

16 September 2020

#### National Stock Exchange of India Limited "Exchange Plaza", Bandra - Kurla Complex, Bandra (E), Mumbai – 400 051

**BSE Limited** Phiroze Jeejeebhoy Towers, Dalal Street, Mumbai – 400 001

Dear Sir,

Sub: Investor Presentation

Ref: "Vodafone Idea Limited" (IDEA / 532822)

Pursuant to Regulation 30 and 46 of the SEBI (LODR) Regulations, 2015, enclosed is the corporate presentation being uploaded on the Company's website.

The above is for your information and dissemination to the public.

Thanking you,

Yours truly, For **Vodafone Idea Limited** 

Pankaj Kapdeo Company Secretary

Encl: As above

myvi.in

Vodafone Idea Limited (formerly Idea Cellular Limited) An Aditya Birla Group & Vodafone partnership

Birla Centurion, 10th to 12th Floor, Century Mills Compound, Pandurang Budhkar Marg, Worli, Mumbai - 400030. T: +91 95940 04000 | F: +91 22 2482 0095

#### **Registered Office:**

Suman Tower, Plot no. 18, Sector 11, Gandhinagar - 382011, Gujarat. T: +91 79667 14000 | F: +91 79 2323 2251 CIN: L32100GJ1996PLC030976

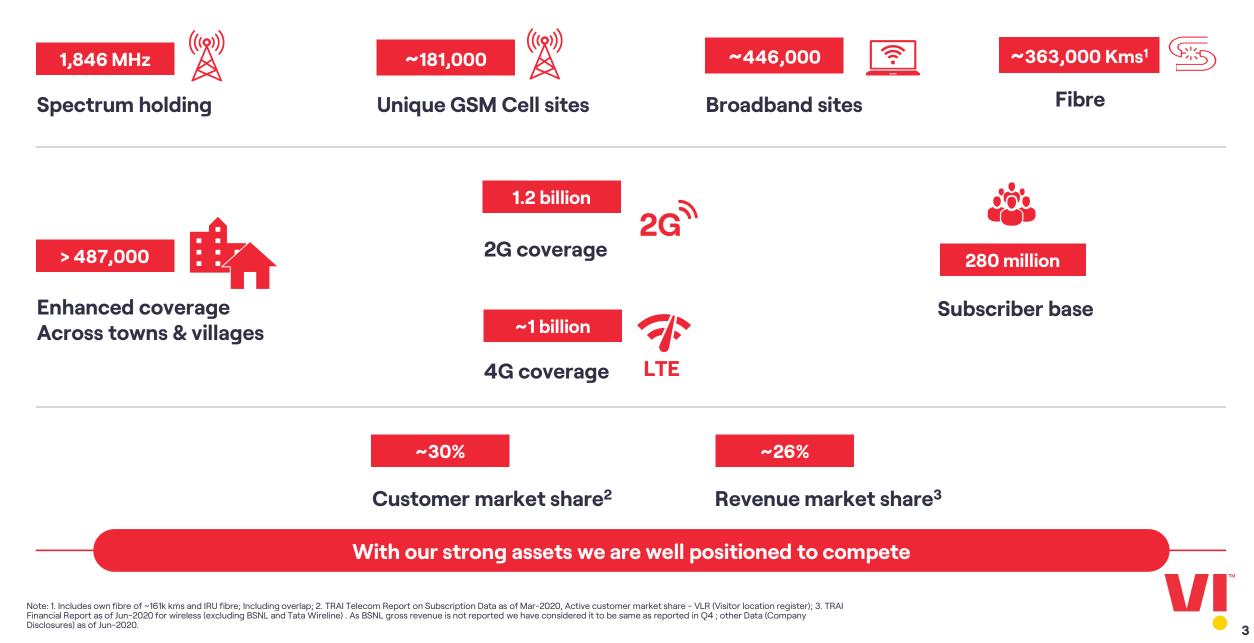


## Vodafone Idea Limited



# Company Overview

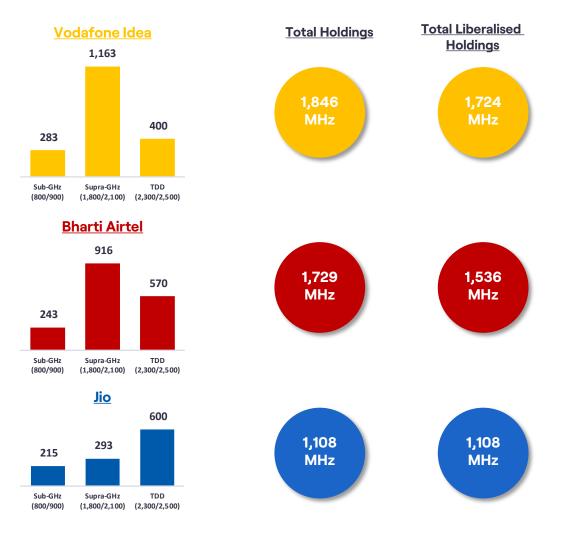
### **Vodafone Idea Limited: An Overview**



### Advanced network leading to superior customer experience

#### Strongest spectrum position

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

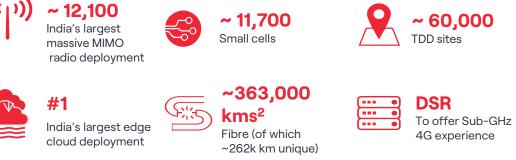


 Highly advanced and extensive network

 4G
 ~ 1 billion

 4G coverage
 181,000

 Unique locations
 Image: Coverage



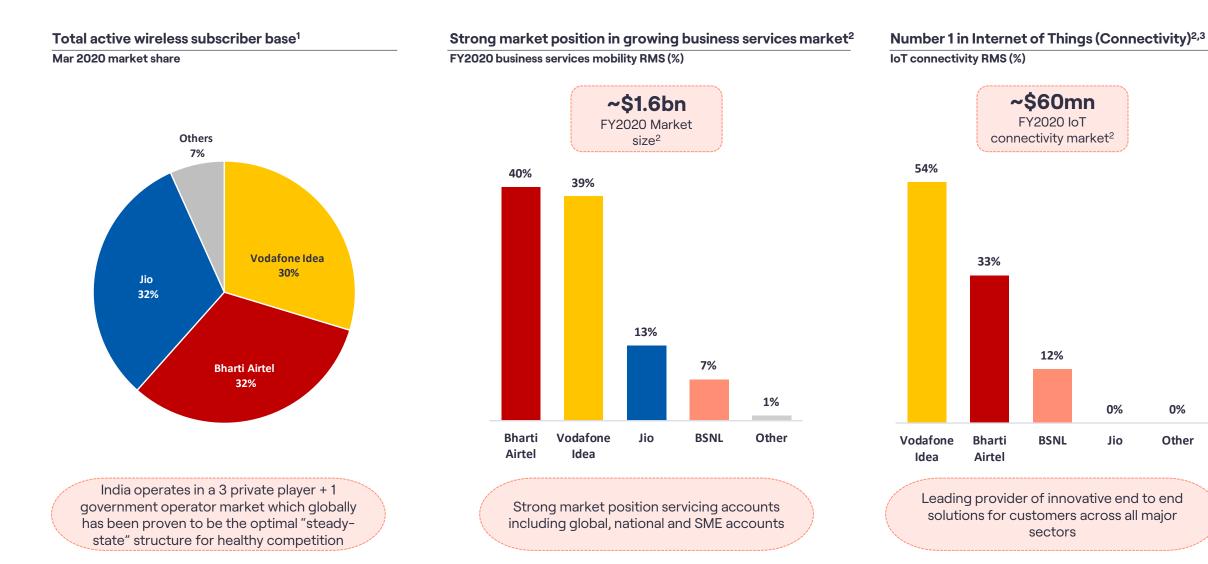
#### Fastest 4G download speeds in select circles and significant growth in data volumes

7 circlesOut of 21 circles including Mumbai and<br/>Delhi3Cf which 15 cities are among top 50 by<br/>population3~13 GB<br/>average data usage by VIL broadband<br/>subscriber4<br/>(amongst highest in the world)~40%<br/>Y-o-Y data volume growth4

~446.000

Broadband sites

### Strong market position in consumer, business services & IoT

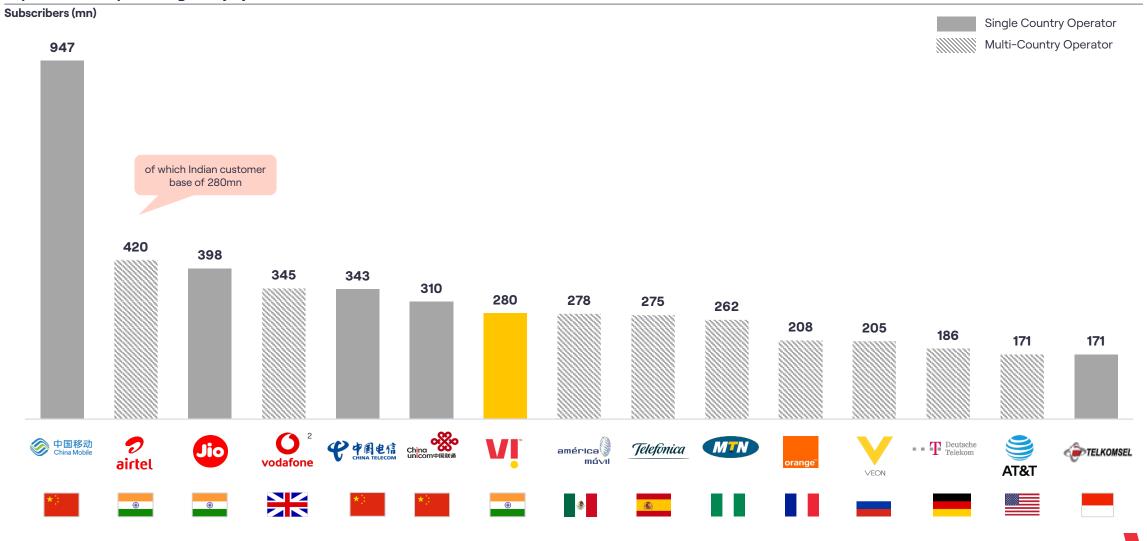


0%

Other

### **Globally scaled subscriber base**

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



Source: Company releases.

1. Based on latest available company filings. Represents subscriber figures across all countries of operations. 2. Vodafone Group includes all of its joint ventures & associates (excluding Vodafone Idea). Including Vodafone Idea subscribers Vodafone would be the second largest wireless operator globally.

### 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 ~280mn 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 ~5mn customers on daily basis
Skilled workforce	Management with global expertise and highly skilled workforce



# Growth Opportunities

### **Enormous growth potential in the Indian telecom sector**

51%

43%

35%

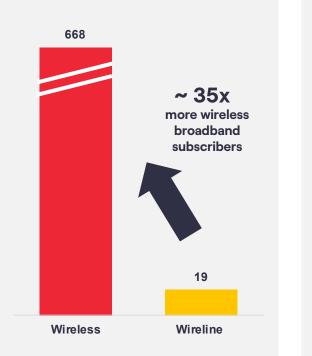
2019

2020

46%

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

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



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

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

Smartphone penetration (%)

42%

22%

2018

4G Penetration (%)

31%

11%

2017

18%

1%

2016

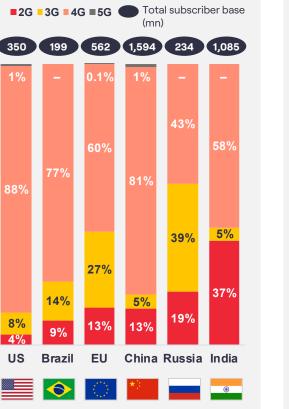
...given a large proportion of 2G/3G subscribers still to migrate to 4G...

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

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

Mar-20 Mar-25

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

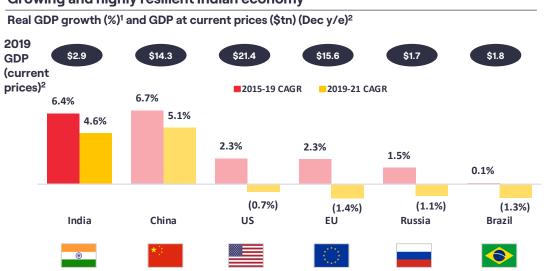


128% 118% 115% 105% 94% 91% 86% 74% 72% 73% 68% 46% Russia Brazil China US EU India

1. Source: TRAI Subscription Report Mar 2020. 2. Source: GSMA Intelligence database

#### Q

### Supported by compelling macroeconomic backdrop...



#### Growing and highly resilient Indian economy

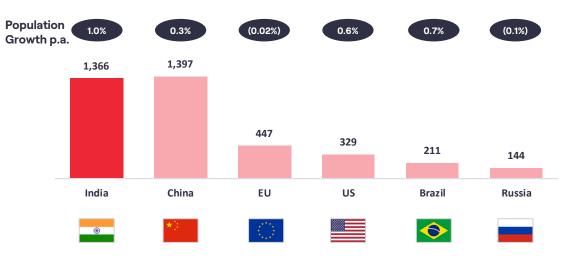
#### Stable and easing inflationary environment

Consumer price index (%) (Dec Y/E)<sup>1</sup>



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

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

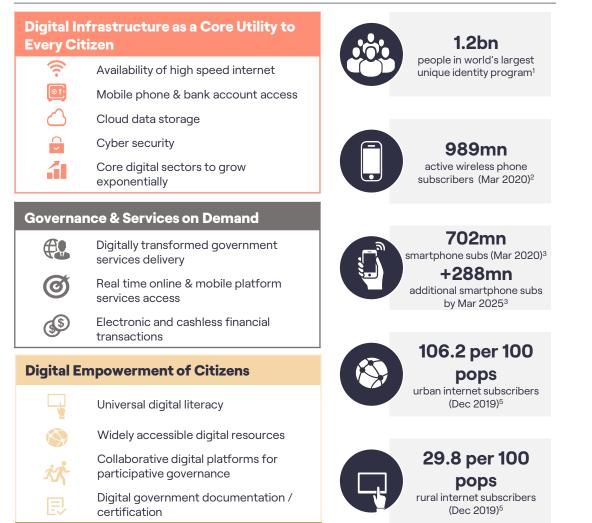


#### Untapped rural population and strong government support driving investments

	Robust demand	~70% of India's population is rural with only 29.8% of rural internet penetration (Dec 2019), which provides an untapped growth potential <sup>2,3</sup>
Advantage India	Policy Support	Strong government initiatives including the launch of National Broadband Mission to provide broadband access to all villages in India by 2022
	Increasing Investment	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...



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





UPI monthly transaction amount

(USDbn)<sup>4</sup>

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



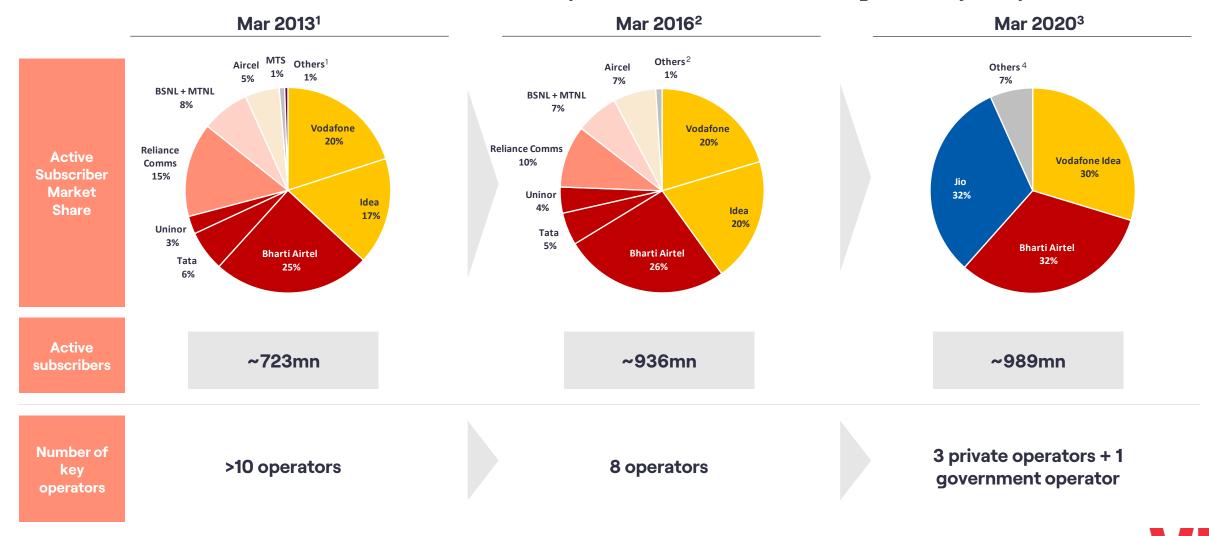
Total smartphone subscribers (mn)<sup>3</sup>



#### Note: FX 1USD=75.5287 INR as at 30 Jun 2020

1. Source: Unique Identification Authority of India, 2019. 2. Source: TRAI Subscription Report Mar 2020 (VLR subs). 3. GSMA Intelligence database. 4. Source: NPCI Database. A Unified Payment Interface (UPI) is an instant real-time payment system developed by National Payments Corporation of India ("NPCI") facilitating inter-bank transaction via a smartphone application. March 2016 data for UPI transactions not available. 5. Source: TRAI Performance Indicator Report. Internet subscribers includes wireless and wireline subscribers. 6. Average data consumption for VIL, Bharti Airtel and Jio as per GSMA Intelligence Database.

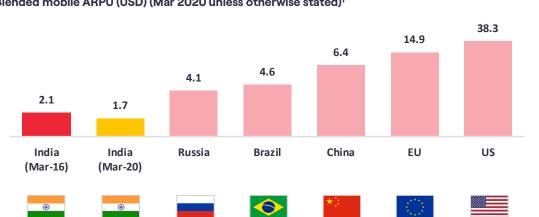
### Indian wireless market is now fully consolidated...



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

1. Source: TRAI Subscription Report Mar 2013 (VLR subs). Others includes Videocon, HFCL and Loop. 2. Source: TRAI Subscription Report Mar 2016 (VLR subs). Others includes MTS, Videocon and HFCL. 3. Source: TRAI Subscription Report Mar 2020 (VLR subs) Vodafone India and Idea Cellular merger closed Q3 2018. Bharti's merger with Tata closed in Q1 2018. 4. Representative of BSNL / MTNL (India's government owned telecom providers) and with only 0.001% held by RCom.

### ...providing clear runway for market repair



Significant growth potential for Indian ARPU

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

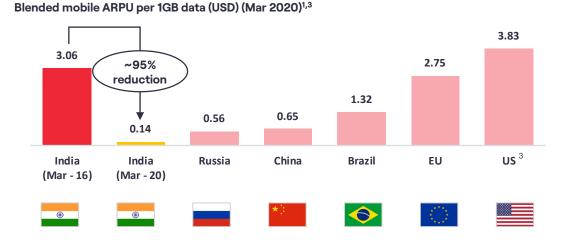
#### Clear signs of increasing ARPUs and decreasing market churn

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

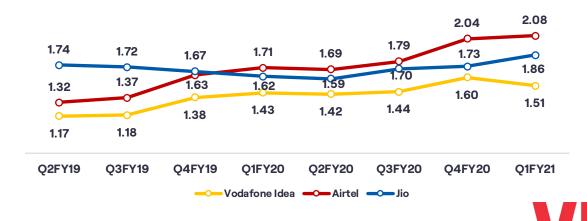
Churn (%) (Mar v/e)<sup>2</sup>



Currently India offers one of the cheapest data in the world



Untapped rural population and strong government support driving investments ARPU (USD)4



1. Source: GSMA Intelligence database based on spot USD FX. 2. Source: Quarterly company filings and media releases. Reported monthly churn for VIL, Bharti Airtel and Jio weighted by its quarterly subscriber base. 3. Source: EU data consumption based on country wise latest available information from OECD database (Dec 2019 data). US data consumption proxied by North America data consumption per subscriber and China data consumption from Mobile Economy 2020 report (Dec 2019 data). Average data consumption of operators within respective regions as per GSMA Intelligence Database. 4. Source: Quarterly company filings based on spot FX 1USD=75.5287 INR as at 30 Jun 2020.

## **VIL Strategy**

V

### **Vodafone Idea Strategy**

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Focused network investments for superior customer experience

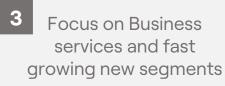


- Investment focused in 16 circles to improve competitiveness in priority markets
- 4G coverage and capacity expansion to enhance customer experience
- Deploying an array of 5G concepts and technologies (like Cloudification of Core, DSR, Massive MIMO, Open RAN etc)

Market initiatives to drive ARPU improvement

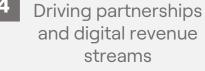


- Build consumer preference and Trust with the launch of the new Brand and messaging architecture
- Drive Salience around the new integrated network
- Scale up the proportion of high ARPU subs through a focused 4G device agenda
- Build a superior consumer experience through a large scale Digital focus





- 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



Deep integration to deliver

differentiated Telco +

experience & value for

partners and customers

Create Data monetization

• Partner the digital India

agenda via Access, Data &

capabilities

Affordability

opportunities using platform



5



Cost optimization to

- 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

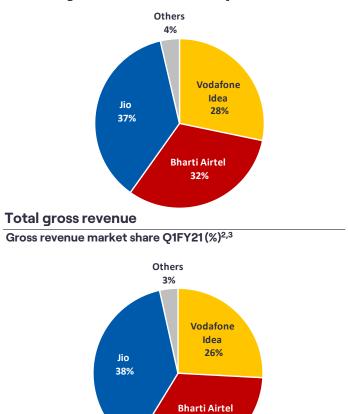
**Enhanced Customer Experience and Partnerships to Drive Cash Generation and Faster Deleveraging** 

15

### **Competitive market position**

#### One of the leading players in 16 priority circles

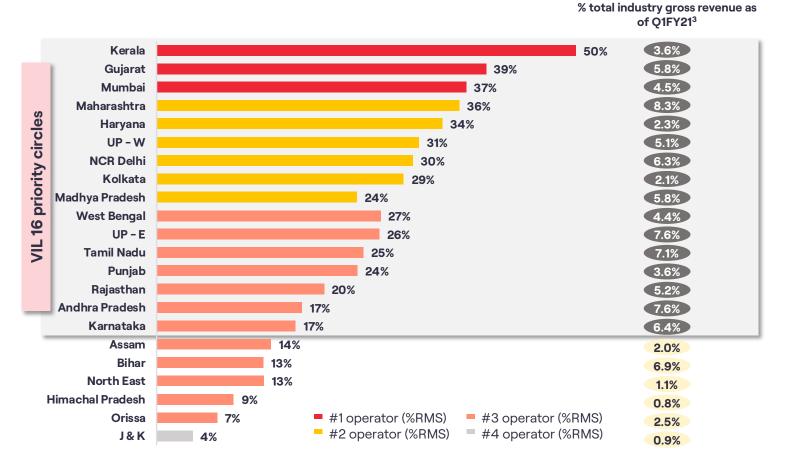
Combined gross revenue market share Q1FY21(%)<sup>1,2,3</sup>



33%

#### Strong position in 16 priority circles

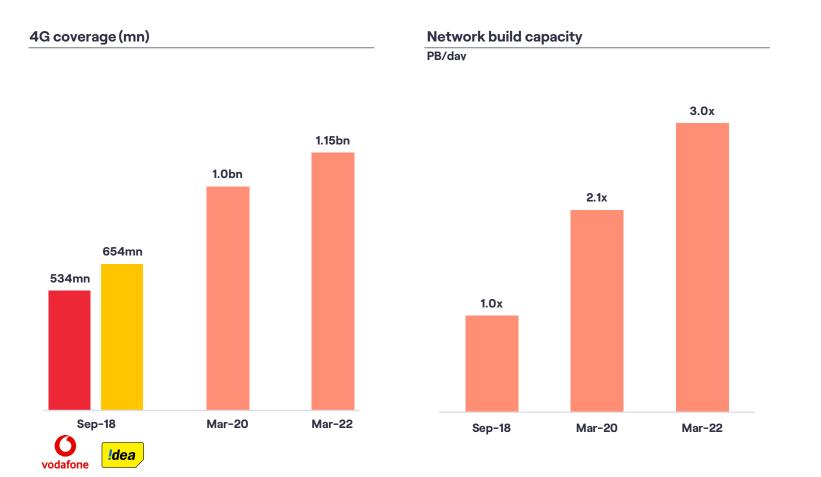
Gross revenue market share Q1FY21 (%)<sup>2,3</sup>



16 priority circles account for ~94% of VIL revenue (~86% of industry revenue )<sup>3</sup>

1. Basis gross revenue for Vodafone Idea's priority 16 priority circles. 2. Latest figures for Vodafone Idea, Bharti Airtel, Jio, MTNL and others based on TRAI Financial Report Quarter ended Jun 2020. 3. Revenue from BSNL based on Q4 FY20 figures based on TRAI Financial Report Quarter ended Mar 2020. 4. Others mainly includes BSNL/MTNL.

### **1**Aggressive investments in 16 priority circles

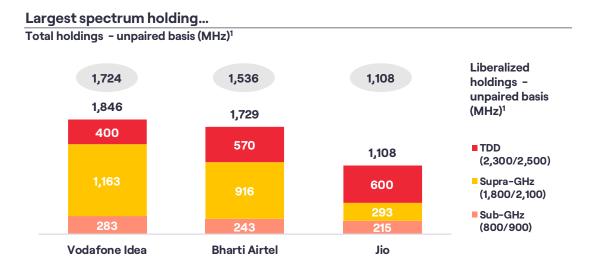


#### Key actions /targets by FY22

- 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

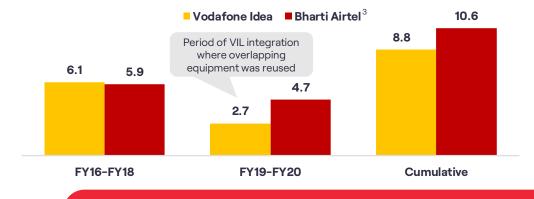
Focused investments to improve competitiveness in priority circles

### Investments and integration supporting future growth

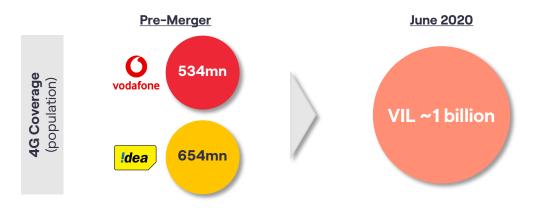


#### ... and strong and continued historical investments coupled with integration...

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

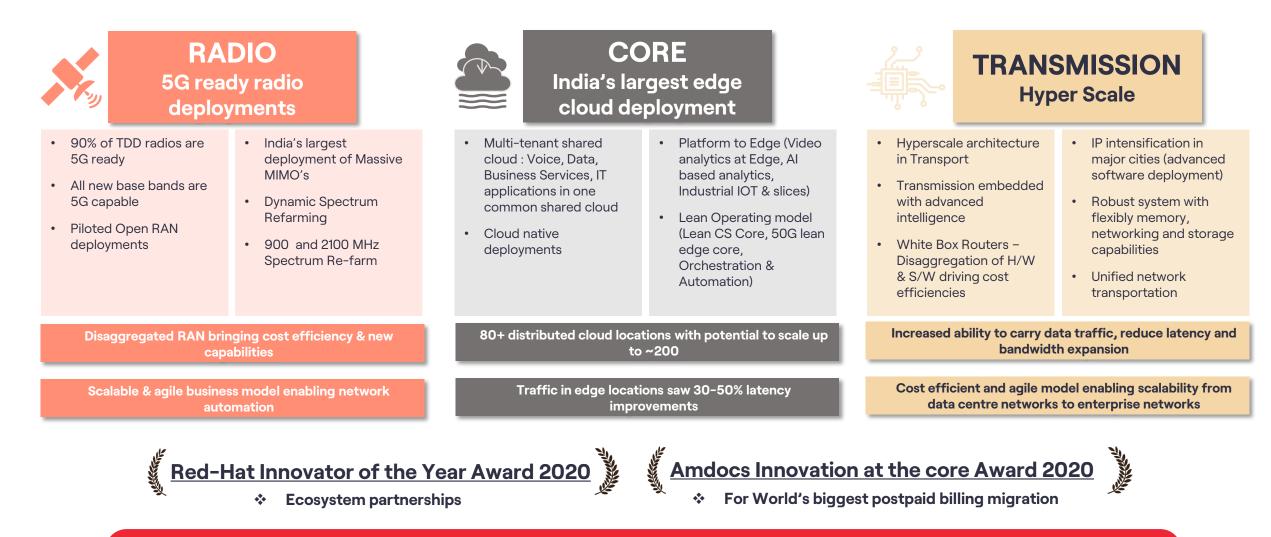


#### 4G Coverage and Capacity expansion driving improved 4G speeds across all circles leading to superior customer experience

#### Note: FX 1USD=75.5287 INR as at 30 Jun 2020.

1. Source: Department of Telecommunications. 2. For FY16, FY17, FY18 capex for Vodafone has been derived by addition of the change in working capital progress for tangible and intangible assets excluding spectrum during the relevant period. Capex for ldea has been derived on the basis of addition to the gross block of assets (ex spectrum) during the relevant period as adjusted by change in working capital progress and forex and interest capitalization / decapitalization during the relevant period. Capex for Vodafone Idea FY19 onwards represents gross additions to gross block and change in capital work in progress. 3. Capex for Bharti Airtel India mobility business only.

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



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

### **2** Initiatives to drive ARPU improvement & customer acquisition

			Brand initiatives - Active communication to impro
		• Build Consumer confidence around the new integrated network that delivers a superior experience	vi app
Build Cons Preference 8		• 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	Vodafone and Idea are now Vi
		<ul> <li>Enhance Consumer engagement through new and differentiated propositions in the market place</li> </ul>	Together For Tomorrow
			Upsell initiatives supported by structural growth in
		<ul> <li>Scale up 4G device adoption through large programs in conjunction with OEMs and NBFCs</li> </ul>	~60%
Drive a Sti ARPU Age		<ul> <li>Enhance the proportion of High ARPU subs through superior experience and propositions – to drive upgrades and displacement</li> </ul>	of subscribers can potentially upgrade to 4G network <sup>2</sup>
		<ul> <li>Strong macro growth drivers - growth in data consumption, smartphone adoption, etc</li> </ul>	Prepa
			Significant runway for ARPU growth
		<ul> <li>Indian ARPU amongst the lowest in the world despite having amongst the highest data usage per sub</li> </ul>	Blended mobile ARPU (USD) <sup>1</sup> Average wireless data per data subscriber per month (GB) <sup>1</sup>
Market Wide		Significant headroom relative to historic ARPU as	2.13 <b>↓ ~25% ↑ ~ 17x</b> 11.8
term Tariff	Hikes	<ul> <li>customer ability to pay higher is already established</li> <li>Current prices need significant uptick to generate</li> </ul>	0.7
		reasonable returns and support future investments	Mar-16 Mar-20 Mar-16 Mar-20

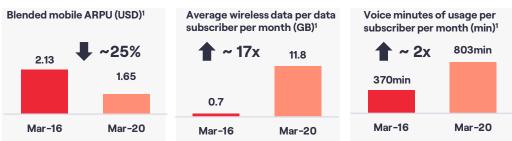
#### Brand initiatives - Active communication to improve customer perception

FY2020 ARPU upsell opportunity<sup>3</sup> ~4.0x 1.0x **Prepaid Non UL Prepaid UL** 

vi Movies & TV

growth in digitalization and data

GIGAnet



### 2 Supported by digitalisation of customer servicing & distribution

Digital hitiatives for ustomer etention	<ul> <li>Dynamic IVR resulting in industry best closure of customer queries</li> <li>Transition to digital enabled platforms, providing multiple options for customers to engage with VIL and resolving queries more efficiently</li> <li>Enabling customer retention with instant connect at the time of potential disengagement</li> <li>Transitions include automated tools on whatsapp, chat functions and email</li> </ul>		<ul> <li>Digital connect with retailers, promotors and distributors through apps like m-Power and Smart-Connect which sport some Industry 1<sup>st</sup> features</li> <li>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</li> <li>Built in attendance and market working tracking mechanism helps in monitoring performance</li> </ul>	
nd Upsell	Select Tools	Use Case	Select Tools	Use Case
	Whatsapp Bot	<ul> <li>Automated customer service Industry First</li> <li>Automated retention offers at the time of potential disengagement</li> </ul>	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>
	. Mobile App	• Lightest Mobile App in the Industry for consumers. Effortless account management on-the-go.	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		nd digital KYC currently available for postpaid in 12 citi	es including Mumbai, Dell	ni, Kolkata, Chennai, Bengaluru, Ahmedabad

Digital tools for sales and distribution

- Digital Customer Acquisition
- Currently offered to post paid subscribers
- Scale up in progress being extended to prepaid subscribers and geographic expansion to more cities
- 24-48 hour delivery through dedicated delivery partners and own stores

**Digitally enabled customer service** 

#### Initiatives driving new customer acquisitions, supporting upsell and improving retention

### **3** Focus on business services and fast growing new segments

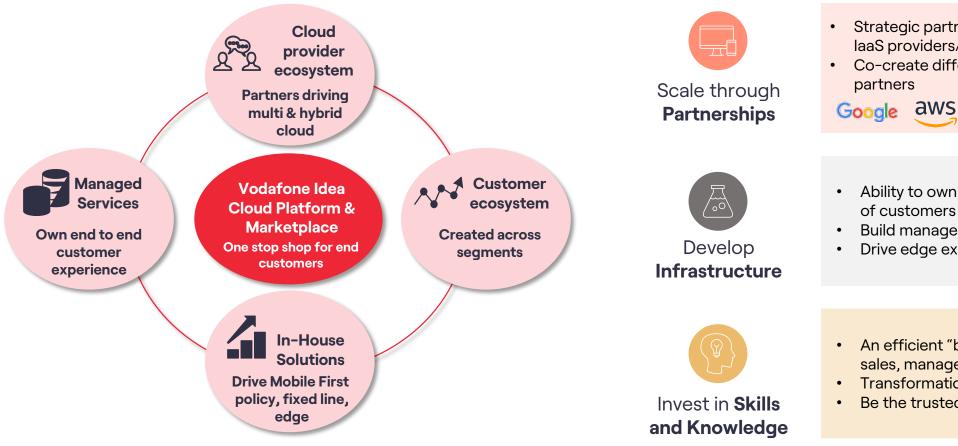
	Protect and grow connectivity	<ul> <li>Direct cloud connect service launched to support customers for a cloud-centric approach to their businesses; partnered with Amazon, Microsoft Azure &amp; Google</li> <li>SD-WAN services for future ready networks launched in partnership with Nokia</li> <li>Maintain the Mobility leadership through differentiated customer experience</li> </ul>		
2	) Grow SoHo / SME	<ul> <li>Increasing tech adoption in MSMEs with digital project- TechSaksham- CII &amp; Ministry of MSMEs</li> <li>Flexi-Kit proposition for startups helping scale with VIL's mobile marketing, cloud, mobility and IoT solutions</li> <li>Driving digital adoption through WebBuddy</li> </ul>		
3	Accelerate IoT	<ul> <li>Making connected vehicles a reality in India through partnerships with leading automobile players like Kia, Hyundai among others</li> <li>Captured +90% of the Automotive OEM generated connected market</li> <li>Leading player in the energy sector</li> </ul>		
4	<ul> <li>Cloud Central to the theme</li> <li>Create a cloud Marketplace, through own assets &amp; strategic partnerships</li> <li>Colocation proposition, built in partnership, to help customers accelerate their digital transformation journey</li> <li>Secure Device Management Solution launched in collaboration with IBM to enable organizations to move towards a digital workplace</li> </ul>			
	CIO Choice Awards 2020			
* *	ح Telecom Carrier (Mob Internet of Things			

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**

**Key Strategic Focus Areas** 

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



Strategic partnerships with Colocation / laaS providers/ SaaS

Co-create differentiated offerings with

Microsoft CtrlS Asias Largest

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

- 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

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

#### **Opportunity to expand VIL's presence in enterprise IoT** Significant IoT use cases across industries VIL's estimated IoT position<sup>2</sup> IoT market segments (FY20)<sup>1</sup> Ready-to-use SIMs that fully integrate into • Partial VIL Connectivity market Connectivity manufacturing and distribution processes for real ownership Connectivity expected to expand by ~10x<sup>2</sup> time monitoring Others with Market partners >90%1 VIL expects to maintain its (Telco) market share of ~54%<sup>2</sup> 100% VIL New addressable market owned Incremental (non-connectivity) of Connectivity Opportunity ~USD3.6bn<sup>2</sup> <10% 54% (Telco, IT & 33% 12% VIL expects to garner ~10-0% 0% others) 12% market share<sup>2</sup> lio<sup>3</sup> 3 BSNL<sup>3</sup> Vodafone<sup>3</sup> Bharti<sup>3</sup> Other Idea Airtel VIL's SuperIoT - 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 2 VIL well positioned as an early mover in IoT automotive opportunity, leveraging Vodafone Group IoT expertise

	time monitoring
Industrial IoT	• Quality and temperature requirements for cold chain, location analytics, predictive maintenance and monitoring
Energy & Utilities	<ul> <li>Smart metering with real time detailed data leading to 20% energy savings</li> <li>Smart Meter National Programme to replace 25 crore meters with smart meters across India</li> </ul>
Smart Mobility	<ul> <li>Commercial Segment: Compliance to AIS140 Regulation &amp; Passenger Safety</li> <li>Navigation, Infotainment, Driver and Car behaviour, Usage-based analytics</li> </ul>
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

Has captured c. 90%+ customer market share in the automotive industry with 2.2mn+ vehicles on

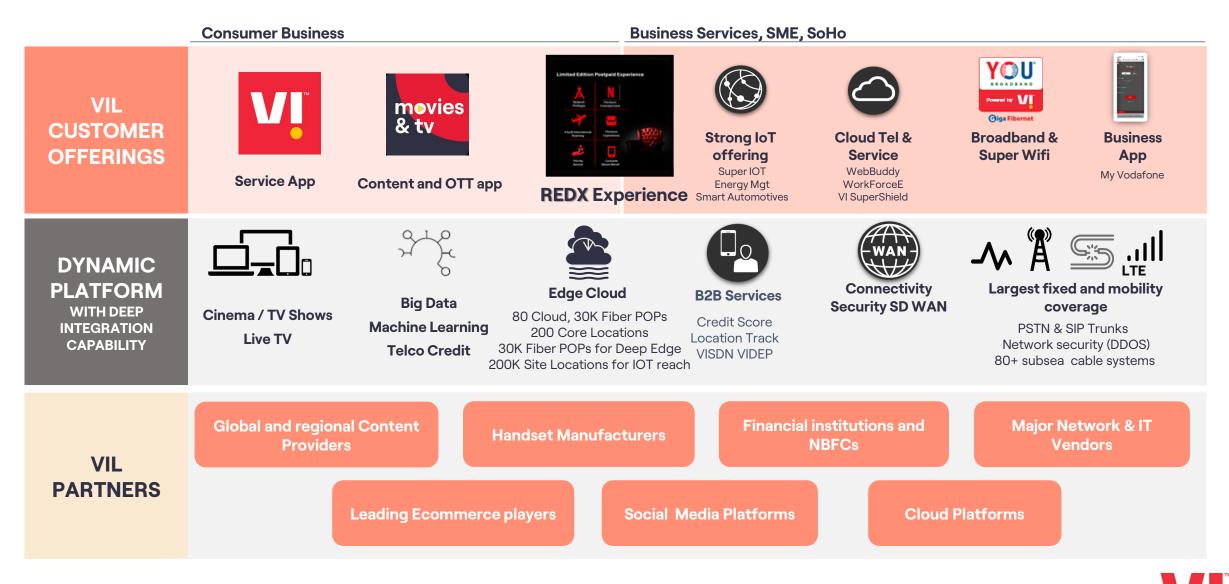
VIL's award winning service is well placed to capture market share in other segments as the IoT opportunity

connectivity, only e-UICC SIM supplier in India

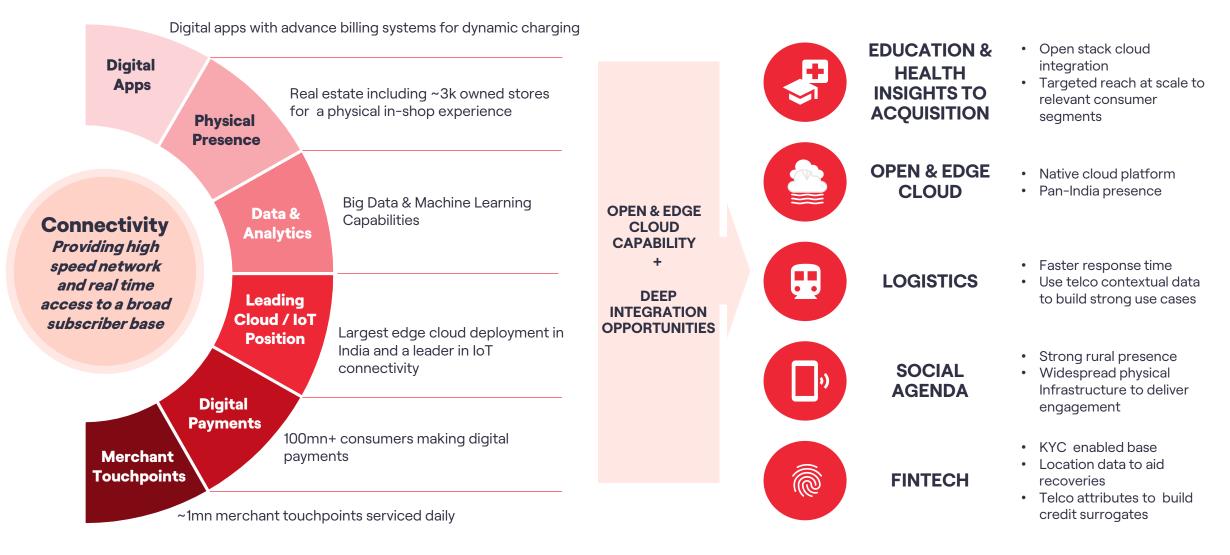
3

grows

### Vodafone Idea's propositions & integrated platform

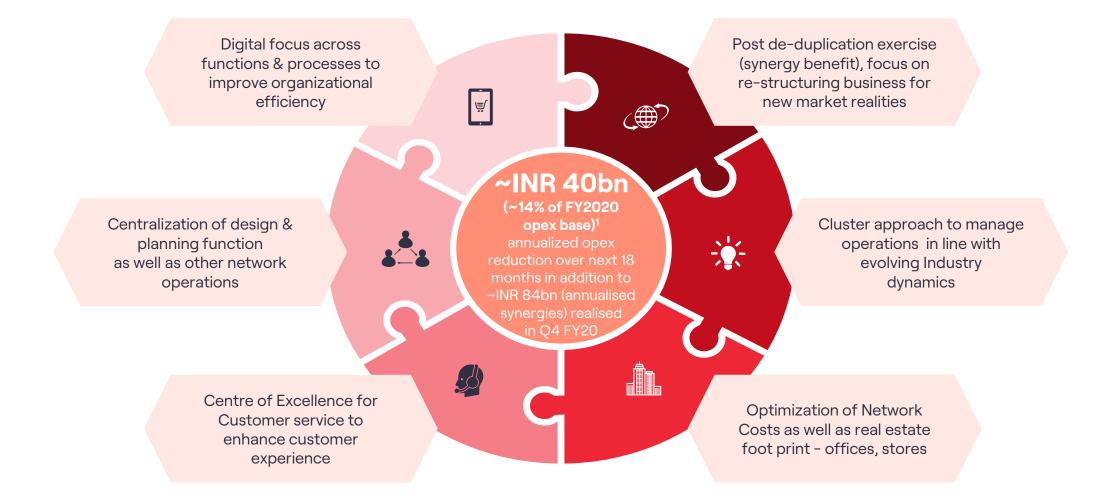


### Extensive partnership opportunities across industries





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

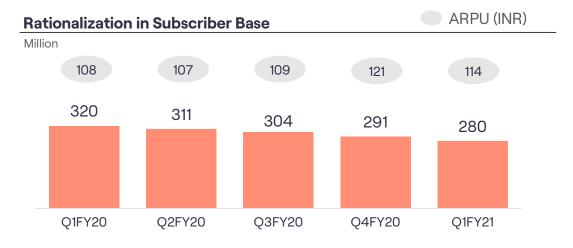


Creating a 'fit for future' organization and becoming cost competitive

# Q1FY21 Performance

## Review

### **Key Operating Trends**

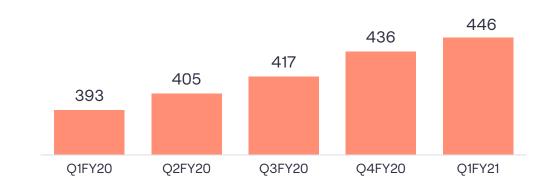


**Consistent Growth in 4G Subscribers** 

Million

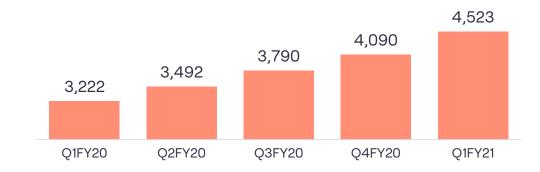


#### Expanding Broadband Sites ('000)



#### Rapid Data Volume Growth

bn MB



### **Finance: Quarterly Results**

Rs. bn	Q4FY20	Q1FY21
Revenue	117.5	106.6
EBITDA	17.1	15.4
Capex	18.2	6.0
Net debt	1,125.2	1,155.0

- Q1FY21 revenue impacted by nationwide lockdown due to COVID-19 since end of March
- EBITDA is adjusted for Ind AS 116 impact
- Q4FY20 EBITDA is adjusted for one-off of Rs. 4 bn related to network and employee expense
- Q1FY21 EBITDA is adjusted for one-off of Rs. 3 bn related to network and License Fee and SUC
- Q4 and Q1 Capex impacted by COVID-19 with disruption to equipment supply and nationwide lockdown

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