

STRENGTHEN THE CORE

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Officer**

25 September 2022

Capital Markets Day



OOREDOO EMBARKED ON A TRANSFORMATION IN 2020



Horizons of the Transformation



Catalyst for Financial Growth

- Transformation engine and performance-based culture
- Two-year FCF and EBITDA targets
- ~700+ revenue and cost optimization initiatives



Sustain

- Integrate transformation rigor in our DNA and across our strategic pillars



Solidify Ooredoo as a Smart Telco

- Be an asset effective operator
- Deploy technology infrastructure to support adjacencies
- Continue to drive profitability and cost optimization
- Streamline operations through ERM backbone and enterprise agility



We are here

Execution of the Transformation Engine

Foundations of Transformation



Strong leadership drive



A clear vision with a strong narrative



New skills, roles and governance



Data-driven decision making

10

CEOs across Group

500+

Initiative owners across Group

700+

Implemented initiatives

200+

Strategic initiatives

1000+

Trained transformation leaders

USD 500m+

FCF impact

Operational Achievements of the Transformation

Strategic Pillars	Aspiration	Achievements
Strengthen Core	Drive profitability in our core business	Increase in data revenues by 6% YoY Increase in fixed revenues by 11% YoY Enabled personalized offerings in seven markets Reduced Group OPEX / Service Revenue by 2% Developed systematic CAPEX review processes through Smart CAPEX program
Smart Telco - Evolve the Core	Create new use cases and enablers to monetize our assets better	Increased digital service net revenues by 27% YoY Improved self services through mobile application
Excellence in Customer Experience	Protect and grow our customer asset	Improved Customer Satisfaction Score and Net Promotor Score across seven markets QoQ Top network experience in five markets Launched Customer Day across eight markets
People	Build skills, talent and ways of working	Leading in Organizational Health Index across markets with four operators in the top decile and three operators in the top quartile Hired ~60 new talents

Operational Efficiencies driven by the Transformation: Smart CAPEX Program



Objectives

Enable effective decision making through clarity, transparency and accuracy of CapEx data

Achievements



Alignment of CapEx with OpCo strategies



Priority on the Grow and Transform CapEx categories



Commercially driven business cases



Rigorous CapEx execution tracking and management

Financial results

Leveraged demand forecast synergies across Ooredoo footprint

Resulted in over 20% cost savings

Focus on projects returns and payback period

Improved CAPEX intensity from 20% in 2020 to 16% in 2021 and expected to further improve in 2022



WHAT IS NEXT FOR THE ORGANIZATION?

OneOoredoo : Power of One!



Overview

Unified platform that will enable enhanced decision making underpinned by the digitalization of the Transformation Engine. A common ERP across OpCos will increase efficiencies and improve effectiveness that lay the foundation for an intelligent enterprise

Program Duration : 3 Years

Expected Outcomes



Optimized operations, inventory and supply chain management



Reduced Costs



Improved finance operations



Manage governance, risk and compliance



Improved decision-making

Expected Benefits*

>70%

Of core business processes automated

50%

Reduced efforts in various finance and accounting processes

25%

Faster decision making with real time insights

*Based on SAP client case studies

THANK YOU



FIFA WORLD CUP
Qatar 2022



ooredoo

OFFICIAL MIDDLE EAST & AFRICA TELECOMMUNICATIONS OPERATOR