

# Ooredoo Group Capital Markets Day 2015

25 May 2015



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  - Our ability to manage domestic and international growth and maintain a high level of customer service
  - Future sales growth
  - Market acceptance of our product and service offerings
  - Our ability to secure adequate financing or equity capital to fund our operations
  - Network expansion
  - Performance of our network and equipment
  - Our ability to enter into strategic alliances or transactions
  - Cooperation of incumbent local exchange carriers in provisioning lines and interconnecting our equipment
  - Regulatory approval processes
  - Changes in technology
  - Price competition
  - Other market conditions and associated risks
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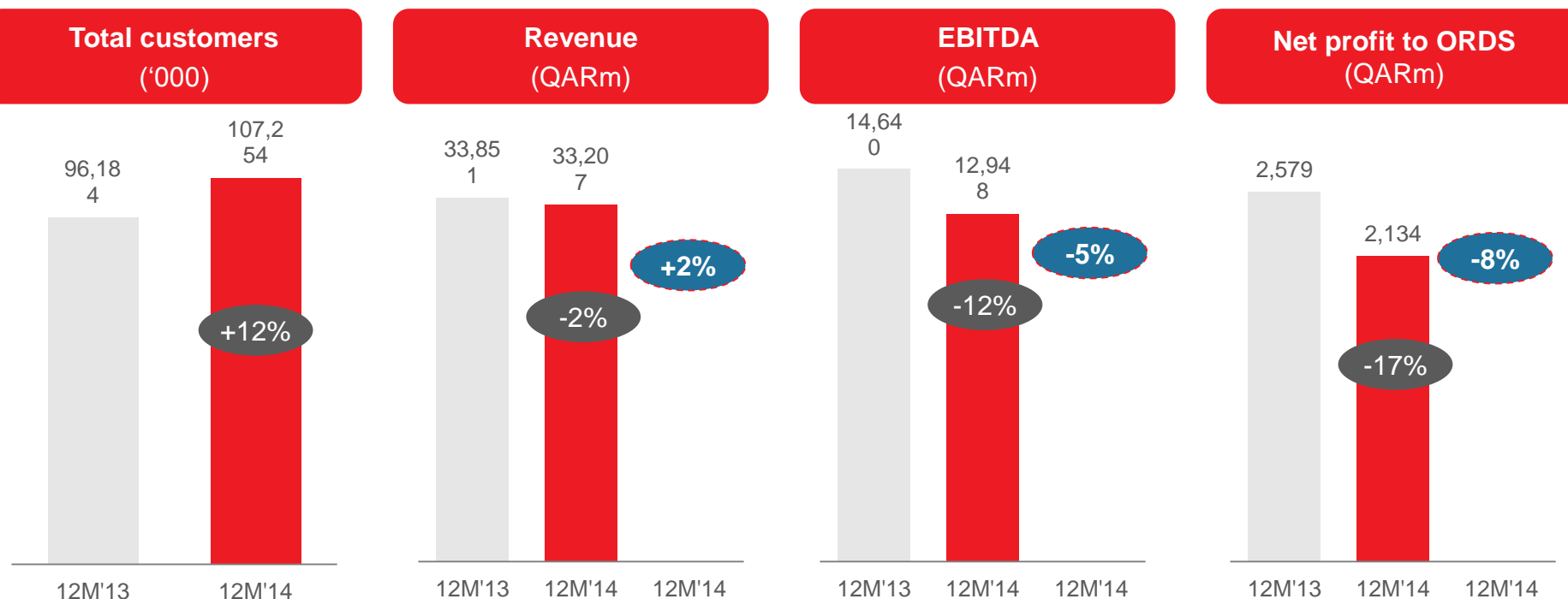


# Agenda

- 10:00-10:05 Agenda Andreas Goldau – Ooredoo Group Investor Relations
- 10:05-10:20 Welcome, Dr. Nasser Marafih, OG CEO
- 10:20-10:40 Strategy Update, Jeremy Sell, OG CSO
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# 2014 Performance



2013-2014 growth based on 2014 results excluding Indonesian Foreign Exchange, Myanmar start-up costs and one-off customer acquisition costs in Algeria

- Strong customer growth
- Revenues impacted by FX and challenging market conditions in Kuwait, Tunisia, Iraq
- NP and cash flows affected by lower EBITDA, foreign currency impact, Myanmar start up cost and Algeria customer acquisition cost



# Recent achievements



Customers

>111M



Myanmar Launch

1<sup>st</sup> to market



Brand Rollout

\$1.7B equity value<sup>1</sup>



B2B

>9% YoY



Growth of Data

30% of Group revenues



Digital

Value increasing



Portfolio

Rationalizing

Source: (1) Brand Finance



# Market challenges



## **Data pricing still not rational**

Margins still too low

Capacity growth exponential  
to revenue growth



## **Challenging competition**

Competitors now  
Global/regional

Regulators slow to  
embrace consolidation



## **Product mix changing**

SMS and international  
voice traffic eroded

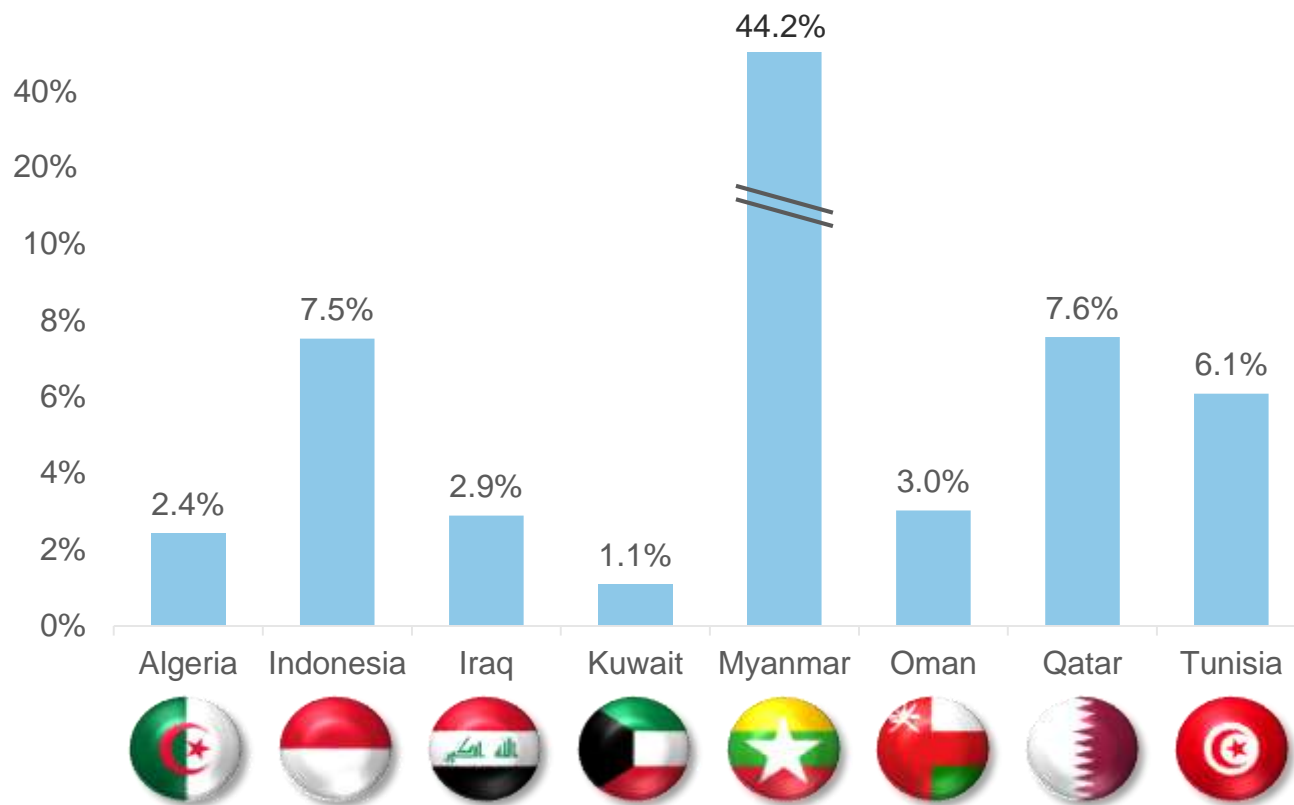
Data growing fast but  
lower margins

**More rationality needed to reward investments**



# We see opportunity ahead

## Telecom revenue CAGR forecast, 2014-2019



***Data Growth***

***Operational Consolidation***

***Greater regulatory support***

***Convergence***

***B2B, ICT***

***Efficiency***

Note: CAGR for Myanmar has been calculated based on mobile revenue only and does not include fixed line revenue  
Source: Ooredoo Group Strategic Market Outlook – 2015, Ovum 2015 Forecast for Iraq



# Opportunities by OpCo



Algeria



Indonesia



Iraq



Kuwait



Myanmar



Oman



Qatar



Tunisia

	HIGH
	MEDIUM

(KEY)

	Algeria	Indonesia	Iraq	Kuwait	Myanmar	Oman	Qatar	Tunisia	
Data growth									Data growth everywhere
Operational consolidation									Big and/or deep sharing being implemented
Greater regulatory support									Tangible evidence of regulatory support
Convergence									4 active strategies
B2B, ICT									Scale of current efforts towards B2B/ICT segment
Efficiency									Size of improvements being implemented

Focus depends on OpCo market structures





# Ooredoo remains a good buy for investors

## Top Line Growth

- Balanced portfolio of mature and emerging market presence
- Relatively low smartphone penetration; data still accounts for a relatively low % of revenues; pricing rationality will improve
- 9m businesses are spending \$10B across our footprint; current Ooredoo B2B share is less than 15%.

## Bottom Line Performance

- Performance management
- Cost optimizing
- Infrastructure sharing
- Group synergies, e.g. procurement

## Disciplined M&A

- Improving returns across existing portfolio
- Selective value accretive acquisitions

## Financial and Credit Strength

- Attractive shareholder returns with appropriate dividends
- Investment grade rating
- Conservative credit policy
- Government support



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# 3 years ago, we introduced the Drive strategy



## ***Lead*** on customer experience

- “Know” our customers
- Embrace customer experience mindset and culture
- Stand out from the competition



## ***Strengthen*** our foundations

- Work smarter and work better together
- Increase productivity
- Scale profitable mobile data



## ***Accelerate*** new growth

- Grow B2B & IT services
- Move into fiber in selected markets
- Explore new opportunities, such as TV, finance, and health

Source: Ooredoo/Qtel 2012 Capital Markets Day



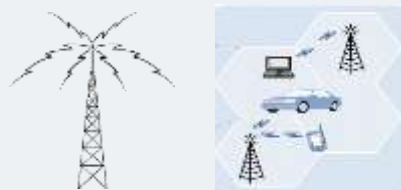
# Our portfolio focus remains the same

## 3 Business Lines

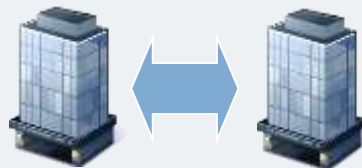
**Consumer  
Mobile**



**Consumer  
Broadband**

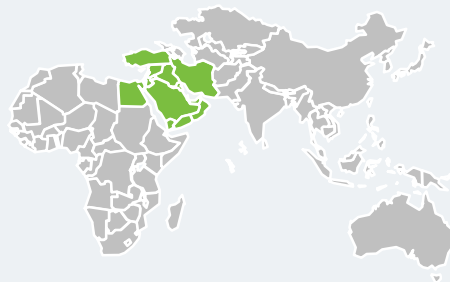


**Enterprise**

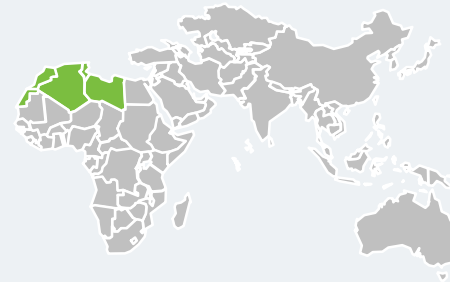


## 3 Geographies

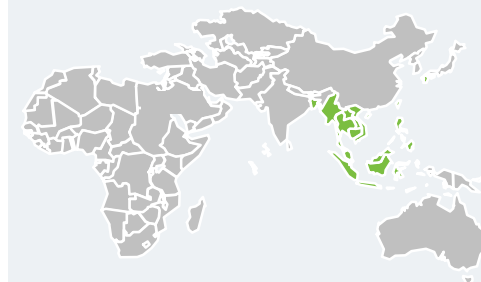
**Middle East**



**North Africa**



**South-East Asia**



# What we have delivered...

Lead on Customer Experience	Brand Roll Out	Rebranded <b>7 OpCos</b> - Qatar, Algeria, the Maldives, Tunisia, Myanmar, Kuwait, Oman.
	Broadband Growth	<ul style="list-style-type: none"> <li>• <b>Best network:</b> 4G+ in Qatar &amp; Kuwait, 3G launched in Iraq and Algeria.</li> <li>• <b>4G investments</b> in 5 of our 10 markets.</li> <li>• <b>25% of data traffic on 4G</b> in these markets.</li> <li>• Strong <b>data revenue growth</b> - 25% of total Group revenues in Q4'14, 30% in Q1'15.</li> </ul>
	Devices and Retail	<ul style="list-style-type: none"> <li>• <b>Franchise model</b> developed and rolled out in Myanmar, Kuwait, Oman.</li> <li>• <b>Smartphone penetration</b> reaching 25% of our subscriber base</li> <li>• <b>More rational approach to subsidies.</b></li> </ul>
Strengthen our Foundations	Management Upgrade	<ul style="list-style-type: none"> <li>• <b>Leadership Development Program</b> and <b>Business Leader Program.</b></li> <li>• <b>Long-term succession plans.</b></li> </ul>
	Accelerated Cost and CAPEX Optimization	<ul style="list-style-type: none"> <li>• Many OpCos continue to exceed <b>cost optimisation targets.</b></li> <li>• <b>\$133m in savings from centralized sourcing<sup>1</sup>.</b></li> </ul>

Note: (1) FY2014+Q12015



# What we have delivered...

Strengthen our Foundations	Accelerated Technology modernization	<ul style="list-style-type: none"> <li>• <b>U900 network modernization</b> to deliver significant cost savings across the Group.</li> </ul>
	Network sharing and Balance Sheet Optimization	<ul style="list-style-type: none"> <li>• 1<sup>st</sup> phase of <b>mobile infrastructure sharing</b> agreement in Tunisia to be implemented before Q1'16; we are sharing fibre in Indonesia and towers in Qatar and Myanmar.</li> <li>• Network sharing <b>remains strategic focus</b>.</li> </ul>

Accelerate Growth	Accelerated B2B rollout	<ul style="list-style-type: none"> <li>• <b>QAR 4.7bn revenue</b> in 2014 and <b>25% customer base growth</b>.</li> <li>• 5 out of 8 B2B markets delivering <b>double-digit revenue growth</b>.</li> </ul>
	Inorganic Growth	<ul style="list-style-type: none"> <li>• Commercial launch with 3G services in <b>Myanmar</b> in a world-first - we reached our <b>millionth customer in under 3 weeks</b> from launch.</li> <li>• <b>No major acquisition in the past 3 years</b>.</li> <li>• We <b>divested out of Bravo in Saudi and Wi-Tribe in Jordan</b>.</li> </ul>
	Digital Business	<ul style="list-style-type: none"> <li>• Regional e-commerce JV with <b>Rocket Internet</b> (50/50) covering 15 APAC countries.</li> </ul>



# 3 strategic priorities – no fundamental change

## Convergence

- **Bundling, churn reduction**, upselling/cross-selling
- **Cost benefits**: common infrastructure, leveraged brand and marketing
- **Stronger B2B** offering & capabilities
- **Partnership for content** – digital and content to differentiate

## Network Consolidation

- **Network consolidation** – improve competitive dynamics
- **True “game changer”** – stability, efficiency, big shareholder returns
- **Regulatory support** – recognizes downsides of unhealthy competition

## Efficiency

- **Cost and capital efficiency programs** – shared services, IT stack consolidation, outsourcing
- **Asset-light models/Infrastructure sharing** – shared/rented towers
- **Self-provisioning and self-care** – e channels, franchises, “digital” interface



# Key metrics largely unchanged

**2015**

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## Financial metrics

- 1 Growth (Revenue)
- 2 Margins (EBIT)
- 3 Return on capital (ROCE)
- 4 Shareholder returns (TSR)

## Strategic metrics

- 5 Customer experience (NPS)
- 6 Organizational capability building
- 7 Productivity and synergies





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# Group results

## 2015 Q1 highlights

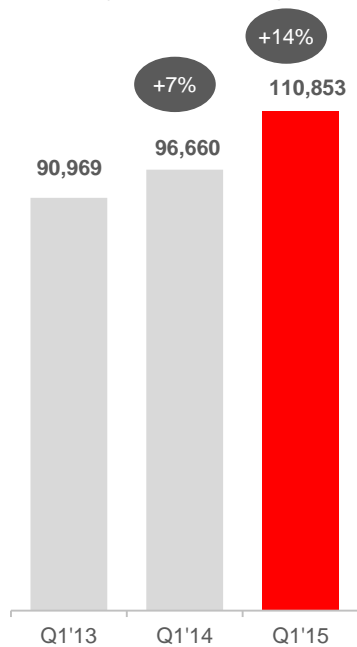
### A satisfactory start to 2015 in a challenging and competitive environment

- Number of **customers increased by 14% to 111 million**, driven by Indonesia, Algeria, and Myanmar
- Q1 2015 revenue stable at QAR 8,037 million with strong performances in Qatar, Oman, Maldives and Myanmar, challenging market conditions remain in Iraq and Tunisia. **Excluding the negative FX impact** in Indonesia and Algeria, **revenue increased by 3%**
- EBITDA down 5% to QAR 3,205 million. Excluding the impact of currency depreciation (mainly in Indonesia and Algeria) the decrease in EBITDA was limited to 1 %
- Excluding the adverse FX impact Net Profit decreased by 4%, instead of the reported 43%
- **Q1 2015 data revenue increased to 30% of Group revenue** due to Ooredoo's strategy to market innovative services for consumer and B2B customers
- **Asiacell launched 3G service** in January – 2 million 3G customers; Ooredoo Kuwait launched 4G+
- Investment grade credit ratings maintained (Moody's "A2", S&P "A-", Fitch "A+")
- Post period: **New USD 500 Mill. Revolving Credit Facility (RCF)** signed in May 2015



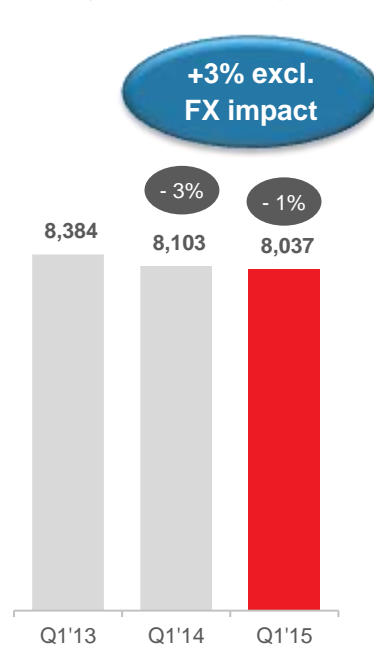
# Group performance

## Customers (in thousands)



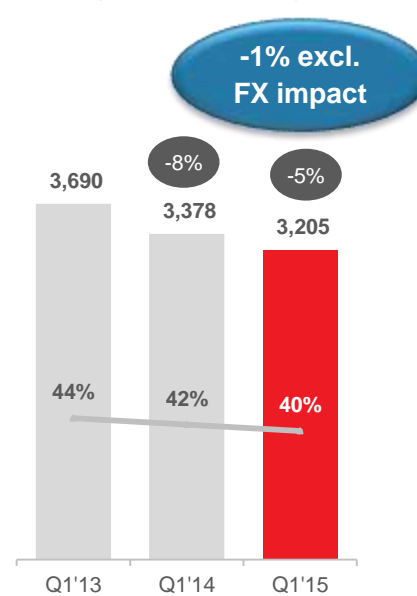
*Customer growth continuing across key operations...*

## Revenues (in QAR million)



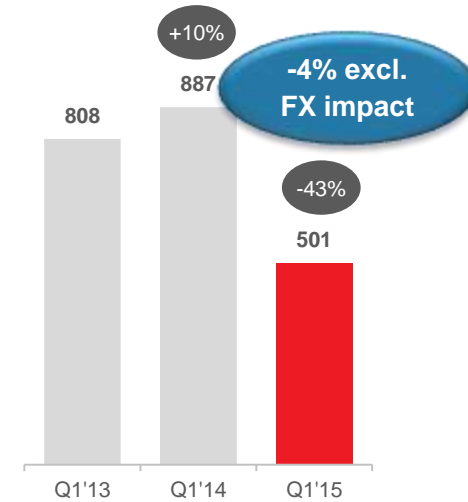
*...translating into steady revenues in local currency terms...*

## EBITDA and EBITDA margin (% of Revenue)



*...cost optimization initiatives offset margin pressure partially ...*

## Net profit attributable to Ooredoo Shareholders (in QAR million)



*...negative FX trends weighs on bottom-line results*



# Group results

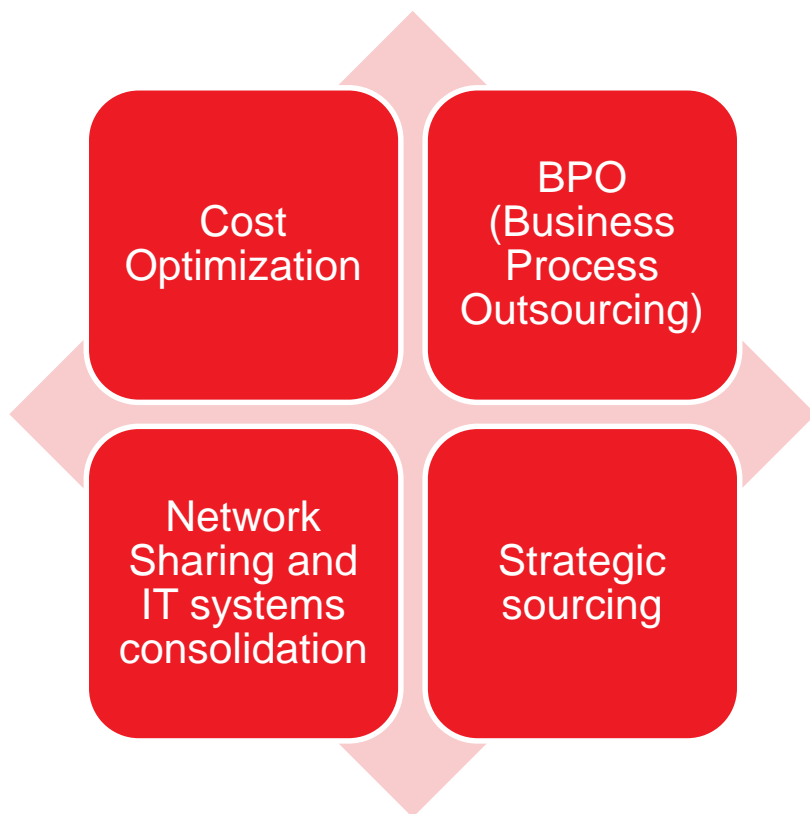
## 2015 Q1 performance summary

QAR Millions	3 months ended March 2015	Q1 2015 / Q1 2014	2015 Annual Guidance
Consolidated revenue	8,037	-1%	0 to -3%
EBITDA	3,205	-5%	-1 to -4%
Net profit attributable to Ooredoo shareholders	501	-43%	-
Earnings per share (in Qatari Riyals)	1.56	-43%	-
Market capitalization (as of 31 March 2015)	31,939	-28%	-
Capital expenditure	1,629	-16%	8,500 to 9,500

Guidance based on FX rate as of March 2015, without FX impact it would have been  
Revenue: +1% to +4% and EBITDA: 0 to +3%.



# Productivity : An integral part of Drive Strategy



- In 2013 a OPCO benchmarking exercise was performed by ATK with estimated addressable gap of around USD 550m, USD 393m (71%) covered in 2013/14
- OPCOs are incorporating the identified savings into their Business Plans; process for measurement and reporting of savings implemented across the group

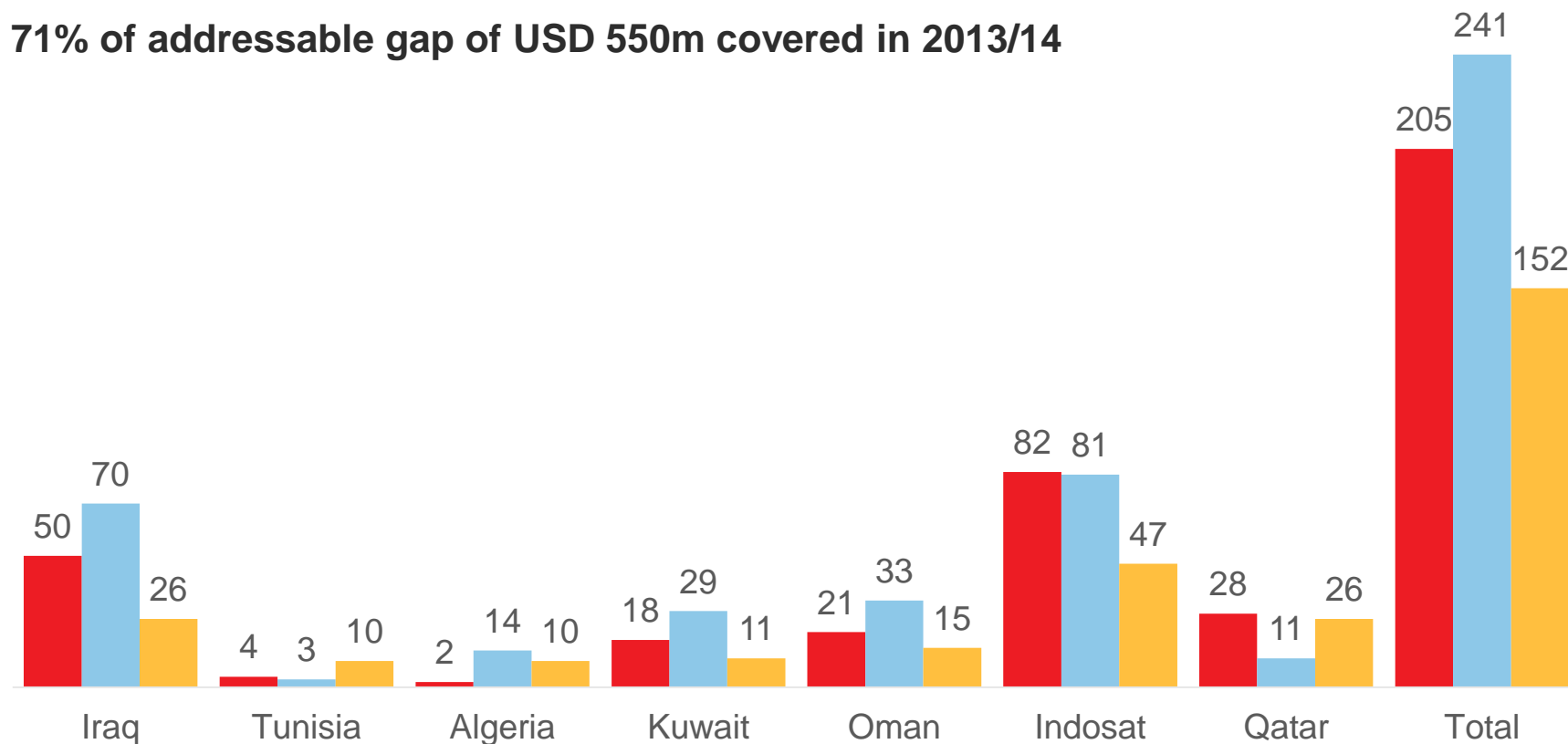
## Several projects being carried out in 2015:

- Implementation of Best Practices in CAPEX management
- Data Costing & Data Profitability model
- Opco Cost Benchmarking exercise
- Outsourcing (Network & IT, RA & FM, Call Centre)
- Increasing scope of Group Strategic Sourcing.
- Telefonica Alliance in several areas (Procurement, Technology, Device Management etc.)
- Rationalization of creative agencies & marketing spend.
- Sharing of infrastructure

# Cost Optimization

## Actual savings achieved in key OpCos 2012 -2014

71% of addressable gap of USD 550m covered in 2013/14



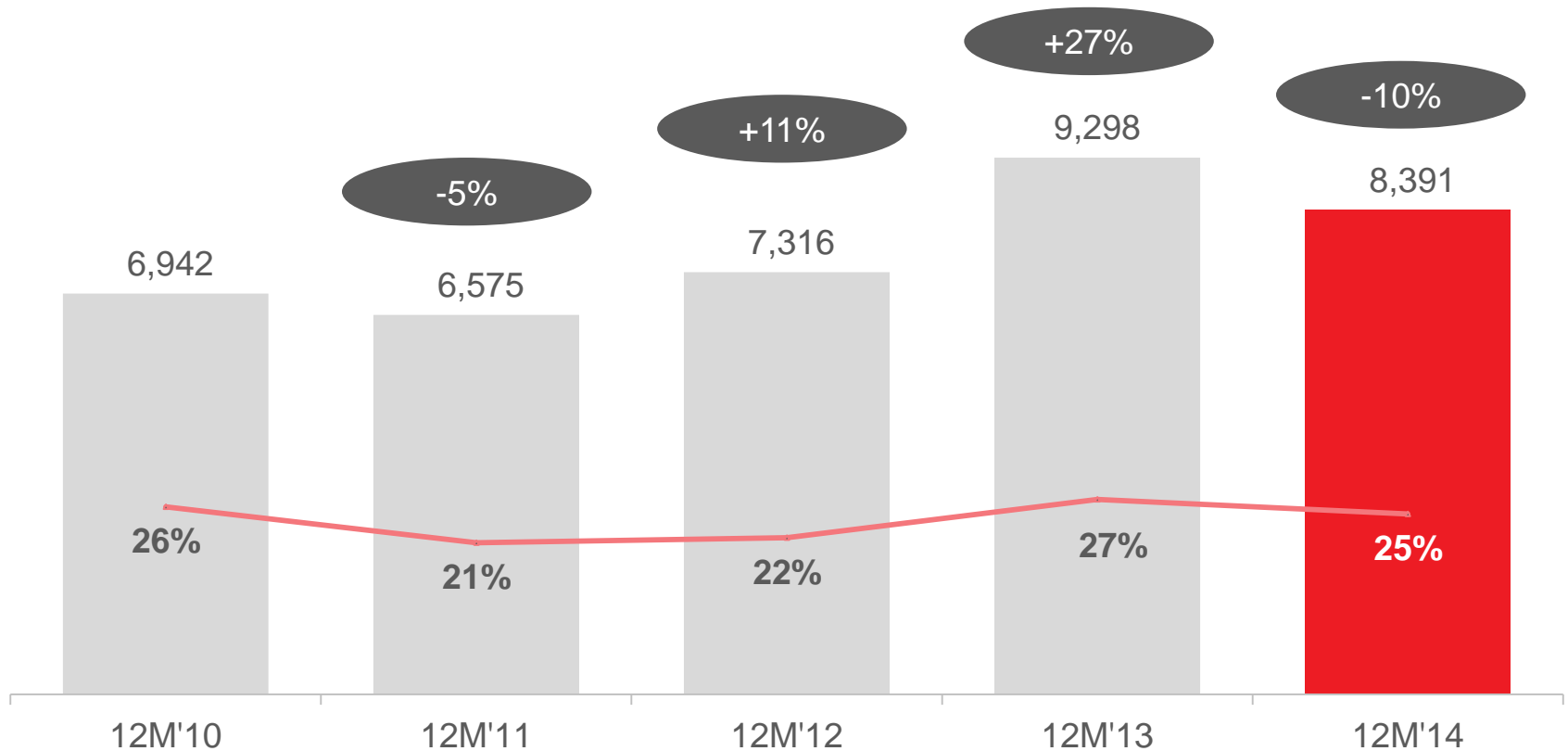
Total for 2014 includes USD 7m from small opcos

■ 2012 ■ 2013 ■ 2014

in (USD m)



# Capital expenditures: Network modernization mainly complete

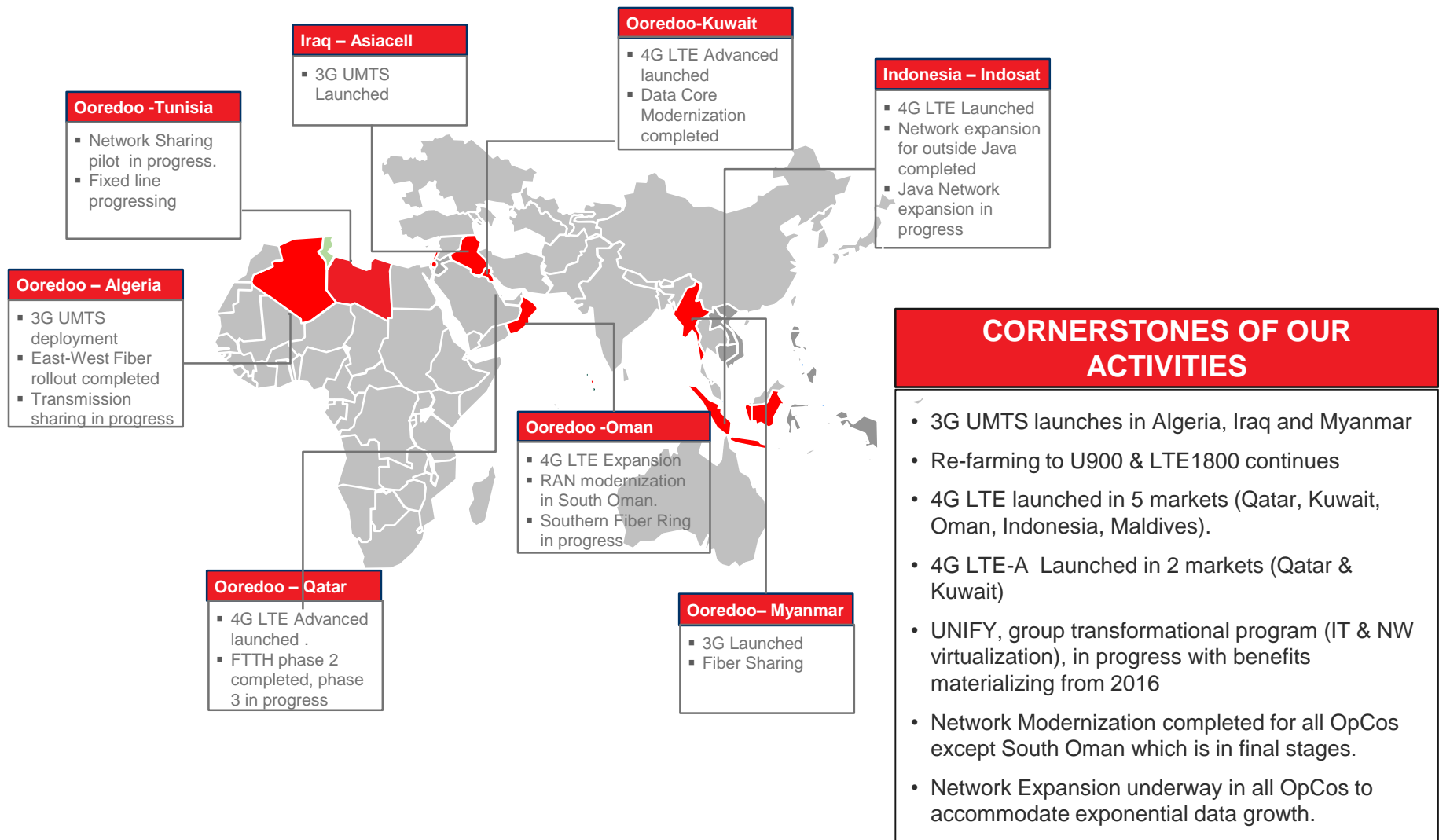


**Guidance for 2015: QAR 8,500-9,500m including Myanmar**

\* In QAR mill and Capex to Sales ratio in %

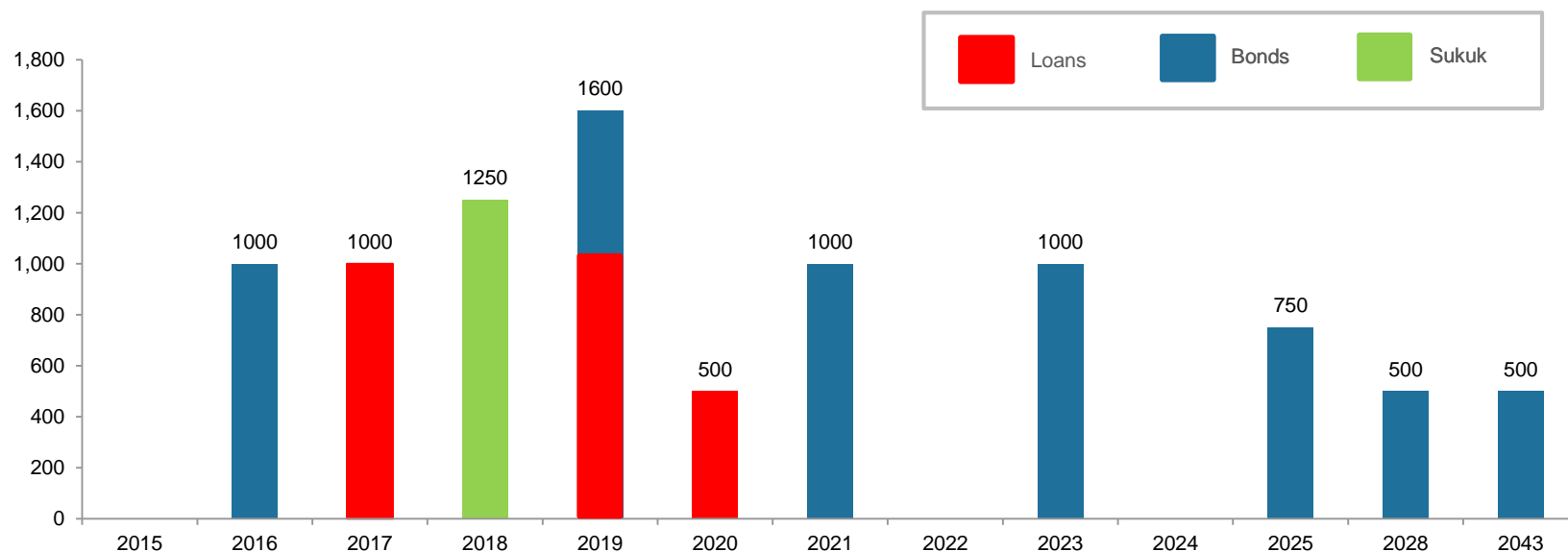


# Technology initiatives across the Ooredoo Group





# Smooth long-term debt profile...



Total Outstanding Loans	USD 2,500m
Total Bonds and Sukuk	USD 6,600m
<b>Total outstanding debt at Ooredoo Q.S.C. level (current status)</b>	<b>USD 9,100m</b>

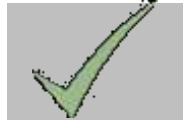
**May 2015 USD 500m 5 year RCF has further improved the debt profile.**



# Key financial risk management issues are addressed...

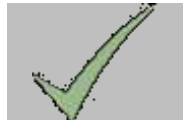
## Debt refinancing / liquidity risk / rating

- No imminent refinancing requirements in 2015
- Current cash levels comfortable, smooth long term debt profile.
- Investment grade credit rating maintained  
Moody's "A2", outlook: negative; S&P "A-", outlook: stable; Fitch "A+", outlook: stable



## Interest Rate risk

- Majority in fixed rate debt



## Foreign Exchange risk

- FX risk is natural part of investing in Emerging Markets
- FX hedging policy recently reviewed - Hedging levels appropriate



## Leverage levels

- Leverage of 2.5x, at the upper end of Board guidance of 1.5x – 2.5x (Net Debt to EBITDA)



## Cash up-streaming

- Iraq (some dividends received, recent Central bank regulation changes, in progress)
- Tunisia (dividends received in stages)
- Algeria (in progress)
- No issues in Oman, Kuwait and Indonesia



# ...FX transactional risks are mitigated to the extent practical

## ...via funding in local currency at OPCOs

<b>Indonesia</b>	<ul style="list-style-type: none"><li>• Medium term transformation of USD/IDR debt mix.</li><li>• Target 75% local currency</li><li>• Calling USD 650m bond in June 2015</li></ul>
<b>Tunisia</b>	<ul style="list-style-type: none"><li>• 100% local currency funding in TND</li></ul>
<b>Algeria</b>	<ul style="list-style-type: none"><li>• Plan to increase local currency funding to 100%</li></ul>
<b>Maldives</b>	<ul style="list-style-type: none"><li>• USD loans with a provision to repay in local currency</li></ul>
<b>Oman</b>	<ul style="list-style-type: none"><li>• Some local currency loans</li></ul>
<b>Kuwait</b>	<ul style="list-style-type: none"><li>• All local currency loans</li></ul>

... foreign currency denominated vendor and other payments (leases, etc.) are hedged using:

- plain vanilla instruments to the extent available
- at reasonable costs

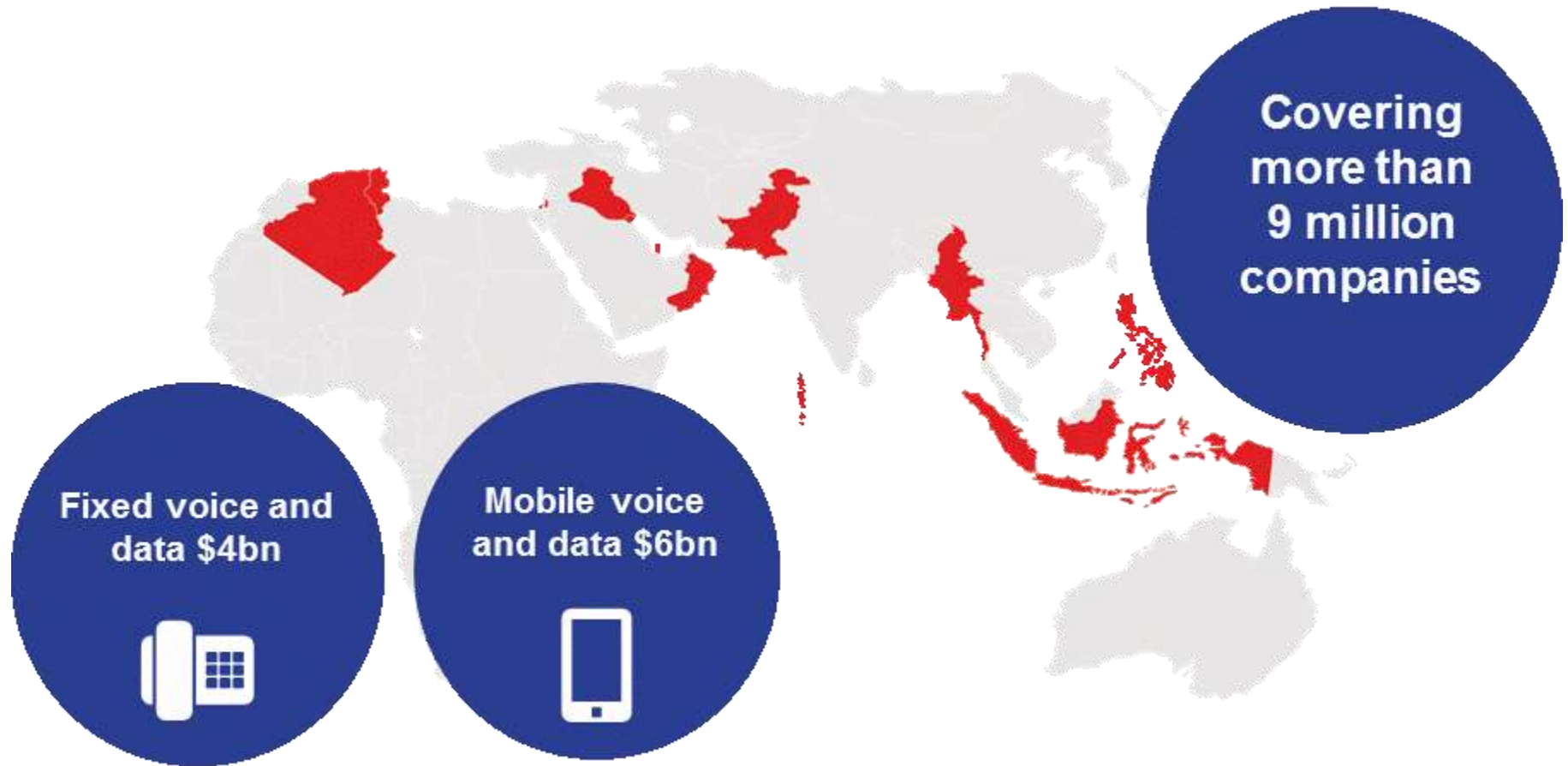


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# Ooredoo Footprint: B2B Addressable Market of \$10Bn

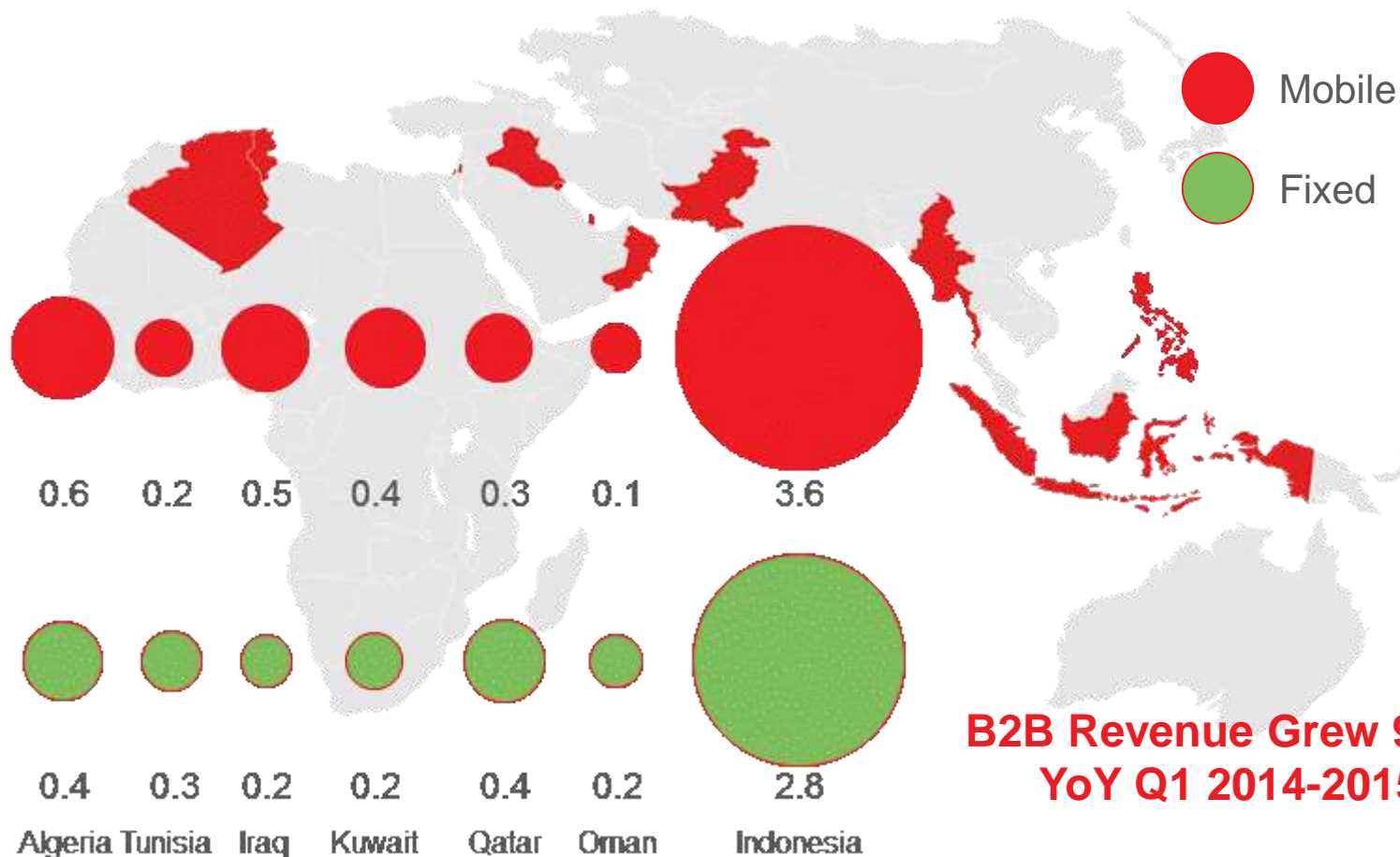


Addressable Market is calculated based on Ooredoo core countries which are: Algeria, Tunisia, Iraq, Kuwait, Qatar and Indonesia  
Source: BCG



# B2B Opportunity in Footprint

Market Opportunity in \$bn



**B2B Revenue Grew 9.4%  
YoY Q1 2014-2015**

Market Size Source: BCG



# An Entrepreneurial Mindset – Digital Natives

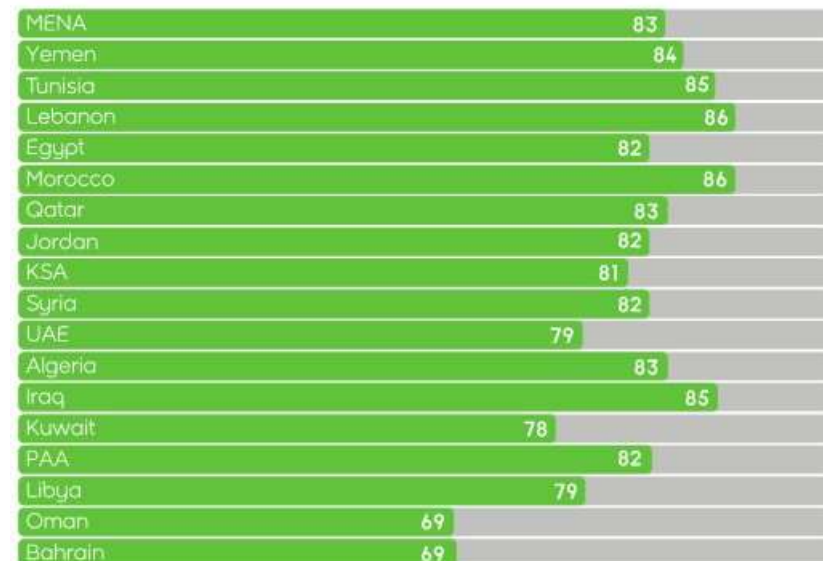


91%

91% of youth across the MENA region believe the internet and technology encourage them to be more entrepreneurial

The answer of MENA youth to the question of:  
**Would you like to have your own company?**

**YES**

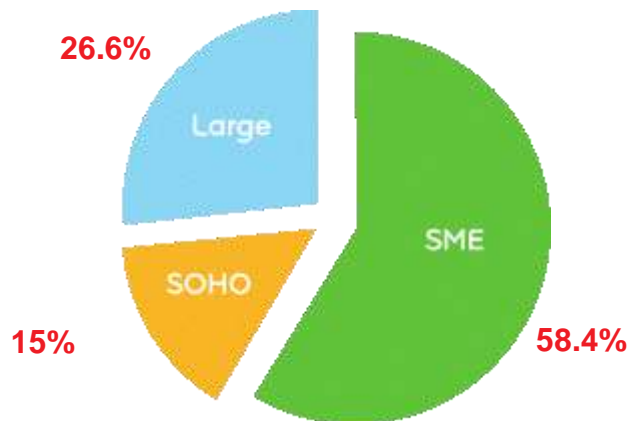


Source: New Horizon, Young Arab and Connected, Survey conducted on MENA Youth, Ooredoo

# Rapid ICT Growth

## Market Value/Segment

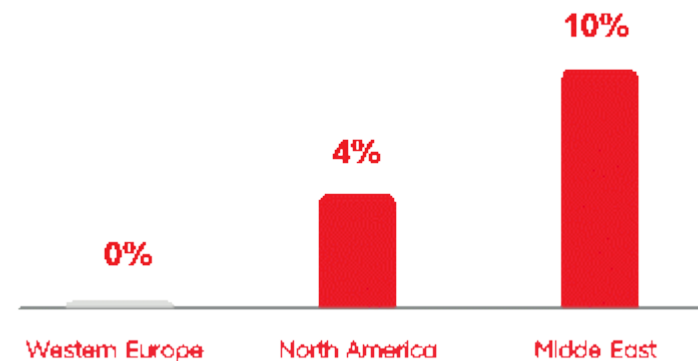
Huge growth potential across our different segments on our footprint, with value being concentrated in SME & SOHO



Source: BCG, Ooredoo B2B Market Sizing, 2010-16  
As an example, the percentage of SME & SOHOs in Indonesia is around 99% of the total potential companies, contributing to 57% of the GDP

## SME ICT Spend CAGR

SMEs in the Middle East are rapidly adopting ICT solutions, growing faster than Western Europe and North America



Source: Deloitte, Technology, Media and Telecommunication Prediction 2014

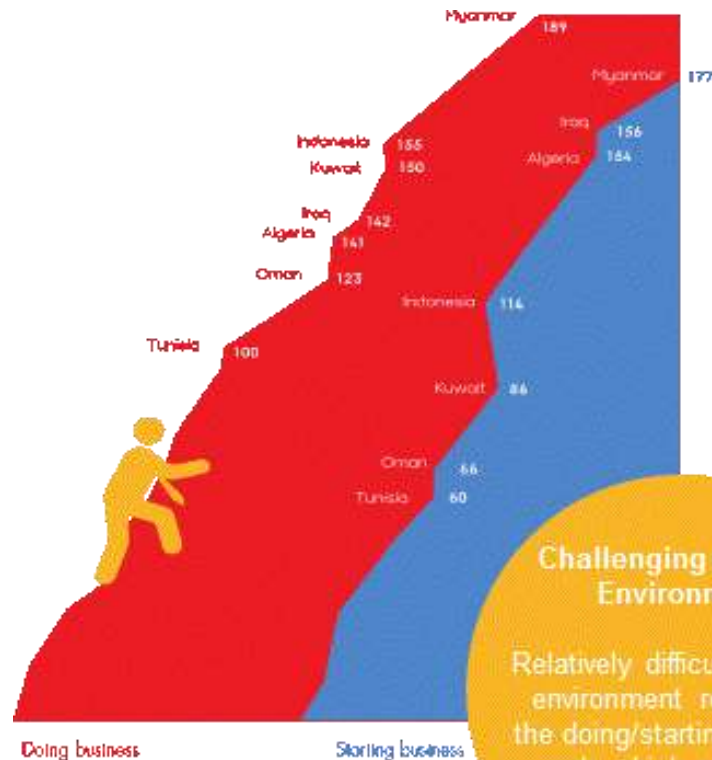
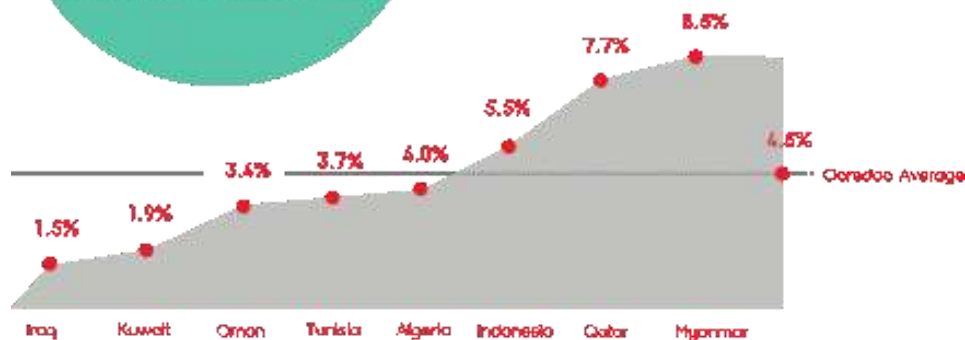




# Growing Economies – Triggers & Barriers

## Fast-growing

2015 GDP YOY Growth shows that countries on Ooredoo Business footprint are growing faster than the rest of the world's growth



## Challenging Business Environment

Relatively difficult business environment reflected in the doing/starting business rank, which adds more challenges to our customers

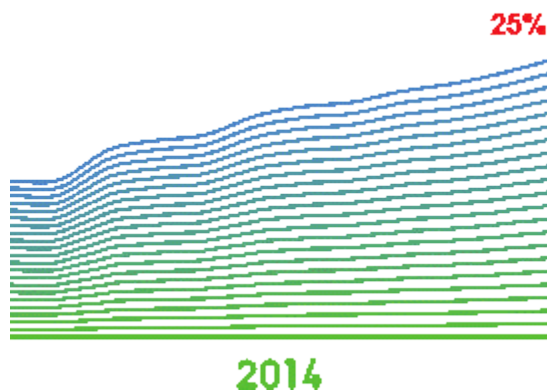
Source: IMF, Global Economy Forecast, Oct 2014

Source: Doing Business Report, World Bank, 2015

# Growing with our Customers – Building Trust

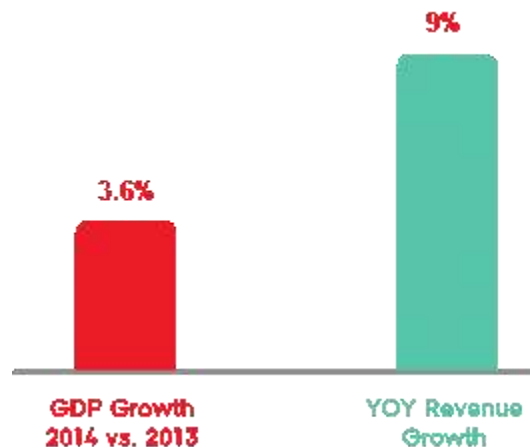
## Customer Base Growth

More than 25% customer base growth in the course of last year, reflecting how Ooredoo became the operator of choice



## 2014 Actual YOY Growth

Ooredoo Business growth - which is faster than the average GDP growth of countries on our footprint

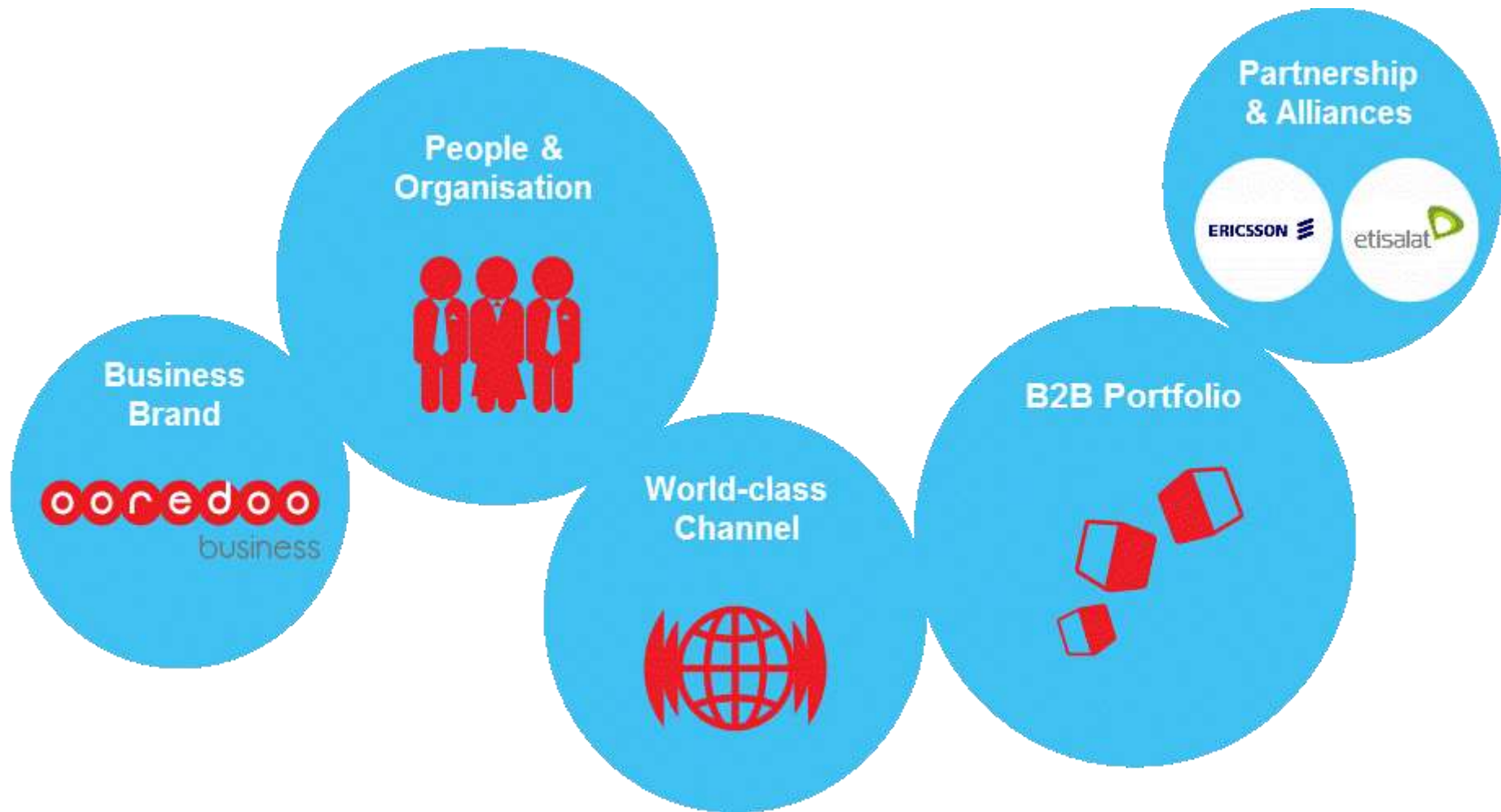


## Major Wins

Ooredoo Business is the trusted partner of major businesses worldwide



# Our Transformation Agenda



# B2B Brand – Engage & Inspire



## Our Promise

Supporting businesses  
to achieve more by delivering  
always-on and secure  
communications



## Our Vision

Empowering businesses  
to succeed through unleashing  
the limitless opportunities of  
the new connected economies



# Building Customer Conversations



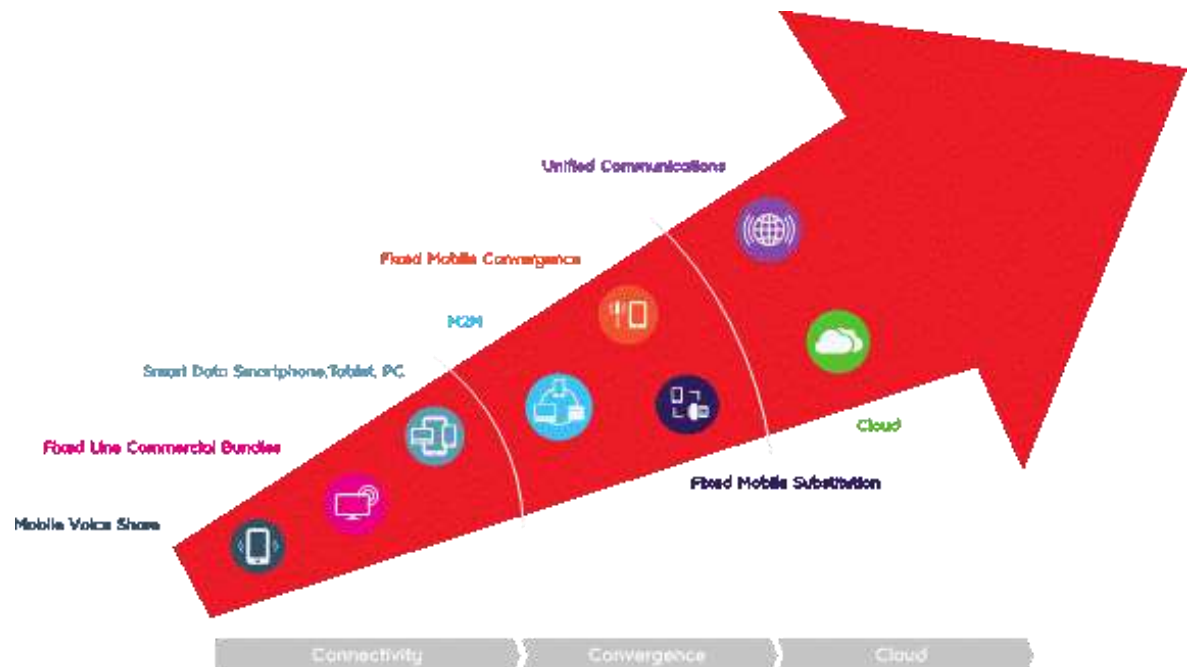


# Products – Equipped to Deliver



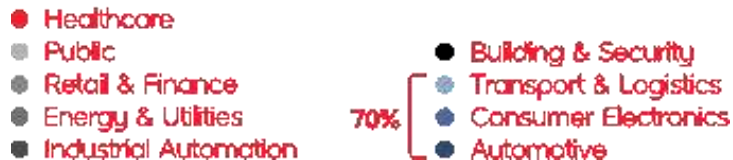
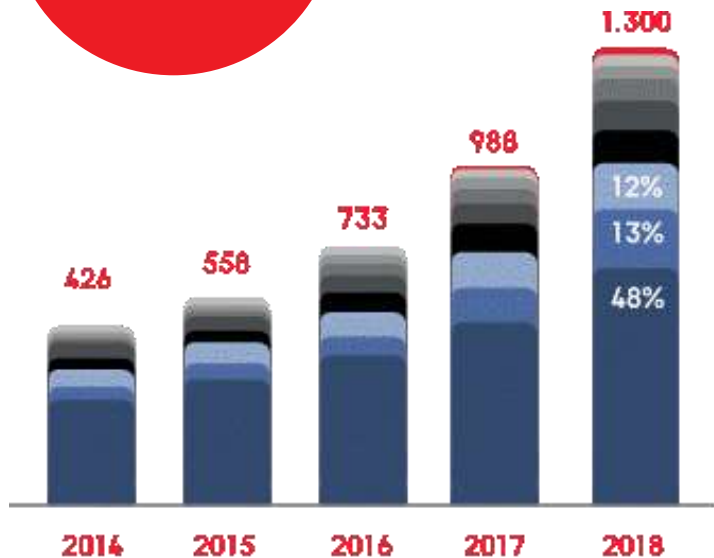
Learning from  
previous  
experiences

Previous Experience	The Ooredoo Way
Build locally then harmonize different platforms	Develop once-roll out many times on a single platform
CAPEX intensive	First generation cloud architecture approach
Inconsistent customer experience	Unified customer promise
Built in-house	Lean group organisation with propensity to smart source

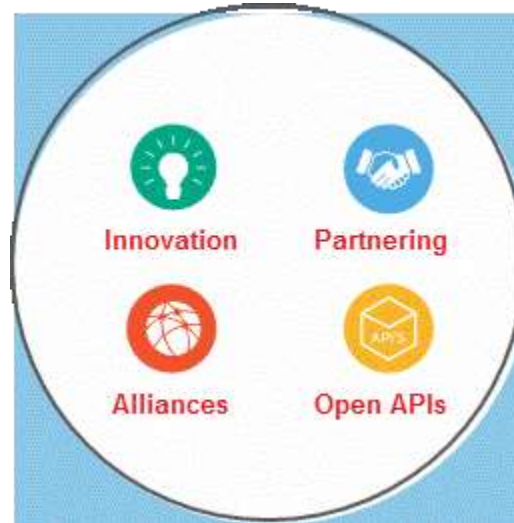


# M2M – The First Group Product Launch

Ooredoo  
addressable  
market



Key elements  
to success



Demand driven  
segmentation

Dedicated  
M2M unit

1st Pan-regional  
platform in MENA  
& S.E Asia

One for all  
cloud-based  
architecture



# To Summarize

Launch of Ooredoo Business serving the Communication needs of over 9M companies across our footprint.

Serving high growth entrepreneurial customers, with rapid adoption of ICT.

\$1.3bn business in 2014, expected to grow at double digits for next three years.

First pan regional launch of cloud based M2M platform.

An industry leading team of world-class B2B talent.





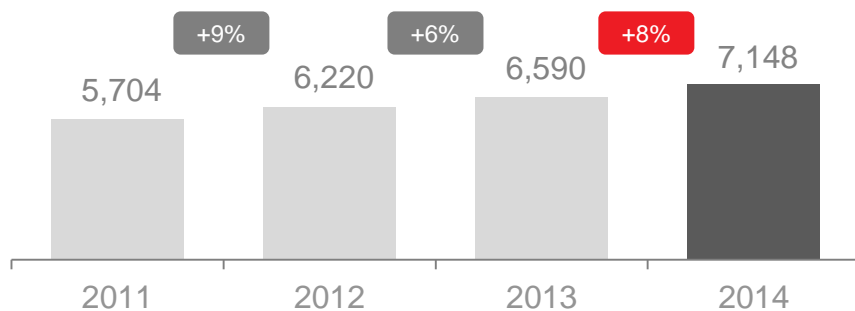
# Agenda

- 10:00-10:05 Agenda Andreas Goldau – Ooredoo Group Investor Relations
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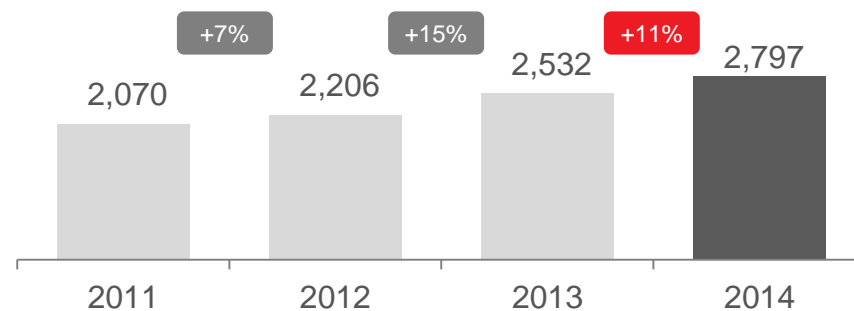


# Key results from 2014

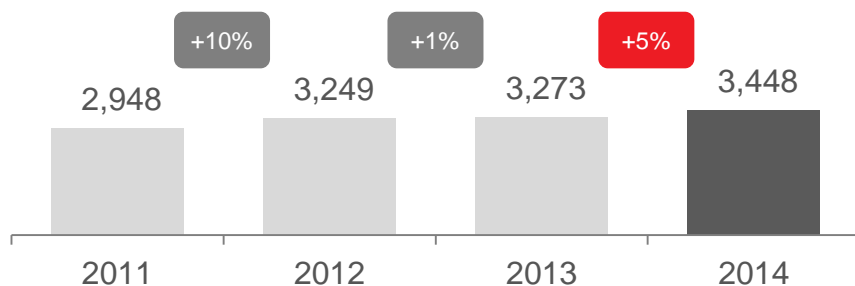
Revenue (QR m)



Mobile SIMs ('000)



EBITDA (QR m)

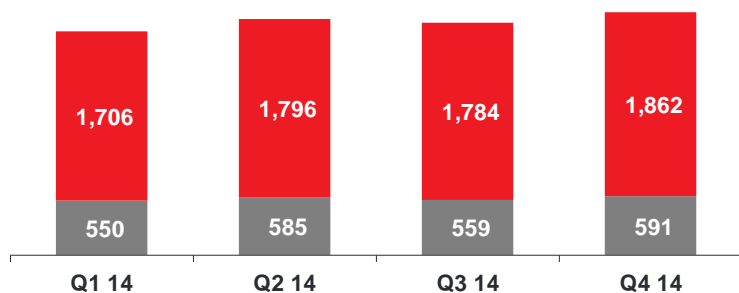


- Financial performance continues to exceed targets
- We continue to maintain market leadership

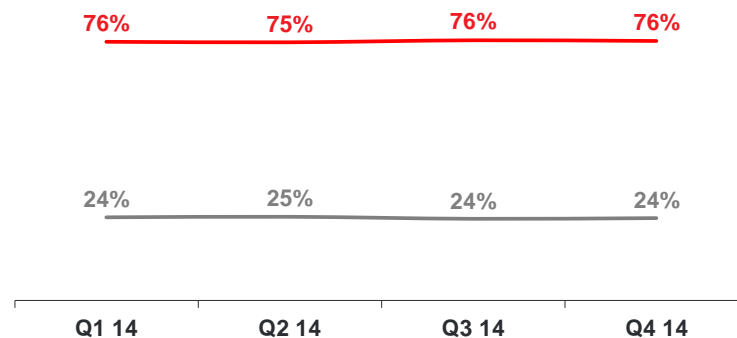


# High level comparison with competition

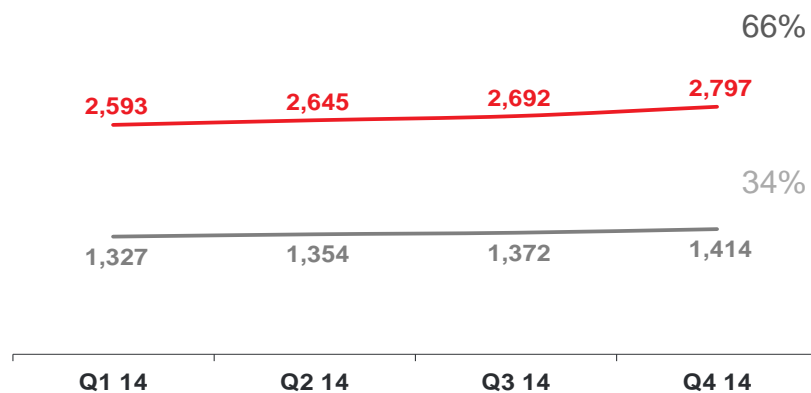
Revenue (QR m)



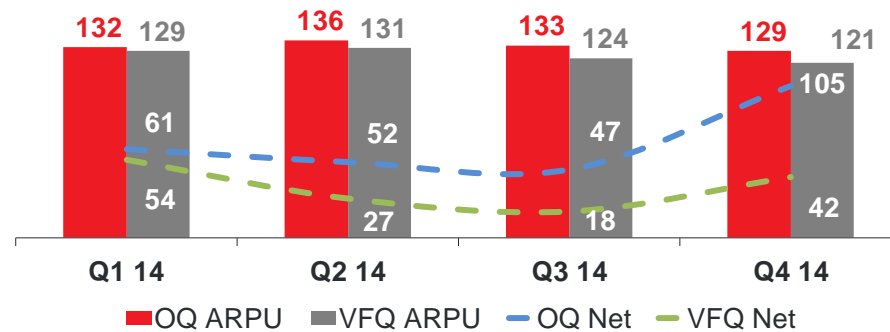
Revenue Share



Mobile SIMs ('000)



Net growth ('000) & ARPU (QR)

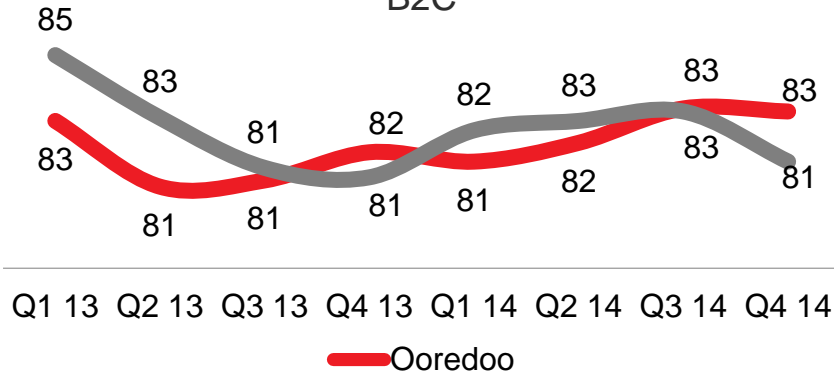


Source: VFQ Report 2014

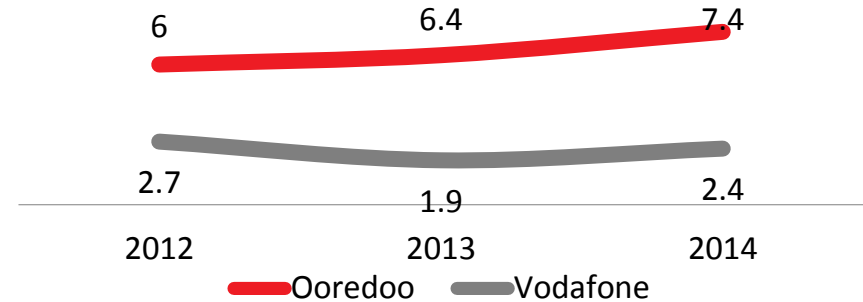


# Customer's voice

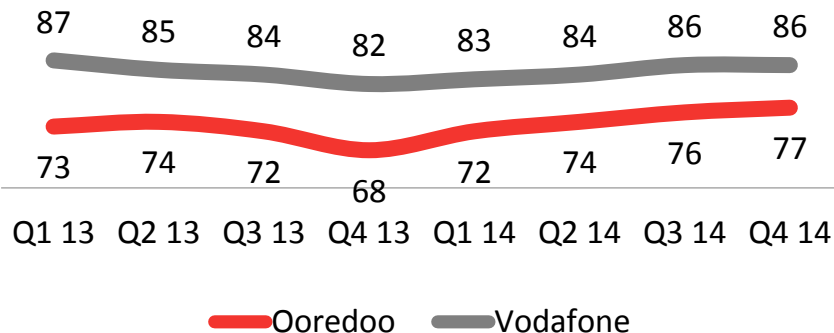
**Customer Satisfaction Index**  
B2C



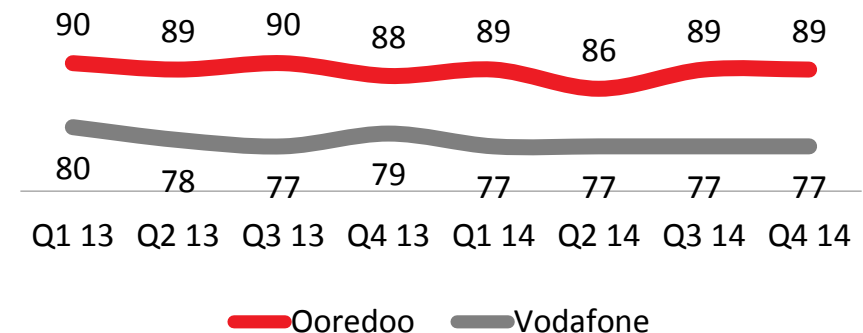
**Brand Equity Index**



**Price Perception**



**Network Perception**



Source: Nielsen



*Bigger, Faster & Better*

# Key achievements in 2014

First LTE-A  
in the GCC



World-class  
ITU



Continuous Hala,  
Shahry Promos



iPhone 6 Launch



Major new partners  
for Nojoom



4G for  
everyone



Fibre  
Speed  
Upgrade



Customer  
Engagement



World Cup on Mozaic



India &  
Nepal SIM  
sales



Mobile Money  
App, 100M  
deposits



Hala Smart for business,  
M2M, Smart Cloud and  
more B2B propositions



# Key achievements in 2014

Ooredoo Marathon and National Sport Day



Mozaic Go app



Ooredoo Community



First brand to advertise at HIA



Smart Home at The Pearl



Fibre at West Bay, Pearl



Ramadan Campaign



4G Roaming



Nepal, India and Philippine Celebrity events and more community activations



DDoS Sales Sprint



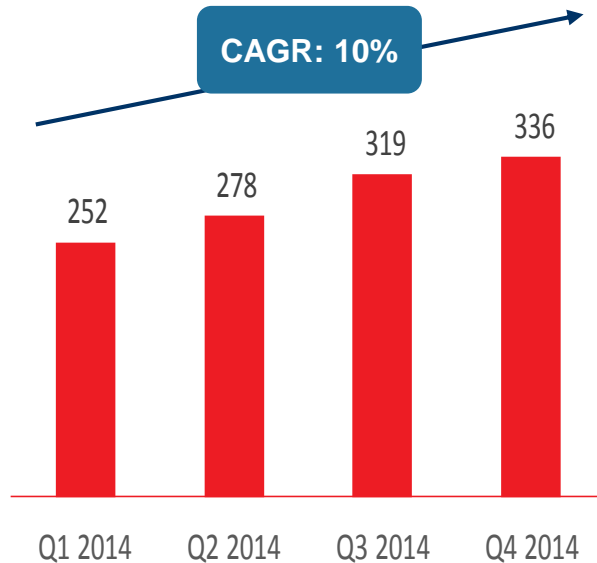
Data Scratch Cards



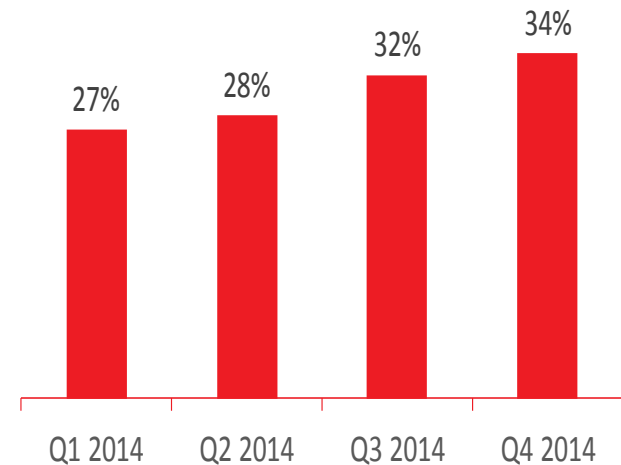


# Data Monetization

Data Revenue (QR M)



Data Revenue to Total %



## Increase data

- Convert non users-users
- Move 2G to 3G to 4G/4G+
- Get VFQ customers
- Internet of Everything

## Drive usage and revenue

- Make data friendly
- Continuous stimulation

## Align demand and capacity

- Traffic management
- Unclog congestion

## Create dependency & loyalty

- Add-ons with sticky data intense interaction



# Digital Universe



## Website

15 million Visitors  
6 million Unique Visitors



## Online Payments

400 million QR in payments  
30% from mobile devices



## Ooredoo Community

Launched on May 27<sup>th</sup> 2014  
17,000 registered users  
160,000 unique visits



## Ooredoo App

340,000 downloads  
4/5 average rating



## Mozaic Go

25,000 downloads  
4/5 average rating



## Mobile Money

Launched in November 2014  
10,000 downloads  
3.8/5 average rating





# Success stories

## Fibre Project

**315k** Homes passed

**205k** Connections

**91%** Completed  
Phase 1 & 2

**54%** On Mozaic TV  
3.0

## 4G Project

**920** Base stations

**485k** Customers

**95%** Coverage

**4G+** Launched  
1<sup>st</sup> in Qatar



# B2B: Major deals in 2014

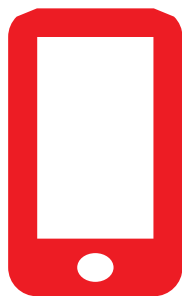


State Security Bureau

## Emphasis on B2B

- Incentivize the right sales behavior
- Account Management
- Recruiting skilled specialists

# Key drivers in 2014



## Shahry Smart

19% increase in customers YoY

12% increased value YoY



## Mobile Broadband

4% increase in customers YoY

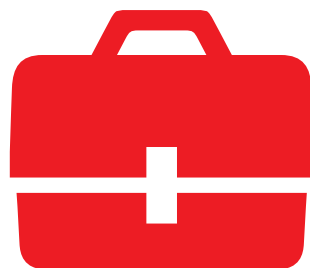
18% increased value YoY



## Fibre drives Mozaic TV growth

19% increase in customers YoY

36% increased value YoY



## Business Connectivity

12% increased value YoY

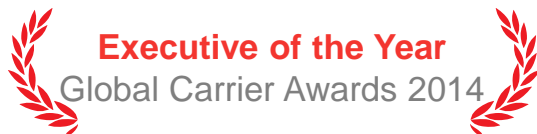
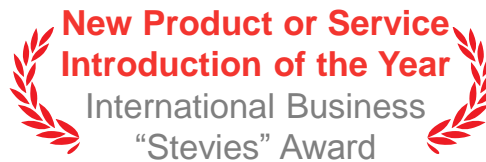
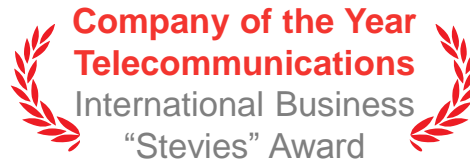
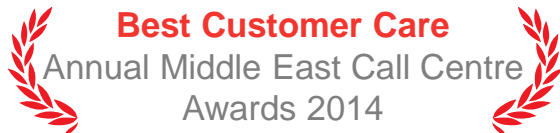


## Mobile Data

34% increased value YoY



# Awards

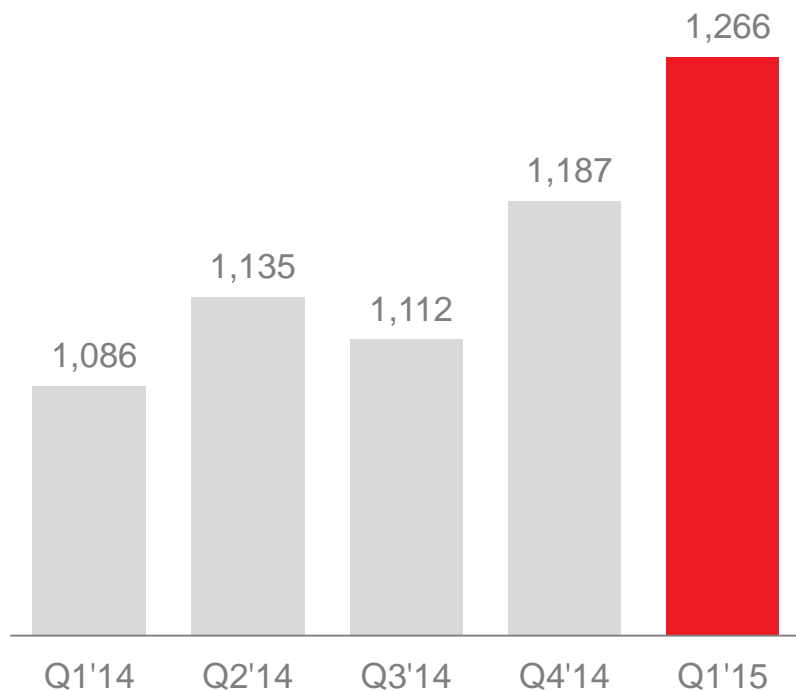


Q1 2015

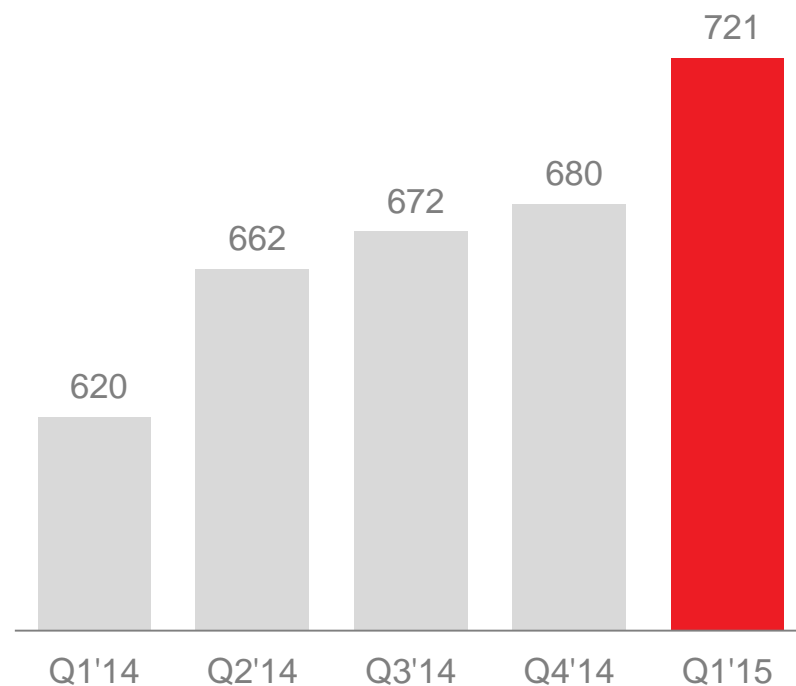


# Mobile and Fixed Revenue

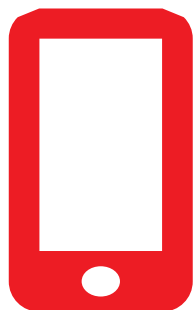
**Mobile revenue (QRm)**



**Fixed revenue (QRm)**



# Key drivers in Q1 2015



## Consumer Mobile Services

5% increase in customers QoQ  
6% increased value QoQ



## Continuous Fibre rollout

3% increase in Mozaic customers QoQ  
4% increased value QoQ



## Business Connectivity

10% increase in value QoQ



## Mobile Data

27% increased value QoQ



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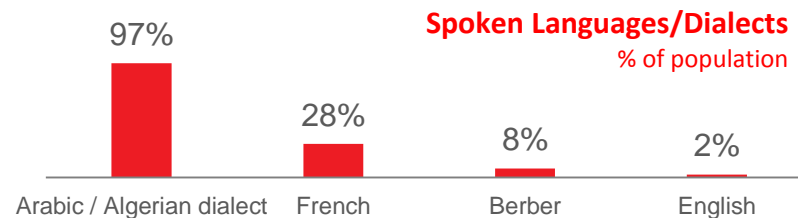
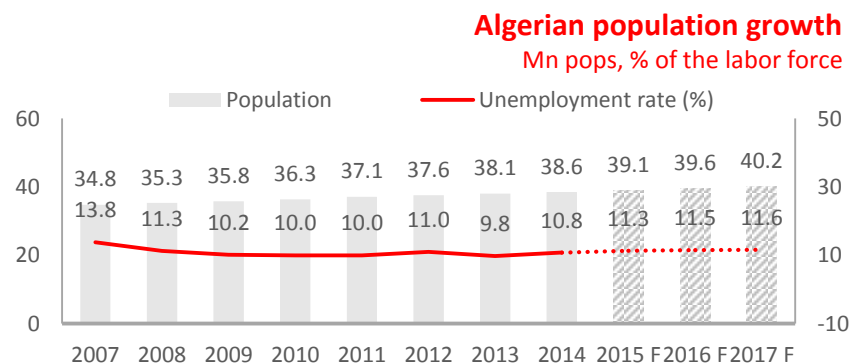


# Algeria in figures

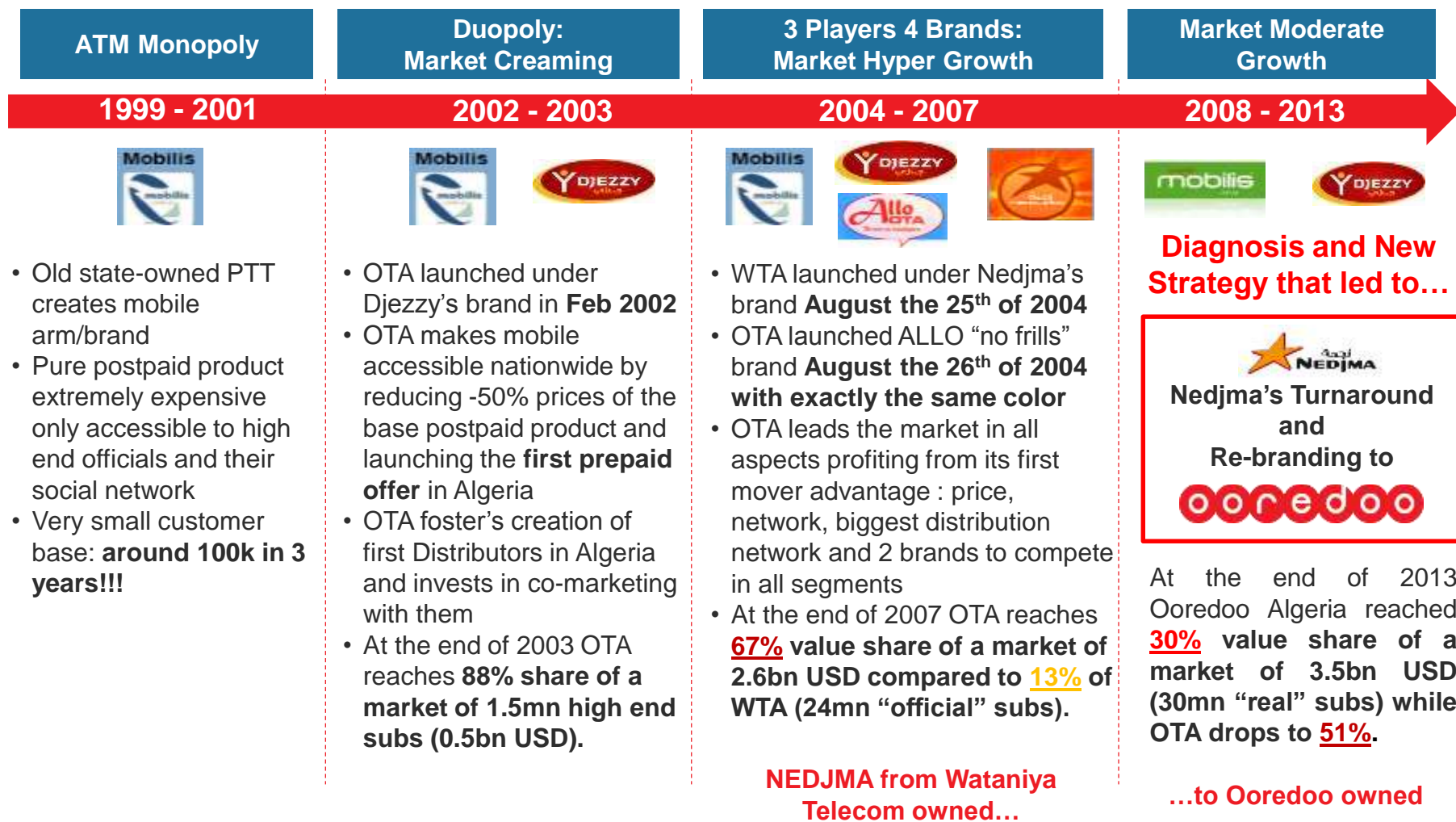


- **10<sup>th</sup> largest country in the world**, the largest in Africa and within Ooredoo Group (2.4mn Km2 ~ 5 times France)
- With **38.6mn people** Algeria is one of the least densely populated countries in the world (15 pop/km2)
- But there **are big disparities of density by region**: Algiers >3750 pop/km2
- GDP/Cap (PPP): \$ 7,816. Nominal GDP Growth Rate in 2014F (LC): 9.7%

- Very young population with **51% of people below 30 years old and 25% below 14**
- Very diverse and still growing (1.6% CAGR)
- Average Household has 5.33 members
- Fixed Broadband Penetration is 28% of HHs
- **Mobile penetration is 78% of humans with over 100% SIM penetration**
- **Smartphone penetration has reached 20% of mobile users and 15% of total population**



# Algerian mobile market history



**And in 2014 the market enters into a new stage: 3G DEPLOYMENT and DATA SERVICES REALM**

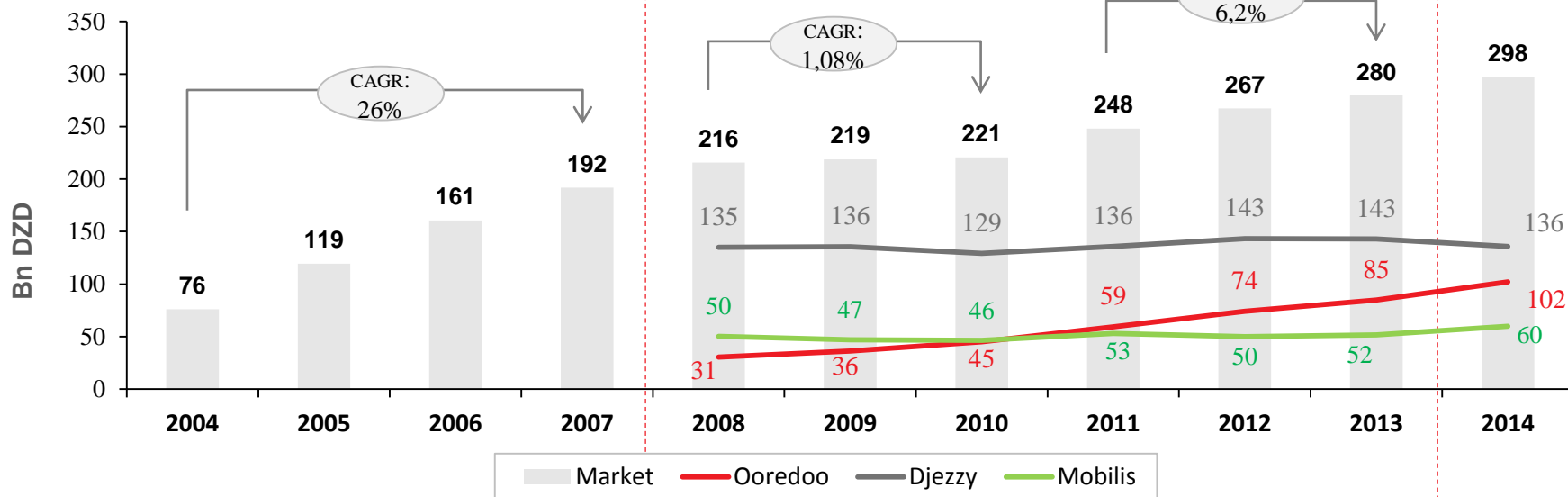


# Ooredoo Algeria historical performance

3 Players 4 Brands:  
Market Hyper Growth

Market Moderate Growth (6.7% CAGR)

Data services  
take-off



**Nedjma's Turnaround and Re-branding to  
Ooredoo Algeria**

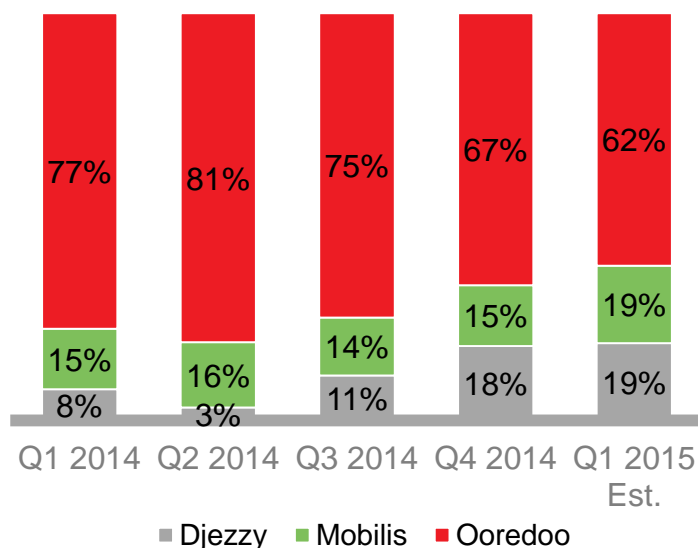
**Ooredoo Algeria has grown its revenues at a 22.3% CAGR in the 2008-2014 period, outperforming a market which has grown at 5.5% CAGR and reaching 34.3% revenue share at 2014 EoP!!**



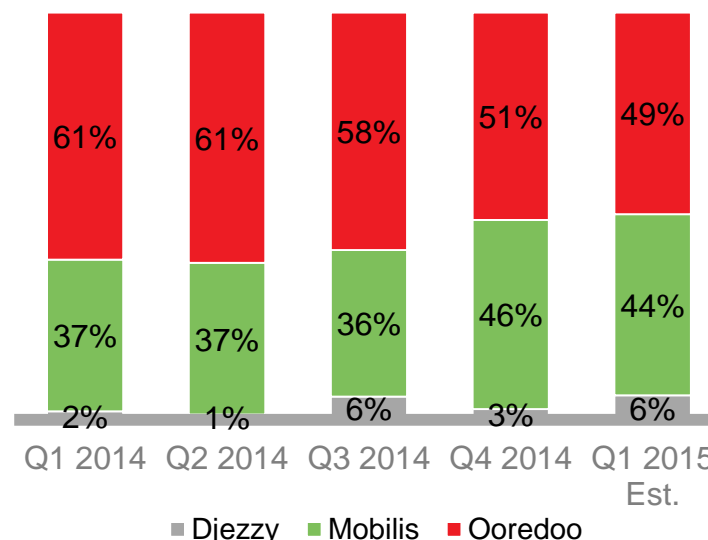
# 3G launch and OA's performance

**Ooredoo Algeria was the first to commercially launch 3G services** in the country on December 13<sup>th</sup> 2013, but OA had already taken the lead through an aggressive data pre-emption strategy which started in August 2012 stretching to the limit the EDGE technology (2.5G)

**MI<sup>1</sup> Revenue Shares evolution**



**MBB<sup>2</sup> Revenue Shares evolution**



Thanks to a **very aggressive devices' subsidies strategy** during 2014, OA has been able to speed up data adoption, **actually creating the data market**, while capturing the majority of the data active subscribers as well as the generated value. Outcome: OA still **holds a 58% data revenue share** after 5 quarters of commercial operation which represent **17% of overall OA's revenues** when before 3G that figure was 6%.

Notes: (1) MI="Mobile Internet"; (2) MBB="Mobile Broadband"



# Q1 2015 financial and operational highlights

**Financial KPIs in bn DZD**  
(1 US\$ = 93.1 dzd)  
(Avg FX during Q1 2015)

	<b>Q1 2014</b>	<b>Q1 2015</b>	<b>YoY</b>	<b>Q4 2014</b>	<b>Q1 2015</b>	<b>QoQ</b>
<b>Revenue</b>	23,631	25,839	+9.3%	26,021	25,839	-0.7%
<b>EBITDA</b>	9,140	9,337	+2.2%	2,614	9,337	+257.2%
<b>EBITDA Margin</b>	38.7%	36.1%	-2.6ppt	10.0%	36.1%	+26.1ppt
<b>Profit / Loss</b>	3,333	-1,505	-145%	-5,124	-1,505	+70.6%
<b>Revenue Share (%)</b>	33.3%	35.5%	+2.2ppt	34.3%	35.5%	+1.2ppt
<b>Data Revenue Weight (%)</b>	10.4%	16.8%	+6.4ppt	12.9%	16.8%	+3.9ppt
<b>Data Market Revenue Share (%)</b>	61.7%	57.9%	-3.8ppt	60.7%	57.9%	-2.8ppt



# Strategic focus

## LEAD ON CUSTOMER EXPERIENCE

- **Keeping mobile data market leadership in Algeria**
- Best data usage experience in Algeria with **average data speed per customer far ahead of competition** and substantially higher than minimum threshold set out in the T&C's of the 3G License
- Boosting data adoption through devices with **the right price/quality balance**, improving digital content and customer service through digital channels

## STRENGTHEN OUR FOUNDATIONS

- Tight control of **data pricing** to not jeopardize profitability targets
- Invest in state of the art network technology within the **CAPEX/Revenue** targets
- Proactively pursue **infrastructure sharing agreements** with competition
- Optimize **asset inventory management**

## ACCELERATE GROWTH

- Actively seeking B2B **revenue growth beyond core GSM/3G business** (IT services)
- Proactive search of other **inorganic sources** of growth beyond mobile
- Strong focus on **creating new revenue streams** within digital domain via new strategic partnerships/JVs with Financial Services and e-Commerce businesses





# Thank you

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Email: [IR@ooredoo.com](mailto:IR@ooredoo.com)

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Upcoming  
events

2015 1H Results – August 2015 *TBD*