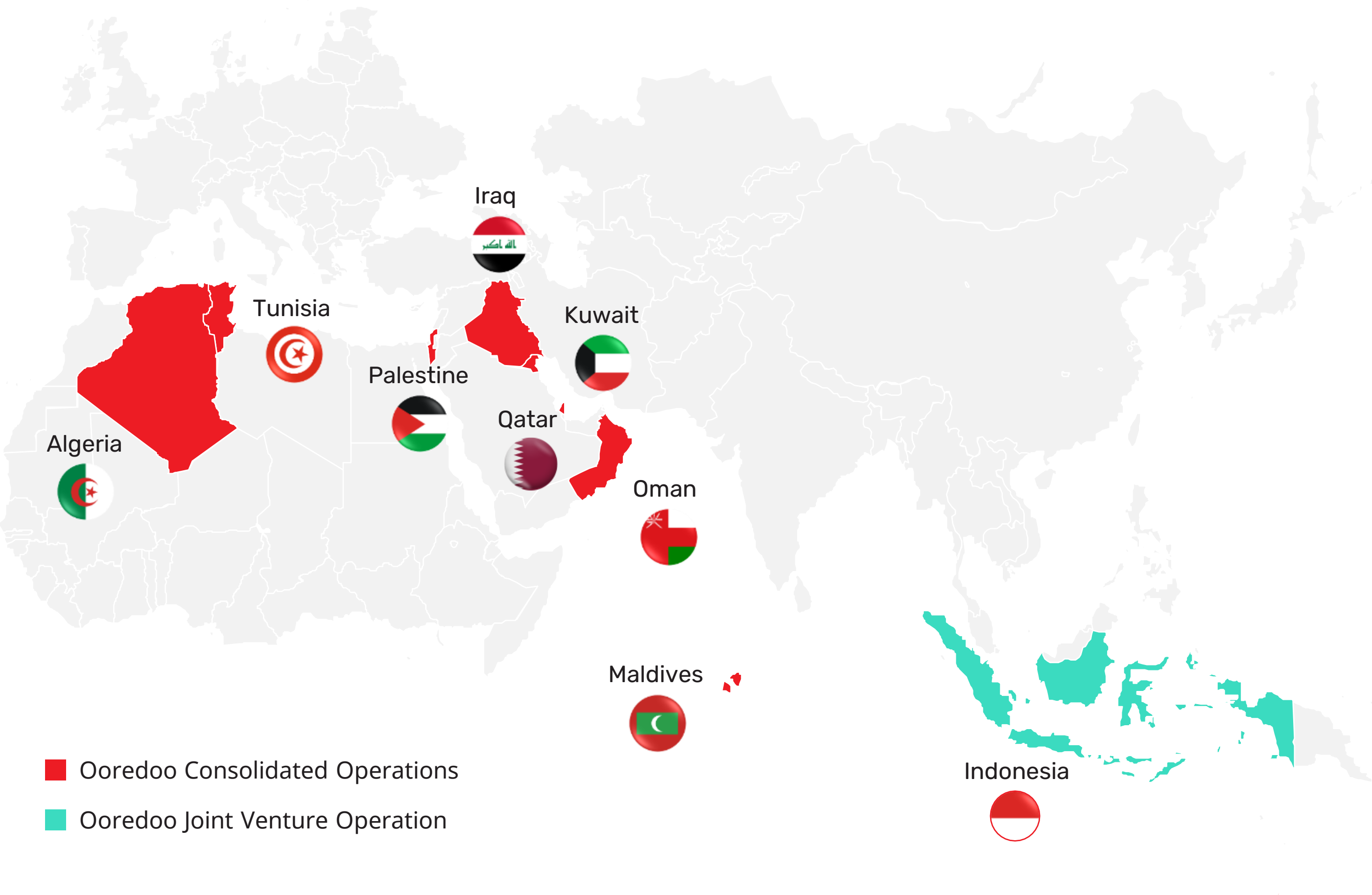
01 Business Overview

Aziz Aluthman Fakhroo | Group CEO

Ooredoo Group Overview

Ooredoo Telecom Operations



9
Countries of Presence[1]

404.4mn
Footprint Population[1,2]

97.0mn
Footprint Households[1]

145.4mn
Mobile Subscribers[1]

2.3mn
Stationary Broadband Subscribers[1]

US$6.6bn
Revenue LTM 9M 2025A

Leading #1 or #2 Market Position in 7 Out of 9 Countries

Sources: Company information. United Nations. IMF. Public sources. Notes: Figures converted to US$ using US$:QAR FX rate of 3.64. (1) Including Indonesia, a joint-venture operation. (2) As of 2024A.

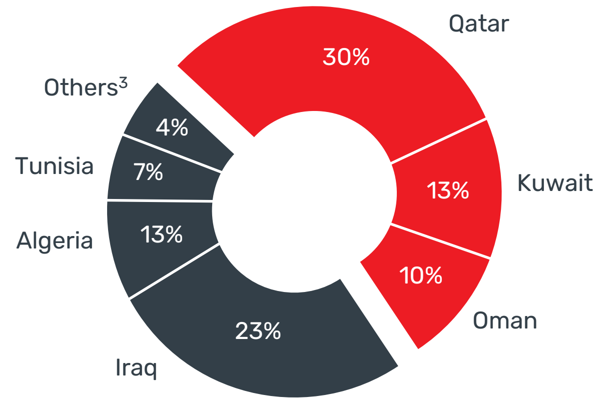
Ooredoo Group Market Snapshot

Mobile | Fixed Wireless | Wireline Broadband

Country	Market Position[1]	Business Model		
Qatar	1 of 2 Players	Mobile	Fixed Wireless	Wireline Broadband
Iraq	1 of 3 Players	Mobile	Fixed Wireless	
Kuwait	3 of 3 Players	Mobile	Fixed Wireless	Wireline Broadband
Algeria	3 of 3 Players	Mobile	Fixed Wireless	
Oman	2 of 3 Players	Mobile	Fixed Wireless	Wireline Broadband
Tunisia	2 of 3 Players	Mobile	Fixed Wireless	Wireline Broadband
Maldives	2 of 2 Players	Mobile	Fixed Wireless	Wireline Broadband
Palestine	2 of 2 Players	Mobile	Fixed Wireless	
Indonesia	2 of 3 Players	Mobile	Fixed Wireless	Wireline Broadband

Country Breakdown

Revenue (LTM 9M 2025A)[2]



Revenue Contribution[4]

GCC Markets	Growth Markets
53.2%	**46.8%**
*20A – LTM 9M 25A CAGR: **1.1%***	*20A – LTM 9M 25A CAGR: **5.8%***

Stable FX Markets[5]

76.0%

Source: Company information. Notes: All financial figures and ratios are normalized for Myanmar exit and recognition of IOH (Indonesia) as a joint venture, and exclusion of one-off or extraordinary items. Consolidated countries ordered based on revenue contribution as of LTM 9M 2025A. (1) Based on service revenue that includes mobile, fixed and wholesale, and excludes devices. (2) Based on eight consolidated OpCos (excluding Indonesia). (3) Includes Maldives and Palestine. (4) As of LTM 9M 2025A. (5) Includes Qatar, Kuwait, Oman and Iraq.

Track Record of Transformation and Value Accretive Initiatives

1998
Stock market listing of Qtel

2000

2004 – 2013
International Expansion

2004
Qtel establishes Oman operations with TDC

2005

2007
Qtel acquires Wataniya Telecom with operations in Algeria, Tunisia, Kuwait, Maldives, Palestine

2009
Qtel acquires ownership stake in Indosat

2010

2013
Qtel acquires controlling stake in Asiacell (Iraq)

Qtel introduces Ooredoo brand

2015

2018
Ooredoo Qatar launches first 5G network in the world

2020

2021 – Today
Portfolio Optimisation and Digital Infra Strategy

2022
Ooredoo and CK Hutchison complete the merger of their Indonesia telecommunication businesses to create Indosat Ooredoo Hutchison ("IOH")

2023
Ooredoo announces TowerJV with Zain Group. Starts carve-outs of its data centre business

2024
Ooredoo completes exit from Myanmar

Ooredoo announces partnership with Nvidia as an Nvidia Cloud Partner

Ooredoo completes fintech business carve-out along with fintech market launch in Oman

2025
Ooredoo completes data centre carve-out into Syntys

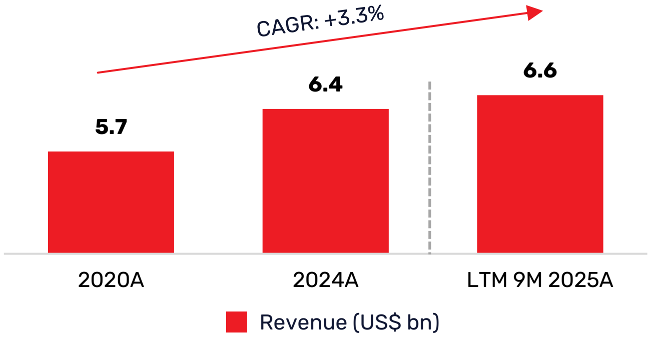
Ooredoo announces plans to build one of the largest international sea-cable in GCC

2025+
Refreshed strategy with clear verticals and balance sheet to support the next stage in growth

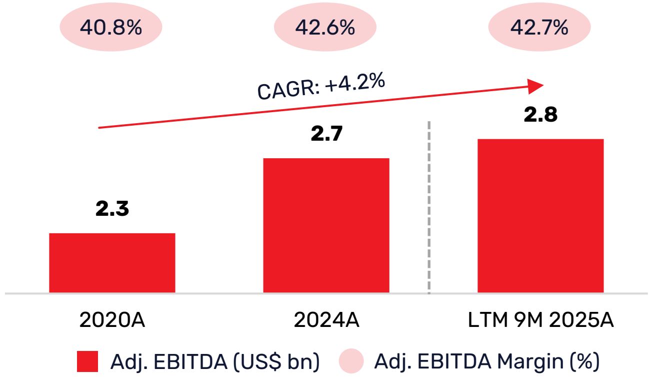
ooredoo

Strong Financial Performance

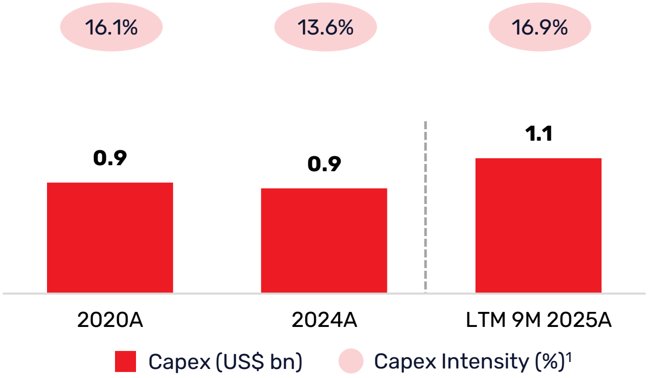
Solid Top-Line Growth



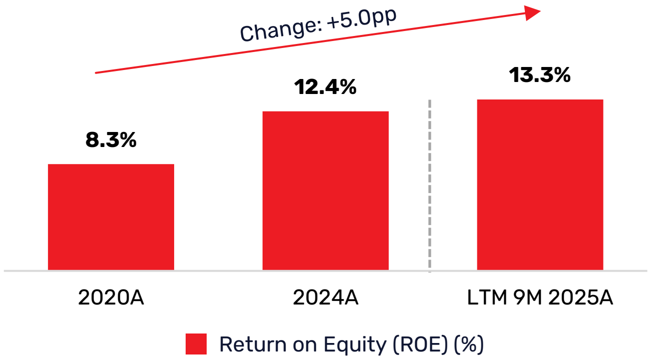
Resilient Profitability



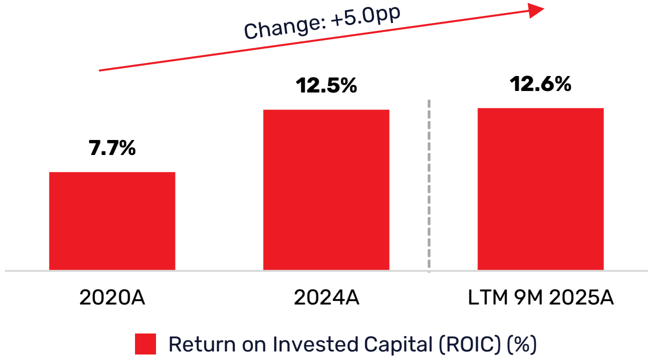
Well-Invested Platform



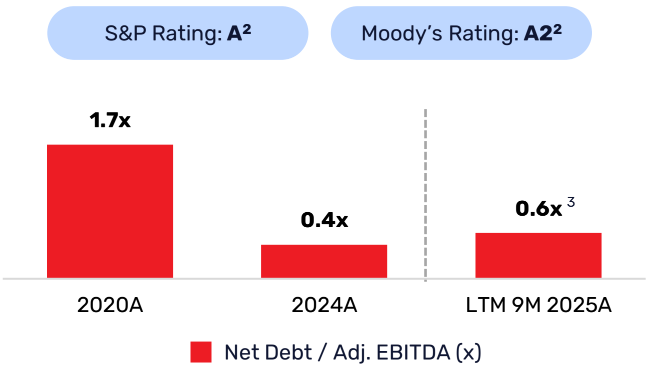
Strong Equity Returns



Efficient Capital Deployment



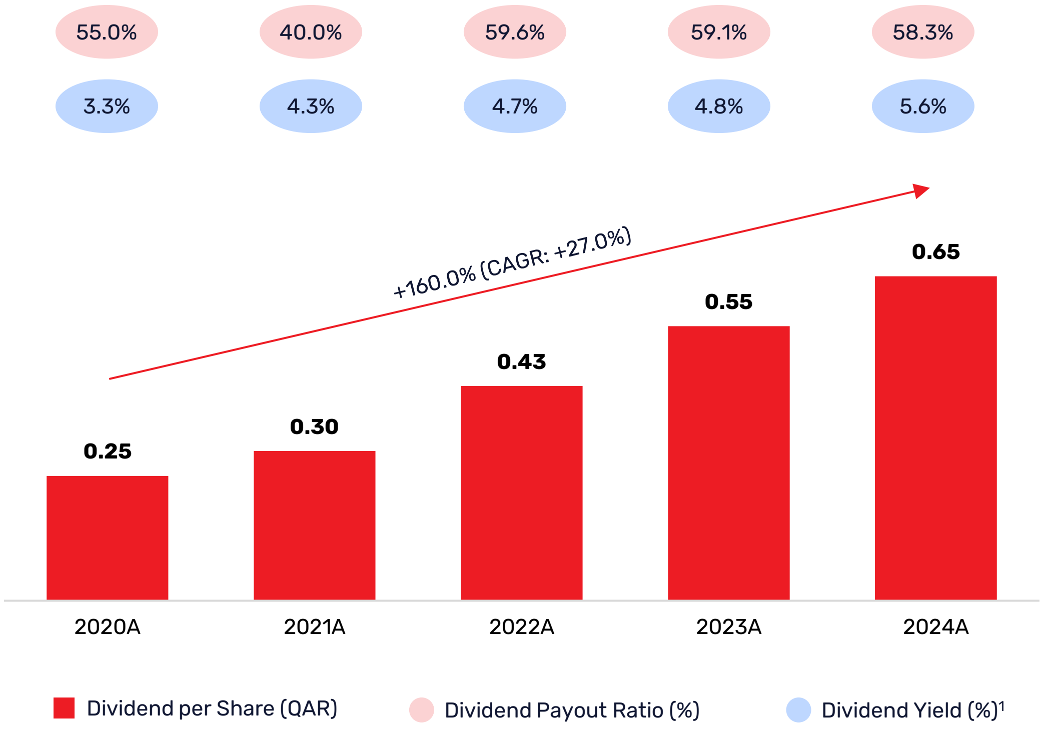
Prudent Balance Sheet



Notes: All financial figures and ratios are normalized for Myanmar exit and recognition of IOH (Indonesia) as a joint venture, and exclusion of one-off or extraordinary items. Figures converted to US$ using US$:QAR FX rate of 3.64. Adjusted EBITDA equals profit for the year/period adjusted for income tax and other tax related fees, depreciation and amortisation, finance costs, finance income, impairment of losses on goodwill and other non-financial assets, royalty fees, other income and other gains / (losses) - net.
(1) Defined as capex divided by revenue. (2) Long-term credit rating with stable outlook. (3) Leverage uplift associated to dividend payment, corporate guarantees for subsea cables deployment and 5G network spend in Tunisia.

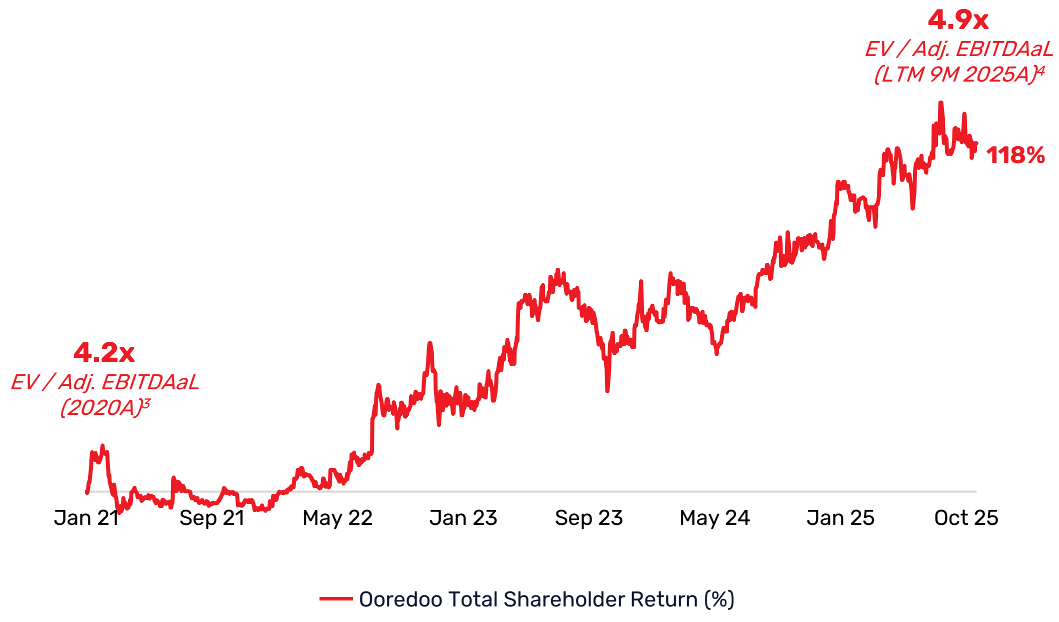
Track Record of Superior Total Shareholder Returns

Consistent Growth in Dividends



Consistently paying dividends in the upper range of the established previous policy (40% - 60% of normalized earnings)[2]

Escalating Total Shareholder Return

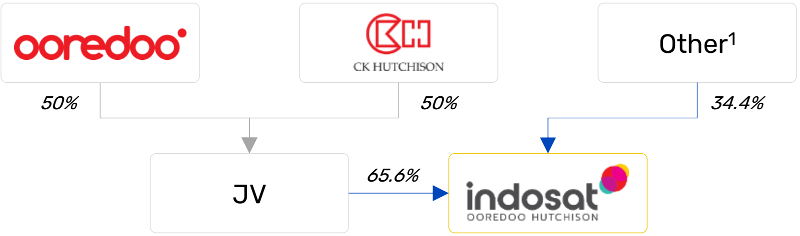


Track record of delivering superior shareholder returns supported by a strong cash flow generation profile

Sources: Company information. FactSet. Market data as of 23rd October 2025. Notes: (1) Based on year-end price and dividends adjusted to corporate actions. (2) Refer to "Financial Performance and Guidance" section for latest update on dividend policy. (3) Based on 2020A Adj. EBITDAaL and Enterprise Value as of 31st December 2020. (4) Based on LTM 9M 2025A Adj. EBITDAaL and Enterprise Value as of 23rd October 2025.

Driven by Value Creation

Significant Value Creation post IOH Merger



Enterprise Value: US$6bn[2]

Announced: September 2021
(Closed: January 2022)

+26.1%
Share Price Appreciation
(Oct-2025 vs. Transaction Closing[3])

~US$462mn
Synergies Realised Ahead of Plan[4]
(vs. Target of $300-400mn)

+7.9%
Revenue Growth
(LTM 9M 2025A vs. 2022A[5])

+4.9%
EBITDA Margin Expansion
(LTM 9M 2025A vs. 2022A)

Strategic Exit from Myanmar

Enterprise Value: US$576mn[2]

Announced: September 2022
(Closed: May 2024)

- ***Focus on markets where Ooredoo can achieve scale and leading market positions***
- ***Released capital towards stronger growth opportunities in core, high-growth markets***
- ***Disciplined portfolio management and commitment to shareholder value creation***

Notes: (1) Free float and other shareholders. (2) As of announcement date. (3) Share price as of 23rd October 2025 vs. 4 January 2022. (4) Synergies realised up to 2024. (5) Growth calculated based on QAR figures, adjusted for local currency depreciation.

Unique Investment Proposition

01	**Regional multi-service digital connectivity leader** with strong market positioning across MENASEA	✓ **#1 or #2 position** in 7 out of 9 countries[1] ✓ **145mn** mobile subscribers
02	Combining **highly cash generation investment grade markets** with exposure to **high-growth markets**	✓ **53%** revenue from **GCC markets** ✓ **76%** revenue from **stable FX markets**[2] ✓ **5.8%** revenue growth in **growth markets**[3]
03	Strong core telecom operations with **superior network quality, premium brand identity and customer experience**	✓ **#1** brand in 6 out of 8 markets[4] ✓ **Superior network** and spectrum position
04	**Comprehensive digital infrastructure portfolio** with clear roadmap unlocking significant growth and value creation opportunities	✓ **Largest TowerCo** in MENA (**>30k** sites)[5] ✓ **26 active DCs** / **120MW** target capacity[6] ✓ **Sea-cable and fibre partnerships**
05	**Strong customer-centric strategy** supported by smart telco transformation, integrated digital ecosystem, and telco adjacent services	✓ **>30%** average app penetration rate[1,7] ✓ **2.2x** lower churn in multi-play vs overall
06	**Long-term value creation** through multiple avenues of organic growth and strategic partnerships	✓ **Proven track record of long-term value** creation as seen through **26%** share price appreciation in IOH since merger with Ooredoo[8]
07	**Solid financial performance and robust balance sheet**, underpins sustainable shareholder returns	✓ **4% Adj. EBITDA CAGR** 20A – 9M LTM 25A ✓ **0.6x** net leverage ✓ **118%** total shareholder return[9]
08	**Experienced management team** with track record of driving value through strategic execution and operational discipline	✓ **Multi-decade** C-suite experience ✓ Delivering strong operational performance and **value creation** since 2020A

Notes: Financials are normalized for Myanmar exit, recognition of IOH (Indonesia) as a joint venture and exclusion of one-off or extraordinary items. Adjusted EBITDA equals profit for the year/period adjusted for income tax and other tax related fees, depreciation and amortisation, finance costs, finance income, impairment of losses on goodwill and other non-financial assets, royalty fees, other income and other gains / (losses) - net. (1) As of H1 2025A. (2) Includes Qatar, Kuwait, Oman and Iraq. (3) Includes Iraq, Algeria, Tunisia, Palestine and Maldives. (4) As of H1 2025A, excluding Indonesia. Measures the percentage of the target audience who are using and would consider using Ooredoo's product or service. (5) ~30k towers at announcement. Pro forma for combination of Ooredoo's carve-out tower assets with TASC Towers. (6) Includes Oman and Iraq, where carve-out is expected over the next 12-24 months. (7) Average of digital MAU as of B2C 30-day active base. (8) Share price as of 23rd October 2025 vs. 4 January 2022. (9) Since January 2021A.