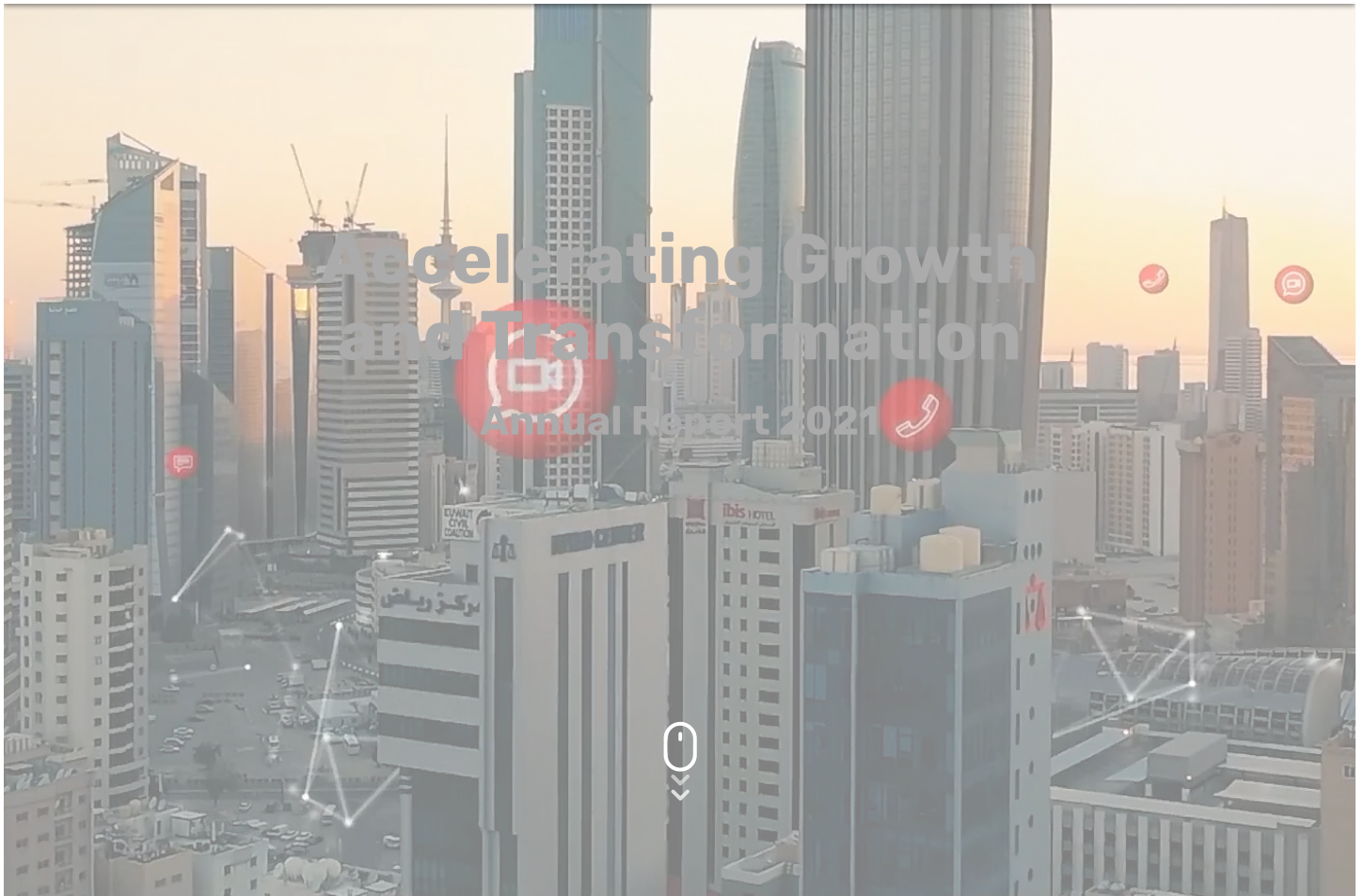




Countries

Kuwait

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Chairman's Message

Managing Director's Message



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# Positioning Ooredoo for continued success

**Dear Shareholders,**

Ooredoo has been on a digital transformation journey for some years now, investing in networks, technology and people so that we can deliver transformational digital experiences for our customers wherever they want them online.

That forward-looking strategy delivered strong returns in 2020, as the communities we serve had to work and shelter at home, and proved even more important into 2021, as traffic volumes and demand for fast networks continued to rise. So many aspects of people's lives are primarily digital these days – work, finance, entertainment and home – that the role of a reliable connectivity provider has never been more important.

Ooredoo is well-positioned to see strong returns from our digital-first strategy, as long as we continue to be agile and adapt to the fast-changing nature of our markets. Maintaining a culture of innovative thinking, developing new partnerships and delivering advanced services for unaddressed areas are critical success factors for Ooredoo as we work to make it easier for customers to find, buy and use our products online and deliver robust returns for our shareholders.

**Sh. Faisal Bin Thani Al Thani**

Chairman

14 February 2022



Revenue



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13,000

Amount in QR millions



Free Cash Flow

8,205

Amount in QR millions



Dividend per share

0.3

Amount in QR



Net debt\* & Net debt EBITDA

22,771

Amount in QR



Total Customers

121

Amount in millions

Revenue

Tap for more key figures

Revenue

29,900

Amount in QR millions

|      |        |
|------|--------|
| 2021 | 29,900 |
| 2020 | 28,867 |
| 2019 | 29,916 |



# Factor more, pile more, inspire

## Countries

Kuwait

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draw key lessons from 2020 to support the evolution of our strategy, prioritising customer experience and the extraction of optimum value from our assets for our shareholders.



## Our key strategic pillars



### Value-Creating Portfolio

Value crystallisation of hidden portfolio assets, as well as strengthening existing assets to drive



### Excellence in Customer Experience



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Group-wide transformation programme focused on “performance enhancement”, and strengthened



Evolve the Core

Group-wide projects initiative focused on evolving operations with new capabilities, to evolve

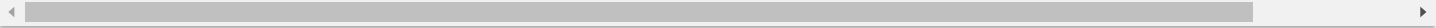


People

New ways of working, coaching and mentoring, and developing personal ownership to advance,

# Our global customer base exceeded 121 million in 2021

Ooredoo is a global telecommunications company headquartered in Qatar and with a global consolidated customer base of more than 121 million. Its operating network extends across 10 markets, with operations in Qatar, Indonesia, Kuwait, Oman, Iraq, Algeria, Tunisia, Myanmar, Palestine and Maldives.



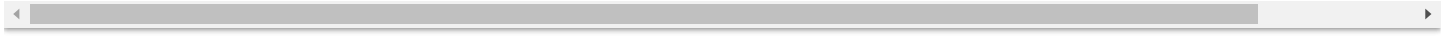
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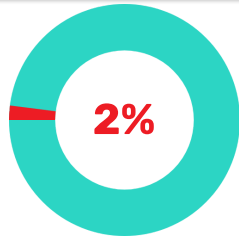
ing year; but we strongly believe that where there are challenges, there are opportunities. Our success during 2021 reflects our efficient management style and our



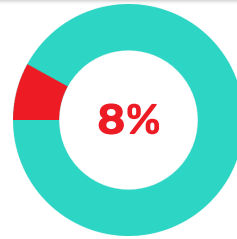
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Countries

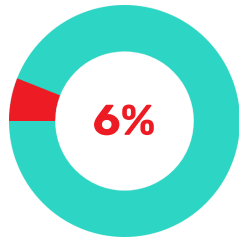
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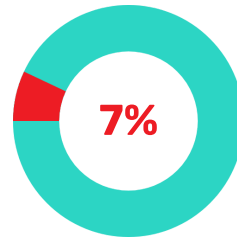
Customers



Revenue



EBITDA



CapEx

## Total customers

# 2,518

|      |       |
|------|-------|
| 2021 | 2,518 |
| 2020 | 2,531 |
| 2019 | 2,588 |
| 2018 | 2,311 |
| 2017 | 2,216 |

|                 | 2021  | 2020  | 2019  |
|-----------------|-------|-------|-------|
| Revenue QRm     | 2,540 | 2,492 | 2,772 |
| EBITDA QRm      | 738   | 617   | 867   |
| EBITDA Margin % | 29%   | 25%   | 31%   |



\* Blended ARPU is for the three months ending 31 December.

Countries

Kuwait

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Ooredoo is committed to the highest standards of environmental protection, social impact and good governance, looking to build a sustainable legacy for all.



Protecting our Environment



Digital Opportunities and Community Care



Creating Ethical Economic Opportunity



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### Safeguarding our Customers

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### Developing our People

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