

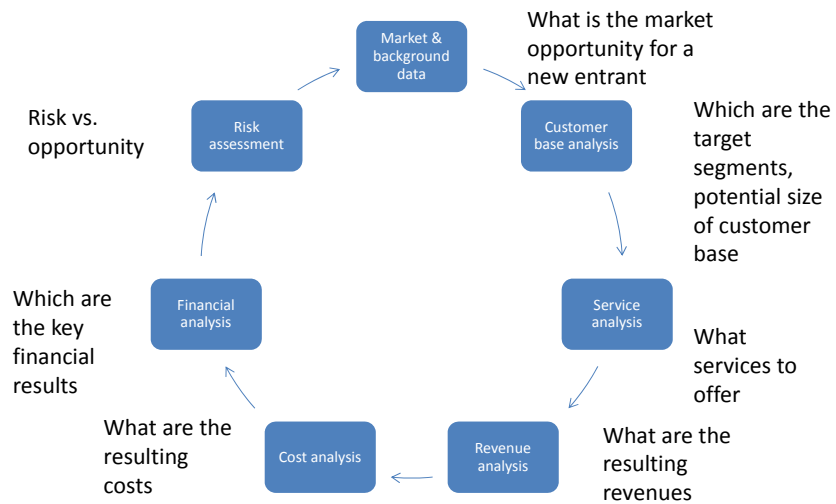


Market opportunity

- Market and background data
- Market entry alternatives
- Financial analysis



Market entry analysis



Market opportunity ?

- Market size
- Number of players
- Margins eg. Degree of competition
- Threat of other new entrants
- Competitors market positioning
- Regulatory environment, network, interconnect, NR etc



Different position possibilities

- Service Provider, acts as a reseller or distributor of MNO or MVNO services. Own brand. Own SIM's, no network.
- Mobile virtual network operator, own core network and service network. Own interconnect agreements. No access network.
- Mobile network operator, fully owned infra. Own licenses.

Customer base analysis

- Population
- Penetration – multiple SIM, inactive users
- Churn – available market data, post-paid & pre-paid
- Addressable market – target segments of covered population
- Market share assumptions
- Coverage strategy

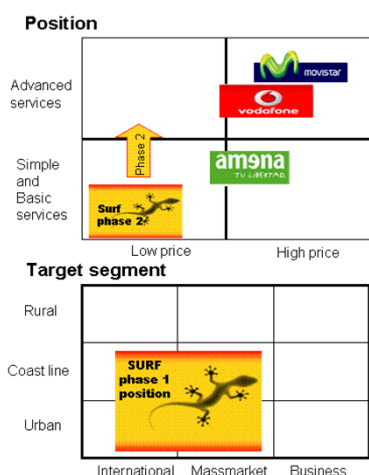


Service analysis

- Competitors service offerings – gaps ?
- Short term – long term
- Revenue generating – cost driving
- Consequence – market position, pricing, services



Market position



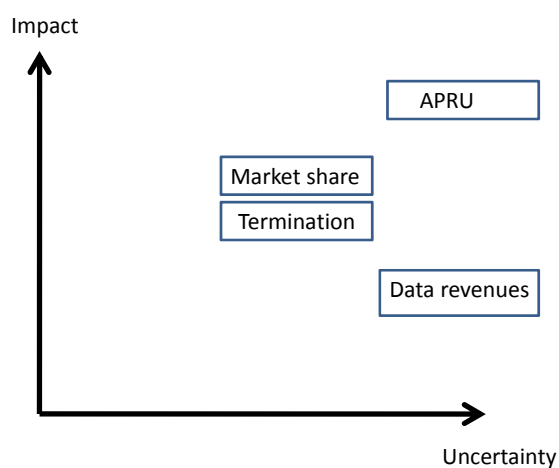
- We position the company as low price with high value for money. Basic and inexpensive priceplan. 3G not apparent in our marketing
- Target segment is domestic and international massmarket: primarily cost-aware segments who are looking for basic services & value for money
- Service portfolio contains services that work on 2G & 3G handsets
- We expand the service portfolio as customerbase & profitability grows

Revenue analysis

- Voice ARPU – usages out x Tariffs + Usages in x Termination rates
- Data ARPU - fixed tariffs, usage based tariffs, termination rates
- ARMU



Revenue – impact and uncertainty

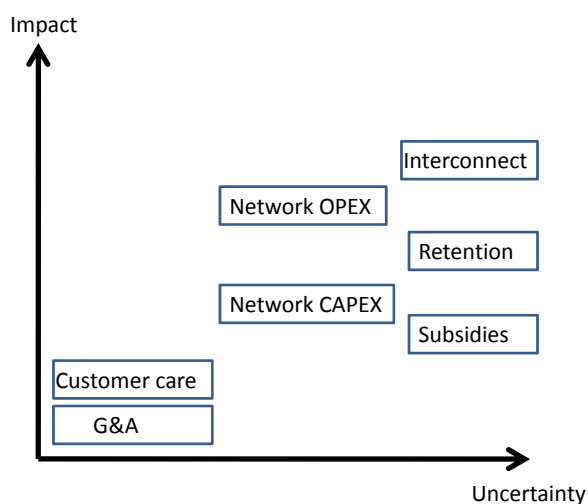


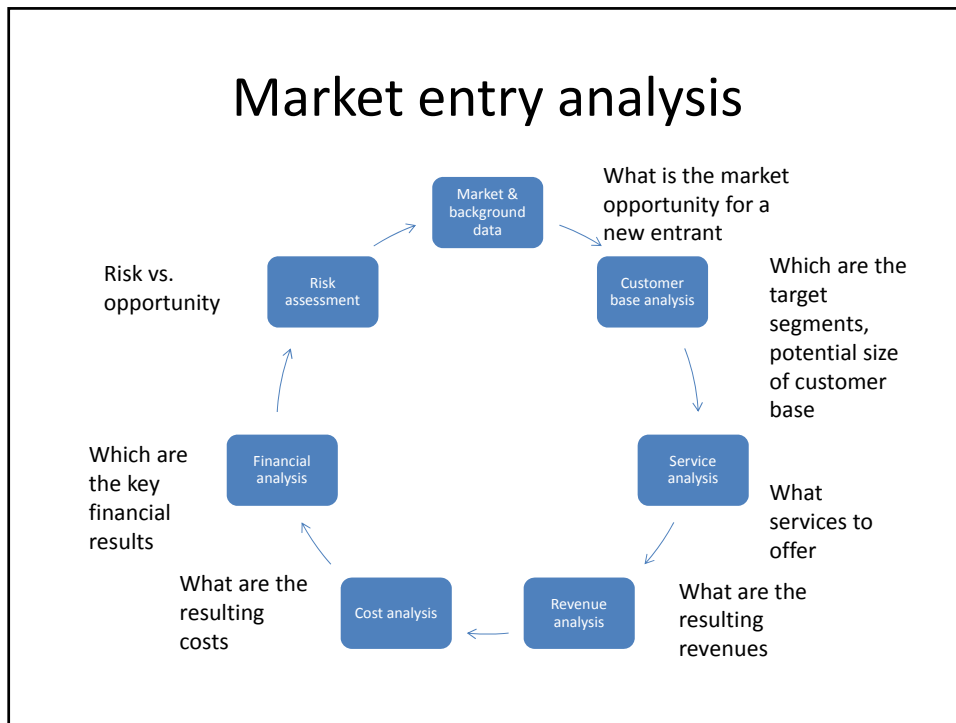
Cost analysis

- Direct costs – NR, Termination in other networks (mobile, fixed and int. roaming)
- Sales related costs, marketing, Retention, sales & distribution, Customer service
- Network costs
- IT costs



Cost – impact and uncertainty





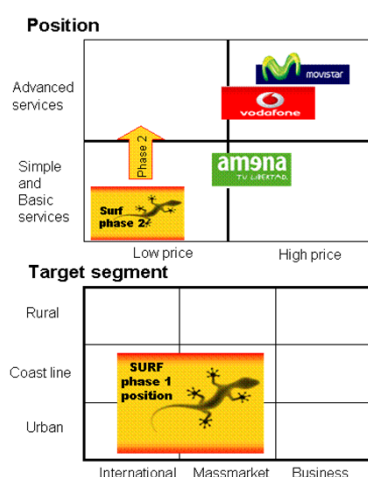
Why Spain and why TeliaSonera?

1. Good and timely business opportunity to invest in profitable growth based on the strengths of our home market operations
2. Price for 3G-network equipment has fallen significantly and turnkey contracts possible
3. The availability of 3G terminals at commercial viable prices
4. Revised 3G license conditions
5. Strong Spanish partner
6. Experience and knowledge on how to build a cost efficient and competitive mobile operation in competitive markets
7. There is room for a fourth player on the Spanish market



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Market position



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Road to success



- Low fixed costs ensure long term competitiveness
- Flexible and cost efficient organization
- Own high quality 3G network creating sustainable contribution to margin over time
- Easy-to-use services at transparent and attractive prices
- Experience & know-how
- High market potential
- Timing
- Long term commitment

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Expansión, 30 November 2006

Yoigo 'tira' los precios en el sector de telefonía móvil

La cuarta operadora revoluciona el mercado al cobrar 12 céntimos por minuto para cualquier llamada a fijo o móvil.

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PREVÉ UN PRECIO ÚNICO PARA TODOS LOS DESTINOS Y HORARIOS

Yoigo sale al mercado con la tarifa más barata

La cuarta operadora de telefonía móvil diseña un agresivo plan comercial con llamadas por doce céntimos por minuto.

LEJIAN MORALES

Yoigo, el operador de telefonía móvil propiedad de la compañía sueca TeliaSonera, prevé salir mañana viernes al mercado con la tarifa más barata del sector. En la misma línea que ha adoptado recientemente Carrefour, la compañía tendrá una única tarifa para llamadas de voz para todos los destinos -teléfonos nacionales fijos y móviles- y en todos los horarios, de mañana, tarde-noche y fines de semana.



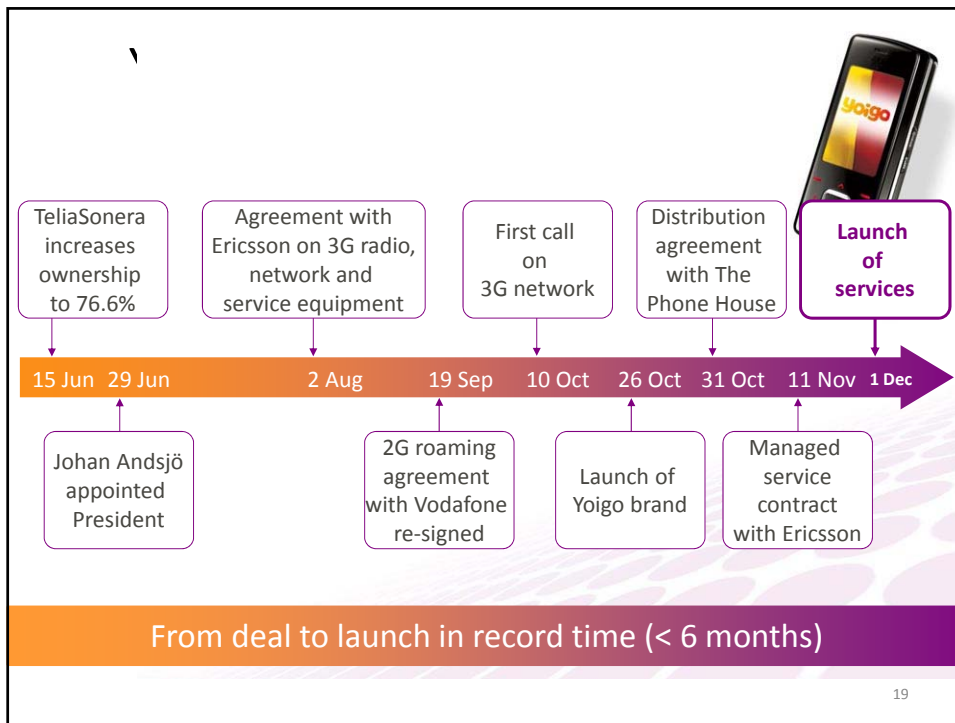
"Yoigo slashes prices in the mobile telephony sector"

"The fourth operator revolutionizes the market with 0.12 Euro for any call to fixed or mobile"

"Yoigo launches with the cheapest fare"

"The fourth operator has an aggressive commercial plan with calls at 0.12 Euro per minute"

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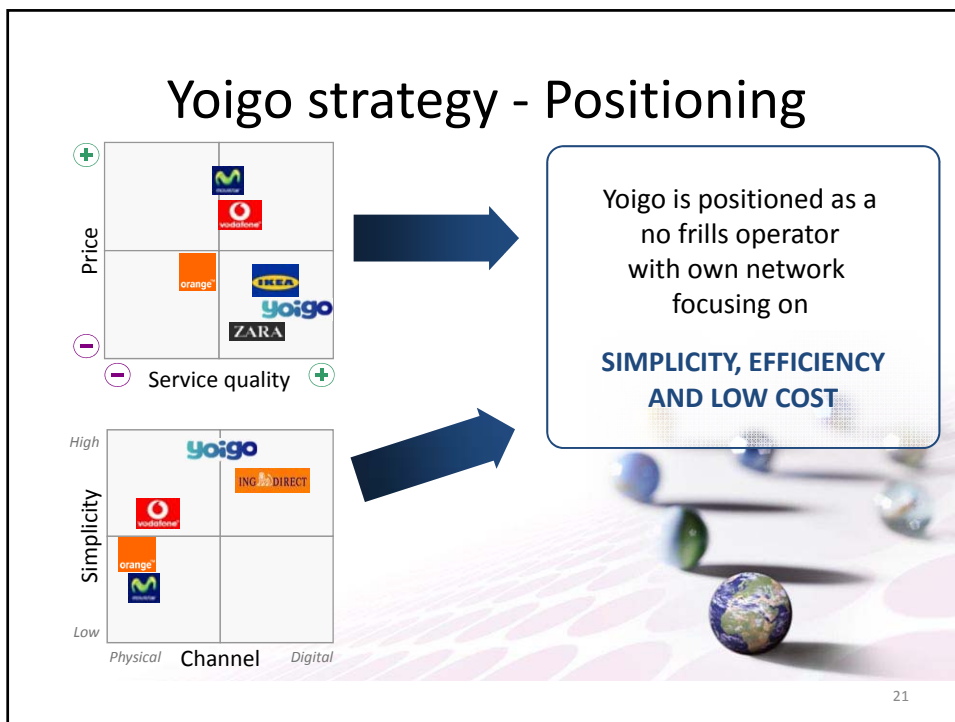
VISION:
Our market and what we want to be

In the dynamic Spanish market...
... Yoigo will be the European benchmark operator for **SIMPLICITY** and **EFFICIENCY**

MISSION:
How do we do it

- Zero broken promises
- One minute to get started
- Two times more cost effective
- 3G is an evolution, not a revolution

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Yoigo strategy - Brand

Why Yoigo?

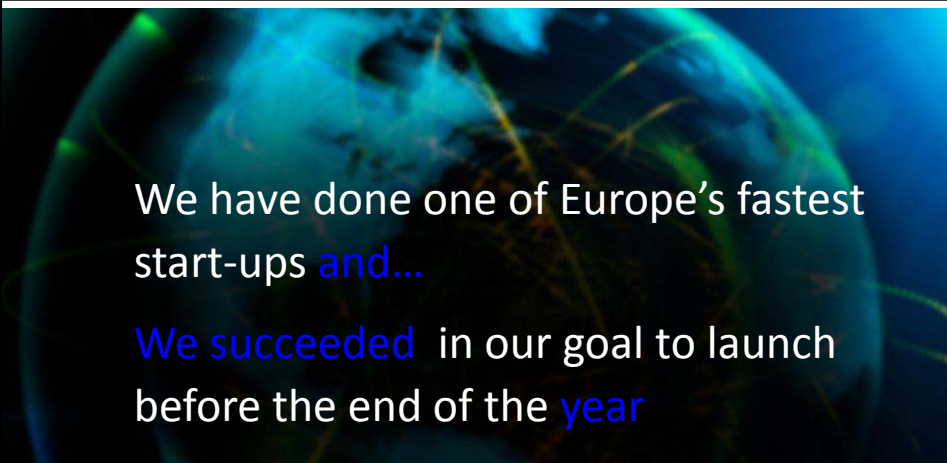
We wanted:

- Something fresh in the Spanish market that stands out
- “Empty” brand without connotation
- With available .com address

We evaluated:

- Continuing with Xfera
- “Importing” a brand from TS group
- Developing a new brand

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We have done one of Europe's fastest start-ups and...
We succeeded in our goal to launch before the end of the **year**

ROBUST BUSINESS CASE BENCHMARK LOW COST
SHARP BUSINESS FOCUS **3G-LICENSE / 2G-ROAMING**

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