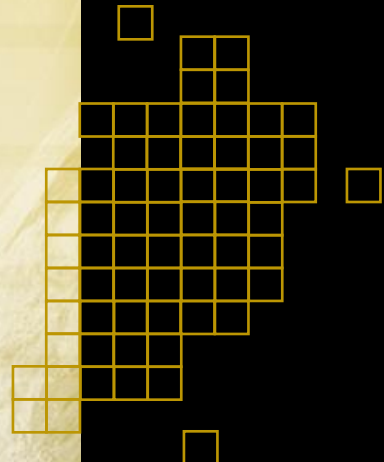




# 2011 Pioneering *the way*



Commercial and  
technology day  
-Insight into a dynamic  
industry

11 November 2011



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# Agenda

Day overview and context

Debbie Millar

Group Executive: Treasury, IR and funding

Commercial Overview

Christian de Faria

Group Chief Commercial Officer

Technology Overview

Martin Lamprecht

Special Projects – Group Technology

MTN South Africa

Karel Pienaar

CEO MTN South Africa

MTN Business

Angela Gahagan-Thomson

Managing Director MTN Business

# MTN vision

To be the leader in telecommunications in emerging markets

Convergence and operational evolution

Leverage existing footprint and intellectual capacity

Consolidation and diversification

Increased competitiveness

Best practice

Hub and cluster

Diversification

Procurement synergies

Skills optimisation

Brand

Value proposition

**Execution excellence**

# MTN vision

## Unpacked

To be the leader in telecommunications in emerging markets

Convergence & operational evolution

Drive new revenue streams: data and high end services

Leverage existing footprint & intellectual capacity

Drive new business models through cost efficiencies: brand, product, procurement (global and local)

Consolidation & diversification

Opportunistic opportunities: in-country, regional as well as in new regions

Able to balance growth with increasing returns to shareholders

# Group strategic considerations

## Strategic considerations

- Leverage revenue and cost optimisation opportunities
- Evolve the business model to support ICT convergence
- Leadership and market share remains a priority

## Rollout

- Increase short term pace of network investments and rollout
- Upgrade and optimise networks to maintain quality and meet increased demand

## Shareholder returns

- Dividend payout ratio policy of 65%
- Continue to investigate options to improve returns to shareholders



# In context

		South Africa	Nigeria	Ghana	Iran	Syria
Revenue mix (%)	Outgoing voice	52.5	80.3	71.5	52.2	78.1
	Incoming interconnect	16.2	11.7	22.3	22.6	7.6
	Data	11.2	2.3	2.0	2.3	5.4
	Sms	7.1	3.2	2.3	20.2	6.3
	Other	13.0	2.5	1.9	2.7	2.6
Products	MTN Zone	✓	X	✓	X	✓
	Mini Opera browser	✓	✓ (trial)	X	X	X
	Mobile money	✓	✓	✓	X	X
	ISP	X		ISP services	X	Yes
Technology	2G	✓	✓	✓	✓	✓
	3G	✓	✓	✓	X	✓
	Other	LTE trials			Wimax	
Penetration (%)		112	50	74	99	45

# Commercial overview

**Augment voice offerings**

**Growing mobile data profitably**

**Customer centric**

**New services/mCommerce**

**Evolving into a fully fledged ICT player**

# Technology overview

**Strategic objectives**

**Evolving voice and data technologies**

**Operational Excellence**

**Shared services**

**ICT technology strategy**





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Thank you



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