

Mr Andrew Miller
Tandberg ASA
Chief Executive Officer
Norway



Andrew joined TANDBERG in January, 2002 as CEO and Vice Chairman. Prior to TANDBERG, Andrew's leadership in the technology industry spanned twenty years and included management roles with Cisco and Northern Telecom.

At Cisco, Andrew was instrumental in growing a 425 employee, \$1.4B business as Area Vice President, U.S. Sales. Andrew also brought global experience to TANDBERG from his position as Vice President and General Manager of Global Marketing for Cisco, where he managed the Enterprise/Commercial Business segment worldwide, including Channels, Acquisitions and Marketing for the Customer Advocacy Group.

Previous roles at Cisco included managing Cisco's voice, video and data solutions as Director of Multi-service Sales and Engineering, and Director-level positions in the Federal Systems Group with responsibility for Civilian Government.

Andrew developed his deep understanding of worldwide technology sales early in his career with eight years in Sales, Sales Management and Director-level positions at Northern Telecom for the North America, Asia and EMEA markets.

Andrew has a BS degree from the University of South Carolina and an MBA in International Marketing from George Washington University.

TANDBERG



Delivering a
Real Communication Experience™

Agenda



- Who is TANDBERG?
- Why is Video Essential?
- Why Collaboration Now?
- Why TANDBERG?

Who is TANDBERG?

Market Leader

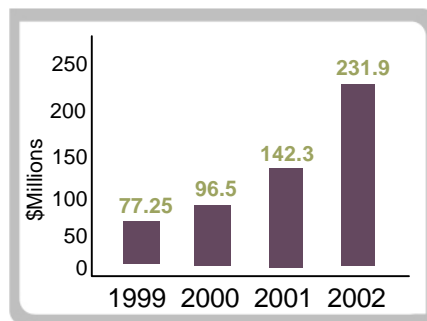
TANDBERG

- Market leader in video
 - Increased market share from 19% to 40% in value in 24 months
 - Demonstrated technology leadership
 - Investment protection
- Profitable and financially strong
 - 600% revenue growth since 1998
 - \$207.3m cash reserves as of June 30, 2003

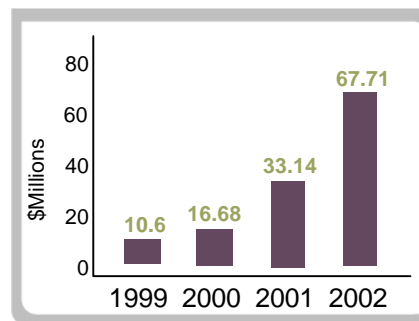


"TANDBERG...it's light years ahead"

Business 2.0



REVENUE



OPERATING PROFIT

Who is TANDBERG?

Strong Values

TANDBERG



SPEED & PRECISION

INTEGRITY & ENTHUSIASM

TANDBERG CUSTOMERS FIRST

EXCEED EXPECTATIONS

FUN & PROFIT

“TANDBERG understands customer service. They are absolutely committed to making sure that everything is handled right the first time.”

Pam Child, *State of Wyoming (USA)*

Who is TANDBERG?

Global Expertise

TANDBERG

- Sales, service and installations in over 90 countries
- Industry leading Global Presence Program (GPP)
- Global “high touch” sales team
 - Selective distribution and service partners
 - Focused on customer satisfaction



- Dual headquarters in Oslo and New York
- ▲ Strategic sales offices

Who is TANDBERG?

Our Vision

TANDBERG

Challenge

- Companies transforming into real-time enterprises need to fill the visual communication gap
- Communication has to be more visual to be truly productive

Mission

TANDBERG inspires people around the world to communicate much more effectively by integrating our leading real-time communication solutions into their daily lives.

We Help Our Customers Envision and Secure New Opportunities

Who is TANDBERG?

Our Company

TANDBERG

- Market and technology leadership in video
- Financial strength
- Strong values
- Global expertise
- Commitment to open standards and interoperability
- Vision for the future
- Focused on customer satisfaction



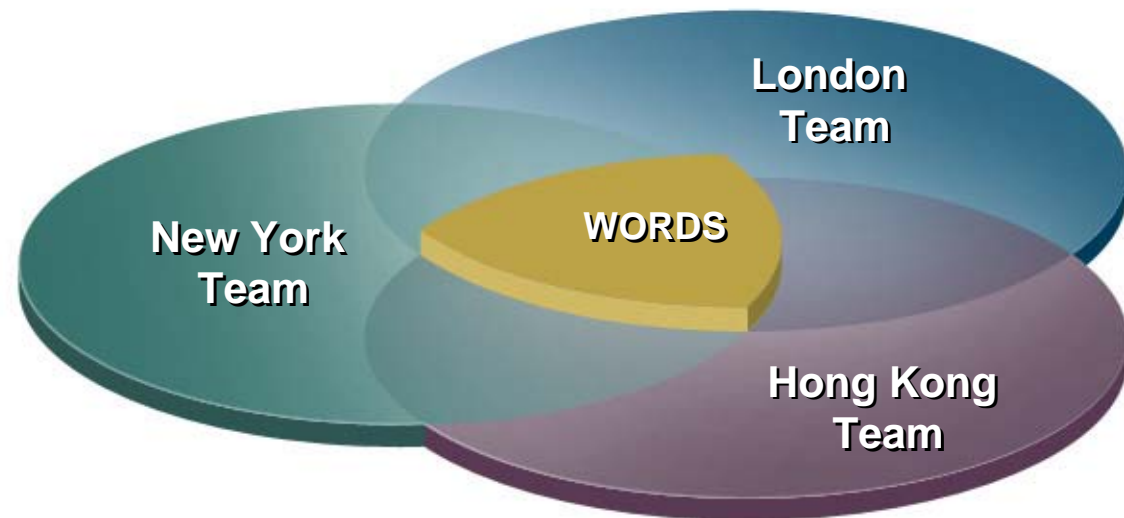
Why is Video Essential?

Missed Opportunities with Other Media

TANDBERG

IM, e-mail, audio and data

- One dimensional
- Understanding often decreases as more people join
- Language and cultural barriers increase
- Reactions between team members at each location are missed



Why is Video Essential?

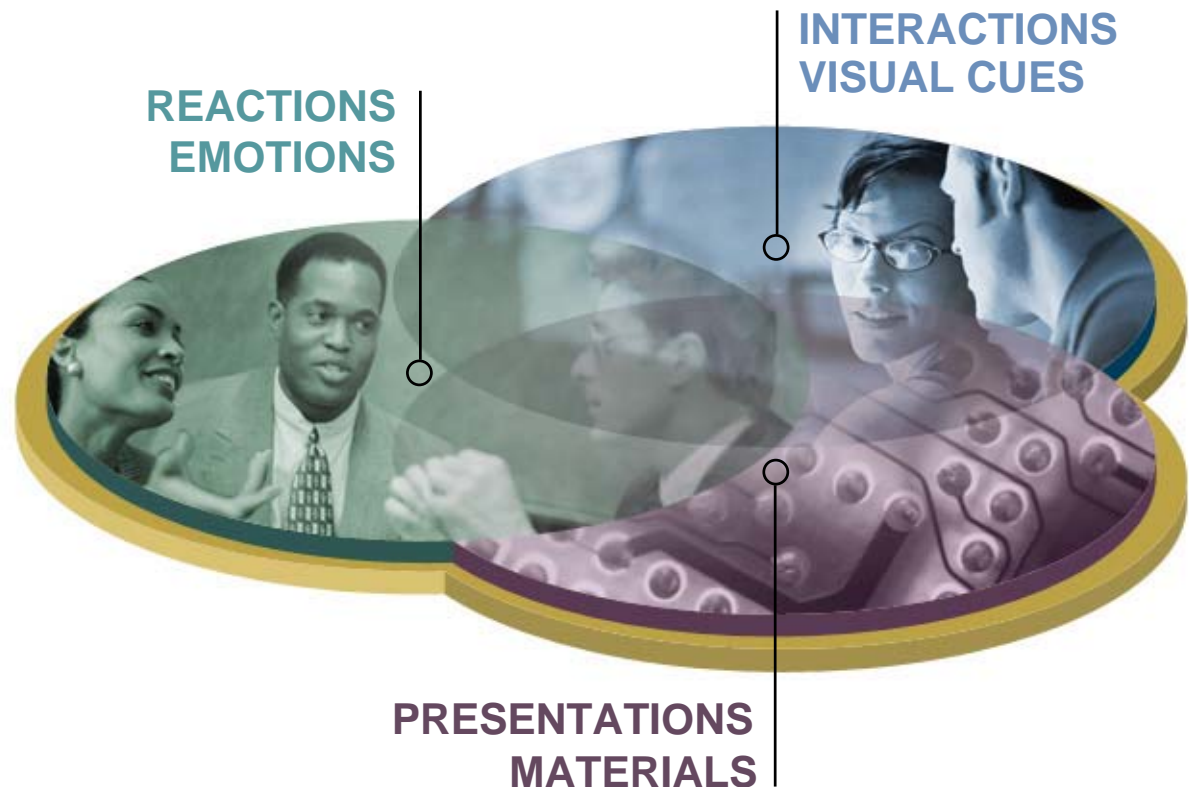
Visual Communication is “Real”

TANDBERG

Video

- Creates deeper understanding by revealing reactions and emotions
- Bridges language and cultural barriers with visual cues
- Illuminates interactions within teams
- Enables material, circuit boards, EKGs etc. to be displayed, augmenting collaboration

Visuals are
IMMEDIATE MEMORABLE EFFECTIVE



Why is Video Essential?

Video Provides Focus and Builds Trust

TANDBERG



- Video maintains audience focus
 - Up to a 38% increase in audience retention
- Video increases persuasiveness and trust
 - Face-to-face meetings are 43% more persuasive than telephone meetings

Source: Harvard and Columbia Study

Source: 3M

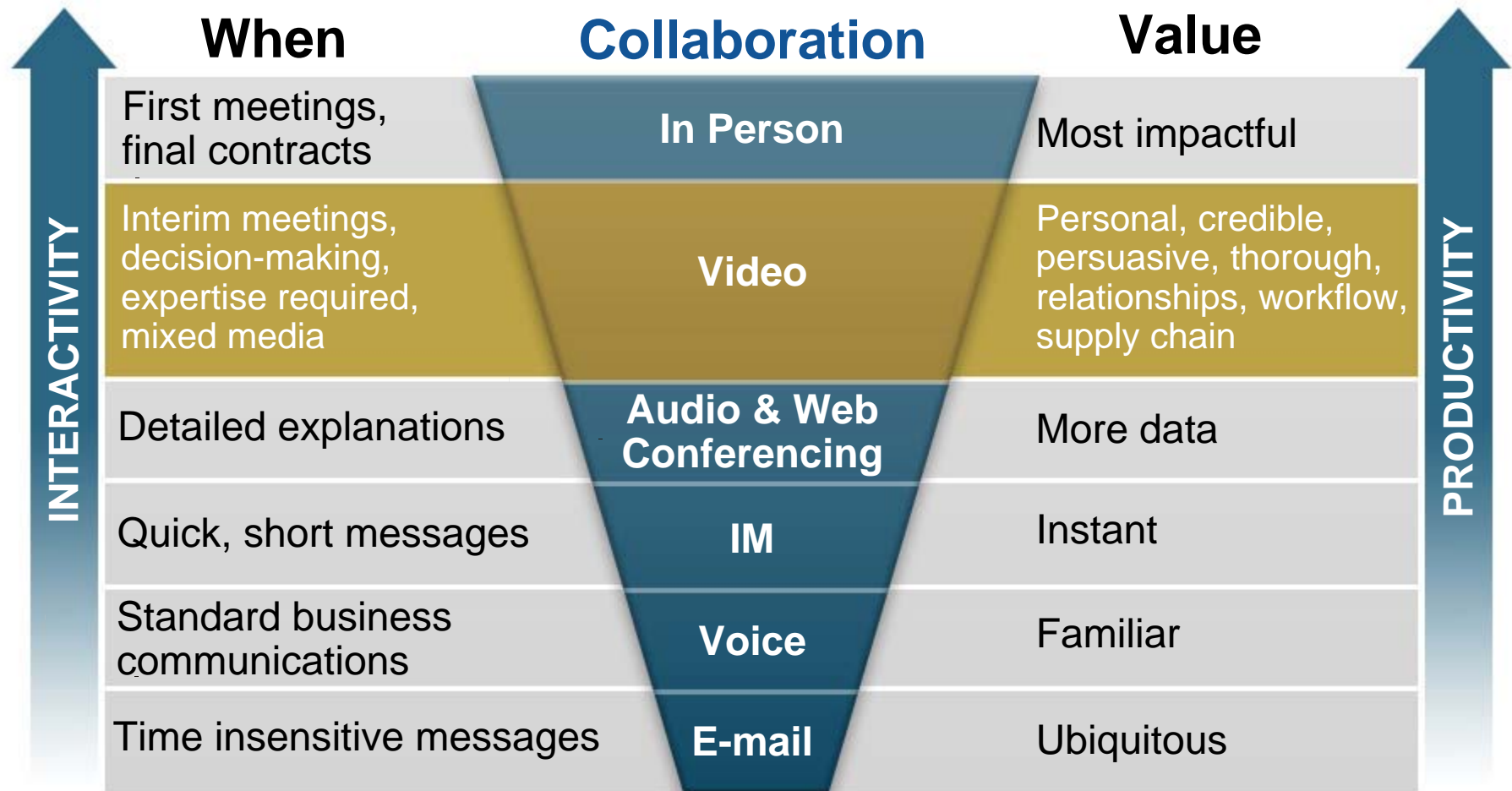
“Top level officials had to make fast and tough decisions under immense pressure. This is difficult to do on a simple conference call – but video adds a whole new dimension.”

Ron Zuber, *King County Emergency Operations Center*

Why is Video Essential?

Visual Presence Maximizes Productivity

TANDBERG



Why Collaboration Now?

Market Forces Influence Productivity



Global Workforces

“The Fortune Top 10 have almost 2.5 million employees located on every continent and in 200 countries.”

Fortune Magazine



Business Flexibility and Speed

“By 2004, eight out of 10 CIOs will have direct marching orders to move offshore... so they can quickly respond to business opportunities.”

*Gartner Study in Computerworld,
09/15/03*



Converging and Emerging Technologies

“Businesses worldwide are pumping \$2 trillion annually into information technologies in relentless pursuit of competitive advantage.”

*Wringing Real Value from
IT Harvard Business Review*

Why Collaboration Now?

Examples: Video Improves Productivity

TANDBERG



Reebok

Supply Chain and Shorter Time to Market

Designers in several continents review materials and stitching details with manufacturers in Asia.

Schlumberger

Workflow and Better, Faster Decision-making

On-shore experts consult with drilling crews on oil rigs to make accurate drilling decisions, one technician supporting several rigs.



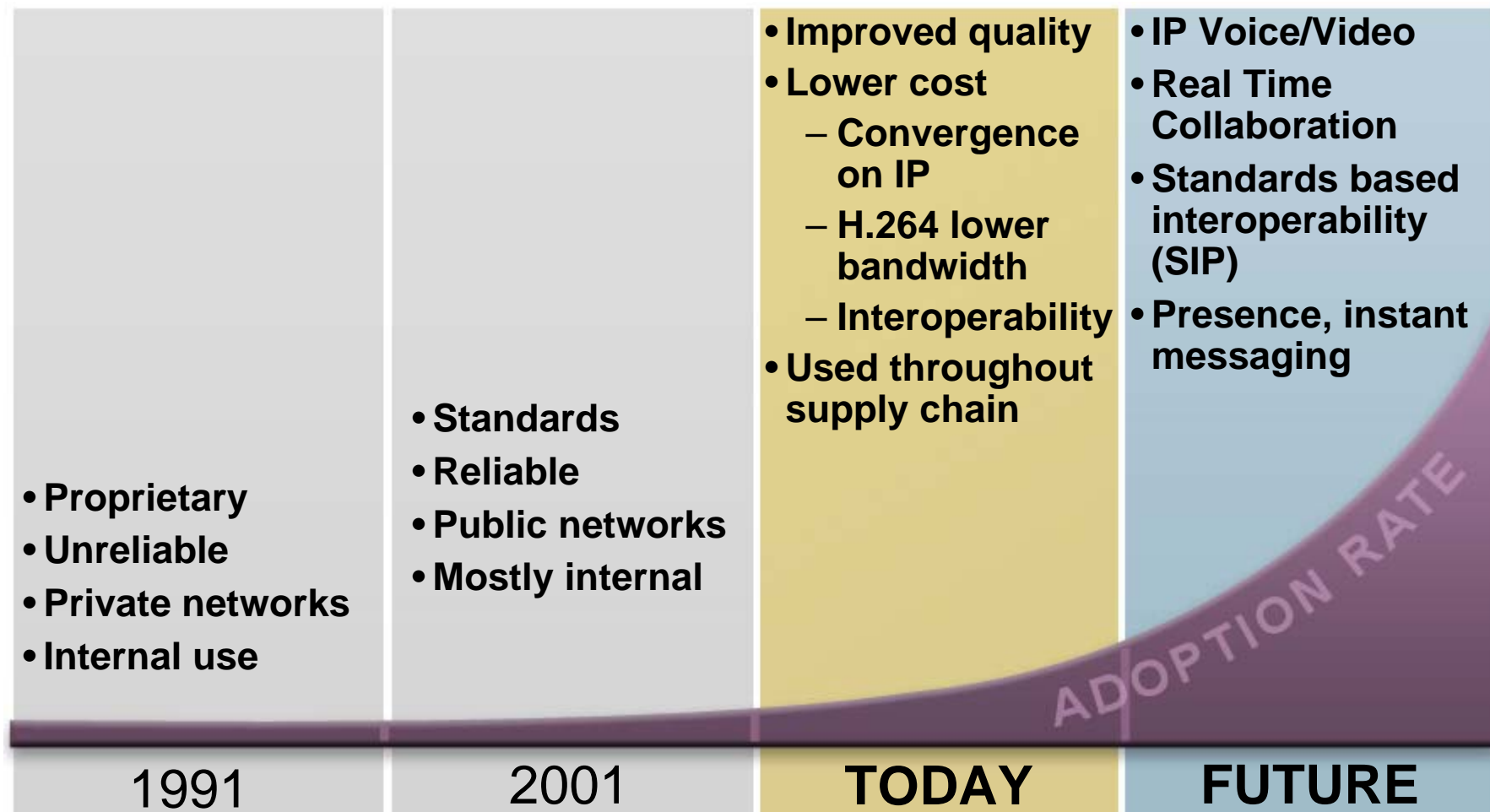
Customer Relations and Building Trust

Video improved communication with customers and saved time and travel expense. Added \$4.5m to bottom line.

Why Collaboration Now?

Barriers to Adoption Have Been Removed

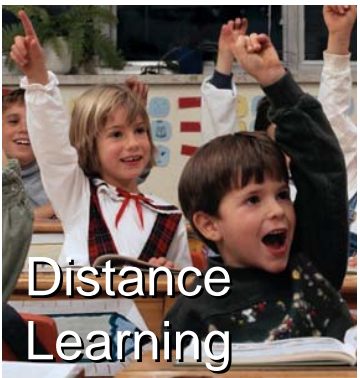
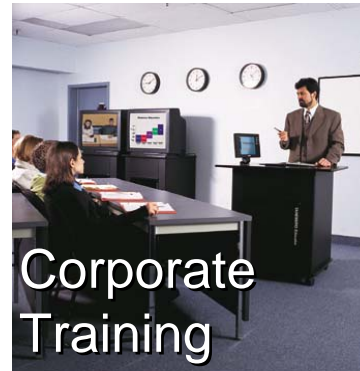
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Why Collaboration Now?

An Advantage to Every Industry

TANDBERG



Why Collaboration Now?

People Rely on Visual Communications

TANDBERG

- Everywhere
 - Doctor's office, courtroom, manufacturing floor
- At any time
 - Global connections, IP "always on", wireless
- Easier and more reliable
 - Intuitive, superior picture and audio, like dialing a telephone
- Critical and indispensable
 - Improved productivity, trust building, faster decisions, shorter time to market, scaled expertise

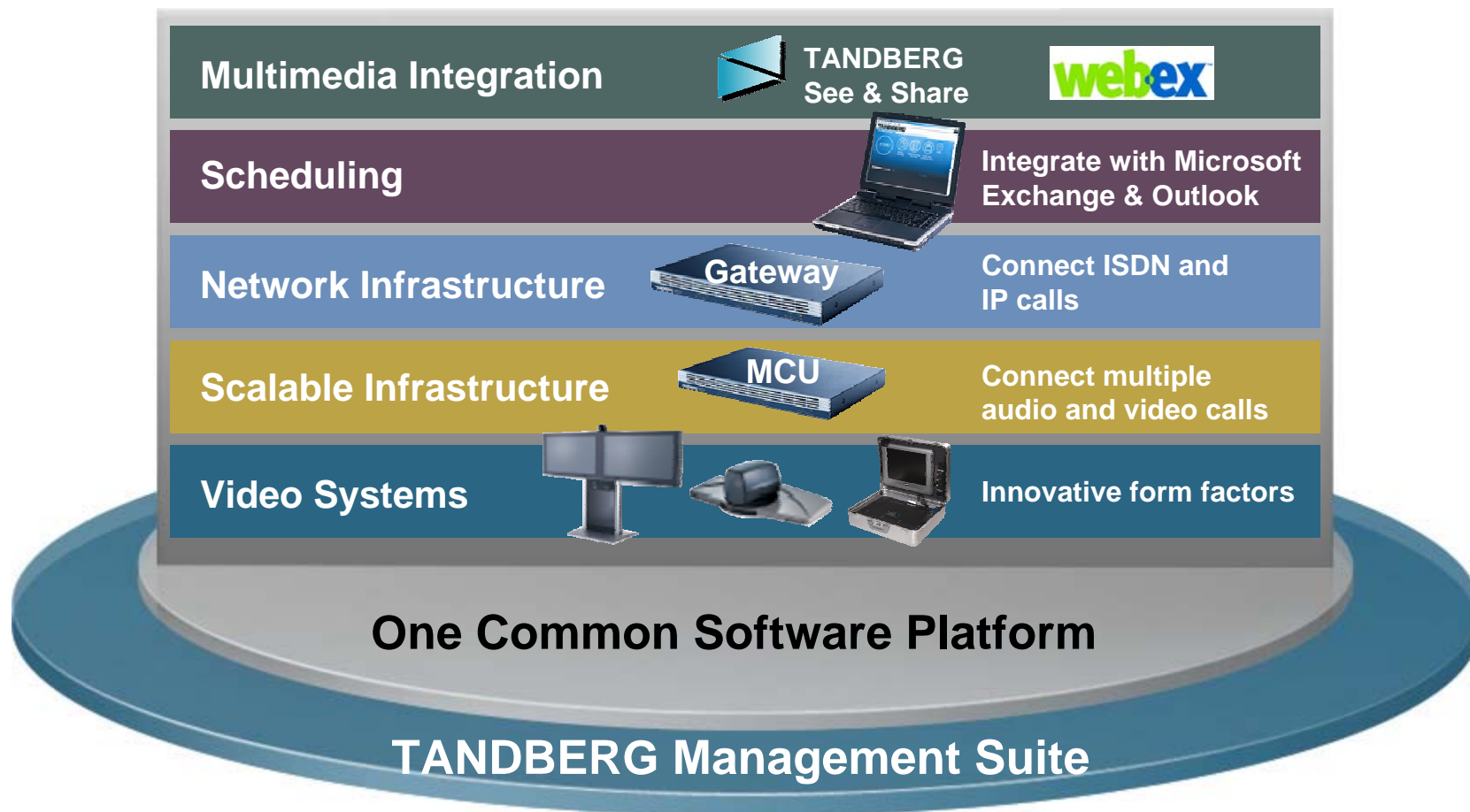


Why TANDBERG?

World Class Products and Solutions

TANDBERG

Customer-driven R&D Focused on Visual Communications

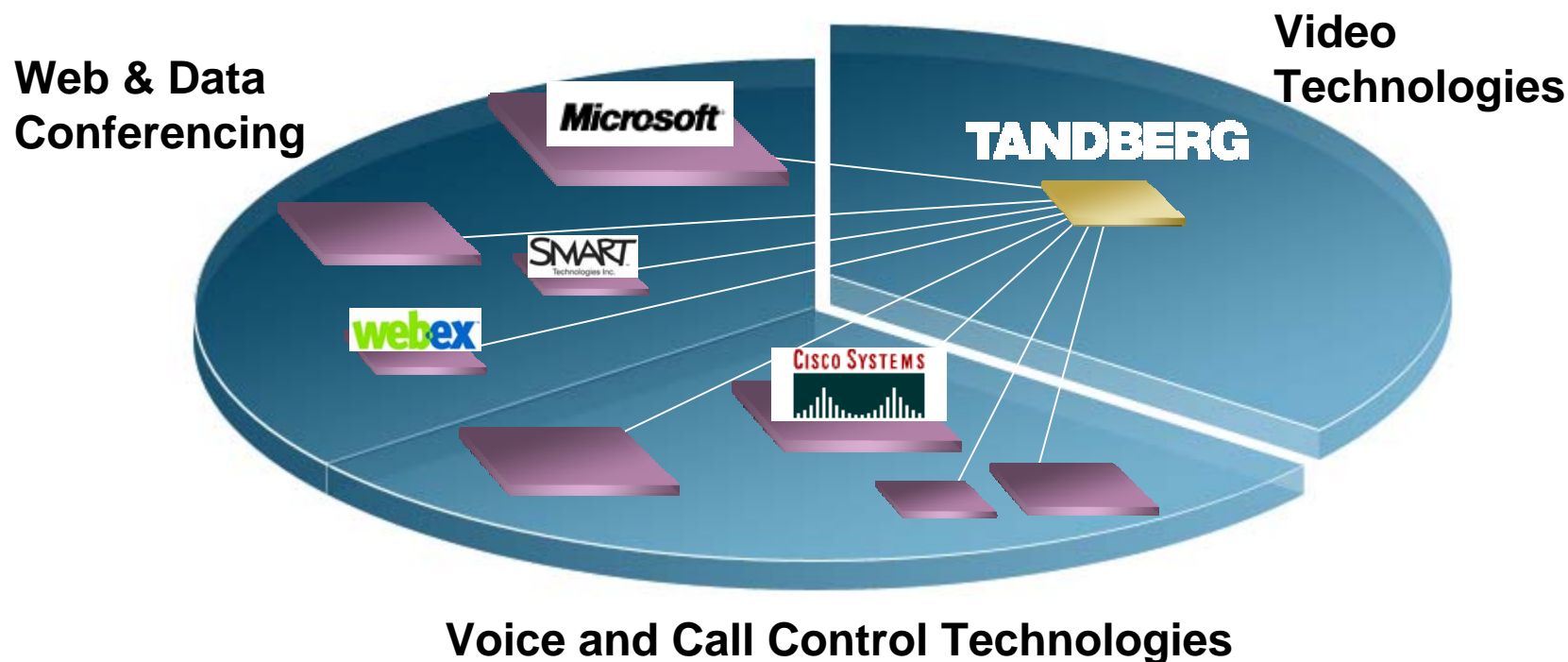


Why TANDBERG?

Best-in-Class Relationships

TANDBERG

TANDBERG integrates with customers' existing and emerging IT and telecom infrastructures



Why TANDBERG?

Constant Care™ Services

TANDBERG

A complete program for customer success

Global Presence Program	Installation	Training	Core Services
<ul style="list-style-type: none">-Single point of purchase-Regional expertise	<ul style="list-style-type: none">-Pre- and Post-install support-Local implementation	<ul style="list-style-type: none">-User training-Technical certification-Admin training	<ul style="list-style-type: none">-Soft Care™-24/7 helpdesk-Advance parts-TIPS

Also available in North America: Financing, Managed Network and Compass.

"...your level of international support, especially important to us now that we have grown into a global company, has been outstanding."

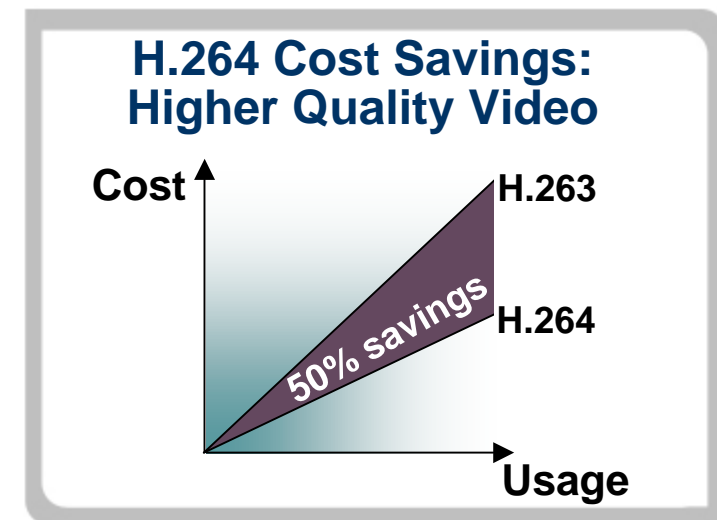
Doug Thomas, Corning Cables Systems

Why TANDBERG?

Lowest Total Cost of Ownership

TANDBERG

- Common software platform
 - Centralized management reduces resource costs
 - Automatic software updates minimize administration costs
 - One platform lowers training costs
 - Embedded encryption offers efficient, effective security
- Standards based architecture
 - Leverages existing infrastructure
 - Protects future technology investments
- New H.264 standard
 - Increases quality
 - Lowers bandwidth costs
 - Across entire product line



Why TANDBERG?

High Customer Satisfaction

TANDBERG

“We need to increase productivity, encourage co-operation and share ideas. The TANDBERG videoconferencing solution is an excellent way to do this.”

Guo Jian Guang, *Shanghai BaoSteel*

“Reliability and the TANDBERG Management Suite were two areas where TANDBERG distinguish themselves. Actually TANDBERG is the only company that has an effective and functional management system.”

Paul Copeland, *Ericsson*

“TANDBERG best fitted in with Cisco’s mission—they are strongest on IP and multi tasking...The TANDBERG equipment has more than exceeded our expectations.”

Rob Horn, *Cisco Systems*

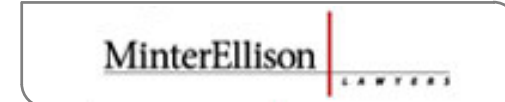
“TANDBERG’s systems were the most technologically advanced, and provided not only great quality, but ease-of-use.”

Jane Hedley, *IKEA*

Why TANDBERG?

Our Customer References

TANDBERG



Why TANDBERG?

Customers Rely on TANDBERG

TANDBERG

- Technology leadership
- Best-in-class products and solutions
- Strong service program
- Lowest Total Cost of Ownership
- Highest customer satisfaction in the industry
- Strong values
- Global expertise
- Vision for the future



TANDBERG



Delivering a
Real Communication Experience™

Thank You