

Ooredoo Group

Capital Markets Day 2015

Welcome, Dr. Nasser Marafih, OG  
CEO

25 May 2015



# 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.



# 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



# 2014 Performance



X% 2013-2014 growth based on 2014 results excluding Indonesian Foreign Exchange, Myanmar start-up costs and one-off customer acquisition costs in Algeria

- Strong customer growth
- Revenues impacted by FX and challenging market conditions in Kuwait, Tunisia, Iraq
- NP and cash flows affected by lower EBITDA, foreign currency impact, Myanmar start up cost and Algeria customer acquisition cost



# Recent achievements



Customers

>111M



Myanmar Launch

1<sup>st</sup> to market



Brand Rollout

\$1.7B equity value<sup>1</sup>



B2B

>9% YoY



Growth of Data

30% of Group revenues



Digital

Value increasing



Portfolio

Rationalizing

Source: (1) Brand Finance



# Market challenges



## Data pricing still not rational

Margins still too low

Capacity growth exponential  
to revenue growth



## Challenging competition

Competitors now  
Global/regional

Regulators slow to  
embrace consolidation



## Product mix changing

SMS and international  
voice traffic eroded

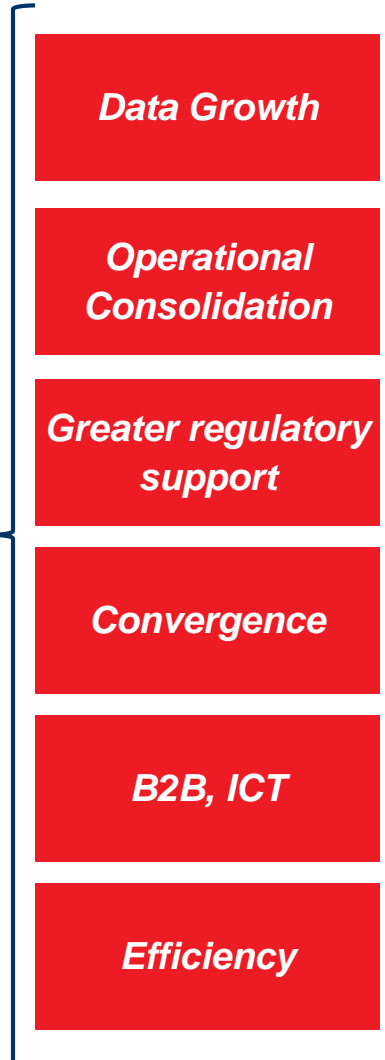
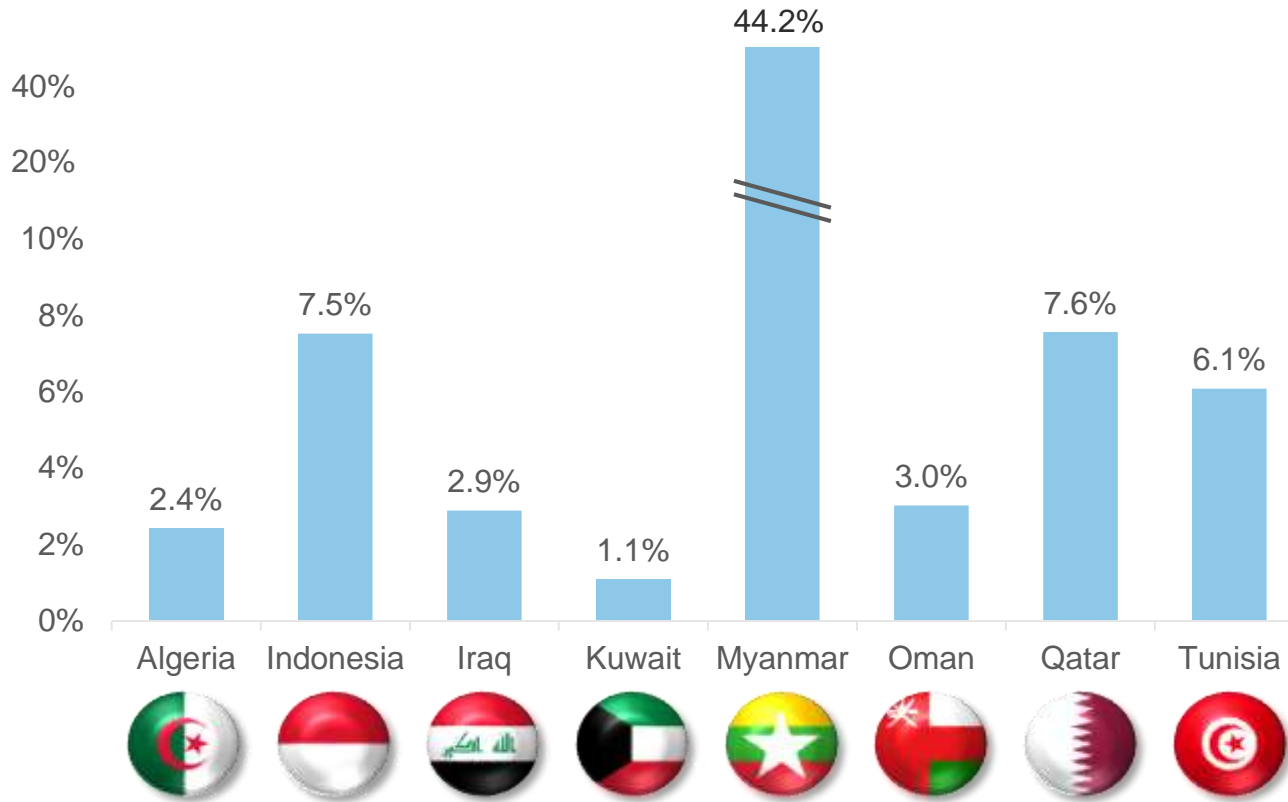
Data growing fast but  
lower margins

**More rationality needed to reward investments**



# We see opportunity ahead

Telecom revenue CAGR forecast, 2014-2019



Note: CAGR for Myanmar has been calculated based on mobile revenue only and does not include fixed line revenue  
Source: Ooredoo Group Strategic Market Outlook – 2015, Ovum 2015 Forecast for Iraq



# Opportunities by OpCo



Algeria Indonesia Iraq Kuwait Myanmar Oman Qatar Tunisia

HIGH
MEDIUM

(KEY)

	Algeria	Indonesia	Iraq	Kuwait	Myanmar	Oman	Qatar	Tunisia	
<b>Data growth</b>									<i>Data growth everywhere</i>
<b>Operational consolidation</b>									<i>Big and/or deep sharing being implemented</i>
<b>Greater regulatory support</b>									<i>Tangible evidence of regulatory support</i>
<b>Convergence</b>									<i>4 active strategies</i>
<b>B2B, ICT</b>									<i>Scale of current efforts towards B2B/ICT segment</i>
<b>Efficiency</b>									<i>Size of improvements being implemented</i>

**Focus depends on OpCo market structures**



# Ooredoo remains a good buy for investors

## Top Line Growth

- Balanced portfolio of mature and emerging market presence
- Relatively low smartphone penetration; data still accounts for a relatively low % of revenues; pricing rationality will improve
- 9m businesses are spending \$10B across our footprint; current Ooredoo B2B share is less than 15%.

## Bottom Line Performance

- Performance management
- Cost optimizing
- Infrastructure sharing
- Group synergies, e.g. procurement

## Disciplined M&A

- Improving returns across existing portfolio
- Selective value accretive acquisitions

## Financial and Credit Strength

- Attractive shareholder returns with appropriate dividends
- Investment grade rating
- Conservative credit policy
- Government support





Thank you

Follow us



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

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

Twitter: [@OoredooIR](https://twitter.com/OoredooIR)

Upcoming  
events

2015 1H Results – August 2015 *TBD*