



Telenors erfaringer etter to år med offshoring til India

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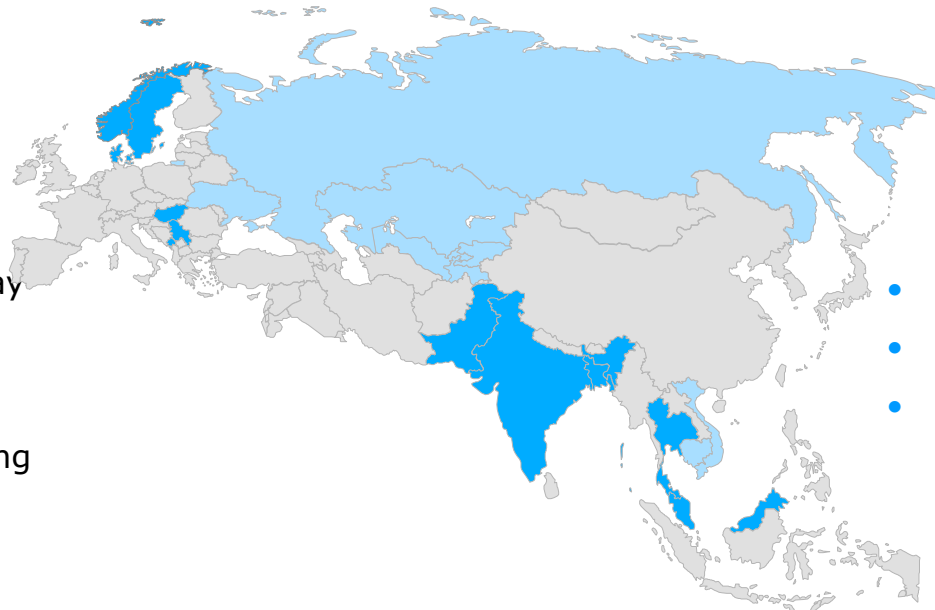
Among the major mobile operators in the world

146 million mobile subscribers *

31 000 employees

Present in markets with 1.6 billion people

- Mobile operations in 11 markets across the Nordic region, Central and Eastern Europe and Asia
- Headquartered in Norway
- An economic stake of 35.7 % and a voting stake 39.5 % in VimpelCom Ltd, operating in 19 markets



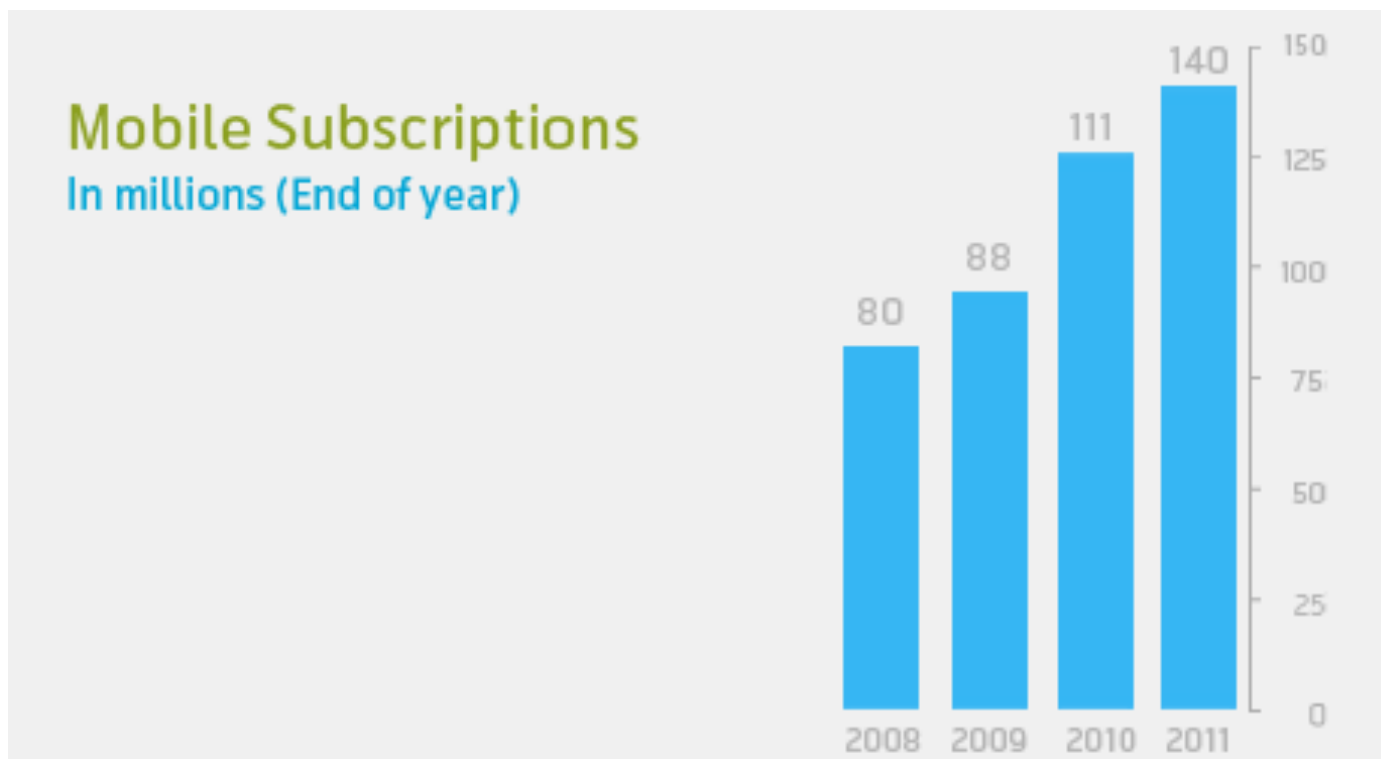
Among the top performers on Dow Jones Sustainability Indexes

- Revenues 2011: NOK 99 bn
- Market Cap: 165 bn
- Listed on the Oslo Stock Exchange

Telenor Group is an international provider of tele, data and media communication services

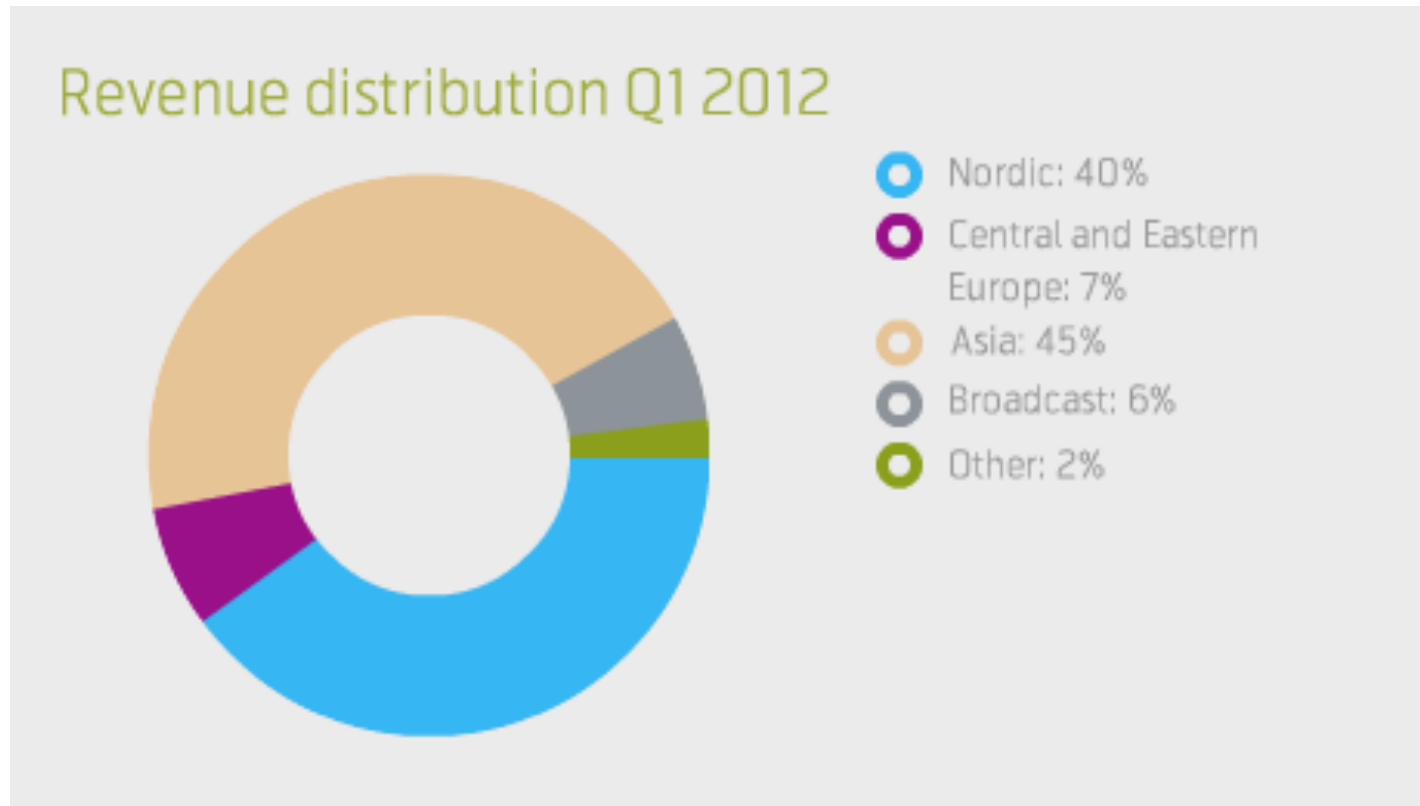
*146 million customers in consolidated operations ; 351 million including VimpelCom Ltd (associated company)

Mobile Subscriptions – consolidated companies *



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Revenue distribution pr Q1 2012



The world is changing quickly



**Building and maintaining all competences in-house takes too much time
and costs too much**

The Duplo program

- Application Maintenance (AM) and Application Development (AD)
- Second generation sourcing program
- Out-sourcing and re-sourcing of 170 applications
- Vendor consolidation, increasing volumes per vendor
- Multi-vendor model with defined cooperation mechanisms
- Competition regime for new AD projects
- Well defined governance regime
- International best practice contract
- Reduce costs and cash spending within IT
- Financing modernization of the systems portfolio
- Keep the high levels of service quality and project deliveries

This presentation is about how Telenor has been able to obtain substantial benefits through their sourcing initiative – Duplo.

The Duplo program phases

