

Don't make it free. Make it work.

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Chief Marketing Officer, Telenor Maritime
Ferry Summit, October 2026

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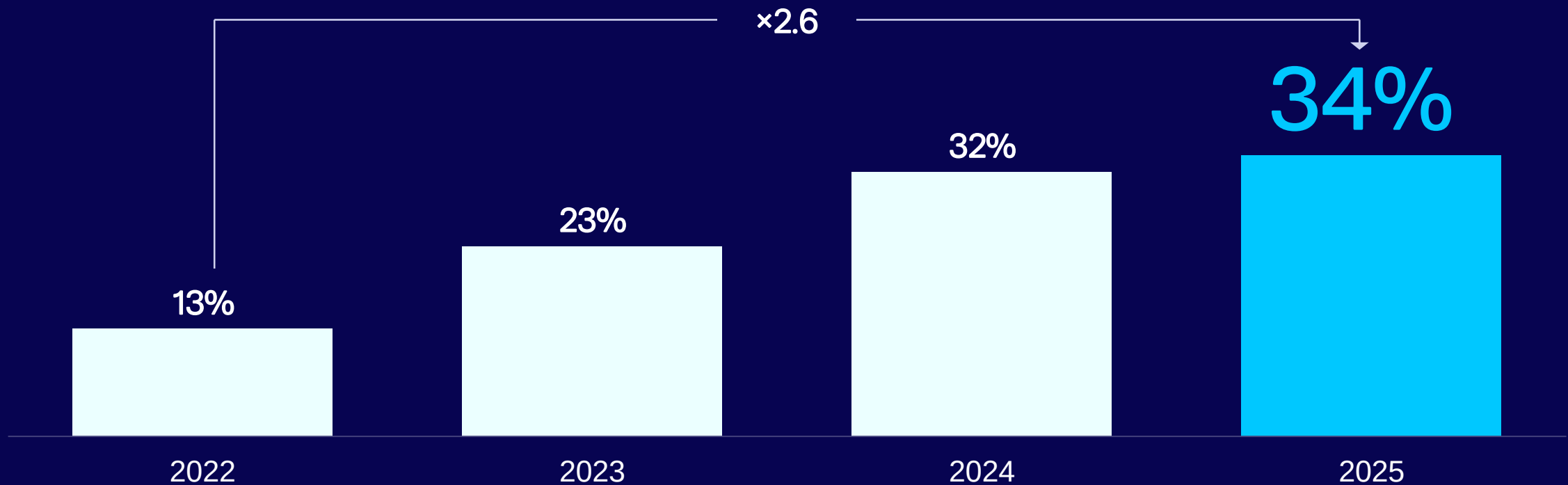
A person is sitting at a wooden table on a ship's deck, working on a silver laptop. Their hands are visible, typing on the keyboard. A black smartphone lies on the table to the left of the laptop. A pair of pink-rimmed glasses is also on the table. In the background, a metal railing separates the deck from the bright blue ocean under a clear sky. A large blue banner with white text is superimposed over the middle of the image.

Can I do what I need to do?

Start with the people.
Understand what they need to do.
Give them relevant choices.
Make those choices work.

People bring their data habits from land on board

Share of Norwegian mobile subscriptions
with more than 100 GB of data



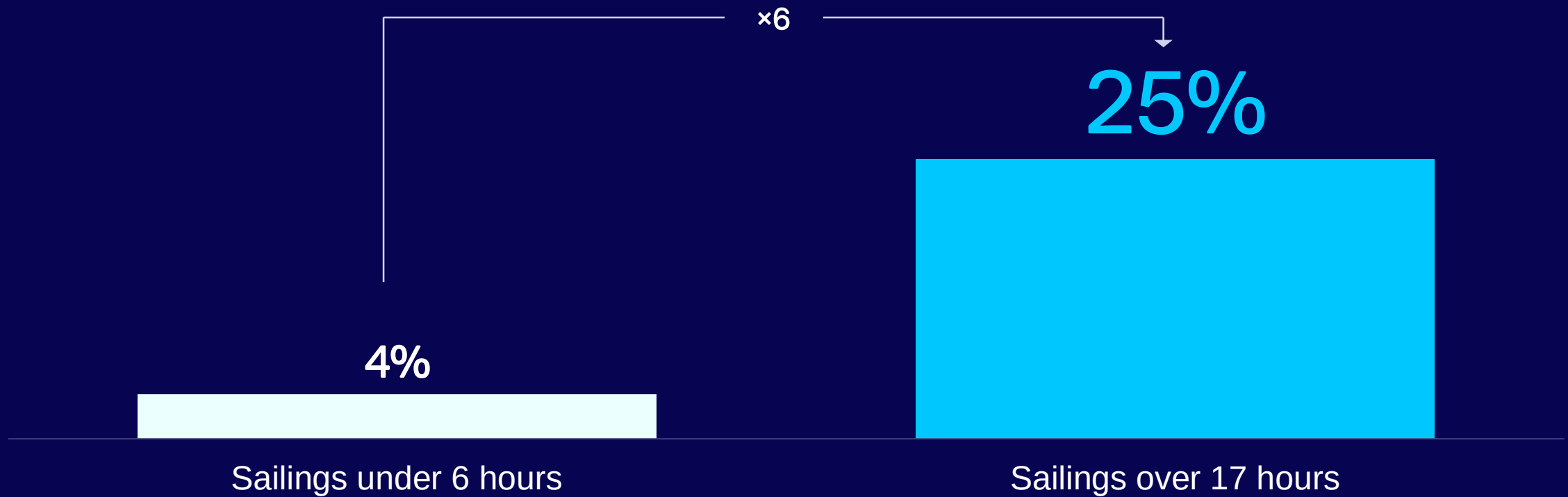
Source: Nkom, Ekomstatistikken 2025; private mobile subscriptions at year end

Internal

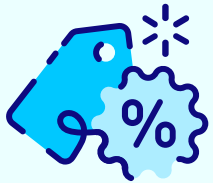


Different journeys create different connectivity needs

Wi-Fi conversion by sailing length

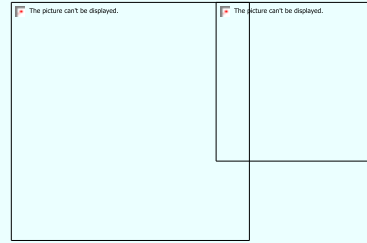


Free without capacity does not create a good experience



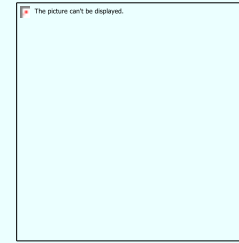
Lower price

Free or cheap makes it more attractive to connect



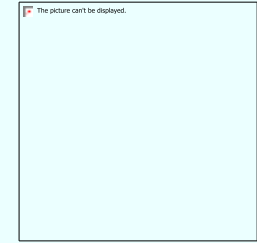
More demand

More passengers and devices online at the same time



Slower service

If no one pays for added capacity, more users share the same bandwidth



Frustrated users

Users have access but can't do what they came online to do



Aviaton survey suggests quality Wi-Fi builds loyalty

75%

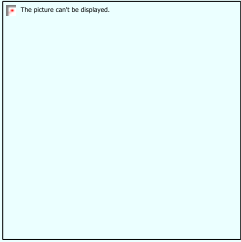
of passengers would be more likely to choose or rebook an airline with **quality** Wi-Fi on long-haul flights¹

60%

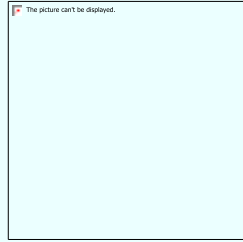
say the same on shorter flights



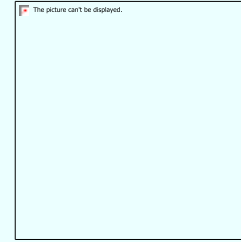
The experience is more than the connection



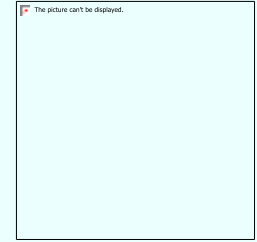
Technology
and capacity



Pricing



Ease of use



Communication

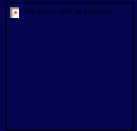


Explaining the offer better lifted conversion

Unchanged



Technology



Data in package



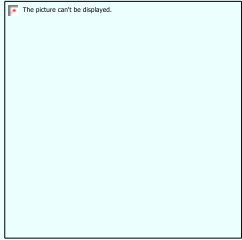
Price

+15%

conversion after changing only
how the package was explained

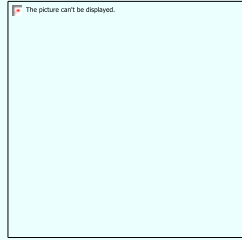


Start with four questions



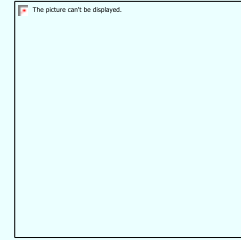
**Who are we
designing for?**

Commuters, truck
drivers, families
staying overnight, and
crew who live at sea



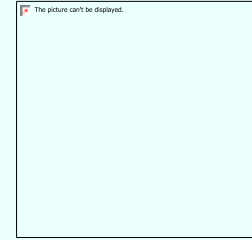
**What are we
promising them?**

Basic access,
streaming, several
devices or seamless
coverage



**Which portfolio
gives the right
choices?**

Wi-Fi, eSIM and
roaming



**How can we
reliably deliver
these choices?**

Technology, capacity
and price



***Offer options.
Make them work.***

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