

Minutes for Apr'24 Review (Wednesday, May 23rd, 2024)

Attendees:

OG: Bilal Kazmi, Timos Tsokanis, Najib Khan, Rene Werner, Vipul Sharma, Sekhar Menon, Htar Thant Zin, Sean Borejzso, Helene Le Caignec, **OG Online:** Ahmad Al Neama, Abdulla Ahmed Al Zaman, Anandi Agnihotri, Anton Landman, Ebad Ahmad Khan, Jessie Soriano, Shouq El Mohannadi, Tomas Ramirez, Vivek Gupta,
OA: Roni Tohme (CEO), Isabelle Hajiri (CMO)(in OG meeting room), Medhat Al Hussein (Adviser to CEO), Pablo Buzzi (CFO), Sergey Plykin (Strategy Dir.), Sumeya Widad Baka (Interim CHRO), Thierry Dubois (CS&DO), Ahmed Grine (Chief Corporate Services Reporting), Guillermo River Walsh (CPO),
Apologies: Fatima Al Kuwari, Hilal Al Khulaifi, Sh. Nasser Al Thani, Eyas Assaf, Saim Yaksan, Todor Dimitrovski,

Minutes
Action
1. Opening Message:

GRCEO/Ahmad opened the floor:

- Acknowledgment on strong performance
- Improvement on the base
- Investments to sustain and improve the organic growth
- B2B Business to be accelerated
-

OA CEO/Roni read following Monthly Snapshot:

Monthly Snapshot (1/4)
Financial performance

Good performance in April-24, mainly as a result of increase in Revenue with certain Opex savings, contributing to a 42.4% YTD EBITDA ratio.

YTD Vs budget	MDZD			MUSD		
	Act	BU	vs. BU	Act	BU	vs. BU
Total Revenues	32,759	31,911	▲ 2.7%	243	223	▲ 9.3%
EBITDA	13,914	12,952	▲ 7.4%	103	90	▲ 14.4%
EBITDA Margin	42.5%	40.6%	▲ 1.9 pp	42.5%	40.6%	▲ 1.9 pp
CAPEX	3,636	3,220	▲ 12.9%	27	22	▲ 23.3%
FCF	10,278	9,732	▲ 5.6%	76	68	▲ 11.5%
Opex intensity	42%	45%	▲ -2.2 pp	42%	45%	▲ -2.2 pp

YTD Vs last year	MDZD			MUSD		
	Act	LY	vs. LY	Act	LY	vs. LY
Total Revenues	32,759	28,617	▲ 14.5%	243	210	▲ 15.8%
EBITDA	13,914	11,175	▲ 24.5%	103	82	▲ 25.9%
EBITDA Margin	42.5%	39.1%	▲ 3.4 pp	42.5%	39.1%	▲ 3.4 pp
CAPEX	3,636	3,686	▲ -1.4%	27	27	▲ -0.5%
FCF	10,278	7,489	▲ 37.3%	76	55	▲ 39.0%
Opex intensity	42%	46%	▲ -3.7 pp	42%	46%	▲ -3.7 pp

Month Vs last month	MDZD			MUSD		
	Act	LM	vs. LM	Act	LM	vs. LM
Total Revenues	8,312	8,212	▲ 1.2%	62	61	▲ 1.2%
EBITDA	3,473	3,422	▲ 1.5%	26	25	▲ 1.5%
EBITDA Margin	41.8%	41.7%	▲ 0.1 pp	41.8%	41.7%	▲ 0.1 pp
CAPEX	959	864	▲ 11.0%	7	6	▲ 11.3%
FCF	2,514	2,558	▲ -1.7%	19	19	▲ -1.9%
Opex intensity	42%	44%	▲ -1.6 pp	42%	44%	▲ -1.6 pp

Month Vs last year	MDZD			MUSD		
	Act	LY	vs. LY	Act	LY	vs. LY
Total Revenues	8,312	7,197	▲ 15.5%	62	53	▲ 16.3%
EBITDA	3,473	2,818	▲ 23.2%	26	21	▲ 24.1%
EBITDA Margin	41.8%	39.2%	▲ 2.6 pp	41.8%	39.2%	▲ 2.6 pp
CAPEX	959	1,149	▲ -16.5%	7	8	▲ -15.8%
FCF	2,514	1,670	▲ 50.6%	19	12	▲ 51.6%
Opex intensity	42%	46%	▲ -3.9 pp	42%	47%	▲ -5.3 pp


YTD Vs Budget:

Good performance vs budget, total revenue is higher than target by 2.7%, mainly driven by data & Digital revenues growth.

EBITDA is 7.4 % higher than budget along with 1.9 pp higher EBITDA Margin mainly due to revenue growth and certain OPEX savings.

YTD Vs Last Year:

Strong performance vs PY, total revenues are 14.5% higher, driven mainly by data revenues growth.

EBITDA is 24.5 % higher than PY, mainly supported by revenue growth. OPEX intensity -3.7 pp vs PY.

Actual Vs Last Month:

2.2 % revenue increase compared to March normalized (by Ramadan effect & number of days). Normalized EBITDA is 3 % higher than last month supported by revenue growth and lower OPEX intensity (-1.6 pp)

Actual Month Vs Last Year (YoY)

Outstanding performance vs LY, total revenues are 15.5 % higher, driven mainly by data revenues growth.

EBITDA is 23.2 % higher driven by revenue increase despite OpEx increase.

Monthly Snapshot (2/4)

Commercial:

Sales

- Recharge level in April reached a peak 286 Mdzd per day -compared to 271 Mdzd in Q1 2024- which represents a growth of 16% vs April 23
- Main drivers of this growth are : digital (including Algérie Poste) – high purchases and transfer from distributors – End of Ramadan period
- Good balance between the 3 recharge distributors with wholesale price stabilized
- Launch of the new unified sim by 4 distributors
- April monthly GA reached nearly 500 K which represents a growth of 25 % VS April 2023
- Still very high proportion of Dima + offer which represents 40 % of total GA and a strong revenue driver
- In April average revenue of the sites on air in Q 1 reached more than 900K despite more the 5% of the sites were deployed in regions
- Increase of the B2B active base of 8 % vs April
- Y to D April Revenue Target of B to B achieved and promising launch of PTT and IPBX

Marketing

- OA Q1 great performance in market share gain is confirmed after Djezzy publication: +0.4pp RMS gain, and +0.2pp CMS gain.
- Net adds reached **55k** for the month of April, **YTD 230k**, reversing the negative trend compared to last year for the same period (-16k) with a **246%** increase YoY
- Good CVM performance with **4.23% NIR** for the prepaid and **0.6% NIR** for postpaid that just started (early beginning of activity).
- MAU reached **1084k** on myOoredoo app only, with 60k adhering to the new embedded Yooz BYOP section that is yet to be launched in May
- Ramadan campaign was still ongoing till Eid celebration after which street marketing activities started again with 20th anniversary theme and supporting network rollout



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Monthly Snapshot (3/4)

Technology:

- Network Site Availability in April 2024 reached **99.3%**.
- **Rollout progress (April 2024):**
 - 500 New sites: [61%]: 305 sites out of 500 sites
 - Add LTE 2300: [84%]: 835 out of 995 sites
 - Add 4G : [82%]: 173 out of 210 sites
 - L900: successfully done for 12 wilayas cumulating 1900 sites [25%]
 - ZTE equipment cleared from customs and received in WH
 - Nokia equipment received partially (urgent wilaya), remaining material are under customs since 30th April.
 - Service Universal: awaiting of contract signature with Government
- **Tx, FIBER NW and/or FTTX/FWA Projects:**
 - 2023 project
 - Overall Optical Fiber: [98%] 1766km (out of a target of 1.800km).
 - a. Dark Fiber with Algeria Telecom: [98%] 1666km received out of 1700km (266 km deployed during 2024 period)
 - b. Metro Own Fiber : [100%] 100km received out of 100km (40 km deployed during 2024 period)
 - 2024 project:
 - 1800 km dark fiber with AT:PO issued, Site Survey ongoing
 - 25 km Metro Own Fiber: Site Survey ongoing
- **CORE & IT/Digitalization Projects**
 - Data Maturity Activity completed (focusing on Gate 5):
 - Data availability is less than 6 hours by Q3 -> on track
 - End users accepts ML environment by Q1 -> closed
 - Deliver performance KPIs automation scope as defined across the year -> on track
 - IT MS, All data provided. Vendor due diligence meetings in Algeria will start in May
 - Modular Data Center project: delivery delayed to June 2024 instead of February, manufacturing done, shipment planned end of May
 - Akamai: Contract signed by Ooredoo and Akamai, import authorization process ongoing
 - National Roaming(emergency Call's)
 - All calls scenarios are successfully performed waiting greenlight to implement live database
 - Regulatory will perform additional tests, relevant tests shared with ooredoo legal team to be checked
- **TECH CAPEX:** New orders part of reallocation budget under process (44 New Sites & 595 TDD upgrade, others)
- **TECH OPEX:** Actual less Vs budget due to delay in the expenditure that will be recorded in the upcoming months



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Monthly Snapshot (4/4)

Human resources

- **Headcount dynamics:**
 - April 2022: **2622**; April 2023: **2478**; April 2024: **2410**
 - Recruitment and leaving: During the month of April 2024, the company recruited 14 new employees while 9 employees left the company.
- **HR Operations, Social Advantages :**
 - Knowledge Day.
 - CP Aïd Gift.
 - Hadj 2024 Subsidy.
 - Webinar "Labor Day OOREDOO / INJAZ EL DJAZAIR".
 - Car insurance advantage launch.
- **Performance plan:**
 - 3amna Challenge launch.
 - Special bonus 2023.



Update to March, 31st 2023

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- OA CEO/Roni commenting on:
 - OA faster growth than competition despite their higher Capex spend (Djezzy)
 - Major growth is now coming from the Southern region which used to be left out to Mobilis. There is substantial potential there

2. Q&A

ALGERIA – Apr'24 - Q&A and deep dives

COMMERCIAL CONSUMER

Performance

- **Q1: B2C Service Gross margin** is lower than Mar'24 by **-1.7p.p** and vs Budget by **-1.9p.p**.
 - **Q: Is this completely due to Dima+?**
 - **Q: What are the drivers of the GM% drop? Is this one time or is this trend expected in the coming months?**
- **Q2: Prepaid serious base** has increased MoM by **+1.6%** from 7.9Mn to 8.Mn, while the overall 30D prepaid base has had a positive Net adds of 127k in Apr'24 vs -37.9k for Mar'24, which is driven by the Dima+ action plan initiated by OA. Despite a migration of 378k from Dima+ to Prepaid the growth in Prepaid is only by 127k
 - **Q: How does OA see the development of the core Prepaid base with the actions that were planned as per the mitigation strategy for Dima+?**

Multiplay

- **Q3: Clevertap issue:** OA has not been able to share the data for the month of Mar'24 and Apr'24 on account of issues with Clevertap data
 - **Q: When will this issue be resolved?**

BUSINESS SERVICES

B2B

Overall B2B revenue for Apr'24 performed below budget by **1.5%** (YoY YTD growth @ **3%**). The B2B mobile normalized revenue growth @ **1.9%** in Apr'24. Sub-base continues to grow @ **8%** on YoY basis. Net adds recorded in Apr'24 are the highest in the first 4 months.

- **Q1: Revenue:** Whilst the first 4 months are just on target, the target is also increasing MoM for the balance 8 months. Thus, as per latest estimate, OA would need to increase the monthly run rate further by DZD 28Mn/month. We understand that there are initiatives being implemented to achieve the target, however additional clarity is needed and has been requested directly from OA team.
 - **Act:** OA team to share detail and review offline with OGBS.
- **Q2: SMB products launches OPEN ACTION (OA316)**
 - **Q: Status updates on SMB and new product launches take up rates?**
- **Q3: Drop in B2B Govt. Accounts:** The Govt. accounts are dropping since Feb'24. Total 1898 accounts lost until Apr'24. If these are not accounts then...
 - **Q: What are the actual govt. accounts? Monthly trends performing?**
 - **Act:** To correct the reporting in B2B KPI sheet.
- **Q4: Data inaccuracy:**
 - **Act:** B2B numbers in P&L slide # 9, 10 and 31 are not aligned.

WHOLESALE

Overall wholesale revenue is exceeding YTD April'24 budget by **12%** (YoY @ **5%**).
Note: Positive progress on Inbound Voice with good initiatives implemented by OA team leading to increase in traffic. This ensures that forecast revenues can be delivered until the BICS commitment is finally executed (expected soon)

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ALGERIA – Apr'24 – Q&A and deep dives

FINANCE

- **C1: Apr'24 Dealer's commission** as % of Mobile revenue increased MoM by -0.3ppt MoM and vs. Budget by -1.4ppt and dealer's commission per gross adds increased MoM (-1%) and vs. budget (-17%).

WATCH OUT POINT

To monitor this to track the results of corrective action plans on Dima+.

GRAFM

- No question

TECHNOLOGY

- **S1: TDD sites:** Business cases for 595 TDD sites and 44 new sites approved by Capex Squad and EC paper approved.
- **C1: RAN:** Outstanding progress in RAN projects rollout.
- **C2: Tutela 4G:** OA continues leading and improving in Data experience (Tutela Indicators 4G CCQ/ECQ).
- **C2: Reporting completeness:** Excellent completion of monthly report technology indicators.

STRATEGY / DIGITAL

Apr'24 is trending at +43% vs AOP (B2C +36% B2B2C +66%), YTD vs AOP stands at +33% on YoY basis, Apr'24 is trending at +27%. Monetization of Digital B2B hasn't started on YTD basis there is no monetization against LC 8 Mn. Target Reason for high growth is due to onboarding of multiple Digital services partners and merchant/OTT aggregators.

SOURCING

- No question.

LEGAL

- No question.

REGULATORY

- No question.

HR

Headcount is below the budget (2411 vs 2500)

The HR to headcount ratio is 1: 19

Staff cost is slightly above the budget for April 2024 (\$2.2%)

No Data against attrition

Training costs utilization within the budget.

Clarifications on Staff cost and attrition asked offline.



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ALGERIA – Apr'24 – Q&A and deep dives

OPEN ACTIONS / WATCH OUT POINTS:

1. (OA300) **(Jul'23) "B2B Turnaround Plan"**: OA team to review and align turnaround plan with OGBS team in detailed discussion offline. OGBS team to share the plan on up skilling the staff with OA. **OGBS (19th Mar 2024): the plans have been agreed with OA on two fronts**
 - a) Appointment of indirect channel partners to increase reach, resulting in SMB business growth. This is delayed, as per call last week (14th Mar) with Team OA (Maamar & Adel)
 - b) New product launches for B2B: This is delayed as well. New timelines shared for Push to Talk (04th April); Public IP timelines not shared; subject to UAT closures
2. (OA303) **(Q3'23) B2B plan**: OA to include slides on B2B plan/implementation/update in MPP and QPP PPT (Monthly and Quarterly pack). Slide 47 in Oct'23 PPT. Needs more details. **OGBS 22/01/24: Being discussed as part of OA fortnightly call. OA 09/02/2024: B2B plan is now shared in MPP/QPP ppt. OGBS 19/03/24: Slides for B2B included and capture status update. Slides 49 & 50**
 - a) Project plans delayed, refer slide 49
3. (OA304) **(Oct'23) Decline in VoC Recharge touchpoint**: Significant decline from 47.2 to 39.1. Availability of "recharge location" is the key driver behind the decline. Even though OA believes this is related to the way VoC questions are phrased/formulated, OGC (Bilal/Alok) would like an urgent deep dive investigation to ensure there are no other underlying concerning reasons.
4. (OA308) **(Q4'23) New Sites Performance**: We need to look at the cluster level incremental revenue. OA (Isabelle) to provide incremental revenue Vs incremental investment to OGC (Alok). **OA CMO 18-02-2024: Action taken, dashboard is ready and recurring reviews will happen on a monthly basis.**

5. (OA314) **(Feb'24) Dima+ Deep dive**: OA CMO (Isabelle) to conduct a deep dive analysis on Dima+ performance. Impact on revenues? Customers' base growth? Market Share growth? Regional/per Wilaya impact?
6. (OA315) **(Feb'24) M3 definition**: OA (Thierry) to align with OGC on M3 definition.
7. (OA316) **(Feb'24) B2B Products launch (5)**: OA to provide with products launch clear timeline.
8. (OA318) **(Feb'24) Digital AOP KPIs**: AOP figures to plug in Xcel MPP/QPP so that we can measure the performance.

WATCH OUT POINTS:

1. Price floor reinstatement
2. B2B Turnaround plan implementation impact
3. (OA288) **(Jan'23) Akamai**: Equipment delivery
4. (OA305) **(Oct'23) B2B "Dima Pro" to drive ARPU up**: Despite continued growth in base (5% YoY), revenue remains flat, with ARPUs declining since May'23. There has been some activity in migrating customers to lower value plans as part of retention activities however, base growth should translate into revenue growth also. OA believes that launching the B2B equivalent of "Dima" B2C product (ie: "Dima Pro") should drive ARPU up. To be monitored. **OA CMO 18/02/2024: OA is confident that the new DIMA Pro offer will have a positive impact on ARPU in the long run, it is still too early to draw any conclusion.**
5. Dealers' Commissions:
6. (Q1'24) **ISP Utilization**: ISP utilization reaching 98.2%.



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COMMERCIAL

GCCO/Bilal congratulated on RMS increase, CVM strong progressive team,...

OA needs now to focus on ARPU and Net Adds/Serious Base as there is some concern over the long term outlook.

Can OA sustain this performance?

Need understanding on 90 days serious base decline.

CONSUMER

Performance

- **Q1: B2C Service Gross margin** is lower than Mar'24 by -1.7p.p and vs Budget by -1.9p.p.
 - **Q: Is this completely due to Dima+?**
 - **Q: What are the drivers of the GM% drop? Is this one time or is this trend expected in the coming**

months?

OA: "The increase in sales commissions is due to GA acquisition cost and especially the high volume of sales of the Dima + compared to budget.

Dima + commission has been boosted to launch the product successfully and face the competition aggressivity in commissions

To mitigate this increase in commission while maintaining a good level of sales – a progressive decrease of commission for Dima + has been planned from 700 Dzd in April to 500 Dzd in June and 200 Dzd from 1st of July.:

- **Q2: Prepaid serious base** has increased MoM by +1.6% from 7.9Mn to 8.Mn, while the overall 30D prepaid base has had a positive Net adds of 127k in Apr'24 vs -37.9k for Mar'24, which is driven by the Dima+ action plan initiated by OA. Despite a migration of 378k from Dima+ to Prepaid the growth in Prepaid is only by 127k

- **Q: How does OA see the development of the core Prepaid base with the actions that were planned as per the mitigation strategy for Dima+?**

OA: "Ooredoo Algeria is expecting the serious prepaid to continue growing as a result of the mitigation strategy plan put in place. April is already showing good results with former Dima + inactive customers being revived through prepaid migration."

OA CMO/Isabelle explained in length Dima+ journey:

- Launch in Nov'23
- Postpaid product without commitment
- Dima+ customers have mainly 3 different types of behaviors: Postpaid behavior, majority has a Prepaid behavior, ...
- Every month customers are coming back which mitigating the decline
- Many actions are taken and OA is very confident that it will turn around the base in a sustainable manner in a few month.
- Major focus on distributors, especially the new partners.
- OA CS&DO further adding that now is the time to correct Dima+ and its negative impact on the GM
- GCCO/Bilal remarked that ½ of the growth is driven by Dima+. However what is the growth driven by CapEx?
- There is an ARPU growth, however are the new investments helping monetize the base?
- GM worsening is being linked to Dima+
- Ideally, we would want more growth driven by CapEx rather than Dima+
- OA CEO/Roni confirming that growth is a mix of both: CapEx and Dima+
- GCCO requesting a waterfall approach to see the drivers of the growth as it will drive actionability. **NEW ACTION**
- Albeit this, we witness nonetheless a very solid performance.
- Priorities again should be ARPU and Net Base/90 days Serious base.
- Growth in CMS will drive growth in RMS
- GCSO/Rene adding that OA needs to get back to the EBITDA market share momentum that had been observed in the past (Q4'23 very strong). Market share should not be gained at the cost of profitability.

Multiplay

- **Q3: Clevertap issue:** OA has not been able to share the data for the month of Mar'24 and Apr'24 on account of issues with Clevertap data
- **Q: When will this issue be resolved?**

OA: "After several meetings and alignment also with OG Commercial there are two actions:

- Manage the clevertap traffic for customers with no credit. As of this morning the next step is for MKT to approve the traffic that we should consider as zero-charge (like we do for DNS traffic) and proceed with implementation
 - Define an auto-login process so the users access the app directly with no login. Specs are awaited for this.
- All in all the clear objective of the above is to make sure that we use clevertap as the single point of truth for the usage of MYO. "

BUSINESS SERVICES

B2B

Overall B2B revenue for Apr'24 performed below budget by -1.5% (YoY YTD growth @ 3%).

NEW ACTION

(Apr'24) Waterfall on growth drivers:

OA to share with OGC and GCCO/Bilal a waterfall on current growth drivers: ARPU Vs growth?
(By end of 1st week of Jun'24)

The B2B mobile normalized revenue growth @ 1.9% in Apr'24
Sub-base continues to grow @ 8% on YoY basis. Net adds recorded in Apr'24 are the highest in the first 4 months.

- **Q1: Revenue:** Whilst the first 4 months are just on target, the target is also increasing MoM for the balance 8 months. Thus, as per latest estimate, OA would need to increase the monthly run rate further by DZD 28Mn/month. We understand that there are initiatives being implemented to achieve the target, however additional clarity is needed and has been requested directly from OA team.
 - **Act.:** OA team to share detail and review offline with OGBS.

OA: "To march the increase of the revenue target in Q2 a plan has been set in 3 phases

- Increase of the active base (8% per month)
- Increase revenue level of GA sales with better ARPU
- generate revenue with ICT products"

GCBSO/Najib highlighting that the business run rate will not be enough for the next eight months. This means that new products and new revenue streams need to be launched. Q2'24 will be stressful.

OA CSDO/Thierry confirms that OA has launched 2 ICT products and there is a very serious pipeline of leads to work on.

There is a strong appetite for ICT products in the market. Although OA is back in the field on ICT in Algeria, there is still however a long way to go.

There is also some appetite for M2M (Machine 2 Machine).

There has been also a change in the organization to cater to ICT business deliveries.

OA is confident that if ICT delivers, it will meet its B2B obligations.... It is still a challenge though...

- **Q2: SMB products launches** *OPEN ACTION (OA316)*
 - **Q:** Status updates on SMB and new product launches take up rates?

OA: "Dima pro has been launched end of 2023 but a revamp is planned in June
Sahla Box revamp is also planned in June"

- **Q3: Drop in B2B Govt. Accounts:** The Govt. accounts are dropping since Feb'24. Total 1898 accounts lost until Apr'24.

If these are not accounts then...

- **Q:** What are the actual govt. accounts? Monthly trends performing?
- **Act.:** To correct the reporting in B2B KPI sheet.

OA: "We see an increase of the number of governmental B to B subscribers and customers:

GOVT.	Jan-24	Feb-24	Mar-24	Apr-24
Nb Accounts	49.06	48.96	48.80	47.17
Nb Subscribers	74.90	73.86	76.09	76.73
Nb RC (Customer)	489	491	504	512

- **Q4: Data inaccuracy:**
 - **Act.:** B2B numbers in P&L slide # 9, 10 and 31 are not aligned.

OA: "Slides #9 & 10 are aligned and they are counting Mobile revenue (definition used is below)
Slide 31 is counting Service revenue (definition used is below)

- Mobile revenue = Voice + data + SMS + digital
- Service revenue = Mobile revenue + Wholesale »

WHOLESALE

Overall wholesale revenue is exceeding YTD April'24 budget by 12% (YoY @ 5%)

Note: Positive progress on Inbound Voice with good initiatives implemented by OA team leading to increase in traffic. This ensures that forecast revenues can be delivered until the BICS commitment is finally executed (expected soon)

FINANCE

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by -1.4ppt and dealer's commission per gross adds increased MoM (-1%) and vs. budget (-17%).

WATCH OUT POINT

To monitor this to track the results of corrective action plans on Dima+.

OA: "As addressed in the commercial section"

GRAFM

- No question

TECHNOLOGY

- **S1: TDD sites:** Business cases for 595 TDD sites and 44 new sites approved by Capex Squad and EC paper approved.
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GCSO/Rene acknowledges the overall strong performance

Need to leverage on the partnerships, as content cost went up quite substantially. Will be discussed offline with Sergey.

Strategic Dir./Sergey mentioning some A2P renegotiations on Q3'24 that should go through Group tender.

SOURCING

- No question.

LEGAL

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REGULATORY

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Headcount is below the budget (2411 vs 2500)

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Staff cost is slightly above the budget for April 2024 (3.2%)

No Data against attrition

Training costs utilization within the budget.

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2. (OA303) **(Q3'23) B2B plan:** OA to include slides on B2B plan/implementation/update in MPP and QPP PPT (Monthly and Quarterly pack). *Slide 47 in Oct'23 PPT. Needs more details. OGBS 22/01/24: Being discussed as part of OA fortnightly call. OA 09/02/2024: B2B plan is now shared in MPP/QPP ppt. OGBS 19/03/24: Slides for B2B included and capture status update. Slides 49 & 50*
 - a) *Project plans delayed , refer slide 49*

	<p>3. (OA304) (Oct'23) Decline in VoC Recharge touchpoint: Significant decline from 47.2 to 39.1. Availability of "recharge location" is the key driver behind the decline. Even though OA believes this is related to the way VoC questions are phrased/formulated, OGC (Bilal/Alok) would like an urgent deep dive investigation to ensure there are no other underlying concerning reasons. OA CMO 12-05-2024: Action point can be closed as VOC recharge has been back on growth for the past 6 months</p> <p>4. (OA308) (Q4'23) New Sites Performance: We need to look at the cluster level incremental revenue. OA (Isabelle) to provide incremental revenue Vs incremental investment to OGC (Alok). OA CMO 18-02-2024: Action taken, dashboard is ready and recurring reviews will happen on a monthly basis. OA CMO 12-05-2024: "Action point can be closed, a slide on new site performance has been added to the MPP and is being shared monthly. A full dashboard is updated each month and has been presented to OGC on April 22nd"</p> <p>5. (OA314) (Feb'24) Dima+ Deep dive: OA CMO (Isabelle) to conduct a deep dive analysis on Dima+ performance. Impact on revenues? Customers' base growth? Market Share growth? Regional/per Wilaya impact? OA CMO 12-05-2024: "Action point can be closed, Dima + PIR has been shared with OGC and OGF and added to the April MPP for reference"</p> <p>6. (OA315) (Feb'24) M3 definition: OA (Thierry) to align with OGC on M3 definition. OA CMO 12-05-2024: "Action point can be closed as accurate figures are provided in the MPP"</p> <p>7. (OA316) (Feb'24) B2B Products launch (5): OA to provide with products launch clear timeline.</p> <p>8. (OA318) (Feb'24) Digital AOP KPIs: AOP figures to plug in Xcel MPP/QPP so that we can measure the performance.</p> <p>WATCH OUT POINTS:</p> <ol style="list-style-type: none"> Price floor reinstatement B2B Turnaround plan implementation impact (OA288) (Jan'23) Akamai: Equipment delivery (OA305) (Oct'23) B2B "Dima Pro" to drive ARPU up: Despite continued growth in base (5% YoY), revenue remains flat, with ARPUs declining since May'23. There has been some activity in migrating customers to lower value plans as part of retention activities however, base growth should translate into revenue growth also. OA believes that launching the B2B equivalent of "Dima" B2C product (ie: "Dima Pro") should drive ARPU up. To be monitored. OA CMO 18/02/2024: OA is confident that the new DIMA Pro offer will have a positive impact on ARPU in the long run, it is still too early to draw any conclusion. Dealers' Commissions: (Q1'24) ISP Utilization: ISP utilization reaching 98.2%. 	
4.	<p>Closing Words</p> <p>Congratulations on a great performance. To keep up the great work. OA CEO requesting for quicker approval process from OG as every minute counts.</p> <ul style="list-style-type: none"> To identify where it blocks so that GCTIO can follow it up. 	
5.	<p>Open Actions – General reminder that open actions as shared by the OG Performance Team should be addressed and followed up by the dates requested.</p>	