



# IDEA CELLULAR LIMITED

## INVESTOR PRESENTATION

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# Idea Cellular



Pan India  
Pure Play  
Wireless  
Operator

US\$ 8.9 bn  
Market  
Capitalisation<sup>(4)</sup>

No.7 Ranked  
Operator in the  
World by  
Subscribers <sup>(1)</sup>



An Aditya Birla  
Group Company

FY13  
Consolidated  
Gross Revenue  
US\$3.6 bn

No. 3  
Operator in India  
with 16.2%  
RMS<sup>(2)</sup>

Serving 127.2  
million  
subscribers <sup>(3)</sup>

USD 1 = INR 62.78, RBI Ref rate as of Sep 30, 2013

<sup>1</sup> Basis Subscribers in Single Country Operations, As per data from WCIS as of March 2013.

<sup>2</sup> TRAI Q1FY14 revenue for UAS and Mobile licenses only. Q1FY14 revenue for Loop (Mumbai circle) has been taken on the same basis as for preceding quarter, since no data was reported

<sup>3</sup> COAI as of September 30, 2013

<sup>4</sup> As of September 30, 2013

# Aditya Birla Group



## Our Businesses



## Our Brands



- ❑ A leading business conglomerate and one of the India's most respected business groups
- ❑ Global player in aluminum, copper, carbon black, viscose staple fiber, BPO and chemicals; A leading Indian player in cement, branded apparel and financial services
- ❑ Strong confidence of all stakeholders, lenders, and vendors and ability to attract and retain talent

# India Telecom Sector Backdrop



## Growth Drivers

### Voice

- Active subscriber penetration (measured on VLR) at 59.5% (731 million subscribers)<sup>(1)</sup>
- Tariff (ARPM) improvement in last 2 quarters – April to June'2013 and July to September' 2013

### Data

- Wireless Internet penetration at 16.5% (143 Mn)<sup>(2)</sup> of Total Wireless Subscribers
- Nascent 4.9%\* penetration of high speed 3G wireless broadband
- Strong mobile data traffic growth – eg., 99.6% y-o-y growth for Idea in Q2FY14

### Emerging revenue streams

- Mobile Banking
- M2M

## Competition

- Top 3 operators garnered 70.2%<sup>(3)</sup> of Indian Mobile revenue market share (“RMS”);
- After prolonged hyper competition phase, declining Competitive Intensity - No. of service area operations<sup>(4)</sup> reduced from 249 in December 2011 to 171 in June 2013. Idea to benefit from structural changes in market
- Reduced subscriber churn % and falling overall subscriber acquisition cost

## Regulatory

- Good supply of Spectrum with the Government in 700 / 800 / 1800 / 2100 / 2300 MHz bands
- After 2 failed Spectrum auctions, TRAI has initiated a consultation process on “Valuation and Reserve Price of Spectrum” for 800, 900 and 1800 Mhz bands and reduced the pan India spectrum price by approximately 37% in its recommendations dated September 9, 2013
- Policy on ‘Merger & Acquisitions’ and ‘Spectrum Trading’ among mobile operators awaited.

\* Idea 3G subscriber penetration, as of September 30, 2013

<sup>1</sup> As of June 30, 2013, based on TRAI report    <sup>2</sup> As of Mar 31, 2013, TRAI performance Indicator Report

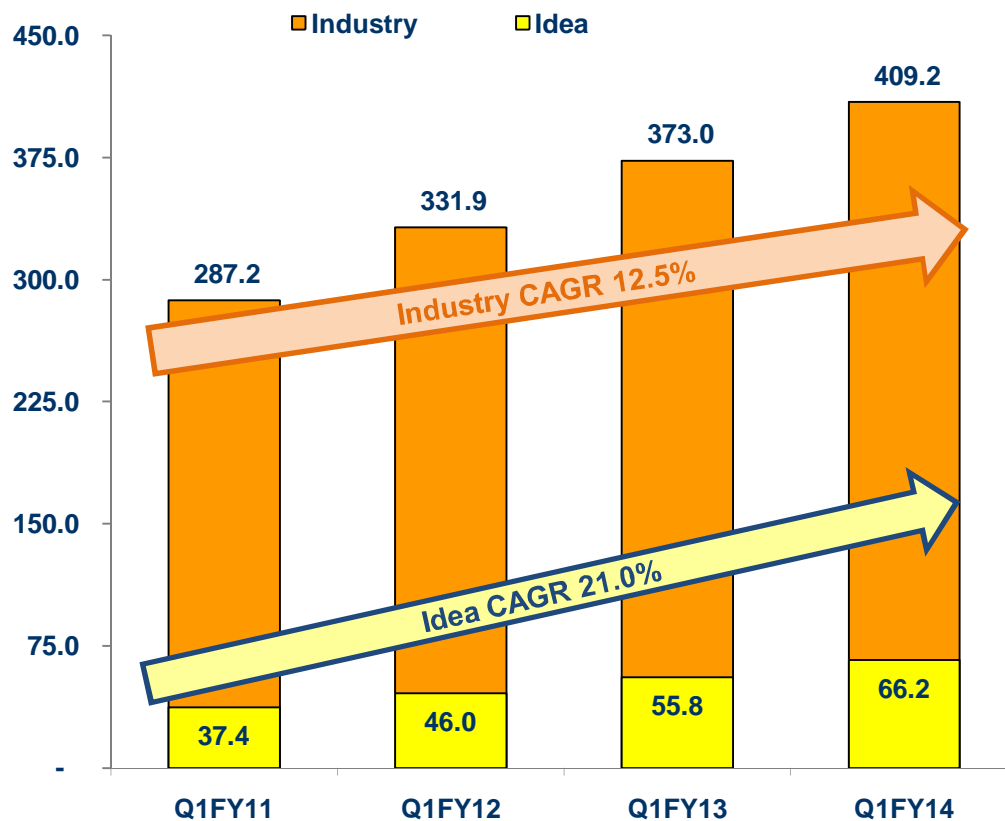
<sup>3</sup> TRAI Q1FY14 revenue for UAS and Mobile licenses only. Q1FY14 revenue for Loop (Mumbai circle) has been taken on the same basis as for preceding quarter, since no data was reported

<sup>4</sup> Based on reported subscribers; cumulative operators obtained by summing up operators in all 22 circles as reported by TRAI

# Indian Wireless Sector – Revenue Trend



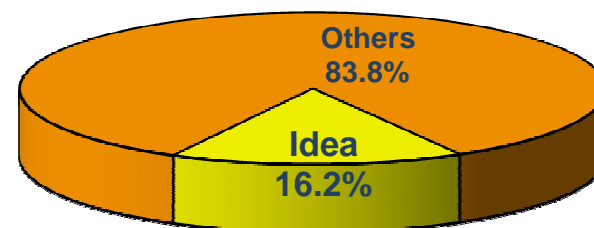
Sector Quarterly Gross Revenue (INR bn)



USD Mn	Industry	4,575	5,287	5,941	6,518
	Idea	596	733	889	1,054

USD 1 = INR 62.78, RBI Ref rate as of September 30, 2013

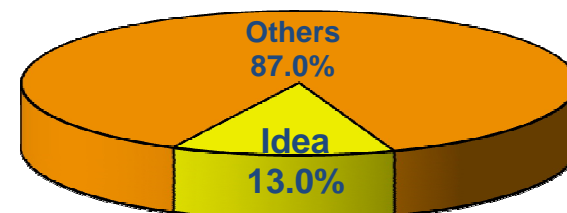
Idea – Steady Revenue Market Share (RMS) improvement



Q1FY14



Incremental RMS 23.6%

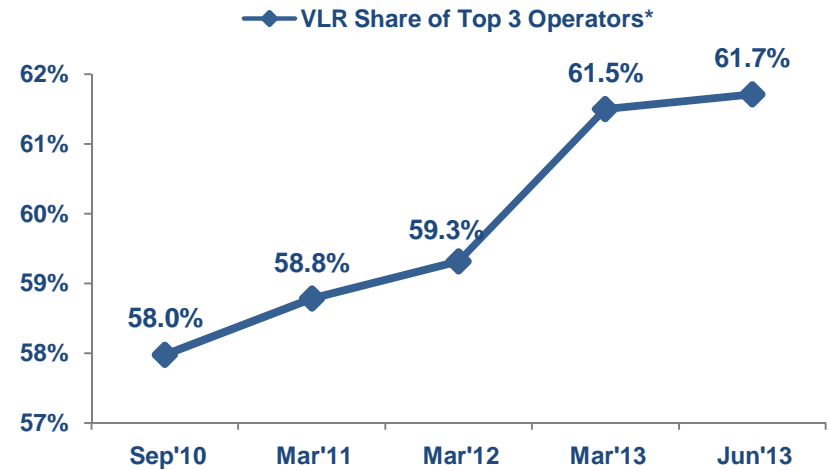
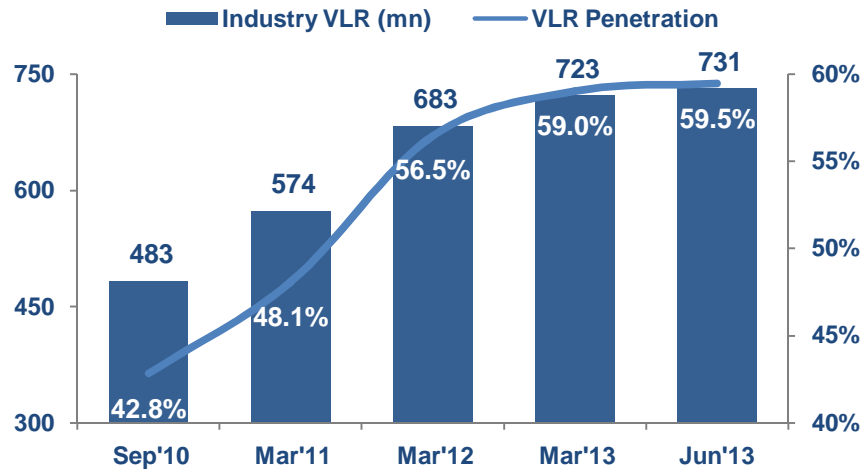


Q1FY11

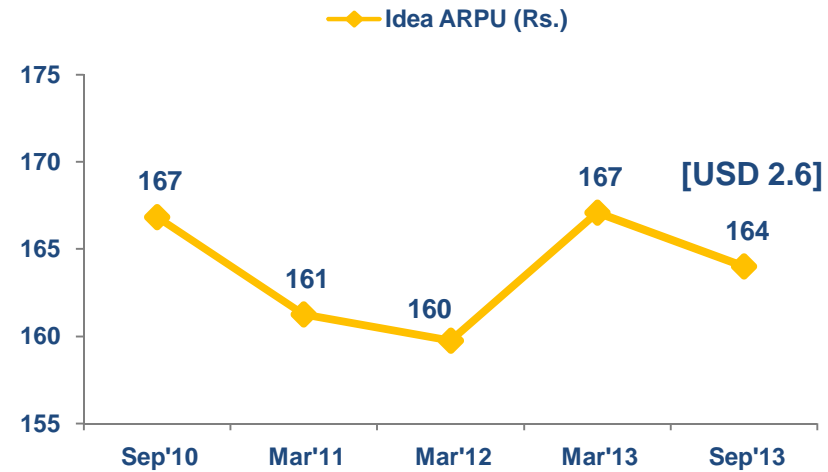
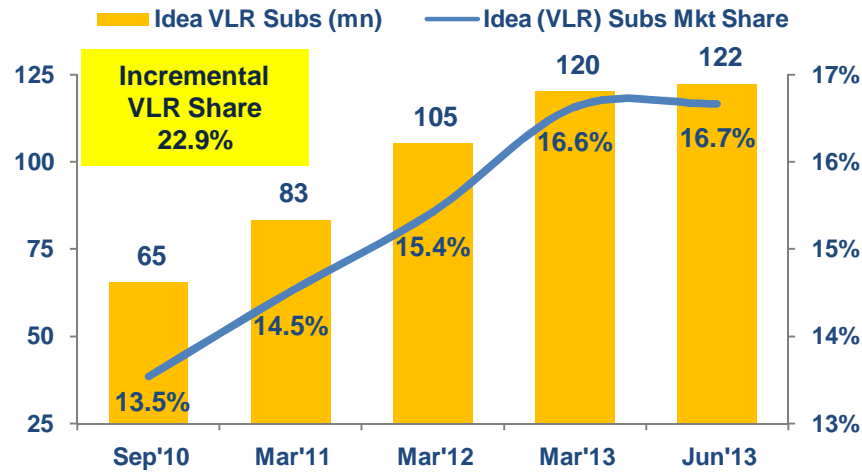
# Subscriber Trends



## INDUSTRY



## IDEA

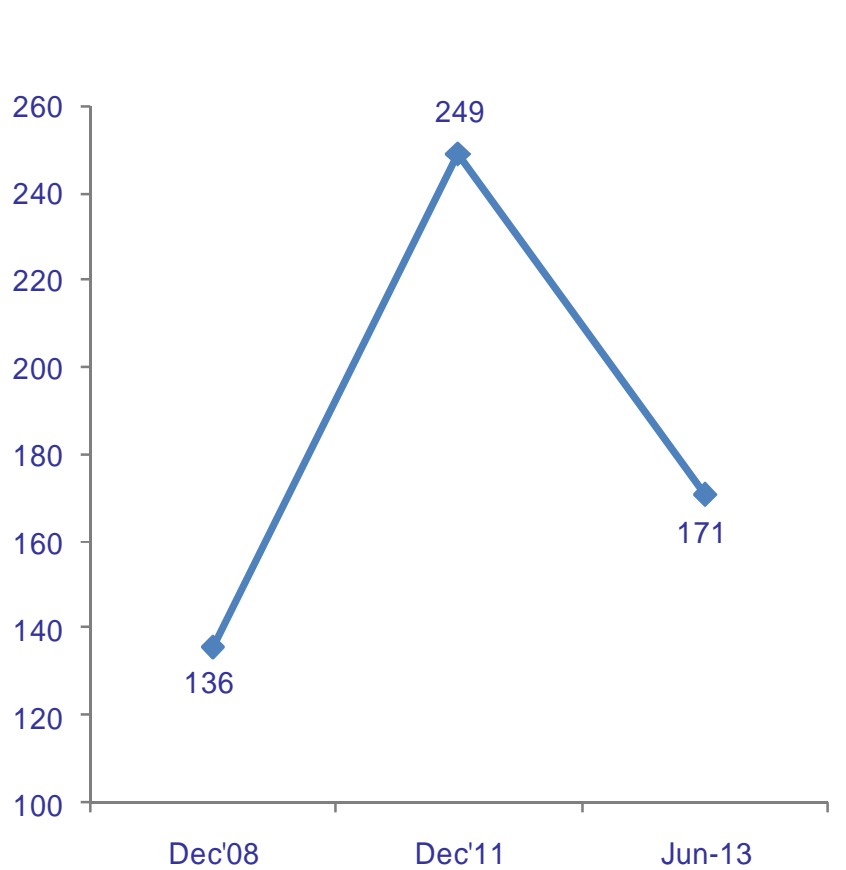


# Declining Competitive Intensity

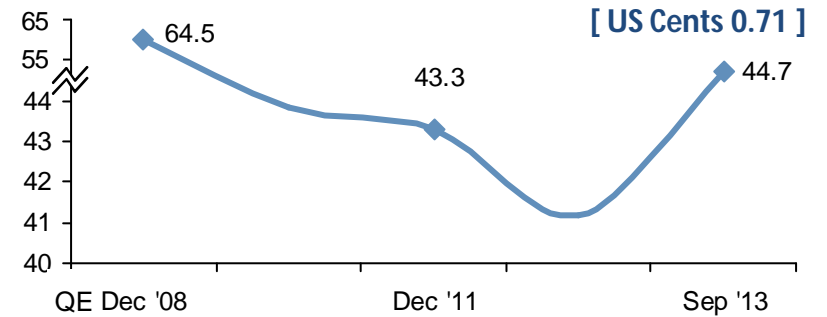
Post Supreme Court 2012 license cancellation, Operators exit or selectively reduce India presence



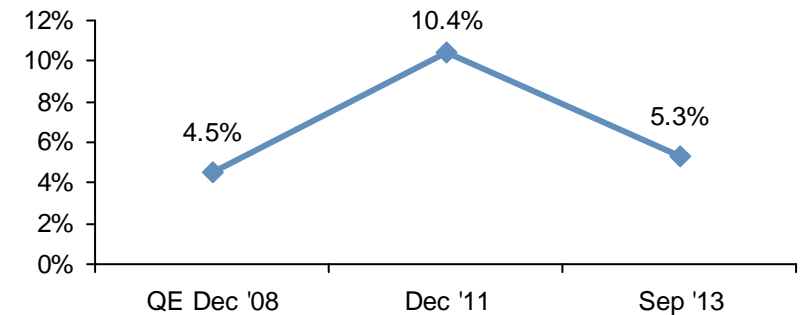
Cumulative Number of Operators in All Service Areas<sup>(1)</sup>



Idea – ARPM (paise)



Idea – Churn Per Month<sup>(2)</sup>



- New M&A and spectrum trading policy, which is awaited, may hasten the process of market consolidation
- Tariff (ARPM) stabilized after period of hyper competition – early signs of pricing power returning to operators
- Overcapacity in the system reduced



# Adequate Spectrum Available for Future Telecom Growth



(in MHz)

Spectrum Band [22 Service Areas]	700	800	900	1800	2100	2300	Total
Spectrum Available for Telecom	660.0	440.0	431.8	1,121.8	465.0	1,170.0	4,288.6
Allocated to Operators	-	261.3	431.8	624.7	465.0	880.0	2,662.8
<b>Balance with Government</b>	<b>660.0</b>	<b>178.8</b>	<b>-</b>	<b>497.1</b>	<b>110.0*</b>	<b>290.0</b>	<b>1,735.9</b>

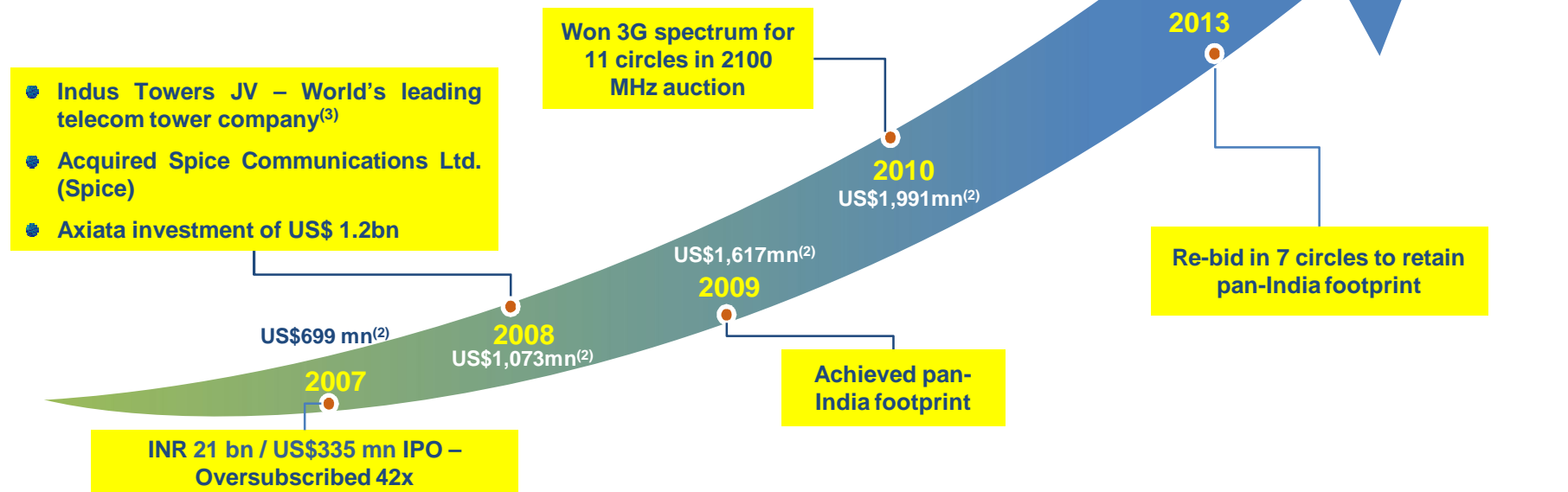
- Limited fixed line infrastructure in India
- Sufficient spectrum available to promote growth of wireless broadband in India

# Idea: Successful Growth Track-record



	FY2007 (IPO in Q4FY07)	FY2013	Comments
Company Profile	Operation in 11 circles	Pan India Operations	<b>Strong Performance since IPO</b>
Customer Base (mm) <sup>(1)</sup>	14.0	121.6	<b>8.7x</b>
Revenue (US\$ mn)	\$699	\$3,577	<b>5.1x</b>
EBITDA (US\$ mn)	\$237	\$956	<b>4.0x</b>
Cash Profit (US\$ mn)	\$187	\$793	<b>4.2x</b>
Gross Block+CWIP	\$1,548	\$7,564	<b>4.9x</b>

**CMS Rank 6 in FY07<sup>(1)</sup>  
RMS Rank 3 in FY13<sup>(1)</sup>**

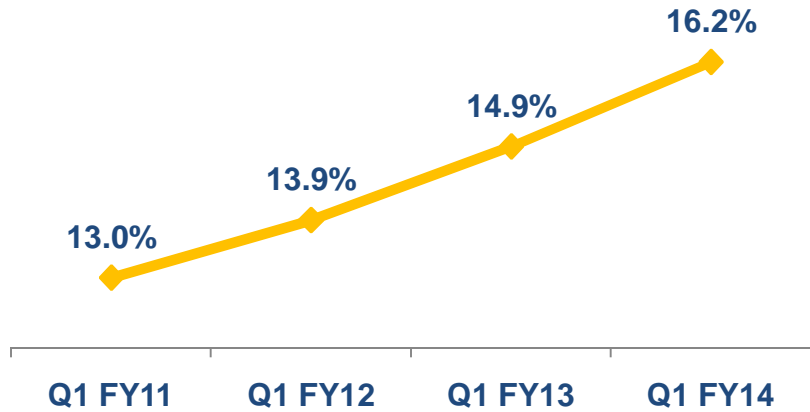


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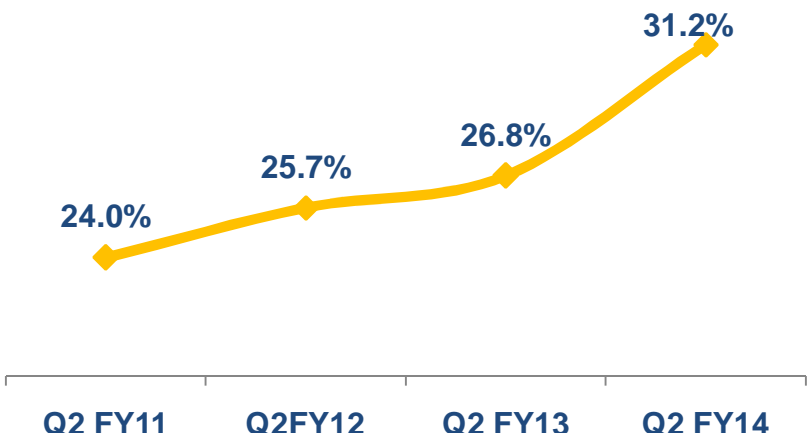
# Idea – An Overview



Idea has consistently gained Revenue Market Share ...<sup>(1)</sup>



... showing EBITDA margin improvement, led by scale benefit



## Wireless Business

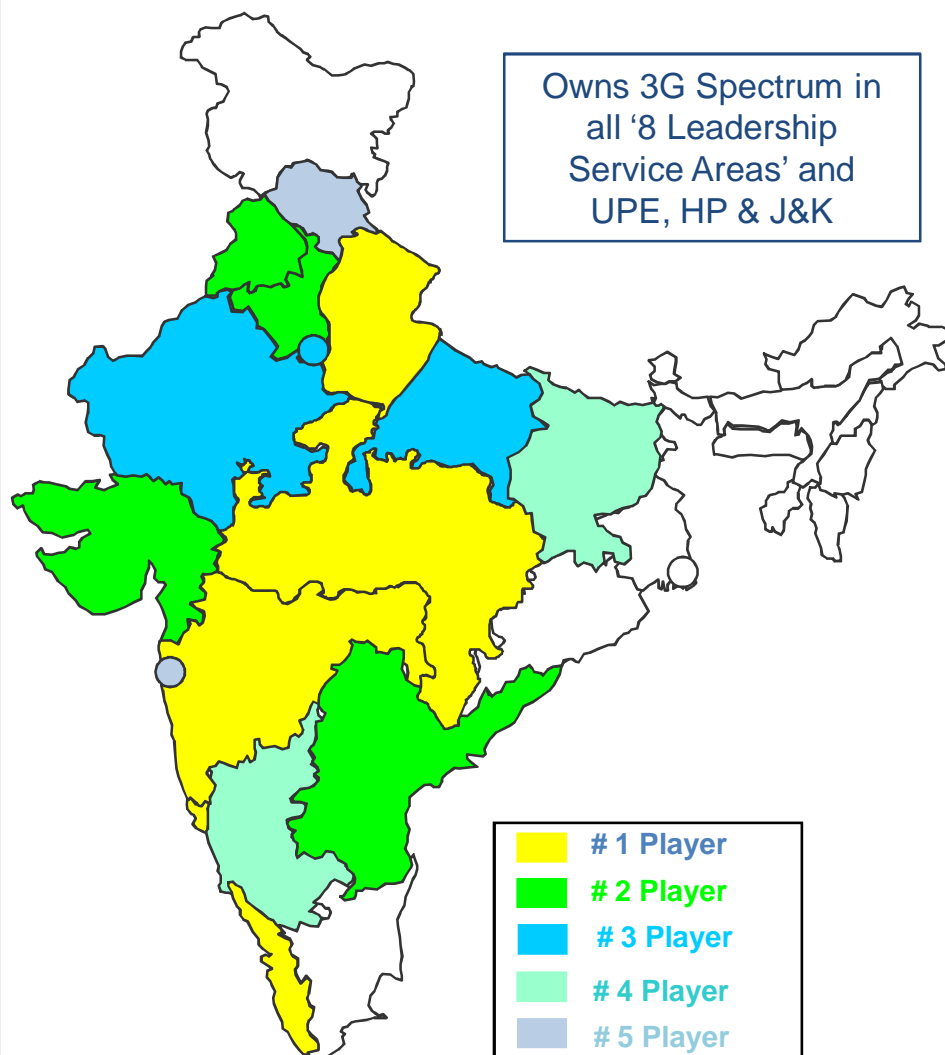
- ✓ A pan India pure wireless play 2G-GSM service provider.
- ✓ Third largest operator in India, by Mobility Revenues and VLR subscribers<sup>(1)</sup>
- ✓ Holds 3G Spectrum in 11 service areas<sup>(2)</sup>, overlaps with 73% of Q1FY14 revenues<sup>(1)</sup>
- ✓ Provides 3G services in 20 service areas, including Intra-Circle Roaming (ICR) arrangement for 10 service areas
- ✓ Voice Minutes Carried ~1.51 billion per day during Q2FY14
- ✓ Expanding NLD, ILD and ISP capabilities

## Infrastructure

- ✓ Owns 9,454 towers, with a tenancy of 1.56
- ✓ Holds 16% stake in Indus Towers through its subsidiary ABTL<sup>(3)</sup>
- ✓ Approximately 77,000 km optical fibre cable (OFC) network

<sup>1</sup> Source: TRAI; revenue for UAS and Mobile licenses only. Revenues for Q1FY14 for Loop (Mumbai circle) and Q1FY12 for Vodafone (Andhra Pradesh circle) have been taken on the same basis as for the preceding quarter, since no data was reported  
<sup>2</sup> Authorization for commercial use of 3G spectrum for Punjab service area is awaited  
<sup>3</sup> Providence Equity Partners, through its affiliates has invested INR 20,982mn in ABTL through Compulsorily Convertible Preference Shares

# 15 Service Areas – Strength



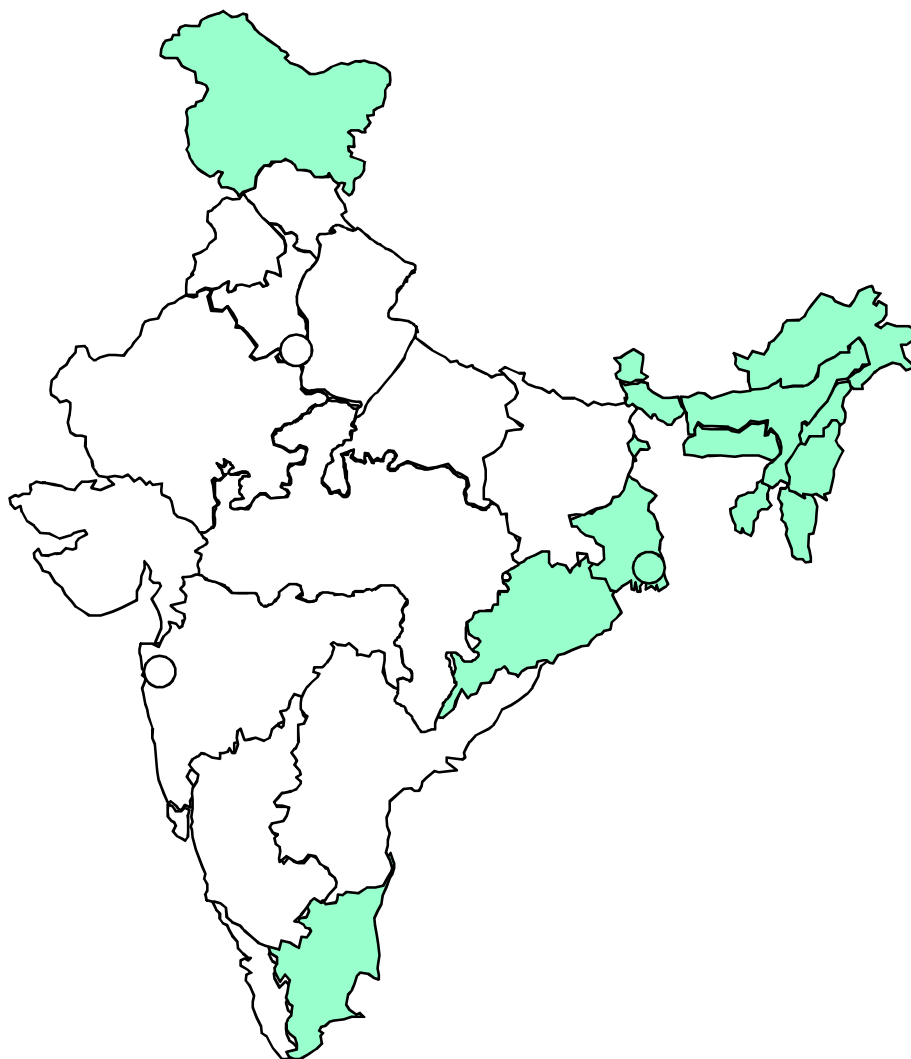
8 Established Service Areas (leadership)			
Service Area	RMS Q1FY11 <sup>1</sup>	RMS Q1FY14 <sup>1</sup>	Rank <sup>2</sup>
Kerala	29.4%	35.7%	1
M.P.	31.2%	35.3%	1
UP (W)	27.8%	29.2%	1
Maharashtra	29.9%	29.0%	1
Haryana	19.9%	25.5%	2
Punjab	18.9%	22.2%	2
A.P.	16.3%	20.2%	2
Gujarat	17.8%	19.5%	2
<b>Total</b>	<b>23.7%</b>	<b>26.7%</b>	<b>1</b>

● 40.7% of India Mobility Revenue  
 ● Idea Incremental RMS @33.6%

7 Other Established service areas			
Service Area	RMS Q1FY11 <sup>1</sup>	RMS Q1FY14 <sup>1</sup>	Rank <sup>2</sup>
UPE	10.3%	13.7%	3
Rajasthan	7.6%	12.9%	3
Delhi	9.7%	11.6%	3
Bihar	8.0%	11.6%	4
Karnataka	6.6%	10.3%	4
H.P.	7.4%	10.2%	5
Mumbai	5.9%	9.4%	5
<b>Total</b>	<b>8.0%</b>	<b>11.5%</b>	<b>3</b>

● 38.9% of India Mobility Revenue  
 ● Idea Incremental RMS @19.7%

# 7 New Service Areas - Opportunity



- Launched services during FY10; combined RMS of 4.1%<sup>1</sup> in Q1FY14
- Acquired 5 MHz spectrum in 1800 MHz frequency auction in Nov'12 (6.25 MHz in West Bengal) in these service areas (post cancellation of license by Supreme Court)
- Leverage synergies of pan India operations i.e. roaming, NLD, Ad spend, common network elements
- Provides growth opportunity as number of licenses shrink

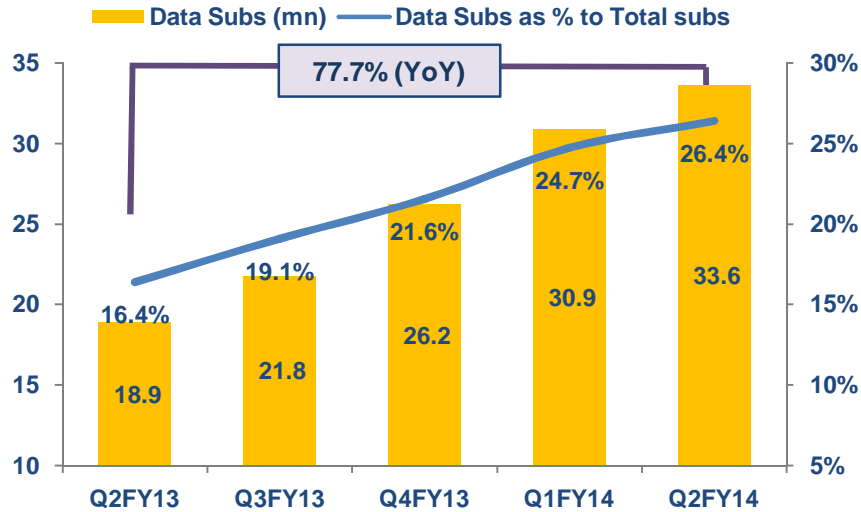
7 New service areas			
Service Area	RMS Q1FY11 <sup>1</sup>	RMS Q1FY14 <sup>1</sup>	Rank <sup>2</sup>
West Bengal	1.7%	6.5%	4
Kolkata	1.6%	5.6%	6
Northeast	0.6%	3.6%	6
J&K	1.1%	3.8%	6
Assam	1.0%	2.8%	6
Orissa	2.5%	4.5%	7
TN (incl. Chn)	0.8%	3.1%	7
<b>Total</b>	<b>1.3%</b>	<b>4.1%</b>	<b>7</b>

- 20.4% of India Mobility Revenue
- Idea Incremental RMS @10.9%

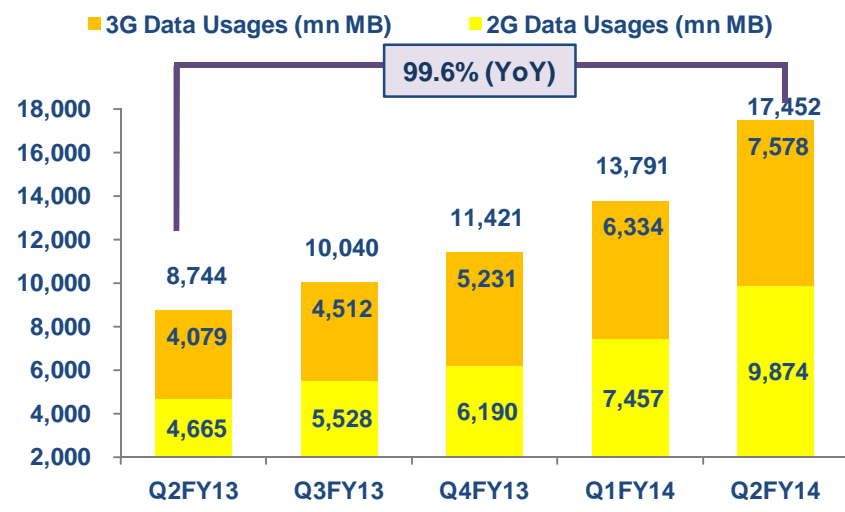
# Idea Mobile Data – The Next Opportunity



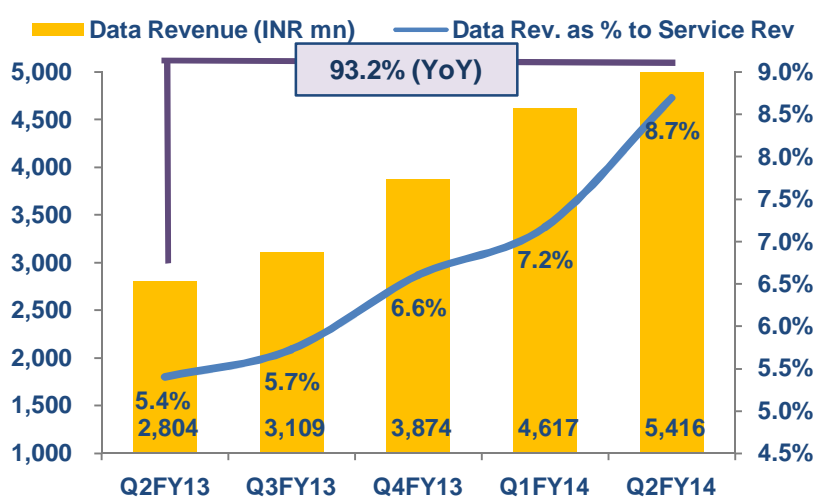
### Improving Data penetration



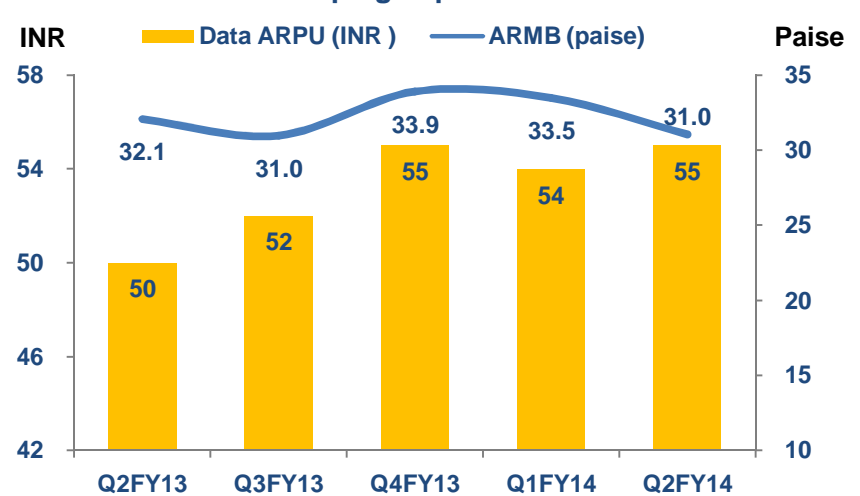
### Strong Data Volume Growth



### Data Revenue Contribution on the Rise

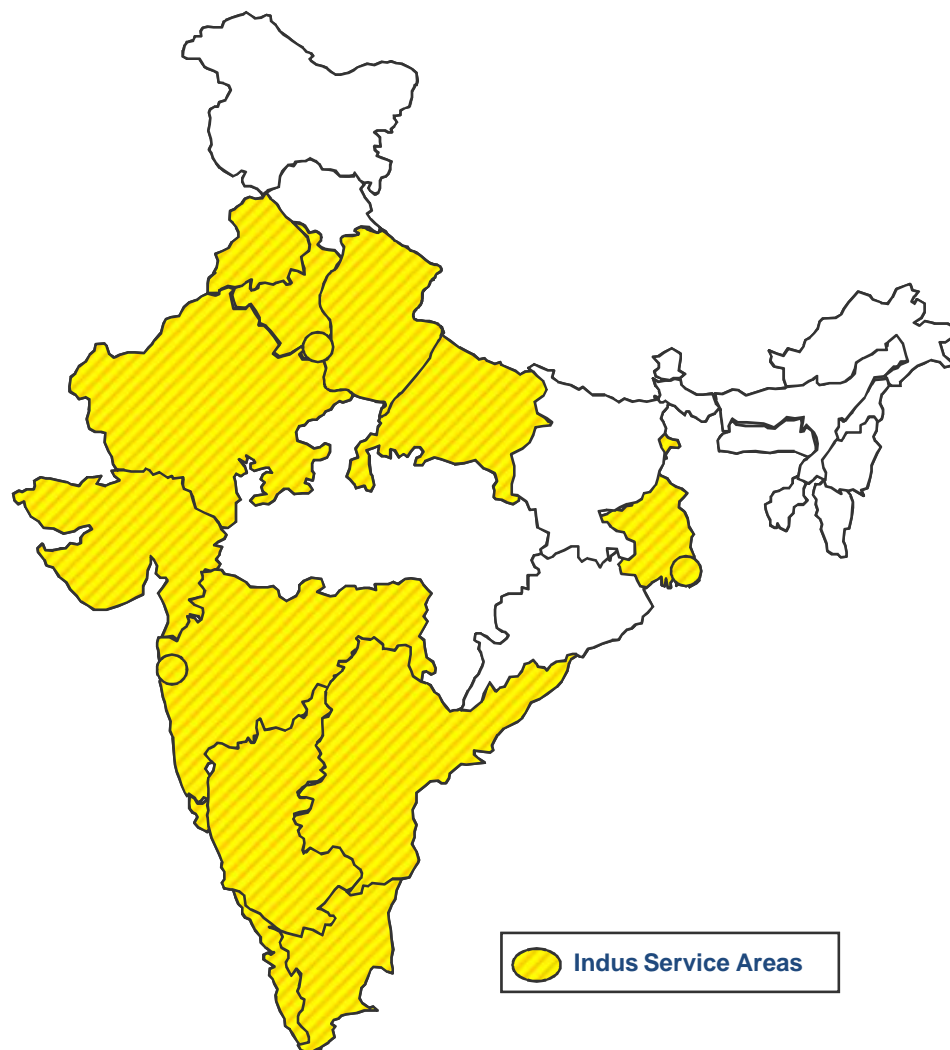


### Data ARPU helping improve overall ARPU

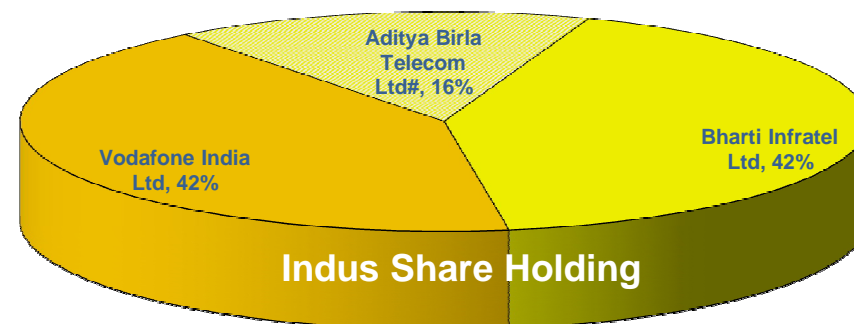


3G enabled devices @ 9.9% as of Sep'13. Smartphone uptake augurs well for underutilized 3G capital investment

# The Indus Advantage



- Provides passive infrastructure services in 15 service areas
- Leading independent tower company in the world with around 112,100 towers and tenancy ratio of 2.01
- Combined revenue market share of three shareholders is 70.2%<sup>(1)</sup>
- Idea benefits by reduced capex, speed to market, and embedded value of shareholding



# A Subsidiary of Idea Cellular Ltd.

# Idea – Key Capabilities & Strengths



## ***Wide Cellular Network***

- Covers ~ 75% of all India Population extended to ~315,000 Towns & Villages on GSM network.
- ~ 77,000 km of Fiber & 2500 3G fibre POPs serve as data network backbone
- Earnest drive to reduce carbon footprint – solar-powered cell sites, lower plastic usage
- Work closely with global partners – Ericsson, Nokia Siemens, Cisco, Huawei & ZTE

## ***Deep & Innovative Sales Distribution***

- Idea's unique distribution model ensures ~140 outlets per 100K population
- ~ 1.3 Million Transacting Retailers serviced by ~ 26,000 Distributors
- ~ 930,000 'Data Selling Outlets' which sell data recharges and products
- 5 Million+ Idea Postpaid base served through extensive retail & enterprise direct / indirect distribution



# Idea – Key Capabilities & Strengths



## *Growing Data Business*

- ~ 33.6 Million data users on 2G EDGE and 3G HSPA services
- ~6.2 Million subscribers use 3G services out of 127 Million overall subscriber base
- Idea's own current range of 6 'Idea Smartphones' starting at USD 90 (INR 5400)
- ~12.5 Mn Idea subscribers own 3G devices; pace of adoption on steady rise

## *Customer Centric Service*

- ~ 15,000 call center agents handle ~ 1.4 Million customer calls per day
- 4700+ Idea service stores in formats adapted to large, small and rural towns
- Significant online investments to service customers via Emails, Website and Social Networks
- Idea leads MNP Net Adds – 7.8Mn – with around 1 in 4 'port-out customers' choosing Idea

# Idea – Key Capabilities & Strengths



## ***Strong IT Processes & Support***

- Modern Prepaid Vtop-Up system & Pan-India Postpaid billing system BSCS IX
- Large Siebel based pan-India Prepaid and Postpaid CRM deployment
- High emphasis on sales automation through advanced Dealer Sales Mgmt. application
- Advanced Analytics through proprietary Business Intelligence & Analytics applications
- Work closely with global partners – IBM, Cisco, Wipro, SAS

## ***Idea Talent Pool***

- 10,000+ Idea Cellular employees based out of 164 offices spread across 22 service areas
- Additionally, 4,000+ Prepaid sales executives engaged through a subsidiary
- Work in an open & performance driven culture with cross-functional synergy and innovation focus
- Voluntary participation in central & regional Corporate Social Responsibility programs initiated for those in need

# Idea – Some Recent Awards & Recognitions



## *Corporate Awards*

- Won 3 Awards at Economic Times Telecom Awards 2012  
Excellence in Marketing | Customer Experience Enhancement | Innovative Products
- 'Best Rural Service Provider of the Year' – Amity Telecom Excellence Award 2012
- Telecom CEO of the Year – Tele.Net Awards 2013
- CTO of the Year – at the Voice & Data Awards 2012

## *Brand Awards*

- Best Brand Campaign of the Year – World Communication Awards 2012
- Gold for '3G Population' campaign – Asia Pacific Marketing Congress 2012
- Best use of Online Banner Advertising – Digital Media Awards 2012
- Best use of Social Media – India Social Case Campaign 2012

## *HR Awards*

- No.1 in Telecom in "India's Best Companies to Work for Study - 2013" by Economic Times in association with the Great Place to Work Institute

# Idea Brand Philosophy

Transforming Indian consumers' life through Mobile Telephony



India's No. 21 'Most Valuable Brand' as per 'Best Indian Brands 2013' study by Interbrand, a leading global branding consultancy

www.idealcellular.com General information no. 97020 12345

**Idea Rings All India**

*What a network!*

**!idea**

**HONEYBUNNY**

An idea can change your life

www.idealcellular.com

**Dial 121 and Idea Showroom will come.**

- Talktime Offers
- Internet Plans
- Value Added Services
- Customer Care and more

All on one number  
Also available on \*121#.

**!idea**

An idea can change your life

**Ek doosre ko samajhne ke liye telephone exchange.**

*What an idea!*

**!idea**

An idea can change your life

www.idealcellular.com

**Banking services on your mobile.**

Account Opening | Cash Deposit  
Cash Withdrawal | Money Transfer

**!idea**

**MYCASH** **AXIS BANK**

Mobile Banking

An idea can change your life

**Share every moment**

Idea 3G Smartphone Aurus with video calling.

Android 2.3 | Dual SIM | Free 3G benefits\*

**!idea**

An idea can change your life

www.idealcellular.com Customer Care 97020 12345

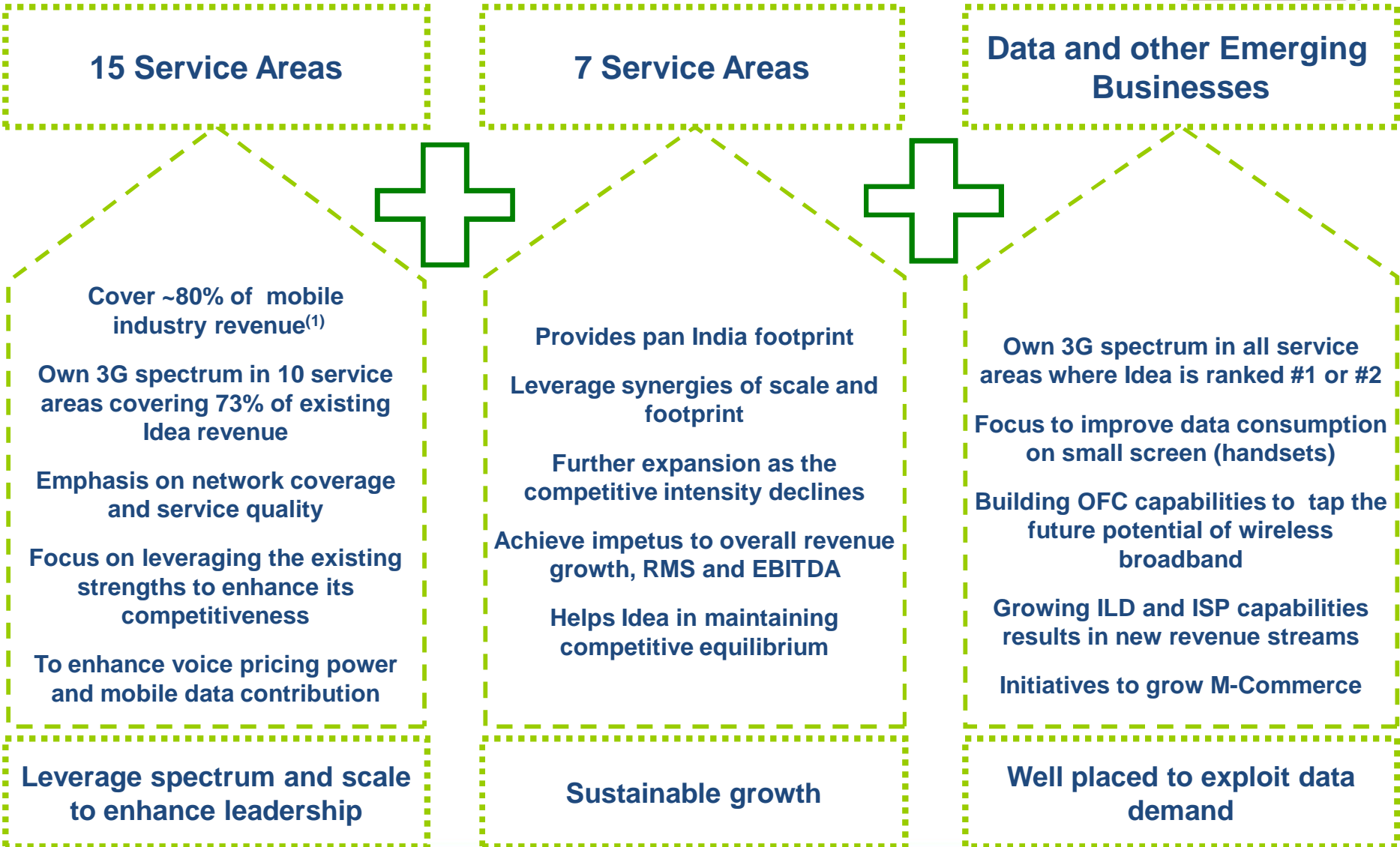
**Break the language barrier.**

*What an idea!*

**!idea**

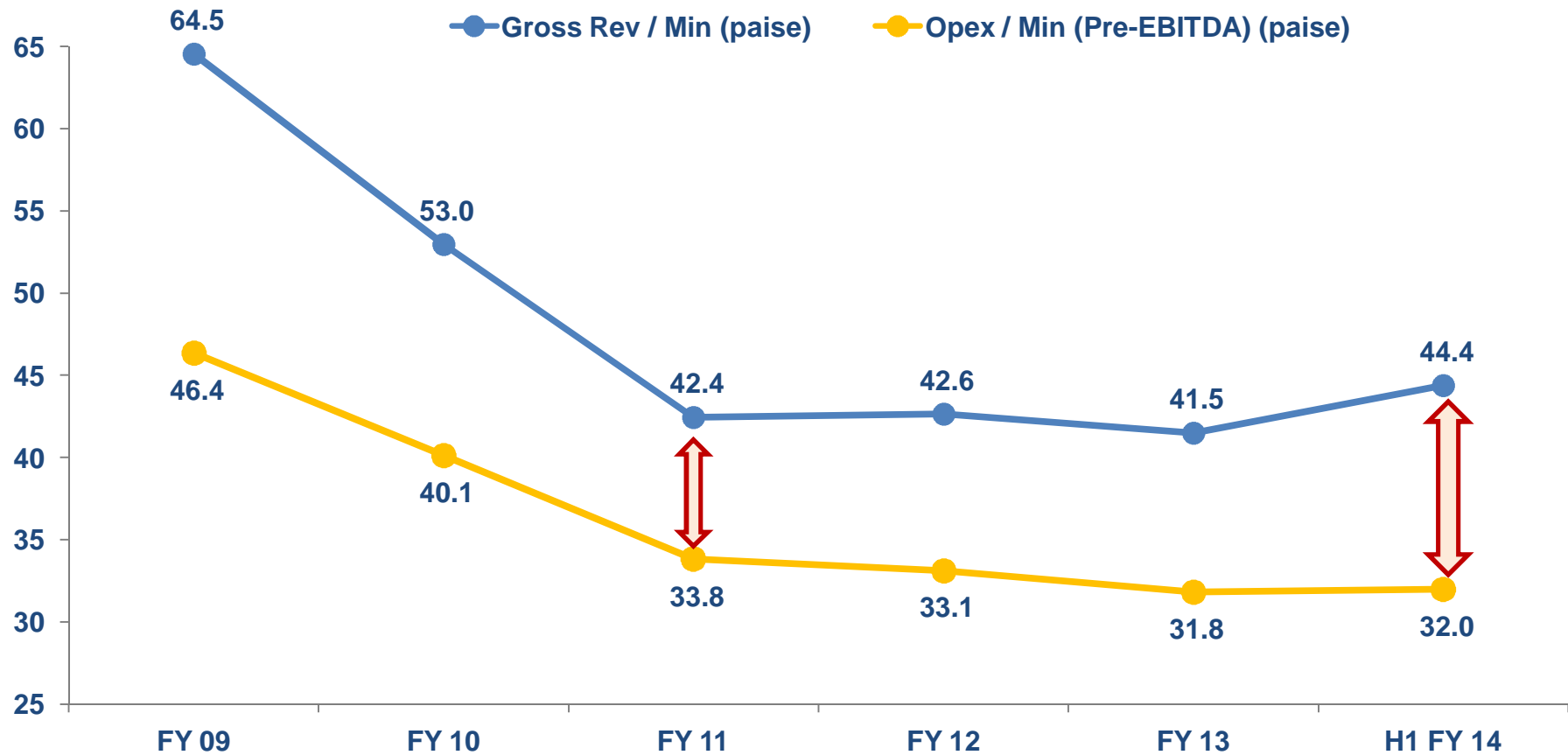
An idea can change your life

# Business Strategy



# Idea Revenue and Cost Per Minute<sup>(1)</sup>

Voice Pricing Power Returning as Competitive Intensity Declines



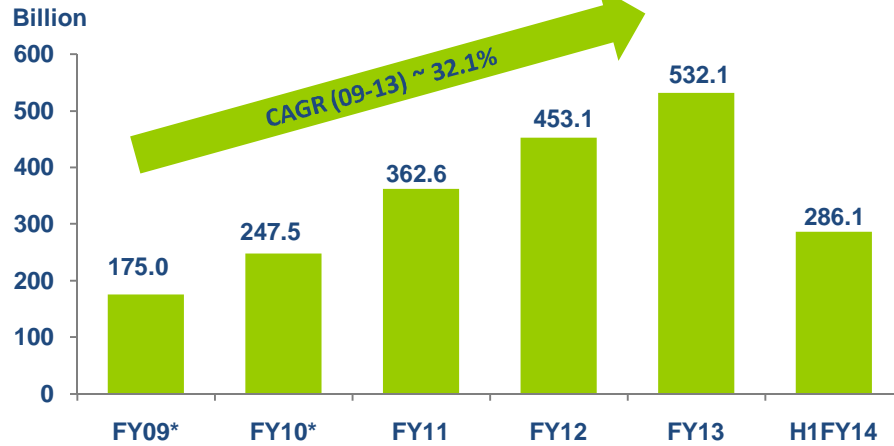
- Mounting losses force small/new telcos to exit or selectively close operations
- Data uptake and higher VAS % to further aid realized rate (ARPM) improvement
- Cost per minute for Idea declines with scale, while ARPM uptick drives margin improvement

<sup>1</sup>Based on Idea standalone financials

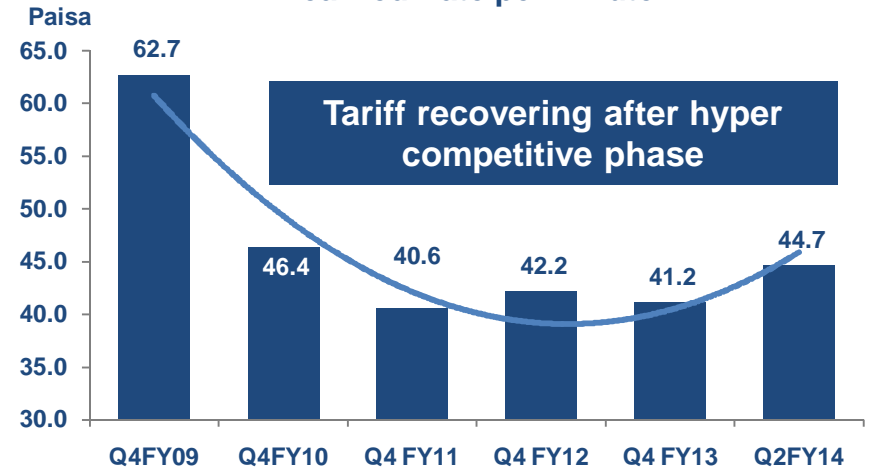
# Key Operating Trends



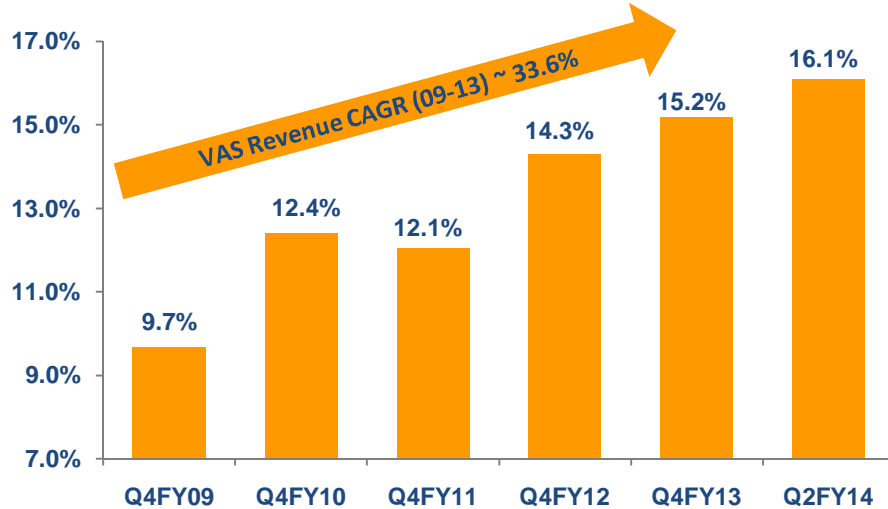
### Minutes of Use on Network



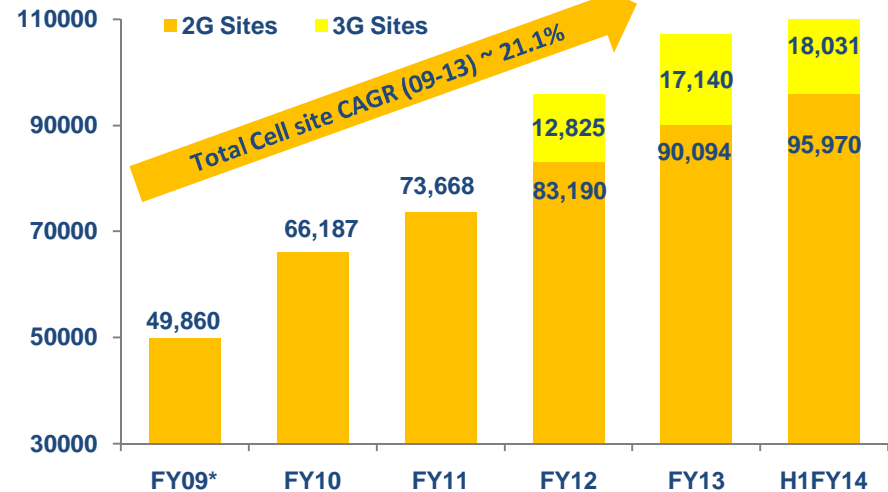
### Realized Rate per Minute



### VAS as a % of Service Revenue



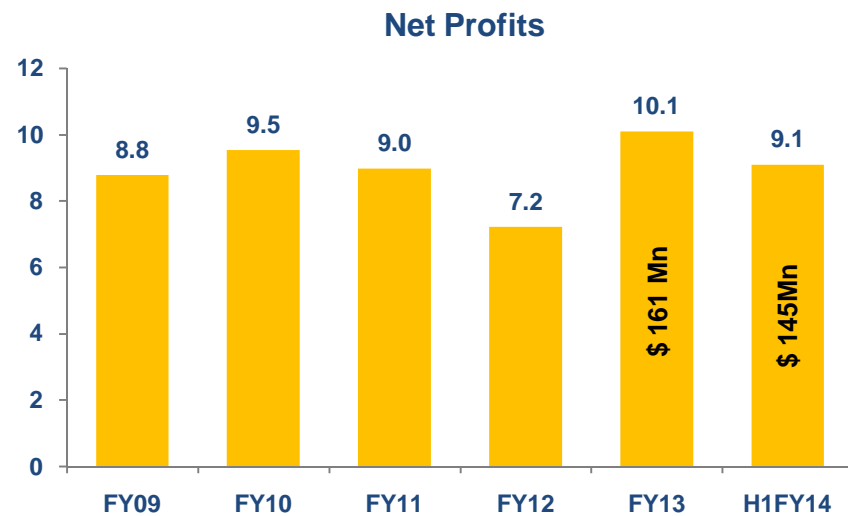
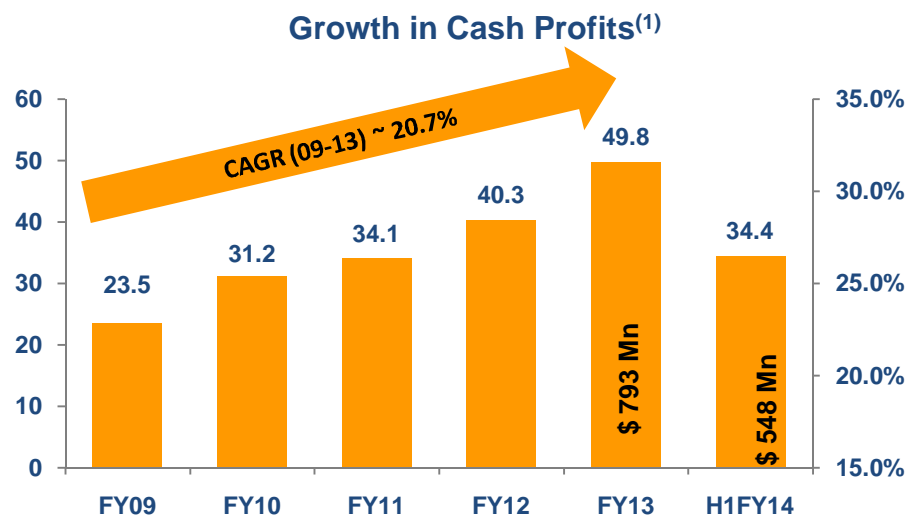
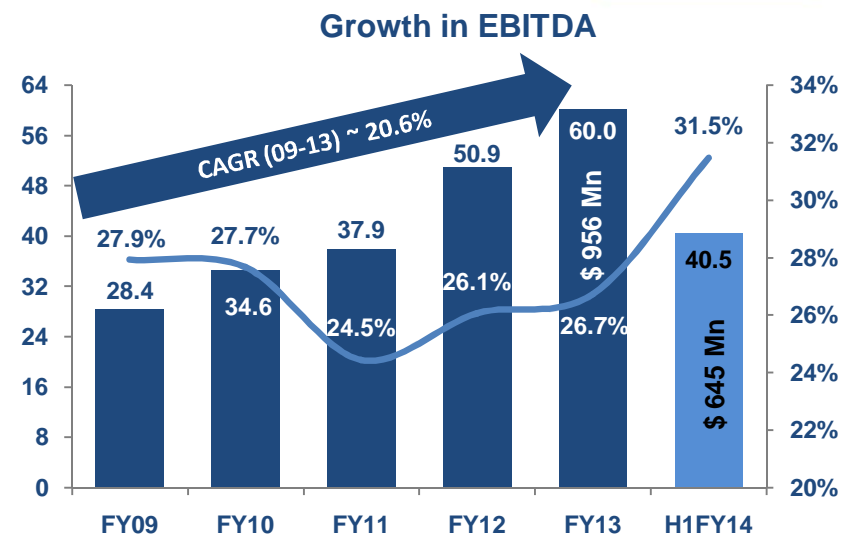
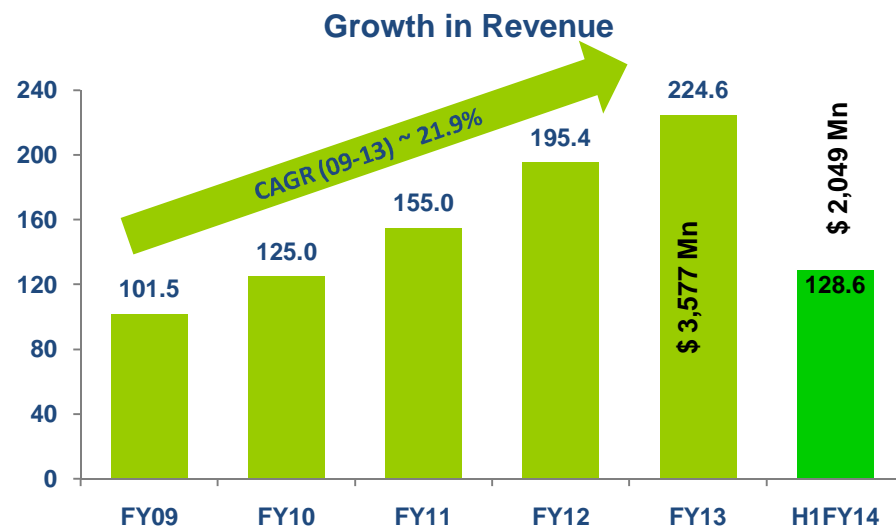
### Cell Sites (EoP)



# Financial Trending (Consolidated)



INR Bn



USD 1 = INR 62.78, RBI Ref rate as of September 30, 2013

<sup>1</sup> Cash profit is calculated as sum of PAT, Depreciation, charge on account of ESOPs and Deferred Tax, for the relevant period

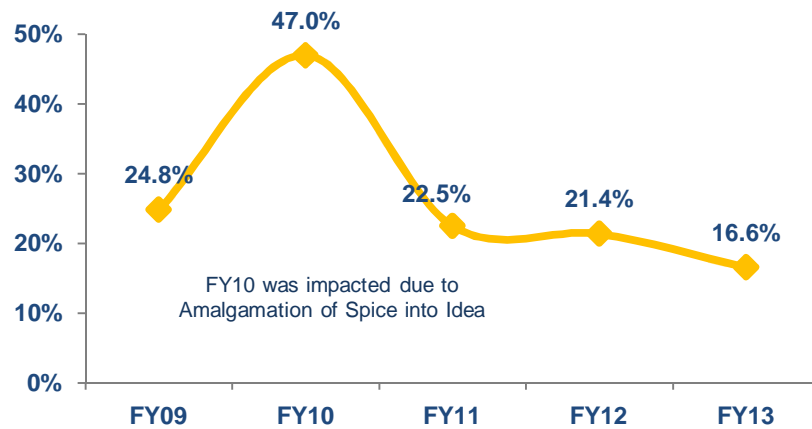


# Key Financial Ratios (1)

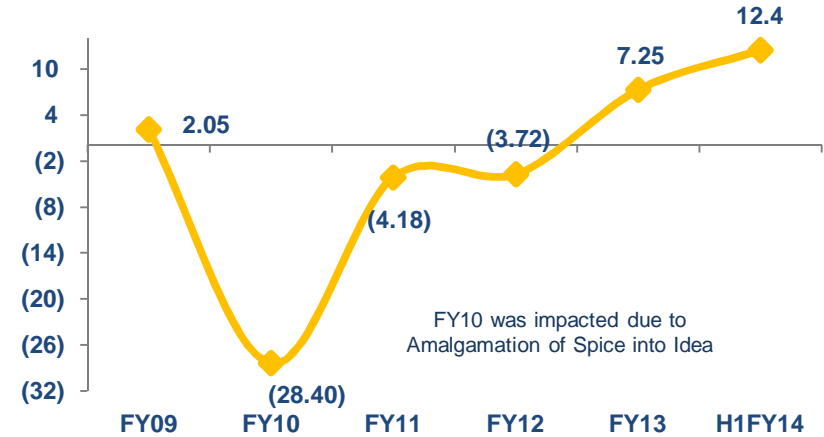


## Investment Efficiency

Steep fall in Capex <sup>(2)</sup> to Sales ratio

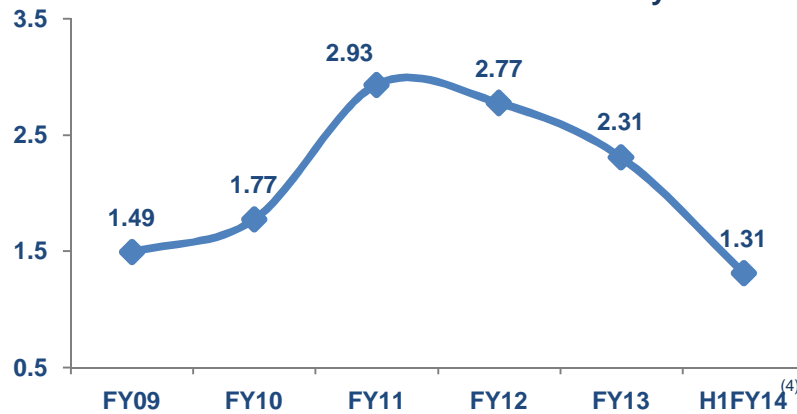


Free Cash Flow (INR bn) <sup>(3)</sup>

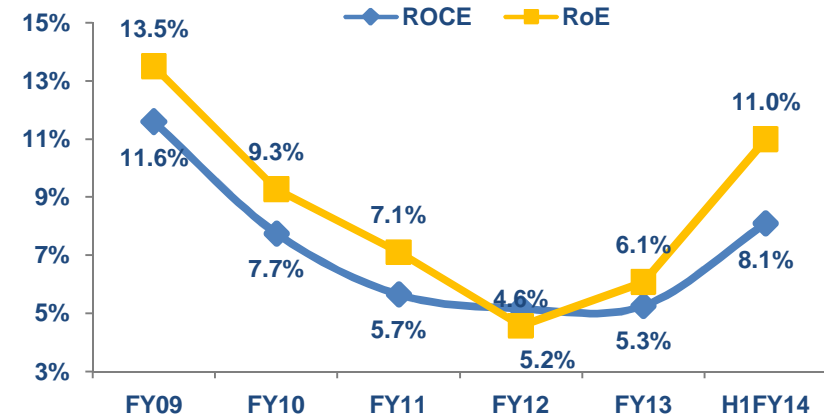


## Balance Sheet Strength

Net Debt to EBITDA one of the lowest in the Indian Telecom Industry



Improving ROCE and ROE



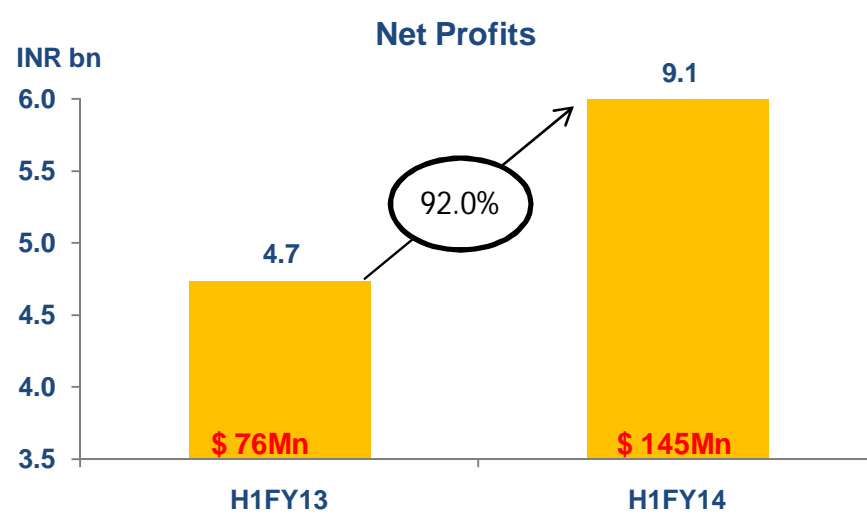
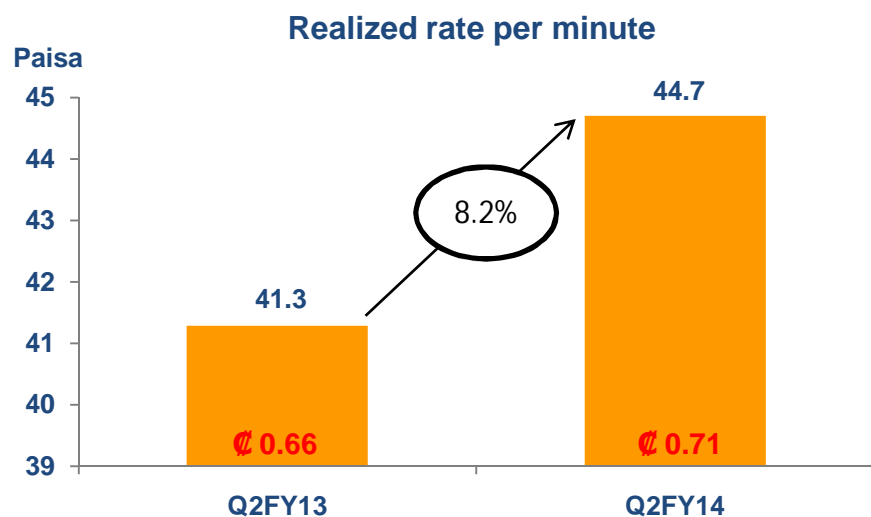
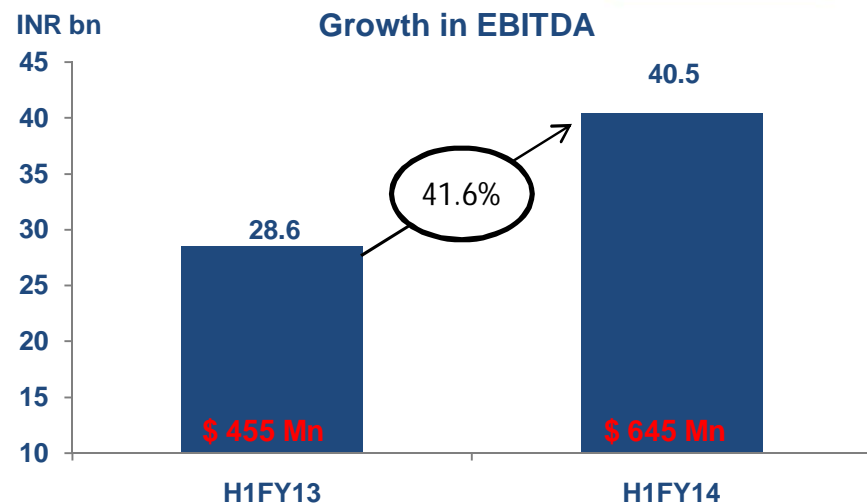
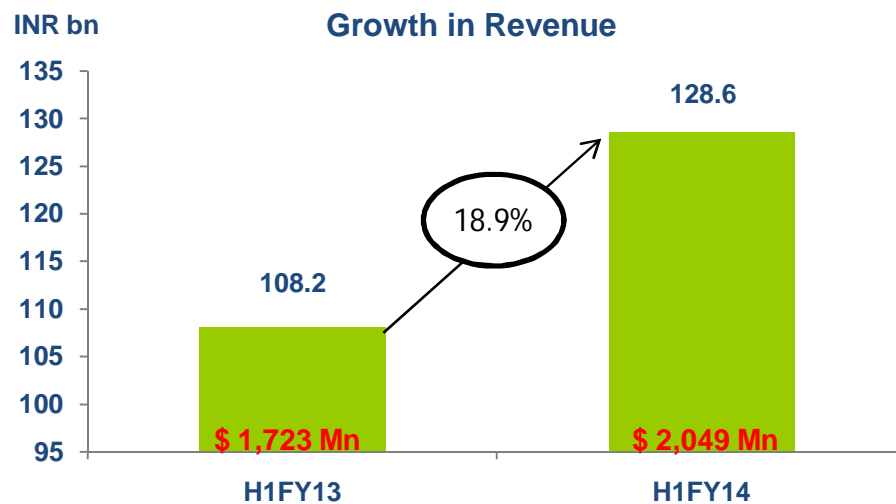
<sup>1</sup> Based on Idea Standalone Financials

<sup>2</sup> Excluding spectrum commitments

<sup>3</sup> FCF = EBIT \* (1 - Effective Tax rate) + Depreciation + Amortisation - Capex excluding spectrum commitments

<sup>4</sup> Based on annualized H1FY14 EBITDA

# Recent Financial Trends



USD 1 = INR 62.78, RBI Ref rate as of September 30, 2013



Appendix



# Idea H1FY14 Performance



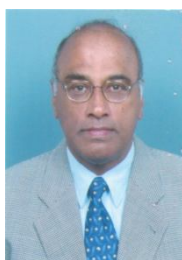
<i>Consolidated (Rs mn)</i>	H1FY13	H1FY14	YoY Growth (%)
Gross Revenue	108,177	128,620	<b>18.9%</b>
EBITDA	28,581	40,478	<b>41.6%</b>
<i>EBITDA Margin (%)</i>	26.4%	31.5%	
Capex	16,983	24,585	44.8%
EBITDA-Capex	11,598	15,894	37.0%
Gross Block+CWIP	434,698	499,445	14.9%
<b><u>KPI Summary</u></b>			
Subscribers ('000)	115,465	127,228	10.2%
ARPU (Rs)*	148	164	10.9%
<b>Total Traffic (bn mins)</b>	<b>256,572</b>	<b>286,141</b>	<b>11.5%</b>
Voice MOU (mins per month)*	359	368	2.4%
<b>ARPM ( Paise )*</b>	41.3	44.7	<b>8.3%</b>
Churn*	10.1%	5.3%	
Data Traffic (bn MB)	15,919	31,243	96.3%
Data as % of revenue*	5.4%	8.7%	
VAS as a % of service revenue *	15.6%	16.1%	

# Board Members



## Mr. Kumar Mangalam Birla – Chairman (Non-Executive)

- Mr. Kumar Mangalam Birla is the Chairman of Idea and Aditya Birla Group. He chairs the Boards of the major Group Companies in India and globally. Mr. Birla took over as Chairman of the Group in 1995. As Chairman, Mr. Birla has taken the Aditya Birla Group to an altogether higher growth trajectory. In the 17 years that he has been at the helm of the Group, he has accelerated growth, built a meritocracy and enhanced stakeholder value.
- Holds an MBA and is a Chartered Accountant



## Mr. Arun Thiagarajan – Independent Director

- Mr. Arun Thiagarajan is currently a part-time Non-Executive Independent Chairman of ING Vysya Bank Limited. Mr. Thiagarajan was the Managing Director of Asea Brown Boveri Ltd. from 1994 till 1998. He was also the Vice Chairman of Wipro Ltd. in 1999 and had also held the position of President of Hewlett-Packard India Pvt. Ltd. in 2001-02. He sits as an Independent Director on the Board of various Companies in India.
- Holds a masters degree in Engineering and graduated in Business Administration & Information Systems



## Mrs. Rajashree Birla – Non-Executive Director

- Mrs. Rajashree Birla is the Chairperson of Aditya Birla Centre for Community Initiatives and Rural Development. She is also a Director on the Board of the major Group Companies. Mrs. Birla oversees the Groups social and welfare driven work across 30 companies. Mrs. Birla was conferred the Padma Bhushan by the Government of India for her exemplary contribution in the area of social work.
- Arts graduate from Loretto College at Calcutta



## Ms. Tarjani Vakil – Independent Director

- Ms. Tarjani Vakil retired as the Chairperson and Managing Director of Export Import Bank of India. She was the first lady to head a Financial Institution in India. Ms. Vakil has 40 years of experience in the field of Finance and Banking. She sits as an Independent Non-Executive Director on the Board of various Companies in India.
- Holds a Masters Degree in Arts



## Mr. Himanshu Kapania - Managing Director

- Mr. Himanshu Kapania is a 16-year-veteran of Indian telecom industry and has over 28 years of rich experience across Automobile, Durables & Office Automation industries in Sales & Marketing, Operations and P&L Leadership roles. He is also the Chairman of the Cellular Operators Association of India.
- He is an Electronics & Electrical Engineer and a Post Graduate in Management.



## Mr. Mohan Gyani – Independent Director

- Mr. Mohan Gyani has a considerable telecommunication and GSM-based industry experience. He was earlier President and CEO of AT&T Wireless Mobility Group. He was also the CFO of AirTouch Communications. Mr. Gyani serves on the Boards of Keynote Systems, Roamware Inc., Safeway Inc., Ruckus Wireless Inc.
- Holds a B.A. and M.B.A.



## Ms. Madhabi Puri Buch – Independent Director

- Ms. Madhabi Puri Buch is currently the Director Operations at Greater Pacific Capital LLP. Previously, she was the CEO of ICICI Securities and prior to that she was a director on the Board of ICICI Bank, looking after its Global Markets business covering treasury solutions as well as the Bank's operations and credit committees. She has a wide experience in Finance and Banking.
- Holds B.Sc. (Hons) in Mathematics and Economics and an M.B.A



## Mr. G.P. Gupta – Independent Director

- Mr. G.P. Gupta retired as the Chairman and Managing Director of Industrial Development Bank of India Ltd. He was also the Chairman of Unit Trust of India. Mr. Gupta has over 38 years of experience in Project Financing, Capital Market, Financial and General management. He serves as an Independent Non-Executive Director on the Board of various Companies in India.
- Holds a Masters Degree in Commerce

# Board Members



## Mr. R.C. Bhargava – Independent Director

- Mr. R.C. Bhargava served in Indian Administrative Services and has held the post of Joint Secretary in the Ministry of Energy and in the Cabinet Secretariat. He retired in 1997 as the Managing Director of Maruti Suzuki India Ltd. & presently is a Non-Executive Chairman of Maruti Suzuki India Ltd. He has vast experience in Administrative Services and General Management. He sits as an Independent Director on several Boards in India.
- Holds an M.Sc. in Mathematics and M.A. in Developmental Economics and is an IAS (Retd)



## Mr. Sanjeev Aga – Non-Executive Director

- Mr. Sanjeev Aga served as the Managing Director of Idea for the period November 1, 2006 to March 31, 2011. Mr. Aga earlier held position of Managing Director of Aditya Birla Nuvo Ltd. and has held senior positions in Asian Paints Ltd., Chellarams (Nigeria) and Jenson & Nicholson. He has also held position of CEO of Mattel Toys and position of Managing Director of Blow Plast Ltd.
- Holds B.Sc. (Hons) in Physics and M.B.A



## Mr. P. Murari – Independent Director

- Mr. P. Murari has held several senior positions with the Government of India, the last being Secretary to the President of India until August, 1992. Mr. Murari currently serves as an Advisor to the President of FICCI. He has vast experience in Administrative Services and General Management. He sits as an Independent Director on several Boards in India.
- Holds M.A. in Economics and is an IAS (Retd.)



## Mr. Biswajit Subramanian – Non-Executive Director

- Mr. Biswajit A. Subramanian, serves as the Managing Director at Providence Equity Partners LLC. Mr. Subramanian leads Providence Equity's Indian private equity investment activities in Asia (ex China) based out of New Delhi. He has extensive experience in Corporate Finance and Mergers and Acquisition transactions.
- Holds B. Tech and M.Tech in Electrical Engineering and an M.B.A.



## Mr. Rakesh Jain – Non-Executive Director

- Dr. Rakesh Jain is currently the Managing Director of Aditya Birla Nuvo Limited. Dr. Jain is also a Director of Group IT and a Director on the Board of the Aditya Birla Management Corporation Pvt. Ltd. Previously he served as the President and CEO of GE Plastics India and South Asia
- Holds an M.Tech and Ph.D in Polymer Science



## Dr. Shridhir Sariputta Hansa Wijayasuriya – Non-Executive Director

- Dr. Shridhir Sariputta Hansa Wijayasuriya is the Group Chief Executive of Dialog Axiata Srilanka. He has over 17 years of experience in technology related business management. He also serves on the Boards of various subsidiaries of the Axiata Group. Dr. Wijayasuriya is a past Chairman of GSM Asia Pacific – the regional interest group of the GSM Association .
- Holds an Engineering Degree (Electrical and Electronics), M.B.A. and Ph.D. in Digital Mobile Communications

# Management Team



**Akshaya Moondra**

- **Chief Financial Officer, aged 50 years**
  - CA and Licentiate CS with over 27 years of industry experience
  - Joined ABG in August 1986 at Grasim. Worked with ABG in Thailand in Pulp & Fibre, Chemicals and Acrylic Fibre Businesses from 1989 to June 2008. Joined Idea in July 2008; telecom experience of over 5 yrs



**Anil K Tandan**

- **Chief Technology Officer, aged 64 years**
  - Served in the Indian Army in the Corps of Signals for 30 years before joining the industry. Has an M.Tech from IIT Kharagpur, Post Graduate in Management from AIMA and has attended the Advanced Management Program at Harvard Business School.
  - Joined Idea in January 2001; telecom experience of over 14 yrs



**Prakash K Paranjape**

- **Chief Information Technology Officer, aged 55 years**
  - Engineering graduate from Pune University with over 33 years of industry experience
  - Joined Idea in Sept. 2005 ; telecom experience of over 17 yrs



**Rajat Mukarji**

- **Chief Corp Affairs Officer, aged 60 years**
  - Graduate from St Stephen's College, Delhi and Diploma in International Marketing Management from Delhi with over 29 years of industry experience.
  - Joined Idea in Jan. 1996 ; telecom experience of over 17 yrs



**Rajesh Srivastava**

- **Chief Commercial Officer, aged 58 years**
  - B.Sc.(Hons) from Delhi University & Engineering graduate from Indian Institute of Science, Bangalore with over 38 years of experience across Telecom, FMCG, Hospitality, Manufacturing and Consulting.
  - Joined Idea in Nov. 2006 ; telecom experience of over 11 yrs



**Ambrish Jain**

- **Deputy Managing Director, aged 57 years**
  - B.Tech. from IIT Delhi and Post Graduation from Indian Institute of Management Ahmedabad with over 34 years of industry experience across Sales, Marketing and P&L Leadership roles
  - Joined Idea in October 2001 ; telecom experience of over 18 yrs



**P Lakshminarayana**

- **Chief Operating Officer, aged 53 years**
  - Over 29 years of experience spanning FMCG and Telecom. Held senior positions in Sales, Marketing and General Management in organizations like ITC and Pepsi.
  - Joined Idea in Feb 2004 ; telecom experience of over 9 yrs



**Sashi Shankar**

- **Chief Marketing Officer, aged 54 years**
  - Chemical Engineering graduate and Management postgraduate in Marketing from S.P. Jain Institute of Management Research, Mumbai. Wide experience of 30 years across Sales, Marketing and P&L roles in FMCG, Durables and Telecom industries
  - Joined Idea in Sept. 2001; telecom experience of over 11 yrs



**Navanit Narayan**

- **Chief Service Delivery Officer, aged 48 years**
  - Over 25 years experience in key positions at Indian & global organizations like Tata Steel, NSN and Wipro BPO. Held P&L positions and managed business turnaround & global start-ups. B.Sc. in Engg. followed by an MS from Northwestern University, USA and MBA from XLRI, Jamshedpur
  - .Joined Idea in Jan. 2008; telecom experience of over 7 yrs

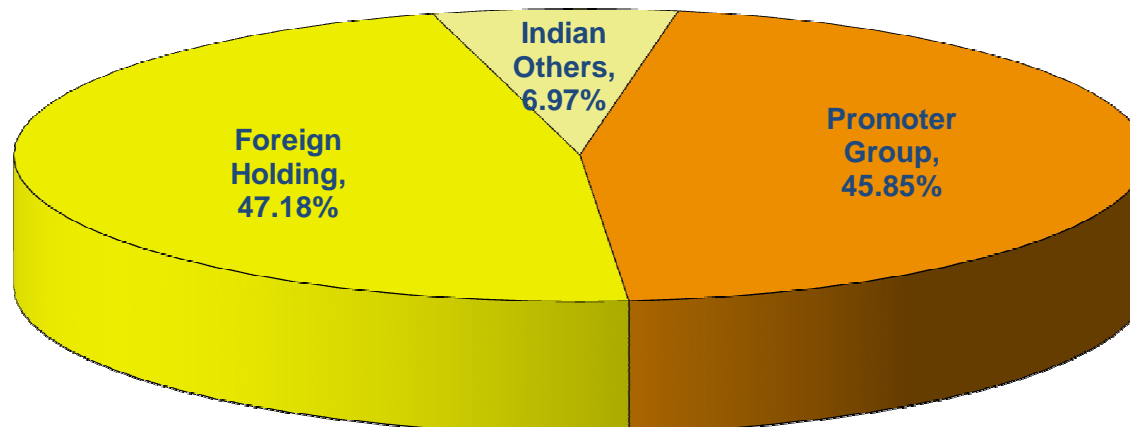


**Vinay Razdan**

- **Chief Human Resources Officer, aged 47 years**
  - Commerce graduate from Delhi University and postgraduate degree in PM&IR from the XLRI, Jamshedpur with over 25 years of industry experience across organizations like ITC and HCL.
  - Joined Idea in Jan. 2006 ; telecom experience of over 7 yrs

# Shareholding

As on 30 Sep'13



## PROMOTERS' HOLDING

ADITYA BIRLA NUVO LIMITED	25.25%
BIRLA TMT HOLDINGS PVT LTD	8.55%
HINDALCO INDUSTRIES LIMITED	6.88%
GRASIM INDUSTRIES LTD	5.16%

## TOP 5 PUBLIC SHAREHOLDERS

TMI MAURITIUS	14.01%
AXIATA INVESTMENTS 2 (INDIA) LTD.	5.89%
P5 ASIA INVESTMENTS (MAURITIUS)	9.95%
VANGUARD INT GROWTH FUND	1.05%
NATIONAL WESTMINSTER BANK PLC	1.01%



# Glossary



S. No.	Definitions/ Abbreviation	Description/Full Form
1	Incremental RMS	Is Incremental Revenue Market Share (RMS), calculated as change in absolute revenue for Idea divided by change in absolute revenue for Industry during the relevant period
2	Incremental VLR Market Share	Is Incremental Visitor Location Register (VLR) Market Share, calculated as change in absolute VLR subscribers for Idea divided by change in absolute VLR subscribers for Industry during the relevant period
4	ARPU (Average Revenue Per User)	Is calculated by dividing services revenue (exclusive of infrastructure and device revenues) for the relevant period by the average number of subscribers during the period. The result obtained is divided by the number of months in that period to arrive at the ARPU per month figure
5	Churn	Churn relates to subscribers who are removed from the EoP base for discontinuing to use the service of the company
6	Cash Profit	Is calculated as the summation of PAT, Depreciation, charge on account of ESOPs and Deferred Tax, for the relevant period
7	Free Cash Flow	Is calculated as EBIT less Tax at effective rate increased by Depreciation and Amortisation and reduced by Capex (excluding Spectrum commitment) for the relevant period
8	Capex	Is calculated as difference between the Gross Block and CWIP of relevant period,
9	Net Debt	Total loan funds reduced by cash and cash equivalents
10	RoCE (Return on Capital Employed)	ROCE is calculated as a) for the year PAT plus net Interest and Finance Cost Less Tax at effective rate divided by average capital employed for the year, b) for the quarter : PAT (excluding non-recurring income) net Interest and Finance Cost Less Tax at effective rate for the quarter is annualised and increased by non-recurring income and then divided by average capital employed for the quarter. Capital employed is taken as the average of opening and closing of Shareholders Funds and Net Debt reduced by the debit balance of P&L account (If any), for the respective period
11	RoE	ROE is calculated as a) for the year: PAT divided by average Shareholders Fund for the year, b) for the quarter : PAT (excluding non-recurring income) for the quarter is annualised and increased by non-recurring income and then divided by average Shareholders Funds for the quarter. Shareholders Fund is taken as the average of opening and closing of Shareholders Funds reduced by the debit balance of P&L account (If any), for the respective period

# Glossary



S. No.	Definitions/ Abbreviation	Description/Full Form
12	Effective Tax Rate	Is calculated as total tax charged to Profit and Loss Account divided by Profit Before Tax (PBT) for the relevant period
13	EoP	End of Period



Thank You