



Operating innovation

Lars-Åke Norling, CEO Telenor Sweden
Stockholm, June 23, 2009

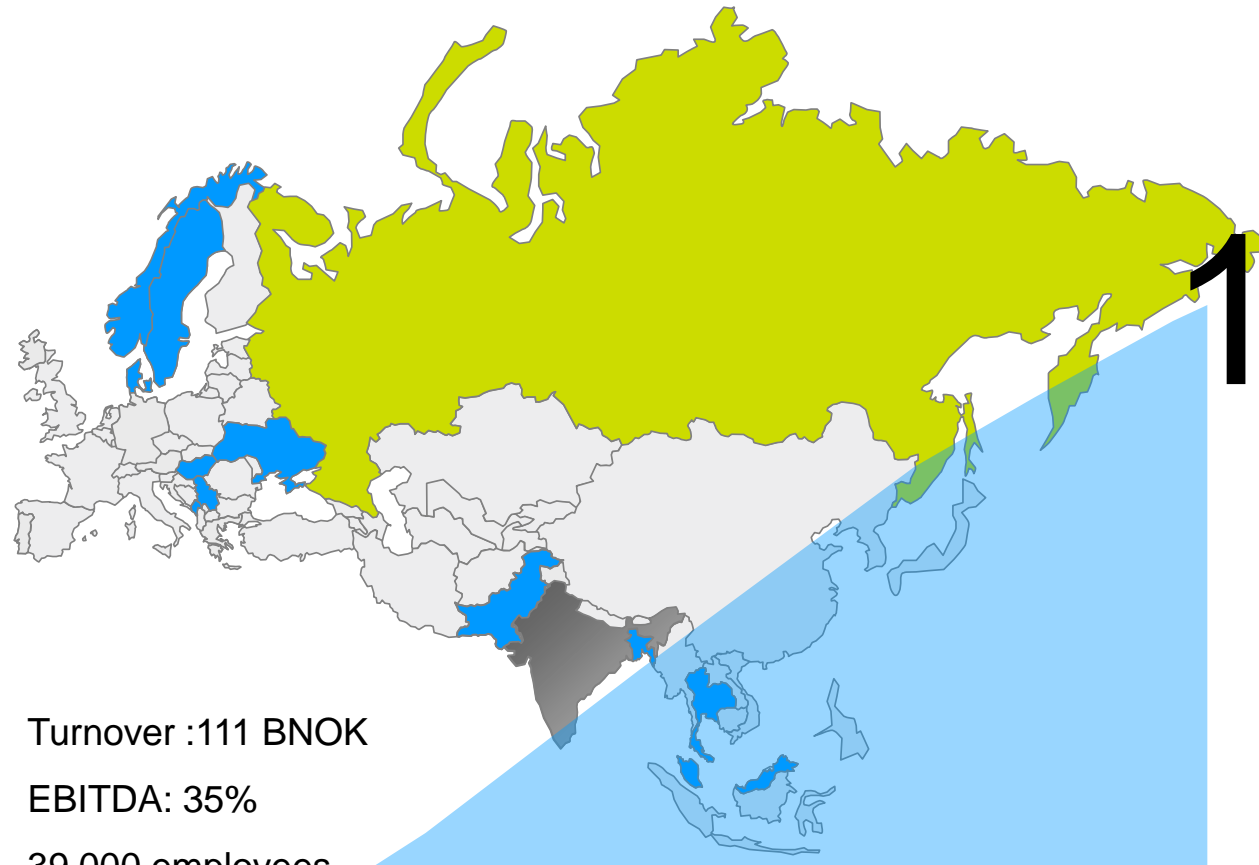
An operator's perspective on innovation

- Innovation from within: Telenor Connexion
- Innovation beyond the core: Developing services – and societies
- Innovation through partnership: Next generation mobile communications



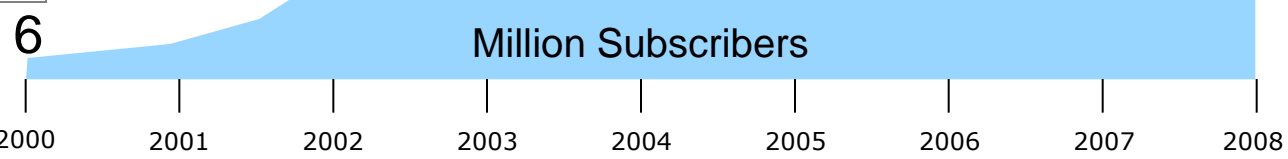
Telenor - the world's seventh largest mobile operator

Norway	Telenor Mobile
Bangladesh	Grameenphone
Malaysia	DiGi
Hungary	Pannon
Ukraine	Kyivstar
Denmark	Telenor
Montenegro	Promonte
Pakistan	Telenor Pakistan
Thailand	DTAC
Sweden	Telenor Sweden
Serbia	Telenor Serbia
India	Unitech Wireless



164

Turnover :111 BNOK
 EBITDA: 35%
 39 000 employees



Majority owned
Minority share

Telenor's brands and position on the Swedish market

Full-service operator

Represented by three brands

11 billion SEK turnover (2008)

2 400 employees

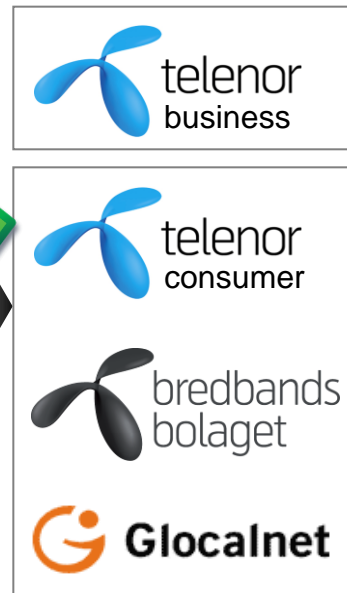
1.9 million mobile users

618 000 fixed broadband users

2006



2008



Challenging the incumbent



Innovation from within - the case of Telenor Connexion

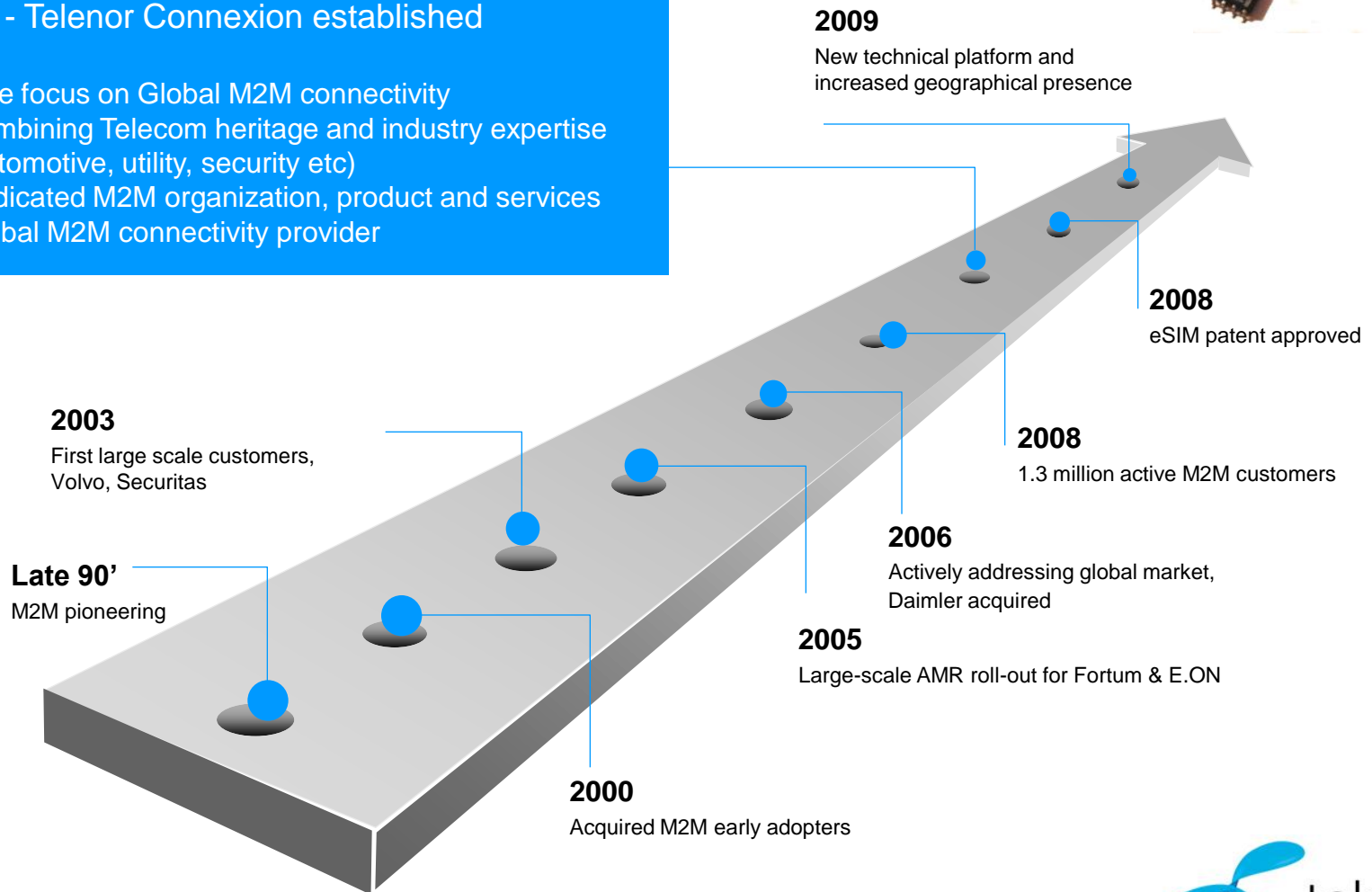


Telenor Connexion and the M2M market

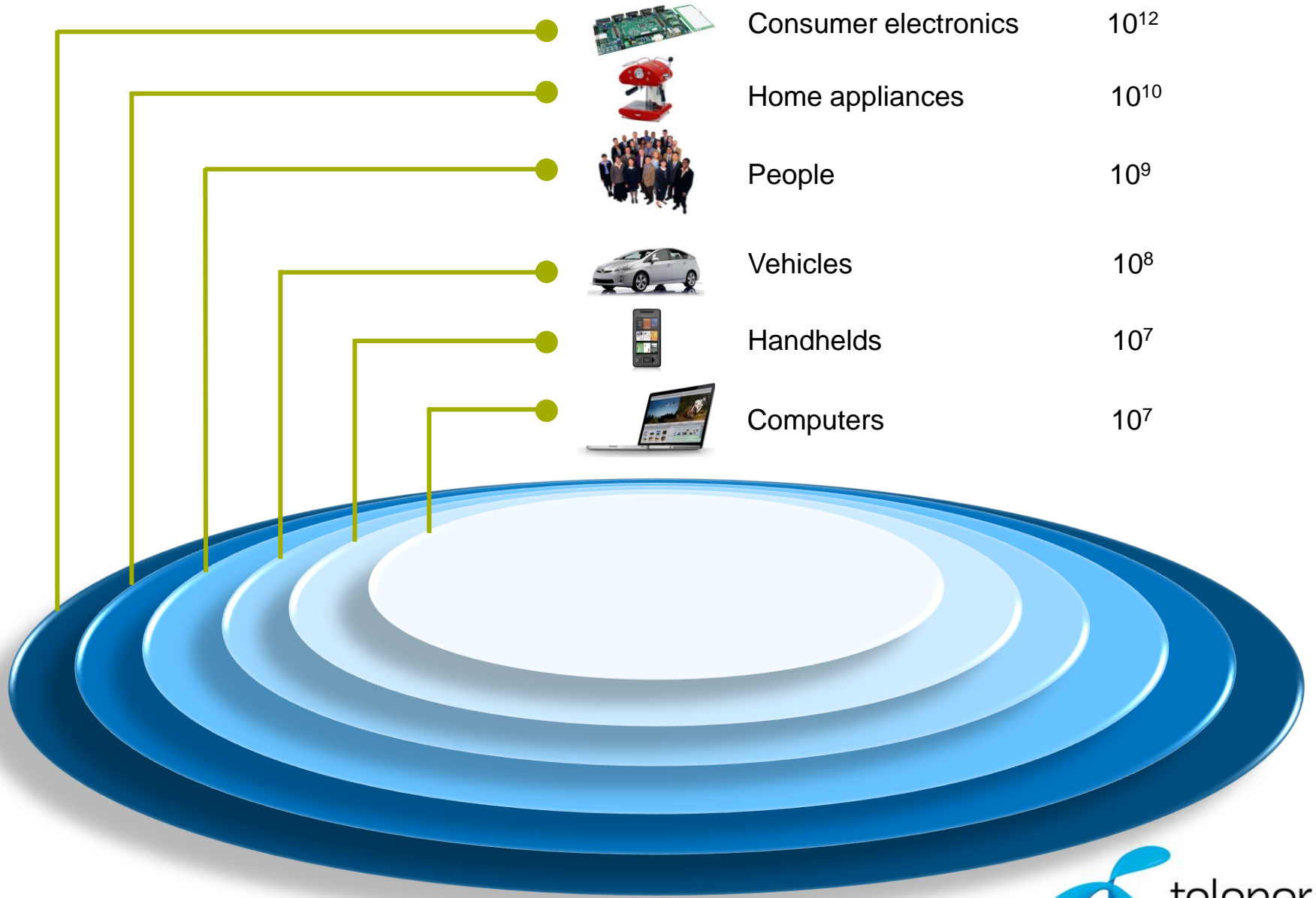


2008 - Telenor Connexion established

- Sole focus on Global M2M connectivity
- Combining Telecom heritage and industry expertise (automotive, utility, security etc)
- Dedicated M2M organization, product and services
- Global M2M connectivity provider

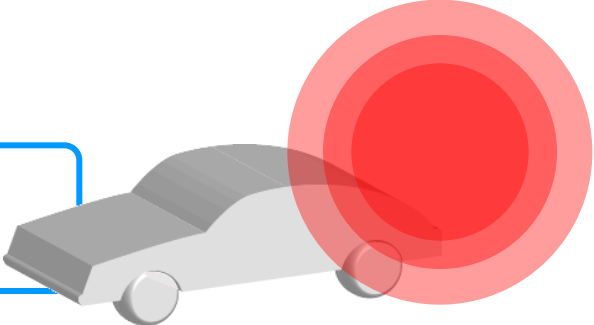


Converging Devices

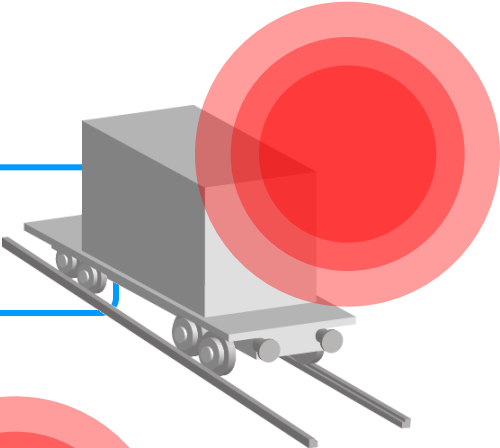


Why M2M solutions?

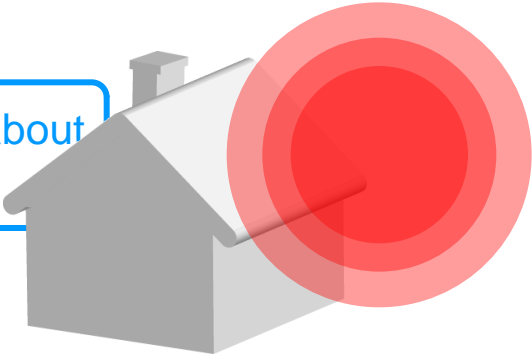
Emergency services in case of accidents for automotive



Temperature monitoring, utilization optimization and location tracking



Monitor homes and businesses to warn about intruders, fire, floods etc.

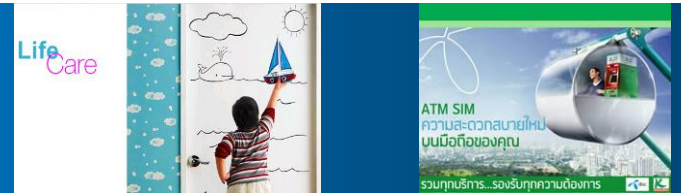


Innovation beyond the core



New demands lead innovation beyond the core

Thailand: ATM SIM



Bangladesh: HealthLine



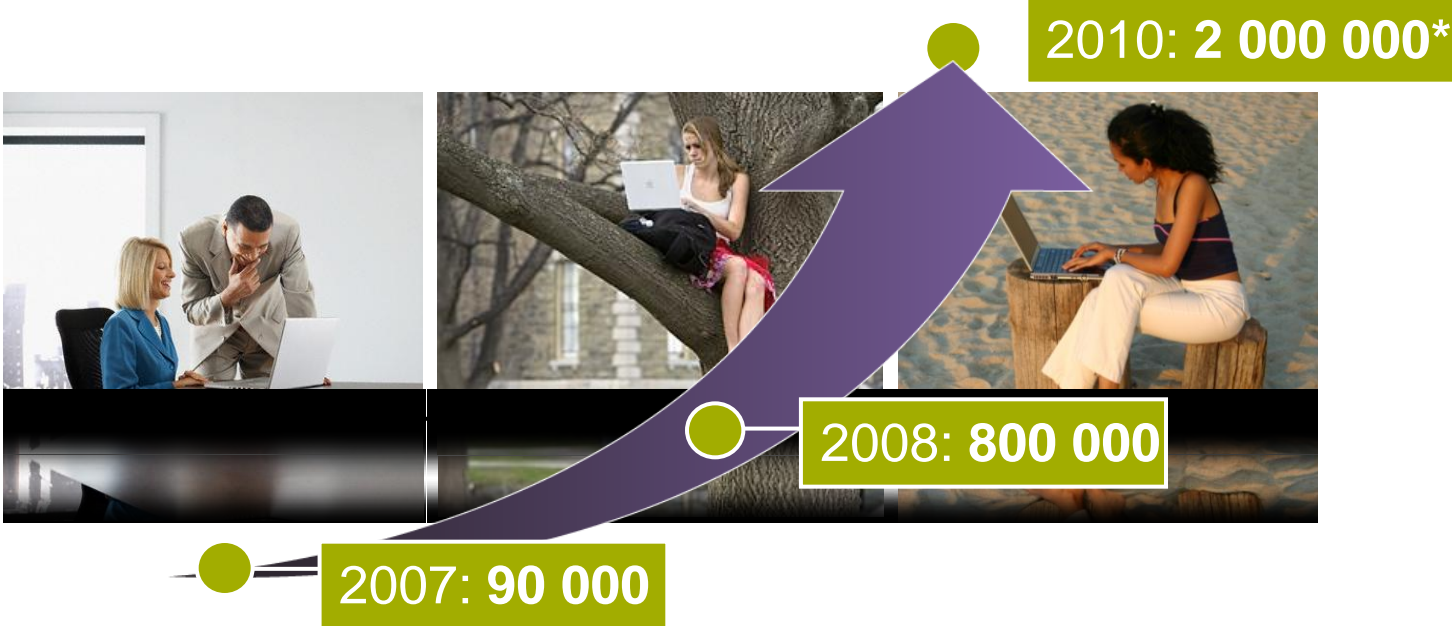
Malaysia: Mobile money transfer



Innovation through partnerships
- introducing next generation mobile communication



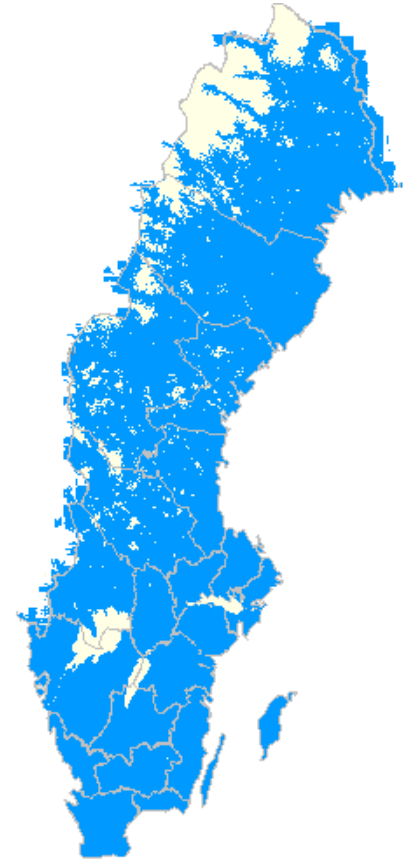
Cutting the wire





Building next generation mobile network (4G)

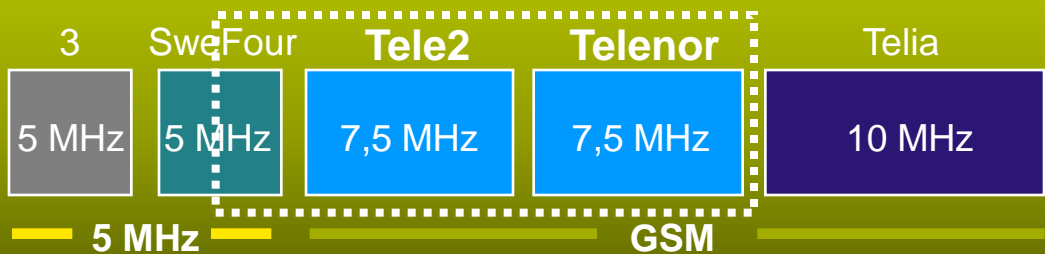
- JV to build nationwide 4G-network
- 10-15 times today's speeds with LTE
- Improved voice coverage by co-locating GSM
- Pooling frequencies in 900- and 2600-band



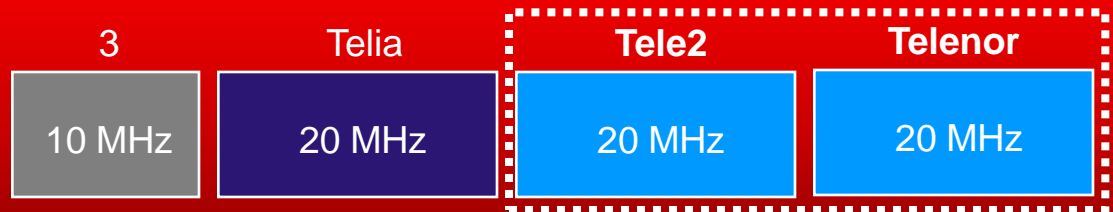
Broadband to **+99%** of
the population

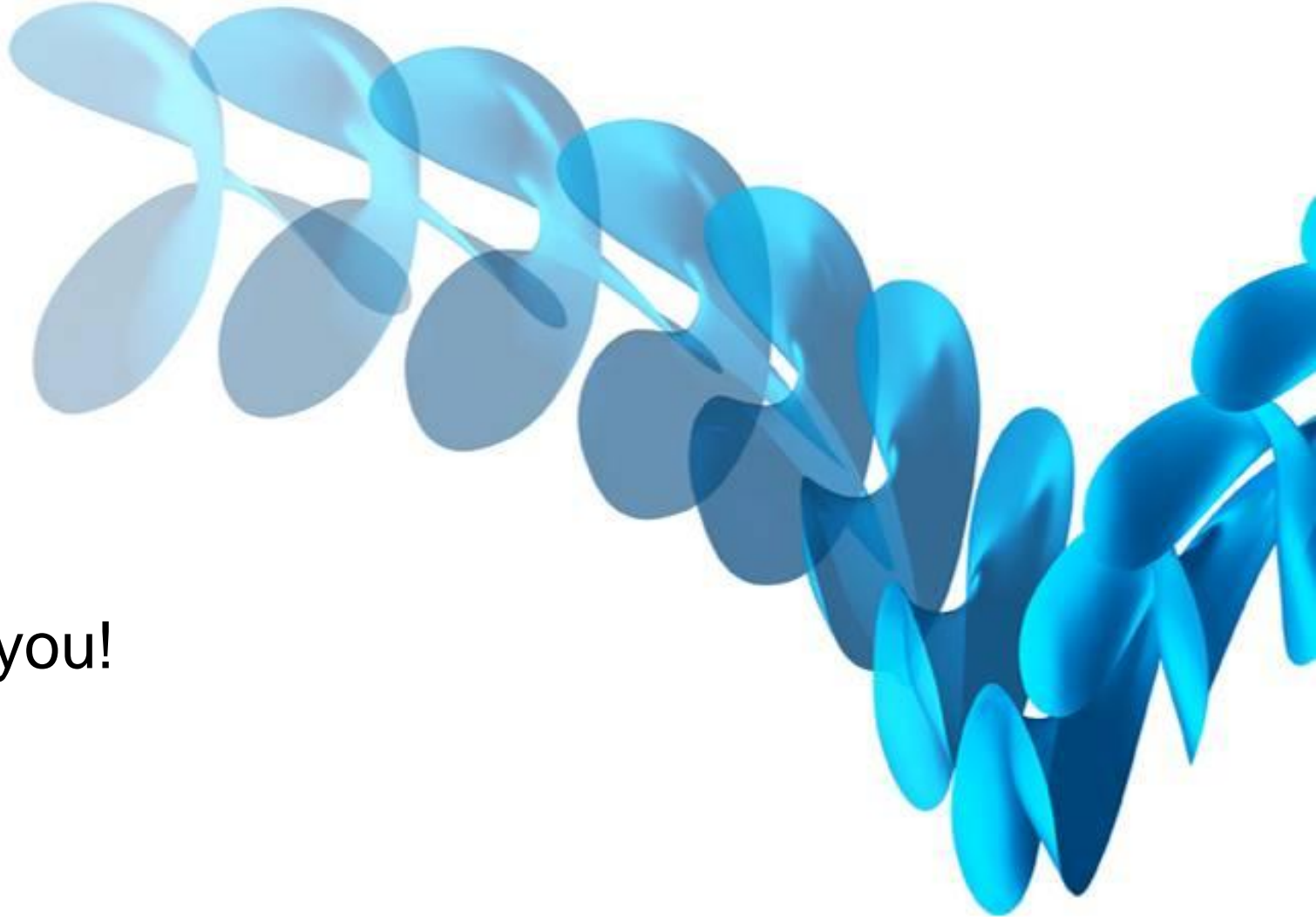
Innovative spectrum sharing a key factor

900-band



2600-band





Thank you!