

Marie Ehrling's speech at the AGM of TeliaSonera April 3, 2013

Dear shareholders, ladies and gentlemen,

Before this Annual General Meeting is given the opportunity to vote on the nomination of myself and my colleagues as members of the new board, I would like to present our view on TeliaSonera's operations going forward.

TeliaSonera is a strong company – that has emerged clearly today not least in the speech which Per-Arne Blomquist delivered earlier.

TeliaSonera has a solid financial position and delivers good results.

Yet, it is also clear to see that TeliaSonera finds itself in a situation where the company is questioned and closely scrutinized by the legal system, by authorities, by owners, and by the media as well as the general public when it comes to our conduct in different markets in Eurasia and Central Asia.

Nowadays the public, customers and shareholders judge companies based on what they do and not based on what they say. The challenges we face when it comes to trust are not only a matter of how we communicate but primarily of how we act.

But before I address that issue I would like to say a few words about you, our shareholders.

TeliaSonera has 550,000 shareholders – that is an exceptionally high number. Some are large, like the Swedish state and Solidium, representing the Finnish state. There are also several institutions and funds among the larger owners. But we have many small shareholders too. It is the role of the board in all situations to serve the company and represent all its shareholders.

The Annual General Meeting is a time when all shareholders can influence the management of the company. It is important for a company to have strong owners. That is what my business experience has taught me. Successful companies have strong owners.

The big owners in particular have a key responsibility to take an active part in defining what is best for the company and offer their views and support to the board in matters of fundamental and strategic importance. My ambition and that of the new board is for us to have a continuous and good dialogue with the largest owners, thereby ensuring a common view of the long-term strategy and direction of the company.

When it comes to the longer term, you as shareholders also have legitimate demands which the company should fulfill with regards to performance but also with regards to business conduct, morals and ethics.

It is my strong opinion that there is a clear link between a long-term approach to sustainability issues and high profitability. In TeliaSonera, as in any company, the customer is king. If we can ensure that we meet their expectations we will also be able to deliver a good return on investment to our shareholders.

TeliaSonera operates in one of the most dynamic industries there is. The pace of change is extremely high and it takes a great deal of innovation and adjustment just to keep up. Over the years, TeliaSonera has proven apt at adapting to many of these changes and it is absolutely necessary that we keep our ability to adjust in the future as well, so that we can continue to deliver good results.

That is why I am very happy that the Nomination Committee's proposal for a new board gathers solid experience and competence in innovation and new business development in consumer markets as well as in technology.

We operate in our home markets in the Nordic region, with comparatively modest growth. In order to continue to build a strong foundation for the future TeliaSonera, based on its history and know-how, has entered new markets with stronger growth potential. Contributing to the development of telecommunication has and will continue to have a positive impact on the development of these countries.

TeliaSonera will continue to seek out opportunities in growth markets and we, the new board, also look positively on the opportunities ahead. But the company has to strike the right balance between, on the one hand, growth opportunities and return on investment and, on the other hand, the risk of our operations not being sustainable in the long run.

I would now like to go back to my starting point, how TeliaSonera will act in future. To ensure that our operations are sustainable sustainability issues ought to be an integral part of business and business strategy. The demands from our customers, employees, and other stakeholders are a lot higher than the legal requirements. We have to adhere to higher ethical standards in everything we do.

What is perceived to be right and what is acceptable also changes over time. That makes it even more important that our acts can be justified from a moral and ethical standpoint. We, like many others, are to consider not only the rules and regulations of today we always have to use our own ethical compass to explain and justify our positions at any point in the future.

Policies and guidelines are good. They make a necessary foundation. But that is not enough. The most important thing is a business culture where everyone in the company practices what we preach.

This is a continuous effort and the board will be responsible for ensuring that the right culture is embedded throughout the company.

It is the intention of the new board to carry out a thorough review of the transactions of the past few years with respect to agreements and partnerships in Eurasia.

As we heard earlier, the current management has initiated an overview of these agreements and certain external review has already been carried out. The board will now examine this material and with external assistance evaluate each of them country by country, transaction by transaction and contract by contract.

Our objective is to ensure that we as the new board are aware of the current conditions, carry out a risk assessment, and if necessary, take measures.

Today we can naturally not preempt the outcome of this review, but we will come back as soon as we have new information to share. Our ambition is to be as transparent as possible.

The debate about what happened often gives the impression that there are clear-cut answers to deliver. That is not my view. The questions are difficult and require careful considerations and assessments. It is important that a review is now carried out by the new board. This will enable TeliaSonera to seize new growth opportunities and enter new markets in the future.

To facilitate work of the future board on these issues our intention is, at the first board meeting immediately after this AGM, to establish a Sustainability and Ethics Committee. The key responsibilities of the Committee, in addition to managing the process I just laid out, will be to evaluate the sustainability work which has been carried out so far and ensure that TeliaSonera is at the forefront as well securing that the company has the right competence, working methods and focus on these issues.

The future need for such a committee will be evaluated on an annual basis. As I have previously pointed out sustainability and ethics will be fully integrated into all company processes. Therefore it may be better not to handle this in a separate committee in the future.

Finally, I would like to emphasize that one of the most important roles of a board is to see to it that there is a well-functioning management, exercising strong leadership. Today we have an excellent acting Group CEO, Per-Arne Blomquist. Our responsibility is to secure a permanent solution as quickly as possible. We intend to quickly resume the process of appointing a permanent CEO for TeliaSonera. It is important for everyone that the current period of uncertainty when it comes to leadership is as short as possible.

Dear shareholders, as you can tell, the board has many important issues ahead and it is with great humility and pride that we have accepted to be nominated for this assignment.

We are entering a busy period and we will from today initiate several of the processes I have highlighted. But it is also important to allow time for reflection and thorough analysis.

The ambition of the board is clear: building a stronger foundation to handle future challenges and to deliver profitable growth characterized by sustainability.

Our ambition is that when we gather here in one year's time TeliaSonera will be even stronger and trust in the company will be high.

Thank you!