

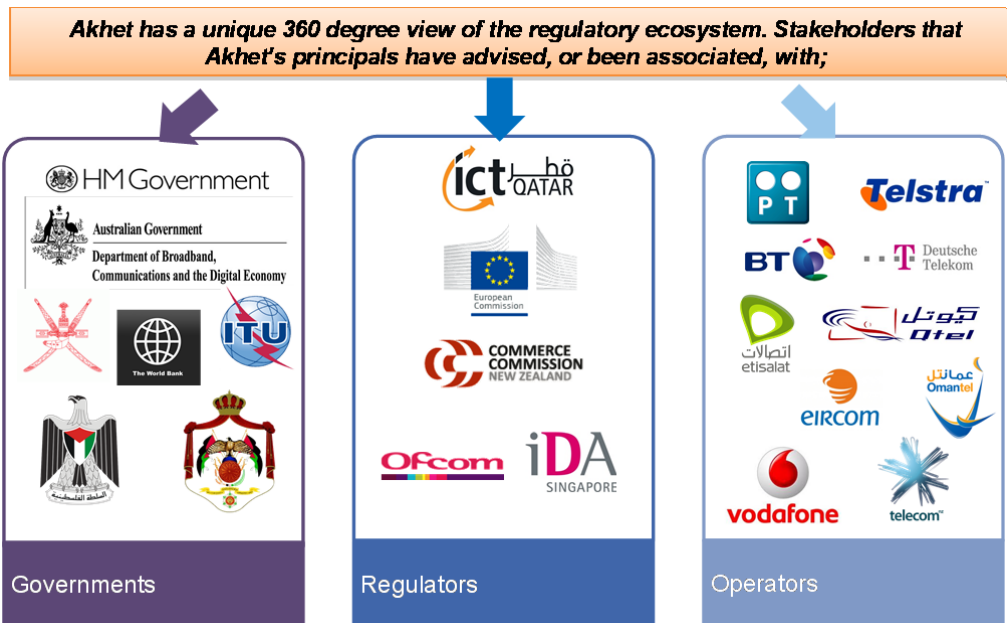


Akhet¹ is a telecommunications consultancy with a specific focus on regulatory and strategic advice. All its principals and senior consultants have prior experience as regulators or advisors to regulators and governments, and are therefore uniquely placed to advise governments, policy makers, regulatory authorities and operators on strategic ICT policy and regulatory issues. Akhet provides services to clients in the Middle East, North Africa, India, South Asia and the Asia Pacific region.

The extensive senior level experience of the Akhet team as former regulators, or advisors to governments and regulators, enables Akhet to:

- give strategic advice to governments, regulators and operators on the full ambit of regulatory issues;
- balance national public policy objectives and commercial objectives
- give clear, pragmatic advice; and
- act as honest brokers where difficulties or misunderstandings may exist between operators and regulators.

Akhet has close professional relationships with leading internationally recognised telecommunications economic, financial and engineering consultancies, and is able to partner with them where appropriate. Details are available upon request.



Akhet is a regulatory adviser to the SAMENA Telecommunications Council.

¹ Akhet Consulting FZ LLE is incorporated in Fujairah Media Free Zone, UAE (Trading License Number 2511/2012 Creative Zone).

Akhet means in ancient Egyptian the place where the sun rises, and is associated with re-creation and rebirth. We have adopted the name because we believe in a forward looking approach - providing solutions today which will endure tomorrow.

Areas of Expertise include:

- National Broadband Network policy design and implementation including functional (operational) and structural separation
- Information Disclosure - Accounting separation and access agreements
- Spectrum policy including allocation methodology and the 'Digital Dividend'
- Development and implementation of licensing regimes
- Design and review of regulatory regimes including market reviews
- Competition issues including on-net/off-net price discrimination, margin squeeze and other behaviour relating to dominance and market power
- Design and implementation of Universal Service (including broadband) obligations
- Design and implementation of corporate governance structures as well as regulatory and strategic risk management
- Submarine cable and satellite regulation and commercial agreements
- Mobile termination, roaming, co-location, infrastructure sharing and MVNOs
- Local loop, next generation network access and bitstream regulation and agreements
- IP Interconnection and termination rates
- Fixed-mobile convergence and convergence in broadcasting, internet, triple play and quadruple play
- Network neutrality and related issues
- Expert advice on such issues to bodies such as the International Telecommunication Union

"Akhet Consulting's management has an inimitable blend of expertise covering the policy and regulatory side of the telco industry... Akhet Consulting has in-depth policy and practical understanding of the industry and the region, as it plays a key role in providing advisory services on policies and commercial objectives."

- ***Bocar A. BA, CEO of SAMENA Telecommunications Council***

Profiles:



Dr Ross Patterson
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Ross is a competition and regulatory lawyer by background, with twenty five years of extensive industry experience in competition law and the regulation of telecommunications. He was New Zealand's Telecommunications Commissioner from 2007 to 2012.

In this role Ross was responsible for the implementation of the telecommunications reforms of 2006 and 2011, including the functional separation of the incumbent, Telecom New Zealand, in 2008, followed by structural separation in 2011. He also oversaw the introduction of local loop & bitstream access regulation, accounting separation, and mobile termination, roaming and co-location.

Prior to his term as Telecommunications Commissioner, he was a partner at Minter Ellison Lawyers in Auckland and Sydney, where he headed the competition and regulatory practice. His principal areas of expertise include all aspects of competition law, telecommunications law, and competition policy initiatives. He has a PhD in competition law, and has regularly published articles on competition and telecommunications issues.

He is based in Dubai.

"Dr Patterson has played a significant and important leadership role in the vital structural changes which occurred in the New Zealand telecommunications sector during his tenure. Throughout his appointment he retained the confidence and respect of the telecommunications companies who appreciated his open and transparent style, his approachability and even-handedness in dealing with complex issues. The telecommunications market has been transformed thanks to his vision and guidance."

- *A New Zealand network operator*



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Stewart is a regulatory lawyer by background with more than 30 years of experience. He has worked in many jurisdictions in developed and developing countries advising both the public and private sectors in fixed, mobile and satellite. He was the founding Group Public Policy Director of Vodafone Group plc (where he was known as Vodafone's "Foreign Minister"), and has been a director of many Vodafone operating companies and more recently a director of Etisalat's Nigerian operation.

He was the lead legal advisor on a number of World Bank projects in the Middle East including the privatisations of operators and creation of regulatory authorities in Jordan,

Palestine and Oman. He was an advisor to the Australian Government regarding the creation of the NBN, including separation undertakings of Telstra, and other NGN related projects including in Kuwait and Qatar.

He has been an expert to the European Commission, an advisor to four Secretaries General of the ITU, and was Head of Telecoms for KPMG in Middle East and South Asia between 2010 and 2012. He founded Akhet Consulting in June 2012 and is resident in the UAE.

“You have done an excellent job as the Project Leader. At all times I have found you to be reliable and hard-working, and I am sure it has been one of main success factors for our workshops and for the final report. I really appreciate your work organization skills and your multi-national experience in Regulatory area. It was clearly seen in your contribution to the Project final deliverables success - the final presentations and the final report were well received and appreciated. I hope to have the opportunity to cooperate with you on other projects in future.

- **A GCC Regulator**



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Andy has advised regulators, governments, and operators for more than 30 years throughout Asia, North America and Europe on telecommunications policy development, regulation, strategy, analysis, planning, forecasting, and process management. From 2000 until 2010 he served the Singapore's industry regulator, the Infocomm Development Authority as its Deputy Director-General (Telecoms & Post).

As Singapore's telecoms regulator he implemented Singapore's liberalization and competition framework, created the organization that regulated the sector, oversaw the governance model for the country's National Broadband Network, structured and managed spectrum policy, and developed and implemented the framework that opened up undersea and space segment capacity.

Subsequently he worked in Ireland as the head of Corporate Affairs (a role that included Regulatory Affairs, Government Affairs, Public Relations and Social Responsibilities) for eircom, Ireland's incumbent and largest telecom provider.

“His groundbreaking work designing Singapore's market and regulatory framework starting in 2000 and lasting for a decade was based on a deep understanding of what makes this industry function successfully. Much of that experience was gained from having worked in various corners of the world both as a regulator and for a major global telco. His understanding of the structural nature of the industry offered a solid stepping stone for the market to thrive competitively, and eventually allowing it to transition toward Singapore's much watched National Broadband Plan. His style, based on transparency, fairness and accessibility, earned him respect among both government officials and private sector leaders alike.”

- **An Asian network operator**

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