MONTHLY REVIEW

Ooredoo Oman

Apr’24 Performance

UPGRADE YOUR WORLD

ooredoo

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Management Monthly Overview

Monthly Snapshot

- Ooredoo Oman's revenue as of YTD Apr'24 is lower than YTD Apr'23 by 2,4%, and is lower than AOP by 1.2%, mainly Impacted by a challenging market. Yet, postpaid and prepaid performance improved in Apr'24 vs. previous month and fixed continues to be stable
- B2C performance in terms of revenue as of YTD Apr'24 is lower than the AOP by 2% impacted mainly by challenging market. However, continues improvement is observed MoM
- B2B performance as of YTD Apr'24 is higher than the AOP by around 0.1% driven by improved Fixed and Mobile performance. Furthermore, WHS as of YTD Apr'24 exceeded the AOP by around 2%
- OO's subsidiary, D2C, continues to perform outstandingly, achieving 21% beyond target as of YTD Apr'24
- OO recently named Oman's Top Brand in Telecom

Key Focus Areas for Next Month

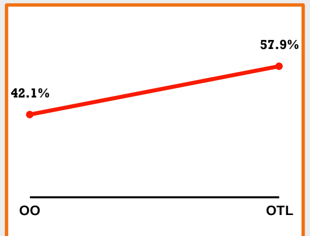
- Churn decline in postpaid
- Get back to positive net adds in fixed
- Try to compensate YTD gap in prepaid revenues YTG ahead of AOP

Main Risks and Opportunities

RISK/ISSUE	ACTION	STATUS
Risk of AWASR launching mobile MVNOs	1. Dealers Loyalty Schemes 2. Retention ready plans 3. Having offers in the shelf ready to be launched for faster response 4. Replicate aggressive plans through CVM 5. Tactical Promos	
Risk of incremental bad debt impacting OO's P&L due economic situation and limited market growth	1. Oman Credit Bureau is in process of integrating credit rating with payment history of outstanding dues for telecom 2. Enhanced the digital channels to display late payment notifications 3. Weekly reporting to management of project status, action points and decision implementation 4. IT flow-1 completed for Malaa 5. Post development completed, we shall have integration, QA testing and ISM assessment phases 6. Flow-2 development is in progress after blockers are removed by Malaa	
Risk of not complying with new TRA regulation on QoS hence getting penalized or have to commit to huge investments	1. Lobbying with TRA to align on right KPIs and definitions 2. The Proof of concept, on how to record the quality of service received by customers, is in discussion with TRA and other operators to agree on the methodology to measure and the challenges 3. There is a current PoC going on with TRA and Omantel- the results is yet to be finalized and analyzed with TRA 4. TRA suggested to reduce the speeds to reflect what the customer actually gets, hence commercial team to discuss with their counterpart in Omantel to agree on the way forward in products and communication 5. Regulatory and technology are working on providing alternative solutions to fulfil the obligations	
Risk of failure to meet 850-5G sites as per TRA communicated timelines by 2022, and the 2023 obligation	1. TRA obligation target, which is to roll out 1,200 sites by end of 2023, OO achieved 834 using 3.5 GHz (C band) with a gap of 366 sites 2. TRA obligation target, which is to roll out 2,186 sites by end 2024, OO will achieve 1019 using 3.5 GHz C band with a gap of 1167 sites 3. Regulatory & technology working to provide justifications to fulfil obligations using lower spectrum	

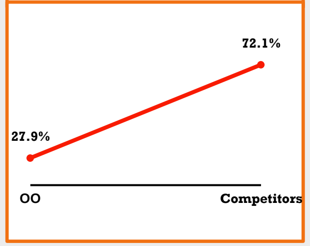
Market Status*

Service RMS%**



OTL Mobile RMS
57.9%

OO Mobile RMS
42.1%



Competitor' Fixed RMS
72.1%

OO Fixed RMS
27.9%

Mobile RMS

OO Vs OTL

Var(pp)

-15.8 pp

Mobile CMS

OO Vs OTL

Var(pp)

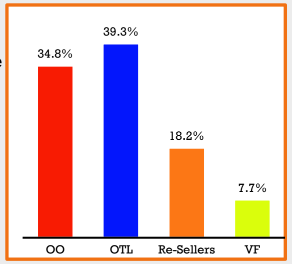
- 4.5 pp

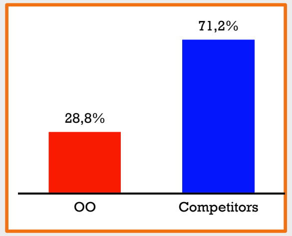
OTL Mobile CMS***
39.3%

OO Mobile CMS***
34.8%

Comp. Fixed CMS***
71.2%

OO Fixed CMS***
28.8%





* OpCo relevant market information based on availability
** Service RMS is as of Q4'23 – Taken reported numbers from OTL CC report
*** CMS is as of Q4'23

YTD Performance Dashboard

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

Financial Performance

Service Revenue
78.5Mn
YTD target: 79.4Mn
Prior YTD: 79.7Mn

EBITDA
46.0%
YTD target: 46.3%
Prior YTD: 47.4%

FCF (Free Cash Flow) – (EBITDA – CapEx)
30.4Mn
YTD target: 29.0Mn
Prior YTD: 26.4Mn

CapEx (Committed/Spent)
Actual: -21.1 / -8.7Mn
Prior YTD: -25.5 / -14.9Mn

Customer Focus & Network Efficiency

NPS
10 (As of Q1'24)
YTD target: N/A
Prior YTD: 48

Facebook Market Share
46.2%
YTD target: N/A
Prior YTD: 53.0%

Excellent Consistency (Network)
75.5%
Target: 70%

Core Consistency (Network)
91.5%
Target: 91%

Commercial & Digital

B2C Revenue
63.0Mn
YTD target: 64.3Mn
Prior YTD: 65.1Mn

Ooredoo App. User
971k
YTD target: 1.05Mn
Prior YTD: 952k

B2B Revenue (excl. Wholesale)
11.3Mn
YTD target: 11.2Mn
Prior YTD: 11.6Mn

4G Act. Data Subs. Penetration to Smartphones
76.0%
YTD target: N/A
Prior YTD: 70.7%

B2B Revenue (incl. Wholesale)
21.3Mn
YTD target: 21.1Mn
Prior YTD: 21.5Mn

5G Act. Data Subs. Penetration to Smartphones
18.2
YTD target: N/A
Prior YTD: 13.3%

Digital Service Revenue
2.4Mn
YTD target: 2.4Mn
Prior YTD: 2Mn

Key Insights

- Ooredoo Oman's revenue as of YTD Apr'24 is lower than YTD Apr'23 by 2,4%, and is lower than AOP by 1.2%, mainly Impacted by a challenging market. Yet, postpaid and prepaid performance improved in Apr'24 vs. previous month and fixed continues to be stable
- B2C performance in terms of revenue as of YTD Apr'24 is lower than the AOP by 2% impacted mainly by challenging market. However, continues improvement is observed MoM
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Financial Health

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

GROWTH

EFFICIENCY

RESULTS

OMR'Mn

Service Revenue YTD

78 (99% Bud)

Lower by OMR -2.0m than last year (97% YoY)

EBITDA YTD

46%

39 (98% Bud)

Lower by OMR -2.2m than last year (95% YoY)

CAPEX Spent/Committed

-8.7 Spent (80% Bud)

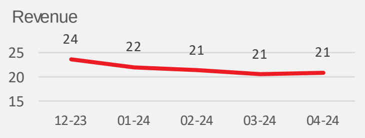
-21.1 Committed

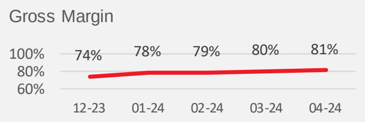
Lower by OMR -6.2m than last year (58% YoY)

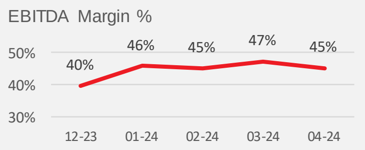
Free Cash Flow YTD

30.4 (105% Bud)

Higher by OMR 4.0 m than last year (115% YoY)







OMR 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	20.6	20.9	21.2	-1%	2%	-1%	85.0	86.0	-1%	-2%	258.0	-1%	0%
Service Revenue	19.4	19.7	19.8	-1%	1%	-1%	78.5	79.4	-1%	-3%	243.1	-1%	0%
Serv. Rev. % of Total Rev.	94%	94%	93%	1%	0%	0%	92%	92%	0%	0%	94%	0%	1%
B2C Service	13.8	14.2	14.4	-2%	3%	-3%	56.5	57.7	-2%	-4%	176.3	-2%	1%
Mobile Prepaid	4.4	4.7	4.6	3%	7%	-2%	18.5	18.9	-2%	-3%	57.9	-2%	0%
Mobile Postpaid	5.7	5.8	6.1	-5%	1%	-6%	23.1	24.0	-4%	-6%	72.0	-3%	-2%
Fixed	3.7	3.7	3.8	-1%	0%	1%	14.9	14.9	0%	0%	46.4	0%	5%
B2B Service	3.0	3.0	3.0	0%	-1%	5%	11.9	11.8	1%	-1%	37.8	0%	6%
Mobile	1.1	1.1	1.1	3%	0%	5%	4.3	4.2	0%	5%	12.7	0%	2%
Fixed	1.7	1.7	1.7	4%	0%	8%	6.9	6.6	5%	10%	21.0	0%	7%
ICT	0.2	0.2	0.3	-39%	-18%	-16%	0.7	0.9	-20%	-56%	4.2	4%	16%
Wholesale Service	2.6	2.5	2.4	6%	-2%	5%	10.1	9.9	2%	2%	28.9	1%	-8%
Equipment Revenue	1.2	1.3	1.4	-10%	9%	-7%	6.5	6.6	-2%	0%	14.9	2%	-13%
Cost of Sales	-4.1	-4.0	-4.1	2%	1%	0%	-17.5	-17.4	0%	3%	-49.1	-2%	6%
Service CoS	-3.0	-2.8	-2.8	-1%	6%	-4%	-11.1	-11.0	-1%	6%	-34.7	-2%	4%
Gross Profit	16.5	16.9	17.1	-1%	3%	-2%	67.6	68.6	-2%	-2%	208.9	-2%	1%
Service Gross Profit	16.4	16.9	17.0	-1%	3%	-2%	67.4	68.4	-1%	-2%	208.4	-2%	1%
Gross Margin %	80%	81%	80%	0%	1%	0%	79%	80%	0%	0%	81%	-1%	1%
Service Gross Margin %	85%	86%	86%	0%	1%	-1%	86%	86%	0%	0%	86%	0%	1%
OPEX	-6.7	-7.4	-7.2	-3%	-10%	-6%	-28.5	-28.8	1%	-2%	-85.7	1%	-1%
Tech & IT OPEX	-2.8	-2.9	-2.8	-3%	-3%	-8%	-10.9	-11.1	2%	-3%	-32.9	1%	-1%
Tech. OPEX % of Serv. Rev.	14%	15%	14%	1%	0%	-24%	14%	14%	0%	-24%	14%	-38%	-38%
EBITDA	9.7	9.5	9.9	-4%	-3%	-7%	39.1	39.8	-2%	-5%	123.2	-3%	1%
EBITDA Margin %	47%	45%	47%	-1%	-2%	-3%	46%	46%	0%	-1%	48%	-1%	1%
Depreciation & Amortization	-5.8	-5.5	-5.5	0%	4%	2%	-21.9	-21.9	0%	6%	-69.0	-1%	2%
EBIT	4.0	4.0	4.4	-8%	0%	-13%	17.2	17.9	-4%	-5%	54.2	-6%	4%
Net Profit	0.6	0.6	0.7	-19%	-5%	-46%	3.4	3.1	8%	-12%	9.9	-18%	-8%
CAPEX	-0.9	-4.9	-3.3	-46%	-413%	-5%	-8.7	-10.8	20%	42%	-47.5	-13%	-5%
CAPEX % of Serv. Rev.	5%	25%	17%	8%	20%	48%	11%	14%	-3%	30%	20%	-2%	-1%
CAPEX % of EBITDA	10%	51%	34%	17%	41%	96%	22%	27%	-5%	58%	39%	-5%	-2%
FCF 1 (External Reporting)*	8.8	4.6	6.5	-29%	-47%	-17%	30.4	29.0	5%	15%	75.7	-10%	-4%
FCF 2 (Internal Reporting)*	21.9	24.0	21.0	14%	9%		24.0	21.0	14%		63.1		

Key Insights For The Month of Apr'24

Revenue for the month is lower than the AOP by **0.3m**. Key remarks for the month are:

- **B2C Services revenue** is lower than the AOP by 0.2m driven by lower mobile postpaid revenue (impacted by lower ARPU & lower customer base) & lower Fixed revenue (impacted by lower customer base). *This is partially offset* by higher prepaid revenue driven by higher ARPU
- **Wholesale Revenue** is higher than the AOP by 0.1m driven by higher MVNO revenue & higher national roaming driven by higher usage
- **Equipment Revenue** is lower than the AOP by 0.1m driven by lower handset sales than planned for

COS is lower than the AOP by 0.1m mainly driven by lower equipment cost, lower content cost & lower SAC. *This is partiality offset* by higher other wholesale cost related to point of interconnection that is not budgeted for and higher roaming cost

Net profit is lower than the AOP by 0.1m driven by lower EBITDA

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 64 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, Deferred Revenue movement and Contract Liabilities movement.

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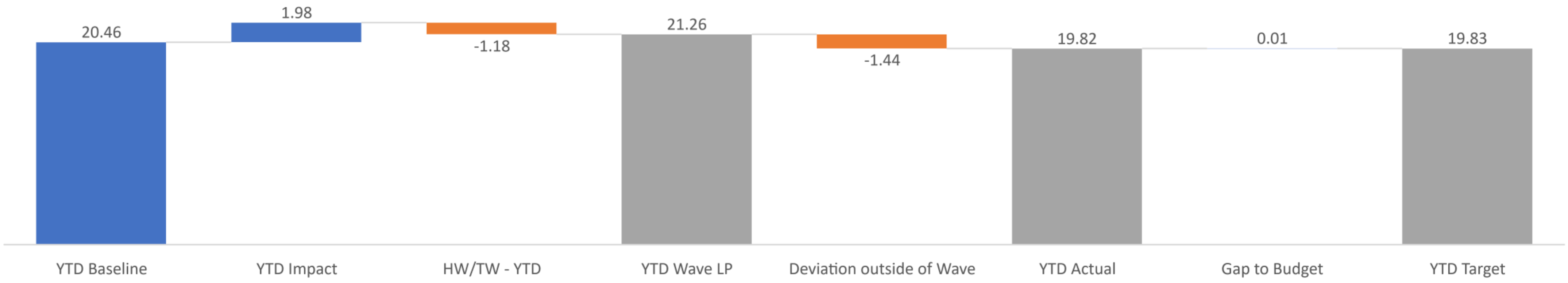
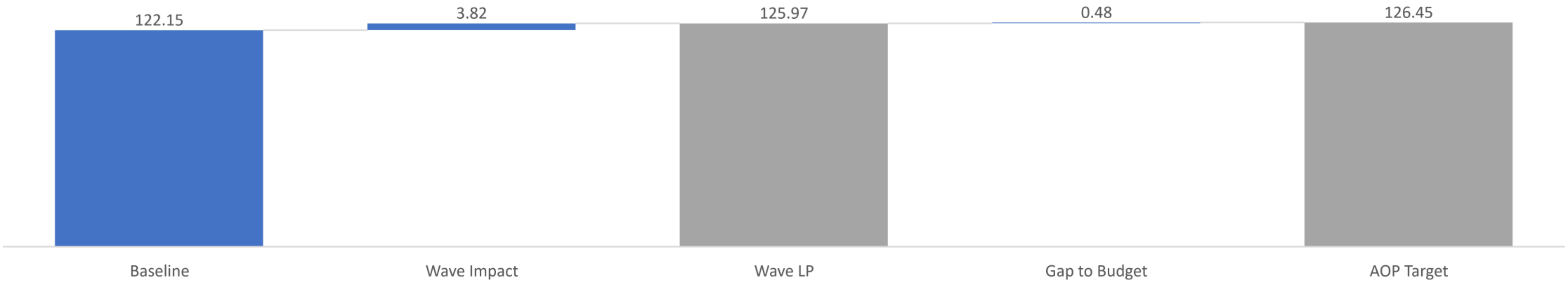
Waterfall of 2024 Initiatives (Waiting OG to update their part in WAVE)

EBITDA bridge – YTD Performance LC Mn



EBITDA bridge – FY Forecast LC Mn



MVA & YTG: YTD- APR (waiting for OG to update their part in Wave)

P&L Statement	Baseline (LY LP)	Wave FC	Wave Actuals vs Forecast	Wave Headwinds	Wave LP	Deviations outside of Wave	% Deviations outside of Wave	YTD ACT	YTD BUD	FY Wave LP	FY Budget
Revenue											
Mobile Revenue											
B2C											
B2B											
Fixed Revenue											
B2C											
B2B											
Wholesale Revenue											
Equipment Revenue											
COGS											
Gross Margin											
Total OpEx											
EBITDA											

Classification: Confidential

Initiatives Performance (As of 8th of May 2024)

Top Performing Initiatives						
N#	# - Name	Stage	YTD actual Vs forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
1	#28175 - 2024 Revenue: CVM Initiatives &Advance Analytics [GR-2024]	Submitted for L4 Approval	1.08	1.20	0.12	1.97
2	#29108 - [OPEX Program]: 2024 Matrixx Sunset (OO Led)	L4 (Executed)	0.42	0.42	-	0.73
3	#28232 - [OPEX Program]: 2024: HR OPEX Savings	L3 (Planned)	0.33	0.86	0.53	2.33
4	#25209 - [OPEX Program] : B2C Improving Call Centers Operational Efficiency	L3 (Planned)	0.08	0.10	0.02	0.13
5	#29135 - 2024 Savings: COS Wholesale	L3 (Planned)	0.08	0.10	0.02	0.28
6	#28281 - 2024 Revenue: Bankable Plan (Digital / New Business) [GR-2024]	L3 (Planned)	0.06	0.10	0.04	0.33
7	#29120 - [2024 OPEX Program]: 2024: Contractual Salary - Technical	L4 (Executed)	0.05	0.06	0.02	0.11
8	#28315 - 2024 Rev: National wholesale Revenue Up lift	L3 (Planned)	0.04	0.25	0.21	1.22
9	#29114 - [OPEX Program]: 2024: Digital CRM- Hardware and Software Support	L4 (Executed)	0.03	0.04	0.01	0.04
10	#29118 - [OPEX Program]: 2024: IT Managed Service	L3 (Planned)	0.03	0.04	0.01	0.11
Total			**2.21**	**3.18**	**0.97**	**7.24**

Underperforming Initiatives						
N#	# - Name	Stage	YTD actual Vs forecast	YTD Actual net impact	YTD Forecast net impact	FY Net impact
1	#28189 - 2024 Revenue: 2AF	L3 (Planned)	-0.13	0.00	0.13	0.38
2	#28383 - 2024 COS Savings: Calls to Pakistan	L3 (Planned)	-0.09	0.00	0.09	0.37
3	#25284 - [OPEX Program]: Consumer Stores profitability	L3 (Planned)	-0.07	0.01	0.07	0.37
4	#29106 - [OPEX Program]: 2024: Huawei Third Level Support (L3) (OO Led)	L3 (Planned)	-0.05	0.00	0.05	0.22
Total			**-0.34**	**0.01**	**0.34**	**1.34**

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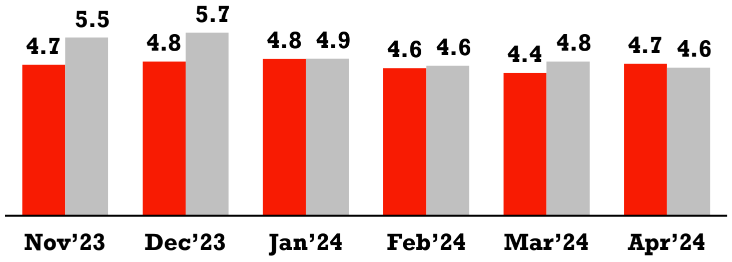
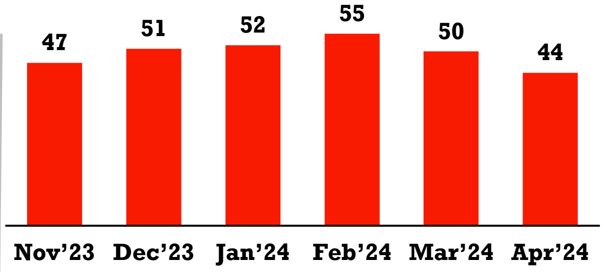
Mobile Prepaid - Overview

Actual Plan

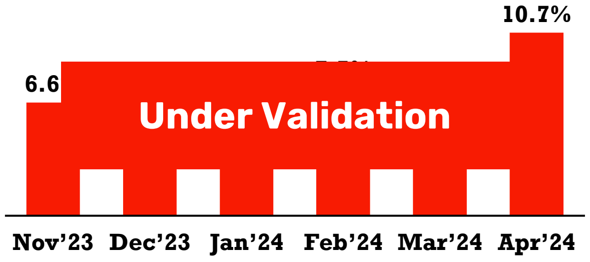
Prepaid Service Revenue (LC Mn)



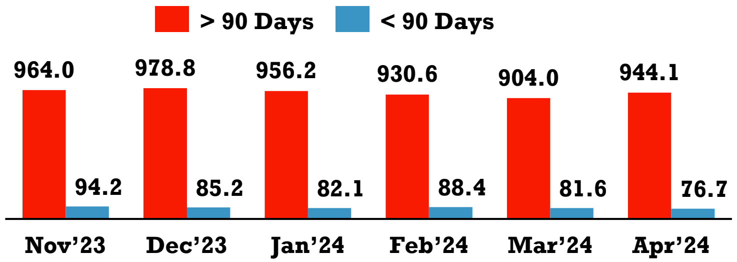
Gross Adds ('000)



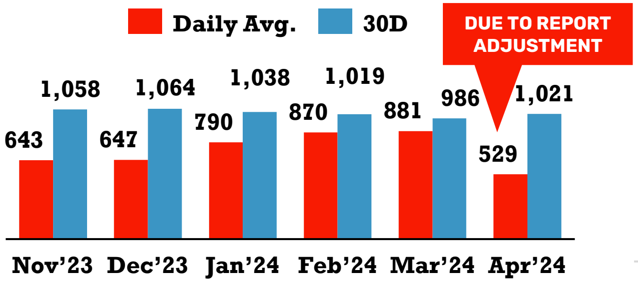
30D Churn (%)



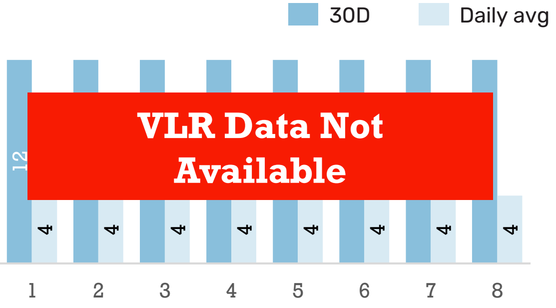
Customers Prepaid ('000)



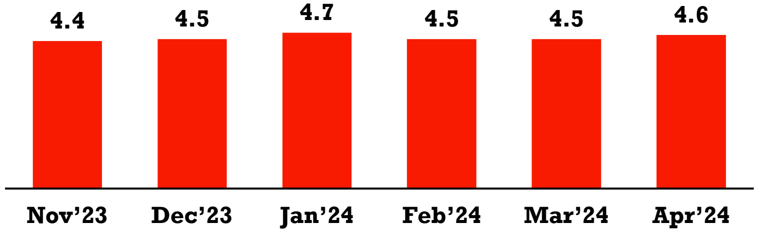
30D vs. Daily avg Active Base ('000)



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

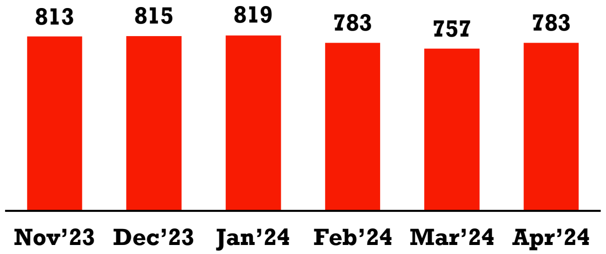


ARPU Prepaid (LC)*



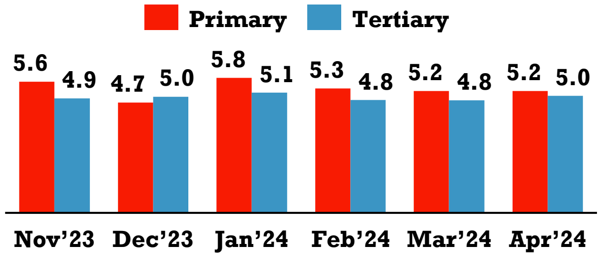
ARPU is based on 30D Active

30D Recharging Customers ('000)*



Unique Recharge Subscribers

Primary and Tertiary Recharges (LC Mn)



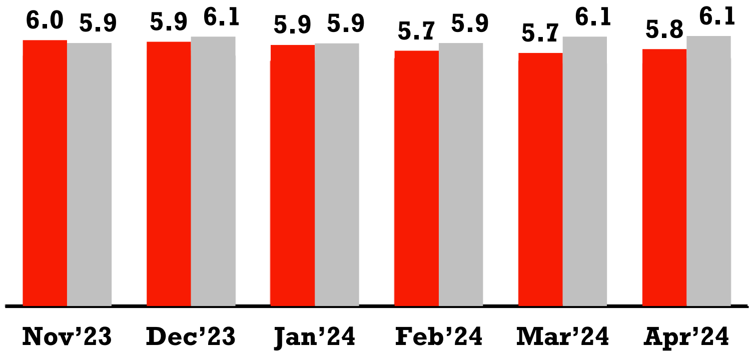
Key Insights

Pre-paid service revenue increased by 6.5% in Apr'24 vs. Mar'24

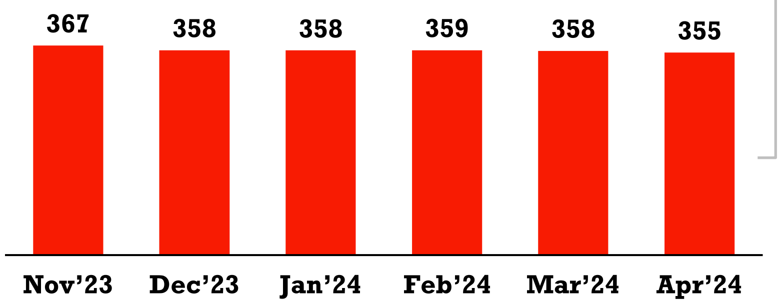
Mobile Postpaid - Overview

Actual Plan

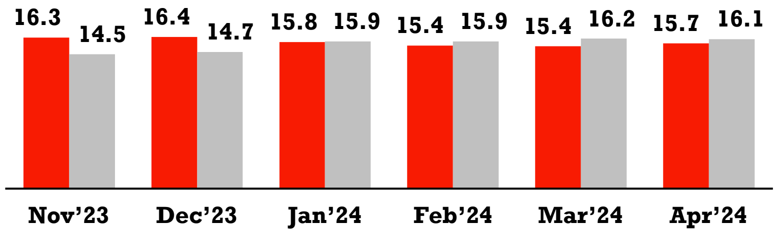
Postpaid Service Revenue (LC Mn)



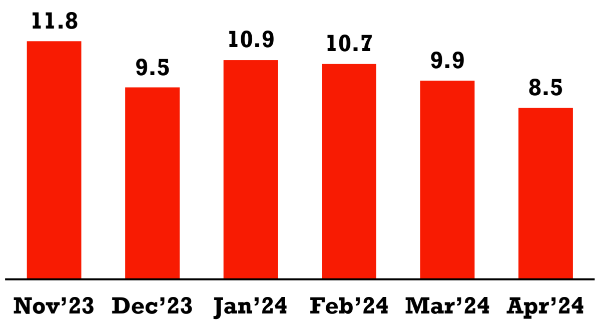
Customers Postpaid ('000)



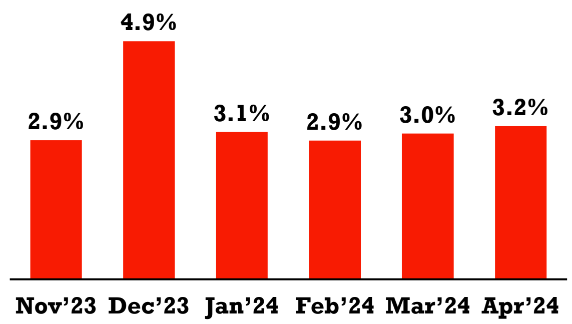
ARPU Postpaid (LC)



Gross Adds ('000)

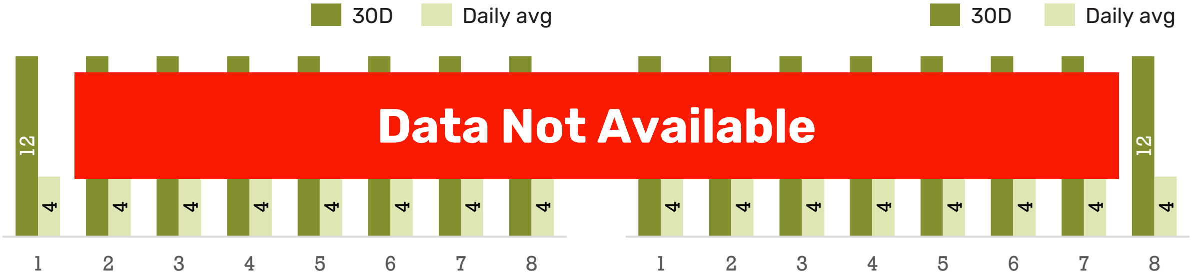


30D Churn (%)*



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

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



* *Post-paid churn is based on total churn / post-paid end base*

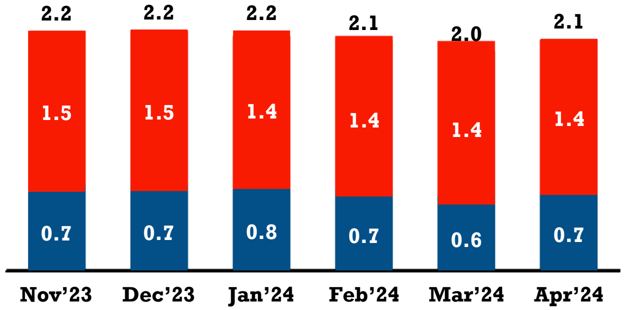
Key Insights & Initiatives

Postpaid service revenue increased in Apr'24 vs. Mar'24 by: 1.5%

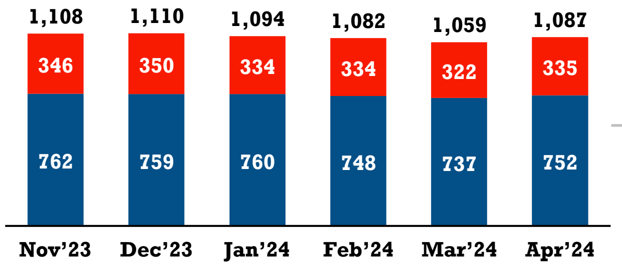
VOICE Usage Breakdown - Prepaid vs Postpaid

Post-paid Pre-paid

Voice Revenue (LC Mn)

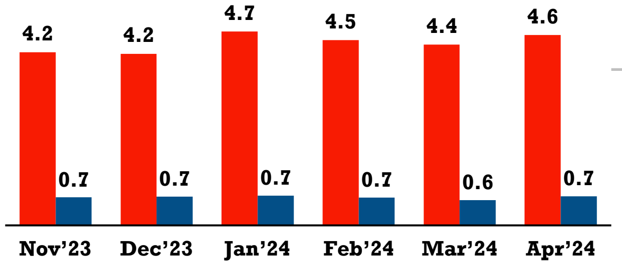


30D Voice Users ('000)*

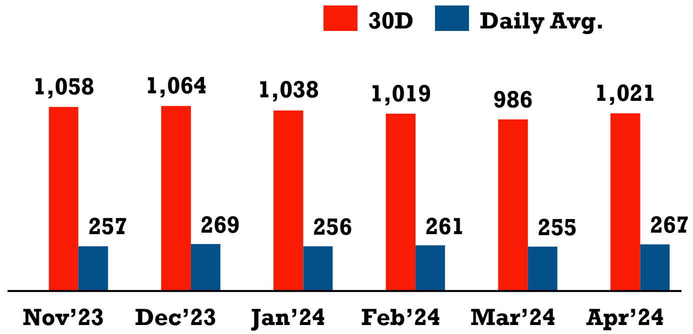


Voice ARPU (LC)

** Postpaid 30D avg. data N/A*



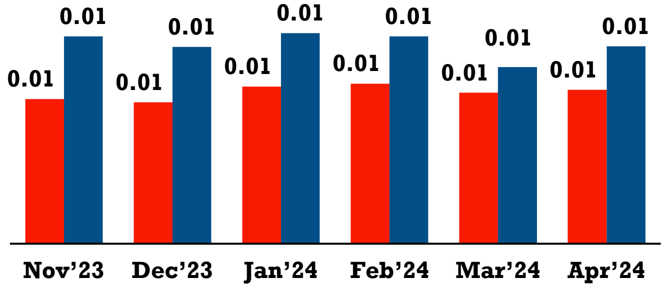
Prep. 30D vs. Daily avg Voice Users ('000)



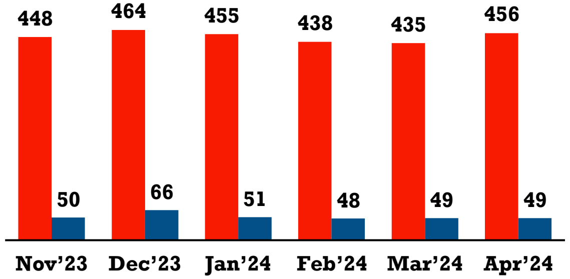
Post. 30D vs. Daily avg Voice Users ('000)

Post-paid Pre-paid

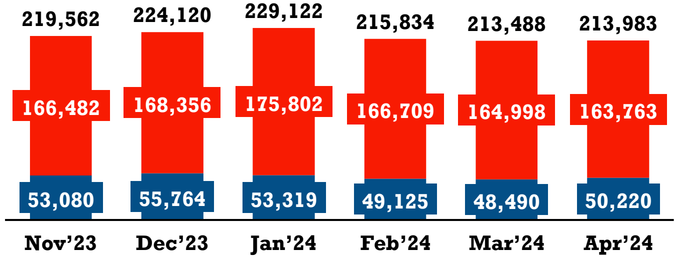
Voice Yield (LC)



Voice Usage MOU/User (Min)



Voice Total Traffic ('000 Min)



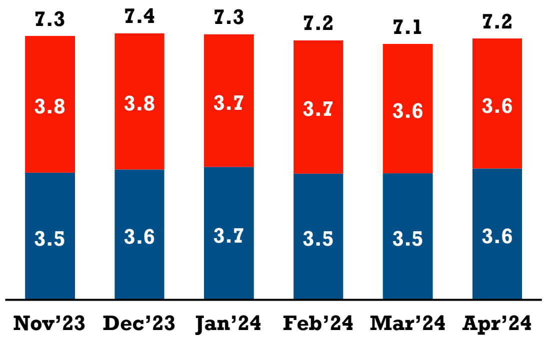
Key Insights & Initiatives

Voice revenue continues to be challenging due to competitive market environment and aggressive MVNOs offers

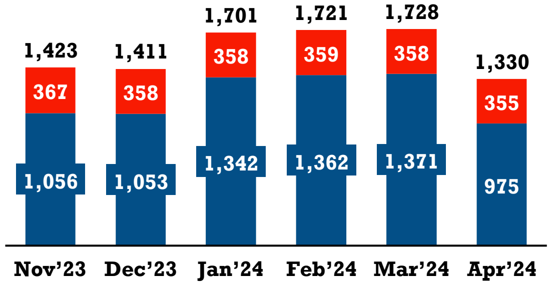
DATA Usage Breakdown - Prepaid vs Postpaid vs Data only

Post-paid Pre-paid

Data Revenue (LC Mn)

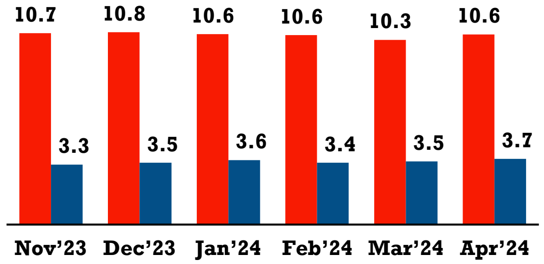


30D Data Users ('000)

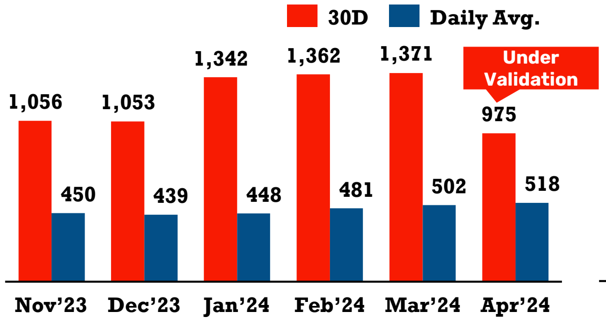


Post-paid 30D avg. Data reflects post-paid total base as data N/A

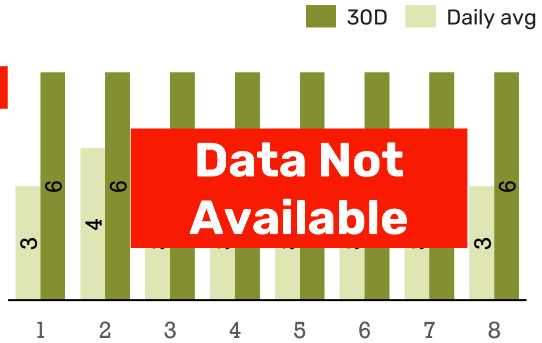
Data ARPU (LC)



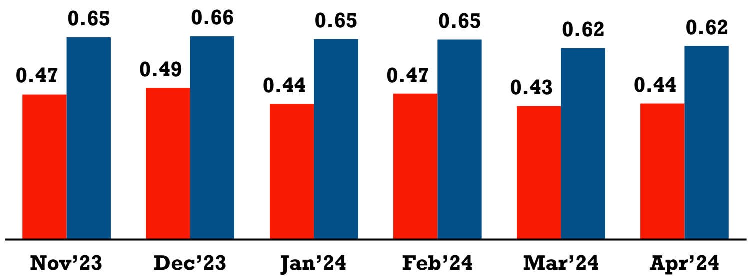
Prepaid 30D vs. Daily avg Data Users ('000)



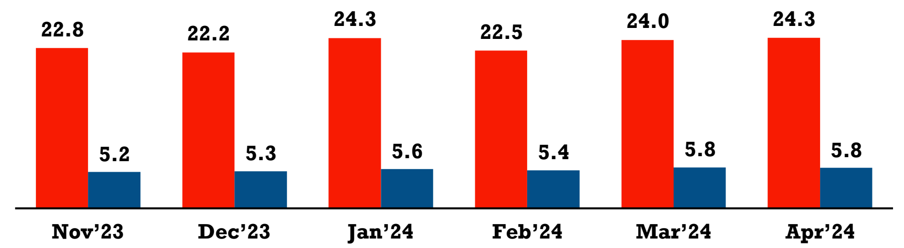
Postpaid 30D vs. Daily avg Data Users ('000)



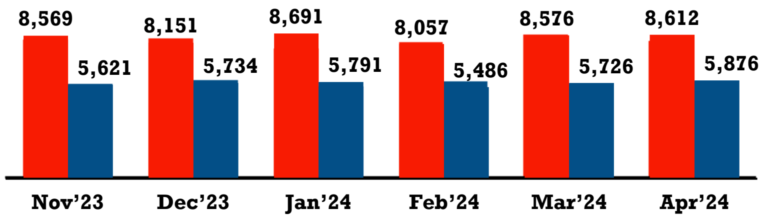
Data Yield (LC/GB)



Data Usage GB/User (GB)



Total Data Traffic ('000 GB)



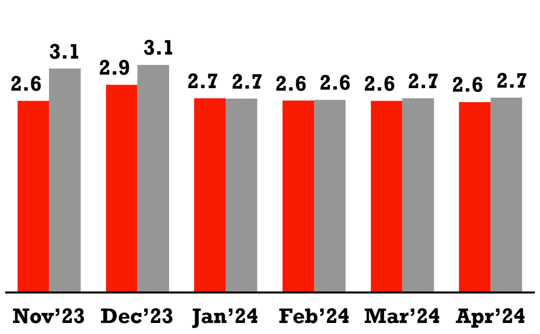
Key Insights & Initiatives

Data revenue increased in Apr'24 vs. Mar'24 by around 2%

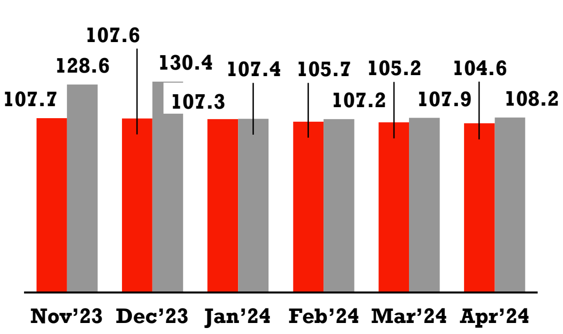
Fixed B2C overview - FWA, FTTH

FWA

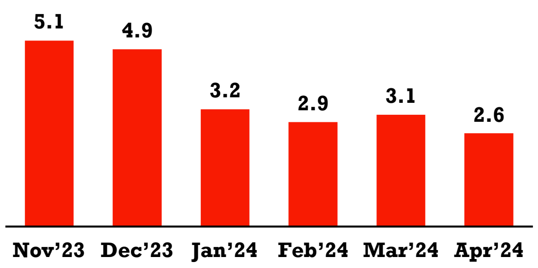
Service revenue (LC Mn)



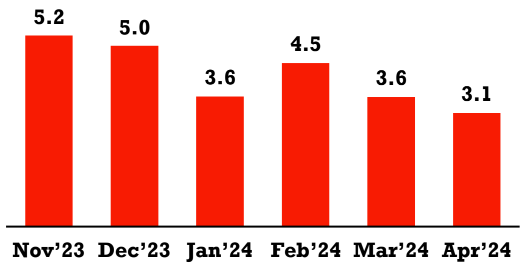
30D Active Base (‘000)



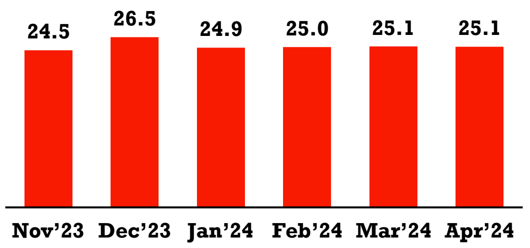
Gross Adds (‘000)



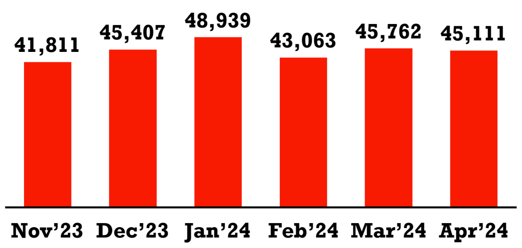
Termination (‘000)



ARPU (LC)

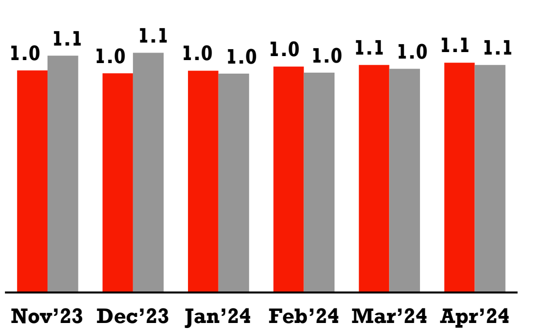


Total traffic (TB)

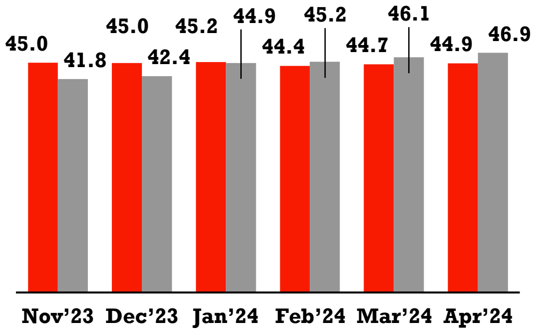


FTTH

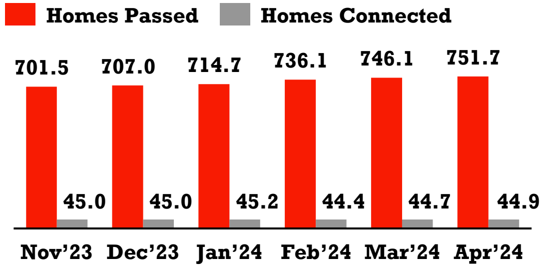
Service Revenue (LC Mn)



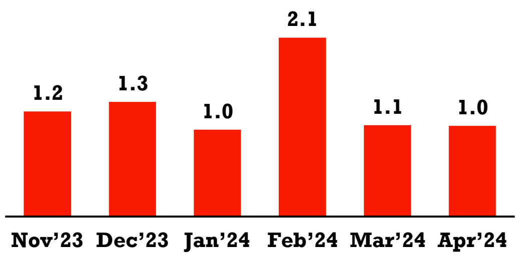
30D Active Base (‘000)



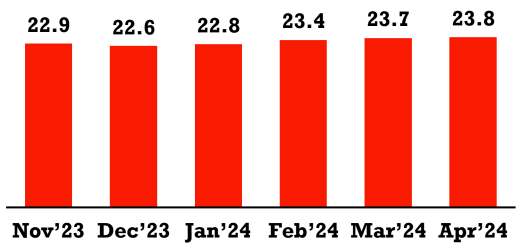
Homes Passed vs Connected (‘000)



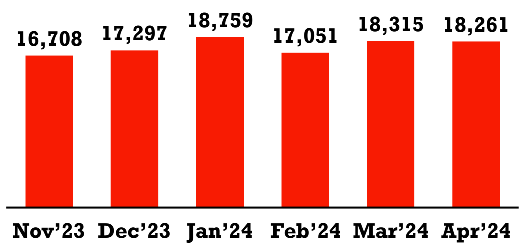
Termination (‘000)



ARPU (LC)



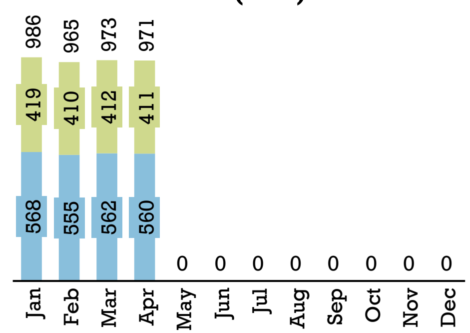
Total Traffic (TB)



Ooredoo App.

App users

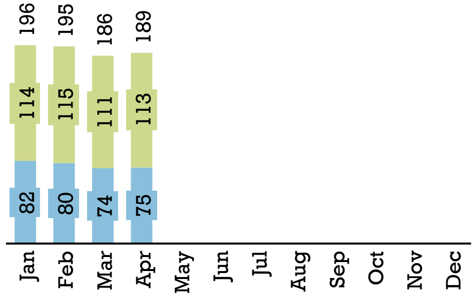
MAU('000)



MoM	YoY
-0.4%	-%
-0.3	-%

Post
Pre

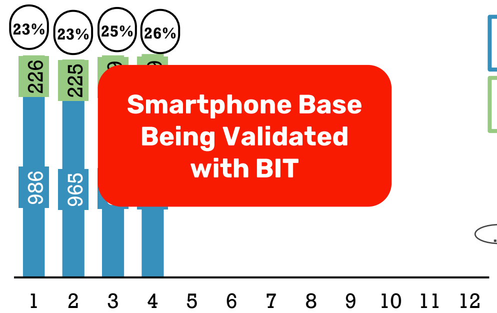
DAU('000)



MoM	YoY
2%	-%
1%	-%

Pre
Post

Unique Users in Smartphones Base ('000) and %



MoM

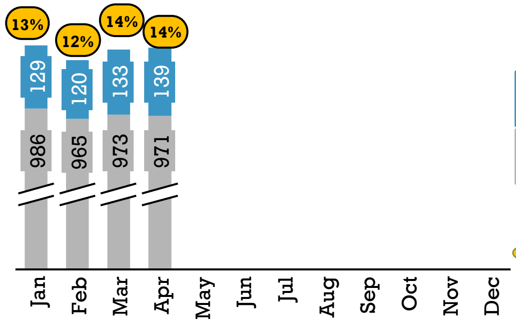
4%

0%

Smart Phone Base
App Unique Users
App users %

Recharge & Pack Purchases of App Users

Recharging Unique Users (UU)



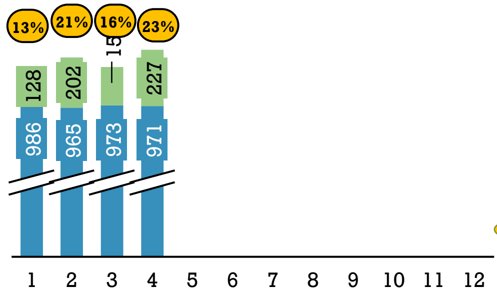
MoM

4%

-0.3%

App Recharge UU
Recharge UU %

Pack Purchases (UU)



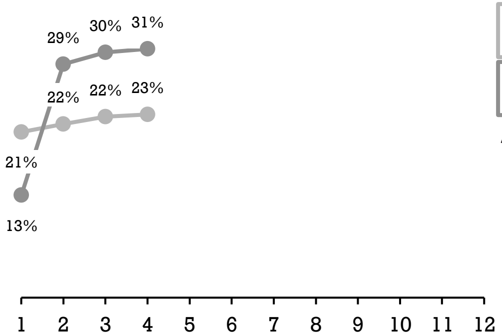
MoM

47%

-0.3%

Pack Purchases UU
App User
Pack purchase UU %

App Users Recharge & Pack Purchase Value as % of total



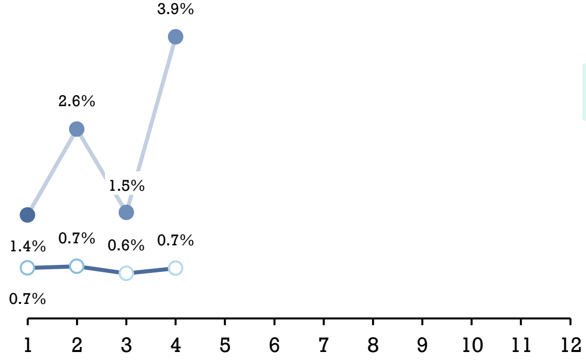
MoM

1%

1%

App users:
Recharge Value % of Total
Pack Purchase % of Total

Churn & ARPU of app users



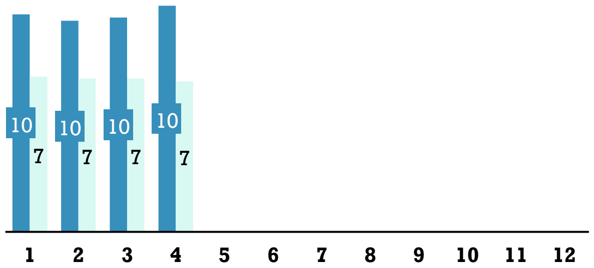
MoM

11%

116%

App users
Total base

ARPU of App Users vs Base (LC)



MoM

-2%

5%

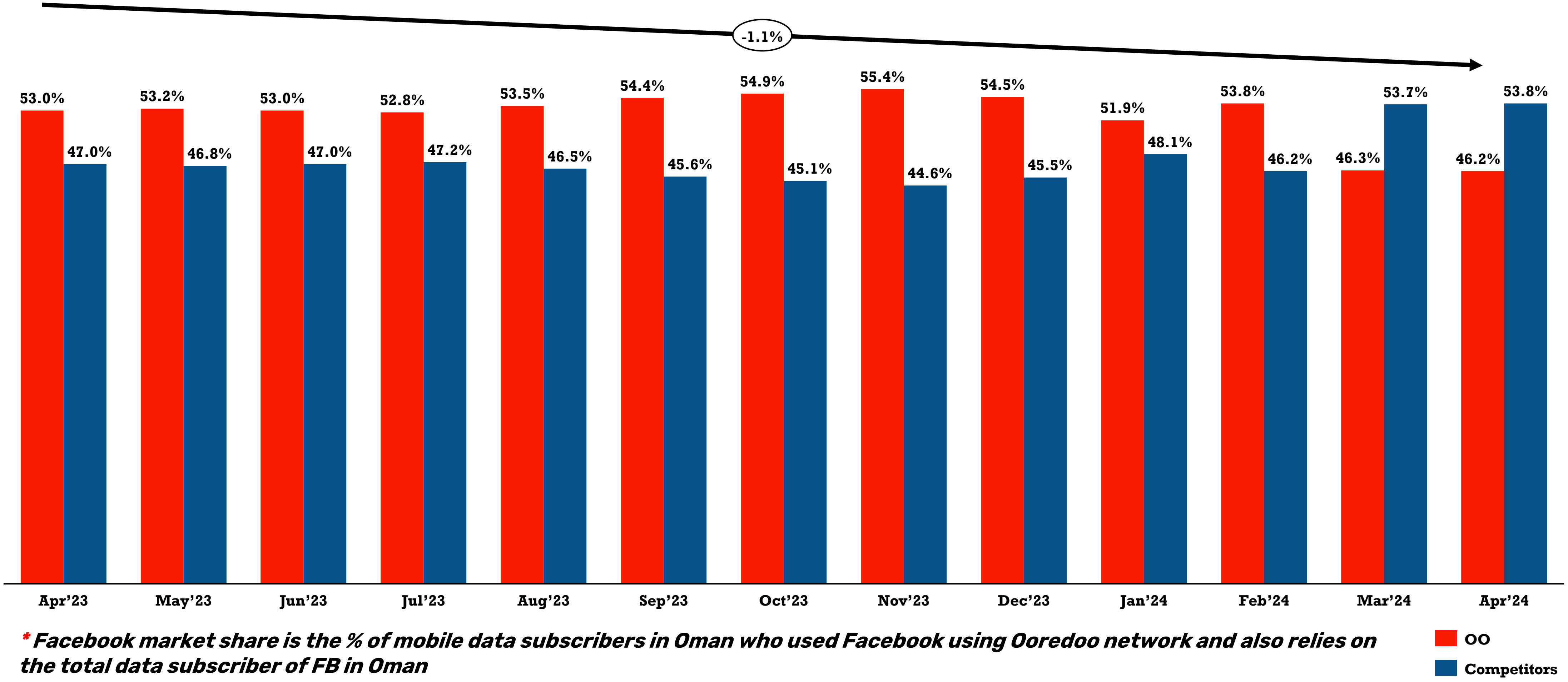
App users
Total base

Key Insights & Initiatives

Launch of an App. exclusive recharge offer in Q2 to boost recharge contribution. Offer was launched in September and showing growth in App. recharges

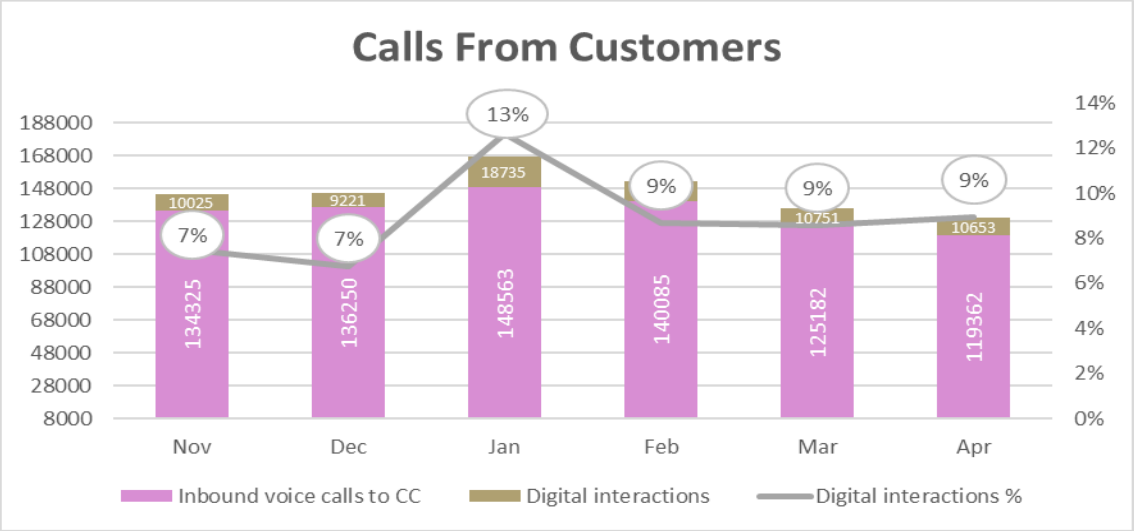
Market Share (B2C + B2C) - FaceBook Market

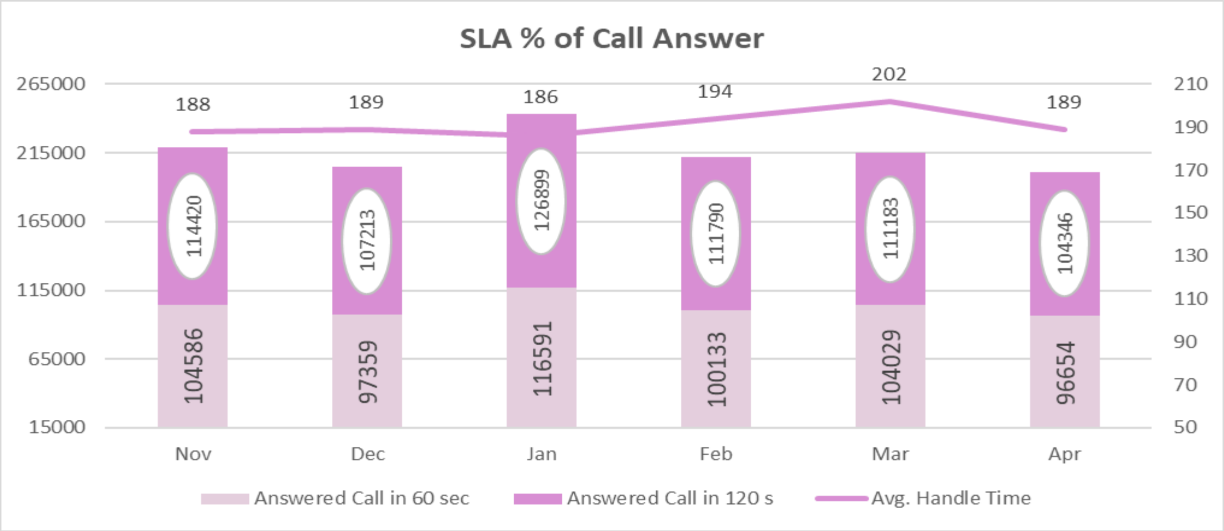
Facebook Market Share*



****Facebook market share is the % of mobile data subscribers in Oman who used Facebook using Ooredoo network and also relies on the total data subscriber of FB in Oman***

Customer Service - (1/2)

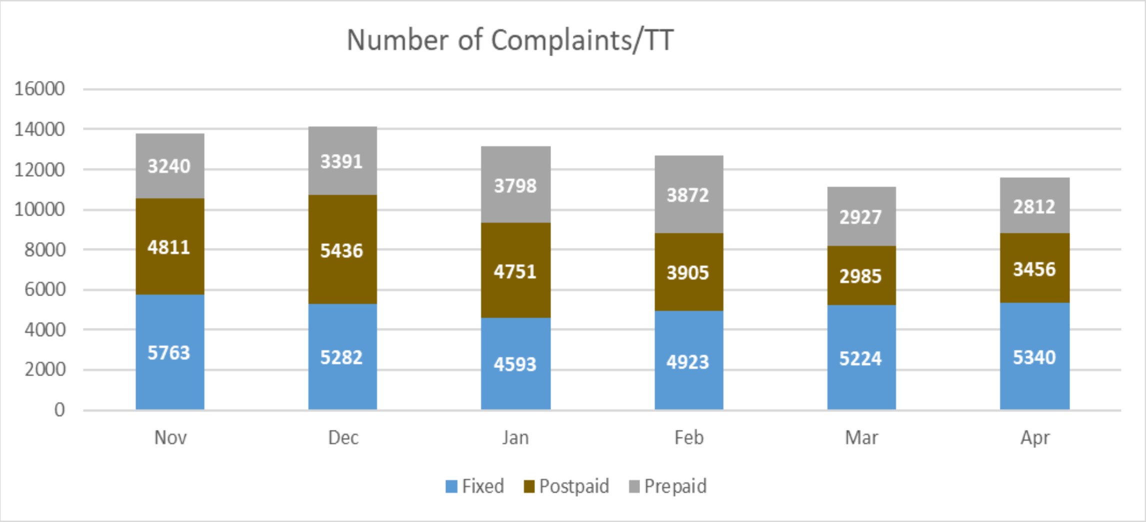


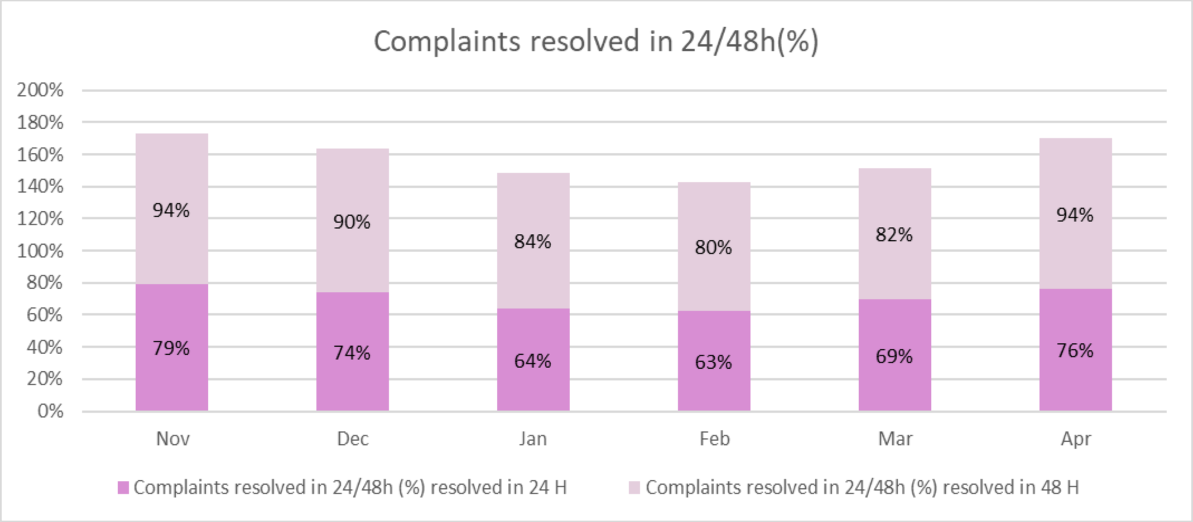


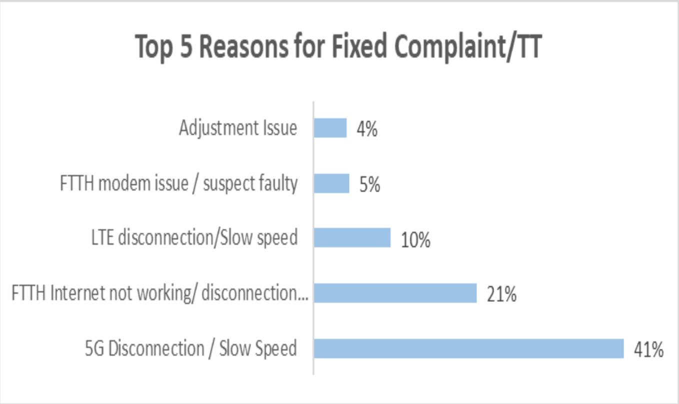
Key Insights & Initiatives

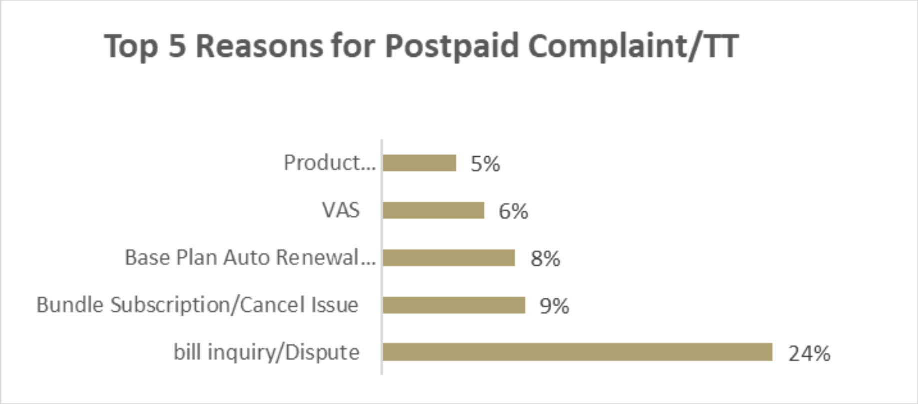
- During Apr’24, Oman experienced critical weather conditions which caused various multiple issues such as fiber cut, roaming and local calls dropping

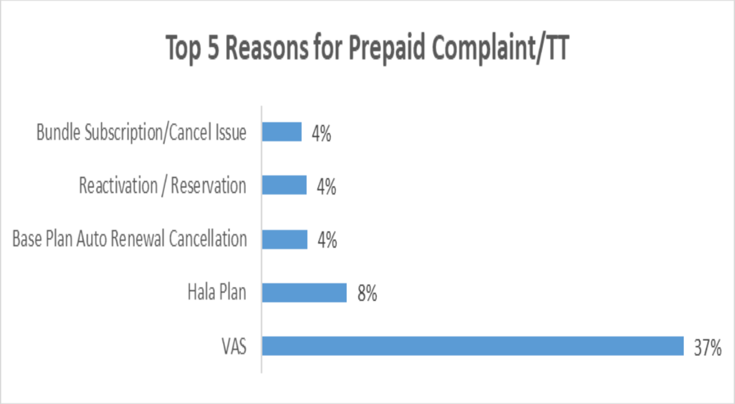
Customer Service - (2/2)











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B2B P&L - Excluding Wholesale

P&L Statement	Mar-24	Apr 2024		YTD 2024
OMR Mn	Act	Act	MoM	Act
B2B Service Revenue	**2,847**	**2,807**	-1.4%	**11,250**
Mobile B2B	1,079	1,084	0.4%	4,252
Fixed B2B	1,563	1,555	-0.5%	6,252
ICT	205	168	-18.0%	746
B2B Service CoS	**-432**	**-400**	8.1%	**-1,512**
Mobile B2B	-216	-194	11.2%	-830
Fixed B2B	-95	-98	-3.3%	-375
ICT	-121	-107	13.0%	-306
B2B Service Gross Margin	**2,415**	**2,407**	-0.3%	**9,738**
Mobile B2B	863	889	3.1%	3,421
Fixed B2B	1,468	1,456	-0.8%	5,877
ICT	84	61	-27.4%	440
B2B Service Gross Margin %	84.8%	85.7%	0.0%	86.6%
B2B OPEX	**-701**	**-816**	-14.1%	**-3,165**
B2B EBITDA	**1,714**	**1,591**	-7.2%	**6,573**
B2B EBITDA Margin %	60.2%	56.7%	-5.8%	58.4%

Customer Experience

B2B Customer Experience Summary	Target	M0 (Month under review)	M-1	M-2	M-3	M-4	M-5	M-6	M-7	M-8	M-9	M-10	M-11	M-12	M1-24	M2-24	M3-24	M4-24	Comments / Definitions
Count of Total B2B Trouble Tickets		NIL	845	868	859	782	1078	941	1027	1039	941	1000	870	691	802	860	910	1047	Trouble Tickets to include Requests and complaints
Mobile		85%	199	198	186	176	217	176	189	227	176	202	193	182	175	170	159	232	
			98%	97%	97%	95%	96%	96%	94%	91 %	92%	88%	87%	85%	97%	94%	96%	96%	
Fixed & ICT		85%	646	670	673	606	861	765	838	812	765	798	677	509	627	690	751	808	
			98%	97%	97%	95%	96%	96%	94%	91%	92%	88%	87%	85%	97%	95%	96%	96%	
Number of Unique accounts raising a TT		NIL	610	633	623	576	758	621	663	727	635	727	617	523	773	635	623	808	If an account raising multiple TTs, to be counted as 1 for this KPI
B2B Impacting Network Outages (Count)		NIL	16	22	21	11	15	13	12	26		10	13	19	11	9	6	8	
TT resolved with in SLAs		85%	827	846	833	781	1043	887	981	882	819	876	736	637	735	824	866	924	
			98%	97%	97%	95%	96%	96%	94%	91%	92%	93%	87%	85%	97%	96%	96%	96%	
B2B Fixed Line installation TATs		85%	43%	77%	63%	70%	81%	84%	88%	89%	88%	87%	88%	88%	91%	92%	94%	96%	from time of receipt of purchase order, until customer acceptance certificate receipt
Fixed Line to exclude FTTH based offerings, since they are on best effort basis																			

International Wholesale

OMR' Mn	Apr 2024					YTD 2024			
International Wholesale revenue	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
International Inbound voice	0.15	0.16	-9%	-5%	0%	0.62	0.88	-30%	14%
International Data & Connectivity	0.19	0.23	-15%	-4%	36%	0.75	0.90	-17%	31%
International A2P SMS	0.12	0.15	-24%	10%	21%	0.43	0.60	-28%	15%
International Inroaming	0.33	0.35	-3%	-2%	4%	1.37	1.43	-4%	4%
Total International Wholesale Revenue	**0.79**	**0.89**	-11%	-1%	12%	**3.18**	**3.81**	-17%	13%

International Roaming	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Outroaming Revenue	0.34	0.38	-11%	44%	9%	1.18	1.72	-32%	-21%
In-roaming revenue	0.33	0.35	-3%	-2%	4%	1.37	1.43	-4%	4%
Total Roaming Revenue	0.68	0.73	-8%	17%	6%	2.55	3.15	-19%	-9%
Roaming cost	-0.46	-0.42	-10%	17%	-7%	-1.87	-1.80	-4%	-4%
Net Position Roaming	0.21	0.31	-32%	878%	5%	0.68	1.35	-49%	-33%
Net Position Roaming%	32%	43%	-11%	28%	-1%	27%	43%	-16%	-9%

International Voice	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Outgoing International Voice Revenue	0.25	0.22	13%	18%	1%	0.88	0.88	1%	-11%
Inbound International Voice	0.15	0.16	-9%	-5%	0%	0.62	0.88	-30%	14%
Total International Voice Revenue	0.40	0.38	4%	8%	0%	1.50	1.75	-15%	-2%
Outgoing International Voice Cost	-0.33	-0.37	10%	0%	11%	-1.35	-1.46	7%	29%
Net Position International Voice	0.06	0.01	430%	105%	251%	0.15	0.29	-50%	139%
Net Position International Voice%	0.2	0.0	13%	7%	11%	0.10	0.17	-7%	34%

International Data & Connectivity	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
Data and Connectivity Revenue	0.19	0.23	-15%	-4%	36%	0.75	0.90	-17%	31%
Data and Connectivity Cost	0.00	0.00	0%	0%	0%	0.00	0.00	0%	0%
GM Data & Connectivity	0.19	0.23	-15%	-4%	36%	0.75	0.90	-17%	31%
GM Data & Connectivity %	1.00	1.00	0%	0%	0%	1.00	1.00	0%	0%

International Network Cost	Apr 2024					YTD 2024			
	Actual	Budget	vs BU	MoM	YoY	Actual	Budget	vs BU	YoY
International Network Cost	-0.02	-0.01	-70%	-51%	-43%	-0.06	-0.05	-25%	0%

Table of Contents

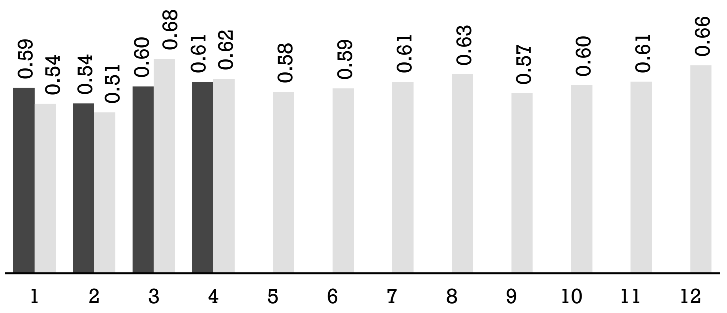
Digital Services & Partnerships - Overview

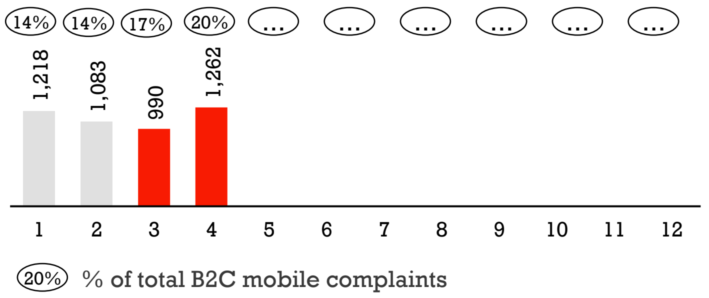
Revenue, LC Mn

Customers / Accounts / Traffic*,

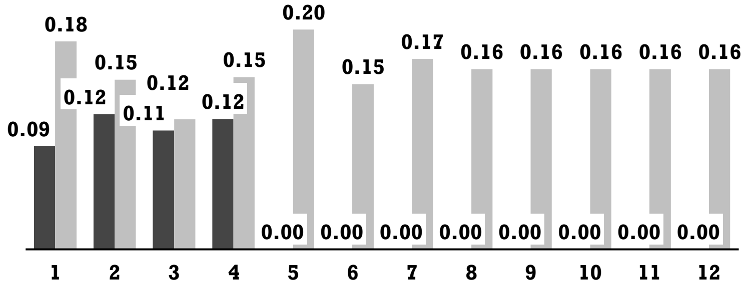
Complaints, # and % of total

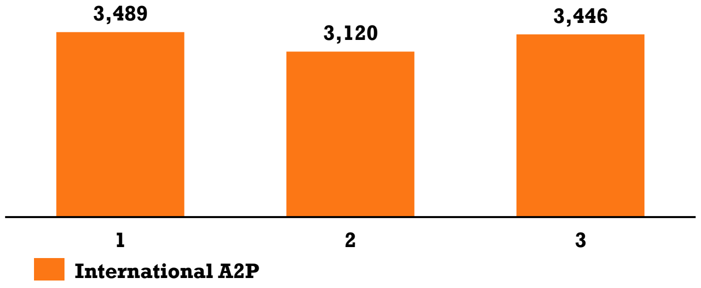
B2C



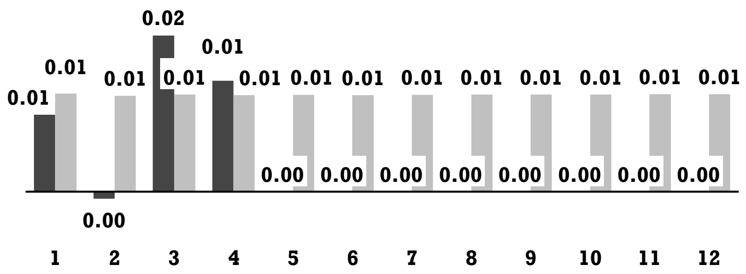


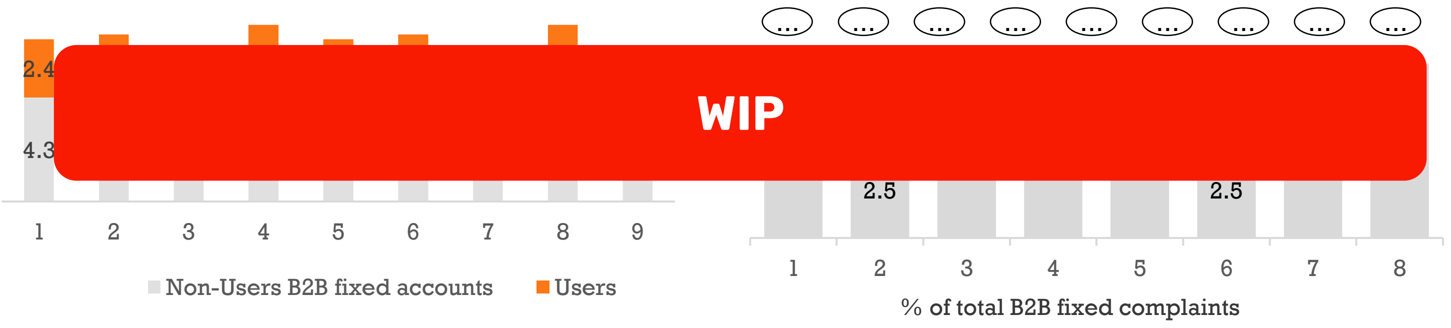
B2B2C





B2B





Note: B2C – customers, B2B – accounts, B2B2C – domestic A2P/bulk SMS accounts, B2C - customers

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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 / FTTH / Fixed

- *Availability decreased due to heavy rain across the country: 2G (99.3%), 3G (99.4), 4G (99.8%) and 5G (99.97%)*

Incidents:

- *14 – 17 Apr: multiple sites outages and fiber cuts across the country due to heavy rain*
- *19 Apr – on going:*
  - ✓ *50G of SMW5 Singapore traffic down (submarine cable fault). ETR: end of May 2024*
- *24 Feb – on going:*
  - ✓ *Multiple IGWD and IPX Roaming Circuits (120G out of 400G) down due to fault in International carrier (TATA) network submarine (between Jeddah BU and Djibouti BU), since 24 Feb'24. ETR: end of May 2024*

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:
Fixed Consumer: planed to cover 252 sites vs Actual 50 sites Covering (5G Coverage Commercial & Capacity , 5G-NR - Capacity)
Mobile Coverage: planed to cover 179 sites vs actual 32 sites including (New Coverage (Outdoor) , LTE-MBB Capacity upgrade)

Tx, FIBER NW and/or FTTX/FWA Projects:
- *4 new POPs – 4 PoPs completed*
- *6 – OLT Expansion completed*

Fiberization Progress:
- *Sites on Fiber (Planned): 30 & (Actual): 30 (Cumulative & Actual): 1363*
- *1 MW hop to Fiber sites (Planned): 811 & (Actual): 811*

CORE & IT/Digitalization Projects:
- Digital Billing: *Phase 2 D-Billing, overall 58% progress. Environment 100%, Dev in progress 67% , Data Migration design in progress 56%*
- *Phase 3: SRS 78% progress , Product Rationalization 85%*
- Digital Single Rating: *Phase 2: Dev in progress 82%, SIT 30% passed*
- *Phase 3: Detail timeline planning in progress, 7% progress of SRS*

- CS Modernization
  - *CS Mobile (MSCs & MGWs) will be swapped from Ericsson to Huawei*
  - Board Approval Received, Technology PO issued
  - ISM Budget Secured, PO to be issued and to confirm delivery timeline

TECH CAPEX:
Total OO CAPEX Spend Apr YTD is OMR 8.65m Vs planned of OMR 10.81m, projects are picking and progressing. The main reason for the variance is due to 2nd OTN Vendor, SAP, and Digital Transformation Project

TECH OPEX:
- *NW Apr -YTD is OMR 8.85m Vs planned of OMR 9.31m due to initiative savings mainly in Matrixx sunset*
- *IT Apr-YTD OPEX is OMR 2.03m planned of OMR 1.76m working on initiatives to meet the plan*

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:

- *Overall Voice Traffic slightly increased by 0.3%*
- *VoLTE contribution to total Voice traffic increased from 29.6% to 30.5%*

Data:

- *MBB: increased by around 3% compared to last month*
- *HBB: slightly decreased by 1.3%*

Voice Performance

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

2G:

- *Percentage of "Cells having TCH Congestion > Target [2%]" is 0.03%*
- *Voice Drop Calls: maintained at around 0.46%, while "% of cells w/ 2G Call drop rate > Target [2%]" is 0.01%*

3G:

- *Percentage of "Cells w/CS RAB Congestion > Target [1%]" is 0%*
- *Voice Drop Calls: while maintaining Drop Call rate at around 0.08%, the "Percentage of cells w/ CS RAB drop rate > Target [2%]" also maintained at 0%*

VOLTE:

- *"% of cells w/ VoLTE drop rate > Target [1%]" is 0%*
- *VoLTE drop rate is maintained at around 0.04%*

Data Performance

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

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

- *Normal trend*

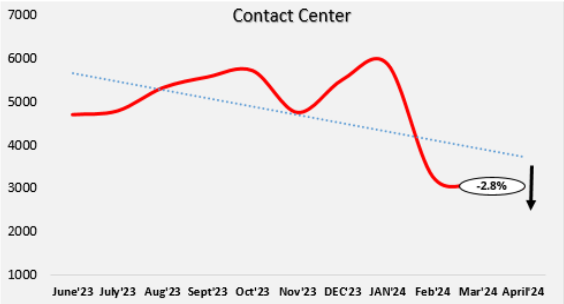
5G:

- *Normal trend*

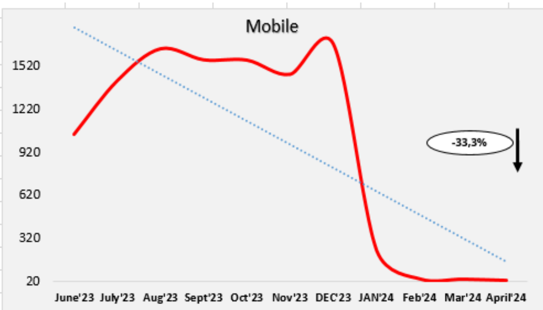
Technology Lead KPIs – Complaints

Customer Complains TECH

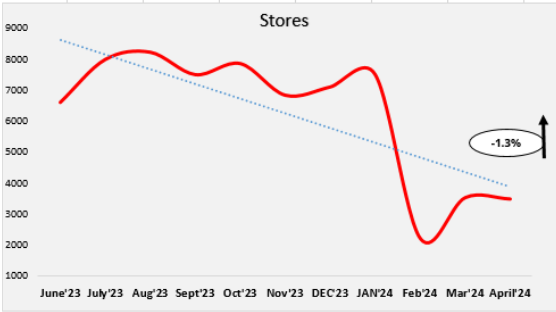
 # Technology - Customer Complaints
(from Call Center)



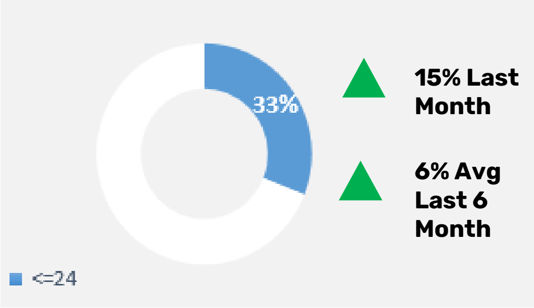
 # Technology – Customer Complaints
(from Mobile)



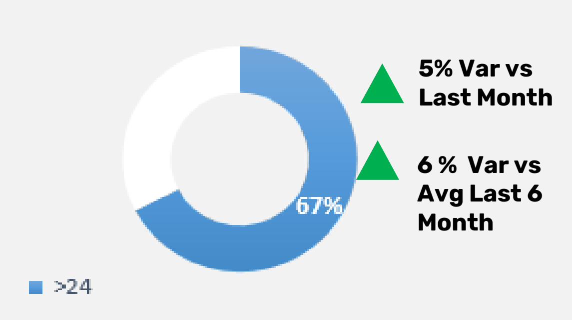
 # Technology - Customer Complaints
(From Stores)



% Technology Customer complains resolved in 24hr



% Technology Complaints - Working backlog exceeding 24h at end of the month



Note: The above information is for both IT and Network

* pp: percentage point

Total Technology Complaints : 7129 (IT 2739, NOC 4390)

Contact Center: 2960 I Mobile App.: 24 I Stores I 3493 I Others: 652

Top 5 Issues

- Site Issue
- RBM Activation/Migration/Change SIM Failures
- Insufficient information & Awareness issue
- Balance deduction
- CSI Payment Failure End of Life Cycle

Challenges

- User Awareness: Agents are not familiar with business rules and issue types. Applicable to both customer service & stores champions.
- Open defects and ongoing correction activity.
- Dependency on different team like L3 etc.

Focus area for Next Months

- Focusing on BMC reduction related to IT
- User Awareness case to case basis

Note: Above are only with IT domain

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HR Lead KPIs - (1/2)

"Lead People and Culture" - HR Drivers

	Metrics	Actuality	Units	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
Financials	Staff cost (FTE+TE, contr), LCm	AC	LC (Mn)						
	Staff cost (FTE+TE, contr), LCm	BU	LC (Mn)						
	Staff Cost as % of OPEX - FTE + TE	AC	%	**35%**	**40%**	**37%**	**36%**	**34%**	**37%**
	Revenue per Employee - FTE + TE	AC	LC (Mn)	23.8	23.9	21.7	20.7	19.7	19.9
	Staff cost Per employee(FTE+TE, contr),	AC	LC ('000)						
	Cost per hire, LC thous	AC	LC ('000)	0.19	0.27	0	0	1.37912	0
	Training Cost	AC	LC ('000)	35,945	102,131	7,057	19,979	18,666	9,677
	Training Cost	BU	LC ('000)	424,169	424,169	360,000	360,000	360,000	360,000
Headcount & Diversity	Actual Headcount	AC	#	929	935	916	920	926	927
	Total Approved Headcount	BU	#	1,004	1,004	1,007	1,007	1,007	1,007
	Headcount (TE, contr)	AC	#	121	121	105	107	118	125
	Headcount (TE, contr)	BU	#	130	130	110	110	110	110
	Vacancies in key roles	AC	#	0	0	0	0	0	0
	Nationalization (%)	AC	%	94%	93%	93%	93%	93%	93%
	Nationals in L1 and L2 YtD, %	AC	%	81%	81%	81%	84%	78%	79%
	% of Female Employed	AC	%	32.20%	32.20%	34.31%	34.24%	34.20%	34.83%
	% of Female in Senior Management	AC	%	6%	6%	9%	9%	11%	11%
	HR to Headcount ratio (FTE+TE, contr)	AC	#	3%	3%	3%	3%	3%	3%
	Core functions HC %	AC	%	80%	80%	81%	80%	79%	70%
	Business enabler functions HC %	AC	%	20%	20%	19%	20%	21%	18%
	Executive Mgmt HC %	AC	%	0.5%	0.5%	0.7%	0.8%	1.0%	1.0%
	Sr. & Middle mgmt. HC %	AC	%	8%	8%	8%	8%	9%	9%
	Professionals & Sr Sff. HC %	AC	%	23%	23%	23%	23%	25%	25%
	Operational Staff HC %	AC	%	68%	68%	68%	68%	65%	65%

* Reported twice a year (new methodology is under consideration for 2023)

HR Lead KPIs - (2/2)

	Metrics	Actuality	Units	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	Apr-24
Performance	Top Performers - Executive Mgmt HC %	AC	%	0.40%	0.40%			0.00%	0.00%
	Top Performers – Sr. & Middle mgmt. HC %	AC	%	5%	5%			5%	5%
	Top Performers – Professionals & Sr Sff. HC %	AC	%	10%	10%			12%	12%
	Top Performers – Operational Staff HC %	AC	%	0%	0%			12%	12%
Attrition	Employee attrition %	AC	%	0%	0%	0.6%	0.1%	0.4%	0.1%
	Attrition in key roles (FTE+TE, contr)	AC	#	0	0	0	0.1%	0.0%	0.0%
	Regretted attrition % (FTE+TE, contr)	AC	%	0%	0%	0%	0%	0%	0%
Recruitment	Requisition to offer (days)	AC	#	0	0	58	157	79	79
	Offer to start (days)	AC	#	0	0	118	189	91	53
	Rejected offers	AC	#	0	0	4	0	3	0
People and Culture	Employee Engagement score	AC	#	56%	56%	72%	72%	72%	72%
	Key roles with success. identified, %	AC	%	0	0	0	0	0	0
	Key roles filled by success.	AC	#	0%	0%	0%	0%	0%	0%
	Successors with IDP, %	AC	%	0%	0%	0%	0%	0%	0%
	Employees with IDP, %	AC	%	0	0	0	0	0	0
	Training hrs / employee	AC	#	0	0	0	0	0	0
	Training hrs / L1 employee	AC	#	0	0	0	0	0	0
	Training hrs / L2 employee	AC	#	0	0	0	0	0	0
	Training hrs / L3 employee	AC	#	0%	0%	0%	0%	0%	0%

Notes:
Core Functions: Includes commercial (Business & Consumer), Technology, Customer service
Business enablers: Includes all other functions
Employee categories will depend on each OpCo, based on their grading system
Top performers: Rating 4 & 5 or equivalent

* Reported twice a year (new methodology is under consideration for 2023)

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Cost of Sales

Cost of Sales, OMR '000	Mar-24	Apr-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	-403	-357	-371	3.9%	11.5%	4.7%	-1,602	-1,581	-1,518	-4.1%	1.3%	-4,939	-4,982	0.9%	1.6%
Cost per Minute of Domestic Interconnect	0.004	0.004	0.004	7.5%	12.2%	13.5%	0.004	0.004	0.004	-0.2%	7.5%	0.004	0.004	-7.0%	3.6%
International Interconnect	-309	-311	-340	8.4%	-0.8%	5.1%	-1,483	-1,246	-1,292	3.6%	16.0%	-3,952	-3,852	-2.6%	6.9%
Cost per Minute of International Interconnect	0.015	0.016	0.014	-13.9%	-3.4%	-23.8%	0.015	0.015	0.014	-9.2%	-1.1%	0.015	0.013	-11.3%	-6.4%
SMS Interconnect	-118	-104	-100	-3.5%	12.3%	-17.1%	-346	-455	-400	-14.0%	-31.7%	-1,497	-1,228	-21.9%	-30.4%
Roaming Cost	-555	-463	-419	-10.5%	16.7%	-7.2%	-1,793	-1,870	-1,796	-4.1%	-4.3%	-4,937	-5,304	6.9%	19.4%
% Roaming Revenue	96.2%	68.5%	62.6%	-5.9%	27.7%	-0.5%	63.8%	73.2%	62.7%	-10.5%	-9.4%	63.4%	62.7%	-0.7%	14.5%
Content Cost	-341	-337	-371	9.2%	1.1%	-10.9%	-1,066	-1,283	-1,412	9.1%	-20.3%	-3,784	-4,105	7.8%	-10.0%
% of VAS Revenue	55.8%	54.4%	59.0%	4.6%	1.5%	-1.8%	54.3%	54.2%	59.0%	4.8%	0.1%	55.4%	56.1%	0.8%	-0.2%
Equipment Cost	-1,123	-1,249	-1,370	8.9%	-11.1%	7.5%	-6,151	-6,378	-6,454	1.2%	-3.7%	-14,441	-14,140	-2.1%	10.1%
% of Handset Revenue	96.9%	98.6%	97.2%	-1.4%	-1.7%	0.1%	93.6%	97.5%	97.1%	-0.4%	-3.9%	97.1%	96.5%	-0.5%	-3.2%
Other / SAC	-1,229	-1,215	-1,166	-4.2%	1.1%	-6.0%	-5,487	-4,659	-4,564	-2.1%	15.1%	-15,579	-14,435	-7.9%	3.9%
Total Cost of Sales	-4,079	-4,035	-4,137	2.5%	1.1%	-0.3%	-17,928	-17,472	-17,436	-0.2%	2.5%	-49,129	-48,047	-2.3%	6.0%
Equipment Subsidy															
Revenue from Equipment Sale	1,159	1,258	1,417	-11.2%	208.6%	-8.4%	6,599	6,547	6,674	-1.9%	-0.8%	14,949	14,716	-1.6%	13.3%
Equipment Cost	-1,123	-1,249	-1,370	8.9%	-11.1%	7.5%	-6,151	-6,378	-6,454	1.2%	-3.7%	-14,441	-14,140	-2.1%	10.1%
Subsidy (Revenue - Cost)	36	10	47	78.7%	72.2%	58.5%	448	169	220	23.0%	62.3%	508	576	11.8%	57.4%
SAC															
Dealer Commission on Activation (Post IFRS 15)	-314	-308	-351	12.2%	1.8%	21.7%	-1,373	-1,309	-1,420	7.8%	4.6%	-3,982	-4,303	7.5%	6.4%
Dealer Commission on Activation (Pre IFRS 15)	-264	-230	0	0.0%	12.7%	78.5%	-2,603	-1,217	0	0.0%	53.3%	0	0	0.0%	100.0%
Per Gross Add (Pre IFRS 15)	4	3.94	0	0.0%	0.1%	67.6%	28	18	0	0.0%	35.6%	0	0	0.0%	100.0%
Other Commissions	0	0	0	0.0%	0.0%	0.0%	0	0	0	0.0%	0.0%	0	0	0.0%	0.0%
SIM Card Costs	-22	-21	-13	-63.4%	2.7%	1.5%	-79	-87	-47	-83.7%	-10.3%	-303	-162	-87.5%	-16.4%
Other SAC															
Devices for customer Acquisition & Retention	0	0	0	0.0%	133.8%	100.0%	0	0	0	0.0%	100.0%	0	0	0.0%	0.0%
Porting In Fee Cost	-3	-2	-11	79.6%	13.7%	60.9%	-29	-11	-35	68.1%	62.1%	-38	-135	71.9%	40.1%
Number Allocation Fee	-16	-18	-14	-29.6%	-12.9%	53.4%	-93	-67	-57	-17.1%	28.1%	-177	-171	-3.2%	25.3%

Key Insights

COS is lower than the AOP (favorable variance) by **102k** Key remarks for the month:

- **Roaming cost** is higher than the AOP by 44k as cost savings assumed in the AOP did not materialized
- **Equipment cost** is lower than the AOP by 121k driven by lower handset sales

OpEx

OPEX,OMR'000	Mar-24	Apr-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	-2,318	-2,161	-2,328	7.2%	6.8%	0.8%	-8,859	-8,852	-9,312	4.9%	0.1%	-27,501	-27,935	1.6%	-1.0%
% of Revenue	10.7%	10.2%	11.0%	0.8%	0.5%	0.1%	10.2%	10.2%	10.8%	0.7%	0.0%	10.7%	10.7%	0.1%	-0.1%
Per Sub (Post+Pre 90d+Fixed)	0.7	0.7	0.7	4.0%	5.0%	0.9%	2.9	2.9	3.0	1.7%	0.2%	8.6	8.6	0.0%	2.7%
IT Operation & Maintenance	-452	-693	-440	-57.3%	-53.4%	-46.4%	-1,744	-2,033	-1,762	-15.4%	-16.6%	-5,412	-5,285	-2.4%	-1.0%
% of Revenue	2.1%	3.3%	2.1%	-1.2%	-1.2%	-1.0%	2.0%	2.3%	2.0%	-0.3%	-0.3%	2.1%	2.0%	-0.1%	0.0%
Per Sub (Post+Pre 90d+Fixed)	0.1	0.2	0.1	-62.6%	-56.4%	-46.3%	1	1	1	-19.3%	-16.5%	2	2	4.1%	2.7%
Regulatory/Govt	-594	-626	-648	3.3%	-5.4%	6.2%	-2,628	-2,517	-2,592	2.9%	4.2%	-7,780	-7,777	0.0%	2.5%
% of Revenue	2.7%	3.0%	3.1%	0.1%	-0.2%	0.2%	3.0%	2.9%	3.0%	0.1%	0.1%	3.0%	3.0%	0.0%	0.1%
Marketing & Communication	-276	-241	-361	33.2%	12.4%	6.3%	-842	-1,066	-1,445	26.3%	-26.5%	-4,089	-4,336	5.7%	-47.4%
% Revenue	1.3%	1.1%	1.7%	0.6%	0.1%	0.1%	1.0%	1.2%	1.7%	0.5%	-0.3%	1.6%	1.7%	0.1%	-0.5%
Per Gross Add	4.1	4.1	5.2	20.1%	-0.2%	-40.8%	2	4	6	29.4%	-81.6%	4	20	77.9%	58.2%
Per Net Add	22	-4	16	125.4%	118.5%	109.2%	481	-23	25	192.1%	104.9%	40	65	38.9%	133.8%
Retention	0.0	-13.5	-3.3	-304.4%	0.0%	0.0%	-2	-13	-13	-1.1%	-712.9%	-19	-40	53.3%	-4.5%
% of Revenue	0.0%	0.1%	0.0%	0.0%	-0.1%	-0.1%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Per Sub Churned	0	0	0	-81.7%	0.0%	0.0%	0	0	0	28.6%	-894.2%	0	0	109.3%	72.1%
Billing & Collection	-454	-484	-457	-5.8%	-6.6%	-2.8%	-2,164	-2,195	-1,828	-20.0%	-1.4%	-5,960	-5,485	-8.7%	-0.3%
Per Postpaid Revenue	0.6	0.7	0.6	-8.5%	-6.9%	-6.9%	3	3	2	-23.1%	-5.5%	8	8	-5.0%	199.0%
% of Postpaid Revenue	4.4%	4.6%	4.3%	-0.4%	-0.3%	-0.2%	5.0%	5.3%	4.3%	-0.9%	-0.2%	4.5%	4.2%	-0.3%	-9.1%
Bad debts % of Postpaid Revenue	2.6%	2.9%	2.5%	-0.4%	-0.3%	-0.7%	3.2%	3.5%	2.5%	-1.0%	-0.3%	2.8%	2.5%	-0.3%	0.2%
Employee & Related	-2,390	-2,869	-2,702	-6.2%	-20.0%	-6.8%	-10,717	-10,626	-10,807	1.7%	0.8%	-32,511	-32,422	-0.3%	-7.1%
% of Revenue	11.0%	13.5%	12.8%	-0.8%	-2.5%	-0.9%	12.3%	12.2%	12.6%	0.4%	0.1%	12.6%	12.4%	-0.2%	-0.8%
Per FTE	2.3	2.7	2.5	-7.9%	-18.9%	-5.9%	10	10	10	0.1%	1.7%	30	33	7.4%	-4.2%
Other G&A	-259	-324	-250	-29.7%	-24.9%	-38.1%	-900	-1,203	-999	-20.5%	-33.7%	-2,402	-2,996	19.8%	52.6%
% of Revenue	1.2%	1.5%	1.2%	-0.3%	-0.3%	-0.4%	1.0%	1.4%	1.2%	-0.2%	-0.3%	0.9%	1.1%	0.2%	0.5%
Per FTE	0.2	0.3	0.2	-31.8%	-23.7%	-36.9%	1	1	1	-22.4%	-32.5%	2	3	26.0%	36.1%
Total Operational Expenses	**-6,743**	**-7,411**	**-7,190**	**-3.1%**	**-9.9%**	**-6.4%**	**-27,856**	**-28,507**	**-28,759**	**0.9%**	**-2.3%**	**-85,674**	**-86,276**	**0.7%**	**-1.1%**

Key Insights

OpEx is higher than the AOP (unfavourable variance) by **221k** Key remarks for the month are:

- **Network Maintenance & Utilities** is lower than the AOP by 167k driven by lower NW software Costs as the month includes reversals related to prior months over accrual, especially related to Matrix support accruals no longer required
- **IT Operation & Maintenance**: is higher than the AOP by 253k driven by higher cost related to prior months under accrual as well as additional charge related to 2023 on account of VMware contract
- **Employee & Related** cost: is higher than the AOP by 167k due to higher cost related to variable pay

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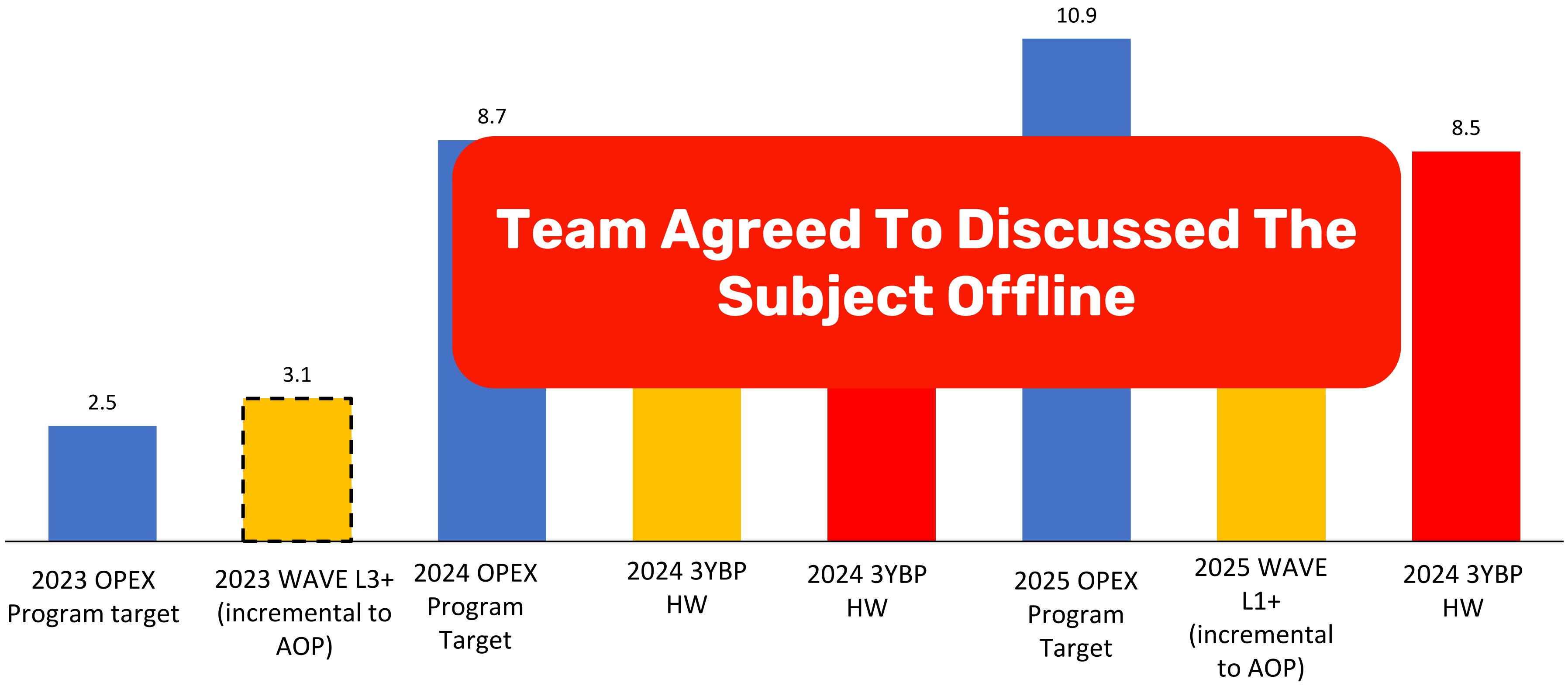
Maverick Program - Pipeline status for the 3-year Maverick targets

This was discussed with Maverick team and we have sessions on 2023 and 2024 pipeline



Key highlights on Status of Pipeline

2023 Wave L3+ doesn't include COS Headwind of 4.1 LCM

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Strategic Programs and Project Updates

Key Updates:

Project 1 (Data Management) :
The impact on the overall project due to the tool readiness, assuming the tool will be ready by Sep
The project deadline will be shifted to the end of OCT

- **Project 2 (Fintech) :** Ooredoo Fintech has identified the scope of cooperation with five different departments.
  - Ooredoo Fintech and the relevant departments have aligned and agreed upon the scope of cooperation, which has been finalized. Collaboration for the launch is scheduled for June, with phase 2 projects targeted for Q4 2024.
  - A meeting between the CEO of Ooredoo Fintech and Bassam, along with the CCO of Ooredoo Oman, has taken place. Alignment on the commercial arrangement has been discussed, and a proposal has been sent by Ooredoo. Subsequently, an agreement on the price range has been reached (please refer to the attached presentation for details).

- **Project 3 (Data Center) :** This project is Pending TRA's Approvals

Risks and Opportunities:

<Data Management>

RAG Status

Start Date	Planned Completion %
NOV 2023	90%
End Date	**Actual Completion %**
OCT 2024	75%

Status Justification

The impact on the overall project due to the tool readiness, assuming the tool will be ready by Sep
The project deadline will be shifted to the end of OCT

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 environment and operation and implement the Data governance framework using right data governance tool.

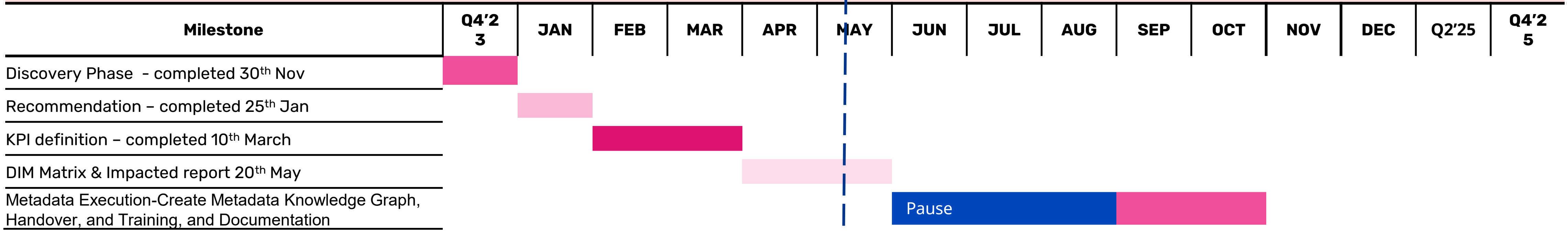
Milestones

Milestones	
Organization awareness	completed
Data Quality Analysis, Metadata Management Discovery and Assessment Report	Completed
Metadata Management Framework and Recommendations Document	completed
Data Quality Implementation, Metadata Execution - Business Glossary and KPI-Dim Matrix f or the 90 KPIs	March 12th - submitted for sign off
Metadata Lineage for the 90 KPIs, Identification of Reports impacted by KPIs changes - Max 150 reports	In progress
Data Quality implementation including Metadata Execution-Create Metadata Knowledge Graph, Handover, and Training, and Documentation	OCT 2024

Issues and Risks

- Tools deliverables shifted to be delivered after the Pause Period due to the Governance tools implementation RFP (Pause Duration is 2 months Jun, July)
- H-Risk: Onsite Budget approval
- H-Risk: Governance Tools impact decisions (Work on the Tools has been Paused based on OM request

Deliverables Timeline (Value Creation Plan)



<Fintech >

RAG Status

Start Date	Planned Completion %	Status Justification
Jan 2024		• Ooredoo Fintech has identified the scope of cooperation with five different departments. • Ooredoo Fintech and the relevant departments have aligned and agreed upon the scope of cooperation, which has been finalized. Collaboration for the launch is scheduled for June, with phase 2 projects targeted for Q4 2024. • A meeting between the CEO of Ooredoo Fintech and Oo oman CEO along with the CCO too a place. Alignment on the commercial arrangement has been discussed, and a proposal has been sent by Ooredoo. Subsequently, an agreement on the price range has been reached (please refer to the attached presentation for details).
End Date	**Actual Completion %**	
Q4 2024		

Objectives/Business Benefit

- innovative digital wallet with unique features bringing great value to Omani consumers
- Digital Payment and Marketing tools boosting Efficiency and business growth of SMEs
- Digitalization of payment systems to move towards a Cash-less society

Milestones

Banners and Artwork Posting in Ooredoo Digital Channels:	June 2024
Digital Targeted Marketing to Identified Segments	June 2024
Offering Ooredoo Services in Mobile Wallet	Q4 2024
Ooredoo offers and promotions (Banners) in Mobile Wallet APP	Q4 2024
Integration of Know Your Customer (KYC) Information	Q4 2024

Issues and Risks

- Confirmation from the CCO of Ooredoo Oman on the cost assumptions (which are nearly finalized, but confirmation is required to proceed with finalizing the board paper and commencing work on the agreement).
- Initiation of the process by the Governance team to obtain board and other relevant approvals for the cooperation (the draft paper is ready, awaiting alignment on the cost perspective from Ooredoo Oman).
- Commencement of drafting the partnership agreement by the Legal teams from both entities.
- both Ooredoo Oman departments and Ooredoo Fintech are meeting regularly to commence the execution plan for the agreed scope

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25
Banners and Artwork Posting in Ooredoo Digital Channels															
Digital Targeted Marketing to Identified Segments															
Offering Ooredoo Services in Mobile Wallet															
Ooredoo offers and promotions (Banners) in Mobile Wallet APP															
Integration of Know Your Customer (KYC) Information															

<Data Center Co >

RAG Status

Start Date	Planned Completion %	Status Justification
		This project is suspended for TRA Approvals
End Date	**Actual Completion %**	

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

Milestones

Issues and Risks

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25

<Network Ops transformation > WIP

RAG Status

Start Date	Planned Completion %	Status Justification
End Date	**Actual Completion %**	

Objectives/Business Benefit

The project aims to support Ooredoo growth by transforming the network operations of 6 Opcos towards customer experience centricity and operational efficiency, leveraging the standardization of tools, synergy and the introduction of the cutting-edge platform offering latest technologies (AIML), while simultaneously focusing on upskilling our stuff in specific areas.

Milestones

Issues and Risks

Deliverables Timeline (Value Creation Plan)

Milestone	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	Q1'25	Q2'25	Q4'25

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Performance Review Q&A

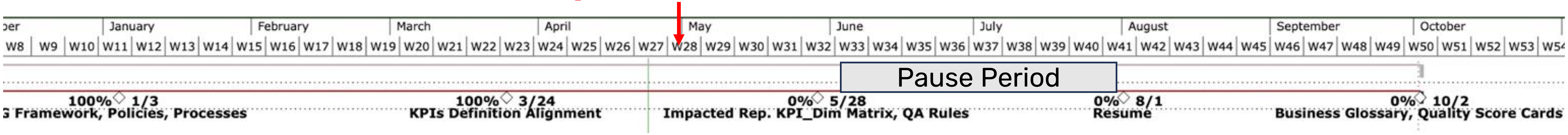
Ooredoo Oman

14 May 2024

August 2023 – DGCEO Office

BACK-UP

Ooredoo Oman – Overall / Current Status



Overall: w-1 61%, w0 72% On Track

KPI Definition Phase: 80%, 95% (100% of Original scope)

Dim_Martix/Imp Reports: 25%, 30%

DONE 100%

Discovery Phase Completed

Completion: 30th Nov 2023

DONE 20%

Recommendation-Completed

Completion: 25th Jan 2024

DONE 90%

KPI Definition – In Progress

Baseline: 10th March 2024

ETA: 24th March 2024

Total KPIs: 96/106

Completed (Traffic, Recharges, Revenue)

Batch 4 B2B+Additional KPIs (In Progress)

DONE 30%

Dim Matrix & Impacted Reports

ETA: 20th May 2024

Issue/Escalation: After reaching to agreed definition is the data owners there is a conflict between Oman Def and Group Def which requires top Management Decision – Has been resolved on 30th Apr with GC
Tools deliverables shifted to be delivered after the Pause Period due to the Governance tools implementation (Pause Duration is 2 months Jun, July)
H-Risk: Onsite Budget budget approval
H-Risk: Governance Tools impact decisions (Work on the Tools has been Paused based on OM request and communication shared with Riyami and Jaffar)
Issue: No or late feedback received from reviewers including GC
Delay: 3-weeks delay on stakeholders availability and feedback

Current/Next Steps	
✔	Recommendation and Roadmap Phase
✔	KPI Definition – Preparations and Initiation
	KPI Definition – Review (Governance Council Review) (90%)
	Business Glossary Enablement (75%)
	KPIs Dim Martic (30%)

THANK YOU