



Optus

Stephen Rue, CEO Optus

Investor Day | 28 August 2025

Optus Overview

Market presence



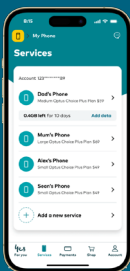
Provide customers with more than 12 million services across Australia each day



#2 telco by size, Australian household brand



Large Retail Network



#1 rated Mobile app of the year, Telcom awards

Infrastructure



Network coverage to 98.5% of the Australian Population



Australia's fastest 4G & 5G for download speeds¹
(end of April 2025)



36k km national fibre network



5 Satellites providing ANZ coverage

Impact



\$18b annual contribution to Australian economy²



c. 6.8k direct employees³

31%

Mobile Customer Share
(Consumer + Enterprise)
31 Dec 2024

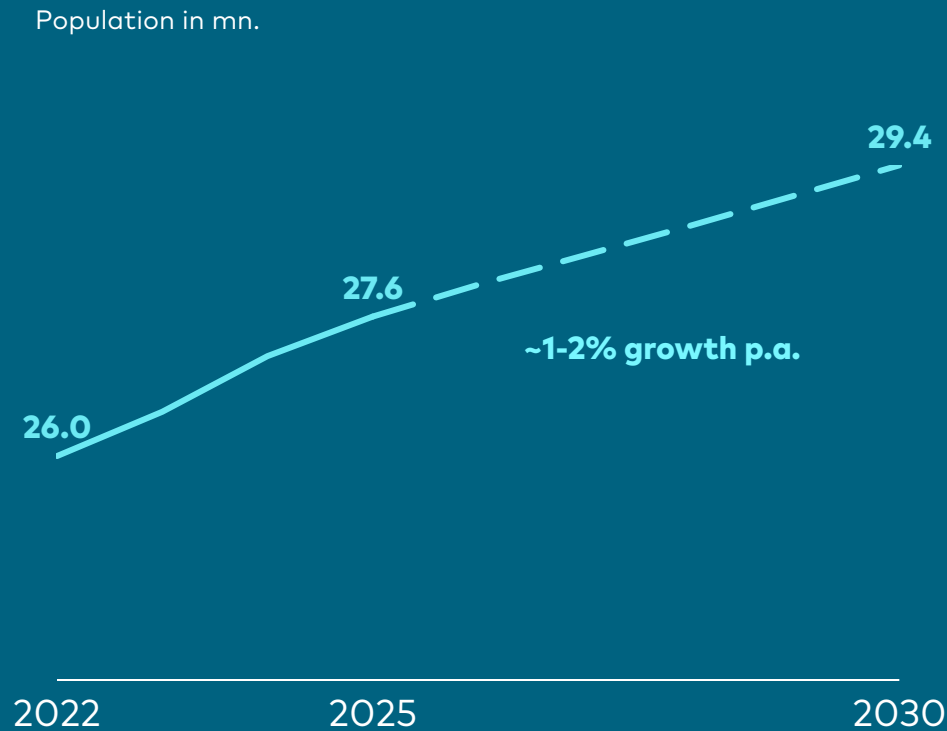


c. \$8.2bn Revenue
c. \$2.2bn EBITDA

1. Opensignal Australia Mobile Network Experience Report April 2025
2. Venture insights research
3. These numbers include casual, regular & fixed term employees including those with <1 year

Australian Market context

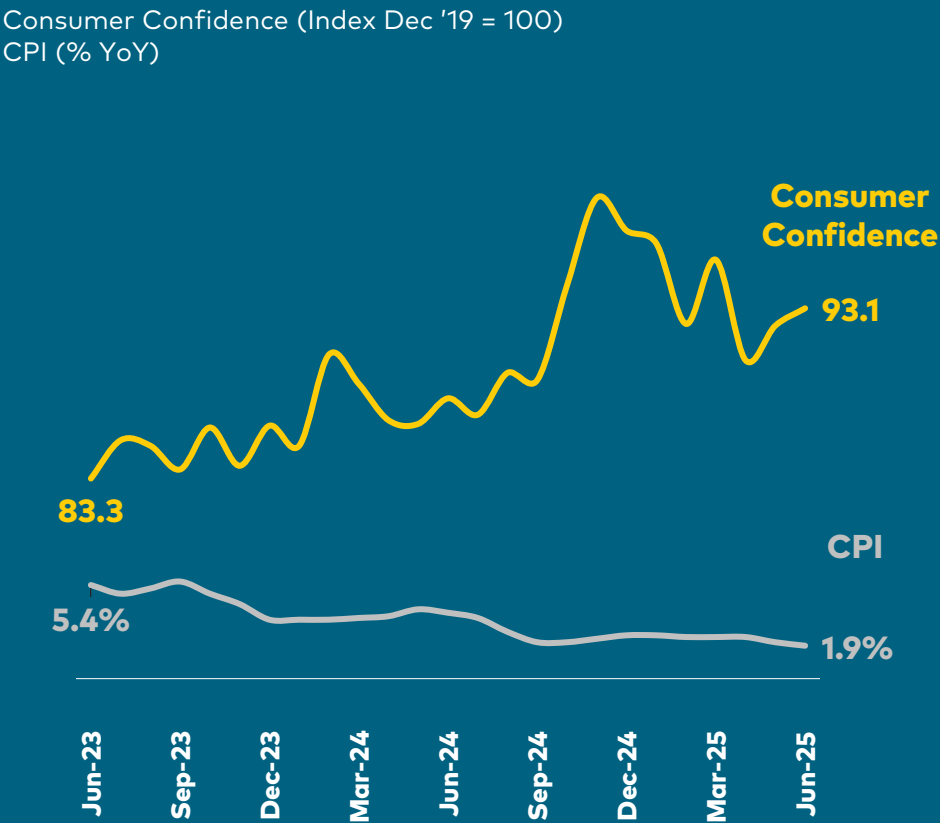
Sustained population growth



Population growth to continue, contributed by net migration

Source: Federal Budget 25-26

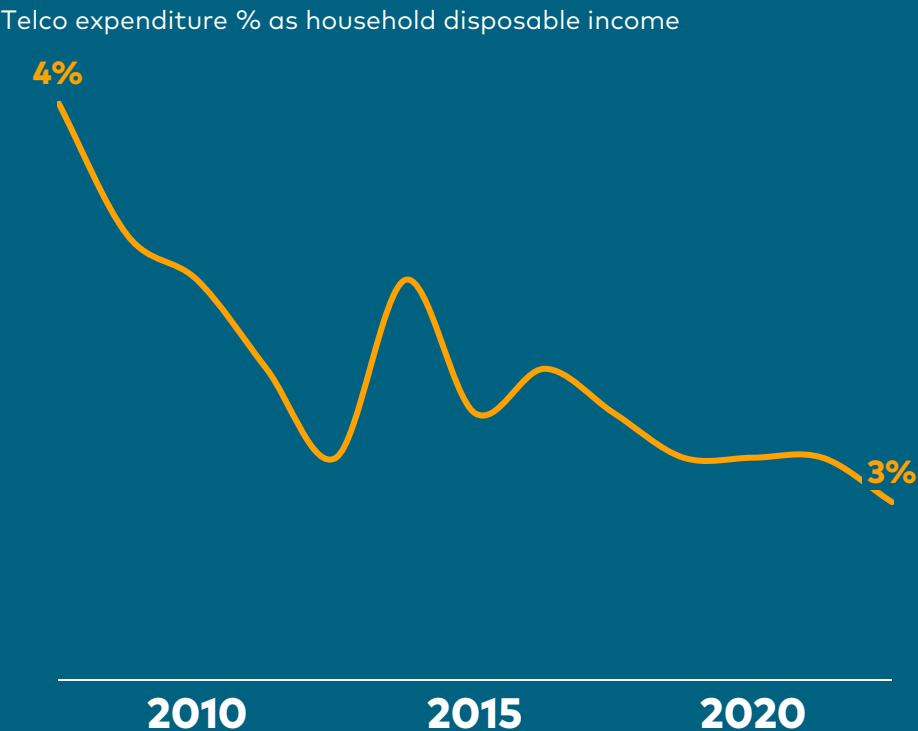
Consumer confidence improving



Cost of living pressures persist, but easing inflation is improving confidence

Source: Australian Bureau of Statistics
Westpac Consumer Sentiment

Low telco expenditure



Telco spend remains low as % share of household spend
Telco industry at 32-36% EBITDA margins, 6-8% ROIC

Source: Operator disclosures, The Hilda Survey Release 21, BCARR Calculations as reported by Department of Infrastructure, Transport, Regional Development, Communications and the Arts

Our Purpose and Values

Purpose

To deliver real choice by championing the customer

Objective

Position Optus to deliver *consistent, long-term returns* on invested capital

Strategy



Rebuild trust and reputation through network, service and community actions



Refocus on core connectivity with simple, dependable propositions for customers & partners



Modernise infrastructure & simplify operations for growth, performance & to reduce costs

Values

We are one team | We act with integrity | We are accountable

Strong financial turnaround from mobile growth and disciplined cost management

	FY25 Full Year	YoY	FY26 Q1	YoY
Revenue	\$8,177m	↑ 1%	\$2,014m	↑ 4%
EBITDA	\$2,223m	↑ 6%	\$583m	↑ 9%
EBITDA margin	27%		29%	
EBIT	\$446m	↑ 55%	\$133m	↑ 36%



1. Excludes Wholesale MVNOs

FY26 and beyond priorities deliver resiliency with ROIC repair

Resiliency



Invest further in network resilience to build Most Reliable Network



Increased focus on improving cyber and data stance



Efficient deployment of Network Capex <\$1bn



Delivering on Multi-Operator Core Network agreement with TPG



Optimised 5G rollout and radio modernisation

Growth



Strengthen Tier 1 proposition



Leverage channel shift to digital



Strong focus on customer experience to drive acquisition & retention



Drive growth in Mid-market and Enterprise through relationships and partner integration



Build high-performing, transformation-ready organisation

Efficiency



Strengthened focus on core portfolio



Scaling AI and Automation across Optus



Continued simplification and modernisation of products and technology



Building strong process excellence capabilities



Structurally reduced cost structure

Addressing legacy issues



Continued focus on Cybersecurity & Data

- **Strengthening our risk controls**
- **Significant progress in rationalisation and stabilisation of systems**
- **Cybersecurity program initiatives, adoption of key controls**



Building the Most Reliable Network

- **Uplifting network resilience, availability and security across fixed and mobile**
- **Enterprise-grade security and SLA expectations**
- **Enhanced fault detection, service assurance**



Supporting our Customers

- **Optus wide program delivering our customer commitments and remediation**
- **Uplift of sales process & compliance, enabled through Process Excellence**
- **Refreshed segmentation and reasons to choose Optus**

Consumer leading our growth ambition into FY26

FY25 Highlights



Strong Postpaid performance



Mobile ARPU growth across most products

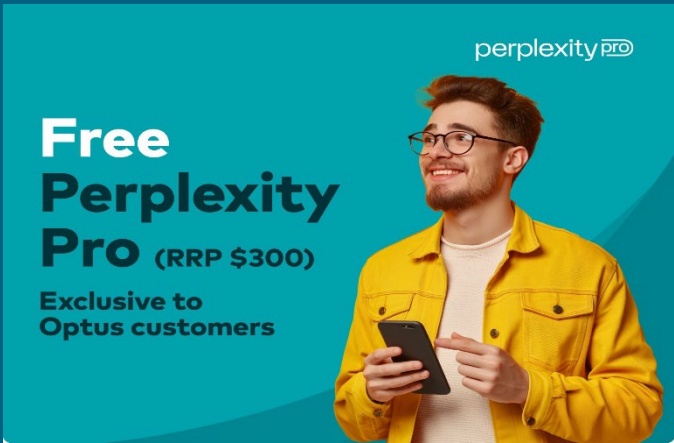


Acquisition of Circles.Life base



Customer retention on target

FY26 build on foundations and develop innovative propositions



Optus x Perplexity AI partnership

We're making changes to Optus Flex Plus

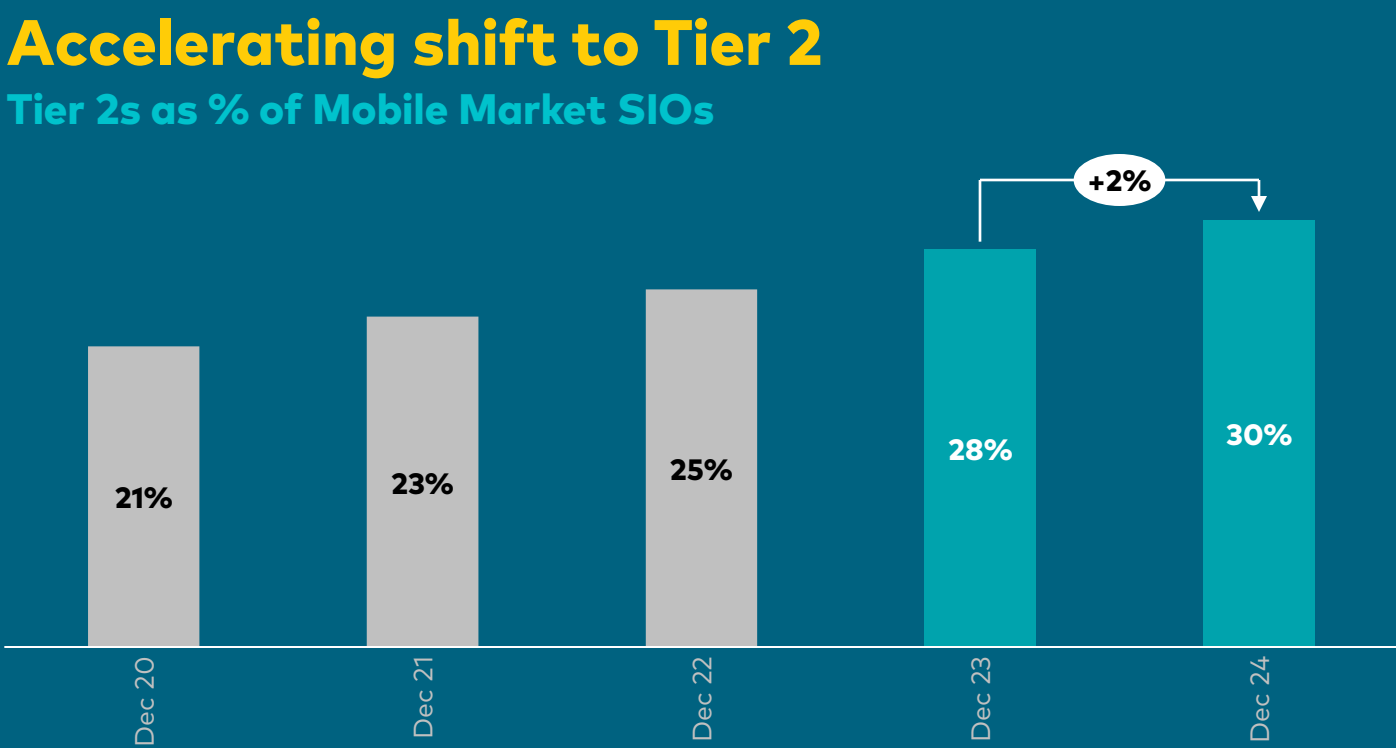
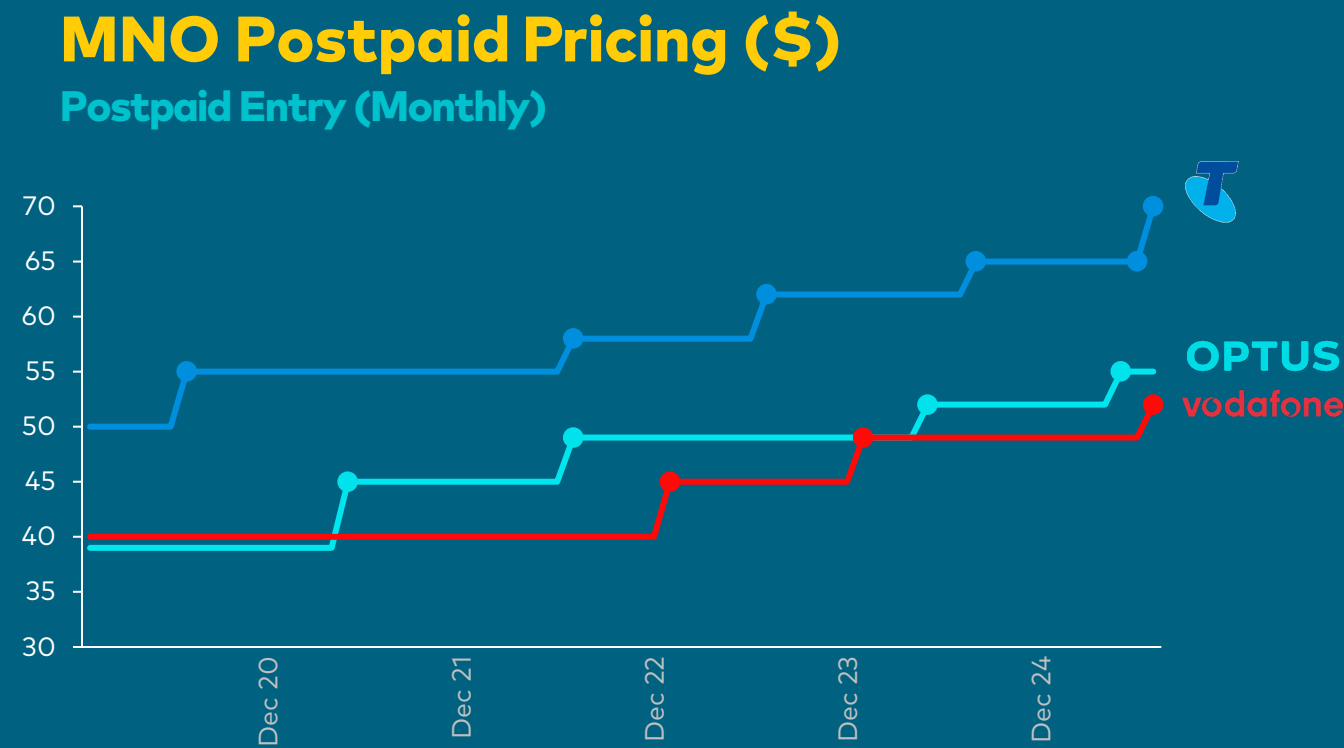
We're making changes to some of our mobile plans

Execution of price rises across pre and postpaid in Q1



Optus Sport x Stan

Postpaid ARPU rising, but Tier 2 competition and pricing pressures create potential headwinds to be addressed



Tier 1 v Tier 2 entry price (Aug 25)

	Telstra	OPTUS	ALDI mobile
Coverage	99.5%	98.5%	98.8%
Postpaid Entry Price	\$70	\$55	\$19
Prepaid Entry Price	\$39	\$39	

Highly competitive Tier 2 Market

amaysim coles Aussie Broadband iPrimus dodo Mozse mobile

Belong TeleChoice superloop ALDI mobile everyday mobile

TRG felix LEBARA kogan mobile iinet Lyca Mobile

Enterprise & Business setting up for margin growth across all B2B segments

FY25 Highlights



Several new customer wins and re-signs

 Transport & Logistics

 Banks

 NFPs

 Wholesale



Focus on enterprise profitability through standardised products and strategic vendor consolidation



Strong improvements to EBITDA mainly through strategic cost management



ARPU and net connect growth in small business

FY26 build on momentum to deliver Mobile first strategy



Celebrating 40 years in orbit for Optus Satellite



Dicker Data partnership in mid-market



Perplexity AI partnership for small business

Enterprise

Growth in mobile fleets and innovative solutions to finance and government sectors

Mid-Market

Expansion of channel and distribution strategy, simplification of systems and processes

Small Business

Empowering small business through improved digital and service experience

MOCN¹ Partnership with TPG has gone live

Overview



Enhanced choice and competition in regional Australia



Sustainable approach to developing infrastructure

Enables Growth



Accelerates Optus 5G regional roll out



Optus gains access to TPG spectrum increasing capacity and speed



Further monetise Optus' regional investment

Financial impact



Financially accretive² with capex savings and ROIC growth



~\$1.7bn revenue

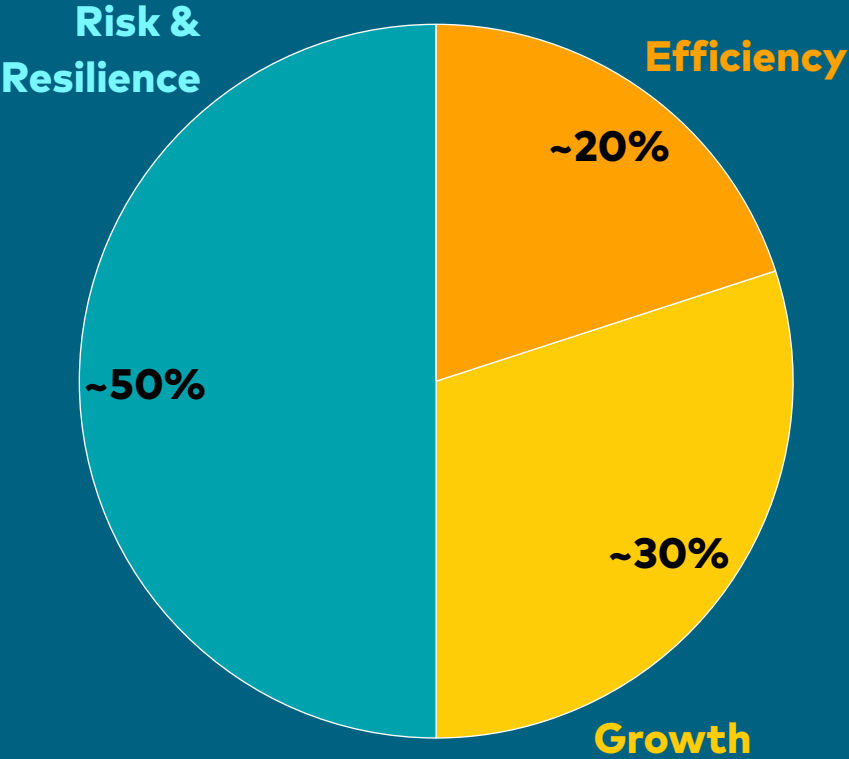


~\$900m incremental free cash flow

1. MOCN = Multi Operator Core Network
2. Over initial contract term of 11 years

FY26 investments to deliver resiliency, efficiency and growth

Investing to increase
resiliency and growth



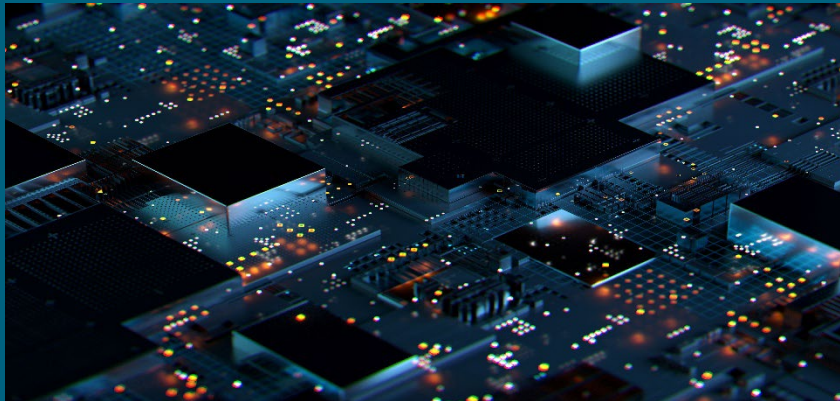
FY26 Capital Investments \$1.4bn

Networks



Investing in 5G, MOCN and Core Network
resiliency

Technology



Investing to simplify architecture, exit legacy
systems and enhance security



Investing in Data, AI & Cloud to support our
transformation

5 key themes **guiding our longer-term execution**

1



Strong foundations

Continue to uplift resilience, compliance, process, cybersecurity, people capabilities and customer experience, accelerated through AI

2



Simplification of business

Further reduce complexity across products, channels & operating structure, enabling higher focus on uplifting customer experience

3



Flexible and modern architecture

Accelerate modern tech, AI & network platforms to support new business models and enable future capabilities

4



Core revenue growth

Strengthen customer focused propositions in targeted segments, leveraging a multi-brand architecture to drive clear differentiation

5



Restructure cost base

Leverage modern platforms and process-led operating disciplines to simplify delivery, embed AI & automation and reduce structural cost

