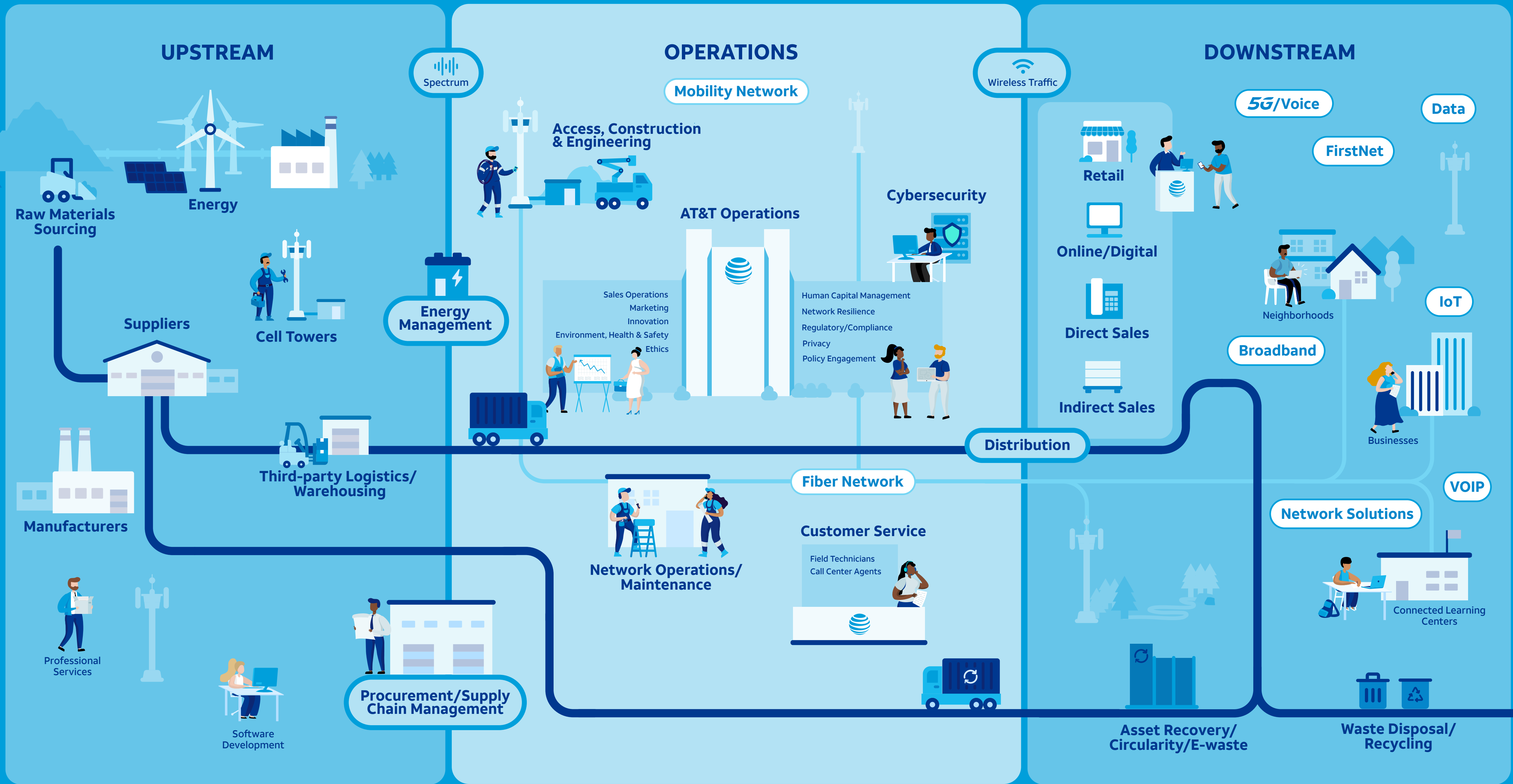


AT&T Value Chain



UPSTREAM

Raw Materials Sourcing

Energy

Suppliers

Cell Towers

Manufacturers

Professional Services

Software Development

Procurement/Supply Chain Management

OPERATIONS

Spectrum

Energy Management

Access, Construction & Engineering

AT&T Operations

- Sales Operations
- Marketing
- Innovation
- Environment, Health & Safety
- Ethics

Cybersecurity

- Human Capital Management
- Network Resilience
- Regulatory/Compliance
- Privacy
- Policy Engagement

Fiber Network

Customer Service

- Field Technicians
- Call Center Agents

Network Operations/Maintenance

DOWNSTREAM

Wireless Traffic

Distribution

- Retail**
- Online/Digital**
- Direct Sales**
- Indirect Sales**

5G/Voice

FirstNet

Data

IoT

Broadband

- Neighborhoods**
- Businesses**

VOIP

Network Solutions

- Connected Learning Centers**

Asset Recovery/Circularity/E-waste

Waste Disposal/Recycling