



# Idea Cellular Limited



- ❖ Indian Wireless Industry – Current Trends
- ❖ Idea Performance
- ❖ Way forward
- ❖ Proposed Idea – Vodafone (India) Mobility Merger

# Indian Wireless Industry



## Witnessing consolidation; 3-4 Large Pan India Operators

### Year 2013 to 2016

- Mobile Voice Segment characterized by intense competition - 6 to 9 operators in each service area
- Mobile Broadband Data – emerging segment with lower competition

### Year 2016 to 2017 - Large scale disruption

- Launch of free services by Jio for extended period of more than 7 months
- Free Service impacted revenues of all operators; **Industry registered first ever annual revenue decline**
- **Operations of smaller-scale operators turn unviable, forcing them to exit or seek combination with other operators**
  - *Telenor announces exit from India; Acquisition in progress by Airtel*
  - *Videocon closes operations by trading its spectrum (1800 MHz) to Airtel*
  - *Airtel's acquisition of 2300 MHz spectrum from Tikona & Augere*
  - *Airtel announces acquisition of Tata Tele Services Mobility (Retail)*
  - *RCom announces closure of its 2G (GSM & CDMA) /3G services service w.e.f 1<sup>st</sup> Dec 2017*
  - *Aircel announces closure in 6 Telecom circles*
- Idea and Vodafone announces merger under an equal partnership arrangement
- To counter Jio, Bharti, Vodafone & Idea introduced range of competitive bundled products offering unlimited voice and wireless broadband with free roaming and SMS; Gap with Jio reduced from Q3FY18

### Year 2018 and beyond...

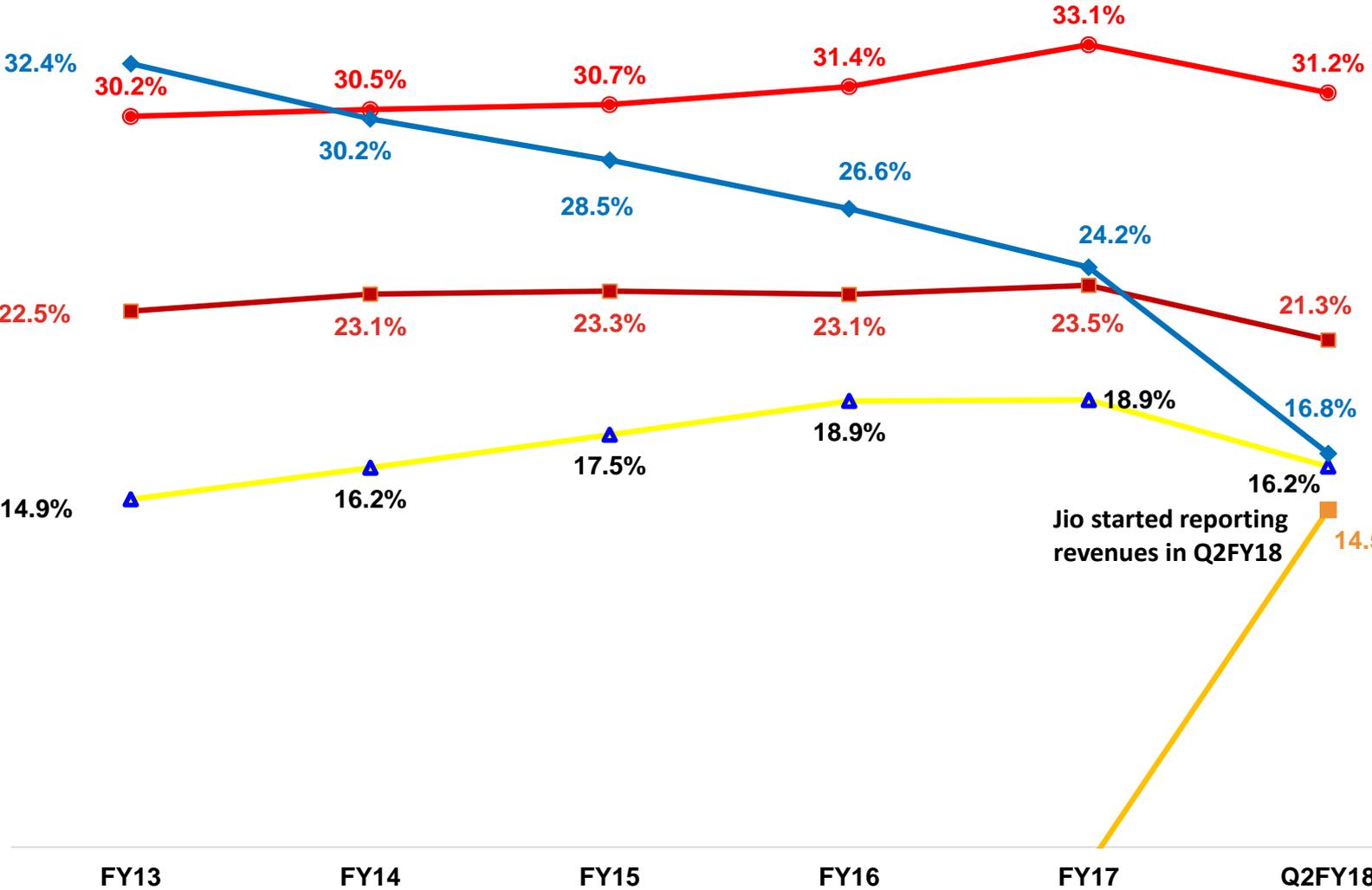
- Increase in penetration of bundled offerings (unlimited voice with data) – need for building large capacities as volumes rise & telecom key metric shifts to ARPU instead of rate
- Large scale investment needed to address burgeoning exponential growth of voice and broadband mobile data volumes as **1.4 billion SIMs consolidate with only 3-4 operators** (over next 3-4 years)

# Industry Witnessing Consolidation

## Revenue Market Share (GR)



RMS  
FY13 – Q2FY18



Airtel [+1.0%]

Vodafone [-1.2%]

Rest of Ind. \* [-15.6%]

Idea [+1.3%]

RJio [+14.5%]

Jio started reporting revenues in Q2FY18

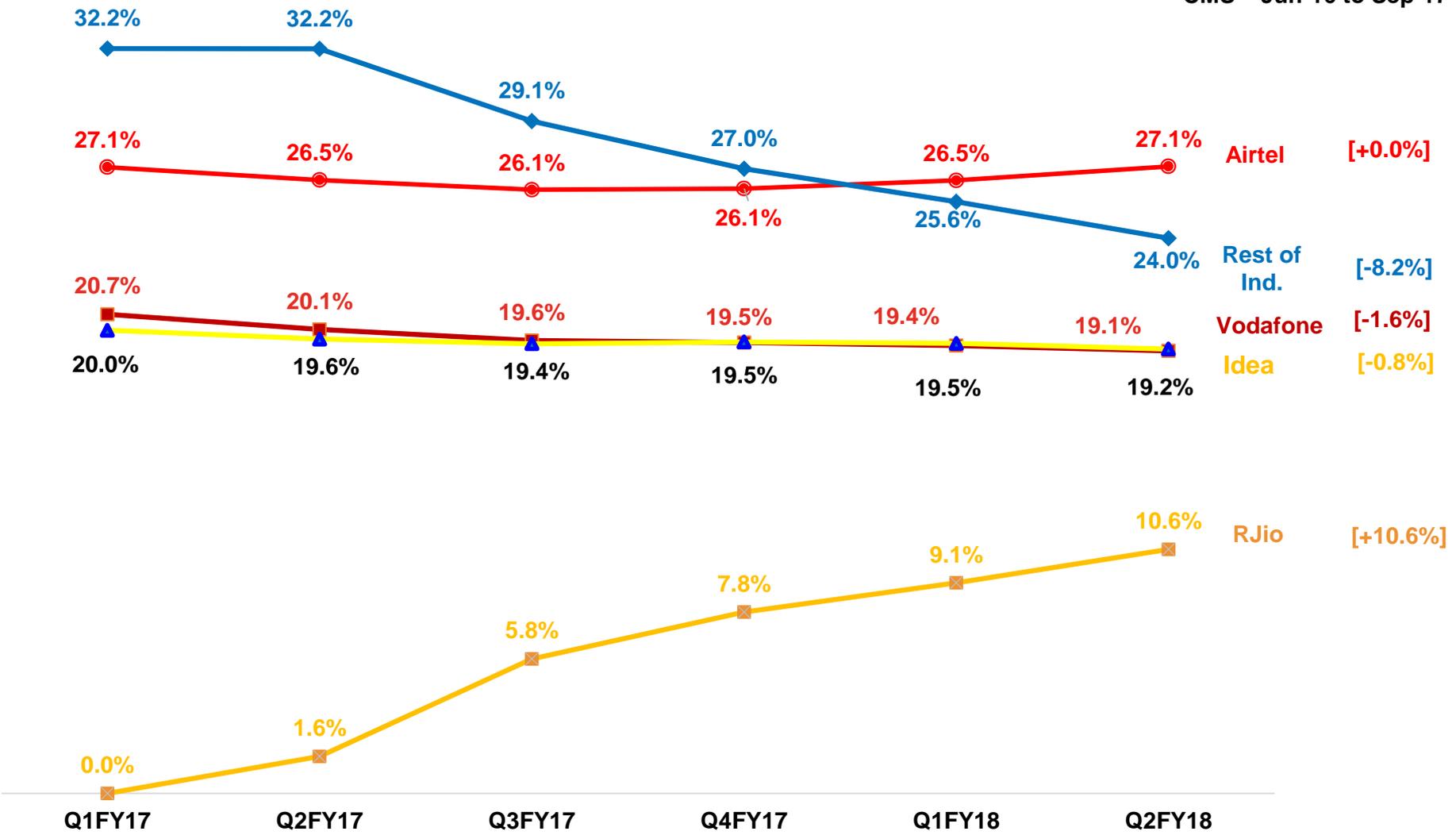
\*Rest of industry denotes all operators except Idea, Vodafone, Bharti and Jio

# Industry Witnessing Consolidation

## Subscriber Market Share (VLR)



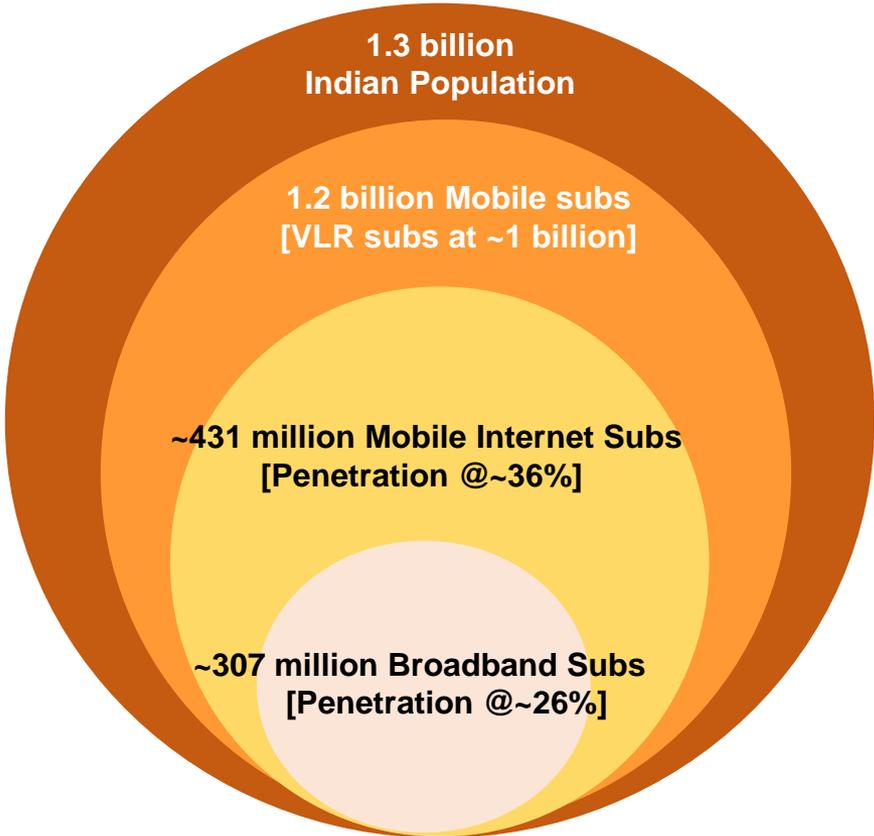
CMS – Jun-16 to Sep-17



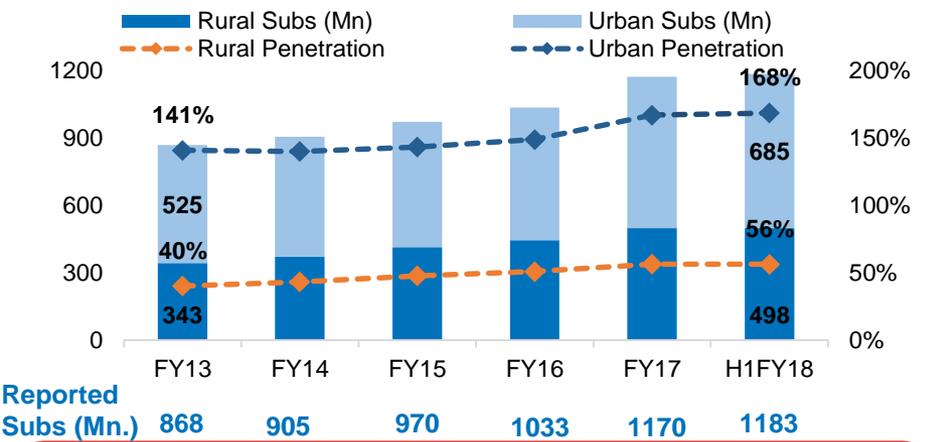
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# Large Untapped Wireless Opportunity

For Both Voice & Mobile Broadband

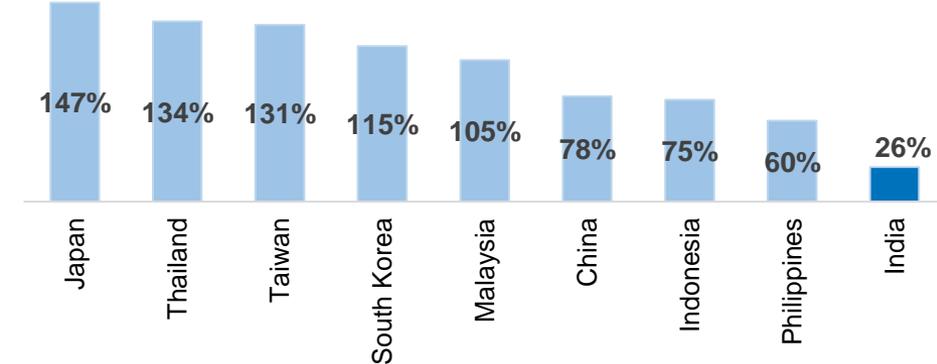


While the active subscriber penetration is at ~79%, low rural penetration of ~56% continues to be a source of large untapped opportunity



Huge Mobile Data opportunity as

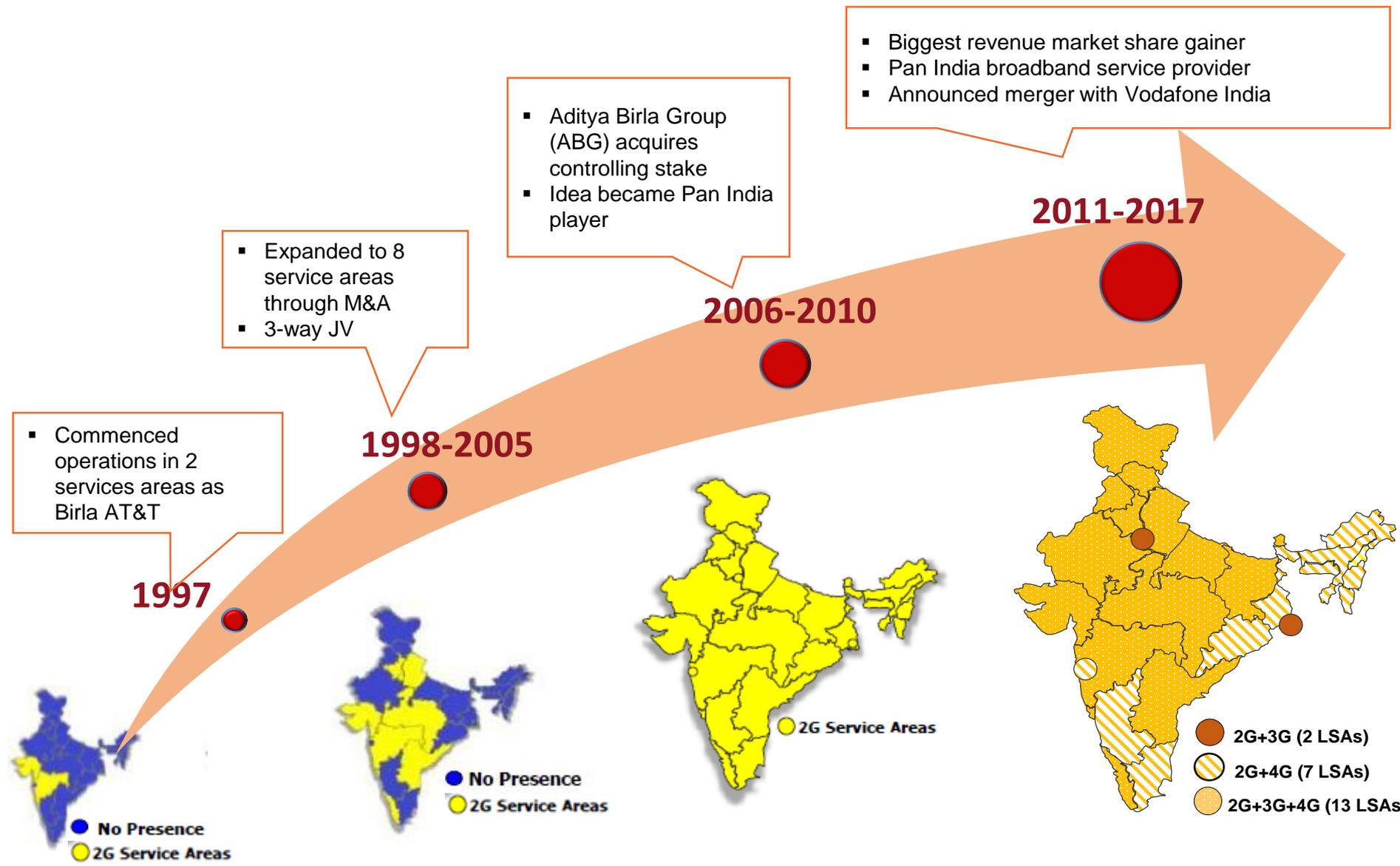
- Wireless broadband Data penetration (as % of total subs) is only at ~26%
- Blended monthly data usage/ data subs now ahead of global average at ~4 GB



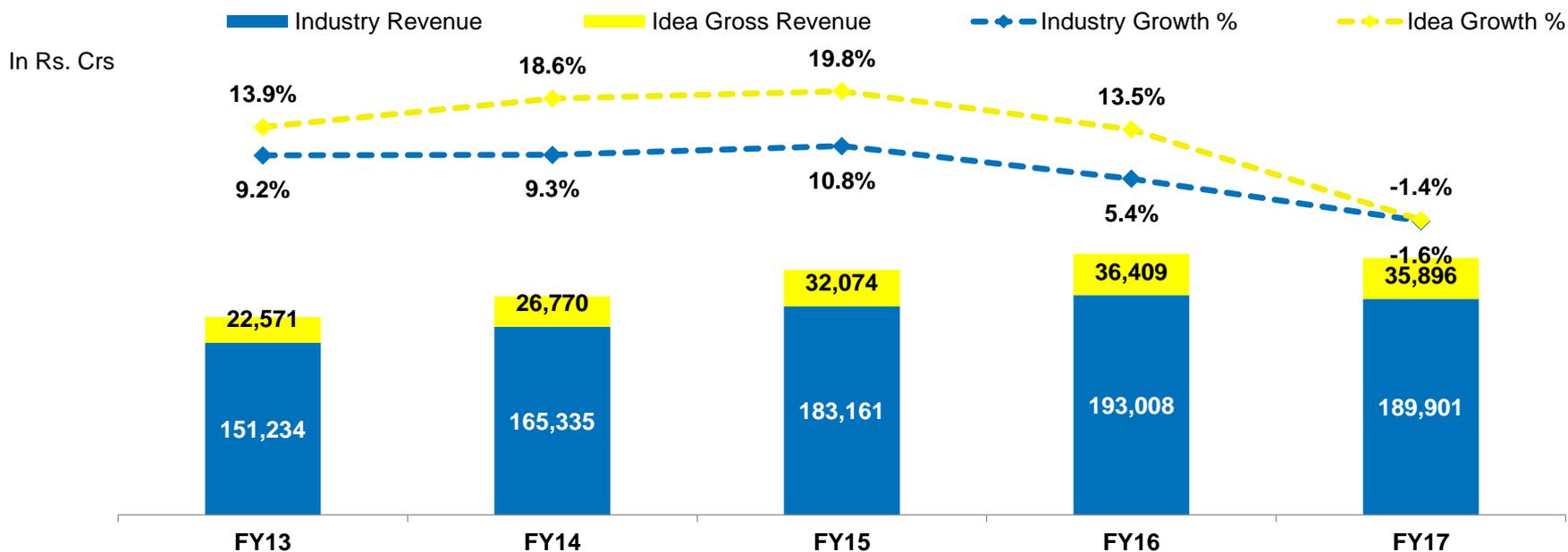
Source: TRAI (Sep 2017), GSMA Intelligence (June 2017)  
 Note: Urban & Rural Penetration as % of population

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- ❖ **Idea Performance**
- ❖ Way forward
- ❖ Proposed Idea – Vodafone (India) Mobility Merger

# Idea Cellular : Re-invented and evolved as it grew



# Idea growth > 1.5x Industry until FY16, Holding on to subscribers during unprecedented disruptive phase



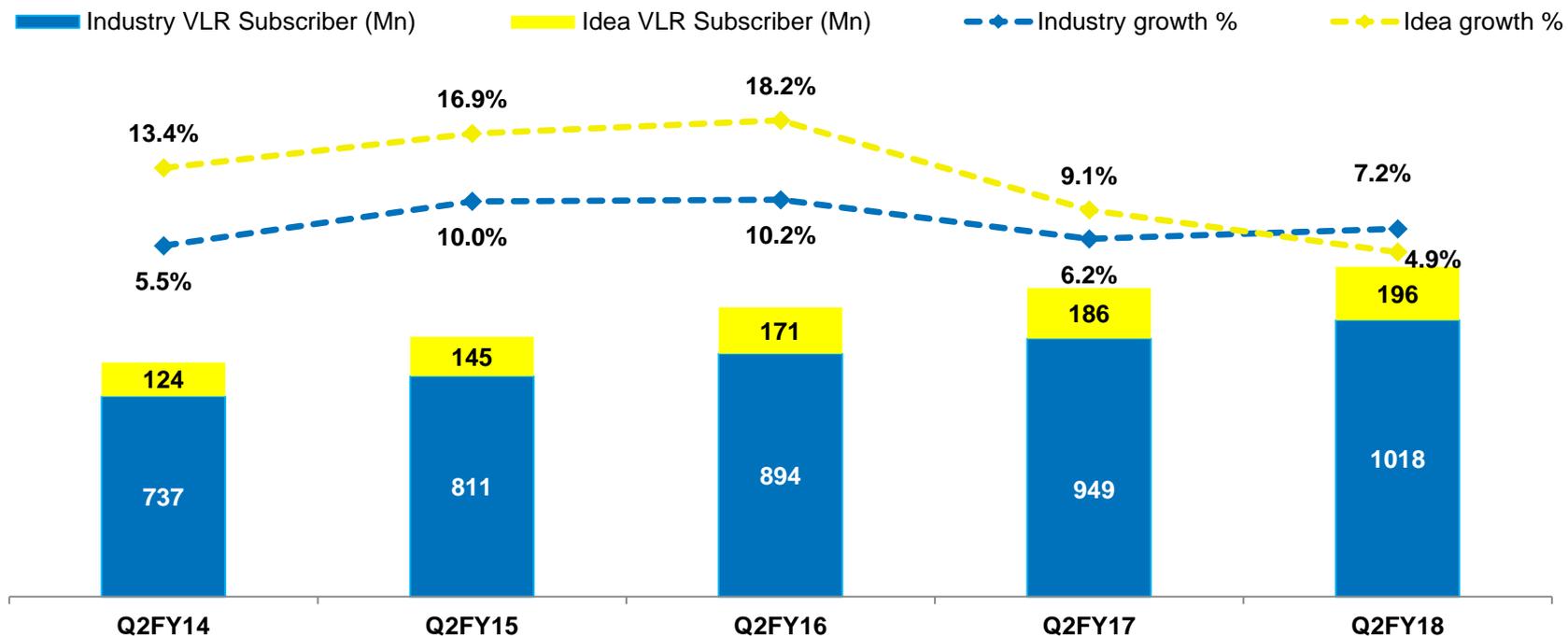
	FY13	FY14	FY15	FY16	FY17
<b>Industry</b>	<b>23.2</b>	<b>25.3</b>	<b>28.1</b>	<b>29.6</b>	<b>29.1</b>
<b>Idea</b>	<b>3.5</b>	<b>4.1</b>	<b>4.9</b>	<b>5.6</b>	<b>5.5</b>

Operator	Revenue (in Rs. Cr)			RMS (%)			RMS Change (%)		Incr. Revenue (in Rs. Cr)		Annual Incr. RMS	iRMS-RMS
	FY13	FY16	FY17	FY13	FY16	FY17	4 years	1 year	4 years	1 year	4 years	Avg 4 years
<b>Idea</b>	<b>22,571</b>	<b>36,409</b>	<b>35,896</b>	<b>14.9%</b>	<b>18.9%</b>	<b>18.9%</b>	<b>4.0%</b>	<b>0.0%</b>	<b>13,325</b>	<b>-513</b>	<b>34.5%</b>	<b>15.6%</b>
Bharti	45,745	60,687	62,897	30.2%	31.4%	33.1%	2.9%	1.7%	17,152	2,210	44.4%	11.2%
Voda	33,964	44,643	44,614	22.5%	23.1%	23.5%	1.0%	0.4%	10,650	-28	27.5%	4.0%
Jio	0	15	512	0.0%	0.0%	0.3%	0.3%	0.3%	512	497	1.3%	1.1%
Rest of Ind.	48,953	51,254	45,982	32.4%	26.6%	24.2%	-8.2%	-2.3%	-2,971	-5,272	-7.7%	-31.9%
<b>Total</b>	<b>151,234</b>	<b>193,008</b>	<b>189,901</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>38,667</b>	<b>-3,107</b>	<b>100.0%</b>	<b>0.0%</b>

1 US\$ = INR 65.29 as on 30 September 2017

Gross revenue as per TRAI reports

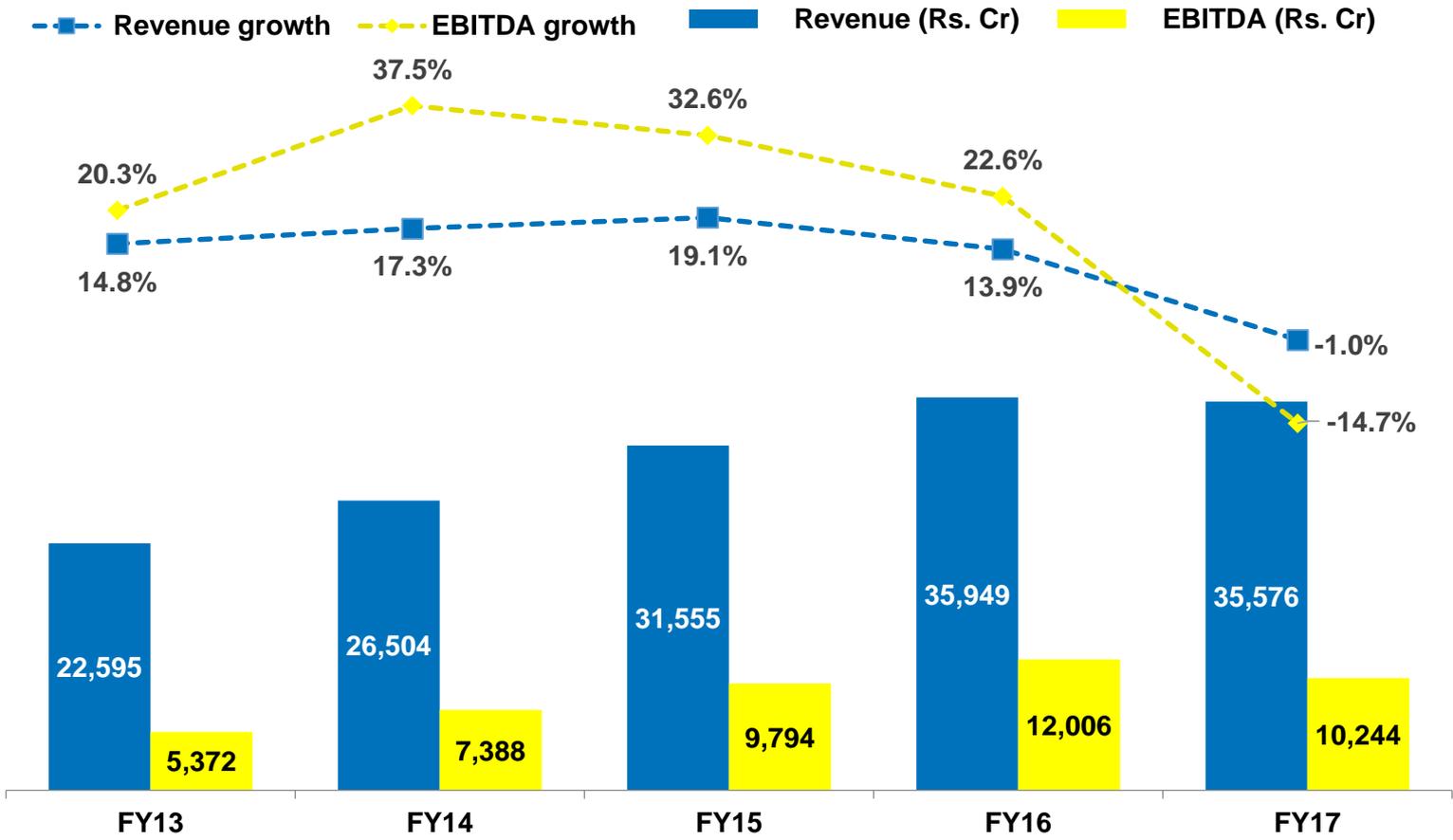
# Idea gaining among the highest incremental subs Net Adds share over last 4 years



Operator	VLR Subscribers (Mn)			VLR Subscriber Share			VLR Subscriber Share change		Net Subscriber Adds		Net Subs Add Share		iCMS - CMS
	Q2FY14	Q2FY17	Q2FY18	Q2FY14	Q2FY17	Q2FY18	4 years	1 year	4 years	1 year	4 years	1 year	Avg 4 yrs
Idea	123.7	186.4	195.5	16.8%	19.6%	19.2%	2.4%	-0.4%	71.9	9.1	25.6%	13.2%	6.4%
Bharti	184.2	251.7	275.9	25.0%	26.5%	27.1%	2.1%	-0.4%	91.7	24.2	32.7%	35.3%	5.6%
Voda	148.9	190.4	194.7	20.2%	20.1%	19.1%	-1.1%	-1.0%	45.9	4.4	16.4%	6.4%	-2.8%
Jio	-	15.2	107.4	0.0%	1.6%	10.6%	10.6%	9.0%	107.4	92.2	38.3%	134.4%	27.8%
Rest of Ind.**	280.7	305.5	244.2	38.1%	32.2%	24.0%	-14.1%	-8.2%	(36.5)	(61.3)	-13.0%	-89.3%	-37.0%
<b>Total</b>	<b>737.5</b>	<b>949.2</b>	<b>1,017.8</b>	<b>100.0%</b>	<b>100.0%</b>	<b>100.0%</b>			<b>280.3</b>	<b>68.6</b>	<b>100.0%</b>	<b>100.0%</b>	<b>0.0%</b>

\*\*Rest of industry denotes all operators except Idea, Vodafone, Bharti and Jio

# Idea Revenue & EBITDA trends



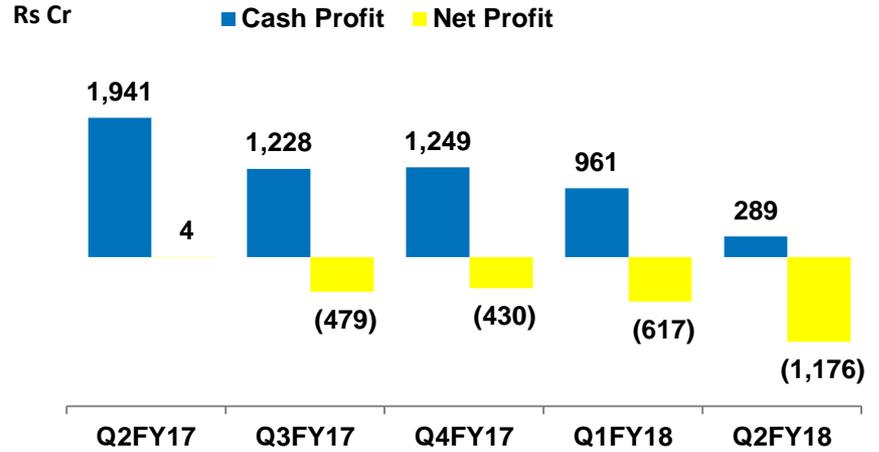
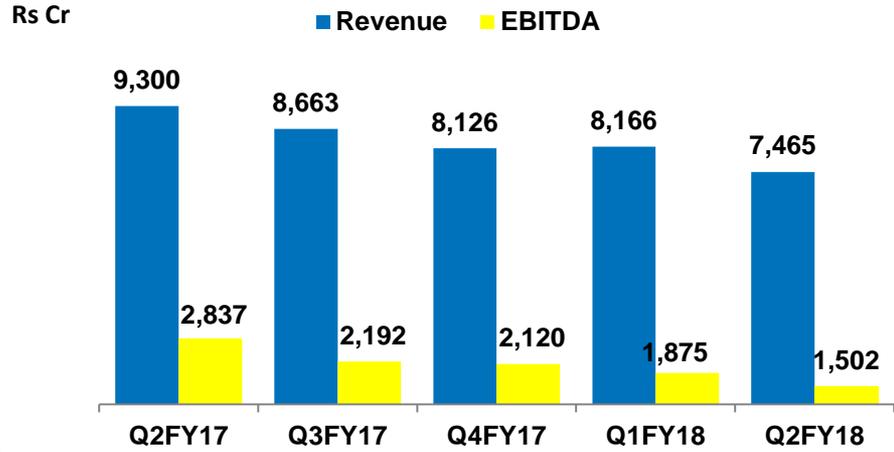
In US\$ Mn

Year	FY13	FY14	FY15	FY16	FY17
Rev	3,461	4,059	4,833	5,506	5,449
EBITDA	823	1,132	1,500	1,839	1,569

Based on Idea standalone + 100% subsidiaries financials (FY16 & FY17 based on Ind AS)



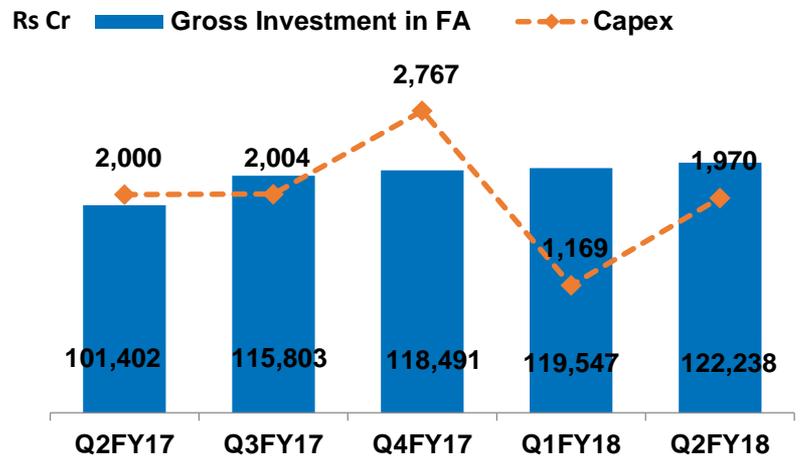
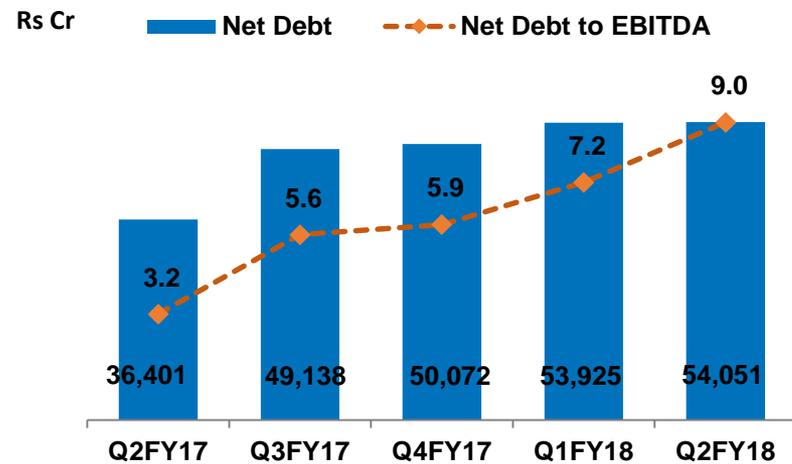
# Idea – Recent Financial Trends



US\$ Mn

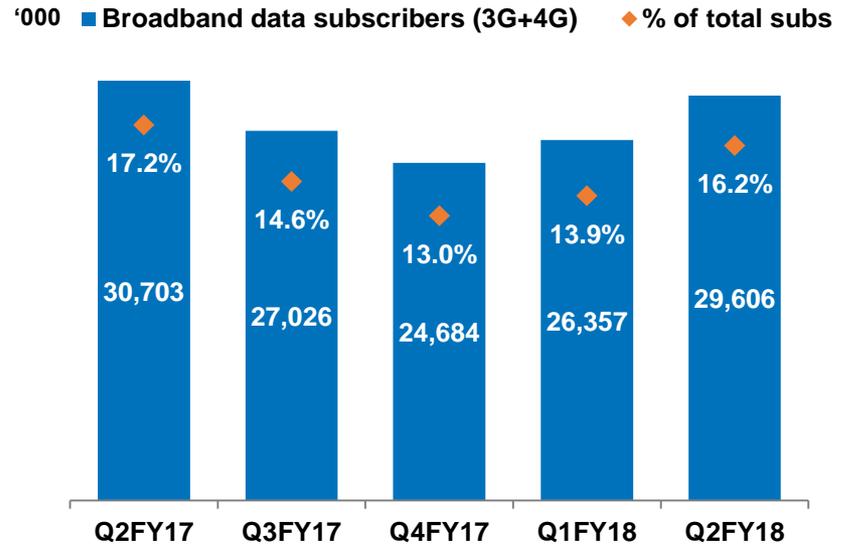
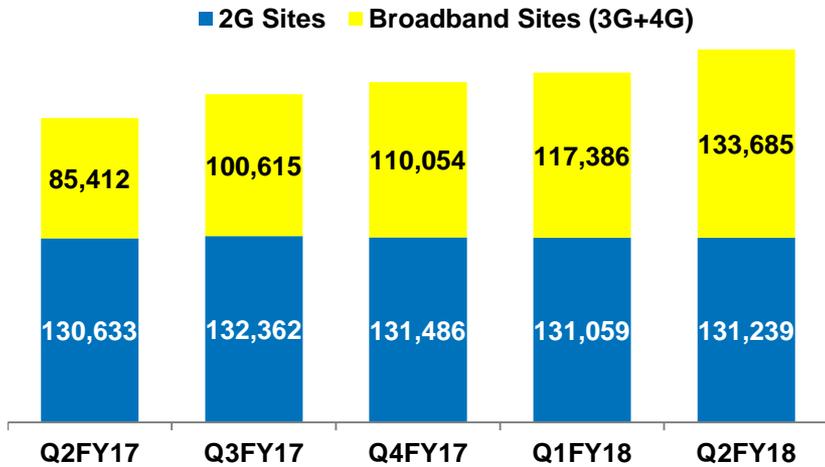
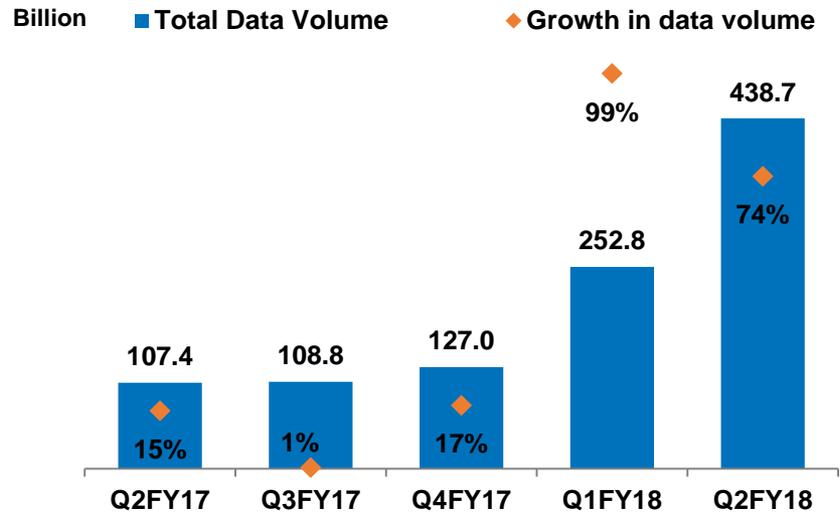
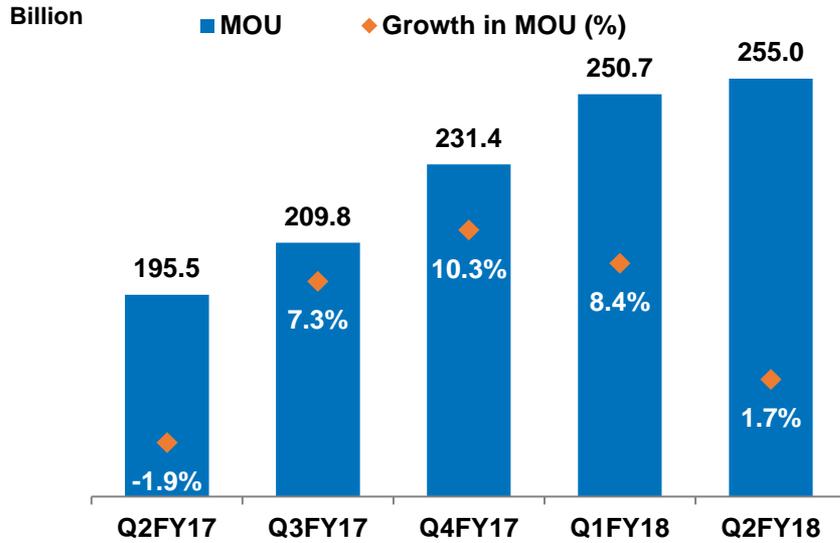
	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18
Revenue	1,424	1,327	1,245	1,251	1,143
EBITDA	434	336	325	287	230

	Q2FY17	Q3FY17	Q4FY17	Q1FY18	Q2FY18
Cash Profit	297	188	191	147	44
Net Profit	1	(73)	(69)	(95)	(180)



Based on Idea standalone + 100% subsidiaries financials as per Ind AS

# Idea - Key Operating Trends



- GSM pop. Coverage: 1 Bn, 400k towns & villages
- Wireless Broadband coverage: 568 Mn, 122k towns & villages

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# Competitive Spectrum Footprint

## Pan India Mobile Broadband Spectrum



Service Areas	FDD				TDD			FDD (2x)* +TDD	GSM (2G) services	Broadband Carrier		
	900	1800	2100	Total	2300	2500	Total			3G	4G	Total
Maharashtra	9.0	11.0	5.0	25.0	10.0	10.0	20.0	70.0	√	2	5	7
Kerala	6.0	10.0	5.0	21.0	10.0	10.0	20.0	62.0	√	1	5	6
Madhya Pradesh	7.4	11.6	5.0	24.0	10.0	20.0	30.0	78.0	√	2	7	9
Uttar Pradesh (West)	5.0	9.4	5.0	19.4		10.0	10.0	48.8	√	1	4	5
Gujarat	5.0	10.0	5.0	20.0		10.0	10.0	50.0	√	1	4	5
Andhra Pradesh	5.0	6.0	5.0	16.0		10.0	10.0	42.0	√	1	3	4
Punjab	5.6	10.0	5.0	20.6				41.2	√	1	2	3
Haryana	6.0	10.8	5.0	21.8		10.0	10.0	53.6	√	1	4	5
<b>8 Leadership Circle (Sub Total)</b>	<b>49.0</b>	<b>78.8</b>	<b>40.0</b>	<b>167.8</b>	<b>30.0</b>	<b>80.0</b>	<b>110.0</b>	<b>445.6</b>		<b>10</b>	<b>32</b>	<b>42</b>
Uttar Pradesh (East)		6.2	10.0	16.2		10.0	10.0	42.4	√	1	3	4
Rajasthan		11.2	5.0	16.2		10.0	10.0	42.4	√	1	3	4
Bihar		10.80	5.0	15.8		10.0	10.0	41.6	√	1	3	4
Himachal Pradesh		9.8	5.0	14.8		10.0	10.0	39.6	√	1	3	4
Delhi	5.0	8.6		13.6				27.2	√	1		1
Mumbai		6.4	5.0	11.4				22.8	√		1	1
Karnataka	5.0	6.0		11.0				22.0	√		1	1
<b>7 Emerging Circle (Sub Total)</b>	<b>10.0</b>	<b>59.0</b>	<b>30.0</b>	<b>99.0</b>		<b>40.0</b>	<b>40.0</b>	<b>238.0</b>		<b>5</b>	<b>12</b>	<b>17</b>
Tamil nadu		11.4		11.4				22.8	√		1	1
Kolkata		5.0	5.0	10.0				20.0	√	1		1
West Bengal		11.40		11.4		10.0	10.0	32.8	√		3	3
Orissa		10.0		10.0		10.0	10.0	30.0	√		3	3
Assam		10.0		10.0		10.0	10.0	30.0	√		3	3
North East		11.0		11.0		10.0	10.0	32.0	√		3	3
Jammu & Kashmir		10.0	5.0	15.0		10.0	10.0	40.0	√	1	3	4
<b>7 New Circle (Sub Total)</b>		<b>68.8</b>	<b>10.0</b>	<b>78.8</b>		<b>50.0</b>	<b>50.0</b>	<b>207.6</b>		<b>2</b>	<b>14</b>	<b>16</b>
<b>Total 22 Circle</b>	<b>59.0</b>	<b>206.6</b>	<b>80.0</b>	<b>345.6</b>	<b>30.0</b>	<b>170.0</b>	<b>200.0</b>	<b>891.2</b>	<b>22</b>	<b>17</b>	<b>57</b>	<b>74</b>

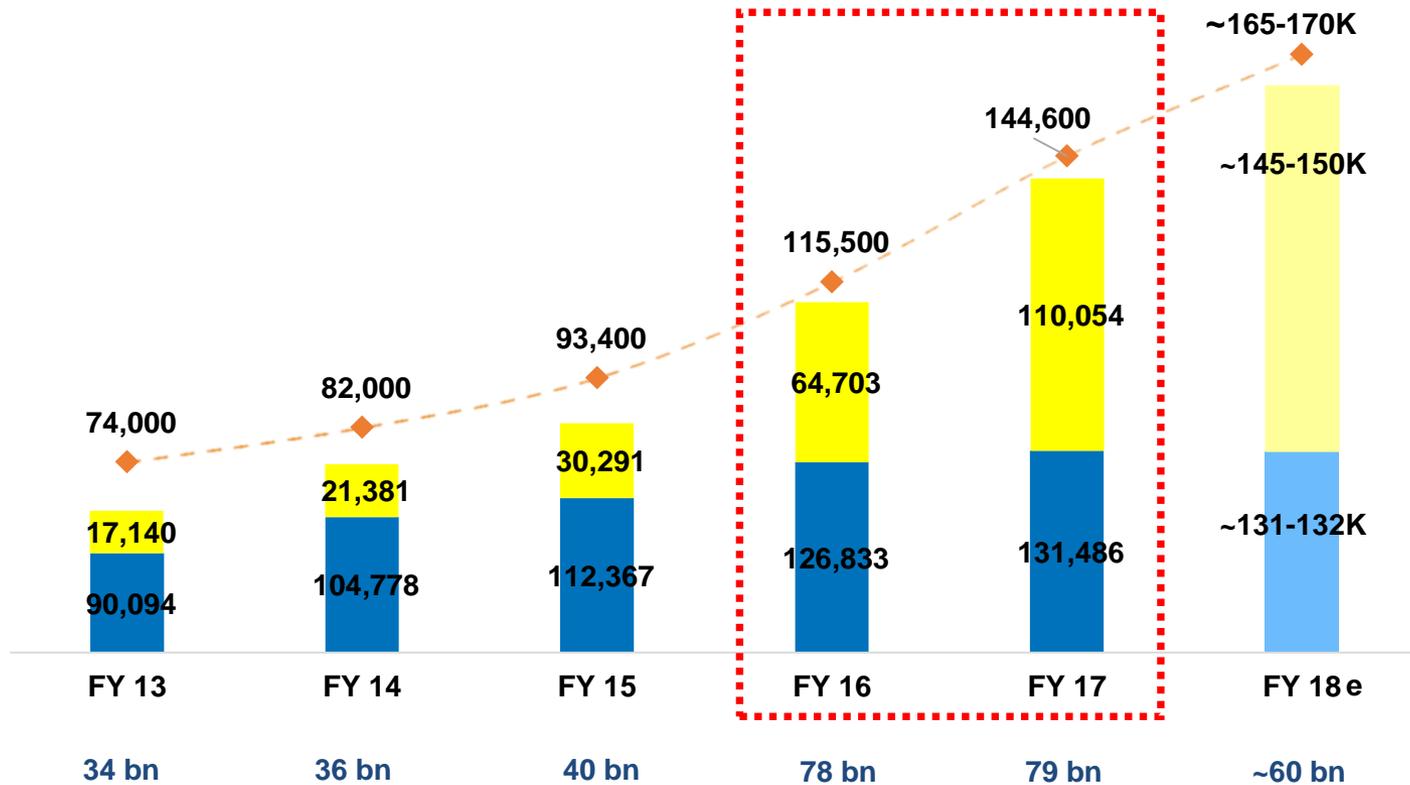
Large broadband/ 4G spectrum capacity in leadership circles

- For calculating total quantum of spectrum, FDD quantum has been multiplied by 2 for equivalence with TDD quantum
- 5 MHz of paired FDD spectrum = 1 carrier, 10 MHz of unpaired TDD spectrum = 1.5 carrier.

# Building Capacity for Future



■ 2G Cell Sites    
 ■ Broadband Sites (3G+4G)    
 -◆- Optical Fibre Cable (OFC)



Network Capex (Rs.)

- FY16 & FY17 Capex of Rs. 157 billion enabled Idea to expand - Network sites by ~99k and OFC network by 51,000 kms
- Similar level of network sites expansion will enable Idea to support 15-20 times of FY17 mobile data demand

# Idea – Getting stronger in Digital Content Services



## Own range of Digital Services

Launched since Q4 FY17



- 1.5mn customers
- 2,000 games



- Rating 4.2 on Playstore
- 4.5mn customers
- 3 million tracks in 13 languages



- Rating 4.4 on Playstore
- 4.5mn customers
- 5,500+ movies, 252 Live TV channels
- 15,000 hours of content



Idea News & Magazines\*

- Over 1 lakh issues
- 4,000+ national and international magazines
- 65 languages

## Play in Payments space

### Digital Wallet



- Existing service
- 12 Mn+ subscribers

### Payments Bank

- Aditya Birla Idea Payment Bank Ltd. received final banking license from RBI.
- Expected Launch in CY2018

\*Available on Android devices

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# Creating the leading Indian mobile operator (cont'd)



			 	   	
<b>Subs (mn)</b>	190.2	207.4	397.6	373.0	138.6
<b>Revenue** (bn)</b>	304.3	399.4	703.7	698.9	272.0
<b>RMS</b>	16.2%	21.3%	37.5%	37.3%	14.5%
<b>CMS</b>	16.1%	17.5%	33.6%	31.5%	11.7%
<b># 3G / 4G circles</b>	15 / 20	16 / 17	22 / 22	22 / 22	NA / 22
<b>GSM / BB sites ('000s)</b>	131 / 134	140 / 128	271 / 262	163 / 226	NA / 335
<b>OFC ('000s KM)</b>	151	178	250*	232	250
<b>Total Spectrum (MHz)</b>	891	958	1850	1,976	1,235^
<b>GSM spectrum (MHz)</b>	252	328	421	646	NA
<b>Broadband spectrum (MHz)</b>	639	630	1,429	1,330	1,235^
<b># 3G / 4G BB carriers</b>	17 / 57	17 / 56	34 / 129	42 / 124	NA / 150
<b># of BB carriers</b>	74	73	163	166	150

Notes: Cell Site information is as of Sep 30', 2017. Sites and OFC data for other operators is based on company estimates. Current footprint for Idea & Vodafone is shown, site nos. likely to fall post completion due to rationalization. Bharti sites data is excluding Uninor & Tata

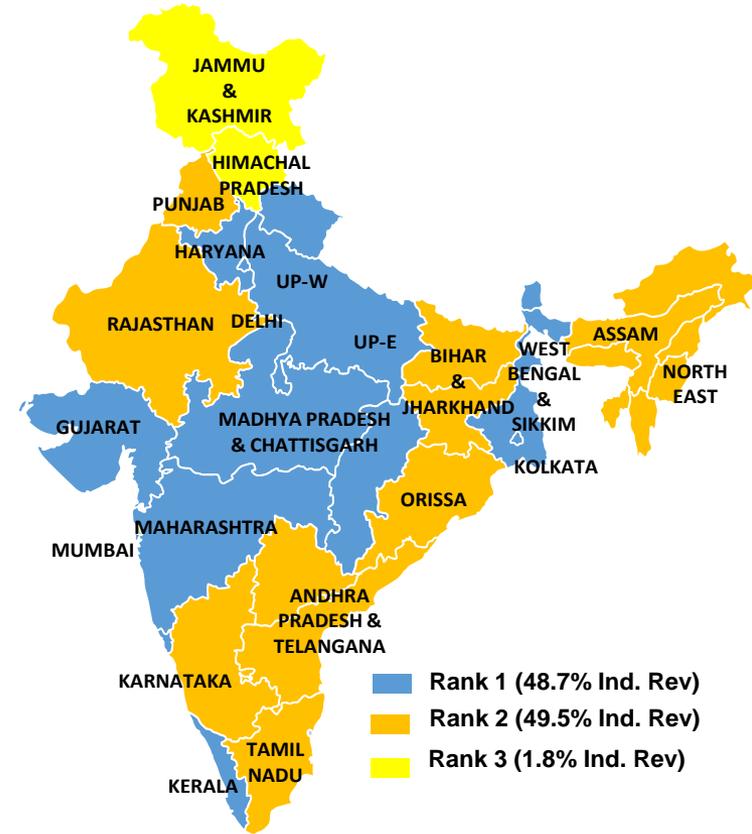
- For calculating total quantum of spectrum, FDD quantum has been multiplied by 2 for equivalence with TDD quantum. 5 MHz of FDD spectrum (paired) = 1 Carrier / 10 MHz of TDD Spectrum (unpaired) = 1.5 carrier
- Spectrum quantity for combined entity is based on summation of Idea and Vodafone current holding and may get reduced in compliance with M&A guidelines
- For Combined Entity, maximum of 2 carriers are considered under 3G for (except Maharashtra), extra 3G carriers are considered as deployed towards 4G. Considering additional carrier on 1800 MHz in markets post combination and additional carrier in 4 markets of Delhi, UPE, Rajasthan and HP post liberalisation/renewal of Idea 1800 MHz spectrum. Deployment of 900 MHz in GSM assumed to remain same
- Information for other operators based on company estimates & may differ from actual deployment. \*Based on preliminary company estimates ^ Quantum shown includes spectrum sharing

\*\* Revenue numbers as reported by TRAI for Q2FY18 (Annualised)

# Competitive revenue position across all circles



Circles	Circle share in Industry Revenue	Idea RMS	Vodafone RMS	Combined RMS	Idea RMS Rank	Vodafone RMS Rank	Combined Rank
Kerala	4%	35.3%	23.5%	58.9%	1	2	1
Maharashtra	8%	29.5%	23.2%	52.7%	1	2	1
Gujarat	6%	18.7%	32.4%	51.1%	3	1	1
Haryana	2%	22.0%	27.0%	49.0%	2	1	1
Uttar Pradesh (West)	5%	27.0%	21.2%	48.2%	1	2	1
Madhya Pradesh	5%	36.4%	8.1%	44.5%	1	4	1
West Bengal	4%	8.2%	36.2%	44.3%	4	1	1
Mumbai	6%	8.5%	34.6%	43.1%	5	1	1
Uttar Pradesh (East)	7%	11.9%	27.7%	39.6%	4	2	1
Kolkata	3%	6.5%	30.2%	36.8%	4	1	1
Punjab	4%	22.5%	13.6%	36.2%	2	4	2
Delhi	8%	10.7%	25.8%	36.5%	4	2	2
Rajasthan	5%	11.4%	20.6%	32.0%	4	2	2
Andhra Pradesh	8%	20.6%	8.3%	28.9%	2	4	2
Tamil Nadu	8%	5.5%	22.5%	27.9%	5	2	2
Karnataka	7%	9.9%	14.4%	24.3%	4	2	2
Bihar	6%	12.8%	11.7%	24.5%	3	4	2
Assam	2%	4.7%	19.1%	23.9%	5	3	2
North East	1%	3.7%	17.3%	21.0%	6	2	2
Orissa	2%	5.1%	14.3%	19.4%	6	3	2
Himachal Pradesh	1%	9.6%	7.8%	17.4%	3	5	3
Jammu and Kashmir	1%	5.9%	8.3%	14.3%	6	5	3
<b>Total</b>	<b>100%</b>	<b>16.2%</b>	<b>21.3%</b>	<b>37.5%</b>	<b>3</b>	<b>2</b>	<b>1</b>



**Market leadership in 10 markets contributing 48.7% of industry revenue**

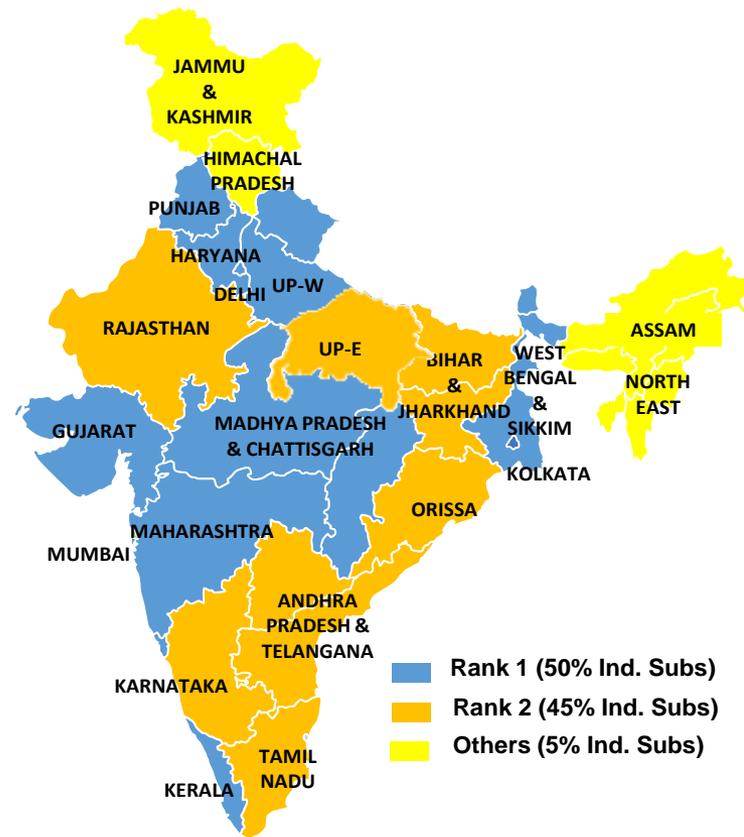
Note: Combined Rankings determined considering combination of Idea-Vodafone, Bharti-Tata-Uninor and Rcom-MTS; Combined RMS is a summation of RMS and does not take into account market share cap as per M&A guidelines and revenue elimination on merger

Source: TRAI and company estimates based on Q2FY18 reporting

# World's 2<sup>nd</sup> largest mobile telecom operator<sup>^</sup>: servicing ~400mn subscribers



Circles	Circle share in Industry Subscriber	Idea CMS	Vodafone CMS	Combined CMS	Idea CMS Rank	Vodafone CMS Rank	Combined Rank
Maharashtra	8%	28.7%	20.5%	49.2%	1	2	1
Gujarat	6%	18.5%	29.3%	47.8%	2	1	1
Kerala	3%	27.6%	18.9%	46.5%	1	3	1
West Bengal	5%	9.8%	35.1%	44.9%	3	1	1
Madhya Pradesh	6%	33.8%	9.0%	42.8%	1	5	1
Haryana	2%	18.9%	23.4%	42.4%	2	1	1
Uttar Pradesh (West)	6%	23.9%	18.3%	42.2%	1	2	1
Mumbai	3%	11.3%	23.9%	35.3%	4	1	1
Punjab	3%	18.9%	13.6%	32.5%	2	4	1
Delhi	5%	11.9%	20.2%	32.2%	5	2	1
Kolkata	3%	8.2%	19.1%	27.3%	6	1	1
Tamil Nadu	8%	6.5%	17.8%	24.3%	6	3	2
Uttar Pradesh (East)	9%	11.1%	20.2%	31.4%	4	2	2
Rajasthan	6%	11.6%	17.2%	28.8%	3	2	2
Andhra Pradesh	7%	19.4%	7.9%	27.3%	2	5	2
Bihar	7%	14.2%	11.1%	25.3%	2	3	2
Karnataka	6%	13.0%	10.8%	23.8%	2	4	2
Orissa	3%	5.1%	12.4%	17.5%	7	3	2
Assam	2%	5.3%	17.0%	22.2%	6	3	3
North East	1%	3.9%	12.1%	16.1%	6	3	3
Himachal Pradesh	1%	7.4%	5.8%	13.2%	6	7	4
Jammu and Kashmir	1%	4.9%	7.3%	12.2%	7	5	5
<b>Total</b>	<b>100%</b>	<b>16.1%</b>	<b>17.5%</b>	<b>33.6%</b>	<b>3</b>	<b>2</b>	<b>1</b>



**Market leadership in 11 markets contributing 50% of industry subscribers**

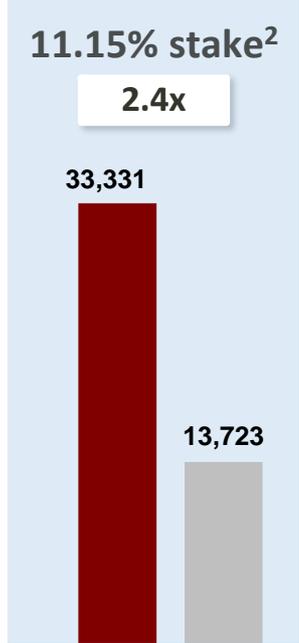
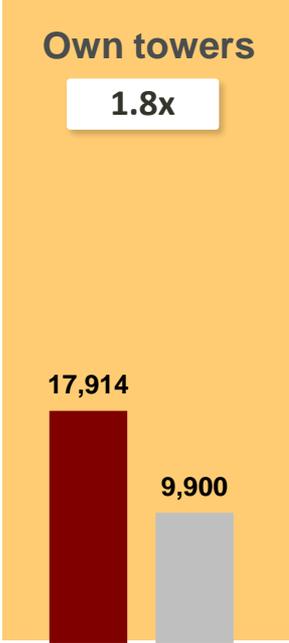
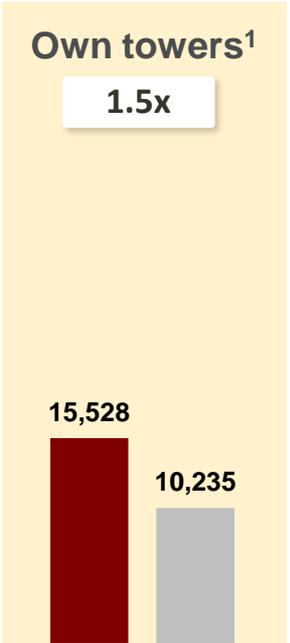
Source: ^GSMA;TRAI based on Sep 2017 reporting

Note: Combined Rankings is determined considering combination of Idea-Vodafone, Bharti-Tata-Uninor and Rcom-MTS; Combined CMS is a summation of CMS

# Unlocking further value through tower assets



Tenancy ratio



No. of Tenancies

No. of Towers

Agreement with American Towers (ATC) reached for sale of above portfolio for an enterprise value of Rs. 78.5 bn (\$1.2 bn)

6,300 co-located tenancies to collapse into single tenancies over a 2 year period without the payment of exit penalties

Idea will receive Rs. 40 billion (US\$615 mn), if the tower sale completion precedes completion of merger

Monetisation of Idea's Indus stake in process

1. Excludes tenancies in IBS, COW and MSC towers  
2. Proportionate number of tenancies based on Idea's 11.15% stake in Indus Towers

# Update on Merger



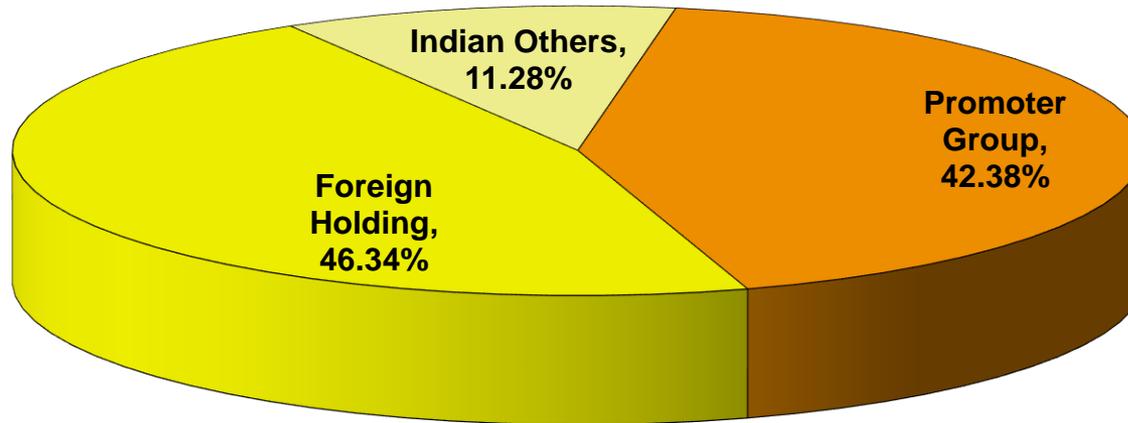
- Received unconditional approval from Competition Commission of India on July 24<sup>th</sup>, 2017
- Received conditional approval from Stock Exchanges/ SEBI on August 4<sup>th</sup>, 2017
- Filed an application before National Company Law Tribunal for approval of merger on August 08<sup>th</sup>, 2017
- Received shareholders & creditors approval on October 12<sup>th</sup>, 2017 under NCLT's supervision
- NCLT hearing scheduled in December 2017 for Idea and Vodafone India



# Annexures

# Shareholding

As on 30 September 2017



## PROMOTERS' HOLDING

GRASIM INDUSTRIES LTD	27.96%
BIRLA TMT HOLDINGS PRIVATE LIMITED	7.86%
HINDALCO INDUSTRIES LIMITED	6.33%
OTHERS	0.23%

## TOP 5 PUBLIC SHAREHOLDERS

AXIATA INVESTMENTS 1 (INDIA) LTD.	12.88%
AXIATA INVESTMENTS 2 (INDIA) LTD.	6.86%
ICICI PRUDENTIAL LIFE INSURANCE COMPANY LIMITED	3.39%
FIRST STATE INVESTMENTS ICVC- STEWART INVESTORS ASIA PACIFIC LEADERS FUND	2.38%
FIRST STATE INVESTMENTS ICVC- STEWART INVESTORS GLOBAL EMERGING MARKETS LEADERS FUND	1.28%

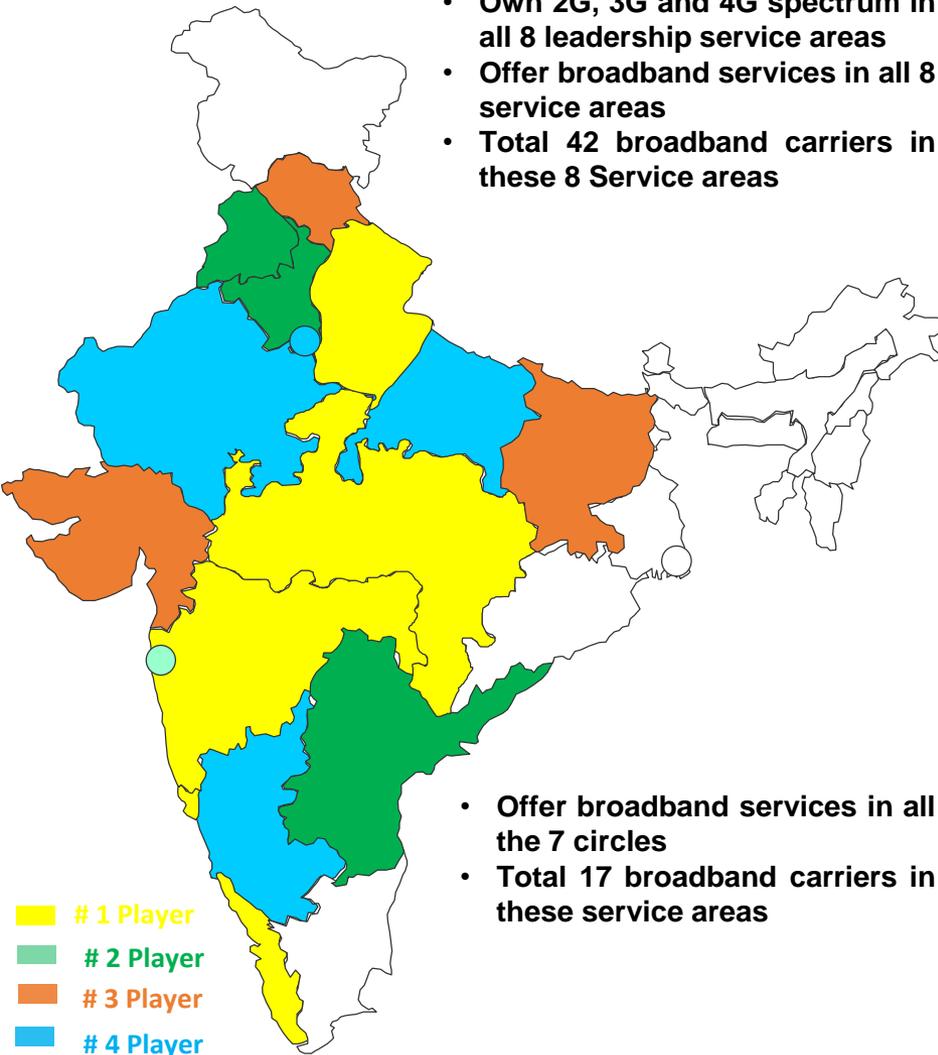
# Idea 15 Service Areas – Core Strength



- Own 2G, 3G and 4G spectrum in all 8 leadership service areas
- Offer broadband services in all 8 service areas
- Total 42 broadband carriers in these 8 Service areas

8 Established Service Areas (Leadership)			
Service Area	RMS Q2FY18 <sup>1</sup>	Rank <sup>2</sup>	Spectrum Profile
M. P.	36.4%	1	2G/3G/4G
Kerala	35.3%	1	2G/3G/4G
Maharashtra	29.5%	1	2G/3G/4G
UP – W	27.0%	1	2G/3G/4G
Haryana	22.0%	2	2G/3G/4G
Punjab	22.5%	2	2G/3G/4G
A. P.	20.6%	2	2G/3G/4G
Gujarat	18.7%	3	2G/3G/4G
<b>Total</b>	<b>26.4%</b>	<b>1</b>	

~41% of India Mobility Revenue and ~67% of Idea Revenue



- Offer broadband services in all the 7 circles
- Total 17 broadband carriers in these service areas

7 Other Established Service Areas			
Service Area	RMS Q2FY18 <sup>1</sup>	Rank <sup>2</sup>	Spectrum Profile
Bihar	12.8%	3	2G/3G/4G
H.P.	9.6%	3	2G/3G/4G
UP – E	11.9%	4	2G/3G/4G
Rajasthan	11.4%	4	2G/3G/4G
Delhi	10.7%	4	2G/3G
Karnataka	9.9%	4	2G/4G
Mumbai	8.5%	5	2G/4G
<b>Total</b>	<b>10.8%</b>	<b>4</b>	

~39% of India Mobility Revenue and ~26% of Idea Revenue

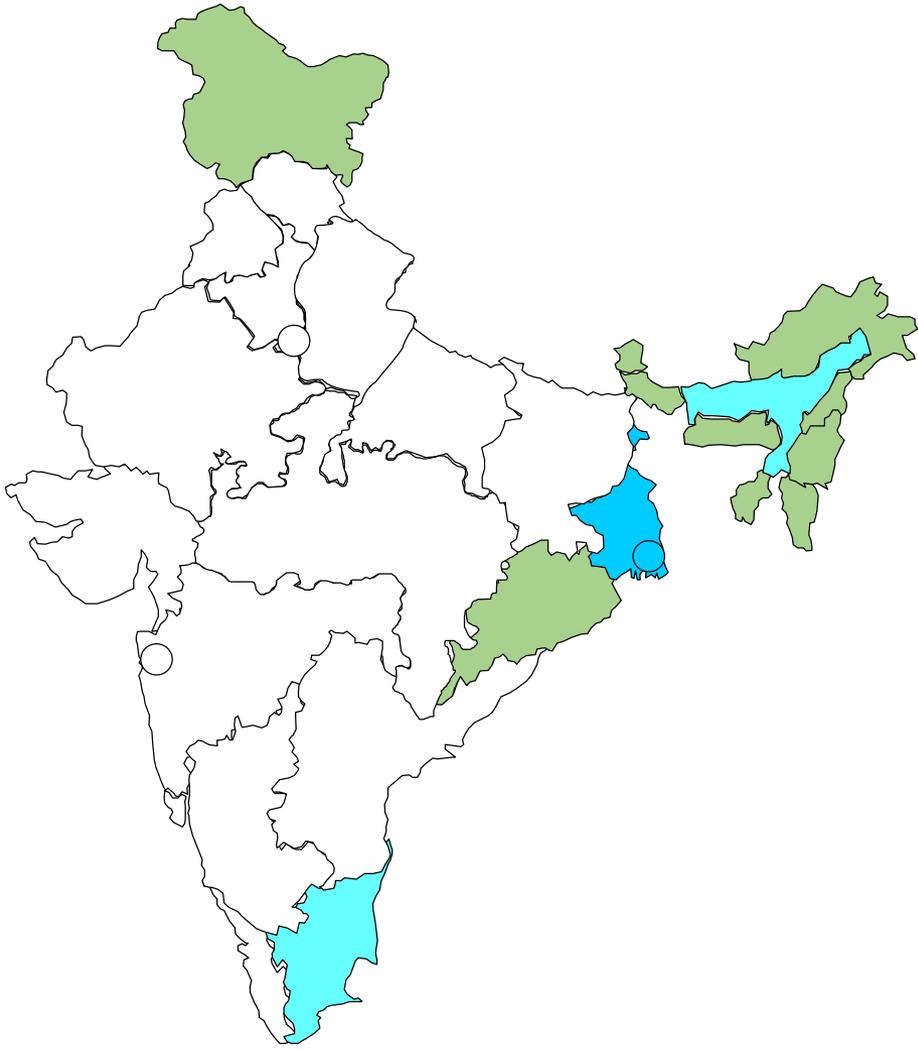
- # 1 Player
- # 2 Player
- # 3 Player
- # 4 Player
- # 5 Player
- # 6 Player

<sup>1</sup> Source: TRAI revenue for UAS and Mobile licenses only.  
<sup>2</sup> Based on Q2Y18 revenue market share from TRAI report

# Idea 7 New Service Areas - Emerging Opportunity



- Idea launched services during FY10 in 7 new service areas; combined RMS of 5.9%<sup>1</sup> in Q2FY18
- Idea currently offers broadband services in all 7 circles
- Leverage synergies of pan India operations i.e. roaming, NLD, Ad spend, common Network & IT elements
- Q2FY18 EBITDA loss at Rs. 1.47 bn.



7 New Service Areas			
Service Area	RMS Q2FY18 <sup>1</sup>	Rank <sup>2</sup>	Spectrum Profile
West Bengal	8.2%	4	2G/4G
Kolkata	6.5%	4	2G/3G
Tamil Nadu	5.5%	5	2G/4G
Assam	4.7%	5	2G/4G
J & K	5.9%	6	2G/3G/4G
Orissa	5.1%	6	2G/4G
North East	3.7%	6	2G/4G
<b>Total</b>	<b>5.9%</b>	<b>5</b>	

~20% of India Mobility Revenue and ~7% of Idea Revenue

<sup>1</sup> Source: TRAI revenue for UAS and Mobile licenses only.  
<sup>2</sup> Based on Q2FY18 revenue market share from TRAI report



## 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 a higher growth trajectory. In the 17 years that he has been at the helm of the Group, he has accelerated growth, built a meritocracy culture and enhanced stakeholder value.
- He holds an MBA and is a Chartered Accountant.



## 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. He sits as an Independent Director on the Board of various Companies in India
- He holds B.Sc. (Hons) in Physics and M.B.A.



## 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 Group's social and welfare 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.
- She is an Arts graduate from Loretto College at Calcutta.



## Mr. Akshaya Moondra - Whole Time Director & CFO

- Mr. Akshaya Moondra joined ABG in August 1986 at Grasim. Mr. Moondra has worked with ABG in Thailand in Pulp & Fibre, Chemicals and Acrylic Fibre Businesses from 1989 to June 2008. He joined Idea in July 2008, telecom experience of around 7 years
- He is a CA and Licentiate CS and has over 31 years of industry experience.



## Mr. Himanshu Kapania - Managing Director

- Mr. Himanshu Kapania is an 18-year-veteran of Indian telecom industry and has over 30 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.



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

- He is the Group Chief Executive of Dialog Axiata Sri Lanka with over 17 years of experience in technology related business management. He also serves on the boards of various subsidiaries of Axiata Group. He is a past Chairman of GSM Asia Pacific – the regional interest group of the GSM Association.
- He holds an Engineering Degree (Electrical and Electronics), M.B.A. and Ph.D. in Digital Mobile Communications.

# Board Members



## Mr. Arun Thiagarajan – Independent Director

- Mr. Arun Thiagarajan has served as 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.
- He holds a masters degree in Engineering and graduated in Business Administration & Information Systems.



## Mr. Mohan Gyani – Independent Director

- Mr. Mohan Gyani has 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.
- He holds a B.A. and M.B.A.



## 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 over 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.
- She holds a Masters Degree in Arts.



## Mr. P. Murari – Independent Director

- Mr. P. Murari has served in Indian Administrative Service and 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.
- He holds an M.A. in Economics and is an IAS (Retd.).



## Mrs. Alka Marezban Bharucha – Independent Director

- Mrs. Bharucha has vast experience in mergers and acquisitions, private equity investments, joint ventures, banking and structured finance, capital markets and infrastructure. She is the co-founder of Bharucha & Partners which is ranked as top 15 firms by RSG Consulting, London. Mrs. Bharucha has been involved with the company since its formation and has been advising Idea on all its restructurings, acquisitions, financing as well as Initial Public Offer (IPO) of the company.
- She holds a Masters Degree in Arts.



## Mr. Mr. Baldev Raj Gupta – Independent Director

- Mr. Gupta was the former Executive Director of Life Insurance Corporation of India. Mr. Gupta has rich and varied experience in the fields of Insurance and management. Mr. Gupta is serving as an Independent Director on the Board of Aditya Birla Nuvo Limited. Mr. Gupta also serves as a Director on the Board of few other reputed Companies.
- He holds a Bachelor's degree in Arts and Law and is also a Fellow Graduate of Insurance Institute of India.

# Management Team



Amrish Jain

## Deputy Managing Director, aged 61 years

- B.Tech. from IIT Delhi and Post Graduate from Indian Institute of Management Ahmedabad with over 34 years of industry experience across Sales, Marketing and P&L Leadership roles
- Joined Idea in Oct 2001; telecom experience of over 19 yrs



Anil K Tandan

## Chief Technology Officer, aged 68 years

- Served in the Indian Army in the Corps of Signals for 30 years before joining the industry. M.Tech from IIT Kharagpur; Attended the Advanced Management Program at Harvard Business School
- Joined Idea in January 2001; telecom experience of around 16 yrs



Prakash K Paranjape

## Chief Information Technology Officer, aged 59 years

- Engineering graduate from Pune University with around 33 years of industry experience
- Joined Idea in Sept. 2005; telecom experience of more than 20 yrs



Rajat Mukarji

## Chief Corp Affairs Officer, aged 64 years

- Graduate from St Stephen's College, Delhi and Diploma in International Marketing Management from Delhi with over 30 years of industry experience
- Joined Idea in 1995; telecom experience of around 22 yrs



Rajesh Srivastava

## Chief Commercial Officer, aged 62 years

- B.Sc.(Hons) from Delhi University & Engineering graduate from Indian Institute of Science, Bangalore with 40 years of experience across Telecom, FMCG, Hospitality, Manufacturing and Consulting
- Joined Idea in November 2006; telecom experience of around 16 years



P Lakshminarayana

## Director-Operations, aged 57 years

- Around 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 around 12 yrs



Sashi Shankar

## Chief Marketing Officer, aged 58 years

- Chemical Engineer (University of Madras) with Post Graduate in Management from S.P. Jain Institute of Management & Research
- Work experience of 34 years primarily in Sales Management and Business Operations spanning sectors like Paints, Consumer Durables, Industrial Chemicals and Telecom. Joined Idea in Sept. 2001; telecom experience of around 16 years



Navanit Narayan

## Chief Service Delivery Officer, aged 52 years

- Around 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 around 9 yrs



Vinay Razdan

## Chief Human Resources Officer, aged 51 years

- Commerce graduate from Delhi University and postgraduate degree in PM&IR from XLRI, Jamshedpur with more than 29 years of industry experience across organizations like ITC and HCL Technologies
- Joined Idea in Jan. 2006; telecom experience of more than 11 years



Thanks