

Ooredoo Group

Capital Markets Day 2016

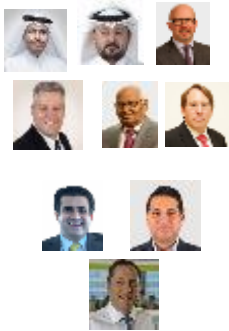
Deputy Group CEO - Waleed Al
Sayed

26 Sept 2016
Doha, Qatar

The Ooredoo logo consists of the word "ooredoo" in a lowercase, rounded, sans-serif font. Each letter is contained within a red circle, and the circles are arranged in a slightly overlapping horizontal line. The background of the entire slide is a light gray with a repeating pattern of small white diamonds.

Since the last CMD, we made substantial changes to the way we operate

New Management



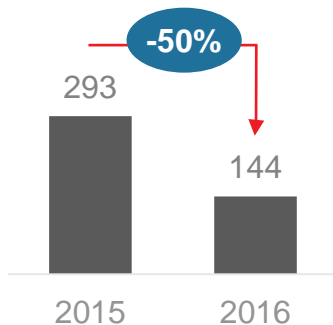
- New Group management team
- New CEOs in 3 out of 10 OpCos
- Management with significant experience and solid track records
- Senior Ooredoo executives represented on all OpCo Boards

Refined Strategy and Operating Model



- New LEAD strategy provides the right ambition and a framework to focus on value creation
- Strengthened focus on business performance and on delivering value from Group HQ

Optimized HQ Headcount



- HQ headcount reduced by 50%
- \$40m yearly savings flowing directly to the bottom line

Optimized Portfolio



- September 2015: Ooredoo divested non-core wi-tribe Philippines
- March 2016: Ooredoo divested non-core wi-tribe Pakistan



Other key achievements

Data Monetization



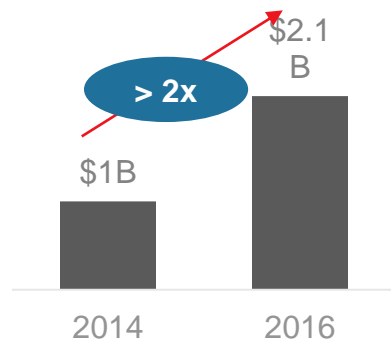
- Continued strong data growth from consumer and enterprise customers
- Data revenues increased to 39% of Group revenues as of H1 2016 (H1 2015: 34%)

Best Data Network Experience



- 4G+ (LTE-Advanced) in Qatar, Oman and Kuwait; 4G launched in Indonesia, Maldives, Tunisia, Algeria and Myanmar
- 4G networks now available in 8 of Ooredoo's 10 markets
- Ooredoo Qatar in top 5 globally for fiber penetration

Brand Value



- Brand now launched in 8 out of 10 markets
- Top 10 MENA brand
- 3rd Telco brand in the region
- #1 in brand health

Efficiencies



- Achieved significant savings across the Group through:
- Centralized Group purchasing
 - Infrastructure sharing
 - Group support for refinancing arrangements

Source: Brand Finance 2016 Top 50 MENA Rankings



Becoming a pan-regional leader in B2B/ICT

Ooredoo B2B/ICT portfolio

Cloud & Data Center

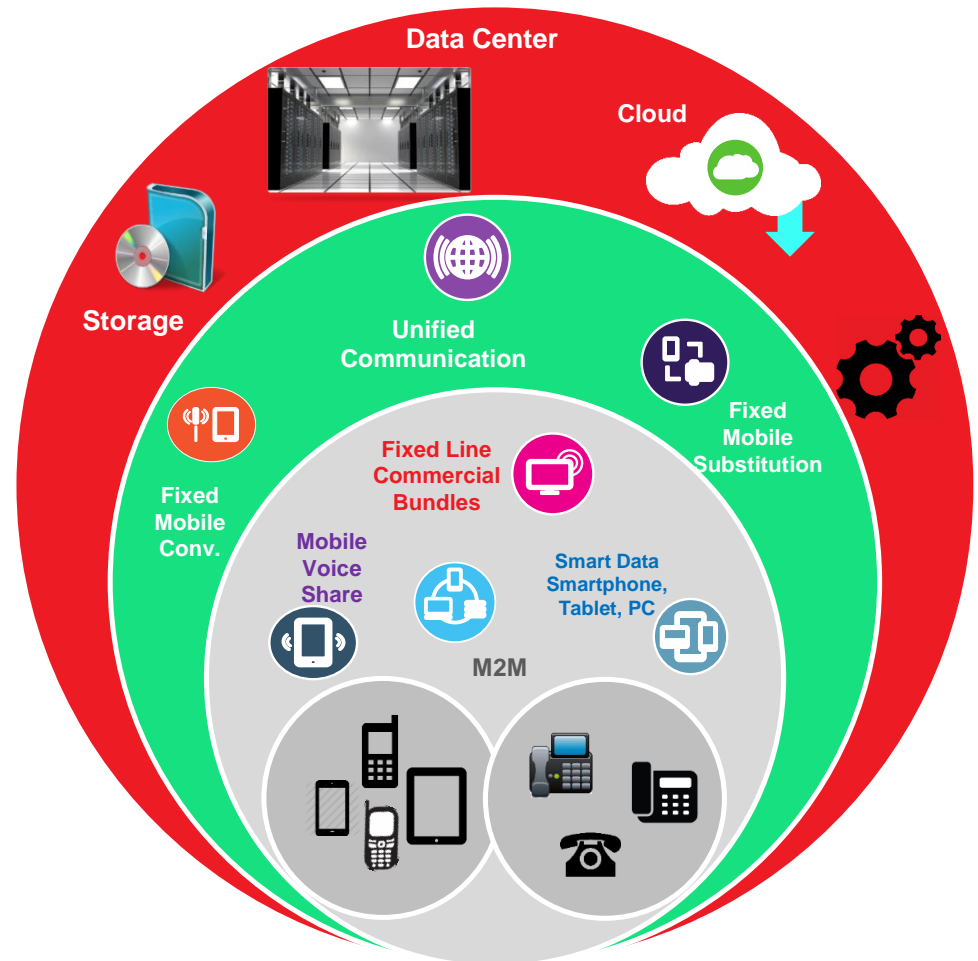
- Cloud Services
- Data Center Services

Convergence Solution

- Collaboration & Conferencing
- IP telephony solutions

Connectivity

- Network Integration & Security
- IP/MPLS VPN, Leased Line, Metro
- Fixed Voice & Broadband
- M2M
- Mobile Voice & Data



Challenges: We operate in tough environments



Economic/ Political Risk

- Currency volatility
- War/ political situations
- Economic impact of oil prices
- Regulatory levies/ taxes



Competitive Markets

- Tough competitors & regulators
- New entrants
- Commoditization
- Price wars



Changing Industry

- New business models (OTTs)
- New cost models
- Standardized roaming fees
- Lower-margin product mix



But we are also well positioned to leverage attractive opportunities

Data first



Leading Data Networks



Digital Services

Beyond Mobile



Fixed /Convergence



B2B/ICT



IOT & Smart Cities

Group synergies



Efficiencies



Network Sharing



Five reasons to invest in Ooredoo

Diversified and Balanced Portfolio

- Balanced mix of operations in developed markets (Qatar, Kuwait, Oman) alongside markets with high growth potential (Indonesia, Myanmar, Algeria, Iraq)

Government Support

- State of Qatar is majority shareholder and appoints 5 of 10 Ooredoo directors
- One of the largest public companies in Qatar

Focused Strategy

- Focused strategy on market leadership, strong performance culture and efficient execution
- Improving performance by realising synergies, centres of excellence and cost optimisation

Financial and Credit Strength

- High investment grade rating from all three agencies (S&P, A- / Fitch, A+ / Moody's, A2)
- Proactive debt and liquidity management, with CAPEX covered by cash-flow generation
- Debt leverage (Net Debt / adjusted EBITDA) underpinned by a conservative funding policy

Experienced Management

- Management with significant experience and strong track records
- Senior Ooredoo executives represented on the boards of all of Ooredoo's direct subsidiaries



Thank you

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ooredoo

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