

## Uninor launch in India

Jon Fredrik Baksaas, President and CEO  
Sigve Brekke, EVP and Head of Telenor Asia

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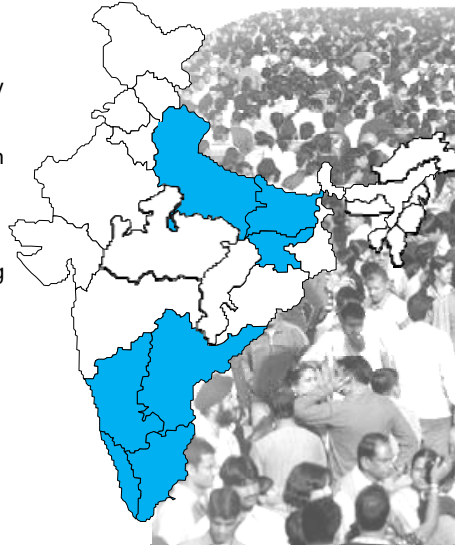
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## Reaching a milestone in India

- 7 circles have gone live simultaneously today
- Launch footprint of close to 600 million people
- More than 12,000 base stations
- Pan-India roaming agreement securing national coverage
- Next phase to go live first quarter 2010



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## A slim and flexible business model

- 100% tower sharing; Agreements with Tata-Quippo and Indus
- State-of-the-art technology - no legacy
- Low cost model based on outsourcing principles
- Focused rollout in 15 circles, fulfilling rollout obligations in all 22 circles
- Lower GSM equipment cost than earlier anticipated.
- Flexibility in scaling the model according to customer uptake



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## Market share and financial targets

- EBITDA breakeven approx. 3 years after launch
- Operating cash flow breakeven approx. 5 years after launch
- Accumulated capex first 5 years reduced by NOK 4 bn due to more focused rollout and better agreements with vendors
- Peak funding expected to be somewhat lower than INR 155 bn

### Long term ambitions

- 8% pan-India market share
- 30% EBITDA margin
- 10% capex/sales ratio



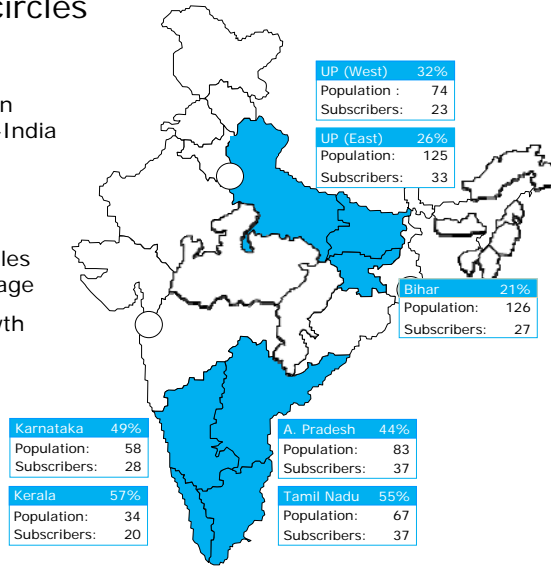
## Distinct value proposition

- Clear brand positioning – emotional connect with target segment
- Attractive price plans targeting the mid/high value segment
- Network quality at par with competitors in our geographies
- Unique distribution model and superior customer service



## Uninor launch in 7 circles

- 36% average penetration in launch circles vs 40% pan-India
- Largest launch coverage in India, covering 35-40% population in all circles
- Market ARPU in launch circles at par with pan-India average
- India annualized GDP growth rate at 7.9% in Q3-09



## Targeted and simple offerings

**Callmore@29p**

Daily rental of INR 2.00 and local calls at **29p/min**

**29**  
mein ban jaaye baat

Medium to high user segments

**Talkmore@29p**

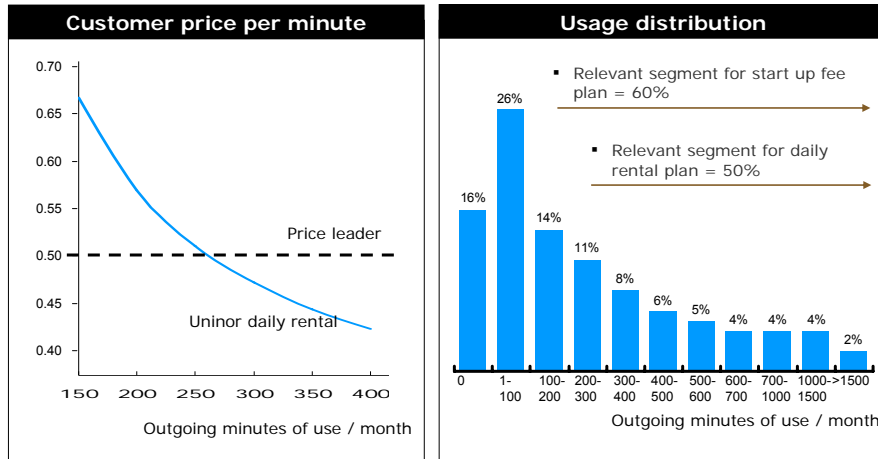
Pay 39p for call set up and local calls at **29p/min**

**29**  
mein ban jaaye baat

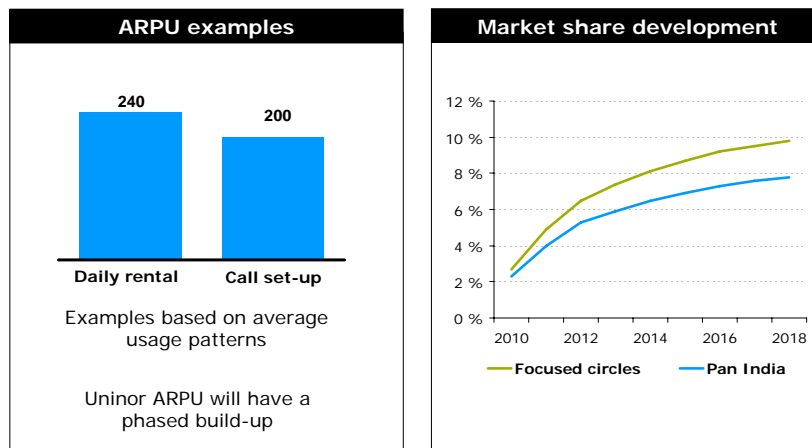
Medium user segments



## Uninor offers value to mid-high usage customers



## ARPU and market share development supporting business plan



## Unique distribution model creating sales push



- More than 1,000 distributors and 300,000 points of sale secured
  - 210,000 points of sale ready at launch
- Unique system to track SIM sales to the shop from which they are sold
- Distribution model gives incentives and creates loyalty among retailers
  - Commission includes bonus element related to mobile usage
  - Faster payment than in traditional model
- 17 company owned and 84 exclusive franchisee shops ready for service

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## State-of-the-art CRM enabling micro segmentation



- CRM integrated with sales tracking system
- Customer lifecycle management through active follow-up of customers
- Customer service with shorter handling time and more agents per customer than competitors

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## Summary

- Pan-India launch today with first 7 circles and national roaming
- Slim and flexible business model
- Targeting mid to high usage segments with attractive and simple offerings
- Unique distribution model creating sales push
- Confident on reaching market ambitions and financial targets



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## Appendix

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## More details about the 7 launch circles

Circle	Circle type	Population (mn)	Subscribers (mn)	Penetration (%)	GDP per capita (INR '000)	GSM ARPU (INR)*
Tamil Nadu	A	67	37	55%	39	226
Karnataka	A	58	28	49%	36	285
AP	A	83	37	44%	34	290
Kerala	B	34	20	57%	42	251
UP W	B	74	23	32%	16	235
UP E	B	125	33	26%		242
Bihar	C	126	27	21%	18	209
<b>Total 7 circles</b>		<b>567</b>	<b>205</b>	<b>36%</b>		
<b>Average 7 circles</b>					<b>22</b>	<b>246</b>
<b>All India</b>		<b>1,172</b>	<b>471</b>	<b>40%</b>	<b>33</b>	<b>245</b>

Q2 - 2009

\*COAI market ARPU plus estimated contribution from interconnect revenues

