












Financial Services  
Jon Eddy Abdullah, CEO DTAC

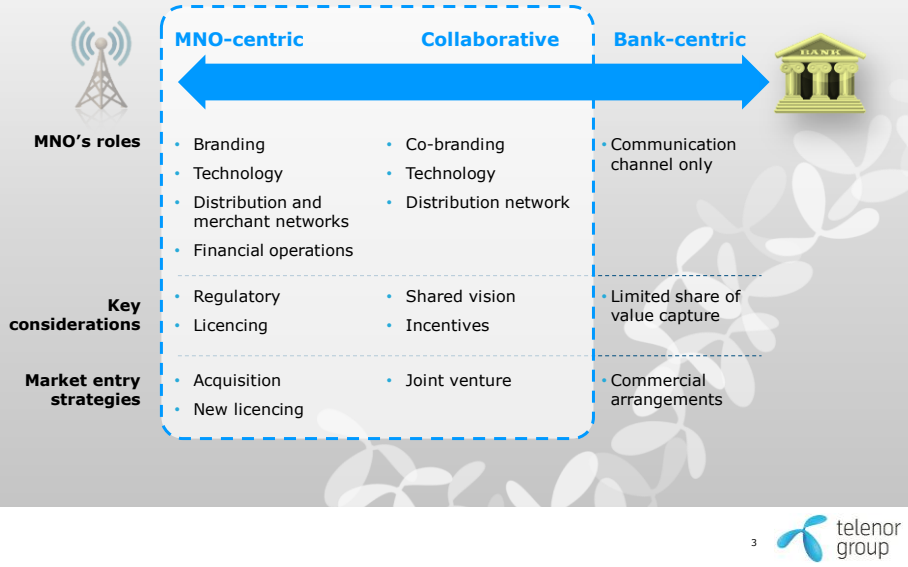


### Mobile financial services – the new normal

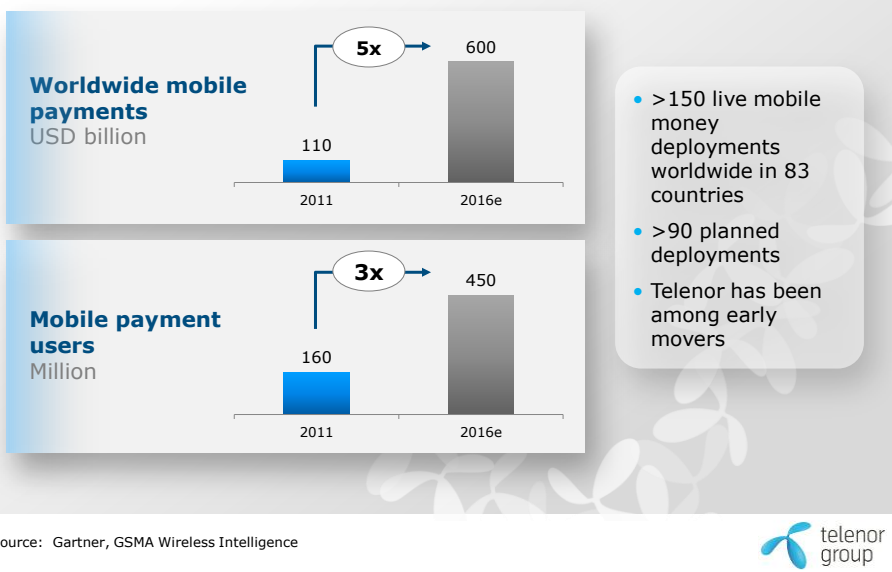
	<b>From:</b>		<b>To:</b>
<b>Full mobility, always on</b>			
<b>For everyone, everywhere</b>			
<b>Simple, in sync with life</b>			



## Many players have entered with different strategies



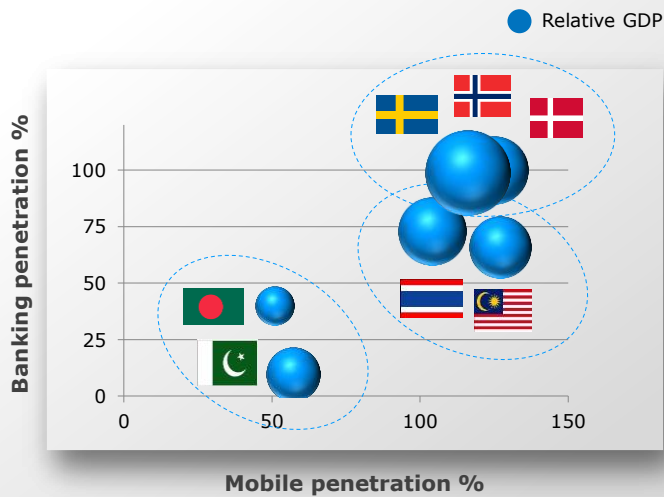
## Mobile money is taking off



## Opportunity varies based on market characteristics



## Telenor covers a wide range of markets



Source: Analysys Mason, World Bank



## We have proven the value of our assets

### Customer relationships



### Known, trusted brands



### Large, efficient distribution



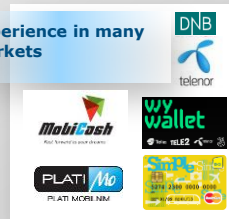
### Technology know-how



### Local presence, global scale



### Experience in many markets



## Success of easypaisa provides valuable experience



### Capabilities built, tailored and exported

- Brand awareness >80%
- >18,000 service agents
- 160k transactions per day
- Indirect benefits to telecom business

Product development and pricing

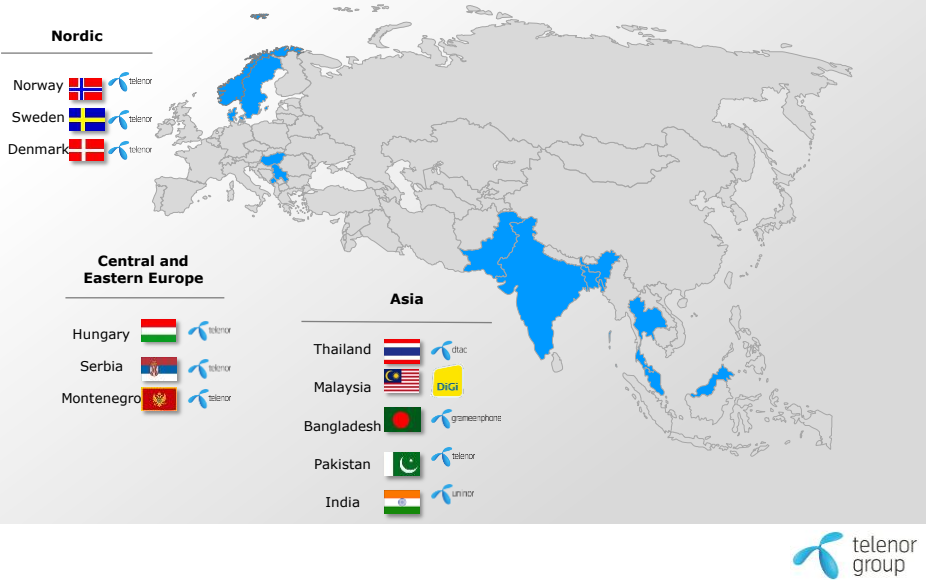
Branding and marketing

Distribution, operations and risk management

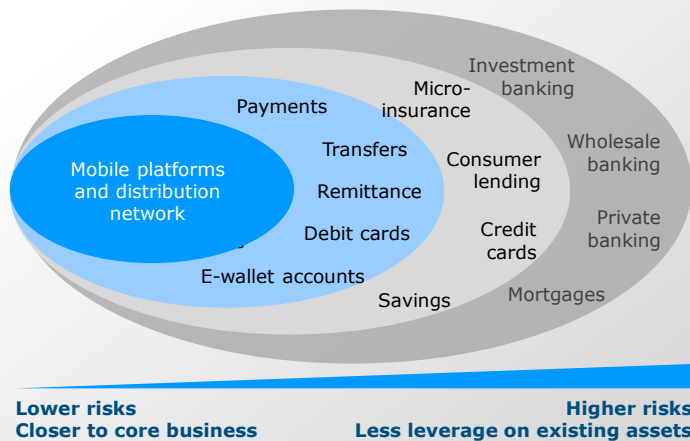
Regulatory management



# Telenor has valuable existing Financial Services positions



# Step-by-step approach manages risks



## Industrialisation across markets for implementation



## Creating a competitive and social advantage



### Uncharted territory

#### Key challenges

- Young industry
- Limited competencies
- Limited use cases



### Regulatory complexity

- Evolving regulations
- Risk-oriented and conservative
- Competing standards

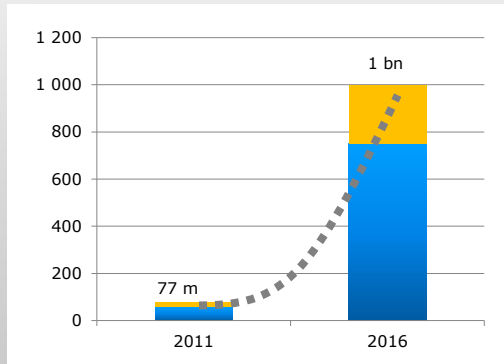
#### Rewards

- Mobile innovation
- Access to new industry revenue
- Social game changer
- Creation of a personal real time transaction conduit



## USD 1 billion revenue aspiration within 5 years

Estimated revenues, 100% consolidated, direct and indirect USDm



### • Direct:

- Transaction service fees
- Margins from balance sheet products

### • Indirect:

- ARPU uplift
- Churn reduction



## Execution is already in progress



*Improving the lives of millions of Thais through vastly increased access to financial services*

- Dtac has licence to launch basic products
- Commercial launch expected later 2013
  - Money transfer, electronic wallet, bill and on-line payments
- Easypaisa model tailored to local market
- Dedicated financial service team in place
- Operations, distribution and IT in place



*Malaysia's #1 Digital Bank for the unbanked and under-banked*

- Partnership with bank via a joint venture
- Commercial launch expected 2H 2013
  - Payments, domestic and international remittances
- Phasing in and approach towards advanced banking products being evaluated
- Dedicated financial service team in place
- Operations, distribution and IT in place



## Financial services - A significant opportunity for Telenor Group

### Significant opportunity

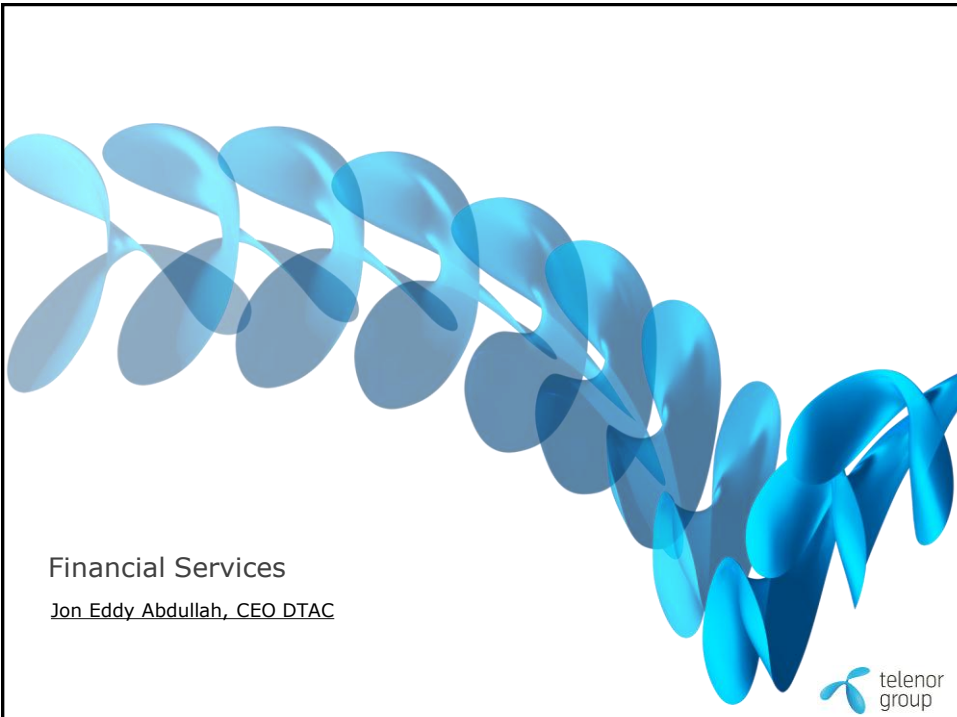
- Mobile financial service is growing rapidly and is here to stay
- Large opportunity to serve unmet and changing needs

### Telenor well positioned

- Hands-on experience and proven success case
- Existing assets to leverage

### Executing on USD 1 billion ambition

- Preparation for service launch across multiple markets
- Synergies being captured through industrialisation



Financial Services

Jon Eddy Abdullah, CEO DTAC

