OOREDOO TECHNOLOGY STRATEGY

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Capital Markets Day
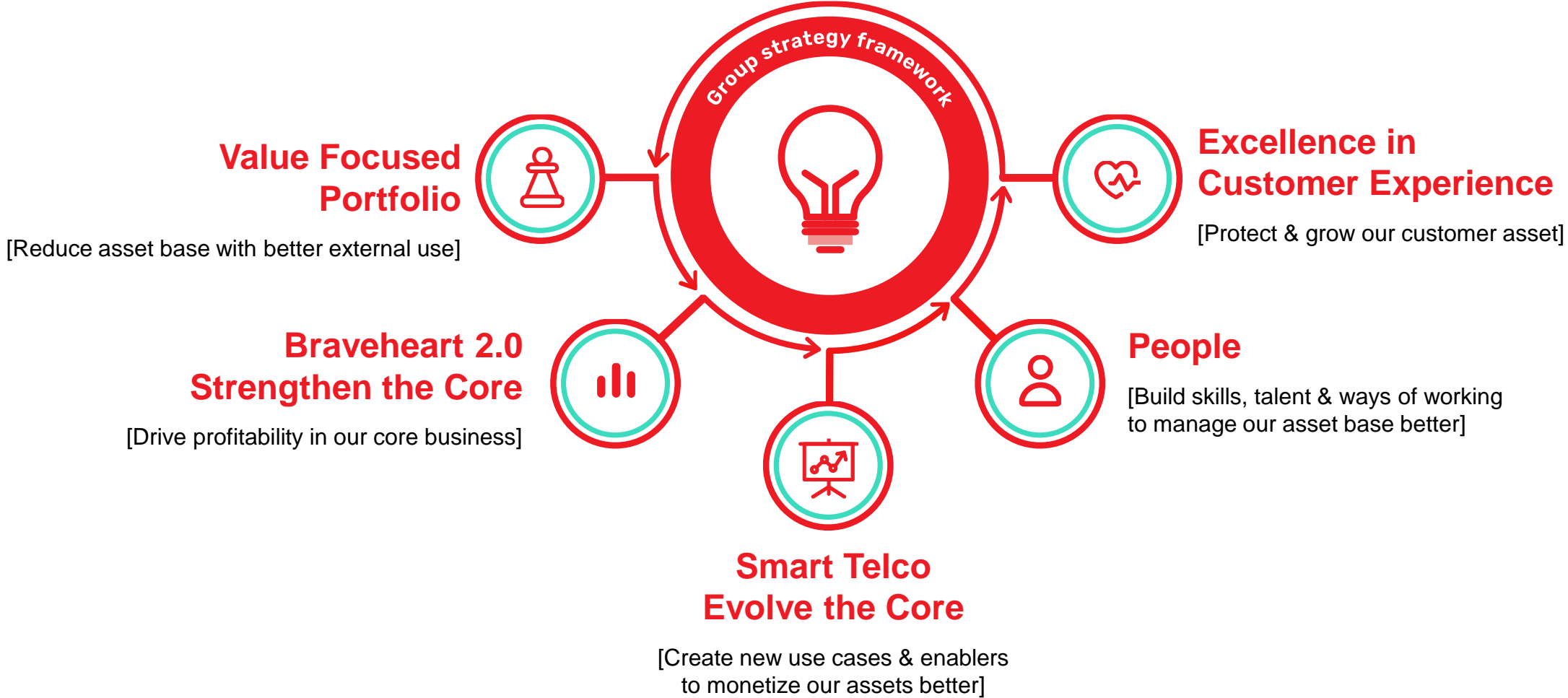
OFFICIAL MIDDLE EAST & AFRICA TELECOMMUNICATIONS OPERATOR

Our Strategy 2022-2024 – Smart Telco as a pillar

Group strategy framework

Value Focused Portfolio

[Reduce asset base with better external use]

Excellence in Customer Experience

[Protect & grow our customer asset]

Braveheart 2.0 Strengthen the Core

[Drive profitability in our core business]

People

[Build skills, talent & ways of working to manage our asset base better]

Smart Telco Evolve the Core

[Create new use cases & enablers to monetize our assets better]
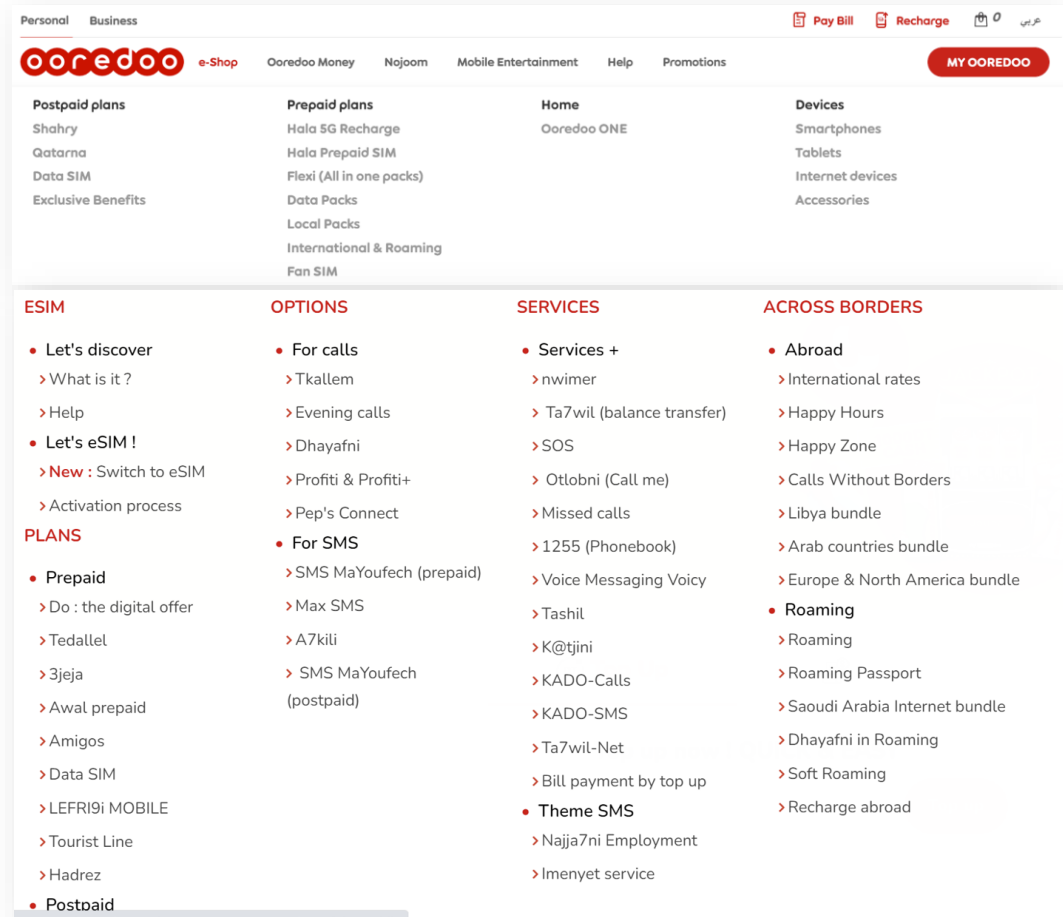
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5   5   10

O25 - What it means for our customers

Telco Products - Complex Offers & Basic Digital Journeys

Full suite of connectivity

The ability to offer the full suite (Mobile & Fixed) of connectivity solutions will be the key to having a sustainable business in the future

O25 - What we will do

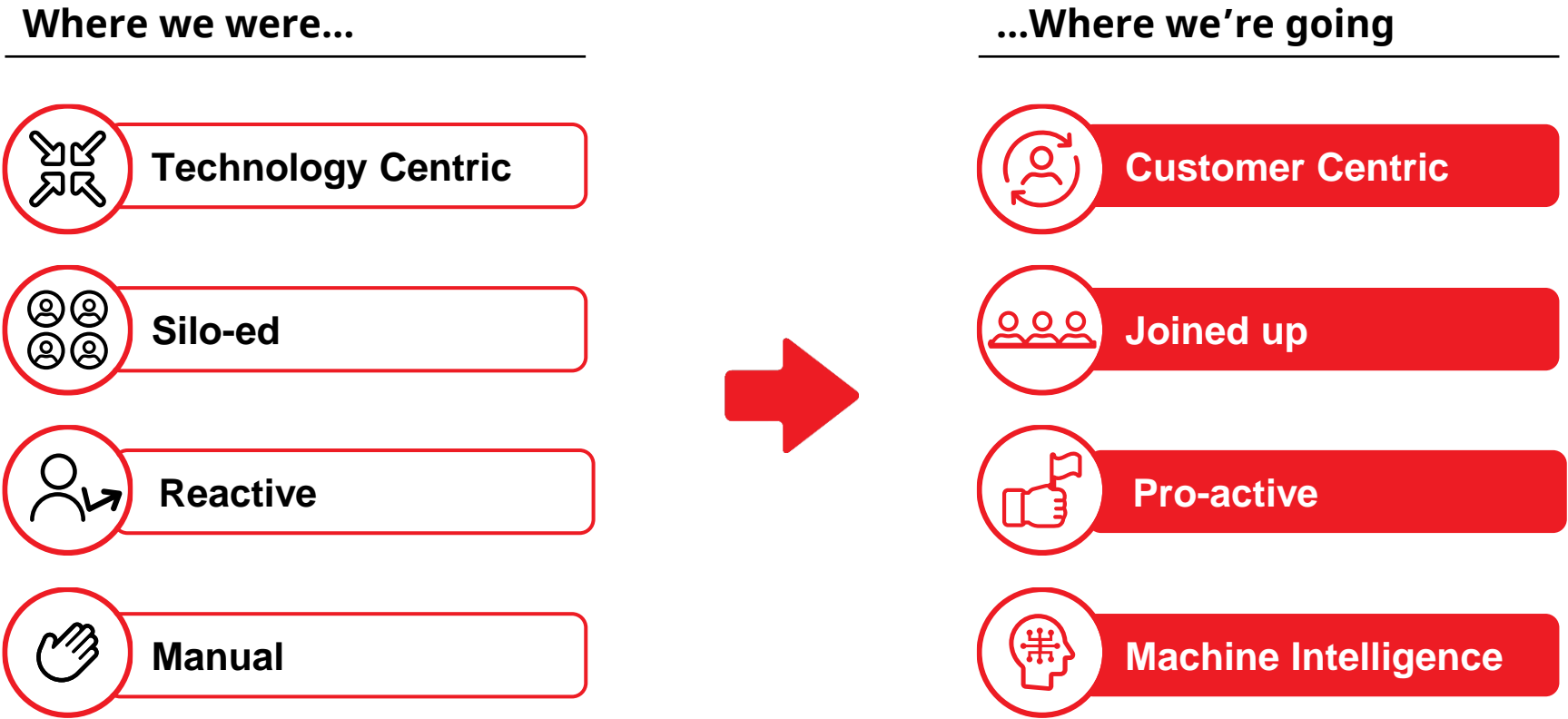| Customer Experience | Value Engineering | Design with Simplicity |

Data Driven
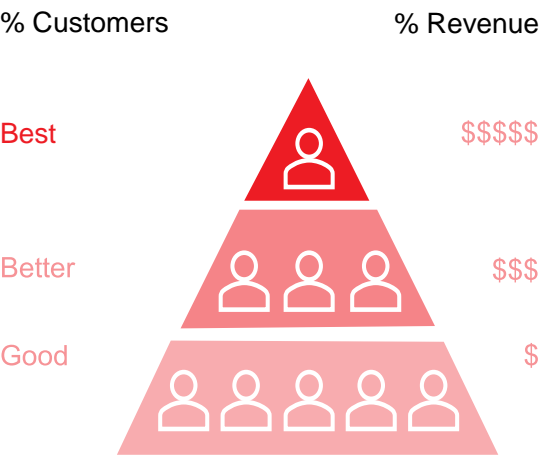
Talent Density

Cyber Security

Green

O25 - New Operations Model

Where we were...

 Technology Centric

 Silo-ed

 Reactive

 Manual

...Where we're going

 Customer Centric

 Joined up

 Pro-active

 Machine Intelligence

O25 - Customer Experience

Focus on Key customers...

% Customers   % Revenue

Best $$$$$

Better $$$

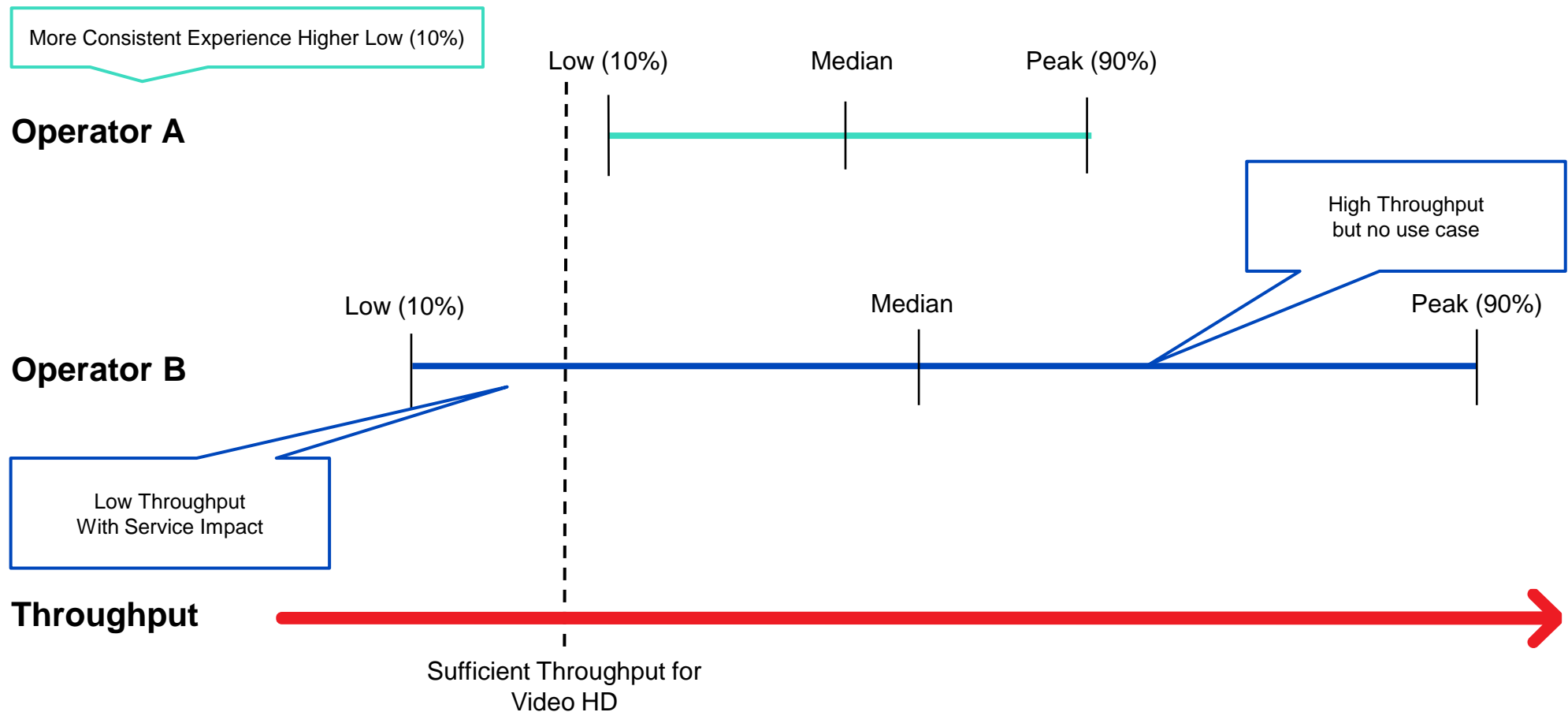Good $

With differentiated experience
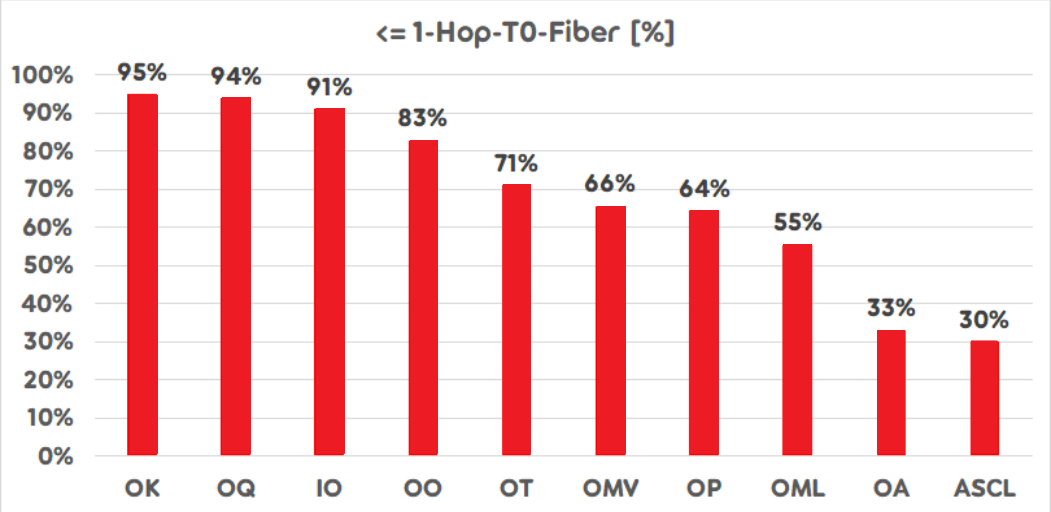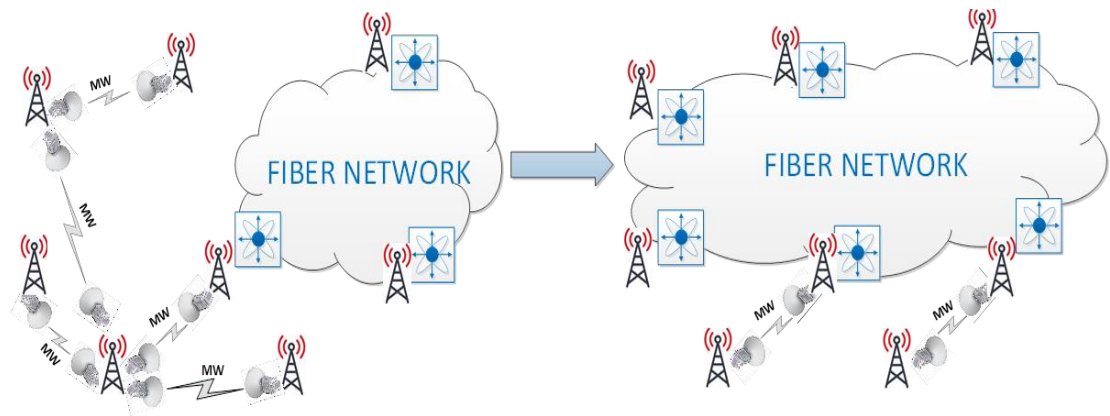
Best

Better

Good

Quantify drivers of Customer Experience and match investment to Customer Value and expectations

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O25 - Value Engineering

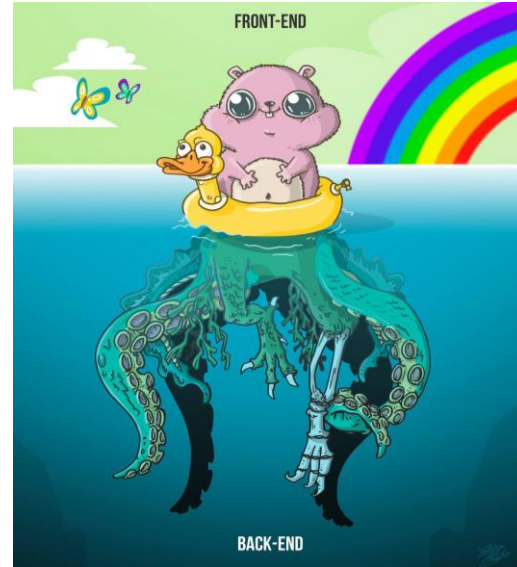# O25 - Design with Simplicity - Network

<= 1-Hop-T0-Fiber [%]

	OK	OQ	IO	OO	OT	OMV	OP	OML	OA	ASCL
%	95%	94%	91%	83%	71%	66%	64%	55%	33%	30%

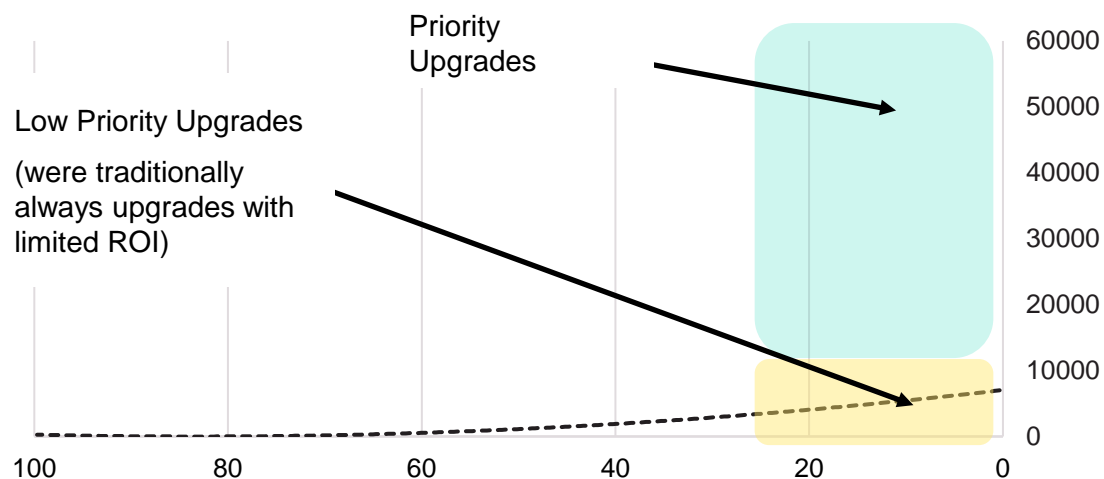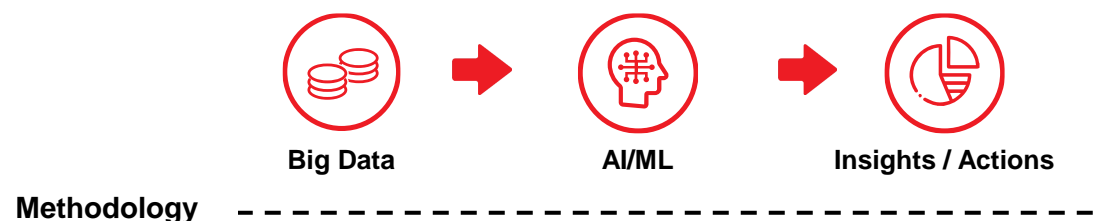Right use of Assets: Spectrum, path to 5G, simple site solutions, Fiber

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O25 - Design with Simplicity - IT

- Enabling Digital Transformation by abstracting legacy complexities in the back end.

- Standardizing based on Telco Industry Standard - TM Forum Open APIs standard

- Streamlining Channels and Partners integrations – Decoupled Architecture

Hide Complexity: Open digital Architecture (Open API, Cloud Ready)

O25 – Data Driven Organization

Big Data → **AI/ML** → **Insights / Actions**

Methodology — — — — — — — — — — — — — — —

Priority Upgrades

Low Priority Upgrades

(were traditionally always upgrades with limited ROI)

100   80   60   40   20   0
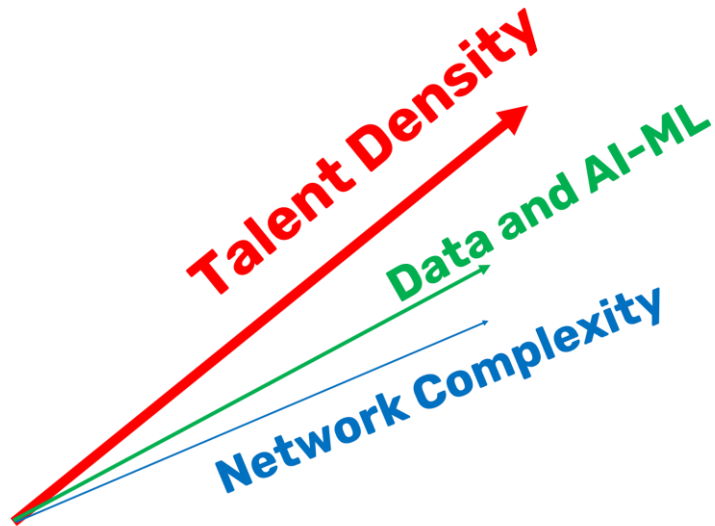
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Some outcomes from first deployment:

- 19% 5G Sites were deployed with Low 5G Device Penetration

- 3% of Sites has a Negative Profitability Index

- Identified 4% Latent Data Traffic Demand giving indications of missed data revenues.

From OPINIONS to FACTS to make decisions

O25 – Talent Density

Our Upskilling journey

Think Differently
- Culture of curiosity
- Pragmatic solutions
- Business Judgement

Tell Stories with data
- Tools of the trade
- Data Science
- Data Visualization

Deliver Change
- Agile Six-sigma
- Vendor management
- Delivering Change

Grow Talent-density, AI-ML faster than growth in Network Complexity: New Skills required

O25 – Security

- Forbes Cybercrime: Including everything from theft or embezzlement to data hacking and destruction, is up 600% as a result of the COVID-19 pandemic

- Globe news Wire: Cybercrime will cost companies worldwide an estimated $10.5 trillion annually by 2025, up from $3 trillion in 2015

- Breach discovery is when the company or business becomes aware that the incident occurred. According to IBM, it takes a company 197 days to discover the breach and up to 69 days to contain it.

- According to IBM, Companies that contained a breach in less than 30 days saved more than $1 million compared to those that took more than 30 days

Cyber attacks represent the single biggest risk to our business today.
We are evolving from managing security at an individual country level to a Group led model of risk based security.

O25 - Green

What we are doing today

- By implementing CDC with Lithium Batteries Up to 40% reduction of fuel consumption could be expected in off grid sites and up to 20% in poor gird sites.

- Network features for Power reduction (DTX, Symbol power reduction, PSU Smart Control, 5G Intelligent scheduling), could reduce energy consumption up to 4%

As Renewable production costs are falling, we seeks business driven investments for opportunistic
Sources of Renewable energy (through Partners)

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THANK YOU