

**Cable & Wireless**  
Communications

**A guide to  
our business**

November 2011

# Contents

<b>What we do</b>	<b>3</b>	<b>Monaco &amp; Islands</b>	<b>38</b>
<b>Our Customers</b>	<b>4</b>	Monaco	40
<b>Our People - Board of Directors</b>	<b>5</b>	Maldives	41
<b>Our People - Key Executives</b>	<b>9</b>	Seychelles	42
<b>Our History</b>	<b>11</b>	Guernsey	43
<b>London / HQ</b>	<b>13</b>	Isle of Man	44
		Jersey	45
		Africa	46
<b>Panama</b>	<b>15</b>	Ascension Island	50
		Diego Garcia	51
<b>Macau</b>	<b>18</b>	Falkland Islands	52
		St. Helena	53
<b>Caribbean</b>	<b>21</b>	Afghanistan – Joint Venture	54
Anguilla	23	Fiji – Joint Venture	55
Antigua & Barbuda	24	Solomon Islands – Joint Venture	56
The Bahamas	25		
Barbados	26		
British Virgin Islands	27		
Cayman Islands	28		
Dominica	29		
Grenada	30		
Jamaica	31		
Montserrat	32		
St. Kitts & Nevis	33		
St. Lucia	34		
St. Vincent & the Grenadines	35		
Turks & Caicos Islands	36		
Trinidad & Tobago – Joint Venture	37		



## Mobile

We are the market leader in 21 out of the 28 jurisdictions in which we provide mobile services. We are investing in faster and higher capacity mobile networks. Our core services are increasingly supplemented by mobile data services, which are growing rapidly.



## Fixed Line

We are a supplier of fixed line (voice) telephony. Today we are still the leading provider in 26 of the 28 markets we serve. We provide fixed line services to many different customer groups, from residential subscribers through to large scale enterprises and governments.



## Broadband

We are the market leader in 26 out of 30 jurisdictions in which we supply broadband. We provide high-speed broadband to our customers homes and workplaces and are investing in our infrastructure so we can deliver on ever increasing demands for speed.



## Entertainment

We offer pay TV services in Monaco, Panama, and St. Lucia, and mobile TV in Jamaica. Pay TV services allow us to offer customers convenient and good value 'bundles' of products like 'triple-play' (TV, fixed line, broadband) and 'quad-play' (TV, fixed line, broadband and mobile).



## Managed Services/Social Telecoms

We manage, as well as install, telecommunication services for businesses and governments. Our social telecoms projects are helping the communities in which we operate to revolutionise the way they provide public services. For example, in Panama we manage the telecommunications platform for the 911 emergency services operations and have helped the Government to design and launch a national telemedicine network.

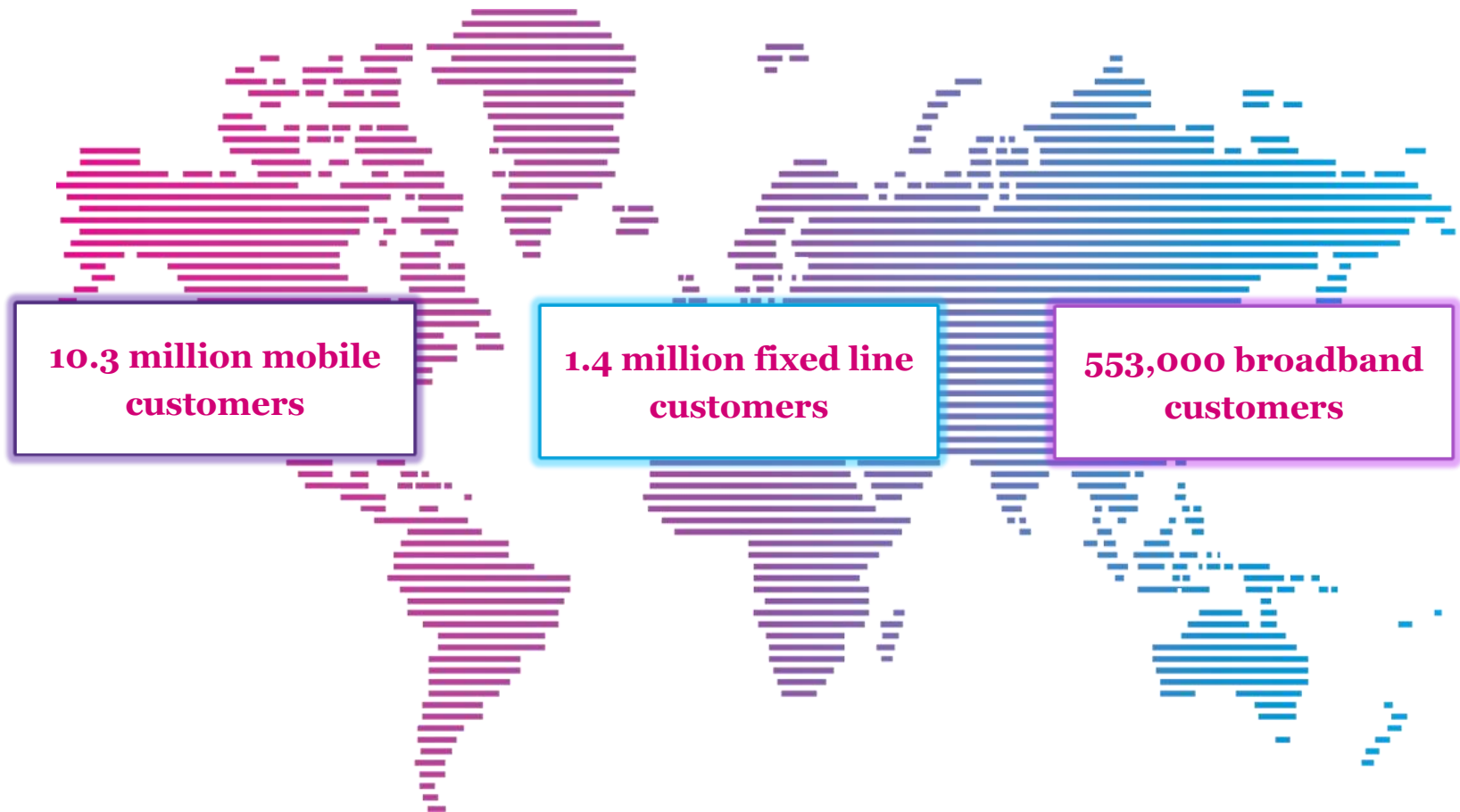


## Carrier/Cable

We own an extensive cable network across the world and have substantial capacity on a number of regional sub-sea cable systems, with land capacity in over 60 countries. This allows us to carry large amounts of voice and data traffic on behalf of consumers, enterprises and carriers. We also maintain data centres in a number of jurisdictions housing the data of some of the world's most successful enterprises, including leading providers of online gaming services.



# Our customers



# Our People

## Board of Directors



**Sir Richard Laphorne CBE**  
Chairman

Richard Laphorne has been Chairman of Cable and Wireless plc since January 2003. Following the demerger of Cable & Wireless Worldwide Plc he continues as Chairman of Cable & Wireless Communications Plc. He was awarded a Knight Bachelor in the Queen's New Year Honours on 30th December 2009. Recently he was also Chairman of the private equity owned fashion retailer New Look and of the McLaren Group. His career started with Unilever where in eighteen years he worked in the UK, Paris, Holland and Africa. He then moved to Courtaulds plc as Group Financial Controller, becoming Finance Director in 1986 as well as Chairman of the US Group. He joined British Aerospace plc in July 1992 and was a key member of the management team responsible for transforming the company into Europe's leading defence company. He retired as Vice Chairman in 1999, having been awarded a CBE in 1997.

He started his non-executive career with Amersham International plc in 1989, becoming Chairman from 1996 until 2003. In September 2010 he was appointed a member of the PwC Public Interest Body and is now Chairman. In September 2011 he was appointed a director of Sherritt International, based in Toronto. He has held a number of other directorships including Robert Fleming, the merchant bank, Oasis International Leasing in Abu Dhabi, Chairman of Avecia (spun off from Astra Zeneca), Chairman of TI Automotive (spun off from Smiths Group), Chairman of Tunstall, Chairman of Morse plc and Chairman of Arlington Securities. Between 1999 and 2004 he served on the Navy Board. He led the Working Age project in 2000.

He is a trustee of Tommy's Campaign, the charity researching still and premature birth. In September 2009, he retired as the Queen's Trustee at Royal Botanic Gardens, Kew.



**Tony Rice**  
Chief Executive Officer

Tony Rice was appointed as Chief Executive of Cable & Wireless Communications on 25 January 2010 having previously served as CEO of the Cable & Wireless Communications part of Cable and Wireless plc from his appointment on 11 November 2008. Prior to this, Tony served as the Cable and Wireless plc Finance Director and Joint Group Managing Director for the Central operations of the Cable & Wireless Group from March 2006, having been a Non-executive Director of Cable and Wireless plc since January 2003.

Tony was chief executive of Tunstall Holdings Ltd from March 2002 until its sale in September 2005 and he continued as a non-executive director of that company until April 2008. Tony was previously group treasurer and then group managing director, commercial aircraft of British Aerospace plc.

Tony is a non-executive director of Spirit plc, following the demerger of Punch Taverns plc and was appointed as chairman of Alexander Mann Solutions on 28 July 2008, subsequently reverting to a non-executive role on 1 September 2009. He was a trustee of Help the Aged until 1 April 2009. Tony is a director of the Commonwealth Business Council.

# Our People

## Board of Directors



**Tim Pennington**  
Chief Financial Officer

Tim Pennington is Chief Financial Officer of the Company. He previously served as the Group Finance Director for Cable and Wireless plc and as Chief Financial Officer for the Cable & Wireless Communications business. Tim also served as an Investor Director on the Cable & Wireless Worldwide Operating Board from November 2008 to January 2010.

Previously, Tim was CFO and an Executive Director of Hutchison Telecommunications International Ltd, a company listed in Hong Kong and New York. Tim was also FD of Hutchison 3G (UK) (Hutchison Whampoa's UK mobile business) and has corporate finance experience with HSBC Investment Bank and Samuel Montagu & Co.



**Nick Cooper**  
Corporate Services Director

Nick Cooper is an Executive Director of the Company, having served as Corporate Services Director for the Cable & Wireless Communications business since December 2008 and Group General Counsel and Company Secretary for Cable and Wireless plc from January 2006 to demerger. He has Board level responsibility for Human Resources, Brand PR and Communications, Legal & Regulatory Affairs, Insurance and Corporate Social Responsibility. He also served as an Investor Director on the Cable & Wireless Worldwide Operating Board from April 2006 until December 2009.

Nick qualified as a solicitor with London law firm Herbert Smith. He has held in-house positions as company solicitor with Asda and George Clothing and as General Counsel and Company Secretary of The Sage Group Plc and JD Wetherspoon Plc. In September 2002, Nick was appointed Company Secretary and was part of the Executive Management Board of Energis until its acquisition by Cable and Wireless plc.

# Our People

## Board of Directors



**Simon Ball**  
Non-executive Director,  
Deputy Chairman and  
Senior Independent Director

Simon Ball is a Non-executive Director of the Company. He is also the Deputy Chairman, Senior Independent Director, Chairman of the Audit Committee and a member of the Remuneration and Nomination Committees. Simon has also been a Non-executive Director of Tribal Group plc since 1 June 2010.

Simon was Group FD for 3i Group plc until November 2008, having served on its main board since April 2005. Prior to this, Simon held a series of senior finance and operational roles at Dresdner Kleinwort Benson, served as Group FD for the Robert Fleming Group and was Director General, Finance for the Department for Constitutional Affairs.



**Mary Francis**  
Non-executive Director

Mary Francis is a Non-executive Director of the Company, having previously served as a Non-executive Director of Cable and Wireless plc since July 2009. Mary became the Chair of the Remuneration Committee in March 2010. Mary is also a member of the Audit and Nomination Committees.

Mary is Senior Independent Director of Centrica plc and a Non-executive Director of Aviva plc. She has previously been a Non-executive Director of the Bank of England, of Alliance & Leicester plc and of St Modwen Properties plc. Mary has held a number of positions in the UK Civil Service including Financial Counsellor at the British Embassy in Washington DC, Private Secretary to the Prime Minister and Deputy Private Secretary to the Queen. From 1999 to 2005, Mary was Director General of the Association of British Insurers, and currently is a senior adviser to Chatham House.

# Our People

## Board of Directors



**Ian Tyler**  
Non-executive Director

Ian Tyler has been a Non-executive Director of the Company since his appointment on 1 January 2011. Ian is also a member of the Audit, Remuneration and Nomination Committees. Ian is a chartered accountant and has been Chief Executive of Balfour Beatty plc since January 2005, having joined the company in 1996 as Finance Director and having become Chief Operating Officer in August 2002.

From 1993 to 1996 Ian was Finance Director of ARC Limited, one of the principal subsidiaries of Hanson Plc, having previously been Hanson's Group Financial Comptroller since 1991. Prior to that, from 1988, he held the positions of Group Treasurer and Financial Controller at Storehouse Plc, the retailing group. Ian is also President of CRASH, the charity for homeless people around the UK.



# Our People

## Key Executives



**Denis Martin**  
CEO, Monaco & Islands

Denis has been CEO of the Monaco & Islands region since 2008. He previously held the role of CEO of Monaco Telecom, to which he was appointed in 2005. On taking up this role Denis became part of the Cable & Wireless Communications Executive Committee.

Before joining Cable & Wireless, Denis spent seven years in the SFR group, the Vivendi and Vodafone telecoms joint venture in France, where he was President of Cegetel, the fixed and internet subsidiary of the group.

Originally from a finance background, Denis has extensive international experience, working with decentralised business units in a number of industries, including telecoms.



**David Shaw**  
CEO, Caribbean

David Shaw was appointed as Chief Executive Officer (CEO) of the Caribbean business of Cable & Wireless Communications in July 2009. David is responsible for leading the strategy to transform the Caribbean business. David was promoted to CEO from his role as Chief Operating Officer of the Caribbean.

Prior to the Caribbean, David was Chief Commercial Officer at Cable & Wireless Worldwide, where he was responsible for international sales and marketing. David joined Cable & Wireless through its acquisition of Energis in 2005, where he was part of the senior executive team that transformed the UK telecoms operator.

Before that, he was Marketing Director for AT&T's UK business and also spent 10 years with Mercury Communications in a variety of commercial and operational roles.

# Our People

## Key Executives



**Jorge Nicolau**  
CEO, Panama

Jorge Nicolau has worked for Cable & Wireless Panama since 1999 holding several positions such as Executive Director, Mobile and Executive Vice President, Human Resources. In January 2007, he was appointed as the first Panamanian national to hold the Chief Executive Officer role.

Jorge was Director for Sears Roebuck & Co (USA) in Puerto Rico. Also, from 1974 to 1991 he held managerial regional positions as Chief Operating Officer (COO) for Colombia and Peru, COO for Central America & Panama, Regional Administrator of Merchandise, Regional Auditor and Comptroller for the Sears Group in Panama.

He is an active member in organisations such as the Panamanian Chamber of Commerce, Industries and Agriculture, the Panamanian Association of Business Executives (APEDE), the Inter-American Council of Commerce & Production (CICYP) and the Panama South Rotary Club.



**Vandy Poon**  
CEO, Macau

Vandy Poon became Chief Executive Officer (CEO) of Cable & Wireless Communications Macau business, CTM, in September 2007 and is the first local CEO to hold the CEO role at CTM.

Vandy has over 20 years of experience at CTM and was appointed as Deputy CEO in 2006. During his career at CTM, he's held various pivotal roles in marketing, internet service and mobile business. He has made a significant contribution to the development and growth of various key telecom services, such as 3G mobile. During the historical ceremony of Macau's return to China in 1999, he played a key role in the establishment of the Media Centre. Under his leadership, CTM remains committed to the development of Macau.

Born and raised in Macau, Vandy received tertiary education in the USA and was awarded a Bachelor of Science Degree and a Master's Degree.

# Our History 1866 - 1981

The history of Cable & Wireless Communications (CWC) can be traced back to a number of British Telegraph companies founded by Sir John Pender in the 1860s. Since then, we have provided telecommunications services, networks and equipment to businesses, governments and residential customers around the world.

## 1866

Manchester cotton merchant, John Pender is part of a consortium which lays the first undersea telegraph cable across the Atlantic



## 1869

Pender founds the Falmouth, Gibraltar and Malta Cable Company and the British Indian Submarine Telegraph Company



## 1870

First cable landed at Porthcurno, Cornwall. London to Bombay Telegraph line is completed



## 1872

A number of companies merge to form the Eastern Telegraph Company, the first global telecommunications company



## 1900

The Eastern Telegraph Company has a massive international network of around 150,000km of undersea cables



## 1928

The telegraph cable and wireless radio interests of the British Empire are merged into a new company, Imperial and International Communications Ltd



## 1934

The company's name is changed to Cable & Wireless (C&W)



## 1947

The British Government nationalises C&W



## 1981

C&W is first privatisation by Thatcher Government



# Our History 1981 - 2011

## 1981

C&W launches Macau's first telcoms company, CTM



## 1993

Mercury Communications, founded by C&W in 1982, launches One2One, Britain's first mobile network



## 1997

C&W buys stake in Panamanian INTEL (Instituto Nacional de Telecomunicaciones), now Cable & Wireless Panama



## 2002

C&W purchases Guernsey Telecoms from the Guernsey Government. Business launches start-ups in Jersey (2004) and Isle of Man (2007)



## 2004

C&W purchases controlling stake in Monaco Telecom



## 2005

C&W purchases Energis UK. Several members of its management team take up prominent positions within the Group



## 2009

C&W increases shareholding in the Maldives business, Dhiraagu, to 52%



## 2010

Group demerges into Cable & Wireless Communications (CWC) and Cable & Wireless Worldwide



## 2011

CWC purchases a controlling stake in the Bahamas Telecommunications Company and sells its Bermuda business



# London / HQ

Cable & Wireless Communications provides world class telecoms services across the globe in a diverse range of communities- ranging from high growth emerging economies to developed nations. We are the market leader in most of the products that we offer and most of the markets we serve with a strong commitment to providing the highest standards of service to each customer.

We are a full service, international telecommunications company operating in the Caribbean, Panama, Macau and Monaco & Islands offering mobile, broadband and domestic and international fixed-line services and increasingly, enterprise and managed service solutions.

Our headquarters in London provides support for all of our regions. It is also the base for our corporate functions such as Strategy, Investor Relations, Legal, Company Secretarial, Brand and Communications, Finance and our CRM system, Liberate.



## Leadership Team:

Tony Rice, Chief Executive Officer



Executive Directors

Tim Pennington, CFO

Nick Cooper, Corporate Services Director

## Senior Management Team:

- Peter Field, Audit
- Lachlan Johnston, Brand & Communications
- James Tooke, Strategy & Development
- Clare Underwood, Company Secretary
- Sheldon Bruha, Corporate Finance & Investor Relations
- Ian Lawson, Finance
- Kim Newton, Human Resources
- Birger Thorburn, IT & Architecture
- Adrian Smith, Insurance & Operational Governance
- Belinda Bradberry, Legal & Regulatory
- Julian Payne, Liberate (CRM)
- Paul Clarke, Networks
- Andrew Parkinson, Tax & Treasury

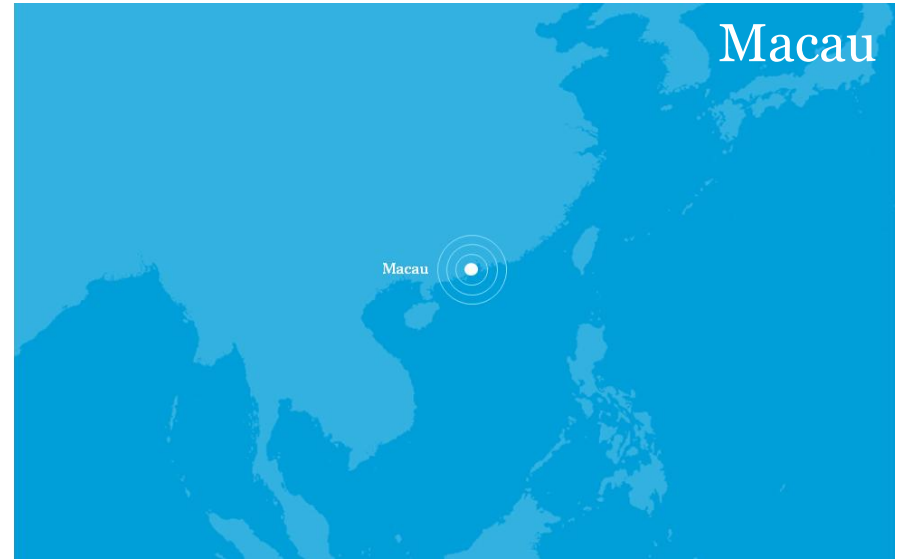
## Group Financial Performance

Half year ended 30 September 2011

**Revenue** US\$1.4 million

**EBITDA** US\$443 million

# Regions



# Panama



# Panama



Our Panama business, Cable & Wireless Panama (CWP), is the market leader in mobile, fixed line and broadband in this growing country of 3.5 million people. They are also a major provider of pay TV and services to enterprises and governments. 1, 578 people are employed by Cable & Wireless Panama in this region.



## Leadership Team:

Jorge Nicolau, CEO



- Ricardo Lezcano, Executive, Director Commercial
- Pedro Diaz, Executive Director, Managed Services
- Felix Camargo, Executive Director, Carrier
- Alex Arroyo, Executive Director, Business Development
- Edilberto Morales, Executive Director, Finance
- Fortunato Bertello, Executive Director, Customer Service
- Marta de Bermudez, Executive Director, Legal and Regulatory Affairs
- Jose Quintero, Executive Director, Technology
- Rodolfo Moreno, Executive Director, Human Resources
- Roberto Mendoza, Executive Director, Corporate Affairs

## Market Overview (30 September 2011)

Service	Market Penetration	Position*
Mobile	134%	1 <sup>st</sup> out of 4
Fixed	54%	1 <sup>st</sup> out of 7
Broadband	26%	1 <sup>st</sup> out of 7
Pay TV	18%	2 <sup>nd</sup> out of 4

\*Updated 30 September 2010

## CWP Financial Performance

### Half year ended 30 September 2011

Revenue	US\$308 million
EBITDA	US\$127 million



# Panama



## Background

Cable & Wireless Panama (CWP) provides mobile, fixed line, broadband, pay TV, international voice services and enterprise services. Cable & Wireless Communications has been a major shareholder in Cable & Wireless Panama since 1997. Its mobile business operates under the brand + Movil and the pay TV operation is called TV Digital.

Panama has a President who acts as both the head of state and the head of government. Executive power is exercised by the Government with legislative power being shared between Government and the National Assembly. National elections are held every five years. The National Assembly is elected by proportional representation in fixed electoral districts. Panama's telecoms sector is regulated by the Autoridad Nacional De Los Servicios Publicos which is an independent body.

Panama's economy continues to grow rapidly. Its GDP grew at a rate of 7.5% in 2010. It is expected to continue growing strongly for the next five years as the country increases its drive to be the region's business and travel hub exploiting the Panama Canal's position as a centre of commerce and services. Work is currently underway to widen the Panama canal, which will double its capacity. The project is expected to be completed in 2014-15 to mark the Canal's 100<sup>th</sup> anniversary.

## Economic Overview

- Population: 3,460,462 (July 2011 est.)
  - GDP: US\$26.78 billion (2010 est.)
  - GDP/Capita: US\$7,739 (2011 est.)
- Source: CIA World Factbook

## Currency

Balboas (PAB). Pegged to the US\$ (B1-\$1).

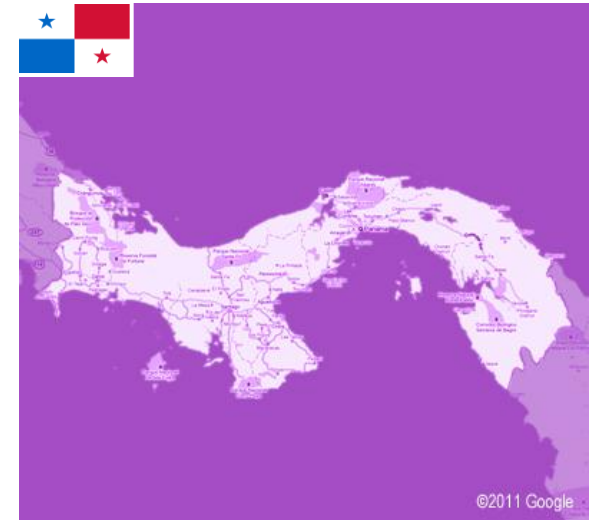
**Industries:** Transportation and storage, financial services and communication

**Capital city:** Panama City

## Ownership

Cable & Wireless Communications owns 49% of Cable & Wireless Panama. The Government also owns 49% of the company; the remaining 2% is shared between the employees of the company.

Cable & Wireless Communications has both management and board control, through a shareholder agreement.



## Market Overview

Service	Competitors
Mobile	Movistar, Digicel, Claro
Domestic Voice	Cable Onda, Clarocom, Telecarrier, Advanced, Movistar, Claro
Broadband	Cable Onda, Clarocom, Telecarrier, Advanced, Mobilphone, Movistar
Pay TV	Cable Onda, Claro, Sky

Updated: 30 September 2010

## Recent Developments

- In 2011 Panama replaced Uruguay as having the highest technology level in the region according to the Latin Business Chronicle.
- In October 2011 CWP was chosen to help digitise Panama's civil administration as part of the Government's 'Panama without Paper' project.
- CWP launched a video on demand service to complement its pay TV service in September 2011.
- CWP was chosen in April 2011 to supply and manage an emergency services call system for the national police force of El Salvador.
- Cable & Wireless Communications launched Latin America's first national telemammography network in 2010.

# Macau



Our Macau business – operating as CTM – is the only full service telecoms operator in its market offering customers mobile, fixed line and broadband as well as enterprise services. It continues to lead the market in providing the highest quality service and driving the development of Macau’s communications infrastructure. 882 people are employed by CTM.



### Leadership Team:

Vandy Poon, CEO



- Donald Shaw, Vice President, Sales & Marketing
- Patrick Ip, Chief Financial Officer
- Gloria Silva, Vice President, Corporate Communications, Human Resources, Administration & Procurement
- Aguinaldo Wahnou, General Counsel
- Thomas Lei, Vice President, Network Services

### Market Overview (30 September 2011)

Service	Market Penetration	Position*
Mobile	228%	1 <sup>st</sup> of 4 operators
Fixed	96%	Sole provider
Broadband	74%	Sole provider

### CTM Financial Performance

Year ended 30 September 2011

<b>Revenue</b>	US\$258 million
<b>EBITDA</b>	US\$84 million

\*Updated 30 September 2010

## Background

CTM provides mobile, broadband and fixed line, enterprise services in Macau. CTM has operated there since 1981, when Cable & Wireless Communications was one of its founding shareholders.

Macau is a Special Administrative Region (SAR) of the People's Republic of China. In accordance with China's 'one country, two systems' formula, it retains a high degree of autonomy in all matters other than defence and foreign affairs, keeping its former laws and economic system for a period of 50 years from the handover.

The People's Republic of China appoints the Chief Executive of Macau after selection by an election committee. The Chief Executive appears before a cabinet, the Executive Council, which has between seven and 11 members. The legislative branch of the territory is the Legislative Assembly, a 29-member body comprising 12 directly elected members, 10 indirectly elected members representing functional constituencies and seven members appointed by the Chief Executive. Macau's telecoms sector is regulated by the government through the Bureau of Telecommunications Regulations.

Macau is the world's largest gambling destination by revenue and attracts approximately 25 million visitors every year. Macau's gambling revenues overtook Las Vegas in 2007.

## Economic Overview

- Population: 573,003 (July 2011 est.)
  - GDP (\$): US\$22.1 billion (2009 est.)
  - GDP/Capita: US\$33,000 (2009 est.)
- Source: CIA World Factbook

## Currency

Patacas (MOP)

**Industries:** Tourism, gambling and banking

**Capital city:** Macau

## Ownership

Cable & Wireless Communications owns 51%, of CTM. Portugal Telecom own 28% and CITIC Telecom International Holdings Limited own 20%. The Macau SAR Government own 1%.

Cable & Wireless Communications has full management and board control.



## Market Overview

Service	Competitors
Mobile	Hutchison, SmarTone, China Telecom
Domestic Voice	Sole provider
Broadband	Sole provider

Updated: 30 September 2010

## Recent Developments

- In the first half of 2011 the Macau economy had GDP growth of 23%. Gaming revenue grew 46% and visitor numbers rose 15% in the same period.
- 2011 marks an important milestone for CTM as it celebrates its 30<sup>th</sup> anniversary.
- CTM recently completed installation work on the Galaxy Macau, a new US\$1.9bn casino resort.
- CTM offers 250Mbps high-speed broadband, one of the highest residential speeds in the world.

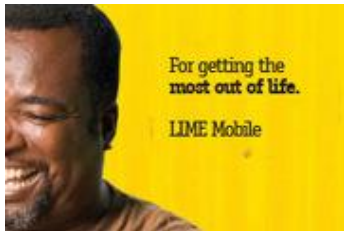
# Caribbean



# Caribbean



Our Caribbean business – operating as LIME - offers customers mobile, fixed line, broadband and enterprise services. The region incorporates 14 Caribbean nations and LIME employs 3,971 people in this region. In addition, Cable & Wireless Communications owns a minority stake (49%) in Telecommunications Services of Trinidad & Tobago (TSTT), the leading telecoms group in that country.



## Leadership Team:

David Shaw, CEO



- Gerard Borely, Chief Financial Officer
- David Crawford, Chief Operating Officer
- Chris Dehring, Chief Marketing Officer

## Market Overview (30 September 2011)

Service	Market Penetration	Position*
<b>Mobile</b>	109% (Blended)	1 <sup>st</sup> in 11 out of 15 islands
<b>Fixed</b>	63% (Blended)	1 <sup>st</sup> in 13 out of 14 islands
<b>Broadband</b>	32% (Blended)	1 <sup>st</sup> in 14 out of 15 islands

## LIME Financial Performance

Half year ended 30 September 2011

<b>Revenue</b>	US\$576 million
<b>EBITDA</b>	US\$132 million

\*Updated 30 September 2010

# Anguilla

## Background

In Anguilla LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has operated there since 1971.

Anguilla is one of 14 British Overseas Territories which continue to fall under the jurisdiction of the United Kingdom. The Queen is head of state, with foreign affairs predominantly managed by the UK's Foreign and Commonwealth Office. British Overseas Territories also have access to British financial support and funds when needed. Anguilla has its own Government and domestic legislation. Executive authority is exercised by the Cabinet under the leadership of the Chief Minister and is subject to approval by the 11-member House of Assembly.

Anguilla's telecoms sector is regulated by the Public Utilities Commission, an independent body.

## Economic Overview

- Population: 15,094 (July 2011 est.)
- GDP: US\$175.4 million (2009 est.)
- GDP/Capita: US\$11,621 (2011 est.)

Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Tourism and offshore financial services

**Capital city:** The Valley

## Ownership

Cable & Wireless Communications owns 100% of LIME Anguilla

## Local Management

Mark Romney, General Manager



Market Overview		
Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 3	Digicel, Weblinks
Domestic Voice	1 <sup>st</sup> out of 3	Weblinks, Caribbean Cable Communications
Broadband	1 <sup>st</sup> out of 2	Caribbean Cable Communications

Updated: 30 September 2010

## Recent Developments

- 2011 will mark 40 years since LIME entered the Anguilla market on 31 October 1971.
- In February 2011 LIME launched its first video on demand services in Anguilla. The Viceroy Anguilla hotel delivered a fully interactive, multi-language portal where guests can access local information, rent movies on demand, access their guest account and even check out automatically.
- In 2010 LIME sponsored the 20th anniversary of the Moonsplash Music Festival, billed as 'The Eastern Caribbean's Premier Reggae and World Music Festival'. Reggae legend, Gregory Isaacs was amongst the headliners.

# Antigua & Barbuda

## Background

In Antigua & Barbuda LIME supplies international voice, mobile and broadband services.

The twin-island state is independent from the United Kingdom but retains the Queen as its head of state. She appoints a local Governor-General as vice-regal representative. The Governor-General appoints a 17-member Senate. A 17-member House of Representatives is elected.

Antigua and Barbuda's telecoms sector is regulated by the Government.

## Economic Overview

- Population: 87,884 (July 2011 est.)
  - GDP (\$): US\$1.105 billion (2010 est.)
  - GDP/Capita: US\$12,573 (2011 est.)
- Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Tourism, construction and manufacturing

**Capital city:** St John's City

## Ownership

Cable & Wireless Communications owns 100% of LIME Antigua

## Local management

Davidson Charles, Country Manager



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 3	Digicel, APUA PCS
Broadband	1 <sup>st</sup> out of 3	APUA PCS, ACT

## Recent Developments

- In October 2011 LIME partnered with the Government of Antigua and Barbuda in the Technology for Education 2020 project which aims to empower educators by giving them access to high speed computers and internet. 100 registered principals and teachers received laptops from LIME.
- LIME has a three year agreement (2010 – 2013) to sponsor Old Road one of the country's top football clubs.



# The Bahamas



## Background

The Bahamas Telecommunications Company (BTC) provides mobile, fixed line and broadband services. BTC holds exclusivity over the supply of mobile services until 2014. The company was founded in 1906 and until 2011 was wholly owned by the Government of The Bahamas.

The Commonwealth of The Bahamas is spread over 29 islands. It is a sovereign nation with legislative power vested in a bicameral parliament. The Prime Minister is the head of government and is the leader of the party with the most seats in the House of Assembly. Executive power is exercised by the cabinet, selected by the Prime Minister and drawn from members of the House of Assembly.

The telecoms market is regulated by the Utilities Regulation and Competition Authority (URCA).

## Economic Overview

- Population: 313,312 (July 2011 est.)
  - GDP (\$): US\$7.538 billion (2010 est.)
  - GDP/Capita: US\$24,059 (2011 est.)
- Source: CIA World Factbook

## Currency

Bahamian dollars (B\$/BSD). Pegged to the US\$ (US\$1 – B\$1)

**Industries:** Tourism and banking

**Capital city:** Nassau

## Ownership

Cable & Wireless Communications owns 51% of BTC. The Government of the Bahamas currently owns 49% of the company.

## Local management

Geoff Houston, CEO



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup>	Sole provider
Domestic Voice	1 <sup>st</sup> out of 2	SRG (Indigo)
Broadband	2 <sup>nd</sup> out of 2	Cable Bahamas

Updated: 31 March 2011

## Recent Developments

- Cable & Wireless Communications purchased 51% of the shares in BTC and took management control on 6 April 2011.
- 2011 marks the second year of the BTC Starmaker competition. Launched in 2009, the reality TV show discovers talented Bahamian youth who can become ambassadors for the company and feature in advertising campaigns.
- BTC plans to launch 4G (HSPA +) mobile services in the 2011/12 financial year.
- In July 2011 BTC removed inter-island roaming charges for calls between The Bahamas' 29 islands.

# Barbados

## Background

In Barbados, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has operated there since 1924.

Barbados gained independence from the United Kingdom in 1966, but retains the Queen as its head of state. She is represented locally by an appointed Governor General. The island has a two-party parliamentary system which is headed by a Prime Minister and Cabinet.

Barbados' telecoms sector is regulated by the Fair Trading Commission which is an independent body.

Barbados has a luxury tourism industry involving some of the world's most famous resorts.

## Economic Overview

- Population: 286,705 (July 2011 est.)
  - GDP (\$): US\$3.963 billion (2010 est.)
  - GDP/Capita: US\$13,823 (2011 est.)
- Source: CIA World Factbook

## Currency

Barbadian dollars (BDS\$/BBD). Pegged to the US\$ (US\$1 – B\$2)

**Industries:** Tourism, sugar cane and manufacturing

**Capital city:** Bridgetown

## Ownership

Cable & Wireless Communications owns 81% of LIME Barbados. 19% is publicly owned.

## Local management

Alex McDonald, Managing Director



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 2	Digicel
Domestic Voice	1 <sup>st</sup> out of 3	Sunbeach, Telebarbados
Broadband	1 <sup>st</sup> out of 2	Sunbeach

Updated: 30 September 2010

## Recent Developments

- In the summer of 2011 LIME sponsored Rhianna live in concert as part of her LOUD tour. Several LIME customers from across the Caribbean won tickets to watch the Baijan singer's homecoming gig.
- LIME is part of the WiFi Barbados 1/11/11 project which hopes to make the island the first location in the world to have 100% wireless coverage. The project is being run by the Bahamas Entrepreneurship Foundation, who hope to make the island "the #1 entrepreneurial hub in the world by 2020".
- LIME Barbados is currently upgrading its mobile network ready to launch 4G (HSPA+) mobile services.

# British Virgin Islands

## Background

In the British Virgin Islands (BVI), LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence in the Islands since the 1880s.

BVI is one of 14 British Overseas Territories which continue to fall under the jurisdiction of the United Kingdom. As such, the Queen is head of state, with foreign affairs predominantly managed by the UK's Foreign and Commonwealth Office. British Overseas Territories also have access to British financial support and funds when needed. BVI has its own Government through a democratically elected Legislative and Executive Council.

BVI's telecoms sector is regulated by The Telecommunications Regulatory Commission.

BVI is also a major cable hub for LIME. The East-West, CBUS and ECFs cables all have landing points in BVI.

## Economic Overview

- Population: 25,383 (July 2011 est.)
  - GDP (\$): US\$1.095 billion (2008 est.)
  - GDP/Capita: US\$43,139 (2011 est.)
- Source: CIA World Factbook

## Currency

US dollar

**Industries:** Tourism and offshore financial services

**Capital city:** Road Town

## Ownership

Cable & Wireless Communications owns 100% of LIME British Virgin Islands

## Local management

Sean Auguste, General Manager



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	1 <sup>st</sup> out of 3	Digicel, CCT Global Communications
<b>Domestic Voice</b>	1 <sup>st</sup> out of 2	CCT Global Communications
<b>Broadband</b>	1 <sup>st</sup> out of 2	CCT Global Communications

Updated: 30 September 2010

## Recent Developments

- LIME's East-West cable became operational in February 2011. The cable provides a link between Jamaica and the Cayman Islands in the west of the Caribbean, to Tortola in BVI, in the east. The cable also lands in the Dominican Republic.
- LIME BVI supports local musical talent across the Islands. In 2010 it held the first LIME Talent Search competition, with mobile customers voting for the winner. Devon Jennings attracted close to one third of the 1,000 votes cast and won a trip to Jamaica to record with reggae artist, 'Gramps' Morgan.

# Cayman Islands

## Background

In the Cayman Islands LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence in the Cayman Islands since 1890.

Cayman is one of 14 British Overseas Territories which continue to fall under the jurisdiction of the United Kingdom. As such, the Queen is head of state, with foreign affairs predominantly managed by the UK's Foreign and Commonwealth Office. The Government is headed by a British-appointed Governor, a Legislative Assembly, and a Cabinet.

The Cayman Islands' telecoms sector is regulated by the Information and Communications Technology (ICTA) Authority which is an independent statutory authority.

The Cayman Islands are an offshore financial centre with large numbers of fund management groups and insurance companies.

## Economic Overview

- Population: 51,384 (July 2011 est.)
  - GDP: US\$2.25 billion (2008 est.)
  - GDP/Capita: US\$43,788 (2011 est.)
- Source: CIA World Factbook

## Currency

Caymanian dollars (CI\$/KYD). Pegged to the US\$ (US\$1.2 – CI\$1)

**Industries:** Tourism, banking, fund management and insurance

**Capital city:** George Town

## Ownership

Cable & Wireless Communications owns 100% of LIME Cayman Islands

## Local management

Anthony Ritch, General Manager



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 2	Digicel
Domestic Voice	1 <sup>st</sup> out of 3	WestTel, Telecayman
Broadband	1 <sup>st</sup> out of 3	WestTel, Telecayman

Updated: 30 September 2010

## Recent Developments

- The Cayman Islands will introduce Local Number Portability on 31 January 2012. After that date Caymanians will be able to choose their telecom provider without losing their number.
- LIME sponsored the Cayman Carnival Batabano on 7 May 2011. The Carnival was launched in 1984 and is one of the highlights of the Islands' entertainment calendar.
- In October 2011, the Cayman islands was the first LIME territory upgraded to 4G (HSPA +) mobile services.

# Dominica

## Background

In Dominica, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has been in operation there since 1924.

Dominica's Parliament is formed of 21 elected members, with the President as Head of State.

Dominica's telecoms sector is regulated by the National Telecommunications Regulatory Commission, which is an independent body.

The island prides itself as a 'green' tourist destination with a high proportion of visitors going for its eco-resorts.

## Economic Overview

- Population: 72,969 (July 2011 est.)
  - GDP (\$): US\$376 million (2010 est.)
  - GDP/Capita: US\$5,153 (2011 est.)
- Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Soap, coconut oil, tourism, furniture and shoes

**Capital city:** Roseau

## Ownership

Cable & Wireless Communications owns 80% of LIME Dominica and the remaining 20% is owned by the Government of Dominica

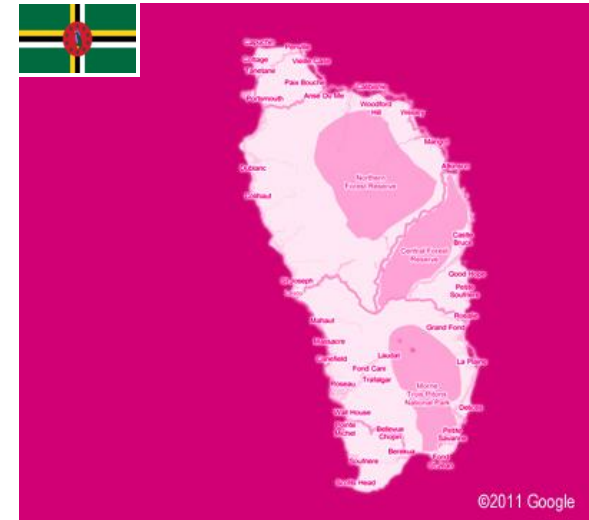
## Local management

Jeffrey Baptiste, General Manager

## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 2	Digicel
Domestic Voice	1 <sup>st</sup> out of 3	Digicel, Marpin
Broadband	1 <sup>st</sup> out of 3	Digicel, SAT Telecoms

Updated: 30 September 2010



LIME

## Recent Developments

- LIME has sponsored Roseau Primary School, one of the island's primary schools. The company will provide five scholarships to students based on academic performance and need. LIME will also help improve the school's computer lab, as part of a package of support mechanisms including a mentoring scheme involving LIME staff.
- LIME Dominica successfully staged its 8th LIME Creole in the Park in October 2010. The event brings together Dominican culture with different genres of music, craft, food, local art and people in one location – the Botanical Gardens in Roseau. This LIME initiative contributes significantly to the tourism industry on the island, increasing the number of stay-over visitors.

# Grenada

## Background

In Grenada, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence in Grenada since 1925.

Grenada consists of seven islands – one under its name, and six smaller islands. The Queen is the head of state and she is represented locally by a Governor General. Grenada’s Parliament is formed of two houses, a 15-member House of Representatives (elected by the public) and a 13-member Senate (appointed by the Government and opposition).

Grenada’s telecoms sector is regulated by the National Telecommunications Regulatory Commission, which is an independent body.

Grenada is known as the “island of spice” due to the production of nutmeg and mace crops.

## Economic Overview

- Population: 108,419 (July 2011 est.)
  - GDP: US\$674 million (2009 est.)
  - GDP/Capita: US\$6,217 (2011 est.)
- Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (\$1 - \$2.70 EC\$)

**Industries:** Tourism, beverages and spices (nutmeg)

**Capital city:** St George's

## Ownership

Cable & Wireless Communications owns 70% of LIME Grenada. 27.5% is owned by the Government of Grenada and the remaining 2.5% of the company is owned private shareholders.

## Local management

Andrew Millet, General Manager



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	2 <sup>nd</sup> out of 2	Digicel
<b>Domestic Voice</b>	1 <sup>st</sup> out of 2	Flow
<b>Broadband</b>	1 <sup>st</sup> out of 2	Flow

Updated: 30 September 2010

## Recent Developments

- Grenada is part of C@ribNET, The Caribbean’s first research network, a kind of academic internet. LIME is building the broadband network on behalf of the Caribbean knowledge and learning network. It will enable e-learning across the Caribbean. TA Marryshow Community College in Grenada launched a pilot project to provide lectures by videoconference using C@ribNET.
- LIME Grenada supports the International Soca Monarch competition. The International Soca Monarch competition covers Trinidad and Tobago, Antigua, Barbados, Grenada, Dominica and St. Vincent and the Grenadines. LIME also sponsored the Secondary Schools Soca Monarch Competition 2011. The winners and the schools they represent, won over EC\$15,000 in cash and prizes.

# Jamaica

## Background

In Jamaica, LIME provides mobile, broadband, fixed line, data centres and hosting services. Cable & Wireless Communications has had a presence in Jamaica since the 1880s.

Jamaica has a Governor General who is appointed by the Queen. Its Parliament is composed of an appointed Senate and an elected House of Representatives.

Jamaica's telecoms sector is regulated by The Office of Utilities Regulation (OUR), which is an independent body.

Jamaica is the largest island in the English-speaking Caribbean.

## Economic Overview

- Population: 2,868,380 (July 2011 est.)
- GDP: US\$13.69 billion (2010 est.)
- GDP/Capita: US\$4,772 (2011 est.)

Source: CIA World Factbook

## Currency

Jamaican dollars (J\$/JMD)

**Industries:** Tourism, bauxite/alumina and rum

**Capital city:** Kingston

## Ownership

Cable & Wireless Communications owns 82% of LIME Jamaica. LIME Jamaica is a listed entity and the remainder is publicly owned

## Local management

Chris Dehring, Chairman  
Garry Sinclair, Managing Director



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Market Overview		
Service	Position	Competitors
Mobile	2 <sup>nd</sup> out of 3	Digicel, Claro
Domestic Voice	1 <sup>st</sup> out of 4	Claro, Flow, Reliant
Broadband	1 <sup>st</sup> out of 3	Claro, Flow

Updated: 30 September 2010

## Recent Developments

- In June 2011, LIME exclusively launched the iPhone across the Caribbean.
- LIME has been retained by the Government of Jamaica to build a large portion of its island-wide broadband network.
- In February 2011, a new fibre optic cable linking Venezuela, Cuba and Jamaica landed on the north coast of Jamaica. LIME is the strategic landing partner for the cable.
- LIME has signed a two-year deal to sponsor the Caribbean Free Trade Association (CARIFTA) Games in 2011 and 2012. The games were held in Jamaica in 2011.

# Montserrat

## Background

In Montserrat, LIME provides mobile, broadband, fixed line, data centres and hosting services. Cable & Wireless Communications has had a presence in Montserrat since 1925.

Montserrat is one of 14 British Overseas Territories which continue to fall under the jurisdiction of the United Kingdom. As such, the Queen is head of state, with foreign affairs predominantly managed by the UK's Foreign and Commonwealth Office. Montserrat has its own Executive Council and Legislative Council. The Executive Council consists of the Governor as President, the Chief Minister and three other ministers, the Attorney General, and the Secretary for Finance.

Montserrat's telecoms sector is regulated by The Info-Communications Authority.

Montserrat has an active volcano on one side of the island, which has been erupting since 1995.

## Economic Overview

- Population: 5,140 (July 2011 est.)
- GDP:N/A

Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (\$1 - \$2.70 EC\$)

**Industries:** Tourism, rum and textiles

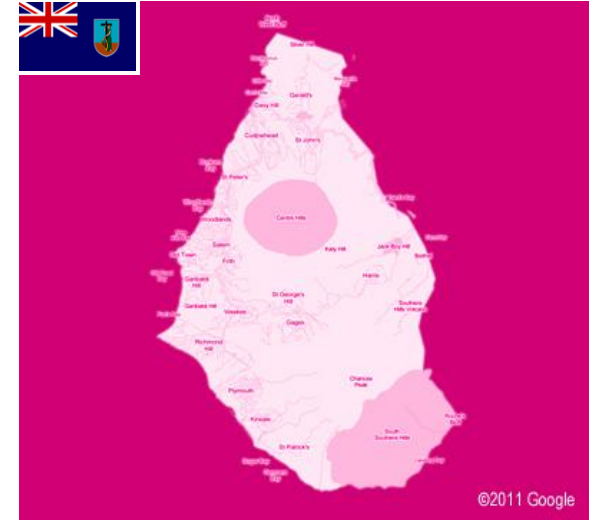
**Capital city:** Officially it is Plymouth but this was destroyed by a volcano so Brades serves as the temporary Government centre

## Ownership

Cable & Wireless Communications owns 100% of LIME Montserrat

## Local management

Joseph Cassell, General Manager



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup>	Sole provider
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider

## Recent Developments

- In 2010 LIME contributed towards the establishment of childline in Montserrat, an initiative which came out of a national debate in child abuse.
- In July 2011 LIME opened a new administrative building and retail store in Montserrat. The company had been using temporary accommodation since the volcano in 1995.



# St. Kitts & Nevis

## Background

In St. Kitts & Nevis, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence there since the 1880s.

The Federation of St. Kitts & Nevis has a National Assembly composed of 11 elected representatives and three appointed senators. Nevis also has a unicameral legislature with considerable autonomy to make laws. St. Kitts & Nevis' telecoms sector is regulated by the National Telecommunications Regulatory Commission which is an independent body.

St. Kitts & Nevis is becoming a popular tourist destination, with Nevis home to a five-star hotel and several resorts.

## Economic Overview

- Population: 50,314 (July 2011 est.)
  - GDP: US\$531 million (2010 est.)
  - GDP/Capita: US\$10,554 (2011 est.)
- Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Tourism, cotton, salt, clothing and footwear

**Capital city:** Basseterre

## Ownership

Cable & Wireless Communications owns 77% of LIME St. Kitts and 23% is publicly owned.

## Local management

David Lake, General Manager



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	1 <sup>st</sup> out of 4	Digicel, UTS Cariglobe, 21 <sup>st</sup> Century Telecom
<b>Domestic Voice</b>	1 <sup>st</sup> out of 4	Cable Communications, The Cable, Textreme
<b>Broadband</b>	1 <sup>st</sup> out of 4	Cable Communications, The Cable, Textreme

## Recent Developments

- In February 2011, LIME Talk was launched in several Caribbean destinations. LIME Talk is an application for iPhones, iPads and iPod touch devices through which customers can access a voice over internet protocol service providing cheaper calls to other Caribbean islands.
- For the past 18 years LIME has sponsored a Football School of Excellence each summer. Around 680 youngsters have received coaching over that period.

# St. Lucia

## Background

In St. Lucia, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence there since 1924.

St. Lucia is a sovereign state within the Commonwealth of Nations. The Queen is the head of State and appoints the Governor General. The island has a Parliament which consists of a 17-member House of Assembly and an 11-member Senate, appointed by the Governor General.

St. Lucia's telecoms sector is regulated by the National Telecommunications Regulatory Commission, which is an independent body.

## Economic Overview

- Population: 161,557 (July 2011 est.)
  - GDP: US\$985 million (2010 est.)
  - GDP/Capita: US\$6,097 (2011 est.)
- Source: CIA World Factbook

## Currency

East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Tourism, clothing and agriculture

**Capital city:** Castries

## Ownership

Cable & Wireless Communications owns 100% of LIME St Lucia

## Local management

Lawrence McNaughton, Managing Director



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	2 <sup>nd</sup> out of 2	Digicel
<b>Domestic Voice</b>	1 <sup>st</sup> out of 2	Karib Cable
<b>Broadband</b>	1 <sup>st</sup> out of 2	Karib Cable

## Recent Developments

- In 2011, LIME partnered with organisations to create a new computer system for St. Lucia's primary schools. The EC\$10m In Time project helps to make primary school children responsible for their own learning, with their work assessed on a regular basis. The system also allows students and teachers to access a range of online learning resources for the first time. LIME provides free internet to support the project.
- LIME is providing the network backbone to support St Lucia's Ministry of Public Service to integrate ICT across its operations. The initiative should increase efficiency and service delivery to the public.

# St. Vincent & the Grenadines

## Background

LIME provides mobile, fixed line and broadband services to St. Vincent & the Grenadines. Cable & Wireless Communications has had a presence there since 1925.

St. Vincent & the Grenadines house of assembly comprised of 15 elected representatives and six appointed senators. The head of state is the Queen who appoints the local general council.

In 2010, St. Vincent was the first sovereign nation in the world to have full Next Generation Network connectivity, thanks to LIME. This means that everyone living across the islands can get access to broadband services.

St. Vincent & the Grenadines telecoms sector is regulated by the National Telecommunications Regulatory Commission, which is an independent body.

## Economic Overview

- Population: 103,869 (July 2011 est.)
  - GDP: US\$561 million (2010 est.)
  - GDP/Capita: US\$5,401 (2011 est.)
- Source: CIA World Factbook

**Currency:** East Caribbean Dollar (EC\$/XCD). Pegged to the US\$ (US\$1 - \$2.70 EC\$)

**Industries:** Tourism, agriculture, cement, furniture and clothing

**Capital city:** Kingstown

## Ownership

Cable & Wireless Communications owns 100% of LIME St Vincent and the Grenadines

## Local management

Angus Steele, General Manager



Market Overview		
Service	Position	Competitors
Mobile	2 <sup>nd</sup> out of 2	Digicel
Domestic Voice	1 <sup>st</sup> out of 2	Karib Cable
Broadband	1 <sup>st</sup> out of 2	Karib Cable

## Recent Developments

- In May 2011, LIME sponsored Vincy Mas, the St. Vincent carnival.
- In March 2011, LIME created free wireless hotspots in Overland, Point and Bay in St. Vincent to help those affected by hurricane Thomas.
- All islanders can now access broadband, thanks to LIME's NGN network. In 2010 St. Vincent & the Grenadines was the first sovereign nation in the world to fully switch to NGN.

# Turks & Caicos Islands

## Background

In Turks & Caicos, LIME provides mobile, fixed line and broadband services. Cable & Wireless Communications has had a presence there since the 1880s.

The Turks & Caicos consists of two island groups. Over 60% of the population live on Providenciales in the Caicos islands. Turks & Caicos is one of 14 British Overseas Territories which continue to fall under the jurisdiction of the United Kingdom. As such, the Queen is head of state, with foreign affairs predominantly managed by the UK's Foreign and Commonwealth Office. Political power is currently in the hands of the Governor General.

Turks & Caicos' telecoms sector is regulated by the TCI Telecommunications Commission.

The island has recently established itself as a high-end tourist destination, and boasts a burgeoning financial services sector.

## Economic Overview

- Population: 44,819 (July 2011 est.)

- GDP: N/A

Source: CIA World Factbook

## Currency

US dollar

**Industries:** Tourism and offshore financial services

**Capital city:** Grand Turk

## Ownership

Cable & Wireless Communications owns 100% of LIME Turks & Caicos

## Local management

Drexwell Seymour, General Manager



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	1 <sup>st</sup> out of 3	Digicel, Islandcom
<b>Domestic Voice</b>	1 <sup>st</sup> out of 2	WIV
<b>Broadband</b>	1 <sup>st</sup> out of 2	WIV

## Recent Developments

- In September 2011 LIME provided trees so that local schools could take part in a planting exercise for Earth Day. 14 primary and pre-schools in Providenciales took part.
- LIME has helped children sitting the Grade Six Achievement Test (GSAT) by providing all Government Primary Schools access to caribbeanexams.com, where they can review tutorials, practice tests and assignments.

# Trinidad & Tobago

Cable & Wireless Communications – Joint Venture



## Background

Telecommunications Services of Trinidad & Tobago (TSTT) provides mobile, fixed line and broadband services. Cable & Wireless Communications has a minority holding in the company (49%).

Trinidad and Tobago's Head of State is the President, who is elected by the members of the Senate and the House of Representatives. The Senate consists of 31 members, 22 appointed on the advice of the Prime Minister and the Leader of the Opposition, and nine appointed by the President.

Trinidad & Tobago's telecoms sector is regulated by an independent body, the Telecommunications Authority of Trinidad & Tobago.

Trinidad & Tobago has the highest GDP in the English-speaking Caribbean, with an economy buoyed by the country's strong natural resource wealth, particularly oil and gas reserves.

## Economic Overview

- Population: 1,227,505 (July 2011 est.)
- GDP: US\$20.59 billion (2010 est.)
- GDP/Capita: US\$16,774 (2011 est.)

Source: CIA World Factbook

## Currency

Trinidad & Tobago dollars (TT\$/TTD). Pegged to US\$ (US\$1 = TT\$6.25050)

**Industries:** Petroleum and petroleum products and liquefied natural gas (LNG)

**Capital city:** Port of Spain

## Ownership

Cable & Wireless Communications owns a 49% share in TSTT. The Government owns 51% of TSTT.

## Local management

Roberto Peón, CEO  
Three Cable & Wireless Communications representatives sit on the Board.



Market Overview		
Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 2	Digicel
Domestic Voice	1 <sup>st</sup> out of 4	Flow, Greendot, Lisa Communications
Broadband	1 <sup>st</sup> out of 4	Flow, Greendot, Lisa Communications

## Recent Developments

- TSTT exclusively launched the iPhone 4 in June 2011.
- TSTT is sponsoring sailor Andrew Lewis who hopes to compete in the London 2012 Olympics.
- TSTT's 'Book Buddies' programme has been running since 2008 and provides school books and supplies to children living in care.

# Monaco & Islands



Touch Maldives



# Monaco & Islands



Our Monaco & Islands operation incorporates Monaco and a host of island nations. This region is split into four groups: Monaco Telecom; the Channel Islands and Isle of Man; Indian Ocean; South Atlantic and Diego Garcia. 1,642 people are employed by Cable & Wireless Communications in this region.

Monaco Telecom International, a subsidiary of Monaco Telecom, owns Afinis in Africa and has a joint venture holding in Roshan, Afghanistan. Additionally, Cable & Wireless Communications also has joint venture holdings in FINTEL (Fiji) and Solomon Telekom (Solomon Islands).



## Leadership Team:

Denis Martin, CEO



- Catherine Delom, Chief Technology Officer
- Adam Dunlop, Director of Development/ Chief Executive SADG
- Reda El Mejjad, Chief Executive, Monaco Telecom International
- Martin Péronnet, Chief Executive, Monaco Telecom
- Frederic Pinchaud, Chief Financial Officer
- Eddie Saints, Chief Executive, Channel Islands & Isle of Man
- Ismail Waheed, Chief Executive, Indian Ocean
- David Woods, Human Resources Director

## Market Overview (30 September 2011)

Service	Market Penetration	Position*
Mobile	111% (Blended)	1st in 8 out of 11 markets
Fixed	119% (Blended)	1st in 10 out of 12 markets
Broadband	57% (Blended)	1st in 10 out of 13 markets

## Financial Performance

### Half year ended 30 September 2011

**Revenue** US\$300 million

**EBITDA** US\$97 million

\*Updated 30 September 2010

# Monaco



## Background

Monaco Telecom provides mobile, fixed line, broadband and pay TV services in Monaco. Cable & Wireless Communications acquired control of the business from Vivendi Universal in 2004.

Monaco is second only to the Vatican as the smallest independent state in Europe. The State has a constitutional monarchy with the Prince holding overall executive power and he alone, can sign and ratify treaties. There is also a 24-seat National Council, elected every five years, whose function is to accept or reject legislation proposed by the Prince and to vote on budget proposals; 16 members are elected by a list majority system and eight by proportional representation.

Monaco's telecom sector is regulated by Monaco's government.

The State has no income tax and low business taxes. Monaco has a large expatriate population and is a base chosen by many businesses due to its low taxes.

## Economic Overview

- Population: 30,539 (July 2011 est.)

- GDP: N/A

Source: CIA World Factbook

## Currency

Euro (EUR)

**Industries:** Tourism, construction and financial services

**Capital city:** Monaco

## Ownership

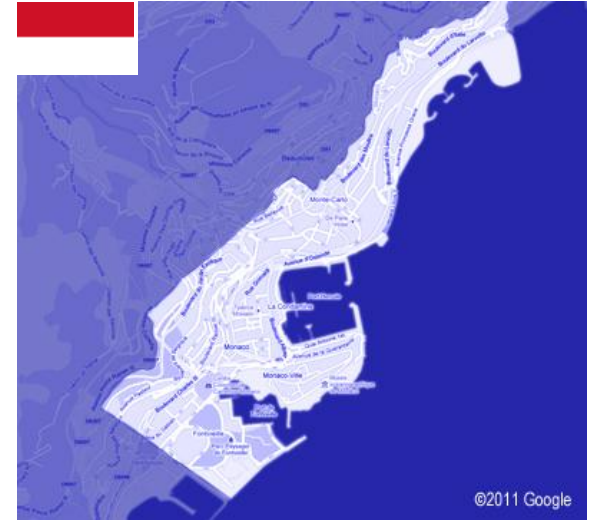
Cable & Wireless Communications holds an economic interest of 55% in Monaco Telecom. 6% of this 55% is held in trust by Compagnie Monegasque de Banque.

The remaining 45% is owned by the Société Nationale de Financement in which the state is the controlling shareholder.

Cable & Wireless Communications has management control of Monaco Telecom and majority control of the board.

## Local management

Martin Péronnet, CEO



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 4	SFR, Bouygues, Orange
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider
Pay TV	1 <sup>st</sup>	Sole provider

Updated: 30 September 2010

## Recent Developments

- In April 2011 Monaco Telecom announced a trial of 4G LTE technology ahead of a planned commercial launch in 2013.
- Monaco Telecom launched new Digital TV and broadband services, in June 2010, to coincide with Monaco's digital switchover.
- The company is currently trialling a multimedia server as part of its pay TV set top boxes. The device enables any wireless device in a home to play its video on demand service including iPads.



# Maldives



Touch Maldives

## Background

Dhiraagu (Dhivehi Raajjeyge Gulhun Private Limited) provides mobile, fixed line and broadband services to the Maldives. Cable & Wireless Communications has had a presence there since 1988. In 2009, Cable & Wireless Communications increased its shareholding from 45% to 52% and consolidated Dhiraagu in its accounts.

The Maldives is an island nation formed of a group of 20 administrative atolls in the Indian Ocean. Maldives has a world-renowned luxury tourist industry and is home to more than 100 holiday resorts.

The Maldives has a President who heads the executive branch and appoints the cabinet which is approved by the Parliament. The President is nominated to a five-year term through a general election. The Parliament (the Majlis) is composed of 77 members representing 77 constituencies who serve five year terms.

The first presidential election under the new constitution was held in November 2008 and the first multiparty election for the Maldivian Parliament was held in May 2009.

The Maldives' telecoms sector is regulated by the Communications Authority of Maldives which is an independent body.

## Economic Overview

- Population: 394,999 (July 2011 est.)
- GDP: US\$1.87 billion (2010 est.)
- GDP/Capita: US\$4,734 (2011 est.)

Source: CIA World Factbook

## Currency

Rufiyaa (MVR)

**Industries** Tourism, fishing, shipping, boat building, rope, coral, and sand mining

**Capital city:** Malé

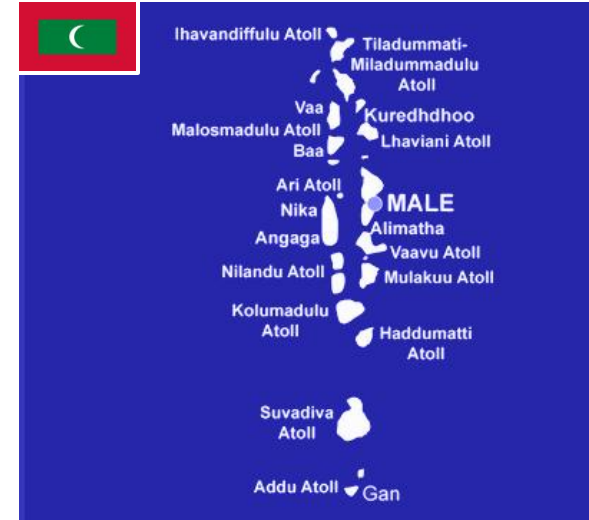
## Ownership

Cable & Wireless Communications owns 52% of Dhiraagu and 48% is owned by the Government of Maldives.

The Government has indicated its intention to float 15% of the total shares issued on the Maldives stock exchange. The subscription period is from 28 October 2011 – 30 November 2011.

## Local management

Ismail Waheed, Chief Executive & Managing Director  
Ismail Rasheed, CEO



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 2	Wataniya Telecom
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup> out of 2	Raajje Online (Focus Infocom)

Updated: 30 September 2010

## Recent Developments

- Dhiraagu has introduced telemedicine in the Maldives. The company donated a telemedicine system costing over MVR 2 million to the Ministry of Health & Family in Maldives in December 2010, demonstrating the capability to provide easy access to health care for patients living in remote islands.
- Dhiraagu has commissioned a 1,017km long fibre optic submarine cable from the north of the country to the most southerly Atoll. The Dhiraagu Domestic Submarine Cable Network will provide broadband services across the nation. It will become operational in 2012.

# Seychelles

## Background

Cable & Wireless Seychelles provides mobile, fixed line and broadband to the islands. Cable & Wireless Communications has had a presence in the Seychelles since 1893.

The Seychelles spans an archipelago of 115 islands in the Indian Ocean, some 1,500 kilometres east of mainland Africa.

The president, who acts as the head of state and Government, elected by popular vote every five years. The President is responsible for appointing the Council of Ministers, who serve as a cabinet. The National Assembly has 34 seats - 25 elected by popular vote and nine allocated on a proportional basis to parties winning at least 10% of the vote.

The Seychelles' telecoms sector is regulated by the Ministry of Information Technology and Communication, which is a Government body.

The Seychelles has a large tourist industry. The tourist sector employs approximately 30% of the entire work force.

## Economic Overview

- Population: 89,188 (July 2011 est.)
  - GDP (\$): US\$936 million (2010 est.)
  - GDP/Capita: US\$10,494 (2011 est.)
- Source: CIA World Factbook

## Currency

Seychelles rupees (SCR)

**Industries:** Fishing, tourism, agriculture and boat building

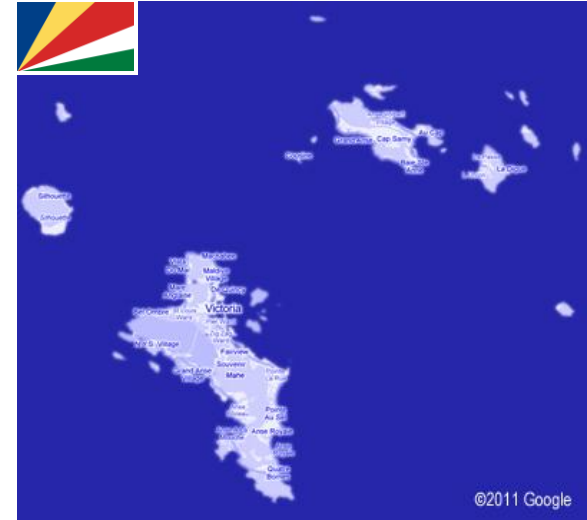
**Capital city:** Victoria

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Seychelles

## Local management

Ismail Waheed, Chief Executive Indian Ocean  
Charles Hammond, CEO



## Market Overview

Service	Position	Competitors
<b>Mobile</b>	1 <sup>st</sup> out of 2	Airtel
<b>Domestic Voice</b>	1 <sup>st</sup> out of 2	Intelvision
<b>Broadband</b>	1 <sup>st</sup> out of 3	Intelvision, Kokonet

## Recent Developments

- Cable & Wireless Seychelles is part of a consortium building the Seychelles East Africa System (SEAS) submarine fibre-optic cable system. The 2,000km cable will link the island of Mahe to Tanzania.
- 'Plug & Play Internet' launched in December 2010, which is a mobile internet service that provides high-speed internet access through a portable dongle.
- In April 2007, Cable & Wireless Seychelles signed an agreement with the Ministry of Education to roll out free broadband internet access to all public educational institutions in Seychelles.

## Background

Cable & Wireless Guernsey provides mobile, fixed line and broadband services. Its consumer business operates under the brand name Sure. Cable & Wireless Communications bought Guernsey Telecom from the Government of Guernsey in 2002.

Guernsey is a British crown dependency but is not part of the UK or of the European Union. The British Government is constitutionally responsible for its defence and international representation.

Guernsey has a Lieutenant Governor who represents the Queen. Its parliament is called the States of Guernsey and is democratically elected. The States meet on a monthly basis and have the power to raise taxation, to determine expenditure, and to pass legislation. The functions of Government are carried out by 10 departments led by a minister who, like the four ordinary members of the department, are elected by the States.

Guernsey's telecoms sector is regulated by the Office of Utility Regulation (OUR) which is an independent body.

## Economic Overview

- Population: 65,068 (July 2011 est.)
  - GDP: US\$2.742 billion(2005 est.)
  - GDP/Capita: US\$42,141 (2011 est.)
- Source: CIA World Factbook

## Currency

Guernsey pound (GGP)  
(Linked 1:1 £GBP)  
Pegged to GBP£ (UK£1 – GGP£1)

**Industries:** Tourism and banking

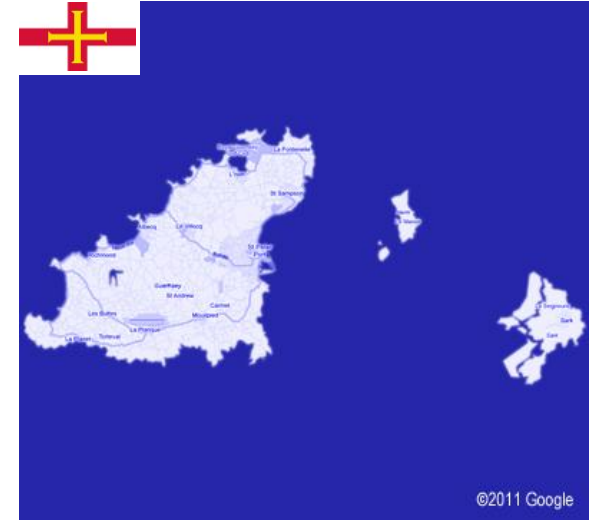
**Capital city:** Saint Peter Port

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Guernsey

## Local management

Eddie Saints, CEO



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup> out of 3	Wave, Airtel
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup> out of 2	Wave

Updated: 30 September 2010

## Recent Developments

- Sure upgraded broadband speeds to 20mbps in January 2011, at no extra cost to customers. The boost in broadband speed is part of an ongoing project to deliver faster internet speeds to the Bailiwick.
- Sure launched a third-payment option for mobile phone users in July 2010. Sure Indie allows customers to choose a mobile service which provides the benefits of call minute and text message bundles without the need to sign up to a contract.
- In 2011 we launched Sure Smiles, a comedy festival.
- In 2010/11 our Guernsey business completed a nine unit data centre complex which is a hosting facility for a number of international companies.

# Isle of Man



## Background

Cable & Wireless Isle of Man provides mobile, broadband and fixed line services to the island. Cable & Wireless Communications has operated there since 2007 when the market was liberalised. Its consumer business operates under the brand name Sure.

The Isle of Man is a self-governing territory with the oldest parliament in the world, Tynwald, which was founded 1,000 years ago. Tynwald has two branches: the House of Keys and the Legislative Council. The island also has a ministerial system of government that is headed by the Chief Minister who selects the Manx Cabinet (the Council of Ministers). The Chief Minister is nominated by Tynwald from amongst its members after each general election.

The island's telecoms sector is regulated by the Communications Commission which is a statutory board of the Isle of Man Government.

## Economic Overview

- Population: 84,655 (July 2011 est.)
  - GDP (\$): US\$2.719 billion (2005 est.)
  - GDP/Capita: US\$32,119 (2011 est.)
- Source: CIA World Factbook

## Currency

Manx pounds (IMP)  
 (Linked 1:1 £GBP)  
 Pegged to GBP£ (UK£1 – IMP£1)

**Industries:** Financial services, intellectual property, films and tourism

**Capital city:** Douglas

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Isle of Man

## Local management

Eddie Saints, CEO  
 Andy Bridson, Chief Commercial Officer



Market Overview		
Service	Position	Competitors
Mobile	2 <sup>nd</sup> out of 2	Manx Telecom
Domestic Voice	2 <sup>nd</sup> out of 2	Manx Telecom
Broadband	2 <sup>nd</sup> out of 2	Manx Telecom

## Recent Developments

- Sure introduced competition into the corporate telecommunications market in 2011, having purchased capacity in two fibre optic cables that run via the UK and Republic of Ireland.
- Sure secured a three-year title sponsorship deal for the bowling and leisure complex, Sure Strike which opened in May 2011.
- In 2011 Sure began to supply 40Mbps broadband to its customers.

## Background

Cable & Wireless Jersey provides mobile, broadband and fixed line services to the island. Cable & Wireless Communications has been operating in Jersey since 2004. Its consumer business operates under the brand name Sure.

Jersey is a dependency of the British Crown, the Queen is the head of state. The island has its own legislative and taxation systems. The legislature is called the States of Jersey and has 53 elected members: 10 Senators, 12 Constables, and 29 Deputies. The States have voted to reduce the number of Senators further to eight over the next few years. The Bailiff and the Deputy Bailiff are both appointed by the Queen.

Jersey's telecoms sector is regulated by an independent regulator - the Jersey Competition Regulatory Authority (JCRA). Since July 2010 the Executive Director of the JCRA is the same person that acts as the Director General for the Office of Utility Regulation (OUR) in Guernsey.

## Economic Overview

- Population: 94,161 (July 2010 est.)
- GDP: US\$5.1 billion (2005 est.)
- GDP/Capita: US\$54,163 (2011 est.)

Source: CIA World Factbook

## Currency

Jersey pounds (JEP)  
(Linked 1:1 £GBP)  
Pegged to GBP£ (UK£1 – JEP£1)

**Industries:** Finance, tourism and agriculture

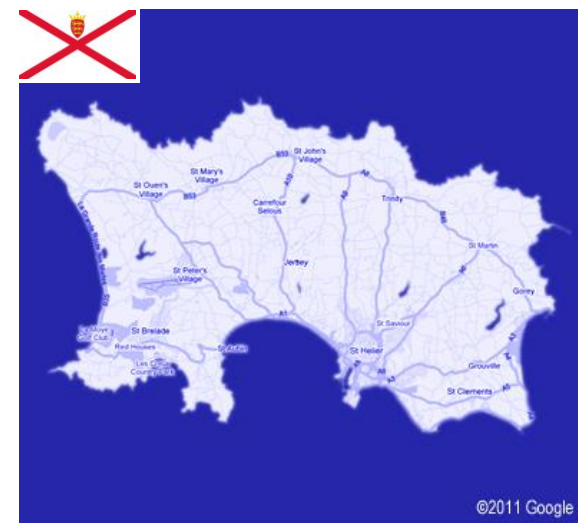
**Capital city:** Saint Helier

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Jersey

## Local management

Graham Hughes, Country Manager



Market Overview		
Service	Position	Competitors
Mobile	2 <sup>nd</sup> out of 3	Jersey Telecom, Airtel
Domestic Voice	2 <sup>nd</sup> out of 2	Jersey Telecom
Broadband	3 <sup>rd</sup> out of 3	Jersey Telecom, Newtel

## Recent Developments

- In 2011 Sure completed a fixed line access network which will reduce international connectivity costs for enterprise customers.
- In 2011 Sure won a contract to create a global wide Area Network for law firm, Ogier. The company chose CWC because it can deliver almost all the connections it requires without having to work with partner companies.
- Sure is strengthening its links with the Polish community in Jersey having entered into a partnership with Pole-Island Direct, the provider of Jersey's new direct air route to Warsaw, to provide lower cost ways to communicate back to Poland.

# Africa

## Background

Afinis Communications is our business in Africa. The company is headquartered in Casablanca, Morocco with offices in seven countries; Algeria, Benin, Burkina Faso, Cameroon, Guinea, Niger and Senegal.

Afinis is an enterprise services business dedicated to Africa's largest corporations and offers connectivity across the continent and internationally. Afinis is focused on five key segments – mining, oil and gas, banking, telecoms and government.

Afinis launched in February 2011. Before being branded as Afinis Communications the company was known as Divona Algeria in Algeria and Connecteo in Benin, Burkina Faso, Cameroon, Guinea, Niger and Senegal.



## Economic Overview

- Population: 1.007 billion (2009)
- GDP: US\$ 1,476,265 billion (2009)
- African Enterprise Data market – US\$2.5bn (2010)  
World Bank; Data Partner, 2010

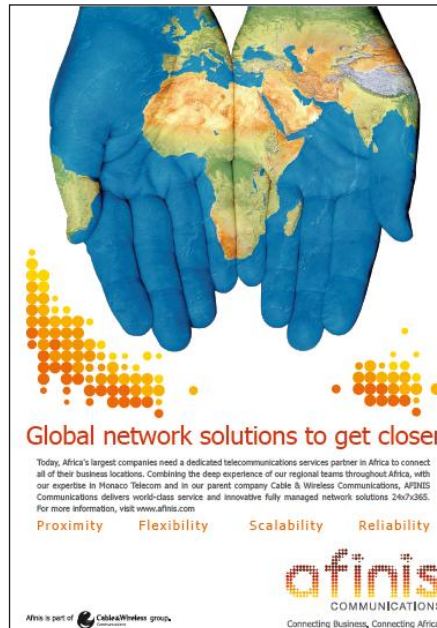
**Industries:** Mining, oil & gas, banking, telecoms and international institutions

## Ownership

Afinis is a division of Monaco Telecom International

## Local management

Reda El Mejjad, General Director  
Christophe Boix, Managing Director  
Stéphane Valici, Managing Director




**Global network solutions to get closer**

Today, Africa's largest companies need a dedicated telecommunications services partner in Africa to connect all of their business locations. Combining the deep experience of our regional teams throughout Africa, with our expertise in Monaco Telecom and in our parent company Cable & Wireless Communications, AFINIS Communications delivers world-class service and innovative fully managed network solutions 24x7x365. For more information, visit [www.afinis.com](http://www.afinis.com)

Proximity Flexibility Scalability Reliability

**afinis**  
COMMUNICATIONS  
Connecting Business, Connecting Africa.

Afinis is part of  Cable & Wireless group.



## Recent Developments

- Afinis was launched as a new brand in March 2011 to provide network services on a regional basis to Africa's largest enterprises.
- Afinis has a network sharing agreement with iWayAfrica, a division of Telkom South Africa, enabling it to provide services in the south and east African countries where iWay has a strong presence. iWay will provide the same services in territories where Afinis is licensed to operate. Both operators are now able to offer one-stop-shop enterprise services to corporations across the continent.

## Algeria

Algeria's Government has an executive branch which is headed by the President, who is elected for a five-year term. The Prime Minister, who acts as Head of Government, is appointed by the President. The country is formed of 48 provinces. Algeria's telecoms sector is regulated by l'Autorité de régulation de la poste et des telecommunications which is an independent body.

### Economic Overview

- Population: 34,994,937 (July 2011 est.)
- GDP: US\$160.3 billion (2010 est.)
- GDP/Capita: US\$4,580 (2011 est.)

Source: CIA World Factbook

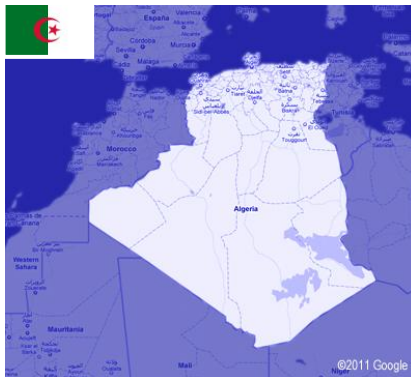
### Currency

Algerian dinars (DZD)

**Industries:** Petroleum, natural gas, light industries, mining, electrical, petrochemical and food processing

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications owns 99.9% of Afinis Communications Algeria.



## Benin

Benin has a multi-party presidential system; the President is democratically elected for a five-year term. Benin's telecoms sector is regulated by Direction de la Politique des Postes et Télécommunications which is an independent authority.

### Economic Overview

- Population: 9,325, 032 (July 2011 est.)
- GDP: US\$6.649 billion (2010 est.)
- GDP/Capita: US\$713 (2011 est.)

Source: CIA World Factbook

### Currency

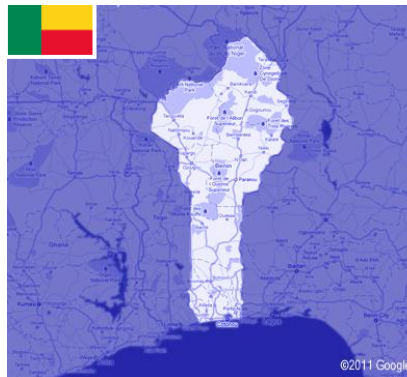
Communaute Financiere Africaine francs (XOF)

**Industries:** Cotton, agriculture, palm oil and livestock

**Capital city:** Porto-Novo

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 100% of Afinis Benin.



## Burkina Faso

The country has a semi-presidential government with a parliament which can be dissolved by the President of the Republic, who is elected for a term of five years. Burkina Faso's telecoms sector is regulated by la Direction generale de l'Office National des Telecommunications (ONATEL).

### Economic Overview

- Population: 16,751,455 (July 2011 est.)
- GDP: US\$8.781 billion (2010 est.)
- GDP/Capita: US\$524 (2011 est.)

Source: CIA World Factbook

### Currency

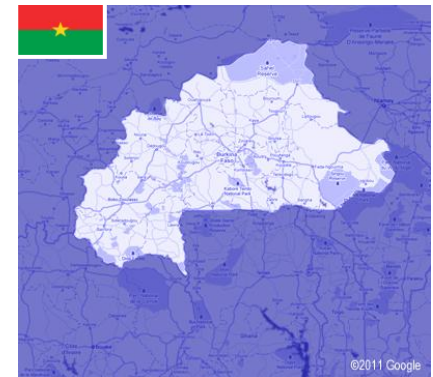
Communaute Financiere Africaine francs (XOF)

**Industries:** Cotton, beverages, agricultural, soap, cigarettes, textiles and gold

**Capital city:** Ouagadougou

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 75% of Afinis Burkina Faso.



## Cameroon

Cameroon has a multiparty presidential regime. The modern state of Cameroon was created in 1961 by the unification of two former colonies, one British and one French. It has an elected president who appoints all Government officials. The National Assembly make legislation; it is formed of 180-members. Cameroon's telecoms sector is regulated by l'Agence de Régulation des Télécommunications, an authority which is separate from the Government although some responsibilities are shared with ministers.

### Economic Overview

- Population: 19,711,291 (July 2011 est.)
- GDP: US\$22.48 billion (2010 est.)
- GDP/Capita: US\$1,140 (2011 est.)

Source: CIA World Factbook

### Currency

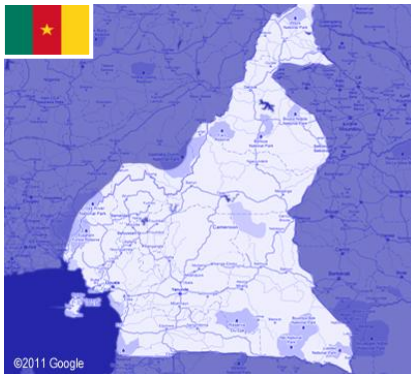
Cooperation Financiere en Afrique Centrale francs (XAF)

**Industries:** Petroleum production and refining, aluminium production, agriculture and textiles

**Capital city:** Yaounde

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 100% of Afinis Cameroon.



## Guinea

Guinea became independent in 1958. Guinea is now a presidential republic, with the President acting as the head of State and head of Government. The Government holds executive power; while legislative power is shared between the Government and the Chamber of People's Representatives. The Chamber of People's Representatives has 100 members, elected for a five year term. Guinea's telecoms sector is regulated by l'Autorité de Régulation des Postes et Télécommunications which is an independent body.

### Economic Overview

- Population: 10,601,009 (July 2011 est.)
- GDP: US\$4.633 billion (2010 est.)
- GDP/Capita: US\$437 (2011 est.)

Source: CIA World Factbook

### Currency

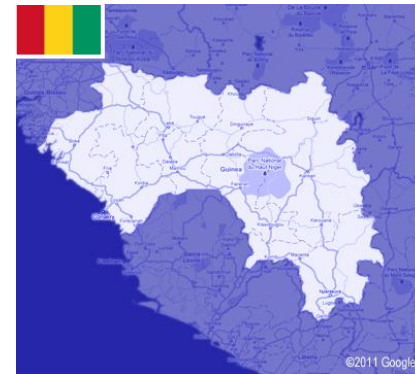
Guinean francs (GNF)

**Industries:** Bauxite, gold, diamonds, iron, alumina refining, light manufacturing and agriculture

**Capital city:** Conakry

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 85% of Afinis Guinea.





## Niger

Niger has a semi-presidential system of government in which the President of the Republic, elected by universal suffrage for a five-year term, and a Prime Minister named by the President share executive power. The National Assembly has 113 deputies elected for a five year term under a majority system of representation. Political parties must attain at least 5% of the vote in order to gain a seat in the legislature. Niger's telecoms sector is regulated by l'Autorité de Régulation Multisectorielle, an independent body.

### Economic Overview

- Population: 16,468,886 (July 2011 est.)
- GDP: US\$5.577 billion (2010 est.)
- GDP/Capita: US\$339 (2011 est.)

Source: CIA World Factbook

### Currency

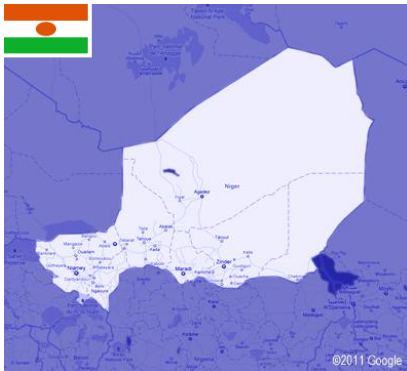
Communaute Financiere Africaine francs (XOF)

**Industries:** Uranium mining, construction materials, textiles and chemicals

**Capital city:** Niamey

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 77.7% of Afinis Niger.



## Senegal

Senegal has a President who acts as head of state, with the Prime Minister acting as the head of Government. The President is elected by popular vote for a seven year term. The Council of Ministers are appointed by the Prime Minister and provide consultation for the President. The National Assembly is formed of 150 members, elected for a five year term, with multi-seat rather than single-seat constituencies. Senegal's telecoms sector is regulated by the African Telecommunications Regulator (Senegal).

### Economic Overview

- Population: 12,643,799 (July 2011 est.)
- GDP: US\$12.88 billion (2010 est.)
- GDP/Capita: US\$1,018 (2011 est.)

Source: CIA World Factbook

### Currency

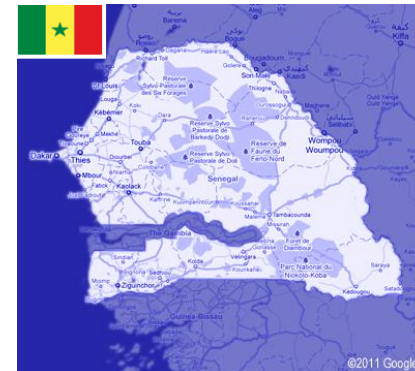
Communaute Financiere Africaine francs (XOF)

**Industries:** Agriculture, phosphate mining, petroleum refining; iron ore, zircon, gold mining and construction materials

**Capital city:** Dakar

### Ownership

Monaco Telecom International, part of Cable & Wireless Communications, owns 100% of Afinis Senegal.



# Ascension Island

## Background

Cable & Wireless Ascension provides fixed line and broadband services to the island. Our company has operated there since 1899 when the Eastern Telegraph Company (a predecessor of Cable and Wireless Communications) laid the first submarine telegraph cable into Comfortless Cove. Ascension was the location of Cable & Wireless' first Satellite Ground Terminal, which was built to support the Apollo moon landing.

Ascension forms part of a British overseas territory together with Saint Helena and Tristan da Cunha. Ascension has its own constitution; there is a British-appointed Governor who resides in Saint Helena, with an Administrator who is appointed to represent them on Ascension Island. An Island Council, composed of seven elected candidates, advises on new or revised laws and much of Ascension's local legal system is based on the laws of Saint Helena and some parts of English law with modifications.

Ascension's telecoms sector is regulated by the Governor of Ascension Islands.

The inhabitants of the island comprise of the employees and families of the organisations working there, which include the BBC and the Ministry of Defence.

## Economic Overview

- Population: N/A
  - GDP: N/A
- Source: CIA World Factbook

Revenue for the Ascension Island Government is raised through taxation introduced in 2002.

## Currency

St Helena Pound

**Capital city:** Georgetown

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Ascension

## Local management

Ray Ellick, CEO



## Market Overview

Service	Position	Competitors
<b>Domestic Voice</b>	1 <sup>st</sup>	Sole provider
<b>Broadband</b>	1 <sup>st</sup>	Sole provider

## Recent Developments

- Cable & Wireless Ascension provides a free internet link to enable the rebroadcast of local radio from St Helena, St FM Radio, to the community of Ascension.
- Cable & Wireless Ascension is a Government's partner in the Ascension Island Youth Training Programme, an employment skills programme.
- Cable & Wireless Ascension supports the island's only school, providing free internet and an annual ICT award.

# Diego Garcia

## Background

Cable & Wireless Diego Garcia provides international and domestic fixed line, mobile and broadband services. Cable & Wireless Communications has had a presence there since 1982 and operates with exclusivity.

Diego Garcia's government consists of a Commissioner, who is appointed by the Queen. The Commissioner is assisted by an Administrator and a small number of staff from the UK's Foreign and Commonwealth Office.

Diego Garcia houses a large US military base and US Navy port. Its population is made up of US military personnel and people working in supporting industries.

Diego Garcia's telecoms sector is regulated by the Commissioner of the British Indian Ocean Territories.

## Economic Overview

- Population: N/A
  - GDP: N/A
- Source: CIA World Factbook

## Currency

US Dollar

**Industries:** Military Base

**Capital city:** Diego Garcia

## Ownership

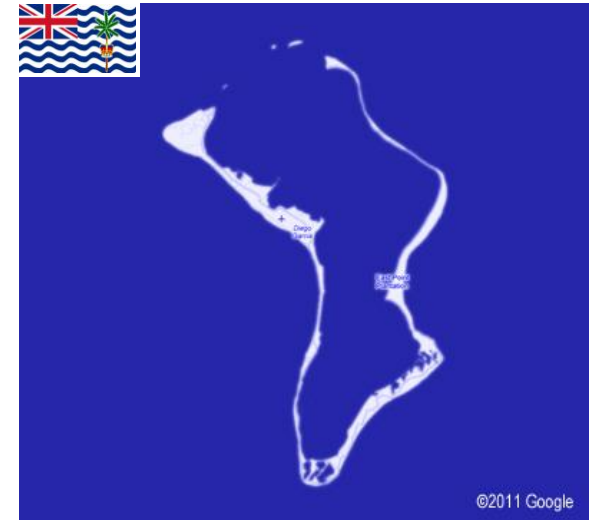
Cable & Wireless Communications owns 100% of Cable & Wireless Diego Garcia

## Local management

Aaron Richardson, CEO



**CABLE & WIRELESS**



## Recent Developments

- A GSM mobile/cell network service was launched in December 2009.

## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup>	Sole provider
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider

# Falkland Islands

## Background

Cable & Wireless Falkland Islands provides mobile, fixed line and broadband services to the islands. Cable & Wireless Communications has had a presence in the Falkland Islands since 1966 and will operate there with exclusivity until 2019.

The Falkland Islands are an overseas territory of the UK in the South Atlantic Ocean, situated east of southern Argentina. The windswept and almost-treeless territory is made up of two main islands, East Falkland and West Falkland, as well as hundreds of smaller islands and islets. Tourism, fishing and sheep farming are the main economic activities. There is significant oil exploration activity being undertaken in Falkland's waters that will continue throughout 2011. The Islands have had a large UK Military presence since 1982.

The British monarch holds supreme authority and is represented on the Islands by a Governor; who acts on advice of the local Executive Council and Legislative Assembly. Under the terms of the Falkland Islands Constitution, eight Legislative Assembly Members are elected every four years. Three of these members are then internally selected to form the Executive Council.

The telecoms sector is regulated by The Falkland Islands Government.

## Economic Overview

- Population: 3,140 (July 2008 est.)
  - GDP: US\$105.1 million (2007 est.)
  - GDP/Capita: US\$33,471 (2011 est.)
- Source: CIA World Factbook

## Currency

Falkland Pound (Linked 1:1 £GBP)  
Pegged to the GB£ (UK£1 - FKP£1)

**Industries:** Offshore fisheries, agriculture and tourism.

**Capital city:** Stanley

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless Falkland Islands

## Local management

Justin McPhee, CEO



## Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup>	Sole provider
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider

Updated: 30 September 2010

## Recent Developments

- Cable & Wireless Falklands is one of the main supporters of the team which takes part in the island games every two years.
- Cable & Wireless Falklands is updating its branding in 2011 to fit in with the main Cable & Wireless Communications brand.

# St. Helena

## Background

Cable & Wireless St. Helena provides fixed line and broadband services to the island. Cable & Wireless Communications has had a presence in St. Helena since 1899.

St. Helena is an overseas territory of the UK in the South Atlantic Ocean. There is a Governor on the island, appointed by the Queen. There is also a Legislative Council which consists of 16 members. All legislation enacted by this Council has to be ratified by the British Government before it has the force of law. The Legislative Council elects five members to sit on the island's Executive Council which is presided over by the Governor.

The Government of St. Helena has some regulatory powers over broadcasting services and telecoms.

The British Government hopes to make the island become self-sufficient by making it accessible by air and therefore more attractive to tourists. The airport is expected to be completed by 2012. Currently, the RMS St. Helena (Royal Mail Ship) is the only public form of access to the island.

## Economic Overview

- Population: 7,700 (July 2011 est.)

- GDP: N/A

Source: CIA World Factbook

## Currency

Saint Helenian pounds (SHP)

(Linked 1:1 £GBP)

Pegged to the GB£ (UK£1 - SHP£1)

**Industries:** Construction, crafts, tourism and fishing

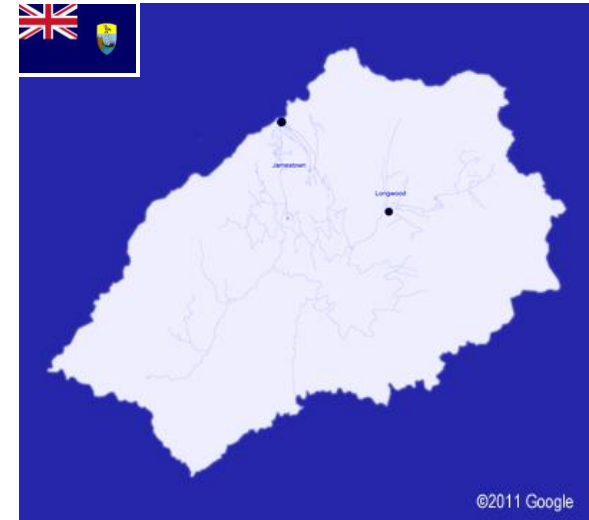
**Capital city:** Jamestown

## Ownership

Cable & Wireless Communications owns 100% of Cable & Wireless St. Helena

## Local management

Hensil O'Bey, CEO



## Market Overview

Service	Position	Competitors
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider

## Recent Developments

- In 2010 Cable & Wireless St. Helena introduced a new broadband package called Lite. The package is designed for users who only require internet access for email exchange and web surfing.
- Cable & Wireless St. Helena has installed a fibre optic network onto the island. Television content rebroadcast by Cable & Wireless St. Helena, is now available over this link.

# Afghanistan

Cable & Wireless Communications – Joint Venture



## Background

Roshan is Afghanistan's largest mobile operator. Cable & Wireless Communications has had a presence in Afghanistan since 2003 when the mobile market was liberalised.

Afghanistan has a President who acts as the head of state. Administratively, Afghanistan is divided into 34 provinces. Each province has a capital and a governor in office.

The country's telecoms sector is regulated by the Afghanistan Telecom Regulatory Authority, which is an independent body.

Afghanistan's economic outlook has improved significantly since 2001. The country has received over US\$2 billion in international assistance.

## Economic Overview

- Population: 29,835,392 (July 2011 est.)
- GDP: US\$15.61 billion (2010 est.)
- GDP/Capita: US\$523 (2011 est.)

Source: CIA World Factbook

## Currency

Afghanis (AFA)

**Industries:** Textiles, soap, furniture, shoes, fertilizer, agriculture, mineral water, cement, carpets, natural gas, coal and copper

## Ownership

Roshan is owned by an international consortium made up of three shareholders:  
 Monaco Telecom International (MTI), a subsidiary of Cable & Wireless Communications – 36.75%  
 The Aga Khan Fund for Economic Development (AKFED) – 51.00%  
 TeliaSonera – 12.25%  
 Roshan is accounted for as a joint venture in Cable & Wireless Communications' accounts.

## Local management

Karim Khoja, CEO, Roshan  
 Lutf Kassam, Chairman of the Board  
 Monaco Telecom International holds two seats on the Board



Market Overview		
Service	Position	Competitors

Mobile	1 <sup>st</sup> out of 4	Afghan Wireless Communication, Etisalat, MTN
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Updated: 30 September 2010

## Recent Developments

- In January 2011, Roshan announced that it would be the first Afghan mobile operator to provide customers with direct access to Twitter, using SMS through their mobile phones.
- Roshan has spent more than US\$60 million in the past year expanding its mobile presence and building a high-speed wireless internet service across the country.
- In 2008, Roshan introduced M-Paisa – Afghanistan's only mobile money transfer service allowing peer to peer transfer, repayment of microfinance loans, purchase of airtime and salary payments for companies.

# Fiji

## Cable & Wireless Communications – Joint Venture



### Background

Fintel provides international gateway services to Fiji, and has broadband and wireless ISP operations. Our company has had a presence in Fiji since 1902. Fiji is in the South Pacific Ocean and its population resides mostly on the two main islands of Viti Levu and Vanua Levu.

Fiji has a parliamentary system, in which the Prime Minister is the head of the Government. The parliament consists of two houses. The House of Representatives has 71 members, elected for five-year terms, 25 of which are elected by universal suffrage. The remaining 46 seats are reserved for Fiji's ethnic communities and are elected from communal electoral rolls. The Senate is composed of 32 members, and is primarily a house of review.

The island's telecoms sector is regulated by the Telecommunications Authority of Fiji which is an independent body.

### Economic Overview

- Population: 883,125 (July 2011 est.)
  - GDP: US\$3.131 billion (2010 est.)
  - GDP/Capita: \$3,545(2011 est.)
- Source: CIA World Factbook

### Currency

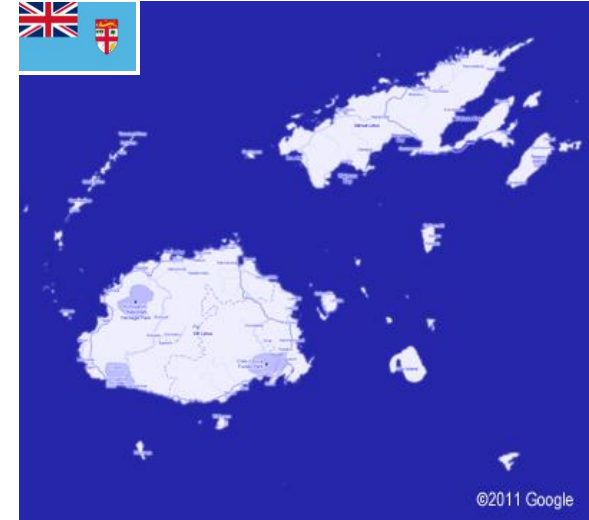
Fijian dollars (FJD)

**Industries:** Tourism, sugar, clothing, gold, silver and lumber

**Capital city:** Suva

### Ownership

Cable & Wireless Communications owns 49% of FINTEL. The remaining 51% is owned by ATH/Govt. FINTEL is accounted for as a joint venture in Cable & Wireless Communications' accounts.



### Market Overview

Service	Position	Competitors
Broadband	2 <sup>nd</sup> out of 2	Telecom Fiji

### Recent Developments

- FINTEL supported the police in the Nandi district with a donation of computers and other equipment in 2011.
- FINTEL returned to profitability in 2011 and gave a dividend of F\$2m (around US\$1.08 million), a 118% improvement on its 2010 performance thanks to a refreshed business model.

# Solomon Islands

## Cable & Wireless Communications – Joint Venture



### Background

Solomon Telekom provides mobile, fixed line and broadband services to the Solomon Islands.

The Solomon Islands has a constitutional monarchy with its own parliamentary system. The Queen is the head of state; she is represented by the Governor-General who is chosen by the Parliament for a five-year term. There is a parliament of 50 members, who are elected for four-year terms.

The Solomon Islands' telecoms sector is regulated by The Telecommunications Commission which is a statutory independent body.

The Solomon Islands chain consists of several large volcanic islands to the south-east of Papua New Guinea, as well as outlying islands and atolls. The terrain is mountainous and heavily forested.

### Economic Overview

- Population: 571,890 (July 2011 est.)
- GDP: US\$712 million (2010 est.)
- GDP/Capita: US\$1,245 (2011 est.)

Source: CIA World Factbook

### Currency

Solomon Islands dollars (SBD)

**Industries:** Fishing, mining and timber

**Capital city:** Honiara

### Ownership

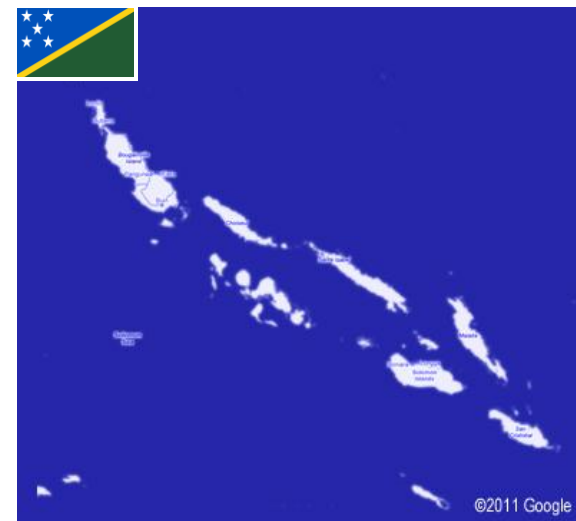
Cable & Wireless Communications owns 32.58% of Solomon Telekom. 64.74% is owned by Solomon Islands National Provident Fund Board and 2.68% is owned by Investment Corporation of Solomon Islands.

Solomon Telekom is accounted for as a joint venture in Cable & Wireless Communications' accounts.

### Local management

Mr. Loyley Ngira, CEO

Cable & Wireless Communications holds two seats on the Board.



### Market Overview

Service	Position	Competitors
Mobile	1 <sup>st</sup>	Be Mobile
Domestic Voice	1 <sup>st</sup>	Sole provider
Broadband	1 <sup>st</sup>	Sole provider

### Recent Developments

- Mobile competition was introduced in the Solomon Islands in 2010.
- Between 2010 – 2011 Solomon Telekom extended its mobile network to 32 new rural communities.
- The Solomon Islands broadband industry was liberalised in 2011.



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