

MONTHLY REVIEW

Ooredoo Kuwait

April 2024



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Management Monthly Overview

Monthly snapshot

April'24 Service Revenue of KD 16.6m is higher by KD 0.5m compared to AoP and is higher by KD 1.2m compared to last year.

April'24 Gross Margin of KD 13.2m is higher by KD 0.1m/0.8% compared to AoP and is higher by KD 0.8m/6.6% compared to last year.

April'24 EBITDA of KD 7.0m is higher by KD 34k/0.5% compared to AoP and is higher by KD 1.9M/36.5% compared to last year.

Key focus areas for next Month

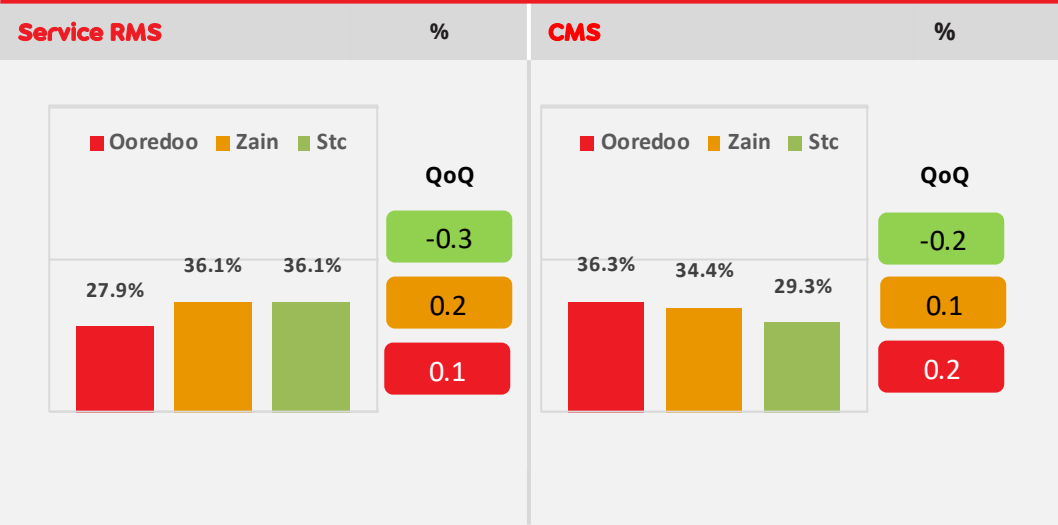
- Finalize the System Integrators for Sales force
- Kick start the new Managed services contract with Huawei
- Align with OG transformation on the OneOoredoo Program new timelines
- Continue discussions with CITRA on new spectrum allocations for 2300 and 2600 MHZ
- Project Signal approaching critical milestones: CPA Consultation / CITRA License / CMA Approval
- Exploring potential partnerships for Ooredoo
- Strategic initiatives and actuals reporting readiness
- Engagement with OG on Market Model

Main risks and opportunities

Risk/Issue	Action	Status
Losing roaming deal with Etisalat group	Negotiating with Etisalat Group to Close the deal between them and OK with min net payout levels.	●
SAC RISK	Optimizing our own cost through seeking a lower cost model / channels like (Modern Trade / Direct to Customer model & Shop in Shop , Increasing the Phono Share).	●
IOH moving Out of the arrangement	Ensuring the deal continues by negotiation efforts also a parallel traffic to start with Cliqnet.	●

● On track ● Minor issues ● Major issues

Market status *



Last available quarter (Q1 2024)

YTD Performance Dashboard

■ Above Target ■ -0.1% to -0.5% (slightly below budget) ■ >-5% (Below budget)

Financial Performance LC '000	Customer Focus & Network Efficiency	Commercial & Digital LC '000	
Service Revenue KD 65.1M YTD target: KD 64.6M Prior YTD: KD 61.5M	NPS 52 YTD target: x Prior YTD: x	B2C Revenue (excl. Wholesale) KD 53.8M YTD target: KD 53.3M Prior YTD: KD 50.9M	Ooredoo App. Users 82.6% YTD target: x Prior YTD: x
Ebitda 24.2% YTD target: 32.7% Prior YTD: 30.3%	Facebook Market Share x YTD target: x Prior YTD: x% Not available	B2B Revenue (excl. Wholesale) KD 9.7M YTD target: KD 9.8M Prior YTD: KD 9.4M	4G Act. data subs. Penetration to Smartphones 54.0% YTD target: x Prior YTD: x
FCF (Free Cash Flow) KD 17.4M YTD target: KD 21.7M Prior YTD: KD 21.1M	Excellent Consistency (Network) 75.2% Target: 65%	Core Consistency (Network) 91.7% Target: 85%	Digital Services Revenue KD 4.3M YTD target: KD 4.4M Prior YTD: KD 3.9M
CapEx (Committed/Spent) KD 4.4M/KD 4.1M YTD target: KD 9.4M/KD 6.3M Prior YTD: KD 5.4M/KD 3.2M	Key insights • Ooredoo App. Users includes both App and Web Users		

LC Mn

P&L Statement	Mar-24	Apr 2024					YTD 2024				Full Year 2024		
	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY	3+9 view	vs BU	YOY
Revenue	21.7	24.5	21.1	16.2%	12.8%	18.5%	88.7	85.7	3.5%	10.5%	263.6	-0.8%	7.2%
Service Revenue	16.3	16.6	16.0	3.3%	1.8%	7.8%	65.1	64.6	0.8%	5.9%	196.6	-1.4%	3.0%
<i>Serv. Rev. % of Total Rev.</i>	74.9%	67.7%	76.1%	-8.5%	-7.3%	-6.7%	73.4%	75.3%	-2.0%	-3.2%	74.6%	-0.4%	-3.0%
B2C Service	13.3	13.6	13.2	2.5%	1.9%	6.4%	53.8	53.3	0.9%	5.6%	161.9	-1.2%	1.8%
Mobile Prepaid	5.8	6.3	5.4	16.1%	9.1%	13.6%	24.3	21.7	12.4%	10.5%	69.0	3.7%	-0.5%
Mobile Postpaid	7.3	7.1	7.6	-7.3%	-3.8%	0.8%	28.7	30.9	-7.1%	1.9%	90.7	-4.4%	3.8%
Fixed	0.2	0.2	0.2	3.8%	3.4%	3.9%	0.7	0.7	-0.1%	-0.8%	2.2	-7.7%	-2.9%
B2B Service	2.5	2.6	2.4	5.1%	1.3%	8.5%	9.7	9.8	-0.6%	3.1%	30.0	-3.2%	9.5%
Mobile	1.3	1.3	1.3	-1.1%	-0.4%	-10.4%	5.1	5.2	-2.9%	-11.2%	15.6	-4.2%	-5.5%
Fixed	0.8	0.9	1.0	-8.1%	16.5%	-4.7%	3.4	3.8	-11.9%	-8.6%	11.8	-3.4%	7.8%
ICT	0.5	0.4	0.2	125.1%	-18.8%	0.0%	1.3	0.7	76.8%	0.0%	2.7	5.3%	0.0%
IOT	-	-	-	0.0%	0.0%	0.0%	-	-	0.0%	0.0%	-	0.0%	0.0%
Wholesale Service	0.4	0.4	0.4	17.8%	2.5%	68.7%	1.6	1.5	8.0%	44.6%	4.7	4.4%	6.4%
Equipment Revenue	5.4	7.9	5.0	57.6%	45.6%	49.4%	23.6	21.1	11.8%	25.8%	67.0	0.8%	21.4%
Digital Serv. (Net) Rev. *	0.8	1.5	1.1	37.6%	87.4%	37.4%	4.3	4.4	-1.0%	10.2%	10.8	-17.6%	-16.8%
Cost of Sales	-8.1	-11.2	-7.9	-41.8%	-38.2%	-36.3%	-37.2	-32.8	-13.3%	-21.5%	-102.9	-0.5%	-11.9%
Service CoS	-3.1	-3.2	-3.1	-3.5%	-1.5%	-0.3%	-13.0	-12.3	-5.9%	-4.8%	-37.9	-0.1%	2.4%
Gross Profit	13.6	13.2	13.1	0.8%	-2.5%	6.6%	51.5	52.8	-2.5%	3.8%	160.7	-1.7%	4.3%
Service Gross Profit	13.1	13.4	13.0	3.2%	1.9%	9.7%	52.1	52.2	-0.3%	6.2%	158.6	-1.7%	4.4%
Gross Margin %	62.5%	54.1%	62.4%	-8.3%	-8.5%	-6.0%	58.1%	61.7%	-3.6%	-3.8%	61.0%	-0.5%	-1.7%
Service Gross Margin %	80.7%	80.8%	80.8%	0.0%	0.1%	1.4%	80.0%	80.9%	-0.9%	0.2%	80.7%	-0.3%	1.1%
OPEX	-11.5	-6.3	-6.2	-1.1%	45.4%	14.2%	-30.0	-24.9	-20.8%	-18.6%	-81.1	-7.4%	-12.5%
Tech & IT OPEX	-1.4	-1.3	-1.4	5.6%	10.0%	-28.8%	-5.0	-5.4	8.4%	-26.0%	-16.5	1.5%	-58.1%
<i>Tech. OPEX % of Total OPEX.</i>	12.4%	20.4%	21.9%	-1.4%	8.0%	6.8%	16.6%	21.9%	-5.3%	1.0%	8.4%	-13.8%	-6.1%
EBITDA	2.1	7.0	6.9	0.5%	234.9%	36.5%	21.5	28.0	-23.3%	-11.7%	79.6	-9.4%	-2.9%
EBIT	-1.4	3.5	3.2	7.1%	341.8%	130.4%	7.5	13.1	-43.2%	-25.1%	37.4	-15.0%	-3.8%
Net Profit	-3.3	1.9	1.8	4.5%	156.9%	252.6%	1.7	7.1	-75.3%	-96.2%	18.2	-23.3%	-70.6%
CAPEX	1.9	0.7	0.9	19.5%	61.7%	12.7%	4.1	6.3	34.7%	-27.1%	21.6	-16.4%	23.4%
<i>CAPEX % of Serv. Rev.</i>	11.7%	4.4%	5.7%	1.2%	7.3%	1.0%	6.3%	9.7%	3.4%	-1.1%	11.0%	-1.7%	-1.8%
<i>CAPEX % of EBITDA</i>	91.8%	10.5%	13.1%	2.6%	81.3%	5.9%	19.1%	22.4%	3.3%	-5.8%	27.1%	-6.0%	-5.8%
FCF 1 (External Reporting) *	0.2	6.2	6.0	3.5%	3538.4%	46.1%	17.4	21.7	-20.0%	-17.6%	16.6	-76.0%	-74.2%

Key Insights & Focus for next period

Apr'24 Actual Vs. Budget

Gross Revenue

- Total revenue is higher than budget by 16.2%/KD 3.4m due to higher equipment revenue by KD 2.9m, and service revenue by KD 0.5m.
- Service revenue is higher mainly due to higher VAS revenue, in-roaming revenue, ICT revenue, and outgoing calls revenue.
- Equipment Revenue is higher driven by higher HS wholesale revenue, partially offset by lower HS installment revenue, data equipment revenue, and fixed equipment revenue.

Gross Margin

- Gross margin of KD 13.2m/54.1% is higher than budget of KD 13.1m/62.4% primarily due to higher service Revenue.
- Cost of sales of KD 11.2m is higher by KD 3.3M compared to the budget of KD 7.9m mainly due to higher equipment cost by KD 3.2m, data cost by KD 0.2m, and content cost by KD 30k, partially offset by lower international interconnect cost by KD 0.1m, national interconnect Cost by KD 25k, and Roaming Cost by KD 26K.

EBITDA

- Opex is higher by KD 0.1m compared to budget and is at KD 6.3m, mainly due to higher billing/collection Cost by KD 0.2m, other G&A Cost by KD 0.1m, and Regulatory/Govt. Cost by KD 24k, partially offset by lower IT/Network Cost by KD 0.1M, marketing/advertisement cost by KD 0.1m, and Manpower Cost by KD 0.1m.
- EBITDA of KD 7.0m is higher by KD 34k compared to budget due to higher gross margin, partially offset by higher Opex.

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

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

LC mn	Mar-24	Apr 2024					YTD 2024			
	Act	Act	BU	vs. BU	MoM	YoY	Actual	Budget	vs. BUD	YoY
Total Revenue	21.70	24.48	21.07	16.2%	12.8%	18.5%	88.70	85.68	3.5%	10.5%
Service Revenue	16.27	16.56	16.04	3.3%	1.8%	7.8%	65.10	64.56	0.8%	5.9%
<i>Serv. Rev. as % of total</i>	74.9%	67.7%	76.1%	-8.5%	-7.3%	-6.7%	73.4%	75.3%	-2.0%	-3.2%
B2C Service Revenue	13.32	13.57	13.24	2.5%	1.9%	6.4%	53.77	53.28	0.9%	5.6%
Mobile Prepaid <i>(Excl. Digital)</i>	5.45	5.30	5.17	2.6%	-2.6%	8.0%	21.78	20.54	6.1%	10.2%
Mobile Postpaid <i>(Excl. Digital)</i>	7.12	6.84	7.05	-3.0%	-3.9%	0.9%	27.84	28.65	-2.8%	1.9%
Fixed <i>(Excl. Digital)</i>	0.19	0.20	0.19	3.8%	3.5%	3.9%	0.74	0.74	-0.1%	-0.8%
B2C Digital	0.31	0.31	0.37	-15.7%	0.5%	-5.9%	1.23	1.49	-17.6%	-7.4%
B2B Service Revenue	2.52	2.55	2.43	5.1%	1.3%	8.5%	9.71	9.77	-0.6%	3.1%
Mobile <i>(Excl. Digital, A2P Domestic, Bulk SMS)</i>	1.44	1.42	1.32	7.1%	-1.4%	4.2%	5.50	5.47	0.6%	-0.8%
Fixed <i>(Excl. Digital)</i>	0.85	0.87	0.85	2.3%	2.4%	11.8%	3.30	3.30	0.0%	7.5%
B2B Digital	0.23	0.26	0.25	4.0%	13.3%	23.8%	0.92	1.01	-9.2%	13.0%
Wholesale Revenue	0.43	0.44	0.38	17.8%	2.5%	68.7%	1.62	1.50	8.0%	44.6%
B2B2C Digital <i>(Incl. A2P Domestic & International, Bulk SMS)</i>	0.25	0.92	0.46	98.4%	261.3%	69.1%	2.17	1.86	16.7%	21.9%
Equipment Revenue	5.44	7.92	5.03	57.6%	45.6%	49.4%	23.60	21.12	11.8%	25.8%
Total Digital Service Revenue (B2C + B2B + B2B2C)	0.79	1.49	1.08	37.6%	87.5%	37.4%	4.32	4.36	-1.0%	10.1%
Total CoS	-8.13	-11.24	-7.93	-41.8%	-38.2%	-36.3%	-37.20	-32.84	-13.3%	-21.5%
Service CoS	-3.13	-3.18	-3.07	-3.5%	-1.5%	-0.3%	-13.04	-12.32	-5.9%	-4.8%
<i>Serv. CoS. as % of total</i>	38.5%	28.3%	38.7%	-10.5%	-10.2%	-10.2%	35.1%	37.5%	-2.5%	-5.6%
B2C Service CoS	-2.48	-2.55	-2.37	-7.6%	-2.8%	-1.9%	-10.33	-9.58	-7.8%	-4.9%
Mobile Prepaid <i>(Excl. Digital)</i>	-0.97	-0.97	-1.05	7.2%	0.1%	9.1%	-4.20	-4.12	-2.0%	-4.9%
Mobile Postpaid <i>(Excl. Digital)</i>	-1.31	-1.32	-1.13	-16.8%	-0.2%	-3.1%	-5.27	-4.67	-12.9%	-3.2%
Fixed <i>(Excl. Digital)</i>	-0.16	-0.18	-0.13	-38.4%	-11.0%	-77.9%	-0.66	-0.50	-32.0%	-43.5%
B2C Digital	-0.04	-0.09	-0.07	-22.6%	-134.9%	-48.4%	-0.19	-0.29	33.2%	28.6%
B2B Service CoS	-0.64	-0.62	-0.68	8.6%	3.5%	3.2%	-2.69	-2.66	-1.2%	-6.0%
Mobile <i>(Excl. Digital, A2P Domestic, Bulk SMS)</i>	-0.32	-0.27	-0.30	10.0%	14.1%	-23.3%	-1.28	-1.19	-7.5%	-49.6%
Fixed <i>(Excl. Digital)</i>	-0.32	-0.33	-0.37	11.4%	-3.5%	19.5%	-1.36	-1.45	5.7%	16.7%
B2B Digital	-0.01	-0.02	-0.00	-398.9%	-137.3%	-81.1%	-0.04	-0.01	-170.7%	3.5%
Wholesale CoS	-0.01	-0.01	-0.02	64.0%	4.7%	68.1%	-0.03	-0.09	65.8%	53.2%
B2B2C Digital <i>(Incl. A2P Domestic & International, Bulk SMS)</i>	-	-	-	0.0%	0.0%	0.0%	-	-	0.0%	0.0%
Equipment CoS	-5.00	-8.06	-4.86	-66.0%	-61.3%	-58.8%	-24.16	-20.52	-17.7%	-33.0%
Total Digital Service CoS (B2C + B2B + B2B2C)	-0.04	-0.11	-0.07	-40.7%	-135.3%	-53.1%	-0.23	-0.30	23.5%	25.3%

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

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

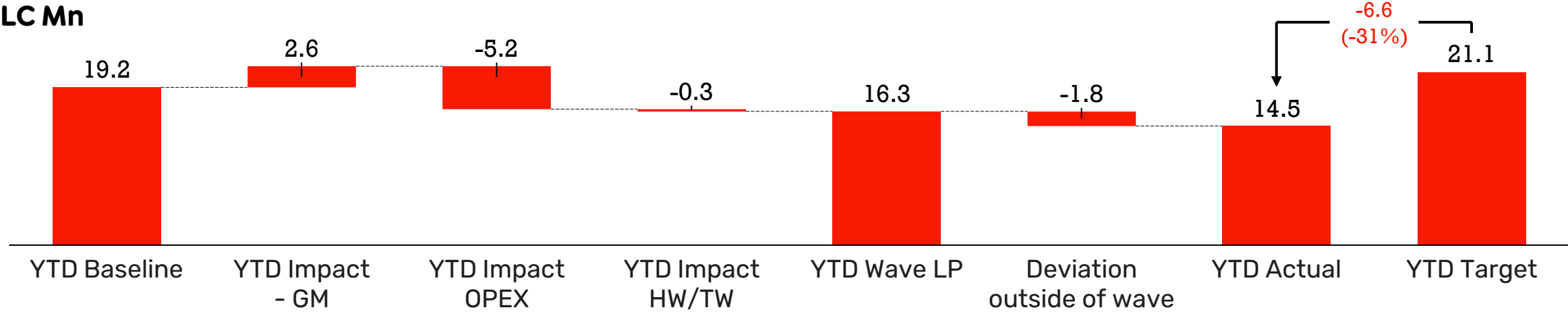
LC mn	Mar-24	Apr 2024					YTD 2024			
	Act	Act	BU	vs. BU	MoM	YoY	Actual	Budget	vs. BUD	YoY
Total GM	13.57	13.24	13.14	0.8%	-2.5%	6.6%	51.50	52.84	-2.5%	3.8%
Service GM	13.13	13.38	12.97	3.2%	1.9%	9.7%	52.05	52.23	-0.3%	6.2%
<i>Serv. GM. as % of total</i>	96.8%	101.1%	98.7%	2.4%	4.3%	2.9%	101.1%	98.9%	2.2%	2.3%
B2C Service GM	10.84	11.02	10.87	1.4%	1.7%	7.5%	43.44	43.71	-0.6%	5.7%
Mobile Prepaid (Excl. Digital)	4.47	4.33	4.12	5.1%	-3.2%	12.7%	17.58	16.42	7.1%	11.6%
Mobile Postpaid (Excl. Digital)	5.80	5.53	5.92	-6.7%	-4.8%	0.4%	22.57	23.98	-5.9%	1.6%
Fixed (Excl. Digital)	0.03	0.02	0.06	-67.9%	-35.9%	-78.0%	0.08	0.24	-66.9%	-72.1%
B2C Digital	0.27	0.22	0.30	-24.8%	-17.7%	-17.6%	1.04	1.20	-13.9%	-2.0%
B2B Service GM	1.88	1.93	1.75	10.4%	2.9%	12.8%	7.02	7.12	-1.3%	2.1%
Mobile (Excl. Digital, A2P Domestic, Bulk SMS)	1.12	1.15	1.02	12.1%	2.2%	0.5%	4.21	4.27	-1.4%	-10.0%
Fixed (Excl. Digital)	0.53	0.54	0.48	13.0%	1.8%	46.5%	1.93	1.85	4.5%	35.2%
B2B Digital	0.22	0.24	0.25	-1.8%	9.0%	21.0%	0.88	0.99	-11.8%	13.9%
Wholesale GM	0.42	0.43	0.35	23.1%	2.7%	83.5%	1.59	1.41	12.7%	50.7%
B2B2C Digital (Incl. A2P Domestic & International, Bulk SMS)	0.25	0.92	0.46	98.4%	261.3%	69.1%	2.17	1.86	16.7%	21.9%
Equipment GM	0.44	-0.14	0.17	-185.6%	-132.9%	-164.0%	-0.55	0.60	-191.6%	-191.7%
Total Digital Service GM (B2C + B2B + B2B2C)	0.75	1.38	1.01	37.3%	84.7%	36.3%	4.09	4.06	0.7%	13.2%
Total GM %	62.5%	54.1%	62.4%	-8.3%	-8.5%	-6.0%	58.1%	61.7%	-3.6%	-3.8%
Service GM %	80.7%	80.8%	80.8%	0.0%	0.1%	1.4%	80.0%	80.9%	-0.9%	0.2%
B2C Service GM %	81.4%	81.2%	82.1%	-0.9%	-0.2%	0.8%	80.8%	82.0%	-1.2%	0.1%
Mobile Prepaid (Excl. Digital)	82.2%	81.7%	79.8%	1.9%	-0.5%	3.4%	80.7%	79.9%	0.8%	1.0%
Mobile Postpaid (Excl. Digital)	81.5%	80.8%	84.0%	-3.3%	-0.8%	-0.4%	81.1%	83.7%	-2.6%	-0.2%
Fixed (Excl. Digital)	16.2%	10.0%	32.5%	-22.5%	-6.1%	-37.4%	10.8%	32.5%	-21.7%	-27.5%
B2C Digital	88.0%	72.0%	80.8%	-8.7%	-16.0%	-10.2%	84.4%	80.7%	3.7%	4.6%
B2B Service GM %	74.5%	75.7%	72.0%	3.6%	1.2%	2.9%	72.3%	72.8%	-0.5%	-0.7%
Mobile (Excl. Digital, A2P Domestic, Bulk SMS)	78.0%	80.8%	77.2%	3.6%	2.8%	-3.0%	76.6%	78.1%	-1.5%	-7.9%
Fixed (Excl. Digital)	62.5%	62.1%	56.2%	5.9%	-0.4%	14.7%	58.6%	56.1%	2.5%	12.0%
B2B Digital	96.7%	93.1%	98.6%	-5.5%	-3.6%	-2.2%	95.7%	98.6%	-2.8%	0.7%
Wholesale GM %	98.0%	98.2%	93.9%	4.2%	0.1%	7.9%	98.1%	93.9%	4.1%	4.0%
B2B2C Digital (Incl. A2P Domestic & International, Bulk SMS)	100.0%	100.0%	100.0%	0.0%	0.0%	0.0%	100.0%	100.0%	0.0%	0.0%
Equipment GM %	8.1%	-1.8%	3.4%	-5.2%	-9.9%	-6.1%	-2.3%	2.9%	-5.2%	-5.6%
Total Digital Service GM% (B2C + B2B + B2B2C)	94.4%	92.9%	93.1%	-0.2%	-1.4%	-0.7%	94.7%	93.1%	1.6%	2.5%

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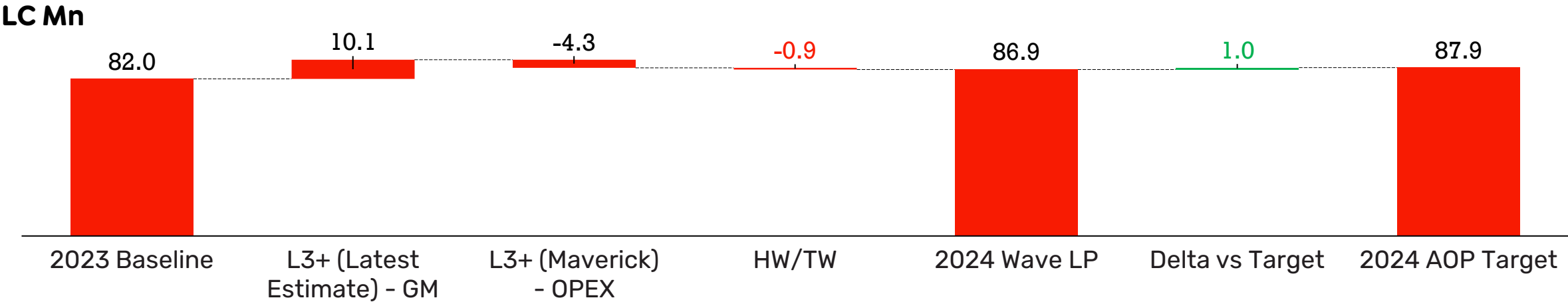
1. Executive Summary
2. **AOP Bankable Plan / Initiatives**
3. Functional updates:
 - a. Consumer
 - b. Business Services
 - c. Digital Services
 - d. Technology & IT
 - e. HR
 - f. Procurement (Quarterly Only)
 - g. Legal (Quarterly only)
 - h. ERM (Quarterly only)
4. Financials
5. Maverick Program (OpEx)
6. Capex Squads
7. Appendix *(OpCo to add additional slides if need be)*
8. Q&A

Waterfall of Initiatives

OpCo EBITDA bridge – YTD Mar-24 Performance



OpCo EBITDA bridge – FY Performance



MVA – Monthly Variance Analysis YTD Mar'24

Explored further

P&L Statement	Baseline	YTD-Month				BAU performance		YTD P&L		YTG			Comments
		Wave FC	Actuals vs Forecast	Headwinds	Wave LP	Deviations outside Wave	% Deviations	ACT	BUD	Wave FC LP	FC Target	AOP Target	Enough Initiatives in WAVE to achieve 2024 EBITDA AOP target. 2024 Initiatives will be revised in case of changes to 2024 AOP
Revenue	59.6	4.9	3.8	0.0	68.3	-4.1	-6%	64.2	64.6	268.1	265.3	265.7	
Mobile Revenue	41.9	2.2	2.5	0.0	46.6	-2.7	-6%	43.9	43.8	184.3	179.2	179.1	
B2C	37.6	1.9	3.0	0.0	42.6	-2.9	-7%	39.7	39.5	167.4	161.6	161.4	
B2B	4.3	0.2	-0.5	0.0	4.0	0.3	6%	4.3	4.3	16.8	17.7	17.7	
Fixed Revenue	3.3	0.2	-0.1	0.0	3.4	0.1	2%	3.4	3.6	15.4	15.5	15.7	
B2C	0.6	0.0	0.0	0.0	0.6	0.0	-2%	0.5	0.6	2.3	2.4	2.4	
B2B	2.8	0.2	-0.1	0.0	2.8	0.1	3%	2.9	3.0	13.2	13.2	13.3	
Wholesale Revenue	0.9	0.2	0.2	0.0	1.2	-0.1	-6%	1.2	1.1	5.2	4.6	4.5	
Equipment Revenue	13.5	2.4	1.3	0.0	17.1	-1.4	-9%	15.7	16.1	63.2	66.0	66.4	
COGS	-22.4	-3.4	-2.8	0.0	-28.5	2.6	-10%	-26.0	-24.9	-100.0	-103.4	-102.3	
Total Opex	-18.0	0.2	-5.5	-0.3	-23.5	-0.2	1%	-23.8	-18.6	-80.6	-80.6	-75.5	
EBITDA	19.2	1.8	-4.4	-0.3	16.3	-1.8	-12%	14.5	21.1	87.6	81.4	87.9	

Initiatives Performance

Top performing Initiatives

# - Name	Stage	YTD Actual vs Forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
#28407 - 2024 - NIR Amount (Prepaid)	L3 (Planned)	1.18	1.20	0.02	1.90
#28405 - 2024 - CVM through Retail (Prepaid)	L3 (Planned)	0.66	0.79	0.13	0.79
#28733 - 2024 - [Headwind] Network Maintenance (Excluding IRU)	L3 (Planned)	0.30	0.16	-0.15	-1.13
#28720 - 2024 - [Headwind] Employee and related Costs	L3 (Planned)	0.25	0.42	0.18	-0.33
#28386 - 2024 - CVM Incremental	L3 (Planned)	0.20	0.17	-0.03	0.63
#28393 - 2024 - In Roaming Revenue	L3 (Planned)	0.18	0.34	0.15	0.34
#28376 - 2024 - S&D Revamp and transformation	L3 (Planned)	0.09	0.07	-0.03	0.46
#28385 - [GR-2024]- Improve churn through AI/ML based prediction/segmentation models	L3 (Planned)	0.09	0.14	0.05	0.23
#28413 - 2024 - [OPEX Saving] Stores optimization (Own shops & Franchises), profitability of Bottom 20% Stores	L3 (Planned)	0.08	0.18	0.10	0.44
Total		3.04	3.46	0.43	3.33

Top underperforming Initiatives

# - Name	Stage	YTD Actual vs Forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
#28479 - 2024 - [OPEX Saving] Drive fraud/bad debts reduction and Other finance efficiencies	L3 (Planned)	-5.56	-5.36	0.19	-4.56
#28367 - 2024 - B2C Subsidy Optimization	L3 (Planned)	-0.49	-0.64	-0.15	0.21
#28361 - [GR-2024]- Expanding SME/SOHO base	L3 (Planned)	-0.44	-0.36	0.08	-0.12
#28364 - [GR-2024]- EPR Penetration	L3 (Planned)	-0.19	-0.11	0.08	0.13
#28387 - [GR-2024]- NBO - Device use cases	L3 (Planned)	-0.13	-0.12	0.01	-0.06
#28399 - 2024 - [COGS] S&D commission savings	L3 (Planned)	-0.08	-0.04	0.04	0.06
#28403 - 2024 - Grow Postpaid Market Share	L3 (Planned)	-0.05	-0.02	0.03	0.45
#28358 - [GR-2024] - B2B ICT Solutions & Enablement (Managed services)	L3 (Planned)	-0.03	0.01	0.04	0.53
#28381 - [GR-2024]- B2B ICT Solutions & Enablement (ICT managed LV_IOT)	L3 (Planned)	-0.01	0.01	0.02	0.22
Total		-6.98	-6.65	0.34	-3.13

Table of Contents

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2. AOP Bankable Plan / Initiatives
3. **Functional updates:**
 - a. **Consumer**
 - b. Business Services
 - c. Digital Services
 - d. Technology & IT
 - e. HR
 - f. Procurement (Quarterly Only)
 - g. Legal (Quarterly only)
 - h. ERM (Quarterly only)
4. Financials
5. Maverick Program (OpEx)
6. Capex Squads
7. Appendix *(OpCo to add additional slides if need be)*
8. Q&A

B2C - Strategic focus areas status update *

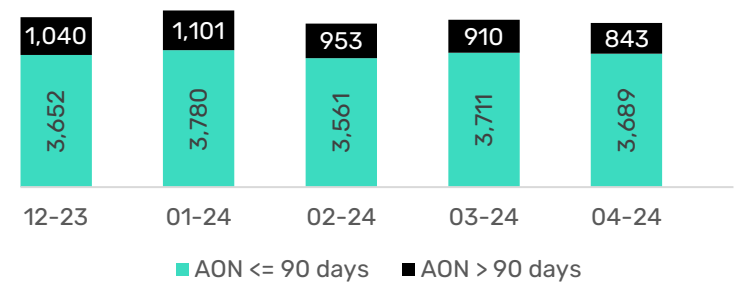
	Update (Qualitative)	Update (Quantitative)	Plan for next month
VOC	<ul style="list-style-type: none"> Unify customer communication language project in systems (WIP) – first part done Continuous monitoring of customer feedback in VOC to improve quality of Complaints, Call Center, Retail, and other touchpoints 	<ul style="list-style-type: none"> Frontline empowerment; analysis stage completed Continue project for improving Prepaid customers' network experience in congested areas as stage II Monthly discussion with BUs about VOC scores, action list if needed 	<ul style="list-style-type: none"> Frontline empowerment – identify stage Continue with Customer Experience workshop output to finalize the plan; already completed mini workshops with different BUs Focus work for main touchpoints (initiative by Customer Experience workshop); tailoring experience for customers in main touchpoints VOC close-loop continues
Data Science – Q1 Model Deliverables	<ul style="list-style-type: none"> NBO Model for Prepaid Base Proactive Customer Maintenance (PCM) Model Customer Next Model 	<ul style="list-style-type: none"> NBO Model 60 % PCM – 60 % <p>Data Science will be updated prior to review meeting</p>	<ul style="list-style-type: none"> NBO 100 % & rollout PCM – 80 % NTD -100 % & rollout
Site Monetization & DMS	<p>Site Monetization : Driving site level Expansion / Extraction & Retention to improve Customer base thus improve Opco Gross Margin</p> <p>DMS : MNP functionality on POS App got launched this month</p>	<p>Site Monetization : 115 Sites are part of Site = Factory KPI for 2024, in Apr'24 we were able to target 10 more sites from 115</p> <p>DMS : 522 POSs participated on newly launched MNP functionality in Apr'24</p>	<p>Site Monetization : Will continue to drive Site = Factory KPI</p> <p>DMS : Driving MNP through POS App and increase POS participation</p>
Multiplay (SS)	<ul style="list-style-type: none"> April'24, the Multiplay has grown at EDB basis. In Mar'24, the growth in Multiplay is mainly due to recovery from Roaming session and focused App Campaign In Feb'24 the number mainly reduced due to higher roaming and 29 day calendar day in Feb'24. 	<ul style="list-style-type: none"> Feb'24- 457519 Mar'24- 472598 Apr'24- 466255 	<ul style="list-style-type: none"> Digital campaign to drive App engaged Focused programs to drive self-care penetration Program to increase transaction on Self care to improve engagement

* Use additional slides if required for multi-play, VOC and Site=Factory.

Mobile Prepaid - Overview

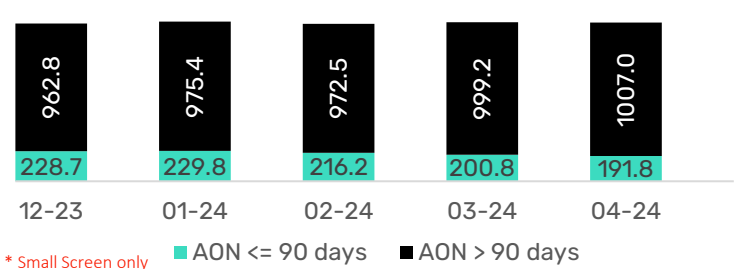
Actuals AOP

Prepaid Service Revenue (LC '000)



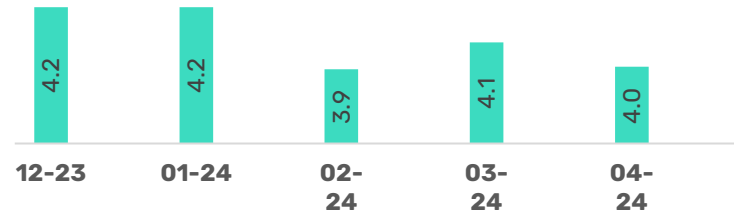
* Small Screen only (based on usage)

Customers Prepaid ('000)

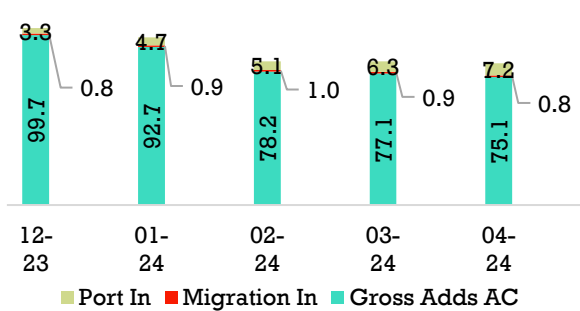


* Small Screen only

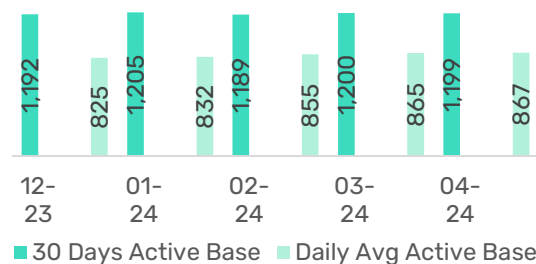
ARPU Prepaid (LC)



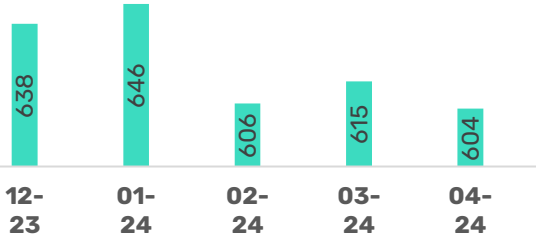
Gross Adds ('000)



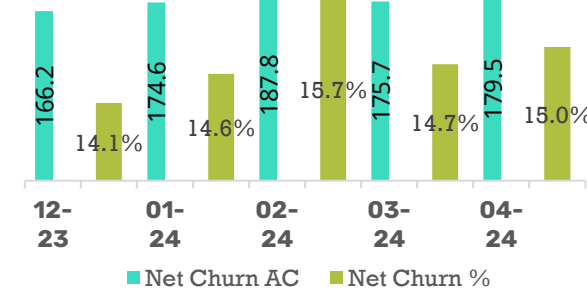
30D vs. Daily avg Active Base ('000)



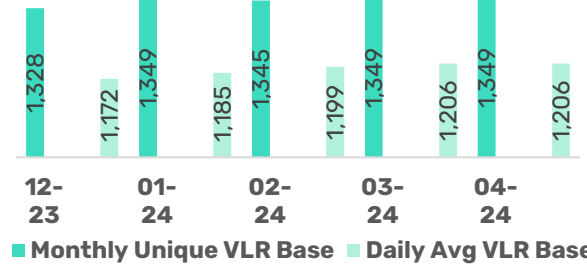
30D Recharging Customers ('000)



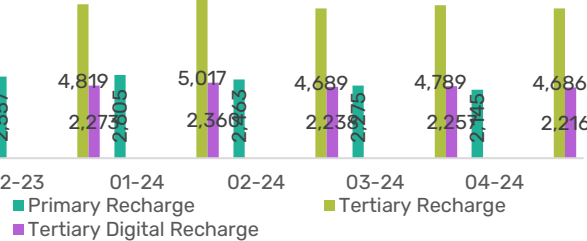
30D Churn (%)



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



Primary and Tertiary Recharges (LC '000)



Key Insights & Initiatives

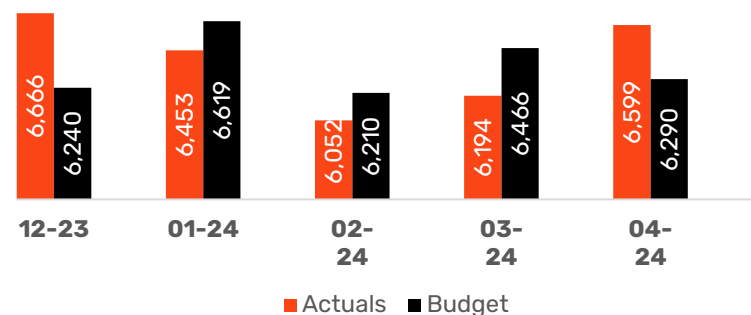
- 0.6% growth in Prepaid Revenue on EDB basis
- 81.7% overall bundle renewal, 0.5% lower vs March24
- <90Day AON : 58.1% Bundle renewal drop of 0.3%, >=90D AON 0.8% drop vs March led by competition incremental product benefits and commission schemes
- 0.3% growth in bundle Winback subscribers
- Impact on GA and MNP due to hyper aggression from competition in Products and Schemes.
- Initiatives to control churn in 4G geographies

Mobile Postpaid – Overview

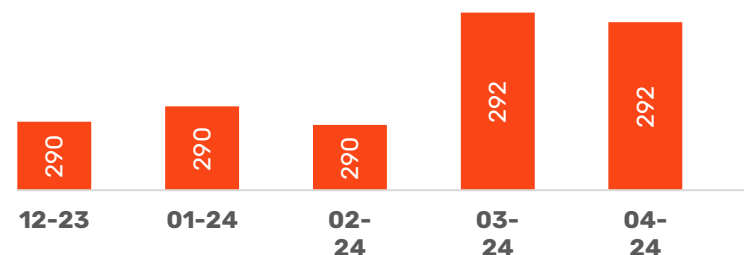
Key Insights & Initiatives

■ XXX

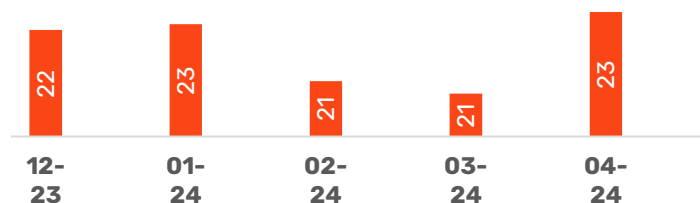
Postpaid Service Revenue (LC '000)



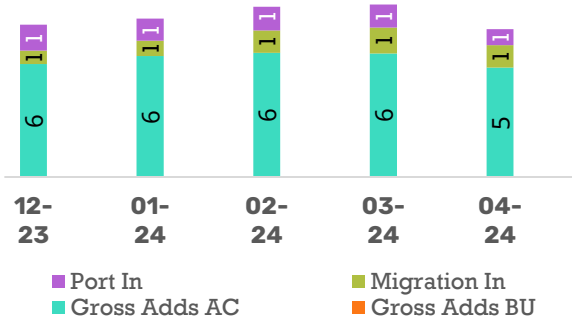
Customers Postpaid ('000)



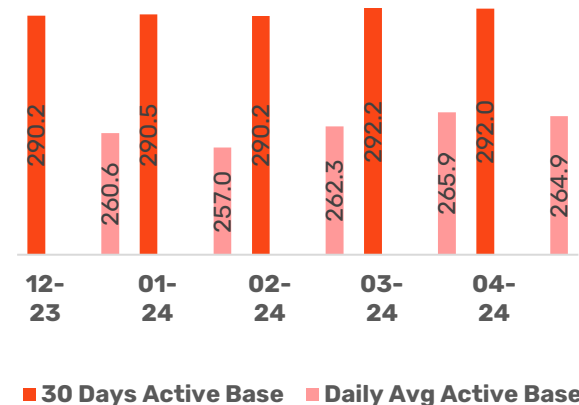
ARPU Postpaid (LC)



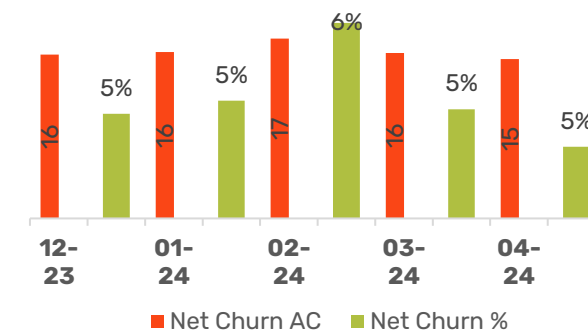
Gross Adds ('000)



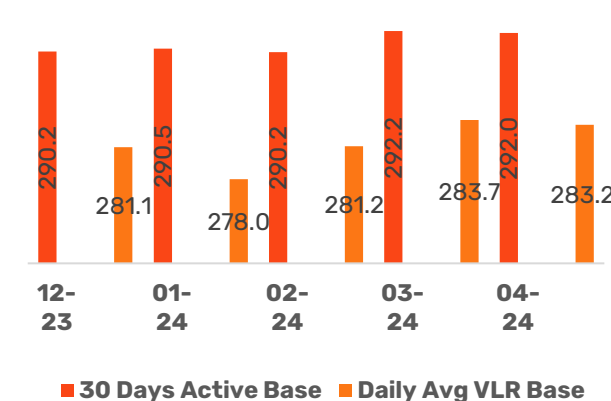
30D vs. Daily avg Active Base ('000)



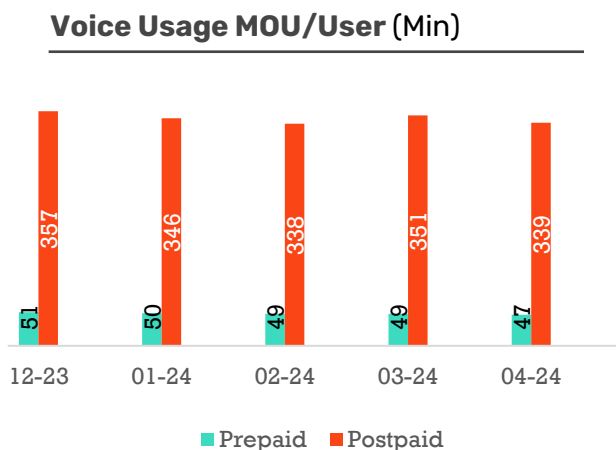
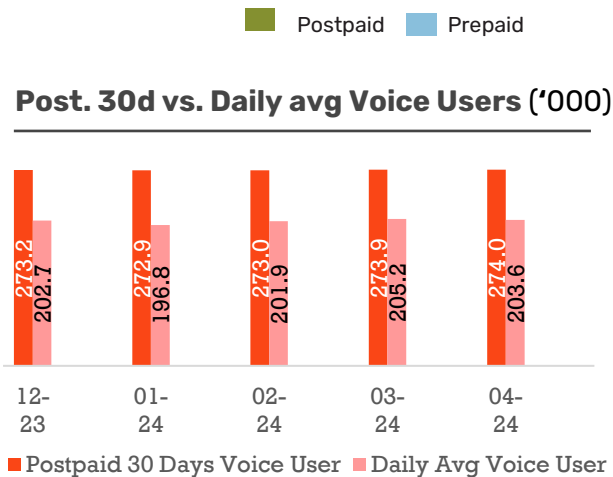
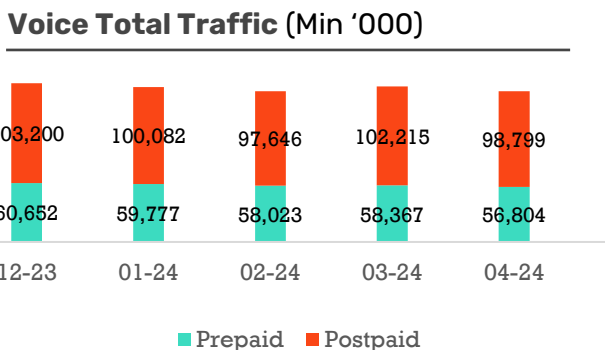
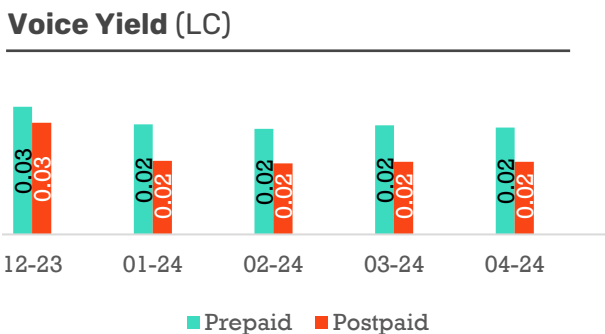
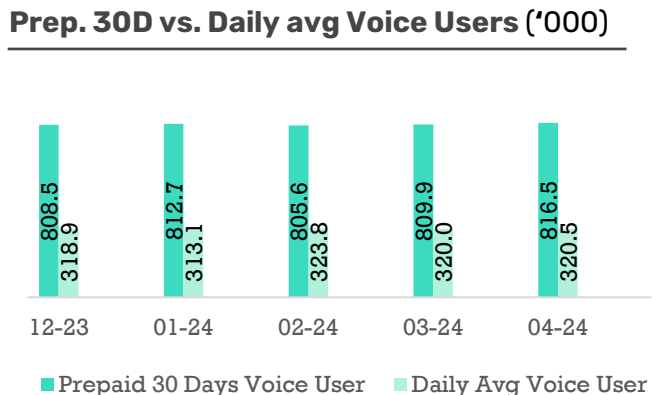
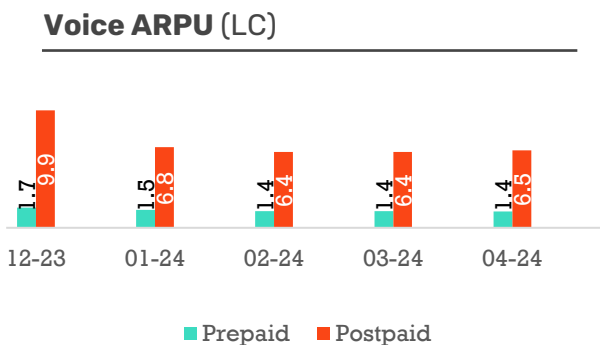
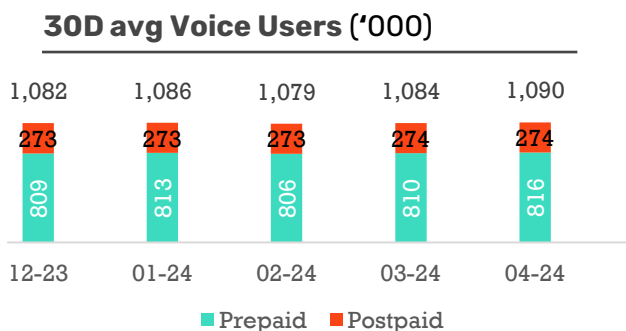
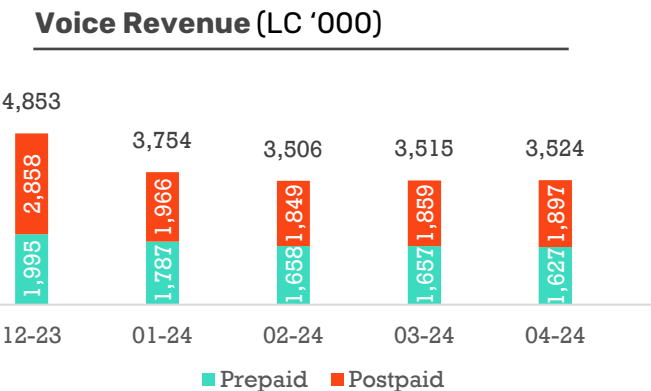
30D Churn (%)



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



VOICE Usage Breakdown – Prepaid vs Postpaid



Key Insights & Initiatives

Prepaid

- 0.6% increase in Outgoing minutes vs March24.
- 8.9k Overall Bundle net additions, highest ever bundle base at 1.03Mn.

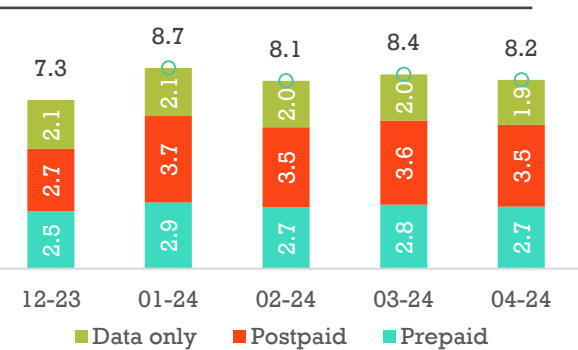
Postpaid

- XXX

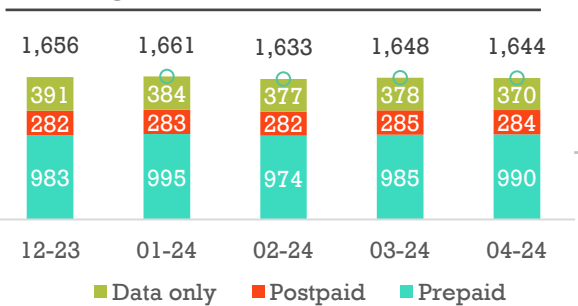
DATA Usage Breakdown - Prepaid vs Postpaid vs Data only

Postpaid Prepaid
Data only

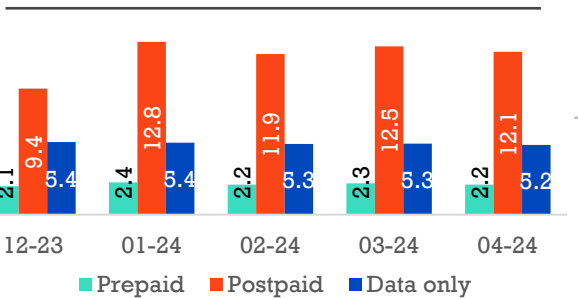
Data Revenue (LC Mn)



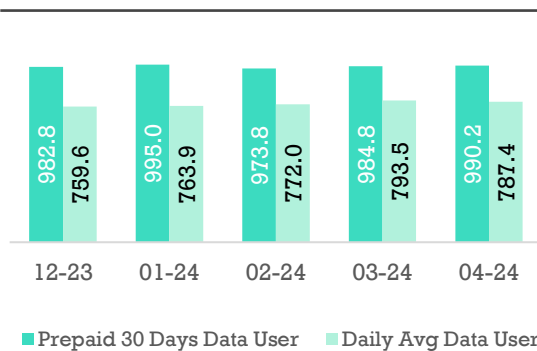
30D avg. Data Users ('000)



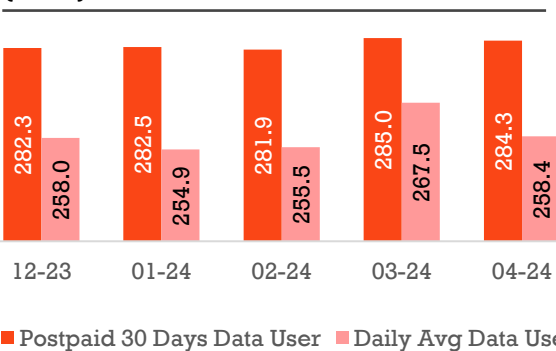
Data ARPU (LC)



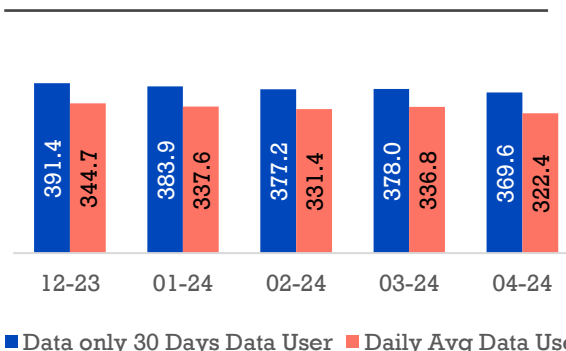
Prepaid 30D vs. Daily avg Data Users ('000)



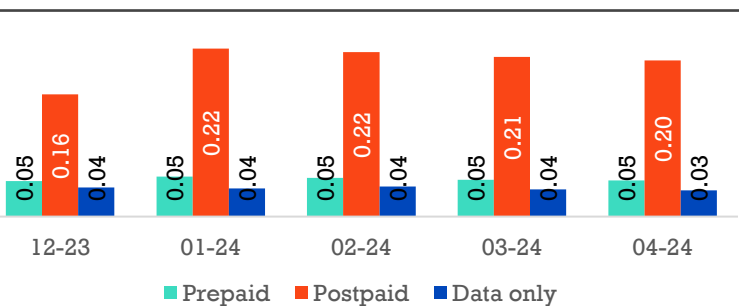
Postpaid 30D vs. Daily avg Data Users ('000)



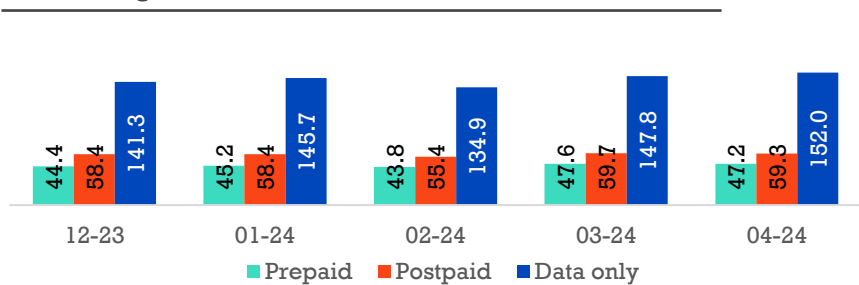
Data only 30D vs. Daily avg Data Users ('000)



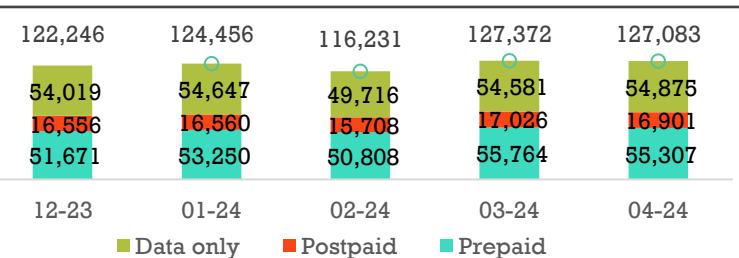
Data Yield (LC/GB)



Data Usage GB/User (GB)



Total Data Traffic (TB)



Key Insights & Initiatives

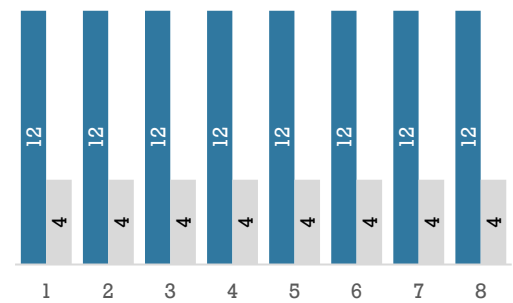
- Prepaid**
- Traffic growth in line with subscriber bundle growth, 2.5% growth
 - 5G traffic/day : (27% contribution).
 - Initiatives to drive up usage in 4G congested geographies
- Postpaid**
- XXX



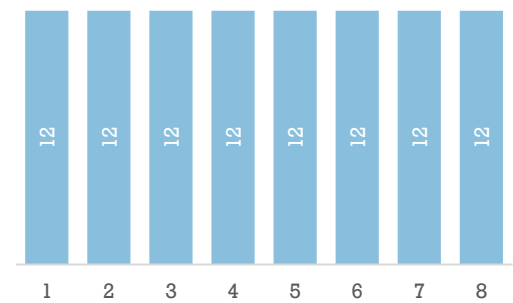
Fixed B2C overview – FWA, FTTH

FWA

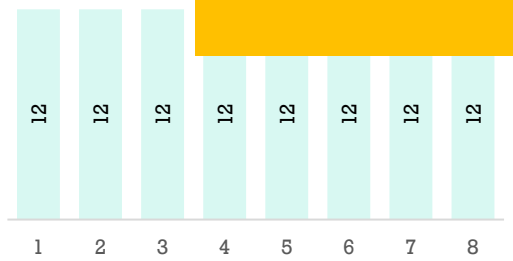
Service revenue (LC Mn)



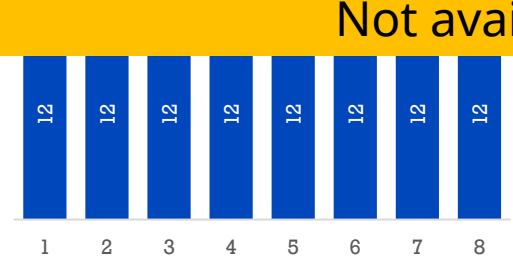
30D Active Base ('000)



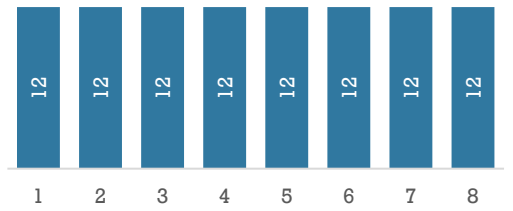
Gross Adds ('000)



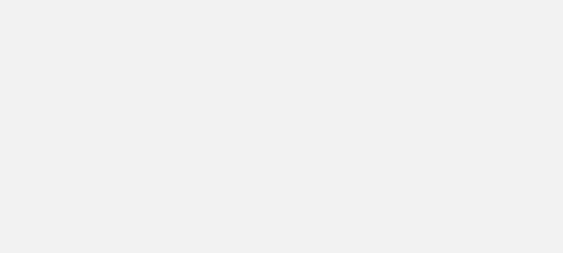
Termination ('000)



ARPU (LC)



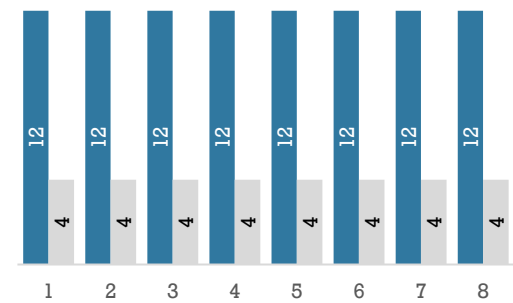
Key Insights & Initiatives



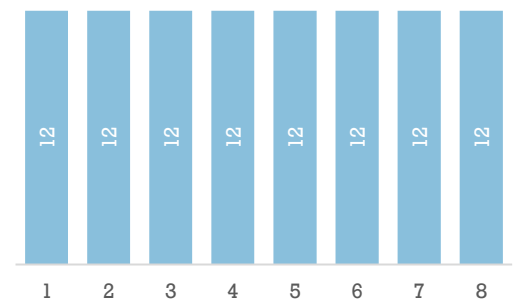
FTTH

Actuals AOP

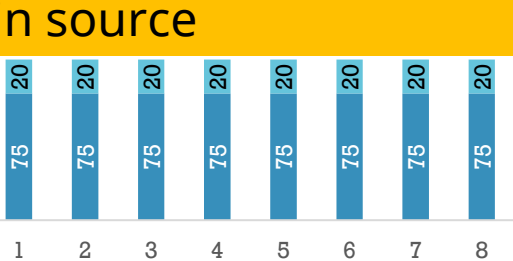
Service Revenue (LC Mn)



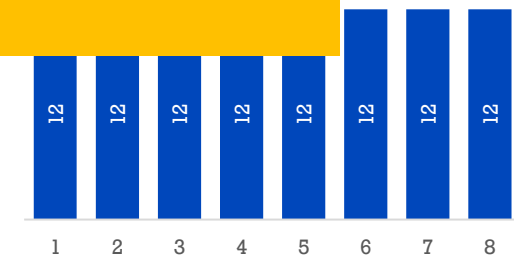
30D Active Base ('000)



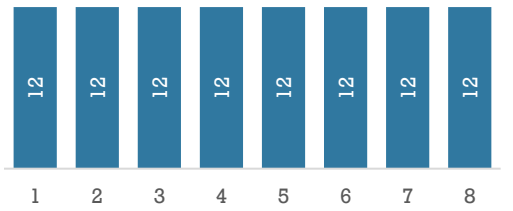
Homes Passed vs Connected ('000)



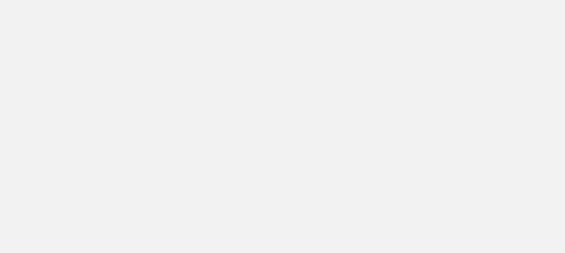
Termination ('000)



ARPU (LC)

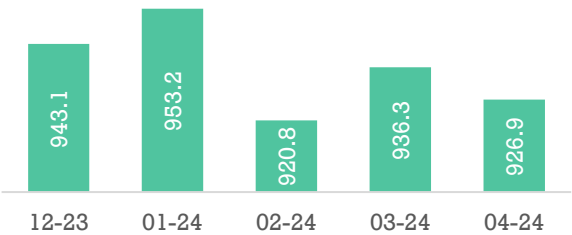


Key Insights & Initiatives

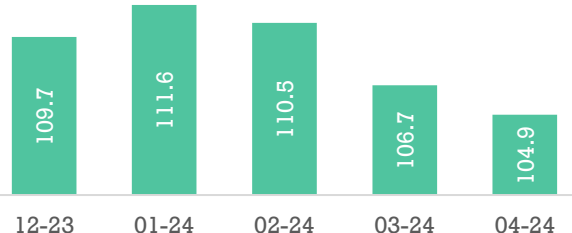


App users

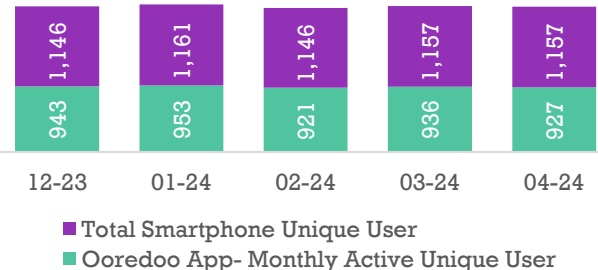
MAU, 000



DAU, 000

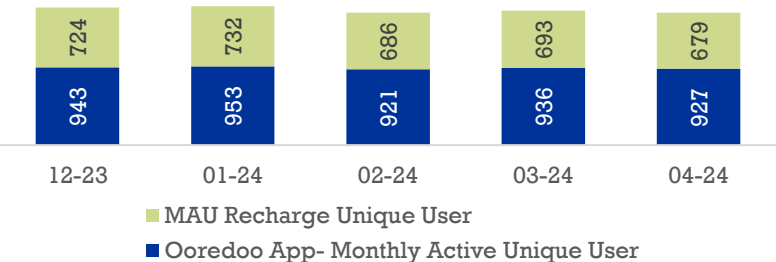


Unique users in smartph. base '000 and %

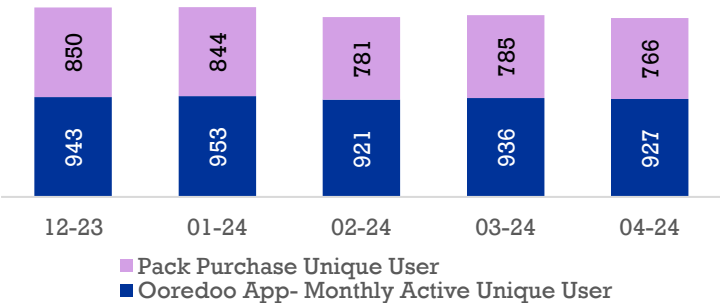


Recharge & Pack Purchases of App Users

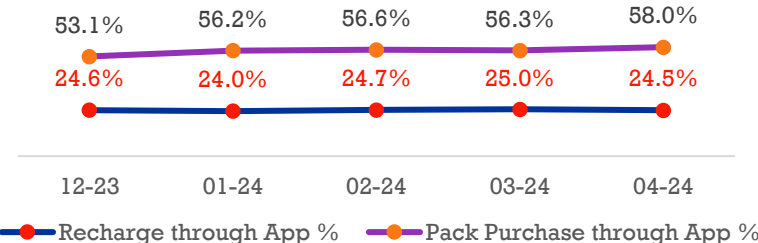
Recharg. unique users (UU)



Pack purchase UU

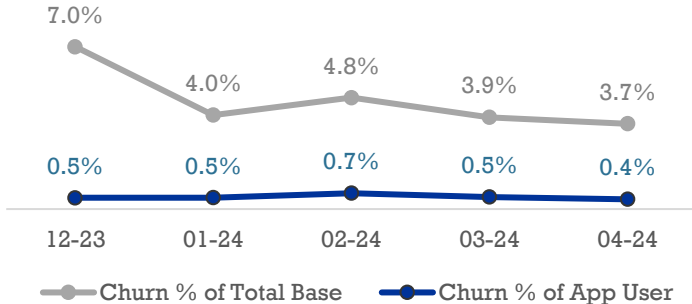


App users recharge & Pack purchase value as % of total

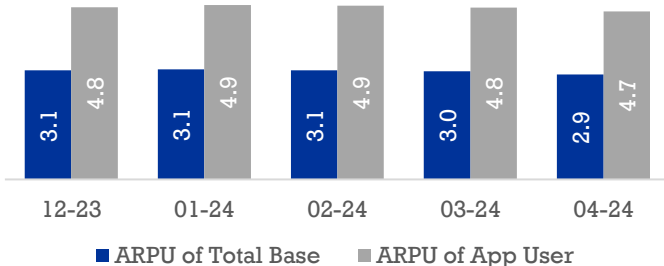


Churn & ARPU of app users

Churn % of app users vs base



ARPU of app users vs base, LC

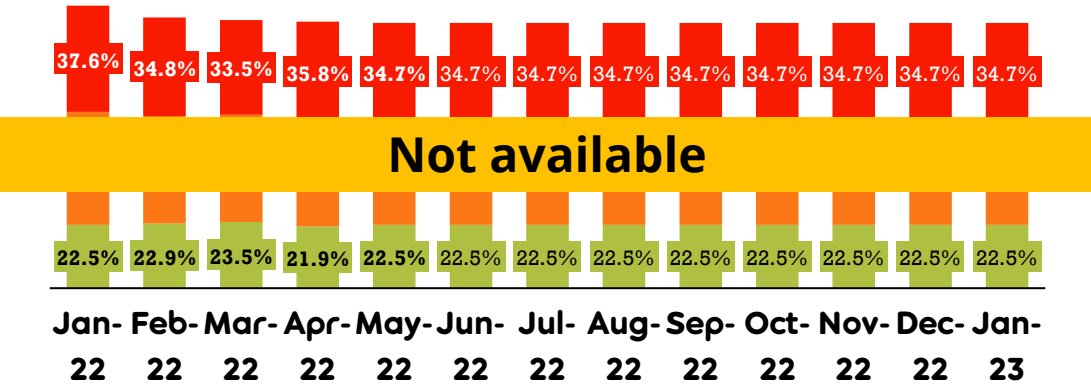


Key Insights & Initiatives

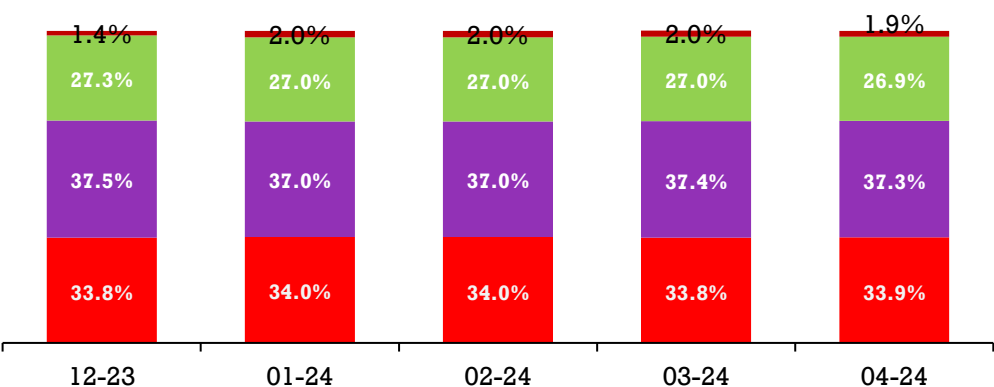
- XXX

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

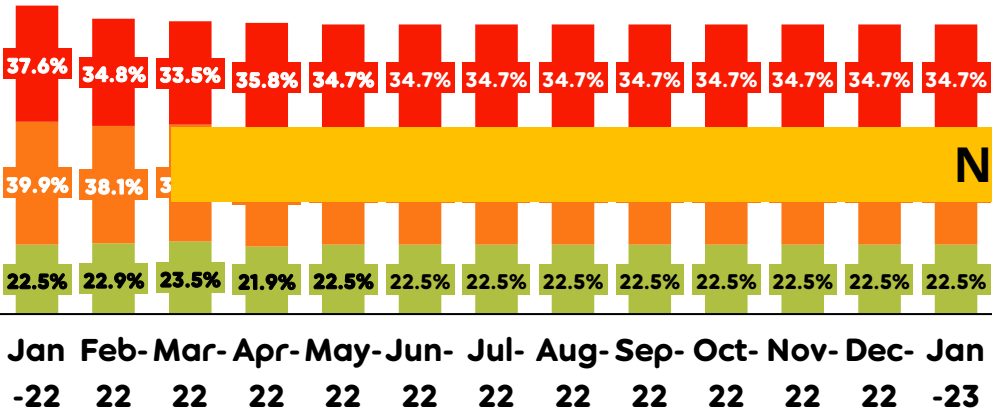
Facebook Market Share



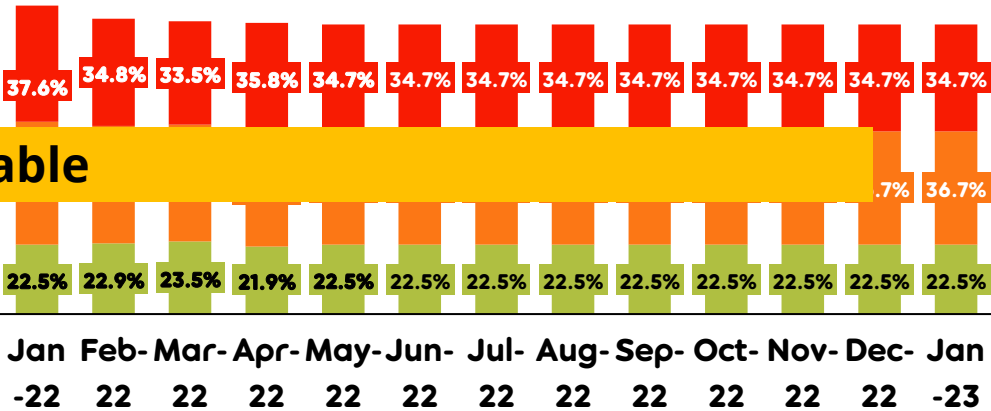
30D – Interconnect based Market Share



Android Device Market Share (from Tutela Report)

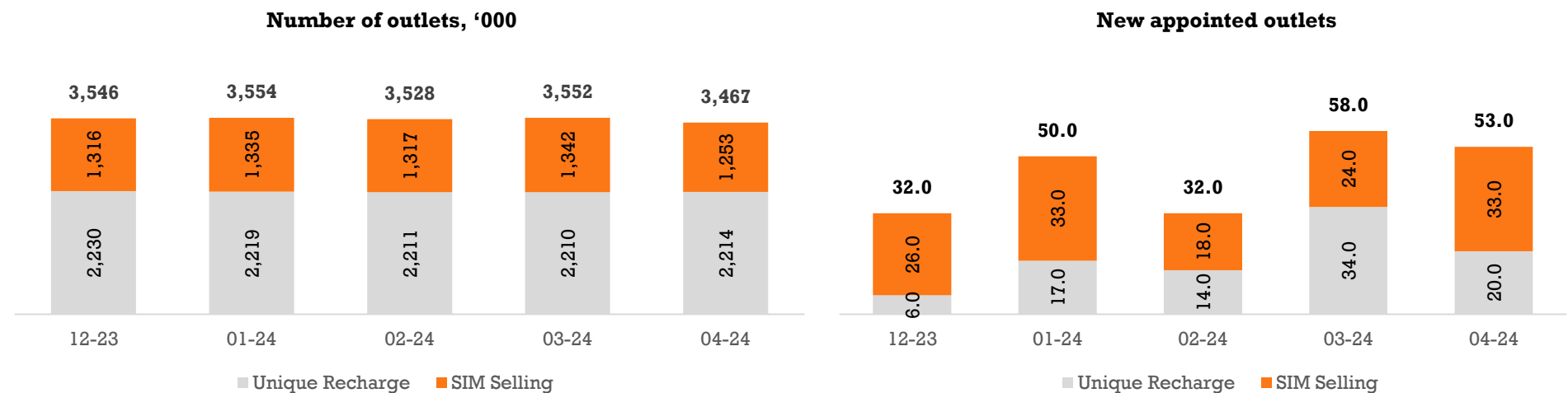


Android Data Traffic Market Share (from Tutela Report)



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

Prepaid – Sales / Distribution / Acquisition quality

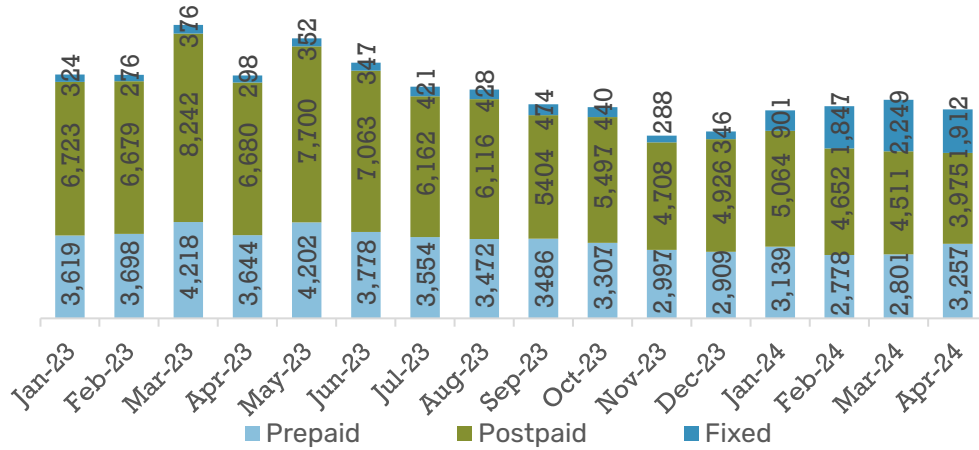


Acquisition month (M-0)	Total GA	Retention %			Second recharge %				Serious Customer % (>100MB or >5 outgoing minutes)			
		M-1	M-2	M-3	M-0	M-1	M-2	M-3	M-0	M-1	M-2	M-3
12-23	99	91%	55%	51%	5%	39%	15%	20%	96%	89%	50%	46%
01-24	92	91%	58%	52%	6%	36%	15%	20%	95%	88%	52%	48%
02-24	77	91%	59%	0%	6%	36%	14%	0%	95%	89%	54%	0%
03-24	76	91%	0%	0%	8%	35%	0%	0%	95%	88%	0%	0%
04-24	74	0%	0%	0%	8%	0%	0%	0%	95%	0%	0%	0%

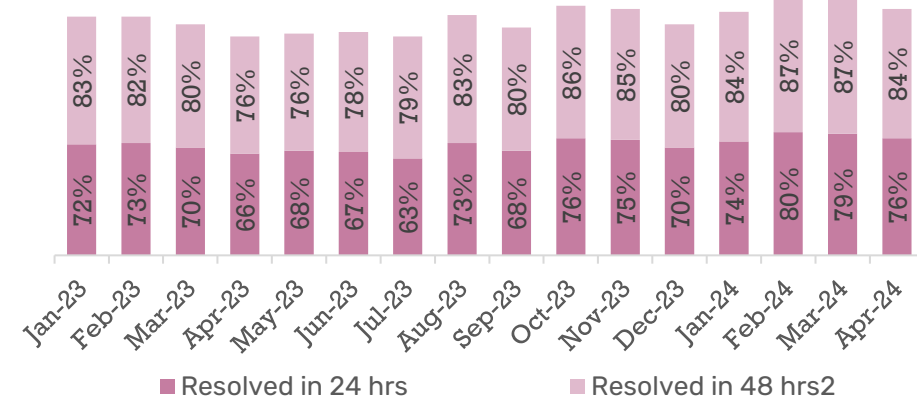
Key Insights & Initiatives

- April24 SOGA at 32% sustenance in SOGA, competition continues to operate with intensive schemes and commission.
- Net MNP continues to be positive
- We are matching commission schemes to not give space.

Number of Complaints/Trouble Ticket

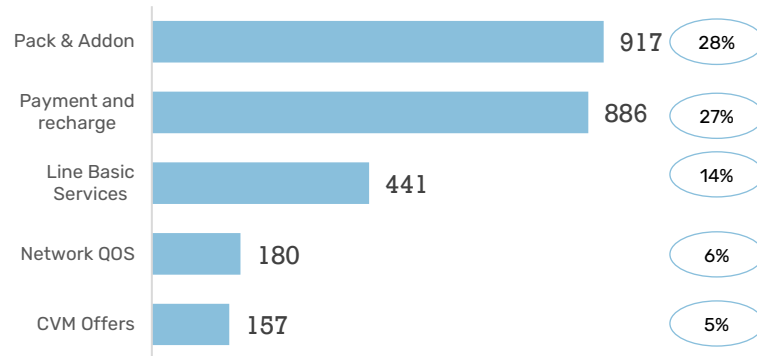


Complaints resolved in 24/48h (%)

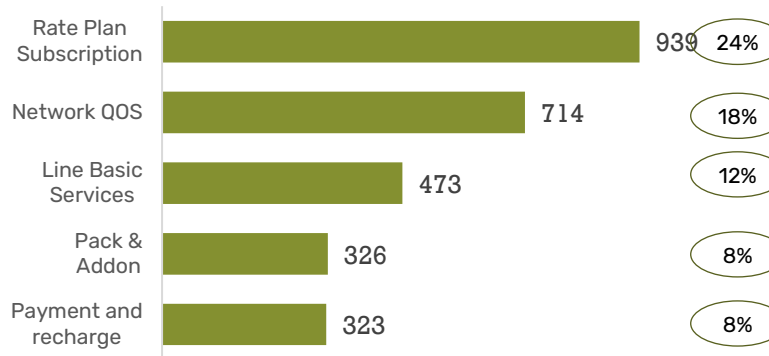


Apr-2024

Top 5 Reasons for Prepaid Complaint/TT



Top 5 Reasons for Postpaid Complaint/TT



Top 5 Reasons for Fixed Complaint/TT



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B2B P&L – Excluding Wholesale

P&L Statement	Mar-24	Apr 2024					YTD 2024			
LC Mn	Act	Act	BU	vs. BU	MoM	YoY	Act	BU	vs. BU	YoY
B2B Service Revenue	2.5	2.6	2.4	5%	1%	8%	9.7	9.8	-1%	3%
<i>B2B % of Total Serv. Rev.</i>	15.5%	15.4%	15.1%	0%	0%	0%	14.9%	15.1%	0%	0%
Mobile B2B	1.3	1.3	1.3	-1%	0%	-10%	5.1	5.2	-3%	-11%
Voice B2B	0.5	0.5	0.5	-1%	1%	-9%	2.0	2.1	-6%	-10%
Data B2B	0.7	0.7	0.8	-11%	-3%	-10%	2.7	3.0	-9%	-6%
SMS B2B	0.0	0.0	0.0	-26%	-6%	-28%	0.0	0.0	-20%	-22%
Fixed B2B	0.8	0.9	1.0	-8%	16%	-5%	3.4	3.8	-12%	-9%
ICT	0.5	0.4	0.2	125%	-19%	0%	1.3	0.7	77%	0%
IOT	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%
B2B Service CoS	-0.6	-0.6	-0.7	9%	4%	3%	-2.7	-2.7	-1%	-6%
Mobile B2B	-0.3	-0.3	-0.3	5%	11%	-26%	-1.3	-1.2	-9%	-47%
Fixed B2B	-0.3	-0.3	-0.4	11%	-4%	19%	-1.4	-1.4	6%	17%
ICT	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%
IOT	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%
B2B Service Gross Margin	1.9	1.9	1.7	10%	3%	13%	7.0	7.1	-1%	2%
Mobile B2B	0.9	1.0	1.0	0%	3%	-17%	3.8	4.0	-7%	-22%
Fixed B2B	0.5	0.6	0.6	-6%	26%	7%	2.0	2.4	-16%	-2%
ICT	0.5	0.4	0.2	125%	-19%	0%	1.3	0.7	77%	0%
IOT	0.0	0.0	0.0	0%	0%	0%	0.0	0.0	0%	0%
<i>B2B Service Gross Margin %</i>	74.5%	75.7%	72.0%	4%	1%	3%	72.3%	72.8%	-1%	-1%
B2B OPEX	-2.4	-1.1	-1.0	-14%	53%	2%	-5.5	-3.9	-40%	-39%
B2B EBITDA	-0.5	0.8	0.8	5%	255%	44%	1.5	3.2	-52%	-48%
<i>B2B EBITDA Margin %</i>	-20.8%	31.9%	31.7%	0%	53%	8%	15.7%	32.7%	-17%	-15%
B2B Equipment Revenue	0.5	0.4	0.7	-48%	-23%	-32%	1.7	2.7	-40%	-42%

Key Insights & Initiatives

Quarterly summary

Focus for next quarter

Mobile

Maintaining an increase in revenue to continue meeting the budget.

Fixed

Employing proactive strategies to offset the imminent decline in revenue

ICT

Stay on track

Competition

Other

Customer Experience

B2B Customer Experience Summary	Actuality	Unit	Target	04-24	03-24	02-24	01-24
Count of Total B2B Trouble Tickets	AC	#	0	1526	1533	1656	1780
Mobile	AC	#	0	1319	1331	1427	1487
Fixed & ICT	AC	#	0	207	202	229	293
Number of Unique accounts raising a TT	AC	#	0	532	546	601	649
B2B Impacting Network Outages (Count)	AC	#	0	2	0	0	2
TT resolved with in SLAs	AC	#	0	1398	1470	1609	1732
B2B Fixed Line installation TATs	AC	#	0	39	175	104	67

Key Insights & Initiatives

- implementing the save disk project where the Telemarketing can save our loyal customers

International Wholesale

LC Mn	Apr 2024					YTD 2024			
International Wholesale revenue	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
International Inbound voice	0.0	0.0	0.0%	0.0%	0.0%	0.0	0.0	0.0%	0.0%
International Data & Connectivity	0.2	0.2	-1.2%	5.5%	29.3%	0.6	0.7	-8.1%	20.6%
International A2P SMS	0.0	0.0	0.0%	0.0%	0.0%	0.0	0.0	0.0%	0.0%
International Inroaming	0.4	0.4	16.9%	2.6%	69.6%	1.6	1.5	7.1%	45.1%
Total International Wholesale Revenue	0.6	0.5	11.5%	3.3%	56.6%	2.2	2.2	2.5%	37.5%
International Roaming	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Outroaming Revenue	0.5	0.6	-16.9%	31.3%	18.1%	2.5	2.7	-7.5%	8.6%
In-roaming revenue	0.4	0.4	16.9%	2.6%	69.6%	1.6	1.5	7.1%	45.1%
Total Roaming Revenue	1.0	1.0	-4.4%	16.6%	36.8%	4.1	4.2	-2.2%	20.6%
Roaming cost	-0.7	-0.7	3.7%	-2.2%	-22.7%	-2.6	-2.7	4.0%	-29.6%
Net Position Roaming	0.3	0.3	-6.0%	68.4%	82.4%	1.5	1.4	1.1%	7.2%
Net Position Roaming%	31%	32%	-0.5%	9.7%	7.9%	36%	35%	1.2%	-4.5%
International Voice	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Outgoing International Voice Revenue	0.4	0.4	6.6%	7.9%	17.2%	1.5	1.5	-0.2%	9.3%
Inbound International Voice	0.0	0.0	0.0%	0.0%	0.0%	0.0	0.0	0.0%	0.0%
Total International Voice Revenue	0.4	0.4	6.6%	7.9%	17.2%	1.5	1.5	-0.2%	9.3%
Outgoing International Voice Cost	-0.1	-0.2	35.3%	32.6%	23.9%	-0.6	-0.6	9.8%	-20.3%
Net Position International Voice	0.3	0.2	35.4%	34.4%	42.5%	0.9	0.9	6.5%	3.7%
Net Position International Voice%	75%	59%	16.0%	14.9%	13.4%	63%	59%	4.0%	-3.4%
International Data & Connectivity	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Data and Connectivity Revenue	0.2	0.2	-1.2%	5.5%	29.3%	0.6	0.7	-8.1%	20.6%
Data and Connectivity Cost	-0.1	-0.1	-1.2%	-1.8%	-14.8%	-0.4	-0.4	0.9%	-11.8%
GM Data & Connectivity	0.1	0.1	-5.9%	14.0%	75.7%	0.2	0.2	-22.1%	49.4%
GM Data & Connectivity %	32%	34%	-1.6%	2.4%	8.5%	29%	34%	-5.2%	5.6%
International Network Cost	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
International Network Cost	-0.6	-0.4	-35.6%	5.3%	27.0%	-2.6	-1.6	-61.9%	13.4%
International Transit Voice	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
International Transit Voice Revenue	0	0	0%	0%	0%	0	0	0%	0%
International Transit Voice Cost	0	0	0%	0%	0%	0	0	0%	0%
Direct Margin	0	0	0%	0%	0%	0	0	0%	0%
Direct Margin %	0	0	0%	0%	0%	0	0	0%	0%

Key Insights & Initiatives

- The Roaming revenues for Apr'24 is marginally below budget and the costs are maintained within budget . However, there is a growth of 16.6% MoM and 69.6% YoY.
- YTD Apr'24 is 2.1% lower than Budget, however its is 20.6% above 2023.
- YTD Roaming cost is lower by 4% resulting in the net position over achievement at 1.2% Vs BU.
- The team with the help of Marcom and CVM continues to drive awareness, consideration and conversion.
- The International revenues are 6.6% above Apr24 budget but marginally below the YTD number by 0.2% which will be covered up through initiatives planned.
- International Cost YTD Apr24 is 9.8% below the budget resulting in healthy margin.

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Digital Services & Partnerships – Overview (1/2)

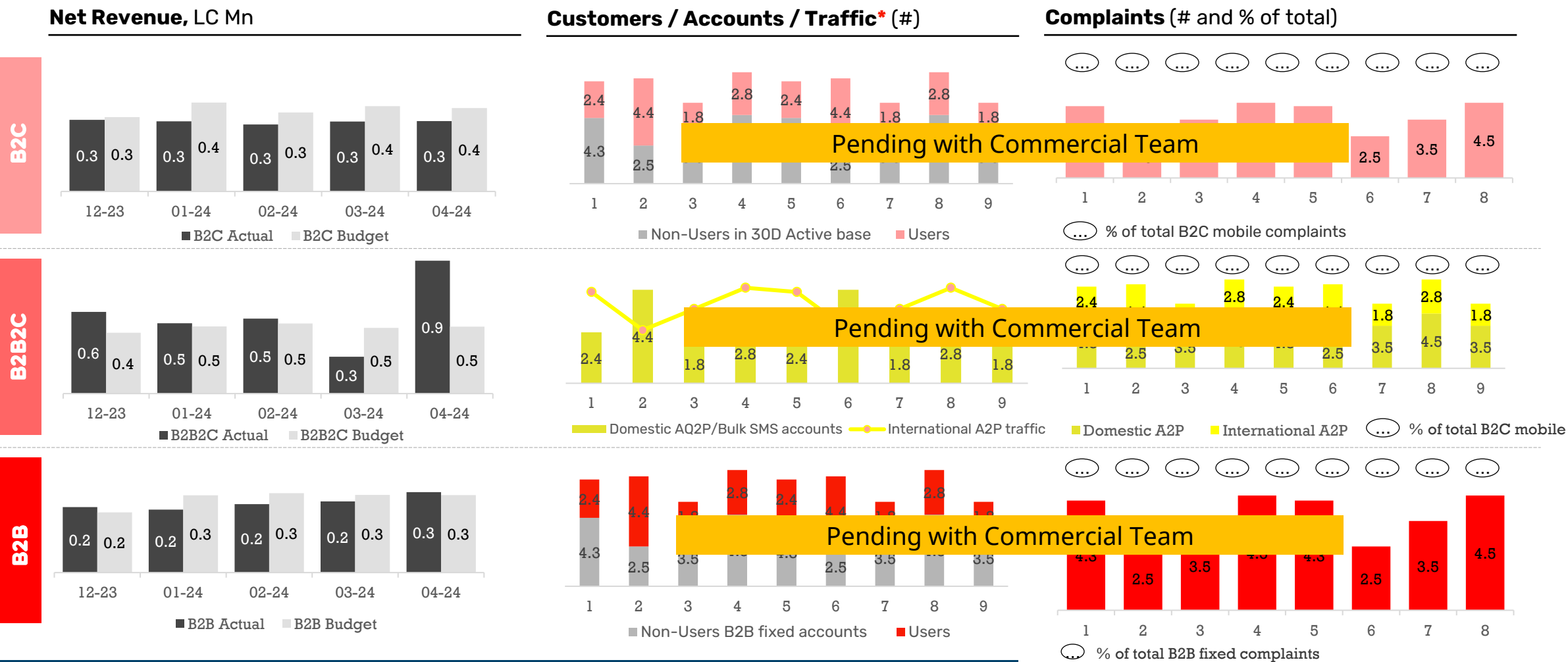


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Lead Technology KPIs: Executive Summary (1/2)



Service Availability & Major Incidents

Explain degradations/changes in availability trend, root cause and actions for improvement.

Describe major networks or IT outages/Incidents causing services disruptions, complaints or degradations in Voice/Data CSAT (if any)

Availability 2G / 3G / 4G / 5G

- 2G, 3G, 4G and 5G availability are in the same range of the previous months.
- Core and access network were 100% available
- No degrading trends observed.

Incidents: (Security related Issue)

Date: 25th April, 2024

Outage Period:

- 25/04/2024 04:30 PM to 25/04/2024 05:05 PM (MobileAPP access issue)
- 25/04/2024 05:05 PM to 25/04/2024 05:45 PM (Payment Posting issue)

Service Impact: Customer were not able to access mobile APP and payment posting was impacted

Root Cause: WHQ external firewall had performance issue where CPU went high during peak hours

Resolution: Reset the session in firewall which decreased the CPU and enhanced the performance. Security Team applied the patch as the permanent fix for this.



NW & IT projects execution

Describe RAN, Tx, Fiber and IT projects rollout progress (explain delays/challenges versus plan or ahead of plans) and Impact in Tech Capex/Tech Opex versus budgets.

RAN Projects:

- 35 out of 130 sites planned in 2024 are on air. 7 Sites RFI and 52 are under implementation.
- PO for 5G Low band (NR800) project was issued in April
- CR4.0 has started with vendor solution presentations

Transmission Projects:

- 14 Fiber-To-Sites out of 120 planned in 2024 are completed. POs for 2024 fiber project were issued in April
- POs for IP/MPLS modernization, and new deployment, and core upgrades were issued in April
- MW RFP has started, technical evaluation is completed.

CORE & IT/Digitalization Projects:

IT/Digitalization:

- APIGEE : Phases 2 & 3 in progress.
- MSDP Swap completed
- eTopup Upgrade Completed
- EC HW modernization is in progress.
- Siebel Upgrade in Progress
- Postpaid smart sales App planned launch in June.
- OG IoT integration is going on
- OG B2B Marketplace RFP in commercial stage.
- Salesforce RFP in commercial stage.
- Delivery Mgmt system under finalization.
- CMS modernization RFP floated.
- Business initiatives for Chatbot & Gamification are under inception
- Core
 - OHQ Oscilloquartz Clocking System – Cesium is installed and live. SSU delivery still pending due to device certification by local authority.
 - SBA clock modernization – PO released on 2nd April. Waiting for delivery
 - Core expansion and SW upgrade in process (ETA in Sep 2024) – 2 weeks delay due to ACI project conflicting activities.
 - (VAS) Advance credit project – Project implementation is completed. Training in progress for go-live which is planned for end of May 2024.
 - HSS/PCRF/DRA/DEA modernization & 5G SA enablement – Under OGT alignment. CVD/TC process to follow. PO expected to be issued in May 2024.
 - Signaling FW upgrade – planned to complete by Sep 2024
 - STP swap – under planning, conditional to MOC alignment

TECH CAPEX: Actual YTD 2.8m KWD, BUD YTD 6.1m KWD (The CapEx Status slide provides justifications for variances)

- Access: IP MPLS modernization and DWDM orders are pending on on-going RFPs results.
- IT: Major Pos coming in Q2 for Salesforce(depending on RFP) and Charging system modernization.
- ADM delivery is 100% on track and no SLA breach
 - Major launched by introducing new payment method “Tabby” to our Digital Platform
 - 13 Epics were closed in April 2024
 - 125 stories closed up to April 2024

TECH OPEX: Actual YTD 1.48m KWD, BUD YTD 1.55m KWD

Trying to achieve the yearly AOP and make maximum OPEX savings wherever it is possible.

Lead Technology KPIs: Executive Summary (2/2)



Traffic trends:

Explain changes in Voice traffic and Data volume trends (% growth/decrement and reasons), tendencies per technology and seasonality effects

Voice:

- 2G & 4G Combined MOU shows a slight increase of 0.5%. 2G MOU decreased by 5.3% whereas 4G MOU increased by 1.1%. Overall voice traffic started decreasing from the 1st day of Ramadhan(10th March) and in recovering trend after EID.
- Busy Hour 2G traffic shows an increase of 2.6% when compared to March 2024 and 4G BH traffic is maintained when compared to March 2024.
- 2G Full Day Traffic share is at 9.3% and that of VOLTE stands at 90.7%
- VLR subscribers is maintained at 2.15M.
- Volte subscribers is maintained at 1.12M..
- 10% Voice abusers contribute 59% towards the Traffic Volume and 24% towards revenue.

Data:

- Full day data traffic decreased by 1.5% when compared to Mar 2024, 4G data traffic decreased by 3.52% due to EID holiday
- Data traffic share for 4G and 5G stands at 51.8% and 48.2% respectively.
- Busy hour 5G traffic decreased by 1.7% when compared to Mar 2024, 4G busy hour traffic decreased by 3.7% when compared to Mar 2024.
- 5G data subscribers increase by 4.2% when compared to the month of Mar 2024 and that of 4G decreased by 1.6% when compared to Mar 2024.
- 10% Data abusers contribute 43% towards the Total Volume and 12% towards the revenue.



Voice Performance

Describe degradations/changes in voice performance (Accessibility, Congestion, Drop, audio quality)

2G:

- 2G network busy hour Accessibility is maintained at 99.9% for the month of April 2024.
- 2G network Retainability for full day is maintained at 0.16% for the month of April 2024.
- TCH congestion target more than 2% increased to 0.9% due to increase in traffic in specific cells optimization actions taken to reduce the congestion.
- Percentage of cells with more than 2% target for Voice DCR is maintained at 0.5% for the month of April 2024.
- 2G CNB H2 2023 Ooredoo stands first when compared to other operators.

VOLTE:

- 4G network Accessibility is maintained at 99.96% for the month of April 2024.
- 4G Retainability for the month of April 2024 is maintained at 0.02%.
- VOLTE drop rate target more than 1% is maintained at 1.5% for the month of April 2024.
- 4G CNB H2 2023 Ooredoo stands first in 4G VOLTE rankings.



Data Performance

Describe degradations/changes in Data performance (Accessibility, Congestion, Drop, Tutela ECQ/CCQ)

4G :

- 4G Utilization more than 75% increased slightly from 14.9% to 15.5%.
- 4G CCQ slightly degraded from 92.7% to 91.7%.
- 4G ECQ degraded from 70.8% to 67% in the month of April 2024 due to degradation in packet loss KPI.
- 4G 10percentile throughput is maintained at 3.8Mbps for the month of April 2024.
- 4G 90 percentile throughput is maintained at 60.4Mbps for the month of April 2024.
- 4G Median download throughput is maintained at 20.6Mbps for the month of April 2024.

5G:

- 5G Utilization more than 75% increased from 26.5% to 29.01% in line with the increase in users.
- 5G ECQ decreased from 77.8% to 75.2% in the month of April 2024 due to degradation in packet loss KPI
- 5G CCQ is maintained at 94.7% for the month of April 2024.
- 5G 10 percentile throughput is maintained at 12Mbps for the month of April 2024.
- 5G 90 percentile throughput has slightly reduced from 123Mbps to 119Mbps for the month of April 2024.

Indoor Coverage and Congested Areas Update



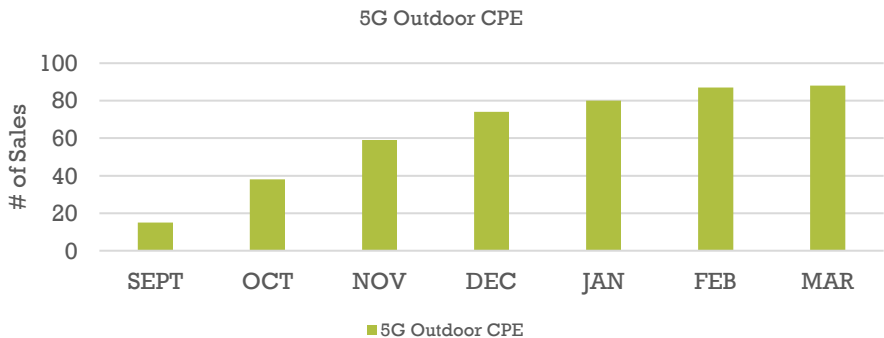
5G Indoor Coverage Enhancement

5G Low Band (NR800) Overlay Progress

- 364 sites deployed in 2023 with 5G low band to enhance 5G indoor coverage
- 5G coverage enhancement PO was issued in April.

5G Outdoor CPE

- Around 91 devices were sold by end of March



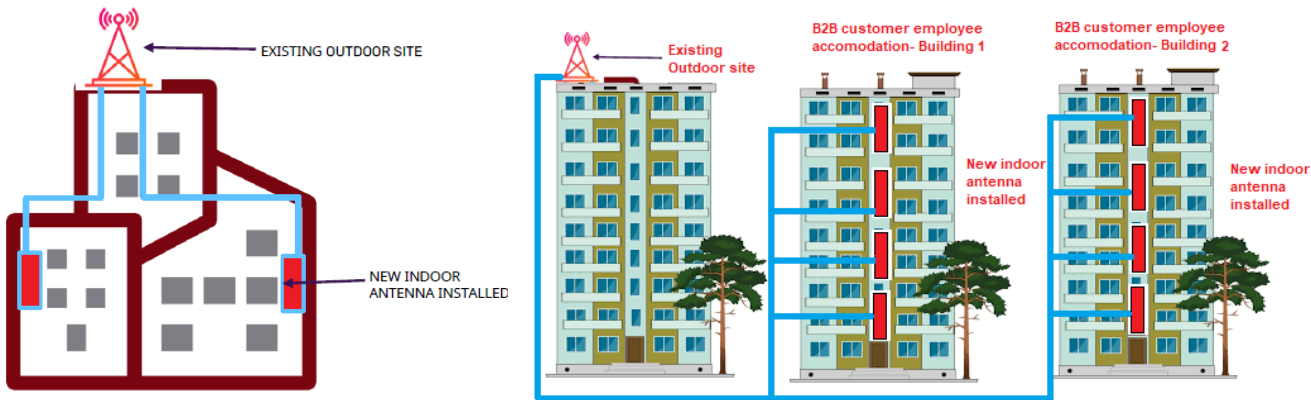
- “Try & Buy” offer for outdoor CPE has been launched in April



Congested Area Enhancement

Congestion Enhancement Plan (KPIs on the next slide):

- Pilot area were selected for execution (Jileeb Al-Shuwaikh) . The solution is gaining momentum with the business team, prompting to expand to other congested areas like Farwaniya.
- The plan is to extend indoor coverage in buildings with existing outdoor sites on the roof. Now nearby sites in fiber route is also in focus.
- This will enhance indoor coverage and experience and will help offload the macro site. Highly congested sites are selected so that indoor users will be served by dedicated sector with sufficient capacity.



- Phase 1: IBS extension to own building - 24 sites completed. Commercial team are targeting the same buildings for sales activities
- Phase 2: IBS extension to nearby important buildings from existing site – 2 buildings related to B2B customer accommodation is completed.
- Phase 3 – Installing Book RRUs or Antennas on the wall of existing site building to cover nearby building. This is ongoing with the discussions with building owners.
- No additional rental is incurred in any of these implementation so far.

Indoor Coverage and Congested Areas Update



Congested Area Enhancement

Sum of Average Users - New IBS Sectors

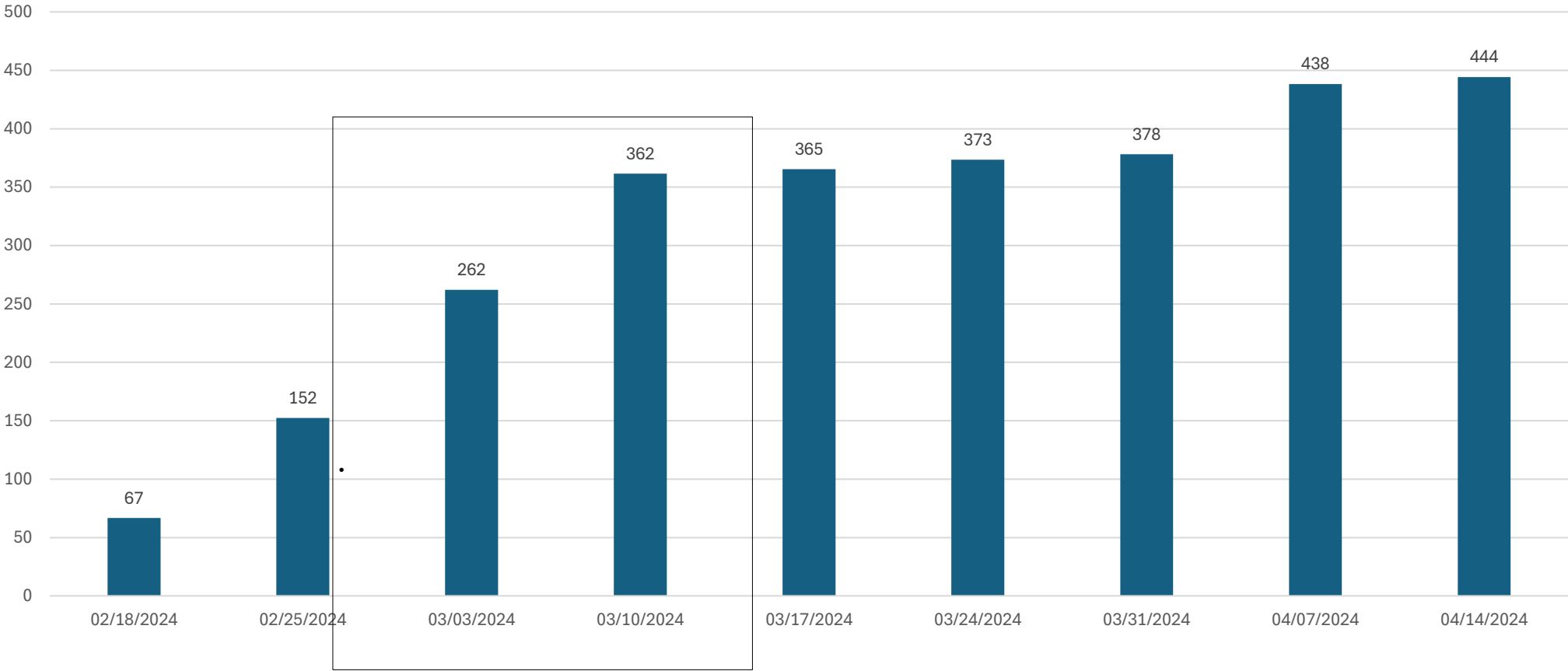


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HR Lead KPIs

"Lead People and Culture" - HR Drivers

	Metrics	Actuality	Units	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
Financials	Staff cost (FTE+TE, contr), LCm	AC	LCmn	1.376	1.692	1.878	1.858	1.854
	Staff cost (FTE+TE, contr), LCm	BU	LCmn	1.891	1.895	1.895	1.878	1.909
Headcount & Diversity	Actual Headcount	AC	#	1349	1388	1386	1388	1366
	Nationalization (%)	AC	%	52%	53%	53%	53%	53%
	Nationals in L1 and L2 YtD, %	AC	%	40%	40%	40%	40%	40%
	% of Female Employed	AC	%	19%	21%	21%	20%	20%
	% of Female in Senior Management	AC	%	5%	5%	5%	5%	5%
Attrition	Employee attrition %	AC	%	1%	2%	1%	1%	0%
	Attrition in key roles (FTE+TE, contr)	AC	#	0	0	0	0	0
People and Culture	Employees with IDP, %	AC	%	100%	100%	100%	100%	100%
	Training hrs / employee	AC	#	0	0	0	0	0

Key Insights & Initiatives

- **OneHR PMGM Improvements :**
conducted UAT testing & deploy changes in PROD system. Final UAT sign-off & reporting to be finalized this week.
- New Payslip has been developed for Ooredoo employees like FT and Phono. Payslip will now exclude the below elements:
 - Bonus
 - Commission
 - School Fees
 - Air Ticket
 - Payslip opens as a webpage which is accessible by all employees (Some employees were having issues accessing the old Payslip with the Java plugin)
 - Employee will now be able to check Payslip for the last 4 years (Due to system limitation it used to be 6 months).
- Integrated Phono & FT employees to be part of Remedy off-boarding clearance system beginning of April 2024 similar to Ooredoo employees to unify the off-boarding system for all employees.

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Cost of Sales

Cost of Sales, LC '000	Mar-24	Apr-24					YTD 2023	YTD 2024				
	Actual	Actual	Bud	Variance	MoM	YoY	Actual	Actual	Budget	Variance	YoY	
Domestic Interconnect	-602	-584	-609	4.1%	3.1%	-0.2%	-2,536	-2,364	-2,629	10.1%	6.8%	
Cost per Minute of Domestic Interconnect	0.006	0.006	0.006	2.4%	0.0%	0.0%	0.006	0.006	0.006	2.2%	0.0%	
International Interconnect	-145	-98	-151	35.3%	32.6%	23.9%	-466	-561	-622	9.8%	-20.3%	
Cost per Minute of International Interconnect	0.027	0.020	0.019	-2.9%	26.2%	18.6%	0.021	0.025	0.019	-31.9%	-17.4%	
SMS Interconnect	-5	-5	-6	17.1%	1.3%	4.7%	-20	-20	-24	16.1%	-1.2%	
Cost per SMS of Interconnect	0.003	0.004	0.000	0.0%	-1.6%	-54.0%	0.003	0.004	0.000	0.0%	-13.2%	
Roaming Cost	-654	-668	-694	3.7%	-2.2%	-22.7%	-2,024	-2,622	-2,731	4.0%	-29.6%	
% Roaming Revenue	78.2%	68.6%	39.2%	-29.4%	9.7%	7.9%	60.9%	65.3%	68.6%	3.3%	-4.4%	
Content Cost	-45	-105	-75	-40.7%	-135.3%	-53.1%	-309	-231	-302	23.5%	25.3%	
% of VAS Revenue	7.9%	8.6%	9.0%	0.4%	-0.6%	-0.7%	10.5%	6.6%	9.0%	2.4%	3.9%	
Commission on Recharge Cards	-24	-23	-17	-35.6%	6.0%	9.3%	-123	-106	-72	-48.4%	13.3%	
% of Prepaid Revenue	0.4%	0.4%	0.3%	-0.1%	0.0%	0.1%	0.6%	0.5%	0.3%	-0.1%	0.1%	
Equipment Cost	-4,999	-8,063	-4,857	-66.0%	-61.3%	-58.8%	-18,166	-24,157	-20,517	-17.7%	-33.0%	
% of Handset Revenue	91.9%	101.8%	96.6%	-5.2%	-9.9%	-6.1%	96.9%	102.6%	97.2%	-5.4%	-5.7%	
Other / SAC	-1,657	-1,695	-1,520	-11.5%	-2.3%	6.5%	-6,967	-7,140	-5,944	-20.1%	-2.5%	
Other per Gross Adds	17	18	13	-38.2%	-4.9%	8.3%	18	18	13	-42.4%	-0.1%	
Total Cost of Sales	-8,132	-11,241	-7,929	-41.8%	-36.2%	-36.3%	-30,611	-37,201	-32,839	-13.3%	-21.5%	
Equipment Subsidy												
Revenue from Equipment Sale	5,437	7,918	5,026	57.6%	245.6%	49.4%	18,769	23,604	21,121	11.8%	25.8%	
Equipment Cost	-4,999	-8,063	-4,857	-66.0%	-61.3%	-58.8%	-18,166	-24,157	-20,517	-17.7%	-33.0%	
Subsidy (Revenue - Cost)	438	-144	169	185.6%	132.9%	164.0%	603	-553	604	191.6%	191.7%	
Other / SAC												
Dealer Commission on Activation (Post IFRS 15)	-533	-564	-601	6.3%	-5.8%	3.8%	-2,174	-2,309	-2,419	4.5%	-6.2%	
Dealer Commission on Activation (Pre IFRS 15)	-563	-634	0	0.0%	-12.6%	-24.4%	-2,208	-2,406	0	0.0%	-8.9%	
Per Gross Add (Pre IFRS 15)	5.38	6.27	0.00	0.0%	-16.5%	-23.5%	5.24	5.64	0.00	0.0%	-7.5%	
Other Commissions	0.00	0.00	0.00	0.0%	0.0%	0.0%	0.00	0.00	0.00	0.0%	0.0%	
SIM Card Costs	-5.10	-10.81	-11.85	8.8%	-111.9%	-319.5%	-12.69	-29.14	-49.41	41.0%	-129.6%	
Other SAC												
Other/ SAC 1	-118	-161	-115	-39.6%	-36.4%	-158.4%	-307	-520	-472	-10.2%	-69.5%	
Other/ SAC 2	-970	-951	-766	-24.2%	1.9%	17.5%	-4,434	-4,088	-2,903	-40.8%	7.8%	
Other/ SAC 3	-31	-9	-25	65.5%	72.3%	15.9%	-39	-193	-100	-93.2%	-394.5%	

Other / SAC 1: MNP & Delivery Charges
Other / SAC 2: Data Cost
Other / SAC 3: Data Center

Key Insights & Initiatives

- Cost of sales of KD 11.2m is higher by KD 3.3M compared to the budget of KD 7.9m mainly due to higher equipment cost by KD 3.2m, data cost by KD 0.2m, and content cost by KD 30k, partially offset by lower international interconnect cost by KD 0.1m, national interconnect Cost by KD 25k, and Roaming Cost by KD 26K.

OPEX, LC'000	Mar-24	Apr-24					YTD 2023	YTD 2024				
	Actual	Actual	Bud	Variance	MoM	YoY	Actual	Actual	Budget	Variance	YoY	
Network Maintenance & Utilities	-1,032	-919	-973	5.6%	11.0%	-47.8%	-2,534	-3,490	-3,887	10.2%	-37.7%	
% of Service Revenue	6.3%	5.5%	6.1%	0.5%	0.8%	-1.5%	4.1%	5.4%	6.0%	0.7%	-1.2%	
Per Active Sub	0.5	0.4	0.4	3.6%	10.6%	-42.4%	1.2	1.6	1.8	8.3%	-32.8%	
Site Maintenance Cost per Site	360	319	339	5.6%	11.4%	-42.0%	920	1,219	1,359	10.3%	-32.5%	
IT Operation & Maintenance	-395	-365	-386	5.5%	7.5%	2.6%	-1,418	-1,488	-1,547	3.8%	-5.0%	
% of Service Revenue	2.4%	2.2%	2.4%	0.2%	0.2%	0.2%	2.3%	2.3%	2.4%	0.1%	0.0%	
Per Active Sub	0.2	0.2	0.2	3.4%	7.2%	6.1%	0.7	0.7	0.7	1.7%	-1.2%	
Regulatory/Govt	-2,084	-2,091	-2,067	-1.2%	-0.3%	18.5%	-8,738	-8,347	-8,266	-1.0%	4.5%	
% of Service Revenue	12.8%	12.6%	12.9%	0.3%	0.2%	4.1%	14.2%	12.8%	12.8%	0.0%	1.4%	
Marketing & Communication	-149	-90	-185	51.2%	39.6%	54.3%	-722	-533	-761	30.0%	26.3%	
% of Service Revenue	0.9%	0.5%	1.2%	0.6%	0.4%	0.7%	1.2%	0.8%	1.2%	0.4%	0.4%	
Per Gross Add	1.5	1.0	1.6	39.6%	38.0%	55.1%	1.9	1.4	1.6	15.3%	26.5%	
Per Net Add	26.8	31.6	10.8	-192.3%	-17.8%	-240.4%	8.0	12.5	11.1	-12.8%	-57.0%	
Retention	-71	-62	-58	-6.0%	12.8%	26.3%	-364	-287	-251	-14.2%	21.2%	
% of Service Revenue	0.4%	0.4%	0.4%	0.0%	0.1%	0.2%	0.6%	0.4%	0.4%	-0.1%	0.2%	
PerSub Churned	0.8	0.7	0.6	-16.5%	13.1%	41.7%	1.2	0.8	0.6	-22.3%	36.9%	
Billing & Collection	-5,572	-570	-368	-55.0%	89.8%	23.3%	-2,068	-7,259	-1,495	-385.4%	-251.1%	
Per Postpaid Revenue ('000) (Per Sub)	9.9	1.1	0.6	-70.4%	89.2%	14.6%	3.8	13.0	2.6	-403.2%	-244.9%	
% of Postpaid Revenue	38.4%	3.8%	2.5%	-1.3%	34.6%	1.5%	3.7%	12.5%	2.5%	-10.0%	-8.8%	
Bad debts % of Postpaid Revenue	37.5%	3.4%	2.0%	-1.4%	34.1%	1.3%	3.0%	11.6%	2.0%	-9.6%	-8.7%	
Employee & Related	-1,858	-1,854	-1,909	2.8%	0.2%	24.1%	-8,295	-7,282	-7,578	3.9%	12.2%	
% of Service Revenue	11.4%	11.2%	11.9%	0.7%	0.2%	4.7%	13.5%	11.2%	11.7%	0.6%	2.3%	
Per FTE ('000)	1.3	1.4	1.4	2.5%	-1.4%	20.2%	5.7	5.3	5.5	4.8%	8.1%	
Other G&A	-333	-328	-266	-23.6%	1.5%	-12.6%	-1,184	-1,344	-1,066	-26.0%	-13.5%	
% of Service Revenue	2.0%	2.0%	1.7%	-0.3%	0.1%	-0.1%	1.9%	2.1%	1.7%	-0.4%	-0.1%	
Per FTE ('000)	0.2	0.2	0.2	-24.0%	-0.1%	-18.4%	0.8	1.0	0.8	-24.8%	-18.8%	
Total Operational Expenses	-11,493	-6,280	-6,212	-1.1%	45.4%	14.2%	-25,322	-30,031	-24,852	-20.8%	-18.6%	

Key Insights & Initiatives

- Opex is higher by KD 0.1m compared to budget and is at KD 6.3m, mainly due to higher billing/collection Cost by KD 0.2m, other G&A Cost by KD 0.1m, and Regulatory/Govt. Cost by KD 24k, partially offset by lower IT/Network Cost by KD 0.1M, marketing/advertisement cost by KD 0.1m, and Manpower Cost by KD 0.1m.

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Maverick Program - Pipeline status for the 3-year Maverick targets

2024 Maverick pipeline will be finalized
in alignment of CEO Scorecard and 2024 AOP final numbers.

Key highlights on Status of Pipeline

- CEO Scorecard and 2024 AOP finalization to arrive at Maverick target
- Identification/quantification of 2024 initiatives to meet 2024 Maverick pipeline

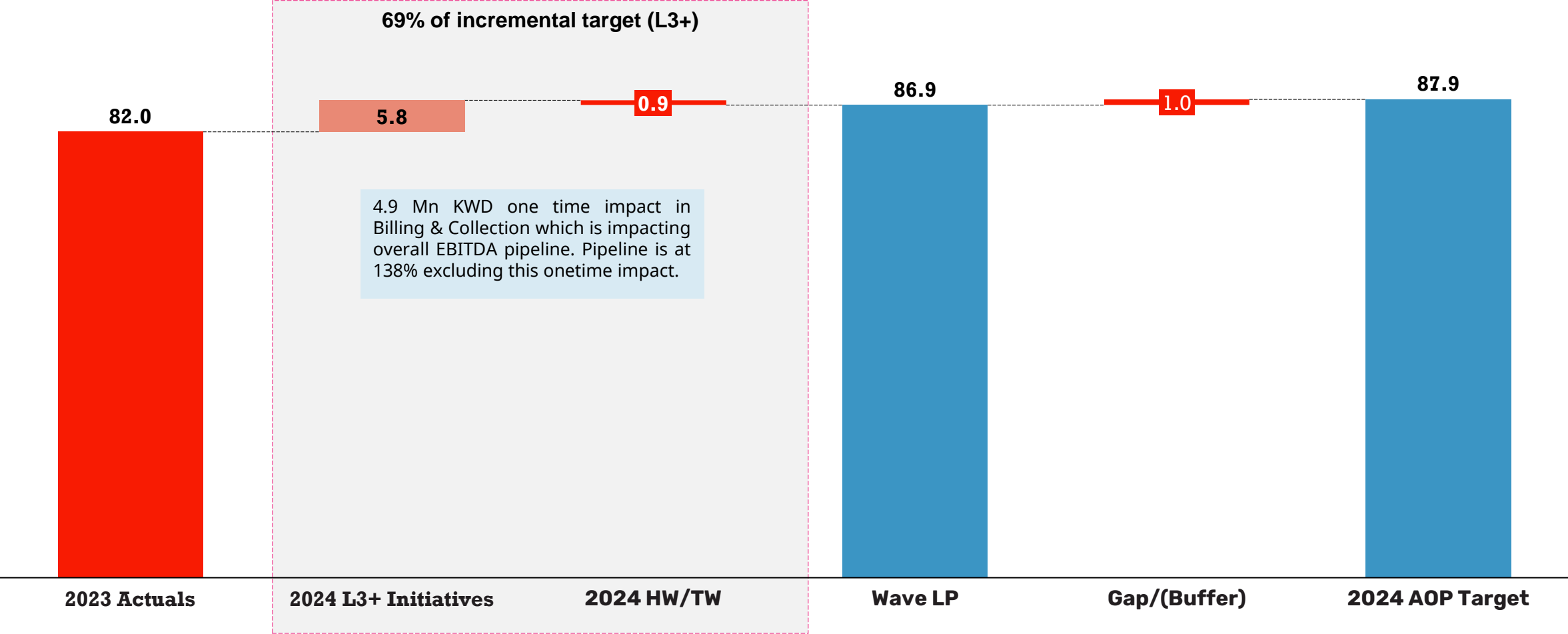
Maverick Program - Deep-dive into 2024 status and pipeline of initiatives

2024 Maverick pipeline will be finalized
in alignment of CEO Scorecard and 2024 AOP final numbers.

Waterfall of 2024 Initiatives

OpCo 2023-24 EBITDA bridge

LCM



2024 Pipeline vs AOP Gap Analysis

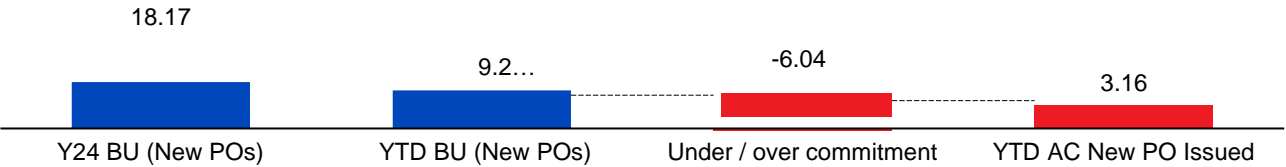
P&L Statement	AOP			Initiatives Pipeline			Variance Analysis		Comments
	2023 Actual	AOP 2024 Target	Incremental Target	HW/TW	Wave FC	Landing Point FC	Buffer/Gap	% Buffer/Gap	
Revenue	246.0	265.7	19.8	0.0	22.3	268.2	2.5	0.9%	- All initiatives validated and L3 planned. - Initiatives forecast will be revised as per 2023 landing and 2024 AOP.
Mobile Revenue	173.2	179.1	5.9	0.0	11.2	184.4	5.3	3%	
B2C	156.7	161.4	4.7	0.0	10.8	167.6	6.1	4%	
B2B	16.5	17.7	1.2	0.0	0.3	16.8	-0.9	-5%	
Fixed Revenue	13.2	15.7	2.5	0.0	2.2	15.4	-0.2	-2%	
B2C	2.3	2.4	0.1	0.0	0.0	2.3	-0.1	-5%	
B2B	10.9	13.3	2.4	0.0	2.2	13.2	-0.1	-1%	
Wholesale Revenue	4.4	4.5	0.1	0.0	0.8	5.2	0.7	16%	
Equipment Revenue	55.2	66.4	11.3	0.0	8.0	63.2	-3.2	-5%	
COGS	91.9	102.3	10.4	4.0	-12.2	100.1	-2.2	-2%	
Gross Margin	154.0	163.4	9.4	0.0	10.1	164.1	0.7	0%	
Total Opex	72.0	75.5	3.4	-4.9	-4.3	81.3	5.8	8%	
EBITDA	82.0	87.9	5.9	-0.9	5.8	86.9	-1.0	-1%	

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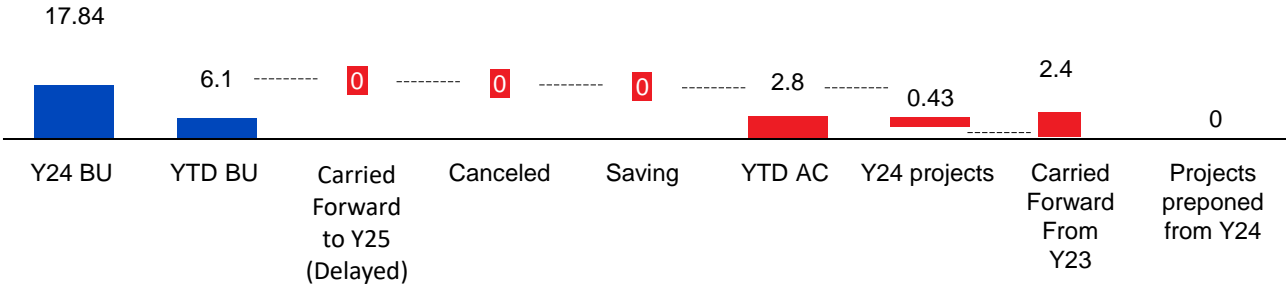
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CapEx Status YTD - [Month]

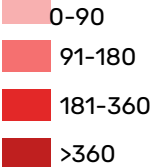
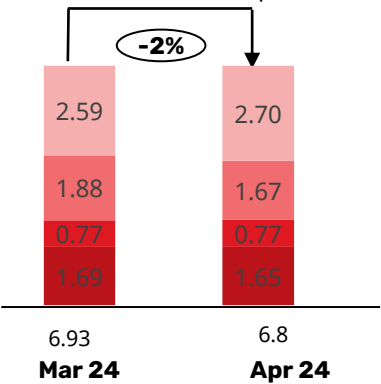
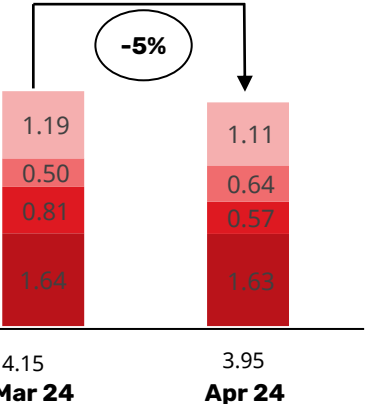
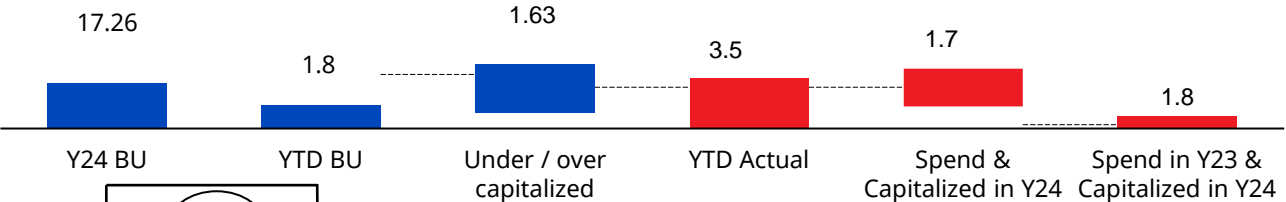
Commitment



Spent



Capitalized



Key messages:

Commitment

- **RAN**
 - PO for new sites is under process to issue this month. This will bring the commitment and spent on track in coming 2-3 months
- **Core**
 - 2023 Pending PR – Traffic management & Optimization (KD 550K) – RFP is ongoing via OG.
 - HSS/PCRF/DRA/DEA modernization and 5G SA enablement (CVD/TC in progress, PO to be issued in May)
 - Entire Core N/W Upgrade & Expansion (inc. PS, IMS) – Sept 2024
 - Oscilloquartz Modernization – awaiting Shipment
 - SFW Upgrade – Sept 2024
 - Entitlement Server Magnolia Use-Case – Sept 2024
 - STP Swap – Conditional to MOC alignment
 - Infra
 - Cisco M7 Blades for projects pending delivery (expected in June)
 - Cisco remaining M4 servers swap planned in Q4
 - Big Data cluster upgrade - new Rack servers - RFP ongoing (PO expected to be issued in May)
 - 30x Desktops / 98x Laptops PO issued in May, delivery expected in Jul-Aug.
 - OHQ SAN switch swap due to EoS (CIC approved, RFP planned, process ongoing)
 - Network
 - Campus wireless swap project in progress (expected completion in July)
 - Cisco ACI consultancy (CIC approved, BoQ requested by SC, process Ongoing)
 - EXT Switch Modernization, planned for Q3
- **Infra / Network**
 - Cisco M7 Blades for projects pending delivery (expected in June)
 - Cisco remaining M4 servers swap planned in Q4
 - Big Data cluster upgrade - new Rack servers - RFP ongoing (PO expected to be issued in May)
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 - Network
 - Campus wireless swap project in progress (expected completion in July)
 - Cisco ACI consultancy (CIC approved, BoQ requested by SC, process Ongoing)
 - EXT Switch Modernization
- IT projects : still in RFP process

Aged CWIP

- These are mainly Ancillaries used for more than one project (eg. Rollout, Fiber, relocations, etc).
- Leftover Items for completed project to be reuse in upcoming projects.
- Project is still ongoing small amount left to close.

Aged Commitment

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Performance Review Q&A

OK

14 May 2024

Oct 2023-DGCEO Office

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THANK YOU

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