

Agenda 3

a. Market Repair in BD

b. Benefits from Robi-Airtel Merger

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06 December 2023

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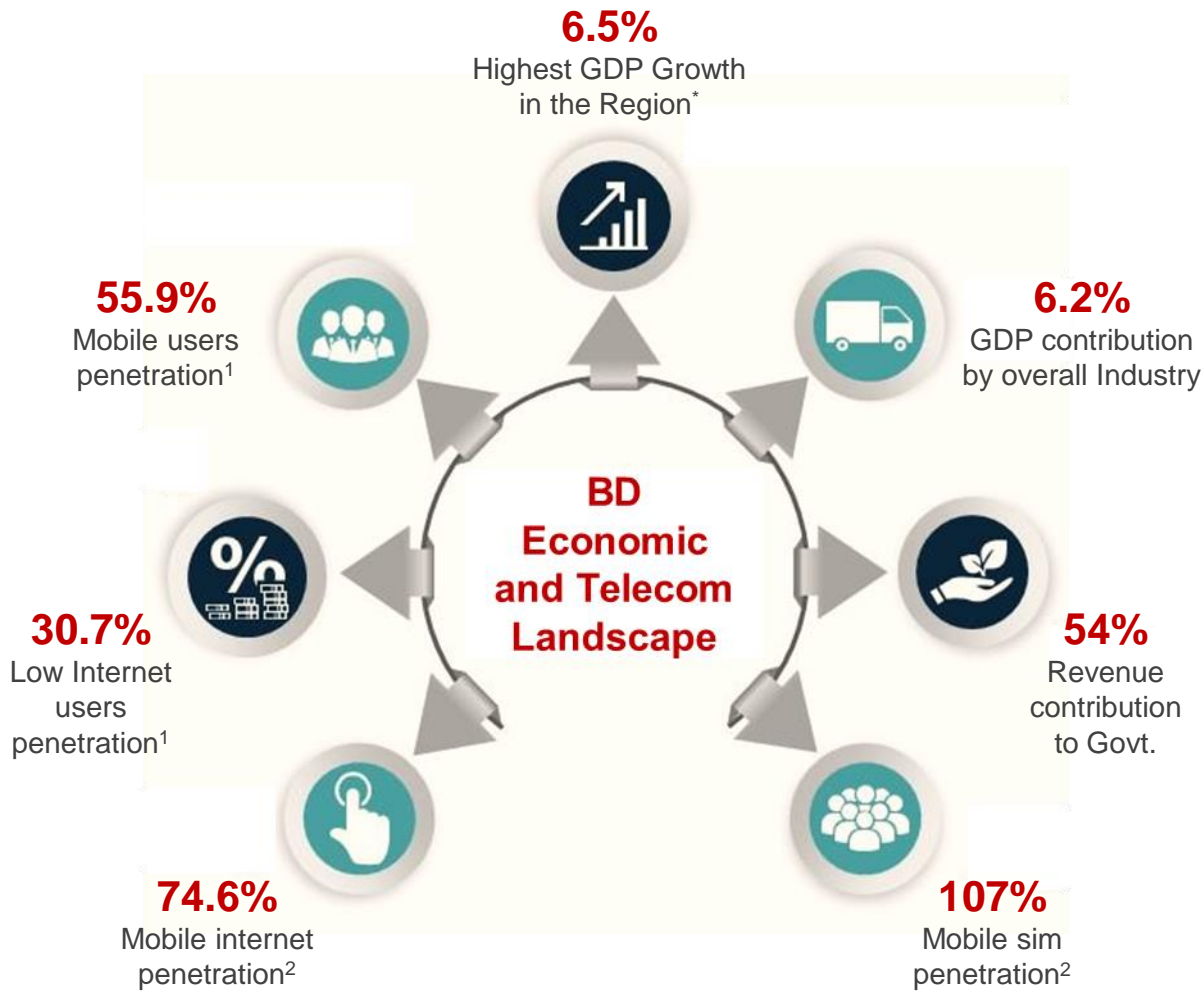
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BANGLADESH: A LAND OF OPPORTUNITIES

Despite global economic headwinds the market offers sustained growth prospects, Robi making good strides



YTD Sep'23 Highlights (YoY)

+3.2Mn	+17.7%	+14.3%	+18.6%
3.2Mn new Sub leads to 31.5% CMS	Service Revenue growth: Fastest growing operator among market peers	ARPU uplift: Driven by increased consumption and price optimization	EBITDA growth: outpaced top-line growth, scale and structured efficiency measures paying-off

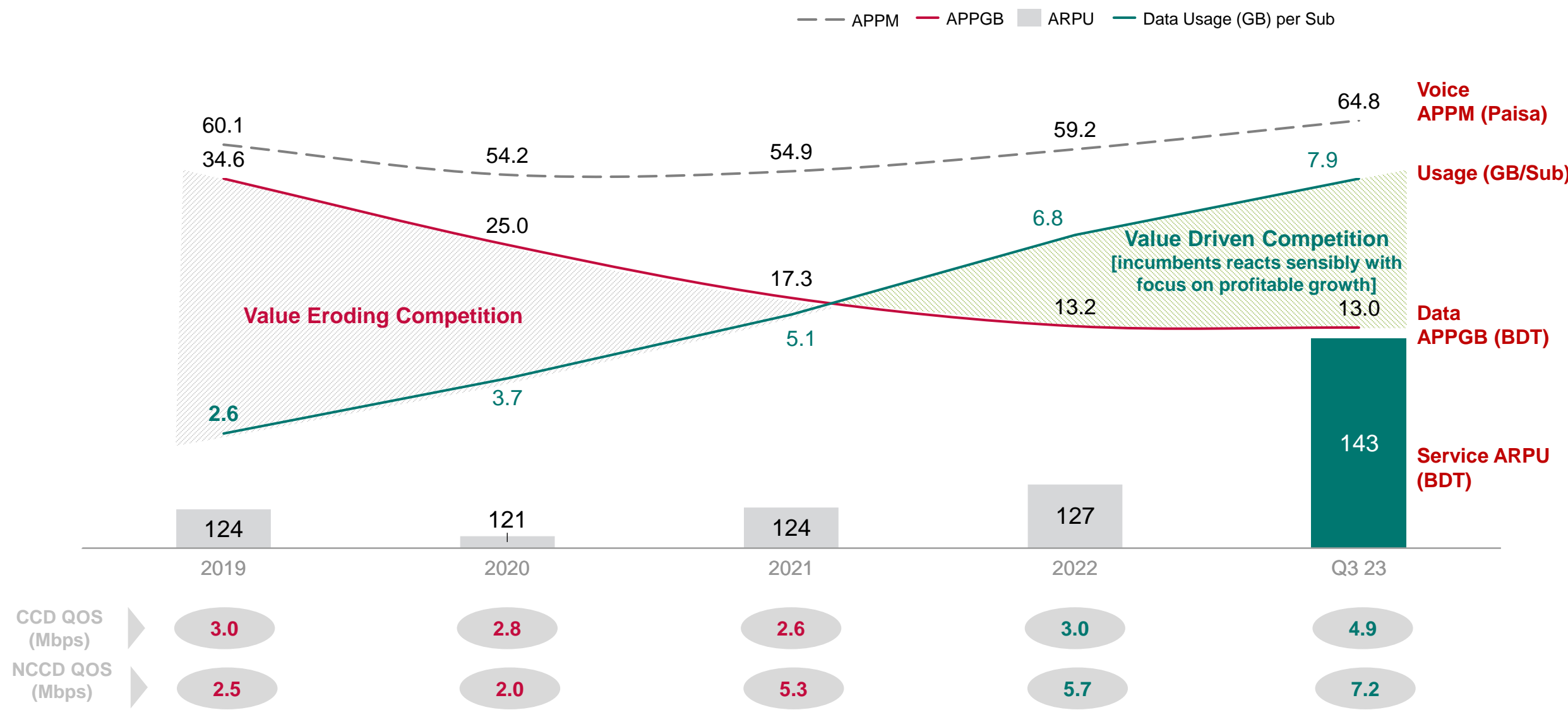
- Revenue performance driven by sub-base addition (+6.0% YoY), consumption and price led growth
- Continuous focus on network improvement leading to enhanced QoS and subsequent rise in RGB
- Telco to Techo: Digital transformation through Reddot, Bdapps, R-Ventures, and AxEnTec

*Region comparison covers Vietnam, India, Indonesia, Philippines & Thailand
 1) BD Census 2022, 2) As per operators published report Q3'23



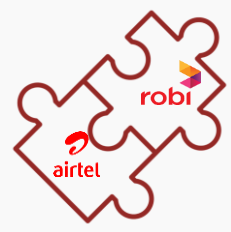
2023 WHAT DID WE LEARN?

Consumers are willing to pay more when there is 'Value for Money'





1



Dual Brand Play

Strong **Brand presence** with **differentiated** positioning and **distinct** target customers

Dual Brand play **to fend off** competitive push

Strategically site Count doubled by Dual Brand play **16K x 2**

2



Better Customer Experience and Enabling Efficiency

Enhanced service across both Brands with **distinctly differentiated** value propositions

Future **Value Monetization** through Sale and Lease back

3

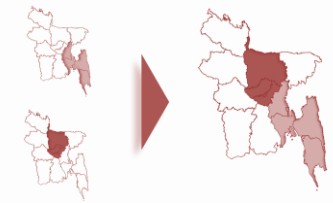


Wider Spectrum Ownership

Unique positioning with **highest** 900MHz spectrum

Competitive Spectrum of 1800 and 2100MHz

4



Regional Player to National Player

Expanded **Distribution Network** throughout country

Expanding Dual Brands and base in competition stronghold market

5

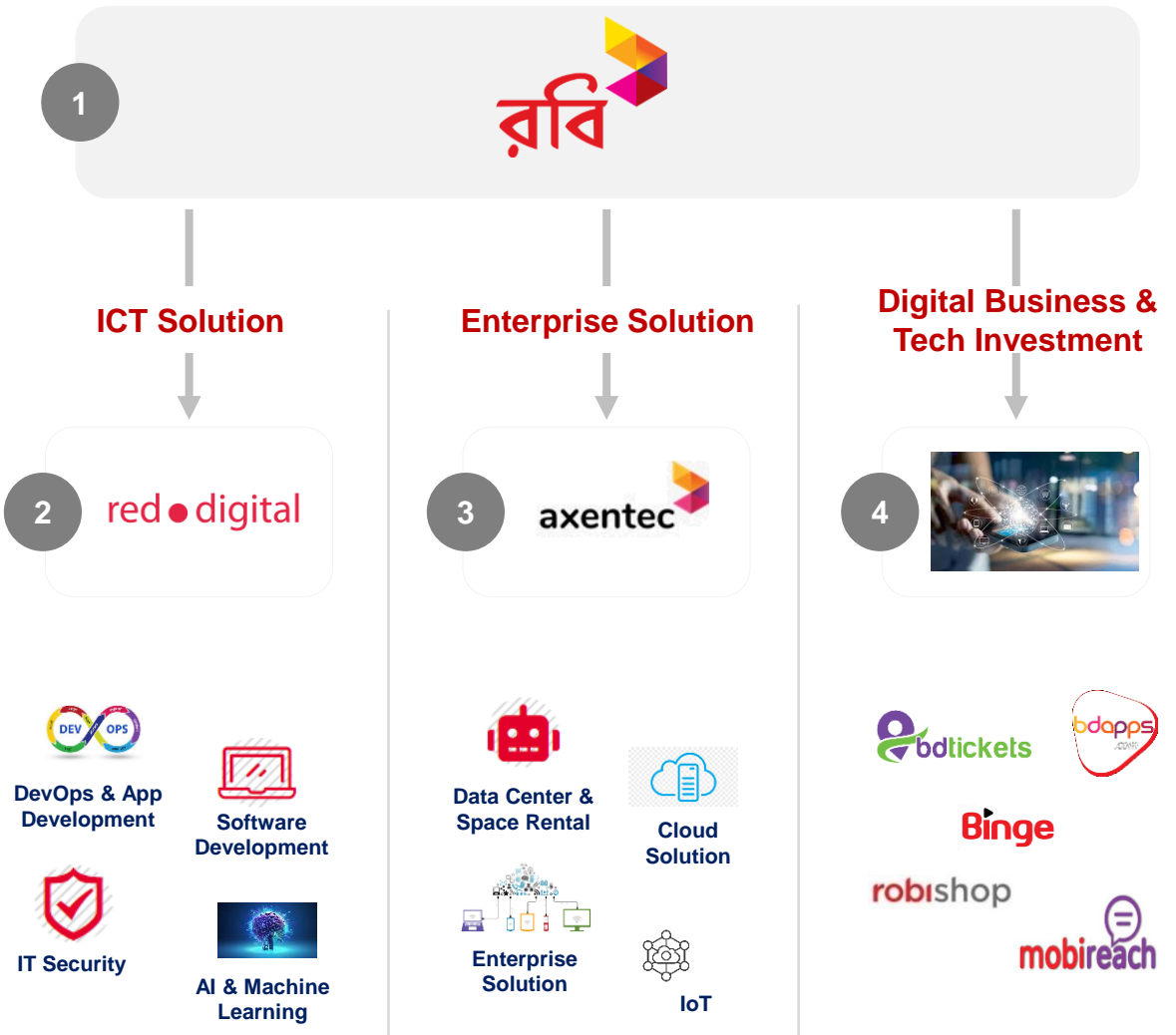


Diverse Talents and Culture

Unique strength of blended talents and culture from **two different operating models** countrywide

BUILDING BLOCKS FOR FUTURE → The Telco to the Techco Journey

Focused drive to create new services beyond core, with delayering....



- 1** Evolving as a **Group of Companies** with Focus beyond the **Connectivity Business**
- 2** Specialize in **Software Solutions and Software Development**
- 3** Specialize in **GTM** of **Connectivity, Enterprise ICT & Other Solutions**
- 4** Support **Venture Creation** under a '**Co-Creation Model**' to Nurture **Digital Services**

Thank You