CIS

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Market and Competitive Scenario

Kazakhstan

- 3 international competitors in GSM (Beeline 2nd). Telia Sonera (K-Cell) 1st, Tele2 3rd (newcomer)
- 2G penetration 119%, 3G services, LTE test zone first in CIS
- Beeline FTTB as 1st alternative, China Transit project over main-line NW



Kyrgyzstan

 3 GSM competitors (Beeline fights for 1st), penetration 86%, 3G developing fast, EBITDA margin leader together with growth



Uzbekistan

- 3 GSM competitors, Beeline fights for 2nd with Telia Sonera (U-Cell), MTS (Russian competitor subsidiary) is #1
- 2G penetration 79%, 3G operations, LTE by competitors, Beeline LTE in 2012
- Price wars, tough governance, state monopoly for international communication



Tajikistan

 4 GSM competitors (Beeline 3rd), 2G penetration 70%,3G operations first in CIS, low data usage, collaboration with BU Russia for migrant Subs



Armenia

- 3 international competitors in GSM: Beeline
 2nd, MTS (Russian competitor subsidiary)
 is 1st, Orange is 3rd
- 2G penetration 120%, 3G operations, LTE license MTS high data usage
- Beeline fixed monopoly, stagnating voice, ADSL as fixed BB, growing competition urges for FTTx



Georgia

3 GSM competitors (Beeline – 3rd and growing), 2G penetration 102%, 3G operations by competitors, 80+% coverage, liberal economy

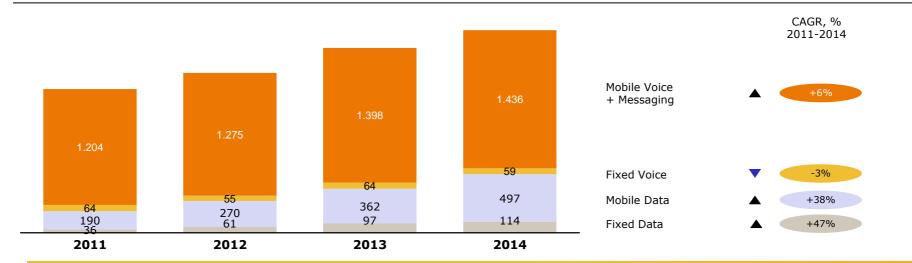




Market Industry Trends CIS

Total CIS telecom dynamics

(Revenues in USD million)



Telecom market expected to grow 7% CAGR 2011-2014, mainly driven by Mobile Data

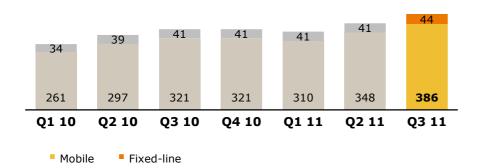
Total Revenue Growth LC	2009	2010	2011 YTD
Kazakhstan	7.9%	12.1%	11.5%
Tajikistan	16.5%	32.1%	27.5%
Uzbekistan	-2.4%	-0.7%	30.4%
Georgia	106.1%	55.5%	24.0%
Armenia	-7.2%	-6.4%	3.4%



Today's Performance

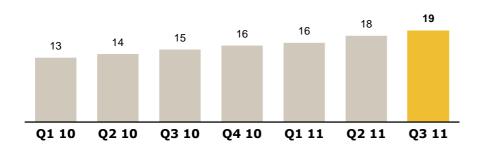
Revenues

(USD billion)



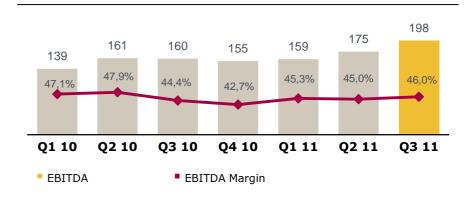
Mobile subscribers

(million)



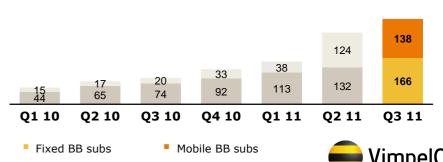
EBITDA and EBITDA Margin

(USD billion)



Broadband subscribers

(thousands)



Addressing Current Situation

Revenues **Gross Margin** Opex **Technical** Commercial Other

EBITDA

Current Situation

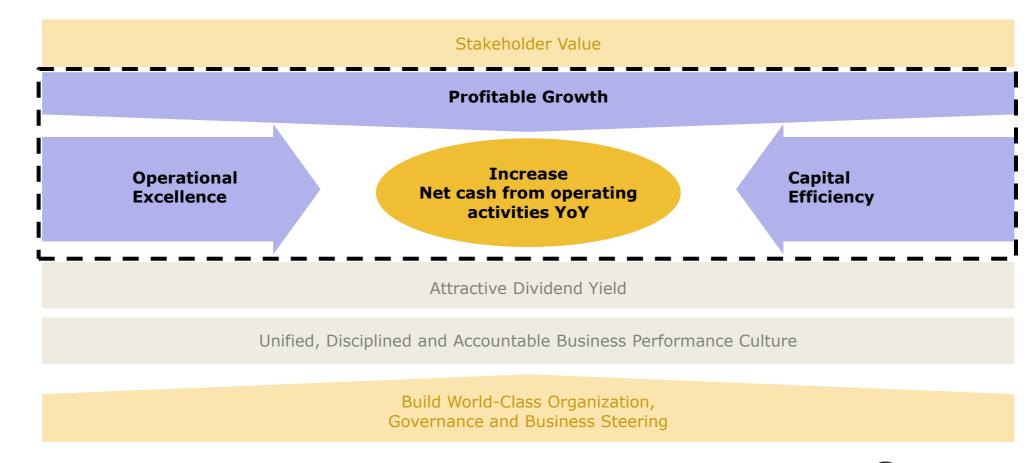
- Growth in revenue is in line with the market, but it is not fully translated into margins as APPM reduction puts pressure on gross margin
- Gross Margin is also impacted by Interconnect rate variations and customer device margin
- Optimal balance between growth and Opex efficiency
- Acceleration and diversification in network construction drives maintenance costs up
- SAC growth along with the Subs base growth
- Customer retention becomes key on more saturated markets

Actions

- Driving market growth, targeting leadership in data on most markets
- Create customer experience through developing localized infotainment content and data applications supported with strong push of branded devices
- Focusing on convergent services in both B2B and B2C segments in Kazakhstan, Uzbekistan and Armenia
- Balanced Device Strategy and GR policy
- Running operational excellence program aiming to bring cost savings and improve free cash flow
- Cost effective 2G solutions to maintain voice as the main revenue stream
- Increase revenue sharing in dealer commissions to link acquisition cost with the quality of new adds
- Automated solutions for customer support based on native languages



Focus in Value Agenda 2012-2014





Profitable Growth



CIS - Growth Engine

- Large addressable market
- Growing penetration
- Untapped growth in mobile data
- High revenue growth

Core strategic objective is to achieve sustainable growth together with Opex/Capex efficiency

Matured revenue streams focus on margin and cash flow

Growing revenue streams capture market share

Products

Approach

- Fixed voice
- Wholesale
- Sales and Distribution New channels & regional approach
- Mobile Voice + messaging
 Further growth of revenue and usage through segmented approach in B2C and B2B offers
 - Focus on margin and cash flow
 - Existing subs development & retention through TM and Loyalty programs
 - Fixed BB\Mobile BB\Voice bundles to secure share of wallet

Mobile Data

- Fixed data (FTTB) IP VPN and IPTV
- Mobile VAS

- Driving market growth, targeting leadership in data on most markets
- Create customer experience through developing infotainment content and applications supported with strong push of branded devices
- Focusing on M2M products (devices and services) in B2B segment



Profitable Growth



Most important strategic streams development - Internet & Data BB/Device strategies

Strategic project

Scope

Large-screen BB subscriber acquisition

Broad Band Expansion

Focus on

- Transport network
- Aggressive subscriber acquisition
- Mirroring of I/net resources
- Local resource dev.

3G Network Development

Focus on

- Service quality and availability
- Transport network
- Smart pricing to avoid unplanned traffic growth

New technology and projects

Focus on

- LTE pilots
- Co-branding & cooperation with HW vendors
- Data Traffic Management through DPI technology

Mid and small screen BB revenue

Maximizing cash flow

- Smart pricing through micro-segmented offers
- Data packs
- Special Youth segment offers
- Default APN I.net pricing
- Driving revenue through price perception (limited try and buy offers, "light" FB version, etc.)

Device penetration

- Branded customized devices
- Focus on 3G enabled devices
- · Delivering full range of devices from basic, through feature, to smart-phones and tablets

New Customer Experience activities

- Partnership programs in content, apps & services to deliver local /nation based content
- Branded and Co-branded apps (Opera, social networks)
- Moving customer service/inquires to internet (CC through I-chat, I.net self service)



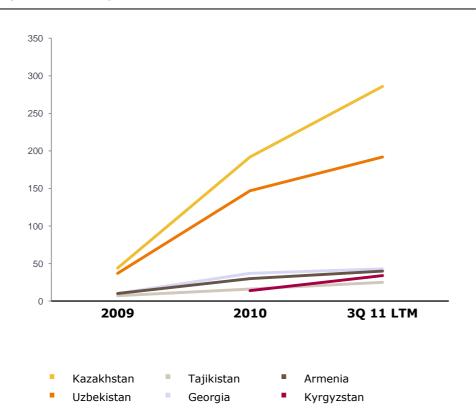


Capital Efficiency



CAPEX CIS by OpCo

(USD million)



- CAPEX to revenue ratio is a good proxy for measuring CAPEX efficiency on matured markets
- Underinvestment during 2008-2009 crisis and rapid data development is a reason for considerable investment activity in 2011-2012 for CIS
- Key areas for investment are
 - Accelerated 3G rollout to support demand for mobile data
 - New roll-out and expansion to reach parity with competitors on key markets
 - New data technology implementation and piloting, IP TN deployment to win leadership in perception and finally in data revenue
- Cost effective 2G solutions to maintain voice as the main revenue stream
- Synergies in prices and technologies to improve efficiency and returns



Conclusions

- CIS is still a growth market with penetration below 100% in most of the countries
- Relatively low data usage creates promising prospects
- Attractive market for international competition
- High level of interconnection between CIS countries creates synergy
- Optimal balance between capturing market share and maintain margin to provide sustainable growth
- Strategy focus on Capex and Opex efficiency and sustainable cash flow



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