

welcome to capital markets day 2005

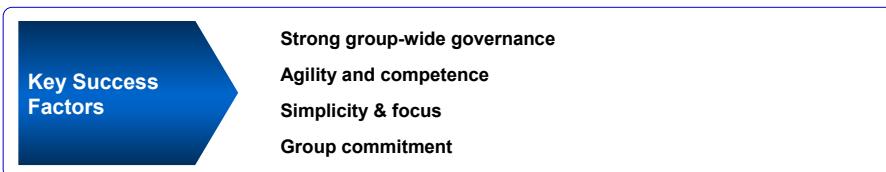


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Developing our business the Mobile Way

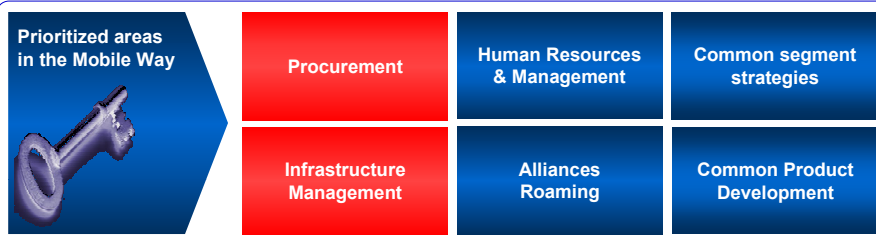
Arve Johansen, Deputy CEO Telenor and Head of Telenor International Mobile

Competitive advantage through the Mobile Way



Competitive advantage through the Mobile Way

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Investment optimisation

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- **Mobile business model profitable in new segments**
- **Key drivers**
 - Large group-wide procurement savings
 - Exploiting opportunities in existing technology
 - Benchmarking and best practice sharing
 - Efficient network operations

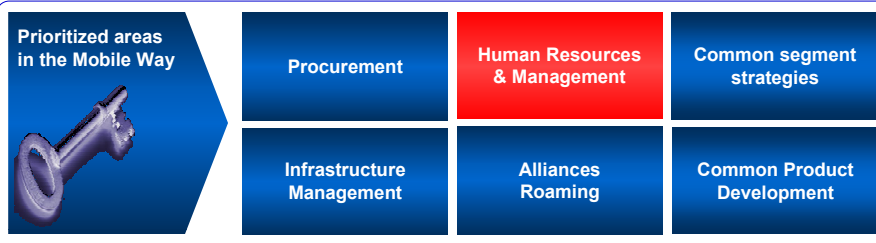


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The Mobile Way management principles

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Management philosophy

- Integrity
- Passion for business
- Change and constant renewal
- Empower People
- Operational excellence

Implementation

- Telenor in key positions in all companies
- Management rotation
- Succession planning for all critical positions
- Bonus and incentives on important value drivers

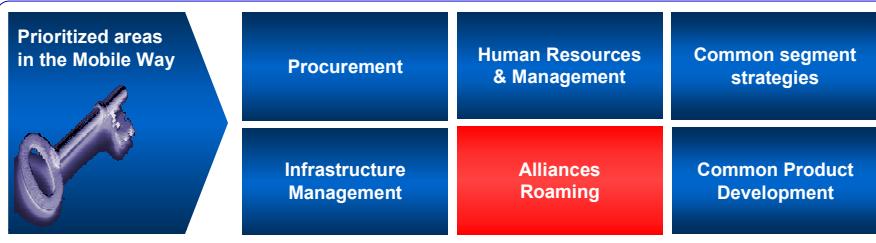


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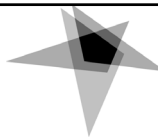


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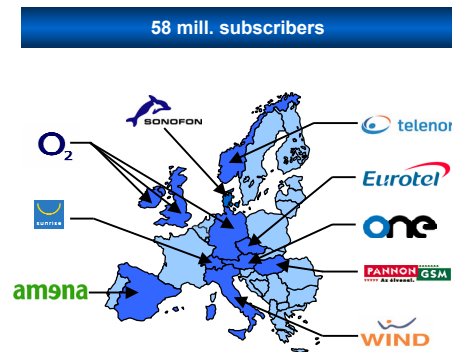


starmap
mobile alliance

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- Seamless availability of customer services when roaming
- Leverage scale in selected procurement activities
- Improved services to multi-national clients
- Group cooperation in roaming



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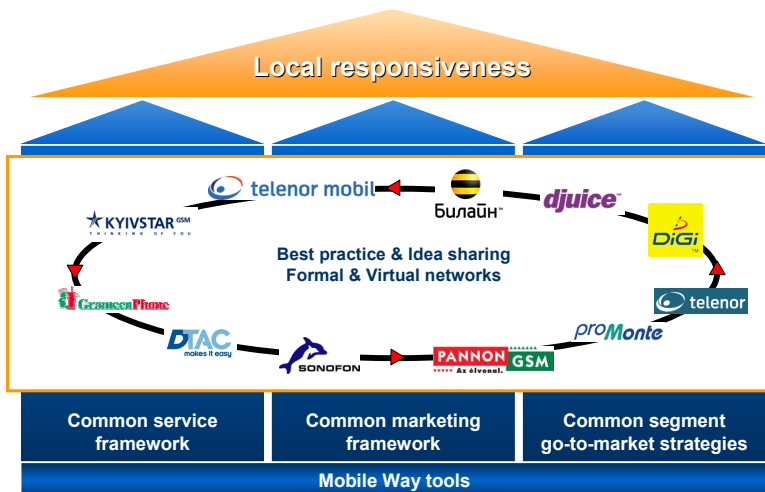
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Creating local competitive advantage

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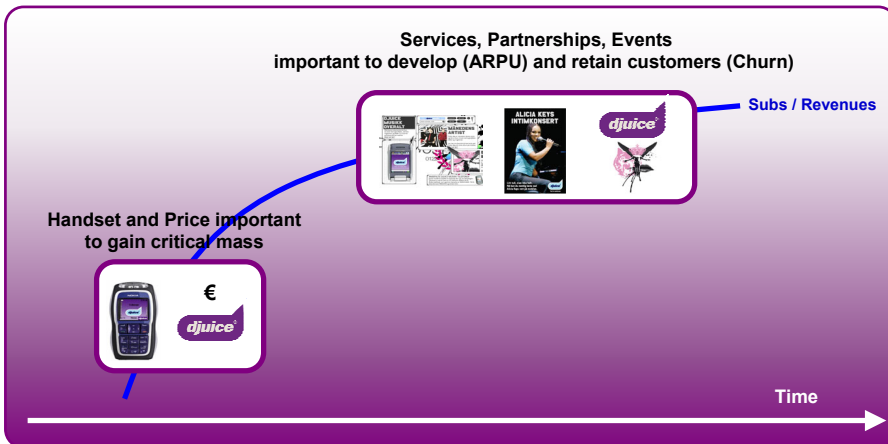
Building the djuice brand

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Building the revenue base

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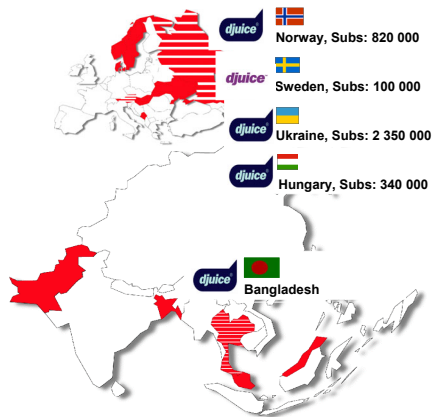


djuice under Telenor leadership

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- Strategy - market leadership within youth segment
- Reduced time-to-market securing strong segment positioning
- Positive impact on the mother brand



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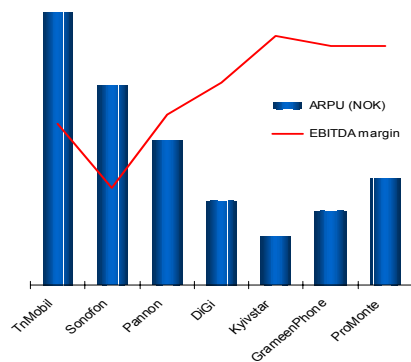
Profitability in low-ARPU segments

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- Volumes and margins matter more than ARPU

- Tailored pricing strategies
- Manage acquisition costs
- Optimise network costs
- New distribution solutions
- Fill the networks with traffic!



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Prioritized areas in the Mobile Way



Procurement

Human Resources
& Management

Common segment
strategies

Infrastructure
Management

Alliances
Roaming

Common Product
Development

Key Success Factors

Strong group-wide governance

Agility and competence

Simplicity & focus

Group commitment



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Pakistan – Deploying the Mobile Way from day one

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• Full-scale industrialisation

- Management
- Positioning
- Network rollout
- Business processes

• Leveraging Telenor's greenfield and emerging market expertise

- Record speed rollout and launch
- Fast subscriber uptake
- "Quality operator" position
conquered



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