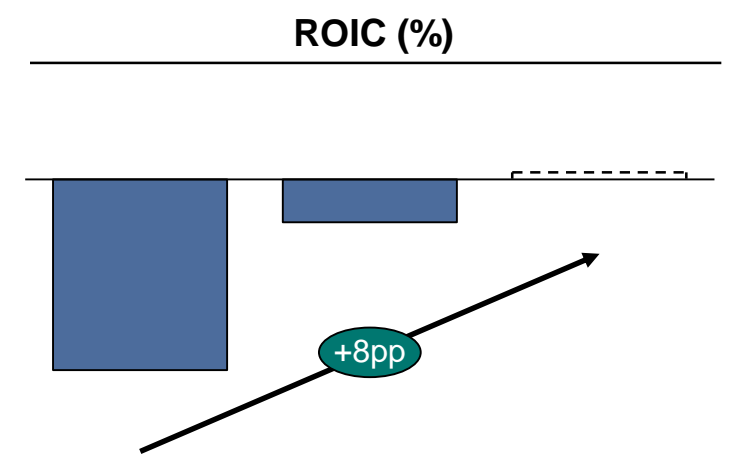
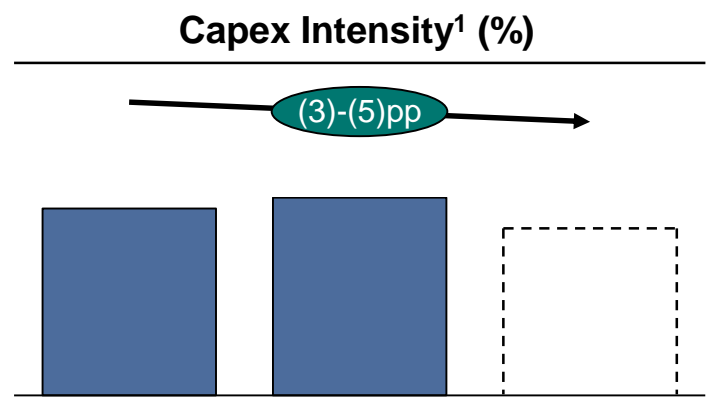
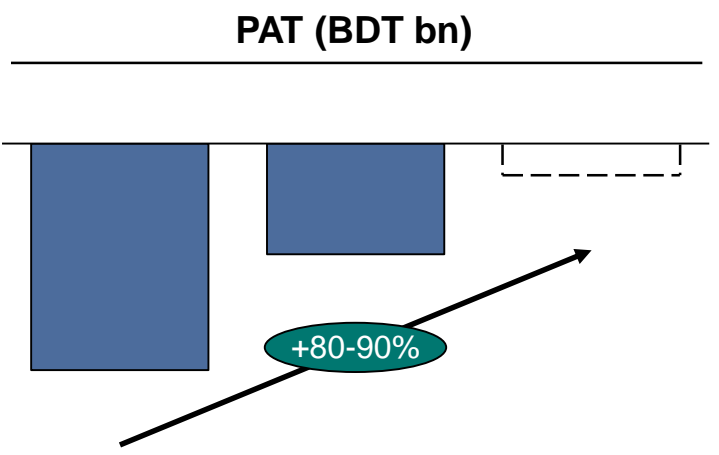
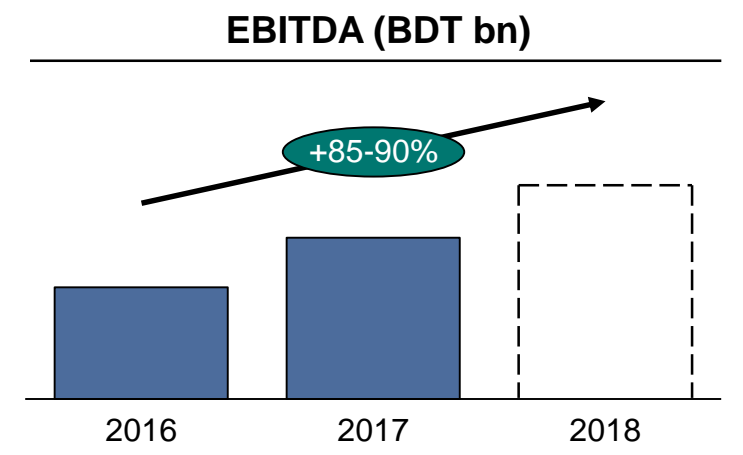
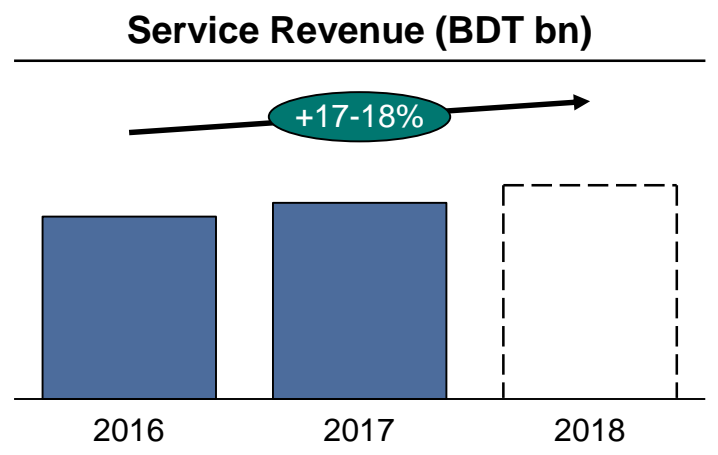
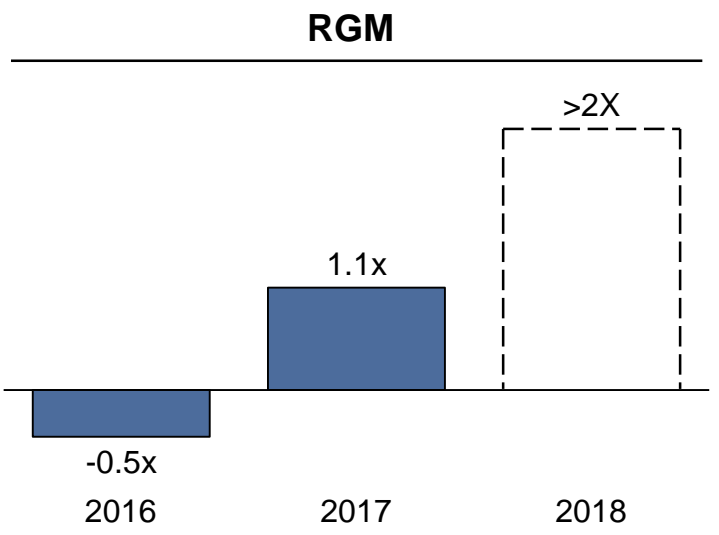


# Executing dual brand successfully and 4G leadership

**Mahtab Uddin Ahmed**  
**Managing Director/Chief Executive Officer, Robi Axiata**  
**26 November, 2018**

# 1 KEY TRENDS- UNDERLYING PERFORMANCE

Robi outperforming market and becoming stronger



<sup>1</sup> Including merger CapEx

# MARKET OVERVIEW

Robi is the 2nd largest operator in the market with NPS lead, and has been the fastest growing player over last two years.

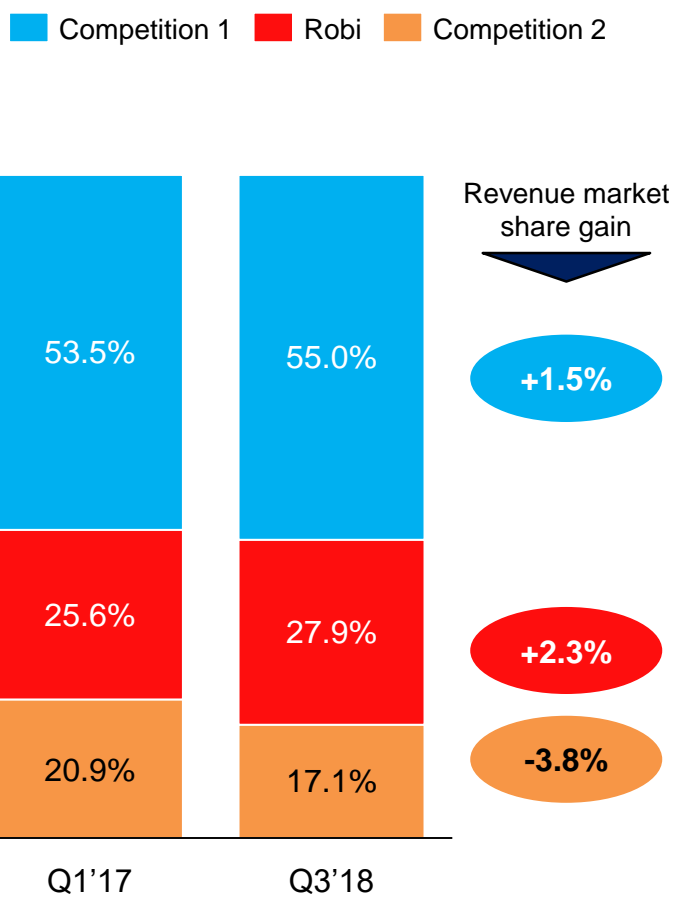


Consolidated 2<sup>nd</sup> position with ~10pp lead

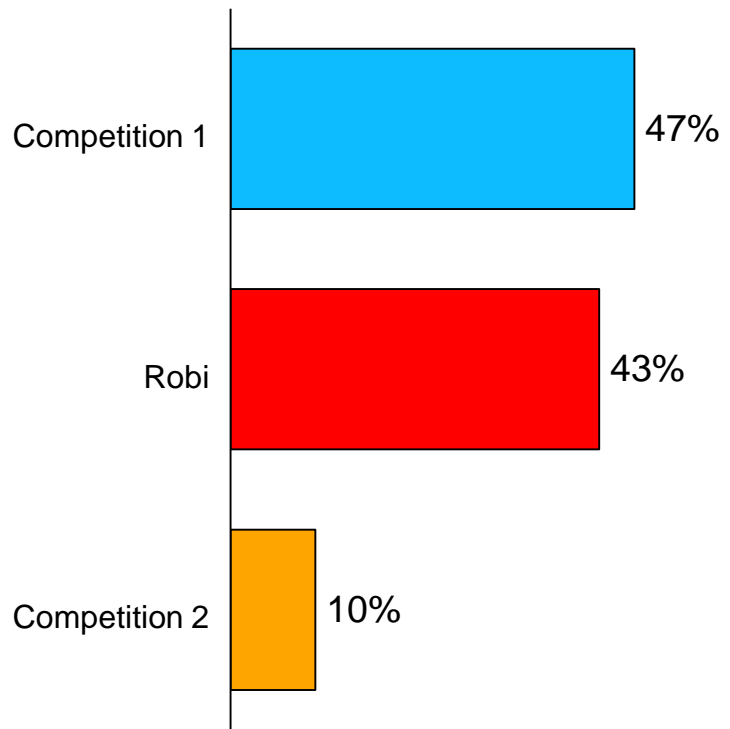
Growing at par with market leader despite having around 1/2 of their market share

Rebounded to become leader in both brands

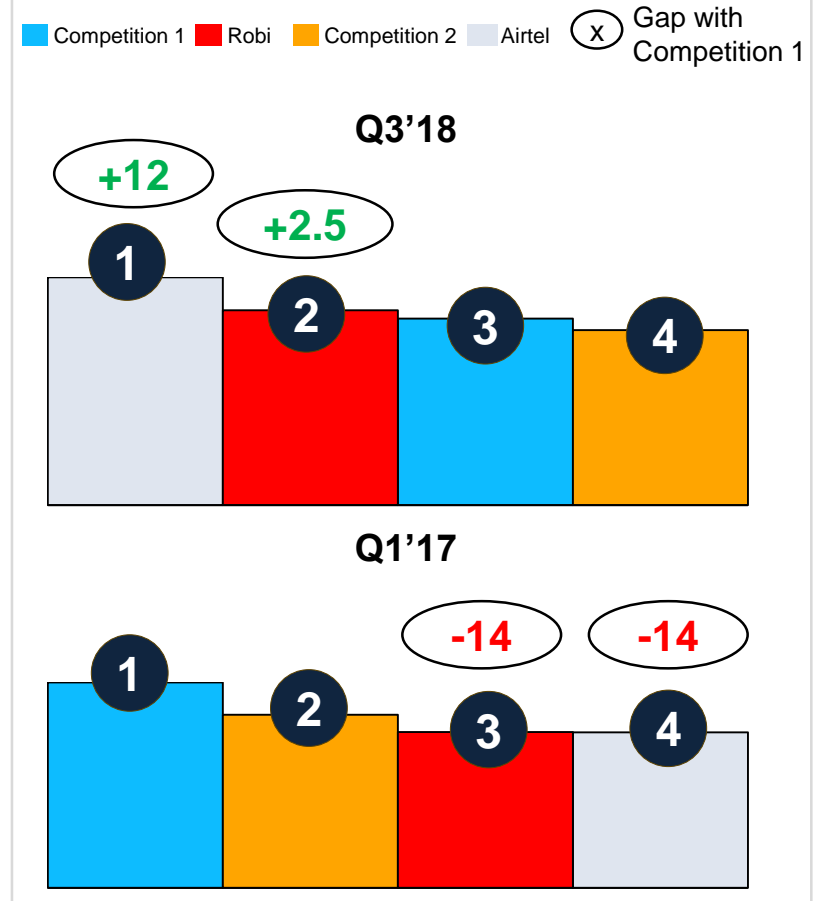
### Service Revenue Market Share



### Share of Net Adds (Q1'17 to Q3'18)



### NPS Rank



Source: Nielsen

### 3 THREE KEY STRATEGIES

Winning markets with dual brand execution and 4G/LTE leadership. Operational excellence to drive cost efficiency.



## Dual Brand

Two separate brands with distinct personas driving topline growth



## 4G/LTE Leadership

Building on #1 LTE/4G network in terms of capacity and coverage with spectrum band flexibility



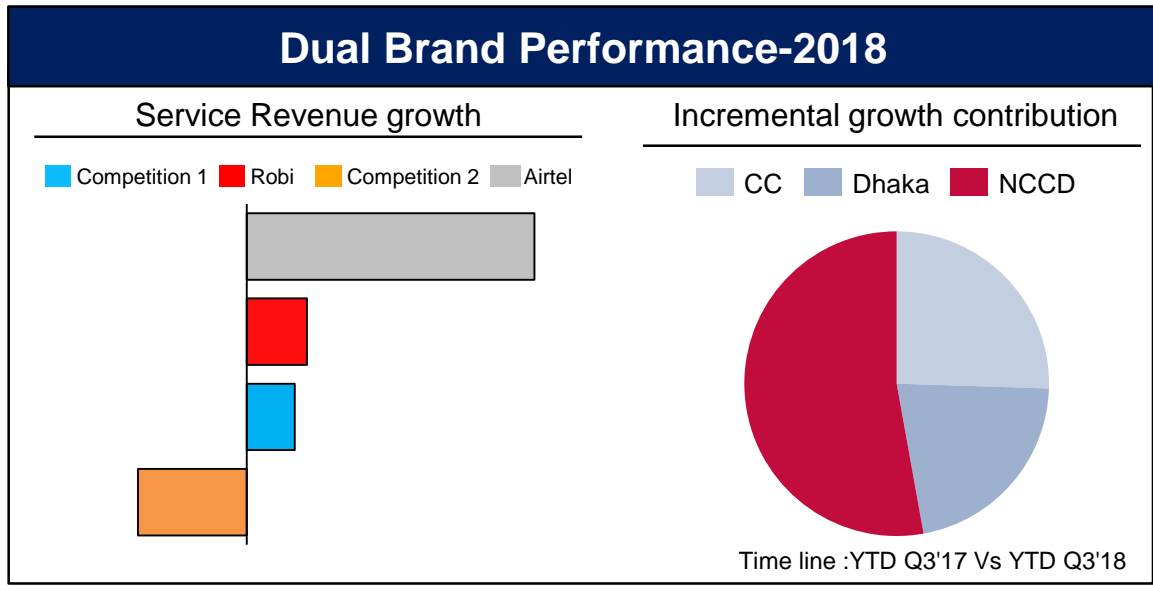
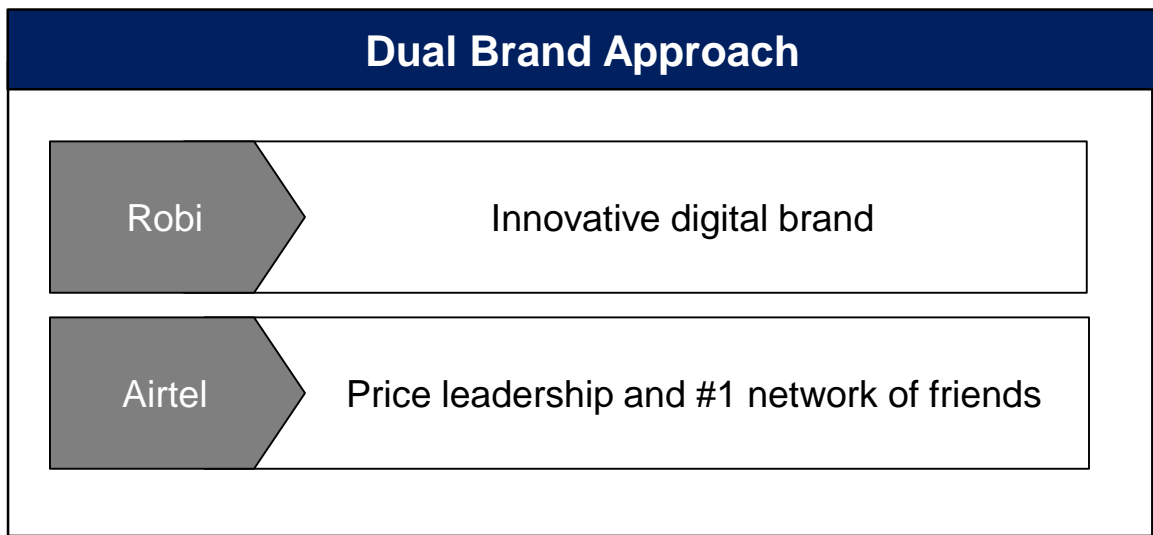
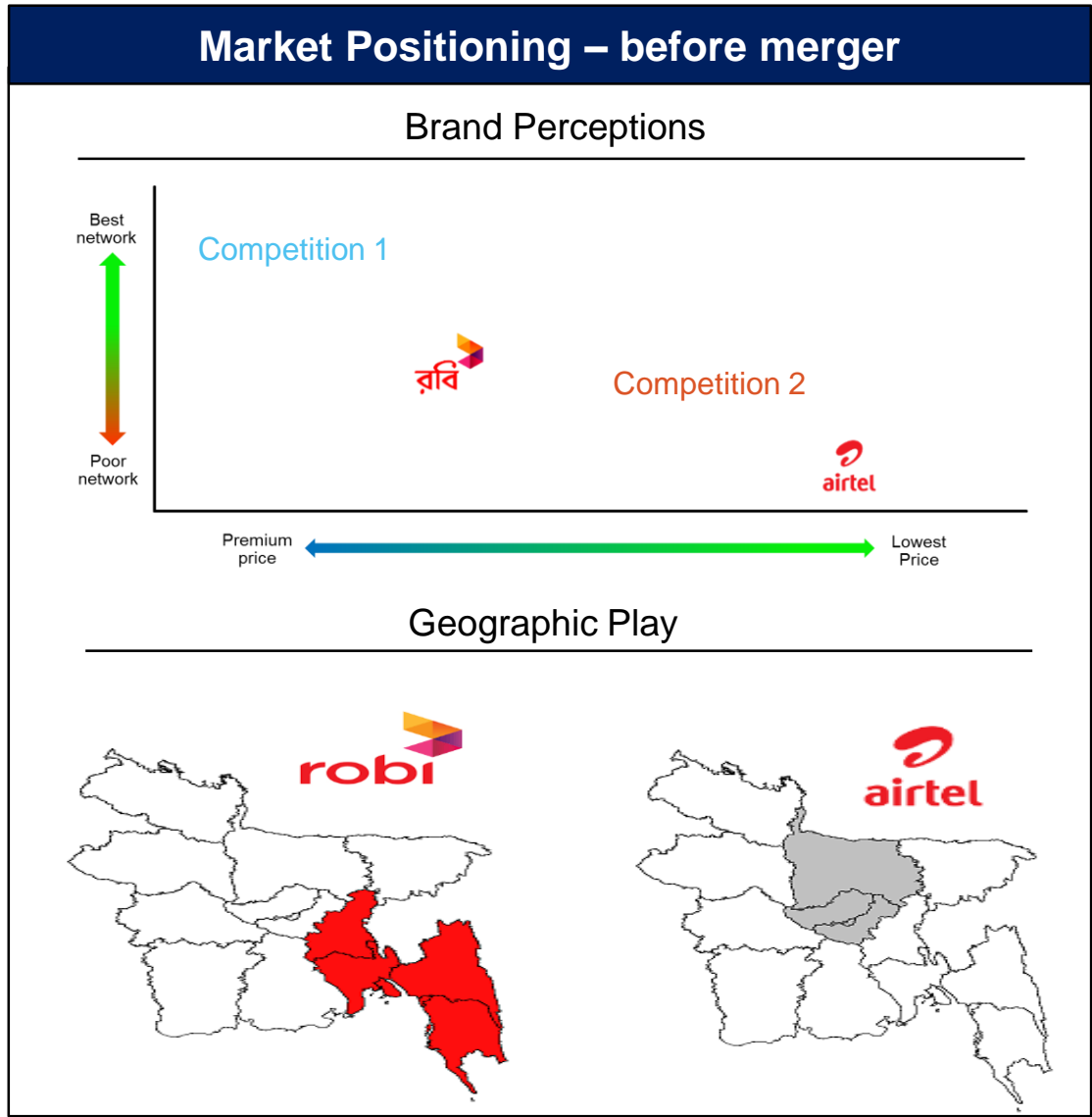
## Operational Excellence

Maintaining continuous drive for cost excellence by improving EBITDA and bottom line

3.1

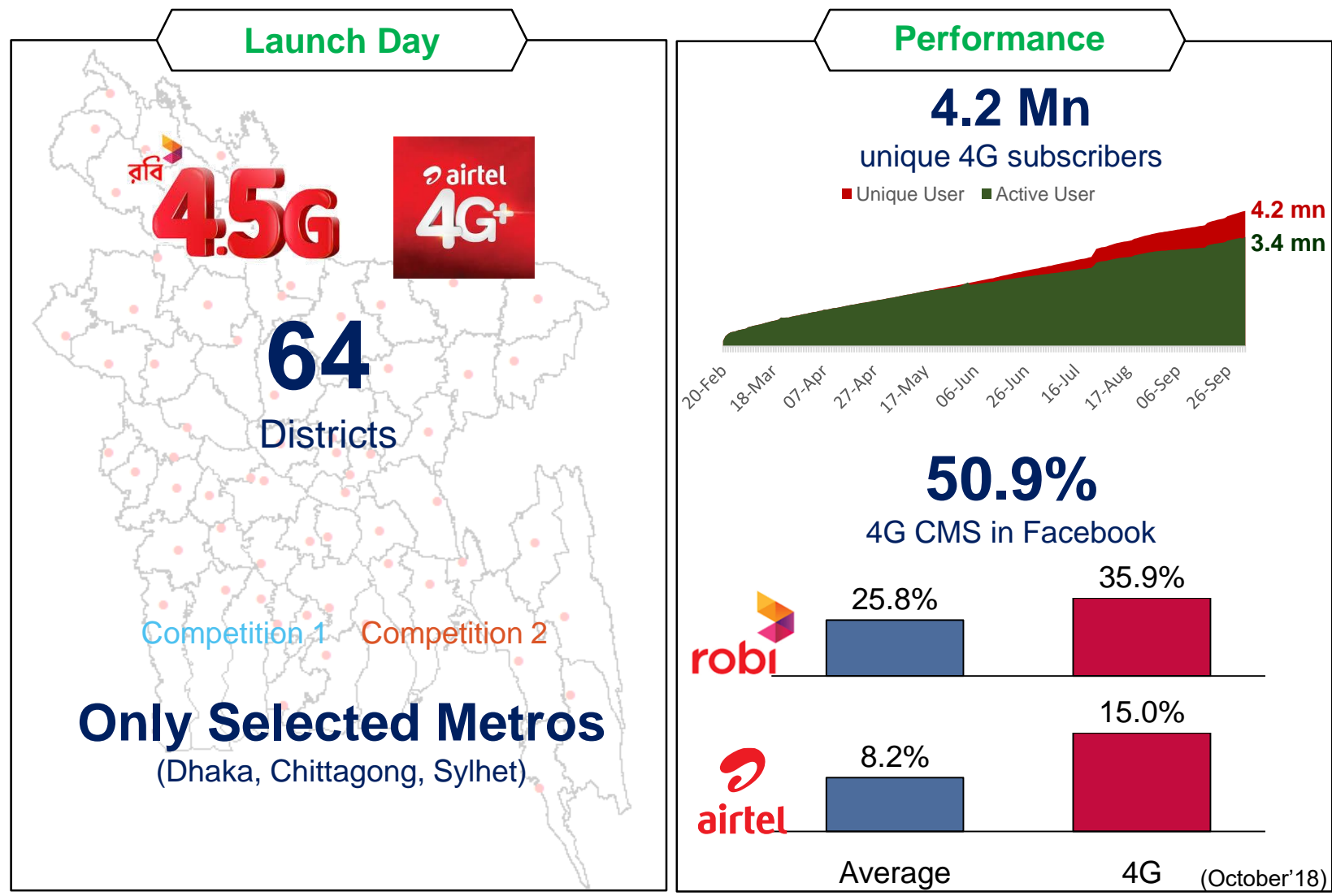
# DUAL BRAND EXECUTION

Successful dual brand execution targeting specific segments and value proposition. More than half of incremental revenue growth came from NCCD



# 4G/LTE LEADERSHIP

Aggressively rolled out 4G from Day-1 to enable advantage over competitors.

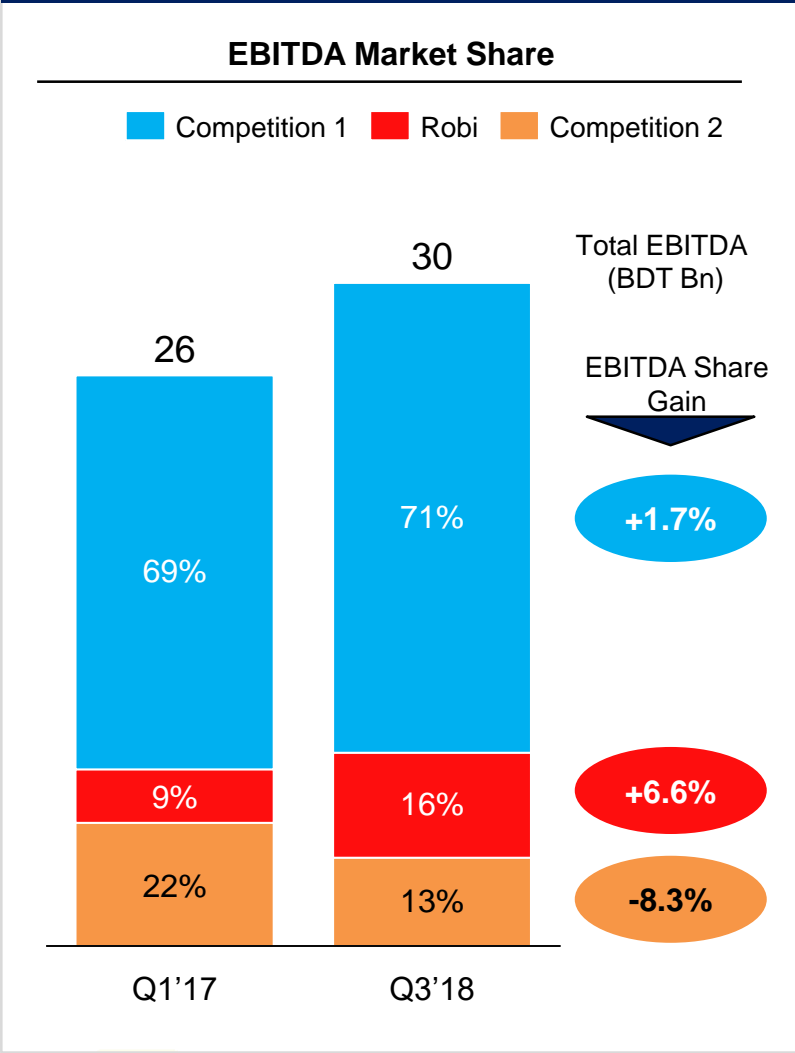


# OPERATIONAL EXCELLENCE

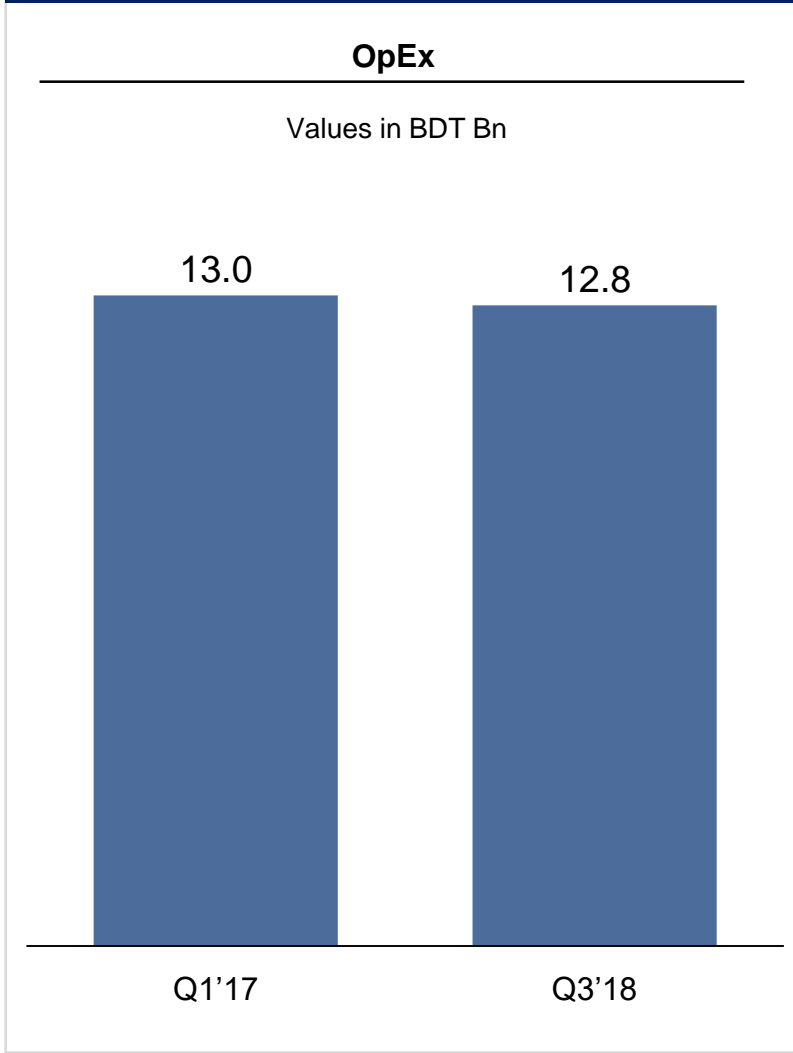
Improved result despite aggressive market expansion and data price pressure



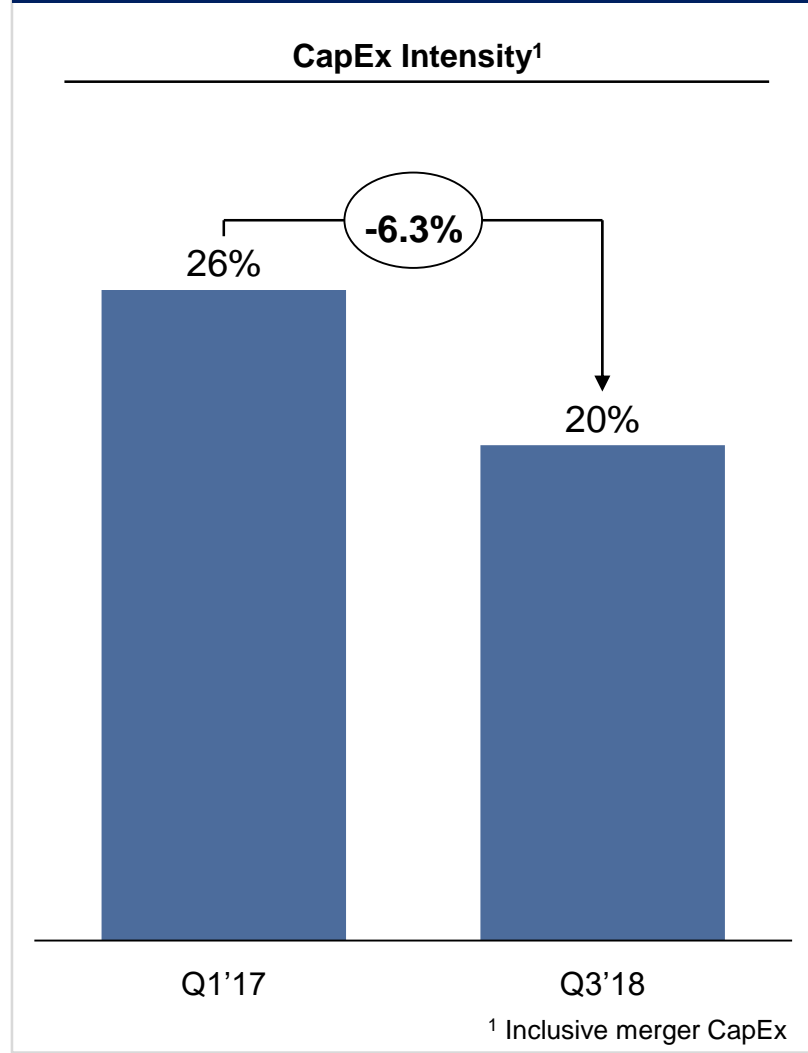
## Solid EBITDA growth securing 2<sup>nd</sup> position



## Flat Opex despite aggressive market expansion



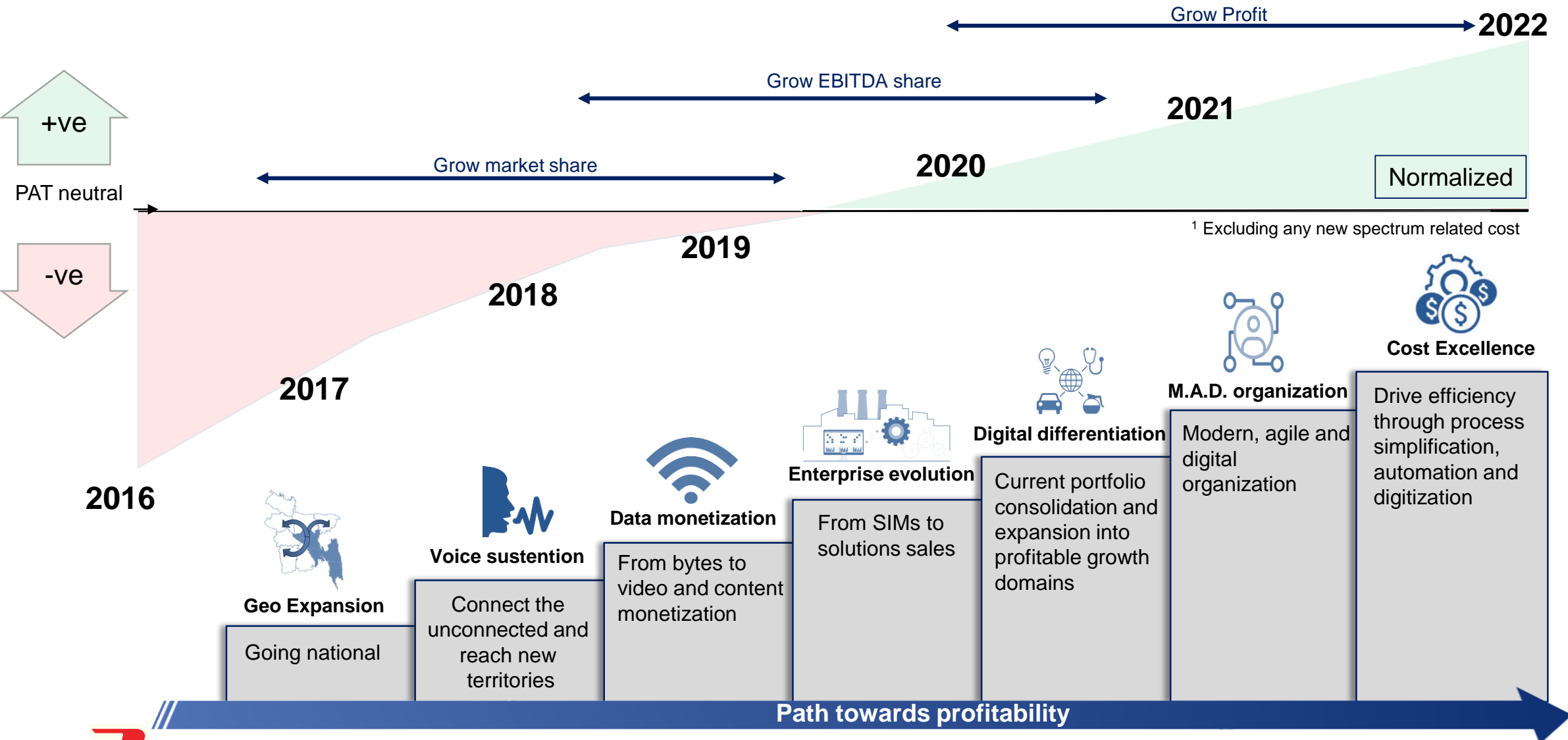
## CapEx intensity improved despite aggressive network rollout



# 4 PATH TO PROFIT



Aspire to deliver positive PAT in 2020 and beyond through sustainable growth and organizational excellence



<sup>1</sup> Excluding any new spectrum related cost





**THANK YOU**