

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

Waleed Al Sayed, GDCEO

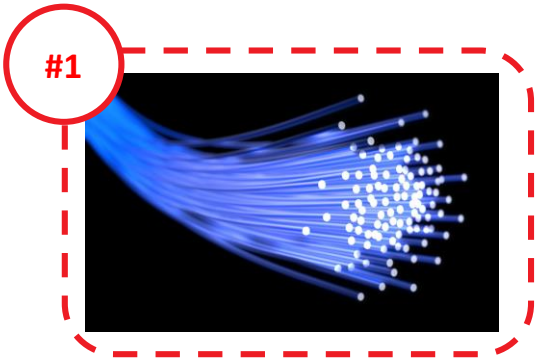
19 June 2019



Key Achievements | A global leader in telecom digitization



- **World's 1st 5G** - First 5G launch worldwide in Qatar



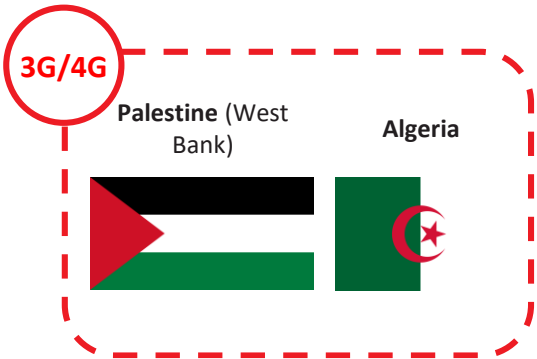
- **Qatar's Gigabit Fibre** - Highest penetration / fastest in the World



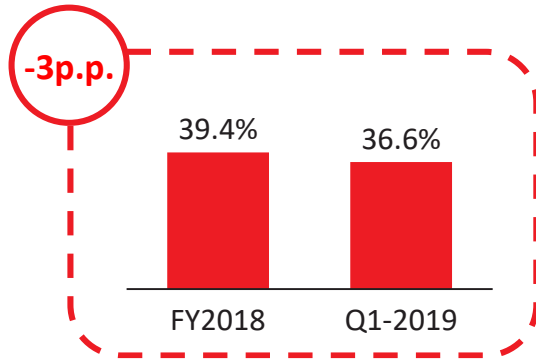
- **Data revenues** - Data generates more than 50% of the Group revenues



- **Brand value** – Further improved from 43rd to 41st in the Top 50 rankings, with a brand value of \$3.78Bn



- **3G launch in West bank**
- **Algeria first** to cover all 48 Wilayas with 4G



- **Realized Operating Efficiencies** – Improving our Operating expenses as a % of Revenue

Key Challenges & Opportunities | (1/2)

Selected Key Opportunities



- World's first 5G network launched in Qatar
- Further international 5G roll out based on business cases



Digital

- Digitization drives efficiency and new business opportunities
- 'Get Digital!' - We are executing an ambitious program of digitizing our customer experience and operations, to make it easy for our customers to find, buy, and use our services online



B2B / ICT

- The B2B segment (connectivity and ICT) offers a material growth opportunity across our markets



- Biggest sporting event in the world driving value for Ooredoo through: new infrastructure for visitors, immersive sport technology, smart stadiums, etc.

Key Challenges & Opportunities | (2/2)

Selected Key Challenges



Macroeconomic /
Political

- **Weak Currencies evolution** – Local currency erosion against USD in some markets, such as Algeria and Tunisia
- **Political / security uncertainty** – Security situation has stabilized in Iraq. Algerian Government uncertainty
- **US / China trade war** – Could have implications on Huawei devices / network equipment



Fierce competition

- **Threat of OTT** – Value leakage of traditional Telco services increases with smartphone adoption
- **3rd entrant in Oman** – Expected to enter the market by 2020
- **In-market consolidation** - Telenor and Axiata are merging their Asian operations



Regulatory
Challenges

- **In-market consolidation** – The regulator in Indonesia is considering introducing a regulation to support in-market consolidation
- **High tariffs on smartphone imports** – Algerian Regulator has imposed high (60%) import tariffs on smartphones
- **Revenue Tax** – The regulator in Myanmar is considering introducing a 2% revenue tax on MNOs

Top Reasons to invest in Ooredoo | Diversified portfolio with attractive growth / dividend potential

LEADING
MARKET
POSITION IN KEY
MARKETS

- **Unique mature and emerging market mix** with growing, young populations, 115 mill customers **across 10 markets**

TECHNOLOGY
LEADERSHIP

- Clear digital strategy
- **Superior network quality in most locations** (first 5G network, 8/10 markets 4G)

LOW FUNDING
COST

- **Flexibility for future investments due to strong balance sheet** & Qatari Government ownership (68%) & support / combined with strong ratings by all 3 agencies allows

LEAN COST
STRUCTURE

- Driven by: **centralized sourcing, operational efficiency programs**, economies of scale

UNIFIED BRAND

- Unified brand with an **increasing brand value**
- Ooredoo ranked 41 out of the Top 50 most valuable brands world wide