

# Ooredoo at a Glance



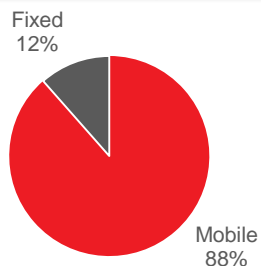
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  - Our ability to manage domestic and international growth and maintain a high level of customer service
  - Future sales growth
  - Market acceptance of our product and service offerings
  - Our ability to secure adequate financing or equity capital 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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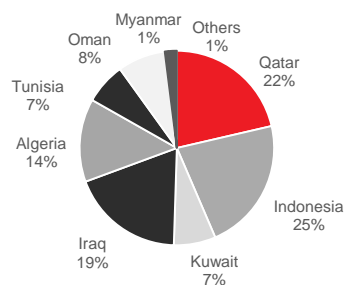


# Ooredoo at a glance<sup>(1)</sup>

## Revenue Diversity

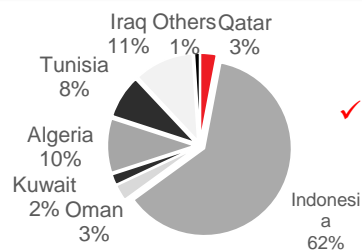


- ✓ **Integrated** telecom group - not a conglomerate
- ✓ **Wide range of services**, serving **both consumer and business** markets
- ✓ **Growing fixed** business



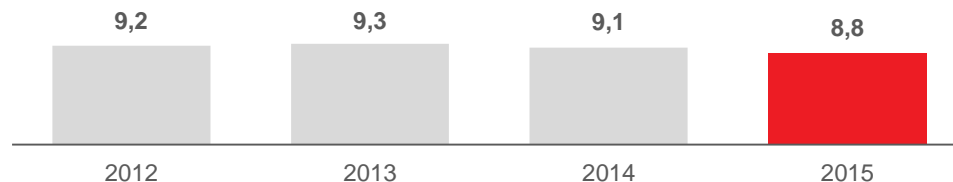
- ✓ **Mix of developed and emerging** markets
- ✓ **Strong position in all major markets** of operations

## Customer Diversity

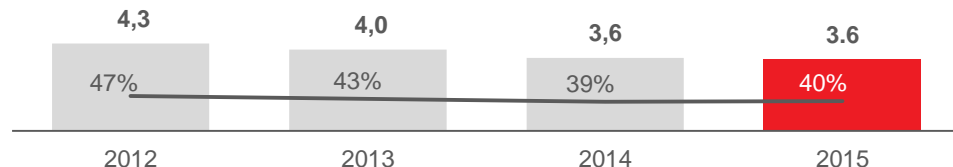


- ✓ **117 million** customers

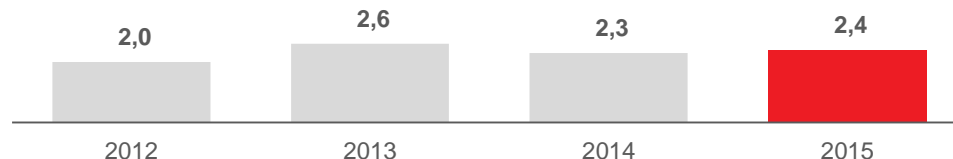
## Revenue Growth (US\$bn)



## EBITDA Margin (US\$bn)



## Investment (Capex - US\$bn)



Note: (1) As of December 31, 2015 1 USD = 3.64 15 QAR



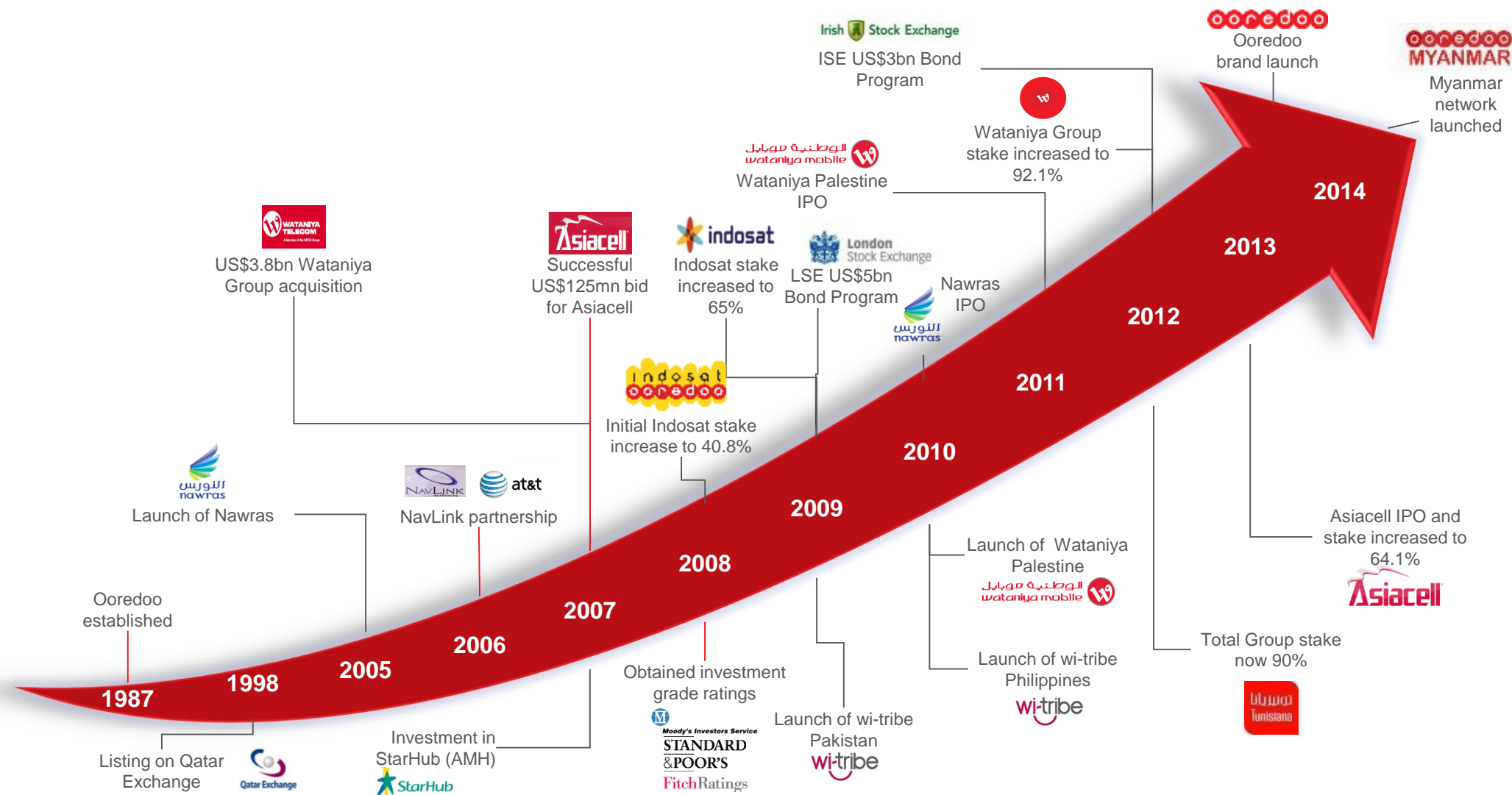
# One of the fastest growing telco groups 2006 – 2015<sup>(1)</sup>...



	2006	Record Growth		2015	CAGR
Markets	2			13	
Customers	<2mn			>117mn	57.16%
Employees	2,200			17,000	25%
Revenue	US\$ 1.2bn			US\$ 8.8bn	25%
EBITDA	US\$ 726mn			US\$ 3.6bn	20%



# ...Driven by a successful track record of execution...



Source: Ooredoo



# ...Backed by a solid story...

## International Communications Company

- An international telecom company with a total customer base of 117 million
- Operating mobile telecom networks in 12 countries in the MENA and Asia Pacific regions
- Strong market position in all major markets of operations

## Diversified and Balanced Portfolio

- Diversified assets in 12 countries with Ooredoo's home market (Qatar) representing less than 20% of total Group revenue
- Balanced mix of operations in relatively mature markets such as Qatar, Kuwait and Oman alongside markets with potential high growth such as Indonesia, Algeria, Iraq and Tunisia

## Government Ownership

- Direct State of Qatar (Aa2 / AA) ownership of 51.6% of voting shares, as well as the Golden Share, while other Qatari Government Related Entities hold 17.5% and Abu Dhabi Investment Authority holds 10.0%
- Government board members of Ooredoo hold or have held key positions in the State Administration
- Government support with regard to both domestic operations and international expansion

## Clear Vision and Focused Strategy

- Disciplined investments focused on delivering strategic and financial benefits
- Focus on increasing revenues from broadband data besides voice growth taking advantage of a high quality customer experience
- Improving performance by identifying synergies across the Group, product development and innovation and cost control

## Financial and Credit Strength

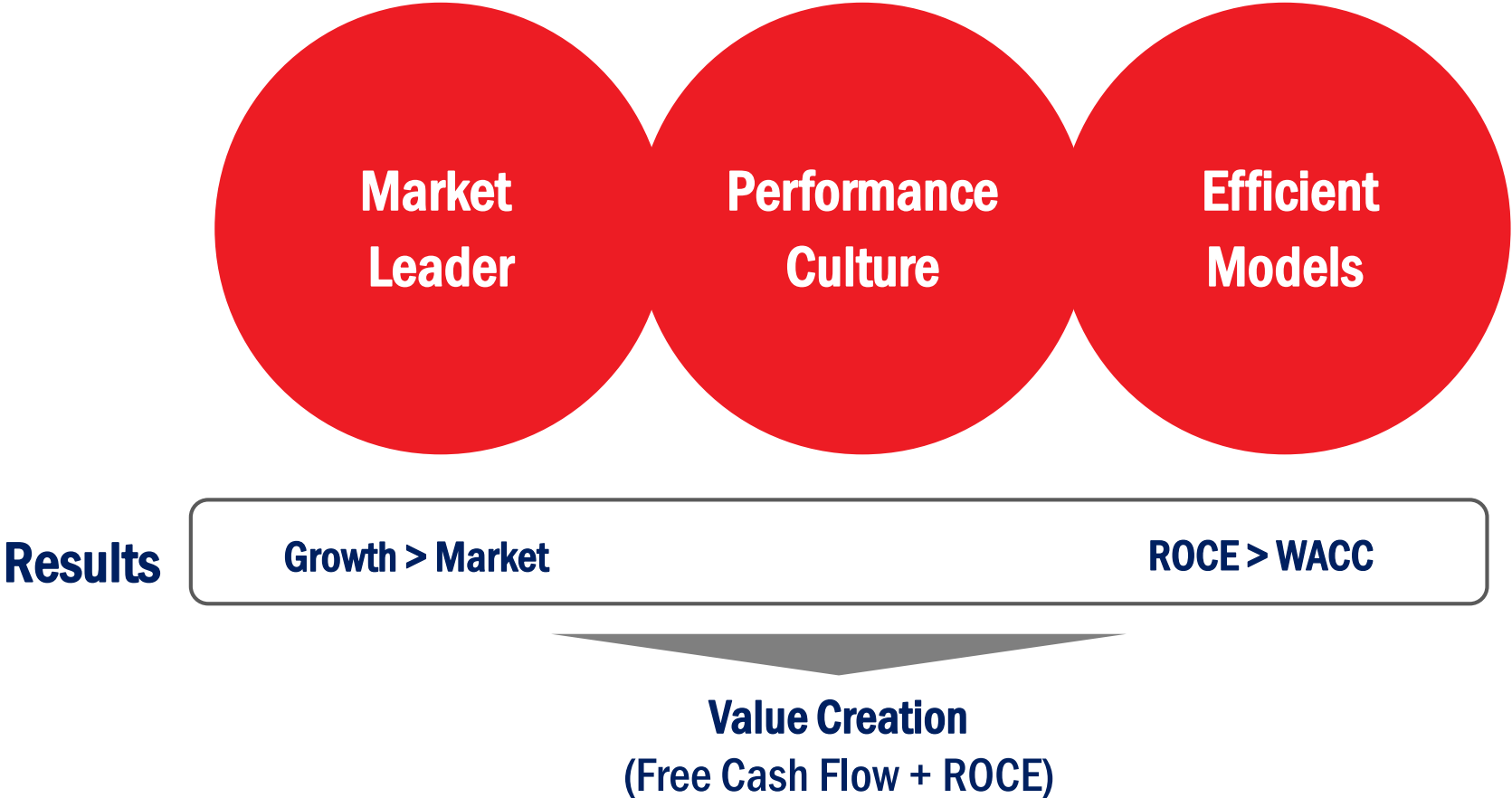
- High investment grade rating from all three agencies (A2 / Moody's, A- / S&P, A+ / Fitch)
- Strong financial performance with sustained growth in revenues, EBITDA margin and net profit
- Proactive debt and liquidity management, with capital expenditure covered by cash-flow generation
- Debt leverage (net debt / EBITDA) underpinned by a conservative credit policy

## Experienced Management

- Management with significant experience in the mobile and fixed-line telecommunications sectors
- Proven track record in delivering organic growth as well as making and integrating acquisitions
- Senior Ooredoo executives sit on the boards of all of Ooredoo's direct subsidiaries, ensuring consistency and compliance with the Group's overall strategy


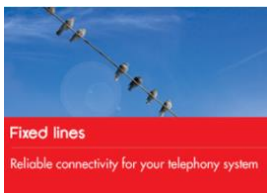







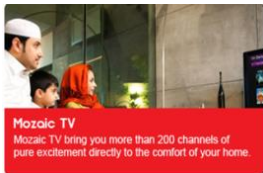


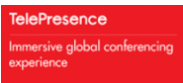






**Our evolving strategy provides the right ambition for our OpCos while allowing for localization**





# Full Service Operator

Fixed	Mobile	Data	Residential	Enterprise	Data centers
 <p><b>Dawli and O-Card</b> Lowest cost calls around the world</p>  <p><b>Fixed lines</b> Reliable connectivity for your telephony system</p>	 <p><b>Ooredoo Mobile Money</b></p>  <p><b>BlackBerry</b> The coolest service in town for Hala and Shahrir</p> 	 <p><b>Ooredoo hotspot Wi-Fi service</b> Easy, fast and convenient access to the internet</p>  <p><b>4G</b> Get there faster</p>  <p><b>Indosat Cloud</b></p> 	 <p><b>Mosaic TV</b> Mosaic TV bring you more than 200 channels of pure excitement directly to the comfort of your home.</p>  <p><b>Home Broadband</b> Connecting your home</p>	 <p><b>Office in a box</b> One solution for all your company needs</p>  <p><b>TelePresence</b> Immersive global conferencing experience</p>  <p><b>Maktabi Bundle</b> - your Business Voice &amp; Internet!</p>	 <p><b>Ooredoo data centre</b> Your trusted hosting and data management partner</p>  

- **Wide array** of cutting-edge products and services offered for **both individuals and businesses**
- **Best-in-class services** and **leading position** across key product lines
- **Innovation-driven** solutions and focus on **in-house** development





# Key Operations<sup>1</sup>

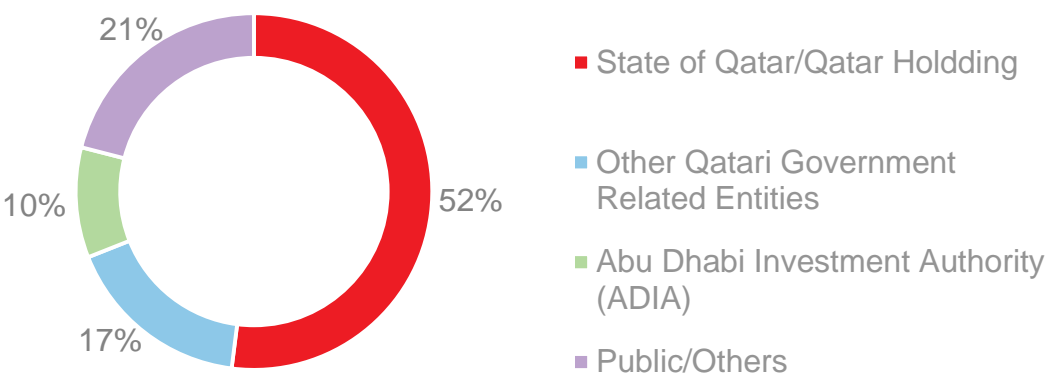
	Operation	Customers (millions)	Market Position	Revenue		EBITDA	
				(US\$ mn)	% of Group	(US\$ mn)	% of Group
Indonesia	Mobile, fixed	70	2/8	1,997	23%	907	25%
Iraq	Mobile	10.8	2/3	1,341	15%	587	16%
Qatar	Mobile, fixed	3.5	1/2	2,169	25%	1,097	31%
Algeria	Mobile	13	2/3	1,105	13%	405	11%
Kuwait	Mobile	2.3	3/3	625	7%	170	5%
Tunisia	Mobile, fixed	7.5	1/3	495	6%	205	6%
Oman	Mobile, fixed	2.8	2/2	680	8%	358	10%
Myanmar	Mobile	5.8	2/3	292	3%	(21)	-

Notes: (1) Full Year 2015



# Ooredoo Q.S.C.: Group Structure and Presence

## Ownership Profile

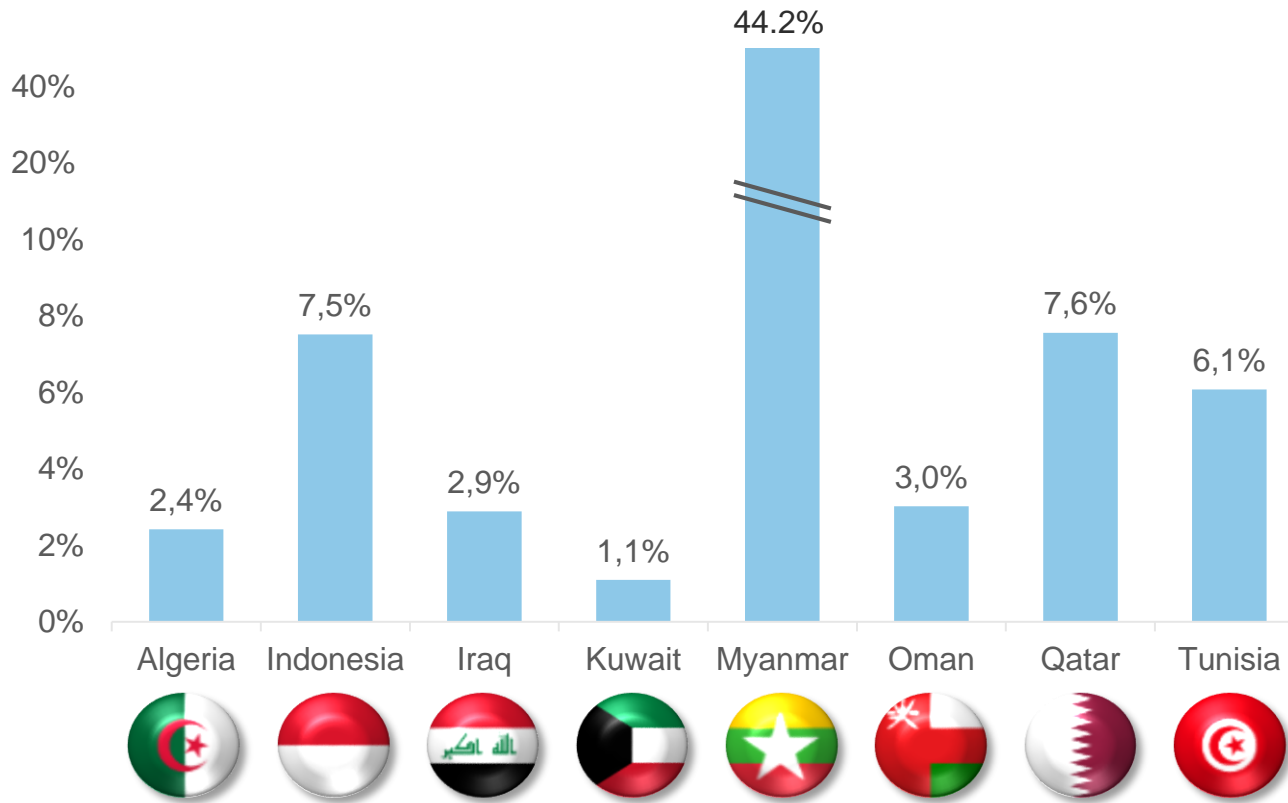


## Investments/ Effective Stake

Ooredoo	Indosat Ooredoo	Asiacell	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Wataniya Mobile	Ooredoo	Navlink	LTC	StarHub
<b>Qatar</b>	<b>Indonesia</b>	<b>Iraq</b>	<b>Algeria</b>	<b>Oman</b>	<b>Kuwait</b>	<b>Tunisia</b>	<b>Myanmar</b>	<b>Palestine</b>	<b>Maldives</b>	<b>Lebanon</b>	<b>Laos</b>	<b>Singapore</b>
100%	65%	64.1%	74.4%	55%	92.1%	84.1%	100%	44.6%	92.1%	38%	6%	14.1%



# 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



# Ooredoo Investment Highlights

## 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





**Thank you**

**ooredoo**

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