Classification : **Confidential**

MONTHLY REVIEW

Ooredoo Tunisia

UPGRADE YOUR WORLD

April 2024

13/05/2024

MPP template Version of 12/032/2024– OGPM

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Management Monthly Overview

Monthly snapshot

- OT 1st rank on CSAT for 2nd Quarter in a row
- Market repair initiatives underway : B2C issued end of April , draft B2B decision shared
- All Business lines growing on YoY basis except Wholesale impacted by Sinch & BICS renegotiations, FX and adjustment in the pricing of site-sharing agreement with Orange
- MTD EBITDA 0.7 Mtnd below AOP (Nitro impact)
- FCF improving in April but sill below Plan YTD as Sinch and BICs suspended their payment, waiting for the outcome of their negotiations with OG.

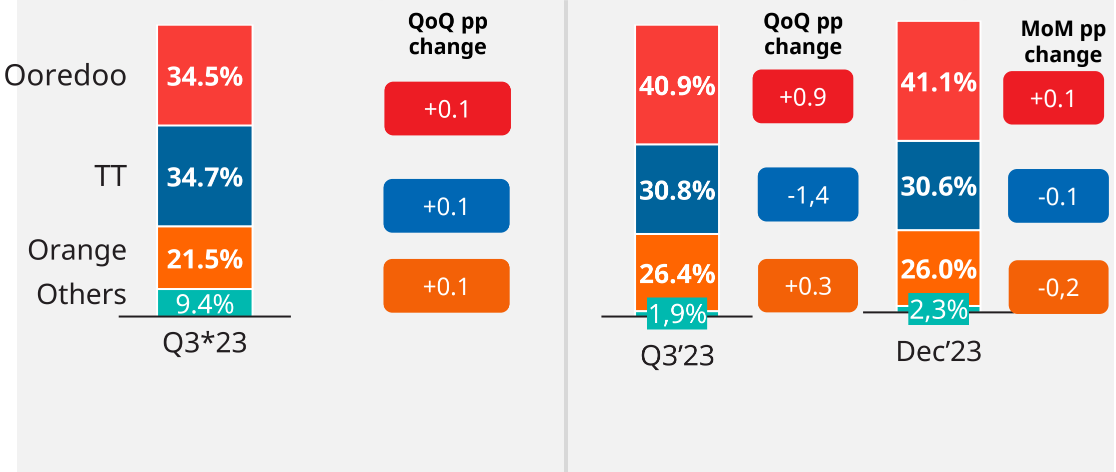
Key focus areas for next Month

- Improve the execution on ground with expanded distribution / Site wise working / DMS / Sales Analytics.
- Improve Quality of GA.
- Implement new B2C regulation (removal of welcome bonus from GA).
- 5G preparation.
- TDD repricing.

Main risks and opportunities

Risk/Opportunities	Actions	Mitigation Status
Economic Uncertainty	• Continuous Marketing actions to boost spending • Efficient Infrastructure - Energy Efficiency • Fit For Growth 2024 Strategic Program NB: Accepted risk / all Mitigations are on Track; but economic situation is worsening	On track
Business interruption: System outages & cyber attacks	• IT & Telco DRP Maintenance • Identification & implementation of missing security patches on Ooredoo resources (servers) • Core swap , 2nd Submarine Cable (Peace), Swap of legacy platforms : ERP; CRM • NDR (Network detection and response) • Implement corrective actions on cybersecurity vulnerabilities	Major issues
Competition : B2C & B2B	• Escalation process to pricing committee set, in case of Big account risk of loss • Continuous offers enhancement to counter aggressive competition • Revenue Initiative Program • Winning Market Share 2024 program • CVM Plan • Lobbying for a B2B regulated market	Minor issues
Bad Debts	• Meetings & escalation to top management/government • Payment Follow up	Minor issues
Regulatory environment - Market Liberalization	• Design and implement the appropriate advocacy and lobbying strategies • Continuous lobbying with Regulator for a progressive Ex Post regulation	On track
Municipal Taxes	• Meetings & escalation to top management/government • Continuous negotiation with Municipal councils • Lobbying with policy makers (ANF, ICT,...)	Major issues
Market Repair – B2B Segment Opportunity	• B2B strategic plan designed • Share Tunisia's Market Repair Approach with OG for approval and alignment • B2B Margin – implemented Initiatives	On track
Growth of Fixed Market Opportunity	• Repricing on Fiber & corrective action on billing cycle (done) • Projects initiated to avail Fiber for Villas • FTTh and TDD network expansion program (ongoing) • Sell FTTh on incumbent infrastructure (ongoing)	On track
Business Continuity – Power outage	• Power systems modernizationAutonomy increase and battery replacement • Legacy infra equipments replacement • Solar Solution being studied	On track
Employees strike threat	• Management & HR Communication with people & Union • Field proximity & direct communication through HRBP's and HR Managers • Benchmark & salaries alignment • People 2024 strategic Project	Minor issues

* Q1 2024 updates



1. Trend can be found on slide 10

On track · Minor issues · Major issues

YTD Performance Dashboard

LC mn

Above Target | *-0.1% to -0.5% (Slightly Below Budget)* | *>-5% (Below Budget)*

Financial Performance (TND M)	Customer Focus & Network Efficiency		Commercial & Digital	
Service Revenue 374.520 YTD target: 363.370 Prior YTD: 355.308	**YTD Q1 2024 NPS** 2nd and 2 points GAP with orange YTD target: NA Prior YTD: 2rd and 11 points GAP with orange		**B2C Revenue*** **284.86** **YTD target: 277.22** **Prior YTD: 272.91**	**Ooredoo App. Users** **1 432K** **YTD target: 1 414K** **Prior YTD: 1065K**
Ebitda 39,9% YTD target: 40,5% Prior YTD: 31,6%	**Facebook Market Share** 49,82% YTD target: x% Prior YTD:48,67%		**B2B Revenue *(excl. Wholesale)** **60.298** **YTD target: 53.951** **Prior YTD: 46.937**	**4G Act. data subs. Penetration to Smartphones** **96%** **YTD target: x** **Prior YTD: 91%**
FCF (Free Cash Flow)** 30.976 YTD target: 53.413 Prior YTD: 11.313	**4G Excellent[1] Consistency (Network)** **Apr' 24: 80,10%**	**4G Core[1] Consistency (Network)** **Apr' 24: 93,66%**	**Digital Services Revenue**** 25.9 YTD target: 30.3 Prior YTD: 28.0	Data not available for Tunisia
CapEx (Committed/Spent) 120.453/81.240 YTD target: 176.744/86.871 Prior YTD: 130.501/77.412	**Key insights**: A second position for OT on NPS over the last 3 quarters. Improvement of OT's ranking and gap with Orange YoY			

1: Data is updated once a week with up to a 2 week delay
*Normalized 2023 B2B/B2C Revenue excluding A2P

- Digital Services : including VAS+ICT+IOT
- **FCF 2** (Internal Reporting): FCF for external reporting - lease payments +/- Adjusted Working Capital (AWC).

AWC: Should contain = Inventory movement, Accounts receivables movement (International Carrier receivable (net of payables), Deferred Revenue movement and Contract Liabilities movement

Financial Health

Variance : Positive -0.1% to -0.5% >-5%

Growth

Efficiency

Results

LC Mn

P&L Statement	03-24	Avr 2024					YTD 2024				Full Year 2024		
	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY	3+9 view	vs BU	YOY
Ex Rate Vs. USD	3.1	3.1	3.3	-3.8%	0.9%	2.3%	3.1	3.3	-4.3%	0.8%	3	-1.1%	4.2%
Revenue	102.9	104.1	101.1	2.9%	1.1%	4.7%	411.8	397.2	3.7%	5.0%	1 312.3	2.8%	4.7%
Service Revenue	94.2	95.8	92.7	3.4%	1.8%	7.0%	374.5	363.4	3.1%	5.4%	1 189.1	1.9%	5.3%
Serv. Rev. % of Total Rev.	91%	92%	92%	0.4%	0.6%	2.0%	91%	91%	-0.5%	0.4%	91%	-0.8%	0.5%
B2C Service	70.2	73.6	70.3	4.7%	4.8%	6.6%	284.9	277.2	2.8%	4.4%	893.4	1.2%	3.1%
Mobile Prepaid	61.2	64.3	62.3	3.3%	5.2%	4.9%	249.1	245.4	1.5%	2.2%	779.3	-0.1%	0.8%
Mobile Postpaid	5.2	5.5	4.6	19.3%	4.5%	6.8%	20.9	18.4	13.6%	9.3%	65.7	11.7%	11.9%
Fixed	3.8	3.8	3.4	11.0%	-1.0%	47.0%	14.8	13.4	10.4%	48.2%	48.3	9.7%	39.7%
B2B Service	16.3	15.0	14.1	6.4%	-7.9%	25.0%	60.3	54.0	11.8%	28.7%	189.2	7.9%	23.7%
Mobile	13.4	12.2	10.8	13.2%	-8.4%	31.8%	48.8	42.2	15.8%	35.6%	145.0	7.3%	25.5%
Fixed	2.7	2.7	3.2	-15.2%	-0.4%	3.3%	10.7	11.2	-4.0%	3.7%	42.0	9.9%	17.3%
ICT	0.1	0.1	0.1	11.3%	4.4%	19.0%	0.4	0.4	22.5%	7.0%	1.3	20.2%	11.5%
IOT	0.2	0.0	0.1	-94.4%	-98.0%	-94.2%	0.3	0.2	27.5%	74.6%	0.9	4.7%	58.8%
Wholesale Service	7.6	7.2	8.3	-12.8%	-5.0%	-15.6%	29.4	32.2	-8.8%	-17.2%	107	-2.0%	-2.7%
Equipment Revenue	8.8	8.2	8.4	-2.1%	-6.2%	-16.5%	37.3	33.9	10.1%	0.7%	123	12.0%	-0.3%
Digital Serv. (Net) Rev.*	6.1	6.5	7.8	-16.4%	6.6%	-10.9%	25.2	29.7	-15.1%	-9.8%	75.4	-19.1%	-23.1%
Cost of Sales	-25.105	-23.7	-22.5	5.3%	-5.6%	-2.5%	-99.7	-91.5	9.0%	5.3%	-310.1	8.0%	0.6%
Service CoS	-17.0	-16.1	-14.7	10.0%	-5.2%	6.0%	-65.6	-60.0	9.3%	8.6%	-198.1	7.0%	2.1%
Gross Profit	77.8	80.4	78.6	2.3%	3.3%	7.0%	312.1	305.8	2.1%	4.8%	1 002.2	1.2%	6.1%
Service Gross Profit	77.1	79.7	78.0	2.2%	3.3%	7.2%	308.9	303.3	1.8%	4.8%	991.0	0.9%	5.9%
Gross Margin %	75.6%	77.2%	77.8%	-0.5%	1.6%	1.7%	75.8%	77.0%	-1.2%	-0.1%	76.4%	-1.1%	1.0%
Service Gross Margin %	81.9%	83.2%	84.2%	-1.0%	1.2%	0.2%	82.5%	83.5%	-1.0%	-0.5%	83.3%	-0.8%	0.5%
OPEX	-38.4	-38.7	-36.2	6.9%	0.8%	7.1%	-147.9	-144.8	2.2%	-14.9%	-453.3	3.2%	-3.8%
Tech & IT OPEX	-8.6	-8.6	-8.5	1.0%	-0.2%	21.2%	-33.8	-33.9	-0.2%	20.2%	-101.7	-0.6%	12.2%
Tech. OPEX % of Serv. Rev.	9.1%	8.9%	9.1%	0.2%	0.2%	-1.0%	9.0%	9.3%	0.3%	-1.1%	8.6%	-0.2%	0.5%
EBITDA	39.4	41.7	42.4	-1.7%	5.8%	6.9%	164.1	161.0	2.0%	32.6%	548.9	-0.3%	16.0%
EBITDA Margin %	38.3%	40.0%	41.9%	-1.9%	1.8%	0.8%	39.9%	40.5%	-0.7%	8.3%	41.8%	-1.3%	4.1%
Depreciation & Amortization	-19.7	-16.5	-17.2	-4.0%	-15.9%	2.2%	-71.4	-62.1	15.0%	5.9%	-225.3	2.9%	5.7%
EBITDA after lease liabilities	35.6	36.8	37.2	-1.1%	3.2%	6.7%	146.6	144.5	1.5%	65.6%	496.5	0.3%	14.8%
EBIT	19.7	25.1	25.2	-0.2%	27.3%	10.2%	92.7	98.9	-6.2%	64.5%	323.6	-2.5%	24.4%
Net Profit	31.9	11.9	10.4	13.6%	-62.8%	-9.6%	62.4	62.2	0.2%	313.5%	166.5	2.0%	34.6%
CAPEX	29.1	14.9	23.5	-36.7%	-48.8%	10.2%	81.2	86.9	-6.5%	4.9%	258.1	0.0%	9.4%
CAPEX % of Serv. Rev.	30.9%	15.5%	25.4%	-9.8%	-15.3%	0.5%	21.7%	24%	-2.2%	-0.1%	22%	-0.4%	0.8%
CAPEX % of EBITDA	73.7%	35.7%	55.4%	-19.7%	-38.0%	1.1%	49%	54%	-4.5%	-13.0%	47%	0.2%	-2.8%
FCF 1 (External Reporting)*	10.4	26.8	18.9	-19.7%	158.7%	5.1%	82.9	74.1	11.9%	78.7%	290.8	-0.6%	22.6%
FCF 2 (Internal Reporting)*	-1.1	14.6	4.8	205.8%	1450.8%	67.1%	31.0	53.4	-42.0%	173.8%	204.0	-1.7%	-16.0%

Key Insights

Financials:

- +5 % YoY growth in YTD Total Revenue: all Revenue streams registered positive growth YoY (with the exception of wholesales)
- +28,7% YoY growth in YTD B2B Service Revenue YTD confirming strong recovery of B2B segment .
- Wholesales Revenue below Budget due to Fx and Sinch renegotiated commitment.

Cost of Sales

- Service COS +5,3% Y-on-Y driven by higher dealer commission (+9% GA YoY) and interco Costs (higher traffic)

OPEX: YTD OPEX 2,2% over AOP mainly driven by

- EBITDA Challenge (24 Mtnd booked as a reduction in Opex in FY AOP, to be partially delivered through higher Revenue)
- Nitro impact (0.7 Mtnd / month)
- bad debt (impact of suspension of 4G box at the end of April)

YoY evolution impacted by 33 Mtnd bad debt recognized in Q1 2023 in relation to MOI case.

Net profit YoY impact of Nitro transfer booked in Q1

Customers:

- OT subscribers base has grown 1 % Y-on-Y to reach 7.1 m

Legal & Regulatory: …

- Two first judgments regarding seizure of the Bank account of the 2nd and 3d largest MOI Union favorable to OT . Third judgment still pending.

Risk(ERM)

- Lobbying with TIC ministry and INT in order to review the interior ministry decision.

Notes:

Digital Service Revenue: Here as standalone as already embedded above in B2B/B2C/B2B2C. For more details on split Digital B2C/B2B/B2B2C, see slide 62 on "Financial Health – Detailed Segmentation"

FCF 1 (External Reporting): EBITDA – CAPEX. **FCF 2** (Internal Reporting): FCF for external reporting - lease payments +/- Adjusted Working Capital (AWC).

AWC: Should contain = Inventory movement, Accounts receivables movement (International Carrier receivable (net of payables)), Deferred Revenue movement and Contract Liabilities movement.

Restated 2023 (A2P reallocated in wholesales)

Financial Health (as Reported)

Variance : Positive | -0.1% to -0.5% | >-5%

LC Mn

P&L Statement	03-24	Avr 2024					YTD 2024				Full Year 2024		
	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY	3+9 view	vs BU	YOY
Ex Rate Vs. USD	3.1	3.1	3.3	-3.8%	0.9%	2.3%	3.1	3.3	-4.3%	0.8%	3.2	-1.1%	4.2%
Growth													
Revenue	102.9	104.1	101.1	2.9%	1.1%	4.7%	411.8	397.2	3.7%	5.0%	1 312.3	2.8%	4.7%
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Serv. Rev. % of Total Rev.	91%	92%	92%	0.4%	0.6%	2.0%	91%	91%	-0.5%	0.4%	91%	-0.8%	0.5%
B2C Service	70.2	73.6	70.3	4.7%	4.8%	5.2%	284.9	277.2	2.8%	3.0%	893.4	1.2%	1.8%
Mobile Prepaid	61.2	64.3	62.3	3.3%	5.2%	3.4%	249.1	245.4	1.5%	0.7%	779.3	-0.1%	-0.7%
Mobile Postpaid	5.2	5.5	4.6	19.3%	4.5%	6.8%	20.9	18.4	13.6%	9.3%	65.7	11.7%	11.8%
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B2B Service	16.3	15.0	14.1	6.4%	-7.9%	22.6%	60.3	54.0	11.8%	25.9%	189.2	7.9%	21.3%
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Fixed	2.7	2.7	3.2	-15.2%	-0.4%	3.3%	10.7	11.2	-4.0%	3.7%	42.0	9.9%	17.3%
ICT	0.1	0.1	0.1	11.3%	4.4%	14.4%	0.4	0.4	22.5%	22.5%	1	20.2%	22.2%
IOT	0.2	0.0	0.1	-94.4%	-98.0%	0.0%	0.3	0.2	27.5%	0.0%	1	4.7%	0.0%
Wholesale Service	7.6	7.2	8.3	-12.8%	-5.0%	-2.3%	29.4	32.2	-8.8%	-4.7%	106.5	-2.0%	11.6%
Equipment Revenue	8.8	8.2	8.4	-2.1%	-6.2%	-16.5%	37.3	33.9	10.1%	0.7%	123.2	12.0%	-0.3%
Digital Serv. (Net) Rev.*	6.1	6.5	7.8	-16.4%	6.6%	-22.8%	25.2	29.7	-15.1%	-22.2%	75.4	-19.1%	-23.1%
Efficiency													
Cost of Sales	-25.1	-23.7	-22.5	5.3%	-5.6%	-2.5%	-99.7	-91.5	9.0%	5.3%	-310.1	8.0%	0.6%
Service CoS	-17.0	-16.1	-14.7	10.0%	-5.2%	6.0%	-65.6	-60.0	9.3%	8.6%	-198.1	7.0%	2.1%
Gross Profit	77.8	80.4	78.6	2.3%	3.3%	7.0%	312.1	305.8	2.1%	4.8%	1 002.2	1.2%	6.1%
Service Gross Profit	77.1	79.7	78.0	2.2%	3.3%	7.2%	308.9	303.3	1.8%	4.8%	991.0	0.9%	5.9%
Gross Margin %	75.6%	77.2%	77.8%	-0.5%	1.6%	1.7%	75.8%	77.0%	-1.2%	-0.1%	76.4%	-1.1%	1.0%
Service Gross Margin %	81.9%	83.2%	84.2%	-1.0%	1.2%	0.2%	82.5%	83.5%	-1.0%	-0.5%	83.3%	-0.8%	0.5%
OPEX	-38.4	-38.7	-36.2	6.9%	0.8%	7.1%	-147.9	-144.8	2.2%	-14.9%	-453.3	3.2%	-3.8%
Tech & IT OPEX	-8.6	-8.6	-8.5	1.0%	-0.2%	21.2%	-33.8	-33.9	-0.2%	20.2%	-101.7	-0.6%	12.2%
Tech. OPEX % of Serv. Rev.	9.1%	8.9%	9.1%	-0.2%	-0.2%	1.0%	9.0%	9.3%	-0.3%	1.1%	8.6%	-0.2%	0.5%
EBITDA	39.4	41.7	42.4	-1.7%	5.8%	6.9%	164.1	161.0	2.0%	32.6%	548.9	-0.3%	16.0%
EBITDA Margin %	38.3%	40.0%	41.9%	-1.9%	1.8%	0.8%	39.9%	40.5%	-0.7%	8.3%	41.8%	-1.3%	4.1%
Depreciation & Amortization	-19.7	-16.5	-17.243	-4.0%	-15.9%	2.2%	-71.4	-62.1	15.0%	5.9%	-225.3	2.9%	5.7%
EBITDA after lease liabilities	35.6	36.8	37.2	-1.1%	3.2%	6.7%	146.6	144.5	1.5%	65.6%	496.5	0.3%	14.8%
Results													
EBIT	19.7	25.1	25.2	-0.2%	27.3%	10.2%	92.7	98.9	-6.2%	64.5%	323.6	-2.5%	24.4%
Net Profit	31.9	11.9	10.4	13.6%	-62.8%	-9.6%	62.4	62.2	0.2%	313.5%	166.5	2.0%	34.6%
CAPEX	29.1	14.9	23.5	-36.7%	-48.8%	10.2%	81.2	86.9	-6.5%	4.9%	258.1	0.0%	9.4%
CAPEX % of Serv. Rev.	30.9%	15.5%	25.4%	-9.8%	-15.3%	0.5%	21.7%	24%	-2.2%	-0.1%	22%	-0.4%	0.8%
CAPEX % of EBITDA	73.7%	35.7%	55.4%	-19.7%	-38.0%	1.1%	49%	54%	-4.5%	-13.0%	47%	0.2%	-2.8%
FCF 1 (External Reporting)*	10.4	26.8	18.9	41.6%	158.7%	5.1%	82.9	74.1	11.9%	78.7%	290.8	-0.6%	22.6%
FCF 2 (Internal Reporting)*	-1.1	14.6	4.8	205.8%	1450.8%	67.1%	31.0	53.4	-42.0%	173.8%	204.0	-1.7%	-16.0%

Key Insights

Reported 2023:

A2P Revenue recognized under Mobile B2B/B2C

Old ICT/IOT definition (M2M recognized under Mobile Data)

Wholesales w/out A2P

Notes:

Digital Service Revenue: Here as standalone as already embedded above in B2B/B2C/B2B2C. For more details on split Digital B2C/B2B/B2B2C, see slide 62 on “Financial Health – Detailed Segmentation”

FCF 1 (External Reporting): EBITDA – CAPEX. **FCF 2** (Internal Reporting): FCF for external reporting - lease payments +/- Adjusted Working Capital (AWC).

AWC: Should contain = Inventory movement, Accounts receivables movement (International Carrier receivable (net of payables)), Deferred Revenue movement and Contract Liabilities movement.

Restated 2023 (A2P reallocated in wholesales)

Financial Health – Functional segmentation – Revenue – CoS (1/2)*

Variance : Positive | -0.1% to -0.5% | >-5%

LC mn	03-24	Avr 2024					YTD 2024			
	Act	Act	BU	vs. BU	MoM	YoY	Actual	Budget	vs. BUD	YoY
Total Revenue	102.9	104.1	101.1	2.9%	1.1%	4.7%	411.8	397.2	3.7%	5.0%
Service Revenue	94.2	95.8	92.7	3.4%	1.8%	7.0%	374.5	363.4	3.1%	5.4%
Serv. Rev. as % of total	91.5%	92.1%	91.7%	0.4%	0.6%	2.0%	90.9%	91.5%	-0.5%	0.4%
B2C Service Revenue	70.2	73.6	70.3	4.7%	4.8%	6.6%	284.9	277.2	2.8%	4.4%
Mobile Prepaid *(Excl. Digital)*	55.2	58.0	54.9	5.5%	5.0%	6.2%	224.3	217.2	3.3%	3.0%
Mobile Postpaid *(Excl. Digital)*	5.2	5.5	4.6	19.1%	4.5%	6.9%	20.9	18.4	13.5%	9.4%
Fixed *(Excl. Digital)*	3.8	3.8	3.4	11.0%	-1.0%	47.0%	14.8	13.4	10.4%	48.2%
B2C Digital	6.0	6.4	7.3	-13.3%	6.5%	-5.3%	24.8	28.2	-11.9%	-4.4%
B2B Service Revenue	16.3	15.0	14.1	6.4%	-7.9%	25.0%	60.3	54.0	11.8%	28.5%
Mobile *(Excl. Digital, A2P Domestic, Bulk SMS)*	13.3	12.1	10.4	16.5%	-8.6%	35.9%	48.4	40.7	19.1%	39.3%
Fixed *(Excl. Digital)*	2.7	2.7	3.2	-15.2%	-0.4%	3.3%	10.7	11.2	-4.0%	3.7%
ICT *(Exc. Digital)*	0.3	0.1	0.2	-27.8%	-57.2%	17.7%	0.7	0.6	24.3%	96.6%
B2B Digital	0.1	0.1	0.4	-72.7%	12.1%	-72.8%	0.4	1.5	-73.2%	-71.7%
Wholesale Revenue	7.6	7.2	8.3	-12.8%	-5.0%	-15.6%	29.4	32.2	-8.8%	-17.2%
B2B2C Digital *(Incl. A2P Domestic & International, Bulk SM*	0.2	0.7	1.1	-35.4%	279.9%	-40.4%	3.2	4.5	-27.3%	-30.5%
Equipment Revenue	8.8	8.2	8.4	-2.1%	-6.2%	-16.5%	37.3	33.9	10.1%	0.7%
Total Digital Service Revenue (B2C + B2B + B2B2C)	6.5	7.3	9.0	-18.9%	11.8%	-13.2%	29.2	34.7	-16.0%	-10.0%
Total CoS	-25.1	-23.7	-22.5	5.3%	-5.6%	-2.5%	-99.7	-91.5	9.01%	5.3%
Service CoS	-17.0	-16.1	-14.7	10.0%	-5.2%	6.0%	-65.6	-60.0	9.26%	8.6%
Serv. CoS. as % of total	67.8%	68.1%	65.2%	2.9%	0.3%	5.5%	65.8%	65.6%	0.1%	2.0%
B2C Service CoS	-12	-13	-11	15.3%	5.6%	4.0%	-49.3	-44.9	9.84%	5.1%
Mobile Prepaid *(Excl. Digital)*	-11.8	-12.5	-10.7	16.5%	5.7%	4.8%	-49.1	-44.2	11.01%	5.9%
Mobile Postpaid *(Excl. Digital)*	-0.1	-0.1	-0.1	-65.3%	-10.9%	-63.6%	-0.2	-0.6	-66.47%	-59.9%
Fixed *(Excl. Digital)*	-0.0	-0.0	0.0	0.0%	32.1%	22.6%	-0.0	0.0	0.00%	-3.3%
B2C Digital	0.0	0.0	-0.0	-100.0%	0.0%	-100.0%	0.0	-0.0	-100.00%	-100.0%
B2B Service CoS	-5.1	-3.5	-3.7	-5.6%	-30.7%	12.9%	-16.1	-14.9	7.84%	21.9%
Mobile *(Excl. Digital, A2P Domestic, Bulk SMS)*	-5.1	-3.4	-3.7	-6.7%	-32.0%	11.5%	-15.8	-14.7	7.33%	20.7%
Fixed *(Excl. Digital)*	-0.0	-0.0	0.0	0.0%	7.4%	580.1%	-0.1	0.0	0.00%	586.1%
ICT *(Exc. Digital)*	-0.0	-0.1	-0.0	49.6%	795.3%	110.4%	-0.2	-0.2	7.67%	170.9%
B2B Digital	0.0	0.0	0.0	0.0%	0.0%	0.0%	0.0	0.0	0.00%	0.0%
Wholesale CoS	-0.1	-0.1	-0.1	10.4%	4.0%	74.7%	-0.2	-0.2	-11.58%	-30.2%
B2B2C Digital *(Incl. A2P Domestic & International, Bulk SM*	0.0	0.0	0.0	0.0%	0.0%	0.0%	0.0	0.0	0.00%	0.0%
Equipment CoS	-8.1	-7.6	-7.8	-3.4%	-6.5%	-16.8%	-34.1	-31.4	8.54%	-0.4%
Total Digital Service CoS (B2C + B2B + B2B2C)	0.000	0.000	-0.012	-100.0%	0.0%	-100.0%	0.000	-0.047	-100.00%	-100.0%

Key Insights & Initiatives

*Manual input: different from MRP

Financial Health – Functional segmentation – GM (2/2)

Variance : Positive -0.1% to -0.5% >-5%

LC mn	03-24 Act	Avr 2024 Act	Avr 2024 BU	Avr 2024 vs. BU	Avr 2024 MoM	Avr 2024 YoY	YTD 2024 Actual	YTD 2024 Budget	YTD 2024 vs. BUD	YTD 2024 YoY
Total GM	77.8	80.4	78.6	2.3%	3.3%	7.0%	312.1	305.8	2.1%	4.8%
Service GM	77.1	79.7	78.0	2.2%	3.3%	7.2%	308.9	303.3	1.8%	4.7%
Serv. GM. as % of total	99.1%	99.1%	99.2%	-0.1%	0.0%	0.2%	99.0%	99.2%	-0.2%	-0.1%
B2C Service GM	58.4	61.1	59.4	2.8%	4.6%	7.2%	235.5	232.3	1.4%	4.2%
Mobile Prepaid *(Excl. Digital)*	43.4	45.5	44.2	2.8%	4.8%	6.6%	175.2	173.0	1.3%	2.2%
Mobile Postpaid *(Excl. Digital)*	5.2	5.4	4.4	22.0%	4.7%	8.9%	20.7	17.8	16.3%	11.3%
Fixed *(Excl. Digital)*	3.8	3.8	3.4	10.8%	-1.0%	47.0%	14.8	13.4	10.3%	48.3%
B2C Digital	6.0	6.4	7.3	-13.2%	6.5%	-5.3%	24.8	28.1	-11.8%	-4.3%
B2B Service GM	11.2	11.5	10.4	10.7%	2.4%	29.3%	44.2	39.1	13.3%	31.0%
Mobile *(Excl. Digital, A2P Domestic, Bulk SMS)*	8.2	8.7	6.7	29.2%	5.8%	48.7%	32.6	25.9	25.8%	50.6%
Fixed *(Excl. Digital)*	2.7	2.7	3.2	-15.8%	-0.4%	2.8%	10.7	11.2	-4.7%	3.1%
ICT *(Exc. Digital)*	0.2	0.0	0.1	-57.6%	-81.4%	-26.5%	0.5	0.4	30.9%	80.3%
B2B Digital	0.1	0.1	0.4	-72.7%	12.1%	-72.8%	0.4	1.5	-73.2%	-71.7%
Wholesale GM	7.5	7.1	8.2	-13.0%	-5.1%	-16.1%	29.2	32.0	-8.8%	-17.1%
B2B2C Digital *(Incl. A2P Domestic & International, Bulk SM*	0.2	0.7	1.1	-35.4%	279.9%	-40.4%	3.2	4.5	-27.3%	-30.5%
Equipment GM	0.7	0.7	0.6	14.7%	-2.0%	-12.7%	3.1	2.4	30.0%	14.5%
Total Digital Service GM (B2C + B2B + B2B2C)	6.5	7.3	9.0	-18.8%	11.8%	-13.2%	29.2	34.7	-15.9%	-9.9%
Total GM %	75.6%	77.2%	77.8%	-0.5%	1.6%	1.7%	75.8%	77.0%	-1.2%	-0.1%
Service GM %	81.9%	83.2%	84.2%	-1.0%	1.2%	0.2%	82.5%	83.5%	-1.0%	-0.5%
B2C Service GM %	83.1%	83.0%	84.5%	-1.6%	-0.1%	0.4%	82.7%	83.8%	-1.1%	-0.1%
Mobile Prepaid *(Excl. Digital)*	78.6%	78.5%	80.5%	-2.0%	-0.1%	0.3%	78.1%	79.6%	-1.5%	-0.6%
Mobile Postpaid *(Excl. Digital)*	98.9%	99.1%	96.7%	2.3%	0.2%	1.8%	99.0%	96.6%	2.4%	1.7%
Fixed *(Excl. Digital)*	99.9%	99.9%	100.0%	-0.1%	0.0%	0.0%	99.9%	100.0%	-0.1%	0.1%
B2C Digital	100.0%	100.0%	99.8%	0.2%	0.0%	0.0%	100.0%	99.8%	0.2%	0.1%
B2B Service GM %	68.9%	76.6%	73.6%	3.0%	7.7%	2.5%	73.4%	72.4%	1.0%	1.4%
Mobile *(Excl. Digital, A2P Domestic, Bulk SMS)*	61.9%	71.7%	64.6%	7.0%	9.7%	6.2%	67.4%	63.8%	3.6%	5.0%
Fixed *(Excl. Digital)*	99.4%	99.3%	100.0%	-0.7%	0.0%	-0.6%	99.3%	100.0%	-0.7%	-0.6%
ICT *(Exc. Digital)*	97.2%	42.3%	72.1%	-29.8%	-54.9%	-25.4%	75.2%	71.4%	3.8%	-6.8%
B2B Digital	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%
Wholesale GM %	99.0%	99.0%	99.2%	-0.2%	-0.1%	-0.5%	99.3%	99.3%	0.0%	0.1%
B2B2C Digital *(Incl. A2P Domestic & International, Bulk SM*	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%
Equipment GM %	8.0%	8.3%	7.1%	1.2%	0.3%	0.4%	8.4%	7.1%	1.3%	1.0%
Total Digital Service GM% (B2C + B2B + B2B2C)	100.0%	100.00%	99.9%	0.1%	0.0%	0.0%	100.0%	99.9%	0.1%	0.1%

Key Insights & Initiatives

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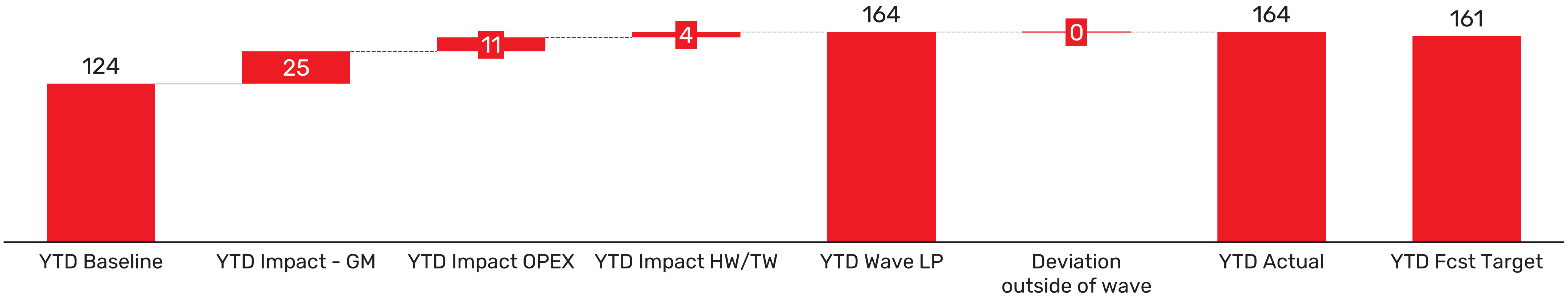
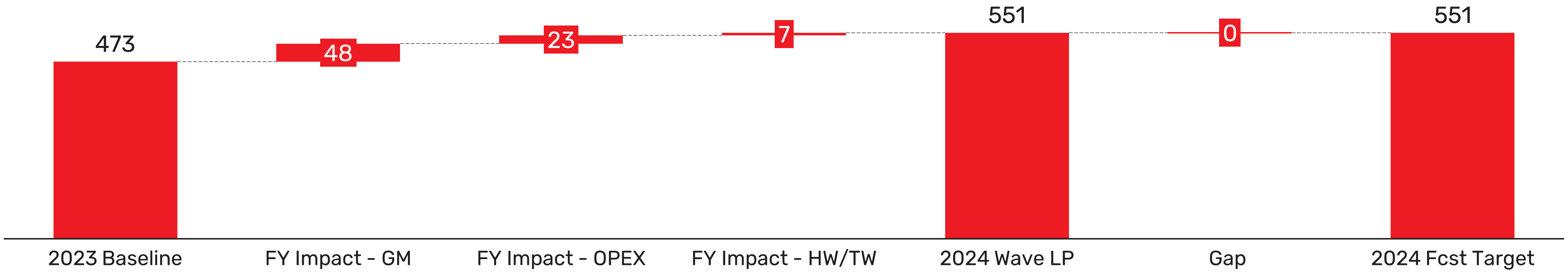
Waterfall of 2024 Initiatives

EBITDA bridge – YTD Performance LC Mn



EBITDA bridge – FY Forecast LC Mn



Classification : Confidential

MVA & YTG: YTD April'24

P&L Statement	YTD-April					BAU Performance		YTD P&L		FY		
	Baseline (2023 AC)	Wave FY FCT	Actuals vs Forecast	HW/TW	Wave LP	Deviations outside Wave	% Deviations	ACT	BUD	Wave FC LP	Latest FC	AOP Target
Revenue	**392.3**	**11.3**	**2.5**	**-6.4**	**399.7**	**-12.1**		**411.8**	**397.2**	**24.2**		**24.2**
Mobile Revenue	299.5	7.1	3.0	0.0	**309.6**	-10.0		319.6	306.6	**26.6**		26.6
Fixed Revenue	20.3	4.3	0.9	0.0	**25.5**	-0.1		25.5	24.6	**11.9**		11.9
Wholesale Revenue	35.5	0.0	-4.9	-3.3	**27.3**	-2.1		29.4	32.2	**-0.8**		**-0.8**
Equipment Revenue	37.0	0.0	3.5	-3.1	**37.4**	0.1		37.3	33.9	**-13.5**		**-13.5**
COGS	**-94.6**	**3.0**	**0.8**	**3.2**	**-87.6**	**12.1**		**-99.7**	**-91.5**	**30.2**		**21.2**
Total Opex	**-173.9**	**8.8**	**-0.1**	**17.3**	**-147.9**	**0.0**		**-147.9**	**-144.8**	**23.1**		**32.1**
EBITDA	**123.8**	**23.1**	**3.2**	**14.0**	**164.1**	**0.0**		**164.1**	**161.0**	**77.5**		**77.5**

Initiatives Performance

Top Performing Initiatives						
#	Name	Stage	YTD actual Vs forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
28766	2024_EBITDA MARGIN ENHANCEMENT	L3 (Planned)	7.1	10.1	3.0	9.0
28790	2024_Provision, taxes & others	L3 (Planned)	2.3	5.9	3.6	1.9
28763	2024_Growing Mobile Service Revenue	L3 (Planned)	1.9	7.0	5.2	17.1
28764	2024_Develop Fixed Revenue	L3 (Planned)	0.9	5.1	4.2	11.6
29100	GR-2024]_Analytics & CVM	L3 (Planned)	0.7	2.5	1.8	8.0

Top Underperforming Initiatives						
#	Name	Stage	YTD actual Vs forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
28788	2024_Shop contracts Digitalisation	L3 (Planned)	-0.1	0.1	0.2	0.7

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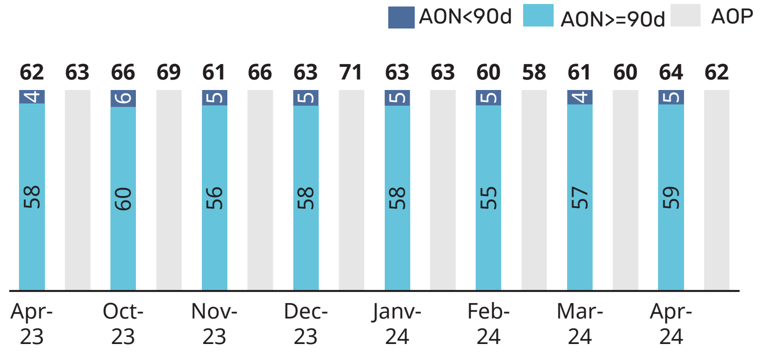
Strategic focus areas status update

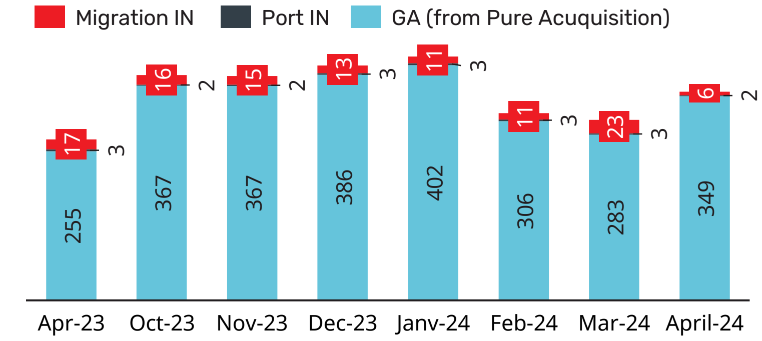
	Update (Qualitative)	Update (Quantitative)	Plan for next month
VOC	**VOC**	Keep strong focus on 5 touch points with detailed initiatives roadmap	Complaints & Retail scores aligned with CX target (70%) Improvement for : • Network CSAT by 0,3 pts compared to March • Recharge CSAT by 5 pts compared to March • Contact Center by 9,6 pts compared to March Slight drop for international roaming by -1.3 pt -1.1 pt decrease of VOC score for both MyO & Web
Data Science	Data science Manager On-boarded Data-science expert replacement ongoing	1 data scientist	Candidate onboarding
Site Monetization	Plan for 2024 of 529 Sites agreed with OG to ensure YoY profitability growth	We continue to achieve 100%+ on revenue targets and YoY . Sites delivering target improving MoM	Continue to deliver +2.0% YoY Growth for the targeted sites
DMS	Sales One APP live since Mar-24	Full deployment with +95% UAO using Sales One APP.	Drive usage of the Sales One APP Develop new feature : Loyalty program, FOS, ….
Multiplay	Automated reporting Design of dedicated campaign for each micro-segment Implemented CVM actions	Prepaid Multiplay :13,4% Prepaid Single voice : 33%	Follow-up & implementation of new campaigns, channels and triggers

Mobile Prepaid - Overview

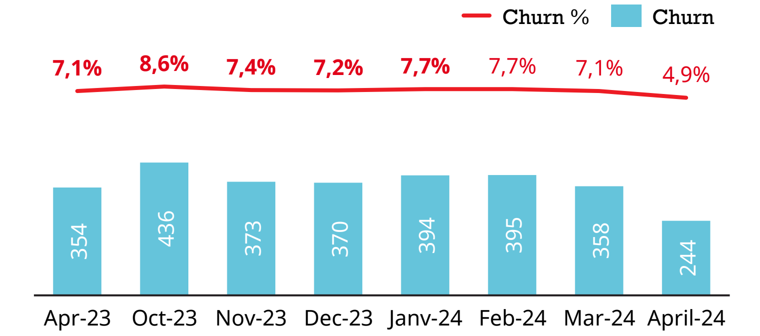
Prepaid Service Revenue (Ktnd)



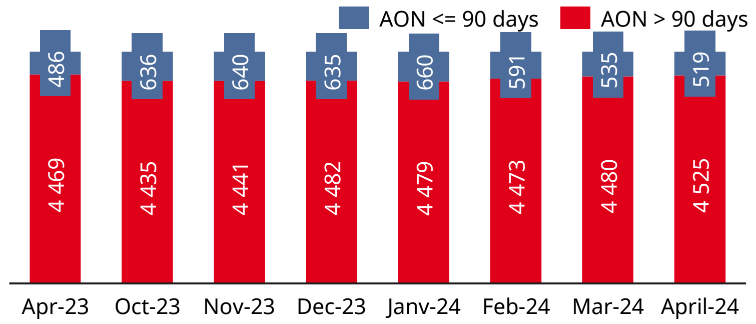
Gross Adds ('000)



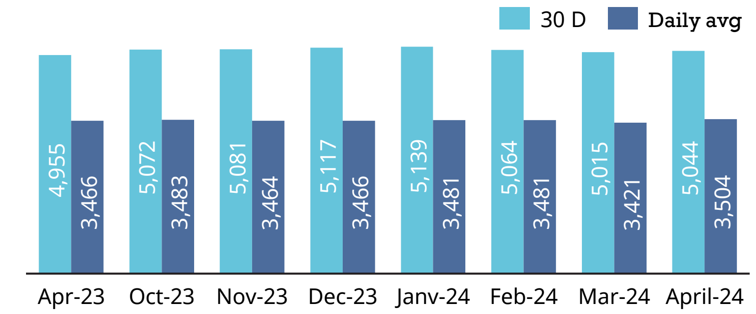
30D Churn



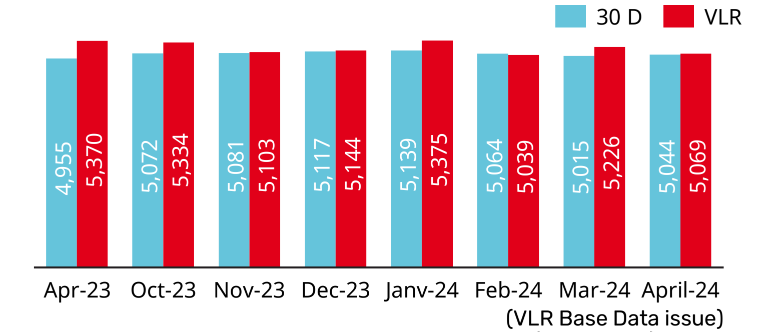
Customers Prepaid ('000)



30D vs. Daily avg Active Base ('000)

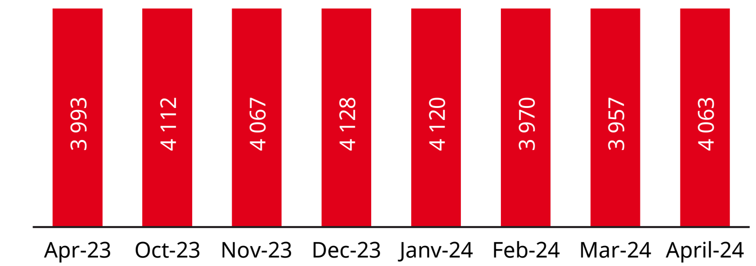


30D vs Daily avg VLR Base ('000)

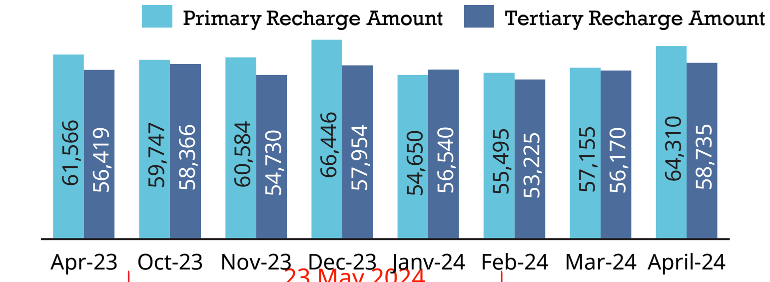


ARPU Prepaid (LC)

30D Recharging Customers ('000)

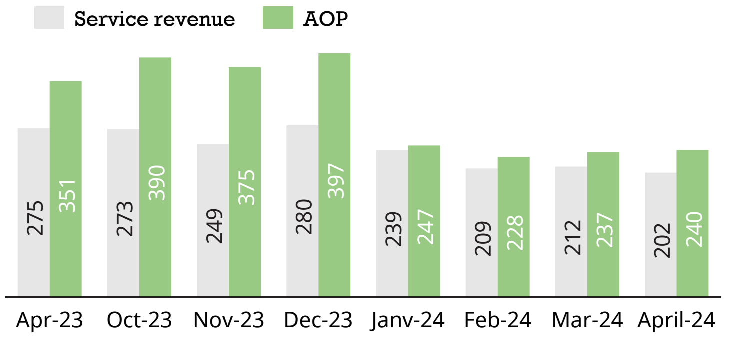


Primary and Tertiary Recharges (LC Ktnd)

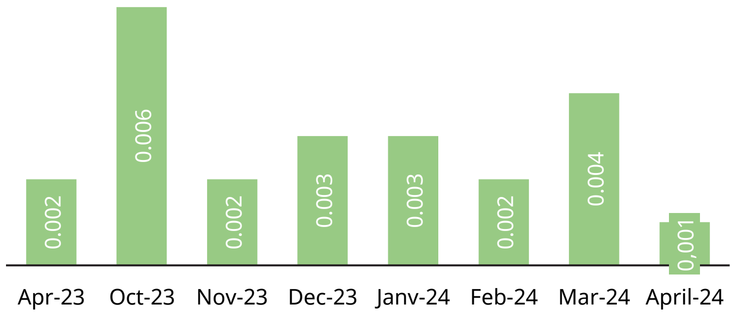


Mobile Postpaid - Overview

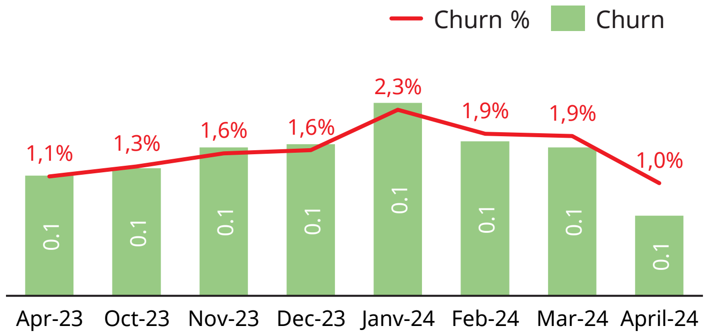
Postpaid Service Revenue (Ktnd)



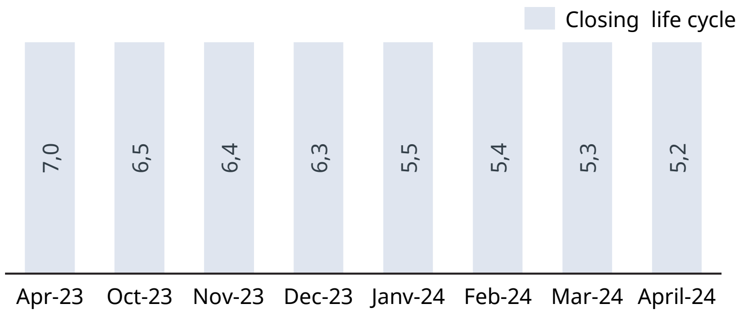
Gross Adds (‘000)



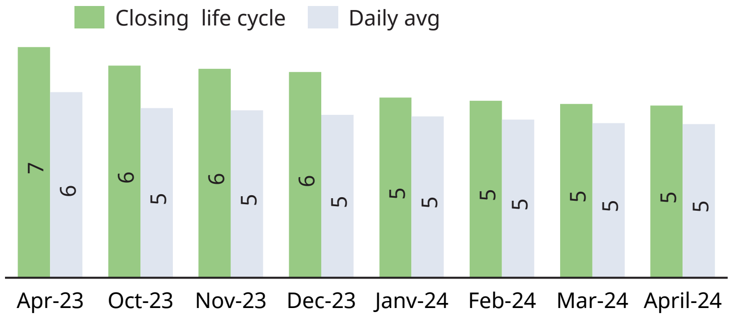
Churn



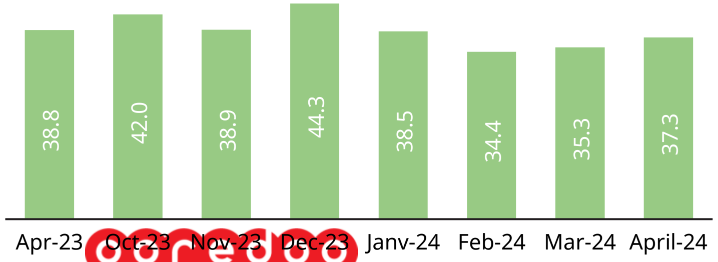
Customers Postpaid (‘000)



Closing base vs. Daily avg Active Base (‘000)



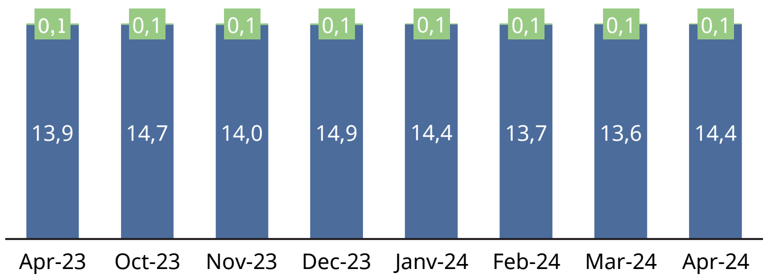
ARPU Postpaid (LC)



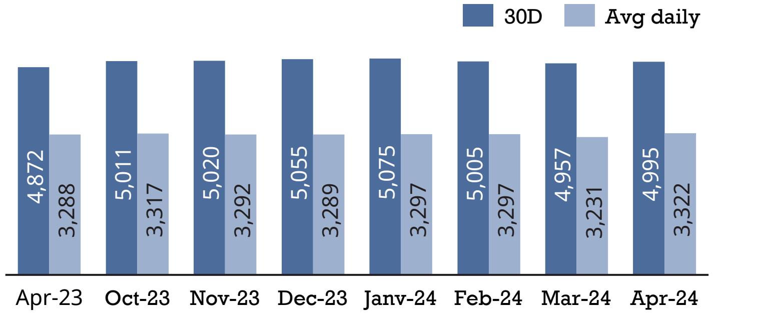
Voice Usage Breakdown – Prepaid vs Postpaid

Prepaid postpaid

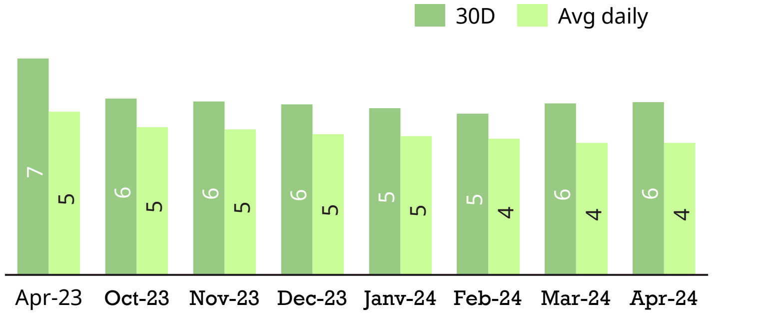
Voice Revenue (Ktnd)



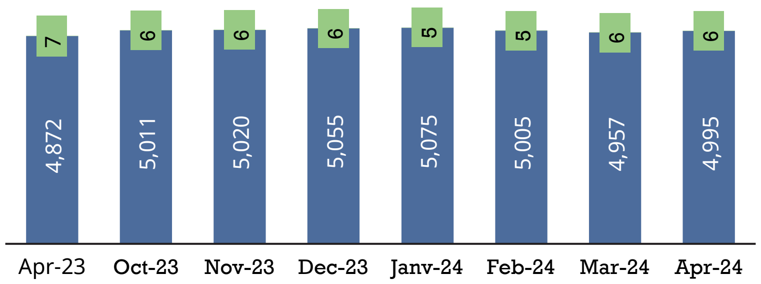
Pre. 30D vs. Daily avg Voice Users ('000)



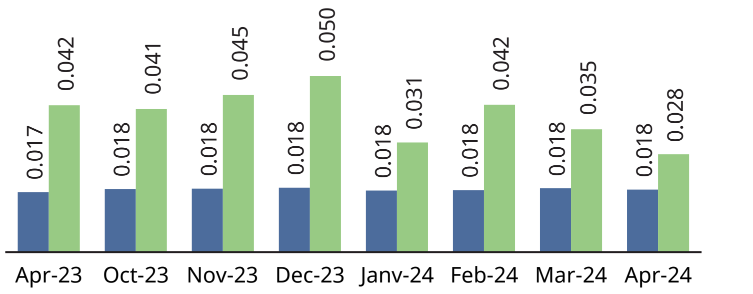
Post. 30D. Daily avg Voice Users ('000)



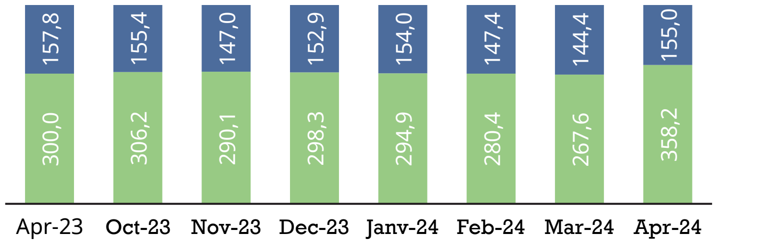
30D Voice Users ('000)



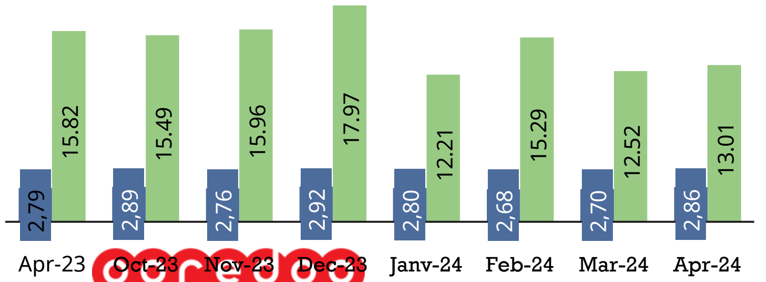
Yield Voice (LC)



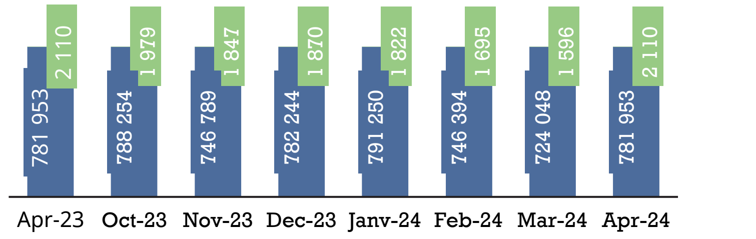
Voice Usage MOU/User (Min)



Voice ARPU (LC)



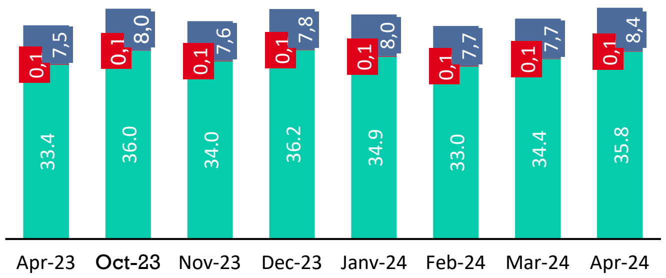
Voice Outg Nat Traffic (Min)



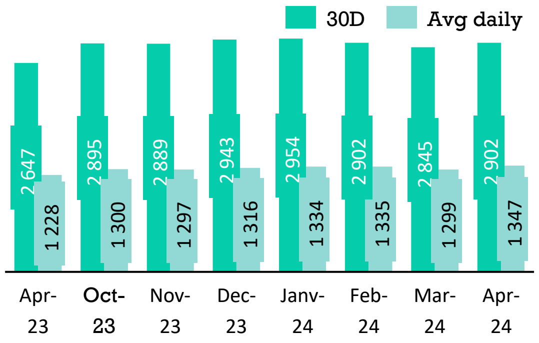
DATA Usage Breakdown – Prepaid vs Postpaid vs DATA Only

Prepaid postpaid data only

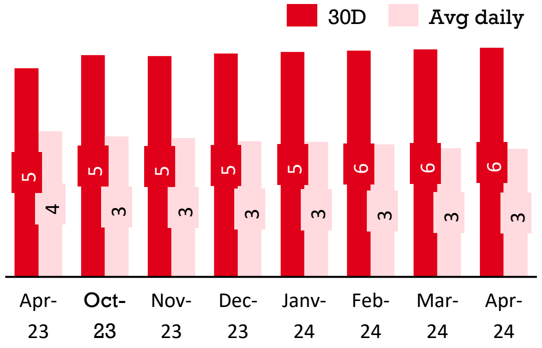
Data Revenue (Ktnd)



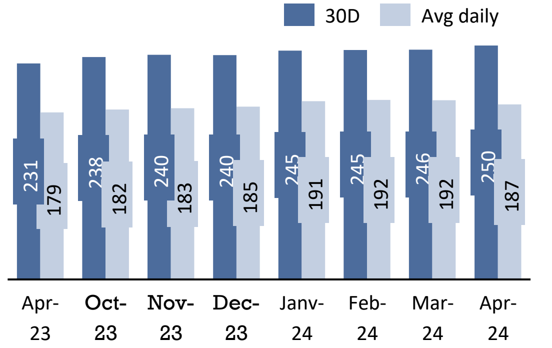
Pre 30D vs. Daily avg Data Users ('000)



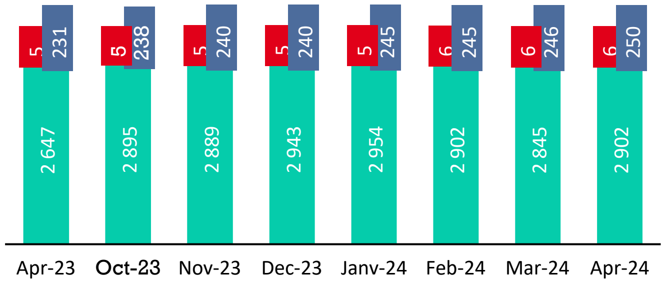
Post 30D vs. Daily avg Data Users ('000)



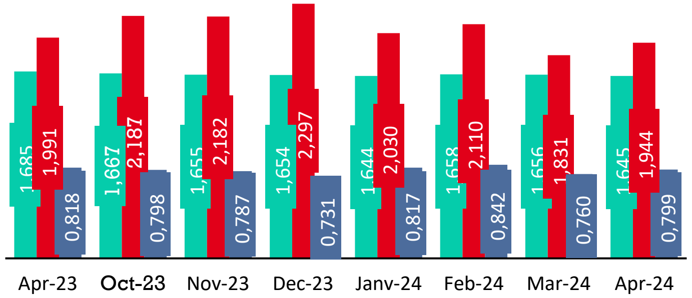
DATA only 30D vs. Daily avg Data Users ('000)



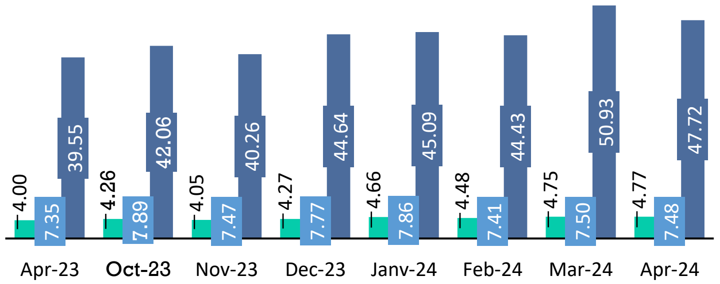
30D Data Users ('000)



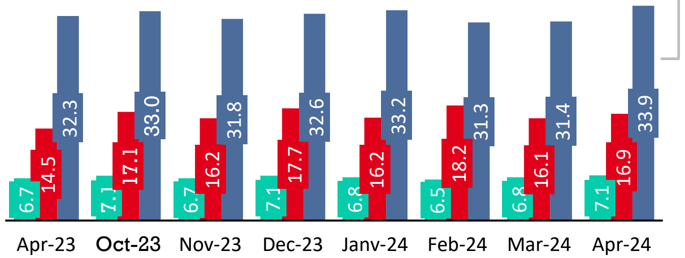
Data Yield (LC/GB)



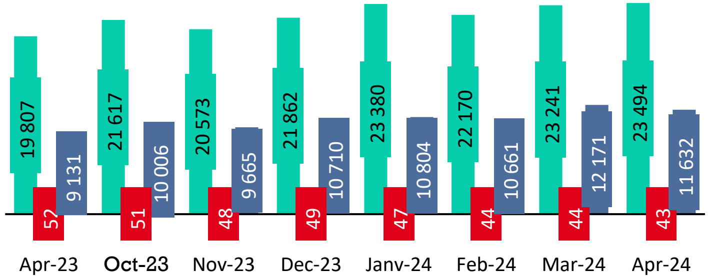
Data Usage GB/User (GB)



Data ARPU (LC)



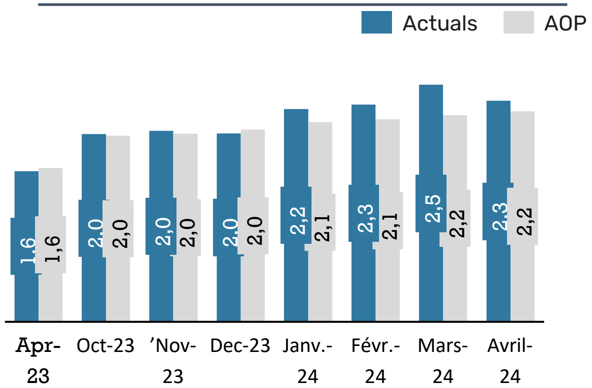
Total Data Traffic (GB)



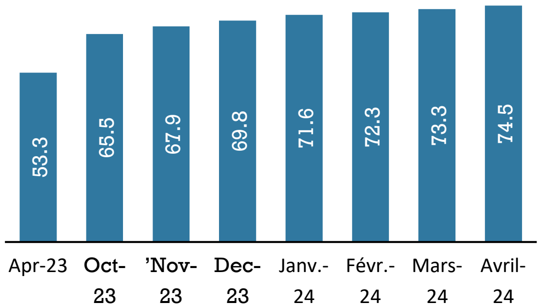
Fixed B2C overview - FWA, FTTH

FWA

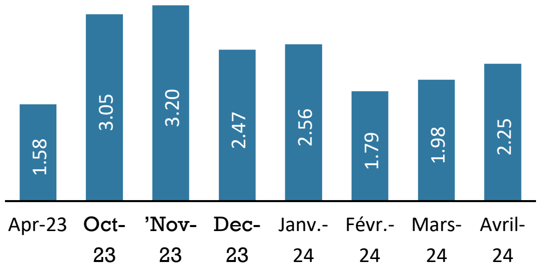
Service revenue (Mtnd)



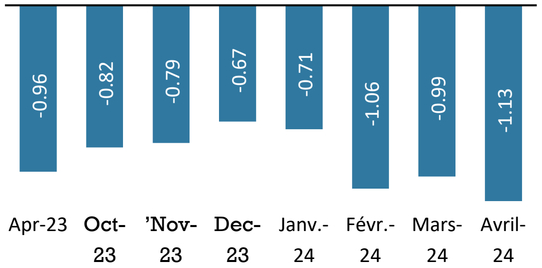
Active Base ('000)



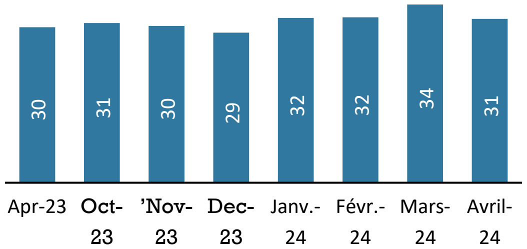
Gross Adds ('000)



Termination ('000)



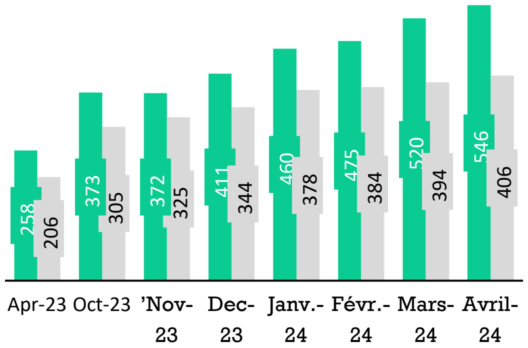
ARPU (LC)



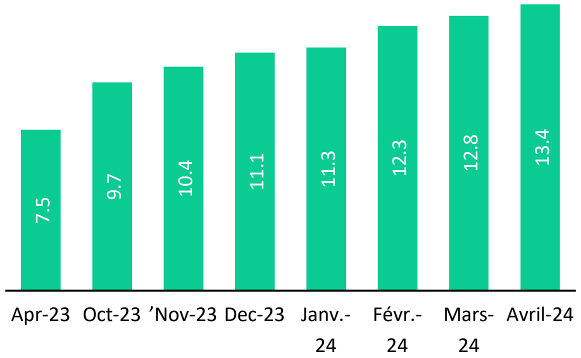
Key Insights & Initiatives

FTTH

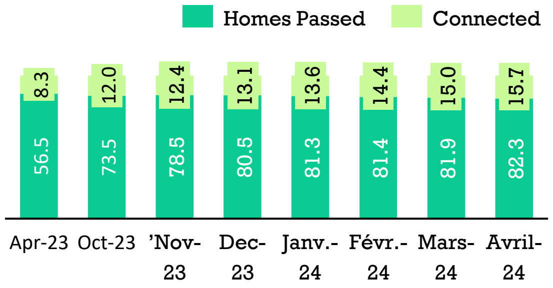
Service Revenue (Ktnd)



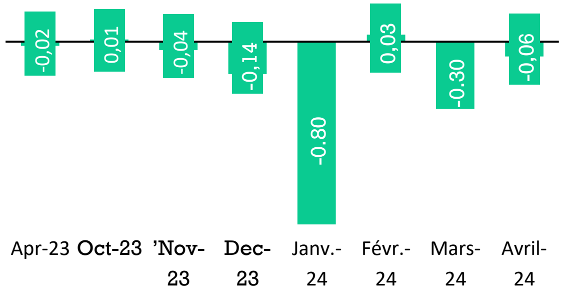
Active Base ('000)



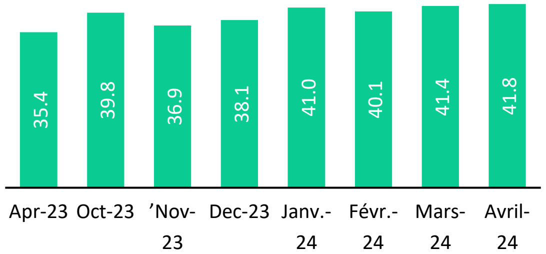
Homes Passed vs Connected ('000)



Termination ('000)



ARPU (LC)



Key Insights & Initiatives

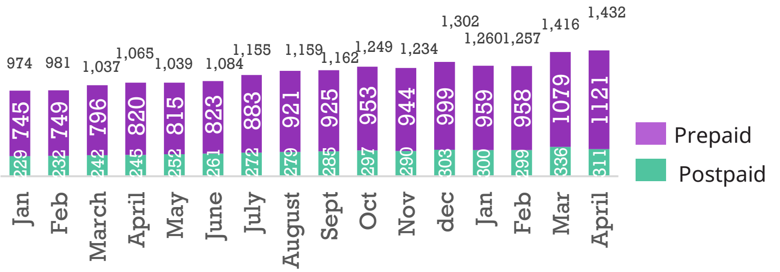
Active Base : closing Base / Termination: churn

Classification : **Confidential**

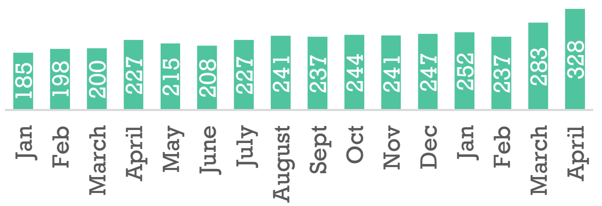
Ooredoo app

App users

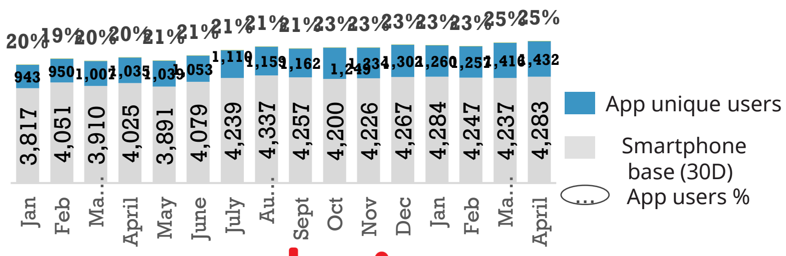
MAU, 000



DAU, 000

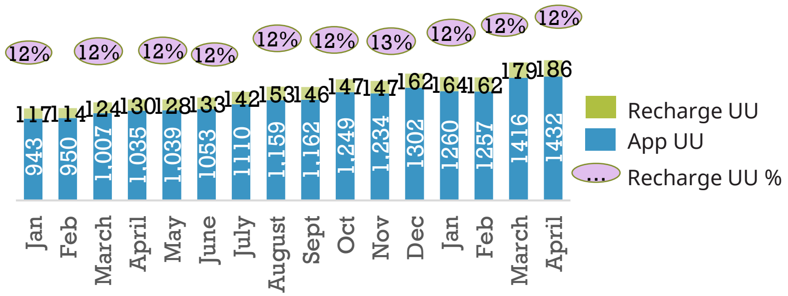


Unique users in smartph. base '000 and %

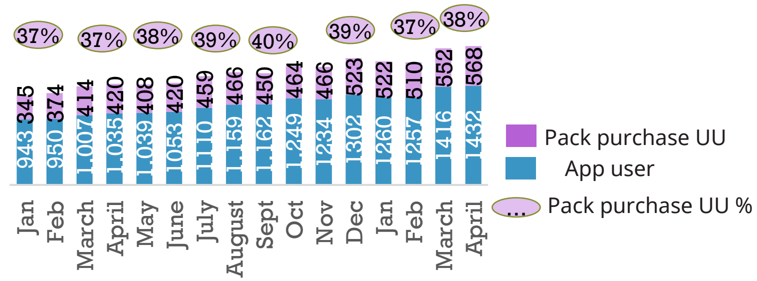


Recharge and pack purchase of app users

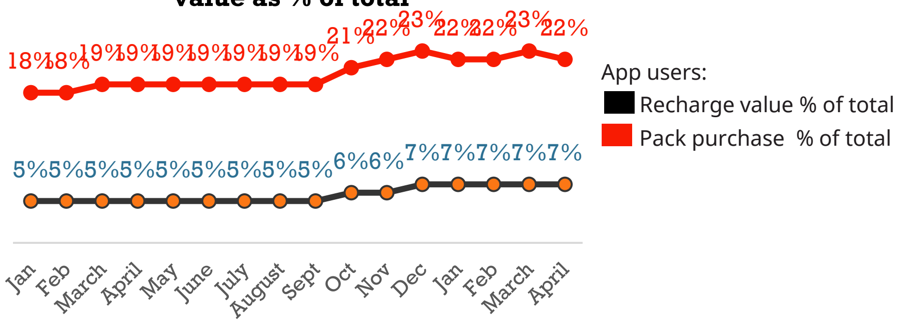
Recharg. unique users (UU)



Pack purchase UU

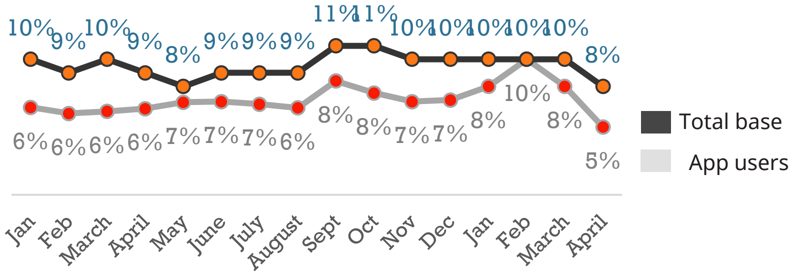


App recharge & Pack purchase value as % of total

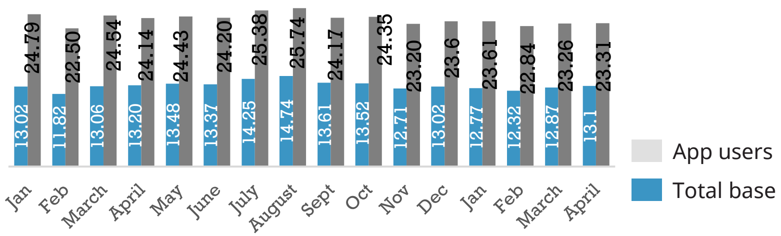


Churn & ARPU of app users

Churn % of app users vs base



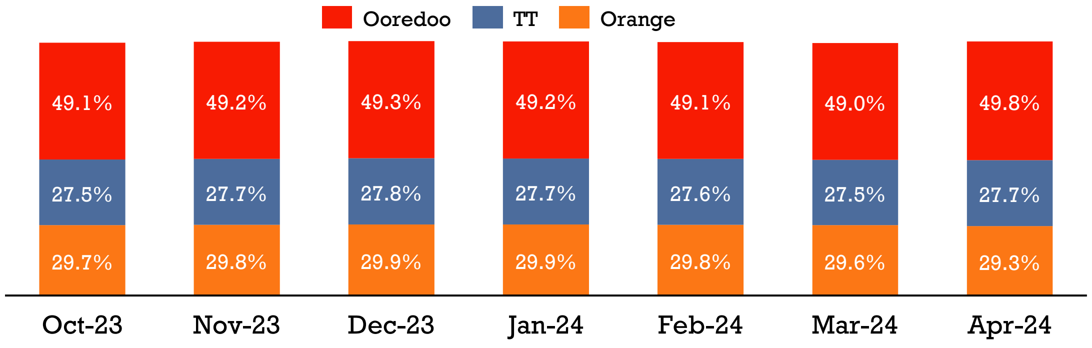
ARPU of app users vs base, LC



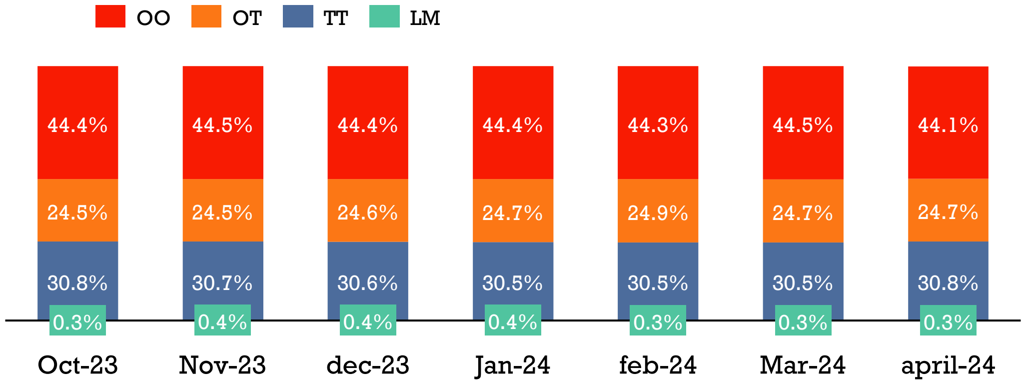
...

Market Share (B2C + B2B) – Facebook, Interconnect & Android Market Share

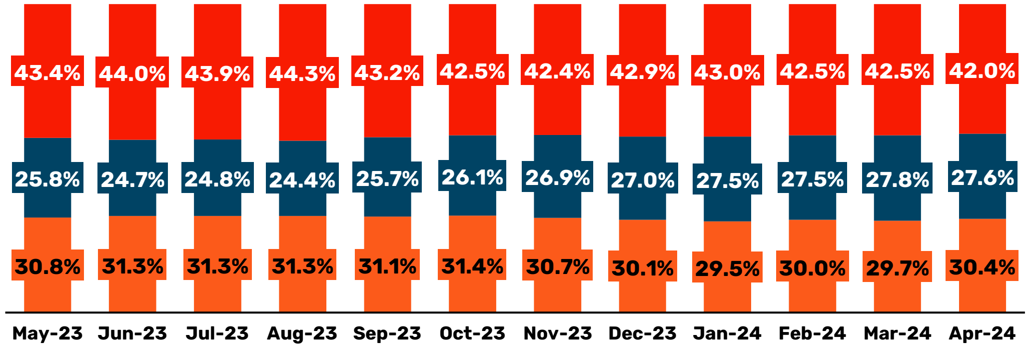
Facebook Market Share



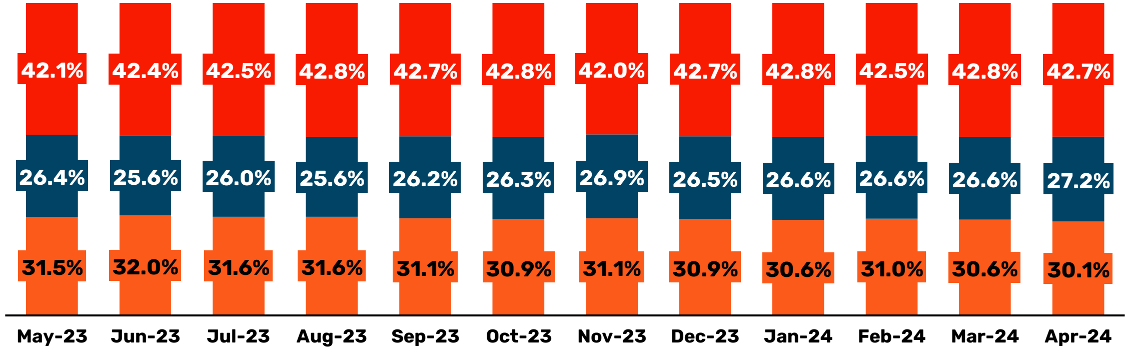
30D – Interconnect based Market Share



Android Device Market Share
(from Tutela Report)

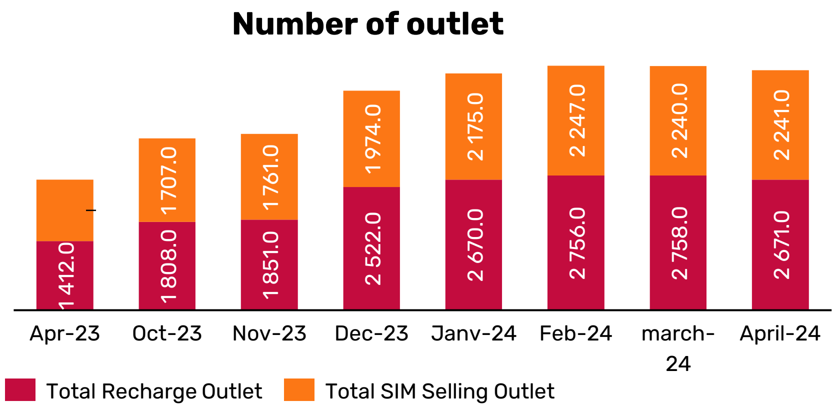


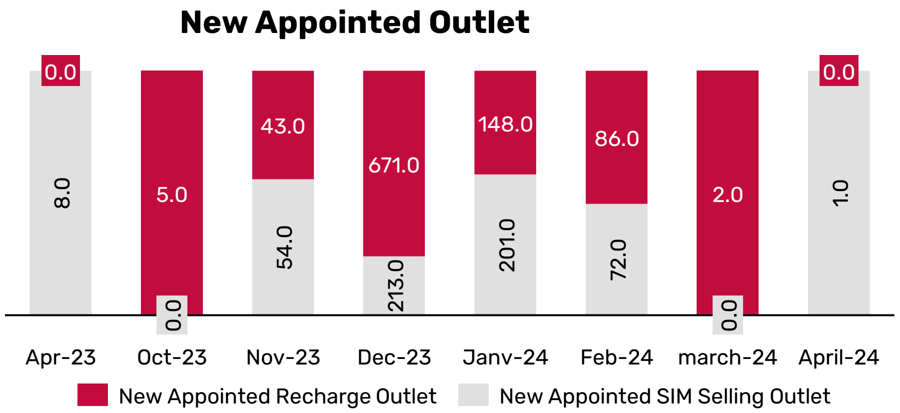
Android Data Traffic Market Share
(from Tutela Report)



OGC will separately share trends on other social media market share such as tiktok share, snapchat share wherever available.

Prepaid - Sales / Distribution / Acquisition quality





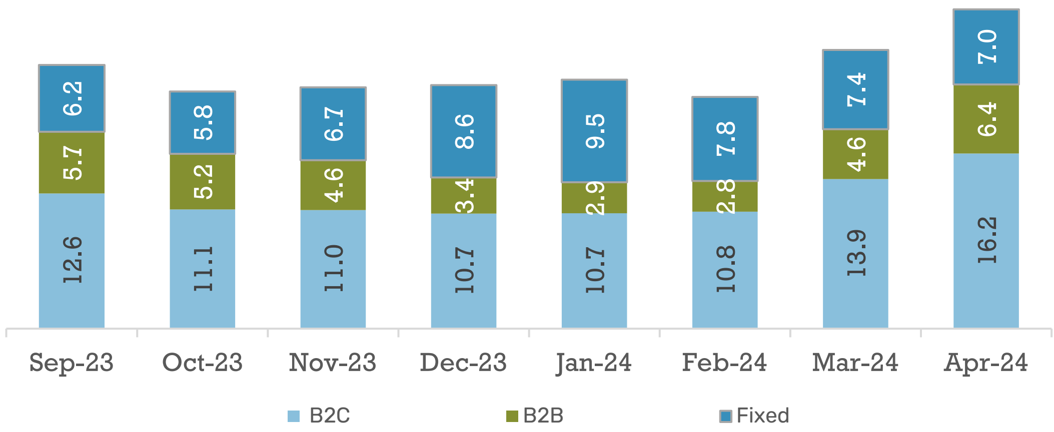
Key Insights & Initiatives

Acquisition Month M-0	Total GA	Retention %			Second Recharge%				Serious Customer %			
		M-1	M-2	M-3	M-0	M-1	M-2	M-3	M-0	M-1	M-2	M-3
oct-23	395 310	34%	23%	20%	30%	8%	2%	1%	63%	27%	18%	15%
nov-23	409 183	30%	21%	19%	25%	9%	2%	1%	61%	25%	16%	14%
déc-23	416 491	32%	22%	20%	25%	9%	2%	1%	63%	27%	17%	15%
janv-24	435 207	37%	22%	20%	26%	8%	2%	2%	62%	26%	17%	16%
févr-24	336 513	41%	26%	.	30%	10%	2%	.	64%	32%	21%	.
mars-24	323 640	38%	.	.	33%	10%	.	.	65%	31%	.	.
avr-24	303 809				33%				67%			

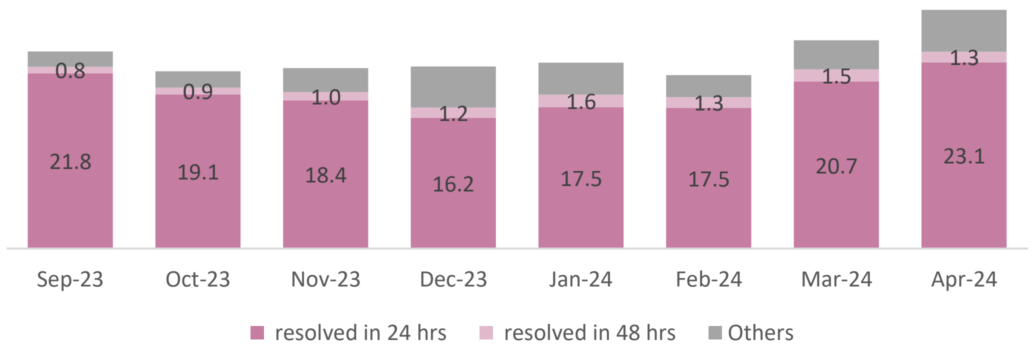
*Excluding tourists

Customer Service

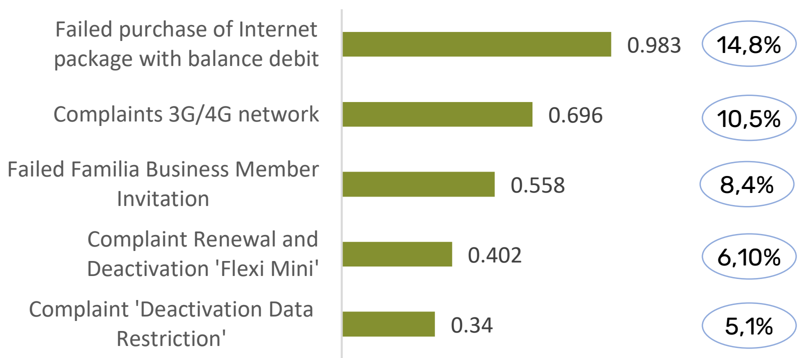
Number of Complaints/Trouble Ticket x 1 000



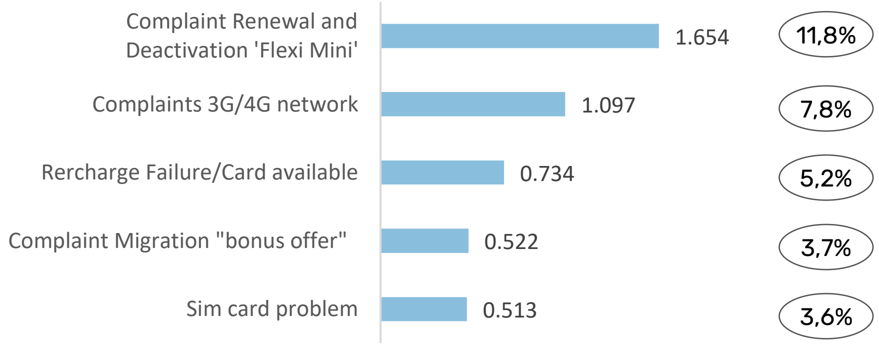
Complaints resolved in 24/48h (%) x 1 000



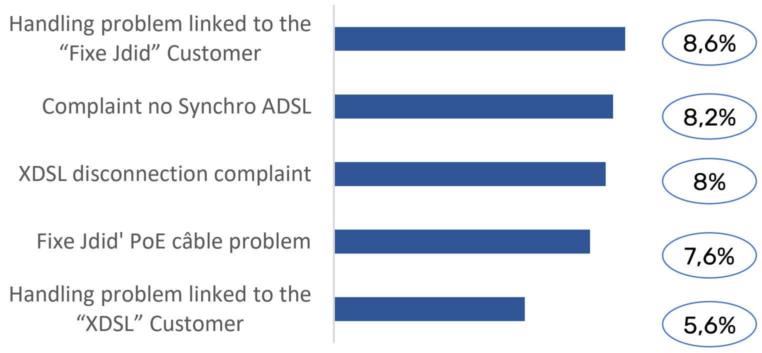
Top 5 Reasons for B2B



Top 5 Reasons for B2C



Top 5 Reasons for Fixe



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6. Capex Squads
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Classification : Confidential

B2B P&L - Excluding Wholesale (restated 2023)

P&L Statement	03-24	Avr 2024					YTD 2024				Full Year 2024		
LC Mn	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY	3+9 view	vs BU	YOY
B2B Service Revenue*	16.3	15.0	14.1	6.4%	-7.9%	25.0%	60.3	54.0	11.8%	28.7%	189.2	7.9%	23.7%
B2B % of Total Serv. Rev.	*17.3%*	*15.7%*	*15.2%*	*3.3%*	*-1.6%*	*2.3%*	*16.1%*	*14.8%*	*-9.1%*	*2.9%*	*15.9%*	*0.9%*	*17.4%*
Mobile B2B	13.4	12.2	10.8	13.2%	-8.4%	31.8%	48.8	42.2	15.8%	35.6%	145.0	7%	25%
Voice B2B	1.5	1.4	1.4	-0.1%	-8.6%	18.7%	6.8	4.9	36.9%	33.5%	20.5	20%	42%
Data B2B	11.2	10.1	8.4	20.2%	-9.3%	42.1%	39.3	33.4	17.8%	43.8%	116.0	9%	30%
SMS B2B	0.1	0.1	0.1	42.6%	-7.2%	31.2%	0.4	0.3	42.3%	31%	1.3	32%	31%
Fixed B2B	2.7	2.7	3.2	-15.2%	-0.4%	3.3%	10.7	11.2	-4.0%	3.7%	42.0	10%	17%
ICT	0.1	0.1	0.1	11.2%	4.4%	19.0%	0.4	0.4	22.4%	22.5%	1.3	20%	12%
IOT	0.2	0.0	0.1	-94%	-98%	-94%	0.3	0.2	27.5%	32.7%	0.9	3%	56%
B2B Service CoS	-5.1	-3.5	-3.7	6%	31%	-13%	-16.1	-14.9	-8%	-22%	-51.2	-7%	14%
Mobile B2B	-5.1	-3.5	-3.7	6%	32%	-12%	-15.9	-14.7	-8%	-21%	-50.5	-7%	14%
Fixed B2B	-0.0	-0.0	0.0	0%	-13%	-3%	-0.0	0.0	0%	4%	0.0	0%	
ICT	-0.0	-0.1	-0.0	-50%	-795%	-110%	-0.18	-0.2	-8%	-100%	-0.7	-16%	25%
IOT	0.0	0.0	0.0	0.0%	0.0%	0%	0.0	0.0	0%	0%	0.0	0%	0%
B2B Service Gross Margin	11.2	11.5	10.4	11%	2%	29%	44.2	39.1	13%	31%	138.0	8%	28%
Mobile B2B	8.3	8.8	7.1	23%	6%	37%	33.0	27.5	20%	39%	94.5	7%	33%
Fixed B2B	2.7	2.7	3.2	-15%	0%	3%	6.7	4.9	-4%	4%	42.0	10%	17%
ICT	0.1	0.04	0.1	-19%	-54%	-87%	0.3	0.2	35%	-18%	0.6	24%	0%
IOT	0.2	0.0	0.1	-94%	-98%	-94%	0.3	0.2	27%	75%	0.9	3%	56%
B2B Service Gross Margin %	*68.9%*	*76.6%*	*73.6%*	*3.0%*	*7.7%*	*2.5%*	*73.4%*	*72.4%*	*1.0%*	*1.5%*	*72.9%*	*0.2%*	*2.2%*
B2B Equipment Revenue	8.6	8.1	8.3	-2%	-6%	-17%	36.7	33.1	11%	1%	121.1	13%	1%
B2B Equipment CoS	-8.0	-7.4	-7.7	3%	7%	17%	-34	-31	-9%	0%	-110.1	-11%	2%
B2B Equipment subsidy	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%	0.0	0%	0%
B2B Equipment Gross profit	0.7	0.7	0.6	15%	-2%	-13%	3.1	2.3	33%	16%	11.0	42%	28%
B2B Equipment Gross Margin %	*8.0%*	*8.3%*	*7.1%*	*1.2%*	*0.3%*	*0.4%*	*8.5%*	*7.1%*	*1.4%*	*1.1%*	*9.1%*	*1.9%*	*2.0%*

Key Insights & Initiatives

Monthly summary	Focus for next quarter
Mobile: back to positive growth Y-on-Y	....
MoM negative growth driven by Bundle reset impact (-2.2 m booked in march: VAS removal from B2B products) Excluding oneoff impact,B2B mobile organic revenue is still in good track: (+1% MoM)	....
B2B COS -32% MoM driven by roaming COS reclassification in March B2C/B2B	....
Fixed: fixed performance strong momentum translated into 3,7% growth Y-on-Y	....
	....

Normalized 2023 excluding A2P

B2B P&L - Excluding Wholesale (2023 as Reported I)

P&L Statement	03-24	Avr 2024					YTD 2024				Full Year 2024		
LC Mn	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY	3+9 view	vs BU	YOY
B2B Service Revenue	16.3	15.0	14.1	6%	-8%	22.6%	60.3	54.0	12%	26%	189.2	8%	21%
B2B % of Total Serv. Rev.	*17.3%*	*15.7%*	*15.2%*	*0.4%*	*-1.6%*	*2.0%*	*16.1%*	*14.8%*	*1.3%*	*2.6%*	*15.9%*	*0.9%*	*2.1%*
Mobile B2B	13.4	12.2	10.8	13%	-8.4%	28%	48.8	42.2	16%	49%	145.0	7%	22%
Voice B2B	1.5	1.4	1.4	0%	-9%	19%	6.8	4.9	37%	33%	20.5	20%	42%
Data B2B	11.2	10.1	8.4	20%	-9%	41%	39.3	33.4	18%	44%	116.0	9%	29%
SMS B2B	0.1	0.1	0.1	43%	-7%	31%	0.4	0.3	42%	31%	1.3	32%	31%
Fixed B2B	2.7	2.7	3.2	-15%	0%	3%	10.7	11.2	-4%	4%	42.0	10%	17%
ICT	0.1	0.1	0.1	11%	4%	14%	0.4	0.4	22%	22%	1.3	20%	22%
IOT	0.2	0.0	0.1	-94%	-98%	-94%	0.3	0.2	27%	33%	0.9	3%	41%
B2B Service CoS	-5.1	-3.5	-3.7	6%	31%	-13%	-16.1	-14.9	-8%	-22%	-51.2	-7%	-14%
Mobile B2B	-5.1	-3.5	-3.7	6%	32%	-11%	-15.9	-14.7	-8%	-21%	-50.5	-7%	-13%
Fixed B2B	-0.0	-0.0	0.0	0%	-13%	-3%	-0.0	0.0	0%	3%	0.0		
ICT	-0.0	-0.1	-0.0	-50%	-795%		-0.2	-0.2	-8%		-0.7	-16%	0%
IOT	0.0	0.0	0.0	0%	0%		0.0	0.0	0%		0.0	0%	0%
B2B Service Gross Margin	11.2	11.5	10.4	11%	2%	26%	44.2	39.1	13%	27%	138.0	8%	24%
Mobile B2B	8.3	8.8	7.1	23%	6%	37%	33.0	27.5	20%	39%	94.5	7%	28%
Fixed B2B	2.7	2.7	3.2	-15%	0%	3%	10.7	11.2	-4%	4%	42.0	10%	17%
ICT	0.1	0.0	0.1	-19%	-54%	-54%	0.3	0.2	35%	-26%	0.6	24%	-40%
IOT	0.2	0.0	0.1	-94%	-98%	-94%	0.3	0.2	27%	33%	0.9	3%	41%
B2B Service Gross Margin %	68.9%	76.6%	73.6%	3.0%	7.7%	2.0%	73.4%	72.4%	1.0%	0.9%	72.9%	0%	-20%
B2B Equipment Revenue	8.6	8.1	8.3	-2%	-6%	-17%	36.7	33.1	11%	1%	121.1	13%	1%
B2B Equipment CoS	-8.0	-7.4	-7.7	3%	7%	17%	-33.6	-30.8	-9%	0%	-110.1	-11%	2%
B2B Equipment subsidy	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%	0.0	0%	0%
B2B Equipment Gross profit	0.7	0.7	0.6	15%	-2%	-13%	3.1	2.3	33%	16%	11.0	42%	28%
B2B Equipment Gross Margin %	*8.0%*	*8.3%*	*7.1%*	*1.2%*	*0.3%*	*0.4%*	*8.5%*	*7.1%*	*1.4%*	*1.1%*	*9.1%*	*2%*	*2%*

Key Insights & Initiatives

Monthly summary | **Focus for next quarter**

Mobile:

....

....

Fixed:

....

ICT

....

Competition ....

Other ....

Customer Experience

B2B Customer Experience Summary	Target	April'24	March'24	Feb'24	Jan'24	Comments / Definitions
Count of Total B2B Trouble Tickets	_	6628	4869	3177	3193	Trouble Tickets = complaints
Mobile	_	6399	4612	2848	2876	
Fixed & ICT	_	229	257	329	317	
Number of Unique accounts raising a TT	_	1752	1665	1447	1525	If an account raising multiple TTs, to be counted as 1 for this KPI
B2B Impacting Network Outages (Count)	_	205	210	391	501	Overall B2B lines impacted (Network)
TT resolved with in SLAs	_	87,0%	88,6%	90,0%	81,4%	All tickets (level 1 & Level 2)

Definitions

Count of Total B2B Trouble Tickets: Trouble Tickets to include Requests and complaints

Number of Unique accounts raising a TT: If an account raising multiple TTs, to be counted as 1 for this KPI

B2B Fixed Line installation TATs: from time of receipt of purchase order, until customer acceptance certifcate receipt

International Wholesale

LC '000	Avr 2024					YTD 2024				Full Year 2024			
International Wholesale revenue	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY	3+9	Budget	vs BU	YoY
International Inbound voice	3 562	3 644	-2.2%	-13.7%	-9.0%	13 962	14 574	-4.2%	-13.0%	42 986	43 723	-1.7%	-13.0%
International A2P SMS	694	1 075	-35.4%	279.9%	-40.4%	3 247	4 467	-27.3%	-30.5%	10 501	13 247	-20.7%	-25.4%
International Inroaming	1 730	1 710	1.2%	3.0%	-9.6%	6 100	5 913	3.2%	-28.2%	29 862	29 606	0.9%	10.0%
Total International Wholesale Revenue	**5 986**	**6 428**	-6.9%	-0.1%	-14.4%	**23 308**	**24 955**	-6.6%	-20.2%	**83 349**	**86 576**	-3.7%	-8.1%

International Roaming	Avr 2024					YTD 2024				Full Year 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY	3+9 view	Budget	vs BU	YoY
Outroaming Revenue*	540	574	-6.0%	-8.3%	17.5%	2 321	2 298	1.0%	18.0%	6 937	7 758	-10.6%	8.4%
In-roaming revenue	1 730	1 710	1.2%	3.0%	-9.6%	6 100	5 913	3.2%	-28.2%	29 862	29 606	0.9%	10.0%
Total Roaming Revenue	2 270	2 284	-0.6%	0.1%	-4.4%	8 421	8 211	2.6%	-19.6%	36 799	37 364	-1.5%	9.7%
Roaming cost	1 639	1 691	-3.1%	-25.5%	42.6%	7 527	7 818	-3.7%	48.3%	24 246	24 354	0.4%	-11.4%
Net Position Roaming	631	593	6.3%	839.9%	-48.5%	894	393	127.2%	-83.4%	12 553	13 010	-3.5%	6.4%
Net Position Roaming%	28%	26%	1.8%	24.8%	-23.8%	11%	5%	5.8%	-40.9%	34%	35%	-0.7%	-1.1%

International Voice	Avr 2024					YTD 2024				Full Year 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY	3+9 view	Budget	vs BU	YoY
Outgoing International Voice Revenue	362	357	1.4%	9.0%	-9.9%	1 386	1 415	-2.1%	-20.6%	4 346	4 618	-5.9%	-14.1%
Inbound International Voice	3 562	3 644	-2.2%	-13.7%	-9.0%	13 962	14 574	-4.2%	-13.0%	42 986	43 723	-1.7%	-13.0%
Total International Voice Revenue	3 923	4 000	-1.9%	-12.0%	-9.1%	15 347	15 990	-4.0%	-13.7%	47 332	48 341	-2.1%	-13.1%
Outgoing International Voice Cost	650	622	4.5%	-3.6%	-19.5%	2 550	2 480	2.8%	-12.0%	7 808	7 882	0.9%	7.6%
Net Position International Voice	3 274	3 378	-3.1%	-13.6%	-6.6%	12 797	13 510	-5.3%	-14.1%	39 524	40 459	-2.3%	-14.1%
Net Position International Voice%	83.4%	84.5%	-1.0%	-1.5%	2.2%	83.4%	84.5%	-1.1%	-0.3%	83.5%	83.7%	-0.2%	-1.0%

International Network Cost	Avr 2024					YTD 2024				Full Year 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY	3+9 view	Budget	vs BU	YoY
International Network Cost	25	0	0%	-9%	-265%	98	0	0%	0%	73	0	0%	75%

*outroaming including voice/data/sms

*Normalized 2023 including A2P

Key Insights & Initiatives

Wholesales Revenue versus Budget negatively affected by the combined effects of :

- Sinch and BICs (renegociation with OG)
- unfavorable forex impact (-4,3% Actual vs. AOP)

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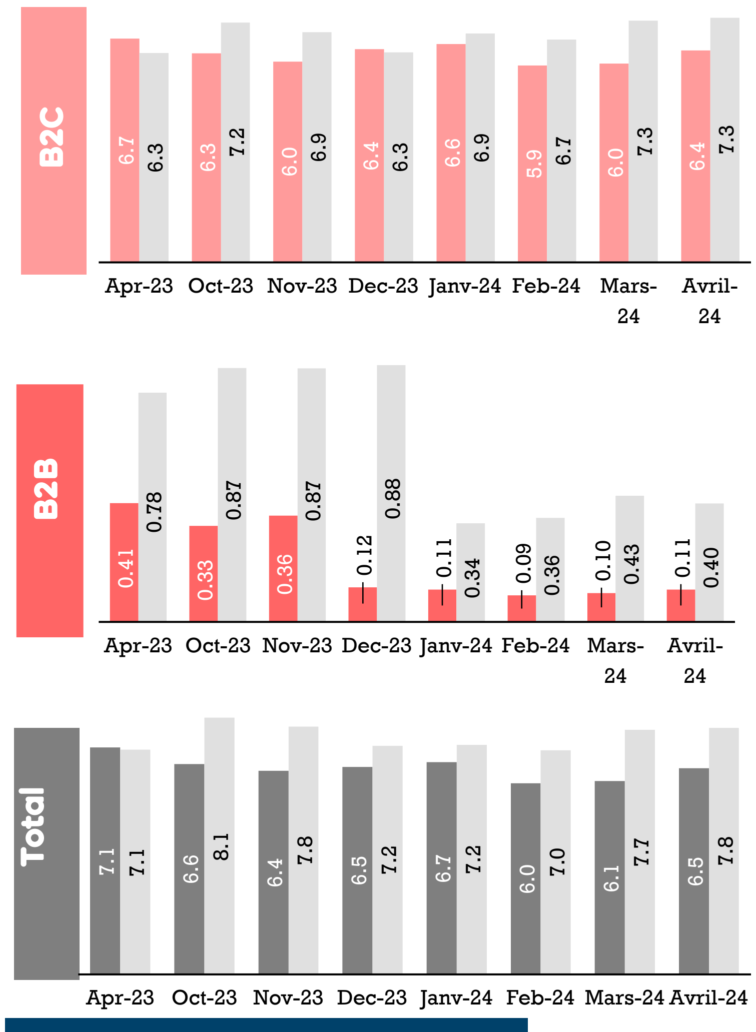
9. Q&A

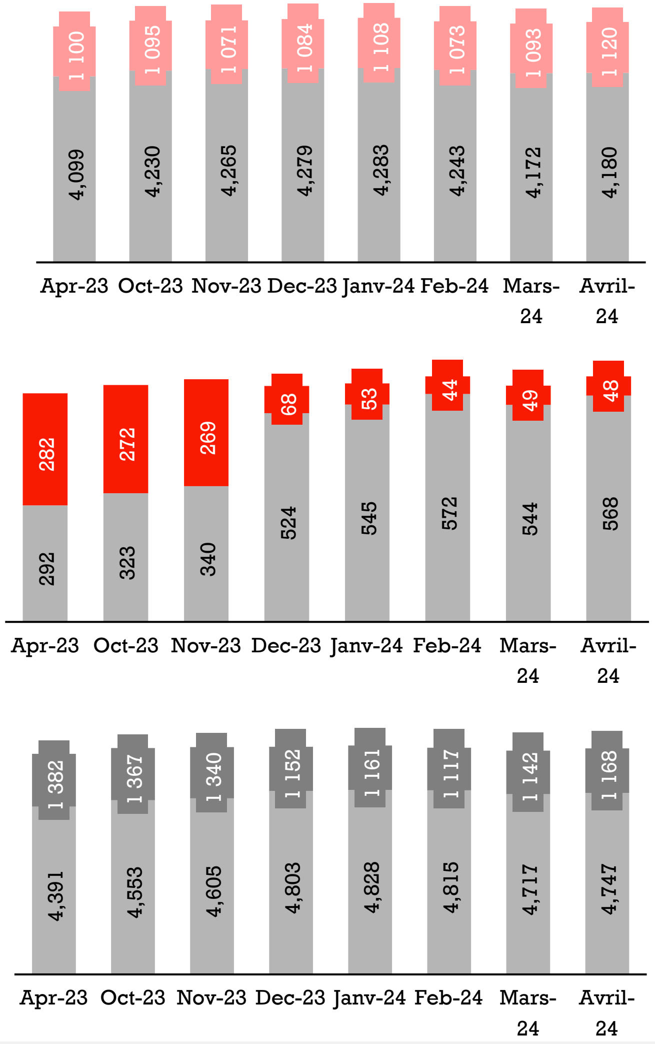
Digital Services & Partnerships - Overview

Actual Budget

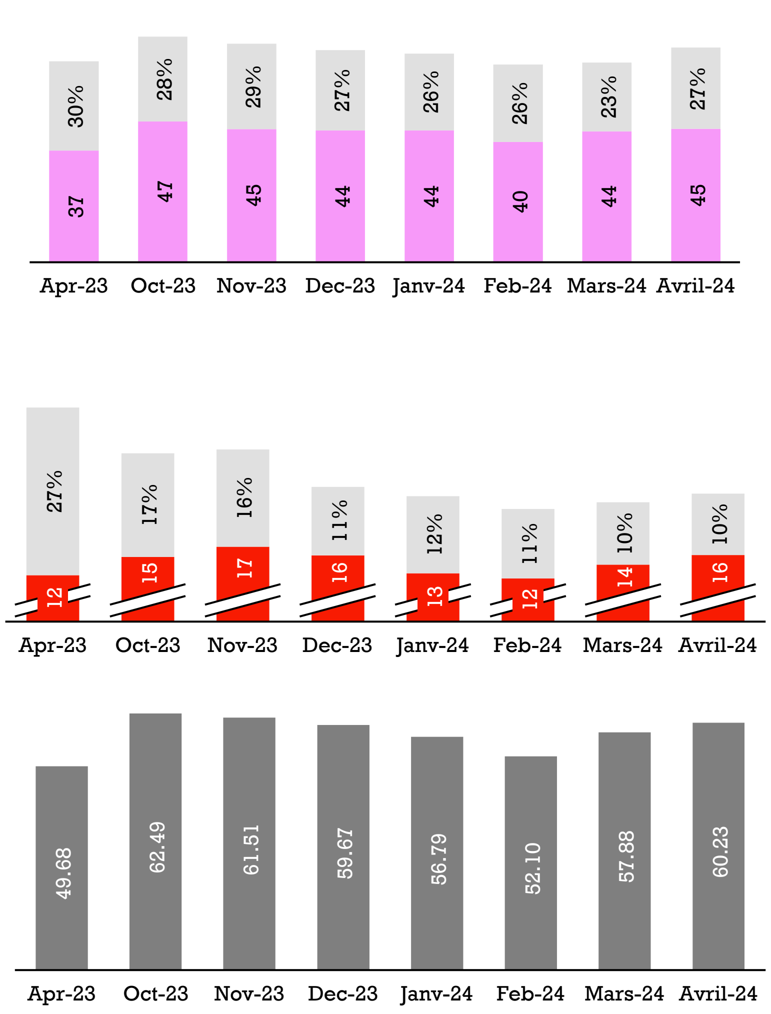
Net Revenue, Ktnd



Customers



Complaints (# and % of total)



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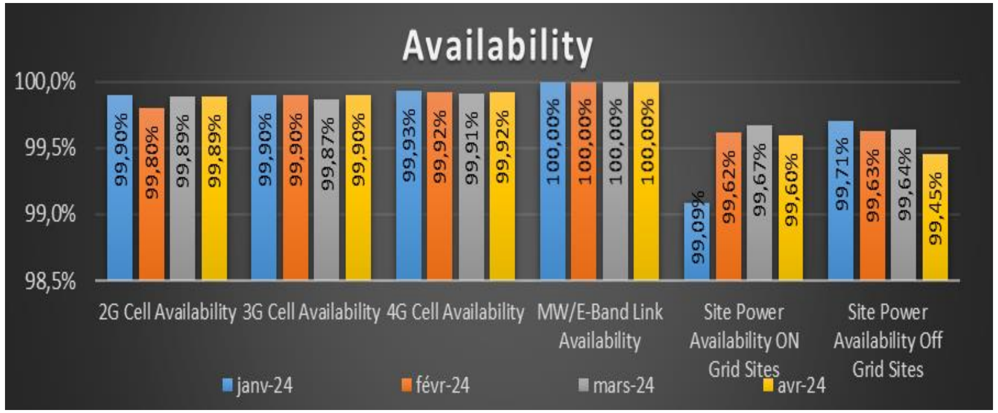
Lead Technology KPIs: Executive Summary (1/2)

Service Availability & Major Incidents

Availability 2G / 3G / 4G / 5G / FTTH / Fixed

Network availability is maintained in good ratio following completion of battery modernization project



Incidents:

Traffic disruption impacting shared sites due to backhauling incident in competitor network.

	January-24	February-24	March-24	April-24
B2B Incidents *	501	391	210	205

* : New KPI according to OG Definition

NW & IT projects execution

RAN Projects:

*End of April-24, we achieved **74%** of 2024 RAN program roll out plan (**+19** ppt compared to Q1'24)*
*We have activated **41** new macro sites out of the 80 planned, among which 31 are for coverage need.*
***165** RAN upgrades complete:*
*We have done **18** 4G Activations,**14** out of **15** sector addition to improve coverage and capacity under covered areas*
*We have made **29** HOS **45** 4T4R out of 46 planned and **59** L2100 out of 60 planned to enhance offered capacity in existing macro sites.*
Bi Weekly Steerco meeting with TT management was set in place to follow up blocked points under RAN program related to new sites sharing delivery and readiness to tackle permits rejection in some governorates
We finalized the batteries modernization in 445 physical radio sites to improve our network availability and end user service continuity. Assessment and impact measuring is in progress

Tx, FIBER NW and/or FTTX/FWA Projects:

*To date, we fiberized **75** sites. We are at 26% completion.*
We are behind the schedule. We put a push plan to make up for the delay with our partners
*During April-24, we have Connected **0.8** Ksubs FTTH and **2** Ksubs FWA*
26** additional Edunet sites were connected during April. The total number of Edunet activated sites is **268
Edunet TT sites rollout is moving slowly, TT is not reactive despite our multiple requests, a bi weekly Steerco meeting with TT CTO is in place to follow up TT links delivery.
316 FWA Radio PO is Launched, MW part ordering is on going.
*On the 8th of May, we successfully migrated live traffic on our new submarine link "Ifriqya" offering an additional scalable capacity up to 3 TB (**200Go** already lighted) and optimized performance by reducing the latency by up to **40%** compared to old SMWE4 link. The end to end Integration of "Ifriqya" has been already done in March.*

CORE & IT/Digitalization Projects:

- *IPv6 Certification with Apple: We are at **20%** completion*
- *Core Network Swap progress is at **9%***
- *One new generation BSC GO Live achieved which makes possible planned dismantling of 5 legacy BSCs*
- APIGEE (2024 scope): Phase#2 Sprint#2 **5** out of 5 planned TMF APIs Deployed. Phase#3 Sprint#1 **6** out of 6 planned TMF APIs deployment readiness in progress.
- CRM project: UAT round 2 in progress including CR, the target Go-Live is planned for **end of May**

TECH CAPEX: Actual YTD CAPEX receptions April-24 is **65.1** Mn Tnd aligned with YTD Budget **65.7** Mn Tnd.

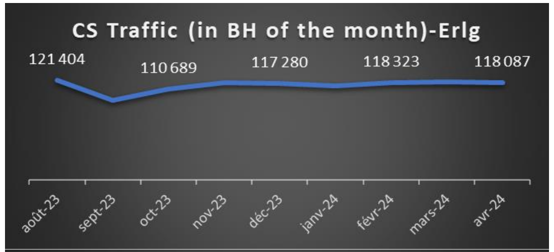
TECH OPEX: In terms of Tech OPEX (NW +IT) : YTD OPEX Actual April-24 we are at **33.8** Mn Tnd aligned with YTD Budget **33.9** Mn Tnd

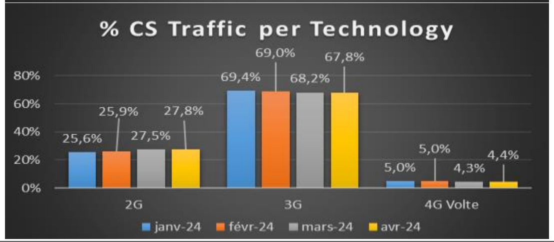
Lead Technology KPIs: Executive Summary (2/2)

Traffic trends:

Voice:

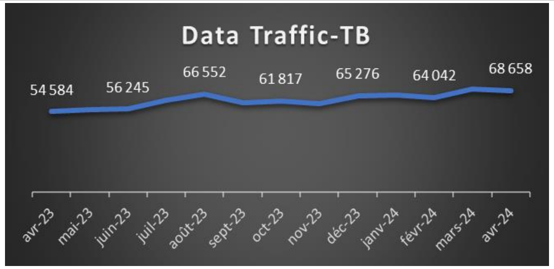
Stable voice traffic trend. The voice traffic is predominantly handled via 3G technology (67%).

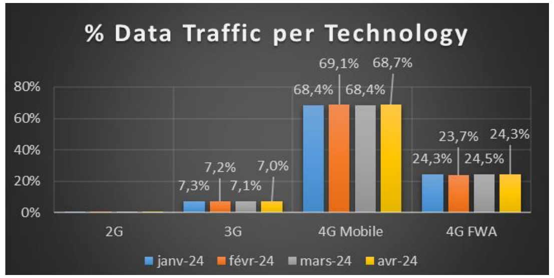




Data:

Stable Data traffic trend.

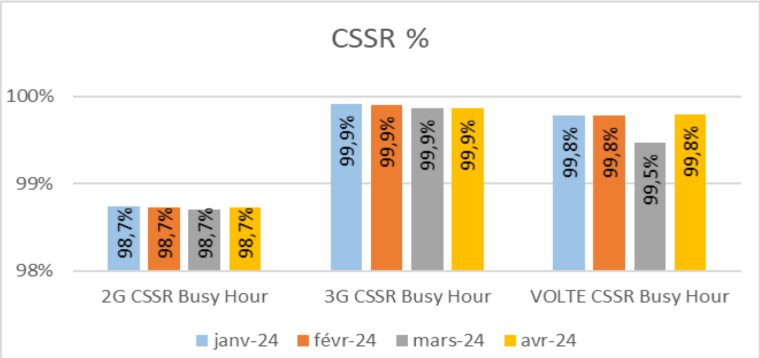




Voice Performance

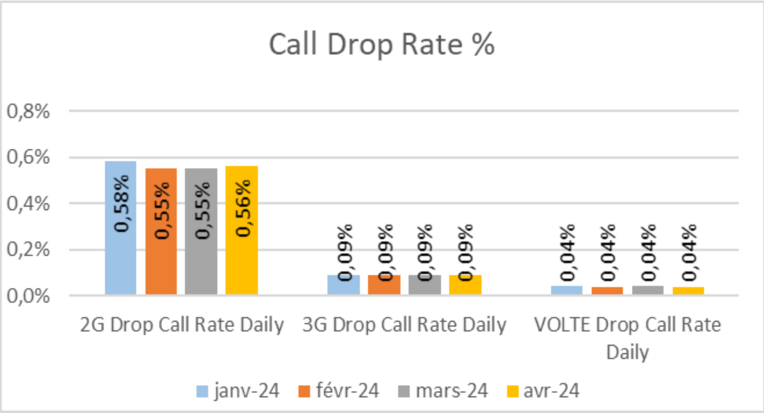
CSSR

Voice accessibility performance consistently exceeds standard benchmarks, ensuring stability.



Call Drop Rate

Voice retainability performance surpass SLAs.

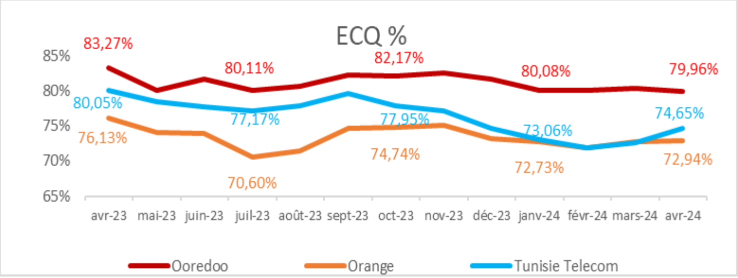


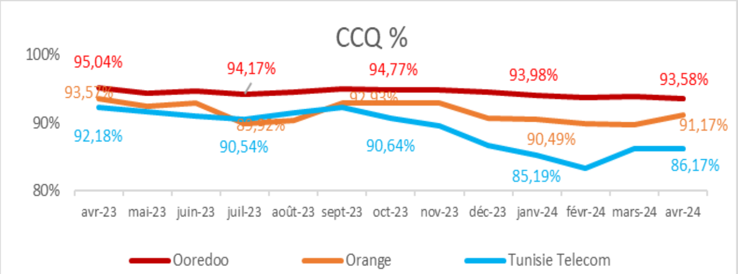
Data Performance

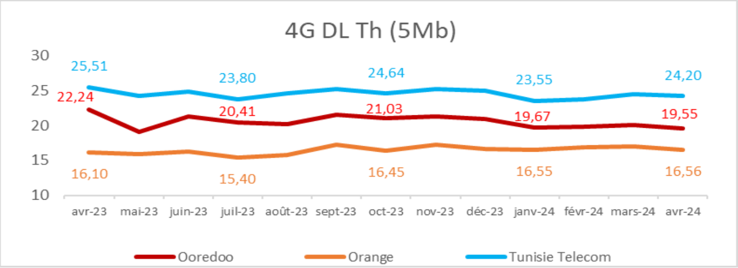
4G (In case of OP this is still 3G):

Tutela speeds benchmark vs competition

Ooredoo TN is leading in consistent quality despite the slight decrease which is mainly driven by DL throughput. Discussion is intiated with OGT to define the suitable action plan.







Access Monthly Technology KPIs using the link below:
https://app.powerbi.com/links/4AI7J6Q0Fn?ctid=35ce61ea-2a69-4c72-837c-f38de143a7a3&pbi_source=linkShare

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HR Lead KPIs

"Lead People and Culture" - HR Drivers

	Metrics	Actuality	Units	Nov-23	Dec-23	Jan-24	03-24	Avr-24
Financials	Staff cost (FTE+TE, contr), LCm	AC	LCmn	-12	-13	-13	-12	-14
	Staff cost (FTE+TE, contr), LCm	BU	LCmn	-12	-13	-14	-13	-12
Headcount & Diversity	Actual Headcount	AC	#	1 349	1 350	1 348	1 348	1 349
	Nationalization (%)	AC	%	99.6%	99.6%	99.6%	99.5%	99.5%
	% of Female Employed	AC	%	36%	37%	36%	37%	36%
	% of Female in Senior Management	AC	%	18%	18%	18%	18%	17%
Attrition	Employee attrition %	AC	%	1%	0%	0%	0%	0%
	Attrition in key roles (FTE+TE, contr)	AC	#	5	1	2	3	0
People and Culture	Employees with IDP, %	AC	%	0%	0%	0%	0%	0%
	Training hrs / employee	AC	#	2.0	0.7	1.5	1.0	0.4

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Cost of Sales

Cost of Sales

Cost of Sales, LC '000	03-24	Avr-24					YTD 2023	YTD 2024				Full Year 2024			
	Actual	Actual	Bud	Variance	MoM	YoY	Actual	Actual	Budget	Variance	YoY	3+9 view	Budget	vs BU	YOY
Domestic Interconnect	-3 450	-3 525	-3 088	14.2%	2.2%	-10.2%	-16 287	-14 176	-12 367	14.6%	-13.0%	-43 581	-38 725	-12.5%	12.5%
Cost per Minute of Domestic Interconnect	0.009	0.009	0.009	-1.5%	0.6%	9.6%	0.010	0.009	0.009	-1.3%	10.6%	0.009	0.009	0.0%	11.0%
International Interconnect	-674	-650	-622	4.5%	-3.6%	-19.5%	-2 898	-2 550	-2 480	2.8%	-12.0%	-7 808	-7 882	0.9%	7.6%
Cost per Minute of International Interconnect	0.70	0.62	0.66	5.9%	11.7%	5.0%	0.70	0.63	0.66	3.7%	9.2%	0.65	0.66	0.7%	-9.3%
SMS Interconnect	-71	-76	-68	12.2%	7.4%	-12.4%	-311	-233	-270	-13.9%	-25.1%	-809	-849	4.7%	26.5%
Cost per SMS of Interconnect	0.004	0.004	0.004	0.3%	-4.7%	-11.2%	0.004	0.003	0.004	24.4%	11.9%	0.004	0.004	7.7%	6.3%
Roaming Cost	-2 151	-1 589	-1 622	-2.1%	-26.2%	42.8%	-4 874	-7 417	-7 582	-2.2%	52.2%	-23 174	-23 174	0.0%	-11.4%
% Roaming Revenue	630%	611%	718%	107.0%	19.1%	-159.1%	463%	629%	828%	199.2%	-166.1%	576%	1242%	666.3%	114.4%
Content Cost	0	0	0	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Commission on Recharge Cards	-3 628	-3 645	-3 119	16.9%	0.5%	5.9%	-12 935	-13 766	-12 824	7.3%	6.4%	-40 985	-38 813	-5.6%	0.4%
% of Prepaid Revenue	6%	6%	5%	-0.7%	0.3%	-0.1%	5.2%	5.5%	5.2%	-0.3%	-0.3%	5%	5%	-0.3%	0.0%
Equipment Cost	-8 084	-7 557	-7 819	-3.4%	-6.5%	-16.8%	-34 257	-34 130	-31 444	8.5%	-0.4%	-111 980	-101 950	-9.8%	2.1%
% of Handset Revenue	92%	92%	93%	1.2%	0.3%	0.4%	93%	92%	93%	1.3%	1.0%	91%	93%	1.8%	1.7%
Other / SAC	-7 047	-6 645	-6 148	8.1%	-5.7%	13.8%	-23 086	-27 437	-24 497	12.0%	18.8%	-81 760	-75 725	-8.0%	-12.5%
Other per Gross Adds	17	17	17	-3.3%	0.1%	0.9%	68	16	17	10.7%	77.1%	17	17	1.3%	-30.0%
Total Cost of Sales	**-25 105**	**-23 687**	**-22 487**	5.3%	-5.6%	-2.5%	**-94 648**	**-99 708**	**-91 465**	9.0%	5.3%	**-310 096**	**-287 119**	**-8.0%**	**-0.6%**
Equipment Subsidy															
Revenue from Equipment Sale	8 784	8 243	8 417	-2.1%	193.8%	-16.5%	37 000	37 269	33 859	10.1%	0.7%	123 160	110 007	-12.0%	0.3%
Equipment Cost	-8 084	-7 557	-7 819	-3.4%	-6.5%	-16.8%	-34 257	-34 130	-31 444	8.5%	-0.4%	-111 980	-101 950	-9.8%	2.1%
Subsidy (Revenue - Cost)	0	0	0	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%		0	0.0%	0.0%
Other / SAC															
Dealer Commission on Activation (Post IFRS 15)	-4 040	-4 019	-3 676	9.3%	-0.5%	22.2%	-13 115	-15 979	-14 672	8.9%	21.8%	-48 731	-44 234	-10.2%	-17.8%
Dealer Commission on Activation (Pre IFRS 15)	-3 369	-3 100	-3 393	-8.6%	-8.0%	13.4%	-13 244	-15 670	-13 200	18.7%	18.3%	-47 758	-41 304	-15.6%	7.9%
Per Gross Add (Pre IFRS 15)	8.2	8.0	9.2	12.7%	2.5%	1.2%	8.2	8.9	9.4	5.4%	-8.6%	9.9	9.3	-6.1%	-7.5%
Other Commissions	-851	-941	-884	6.4%	10.5%	9.7%	-3 413	-4 228	-3 688	14.7%	23.9%	-12 854	-11 345	-13.3%	-16.4%
SIM Card Costs	-645	-655	-433	51.4%	1.6%	34.1%	-1 670	-2 487	-1 652	50.5%	49.0%	-5 854	-5 190	-12.8%	-1.4%
Other SAC															
Other / SAC 1	-7	-63	-54	16.2%	795.3%	104.6%	-102	-177	-211	-16.4%	73.1%	-846	-727	-16.4%	-54.2%
Other / SAC 2	-72	-75	-68	10.4%	4.0%	74.7%	-298	-208	-236	-11.6%	-30.2%	-1 145	-1 180	2.9%	8.6%
Other / SAC 3	-1 431	-893	-1 033	-13.6%	-37.6%	-20.9%	-4 488	-4 358	-4 038	7.9%	-2.9%	-12 330	-13 049	5.5%	2.6%

Key Insights & Initiatives

- Domestic interconnect: positive impact of MTR reduction (-13% interco costs YoY)
- Domestic interconnect cost higher than Budget driven by higher traffic than AOP
- YTD international interconnect lower than Budget driven by lower Traffic than initial Plan

✓ Dealer commission on recharge exceeding Budget driven by higher spending prepaid Revenue than estimated

✓ Dealer commission on Activation +8,9% more than AOP due to higher Gross Adds (+4,6% YTD)/gap will be disappearing in the coming months with GA quality improvement actions (implemented as of February 2024)

ooredoo

OPEX

OPEX, LC'000	03-24	Avr-24					YTD 2023	YTD 2024				Full Year 2024			
	Actual	Actual	Bud	Variance	MoM	YoY	Actual	Actual	Budget	Variance	YoY	3+9 view	Budget	vs BU	YOY
Network Maintenance & Utilities	-6 636	-6 561	-6 504	0.9%	-1.1%	13.8%	-21 625	-25 832	-26 018	-0.7%	19.5%	-78 608	-78 717	0.1%	-10.5%
% of Revenue	6.4%	6.3%	6.4%	0.1%	0.1%	-0.5%	5.5%	6.3%	6.5%	0.3%	-0.8%	6.0%	6.2%	0.2%	-0.3%
Per Sub (Post+Pre 90d+Fixed)	1	1	1	0.5%	-0.4%	-12.8%	3	4	4	2.1%	-18.3%	11	11	-0.2%	-9.8%
Site Maintenance Cost per Site	2	2	2	0.0%	1.6%	-9.4%	8	9	9	1.6%	-14.8%	28	28	-0.1%	-7.5%
IT Operation & Maintenance	-1 945	-2 000	-1 970	1.5%	2.8%	53.8%	-6 509	-7 984	-7 878	1.3%	22.7%	-23 119	-23 635	2.2%	-18.6%
% of Revenue	1.9%	1.9%	1.9%	0.0%	0.0%	-0.6%	1.7%	1.9%	2.0%	0.0%	-0.3%	1.8%	1.9%	0.1%	-0.2%
Per Sub (Post+Pre 90d+Fixed)	0.3	0.3	0.3	-0.1%	-4.4%	-52.4%	1	1	1	0.1%	-21.5%	3	3	1.9%	-17.8%
Regulatory/Govt	-3 506	-3 266	-3 575	-8.7%	-6.9%	-7.3%	-13 409	-14 066	-14 250	-1.3%	4.9%	-44 176	-44 051	-0.3%	-7.7%
% of Revenue	3.4%	3.1%	3.5%	0.4%	0.3%	0.4%	3.4%	3.4%	3.6%	0.2%	0.0%	3.4%	3.5%	0.1%	-0.1%
Marketing & Communication	-2 205	-1 984	-1 995	-0.5%	-10.0%	-9.2%	-7 717	-7 954	-7 979	-0.3%	3.1%	-23 937	-23 937	0.0%	-13.5%
% Revenue	2.1%	1.9%	2.0%	0.1%	0.2%	0.3%	2.0%	1.9%	2.0%	0.1%	0.0%	1.8%	1.9%	0.1%	-0.1%
Per Gross Add	5	5	5	4.9%	4.7%	20.9%	5	5	6	20.5%	5.4%	5	4	-23.9%	-30.0%
Per Net Add	-23	-18	-55	-66.9%	21.8%	16.6%	-62	-42	-25	69.0%	-32.9%	1	7	87.1%	99.1%
Retention	0.00	0.00	0.00	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
Billing & Collection	-1 129	-2 042	-1 123	81.9%	80.9%	56.4%	-37 706	-5 852	-4 370	33.9%	-84.5%	-15 514	-14 172	-9.5%	74.7%
Per postpaid subs	1	2	1	-89.6%	-80.7%	-45.1%	9	1	1	-38.4%	85.7%	3	3.9	29.6%	43.0%
% of Postpaid Revenue	3.4%	6.4%	3.5%	-2.9%	-3.0%	-2.2%	31.5%	4.5%	3.4%	-1.0%	27.1%	3.7%	3.5%	-0.2%	12.8%
Bad debts % of Postpaid Revenue	3.4%	6.4%	3.5%	-2.9%	-3.0%	-2.2%	31.5%	4.5%	3.4%	-1.0%	27.1%	3.7%	3.5%	-0.2%	12.8%
Employee & Related	-11 878	-13 202	-11 969	10.3%	11.1%	7.8%	-47 418	-49 642	-49 658	0.0%	4.7%	-152 001	-145 899	-4.2%	-8.5%
% of Revenue	11.5%	12.7%	11.8%	-0.8%	-1.1%	-0.4%	12.1%	12.1%	12.5%	0.4%	0.0%	11.6%	11.5%	-0.1%	-0.4%
Other G&A	-11 132	-9 672	-9 082	6.5%	-13.1%	-1.8%	-39 480	-36 616	-34 650	5.7%	-7.3%	-115 902	-108 725	-6.6%	1.1%
% of Revenue	10.8%	9.3%	9.0%	-0.3%	1.5%	0.6%	10.1%	8.9%	8.7%	-0.2%	1.2%	8.8%	8.5%	-0.3%	0.5%
Total Operational Expenses	**-38 430**	**-38 728**	**-36 217**	6.9%	0.8%	7.1%	**-173 863**	**-147 946**	**-144 804**	2.2%	-14.9%	**-453 258**	**-439 137**	**-3.2%**	**3.8%**

Key Insights & Initiatives

- Total Opex exceeding Budget by 2,2% driven by the combined effects of:

✓ Bad debts: additional bad debts in April driven by suspension of 4Box at the end of month

✓ Other G&A:

- +0.8 m admin security : due to government decision to increase security agent wages
- +0.7m Nitro impact

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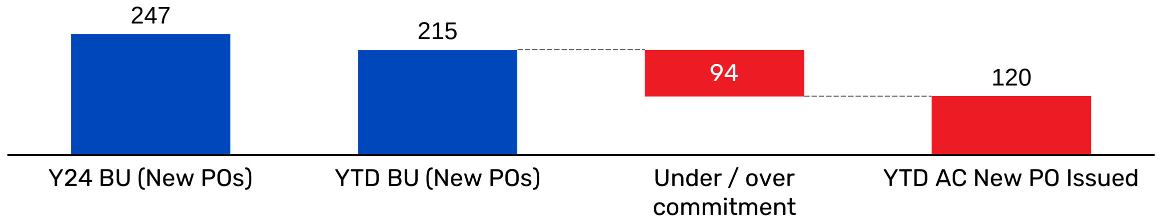
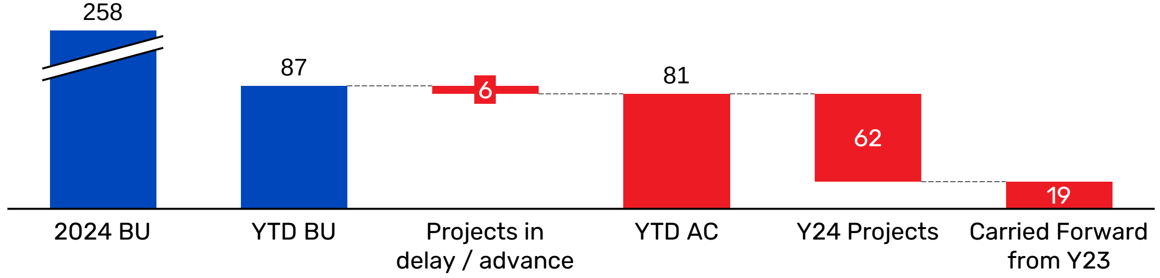
Classification : **Confidential**

CapEx Status YTD

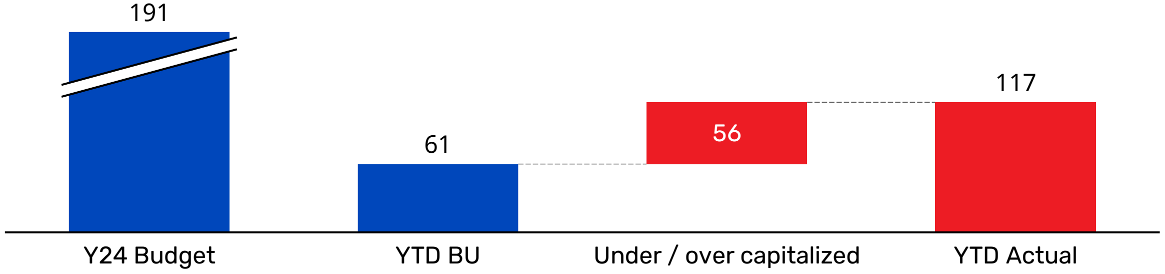
Commitment

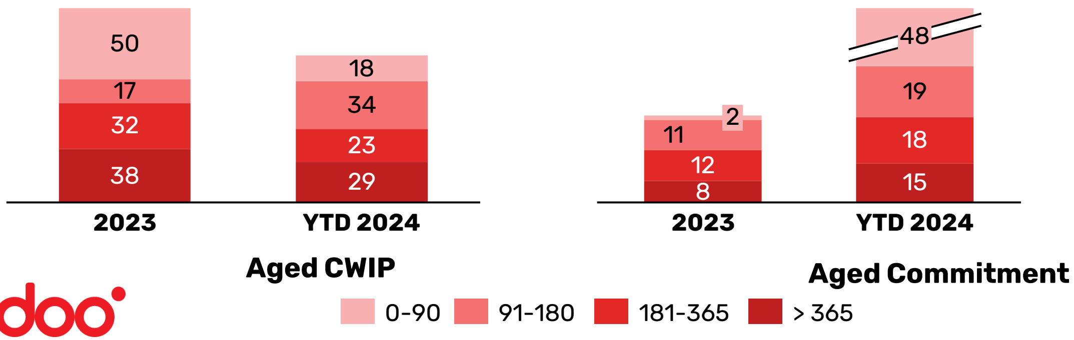


Spent



Capitalized





Key messages:

Commitment :

Ktnd	YTD Planned	YTD Actual	Var.	
Submarine Cable	18 000	783	17 217	Major PO issued in 12/2022
FTTN	15 840	2 392	13 448	RFP Ongoing for Optical fiber Civil Works
Core Swap	34 276	21 257	13 019	Project in progress
B2B OF	9 692	3 868	5 824	RFP Ongoing for Optical fiber Civil Works
B2B CPE	5 434	1 088	4 346	Project in progress
IT Projects	10 479	4 860	5 620	Projects in progress
FTTH	8 779	4 219	4 561	RFP Ongoing for Optical fiber Civil Works
IPMPLS	5 905	1 614	4 290	RFP Ongoing
FWA	41 282	14 191	27 091	Projects in progress
Others	65 056	65 929	-874	
	214 743	**120 201**	**94 542**	

Aged CWIP >360 days		
Project Name	**Value in LCm**	**Reasons for delay**
Radio Access Network	7,7	Accessories & cables for Radio sites (to be capitalized when sites put on air)
Transmission	4,0	Equipement for trasmission (versatile IF Board, RTN)
Sites Civil Works	3,0	Capitalization following site on air date
Core	2,4	Core Equipementt and services
CPE Commercial	2,3	Anticipating delivery of Full year needs to avoid shortage
Power	1,8	Power equipment & accessories for sites
B2B	1,3	Capitalization following B2B site on air date
RAN Tools	1,3	SNP Project
IT	2,2	Mainly IT Serivces to be activated on service date
Labor Cost	0,7	Ongoing Technical Projects
Optical Fiber	1,2	Optical Fiber Services ongoing & accessories
Others	0,6	
Total	29	

Aged Commitment >360 days		
Project Name	**Value in LCm**	**Reasons for delay**
Submarine Cable	6,1	Services for deployment
OF Projects	4,2	CPE for B2B
Core	1,1	Multiple Year Projects for Digital
B2B	1,0	Services for deployment Fiber
Sites Civil Works	0,8	Submarine Cable
IPMPLS / WDM	0,9	Pending Core Services
Others	0,7	
Total	14,8	

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2024 Projects

Project name	CAPEx budget (LCm)	YTD CAPEx budget (LCm)	YTD CAPEx Spent (LCm)	Var.
Submarine Cable	18 000	18 000	10 192	-7 808
FTTN	15 840	7 920	2 505	-5 415
B2C BOX	27 091	14 541	10 528	-4 014
New sites	18 881	11 782	9 341	-2 441
B2B	15 127	4 696	2 350	-2 346
Non-Tech CAPEX	19 731	6 577	5 585	-992
RAN Tools	1 141	652	89	-563
BACKBONE	1 470	577	112	-465
SMALL CELLS	1 275	734	741	8
FWBA	42 249	1 276	1 692	417
Ran Sharing	1 766	1 003	1 642	640
IT Projects	14 846	3 266	4 152	886
IPMPLS & WDM	9 402	0	1 055	1 055
FTTH	8 779	2 474	4 904	2 430
Others Network	14 168	4 948	8 025	3 077
4G Projects	7 314	2 235	5 957	3 722
Core	41 056	6 192	12 369	6 177
Total	258 136	86 871	81 240	-5 632

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Strategic Programs and Project Updates

	Key Updates:	Risks and Opportunities :
SIGNAL	• Daily workshop with TASC teams on the transition plan • Discussion triggered on aligning the organizational structure • Lobbying & advocacy strategies deployed at highest level to secure the political Go	• Post separation challenges to occur • Agreement on a fit to purpose organizational structure • Delay in the political Go
NITRO	• Assets separation done, and Nitro Tunisia [THS-Tunisia Hyperscale Solutions] is owning the assets • Bilateral invoicing started • First vendors payment done • Ongoing managing operations by OT team under the TSA agreement • Ongoing discussion with Tunisie Telecom to fiberize one of THS's DCs to make it career neutral, a perquisite to get extra tenants.	• Ongoing amendment to the Assets transfer Agreement to mitigate some tax risk of qualification of the operation • THS does not have proper ERP yet, its POs, payments are all done through Excel and paper formats – human intervention • Need soon to have proper office for THS, and a minimum staff to mitigate tax risk as THS is benefitting for a better tax plan than Telcos
Data Management	• Ongoing delivery of the 4 data maturity initiatives defined for 2024, All initiatives are currently on-track	• Technical optimizations will allow earlier delivery of BI data to all stakeholders (reports, CVM…) • Technical challenges in the automation of the network KPIs
Managed Services	• **Project Milestone 1** : Project Initiation under O25 OG Strategy : Q4-2022 • **Project Milestone 2** : RFP Launch: Q1-2023 • **Project Milestone 3** : Vendor Selection by OG: Jan 2024. • **Project Milestone 4** : Kickoff Meeting with OT: 14-15 Feb 2024. • **Project Milestone 5** : Budget alignment & Board Validation: Forecast W3-May 2024 • **Project Milestone 6** : Contract Signature: Forecast end of May 2024	• Delays in shipment & Delivery • Regression of our services during the transition period (integration of the new tools, settlement of the new processes)

SIGNAL

RAG Status

Start Date	Planned Completion %	Status Justification
Jan 2021	100%	Preparatory work to carve out OT's towers assets has been accomplished. Readiness ratio is around 70% of OT's sites ready to be transferred Daily workshops since Jan 2024 with TASC teams on the transition plan Waiting for the political Go to trigger the separation
End Date	**Actual Completion %**	
Dec 2024	95%	

Objectives/Business Benefit

Project Objectives

Milestones

Milestone	Status
Preparatory phase	100%
Duediligence	100%
Pitches to potential partners and selection	100%
Transition plan with the selected partner TASC	Ongoing – 75%
Poltical Go to trigger the assets transfer	Waiting for

Issues and Risks

- The guidance form Presidency of the Republic to ICT Minister is to go for an amendment of the existent Telecom ACT, by introducing and authorizing the passive infrastructure separation and business.
- The risk is that it make take long time to materialize
- Lobbying strategy being deployed by OT using multi channels and at all levels

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25
Tentative political Go as a trigger to the transfer															
Transition plan preparation with TASC															

NITRO

RAG Status

Start Date	Planned Completion %	Status Justification
Jan 2023	100%	Carveout done and separation of the datacenter assets into a stand alone company fully owned by OG is done as well
End Date	**Actual Completion %**	
March 2024	100%	

Objectives/Business Benefit

Project Objectives

Milestones

Milestone	Status
Preparatory phase	100%
Duediligence	100%
Pitches to potential partners and selection	100%
Separation into a stand alone company 100%-owned by OG	100%
OT managing NITRO operations	ongoing

Issues and Risks

- Tunisia Hyperscale Solutions has to establish its own HQ, and have its staff quickly to avoid risk with tax administration that might requalify the overall operation as a tax evasion.
- THS benefitting from a better tax plan than Ooredoo
- Mohamed Abbes appointed as interim Country Manager is managing with OT teams using Excels and paper formats as THS has not yet proper ERP system, which is a risk as it is a human control.
- Need to clarify the ambition for THS in Tunisia, we have opportunities to either upgrade existent assets to a TIER III or to build a brand new DC

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25
Full separation															
OT managing THS operations															

Data Management

RAG Status

Start Date	Planned Completion %	Status Justification
01/01/2024	35	On-track progress toward the execution of the 4 initiatives to be delivered in 2024 as per the outcome of the data maturity assessment
End Date	**Actual Completion %**	
31/12/2024	35	

Objectives/Business Benefit

The Data Maturity Assessment for Technology addresses the Data engineering including people, process and technology for opco's to then formulate plans to standardize the environments and operations

Milestones

Enable Self Service BI / Semantic Layer	
Enhance Reporting data availability to 6	
End users accepts ML/DataScience environment	
Deliver performance KPIs automation scope as defined across the year	

Issues and Risks

- Technical challenges in the automation of the network KPIs (some KPIs are manually calculated)

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25
Enable Self Service BI / Semantic Layer															
Enhance Reporting data availability to 6															
End users accepts ML/DataScience environment															
Deliver performance KPIs automation scope as defined across the year															

Network Operations Managed Services Project

RAG Status

Start Date	Planned Completion %	Status Justification
Jun-2024		The Vendor will provide Ooredoo with its powerful platforms, in addition to its proven worldwide experience in managing such challenges, will strengthen both our Network Operations Centres and Service Operations Centres - the cornerstones of our daily operations - ensuring superior network performance and customer experience and satisfaction It gives us access to an extensive range of tools and processes, enriched with cutting-edge AI and Automation technologies, keeping us at the forefront of technological evolution
End Date	**Actual Completion %**	
May -2029		

Objectives/Business Benefit

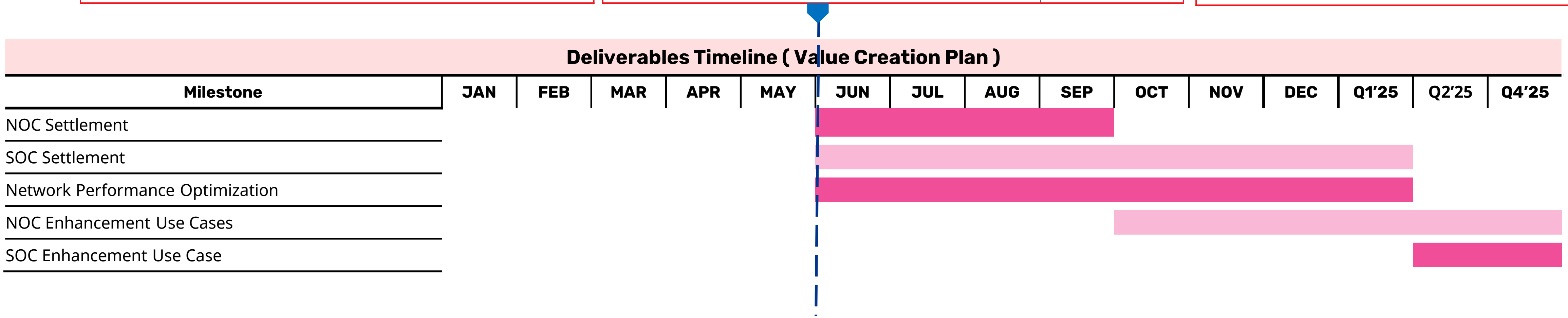
Project Objectives
Over 5 Years

Network Operations Transformation, aiming to upgrade the customer experiences, to achieve operational excellence, and unlock new growth avenues.

Milestones

Milestones	
NOC Settlement	0%
SOC settlement	0%
Network Performance Optimization	0%
NOC Enhancement Use Cases	0%
SOC Enhancement Use Case	0%

Issues and Risks



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- Q&A and deep dives

COMMERCIAL

CONSUMER

BUSINESS SERVICES

B2B

WHOLESALE

FINANCE

RAFM

TECHNOLOGY

STRATEGY

TRANSFORMATION

LEGAL

REGULATORY

SOURCING

HR

- Q&A and deep dives

OPEN ACTIONS / WATCH OUT POINTS:	INITIATIVES THAT NEED WAVE ACTIONS:

THANK YOU

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