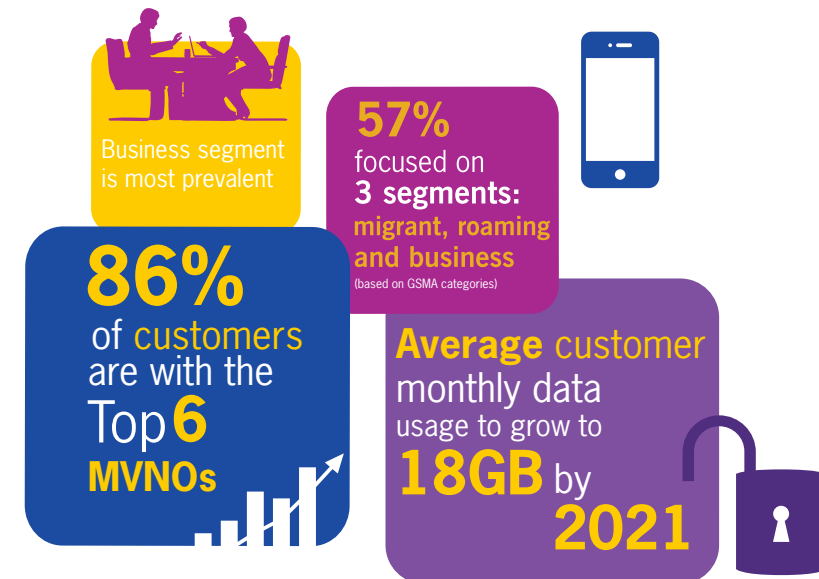
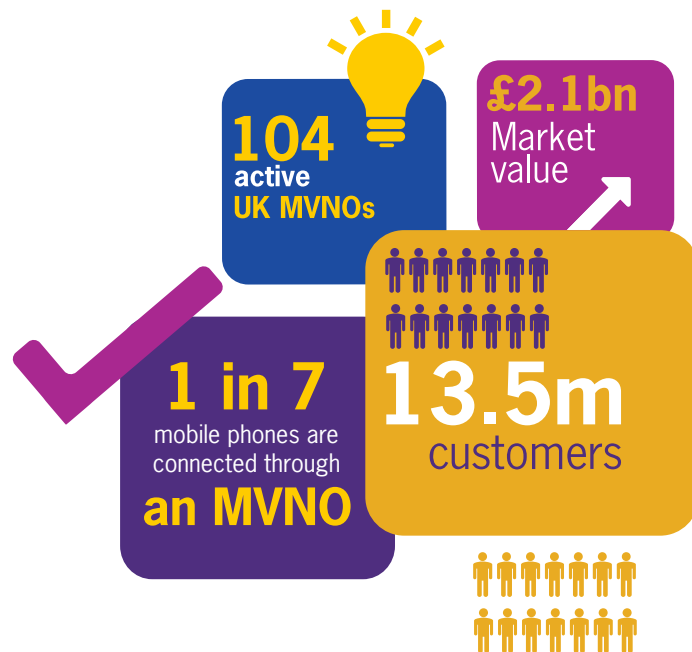


Grant Thornton & Mobilise Consulting

MVNO Innovation & Growth Services



What we offer together

We have come together through a common understanding of the challenges that the MVNO sector faces. We are collaborating to provide our clients in the MVNO space with a tailored offering to address a wide range of business needs and drive success

Mobilise Consulting and Grant Thornton

Mobilise Consulting is a young and agile mobile consulting firm. Its blue-chip customer base includes Dixons Carphone, White Mobile, Sofrecom, FreedomPop, Tech Mahindra and Mobilise Consulting has also advised both the GSMA and the UK Government. Over five million active end users benefit from Mobilise Consulting's solutions and operational services.

The firm operates two complementary business units serving the mobile industry – consultancy services and software development.

Grant Thornton is one of the world's largest professional services firms and provides assurance, tax and advisory services to privately held businesses, public interest entities, and public sector entities. As a leading advisory firm, Grant Thornton is actively driving innovation and growth in the telecommunications sector, through re-imagining the customer experience, supporting business model refreshes, developing new ownership structures and supporting operational efficiency and excellence.

Grant Thornton's global clients include fixed, mobile and cable operators, satellite providers, virtual operators, global carriers, and handset manufacturers. We have also led a number of projects for UK and European regulators in the context of some of the highest profile acquisitions and market consolidations in recent years.

Our MVNO experience

Mobilise Consulting and its team has collectively launched 40+ MVNOs across five regions and have helped mobile service providers large and small launch to, evolve their MVNO businesses.

Grant Thornton has extensive experience supporting mobile operators and MVNOs throughout their entire lifecycle from initial start-up point, through in-life scale up and growth, and towards business value realisation. Our expert team has the combination of technical knowledge and local market understanding through our experience working for and with organisations such as O2, Orange, Dixons Carphone, Virgin Mobile, Liberty Global, H3G, Vodafone and Vimplecom.

Our proposed joint value offering

So, we came together to understand the main challenges that MVNOs face today, and how we can use our combined expertise and complementary points of view, to support them throughout the entire business lifecycle.

Put simply, our combined teams add value. We like to bring ideas to the table, going beyond the technical issues to recommend ways to make your business better. Whether your goals include cross-border expansion, improving operational efficiency or building investor confidence, we balance a desire to do what's best for you in the future with an experienced sense of what's going to help you now.



The UK MVNO Market

Grant Thornton and Mobilise Consulting recently completed an analysis of the UK's Mobile Virtual Network Operator (MVNO) market, which highlighted some key themes.

The main findings of our research

1. Overall scale of the market

The MVNO market is a hugely significant aspect of the wider UK mobile market place. It is widely accepted that 'MVNO' is now the fifth option from a customer choice point of view, has real influence in relation to service innovation and value for money, and is able to better represent certain segments that the UK MNOs struggle to penetrate. UK MVNOs have been seen as an attractive target for investment for c.10 years now as evidenced by the 150 MVNOs that have launched in the UK in that period.

2. Market dynamics

Our analysis suggests the market is ripe for further consolidation: we expect a few prominent players to leave the market within the next 24 months and forecast that the overall marketplace will simplify in the same timeframe. The Top six MVNOs are now deeply established in their target segments, leaving the other c.15% of the market to be covered by niche and disruptive operators. At the top end of the market we are increasingly seeing the boundaries between MNOs and MVNOs blurring (ie BT Mobile, Virgin Mobile) and while this will simplify somewhat as a result of recent transactions, we could certainly envisage one of the independent* MVNOs acquiring spectrum as part of a spectrum rebalance

* Independent means non- wholly owned by a mobile operator.

3. Segment focus

The UK shows a somewhat different segment focus vs. the Rest of World certainly in relation to the number of Business and Migrant segment focused operators. If there will be a real impact on segmentation as a result of Brexit, only time will tell. We also wait to see whether changes in roaming regulation (ie roam like you're at home) will unshackle the business case for the roaming MVNOs? If so, the Business segment could be the target segment, where mobile can be combined within a wider comms or connectivity service offering, and establish the MVNO offering as part of a wider IoT landscape.

4. Data growth story

The vast majority of MVNOs are now offered 4G by their host network reflecting the growing importance of data revenues to operators; however this is not always the same speed or quality of service as the network's retail service. Demand for data usage from MVNO subscribers will continue to challenge MVNOs as ARPU declines and data demand increases. In this context the need for strong revenue assurance capability becomes increasingly important. MVNOs are likely to be disadvantaged by 5G spectrum release, with probably at best a 6 months delay in extending 5G to MVNOs. There is an intensive need for intelligent data off-loads options, especially as OTT services continue to grow rapidly (in particular VOIP activity).

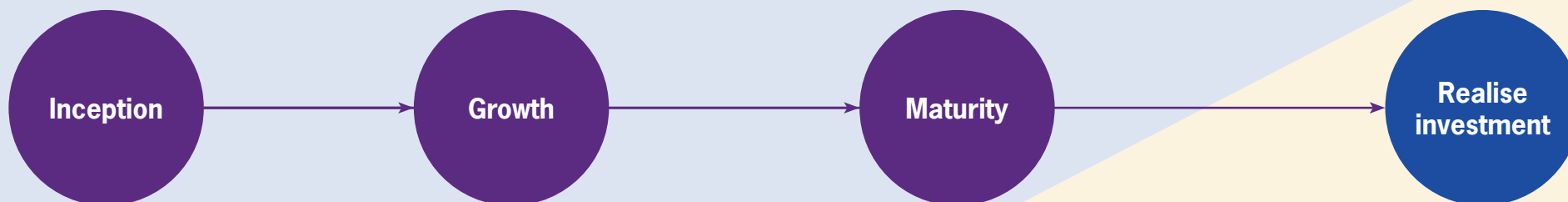
This is the first in a series of market studies that we will be conducting as part of our partnership.



Addressing MVNO business needs throughout the organisation's lifecycle

Grant Thornton

Value Creation | Transformation | Commercial Support



MVNO Innovate

- Market entry strategy
- Licence bids
- Tax strategy
- Fundraising support
- Management RFP for vendor selection
- Capital funding
- Business Strategy
- Project/Programme Management
- Operational support
- Digital transformation
- Business case development
- Proposition design
- Transaction support
- Integration/separation
- Software and Application Development

MVNO Accelerate

- Market and network technology strategies
- M&A / Corporate finance
- Commercial negotiations
- Project management
- Customer segmentation
- Business growth services
- Business Intelligence
- Enterprise performance management
- Cash flow optimisation
- Sales and lead generation
- Outsourcing
- Leadership programs
- Business change, eg network evolution
- Internal audit
- Roadmap planning
- Loyalty and retention strategy

MVNO Optimise

- Profit/ performance improvement
- Revenue assurance
- Cost assurance
- Operational restructuring
- Finance efficiency
- Cost optimisation
- Technology efficiency
- Compliance management & risk
- Corporate governance, IFRS compliance
- Business Continuity Planning
- Business model optimisation
- Procurement and supply chain
- Exit planning
- Preparation for sale

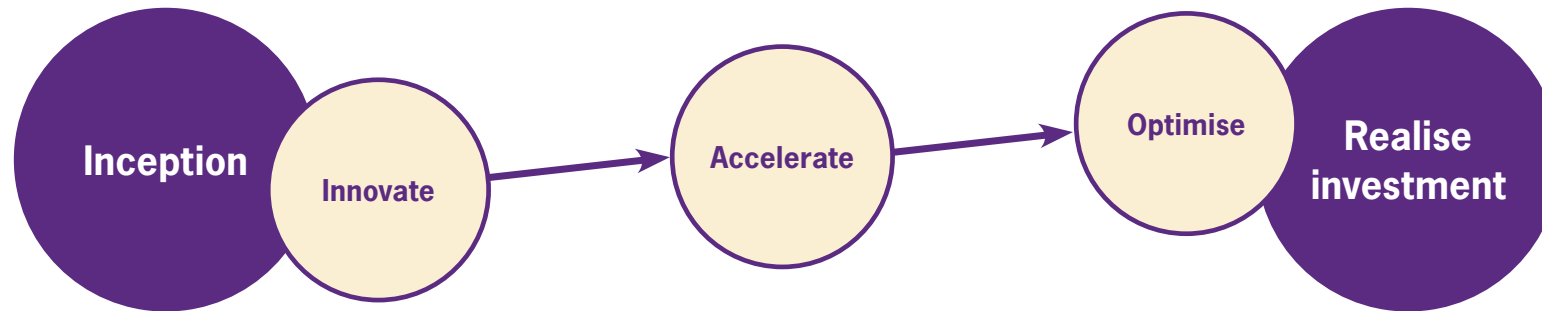
Mobilise Consulting

Technical Solutions | Market Knowledge | Operational Support

Our joint value offering:

MVNO Innovation and Growth Services Workshop

Our consulting firms have combined to discuss the needs of the MVNO throughout its lifecycle. Through this collaboration, we have devised the MVNO Innovation and Growth Services Workshop, our one-day workshop programme to discuss and explore how well equipped your business is to tackle issues that are affecting the sector and the opportunities for growth which exist for you.



The one-day programme

Our firms offer a wide range of abilities to support with any challenge you may have. We have typically found that an initial one-day workshop is a good place to start to explore relevant issues for you. This workshop will be based around innovation, acceleration and optimisation within the MVNO space, applicable to your business needs.

We will explore and challenge you on a range of issues impacting the MVNO market, to determine your current position along the business maturity timeline, next steps or innovation opportunities, investment requirements, your growth potential or exit planning timing.

Exploring the challenges for MVNOs together

5G and spectrum access

exploring your strategy for new technologies and access to spectrum

Roam like home

how to maximise opportunity and minimise commercial risk of the new EU roaming legislation

4G data proliferation

using technology and insight to ensure margin from consumers exponential data growth

Wi-Fi and alternative technologies

investigate how customer propositions can be enhanced using a blend of different bearer technologies

Maximising the sales funnel

growing the right sales and distribution model to find and retain your target customers

Maintaining your USP

how do you continue to innovate to attract and retain your target segments

Commercial Optimisation

developing and negotiating the optimal wholesale commercials to drive your success

Growing your asset

your customer base drives the value of your business. What is the optimum strategy for sustainable growth and preparation to exit?

Revenue Protection

how to effectively assure the revenue and margins of your business

Deliverables & Next Steps

We will provide you with a summary of the status of your business in the present MVNO space as we see it. During the workshop we will explore potential avenues for your business to take to address any issues identified. After the sessions are finished, next steps will be outlined in our summary document for you to evaluate. Both firms are on hand to provide ongoing support with the implementation of changes in the business.



Meet the team



Hamish White

CEO and Founder, Mobilise Consulting
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Experience

An international Mobile telecommunications expert with 18 years experience covering four continents and eight MVNO launches. With a speciality in managing greenfield or transformation projects, Hamish's core competency is in a deep and diverse understanding of Mobile technologies and implementation planning.

Hamish's value lies in bringing strategy to life through technology innovation, strategic planning, commercial negotiation, robust governance, organisational design and people management.



James Gray

Strategy and Proposition, Mobilise Consulting
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Experience

A commercial strategy and proposition expert with more than 20 years experience working with mobile network operators and MVNOs in Europe. James has successfully launched over 14 MVNOs working in MNO wholesale teams, MVNEs and as a member of MVNO senior leadership.

His understanding of customer trends, new technologies and a flair for creative thinking allow him to develop innovative propositions, commercial models and marketing strategy.



Richard Joyce

Director, Technology Advisory, Grant Thornton
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Experience

Richard joined Grant Thornton in 2005 having previously gained 25 years line and operational management experience within the telecoms and technology sector. Richard was part of the Nortel Networks M&A team, responsible for over 30 acquisitions with a total transaction value in excess of £1.0 billion.

Richard provides operational, transformation and transaction services for Telecoms, MNO and MVNO clients including the European Commission for the set-up of MVNO's by Dixons Carphone Warehouse and Virgin Media, and a second Monitoring role on the H3G/Wind mobile merger in Italy, to establish the 3rd largest MNO in the country. His scope of projects have included provider of fixed, mobile and data services to SME market for PE house, satellite backhaul connectivity, VOIP service provider and M2M (mobile data) solutions.



Paul Jefferies

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Experience

Paul has c.20 years of revenue and cost management experience, working with over 50 clients across all global geographies. Prior to Grant Thornton, he held numerous finance leadership positions within the Telecoms sector (at Telefonica/Vodafone UK and France Telecom/Orange Group).

Paul's primary expertise and deep domain knowledge is in the field of Revenue Assurance (RA) where he helps clients in detecting, eliminating and preventing Revenue Leakage, delivering accelerated growth potential.