

# Reliance Communications

## Investor Presentation

*May 2008*

## Forward looking statements – Important Note

This presentation and the discussion that follows may contain “forward looking statements” by Reliance Communications Ltd (“RCOM”) that are not historical in nature. These forward looking statements, which may include statements relating to future results of operation, financial condition, business prospects, plans and objectives, are based on the current beliefs, assumptions, expectations, estimates, and projections of the directors and management of RCOM about the business, industry and markets in which RCOM operates. These statements are not guarantees of future performance, and are subject to known and unknown risks, uncertainties, and other factors, some of which are beyond RCOM’s control and difficult to predict, that could cause actual results, performance or achievements to differ materially from those in the forward looking statements. Such statements are not, and should not be construed, as a representation as to future performance or achievements of RCOM. In particular, such statements should not be regarded as a projection of future performance of RCOM. It should be noted that the actual performance or achievements of RCOM may vary significantly from such statements.

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## Reliance Communications – an integrated telco

- Wireless
  - Infratel
  - Globalcom
  - Enterprise
  - Home
  - Retail
- 
- Financials
  - Looking Ahead

# Our strategy

## Pillars of our strategy



## Strategy ensures high returns to investors

*Continuously*  
strengthen  
wireless base

- ❑ #1 network in India
- ❑ Dual network strategy; quality network is 3G ready
- ❑ Widest retail coverage; focus on customer care

*Exploit* capabilities  
for *scale* growth in  
*related* sectors

- ❑ Exploit network assets → largest tenancy capacity and active network
- ❑ Leverage back-end platforms, distribution, manpower etc. → DTH, IT services, BPO, Retail ...

*Leadership* in *high*  
*growth* markets –  
*India* and *globally*

- ❑ **India:** >50% mkt share in enterprise, among top two mobile operators, fastest WiMAX growth
- ❑ **Global:** world's largest IP enabled optic cable to capture Internet growth, widest WiMAX footprint, top 3 IDC operators

*Organic* growth  
backed by *disciplined*  
*investment* approach

- ❑ Growing coverage to cover 1 billion Indians
- ❑ GSM launch leverages existing infrastructure
- ❑ Focused global acquisitions – Flag, Yipes, Ewave, ...



## Wireless

- Mobile (CDMA & GSM)
- VAS (Mobile World)
- Wireless Data
- Fixed Wireless

## Tower (Infratel)

- Multi tenancy towers (4x)
- Pan- India coverage
- Backhaul
- Support systems

## Home

- DTH (Big TV)
- IPTV (Digital Home)

## Retail

- Reliance World
- Reliance Mobile Store

## BPO

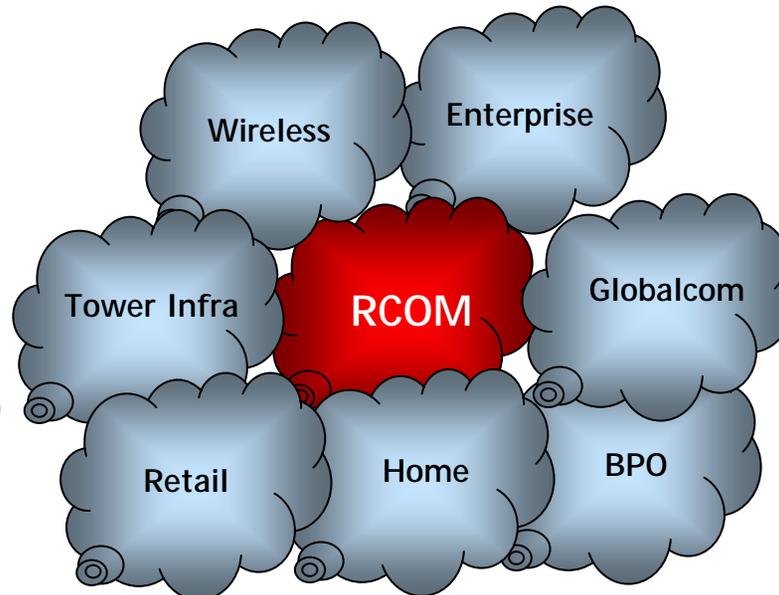
- Expertise in Telecom, BFSI, Utilities & Media

## Enterprise

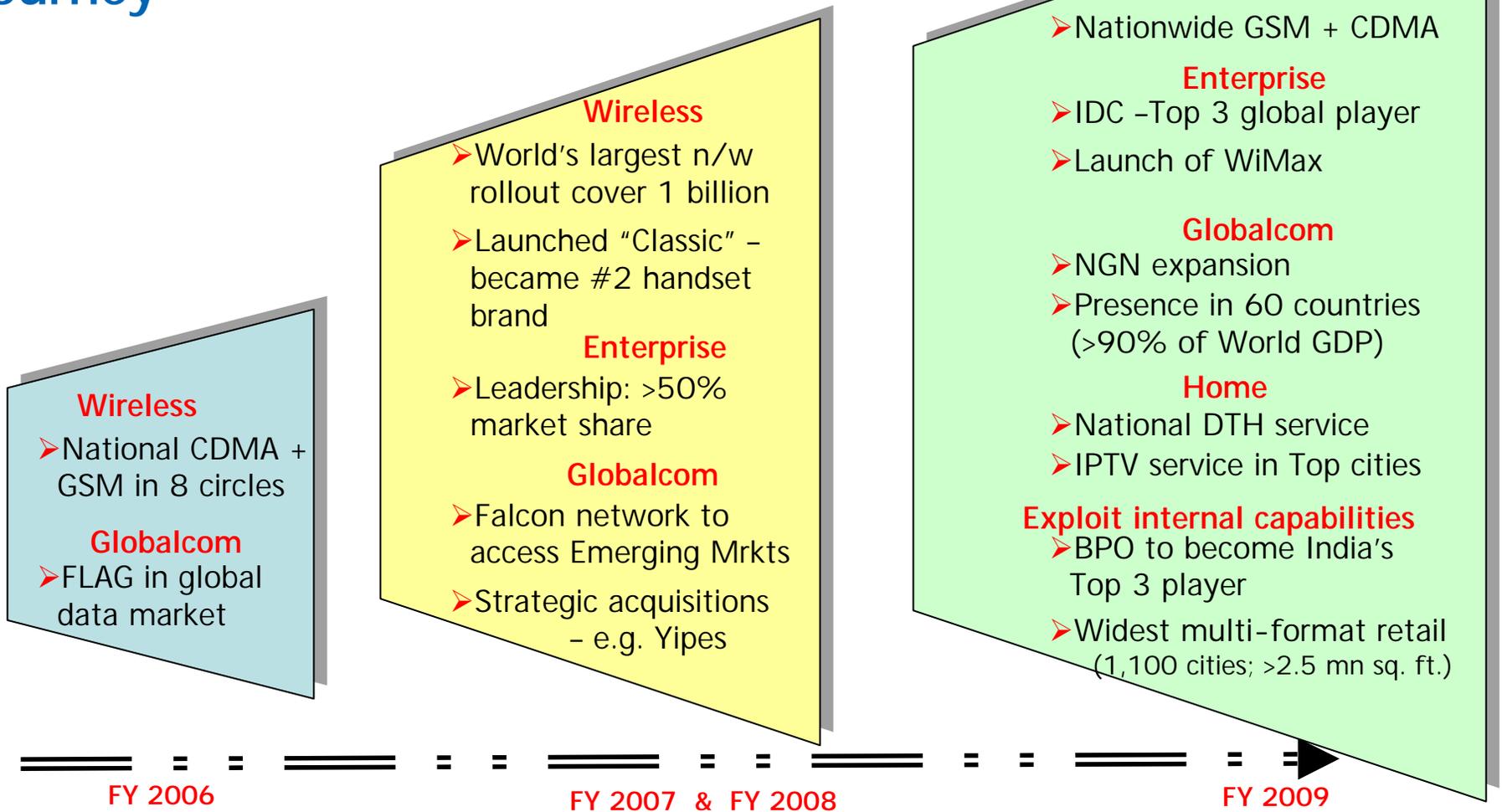
- Internet Data Center
- Broadband
- Leased Line
- Office Centrex
- MPLS & VPN
- WiMax

## Globalcom

- Submarine cable (FLAG)
- Ethernet Data services
- Long Distance (NLD/ILD)
- Reliance Global Call
- Reliance Passport

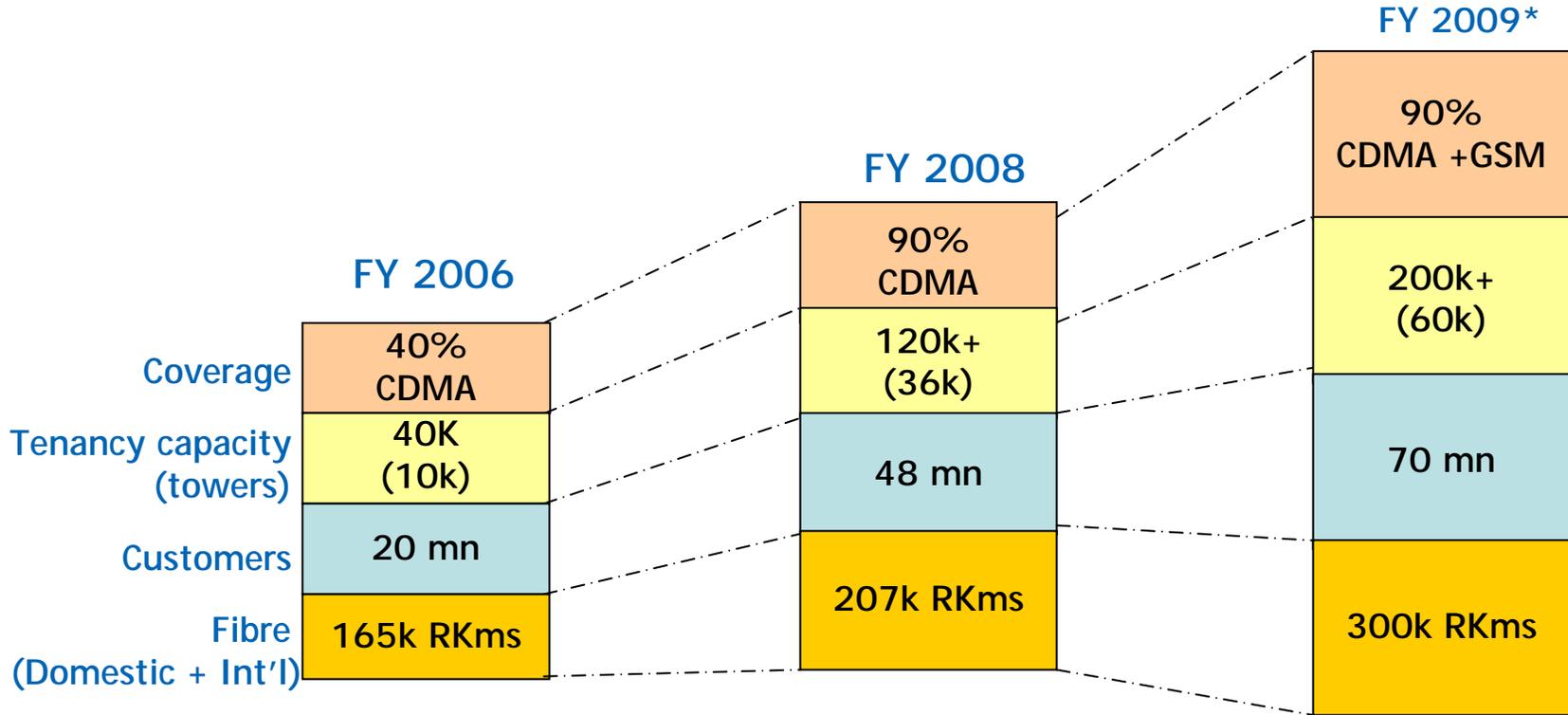


## Unprecedented fast diversification and growth journey



**India's largest integrated and converged company**

## Strong growth - multiple times since listing



\* Analyst estimates

## Strong intellectual capital

- ❑ 35 % professionals and 65 % other qualifications
- ❑ Average age 29 years
- ❑ Over 50,000 employees
- ❑ Added over 11,000 employees during the previous year
- ❑ Announced widest employee stock option plan in the industry



**We bet on people**

# Contents

## □ Reliance Communications – an integrated telco

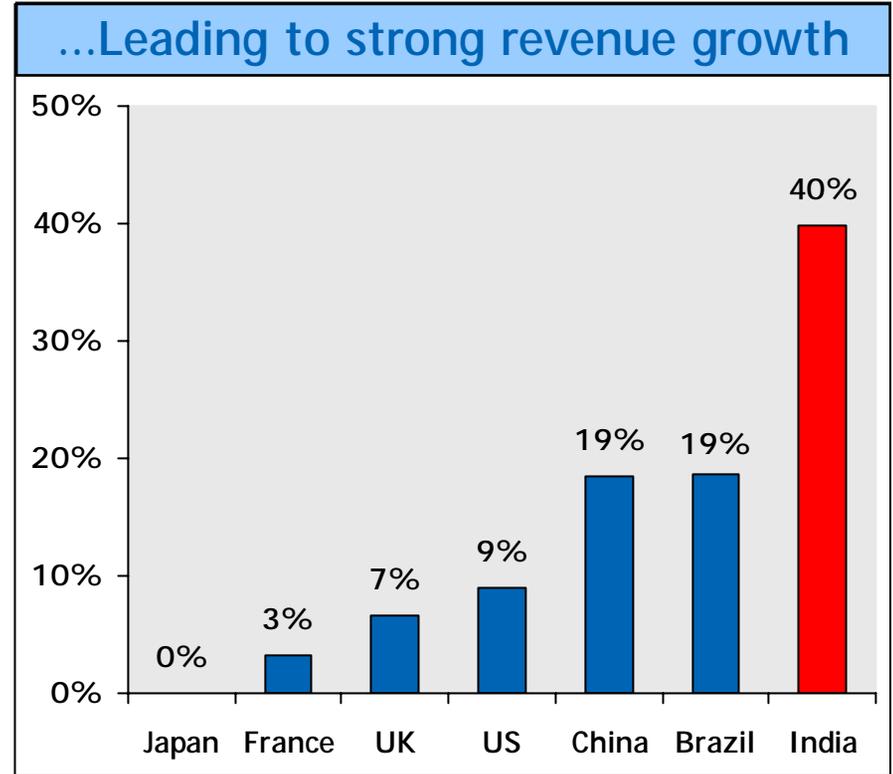
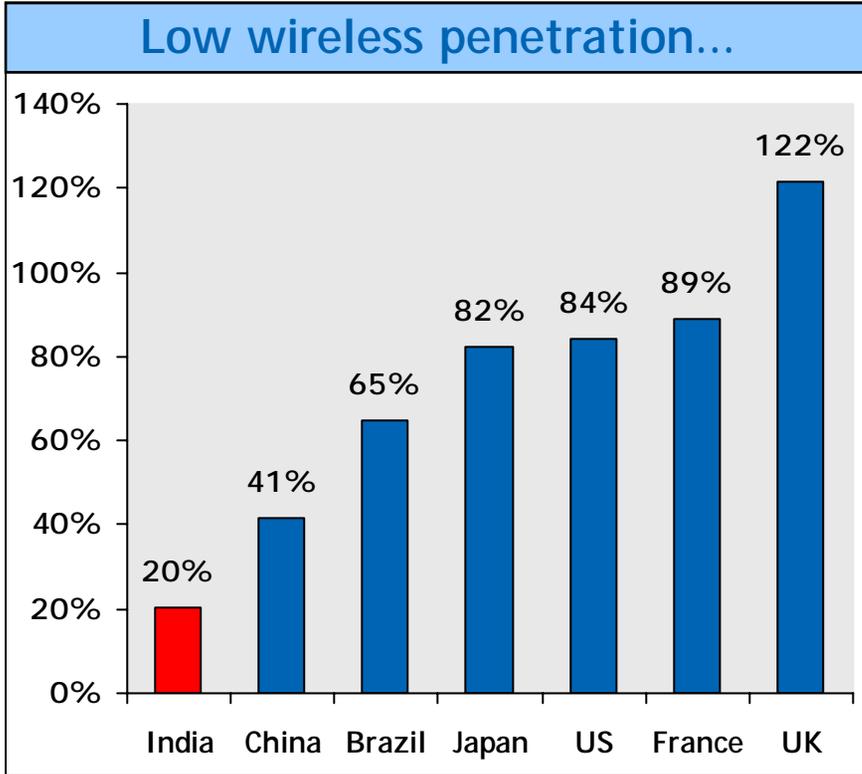
### Wireless

- Infratel
- Globalcom
- Enterprise
- Home
- Retail

## □ Financials

## □ Looking Ahead

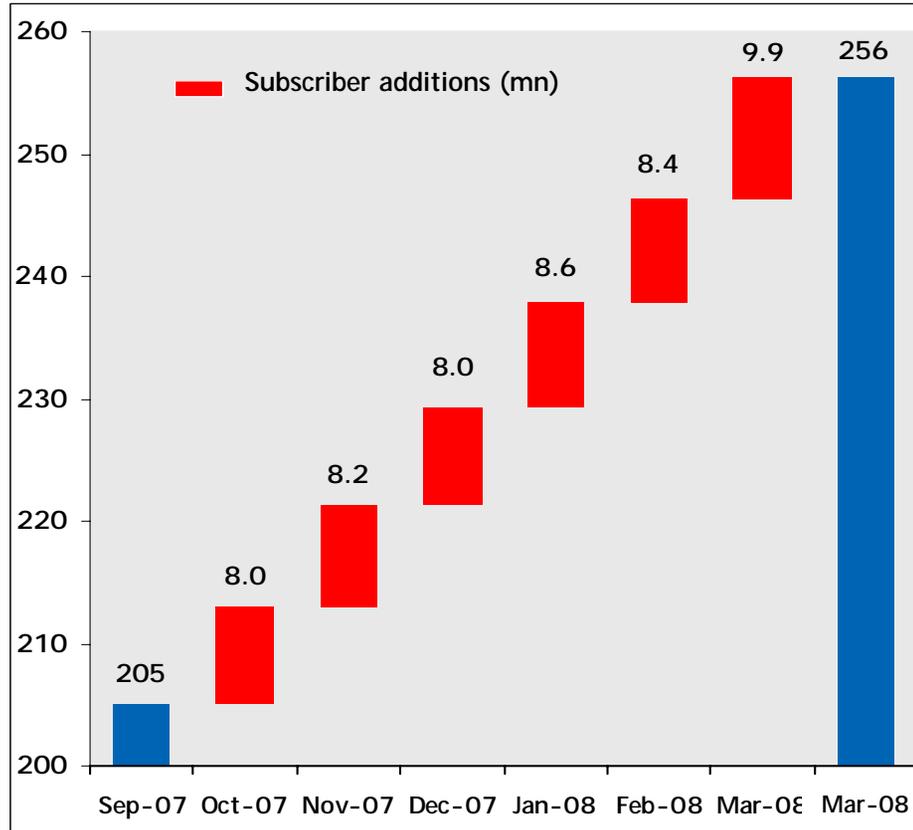
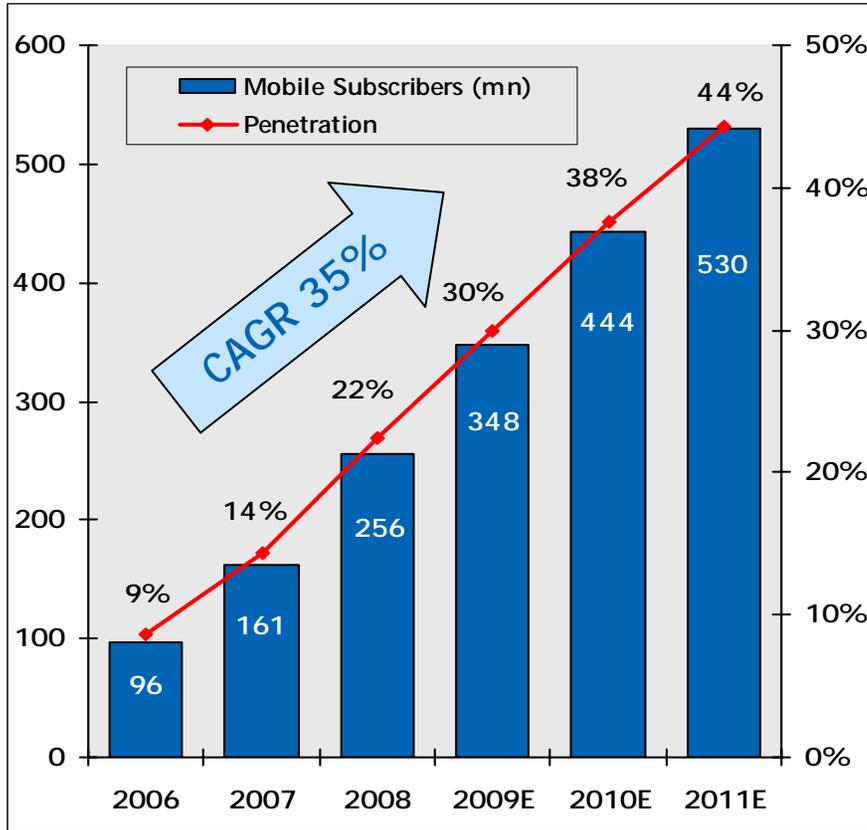
## Targets the largest untapped population in the world



Source: Merrill Lynch Global Wireless Matrix, December 2007

**Low penetration + High Revenue growth = Huge opportunity**

## Mobile subscribers in India to cross 500 mn in 3 years...



Year end March 31

Source: Industry estimates

**...even then there will be 800 mn unserved people in India**

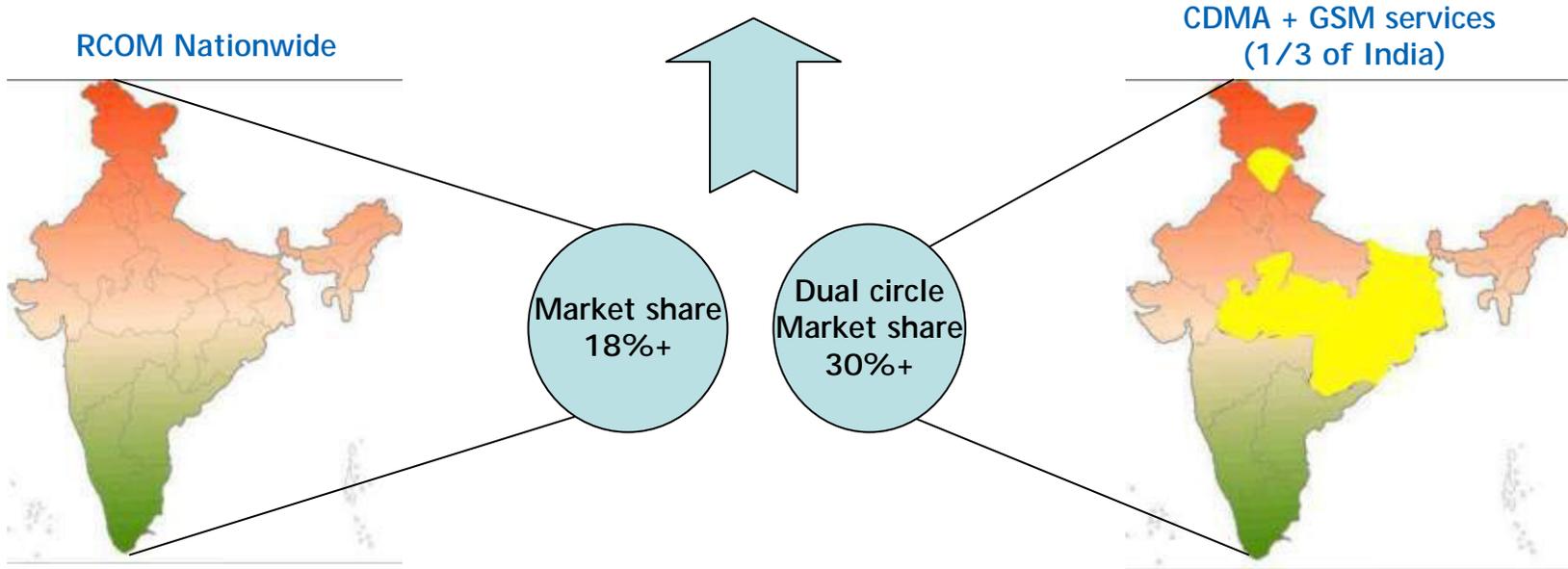
## One of the fastest growing wireless companies globally

- ❑ Among top 2 operators with 46 mn wireless subscribers
  - Prepaid subscriber additions drive growth - 90% of total subscribers
- ❑ Key Performance Indicators
  - EBITDA margins among the highest in the industry - >40%...
  - ... despite among the lowest tariffs in the world...
  - ... backed by high Minutes Of Usage - 620 mn minutes per day



## Currently national CDMA + Regional GSM player

**RCOM will replicate its dual service success nationwide**



**#1 position in dual technology (CDMA & GSM) service areas**

## World's largest network roll-out being executed

24,000 towns

500,000 villages

90% population coverage

- ❑ Seamless Voice, multimedia, video and Internet connectivity to one billion Indians
- ❑ All towns in India with >5,000 population are covered on RCOM network
- ❑ Almost 100% population coverage in most of the circles



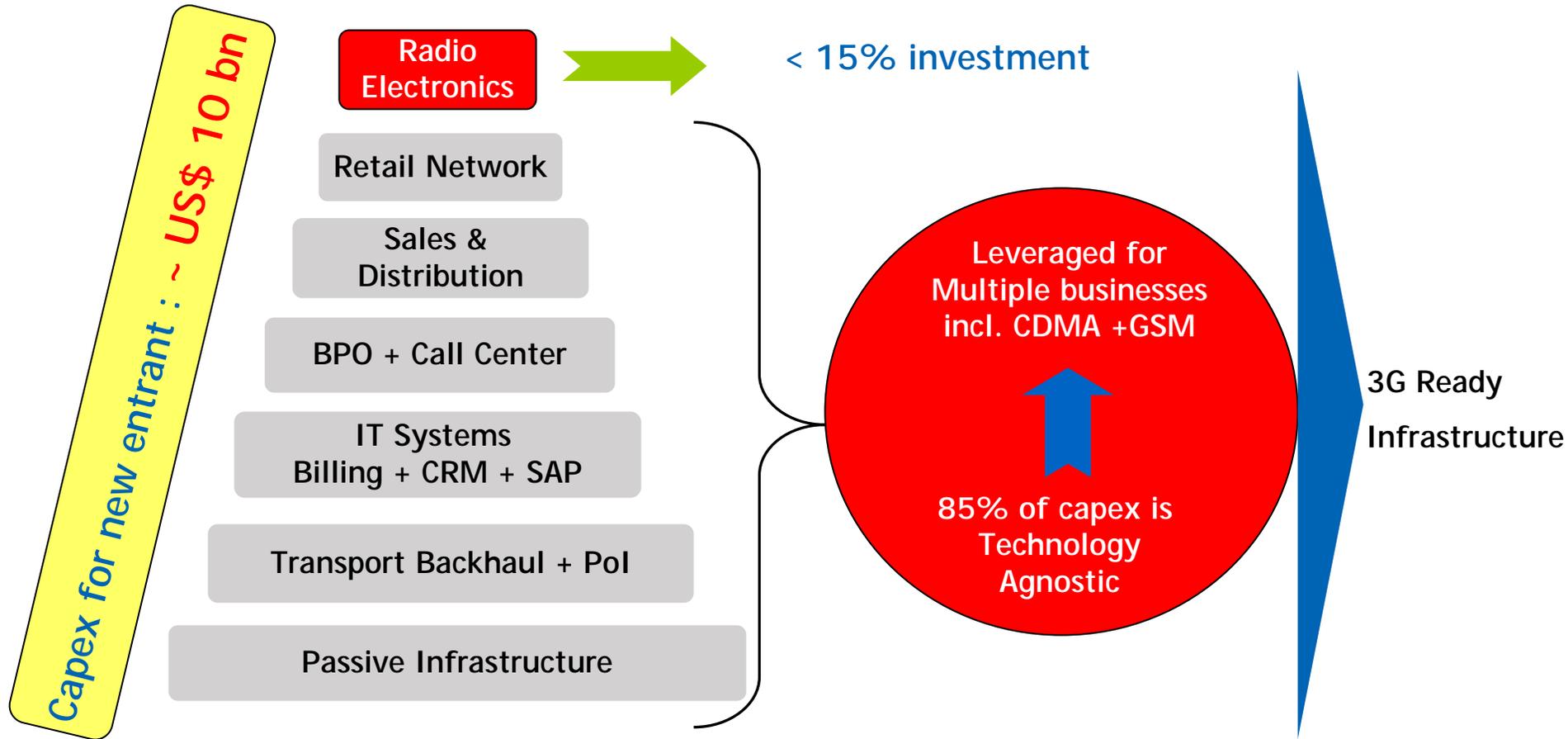
RELIANCE Mobile |  [www.localnetwork.co.in](http://www.localnetwork.co.in)

India's No. 1 Network

no limits | total network™

40 million customers, 15,000 towns, 4 lakh villages. And counting.

## GSM network exploits huge capex and opex synergies



Nationwide GSM service at US\$ 1.3 bn vs US\$ 10 bn for new operators

## Balanced portfolio – CDMA & GSM

	Technology	
Advantages	CDMA	GSM
Spectrum efficiency	Unlimited usage plans PCO & FWP	
Wireless Data capacity	Mobile internet dominance ATM & PoS	
Multimedia/Video capability	Near 3G experience	
Handset range at all price points		GSM ecosystem - 75% of Indian mobile sector
International Roaming		High ARPU segment In-roaming revenues: Rs. 1,500 crore

Only company to leverage strengths of both technologies

## Dual network offers additional market share levers

Existing growth momentum

- ▣ Monthly net adds of 8 mn subscribers
- ▣ Impetus from network expansion in semi-urban/ rural areas

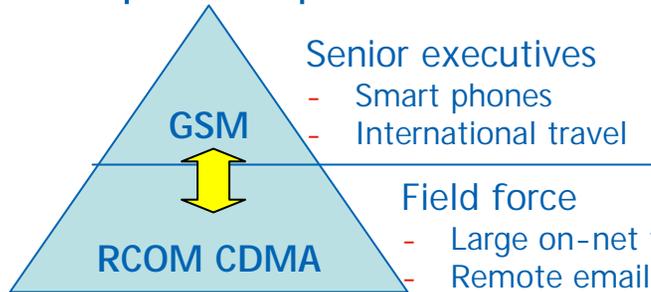


Cross technology  
On-net plans: Unique  
Service offering

Broad Market Segmentation

Corporate Requirement

Retail/Family  
Similar CUG family plans



RCOM will bring both segments on-net, driving customer value & stickiness



Mobile Number  
Portability (MNP)

Customer churn

Probability

CDMA ↔ GSM

Low

Customer has invested in Handset

Incumbent GSM → RCOM GSM

High

Customer neither loses number  
nor investment in Handset

**Unique advantage: Competition can't replicate**

## India's No. 1 Wireless Data Operator

### □ Customer Experience

- High speed internet across the entire network covering 15000 towns and 4 lakh villages
- "Internet on the move" – major convenience for laptop users
- Multiple times faster than dialup internet – major benefit in small towns without broadband coverage

*As a result, data card customers tend to be higher ARPU than normal mobile customers*

### □ Market Share and Growth

- Over 10 million internet enabled handsets and data cards on Reliance network
- > 60% Market share in wireless data cards segment (PCMCIA + USB)
- Growth driven by increase in laptop base in urban markets and PC base in small town

## Cost-effective communication solutions for all segments

POS terminals



Largest provider of wireless data cards with coverage in 23K towns



Cost-effective ATM connectivity to leading banks



Largest private PCO operator with >2 mn installations & >50% market share

Supporting nationwide commerce & connectivity

## Multi-channel customer delivery system

- ❑ World-class design , fit out & ambience at 2,000 exclusive retail showrooms on High streets/Malls
- ❑ High Quality Reach & National footprint through 3,000 distributors & 500,000 retailers
- ❑ 5,000+ Direct & indirect outbound sales force to cater to customers at their premises
- ❑ Dimensioned to handle 25-30 mn sales transactions annually



By far the largest retail distribution network in the industry

## Key takeaways

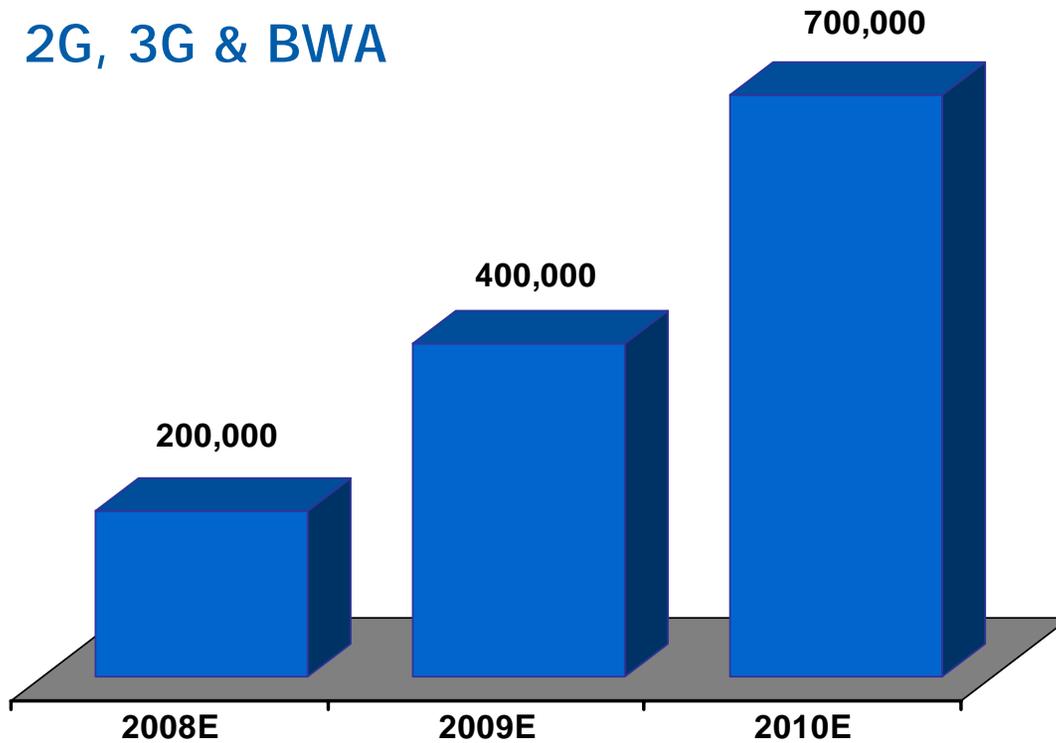
- ❑ Among top 2 players in the largest wireless opportunity globally
- ❑ Largest coverage in the world: covering 1 billion
- ❑ Widest distribution through >2,000 exclusive stores & 500,000 retailers
- ❑ Nationwide GSM launch to fully leverage existing infrastructure
- ❑ Full suite of services on CDMA & GSM addressing all customer segments
- ❑ Expertise to replicate the success of dual technology circles across India
- ❑ Sustained profitable growth momentum

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  - Wireless
  - **Infratel**
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## Infrastructure Tenancy Slots – Market

2G, 3G & BWA



Source: Industry Estimates

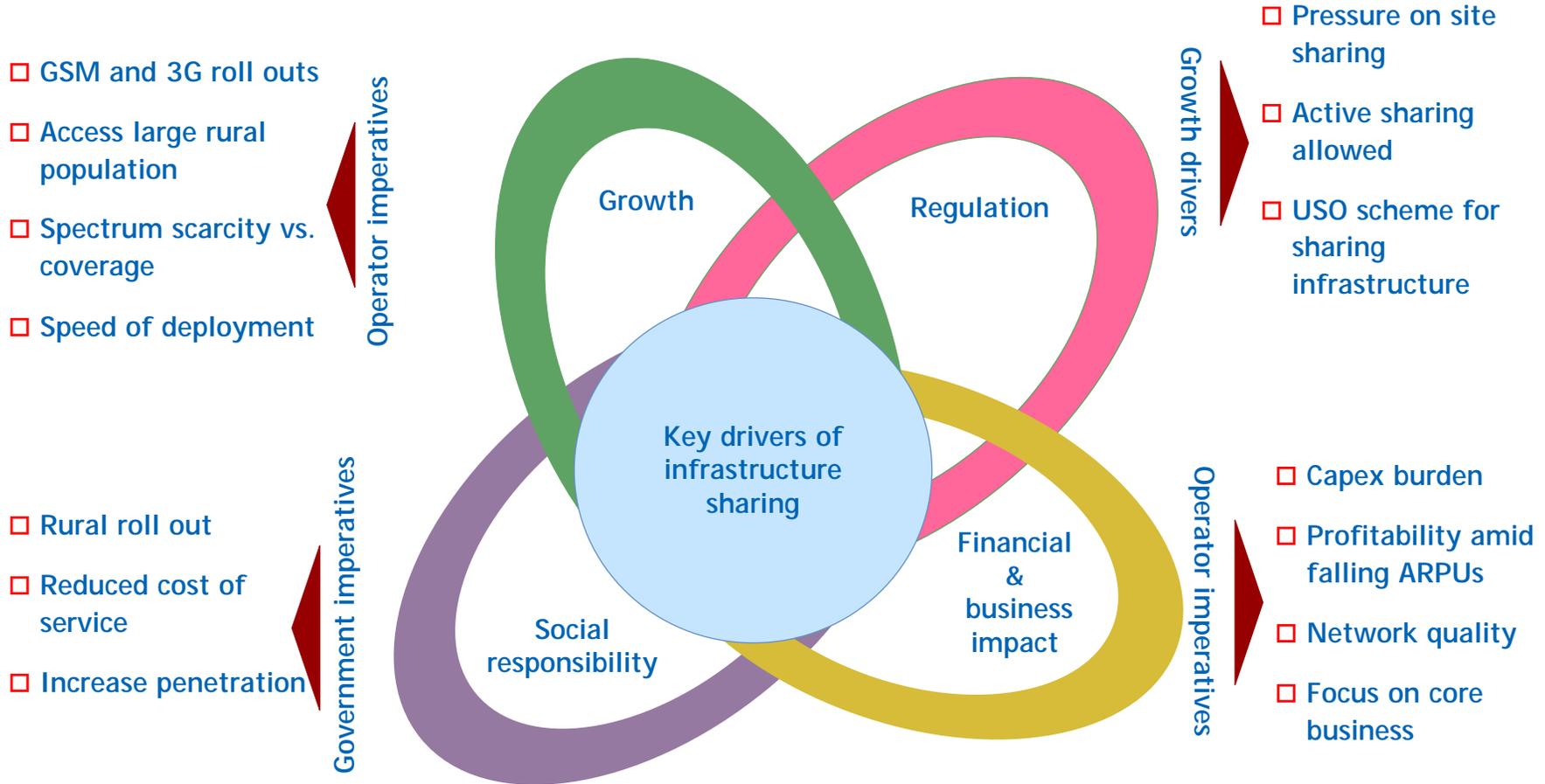
RITL Ground based tower



RITL Roof top tower



## Infrastructure sharing has taken off



**Infrastructure sharing – All drivers are in place**

# Challenges for new entrants

## Demographics

- Addressing diverse population with different ethnic backgrounds, geography, cultures, languages & religions

## Government Permissions

- Various permissions are required at various stages from starting a company, getting license/spectrum, creating network, rights of way etc.
- Putting up a tower alone requires 40 different permissions from different Government departments

## Execution/Expansion

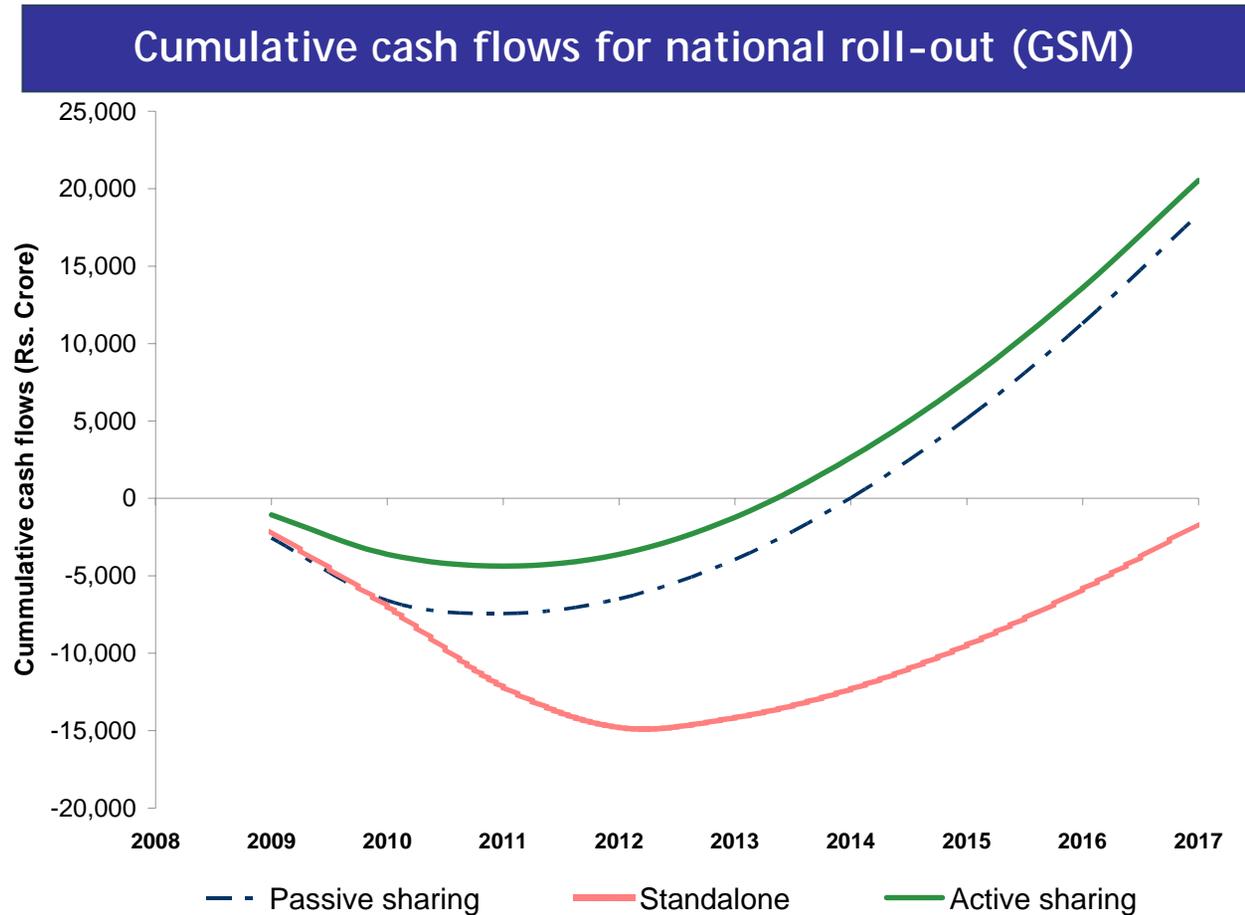
- Complex management of supply chain interface including vendors, sub-contractors, local authorities, Central and State Govt agencies

## Market Dynamics

- Formidable competition from 6-7 existing, well established players
- Significant upfront investment commitments in the range of US \$ 6-8 bn

## New entrants cannot afford a delay

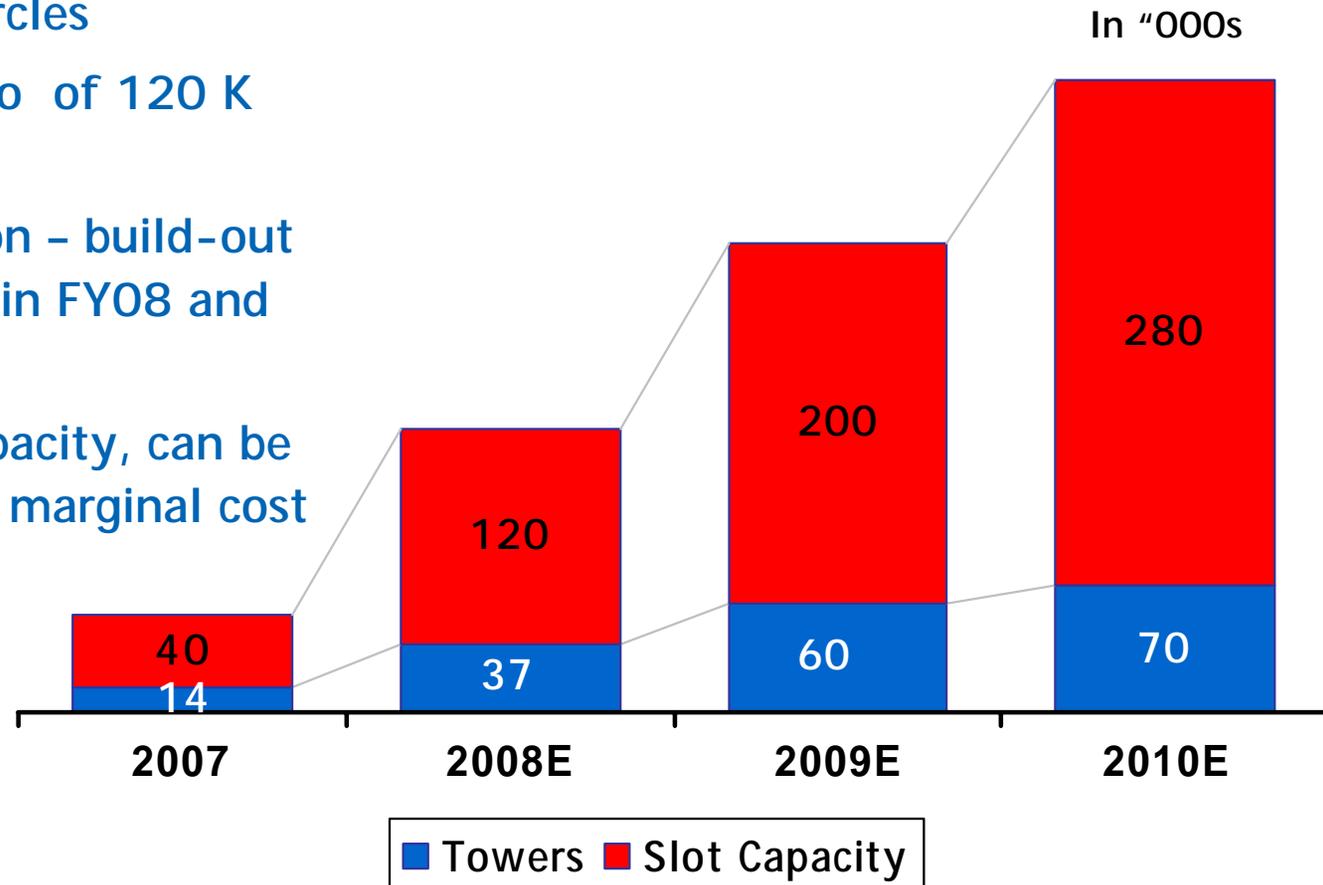
- ❑ Reliance Infratel will help reduce cost and reduce time to market
- ❑ Cash break-even for new entrants advanced by about 2 years



**Many new entrants in talks with us for infrastructure**

## RITL: the largest integrated telecom infrastructure provider with 280,000 slots capacity by Mar'10

- ❑ Pan India network with a presence in all 23 telecom circles
- ❑ Largest slot portfolio of 120 K slots
- ❑ Significant expansion - build-out of 23K new towers in FY08 and 24K in FY09
- ❑ Highest tenancy capacity, can be further upgraded at marginal cost



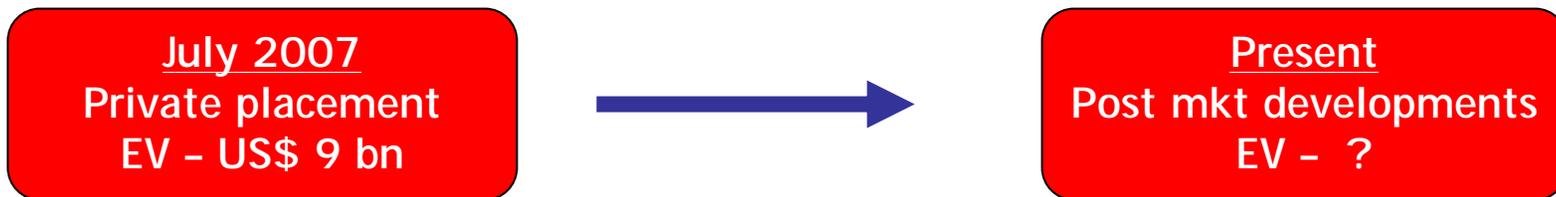
## Fast track project management & execution

- ❑ Over 100,000 dedicated personnel deployed
- ❑ 7,000 engineers deployed for project management and execution
- ❑ 20 Chinese factories working round the clock
- ❑ ~3,500 vendor teams committed for erection
- ❑ 40 state-of-the-art warehouses established
- ❑ Dedicated logistics support for on-time delivery

Scale of wireless execution has not been seen previously

## Ingredients for high returns to investors

- ▣ **Market developments post 5% private placement**
  - Increased visibility on new players entering the market (*License has been issued to new entrants*)
  - Recently, start-up spectrum has been allocated to some of the existing operators for their pan-India GSM operations
  - Increased visibility on 3G operations in India
  
- ▣ **RCOM is the anchor tenant through various platforms: CDMA, GSM, 3G, WiMAX, etc**



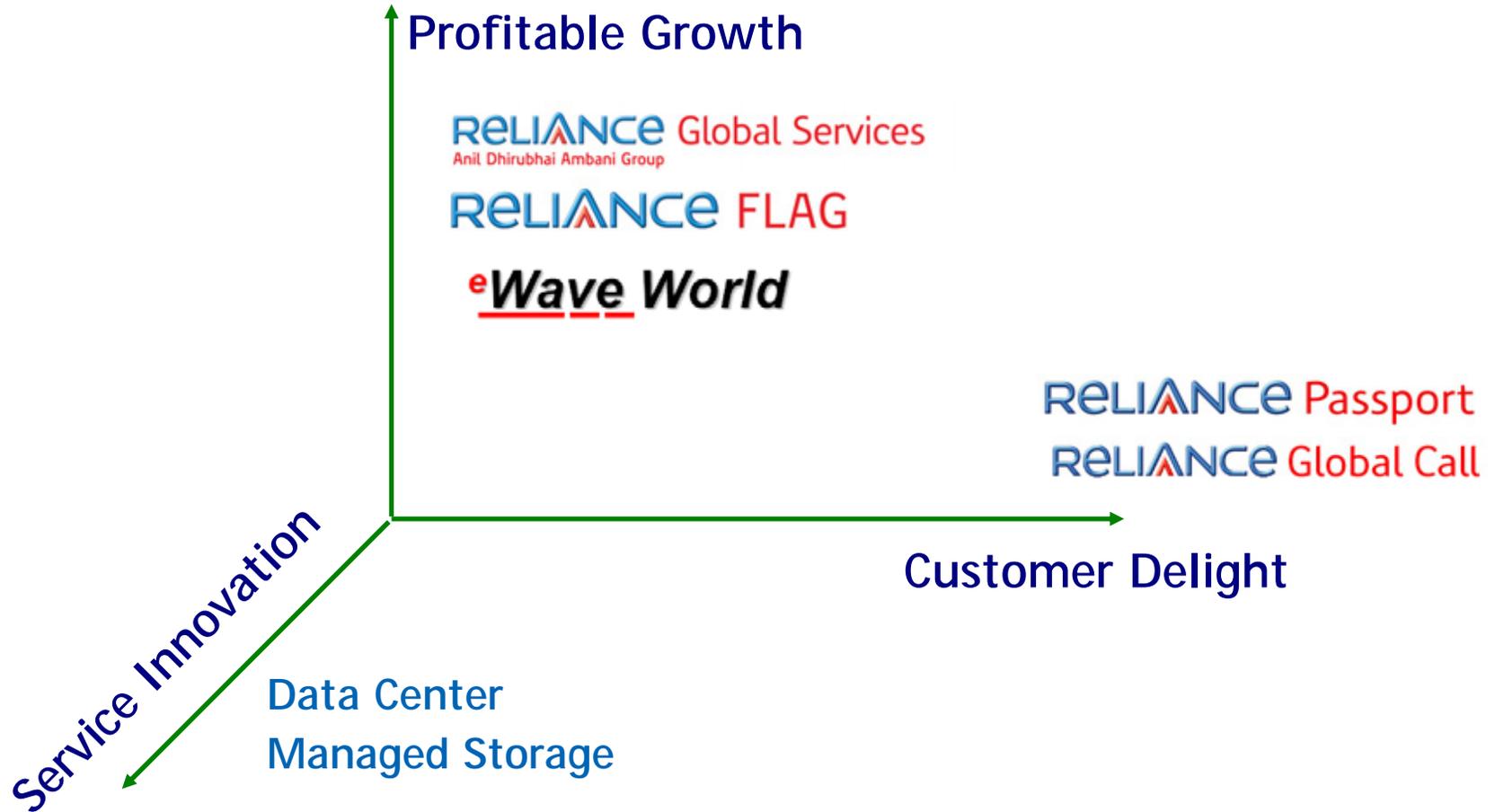
## Key takeaways

- ❑ Highest tenancy capacity in the industry 280K slots by 2010
- ❑ One stop shop for both passive & active infrastructure
  - 4X multi-tenancy towers
  - Fiber optic connectivity and full back-end support
  - Full suite of services for tenants
- ❑ Anchor customer driven strategy

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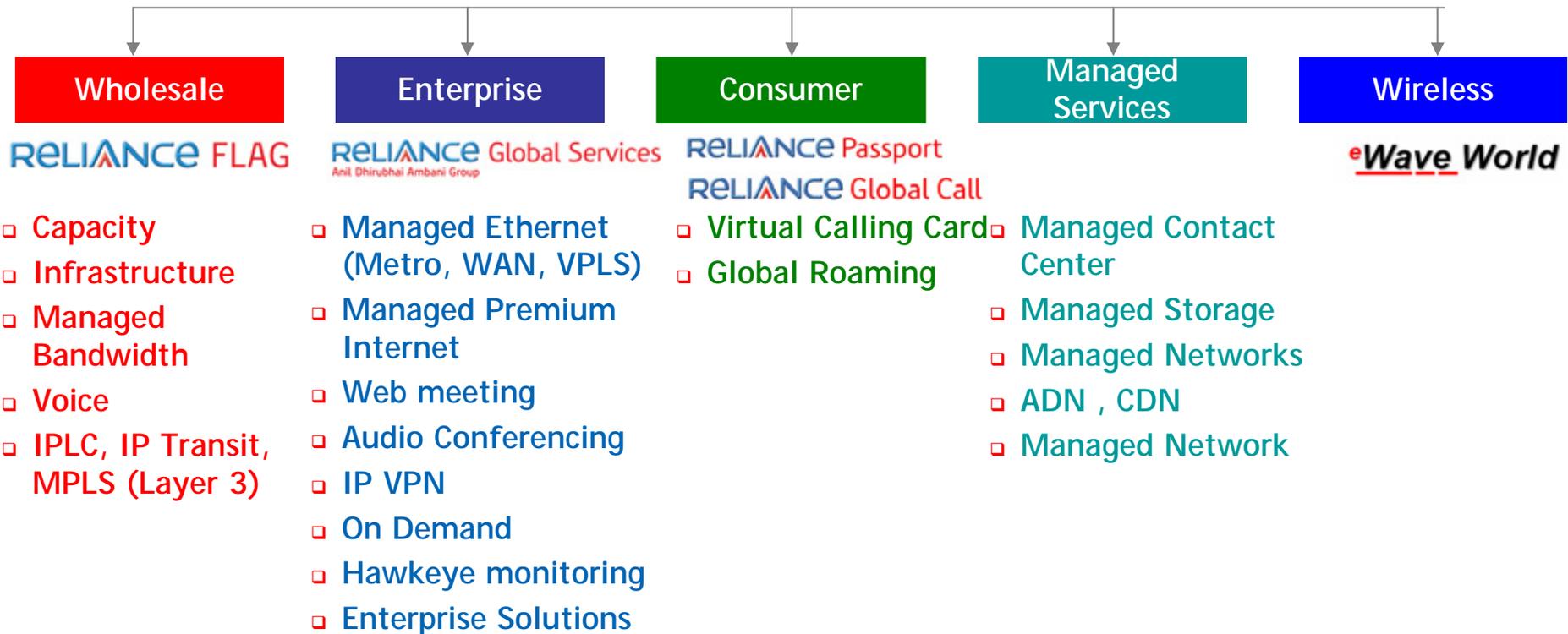
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# Axes of Growth for Global Business



Multi Pronged Growth for Reliance Globalcom

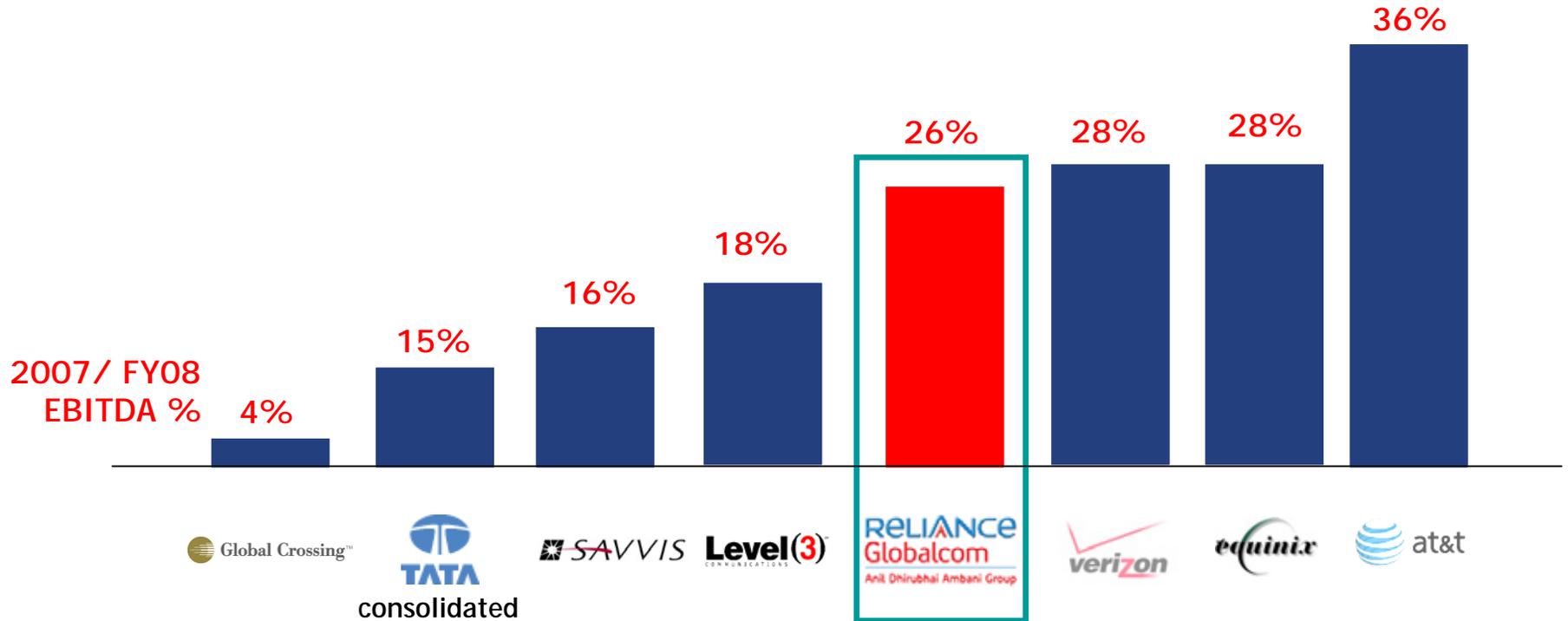
## Suite of leading brands and services



Wide portfolio of leading brands and services

# Profitability already ahead of many other industry leaders

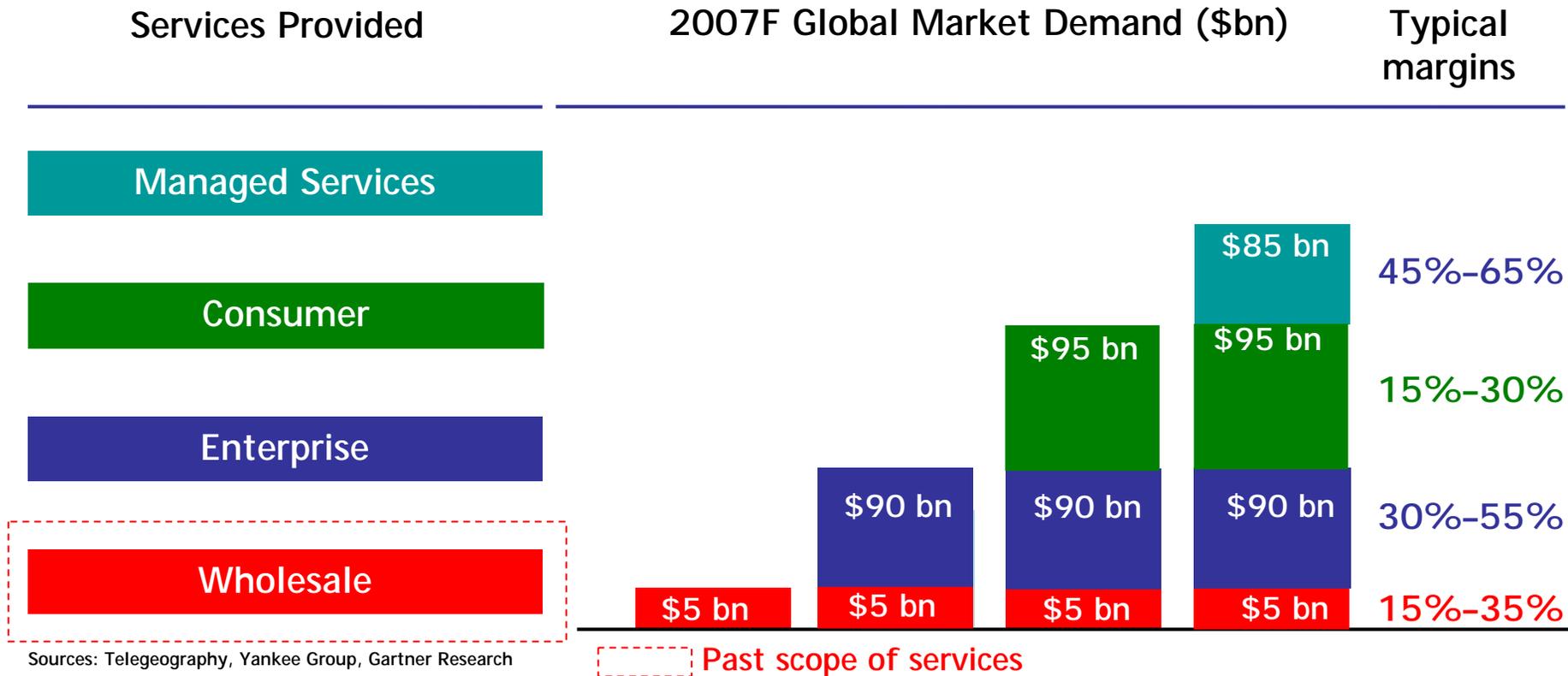
All figures in US\$ Mn



Source: Analyst reports, Company Analysis

**Amongst Front runners in Profitability**

## We have only scratched the surface of the market potential for Reliance Globalcom



**Addressable market revenue is ~US\$ 275 bn with EBITDA in range of 15% to 65% based on service and geography**

# Reliance's acquisition of FLAG initiated a transformation



Large Network



Global Connectivity



Emerging Market Strength



Infrastructure & Capacity Services



Channel Partner Strategy



Managed Connectivity & Consumer Svcs.



Experienced Operations Team



Scalable Low Cost Operations

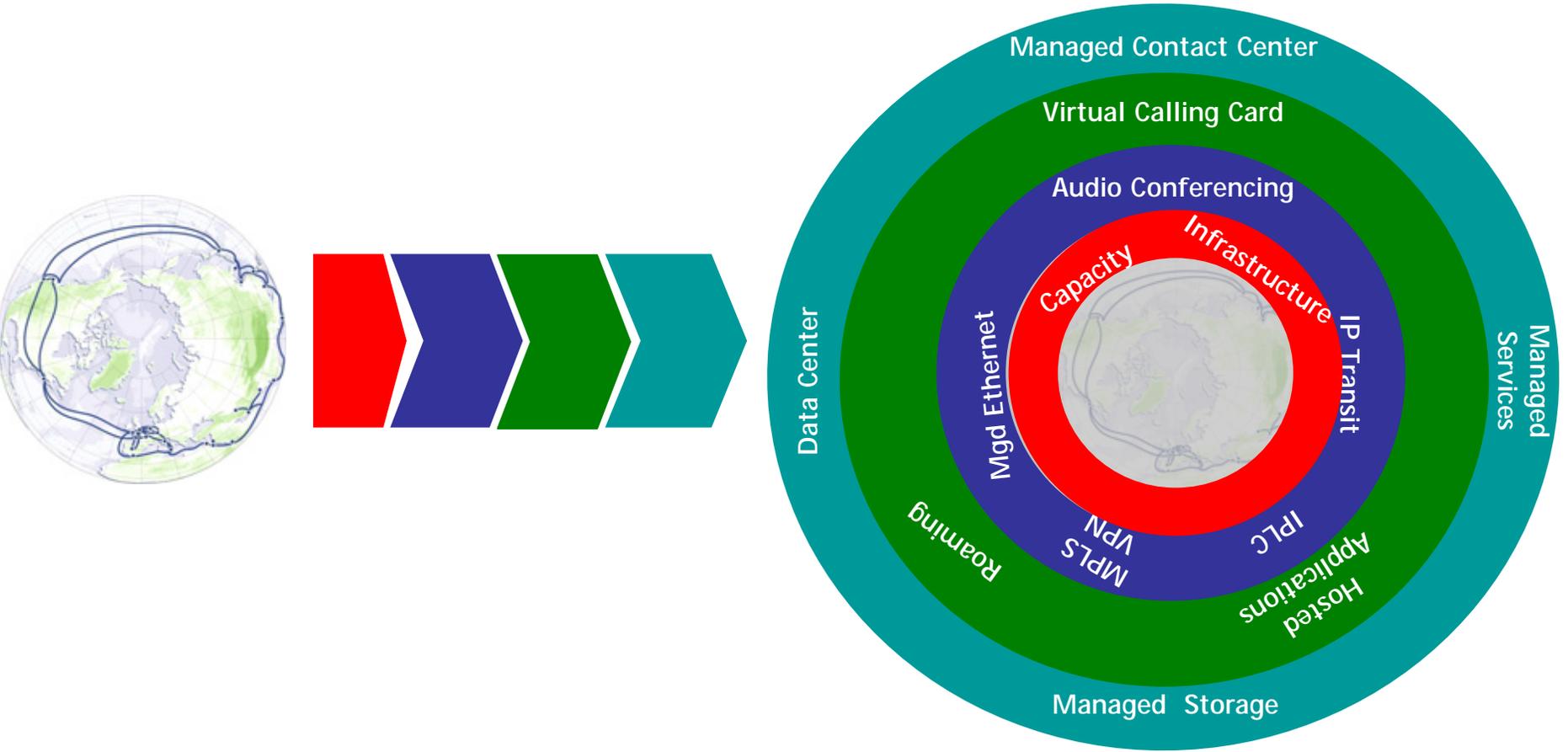


Conservative Balance Sheet



Reliance Globalcom stronger, faster growing, more dynamic company

# Transformed into "Global Service Delivery Platform"



From infrastructure provider to global service delivery

# World's largest IP enabled optic fiber cable



	FY 2003	Current (incl. FALCON + Yipes)	Post-NGN (under execution)
Int'l Submarine & terrestrial (Rkms)	55,000	87,000	137,000
Landing points (nos)	26	43	64
Countries connected	28	40	60

**Only global network with presence in fastest growth market**

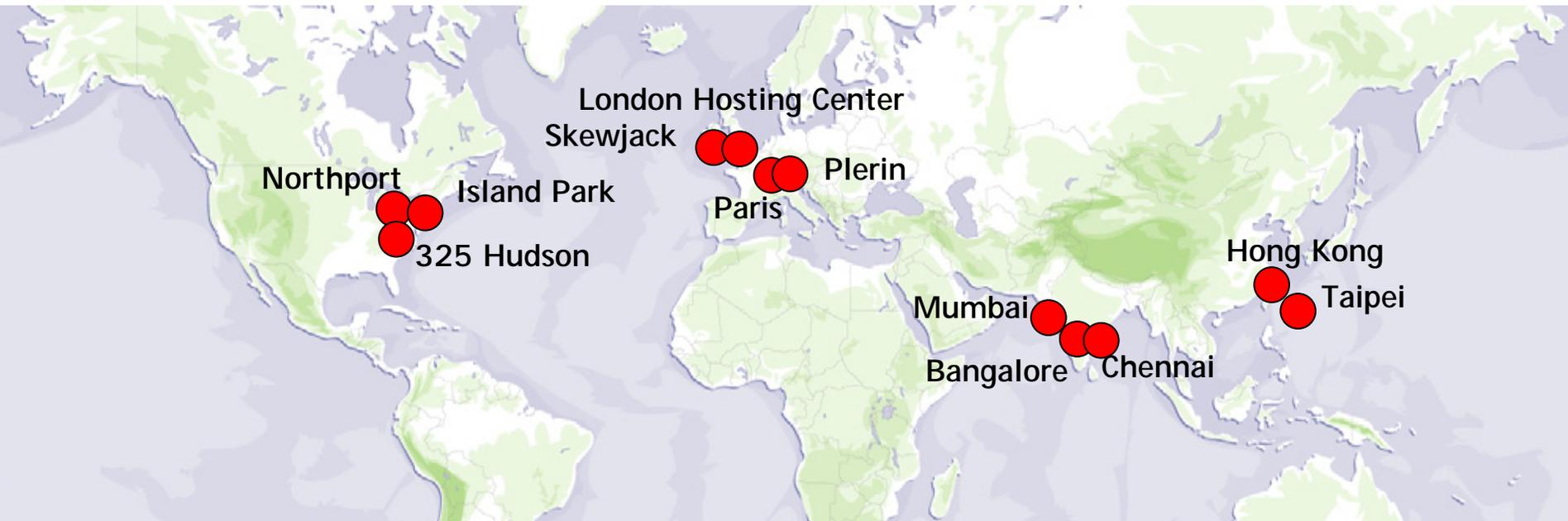
## Extensive Metro Coverage in the U.S.



We connects 14 Most Advanced Metros in the U.S.

# Our Data Centers

■ U.S.A, U.K., France, Hong Kong, Taiwan and India.



12 Hosting facilities in 6 countries with over 1 million sq. ft. colo space

## Products : Carriers - NLD

1	Duct	Multiple Intercity PVC Conduits to carry OFC
2	Dark Fiber	State-of-the-art high capacity DWDM transport
3	Co-location	Pan-India Carrier grade co-location equipped with AC, DC power
4	Bandwidth Capacity	2 Mbps to 2.5 Gbps capacity with mesh topology deployment
5	MPLS VPN	Point-to-point and point-to-multipoint MPLS delivery across 174 nodes
6	Voice Carriage	Carry Inter-circle & ILD voice traffic
7	DIA	Direct Internet Access wholesale capacity sale

## Products : Carriers - ILD Voice

- ❑ Global voice infrastructure and capabilities
- ❑ More than 200 carrier relationships; 50+ countries direct routes
- ❑ Market leader for India Inbound business
- ❑ 1st Indian ILDO to deploy NGN Voice infrastructure globally



Leverage global reach and economies of scale

## Products : Retail - Reliance Global Call

### RELIANCE Global Call

#### ❑ Virtual calling services

- from USA, Canada, UK, Australia, New Zealand, Hong Kong, Malaysia & Singapore to over 200 countries

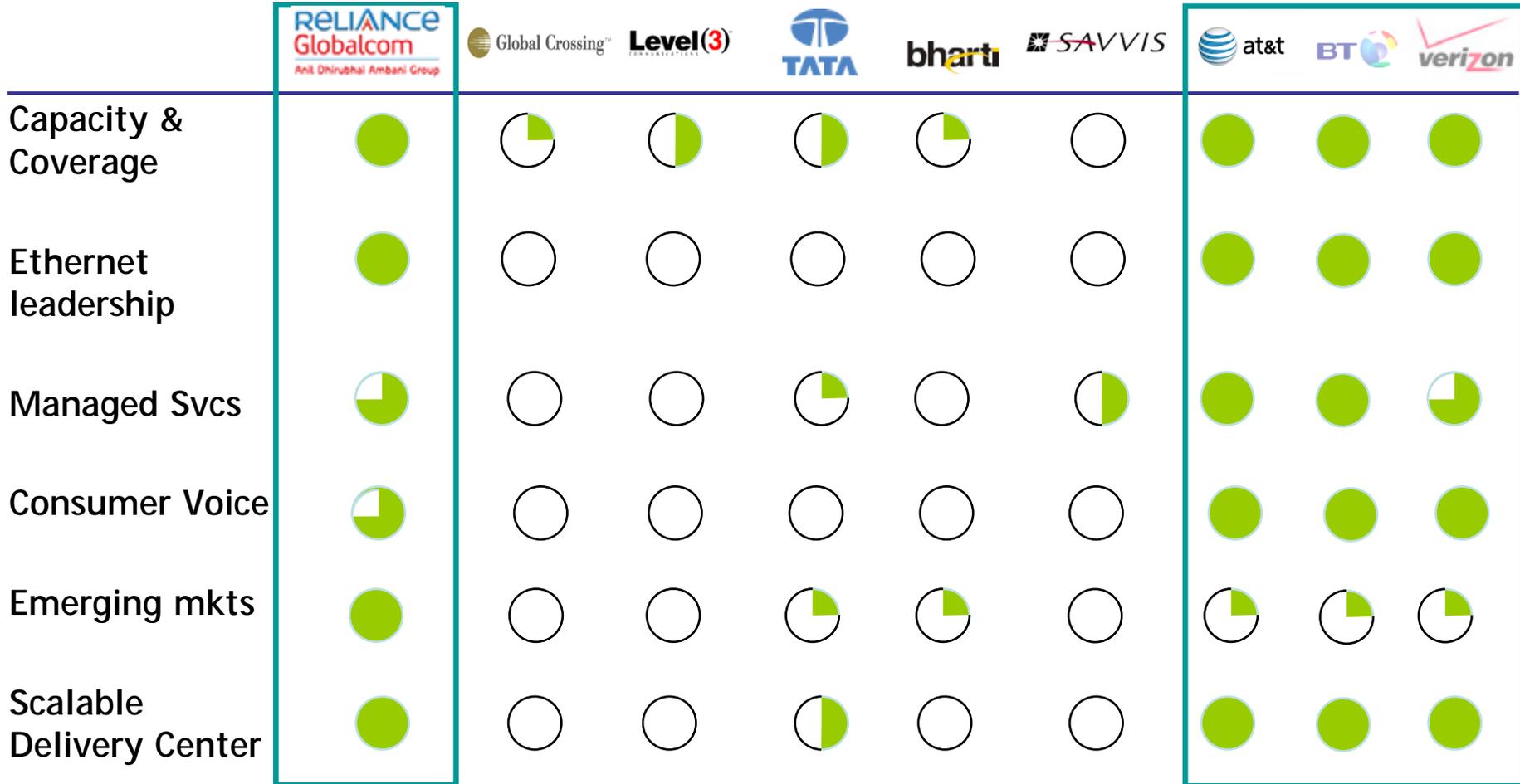
#### ❑ Travel Communication services RELIANCE Passport

- Calling Card
- Global SIM
- Call Transfer service



Addressing the Communications needs of the Global Consumer

## Unmatched our product, customer, and delivery capabilities



**We are comparable with AT&T, BT, Verizon on most Growth Drivers**

# Unique play on the exponential growth of digital application and content distribution spanning developed and emerging markets

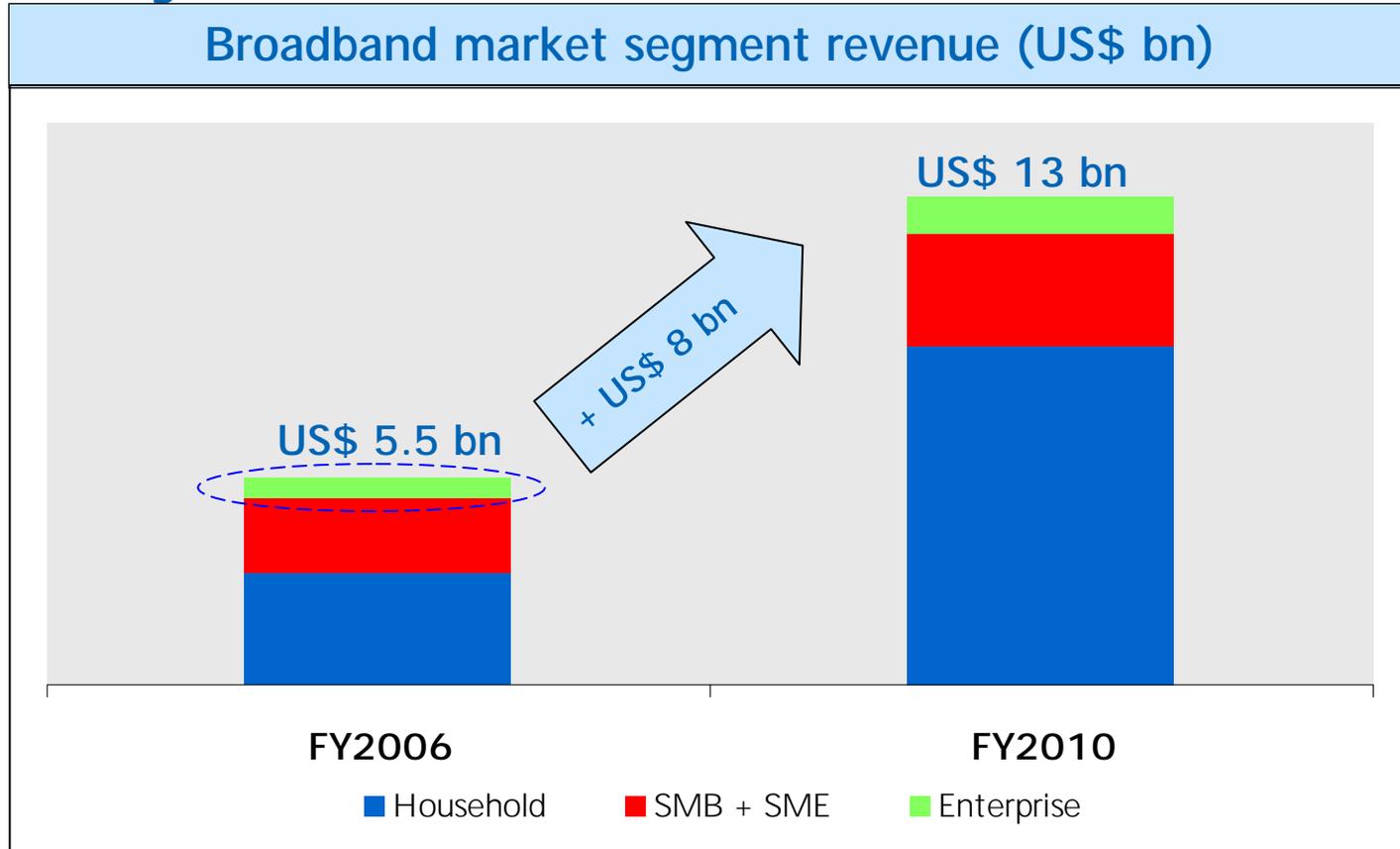
- ❑ Leverage the Assets in ground to introduce new services in Vertical Stack with marginal investment
- ❑ Spectrum Bank in Emerging Markets
- ❑ Close to Customer and understanding of Culture

Well positioned to be among Top 5 global players

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## Underserved market: Provides strong growth opportunity

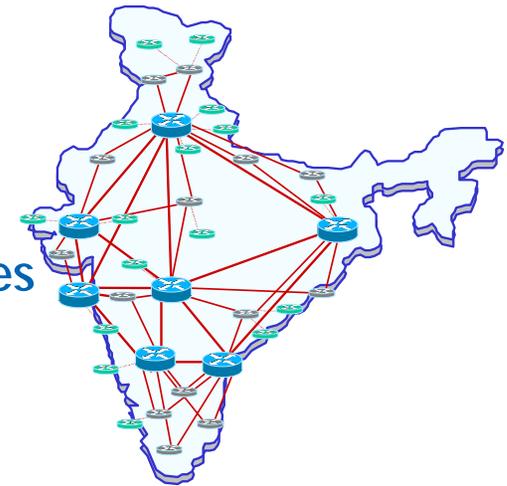
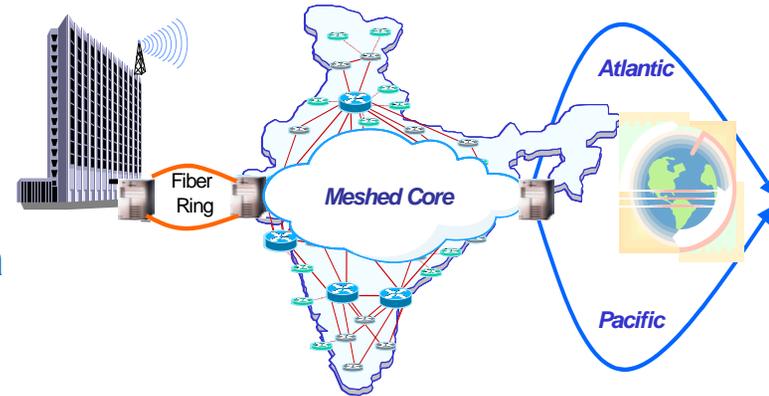


Source : Industry Report

Indian Market to grow by US\$ 8 bn in the next 3 years

## RCOM: Best positioned to drive growth

- ❑ > 850,000 buildings in top 44 cities to our fiber network in 365 Biz Districts
- ❑ Largest capability in an all IP MPLS enabled Core network to serve > 7.5 mn Voice & Data customers
- ❑ Most comprehensive range of products & service in Voice, Data & IT infrastructure services → **"The Edge"**



### Who do we Serve

- ❑ Servicing over 870 of top 1000 top Enterprises
- ❑ 250 MNCs
- ❑ 50,000 SMB businesses
- ❑ Over 1 mn access links

India's leading provider of enterprise services

## Access to state of the art Network Infrastructure

- ❑ Pan India, Convergence ready broadband network
- ❑ Largest & Integrated with RCOM's nationwide/global network infrastructure
- ❑ Largest MPLS enabled core data network with multi-modal traffic capability
- ❑ Resilient network delivering highest uptime across industry
- ❑ Supported by 24X7 NOC and integrated backend systems



**Size, architecture and capabilities unmatched in the industry**

## 850 of Top 1,000 Indian enterprises are our customers

### FMCG Segment

Logos of FMCG companies: Hindustan Unilever Limited, P&G, Colgate, Godrej, asianpaints, ITC Limited, Coca-Cola, Life's Good, LG, Dabur, and Samsung.

### Services Segment

Logos of Services companies: Jet Airways, Hyatt, Deloitte, PricewaterhouseCoopers, Amadeus, Lufthansa, DHL, Cox & Kings, The Leela.

### Telecom Operators

Logos of Telecom Operators: China Telecom, Verizon, BT, CNC (China Network), KT.

### FMCG Segment

Logos of FMCG companies: WNS, Wipro, Accenture, Hughes, Yahoo!, HP, Patni, Oracle, Deloitte.

### Services Segment

Logos of Services companies: HDFC, Citi, ICICI Bank, Bajaj Allianz, Standard Chartered, ABN-AMRO.

### Telecom Operators

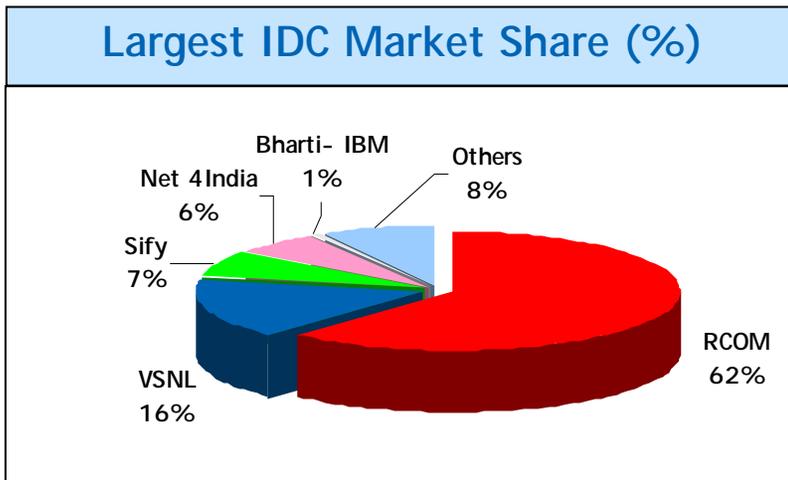
Logos of Telecom Operators: CNBC, Star, Aaj Tak, NDTV.com.

**Winning >50% of new business generated in the segment**

## Established leadership among competitors

Key Strengths
<ul style="list-style-type: none"> <li>❑ Network architecture &amp; capability</li> <li>❑ Superior product suite</li> <li>❑ Telecom + IT Infrastructure (IDC)</li> <li>❑ Most integrated systems</li> <li>❑ Dedicated account management</li> </ul>

Largest Centrex Implementations		
Service provider	Single largest implementation	No of 1000+ lines installation
<b>Reliance</b>	<b>19,500 lines</b>	<b>13</b>
Bharti	1,200 lines	2
VSNL	400 lines	0
BSNL	500 lines	0



Largest MPLS Market share			
Service provider	Sub base	% Market share	Access technology
<b>Reliance</b>	<b>300+</b>	<b>38%</b>	<b>FTTB, LMDS,</b>
Sify	180+	26%	Wireless
VSNL	100+	15%	MMDS, Wireline
Bharti	60+	10%	Wireline
BSNL	55+	8%	Wireline

**#1 service provider in the highest value-added product areas**

## WiMax is our access technology: Fastest subscriber take-up

- ❑ Received spectrum for top 10 cities in India
  - >20K customers acquired in these Mumbai, Bangalore and Pune
  - Will launch services in Delhi, Kolkata, Chennai, Hyderabad, Ahmedabad, Baroda & Surat by May 2008
- ❑ Service offering
  - Business internet for SMEs/SMBs
  - Telecommute packages for work-from-home professionals
  - Basic internet package for high-end residential users



WiMax complementary with enterprise services operating on metro ethernet

## Reliance Internet Data Centers (IDC)

- Reliance Data Centers are specialized facilities that host complex array of IT hardware running Mission-critical software applications of its Customers
  - Extremely robust physical structure
  - Very High Power & Cooling requirement
  - Carrier Neutral, terminating all Telecom Networks including Public Internet
  
- Overall, extraordinarily reliable, physically secure, highly scalable and automated structures to offer 100% uptime to customers' business applications.



## IDC: > 60% market share in India

- ❑ Six data centres with level 3 + accreditation – more than 2,60,000 sq ft of facilities space
- ❑ Hosting > 20,000 systems and > 1400 terabyte of information
- ❑ Geographic redundancy
- ❑ Wide & complex application hosted
  - Core Banking, ATM/ Internet Banking
  - Complex ERP/ SAP Applications
  - Complex Intranet/ Customized Apps.
  - Large Messaging Applications



**Largest in India by a long way**

## Full service Telco

- **Cover all customer segments**
  - Consumer
  - SMB
  - Enterprise
  
- **Service Providers covering full spectrum of services**
  - Wireless – Mobility, Data connectivity, Internet
  - Wireline – MPLS, Leased line, Internet
  - Hosting – Data centres, DR backup
  - Global connectivity – IPLC, Global MPLS
  - Collaborative – Audio conferencing, video conferencing
  - Entertainment – IPTV

**Fairly strong Enterprise Product Profile**

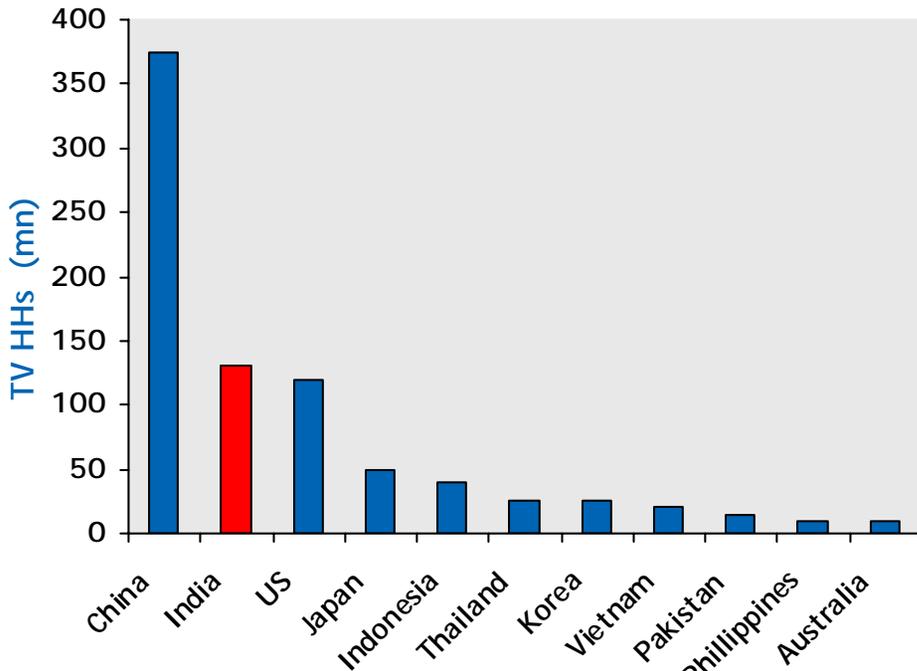
## Key takeaways

- ❑ **India's leading provider of Enterprise services**
  - >50% Market share
  
- ❑ **Built competitive advantages on State of the art infrastructure**
  - 3-4 times over next competitor
  
- ❑ **Largest IDC capacity in India**
  - will be among the top 3 in the world by March 2009
  
- ❑ **Fastest WiMax growth till date in India**

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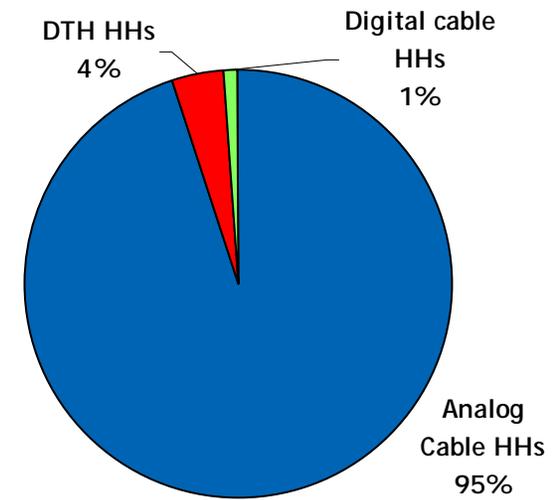
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## Target one of the largest + fastest growing pay TV market globally



- ❑ India's TV viewership is 2<sup>nd</sup> largest in the world at 120 mn HH
- ❑ Total TV Penetration of 54% in India is among the lowest

>30% total HHs are served on C&S in India, mostly Analog



- ❑ Addressability driving shift from analog to digital
- ❑ Industry expects DTH HHs share of total C&S HHs to reach 40% vs 36% for analog cable, in FY15

Potential to become one of the largest Pay TV markets in the world

## Big TV (DTH) - to be launched shortly

### □ Key service differentiators

- More channel choice
  - Pure Digital viewing
  - 32 Cinema channels
  - Easy program guide
  - Quick channel select
  - Interactive applications (iNews, iGames, iCricket, etc)
  - Superior Mpeg 4 technology
- Pioneering HD Experience in India
- Pioneering DVR - "Watch when you want"



Digital viewing experience will create revolution in TV entertainment platforms

## BIG TV Interface: A league apart

**BIG TV SELECT (Mosaic)**



- Browsing through Mosaic of video stills
- One click direct access to TV channels
- Audio streams
- Current events short info description
- Display & manage advertising banners
- Possible link with PPV application

**Zapper Guide**



- Now & Next programs of current channel
- Browsing of TV/radio channels
- Access to PPV application
- Parental code
- Preferred audio/subtitle language selection

**Guide (EPG)**



- Programs List information up to 7 days
- Search engine from 3 to 7 criteria
- Auto tune
- Reminders
- Favorite lists
- Parental code
- Advertising banners
- Access to PPV Application
- Graphics & animations

**Cinema (PPV)**



- Integrated catalog of PPV programs
- Preview & order windows
- Different Buying procedures
- Management of purchase code
- Parental control

Intuitive and intelligent viewer interface makes it easier and faster

## Product miles ahead of any competing platform

	<b>BIG TV</b>	Dish TV	Tata Sky	DD Direct
No. of video channels	<b>240+</b>	140+	120+	40+
Technology	<b>MPEG 4</b>	MPEG 2	MPEG 2	MPEG 2
Exclusive movie channels	<b>Up to 32</b>	Up to 6	Up to 6	NA
Flexibility to select package	<b>Completely</b>	Partly	NA	NA

### □ Big TV Advantages

- Only platform to offer both prepaid & postpaid services
- Largest choice of Channels
- Latest technology
- Largest number of exclusive movie channels (Pay-per-View Movies)
- Best flexibility & choices for monthly subscription
- Easy to navigate

**Technology + Content leadership = Greater choice & flexibility to customers**

## Leveraging Existing Infrastructure to maximise value

### ❑ Infrastructure

- Co-location of Broadcast centre, Up-link infrastructure, Call centre Operation support systems

### ❑ Billing & Collection, Business Processes

### ❑ Sales and Distribution

- Reliance Web World, Web World Express, Direct Selling Agents and other trade associates
- Largest distribution network of 2,000 exclusive retail stores & >500,000 third party retailers

### ❑ Leverage existing skill sets and common support functions

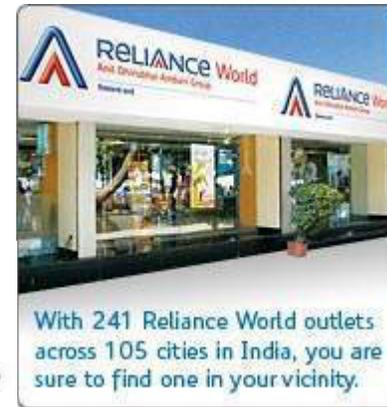
### ❑ Access to content from group companies like Adlabs, Zapak, Big Broadcasting, Big FM, etc.



### Billing System



### Web World



Uniquely positioned as strong synergies gives tremendous leverage

## IPTV services – to be launched initially in metros



- ❑ IPTV to provide interactive TV & Video services using our existing Metro Ethernet network
- ❑ To leverage last mile connectivity of over 1Mn buildings
- ❑ Exclusive alliance with Microsoft for Indian market
- ❑ First and only HDTV in India

India's first multiplay platform to offer voice, data & TV entertainment

## Key takeaways

- ❑ **At the forefront of the world's largest opportunity in the home entertainment sector**
- ❑ **Similar to mobility inflection in 2003, Home Entertainment is on the verge now**
  - 225 mn H/H, 120 mn TV H/H, almost 75 mn C&S H/H
  - but with a minimal 5 mn DTH penetration presents a huge opportunity for Big TV
- ❑ **Consumer needs of 'when to watch/ what to watch' driving the DTH & IPTV segments**
- ❑ **Regulatory changes in our 'sweet spot'**
- ❑ **Only Integrated Entertainment and Only Integrated Telecom Player in India**
  - capable of doing multi-tier bundling to offer voice + wireless data + video services
- ❑ **Building operating efficiencies by leveraging RCOM/Group advantages**
  - pan India retail and distribution infrastructure
  - IPTV launch on metro Ethernet
  - opportunities for cross bundling across insurance, telecom, entertainment and other ADAG segments.

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  - Wireless
  - Infratel
  - Globalcom
  - Enterprise
  - Home
  - **Retail**
- Financials
- Looking Ahead

## The Largest integrated multi-format branded retail entity

- Telecom: CDMA & GSM handsets + airtime + accessories
- Digital Broadband Services, making convergence a reality

	Current	After Expansion
No. of Stores	2,000	5,000 ↑
No. of cities covered	600	1,100 ↑
Sq. ft area	1.1 mn	2.5 mn ↑



## Adding a New Dimension in Retailing – Services Retail

### Mobile Store

- ❑ Sales & Services for Handsets, Airtime & Accessories
- ❑ Handsets of All major vendors + private label devices



### Broadband Services

- ❑ High speed internet, Video conferencing, Gaming, Digital services
- ❑ e-Education, e-Recruitment, Knowledge seminars



### Entertainment

- ❑ Sales & Services of DTH Kit, recharge vouchers
- ❑ DVD on rentals



### Financial Services

- ❑ Sales & service of Life insurance, Mutual funds, PMS
- ❑ Selling Reliance Money products like Online trading



A unique aggregated store-in-store model for host of services

## Who do we serve?

- ❑ **25 mn customer interactions @ retail**
  - 15 mn of Reliance Mobile customers for sales & services
  - 10 mn for other businesses & services
  
- ❑ **Over 1,500 large enterprises & MNC's**
  - for 20,000 hrs of video conferencing / month
  
- ❑ **Over 1,000 SME's**
  
- ❑ **Over 1.5 mn registered Reliance World users of Broadband Center**
  
- ❑ **Usage of 8.5 mn hrs for Internet + Gaming annually**
  
- ❑ **59 National TV channels**
  - for 1000 hrs / month of News Gathering for broadcast

**More customers than any other retailer in this sector**

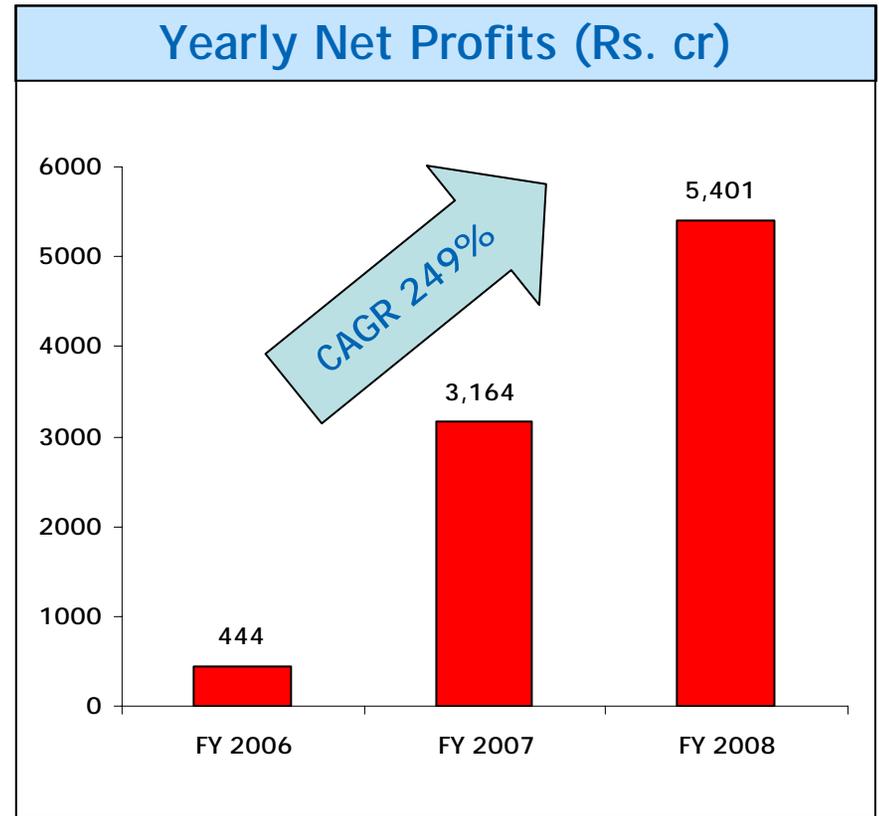
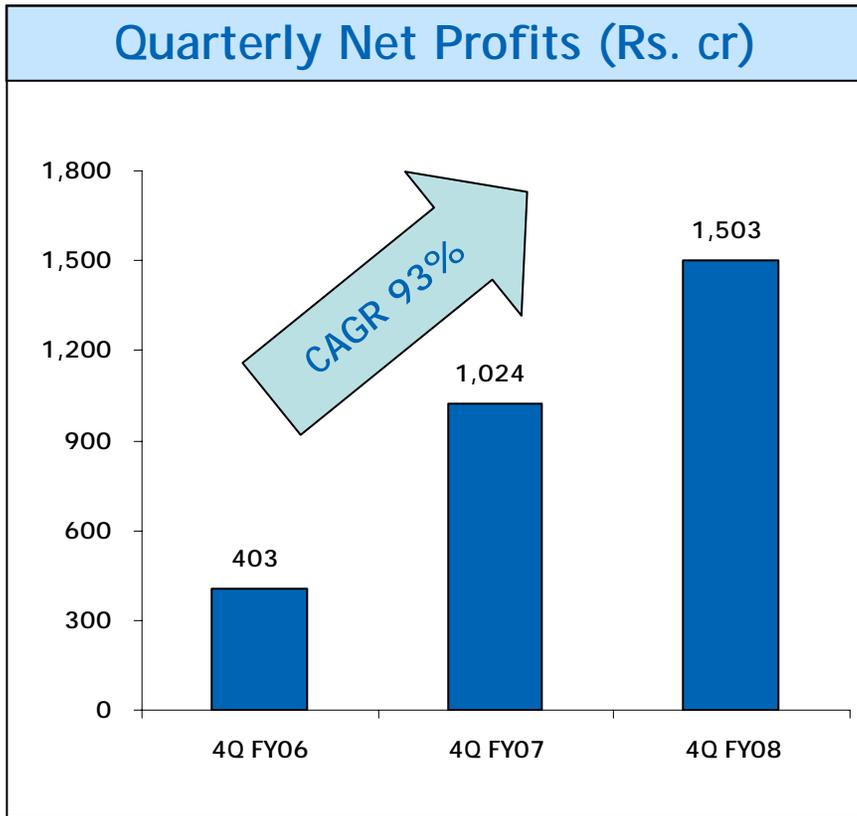
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## Financials

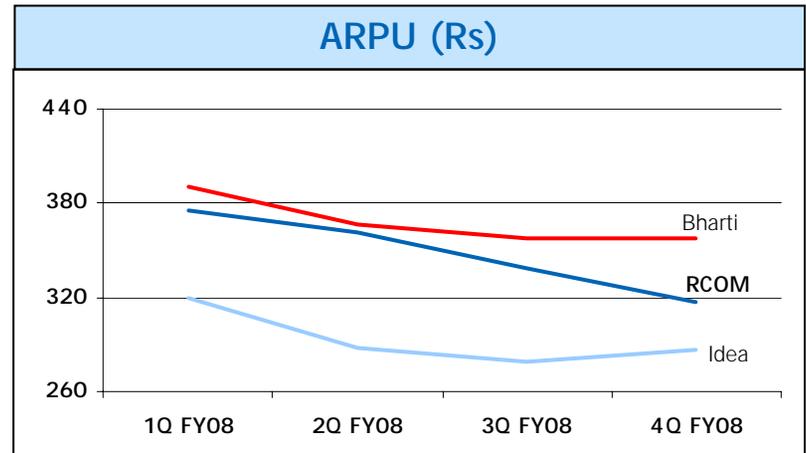
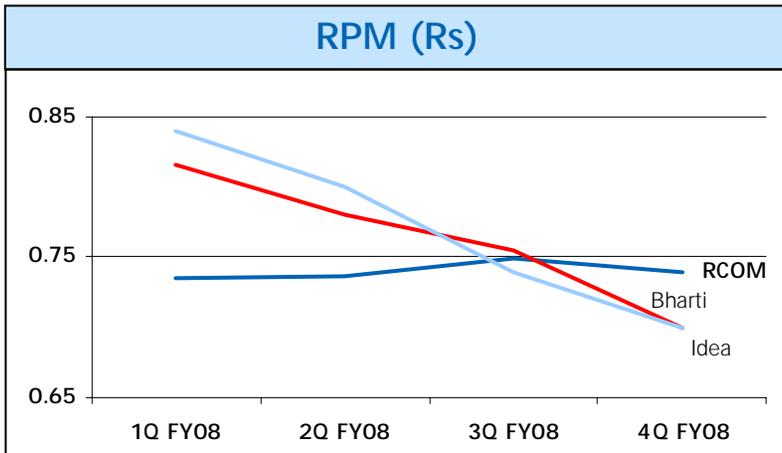
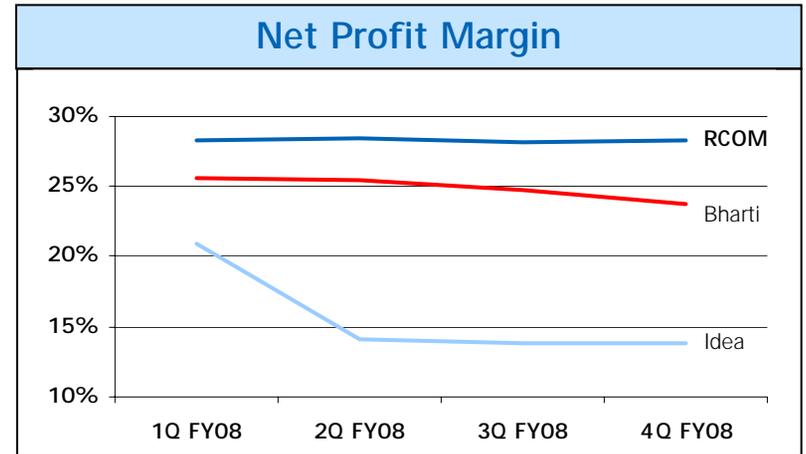
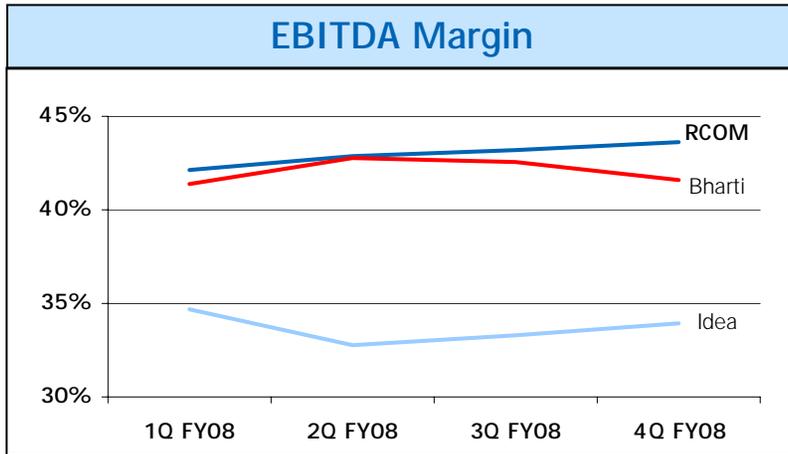
- Looking Ahead

## Consistent Performance



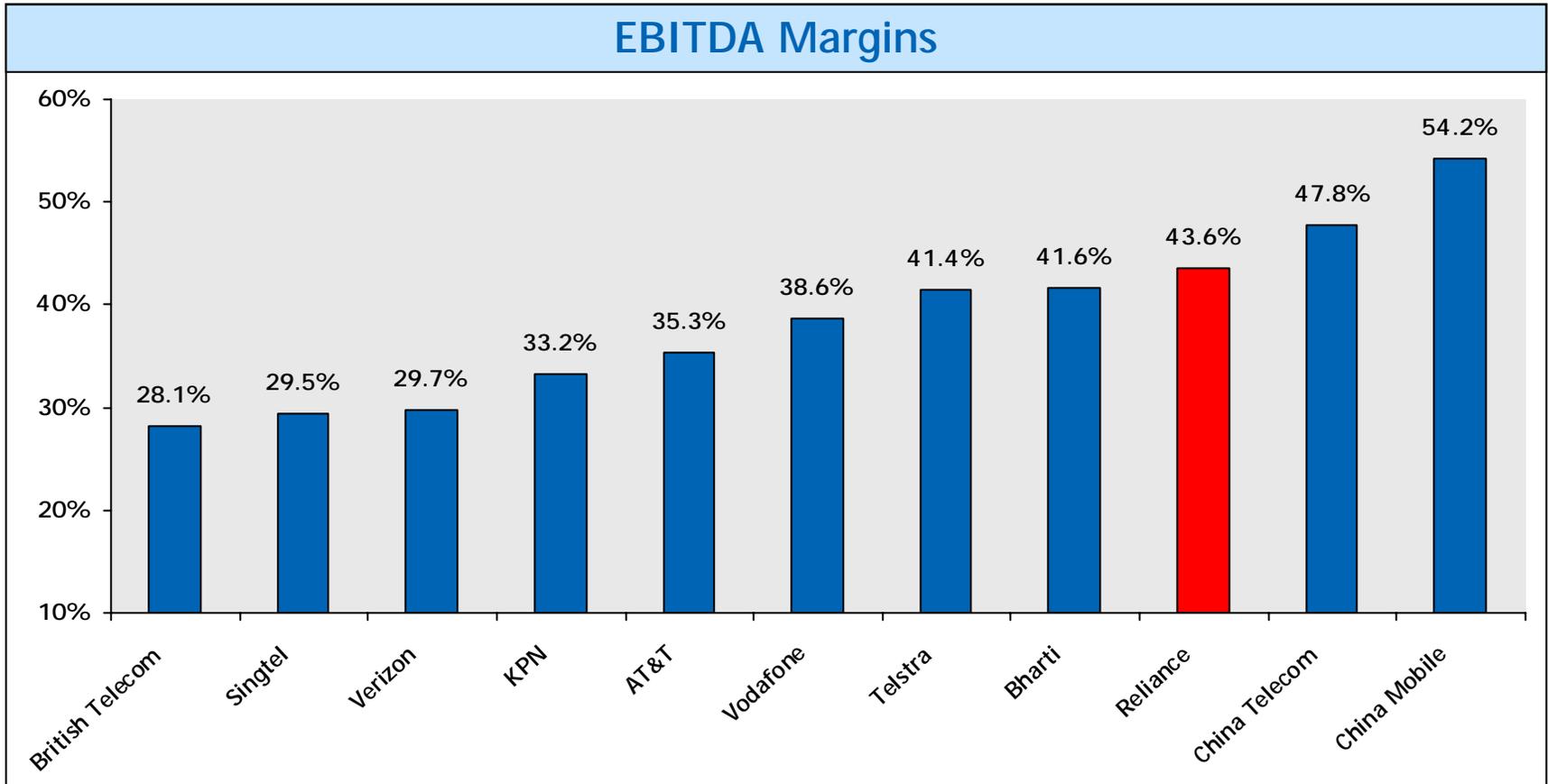
**Net Profit - 12 times in just 2 years**

## Key Performance Indicators



Among the best in Industry

## Among highest EBITDA margins globally...



...despite the lowest tariffs

## Strong Financial Platform

Total Assets		Rs. 73,811 cr
Net worth		Rs. 25,643 cr
Return on Net worth		33.7%
EBITDA Margin		43.6%

...Net debt to equity at 0.39 – potential to borrow US\$ 13 bn for growth

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Looking Ahead

## RCOM: Looking Ahead

- ❑ RCOM will have world's largest network covering one billion people in more than 23,000 towns and 500,000 villages including national & state highways
- ❑ Continue expansion to high growth – DTH, Retail, BPO, IT services – exploiting internal capabilities
- ❑ Continue to explore global M&A opportunities to further fuel growth on back of disciplined investment strategy
- ❑ RCOM is the most profitable telecom company in India with EBITDA margin of over 43%
- ❑ RCOM has an underleveraged balance sheet with the ability to finance future growth through debt

**Strong journey of growth continues ...**

Thank you