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: Snapshot(1)

**Revenue Diversity**
- Telecom Services 95%
- Telecom Equipment 4%
- Others 1%

**Customer Diversity**
- Oman 2%
- Qatar 3%
- Tunisia 7%
- Algeria 10%
- Asiacell 12%
- Other 1%
- Myanmar 12%
- Indosat 50%

**Ooredoo at a glance**
- Integrated telecom group – not a conglomerate
- Wide range of services, serving both consumer and business markets
- Mix of mature and developing markets
- Strong position in all major markets of operations
- 121 million customers

**Revenue (USDm)**
- 7,927

**EBITDA (USDm) & Margin (%)**
- 3,331
- 42%

**Inv. Capex (USDm) & Cap/Rev (%)**
- 1,590
- 20%

Note: (1) based on 2020 FY results. USD/QAR exchange rate = 3.6415.
- **Wide array** of cutting-edge products and services offered for **both individuals and businesses**
- **High quality services** and a **leading position** across key product lines
- **Innovation-driven** solutions
Ooredoo’s Global Footprint

- Ooredoo has been one of the fastest growing telecom operators in the world, covering today 10 markets across Europe, Africa and Asia, up from 2 markets only in 2006.
- The Group has leading market positions across geographies, being in the top 3 in all its key markets.

### Key Market Operations

<table>
<thead>
<tr>
<th>Key Market</th>
<th>Operation</th>
<th>Customers (millions)</th>
<th>Market Position</th>
<th>Revenue (USDm)</th>
<th>% of Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qatar</td>
<td>Mobile, fixed</td>
<td>3.3</td>
<td>1/2</td>
<td>1,942</td>
<td>25%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>Mobile, fixed</td>
<td>60.3</td>
<td>2/5</td>
<td>1,918</td>
<td>24%</td>
</tr>
<tr>
<td>Iraq</td>
<td>Mobile</td>
<td>14.7</td>
<td>2/3</td>
<td>1,104</td>
<td>14%</td>
</tr>
<tr>
<td>Oman</td>
<td>Mobile, fixed</td>
<td>2.8</td>
<td>2/2</td>
<td>689</td>
<td>9%</td>
</tr>
<tr>
<td>Kuwait</td>
<td>Mobile</td>
<td>2.5</td>
<td>2/3</td>
<td>684</td>
<td>9%</td>
</tr>
<tr>
<td>Algeria</td>
<td>Mobile</td>
<td>12.5</td>
<td>3/3</td>
<td>620</td>
<td>8%</td>
</tr>
<tr>
<td>Tunisia</td>
<td>Mobile, fixed</td>
<td>8.1</td>
<td>1/3</td>
<td>416</td>
<td>5%</td>
</tr>
<tr>
<td>Myanmar</td>
<td>Mobile</td>
<td>14.7</td>
<td>3/4</td>
<td>322</td>
<td>4%</td>
</tr>
</tbody>
</table>

Notes: Data as of Dec 31, 2020; USD/QAR exchange rate = 3.6415.
Ooredoo Global Footprint

Our reach
Headquartered in Doha, Qatar, Ooredoo is an International telecommunications company with a consolidated global customer base of more than 121 million, as at 31 December 2020. Its operating network extends across 10 markets in the Middle East, North Africa and Southeast Asia.

North Africa
Ooredoo’s operations in North Africa comprise Ooredoo Algeria and Ooredoo Tunisia, markets which both experienced significant challenges in 2020 due to the COVID-19 pandemic. Ooredoo Algeria successfully provided customers with innovative solutions and services in a very competitive market, including the launch of a new digital offer portfolio, while Ooredoo Tunisia solidified its position as the number one telecommunications operator by market share, network speed and customer service, retaining more than 43% of the total Tunisian mobile market.

North Africa customers 20.7 million

Middle East
Ooredoo Group’s operations in the Middle East region comprise Ooredoo Qatar, Ooredoo Oman, Ooredoo Kuwait, Asiacell Iraq and Ooredoo Palestine, which saw subdued market conditions in the first half of the year due to the effects of the pandemic. Ooredoo Qatar transitioned towards becoming a truly digital player during 2020, enabling rapid time-to-market for new services and a seamless customer experience. Ooredoo Kuwait optimised its network and converted 2G and 3G networks to 4G to give more capacity to users and provided the highest 5G internet speeds in Kuwait, while Ooredoo Oman launched 5G services and provided 24/7 digital access and support for customers. Asiacell began deploying 4G infrastructure across the country in preparation for its launch in 2021 and Ooredoo Palestine continued to enhance and expand its network during the year.

Middle East customers 24.8 million

Southeast Asia and the Subcontinent
Ooredoo’s operations in Southeast Asia comprise Indosat Ooredoo in Indonesia, Ooredoo Maldives and Ooredoo Myanmar, all of which saw significant demand for network services amid the COVID-19 lockdown. Indosat Ooredoo was the fastest-growing company in the Indonesian telecoms sector in 2020, while Ooredoo Myanmar extended Long-Term Evolution (LTE) services to cover more than 92.6% of the population with its nationwide 4G LTE Turbo launch, and Ooredoo Maldives introduced 5G services and expanded its SuperNet Broadband services to new areas.

Southeast Asia and Subcontinent customers 75.5 million

Ooredoo at a glance

<table>
<thead>
<tr>
<th>Country</th>
<th>Population</th>
<th>Mobile penetration</th>
<th>Market share</th>
</tr>
</thead>
<tbody>
<tr>
<td>Qatar</td>
<td>2.7 m</td>
<td>170%</td>
<td>64%</td>
</tr>
<tr>
<td>Kuwait</td>
<td>4.6 m</td>
<td>159%</td>
<td>36%</td>
</tr>
<tr>
<td>Oman</td>
<td>4.5 m</td>
<td>140%</td>
<td>40%</td>
</tr>
<tr>
<td>Iraq</td>
<td>40.1 m</td>
<td>93%</td>
<td>38%</td>
</tr>
<tr>
<td>Palestine</td>
<td>5.2 m</td>
<td>83%</td>
<td>31%</td>
</tr>
<tr>
<td>Algeria</td>
<td>44.2 m</td>
<td>92%</td>
<td>31%</td>
</tr>
<tr>
<td>Tunisia</td>
<td>11.8 m</td>
<td>124%</td>
<td>43%</td>
</tr>
<tr>
<td>Indonesia</td>
<td>270.2 m</td>
<td>126%</td>
<td>21%</td>
</tr>
<tr>
<td>Myanmar</td>
<td>54.8 m</td>
<td>136%</td>
<td>24%</td>
</tr>
<tr>
<td>Maldives</td>
<td>0.4 m</td>
<td>175%</td>
<td>44%</td>
</tr>
</tbody>
</table>
COVID-19 Impact: turning a crisis into long term opportunities

Despite some negative impact related to roaming revenues, in-store sales and supply chain disruption, telecom has been a defensive sector amid the COVID-19 crisis. Ooredoo’s strategic focus on digital transformation allowed the Group to show further resilience.

- Reduced roaming revenues due to travel restrictions
- Decreased device sales (low margin business) due to store closures
- Potential supply chain disruption, delaying CAPEX deployment
- More need to communicate in crisis situation
- Data consumption up during lockdown (entertainment, education, video conferencing)
- Increased e-Shop and digital service usage
- Potential increase in demand for cloud and data centre services

Long term opportunities:
- Digital Transformation and increased reliance on online services
- Necessary growth of 5G and acceleration of IoT services
Driven by a successful track record of execution
An agile, adaptable strategy

Our new strategy focuses on four key strategic pillars:

- **Core**
  - Capturing the full potential from our core.

- **Digital**
  - Digital Services
  - Building leading digital services

- **Infrastructure**
  - Extracting optimal value through infrastructure and network sharing

- **Portfolio**
  - Optimising our portfolio and accelerating strategic partnerships

These strategic pillars are underpinned by critical capabilities:

- **Our operating model**
- **Changes to our ways of thinking**
- **Our talent and how we manage it**
- **Establishing effective transformation**
Top Reasons to invest in Ooredoo | Diversified portfolio with attractive growth / dividend potential

- Unique mature and emerging market mix with growing, young populations, 121 million customers across 10 markets
- Clear digital strategy
- Superior network quality in most locations (first 5G network, 5G launched in Qatar, Kuwait, Iraq, Oman & Maldives, 9/10 markets 4G)
- Flexibility for future investments due to strong balance sheet & Qatari Government ownership (68%) & support / combined with strong ratings by all 3 agencies allows
- Driven by: centralized sourcing, operational efficiency programs, economies of scale
- Unified brand with an increasing brand value
- Ooredoo ranked 41 out of the Top 50 most valuable brands worldwide
## Key Operations FY 2020

<table>
<thead>
<tr>
<th>Markets</th>
<th>Operation</th>
<th>Customers millions</th>
<th>Market position</th>
<th>Revenue (QAR mm)</th>
<th>% of Group</th>
<th>EBITDA (QAR mm)</th>
<th>% of Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>Indonesia</td>
<td>Mobile, fixed</td>
<td>60.3</td>
<td>2/5</td>
<td>6,983</td>
<td>24%</td>
<td>3,205</td>
<td>26%</td>
</tr>
<tr>
<td>Iraq</td>
<td>Mobile</td>
<td>14.7</td>
<td>2/3</td>
<td>4,020</td>
<td>14%</td>
<td>1,765</td>
<td>15%</td>
</tr>
<tr>
<td>Qatar</td>
<td>Mobile, fixed</td>
<td>3.3</td>
<td>1/2</td>
<td>7,073</td>
<td>25%</td>
<td>3,696</td>
<td>31%</td>
</tr>
<tr>
<td>Algeria</td>
<td>Mobile</td>
<td>12.5</td>
<td>3/3</td>
<td>2,256</td>
<td>8%</td>
<td>744</td>
<td>6%</td>
</tr>
<tr>
<td>Kuwait</td>
<td>Mobile</td>
<td>2.5</td>
<td>2/3</td>
<td>2,492</td>
<td>9%</td>
<td>617</td>
<td>5%</td>
</tr>
<tr>
<td>Tunisia</td>
<td>Mobile, fixed</td>
<td>8.1</td>
<td>1/3</td>
<td>1,516</td>
<td>5%</td>
<td>650</td>
<td>5%</td>
</tr>
<tr>
<td>Oman</td>
<td>Mobile, fixed</td>
<td>2.8</td>
<td>2/2</td>
<td>2,509</td>
<td>9%</td>
<td>1,342</td>
<td>11%</td>
</tr>
<tr>
<td>Myanmar</td>
<td>Mobile</td>
<td>14.7</td>
<td>3/4</td>
<td>1,172</td>
<td>4%</td>
<td>314</td>
<td>3%</td>
</tr>
</tbody>
</table>

Note: exchange rate 1USD=3.6415 QAR
Ooredoo Q.P.S.C: Group Structure and Presence

Ownership Profile

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

Investments / Effective Stake

| Ooredoo Q.P.S.C | Indosat Ooredoo | Asiacell | Ooredoo Qatar | Ooredoo Indonesia | Ooredoo Iraq | Ooredoo Algeria | Ooredoo Oman | Ooredoo Kuwait | Ooredoo Tunisia | Ooredoo Myanmar | Ooredoo Palestine | Ooredoo Maldives | Ooredoo Lebanon | Ooredoo Laos | Ooredoo Singapore |
|-----------------|----------------|----------|---------------|-------------------|--------------|----------------|-------------|--------------|----------------|----------------|----------------|----------------|----------------|-------------|-------------|----------------|
| Qatar           | Indonesia      | Iraq     | Algeria       | Oman              | Kuwait       | Tunisia        | Myanmar     | Palestine    | Maldives       | Lebanon        | Laos           | Maldives       | Lebanon       | Laos         | Singapore     |
| 100%            | 65%            | 64.1%    | 74.4%         | 55%               | 92.1%        | 84.1%         | 100%        | 45.4%        | 83.3%          | 38%            | 6%             | 83.3%         | 38%          | 6%          | 14%          |
Thank you

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