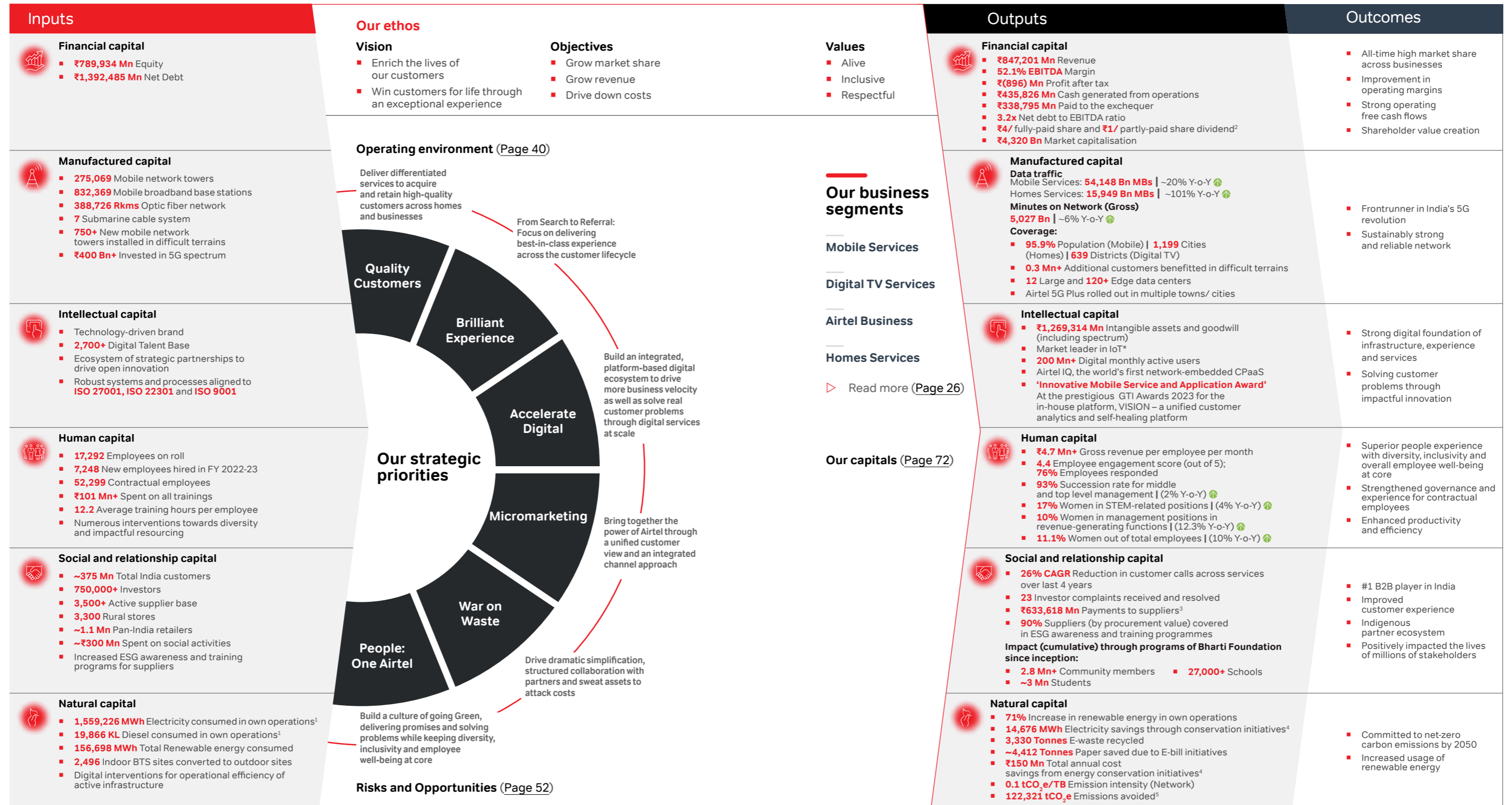


Value Creation Model

How we create value



¹ Now including warehouses. ² Subject to the approval of shareholders at ensuing Annual General Meeting. ³ Excluding transactions w.r.t. inter-company and other telecom providers. ⁴ Energy and cost savings from networks, data centers, facilities and main switching centres and AORs. ⁵ Emissions avoided from use of renewable energy and implementation of energy conservation initiatives. * As per Frost & Sullivan.