

being  
**fast,  
mobile,  
secure  
and free**



annual report 2011



# Contents

**Highlights  
2011**  
p.8

**Key figures  
2011**  
p.18

**Company  
profile**  
p.12

**The sky  
is the limit**  
p.28

**Telenet  
in 2011**  
p.52

**15 years  
of Telenet**  
p.92

**Working on  
the future**  
p.100





# annual report **2011**



This is the first time that Telenet publishes an **integrated annual report**.

With this document we want to give a truthful account of the (socio) economic, ethical and environmental performance results that are most relevant to the company.

The report gives an overview of the efforts that have already been made and of the new initiatives that we will develop to achieve our corporate objectives.



This is our first interactive report. Scan the QR codes to hear the full testimonials of customers and employees.

We will discuss all the elements that are commonly featured in an annual report, along with a focus on the **sustainability principles and goals** in our day-to-day operations.

By this integrated way of reporting, Telenet wants to show how the company engrafs its forward-looking strategy on **sustainable enterprise**.

We therefore use one foreword, one strategy, and one Internet version of the two reports. However, in view of the diversified readership, the integrated report does not purport to give a detailed survey of all the targets that have been attained.

## Did you know?

The photos and videos in the report were mostly made by our **own employees**?

A large part of this annual report was created with our **New Way of Working**?

We used **multimedia**? You can read the report online on our website, download it in the AppStore, or leaf through the printed version.



The reader is referred to the relevant sections of our website [www.telenet.be/corporate](http://www.telenet.be/corporate) for more detailed information.

The report falls into **three major parts**.

After an extensive introduction, the chapter **It's all possible** discusses our products and services and the principal market trends.

**This was Telenet in 2011** sums up the key events of the past year. **Working on the future** concludes with an overview of our vision on the evolution on Telenet and the ICT-market in the coming years.





being  
**mobile**

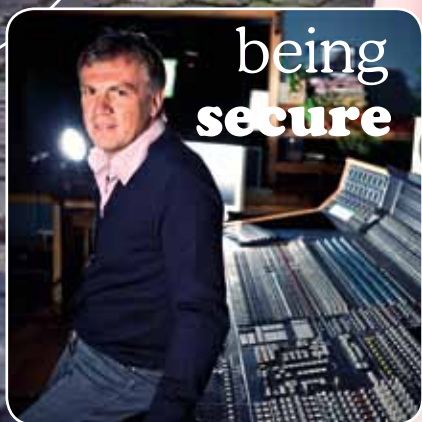


being  
**free**

**Telenet works on your future. We are investing continuously in our network to offer our clients user-friendly, correct and state-of-the-art products.**



being  
**fast**



being  
**secure**

# A pioneer for 15 years

Telenet has been operating on the Flemish market since 1996.

As a supplier of broadband cable services, we have from the outset made Flanders one of the leaders in network technology, broadband penetration and innovative applications of the most state-of-the-art telecommunication technology. Innovation has always been a strategic theme in our corporate philosophy.

Fifteen years on, Telenet is still a challenger. Innovation, creativity, digital progress and customer satisfaction constitute the central axis of the development of our business.

At the same time, Telenet emphasizes its important role in the community as a socially responsible business. The pursuit of sustainability is a consistent part of our corporate culture and has led us to set ourselves some ambitious goals.

These goals are reviewed against specific KPIs to ensure that Telenet will also play an innovative pioneering role in terms of social and environmental responsibility.

## 1997

In August, Telenet was the first to begin the commercial launch of **broadband Internet** over the TV cable under the Pandora trademark in Bonheiden and Antwerp-Kiel.

## 1998

Telenet was the first to offer **fixed telephony** over a competing infrastructure after the liberalization of the telecom market.

## 2001

Telenet was the first operator to offer **DIY installation**, allowing the customer to decide for himself how much help he wants with the installation of his Telenet product.

## 2003

Telenet was the first to offer **free antivirus** and **anti-spam services**, giving the customer a more comfortable and safer surfing experience.



## 2004

Telenet launched **FreePhone**, a product with which it was the first to put a fixed-rate telephone subscription on the market.





### 2005

Telenet was the first to launch **interactive digital television** in Flanders.

### 2006

Telenet was the first to launch the **Digicorder**, a decoder enabling customers to record digital television programmes and pause live broadcasts.



### 2007

Telenet was the first to launch **High Definition digital television**.

### 2009

Telenet introduced a **social rate** for Internet. Such a reduced rate already existed for telephony and television.

Telenet was the first to implement a **Full MVNO (Mobile Virtual Network Operator)** agreement with Mobistar. This broad agreement gave Telenet

greater flexibility in terms of product offering and enabled it to offer convergent fixed and mobile telephony services.

### 2010

Telenet was the first in Europe to launch **Video-on-Demand in 3D**. The TV video library held six 3D films and documentaries.

Telenet customers were the first to be able to **programme their digicorder remotely over their PC or smartphone**.

Telenet was the first in Belgium to run tests to study the new possibilities of **4G or LTE (Long Term Evolution)**.

Telenet was the first operator in Belgium to launch an application enabling customers to watch their favourite TV channels on **iPad, iPhone or PC**. Just two months after the launch, **Yelo** had already been downloaded more than one million times.

### 2011

Telenet was incorporated in both the **Dow Jones Sustainability Europe Index** and the **Dow Jones Sustainability World Index**. Telenet is the only Belgian company and the only cable operator to appear in these reputable indexes.



# Highlights 2011



In January, Telenet launched two new Fibernet Internet products. We wanted to integrate the new **Eurodocsis 3.0 technology** more profoundly in our product portfolio and meet the demand for powerful and superfast Internet to allow simultaneous online access for the whole family on different appliances.

As of January, all Telenet Internet customers can use **the 1,200 hotspots** in Belgium and Luxembourg free of charge.



Telenet added the iPhone to its mobile product offering. The distribution of the **iPhone** is an important step in positioning Telenet as a provider of mobile products.

Every first Tuesday of February, Telenet supports the **Safer Internet Day**. 2011 also saw the publication of the booklet 'Spelend leren: Online zijn' (Plain Surfing: Being Online). The brochure was designed by Insafe with the support of Telenet, our principal shareholder Liberty Global, and the European Union.

Telenet acquired a number of exclusive pay television rights to broadcast the Belgian football competition during the next three seasons. This allowed Telenet to present the top three matches live and complete per match day on its PRIME Sport sports channel, which has since been renamed **SPORTING TELENET**. As from the 2012-2013 football season,



Telenet will also broadcast the five remaining matches per match day of the Belgian football competition.



In June, Telenet and the Walloon cable operator Tecteo both acquired the fourth **3G licence**. This will enable us to become a major player in the burgeoning mobile data market.



In June, Telenet received a fine accolade from the international investors' scene. CEO **Duco Sickinghe** and CFO **Renaat Berckmoes** were voted best managers of stock-market listed Belgian industry by 9,200 asset managers and 2,400 bankers. In Investor Relations, too, Telenet took the highest score. This emerged from a survey carried out by the research firm Thomson Reuters Extel.



In July, Telenet launched a new store concept, the **SmartSpot**. In this store, the customer experiences evolving mobile technology through high tech and interactivity.

In June, the **Telenet Foundation** presented its new Board of Directors. The Foundation's revamped activity focuses on three pillars: an annual external call for projects, support for various projects that are in line with our day-to-day operations (e.g. My Zone), and a brand-new section for staff members, where employees can engage in volunteer work during their teambuilding activities.

**telenet**  
foundation



In August, Telenet reached an agreement with the Flemish Ministry of Education and Training for the rollout of **SchoolNet**. From 2011 to 2014, Telenet will offer all Flemish schools a set of flexible Internet solutions at a reduced rate.



On 18 July, the **Conference of Regulators (CRC)** adopted a formal decision to regulate the Belgian broadcasting market. Telenet regretted that the CRC did not align its draft decision of 20 May 2011 to the fundamental concerns echoed by the European Commission a month earlier. Telenet appealed this decision because the regulation could potentially impede innovation and infrastructure competition.



In December, **BW Imsir** and Telenet won the public prize of the **Supply Chain Awards** with the project "Reverse Logistics with a social touch". Telenet has been working together with this sheltered workshop in Boom for ten years for its reverse logistics. With this partnership, Telenet opted for a reliable supplier with strong emphasis on social responsibility.



In September, Telenet was incorporated in both the **Dow Jones Sustainability Europe Index** and the **Dow Jones Sustainability World Index**. Telenet is the only Belgian company and the only cable operator to appear in these reputable indexes. Sustainable Asset Management (SAM), which assesses the sustainability of businesses on the basis of economic, environmental and social parameters, awarded Telenet a score of 75 points out of a total of 100.



In December 2011, **Stimulearning**, a network of training and instruction professionals, presented one of its awards to Telenet for its project **'Destination Top Coach'**. In that project, all actions are described which Telenet undertakes to foster a coaching culture.

In December, Telenet will begin the **rollout of homespots**. A software update will make the new modem transmit two signals: one for private use and another for public use.

This enables customers who have a wireless Internet modem of Telenet to log into the WiFi network at the homes of friends or relatives with their own login and password.



At least **half a million new free WiFi locations** should be available by the end of 2012.

In the new mobile price plan **Walk & Connect**, the customer gets a certain volume of data included with each subscription. The customer can now choose whether



or not he wants a mobile phone at a sharply reduced price. If he chooses not to take a mobile phone, he gets more text messages or call minutes in his bundle.

## 2012



In January, **Duco Sickinghe** was voted **Manager of the Year 2011**. Sickinghe has been at the head of Telenet for 10 years: '10 years that have been marked by innovation and growth' is how the jury justified the selection of our CEO.

## Company profile



Telenet is the **biggest cable service provider in Belgium**. Telenet specializes in the supply of broadband Internet, fixed and mobile telephony services, and cable television to customers in Flanders and Brussels over a powerful HFC (hybrid fibre coax) network. With Yelo, Telenet took a first step in the provision of convergent mobile services. Telenet also provides professional communication services to businesses in Belgium and Luxembourg.

### Back row, fltr:

Patrick Vincent, Chief Commercial Officer  
Vincent Bruyneel, Sr VP Investor Relations & Corporate Communication  
Herbert Vanhove, Sr VP Product Management  
Renaat Berckmoes, Chief Financial Officer  
Jan Vorstermans, Chief Operating Officer  
Duco Sickinghe, Chief Executive Officer  
Claudia Poels, Sr VP Human Resources

### Front row, fltr:

Inge Smidts, Sr VP Residential Marketing  
Martine Tempels, Sr VP Telenet for Business  
Luc Machtelinckx, Executive VP General Counsel  
Ann Caluwaerts, Sr VP Media & Public Affairs



As a telecom company, Telenet attaches much importance to innovation and development, such as the constant optimization of current applications, continuous expansion of the technological possibilities, and broadening of our product and service offering. A persuasive marketing approach, a creative product mix and an efficient customer service combine to ensure that Telenet is always able to appeal to new target groups.

As a growth company, Telenet is strongly aware of its **growing responsibility in the community**. The company has succeeded to substantially reduce its ecological footprint through a number of initiatives. Telenet also demonstrates a strong social engagement, which is not only reflected in a socially engaged product offering, but also in the efforts of the Telenet Foundation to further close the digital divide between social groups.

Telenet is based in Mechelen, with contact centres in Herentals, St-Truiden and Aalst, and regional sites across Flanders to provide technical support.

At the end of 2011, Telenet had a total workforce of **2,050 people**, who together generated **€1.38 billion revenue**. Telenet is listed on Euronext Brussels and is included in the Bel 20 stock market index.

## **Dear customer, dear shareholder, dear reader,**

2011 was another interesting year for Telenet. We strengthened the basis for healthy growth and we celebrated our 15 year anniversary as an innovative, customer-centric business. After 15 years of growth we see new opportunities for our company every day.

Telenet always bases itself on the same strategy on the crossroads of television, Internet, telephony and services. We are dedicated to raising customer satisfaction

**‘Thanks to continuous investments in our network and products, Telenet has evolved into a major player.’**

and product experience to a higher level every time. A great example of this is the commercialisation of Fibernet, our next generation broadband product. Our initial business plan barely mentioned broadband Internet. And now, EuroDocsis 3.0 allows unparalleled download speeds of up to 100 Mbps. This underlines

our leading position as fastest Internet provider in our sales area again.

Thanks to continuous investments in our network and products, Telenet has evolved into a major player. Flanders and part of Brussels have a huge Telenet digital infrastructure. The average surf speed of our customers has increased by a quarter within a year. Three quarters of our customers exceed speeds of 25 Mbps today. Flanders is a world leader in this respect. But this also benefits the economy: a recent study has shown that a doubling of the broadband speed increases the GDP by 0.3%. Our company's unique infrastructure thus makes an important economic and social contribution.

In the future we will continue to actively develop digitisation. We will continue to work on our powerful network and innovations in several fields. In line with this, we recently introduced homespots: a powerful expansion of the fixed broadband connection of customers at home or at





work which allows easy access to the Internet on different mobile devices anywhere.

We also acquired valuable mobile spectrum to unlock the untapped potential in the Belgian mobile data market and to avoid future capacity restrictions. In the coming years we will carefully consider the best way to develop and support our mobile services based on partnerships and the evolution of network technologies.

Our division targeting the business market landed the Schoolnet contract for Flanders which offers all Flemish schools a set of flexible Internet solutions. Major companies are increasingly using our platforms because of the closed virtual networks. And other services, such as hosting and security, are being added to this more and more. Digital TV is also growing in importance for companies and institutions.

Our interactive digital television platform continues to evolve as well. The interface of our digital television product was modified

and more functionalities have been added. New applications, such as Yelo, give an entirely new dimension to our customers' media experience. On a whole range of mobile devices or their PC, WiFi allows customers to watch television live, or their favourite channel, movie or series on request. With regard to this evolution, we always bear in mind innovation and co-operation with our media and industry partners. Digital television must be accessible to customers at all times, both in terms of user interface and price. That is why our prices for basic television belong to the lowest in Europe and over the past year have gone up less than inflation.

Attention is also paid to people for whom access to the digital world is not straightforward. Social tariffs are applied and the Telenet Foundation offers structural support to social projects to bridge the digital gap. Since its incorporation in 2006, the Foundation has supported more than 80 projects. We continue to support important initiatives

such as the UN Global Compact. We recently joined the advisory council of the Belgian Network of the UN Global Compact, and since 2011 Telenet endorses the ten principles of the UN Global Compact.

Telenet is making major progress in the field of sustainability. An overarching long-term approach which brought the various topics of our sustainability programme together in an overall approach resulted in our inclusion in the Dow Jones Sustainability Index. Telenet is the only Belgian company to have achieved this and it is particularly proud of this feat.

The innovation and flexibility that characterise us are bywords for continuous investment in our infrastructure and employment, also when the economic climate is less favourable. In 2011, 314 new employees were hired and for the first time our workforce exceeded more than 2,000 direct employees. Our operational and financial results in 2011 show that our company is in great shape, despite difficult economic condi-



ons and the sharp competition. In 2011, the number of customers with three products or more increased 9% to 783.100, or 36% of our clientele. At the same time this highlights Telenet's huge growth potential. In 2011, the average income per customer relationship increased 9% to €42.1, driven chiefly by customers purchasing more services and

Over the whole of 2011 we adequately achieved our financial targets. Our revenue increased 6% to €1,376 million and we generated an Adjusted EBITDA of €723 million, an 8% increase. Without the broadcasting rights for Belgian football and the mobile 3G-spectrum, our capital expenditure amounts to approximately 23% of the revenue thanks to a

work on improving both customer and employee satisfaction. Until 2015, more than €10 million has been earmarked for various training projects. After all, satisfied employees means satisfied customers. This allows us to raise the bar for our customer satisfaction score even higher.

**‘Over the whole of 2011 we adequately achieved our financial targets.’**

We will continue to work toward solid growth in 2012 and the following years. We will do this by investing in our most valuable assets, our customers and our network. This positioning will allow us to offer innovative and competitive products that form the basis for future growth and the exponential evolution in the digital world. Worldwide, more than 13 billion devices are connected to the Internet for 7 billion people currently.

the success of Sporting Telenet, which thanks to the purchase of Belgian football rights already has more than 177,000 subscribers. The mobile telephony subscriber base increased to 238,700 active subscribers with a post-paid subscription, driven chiefly by the introduction of subsidised smartphones making mobile data accessible for the consumer. In the professional services market we generated solid growth. The SME sector in particular showed good results.

further growth of the customer base and improvement projects to our network. The free cash flow amounted to €246 million in 2011.

However, these results would not have been possible without the hard work of our more than 3,000 direct and indirect employees. Every day they work with passion to provide our 2.2 million customers with the most progressive technologies and the best customer service. In the coming years, we will continue to

In 2020, every individual is expected to possess more than six devices that are connected to each other. This is why Telenet wants to continue to play a crucial role on the crossroads of television, broadband and telephony. We want to provide the



bandwidth every house will need in the future. Our aim is to bring fibre optic closer to consumers and companies and thus make new applications possible such as video-conferencing, smart meters, services in the 'cloud' and e-care on a large scale.

And finally we want to remember Shane O'Neill who had been a member of our Board of Directors since December 2004. Mr O'Neill contributed greatly to our business for a long time and we are very grateful to him for this. He was a cable and media professional in heart and soul. His presence in our Board was very enriching.

We also remember the accident of Prince Friso of Orange, who has also been a member of our Board since 2004. It is unclear what hope we may foster regarding his recovery. Our thoughts are with his wife and children during these uncertain times.

As reported, the number of members in our Boards of Directors will be reduced. We intend to appoint a 2<sup>nd</sup> female member to the Board. Messrs Jef Roos, Guido De Keersmaecker, Michel Allé have all resigned as members of Telenet N.V.

Mr Niall Curren and Andre Sarens resigned as Board members of Telenet Group Holding.

Telenet has a great future. We want to thank all our customers, employees, partners, suppliers and shareholders for the much appreciated contribution to the success and the future development and growth of Telenet.

**Duco Sickinghe**  
Managing Director

**Frank Donck**  
Chairman



# Key figures 2011

First Time Right: The objective of this principle is to present the customer with an efficient solution upon initial contact in order to avoid repeated requests.

**71.77%**

**470.2 million**

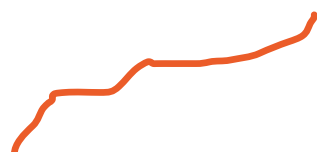
In 2011, Telenet invested a budget of €470.2 million, or 34% of its revenue.

1,409,500 digital television subscribers

**1,409,500**

**+6%**

Revenue growth



Telenet Centres

**48**

SmartSpots

**9**

**78%**

78% of all incoming calls answered within 120 seconds.

**1,000**

Telenet plants 1,000 trees per day.

Less CO<sub>2</sub> emission

**3%**

Mentions on Twitter

**70,996**

More than 10,000 followers on Twitter  
**10,000**

More than 15,000 fans on Facebook  
**15,000**

Telenet dealers  
**224**

**74.5** Customer Loyalty Score

Every 9 minutes somebody is talking about Telenet  
**9 minutes**

BelCompany's  
**37**

**631,000** Nearly 631,000 customers receive electronic billing

**36%**  
36% of our customers are triple-play

Employees  
**2,050**

New staff  
**314**

**4** Telenet shops

**177,200**  
177,200 Sporting Telenet subscribers

# Mission and vision

Telenet seeks to play a leading role as a telecom firm at the crossroads of television, Internet and telephony.

## Enriching the daily lives of our customers in a sustainable way

We want to enrich the daily lives of our customers with sustainable, simple products and services that combine great technological performance and high entertainment value.

Telenet wishes to contribute to the **positive social development** of people and businesses, today and tomorrow. By 2015, Telenet aims to be climate-neutral in relation to its emission levels in 2007.

Telenet has set itself the goal of being an honest and reliable partner for all its customers, both residential and corporate, as well

as other target groups, driven by a strong quality awareness and focus on maximum customer satisfaction.

Telenet wants to achieve its objectives by leveraging the commitment and motivation of a valuable team of inspired employees who are given plenty of opportunity to further develop their job skills.

## Looking beyond the confines of the company

As a growth company, we are very much aware of our growing responsibility in the community. We therefore want to take good care of the world around us. Every day we work to keep our ecological footprint as small as possible. We are all the time looking how our broadband network can help to create smart solutions that have a positive impact on the community. We believe that focusing on a long-term sustainability strategy is the best way to remain successful and to create value for all our stakeholders.



### Materiality matrix

In order to interact with our stakeholders in a structured way, we drew up a materiality matrix for the first time in early 2012. This matrix, which was made up according to a four-step plan, helps us to identify the most relevant issues in the area of sustainable management. We used as our starting point an analysis performed by the Global e-Sustainability Initiative (GeSI), which pinpoints the weaknesses with respect to sustainable development in the ICT industry. We complemented this study with findings from our own LEAP strategy, our business drivers and market intelligence. A team of 18 managers then compiled a list of the 15 most relevant issues for Telenet.

These are the relevant issues we selected:

- Customer satisfaction
- Customer relations
- Freedom of expression
- Attracting and retaining talent
- Work/life balance
- Transparent pricing
- Reliability of our services
- Product use issues

## CREATION OF THE MATERIALITY MATRIX

### STAGE 1

#### Defining the issues

1. Analysis by the Global e-Sustainability Initiative (GeSI), complemented with findings from the LEAP strategy, business drivers and market intelligence.
2. Definition of the 15 most relevant issues for Telenet.

### STAGE 2

#### Determining the social relevance

3. Internal review of issues for their financial and non-financial impact on operations.
4. Interactive survey among customers, NGOs and other stakeholders to ensure the social relevance of those top 15 issues.

- Innovation
- Access to ICT
- Protection of minors
- Privacy & security
- Waste processing
- Energy use by the customer
- Electromagnetic radiation

Once these issues have been defined, we can move on to the second stage where the topics are classified according to low, medium or high relevance. In the spring of 2012, the issues are internally reviewed for both their financial and non-financial impact on our operations. During that period, we will also conduct an interactive survey among corporate and residential customers, employees, suppliers and other stakeholders to find out which issues they consider important,

and how much attention they feel Telenet should pay to them.

At the end of this second stage, the topics thus defined will be linked to our business performance, our way of reporting, and our LEAP strategy. In a well-organized dialogue, there will always be regular consultation with our stakeholders so that the issues are consistently reviewed for their relevance.

(more info on : <http://corporate.telenet.be/corporate-sustainability>)

# More on our strategy.

## How would you sum up the core of Telenet's strategy?

We pursue a twofold strategy. On the one hand, we focus on our products and services. For 15 years, we have been providing state-of-the-art services to residential customers on the high-performance cable network. For business customers we have a wide range of bespoke connectivity and service solutions.

Our second pillar is the customer, who has always been Telenet's first concern. For that reason we are continually working on an even better and more efficient customer service. After all, a satisfied customer is a loyal customer.

## How would you judge the future growth of your products and services in the coming years?

As a challenger to the historical operator, continuing growth remains an important strategic motive. This growth will be founded on the further development of our four growth engines: broadband Internet,

digital TV, mobile telephony and the business market.

As far as broadband Internet is concerned, we can say that penetration in Flanders is about 80%. If the vigorous increase and development of new devices with Internet connec-

## 'Despite the fierce competition, our market share of these business-to-business services is projected to keep growing in the coming years.'

tion is anything to go by, we expect this penetration to reach about 95% by the end of 2015. Broadband penetration in the Netherlands is already expected to attain 95% by the end of this year. This means that we can still realize more than 20% growth in the number of broadband Internet subscribers.

We also see television becoming more and more digital, interactive and mobile. Since the launch of digital TV in 2005, more than 64% of our subscribers are now watching digital TV. This gives them

access to a state-of-the-art interactive platform. Our ambition in the next few years is to persuade our other customers to change over to this digital world with its richer content and applications.

A third focus is the growing mobility of our customers. Here,

too, Telenet wants to be a key player by offering competitive price plans containing more and more data. In this way, Telenet gives subscribers access to the Internet, e-mail, Facebook and Twitter over WiFi at home, over WiFree in public places such as railway stations, over homespots of friends or relatives, and over a powerful 3G connection elsewhere.

We provide the 3G connection as virtual mobile operator by using the Mobistar network. In 2011 we acquired our own mobile spectrum. This will





‘Our services to residential subscribers include high-speed broadband Internet, competitive fixed and mobile telephony, and an interactive digital television platform. This puts us right on the crossroads of data, video and speech. Over the next few years, we will continue to put our stakes on our proven strategy of launching more product bundles and services on the market.’

**Vincent Bruyneel**  
Sr VP Strategy, Investor Relations & Corporate Communication

enable us to become a bigger player in the burgeoning mobile data market.

Finally, our B2B portfolio primarily contains services rather than specific products. We want to build on our investments of recent years and approach the market with an integrated offering of connectivity, security and hosting solutions.

Despite the fierce competition, our market share of these business-to-business services is projected to keep growing in the coming years.

**Which new general trends and developments in your playing field can we expect to see in the near future? And how will Telenet respond?**

Firstly, more and more devices will connect to the Internet, requiring more and more bandwidth. Worldwide today, an average of two devices per person are connected to the Internet. Those can range from PCs to smartphones and household appliances. The industry expects this number

to evolve further to 3.5 devices per person in 2015 and even to more than six devices by 2020. In addition, the present volume of data traffic is projected to triple by 2015. Video accounts for the lion's share of this growth. In the past year, streaming made up no less than 40% of all Internet data traffic, which is almost double compared with 2010.

Secondly, access to broadband Internet will more than ever before become a basic necessity. Consumers are becoming increasingly mobile and want to be able to view their content everywhere on all their different devices. It is precisely our ambition to offer that mobility and freedom to everyone.

We are making this ambition come true with our hybrid network of fibreglass and cable, our thousands of hotspots and homespots, and the possibilities we have as virtual mobile operator.

**How does Telenet's long-term strategy connect to this rapidly evolving digital world?**

Our long-term strategy will centre around three pillars: our network, our services and the customer.

We want to play a leading role in terms of infrastructure, differentiate in terms of services, and provide an excellent customer service.

The strength of our network will play a decisive role in Telenet's success. Today, our network is one of the most powerful in Belgium compared with competing technologies.

Throughout Flanders and in our sales area in Brussels, all subscriber households can watch high-definition television and surf at download speeds of up to 100 Mbps. But as we have already pointed out earlier, we expect that bandwidth demand will continue to grow exponentially. We will therefore continue to invest in further upgrading our hybrid fibreglass and coax network.



Under the Digital Wave 2015 programme, we have earmarked €150 million extra capital expenditure to triple household bandwidth by 2015. We will do so by further rolling out fibre-glass and bringing it closer to the homes. By the end of 2012, we expect to have physically upgraded nearly 50% of our

in combining these applications in a neatly arranged whole and ensuring that the customer has easy access on all his devices.

At the end of 2010 we already took a first step with Yelo.

By entering into a partnership with the broadcasters, live TV

generates demand for additional services, which is a crucial element in our growth strategy.

Our aim is therefore always to provide our existing and new customers with user-friendly, correct, competitive and, above all, state-of-the-art products. Moreover, customers must always have easy access to the best customer service. This pledge is enshrined in Telenet's corporate culture and is endorsed by every Telenet employee.

**‘ The strength of our network will play a decisive role in Telenet’s success.’**

fibreglass points. Telenet will also continue to innovate in order to provide its services wherever, whenever and in whichever form the customer wants.

Convergence will make the customer want to watch TV on his tablet or make phone calls over his computer. The worldwide trend towards 'all-IP' will make it possible to have access to videos, documents or business applications everywhere. Therefore Telenet sees itself playing an important part

can now be watched on tablets, smartphones and PC as well as on the television screen.

A final concern in our long-term strategy is the focus on excellent customer service.

A satisfied customer is a loyal customer. From that perspective, we keep investing in improving and optimizing our customer service.

Our persistent focus on innovation and customer satisfaction also strengthens loyalty and



**How does sustainability fit into your strategy?**

Over the past few years, Telenet has pursued a sustainability policy that centred around two major axes.

The Green Together programme contained a whole series of measures to minimize the environmental impact of our operations. Green Together encourages energy and material savings. It also inspires the organization to develop smart services that help the customer to live more ecologically-minded. This in turn often leads to cost savings.

Secondly, several initiatives were taken to further intensify Telenet's social role as a socially responsible company.

Since 2009, all Telenet initiatives in sustainable enterprise have been structurally coordinated and managed by a Vice-President Sustainability. This new position emphasizes Telenet's ambition to project itself as a sustainable and green company.

**How has your sustainability strategy evolved in recent years?**

In 2010 we took a new avenue. By developing an overarching strategy, we brought the various topics of our sustainability programme together in one clear and overall approach.

The purpose of the LEAP (Linking Environment And Profit) programme is to firmly embed the sustainable charac-

ter of Telenet as a company and as a brand and to elicit a positive engagement from our staff and stakeholders.

**‘The Green Together programme contained a whole series of measures to minimize the environmental impact of our operations.’**

### Let's leap!

With LEAP, Telenet has set itself some noteworthy and ambitious goals linked to specific actions. As far as the environment is concerned, our aim is to be climate-neutral by 2015. In the socioeconomic area, our group will keep working to close the digital divide through the Telenet Foundation. By 2015 we want to have helped 150,000 young people onto the digital super-highway. More specifically, LEAP has been structured around three key themes that can be summed up as follows:

**Connect:** The **creation of digital opportunities**. Everyone must have the opportunity to access the new telecom possibilities resulting from the creativity and technological development facilitated by Telenet.

**Care:** Telenet cares for the community in which it operates and in the long term wants to pay heed to the **social needs** of all its stakeholder groups, including employees, customers and others.

**Cascade:** As a reference in corporate responsibility, Telenet wants to contribute successfully

to the **integration of sustainability in the daily life** of its main stakeholders.

The goals of the LEAP programme have been incorporated in a charter, which is endorsed by the whole Executive Team of the group. Sustainable enterprise will keep demanding our utmost attention, particularly against the backdrop of a growing business, an expanding subscriber base, and the continuing expansion of our service range.

All efforts must contribute to the ultimate goal of making Telenet a more sustainable business that fulfils its leading role as an innovative telecom operator in all respects.



## Facts & Figures: Strategy

The principles of Care, Connect and Cascade have been put into practice in action plans, the results of which are assessed against stringent KPIs.

They are meant to help Telenet achieve its ambitious goals by 2015:

(more info on [jaarverslag2011.telenet.be](http://jaarverslag2011.telenet.be))



**Committed Employer:** In terms of social engagement, Telenet wants to score in the upper quartile of the Dow Jones Sustainability Index (DJSI).

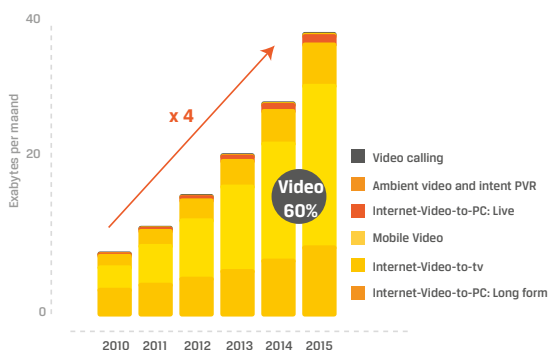
**Environmental Stewardship:** Telenet wants to further reduce its carbon emission levels versus 2007 to the level at which it can call itself a carbon-neutral business.

**Enhanced Customer Loyalty:** 20% improvement in Telenet's citizenship score compared with 2010.

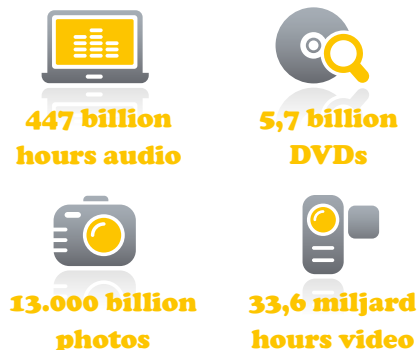
Worldwide today, an average of **two** devices per person are connected to the Internet. The industry expects this number to evolve further **to 3.5** devices per person in 2015 and even **to more than six** devices by 2020.

The present volume of data traffic is projected to triple by 2015. Video accounts for the lion's share of this growth. In the past year, streaming made up no less than **40%** of all Internet data traffic, which is almost **double** compared with 2010.

Consumer internet traffic projection 2010-2015



Annual usage on the Telenet network in 2015



**The sky is  
the limit**



Telenet follows the customer, not just the cable. We follow the customer wherever he wants.

The whole family wants to surf at the same time? You want to watch the seven o'clock news at three in the morning? Or surf the Net everywhere for free over Wi-Free?

At Telenet, the sky is the limit. We want the customer to use the **best our technology has to offer**. We want him to feel **fast, free and mobile**, but at the same time **safe** and **involved**.

Every year, Telenet lets a large proportion of its revenue flow back to society in the broad sense.



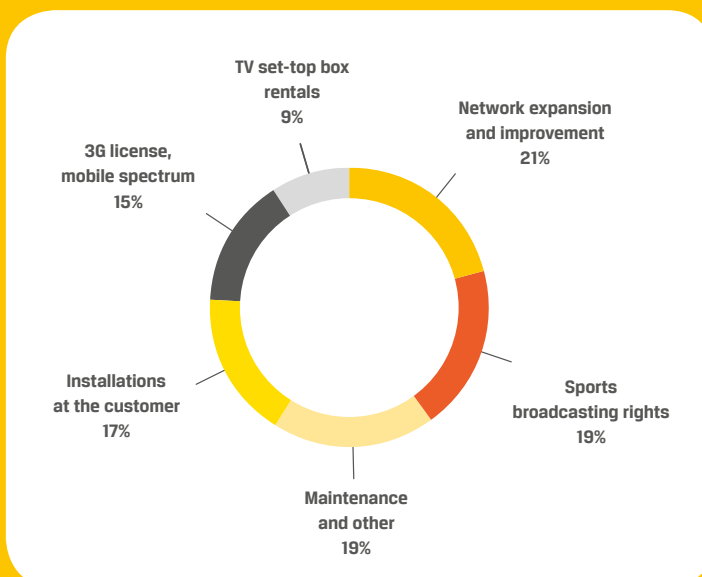
In this way we can meet all these expectations and provide consistently better and more **qualitative products and services**.

In 2011, we invested a substantial budget of **€470.2 million**, or 34% of our revenue.

That is **10% more** than in 2010.

The distribution of these investments is shown in the pie chart.

The remaining portion went to repairs and replacement of network equipment, the acquisition of sports broadcasting rights, and investments in IT systems.



High school student. Wants to become a paediatrician.

Likes shopping and hanging out with friends.

**Dorthe, 14 years old**

“I no longer have to miss anything. My friends and I are always in touch, we text each other all the time. My parents are sometimes annoyed that I cannot do without my mobile phone. But we’re all doing it. It’s important not to be left out.”



**21%**

21 percent of young people between 10 and 17 have a smartphone. Over 90% has a cell phone.

(Source: OIVO, Young People and Mobile Phones, 10/2011)



# being mobile



The sky  
is the limit

## Fast & specific

Internet applications are evolving amazingly quickly. Not only your PC and laptop, but TV, tablet, smartphone and game console are all connected to the Internet too.

### Everybody online

Not only are we online more often, more and more people are surfing the Net simultaneously as well. As a result, today's Internet requires more and more bandwidth.

Telenet continuously improves the specifications and properties of its broadband products to ensure that everyone can keep surfing smoothly.

By investing in new technologies and in our network, we are well positioned to respond to rapidly changing consumer needs and to consistently offer customers the **best possible Internet experience**.

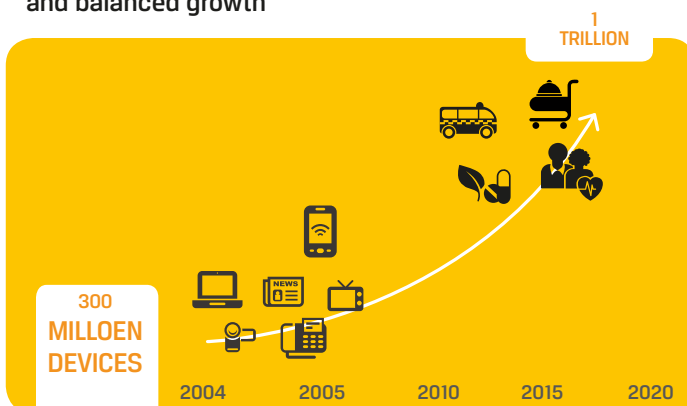
### Fulfilling the Digital Agenda

One of the ambitions of the Digital Agenda is to give all Europeans broadband Internet access by 2013. By 2020, everyone should be able to surf the Net at speeds of at least 30 Mbps, and 50% of customers should be subscribed to a product with speeds of up to 100 Mbps. As a comparison, Telenet can now cover nearly 100% of its service area with speeds of up to 100 Mbps. As of 31 December 2011, 73 percent of Telenet's Internet subscribers were already surfing at speeds of more than 30 Mbps.

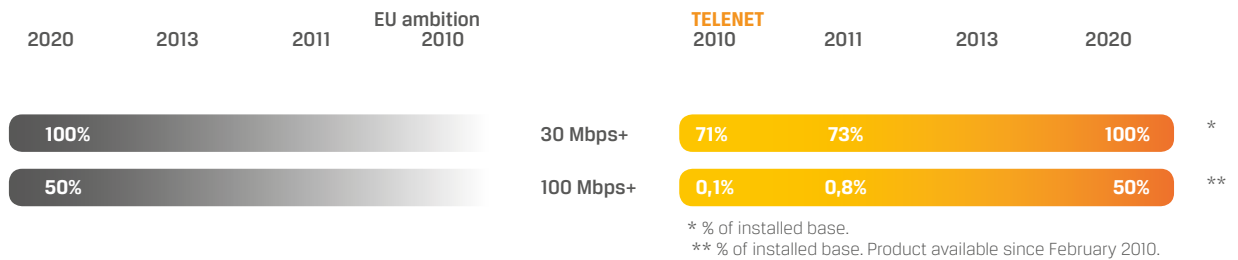
Around 20% of our Internet subscribers have a Fibernet product with speeds of 50 Mbps and higher, just one year after the launch. When in early December the European Union was looking for 3,000 volunteers in Belgium to test the quality and speed of their broadband connection, Telenet fully endorsed this test.

With this large-scale project, for which more than 100,000 volunteers were sought across Europe,

### Technology's role in sustained and balanced growth



Source: Cisco Global Competitiveness Forum, 'Innovation as a means to competitiveness', 22-25 January 2011



the European Commission, in partnership with the research firm SamKnows, endeavours to objectively chart the quality of European broadband connections.

### Investing in the network

Although Telenet fulfils the requirements of the Digital Agenda, the firm, like most other broadband operators, is facing an **explosive growth of data traffic**, due in large measure to the increasing convergence.

Telenet is therefore, on an annual basis, investing a massive 23% of its revenue in its network. Besides expanding capacity through capital expenditure, Telenet is able to handle the current volume of data traffic in the most efficient way by resorting to technical measures. In this way we ensure a consistent top quality of the Internet for all users.

Providers such as Google, Facebook and Amazon have an important part to play, too.

Without innovative services, the Internet becomes pointless, and without a network, providers are unable to offer their services and generate income. This interdependence creates an ideal seedbed for new business models where service providers contribute to the use of the network.

### Investing in the future: Digital Wave 2015

Telenet's entire cable network is bidirectional, ready for the rollout of Eurodocsis 3.0, and offers a

spectrum bandwidth of 600 MHz. With our ambitious investment programme, Digital Wave 2015, we will continue to upgrade our network and service. Telenet invests in several initiatives and research projects that maximize the green potential of its network and know-how, with and for the customers. One of those projects, called **Pulsar**, reduces the number of houses per optical node (the connection point in the neighbourhood) from an average of 1,400 today to an average of





'If anything, the Internet has to be fast. Uploading photos to Facebook or downloading apps in the AppStore should all go smoothly. There is nothing so frustrating as a YouTube video that won't load.'

Rik, 17 years old  
Student

500. By increasing the number of optical nodes across the whole service area, we bring fibreglass closer to the customer, while substantially increasing the capacity of the network.

(more info, see p.104)

### Investing in hardware paves the way for Eurodocsis 3.0 and IPv6

As from 1 July 2011, Telenet simplified its Internet offering for residential subscribers to three products. The customer can choose between **Basic Internet, Fibernet and Fibernet**

**XL**. Thus the product offering, with download speeds from 20 Mbps to 100 Mbps, is now

ready for the future, and has also become more clearly arranged. Customers who opt for a Fibernet product are given a new modem with **Eurodocsis 3.0** technology on loan. Since the end of 2009, Telenet has installed the necessary software and hardware for the implementation of this technology. With Eurodocsis 3.0 and the accompanying modem, the very last stretch of cable – between the optical node in the neighbourhood and the subscriber's home – has now been upgraded.

One of the advantages is that higher data transmission speeds can be attained: with Eurodocsis

3.0, Telenet can now offer download speeds of up to 100 Mbps. Furthermore, the technology supports **IPv6**, the new Internet Protocol version. IPv6 is necessary as a solution for the IPv4 addresses that are steadily running out. (more info, see p.61)

## Facts & Figures: Internet

45.9% of the total number of homes that can be connected to our network were subscribed to one of our Internet products.

# 45.9%

# 230,000

Within a matter of one year, we have evolved to more than 230,000 subscribers to our Fibernet products. They surf the Net at speeds of 50 Mbps and higher.

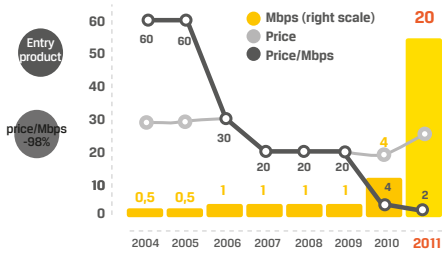
# 1,305,600

1,305,600 Internet subscribers, or a 6% increase over last year.

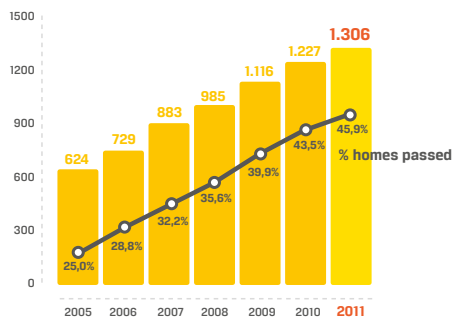
As of 31 December 2011, 73 percent of Telenet's Internet subscribers were already surfing at speeds of more than 30 Mbps.

# 73%

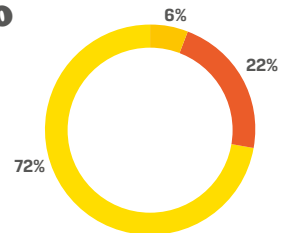
Price per Mbps for entry product dropped 98% over 8 years time



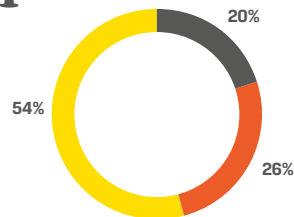
Broadband internet subscribers (in '000)



2010



2011



**2010**  
AVERAGE SPEED  
25 Mbps

↓

**2011**  
AVERAGE SPEED  
32 Mbps

- < 15 Mbps
- 15 - 24 Mbps
- 25 - 49 Mbps
- >= 50 Mbps

# Free & mobile

Today's consumers want to be free. They want to be online anywhere anytime. This freedom is not only penetrating the customer's private life, but also makes itself felt in the workplace. The new communication media are leading to what is called the 'New Way of Working', in which Telenet also takes an active part.

## Wi-Free: homespots and hotspots

Telenet took its first step in the provision of mobile Internet with the acquisition of the Flemish operator Sinfilo in 2003. This move enabled Telenet to establish a wireless connection with the Internet on a network of public hotspots. In May 2011, Telenet launched Wi-Free. Wi-Free is the **free wireless Internet service** which Telenet offers all its Internet subscribers over the hotspot and homespot WiFi network. With Wi-Free, the Telenet Internet subscription reaches further than the customer's home. All Telenet Internet customers can use the 1,200 Telenet hotspots in Belgium and Luxembourg free of charge.

We are present at strategic public locations such as all the big railway stations, the National Airport and Charleroi Airport, various hotels and pubs, etc. By the end of 2013, Telenet plans to increase the number of hotspots to 2,000, so that there is always one in the vicinity. In December 2011 we announced the launch of the homespots.

We initiated this new WiFi network with a large-scale test project in Ghent. A software update makes the subscriber's modem transmit **two signals**: one for private use and another for public use. This enables customers who have a wireless Internet modem of Telenet to log into the homespot of friends or relatives with their own login and password. All Telenet modems and their settings comply with European radiation standards. With the homespots, another **half a million free WiFi locations** are created where Internet subscribers can have free and safe access to high-speed Internet. And if the customer is not near a homespot or hotspot, he can have mobile Internet access by 3G.

## Surfing the Net everywhere over 3G

With a mobile broadband penetration of only 16%, Belgium still drags down the European average (source: European Commission, COCOM, 19 Dec. 2011). This low percentage is accounted for by the limited use of smartphones and by the lack of intense





'With my smartphone I can make calls, check my mails, or even watch TV anywhere. This freedom keeps me on good terms with my teenage daughters. We can get in touch with each other any time. In this way, I can give them more freedom with an easy mind.'

**Rebecca, 46 years old**  
Works for an event agency.



competition in the area of mobile data between current mobile network operators. Therefore there is still **plenty of scope for growth in mobile data traffic**. In May 2011, Telenet and the Walloon cable operator Tecteo both made a bid for the fourth 3G licence. With this mobile spectrum, we

want to further expand our mobile telephony operations and unlock the potential in the Belgian mobile data market.

We will make use as much as possible of the existing infrastructure and will pursue closer cooperation with the current Belgian mobile network operators.

We also guarantee that our mobile telephony strategy will be environmentally, socially and economically responsible.

### Freedom by the New Way of Working

The New Way of Working can help to find a better work/

life balance. At the same time, there are environmental gains attached as well, as teleworking, videoconferencing and other ICT solutions help to address the mobility issue. If you can choose where and when you work, you can avoid the traffic jams, sometimes even to the extent of not having to leave the house.

### **This saves effort, travel time and carbon emission.**

The New Way of Working specifically focuses on three interconnected areas. Firstly, a 'flexdesk' is created, a new virtual workplace without a fixed personal desk. Secondly, the necessary ICT facilities are provided for this virtual workplace: smartphones, conference

call numbers and laptops, to name but a few. Finally, a new form of teamwork and leadership develops where employees are assessed on performance rather than on attendance.

The benefits are obvious. Several companies acknowledge the need to adapt their organization to the needs of the twenty-first century, based on trust, cooperation, autonomy and output. If you have Internet access and a laptop, tablet or smartphone, you can go online anywhere anytime.

This was illustrated in June 2011 by the 'Make the Bridge'

campaign staged by Telenet and Microsoft. The closing of the Vilvoorde Viaduct, a major arterial road, during the summer months caused considerable traffic congestion. Telenet and Microsoft urged their employees on Monday morning 20 June, between 7 and 10 a.m., to work over the Telenet hotspots of the Autogrill restaurants at the service stations in Waarloos, Groot-Bijgaarden and Nijvel.

In this way, the office workers were able to 'make the bridge' to the new working week after the weekend by getting down to work right away, without having to face

the traffic jams. Apart from such informal campaigns, preparations for the 'New Way of Working' are seriously under way. At the end of November, eight partner organizations signed a cooperation agreement on '**The New World of Work**'. The founding members are Microsoft, the Belgian Federal Department of Social Affairs, OutofOffice, SDWorx, Flanders Synergy, USG People, Euro Green Innovation Center, and Telenet.

This coalition for 'The New World of Work' actively promotes the New Way of Working and aims to bring about a true change of mentality among its employees.





**Joke,  
23 years  
old**



**Sky is the limit**

“When I am having a drink somewhere, I often check whether there is a free wireless network. I then check in to Foursquare or post photos on Facebook.”





‘Teleworking has several advantages. I can organize my work and private life in a more flexible way. I can perfectly pick up my daughter from school at noon and carry on working a little in the evening once she’s in bed. This flexibility gives me less stress and makes me both more productive and efficient.’

**Rob Goyens**  
Manager Investor Relations

The underlying principles of the New Way of Working are people, profit and planet. The workers (**people**) organize their work as it best suits them and their colleagues. They choose the time and place of their work. This responsibility and flexibility result in a better work/life balance.

The organization (**profit**) benefits by it: motivated and committed employees mean better operating results. Finally, the environment (**planet**) benefits from a reduction

in commuter traffic. The coalition will regularly share its experiences in order to get a clear idea of the pros and pitfalls of the New Way of Working. It will discuss its findings in workshops, hold round-table debates with opinion leaders, and organize open days.

### What Telenet is doing

A pilot project is currently running at Telenet with fifty Teleworking ambassadors from various departments of the organization. The purpose of 'Telenet 2.0' is to

identify the different challenges of the New Way of Working.

How can the organization teach people how to keep work and private life separate as well as how to mix them efficiently? How do we channel the impact of being reachable everywhere and all the time, and how do we ensure that workers can still disengage themselves sufficiently from their work? Which management skills and corporate culture are needed to

## Facts & Figures: The New Way of Working

**1,373**

In 2011, 1373 people, including consultants, were able to telework.

**8 December**

Telenet took part in the National Telework Day on 8 December.

**flexibele desks**

All workstations at Telenet headquarters in Mechelen are fitted out as 'flexible desks': everyone can sit and work at any location. In 2011, the occupancy rate of this flexdesk was 96%.

**96%**

**trend**

Telenet responds to this new trend by offering bespoke solutions to businesses for mobile working, networking, cloud computing, videoconferencing, data protection, etc.

Sky is the limit

make possible the New Way of Working?

We at Telenet want to formulate an answer to those questions and create a sustainable policy around the New Way of Working. This calls for a thoroughgoing preparation.

In the long term, the project will be systematically rolled out across the organization, and the

'New Way of Working' will simply evolve to "the way we work".

(more info, see p.107 and <http://corporate.telenet.be/corporate-sustainability>)

# Safe & reliable

For the second year running, the readers of Reader's Digest voted Telenet the most trusted Belgian Internet provider. They did this on the occasion of the annual European Trusted Brands survey, in which the magazine asks its readership in sixteen European countries to select the most reliable brands.

## Total reliability

Telenet wants to guarantee maximum reliability, not just for the Internet, but for all its products and services. We want to keep strengthening the Telenet brand and consistently enhance **customer satisfaction**.

In order to gauge and realize this ambition in practice, the Customer Loyalty Score is determined month by month. The CLS gives an accurate picture of how our customers perceive Telenet in general and our products and processes in particular.

(more info, see p.68)

Another fine recognition of customer satisfaction came from the IT journal Smart Business Strategies, a division of Minoc Business Press. They voted Telenet for Business, Telenet's B2B division, Business Telecom of the Year. The 'Belgian IT Report', an online survey conducted among 410 IT managers from organizations across Flanders, Wallonia and Brussels, revealed that customer satisfaction with Telenet is substantially higher

than with other B2B telecom operators.

## A personal approach

A personal customer service is the **distinguishing factor** of Telenet for Business. The way the business sector is approached differs from that for the residential market. Whereas Telenet reaches its residential customers mainly through targeted marketing campaigns, supported by product bundles or special offers, the way large companies are approached in the B2B segment involves a more individual methodology.

A professional team of account managers, organized by sector, assesses the needs of individual businesses and formulates a customized service package. Service managers and project managers personally follow up the contacts with firms and detect opportunities for further improvements.

The ambitious goals which Telenet for Business sets itself constitute an important asset in the market, which is still strongly



‘This personal approach works two ways: the customer gets to know us better and has greater confidence in his personal adviser. At the same time, we get a better idea of what exactly the customer wants. In this way, we are able to build a professional relationship where mutual trust is very important.’

**Tim**  
Business Adviseur at the A-Desk

dominated by the historical operator.

(meer info op <http://www.telenet.be/business>)

As part of this personalized approach, Telenet launched the A-desk in 2011. **The A-desk, with the 'A' of Adviser**, is an exclusive and personal helpdesk for the self-employed and small businesses. Business Fibernet customers can choose their personal adviser online, switch to another who is more readily available, or ask to be called back.



# More on Telenet for Business.

## **Telenet Solutions Division was recently renamed "Telenet for Business". What exactly does this name change imply?**

As of 1 January 2012, Telenet's B2B division is now indeed called 'Telenet for Business'. Not only the name has changed; the internal structure has changed as well. From now on, we approach all segments of

specially developed two powerful and cost-effective Internet solutions in 2011: Business Fibernet and Corporate Fibernet. The customer can choose between different scalable options and in this way decides which services and guarantees he wants.

As far as Internet and data connectivity are concerned, Telenet wants to focus on

## **In 2011, the integration of C-CURE and Hostbasket was completed. How does this collaboration work in practice?**

This collaboration allows us to bring connectivity, security, hosting and cloud services to the market together, with emphasis on our service.

Security has come to occupy an increasingly important position in the rollout of Internet and data products.

**'The customer can choose between different scalable options and in this way decides which services and guarantees he wants.'**

the corporate market from this division. The focus of Telenet Solutions had been on large companies; now it also takes in the self-employed, liberal professions and SMEs.

## **What is on the radar of Telenet for Business in 2012?**

First of all, we want to keep developing strong products on our high-performance coax network. For businesses we

companies that use VPN. We believe there is still plenty of growth potential in that market. We also plan to further expand and digitize our multi-TV activities in hospitals, hotels, retirement homes, etc. For small businesses we will add ISDN to our voice products.

Thus we also service this medium-sized market in the area of fixed telephony.

Companies want their network and Internet connection to be optimally secured. In practice, Telenet sends consultants to the customer's site to audit his network and connection. We then approach our various partners to find the right solution, which we also implement.

As for hosting and cloud computing, we will broaden our horizon to the higher market segment with 'enterprise hosting' solutions.



‘Cloud computing is an important element in our sector because it is capable of changing the whole business model of firms. Telenet’s Cloud Office solution for small businesses, coupled with Business Fibernet and Wi-Free, allows mobile and flexible working for customers.’

**Martine Tempels**  
Sr VP Telenet for Business

**Working in the ‘cloud’ is becoming increasingly important for businesses. Which steps is Telenet for Business taking to promote cloud computing with companies?**

Cloud computing permits worldwide access to all documents, backups, emails, calendars and address books, in the office, at home or on the road. All devices are continuously synchronized and give the customer and his colleagues the latest, most reliable information.

Cloud Office, our cloud computing solution, is dynamic and scalable, and always evolves with the customer’s needs.

In July we launched a successful playful campaign with Frank Focketyn explaining the features of cloud computing in a simplified way.

**What else is in the pipeline of Telenet for Business in the next few years?**

Cloud computing will remain an important topic in the long term too. Over our network we aim to facilitate several cloud computing solutions. Naturally, videoconferencing and the importance of mobile data are on our radar as well.

Another important focus are our B2B2C models, where we provide services to businesses which then channel them to the private consumer.

Last summer we reached an agreement with the Flemish Ministry of Education for the rollout of SchoolNet, allowing Telenet to bring high-speed and safe Internet to schoolchildren at a reduced price.

**‘Cloud Office, our cloud computing solution, is dynamic and scalable, and always evolves with the customer’s needs.’**

# This was Telenet for Business in 2011

Telenet launched SIG, which stands for **Secured Internet Gateway**. This new type of firewall identifies and blocks unsafe applications and neutralizes application-related threats.



Telenet launched **Business Fibernet and Corporate Fibernet**. Telenet has developed two powerful and cost-effective Internet solutions specially for businesses. Companies can choose between different scalable options and decide which services and guarantees they want.

In June, Telenet for Business launched its free electronic newsletter **Business Bytes**.

Every quarter, this newsletter presents relevant telecom news and advice for SMEs, large firms and government agencies.

On 18 August, Telenet reached an agreement with the Flemish Ministry of Education and Training for the rollout of **SchoolNet**. From 2011 to 2014, Telenet will offer all Flemish schools a set of flexible Internet solutions at a reduced rate.



Telenet entered into a partnership with **Comeos**, which represents trade and services in Belgium. Through this partnership, Telenet wants to increase its visibility in this branch and get a better idea of what exactly ICT means for retail traders.





Telenet works closely together with **V-ICT-OR**, the Flemish ICT organization in which several cities and Public Welfare Offices are represented. Here, too, Telenet wants to find out what it can do for local authorities by taking part in workshops and seminars. In 2011, Telenet organized several road shows to explain the new legislation on public contracts in the field of telecom.

Telenet was the first Belgian telecom operator to obtain the **Microsoft Lync certificate for SIP Trunking**, its **VoIP** solution for voice and fax communication. Lync allows the customer, besides the traditional IT solutions, to use Unified Communication and Unified Collaboration in a hosted model.



For ten years, the **Channel Awards** have accoladed leading manufacturers, dealers and vendors in the telecom and ICT sectors. This year, Telecom was bestowed the award for Best Telecom Vendor 2011.

## 2012

In early February 2012, Telenet put Walk & Work on the market, a mobile telephony service for small businesses and the self-employed.

At the beginning of February 2012, the trade journal **Datanews** voted **Martine Tempels** **ICT Woman of the Year**. With the 'ICT is Cool' project, Martine wants to act as an ambassador and in particular stimulate women to choose a career in ICT.



# As safe as can be

Spam, phishing, computer viruses: the growth of the Internet goes hand in hand with new risks. Protection of personal data, privacy and security are a special concern in our industry.

The goals which Telenet has set itself in terms of data and information security are achieved by a proper application of the **Information Security Roadmap**.

This roadmap outlines the priority projects that support the general security objectives. The roadmap is annually reviewed according to the strategic recommendations of the Security Steering Committee, in which all departments of the organization are represented. All employees of Telenet, regular as well as students and temporary staff, are informed about the confidentiality of certain information.

## Strictly confidential

In 2011, an intensive internal information campaign on Information Security was initiated to make employees aware of the potential pitfalls connected with passwords, portable devices, communication, malware etc. Every Telenet employee is **personally responsible** for the security of his data and must know how to handle confidential information correctly.

The measures and procedures are regularly updated. With an

adequate protection, Telenet seeks to responsibly manage the potential risks and threats associated with a wrongful or improper use of information and data. Since the beginning of 2012, all new laptops and field terminals have been standard equipped with hard disk encryption software.

The software automatically encrypts the entire contents of the hard disk, so that no data can be stolen in case of loss or theft. In addition, all applications and systems have been provided with the necessary security measures to prevent outsiders from gaining access to confidential information such as customer details. Telenet customers should be able to rely on it that the **privacy** of their information and data is **guaranteed** at all times.

## Help! My child is online

Security, however, is not just the concern of internal staff. Telenet also makes substantial efforts to guarantee the online security of its users. Specific measures are necessary to increase the protection of children and young people



'Privacy and protection of personal data are of paramount concern in the workplace. Handling information correctly is in the interest of all stakeholders. We acquaint our staff with the different kinds of threats, and especially how they can deal with them.'

**Luc Machtelinkx**  
Executive VP General Counsel

in particular. On the initiative of **Child Focus**, all Belgian industrial partners, including Telenet, associated in a multi-stakeholder platform. On 23 June 2011, they signed the **E-safety Charter**. The purpose of the Charter is to improve the online protection of children. All the industry partners who signed this document endeavour to maximize the benefits of the Internet for children and young people by minimizing the potential risks. Telenet has incorporated a security mechanism in the set-top box. Certain content of the digital TV platform can only be viewed or ordered by means of a password.

Telenet is also Gold partner of the **Safer Internet Day**, with the support of principal shareholder Liberty Global, Inc. Two brochures were released to mark this day.

The first, 'Plain Surfing: Being Online', is a booklet aimed at four to eight-year-olds, while the 'e-Safety Kit' is intended for the six to twelve age group.

These practice-based booklets bring children in a playful way into contact with all sorts of security aspects of the world of Internet, such as privacy and data protection, as well as other topics

such as online bullying.

(more info <http://corporate.telenet.be/corporate-sustainability>)



# All in one

To the customer, convergence means more freedom. He wants to be able to view his favourite TV programmes, documents or websites anywhere at any time on any device of his choice. It is our ambition to give the customer this freedom.

## It all comes together in the shakes

Telenet was originally a provider of broadband Internet and fixed telephony services, but following the acquisition of the cable TV services of the mixed inter-municipal companies (MICs) in 2002, basic cable TV became our main line of business.

Since consumers increasingly want to buy all their media and communication services from one single provider in the form of an **attractively priced bundle**, Telenet has shifted its focus more and more to the provision of broadband Internet and fixed telephony together with basic cable TV in the form of 'shakes'. This means a substantial price saving for the customer. For an extra ten euros per month, he gets fixed telephony and digital television on top of his Internet subscription.

The offering contained in these product bundles evolves constantly with the technological developments. Fibernet, which was announced at the begin-

ning of 2010 and permits higher speeds and volumes for Internet users, is now a standard feature of all product bundles. The shake formulas were simplified around mid-2011. The customer can now choose between three products, ranging from a shake with basic Internet to the flagship product Fibernet 100.

## Convergence of fixed and mobile

Customers not only buy different products from one provider; the different technologies of these products are converging as well. Whereas before there used to be a distinct difference between the networks of radio, television and Internet, the consumer finds it only normal nowadays to be able to browse the web on his smartphone over Wi-Free, or to make phone calls on his computer by Skype.

The amalgamation of fixed and mobile networks has been going on for several years already. What is new is that the world of television has now come to join this process.



'With the development of the Wi-Free service, which operates over homespots as well as over hotspots, we offer the freedom, independence and mobility which the customer increasingly demands from his operator.'

**Herbert Vanhove**  
Sr VP Product Management

Until a few years ago, consumers only watched films and TV programmes on their television sets. The broadcasters were the sole content providers. With the coming of YouTube, anyone can broadcast content. Moreover, we now view these videos on our smartphone or PC instead of on our TV sets.

To the customer, however, convergence does not mean which network is used for a particular service, but rather the **freedom** he gains by it. His photos, videos and music are always easily and readily available on the device of his choice: mobile phone, PC or tablet.

### Yelo: a prime example of convergence

The launch of Yelo is a significant example of convergence. Yelo enables viewers to watch their programmes not only on the familiar TV screen, but also on iPad, iPhone, laptop and Android smartphones, in and around the home, on Telenet hotspots and homespots.

The application also offers a number of useful services such as an electronic programme guide, remote programming of the Digicorder, and films on request.

In this way, the link is made between Telenet's digital TV offer-

ring and new wireless multimedia devices with which the consumer can watch TV anywhere. The growing importance of WiFi should be seen in this light too.

(more info, see [www.yelo.be](http://www.yelo.be))



**Telenet in  
2011**



Our **corporate style** was the subject of a major review early in 2012. The colour of the logo has been slightly modified and the new fonts appear a little warmer. What's more, we are now using everyday, colloquial language in all our campaigns.

In this way, we address our customers in a young and dynamic style that comes straight to the point. Our aim is to progress into a brand that conveys experiences rather than products. We don't merely deliver television programmes, but the pleasure of watching them. We don't just supply Internet access, but the ability to access Facebook and Twitter anytime, anywhere.

**Our priority is to provide customers with positive experiences and encourage** them to get the best from our technology. In order to turn this vision into a reality, the new Telenet brand is focused on four key ideas. First and foremost, we want to be **contagious**. We also **can do!** And we want to be both **smooth**, and **considerate**, in everything we do.



Master of Business Communication studies in Leuven.

Likes: having a beer with friends in the youth club, watching movies and playing the guitar.

**Frederik, 21 years old**

“I can just do whatever I want to do. If one of my friends suddenly decides to go to Spain tomorrow, we book a flight and a hotel online, and off we go. Moreover, if I need information on a specific subject or for a paper, I can find whatever I need online.”



**2,000**

2,000 Telenet hotspots  
by the end of 2013



being  
**free**



# Be contagious, and everyone joins in!

## We dare you

We want to hit the market with such force that the news will spread like wildfire. The highlight of this ambitious campaign was the **launch of the iPhone 4S** in November 2011. In order to put the spotlight, on this new product, the first 50 customers to appear at our SmartSpot in Antwerp dressed from head to toe in yellow, were given an iPhone 4S free of charge. The campaign turned out to be a huge success: more than a hundred people made good use of spray cans of



yellow paint, yellow sweaters and wigs, and spent the night in front of the shop.

Telenet actually organises animated campaigns throughout the year to highlight new products in a fun way - to inspire and entertain our customers. For example, our **Dare to Share** campaign drew attention to our mobile phone products.

Using the motto 'Now you can share absolutely everything!' we encouraged young people to post funny, absurd or embarrassing Facebook messages. 20 participants had a chance of winning a € 500 voucher.

## We spoil you

We also like to spoil existing customers. We worked hard on this in 2011 and will continue to do so in 2012. When we launched Fibernet in February 2011, we initiated the light-hearted **'Telenet comes to you'** campaign, which gave 1,000 existing customers an opportunity to win a one year free subscription to Fibernet. During the **Telenet pampering weeks** in

the summer, we spoiled a random number of customers who deserved it, i.e. because it was their birthday, because they had just passed an exam, or simply because it rained and they were having a bad day.

A special team took to the streets and handed out free film vouchers. With our **'Telenet's treat'** campaign, we distributed no less than 100,000 films to digital TV customers. Each day we also handed out five attractive gifts. The randomly-chosen winners got a surprise visit from the special Telenet Treats team the same evening. The latter two activities were part of our 'Make the most of your TV with the Telenet TV library!' campaign.

## We involve you

We are also keen to involve our customers in our new products. Soon after the launch of Yelo, Telenet set up the Yelo Community in cooperation with InSites Consulting, a market research agency. Using an online research community, we worked on the **'co-creation' of Yelo** for three



‘To be contagious, smooth and considerate: that’s what it’s all about at Telenet. On the shop floor, in our campaigns and at the customer’s home: we know how to tackle things and will ensure that customers get the best from our products.’

**Inge Smidts**  
Sr VP Residential Marketing

weeks in close cooperation with 100 users, who shared more than 1,500 reactions with us. Users told us about their everyday use of Yelo and shared their views on the various functions.

Their ideas encouraged us to continue shaping the future of Yelo. Suggestions from participants included the following: 'Recording suggestions would be nice, for example, 'other users also programmed this', similar to Amazon's approach. This function was rolled out on our digital TV platform in December.

Twelve months after its first anniversary Yelo underwent a comprehensive update. The new

version guarantees better picture quality and greater user-friendliness. Android users can now also download the application in the Android Market with a completely fresh look & feel. The TV guide was extended with 14 new channels, including VT4 and VijfTV. This brings the total to 31 channels that can be viewed live via Yelo.be or the Yello app. (more info see: [www.yelo.be](http://www.yelo.be))

### Telenet for Life

Our 'contagious approach is not just focused on external stakeholders, but also on the organisation itself. The latest edition of 'Music for Life', for example, was a truly memorable event. For three days several Telenet

employees joined forces with the Telenet Foundation to try and raise as much money as possible for **charity** in an original way. Thanks to a wide range of initiatives, we managed to hand over a cheque for € 50,000 to Music for Life on behalf of all Telenet employees.

(more info see: [www.telenetfoundation.be](http://www.telenetfoundation.be))



# We can do

We have a 'yes we can' mentality at Telenet!

We invest and keep pushing the boundaries of technology to ensure that our customers can enjoy increasingly sophisticated products at home. It is always possible to improve – that's why we continue to work at it. We know how to tackle things. Because we enjoy surprising our customers.

## About football and sports

In May 2011 Telenet acquired the right to broadcast the three main matches in the **Belgian football** calendar for the next three seasons. This will enable Telenet to broadcast a unique sports package, including not only top Belgian football matches but also a wide range of top level **European football** matches in the Spanish, Italian, British, German, Dutch and French leagues and the Champions League. The best of **NBA basketball, NFL American Football and golfing highlights** round off this sports programme. Starting with the 2012 - 2013 football season, Telenet will broadcast all competition matches, including the five remaining games per match day in the Belgian football league. This is our response to requests from many football fans, who were disappointed that we did not manage to obtain all Belgian football rights. To endorse this new overall package, PRIME Sport changed to **Sporting Telenet** in May 2011. Sporting Telenet aims to be a

sports channel similar to a true sports club: by and for all the fans – with unbridled enthusiasm. Sporting Telenet subscribers with a Telenet Internet subscription can also watch this channel on a mobile basis via Yelo. Sporting Telenet presented its spring programme in January 2012. Through more uniformity and clarity, we aim to create a channel with a distinctive identity. Sporting Telenet wants to be the specialist at the centre of the action. Own programmes, such as 'Sporting News', 'Sporting Live' and 'De Kleedkamer' (The Dressing Room), should contribute to this. By the end of 2011, Sporting Telenet counted 177,200 subscribers.

(more info on: <http://www.sportingtelenet.be>)

## About movies and awards

Telenet had a lot in store in 2011 for fans of films and series. We want to offer our customers films and programmes of Belgian origin and, to this end, we are financing several projects. Telenet supported the 'prize-winning' animal '**Rundskop**' (Bull's Head), for example,





‘Our customers have access to an extensive sports and film programme range throughout the year. We feel it is important to broadcast not only major American blockbusters and popular series, but also films made in Flanders. We want to support innovation and local film talent.’

Ann Caluwaerts  
Sr VP Public Affairs & Media

via tax shelter. Within only two months, the film, which can still be accessed via the Telenet TV library, was the most successful film of the year. Similar to Rundskop, Telenet will now be a tax shelter partner for **Quiz me Quick**, the new fiction series by Bart De Pauw. The

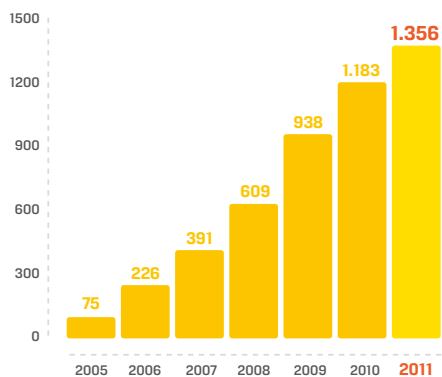
series will be shown exclusively on PRIME in the spring of 2012. However, not only prominent names can count on financial support. It is not always easy for young filmmakers to find the necessary funding for their project. Bart Becks and Maurice Engelen

launched **'FilmAngel.TV'** to give new local talent the opportunity to realise projects. Filmmakers can present their short film, documentary, TV project or other video production to a wide audience via the platform. They then collect as much support as possible via

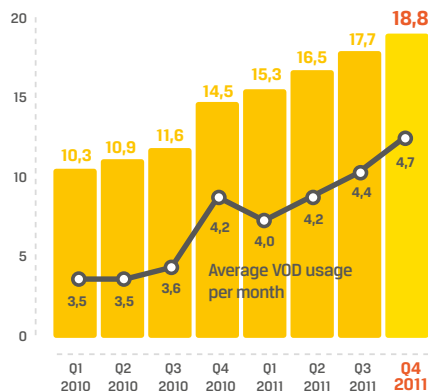


## Facts & Figures: About Digital Television

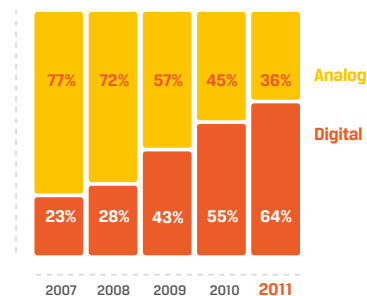
Number of new digital television customers (in '000)



VOD transactions (in '000)



Digitization rate (in %)



# 1,409,500

1,409,500 digital TV customers, an increase of 13% compared to 2010.

# +13%

# 64%

64% of all TV subscribers have digital television.

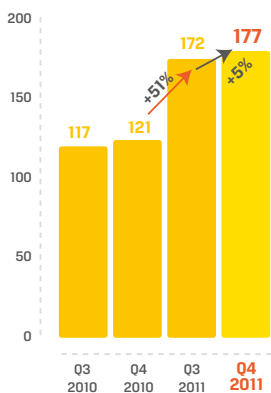
# 44%

Compared to 2010, the total number of transactions rose by 44%, to 68.2 million. This significant increase is due to the improved user interface, excellent range of available HD products.

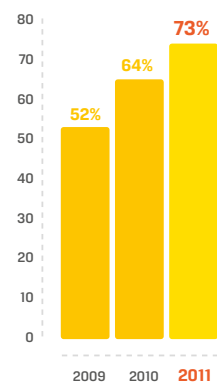
# 4.3 films

In 2011, digital television customers ordered a monthly average of 4.3 films or programmes via the Telenet TV-library.

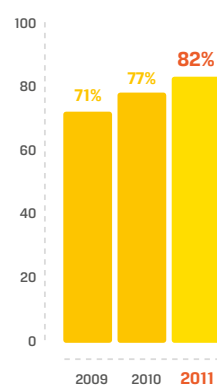
Sporting Telenet subscribers (in '000)



HD Decoders (% of the total number of decoders)



Digicorders (% of the total number of decoders)



social media. The ultimate objective is to get fans to finance their project ("fan funding"). The team behind FilmAngel.TV then provides professional support during the realisation of the project. Telenet intends to work in close cooperation with FilmAngel.TV.

We will not only subsidise the platform, but will also be actively involved in the selection and supervision of projects. The best productions by young filmmakers will be shown via Yelo and our digital TV platform in the near future, an ideal opportunity to introduce fresh talent - and original Flemish culture - to our customers.

In the coming years PRIME will continue to guarantee a non-stop supply of the best films and series. Each night in 2012 PRIME will broadcast a new episode of a series. We have been successful in extending a number of large contracts, including our contract with Paramount. Moreover, PRIME managed to significantly extend its range of Award Shows for 2012.

The viewer will be able to tune into not only the **Oscars**, but also the **Golden Globes**, **Screen Actors Guild Awards** and **Spirit Awards**.

### We tested the new internet

8 June 2011 was world IPv6 testing day. The websites of major content distributors such as Google, Facebook and Yahoo! ran on both IPv4 and IPv6 for 24 hours. The idea was to test the compatibility of their websites and associated network technologies with the new Internet protocol.

Telenet also participated in the IPv6 test. For 24 hours, the <http://ipv6.telenet.be/> website was available on both IPv4 and on IPv6. Internet customers whose computer and network were ready for IPv6 could view the



PRIME



## Facts & Figures: Fixed and mobile telephony

# 880,100

880,100 customers have fixed telephony, an increase of 8% compared to 2010.

# 30.9%

At the end of 2011, 30.9% of the total number of houses that could be connected to our network had a fixed telephone line with Telenet.

# 238,700

238,700 customers now have a Telenet mobile telephone product.

# 1,000

FreePhone Mobile, the new fixed telephony rate schedule, includes 1,000 minutes of calls to mobile numbers during off-peak hours.

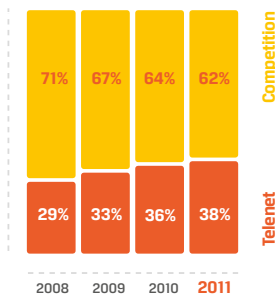
# 2,288,431

On New Year's night, Telenet mobile customers sent at total of no less than 2,288,431 texts between 8 p.m. and 8 a.m.

# Walk & Connect

At the end of 2011, we renamed our mobile rate schedules "Walk & Connect", to highlight the importance of mobile Internet.

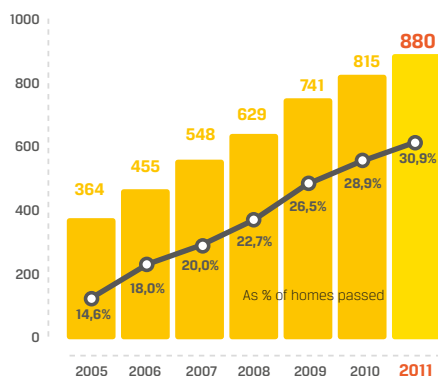
Fixed telephony market share\* (in %)



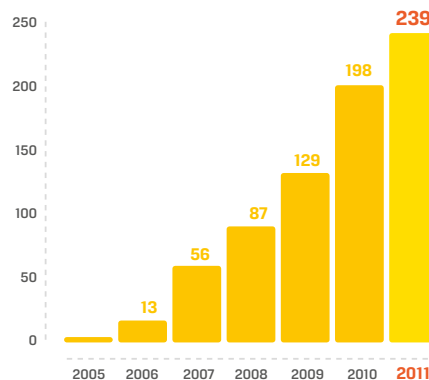
\*Adjusted for Telenet footprint only.  
Source: company data, adjusted based on own estimates.



Number of fixed telephony customers (in '000)



Mobile telephony subscribers (in '000)





page via the new Internet protocol. Telenet offers its customers the guarantee that they will still be able to use IPv4 supported services in the coming years. Between 2013 – 2015, Telenet will gradually introduce IPv6 alongside the existing IPv4 protocol. This means that Telenet Internet customers will have both an IPv4 and an IPv6 address for a while. The IPv4 Internet will gradually fade away once everyone finally has an IPv6 address.

With the remaining supply of IPv4 addresses shrinking, IPv6 is now of crucial importance.

IPv6 will be essential to ensure that the increasing number of subscribers, devices and services can enjoy a continued connection to the Internet.

### A quick phone call

Our fixed telephony offer was also updated in 2011. From now on, Telenet **FreePhone Europe** subscribers can phone mobile numbers in Belgium free of charge for 1,000 minutes during off-peak hours. Furthermore, not

only are unlimited phone calls to land lines free of charge within Belgium during off-peak hours, but 2,000 minutes of calls to all European countries, including Morocco and Turkey, are also free of charge.

### Full MVNO

In 2011, Telenet completed the transfer from Light to **Full MVNO** (Mobile Virtual Network Operator).

This expanded agreement with Mobistar, which gives Telenet more flexibility in terms of product supply and allows the provision of convergent services between fixed and mobile telephony, was signed in February 2009. We launched our Full MVNO activities during the fourth quarter of 2010. (see p.34)

Some components of our own mobile network infrastructure had already been constructed within this context, including a switch and invoicing platform. All Telenet mobile phone customers now also have a new Telenet SIM card.

### Get the most out of your smartphone

Telenet aims to become a more prominent player in mobile data. With the new **Walk & Connect** mobile rate schedule, Telenet's mobile strategy focuses on mobile Internet and smartphones for the average user.

To encourage customers to make optimum use of all the mobile applications their smartphone is equipped with, this rate schedule includes standard data, ranging from 50 to 300MB. Customers also have access to the hotspot and homespot network.

The number of call minutes and texts was also significantly increased. The customer can now decide whether or not to opt for a mobile phone at a greatly reduced price. If he opts for the product without a mobile phone, his bundle will include more texts or more call minutes.

# Very smooth

We want our customers to enjoy superior, yet practical products. We aim to provide user friendly services, all set – ready to use. So much so that the customer cannot imagine living without them. Moreover, we regularly update our existing products to enhance the customer's user experience.

## Who am I?

In July Telenet introduced a completely new shop concept: the **SmartSpot**. The philosophy behind these high-tech shops is to provide dedicated support when the customer is selecting a Smartphone, tablet or other mobile services such as Wi-Free and Yelo. By selecting various icons on the touch screen of the so-called "Who" wall, the customer is able to identify what type of user he is in terms of telephone services, music, photography, social networks, camera, Wi-Fi, games, mail, etc. and to specifically pick a phone that meets his needs.

Following the success of the pilot shop in Antwerp, Telenet introduced the concept in eight other locations in November, i.e.

Turnhout, Aalst, Bruges, Mechelen, Kortrijk, Leuven, Ostend and Hasselt.

Not only the choice of the Smartphone, but also administrative queries are handled in a high-tech manner. Smart Care gives customers access to a team of consultants in the Telenet headquarters in Mechelen via live video-conferencing.

(<http://smartspotstore.be/>)

## Ik moet mijn ding kunnen zien 's avonds!

In April Telenet launched a **digital TV experiment**. In Balen (community in the Antwerp area) Telenet removed the digicorders from the homes of 100 families for a period of one month, so that they could only receive the basic cable TV offer. In Leut (province of



'SmartSpots put the spotlight on a mobile future. We need to focus on mobile Internet and a comprehensive customer support service to ensure that customers leaving the shop.'

Patrick Vincent  
Chief Commercial Officer

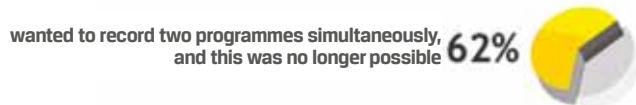
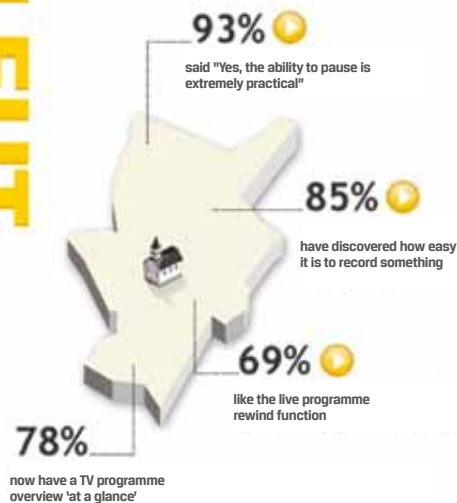
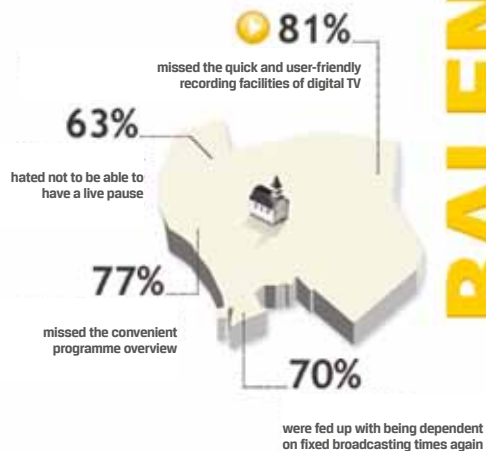


## 1 MONTH WITHOUT DIGITAL TV

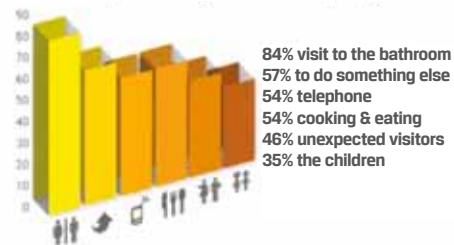
THE RESULTS AFTER 1 MONTH

## 1 MONTH WITH DIGITAL TV

# BALEN LEUT



Why would you need to pause during a live programme?



Telenet in 2011





Limburg), on the other hand, 100 families were offered a digicorder free of charge to enable them to find out how digital TV would enrich their lives. The results are illustrated in the info-graph below.

### I want a 'cloud' just like Ronny

Telenet explains difficult concepts in a straightforward manner. In July, for example, we launched our **cloud campaign**, three short films in which Frank Focketyn explains the concept of a 'cloud' and what benefits it offers to customers. 'Cloud computing' involves working online and thus

storing less information on your hard disk. Everything is stored in the 'cloud' (i.e. on the Internet), which expands or contracts in line with the user's requirements. Files, programmes and applications are always stored securely and always available. By going online customers have access to their data on their own screens. Fibernet products for business customers are ideal for cloud computing.

### Get the most out of your decoder

From mid November, customers were able to view HD Digicorder

**recordings** on any other HD Digibox or HD Digicorder at home (view HD Digicorder recordings on any other HD Digibox or HD Digicorder in the home). Again, customers can pause, fast forward and rewind recordings, call up additional information, change the language, etc. Telenet has also created a new **'recommendation'** function for digital TV. Customers receive tips on films or series they might like, based on their viewing patterns and their own and others' assessments, via the TV library, thus enabling them to quickly find the programmes they are most interested in.



**Els,  
Jeremy &  
Christoffel**

“ I decided to work for a day in the Telenet shop in Mechelen. I discovered first hand what true customer service means. ”



Telenet in 2011

“ The customer service certificate teaches us all something new. We also ask colleagues for feedback, i.e. how they would approach our situation. For example, which strategy would they adopt to promote a specific product? ”



# Considerate to all clients

Telenet aims to be a generous and welcoming brand. We make every effort to focus on each stakeholder with the same level of attention and respect. We listen because we know we can learn something from each customer, employee, supplier, investor, i.e. from everyone.

## Royal service for loyal customers

Telenet conducts monthly surveys in order to chart customers' perceptions and their loyalty. This **Customer Loyalty Score** provides an objective illustration of our customers' perception of Telenet in general and our products and processes in particular. Because the CLS not only measures satisfaction levels but also other customer perception parameters, it is a genuine reflection of how customers perceive our approach in the broadest sense.

The fact that client perception of both our products and processes is a significant cornerstone of Telenet's corporate culture is demonstrated quite clearly by the integration of the Customer Loyalty Score as a measurable parameter in the bonus system. 40% of the global amount of potential bonuses awarded to Telenet executives is directly dependent upon this score.

Telenet has initiated various programmes to further improve the Customer Loyalty Score and fine-tune the targeted objectives. We aim to be transparent about our customer loyalty results. In 2011 the CLS rose by 1.4 points to a total of 74.5.

However, our target was 76 points, which unfortunately we did not achieve. The Internet price increase in July 2011 levelled off the impact of other improvement initiatives. In 2012 we will continue to focus on the systematic improvement of the perception of our Internet and mobile services quality. We will approach this quite specifically on the basis of the customer perception insights we obtained in 2011.

## Reputation analysed

We not only measure our customers' perception of the company, we also regularly analyse other stakeholders' awareness. In order to gain an understanding of its overall **corporate reputation**

	2007	2008	2009	2010	2011
Customer Loyalty Score (CLS)	87,23%	87,97%	89,12%*	73,63%*	<b>74,5%</b>
* Measuring method changed in 2009 and 2010					

Telenet conducts annual reputation analyses based on the RepTrak method, which polls consumers' feelings, valuation, admiration of and trust in Telenet on the basis of a quantitative standardised method.

This type of qualitative and quantitative research provides a clear idea of what stakeholders consider important and what their expectations are. In 2011 Telenet achieved a general score of 61.7%, the highest in the Belgian telecom sector. International telecom operators scored 59.8% in 2011.

### The customer is king

Various projects and initiatives undertaken in 2011 were intended to **improve our customer service level**. Our commitment is to constantly enhance and renew our communication methods with customers.

We are continuing the GRACE (Getting the Right Appreciated Calls Everytime) programme, which was initiated in 2010. GRACE increases the degree of customer satisfaction with telephone calls, most of which are handled via call centres.

Calls relate to technical aspects, content or commercial products/services.

Spinnaker, an internal project launched at the end of 2010 that aims to improve the efficiency of various operating processes, also remained in the spotlight. Several Spinnaker thought processes resulted in Customer Service optimisation.

For example, this project also takes a look at how we can improve the operation of our technical back office and customer service via e-mail.





‘The Telenet Twitter based customer service operates extremely quickly. I had a problem with my modem resulting in wireless Internet interruptions. I reported it via Twitter and the problem was solved quickly and efficiently. Thanks! #Telenet’

**Jeroen, 45**  
Bank clerk

We have launched an initiative to reduce processing times from an average of 5 and 2 days to 2 and 1 days respectively.

Another project focuses on the development of complaints management. To this end we appointed an internal 'ombudsman' for our customers in 2011. The Spinnaker project, intended to develop an organisation with a greater focus on learning, led to the establishment of the Customer Contact Quality Assurance Team, which audits the quality of customer contacts, initially in our contact centres. The 'Improvements and Process Management' department, which manages the ongoing improvement of our services and processes, was established during the fourth quarter.

As part of its customer friendly approach, on 15 June 2011 Telenet signed the customer service priority charter submitted to all telecom operators at the beginning of 2011 at the request of Vincent Van Quickenborne, the Federal Minister for Enterprise. The charter, which was drawn up by Test-Aankoop (similar to 'Which' Magazine) and the Radiol programme Peeters & Pichal, aims to **reduce waiting times** at call centres and helpdesks. The charter also comprises agreements pertaining to **transparency** and **response times** to written customer queries.

The charter to promote customer friendly services has already resulted in a number of decisive actions, including the most important one, i.e. the introduc-

tion of a call back option for customers waiting more than 150 seconds to talk to a helpdesk operator. (for more info, see <http://corporate.telenet.be/corporate-sustainability>)

## Customer Service Certificate

In 2009 Telenet launched a programme aimed at convincing the entire workforce of the critical importance of customer service. The Customer Service Certificate, which is now an integral part of the HR policy, aims to make the quest for better customer services the common denominator of everyday operational management.

In practical terms this means that all employees spend at least one day a year in a job that entails **direct contact with the custo-**



mer, e.g. call centre operator, shop assistant or installation technician. 1,155 employees were awarded the Customer Service Certificate in 2011.

### Call us, e-mail us, twitter, or do-it-yourself

In 2011 most of our customer support services were Internet based. The total reorganisation of our online **customer service website**, which offers search item based solutions, also contributed to the rising number of customer contacts via the Internet.

One fifth of the overall number of customer contacts is still telephone based.

Our aim was to reduce the total number of telephone calls in 2011 by 10%. Unfortunately we did not achieve this ambitious target but we did manage to reduce the number of calls per interactive or mobile service supplied by 6%. The main reasons why we did not achieve the general target included extra calls as a result of the launch of Fibernet in January and Sporting Telenet in the spring, a number of teething troubles

with our mobile services following the introduction of the full MVNO (Mobile Virtual Network Operator) agreement and a greater influx resulting from the price increase.

Telephone response times always play a major part in the customer's perception of satisfaction. 65% of calls were answered within 30 seconds in 2011. 78% were answered within two minutes. We continue to make every effort to reach our target of 90% within 120 seconds. Customers who have to wait longer than 150 seconds are given the option to be called back



at a time that suits them. Telenet also reviewed its cooperation arrangement with outsourced call centres. This greatly increased the stability of our services, which became obvious particularly in the last quarter of 2011.

Telenet also supports customers via **social media** (Twitter, Facebook, Fora, etc.), which we see as important customer service tools and a means to gather feedback on our products and services.

Customers can use social media to describe products and services, assist other customers, launch new ideas and consult additional information on functions and

facilities. Telenet clocked up 70,996 mentions this year, i.e. on average 5,916 mentions per month.

Every 9 minutes someone somewhere was talking about Telenet. The Fibernet launch was the hottest topic of the year with a live-streamed press conference in January.

In February 2012 the social media team initiated the 'good to know' campaign, which highlights lesser known, less frequently used or particularly attractive characteristics of specific products.



## Facts & Figures: Customer service

# 52%

52% of e-mail or postal requests were dealt with within 2 days. 93% were dealt with within 4 days. Our aim is to manage 100% of all written requests within 5 days.

## 150 seconds

Customers who have to wait longer than 150 seconds are given the option to be called back by a helpdesk operator at a time that suits them.

# 78%

78% of all incoming calls are answered within 2 minutes. 65% are answered within 30 seconds.

## SmartSpot

SmartSpot customers can access a helpdesk expert in Mechelen via a live video conference link to receive optimum support.

# 71.77%

In 2011 we achieved a First Time Right percentage of 71.77%, a slight rise compared to 2010 (71.42%). The objective of this principle is to present the customer with an efficient solution upon initial contact in order to avoid repeated requests.

# 14%

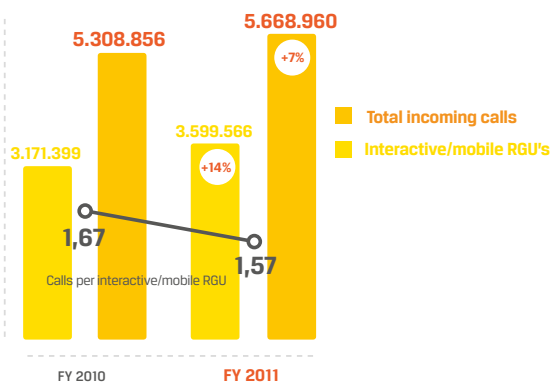
The total number of calls, which traditionally increases in line with the company and customer portfolio, has risen by 6.8%. The total number of interactive and mobile services supplied rose by 14%. This implies that the number of calls per interactive or mobile telephone service supplied dropped by 6%. Our ambition for 2012 is to reduce the number of calls by 8%.

# 80%

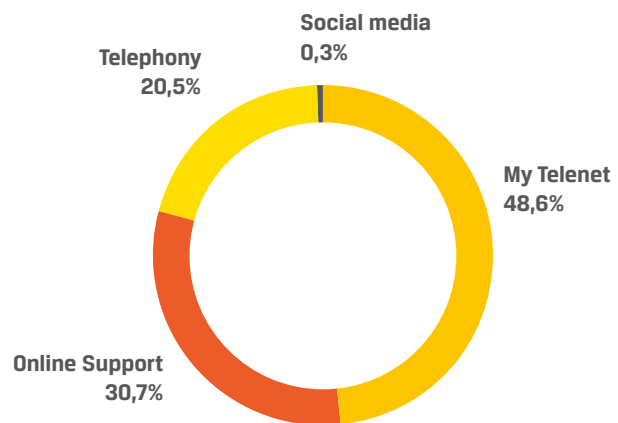
Almost 80% of customer contacts are made online, via Mijn Telenet (My Telenet), customer services or social media.

Telenet in 2011

Inbound Customer Care Calls



Number of contacts\*



\* mesuring method changed in 2011

# Our highly motivated workforce

In an environment where creativity and innovation are paramount, Telenet sets great store by talent. Talent is everywhere!



## 'The candidate is king'

Telenet considers not only its customers but also its own employees of vital importance. At the beginning of 2012 the company launched the **'Candidate Centricity'** project, which focuses on the candidate during the various application stages. During each application stage and the first few days following the start of the employment, we ensure that the candidate is approached in the most customer friendly manner. The project's initial results are expected by the summer of 2012.

As a major dynamic group, Telenet always has vacancies at all levels within the company. The group's main employment stimulus in 2011 resulted from the expansion of regional call centres and growth of the Business-to-Business segment.

Uniquely, to recruit new talent Telenet not only uses traditional recruitment channels but also

resorts to alternative sources, including the **'Refer a Friend'** programme, recruitment via Facebook or **one day recruitment events**, during which the entire selection procedure is completed in one day.

Telenet aims to attract people from diverse backgrounds. We endeavour to assemble versatile teams that encompass all necessary competencies and talents. The **internal rotation system** offers another approach to filling vacancies. Internal mobility rose considerably compared to previous years. In 2011 a record number of vacancies, i.e. 43% of the total, were filled internally.

## The compass points to satisfaction and well-being

Telenet measures both customer and employee satisfaction levels. The **'employee compass'** was initiated in 2011 and is measured twice a year. Our questionnaire gauges the general wellbeing of



	2009	2010	2011
Internal mobility figures	30%	34%	43%

**Michel,  
30 years  
old**



“There are a lot of young people here and we have a great time together. If we want to, we can exercise in the gym during lunchtime, or we can play pool in the recreation room.”





'For some years our motto with respect to vacancies has been 'you can do more' and that is just what we aim to do. Everyone is given responsibility!'

**Claudia Poels**  
Sr VP Human Resources

Telenet employees. The results show that no less than 94% of employees are proud to be working for Telenet and 87% perceive a satisfactory level of trust between colleagues. This new compass ties in with the **'coaching compass'**, another bi-annual measurement taken since 2009, which focuses on general job satisfaction and the coaching skills of immediate superiors. The latter is consequently used by managerial personnel as a basis for the development of their coaching skills. The results demonstrate that, on the whole, Telenet employees are happy with their job. Telenet scored 71% for the question 'Are you sufficiently happy with your job?' in both 2010 and 2011.

The coaching compass has been

staged five times since 2009.

The results for the five clusters of questions (managing employees, developing employees, coaching skills, recognition and customer focus) have improved dramatically.

We are making every effort to retain our talent via various programmes and training options, and regularly develop and update our plans and measurement techniques. Telenet also sets great store by training and direct coaching. We constantly optimize our training opportunities.

They draw up a development plan together with their manager, and in that process they have a wide range of training courses to choose from. By the end of 2011 more than 1,300 personal develop-

ment plans had been registered, almost three times more than the year before. Our aim is to offer this type of plan to all employees in the long term. Telenet also has a standard **training programme** that comprises an extensive range of internal and external training opportunities.

The range is extended at regular intervals with sessions, for example, on mindfulness, people management skills, authentic leadership and business writing. We also employ alternative teaching methods such as drama based training, role play and individual coaching sessions.

On 23 December 2011 the Flemish Government decided to award Telenet a 1 million euro strategic training subsidy. The company is



also investing approximately 10.5 million euro in training projects by 2015. The financial backing was allocated on the basis of a subsidy dossier submitted in July 2010. The content of the dossier is based on a strategic training plan with three objectives.

Firstly, we will decentralise and expand the customer service department with regional contact centres in Aalst, Sint-Truiden and Herentals. Secondly, innovation of the product range via, for example, Digital Wave 2015 will generate new (mainly technological) training requirements. Finally, the continual focus on LEAP and sustainable enterprise creates new leadership training opportunities, such as 'authentic leadership', that support the permanent development of Telenet.

### Mid year interview and final assessment

In order to monitor day to day performance two significant assessments are organised each year. Time is set aside, halfway through the year, for a moment



reflection. In 2011 this 'mid year meeting' developed from an assessment into a development meeting centred on the personal development plan and an open discussion on potential internal mobility intentions.

The final assessment, on the other hand, looks in more detail at the realisation of individual goals throughout the year.

The bonus system linked to this assessment is affected, not only by the results of personal goals, but also by Telenet's collective performance, including the customer loyalty score.

This parameter accounts for 40% of the executive bonus structure, another means for Telenet to highlight the importance of customer satisfaction.

(more info, see <http://corporate.telenet.be/corporate-sustainability>)

## Facts & Figures: Human Resources

# 314

A total of 314 new employees were recruited in 2011.

# 10.5 million

We are investing approximately 10.5 million euro in training projects by 2015.

# 2,050

The global workforce increased to 2,050 employees.

# 40%

40% of the executive bonus is dependent upon the customer loyalty score.

# 4

In 2011 employees spent on average four days in training.

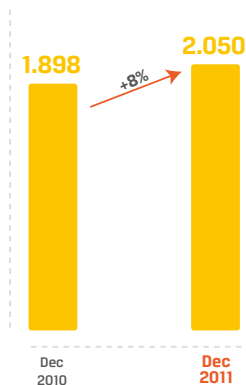
## Employee compass

Employee compass results showed that no less than 94% of employees are proud to be working for Telenet and 87% perceive a satisfactory level of trust between colleagues.

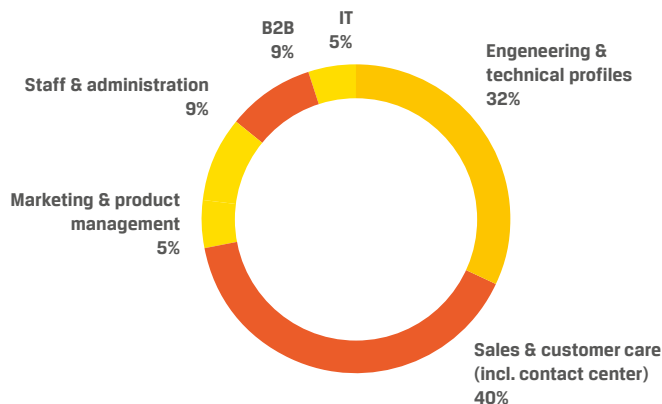
# 71%

71% of employees completed the triennial wellbeing survey. Compared to 2008 the situation in all main areas has improved or remained the same.

### Headcount evolution



### Skills areas



### Workforce growth

	Workforce
2007	1.687
2008	1.716
2009	1.817
2010	1.898
<b>2011</b>	<b>2.050</b>

### Gender division

	male	female
Total group	64%	36%
Managers	71,1%	28,9%

### Average age

	male	female
general		
37,64	39	35



# Society: young people on the digital highway

The Telenet Foundation enhances Telenet's contribution to a sustainable society. Being a telecommunication enterprise, Telenet plays a significant part in the development of a digital society.

## External project appeal

The Foundation's activities are linked to the 'connect' aspect of the LEAP strategy. The introduction of Fibernet and the new possibilities associated with Digital Wave 2015 provide an extra impetus to technological advancement and the digitalisation process. Telenet is well aware that this digitalisation process could represent a potential social pitfall for people who, for one reason or another, cannot partake in technological progress.

The 'Koning Boudewijnstichting' (King Baudouin Foundation) has been managing and supervising the Telenet Foundation's external project appeal since 2011. Both foundations share the same goal, i.e. to contribute to increased fairness and respect for diversity in a sustainable way. Quotes from 12 external 2011 winners, who jointly received 241,093 euro for their projects:

Too many vulnerable youngsters still have no access to, or don't know enough about, contemporary IT and communication technology. This leads to a situation in which they continue to lag behind in society. Each year the Telenet Foundation consequently supports initiatives by non-profit organisations that tackle this **digital disparity** in a sustainable way.

Both national and international projects are aimed at involving youngsters in the Foundation's initiatives.



### Association for spina bifida & hydrocephalus

This organisation seeks to promote the integration of people with **spina bifida** into society, for example, by organising youth weeks, family weekends, study days and an annual self help week for children aged 6 to 14. Digital communication is becoming increasingly important in their lives, but they do not always get the opportunity to learn how to use it. The 2012 programme will, therefore, include an educational ICT activity.



### Imsir

**Imsir** intends to build an easy access PC facility for mentally impaired employees, to give them the opportunity to familiarise themselves with new media. Employees can participate in training sessions during working hours, e.g. specific training on safe Internet browsing for people with children. BUSO (secondary education for students with learning difficulties) will use the training room to teach future employees of the workshop both general PC skills and workshop related PC supported tasks.



### Lejo – Gent

**Lejo vzw** youth workers and Jeugdwerknet (Youth Work Net) volunteers are given the skills to offer ICT activities to socially vulnerable youngsters. This project is a continuation of the Byte Me! project already implemented by Jeugdwerknet, which also received support from the Telenet Foundation.

Already trained volunteers are given follow-up projects. Youngsters can use the Lejo infrastructure and support during out of school hours.

Telenet employees have been able to submit a project application for social activities they are involved in since 2011. Last year employees jointly received 29,000 euro to develop the following three selected projects: 'Bonjour Afrique' (Hello Africa), 'ZitStil' (Sit Still) and 'Vereniging voor spina bifida & hydrocephalus'.



### ZitStil

The **ZitStil** organisation, which has been active in the field of ADHD for more than thirty years, has developed into a centre of expertise. The project proposal is part of a long term initiative entitled 'Serious gaming for children with ADHD'. The pilot project involving 100 children aims to analyse whether educational gaming can help children with ADHD tap into their underdeveloped or undeveloped skills.



### Bonjour Afrique

The **Bonjour Afrique** association collects funding for school projects in Senegal. Funds are acquired via Velo Afrique, i.e. a 7 stage, 11 day and 560 km mountain bike trek through Senegal. Together with Tom Meeusen, the project's mentor, 29 participants will take on this sporting challenge between 2 and 12 March 2012. Through their participation in the mountain bike tour these adventurers are supporting Bonjour Afrique. The aim is not only for everyone to reach the finish in Dakar, but to collect sufficient funding to give children in Dakar a better future. The third school is currently already under construction. Bonjour Afrique also wants to install a PC room using recycled Telenet PCs and appoint an ICT representative in two schools. PC classes will benefit not only the pupils, but also the local population.





'In future the Telenet Foundation should have the same appeal to all Telenet employees. In that case we wouldn't be talking about just 2 employees, but about 2000 people who strive every day to close the digital gap in society.'

Marina De Moerlooze, gedelegeerd Bestuurder van de Telenet Foundation (rechts) en Ann Vangenechten, Communicatiemanager (links)

### Make time for others!

The Foundation's second cornerstone consists of an internal personnel programme entitled 'Make time for others!' The programme, which was initiated on 21 June 2011, gives Telenet employees the opportunity to either request support for organisations they are involved with on a voluntary basis, separate from the internal project appeal, or to engage in **voluntary activities** as a team building exercise. Telenet wants to increase the yearly contribution of its employees, in terms of both manpower and total number of hours. The aim is to actively engage 200 employees, spending a total of 3,000 hours, by 2015.

### My Zone and other projects

Together with various internal Telenet departments, the Telenet Foundation also tries to devise structural solutions to support the operation of social projects. For example, in conjunction with Telenet for Business, the Foundation provides laptops and Internet access to children suffering from long term illnesses in hospitals throughout Flanders. Youngsters who have to spend long periods in hospital often feel cut off from the outside world. Internet access gives them the opportunity to keep in contact with their families and friends and participate in a social life. Very small children can 'chat' with Cliniclowns via a webcam.

Ambadress Yanina Wickmayer launched the project in the ninth participating hospital in Menen on 26 April 2011. Finally, the Telenet Foundation also supports various Internet access projects, including **'Recup PC'**, a cooperation with Digipolis Gent, OCMW Gent and Oikonde, which gives underprivileged families free access to a computer and the Internet for a twelve month period. Under the auspices of parent company, Liberty Global, the Telenet Foundation also strives for a safer digital world via the **e-safety Label** and participation in the Safer **Internet Day**. Together with Telenet, the Foundation also supports the **e-Safety Charter**, a Child Focus initiative.

(more info, see <http://corporate.telenet.be/corporate-sustainability> - [www.telenetfoundation.be](http://www.telenetfoundation.be))

## Facts & Figures: Telenet Foundation

# 75%

75% of these projects did not exist until they received support from the Telenet Foundation.

# 1,220

Since its inception in 2006 the Foundation has received almost 1,220 project requests submitted following annual project appeals. Approximately one hundred projects in Belgium are now actively subsidised to the tune of 1.75 million euro.

# 95%

95% of these projects remain active following support received from the Telenet Foundation

# 65%

65% of these projects are able to continue without support from the Telenet Foundation

# 3,043

115 employees contributed 3,043 hours to Telenet Foundation initiatives in 2011. Telenet wants to increase the contribution of its employees in terms of people and number of hours each year. The aim is to actively engage 200 employees spending.



The Telenet Foundation Board was reorganised as follows in 2011:

**Erik Dralans**  
Chairman

**Marina De Moerlooze**  
Managing Director

**Arthur Philips**  
Non-executive Director

**Ann Caluwaerts**  
Director

**Inge Smidts**  
Director

**Frank Donck**  
Director

# Climate: concern for future generations

At Telenet the concept of 'sustainability' goes beyond ecological borders. Sustainability is reflected in a number of initiatives and actions that prepare both the company and society for the future.

## A modus operandi

Sustainability involves more than just a reduction in CO2 emissions or the use of green energy. It is a modus operandi and approach to stakeholders, both of which are an integral part of the company culture. Telenet also wants to get an insight into the more indirect impact of its activities and, to this end, cooperates with suppliers who also pursue a greener approach.

In September Telenet received high praise for its sustainability policy when the company was included in both the **Dow Jones Sustainability Europe Index** and the **Dow Jones Sustainability World Index**, following only the second participation in this large scale research.

This makes Telenet the only Belgian company and cable operator to be included in these highly regarded indices. Telenet scored 75 points (out of a total of 100) in the 2011 sustainability analysis i.e. 30 percentage points above the sector average. Telenet achieved a balanced score for all

three key aspects, i.e. economic, environmental and social, analysed by Sustainable Asset Management (SAM).

(more info, see: <http://corporate.telenet.be/corporate-sustainability> - [www.telenetfoundation.be](http://www.telenetfoundation.be))



# More on our sustainability approach.

## **Telenet aims to be climate neutral by 2015, compared to its 2007 CO<sub>2</sub> emissions. What is Telenet doing to achieve this objective?**

We continue to focus first and foremost on measures to further reduce our own CO<sub>2</sub> emissions. Where possible we are switching to alternative energy sources. Telenet has been using 100% green energy

cial and home/work transport. Internally we promote various initiatives to cut down car use, including car pooling, participation in Ik Kyoto (I Kyoto), or Friday Bikeday. We also rent bicycles for rail commuters from 't Atelier, a sheltered workshop, to enable them to travel from Mechelen station to the Telenet offices by bicycle.

Telenet is one for the four companies in Belgium to

To compensate we are planting new woods in both Flanders and Ecuador. Trees reduce the amount of CO<sub>2</sub> in the atmosphere and thus contribute to our efforts to combat climate change.

As a matter of fact, 2011 was the International Year of Forests. Deforestation is to blame for one fifth of global CO<sub>2</sub> emissions. Telenet is planting a forest of no less than 5 hectares in the community of Moerbeke Waas in Flanders in support of the 1 Million Trees campaign staged by the Vereniging voor Bos in Vlaanderen (Flanders Forestry Association). We are also supporting a reforestation project in Ecuador.

## **'We enable them to travel from Mechelen station to the Telenet offices by bicycle.'**

since 2008, Hostbasket since 1 January 2010 and Belcompany since September 2010.

Our headquarters in Mechelen have already been equipped with solar panels. We also promote these renewable energy sources amongst our stakeholders. Thirdly, where possible we also limit the CO<sub>2</sub> emissions of both commer-

participate in a three year test programme with the Toyota Prius Plug-In, a hybrid car that runs on electricity.

## **Obviously there is still a gap between our actual CO<sub>2</sub> performance and the target to be climate neutral. What is Telenet doing to bridge this gap?**

The project on both sides of the Rio Mira aims to restore the forest that has largely been cut down since the middle of the last century. In addition to these more general objectives the project also has many other positive aspects for the local population.

Not only is barren, unused grassland converted into



‘Employees play a vital part in the development and implementation of green initiatives that limit the impact on the environment. They take a critical look at operational management and keep a finger on the pulse to support the launch of new developments and innovations that would make Telenet, its customers and society as a whole more environmentally friendly.’

**Jan Vorstermans**  
Chief Operating Officer Telenet

a valuable habitat for birds and other animals, trees also prevent erosion, provide wood, shade and various kinds of food, and generate rain and fresh air. Employment opportunities are created for the local population, resulting in less poverty and eliminating the need for people to move elsewhere.

The project is executed in conjunction with Flemish nature organisations, i.e. Vereniging voor Bos in Vlaanderen (Flanders Forestry Association) and Groenhart (Greenheart), and local NGOs.

**How does Telenet monitor its customers' energy consumption levels?**

Telenet continually invests in initiatives to minimise its

products' energy consumption levels. We are making every effort to make set-top boxes more energy efficient. We have introduced a special function into existing decoders to ensure that they automatically use less energy. The new hard disc set-top boxes switch off automatically after a long period in stand-by mode. The latest set-top boxes are 20 times more energy efficient than the first generation units that Telenet originally introduced.

**How does the recycling process work? What is being recycled?**

Our set-top boxes are increasingly being recycled. Nearly all decoders and modems are recycled in-house and the remaining units are recycled by recognised recycling companies. Consistent recycling

resulted in a 600 ton reduction in waste in 2011, compared to 347 tons in 2010. Most of the returned modems and set-top boxes are sent to the sheltered workshop Imsir in Boom.

In December this structural cooperation project, entitled 'Reverse Logistics with a social touch', was awarded the public's prize at the Supply Chain Awards. Old PCs are also given a new lease of life via the Foundation. In 2011 Telenet donated 150 high quality used PCs to 'Close The Gap' as part of its partnership with PC Solidarity, the Belgian arm of this social organisation.

**Telenet generates a considerable amount of waste each year. How does the company ensure that it is processed in a controlled and responsible manner?**

Telenet has to manage two waste flows, its own and the waste flow created by the end consumer. We pay a contribution to the correct disposal of a number of waste fractions.

**‘The project is executed in conjunction with Flemish nature organisations, i.e. Vereniging voor Bos in Vlaanderen (Flanders Forestry Association) and Groenhart (Greenheart), and local NGOs.’**

**‘Other campaigns aim to persuade customers to switch to e-billing.’**



Telenet pays a contribution to Recupel for each set-top box, server or other electr(on)ic device sold. Telenet also pays a contribution to Bebat for batteries marketed for remote controls and modems.

We also pay Fost Plus for the processing of packaging waste. Our aim is to reduce these waste flows even further. We intend not only to limit waste from old modems and set-top boxes, but also to cut back the amount of other waste fractions.

Waste flows including batteries, electrical panels, fire extinguishers, cooling machines, transformers, cables, cooling fluids, diesel and lubricants are recycled or processed professionally as standard.

### **How does Telenet manage its packaging and paper waste effectively?**

Telenet has been developing initiatives to limit internal paper use for some years. In May 2010 Telenet switched to FSC paper from sustainably managed

woods for internal use. Telenet is now 100% FSC. Secure printing or badge printing encourages people to print less and more in double sided format.

Moreover, our ambition is to 100% digitise all our network plans by 2020, which entails an investment of approximately 5 million euro. We are currently still printing 200,000 network plans annually.

With digitisation this number could be reduced by 8,000 items per month and the plans could be e-mailed rather than posted to the various plan applicants.

More recently we have made a concerted effort to also involve stakeholders, such as customers and suppliers, in the rationalisation of paper consumption. For instance, when outsourcing printing we choose two printers who take the environmental impact of their operations into account, e.g. when buying new machines, green energy and organising more efficient transport.





Marketing print work and the PRIME guide have been printed on FSC paper since 2009. Telenet also runs targeted campaigns to encourage readers to receive the magazine in electronic format. Other campaigns aim to persuade customers to switch to e-billing.

By the end of 2009 14%, or 399,000 of the almost 3 million residential customers received electronic invoices, direct from Telenet or via Zoomit.

At the end of 2011 this number had risen to 36.6%, or 631,000 customers.



Bert De Somviele, Director of Vereniging voor Bos in Vlaanderen: 'We are more than happy with Telenet's support for this initiative. It is also nice to know that Telenet initiated the project in 2011, the International Year of Forests. The company is playing a pioneering role and of course we hope that many companies will follow suit.'

## Facts & Figures: Climate

# 13,591

Telenet's CO<sub>2</sub> emissions in 2011 amounted to 13,591 tons CO<sub>2</sub>eq. This means that the total CO<sub>2</sub> emission dropped by 46% compared to 2007

# 20

The latest set-top boxes are 20 times more energy efficient than the first generation units that Telenet marketed originally.

# 28,860 MWh

The introduction of a special feature that makes set-top boxes more energy efficient has saved customers overall more than 28,860 MWh

# 200 tons

By the end of 2011 almost 631,000 customers received their invoices in digital format. This resulted in a paper saving of 200 tons.

# -2%

In 2011 the average CO<sub>2</sub> emission of the Telenet fleet amounted to 138 g/km, a reduction of about 2% compared to the previous year. The average emission of vehicles purchased in 2011 amounted to 126 g/km.

# 200,000

Approximately 200,000 of the latest type of energy efficient decoders were added in 2011. The introduction of these new energy efficient boxes resulted in a saving of 24,732 MWh.

# 1,000

Telenet plants 1,000 trees each day. From 2015 this green project aims to save average 10,000 tons of CO<sub>2</sub> annually.

# Social tariff

In the summer of 2009 Telenet voluntarily introduced a social Internet tariff, similar to earlier introductions for other services. Telenet introduced this measure to give low income families access to broadband Internet at a moderate monthly cost.

# 100%

Telenet has been using 100% green energy since mid 2008, Hostbasket since 1 January 2010 and BelCompany since September 2010. This certified ALPEnergy from Electrabel is produced by hydroelectric power stations and is 100% renewable. Based on an energy consumption level of approximately 65 GWh per annum in 2007 this equates to a reduction of 12,515 tons CO<sub>2</sub>.

# 30%

Various measures, including secure and badge printing, have resulted in a substantial annual reduction in printing. Compared to five years ago no less than 30% fewer printing operations were carried out in 2011.

### Number of people on social tariff

	2009	2010	2011
Tv	68,987	67,977	63,733
Telephone	6,821	11,478	15,040
Mobile	50	79	127
Internet	1,506	3,821	5,548

# Our policy makers

Telenet considers its relationships with policy makers, at all levels, of great importance. Regular consultations are arranged with this target group in order to exchange ideas and knowledge on an ongoing basis.

The dialogue with regulators and the government mainly relates to issues that affect the entire sector, including legislation and investment policy.

Telenet charts the key issues on the basis of debate with its stake-

holders. They are given priority in line with strategy and importance for stakeholders.

In order to promote this open dialogue with policy makers, Telenet has produced a guide on investment, innovation, growth, competition, employment, social engagement and media pluralism. The electronic communication market is vital for Belgium and the Belgian economy. Consistent investment and innovation over many years has enabled Telenet to acquire a leading position in

this market. However, we are still facing major challenges. Hence this appeal to policy makers to maintain an authoritative, visionary and balanced (tele) communications policy, which promotes innovation and investment. Telenet does not employ external lobbyists.

# Our investors

In 2011, Telenet organised :

- **11 roadshows**
- **19 conferences** (with an increasing focus on sector and theme based conferences)

- **375 meetings** meetings with investors, 34% of which with the 25 main shareholders and 4% with potential new shareholders

- **More than 100** teleconferences with investors

(more info, see : <http://telenet.be/business/investors-relations>)



# Our suppliers: a sustainable choice

Telenet consequently actively tries to involve its suppliers in the quest for sustainable enterprise. The key objectives set out in the sustainable supplier policy, developed in conjunction with the main shareholder Liberty Global, Inc. are implemented by 80% of the estimated 3,500 Telenet suppliers.

## They're also green

Telenet spends millions of euro each year on products and services on behalf of its customers. Our purchasing decisions

also take account of **ethical, environmental and social considerations**. After all, the ecological impact of the products and services we obtain from our suppliers is similar to that of our own products and services. In 2011 Telenet also proceeded to gauge supplier satisfaction levels for the first time. To this end we cooperated with MBA students at the University of Antwerp. The top 500 of suppliers were questioned on a number of key points ranging from operational satisfaction to strategic cooperation and long

term vision. The results of the study were positive.

## A bridge between economy, environment and people

This year the spotlight was on **BW Imsir**, a sheltered workshop in Boom. Telenet has been cooperating with Imsir for ten years. All set-top boxes and modems returned by customers to Telenet centres via our technicians, will eventually end up here. Imsir employees test the equipment to see whether it is still in good working order.

It is then cleaned, recovered and wrapped in new packaging to ensure that decoders and modems are recycled in the best possible way. The ISO 9001 certificate introduced in November guarantees the quality of the work.

With BW Imsir, Telenet is actively opting for a reliable supplier whilst demonstrating a focus on social responsibility. This partnership offers a range of advantages. Costs are reduced





'We actively try to involve our suppliers in the quest for sustainable enterprise. When selecting suppliers aspects such as transport optimisation or green business initiatives are considered important, alongside the price and quality of the goods or services to be supplied.'

**Renaat Berckmoes**  
Chief Financial Officer



and the amount of waste is drastically limited. However, the social aspect is also of great significance.

By cooperating with the sheltered workshop Telenet is providing opportunities for people who are disadvantaged in society. We are thus building a bridge between economy, environment and people. In December the structural partnership between Telenet and Imsir was awarded the public's prize at the **Supply Chain Awards**.

Telenet was a finalist in the 'Large companies' category with its 'Reverse logistics with a social touch' project, alongside companies such as Caterpillar, Nespresso and Delhaize.

(more info, see : <http://corporate.telenet.be/corporate-sustainability>)

**15 Years of  
Telenet**



**On the 23rd of September 2011, Telenet celebrated its 15th anniversary.**

A lot has changed over those fifteen years. Now, our customers surf at unparalleled speeds of 100Mbps, they can watch television on the device of their choice and via our home and hotspots they can check their e-mails and Facebook for free. Today, **more than 2,000 permanent staff** make sure that our customers are able to enjoy innovative and progressive products every day. However, the technological innovations created at Telenet are just one side of the story. It is in our customers' homes that our products and services come to life.

Here they are used, tested, felt and experienced and we have encouraged this interaction for the last fifteen years. On our fifteenth anniversary we therefore not only shower ourselves in flowers, but also our customers. A number of Telenet employees set out in their spare time to personally thank 100 of our most loyal customers all over Flanders and to surprise them with a special gift. **Because when we celebrate, you celebrate too.**



Young professional. Likes to know the latest news and never leaves his home in the morning without having read the newspaper on his iPad first.

**Stijn Avau, 24 years old**

“I have a million things to do. My job takes up the lion’s share of my day. In the evenings I have my hobby as instructor at the local gym club, and of course I also like to go out for a drink with friends. I therefore have to live in the fast lane and be aware of what is going on. Devices such as smartphones and iPads allow me to perfectly combine work and life.”



**40%**

40 percent of all Internet traffic in 2011 was streaming.



# being fast



# 15 years of Telenet

## 1996

On 23 September 1996, all the shareholders (MediaOne, GIMV, the inter-municipal companies, and a financial consortium) signed the agreement to complete the incorporation of **Telenet Holding**.

## 1997

On 17 January, Telenet began the construction of its **offices** on the old site of the army barracks along Liersesteenweg in Mechelen.

In August, Telenet began the commercial launch of broadband Internet over the TV cable under the **Pandora** trademark.

## 1998

Telenet toured the Flemish towns with a big yellow tent as part of the '**Telenet Home Tour**'. This event marked the start of the sale of Telenet products.



## 2000

In 2000, an **average of one new employee was hired per day**.

## 2001

On 21 February, **Callahan Associates** became the new majority shareholder.

On 28 June 2001, **Duco Sickinghe** was appointed CEO of Telenet.

## 2002

Telenet took over the **ICS (Information and Communication Signals) cable network of the mixed inter-municipal** companies by means of a bank loan. This enabled Telenet to provide analogue television, and caused its main activity to shift from broadband Internet and fixed telephony to cable TV.

In 2002, Telenet brought its customer care services together in one division: the **Telenet Contact Center**.

In 2002, Telenet Business emerged for the first time with its **own identity and logo**.

## 2003

In October 2003, Telenet launched a pilot project for **interactive digital television** with 300 households.



Telenet took its first step in the provision of mobile Internet with the acquisition of the Flemish operator Sinfilo in October 2003. By this move, Telenet became market leader in **WiFi hotspots**.

In that same month, **Codenet NV** was taken over as well. Following this acquisition, Telenet Business doubled in size in terms of customer numbers and revenue.

In November, Telenet reached an agreement on the acquisition of pay TV channel **Canal+Vlaanderen**. This acquisition strengthened the foundations of the interactive digital TV project.

The first **PCTV pilot** project was launched during the Christmas holidays of 2003. With this project, Telenet wanted to show that TV can be watched on the computer.

## 2004

On 25 October 2004, Liberty Media International, subsequently renamed **Liberty Global**, became a shareholder of Telenet by partly buying out Callahan.

In July 2004, Telenet completed telephony over the Internet protocol or **VoIP**.

The development of the wireless network went on as well. Telenet Internet subscribers can opt for a wireless home network, **WiFi Home**.

## 2005

Telenet launched interactive digital television on 3 September. The entire network of Telenet was switched over from **analogue to digital overnight**.

On 5 September, the Board of Telenet gave the go-ahead for the IPO. In October, Telenet was floated on the **Euronext** market.

In September, Telenet renamed its pay TV service (former CANAL+) **PRIME**.



Telenet set up the **Telenet Foundation**.

## 2006

In January 2006, Telenet launched the **Digicorder**, which enables customers to record digital television programmes and pause live broadcasts.

On 14 February, Telenet announced its agreement with Mobistar to establish a new mobile virtual network operator. Telenet launched its mobile telephony services in August 2006 under the trademark Telenet Mobile.

Telenet celebrated its tenth anniversary in November. By then the company had **1,671 people** on its payroll.

Telenet took over UPC Belgium and so was able to extend its coverage to the Brussels area and also take in three more towns in Flanders.

## 2007

Telenet launched **High Definition** digital television in early December 2007.

In May, Telenet launched the Packs, product bundles with Internet, telephony and **interactive digital television** at a low price.

Telenet took over **Hostbasket**.

In November 2007, Telenet reached an agreement in principle with **Interkabel** (the pure inter-municipal operators) for the transfer of their TV activities. Consumers living in the area covered by the pure inter-municipal cable operators gained access to Telenet's complete interactive digital television offering and to the Internet, telephony and TV packs. The cable infrastructure remains the property of Interkabel.

## 2008

In 2008, Telenet **increased the broadband speed of all its products** and in August launched its new **product bundles**, the Shakes.

In order to improve the quality of its service even more, Telenet proactively monitors forums and blogs to find out what customers say and think of the company. To answer questions, respond to ideas and give Telenet a 'voice', virtual assistant '**Charlotte**' was created.

Telenet changed its energy supply contract to have all electricity **100% green**.



## 2009

Telenet extended its strategic partnership with Mobistar for a period of at least three years. The new partnership evolved to a **full MVNO agreement (Mobile Virtual Network Operator)**.

In March, the Telenet share became included in the **Bel 20 index**. At the same time, trading began in Brussels in stock options of Telenet Group Holding NV.

Telenet took over the shops and sales outlets of **BelCompany** in Belgium.

Telenet voluntarily introduced a **social rate** for Internet, as it had already done earlier for its other services.

Telenet launched the **Walk & Talk** mobile price plans.

Telenet announced its programme **Digital Wave 2015**. Over the next few years, the group will continue to develop the most state-of-the-art network, which in the near future should make possible new network applications such as high-tech video applications, 3D television, remote medical support, etc.

## 2010

Telenet launched Fibernet in February.

Telenet took over **C-CURE**, a Mechelen-based firm specializing in Internet security.

Telenet was the first in Europe to launch **Video-on-Demand** in 3D. The TV video library held six films and documentaries.

Telenet customers can programme their digicorder remotely over their PC or smartphone.

In December 2010, Telenet launched **Yelo**.



**Working on  
the future**



In the future, more and more devices will be connected to the Internet.

**Current data traffic is expected to triple by 2015.** Access to broadband Internet will therefore become a basic need. For the customer this means more freedom to access all of his or her documents, favourite websites and programmes on the device of choice - desktop, laptop, smartphone or tablet, wherever and whenever.

But in the long term we are looking much further. Video calling, smart meters that regulate the energy consumption at customers homes, innovative solutions in hospitals or for home care, electric cars,... we are working on it.

**Because this is your future.**



Managing Director and CFO Galaxy Studios. With his brother Wilfried, he leads a unique 'one stop shop' for music- and movie industry.

**Guy Van Baelen, 46 years old**

“The music world accelerates very fast nowadays. We need a reliable network to send data to our customers.”

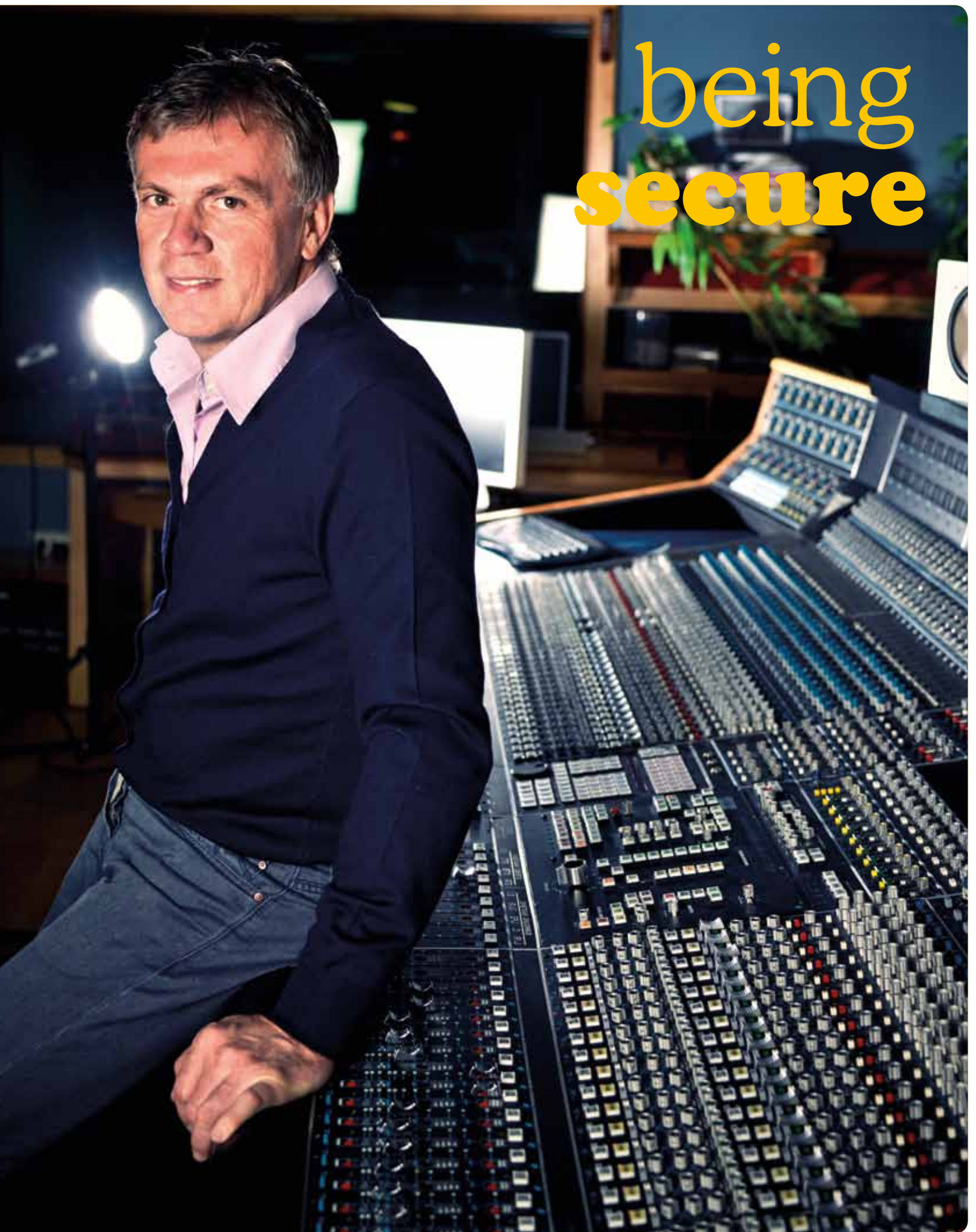


**€ 30 million**

Every year, Telenet invests an extra € 30 million in the broadband network in order to be fully up to date for the latest applications.



# being secure



**Working on  
the future**

# Investing in the network ...

We believe the future lies in high network capacity and the convergence of fixed and mobile data.

## Digital Wave 2015

In order to facilitate the inevitable and radical digitization of society, Telenet decided first of all to speed up its investment in the development of its network under the ambitious Digital Wave 2015 investment programme and to implement the planned adaptations over a period of five years instead of the initially planned ten years.

This **accelerated upgrade of the broadband network** will give Flanders one of the most state-of-the-art communication networks in the world. The network will be fully up to date for the latest applications, such as

3D and mobile television, digital public services and remote medical services.

To implement the Digital Wave 2015 programme, the Board of Telenet had already in 2009 approved an investment programme involving an extra €30 million capital expenditure on the broadband network over the next few years. In 2010 and 2011, considerable efforts had already been made to accomplish these goals. In 2012 and subsequent years, this modernization process will continue unabated.

(more info, see p.34)

### The modernization of the network involves several technological aspects:

- The expansion of the fibreglass network will be speeded up;
- Under the Pulsar programme, the current number of optical nodes will be increased, so that 500 homes will be connected to each node instead of 1,400 homes today, an operation that will substantially increase the available bandwidth per home;
- The number of routers will continue to be increased and renewed if necessary;
- Telenet will selectively invest in Fiber To The Home, such as in new housing developments.

# ... To meet social needs

What is important is that Telenet not only wants to allow ever increasing volumes of data to be transmitted or received over its network at ever increasing speeds, but that we also want to develop customized solutions that give the consumer **added value in everyday life**. The ultimate aim of Digital Wave is not a state-of-the-art network as such, but the various innovative services that run on it and that meet all sorts of social needs. This does not mean that Telenet is continuously developing new technologies, but that we are always looking how

we can deploy our know-how to maximum purpose together with other partners. The five main themes on which this Digital Wave is founded are entertainment, energy, security, health and mobility.

## Entertainment

Telenet wants to make the home a richer, digitized environment. This concerns more specifically watching television on tablet or smartphone over Yelo, but also **video calling** with perfect quality, or gaming at ever increasing speeds. In collaboration with the Catholic University of Leuven, Telenet started an R&D project to investigate the impact of watching **3D TV** on viewers by means of functional imaging. The purpose of this study is to enable Telenet, in collaboration with its content partners, to provide 3D services to subscribers under the best possible conditions.

## Energy

In the area of energy, too, Telenet wants to work together with various partners to develop new applications that facilitate the lives

of consumers. Telenet participates together with initiator VOKA and the Catholic University of Leuven in the Flemish platform Linear to test the smart grid. **Smart grids optimally utilize the green energy that is generated at the customer's home and are designed along bidirectional lines.** The available energy will no longer flow just from the power station to the customer. Part of the renewable energy that is generated at the customer's home by solar panels, wind turbines and heat pumps can flow back to the grid. Smart meters, an essential part of smart grids, communicate over the broadband network of Telenet with the central computer of the power station about the customer's energy consumption. When demand for energy is low, the yield of self-generated energy will be relatively low. At that moment, it is a good idea to consume this power rather than return it to the grid, for instance to recharge the batteries of an electric car. When demand is high, it is better to 'sell' the green energy to the grid. In other words, the smart grid ensures that, through active



demand control, energy consumption depends on the availability of renewable energy on the one hand and the price of electricity on the other. For the customer this means in practice that he is able to live **greener and more economically**. The smart grids are an essential part of green energy in the future.

The purpose of the Linear programme is to test the potentials of the smart grids. Between 2014 and 2018, three million buildings in Flanders will be fitted

with a smart electricity meter. Telenet is working together with grid manager Eandis on a pilot project in the vicinity of Mechelen where 3,000 households have already been provided with smart meters.

### Security

A third social issue is security. We are not only talking about data security, but about strengthening a general feeling of security, at home and in the street. There is much demand for increasing security in a simple way by using

networks. In practice this means, for instance, working together with security firms to monitor a particular area by **cameras**, or developing **'panic buttons'** for the elderly where pre-programmed data are sent by a push of a button to a given number of preselected emergency numbers.

### Health

Health is one of the main social priorities for the future. By 2020, half the Belgian population will be over fifty. In view of this population aging trend, innovative solutions



are essential that allow senior citizens to remain **independent** for as long as possible. By providing connectivity, Telenet can be a link between the different players, such as doctors, hospitals, patients, government, etc. Elderly patients would be able to measure their blood pressure, pulse or weight correctly using simple applications and then send these readings automatically to their doctor or healthcare agencies.

**Video calling**, too, has considerable added value in this field and can provide a solution to the **problem of isolation**.

In the area of clinical applications, Telenet has installed 500 bedside multimedia monitors in St. Blasius

General Hospital in Dendermonde. Patients can watch digital TV or play music on their iPod by using the touch screen that is fitted to their beds. The hospital staff can also use this system to store and retrieve patient data, monitor treatments, etc.

### Mobility

Mobility remains one of the keywords of the Digital Wave. The availability and convergence of new and existing means of communication are engendering a spectacular increase in telecom mobility. **WiFi, 3G and its successor, LTE** (Long Term Evolution, the fourth generation of mobile technology), play an important part, not only in the area of leisure,

but as a solution to the mobility issue. The New Way of Working (see p37, for instance, is made possible by the development of cloud applications and the stimulation and optimization of videoconferencing over powerful WiFi and 3G networks.

Another project concerns **Electric Vehicles in Action**. For this EVA project, Telenet joined forces with Bluecorner and Eandis. A Telenet hotspot is integrated in an electric vehicle charging point. The charging station of Bluecorner, the smart meter of Eandis and the electric vehicle all communicate with the Internet. This allows a smooth charging process and gives the motorist the opportunity to answer his mails, check his Facebook or read the newspaper online while he is waiting. The first prototype of such a Telenet hotspot integrated in a charging station was produced in Blankenberge during the summer months. Meanwhile, the Flemish government has formally decided to subsidize the EVA project. As part of this project, Telenet will roll out a total of 70 hotspots in strategic locations across Flanders.



In this way, EVA contributes to the ambitious rollout target of 2,000 Telenet hotspots. In the context of sustainable innovation, Telenet in 2010 introduced a first **electric car** in its vehicle fleet: a Toyota Prius, of which the batteries can also be recharged on the mains. This vehicle is part of a European research project of Toyota. Additionally, Telenet installed its first electric vehicle charging station in its visitor car park, where visitors can recharge the batteries of their electric vehicles for free.

(more info, see p.37)

### Call to action

To stimulate the further digitization of Flanders through Digital Wave 2015, Telenet is counting primarily

on a constructive partnership with all sorts of parties involved in the network economy: government, the academic community, industry, broadcasters, technology providers, developers and customers. Digital Wave is a call to action to Flemish players to join forces and build a strong Flemish economy. We cannot provide the solutions all by ourselves.

All players must come together in a constructive whole where the idea of co-creation takes concrete shape. This is where the B2B2C principle comes to the fore, with different businesses working together to offer an innovative end product to the customer.

### The try out

Telenet, for its part, is eager to assume its role and responsibility in this evolution. We are aware that everything we do – whether or not together with our suppliers – has an impact on the world around us. We are all the time looking how our broadband network can help to create smart solutions that have a positive impact on the environment and on society. All the above-mentioned projects relating to the five pillars of Digital Wave are tried out in various partnerships and pilot projects. One of the major testing grounds is the **Flemish Living Lab Platform**, a joint venture between Alcatel-Lucent, Androme, Niko/Fifthplay, the Broadband Technology Institute, and Telenet. Over this digital platform, all parties involved can exchange ideas, test technologies, and agree new forms of collaboration. The Flemish Living Lab Platform currently focuses on projects in three domains: **Smart Cities** (ICT solutions to support the self-sufficiency of cities and their residents), **Smart Grids** (ICT solutions to support smart elec-



tricity grids, homes and vehicles) and **Smart Media** (new media experiences through innovative technology). Some 2,000 households are now ready in the living lab to test new technologies by means of test infrastructure. With initiatives such as these, Telenet wants to contribute actively to an innovative and greener world.

(more info, see : <http://vlaamsproeftuin-platform.be>)



Working on  
the future

# Acknowledgement

## How we report

The report provides a detailed overview of Telenet's day-to-day sustainability principles and goals. This annual report provides information on the present situation, achievements and new initiatives to attain Telenet's sustainability goals.

## Scope

This integrated annual report covers the activities and figures of all echelons of the Telenet organization for the whole calendar year 2011 and the beginning of 2012. In this report, the terms Telenet, we, the company, the group and the organization refer to Telenet Group Holding NV, including its subsidiaries, within the context of the Belgian market.

## Engagement

With this document, Telenet wants to give a truthful account of the socioeconomic, ethical and environmental performance results that are most relevant to the company. Telenet pursues a sustainability management in compliance with general accepted principles of inclusiveness, materiality and responsiveness. Where relevant, Telenet had data verified by an independent auditor.



## Selection of GRI indicators for communicating progress

### Human Rights

- HR2** Percentage of significant suppliers, contractors, and other business partners that have undergone human rights screening, and actions taken; *Not available*
- HR10** Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments; *Not available*
- HR11** Number of grievances related to human rights filed, addressed and resolved through formal grievance mechanisms; *Not available*

### Labour

- LA4** Percentage of employees covered by collective bargaining agreement; <http://corporate.telenet.be/corporate-sustainability>
- HR4** Total number of incidents of discrimination and corrective actions taken; <http://corporate.telenet.be/corporate-sustainability>
- HR5** Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights; <http://corporate.telenet.be/corporate-sustainability>
- HR6** Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor; *Not available*
- HR7** Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor; *Not available*

### Environment

#### Indicators on uses of materials and energy

- EN1** Materials used by weight or volume; *Not available*
- EN3** Direct energy consumption by primary energy source; <http://corporate.telenet.be/corporate-sustainability>
- EN8** Total water withdrawal by source; *Not material*

#### Indicators on emissions, effluents, and waste

- EN16** Total direct and indirect greenhouse gas emissions by weight; *p88*, <http://corporate.telenet.be/corporate-sustainability>
- EN19** Emissions of ozone-depleting substances by weight; *Not available*
- EN20** NO, SO, and other significant air emissions by type and weight; *Not available*

#### Indicators on the company's initiatives to promote greater environmental responsibility

- EN2** Percentage of materials used that are recycled input materials; *Not available*
- EN5** Energy saved due to conservation and efficiency improvements; *p 84, p85, p88*, <http://corporate.telenet.be/corporate-sustainability>
- EN10** Percentage and total volume of water recycled and reused; *Not material*
- EN13** Habitats protected or restored; *p 84, p85, p86, p 88*, <http://corporate.telenet.be/corporate-sustainability>
- EN18** Initiatives to reduce greenhouse gas emissions and reductions achieved; *p 84, p88*, <http://corporate.telenet.be/corporate-sustainability>
- EN27** Percentage of products sold and their packaging materials that are reclaimed by category; <http://corporate.telenet.be/corporate-sustainability>

#### Indicators on the development and diffusion of environmentally friendly technologies

- EN6** Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives; *p 84, p 85, p 88*, <http://corporate.telenet.be/corporate-sustainability>
- EN26** Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.; *p 84, p 85, p 88*, <http://corporate.telenet.be/corporate-sustainability>

### Anti-Corruption

- S02** Percentage and total number of business units analyzed for risks related to corruption; *Not available*
- S04** Actions taken in response to incidents of corruption; <http://corporate.telenet.be/corporate-sustainability>
- S03** Percentage of employees trained in organization's anti-corruption policies and procedures; <http://corporate.telenet.be/corporate-sustainability>



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**Annual Report**

This report is also available in French and Dutch.

**Internet**

you can read or download this report via the website <http://jaarverslag2011.telenet.be>

**Copy**

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