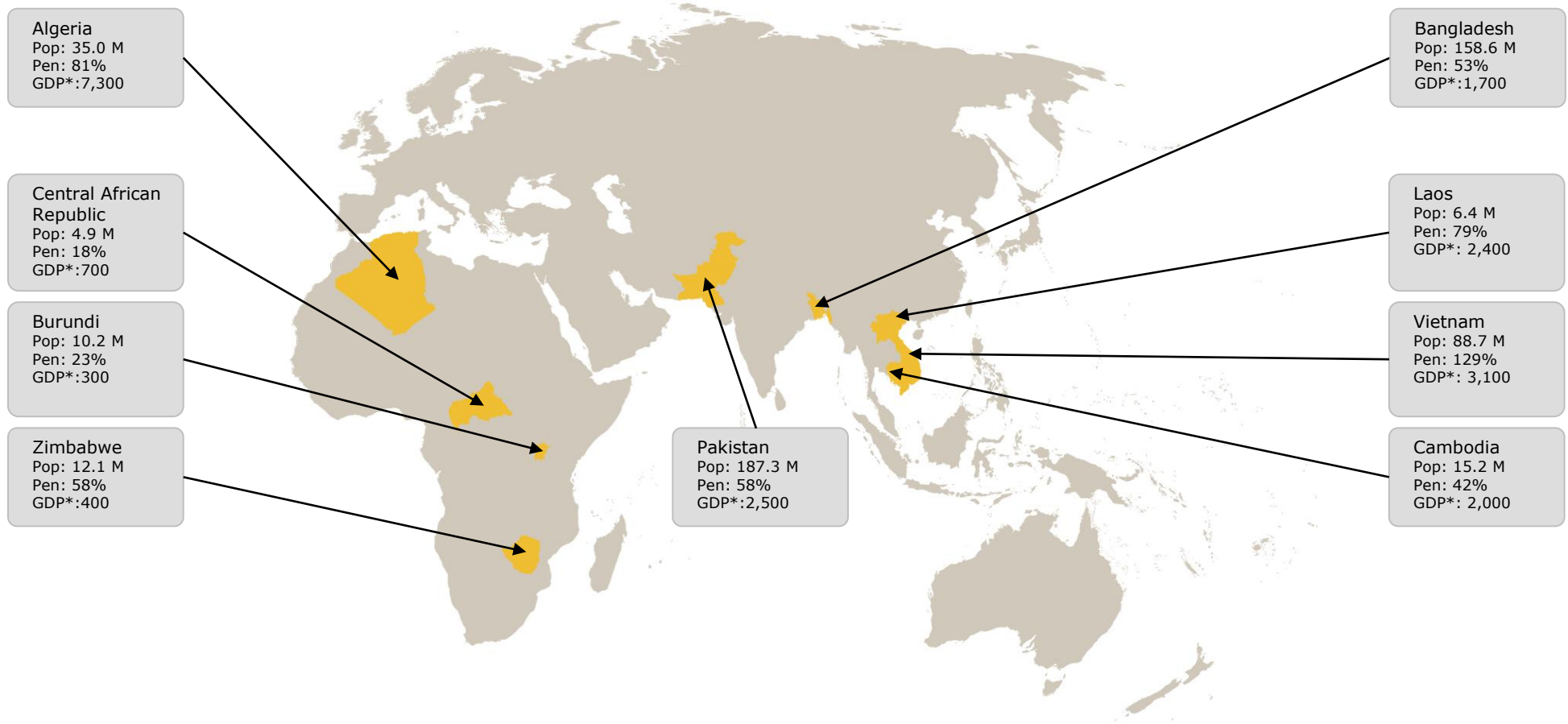


Africa & Asia

Ahmed Abou Doma

Group Executive Vice President and Head of the Africa and Asia Business Unit

Africa and Asia Geographic Profile



Market and Competitive Scenario

Pakistan:

- **Mobilink leads the maturing market**, and with a large customer base has great potential for revenue enhancement through data and VAS uptake

Bangladesh:

- In a large market with low penetration levels, **banglalink is the fastest growing operator** in a rapidly-growing market with strong focus on increasing value share

Algeria

- Despite limitations, **Djezzy remains a profitable market leader** with tremendous data potential

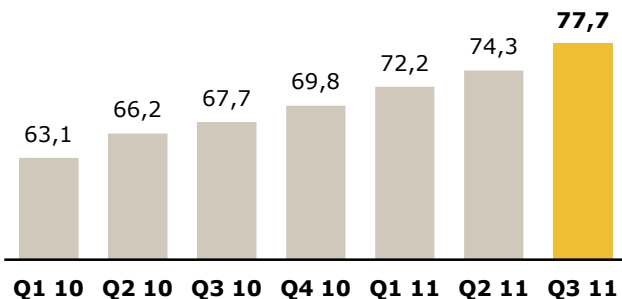
Sub Saharan Africa:

- **Leading positions in markets with low penetration levels**, healthy APPM, and high growth potential. Internet is a mobile story in Africa.

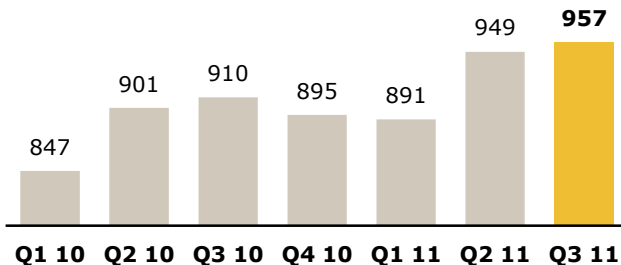
South-East Asia:

- Highly competitive markets offering **growth potential**

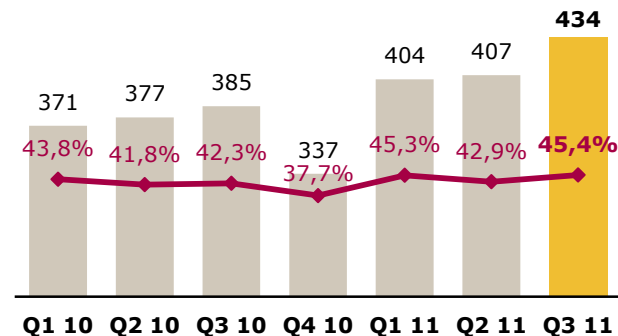
Mobile subscriber developments VIP (million)



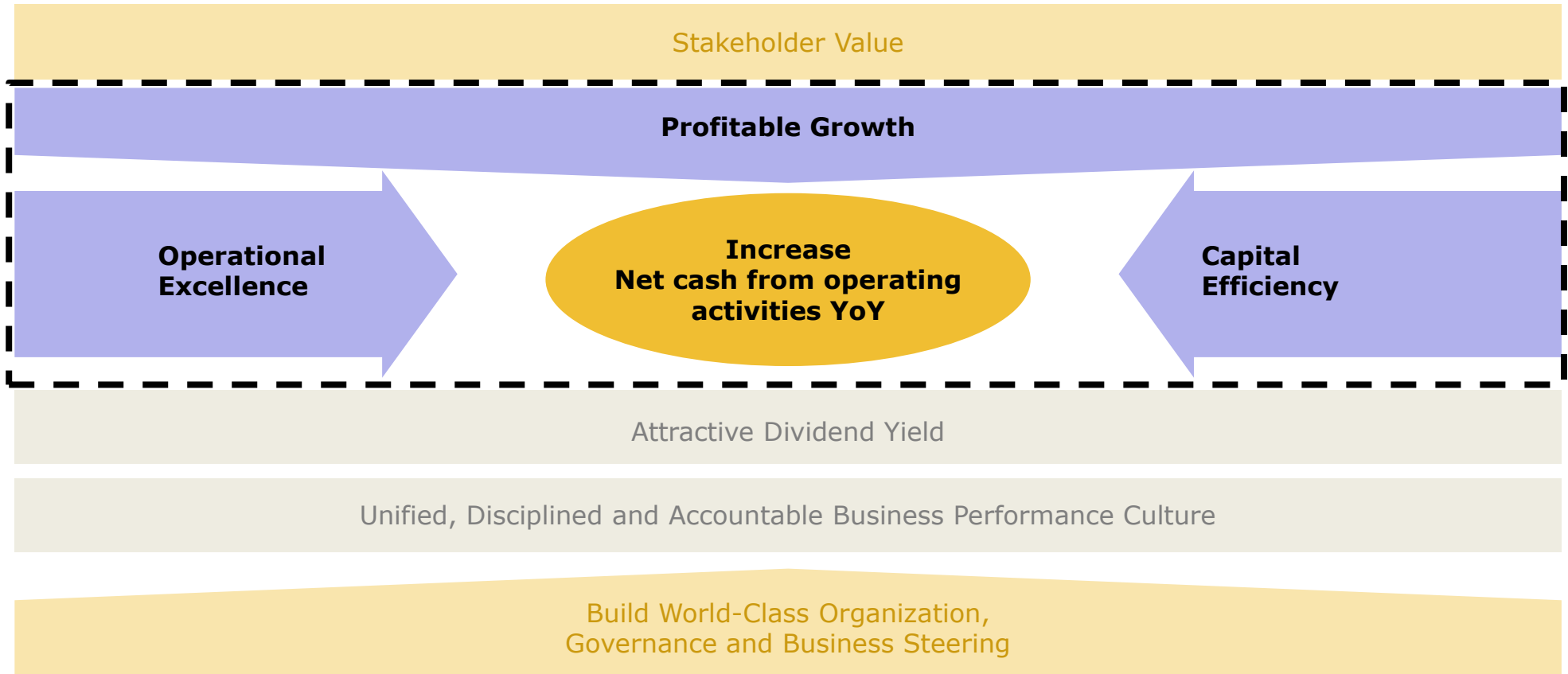
Revenue developments VIP (USD million)



EBITDA and margin VIP (USD million & percentage%)



Focus in Value Agenda 2012 – 2014





1 Drive Profitable Growth

Focus on data growth, value driven pricing and further market penetration

Core strategic objective is to further capture organic growth through pursuing 3G data opportunities, in addition to capturing market share

Areas	Products	Approach
Market Share Stream	<ul style="list-style-type: none">• Mobile Voice & Messaging	<ul style="list-style-type: none">• Further market penetration and subscriber growth• Value driven pricing• Low cost model strategy• Rationalized competition
VAS & Data Stream	<ul style="list-style-type: none">• Mobile Data / 3G Launch• VAS• Mobile Financial Services	<ul style="list-style-type: none">• Grow mobile broadband in Algeria & Pakistan by bidding for 3G licenses• Launched services in Zimbabwe and Burundi• Expected launch in Laos before end of 2011• Launched first App Store in Pakistan.• Enhance VAS offerings to maintain leadership of diverse VAS services in Bangladesh• Launched banglalink "m-wallet"• Rollout of "mobile money" in Burundi• Expected to launch Mobilink in early 2012

2 Operational Excellence

Cost Efficiency



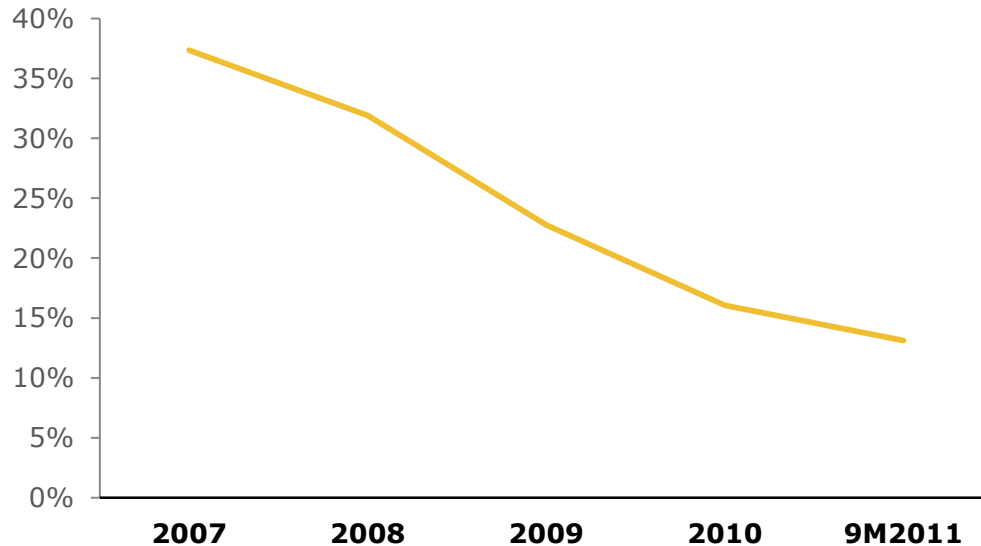
	Current Situation	Actions
Revenues Gross Margin Opex	<ul style="list-style-type: none"> Increase top line 	<ul style="list-style-type: none"> Maintain value-driven pricing High subscriber growth potential in Africa, SEA and Bangladesh Explore opportunities for revenue generation through international call center outsourcing services Leverage large subscriber base to grow voice and non-voice revenue in Pakistan and Bangladesh
	<ul style="list-style-type: none"> Improve margins 	<ul style="list-style-type: none"> Enhance margin through capturing mobile data opportunities Adopt a variable mix of outsourced and in-sourced activities Increased bandwidth creation will lead to higher demand for mobile internet in Africa Increase quality and control over the distribution channel Apply a dual market strategy in Bangladesh: tailored services for high-end segments and optimized services for lower-end segments Potential for Mobile Financial Services in Pakistan and Bangladesh
Technology	<ul style="list-style-type: none"> Reduce technical OPEX 	<ul style="list-style-type: none"> Low-cost rural solutions, Indoor/Outdoor swaps Increase resource efficiency; IN free traffic offloading, power saving features, and Hybrid solutions Achieve higher CapEx/OpEx and enhance quality; Single RAN, All IP, HW modernizations Explore network outsourcing opportunities Invest in network modernization to preserve and improve network quality in SEA Define leaner site configurations through tighter design guidelines to manage CAPEX demands in Algeria Increase coverage footprint by deploying low CAPEX sites in SSA
Commercial	<ul style="list-style-type: none"> Reduce commercial OPEX 	<ul style="list-style-type: none"> Increase consumer awareness and brand loyalty Brand facelifts in CAR and Zimbabwe Consolidate Djezzy brand leadership and strengthen emotional bonding with customers Create a differentiated value position for consumers using Mobilink's brand structure and market position Regional Beeline brand standardization, e.g. Rebranding in Laos from Tigo to Beeline Increase electronic top-up penetration and use non-conventional advertising tools
EBITDA		

3 Improve Capital Efficiency

Leverage Group size to realize CAPEX efficiencies within a cost-optimization strategy



CAPEX to Revenue ratio (Percentage %)



Capital Efficiency

Technology Levers

- Infrastructure sharing
- Network outsourcing
- Network modernization
- Demand management
- Innovative solutions to achieve operational efficiency

Procurement Levers

- Unitary price alignments
- Volume aggregation
- Market-share redistribution
- Scope and SLA optimization

Algeria



Djezzy



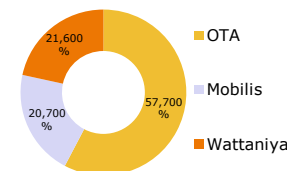
- **Population: 35 M**
- **GDP/capita: \$7,300**

Market Size: 28.25 M subs
Penetration*: 81%

Market Players:

- *Djezzy*
- *Mobilis*
- *Nedjma*

Market Shares *



Macro-Environment

- GDP growth rate for 2010 stood at 3.3%
- Young population with 24% of the population under 15 years of age
- Country-wide political stability
- Government, trade and agriculture sectors account for over 60% of Algeria's GDP
- Hydrocarbons have long been the backbone of the economy, accounting for roughly 60% of budget revenues, 30% of GDP, and over 95% of export earnings
- Penetration rate at end of Q3 2011 stood at approximately 81%

Regulatory Environment

- Regulated telecom environment under the ARPT
- 3G licensing process launched on September 19th, 2011
- Ongoing ban on Djezzy's foreign currency transfers preventing the payment of essential suppliers, as well as the importing of equipment critical to network maintenance and necessary expansion

Competitive Landscape

- Djezzy is the market leader in a three-player market.
- **Djezzy:** launched its operations in 2002, market leader, has a population coverage of 96%.
 - **ATM:** 1st entrant launched in 1999, rebranded their mobile business to Mobilis. ATM is also the sole fixed line provider and owner of internet and international gateways.
 - **Qtel:** launched Nedjma in 2004. As challengers, Nedjma is a large contributor to market growth.

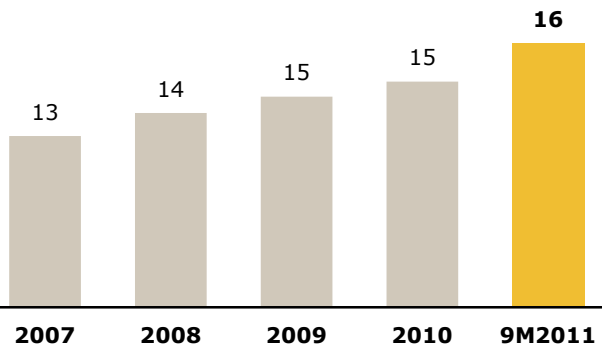
Corporate Social Responsibility

- Platform to identify and develop young Algerian talents

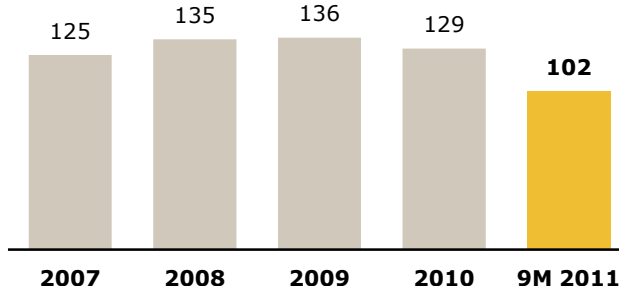
Djezzy KPIs



Mobile Subscribers (million)



Revenues (DZD billion)



Strategic Direction

Profitable Growth

- Balanced value pricing strategy leading to stable ARPU levels despite high market growth
- Focus on data opportunity with internet penetration at 14% (est.2009)

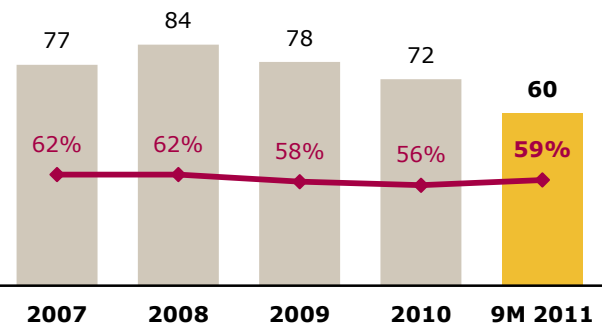
Operational Excellence

- Consolidate Djezzy brand leadership and strengthen emotional bonding with customers
- Increase quality and control over the distribution channel

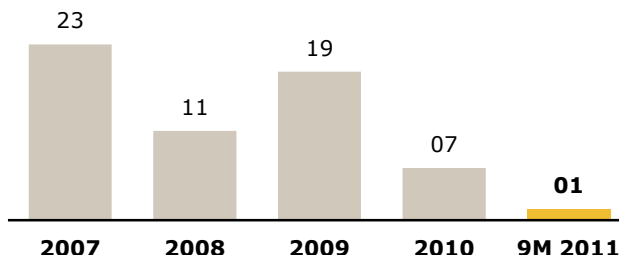
Capital Efficiency

- Define leaner site configurations through tighter design guidelines to manage CAPEX demands

EBITDA (DZD billion & Percentage %)



CAPEX* (DZD billion)



Pakistan



Mobilink



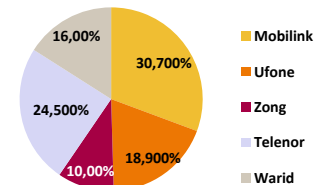
- **Population: 187 M**
- **GDP/capita: \$2,500**

- **Market Size: 109 M subs**
- **Penetration: 58%**

Market Players:

- *Telenor*
- *Ufone*
- *Warid*
- *Zong*

Market Shares *



* Regulator Market Shares.



Macro-Environment

- GDP growth rate in 2010 stood at 4.8%
- 35% of the population is under 15 years of age
- Power Shortages are widespread, but are countered by innovative technological solutions
- Slowing devaluation of the Pakistani Rupee against the US Dollar
- Heavy floods had a large impact on the country's population and infrastructure

Regulatory Environment

- The regulator, PTA, introduced MNP several years ago, which is currently a high focus for all operators in the Pakistani market
- PTA introduced new measures concerning customer data verification, which is to be adopted by all mobile operators, ensuring subscriber information accuracy
- PTA is planning to launch an auction for three 3G licenses in 2012

Competitive Landscape

- Mobilink is the market leader in a five-player market.
- **Telenor:** 2nd player in the market, value-driven operator, strong market share position
 - **Ufone:** 3rd player in the market, positive mass market perception
 - **Warid:** Have been mostly inactive for the past 2 years, however their level of activity has been increasing lately
 - **Zong:** China Mobile's 1st venture outside China, last entrant into Pakistani market, offers cheap products and services, aggressive on pricing and market share gains

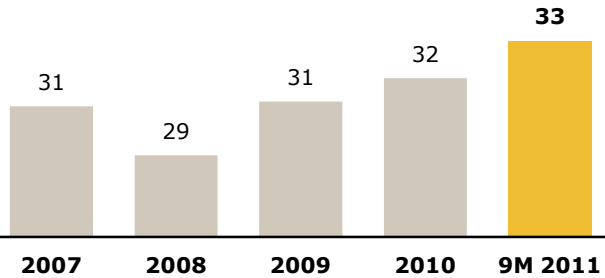
Corporate Social Responsibility

- Mobilink in partnership with the UN's Emergency Response Unit, committed about Rs. 81 million for setting up a camp for Internally Displaced families who were affected by the flood.
- Mobilink in partnership with UNESCO and Bunyad (a local NGO) has also implemented a pilot project to test the use of mobile phones in facilitating literacy in Pakistan.
- Mobilink also has its own billboard skins recycling program, which uses outdated billboard skins to manufacture school bags for underprivileged children, provide scholarships and support local schools.

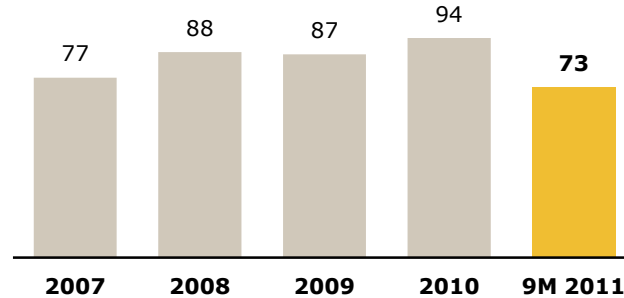
Mobilink KPIs



Mobile Subscribers (million)



Revenues (PKR billion)



Strategic Direction

Profitable Growth

- Leverage the large subscriber base in order to unlock revenue potential from non-voice services
- Enhance margin through capturing mobile data opportunities with internet penetration estimated at 11% in 2009

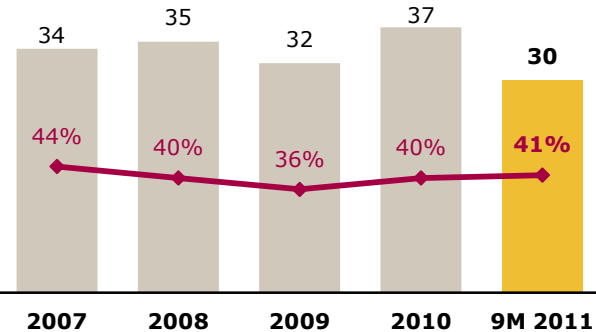
Operational Excellence

- Increase EBITDA through network OPEX reduction initiatives
- Revamp Mobilink's positioning in the market as well as its brand structure with the objective of creating a differentiated value position in consumers' minds

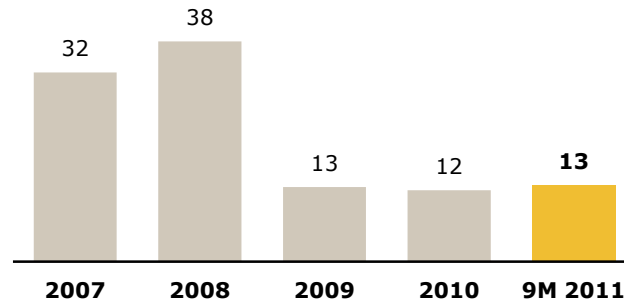
Capital Efficiency

- Adopt innovative technology solutions to use resources more efficiently through IN traffic offloading, power saving and site environmental monitoring systems
- Infrastructure sharing
- Joint 3G roll-out
- Network modernization

EBITDA (PKR billion & Percentage %)



CAPEX* (PKR billion)



Bangladesh



banglalinkTM
An ORASCOM TELECOM Company

banglalink



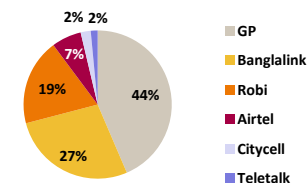
- **Population: 158 mln.**
- **GDP/capita: \$1,700**

- **Market Size: 81 M subs**
- **Penetration: 53%**

Market Players:

- *Grameenphone*
- *Airtel*
- *Robi*
- *CityCell*
- *TeleTalk*

Market Share



Macro-Environment

- Has the world's highest population density
- 57% of population below 25 years of age
- GDP growth rate was estimated at 6% in 2010
- Government Type: Unitary state and parliamentary democracy
- Low Mobile penetration: less than 50%
- Heavy existence of Multiple SIMs

Regulatory Environment

- Prior to Telecom Act 2010 the Bangladesh Telecommunication Regulatory Commission (BTRC) was the sole telecom market legislator
- Receipt of 2G license renewal guidelines, validity of license renewal is for 15 years
- BTRC levies a SIM tax that has been reduced to BDT600 or USD8.5 from BDT800 in 2011
- 3G license awarding likely to happen in 2012
- Banks are engaging in the already existing mobile financial services

Competitive Landscape

- banglalink places 2nd in a 6-player market.
- **Grameenphone:** 1st player, aggressive tariff moves targeting more acquisitions, largest network
- **Robi:** Rebranded from AkTel, started offering data services (GPRS), consistently subsidize SIM tax, aggressive on the VAS communication
- **Airtel:** Baharti Airtel acquired 70% stake in 2010, re-launched with new logo and corporate brand repositioning
- **CityCell:** CDMA operator, offers data services with handset subsidies
- **TeleTalk:** Operated by national fixed incumbent BTCL, offers the lowest flat tariff in the market

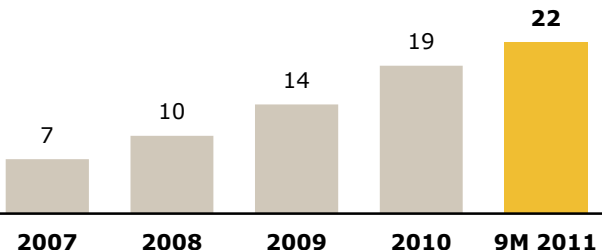
Corporate Social Responsibility

- banglalink has taken a number of initiatives such as:
- Cox's Bazaar Beach Cleaning Project and International Coastal Cleanup Day
- Setting up computer labs in 270 underprivileged schools at different parts of the country under the umbrella of Digital Bangladesh

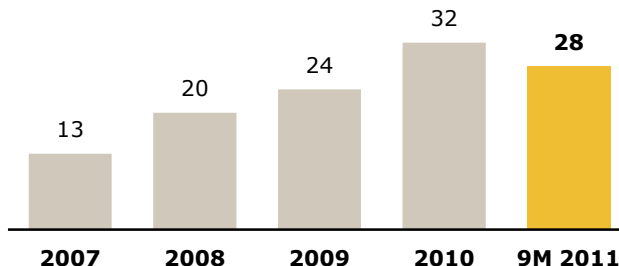
banglalink- KPIs



Mobile Subscribers (million)



Revenues (BDT billion)



Strategic Direction

Profitable Growth

- Tap into mobile data opportunities with internet penetration rates extremely low in the country
- Explore opportunities for revenue generation through international call center outsourcing services
- Leverage large base by unlocking mass-market value potential

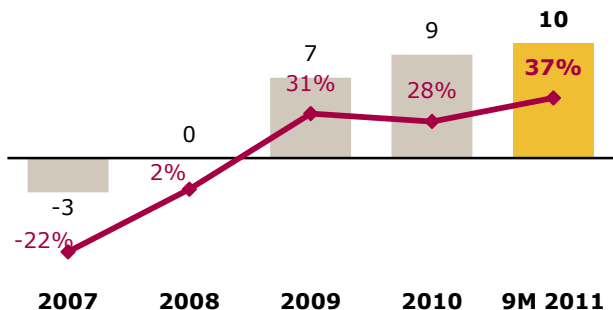
Operational Excellence

- Apply a dual market strategy providing tailored services for high-end segments, as well as optimized services for lower-end segments in the market

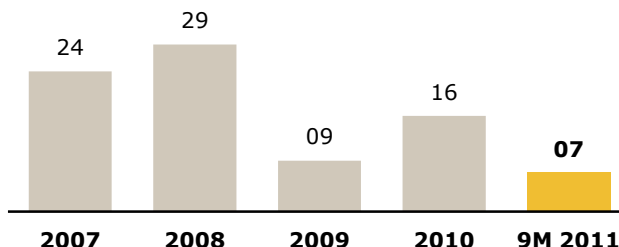
Capital Efficiency

- Capture technology synergies by introducing and swapping into outdoor sites and implementing innovative hybrid solutions
- Site sharing

EBITDA (BDT billion & Percentage %)



CAPEX* (BDT billion)



Conclusion

- Due to low penetration level, Markets of Asia & Africa BU have largest potential of growth in Vimpelcom Group
- Data is our key strategic focus
- Strong Leadership positions in large markets provides a solid platform for profitable growth
- Managing for value strategy and implementing operational efficiency-gaining mechanisms
- Leveraging Group size to realize CAPEX efficiencies within a cost-optimization strategy



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