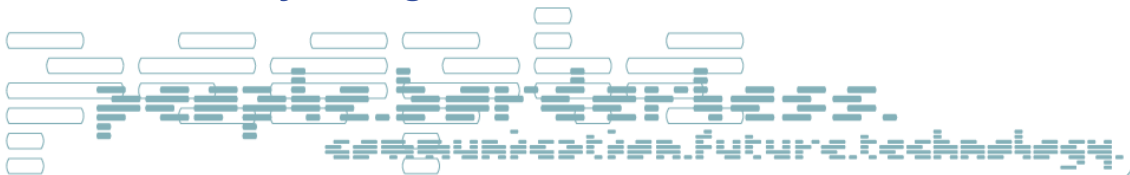




**Adam Smith Conferences:  
“RUSSIAN TELECOMS”,  
St.Petersburg, 15-17 November 2004**

**“Investing in mobile operators”**

**Göran Olson  
Telenor Country Manager Russia**



# Investing in mobile operators – contribution from a strategic investor

## Content:

1. Telenor mobile companies
2. 12<sup>th</sup> largest operator
3. Financials and growth
4. The mobile way
  - Value chain
  - Know-how transfer
5. Russian GSM-players

# Telenor Mobile companies

<b>Norge</b>	100%
Telenor Mobil	

<b>Sverige</b>	100%
Telenor Mobile	

<b>Danmark</b>	100%
Sonofon	

<b>Ungarn</b>	100%
Pannon	

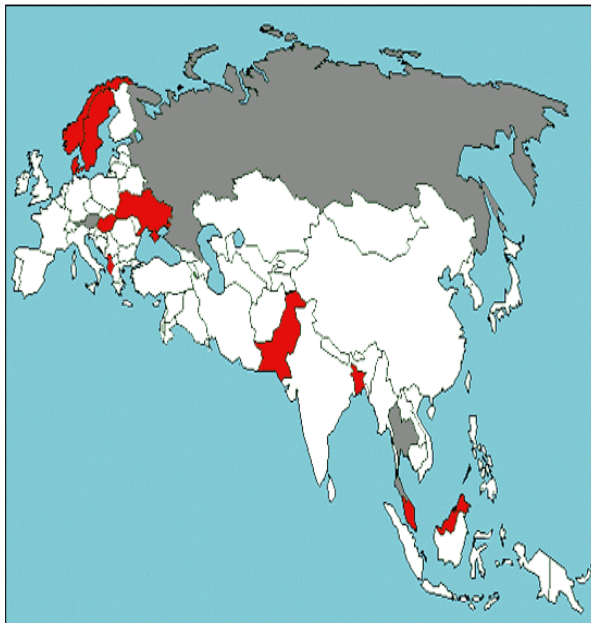
<b>Montenegro</b>	100%
ProMonte	

<b>Pakistan</b>	100%
Licence	

<b>Malaysia</b>	61,0%
DiGi	

<b>Ukrain a</b>	56,5%
Kyivstar	

<b>Banglad esh</b>	51,0%
Grameen	



<b>Thailand</b>	40,3%
DTAC*	

<b>Russia</b>	29,0%
VimpelCom	

<b>Austria</b>	17,5%
One	

# The world's 12th largest GSM Operator



- Ranked by the GSM Association as # 12 world wide (number of subs.)
- Pre-selected seat in the GSM Association's new CEO Board

## **Pre-selected seats**

- China Mobile
- Vodafone Group
- China Unicom
- T-Mobile Group
- NTT DoCoMo
- Orange Group
- TIM Group
- AT&T Wireless Group
- SingTel Group
- Telefónica Group
- Telenor Mobile Group
- mmO2 Group

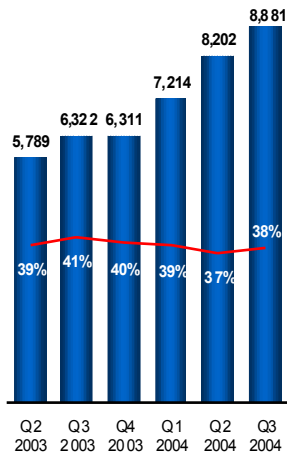
## **Rotating seats**

- Taiwan Cellular Corporation
- Cegetel SFR
- Turkcell
- Orascom
- Hutchison Whampoa Ltd
- SUNDAY Communications
- TeliaSonera
- Maxis Mobile
- KT ICOM

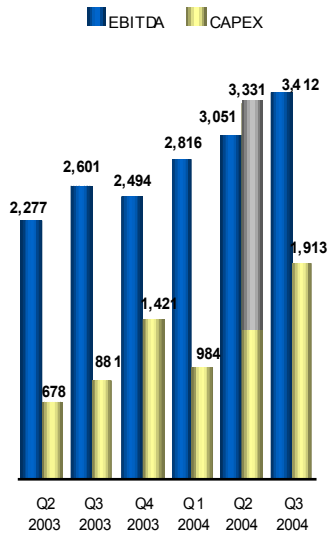
# Mobile

## Strong financial growth

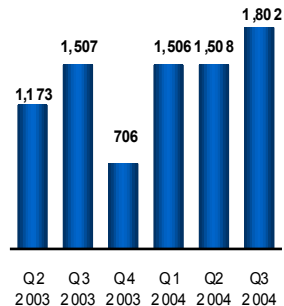
### Revenues (NOKm) / EBITDA %



### EBITDA and Capex (NOKm)






### EBIT (NOKm)

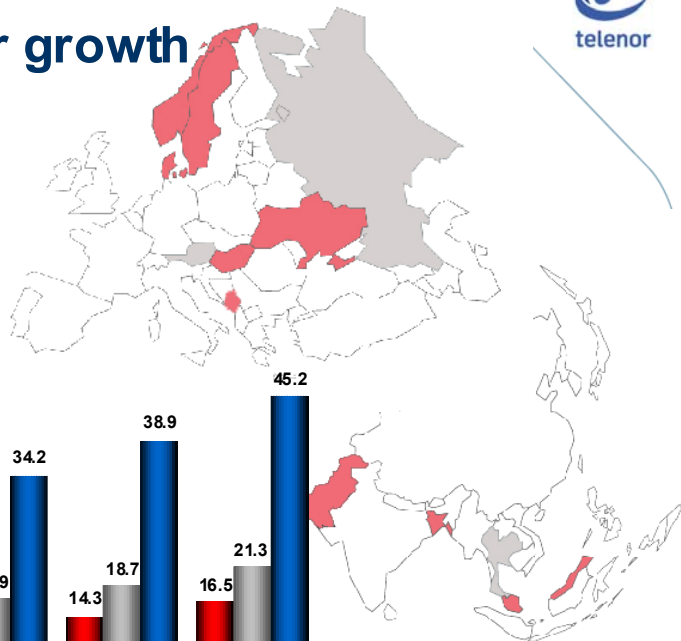
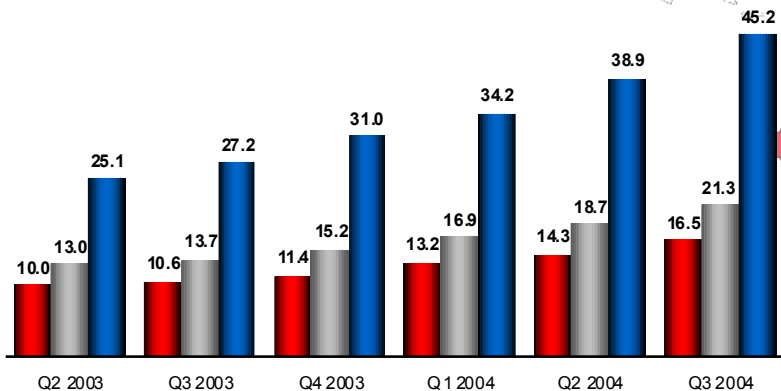


Excludes sales gains / losses

License fee Pakistan

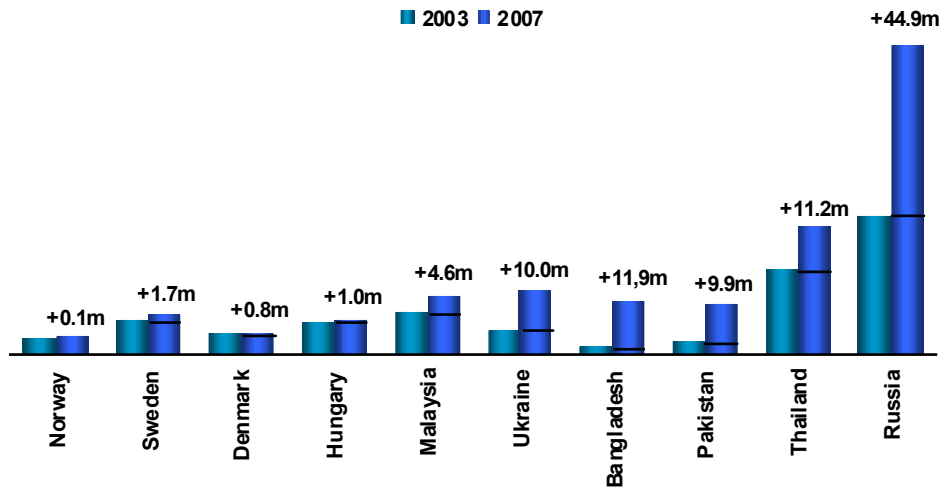
# Strong subscriber growth

-  Total Consolidated
-  Total Pro Rata
-  100% figures (all companies)



# Telenor's mobile markets

## - expected growth



Source: Estimates from EMC (e.o.y. 2007)

# Telenor Mobile Way

- Organic growth in existing emerging markets
- Seeking new growth opportunities
- Control or exit
- Maximise cash flow in mature markets





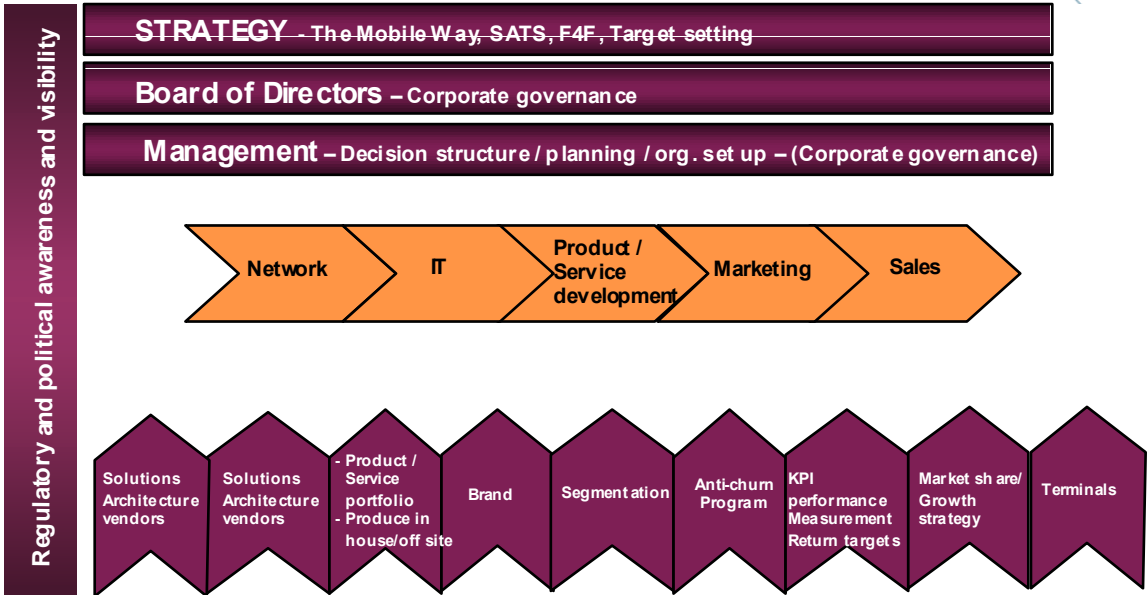
# The Telenor Mobile way:

Building relations to our customers based upon:

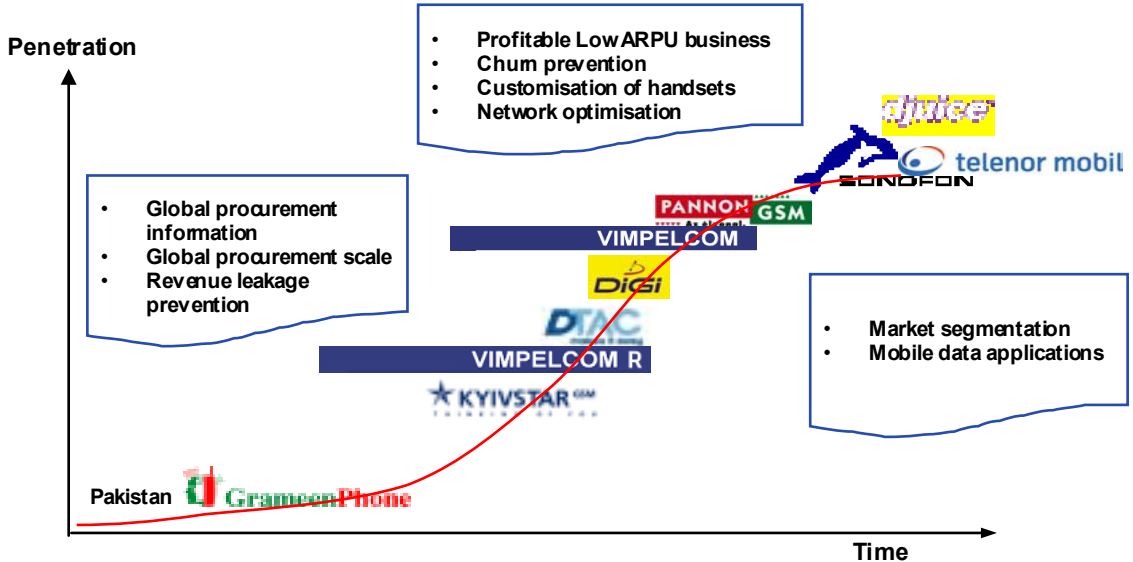
- Simplicity
- Attractiveness
- Trustworthiness
- Service quality



# The Mobile Way value chain



# Unique opportunity to transfer learning



# Main Russian GSM players

VimpelCom



telenor

alfa

MTS



Deutsche Telekom

joint-stock financial corporation  
SISTEMA

MegaFon

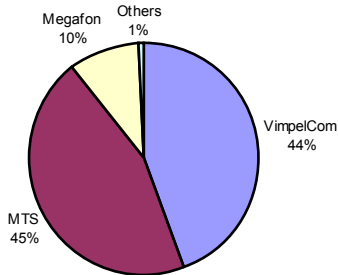


TeliaSonera

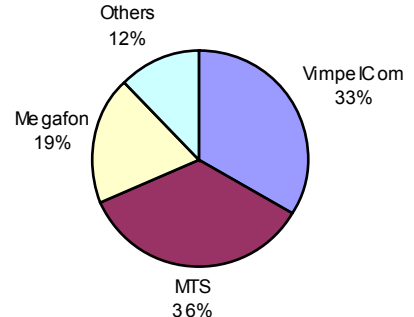
Telecominvest  
GROUP OF OPERATORS

alfa

Market share in Moscow as of Sep 30, 2004



Market share in Russia as of Sep 30, 2004



Source: Independent research and Company estimates