

telenor

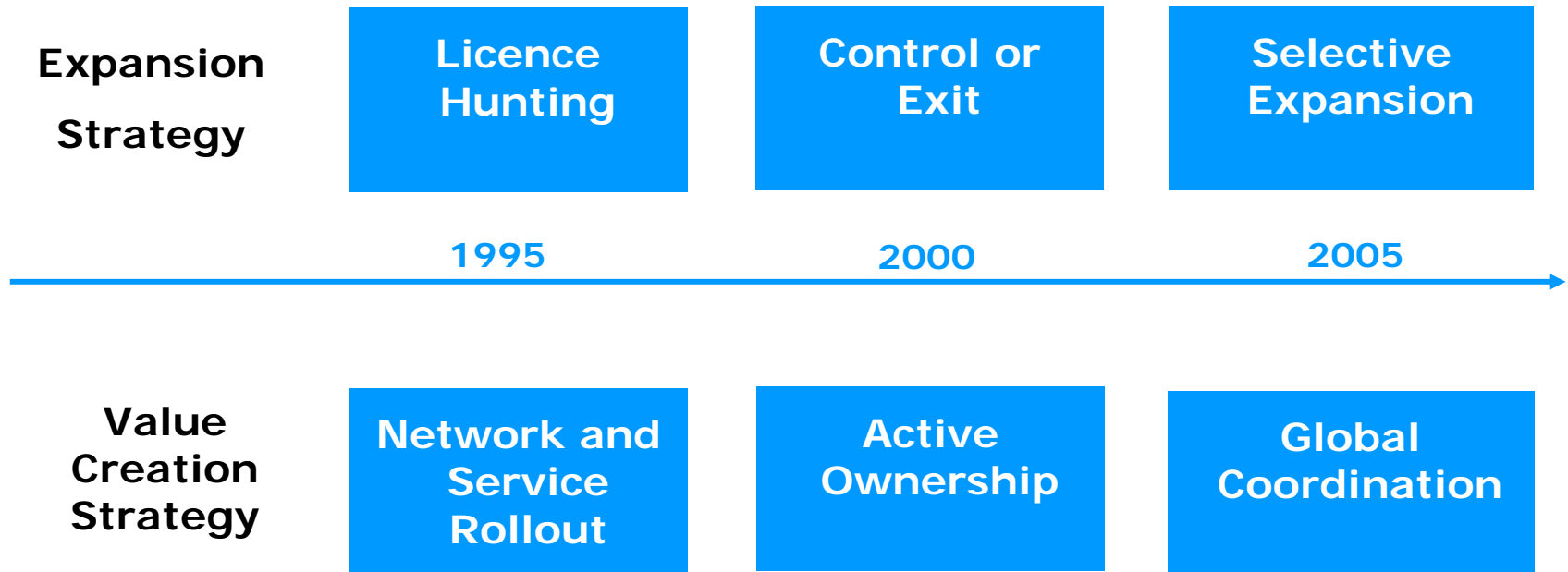
Mobile Strategy

Head of Global Coordination - Ragnar H. Korsæth

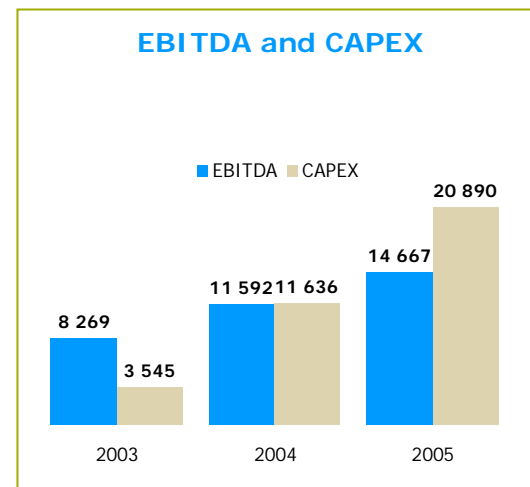
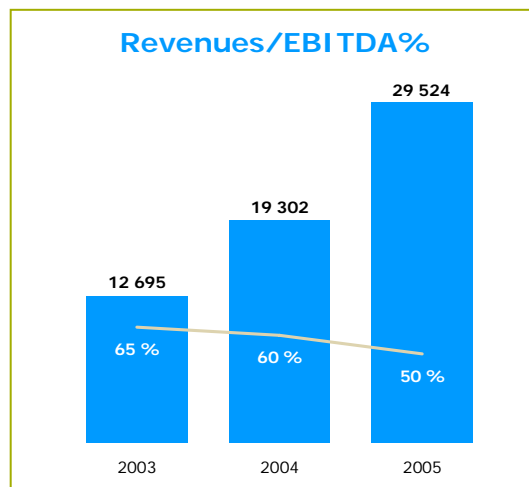
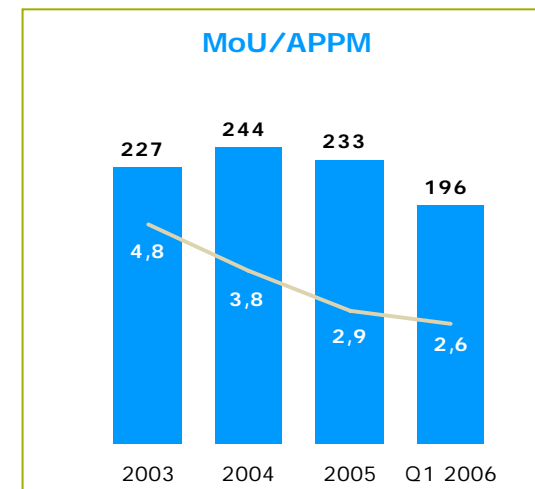
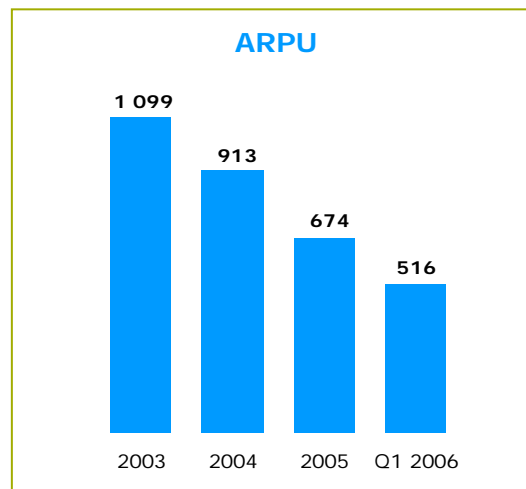
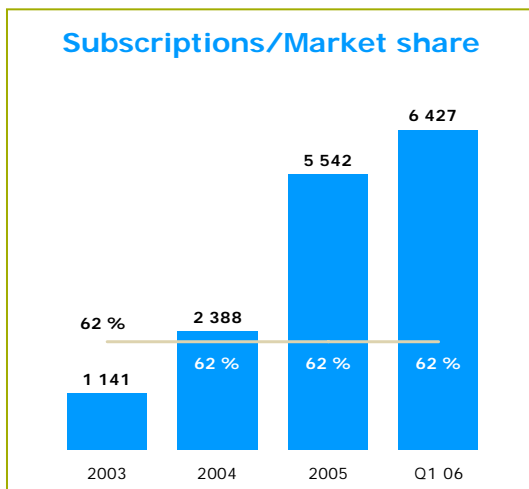
Continued Growth in Revenues and Cash Flow

- Strengthen local position and competitiveness
- Targeting the world's next billion mobile subscribers
- Selective international expansion

Internationalisation of Telenor

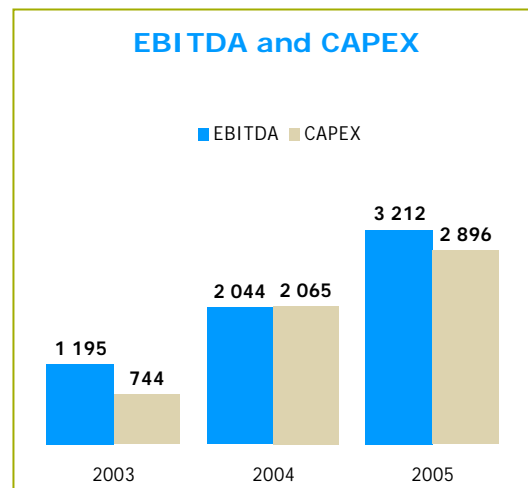
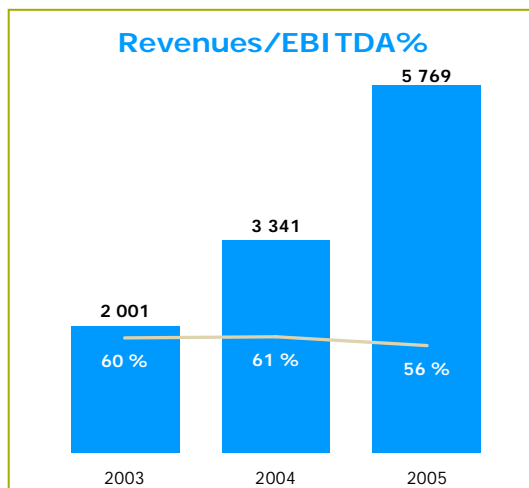
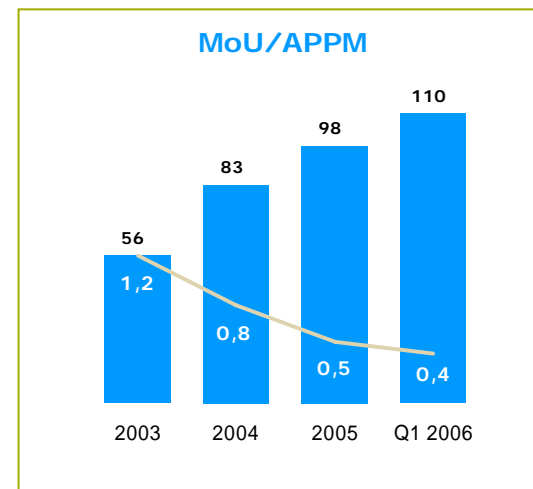
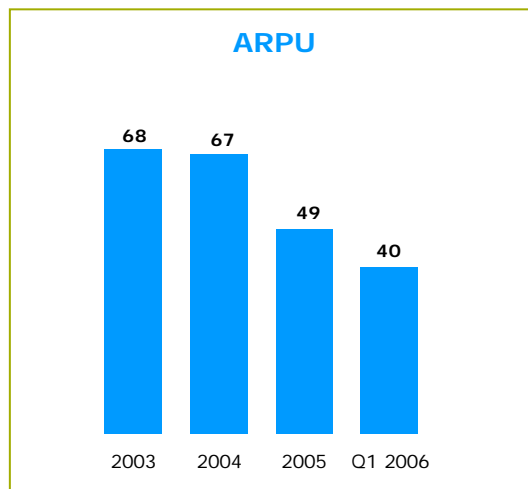
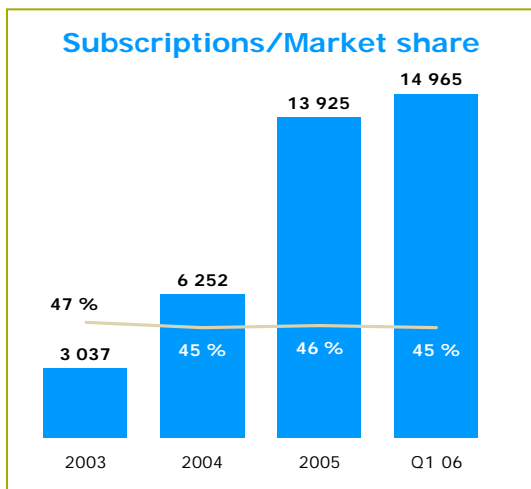


GrameenPhone Performance



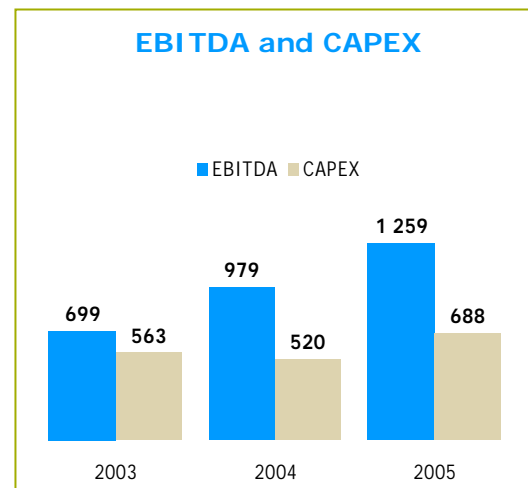
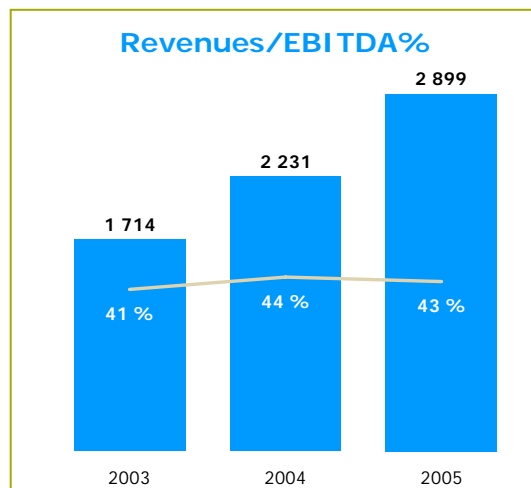
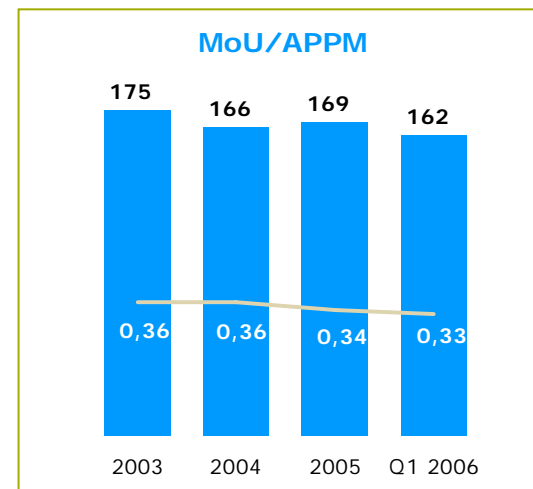
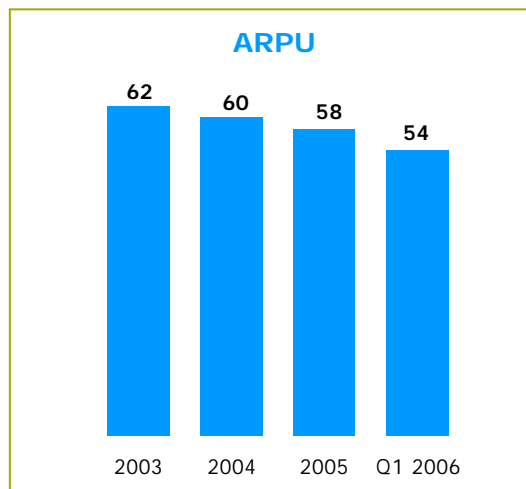
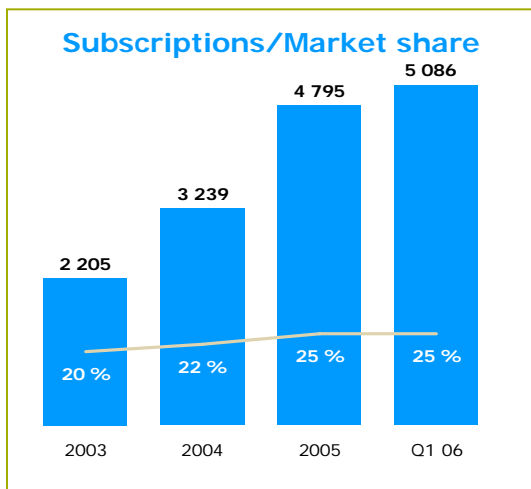
All figures according to local currency.
2003-figures are not according to same accounting principles and KPI definitions as 2004-2006.
EBITDA and CAPEX adjusted for change in accounting treatment of lease in 2005

Kyivstar Performance



All figures according to local currency.
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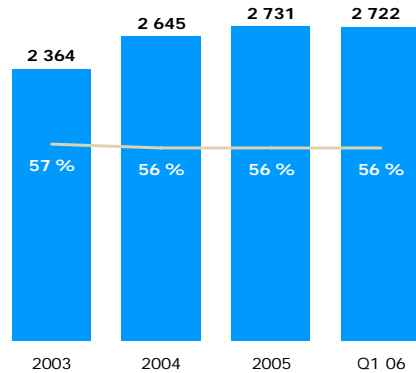
DiGi Performance



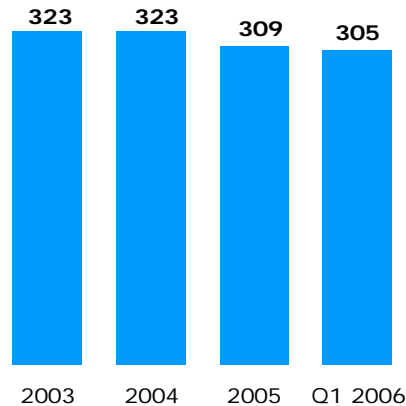
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Mobile Norway Performance

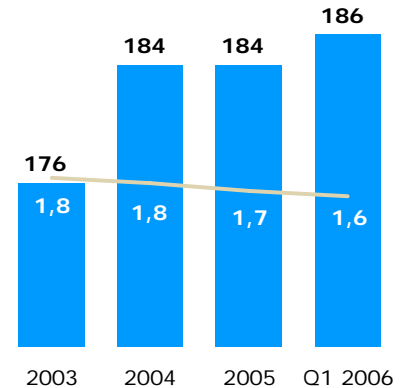
Subscriptions/Market share



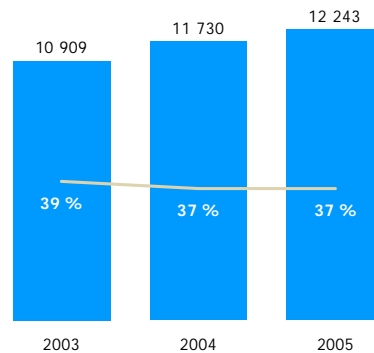
ARPU



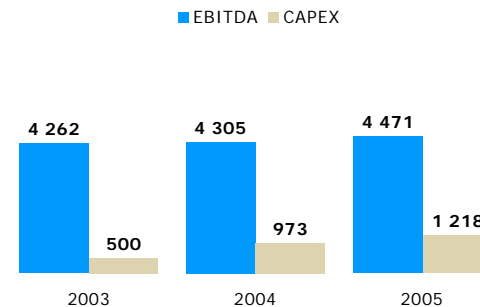
MoU/APPM



Revenues/EBITDA%



EBITDA and CAPEX



All figures according to local currency.
2003-figures are not according to same accounting principles and KPI definitions as 2004-2006

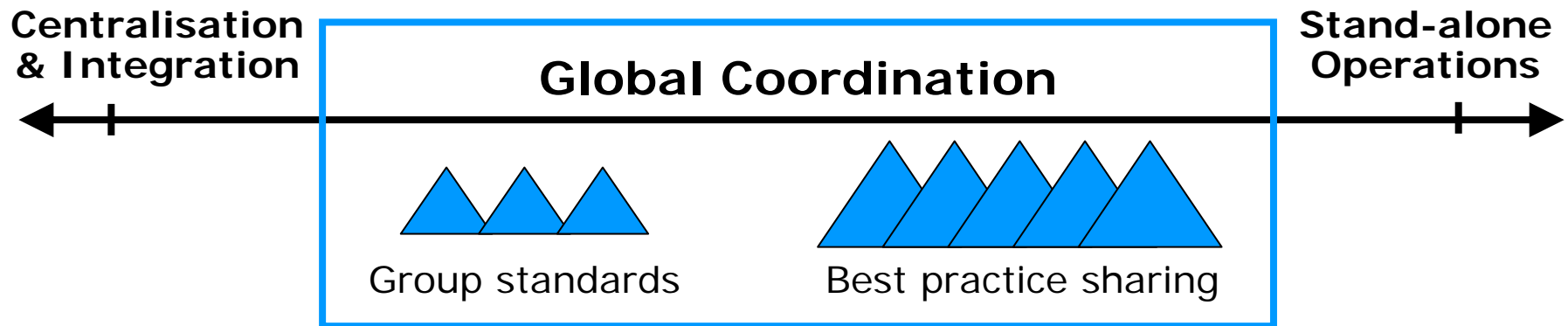
Continued Growth in Revenues and Cash Flow

- Strengthen local position and competitiveness
- Targeting the world's next billion mobile subscribers
- Selective international expansion

Telenor's Operating Model

Market dynamics and responsiveness is local

- Operational decision making
- Control of value chain
- Production, marketing and service delivery



Global Service Innovation

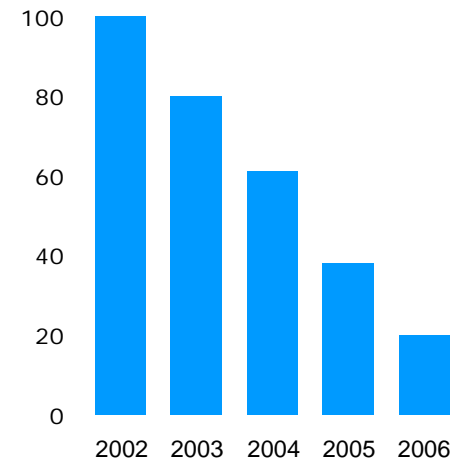
- Coordinated sharing of proven concepts
- Virtual service market place
- Common service delivery platform
- Innovation Centre in Malaysia



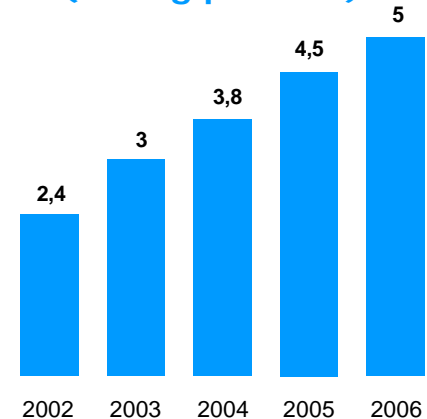
Investment Optimisation

- Joint group procurement processes
- Aligning vendors on future low ARPU challenges
- Early adaptation of new technology
- Decreasing CAPEX per minute

Telecom Equipment Prices



Network Efficiency
(Erlang per TRX)

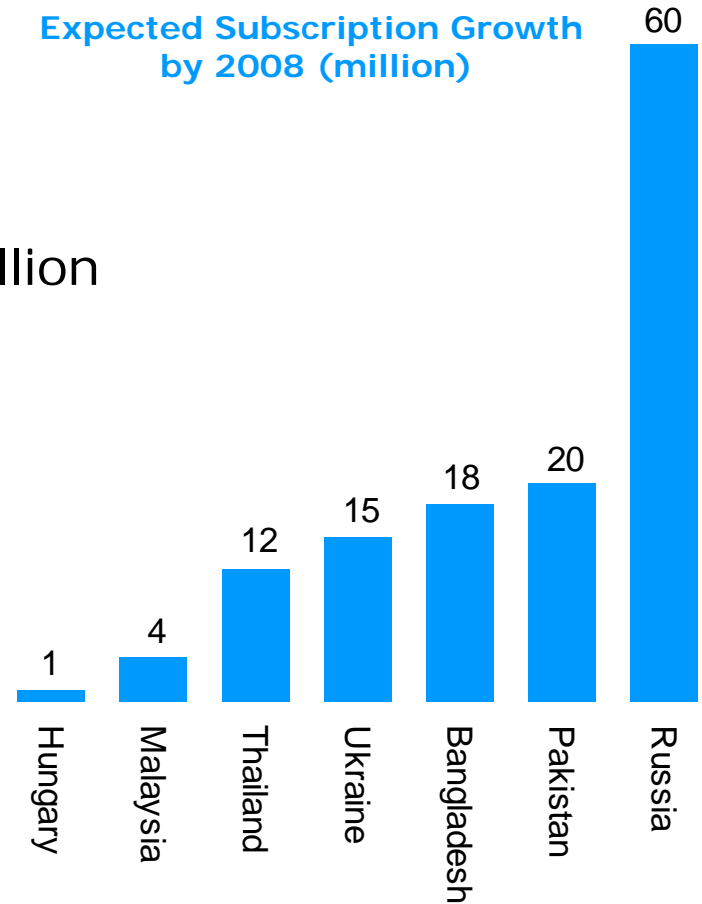


Continued Growth in Revenues and Cash Flow

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Strong Mobile Growth Potential

- Current population footprint of 650 million
- Expect the total market to grow with ~130 million subscriptions by 2008



Source: Telenor estimates

The Next Billion Challenge

The first billion subscriptions

- More than USD 25 ARPU



The next billion subscriptions

- Less than USD 2 ARPU



How to Make Money on USD 2 ARPU

No Subscriber Acquisition Costs



Fabulous!
for
anyone whose
phone usage is low.

Baby SIM Big Heart

Happy is pleased to present the best value promotion
for people who receive more calls than they make.



- ☺ **Receive long calls...**
100 Baht* for **1 month**
- ☺ **Low usage, tiny call costs,**
only **1 Baht/min.**** after the first 2 minutes

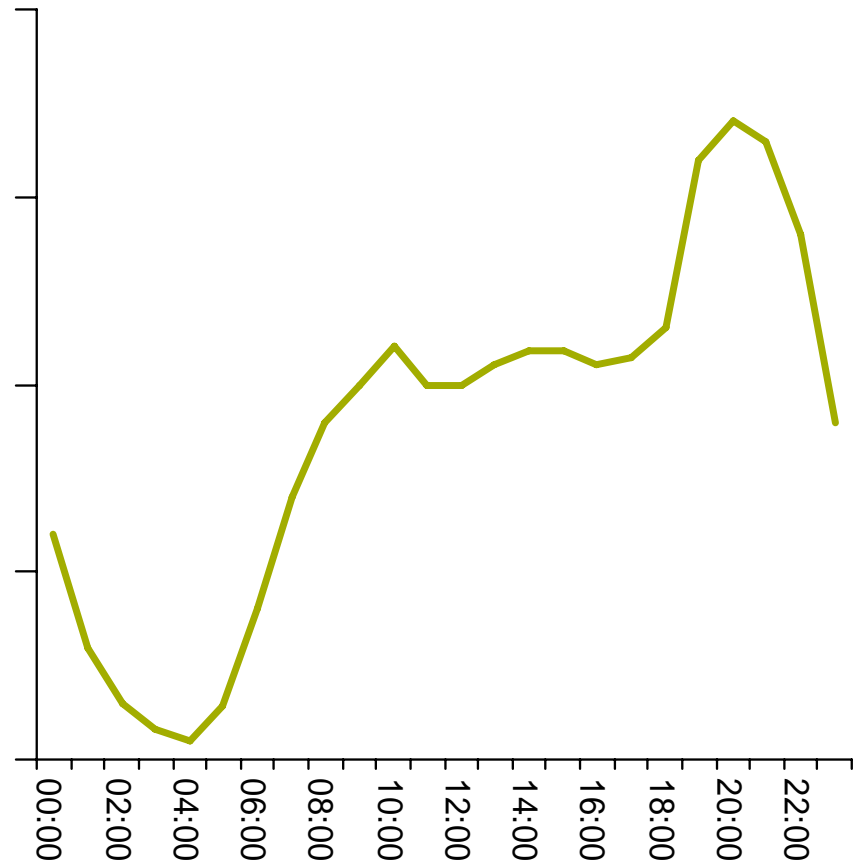
* 100 Baht
su lán

No Customer Support



Monitor the Peak Hour

Example Hourly Traffic Profile
(Traffic minutes per hour)



Extremely efficient distribution



From Scratch Cards to E-Refill



Vendor Revenue Share Model



Predicable Regulatory Regime



Continued Growth in Revenues and Cash Flow

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- Selective international expansion

Selective Expansion Criterias

- Market size and penetration growth
- Political stability
- Regulatory environment
- Cultural fit
- Strong business case



Egypt Opportunity

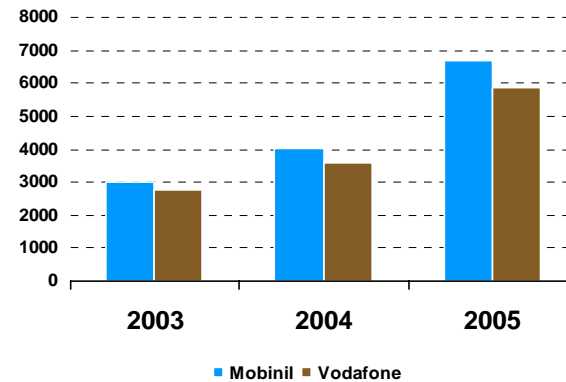
Facts

- Population 2005 (millions) : 75
- Penetration 2005 : 17%
- GDP/pop 2005 (USD) : 1380
- GDP growth : 5%

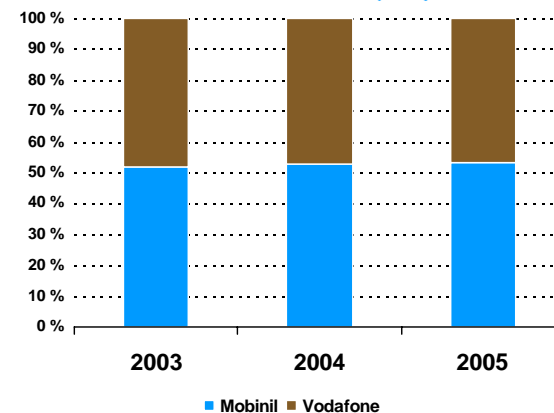
Strategic Rationale

- The MENA region has untapped potential
- Low penetration
- Large and fast growing market
- Utilize Telenor's greenfield expertise

Subscriber development (000)



Market share (%)



Vietnam Opportunity

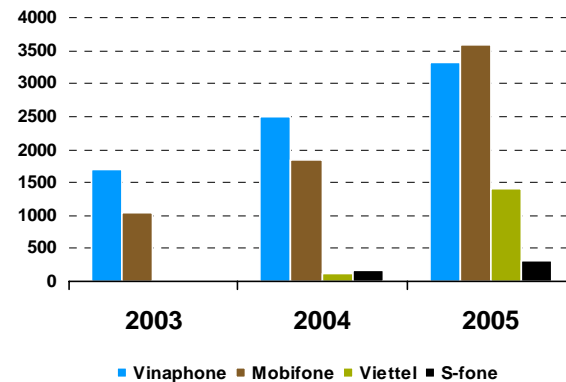
Facts

- Population 2005 (millions) : 84
- Penetration 2005 : 10%
- GDP/pop 2005 (USD) : 616
- GDP growth : 8%

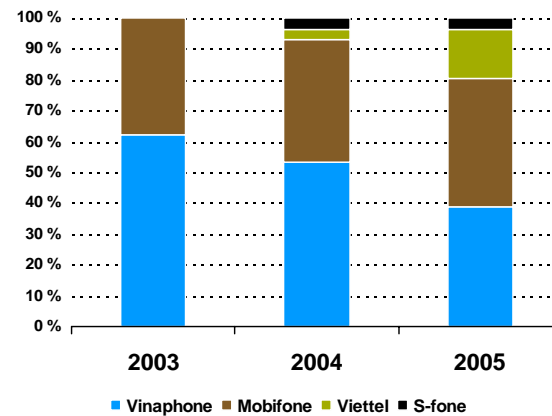
Strategic Rationale

- Within a core region
- Low penetration
- Large and fast growing market

Subscriber development (000)



Market share (%)



Serbia Opportunity

– Mobtel/Mobi63

Facts

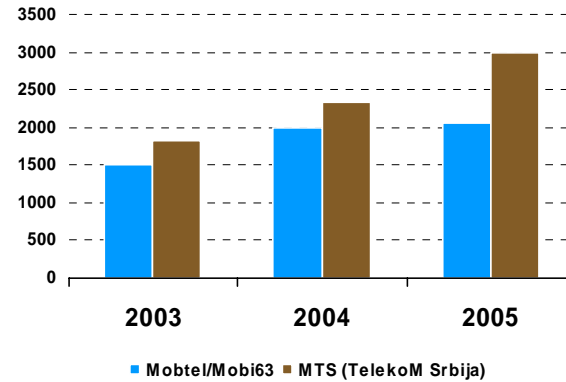
- Population 2005 (millions) * : 7.5
- Penetration 2005 : 65%
- GDP/pop 2005 (USD) : 2.500
- GDP growth (2006-2007) : 5%

* Excluding Montenegro and Kosovo

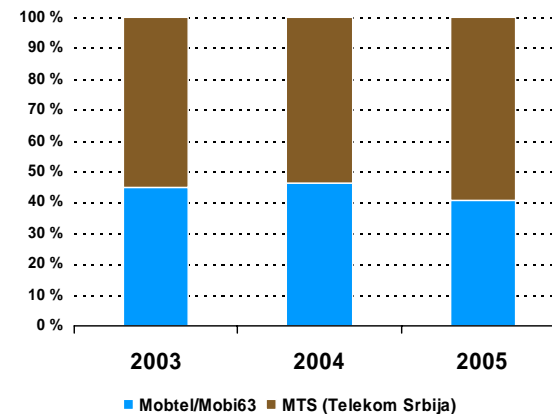
Strategic Rationale

- Within a core region
- Synergies with Promonte and Pannon

Subscriber development (000)



Market share (%)



Concluding Remarks

- Strengthen local position and competitiveness
- Targeting the world's next billion mobile subscribers
- Selective international expansion

