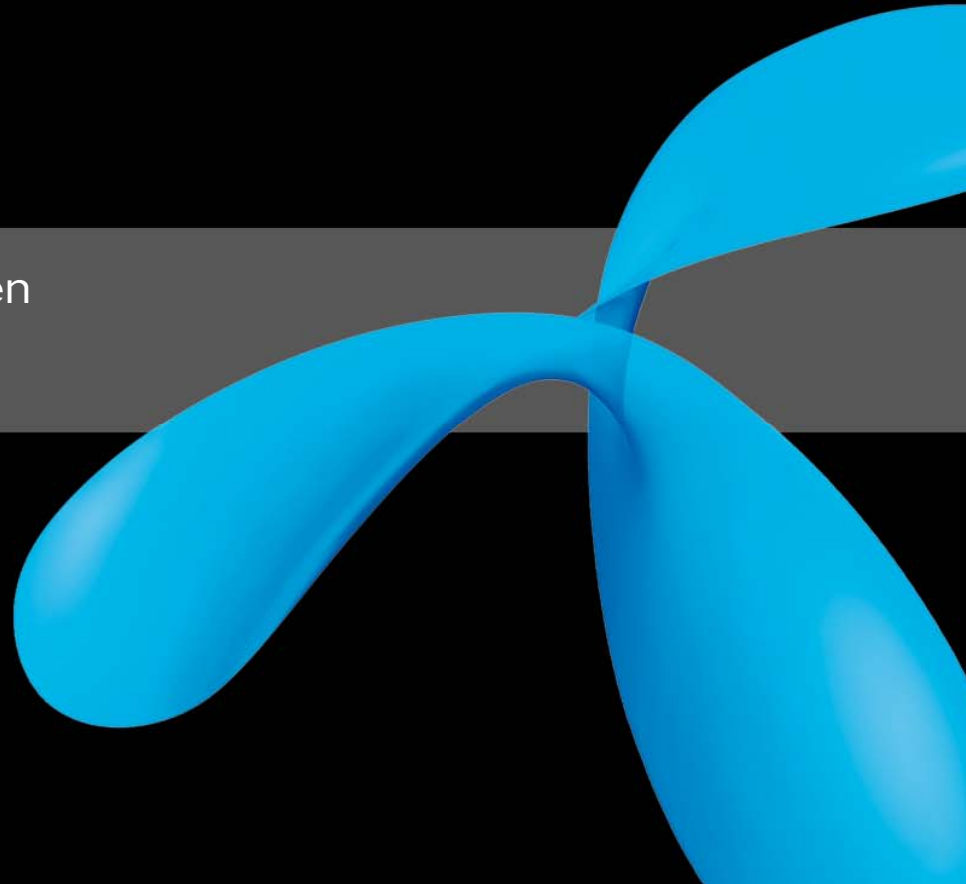


telenor

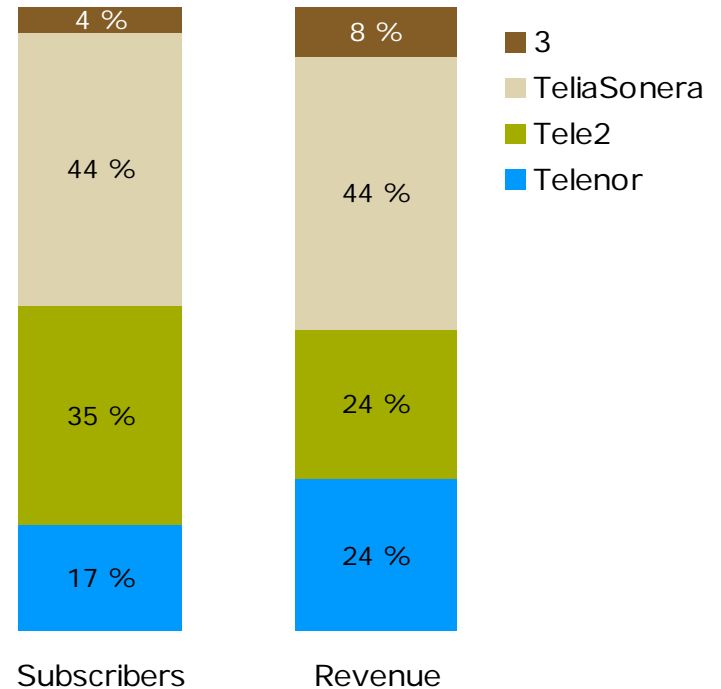
Turnaround of Mobile Sweden

Head of Mobile Sweden - Johan Lindgren



Strong Position with 1.7 Million Subscriptions

- Stable market shares
- Strong position in corporate segment
- High share of contract customers

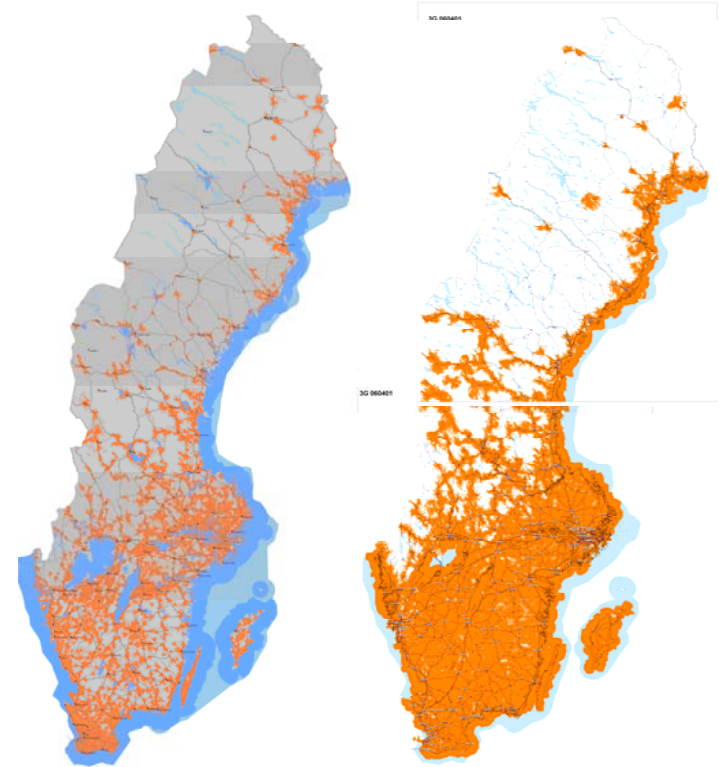


Note: Market shares as of Q1 2006

Superior 3G Network Coverage

- Population coverage of 97%
- SEK 5.6 Bn accumulated 3G CAPEX
- Additional CAPEX of SEK 0.5 Bn to fulfill requirements
- Combined with our 2G network gives superior customer experiences

3G comparison Telia/Tele2 - Telenor



Telia/Tele2 April 24, 2006
(Source: Tele2)

Telenor April 1, 2006

Still a Potential for Growth

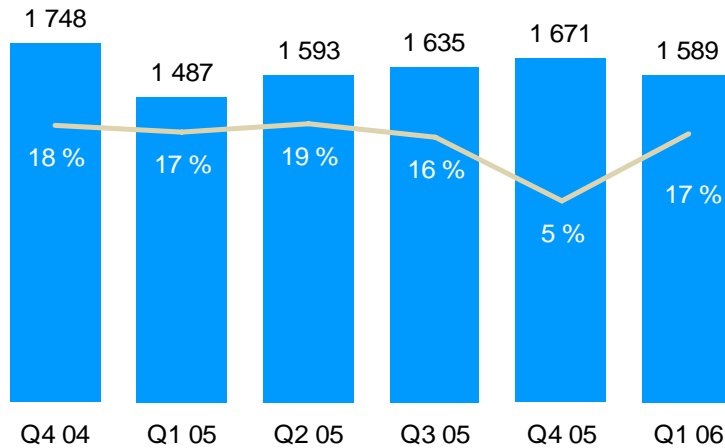
- Mobile voice estimated to be 50% in 2008
- Expected high growth in mobile data
- Better positioned to attract pan Nordic customers

Mobile share of voice traffic 2005			
Finland	Norway	Denmark	Sweden
48 %	38 %	35 %	22 %

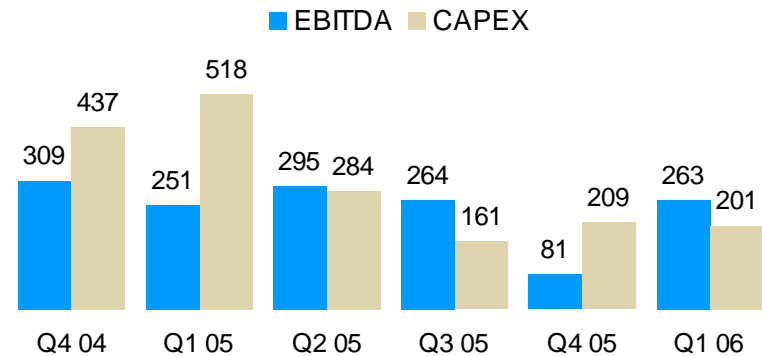
Source: Telenor estimates

Low Profitability

Revenues (SEKm) / EBITDA%



Reported EBITDA & Capex (SEKm)



Note: djuice included only in Q1 06
Q1 05 adjusted for one-time effects

Main Reasons for Low Profitability

- Poor cost control
- Lost focus on business segment
- Heavy 3G network rollout
- Strong price competition
- "Remote control" from Vodafone



Actions Taken

- Rebranding and repositioning
- Headcount reductions
- Focus on retention activities
- Integration of dj Juice



“The Big Five” Turnaround Initiatives

- 1 Network optimization
- 2 IS/IT clean-up
- 3 Simplified billing
- 4 Web sales and self-services
- 5 Improved time to market



1

"The Big five"

Network Optimization

- Terminate service platforms
- Consolidate networks in Sweden
- Renegotiate contracts
- Consolidate service platforms
- Stop unnecessary projects

 **OPEX and CAPEX savings of
SEK 100 Mn** 



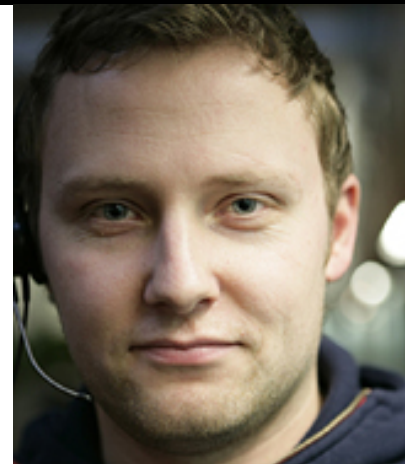
2

“The Big five”

IS/IT Clean-up

- More efficient and fewer projects
- Slimmed application portfolio
- Outsourcing of IT-infrastructure

**OPEX and CAPEX
savings of SEK 200 Mn**

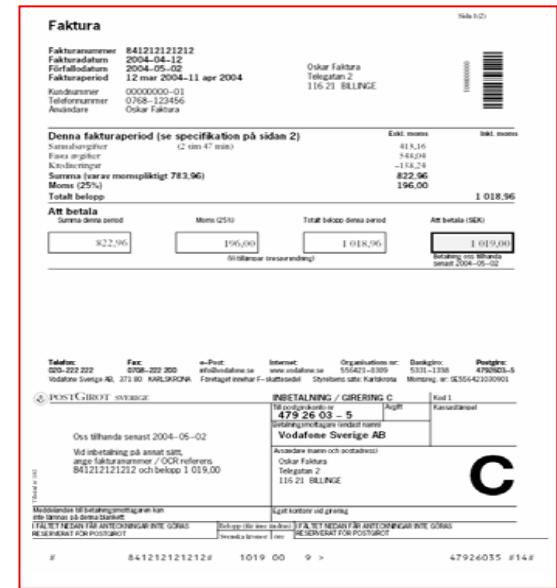


3

"The Big Five" Simplified Billing

- Customer friendly Invoice
 - Reduces calls to customer support
 - Reduces one of the churn reasons
- Solve billing complexity

Target to be identified



Bundling and Cross-sale

- Bundled offers to large pan Nordic companies
- Bundled offers to SME market
- Strong retail distribution enables cross-sale
- No bundling restrictions



Financial Targets

- Improve revenue market share
- Total OPEX and CAPEX savings of SEK 600 Mn
- Medium term target: Above 25% EBITDA margin

