

Simplify Innovate & Grow

Investor update

September 26, 2024



Introduction and opening remarks



Lars-Johan Jarnheimer
Chair of the Board of Directors



Presenters & agenda

Presenters



Patrik Hofbauer
CEO & President



Anders Olsson
Head of Telia Sweden



Eric Hageman
Group CFO

01 Telia today and our markets

02 Value creation 2025-2027

03 Sweden

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06 Summary



Telia representatives attending in person today

Units



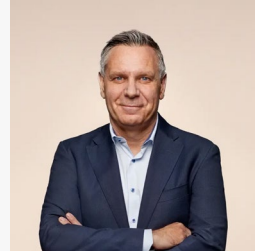
Mathias Berg
Head of
TV & Media



Holger Haljand
Head of
Estonia



**Giedrė Kaminskaitė-
Salters**
Head of Lithuania



Anders Olsson
Head of
Sweden



Heli Partanen
Head of
Finland

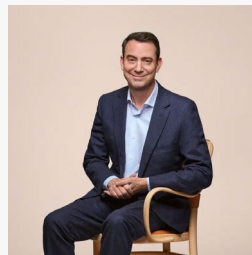


Stein-Erik Vellan
Head of
Norway

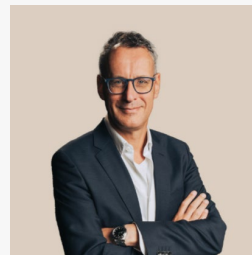
Group



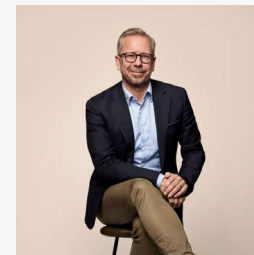
Stefan Backman
Group General Counsel and
Head of Corporate Affairs



Eric Hageman
Group Chief
Financial Officer



Hein Müskens
Acting Group Chief
Operating Officer



Ola Rembe
Head of Communications, Brand
and Sustainability



Maria Romberg Ewerth
Chief People
Officer



01 **Telia today and our markets**

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Our Nordic and Baltic footprint

>170 years

of connecting people
and businesses

SEK 89 billion

of revenue 2023

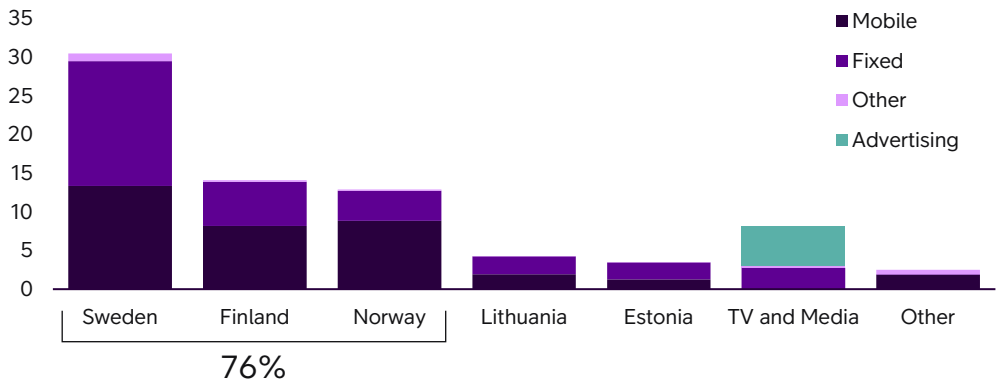
~26 million

Customer subscriptions
across the Nordic/Baltic
region



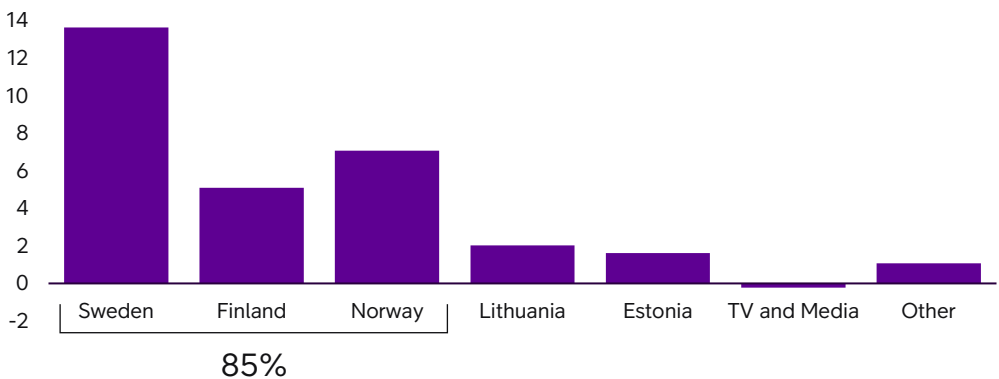
Service revenue 2023

In SEK billions

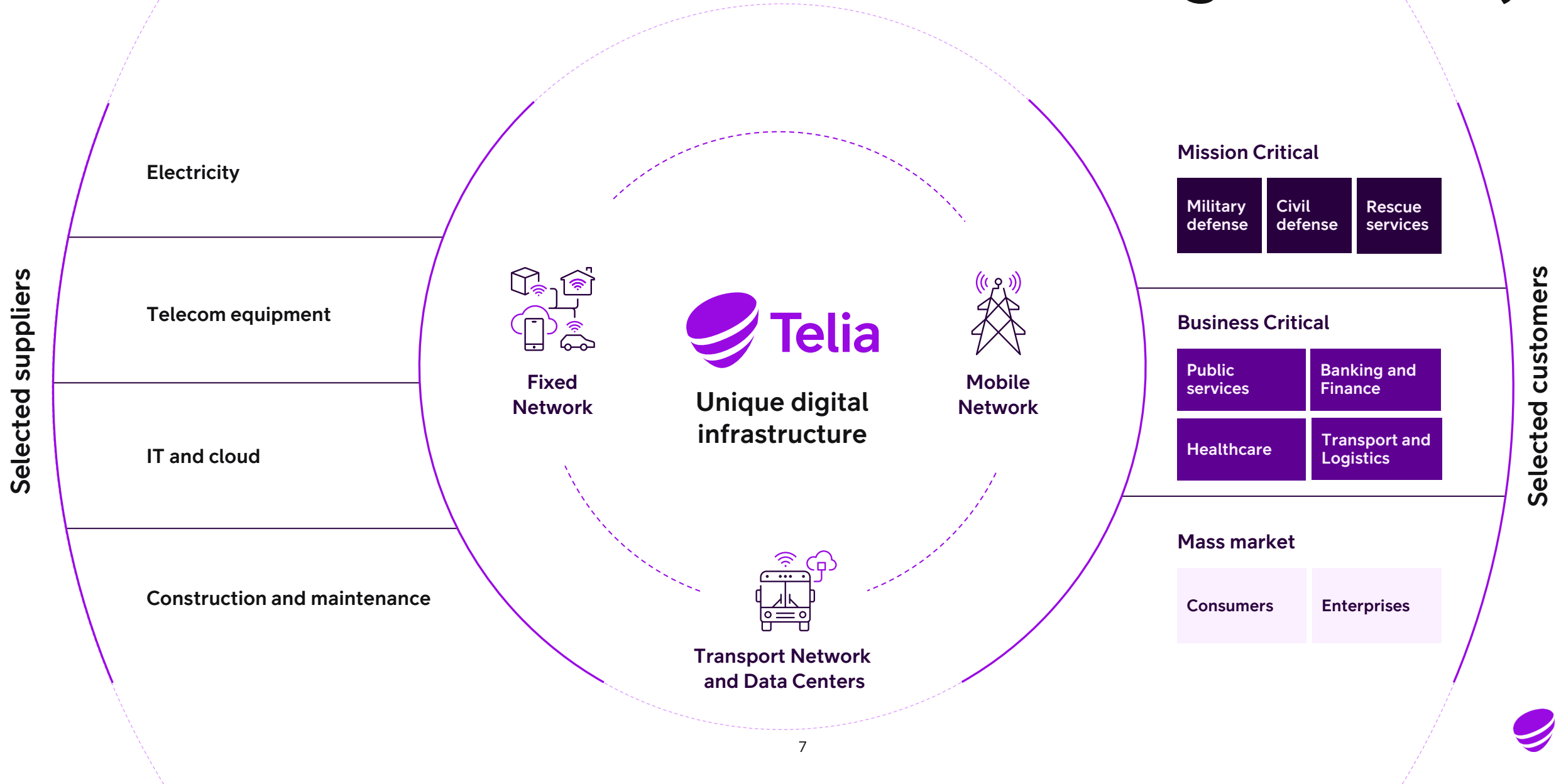


Adjusted EBITDA 2023

In SEK billions



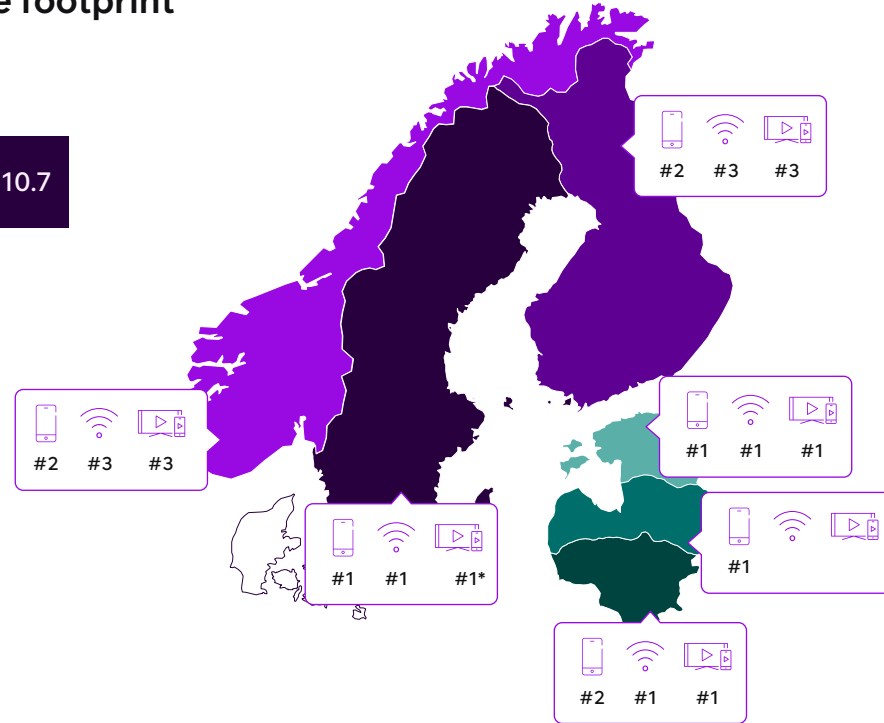
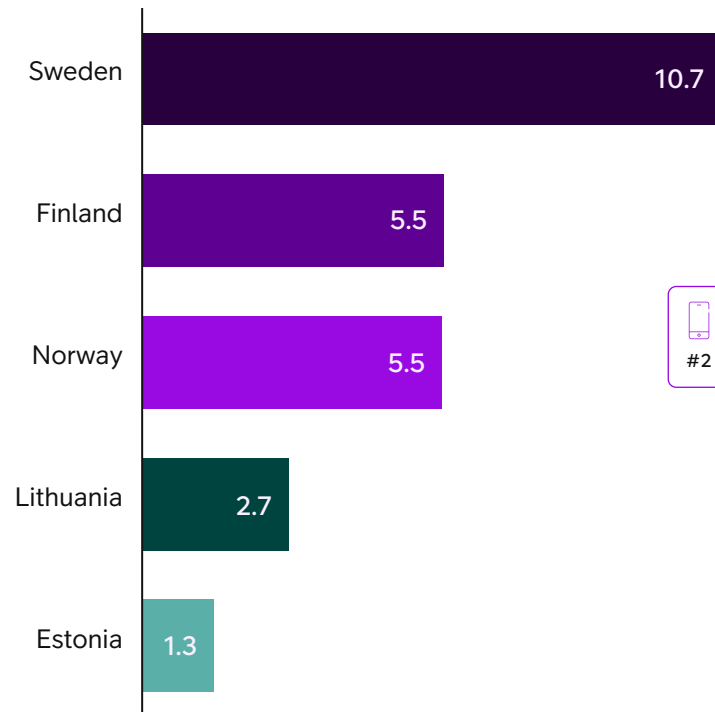
At the core of a robust and sustainable digital society



Well-positioned in politically stable markets with strong economies

We operate within a ~25 million people footprint

Population in millions

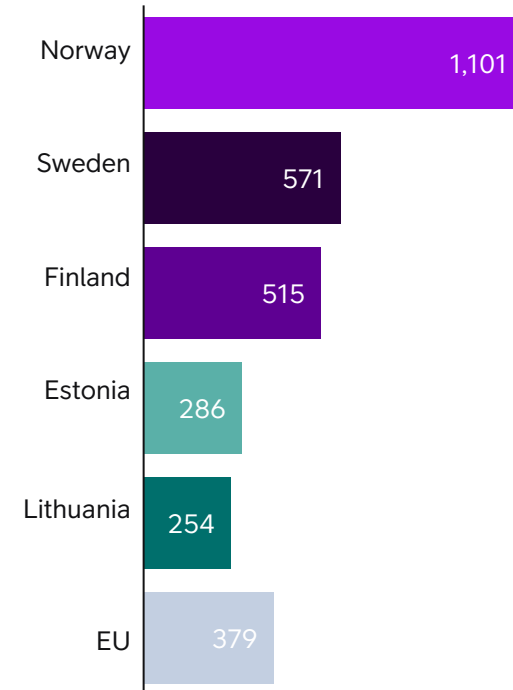


“They [Nordic countries] are all stable democracies with parliamentary systems of government and prosperous market economies”

Congressional research
US, 2023

The economies are strong

GDP per capita in kSEK



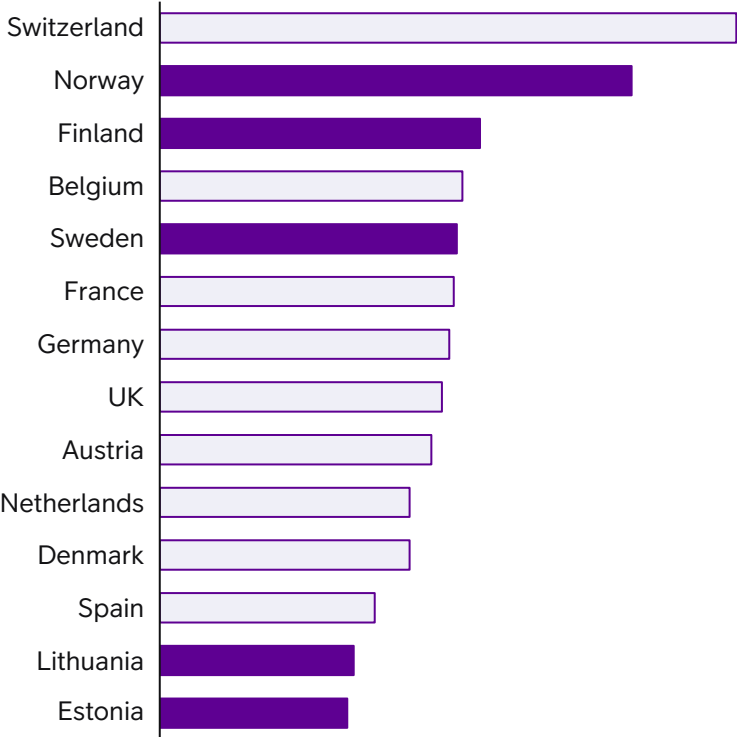
Source: World population review 2024, World bank, Telia analysis
* Based on market share in IPTV subscribers.



High digital maturity and telecom spend

Majority of business in high ARPU markets

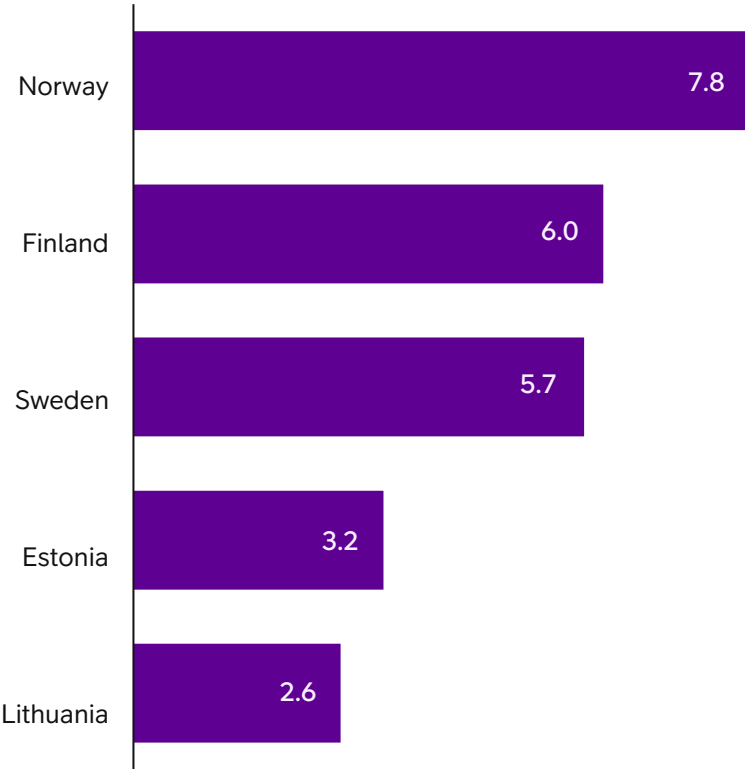
Mobile postpaid ARPU 2023, in SEK



Source: Telia analysis

High telecom spend...

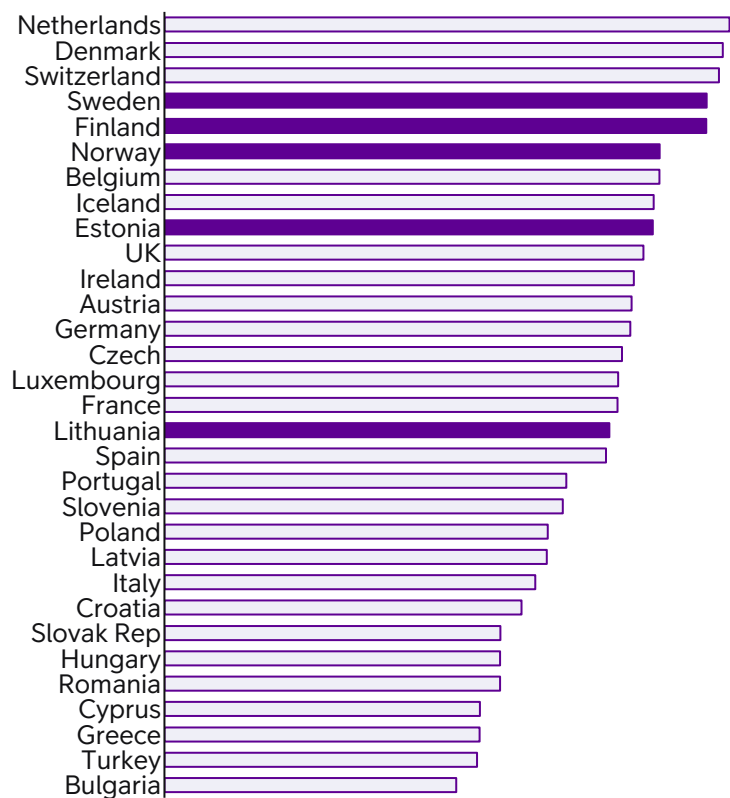
Per capita in kSEK (incl. B2B and B2C revenues)



Source: Telia analysis

Highly digital footprint driving demand

Digital competitiveness ranking*



*The extent to which countries adopt and explore digital technologies leading to transformation
Source: IMD Digital ranking; Telia analysis



A lot has been achieved but we are still far from best in class



Returned to growth

- 13 consecutive quarters of service revenue growth
- EBITDA has reverted back to growth in both telco and TV and Media



Commercial progress

- Improving NPS across most telco markets
- Reshaped TV and Media offerings for digital growth



Improved network position

- 94% 5G population coverage and strong network credentials
- Strengthened spectrum portfolio



Delivered on our sustainability agenda

- 87% Co2 reduction in own operations and 55% of supply chain covered by SBTi
- Supported digitalization in society, 1.4m people reached



We need to continue with what works and rapidly change what can be improved



Continue

- Growth
- Infrastructure leadership
- IT modernization
- Cost reductions
- Active portfolio management



Change

- Simplification to happen faster
- Decisions closer to the customers
- Accountability to become clearer
- Investments need to yield higher returns
- Cash flow needs to cover the dividend



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Our ambition is to radically simplify, optimize & make Telia fit for sustained profitable growth

Service revenue
CAGR* of

2%

2025-2027

Adjusted EBITDA
CAGR* of

4%

2025-2027

Free cash flow
to reach

SEK
>10bn

by 2027

* Based on 2024 as starting point, like for like growth



Our value creation building blocks 2025-2027

How to reach our financial ambitions

Our strategy

Key priorities: Simplify, Innovate & Grow



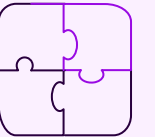
Sweden accelerating

Sweden growth going from diluting to contributing



Choiceful capital allocation

Increased capital discipline and active portfolio management



Our Strategy

Our purpose

We reinvent better connected living

Where we play

Nordic/Baltic #1 or #2

Connectivity or adjacency close to core

How we win

Inspiring customer
experiences



Network &
technology quality



Trusted &
sustainable partner



Our priorities/
Getting it right

Simplify



Innovate



Grow



Getting it done

People & Culture

Structure & Processes

Ways of working

Getting results

Loyal customers

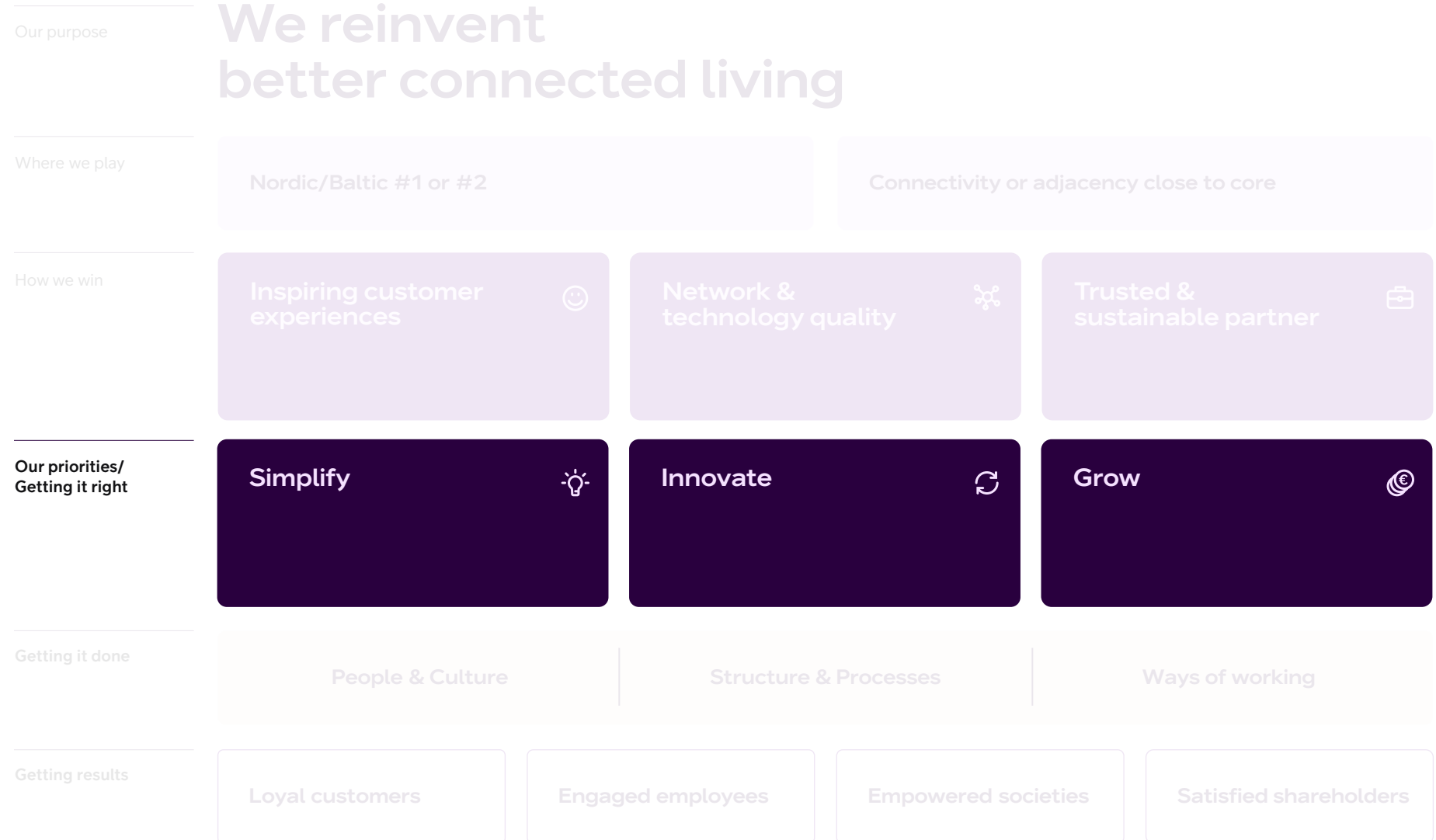
Engaged employees

Empowered societies

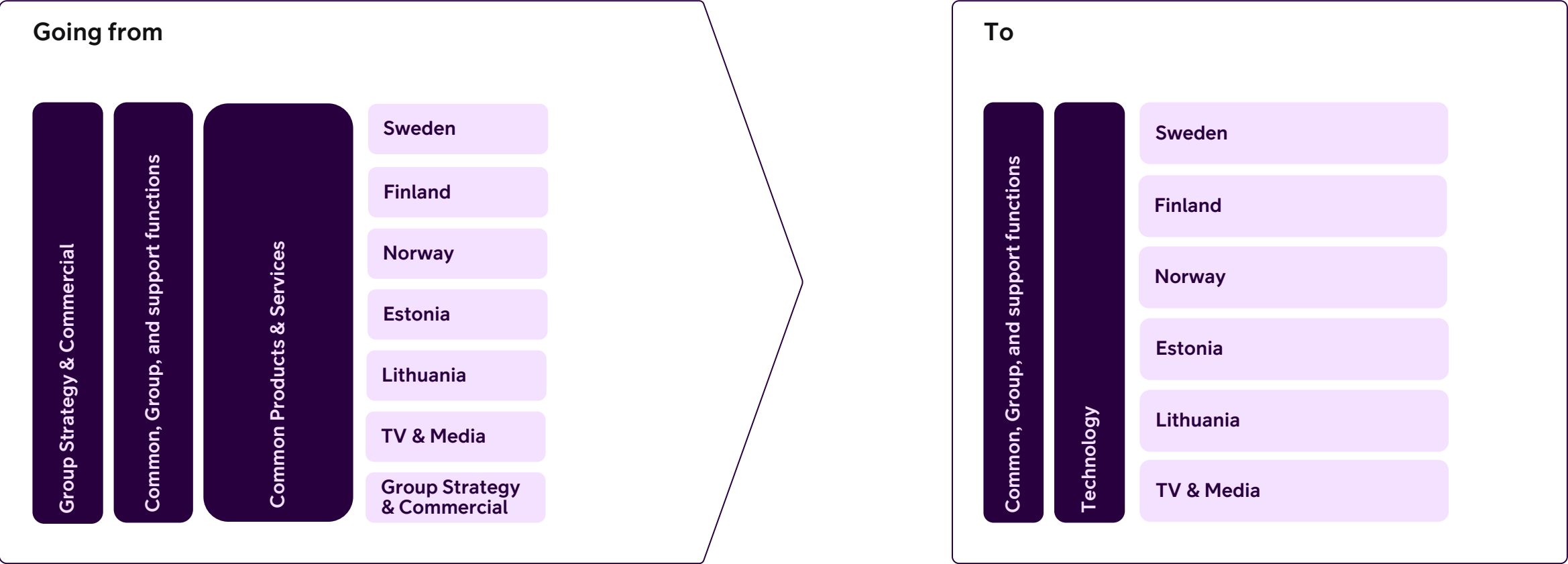
Satisfied shareholders



Our Strategy



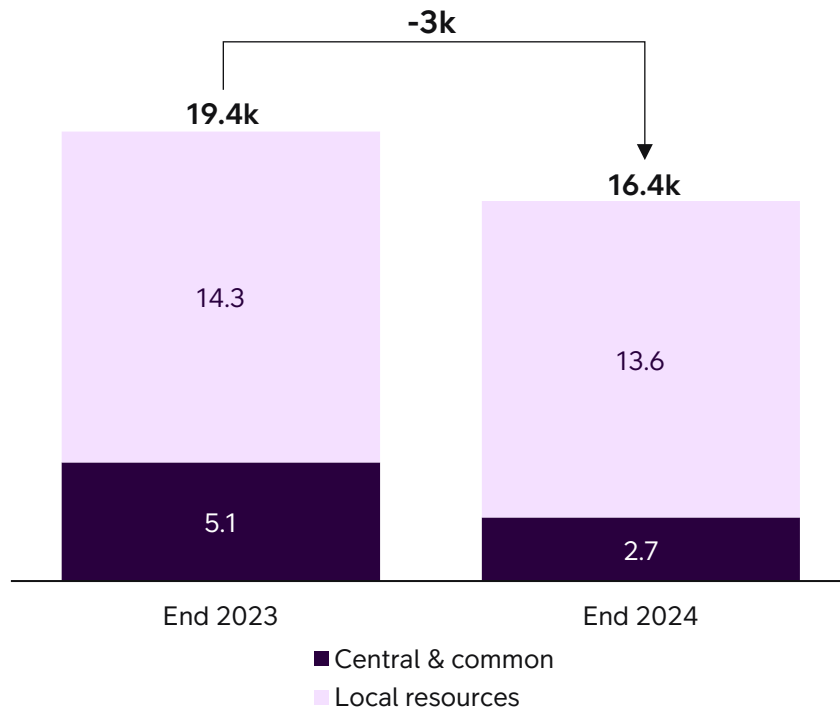
Pivoting the operating model to move closer to the customer



Accelerated resource reduction enabled by new organization

Headcount, subject to union negotiations

Telia employees and resource consultants, in k



Countries becoming the leading dimension

- Intended reduction of common and central resources by ~45%
- Disproportionately higher reduction in consultants (>40%) than in Telia employees (~13%)

Implications

- Fewer stakeholders and less need to coordinate
- Faster decisions closer to the customer
- Greater accountability
- Reduce spend on large projects



Targeting at least SEK 2.6bn in annual savings



Modernize and simplify product and IT

Restructure ways of working

- Focused on the **customer and core business**; with country as leading dimension
- **Simplify portfolio** and delivery landscape

Simplify product portfolio

- **Reduce long-tail** of low profitability products
- **Product** and system decommissioning

Simplify and Modernize IT

- **Simplify & modernize** the IT estate while delivering on key strategic areas
- **Common capabilities** where it makes business sense

Lead time

Reduce time to market for new features and offerings



Complexity

Consolidate towards target products & platforms



Innovate at the core, close to the core and scale innovation platforms

NorthStar

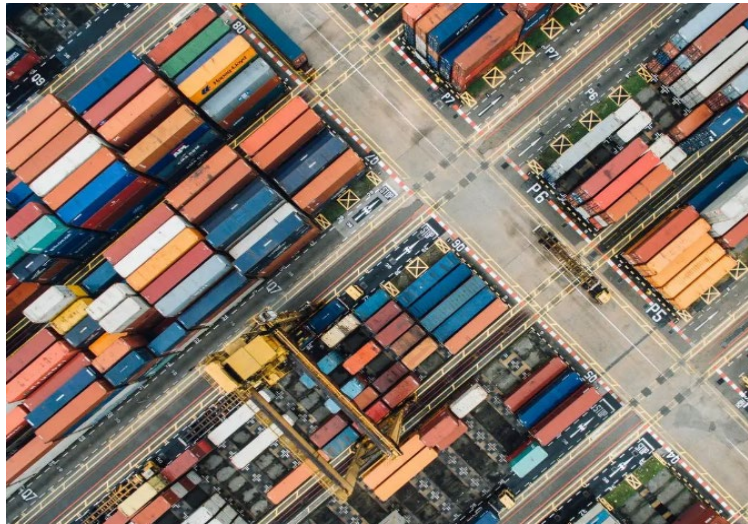
5G innovation at its core with our partners



Provide Sweden's leading industrial companies with access to latest 5G-technologies to explore future commercial 5G-services

Sirius

EU-funded project for 5G standalone



Targeting a fully automated and scalable software model to deliver greater business agility

Smart electricity grids

Building digital infrastructure for the future



Delivering secure digital infrastructure for next-generation electricity grids leveraging macro networks and IT-services from Telia Cygate



AI opportunities

Exploring opportunities

A broad approach



Agent &
customer support



Sales &
marketing



IT &
product
development

- Several promising trials with a limited investment
- Technology is evolving fast

Scaling up selected pilots

Agent support



Interaction analytics



- Positive development in value output, cost level needs to mature
- First pilots are scaling up this month



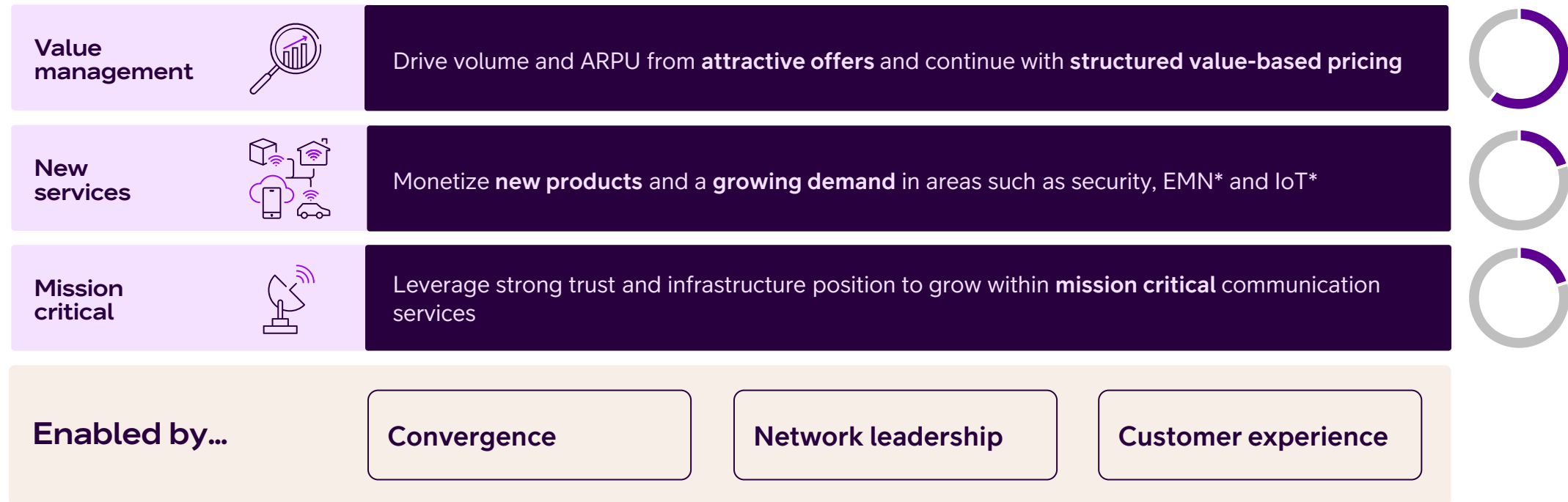
Increased demand for trusted and secure communications

	Trend	Telia business opportunity
 Technology	— Cyberthreats get more sophisticated — Digitalization & IoT	— Digital security market growth e.g. managed security 12% CAGR — Increasing demand for robust networks built with trusted technology suppliers like Telia — Increasing need to connect critical processes – IoT growth 12% CAGR
 Society	— Sustainability focus is business critical — National security concerns drives spend in our sector	— Demand for CO2 reduction enablement — Increased defence and resilience spending, e.g. Sweden 1.3% to 2% and suggested to go to 2.6% of GDP — Sweden's and Finland's NATO entry create new opportunities and increased demand



Drivers to maintain and drive profitable growth

Growth levers



* EMN= Enterprise Mobile Networks, IoT= Internet of Things



Getting it done

People & Culture



- Creating winning teams with the right talent and capabilities for the future

Structure & Processes



- Decisions moved closer to customers
- Clear view on where we win through the strength of our group and our countries

Ways of working



- Clear accountability
- Effective decision making



Telia Company main sustainability priorities



Climate

Net-zero 2040
50% CO2 reduction 2030

- Secure renewable electricity to reasonable cost
- Reduce emissions by working with the right suppliers
- Secure a product portfolio that is low carbon, circular and energy efficient
- Support our customers with their climate transition



Circularity

Zero waste (no landfill or incineration) 2030

- Apply circularity/zero waste approach across Telia
- Increase share of circular offerings
- Apply environmental screening in product development and sourcing process



Human rights and ethics

Safe, just and inclusive business operation and practices

- Apply human rights due diligence across value chain
- Work for diversity, inclusion and equality for all employees
- Ensure that employees have a good work-life balance
- Anti-Bribery and Corruption risk assessment in all markets



Digital inclusion

Reach 2.2 million individuals by digital inclusion initiatives 2021-2026

- Empower people to capture the full potential of digitalization by providing digital skill-building initiatives
- Protect and empower children online through tools, education and collaborations
- Connect people in our societies to the most trusted, reliable and efficient modern networks



Privacy and security

Top-tier position in privacy
Preferred supplier due to the security measures

- Protect our systems from cyberattacks
- Empower customers to protect themselves against cyberthreats
- Ensure constant implementation of our AI ethical guidelines



Our sustainability ratings

MSCI ESG rating

“AAA” (highest)



EcoVadis

“Platinum supplier” rating



Sustainalytics

19.5 Low Risk, Industry rank 12 out of 228



World Benchmark Alliance

No 12 on digital inclusion in an assessment of 200 global tech companies



CDP Climate Rating

A-



ISS ESG rating

-B (Prime status)



FTSE4Good

(Included in FTSE4Good)



Global Child Forum

No. 1 in our industry, No. 2 among all companies assessed (1,108)



Our value creation building blocks 2025-2027

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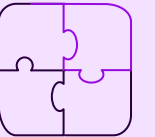
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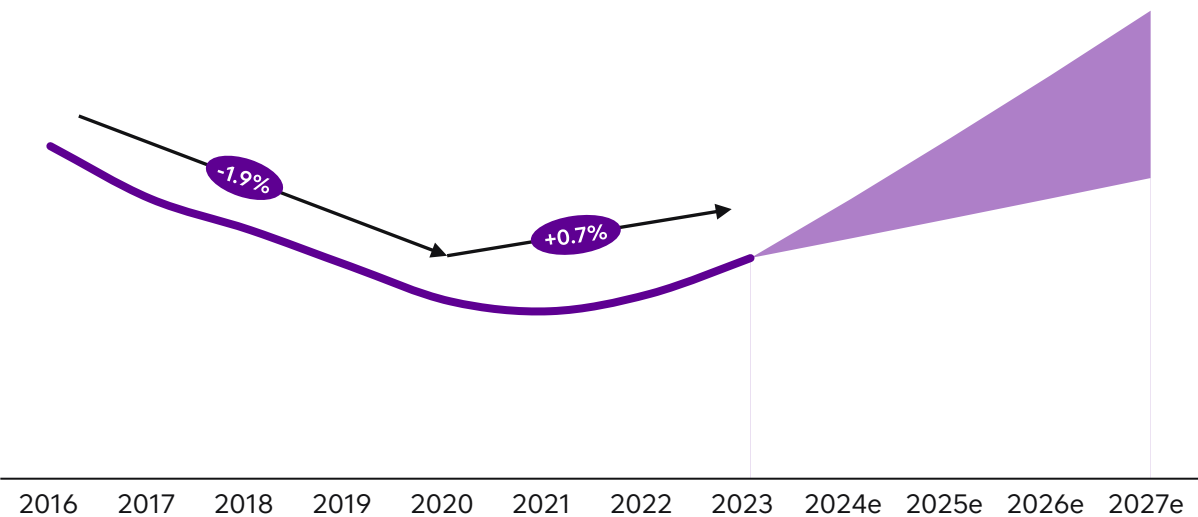
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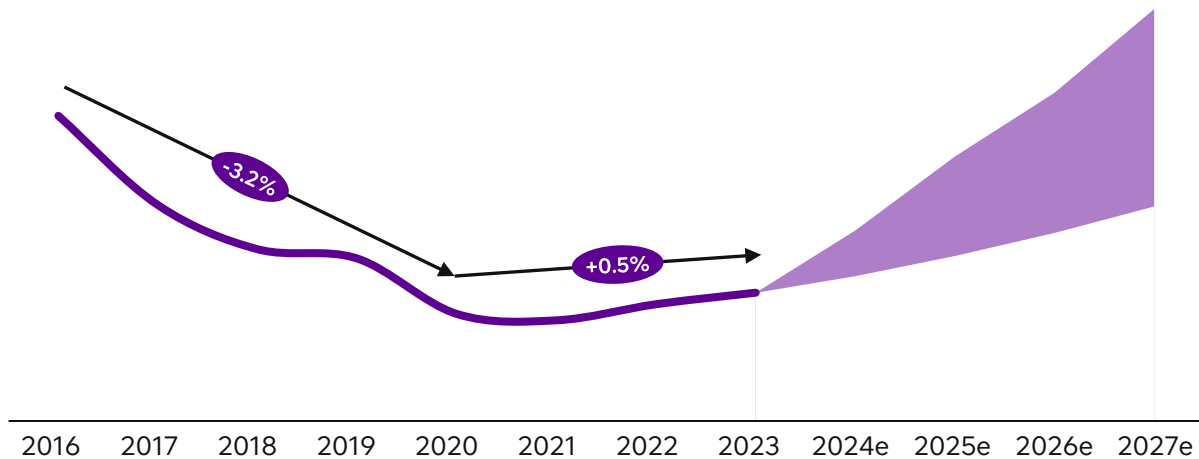


Back to profitable growth with scope for acceleration

Service revenue development



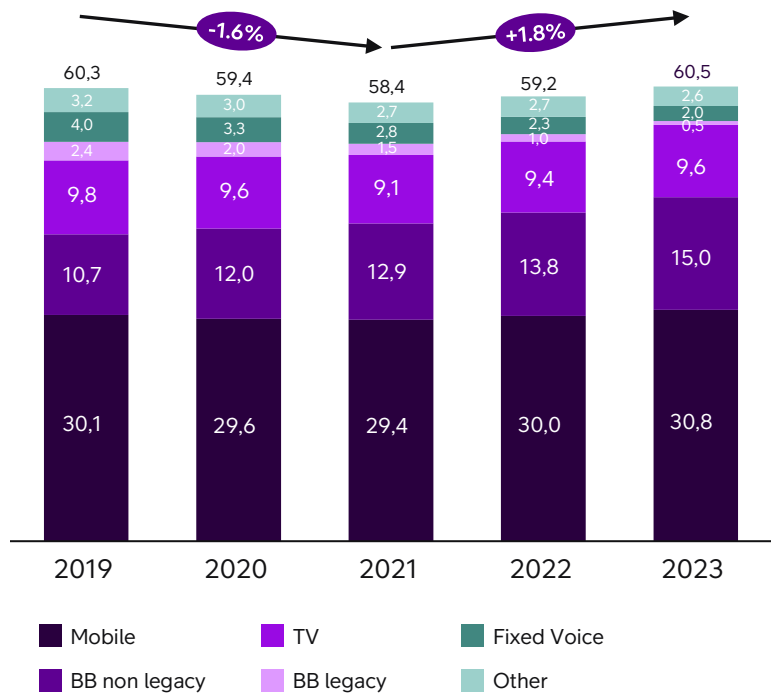
Adjusted EBITDA development



Strong leader in a growing market

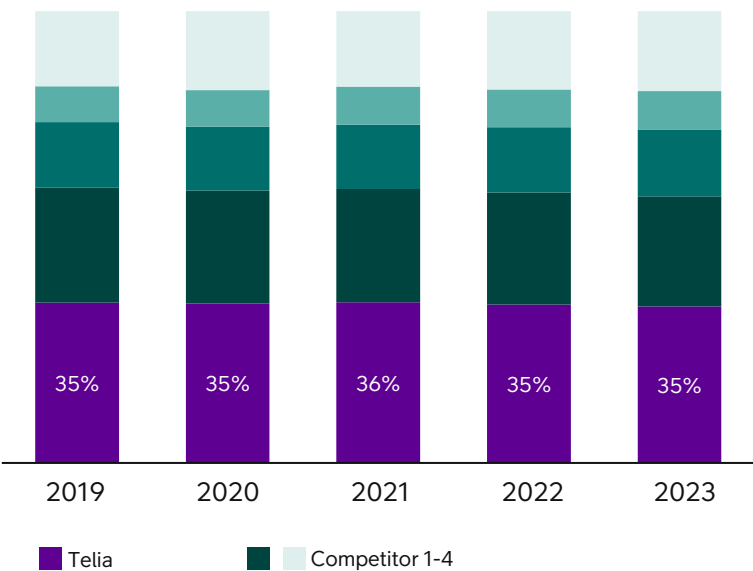
Market has turned to growth

Telco revenue excl. equipment, SEK billion

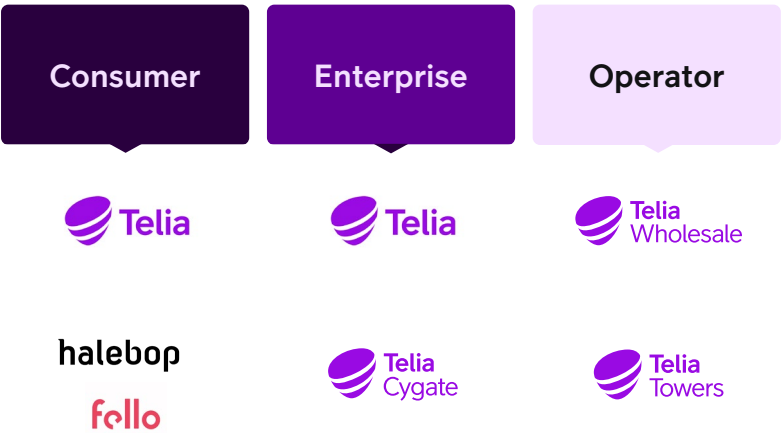


Telia is defending its share

Telco revenue excl. equipment %



We operate across the market

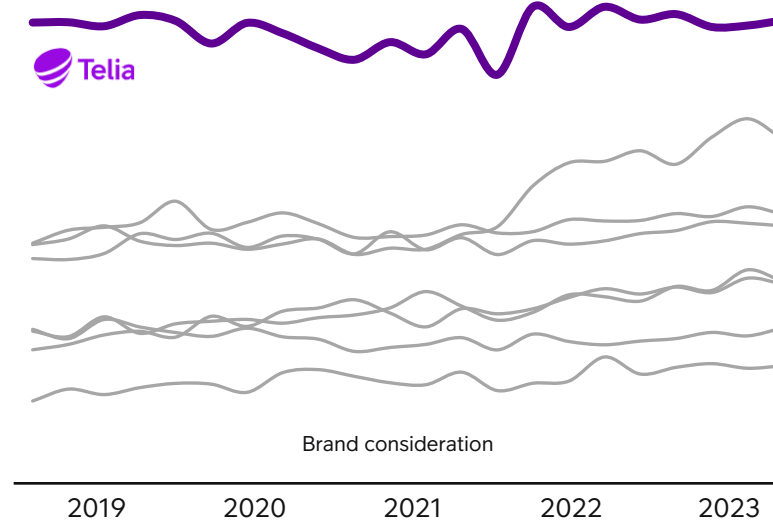


Strong and distinctive key assets

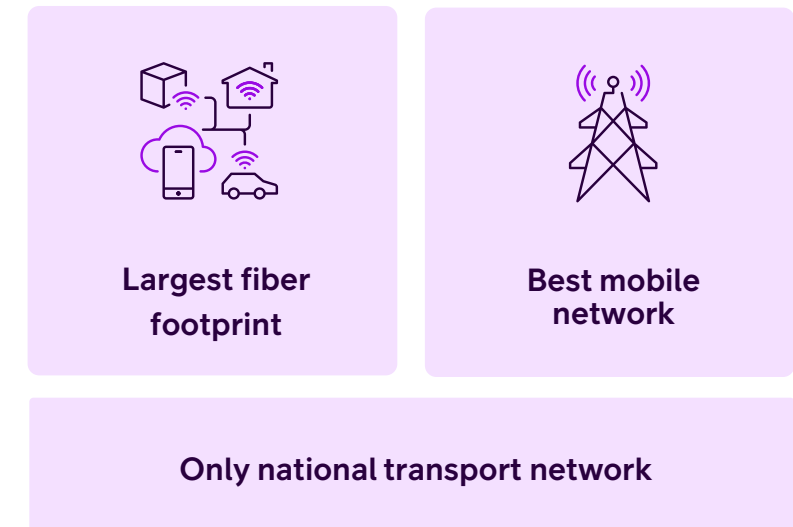
Telia has the largest customer base...

	Consumer	Enterprise	Operator
Market position	#1	#1	#1
Customer relationships	>50% of all households	>50% of organizations with +10 employees	All large operators

... the strongest Telco brand...



... built on a unique infrastructure position



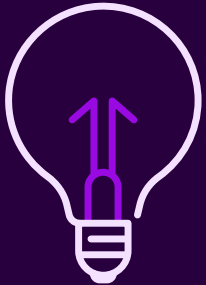
- Best mobile network for 6 consecutive years
- 70,000 km of fiber, connecting 1.7m households and offices
- 45 km tunnels and 24 rock shelters to service our most demanding customers



Simplifying and leveraging our key assets to accelerate profitable growth

Simplify

Simplify to capture value



Innovate

Leverage brand and unique infrastructure



Grow

Deepen customer relationships

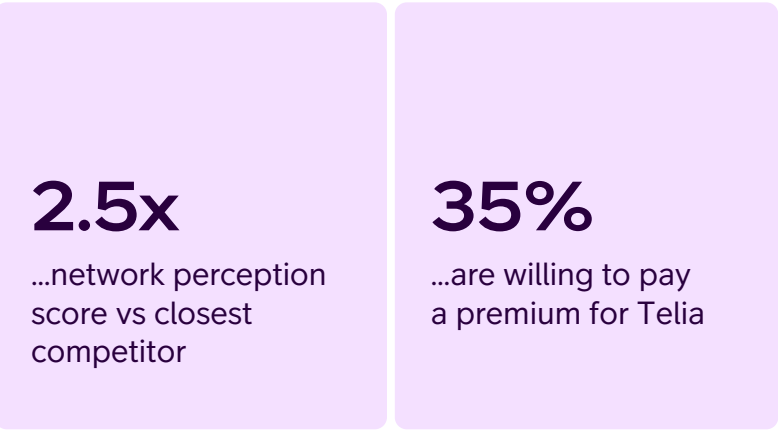


Deepen relationships with household customers while increasing channel efficiency

Deepen customer relationships

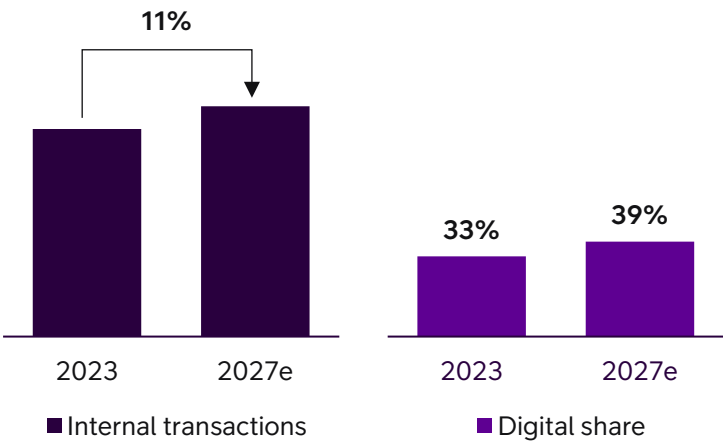
	2023		2027e
2p/3p %	54%	>	60%
Unlimited %	28%	>	60%

Lead the market in revenue generation



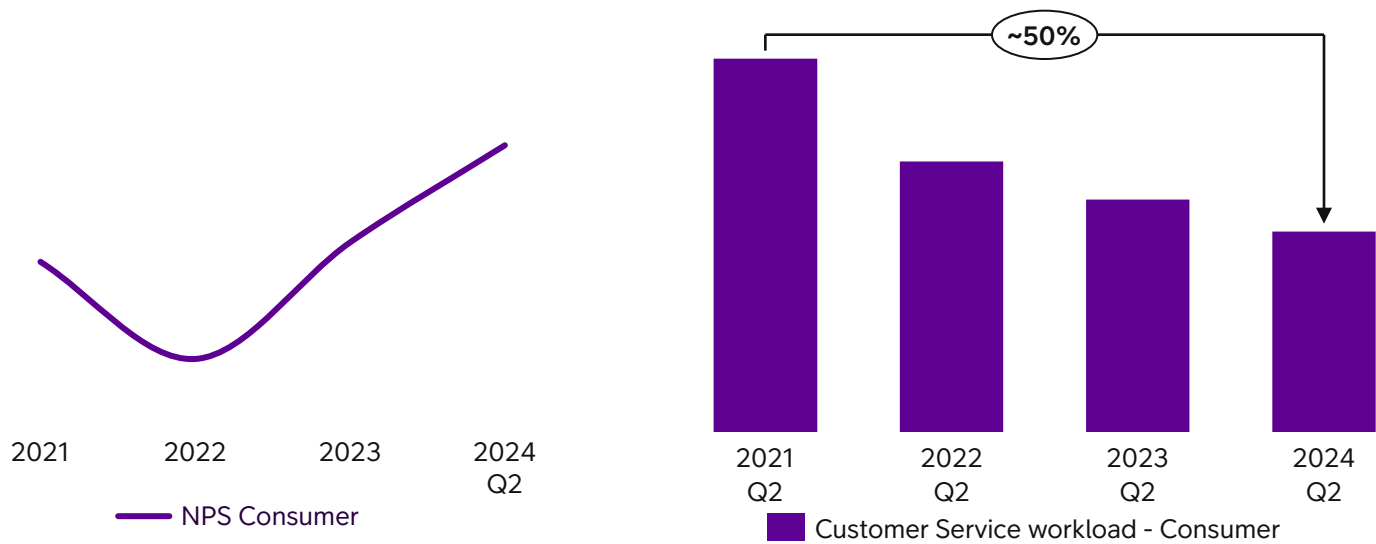
Grow transactions in own channels

Internal channel transactions whereof digital share (# ,%)



Customer experience agenda to support both customer satisfaction and cost reductions

Track record



Customer experience agenda

Customer experience improvements...

- Customer journey improvements
- Execute on online self-service roadmap
- Improve support systems

... with technology as an enabler

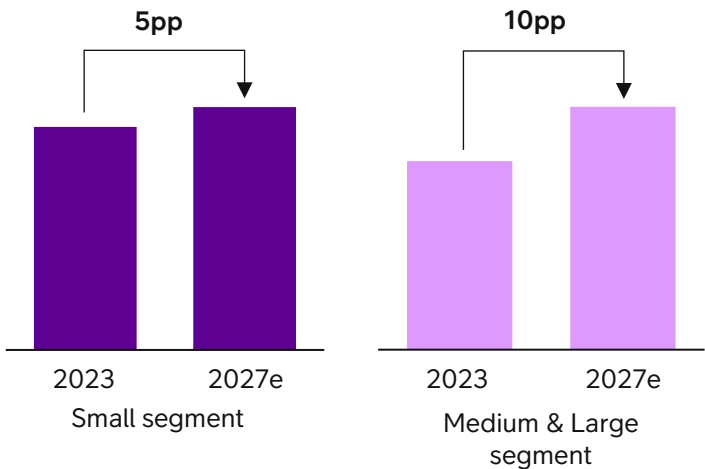
- AI driven customer and agent support
- AI interaction analytics
- Improvements of support system



Deepening customer relationships, pursuing selected verticals and simplifying

Deepen customer relationships

Convergence growth on volume base 2023 vs. 27



Pursuing selected verticals



Simplify to capture value

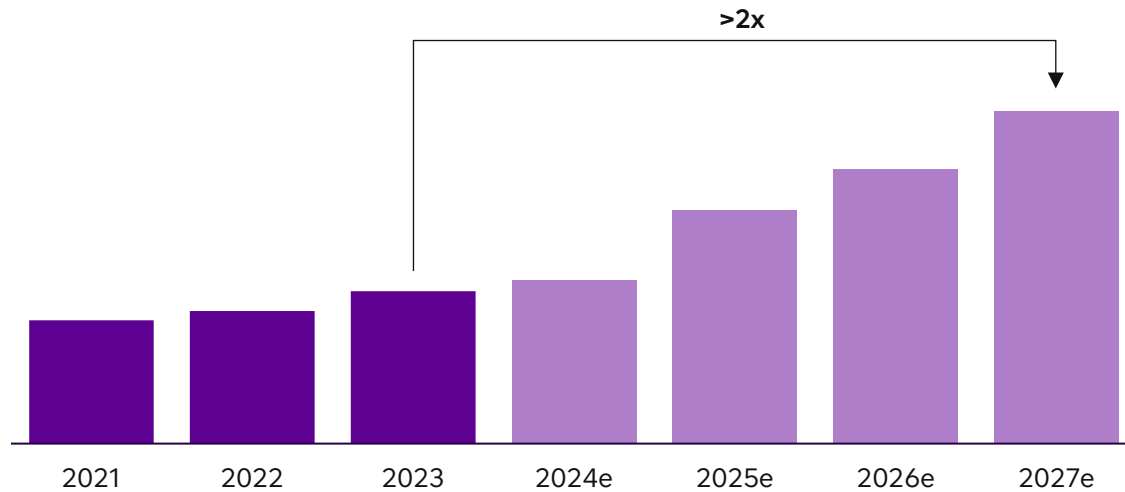
Expected effects 2023 vs 2027

Reduced lead times	From weeks to minutes
End-to-end automation	From 10% to 80%
Digital processes	From 5% to 90%



Capturing increasing demand for mission critical services

Service revenue from mission critical services



Drivers

- Geopolitical environment
- NATO membership
- Increased defense budgets

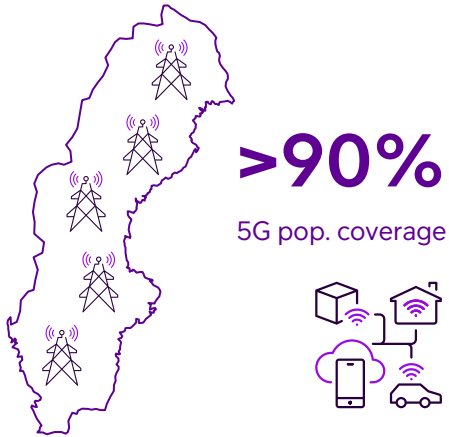
Business opportunities

- Operational capabilities for total defense requirements
- Collaboration with the Civil Contingency Agencies for the next generation public safety networks
- Collaboration with Armed Forces on fiber and mobile connectivity solutions



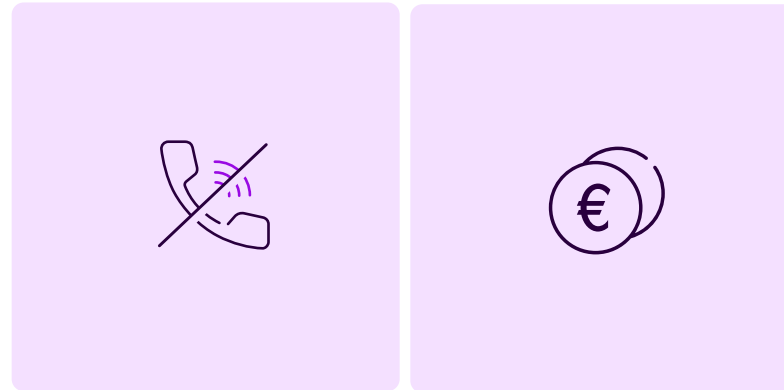
Maintain network leadership and close down legacy networks

Securing network leadership



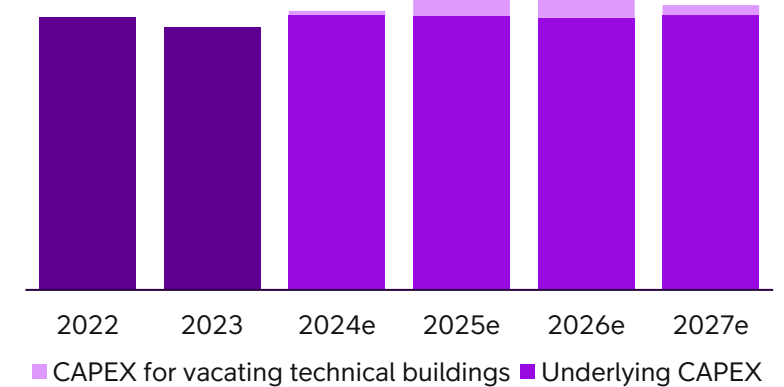
- Clear 5G leadership – modernization completed in 2025
- Clear fiber leadership – volume rollout completed
- Life cycle management investments required for robustness and resilience

Closing down legacy networks



- Copper network closedown completed in 2026
- 3G closedown in completed in 2025 and 2G planned for 2027

Stable underlying CAPEX



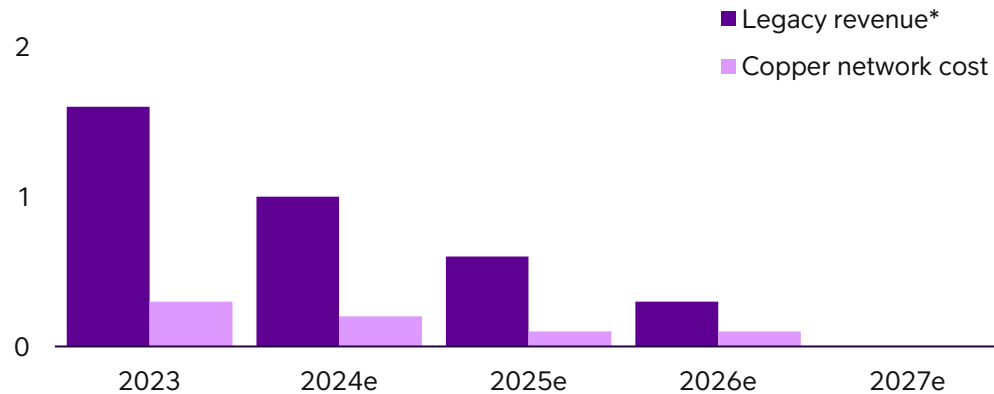
- 5G and Fiber CAPEX declining
- Life cycle management investments increasing
- Monetization of copper assets and technical sites require temporary CAPEX



Pressure from copper nearing its end and allowing for monetization of technical assets

Headwind from copper network close down

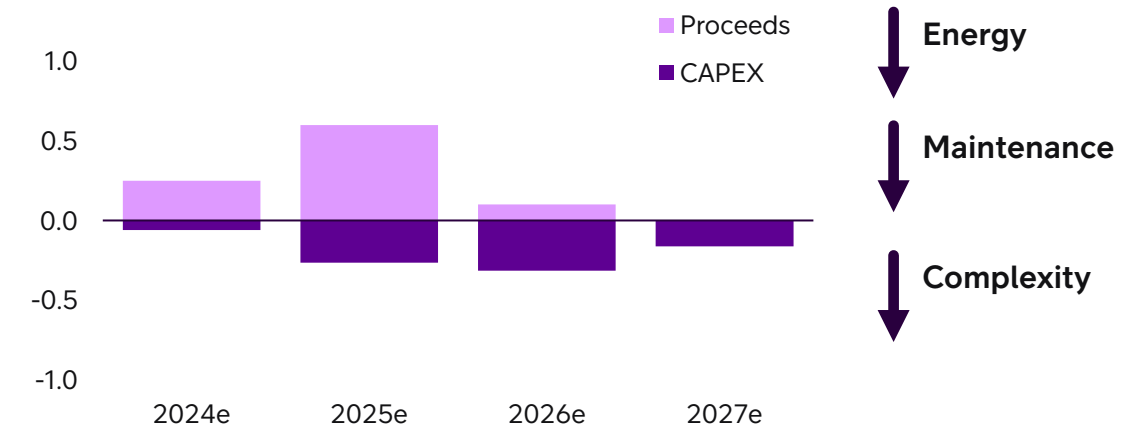
SEK in billions



- Reaching zero in 2027 following the full close-down end of 2026

Monetization of technical buildings to drive efficiencies

SEK in billions



- Dismantling enables monetization of copper related real estate
- Targeting proceeds of SEK 1bn in 2024-2026 (“PPE divested”, included in Free cash flow)
- Requires CAPEX of SEK 0.8bn 2025-2027 for re-location and technology shift (included in Group CAPEX budget of < SEK 14 billion)

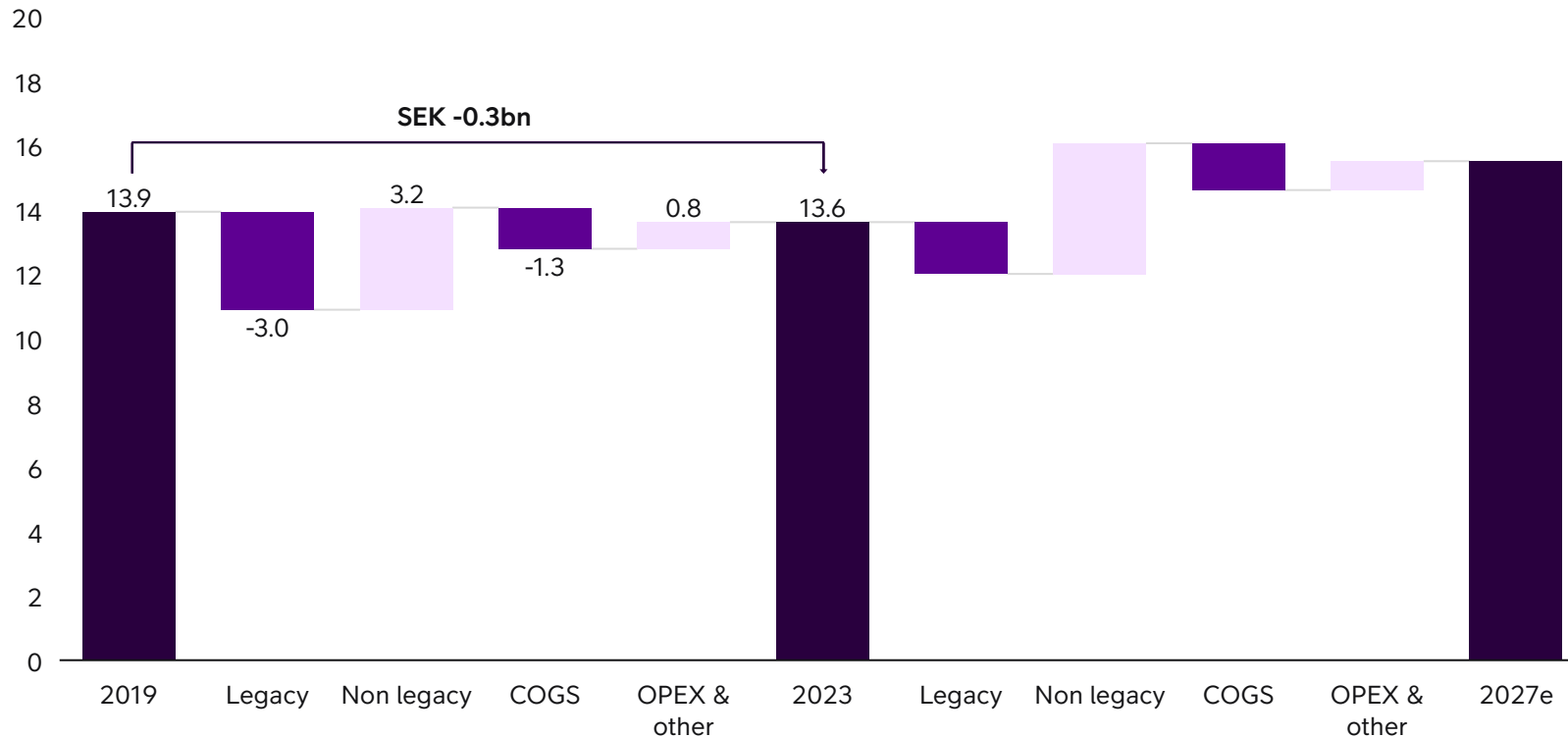
* Refers to Fixed telephony and copper Broadband



Clear path to delivering stronger EBITDA growth

Adjusted EBITDA

SEK in billions



Drivers supporting EBITDA turn-around

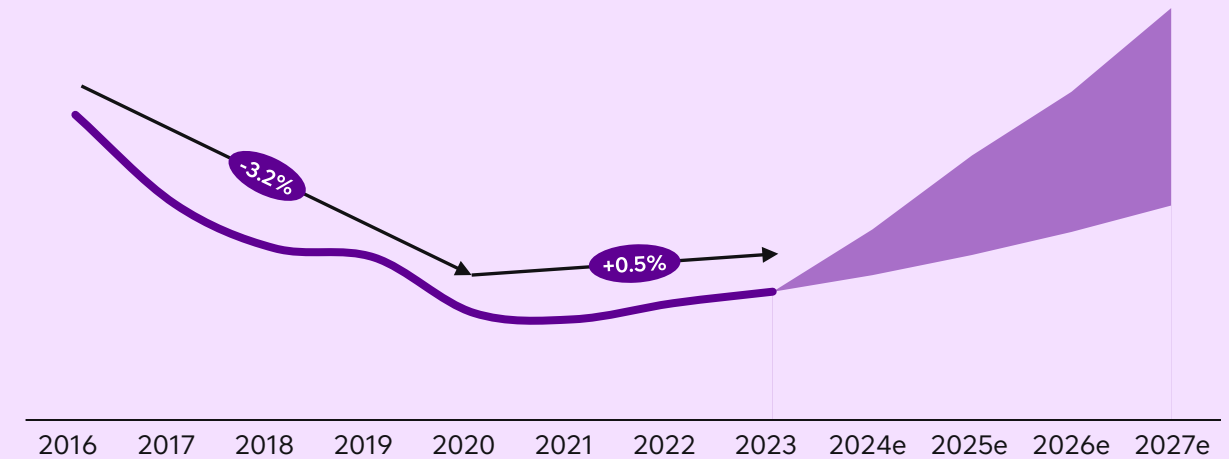
- Reduced legacy pressure (~50%)
- Upsell and convergence to deepen customer relationships
- Broader and recurring pricing
- Demand for mission critical infrastructure (2x)
- Structural cost reductions from new operating model, simplification, legacy shut-downs, shift to internal channels, automation and AI



To conclude on Sweden

- **Strongest** market position, brand and infrastructure
- Leveraging these **unique assets** to deepen customer relationships
- Remaining responsible **market leader**
- Growing demand for **mission critical services**
- **5G and fiber coverage** ahead of European peers
- Fading pressure from **legacy**, gone in 2027
- Scope for **EBITDA growth** to accelerate

Adjusted EBITDA development



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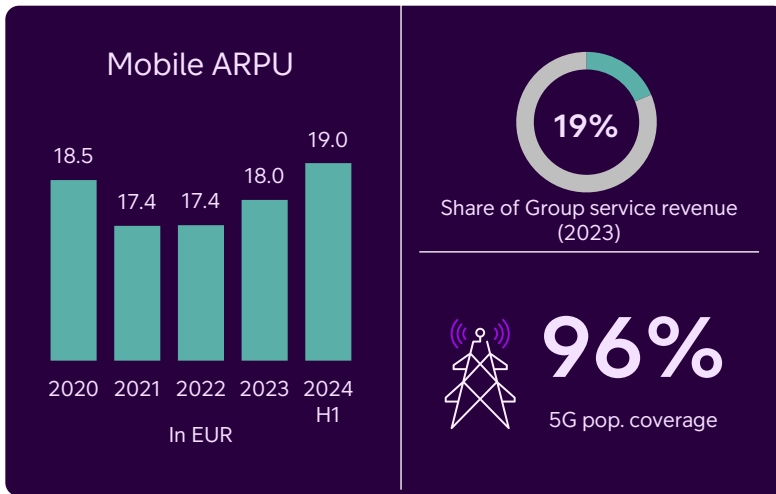
06 Summary



Finland

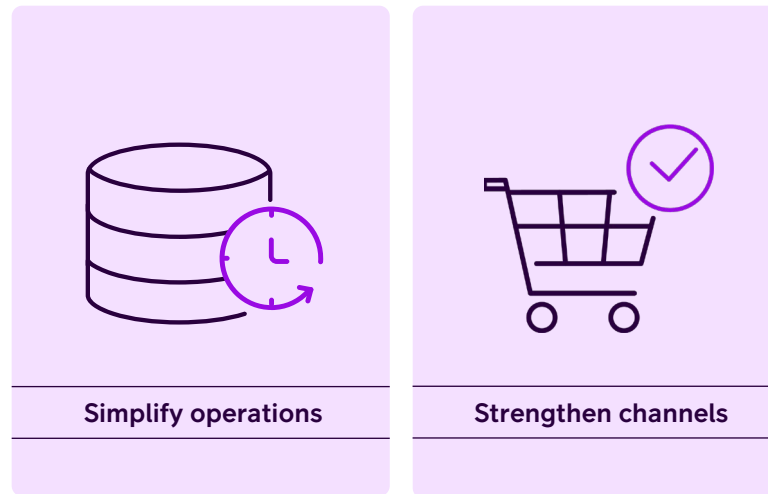
Back to growth with focus on increased profitability

Starting point



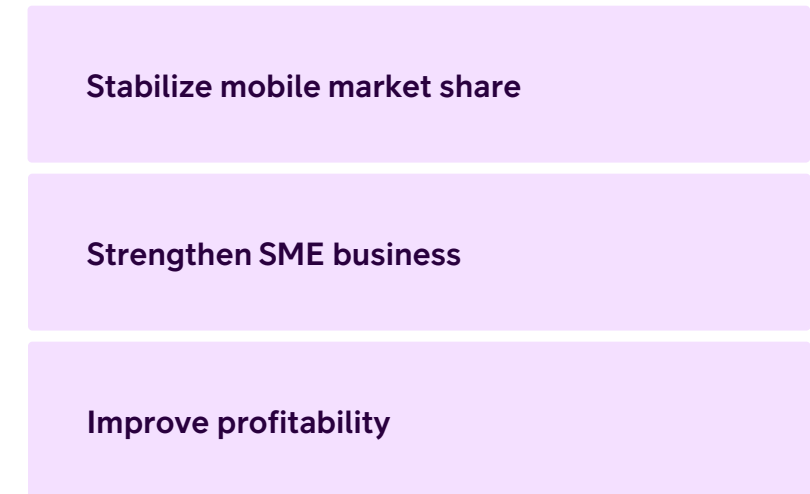
- **Turnaround** in key financials
- Improved **NPS and brand** indicators
- Only telco operating a **fully Finnish 5G mobile network** with core and RAN from Nokia
- Consumer **copper and 3G closing** in 2024
- Consumer **mobile ARPU** and fiber market growing, but **challenging Enterprise** market at the moment

Agenda 2025-2027



- **Invest in** own sales channels and brand
- **Leverage the wide product portfolio** across all Enterprise segments
- **Further simplify operations**, shut down legacy IT/networks, and complete RAN modernization
- **Leverage AI** in customer front-end and operations

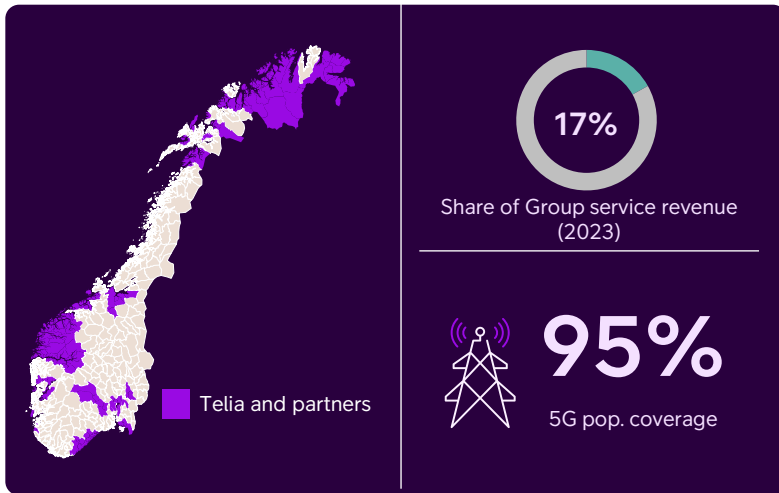
Ambitions 2025-2027



Norway

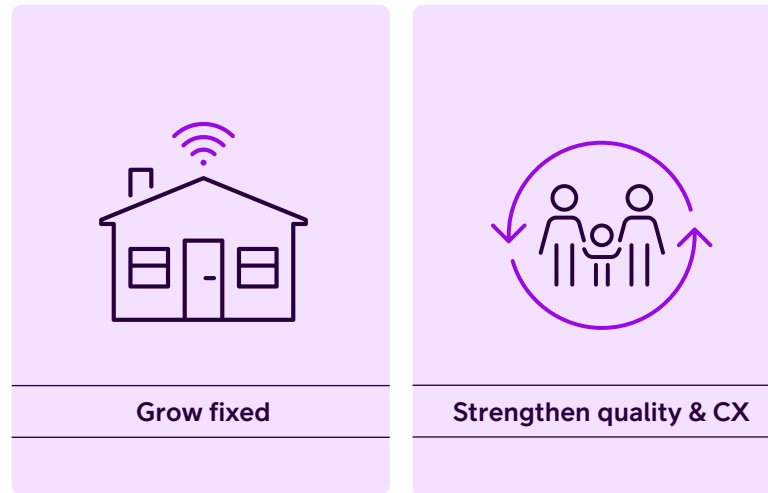
Continue to strive for best-in-class profitability from continued revenue growth and efficiencies

Starting point



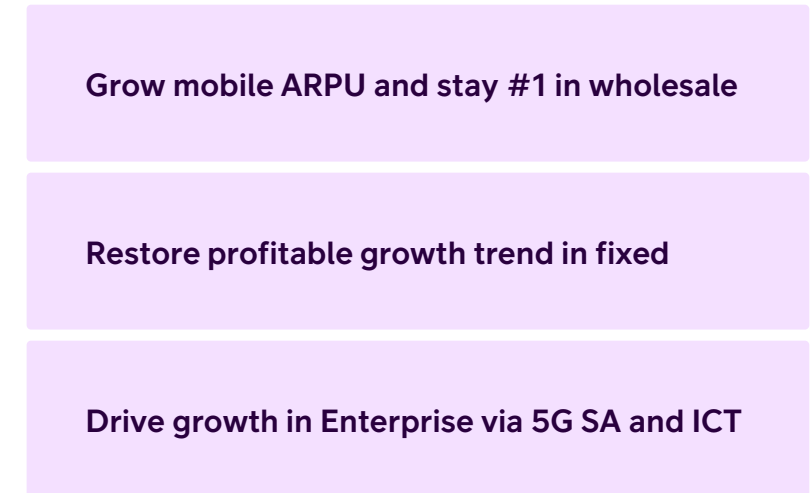
- **Strong positions** with #2 in mobile, #1 in mobile wholesale, and #3 in fixed
- **Well diversified brand portfolio** in both segments
- **Leader on 5G**
- **Fiber/COAX network** with partnership model
- **Fastest grower** in Enterprise

Agenda 2025-2027



- **Grow Fixed** via partnership model and CAPEX rebalancing
- **Grow mobile ARPU** by leveraging 5G leadership and opportunities in VAS
- Leverage **Telia Cygate** collaboration
- Further invest in strengthening **quality and NPS**
- **Reduce complexity** in IT and delivery

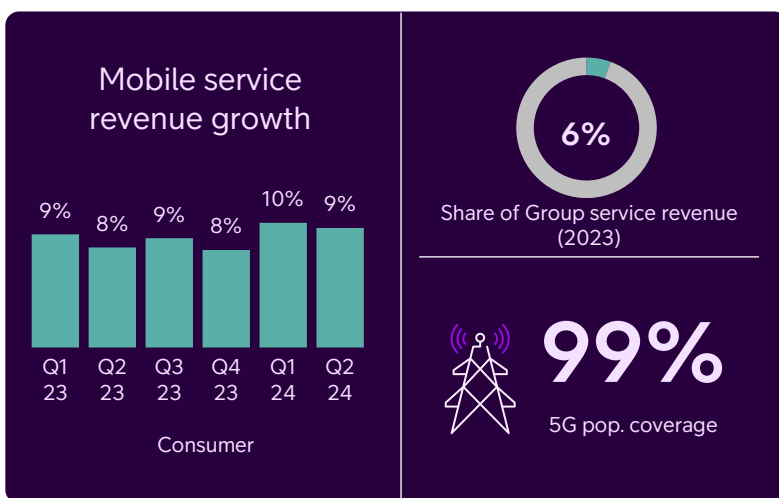
Ambitions 2025-2027



Lithuania

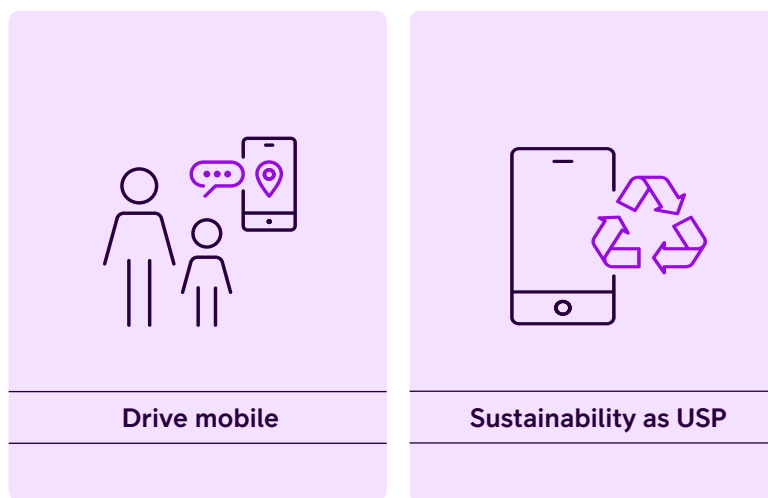
Market leader with notable scope for continued profitable growth

Starting point



- The only **converged** player
- Growing **service revenue** in all segments
- **Quality and tech** leader, clear #1 in 5G coverage
- Consistently rated **# 1 in customer service**
- Strongest ICT portfolio in the market
- **Rated best employer** nation-wide

Agenda 2025-2027



- Maintain **mobile** momentum and drive continued **growth in ICT**
- **Omnichannel** excellence to drive customer engagement
- **Maintain leadership in TV** through OTT growth
- Position **sustainability** as our USP
- **Streamline IT** stack and organisation

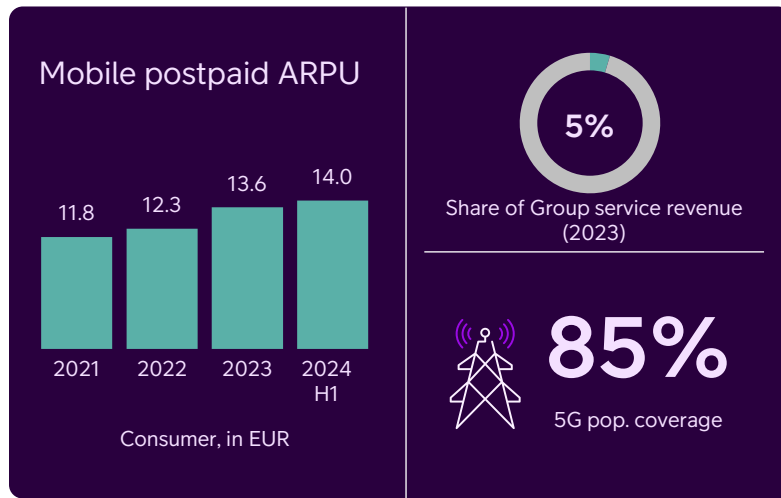
Ambitions 2025-2027



Estonia

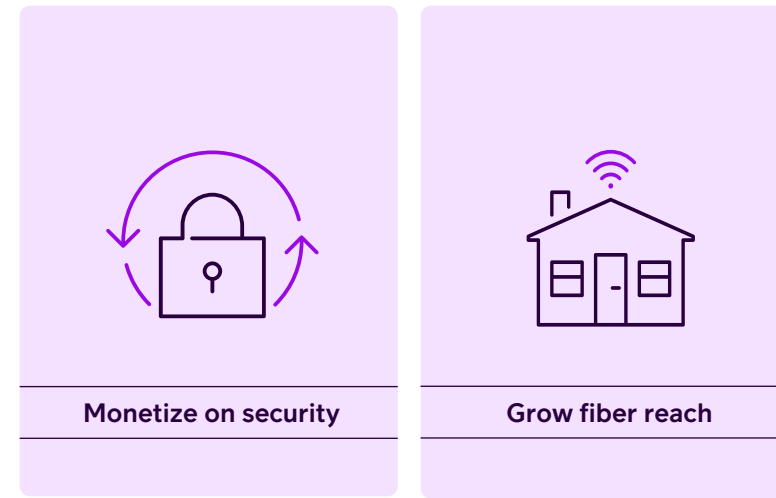
Capture profitable growth from solid leadership position in network quality & cyber security

Starting point



- **Market leader** across all services with **strongest brand** consideration
- **Quality leader** with nationwide connectivity
- **High digital** share of transactions
- **Sustainability role model** in society
- Challenging overall **economic environment**

Agenda 2025-2027



- **Expand cyber security** portfolio for B2B and B2C
- **Add value to TV and connectivity** portfolios with media and content partnerships
- **Expand fiber** reach
- **Utilize AI** capabilities for automation
- **impactful sustainability** agenda in society

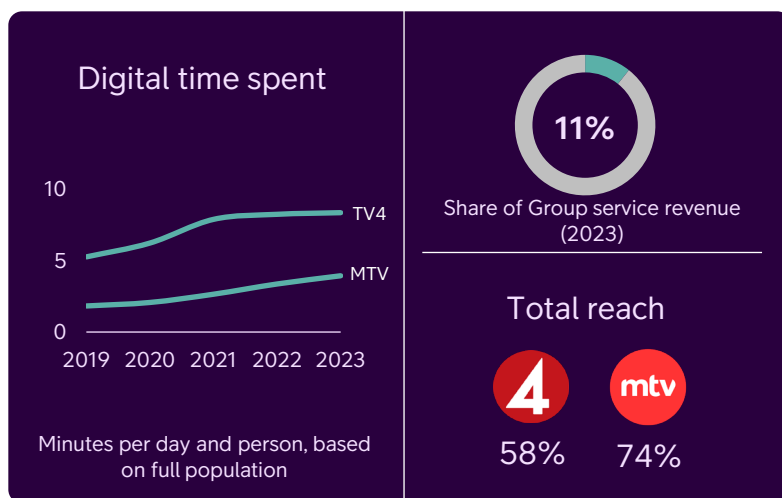
Ambitions 2025-2027



TV and Media

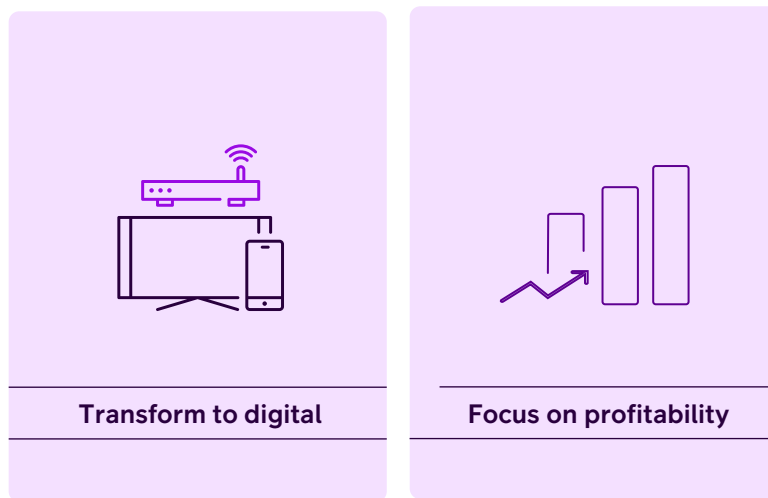
Continued focus on digitalization, profitability and content portfolio optimization

Starting point



- **Local best-in-class content** and strong brand
- **Leading** video advertising market position
- **Digital transformation** with good momentum
- **Share of digital revenue** is growing
- **Premium** sports unprofitable in recent years
- **Linear ad** market in Sweden under pressure

Agenda 2025-2027



- Transform **from traditional linear to digital**
- **Grow** household streaming footprint
- **Expand digital** advertising customer base
- **Cost focus** and increased operational efficiency
- **Further content spend** repositioning

Ambitions 2025-2027

Reach at least SEK 1bn EBITDA

Number one local streaming service

Future proofed revenue structure (move towards digital)



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06 Summary



Developing assets to create shareholder value

Fully owned assets



Legacy real estate



Rooftop sites



Fully owned Products



Data centers



4



mtv



Telia Cygate



Telia Finance

Partly owned assets



VC portfolio



EBITDA

+24%



2022 LTM



Telia Towers

Households passed

250k



20k 2020 Current



VALO KUITU NEN

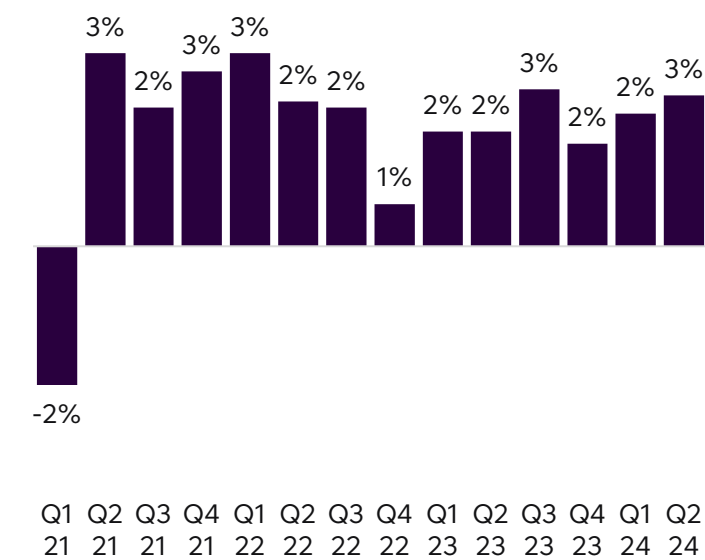
Net asset value of ~SEK 25-35bn



Profitable growth is back, but Free cash flow has been volatile

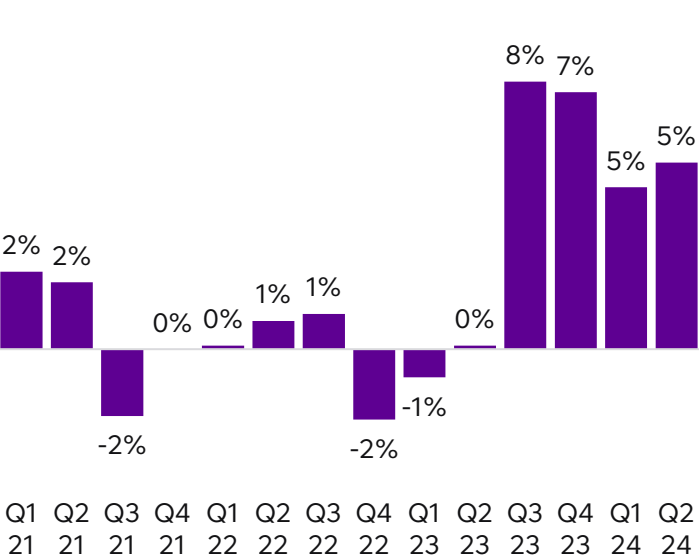
Service revenue

Like for like growth



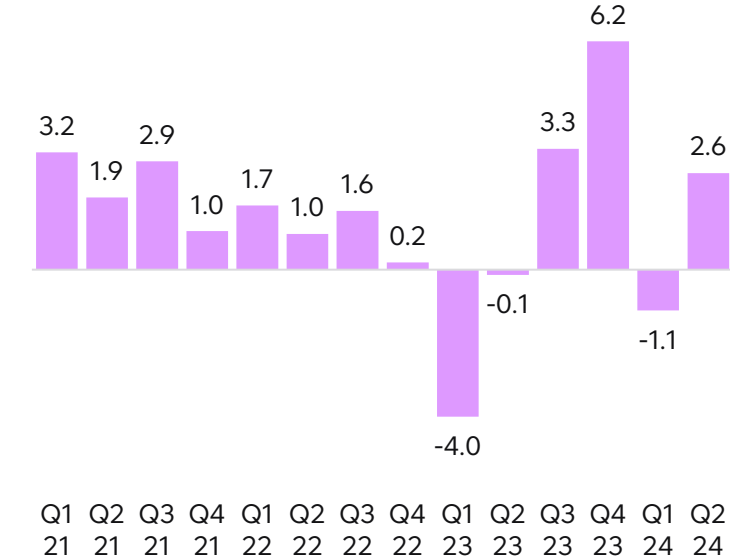
Adjusted EBITDA

Like for like growth



Free cash flow

In SEK billions



Market feedback

Key conclusions

- 1 Investors like our **region** and our **telco market positions**

- 2 They want to see better and more reliable **financial performance**
 - Less **cash flow volatility**
 - Extent of **vendor financing in line with peers**
 - **OPEX savings** and **CAPEX control**

- 3 They want us to stay **focused on telco**

- 4 **Cover** dividend, **grow** dividend, and **return** excess cash

“

Sell-side analyst

The Scandinavian markets are generally rational and operators there make decent returns.

“

Sell-side analyst

The free cash flow generation is still too low, so not covering its dividend.

“

Owner

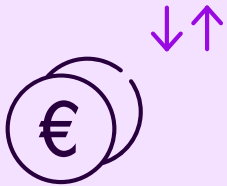
I'm not very fond of telco companies investing in content, and that is what Telia has done.



Four-pronged agenda to drive value creation

Mission 1

Grow FCF per share to cover the dividend



Consistent growth in EBITDA, CAPEX discipline and strict capital allocation priorities

Mission 2

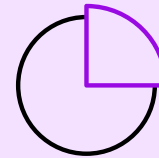
Active portfolio management



Critically choiceful in asset ownership

Mission 3

Actively manage our balance sheet



Scale down vendor financing, improve working capital, and retain the 2.0-2.5x leverage ratio

Mission 4

Grow DPS and return excess cash to shareholders



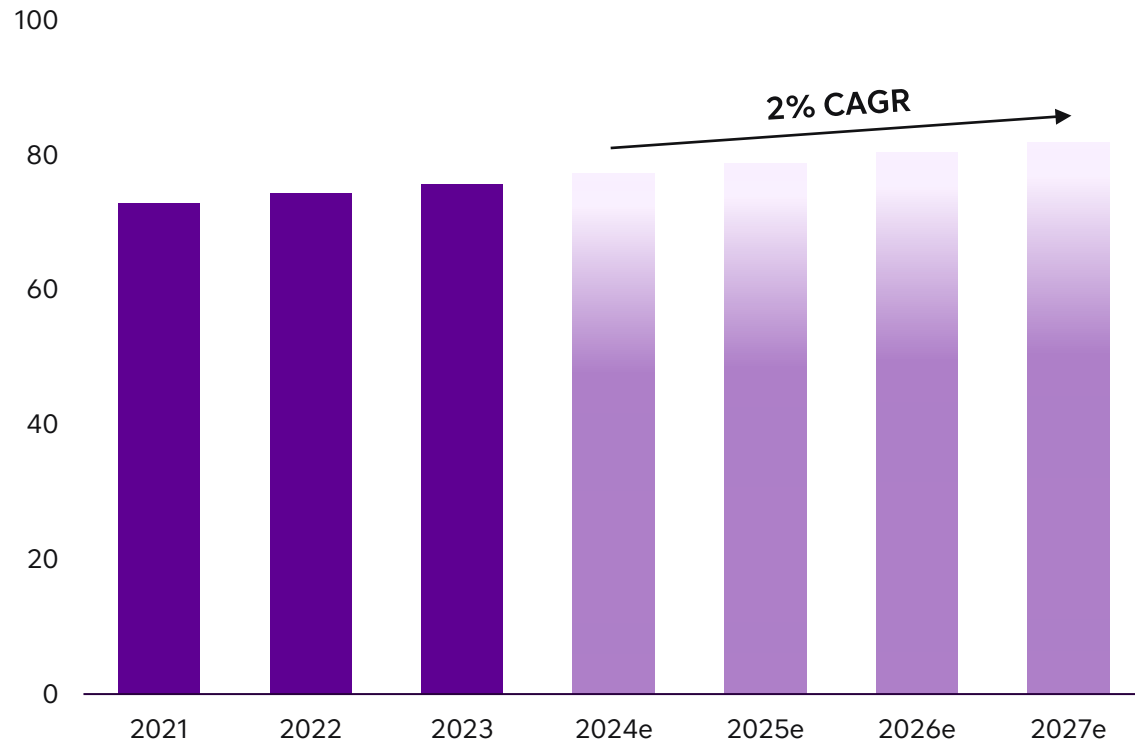
Deliver on progressive dividend policy



Growth set to continue from maintained operational momentum, pricing and fading legacy headwind

Service revenue

SEK in billions, like for like

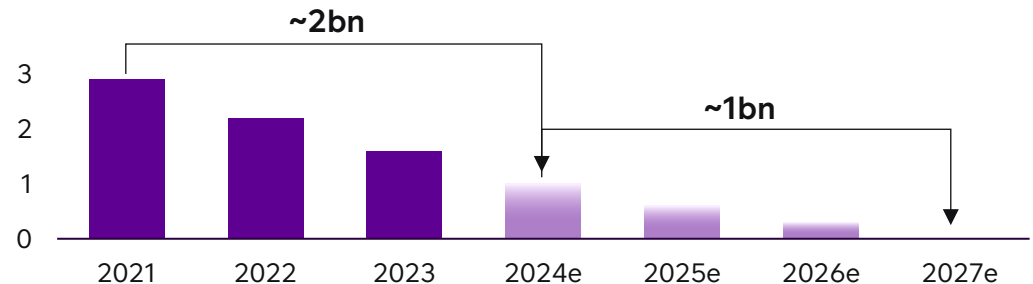


Ambition: 2% service revenue CAGR

- Continued broad-based and systematic pricing
- Increased demand in growth pockets e.g. mission critical communications
- Sweden going from diluting to contributing
- Improved market share development in Finland mobile and Norway fixed
- Structural Baltic growth

Sweden legacy revenue

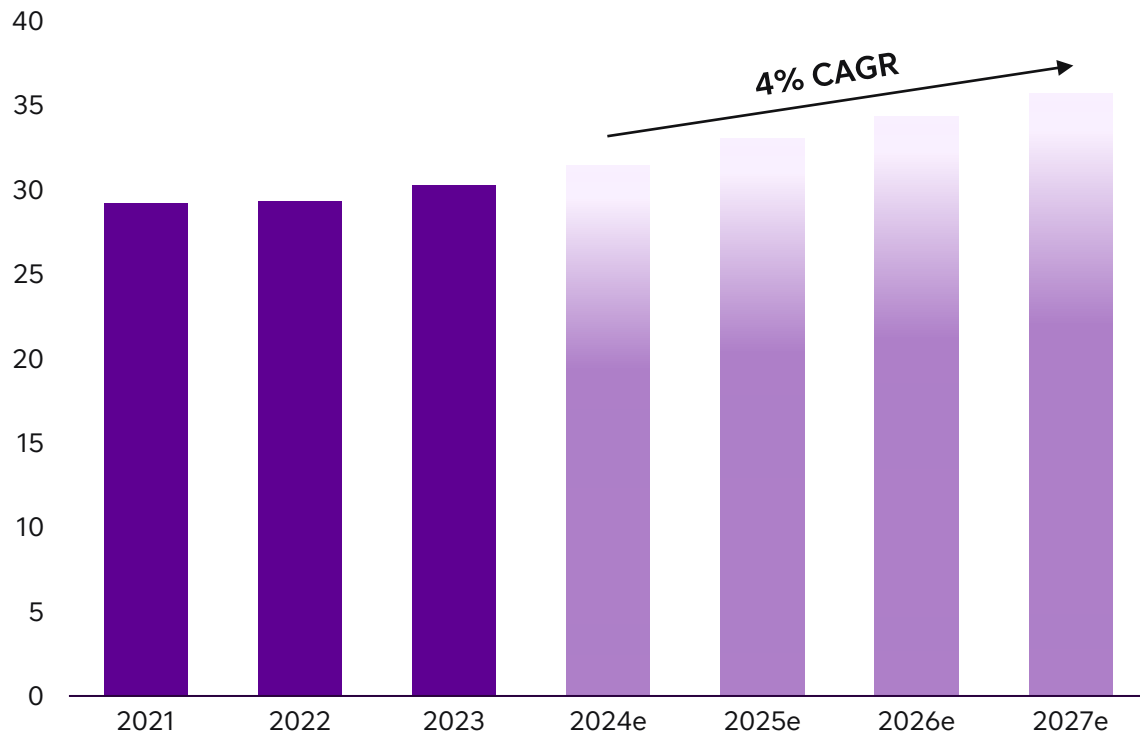
SEK in billions



EBITDA growth from service revenue momentum, efficiencies and TV and Media turn around

Adjusted EBITDA

SEK in billions, like for like



Ambition: 4% adjusted EBITDA CAGR

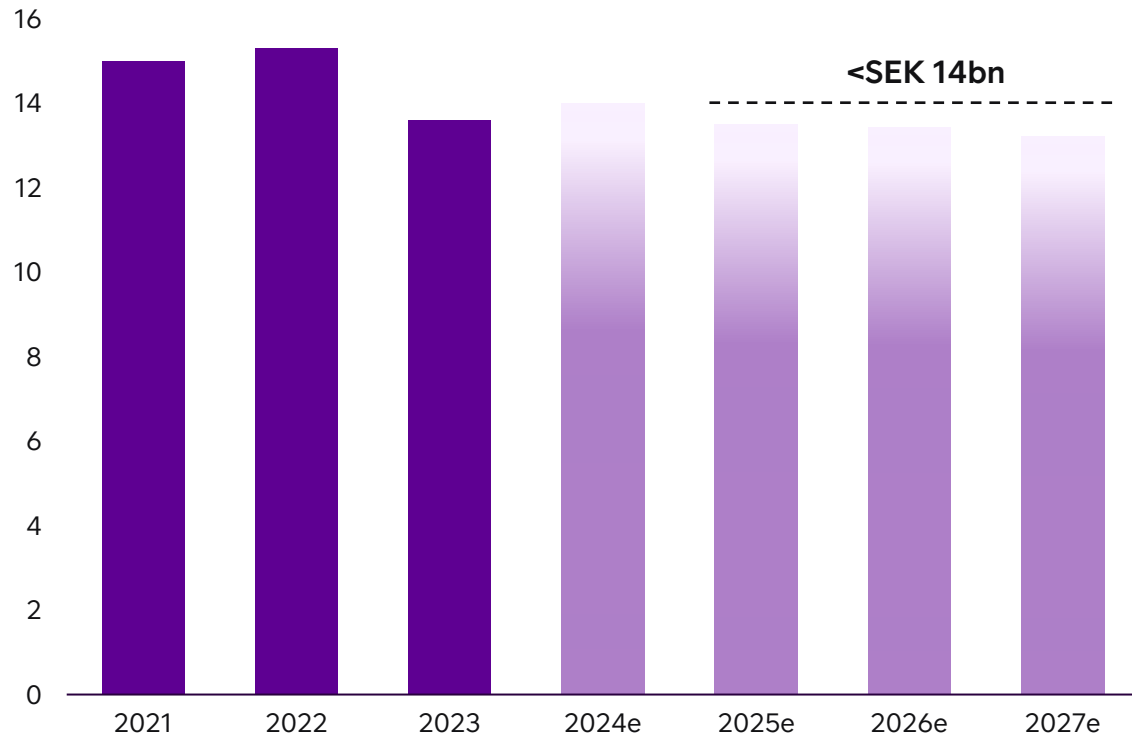
- Continued service revenue growth momentum
- Accelerated resource reduction in H2 2024
- Sweden going from diluting to contributing
- Margin expansion across all markets, notably in Finland and Lithuania
- TV and Media reaching EBITDA of SEK >1 billion



A more disciplined approach to CAPEX and gradually reduced intensity

Booked CAPEX excl. licenses and spectrum

SEK in billions



Ambition: < SEK 14bn CAPEX/year, with falling CAPEX intensity

- >90% of mobile network modernized
- Reduction in common solutions development
- Limited fiber roll-out
- Continued investment in simplification, modernization, robustness and security
- Leading to improved ROCE



Moving to an “all-in” free cash flow metric

SEK in billions	2023	2027
Adjusted EBITDA	30.3	
Cash CAPEX excl. licenses & spectrum	-13.6	
Interest paid	-3.3	
Other items	-6.1	
Structural Operational free cash flow	7.3	
Working capital (change)	-0.6	
Operational free cash flow	6.7	
Cash CAPEX for licenses & spectrum	-1.0	
Minorities and associates	-0.3	
PPE divested	0.0	
Free cash flow	5.3	> 10

- 1 Historically Structural OFCF and OFCF have been our key cash flow metrics
- 2 From 2025 we move to an “all-in” Free cash flow as the key metric
- 3 We do not guide on spectrum related CAPEX, but instead include SEK 650m/year in all forward-looking statements

1

1

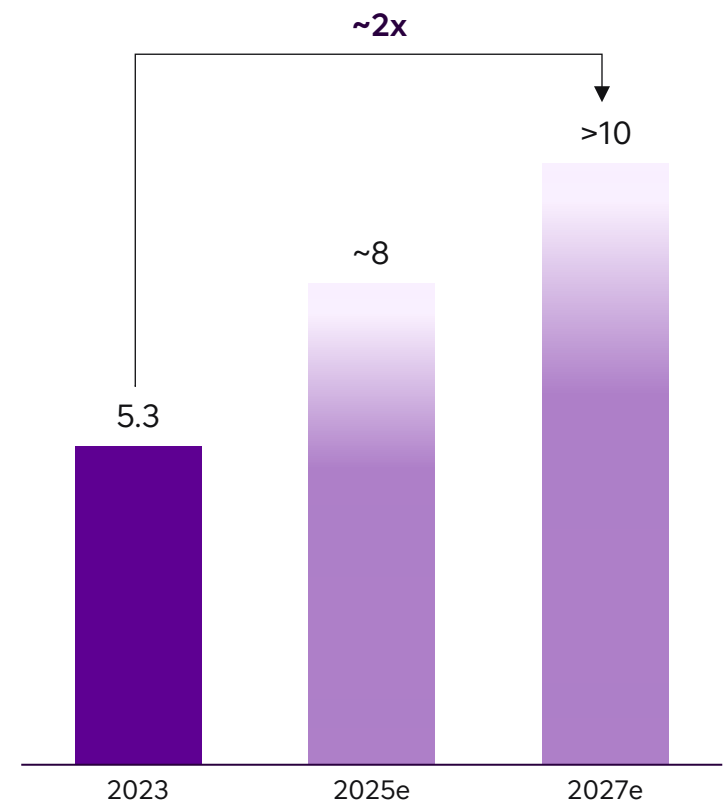
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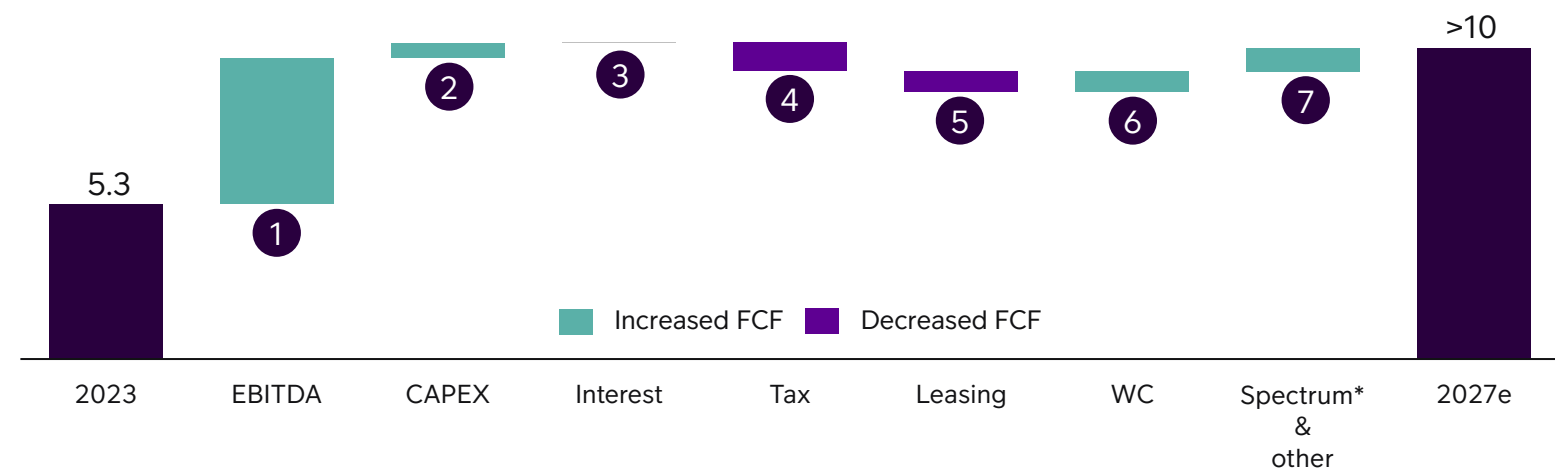


Roadmap to reach Free cash flow of >SEK 10bn in 2027e

Free cash flow
SEK in billions



Free cash flow - bridge 2023-2027e
SEK in billions



- 1

4% CAGR ambition
- 2

More choiceful capital allocation
- 3

Increase in 2024 with declines thereafter
- 4

Driven by higher profits
- 5

Due to indexation and growth ambitions
- 6

Efficiency program ongoing
- 7

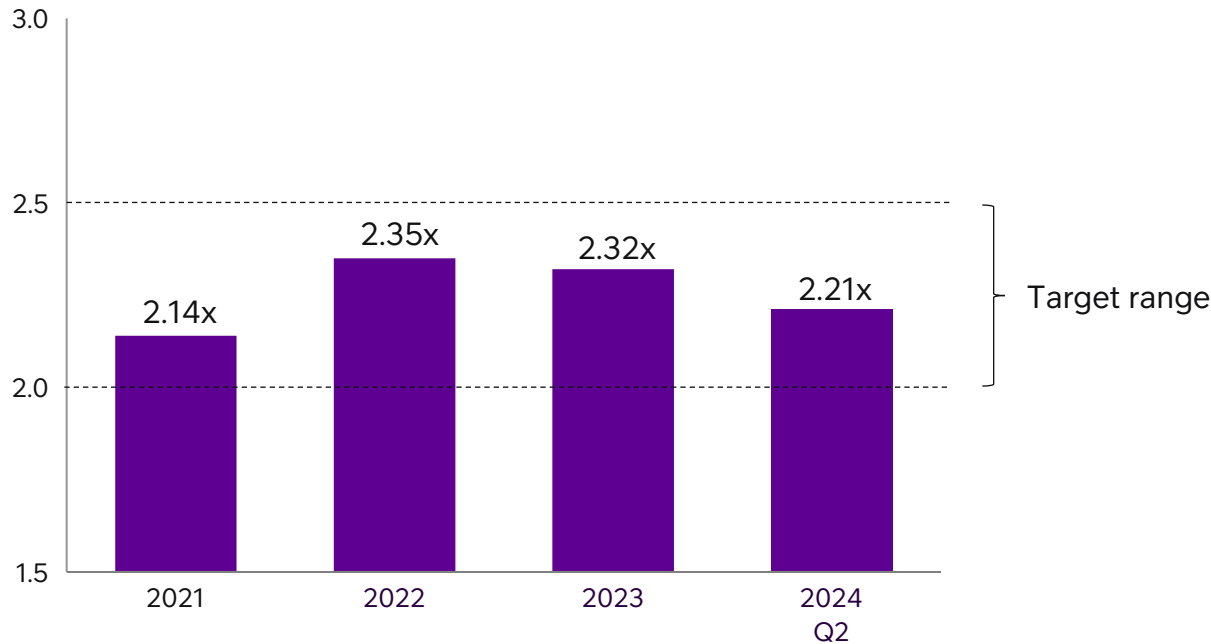
Mainly due to spectrum CAPEX



Reducing leverage through EBITDA growth, improved cash flow and asset monetization

Leverage development

Net debt to adjusted EBITDA, ratio



Target: Leverage range 2.0-2.5x

- Reducing interest risk sensitivity
- Reducing vendor financing by c. 50% by year-end 2024
- Operating with prudent liquidity policy at limited carry cost
- Minimizing refinancing risk by pre-funding maturities

Credit ratings

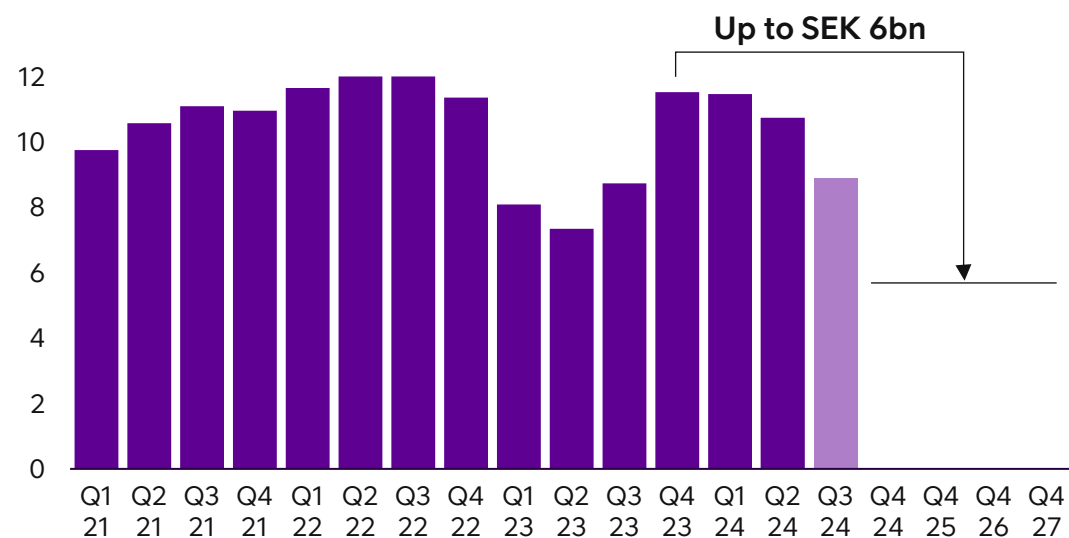
- Moody's: Baa1
- S&P: BBB+ / A2



H2 2024 cash flow profile

Vendor financing balance

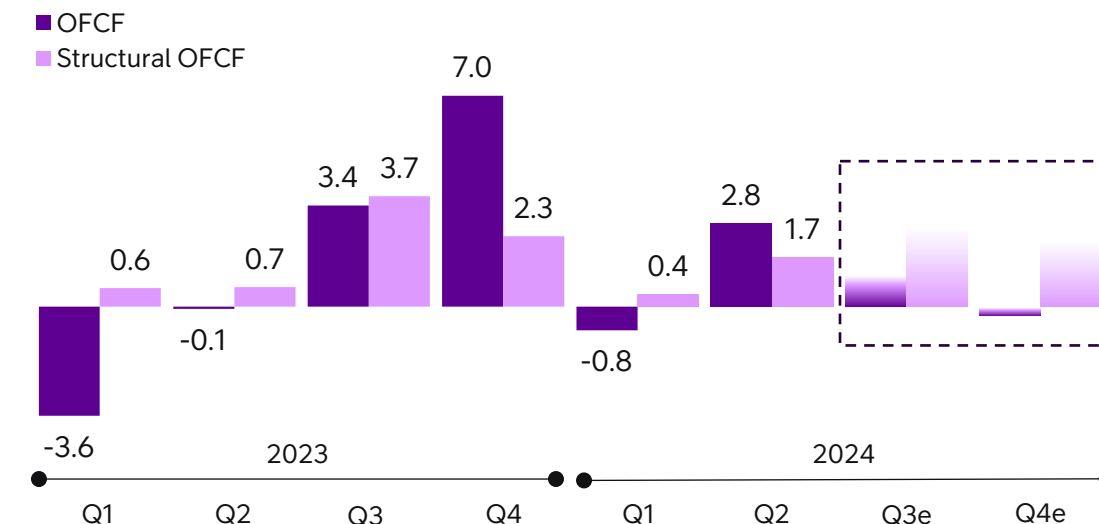
SEK in billions, illustrative Q4 2024-2027e



- Balance to be reduced by ~50% in H2 2024
- Reduces cash flow volatility and increase balance sheet transparency
- Ambition to keep balance flat from 2025 onwards, albeit with quarterly fluctuations

Operational free cash flow – H2 2024

SEK in billions



- OFCF in H2 2024 impacted by up to SEK 6bn in negative WC due to vendor financing down-sizing
- No impact on Structural OFCF



Active portfolio management to further drive shareholder value creation

Successful track record

SEK 37 bn of asset monetized since 2020

- Formed a leading Tower platform
- Exited Telia Denmark
- Exited Telia Carrier
- Exited Turkcell

Disciplined use of proceeds

- SEK 36bn of dividends
- ~SEK 20bn of deleveraging
- ~4% of shares bought back

We aim to continue in 2025-27

Monetize
non-critical assets

Invest
in the core

Return
excess cash

Remain telco centric with a Nordic and Baltic footprint

Customer-driven projects with quick pay-back and system modernization to drive down cost

Monetize assets when Telia is not the right owner, perform limited bolt on acquisitions

Return excess cash to shareholders



Healthy balance sheet and shareholder returns, to further support increased investment appeal



Capital allocation priorities

Capex allocated based on returns

Keep below SEK 14 bn per year, with declining intensity

Revert to DPS growth

When dividend is sustainably covered by Free Cash Flow

Return excess cash to shareholders



Financial framework

Dividend policy

DPS floor of SEK 2.00 per share and an ambition for low to mid-single digit percentage growth

Leverage target range

2.0x–2.5x



2025 outlook: Reaping the benefits from actions taken in 2024

Service revenue

Like for like growth

 **Around 2%**

Adjusted EBITDA

Like for like growth

 **At least 5%**

Booked CAPEX excl. licenses*

SEK
<14bn

Free cash flow**

SEK
Around 8bn

* Excluding licenses, spectrum, and right of use assets (booked)

** Based on the assumption of spectrum related CAPEX of SEK 650m



2025-2027 ambitions: A growth algorithm fit for the future

Service revenue*
2025-2027, CAGR

 **2%**

Adjusted EBITDA*
2025-2027, CAGR

 **4%**

**Booked CAPEX excl.
licenses****
2025-2027

SEK
<14bn per year

Free cash flow***
by 2027

SEK
>10bn

* Based on 2024 as starting point, like for like growth

** Excluding licenses, spectrum, and right of use assets (booked)

*** Based on the assumption of spectrum related CAPEX of SEK 650m



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To conclude

- We are on a journey to create a stronger and faster Telia
- The way forward is radical decentralization and simplification
- Our Swedish business can accelerate its performance
- We intend to be choiceful in our capital allocation
- We have a roadmap to at least SEK 10bn of Free cash flow

Service revenue*

2025-2027, CAGR

2%

Adjusted EBITDA*

2025-2027, CAGR

4%

Booked CAPEX**

2025-2027, per year

<SEK 14bn

Free cash flow***

by 2027

>SEK 10bn

* Based on 2024 as starting point, like for like growth

** Excluding licenses, spectrum, and right of use assets (booked)

*** Based on the assumption of spectrum related CAPEX of SEK 650m

Q&A



Disclaimer & forward-looking statements

This document contains the use of alternative performance measures (APM's) to provide readers with additional financial information that is regularly reviewed by management, such as service revenue, adjusted EBITDA, CAPEX, leverage and free cash flow. These APM's should not be viewed as a substitute for Telia Company's IFRS based figures, but as a complement. APM definitions can be found in Telia Company's interim- and Annual and Sustainability Reports and may be defined differently by other companies and are therefore not always comparable to similar measures used by other companies. Telia Company's management considers these APM's combined with IFRS based figures and in conjunction with each other, the most appropriate way to measure the performance of Telia Company.

Statements made in this document relating to future status or circumstances, including future performance and other trend projections are forward-looking statements. By their nature, forward-looking statements involve risk and uncertainty because they relate to events and depend on circumstances that will occur in the future. There can be no assurance that actual results will not differ materially from those expressed or implied by these forward-looking statements due to many factors, many of which are outside the control of Telia Company.



