



# Pivoting for growth

How Telenor Linx is evolving beyond traditional telco

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# Agenda

- Who We Are
- The Changing Telecom Market
- Why Pivot
- Our Assets
- Direct Carrier Billing
- Google Partnership
- What We've Already Taken
- What's next
- Conclusion



# Telenor Linx

**Born out of telco**, we combine the reliability of telecom with software innovation. Our goal is to simplify global connectivity, empowering businesses to drive local competitiveness through our global scale.

**As part of Telenor Group**, we are a trusted partner for MNOs and digital players, delivering secure and innovative solutions.



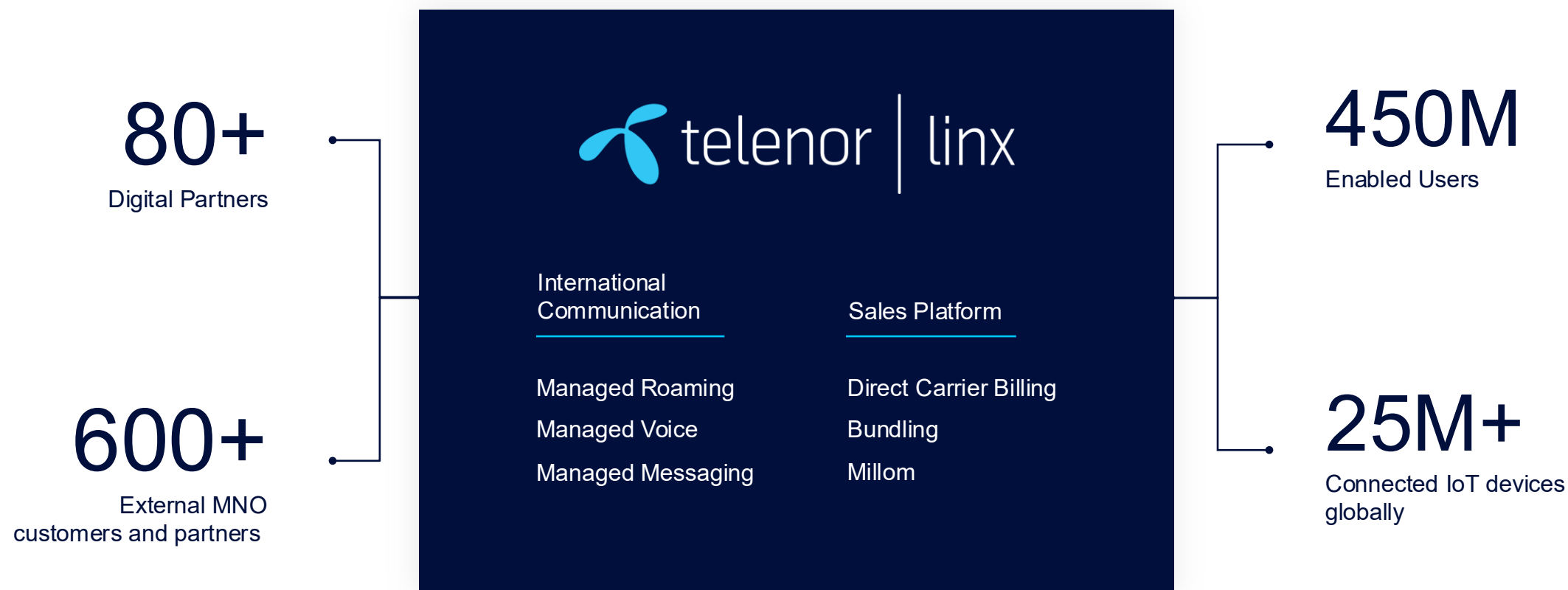


A person wearing a grey textured sweater and blue jeans is standing on a ship's deck, holding a white smartphone. The background shows the ocean with white-capped waves. A white railing is visible in the foreground.

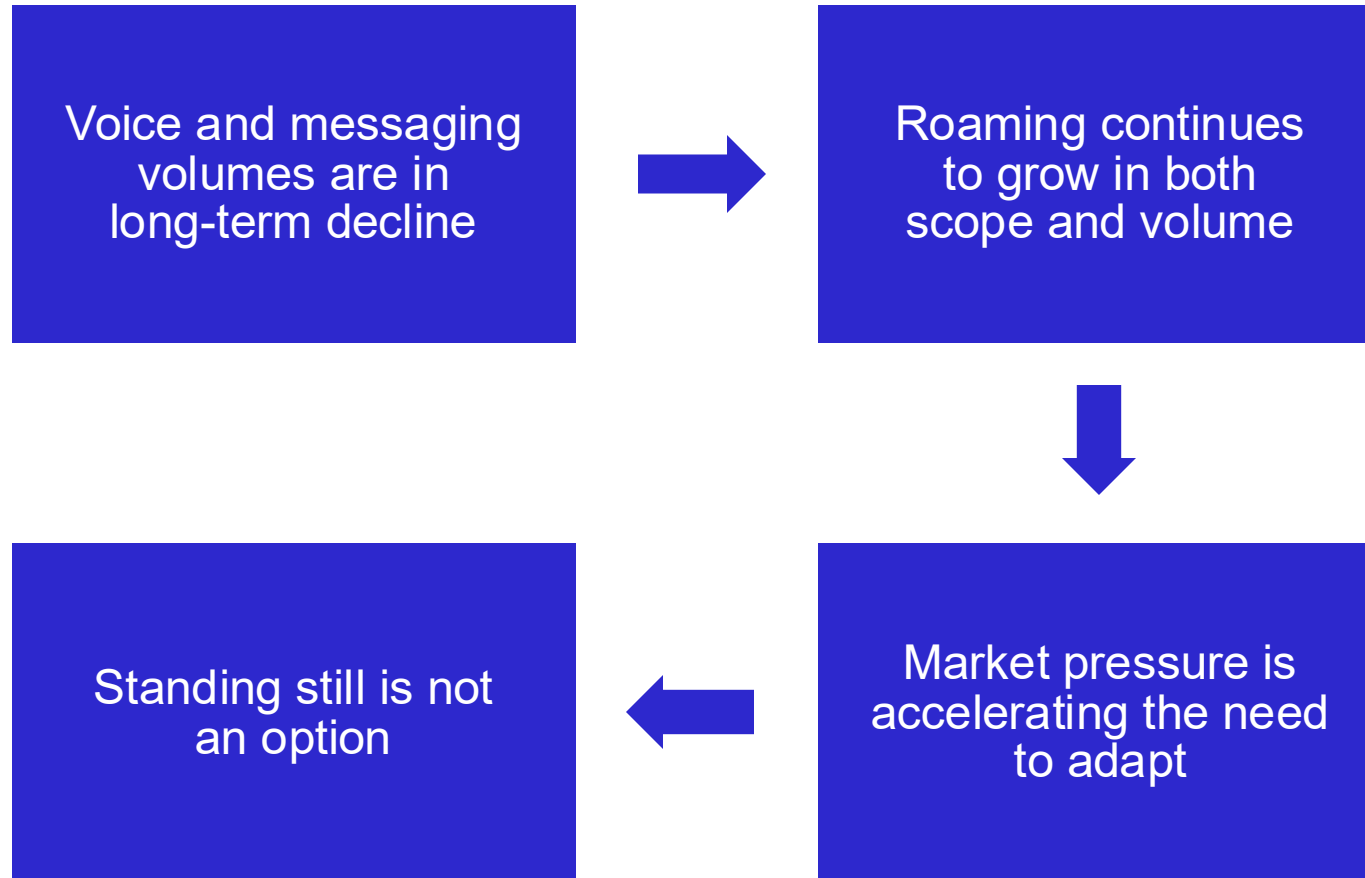
We're 200 experts across the world  
located in Norway (HQ), Sweden, Poland,  
UAE, Pakistan, Thailand and Singapore.



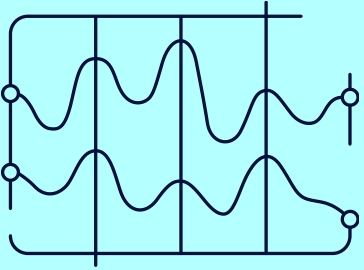
# We connect global platforms with local research



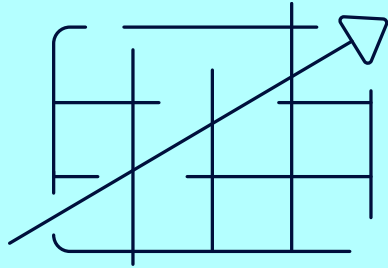
# The changing telecom market



# Decline is not the end – it's a signal to evolve



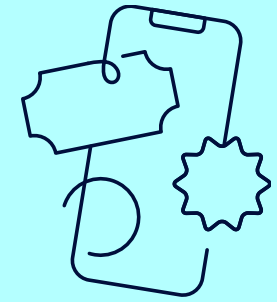
Traditional services are losing commercial momentum



New technologies & platforms reshape user behaviour



Operators are expected to deliver more value – not just connectivity



It's time to reimagine how we use our existing assets



# Assets that give us a head start on tomorrow

## Using what we have – smarter

- Operator Integration → DCB, identity, OTTs services
- Billing systems → Monetizing digital services
- Partner relationships → Scaling with global brands
- Technical infrastructure → Fast deployments, low-time-to-market





# Direct Carrier Billing

**DCB is a strategic focus for the future**

- Enables seamless mobile payments through operators
- Drives monetization beyond telecom usage
- Growing demand from global players (e.g. Google)
- We are ready to support the transformation at scale



# Google Partnership

## Strategic Partnership

Telenor Linx is proud to be chosen by Google as a trusted integrator, enabling Direct Carrier Billing in the Google Play Store for global markets.

**Integrating with Google Play** through Telenor Linx offers you a secure, scalable, and cloud-native platform, designed to expand your Direct Carrier Billing business effectively



# Google Play

# The pivot in action



Active conversations with  
digital content platforms



Internal readiness  
across product, tech,  
and commercial teams



Reuse of existing  
capabilities from core  
telco in DCB integrations



Positive signals from key  
markets and partners



# Our next bold moves

## Next steps

- Scaling DCB opportunities with global platforms
- Identifying further adjacent services
- Continuing to pivot with purpose – one step at a time





# Conclusion

**We are not just talking – we are moving**

- We are not selling a dream – we are showing real action
- From decline to direction: this is our pivot story
- We are ready to take on a bigger role in the ecosystem





Thank you!  
Let's stay in touch

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