

# CMD 2025

Breakout session: IT Transformation and Cloud Migration in Norway

Capital Markets day  
November 11 / 2025

telenor



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## IT Transformation and Cloud Migration in Norway



**Torbjørn Larsen**

Chief IT Officer

Telenor Norway

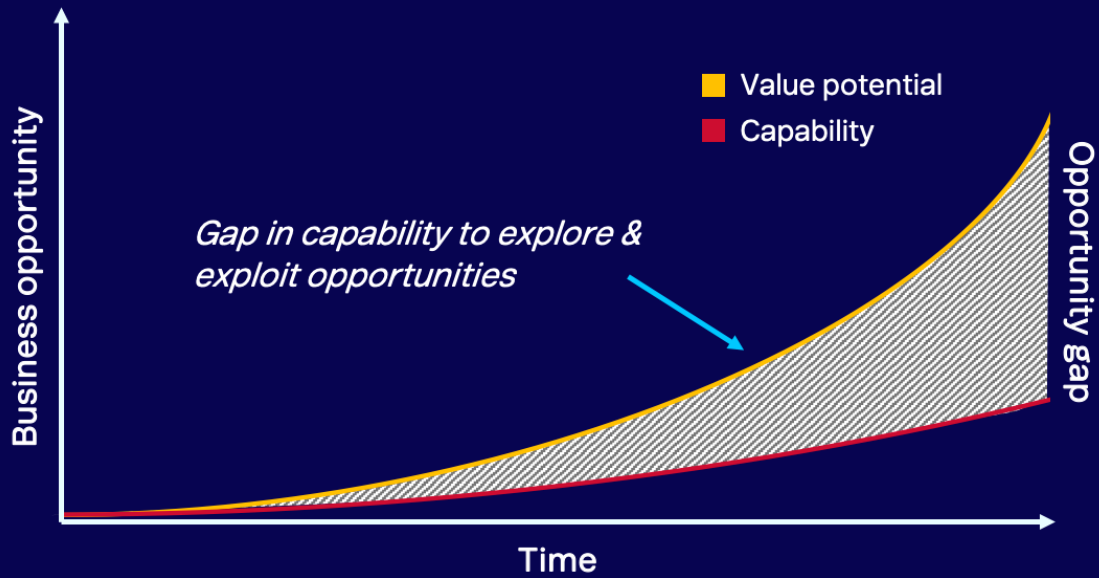


**Ludwig Ulmer**

Chief Strategy &  
Transformation

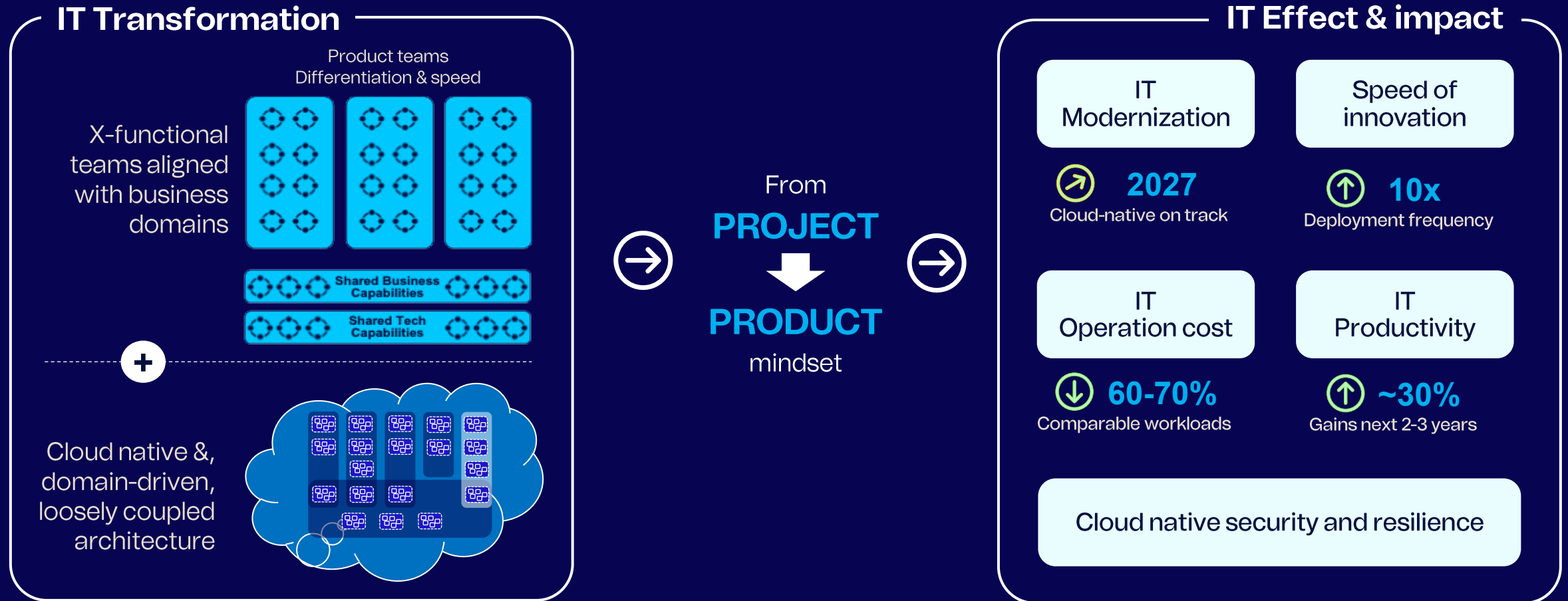
Telenor Norway

# We see a large and growing opportunity for frontrunners that manage to break their capability barriers



Telenor can capture significant market opportunities by evolving its organizational capabilities to drive three fundamental strategic journeys

# IT Modernization and Way-of-Work drive operational efficiencies and speed-of-innovation



# Business effect & impact

We have seen large effects already\*



Service Revenue

+2% CAGR



OPEX Reduction

-1% CAGR



EBITDA

+4-5% CAGR



FTE

-5% CAGR

...but we are far from being done and expect

Service revenue growth

Increased efficiency

Expanded margins

\*) Norway figures. Rounded to the next full number, '22-'25 Q3 LTM



*Thanks.*

