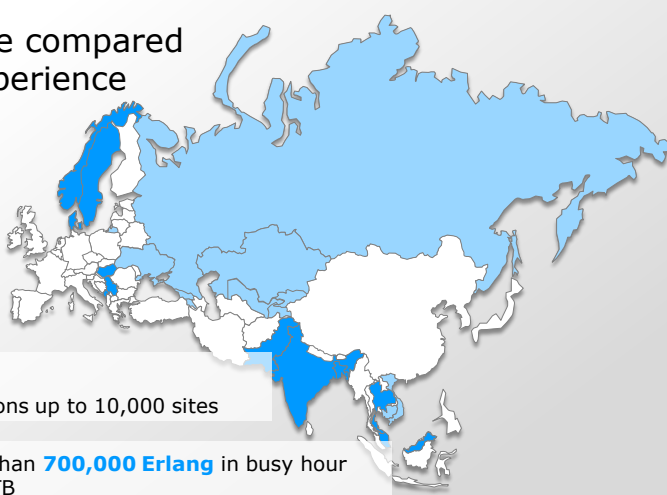



Enormous scale compared to previous experience



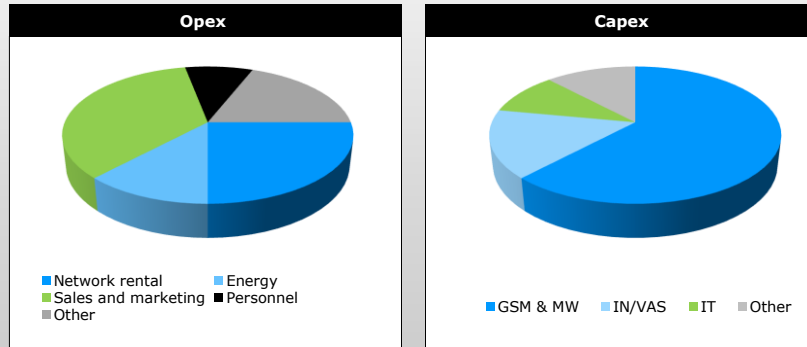
More than **27,000 sites**
vs other Telenor operations up to 10,000 sites

Peak voice traffic more than **700,000 Erlang** in busy hour
Daily data traffic of >6 TB

Systems scaled up to handle more than **5 million activations** per month



More than 35% of Uninor's costs are site related



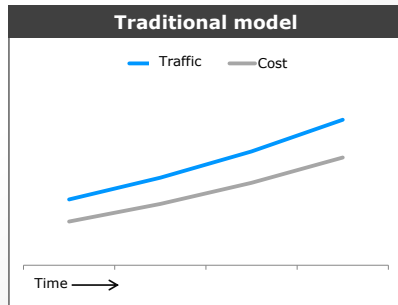
...this is in similar range for other emerging markets telecoms



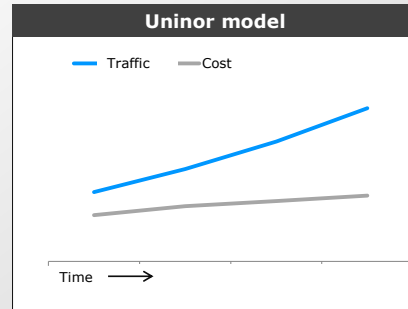
Need is the mother of innovation



Breaking telecom conventions



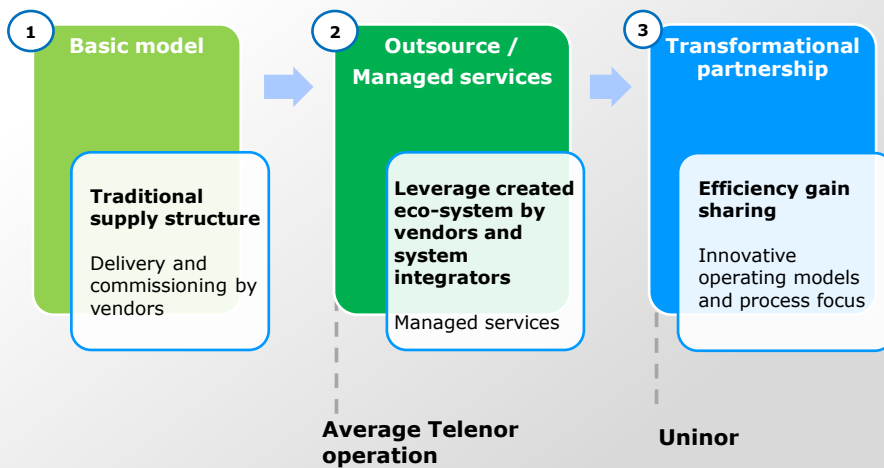
- Traditional supply structure (unit price and negotiation focus)
- Risk sharing with vendors
- Periodic burst of transformation



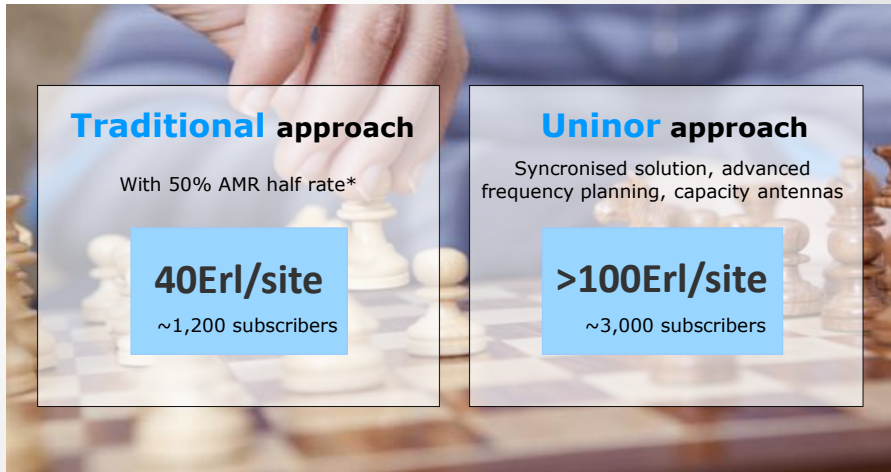
- Revenue based supply structure (process and architecture focus)
- Gain sharing with partners
- Continuous focus on simplification



Leveraging only on supplier eco-system is not enough



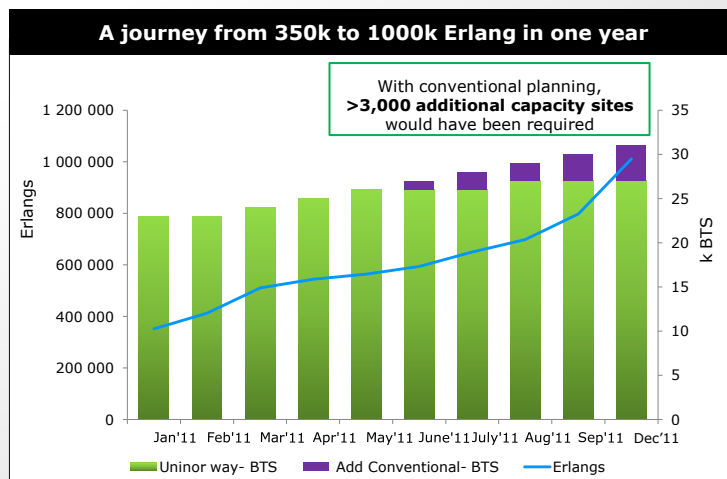
Driving capacity innovation within 4.4 MHz



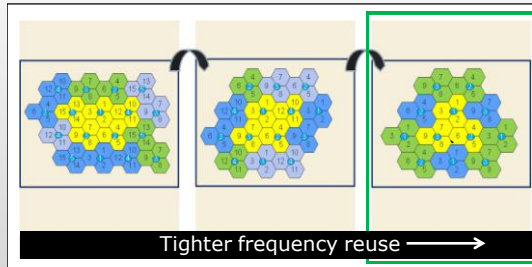
*) AMR= Adaptive Multi Rate, next generation half rate.



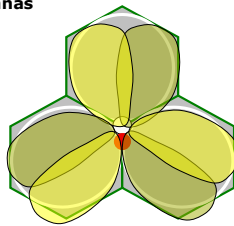
Maximising assets: Zero capacity sites addition in 2011



Extreme capacity uplift: Some initiatives



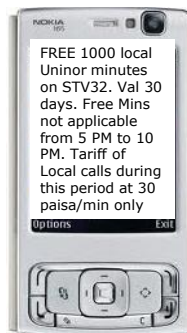
Special antennas



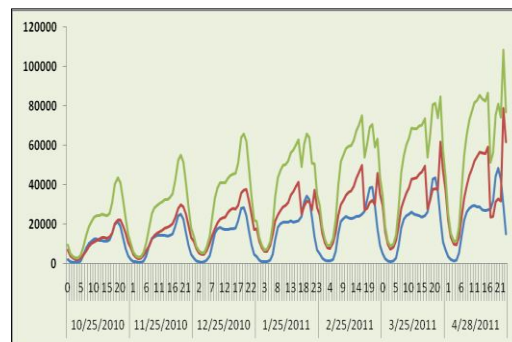
- Advanced frequency planning
- Features for spectrum efficiency
- Capacity antennas



Continuous teamwork between pricing and technology: Example from UP East



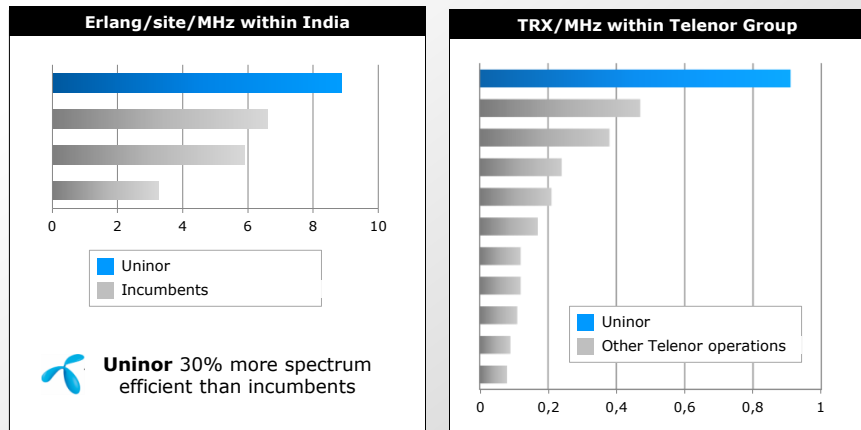
Consumer SMS



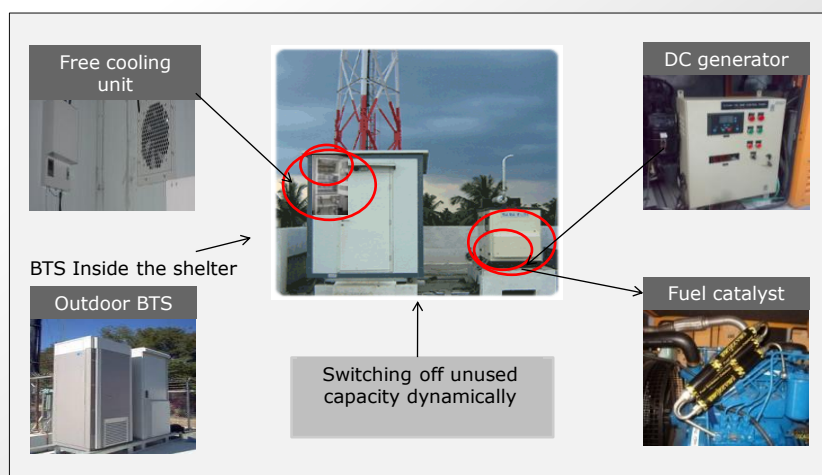
— Off net traffic — On net traffic — Total traffic



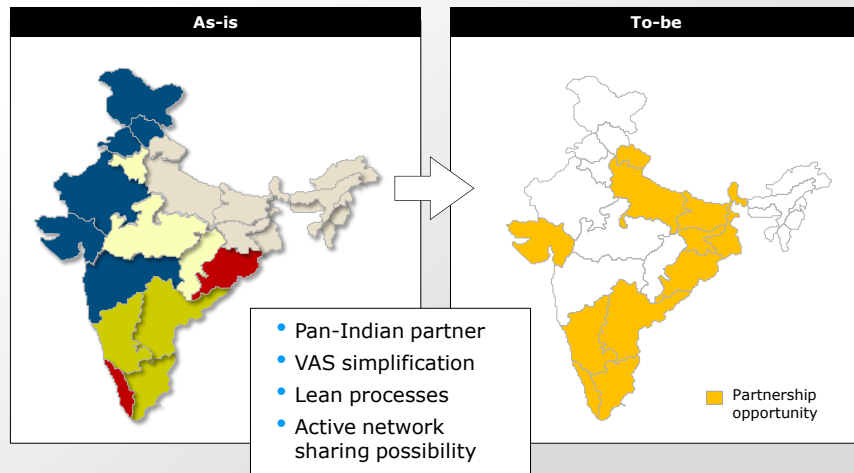
Uninor has the most spectrum efficient network



Energy consumption reduced by 25% within one year



Managed services: Towards a multi vendor, multi technology, pan-Indian partner



Breaking IT conventions

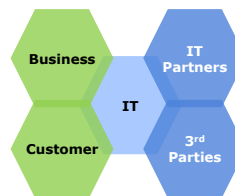
Traditional approach

- IT cost/sales of 3-8%
- Supply-chain partner model



Uninor approach

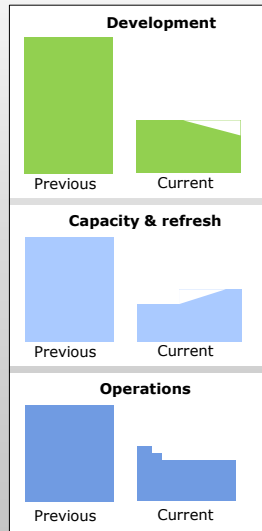
- Focus on ACPM contribution
- Collaboration oriented partner model



ACPM: Average cost per minute



Partnership IT model with focus on gain sharing



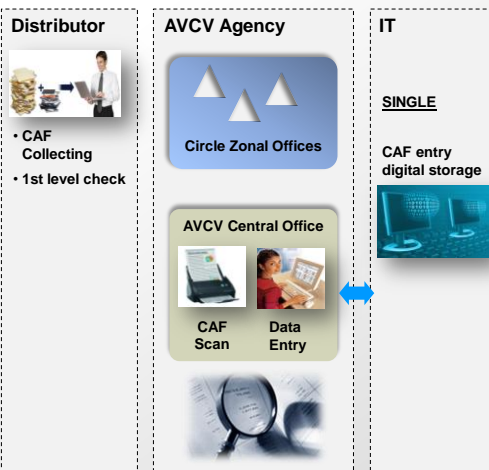
- Tight prioritisation and need based development
- Transparent cost structure and price benchmark
- Continuous architecture simplification
- Lean operation with simplified maintenance process

- 40% less resources
- Scaling to 70% additional subscribers



Process innovation examples

Customer acquisition process simplification

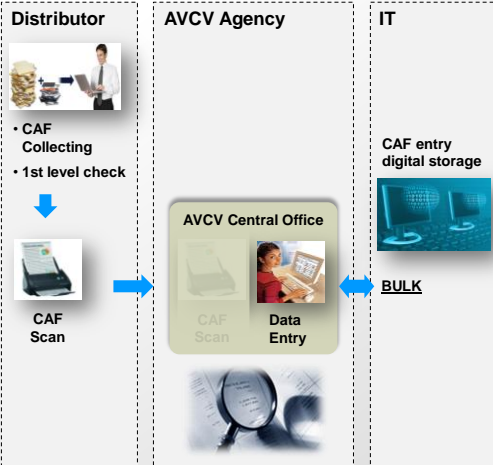


AVCV Agency: Address Verification and Customer Verification Agency
CAF: Customer Acquisition Form

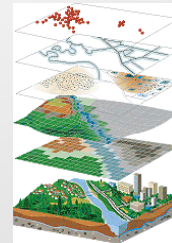


Process innovation examples

Customer acquisition process simplification



Distribution & Sales tracking and performance monitoring



Integration of business intelligence with geographical intelligence



AVCV Agency: Address Verification and Customer Verification Agency
CAF: Customer Acquisition Form

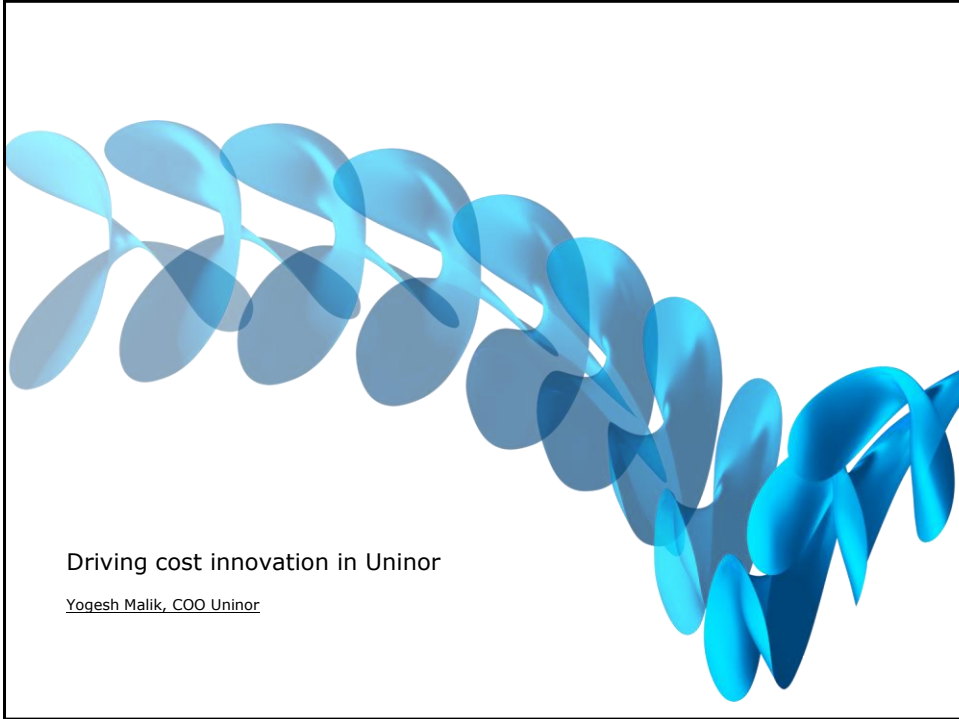


Uninor will be front-runner in driving cost innovation

Uninor network cost per minute to be reduced by 40%

Cost innovation applicable to other Telenor operations





Driving cost innovation in Uninor

Yogesh Malik, COO Uninor