

Agenda

- 10:00-10:05 Welcome by Ooredoo Group (OG) IR, Andreas Goldau & Sara Al Sayed
- 10:05-10:15 GCEO – Deputy GCEO Waleed Al Sayed (OG), CEO Ooredoo Qatar
- 10:15-10:35 New Lead strategy and 5G, Mansoor Al Khater, Chief Strategy Officer ,OG
- 10:35-10:55 Digital Transformation - Andrew Kvalseth, Commercial officer, OG
- Coffee break
- 11:15-11:35:00 GCFO - Ajay Bahri, GCFO, OG
- 11:35-11:50 Strategic Sourcing - Group Chief Procurement Officer - Christian Linhart
- 11:50-12:05 Indosat Ooredoo update –Indosat Ooredoo Vikram Sinha, COO Indosat Ooredoo
- 12:05-12:20 Ooredoo Oman update – Ian Dench, Ooredoo Oman CEO
- 12:20-12:55 Q&A (all speakers and attendees as merited)
- 12:55-13:00 closing remarks Ooredoo Group IR, Andreas Goldau & Sara Al Sayed
- 13:00-14:30 Meet the Ooredoo Group Team / Lunch



Ooredoo Group

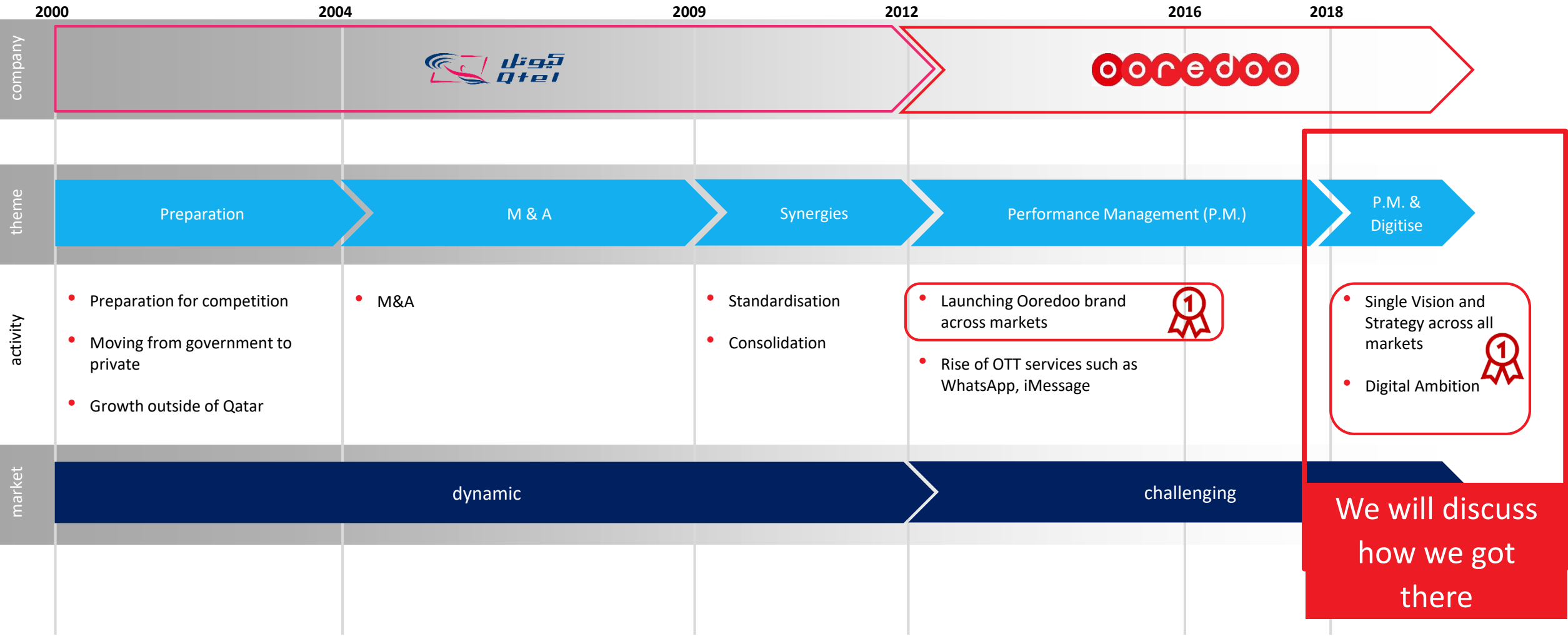
Capital Markets Day

Mansoor al Khater, CSO

19 June 2019



Ooredoo's journey so far...



We reviewed all major industry research and industry white papers



Telco growth slowing

Need for efficiency

Leverage core

Telcos need to digitize

Industry experts all agree that Telcos need to transform digitally

 OLIVER WYMAN

THE DIGITAL TELECOM
OPERATOR

BAIN & COMPANY 

Simple & Digital: Happier Customers

 Capgemini Consulting

Unlocking Customer Satisfaction: Why
Digital Holds the Key for Telcos

**Digitize, to improve performance &
value proposition**

McKinsey & Company

How telecom companies
can win in the digital
revolution



Mobile operators: the digital
transformation opportunity



Impact of digital revolution

Deloitte.

Digital transformation
for telecom operators
Adapting to a customer-
centric, mobile-first world

strategy&

*Simplify, d
consolidat
or else*

The new paradigm
for telecoms

**It's not an option,
it is a must!**

FOCUS ON DIGITAL TRANSFORMATION
AS THE ENGINE OF GROWTH

We benchmarked other leading Telcos

Operators in one/two mature market(s)


Groups with fragmented country operations

Archetypes

Characteristics

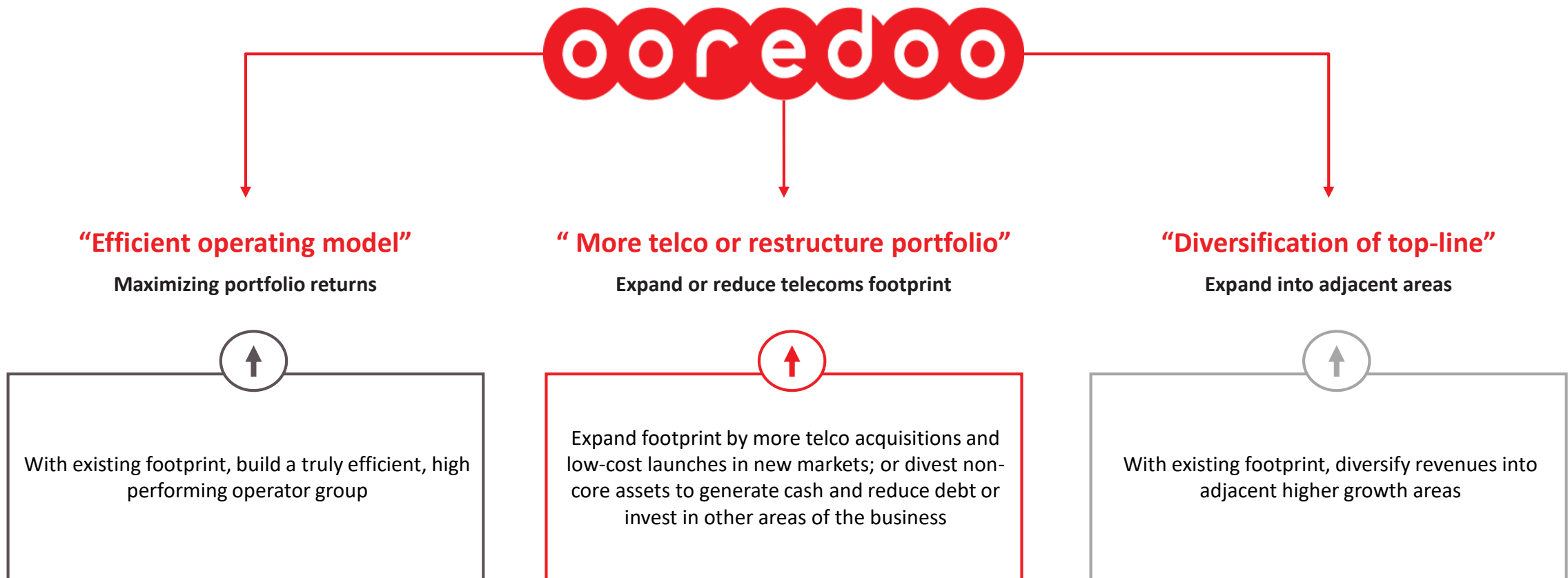
Total Revenues

Definitions

	Operators in one/two mature market(s)		Groups with fragmented country operations	
	<div>1</div> <div>Local mega operators</div> <div>  </div>	<div>2</div> <div>Local mid-sized operators</div> <div>  </div>	<div>3</div> <div>Global diverse groups</div> <div>  </div>	<div>4</div> <div>Regional emerging groups</div> <div>  </div>
	<ul style="list-style-type: none"> High ARPU markets >\$45 Subscriber base >50mn per market Deep fixed (fibre) and mobile network coverage Single homogeneous market 	<ul style="list-style-type: none"> Low-med ARPU markets \$20 - \$45 Small-mid subscriber base <30mn per market Deep fixed (fibre) and mobile networks Single homogeneous market 	<ul style="list-style-type: none"> Originating from European, multi-play markets Operation in two heterogeneous regions – mature markets in Europe and emerging mobile markets Dominant operations in two or more continents Diverse assets and services (fixed, mobile, ICT, TV) 	<ul style="list-style-type: none"> Originating from emerging/developing markets Dominance in one region with heterogeneous markets Mobile markets with selected fixed assets
	>\$40bn	<\$40bn	>\$40bn	<\$40bn

- Mature markets:** Markets with high mobile penetrations (high 3G/4G coverage), rich in fibre and high on digital adoption
- Emerging markets:** High mobile penetration with low coverage of 4G, fibre presence low and medium on digital adoption

There are 3 strategic directions which these archetypes pursue – not mutually exclusive



After screening these options against our vision and capabilities, we decided on 5 strategic imperatives

1

We must **digitize our business**

2

We will continue **optimizing the business**

3

We will continue opportunistically **exploring expansion and strengthening in our markets**

4

We will **prove benefit through commercial agreements or partnerships** and consider “non core” equity investments only on an exception basis

5

We must continue developing the right people, organization, operating model and culture to execute on the above

Based on this, we updated our Ooredoo Group vision

OLD VISION

Enriching people's lives as a leading
international communications
company

NEW VISION

Enriching people's digital lives

We also extended our Group values to all OpCos

Caring

Connecting

Challenging

For our customers

- Simple & Transparent
- Respond Quickly
- Show Concern & Respect

- Access to your community
- Delivering relevant services
- Reliable and trustworthy

- Leading change and innovation
- Passion to be the best
- Youthful spirit

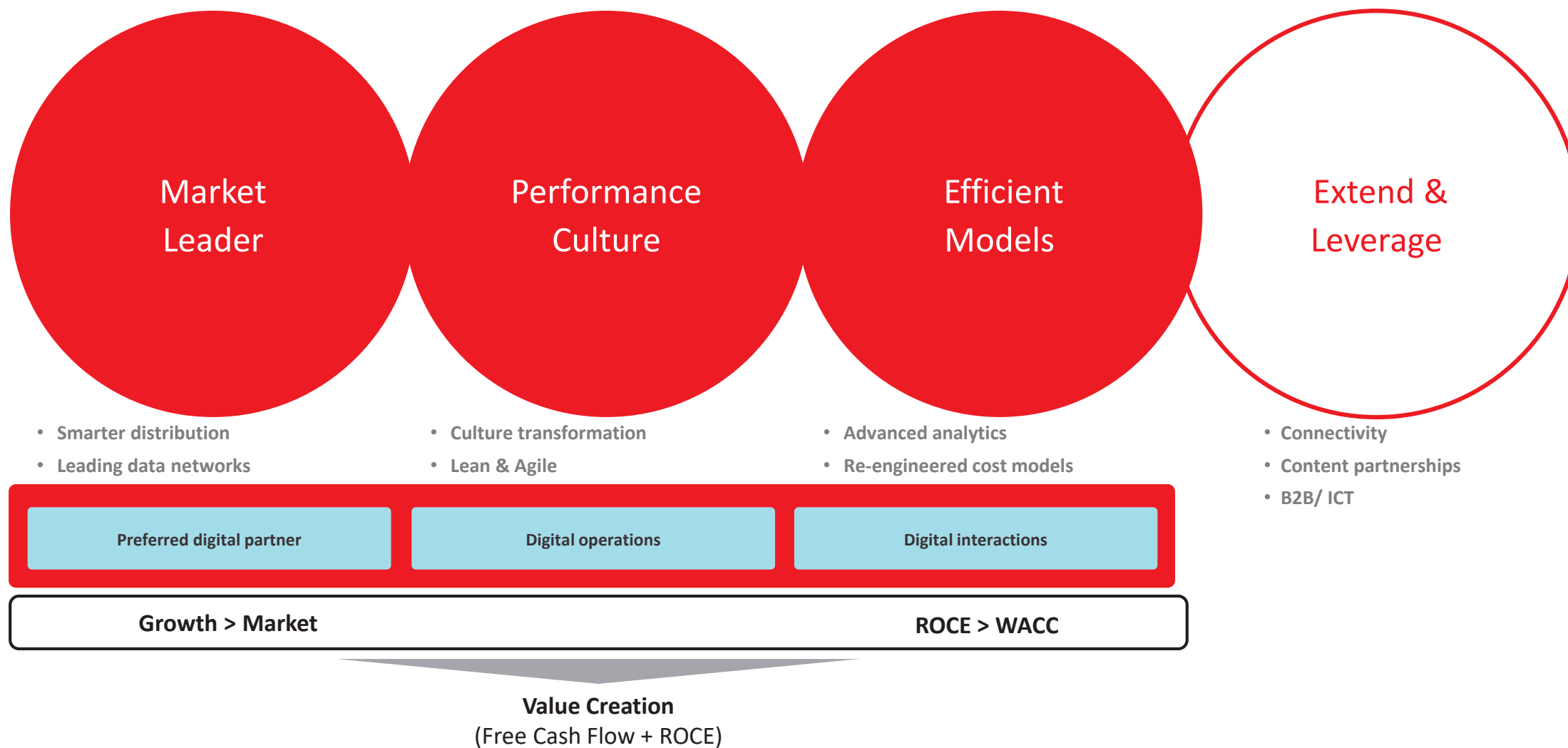
For our employees

- Be Engaged
- Take Ownership
- Help Each Other

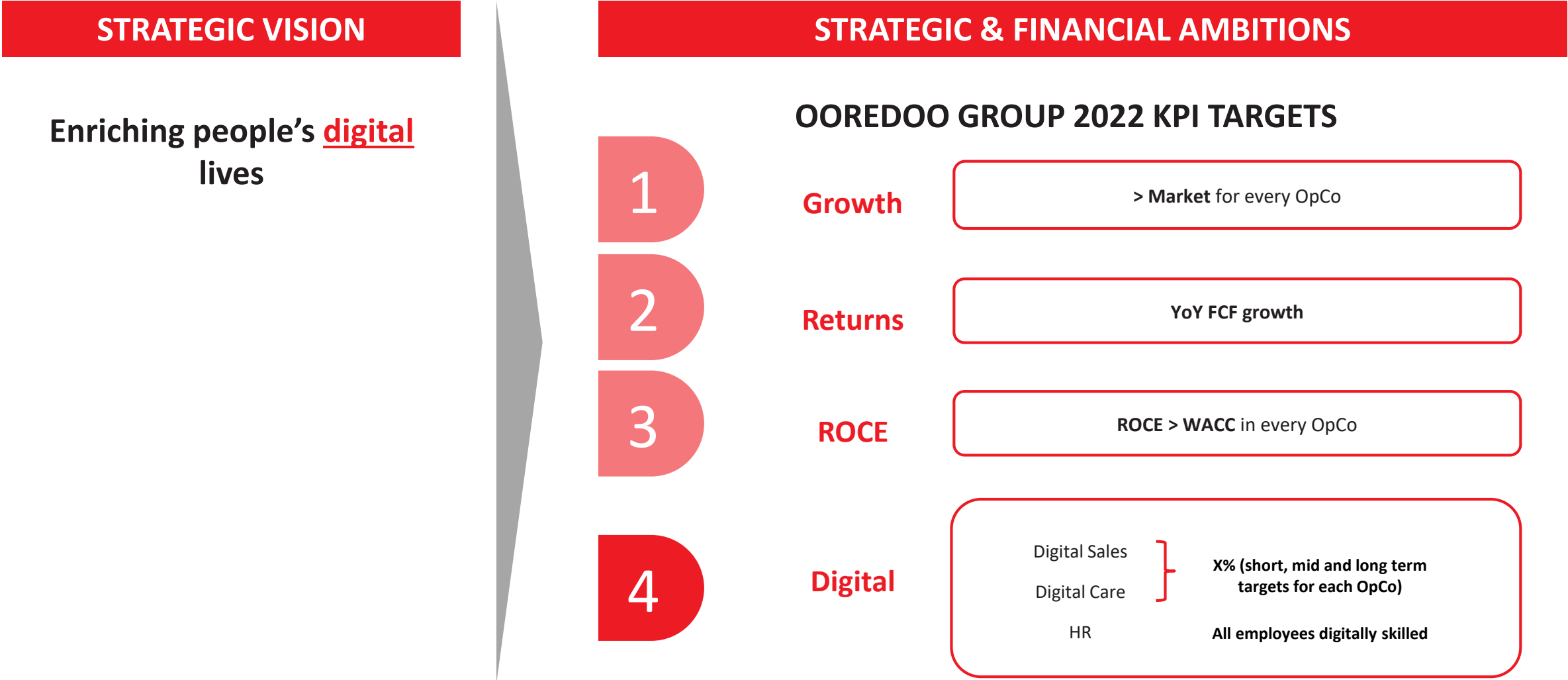
- Work as one team
- Think like a customer
- Be open and friendly

- Make a Difference
- Go the Extra Mile
- Be Persistent

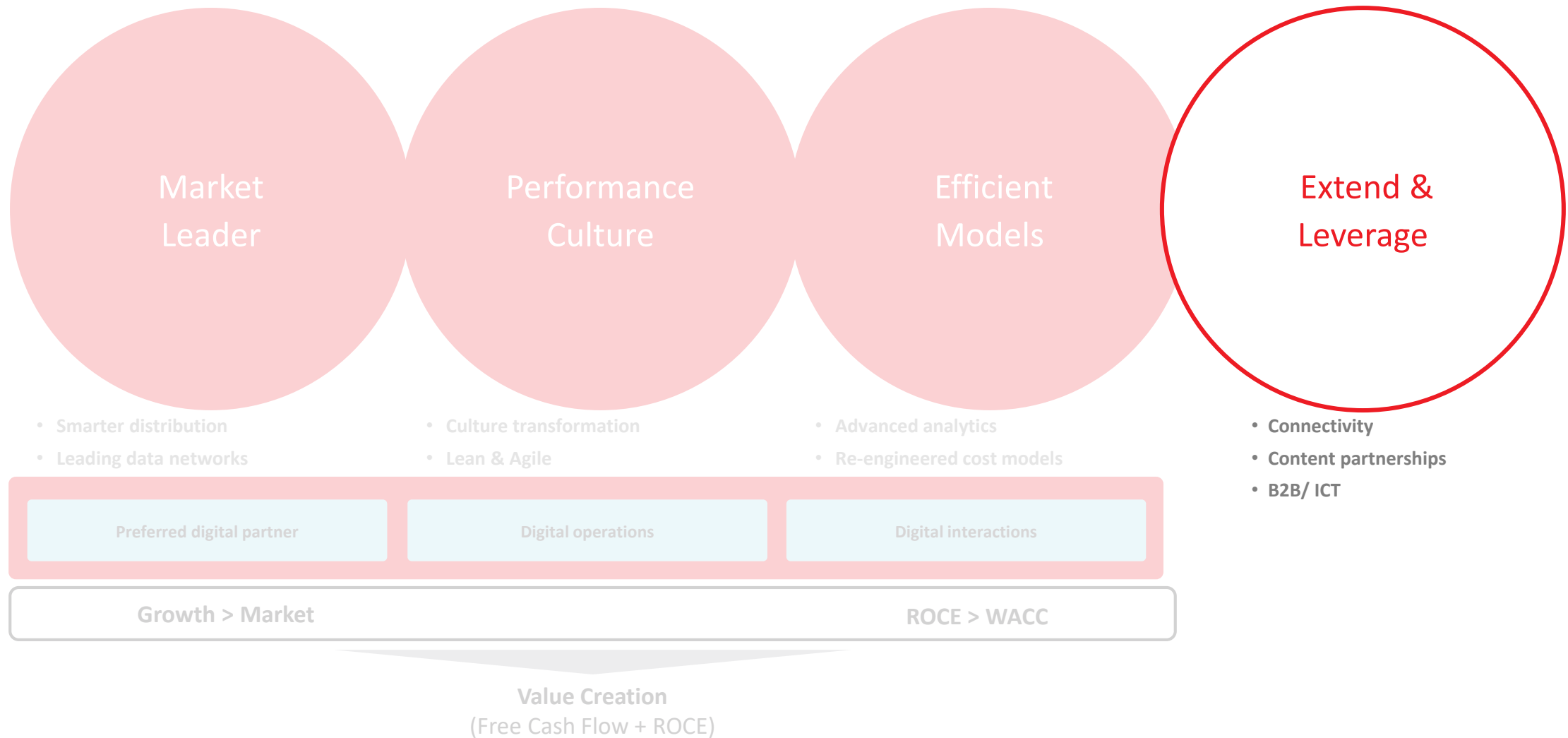
We updated our LEAD strategy for digital and diversification



We also integrated digital into our aspirations

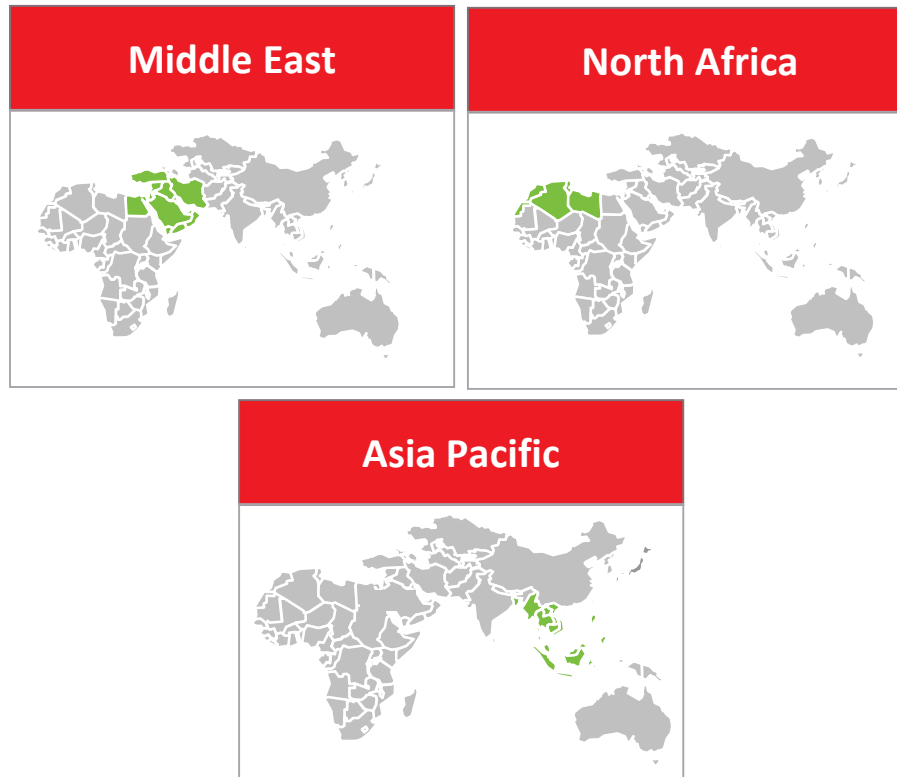


We updated our LEAD strategy for digital and diversification



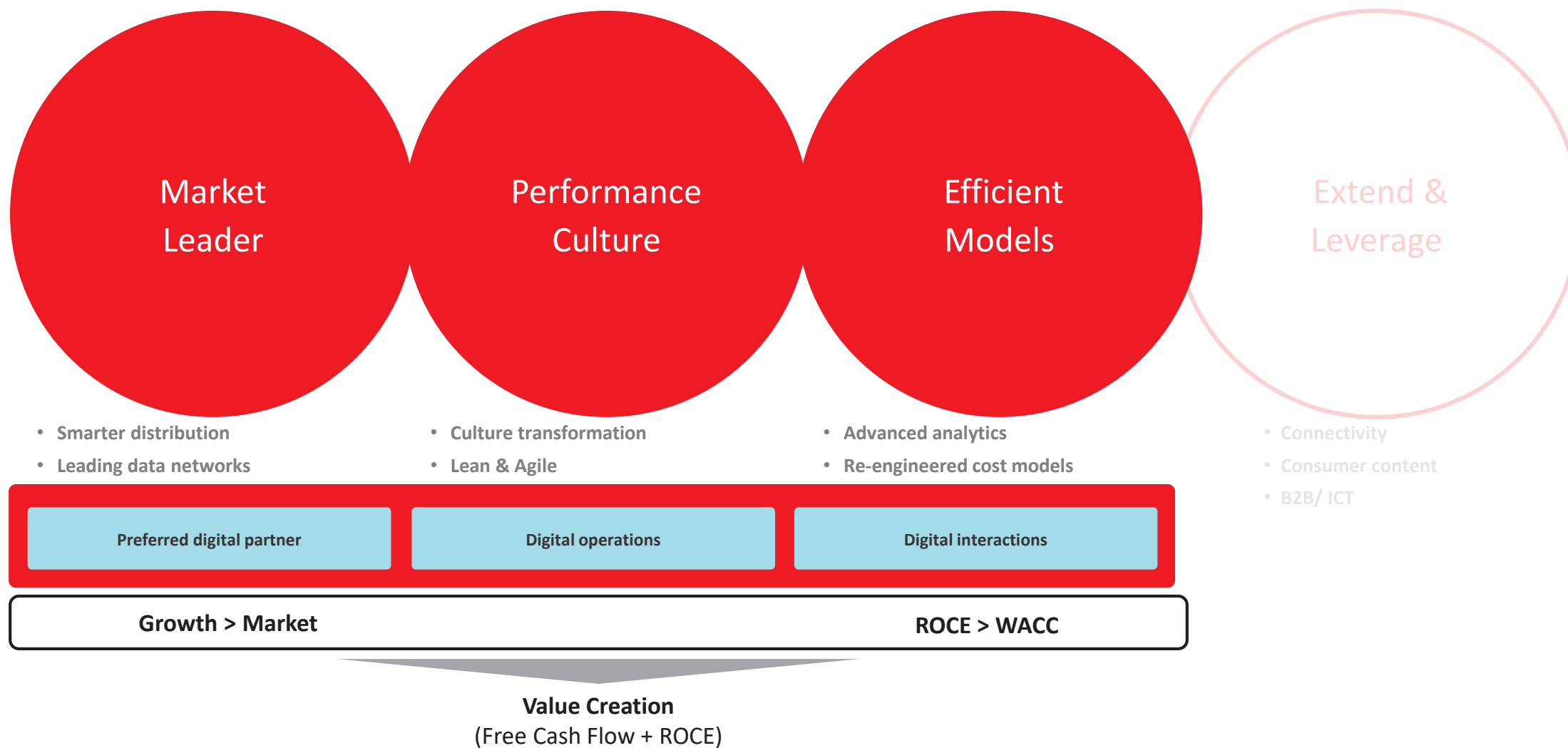
M&A not key current focus

3 Geographies



We will continue to
evaluate all M&A
opportunities as they
arise

We updated our LEAD strategy for digital and diversification



We developed strategic programs to deliver value at the Group level

Market
Leader

Performance
Culture

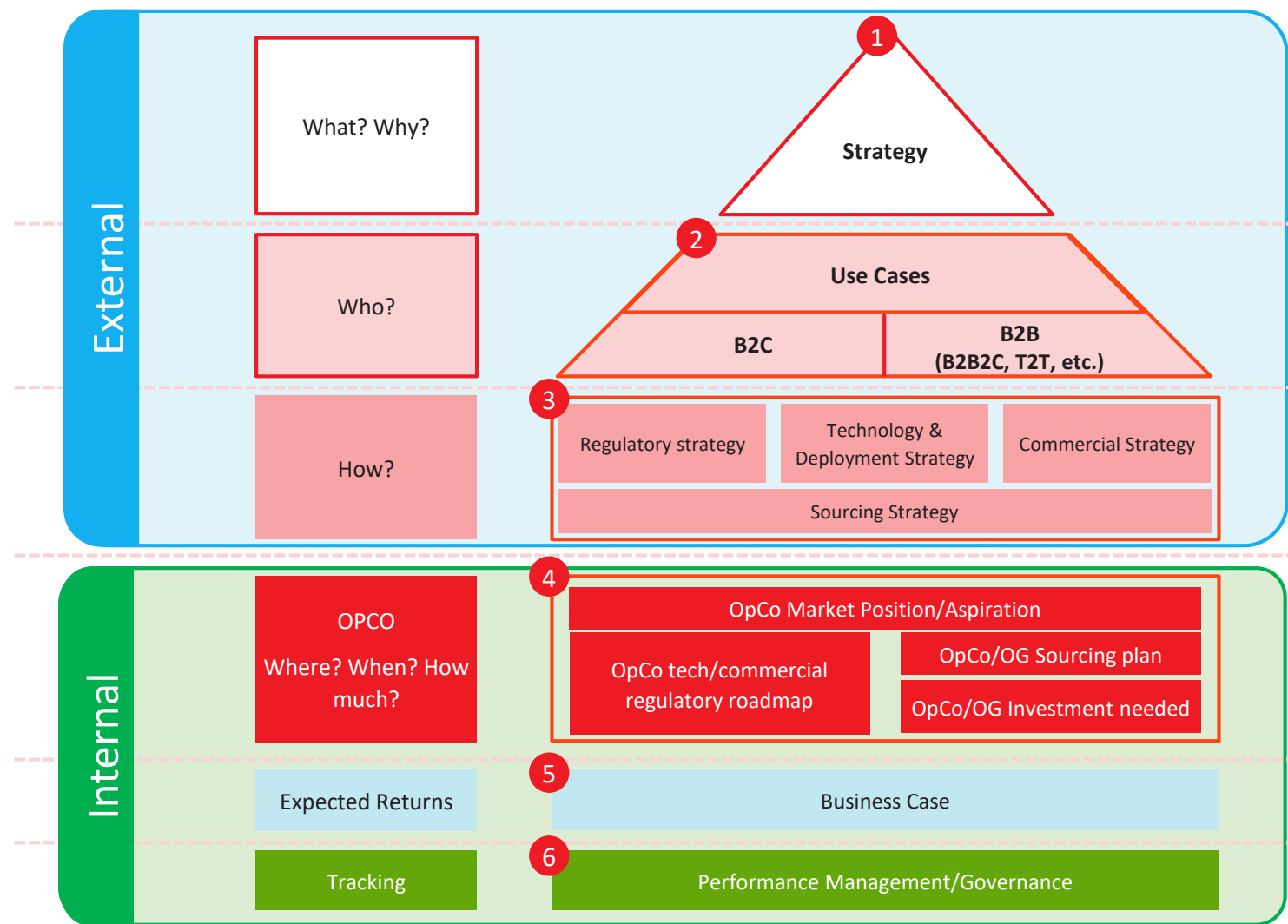
Efficient
Models

Core Transformation

Digital Transformation

Organizational Transformation

5G Strategy Framework



Key themes

- 5G Rationale
- Strategic options
- Global benchmarks 5G strategy

- What are the Use Cases?
- Global benchmarks positioning and different use cases

- Spectrum, Technology, Deployment
- Product roadmap/Devices
- Regulatory (spectr., pricing, access, etc.)
- Group negotiation

- 5G market positioning per OpCo
- Deployment & sourcing timelines

- Profitability
- NPV/IRR/ How to monetize

- Key KPIs to be tracked

Based on Industry Positioning

1 Strategy | Summary

1 Strategy | Strategic

1 Strategy | 5G S

2 Use Cases | 3GPP/ ITU have defined the standard for 5G use cases

2 Use Cases | There are 3 main groups of use cases

2 Use Cases | The use cases have very different technical requirements and therefore timing

10 Gbps

100 Mbps everywhere

500 km/ h

eMMB

mMTC (massive IoT)

uRLLC

It provides greater data-
bandwidth complemented by

mMTC supports a massive
number of Internet of Things

URLLC supports low-latency
transmissions of small payloads

2 Use Cases | The use cases have very different technical requirements and therefore timing

eMMB

mMTC (massive IoT)

uRLLC

Technical specs

Deployment

Frequencies

Timing

• Peak data rate : 10 to 20 Gbps

• 100Mbps whenever needed

• 10000 times more traffic

• Supports macro and small cells.

• Supports high mobility of about 500 Km/h.

• It helps in network energy savings by 100 times

• High device density (1m/Km2)

• It supports long range.

• Low data rate (about 1 to 100 Kbps).

• It leverages benefits of ultra low cost of M2M.

• 10 years battery life.

• Asynchronous access.

• Requires standalone 5G and 5G core that allows for network slicing (enables multiple virtual networks to run on a shared physical infrastructure)¹

• Mid and low bands (wide and deep coverage)

• (2020 in developed markets, 2020-21 elsewhere)

• 1 ms latency and 5 ms end to end latency between UE (i.e. mobile) and 5G eNB (i.e. base station)

• Ultra-reliable and available 99.9999% of the time.

• It provides low to medium data rates (about 50 kbps to 10 Mbps).

• It offers high speed mobility

• Will need standalone 5G and 5G core with network slicing which will allow MNOs to offer dedicated networks to verticals with mission critical needs

• Mid and low bands (for reliable coverage)

• (2021 in developed markets, 2022-23 elsewhere)

Examples

• Own-the-home (FWA play)

• Offer FWA in under covered fiber areas

• Selective deployment in under covered fiber areas

• Mid-High bands + small cell

• Mid bands

• Non-standalone 5G

• Standalone 5G

• Verizon

• Telstra

• Sprint

• AT&T

• Ooredoo

Note: Future view: Operators have launched using NSA architecture to move 5G at a later date. Mobile is the only operator that has announced to launch Standalone 5G directly.

Note: ¹Massive IoT: Already started with 4G but 5G is better suited to offer higher quality of service, lower energy consumption and global interoperability

ooredoo

27 May 2019

9

1

Industry Positioning

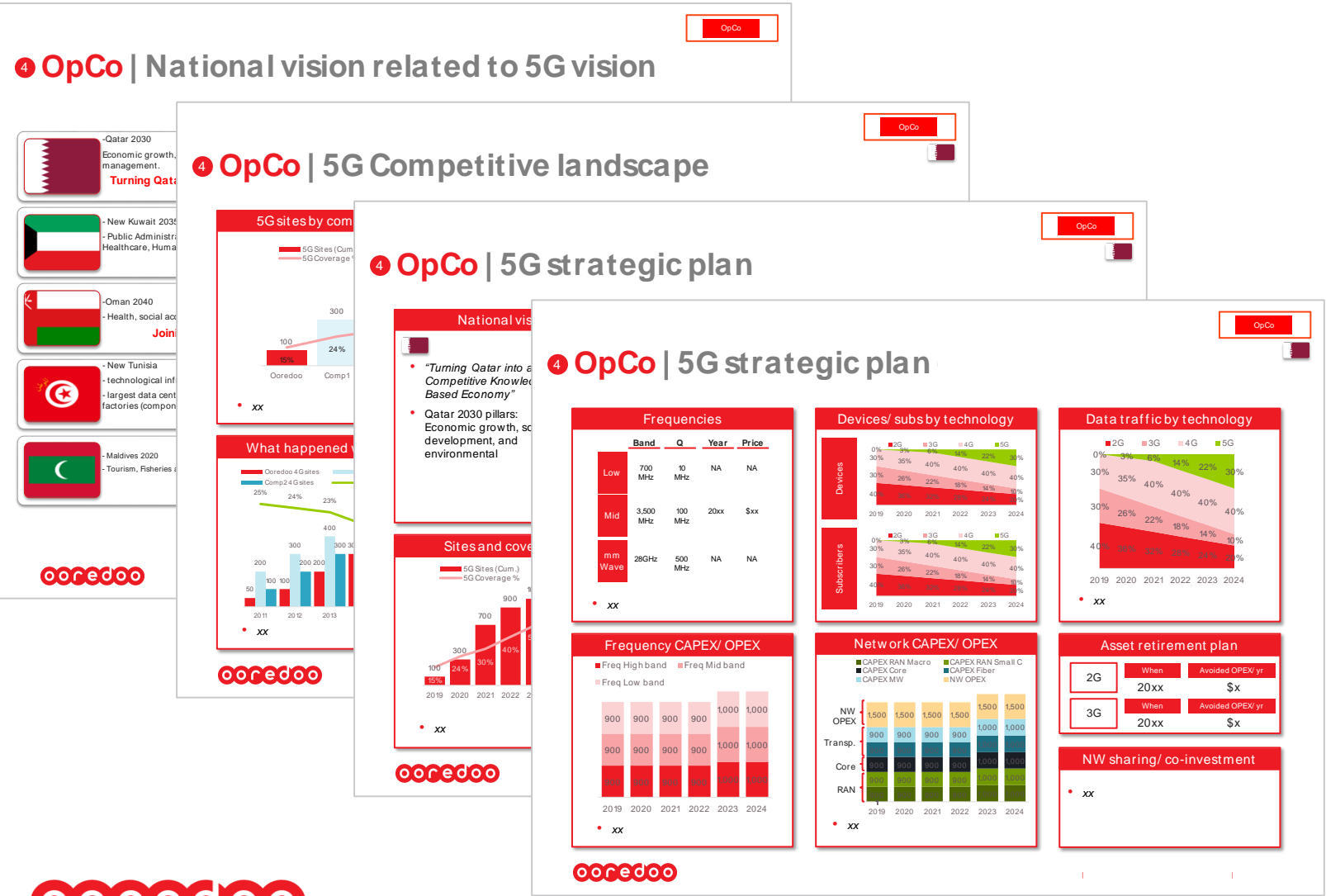
- Benchmarks
- Strategic Options for 5G
- Short-term versus Long-term

2

Commercial Options

- Use cases
- Technical requirements
- Customer expectations

5G /OpCo



1 Aligned to Country Visions

2 Based on competitive landscapes

3 Developing strategic plans

5G Implementation so far...

5G status and timeline

5G milestones

14 Ma

5G Dr

4K live

2 Jun

speed

2.5 Gbp

Number of 5G sites

HQ1

5G coverage

HQ1

1st GCC Video

Connected Ambulance

Immersive Sports

April 2019 Ooredoo presented the innovatory Connected Ambulance with Hassan Al-Haydos (Captain of Qatar National Team)

Ooredoo Qatar

May 1 at 10:07 AM

Check out how we're working with #Ericsson to Our new #5Gtechnology ambulances allow doctors to controlling a special haptic glove worn by the it's awesome! #Ooredoo #5G

Hassan Al-Haydos

Captain of Qatar National Team

We all know that the faster you

Immerse yourself in football!

5G

2019

MAY 2019 Ooredoo installed 13 cameras (one of them 360°) in Al Janoub Stadium to demonstrate Immersive Sports experience over VR in the stadium as well as in Mall of Qatar in real-time.

Ooredoo Qatar

May 21 at 7:33 PM

عرف على أحدث التطورات في راحة Ooredoo لتقديم تذكروا 5G من خلال الحقل الجديد التي تم تطويرها بالتعاون مع شركة إريكسون، تمكن المشاهدين من مشاهدة نهائي كأس الأمير بطيعة Immersive Sports! وكيفية بالقرب من اللاعبين!

Check out the latest exciting developments on Ooredoo's #5G! New technology developed with #Ericsson allowed fans to watch the #2019AmirCupFinal with our #ImmersiveSports experience, as if they were right on the pitch! #Ooredoo

See Translation

Ooredoo installed 12 cameras at Al Janoub Stadium -

Ooredoo Qatar

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See Translation

19 June 2019

20

We are fully aligned

We have fully aligned:

- Strategy
- Vision
- Values
- Aspirations

Growth > Market

ROCE > WACC

Value Creation
(Free Cash Flow + ROCE)

Thank You

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