

Ooredoo at a Glance

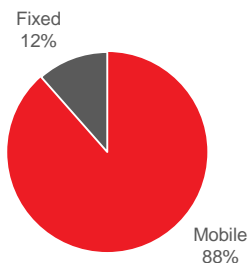


Disclaimer

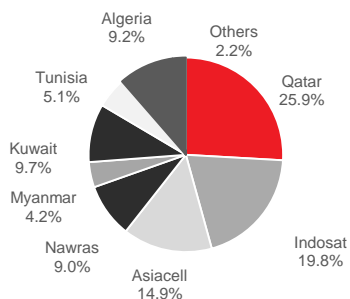
- Ooredoo (Parent company Ooredoo Q.S.C.) and the group of companies which it forms part of (“Ooredoo Group”) cautions investors that certain statements contained in this document state Ooredoo Group management's intentions, hopes, beliefs, expectations, or predictions of the future and, as such, are forward-looking statements.
- Ooredoo Group management wishes to further caution the reader that forward-looking statements are not historical facts and are only estimates or predictions. Actual results may differ materially from those projected as a result of risks and uncertainties including, but not limited to:
 - 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
- This presentation does not constitute an offering of securities or otherwise constitute an invitation or inducement to any person to underwrite, subscribe for or otherwise acquire or dispose of securities in any company within the Ooredoo Group.
- The Ooredoo Group undertakes no obligation to update publicly or otherwise any forward-looking statements, whether as a result of future events, new information, or otherwise.

Ooredoo at a glance⁽¹⁾

Revenue Diversity

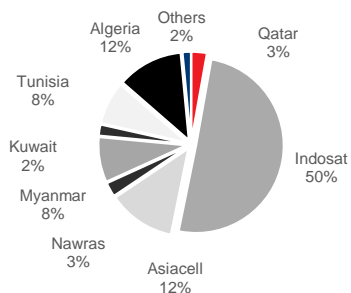


- ✓ **Integrated** telecom group - not a conglomerate
- ✓ **Wide range of services**, serving **both consumer and business** markets
- ✓ **Growing fixed** business



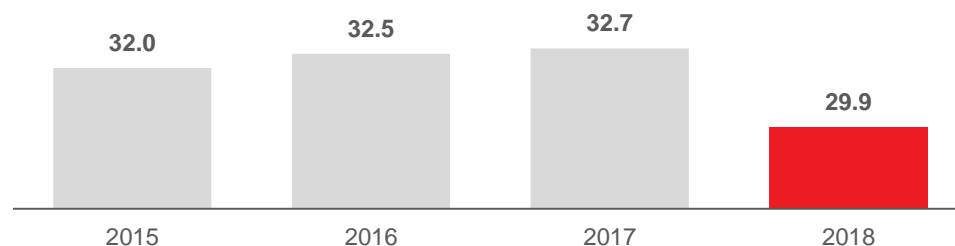
- ✓ **Mix of developed and emerging** markets
- ✓ **Strong position in all major markets** of operations

Customer Diversity

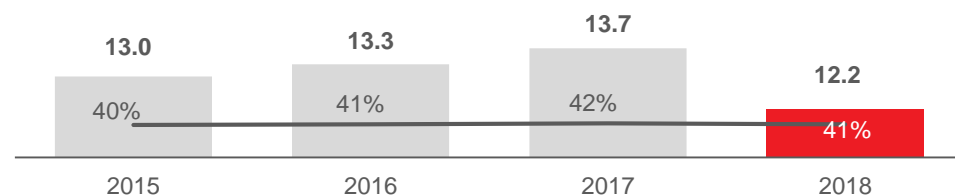


- ✓ **115 million** customers

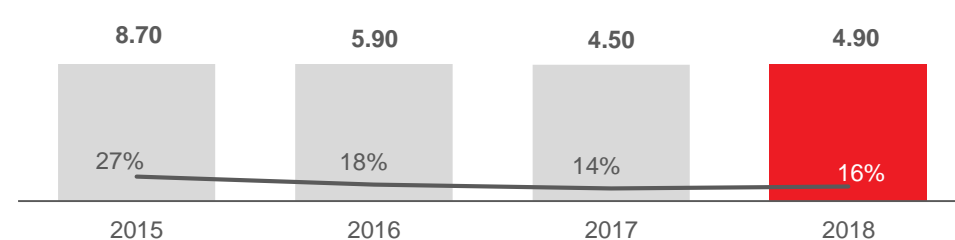
Revenue Growth (QAR bn)



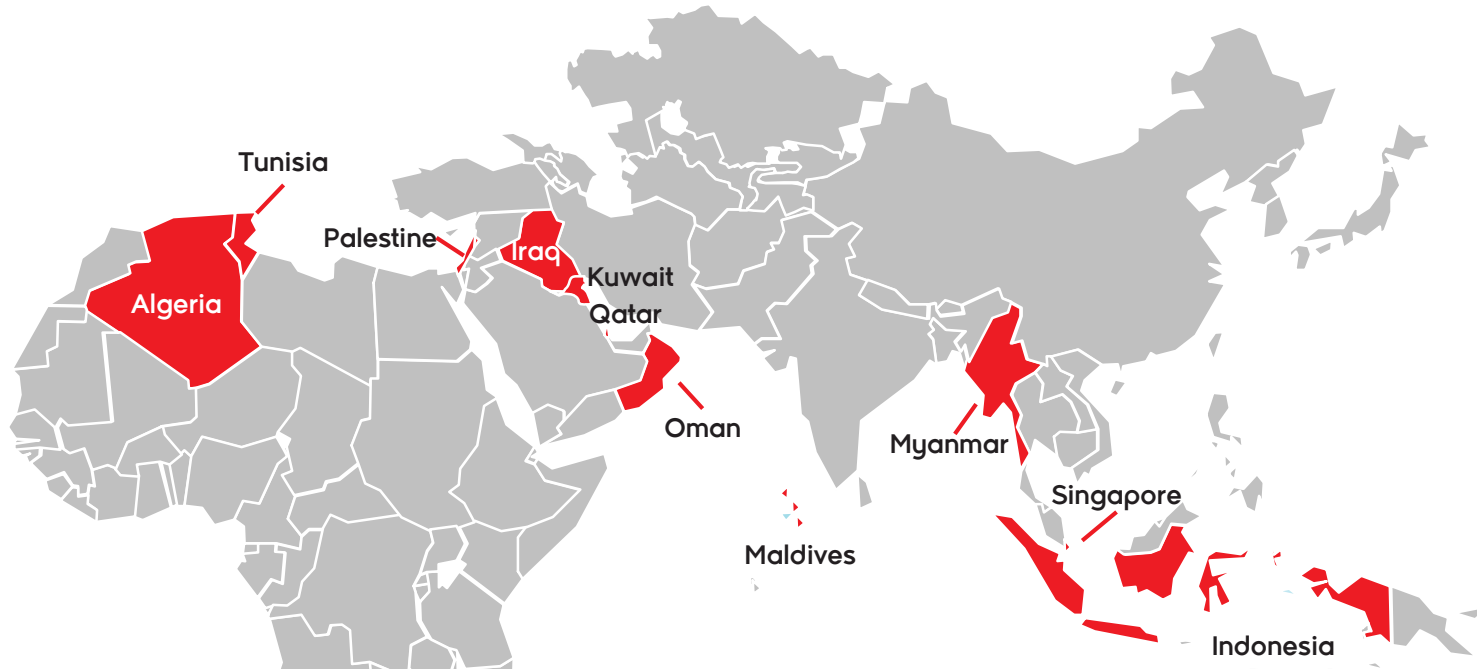
EBITDA QAR Million & EBITDA Margin(%)



Investment (Capex - QAR mn) Capex/revenue ratios



One of the fastest growing telco groups 2006 – 2018

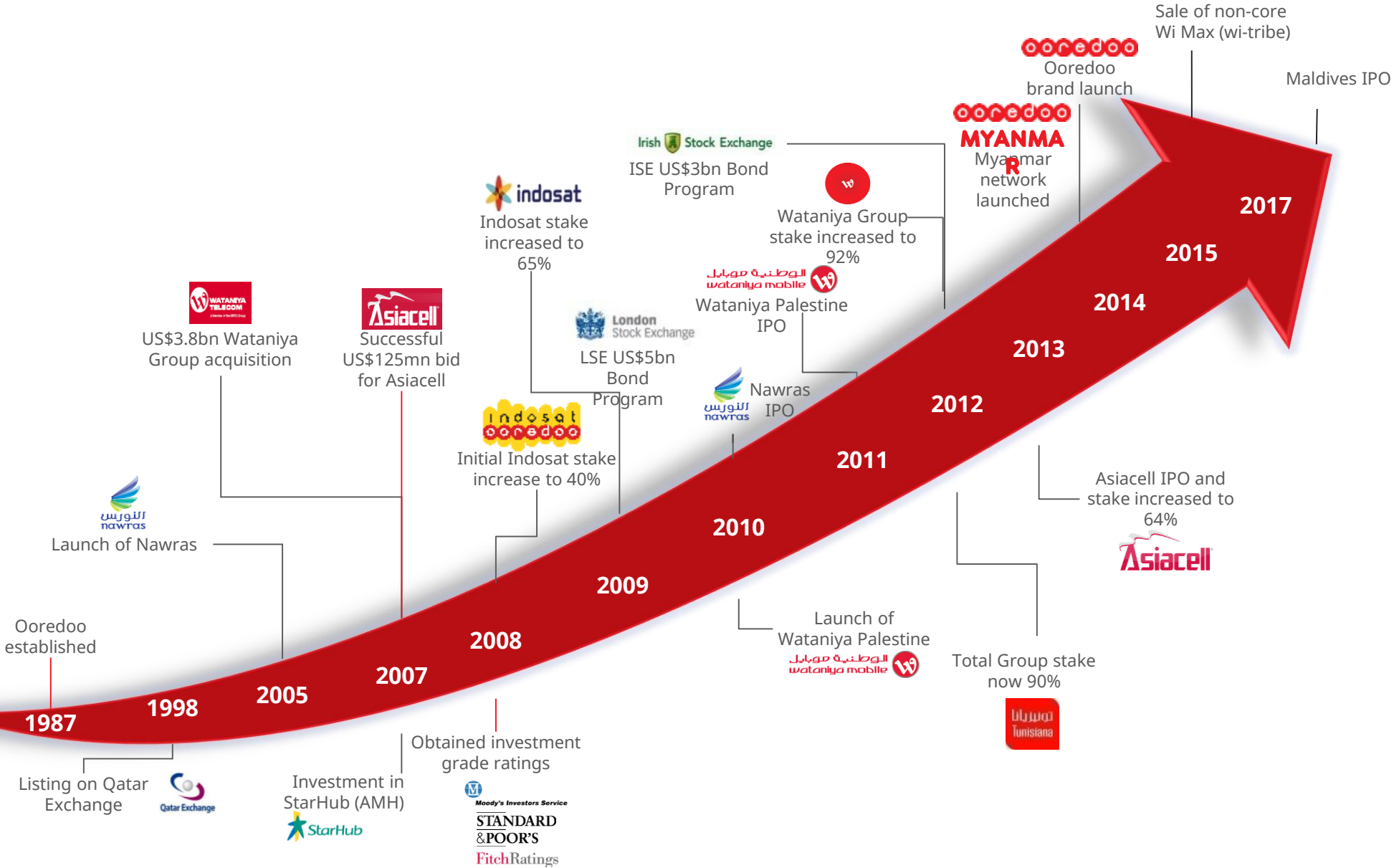


| | 2006 | 2018 | CAGR |
|------------------|------------|------------|-------|
| Markets | 2 | 10 | |
| Customers | <2mn | >115mn | 40% |
| Employees | 2,200 | 17,000 | 20% |
| Revenue | US\$ 1.2bn | US\$ 8.2bn | 17% |
| EBITDA | US\$ 721mn | US\$ 3.3bn | 13.5% |



Note: exchange rate 1USD=3.6415 QAR

Driven by a successful track record of execution...



...Backed by a solid story...

International Communications Company

- An international telecom company with a total customer base of 115 million
- Operating mobile telecom networks in 10 countries in the MENA and Asia Pacific regions
- Strong market position in all major markets of operations

Diversified and Balanced Portfolio

- Diversified assets in 10 countries with Ooredoo's home market (Qatar) representing approximately 25% 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 51.69% of voting shares, as well as the Golden Share, while other Qatari Government Related Entities hold 16.57% 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

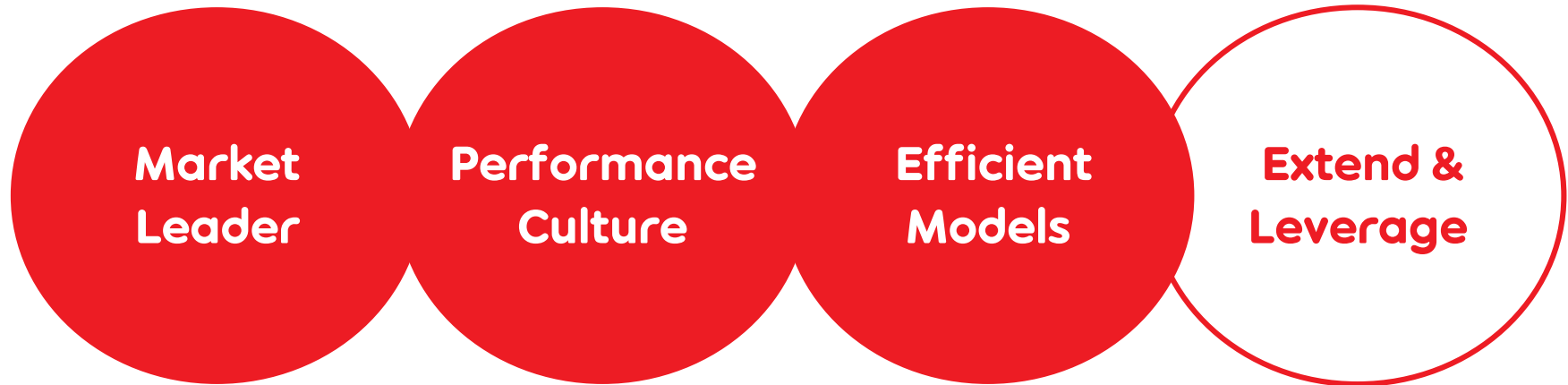
- High investment grade rating from all three agencies (A2 / Moody's, A- / S&P, A- / Fitch)
- Good financial performance with healthy revenues, EBITDA margin
- Proactive debt and liquidity management, with capital expenditure covered by cash-flow generation
- Debt leverage (net debt / EBITDA) underpinned 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

Digital is now integrated with our LEAD strategy

NEW LEAD



- Smarter distribution
- Leading data networks

- Culture transformation
- Lean & Agile

- Advanced analytics
- Re-engineered cost models











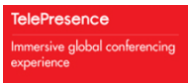



- Connectivity
- Consumer content
- B2B/ ICT

- Preferred digital partner
 - Platform connectivity
 - Partnership models

- Digital operations
 - Systems
 - Processes
 - Mindset

- Digital interactions
 - Marketing
 - Sales
 - Care

Full Service Operator

| Fixed | Mobile | Data | Residential | Enterprise | Data centers |
|---|--|--|---|--|--|
|  <p>Dawli and O-Card Lowest cost calls around the world</p>  <p>Fixed lines Reliable connectivity for your telephony system</p> |  <p>Ooredoo Mobile Money</p>  <p>BlackBerry The coolest service in town for Hala and Shahrly</p>  |  <p>High five to Qatar أول شبكة 5G في العالم</p> <p>Ooredoo hotspot Wi-Fi service Easy, fast and convenient access to the internet</p>  <p>Support 4G+ Speed +</p> <p>4G+</p> <p>Indosat Cloud</p> |  <p>OoredooTV</p>  <p>Home Broadband Connecting your home</p> |  <p>Office in a box One solution for all your company needs</p>  <p>TelePresence Immersive global conferencing experience</p>  <p>Maktabi Bundle - your Business Voice & Internet!</p> | <p>Ooredoo data centre 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

| | Operation | Customers (millions) | Market Position | Revenue | | EBITDA | |
|------------------|---------------|----------------------|-----------------|----------|------------|----------|------------|
| | | | | (QAR mn) | % of Group | (QAR mn) | % of Group |
| Indonesia | Mobile, fixed | 58 | 2/8 | 5,919 | 20% | 1,968 | 16% |
| Iraq | Mobile | 14.2 | 2/3 | 4,449 | 15% | 2,093 | 17% |
| Qatar | Mobile, fixed | 3.2 | 1/2 | 7,742 | 26% | 3,987 | 33% |
| Algeria | Mobile | 13.8 | 3/3 | 2,760 | 9% | 1,029 | 8% |
| Kuwait | Mobile | 2.3 | 2/3 | 2,905 | 10% | 661 | 5% |
| Tunisia | Mobile, fixed | 9.0 | 1/3 | 1,526 | 5% | 595 | 4% |
| Oman | Mobile, fixed | 3.0 | 2/2 | 2,685 | 9% | 1,463 | 12% |
| Myanmar | Mobile | 9.6 | 3/4 | 1,262 | 4% | 197 | 2% |

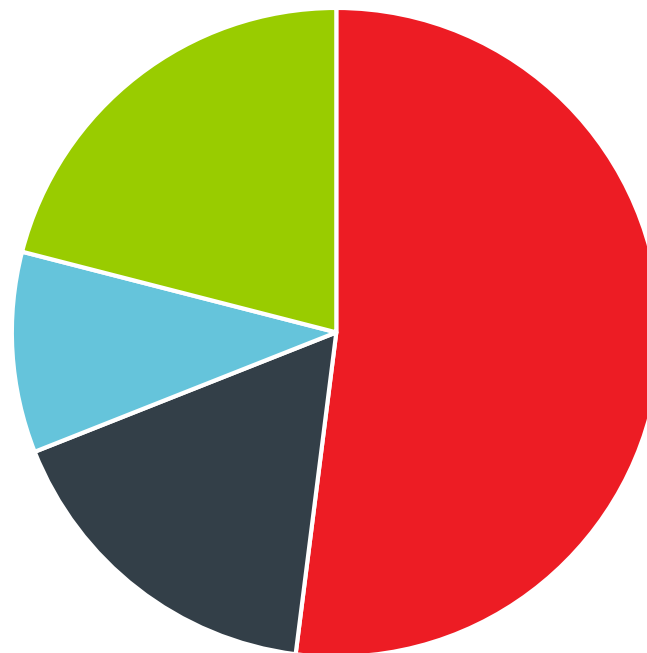


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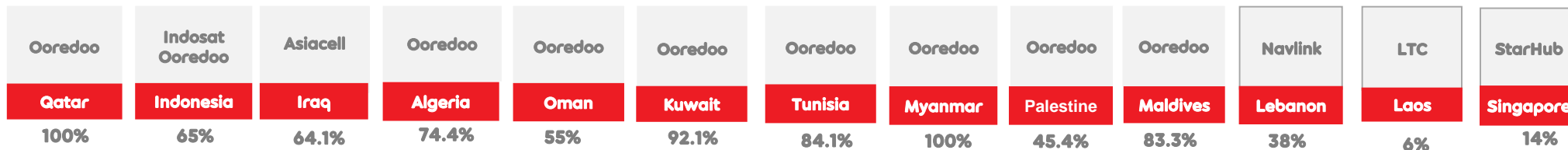
Ooredoo Q.P.S.C.: Group Structure and Presence

Ownership Profile

- State of Qatar/Qatar Holding (52%)
- Other Qatari Government Related Entities (17%)
- Abu Dhabi Investment Authority (ADIA) (10%)
- Public/Others (21%)



Investments/ Effective Stake





Thank you

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