



The Asian growth opportunity

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Let's get to know our customers

Pioneer

62%

subscribers

67% in 2017

Basic Internet user

20%

subscribers

28% in 2017

20%

Higher ARPU vs
pioneer

Advanced Internet user

19%

subscribers

5% in 2017

130%

Higher ARPU vs
pioneer



Stable macro trends offer continued growth potential for Telenor in Emerging Asia

Economic Factors



440 million¹

40% + within 0 – 24 years old



5% p.a.²

Strong GDP Projections across EA



85 - 90 million²

And growing Middle Class Families

Social Factors



> 0.5%²

Compounded HDI growth across EA



69%²

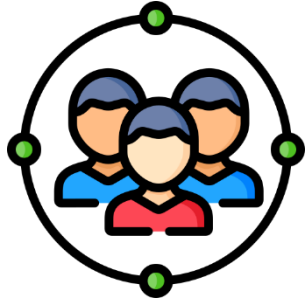
Literacy rate and growing



Strong **government sponsorship** to drive data and digital.



Growth Drivers & enhancing value for customers



41%
untapped

Quality acquisition
from large untapped
pool



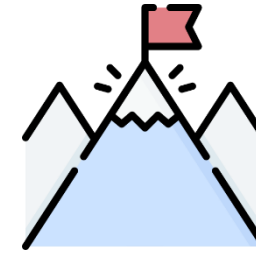
42%
smartphone
penetration

Increase data sub
through smartphone
drive



2.8 GB
per customer/
month

Increase data usage
through coverage &
experience



10%
ARPU growth

Incremental ARPU
by providing more
reasons to use



5%+
ARPU growth

Retention & efficiency
drive through digital
distribution

Granular monitoring & performance management
Using granular data to provide personalized experience

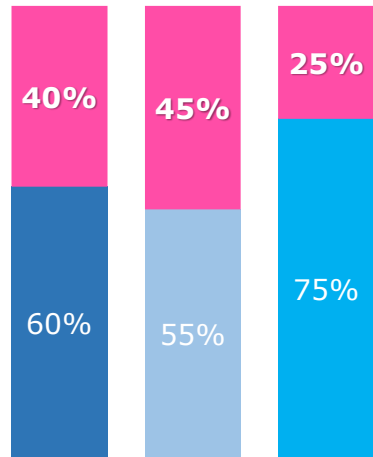


Continued growth opportunity for data subscribers and usage

Need for Connectivity

Opportunity remains

■ Penetrated ■ Untapped

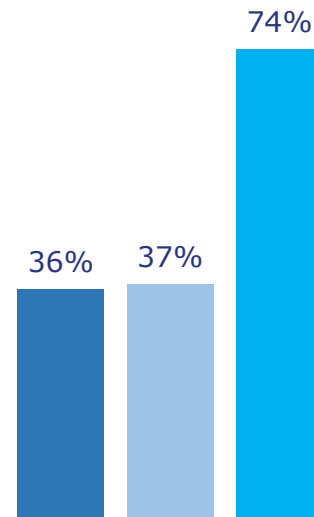


■ GP ■ TnPK ■ TM

Real SIM penetration 59%¹ EA

Smartphone Base

Within Telenor sub

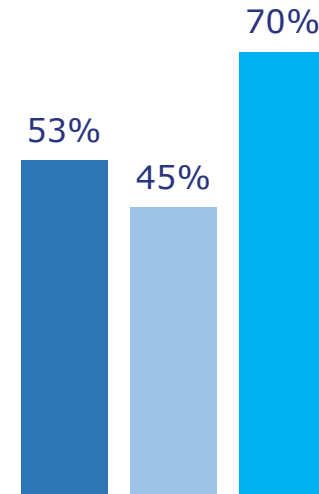


■ GP ■ TnPK ■ TM

Smartphone Penetration 42%¹ EA

Need for Data

Potential to unfold

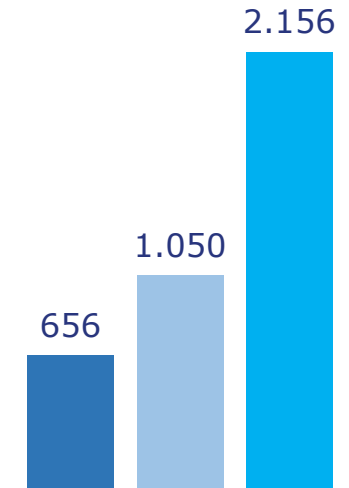


■ GP ■ TnPK ■ TM

Internet user penetration 57%¹ EA

Strong Usage Growth

As a part of evolution

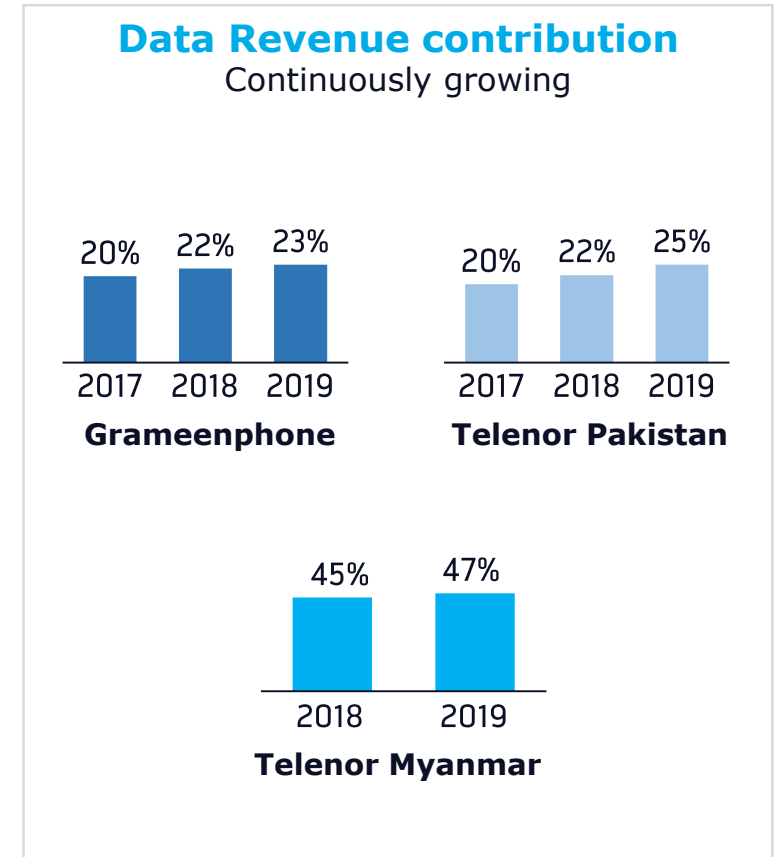
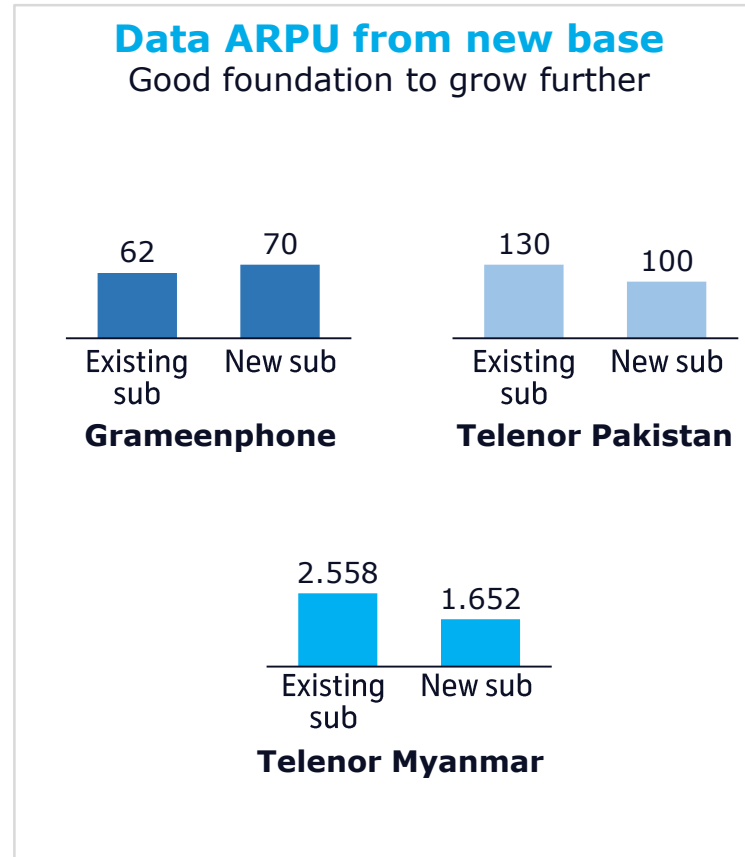
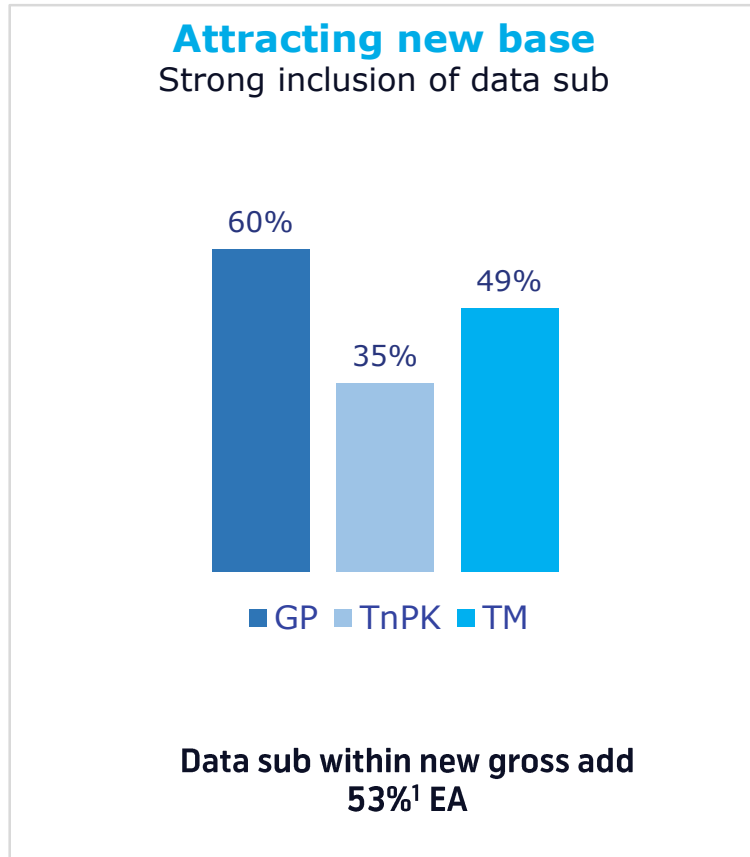


■ GP ■ TnPK ■ TM

Monthly per sub data MB growth YoY¹



New acquisition brings higher data subs ratio and monetization opportunity



Service Bundling – Reasons for use & customer stickiness

Hence increase in ARPU



Service bundling

To drive core revenue growth



SME, IoT, ICT

To grow in new segments



2 mil.+ user in 2019

10%+ ARPU growth

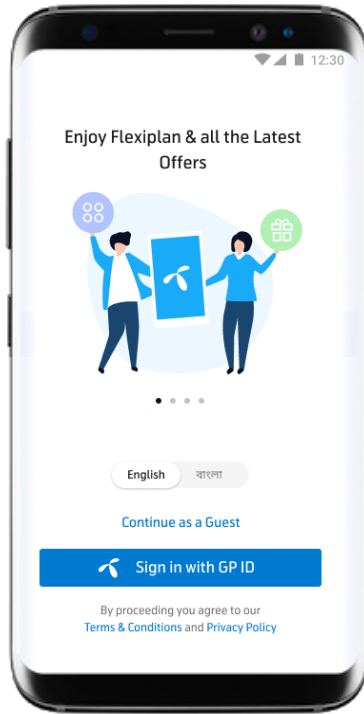
100%~200% revenue growth



Relevant Partnerships



Modernizing Distribution to reduce cost and increase ARPU



Digital Distribution focus area

Own Platform

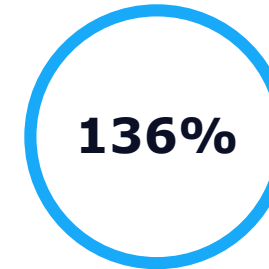
Payment Partner

Global Platform

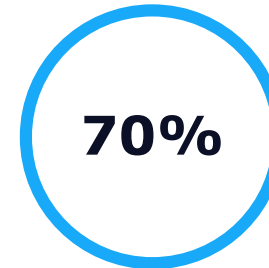
Key results ¹ (Example: MyGP)



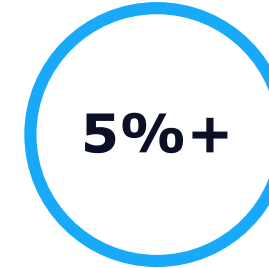
Daily Users



YoY Sales Growth



MoM Retention

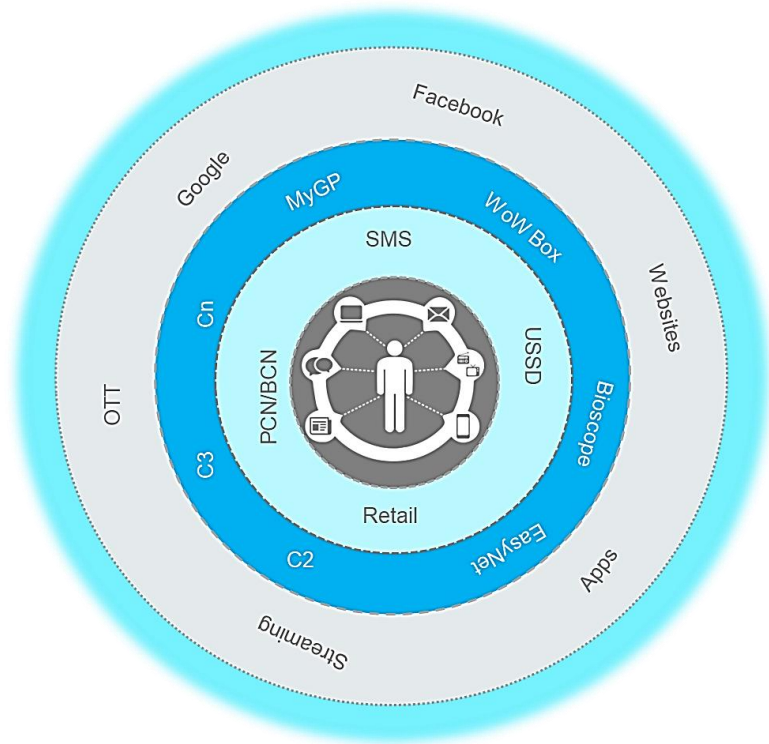


ARPU Growth



Personalization – way to ensure better customer experience & increase ARPU

Layers of personalization



In 2019

35%

of Gross sales value came through personalized offers

Importance of personalization

1. Customer centric, Large customer base demands customization
2. Competitive advantage to create value
3. Opportunities to know your customer better in the digital world and become more relevant to them, hence managing churn better



Situation room – data driven customer focused performance management & value creation

Data driven business



Major focus area



Real time KPI monitor



Going granular up to BTS level



Capture individual customer insight



Key takeaways

1. Market offers solid growth potential
2. Capabilities in the areas new service development and customer data management need to develop at iterative manner
3. Modernising our way of work is a must: I.e. internal processes, distribution and service
4. Granular level performance & customer management approach is key to create value for both shareholders and customers

