



Convergence to Casablanca 2007

SAMENA Conference

friendi [frêndi] - "my friend"

friend - a person whom one knows, likes and trusts; one that is part of the same nation, party or group

-i = Arabic linguistic method of attaching ownership or association to something





FRIENDi mobile Summary

FRIENDi mobile is regional and local:

FRIENDi mobile is headquartered in Dubai Internet City and is establishing local offices regionally

FRIENDi mobile is solid and here to stay:

Funded by leading global and regional IT & Telecom investors

FRIENDi mobile has an experienced management team:

100+ years of experience from leading global and regional operators and MVNOs:





FRIENDi mobile

Launch preparations well underway

FRIENDi mobile has invested significant human and financial resources in commercial and technical/IT preparations to reduce time-to-market.....



- ☑ Experienced management team ready
- ☑ Full MVNO platform already running in region
- ☑ Business processes designed and supported by systems
- ☑ Launch offer defined and under technical implementation
- ☑ Pan-regional content partnerships

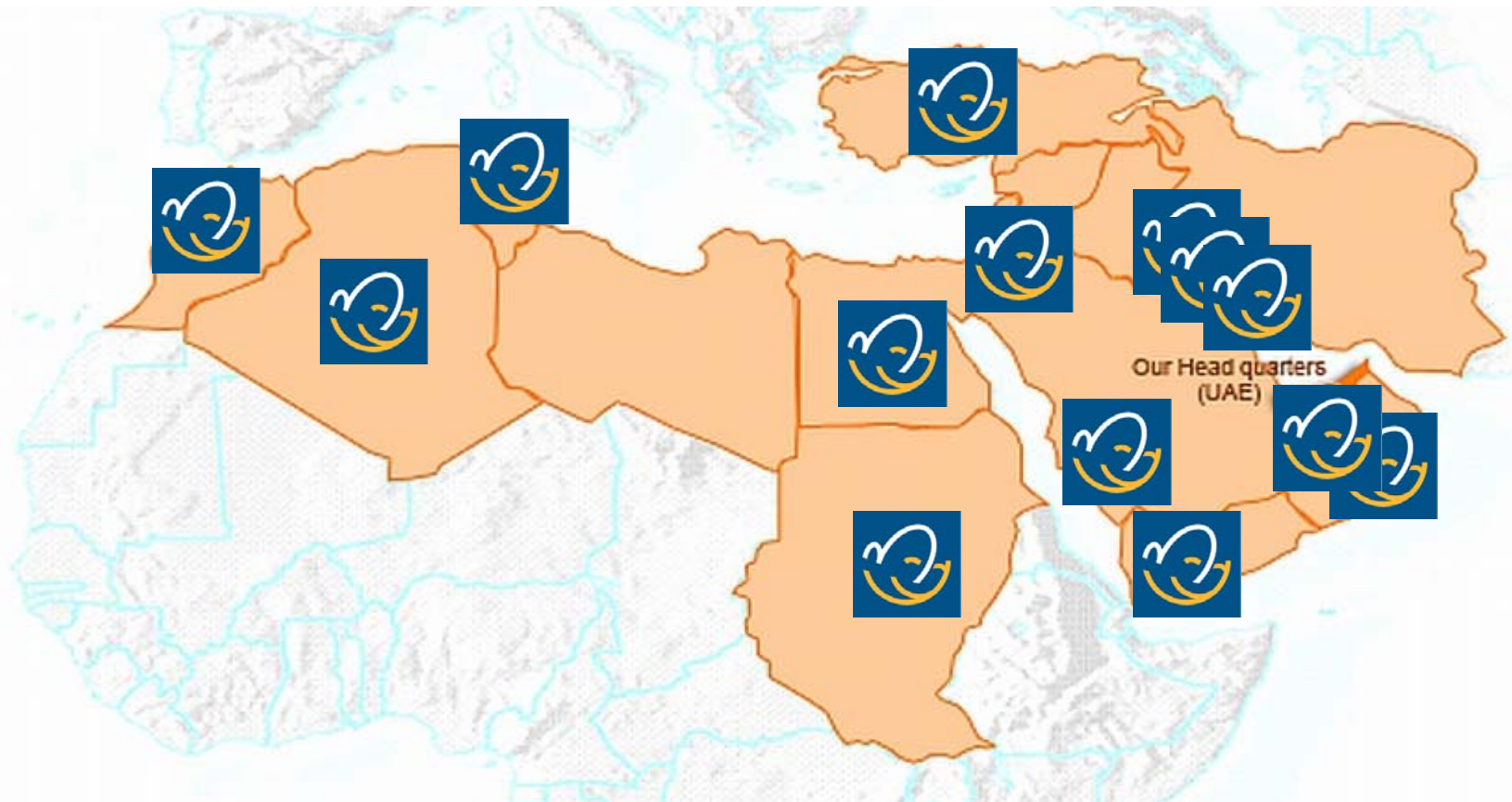




FRIENDi mobile

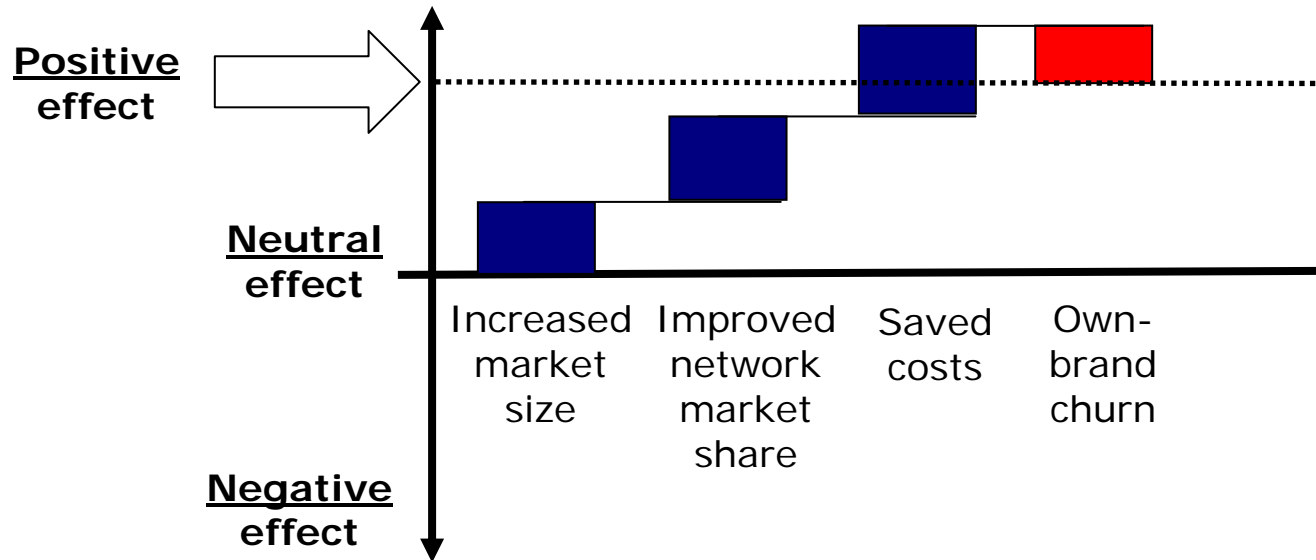
Pan-regional footprint and synergies

FRIENDi mobile is establishing a pan-regional footprint and preparations are underway in 14 countries across the MENA-region...



MVNOs add value as partners to mobile operators via:

- The ability to target specific sub-segments more effectively, growing the overall size of the market
- Improve network market share of operator, adding traffic on the network
- Manage customer facing functions more efficiently, so the mobile operator can save costs





The 18 countries in Western Europe with 394 million mobile subscribers (i.e. 98.8% penetration) are served by 63 MNOs and 209 active MVNOs, 3.3 MVNOs per MNO.

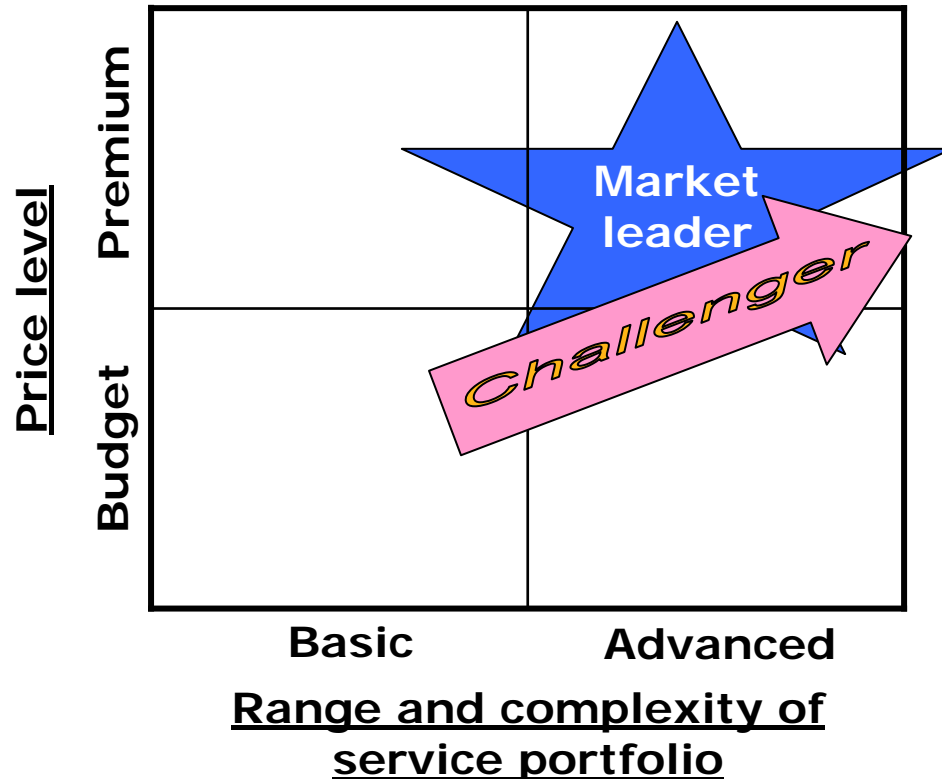
Most active operator groups : T-Mobile (19 MVNOs in 3 countries) and Orange (15 MVNOs in 5 countries).

Country with the highest MVNO market share: Netherlands with 3.05 million customers (18.3%) served by MVNOs

188 of the 209 MVNOs (90.0%) are independent of ownership from any retailer and are using indirect distribution

Successful operator/MVNO strategy I

For operators in a challenger position a partnership with MVNOs provide an opportunity to improve network revenue and utilisation at a marginal cost that is (almost) zero

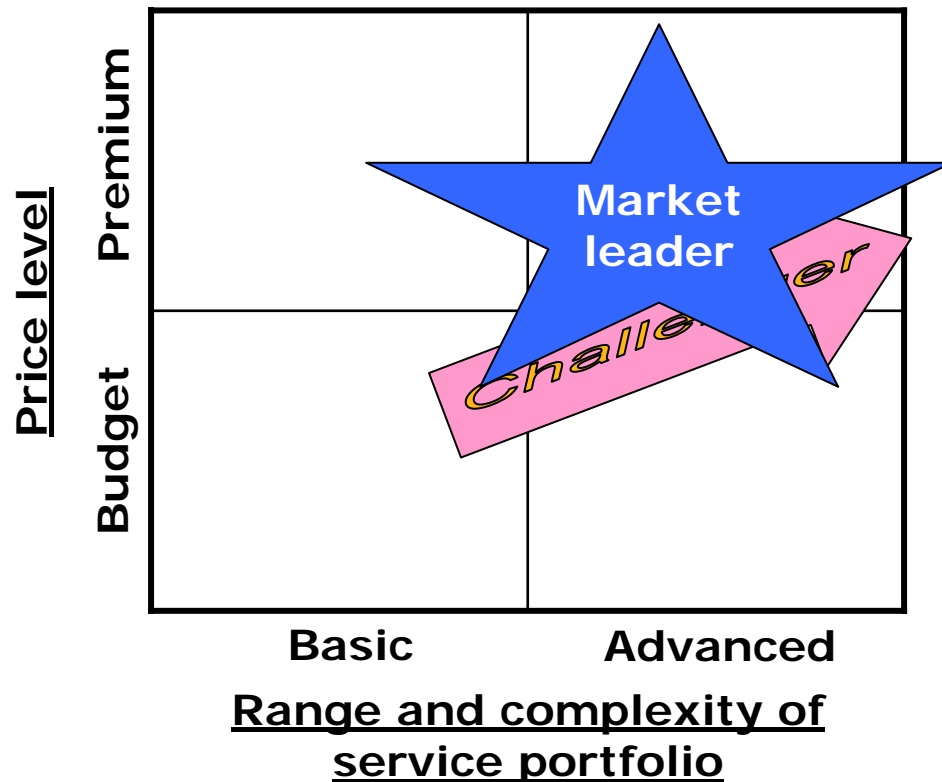


- Challenger Issues:**
- How to get better capacity utilisation on network and improve returns on CAPEX.
 - How to grow market shares without destroying market value in a price war.
 - How to manage upwards positioning move to higher ARPU customers



Successful operator/MVNO strategy II

For operators in a market leader position a partnership with MVNOs enable a portfolio strategy where multiple brands defend the operator network market share

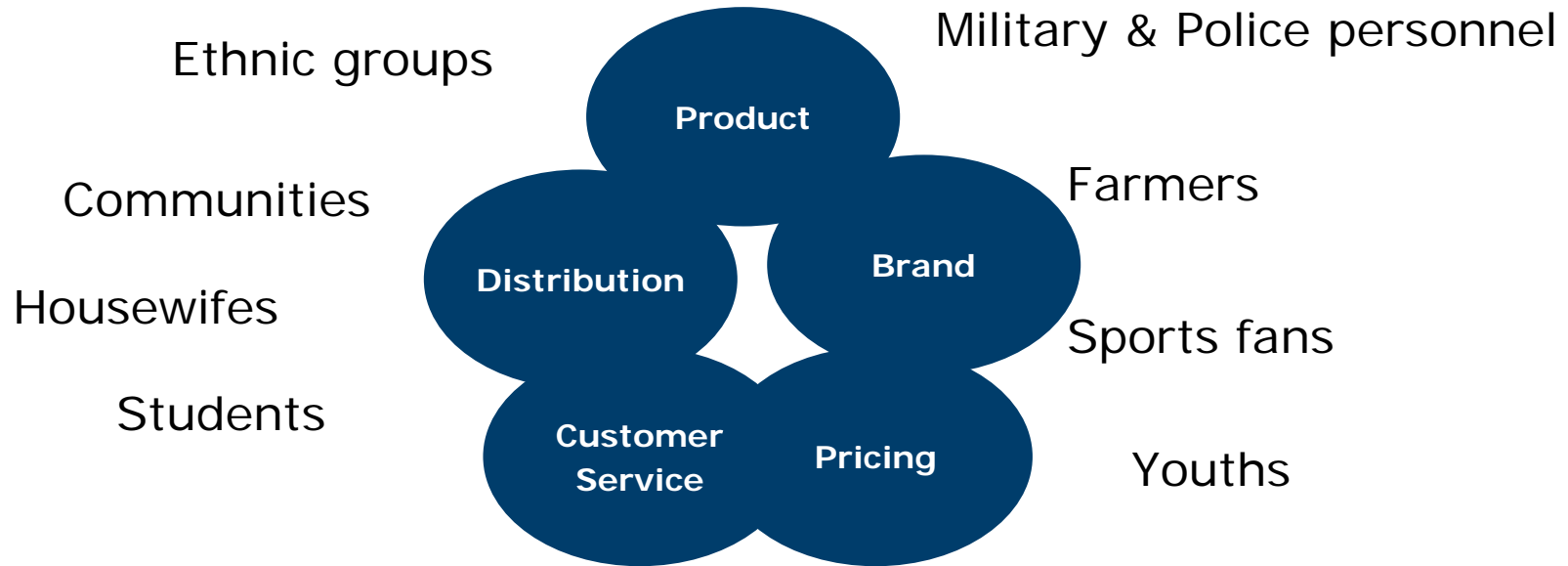


- Market Leader issues:**
- How to be successful in price-sensitive segments without eroding ARPU for high-end segments?
 - How to manage targeted offers to smaller segments within a market leader organisation that is set up to exploit scale advantages
 - How to avoid stretching brand when serving both high and low-end customers



Products & customer offer

Meeting the customer needs



Particularly in the areas of Communications and Services, a targeted approach to more accurately match the customers lifestyle and interests has been empirically proven to significantly improve customer satisfaction and service usage



- MVNO's have proven successful over the past five years around the world by offering focused end-to-end propositions to sub-segments, but remain in a niche position with only 10% of customers even in Western Europe
- Partnerships with MVNOs make sense for operators in both a challenger and market leader position, and MVNOs add value via growing revenues and managing costs for operators
 - It is not a matter of IF there will be MVNOs arriving in the MENA region, it is only a matter of WHEN and FRIENDi mobile hope to launch the first in 2008

