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DELTA PARTNERS' VISION IS TO BE THE
LEADING TMT PROFESSIONAL SERVICES FIRM
IN EMERGING MARKETS BY BECOMING THE
HUB FOR KNOW-HOW, CAPITAL AND PEOPLE...

DELTA PARTNERS

TMT advisory and investment

Welcome to Delta Partners.

Delta Partners is the leading telecommunications, media and technology (TMT) focused advisory and investment firm operating in emerging markets. Fuelled by the development of the communications sector, emerging markets are fast becoming a vital growth driver in the global economy.

We strive to be an active participant in that growth via our three business lines - Advisory, Corporate Finance and Investments, by supporting key industry players via strategic, operational and M&A advice, and by providing funding to support their expansion plans.

The Middle East, Africa, Eastern Europe and Emerging Asia form our core footprint as some of the fastest growing TMT markets worldwide. It is here that we provide hands-on and results-driven support to our clients, and aim to deliver superior returns to investors due to our sector specialisation and geographic focus.

Our core values of entrepreneurship, excellence and transparency inspire everything we do and have helped us build long-lasting relationships with our clients and investors. Only by believing and acting according to these principles will we realise our vision of being the leading TMT advisory and investment firm in emerging markets.

We are excited to play a part in the development of the TMT sector in our areas of influence and see the road ahead as one of great opportunity and promise.



Nurturing potential



ADVISORY, CORPORATE FINANCE AND INVESTMENTS

We take a 360 degree view of the TMT industry through our integrated business model, which combines management advisory, corporate finance and investments.

As on-the-ground advisors, we understand emerging markets' dynamics and what strategies yield returns or which M&A deals are value-accretive. As investors, we benefit from this expertise and can identify hidden value to help our investments grow and deliver superior returns.

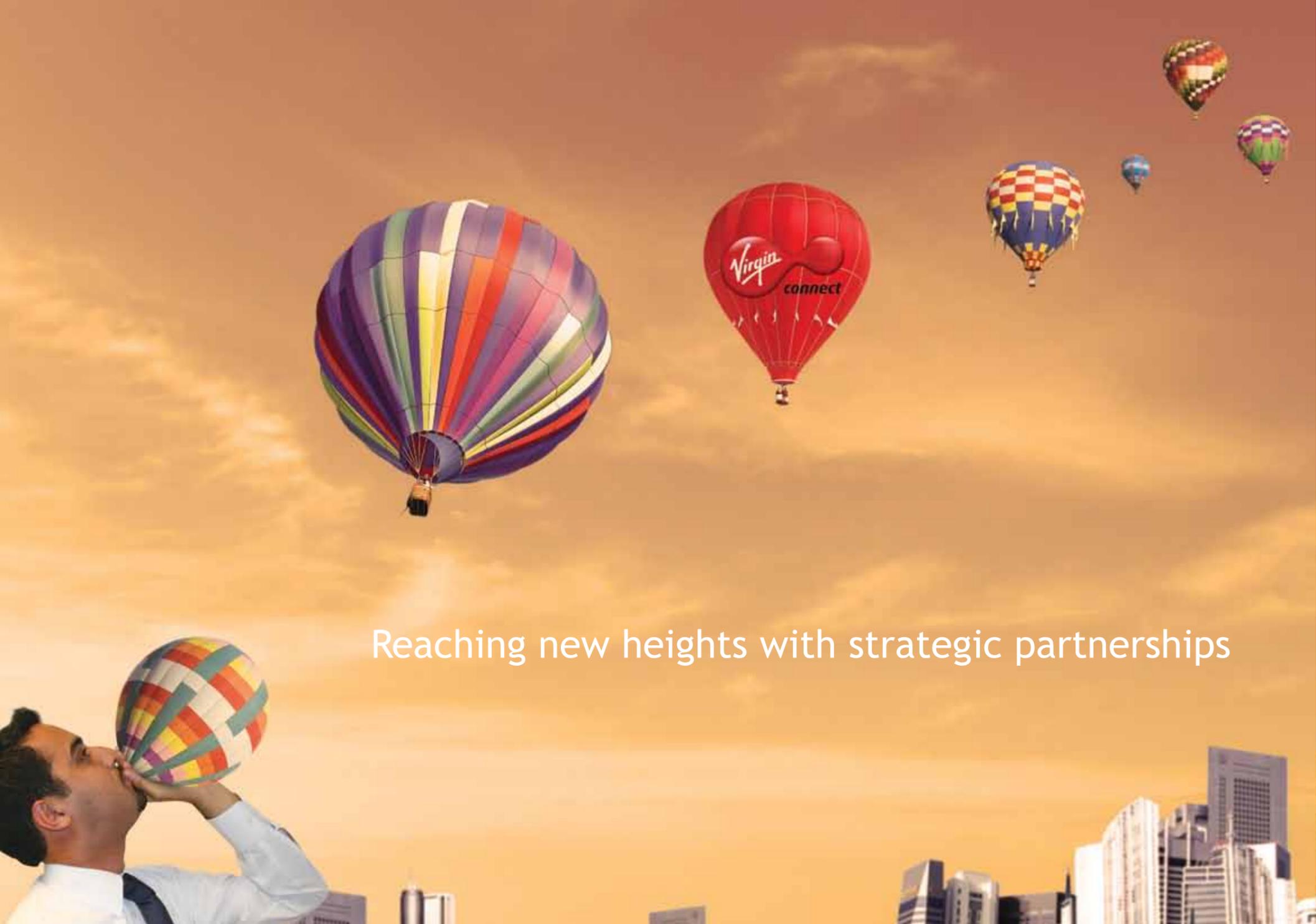
Our management advisory business focuses on solving strategic, commercial and operational challenges that leading TMT companies are facing. By designing and executing corporate and growth strategies, we contribute not only to improved short term performance, but also help to build the basis for long term value and success. The application of industry knowledge and practical expertise is always holistic, never piecemeal. It extends from initial

identification of opportunities and definition of strategy, right through to the support and execution of start-ups, marketing and sales plans, and broader operational turnarounds.

We also have a dedicated corporate finance advisory unit. As a TMT mid-cap M&A advisor, we lead the execution of buy-side and sell-side transactions, as well as fund raising processes, capitalising on our strong partnerships in the investor community.

On the investment side, as a PE fund manager, our focus is on providing growth capital to the TMT industry within our target geographies. Leveraging our industry expertise as well as providing hands-on operational support to our portfolio companies ensures that superior returns are delivered.

We bring together all three services under one roof for one reason - they are highly synergistic.



Reaching new heights with strategic partnerships



STRATEGIC PARTNERSHIPS

Our management advisory business does not stop at providing advice and recommendations, but instead partners with our clients to deliver results by getting involved in the execution. Helping leading telecom operators in emerging markets tackle their most important challenges has led to strong lasting partnerships.

On the investment side, we have established partnerships with some of the world's most respected companies. KKR, one of the most renowned private equity investors globally, and Richard Branson's Virgin Group are good examples of our business partners, with whom we have co-invested in private equity deals.

Along with the privilege of working in various emerging markets, comes the exposure to the actual living standards of the communities in which Delta Partners works. This exposure has brought awareness of the vast range of initiatives which we, as a corporate organization, could participate in. We have hence established strategic partnerships with global organizations such as the Clinton Global Initiative, The World Economic Forum and Refugees United as a means of creating impact and making a difference throughout the world.

Strategic partnerships - to deliver exceptional value to our clients and investors.



Supporting emerging markets



EMERGING MARKETS

We have our sights set on Africa, the Middle East, Eastern Europe and Emerging Asia. Telecoms in these geographies are characterised by very special and unique dynamics such as underdeveloped fixed line or dominant mobile markets, “Emerging Innovation”, continued addressable market expansion, yet relevant price pressures, and continued significant Capex investment for growth. Properly understanding how to operate in these markets is critical to ensure businesses are set up and grown profitably while benefits are also passed to the end consumer. Our hands-on daily experience in more than 50 markets allows

our professionals to truly understand what it takes to operate in these geographies to the benefit of our clients and investors.

We are there where it matters, with strategically located offices in Dubai, Johannesburg, Manama, Barcelona and Singapore to serve and access our target markets rapidly and effectively.

We nurture potential in emerging markets - where it really matters.



Solutions that fit



INDUSTRY FOCUS: TELECOM, MEDIA AND TECHNOLOGY

Industry focus is what defines us. We do what we know best - namely telecom, media and technology (TMT), bringing best practices from more developed markets and defining new ones that apply only to emerging market environments.

While each market and player represents specific challenges, our extensive on-the-ground experience continues to drive industry learning's to be extrapolated and applied across clients, investors and partners. We apply specific areas of focus and regional relevance to various key industry trends such as maximizing profitability in voice business, evolving and expanding into new services and segments, balancing and

redefining investment approaches and transforming into a leaner operator.

Identifying and delivering value in this industry is what motivates us, which is why our highly experienced professionals strive every day to make an impact - be it by tackling our clients' most critical challenges or by identifying high potential investments while drawing on our extensive expertise and market experience.

It is this industry focus that allows us to create viable solutions. Solutions that truly fit.

Doing must always begin with thinking



THOUGHT LEADERSHIP

Fast changing market environments demand relevant solutions.

Driving innovation in these markets, we constantly strive to develop new insights and ideas for our clients to drive success - be it new business models, how to approach new technologies or how to take advantage of emerging consumer trends.

Some of these insights we publish in the form of white papers, the “Delta Perspective”, and articles, the “Delta Insight”, united by the same theme: to be at the forefront of industry

thinking. Our professionals are supported in this endeavour by our in-house intelligence unit which provides teams with market research, intelligence and industry insights.

As a result, our ideas have featured in a wide range of media outlets and our experts are in high demand by the regional and international media to comment on the latest trends.

It’s a principle that has served us well: doing must always begin with thinking.

www.deltapartnersgroup.com/our_insights

Unlocking potential



TALENT

Excited by the market opportunities ahead, our teams consist of the most talented individuals from leading global business schools, advisory and investment firms, and the TMT industry.

The mosaic of cultural diversity at Delta Partners produces distinct advantages. Our people have a personal understanding of the motivators and drivers of business and technology in the various markets we serve, and their insights often originate from their cultural distinctions. Over

40 different nationalities think and work at Delta Partners' 160 people+ strong team. Being exceptionally qualified, most also possess blue chip experience in developed markets. And with specific TMT know-how, they embrace new challenges in the telecom, media and technology arenas with passion and resolve.

It's what we do every day.