

# Vodafone Idea Limited



# **Company Overview**



# **Vodafone Idea Limited: An Overview**



**Spectrum holding** 



**Unique GSM Cell sites** 





**Broadband sites** 



**Fibre** 



**Enhanced coverage Across towns & villages** 

1.2 billion



2G coverage



272 million

**Subscriber base** 



4G coverage



~27%

~24%

Customer market share<sup>2</sup>

Revenue market share<sup>3</sup>

With our strong assets we are well positioned to compete



# Advanced network leading to superior customer experience

#### **Strongest spectrum position**

Total holdings - unpaired basis (MHz)1

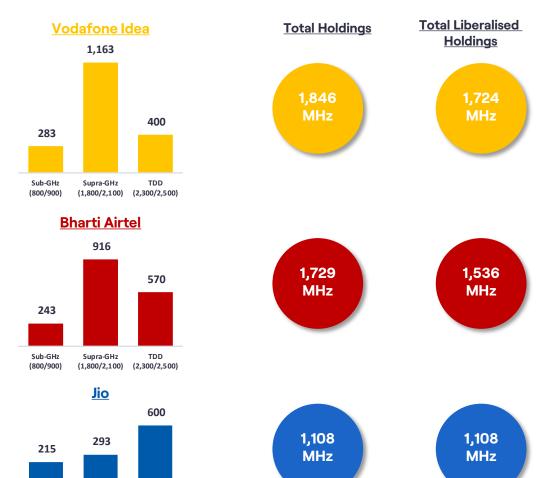
Sub-GHz

(800/900)

Supra-GHz

(1,800/2,100)

(2,300/2,500)



#### Highly advanced and extensive network



~ 1 billion



~180,000 Unique locations



**~457,000**Broadband sites



~ 12,400 India's largest massive MIMO radio deployment



~ 11,800 Small cells



~ **61,000**TDD sites



**#1**India's largest edge

cloud deployment



~370,600 kms<sup>2</sup>
Fibre (of which

~264k km unique)



**DSR**To offer Sub-GHz
4G experience

Fastest 4G download speeds and significant growth in data volumes

# VIL is the fastest and most consistent 4G network in India<sup>3</sup>

~12 GB

average data usage by VIL broadband subscriber<sup>4</sup> (amongst highest in the world) ~24%

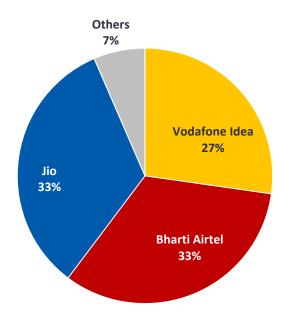
Y-o-Y data volume growth<sup>4</sup>



# Strong market position in consumer, business services & IoT

Total active wireless subscriber base<sup>1</sup>

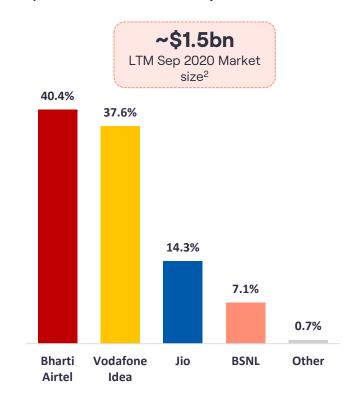
Sep 2020 market share



India operates in a 3 private player + 1 government operator market which globally has been proven to be the optimal "steadystate" structure for healthy competition

#### Strong market position in growing business services market<sup>2</sup>

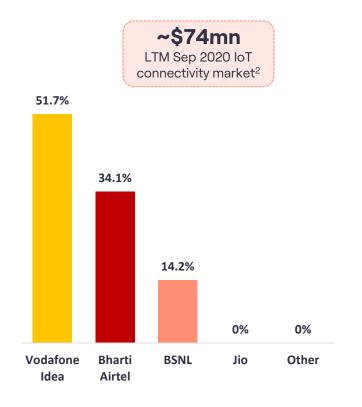
LTM Sep 2020 business services mobility RMS (%)



Strong market position servicing accounts including global, national and SME accounts

#### Number 1 in Internet of Things (Connectivity)<sup>2,3</sup>

IoT connectivity RMS (%)



Leading provider of innovative end to end solutions for customers across all major sectors

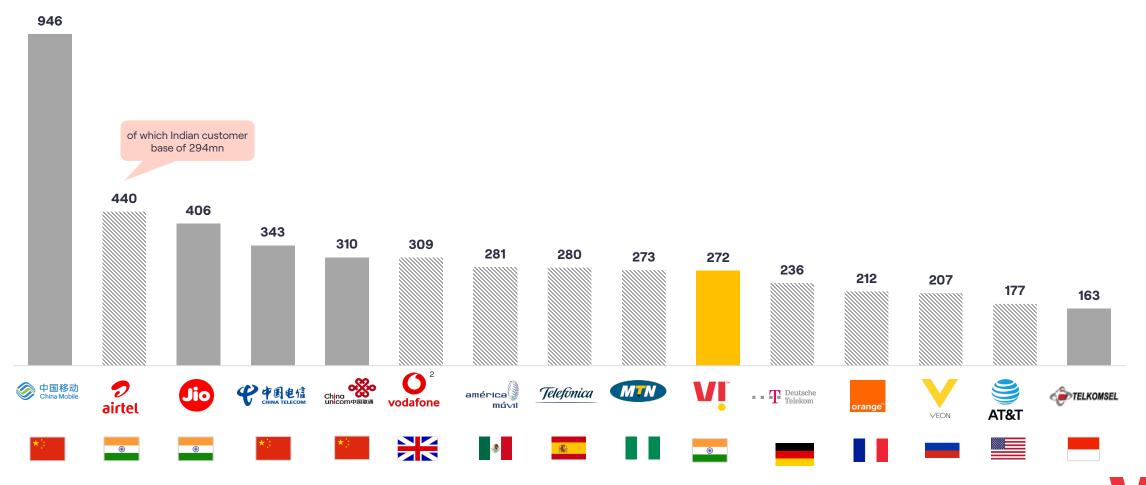


# Globally scaled subscriber base

Top 15 wireless operators globally by subscriber base<sup>1</sup>

Subscribers (mn)







V

# Strong new unified brand and other operating assets



#### What is unique about Vi?

- Vi brings the power of two networks, Vodafone and Idea into one
- It is a brand built to be strong, dependable and to understand the changing needs of our customers in the current times
- With our range of new age products, services and meaningful partnerships and associations, Vi will help customers and businesses to stay ahead and get ahead
- Vi stands together with customers and partners for a better today and brighter tomorrow

Valuable array of other operating assets

Accessible customer base	Ability to communicate with ~272mn users
Broad pan-Indian coverage	+90% district coverage and ~3k branded urban stores
Strong business services proposition	Uniquely positioned to leverage Vodafone Group's enterprise capabilities
Digital assets	Digital apps serving as a platform for partners and customers
Customer intelligence	Analytics to offer customised plans
Powerful distribution network	~1mn merchants serving millions of customers on daily basis
Skilled workforce	Management with global expertise and highly skilled workforce



# Growth Opportunities



# Enormous growth potential in the Indian telecom sector

Mobile broadband is the primary medium to access the internet in India...

~ 33x

more wireless

broadband

subscribers

21

Wireline

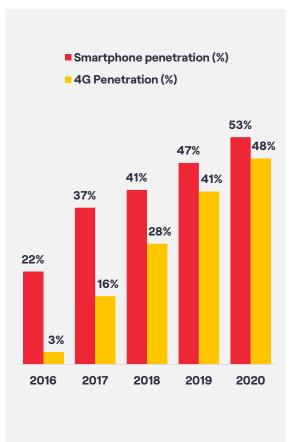
Broadband Subscribers<sup>1</sup> (mn) (Sep 2020)

705

Wireless

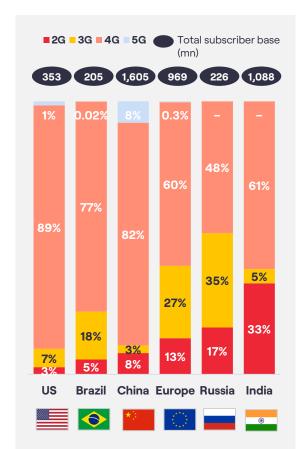
...and is well placed to continue its strong growth trajectory...

4G wireless broadband penetration and smartphone adoption<sup>2</sup> (% of population) (Sep 2020)



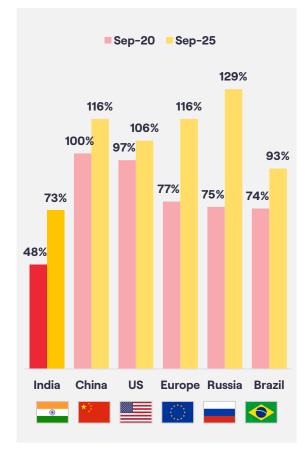
...given a large proportion of 2G/3G subscribers still to migrate to 4G...

Wireless broadband penetration by access technology<sup>2</sup> (% of subscribers) (Sep 2020)



...and low 4G penetration relative to global peers

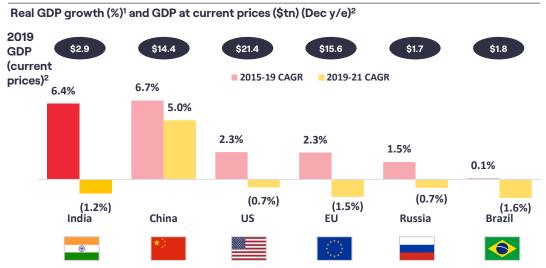
4G/5G wireless broadband penetration<sup>2</sup> (% of population)





# Supported by compelling macroeconomic backdrop...

#### Growing and highly resilient Indian economy

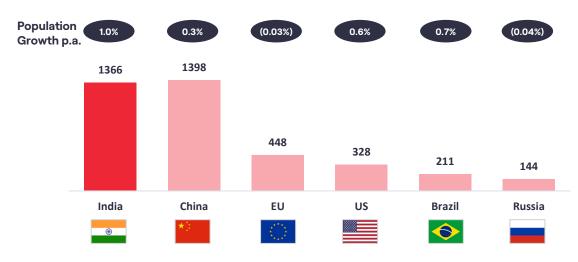


#### Stable and easing inflationary environment

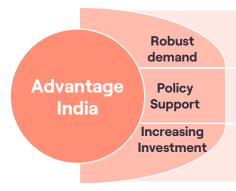


#### Huge market potential underpinned by a large and growing population

Population (mn) (Dec 2019) and 2019-2021 population growth<sup>2</sup>(%)



#### Untapped rural population and strong government support driving investments



~70% of India's population is rural with only 33% of rural internet penetration (Jun 2020), which provides an untapped growth potential<sup>2,3</sup>

Strong government initiatives including the launch of National Broadband Mission to provide broadband access to all villages in India by 2022

FDI equity inflow investment in telecommunications increased ~3x fold to \$4.4bn between FY2014 and FY2020<sup>4</sup>



# ...a rapidly growing digital economy

#### Government's digital India vision...

## Digital Infrastructure as a Core Utility to Every Citizen



Availability of high speed internet



Mobile phone & bank account access



Cloud data storage



Cyber security



Core digital sectors to grow exponentially

#### **Governance & Services on Demand**



Digitally transformed government services delivery



Real time online & mobile platform services access



Electronic and cashless financial transactions

#### **Digital Empowerment of Citizens**



Universal digital literacy



Widely accessible digital resources



Collaborative digital platforms for participative governance



Digital government documentation / certification



#### 1.2bn

people in world's largest unique identity program<sup>1</sup>



#### 958mn

active wireless phone subscribers (Sep 2020)<sup>2</sup>



#### 737mn

smartphone subs (Sep 2020)3

#### +272mn

additional smartphone subs by Sep 2025<sup>3</sup>



# 98.4 per 100 pops

urban internet subscribers
(Jun 2020)<sup>5</sup>



#### 33 per 100 pops

rural internet subscribers (Jun 2020)<sup>5</sup>

#### ...supporting ongoing and rapid digitalization of Indian market

#### UPI monthly transaction volume (mn)<sup>4</sup>



#### UPI monthly transaction amount (USDmn)<sup>4</sup>



#### Average wireless data per data subscriber per month (GB)<sup>3,6</sup>



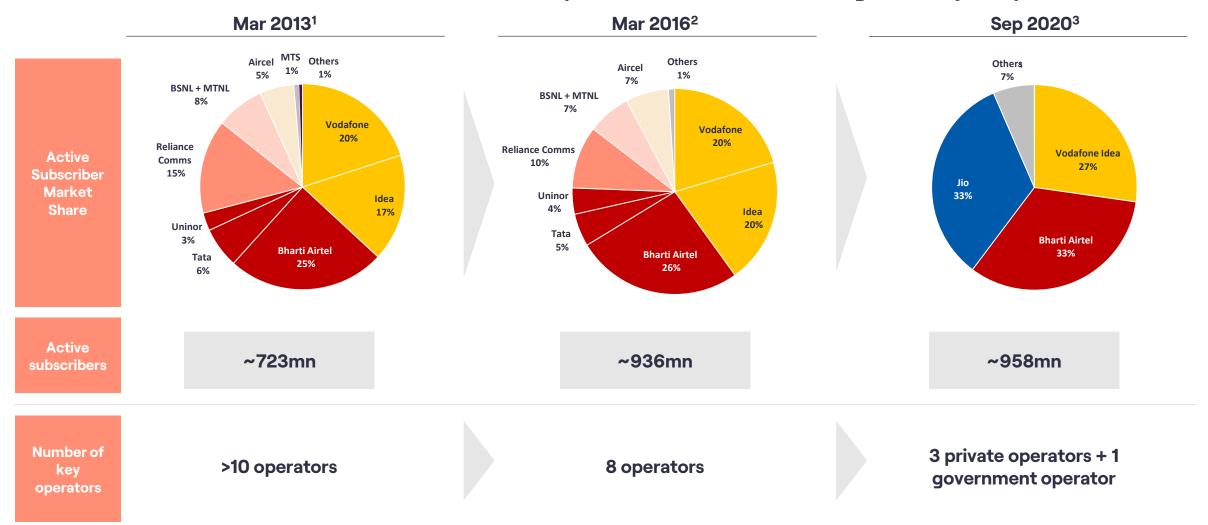
#### Total smartphone subscribers (mn)<sup>3</sup>





# Indian wireless market is now fully consolidated...

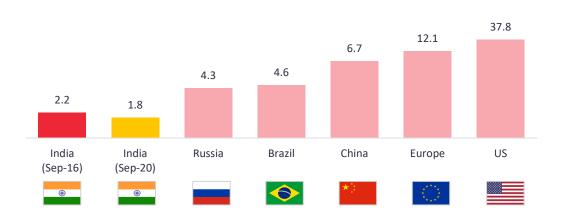
The Indian wireless market is well consolidated with an optimal structure that encourages healthy competition



# ...providing clear runway for market repair

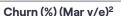
#### Significant growth potential for Indian ARPU

Blended mobile ARPU (USD) (Sep 2020 unless otherwise stated)<sup>1</sup>



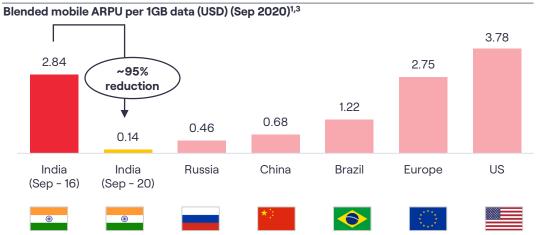
#### Clear signs of increasing ARPUs and decreasing market churn

Blended market mobile ARPU (USD) (Mar y/e)1

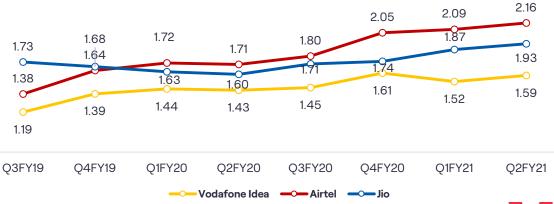




#### Currently India offers one of the cheapest data in the world



### Untapped rural population and strong government support driving investments ARPU (USD)<sup>4</sup>





# **VIL Strategy**



# **Vodafone Idea Strategy**

- Focused network investments for superior customer experience
- Investment focused in 16 circles to improve competitiveness in priority markets
- 4G coverage and capacity expansion to enhance customer experience
- Deploying an array of 5G concepts and technologies (like Cloudification of Core, DSR, Massive MIMO, Open RAN etc)

Market initiatives to drive ARPU improvement



- Build consumer preference and Trust with the launch of the new Brand and messaging architecture
- Drive Salience around the new integrated network
- Scale up the proportion of high ARPU subs through a focused 4G device agenda
- Build a superior consumer experience through a large scale Digital focus

Focus on Business services and fast growing new segments



- Protect & Grow Connectivity business through superior customer experience & Vodafone Grp Global expertise
- Strengthen SME/SOHO relationship
- Focus on fast growing IoT segment by offering End2End services
- Cloud Services to be central to growth strategy

Driving partnerships and digital revenue streams



- Deep integration to deliver differentiated Telco + experience & value for partners and customers
- Create Data monetization opportunities using platform capabilities
- Partner the digital India agenda via Access, Data & Affordability

Cost optimization to drive organizational efficiency



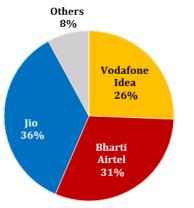
- Business transformation in line with evolving industry dynamics
- Improve cost competitiveness
- Create a 'fit for future' organization
- Target to achieve INR 40 bn annualized cost savings over next 18 months

Enhanced Customer Experience and Partnerships to Drive Cash Generation and Faster Deleveraging

# Competitive market position

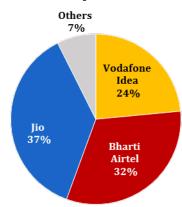


Combined gross revenue market share Q2FY21(%)1,2,3



#### **Total gross revenue**

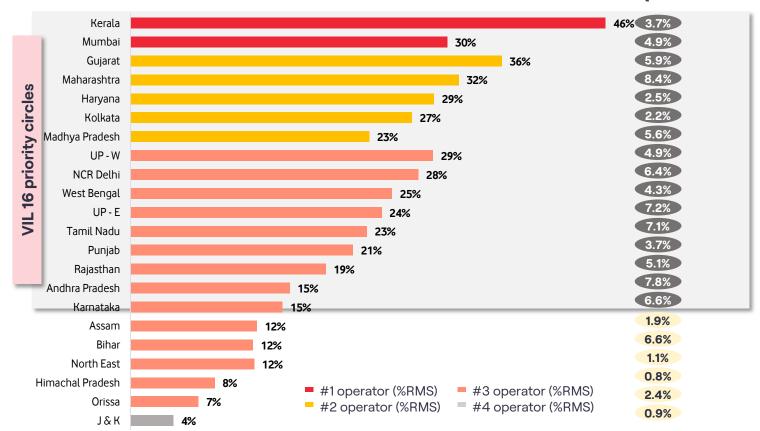
Gross revenue market share Q2FY21 (%)<sup>2,3</sup>



#### Strong position in 16 priority circles

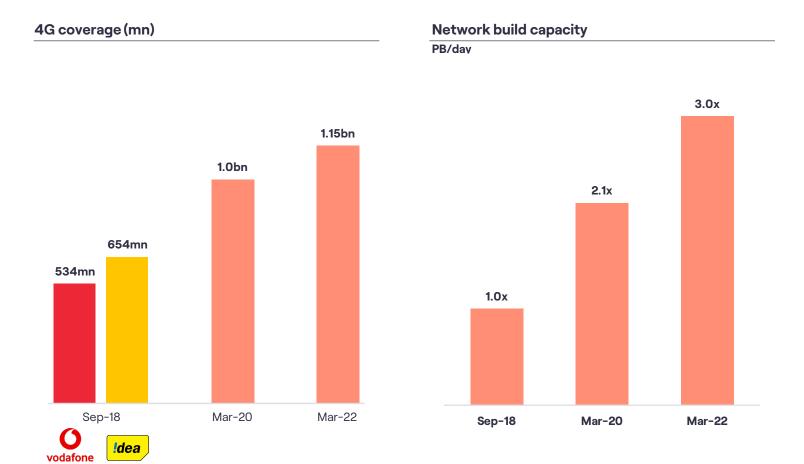
Gross revenue market share Q2FY21(%)<sup>2</sup>

% total industry gross revenue as of Q2FY21<sup>3</sup>



16 priority circles account for ~94% of VIL revenue (~86% of industry revenue)<sup>2</sup>

# Aggressive investments in 16 priority circles



#### Key actions /targets by FY22

- 4G coverage in priority circles expected to increase from ~83% in Mar 2020 to ~90%+ in Mar 2022
- Re-farming 900 MHz to 4G offer better consumer experience
- Re-farm 2100 MHz band for 4G with phased 3G shutdown
- Significant Massive-MIMO roll-out to add large capacity
- Small Cell deployment to de-congest metros / large cities
- 5G ready architecture

Focused investments to improve competitiveness in priority circles

TM .

Source: Company estimates.

# Investments and integration supporting future growth

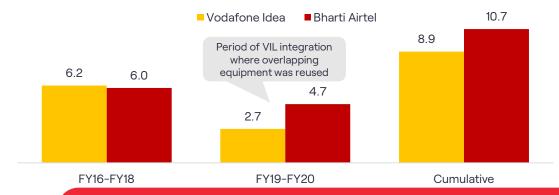


Total holdings - unpaired basis (MHz)<sup>1</sup>



...and strong and continued historical investments coupled with integration...

Historical capital expenditure (USD bn)<sup>2,3</sup>



... have enabled successful network upgrade with 4G coverage expansion...



...and overall capacity has more than doubled since merger to support the surging data demand



4G Coverage and Capacity expansion driving improved 4G speeds across all circles leading to superior customer experience

# Existing award winning network built on 5G-ready architecture



#### **RADIO**

# **5G ready radio** deployments

- 90% of TDD radios are 5G ready
- All new base bands are 5G capable
- Piloted Open RAN deployments

- India's largest deployment of Massive MIMO's
- Dynamic Spectrum Refarming
- 900 and 2100 MHz Spectrum Re-farm

Disaggregated RAN bringing cost efficiency & new capabilities

Scalable & agile business model enabling network automation



#### CORE

India's largest edge cloud deployment

- Multi-tenant shared cloud: Voice, Data, Business Services, IT applications in one common shared cloud
- Cloud native deployments

- Platform to Edge (Video analytics at Edge, AI based analytics, Industrial IOT & slices)
- Lean Operating model (Lean CS Core, 50G lean edge core, Orchestration & Automation)

80+ distributed cloud locations with potential to scale up to ~200

Traffic in edge locations saw 30-50% latency improvements



# TRANSMISSION Hyper Scale

- Hyperscale architecture in Transport
- Transmission embedded with advanced intelligence
- White Box Routers –
   Disaggregation of H/W
   & S/W driving cost
   efficiencies
- IP intensification in major cities (advanced software deployment)
- Robust system with flexibly memory, networking and storage capabilities
- Unified network transportation

Increased ability to carry data traffic, reduce latency and bandwidth expansion

Cost efficient and agile model enabling scalability from data centre networks to enterprise networks



Ecosystem partnerships



#### **Amdocs Innovation at the core Award 2020**

For World's biggest postpaid billing migration



Benefiting from technology advancement as relatively recent 4G rollout leading to cost efficiencies and 5G readiness

# 2 Initiatives to drive ARPU improvement & customer acquisition

# **Build Consumer Preference & Trust**

- Build Consumer confidence around the new integrated network that delivers a superior experience
- Drive an aggressive Communication agenda to dial up brand salience around the new Brand positioning to build consideration and preference amongst existing and new consumers
- Enhance Consumer engagement through new and differentiated propositions in the market place

# **Drive a Strong ARPU Agenda**

- Scale up 4G device adoption through large programs in conjunction with OEMs and NBFCs
- Enhance the proportion of High ARPU subs through superior experience and differentiated propositions – to drive upgrades and displacement
- Strong macro growth drivers growth in data consumption, smartphone adoption, etc

#### Market Wide nearterm Tariff Hikes

- Indian ARPU amongst the lowest in the world despite having amongst the highest data usage per sub
- Significant headroom relative to historic ARPU as customer ability to pay higher is already established
- Current prices need significant uptick to generate reasonable returns and support future investments

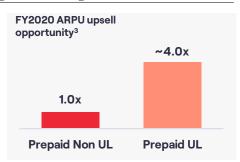
#### Brand initiatives - Active communication to improve customer perception



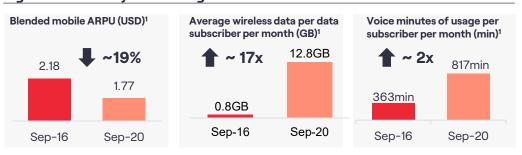
**Together For Tomorrow** 

#### Upsell initiatives supported by structural growth in digitalization and data





#### Significant runway for ARPU growth



# 2 Supported by digitalisation of customer servicing & distribution

# Digital Initiatives for Customer Retention and Upsell

#### Digitally enabled customer service

- Dynamic IVR resulting in industry best closure of customer queries
- Transition to digital enabled platforms, providing multiple options for customers to engage with VIL and resolving queries more efficiently
- **Enabling customer retention** with instant connect at the time of potential disengagement
- Transitions include automated tools on whatsapp, chat functions and email

Select Tools	Use Case
Whatsapp Bot	<ul> <li>Automated customer service</li> <li>Automated retention offers at the time of potential disengagement</li> </ul>
Mobile App	Lightest Mobile App in the Industry for consumers.     Effortless account management on-the-go.

#### Digital tools for sales and distribution

- Digital connect with retailers, promotors and distributors through apps like m-Power and Smart-Connect which sport some Industry 1<sup>st</sup> features
- These apps provide **Real Time Information on various KPI's** which help the team be on top of the business and drive efficiency at outlet level
- Built in attendance and market working tracking mechanism helps in monitoring performance

Select Tools	Use Case	
m-Power app	<ul> <li>Learning Tools and Virtual Classroom for field team</li> <li>Call to Action based on Real time information to aid the selling process</li> </ul>	
Smart Connect app	<ul> <li>Best in class features for trade partners Industry Best</li> <li>Features include contactless recharge and UPI Autopay</li> </ul>	

# Digital Customer Acquisition

- Door step delivery and digital KYC currently available in 100+ cities for both prepaid and postpaid customers
- Same day delivery through dedicated delivery partners and own stores

Initiatives driving new customer acquisitions, supporting upsell and improving retention

# Focus on business services and fast growing new segments

- Protect and grow connectivity
- **Direct cloud connect service launched** to support customers for a cloud-centric approach to their businesses; partnered with Amazon, Microsoft Azure & Google
- SD-WAN services for future ready networks launched in partnership with Nokia
- Maintain the Mobility leadership through differentiated customer experience
- Grow SoHo /
  SME
- Increasing tech adoption in MSMEs with digital project- TechSaksham- CII & Ministry of MSMEs
- Start-up proposition to help startups scale with Vibusiness's Customer Targeting, Cloud, Mobility and IoT solutions
- Driving digital adoption through Vi Website Builder
- Accelerate
  IoT
- Making connected vehicles a reality in India through partnerships with leading automobile players like Hyundai Kia among others
- Captured +90% of the Automotive OEM generated connected market
- Leading player in the energy sector
- Cloud Central
  to the theme
- Create a cloud Marketplace, through own assets & strategic partnerships
- Colocation proposition, built in partnership, to help customers accelerate their digital transformation journey
- Secure Device manager powered by IBM MasS360 to enable organizations to move towards a digital workplace

#### CIO Choice Awards 2020

- Telecom Carrier (Mobile Access)
- Internet of Things

- Managed WifiSIP Trunk
- Cloud Telephony

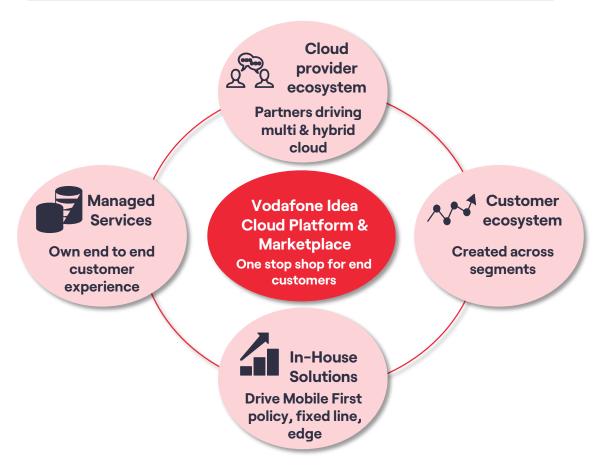
#### Frost & Sullivan ICT Awards 2020

- Managed Enterprise Wi-Fi Provider of the Year
- M2M Connectivity Service Provider of the Year

Strategic focus of being trusted and valued partner supporting businesses to succeed in a digital economy

# Partner of choice in provision of end to end cloud services

#### A single platform with multiple partners and offerings



#### **Key Strategic Focus Areas**



Scale through **Partnerships** 

- Strategic partnerships with Colocation / laaS providers/ SaaS
- Co-create differentiated offerings with partners



Develop **Infrastructure** 

- Ability to own end to end experience of customers
- Build managed services capability
- Drive edge experience



Invest in **Skills** and **Knowledge** 

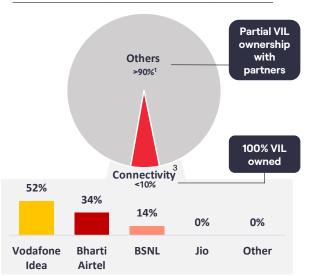
- An efficient "born in cloud" sales, presales, managed services engine
- Transformational approach
- Be the trusted partner for customers

VIL's position as a top partner of choice creates significant opportunities for new revenue streams

# Market leader in IoT, well positioned to capitalize on future growth

#### Opportunity to expand VIL's presence in enterprise IoT

#### IoT market segments (LTM Sep 2020)1



#### VIL's estimated IoT position<sup>2</sup>

Connectivity Market (Telco) Connectivity market expected to expand by ~10x²

VIL expects to maintain its market share of ~52%<sup>2</sup>

Incremental Opportunity (Telco, IT & others) New addressable market (non-connectivity) of ~USD3.6bn²

VIL expects to garner ~10-12% market share<sup>2</sup>

#### VIL's Integrated IoT solutions - End to end solutions to capture future growth in IoT

- VIL is a trusted and valued IoT partner in the nascent industry with a strong foundation, helping enterprise customers succeed in IoT and paving the way for a digitally enhanced market in India
- VIL well positioned as an early mover in IoT automotive opportunity, leveraging Vodafone Group IoT expertise
- Has captured ~90%+ customer market share in the automotive industry with 2.2mn+ vehicles on connectivity, only e-UICC SIM supplier in India
- VIL's award winning service is well placed to capture market share in other segments as the IoT opportunity grows

#### Significant IoT use cases across industries

#### Connectivity

 Ready-to-use SIMs that fully integrate into manufacturing and distribution processes for real time monitoring

#### **Industrial IoT**

 Quality and temperature requirements for cold chain, location analytics, predictive maintenance and monitoring

## Energy & Utilities

- Smart metering with real time detailed data leading to 20% energy savings
- Smart Meter National Programme to replace 25 crore meters with smart meters across India

#### **Smart Mobility**

- Commercial Segment: Compliance to AIS140 Regulation & Passenger Safety
- Navigation, Infotainment, Driver and Car behaviour, Usage-based analytics

#### **Agriculture**

Tracking, analytics and predictive maintenance of agricultural and construction equipment

#### Healthcare

Health monitoring: Smart and quicker decisions about diagnosis and treatment through real time patient data

V

<sup>1.</sup> Includes data analytics and consulting, devices and sensors, application services, platform and managed communications. Source: Nasscom. 2. Source: Company estimates for FY2025. 3. Source: Frost and Sullivan mobile services report.

# Vodafone Idea's propositions & integrated platform

**Consumer Business** 

**Business Services, SME, SoHo** 

VIL **CUSTOMER OFFERINGS** 



**Service App** 



**Content and OTT app** 



**REDX** Experience



Integrated IoT solutions Smart Energy Mgt Smart Mobility



Cloud Tel & **Service** Vi Website Builder Workforce Essentials **Device Security solutions** powered by Trend Micro

Connectivity



**Broadband &** Super Wifi



**Business** App

Vi business - Mobility

**DYNAMIC PLATFORM** 

WITH DEEP **INTEGRATION CAPABILITY** 



Cinema / TV Shows Live TV



**Big Data Machine Learning Telco Credit** 







**B2B Services** 

**Security SD WAN** 







Largest fixed and mobility coverage

**PSTN & SIP Trunks** Network security (DDOS) 80+ subsea cable systems

**VIL PARTNERS**  **Global and regional Content Providers** 

**Handset Manufacturers** 

Financial institutions and **NBFCs** 

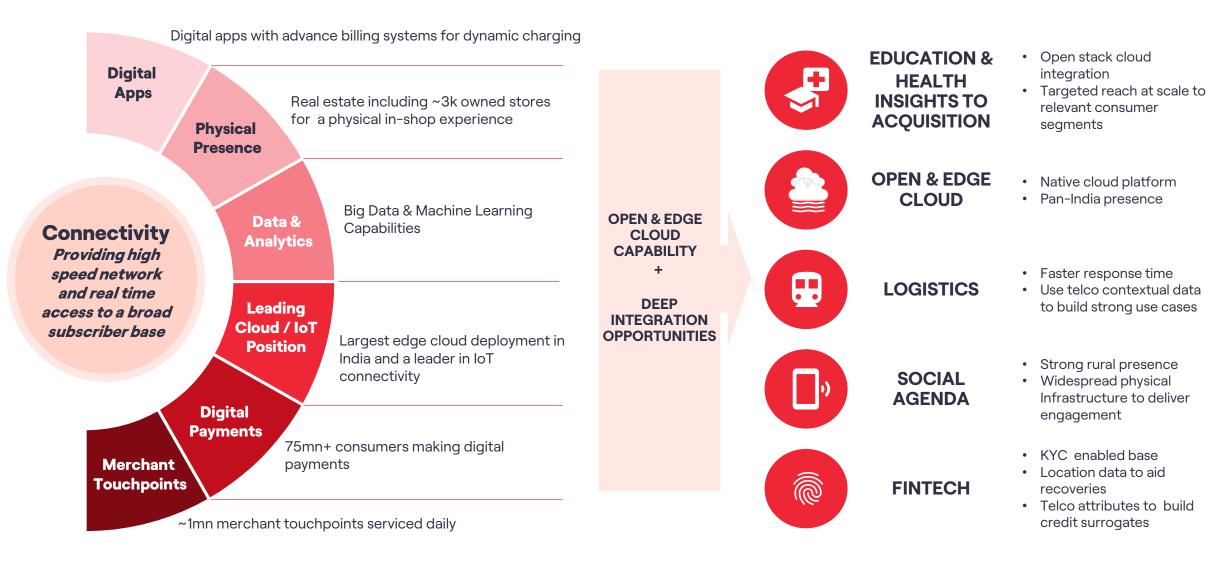
**Major Network & IT Vendors** 

Leading Ecommerce players

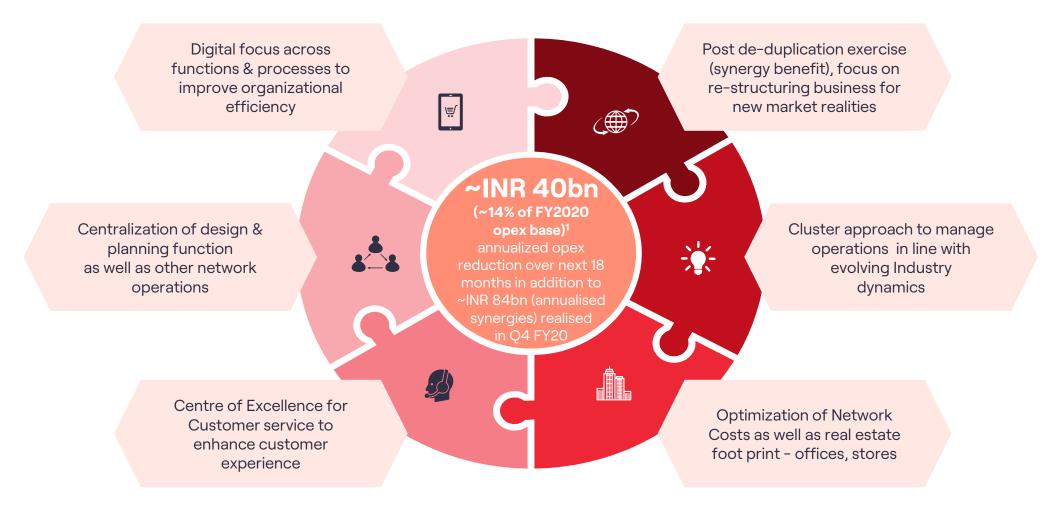
**Social Media Platforms** 

**Cloud Platforms** 

# 4 Extensive partnership opportunities across industries



# **5** Cost optimization to drive organizational efficiency

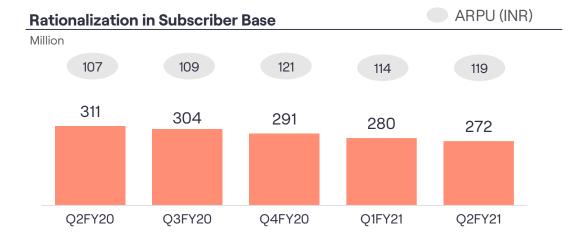


Creating a 'fit for future' organization and becoming cost competitive

# Q2FY21 Performance Review



# **Key Operating Trends**

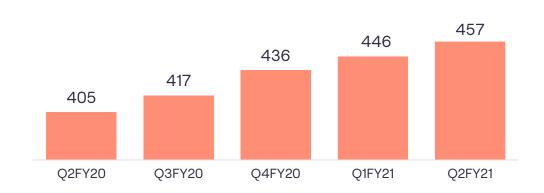


#### **Consistent Growth in 4G Subscribers**

Million

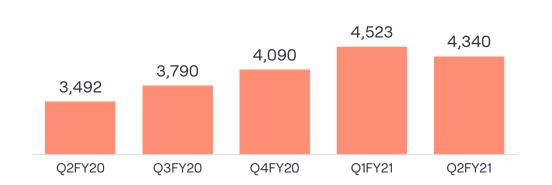


#### **Expanding Broadband Sites ('000)**



#### **Rapid Data Volume Growth**

bn MB





# **Finance: Quarterly Results**

Rs. bn	Q1FY21	Q2FY21
Revenue	106.6	107.9
EBITDA	15.4	16.3
Capex	6.0	10.4
Net debt	1,155.0	1,145.1

- Q2FY21 revenue improved marginally over Q1 which was impacted by nationwide lockdown due to COVID-19 EBITDA is adjusted for Ind AS 116 impact
- Q2FY21 and Q1FY21 EBITDA are adjusted for one-off of Rs. 3 bn primarily related to network and License Fee & SUC
- Q2 capex improved over Q1 Capex which was impacted by COVID-19 with disruption to equipment supply and nationwide lockdown

Source: Company Disclosures as of Sep-2020

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# Thank You

