

The revolution in understanding what your customers really want

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Clear strategies for an increasingly competitive market

Getting ahead of the wave of 5G opportunity

## **Product Diversif cation**

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Dear Private Equity Client,

In 2020, we are launching a set of ideas tailored to private equity clients – ideas on interesting gYWfcfgz]bj Ygha Ybhh\Ya YgzUbX'j U'i Y!WfYUh]cb'cddcfhi b]h]Yg"H\]g fgh]ggi Y``cc\_g'Uh j Y'h\Ya Yg suggested by our partners: social listening techniques, the rise of populist banking, taking retail VfUbXg]bhc'7\]bUzhYYWta ]bZfUghfi Whi fYz'UbX'h\YX]j Yfg] Wh]cb'cZ bUbVJU gYfj]Wyg companies.

However, the crisis will create opportunities for investors to partner with quality businesses and support the economic recovery. We hope that these ideas are interesting, that they provide you with food for thought, and that they prove helpful.

All the best.

Partner, Head of Corporate Finance & Advisory in 5g]U!DUN W

### The revolution in understanding what your customers really want

Companies have traditionally relied upon consumer surveys, focus groups, and research reports http://display.com/hills.com/hills. Sample sizes are limited and subject to bias. The studies take time to organize, and hilly fryging higher the properties of the hills of the hills

Social listening provides an alternative: It -4.1 (rg pr)20.1atiive: It -4.1 (rg pr)2ive

advanced techniques to analyze social media accounts and their contents automatically and Y YVMj Y`n'i'Gccb \ck Yj Yfž'h\YgY`hYV\b]ei Yg'k ]``VY`Wta a cb`]b Wtbgi a Yf!ZUVJb[ ']bXi ghf]Ygž UbX`h\cgY`Wta dUb]Yg'h\UhbY[ `YVMh\Ya 'k ]`` bX`]h\UfX`rc`WlhW\i d"'6m\WtbhfUghž'dfcXi Vlfi manufacturers that learn how to understand consumers in actionable ways — and to test consumers' reactions in real time — will have a huge advantage.

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#### Getting ahead of the wave of 5G opportunity

; `cVU`a cV]'Y!XUHU'HU W]g'Yl dYWWX'nc'ei UXfi d'Y'cj Yf'h\Y'bYl h' j Y'nYUfg,¹ as high-speed 5G WbbYWhjj ]hmZl Y'g'fY'YbhYgg'XYa UbX'Zcf'XUHU'''GYfj ]b[ 'h\]g'k ]``fYei ]fY'g][ b] Wlbh]bZfUghfi Whi fY' Vi ]Xi dž]bWl X]b[ 'ga U``W``gž VYfž'hck Yfgž'UbX'XUHU'WbhYfg''H\Y'YWbbca ]WjcZh\Y']bZfUghfi Whi fY' rollout could be made more attractive by neutral host infrastructure players. These provide shared small cells – Y]h\Yf'g\UfYX'UbhYbbUY'cf''1 ghWc'cWh]cb/k\c'YgU'Y' VYf' Zfca 'XUf\_' VYf' to bitstream; shared macro-towers — for both passive and active equipment; and large-scale XUHU'WbhYfg' 'hc'gi ddcfhWci X] Wh]cb'UbX'h\Y'i gY'cZ'Uf[Y'ei Ubh]h]Yg'cZdata.

=hi]gibchbYk Zcfidf]j UhYYei ]hm fa gihc ]bj Ygh]b bYi hfU`\cgh]bZfUghfi Wh fY'dfcj ]XYfg''<ck Yj Yfz' [`cVU`nz'UbX']b gca Y`\_Ym5g]Ub UbX DUW Wa Uf\_Yhgz'U'hf]ZYWhU']g'Ya Yf[ ]b[ 'h\Uhg\ci `X'cdYb' doors for private equity investment:</p>

- 1. Telecom operators are facing capital challenges. Price wars in multiple markets have eroded cdyfUlcfg '96+85' Vmi d 'lc '8) 'dyfWbh']b 'h\ Y ``Ugh'&a cbh\ gz XY[ fUX]b[ 'l\ Y]f 'Wg\ 'VU'UbWg''
- 2. \$ VLJQL FDQW ZDYH RI ] HUR 52, FDSLWDO H[SHQGLWXUH ZLOO EH UHTXLUHG \
  three times as much to cover an area with a 5G network as with a 4G network,² and the return
  cbˈ]bj Ygha YbhˈflFC-±k] ``c ZhYb ʿVY i b\WYUf"
- 3. 1 H X W U D O K R V W L Q I U D V W U X F W X U H S U R Y L G H U V D U H Y D O X H G K L J K H U W K D Q W H O multiples of infrastructure providers have historically been higher than those of telcos

   "Jb 'h' Y 'f Ub [ Y 'c Z %", 'hc '%"- 'h]a Y g" 'H \ ]g ']g 'df]a Uf] 'm V Y W U g Y ']b Z f Ughti W f Y 'dfcj ] X Y f g \ Uj Y \
  Z b X Ua Y b H U `m X] Y f Y b h V i g]b Y g g Y W b ca ] W j z ]b W X]b [ 'a cf Y ! g h U Y Y W g \ 'ck 'Ub X ``cb [ Y f ! term contracts with tenants.
- =b fYgdcbgYžhY`YWta cdYfUrcfg'UfY gd]bb]b[ 'c 'cf'gY``]b[ ']bZfUghfi Whi fY'UggYhg'hc'i b`cW\_' funds for their core telecom businesses. This also leads to shared infrastructure deployment UbX'cdYfUh]cbgžk \]W. ]g'a cfY'WtghY YWhji Y']b h\Y WtbhYl hcZh\Yi dWta ]b[ 'Yl dUbg]cb'cZ); networks. As a result, some incumbent telecom operators are starting to end their closed-door

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## <ck 'hfUX]hjcbU` bUbVjU`gYfj ]Wg'd`UnYfg'WJb'Yj c`j Y'UbX'h\f]j Y</pre>

"Super apps" such as Grab and Go-Jek have risen in Southeast Asia, and we can expect some of h\YgY'hc Xca ]bUhY'h\Y]f'a Uf\_Yhg'cj Yf'h\Y'bYl h\Wti d'Y'cZmYUfg"H\Y'Uddg'i gY'U' mk \YY`'UddfcUW\Z'

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