A celebration of
10 years of Three.
‘The present order is the disorder of the future’ (Louis Antoine de Saint-Just, 1790).

Three came into existence after Hutchison Whampoa sold its 2G business. Orange™. The company that once owned the ‘bright future’ was committed to leaving the old order behind and building a bold new world, one that would make the present seem like history. It was fuelled by the idea of delivering a fast, fluid, connected and colourful world, brought by us, right into people’s hands, ears and eyes. We had to imagine and believe what they didn’t yet know they would want and soon come to depend on. We had to create demand where there was none.

This was the equivalent of designing and making the cars, all the roads and junctions, drilling and refining the oil, creating the destinations in this new landscape, because when we started there was a blank piece of paper, no maps and little appetite for new.

All mobiles could do then was make calls and send texts at an alarming cost. Nokia was praised for its all thumbs and fingers ‘intuitive’ interface. Intuitive? If there were pictures, they were in black and white or fuzzy, or black and white and fuzzy. There were no apps and no smart anything.

We set out to make a brand that represented the new order. One that was fluid where others were static, colourful where they were monocolour and one that spoke the local language. No need to translate. The look of Three was irreverent, brassy, even vulgar, sixting more to the world of entertainment than the rather dull world of boring old telcos. We painted the picture of ‘cool outside and hot inside’ and waited for the world to catch up.

As pioneers we were on an unknown road. We had to create and build new things, and new ways of doing things. Including a new network. New handsets, tariffs, and even content. Some of it came right. Some of it was taken forward by others and became their future, but much of it became the new standard for the mobile world. Game changing innovations that have become the way we expect it to be, and that we now take for granted. Above all, what we created were new expectations.

As Canning Fok put it at the start of this journey: “By the time we’ve finished, the measure of our success will be how many people can’t imagine life without Three.”

Three’s journey is far from finished but it has come a long way in only 10 years.
Born to be better.

‘03
When Three launched
and a brand was
born

— The beginning
— The Natural Next Step
— The journey
— Oh brave new brand
— To fulfil and liberate
In 2003 a new company called Three launched in:
- Australia
- Austria
- Denmark
- Italy
- Sweden
- United Kingdom

At the beginning of the new century, mobile phone use had spread so quickly, and established itself so deeply, that there were more mobile phones in Europe than there were Europeans. Around the world mobile phone companies grew fast through providing customers with texts and calls while on the move.

Three was born to be better. With the coming of 3G, Three was new and the only player in this fast-changing market with no baggage from its legacy. Three could see further, beyond the calls and texts that were an essential part of its offer. But there had to be more, and it had to be better. Three was the only company truly committed to 3G from the start, embracing its full implications to become truly a mobile broadband brand.
Some of what other mobile service provider brands looked like during the initial few years of Three.

That was the natural next step, as the Three brand defined itself from the start. Three recognised that consumers were not crying out for revolutionary change as an alternative to the newfound excitement of mobile phones. Instead, they wanted ‘something better’. For decades we watched in black and white until colour TV became possible. The next step was to go with the grain of people’s desires – a natural next step.

With no vested interest in the old system, Three could pioneer the next step in mobility. The problem was that this meant building the highway before there were cars to drive on it.
It was a gamble, but Three has always been willing to take risks. The web started off gaining mainstream acceptance as a business tool, but it is now taken for granted, as much as running water. It empowers, enables and connects people. Social media, information, technology, entertainment and beyond. This has been Three’s vision from day one.

Three has been on this journey for 10 years. What sets Three apart, is that it has not been just a traveller on the journey – instead, it has been out there, challenging the status quo and leading the way. Three’s founding beliefs have been vindicated – in the power of the Natural Next Step, in the release of the internet from static restrictions, in the ability to mobilise the potential of the web for every individual, wherever he or she might be.
Cool outside.
Hot inside.
Oh brave new brand.

In the UK there was a government auction to win the right to run mobile 3G services. One bidder, Hutchison Whampoa, had sold its original stake in Orange and was now without any mobile infrastructure. Four companies with existing infrastructure put in successful bids. The fifth successful bidder was Hutchison Whampoa, the only newcomer.

The auction was more expensive than anyone had expected. But the newcomer had a vision of the future based on making mobile communication more useful and enjoyable than ever before. The first need was to work towards the vision while the technology developed to make it happen.

The business needed to create a brand; a brand created in the spirit of David Ogilvy’s definition: “A brand is all the ways a company is experienced and perceived.” One natural starting point for a brand is the name, and eventually Three was chosen - very far from clear about the company’s commitment to 3G, but also because it wanted the brand to be the same but different, wherever it operated. So in Italy, the brand could be Tre, in Austria Drei, and so on.

The brand was built on principles that would set it apart from competitors. In a world where brands were becoming too similar, Three’s values set it apart. The brand was a ‘life-loving change maker’. It was playful. And it was here to make the mobile experience more liberating and fulfilling. The brand identity was ‘cool outside, hot inside’, with a chameleon-like logo based on the number 3, and a range of vibrant colours anchored by a single typeface.

Sweden: First with videocalls, 3G, bundled plans, mobile portal and mobile self-service
UK: Launched first Pay As You Go tariff
UK: Hosted first public Video Voicecall - between two members of government

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To fulfil and liberate.

Three was a brand defined not by its technology, by bandwidth or spectrum, but by a fresh understanding of human needs and desires when it came to communicating. Everything needed to be driven from the customers’ point of view. The company was committed to fulfilment and freedom for its customers, but recognised that hype didn’t cut it anymore. Customers expect things to be cheaper, faster and better all at once.

In 2003, Three couldn’t do mobile broadband. No one could. It was beyond the technology of the time, but within reach. Three wanted to get there as quickly as possible. The other competitors – telcos through and through – were busy making money out of the tools, tariffs and restrictive terms they had grown comfortable with. So, Three had some waiting to do. It could see and show what the future looked like, but it couldn’t deliver it yet. In the meantime, the business needed to make money by selling phones that matched their rivals in terms of reliability, cost and coverage.
Thinking of you.

— Everywhere the same, but different
— Making connections
— Ready to play

2005
Pope Benedict XVI elected
YouTube launched
Rupert Murdoch acquired MySpace
Yahoo! took over Flickr
300 million tracks were sold on iTunes

2004
A catastrophic tsunami devastated vast swathes of south-east Asia
The Olympic Games were held in Athens
An idea called Facebook sprang out of the USA onto the internet, worldwide
2013
Vince Staples
2003
The Olympic Games

以您為本
Der Mensch steht bei uns im Mittelpunkt
Memikirkanmu
Sempre al tuo servizio
Tänker på dig
Everywhere the same but different.

Hong Kong: First 3G network in Hong Kong, with over 98% coverage

Hong Kong: First with 3G video dating and mobile reality shows

Sweden: First with free calls on net, mobile video dating, mobile reality shows and mobile positioning service

Denmark: Three customers became the first to watch TV on their mobile

Hong Kong: Launched video conferencing service on 3G video mobile phones

Ireland: Shook up Irish market with great value plans and services

UK: Launched SpinVox – the world’s first voicemail-to-text service

Hong Kong: World’s first to pioneer 3G coverage in subways and elevators

Sweden: First with equal and fair conditions for pre- and post-paid agreements.

The Three brand was the same, but different, everywhere. Given the need to gain a foothold in each market, different countries took different approaches, all based around the idea of Three as a challenger to the status quo. They shared these approaches in regular global forums hosted by Hutchison Whampoa’s brand group, WHAM.

Some of the advertising was wacky but people noticed it and talked about it. In Australia there was Team America; in Denmark there was the reactionary character called Claus who became a national talking point; in the UK there was the singing cherry and the jellyfish; other oddities, photos, ads and the unexpected.

In the ad industry’s Campaign magazine these were all about satisfying people’s unmet needs but the reality was that, at least for the short term, Three needed to generate income in the usual way of a mobile phone company – by persuading people to make more calls and send more texts. This was true in all different countries and the “new consumer” trend was about people being more demanding, taking a sophisticated black and white approach to appeal to the business market. Sweden introduced the equality concept with equal and fair conditions for pre- and post-paid agreements.
Making connections.

Australia: Reached 1,950 base stations.
UK: Launched UK’s first live mobile video news and entertainment channel.
Hong Kong: Received Capital magazine’s award Best Mobile Network Service Provider.

Australia: Telstra 50/50 partnership began, spinning off 3G radio.
Austria: First mobile ISP prepaid card in Austria.
Hong Kong: Unveiled Hong Kong’s first real-time stock streaming service.

Things were beginning to happen. Three was taking risks by inventing products as prototypes for the new world of mobile broadband, even though consumers appeared only mildly interested. Internally, people became obsessed by video - the world’s first service where people could share their own videos with friends and the wider world. Would it work? Yes, although it would be better when technology caught up fully. Would consumers want to do this? Definitely.

There was a frenzy of innovation. In Australia, Three issued itself the five-day challenge to launch more new products ever more quickly. If the products did not work, remove them, learn the lessons, move on. What it did lead to, in a very positive change, was the realisation that getting key people to work closely and quickly together enabled a better method of product development.

20 28 29
This attitude was important in creating a consistent approach to customers worldwide. There was a need for innovation not just for the future, engineering possibilities with technology, but from a shared understanding of what matters in the lives of consumers. It was intent on providing services for ‘who you are in the world as it is’ rather than who you should be in the world as it might be.

There was no appetite for accepting the status quo, and that feeling was stronger in Three than in any of its competitors. It was something you could feel, coming from the outside – indeed visitors remarked that it would be impossible to recreate the Three experience even when arriving in Three UK’s head office reception. They found themselves sitting in the middle of a basketball match with a hoop positioned at one end of the reception area. When they were taken into the meeting, in the café, they saw stylish photographs of Three’s own people on the walls. The photos were not of people using handsets but displaying their talents and passions for out-of-work activities such as sport, dancing and art. All this stemmed from the brand’s belief – and investment – in the importance of its own culture. The brand started on the inside so that it would be authentic when it went outside – if ‘play’ mattered to customers, then it mattered just as much to employees.
Three Australia achieved early success after launching in 2003. It all happened quickly, thanks mainly to our dedicated team of people. We entered a crowded mobile market where the odds were heavily weighted towards the incumbents, but Three Australia's people managed to shake things up and make a difference. This came through, particularly in the retail experience where honesty and openness counted. Our team, aligned behind our purpose and vision, forged together by a strong culture, were clear and engaging in their messages. We delivered much lower prices, along with innovative services. This was something Australia had not seen before.

Along the way there were problems to do with service and handset issues that were not surprising, but could have been avoided with hindsight. But we were honest about the problems, learned quickly and kept trying. Networking issues on the same page, messages were consistent. At a time, the brand developed rapidly, with positive word-of-mouth endorsement. This puzzled our competitors who could not match or mimic our approach. We achieved fast, double digit growth. This growth, together with our powerful relationship with consumers, was attractive to investors, a major player in the market. This led to a 50/50 merger in 2009 even though Vodafone had been established in the market for 10 years longer.

We achieved this through the passion of our own people, becoming the driving force and most successful brand in the Australian market. We achieved this by being audacious and disruptive, always doing things differently because that was our DNA. We offered Videofonie, 3MobileTV, 3LikeHome and a strong focus on the mobile internet. We became known as innovators from the start, always first to market with new services.

This is the story of a new company that was born rebellious and thrived on it, to grow up as a successful and mature adult. When Three Austria launched in 2003 it entered one of Europe’s most competitive markets. It did so with an offer and a technology that few people knew or understood. It had a network that failed to live up to expectations and just a few of all horridly ugly-looking handsets to prove its claims of a new era of modern communication.

But we were rebellious from the start, always doing things differently because we were different. We offered Videofonie, 3MobileTV, 3LikeHome and a strong focus on the mobile internet. We became known as innovators from the start, always first to market with new services. We grew up fast. Soon we became accepted and respected for all the things we were trying – and those things we were willing to fail at. We were audacious and disruptive, always doing things differently. We were successful and grew up as a brand.

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The Danish telecommunications market, as well as the competition within it, has become more intense due to the entry of Three Denmark in 2003. The market was already crowded with four network operators and more than 25 MVNOs, with ten of these being wholly owned by the network operators.

Three Denmark entered this competitive market with a focus on deploying the 2G network. Since then, we have been the most technologically advanced company in the market. We have established ourselves as pioneers in the mobile broadband market and have challenged the other operators from the very beginning. We were the first company to introduce mobile broadband in Denmark, two years before our competitors. This was just the beginning, and we have since been the first to market with several other products, including video telephony and the music app 3Player, which won the prize for best music app at 3GSM World. Our customers have been the first to watch TV on their mobile devices, and we were the first to allow the Danish to share their data usage across platforms.

Three HK launched Hong Kong’s first 3G network in 2004, which rapidly expanded to cover 99.9% of the territory. Using sophisticated technology, we tempted customers with a spectrum of 3G content. With HSDPA network in action in 2006, we introduced X-Series, making PC, TV and internet available on mobile devices. We subsequently received the ‘Most Innovative Mobile Operator Service Award’.

We reshaped the perception of the USB modem as being for business use only, bringing a series of signature-designed ‘3reedom’ modems to mass market. Partnering with Yahoo!HK provided free mobile surfing on the Yahoo!HK website, making mobile broadband affordable and irresistible to everyone.

In 2008, mobile devices were no longer limited to voice and text communications. We introduced a wide range of data-centric mobile devices, including the iPhone 3G, the world’s first smartphone with 3G. We also took the lead by introducing innovative tools of unlimited high-speed data usage.

We led again by launching Data Roaming Daily Pass for unlimited data usage at a daily flat rate. Mobile data has been the focus of innovation for the past ten years. We have been pioneers in 3G, 4G/LTE and as an MVNO operator, we continue to be at the forefront of technological innovation in the market.

Through intense and committed marketing initiatives, Three Denmark has firmly established itself as the market leader in smartphones, 4G/LTE and as an innovative company. We continue to fight to keep our technological lead in the market.

In 2012, the ‘One Love, One World’ campaign announced our partnership with Vodafone and Conexus to deliver extended roaming coverage worldwide, and ushered in a new era of 4G/LTE mobile communications. As the sole operator in Hong Kong, we supply iPad with unlimited local roaming, making mobile broadband accessible to everyone.

We’re committed to constant product development. Our partnership with WhatsApp, Inc. has made iOS mobiles free access both而在和 Fax to the fast 3G internet connection. With software that the 3 Super Safe, services the 3 Super Safe can protect smartphone users’ personal data and privacy.

The One Love, One World campaign, along with partnerships and technology, has helped us to improve our network coverage and services, and drive our focus on creating a seamless mobile experience for everyone.

We have over 150 sales outlets including Three HK’s flagship store in Causeway Bay, and 3MALL online store, as well as the international ISO standard proving our commitment to excellence in customer service.
We’re six years old and getting stronger, an ideas company that never stops innovating. With 21 million subscribers and growing, our ambition is to lead Indonesia in the mobile internet market by providing the best-in-class data service experience.

From 2007 to 2008 we became Indonesia’s fastest growing network, covering 2,000 cities and 75% of the population on launch day. We launched our first SMS, unlimited YM and Facebook with an SMS-based platform.

We became the first operator in Indonesia to deal with the world’s largest football brand, Manchester United. For the first time, in 2009, this football-crazy country had direct access to one of the biggest clubs in the world, ranging from players’ appearances to digital content. This partnership took the brand to another level of market acceptance and national attention.

In 2010 we shifted our focus from talk and text to mobile internet, and aggressively went about winning Indonesia’s market. A massive investment in the network led to 1,406 3G sites in eight cities, growing to 13,900 sites in 150 cities by 2013.

NG (Next Generation) is an online integrated sales and distribution system that allows us to directly communicate, commission and influence retailers.

BimaTri is a customer loyalty programme, with a form of virtual cash that integrates retailers in the redemption process. We continue to develop new ideas for our market and beyond.

We’re Ireland’s largest high-speed network and fastest-growing mobile operator. When we launched in 2005, we shook up a stale and uncompetitive market with great value price plans and services. Today, as a result, the Irish mobile market is very different.

We have a track record of being first for consumers: we brought Skype to mobile first, introducing a Skypephone; we launched mobile broadband early with FlexiFix, then All You Can Eat Data. We also brought the customer service brand, which delivers domestic rates on Three’s networks abroad.

We’ve invested €800 million in building our network and we continue to invest as our customer base grows. We now reach 99.5% of the population for voice and text, with 97% population coverage for mobile broadband/internet.

In 2008, Three won the Government contract to roll out broadband services to the remaining 10% of the country without adequate broadband. This has now connected many new consumers and businesses in rural Ireland to broadband and all its benefits.

In 2010 we acquired LTE spectrum portfolio at lowest cost, doubling our current spectrum holding. This will support Three’s strategy of continued investment in our network long-term, improving coverage nationwide and enabling speeds of up to 180Mbps.

BimaTri is an app that helps customers to keep track of their personal mobile usage.
Three Italia was the first mobile operator in the world to launch UMTS as a commercial service in 2003 and offering mobile communication services, internet and TV.

In 2004 we were the first Italian player to introduce all-inclusive tariffs with voice, texts, internet and mobile phones included.

In 2006 we launched the first digital mobile TV in the world and the first HSDPA commercial offer, which made mobile broadband services available for the mass market.

We entered agreements with Microsoft, Google, Yahoo!, eBay and Skype in 2007 to offer internet services through mobile, and launched the first mobile phone with embedded Skype.

In 2009, we launched the first low-priced Socialphone, specifically designed for social media. The following year we further focused on network development by increasing the infrastructure’s capacity fourfold in order to cope with the booming demand for mobile internet connectivity.

In 2011, we won 25% of LTE frequencies that the Italian Government had put up for auction. By investing €1 billion we started a two-year plan to further enhance the network’s coverage and performance. As a result we now own the most widespread 42Mbps network in Italy, covering almost 80% of the Italian population and nearly 4,000 cities.

At the end of 2012, we presented our mobile 4G LTE broadband, launching the services in Rome and Milan. Our target is to cover urban areas by the end of 2013.

With more than 9.3 million customers, Three Italia is the fourth mobile player in Italy by range of customers, and the market leader for data traffic and mobile media consumption through smartphones and tablets.

In 2000 a 3G licence was awarded and in 2003 Three Sweden became the nation’s first brand to offer 3G and video calls. Even in the first year Three Sweden was named ‘Newcomer of the Year’. A string of first-to-market activities followed with mobile TV, mobile music and messaging services, Best Music Service, Best Messaging Service and Best TV Service.

In Sweden, Three aimed to build its position as an innovator with the technology, and soon launched novelty mobile services such as video dating, reality shows and navigational services.

In the following years Three’s innovations would be recognized in a series of awards, making it without doubt best-in-show in Sweden. The one we’re probably most proud of is the award for Sweden’s Best Data Network, won for the last five years.

But not all awards have been for Three’s products and services. Other titles in the cabinet are Best Working Place and Best Working Place for Women; and perhaps it was this working environment that inspired the in-house marketing department to win Best Creative Campaign among in-house agencies in 2010.

We continue to innovate. 2011 saw the launch of the world’s first ‘Live Shop’, where customers could talk and interact with Three online, and in 2012 we were first to launch a self-service app for smartphone, as well as a mobile switchboard app for business customers.

2012 was the most successful year in Three Sweden’s history. We launched a new communication platform and a TVC concept around ‘The Man From Three’. This grew to become very popular among customers, and recently we saw a new incarnation in a mobile app game based on one of the commercials.

We’re still growing and we’re sure that the next 10 years will be even better than the first.
Three entered the UK market in 2003. We saw mobile phones could do so much more and change things for the benefit of consumers.

Being such a pioneer wasn’t easy. The network, and early 3G handsets, struggled to meet our aspirations. We believed the internet should be at the very heart of mobile whereas the established operators saw their users experience the internet only as something experienced on a mobile. For them the internet was just for PCs.

The content we craved wasn’t there for mobiles, so we built our own, beating YouTube to hosting and promoting user-generated video by years. We had the mobile music market, partnering with the best to bring football, games, comedy and on-demand TV.

In 2006 we launched the X-Series, a combination of apps and a generous data bundle. With eBay, the Market Cap, TripAdvisor, and the X-Series brought unlimited Internet access to mobile for the first time.

Next year we upgraded our network big time, delivering the promise of mobile broadband to a mass market. The network built for the internet grew steadily stronger. We doubled its size through a smart network-sharing deal. Hug investment created the UK’s biggest ultrafast network. While others blocked internet apps, we embraced them, even building the Skypephone to make mobile Skype easy to enjoy.

But we had to change the way the industry worked too. Mobile termination rates, the cause of the high cost of calling mobiles, had to come down. Our campaign changed the rules. In 2010 came The One Plan, a massive bundle of minutes, texts and data; then we added true All You Can Eat Data and brought data bills down further. Now we’re the UK’s fast-growing mobile company.

As a result, we’ve seen the share of mobile internet users in the UK more than double since 2010.

Global brand forums

The latest generation of mobile phones are transforming the way we live and work.

Inter-netting
The way you wanted it.
Coming together.

Three's approach had always been to focus on satisfying people’s real needs, not imposing new technology on them. Three wanted to create ever richer, more fulfilling experiences, while removing any restrictions to getting them. This led to the development of true mobile broadband, and secondly the need to get the basics right: robust networks. The right handsets. Delivering great value. Despite industry doubts that this would be feasible, Three brought all of these together in 2006 in the X-Series. Three had scored many firsts, bringing mobile broadband closer to everyday reality. SeeMeTV allowed customers to share videos on mobiles for the first time. Music downloads took off, giving Three the world’s first mobile gold disc. Dual downloads were introduced with the thought that it was fair and natural not to treat music on mobile and computer as separate transactions. Three streamed the first key concert live to mobiles and premiered Madonna, Robbie Williams and James Blunt videos. There were more games, more TV available, and the creation of communities to share pictures, film and gossip with friends.

- Denmark: Launched first successful 3G mobile
- Hong Kong: Launched HSDPA network territory-wide
- Italy: First digital mobile phone in the world
- Sweden: First with HSDPA
- UK: X-Series, launched in London, opened up the internet on mobile
For Three success would be built on satisfying the customer better. Giving them the internet as it was meant to be.

Freedom had always been an important aspect of the Three brand. The launch of X-Series still took many people by surprise. From a consumer’s point of view, Three attempted to give you everything you expected – and more. Consumer expectations were that web use should be free. With better handsets and network coverage you should also be free to use it wherever you were, whenever you wanted, not chained to a fixed device at home or in an office. But from the point of view of business analysts this thinking was a shock: “How can you throw away such a successful money-making model?”

It was not a problem, but it became increasingly clear that the challenge was to harness the power of the web rather than to replicate it. X-Series represented a huge breakthrough. It changed thinking about the relationships between the web, mobile communication, access and value. Around the world, consumers had embraced the web on their PCs. Part of that embrace was the acceptance that the web was, effectively, free to use as much as you liked. If broadband was now enabling instant access to the web on PCs, why should mobile be different? The only thing holding back that natural next step was the commercial models of existing telcos, built around the selling of restricted packages.

Wanting to be free.
The brightest stars.

The X-Series was launched at a press conference in London that went worldwide. Three brought together on the same platform the best of the web – leading players to endorse the approach. Top figures from Nokia, Sony Ericsson, Microsoft, Skype, Google, eBay and many more spoke of their excitement. These partners of Three, the ‘brightest stars from the broadband universe’ saw a leap forward in the way consumers could mobilise the essential tools of the internet.

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Austria: Roaming revolution
LikeHome

Ireland: Partnered Carphone Warehouse to sell products in 48 stores

Ireland: 3G network first in Ireland to launch 100MB downloads

Sweden: Appointed Best Music Service for the 21st Century, Best Messaging Service (SIME) and Best Browsing Service (SIME)
"A key milestone in the development of the Internet."
Meg Whitman, eBay.

"Three. Such an innovative company. Such a pioneer in the space to bring broadband to mobile."
Niklas Zennstrom, Skype.

"It needed somebody to make the first move. We now know who’s taking the first moves in this business."
Sony Ericsson.

Simplicity was the key. In an industry where companies had thrived by creating complexity, Three cut through to what HWL’s CFO, Frank Sixt, described as:

"One simple but compelling proposition: it’s free when you use it.”
Thinking differently.

— Change was in the air
— Getting it right

The subprime mortgage crisis started in the USA, and its ripples spread across the world.

Apple launched the iPhone

The world financial crisis deepened, with the collapse of Bear Stearns and Lehman Brothers together with a whole series of events that shook the world’s economies.

Bill Gates stepped down from Microsoft

Barack Obama was inaugurated as US President after a campaign urging change—“Yes we can”

General Motors went bankrupt

Michael Jackson died

The European sovereign debt crisis began
The X-Series also led to a new generation of products such as dongles and the INQ mobile phones that focused on data. Three's X-Series changed the rules for mobile. For the first time, you could use as much data as you wanted without thinking about the cost. The handset industry, though, was not yet producing the data centric devices that could truly take advantage of this. So Three developed its own.

The Skypephone focused on instant free calls for a one-off monthly fee. The INQ1, the mobile web phone by Three's global handset team, won the award for World's Best Handset. And Three's dongles allowed consumers, for the first time, to get web access everywhere on PC and laptop without paying for data.
Getting it right.

‘07
Austria: First high-definition mobile TV
Hong Kong: iPhone
Indonesia: Robert Mugabe banned from
StarTalk after launch
Ireland: Firsts upgrade to 3G (42Mbps)
Netherlands: Advanced Broadband
MACVAM Project
Philippines: Awarded the title
‘Best Mobile Broadband Service’
Singapore: First mobile TV
UK: Launched mobile broadband

‘08
Austria: First HD network in Austria
Armenia: First HD mobile TV
Denmark: WiFi voice coverage and
4G mobile broadband
Hong Kong: The very first HD mobile TV
Network Plan in HK
Ireland: Fibre-based mobile broadband
network

‘09
Austria: First HD network in Austria
Australia: Merged with Vodafone to form
new 50:50 joint venture
Denmark: Set the standard, increasing
nominal maximum speed of mobile
broadband to 21Mbps
Ireland: Deal with BT to switch on
7.2Mbps broadband capability

Sweden: Awarded Best Data Network
(2007–2012), Best Customer Service,
Best Mobile TV Service

Italy: Socialphone launched for social
media

Hong Kong: KKBOX - world’s largest
collection of Chinese music downloads

Austria: Biggest 3G network in Austria

Denmark: 96% voice coverage and
86% data coverage of Danish population

Hong Kong: Launched mobile 3.0 to
open up personalised infotainment

Hong Kong: The only operator to offer
Handset Replacement Plan in HK

Austria: Awarded Best Mobile Utility
Service, Best Working Place (Great
Place to work Institute) and Best Working
Place for Women

UK: Launched mobile broadband with
high speed packet data services

The last few years have seen a huge change in the way we see and use mobile devices. Building on innovations already introduced, manufacturers have moved from producing talk and text phones with data as an add-on, to creating truly connected devices.

With the iPhone 3G in 2008 and the iPad in 2010, Apple created objects of desire which put data at the centre. Meanwhile Samsung, Nokia, HTC and others launched a wide variety of smart devices for every type of need.

All this changed the game. Now is the age of the smart mobile.

What Three predicted at the beginning of our journey has happened. People are surfing, browsing, buying, listening, sharing and facebooking every day on their devices. It’s their library and their TV, and a million other apps.

And they can’t imagine life without it.

While the manufacturers were building for this new world, so was Three. A massive upgrade of its networks made sure it was the network that set the standard for delivering the new services people wanted.
On your side.

<table>
<thead>
<tr>
<th>Year</th>
<th>Event</th>
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<tbody>
<tr>
<td>‘10</td>
<td>A wave of unrest, leading to the Arab Spring uprising, started to sweep the Middle East and was recorded as it happened on social media. Facebook reached 500 million users.</td>
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| ‘11  | The Tunisian and Egyptian governments collapsed. The world's first Internet-linked revolution began. "I want you to know that I have just decided to die."
| ‘12  | Aung San Suu Kyi, recently released from a Burmese prison, accepted the Nobel Peace Prize. The London Olympic and Paralympic Games were watched by record audiences. The internet turned 30. |

— Mobile Consumer Champion
— First principles
Facebook has become integral to the way hundreds of millions of people socialise, keep in touch, share information and have fun. Three has the best mobile broadband network, that was built for the internet and Facebook is a prime example of how we enable people to enjoy everything they love with no hassle.
Three made an even more explicit commitment to customer satisfaction, positioning itself as ‘The Mobile Consumer Champion’.

Three would be the network operator that was on the side of the customer, delivering what they really wanted, and expected.

– Mobile internet as it should be
– Access, not restriction
– Challenging regulatory restrictions
– World class retail experience

Hong Kong: Received 20 industry awards presented by various organisations

Indonesia: Focus on data led to big network investment (from 1,406 3G sites in 2010 to 13,900 by 2013)

Ireland: No-nonsense post pay from Three

Sweden: Best Working Place (second year running), and Best Creative Campaign (Swedish Royal wedding)

UK: Strategic partnership with Vodafone Ireland: 50/50 joint venture company

Ireland: ‘Do things you never thought possible. Three your mind’ campaign

Sweden: Appreciated partner to Swedish hockey – ‘Fastest on the puck’

UK: Introduced All You Can Eat WiFi so passengers can work online on the go

Austria: Awarded Best Network in German-speaking area

Denmark, Special mobile award

Ireland: Free internet on all Pay As You Go mobile data

Ireland: Acquired All You Can Eat Data on Billpay and Prepay plans

Ireland: In-car WiFi so passengers can connect to the internet on the go
Champion positioning was realised in the form of The One Plan.
There had been a revolution in the Zeitgeist and in technology. Three had played its part. There had been a vision and the world had benefitted from visionary people in many countries and companies. But visions do not happen overnight and they involve an immense amount of effort to make them happen. Let there be simplicity and clarity about essential principles. For Three, although established from the outset, these have strengthened over the years as events have proved their worth and relevance. If the principles are right, you show them in everything you do. Three’s brand identity has evolved as time and events suggested. Now the identity is recognisably the same everywhere, yet different where it needs to be to respond to market differences. The visual aspects of the brand present a consistent face to the consumer, which help reflect and reinforce Three’s clear principles.

Three has now been on this journey for 10 years. What sets it apart is that it hasn’t been just a traveller on the journey but it has been out there challenging and leading the way. Three’s founding beliefs have been vindicated. The power of the Natural Next Step. Creating access where there was restriction. And, most importantly, standing for – not against – what the consumer wants.
By standing for what the consumer wants, Three has led the way for the new. By being the challenger in the market, Three has changed the mobile industry forever. It has made mobile better. And it will continue to do so. This is the future for Three.