

Why Telenor is investing in early stage startups (and how)



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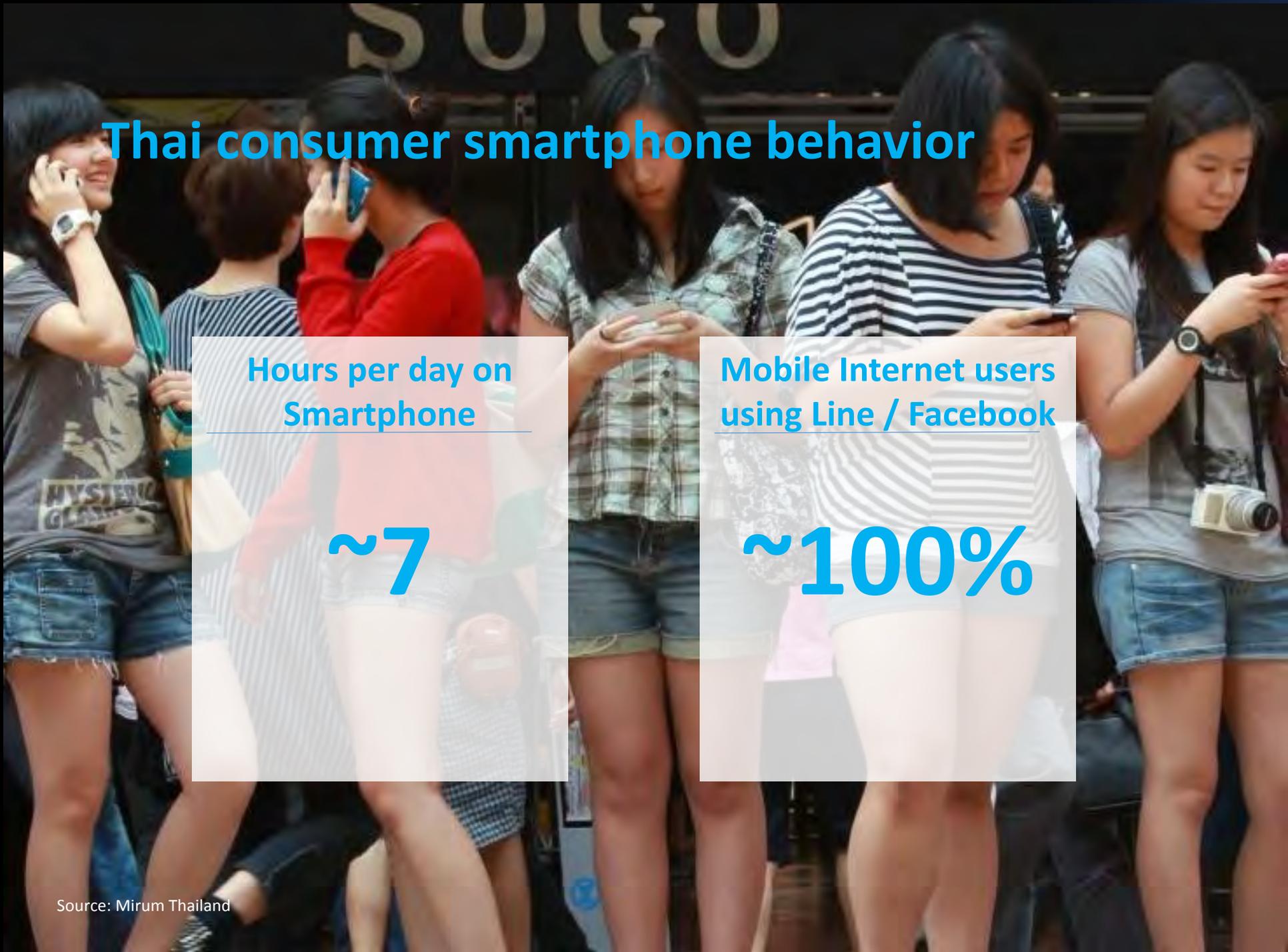
**% of couples that sleep in
separate rooms**

16%

**% of people sleeping separate
from their mobile phones**

13%

Thai consumer smartphone behavior



Hours per day on
Smartphone

~7

Mobile Internet users
using Line / Facebook

~100%

Imagine 2020: What can happen in 5 years?

The world 2010 - 2015

	<u>2010</u>	<u>2015</u>
• Airbnb guests	17K	17,000K
• Didi Kuaidi valuation	\$0	\$15bn
• Ali baba daily rev	\$0.14bn	\$14.3bn

Accelerator – find the best start-ups, make them better, and take a stake

It is a program that...

Finds the **best digital start-up** entrepreneurs...



... Gives them **support to accelerate** their business...



Financing



Workspace



Credibility



Customers



Mentors

In return for **5-10% ownership stake**...

Empower the entrepreneur

Guide, support and accelerate them rather than control them



Why Telenor has started Accelerators in multiple markets

“Listen, business is easy. If you’ve got a low downside and a big upside, you go do it.”

Sam Zell



BU benefits

- Marketing value > cost (low downside)
- Access to digital talent
- Create reasons to use Internet
- New products and ROI (big upside)

Dtac Accelerate results

- ~400 companies screened
- 11 investments
- Marketing value > total cost
- Startup results:
 - 1 series A at 15x dtac valuation
 - 1 acquired
 - 5 received seed funding
- 1 founder hired by dtac



Imagine 2020 - The big upside if all Telenor BUs have an accelerator

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	2010	2015
• Airbnb guests	17K	17,000K
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Imagine Telenor 2020

- 13,000 companies screened
- ~400 seed investments made
- 13 big wins?

Thank you



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