

### SISTEMA SHYAM TELESERVICES LTD.

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Presented by:

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### S SSTL Overview



- Successfully navigated challenging 12 months
- Managed costs, maintained team, improved financials

#### Present...

- Enhanced footprint: more carriers, large demographic and data potential coverage
- Clear data driven strategy with superior quality
- Rationalising regulatory landscape and lower competition

### Look to the future...

- Establish operator of choice for data
- Create high in class LTE experience in India
- Monetise through consolidation
- Breakeven end 2014 / H1 2015

SSTL is well placed to turn the page on historic challenges and capture the Indian market opportunity



## SSTL Lessons, Objectives, Strategy

- 1 Experience has shown the need to focus on data:
  - India is one of the best data growth stories globally
  - Subscribers have no real preference for GSM or CDMA
  - Coverage and quality of services are number one consumer factors

- Auctions resulted in an excellent platform for data-driven strategy:
  - 3 carrier slots substantially improve quality
  - Sharper focus on circles with greatest data potential – plays to MTS brand positioning
  - Tech neutrality allows
     LTE roll out

- 3 Strategy geared towards creating the best LTE experience in India:
  - Optimise existing business
  - Reach breakeven and improve sales and distribution
  - Expand data services and strengthen brand
  - Migrate and launch LTE

New strategy focused on strengthening the brand and creating the number one player in data services segment



### 2013 auction and its results

## Changes in auction terms (compared to November 2012)

- Reserve prices of spectrum in 800 MHz band reduced by 50% compared to November 2012 prices or 75% since first price recommendation in April 2012
- Government allowed the full offset of SSTL licence fees paid in 2008

#### SSTL strategy in Auction 2013

- Secure 8 most attractive circles (3 carriers in each)
- Circles with minimum period to OIBDA breakeven
- Minimise expenses in 2013 for spectrum acquisition using the offset for previous licence payments in 2008
- Focus on circles with greatest data potential and LTE opportunity

#### Results of auction

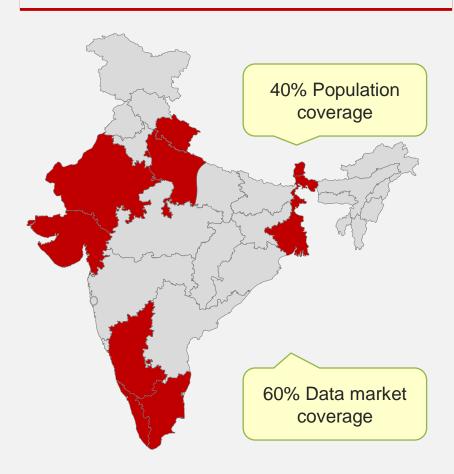
- Secured spectrum in 800 MHz band in all 8 circles
- Purchased on reserve prices for about US\$ 678 mln
- Payments for spectrum to be made in the following order: 25% advance payment, 75% by deferred payments in 10 equal annual installments at 9.75% per annum (cumulative) starting from 2016
- No payments in 2013 because of offset of licence costs paid in 2008 (US\$ 296 mln) which account for 45% of reserve price
- Deferred payments from 2016 will amount up to US\$ 73 mln per year for 10 years

# Successfully implemented auction strategy, securing the most attractive circles at a substantially reduced cost



### New footprint with maximum data potential

### \*Geographic coverage



### Circles of Presence after auctions

### **Circle Selection Parameters**

- 1 Maximize data market coverage through choice of data heavy circles
- Focus on locations where coverage benefits of 850 MHz can be leveraged as a means of competitive advantage
- Circles where path to **5MHz spectrum is** available\*\*
- Circles where spectrum is available at a viable 4 / optimal price
- 5 Circles with an early breakeven profile

<sup>\*</sup>Delhi, Kolkata, Rajasthan, Gujarat, Karnataka, Tamil Nadu, Kerala, Uttar Pradesh (West) & West Bengal \*\* With the exception of strategic metro circles of Delhi and Kolkata



## **Key Indicators Across New Circles**

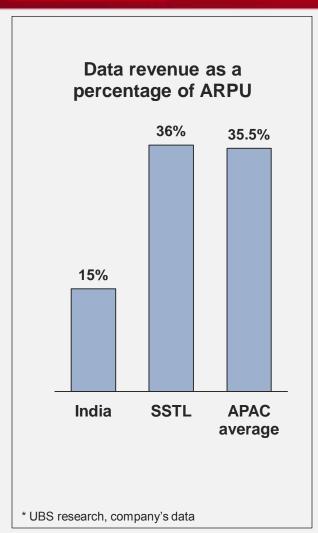
- Excellent coverage of potential data market 60% of the entire Indian market
- Safeguarded 75% of revenues despite closure of 13 circles

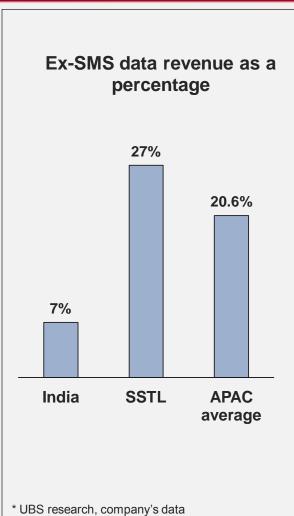
| Circle                          | No. of<br>players | % Revenue<br>Contribution in<br>Indian market | Data<br>potential | # of >0.5 M<br>population<br>cities | HH Income > Rs<br>5 Ipa Mn (%<br>share) | Share in<br>SSTL<br>revenue |
|---------------------------------|-------------------|---|-------------------|-------------------------------------|---|-----------------------------|
| Gujarat                         | 9                 | 5.8%  | 6.2%              | 11                                  | 8.4%                                    | 1.7%                        |
| Karnataka                       | 8                 | 7.1%  | 11.0%             | 11                                  | 5.8%                                    | 16.5%                       |
| Tamil Nadu                      | 8                 | 8.8%  | 14.9%             | 12                                  | 7.9%                                    | 9.3%                        |
| Kerala                          | 8                 | 4.3%  | 4.7%              | 11                                  | 5.1%                                    | 3.7%                        |
| Rajasthan                       | 7                 | 5.0%  | 2.1%              | 6                                   | 3.9%                                    | 15.2%                       |
| Uttar Pradesh (W)               | 7                 | 4.3%  | 3.9%              | 25                                  | 8.2%                                    | 2.7%                        |
| West Bengal                     | 8                 | 3.3%  | 1.6%              | 8                                   | 3.5%                                    | 11.6%                       |
| Delhi                           | 7                 | 8.3%  | 12.9%             | 1                                   | 6.2%                                    | 8.9%                        |
| Kolkata                         | 8                 | 2.5%  | 3.8%              | 1                                   | 3.8%                                    | 5.5%                        |
| TOTAL in 9 circles<br>out of 22 | n/a               | 49%   | 61%               | 86                                  | 53%                                     | 75%                         |

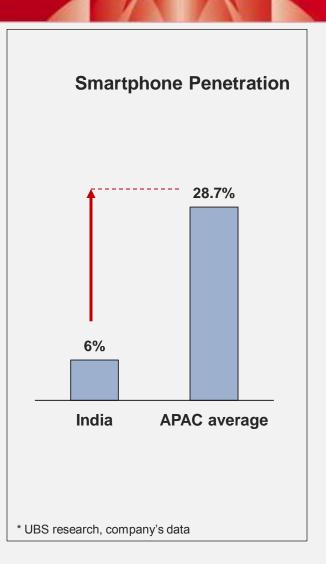
### Strong fundamentals and excellent growth opportunity across all nine circles



### **Data potential in India**



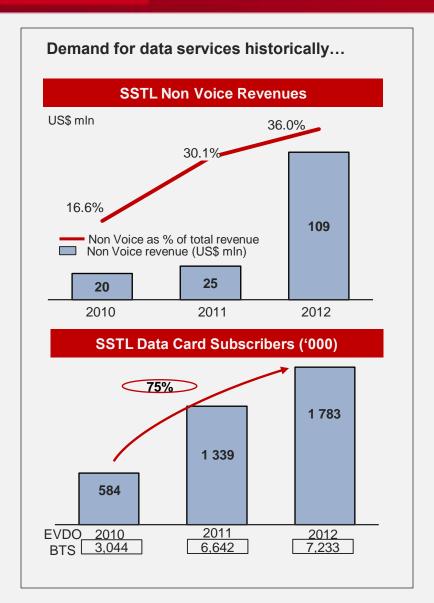


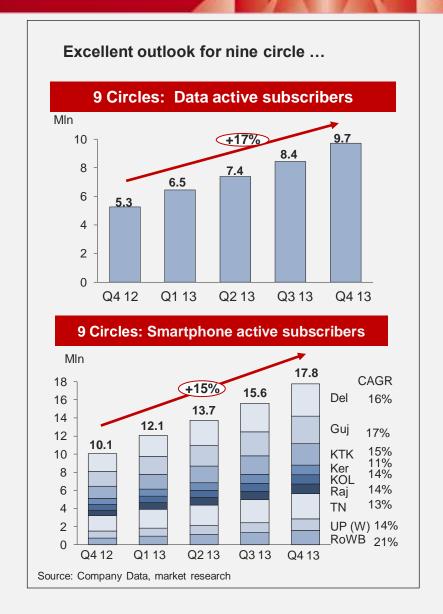


Amongst the APAC countries India has one of the highest potential for growth of data consumption over the course of the medium and long term



## Data success so far and opportunity across nine circles

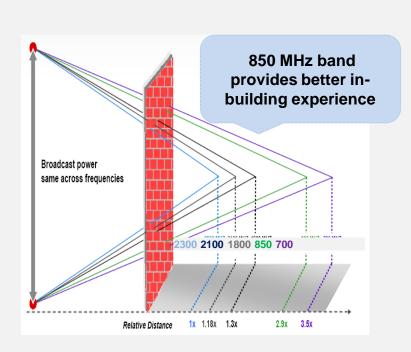






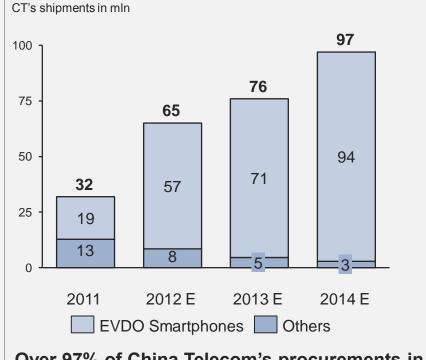
### **CDMA** advantages and technology considerations

## ...CDMA experience in 850MHz superior to 3G...



Customer experience on 800 MHz far superior than 2100 MHz 3G experience

## ...EVDO SP devices might get a boost due to China Telecom's focus on SPs



Over 97% of China Telecom's procurements in 2014 expected be in EVDO SPs



### LTE deployment in 850 MHz

LTE ecosystem on 850 MHz already exists

850 MHz is a standard LTE band (band 5)

A study by RFMD forecasts that almost all 4G device chipsets will support band 5

 Out of forecasted ~600+ Mn shipments in '14 only <~10 Mn may not support band 5 Can be rolled out on scarce spectrum

Narrow band LTE standards support roll-out even on single 1.4 MHz carrier Superior customer experience

Speeds and capacity available on broadband LTE (>5MHz) are superior to any technology

Even on Narrow band (1.4MHz) LTE deployment, LTE user experience is far superior to CDMA Rev A

**Examples of roll-out** 

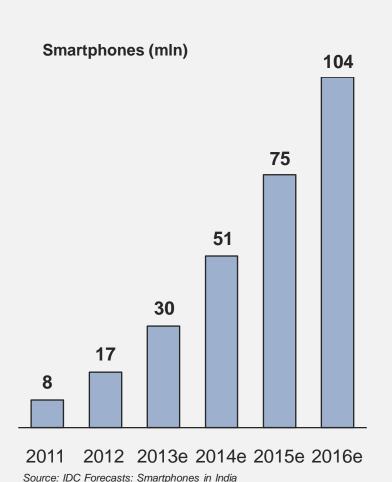
Currently LTE on band 5 is being rolled out in some geographies, like South Korea (LG Uplus, SK Telecom)

850MHz spectrum provides an opportunity for SSTL to migrate to LTE and provide users with a better experience than 3G.

LTE roll out expenditures estimated at US\$ 200 mln with potential synergies of US\$ 100 mln



### SSTL focus: cash in the smartphone opportunity in India



### Differentiated focus on Tier 2/3 cities

- Focus on smartphone business in Tier 2/3 cities
- Several reasons make it easier for MTS to compete in these locations:
  - Lower variety and choice of handsets
  - Low cost voice is still the dominant product used on smartphones
  - Existing distribution infrastructure is tuned toward sales in tier 2/3 cities

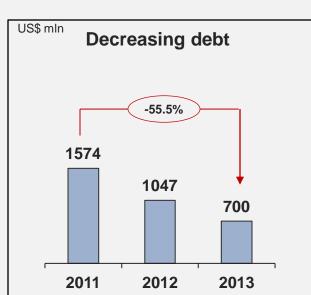
### Attractive Voice and Data bundle offers

- MTS in India to offer value low cost voice along with data
- Pricing Data and Voice bundles competitively against the incumbents.

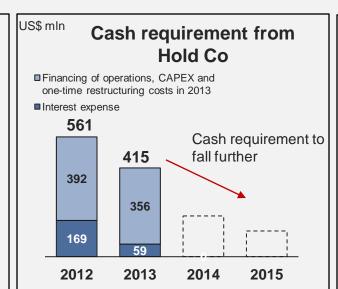
Smartphone opportunity in India will require further strengthening of sales and distribution capabilities across all geographies with particular focus on tier 2 / 3 cities 12



### Key financials and guidance

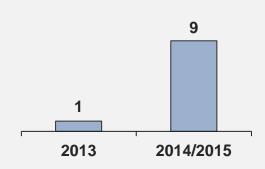


- SSTL's debt was substantially reduced in 2012 by Sistema
- Further reduction of debt continued in Q1, with total debt anticipated to fall by end of 2013 subject to applicable instruments
- Majority of remaining debt in dollars and at lower cost



- Total cash requirement significantly falling the course of the next 3 years
- Cash requirements in 2014 and 2015 are expected to fall to < US\$ 250 mln per year
- One-off restructuring costs spread over 2013 and 2014 and may be reduced further

## OIBDA breakeven Number of profitable circles out of 9



- West Bengal reached OIBDA breakeven in Q4 2012
- Breakeven across all 9 circles expected end of 2014 / H1 2015
- OIBDA losses to dramatically reduce in 2013 and 2014

\*Excluding possible LTE investments

### **Summary**

# **Optimised Operations**

- Fewer circles but still a vast data and demographic potential
- Lower funding requirements and easier road to breakeven
- Existing strong data franchise

# Focused Strategy

- Positioned to tap into a unique data growth story
- Greater opportunity and improved quality with 3 carriers
- Clear roadmap to LTE migration and monetisation

# Solid financial performance

- Generating value for shareholders through focus on profitability
- Target OIBDA breakeven by end 2014 / H1 2015
- Consider future consolidation opportunities to deliver return



## **Appendix**



## MTS SSTL At a Glance

| Overall<br>Business               | <ul> <li>Data focused network operator in India; 23% market share in EVDO data cards</li> <li>Created 'Datacard Prepaid Category'</li> </ul> |  |
|-----------------------------------|--|--|
| Spectrum                          | High quality, technology neutral spectrum of 3.75 MHz in 8 circles in 850 MHz band   |  |
| HSD<br>Coverage                   | <ul> <li>HSD data services in 350+ towns.</li> <li>10 out of top 15 and 30 out of top 50 cities under coverage</li> </ul>                    |  |
| Robust<br>Distribution<br>Channel | <ul> <li>Over 2,500+ distributors and 23,000+ unique activating retailers</li> <li>600+ high quality branded retail outlets</li> </ul>       |  |
| MTS Brand                         | <ul> <li>Amongst top-4 players in data cards category</li> <li>Recognized by TRAI for one of the highest customer satisfaction</li> </ul>    |  |

### **Operational KPIs (9 Circles)**

| Parameters  | Feb'13    |
|-------------|-----------|
| Subscribers | 10.58 mln |
| Data Subs.  | 1.18 mln  |



## Regulatory, legal and competitive environment

| Before   | Now  | In medium term |
|--|--|----------------|
| etisalat Doariel:  RELIANCE AIRGEL  MTS  BSN  15  Idea  Spice  VIDEOCON  OUNDAME  COMPANY  OUNDAME  OU | MTS RELIANCE AIRCEL  BSN 12 Idea  volution:  volution: | 4/5            |

- After the regulatory and legal crisis in 2012 market lost 3 players, which took decision to exit
- 2 players now operating only in 1 circle
- Only 6 operators kept pan-Indian coverage
- 2 operators have 6 service areas

| 111111111111111111  |  |   |
|---|--|---|
| 18 Months Ago   | Present  | Advantages  |
| <ul><li>Spectrum and licences<br/>combined</li><li>Fixed price regime</li><li>Pan-Indian licences</li></ul> | <ul> <li>Spectrum and licences separated.</li> <li>Spectrum for auction. Licences issued for US\$ 4 mln for 20 years</li> <li>Circle based licences</li> </ul> | <ul> <li>✓ More transparency through auctions</li> <li>✓ Operators can now focus on specific circles</li> </ul>   |
| <ul> <li>Spectrum fixed to<br/>specific technology</li> </ul>   | Technology neutral spectrum  | <ul> <li>✓ Operators can now pick optimal spectrum use</li> <li>✓ Opens opportunity for possible consolidation</li> <li>✓ Helps LTE migration</li> </ul>                                    |
| Foreign ownership capped at 74%   | Regulation remains unchanged but discussions are being held to raise it to 100%  | Clear advantages to company's and India:  ✓ Easier financing  ✓ Easier and transparent ownership structures  ✓ Greater investment into India  ✓ Allows exit opportunities  ✓ Stimulates M&A |

Licencing arena completely changed: spectrum neutrality is a big step forward; liberalizing FDI regulation and clarifying on spectrum ownership for M&A would reenergize the sector



# Low data revenues and smartphone penetration than APAC offers opportunity

| Countries    | Data revenue as a percentage of ARPU | Ex-SMS data revenue as a percentage | Smartphone penetration (%) |
|--------------|--------------------------------------|-------------------------------------|----------------------------|
| Japan        | 56.40%                               | 56.40%                              | 17.20%                     |
| Hong Kong    | 54.50%                               | NA                                  | 57.50%                     |
| Australia    | 42.80%                               | 25.10%                              | 50.00%                     |
| Indonesia    | 37.90%                               | 14.30%                              | 10.00%                     |
| Singapore    | 36.90%                               | 19.70%                              | 67.00%                     |
| New Zealand  | 36.80%                               | 9.20%                               | 20.00%                     |
| China        | 35.70%                               | 25.80%                              | 12.00%                     |
| Malaysia     | 35.40%                               | 20.30%                              | 22.50%                     |
| Korea        | 33.50%                               | 20.00%                              | 46.50%                     |
| Thailand     | 20.10%                               | 12.60%                              | 13.00%                     |
| Taiwan       | 22.20%                               | 15.80%                              | 22.30%                     |
| India        | 15.00%                               | 7.00%                               | 6.00%                      |
| APAC Average | 35.50%                               | 20.60%                              | 28.70%                     |

Source: UBS Research Sistema Shyam Teleservices Limited