

Innovation & Transformation in Telenor

ECONA, April 12, Oslo

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Telenor Group at a glance

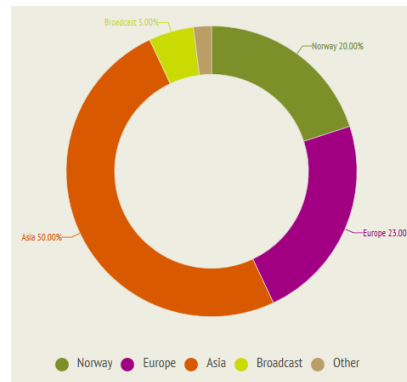
One of the world's major mobile operators

- Have been in business over 160 years
- International provider of tele, data and media communication services.
- 203 million mobile subscriptions worldwide
- Mobile operations in 13 markets across Nordics, CEE and Asia.
- Revenues 2015: NOK 128 billion



Revenue distribution Q1 2015

- Asia 50%



Digital transformation of a 160 year old
company

- How do you do that?...



Telenor is a growth company in our core telco business and in new digital verticals



Core telco

Connection & communication
Growth by monetising significant
data growth



Digital verticals

Growth in existing digital areas
Expand into new

We foster digital growth by strengthening existing digital verticals and explore potential new areas

- Telenor intends to build a company portfolio around 5-6 verticals

IoT



Online Classifieds



Financial Services



Digital Advertising



Potential growth areas

- E-commerce*
- Online Payment*
- Other*

Challenging 'core telco' through an open innovation approach

Closely engaging with the startup community across our markets is part of our growth strategy



Startup hubs

GP >>>
ACCELERATOR

VELOCITY

dtac
accelerate

Accelerators in Asia

ALLIANCE
VENTURE

500
STARTUPS

intel
Capital

Investment
community

How we choose startups

- Strategic fit with adjacent or new areas
- Useful technology
- Product market fit
- Relevant market



The transformation journey

- Corporate innovation requires an agile mindset

'Telenor Digital'

2012-2015

Closer integration with core business
Maintaining internal incubation
Project approach to opportunities

'Enthusiasm'

- 2010

Local initiatives

'A Digital Telenor'

2016 -

Transformation of Telenor
Clear strategic M&A
Ecosystem development in Asia

'The Big Experiment'

2010-2012

Comoyo - Building a digital brand
OTT approach to opportunities
Focus on Europe



If your business was launched today,
what startup would it be?



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