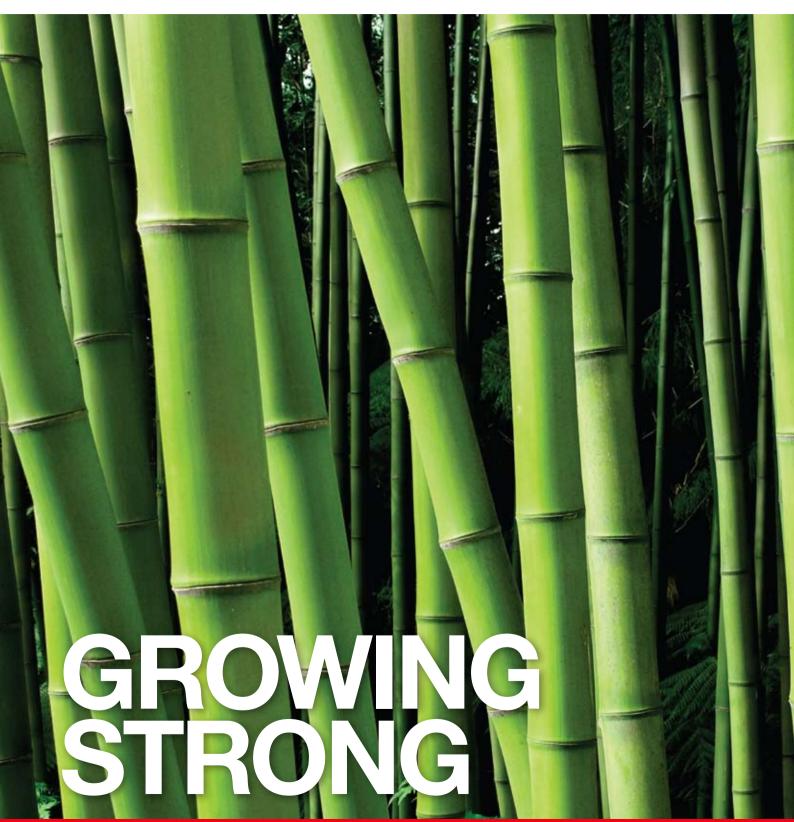


www.totaltele.com Business analysis for telecoms professionals November 2012



RANKING THE WORLD'S BIGGEST NETWORK OPERATORS



Congratulations to all the winners, highly commended and finalists!

And a big thank you to our sponsors.

To view the full list please visit www.worldcommsawards.com

www.worldcommsawards.com

Sponsors:















Idea Cellular Limited

BEST CLOUD SERVICE

Orange Business Services

BEST CONTENT SERVICE

Türk Telekom

BEST CUSTOMER CARE

Roshan

BEST GLOBAL OPERATOR

Orange Business Services

BEST MOBILE OPERATOR

Telstra Corporation Limited

BEST NEW SERVICE: CONSUMER

Comviva

BEST NEW SERVICE: ENTERPRISE

Singapore Telecommunications Limited

BEST OPERATOR IN A DEVELOPING MARKET

Unitel

BEST SERVICE PROVIDER

Virtela Technology Services Inc

BEST WHOLESALE CARRIER

TeliaSonera International Carrier

PROJECT OF THE YEAR

Telstra

SOCIAL CONTRIBUTION AWARD

Etisalat

THE ALIREZA MAHMOODSHAHI **TECHNOLOGY FORESIGHT AWARD**

Ciena

THE GREEN AWARD

Vipnet d.oo

BEST PLACE TO WORK

Zain Jordan

CEO OF THE YEAR

Vittorio Colao: Vodafone

USER'S CHOICE

Orange Business Services

World Communication Awards For global communications providers

> 13th November 2012 **Lancaster Hotel, London**



Strategic Partner:



Drinks Reception Sponsor:









Organised by:





worldwide changes with Orange

Every day at Orange Business Services we do everything we can to make your business life easier and more efficient.

We are the only communications company who can deliver and manage your solutions on a truly global basis, with services that follow you all around the world.



CONTENTS

7 **Growing strong**

Consistent gains have pushed China's three telecoms operators up the Global 100 ranking, led by China Mobile which has broken into the top five.

15 Table: Revenues

The world's top 100 telecom operators ranked by revenues.

16 Table: The complete ranking

The full Global 100 table, including revenues and profits, given in both euros and local reporting currencies, and reporting periods.

19 Table: Net income

The operators that make up the Global 100 ranked by profits.

23 Table: Return on revenues

A measure of profitability calculated as net income divided by revenues.

25 Table: CEOs and employees

The executives leading the world's biggest telecoms operators and the number of staff they employ.

27 People profiles

Snapshots of some of the key executives leading the companies featuring in this year's Global 100.

30 Methodology and notes

Explanations on how the Global 100 is compiled, plus notes to accompany the 2012 issue.

31 Sponsor profiles

Details of the companies that supported Total Telecom in bringing the Global 100 to market this year, as well as those that backed the 2012 World Communication Awards, which rewards the shining stars in the telecoms operator community.

www.totaltele.com November 2012 5

VVOV GOES SOCIAL

When customers get what they want from you, they become your best advocates. Especially when they get it exactly when and how they want it. Ericsson helps you REALIZE the kind of user experience that gets people talking. Our OSS/BSS keeps you and your customers informed and empowered in real time, giving you end-to-end visibility and control — from network to user interaction. So you can deliver the wow factor customers can't wait to share.

REALIZE

Your Tomorrow Today
OSS/BSS



ANALYSIS

GROWING STRONG

Consistent gains have pushed China's three telecoms operators up the Global 100 led by China Mobile, which has broken into the top five.



Mary Lennighan Editor Total Telecom

ould the world's largest mobile operator be on the verge of breaking into the top five?" we asked this time last year on publishing the 2011 edition of the Global 100 ranking of the world's biggest telecoms operators.

A year on and China Mobile has done exactly that, leapfrogging Deutsche Telekom and Telefonica to take the number four position in the 2012 table. It added more than $\[mathebox{\ensuremath{\mathfrak{C}}9}$ billion (or almost 43 billion yuan) to its revenues in the most recent financial year, while Telefonica, which held fourth place last year, grew its top line by just over $\[mathebox{\ensuremath{\mathfrak{C}}2}$ billion.

Strong growth from the Chinese telco has brought change to the top five of the Global 100 for the first time since 2007, when AT&T replaced NTT in the number one spot. China Mobile stood in 11th place that year with revenues of €29.47 billion (303.64 billion yuan). It has grown consistently ever since and in the most recent financial year booked revenues of €64.06 billion (528 billion yuan), an increase of 117% in euro terms over those six years. AT&T, by contrast, which has also performed strongly in recent years—being the world's largest telecoms operator by revenue is no mean feat—saw its revenues increase by 11% over the same period, to €97.86 billion.

China Mobile's domestic rivals have also made steady gains in the Global 100 in recent years. Back in 2007 there were four Chinese operators in the top half of the table, ranging from China Mobile down to China Netcom (which was absorbed into China Unicom via an industry restructuring in late 2008) at number 28; the four together had revenues of €64.08 billion, just €18 million more than China Mobile's annual turnover today. This year China Telecom, China Unicom (both of which rose up the table by one place this year, just as they did in last year's report) and China Mobile together recorded revenues of €119.17 billion, more than twice their 2007 figure.

The three combined have more than 1 billion mobile subscribers, having added 102 million since the start of 2012, but with China's population standing at around 1.34 billion and many people owning multiple SIM cards, significant growth potential remains.

Indeed, China Mobile, which is by far the largest of the three, claiming more than half of the market with 698.51 million customers as of the end of the third quarter of 2012, added 5.43 million in September alone. China Unicom added 3.42 million connections that month to take its total to 229.49 million, while at the end of August, its latest available figures at the time of going to press, China Telecom had 149.42 million customers. But 3G subscriber figures show that China's mobile market is more competitive than it first appears and that there could be a chink in China Mobile's armour: the country's desire to push its homegrown TD-SCDMA standard.

China Mobile has 75.6 million 3G subscribers, which despite being a significant number represents just 11% of its customer base. Meanwhile, China Unicom has 66.9 million 3G subscriptions, or 29% of its much smaller customer base, and China Telecom 56.4 million (37.8%). China Mobile's 3G service is based on TD-SCDMA, which being a local standard does not have broad support from international device makers and therefore lacks the high-profile handsets customers desire. China Unicom and China Telecom run services based on the globally-backed WCDMA and cdma2000 services respectively. Earlier this year China Mobile announced it will increase its 2012 budget for handset subsidies to 26 billion yuan (€3.2 billion) from 20 billion yuan in a bid to attract new customers.

In late October China Unicom reported its nine-month numbers, including a 29.5% rise in net profit to 5.45 billion yuan (€661 million, at the exchange rate used to compile the Global 100–see methodology, p.30) and an increase in ARPU to 48.3 yuan (€5.86) from 47.4 yuan, thanks to 3G customer growth. By contrast, China Mobile reported profit growth of just 1.4% for the same period.

LTE could bring some respite, but it will not be an easy road for the Chinese behemoth. The TD-LTE standard is being used outside of China, giving it some much-needed scale. The FDD variant of the technology is more mature and has wider global support, but vendors are working to foster interoperability between the TDD and FDD ecosystems. In addition, there are widespread rumours that China Mobile is holding talks with Apple that it hopes will lead to it



being able to offer a TD-LTE iPhone. China Mobile plans to launch commercial TD-LTE services next year.

China's three telcos contributed 9.3% of the total Global 100 revenues, which this year came in at €1.28 trillion, up from €1.19 trillion a year ago. China alone made up 30% of the €401.71 billion revenues generated by operators in the Asia-Pacific, the second largest region in the ranking (se chart p.13). Europe was the biggest contributor, recording revenues of €446.63 billion, or 35% of the total, while North America generated €302.94 billion (24%).

The top 40 operators accounted for a staggering 83.4% of revenues, while the top 10 alone generated €634.89 billion, or 50% of the total. The top 10 comprises four operators from Europe, three from the Asia-Pacific, two from North America and one from Latin America. The highest ranked player representing the Middle East and Africa is South Africa's MTN at number 26.

Bulking up

Activity in the US in recent months could lead to significant changes in the Global 100 in 2013.

In October Japan's Softbank, which this year slipped one place in the ranking to 13th position, agreed a US\$20.1 billion deal to acquire a 70% stake in US operator Sprint Nextel—the largest ever foreign acquisition by a Japanese company. The deal, regulatory approvals permitting, creates a company with 92 million mobile users, Softbank claims, and makes it the world's third largest mobile operator in terms of mobile revenues alone, behind China Mobile and Verizon Wireless. In terms of this year's Global 100, the merged company would have had total revenues of €55.18 billion, putting it in eighth place, some way ahead of France Telecom, but less than half a billion euros behind seventh-placed Vodafone.

Sprint then moved to bulk up further, announcing it had entered into a deal that will see it raise its stake in US WiMAX operator Clearwire to above 50%, giving it a majority holding.

AT&T has objected. "Softbank's acquisition of Sprint and the control it gains over Clearwire will give one of Japan's largest wireless companies control of significantly more US wireless spectrum than any other company," said a statement issued by AT&T vice president Brad Burns in mid-October. "We expect that fact and others will be fully explored in the regulatory review process."

AT&T, of course, is no stranger to the US regulatory system, having had its \$39 billion bid to

acquire T-Mobile USA blocked in late 2011, depriving it of a significant revenue boost that could have seen it widen its lead at the top of the Global 100. Japan's NTT, Softbank's biggest domestic rival and perennial number two in our ranking, has closed the gap on AT&T to just €2 billion from €5 billion last year, and has pulled further ahead of third-placed Verizon; the gap between them now stands at just over €10 billion, compared with €8.2 billion last year.

Softbank ranks 11 places lower and generates €66.5 billion less in revenues than NTT, but has made it clear that it is keen to play a bigger role on the world stage. "At the time of acquiring Vodafone KK six years ago I started thinking about going global," Softbank CEO Masayoshi Son said as he announced the deal with Sprint. "As a man I aspire to be number one in the world, but everything should be done in steps and the first step is this partnership with Sprint."

Masayoshi's actions suggest he is serious, if a little over-ambitious, the Sprint deal being Softbank's second acquisition within a

'I aspire to be number one in the world, but everything should be done in steps'

REVENUES: RISERS			
	RANK 2012	RANK 2011	Change
CenturyLink	24	49	25
Vimpelcom	18	34	16
Portugal Telecom	45	60	15
Frontier Communications	60	70	10
Cable & Wireless Comms	87	97	10
Shaw Communications	67	76	9
NII Holdings	51	59	8
CANTV	74	82	8
Level 3	68	75	7
Rogers Communications	36	41	5
MetroPCS	62	67	5
Telecom Argentina	69	74	5
		Source: Tot	al Telecom/operator data

REVENUES: FALLERS			
	RANK 2012	RANK 2011	Change
Reliance Communications	76	62	-14
Polkomtel	98	88	-10
Orascom Telecom	78	69	-9
Maroc Telecom	80	71	-9
Wind	49	42	-7
Telkom SA	71	64	-7
Freenet	72	65	-7
Bezeq	85	78	-7
Tele Norte Leste Participacoes	27	21	-6
Telmex	43	37	-6
OTE	52	46	-6
Oi	61	55	-6
		Source: Tota	al Telecom/operator data

www.totaltele.com November 2012

KDDI might find it has to take action to remain competitive in Japan

month. It agreed to buy smaller domestic rival eAccess, which operates as eMobile in the mobile space, via a stock swap valued at US\$2.3 billion. The deal will give Softbank a boost in its home market, where it is the third-largest player. It gained more mobile subscribers than both second-placed KDDI and leader NTT DoCoMo in September for the ninth consecutive month. The 320,200 net additions it recorded took its total subscriber base to 30.46 million; KDDI raised its mobile customer base to 36.11 million, leaving both companies some way behind NTT DoCoMo, with 60.79 million. eMobile's customers number 4.2 million, putting Softbank dangerously close to KDDI, as far as the number two player is concerned, at least.

KDDI retained 10th place in this year's Global 100 and gained some ground on America Movil at number nine, adding €3.3 billion to its revenues to reach €32.54 billion. According to Japanese press reports, last year KDDI looked at a possible Sprint Nextel acquisition, but concluded it would

NET INCOME: RISERS			
	RANK 2012	RANK 2011	Change
Orascom Telecom	48	85	37
Qtel	20	40	20
KT	27	41	14
TalkTalk	66	80	14
SK Telecom	25	38	13
Telus	30	43	13
AOL	79	92	13
BT	11	22	11
PT Telkom	21	32	11
SES Global	39	50	11
MetroPCS	62	73	11
Virgin Media	75	86	11
		Source: Tot	tal Telecom/operator data

NET INCOME: FALLERS							
	RANK 2012	RANK 2011	Change				
Telecom Italia	92	9	-83				
Vimpelcom	63	25	-38				
Liberty Global	87	53	-34				
C&W Worldwide	89	67	-22				
LG U+	77	55	-22				
Oi	54	36	-18				
Swisscom	42	24	-18				
Deutsche Telekom	38	20	-18				
Telekom Austria	85	71	-14				
C&W Communications	78	64	-14				
Telenor	29	16	-13				
Telkom SA	80	69	-11				
		Source: To	tal Telecom/operator data				

gain no direct business synergies from such a deal. But with Softbank bulking up, both through acquisitions and organic growth, KDDI might find it has to take action to remain competitive in Japan.

Returning to the US, there has been talk of consolidation within the mobile market since the collapse of the AT&T/T-Mobile USA tie-up as operators struggle to compete with the big two. The country's top seven mobile operators had 310 million subscribers as of mid-year, AT&T and Verizon together accounting for 64% of them. As the fourth-placed player in what was increasingly being viewed as a duopolistic market, T-Mobile USA was naturally the prime candidate to take part in any merger.

In early October Deutsche Telekom-which this year sits in sixth place in the top 100 ranking, two positions below its usual spot-announced a \$1.5 billion deal that will see it take control of US prepaid operator MetroPCS and merge it with T-Mobile USA. Under the terms of the agreement, Deutsche Telekom will hold a 74% stake in the new entity, which will be headed by current T-Mobile USA chief executive John Legere. The combined entity would have 42.5 million customers, taking it closer to Sprint which had 55.96 million at the end of September, and pro forma revenues of US\$24.8 billion in 2012. Based on last year's figures, the acquisition would still leave Deutsche Telekom a short distance behind Telefonica in the Global 100 table.

There has been talk of the combined Softbank/ Sprint submitting a counter-offer for MetroPCS, but at the time of writing there had been no official announcement from any party. Sprint Nextel worked on a bid for MetroPCS a year ago, but walked away from the deal in February 2012, reportedly because its board no longer felt the immediate pressure to bulk up following the collapse of the AT&T/T-Mobile USA deal. However, the big two have only increased their dominance since then.

MetroPCS has gone from strength to strength in recent years, driven in no small part by a difficult economic situation that saw many US mobile users abandon their expensive contracts in favour of cheaper prepaid options. The telco again features in our 'Revenues: Risers' table, (which ranks the top dozen operators by the number of places they have gained in the Global 100 since the previous issue–p.9) coming in five places higher than it did last year to number 62 (and 12 places above where it stood in the 2010 ranking), its revenues growing by €700 million. Rival Leap

Wireless, also boosted by a growing interest in prepaid, rose by three places to number 84.

MetroPCS and Leap were also among the big risers in net profit terms this year; the former rose by 11 places to number 62, its net income increasing by €89 million to €233 million. Leap posted a net loss of €245 million, but that was an improvement on its €586 million loss last year and saw it rise by seven places to number 84.

The biggest climber in terms of revenues also comes from the US. CenturyLink has risen to 24th place from 49th last year and 65th in 2010 largely on the back of growth in its business services and broadband and TV segments, which are offsetting declines in its legacy fixed-line business. CenturyLink became the third-largest fixed-line provider in the US following the completion of its acquisition of Qwest in 2011; it also acquired Embarq, which had once been Sprint Nextel's wireline business, in 2009. Qwest, a top-half stalwart in the Global 100, has now disappeared from the table.

Going global

Last year's Global 100 focused heavily on Latin America, in particular on Mexican powerhouse America Movil, which—thanks to the consolidation of fixed-line operator Telmex's results into its own and to growth in key regional markets—broke into the top 10 for the first time. The telco added €15 billion to its turnover to take ninth place in the 2011 ranking. "With lofty ambitions to do more, the mobile operator group could mount a credible challenge for a higher placing in the coming years," we predicted at the time.

12 months on and that promise has yet to come to fruition. America Movil holds on to the number nine spot despite a very slight revenue decline—in euro terms—to €36.69 billion. (In local currency terms, America Movil increased its turnover to 665.3 billion pesos from 607.86 billion.) However, the telco has had a busy year, its growth ambitions showing no sign of abating.

In September America Movil became the second largest shareholder in Telekom Austria when it raised its stake in the company to 22.76%. The telco described the deal as "part of [its] geographic diversification strategy," a strategy that also saw it take a 27.7% stake in Dutch incumbent KPN earlier in the year.

Those acquisitions naturally triggered speculation that America Movil might attempt to further its presence in Europe by launching a takeover bid for Telekom Austria or KPN,

although both companies have played down the possibility and insist they are working well with their new shareholder to create synergies. However, the telcos, like many of their counterparts in Europe, are struggling keep pace with their peers in other developed markets, battling regulatory pressures, an economic crisis and declining revenues. KPN fell by one place to number 21 in this year's Global 100 and Telekom Austria slid by four to 58, while a €253 million loss saw it fall 14 places down the net income table (see p.19).

One key challenge for European operators is their lack of scale. "In the US you have seven mobile operators serving a few hundred million customers. In China you have three operators serving some 1.2 billion potential customers. In Europe you have 150 mobile operators," KPN CEO Eelco Blok pointed out at Broadband World Forum in Amsterdam in mid-October. As such, many believe that consolidation will come in Europe. If that proves to be the case, we could see some significant changes in the make-up of the Global 100 in the coming years.

One big name will likely disappear from the ranking next year. In July Vodafone completed a £1.04 billion deal to acquire Cable & Wireless Worldwide, down in 82nd place in this year's table. It has already replaced the UK business services provider's top management with its own people–Nick Jeffery has taken over from Gavin Darby as CEO–and in September revealed that it will spend £500 million integrating its new acquisition, with the aim of generating £150 million-£250 million in annual cash flow synergies by March 2016. Based on the most recent year's revenues, the deal would not have changed Vodafone's place in the ranking, but would have left it very close to Deutsche Telekom.

We could also lose Maroc Telecom from the table in the coming years. Parent company Vivendi is reportedly looking to sell its 53% stake in the Moroccan incumbent for upwards of €5.5 billion. Maroc Telecom is Vivendi's biggest earner after French mobile operator SFR. It gained two places in net income terms this year despite a 14% decline in profit, but it was one of the biggest fallers in main table, sliding by nine places to number 80, despite its turnover remaining relatively flat.

A number of the biggest players in the Middle East and Africa region have reportedly expressed interest in acquiring the telco: Qtel, Etisalat, Saudi Telecom and MTN. Based on the most recent year's figures, adding Maroc Telecom's

One key challenge for European operators is their lack of scale



Celebrating Inventing a new technology to Genius. Inventing a new technology to Turning it into a solution that's across the world takes expertithe achievement takes foresign.

Inventing a new technology takes brainpower. Turning it into a solution that's used every day across the world takes expertise. Recognising the achievement takes foresight.

At Colt, we are proud to sponsor the WCA Alireza Mahmoodshahi Technology Foresight Award. Continued commitment to delivering innovative solutions will drive our industry to greatness, which is why we hope you'll join us in congratulating this year's winner.



revenues to those of MTN or Saudi Telecom (the highest ranked Middle Eastern operator at number 28) would propel either up to number 21 in the ranking, leaving them very close to South Korea's KT at 20.

The bottom line

Further evidence of the plight of Europe's incumbents can be seen in this year's 'Net income: Fallers' table. European incumbents occupy five of the 12 places in the table, while in total Europebased players take up eight of the slots.

Telecom Italia retained 11th place in the ranking by revenue, its turnover growing to almost €30 billion. However, it fell a staggering 83 places down the ranking by net income, as it posted an annual loss of €4.28 billion, following a €7.3 billion goodwill writedown on its struggling domestic business. In the first half of this year though the Italian incumbent posted a profit of €1.46 billion and said it had begun to stem declines in Italy. At the time of going to press, the telco was working on plans to spin off its fixed-line network, possibly involving external advisors, although it insists it will not lose control of the network.

There were less extreme falls from grace for Swisscom, Deutsche Telekom, Telekom Austria and Telenor, all of which saw their ranking on the profits table fall by double-digit places (see Net income: Fallers table, p.10). Swisscom's net income fell by 60%, Telenor's by 52% and Deutsche Telekom's by 62%. And Telekom Austria turned a €195 million net profit into a €253 million loss.

One European player bucked the trend though. BT climbed 11 positions up the net income table to number 11, its highest ranking since 2007 when it held 6th place. Interim years have been a mixed bag for the UK incumbent. It fell as low as 86th in 2009, but has steadily clawed back it position ever since and in the most recent financial year increased its net profit by 41% to €2.4 billion. BT has yet to recapture its place in the top 10 of the Global 100 in revenue terms though. It lost 10th spot in 2008 and has gradually slid down the table, taking 16th place this year. Its revenue was virtually flat this year at €22.65 billion, but has fallen steadily from almost €30 billion in the 2007 report.

Meanwhile, AT&T missed the fallers table in net income by the skin of its teeth. The US giant slid by eight places from the top of the table to number nine, its net profit declining to €3.23 billion from €15.06 billion. AT&T's bottom line



was hit by the \$4 billion break-up fee-\$3 billion in cash and \$1 billion in spectrum assets-it paid to T-Mobile USA when their merger fell apart.

And Sprint remains at the foot of the profits table. The telco shaved over €350 million from its net loss in the most recent financial year, but still languishes in 92nd position—up one place on 2011 and two on 2010—having posted a loss of €2.2 billion. The company is likely to stay at the bottom end of the 2013 profit ranking too, based on the current year's numbers; in the first half of 2012 Sprint posted a wider net loss of \$2.24 billion (€1.73 billion), impacted, amongst other things, by the shutdown of the network it inherited from Nextel. Third-quarter numbers included a net loss of \$767 million, more than double the year-ago figure.

Most of the companies in the Global 100 turned a profit in the most recent financial year, although 13 posted losses (the same number as in last year's table), while eight do not disclose net income/loss information.

But while revenues are growing, profits are not. Together the top 100 telecoms operators generated net income of €101.1 billion, some €27 billion less than last year's figure. The top 10 were responsible for €61.8 billion of the total, down from €77.2 billion a year ago. In this year's table only one company, China Mobile, surpassed the €10 billion mark, its net profit coming in at €15.3 billion, up from €13.6 billion last year. In the 2011 report AT&T and Telefonica also broke the €10 billion barrier with net profits of €15.1 billion and €10.1 billion respectively; this year both lost multiple billions of euros from their bottom line. The fact that neither slipped very far down the table as a result provides a clear illustration of the state of the global telecoms industry.

While revenues are growing, profits are not. The top 100's net income fell by some €27 billion



Application Performance for Business Efficiency

The unique way to guarantee application performance over your WAN



Revenue	Company name	Revenue	Accounting	Revenue	Company name	Revenue	Accounting
rank in 2012	(rank in 2011)	euros (m) 2011-2012	standard	rank in 2012	(rank in 2011)	euros (m) 2011-2012	standard
1	AT&T (1)	97,856	US GAAP	51	NII Holdings (59)	5,189	US GAAP
2	NTT (2)	95,722	US GAAP	52	OTE (46)	5,038	IFRS
3	Verizon (3)	85,618	US GAAP	53	Time Warner Cable (51)	4,985	US GAAP
4	China Mobile (6)	64,062	IFRS	54	Turk Telekom (50)	4,840	IFRS
5	Telefónica (5)	62,837	IFRS	55	Virgin Media (56)	4,764	US GAAP
6	Deutsche Telekom (4)	58,653	IFRS	56	BSNL (53)	4,637	Indian GAAP
7	Vodafone (7)	55,633	IFRS	57	Tele2 (58)	4,563	IFRS
8	France Telecom (8)	45,277	IFRS	58	Telekom Austria (54)	4,455	IFRS
9	América Móvil (9)	36,691	IFRS	59	Turkcell (57)	4,332	IFRS
10	KDDI (10)	32,542	Jap GAAP	60	Frontier Communications (70)	4,049	US GAAP
11	Telecom Italia (11)	29,957	IFRS	61	Oi (55)	3,824	IFRS
12	China Telecom (13)	29,731	IFRS	62	MetroPCS (67)	3,743	US GAAP
13	Softbank (12)	29,174	Jap GAAP	63	Zain (61)	3,661	IFRS
14	Sprint Nextel (14)	26,007	US GAAP	64	TDC (63)	3,538	IFRS
15	China Unicom (16)	25,378	IFRS	65	Millicom International Cellular (68)	3,498	IFRS
16	BT (15)	22,649	IFRS	66	US Cellular (66)	3,354	US GAAP
17	Telstra (17)	20,598	Aus Acc	67	Shaw Communications (76)	3,350	Can GAAP
18	Vimpelcom (34)	15,646	IFRS	68	Level 3 (75)	3,346	US GAAF
19	BCE (19)	14,761	IFRS	69	Telecom Argentina (74)	3,320	Arg GAAP
20	KT (18)	14,733	IFRS	70	Windstream (72)	3,309	US GAAF
21	KPN (20)	13,163	IFRS	71	Telkom SA (64)	3,282	IFRS
22	Telenor (24)	12,681	IFRS	72	Freenet (65)	3,218	IFRS
23	SFR (23)	12,183	IFRS	73	AIS (73)	3,081	Thai FRS
24	CenturyLink (49)	11,854	US GAAP	74	CANTV (82)	2,918	Ven NSC
25	TeliaSonera (25)	11,686	IFRS	75	Telecom Corp New Zealand (122)	2,896	IFRS
26	MTN (22)	11,573	IFRS	76	Reliance Communications (62)	2,832	Indian GAAP
27	Tele Norte Leste Participacoes (21)	11,544	IFRS	77	IDEA Cellular (80)	2,812	Indian GAAP
28	Saudi Telecom Company (26)	11,460	Saudi GAAP	78	Orascom Telecom (69)	2,808	IFRS
29	SingTel (28)	11,224	Sing FRS	79	NET Serviços (81)	2,770	IFRS
30	SK Telecom (27)	10,679	IFRS	80	Maroc Telecom (71)	2,765	IFRS
31	Bharti Airtel (30)	10,290	IFRS	81	PLDT (79)	2,753	Phil FRS
32	MTS (33)	9,512	US GAAP	82	Cable & Wireless Worldwide (77)	2,576	IFRS
33	Comcast (31)	9,450	US GAAP	83	PCCW (83)	2,449	HK FRS
34	Swisscom (29)	9,422	IFRS	84	Leap Wireless (87)	2,372	US GAAP
35	Hutchison Whampoa (35)	8,948	HK FRS	85	Bezeq (78)	2,299	IFRS
36	Rogers Communications (41)	8,278	IFRS	86	TM (Telekom Malaysia) (85)	2,224	MASB
37	Telus (36)	7,871	IFRS	87	Cable & Wireless Communications (97)	2,155	IFRS
38	Liberty Global (38)	7,344	US GAAP	88	Maxis Group (84)	2,138	MASB
39	Rostelecom	7,093	IFRS	89	Iliad (86)	2,122	IFRS
40	Etisalat (40)	6,778	IFRS	90	Tata Communications (92)	2,043	Indian GAAP
41	QTel (45)	6,734	IFRS	91	TalkTalk (89)	2,043	IFRS
42	Belgacom (39)	6,406	IFRS	92	Intelsat (91)	1,999	US GAAP
43	Telmex (37)	6,180	IFRS	93	Charter Communications (93)	1,980	US GAAP
44	LG U+ (47)	6,154	Kor IFRS	94	TOT (95)	1,825	Thai FRS
45	Portugal Telecom (60)	6,147	IFRS	95	SES Global (96)	1,733	IFRS
46	MegaFon (48)	5,813	US GAAP	96	Cablevision (100)	1,733	US GAAP
47	Bouygues Telecom (44)	5,741	IFRS	96	AOL (94)	1,710	US GAAP
	PT Telkom (43)	5,741	Ind FAS		Polkomtel (88)	1,700	US GAAP IFRS
48	, ,		IFRS	98	Taiwan Mobile (99)		China GAAP
49	Wind (42) Chunghwa Telecom (52)	5,570 5,516	China GAAP	99	Colt Telecom (98)	1,570 1,554	IFRS

Source: Total Telecom/operator data

Rank	Company name	Revenue in	Revenue	Net income/	Net profit/ net	Country of	Financial year
in 2012	(rank in 2011)	euros (m) 2011-2012	in reporting currency (m)	net loss in euros (m)	loss in reporting currency (m)	reporting	
1	AT&T (1)	97,856	126,723	3,231	4,184	USA	ended 31 Dec 2011
2	NTT (2)	95,722	10,507,362	5,908	648,551	Japan	ended 31 Mar 2012
3	Verizon (3)	85,618	110,875	7,875	10,198	USA	ended 31 Dec 2011
4	China Mobile (6)	64,062	527,999	15,285	125,979	Hong Kong	ended 31 Dec 2011
5	Telefónica (5)	62,837	62,837	6,187	6,187	Spain	ended 31 Dec 2011
6	Deutsche Telekom (4)	58,653	58,653	670	670	Germany	ended 31 Dec 2011
7	Vodafone (7)	55,633	46,417	8,393	7,003	UK	ended 31 Mar 2012
8	France Telecom (8)	45,277	45,277	3,828	3,828	France	ended 31 Dec 2011
9	América Móvil (9)	36,691	665,302	4,860	88,124	Mexico	ended 31 Dec 2011
10	KDDI (10)	32,542	3,572,098	2,249	246,858	Japan	ended 31 Mar 2012
11	Telecom Italia (11)	29,957	29,957	(4,280)	-4,280	Italy	ended 31 Dec 2011
12	China Telecom (13)	29,731	245,041	2,014	16,598	China	ended 31 Dec 2011
13	Softbank (12)	29,174	3,202,436	3,439	377,544	Japan	ended 31 Mar 2012
14	Sprint Nextel (14)	26,007	33,679	(2,232)	-2,890	USA	ended 31 Dec 2011
15	China Unicom (16)	25,378	209,167	513	4,227	Hong Kong	ended 31 Dec 2011
16	BT (15)	22,649	18,897	2,401	2,003	UK	ended 31 Mar 2012
17	Telstra (17)	20,598	25,503	2,765	3,424	Australia	ended 30 Jun 2012
18	Vimpelcom (34)	15,646	20,262	208	269	Russia	ended 31 Dec 2011
19	BCE (19)	,	19,497	1,949	2,574	Canada	ended 31 Dec 2011
		14,761	21,990,051	973	1,452,019	Korea	ended 31 Dec 2011
20	KT (18)	14,733					ended 31 Dec 2011
21	KPN (20)	13,163	13,163	1,549	1,549	The Netherlands	ended 31 Dec 2011
22	Telenor (24)	12,681	98,516	929	7,217	Norway	
23	SFR (23)	12,183	12,183	NA 440	NA 570	France	ended 31 Dec 2011
24	CenturyLink (49)	11,854	15,351	442	573	USA	ended 31 Dec 2011
25	TeliaSonera (25)	11,686	104,354	2,360	21,072	Sweden	ended 31 Dec 2011
26	MTN (22)	11,573	121,884	2,259	23,787	South Africa	ended 31 Dec 2011
27	Tele Norte Leste Participacoes (21)	11,544	27,907	NA	NA	Brazil	ended 31 Dec 2011
28	Saudi Telecom Company (26)	11,460	55,662	1,625	7,892	Saudi Arabia	ended 31 Dec 2011
29	SingTel (28)	11,224	18,825	2,379	3,990	Singapore	ended 31 Mar 2012
30	SK Telecom (27)	10,679	15,938,549	1,060	1,582,073	Korea	ended 31 Dec 2011
31	Bharti Airtel (30)	10,290	715,058	613	42,581	India	ended 31 Mar 2012
32	MTS (33)	9,512	12,319	1,211	1,568	Russia	ended 31 Dec 2011
33	Comcast (31)	9,450	12,238	NA	NA	USA	ended 31 Dec 2011
34	Swisscom (29)	9,422	11,467	570	694	Switzerland	ended 31 Dec 2011
35	Hutchison Whampoa (35)	8,948	90,027	NA	NA	Hong Kong	ended 31 Dec 2011
36	Rogers Communications (41)	8,278	10,934	NA	NA	Canada	ended 31 Dec 2011
37	Telus (36)	7,871	10,397	920	1,215	Canada	ended 31 Dec 2011
38	Liberty Global (38)	7,344	9,511	(518)	-671	USA	ended 31 Dec 2011
39	Rostelecom	7,093	296,015	1,104	46,070	Russia	ended 31 Dec 2011
40	Etisalat (40)	6,778	32,242	969	4,610	UAE	ended 31 Dec 2011
41	QTel (45)	6,734	31,765	1,260	5,943	Qatar	ended 31 Dec 2011
42	Belgacom (39)	6,406	6,406	756	756	Belgium	ended 31 Dec 2011
43	Telmex (37)	6,180	112,066	805	14,603	Mexico	ended 31 Dec 2011
44	LG U+ (47)	6,154	9,185,166	57	84,663	Korea	ended 31 Dec 2011
45	Portugal Telecom (60)	6,147	6,147	423	423	Portugal	ended 31 Dec 2011
46	MegaFon (48)	5,813	242,608	1,044	43,585	Russia	ended 31 Dec 2011
47	Bouygues Telecom (44)	5,741	5,741	370	370	France	ended 31 Dec 2011
48	PT Telkom (43)	5,700	71,253,000	1,238	15,470,000	Indonesia	ended 31 Dec 2011
49	Wind (42)	5,570	5,570	(154)	-154	Italy	ended 31 Dec 2011
50	Chunghwa Telecom (52)	5,516	217,493	1,220	48,095	Taiwan	ended 31 Dec 2011

Rank	Company name	Revenue in	Revenue	Net income/	Net profit/ net	Country of	Financial year
in 2012	(rank in 2011)	euros (m) 2011-2012	in reporting currency (m)	net loss in euros (m)	loss in reporting currency (m)	reporting	•
51	NII Holdings (59)	5,189	6,719	154	199	USA	ended 31 Dec 2011
52	OTE (46)	5,038	5,038	(14)	-14	Greece	ended 31 Dec 2011
53	Time Warner Cable (51)	4,985	6,455	NA	NA	USA	ended 31 Dec 2011
54	Turk Telekom (50)	4,840	11,941	770	1,900	Turkey	ended 31 Dec 2011
55	Virgin Media (56)	4,764	3,992	91	76	United Kingdom	ended 31 Dec 2011
56	BSNL (53)	4,637	296,876	(997)	-63,843	India	ended 31 Mar 2011
57	Tele2 (58)	4,563	40,750	548	4,897	Sweden	ended 31 Dec 2011
58	Telekom Austria (54)	4,455	4,455	(253)	-253	Austria	ended 31 Dec 2011
59	Turkcell (57)	4,332	5,610	560	725	Turkey	ended 31 Dec 2011
60	Frontier Communications (70)	4,049	5,243	122	158	USA	ended 31 Dec 2011
61	Oi (55)	3,824	9,245	416	1,006	Brazil	ended 31 Dec 2011
62	MetroPCS (67)	3,743	4,847	233	301	USA	ended 31 Dec 2011
63	Zain (61)	3,661	1,322	879	318	Kuwait	ended 31 Dec 2011
64	TDC (63)	3,538	26,304	378	2,808	Denmark	ended 31 Dec 2011
65	Millicom International Cellular (68)	3,498	4,530	872	1,129	Luxembourg	ended 31 Dec 2011
66	US Cellular (66)	3,354	4,343	153	199	USA	ended 31 Dec 2011
67	Shaw Communications (76)	3,350	4,741	334	473	Canada	ended 31 Aug 2011
68	Level 3 (75)	3,346	4,333	(584)	-756	USA	ended 31 Dec 2011
69	Telecom Argentina (74)	3,320	18,525	434	2,422	Argentina	ended 31 Dec 2011
70	Windstream (72)	3,309	4,286	133	172	USA	ended 31 Dec 2011
71	Telkom SA (64)	3,282	33,668	(9)	-90	South Africa	ended 31 Mar 2012
72	Freenet (65)	3,218	3,218	144	144	Germany	ended 31 Dec 2011
73	AIS (73)	3,081	126,437	545	22,344	Thailand	ended 31 Dec 2011
74	CANTV (82)	2,918	16,262	438	2,442	Venezuela	ended 31 Dec 2011
75	Telecom Corp New Zealand (122)	2,896	4,576	732	1,157	New Zealand	ended 30 Jun 2012
76	Reliance Communications (62)	2,832	196,770	142	9,880	India	ended 31 Mar 2012
77	IDEA Cellular (80)	2,812	195,412	104	7,230	India	ended 31 Mar 2012
78	Orascom Telecom (69)	2,808	3,636	510	661	Egypt	ended 31 Dec 2011
	` '	2,770	6,696	154	373	Brazil	ended 31 Dec 2011
79	NET Serviços (81)					Morocco	ended 31 Dec 2011
80	Maroc Telecom (71)	2,765	30,837	756 556	8,435	Phillipines	ended 31 Dec 2011
81	PLDT (79)	2,753	156,603	556	31,637	•	
82	Cable & Wireless Worldwide (77)	2,576	2,149	(648)	-541	UK	ended 31 Mar 2012
83	PCCW (83)	2,449	24,638	177	1,776	Hong Kong	ended 31 Dec 2011
84	Leap Wireless (87)	2,372	3,071	(245)	-318	USA	ended 31 Dec 2011
85	Bezeq (78)	2,299	11,373	417	2,061	Israel	ended 31 Dec 2011
86	TM (Telekom Malaysia) (85)	2,224	9,151	301	1,237	Malaysia	ended 31 Dec 2011
87	Cable & Wireless (97)	2,155	2,875	19	26	UK	ended 31 Mar 2012
88	Maxis Group (84)	2,138	8,800	615	2,531	Malaysia -	ended 31 Dec 2011
89	lliad (86)	2,122	2,122	252	252	France	ended 31 Dec 2011
90	Tata Communications (92)	2,043	141,961	(113)	-7,840	India	ended 31 Mar 2012
91	TalkTalk (89)	2,022	1,687	165	138	UK	ended 31 Mar 2012
92	Intelsat (91)	1,999	2,588	(335)	-434	Bermuda	ended 31 Dec 2011
93	Charter Communications (93)	1,980	2,564	NA	NA	USA	ended 31 Dec 2011
94	TOT (95)	1,825	73,035	193	7,742	Thailand	ended 31 Dec 2011
95	SES Global (96)	1,733	1,733	618	618	Luxembourg	ended 31 Dec 2011
96	Cablevision (100)	1,710	2,215	NA	NA	USA	ended 31 Dec 2011
97	AOL (94)	1,700	2,202	10	13	USA	ended 31 Dec 2011
98	Polkomtel (88)	1,648	7,312	235	1,042	Poland	ended 31 Dec 2011
99	Taiwan Mobile (99)	1,570	61,919	342	13,469	Taiwan	ended 31 Dec 2011
100	Colt Telecom (98)	1,554	1,554	62	62	Luxembourg	ended 31 Dec 2011

Source: Total Telecom/operator data

www.totaltele.com November 2012

PCCW Global[®]

PCCW Global Connected with your world

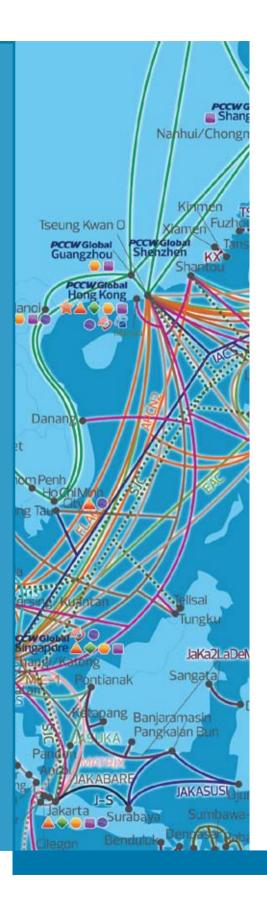
PCCW Global designs, builds and manages IP, Fiber, Satellite, Ethernet and Voice communications worldwide, while enabling service providers to take their business overseas and run operations across regions.

Able to reach virtually any part of the world, PCCW Global addresses markets in the Middle East, Africa, the Americas and Europe, as well as in mainland China and other parts of Asia.

- Resilient global infrastructure and robust network covering 1,800 cities and 120 countries
- More than 100 regional MPLS partners globally
- Leader in Enterprise global connectivity solutions
- Voice Services Fixed and Mobile premium termination with CLI and roaming guaranteed
- Service excellence with on-the-ground support and 24/7 operations management
- Innovative solutions designed to meet your unique communications needs

Contact us

Email: inquiry@pccwglobal.com





in 2012 1 2 3 4 5 6 7	y-o-y 1 2 2	China Mahila (0)	2011-2012	rank in 2012	rank change y-o-y	(net income rank in 2011) lo	ess in euro (m) 2011-2012
3 4 5 6 7	2	China Mobile (2)	15,285	51	7	Telecom Argentina (58)	434
4 5 6 7		Vodafone (4)	8,393	52	10	Portugal Telecom (62)	423
5 6 7		Verizon (5)	7,875	53	-5	Bezeq (48)	417
6 7	-1	Telefónica (3)	6,187	54	-18	Oi (36)	416
7	2	NTT (7)	5,908	55	10	TDC (65)	378
	0	América Móvil (6)	4,860	56	-5	Bouygues Telecom (51)	370
0	1	France Telecom (8)	3,828	57	0	Taiwan Mobile (57)	342
0	6	Softbank (14)	3,439	58	-2	Shaw Communications (56)	334
9	-8	AT&T (1)	3,231	59	1	TM (Telekom Malaysia) (60)	301
10	1	Telstra (11)	2,765	60	-1	Iliad (59)	252
11	11	BT (22)	2,401	61	0	Polkomtel (61)	235
12	1	SingTel (13)	2,379	62	11	MetroPCS (73)	233
13	-3	TeliaSonera (10)	2,360	63	-38	Vimpelcom (25)	208
14	3	MTN (17)	2,259	64	8	TOT (72)	193
15	-3	KDDI (12)	2,249	65	5	PCCW (70)	177
16	2	China Telecom (18)	2,014	66	14	TalkTalk (80)	165
17	4	BCE (21)	1,949	67	8	NET Serviços (75)	154
18	-3	Saudi Telecom Company (15)	1,625	68	-5	NII Holdings (63)	154
19	0	KPN (19)	1,549	69	9	US Cellular (78)	153
20	20	QTel (40)	1,260	70	6	Freenet (76)	144
21	11	PT Telkom (32)	1,238	71	-5	Reliance Communications (66)	142
22	5	Chunghwa Telecom (27)	1,220	72	-4	Windstream (68)	133
23	7	MTS (30)	1,211	73	4	Frontier Communications (77)	122
24	-	Rostelecom (unranked)	1,104	74	0	IDEA Cellular (74)	104
25	13	SK Telecom (38)	1,060	75	11	Virgin Media (86)	91
26	3	MegaFon (29)	1,044	76	3	Colt Telecom (79)	62
27	14	KT (41)	973	77	-22	LG U+ (55)	57
28	-5	Etisalat (23)	969	78	-14	Cable & Wireless Communications (6	
29	-13	Telenor (16)	929	79	13	AOL (92)	10
30	13	Telus (43)	920	80	-11	Telkom SA (69)	(9)
31	4	Zain (35)	879	81	3	OTE (84)	(14)
32	-4	Millicom International Cellular (28)	872	82	0	Tata Communications (82)	(113)
33	1	Telmex (34)	805	83	4	Wind (87)	(110)
34	-3	Turk Telekom (31)	770	84	7	Leap Wireless (91)	(245)
35	2	Maroc Telecom (37)	756	85	-14	Telekom Austria (71)	(253)
36	-10	Belgacom (26)	756	86	3	Intelsat (89)	(335)
37	-10	Telecom Corp New Zealand (unrank		87	-34	Liberty Global (53)	(518)
38	-18	Deutsche Telekom (20)	670	88	2	Level 3 (90)	(516)
39	11	SES Global (50)	618	89	-22	Cable & Wireless Worldwide (67)	
		` '					(648)
40	7	Maxis Group (47)	615	90	-2	BSNL (88) Sprint Novtol (03)	(997)
41	-8	Bharti Airtel (33)	613	91	2	Sprint Nextel (93)	(2,232)
42	-18	Swisscom (24)	570	92	-83	Telecom Italia (9)	(4,280)
43	-4	Turkcell (39)	560	93	-	Tele Norte Leste Participacoes	NA
44	2	PLDT (46)	556	94	-	SFR	NA
45	-1	Tele2 (44)	548	95	-	Comcast	NA
46	3	AIS (49)	545	96	-	Hutchison Whampoa	NA
47	5	China Unicom (52)	513	97	-	Rogers Communications	NA
48	37	Orascom Telecom (85)	510	98	-	Time Warner Cable	NA
49 50	-4 4	CenturyLink (45) CANTV (54)	442 438	99 100	-	Charter Communications Cablevision	NA NA

Source: Total Telecom/operator data



Too much cash burning a hole in your pocket? No, we didn't think so.

So target every penny of your spend. Pick only what you need to modernize, then use our pre-built assets to do it faster, better, safer.

Capgemini's Communication Transformation Platform has hundreds of telecom business processes, over a thousand Telecom use cases and even a fully functional ready-to-go technical environment. The people, process and IT you need to modernize one step at a time.

Why start with the challenge, when you can start with the solution?

Start the conversation: www.capgemini.com

People matter, results count.



Targeted Customer Experience Management Transformation: a flexible approach to redefining business strategies, enhancing customer experience and controlling costs.

Examine the latest figures for smartphone and tablet growth and it is not hard to envisage the considerable challenges operators face to provide a consistent customer experience across multiple devices and services. According to Ovum, for example, global smartphone shipments will reach 1.7 billion in 2017, up from 450 million in 2011, while Gartner says tablet sales will reach 369 million in 2016, up from 60 million in 2011. Compounding matters, telcos' operational and business support systems (OSS/BSS) are under intense pressure

"The shift to digital channels creates a really strong need for targeted improvements to business and operational support systems," says Brandon Gullett, principal and delivery executive within the global Telecoms, Media & Entertainment division at Capgemini.

from data traffic that grows exponentially as they build

their next-generation fixed and mobile networks.

Yet at the same time that operators are investing in those networks their revenues are coming under attack from many directions. New over-the-top (OTT) mobile services are sidelining traditional communications business: Ovum estimates that operators globally will lose US\$23 million in SMS revenues alone in 2012 due to social messaging services. In addition, video services are consuming large amounts of capacity on networks while generating little in the way of income.

Acutely aware of such competitive pressures, operators understand the need to improve how they manage the customer experience. They know that with a telcos ability to capture consumer behavior accurately, they should be well positioned to create new services, to form revenue-generating partnerships with third parties, and to reduce churn and operating costs. As a result, many already use social media, self-service tools and analytics technologies both to provide more personalized services and to gain a better understanding of their customers' preferences. Yet many telcos can go further still in accessing and exploiting the valuable customer data that resides in their systems.

By targeting specific applications to add to their existing OSS/BSS systems, operators can create a Customer Experience Management (CEM) framework that will help them to better retain and win customers. Significantly, they can do so at a pace that aligns with their pressing business imperatives without the need to overhaul their entire OSS/BSS systems.

"The rapid deployment and operation of IP-based LTE and fiber networks requires a much greater level of automation and generates significantly more information than legacy networks, particularly in today's increasingly complex and competitive service environments," says Dee Burger, Global Lead for the Telecoms, Media & Entertainment. New CEM applications can give operators a clearer, more immediate picture of their customers. And by implementing a greater degree of automation they can better control the cost of network expansion while improving the delivery of new access services. Automation and cross-platform convergence will be key to improving service delivery, establishing a near real-time picture of customer usage and enabling operators to react to shifts in consumer sentiment as they transfer traffic to LTE and fiber networks.

Operators can deliver new services more efficiently, for example, automatically synchronizing software activation and service installation. Automated support and billing systems will also help them to manage and track service delivery and performance over multiple networks and to the many touch points created by customers' use of different devices and services.

Standing still is not an option in the face of burgeoning data traffic. To better manage such growth, real-time analysis of capacity usage will help operators to assign network resources more dynamically. And tools that extract and analyze data from multiple platforms to provide a real-time view of customer behavior and preferences will create an essential resource for sales and product development teams, as well as customer service agents.

Such improvements can be made incrementally, in line with each operator's specific competitive environment and customer service requirements. Indeed, a targeted CEM transformation offers operators the most flexible approach to redefining their business strategies, enhancing customer experience and controlling costs in fast-changing telecoms markets.

www.capgemini.com





HARVEY NASH GROUP ARE PROUD SPONSORS OF THE 2012 BEST PLACES TO WORK AWARD

Executive search & interim management

Professional recruitment

Software development

Telecommunications R&D











Revenue rank in	Company name (rank in 2011)	Return on revenue 2011-2012		Revenue rank in	Company name (rank in 2011)	Retur	n on revenue 2011-2012
2012	,		2011 2012	2012	(·a· <u>-</u> 0···)		
1	AT&T (1)	3.3%	3.1%	51	NII Holdings (59)	3.0%	0.09
2	NTT (2)	6.2%	4.5%	52	OTE (46)	-0.3%	2.49
3	Verizon (3)	9.2%	2.2%	53	Time Warner Cable (51)	N/A	N/A
4	China Mobile (6)	23.9%	23.8%	54	Turk Telekom (50)	15.9%	17.39
5	Telefónica (5)	9.8%	8.6%	55	Virgin Media (56)	1.9%	0.09
6	Deutsche Telekom (4)	1.1%	0.9%	56	BSNL (53)	-21.5%	0.09
7	Vodafone (7)	15.1%	15.0%	57	Tele2 (58)	12.0%	12.09
8	France Telecom (8)	8.5%	8.6%	58	Telekom Austria (54)	-5.7%	-5.79
9	América Móvil (9)	13.2%	12.5%	59	Turkcell (57)	12.9%	13.49
10	KDDI (10)	6.9%	6.7%	60	Frontier Communications (70)	3.0%	2.99
11	Telecom Italia (11)	-14.3%	-15.8%	61	Oi (55)	10.9%	10.99
12	China Telecom (13)	6.8%	6.7%	62	MetroPCS (67)	6.2%	0.09
13	Softbank (12)	11.8%	9.8%	63	Zain (61)	24.0%	21.59
14	Sprint Nextel (14)	-8.6%	0.0%	64	TDC (63)	10.7%	0.09
15	China Unicom (16)	2.0%	2.0%	65	Millicom International Cellular (68)	24.9%	20.49
16	BT (15)	10.6%	10.6%	66	US Cellular (66)	4.6%	4.09
17	Telstra (17)	13.4%	13.4%	67	Shaw Communications (76)	10.0%	9.69
18	Vimpelcom (34)	1.3%	2.7%	68	Level 3 (75)	-17.4%	0.0
19	BCE (19)	13.2%	12.0%	69	Telecom Argentina (74)	13.1%	12.99
20	KT (18)	6.6%	6.6%	70	Windstream (72)	4.0%	0.0
21	KPN (20)	11.8%	11.8%	71	Telkom SA (64)	-0.3%	-0.6
22	Telenor (24)	7.3%	7.3%	72	Freenet (65)	4.5%	4.5
23	SFR (23)	N/A	N/A	73	AIS (73)	17.7%	17.6
24	CenturyLink (49)	3.7%	0.0%	74	CANTV (82)	15.0%	15.09
25	TeliaSonera (25)	20.2%	17.6%	75	Telecom Corp New Zealand (122)	25.3%	25.29
26	MTN (22)	19.5%	17.0%	76	Reliance Communications (62)	5.0%	4.7
27	Tele Norte Leste Participacoes (21)	0.0%	0.0%	77	IDEA Cellular (80)	3.7%	0.0
28	Saudi Telecom Company (26)	14.2%	13.9%	78	Orascom Telecom (69)	18.2%	17.3
29	SingTel (28)	21.2%	21.2%	79	NET Serviços (81)	5.6%	0.0
30	SK Telecom (27)	9.9%	10.1%	80	Maroc Telecom (71)	27.4%	26.39
31	Bharti Airtel (30)	6.0%	6.0%	81	PLDT (79)	20.2%	20.29
32	MTS (33)	12.7%	11.7%	82	Cable & Wireless Worldwide (77)	-25.2%	-25.39
33	` '	N/A	N/A	83	` '	7.2%	6.5
	Comcast (31)				PCCW (83)		
34	Swisscom (29) Hutchison Whampoa (35)	6.1%	6.0%	84	Leap Wireless (87)	-10.3%	-10.2
35	, , ,	N/A	N/A	85	Bezeq (78)	18.1%	18.29
36	Rogers Communications (41)	N/A	N/A	86	TM (Telekom Malaysia) (85)	13.5%	13.0
37	Telus (36)	11.7%	11.7%	87	Cable & Wireless Communications (97)	0.9%	-2.7
38	Liberty Global (38)	-7.1%	-8.1%	88	Maxis Group (84)	28.8%	28.7
39	Rostelecom	15.6%	15.6%	89	lliad (86)	11.9%	11.9
40	Etisalat (40)	14.3%	18.1%	90	Tata Communications (92)	-5.5%	-5.6
41	QTel (45)	18.7%	8.2%	91	TalkTalk (89)	8.2%	8.2
42	Belgacom (39)	11.8%	11.5%	92	Intelsat (91)	-16.8%	-16.7
43	Telmex (37)	13.0%	13.0%	93	Charter Communications (93)	N/A	N/
44	LG U+ (47)	0.9%	0.9%	94	TOT (95)	10.6%	10.6
45	Portugal Telecom (60)	6.9%	5.5%	95	SES Global (96)	35.7%	35.6
16	MegaFon (48)	18.0%	18.0%	96	Cablevision (100)	N/A	N.
47	Bouygues Telecom (44)	6.4%	6.4%	97	AOL (94)	0.6%	0.6
48	PT Telkom (43)	21.7%	15.4%	98	Polkomtel (88)	14.3%	0.0
49	Wind (42)	-2.8%	0.0%	99	Taiwan Mobile (99)	21.8%	0.0
50	Chunghwa Telecom (52)	22.1%	21.6%	100	Colt Telecom (98)	4.0%	4.1

Source: Total Telecom/operator data

www.totaltele.com November 2012

Reduce operating costs by 80%.

Increase

enterprise revenue.

Do both with Virtela. Carriers can easily gain a competitive advantage with Virtela's breakthrough cloud platform and services. With our Enterprise Services Cloud—featuring more than 50 local cloud centers around the world—and our intelligent virtualized overlay network, network partners can immediately:

- Reduce network capital and operating costs by 80%
- Activate services in minutes versus months; realize revenue quicker
- Deliver cloud-based network, security and mobility services

Contact us today:

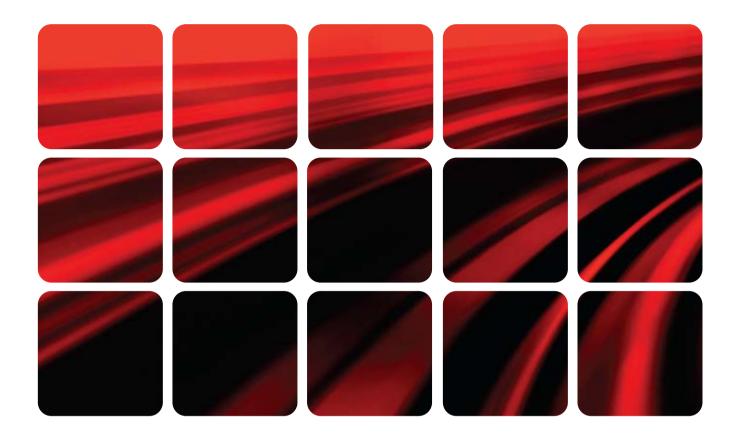
phone: +1.720.475.4445 email: partner@virtela.net web: www.virtela.net/partners





Revenu rank in 2012	e Company name (rank in 2011)	Current chief executive	Employees 2012	Reven rank in 2012	ue Company name (rank in 2010) 2	Current chief executive	Employees 2012
1 AT	T&T (1)	Randall Stephenson	256,000	51	NII Holdings (59)	Steven P. Dussek	15,300
2 N7	TT (2)	Hiroo Unoura	224,239	52	OTE (46)	Michael Tsamaz	28,474
3 Ve	erizon (3)	Lowell McAdam	193,900	53	Time Warner Cable (51)	Glenn A. Britt	48,500
4 Ch	nina Mobile (6)	Li Yue	175,336	54	Turk Telekom (50)	Hakam Kanafani	35,000
5 Te	elefónica (5)	César Alierta	286,145	55	Virgin Media (56)	Neil A.Berkett	12,689
6 De	eutsche Telekom (4)	René Obermann	240,000	56	BSNL (53)	R.K. Upadhyay	281,635
7 Vo	odafone (7)	Vittorio Colao	86,373	57	Tele2 (58)	Mats Granryd	7,517
8 Fra	ance Telecom (8)	Stéphane Richard	165,533	58	Telekom Austria (54)	Hannes Ametsreiter	16,944
9 An	mérica Móvil (9)	Daniel Hajj Aboumrad	158,694	59	Turkcell (57)	Sureyya Ciliv	11,000
10 KE	ODI (10)	Takashi Tanaka	19,680	60	Frontier Communications (70)	Maggie Wilderotter	15,400
11 Te	elecom Italia (11)	Franco Bernabè	78,369	61	Oi (55)	Francisco Tosta Valim Jr	NA
12 Ch	nina Telecom (13)	Wang Xiaochu	309,799	62	MetroPCS (67)	Roger D. Linquist	3,700
13 Sc	oftbank (12)	Masayoshi Son	22,710	63	Zain (61)	Nabeel Bin Salamah	6,500
14 Sp	orint Nextel (14)	Daniel Hesse	40,000	64	TDC (63)	Carsten Dilling	10,106
15 Ch	nina Unicom (16)	Chang Xiaobing	215,710	65	Millicom International Cellular (68)	Mikael Grahne	6,654
16 BT	Γ (15)	lan Livingston	90,700	66	US Cellular (66)	Mary Dillon	8,743
	elstra (17)	David Thodey	39,972	67	Shaw Communications (76)	Bradley S. Shaw	12,500
	mpelcom (34)	Jo Lunder	66,000		Level 3 (75)	James Q. Crowe	10,900
	CE (19)	George A. Cope	55,250		Telecom Argentina (74)	Franco Bertone	16,345
	Γ (18)	Suk-Chae Lee	31,215		Windstream (72)	Jeffery R. Gardner	14,638
	PN (20)	Eelco Blok	30,770		Telkom SA (64)	NT Moholi	20,939
	elenor (24)	Jon Fredrik Baksaas	31,000		Freenet (65)	Christoph Vilanek	4,065
	FR (23)	Stephane Roussel	10,039		AIS (73)	Wichian Mektrakarn	NA
	enturyLink (49)	Glen F. Post, III	49,200		CANTV (82)	Socorro Hernandez	NA
	liaSonera (25)	Lars Nyberg	26,999		Telecom New Zealand (122)	Simon Moutter	7,619
	TN (22)	Sifiso Dabengwa	18,540		Reliance Communications (62)	Anil D Ambani	24,460
	ele Norte Leste Part. (21)	Francisco Tosta Valim Jr	NA		IDEA Cellular (80)	Himanshu Kapania	7,661
	audi Telecom Company (26)	Khaled Al Ghoneim	NA		Orascom Telecom (69)	Ahmed Abou Doma	NA
	ngTel (28)	Chua Sock Koong	23,000		NET Serviços (81)	José Antônio Guaraldi Félix	
		g .	20,955			Abdeslam Ahizoune	13,806
	< Telecom (27)	Sung Min Ha	20,933		Maroc Telecom (71)	Napoleon L. Nazareno	34,116
	narti Airtel (30)	Manoj Kohli/Sanjay Kapoor			PLDT (79) Cable & Wireless Worldwide (77)	•	
	TS (33)	Andrei Dubovskov	58,052			Nick Jeffrey	6,510
	omcast (31)	Brian Roberts	126,000		PCCW (83)	George Chan	20,100
	visscom (29)	Carsten Schloter	19,832		Leap Wireless (87)	S. Douglas Hutcheson	3,891
	utchison Whampoa (35)	Canning Fok	NA		Bezeq (78)	Avi Gabbay	7,076
	ogers Communications (41)	Nadir Mohamed	28,745		TM (Telekom Malaysia) (85)	Dato' Sri Zamzamzairani	26,627
	lus (36)	Darren Entwistle	41,100		Cable & Wireless Comms (97)	Tony Rice	8,215
	perty Global (38)	Michael T. Fries	22,000		Maxis Group (84)	Sandip Das	3,400
	ostelecom	Alexander Provotorov	166,933		Iliad (86)	Maxime Lombardini	5,655
	isalat (40)	Ahmad Abdulkarim Julfar	NA		Tata Communications (92)	Vinod Kumar	7,954
	Tel (45)	Nasser Marafih	NA		TalkTalk (89)	Dido Harding	3,106
	elgacom (39)	Didier Bellens	15,699		Intelsat (91)	David McGlade	1,110
	Imex (37)	Héctor Slim Seade	51,077		Charter Communications (93)	Thomas M. Rutledge	16,800
	G U+ (47)	Sang Chul Lee	6,190		TOT (95)	Montchai Noosang (acting)	
	ortugal Telecom (60)	Zeinal Bava	72,347		SES Global (96)	Romain Bausch	1,250
16 Me	egaFon (48)	Ivan Tavrin	30,600	96	Cablevision (100)	James L. Dolan	NA
17 Bo	ouygues Telecom (44)	Olivier Roussat	9,870	97	AOL (94)	Tim Armstrong	5,660
18 PT	Γ Telkom (43)	Arief Yahya	26,023	98	Polkomtel (88)	Jaroslaw Bauc	4,600
19 Wi	ind (42)	Maximo Ibarra	7,031	99	Taiwan Mobile (99)	Richard Tsai	2,651
50 Ch	nunghwa Telecom (52)	Shyue-Ching Lu	28,772	100	Colt Telecom (98)	Rakesh Bhasin	4,900

Source: Total Telecom/operator data



A new name, a new look, a new direction. CSG and Intec are now CSG International.

With our recent acquisition of Intec, CSG International is now a globally focused leader in helping clients accelerate business – anywhere. At the core of our union is a transformational partnership. As a combined entity, we now offer our clients an unprecedented set of business support solutions and services to help them capitalize on dynamic market changes and opportunities. With more than 25 years of experience, and serving over 500 customers in 24 countries, CSG is even better positioned to help businesses accurately capture, manage, generate and optimize revenue, strengthen customer relationships, and exploit emerging opportunities. We are committed to long term partnership with our customers and believe collaboration and communication are an integral part of helping our clients achieve success. We invite you to profit from our experience. Visit us at: www.csgi.com



LEADER OF THE PACK



Randall Stephenson Chairman and CEO, AT&T

AT&T has held the number one position in the Global 100 since the 2007 issue of the report, the same year that Randall Stephenson was appointed as chairman and CEO of the US operator. According to AT&T, in that time Stephenson has overseen investment of over \$115 billion in the telco's operations and in the acquisition of spectrum and other assets that have boosted both its mobile and fixedline networks. In the last 12 months the company's battle with major competitor Verizon has intensified as each seeks to sign up lucrative '4G' subscribers. AT&T currently has the edge, with a total mobile customer base of 105.9 million as of the end of September, but Verizon posted stronger net additions in Q3, particularly in the contract space.

REPRESENTING AFRICA



Sifiso Dabengwa, President and CEO, MTN

MTN is the highest ranked operator from the Middle East and Africa region in the Global 100, occupying the 26th position in the table. The South Africabased telecoms group operates in 21 countries across the MEA region. It reported a total customer base of 182.7 million at the end of September, up by more than 24 million over 12 months. Sifiso Dabengwa took the reins at MTN in April 2011, having joined the company in 1999; he filled various roles in the interim, including chief operating officer and CEO of MTN Nigeria. Most recently Dabengwa presided over the sale of noncore assets: in October he announced that MTN would realise US\$284 million from the sale of telecoms towers in Cote d'Ivoire and Cameroon.

AWARD WINNER



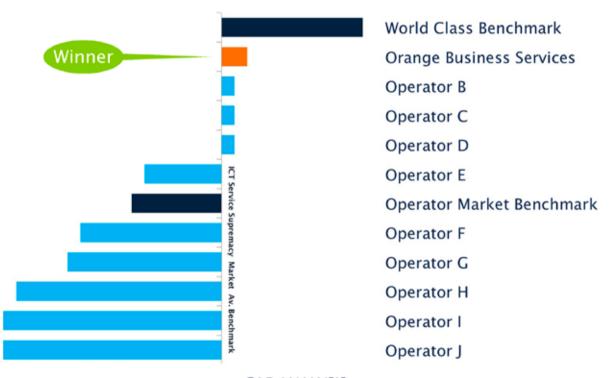
Vittorio Colao CEO, Vodafone

Vittorio Colao was named CEO of the Year at the World Communications Awards 2012, presented at a gala dinner in London in November. Colao took up his post as CEO of Vodafone in July 2008, and immediately moved to shore up the company's financial position and bring to an end an era of sizeable acquisitions under his predecessor. Colao has simuldriven growth through taneously Vodafone's presence in key developing markets-including India, where the company grew revenues by more than 10% in the most recent financial yearand worked to bring stability in Europe. As such, in the year to the end of March 2012, Vodafone posted revenues of £46.42 billion, up 1.2% on-year, and retains its place at number seven in the Global 100.

Congratulations

to the Winner of the WCA 2012
Usersí Choice Award

WCA 2012 Usersí Choice Award Results



GAP ANALYSIS
Percentage Difference from ICT Service Supremacy Benchmark



Shortlisted

If you were shortlisted for the WCA 2012 Usersí Choice Award and you would like to know your rank and score please contact Jo Ferri on +44 (0) 7802 831 979 or email Jo.ferri@ocean82.com for purchase details.

Not shortlisted

The User sëChoice Award assessed the perceptions of a sample of network service users on 40 major service providers. If you are a network service provider, who was not shortlisted this year for the WCA 2012 Usersí Choice Award, but you would like to know your rank and score please ask Jo Ferri for details. +44(0) 7802 831979 or email Jo.ferri@ocean82.com for purchase details.

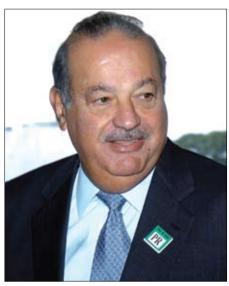
RISING AMBITION



Masayoshi Son CEO, Softbank

Softbank CEO Masayoshi Son has lofty ambitions that include making Softbank the number one telecoms operator in the world. This year's Global 100 sees the Japanese operator in 13th place, so there is still some way to go, but the bold acquisition of Sprint Nextel-regulatory approvals pending-is a clear indicator of his ambition. The \$20.1 billion deal for a 70% stake in the third-placed US mobile operator represents Softbank's biggest buy to date, and the largest ever overseas purchase by a Japanese company. A few weeks earlier, Son announced the acquisition of domestic rival eAccess for \$2.3 billion, a deal that puts it within striking distance of number two mobile operator KDDI, just six years after it entered the mobile market by buying Vodafone KK.

NEWCOMER IN EUROPE



Carlos Slim Founder, Grupo Carso

With an estimated net worth of US\$69 billion, according to Forbes, Carlos Slim Helu is perhaps better known as the world's wealthiest man than as a telecoms magnate. Via his Grupo Carso, now overseen by eldest son Carlos Slim Domit, the Mexican has investments in many industries and markets, but telecoms now forms the lion's share of his wealth, with America Movil accounting for more than half its net worth. The mobile operator group serves 251.8 million mobile customers in 18 countries throughout Central and Latin America and the US. The group now has its sights set on Europe. In 2012 America Movil raised its stake in Dutch operator KPN to 28% from 10%, and acquired a 23% holding in Telekom Austria.

DEALMAKER



Rene Obermann CEO, Deutsche Telekom

It has been an eventful 12 months for Deutsche Telekom CEO Rene Obermann. Late last year the sale of the German incumbent's T-Mobile USA arm to AT&T fell through, leaving it with a breakup fee of \$3 billion in cash and \$1 billion worth of mobile spectrum. Less than a year later Deutsche Telekom swooped for smaller US mobile operator MetroPCS, brokering a \$1.5 billion deal that will see it take a 74% stake in a merged T-Mobile USA/MetroPCS. Obermann has also put that additional spectrum to good use; T-Mobile USA has kicked off a \$4 billion investment plan that will see it launch LTE in 2013. Obermann has been CEO of Deutsche Telekom since 2006 and in January this year also took on responsibility for innovation within the group.

METHODOLOGY/NOTES

Revenue and net income data

The Global 100 table is based on the latest published revenue and net income figures for operators' full financial years: predominantly ending 31 December 2011, but also ending 31 March 2012, 30 June 2012, 31 August 2011 and 31 March 2011. We strove to use audited consolidated revenue and net income data.

Whenever available, we used revenue and net income figures as reported under IFRS (International Financial Reporting Standard). When IFRS reporting was unavailable, we strove to use data under US GAAP (United States Generally Accepted Accounting Principles). National reporting standards were used otherwise.

Latest data available

We strove to obtain the latest full-year figures for each ranked company, that is for calendar 2011 and fiscal 2011-2012. In a few cases, however, data from the most recent financial year was unavailable at the time of going to press. Despite the distortion induced by this difference in reporting, and in order to give the fairest view of companies operating in the various markets, we decided to include some of these companies, provided they were significant enough in the national market. This was the case for BSNL (31 March 2011) and Shaw Communications (31 August 2011).

Double-counting

There is a degree of double-counting of revenue and net income in this league table, due to minority shareholdings associated with a degree of free floatation of remaining shares. Double-counting may arise from shareholdings by multiple parties into a company.

Extraction of telecoms revenues

Some of the ranked companies' activities span non-telecommunications industries. In these instances, we have endeavored to extract telecoms related revenue in order to not distort reporting, using segment information reported by these companies. Corresponding net income data by segment was, unfortunately, often unavailable. These companies include SFR (a subsidiary of Vivendi), Comcast (high-speed Internet and phone only), Hutchison Whampoa, Rogers Communications, Time Warner Cable (high speed data and voice only), and Charter Communications (high-speed Internet and telephone only).

Mergers & Separations

In this year's report Oi's figures include those of Brasil Telecom, which has now disappeared from the table. Oi's numbers do not, as yet, include those of Tele Norte Leste Participacoes since the companies' ownership restructuring was only approved in February 2012. Tele Norte Leste will disappear from the Global 100 in 2013.

American Movil consolidated Telmex into its results from 1 July 2010. It is in the process of acquiring the 2.79% of Telmex it does not already own. Telmex will likely disappear from the ranking next year.

Vimpelcom's results for 2011 included Wind for the first time. Wind will likely be removed from the Global 100 next year.

LG Telecom has been renamed as LG U+ in line with the company's rebranding.

Last year we erroneously referred to US Cellular as US Cellular/TDS Telecoms. This has been amended to show that the figures are solely those of US Cellular. Next year the company will be included as part of its parent company Telephone & Data Systems and the figures adjusted accordingly.

Newcomers and drop-outs

Some companies listed this year lacked a ranking in last year's table, due either to the unavailability of company information or too low revenue figures. Newcomers to the table are Rostelecom and Telecom Corp New Zealand. Some companies dropped out of the league table, due either to consolidation or to revenue figures lower than those of the top 100 players. These companies are Qwest and Global Crossing.

Regional splits

For the most part companies were categorised based on the region in which they are headquartered, not the region in which they generate the most revenues. However, a company registered in a region in which it has no operations was considered part of the region in which it generates the bulk of its revenues. Specifically, Luxembourg-based Millicom International Cellular was considered part of Latin America.

Exchange rates

We used historical mid-market rates at noon eastern time on the day of reporting, provided by www.xe. com. Mid-market rates are derived from mid-point between the buy and sell rates of large-value transactions in the global currency markets. As our analysis does not use consistent exchange rate comparisons, some companies may benefit and others lose from a conversion of their revenue and net income figures into euros. Conversion into euros is indicative and provides no like-for-like comparison.

Companies whose figures were not available for 2011–2012 have had the exchange rate for the period ending 2011–2012 applied, rather than the applicable exchange rate in 2010–2011. This is to ensure there is not an unfair advantage due to a better exchange rate.

Number of employees

We strove to obtain the latest number of employees for each ranked company, that is for calendar year 2011 and fiscal year 2010-2012. For some companies corresponding employee data was, unfortunately, unavailable. These companies include Tele Norte Leste, Saudi Telecom, Hutchison Whampoa, Etisalat, Qtel, Oi, AIS, CANTV, Orascom Telecom, TOT and Cablevision.

Chief executives

We listed the name of the chief executive officer of the company at the time of going to press, rather than at the time of publication of the financial results. Oi and Tele Norte Leste Participacoes are listed as having the same CEO, Francisco Tosta Valim Jr, as their restructuring into one company was approved after the most recent year's financial results were published.

EDITORIAL

4th Floor, Welken House, 10-11 Charterhouse Square, London EC1M 6EH +44 (0)20 7608 7030; newsdesk@totaltele.com

TOTAL TELECOM

 Mary Lennighan
 mary.lennighan@totaltele.com

 Editor
 +44 (0)20 7608 7069

 Nick Wood
 nick.wood@totaltele.com

 Assistant Editor
 +44 (0)20 7608 7046

 Michelle Young
 m7chelle@gmail.com

ADVERTISING

HEAD OFFICE, LONDON

 Keith Dalton
 keith.daiton@totaltele.com

 Sales Director
 +44 (0)20 7608 7065

 Jessica Gillies
 jessica.gillies@totaltele.com

 Sales Manager
 +44 (0)20 7608 7027

 Oliver Chandler
 oliver.chandler@totaltele.com

 Events Manager
 +44 (0)20 7608 7041

UNITED STATES AND CANADA

KCS International

T +1 717 397 7100 F +1 717 397 7800

Karen C Smith-Kernc - East KarenKCS@aol.com Alan Kernc - West & Canada AlanKCS@aol.com

JAPAN

 Hiroko Kujime
 kujime-pbi@gol.com

 Pacific Business
 T +81-3-3661-6138 F

 +81-3-3661-6139

PRODUCTION/ SUBSCRIPTION/ CUSTOMER SERVICES

Please forward all advertising material directly to: production@totaltele.com

Aleisha Bryant aleisha.bryant@terrapinn.com
Customer Services Executive +44 (0) 7608 7042
or subscribe free at: www.subscription.co.uk/totaltelecom

MARKETING

Tally Judge tally.judge@totaltele.com
Marketing Manager +44 (0)20 7608 7076
Ruth Clark ruth.clark@totaltele.com
Marketing Executive +44 (0)20 7608 7047

EVENTS

Matthew Secker Conference Director Charles Georgiou Project Manager matthew.secker@totaltele.com +44 (0)20 7608 7039 charles.georgiou@totaltele.com +44 (0)20 7608 7071

MANAGEMENT

Rob Chambers Publisher Greg Hitchen Chief Executive Officer rob.chambers@totaltele.com +44 (0)20 7608 7077 greg.hitchen@terrapinn.com

OTHER PUBLICATIONS

Online: www.totaltele.com Television: www.totaltele.tv

TOTAL TELECOM EVENTS

World Communication Awards www.worldcommsawards.com

Asia Communication Awards www.asiacommsawards.com

Total Telecom World www.totaltele.com/world

Total Telecom Finance Summit www.totaltele.com/finance summit

Network Management Show www.totaltele.com/network

The Global 100 is published b



© 2012. All rights reserved.

Terrapinn Holdings Ltd registered office: 4th Floor Welken House, 10-11 Charterhouse Square, London EC1M 6EH

GLOBAL 100 SPONSORS



With 120,000 people in 40 countries, Capgemini is one of the foremost providers of consulting, technology and outsourcing services. A deeply multicultural organisation, Capgemini has created its own way of working, the Collaborative Business Experience, and draws on Rightshore, its worldwide delivery model. **www.capgemini.com**



CSG International is a market-leading business support solutions and services company serving the majority of the top 100 global communications service providers in fixed, mobile and next-generation networks, such as AT&T, Comcast, DISH Network, Orange, T-Mobile, Telefonica, Vodafone, Vivo and Verizon. www.csgi.com

WCA SPONSORS / PARTNERS



Colt enables its customers to deliver, share, process and store vital business information by bringing together three key elements: pioneering European Ethernet and IP networks; significant IT infrastructure and services across Europe; expertise in creating integrated IT managed services, networking and comms solutions. www.colt.net



Ericsson is enabling the Networked Society with efficient real-time solutions that allow us all to study, work and live our lives more freely. We provide services, software and infrastructure within ICT for telecom operators and other industries. Over 40% of the world's mobile traffic goes through Ericsson networks. www.ericsson.com



Harvey Nash is a full service recruitment business providing executive search, interim management, leadership and diversity consulting, digital & technology contract recruitment, CIO & CTO search and off shore software development. We partner with some of the world's biggest technology and telecoms firms. www.harveynash.com



Ipanema enables any large enterprise to have full control and optimization of their global networks; private cloud, public cloud or both. With solutions used by many of the world's largest telecom providers and enterprises, Ipanema controls and optimizes close to 100,000 sites among 1,000 customers. www.ipanematech.com



Business Services Orange is one of the world's leading telecommunications operators, present in 33 countries and with a total customer base of 224 million customers as of mid-2012. It is one of the main European operators for mobile and broadband services and serves multinational companies under the Orange Business services brand. **www.orange.com**



PCCW Global serves the voice and data needs of multinational enterprises, as well as the operational requirements of service providers. Covering more than 1,800 cities and 120 countries, the PCCW Global network supports a portfolio of integrated global communications solutions. www.pccwglobal.com



TeliaSonera International Carrier provides fibre-based telecoms services and infrastructure that deliver supreme customer value with high quality in every dimension. We also play a vital role in delivering content and applications to millions of users worldwide. www.teliasoneraic.com



Virtela is the world's largest independent network services company with reach to more than 190 countries. We provide the most extensive global and in-region network options, with optimized delivery via our multi-carrier overlay network. All of our services are backed by a single end-to-end SLA. www.virtela.net



HOT TELECOM is a leading telecommunication research company providing premier quality telecom data, reports and services to the international telecom community. In operation for over 10 years, HOT TELECOM has served many of the industry's leading operators, consulting firms and governments globally. www.hottelecom.com



The Pacific Telecommunications Council (PTC) is an international community of members from more than 60 nations, with a common vision to promote the development and use of telecommunications and ICT to enhance the lives of people in the Pacific hemisphere. **www.ptc.org**

