



IDEA CELLULAR LIMITED

INVESTOR PRESENTATION

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Idea Cellular



Pan India Pure Play
Wireless Operator -
Voice + Data
(2G+3G*+4G**)

US\$ 11bn Enterprise
Value ⁽⁴⁾

No.7 Ranked
Operator in the
World by
Subscribers ⁽¹⁾



An Aditya Birla
Group Company

FY14 Consolidated
Gross Revenue
US\$4.4 bn and
EBITDA US\$ 1.4 bn

No. 3
Operator in India
with 16.1% RMS⁽²⁾

Serving
Approximately 136
million subscribers⁽³⁾

USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

*3G in 21 service areas including Intra-Circle Roaming arrangements

**Ability to launch 4G services in 8 service areas

India Telecom Sector Backdrop



Growth Drivers

Voice

- Indian Active subscriber penetration (measured on VLR) at 63.8% (791 million subscribers)⁽¹⁾
- FY14 Voice Rate and overall ARPM improved after a 5 year declining trend (except FY12). In FY14 Idea ARPM improved by 7.3% over FY13.

Data

- Wireless Internet penetration at 24.9% (220 Mn)⁽²⁾ of Total Wireless Subscribers
- Nascent 7.5%* penetration of 3G subscriber. Idea 3G subscribers – 10.2 million as on March 31, 2014
- Strong mobile data traffic growth – (139% y-o-y growth for Idea in Q4FY14 vs Q4FY13)

Emerging revenue streams

- Mobile Banking & Mobile Commerce
- M2M
- WiFi and LTE

Competition

- Top 3 operators garnered 69.6%⁽³⁾ of Indian Mobile revenue market share (“RMS”).
- After prolonged hyper competition phase, declining Competitive Intensity - No. of service area operations⁽⁴⁾ reduced from 249 in December 2011 to 171 in December 2013. Idea expects to benefit from structural changes in market.
- YoY reduction in subscriber churn % (Idea Q4FY14 churn at 4.2%) and falling subscriber acquisition cost.
- Feb’14 spectrum auction saw majority of spectrum won by only 4 operators – consolidation trend
- After Etisalat and Bahrain Telecom exit in FY13, NTT DoCoMo in its April’14 press announcement stated that it could exit from Indian mobility market

Regulatory

- Auction of 353.2 MHz of spectrum in 900 MHz (Metro) and 1800 MHz (pan India) bands concluded in Feb’14. Winners of Feb’14 spectrum auction will hold liberalized spectrum for next 20 years.
- Spectrum Usage Charges for the spectrum won in Feb’14 auction is fixed at 5% of AGR shifted from current escalating slab based charge upto 8%
- New liberalized ‘Merger & Acquisition’ guideline announced
- Policy on ‘Spectrum Trading’ is awaited
- Clarity on License renewal/extension expected

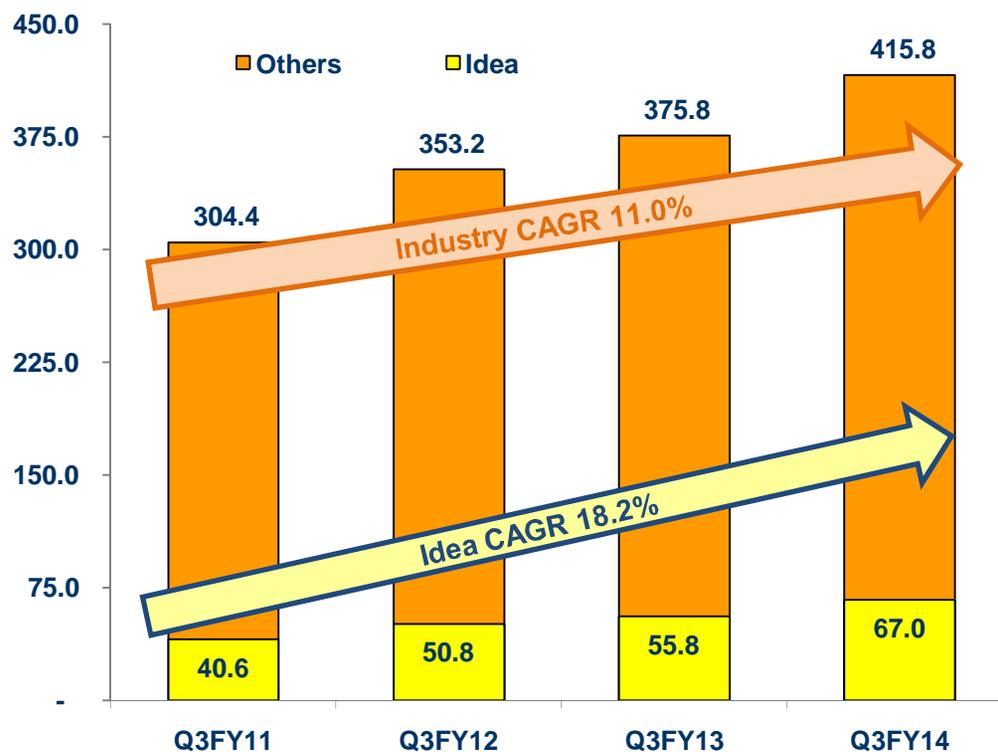
* Penetration of 3G subscriber to total subscriber base for Idea, as of March 31, 2014

Indian Wireless Sector – Revenue Trend



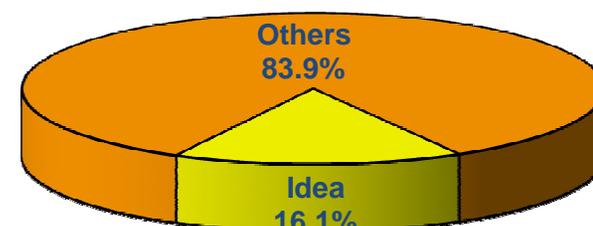
Sector Quarterly Gross Revenue (INR bn)

Idea has grown ~1.9x faster than rest of the industry combined over last 4 years



	In USD mn			
Industry	5,064	5,877	6,253	6,918
Idea	675	845	929	1,115

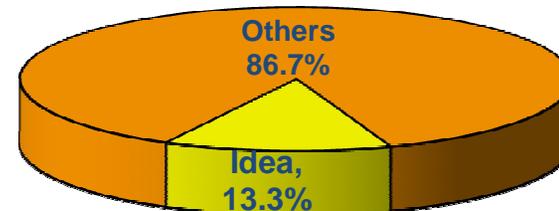
Idea – Steady Revenue Market Share (RMS) improvement



Q3FY14



Incremental RMS 23.7%



Q3FY11

USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

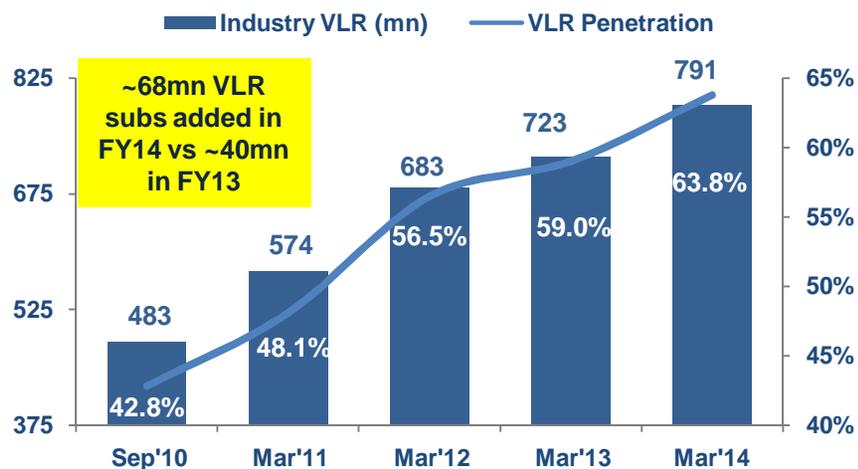
RMS = Revenue Market Share

Source: TRAI revenue for UAS and Mobile licenses only.

Subscriber Trends



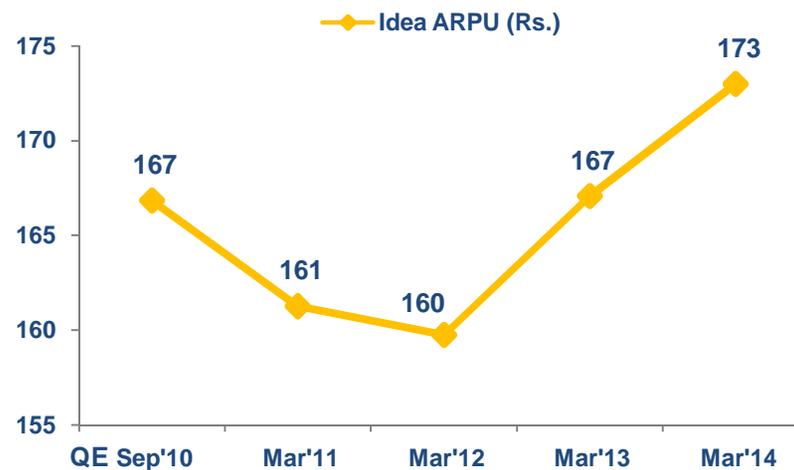
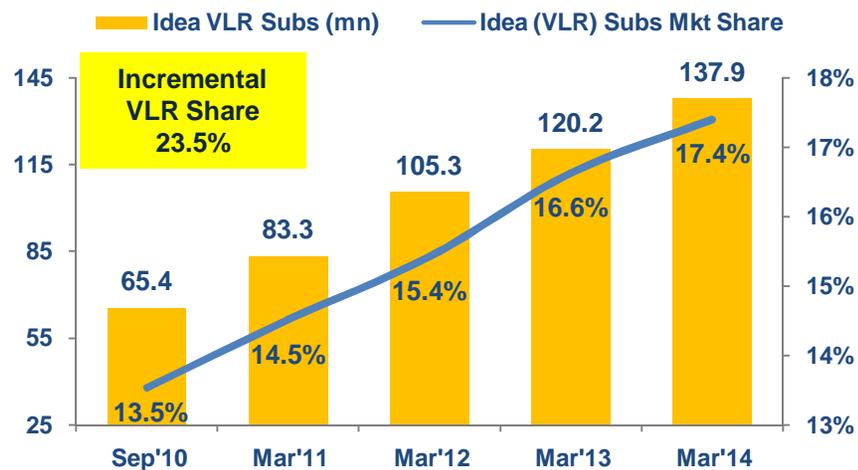
Industry



Industry VLR growth revives in FY14

Subscriber (mn)	FY12	FY13	FY14
Industry EoP VLR (mn)	683	723	791
Industry Incr. VLR (mn)	109	40	68
Idea EoP VLR (mn)	105	120	138
Idea Incr. VLR (mn)	22	15	18
Idea EoP VLR Market Share	15.4%	16.6%	17.4%
Idea Incr. VLR Market Share	20.2%	37.2%	26.0%

IDEA



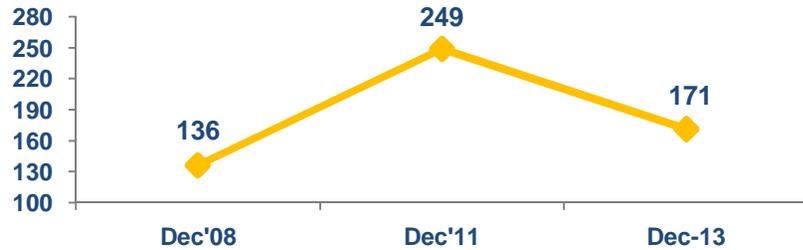
ARPU \$	2.78	2.68	2.66	2.78	2.88
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USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

Declining Competitive Intensity



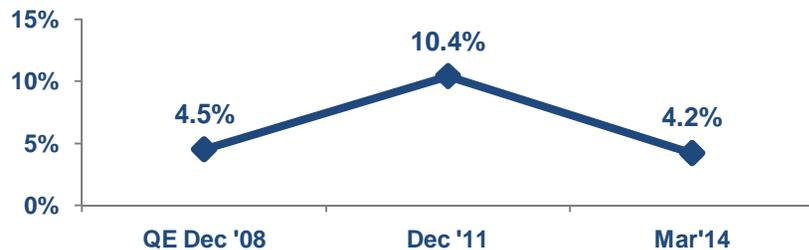
Cumulative Number of Operators in All Service Areas⁽¹⁾



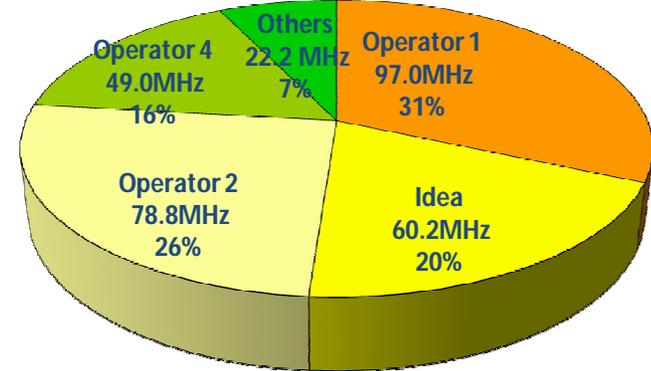
Idea – ARPM (paise)



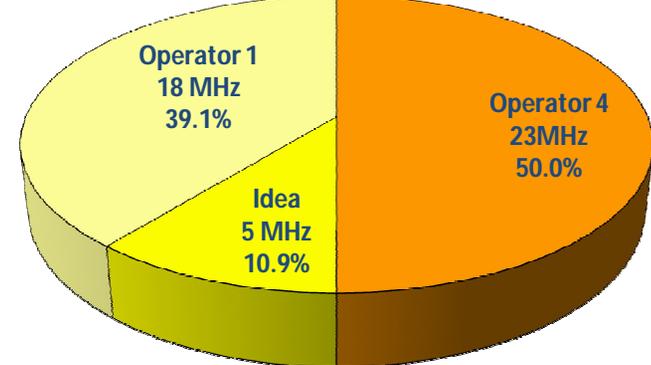
Idea – Churn Per Month⁽²⁾



Feb '14 Auction – 1800 MHz Spectrum (307.2 MHz)



Feb '14 Auction - 900 MHz Spectrum (46 MHz)



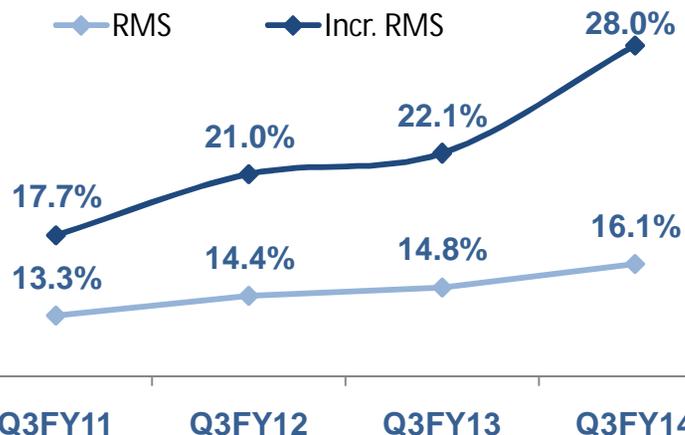
- Post Supreme Court 2012 license cancellation, operators have exited or selectively reduced India presence
- ARPM improvement and lower churn after period of hyper competition – signs of reduced competition

USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

Idea – An Overview



Idea has consistently gained Revenue Market Share ...⁽¹⁾



... 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⁽¹⁾
- ✓ Holds 3G Spectrum (2100 & 900 MHz) in 12 service areas, which covers ~80% of Idea revenues and ~57% of Industry revenue⁽¹⁾ including 900 MHz spectrum won for Delhi in Feb'14 auction.
- ✓ Won LTE (4G -1800 MHz) spectrum for 8 service areas in Feb'14 auction covering ~58% of Idea revenues and ~39% of Industry revenue⁽¹⁾
- ✓ Provides 3G services in 21 service areas, including Intra-Circle Roaming (ICR) arrangement for 10 service areas
- ✓ Voice Minutes Carried ~1.75 billion per day during Q4FY14
- ✓ Expanding NLD, ILD and ISP capabilities

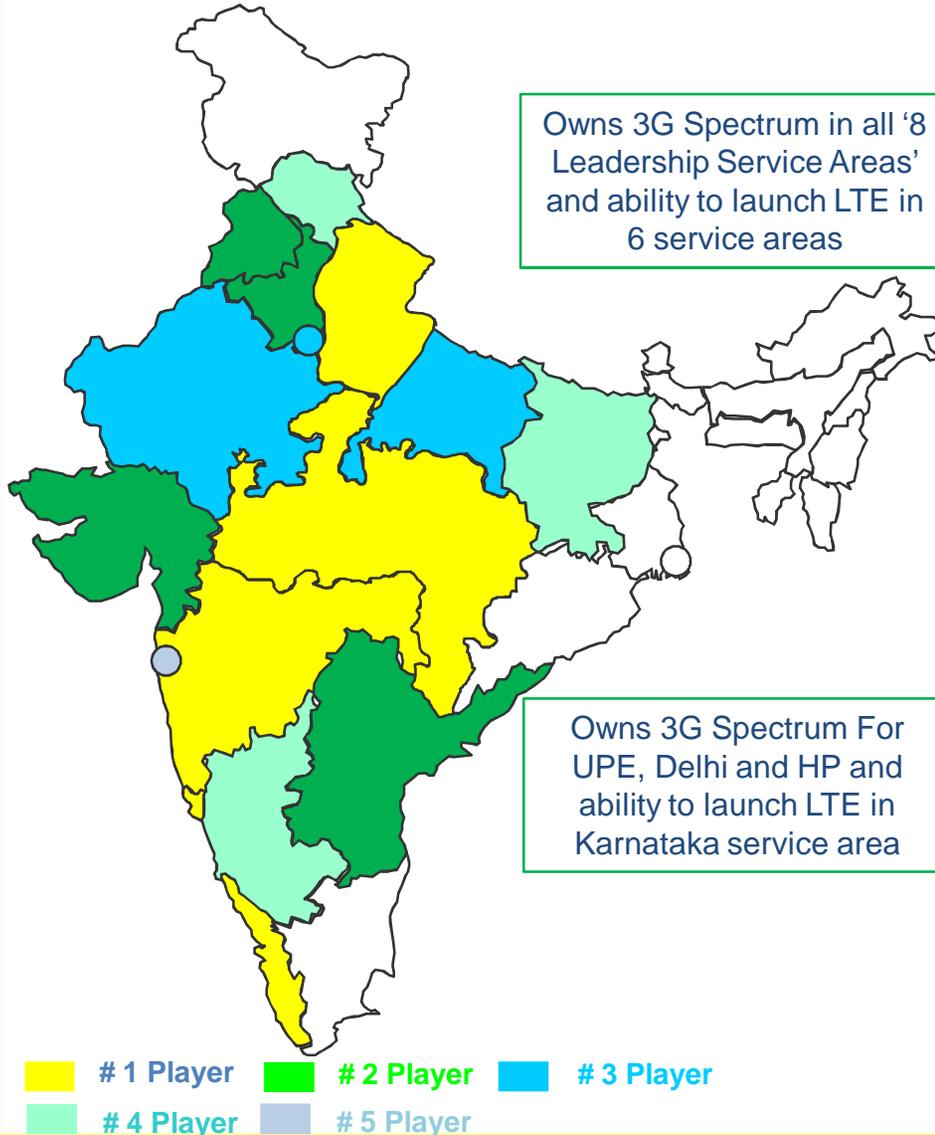
Infrastructure

- ✓ Owns 9,446 towers, with a tenancy of 1.57
- ✓ Holds 16% stake in Indus Towers through its subsidiary ABTL⁽²⁾
- ✓ Approximately 82,000 km optical fibre cable (OFC) network

¹ Source: TRAI; revenue for UAS and Mobile licenses only for Q3FY14.

² 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 Areas	RMS Q3FY11 ¹	RMS Q3FY14 ¹	Spectrum Profile	Rank ²
Kerala	29.9%	36.2%	2G/3G/4G	1
MP	29.5%	35.0%	2G/3G/4G	1
UPW	27.5%	30.1%	2G/3G	1
Maharashtra	28.6%	29.7%	2G/3G/4G	1
Haryana	19.5%	24.7%	2G/3G/4G	2
Punjab	19.6%	21.3%	2G/3G/4G	2
AP	16.3%	20.4%	2G/3G/4G	2
Gujarat	17.3%	19.1%	2G/3G	2
Total	23.3%	26.8%		1

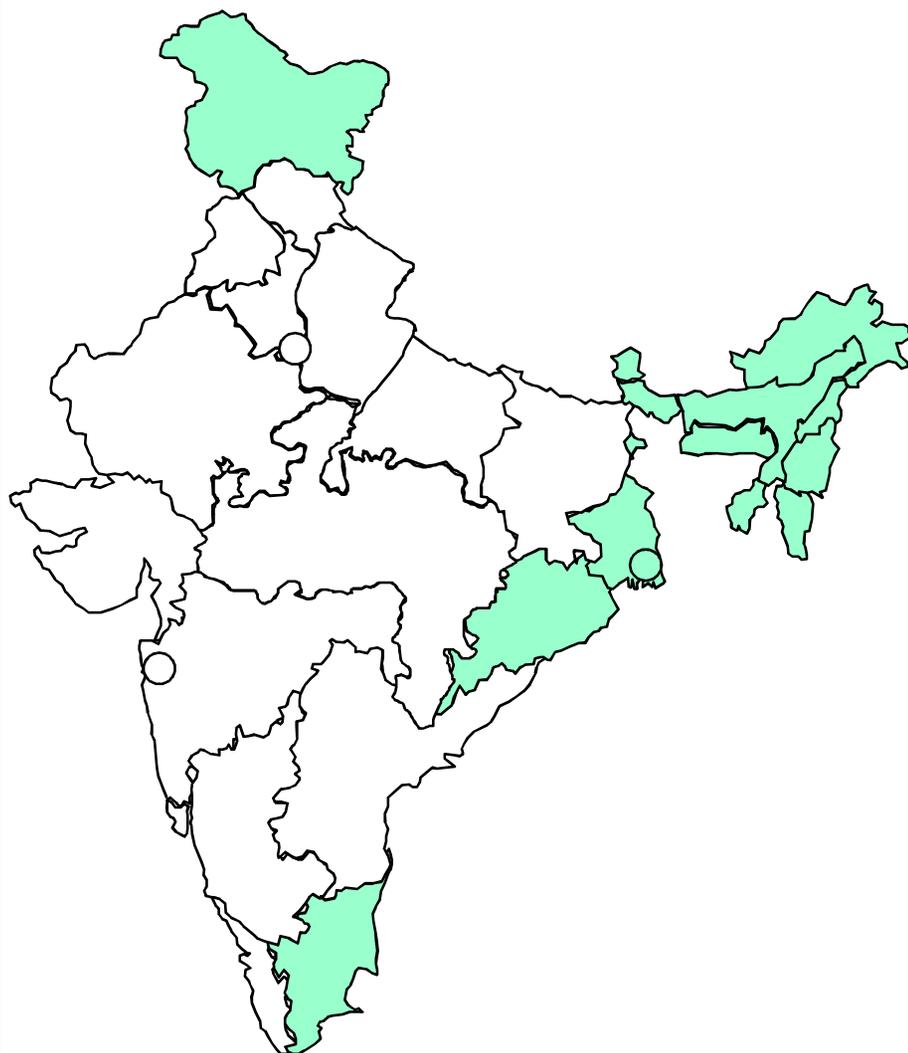
- 40.9% of India Mobility Revenue and 67.9% of Idea Revenue
- Idea Incremental RMS @36.4%

7 Other Established service areas				
Service Area	RMS Q3FY11 ¹	RMS Q3FY14 ¹	Spectrum Profile	Rank ²
UPE	11.2%	12.5%	2G/3G	3
Rajasthan	8.9%	12.5%	2G	3
Delhi	9.6%	12.0%	2G/3G	3
Bihar	9.0%	11.0%	2G	4
Karnataka	7.8%	10.4%	2G/4G	4
HP	7.6%	10.0%	2G/3G	4
Mumbai	6.9%	9.4%	2G	5
Total	8.8%	11.2%		3

- 38.7% of India Mobility Revenue and 27.0% of Idea Revenue
- Idea Incremental RMS @17.7%

¹ Source: TRAI revenue for UAS and Mobile licenses only.
² Based on Q3FY14 revenue market share from TRAI report

7 New Service Areas - Opportunity



- Launched services during FY10; combined RMS of 4.0%¹ in Q3FY14
- Won 3G Spectrum (2100 MHz) in J&K (May 2010).
- 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)
- Won LTE (4G) spectrum (1800 MHz) for Northeast in Feb'14 auction
- Leverage synergies of pan India operations i.e. roaming, NLD, Ad spend, common network elements
- Provides growth opportunity as number of licenses reduce

7 New service areas				
Service Area	RMS Q3FY11 ¹	RMS Q3FY14 ¹	Spectrum Profile	Rank ²
West Bengal	2.8%	5.8%	2G	6
Kolkata	2.4%	4.8%	2G	6
Northeast	1.4%	3.7%	2G/4G	6
J&K	1.4%	4.0%	2G/3G	6
Assam	1.6%	3.1%	2G	6
Orissa	3.2%	4.1%	2G	7
TN (incl. Chn)	1.3%	3.3%	2G	7
Total	1.9%	4.0%		7

- 20.5% of India Mobility Revenue and 5.1% of Idea Revenue
- Idea Incremental RMS @10.0%

Improved Spectrum Profile post Feb'14 Auction



Circles	Current Spectrum Profile (Holding in MHz)				Capability to Offer		
	900	1800*	2100	Total	GSM	3G	LTE
Maharashtra*	7.8	11.0	5.0	23.8	✓	✓	✓
Kerala	6.2	11.8	5.0	23.0	✓	✓	✓
M.P.	6.2	8.8	5.0	20.0	✓	✓	✓
Andhra Pradesh	6.2	7.8	5.0	19.0	✓	✓	✓
Punjab*	7.8	8.0	5.0	20.8	✓	✓	✓
Haryana*	6.2	6.0	5.0	17.2	✓	✓	✓
UP (W)	6.2	1.8	5.0	13.0	✓	✓	✗
Gujarat	6.2	1.6	5.0	12.8	✓	✓	✗
Delhi	5.0	8.6		13.6	✓	✓	✗
UP (E)		6.2	5.0	11.2	✓	✓	✗
HP		4.4	5.0	9.4	✓	✓	✗
J&K		5.0	5.0	10.0	✓	✓	✗
Karnataka	6.2	5.0		11.2	✓	✗	✓
North East*		10.0		10.0	✓	✗	✓
Remaining 8 Circles**		44.5		44.5	✓	✗	✗
Total Spectrum	64.0	140.5	55.0	259.5			
No. of markets where Idea can deploy					22	12	8
Industry Revenue Contribution %					100%	57%	39%
Idea Revenue Contribution %					100%	80%	58%

- In the recently concluded spectrum auction, Idea won 5 MHz for Delhi service area which can be used for 3G services and 60.2mhz in 1800Mhz. Out of this 60.2 MHz , 45 MHz is contiguous spectrum (in 5 MHz block, which can be used for LTE (4G)

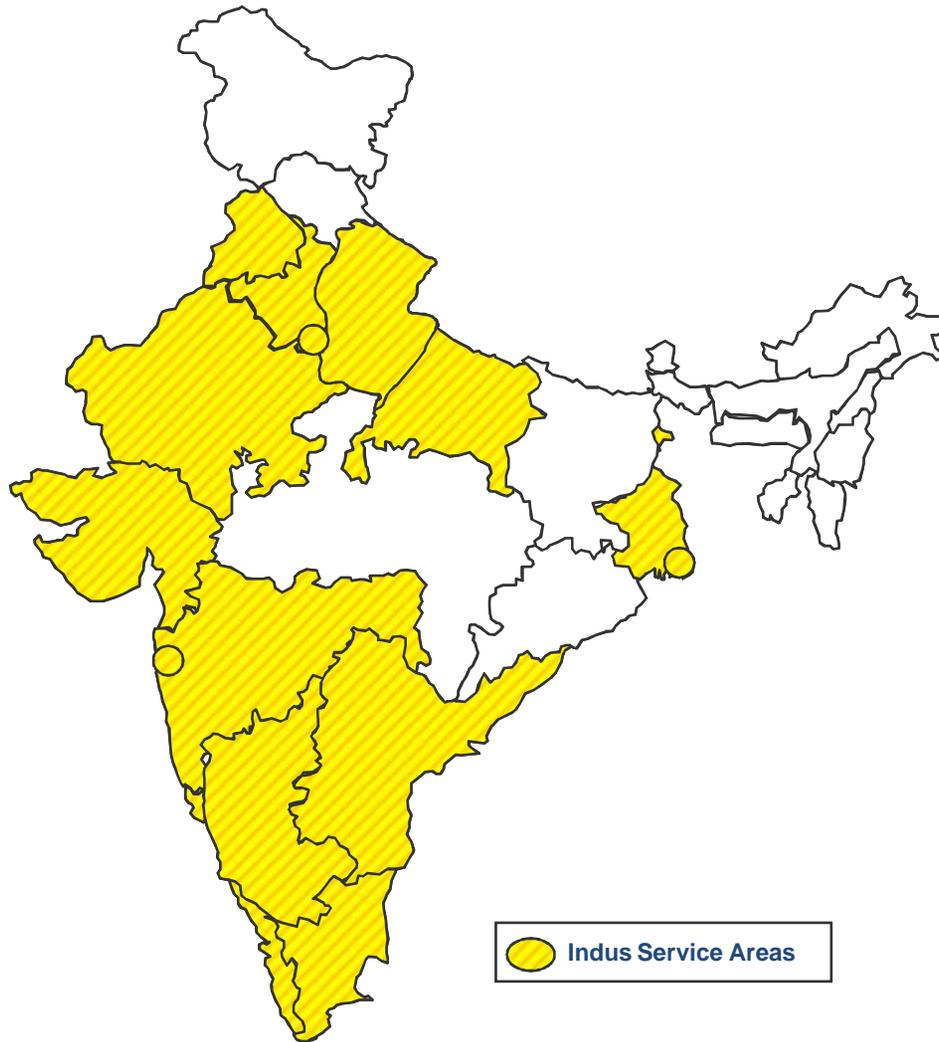
- Out of the total Spectrum Holding of **259.5 MHz**, Idea acquired **157.7 MHz** through auctions and remaining **101.8 MHz** is administratively allocated

- Also, Offering 3G services in 9 additional service areas through 3G ICR arrangements with other operators

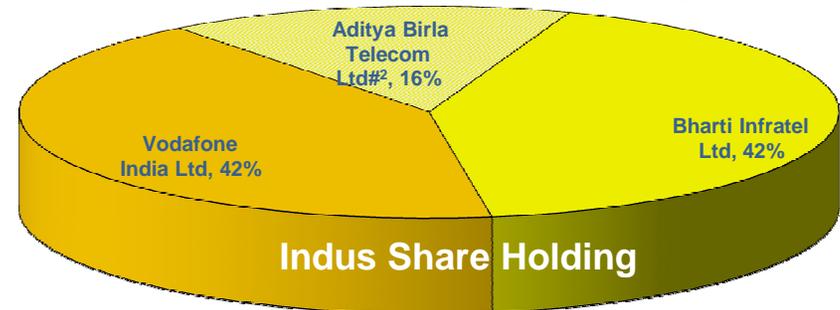
*Contiguous block of 5 MHz (1800 MHz) spectrum is not available in Pune and Nasik for Maharashtra, Amritsar & Ludhiana for Punjab, Sirsa for Haryana and Khasi Hill & Tawang for North East Service Area

**Includes service areas of Rajasthan, Mumbai, Bihar, Tamil Nadu, West Bengal, Kolkata, Orissa and Assam,

The Indus Advantage



- Provides passive infrastructure services in 15 service areas
- Leading independent tower company in the world with around 113,000 towers and tenancy ratio of 2.07 (as of March 31, 2014)
- Combined revenue market share of three shareholders is 69.6%⁽¹⁾
- Idea benefits by reduced capex, speed to market, and embedded value of shareholding



A Subsidiary of Idea Cellular Ltd.

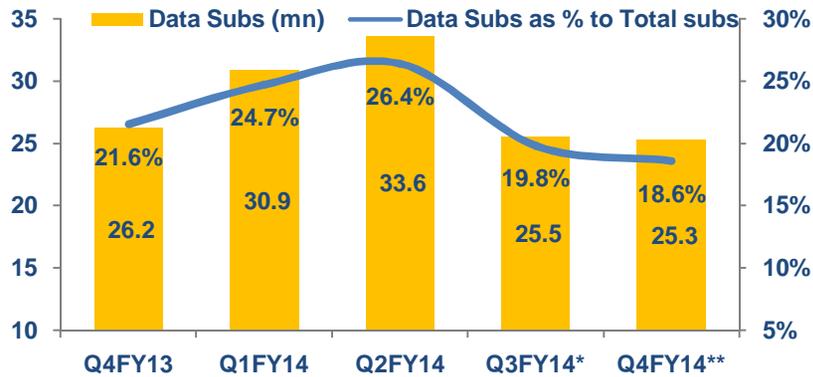
¹TRAI Q3FY14 revenue for UAS and Mobile licenses only.

² Providence Equity Partners, through its affiliates has invested INR 20,982mn in ABTL through Compulsorily Convertible Preference Shares

Idea Mobile Data – The Next Opportunity

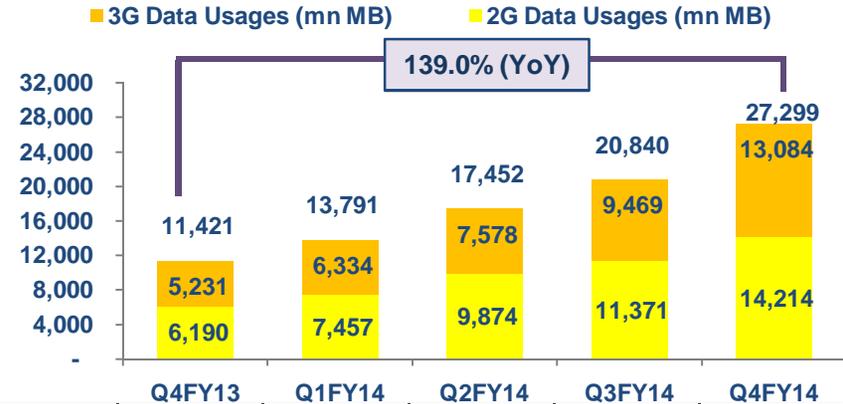


Improving Data penetration



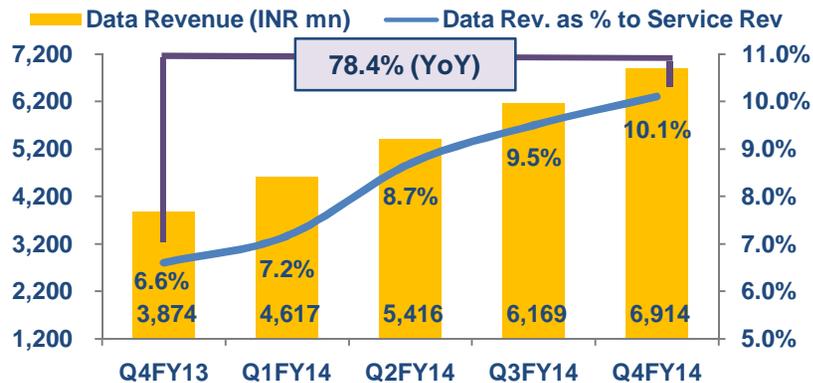
3G Subs (Mn)	5.1	5.5	6.2	8.7	10.2
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Strong Data Volume Growth



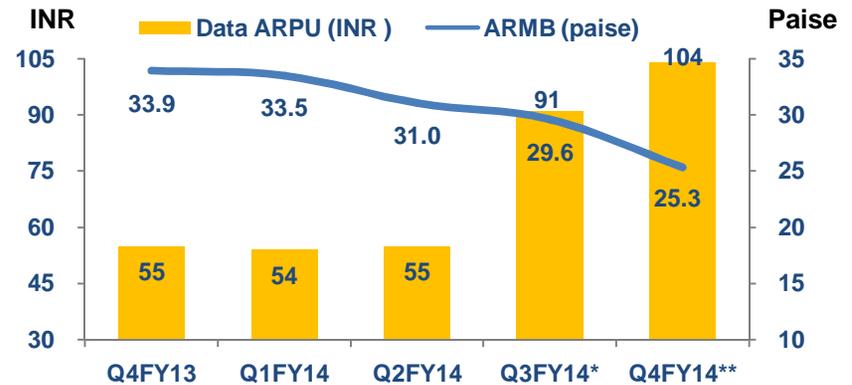
Usage per sub (MB)	163	160	178	309	410
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Data Revenue Contribution on the Rise



Data Rev. \$ mn	64.5	76.8	90.1	102.6	115.0
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Data ARPU helping improve overall ARPU



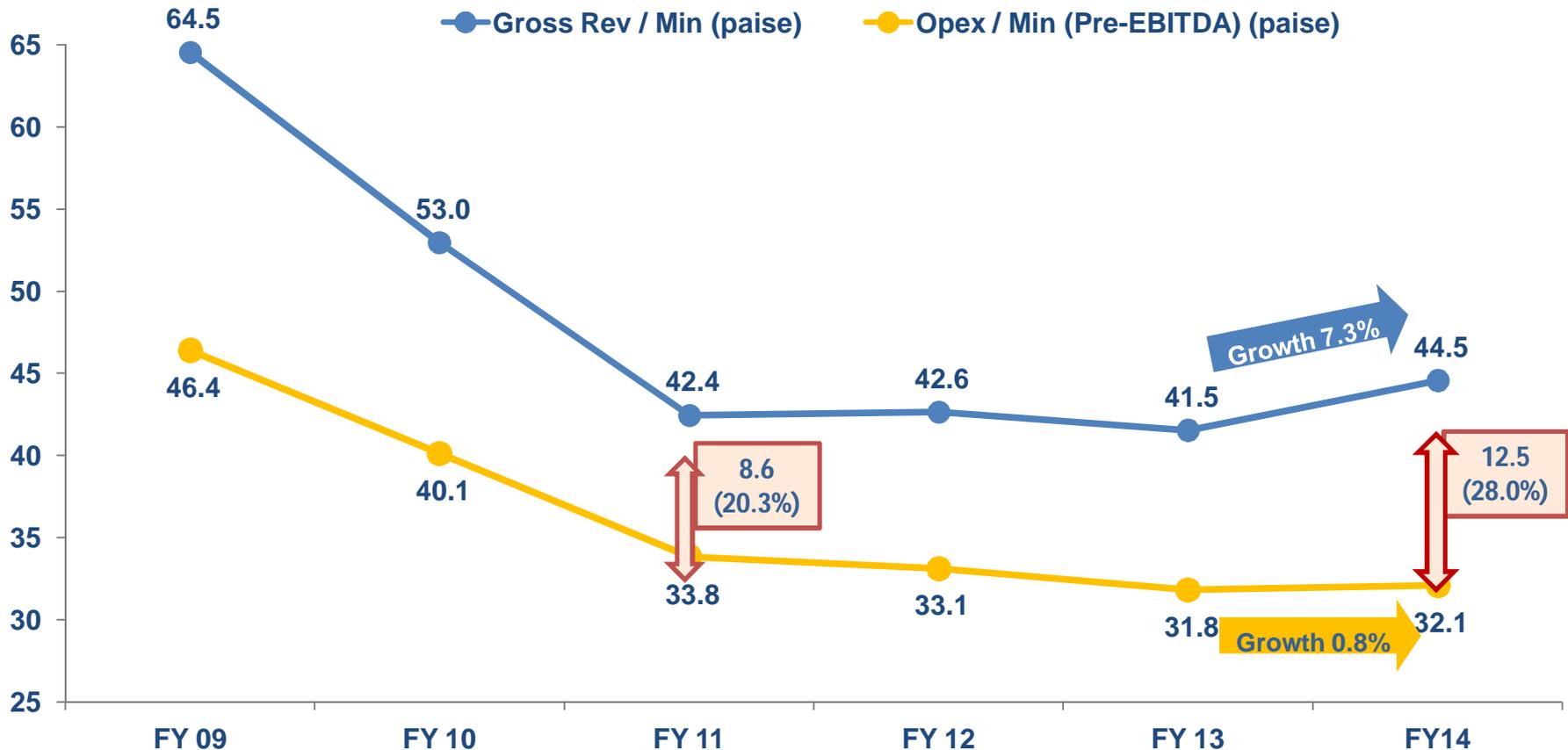
Data ARPU \$	0.92	0.90	0.92	1.51	1.73
ARMB US Cents	0.56	0.56	0.52	0.49	0.42

*Definition of data subscribers revised to data usage of >100 kb
 **Definition of data subscribers revised to data usage of >1MB

3G enabled devices @ 12.7% as of March'14. Smartphone uptake augurs well for underutilized 3G capital investment

Idea Revenue and Cost Per Minute⁽¹⁾

Voice Pricing Power Returning as Competitive Intensity Declines



- Mounting losses have forced small/new telcos to exit or selectively close operations
- Cost per minute for Idea has improved with scale, while ARPM uptick has helped drive margin improvement

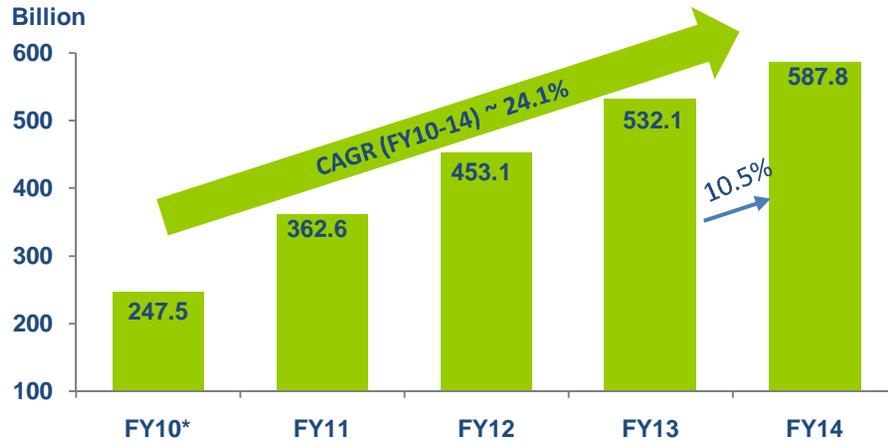
	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
Revenue / Min US Cents	1.07	0.88	0.71	0.71	0.69	0.74
Cost / Min US Cents	0.77	0.67	0.56	0.55	0.53	0.53

USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

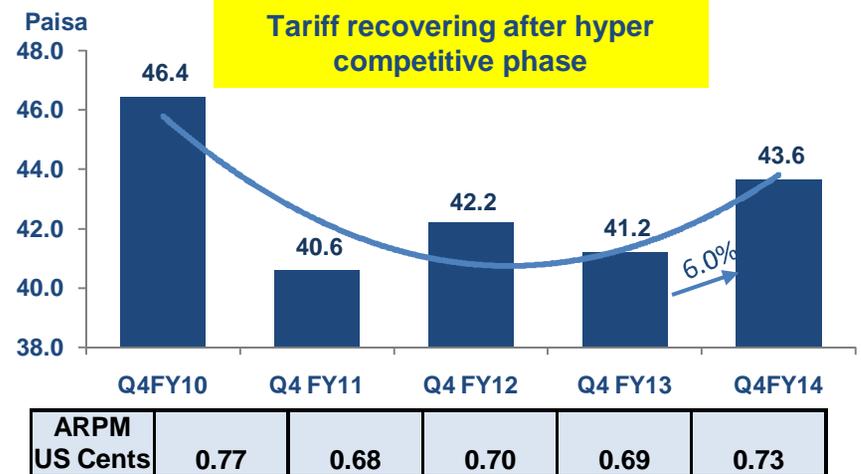
Key Operating Trends



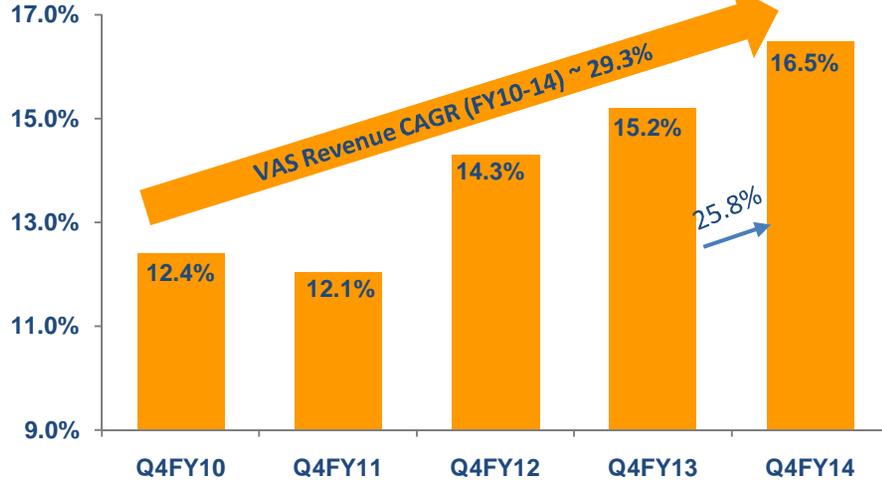
Minutes of Use on Network



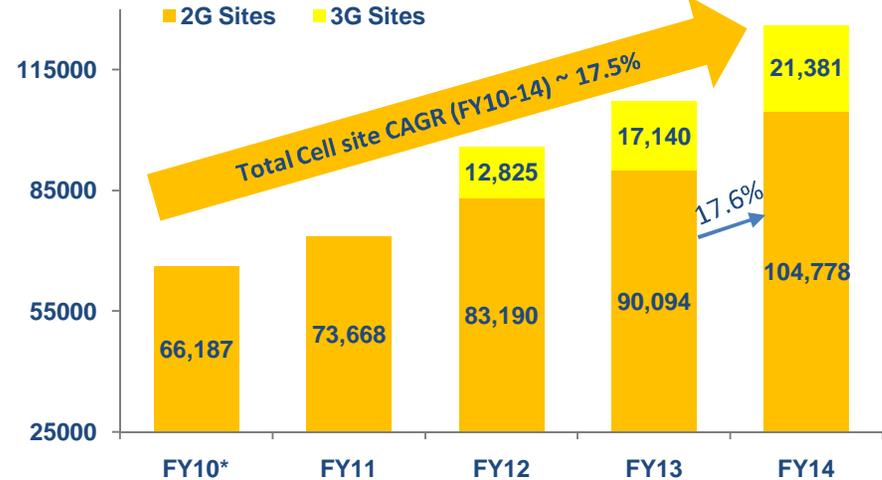
Realized Rate per Minute



VAS as a % of Service Revenue (Data+ Non Data VAS)



Cell Sites (EoP)



USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

VAS = Value Added Services
*includes 100% Minutes and Cell Sites of erstwhile Spice

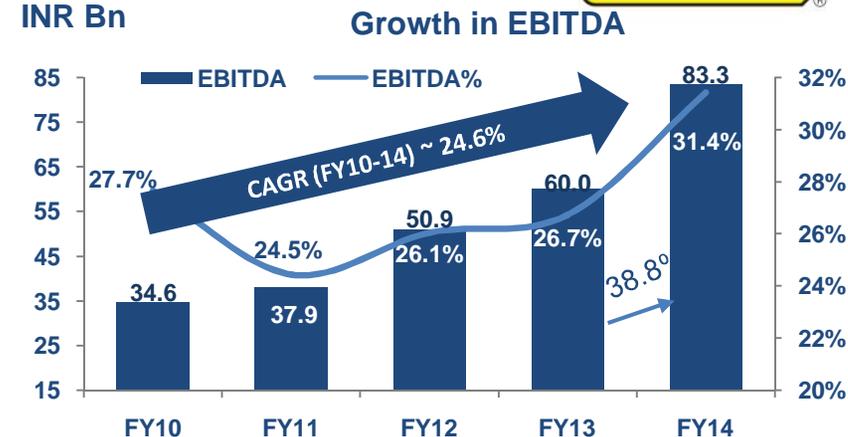
Financial Trending (Consolidated)



INR Bn



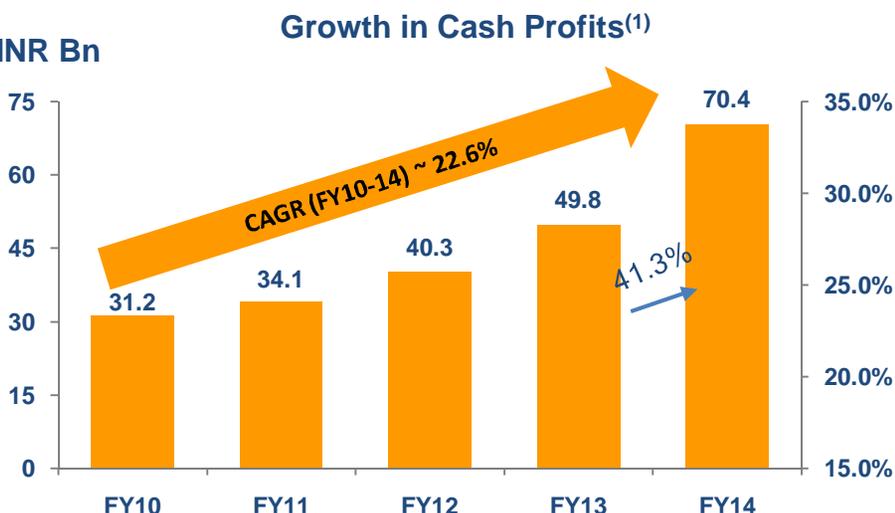
INR Bn



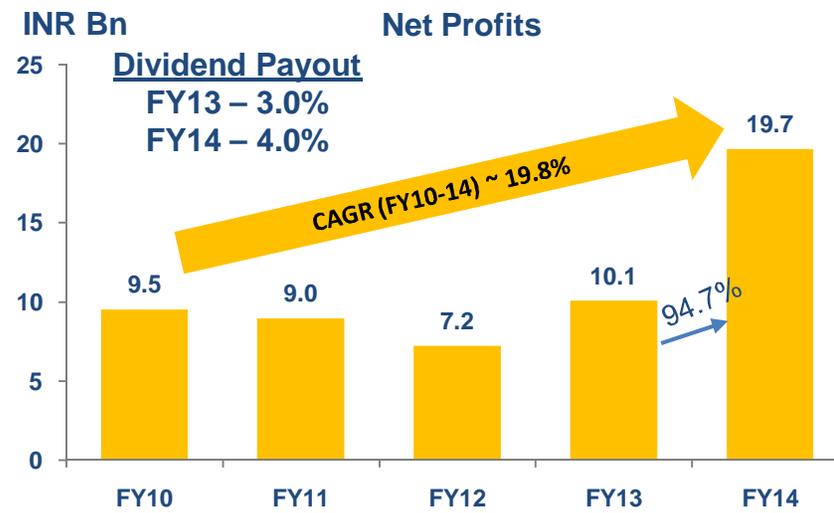
\$ mn	2,080	2,580	3,251	3,737	4,412
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\$ mn	576	631	847	999	1,387
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INR Bn



INR Bn



\$ mn	518	567	670	829	1,171
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\$ mn	159	150	120	168	327
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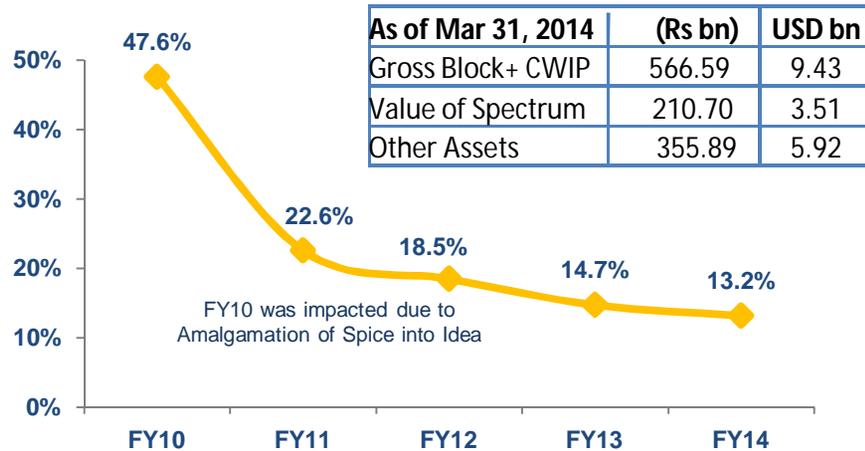
● Revenue growth now driven both by realization growth and volume growth

Key Financial Ratios (1)

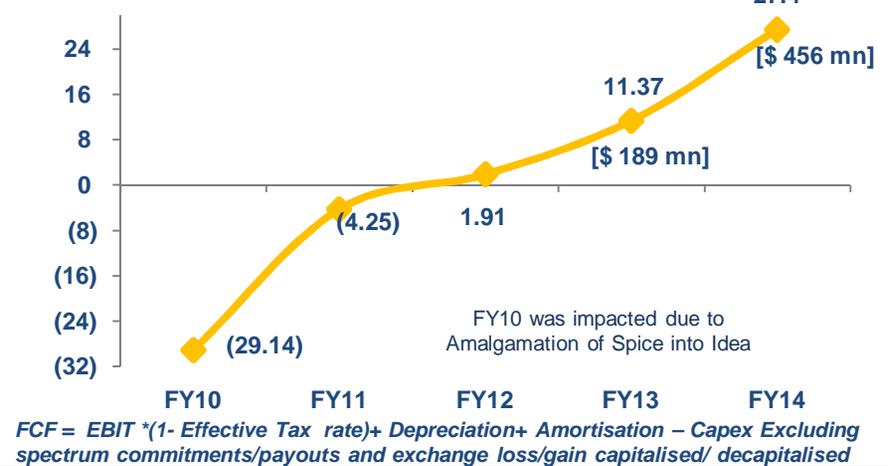


Investment Efficiency

Steep fall in Capex⁽²⁾ to Revenue ratio

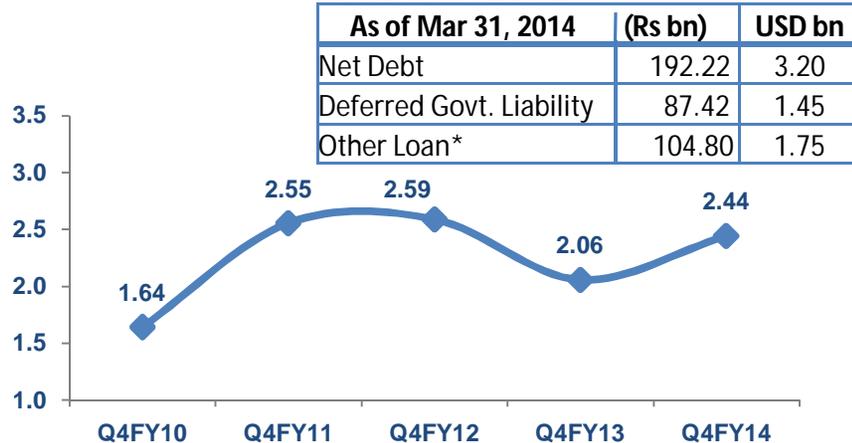


Free Cash Flow (INR bn)⁽³⁾

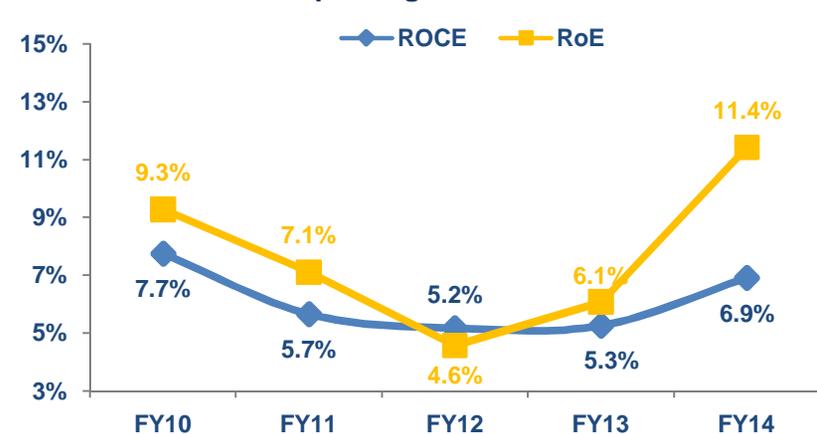


Balance Sheet Strength

Net Debt to EBITDA⁽⁴⁾



Improving ROCE and ROE



*Including foreign currency loan of Rs. 72.22 bn out of which ~60% is hedged as on March 31, 2014

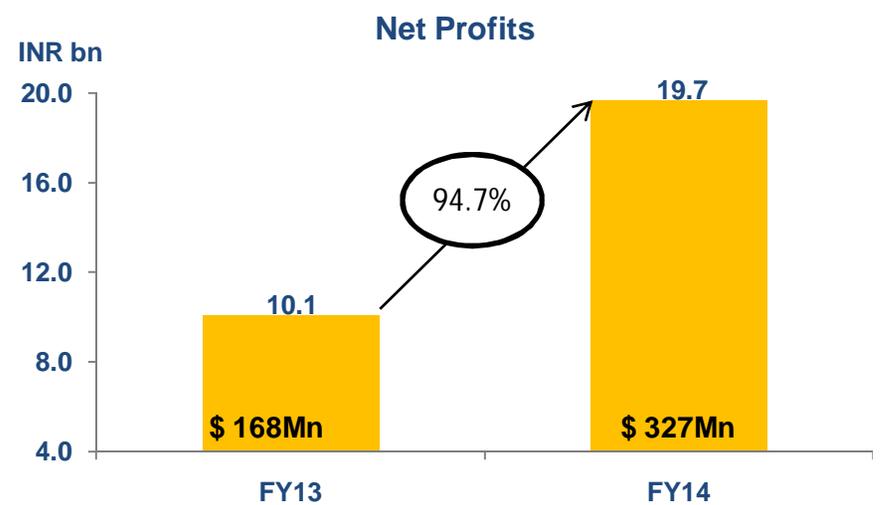
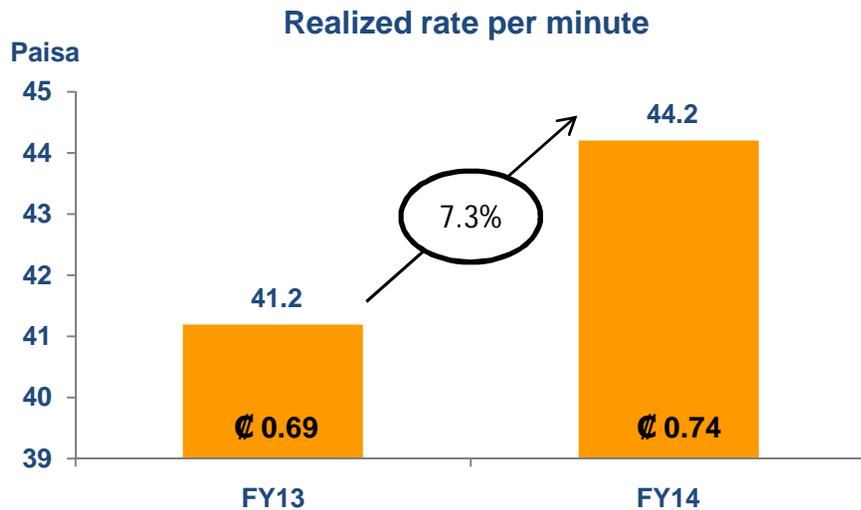
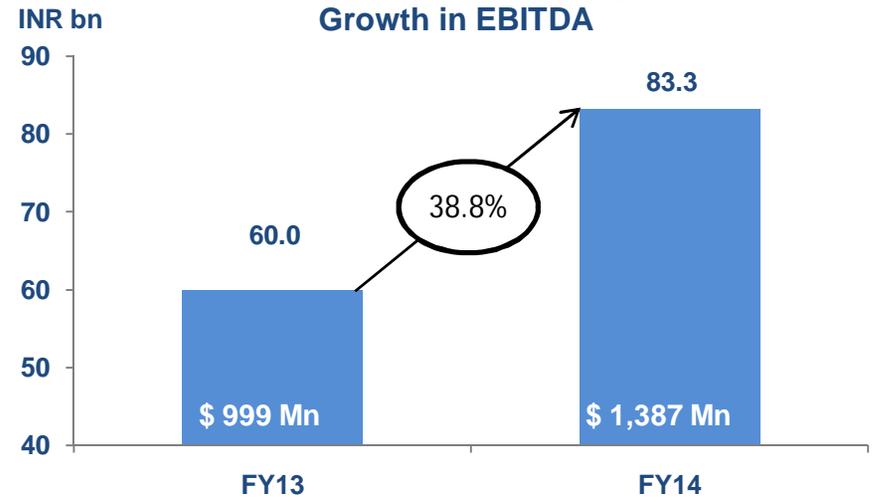
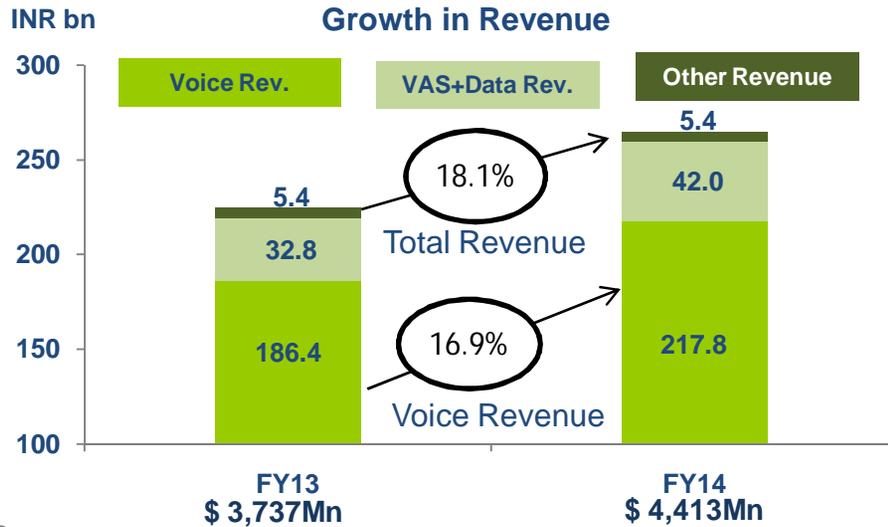
¹ Based on Idea Standalone Financials

² Excluding spectrum commitments/payouts and Exchange loss/gain capitalised/ decapitalised

³ $FCF = EBIT \times (1 - \text{Effective Tax rate}) + \text{Depreciation} + \text{Amortisation} - \text{Capex (as defined above.)}$

⁴ Based on Annualised EBITDA for Q4

Recent Financial Trends



USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014



Appendix



Idea FY14 Performance



Consolidated (Rs mn)*	FY13	FY14	YoY Growth (%)
Gross Revenue	224,577	265,189	18.1%
EBITDA	60,045	83,337	38.8%
<i>EBITDA Margin (%)</i>	26.7%	31.4%	
Capex**	35,912	39,812	10.9%
EBITDA-Capex**	24,134	43,525	80.3%
Gross Block+CWIP	474,860	626,390	31.9%

KPI Summary

Subscribers (Mn)	121.6	135.8	11.7%
ARPU (Rs)	157	170	8.3%
Total Traffic (bn mins)	532.1	587.8	10.5%
Voice MOU/Sub (mins per month)	382	385	0.8%
ARPM (Paise)	41.2	44.2	7.3%
Churn	7.8%	5.0%	
Data Traffic (bn MB)	37.4	79.4	112.4%
Data as % of revenue	5.6%	8.9%	
VAS as a % of service revenue	15.0%	16.2%	

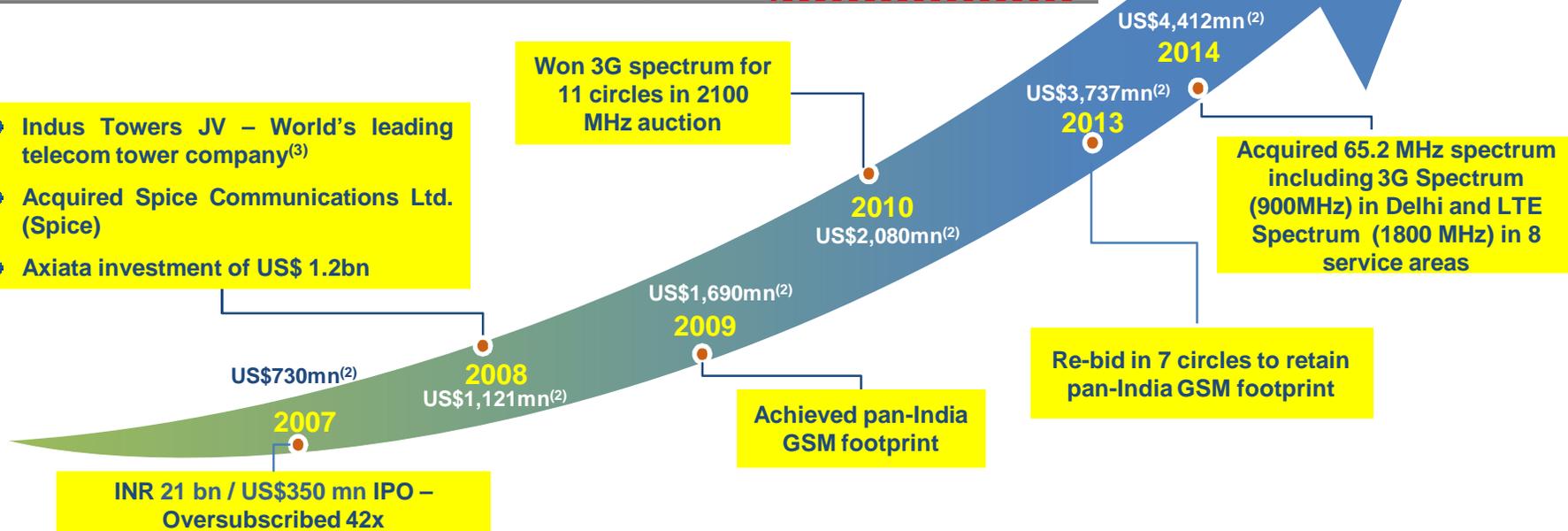
Idea: Successful Growth Track-record



	FY2007 (IPO in Q4FY07)	FY2014	Comments
Company Profile	Operation in 11 circles	Pan India Operations	Strong Performance since IPO
Customer Base (mm)⁽¹⁾	14.0	135.8	9.7x
Revenue (US\$ mn)	\$730	\$4,412	6.0x
EBITDA (US\$ mn)	\$247	\$1,387	5.6 x
Cash Profit (US\$ mn)	\$196	\$ 1,171	6.0 x
Gross Block+CWIP	\$1,617	\$10,423	6.4 x

**CMS Rank 6 in FY07⁽¹⁾
CMS Rank 3 in FY14⁽¹⁾**

- Indus Towers JV – World’s leading telecom tower company⁽³⁾
- Acquired Spice Communications Ltd. (Spice)
- Axiata investment of US\$ 1.2bn



USD 1 = INR 60.10, RBI Ref rate as of Mar 28, 2014

CMS = Customer Market Share; RMS = Revenue Market Share

¹ Source: TRAI

² Figures denote consolidated revenues for respective financial year ending March

³ Based on number of towers

Idea – Key Capabilities & Strengths



Wide Cellular Network

- Covers ~ 76% of all India Population extended to ~340,000 Towns & Villages on GSM network.
- ~ 82,000 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, IBM, Huawei & ZTE

Deep & Innovative Sales Distribution

- Idea's unique distribution model ensures ~150 outlets per 100K population
- ~ 1.45 Million Transacting Retailers serviced by ~ 29,000 Distributors
- ~ 1.1 Million 'Data Selling Outlets' sell Idea data recharges and products (2G+3G)
- 5.8 Million+ Idea Postpaid base served through extensive retail & enterprise direct / indirect distribution

Idea – Key Capabilities & Strengths



Growing Data Business

- ~ 25.3 Million data users (more than 1mb/month users) on 2G EDGE and 3G HSPA services
- ~10.2 Million subscribers use 3G services out of 135.8 Million overall subscriber base
- Idea's own current range of 'Idea Smartphones' starting at USD \$90 (INR 5400)
- ~17.2 Mn Idea subscribers own 3G devices but only 10.2 mn use 3G platform; pace of 3G platform adoption on steady rise

Customer Centric Service

- ~ 14,000 call center agents handle ~ 1.4 Million customer calls per day
- 5,500+ 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 – 9.14Mn (as on March 31, 2014)– 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 167 offices spread across 22 service areas
- Additionally, 4,300+ Rural 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 2 Awards at Economic Times Telecom Awards 2013
 - ✓ Most Innovative Service Provider Awards under Enterprise category
 - ✓ My Favourite Service Provider Award
- Amity Telecom Excellence Award for 'The Best Rural Services Provider of the Year 2013'
- Amity Leadership Award 2013 for 'Leveraging IT in Telecommunications'

Brand Awards

- Aegis Graham Bell Award 2013 for Best Brand Campaign
- Pitch 'Top 50 Brands' Award
- At EFFIES 2013: 2 Golds, 1 Silver & 1 Bronze for Honey Bunny, Telephone Exchange, and 'What an Idea' series of campaigns
- Won Silver and Bronze at the APAC EFFIES for Honey-Bunny campaign
- Awarded Silver at Emvies, 2013 for Integrated Media Campaign for Honey-Bunny
- CNBC TV18 India Business Leader Awards 2013: 'Storyboard Brand Campaign of the Year Award' - Honey Bunny campaign

HR Awards

- Rated as the 'Best Place to Work' in the Indian telecom sector at the Asia Business Awards 2013
- India's Best Companies to Work for Study 2013 ranked Idea as the 'Best in Class within Telecom Sector in 2013'
- Awarded the 'Best Place to Work' at the Asia Communication Awards 2013

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 जनसंख्या इन्फॉर्मेशन नम्बर 97020 12345

**चुनाव के वक़्त,
नो उल्लू बनाविंग**

आइडिया इंटरनेट ऑल इंडिया

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एक आइडिया जो बदल दे आपकी दुनिया

ADITYA BIRLA GROUP

www.idealcellular.com

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Idea Showroom
will come.**

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- Internet Plans
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- Customer Care and more

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www.idealcellular.com General information no. 97020 12345

**Idea Rings
All India**

What a network!

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**Banking services
on your mobile.**

Account Opening | Cash Deposit
Cash Withdrawal | Money Transfer

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Mobile Banking

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

What an idea!

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www.idealcellular.com Customer Care 97020 0245

**Break
the language
barrier.**

What an idea!

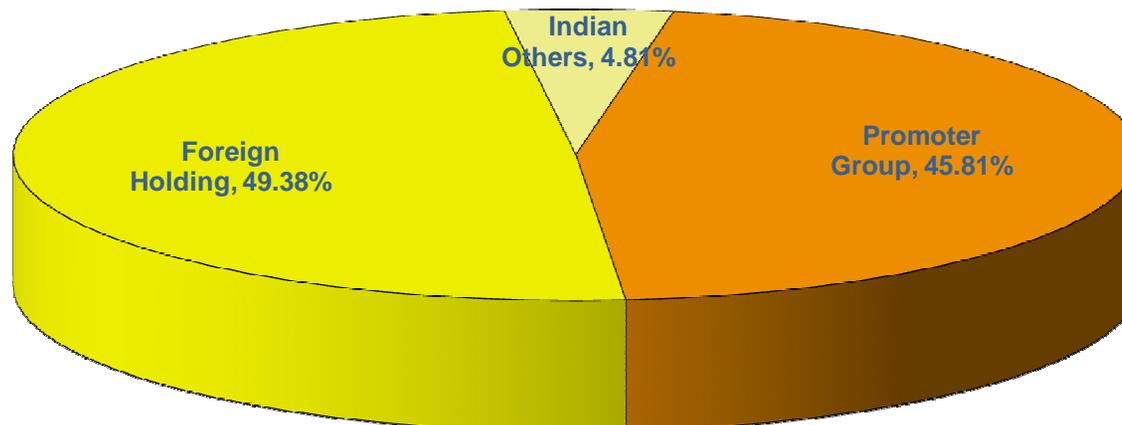
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ADITYA BIRLA GROUP

Shareholding

As on 31 Mar'14



PROMOTERS' HOLDING

ADITYA BIRLA NUVO LIMITED	25.23%
BIRLA TMT HOLDINGS PRIVATE LIMITED	8.54%
HINDALCO INDUSTRIES LIMITED	6.88%
GRASIM INDUSTRIES LTD	5.15%
Kumar Mangalam Birla	0.01%

TOP 5 PUBLIC SHAREHOLDERS

AXIATA INVESTMENTS 1 (INDIA) LTD.	14.00%
AXIATA INVESTMENTS 2 (INDIA) LTD.	5.89%
P5ASIA INVESTMENTS (MAURITIUS) LTD	9.94%
NATIONAL WESTMINSTER BANK PLC AS DEPOSITARY OF FIRST STATE GLOBAL	2.61%
VANGUARD INTERNATIONAL GROWTH FUND	1.58%

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 and chemicals; A leading Indian player in cement, telecom, branded apparel and financial services
- ❑ Strong confidence of all stakeholders, lenders, and vendors and ability to attract and retain talent

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 17-year-veteran of Indian telecom industry and has over 29 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, from India Institute of Management, Bangalore.



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

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, excluding spectrum commitments/payouts and Exchange loss/gain capitalised/ decapitalised.
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