

EVOLVE THE CORE - SMART-TELCO

René Werner – Group Chief Strategy Officer

26 September 2022

Capital Markets Day



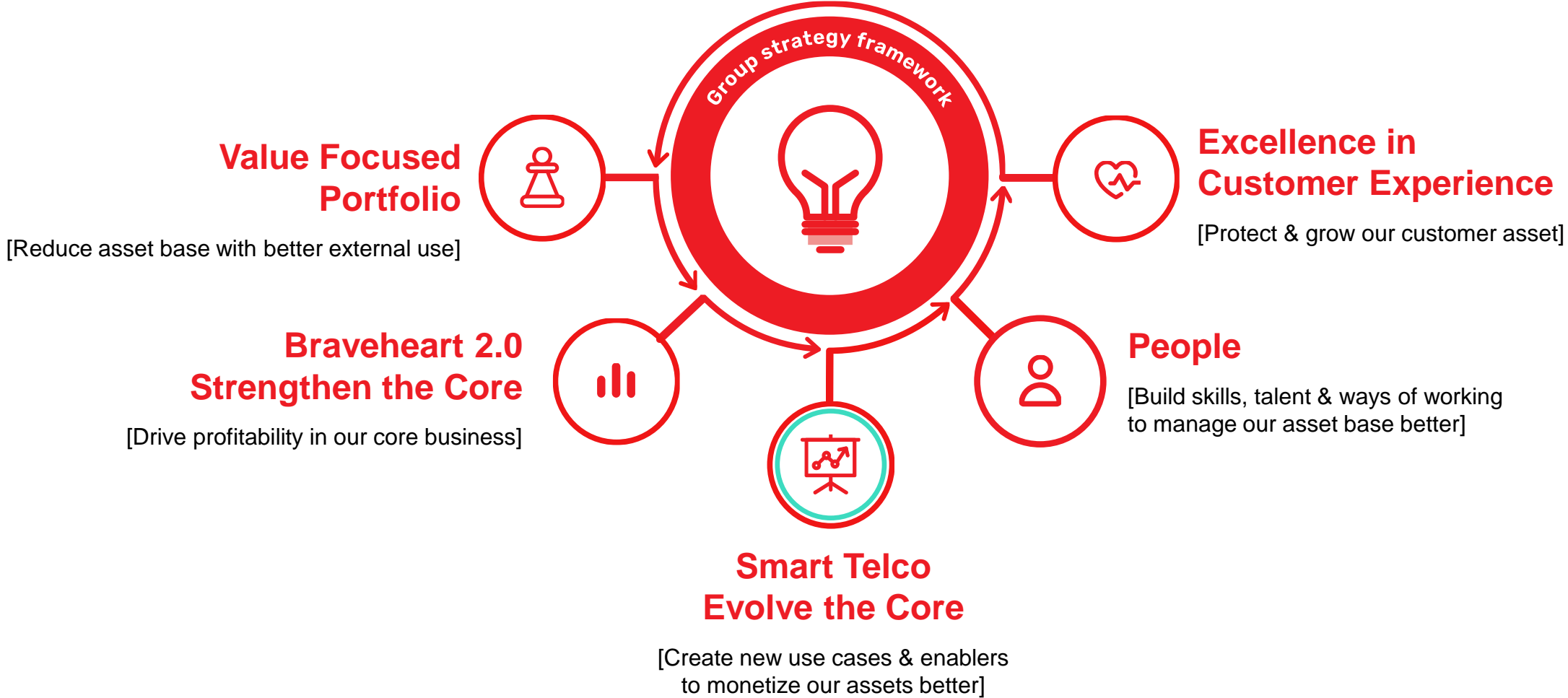
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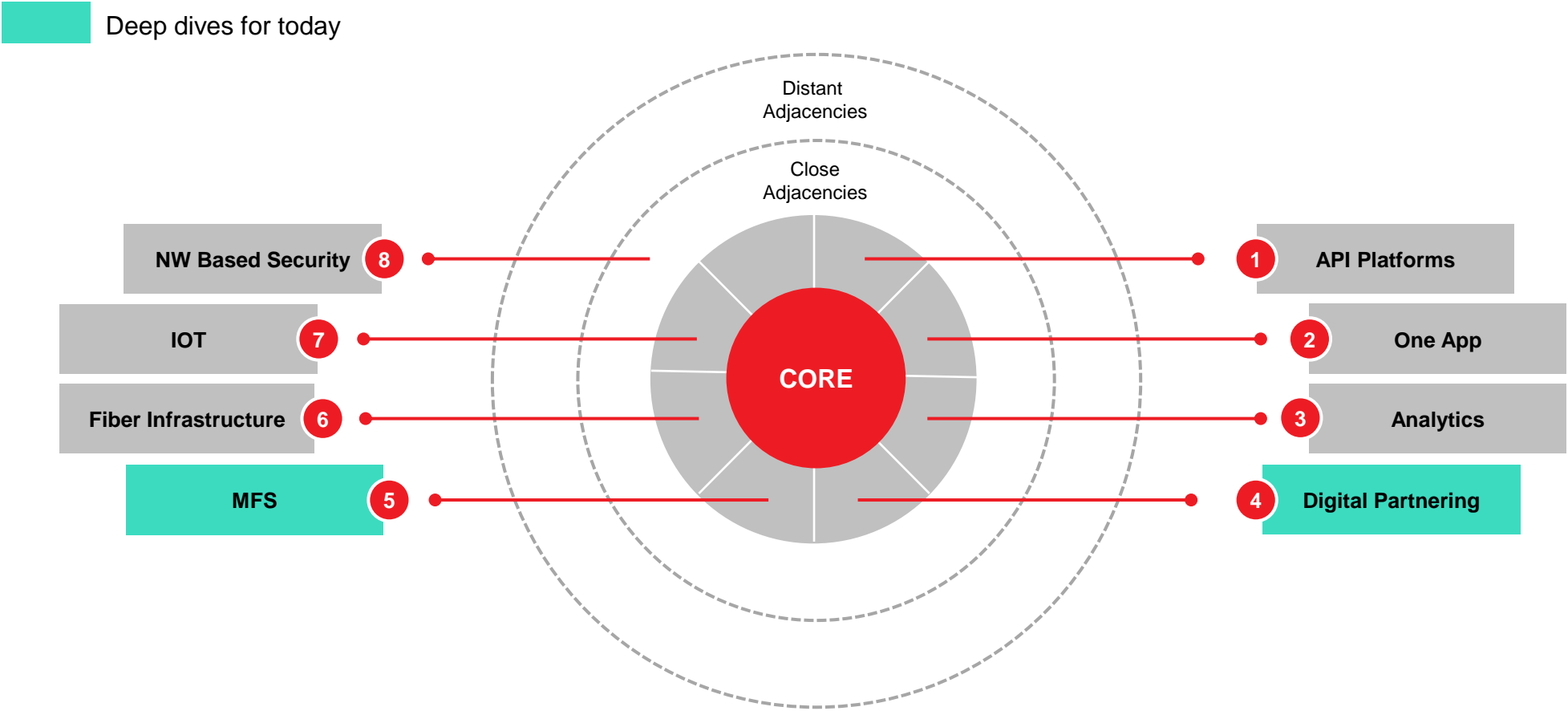
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Our Strategy 2022-2024 – Smart Telco as a pillar



Overview of Smart Telco focus areas



Relevance of digital services at Ooredoo

Digital services are highly free cash flow accretive and constitute around 18% of group simple FCF in H1-2022. Near „zero capital intensity“ approach.

Overview of digital services

>200 digital service partners across Ooredoo

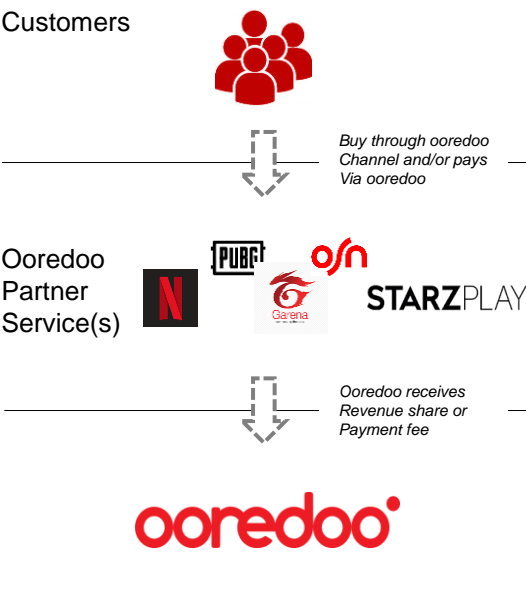
Profitable business model

Partner centric with Ooredoo getting net revenues for facilitating the purchase of services

Solid growth trajectory

Balanced portfolio of services across B2C/B2B and B2B2C

Example: Simplified B2C business model

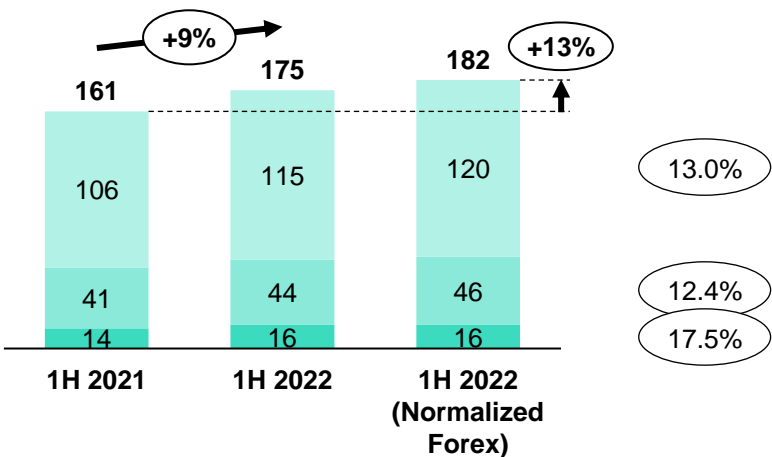


Key financial metrics of digital services

[NET REVENUES, USD Mn.]

■ B2C ■ B2B2C ■ B2B

Normalized YoY Growth



5.5%

5.8%

Share of Group Net Revenues

~18%

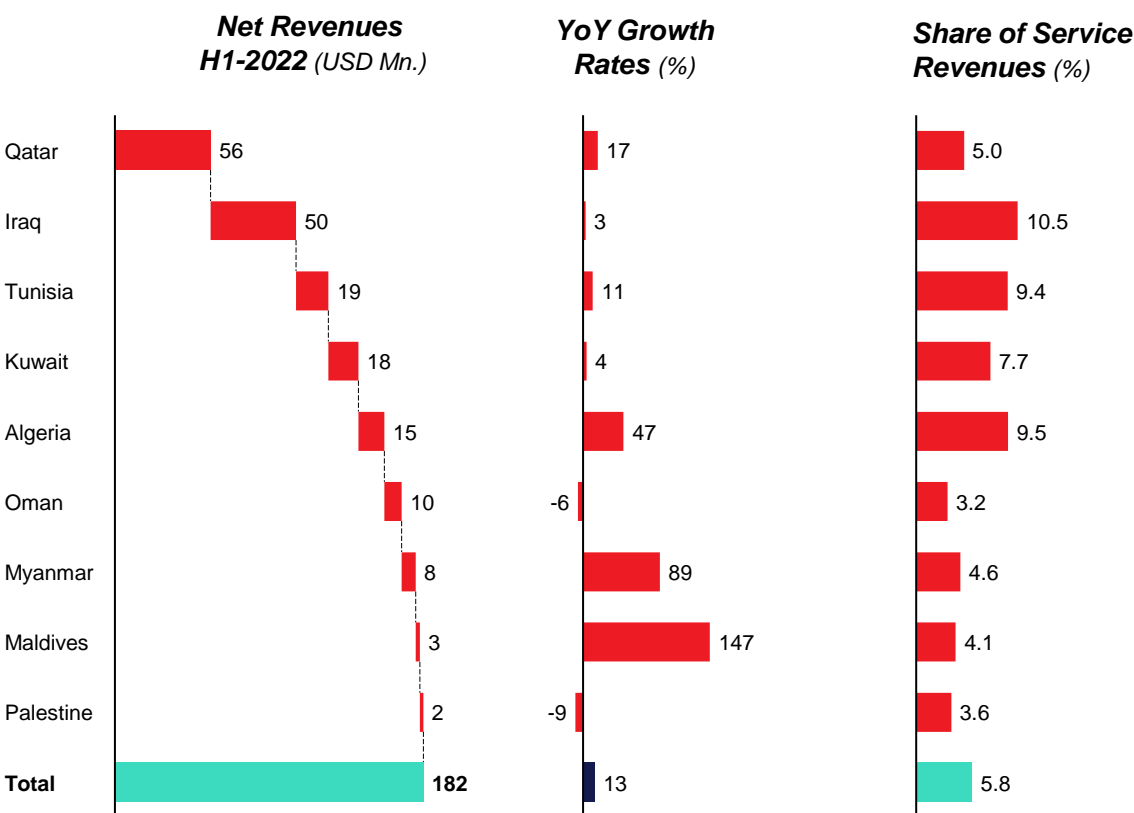
Share of Group FCF

Balanced portfolio of digital services at Ooredoo

Our markets are at different maturity stages but still with substantial upside. A broader service portfolio compensates for the decline in traditional VAS services.

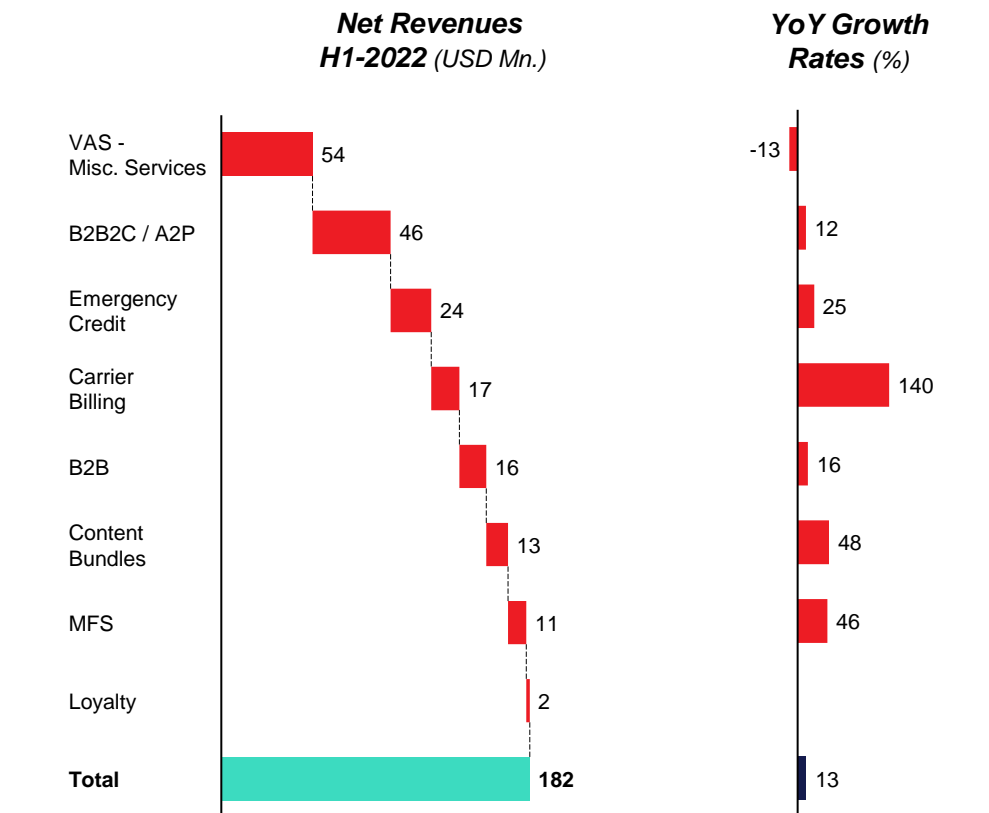
Key Financial Metrics / Footprint Countries

[NET REVENUES, FX NORMALIZED, USD Mn.]



Key Financial Metrics / Service Categories

[NET REVENUES, FX NORMALIZED, USD Mn.]



Digital services approach – moving forward

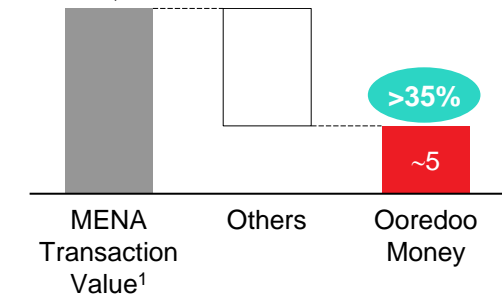
1	Easing discovery of digital services by customer & increasing sell-throughs	➔	<ul style="list-style-type: none">• Launch of “shopping windows“• Enhanced leverage of digital properties
2	Broadening service categories offered in core B2C categories	➔	<ul style="list-style-type: none">• Adding new VAS/subscription services such as B2C security services• Closing remaining country gaps in DCB & service categories
3	Accelerate growth in B2B2C and B2B categories	➔	<ul style="list-style-type: none">• Launch new services & drive penetration with new B2B partnerships such as microsoft• Launch B2B2C services in countries with gaps such as Qatar & Oman for A2P
4	Capture unique fintech growth opportunity in Ooredoo footprint	➔	<ul style="list-style-type: none">• Launch new fintech services in Q1/Q2-2023

Overview of Fintech & Ooredoo

We have built over the past years an already sizable mobile money/ remittance business with a substantial market share in the MENA region.

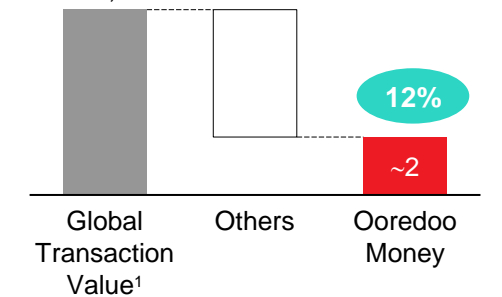
Mobile money market share

[MENA-REGION, TRANSACTION VALUE, \$BN.]



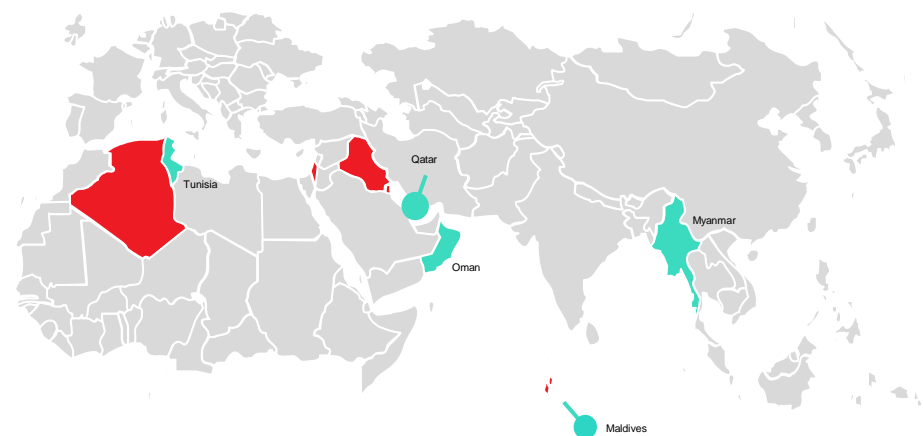
Mobile money market share

[MENA-REGION, TRANSACTION VALUE, \$BN.]



Ooredoo mobile money operations

- Ooredoo Consolidated Country Operations
- Ooredoo Money Operations



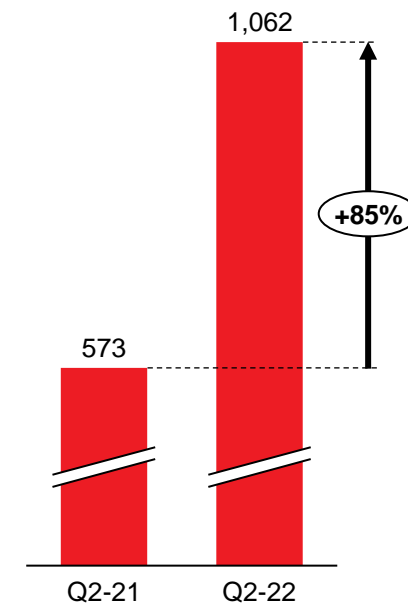
Ooredoo mobile money partners

(non-exhaustive)



Mobile money customers

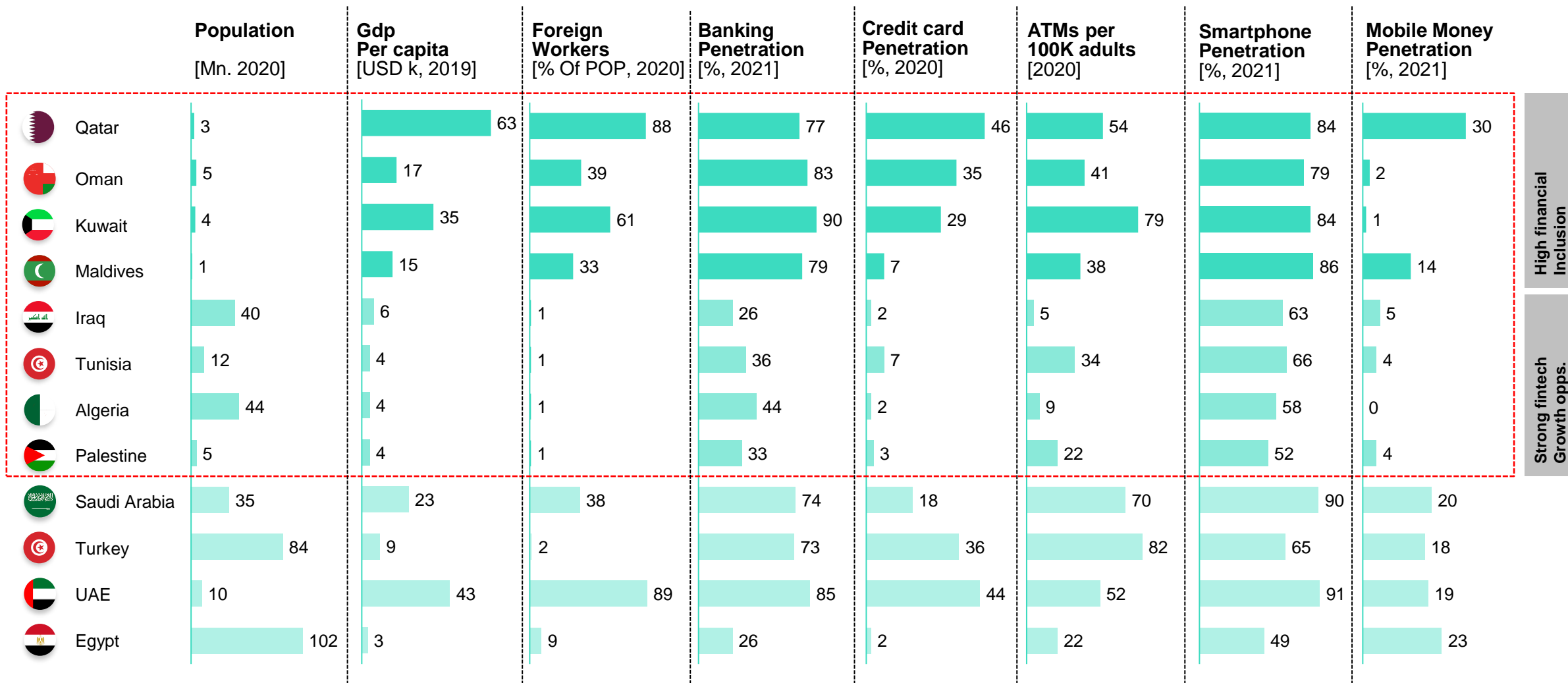
[THSD., ACTIVE 30DAYS]



Sources: 1) GSMA – State of the Industry Report on Mobile Money 2022
Note: Active Mobile Money customers incl. 455k customers from Myanmar per Q2-22

Fintech & our footprint markets

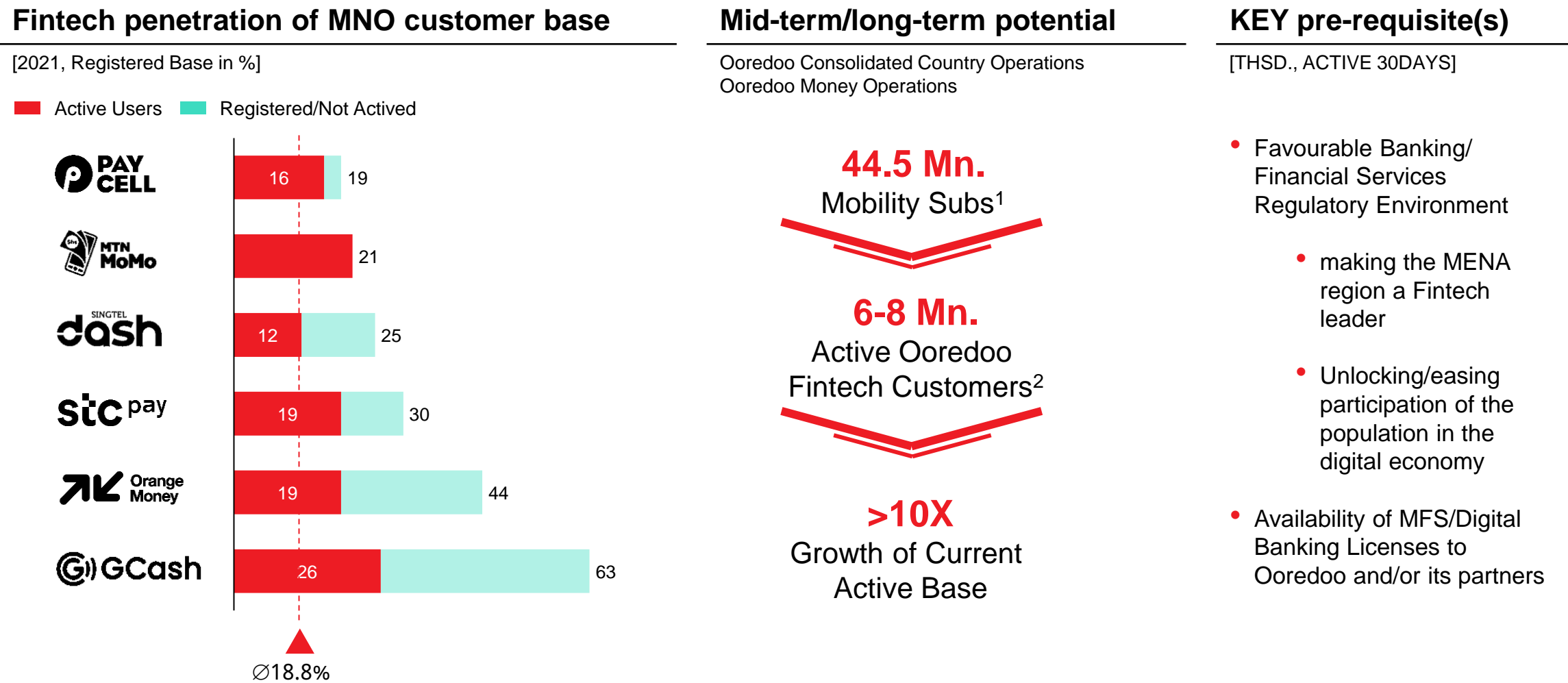
In most of our footprint markets – even with high financial inclusion – we see additional growth opportunities for a mobile anchored fintech play.



Ooredoo Footprint Countries

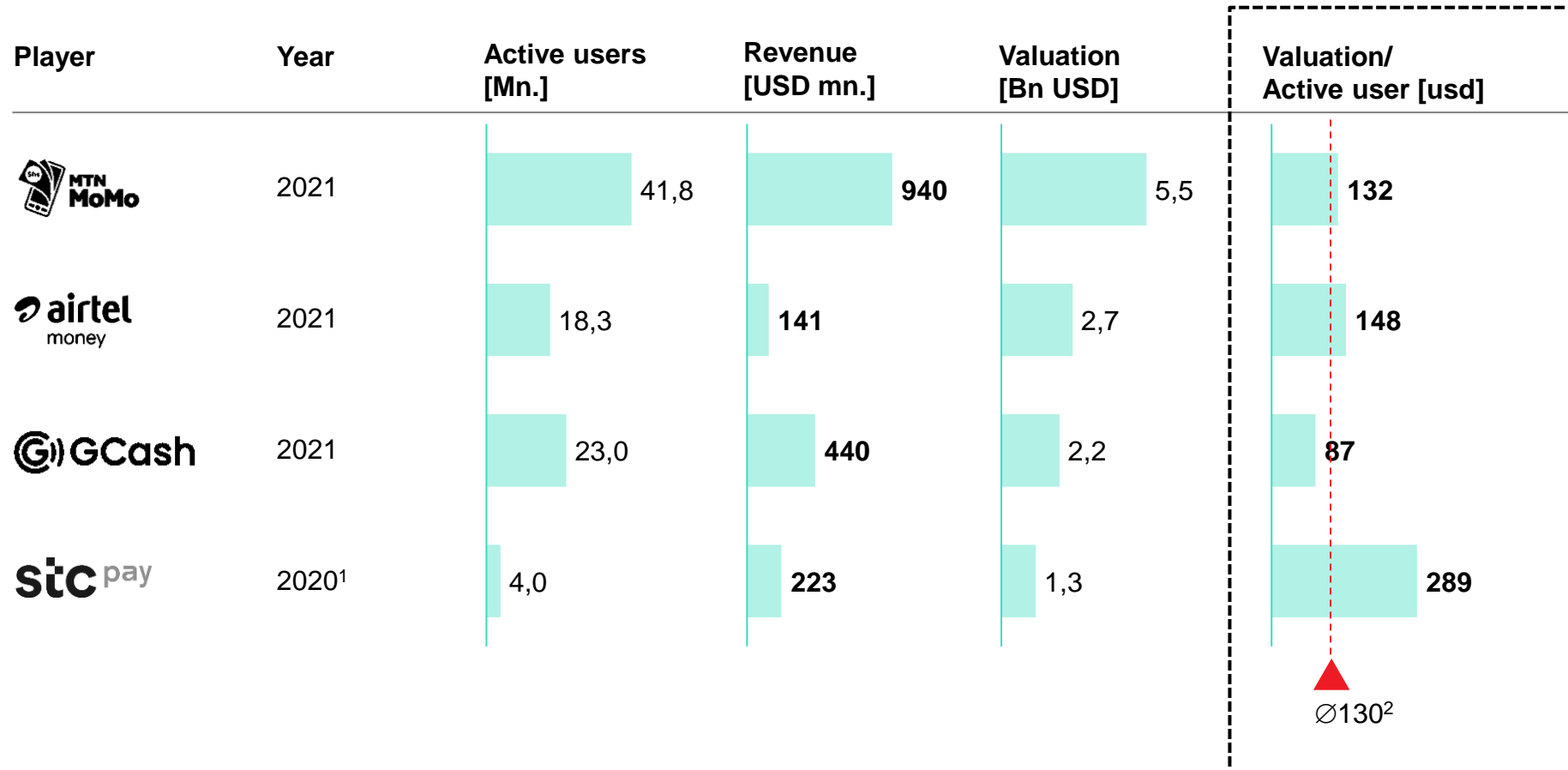
Fintech & our footprint

Ooredoo sees a substantial growth opportunity mobilizing its customer base for fintech and supporting the digitalization of the economies in our footprint.



Fintech & value creation for shareholders

Telecom operators have crystallized value during 2021 inviting strategic investors to their fintech activities.



Ooredoo approach to Fintech

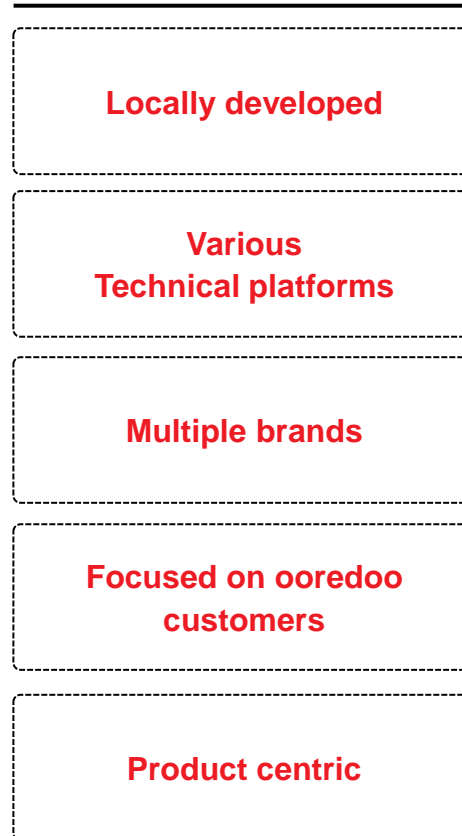
To capture the growth opportunity Ooredoo is building a cross-footprint unit to deliver an innovative service offering.

General offering approach

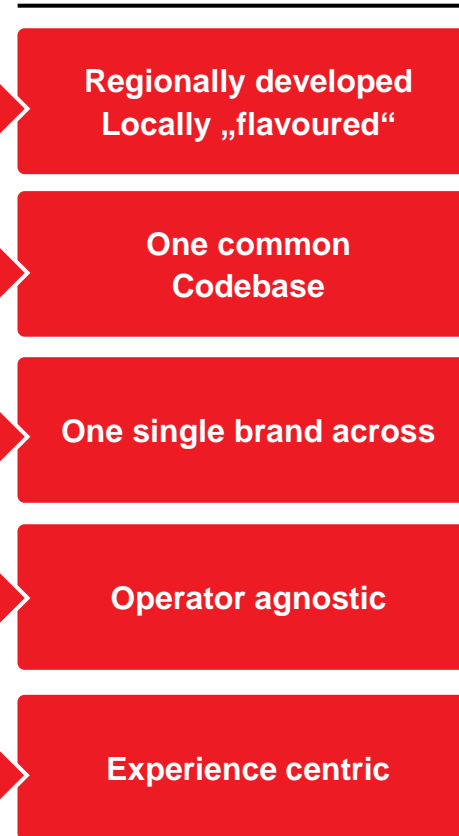
- Financial service hub for our fintech customers
- Strong partnerships with innovative fintech service providers & merchants

[Think „uber for financial services“]

From ...



To.



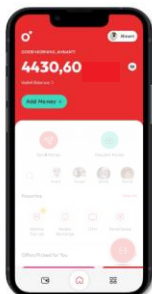
Delivery principle

- Creating synergies through a central tech, product dev and partnering/branding focused unit
- Augmented with local go-to-market units to leverage agility

Ooredoo Fintech Proposition

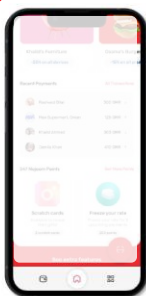
The development of a new fintech proposition is underway and is focused on three simple pillars.

1 B2C: My Money Hub



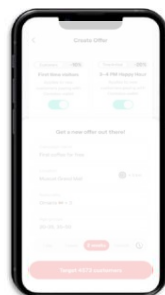
Intuitive personal financial center & fintech marketplace, personalized, AI driven

2 B2C: User Engagement & Loyalty



Personal lifestyle features integrating rewards from Ooredoo loyalty programs & offers

3 B2B: Merchant Engagement



Supporting participating merchants with analytics and services to grow their business

Next steps

1

Develop Revamped Service Offering With Intended Go Live In Selected Markets

**Q1-2023/
Q2-2023**

2

Regulatory: Apply for Licenses and/or Partner in Footprint Markets

Ongoing

3

Service Portfolio: Win innovative, cross footprint partners for Fintech Offering

Ongoing

4

Establish central Fintech unit within Ooredoo to drive synergies across the footprint

Ongoing

THANK YOU



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