



# Ooredoo at a Glance



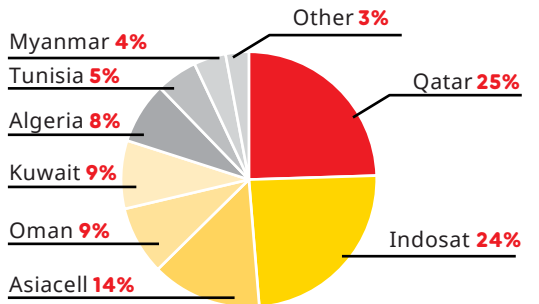
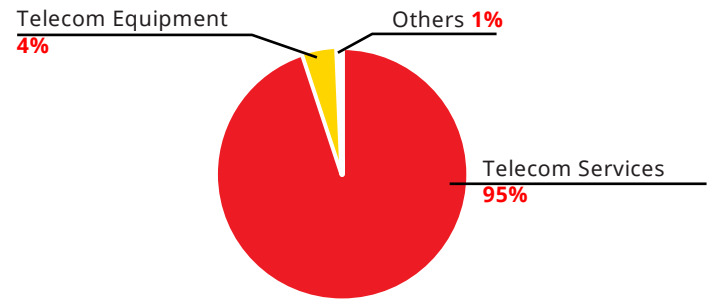
# Disclaimer

---

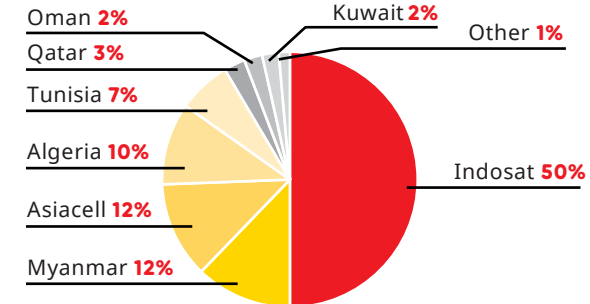
- Ooredoo (Parent company Ooredoo Q.S.C.) and the group of companies which it forms part of (“Ooredoo Group”) cautions investors that certain statements contained in this document state Ooredoo Group management's intentions, hopes, beliefs, expectations, or predictions of the future and, as such, are 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<sup>(1)</sup>

## Revenue Diversity



## Customer Diversity

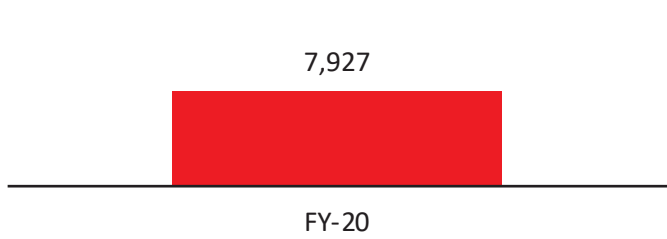


- **Integrated** telecom group – not a conglomerate
- **Wide range of services**, serving **both consumer and business** markets

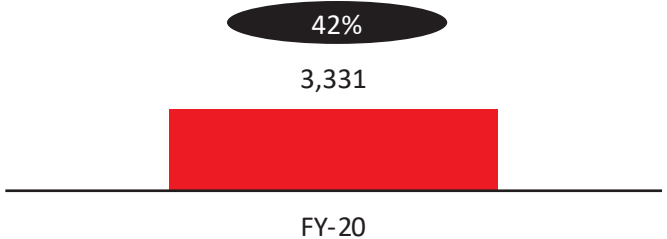
- **Mix of mature and developing** markets
- **Strong position in all major markets** of operations

• **121 million** customers

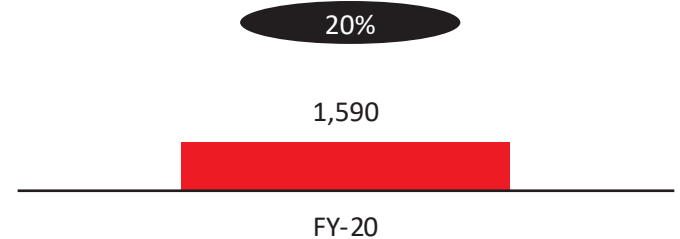
## Revenue (USDm)



## EBITDA (USDm) & Margin (%)



## Inv. Capex (USDm) & Cap/Rev (%)



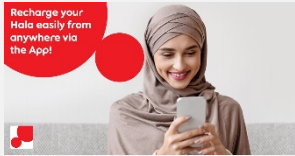
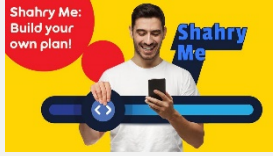
Note: (1) based on 2020 FY results. USD/QAR exchange rate = 3.6415.



# Full Service Operator

## Residential

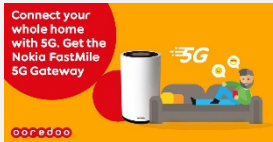
### Mobile



Postpaid & Prepaid

5G

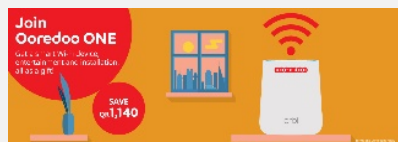
### Fixed



Home Broadband



Ooredoo One



### Financial Services



Ooredoo Money

### Loyalty Programme



Nojoom

## Enterprise

### Data Centers



### Connectivity



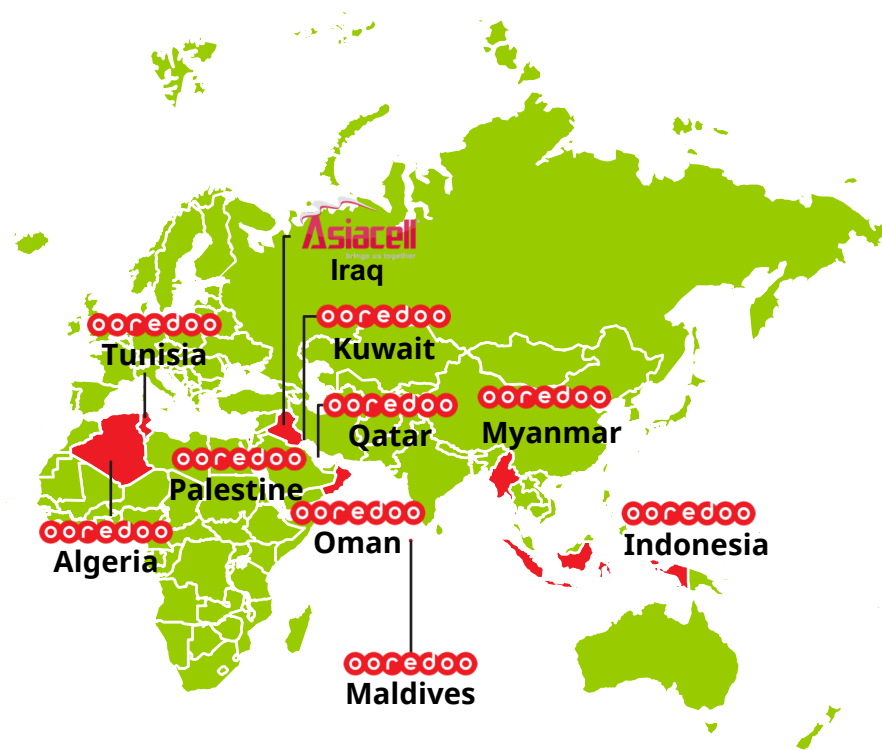
### Customised Solutions



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

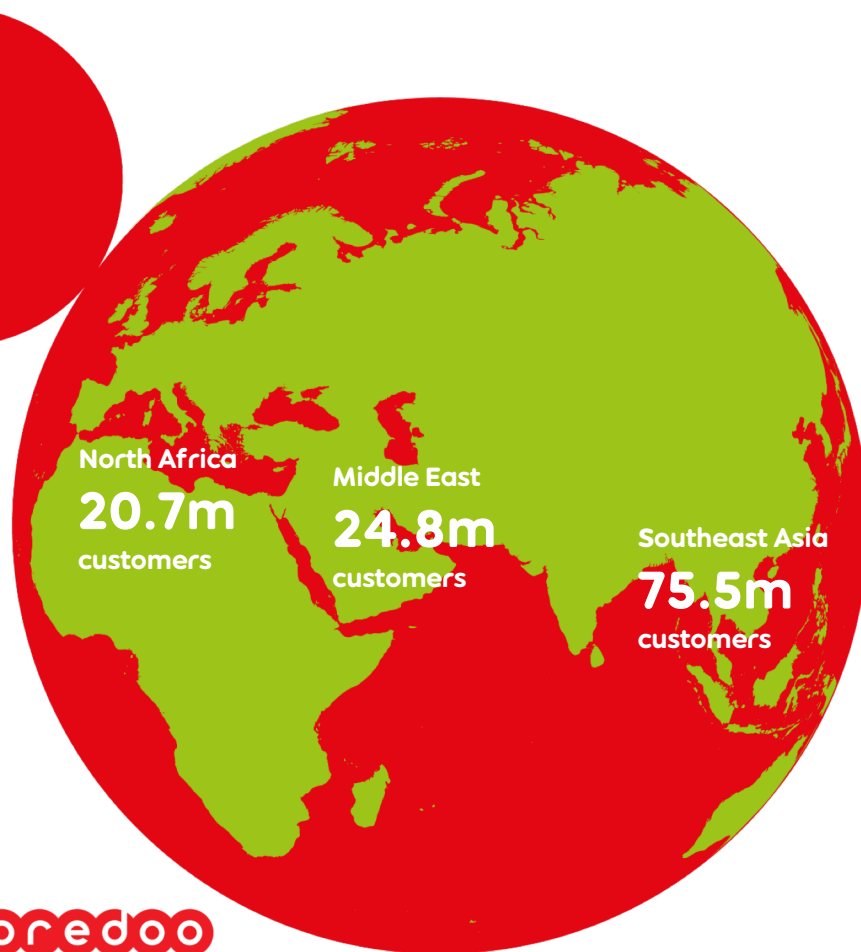
Notes: Data as of Dec 31, 2020; USD/QAR exchange rate = 3.6415.



# Ooredoo Global Footprint

## Our reach

Headquartered in Doha, Qatar, Ooredoo is a 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.



### 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**

### 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**

### 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 effective stake	Country population	Mobile penetration	Market share
<b>Middle East</b>				
Qatar <sup>(1)</sup>	100.0%	2.7 m	170%	64%
Kuwait <sup>(2)</sup>	92.1%	4.6 m	159%	36%
Oman	55.0%	4.5 m	140%	40%
Iraq	64.1%	40.1 m	93%	38%
Palestine <sup>(2)</sup>	45.4%	5.2 m	83%	31%
<b>North Africa</b>				
Algeria <sup>(2,4)</sup>	74.4%	44.2 m	92%	31%
Tunisia <sup>(2,5)</sup>	84.1%	11.8 m	124%	43%
<b>Southeast Asia</b>				
Indonesia	65.0%	270.2 m	126%	21%
Myanmar	100.0%	54.8 m	136%	24%
The Maldives <sup>(2,3)</sup>	83.3%	0.4 m	175%	44%

# 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

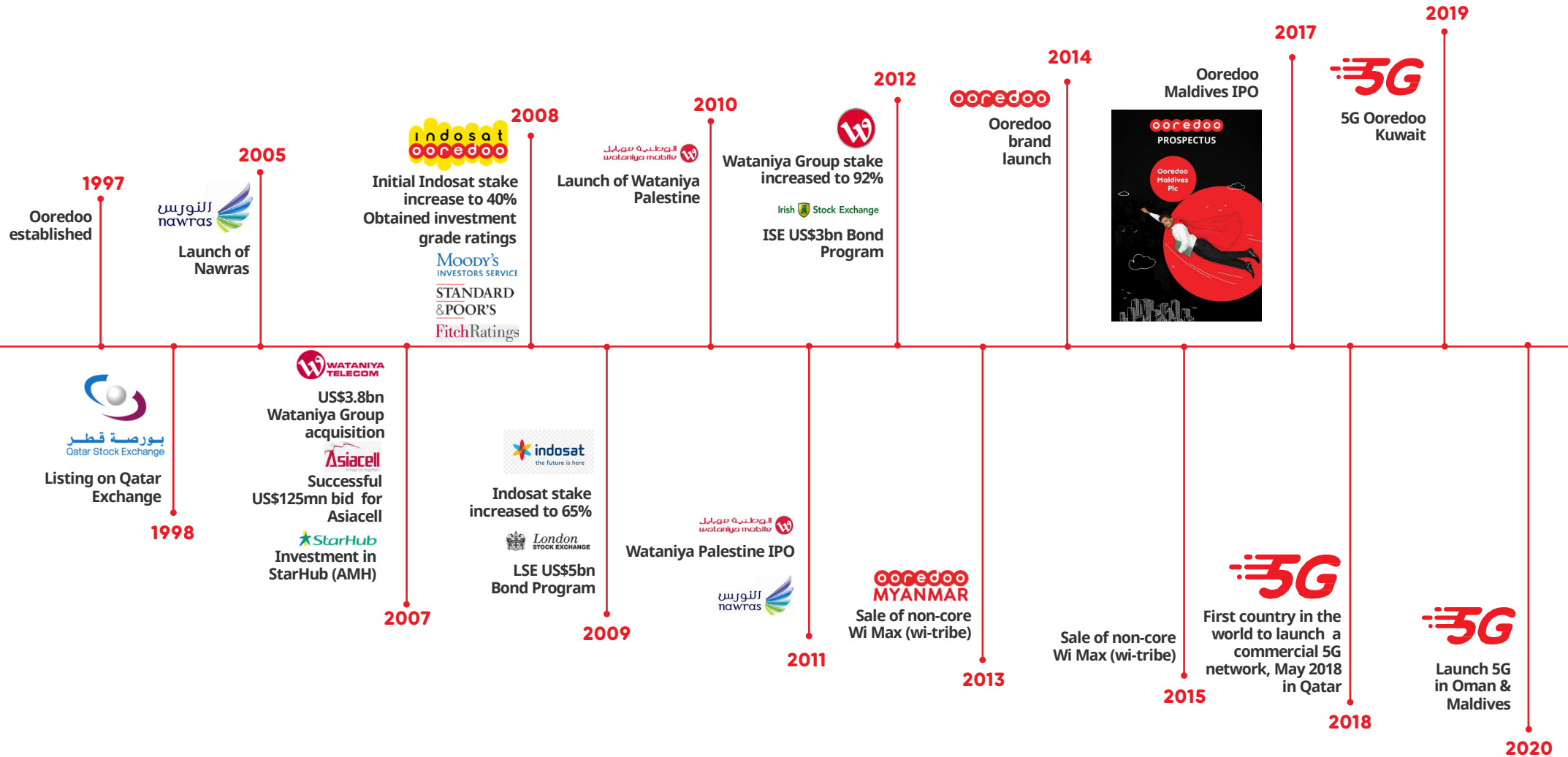
### Ooredoo's strategic priorities

- Long term opportunities:**
- Digital Transformation and increased reliance on online services
  - Necessary growth of 5G and acceleration of IoT services

Negative

Positive

# 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

**Leading market position in key markets**

- **Unique mature and emerging market mix** with growing, young populations, 121 mill customers **across 10 markets**

**Technology leadership**

- Clear digital strategy
- **Superior network quality in most locations** (first 5G network, 5G launched in Qatar, Kuwait, Iraq Oman & Maldives, 9/10 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

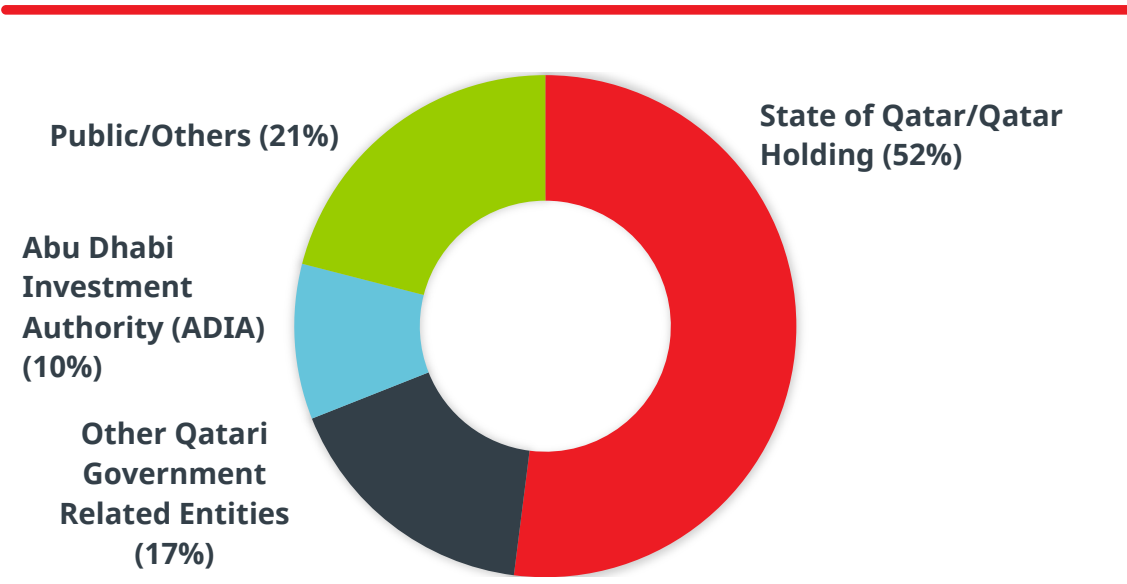
# Key Operations FY 2020

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

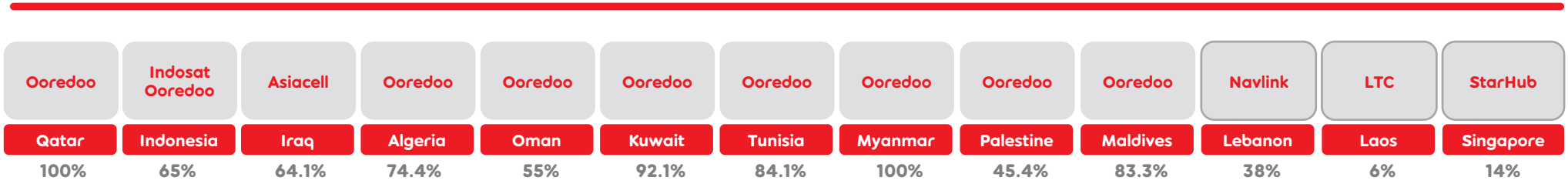
Note: exchange rate 1USD=3.6415 QAR

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

## Ownership Profile



## Investments / Effective Stake



ooredoo

# Thank you

Connect with us on:



[ooredoo.com](http://ooredoo.com)



[@ooredooIR](https://www.instagram.com/ooredooIR)



[IR@ooredoo.com](mailto:IR@ooredoo.com)

