



Ooredoo at a Glance



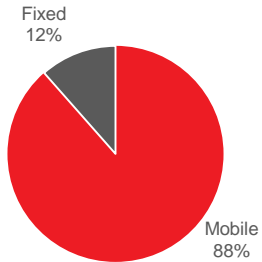
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 - Our ability to manage domestic and international growth and maintain a high level of customer service
 - Future sales growth
 - Market acceptance of our product and service offerings
 - Our ability to secure adequate financing or equity capital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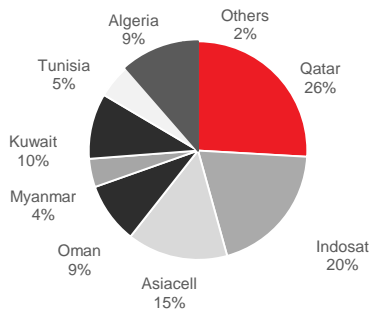


Ooredoo at a glance ⁽¹⁾

Revenue Diversity

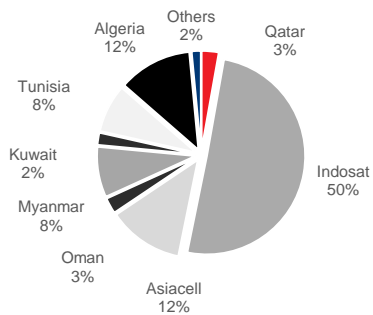


- ✓ **Integrated** telecom group - not a conglomerate
- ✓ **Wide range of services**, serving **both consumer and business** markets
- ✓ **Growing fixed** business



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

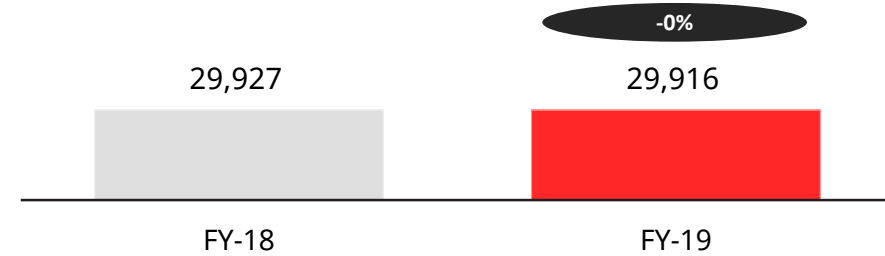
Customer Diversity



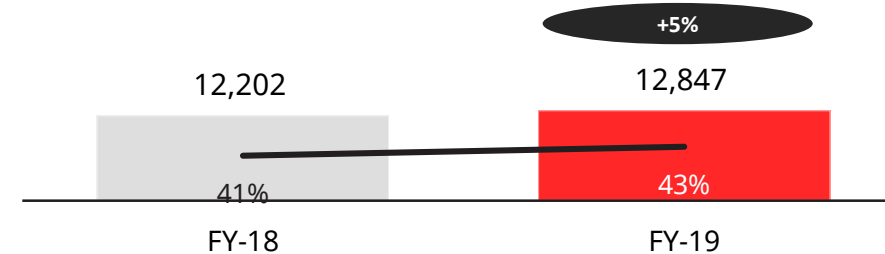
- ✓ **117 million** customers

⁽¹⁾ based on 2019 FY results

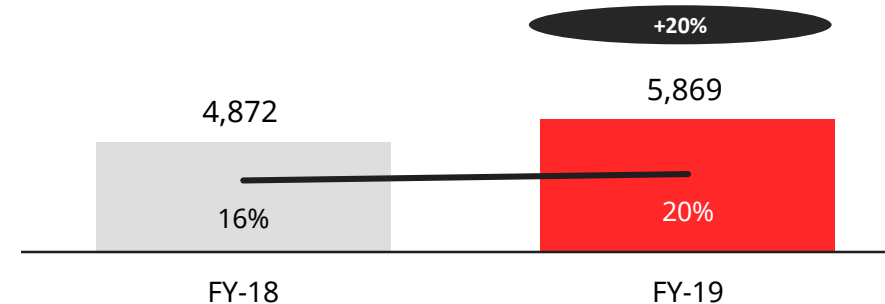
Revenue Growth (QAR bn)



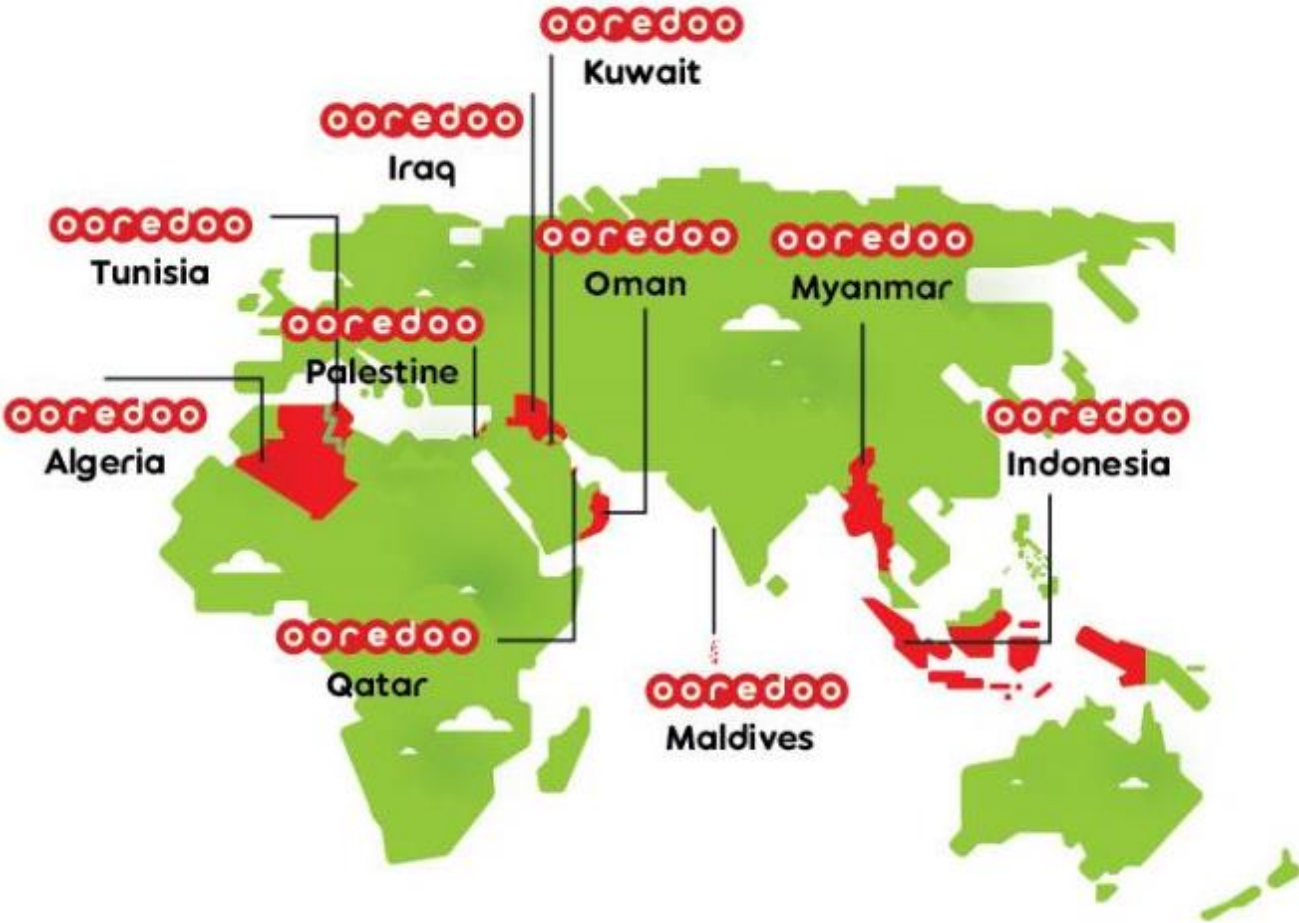
EBITDA QAR Million & EBITDA Margin(%)



Investment (Capex – QAR mn) Capex/revenue ratios



One of the fastest growing telco groups 2006-2018



	2006	2018	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

Ooredoo Global Footprint

Ooredoo Global Footprint

Our Reach

Headquartered in Doha, Qatar, Ooredoo is a global telecommunications company with a consolidated global customer base of more than 117 million, as at 31 December 2019. Its operating network extends across 10 markets in the Middle East, North Africa and Southeast Asia.



North Africa
21.7 m
customers

Middle East
24.1 m
customers

Southeast Asia
71.2 m
customers



Customer base up by 2% to 117 million



Middle East

Ooredoo Group's operations in the Middle East region comprise Ooredoo Qatar, Ooredoo Oman, Ooredoo Kuwait, Asiacell Iraq and Ooredoo Palestine. Ooredoo continued to build its network leadership in the region in 2019, with the commercial launch of 5G in Kuwait, the world's first successful international first 5G video call between Qatar and Kuwait, and strong progress towards the commercial launch of 5G in Oman. Ooredoo Palestine's reach extended across 97% of the population by the end of the year, confirming its position as mobile data market leader.

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 2019. Ooredoo Tunisia achieved 43% of the overall market share and more than 66% of the 4G market, while Ooredoo Algeria became the first mobile operator in the country to cover all 48 wilayas with 4G technology.

North Africa customers
21.7 million

Southeast Asia

Ooredoo's operations in Southeast Asia comprise Indosat Ooredoo in Indonesia, Ooredoo Maldives and Ooredoo Myanmar. Indosat Ooredoo improved network coverage and customers' online experience during the year, delivering double-digit growth, while Ooredoo Maldives expanded its Supernet broadband services to cover 65% of the population, and Ooredoo Myanmar added 1,300 4G LTE sites across the country.

Southeast Asia customers
71.2 million

Ooredoo effective take
Country population
Mobile penetration
Market share

	Ooredoo effective take	Country population	Mobile penetration	Market share
Middle East				
Qatar ⁽¹⁾	100.0%	2.7 m	172%	63%
Kuwait ⁽²⁾	92.1%	4.6 m	159%	35%
Oman	55.0%	4.7 m	137%	41%
Iraq	64.1%	37.9 m	94%	37%
Palestine ⁽³⁾	45.4%	5.0 m	87%	30%
North Africa				
Algeria ⁽⁴⁾	74.4%	43.0 m	100%	33%
Tunisia ⁽⁵⁾	84.1%	11.7 m	126%	43%
Southeast Asia				
Indonesia	65.0%	266.9 m	107%	21%
Myanmar	100.0%	54.2 m	127%	17%
The Maldives ⁽⁶⁾	83.3%	0.4 m	187%	48%

Driven by a successful track record of execution



Initial Indosat stake increase to 40%

Obtained investment grade ratings



Launch of Wataniya Palestine



Wataniya Group stake increased to 92%



ISE US\$3bn Bond Program

Ooredoo brand launch



Ooredoo Maldives IPO



Ooredoo established



Launch of Nawras

1987

1998

2005

2007

2008

2009

2010

2011

2012

2013

2014

2015

2017

2018



Listing on Qatar Exchange



US\$3.8bn Wataniya Group acquisition



Successful US\$125mn bid for Asiacell



Investment in StarHub (AMH)



Indosat stake increased to 65%



LSE US\$5bn Bond Program



Wataniya Palestine IPO



Nawras IPO



Myanmar network launched

Asiacell IPO and stake increased to 64%



Sale of non-core Wi Max (wi-tribe)



First country in the world to launch a commercial 5G network, May 2018 in Qatar

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






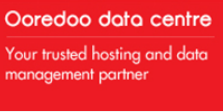




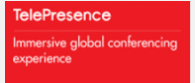





LEAN COST STRUCTURE

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

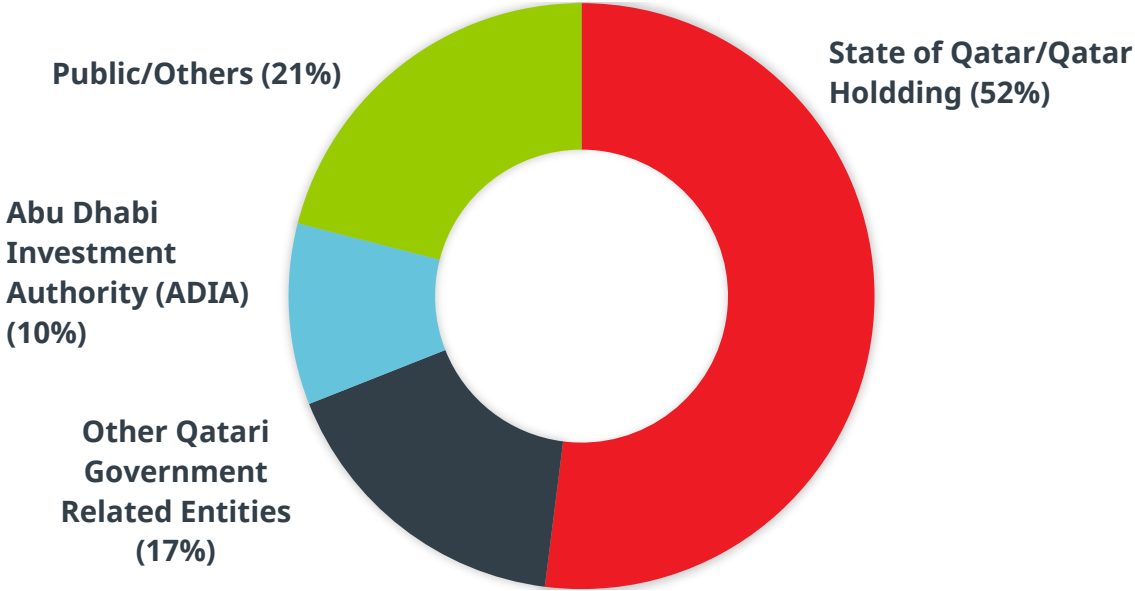
Key Operations

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
Qatar	Indonesia	Iraq	Algeria	Oman	Kuwait	Tunisia	Myanmar	Palestine	Maldives	Lebanon	Laos	Singapore
100%	65%	64.1%	74.4%	55%	92.1%	84.1%	100%	45.4%	83.3%	38%	6%	14%

ooredoo

Thank you

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