

telenor

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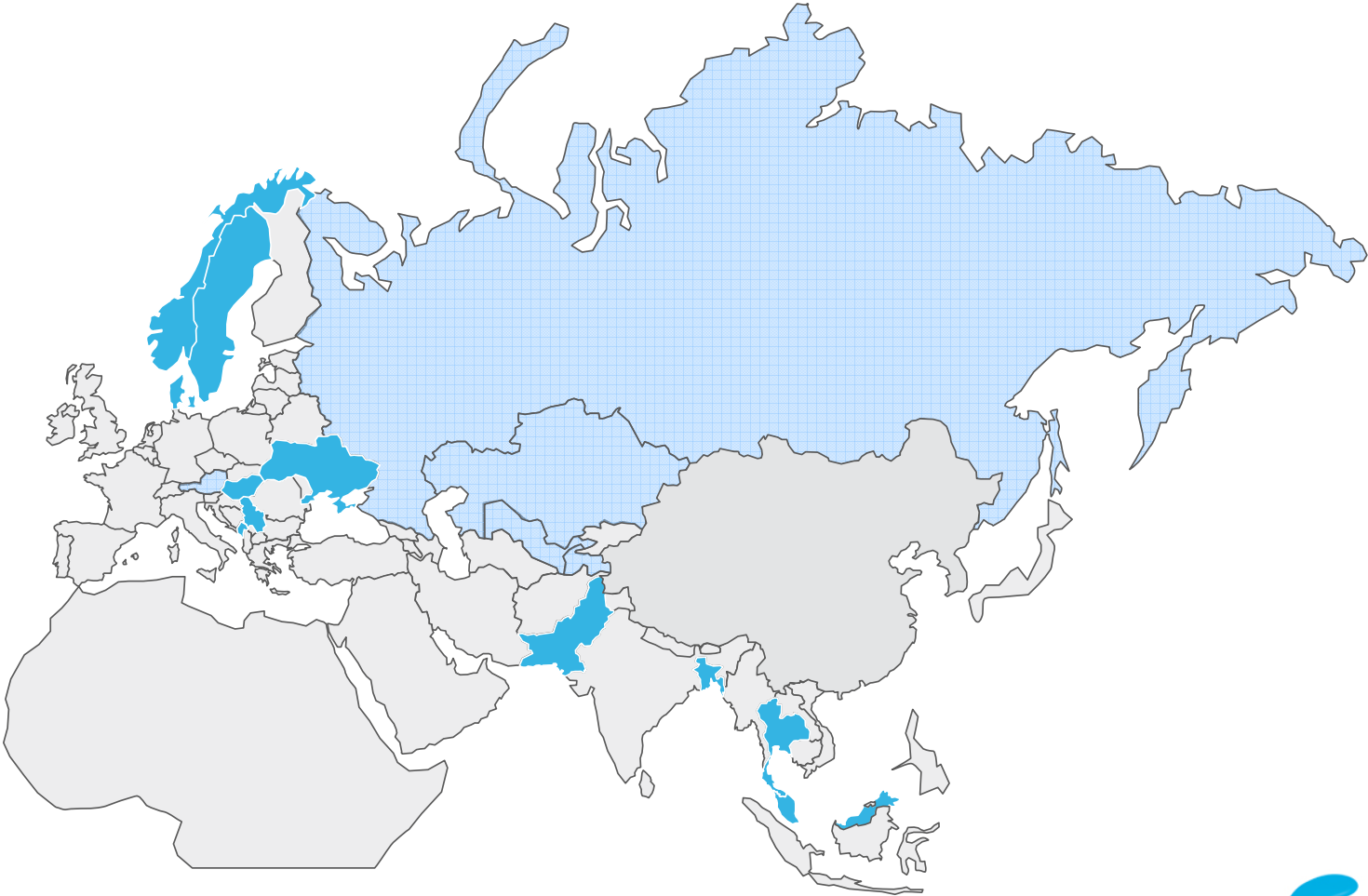
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Telenor Positioned in Growth Markets



Total Mobile Penetration of 54%

Country	Total Population (mill)	Mobile Penetration	Market share
Bangladesh	143	10%	63%
Pakistan	159	27%	11%
Thailand	65	58%	31%
Serbia	7.5	79%	38%
Malaysia	27	83%	25%
Ukraine	48	85%	44%
Hungary	10	89%	33%
Montenegro	0.6	90%	61%
Denmark	5.4	91%	27%
Russia	145	101%	32%
Norway	4.6	107%	55%
Sweden	9	112%	17%
Total	624	54%	31%



Medium Term Targets

Norway

- Maintain cash flow and market shares

Sweden

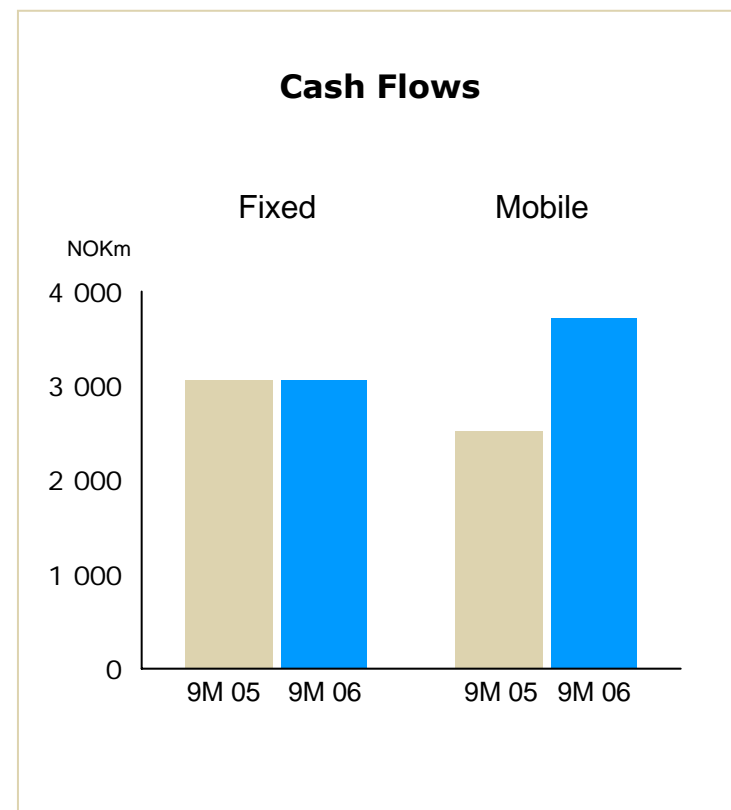
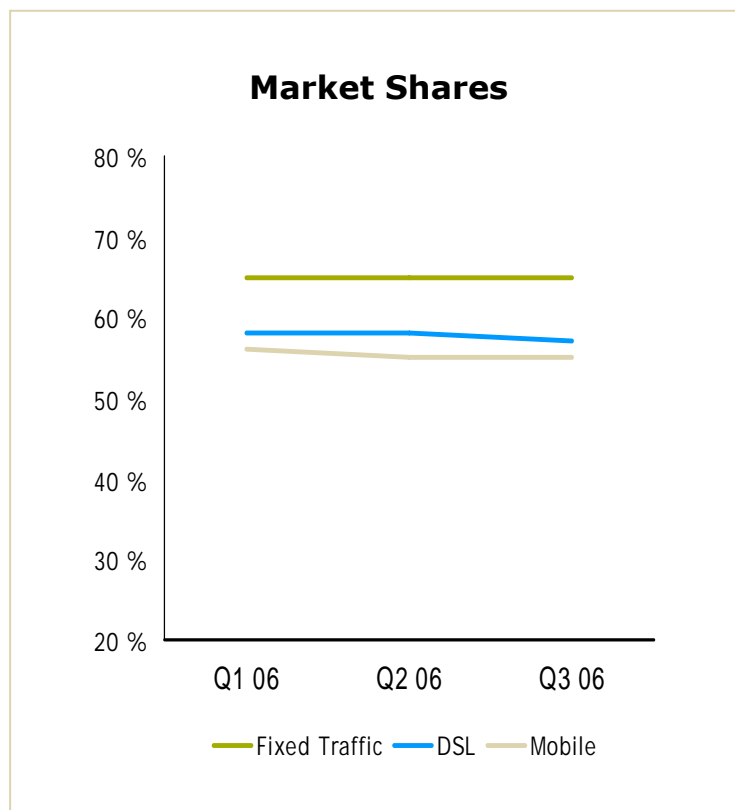
- Increase Mobile EBITDA margin above 25%
- Considerably improve Fixed cash flow

Denmark

- Increase Mobile EBITDA margin above 25%

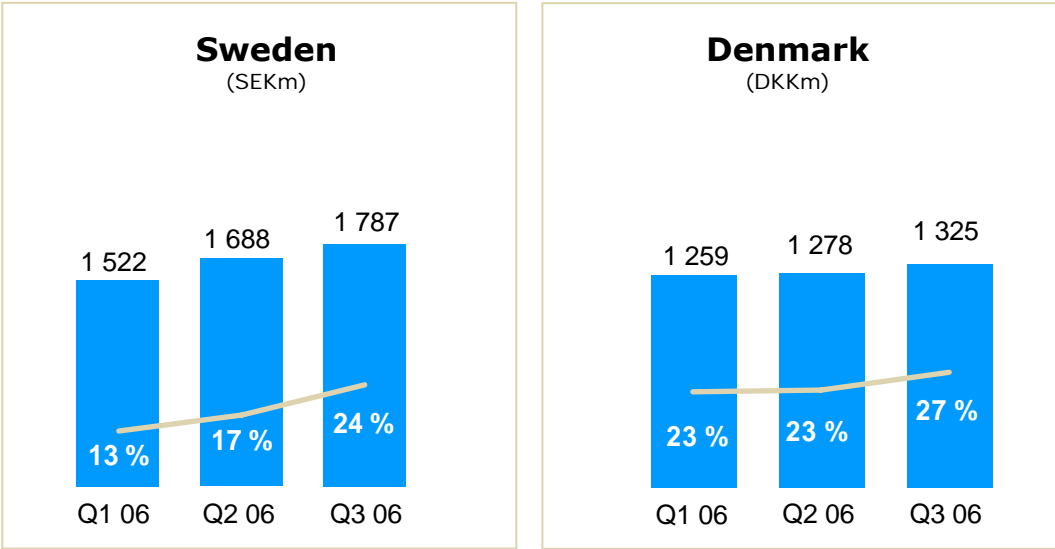
Norway - Medium Term Targets

Maintain Cash Flow and Market Shares



Sweden and Denmark - Medium Term Targets

Increase Mobile EBITDA Margin Above 25%



Main Priorities – International Mobile

- Profitable growth from low ARPU segment
- Strengthen local competitiveness
- Selective expansion



Profitable Growth From Low ARPU Segment

Extremely efficient distribution



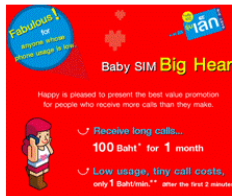
No Customer Support



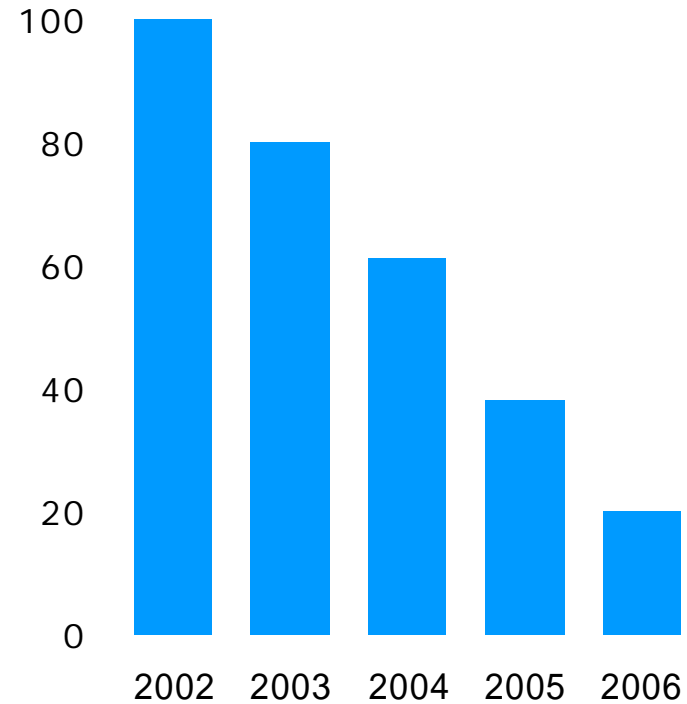
From Scratch Cards to E-Refill



No Subscriber Acquisition Costs



Telecom Equipment Prices



Strengthen Local Competitiveness

গ্রামীণফোন

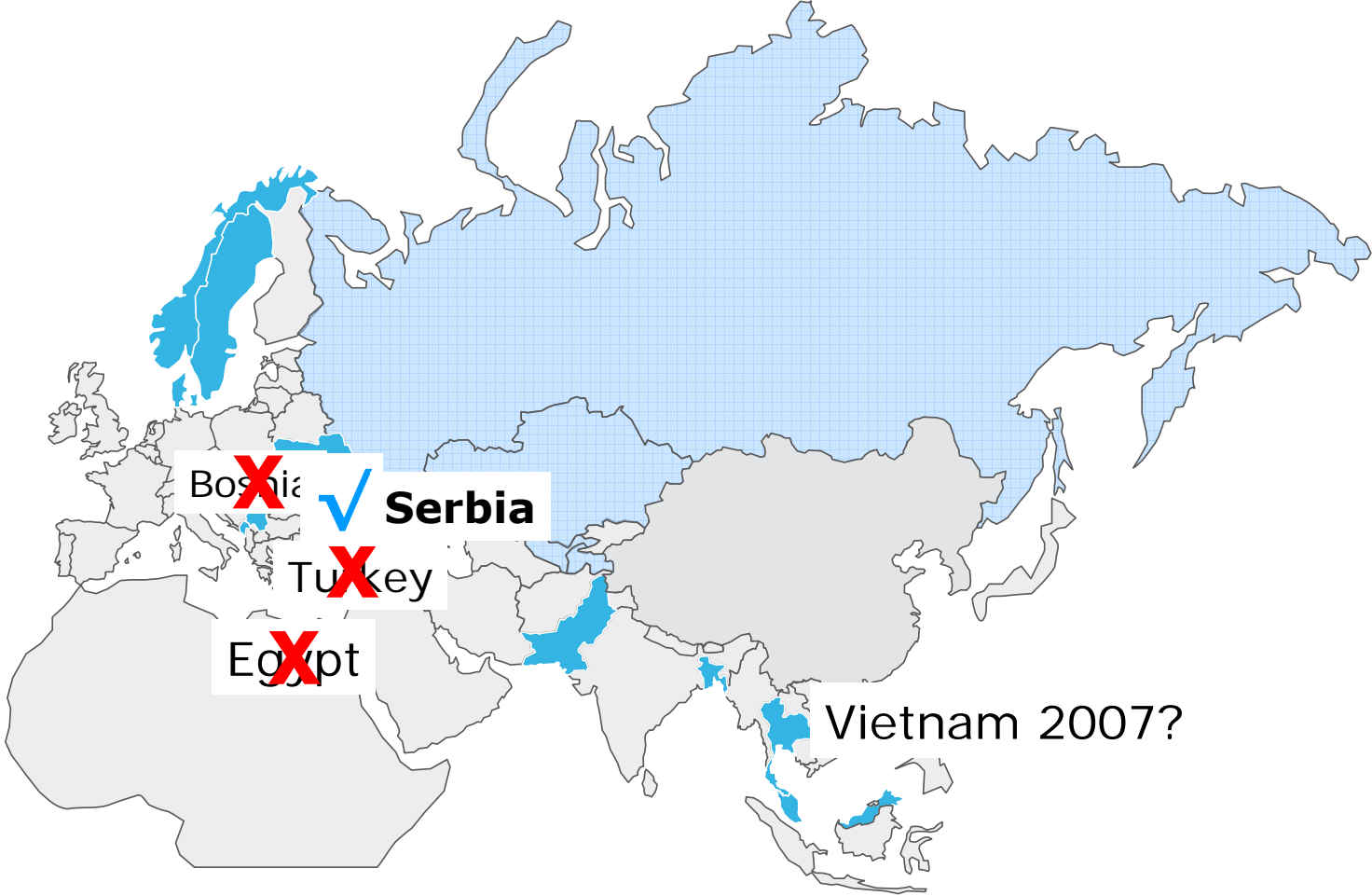
খুচরা টাকার আসল ঠিকানা

FlexiLoad
এখন
১০ টাকা
থেকে শুরু

- ১০ টাকা থেকে ২৯ টাকা পর্যন্ত ১ দিনের মেয়াদ
- ৩০ টাকা থেকে ৪৯ টাকা পর্যন্ত ৩ দিনের মেয়াদ
- ৫০ টাকা থেকে ৯৯ টাকা পর্যন্ত ৫ দিনের মেয়াদ
- ১০০ টাকার উপরে বিচারের জন্য মেয়াদ অপরিবর্তিত থাকবে

February	Norway	telenor
	Denmark	sonofon cybercity
	Hungary	pannon
April	Sweden	telenor bredbands bolaget
May	Montenegro	promonte
June	Pakistan	telenor
September	Serbia	telenor
November	Bangladesh	grameenphone

Selective Expansion



Questions