

Marie Ehrling speech at Telia Company EGM 26/112019

English

Dear shareholders and other guests,

A warm welcome to Telia Company's extraordinary general meeting.

This meeting differs somewhat from our ordinary annual general meetings – there is only one topic on the agenda and that is to elect a new Chair of the Board.

Before I officially open the general meeting, I would like to take the opportunity to address you, the shareholders.

Telia Company in 2019 is a completely different company than it was in 2013 when I assumed the role as Chair of the Board. It is also a different company than the Telia that was listed on the stock exchange in 2000 and certainly a totally different company than the entity that used to be Televerket. The company has existed in different shapes for 170 years and has a very proud history with a few exceptions.

The company has changed fundamentally since 2013 – the expansion strategy in Eurasia and other countries has essentially been terminated – only Moldavia is left. This strategy was driven by many aspects; growth and increased profits appealed, without the owners or the management

realizing the risks and adjusting the company capabilities accordingly. Few recognized the need for responsible and sustainable business. It has taken years for Telia to repair the damage.

Together, we have started over and worked hard to do the right thing. We have been persistent, which was necessary, but we have also been impatient to close a number of very complicated processes.

I am proud of the responsible and professional way that Telia handled the difficult situation that the company had put itself in. I can also testify to that it has been quite emotional to leave companies with thousands of employees and customers who hoped for security and change with Telia.

Clearly, a faster Eurasia exit was something we all desired, but we had learnt from our mistakes – they come at a cost – there was no room for errors this time. I firmly stand by what we have done and believe that the decisions we had to take have been the best for the company and consequently for you, the shareholders. Today on my last day as the Chair of the Board, I would like to thank our former CEO Johan Dannelind and everyone else in Telia Company's board, management and the many employees in the company who made these difficult tasks possible. You should be eternally proud of your achievement – without your efforts, Telia Company would not be the company it is today.

The decision to leave Eurasia was a natural consequence of the strategy we established in 2014 – to take a leading position in the Nordics and

Baltics – to be the New Generation Telco – by strengthening the core of our business, connectivity leadership with best-in-class networks – combined with an expanded business model – adapted to customers’ needs in the new digitalized world. This also included investments in TV and content. We have been very clear with this strategy from the start.

The ongoing digitalization and technology development are driving companies in our industry, as in many others, to change fundamentally. And the transformation that Telia Company has undergone since 2013 has been major. One clear proof is that we during this time have sold assets for 52 billion and acquired assets for about 50 billion – 58 transactions in total – several of them worth billions. A structural change like that in such a short time is rather unique.

Of the acquisitions we made, I would like to highlight our Norwegian expansion – Telia is today a much stronger competitor to Telenor. This has been accomplished through the acquisition of Tele2’s Norwegian mobile operations in 2014 and last year’s acquisition of TDC’s GET business. Two major deals that have placed Telia in a good position in Norway.

Much to our delight, our acquisition of Bonnier Broadcasting was approved by the EU Commission two weeks ago after a very long process. Next week, the transaction will close and TV4, C More and MTV will become part of Telia Company. With this deal we are

breaking new ground and delivering on the strategy we decided on several years ago. A new Telia is taking shape. A unanimous Board and management have despite some strong head wind along the way been adamant in their conviction that this deal is the right thing to do. It enables Telia to improve its customer proposition which in turn will make Telia a stronger and more successful company.

But it is not enough to acquire and divest businesses – Telia is currently on an in-depth, internal transformation journey. New ways of working are being implemented and an integration between countries is taking place to create more common efficient systems and processes. Telia simply must become faster and more agile. Old systems and technology must give way to digitalization and new technology.

The results are starting to show and will have a full impact in the coming years.

Responsible and sustainable business is today a natural part of Telia's vision and strategy. Sustainability engages the entire company and is part of the new and changed corporate culture. We have established daring goals to combat climate change – by 2030 Telia will be CO₂-neutral throughout the value chain. To make it happen everyone must contribute. And we see a great deal of engagement among our 20,000 employees.

Leadership is key to ensuring successful change management in businesses. Leaders must be able to establish trust and a common belief

among all the employees of a company. Change is a team effort and cannot be accomplished by a few people, since it is long term. And it takes time to implement change in large-scale organizations. That is why you must be committed [have faith] and work with determination, otherwise you will not see any progress. As a leader you have to listen, learn from criticism, be flexible and adjust when needed. But you also have to combine these characteristics with a strong inner compass to stay on path towards what you want to achieve. And maybe the most crucial factor; your leadership must be executed with empathy, courage and integrity. You cannot wobble in strong head winds. This has been my guiding star during many years in the business world. It is not always easy to live up to.

I have had a fantastic enriching time at Telia Company, which is largely due to all of you who work here. I'm proud of what we have achieved together. I wish Telia and all its employees all the best in the future. Telia will always have a special place in my heart.

Telia is now entering a new exciting phase. The Bonnier Broadcasting acquisition creates a new platform for continuous development. With a warm hand I'm soon handing over to Lars-Johan Jarnheimer. I wish you and our newly appointed President and CEO Allison Kirkby the best of luck with all future possibilities and challenges. Take good care of this excellent company!

I hereby declare Telia Company's Extra General Meeting 2019 opened.