

Ooredoo Group

Capital Markets Day 2015

Strategy Update, Jeremy Sell,
OG CSO

25 May 2015



Agenda

- 10:00-10:05 Agenda Andreas Goldau – Ooredoo Group Investor Relations
- 10:05-10:20 Welcome, Dr. Nasser Marafih, OG CEO
- 10:20-10:40 Strategy Update, Jeremy Sell, OG CSO
- 10:40-11:00 Finance Update, Ajay Bahri, OG CFO
- 11:00-11:20, B2B – A growth engine for Ooredoo, Tom Craig, Senior Director B2B
- 11:20-11:40 Opco presentation: Qatar
- 11:40-12:00 Opco presentation: Algeria
- 12:00-12:45 Q&A
- 12:45-13:00 Meet the Ooredoo Group Team
- 13:00-14:00 Lunch



3 years ago, we introduced the Drive strategy



Lead on customer experience

- “Know” our customers
- Embrace customer experience mindset and culture
- Stand out from the competition



Strengthen our foundations

- Work smarter and work better together
- Increase productivity
- Scale profitable mobile data



Accelerate new growth

- Grow B2B & IT services
- Move into fiber in selected markets
- Explore new opportunities, such as TV, finance, and health

Source: Ooredoo/Qtel 2012 Capital Markets Day



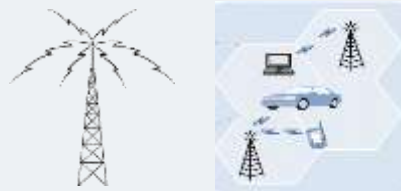
Our portfolio focus remains the same

3 Business Lines

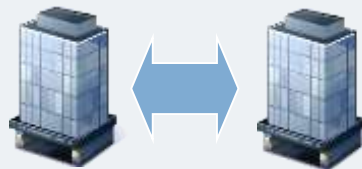
Consumer
Mobile



Consumer
Broadband

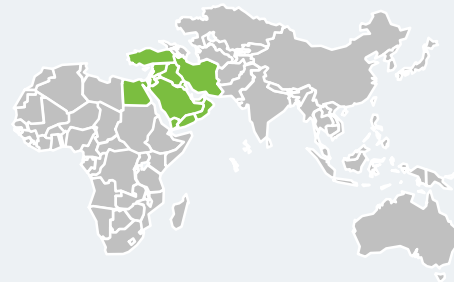


Enterprise

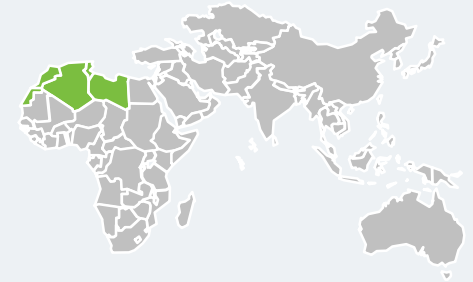


3 Geographies

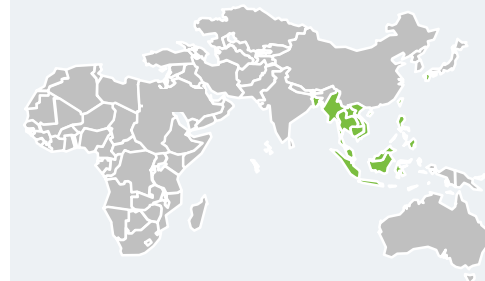
Middle East



North Africa



South-East Asia



What we have delivered...

Lead on Customer Experience	Brand Roll Out	Rebranded 7 OpCos - Qatar, Algeria, the Maldives, Tunisia, Myanmar, Kuwait, Oman.
	Broadband Growth	<ul style="list-style-type: none"> • Best network: 4G+ in Qatar & Kuwait, 3G launched in Iraq and Algeria. • 4G investments in 5 of our 10 markets. • 25% of data traffic on 4G in these markets. • Strong data revenue growth - 25% of total Group revenues in Q4'14, 30% in Q1'15.
	Devices and Retail	<ul style="list-style-type: none"> • Franchise model developed and rolled out in Myanmar, Kuwait, Oman. • Smartphone penetration reaching 25% of our subscriber base • More rational approach to subsidies.
Strengthen our Foundations	Management Upgrade	<ul style="list-style-type: none"> • Leadership Development Program and Business Leader Program. • Long-term succession plans.
	Accelerated Cost and CAPEX Optimization	<ul style="list-style-type: none"> • Many OpCos continue to exceed cost optimisation targets. • \$133m in savings from centralized sourcing¹.

Note: (1) FY2014+Q12015



What we have delivered...

Strengthen our Foundations	Accelerated Technology modernization	<ul style="list-style-type: none"> • U900 network modernization to deliver significant cost savings across the Group.
	Network sharing and Balance Sheet Optimization	<ul style="list-style-type: none"> • 1st phase of mobile infrastructure sharing agreement in Tunisia to be implemented before Q1'16; we are sharing fibre in Indonesia and towers in Qatar and Myanmar. • Network sharing remains strategic focus.

Accelerate Growth	Accelerated B2B rollout	<ul style="list-style-type: none"> • QAR 4.7bn revenue in 2014 and 25% customer base growth. • 5 out of 8 B2B markets delivering double-digit revenue growth.
	Inorganic Growth	<ul style="list-style-type: none"> • Commercial launch with 3G services in Myanmar in a world-first - we reached our millionth customer in under 3 weeks from launch. • No major acquisition in the past 3 years. • We divested out of Bravo in Saudi and Wi-Tribe in Jordan.
	Digital Business	<ul style="list-style-type: none"> • Regional e-commerce JV with Rocket Internet (50/50) covering 15 APAC countries.



3 strategic priorities – no fundamental change

Convergence

- **Bundling, churn reduction**, upselling/cross-selling
- **Cost benefits**: common infrastructure, leveraged brand and marketing
- **Stronger B2B** offering & capabilities
- **Partnership for content** – digital and content to differentiate

Network Consolidation

- **Network consolidation** – improve competitive dynamics
- **True “game changer”** – stability, efficiency, big shareholder returns
- **Regulatory support** – recognizes downsides of unhealthy competition

Efficiency

- **Cost and capital efficiency programs** – shared services, IT stack consolidation, outsourcing
- **Asset-light models/Infrastructure sharing** – shared/rented towers
- **Self-provisioning and self-care** – e channels, franchises, “digital” interface



Key metrics largely unchanged

2015

Financial metrics

- 1 Growth (Revenue)
- 2 Margins (EBIT)
- 3 Return on capital (ROCE)
- 4 Shareholder returns (TSR)

Strategic metrics

- 5 Customer experience (NPS)
- 6 Organizational capability building
- 7 Productivity and synergies





Thank you

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Upcoming
events

2015 1H Results – August 2015 *TBD*