

telenor group

Telenor's approach to operational excellence
 Morten Karlsen Sørby, Head of Strategy and regulatory affairs

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Capture scale benefits while increasing local agility

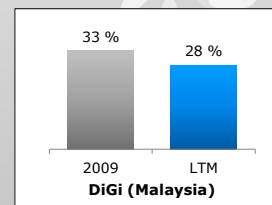
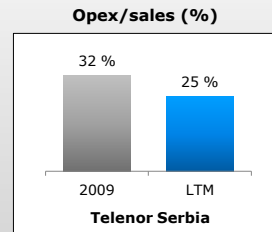
Local independence Group standards, local execution Strong group control

Operating model

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Systematic approach to operational excellence in all business units

- Rigorous diagnostics carried through
- Identifying improvement potentials
- Initial focus on process related cost
- Cost areas with largest effect and feasibility have been prioritised
- Clear target setting and tight follow-up



LTM: Last twelve months (Q310-Q211)



Replicating best practices within the Group

Sales tracking system



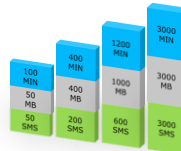
Business intelligence



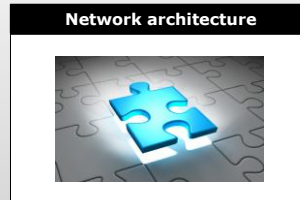
Spectrum efficiency



Pricing

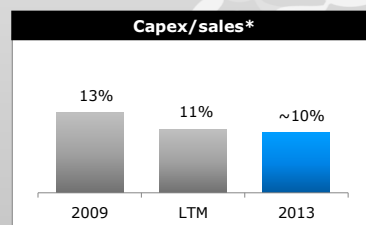
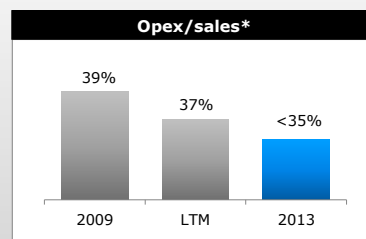


Leveraging on Group scale

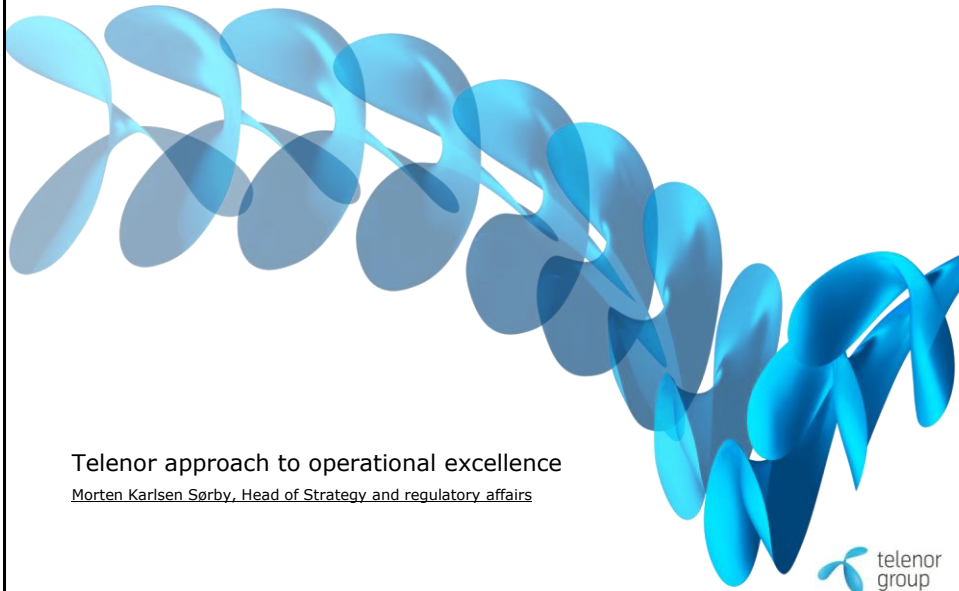


Our approach to operational excellence going forward

- Extend scope of operational excellence programmes
- Strengthen operational excellence culture and implementation skills
- Rigorously replicate best practices
- Expand group-wide programmes in selected areas



*) Existing business not incl. Uninor and licence fees
LTM: Last twelve months (Q310-Q211)



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