

Colt Capital Markets day

2 May 2012

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Agenda

- 1 Colt strategy
- 2 The common platform
- 3 Colt Communication Services
- 4 Colt Data Centre Services
- 5 Colt Enterprise Services
- 6 Economic model

Today

We want to provide you with...

- A clear understanding of Colt's strategy
- Market opportunities and how we will address these
- The Colt business - our products and services
- Financial economics of our business
- How we will further develop Colt going forward
- A chance to ask questions
 - we have the management team here today

Colt Strategy

Rakesh Bhasin
Chief Executive Officer

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We are unique...

We are more than a...

- Telco
- Systems Integrator
- Data Centre provider
- “Cloud company”

We are...

- A new breed of service provider - **the Information Delivery Platform**
- Integrated compute and networking solutions with scalable assets and systems
- Truly European... and increasingly global

What has changed at Colt?

Product mix

- Changed with market
- Grew managed and data centre services
- Voice stabilised through new platform

Network

- Built next generation, Pan-European network
- Capital efficient
- Market-leading Ethernet

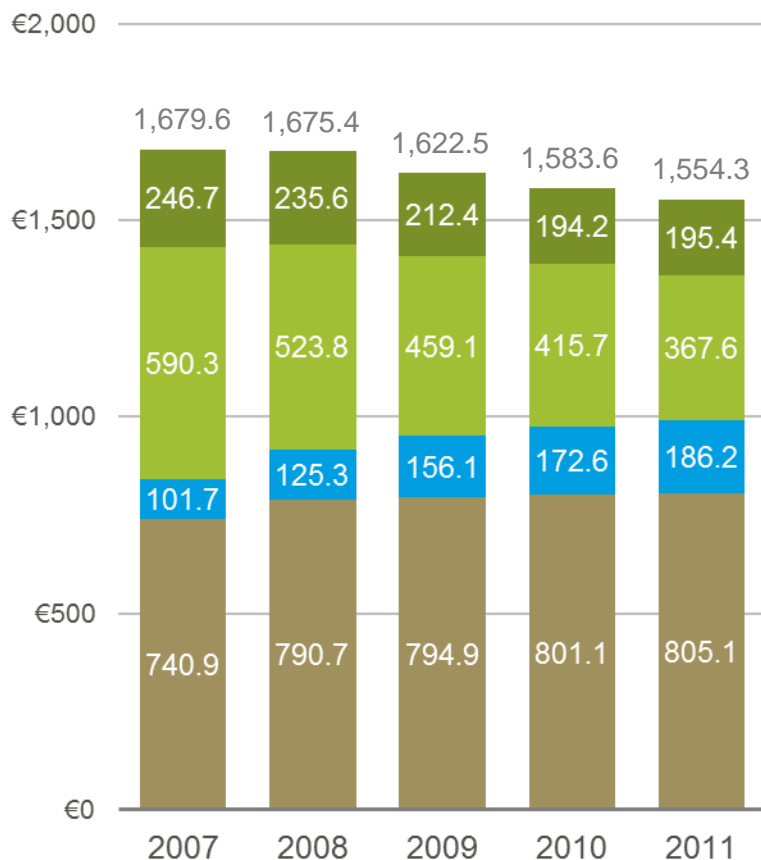
Organisation

- Customer facing business units
- Simplified, single service delivery unit
- Strengthened management team

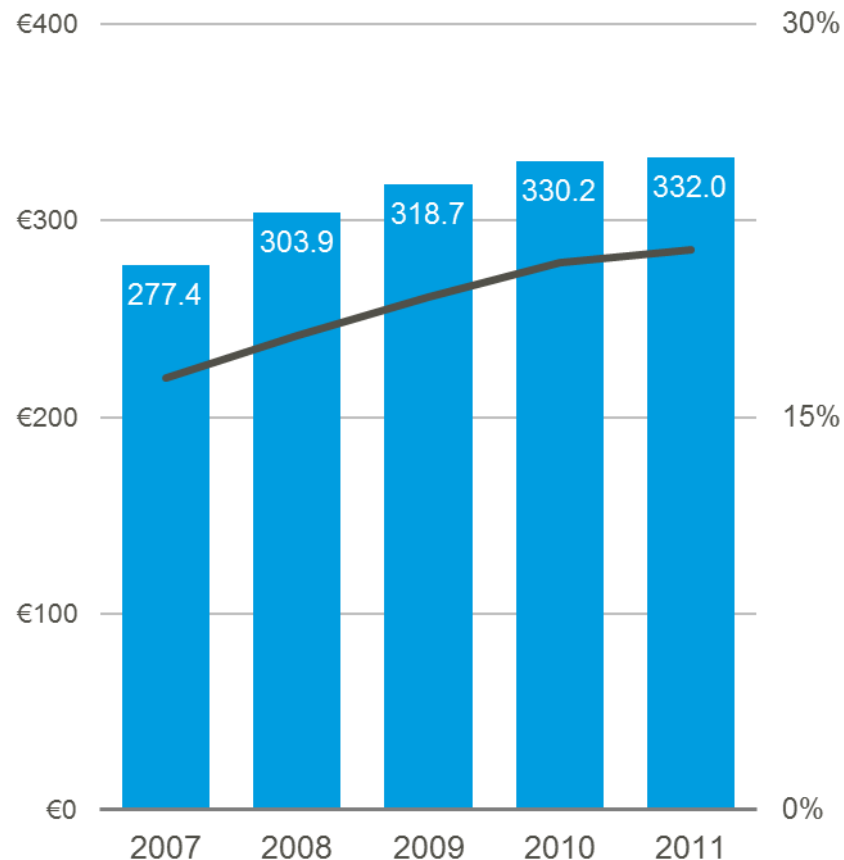
Systems / Process

- Consistent across technologies and geographies
- Shared Service Centres to drive scale
- New service model

Our financial performance



- Carrier Voice
- Corporate and Reseller Voice
- Managed Services
- Data



- EBITDA
- EBITDA margin %

Portfolio mix evolution



**IT Managed
Services**



**Managed
Networking**
(Voice & Data)



Ethernet



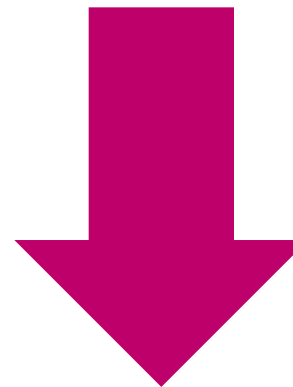
**Data Centres
Services**



**Legacy
Voice**

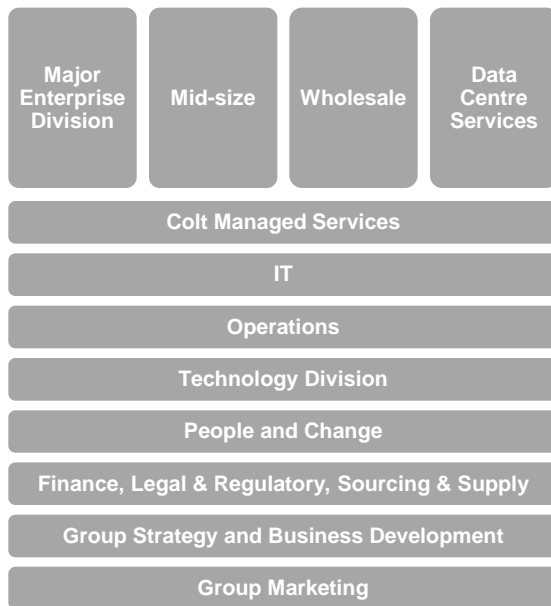


**Legacy
data**

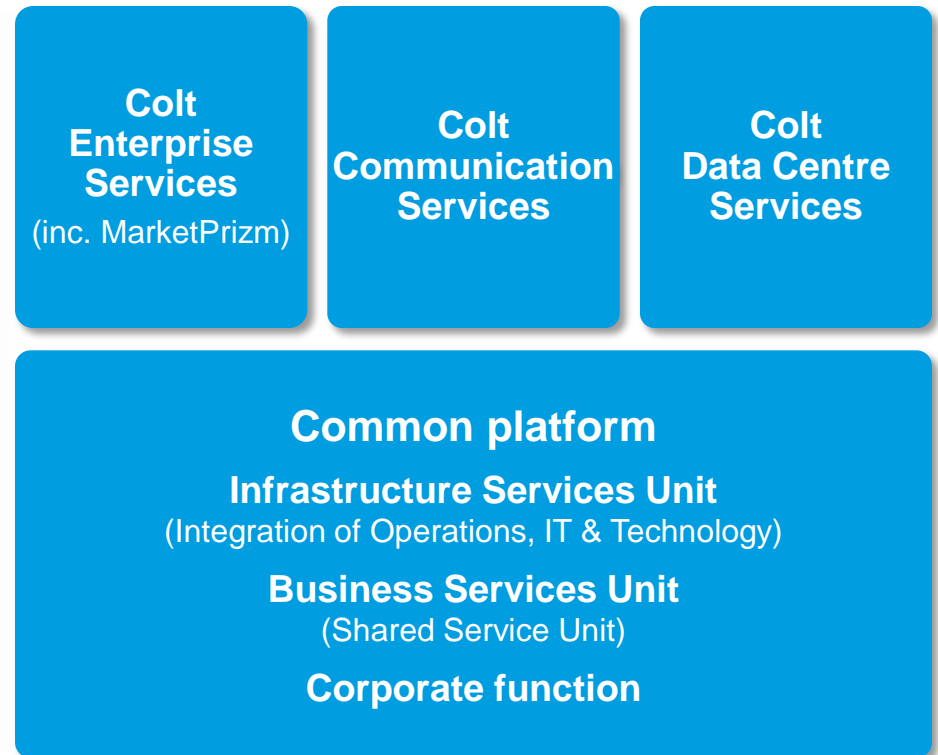


How we are structured today

Colt before 2011....



Colt today



Customer challenges

**Capital
constraints**

**Regulated
environment**

**Real-time
information
management**

**Transform
legacy systems
and infrastructure**

**Manage risk of
consumerisation**

**Decide what to
move into
the cloud**

Competitive environment is constantly evolving

Telcos



Competitive environment is constantly evolving

Telcos



Scale hardware / software players



General IT service providers



Data centre / hosting specialists



Cloud service providers



Our mission and our strategy

Our mission

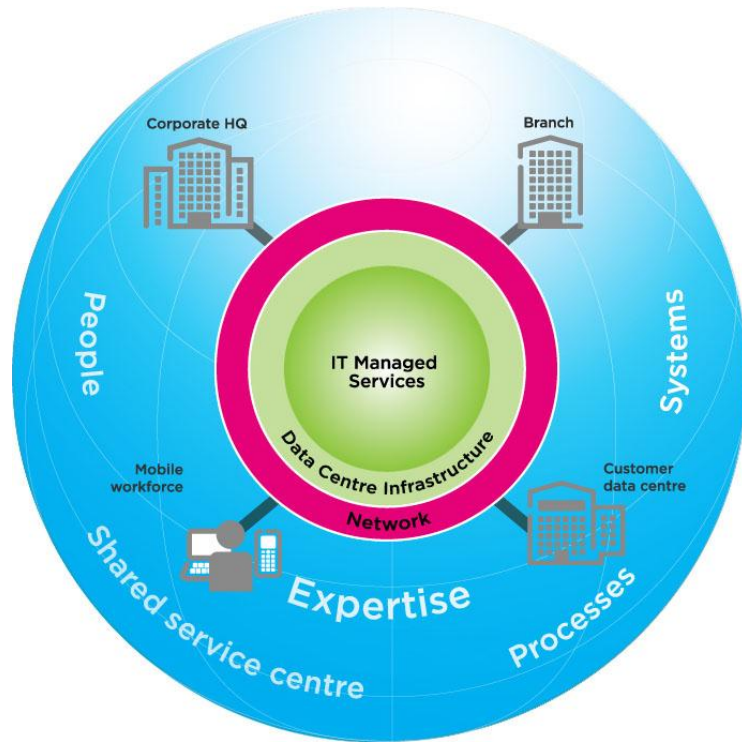
To be Europe's leading information delivery platform, providing organisations with:

- Best-in-class customer experience
- Integrated computing and network services that make a difference to their businesses

Our strategy

- Integrate compute and network services
- Focus our resources on key growth opportunities / markets
- Operate seamlessly and transparently across all our markets
- Simplify how we buy, sell and contract
- Automate our service and delivery model

Information Delivery Platform



Seamless
network
coverage

Scalable
technologies

Integrated
support
functions

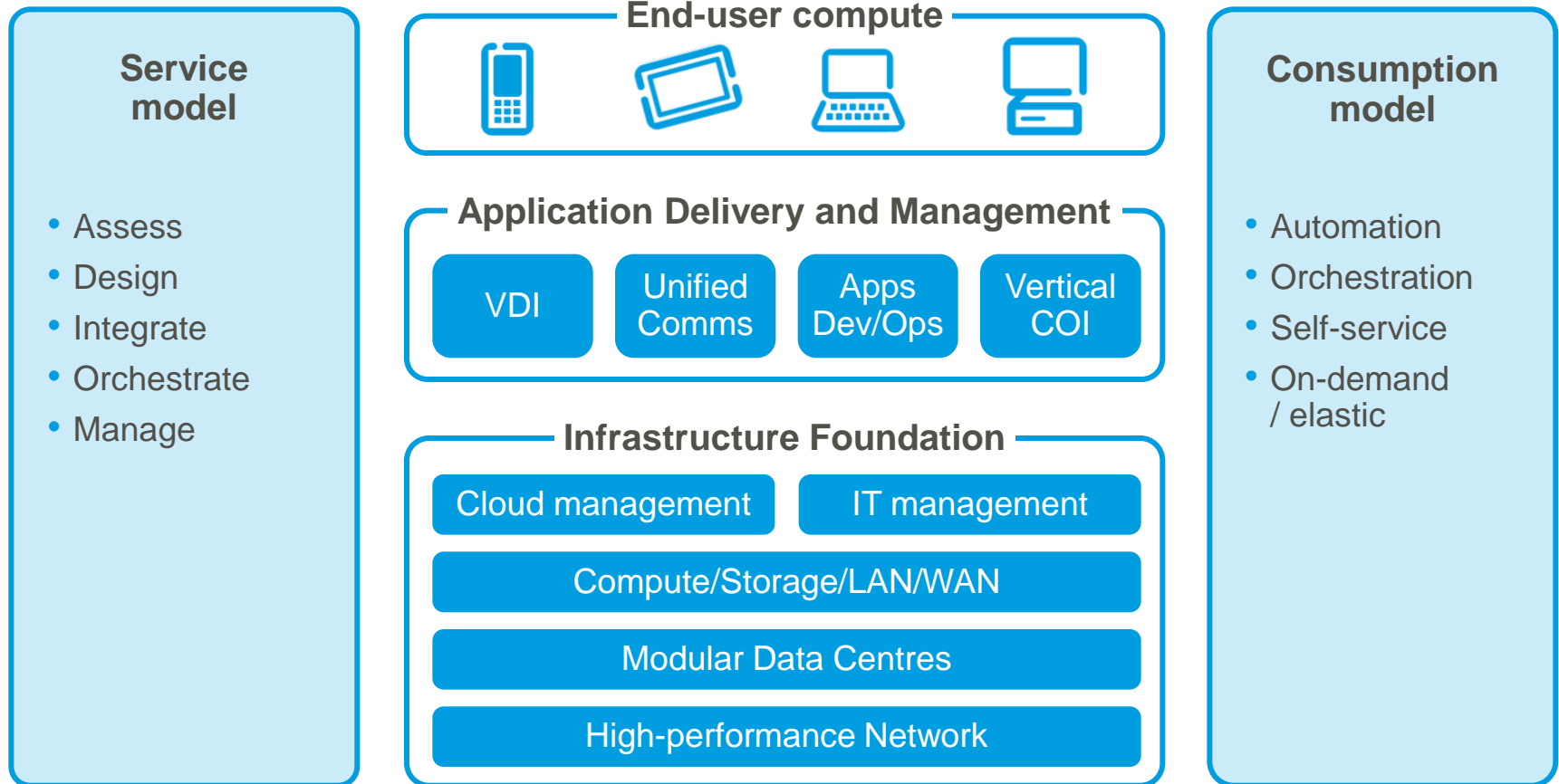
Distributed
and flexible
data centres

ICT portfolio of configurable components

Leveraging people, network and compute assets to deliver IT services

- Seamless integration of **network and compute**
- Highly scalable **platform** able to **deliver information** and applications on a pay-as-you-consume basis
- Services are **universally** accessible anywhere from any device
- Ownership of network and data centre infrastructure enables **end-to-end Service Level Agreements (SLA's)**

Our integrated and scalable technology and service platform



What makes us unique?

We are unique...

Integrated experience

- End-to-end control
- Integrated assets
- Empowered customer contact
- Simplified organisation

Agile and responsive

- Quick turn-around
- Automation
- Easier to do business with
- Lower unit costs

Truly European

- Local presence / global scale
- Operate as one company
- Unified systems and processes
- Consistent service levels

Five year strategic plan

Goal: to deliver profitable and sustainable growth to 2016 and beyond

Revenue CAGR 2012 - 2016: Mid to high single digits

Data: Mid to high single digit growth

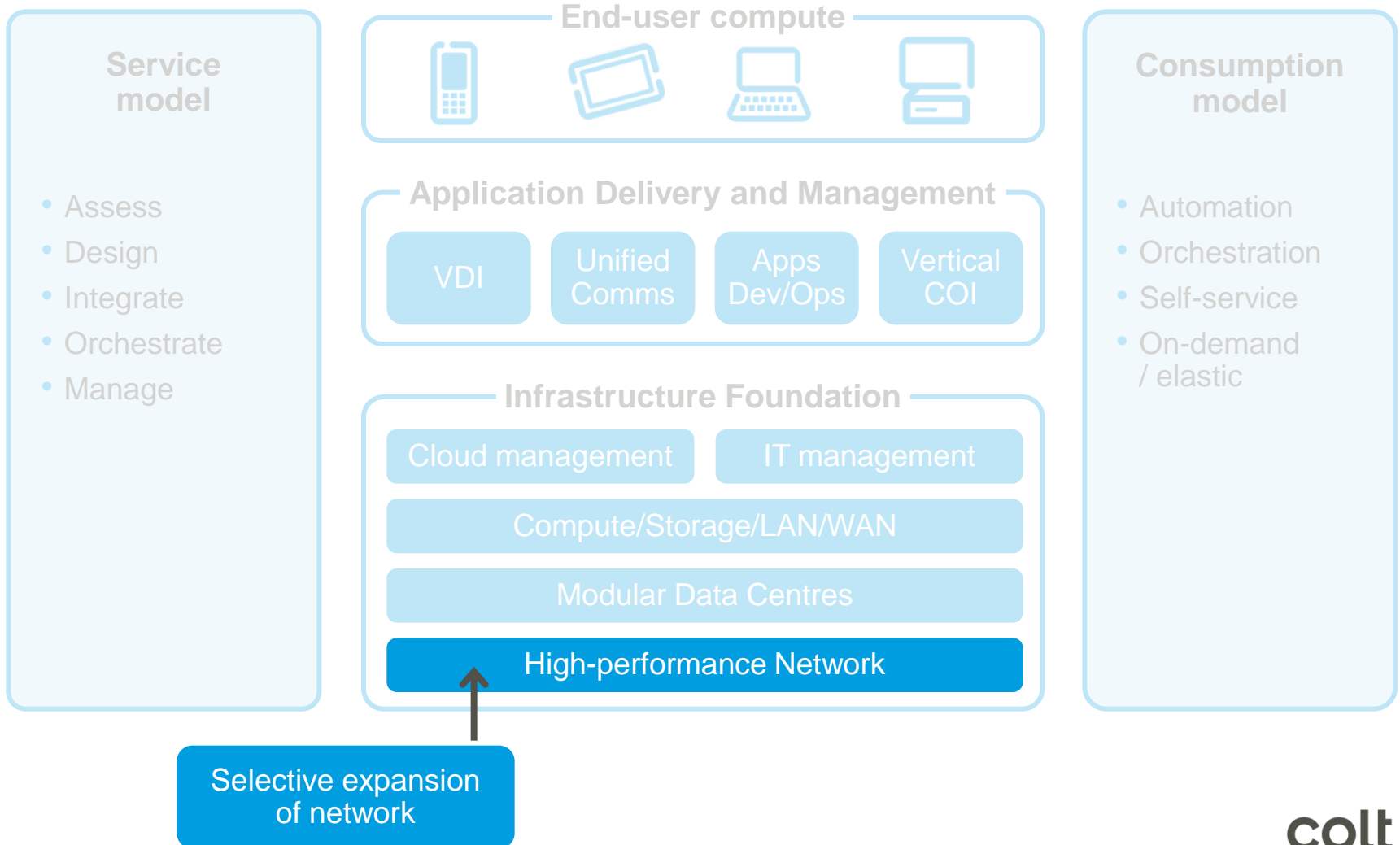
Voice: Low single digit decline

Managed Services: Double digit growth

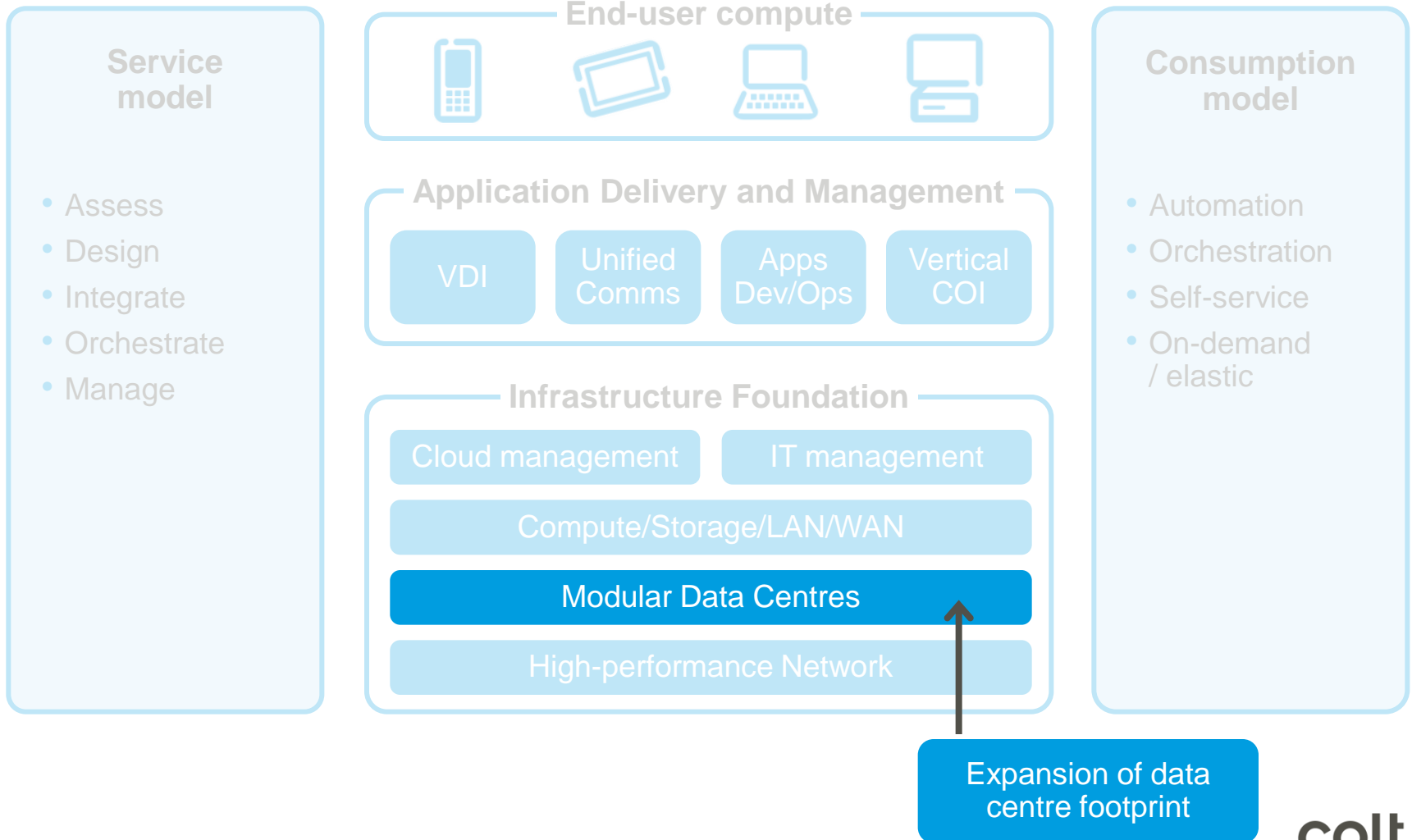
Data Centre Services: Double digit growth

EBITDA CAGR 2012 - 2016: Growth largely consistent with revenue growth

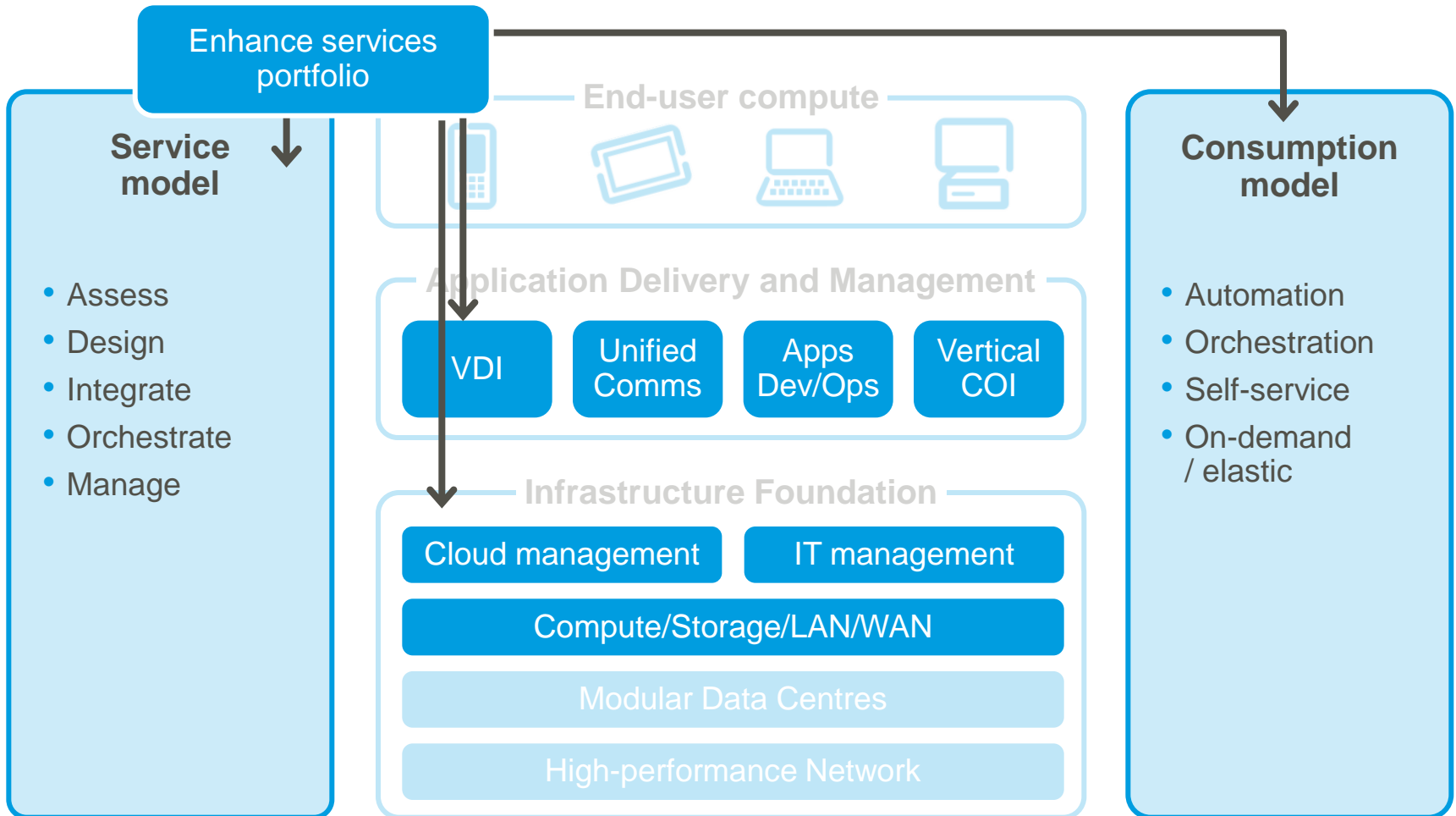
Investment areas driving growth



Investment areas driving growth



Investment areas driving growth



Why choose Colt – what our customers say

“Colt’s European scale makes it an ideal partner for our activities. Thanks to the Colt UCC solution we’re meeting our target of answering at least 90% of incoming calls – that’s 50% more than before”

Shurguard Europe

“It’s natural that we partner with Colt as its pan-European footprint matches ours and its cloud data centres are built on the Virtual Computing Environment (VCE) integrated VMware, Cisco and EMC platform – technologies which we already distribute across EMEA.”

Magirus

Colt’s scalability on demand allows Sega Europe to reduce games testing time by 70%. “Unlike with other suppliers, we now have an infrastructure where we understand the end-to-end environment, and we have a strong SLA to match.”

Sega

Verne Global opens for business five months earlier than a traditional build model. “With Colt’s modular approach, we have the ability to streamline the design process to ensure quality. This also means we can quickly scale capacity to address customer demand in rapid timeframe.”

Verne Global

The common platform

Mark Leonard

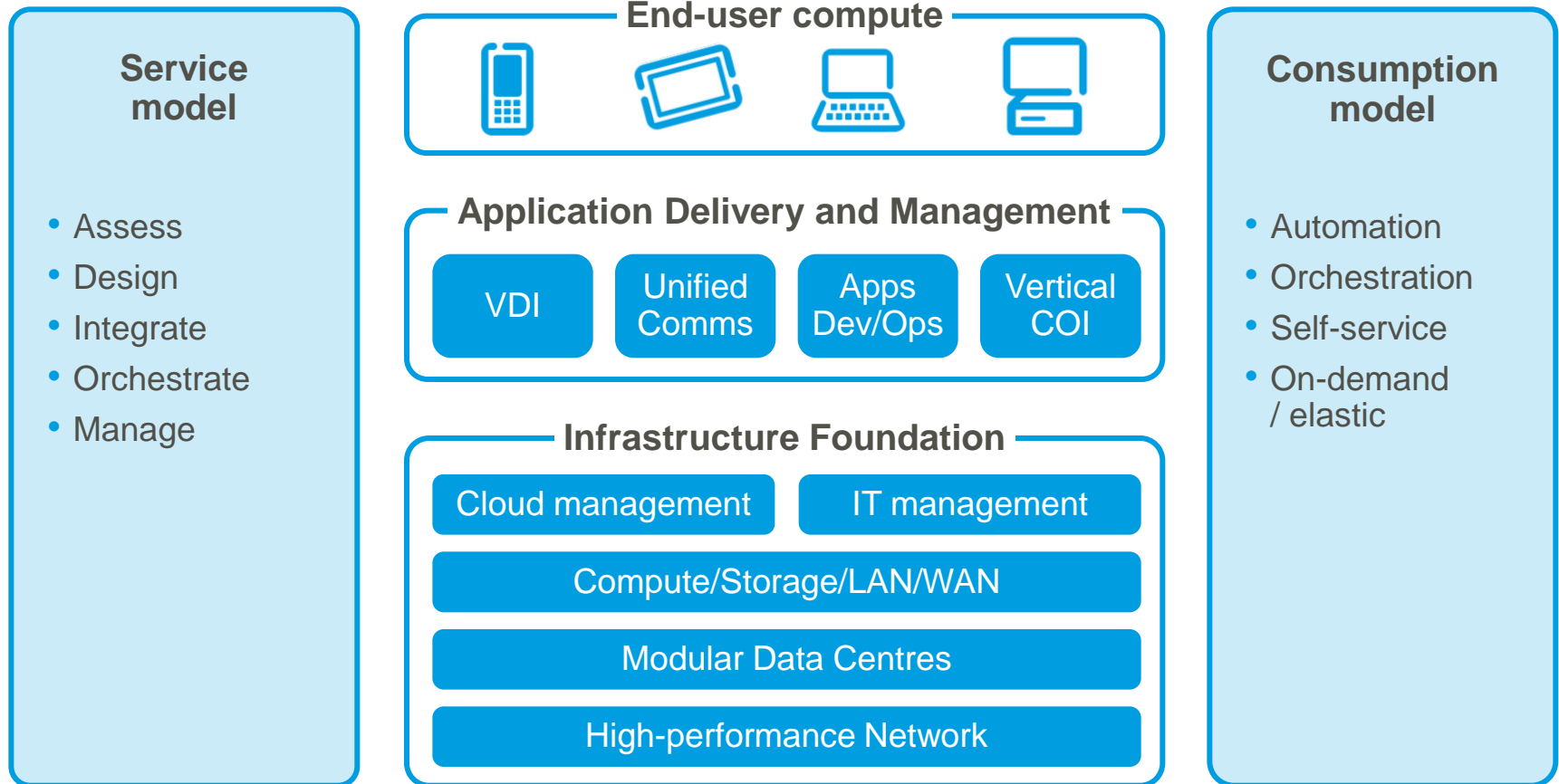
Executive Vice President
Infrastructure Services Unit

colt

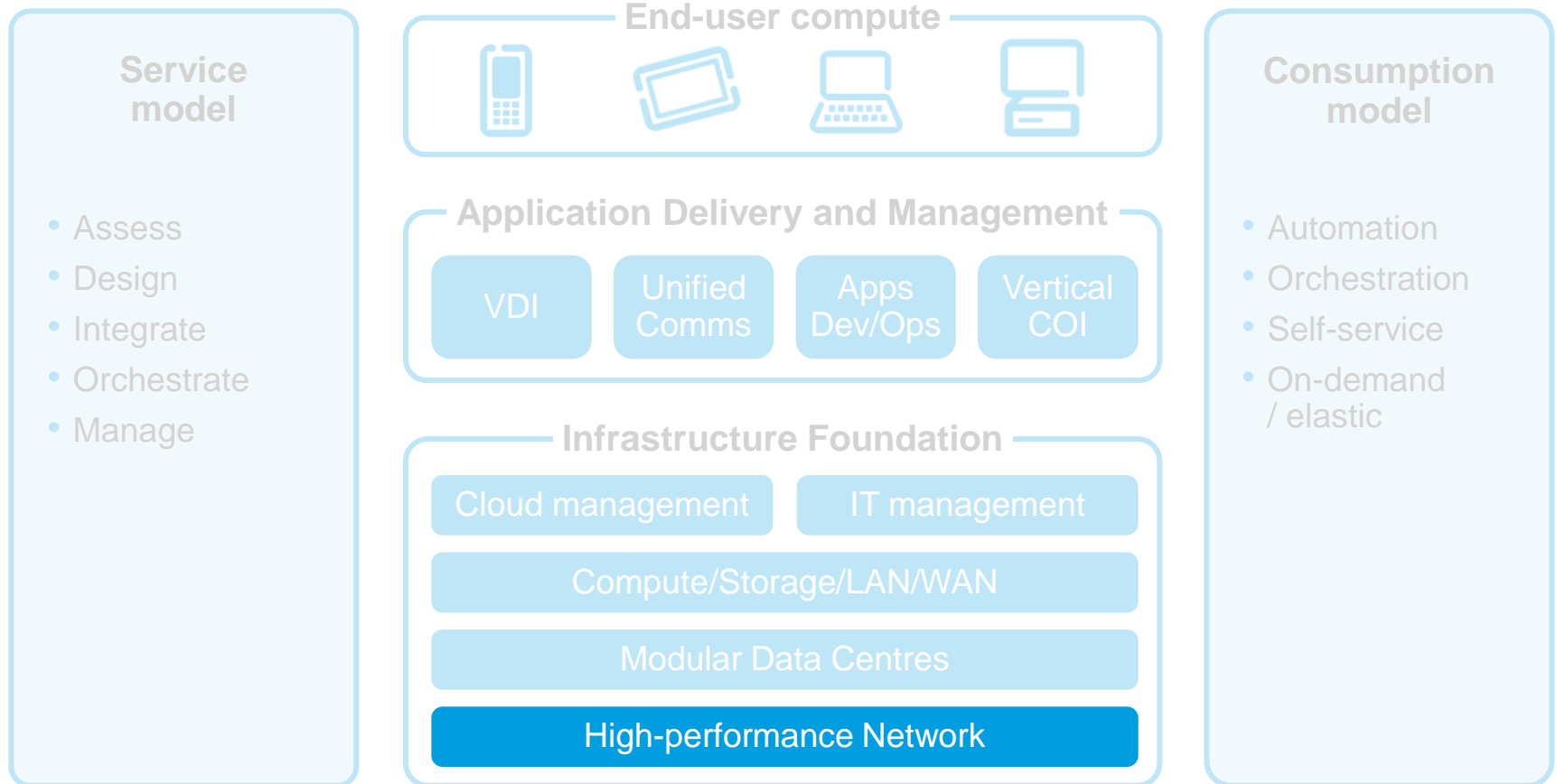
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Our integrated and scalable technology and service platform



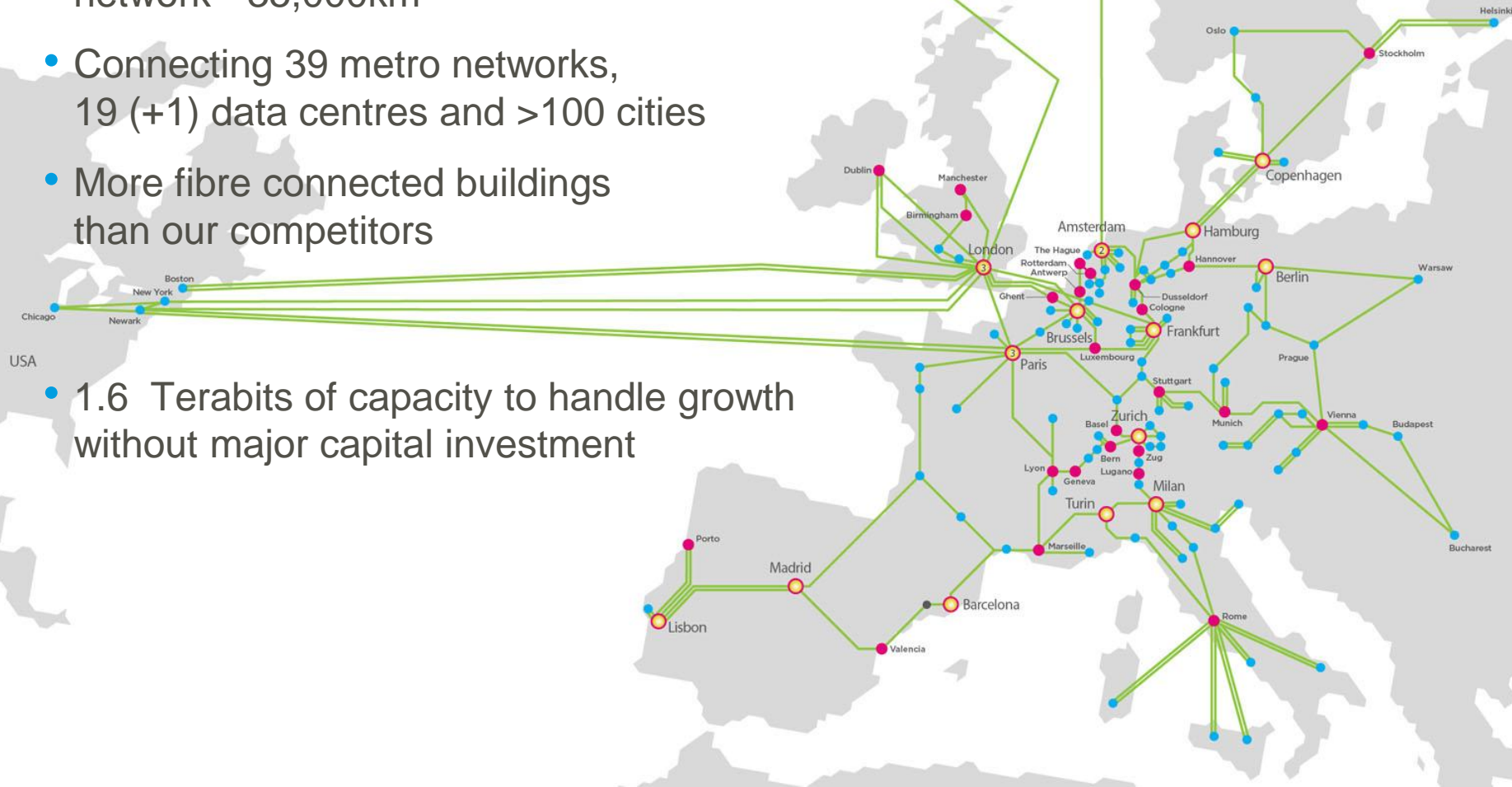
Our integrated and scalable technology and service platform



A network of depth and breadth

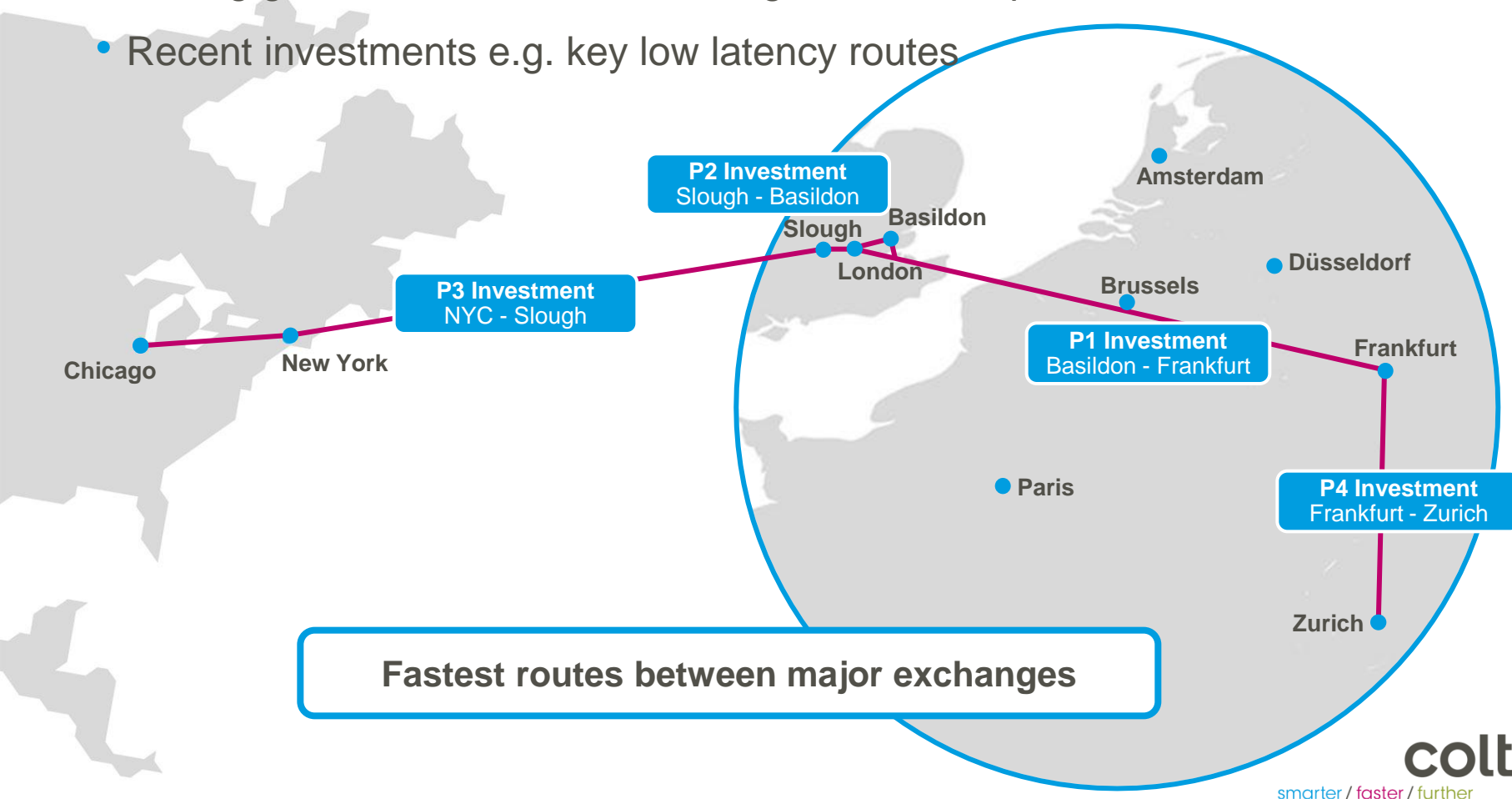
- High capacity long distance network
- Upgraded and extended long distance network - 35,000km
- Connecting 39 metro networks, 19 (+1) data centres and >100 cities
- More fibre connected buildings than our competitors

- 1.6 Terabits of capacity to handle growth without major capital investment



Continued network investment

- Connecting more cities and customer data centres
- Driving growth with customers through network expansion
- Recent investments e.g. key low latency routes

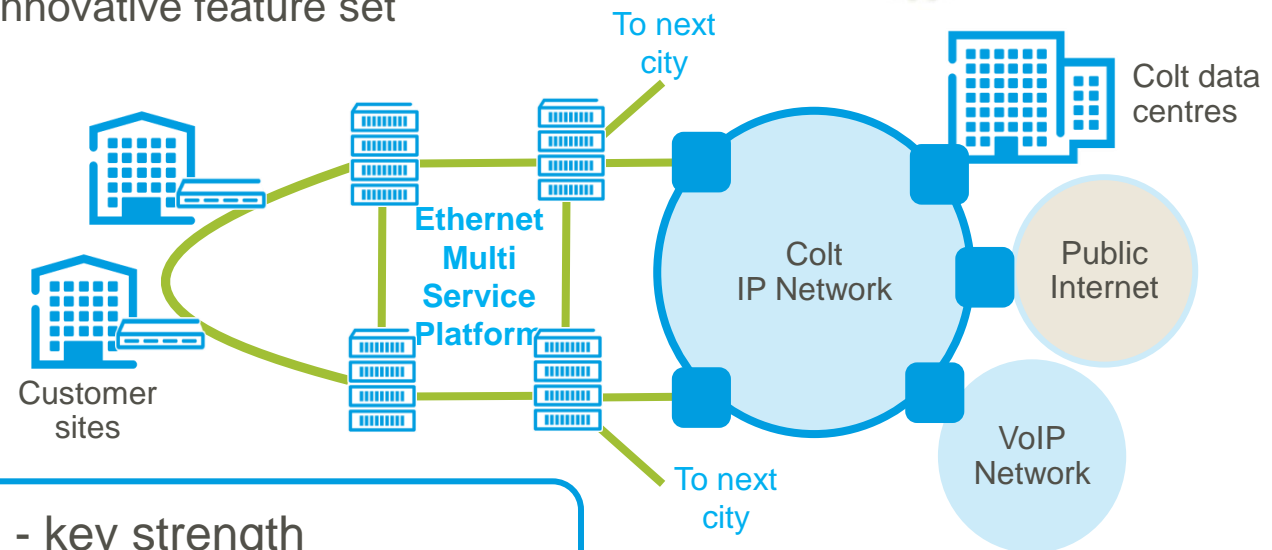


Market leading Ethernet & IP networks

- Pioneering Ethernet and IP networks
- Once connected, can add more circuits without capital
- Multiple award winning service:
 - Common platform - consistent services across Europe
 - High speed connections - low latency
 - Comprehensive, innovative feature set

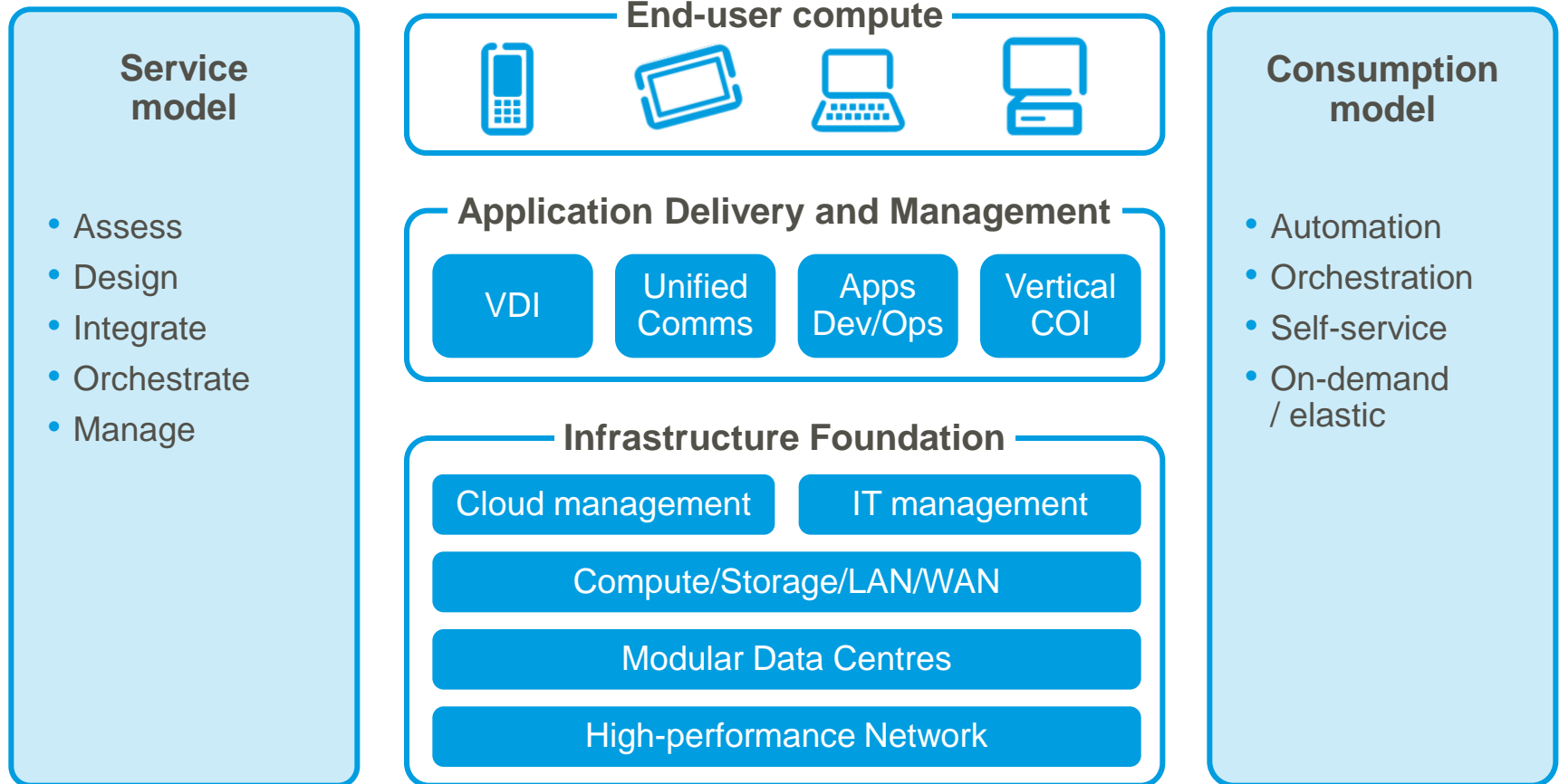


Vertical Systems Group LEADERBOARD MID 2011	
Global Provider Ethernet Services	
RANK	ETHERNET PROVIDER
1	Orange
2	Verizon
3	Colt
4	NTT
5	AT&T
6	Global Crossing
<small>Global share measures ports outside of the provider's primary home country.</small>	
<small>www.verticalsystems.com</small>	

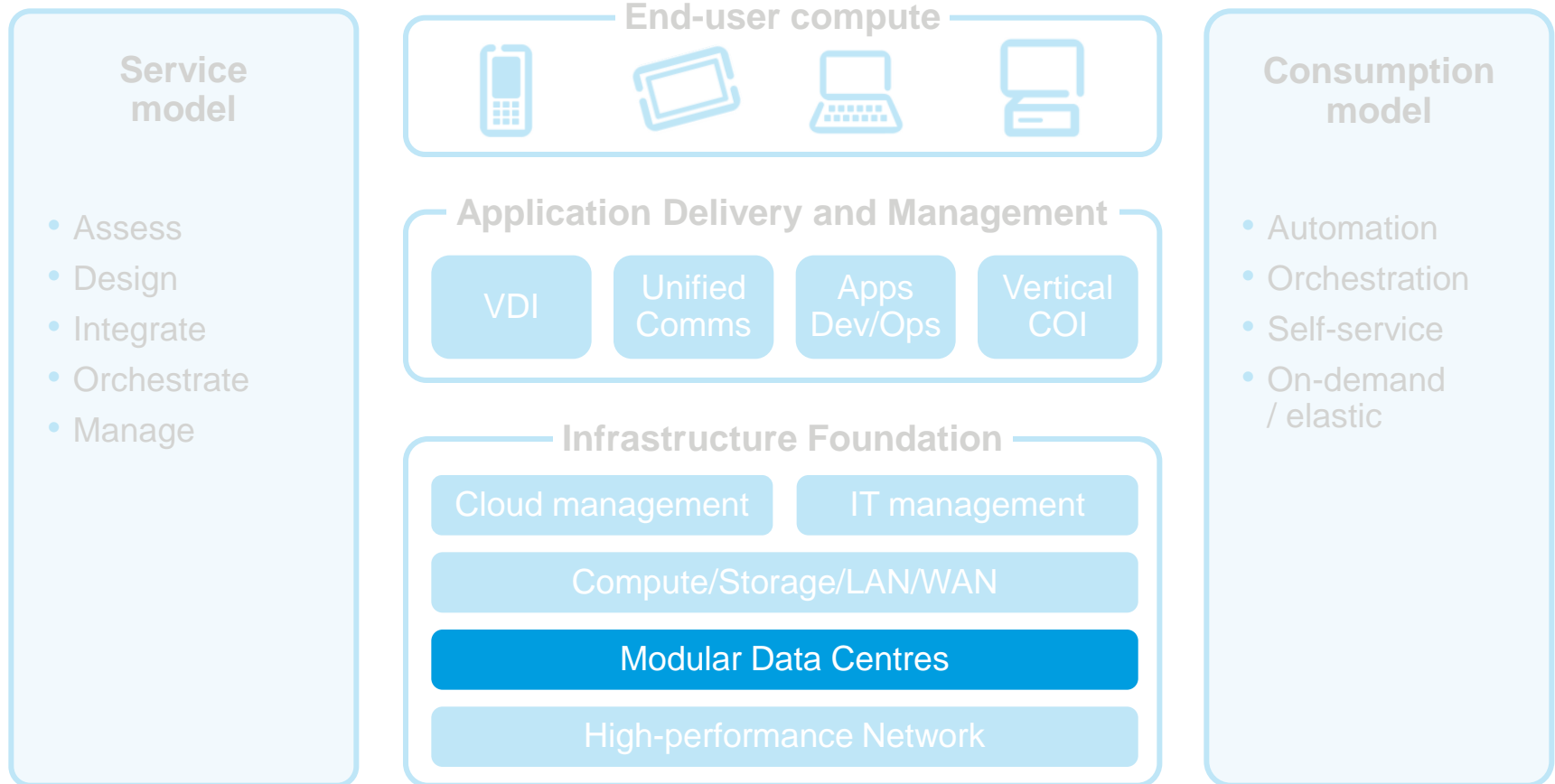


Ethernet platform - key strength
for integrated compute and networking

Our integrated and scalable technology and service platform



Our integrated and scalable technology and service platform



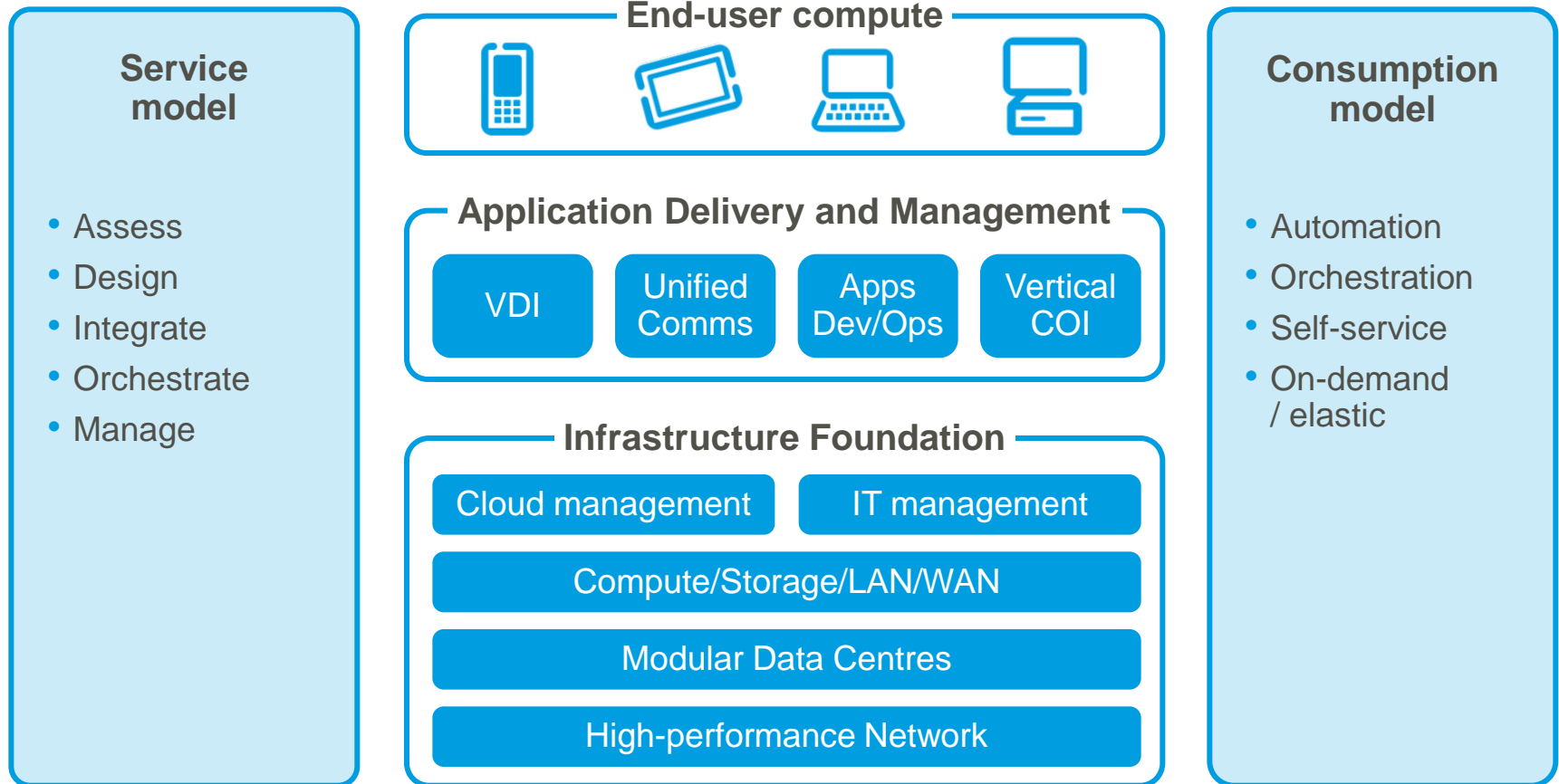
Pan European data centre assets

- 19 (+1) fibre connected, fully integrated data centres
- 24x7 dedicated Security Operations Centre
- 28,000m2 already built out hosting space available (Opportunity for expansion: 20,000 sqm)
- 5,000 customer racks, Petabytes managed storage

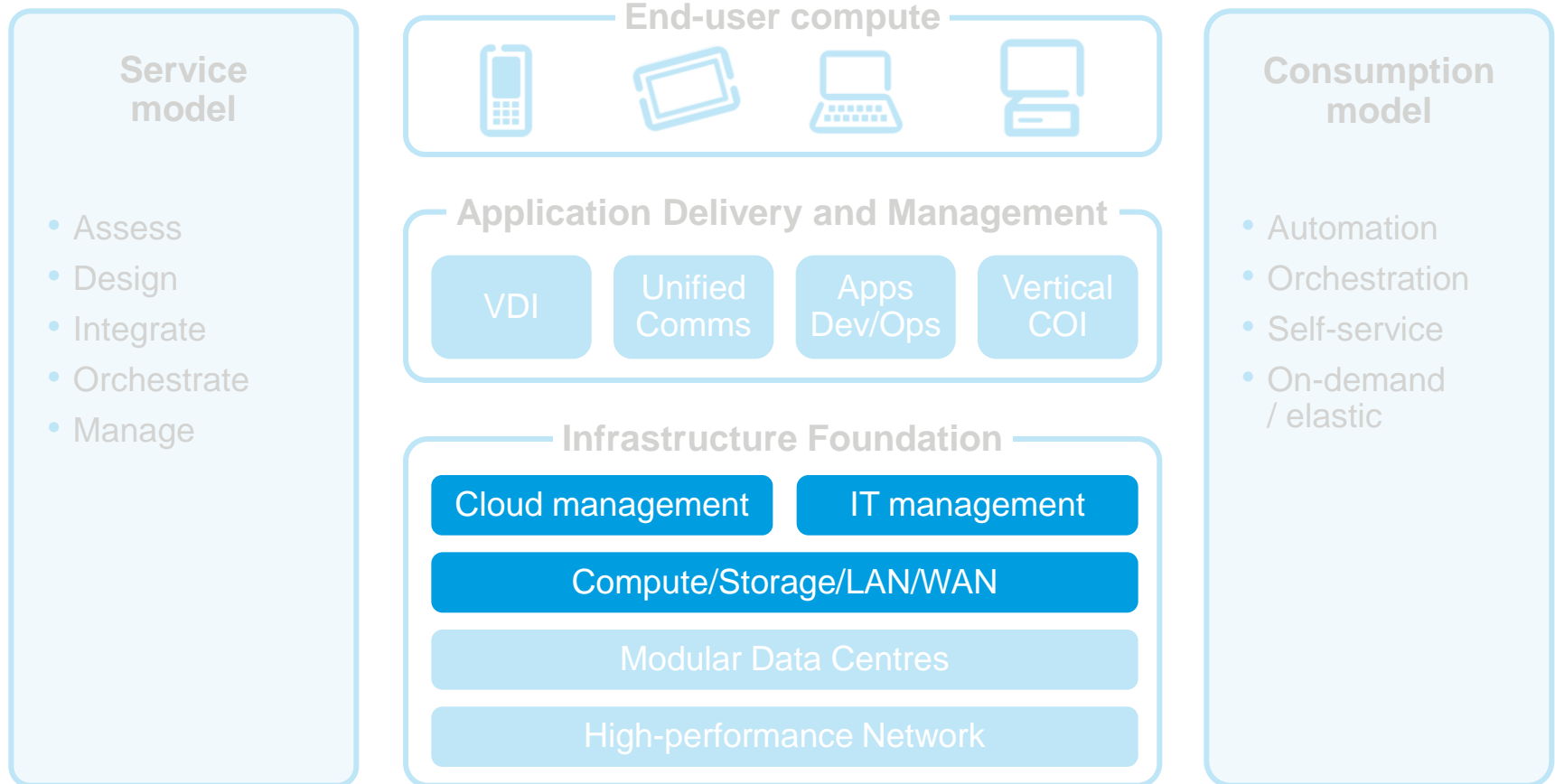


Differentiation from owning and managing both data centres and networks

Our integrated and scalable technology and service platform

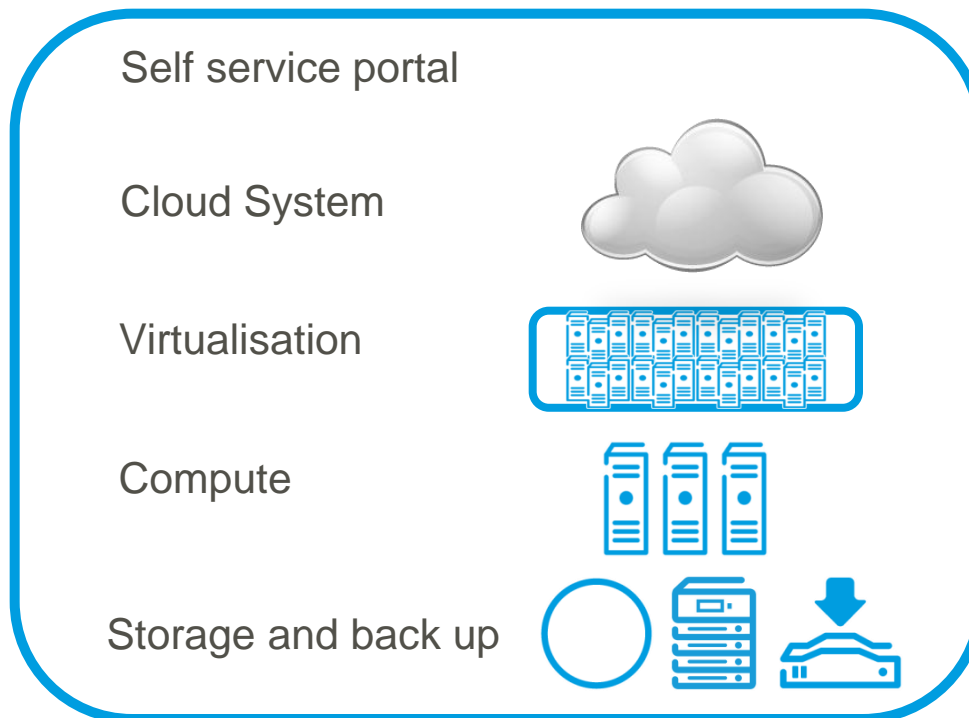


Our integrated and scalable technology and service platform



We have built cloud compute capabilities

- Deployed cloud computing infrastructure in key markets
- Developed customer self service capability
- Technology agnostic platform enhanced by partnerships with industry leaders



Global Service Provider
Partner of the year 2011



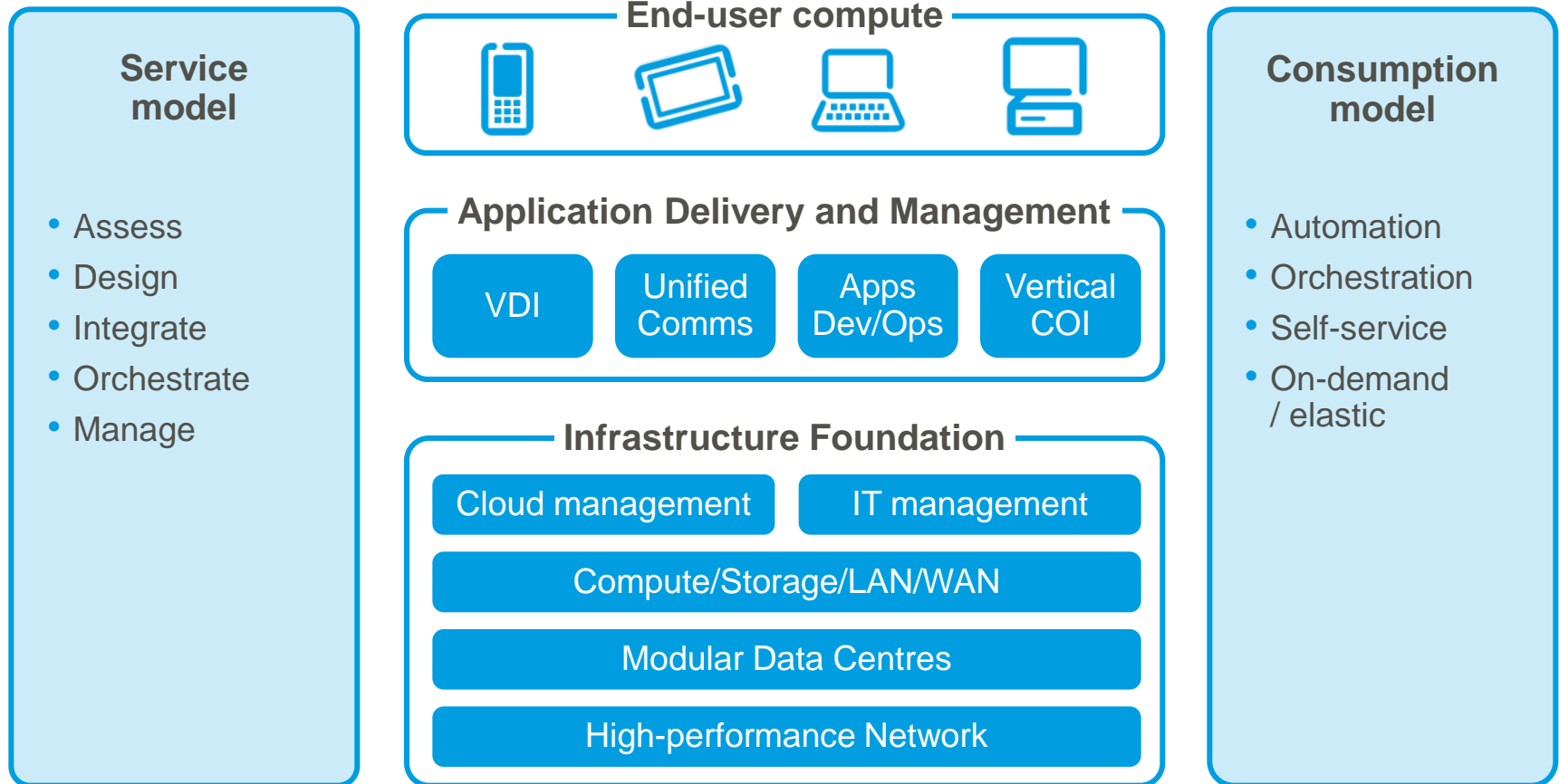
First accredited
Managed Services
Provider in Europe



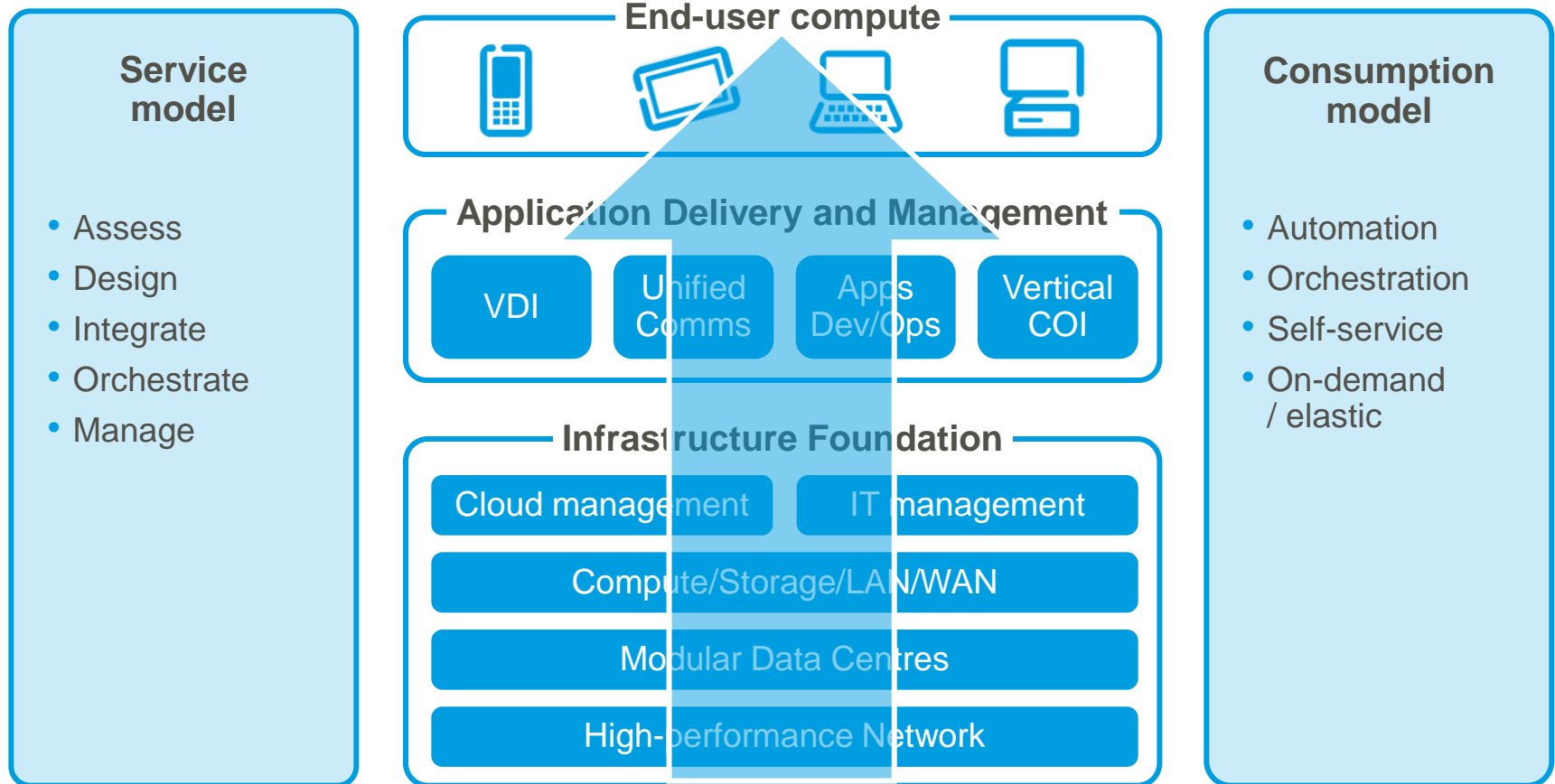
Diamond partner

Bringing together a differentiated customer service proposition

Our integrated and scalable technology and service platform

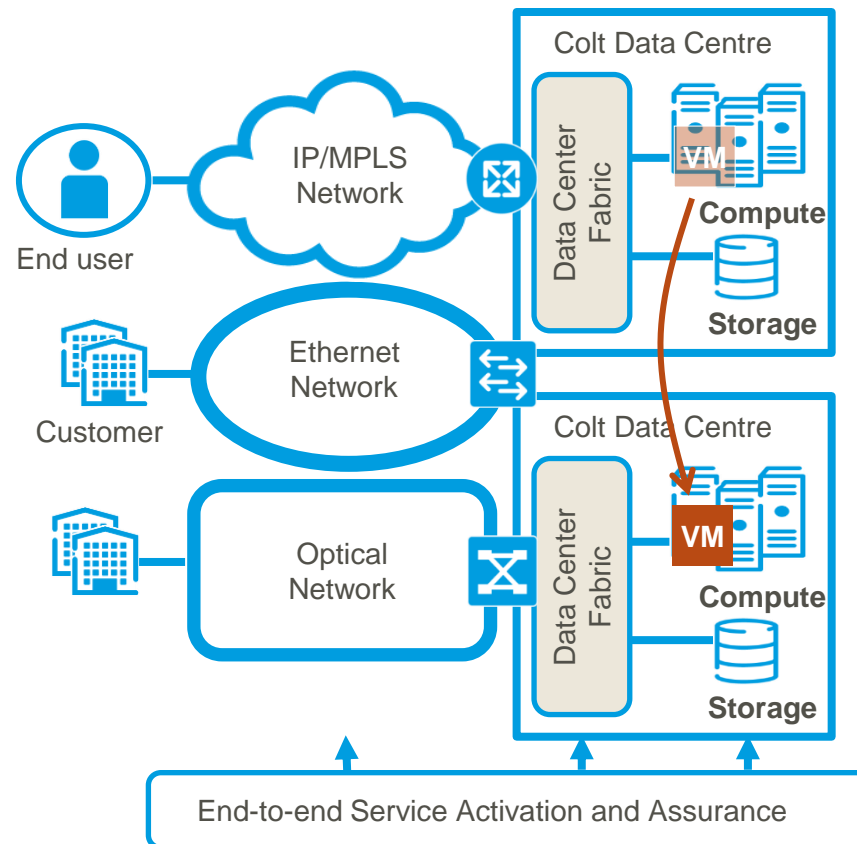


Our integrated and scalable technology and service platform



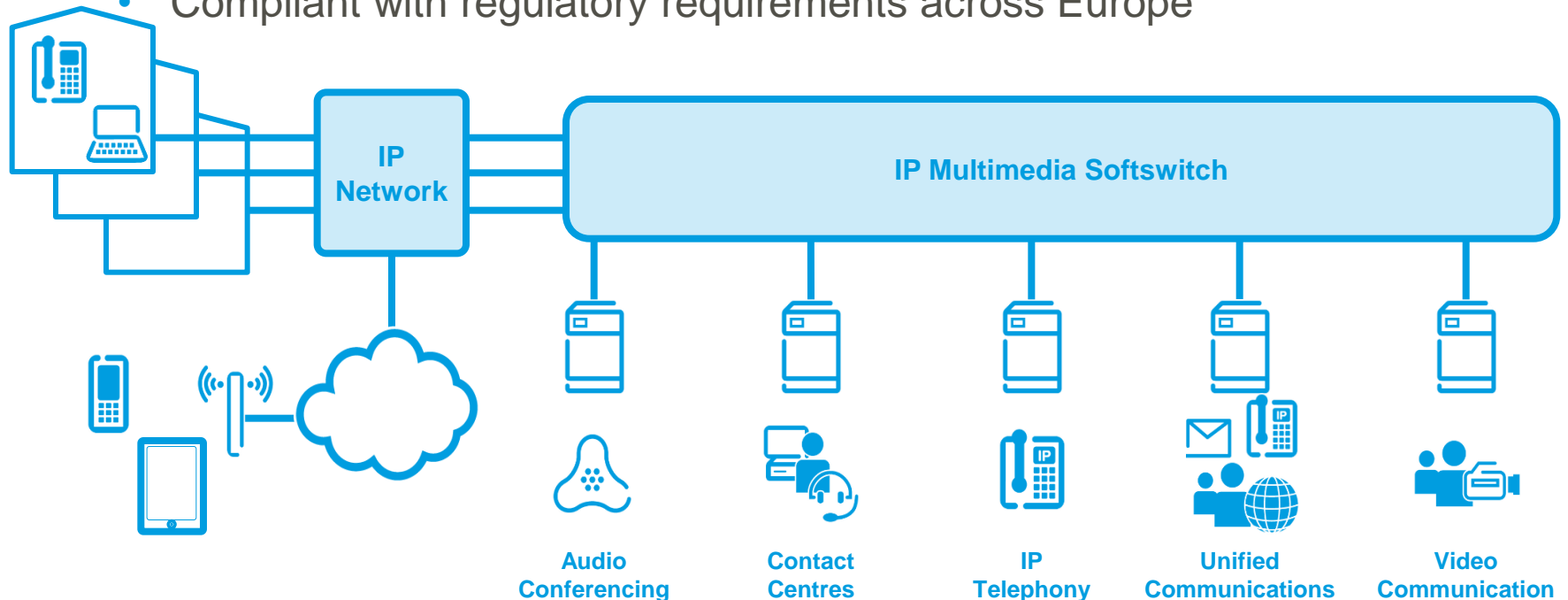
Cloud centric networking is key

- Making it easy for customers to flex network and compute
- Automating datacentre and network elements
- Simplifying the network by bringing separate layers together



Next generation voice & communications capability

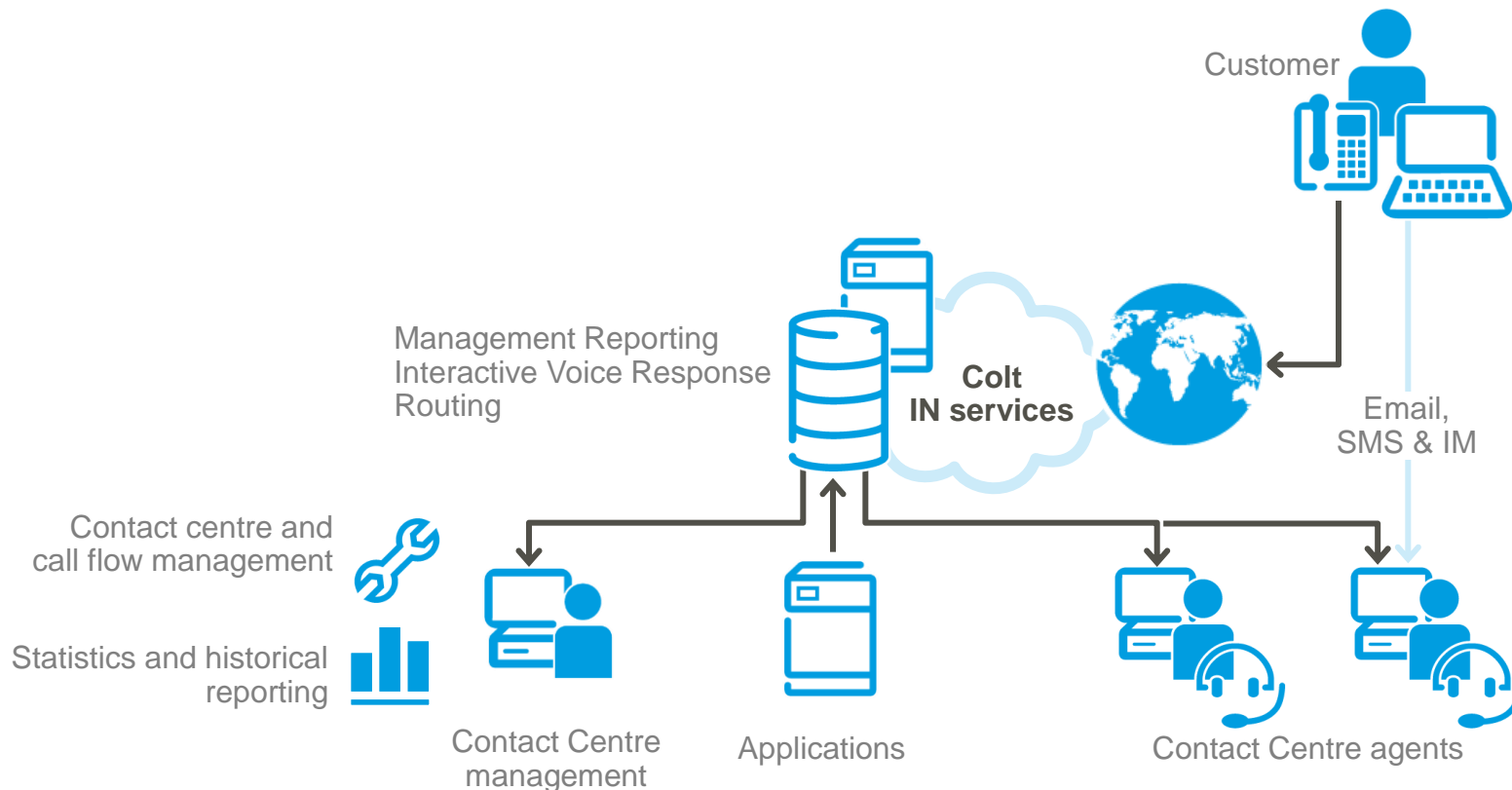
- Two billion voice minutes a month
- Numbers, portability and legal intercept capability across Europe
- VoIP platform supports new services
- Compliant with regulatory requirements across Europe



Well positioned to capture growth from unified communications

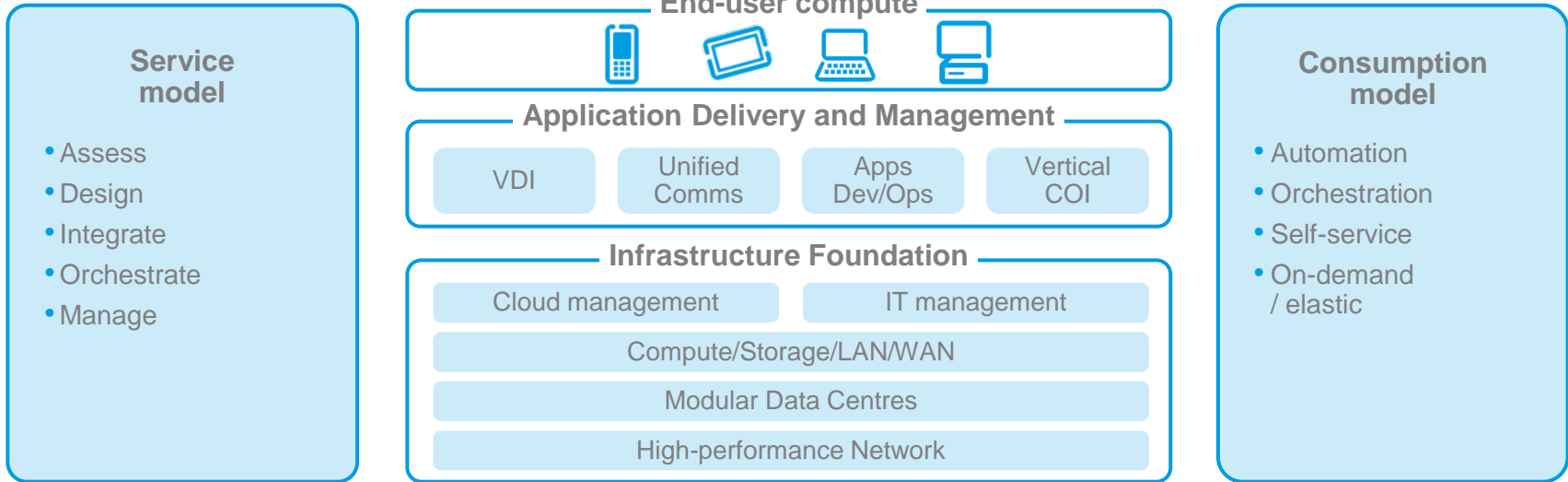
New intelligent network

- Free phone and premium rate services across Europe
- > 500,000 customer numbers on new platform
- Facilitates network based interactive voice and call centre services



A real growth opportunity

Key takeaways



- We are organised to support our customers
- Our investments give real competitive advantage
- New platforms allow us to grow more efficiently

Colt Communication Services

François Eloy

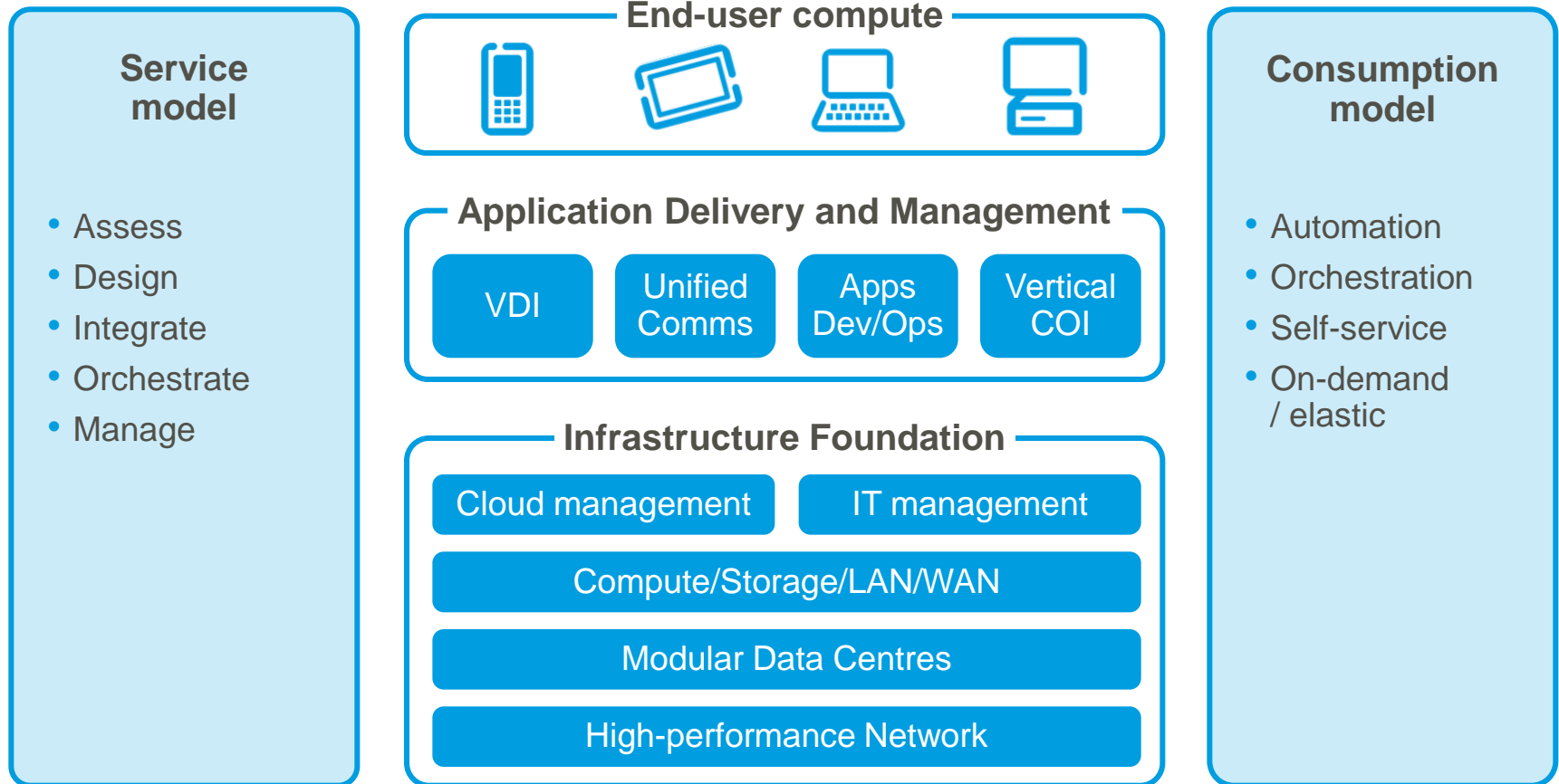
Executive Vice President

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Our integrated and scalable technology and service platform



Colt Communication Services – Who are we?

Our customers

- 28,000 customers, SME customers to Large Enterprises (via Wholesale channel)
- > 90% transactional business taking 32,000 orders annually (2011)
- Branded retail for midsize customers via Agent, Franchise and Distribution models

Solutions

- Smart Office; Point products; Business solutions - *Agents & Resellers*
- Data and Voice products and Managed Services - *Distributors & VARs*
- Carrier Data and Voice/VoIP/IN portfolio, Voice Trading - *Wholesale*

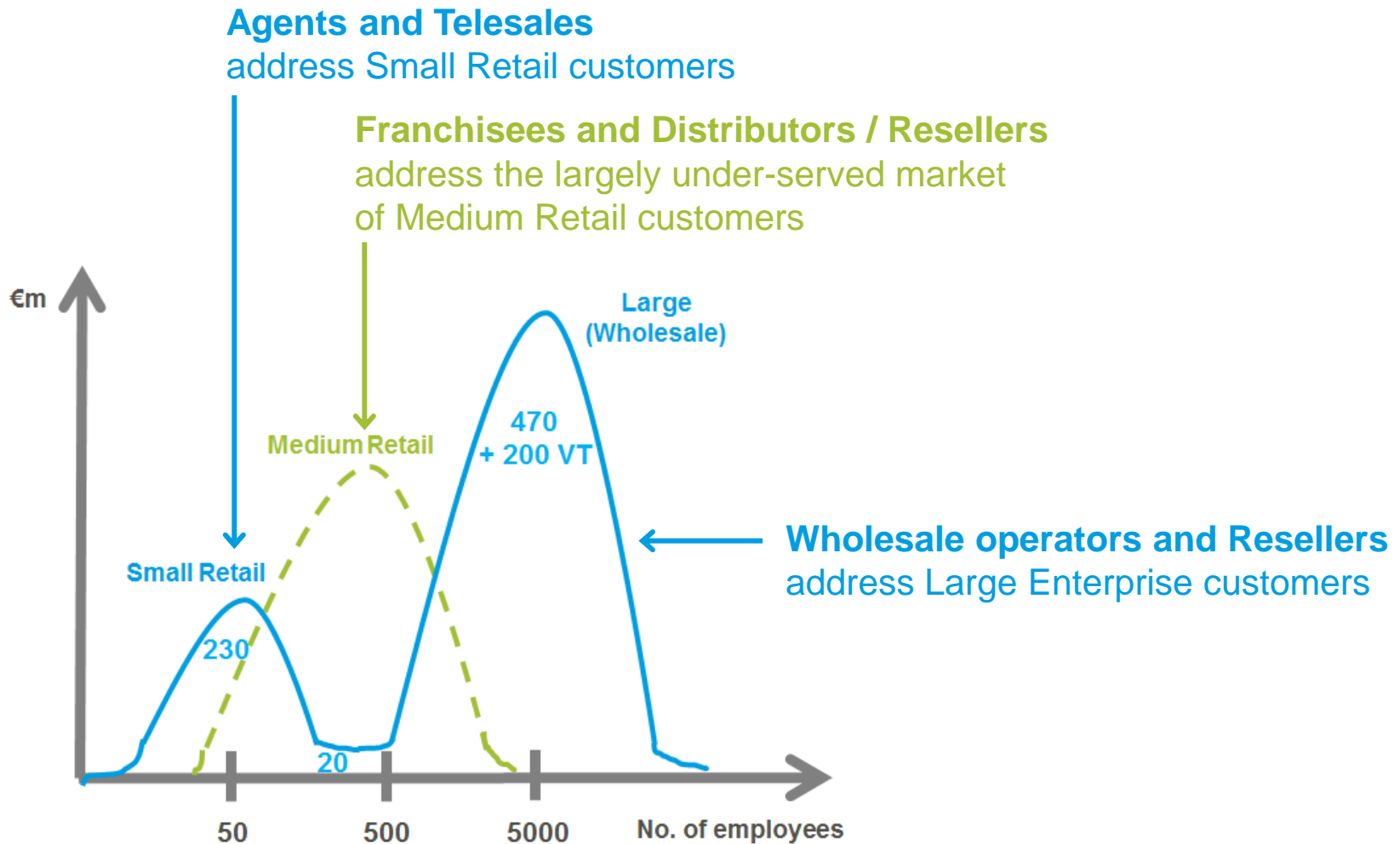
Channel

- Branded indirect retail offerings via Agents, Franchisees and Distributors
- Unbranded indirect retail offerings via Resellers / VARs/ Service Providers, Operators
- Seamless access to infrastructure services for global Carriers, Service Providers and SIs (Wholesale)

Differentiation

- Modular and repeatable offerings
- Customer and channel self-service
- Automation of servicing and billing, and rapid provisioning
- Dedicated account and service management, and solution architects for key customers

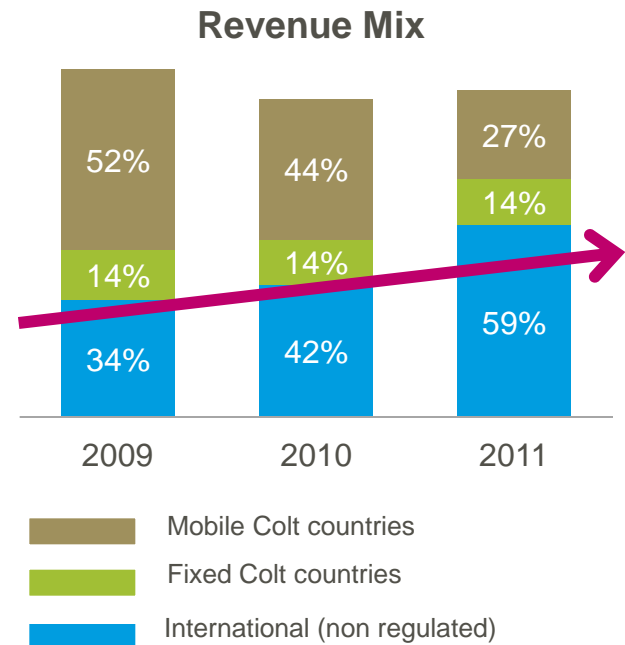
The CCS market opportunities



CCS Revenue distribution (2011 revenues)

“All voice is not the same”

- Invested in tailored trading system
- Moved from 900 to 200,000 configurable trading destinations
- Primary focus shifted from regulated national fix and mobile to unregulated international traffic
- Improved business performance became evident in H2 2011



Key portfolio growth opportunities

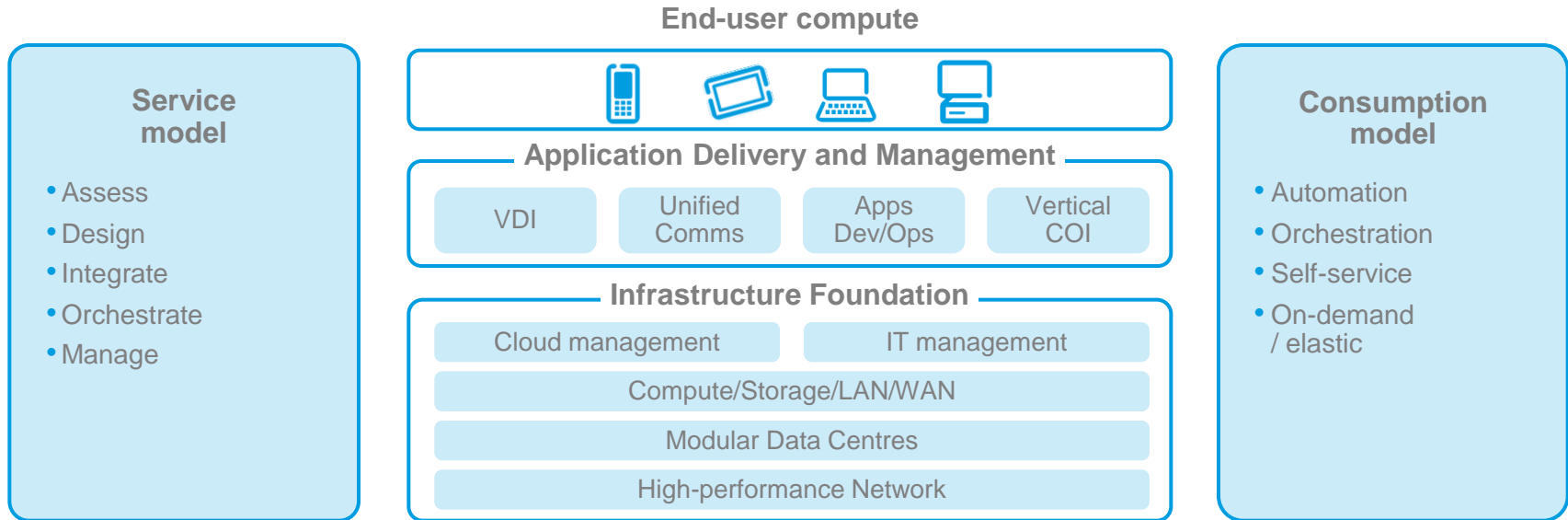
Data/Cloud:

- Leveraging multi-channels to provide growth
- Strong Ethernet growth as a full access provider
- Strong IP services growth serving Retail and Wholesale customers
- Process automation tailored for channels
- Information intensive sites
- Cloud-based services that utilise Colt's Voice, Data and Compute platform

White label voice:

- Offer reseller services with full White Label service wrap (end-customer billing, 3rd party service desk etc.)
- Leverage Colt's Pan-Euro Corporate Voice/VoIP platform to service global operators outside their home market, offering a pure Opex model
- Regulatory – approve local licensing
- Strong growth as Colt is aggregator for Wholesale Voice / VoIP services across Europe

CCS opportunities



- Access and Ethernet Services across Europe
- White labelled services i.e. Corporate Voice and cloud Services
- Integrated services (Smart Office) for SME's
- Pan-European distribution channels
- Repeatable, standardised and automated services and processes
- Carrier voice in a non regulated environment



COLT CAPITAL MARKETS DAY – IPC NETWORK SERVICES

Richard Petrie, VP Network Services EMEA



Agenda

- Introduction to IPC
- IPC working with Colt
- Why Colt is Important to IPC



What We Do



Financial Services



Trading Systems

- Trading Communication Systems
- Hoot & Intercom
- Multimedia Devices
- Range of Devices for All Users
- Productivity Applications
- Voice Recording and Storage
- Proactive Fault Monitoring & Resolution

Network Services

- Trader Voice Private Line
- Hoot Networks
- Enhanced Voice Services - EVS
- Circuit Management
- Direct Connect – High Speed Data Connectivity
- Global Financial Extranet - Connexus

Customer Segments

- | | |
|-----------------------|---------------------|
| • Sell-Side | • Hedge Funds |
| • Buy Side | • Exchanges |
| • Interdealer Brokers | • Corporate Finance |



Recent Investments Driving Exciting Market Expansion Opportunities

Recent Investments Driving Exciting Market Expansion



- ✓ New software-based, open architecture solution unmatched in the industry
- ✓ 3 years invested by the Company in product development
- ✓ Developed based on customer needs for greater flexibility around the cloud & data center
- ✓ Large expansion of IPC's addressable market
 - Off-trading floor opportunity
 - Applications
- ✓ Acceleration of upgrade of legacy installations



- ✓ Entered into data services for electronic trading community
- ✓ Large and growing market opportunity
- ✓ Fragmented competitive environment
- ✓ Differentiated service needs across the industry
- ✓ Significant initial success for IPC



IPC Network Services & Colt

- IPC's biggest supplier in EMEA by spend and volume
 - Annualized spend £3 million+
- Provides backbone, local access and co-location services
 - 1300+ circuits
 - Combination of SDH/TDM (access and backbone), Ethernet and wavelength
- Used throughout Europe
 - Used in most major metro locations including London, Paris, Frankfurt, Amsterdam, Milan, Madrid, Zurich, Geneva



IPC and Colt working in Partnership

- **Stability** and **Assurance** are important, as is **Innovation**
 - Colt continues to challenge itself and working practices
- Developing our **Relationship**, being **Transparent** with each other.
 - Understanding our business
 - Striving for service excellence together
- **Seamless Experience**
 - Our customers are global, we need the right partners in each geography to be agile, extend reach and in working smarter to differentiate ourselves from our competitors.

Colt Data Centre Services

Bernard Geoghegan

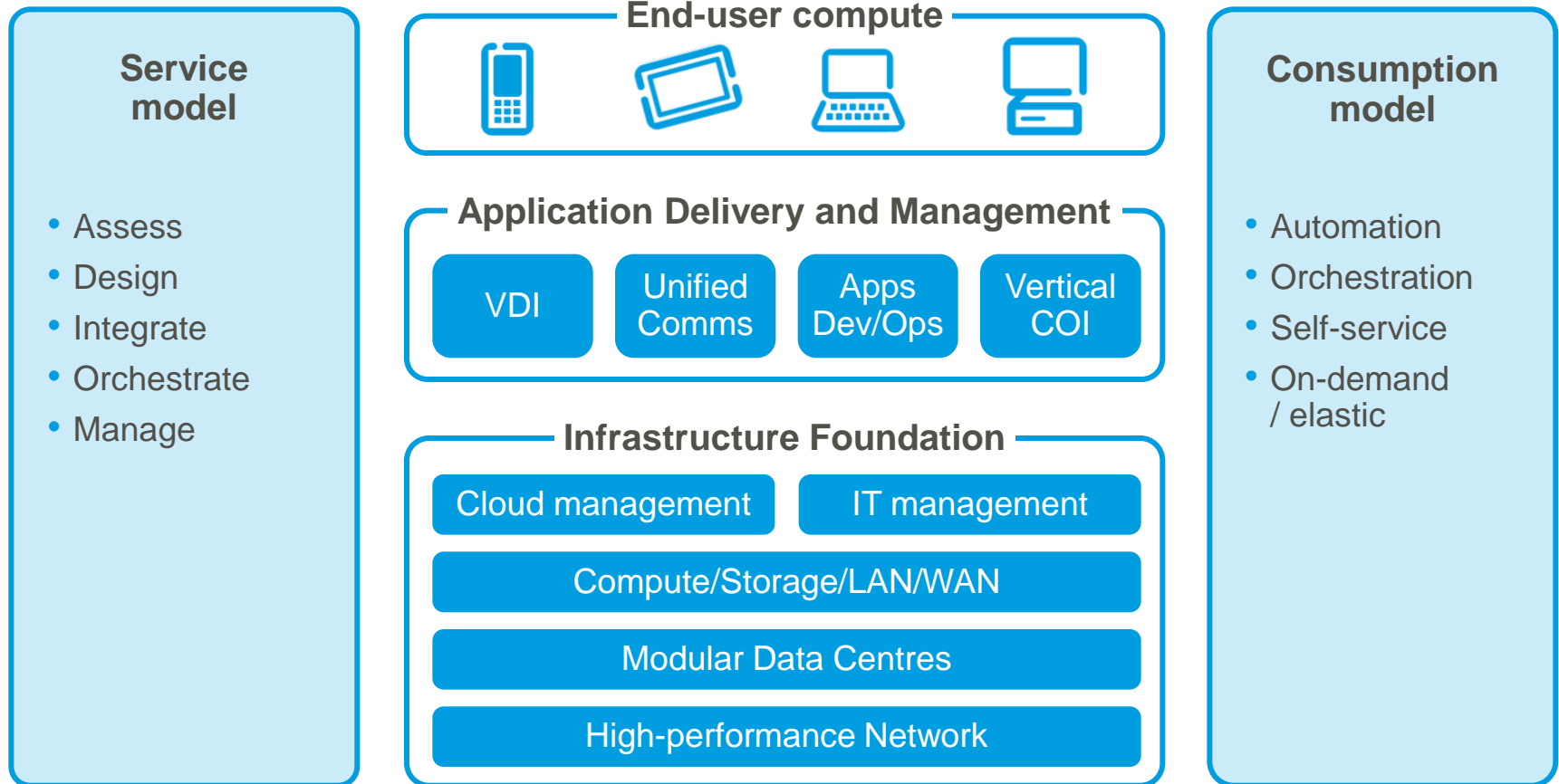
Executive Vice President

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Our integrated and scalable technology and service platform



Colt Data Centre Services – who are we?

Market

- Demand forecast to be strong over next five years and increasing trend towards outsourcing
- Demand focused around major cities
- Key sectors - financial services, ICT providers, media companies

Solutions

- Key propositions to market – service and product
- Service offering leases capacity at Colt sites on a wholesale basis
- Product offering sells modular data centres for use on customer sites (one-off sales)

Channel

- Direct sales and indirect sales via internal and external partners
- Longer term, wholesale type contracts (typically 5-10 years)

Differentiation

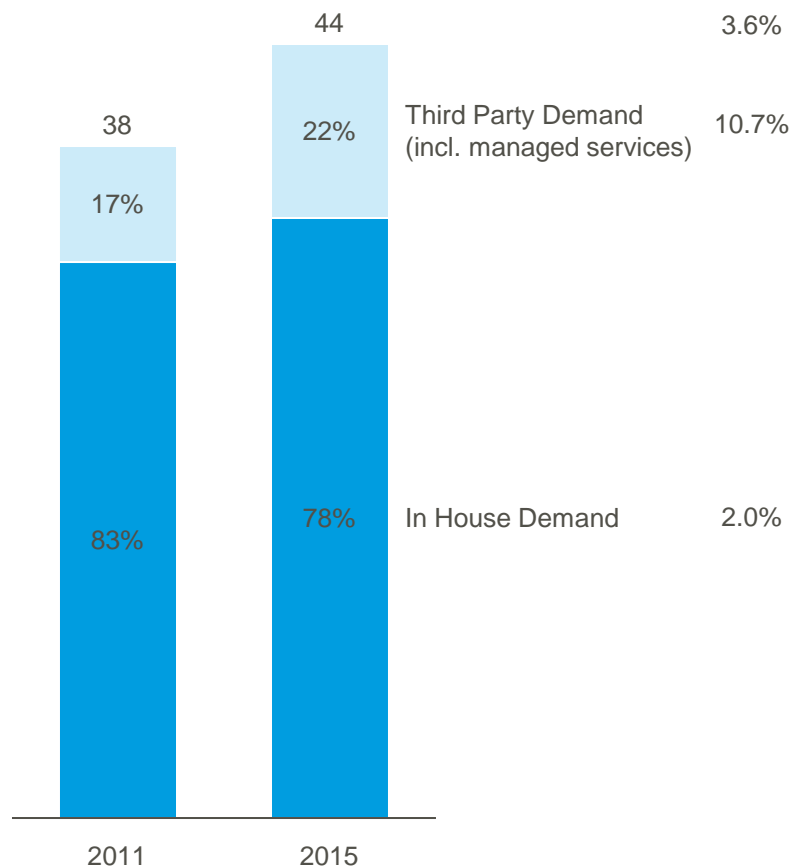
- Our modular design differentiates through operational excellence and delivering part of Colt's IDP
- Our modular design removes speculative investment (for Colt and clients)
- Rapid deployment, low PUE and repeatable manufacturing process

Our market

Demand and supply

Worldwide data centre demand by type

Million sqm utilised capacity



Target customer segments

Sector assessment

Target Sector	Power demand	Location sensitivity	Resilience requirement	Pricing potential	Total
Financial Services	●	●	●	●	●
ICT Service Providers	●	●	●	●	●
Media	●	●	●	●	●
Retail	●	●	●	○	●
Other corporates	●	●	●	●	●
Government	●	●	●	○	●

■ Target sectors

● Attractive

■ Other sectors

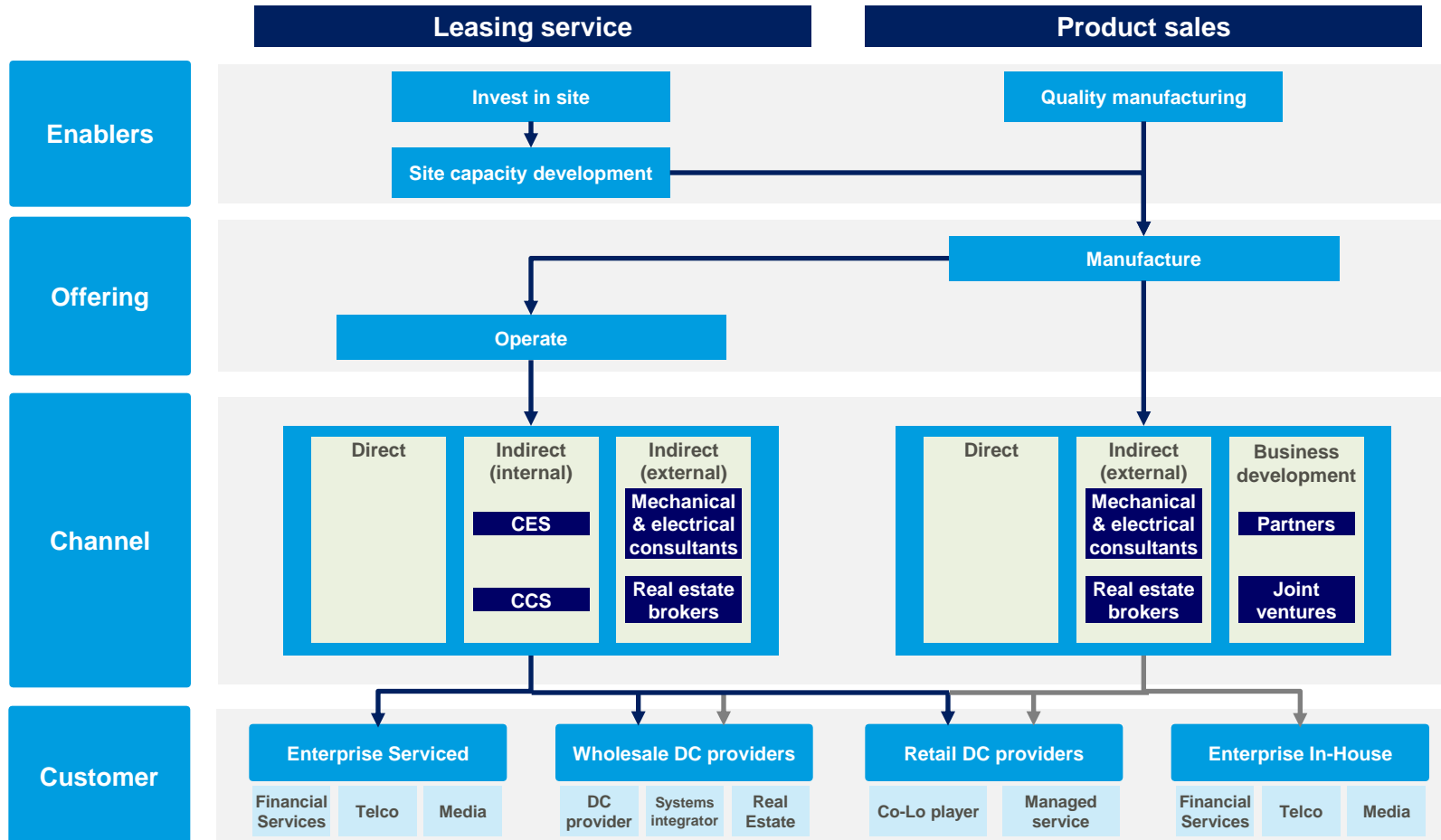
○ Not attractive

Financial services: Highly attractive segment playing to DCS strengths (high power density & resilience requirements, low price sensitivity)

ICT service providers: Attractive segment due to high capacity and density requirements and fast growth (notably in Managed Service and Cloud)

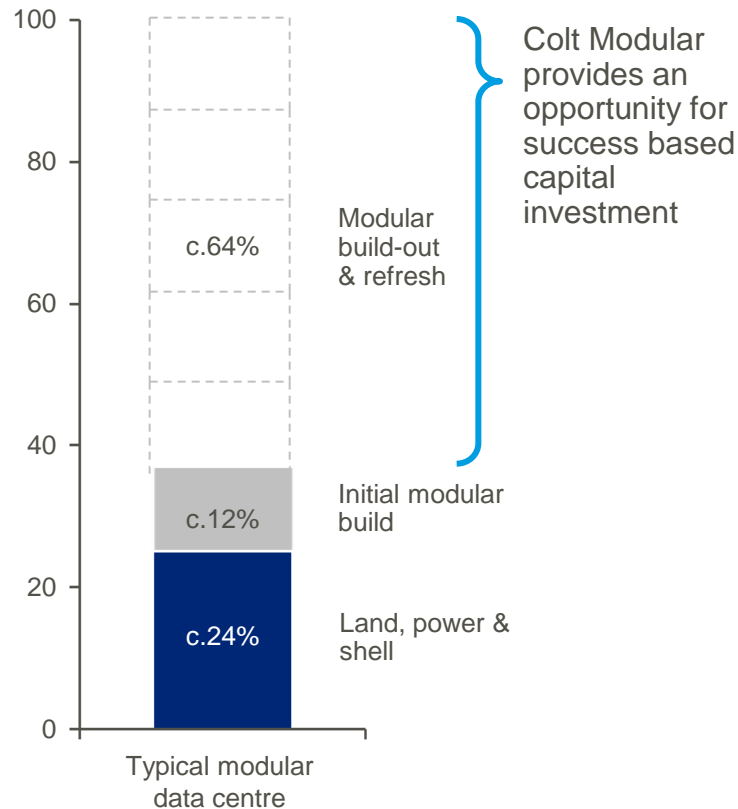
Media: Attractive segment due to high capacity and density requirements

How we go-to-market



What makes us unique

Typical data centre build capex breakdown %, (6,000 sqm, 9MW facility)



Business:

- Repeatable Modular build
- Reduce speculative investment
- Low total cost of ownership (e.g. Operational efficiencies)
- Rapid modular deployment

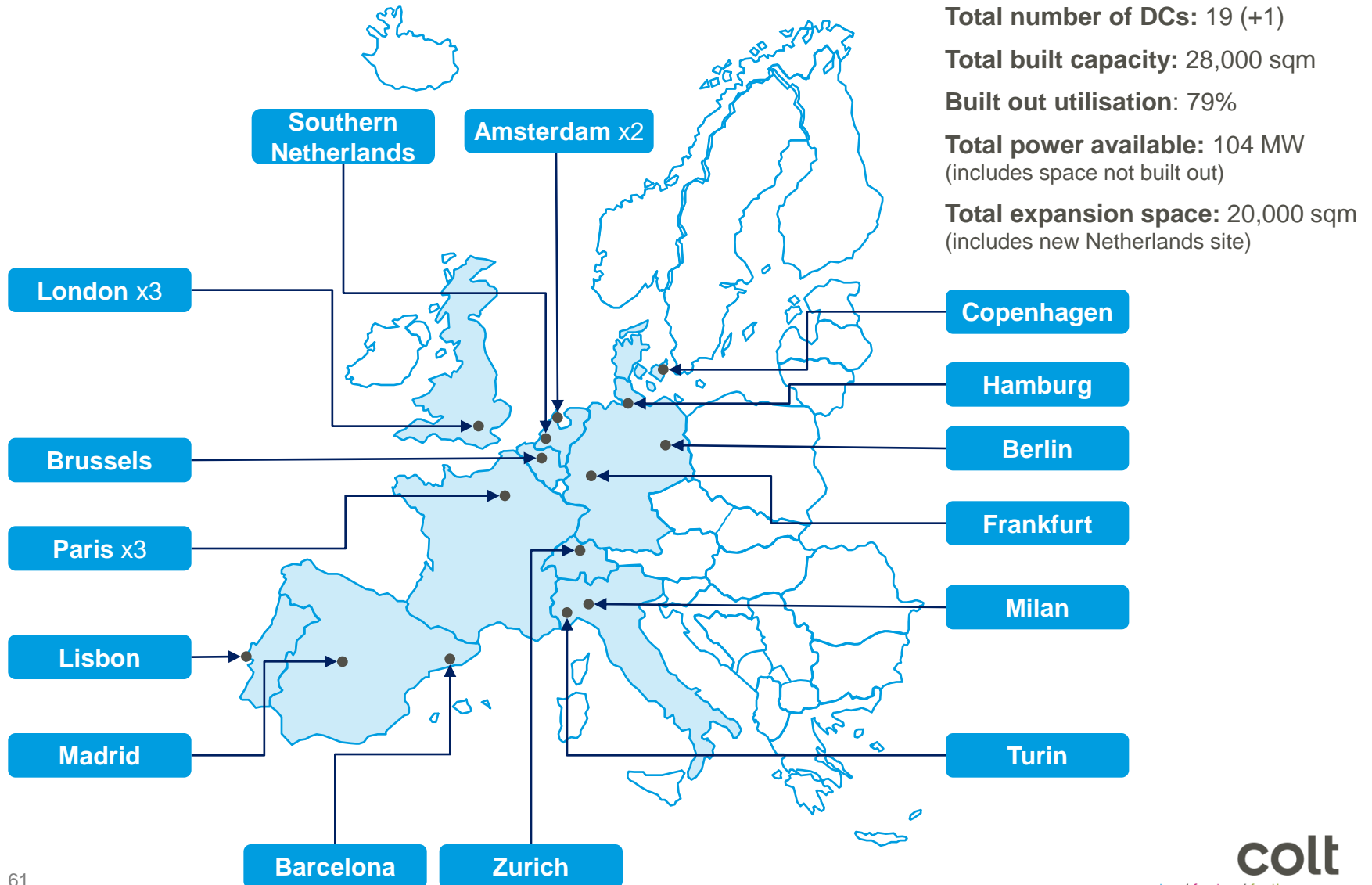
Leasing services:

- Operational excellence
- Ability to deliver end to end service

Product sales:

- Design cost savings (standardised build)
- Low cost shell and configurable design
- Closer tracking to changing business requirements

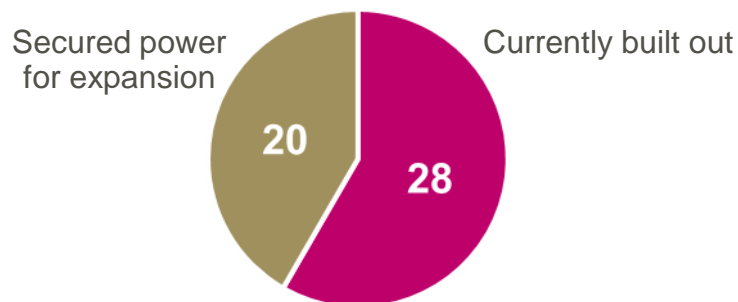
Data Centre Services footprint



Our footprint

Colt 2011 footprint

Equipped space (Thousand sqm)



Criteria for expansion:

- Demand and supply factors (incl. anchor tenant)
- Total cost of ownership
- Regulatory environment
- Energy infrastructure
- Non-energy infrastructure
- Talent pool available in the area
- Risk factors (economic, country, geographic)
- Alignment to DCS strategy

New Data Centre

Announced between Brussels and Amsterdam

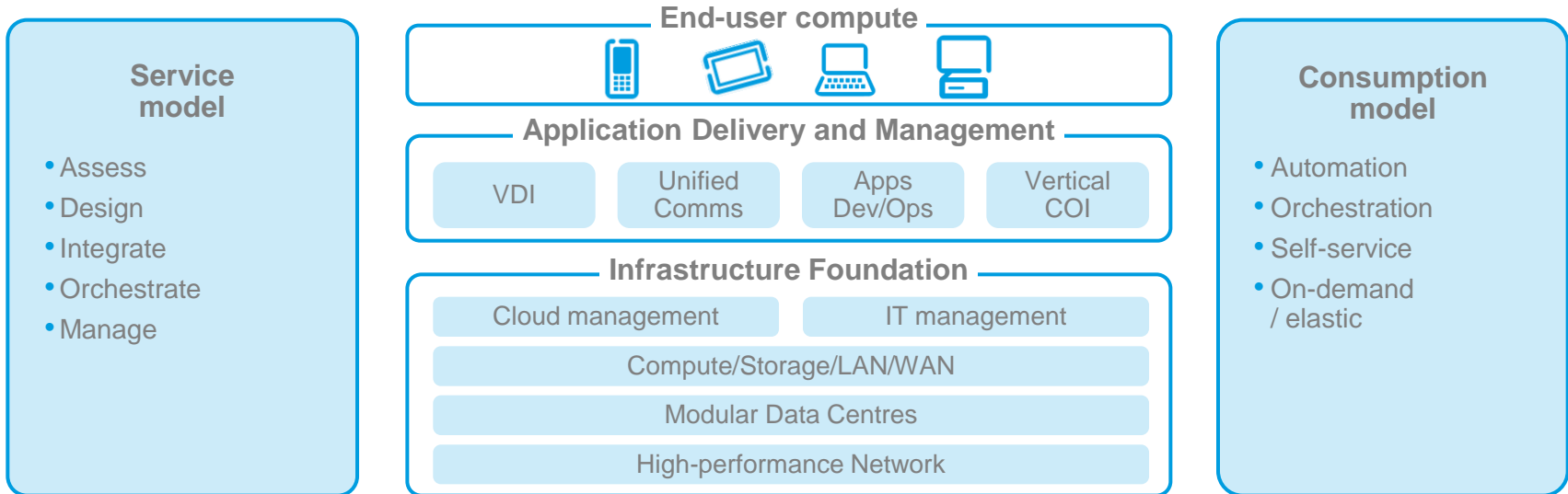


Site Power: Scalable to 32MVA

Capacity: 10,000m² – 2,000m² initial build

Anchor tenant secured for 2,000m²
(major systems integrator)

DCS opportunities



- Continued support of the information delivery platform to provide an end-to-end service to customers
- Capital efficient deployment of capacity (reduced speculative investment) to meet customer demand into key geographies
- Enhancing the modular technology to drive capital and operating efficiencies
- Enhancing our channels to market to attract customers to utilise platform

Q&A



Colt Enterprise Services

Simon Walsh

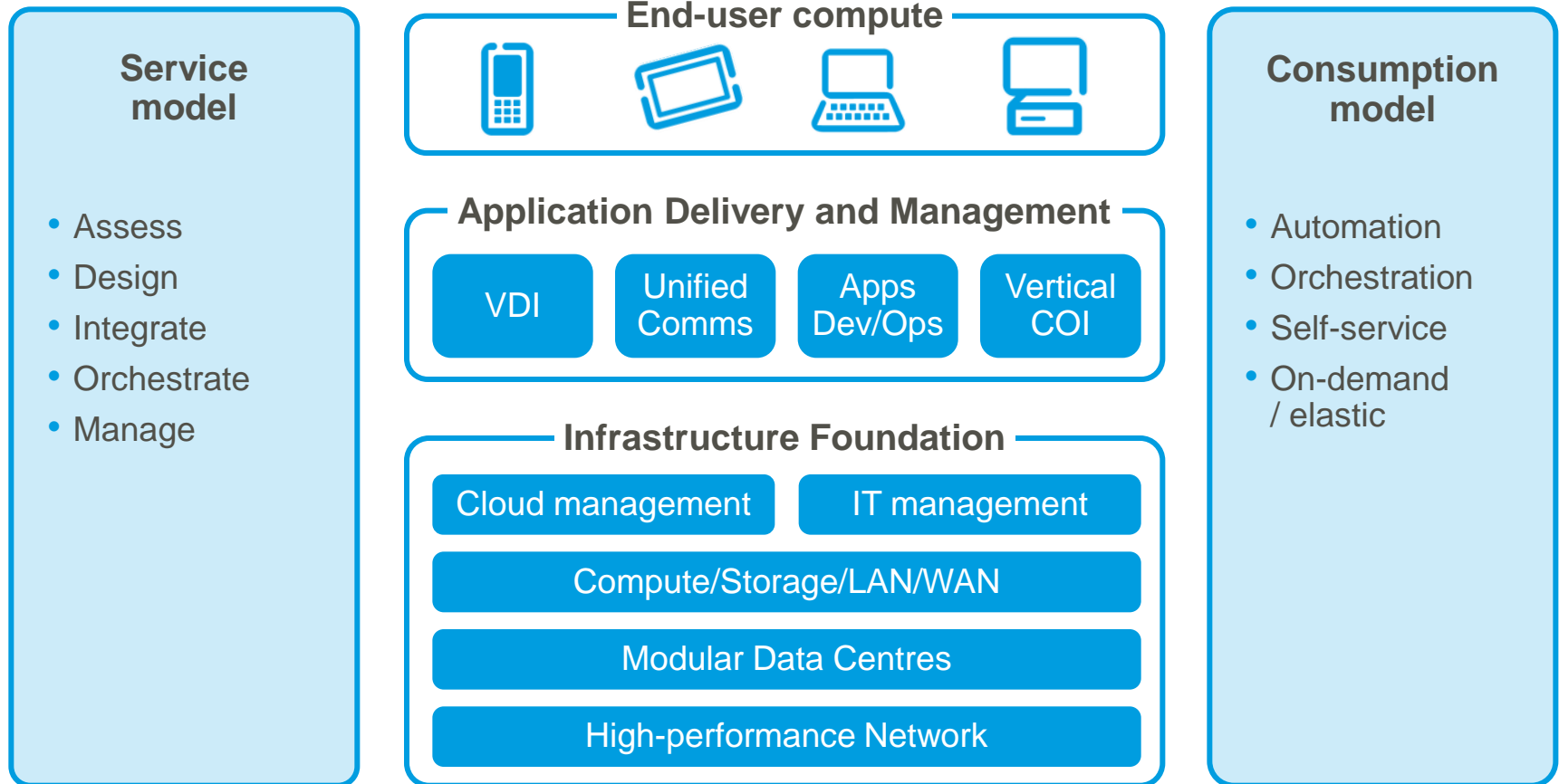
Executive Vice President

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Our integrated and scalable technology and service platform



Colt Enterprise Services – who are we?

Market

- > €30bn addressable across Europe
- Network space moving from DIY to Managed Services
- IT space moving from insourced capex models / large outsourced contracts to agile Managed Services
- New XaaS is re-writing the competitive rules

Solutions

- Managed Networking solutions
- Managed IT solutions
- Voice and Unified Comms
- Vertical propositions-led solutions

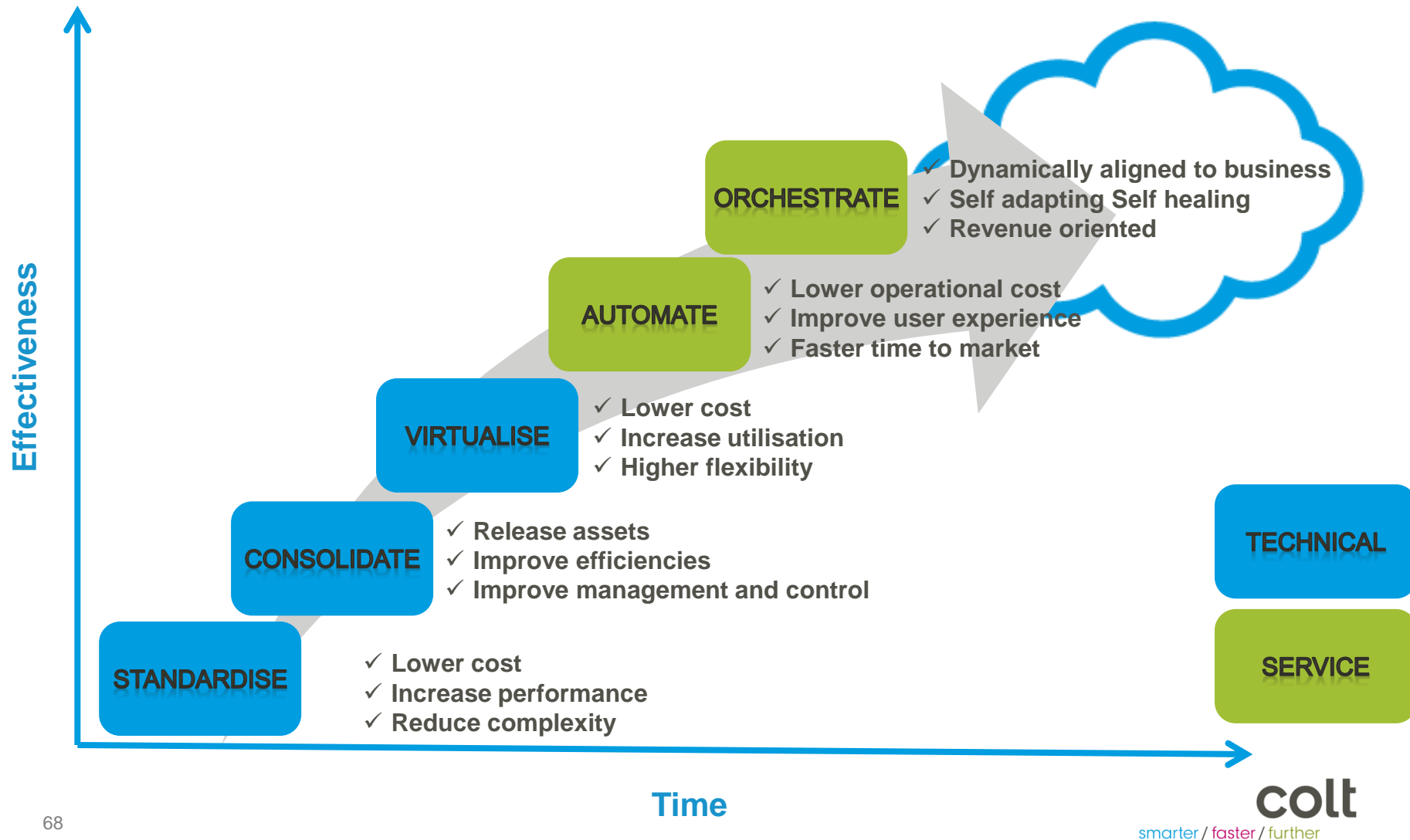
Customers

- 24 of the world's top 25 financial institutions, including 13 European Central Banks
- Seven of the top 10 European broadcasters
- Circa 450 enterprises and 1300 medium sized businesses

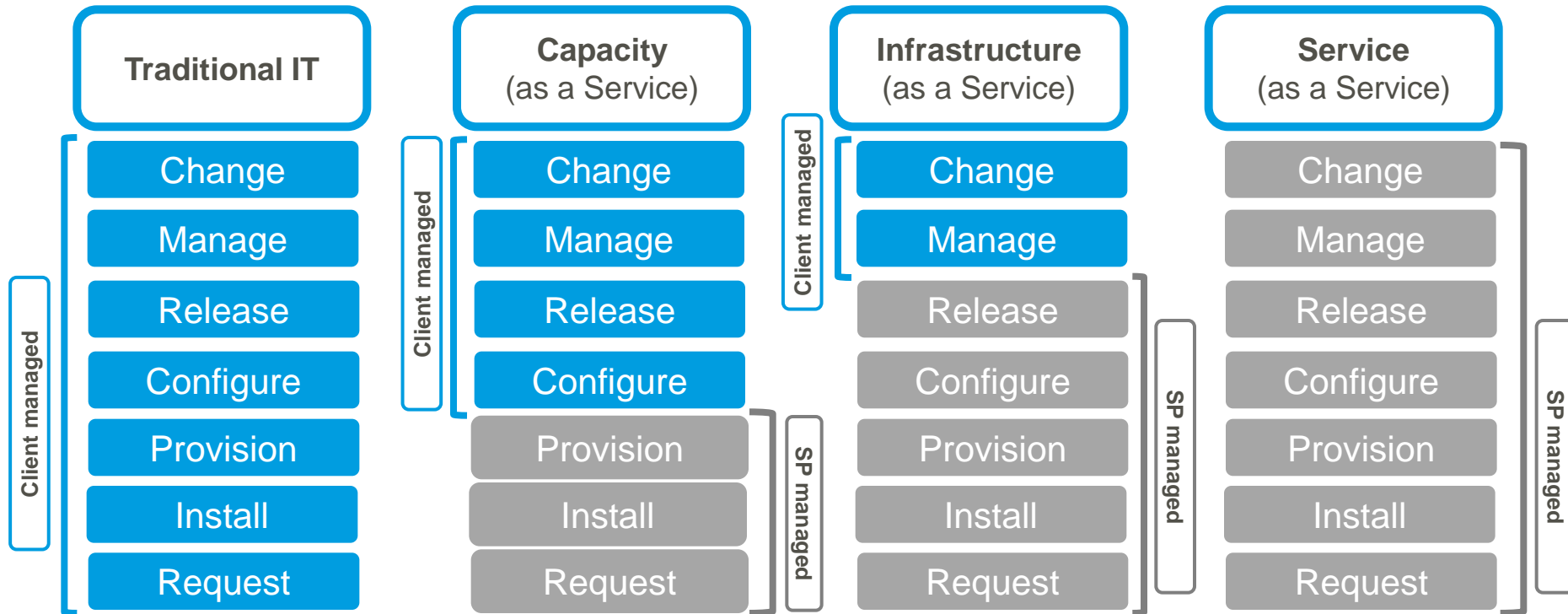
Differentiation

- Ownership of pan-European delivery platform
- Provision of services through automation and orchestration
- More than just technology provisioning
- Seamless delivery of technology, processes, systems, tools and people

Cloud is more than just technology



Cloud is the provision of services and technology



Our services portfolio

Information Delivery Platform

IT Services

19%

Data Centre Services

Enterprise Application Services

Web Application Services

Agile Infrastructure Services

Virtual Desktop Services

Network Services

62%

Connectivity Services

Enterprise Networking Services

Inter-Data Centre Connectivity Services

Video Transport Services

Trading Network Services

Payment and Settlement Services

Voice and Unified Communications

19%

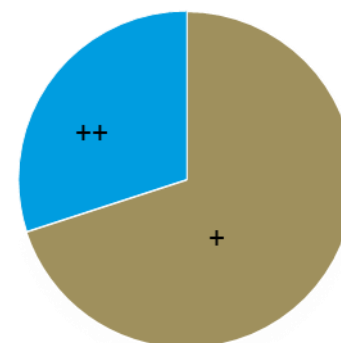
Voice Services

Unified Communications

Customer Contact Management

Solutions

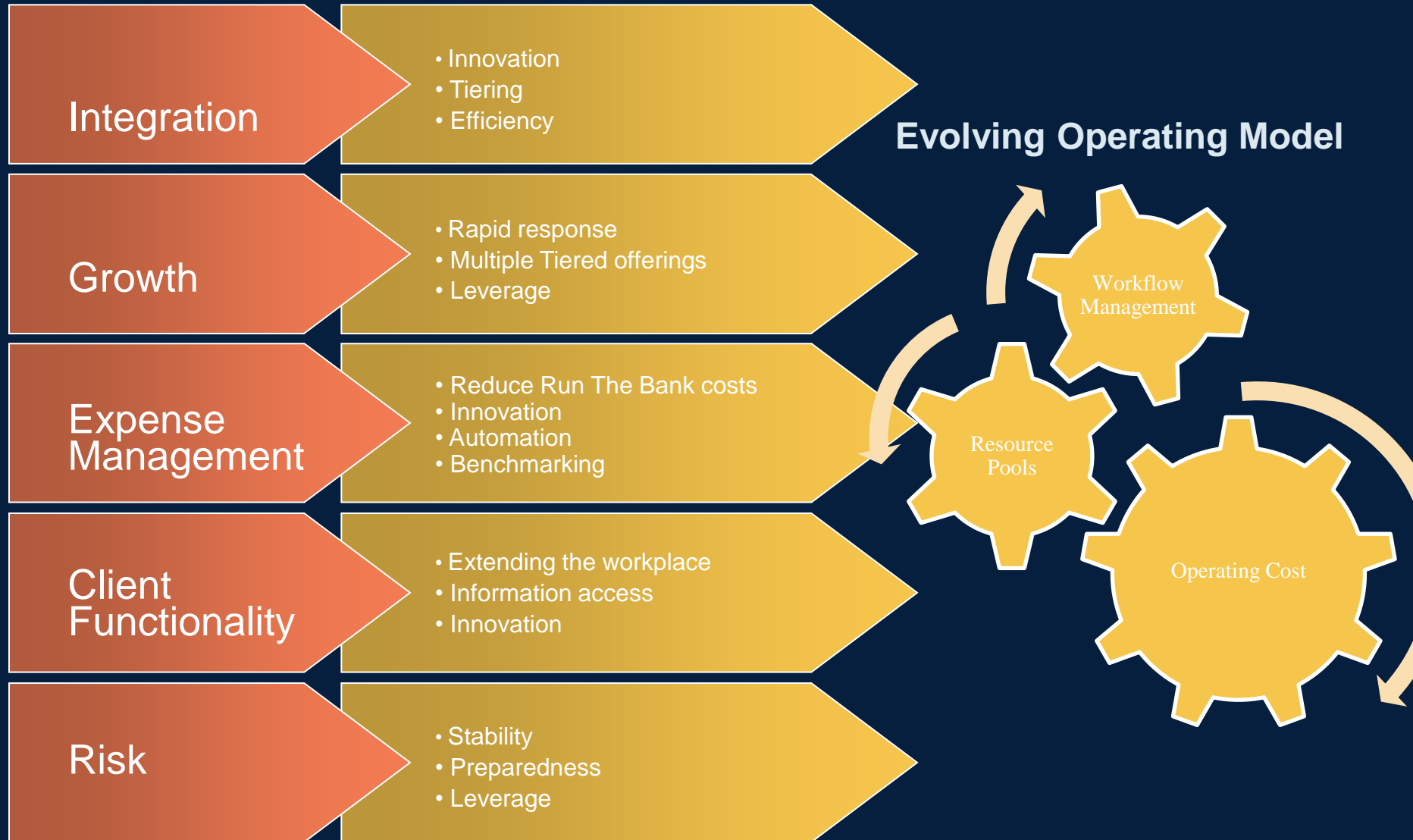
Transactional



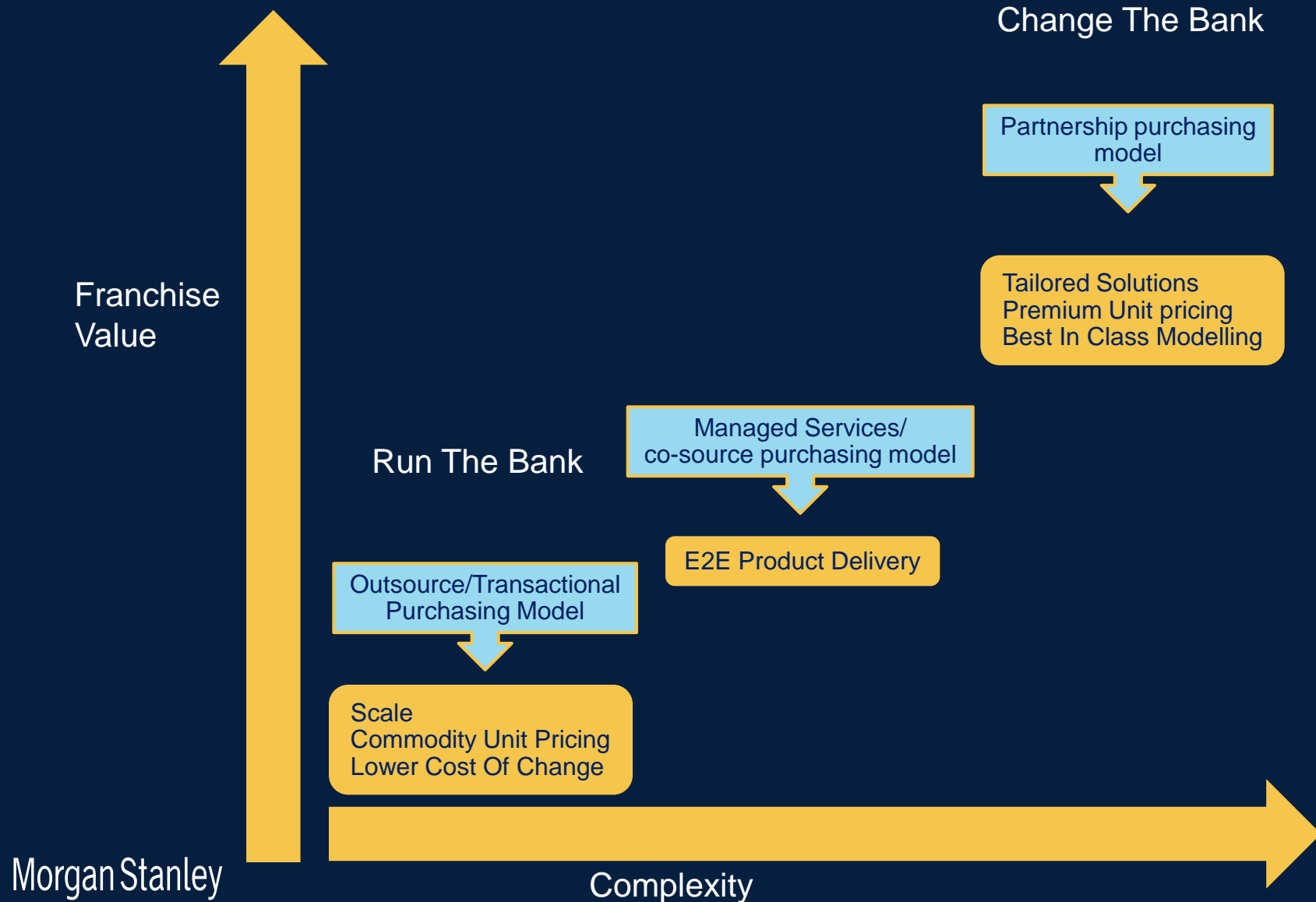
Colt Capital Markets day

2 May 2012

Enterprise Telecoms Goals & Drivers & Challenges



Purchasing Methodology



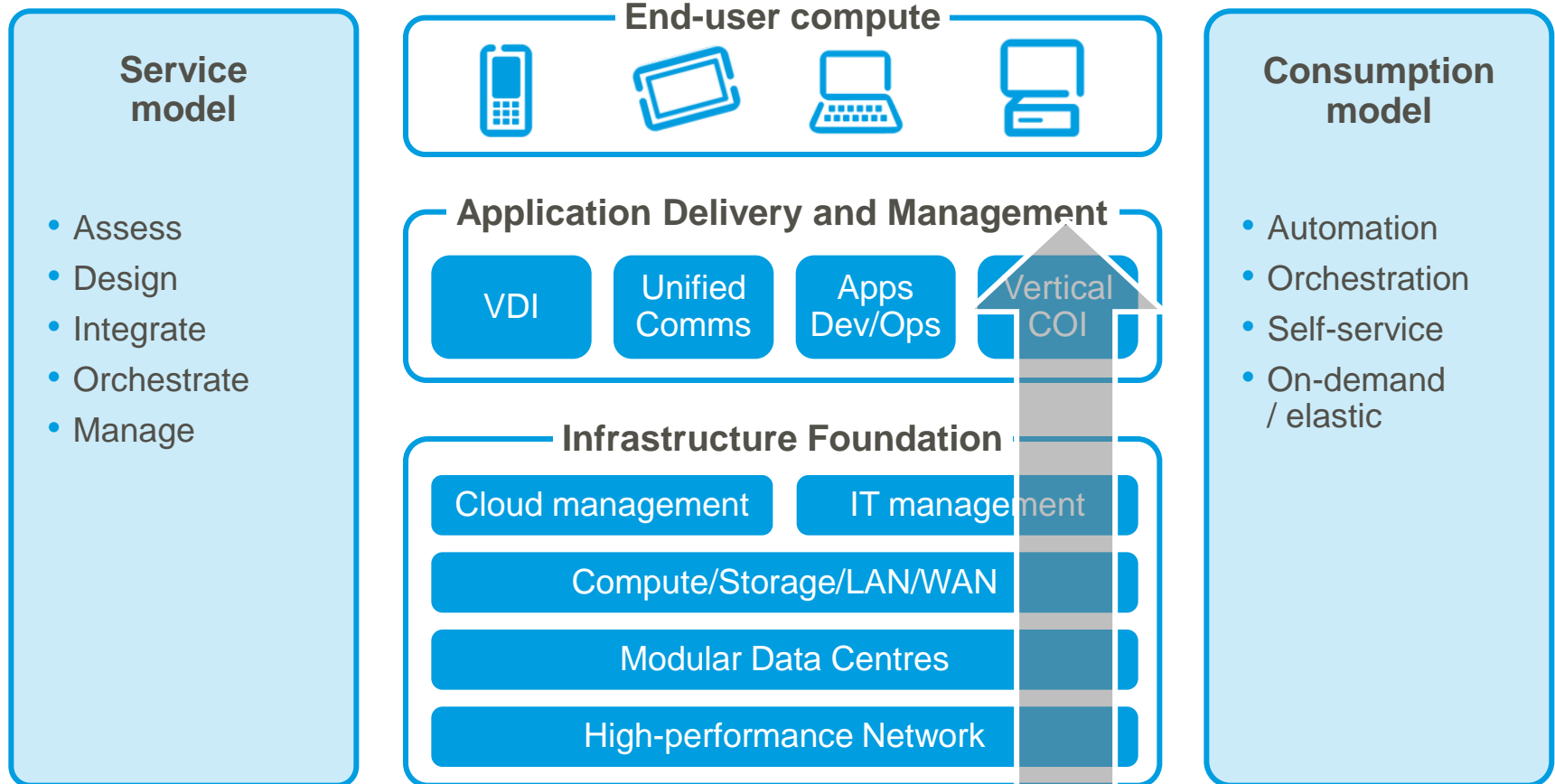
Current Colt Engagement

- Revenue Generating
 - Point to Point Transport Services
 - Low Latency Transport Connectivity
 - MarketPrizm
 - Dark Fibre Services
 - Data Centre Co-Location Services
- Discussions
 - Additional Low Latency, Co-Location, Proximity Services
 - Virtualisation
 - Financial Services Ethernet Service
 - Mobile Voice Recording
- Knowledge Share
 - Mobility/Device Proliferation – Security/Support

Why Colt for these services

- On-Net – End to End Capability = Time To Market
 - Single Ownership
 - Accountability
 - Service and Product Transparency
 - Consistency and Competiveness on price
- Fastest Paths to Many Locations and Strategic Relationships with Key Markets & Exchanges across Europe.
- Availability and Access across Metro Areas
- High Grade Facilities.

Our integrated and scalable technology and service platform



MarketPrizm

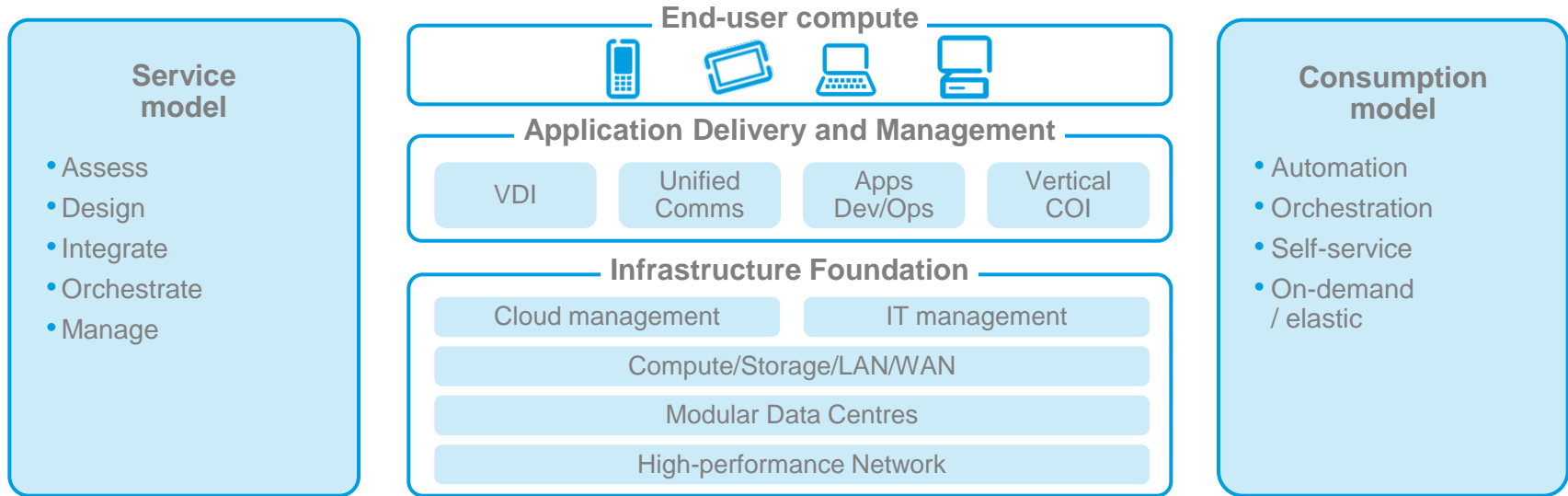
Tanuja Randery
Chief Executive Officer

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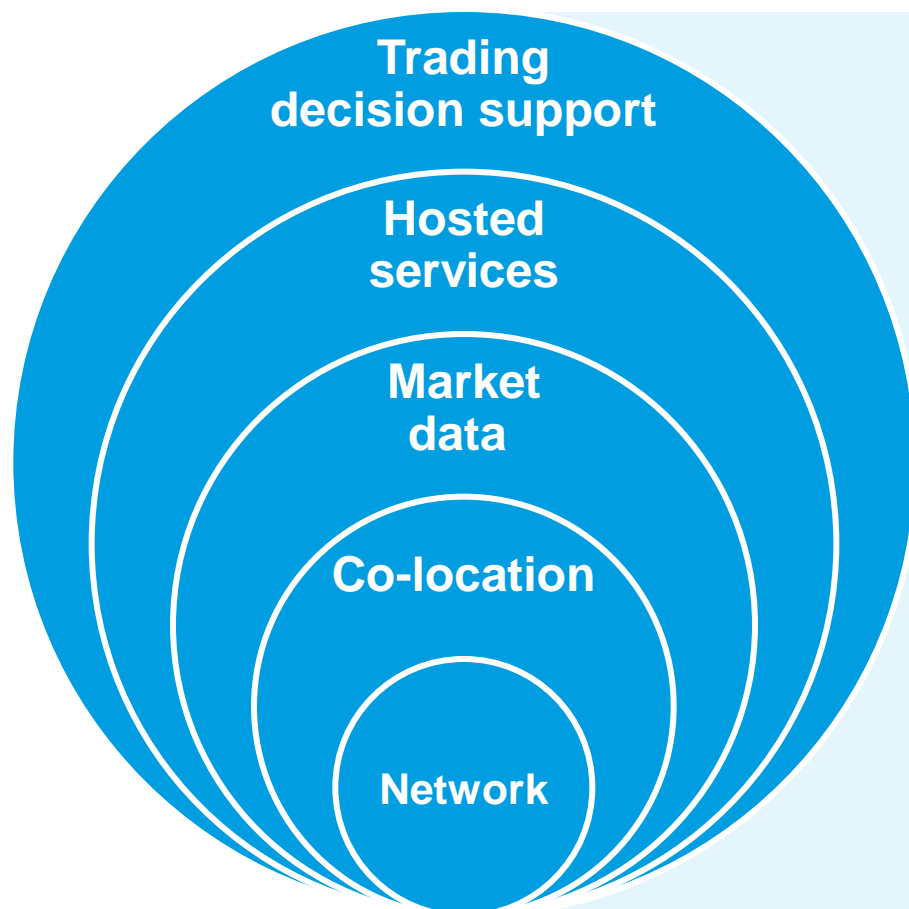


How MarketPrizm fits with Colt



- MarketPrizm is a vertical solution within the **application layer** focused on Trading Infrastructure managed solutions
- Expands value proposition and deepens presence in Colt's core target market – financial institutions and into Asia
- Leverages Colt's core capabilities across network, data centre and cloud services
- Targets a different audience to traditional Colt products and solutions – typically Heads of Trading desks

MarketPrizm Trading Ecosystem

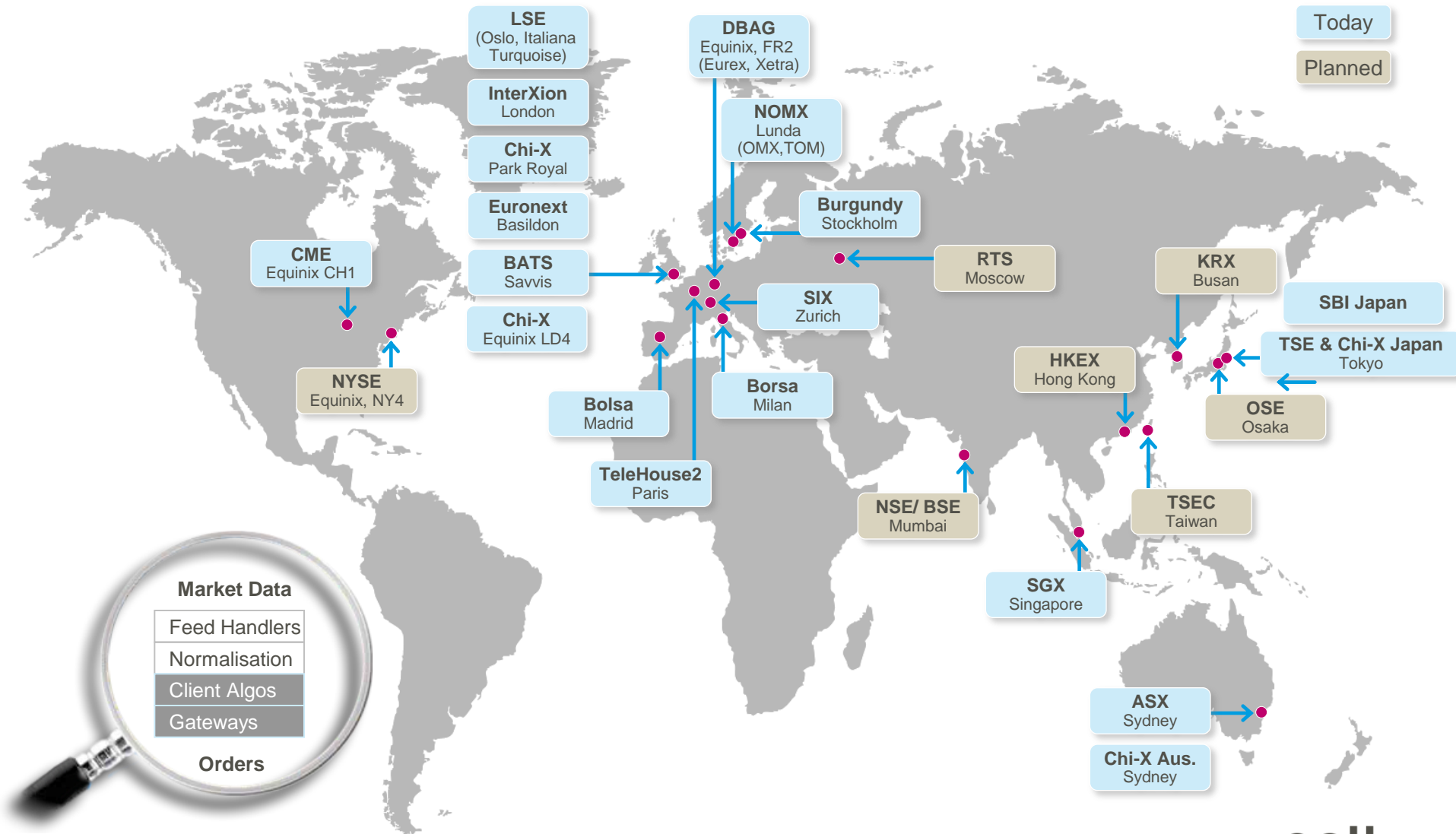


Our Uniqueness:

- **Ultra low** latency market data
- **One API** multiple markets
- **Integrated** with order management and risk systems
- **Pre-built** – faster time to market
- **Shared** infrastructure – lower cost
- **Cross-Asset** class (Equities, Derivatives, Commodities)
- **Global** and multi-venue
- **Neutral** player

Service wrap: 24*7 Monitoring / Support

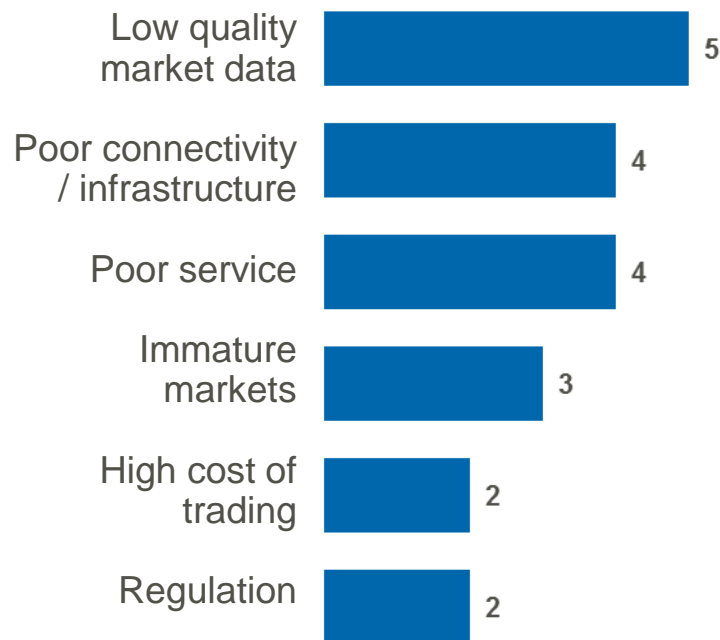
Global coverage across asset classes



Market Opportunity

Pain points for trading firms

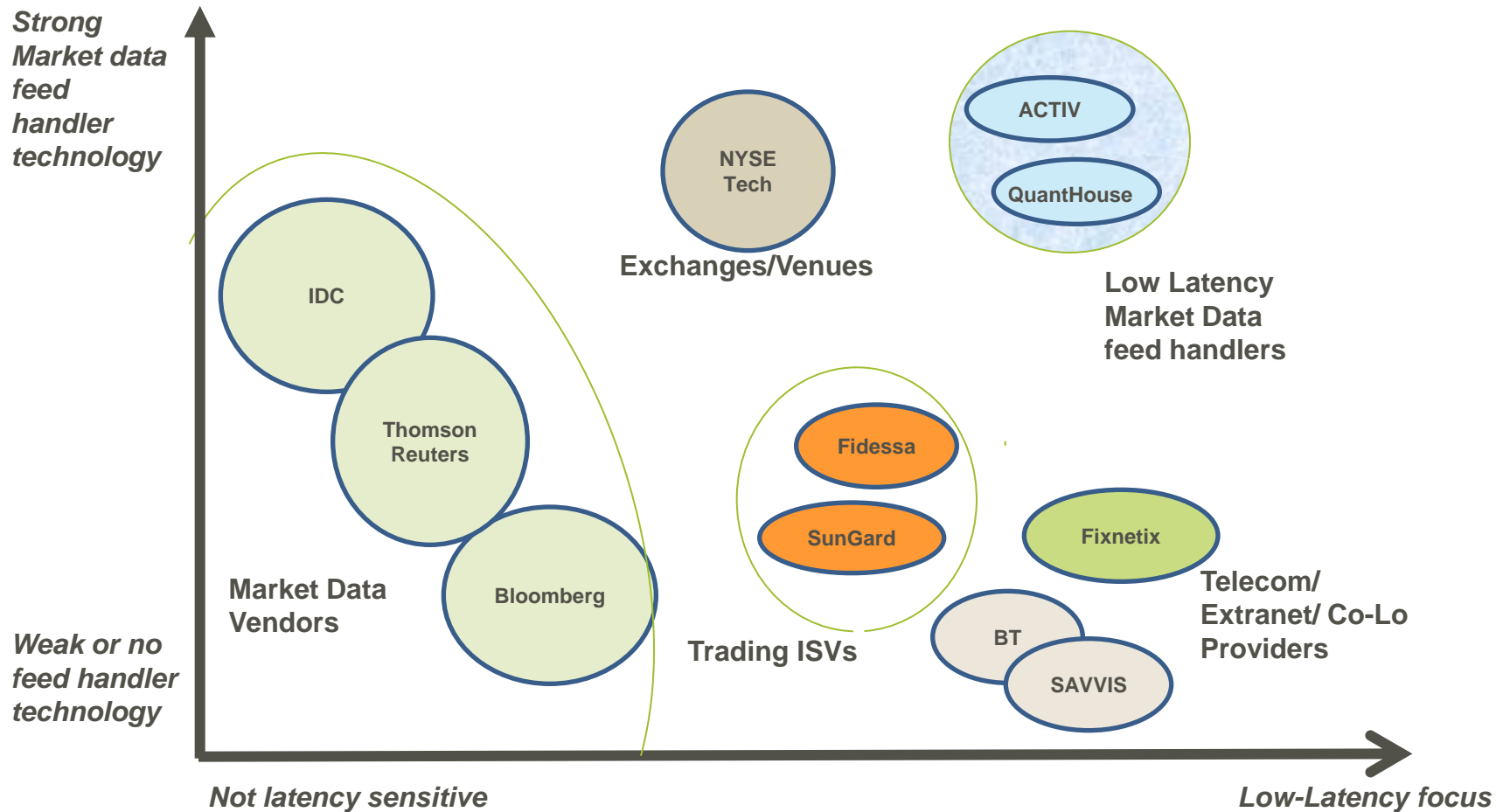
Scale is on a 1 to 5 basis, with 1 being low and 5 being high



Source: Tabb Group 2010

- **Growing market** -- \$4.5B market growing
- **Sell-side and buy-side firms** – investment banks, funds, prop desks
- **Cross-asset** and **Asia** market demand
- **Fragmented** market – many vendors with niche solutions
- **Cost pressure** driving need for an outsourced environment
- **Regulatory drivers** demand changes in infrastructure

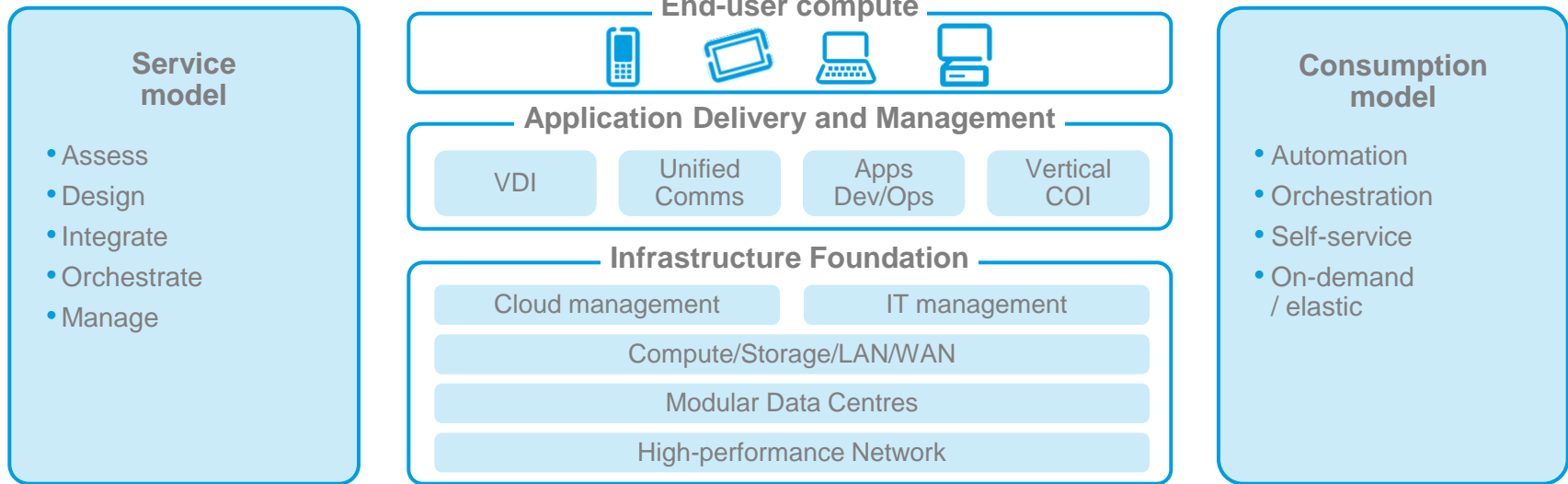
Competition – few offer speed and content globally



John Lowrey



CES opportunities



- Customers increasingly moving from DIY to managed services
- Considerable network capacity available for customer acquisition
- Our assets uniquely address European regulatory challenges
- Differentiation through service and commercial approach
- Leveraging Colt's historical investments
- Focused on key industry segments and unique vertical market

Our economic model

Mark Ferrari

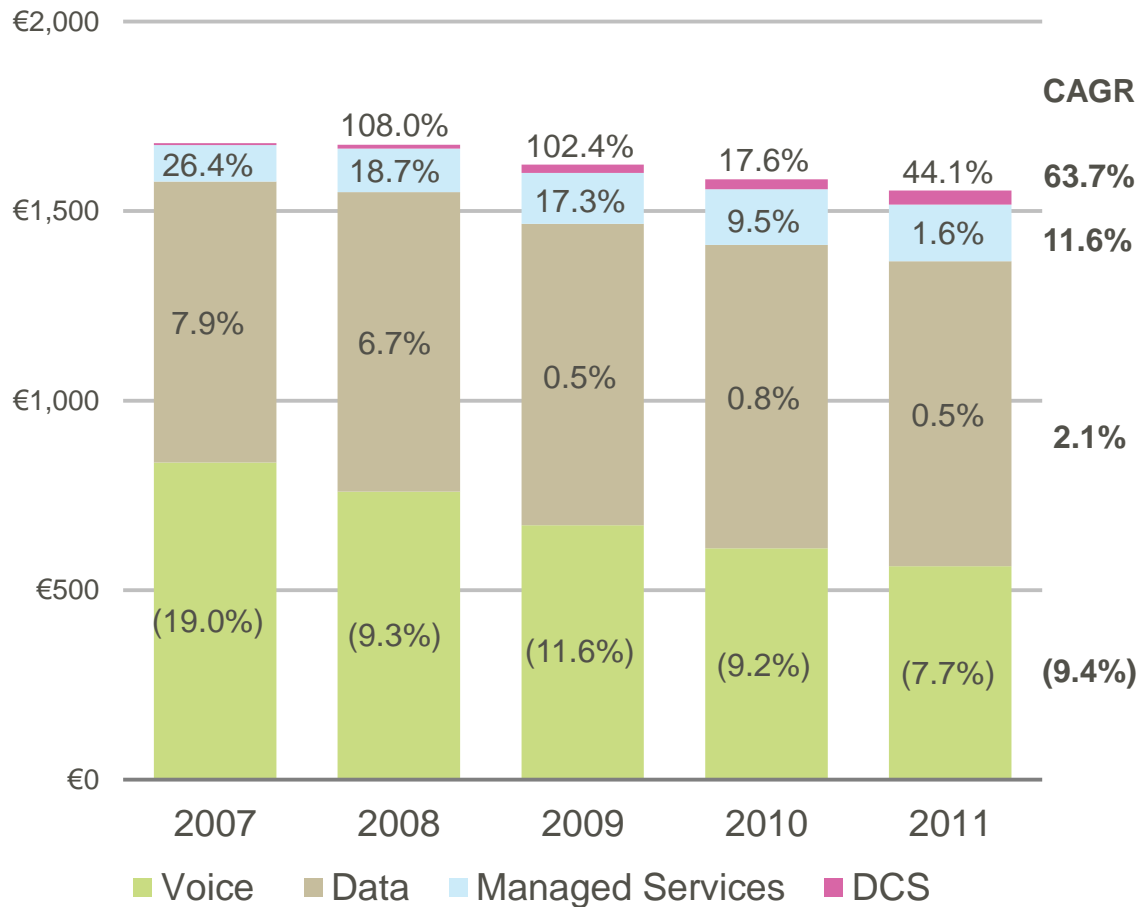
Chief Financial Officer

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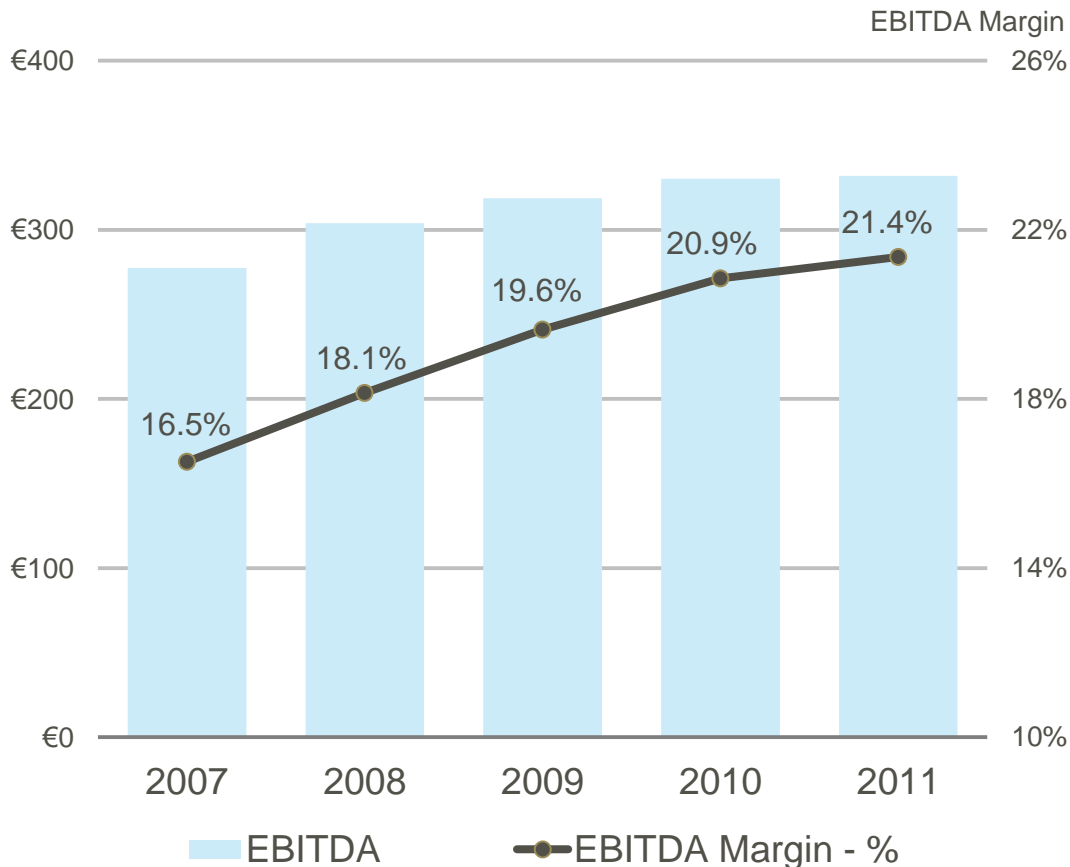


Historical revenue (€M)



- Regulatory impact on voice pricing and churn of legacy bandwidth products masked growth areas
- Ethernet revenue growth in excess of 10% p.a. for several years
- Voice trading platform returned to growth in H2 '11. Other voice revenue streams showing promise (White label / IN)
- Managed Services growth impacted by desired churn in '10 / '11. Current investment in Managed IT platform prepares for double digit growth.
- DCS wholesale business initiated in 2010 with acquisition of London modular site. 2nd site (Paris) delivered in Q1 '12. Third site (Netherlands) recently announced for delivery in Q1 '13

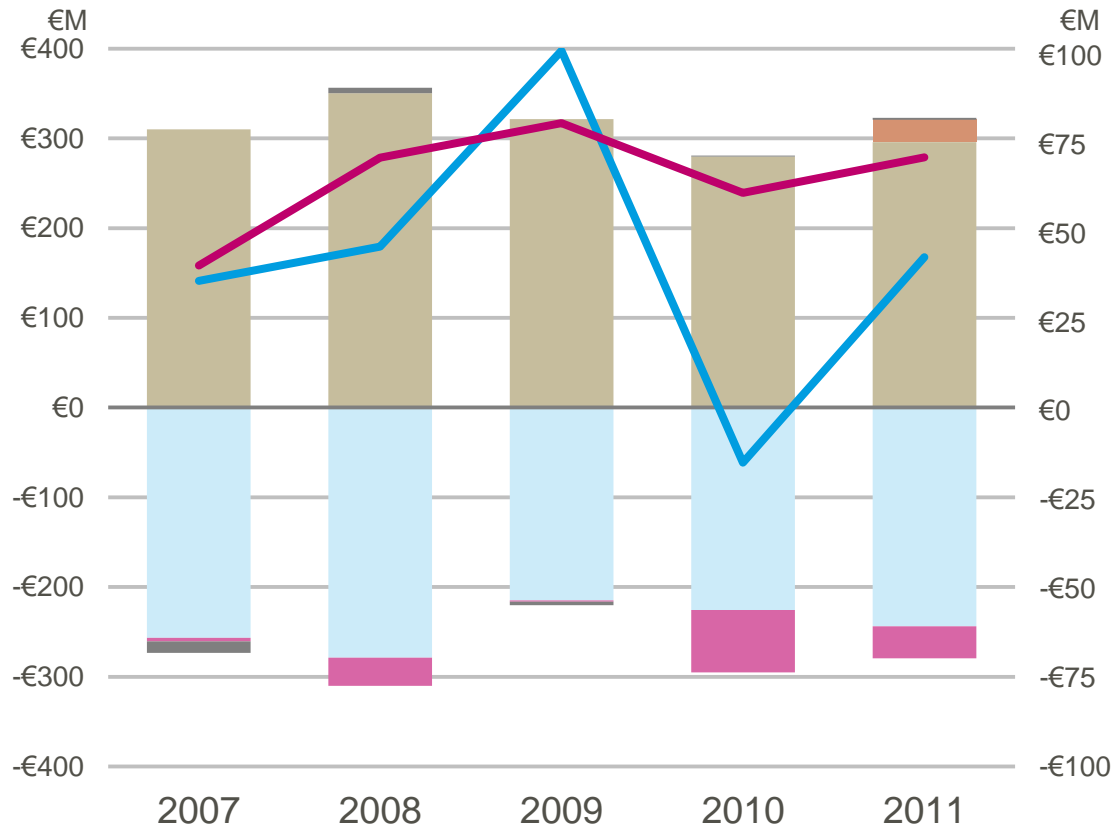
Historical EBITDA (€M)



Consistent EBITDA growth through

- Product mix improvement, non-voice revenue increasing (from 50% to 64%)
- Focus on cost control:
 - Pan European organisation vs. former country model
 - Development of Shared Service Centres India/ Barcelona/ Romania

Historical cashflow (€M)



- Capital intensive DCS business has confused typical telco view of relationship between capex and cash flow
- Excluding DCS free cashflow appears more stable over last four years at €60M to €75M
- Free cashflow includes Data Centre acquisition as capex in 2010

Cash from Operations Working Capital Timing Free cash flow
 BAU Capex DCS Capex Free cash flow ex DCS
 Other

Source: Internal

Note: Free cashflow is cash from operations less capex

Historical capex (€M)



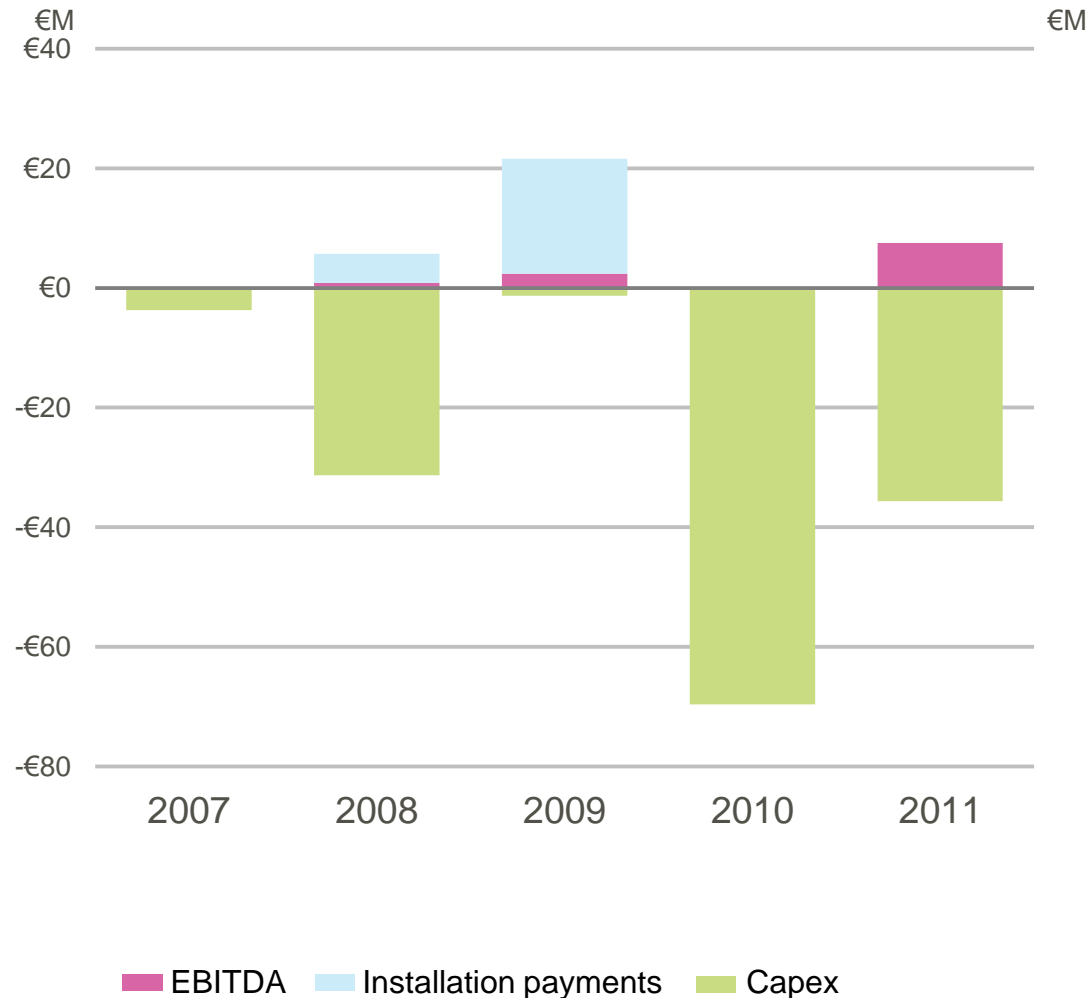
* % of non DCS revenue

Platform investments have underpinned decline in success based capex from 2008

Investments include:

- Upgrade of Long Distance Network
- Upgrade of IN voice platform
- Continued improvement in Ethernet platform
- Development of single billing system across Europe for all products and services

Data Centre historical cash flow (€M)



- London site leased prior to acquisition in '10
- Original tenant contract terms allowed for larger upfront payments
- Net investment of €114M has allowed us to acquire sites in London and Paris (total 16,000 sqm) and build out capacity (3,000 sqm)

Five year target

- Return to revenue growth of mid to high single digits over five year period
- Grow EBITDA largely consistent with revenue growth. Marginally improve EBITDA as % of revenues
- Invest to support growth in following areas
 - Network expansions €30M - €50M
 - DCS Expansion: Existing site €250M (€200M success driven)
 - Service portfolio enhancements: €70M - €120M
- Reduce core business (non-DCS) capex to 14% of related revenue by 2016 (2011: 16%)
- Growth in revenue and lower capex drives cash generation

Revenue growth 2012 to 2016

		2009 - 2011 Colt CAGR	Total market forecast 2012 - 2016 CAGR*	Target
Voice	Carrier Corporate & Reseller	(6%) (11%)	(15%)	Overall low single digit decline for Voice Corporate & Reseller decline offset by growth in Carrier
	Intelligent network solutions (IN)	(3%)	3%	Focus less on revenue, more on maintaining contribution
Data	Ethernet IPVPN	12% 1%	17% 3%	Overall mid single digit increase Strong Ethernet and IPVPN growth more than mitigating impact of bandwidth decline
	Legacy bandwidth	(10%)	(2%)	
Managed IT	Managed Services	10%	22%	Overall double digit growth Progressive growth over five years utilising platform investment
Data Centre	Existing sites	22%	12% (Europe)	Overall double digit growth

Investment programs

Network expansion

- Build out to data intensive areas - Data Centres or data intensive customers
- City Expansion via POPs. Existing and new geographies
- Individual project underwriting. Committed to date €10M
- IRR 20%+ based on incremental revenue over 5 years

Target spend
€30M - €50M

DCS site expansion

- Completion of 3 existing sites
- Additional opportunities dependent on market / customer demand
- Build sustainable business with revenue of €150M to €200M
- Mid teens unlevered IRR target

Target spend
€250M
(€50M committed for site, €200M modular success driven)

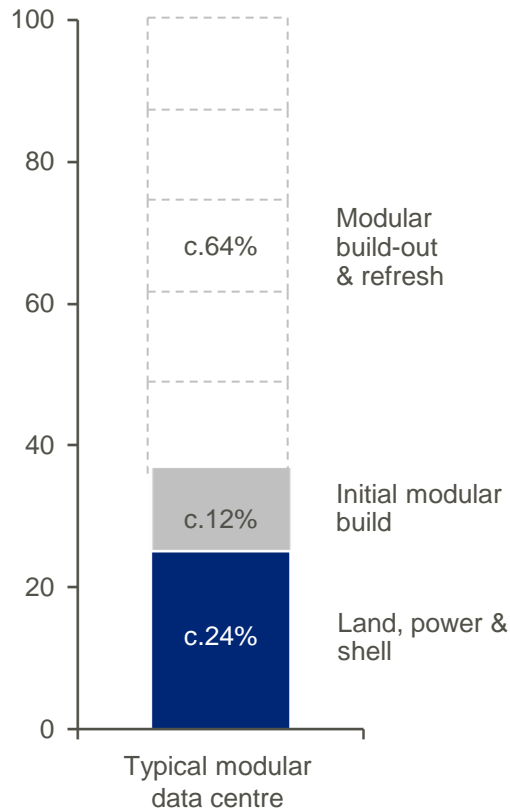
Product development and service wrap

- Development of managed IT platform
- Transactional offering for channels and SME
- Enhancements to core products
- IT System capabilities that allow for efficient ordering and management
- Drive revenue growth for managed services (over five years)

Target spend
€70M - €120M

Data Centre – Economic model

Typical data centre build capex breakdown
%, (6,000 sqm, 9MW facility)



Key metrics

Overall completed site cost €100M to €150M (6-10k sqm)

Site development: 9-12 months, includes 1k sqm mod

Contract to modular hall delivery: 3-4 months

Typical hall size: 500sqm / 750-1,000kW

Build out rate: 2,000sqm pa (20-33% of site capacity)

Revenue stabilisation: Year 4-6 full capacity

EBITDA margin: 70-75%

Typical hall payback: less than 6 years

Site payback: 9-10 years

Unleveraged IRR target : 15%

BAU capex target

	2011	Target 2016
Success Based / Maintenance	14%	13%
Investment programmes	2%	1%
Total	16%	14%

Success based / maintenance / investment

- BAU capex expected to rise from 2012 to 2014 due to previously discussed accelerated investment programmes
- Decline post 2014 driven by completion of accelerated programmes and improved capital efficiency

Value creation

Revenue growth

Key driver of value creation

Voice	Trading platform, network of national interconnections, IN Platform
Data	Share of wallet, customer segments, leading Ethernet platform
MS/IT	Integrated network and compute environments, national DC footprint
DC Capacity	Strong market, innovative modular approach

EBITDA

Increase EBITDA margin % in medium term

DCS	Proforma EBITDA metrics ~ 60% to 70%
Core	Marginally improve EBITDA margin %. MS higher opex content + inflation vs. general efficiency and scale of shared service centres

Cash flow

Improve core business cash generation

- Increased revenue and EBITDA profit
- Drive core business capex efficiency

Financial policy

Balance Sheet

Strong Balance Sheet

Cash	~ €300 million
Working Capital Requirements	~ €100 million
Debt Capacity	~ €300 million

Requirements

Sufficient funds over next two years

- Dependent on timing of large transactions (New DC sites, acquisitions)
- New DC site acquisition €40M/site. Follow on capex is success driven
- Smaller acquisitions (€20M - €100M) for product or operations expertise in compute

Dividend policy

Reinvest in business development

- Focus on value creation through business development
- No near term dividend anticipated

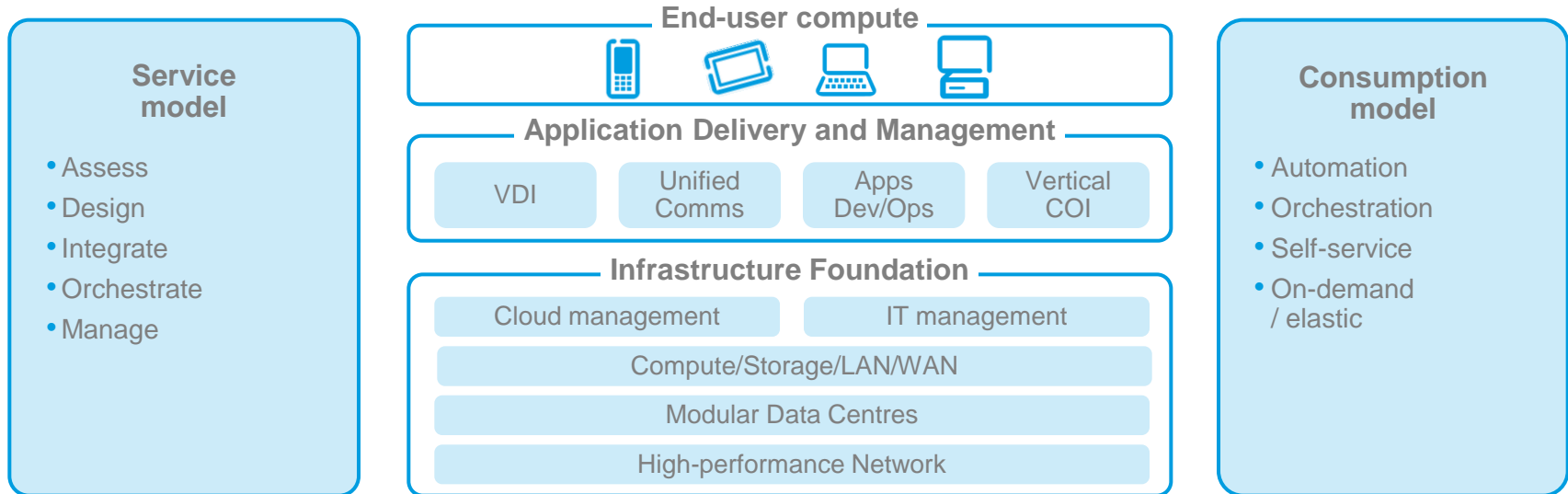
Key takeaways

Rakesh Bhasin
Chief Executive Officer

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In conclusion



- This is a growth business - we will continue to invest to harvest profitable growth
- A new breed of service provider - **the information delivery platform**
- Integrated compute and networking solutions with scalable assets and systems
- Truly European... and increasingly global

Thank you

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Q&A

