04 Digital Infrastructure and Platforms

Digital Infrastructure with Clear Visibility of Solid Growth Ahead

Scale Up Digital Infrastructure Play

Secure New 3rd Party Demand

Execute Investments to Serve 3rd Party Demand

Shareholder Value Oriented Financing Structure for Scale Up & Partner/JV Where Applicable for Added Competence

Execute Carve-outs

Secure Regulatory Approvals Where Required

Establish Legal Entities & Own P&L

Create New Organisation & Hire Specialist Management Team & Operate With Ooredoo as Anchor

Transfer Assets & Operations

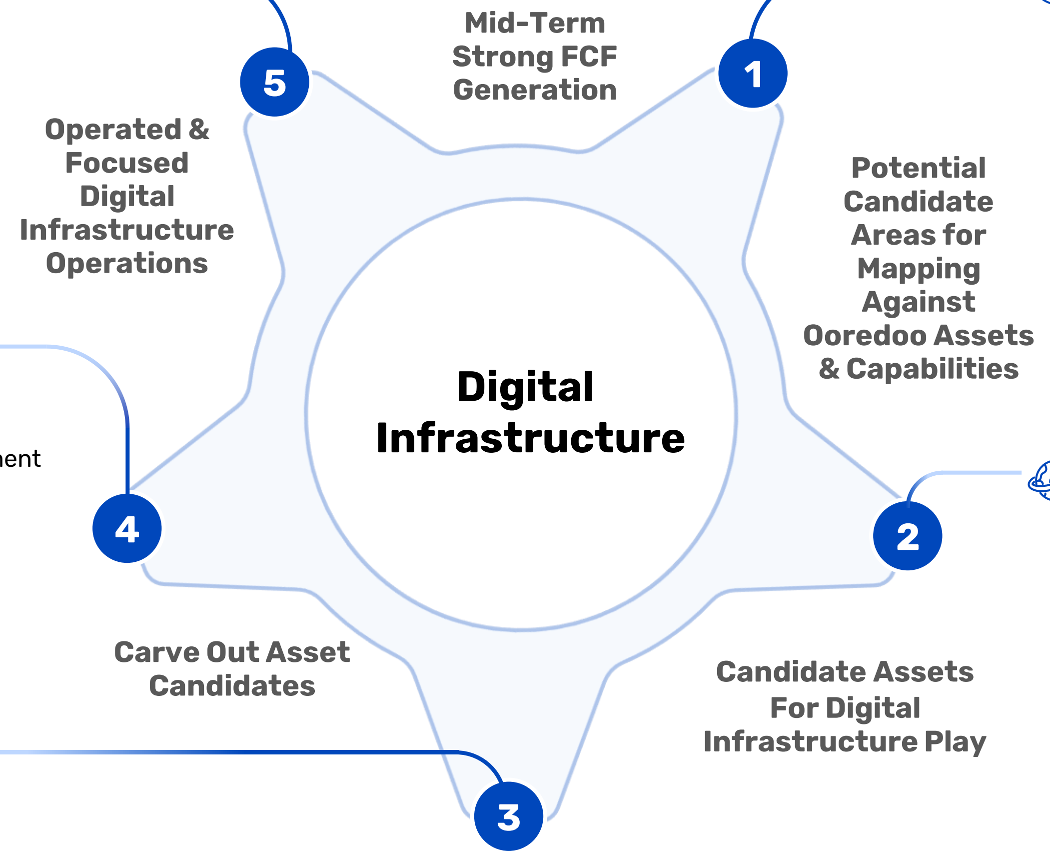
Review of Business Model for Shareholder Value Creation

Right-to-Win for Ooredoo As a Telecom

Opportunities to Drive 3rd Party Usage of Assets

Customer/3rd Party G2M & Risk Profile

Cost & Investment Structure



Identification of Digital Infrastructure Needs & Growth Fields

Connectivity

Storage

Compute

Security

Identification Of Corresponding Digital Infrastructure Assets

Sea cable & Transport Fiber

Towers

Data Centers

Source: Company information.

Digital Infra Portfolio with Clear Roadmap to Unlock Value

Clear roadmap with solid track record carving-out digital infra, leading to **value creation** while optimising core telecom operations

Forming partnerships to serve future digital demand through leveraging its position at the intersection of connectivity, compute and cloud

Towers

Tower-asset carve-out underway, creating the largest TowerCo in the MENA region via partnership ooredoo zain TASC TOWERS

>30k[1] towers across **6 countries (Qatar, Kuwait, Iraq, Algeria, Tunisia and Jordan)** in MENA

Further upside from **Iraq consolidation, active sharing framework and tenancy growth**

Tower Project Metrics

~US$**500mn**[2] Indicative Run-Rate Revenue	~US$**200mn**[2] Indicative Run-Rate EBITDAaL
>30k[1] Sites	**~1.1x** Tenancy Ratio

Seacable & Fibre

Uniquely positioned to **capture needs of existing demand**, investing into **alternate routes to connect Europe and Asia internet traffic through the Gulf region**

The **FIG subsea cable project to capture corridor traffic** in GCC region, delivering an 720Tbps capacity

Additional **intended partnership with stc** (SONIC) to establish terrestrial route bypassing the Gulf of Aden

Several **landing party partnerships** in our footprint markets

FIG Project Metrics

Q4-2027 FIG RFS[3]	**24** Fibre Pairs
720Tbps Transport Capacity	**1,931km** Total Cable Length

Data Centres

Positioned to capture the surging demand for cloud and AI services through the **data centre platform** syntys, active in **Qatar, Kuwait and Tunisia**

Iraq and Oman data center carve-outs into Syntys currently in planning, with expected **completion in the next 24 months**

Targeting expansion to 120MW with **QAR4bn** fully-funded investment in partnership with IRON MOUNTAIN

Syntys Metrics

~US$**40-45mn**[4] Recurring Revenue	~US$**8.2mn**[4] Recurring Adj. EBITDA
26 Active DCs[5]	**120MW** Target Capacity

GPUaaS

Deliver low-latency and competitively priced GPUaaS via current **network infrastructure,** expanded **data centre footprint** and **competitive energy cost**

First player to secure **a deal involving GPUaaS in GCC**

NCP partner of NVIDIA in the Gulf region

Service **offered across key markets:**

Partnerships

QATAR AIRWAYS القطرية
NVIDIA

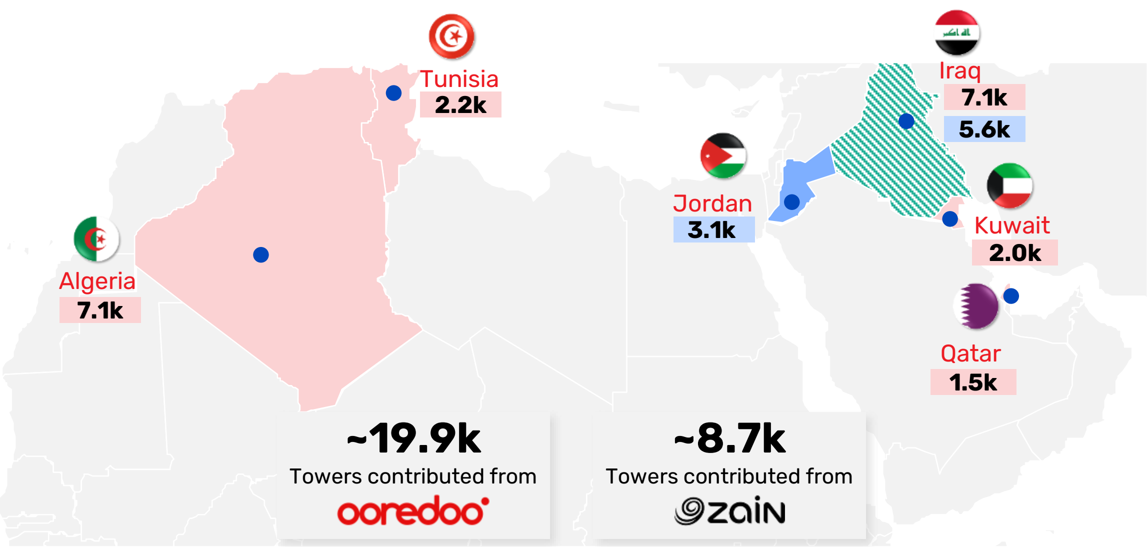
Source: Company information. Notes: Figures converted to US$ using US$:QAR FX rate of 3.64. The illustrative run-rate and recurring financial information is based on a number of estimates and assumptions made in reliance on the information available at the time made and judgments based on such information. The assumptions used in such estimates are inherently uncertain, subject to change and could cause the Group's actual results to differ materially from those contained in such estimates. (1) ~30k towers at announcement. Pro forma for combination of Ooredoo's carve-out tower assets with TASC Towers. (2) Following the completion of the transaction and once all towers are operational, the indicative total annual revenue and EBITDAaL (EBITDA after lease costs) for this joint venture is expected to be approximately US$500mnand US$200mn, respectively. Ooredoo will be entitled to 49.3% interest of the project's revenue and EBITDAaL. The projected EBITDAaL figure does not include tower lease, site rental and applicable service costs that the Group expects to incur in connection with the operation of the towers. (3) Ready for service. (4) For the year ending 31 December 2025, the total annual revenue and Adjusted EBITDA for the data centres held by MENA Digital Holdings B.V. are expected to be approximately US$ 40-45 million and US $8 million, respectively. (5) Including Oman and Iraq, where carve-out is yet to be completed.

Towers, Seacable & Fibre

René Werner | Group Chief Strategy Officer
and Acting Chief Consumer Officer

Transaction to Form the Largest Tower Platform in the MENA Region is Progressing

Combined Tower Footprint (at Announcement)



Contributed by ooredoo | Contributed by TASC TOWERS zain | # of Towers

>30k
Towers
(~30k Towers at Announcement)

6
Countries

US$2.2bn
Valuation[1]
At Announcement

120mn
Footprint Population

20
Wireless & FWA operators

>1.8k
Ooredoo BTS Commitments

~US$500mn[2]
Run-Rate Revenue

~US$200mn[2]
Run-Rate EBITDAaL

~40-42%
Run-Rate EBITDAaL Margin %

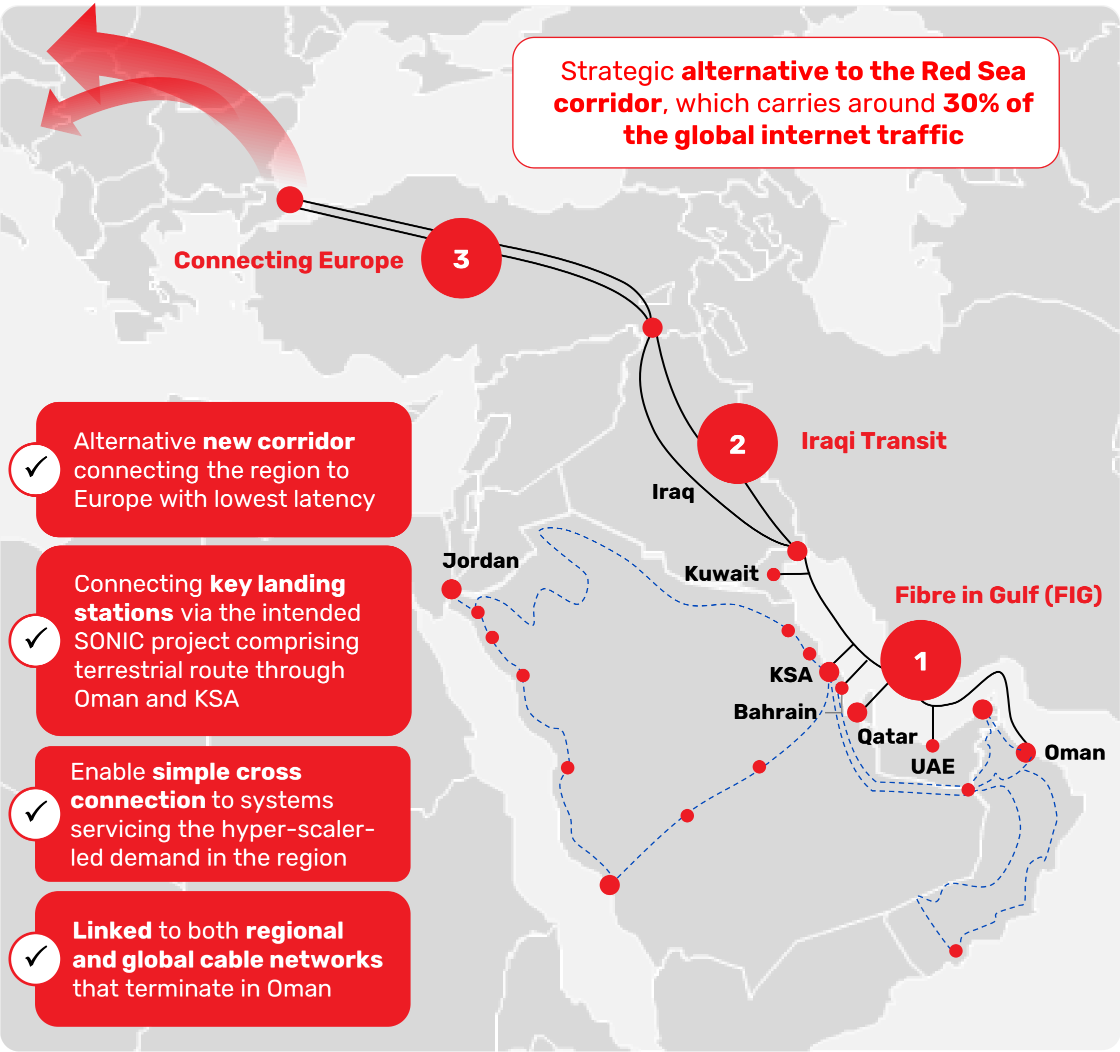
- ***Expanded platform to drive tenancy growth***
- ***Accelerated rollout of new towers across markets***
- ***Iraq consolidation expected to unlock substantial synergy potential***
- ***Active sharing framework embedded in transaction documents***

Further consolidation options remain viable following transaction completion

Source: Company information. Notes: The illustrative run-rate financial information is based on a number of estimates and assumptions made in reliance on the information available at the time made and judgments based on such information. The assumptions used in such estimates are inherently uncertain, subject to change and could cause the Group's actual results to differ materially from those contained in such estimates. Figures as disclosed at transaction announcement. (1) Excludes synergies. (2) Following the completion of the transaction and once all towers are operational, the indicative total annual revenue and EBITDAaL (EBITDA after lease costs) for this joint venture is expected to be approximately US$500mnand US$200mn, respectively. Ooredoo will be entitled to 49.3% interest of the project's revenue and EBITDAaL. The projected EBITDAaL figure does not include tower lease, site rental and applicable service costs that the Group expects to incur in connection with the operation of the towers.

Gateway for AI and Data Traffic Between Europe and Asia

Building One of the Largest Seacable Networks in the GCC



Strategic **alternative to the Red Sea corridor**, which carries around **30% of the global internet traffic**

- Alternative **new corridor** connecting the region to Europe with lowest latency
- Connecting **key landing stations** via the intended SONIC project comprising terrestrial route through Oman and KSA
- Enable **simple cross connection** to systems servicing the hyper-scaler-led demand in the region
- **Linked** to both **regional and global cable networks** that terminate in Oman

Three Marquee Projects Creating a Comprehensive System

FIG

Implementation Partner:

ALCATEL SUBMARINE NETWORKS

7 Landings *(All Finalized and Awarded to Landing Parties)*	**24** Fibre Pairs	**720Tbps** Transport Capacity
1,931km Total Cable Length *(95% Armored and 90% Buried)*	**2024** Contract in Force	**2027** Expected Completion

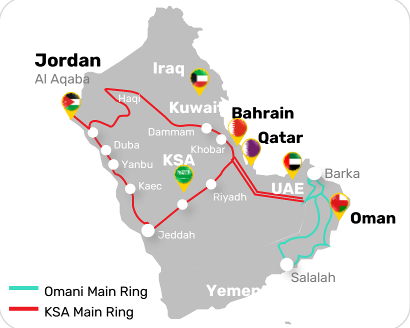
INTENDED PARTNERSHIP (SONIC)

Partner:

stc

*High-capacity **fibre optic network** corridor between **KSA** and **Oman***

2027 Expected Completion



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Landing Partnerships in Footprint Markets

Al Khaleej

*New cable connecting **Oman, UAE, Qatar and Bahrain***

Landing Parter in Qatar + Capacity

2027 Expected Completion

Various Landing Party Partnerships:

- 2Africa Cable (Africa, Europe and Asia)
- Meta – Daraja Fibre Optic Cable (Kenya-Oman)
- Raman Cable (Jordan-KSA-Djibouti-Oman-India)
- ooredoo / e& – Gulf Gateway Cable (Abu Dhabi-Doha)

Data Centres

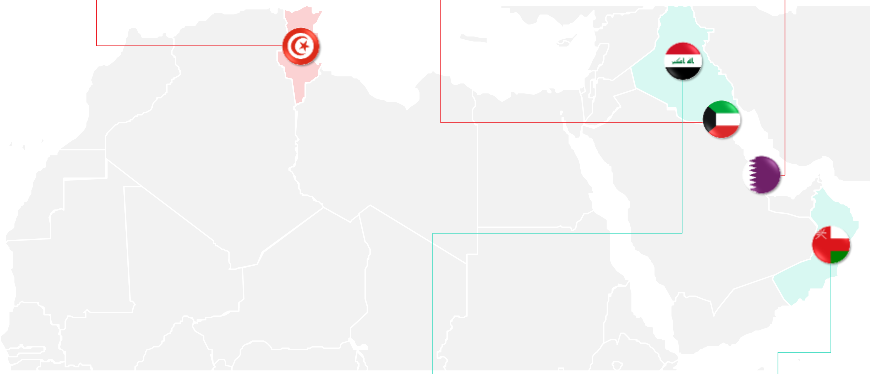
Sunita Bottse | Chief Executive Officer of Syntys

Created Syntys to Drive Scaled MENA Data Center Opportunity

5 # of countries with Ooredoo presence[1]	**26** Active data centers[1]	**1** Data center under construction[1]	**29.6** IT capacity (MW)[1] *120 Target capacity (MW)*	**US$1bn** Planned investment

Presence

Country	Active data centers	IT load (MW) under construction	IT load capacity (MW)
Tunisia	5		2
Kuwait	2		2.2
Qatar	6	4.5	16.1
Iraq	7		1.3
Oman	6		3.5



Active data center

IT load (MW) under construction

IT load capacity (MW)

Carve-out yet to be completed.

Syntys Consolidation Scope Today

~ US$40-45mn
Recurring Revenues

~ US$8.2mn
Recurring Adjusted EBITDA

US$550mn
Financing secured

Syntys Hyperscaler Customers

Microsoft Azure

Google Cloud

Strategic Partnerships

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IRON MOUNTAIN®

- Strategic minority partnership with a globally recognized industry leader to accelerate data center growth across MENA, bringing global expertise to optimize operations, scale infrastructure, and meet the region's rising demand for colocation, AI, cloud, and hyperconnectivity.

Source: Company information. Notes: Figures converted to US$ using US$:QAR FX rate of 3.64. The illustrative run-rate and recurring financial information is based on a number of estimates and assumptions made in reliance on the information available at the time made and judgments based on such information. The assumptions used in such estimates are inherently uncertain, subject to change and could cause the Group's actual results to differ materially from those contained in such estimates. (1) Including Oman and Iraq. Expected capacity as of year-end 2025. (2) For the year ending 31 December 2025, the total annual revenue and Adjusted EBITDA for the data centres held by MENA Digital Holdings B.V. are expected to be approximately US$ 40-45 million and US $8 million, respectively.

Positioned for Growth - Leadership Across Qatar, Kuwait, and Tunisia

Regional Growth

3.3GW

Projected by 2030, **more than triple** current capacity

Key Demand Drivers

- Data-Driven Economies
- Cloud Adoption
- Hyperscaler Expansion
- Policies
- Connectivity

QATAR: Established Leader in Maturing, High-Value Market

DC Market

US$264mn (2022) → US$418.5mn by 2028
7.98% CAGR

Syntys Market Position

- Market share equal to 31%
- 16.1MW in operation, 4.5MW in build, 20MW planned
- Strong government and private sector partnerships
- Long-term hyperscaler partnerships secure revenue stability

KUWAIT: Fastest-Growing Market in GCC with Strong Momentum

DC Market

US$177mn (2023) → US$340mn by 2029
11.5% CAGR

Syntys Market Position

- Market share equal to 20%
- Direct subsea connectivity to Iran, Iraq
- Early-stage positioning in highest-growth GCC market
- Hyperscaler entry reshaping competitive landscape
- Cross-border connectivity enables regional expansion

TUNISIA: Cost-Efficient Gateway to Europe & Africa

DC Market

US$139mn in 2025 → US$196mn by 2030
CAGR 7.05%

Syntys Market Position

- Market share equal to 25%
- 2MW current capacity
- First-mover advantage in emerging market
- 5 subsea cables operational, 2 more under development
- Strategic gateway for Libya, Algeria & southern Europe

Sources: PwC Middle East, May 2025. Arizton Advisory & Intelligence. Statista.

Syntys – Overview of Strategic Advantages

Competitive Advantage

- **Regional Platform:** Carrier-neutral, multi-market strategy in high-demand locations in MENA
- **Technology Leadership:** AI-ready, modular infrastructure designed for 99.999% uptime and global compliance
- **Robust Contract Framework:** US$ denominated contracts characterized by long tenure and renewal clauses
- **Proven Leadership:** Experienced team with discipline in execution, value creation, and operational excellence

US$ Denominated Contracts

10-15 Year Terms with Renewal

Strategic Partnerships

- **NVIDIA:** Sole NVIDIA Cloud Partner (NCP) in the Middle East, providing superior operational services
- **Iron Mountain:** Strategic minority stake to boosts scale and global expertise across ~1.3GW in 30 sites globally
- **Best-in-Class Suppliers**: Engineering, design, and technology partners ensuring global resiliency and future-readiness

NVIDIA

IRON MOUNTAIN®

Growth Pillars

- **Hyperscalers – Build-to-Suit:** Tailored, energy-efficient solutions for global hyperscale clients
- **AI Infrastructure:** Mission-critical HPC/GPU facilities for advanced AI clusters and GPUaaS enablement
- **Wholesale Colocation – Suite Solutions:** Flexible, secure, cost-efficient services for colocation providers

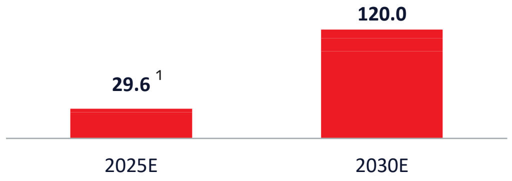
Build-to-Suit Model

GPU-as-a-Service (**GPUaaS**)

Growth Strategy

- **Market Expansion:** Solidify presence in core regions and strategically expand into new markets
- **Relationship Focus:** Deepen customer and partner relationships through best-in-class service delivery
- **Scale Execution:** Grow platform capacity to 120 MW in the mid-to-long term, backed by anticipated US$1bn investment

Syntys IT Capacity Targeted Growth (MW)

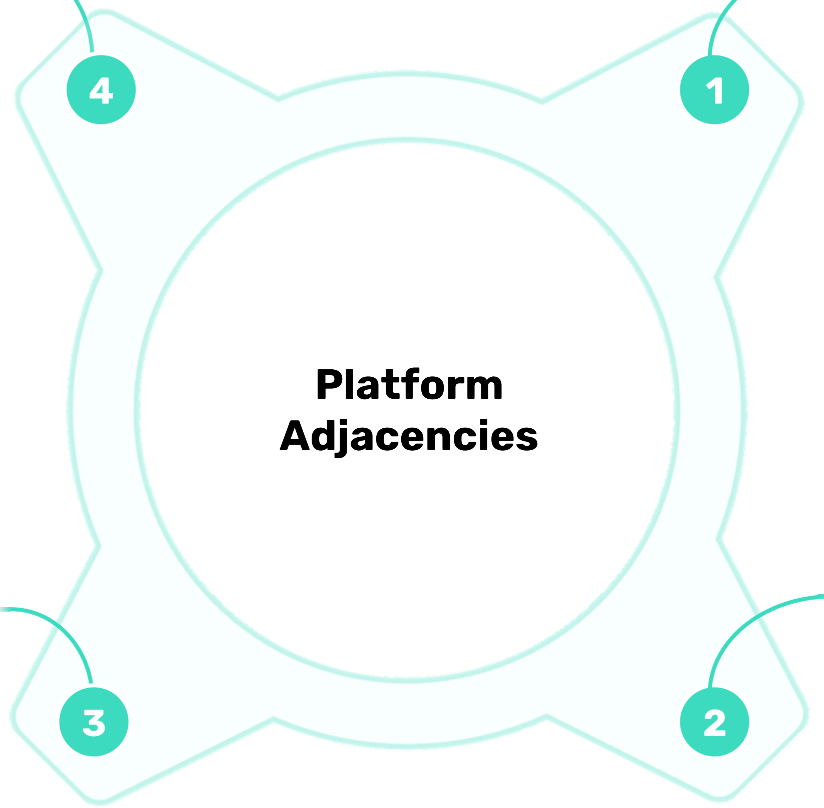


Sources: Company information. McKinsey & Company. Note: (1) Including Oman and Iraq. Expected capacity as of year-end 2025.

Platform Adjacencies

René Werner | Group Chief Strategy Officer and Acting Chief Consumer Officer

Platform Adjacencies – Options for Long-Term Value Creation



1 In-Flight: Grow Fintech

- Expand Fintech Proposition
- Expand Fintech Presence Countries

2 In-Flight: Expand Existing API Capabilities

APIs

- Scale existing API capabilities and expose them externally to monetize
- Partner of Choice for Digital Service Partners

3 Under Consideration / In-Flight: Grow Platform-as-a-Service opportunities

- Advertisement (Cookie Less Audience Qualification)
- Smart IoT Solution Platform (Smart City Solutions, like TASMU, E2E Smart Metering Services for Utilities)
- Data-as-a-Service Platform

4 Leverage AI Infrastructure Capabilities

- E.g., Edge Compute Services for Inferencing
- Video Inferencing Services for Factories, Traffic, Harbours and Airports
- Network Based Security Services Enhanced by AI

Source: Company information.

Fintech Platform and Strategy - Develop Once / Roll-Out Multiple Times

Advancing Financial Inclusion Through Mobile-Led Solutions

Live in 3 Markets…

- Qatar — ooredoo money
- Maldives — m-Faisaa
- Oman — walletii

License Received In…

- Tunisia

And License Applied In…

- Iraq[1]
- Kuwait

Qatar
Launched in 2014

- **1st** — Licensed **Payment Services Provider**
- **$6bn** — Total value of **processed transactions**
- **21%** — Value share of **MENA's mobile money transactions[2]**

Oman
Launched in 2024

- **51k** — Total **registered users H1 2025**
- **15k** — 30-day **active users H1 2025**

Building a Global Footprint of Strategic Partners

HUAWEI, MoneyGram, PayPal, QNB, Microsoft, Thunes, VISA, Western Union, ripple

Overview of Key Highlights and Long-Term Ambition

~US$22mn Fee Revenue (LTM H1 2025A)	**329k** 30-Day Active Customer Base (H1 2025A)	**81%** of Revenue Generated from Int. Remittances

~3-4mn Active Users (*Long-term Ambition*)	**~US$70-100** Valuation / Active Users (*Long-term Ambition*)

New Potential Adjacency Opportunities

- **Merchant Proposition**
- **Microlending**
- **Insurance**
- **Digital Banking**

Notes: (1) In principal approval by Central Bank of Iraq (CBI). (2) GSMA study