

2021 Sustainability Report

Growing Sustainability **Gaining Trust**

Contents

| | |
|----------------------|---|
| About This Report | 3 |
| Message from Our CEO | 4 |
| About Mobily | 6 |



18 Sustainability at Mobily

| | |
|----|-----------------------------------|
| 19 | Our Sustainability Framework |
| 20 | Sustainability Strategy |
| 21 | Stakeholder Engagement |
| 22 | Materiality Assessment |
| 26 | Aligning with National Priorities |



28 Accountable Enterprise

| | |
|----|--|
| 28 | Corporate Governance, Ethics & Integrity |
| 32 | Transparency |
| 40 | Economic Performance |



42 Marketplace & Customers

| | |
|----|---------------------------------------|
| 43 | Digital Innovation |
| 46 | Data Privacy, Security & Protection |
| 51 | Customer Relationships & Satisfaction |
| 55 | Responsible Marketing |



56 Responsible Employer

| | |
|----|-----------------------|
| 57 | Talent Management |
| 62 | Health & Safety |
| 66 | Diversity & Inclusion |



74 Positive Community Impacts

| | |
|----|-----------------------------------|
| 75 | Community investments & Relations |
| 80 | Digital Access & Inclusion |



82 Safeguarding the Planet

| | |
|----|--------------------------|
| 83 | Environmental Management |
|----|--------------------------|

| | |
|------------------------------------|----|
| Appendix 1 – GRI Content Index | 86 |
| Appendix 2 – UN SDGs Content Index | 91 |
| Appendix 3 – List of Acronyms | 92 |

About This Report

Welcome to Mobily’s second annual sustainability report, which highlights our 2021 environmental, social, and governance (ESG) initiatives, progress, and commitments.

REPORTING PERIOD

This report covers the calendar year from January 1st to December 31st, 2021. Information from previous years is provided where necessary.

REPORTING GUIDELINES

This report covers Mobily’s operations in the Kingdom of Saudi Arabia (KSA). Unless specified, data from subsidiaries, clients and external contractors and suppliers are not included. Financial data is expressed in Saudi Riyals (SAR).

REPORT BOUNDARY

This report has been prepared in accordance with the GRI Standards: Core option. It focuses on the material sustainability issues to both Mobily and its stakeholders. The GRI content index is provided in the Appendix.

FEEDBACK

Inquiries, feedback or suggestions are welcome at:
Email: IRD@mobily.com.sa
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Cautionary Message

This report contains statements that may be deemed as “forward-looking statements” that express the way in which Mobily intends to conduct its activities. Forward statements could be identified by the use of forward-looking terminology such as “plans”, “aims”, “assumes”, “continues”, “believes”, or any variations of such words that certain actions, events or results “may”, “could”, “should”, “might”, “will”, or “would” be taken or be achieved.

Mobily has made every effort to ensure the report is as accurate and truthful as possible. However, by their nature forward-looking statements are qualified to inherent risks and uncertainties surrounding future expectations that could cause actual results to differ materially from these projected or implied statements. Such statements are subject to risks that are beyond Mobily’s ability to control and therefore do not represent a guarantee that events implied in these forward-looking statements will actually occur.

Message from Our CEO

I am honored and proud to share Mobily's 2021 sustainability report, which highlights our continued efforts to advance our ESG initiatives and commitments. As the industry-leading network provider in Saudi Arabia, we place our responsibilities towards our people, customers, shareholders, and the environment at the heart of our business practices. In this report, we demonstrate our continuous efforts to act as a responsible employer,

community partner, and environmental steward, while achieving maximized shareholder value.

Our sustainability principles are a key enabler of our success, guiding us through our journey amid a business landscape that is continuously evolving. We have continued our strong growth and created value for all our stakeholders under the guidance of Mobily's ESG Strategy, which is in line with the United Nations' Sustainable Development Goals (SDGs) and the Saudi Vision 2030. Our ESG strategy is built on five pillars: Accountable Enterprise, Marketplace & Customers, Responsible Employer, Positive Community Impacts, and Safeguarding the Planet. Our Investor Relations Department led the implementation of the strategy by setting internal metrics and targets for all departments to integrate it at all levels.

Our customers are at the center of our business model. We continuously strive to maintain and innovate our outstanding customer services

and our digital transformation strategy is a key component in our customer experience, allowing us deliver new digital opportunities that enhance the ease of customer interaction and accessibility.

We carried out various projects to minimize our environmental footprint through energy efficiency, resource rationalization and environmental awareness programs for our employees.

As a responsible employer we are committed to fostering an inclusive workplace, where our employees can grow, thrive and be happy and safe. We are specifically proud of our Saudization and efforts to support female empowerment in the Kingdom.

We know that our progress would not be possible without the hard work and determination of our employees who help us achieve our collective goals and meet the evolving needs of our stakeholders. They drive our success every day and I am appreciative of their tireless efforts and dedication.

Our commitments will continue to be an integral part of our culture. As we look to the future, we remain committed to maintaining and enhancing the high ethical standards and core values that have helped guide us throughout our tenured history. We will continually seek ways to improve our processes and measure our sustainability performance.

I look forward to building on our progress in the years ahead. Thank you for your interest in learning more about Mobily's accomplishments in 2021. We welcome your feedback and appreciate your participation in our sustainability journey.

Eng. Salman Abdulaziz Al Badran
Chief Executive Officer

About Mobily

Etihad Etisalat Company (Mobily) was established in 2004 in Saudi Arabia. As the winning bidder for Saudi Arabia's second Global System for Mobile Communications (GSM) license in 2004, Mobily now provides mobile telecommunications services nationwide.

With headquarters in Riyadh, Saudi Arabia, we have an industry leading network that provides 99.4% of KSA's population with access to 2G, 98.2% to 3G and 96% to 4G. In 2019, we launched our next generation 5G network. We cover six main cities with 5G network services at a rate of 75%. Our metropolitan and fiber optic network extends for nearly 60,000 kilometers across all major cities in KSA. We also support our customers with state-of-the-art data centers located in the Kingdom's major city centers, including Riyadh, Dammam and Jeddah. We are the only hosted managed service provider in the Middle East to achieve Tier IV Certification for a

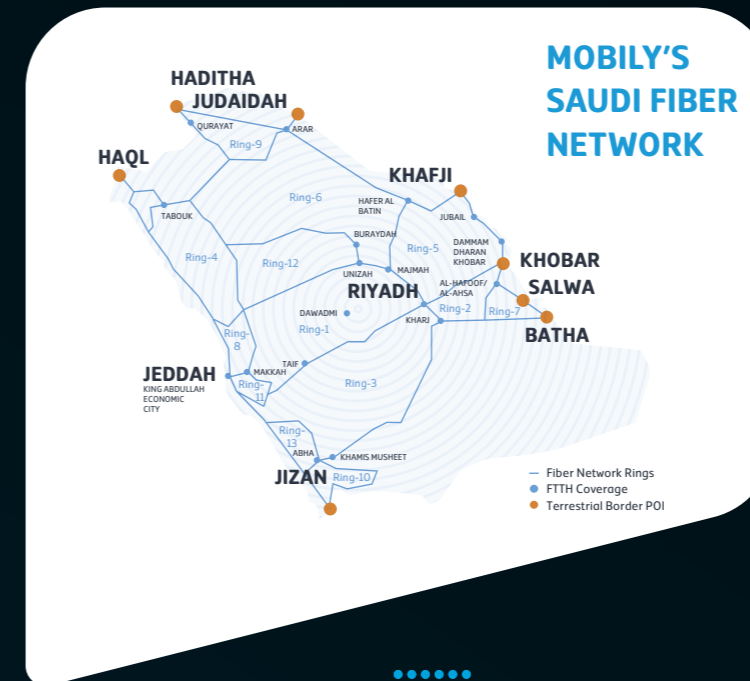
constructed facility, which is located in Riyadh and is one of only nine in its class globally, and the only such facility in Asia, Africa or the Middle East.

Listed on Saudi Arabia's Tadawul stock exchange since 2004, Mobily has a share capital of SAR 7,700 million, comprising 770 million shares of SAR 10.00 each, paid in full as of 31 December 2021. Mobily's major Shareholders are Etisalat Emirates Group (27.99%), General Organization for Social Insurance (9.55%), and the remaining shares owned by a diverse group of institutional and retail investors.



Geographic Footprint

Mobily has 538 retail outlets, comprised of 74 flagship stores, 362 fully branded outlets and 102 modern trade outlets. These are complemented by a distribution network that includes over 2,300 third-party retailers across KSA.



2004

- Company Incorporation
- Awarded Saudi Arabia's first 3G and second GSM licenses
- Build-out of Mobily's GSM network begins

2005

- Launched the commercial name "Mobily"
- Commenced commercial operations

2006

- First in KSA to launch 3.5G services
- Partnership signed with CITC to build advanced fiber-optic network

2007

- Awarded the Best Gulf Public Joint Stock Company in the Gulf Cooperation Council (GCC)

2008

- Joined a consortium to expand the national fiber-optic network (SNFN) internationally
- Acquired Bayanat Al-Oula, a licensed data service provider
- Acquired Zajil International Telecom Company, the leading Saudi internet service provider
- Invested in Holool Aloula - the National Company for Business Solutions

2009

- Participated in Tata Global Network (TGN) Gulf Cable System.

2010

- Named 9th most valuable brand in GCC by Gulf Marketing Review
- Launched Multi SIM service
- Launched SMS Plus service
- Developed Growth, Efficiency, Differentiation (GED) 5-year corporate strategy

2011

- Named best telecom company in Saudi Arabia by Arabian Business
- Won the "New Telecoms Service of the Year" award from CommsMEA
- Launched 4G services
- Introduced the use of eco-friendly SIM cards

2012

- Launched cloud server, providing self-service on-demand features for customers
- Created growth partnerships with leading international companies to spearhead transformation to Information and Communications Technology (ICT) environment

2013

- Launched Elite Graduate Program ([see page 70](#))
- Opened of first Tier IV certified data center in Asia, Middle East and North Africa
- Launched a program that aims to train Saudi females in smartphone programming and maintenance

2014

- Invested in National Company for Business Solutions FZE in the United Arab of Emirates and Mobily Ventures Holding LLC in Bahrain
- First telecoms company in the world to offer 4G data roaming services

2015

- Turnaround Strategy – 1 Year Strategy
- Implemented diverse initiatives to help build the next generation of human capital in KSA

2016

- Way Forward' Strategy - 1 Year Strategy
- Supported Vision 2030 and the National Transformation Plan
- Launched "QYADY" program for senior staff

2017

- Developed new 3-year corporate strategy aimed at regaining commercial strength, igniting the customer experience and digital excellence, streamlining to gain agility and efficiency, and enabling world-class execution (RISE)
- Announced issuance of a unified license to provide a full range of telecommunication services

2018

- Implemented a brand refresh
- Began efforts to nationalize call and customer care centers

2019

- Started 5G network testing
- Launched first joint ICT Academy in KSA

2020

- Launched a new 3-year corporate strategy aimed a growing core revenue, accelerating digital revenue streams, implementing and optimizing efficient delivery and nurturing a positive experience for all (GAIN)
- Named the 9th most valuable brand in Saudi Arabia by Brand Finance
- Rolled out eSIM services in Saudi Arabia
- First telecommunications company in MENA to receive ISO certification for Business Continuity Management Systems
- Completed 1st 5G voice call (VoNR) in the Middle East

2021

- Accredited Session Initiation Protocol (SIP) Trunk Service Provider Award from Cisco Interoperability Portal 2021
- Awarded the Frost & Sullivan 2021 Saudi Arabian Internet of Things (IoT) Enabling Technology Leadership Award
- Ranked #1, for the 3rd time in a row, for our Hosted Infrastructure Service in Saudi Arabia
- Ranked first in the Regulatory Compliance Index of the Communications and Information Technology Commission (CITC) in Q2 of 2021
- Claimed as fastest growing telecom company in the Middle East for 2021, with 17% growth in brand value according to Brand Finance, achieving the 7th most valuable brand in KSA

Mobily's Journey

ESG Performance at a Glance

| | | | |
|----------------------------|--|---|--|
| Accountable Enterprise | From 48% to 1% Reduction in the A2P SMS bypass fraud infection rate. | Three years Is the board's new term. Which runs from December 1, 2021, to November 30, 2024 | Zero Tolerance for corruption or bribery |
| Marketplace & Customers | Zero Data breaches over the years has been maintained | Gold Operational Sustainability For Mobily Data Centers from "Uptime Institute" | 52 cities With expanded 5G coverage through 4,120 sites across the Kingdom |
| Responsible Employer | 85% Of total workforce is comprise of Saudi Nationals | 231,935 Total hours of training for employees | 89% Of employee engagements are engaged in a companywide survey |
| Positive Community Impacts | SAR 1 million Contributed to community investments | 95% Of the Total spending were on a Saudi-based vendors and suppliers | +13,000 Free Wi-Fi points in public places |
| Safeguarding the Planet | A smart meter system Has been implemented to measure power consumption | Water conservation measures Installation of water saver taps, closed-loop water storage have been implemented | 100% Paperless bidding rate |

Charter

OUR VISION

Empower the Digital Economy to Unlock Possibilities.

Empower: our winning role in the envisioned future

The Digital Economy: the long-term future that we envision

To Unlock Possibilities: the value we add to this envisioned future

OUR VALUES

We are focused and determined to achieve significant and sustainable progress in executing our GAIN strategy, energized by our commitment to 'Being the Everyday Hero' for our customers and employees, which is brought to life across our organization each day through our dynamic corporate culture and shared core values:

- AGILE**
We are open, flexible, and make every second count.
- COURAGEOUS**
We are brave enough to take bold steps and determined to see them through.
- CLEAR**
We keep things black and white.
- CARING**
We treat you as an individual and value diversity in thought and perspective.

STRATEGY FOR SUCCESS

We seek to fulfil our Vision through the diligent execution of our new growth strategy, GAIN, which consists of four tracks, with one dedicated to growth in core revenues, the second focused on growing revenue from digital services and developing associated capabilities, the third focused on efficiency and optimization and the fourth focused on taking care of stakeholders (i.e. employees, customers, regulatory, and society).

- G**
GROW
core revenues
- A**
ACCELERATE
digital revenue streams
- I**
IMPLEMENT
and optimize efficient delivery
- N**
NURTURE
a positive experience for all

Strategic Achievements in 2021

KPIs

2021 Achievements

G
GROW

core revenues

Revenues

 2021: SAR **14.83** billion
 2020: SAR **14.05** billion
 2019: SAR **13.45** billion

+5.6% YOY

- Consumer Revenues: +1.7% YoY
- Business Revenues: +27.7% YoY
- Wholesale Revenues: +1.8% YoY
- Outsourcing Revenues: +15.4% YoY

A
ACCELERATE

 digital revenue
streams

 Grow digital B2B revenue and
develop associated capabilities

 Grow digital consumer revenue
streams and develop associated
capabilities

- Launching of Mobily TV service
- Signed an agreement with Tech Mahindra to implement advanced e-commerce platform (Blue Marble)
- Launch of Direct Carrier Billing service on Huawei Mobile Services
- Launch of new fintech

I
IMPLEMENT

 and optimize
efficient delivery

EBITDA

 2021: SAR **5.59** billion
 2020: SAR **5.35** billion
 2019: SAR **4.95** billion

+4.6% YOY

- Awarded 'Top Rated Mobile Network in KSA' by Ookla
- IT Transformation Program Completion: +73%
- Mobily mobile internet average download speed increased by 98.69%
- Chatbot handled 38.6% of overall incoming requests on social channels
- First telecommunication company to win the 'Best Customer Experience Award'

N
NURTURE

 a positive experience
for all

Brand Value

 2021: SAR **4.8** billion (USD 1.3 billion)
 2020: SAR **4.1** billion (USD 1.1 billion)
 2019: SAR **3.4** billion (USD 0.9 billion)

17.5% YOY

- Seventh most valuable brand in Saudi Arabia
- First in Regulatory Compliance Index by CITC
- First in Customer Experience
- 4.8/5 mobile app rating
- Launch of API Marketplace

Sustainability is incorporated into Mobily's strategy through the consideration of ESG key performance indicators for various projects that fall under our key strategic initiatives, including the following:



SAFEGUARDING OUR ENVIRONMENT

In 2021, we continued to implement various initiatives aimed at minimizing our environmental footprint, including efforts to reduce our energy consumption through efficiency gains and rationalized consumption of resources and environmental awareness programs aimed at educating our workforce about environmental issues and best practices.



SUPPORTING OUR PEOPLE

Protecting and supporting the health, safety and wellbeing of our people is a core value at Mobily and one of our top priorities. By supporting and empowering our employees, providing best-in-class benefits and support, promoting diversity and inclusion at all levels and investing in training and development, we are creating a sustainable work environment that allows everyone to bring their best every day.



CARING FOR OUR COMMUNITY AND COUNTRY

We are committed to supporting strong, sustainable communities throughout the KSA. We share our employees' commitment to being a good neighbor and a meaningful contributor in the places where we live and work. We seek to participate in constructive community engagement, and we support a variety of activities and organizations that enhance quality of life. Our relationships are built on trust, cooperation and integrity.

Associations and Membership



Asia-Africa-Europe 1
(AAE-1)



International
Telecommunication
Union (ITU)



SAMENA
Telecommunications
Council



Global System for
Mobile Communications
(GSMA)



TM forum



Cullen
International

Awards and Recognition



Top-Rated Mobile
Network in Saudi Arabia



First Place – Best Annual
Report in the Middle East
– Digital Category



First Place – Best Annual
Report in the Middle East
– Print Category



9 Platinum Awards in VIDDY
Global Video Contest for
video production excellence



4 VIDDY Postpaid Awards



5 VIDDY 5G Awards



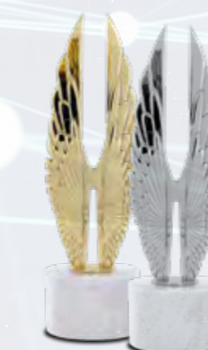
17 Awards for excellence
and creativity of marketing
campaigns
16 Platinum Awards and 1
Gold Award



4 Awards for creating innovative
products and creative campaigns



Best Recruitment and
Talent Management
Strategy Award



7 Awards for creating creative
videos and campaigns
1 Gold and 6 Platinum Awards



Best Customer Experience Award 2021

2021 Certificates



Local Content Certificate
Local Content and
Government Procurement
Authority



British Standards Institution
(BSI) Maintained ISO
22301:2019 certification for
Business Continuity
Management Systems



Mobily Post COVID-19

Following a turbulent and unpredictable 2020 marked by the COVID-19 pandemic that transformed the social and economic landscape of the world, including KSA, we approached 2021 with cautious optimism and a hope for better days ahead. As with all businesses, the pandemic continued to impact our operations, our employees, our families and our communities in 2021.

As in 2020, we reaffirmed the critical role we play as a connector of people, businesses and the government when everyone needed us most. We continued to gain strength and accelerate our digital transformation as industries and sectors shifted from physical to digital. We remained steadfast in our efforts to continue supporting our country and our communities on a path to recovery.

As we all begin to visualize a post-pandemic future, Mobily is implementing long-term strategies that will allow us to thrive in a fundamentally transformed world. Robust health and safety measures will remain a priority, and a resilient culture and flexible networks will continue to allow us to be prepared for the future. We believe we have the right tools, practices and protocols in place to help our employees and customers continue to thrive in a post-pandemic future while also building long-term resilience into our business model.



Our Customers

- Double data for 100GB SIM package for all new subscribers through modern trade outlets when buying a new tablet from one of our partners
- Back to school offer - extra 100GB on top of 100GB and 90 days Data SIM
- Including Microsoft Teams app to the social media benefits for 200 and 300 postpaid and 30, 75, 110, 150, 180 and 220 prepaid bundles
- 200% extra rewards points on back to school purchases from Neqaty participating partners
- SAR 70 discount off monthly fees for all new subscribers to the Mobily Air Fiber 5G package
- Transparent and frequent communications



Our Shareholders

- Two meetings of the General Assembly were held during the year 2021. The first meeting was held virtually and the second was held as the first hybrid General Assembly meeting - in person and virtual.
- Participated in 8 virtual conferences and over 120 virtual meetings with investors and analysts
- Increased frequency of investor communications
- Enhanced virtual engagement channels and ensured up-to-date information



Our People

- Safely and successfully applied diverse precautionary measures in Mobily HQ, offices and branches, including regular health checks, temperature readings and sanitization for public use
- Full compliance with MoH precautionary measures and instructions for workplaces
- Launched "Mobily is Immune" campaign, which aimed to increase the vaccination rate among our employees in cooperation with MoH
- Facilitated vaccinations for employees by providing the first/second dose of the vaccine in cooperation with MoH
- All employees returned to work in Mobily's offices to full capacity in October



Our Communities

- Continued engagement with government and corporates to ensure smooth transition of back to office initiative
- Provided key services for Tawakkalna application and thus recognized as key partner in the application
- Provided all connectivity/hosting services of Sehhaty platform
- Provided connectivity services for all the COVID-19 vaccination centers under MoH
- Provided backup connectivity for all sectors of the new Government initiative DEEM for Government Cloud Platform under SDAIA
- Provided connectivity, backup and hosted services for distance learning program initiatives under Ministry of Education
- Extended credit facilities for the SME segment to ensure continuity of services and support
- Continued to support students with discounted packages for remote learning on the Madrasati platform

Sustainability at Mobily

Sustainability has always been fundamental to our business. We are committed to operating responsibly and transparently as we "Growing sustainably. Gaining Trust." and to having a positive impact on our communities. We are embarking on a progressive journey to enhance our ESG performance and are excited about where that will take us in the years ahead.

Our Sustainability Framework

Our sustainability framework articulates our strategic commitment to sustainability and serves as a guide for our initiatives and programs.

The framework incorporates and organizes the topics that are most important to our business and our stakeholders, as indicated by our materiality analysis. Our framework comprises five key pillars: Accountable Enterprise, Marketplace and Customers, Responsible Employer, Positive Community Impacts and Safeguarding the Planet.

We rely on this framework to conceptualize sustainability at Mobily, guide our implementation of progressive improvement programs and achieve sustainable business objectives.

Below, we have mapped our material topics against the five pillars of our sustainability framework:



Sustainability Strategy





Global trends shape our world and impact businesses, the economy, the environment and society. We believe current global trends can be classified under the following categories: technological advancements, urbanization, climate change and resource scarcity.

At Mobily, we recognize the significance of global trends and the importance of acting decisively to capture opportunities and mitigate risks, with the goal of generating economic and social value.

We also recognize that our commitment to implement programs and practices that improve our ESG performance and minimize risk is important to the sustainability of our business. We take our responsibilities seriously and believe that our success as a company hinges on our ability to

create long-term value for our stakeholders while practicing good corporate governance, minimizing risks, advancing responsible environmental stewardship and being a compassionate and ethical neighbor.

We have developed a sustainability strategy to help focus our efforts over the coming years. This strategy will guide us on as we work to improve our ESG performance and contribute to the development of the Kingdom.

| | | |
|----------------------------|---|--|
| Accountable Enterprise |  | <ul style="list-style-type: none">Formally integrate sustainability at the corporate levelStrive for transparency, integrity, and good governance by following international best practicesAchieve sustainable growth contributing to a thriving KSA economy, through direct economic activities and infrastructure, platforms, and digital services |
| Safeguarding the Planet |  | <ul style="list-style-type: none">Contribute to the Saudi Green Initiative, leading the way to a sustainable future for KSAFollow international best practices to safeguard shared resources |
| Marketplac & Customers |  | <ul style="list-style-type: none">Enable rapid societal development through well-designed and executed digital platforms and servicesEnsure privacy and security of customer dataAchieve high levels of customer satisfaction with excellent customer careAdopt socially responsible elements our marketing strategies |
| Responsible Employer |  | <ul style="list-style-type: none">Ensure high levels of motivation, satisfaction, and commitment to sustainabilityUnderstand our duty of care to protect our employees and contractors from any harmEnsure everyone have access to the same opportunities and the same, fair treatment |
| Positive Community Impacts |  | <ul style="list-style-type: none">Support local communities, and positively impact themWork with communities to address issues of opportunity, access, knowledge and skill in relation to using technology |

Stakeholder Engagement

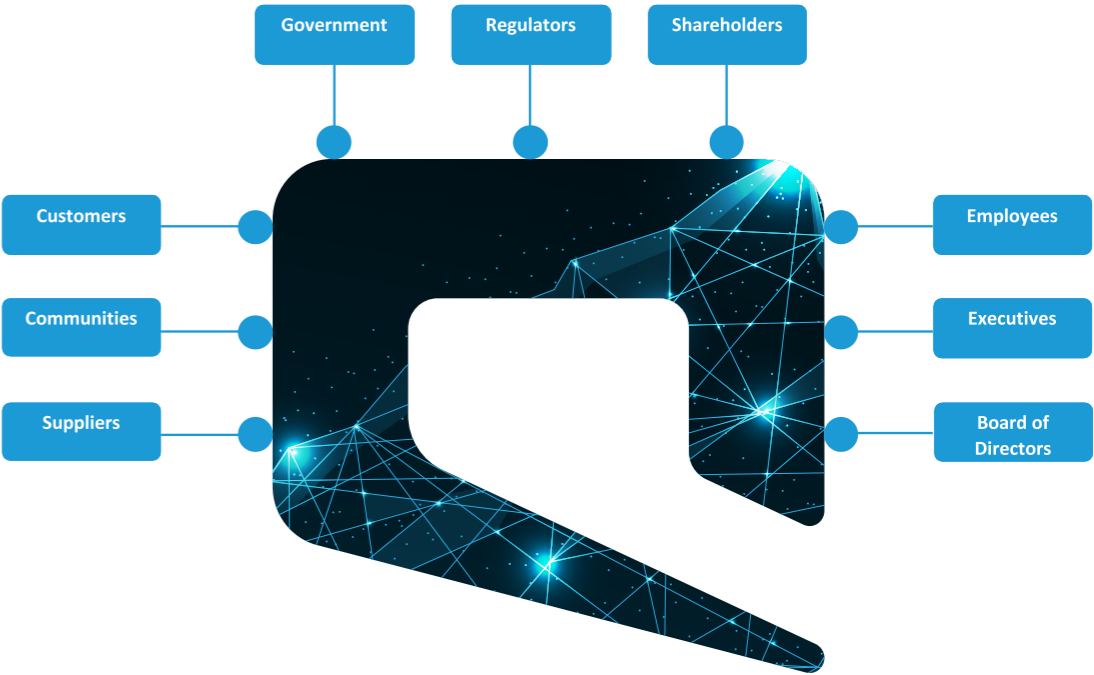
We view stakeholders as important partners. Active stakeholder engagement and dialogue are critical to building and maintaining collaborative relationships and are an integral part of our sustainability approach.

Each stakeholder has certain interests in our business. Understanding their views and concerns help inform our corporate priorities and business practices. For this reason, we continuously engage with them through various channels.

Internally, our stakeholders include our employees, executives and our Board of Directors. Our external stakeholders include customers, shareholders,

suppliers, contractors, communities, regulators and government agencies. In 2021, we engaged with all our key stakeholders to listen to and address the issues that are most important to them. Based on the results of our engagement, we adjusted business practices and adopted our long-term risk management approach, taking into consideration complex and often interrelated sustainability issues.

Mobily Key Stakeholder Groups

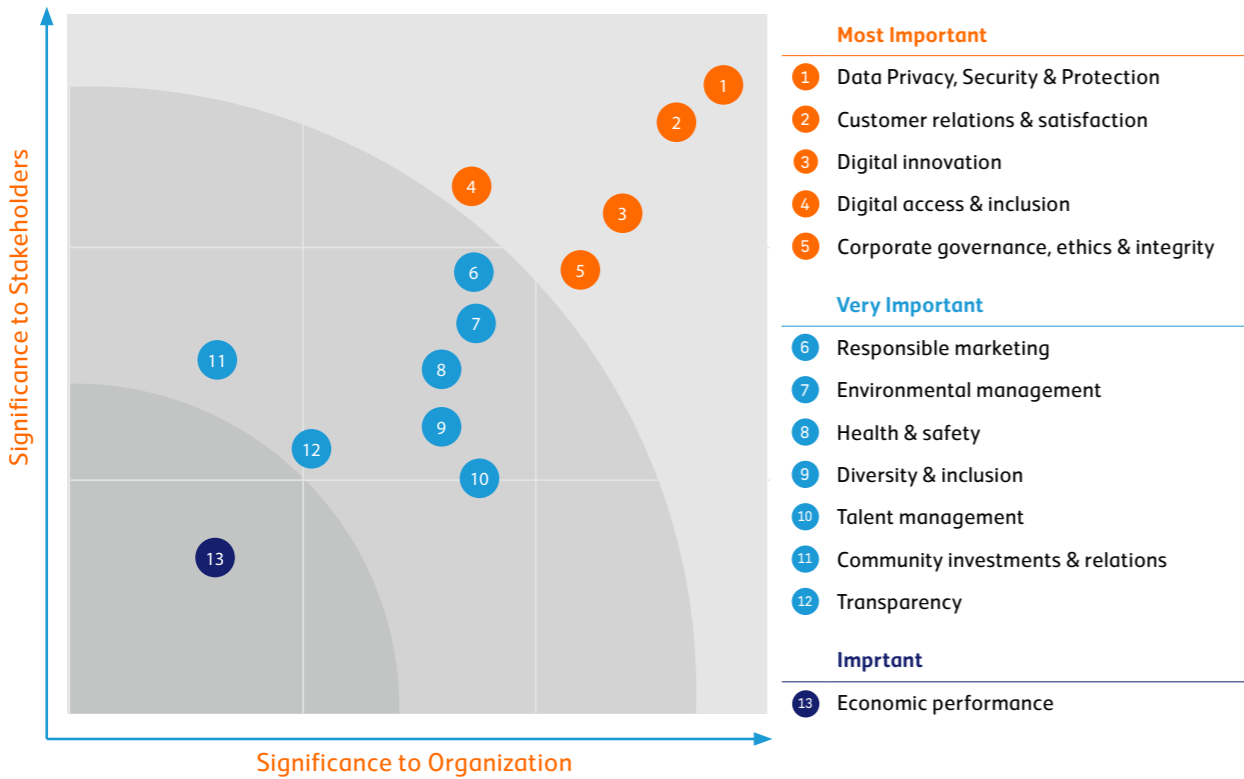


Materiality Assessment






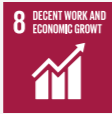








In 2021, we conducted a refresh of our materiality assessment to help us verify focus areas, identify opportunities and prioritize sustainability topics that matter most to our business and our stakeholders.

Our materiality assessment is guided by our sustainability strategy, our values, the results of our stakeholder engagement, recent regulatory developments, the Saudi Vision 2030, peer company sustainability disclosures, industry standards and the United Nation's Sustainable Development Goals (UN SDGs). In 2022, we reviewed our materiality assessment to keep up to date with latest ESG trends in our industry.









Based on the results of our materiality assessment refresh, we identified 13 issues we consider to be material to our business and our stakeholders. These issues were used to form the five principles of our sustainability framework. The findings of the materiality assessment are presented in our materiality matrix below. We will continue to evaluate these topics annually to reflect the evolving priorities of our internal and external stakeholders.



| Priority | Material Issues | Relevant Strategy Pillar | Contribution to SDGs | How We Manage It? |
|----------------|--|----------------------------|---|---|
| Most Important | Data privacy, security & protection | Marketplace & Customers | 9 INDUSTRY INNOVATION AND INFRASTRUCTURE | We attach utmost importance to data privacy, security and protection and implement the world's best mechanisms such as encryption, truncation, masking and hashing to supplement our data privacy programs. |
| | Customer relations & satisfaction | Marketplace & Customers | 3 GOOD HEALTH AND WELL-BEING 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | We focus on customer relations and satisfaction and continuously evolve our outstanding customer services, aiming to enhance customer experience. |
| | Digital innovation | Marketplace & Customers | 9 INDUSTRY INNOVATION AND INFRASTRUCTURE 11 SUSTAINABLE CITIES AND COMMUNITIES | Our aim is to deliver new digital opportunities and enable new business ventures, including autonomous transport, internet of things (IoT), smart cities and healthcare. |
| | Digital access & inclusion | Positive Community Impacts | 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES | We aim to bring advanced technology and equal opportunities to the communities. We serve and support inclusivity beyond our own organization and across the Kingdom by providing greater digital access and capabilities. |
| | Corporate governance, ethics and integrity | Accountable Enterprise | 16 PEACE, JUSTICE AND STRONG INSTITUTIONS | Our corporate governance approach seeks to promote communication, transparency and accountability in order to create long-term value for our shareholders. |
| | Responsible marketing | Marketplace & Customers | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | Our responsible marketing approach is based on being transparent and truthful, and it is in line with Saudi Arabia's social values and cultures of the communities we serve. |
| Very Important | | | | |

| Priority | Material Issues | Relevant Strategy Pillar | Contribution to SDGs | How We Manage It? |
|----------------|--------------------------|---|---|---|
| Very Important | Environmental management |  |   | We incorporate more sustainable approaches across our management and operations to minimize greenhouse gas emissions, energy consumption and waste. |
| | Health & safety |  |   | Our approach is multi-faceted and includes safety and risk management initiatives; health, safety, and environment (HSE)-related trainings; and certifications and audits of our HSE practices. |
| | Diversity & inclusion |  |    | With our human resource policies, we aim to prevent discrimination and ensure fairness and advancement based on merit. |
| | Talent management |  |    | We are committed to hiring, developing and retaining talented employees, with a focus on Saudi nationals in support of the Saudi Vision 2030. |



| Priority | Material Issues | Relevant Strategy Pillar | Contribution to SDGs | How We Manage It? |
|----------------|-----------------------------------|--|---|---|
| Very Important | Community investments & relations |  |    | We aim to build relations with our communities and identify and deliver initiatives that benefit all stakeholders to help them prosper. |
| | Transparency |  |  | We have transparent relationships with our stakeholders to provide them excellent services. |
| Important | Economic performance |  |  | We strive to maintain a sustainable business model, remain financially profitable and create long-term value for our investors. |



Aligning with National Priorities

As one of the largest telecommunications companies in Saudi Arabia, we are committed to helping advance Saudi Arabia’s ICT Strategy 2023 and supporting the Kingdom’s aspirations defined in the Saudi Vision 2030.

The Vision 2030 frames a sustainable path for KSA's future and its unique opportunities, culture and challenges. The ICT strategy is a five-year plan designed to build the digital foundation for

a connected and innovative country. We strive to ensure that our sustainability efforts bring about positive change and transition at the national level.

| The ICT sector is one of the major enablers of Saudi National Vision 2030 | Mobily's Commitment |
|---|---|
| Develop the telecommunications and information technology infrastructure, especially high-speed broadband | <ul style="list-style-type: none">Mobily's objective is to ensure affordability; to this end, we use wireless broadband to serve rural and desert areas and fixed and wireless broadband to cover urban areas. We also aim to continuously enhance our infrastructure and services across the Kingdom, including fiber to the home (FTTH), to expand access. |
| Enabling smart government | <ul style="list-style-type: none">During 2021, we undertook a Smart Metering Project across regions in the Kingdom to provide greater clarity around energy consumption behavior, improve system monitoring, and ease customer billing. |
| Support local investments in the telecommunications and information technology sectors | <ul style="list-style-type: none">We remain confident that our investment in 5G, as an evolutionary technology, will result in significant long-term returns for our business.95% of the total procurement spending were on the Saudi-based vendors and ICT suppliers. |
| Establish an effective partnership with private sector | <ul style="list-style-type: none">We openly seek to collaborate with prospective partners in order to harness the power of innovation and have an impactful role in empowering the digital economy through Mobily's Digital Partnership (MDP) Program. |
| Strengthen the governance of digital transformation | <ul style="list-style-type: none">A key component of our GAIN strategy is the transformation of our IT infrastructure to facilitate network expansion and digital transformation, along with automation of our services and our customers' journeys.One of the major projects for 2021, was the implementation of a large-scale program "The Roadmap for Digital Transformation" addressing digital transformation best practices and how it can be applied in the organization. |
| Develop building standards to facilitate the extension of broadband networks | <ul style="list-style-type: none">We started providing Mobily Fiber services through an open access agreement allowing us to offer fixed and fiber optic broadband services to 3.5 million homes across Saudi Arabia. |



| Themes of CITC Strategy 2023 | Mobily's Role |
|--|---|
| Protect consumers and ensure the provision of quality services | <ul style="list-style-type: none">Providing best customer experience to customers to close the gap with the market leader in terms of customer satisfaction, achieving #1 ranking in 2021 in lowest number of customer complaints per 100 customers across services |
| Promote investment and competition | <ul style="list-style-type: none">Based on overall performance, we aim to become the best pick among MENA telecommunications stocks |
| Enable digitalization of Saudi Arabia | <ul style="list-style-type: none">End-to-end digitalization of customer journeys, introduction of digital products and services and entry into adjacent and new digital business (i.e. fintech) |
| Achieve regulatory excellence and enhance organizational effectiveness | <ul style="list-style-type: none">Development and implementation of a governance mechanism in line with the digital operating environment, achieving #1 ranking in Regulatory Compliance Index amongst CITC licensees in Q2 2021 |

Accountable Enterprise

We believe that good corporate governance creates a business environment that is conducive to long-term investments and sustainable economic growth. We are guided by our core values and corporate governance principles, and we take pride in being a dependable and trustworthy operator who delivers on our promises.

Corporate Governance, Ethics & Integrity

We are focused on creating long-term value for our shareholders. Our approach to corporate governance seeks to promote communication, transparency and accountability. Our integrated system of policies and mechanisms are essential to the fast-paced and growing telecommunications sector, and they allow us to run our operations effectively.



BOARD OF DIRECTORS

Our diverse and highly engaged Board of Directors oversees management and assures the long-term interests of our shareholders are being served. They play a vital role in designing and monitoring our corporate governance practices and overseeing our risk management. Our Board of Directors is made up of 10 members, six of which are independent. The role of our Board Chairman and CEO are separated, and the Chairman is independent. In 2021, the Board met nine times.

We believe that a Board with diverse professional experience, skills and background enhances constructive dialogue and decision-making. With a view to the continuity and development of the Board of Directors performance, meeting regulatory requirements and implementing best

practices, our Board of Directors developed procedures to assess its work and emanating committees thereof periodically. In 2020, we engaged with Governance Compass Company, a specialized consulting company, to assess the effectiveness and performance of our Board. The results were presented to the Board in May 2021, in which members of the Board and its committees proved transparent and cooperative as they responded to the requirements of the independent consultant.

There are no interests, contractual securities or rights issues for the Board of Directors' members and their relatives in the shares or debt instruments of affiliates.

| Key Performance Indicators (KPIs) | 2019 | 2020 | 2021 |
|---|------|------|------|
| Percentage of Board seats occupied by women UNSDG-5 | 0% | 0% | 0% |
| Percentage of Board seats occupied by independent directors | 60% | 60% | 60% |
| Executive members of the Board of Directors | 1 | 0 | 0 |
| Non-executive members of the Board of Directors | 3 | 4 | 4 |
| Female members of the Board of Directors | 0 | 0 | 0 |
| Male members of the Board of Directors | 10 | 10 | 10 |
| Independent members of the Board of Directors | 6 | 6 | 6 |
| Non-independent members of the Board of Directors | 4 | 4 | 4 |

In November 2021, the current Board’s term ended. The new term is three years, running from December 1, 2021, to November 30, 2024. Cumulative voting is utilized to elect the Board. We do not permit the use of the voting right of a single shareholder more than once according to Mobily’s Bylaws. In effect, through cumulative voting, Board members are elected by shareholders with a voting capacity equivalent to the number of shares he or she owns. Each shareholder is entitled to either exercise all his or her votes towards one nominee or to divide his or her votes towards

several nominees, without any duplication of such votes. This method increases the opportunity for minority shareholders to have a representative on the Board of Directors by concentrating cumulative votes on one candidate. Mobily’s Board of Directors was elected for the new term during the Ordinary General Assembly meeting in November 2021.

For further information on Mobily’s Board of Directors, including their names, positions and biographies, kindly refer to pages 78 – 86 of the [2021 Annual Report](#).

COMMITTEES

In accordance with our Bylaws and the Corporate Governance Regulations issued by the KSA’s Capital Market Authority (CMA), we have four Board of Director committees.

All appointed members of the committees have operational knowledge and experience of the issues and risks they oversee. Each committee is each governed by its own charter, defining functions and mechanisms of constitution.

For the full list of committee members, responsibilities and sessions, please refer to pages 89 – 95 of the [2021 Annual Report](#).

Audit Committee

Executive Committee

Nomination and Remuneration Committee

Risk Management Committee

THE AGENDA OF THE GENERAL ASSEMBLY

When preparing the General Assembly’s agenda, the Board shall take into consideration the matters that the shareholders wish to list; shareholders holding no less than (5%) of the Company’s shares

are entitled to add one or more items to the agenda upon its preparation. According to Mobily’s Article of Associations for the voting in Assemblies, each shareholder shall have one vote per share in the General Assemblies.



ETHICS AND COMPLIANCE

Code of Ethics & Professional Conduct

We believe it is important to create, maintain and enforce clear frameworks for the company’s governance and operations. Our Code of Ethics and Professional Conduct applies to Mobily’s directors, officers and employees and outlines important provisions governing topics ranging from conflicts of interest, respect and ethical standards. Every employee is expected to apply sound judgement when determining the most ethical means of dealing with any situation involving customers, competitors, suppliers, the public and fellow employees. In addition, KSA has ethics and compliance regulations developed by the Communications Information Technology Commission (CITC), which all Mobily employees comply with.

Mobily’s suppliers must adhere to our strict Supplier Code of Conduct, which is publicly available and aligned with local laws that cover anti-corruption, money laundering and human rights. We expect our suppliers and all third parties to uphold the standards outlined in the code.

Internal Control System Effectiveness

The internal control system is designed to give reasonable assurance on the achievement of the organization’s established goals; effectively and efficiently. It includes, but is not limited to issuing reliable financial reports, adequate compliance with laws, regulations and policies, as well as proper management of business risks to minimize their impacts on the achievement of the Company’s goals. Internal control system, as well, plays an important role in preventing fraud and protecting the Company’s resources. The Management of the Company is responsible for implementing a comprehensive and effective internal control system relative to the risks the Company might be exposed to; with reasonable cost and benefit to give acceptable level of assurances to avoid material errors and related losses.

The Committee reviews the reports that are provided periodically by Internal and External Auditors and by different departments related to internal control within the Company.

Transparency

TRANSPARENCY, ANTI-FRAUD, AND WHISTLEBLOWING

Mobily has a clear vision on how to enhance the transparency in day to day business when supporting our stakeholders. Following key components are essentials to empower/support the stakeholders and endorse their decision making as follows;

- Being transparent in engagements matters
- Having a clear and direct communications
- Providing a fair and equal treatments

and by be committed to that , it will build a strong and trustworthy relationship that eventually will achieve Mobily's goal to provide an excellent services to the stakeholders.

To enhance internal organizational transparency, Mobily also implements the "Transparency and Disclosure Policy" to enhance the organization transparency. This Policy shall provide guidance and highlight all respective and necessary information about the Organizations' performances. Moreover, Stakeholders are kept informed through publishing clear internal processes, internal channels, and the company's website. The company also seeks to maintain transparent relationship with shareholders by keeping them abreast of latest financial updates and facilitating their contact with the company through General Assembly meetings and Investor Relations communication channels.

We have zero tolerance for corruption or bribery, and we are committed to maintaining effective governance frameworks to address those risks

and ensure compliance with all related laws and regulations. Our commitment to combat corruption, fraud and bribery is reflected in our Code of Conduct and our Anti-corruption and Fraud and Whistleblowing Policies.

The policies provide guidance on matters related to fraud, promotes and encourages ethical and proper organizational behavior and encourages people who observe unethical practices to report their concerns. They are not required to inform their supervisors and can make a report anonymously, if they choose to do so. The policies also govern the reporting and investigation of allegations of suspected improper activities. Reports can be made to an employees' direct manager, the Compliance General Department Team or via our ethics hotline by phone at: 0560311477 or email at: ethics.hotline@mobily.com.sa.

Looked forward, we are committed to developing and implementing a dedicated Anti-Corruption & Fraud and Whistleblowing Policy, as well as providing trainings and awareness campaigns on these matters for targeted job functions within Mobily. In addition, our Code of Ethics and Professional Conduct will be updated based on best practices. We plan to develop awareness training on the Code and obtain the acknowledgement from all employees of having read and understood it.

SHAREHOLDER ENGAGEMENT

We are committed to maintaining transparency in our communications with Mobily's shareholders. Our Investor Relations Department regularly engages with our shareholders through various communication channels. All shareholder proposals are reviewed and reported in full to the Board of Directors. Shareholders are also welcomed to submit proposals and inquiries directly to members of the Board of Directors during the General Assembly meetings, with sufficient time dedicated to answering these questions. Two meetings of the General Assembly were held during the year 2021. The first meeting was held virtually and the second was held as the first hybrid General Assembly meeting - in person and virtual, enhanced our virtual engagement channels to provide up-to-date information and increased the frequency of investor communications. We participated in eight virtual conferences and more than 120 virtual meetings with investors and analysts during 2021.

Lawsuits & Penalties

The CITC's Violation Committee has issued several resolutions, including penalties against the Company during 2021, which the Company has opposed to in accordance with the Telecom Status and its implementing regulations. The reasons for issuing these resolutions vary between the manner followed in issuing SIM Cards, completing branch requirements, adherence to certain controls and provisions, or other reasons. The Company aims to avoid recurrence of such penalties through the following procedures:

1. Constantly organizing workshops targeting Mobily employees, especially PoS and Customer Service employees
2. Complying with CITC's resolutions and instructions
3. Raising awareness about new regulations, especially with regards to the establishment of telecommunication cards, as well as meeting the regulatory terms of the service
4. Complying with tariff services' laws and controls

In addition, through the development of the organizational structure of organizational commitment in the sector of regulatory affairs and public policies and allocating the necessary HR

resources and policies to address violations within the legal period in compliance with CITC's terms, conditions and regulations. There are (192) lawsuits filed by some of the Shareholders against the Group before the Committee for the Resolutions of Security Disputes and still being adjudicated by the said committee. As of 31 December 2021, the Company has received (190) final favorable verdicts. Whereas, (2) cases remain ongoing.



Amana

Our Business Ethics Program, titled "Amana", demonstrates our continued commitment to the highest standards of ethics, integrity, honesty, and to our compliance with applicable laws, regulations and policies.

The purpose of the program is to promote employee understanding of our expectations relative to our ethical conduct and elevate awareness of the risk of fraud and related misconduct that may impact our work environment and business. Through Amana, we conducted the following initiatives:



Ethics Awareness Training Sessions



Ethics Awareness Campaign (posters, manuals, guides, etc.)



Amana Page



Launch of Mobily Ethics Hotline

BUSINESS CONTINUITY & RISK MANAGEMENT

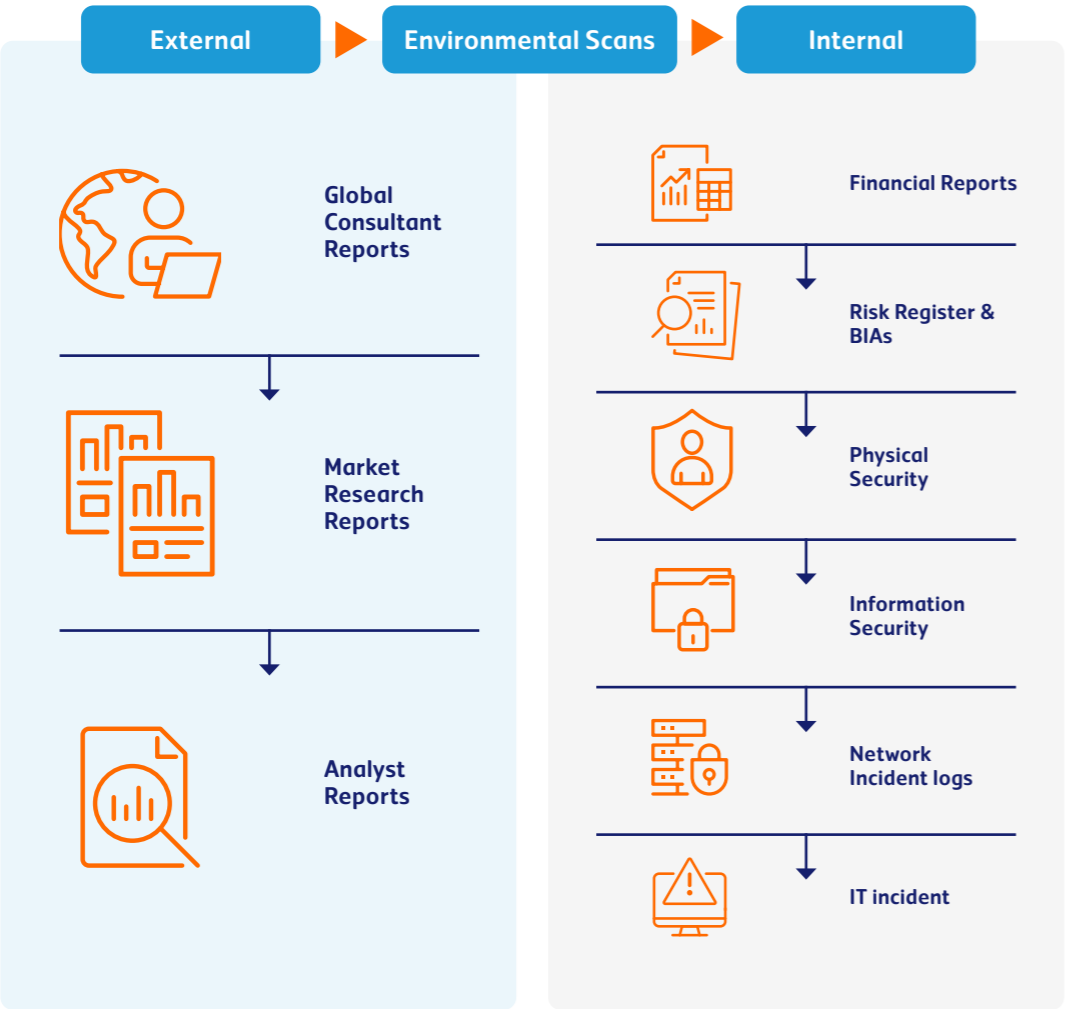
We systematically identify risks that have the potential to impact our business. Mobily has a dedicated Enterprise Risk Management and Business Continuity Management (ERM&BCM) Department responsible for identifying potential risks and developing plans to mitigate them in accordance with international standards (ISO 31000 and IOS 22301), and in compliance with CMA and CITC regulations. In addition, the ERM&BCM Department is responsible for ensuring resiliency

plans are in place to respond to potential adverse events and for updating the Board of Directors and Board Risk Management Committee on the status of risk management actions and business continuity capabilities and readiness. They also provide updates on interventions and corrective measures as needed.

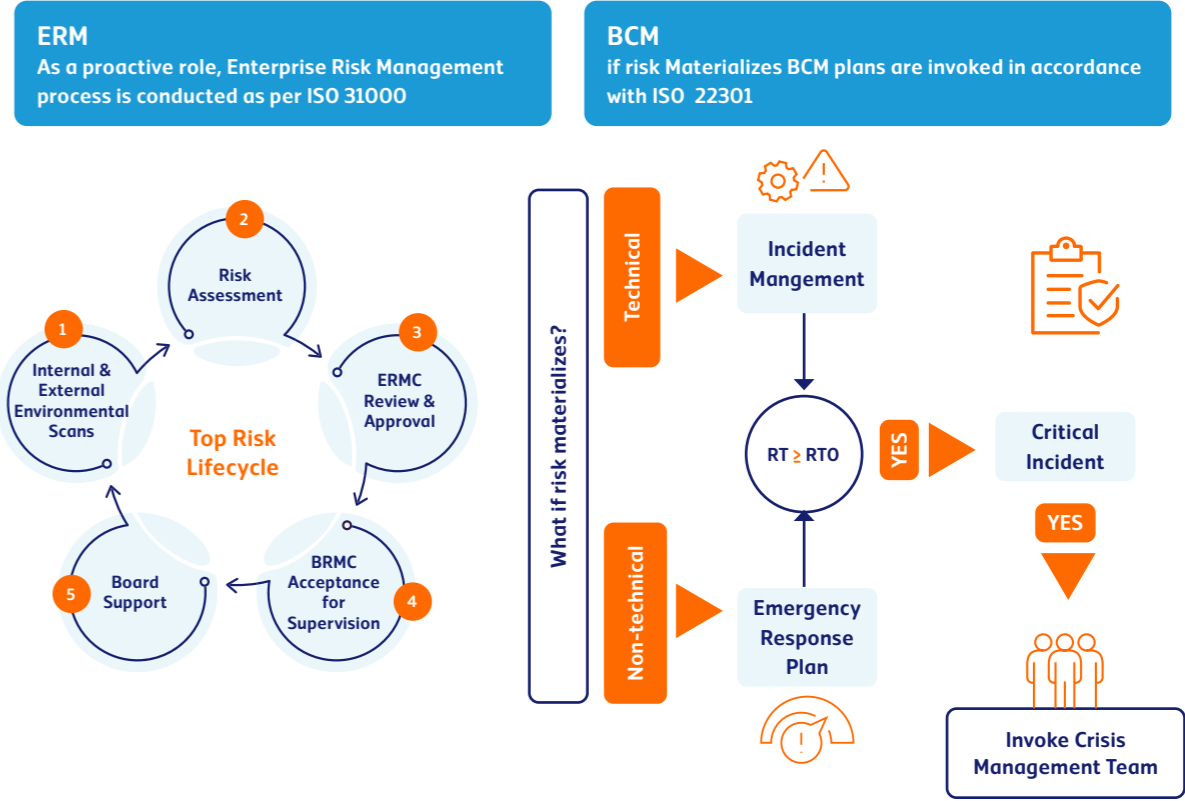


The detailed steps of our risk management process include:

1 Our ERM&BCM Department applies the elements shown in Figure 1 below to regularly scan the internal and external environment and identify potential risk events that have the potential to negatively impact Mobily's business.



2 As shown in Figure 2 below, the identified risks are assessed per the ISO 31000 and IOS 22301 recommended process to prioritize and determine mitigating actions to eliminate or reduce their impacts. Risks that exceed defined thresholds and meet escalation criteria are communicated and monitored under the supervision of the Executive Risk Management and Board Risk Management Committees. If a risk materializes, Mobily activates business continuity plans under the supervision of the Crisis Management Committee.



Like many industries, the telecommunications industry is continuously evolving, resulting in the rapid and unpredictable development of new risks, largely due to uncontrollable external factors. Managing the erratic business landscape requires collaboration with a wide and diverse group of people with different areas of expertise and knowledge.

In 2021, the following risks were identified through our risk management process:

| Risks Identified | Description | Mobily's Response |
|---|---|--|
| Shortage in Semi-Conductor Chips | Global chip shortages, due to pandemic-induced lockdowns that limited supply and a significant increase in demand due to more people working from home andww needing electronics, has adversely impacted several industries. The shortage has been exacerbated by transportation delays. | Mobily identified options to diversify suppliers and supply routes for key CAPEX items. We used analytics to maximize potential assets re-deployment and identify potential bugs and likely points of failure. We developed contingency plans in place to meet the demand in case of service delivery disruptions or supplier failures. |
| Changing Business Models and Strategy | Continuous changes in digital technologies, customer preferences, regulations, new competition and/or globalization has generated a significant shift in the way many companies compete. Therefore, the transformation or innovation of established business models is becoming a critical aspect to guarantee competitiveness. | We reviewed the opportunity landscape in KSA to identify growth areas and opportunities that our company wants to capitalize on. We integrated those areas into Mobily's strategic direction with accountability, targets and outcomes to be achieved. We developed a mechanism to assess any incremental opportunities and present them to the management in a timely manner for decision-making. |
| Geopolitical Developments | Geopolitical developments can impact the overall supply chain. For example, U.S. sanctions against Huawei, a large global provider of ICT infrastructure and smart devices, impacted the overall telecommunications hardware supply and accelerated the shift to software-based networks. In addition, the Russia-Ukraine conflict has impacted almost every industry in the world due to shifting global relations, a sharp rise in commodity prices and turmoil in financial markets. | Current risk analysis does not indicate any major impact in the immediate future. However, Mobily has been maintaining ongoing monitoring of evolving geopolitical situation to take immediate actions. |
| Building Trust in Data Governance and Privacy | The new KSA Personal Data Protection Law mandates that organizations comply with the established requirements. Increased government attention to digital technologies and the data they generate is likely to continue to result in new compliance requirements, which could increase risk for ICT companies. | Mobily's Data Hub Department is responsible for monitoring the Data Governance Program. We have completed a data maturity assessment, and an ongoing program enhancement has been executed. We adopt a mechanism to monitor the implementation status of changes on an ongoing basis. We align internally with the relevant teams to understand the impact vis-a-vis the Saudi Personal Data Protection Law. |

| Risks Identified | Description | Mobily's Response |
|--|---|--|
| Addressing Infrastructure Reach and Resilience | Most telecommunications companies remained resilient during the pandemic, despite significantly higher demand on their infrastructure and increasing pressure to improve network performance and coverage, which was required as the world shifted to working and learning remotely. New technologies are acting as disruptive forces, with the potential to both substitute and complement existing high-speed networks. 5G Fixed Wireless Access (FWA) is emerging as a broadband alternative in both rural and urban areas, and satellite is no longer a technology of "last resort," as low earth orbit concepts come of age. | Mobily conducted a detailed risk assessment of telecom infrastructure along with its potential impacts. The assessment concluded that the current controls in place were effectively mitigating the potential risk related to telecom infrastructure failure. We explore the expansion of new tech like 5G FWA and the deployment of LEO solutions to improve our network reach. Also, we assess the network ecosystem to identify key areas for investments and gaps to be plugged across its networks. |
| Enterprise Digital and IT Transformation | Constraints facing frontline staff, including retail store workers, customer support agents and technicians, have resulted in a greater focus on digital channels for serving customers during the crisis. IT transformation is one of the biggest challenges most companies faced during 2021. | Mobily's management addressed this risk by accelerating the digital and IT transformation initiatives under our GAIN strategy. Furthermore, ERM&BCM department closely assessed and monitored potential risks that could impact the execution of these initiatives through established key risk indicators based on the program objectives. |
| Regulatory Decisions | Digital infrastructure's importance during the COVID-19 pandemic is leading regulators to increase their focus on issues such as consumer protection, bridging the digital divide and enhancing data privacy. | We responded effectively to the regulatory actions and decisions during the year. Our company ensures full compliance with all regulatory requirements through effective governance and compliance controls implemented within the organization. |
| Increased Threat of Cyber Attacks | Privacy and security concerns among customers are rising. Less than half of customers feel in control of their personal data, and COVID-19 has heightened these fears. Every industry is experiencing an increasing number of cybersecurity threats to critical infrastructure. This risk continues to be on the top risk profile of multiple global organizations due to the potential to disrupt operations, cause reputational damage and inflict financial losses. | We have strengthened our capacity to deal with cyber-attack threats by continually upgrading our network and IT infrastructure and implementing advanced tools for threat monitoring and mitigation. |

| Risks Identified | Description | Mobily's Response |
|--------------------|--|--|
| Strategy Execution | Strategy execution is considered the most critical and challenging component of the strategy life cycle. | Mobily's Board and Management committees are continuously monitoring and assessing the execution of our strategy to ensure that we achieve our goals and underlying objectives. Our strategic direction is reviewed annually to ensure ongoing market trends and dynamics are reflected appropriately. |



Mobily has maintained the requirements and controls of ISO 22301 (Business Continuity Management Systems) under the supervision of the British Standards Institution (BSI), which mainly covers all technical and commercial services offered to customers along with support operations. In addition, Mobily in 2021 successfully obtained compliance with ISO 31000:2018 for its application of the international standards of Enterprise Risk Management practices.

The adoption of the Risk Management System ISO 31000:2018 is a strategic decision to contribute in improving Mobily's overall performance and achieving its strategic goals. It is also an integral part of risk management to identify and respond effectively to internal and external threats that may affect its key operations. Gaining certification is a recognition of the efforts made by all Mobily's departments to ensure business continuity and organizational resiliency. Obtaining certification reflects Mobily's commitment to apply international standards and ensure continuity of services to its customers.

The Risk Management division is working on various automation projects to enhance Business Continuity and the Risk Management Governance, Prevention, Compliance, and Reporting process. The enhancements aim to safeguard Mobily's business and shareholder interests by focusing on improving management decision-making, process standardization, and driving accountability across the organization.



OUTLOOK

We are committed to effective risk management and believe it is important for our long-term sustainability. In 2022, we plan to complete the following risk management and mitigation projects:

- A comprehensive risk assessment of internal departments to enhance the reediness of the first line of defense.
- Implement the automated risk management system that will support management at all levels in decision-making, standardize Mobily risk management processes, and getting the right information into the right hands to reduce risk and drive accountability to business unit managers.
- Automate Business Continuity Management (BCM) processes to ensure the availability of Mobily products and services and company's long-term business sustainability.
- Enhance risk management and business continuity culture through relevant campaigns that will include awareness company-wide communication emails, training programs, crisis management simulations, and desktop testing, and conducting regular drills with respective authorities.

Economic performance

At Mobily, we continue to demonstrate resiliency and long-term value for our investors. Again in 2021, we increased our year-on-year revenue and growth while providing high quality services for our customers throughout the Kingdom.



OUR APPROACH

We strive to maintain a sustainable business model and remain financially profitable. As a publicly listed company on the Saudi Stock Exchange (Tadawul), we are focused on contributing to the Saudi Vision 2030 in a meaningful way by supporting the vitality and diversification of the Saudi economy.

While COVID-19 had undermined certain aspects of our business, most notably the physical sale of plans and handsets and global roaming services, we have both preserved our growth trajectory and achieved excellent financial results in 2021. The Board of Directors recommended, on 24 November 2021, to distribute cash dividends to

Shareholders for the fiscal year 2021. The total proposed amount of dividend distribution is SAR 654.5 million, at SAR 0.85 per share. The percentage of dividend to the share par value is 8.5%.

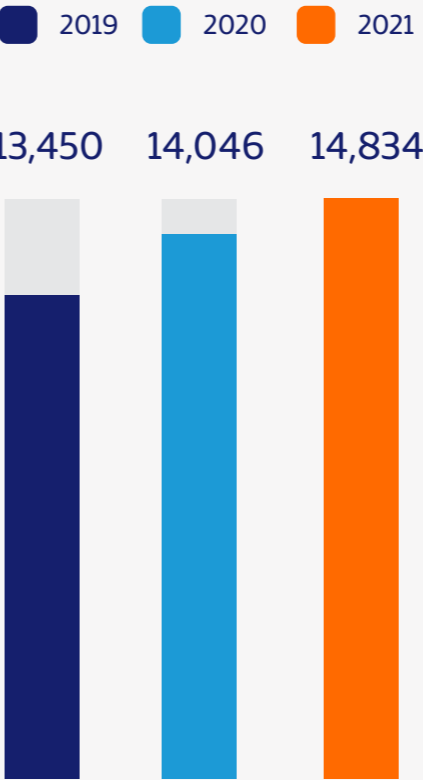
As the consequences of the pandemic continue to evolve and reverberate, it is difficult to forecast the full extent and duration of its economic impact. Mobily’s management team continues to monitor the impact on our operations, cash flows and financial position. We are confident that we have sufficient liquidity to continue to meet our financial commitments for the foreseeable future.

OUR PERFORMANCE

Good performance, as evidenced by the high quality and reliability of our services, has underpinned our financial performance and growth over the years. Mobily’s revenue for 2021 reached

more than SAR 14.8 billion, representing a 5.6% increase compared to our 2020 revenue and our highest revenue in the past eight years.

DIRECT ECONOMIC VALUE GENERATE REVENUES (SAR million)



Case Study: Treasury Management System

In 2021, we deployed a new Treasury Management System (TMS) to improve our business processes and decisions regarding managing our cash position, financial reporting and reconciliation in an integrated and real-time manner with robust monitoring, control and compliance. By eliminating manual processes, we can now convert data to information in real-time and provide more accurate and timely reporting to improve the effectiveness of our decision making. The project is also creating value for shareholders by reducing banking costs and increasing profitability. We will continue to update the TMS moving forward, ensuring that our automation activities follow best practices, our procedures are compliant and our working capital is optimized.

Case Study: Application-to-Person Fraud Bypass Traffic

In March 2021, we implemented a project to help us effectively monitor application-to-person SMS bypass fraud traffic. Over the past few years, while person-to-person SMS traffic declined due to various over-the-top services, application-to-person SMS traffic increased significantly due to companies embracing digitization during the pandemic. As a result of our project, we reduced the application-to-person SMS bypass fraud infection rate from 48% to 1%.

| Key Performance Indicators (KPIs) | Unit | 2019 | 2020 | 2021 |
|-----------------------------------|-------------|--------|--------|--------|
| Direct Economic Value Generate | | | | |
| Revenues | SAR million | 13,450 | 14,046 | 14,834 |
| Economic Value Distributed | | | | |
| Operating costs | SAR million | 6,833 | 6,786 | 7,004 |
| EBITDA | SAR million | 4,947 | 5,350 | 5,594 |
| Dividends paid to shareholders | SAR million | 0 | 385 | 654.5 |
| Donations and sponsorships | SAR million | 38.97 | 2.20 | 1 |
| Economic Value Retained | | | | |
| Net profits | SAR million | 31 | 783 | 1,072 |
| Total operating income | SAR million | 967 | 1,367 | 1,668 |



Marketplace & Customers

By providing exceptional customer service and protecting information privacy, we can help boost the digital economy in Saudi Arabia and unleash opportunities for all our stakeholders.

Digital Innovation

The aim of our digital transformation strategy is to continue evolving Mobily into a cutting-edge digital telecommunications company utilizing software built on the latest physical and logical IT architecture.

We aim to deliver new digital opportunities and enable new business ventures, including autonomous transport, internet of things (IoT), smart cities and healthcare. We have demonstrated

the flexibility of our networks and the resilience of our business model and culture over the past few years and are confident in our ability to continue innovating as a company.



OUR APPROACH

As we seek to promote digital transformation throughout Saudi Arabia, we are unlocking possibilities for our stakeholders through initiatives that are enhancing efficiency and revenues. The launch of our GAIN strategy in 2019 provided a path for positive performance and progress, allowing us to accelerate our expansion in line with the changing needs of industries and individuals.

A key component of our GAIN strategy is the transformation of our IT infrastructure to facilitate network expansion and enable a revolution in customer service. Our technological advances, along with company-wide initiatives, are driving this mission. Initiatives include the implementation of a cost-optimization program and our continued pursuit of digital transformation, along with automation of our services and our customers' journeys.

OUR PERFORMANCE

From a digital innovation perspective, we continued to show progress in 2021. Our growing customer base and client retention strategies saw internet data consumption increase throughout the year, supported by a rise in Mobily's average mobile internet download speed increasing by 98.69% to 155.18 Mbps and our average fixed internet download speed improving by 16.94% to 89.17 Mbps, which is aligned with the average speed of fixed internet services in the KSA.

In addition, we rolled out our 5G program to additional target cities during 2021, with the extension of our network to serve 52 cities through 4,120 5G sites across the Kingdom, bringing our 5G coverage to 75% in 6 main cities. The 5G network is

a key enabler of the IoT that is driving automation and transforming every aspect of our personal and professional lives. Our mobile 5G average download speed rose 48.03% to reach 326.94 Mbps in 2021.

The maturity of our technology is measured internally through Gartner tools, which uses an IT score assessment for Enterprise Architecture and Technology Innovation. We are planning to surpass the sector average score by adopting presentation–abstraction–control (PAC) architectural pattern software over the next 3 years.

We implemented several digital transformation projects and initiatives in 2021, including:

- Mobily Fast, an innovative concept that uses smart links to allow customers to execute a single service faster. Mobily is the first telecommunications company in the market to use this new technology.
- Design Language System (DLS), which is a systemized framework that acts as a single source of truth and groups all elements, allowing our design and development team to design, realize and develop our digital channels in a consistent and effective manner. Utilizing the DLS has increased the time to market for digital functionality and has allowed all involved teams to actively contribute to the progress of Mobily's digital channel in an orchestrated and focused manner.
- Mobily has implemented several initiatives to digitize business processes, with the aim of improving the customer journey by enhancing their digital interaction with our products and services. For example, we introduced a Digital Contracts System for both mobile and fixed service contracts. This system helps our operational and sales teams support customers across the contract cycle, from order creation to contract generation, to customer management once onboarded with Mobily. To provide better visibility to our teams across the cycle, we automated our sales channels. We also developed the Smart Care Contact Center, which provides access to all customer communications for co-related customer interactions to provide our best service to our valued customers.
- The Experience Center, an artificial intelligence (AI)-driven internal platform we have built to consolidate data, with the aim of extracting insights on customer preferences, ongoing issues and new opportunities. The platform enables us to adopt a completely new approach to the development of products and services and provide proactive customer care.
- An innovative chatbot that has human-like features and the ability to have rich conversations with new and existing customers. Our chatbot provides support to any individual with issues they may be facing and attempts to resolve them. The chatbot uses AI as part of its neuro-linguistic programming and has a self-learning capability, which means that it becomes better equipped to interact with customers with each conversation.
- Implemented end-to-end digital processes for all functions, allowing us to become a paperless company.

Through our Digital Partnership (MDP), we openly collaborate with prospective partners to harness the power of innovation to continue advancing the digital economy. We seek to work with partners on ICT services, IoT, big data analytics services, blockchain-based fintech services, and others who can help leverage the influence of Mobily's brand and infrastructure capabilities. The aim of our partnerships is to evolve into a digital-forward telecommunications company, offer innovative solutions to complex industry challenges, expand into new markets and audiences and boost our sales and revenue.

In 2021, Mobily data centers in Jeddah and Dammam obtained a third-level classification certificate and were awarded the Gold Certificate for Asian and African Operational Sustainability from the 'Uptime Institute,' a global center specializing in evaluating and classifying data centers around the world. Mobily is working to exceed expectations in line with best practices and to meet the expected demand for data center services to ensure the sustainability and quality of our business, which is in line with the Kingdom's Vision 2030. To earn the operational sustainability rating, data centers must meet the highest international standards and ensure an integrated performance that avoids the risks of downtime and human errors. Mobily data centers provide advanced services such as data center hosting, advanced information security services expertise, large data hosting, better cloud computing performance, managed services, IoT infrastructure support and other modern technologies that are being used to create smart cities, in line with the Kingdom's 2030 Vision.

Mobily has developed a gaming portal to support the e-sports gaming sector in the Kingdom. The portal allows players to participate in tournaments on the platform and win prizes and points that can be redeemed within the portal. The portal aims to connect subscribers to their favorite games and influential content makers in the gaming world.

In keeping with our vision to empower the digital economy and unlock possibilities, Mobily continues to implement a range of customer centric digitization initiatives to deliver increasing efficiency across our processes, including

enhancements to our Mobily Business app that provides enhanced digital customer interaction across our range of products and services.

These capabilities are complemented by our robust cyber-security controls, which are fully aligned with our corporate vision and strategy as a leading digital provider, and provide resilience in the face of evolving cyber threats in an increasingly digitized world. All of our cyber-security services are fully compliant with relevant regulations and government standards including the National Cyber-security Authority (NCA) and the Saudi Data and Artificial Intelligence Authority (SDAIA). Consequently, Mobily did not experience any data breaches in 2021.



OUTLOOK

Digital transformation remains a priority for Mobily and is aligned with the Kingdom's socio-economic goals, as outlined in the Saudi Vision 2030. We remain committed to making a positive and meaningful contribution to the transformation through major projects that will create significant opportunities for mobile operators.

Our GAIN Strategy 2020+ focuses on growing our core business through high-value segments, engaging with customers digitally, entering new business areas and increasing business-to-business share by focusing on priority verticals.

We aim to achieve this using advanced analytics to improve our decision making based on real-time insights, the integrated gigabit network to provide seamless digital access with a greater focus on virtualization and network slicing and utilizing our digital operating model to monetize assets, governance, capacity development and more. Specifically, our goals include:

- Enhancing our digital maturity index score to 3 out of 5 by 2023
- Digitizing and automating 100% of internal and external processes by 2024
- Reducing our business support system operating expenses by 30% by 2025

Data Privacy, Security & Protection

We take data privacy, security and protection seriously and strive to implement the world’s best programs and mechanisms to manage cybersecurity and protect our customers.



annually, addresses cybersecurity aspects related to our business environment.

To ensure compliance and measure our performance, we have several privacy and security key performance indicators across relevant Mobily divisions. These measures address the effectiveness of our security and compliance management, identity and access management, information protection management and threat protection management. We also have defined security controls to adequately protect Mobily information throughout its lifecycle, including creation, classification, storage, usage and destruction. In addition, when necessary, we implement protection mechanisms such as encryption, truncation, masking and hashing to supplement our data privacy programs.

Our incident management process is designed for timely reporting, analyzing and responding to data security breaches to minimize the impact and likelihood of future incidents. We have an established Incident Response Team dedicated to handling information security incidents and taking appropriate steps to contain, mitigate and resolve them in a timely manner.

OUR APPROACH

Our commitment to the privacy of our customers’ data is captured in our Privacy Policy, which defines how we treat personally identifiable information collected from our visitors and users. Internally, the Information Security Operational Policy, which is reviewed



SECURITY TRAINING AND AWARENESS

Overall data privacy and security threats have increased significantly over the past few years, as hackers are evolving their attacks to exploit human behavior more effectively. They are utilizing phishing attacks to obtain personal and financial information from users by deceiving them with emails or websites that appear to be from a trusted organization. We believe the best way to combat these threats internally is through effective security awareness and training programs. As a result, we have developed a Security Awareness Strategy with the following objectives:

- Educate employees on the basic concepts of cybersecurity and its associated threats
- Raise awareness and familiarize employees with their responsibilities towards information security and acknowledge their roles in the protection of information resources
- Enhance our information security by altering

- our employees’ security behaviors
- Build a sustainable program that can be practiced to continuously improve the behavior of people interacting with sensitive data and system

The security awareness program is for all Mobily employees and is conducted in Arabic and English. Our continuous training methodology is based on a cyclical approach of assessing, educating, reinforcing and measuring. In this way, we inform users about best practices and teach them how to deploy these practices when facing security threats. The program covers a variety of security topics, such as safe social networking, social engineering, phishing, workplace security, working from home and password security. As a result of the COVID-19 pandemic we established targeted awareness campaigns and have developed cybersecurity guidelines for working from home.



CYBER SECURITY STEERING COMMITTEE

Further demonstrating our commitment to cybersecurity and safeguarding our assets, we have a Cybersecurity Steering Committee (CSSC) made up of all units' heads and Mobily CEO who consistently evaluate our cybersecurity program and enhance it based on best practices and new regulations. The committee's primary objectives include:

- Establish governance with Mobily internal stakeholders to align with the cybersecurity strategy, programs and cyber corporate policies
- Ensure the protection of confidentiality, integrity, availability of information, data and customers' privacy
- Ensure alignment and compliance with government mandates

We have also established an Operational Cybersecurity Steering Committee made up of members from each unit and all Cybersecurity Departments' Heads, with the following responsibilities:

- Review cybersecurity findings or observational results from any external audit and recommend actions to the CSSC
- Review cybersecurity internal audit findings and discuss remediation plans, limitations and progress on addressing identified issues
- Review security vulnerabilities and non-compliance results and recommend actions for remediation
- Discuss any new regulation requirements and create an initial compliance plan to be presented to the CSSC
- Discuss security challenges and provide recommendations to address them

Our dedicated Cybersecurity Division is responsible for ensuring that Mobily is secure and resilient to evolving cyber threats. We are compliant with all relevant legal and regulatory requirements and our cybersecurity programs are aligned with numerous international certifications including:

- PCI - DSS for Cloud Co- Locations Services
- PCI-DSS Accreditation for Mobily Payment Channels (Mobily Financial Services)
- CSA Star for Cloud and Co - Locations Services
- ISO 27011 - Telecommunication Cybersecurity Control
- ISO 27017 - Information Security Controls for Cloud
- ISO 27018 - Protection of PII Information in Cloud
- ISO 27001 - Security and Privacy Division
- ISC 27001 - Digital ICT and Business Operations
- ISO 27032 - Guidelines for Cyber Security
- Health Insurance Portability and Accountability Act (HIPAA) Cybersecurity



VULNERABILITY MANAGEMENT

The Cybersecurity Division is also responsible for establishing our vulnerability management processes that identify, assess, prioritize, remediate and monitor known vulnerabilities in our information systems. All systems are subject to a vulnerability assessment before moving to the production stage. Minimum baseline security standards are implemented on all systems and a minimum information security configuration standard is applied to our information technology infrastructure.

We also conduct internal and external vulnerability scans quarterly and after any significant infrastructure or application changes. To conduct the scans, we use Qualys, a leading provider of cloud-based security and compliance solutions, and other automated vulnerability scanning tools. Each division is responsible for reviewing vulnerability remediation activities, including performing additional scans once remediation measures are deployed.

To prevent breaches and to recover swiftly in the event of an attack, we rely on our modern protection, detection, response and recovery capabilities. In addition, we have deployed tools and systems recommended by the National Cybersecurity Authority (NCA) that ensure timely collection, analysis and monitoring of cybersecurity events for early detection of potential attacks. For example, we use the Security Information and Event Management (SIEM) tool, which identifies and detects expected and unexpected cybersecurity occurrences, along with a malware protection program to protect Mobily's information and systems.

AUDITING AND COMPLIANCE

To ensure the continuous effectiveness of Mobily's privacy and security management system, we undertake regular internal and external audits. Mobily's Internal Audit Division conducts periodic cybersecurity audits and reviews to assess whether our cybersecurity controls are implemented in compliance with Mobily's policies and procedures. In addition, we undergo external assurance by the NCA and the KSA Communications and Information Technology Commission. We comply with legal, regulatory, statutory and contractual requirements

by national government entities and bodies such as the NCA.

Mobily's Approval Certificate of the Work Regulation, which was approved by the KSA's Ministry of Labor and Social Development, formally defines disciplinary action procedures against information security breaches and non-compliance with information security policies and standards. Mobily adheres to the new Saudi Arabia Personal Data Protection Law, which enacts remedial actions for privacy violations. We are also working closely with the Saudi Concerned Bodies to protect minors from internet misuse and inappropriate content, including through web filtering and reporting channels. Recently, Mobily established a web security service for protecting overall content and we have partnered with the Saudi Federation for Cybersecurity in a bug bounty program.

Vulnerability Management



Asset
Identification



Vulnerability
Scanning



Vulnerability
Reporting



Vulnerability
Remediation

OUR PERFORMANCE

Over the years, the number of attempted cyberattacks against Mobily has declined and we have successfully decreased the number of actual cyberattacks against our company. In addition, we experienced zero data breaches in 2019, 2020 and 2021.

| Key Performance Indicators (KPIs) | Unit | 2019 | 2020 | 2021 |
|---|------|--------|-------|-------|
| Number of attempted cyberattacks | # | 15,590 | 6,458 | 6,696 |
| Number of actual cyberattacks | # | 2,334 | 1,389 | 1,182 |
| Number of data breaches | # | 0 | 0 | 0 |
| Number of data security breaches involving customers' personally identifiable information | # | 0 | 0 | 0 |



OUTLOOK

The cybersecurity team has adopted the following 2022 key performance indicators to help Mobily achieve our vision of continuing to secure our digital arena:

- Enhance Mobily security awareness
- Enhance security visibility against 2022 baseline
- Improve % of security on critical systems to prevent against attempts
- Elevate cybersecurity controls through project delivery
- Maintain security accreditation
- Transform official Digital Operational Excellence (DOX) services to be automated
- Assure policies and processes are implemented
- Maintain Mobily security accreditation
- Enhance Mobily compliance

Customer Relationships & Satisfaction

We believe that customer satisfaction is at the core of being an excellent service provider. We work hard to build and foster customer relationships by offering services that meet their needs and processes that solicit their concerns and resolve issues efficiently.

OUR APPROACH

At Mobily, we aim to achieve customer satisfaction, bolstered by excellent customer relationships, that achieves goodwill toward our company. As such, customer care is a pillar of our GAIN strategy. We focus on core indicators, including customer experience, complaint management and service delivery.

As a service provider, Mobily complies with the CITC's requirements for the protection of customer rights, which are codified in our Customer Rights Policy. They include: the right of the customer to access services; provision of transparent, comprehensive and accurate information, including around services and pricing; and adherence to privacy and confidentiality policies and best practices.

During 2021, we capitalized on new products and services addressing evolving customer needs to expand and reorient our service delivery and maximize our customer experience. We continued to implement our digital transformation strategy,

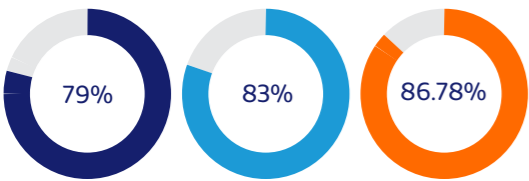
based on our goal of improving our business model to increase our competitiveness on the market by enhancing customer experience, optimizing costs and sales and driving forward innovation in the telecommunications market. New incentives launched during the year included a range of deals for pre- and post-paid customers, including extra data allowances, discounted prices and enhanced access to streaming services.

To enhance our customer experience, Mobily launched the "New Bill Layout" for postpaid customers in 2021. This initiative standardized various billing formats previously in place for postpaid customers, drawing from a benchmarking exercise to identify best practices and identifying information requirements for customers across the customer base for all postpaid packages. The New Bill Layout has reduced the volume of inquiries received by call center agents and increased customer satisfaction, resulting in efficiency gains and improved customer retention that contributes to long-term growth.



Retail Satisfaction

2019 2020 2021



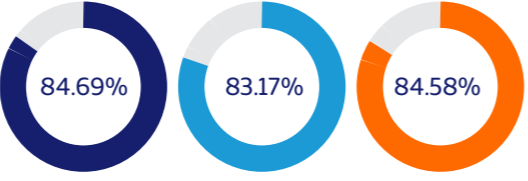
ADDRESSING CUSTOMER ISSUES

To guarantee our customers’ get the help they need, we offer multiple ways in which they can submit service requests, including through digital channels, social media and call centers. Once received, service requests are assigned to the responsible team to investigate and resolve. Customers are then informed via a telephone call or SMS that the issue has been resolved and provided the option to re-open their request if the issue continues. If resolved, we request that the customer participate in a service request evaluation survey, allowing us to gather feedback and data to further improve our processes and create a better experience for our customers.

We take a similar approach to customer complaints. Customers can register a complaint by initiating a call to our call center. Depending on the complexity, the call center agent will either immediately resolve the complaint or create a service request to be managed by a specialized back-office team to resolve based on business rules and policies.

Number of First Call Resolution (FCR)

2019 2020 2021



We have implemented a variety of initiatives and processes to ensure the sales process is transparent for our customers, including:

- Ensuring the customer is well informed during and after the interaction or sale, with clear information and no hidden caveats or charges
- Providing sound advice at all touchpoints based on the customer’s circumstances
- Communicating in a clear and transparent tone to the customer
- Conducting transaction surveys and root analysis of negative scores
- Completing welcome calls to ensure ownership and understanding of package details to all customers, new or existing
- Ensuring that terms and conditions and service details are clear and available to all customers at all sales and interaction touchpoints
- Treating customers fairly in regard to the review and release of any services and products

| Customer complaints | Unit | 2019 | 2020 | 2021 |
|--|------|---------|---------|---------|
| Number of customer complaints | # | 737,526 | 930,996 | 875,657 |
| Number of customer complaints resolved | # | 737,526 | 930,972 | 864,071 |

MYSTERY SHOPPER ASSESSMENT

During 2021, Mobily maintained its Mystery Shopper Assessment, a continual improvement plan to enhance customer experience through the evaluation of the full cycle of the customer journey. The assessment conducted by undercover staff who visit Mobily locations includes a review of

products, services, facilities and operational quality based on compliance with Mobily customer journey guidelines and training. This program provides an experience-based understanding of opportunities to better meet our customers’ needs.

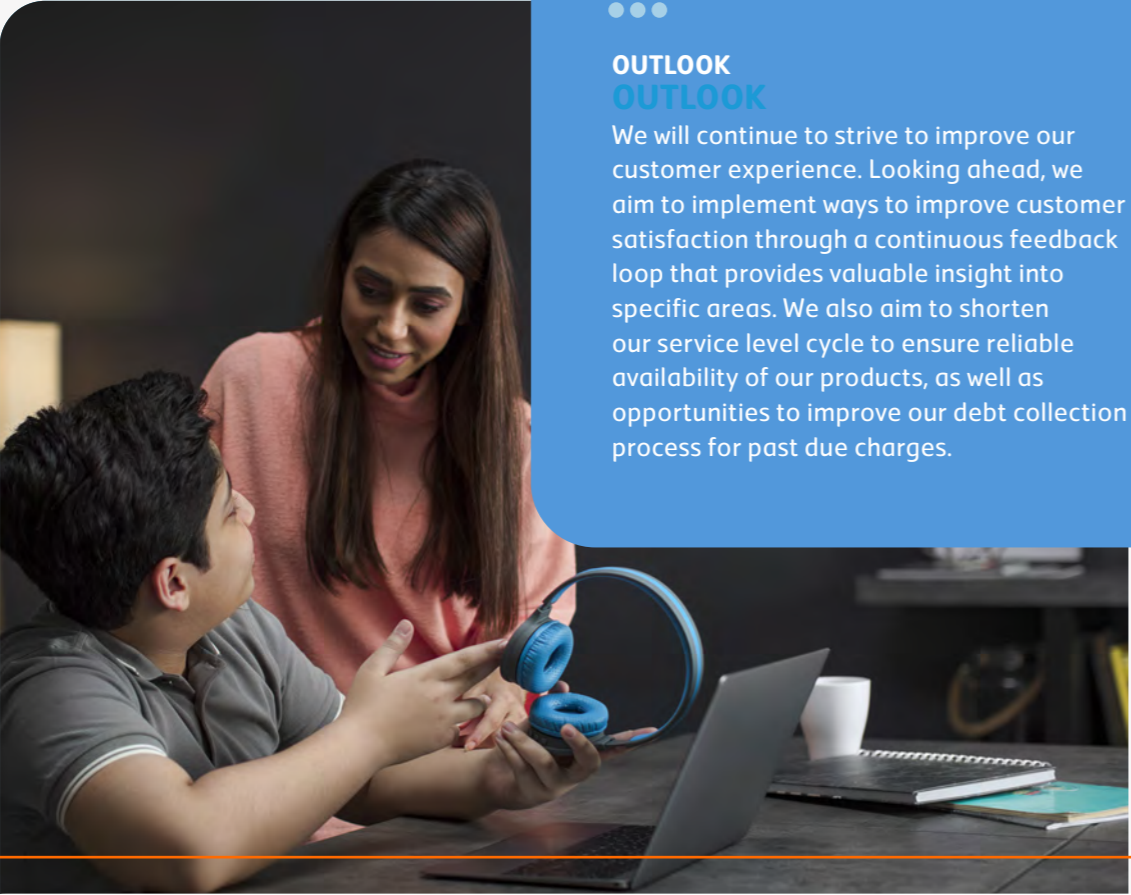
| | Q2 '19 | Q3 '19 | Q4 '19 | Q1 '20 | Q4 '20 | Q1 '21 | Q2 '21 | Q3 '21 | Q4 '21 |
|---|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| Overall Score | 96 | 97 | 95 | 96 | 95 | 95 | 95 | 95 | 95 |
| Outlet external condition | 98 | 98 | 98 | 98 | 97 | 97 | 97 | 98 | 98 |
| Token machine | 100 | 100 | 98 | 98 | 97 | 99 | 98 | 97 | 100 |
| Outlet internal condition | 94 | 94 | 92 | 95 | 97 | 96 | 97 | 98 | 98 |
| Advertising material availability & display | 100 | 100 | 100 | 100 | 91 | 99 | 100 | 100 | 100 |
| Interaction with agent | 98 | 99 | 97 | 96 | 95 | 92 | 93 | 92 | 92 |
| Agent’s physical appearance | 76 | 76 | 78 | 76 | 79 | 86 | 77 | 81 | 80 |

OUR PERFORMANCE

After being nominated among the top 10 most valuable Saudi Arabian Brands for the first time in 2020, Mobily achieved the fastest growth among the top 10 companies during the COVID-19 pandemic and the fastest-growing Saudi telecommunications brand in the Middle East in 2021. The London-based Brand Finance, a leading independent brand valuation and strategy consultancy, ranked Mobily the seventh most valuable brand in Saudi Arabia moving up two notches in the ranking scale and increased brand value by 17%.

Our marketing and communications approach supports our commitment to providing high-quality and transparent products and services, and both our services and digital marketing have received global recognition. During 2021, Mobily received the best customer experience awards from the Saudi Communications and Information Technology Commission. Mobily also received two Speedtest awards, which are awarded to the best network operators worldwide, and recognized Mobily as the top-rated mobile network and fixed network in Saudi Arabia. Mobily also received nine Creative videography awards from Viddy Awards, which recognizes video excellence in digital work, and seven awards from Hermes Creative Awards, which evaluates the best in the creative industry.





OUTLOOK
OUTLOOK

We will continue to strive to improve our customer experience. Looking ahead, we aim to implement ways to improve customer satisfaction through a continuous feedback loop that provides valuable insight into specific areas. We also aim to shorten our service level cycle to ensure reliable availability of our products, as well as opportunities to improve our debt collection process for past due charges.

Latency for Most Used Social Media Platforms in the Kingdom



36ms
Twitter



4ms
Instagram



4ms
Facebook



23ms
Snapchat

Latency for Most Common Video Conferencing Platforms in the Kingdom



98ms
Cisco webex



209ms
Zoom



95ms
Microsoft teams



39ms
Google Meet

Responsible Marketing

We understand our responsibility to be transparent and truthful in our marketing and communications to uphold our brand reputation and maintain the confidence of our customers.



OUR APPROACH

The market continued to experience COVID-19 pandemic disruptions during 2021. Recognizing the even more critical role telecommunications played as people across the Kingdom continued to work from home and limit travel, we took steps to enhance our products and service quality and communicate our commitment to meeting our customers' needs during extraordinary circumstances.

At Mobily, our marketing is conducted responsibly in the context of Saudi Arabia's social values and cultures of the communities we serve. We review the value and tone of all communications and ensure our marketing is responsible and ethical. All customer groups are considered when we develop and communicate

new products and services and update existing ones.

During 2021, we launched several offers to meet customer needs after careful evaluation of market dynamics; these offers included the introduction of new and unconventional products, provision of incremental resources at the same price and added value for existing customers. Through these initiatives, we aimed to better engage and retain our customers, as well as increase enrollment of new customers. We provided clear, accurate information that reflected the range of choices for both current and potential customers to support decision-making around the most suitable products and services for their needs.

OUR PERFORMANCE

Our GAIN strategy is grounded in digital inspiration for 'Empowering the Digital Economy to Unlock Possibilities'. In 2021, we launched digital marketing initiatives to help us better serve our customers, unleash previously untapped possibilities and provide timely, up-to-date information. This included:

- Launching WhatsApp as a service channel to provide support to postpaid customers using

the platform, facilitating a better customer experience.

- Leveraging interactive voice response (IVR) to target prepaid customers for migration to postpaid packages to attain better value for the customer

In 2021, we did not experience any penalties related to marketing.

Responsible Employer



At Mobily, our people are at the center of our success and underpin our ability to achieve our immediate and long-term business objectives. Our value as a company is derived from the diversity of thought, knowledge and skills our people and teams contribute every day. It is our responsibility to create a culture in which employees feel supported and can maximize their productivity and contributions. With this comes the inspiration, motivation, quality and innovation that sets us apart.

Talent Management

Investing in our people drives performance, supports the achievement of our strategic objectives and contributes to our long-term growth and success. We are committed to hiring, developing and retaining talented employees, with a focus on Saudi nationals in support of the Saudi Vision 2030. We provide our people with tailored learning and development opportunities to support their personal and professional growth.



OUR APPROACH

During 2021, we maintained our focus on employee health and wellbeing while supporting them to maximize operational productivity. Our implementation of workplace flexibilities including a work from home policy and expansion of flexible work arrangements during 2020 continued to benefit our employees and foster a more resilient work environment in 2021. We actively solicited feedback on concerns and opportunities for improvement to be a responsive employer and to respond to the needs of our people.

We capitalize on internal talent to maximize opportunities and growth, while seeking to attract a diverse talent pool that offers new skills and different perspectives to our organization. In 2021, we were able to leverage Human Resource projects rolled out during 2020 to enhance talent management across the full breadth of the employment cycle. This included an enhanced graduate development program, a leadership development program specifically

targeting female employees and improved e-learning capabilities.

Mobily is committed to maintaining a high-performance culture where employees drive continuous improvement throughout the organization. The Mobily Performance Management Program is designed to ensure that employees are focused on the appropriate objectives at the appropriate time, and that they receive support and direction, enabling them to contribute to Mobily's goals.

To ensure that Mobily employees have access to important company news with a multimedia library, can submit requests and can access special offers for themselves and their family members, Mobily utilizes mCan, an internal portal. With all self-services and e-services and important information in one portal, employees can efficiently navigate to what they need, which helps them be more productive and improves job satisfaction.

TRAINING AND DEVELOPMENT

During 2021, Mobily's training programs drew on lessons learned during the COVID-19 pandemic, which had resulted in a significant reduction in training and development programs. We continued our key learning and development activities as we recovered from pandemic restrictions, providing traditional face-to-face methodologies as appropriate. Simultaneously, we implemented a multi-faceted approach to enhance e-learning to make training opportunities more accessible across the organization. This approach included efforts to re-define and shift the mindset of Mobily toward e-learning, expand the breadth of e-learning courses and develop existing and future digital capabilities by expanding technological resources. During the year, our employees completed nearly 232,000 training hours. On average, each employee completed 60 hours of training, an increase from 24 average hours per employee in 2020.

During 2021, we undertook the implementation of "The Roadmap for Digital Transformation," a large-scale program to address digital transformation best practices and how to apply these in the organization. To facilitate the success of this transformation, we leveraged a workforce analysis exercise to inform more accurate learning requirements and training skills critical for the transformation process. In addition, we recently updated our policies, procedures and processes related to training and development to best serve Mobily's employees and ensure they are operating in their positions with the right skills and knowledge to maximize their capabilities. By ensuring our workforce requirements are being met, we are contributing to a more efficient and effective organization and employees who are invested in their own growth and development.

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|---|---------------|--------|-------|---------|
| Training | | | | |
| Total hours of training for employees | Hours | 80,846 | 7,920 | 231,852 |
| Average hours of training per female employee | Average hours | 23 | 20 | 47 |
| Average hours of training per male employee | Average hours | 23 | 23 | 62 |
| Average hours of training per employee | Average hours | 23 | 24 | 60 |
| Average training hours – Saudi Nationals | Average hours | 23 | 22.6 | 81 |
| Training sessions | | | | |
| Total Female attended the Training | # | 320 | 46 | 269 |
| Total Male attended the Training | # | 2,683 | 218 | 2,017 |
| Total Staff attended the Training | # | 3,003 | 264 | 2,290 |

GLOBAL ENGAGEMENT SURVEY

All employees are encouraged to participate in our Global Employee Engagement Survey, which provides a process to solicit employee concerns, gather feedback on our processes and identify areas for improvement. At Mobily, we value this

feedback and use it to shape our strategies for supporting our staff, continuing operations, maintaining financial performance and identifying opportunities for growth. In 2021, 89% of Mobily's 2,300 employees participated in the survey.

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|---|------|------|------|------|
| Employee Engagement | | | | |
| Employee Engagement Index | % | 69 | 63 | 58 |
| Performance Excellence Index | % | 70 | 64 | 62 |
| Sustainable Engagement | % | 74 | 69 | 65 |
| Vision, Mission and Strategic Direction | % | 71 | 62 | 61 |
| Values | % | 72 | 69 | 65 |
| Leadership Effectiveness | % | 69 | 62 | 59 |
| Empowerment and Trust | % | 75 | 69 | 67 |
| Managerial Support | % | 74 | 73 | 73 |
| Communication Effectiveness | % | 71 | 66 | 65 |
| Learning, Growth and Career Advancement | % | 66 | 61 | 59 |
| Reward and Recognition at Work | % | 61 | 54 | 52 |
| Teamwork and Collaboration | % | 78 | 75 | 73 |
| Performance Management | % | 65 | 60 | 60 |
| Customer Centricity | % | 75 | 71 | 68 |
| Speed and Execution | % | 70 | 66 | 63 |
| Work Life Balance | % | 68 | 61 | 60 |
| Job Satisfaction | % | 76 | 74 | 70 |
| Innovation | % | 66 | 59 | 58 |
| Work Culture & Environment | % | 68 | 64 | 63 |
| Behavioral Change Index | % | 57 | 47 | 43 |
| Absentee Rate | | | | |
| Employee absentee rate | % | 2.87 | 2.51 | 3.21 |

OUR PERFORMANCE

At Mobily, we strive to be the employer of choice and know that our performance is a key driver for attracting and retaining talent. We continue to strive for excellence and hone our recruitment and talent strategies, which received accolades in 2021. Our Human Resources Unit was recognized at the

MENA regional level by winning 1st place in Best Recruitment and Talent Management Strategy by the Chartered Institute of Personnel Development and was shortlisted by Informa Connect for the Best Talent Management Strategy.

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|---|------|-------|-------|-------|
| Workforce size | | | | |
| Total number of employees | # | 2,453 | 2,300 | 2,316 |
| Full time employees | # | 2,453 | 2,300 | 2,316 |
| Part time employees | # | 0 | 0 | 0 |
| By employment level | | | | |
| Senior management | # | 58 | 47 | 73 |
| Middle management | # | 818 | 753 | 786 |
| Staff | # | 1,577 | 1,500 | 1,457 |
| Workforce by gender profile | | | | |
| Headcount Female | # | 143 | 150 | 159 |
| Headcount Male | # | 2,310 | 2,150 | 2,157 |
| Percentage Female | % | 6% | 7% | 7% |
| Percentage by Male | % | 94% | 93% | 93% |
| Nationalisation | | | | |
| Nationalisation rate of senior management | % | 74% | 74% | 79% |
| Nationalisation rate among total workforce | % | 83% | 84% | 85% |
| Total number of National employees (FTE) | # | 2,031 | 1,921 | 1,977 |
| Total number of Expat (FTE) | # | 422 | 379 | 339 |
| Turnover | | | | |
| Turnover rate | % | 6% | 5.8% | 9.6% |
| Total number of employees who left the organization | # | 157 | 138 | 223 |



OUTLOOK

To continue to develop a workforce with the right skills and tools for their operational roles, we will enhance our e-learning platforms to further increase training hours and trainee knowledge, supporting our team to become more agile, innovative and efficient.

We will also continue to explore other talent management opportunities, as the professional development of our people provides personal and professional growth that contributes to Mobily's competitive advantage in the telecommunications industry.



Health & Safety

At Mobily, we are committed to the health and wellbeing of our people. This continued to be of particular significance during 2021, as we recovered from the COVID-19 pandemic that continued to effect communities across Saudi Arabia. It is our responsibility to create and maintain a safe environment that prevents work-related injuries, fatalities and illnesses.

OUR APPROACH

We have adopted a proactive approach aligned with global best practices to promote the highest standards of health and safety. Our approach is multi-faceted and includes safety

and risk management initiatives; health, safety, and environment (HSE)-related trainings; and certifications and audits of our HSE practices.



Our Occupational Health and Safety (OHS) program is guided by our OHS System, which has received an ISO 45001:2018 certification and undergoes regular external assurance reviews and audits for validation. This ensures that we adhere to national and international laws and regulations applicable to our business and that all policies and programs are planned, implemented and reviewed annually to support continuous improvement. The OHS System extends across all operations, including office buildings, call and data centers, technical buildings, warehouses and retail showrooms, and is managed internally by our Facilities and Administrations Team, which conducts regular inspections.

We maintain a risk management framework to promote a culture of early action. We require employees to report all hazards to their individual health and safety or within the operating environment and have set forth clear guidance on reporting channels so that immediate control measures can be instituted. Concurrently, the Health, Safety, and Environment Department manages a risk register that is routinely updated to track health and safety risks reported via established communication channels, formal reporting methods, site inspections or safety engagement meetings. Under this framework, we also do the following:

- Undertake regular reviews and evaluations on all standard operational procedures and processes
- Conduct regular exercises to identify risks and hazards and implement preventative measures, including enhancement of the HSE Manual
- Monitor and ensure implementation of HSE policies and procedures at all facilities through clear incentive programs and disciplinary actions, as required
- Integrate HSE into all relevant business decisions
- Ensure that all required organizational structures and resources exist to facilitate the achievement of our HSE goals

”

AT MOBILY, we extend our HSE efforts to create a safe working environment and promote wellbeing...

We have developed HSE training requirements for each Mobily employee to ensure that safety and wellbeing are part of our culture. During 2021, Mobily provided a total of 235 hours of HSE training to employees, an average of 2.9 hours per employee, covering thematic areas of safety engagement, hazard identification and risk assessment; fire safety; electrical safety; and emergency preparedness. In addition, our employees participated in more than 60 emergency response drills covering fire and rescue protocols. Also in 2021, we launched an end-user satisfaction survey for four main operational stakeholders to measure individual awareness of, and culture toward, safety. We will use these results to evaluate the effectiveness of our training and overall approach to fostering a culture that values safety in the workplace.

At Mobily, we extend our HSE efforts to create a safe working environment and promote wellbeing by providing employees with personal protection equipment for additional protection against workplace hazards. Further, we aim to sustain a motivating and stimulating workspace by considering ergonomics, such as temperature and workstation design.

OUR PERFORMANCE

In 2021, we had zero incidents of employee and contractor fatalities and injuries. Total recordable injuries for employees and contractors stood at zero, as did occupational illnesses. We investigated two safety accidents. We used the national inspection and technical company TUV Nord to conduct external audits on our HSE programs and systems to ensure effective HSE management systems, through which we received ISO45001:2018 certificate issuance and validation.

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|---|-------|-----------|-----------|-----------|
| Total Work hours in a Year (Contractors) ¹ (Mobily) 8 H/5 Days a week | Hours | 4,162,944 | 3,715,392 | 3,294,480 |
| Total Work Hours in a Year (FTE Employees) ² (Contractors) 8 H/5 Days a week | Hours | 4,400,928 | 4,219,776 | 4,095,456 |
| Employee fatalities | # | 0 | 0 | 0 |
| Contractor fatalities | # | 0 | 0 | 0 |
| Employee lost time injuries | # | 0 | 0 | 0 |

¹ Note: It is only for HR Contract staff. We assumed that 2/3 of population is working for 6 days in a week and 1/3 for 5 days.
² Assumption is 8 working hours per day and 5 Days a Week)

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|--------------------------------------|------|------|------|------|
| Contractor lost time injuries | # | 0 | 0 | 0 |
| Employee total recordable injuries | # | 0 | 0 | 0 |
| Contractor total recordable injuries | # | 0 | 0 | 0 |
| Employee lost-day rate | # | 0 | 0 | 0 |
| Contractor lost-day rate | # | 0 | 0 | 0 |
| Employee occupational illnesses | # | 0 | 0 | 0 |
| Employee absenteeism rate* | # | 2.87 | 2.51 | 3.21 |

*Absenteeism rate includes Sick Leave, Uncertified Sick Leave, Injury Sick Leave, Escort Leave, Local Emergency Leave, Suspension Leave, Unauthorized Leave, Unpaid Leave, Eddah, Hajj Leave, and Sports Leave.

| Health & Safety Training and Drills | Unit | 2019 | 2020 | 2021 |
|---|---------------|------|-------|--------|
| Total hours of Health and Safety training provided to employees | Hours | NA | 27 | 235 |
| Average hours of Health and Safety training per employee | Average hours | NA | 0.40 | 2.9 |
| Total cost of Health and Safety training (SAR) | SAR | NA | 3,630 | 30,866 |
| Total number of emergency response drills conducted | # | 104 | 55 | 61 |
| Safety Accident investigations initiated | # | 2 | 0 | 2 |
| Safety Accident investigations completed | # | 2 | 0 | 2 |



OUTLOOK

Looking ahead, we will continue to enhance our HSE performance by focusing our efforts on leading indicators and associated targets. These key performance indicators for the upcoming year include number of inspection visits and drills conducted, number of accidents and near misses and release of safety and awareness information. The health and safety of our employees remains a top priority for Mobily, and we believe it helps us maximize productivity, minimize risks and promote wellbeing.



Diversity & Inclusion

Mobily values diversity in the workplace and strives to foster an environment in which all backgrounds and perspectives are valued. We believe that inclusivity fosters greater innovation and more creative problem-solving. We create a culture in which we leverage our differences to make us stronger.



OUR APPROACH

Our aim is to create a workplace where people are empowered to maximize their strengths by drawing on their unique perspectives, skills and backgrounds, which helps improve performance. At Mobily, this starts with attracting and retaining top talent by offering equal opportunities to develop professionally and advance within our organization.

We have established human resource policies that aim to prevent discrimination and ensure fairness and advancement based on merit, as well as established processes to ensure everyone in the organization can participate and grievances are acted upon.

FEMALE EMPOWERMENT

At Mobily, our policies ensure women's rights are protected and exercised. Concurrently, we create opportunities to increase female participation in the workforce and strive to create greater representation at the leadership level.

Aligned with the national Women Leaders 2030 program that empowers women to play a critical role in the development of the KSA, we support and empower women in Mobily. To this end, we introduced the Women's Leadership Program in 2021. Offered in partnership with Princess Nourah bint Abdul Rahman University (PNU) and INSEAD Business School, 50 female employees who were nominated to participate, enrolled and began their development journey during the year. In addition, we provide newly graduated women the opportunity to be trained in different operational units throughout our company's Elite Graduate Program, or under the Saudi Human Resources Development Fund's Tamheer initiative. Upon Tamheer completion, they can pursue a full-time position with Mobily or seek outside employment leveraging the knowledge and skills obtained during the program.

In 2021, our workforce included 159 women, comprising 7% of our total workforce. Our female hire rate grew significantly, as 17% of our new hires were women.



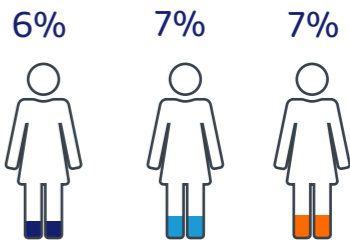
FEMALE EMPLOYMENT

2019 2020 2021

Number of female employees



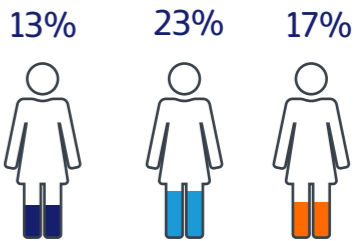
Female employment rate



Number of new female employee hires



Female new employee hires rate



Females hired in middle management



PARENTAL LEAVE

All female Mobily employees are entitled to 10 weeks of paid maternity leave, as per our human resources policy and in-line with KSA policies. The leave can be divided flexibly, beginning a maximum of four weeks before the expected delivery date. It can also be extended by one month without pay.

Upon a female employee’s return to work, they are entitled to a rest of up to one hour per day for a two-year period after their childbirth date. We also grant parental leave for our male employees, who are entitled to three working days of paid leave within two months of their child’s birth.

| Parental Leave | Unit | 2019 | 2020 | 2021 |
|---|------|------|------|------|
| Number of employees that took parental leave | # | 7 | 7 | 9 |
| Number of female employees who returned to work after maternity leave ended (return to work) | # | 7 | 7 | 8 |
| Number of female employees who returned to work from maternity who were still employed twelve months after return to work (retention) | # | 6 | 6 | 8 |
| Return to work rate (%) | % | 100 | 100 | 89 |

SAUDI NATIONALIZATION

Mobily aims to empower Saudi talent and grow participation of Saudi nationals in the job market. We partner with different universities and institutes to enable students to complete their graduation requirements and to obtain employment upon graduation at Mobily or to provide skills that can be applied in other companies or industries. Targeting recent graduates facilitates the application of their recent academic studies, supports the transition from school to the workforce and contributes to greater economic stability in the Kingdom.

As part of our commitment to the Kingdom’s Saudization policies, we aim to further develop and expand the Kingdom’s telecommunications and IT sector by empowering national talent to take on leadership positions through skill enhancement.

In 2021, Saudi nationals made up 85% of the total workforce, with 1,975 employees in various positions. Senior management consisted of 80% Saudi nationals and middle management consisted of 81% Saudi nationals. Our female workforce stood at 11% Saudi nationals during the year.



| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|---|------|-------|-------|-------|
| KSA Nationalization in the Organization | # | 2,029 | 1,919 | 1,975 |
| KSA Nationals employed at Top Management | # | 43 | 39 | 59 |
| KSA Nationals employed at Middle Management | # | 630 | 586 | 641 |
| Technical Staff are KSA Nationals (IT + Technology) | # | 283 | 274 | 296 |
| KSA Nationals in Sales Workforce | # | 728 | 683 | 670 |
| % Female KSA Nationals which equates to Total female population | % | 7% | 8% | 11% |

Elite Graduate Program

Mobily runs the Elite Graduate Program, which enrolls competitively selected graduates in a comprehensive 2-Year program that empowers high-potential Saudi youth with on-the-job experiences, mentorship and targeted training across a range of business areas within a company. In 2021, Mobily attracted 15 Elite

Graduate Program participants by offering competitive career growth opportunities and structured benefits that meet current and future needs. A total of 41 participants have completed the program as of 2019, 56% of whom were women.

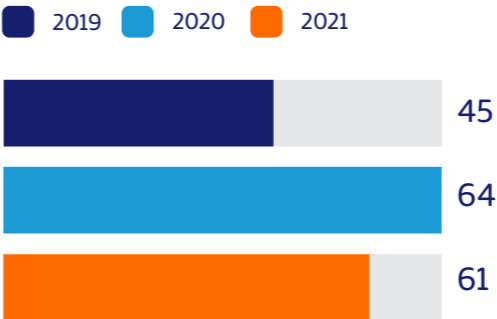
| Elite Graduate Program | Number of Participants | Female Participants | Male Participants | Female Participants | Male Participants |
|--------------------------|------------------------|---------------------|-------------------|---------------------|-------------------|
| | # | # | # | % | % |
| 2016 - 2018 Participants | 20 | 11 | 9 | 55% | 45% |
| 2017 - 2019 Participants | 41 | 23 | 18 | 56% | 44% |
| 2021 - 2023 Participants | 15 | 6 | 9 | 40% | 60% |



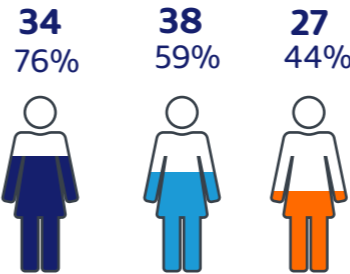
Tamheer Program

One of the programs we engage with is Tamheer, an on-the-job training program for Saudi graduates, who hold diplomas, bachelor's degrees, master's degrees, or PhDs, from local or international universities. We provide them with training to acquire work-based experiences and to prepare them for full-time employment.

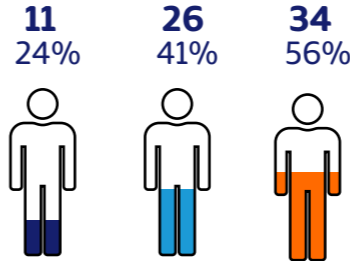
Number of Tamheer program participants



Female participants (Number / %)



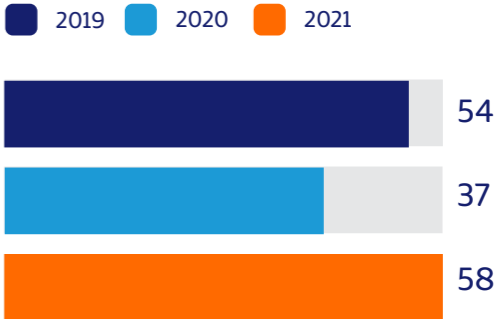
Male participants (Number / %)



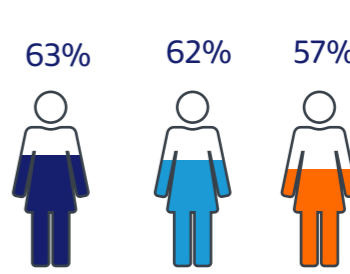
COOP Program

We also run Cooperative (Coop) program, in partnership with universities across the Kingdom, similarly designed to support students to gain different experiences during their training. Under the guidance of Mobily professionals, students experience different functions in line with their major area of study. The program allows students to bridge the gap between educational and practical experience, acquire business and management skills and gain more knowledge by attending learning workshops.

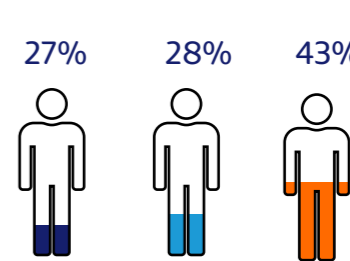
Number of COOP program participants



Female participants (%)



Male participants (%)

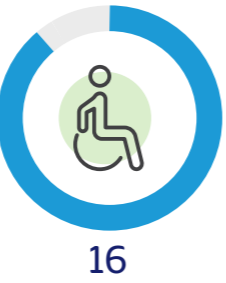


PEOPLE WITH DISABILITIES

At Mobily, we foster an environment open to all; people with disabilities undergo the same rigorous recruitment process and are offered equal opportunities in our workforce. We integrate those with disabilities into our workforce after verifying they are fit to work within their limitation; further, we do not terminate their employment because of a disability. As part of fostering an inclusive workplace, we provide a suitable work environment that offers accommodations for people with disabilities. In 2021, we had 16 individuals with disabilities employed at Mobily.

NUMBER OF EMPLOYEES WITH
SPECIAL NEEDS

2019 2020 2021



GRIEVANCES

We understand the importance of creating a supportive work environment that encourages employees to report grievances so they can be addressed immediately without greater impacts on our business. We have an established internal grievance reporting mechanism with guidelines to identify and address any potential negative implications of reporting. By openly sharing the grievance process with our employees, we aim to ensure that concerns are proactively reported and that we can address or resolve every filed grievance.

COMPENSATIONS & BENEFITS

A skilled, motivated and engaged workforce underpins our ability to achieve our business goals and strategy. We believe that fair and competitive compensation and benefits are essential factors for long-term success. We align key benefits and salaries to the market and ensure gender parity to drive operational efficiency. Our benefits include, but are not limited to, health insurance, parental leaves, paid annual leave, education benefits and more.

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|--|------|------|-------|-------|
| Number of performance grievances filed in the reporting period | # | 74 | 44 | 64 |
| Number of these performance grievance addressed or resolved | # | 74 | 10 | 63 |
| Percentage of performance rating revisions | % | 4% | 22.5% | 20.6% |

Positive Community Impacts

At Mobily, we understand our responsibility for positively impacting communities in the Kingdom. We recognize that their support is critical for our business and our ability to provide long-term value for our stakeholders.

Community Investments & Relations

Rooted in our Corporate Social Responsibility Program and guided by our sustainability approach, Mobily aims to build relations with our communities and identify and deliver initiatives that benefit all stakeholders to help them prosper.

We believe in the importance of social responsibility and aims to have a positive impact on society, the economy and the environment. We focus on promoting initiatives that reflect young Saudi's adherence to the principles and values associated with our national identity. As such, Mobily invited its employee to be part of the One Million Volunteers through the National Volunteer Platform, which aims to regulate and streamline the relationship between volunteer agencies and volunteers in the Kingdom. Through the platform, volunteers can participate in specific fields and document their volunteer hours.



OUR APPROACH

At Mobily, we believe that our stakeholder engagement approach helps us understand where our investments can have the greatest impact, contribute to a more stable local economy and foster community relations. We evaluate community investments based on whether they fit within our strategy, match our values and will reach our target audience. The following areas of focus guide our community investment decisions:



Supporting education



Increasing awareness about the importance of sports in social development to identify and sponsor talent



Giving back to the earth through measures including waste management, recycling and mitigating climate change



Providing technical support, education and awareness of topics related to evolving technologies



Giving women equal opportunities



Increasing awareness of and providing support for health issues

During 2021, we continued talks with several leading public, semi-government and non-profit organizations to identify new areas for cooperation, in alignment with the Saudi Vision 2030. We also maintained existing partnerships that support those in need and contribute to meaningful engagement.

In 2021, Mobily signed a Memorandum of Understanding (MoU) with Al-Yamamah University to strengthen the cooperation between the two parties and contribute to the development of national students and staff. The MoU included training, studies and joint research projects that serve the objectives of both parties. It also provides discounts on tuition fees for the families of Mobily's employees. The training programs will contribute to the development of human resources and will help fulfill Mobily's goal to promote the digital economy and create opportunities in communication and information technology.

Mobily also announced a strategic partnership with the Graduates Centre at King Saud University to launch the Alumni Portal, which allows King Saud University's students and graduates with information about and access to cooperative training, employment opportunities and the University's latest updates. The portal will enhance communication between students and the University's members.

Future Skills Initiative

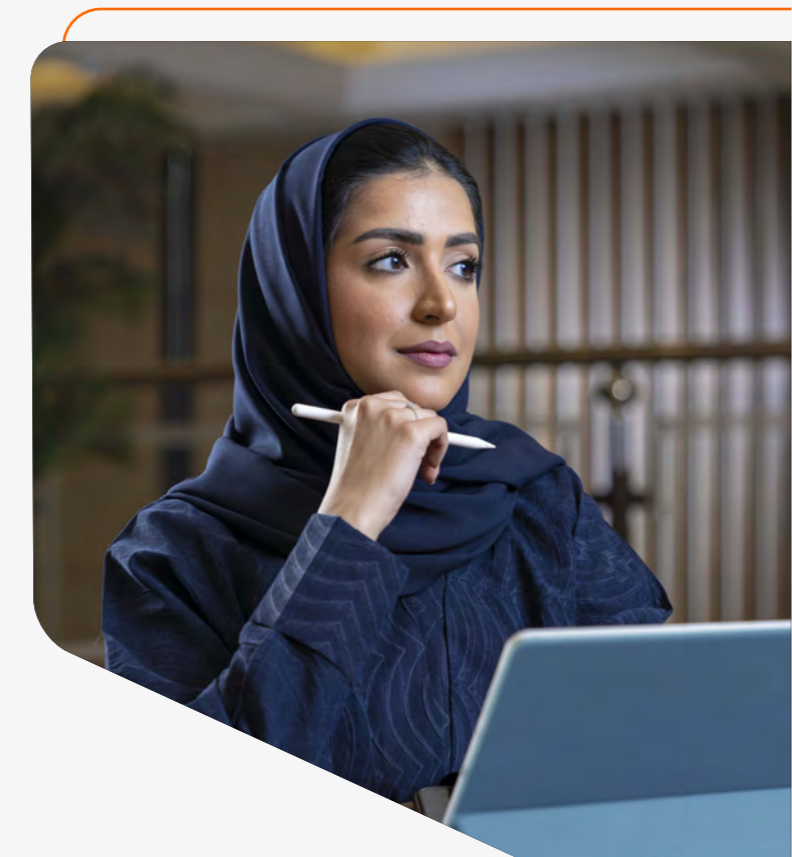
In cooperation with Mobily, the Saudi Ministry of Communications and Information Technology launched the Future Skills Initiative in February 2021. The initiative aims to bridge the gap between supply and demand for digital skills by supplementing training costs for Saudi nationals. By training talented local individuals through this initiative, we can meet the requirements of the current and future job market in a more responsible, efficient and cost-effective manner that promotes local employment and long-term sustainability.

Responsible Procurement

We believe that responsible procurement drives responsible business. At Mobily, we regularly engage with our supplies, have systems and processes in place to ensure fair procurement procedures and conduct regular audits to ensure compliance with established systems.

During 2021, we undertook several activities to optimize our procurement processes. We executed a procurement revamp project in support of e-sourcing to align with our digital transformation, undertook inventory and warehouse optimization and enhanced our supply chain management team capabilities through online training and certification.

We believe in building strong partnerships with our suppliers to enhance communication and ensure our requirements are met. We hold regular meetings with our top suppliers to provide the latest updates regarding our procedures and requirements, as well as to share best practices with supply chain management teams. To gain an in-depth understanding of challenges and opportunities, we regularly engage with strategic vendors, such as those in the telecommunications industry, to discuss ongoing activities, concerns or issues, ESG and collaboration opportunities.



We believe in sourcing nationally whenever possible, which contributes to the Saudi Vision 2030, strengthens our local communities and increases cost effectiveness. In addition, we support small- and medium-sized enterprises (SMEs) by giving them an exemption from qualification criteria for projects valued below SAR 500,000, as well as preference for projects valued above SAR 500,000 by adding an additional 10% to their evaluation rate. By providing opportunities to SMEs, we aim to promote greater economic inclusion in our approach.

Fairness and transparency in our procurement processes, including within our supply chain, underpin our approach. We utilize Mobily-approved procurement processes and ensure adherence to our Supplier Code of Conduct, which is publicly available. As requested by our vendors, we provide training for working within our new sourcing system. To ensure full compliance to the processes and Code, Mobily's Audit Department conducts regular monitoring to identify non-compliance and complete follow up actions as required.

OUR PERFORMANCE

The value of our community investments has increased significantly in 2019. While our contributions were higher in 2020, we continued to invest in our communities in 2021.

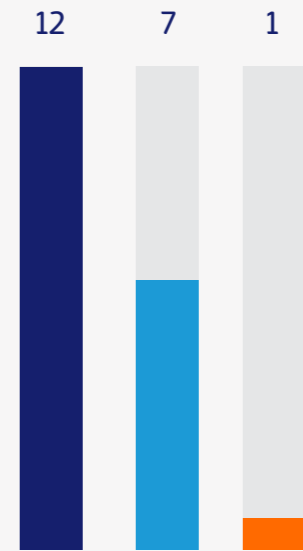
TOTAL VALUE OF COMMUNITY INVESTMENTS (SAR million)

■ 2019 ■ 2020 ■ 2021



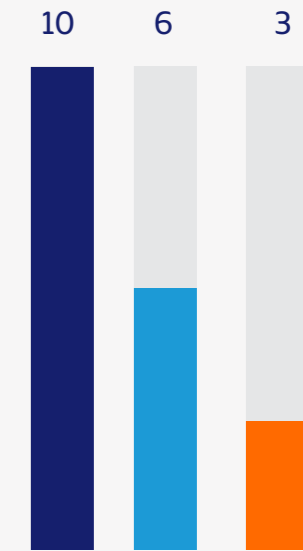
TOTAL NUMBER OF LOCAL COMMUNITY DEVELOPMENT PROGRAMS BASED ON LOCAL COMMUNITY NEEDS

■ 2019 ■ 2020 ■ 2021



NUMBER OF PROJECTS SPONSORED

■ 2019 ■ 2020 ■ 2021



In 2021, our procurement spending on local suppliers made up 95% of our total spending through 269 Saudi-based vendors and suppliers. We issued 12,106 electronic invoices in 2021 and

provided training to approximately 50 third-party vendors for electronic management sourcing and over 415 for electronic orders and invoices.

| Key Performance Indicator | 2019 | 2020 | 2021 |
|---|---|--------|--------|
| % of total procurement spending on local suppliers | 91% | 94% | 95% |
| Number of SME suppliers engaged | N/A | N/A | N/A |
| Number of women-owned suppliers engaged | N/A | N/A | N/A |
| Number of local suppliers | 334 | 279 | 269 |
| Number of foreign suppliers | 97 | 91 | 86 |
| Percentage of new suppliers that were screened for environmental, labour, and human rights practices | N/A | N/A | N/A |
| Reduction of paper-based documents with the electronic procurement process (an approximate if actual numbers not available) | 100,400 | 51,450 | 11,400 |
| Number of electronically issued invoices | 9,663 | 11,613 | 12,106 |
| Number of digitally signed contracts | 0 | 39 | 80 |
| Number of electronic orders sent to suppliers | 3,631 | 2,618 | 2,894 |
| Number of suppliers that were trained in the electronic management of negotiations, orders, and invoices | >400 except sourcing (management of negotiations) | >400 | >500 |

| Key Performance Indicator | Unit | 2019 | 2020 | 2021 |
|--|------|------|------|------|
| Number of suppliers identified as having significant actual and potential negative impacts | # | 10 | 10 | 10 |
| Suppliers with which improvements were agreed upon as a result of audit | # | 10 | 10 | 10 |
| Suppliers with which relationships were terminated as a result of audit | # | NA | NA | NA |
| Number of suppliers blocked for reasons of non-compliance with ethical aspects | # | NA | NA | 3 |



OUTLOOK

In the future, we plan to continue investing in our communities and fostering positive community relations and brand recognition through a multi-pronged approach. We also plan to identify additional areas of cost optimization and savings in the procurement and supply chain processes to maintain operation and service level agreements.

We will monitor key performance indicators, such as inventory turnover ratio, processing time and inventory value. We will also strive to enhance our local content and sustainable procurement, which will include a review of vendor ESG programs and initiatives.



Case Study: Local Content Initiative

As part of the Saudi Vision 2030 to decrease the Kingdom’s dependence on oil, diversify the economy and develop public service sectors, Mobily and the Local Content and Government Procurement Authority (LCGPA) signed an MoU outlining a partnership to develop local content in the telecommunications and information technology sector.

Through this partnership, we have created the Local Content Mobile Program, which includes a comprehensive communication strategy to leverage and advance local content, a local content development plan that sets out our objectives until 2024 and a unified measurement mechanism and methodology for local content. We increased our local content by approximately 1.2% in the first year of the Local Content Mobile Program. In 2021, the LCGPA issued a local content certification to Mobily for the second year in a row.

To achieve local content objectives, Mobily amended the company's procurement regulations, developed frameworks for the manufacturers and suppliers and directed them to comply with local content requirements and support local products. We also shared local content goals with top vendors and requested their action plans to support these goals. Looking ahead, Mobily and the LCGPA are identifying additional opportunities to develop the local workforce and strategically partner with major national companies in a united effort to support local content development.

Digital Access & Inclusion

We are dedicated to bringing advanced technology and equal opportunities to the communities we serve. We believe that our support for inclusivity extends beyond our own organization and across the Kingdom by providing greater digital access and capabilities to all communities.

OUR APPROACH

We aim to bridge the digital divide across the Kingdom by providing and expanding access to technology and connectivity in underserved communities. To meet this objective, we must ensure affordability; to this end, we use wireless broadband to serve rural and desert areas and fixed and wireless broadband to cover urban areas. We also aim to continue to develop our infrastructure and services across the Kingdom, including fiber to the home (FTTH), to expand access. Along with other telecommunications providers in the Kingdom, we have an Open Access Agreement in place to use the existing fiber-optic infrastructure available in Saudi Arabia.



OUR PERFORMANCE

Mobily's FTTH services saw highly encouraging growth throughout 2021, as demand remained high for premium home services. We accelerated the rollout of open access FTTH utilization, expanding our customer base growth by 147% year-on-year. Mobily's network is also now fully prepared for 1G FTTH services in our areas of coverage.

Our V-SAT service – part of Mobily's fixed connectivity solutions – was refined and improved to increase our service capabilities by enhancing access to strategic customers in remote locations, while the fixed voice (SIP) service offering was also reviewed and enhanced to assist in penetrating a saturated market.

Throughout 2021, Mobily engaged in a broad program of social responsibility initiatives, including our support for CITC's successful bid to secure the ITU Distinguished Prize at its World Summit on the Information Society. As a key partner in the delivery of the winning project, Mobily installed 13,014 free Wi-Fi hotspots in public places across Saudi Arabia during the year to power tangible progress toward the Kingdom's social development objectives.

Our assistance to national entities with regards to security and public interest campaigns in 2021 included our role in supporting Nazaha, the Oversight and Anti-Corruption Authority, by facilitating a SMS public information campaign, while we also lent support to the Government's efforts to combat the pandemic by offering free data usage for the Tawakkalna tracing app.

We signed a key Agreement with Monsha'at – the General Authority for Small and Medium-sized Enterprises – in April to enable entrepreneurs and owners of SMEs to adopt leading edge technologies leveraging advanced 5G connectivity. Under the agreement, Mobily will offer consulting services to entrepreneurs in the fields of IoT, cybersecurity and AI. We will also provide a dedicated intelligence center, fully equipped with 5G networking capabilities, to support entrepreneurs in testing their related products and services utilizing the network.

Demonstrating our commitments to global efforts to rationalize energy use, Mobily also participated in Earth Hour during 2021, reducing the electricity consumption of our advertising LED display boards by 90% and encouraging individuals and communities to rationalize their electricity consumption by turning off non-essential electric lights.



OUTLOOK

Building on our existing services across the Kingdom, we look forward to further enhancing our portfolio to offer a range of new services and increase access across communities.

Safeguarding the Planet



Urgent action is needed by all to prevent climate change. At Mobily, we believe it is our responsibility to contribute to safeguarding the planet from further degradation by incorporating more sustainable approaches and best practices across our management and operations to limit greenhouse gas emissions, energy consumption and waste.

Environmental Management

Mobily is committed to protecting the environment by minimizing our environmental impacts across activities, products and services. We recognize that we have only one world, and we must manage both our use of resources and potentially harmful waste to limit our company's impact on the environment and support a more sustainable future.

OUR APPROACH

At Mobily, we comply with all applicable legal requirements related to environmental aspects of our business and aim to implement additional initiatives that reduce our impact and maximize sustainability and profit. We have a holistic approach, which includes the following components:

Prevent pollution, reduce waste and minimize resource consumption

Dispose of waste in an environmentally responsible manner through reuse and recycling

Educate, train and motivate employees to carry out tasks in an environmentally responsible manner

Minimize energy use through awareness, training and good housekeeping

Encourage environmental compliance among employees and third parties

Communicate our aims related to environmental responsibility and operations to customers, employees and contractors

Assess and manage the significant environmental aspects of operations

Actively apply operations and maintenance standard operating procedures and policies related to energy and the environment

Monitor and minimize the harmful effect of waste generated by every stakeholder

We implement both engineering and administrative controls to achieve our environmental management objectives. For the former, we continued to replace existing conventional lighting with new LED lights in all Mobily offices and outlets, install air containment solutions in all data centers and review the implementation of the smart meter system to measure power consumption during 2021. To address the latter, we monitored and managed our impact through our Hazard Identification and Risk Assessment (HIRA) processes, as well as enhanced, enforced and implemented control measures related to the environment.

We take a comprehensive approach to waste management at Mobily, aiming to minimize waste at its source, implement effective waste segregation and ensure safe disposal to minimize negative externalities and improve our resource efficiency. Mobily ensured adherence to waste management best practices in 2021 and initiated a 3 “Rs” methodology – reduce, reuse, recycle” – that will be strongly promoted among employees. This methodology aims to reduce paper waste by encouraging soft copy formats; reusing items rather than throwing them away, such as old folders or envelopes; and recycling paper and plastics to conserve the environment.

We believe employee engagement helps us achieve our environmental goals. To this end, Mobily is also conducting internal environmental awareness campaigns through a monthly communications release. Awareness campaigns during 2021 included information on Global Earth Hour, Earth Day, World Environment Day, e-Waste and reduction of printing and other paper waste. In addition, we issued our annual environmental survey to measure individual culture and awareness around reducing our environmental impact.

In view of the environmental risks caused by electrical and electronic equipment waste, and based on Mobily’s broader commitment to work to achieve the goals of the Kingdom’s Vision 2030 in the sustainability field, Mobily signed a cooperation agreement with Ericsson to recycle expired electronic devices that are disposed of in a safe and responsible manner in order to protect the environment for future generations.



We take a comprehensive approach to waste management at Mobily, aiming to minimize waste at its source, implement effective waste segregation and ensure safe disposal to minimize negative externalities and improve our resource efficiency

This confirms Mobily’s belief in the necessity of playing a leading role in environmental issues in order to reduce the impact of technology on the world around us. From this perspective, the Company will continue its responsible work to develop initiatives that enhance its sustainability and contribute to community service.

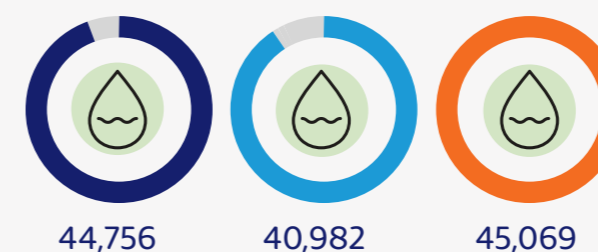


OUR PERFORMANCE

Our initiative to replace conventional lighting with LED bulbs across flagship Mobily locations. The LED lighting solution reduces the need for frequent maintenance and reduces ambient indoor temperatures, thereby also minimizing air conditioning demand and saving energy. Similarly, our efforts to install air containment systems in our data centers have achieved energy savings. In 2021, Mobily has not been involved in environmental allegations.

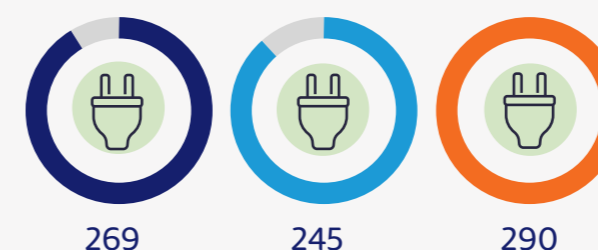
TOTAL WATER CONSUMPTION m³

■ 2019 ■ 2020 ■ 2021



INDIRECT ENERGY CONSUMPTION (TOTAL ELECTRICITY CONSUMPTION MILLION KWH)

■ 2019 ■ 2020 ■ 2021



Case Study: Smart Metering Project

In Saudi Arabia, the smart energy segment is expected to grow at a fast pace in the next several years due to the increase in public awareness and deployment of green energy projects. Mobily has developed a comprehensive ecosystem of partners and manufacturers to undertake new developments and enhancements in this space. As we look toward opportunities to enhance utilities, including the energy sector, and achieve greater energy efficiency, carbon neutrality, and a circular economy, we must draw on the latest technologies to support this process.



OUTLOOK

In the coming year, we will aim to further reduce our environmental. We plan to develop an Environmental Policy that will be communicated to all full-time employees, third parties and the public and which will be updated annually to identify areas for improvement. We also aim to reduce our carbon footprint by increasing efficiencies through digitalization, green merchandising and paperless billing and transactions, as well as implementing water conservation measures (installation of water saver taps, closed-loop water storage) and conducting regular maintenance works including water leak detection.

We are focused on finding collaborative solutions to address the impact of our greenhouse gas emissions arising from network operations, deployment of network equipment, building operations and fleet transport. We will assess network equipment to determine more energy-efficient technologies; replace equipment with small, cost-efficient structures that consume less power; and leverage more renewable energy sources to power our operations, including solar power, fuel cells and hybrid generators, as well as invest in carbon footprint offsetting initiatives.

During 2021, Mobily delivered the world’s biggest ever rollout of a Smart metering solution covering the domestic and industrial segments to provide greater clarity around energy consumption behavior, improve system monitoring, and ease customer billing. Through this initiative, we were able to reduce costs and maximize revenue by applying dynamic pricing strategies and improved energy supply reliability. Being able to better access data provided through the Smart Meter Project, we are aiming to develop innovative future solutions to better support our customers and further enhance our business model.

Appendix 1
GRI Content Index



This report was prepared according to the GRI Sustainability Reporting Standards: core option. The table below serves as the GRI content index. For the Materiality Disclosure Service, GRI Services reviewed that the GRI content index is clearly presented and the references for Disclosures 102-40 to 102-49 align with appropriate sections in the body of the report. This service was performed on the English version of the report.

| GRI Standard | Disclosure | Page number(s) and/or direct answer |
|-----------------------------------|--|-------------------------------------|
| GRI 101: Foundation 2016 | | |
| General Disclosures | | |
| GRI 102: General Disclosures 2016 | Organizational profile | |
| | 102-1 Name of the organization | 6 |
| | 102-2 Activities, brands, products, and services | 6 |
| | 102-3 Location of headquarters | 6 |
| | 102-4 Location of operations | 6 |
| | 102-5 Ownership and legal form | 6 |
| | 102-6 Markets served | 6 |
| | 102-7 Scale of the organization | 6, 41, 60 |
| | 102-8 Information on employees and other workers | 60, 69 |
| | 102-9 Supply chain | 76-79 |
| | 102-10 Significant changes to the organization and its supply chain | 76-78 |
| | 102-11 Precautionary Principle or approach | 34-39 |
| | 102-12 External initiatives | 26, 27 |
| | 102-13 Membership of associations | 14 |
| | Strategy | |
| | 102-14 Statement from senior decision-maker | 4, 5 |
| | 102-15 Key impacts, risks and opportunities | 36-38 |
| | Ethics and integrity | |
| | 102-16 Values, principles, standards, and norms of behavior | 12, 13 |
| | 102-17 Mechanisms for advice and concerns about ethics | 31, 32 |
| | Governance | |
| | 102-18 Governance structure | 29, 30 |
| | 102-19 Delegating authority | 29, 30 |
| | 102-20 Executive-level responsibility for economic, environmental, and social topics | 29-35 |
| | 102-21 Consulting stakeholders on economic, environmental, and social topics | 21, 22 |
| | 102-22 Composition of the highest governance body and its committees | 29, 30 |
| | 102-23 Chair of the highest governance body | 29, 30 |
| | 102-24 Nominating and selecting the highest governance body | 29, 30 |

| GRI Standard | Disclosure | Page number(s) and/or direct answer |
|------------------------------------|---|---|
| GRI 102: General Disclosures 2016 | 102-25 Conflicts of interest | 31 |
| | 102-30 Effectiveness of risk management processes | 34-39 |
| | 102-35 Remuneration policies | Annual Report 2021, p. 101, 102 |
| | 102-36 Process for determining remuneration | Annual Report 2021, p. 101, 102 |
| | 102-37 Stakeholders’ involvement in remuneration | Annual Report 2021, p. 101, 102 |
| | 102-38 Annual total compensation ratio | Annual Report 2021, p. 103-105, 171 |
| | 102-39 Percentage increase in annual total compensation ratio | Annual Report 2021, p. 103-105, 171 |
| | Stakeholder engagement | |
| | 102-40 List of stakeholder groups | 21 |
| | 102-41 Collective bargaining agreements | Collective bargaining agreements are illegal in KSA |
| | 102-42 Identifying and selecting stakeholders | 21 |
| | 102-43 Approach to stakeholder engagement | 21 |
| | 102-44 Key topics and concerns raised | 22-25 |
| | Reporting practice | |
| | 102-45 Entities included in the consolidated financial statements | 40, 41 |
| | 102-46 Defining report content and topic Boundaries | 3 |
| | 102-47 List of material topics | 22-25 |
| | 102-48 Restatements of information | No restates were made |
| | 102-49 Changes in reporting | No changes |
| | 102-50 Reporting period | 3 |
| | 102-51 Date of most recent report | 1 January 2020 - 31 |
| | 102-52 Reporting cycle | Annual |
| | 102-53 Contact point for questions regarding the report | 3 |
| | 102-54 Claims of reporting in accordance with the GRI Standards | 3 |
| | 102-55 GRI content index | 86 - 90 |
| | 102-56 External assurance | Not assured |
| Material Topics | | |
| GRI 200 Economic Standard Series | | |
| GRI 103: Management Approach 2016 | Economic Performance | |
| | 103-1 Explanation of the material topic and its Boundary | 40, 41 |
| | 103-2 The management approach and its components | 40, 41 |
| GRI 201: Economic Performance 2016 | 103-3 Evaluation of the management approach | 40, 41 |
| | 201-1 Direct economic value generated and distributed | 41 |

| GRI Standard | Disclosure | Page number(s) and/or direct answer |
|--|--|-------------------------------------|
| Market Presence | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 69 |
| | 103-2 The management approach and its components | 69 |
| | 103-3 Evaluation of the management approach | 69 |
| GRI 202: Market Presence 2016 | 202-2 Proportion of senior management hired from the local community | 69 |
| Procurement Practices | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 76, 77 |
| | 103-2 The management approach and its components | 76, 77 |
| | 103-3 Evaluation of the management approach | 76, 77 |
| GRI 204: Procurement Practices 2016 | 204-1 Proportion of spending on local suppliers | 78 |
| Anti-corruption | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 31, 32 |
| | 103-2 The management approach and its components | 31, 32 |
| | 103-3 Evaluation of the management approach | 31, 32 |
| GRI 205: Anti-corruption 2016 | 205-2 Communication and training about anti-corruption policies and procedures | 31, 32 |
| GRI 300 Environmental Standards Series | | |
| Energy | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 83-85 |
| | 103-2 The management approach and its components | 83-85 |
| | 103-3 Evaluation of the management approach | 83-85 |
| GRI 302: Energy | 302-1 Energy consumption within the organization | 85 |
| Water and Effluents | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 83-85 |
| | 103-2 The management approach and its components | 83-85 |
| | 103-3 Evaluation of the management approach | 83-85 |
| GRI 303: Water and Effluents 2018 | 303-5 Water consumption | 85 |
| GRI 400 Social Standards Series | | |
| Employment | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 57 |
| | 103-2 The management approach and its components | 57 |
| | 103-3 Evaluation of the management approach | 57 |
| GRI 401: Employment 2016 | 401-1 New employee hires and employee turnover | 60, 67 |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | 73 |
| | 401-3 Parental leave | 73 |

| GRI Standard | Disclosure | Page number(s) and/or direct answer |
|---|--|-------------------------------------|
| Occupational Health and Safety | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 62, 63 |
| | 103-2 The management approach and its components | 62, 63 |
| | 103-3 Evaluation of the management approach | 62, 63 |
| GRI 403: Occupational Health and Safety 2018 | 403-1 Occupational health and safety management system | 62, 63 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 62, 63 |
| | 403-3 Occupational health services | 62, 63 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 63 |
| | 403-5 Worker training on occupational health and safety | 63 |
| | 403-8 Workers covered by an occupational health and safety management system | 63 |
| | 403-9 Work-related injuries | 64 |
| | 403-10 Work-related ill health | 64 |
| Training and Education | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 58 |
| | 103-2 The management approach and its components | 58 |
| | 103-3 Evaluation of the management approach | 58 |
| GRI 404: Training and Education 2016 | 404-1 Average hours of training per year per employee | 58 |
| | 404-2 Programs for upgrading employee skills and transition assistance programs | 58 |
| Diversity and Equal Opportunity | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 66, 67 |
| | 103-2 The management approach and its components | 66, 67 |
| | 103-3 Evaluation of the management approach | 66, 67 |
| GRI 405: Diversity and Equal Opportunity 2016 | 405-1 Diversity of governance bodies and employees | 60, 67 |
| Local Communities | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 75, 76 |
| | 103-2 The management approach and its components | 75, 76 |
| | 103-3 Evaluation of the management approach | 75, 76 |
| GRI 413: Local Communities 2016 | 413-1 Operations with local community engagement, impact assessments, and development programs | 76-79 |

| GRI Standard | Disclosure | Page number(s) and/or direct answer |
|--|--|-------------------------------------|
| GRI 101: Foundation 2016 | | |
| Supplier Social Assessment | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 76, 77 |
| | 103-2 The management approach and its components | 76, 77 |
| | 103-3 Evaluation of the management approach | 76, 77 |
| GRI 414: Supplier Social Assessment 2016 | 414-2 Negative social impacts in the supply chain and actions taken | 78 |
| Marketing and Labeling | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 55 |
| | 103-2 The management approach and its components | 55 |
| | 103-3 Evaluation of the management approach | 55 |
| 'GRI 417: Marketing and Labeling 2016' | 417-1 Requirements for product and service information and labeling | 55 |
| | 417-3 Incidents of non-compliance concerning marketing communications | 55 |
| Customer Privacy | | |
| GRI 103: Management Approach 2016 | 103-1 Explanation of the material topic and its Boundary | 46 |
| | 103-2 The management approach and its components | 46 |
| | 103-3 Evaluation of the management approach | 46 |
| GRI 418: Customer Privacy 2016 | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data | 50 |

Appendix 2

UN SDGs Content Index

| | |
|---|--|
| <p>Ensure healthy lives and promote well-being for all at all ages</p>  | <p>Make cities and human settlements inclusive, safe, resilient and sustainable</p>  |
| <p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>  | <p>Ensure sustainable consumption and production patterns</p>  |
| <p>Achieve gender equality and empower all women and girls</p>  | <p>Take urgent action to combat climate change and its impacts</p>  |
| <p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>  | <p>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</p>  |
| <p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>  | <p>Strengthen the means of implementation and revitalize the global partnership for sustainable development</p>  |
| <p>Reduce inequality within and among countries</p>  | |

Appendix 3

List of Acronyms

| | |
|------------|---|
| ACA | Chartered Accountant Qualification |
| GAM | General Assembly Meeting |
| AI | Artificial Intelligence |
| B2B | Business to Business |
| BoD | Board of Directors |
| CEO | Chief executive officer |
| CFO | Chief Financial officer |
| CITC | Communications and Information Technology Commission |
| CMA | Capital Market Authority |
| Coop | Cooperative |
| CSA | Cloud Security Alliance |
| CSR | Corporate Social responsibility |
| CSSC | Cyber Security Steering Committee |
| DOX | Digital Operational Excellence |
| DSS | Data Security Standard |
| EBITDA | Earnings Before Interest, Taxes, Depreciation, and Amortization |
| ERM&R | Enterprise Risk Management and Resiliency |
| FAHSS/ TUV | National Inspection and Technical Testing Company |
| FCR | First call Resolution |
| FTE | Full-time equivalent |
| FTTH | Fiber-to-the-home |
| FWA | Fixed Wireless Access |
| FZE | Free Zone Establishment |
| GDP | Gross domestic product |
| GED | Growth, Efficiency, Differentiation |
| GOSI | General Organization for Social Insurance |
| GRI | Global Reporting Initiative |
| GSM | Global System for Mobile Communications |

| | |
|--------|---|
| GWh | GigaWatt per Hour |
| HIRA | Hazard identification and risk assessment |
| HQ | Head Quarter |
| HR | Human Resources |
| HSE | Health, Safety and Environment |
| ICT | Information and communication technology |
| IoT | Internet of things |
| ISO | International Organization for Standardization |
| IT | Information technology |
| IVR | Instant Voice Recognition |
| KPI | key performance indicator |
| KSA | Kingdom of Saudi Arabia |
| LED | Light Emitting Diode |
| LLC | Limited Liability Company |
| MarCom | Marketing Communications |
| Mbps | Mega-bits per second |
| MCIT | Ministry of Communications and Information Technology |
| MDP | Mobily Digital Partnership |
| MENA | Middle East and North Africa |
| MHz | Megahertz |
| MoH | Ministry of Health |
| MoU | Memorandum of Understanding |
| NCA | National Cybersecurity Authority |
| NCBS | National Company for Business Solutions |
| PCI | Payment Card Industry |
| PII | Personally identifiable information |
| PNU | Princess Nourah bint Abdul Rahman University |
| SA | Standalone |

| | |
|---------|--|
| SAR | Saudi Arabia Riyal |
| SME's | Small and medium enterprises |
| UN SDGs | United Nations Sustainable Development Goals |
| VoNR | Voice call Over 5g New Radio |
| Wi-fi | Wireless Fidelity |



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