



# Ooredoo at a Glance



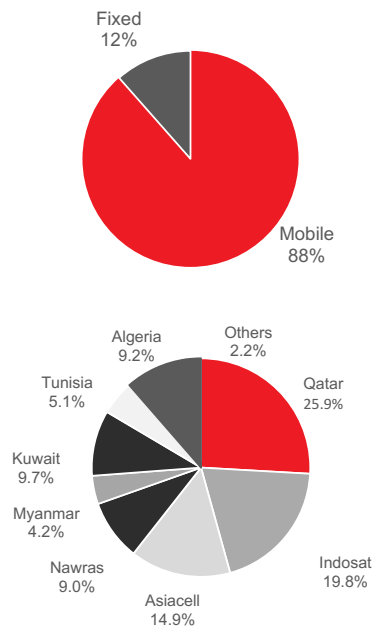
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  - Our ability to manage domestic and international growth and maintain a high level of customer service
  - Future sales growth
  - Market acceptance of our product and service offerings
  - Our ability to secure adequate financing or equity capital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

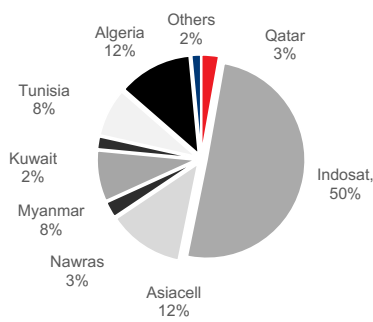
## Revenue Diversity



- ✓ **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

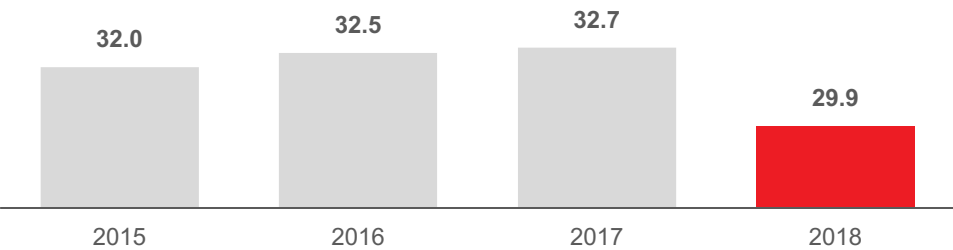
## Customer Diversity



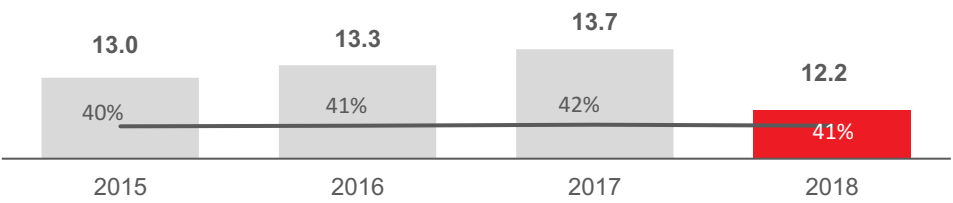
- ✓ **115 million** customers

<sup>(1)</sup> based on 2018 FY results

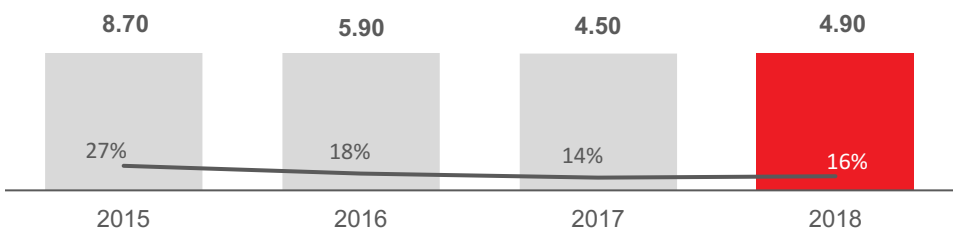
## Revenue Growth (QAR bn)



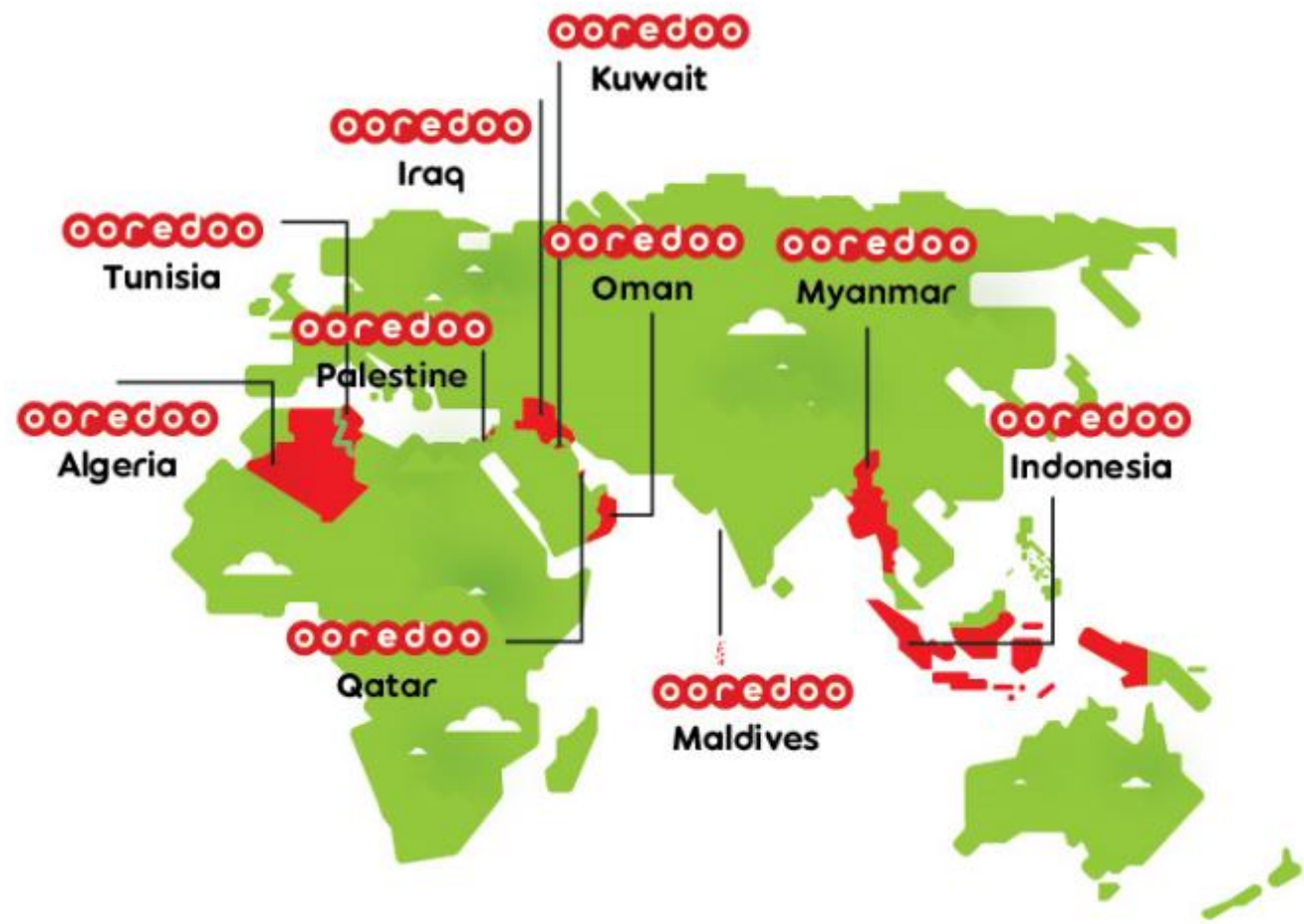
## EBITDA QAR Million & EBITDA Margin(%)



## Investment (Capex – QAR mn) Capex/revenue ratios



# One of the fastest growing telco groups 2006-2018



	2006	2018	
Markets	2	10	CAGR
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

# Ooredoo Global Footprint

Headquartered in Doha, Qatar, Ooredoo is a global telecommunications company with a consolidated global customer base of more than 115 million, as at 31 December 2018. Its operating network extends across 10 markets in the Middle East, North Africa and Southeast Asia.



**115m**  
Total customers

**8bn**  
Revenue (USD)



## Middle East

Ooredoo Group's operations in the Middle East region comprise Ooredoo Qatar, Ooredoo Oman, Ooredoo Kuwait, Asiacell Iraq and Ooredoo Palestine. Ooredoo enhanced its network leadership in the region in 2018, making strong progress in the race towards 5G and delivering pioneering expansion in Palestine. May saw the launch of the world's first live, commercially available 5G network in Qatar, with Oman and Kuwait also making strong 5G progress during the year. Wataniya Palestine was officially rebranded Ooredoo Palestine in November.

Middle East customers  
24.1 million

## North Africa

Ooredoo's operations in North Africa comprise Ooredoo Algeria and Ooredoo Tunisia, markets which both experienced positive development in 2018. By April, Ooredoo Algeria had rolled out its 4G network across all provinces – a feat achieved in just two years. Ooredoo Tunisia also pursued a programme of digital and network enhancement during the year.

North Africa customers  
22.8 million

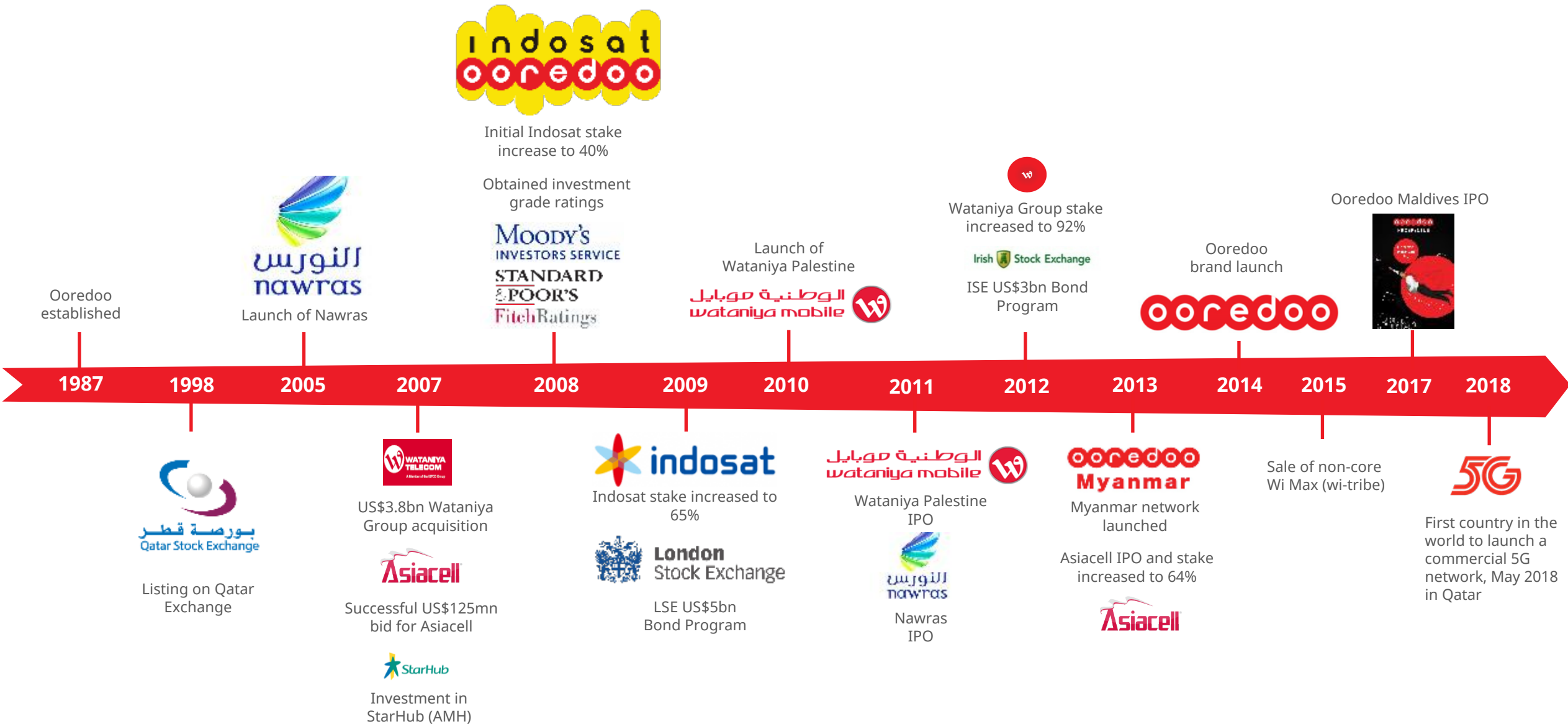
## Southeast Asia and the Subcontinent

Ooredoo's operations in Southeast Asia and the Subcontinent comprise Indosat Ooredoo in Indonesia, Ooredoo Maldives and Ooredoo Myanmar. Indosat Ooredoo achieved 4G coverage of around 80 percent of the population in 2018, while Ooredoo Maldives completed the trial launch of 5G. Ooredoo Myanmar worked with partners to inaugurate the country's first 5G-ready Technology Centre during the year.

Southeast Asia and Subcontinent customers  
68.1 million

		Ooredoo effective stake	Country population	Mobile penetration	Market share
1	Qatar (Ooredoo <sup>1</sup> )	100.0%	2.7 m	157%	68%
2	Kuwait (Ooredoo <sup>2</sup> )	92.1%	4.7 m	155%	32%
3	Oman (Ooredoo)	55.0%	4.7 m	139%	43%
4	Iraq (Asiacell)	64.1%	37.9 m	94%	37%
5	Palestine (Ooredoo <sup>2</sup> )	45.4%	5.0 m	87%	30%
6	Algeria (Ooredoo <sup>2,4</sup> )	74.4%	42.3 m	103%	33%
7	Tunisia (Ooredoo <sup>2,5</sup> )	84.1%	11.6 m	127%	41%
8	Indonesia (Indosat Ooredoo)	65.0%	266.0 m	108%	22%
9	Myanmar (Ooredoo)	100.0%	53.8 m	101%	18%
10	The Maldives (Ooredoo <sup>2,3</sup> )	83.3%	0.4 m	217%	50%

# Driven by a successful track record of execution





# Digital is now integrated with our LEAD strategy

## NEW LEAD

### Market Leader

- Smarter distribution
- Leading data networks

#### Preferred digital partner

- Platform connectivity
- Partnership models

### Performance Culture

- Culture transformation
- Lean & Agile

#### Digital operations

- Systems
- Processes
- Mindset

### Efficient Models

- Advanced analytics
- Re-engineered cost models

#### Digital interactions

- Marketing
- Sales
- Care

### Extend & Leverage

- Connectivity
- Consumer content
- B2B/ ICT



# 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











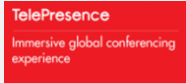



- Driven by: **centralized sourcing, operational efficiency programs**, economies of scale

## UNIFIED BRAND

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



# 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 Shahrly</p> 	 <p><b>High five to Qatar</b> اول شبكة 5G في العالم</p> <p><b>Ooredoo hotspot Wi-Fi service</b> Easy, fast and convenient access to the internet</p>  <p><b>Support 4G+ Speed</b></p> <p><b>Indosat Cloud</b></p>	 <p><b>OoredooTV</b></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 - your Business Voice &amp; Internet!</b></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

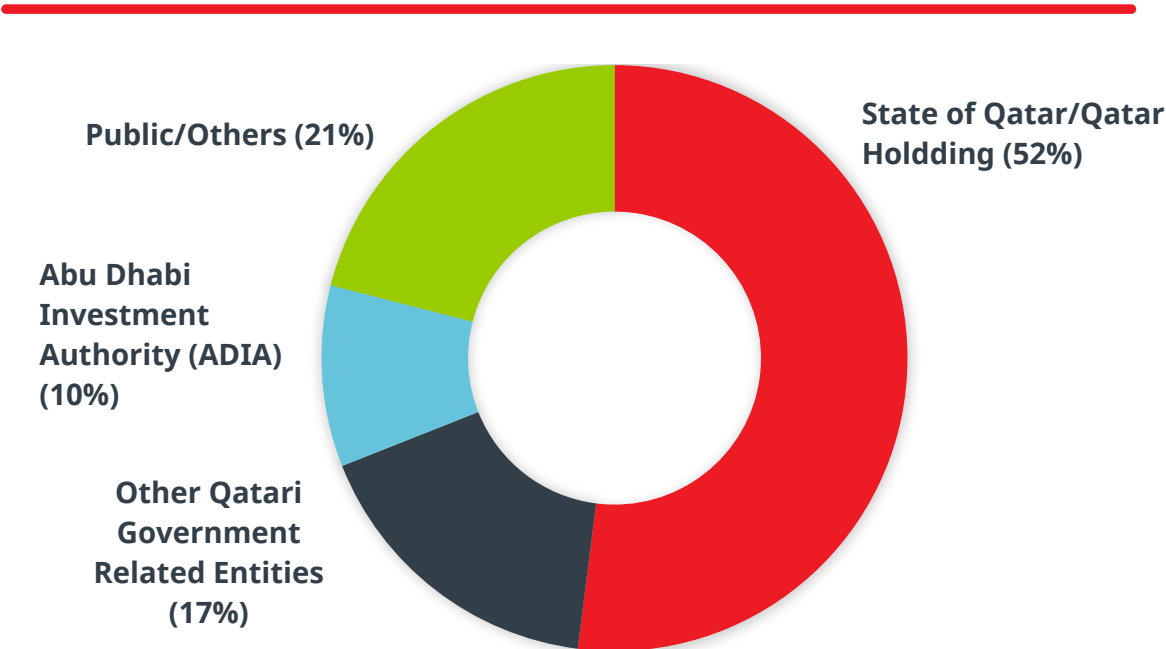
# Key Operations

Markets	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%

Note: exchange rate 1USD=3.6415 QAR

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

## Ownership Profile



## Investments/ Effective Stake

Ooredoo	Indosat Ooredoo	Asiacell	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	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%	45.4%	83.3%	38%	6%	14%



# Thank you

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