



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.

Vision >

Ooredoo vision: Enriching people's digital lives

Strategic Pillars >



Value-creating
portfolio



Excellence in
Customer Experience



Strengthen
the core



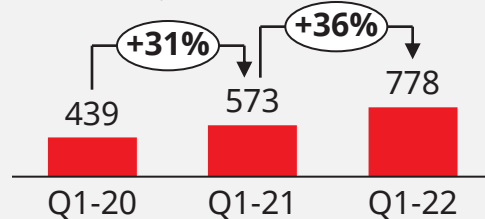
Evolve
the core



People

Mobile Financial Services >

Mobile Financial Service Customers
(Thsd., 30-Days Active):



Thunes.



VISA

MoneyGram.

paytm



M-PESA

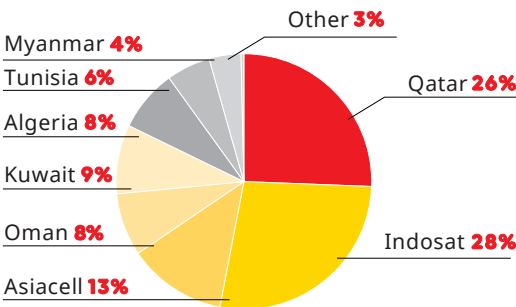
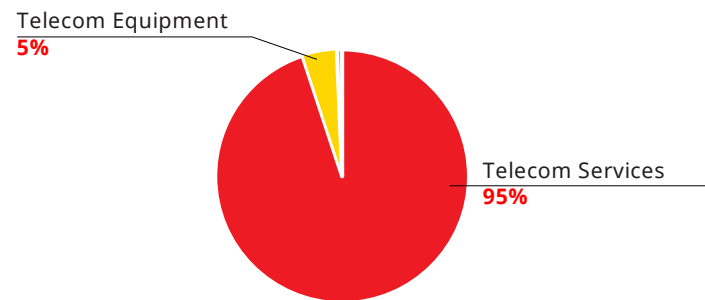


Total transaction
value in 2021:

**Five
billion
USD**

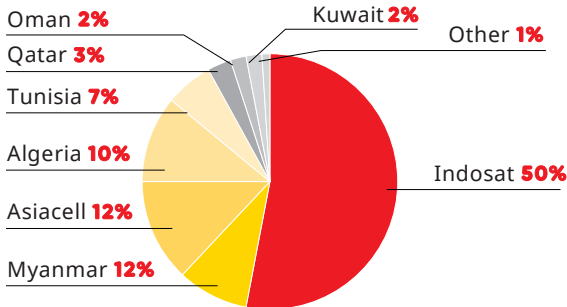
Ooredoo: Snapshot⁽¹⁾

Revenue Diversity



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

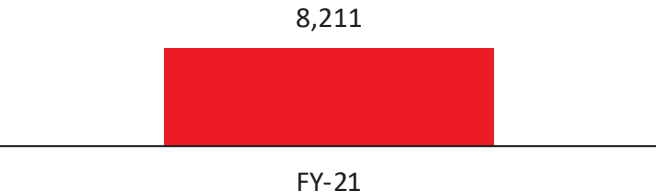
Customer Diversity



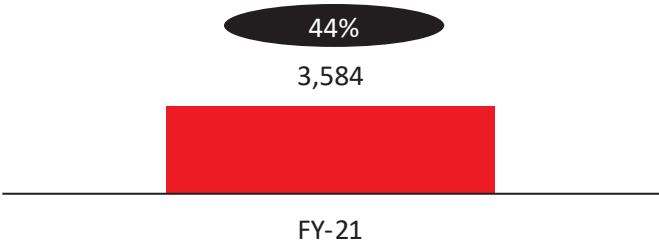
- **121 million** customers

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

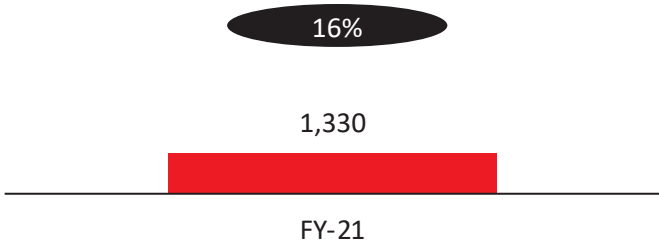
Revenue (USDm)



EBITDA (USDm) & Margin (%)



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

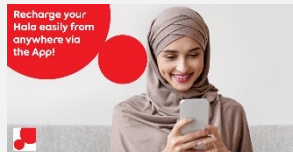


Note: (1) based on 2021 FY results. USD/QAR exchange rate = 3.6415.

Full Service Operator

Residential

Mobile



5G

Postpaid & Prepaid

Fixed



Home Broadband

Ooredoo One

Financial Services



Ooredoo Money

Loyalty Programme



Nojoom

Enterprise

Data Centers



Connectivity



Customised Solutions

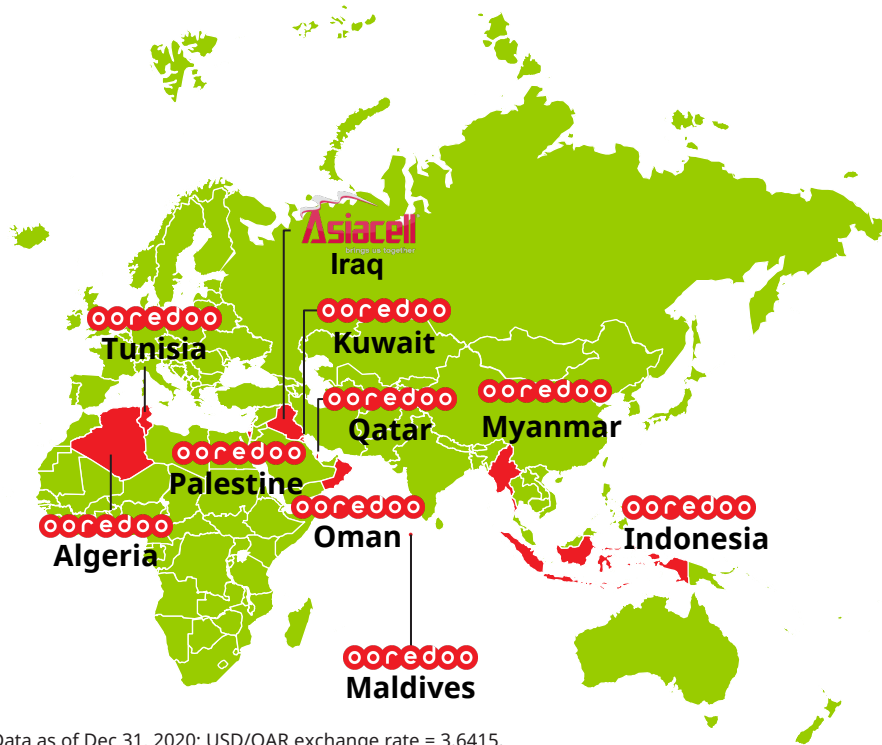


- **Wide array** of cutting-edge products and services offered for **both individuals and businesses**
- **High quality services** and a **leading position** across key product lines
- **Innovation-driven** solutions



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

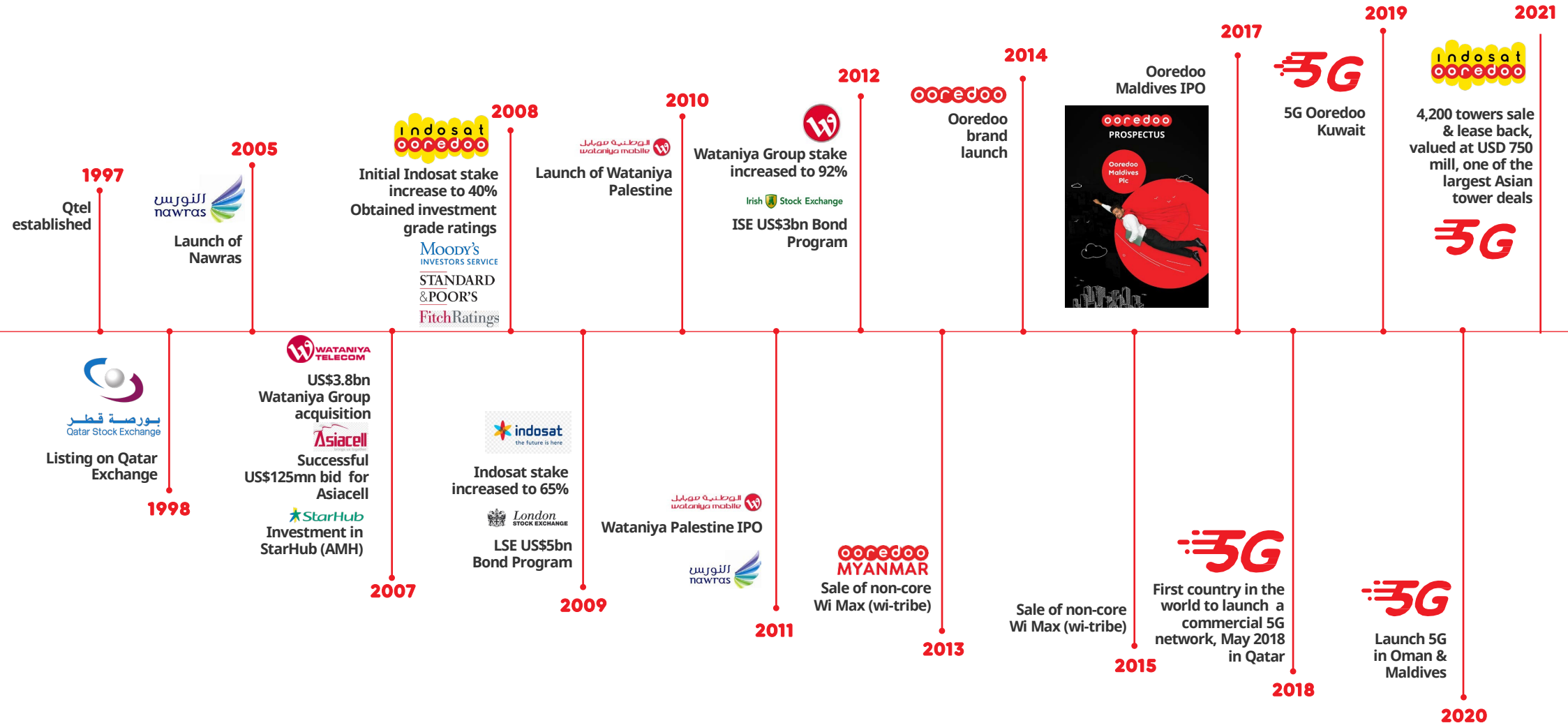


Notes: Data as of Dec 31, 2020; USD/QAR exchange rate = 3.6415.

Some of our peers are not listed companies and do not disclose market share data, the market positions are an estimate for the mobile market share based on subscribers

Key Market	Operation	Customers (millions)	Market Position *	Population (million)	Mobile penetration %	Revenue (USDm)	
							% of Group
Qatar	Mobile, fixed	3.3	1/2	2.7	179	2,049	26%
Indonesia	Mobile, fixed	60.3	2/5	276.4	133	2,195	28%
Iraq	Mobile	14.7	2/3	41.2	98	1,004	13%
Oman	Mobile, fixed	2.8	2/2	4.5	134	638	8%
Kuwait	Mobile	2.5	2/3	4.6	152	697	9%
Algeria	Mobile	12.5	3/3	45.0	90	624	8%
Tunisia	Mobile, fixed	8.1	1/3	11.7	132	444	6%
Myanmar	Mobile	14.7	3/4	54.8	114	293	4%

Driven by a successful track record of execution



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**

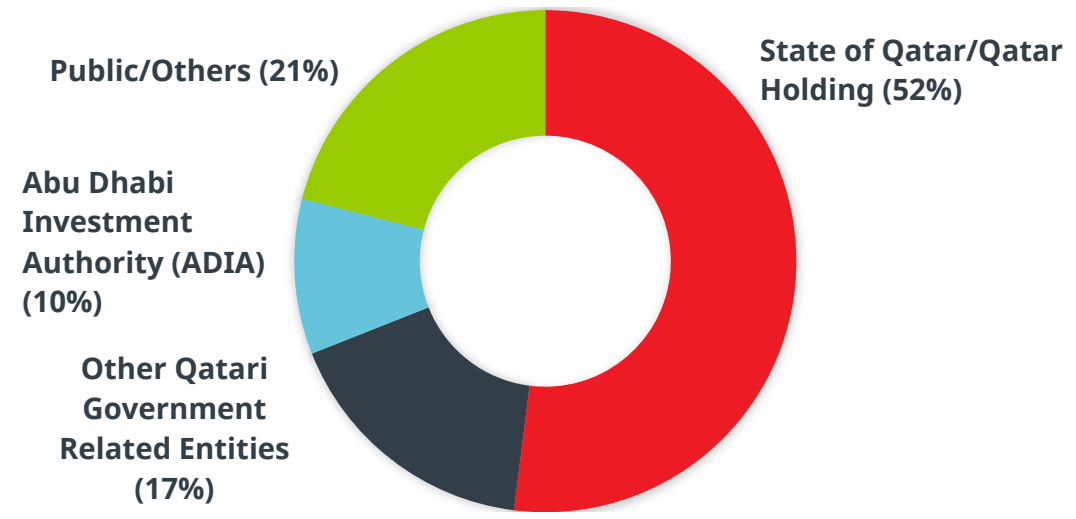
- Driven by: **centralized sourcing, operational efficiency programs**, economies of scale

Unified brand

- Unified brand with an **increasing brand value**
- Ooredoo ranked 41 out of the Top 50 most valuable telecom brands world wide (USD 3.4 bn)

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

Ownership Profile



Investments / Effective Stake

Ooredoo	Indosat* Ooredoo Hutchinson	Asiacell	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	Ooredoo	StarHub
Qatar	Indonesia	Iraq	Algeria	Oman	Kuwait	Tunisia	Myanmar	Palestine	Maldives	Singapore
100%	32.8%	64.1%	74.4%	55%	92.1%	84.1%	100%	45.4%	83.3%	14%

*IOH deconsolidated as of 4 Jan 2022





Thank you

Connect with us on:



ooredoo.com



[@ooredooIR](https://twitter.com/ooredooIR)



IR@ooredoo.com



COVID-19 Impact: turning a crisis into long term opportunities

Can be taken out or moved towards the back?

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

Dividend policy

- The Ooredoo Board has approved a **sustainable and progressive dividend policy** for the company, aiming for a **dividend payout** in the range of **40% to 60% of normalized earnings**



**STRONGER
TOGETHER**



CK HUTCHISON



Indosat Ooredoo Hutchison

- Strategic partnership between Ooredoo Q.P.S.C. (“OG”) and CK Hutchison (“CKH”) combined pre-synergy implied enterprise value of c.US\$6.0bn¹
- Building a new Indonesian world class digital telco company that will be a stronger No.2 player in the market
- Combined two leading digital telecoms and internet companies will provide accretive returns to all stakeholders

Note: Assumed FX (USD / IDR) of 14,785; ¹ Valuation as of 31 Mar 2021 based on the Independent Valuation Reports for Indosat Ooredoo and H3I and actual balance sheets as of 31 March 2021 for both companies

Significant synergy



Technology and network

- Highly complementary networks
- Opex and lease savings: decommissioning of duplicated sites (c.25-30% of combined sites)
- More efficient use of combined spectrum resources and increased scale to enhance capex savings
- Optimization of other duplicated infrastructure such as transmission as well as supporting IT systems



Non-network

- Increased reach of combined brands and channels
- Leveraging best practices of both to increase efficiency in sales, marketing and distribution
- Increased scale to create opportunity for additional savings in spend related to providers and partners
- Optimization of G&A

Run-rate pre-tax synergies¹: c.US\$300~400mm; expected to be realized in 3-5 years

Note: Assumed FX (USD / IDR) of 14,785. ¹ Net of integration costs; it is expected that during the initial transition period there will be an integration cost required to ensure that the customer experience is always maintained and improved, before achieving run-rate synergies

Structure

- Combination by way of legal merger, all stock transaction
- The surviving company ("MergeCo") will be named as Indosat Ooredoo Hutchison and will remain listed on the Indonesian Stock Market
- Indosat Ooredoo Hutchison will issue new shares to H3I shareholders

Valuation and Exchange Ratio

- Combined pre-synergy implied enterprise value of c.US\$6.0bn¹
- 67.4% : 32.6% equity value split between Indosat and H3I, respectively

MergeCo BOD & BOC

- Vikram Sinha, current COO of Indosat, will be nominated as MergeCo CEO, subject to EGMS approval
- Nicky Lee, current CFO of H3I, will be nominated as MergeCo CFO, subject to EGMS approval
- Ahmad Al-Neama, current CEO of Indosat, will be nominated as MergeCo Commissioner, subject to EGMS approval
- Cliff Woo, current CEO of H3I, will be nominated as MergeCo Commissioner, subject to EGMS approval
- BOD and BOC composition to be announced at a later date
- OG and CKH will become joint controlling shareholders in the MergeCo post-transaction

Key Closing Conditions

- Relevant regulatory approvals and shareholder approvals
- Target closing by end of December 2021

Note: Assumed FX (USD / IDR) of 14,785; ¹ Valuation as of 31 Mar 2021 based on the Independent Valuation Reports for Indosat Ooredoo and H3I and actual balance sheets as of 31 March 2021 for both companies