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Etisalat
UAE
98.78

The
World's
Fastest
Mobile
Network

Etisalat Group Capital Markets Day 2021

February 23rd, 2021

AGENDA

11:00 - 11:10	Introduction Investor Relations		
11:10 - 11:30	Business Overview	Hatem Dowidar	Chief Executive Officer - Etisalat Group
11:30 - 12:00	Etisalat Group Financial Results	Karim Bennis	Chief Financial Officer - Etisalat Group
12:00 - 12:30	Etisalat Group Strategy	Khalifa Al Shamsi	Chief Corporate Strategy & Governance Officer - Etisalat Group
12:30 - 13:15	Q&A Session - Break		
13:15 - 13:45	Etisalat Misr	Hazem Metwally	Chief Executive Officer - Etisalat Misr
13:45 - 14:15	PTCL Group	Nadeem Khan	Acting Chief Executive Officer - PTCL Group
14:15 - 14:45	Mobily	Salman AlBadran	Chief Executive Officer - Mobily
14:45 - 15:00	Break		
15:00 - 15:50	Etisalat UAE B2C	Khaled Elkhoully	Chief Consumer Officer - Etisalat UAE
	Etisalat UAE B2B	Salvador Anglada	Chief Business Officer - Etisalat UAE
15:50 - 16:00	Closing Remarks	Hatem Dowidar	Chief Executive Officer - Etisalat Group
16:00	End of Event		

Disclaimer



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Business Overview

Hatem Dowidar

Chief Executive Officer - Etisalat Group



2020

154 million
Subscribers

51,708 million
Revenue

26,443 million
EBIDTA
@ 51% margin



Our Group at a Glance

	UAE		Pakistan
	KSA		Mauritania
	Morocco		Mali
	Burkina Faso		Gabon

Mobile & Fixed Services



13 of 16 operations are ranked as first or second in terms of value share

Mobile Services

	Egypt		Cote d'Ivoire
	Benin		Niger
	Togo		Central Africa
	Afghanistan		Chad

9,027 million
Net Profit
@ 17% Margin

19,347 million
OF CF
@ 37% Margin

120* fils
Div. Per Share
* Inclusive of special
DPS of 40 fils

AA/Aa3
Credit Rating*

Group Results Compared to Peers



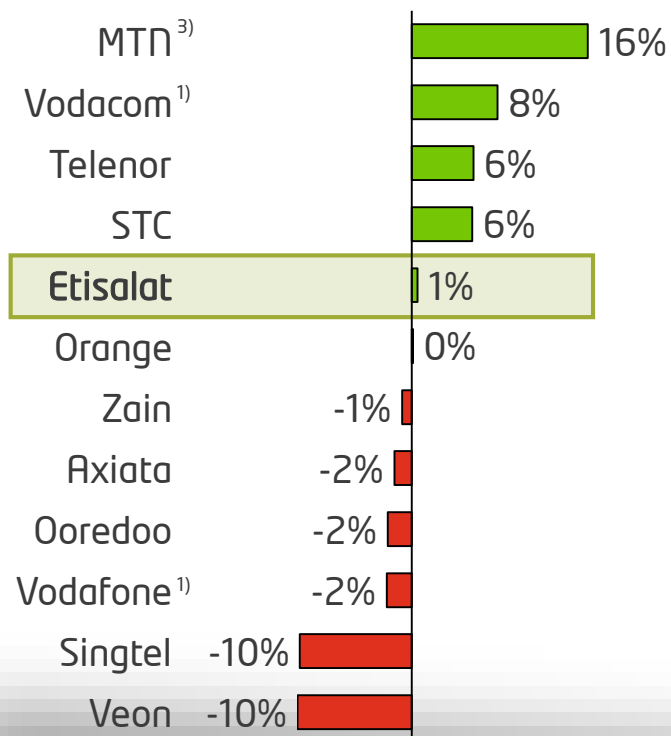
Consolidated View

Key Performance Indicators

(Comparison on 3m basis)

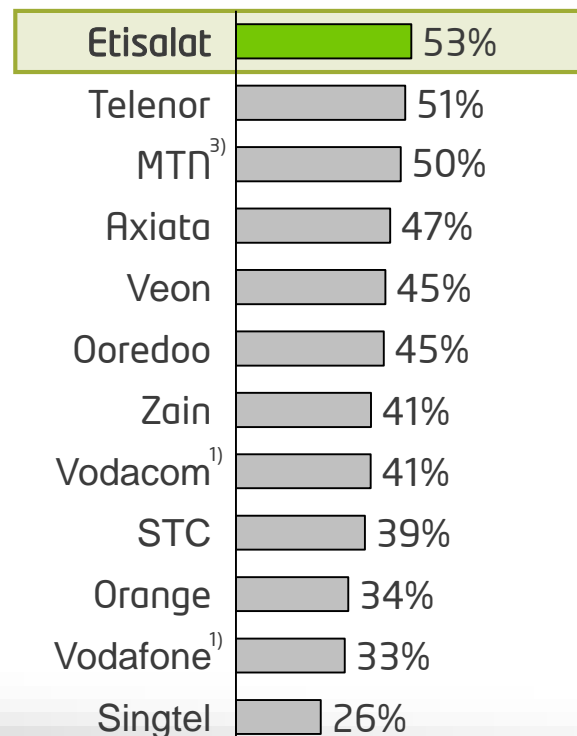
Revenue growth: LCY⁴

(Q3 2020/ Q3 2019, % YoY)



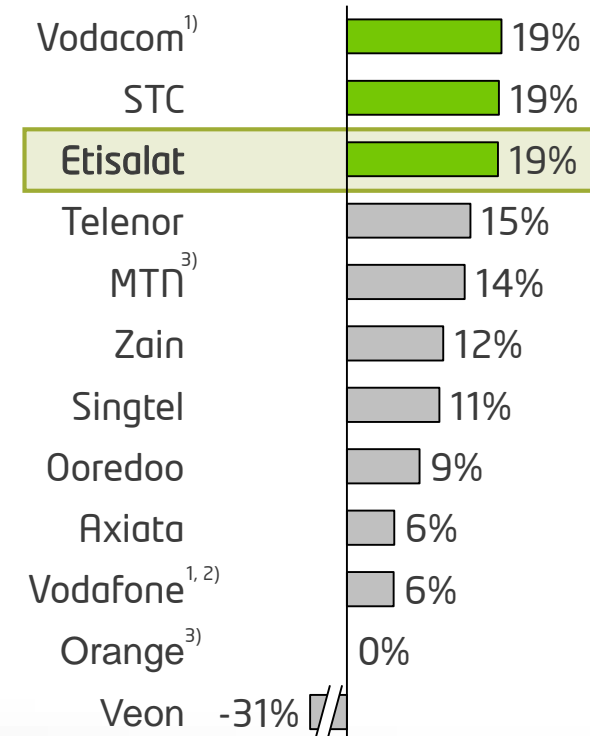
EBITDA Margin

(in %) (Q3 2020)



Net Profit Margin

(in %) (Q3 2020)



Note 1: Vodafone, Vodacom Revenues, EBITDA and Net Profit margin are based on the reported half-year results covering the period of Q2 and Q3 2020

Note 2: Vodafone reported Net Profit is Vodafone Adjusted Net Profit, i.e. before exceptional items (for example impairments)

Note 3: MTN Financials and Orange Net profit are H1 2020

Note 4: With LCY is intended the evolution in the currency used by the Telecom Groups to report their financial results: for example for Telenor is NOK, for Vodafone EUR, etc.

Source: Company reports, Etisalat Group

Outstanding Accolades



**STRONGEST
BRAND IN
MEA**



**WORLD'S
FASTEST
MOBILE
NETWORK**

Solid Group Achievements



Portfolio Related



- Another record year for **Etisalat Misr**, with excellent growth in revenue and net profit.
- **Mobily** turnaround continues with strong revenue growth.
- **Mobily's** brand value grew by 31% to reach \$1.1bn, according to Brand finance.
- **PTCL's** fixed broadband subscribers growing steadily.
- **Ubank** continued its growth momentum and achieved a 50% growth in its revenue YoY by increasing its customers loan portfolio and deposits.
- **Maroc Telecom** has brought together all its African Subsidiaries across MT Group under "Moov Africa" brand
- Improved wholesale **Synergies** at Group level, with leveraged joint negotiations protecting revenues and achieving significant savings

Network Leadership

- **Etisalat UAE** deployed open **virtual Radio Access Network** (Open vRAN), a first in MENA.
- **Etisalat UAE** launched 5G FWA and continues to expand its 5G network, now covering ~38% of populated areas.
- **UAE's** TRA allocated spectrums in the mmWave band range for 5G services
- **Mobily** extended its 5G network to 48 cities across Saudi Arabia.
- **Etisalat Misr** obtained a 2 x 10 MHz frequency spectrum in the 2600 MHz
- **Moov Mauritel** awarded provisional 4G license

Digital Agenda



- **Etisalat UAE** Mobile App users reached around 1.9 million users
- **Key Digital wins** through Etisalat Digital and Help AG with renowned entities.
- **Ufone** Launched digital financial services 'Upaisa services with more than 250k App downloads in 1 month.
- **Ufone** successfully crossed 10 million data customers despite Covid-19 challenges, aided by expanding its LTE footprint.
- **Etisalat Misr** Mobile App users crossed 4.3m showing 2x growth from 2019.
- **Etisalat Misr** Music App crossed 600k users, and Mobile Financial Services relaunched after migration to a new bank partner
- **Maroc Telecom** Launched Mobile Money Transfer App 'MT Cash'

Defying a Seismic Disruption: Preparedness, Agility, Resilience

Etisalat response to the crisis was in line with best practice and on par, if not higher, than many global operators

Non-Exhaustive



Social Responsibility

- Zero-rated access to educational URLs & free mobile data for students
- Free access to Madrasa platform on eLife & remote learning apps
- Free ICP for two months
- Delay disconnection due to non-payment for home customers
- Promotional campaigns to drive up COVID-19 charitable donations



Operational

- Allocating extra network resources to critical industries
- Network Upgrades & Enhancements
- Remote & smart customer care, with redundancy in location & servers
- Ensure availability of spares and suppliers in-house and abroad
- 2nd and 3rd level of support managed via geo-redundant locations abroad



Commercial

- Promotions on Unlimited Home Plans and Freedom Postpaid
- CloudTalk Collaboration Platform
- Free content (VOD, StarzPlay, Switch TV, OSN)
- Work-From-Home Catalogue for Businesses
- Telemedicine Platform
- IoT/AI platforms for diseases containment

Enabling People, Businesses, and the Society as a whole for a remote-everything ecosystem swiftly and seamlessly while ensuring safety of staff and customers



Countrywide Readiness: UAE Resilience in place prior to COVID-19

Digitalization main part of country agenda
Vision 2021, Abu Dhabi 2030, Vision 2071, AI, etc.

Global Leadership in different areas including
infrastructure, governance, & business environment

Diversification of economy and large
investments in Digital & ICT, Education, & Health

Adoption: Mobile broadband subscriptions >250%*
(1st Globally), Individuals using the internet ~98.5%*
(5th Globally)

* Of population



1st

Globally in Fiber
Penetration

1st

In the Region to
launch 5G

1st

Regionally in IMD World
Digital Competitiveness
Ranking (14th Globally)

1st

Regionally in Telecom.
Infrastructure Index TII
(7th Globally)

2nd

Globally in Mobile
Broadband Speed

27th

Globally in Fixed
Broadband Speed



The Pandemic Silver lining

Crossing the digital adoption divide



Evolving industry in a dynamic ecosystem: Challenges beyond the pandemic



Slowdown in core growth with telcos struggling to replace this with new services



New global competitors emerging (hyper-scalers, LEO Satellites, etc.) with intensifying OTT competition



Horizontal platforms have become increasingly dominant with scale as negotiation leverage



Digital customer expectations continue to evolve with technology enabling next generation operations, e.g. AI, automation, etc.



Economic pressures are driving shift in operating models and surfacing the need for synergies



High capex requirements for 5G rollout will affect the number of networks per market



Need to step up internal engine and culture to enable future requirements

Vivid technological landscape: Implications and potential value add

Ubiquitous Connectivity



- 5G & Wi-Fi 6 introduce a new era of converged wireless access.
- Complementary technologies that co-exist to support different use cases.
- Offering more opportunities for digitization across all industries.
- Powering the future of Home & Office networking, IoT and Edge devices

Total Experience



- New devices beyond goggles: AR/VR headsets & haptic feedback gloves offering Extended Reality (XR)
- XR to become a major mobile computing platform, with standalone connectivity & off the shelf applications.
- New focused deployments in gaming, healthcare & education.

Trust in Zero Trust



- “Secure by default” as the new standard for remote workforce
- Trust Nothing, Verify Everything.
- Digital Responsibility & Cybersecurity as key consumer requirements.
- Biometric and MFA technologies to bolster identity verification.
- Cloud solutions for remote and adaptable cybersecurity

Bespoke Experience



- Hyper personalization as a key differentiator.
- AI & ML enable instantly tailored digital experience.
- XR at the center for compelling merged physical & digital personal experience.
- Omni-channel marketing & Identify management as key enablers.

Remote Everything



- Secure & reliable technologies enabling Anywhere Operations
- New technologies offering better access to information
- Enabling critical services such as healthcare and education
- Cloud and XaaS solutions as key enablers

Hyper-Automation



- ML with AI: MLOps: featuring automated ML development
- Scalable Industrial AI deployments for different industries.
- AI on the Edge for advanced insights & accelerated decision making.
- MLOps: accelerate development, experimentation and delivery.

Internet of Everything



- IoT will enable the transition of conventional physical activities to digital.
- Embedded in MaaS & Micro-mobility solutions to transform urban transportation.
- New IoT applications bridging the gap in disrupted Healthcare and Education services.

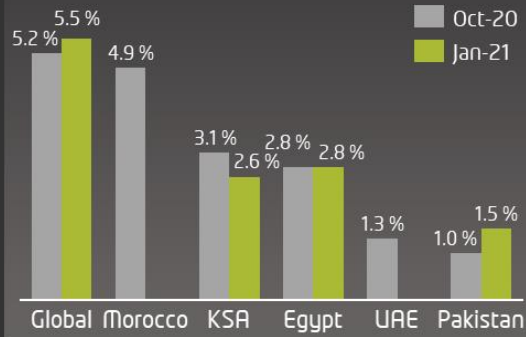
Empowered Edge



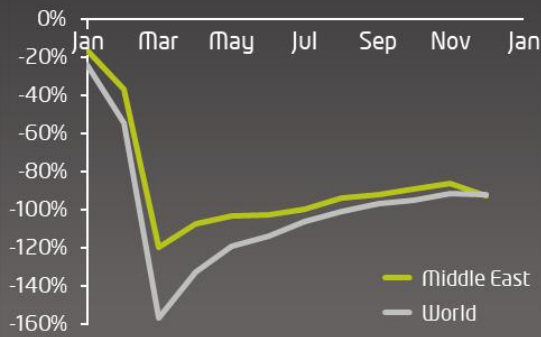
- Edge Cloud: distributed edge devices that interact directly with cloud services.
- Cloud enabled edge devices: IoT, API gateways, and edge processing.
- AI at the edge: AI running on edge or data collection devices.

Positive macro-economic outlook with caution

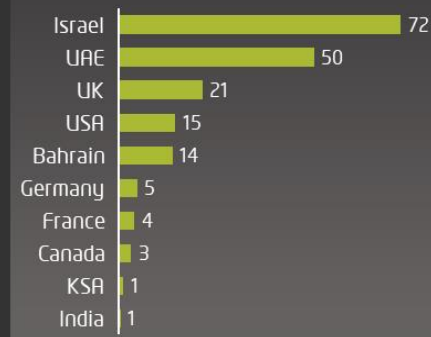
2021 **GDP Growth** is forecasted to be positive for majority of countries in the region



International Travel recovered from the initial shock, with but still far from pre-Covid levels

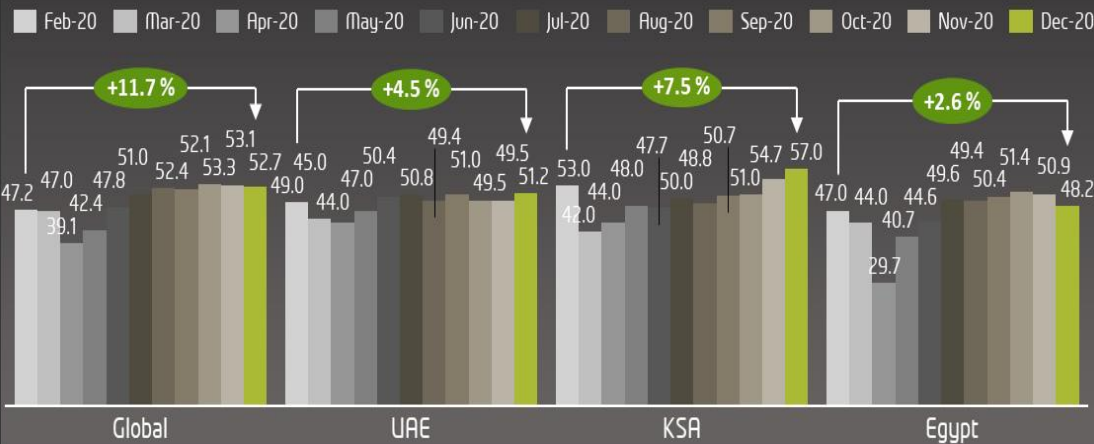


Vaccination / 100 population: UAE one of the fastest globally

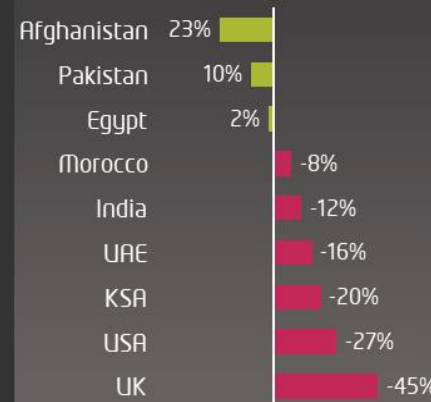


- Renewed confidence in recovery is witnessed in: equity index, active jobs index, and positive news sentiments in key sectors, e.g. technology, telecom, oil & gas, and travel and tourism.*
- UAE economy most likely to recover by end of 2021.
- Announcements of mega projects in key markets, e.g. The LINE in KSA.
- Plans for major cultural and sport events remain intact for 2021 and 2022.
- Political stability improving in the region with restored political and economic ties within GCC.
- International travel is likely to remain subdued until the end of the year.

Global & Regional PMIs are steadily improving from April 20 dip, reflecting moderate recovery (<50=contraction)



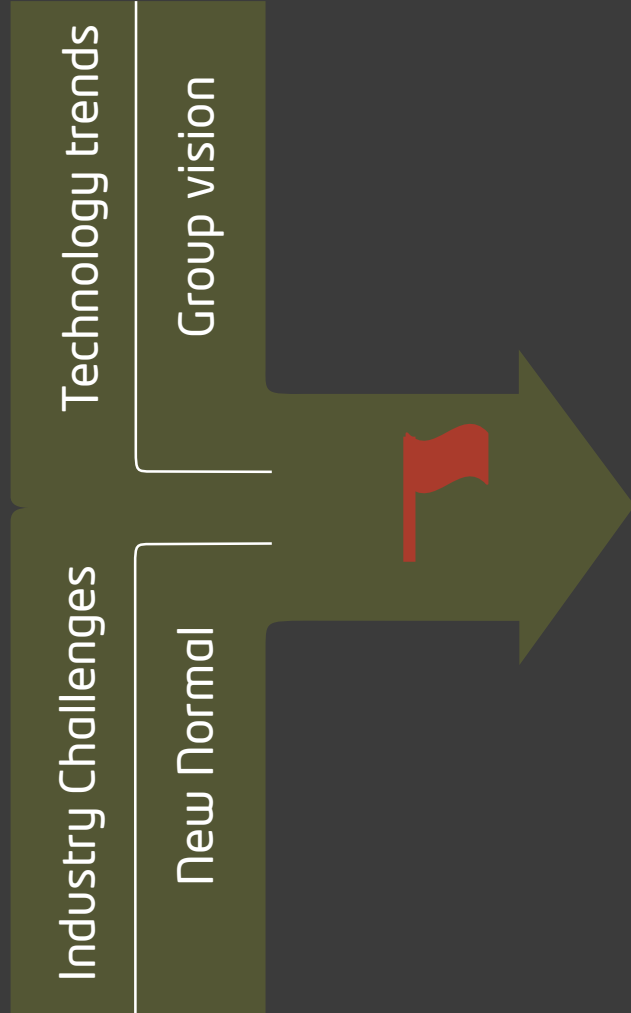
While **local mobility** is still far from pre-Covid restriction levels in most countries



Expert Views











In the wake of the pandemic: Holding the gains, seizing the opportunities

A Call for Transformation



Transformation Program Mandate

“To become a world class digital operator & to manage market risks”

<p>1</p> <p>Shift Consumer to bundles</p> 	<p>2</p> <p>Reset Capex</p> 	<p>3</p> <p>Capture synergies</p> 	<p>4</p> <p>Migrate B2B to NextGen services</p> 	<p>5</p> <p>3x Etisalat Digital</p> 
<p>6</p> <p>No-touch journeys</p> 	<p>7</p> <p>Build MFS in UAE</p> 	<p>8</p> <p>Optimize International</p> 	<p>9</p> <p>Modernize HR</p> 	<p>10</p> <p>Governance</p> 

Final Thoughts:

Adamancy to realize the strategy & succeed in our transformation

- The world is barely recovering from the aftermath of an unprecedented pandemic and many companies are struggling to survive, yet, **our 2021 agenda is about transforming and thriving** by leading in the new normal and accelerating the digital transformation internally and for customers.
- Delivering against our transformation tracks is critical, but it has to be augmented with **excellent delivery in all other aspects of operations** in order to mitigate against other risks and ensure the realization of aspirations.
- **Growth in Digital and adjacencies** is the cornerstone of our Strategy, it is not only the driver for future growth but will also help in enriching and protecting core services.
- **Digitizing customer experience** is an essential component of our plans, we have to utilize technology in order to step up our digital interactions and meet customers' evolving digital expectations.
- Soft sides of the business occupy a considerable part in our agenda; **people, culture, brand, social responsibility and sustainability**, we strongly believe in their importance to any leading Group.
- **Sustaining our technological leadership** by expanding the 5G networks in the UAE and KSA while aligning 5G deployments with demand and ensuring that CapEx spend is used to support our digital transformation, the delivery of business value, and enhance customer experience.
- **Portfolio optimization** remain relevant, we will continue to pursue inorganic growth opportunities that meet our investment criteria.
- 2021 is **the year of EXPO!** UAE is destined to host the much awaited event, and we are looking forward to our exclusive telecom and digital participation.



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Etisalat Group Financial Results

Karim Bennis

Chief Financial Officer - Etisalat Group



Etisalat Group Financial Highlights

AED Million	Q4 2020	Growth YoY%	Growth QoQ%	FY 2020	Growth YoY%
Revenue	13,064	-2.1%	+0.2%	51,708	-0.9%
EBITDA	6,301	+0.4%	-8.7%	26,443	+0.3%
<i>EBITDA Margin</i>	<i>48%</i>	<i>+1.2pp</i>	<i>-4.7pp</i>	<i>51%</i>	<i>+0.6pp</i>
Net profit	2,048	+4.4%	-15.1%	9,027	+3.8%
<i>Net profit Margin</i>	<i>16%</i>	<i>+1.0pp</i>	<i>-2.8pp</i>	<i>+17%</i>	<i>+0.8pp</i>
Capex	2,944	-26.7%	+90.6%	7,096	-20.2%
<i>Capex/Revenue</i>	<i>23%</i>	<i>-7.6pp</i>	<i>+10.7pp</i>	<i>14%</i>	<i>-3.3pp</i>

Q4 2020 Highlights

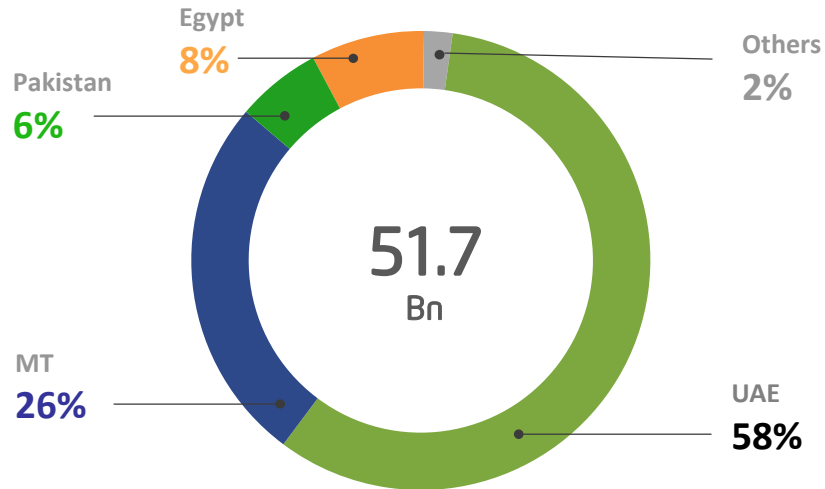
- Revenue decrease Y/Y is attributed to the UAE operations that was partially compensated by growth in international operations
- EBITDA stable Y/Y despite the lower revenue is driven by ongoing cost optimisation initiatives and lower provision for bad debt
- Improvement in Y/Y EBITDA margin
- Net profit increase Y/Y due to better contribution from associates, lower impairment and lower net finance and other costs
- Lower capital expenditure Y/Y attributed to the UAE operations

FY 2020 Highlights

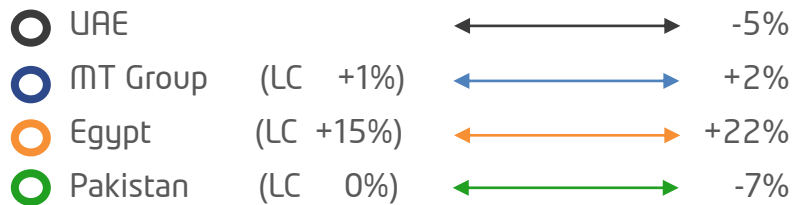
- Revenue decrease Y/Y is attributed to COVID-19 impact across our markets impacting mobile prepaid, roaming revenue and handset sales
- EBITDA stable Y/Y despite the lower revenue is driven by ongoing cost optimisation initiatives
- EBITDA margin increase Y/Y to 51%
- Net profit increase Y/Y due to better performance by associates, lower impairment and royalty
- Lower capital expenditure in domestic and international operations

Etisalat Group Financial Highlights

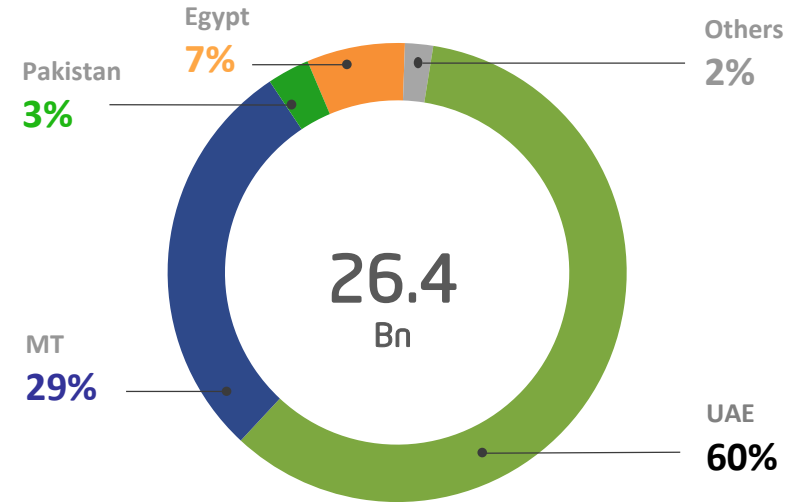
Revenue Breakdown FY 2020 (AED m)



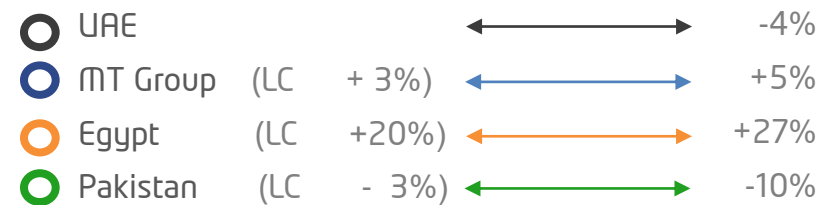
YoY Growth -0.9%



EBITDA Breakdown FY 2020 (AED m)

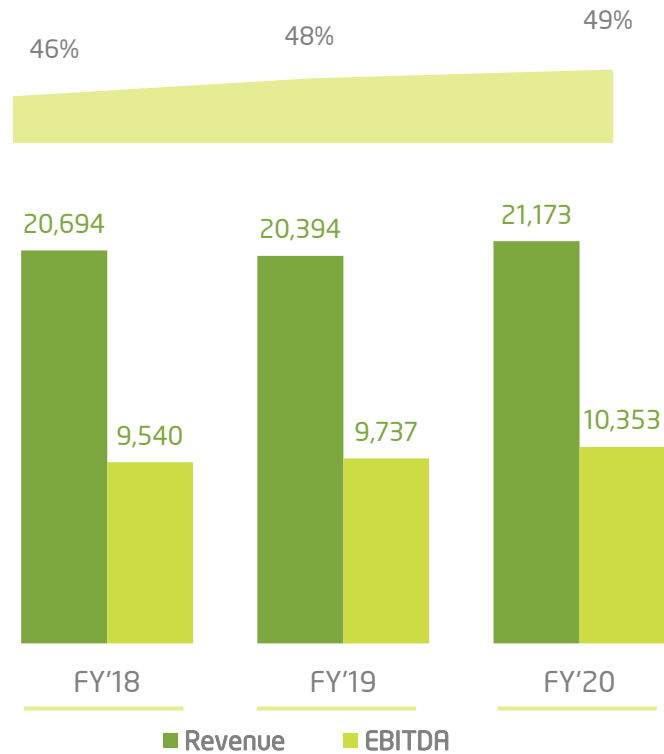


YoY Growth +0.3%



International Operations Financial Highlights FY 2020

Revenue (AED m) / EBITDA (AED m) / EBITDA Margin (%)



Revenue & EBITDA (AED m) / EBITDA Margin (%) / YoY Growth %

MT Group	FY 2020	Growth in AED	Growth in MAD
Revenue	13,535	+2%	+1%
EBITDA	7,565	+5%	+3%
<i>EBITDA Margin</i>	<i>56%</i>	<i>+1pp</i>	<i>+1pp</i>

64%

Egypt	FY 2020	Growth in AED	Growth in EGP
Revenue	4,170	+22%	+15%
EBITDA	1,726	+27%	+20%
<i>EBITDA Margin</i>	<i>41%</i>	<i>+2pp</i>	<i>+2pp</i>

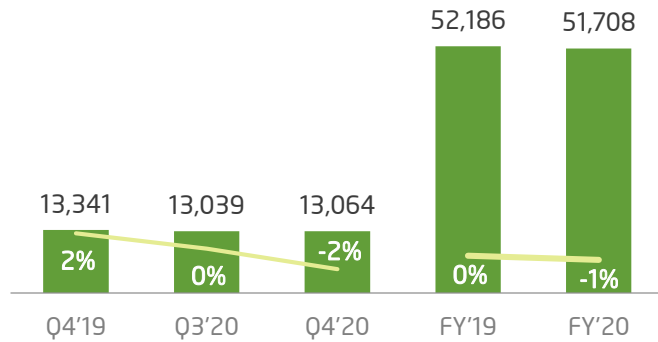
20%

Pakistan	FY 2020	Growth in AED	Growth in PKR
Revenue	2,940	-7%	0%
EBITDA	912	-10%	-3%
<i>EBITDA Margin</i>	<i>31%</i>	<i>-1pp</i>	<i>-1pp</i>

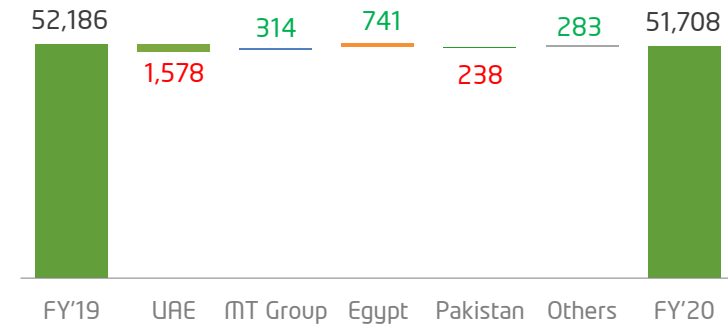
14%

Group Revenue

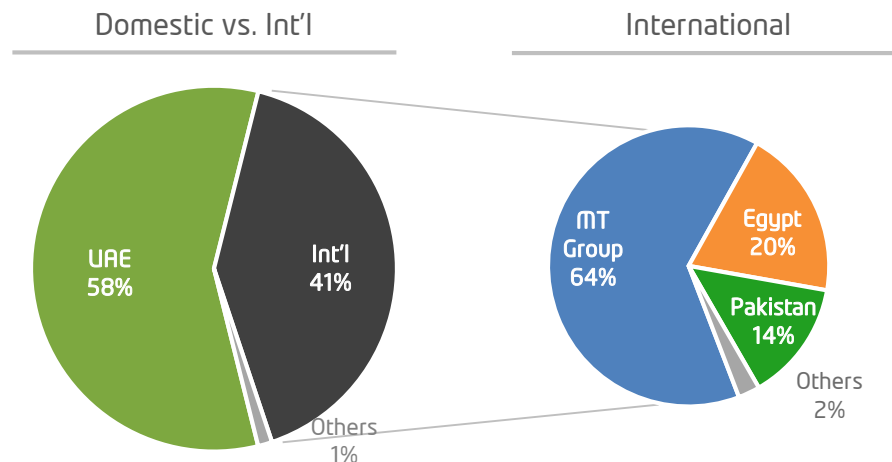
Revenue (AED m) & YoY Growth (%)



Sources of Revenue Growth - FY 2020 vs FY 2019 (AED m)



Revenue by Cluster (FY 2020)

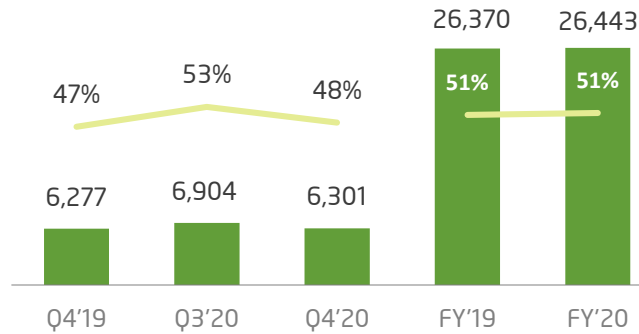


Highlights

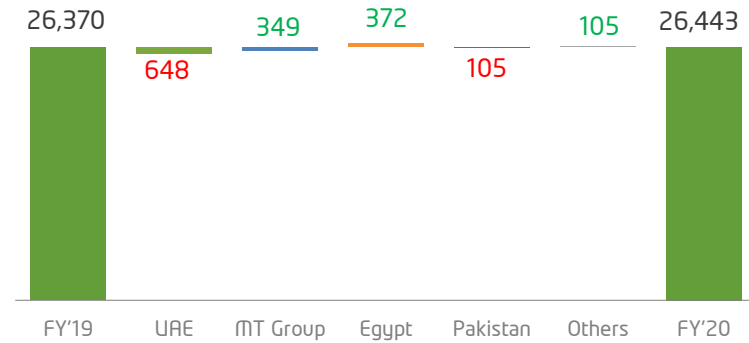
- In FY'20 consolidated revenue decreased by 0.9% attributed to COVID-19 impact driving slowdown in domestic operations
- UAE revenue growth impacted by lower voice revenue, mobile roaming and handsets sales due to the COVID-19 impact
- Revenue from international consolidated operations increased by 4% Y/Y resulting in 41% contribution to Group revenue:
 - Revenue growth in MT Group mainly attributed to int'l subsidiaries and fixed broadband in Morocco
 - Revenue growth in Egypt mainly attributed to strong growth in mobile broadband
 - Revenue growth in Pakistan negatively impacted by currency devaluation while it was stable in local currency

Group EBITDA

EBITDA (AED m) & EBITDA Margin (%)



Sources of EBITDA Growth - FY 2020 vs FY 2019 (AED m)



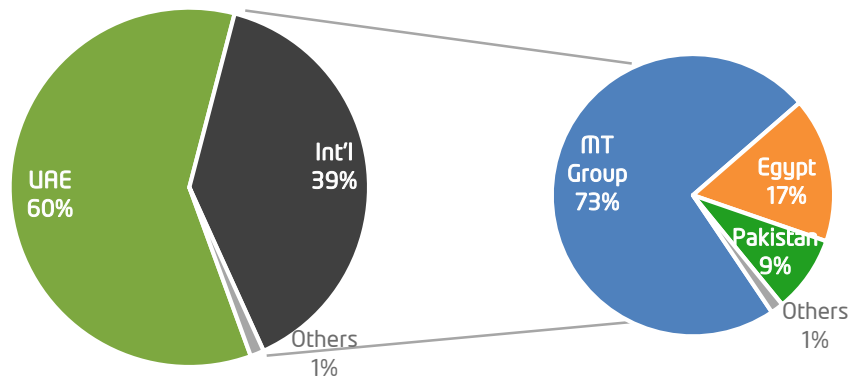
Highlights

- In FY'20 consolidated EBITDA increased by 0.3% attributed to cost control measures that compensated the impact of revenue decline
- EBITDA in the UAE impacted by lower revenue as a result of the COVID-19 impact
- EBITDA of consolidated international operations increased by 6% Y/Y resulting in 39% contribution to Group EBITDA:
 - Positive contribution from Maroc Telecom Group attributed to performance of international subsidiaries
 - Positive contribution from Egypt due to robust revenue growth
 - Negative contribution from Pakistan impacted by currency devaluation and higher cost of sales

EBITDA by Cluster (FY 2020)

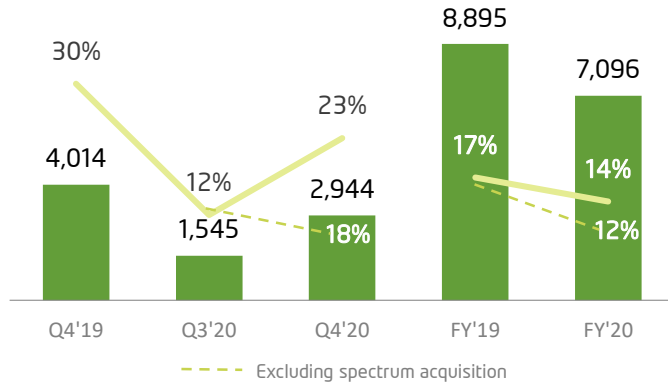
Domestic vs. Int'l

International

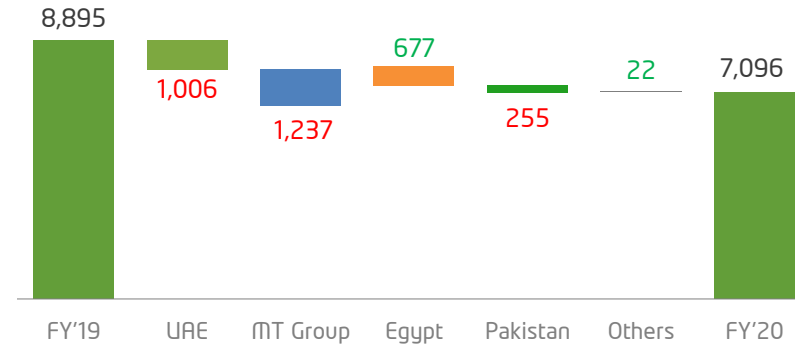


Group Capex

Capex (AED m) & Capex/Revenue Ratio (%)



Sources of Capex Growth - FY 2020 vs FY 2019 (AED m)



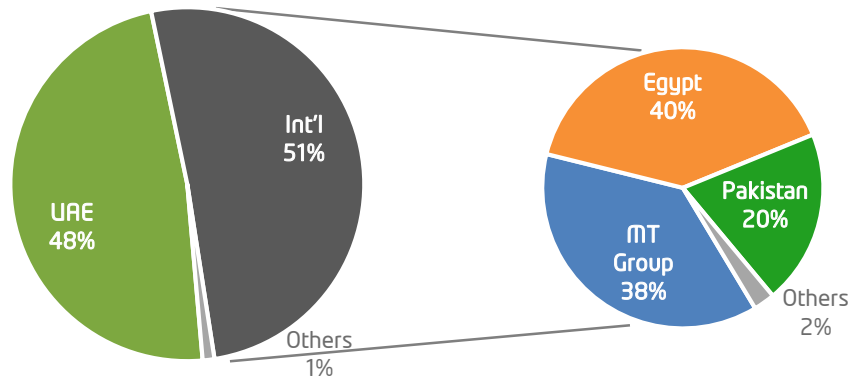
Highlights

- In FY'20 consolidated capex decreased by 20% resulting in a Capex / Revenue ratio of 14%
- Lower capital spend in the UAE focused on investment in data centres, the network's capacity and speed, and 5G deployment
- Capital expenditure in international operations declined Y/Y by 19% and contributed 51% to consolidated Group capex:
 - Lower capex spend in both domestic and international operations of MT Group with focus on FTTH network
 - Higher capex spend in Egypt due to spectrum acquisition
 - Lower capex spend in Pakistan focused on mobile network enhancement

Capex by Cluster (FY 2020)

Domestic vs. Int'l

International



Group Balance Sheet & Cash Flow

Balance Sheet (AED m)	Dec-19	Dec-20
Cash & bank Balances	29,657	31,345
Total Assets	128,266	133,018
Total Debt	23,889	26,701
Net Cash / (Debt)	5,768	4,644
Total Equity	57,767	60,550

Cash Flow (AED m)	Dec-19	Dec-20
Operating	19,426	18,968
Investing	(8,603)	(7,129)
Financing	(9,678)	(9,443)
Net change in cash	1,145	2,396
Effect of FX rate changes	174	(684)
Reclassified as held for sales	(24)	(23)
Ending cash balance	29,657	31,345

Investment Grade Credit Ratings



Highlights

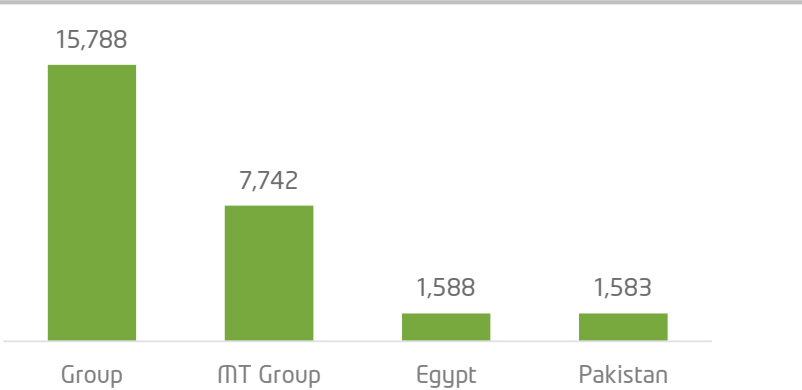
- Improved liquidity with net cash position
- Slightly lower operating cash flow due to changes in working capital
- Lower investing cash outflow attributed to lower cash capex
- Slightly lower financing cash outflow mainly attributed to higher net proceeds from bank borrowings
- Maintained high credit ratings with stable outlook

Note: Debt represents interest bearing debt i.e. bonds, banks borrowings, vendor financing and other financial obligations. It excludes lease obligations.

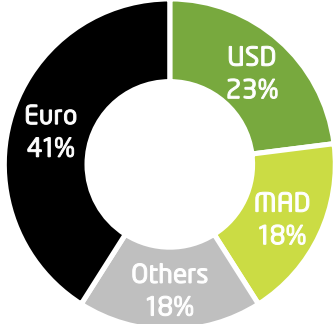
Debt Profile

Diversified debt portfolio

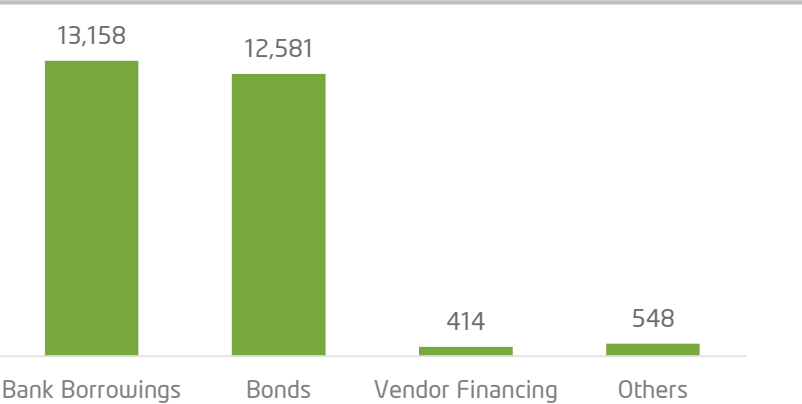
Borrowings by Operation Q4 2020 (AED m)



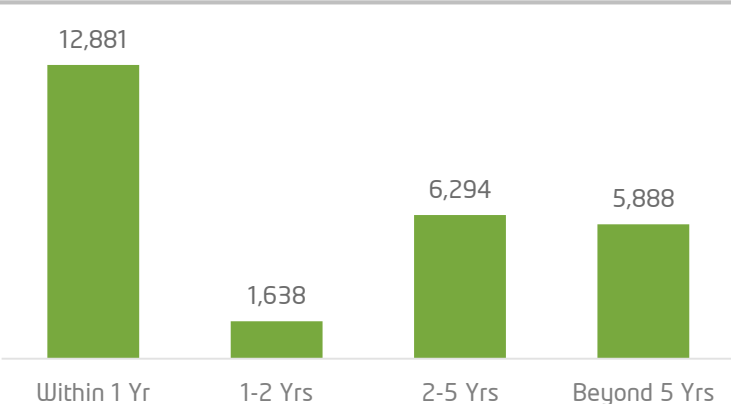
Borrowings by Currency Q4 2020 (%)



Debt by Source Q4 2020 (AED m)



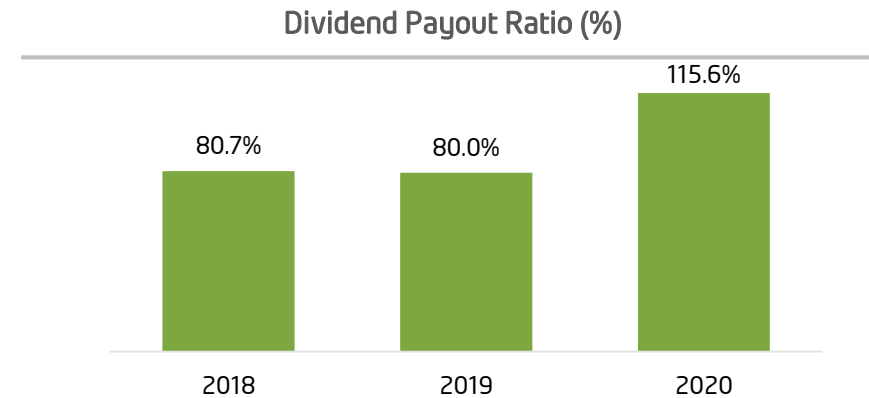
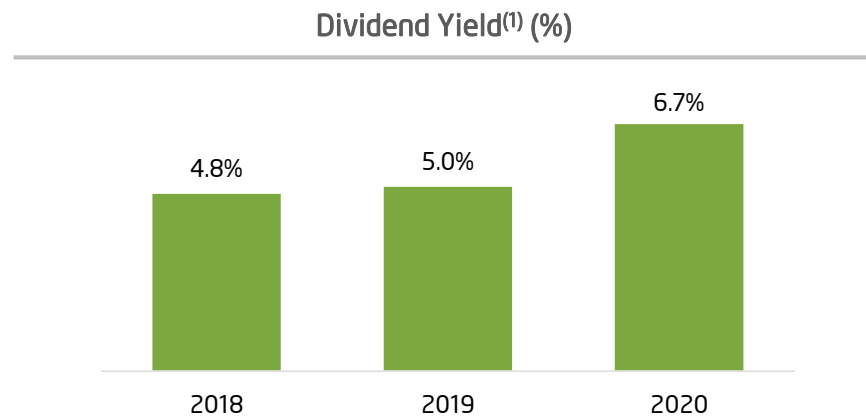
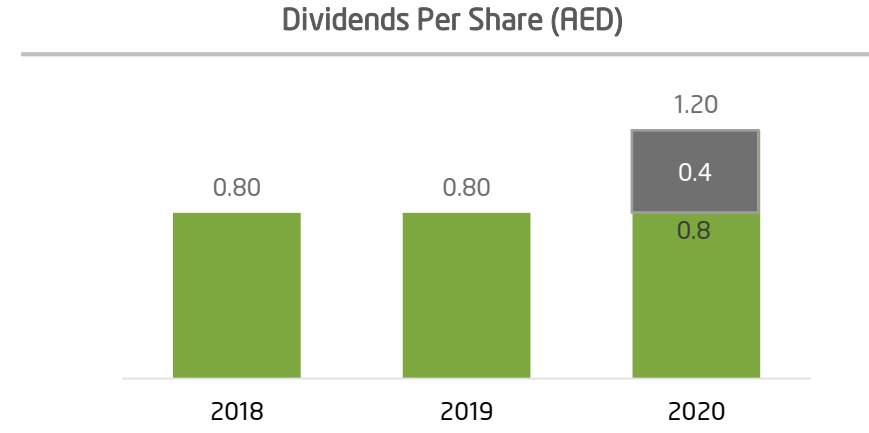
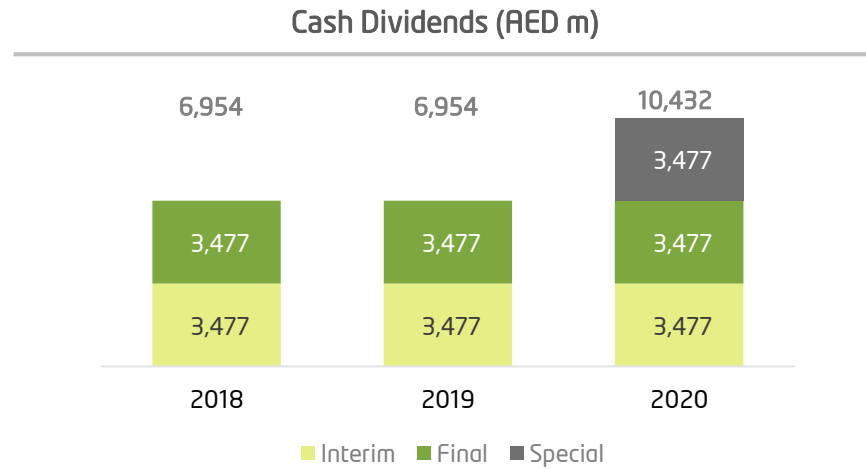
Repayment Schedule Q4 2020 (AED m)



Note: Debt represents interest bearing debt i.e. bonds, banks borrowings, vendor financing and other financial obligations. It excludes lease obligations.

Group Dividends

Proposed DPS of AED 80 fils for FY 2020 and additional one-time special DPS of AED 40 fils

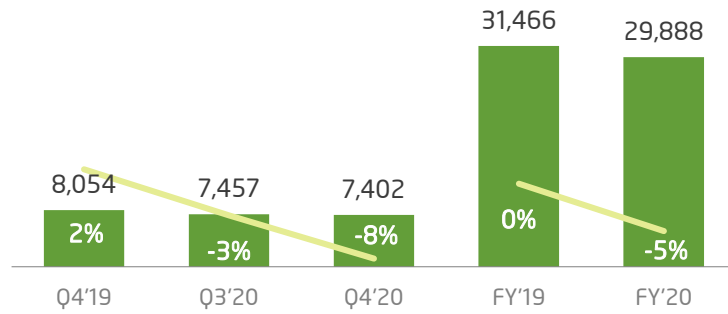


Proposed final dividends of 40 Fils per share bringing the full year dividends to 80 Fils per share. In addition, proposed one time special dividend of 40 fils per share. As a results, the DPS for 2020 is AED 1.20 and is subject to the shareholders approval in the AGM scheduled on 17 March 2021

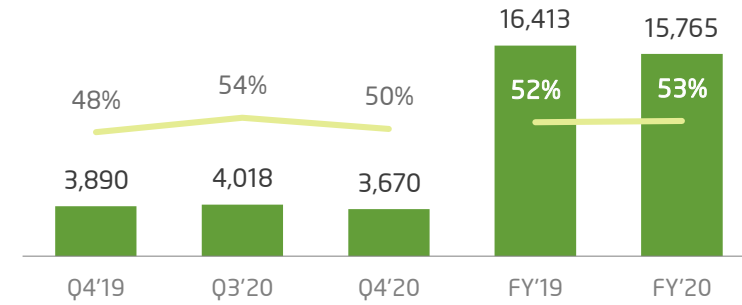
(1) Dividend yield is based on share per price as of 11 May 2020, 11 August 2020 and 22 February 2021

COVID-19 drove revenue slowdown, while cost optimisation initiatives supported profitability margins

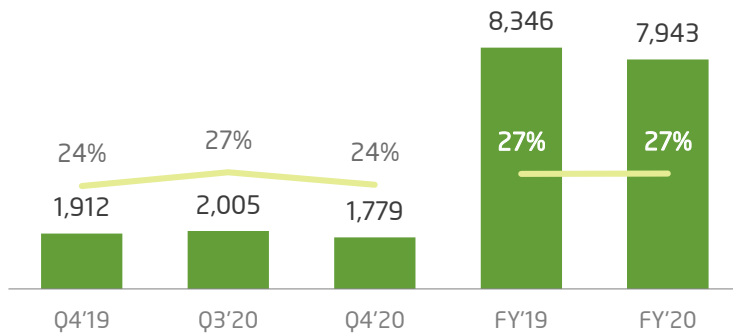
Revenue (AED m) / YoY Growth (%)



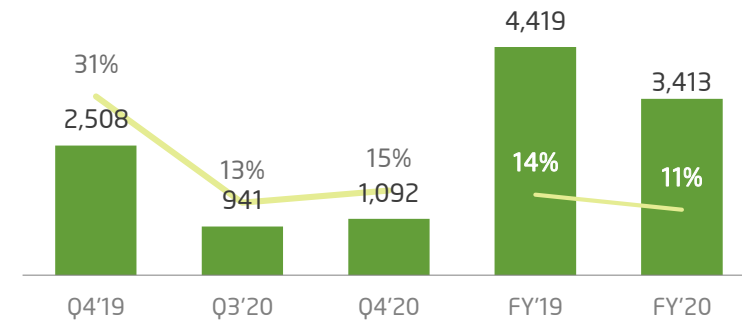
EBITDA (AED m) / EBITDA Margin (%)



Net Profit (AED m) / Profit Margin (%)

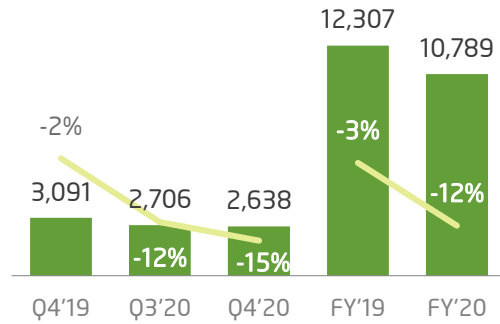


Capex (AED m) & Capex / Revenue Ratio (%)

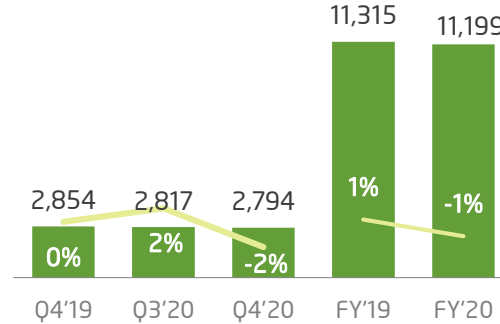


Revenue breakdown and key KPIs

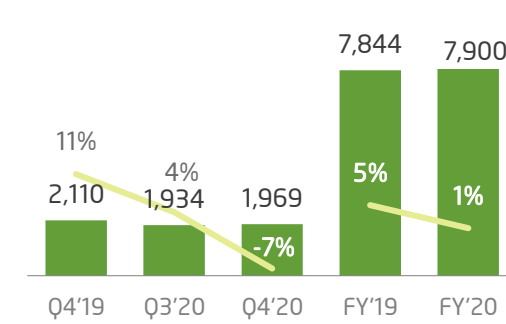
Mobile Revenues⁽¹⁾ (AED m)



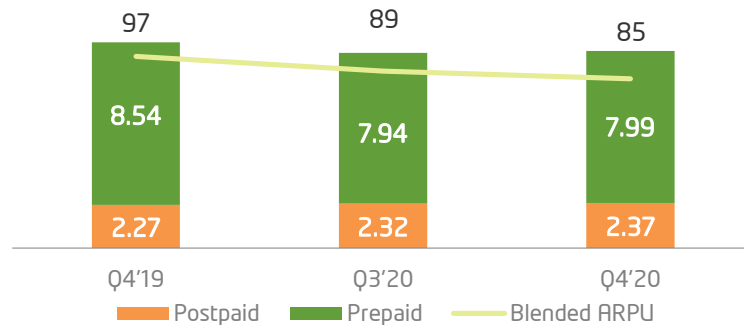
Fixed Revenues⁽²⁾ (AED m)



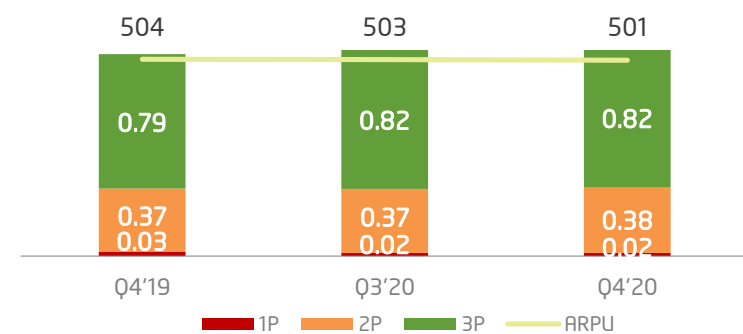
Other Revenues⁽³⁾ (AED m)



Mobile Subs⁽⁴⁾ (m) & ARPU⁽⁵⁾ (AED)



Fixed Broadband⁽⁶⁾ Subs (m) & ARPU⁽⁷⁾ (AED)



(1) Mobile revenues includes mobile voice, data, rental, outbound roaming, VAS, and mobile digital services

(2) Fixed revenues includes fixed voice, data, rental, VAS, internet and TV services

(3) Others Revenues includes ICT, managed services, wholesale (local and int'l interconnection, transit and others), visitor roaming, handsets and miscellaneous

(4) Mobile subscribers represents active subscriber who has made or received a voice or video call in the preceding 90 days, or has sent an SMS or MMS during that period

(5) Mobile ARPU ("Average Revenue Per User") calculated as total mobile revenue divided by the average mobile subscribers.

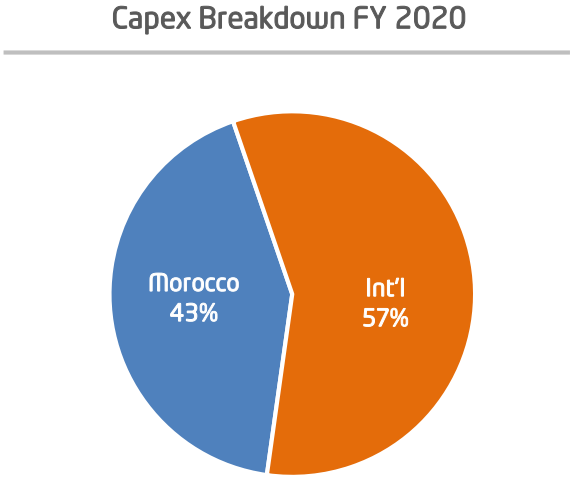
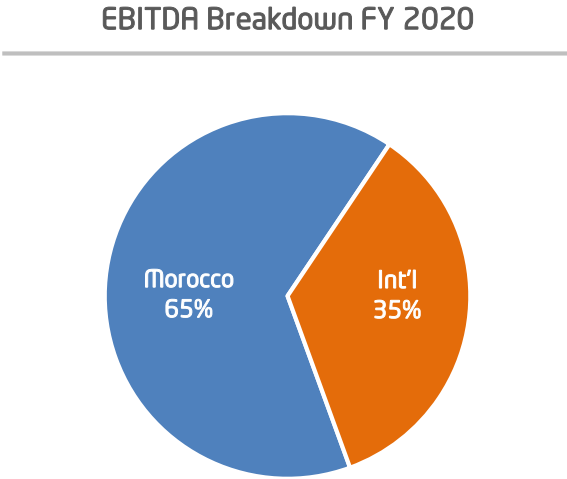
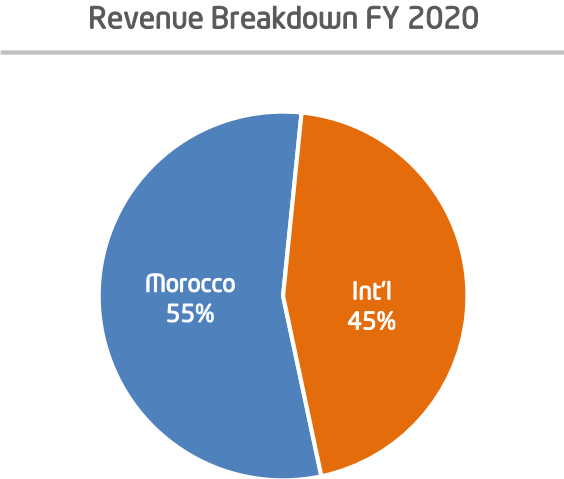
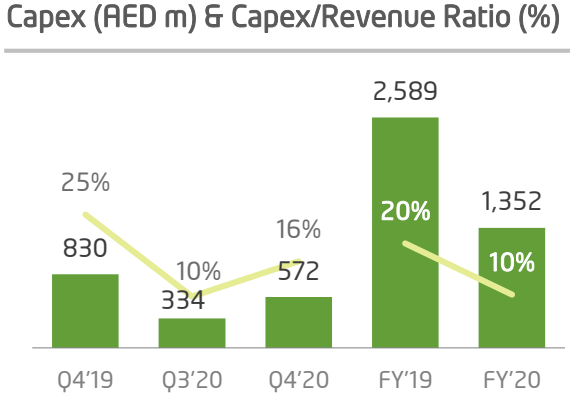
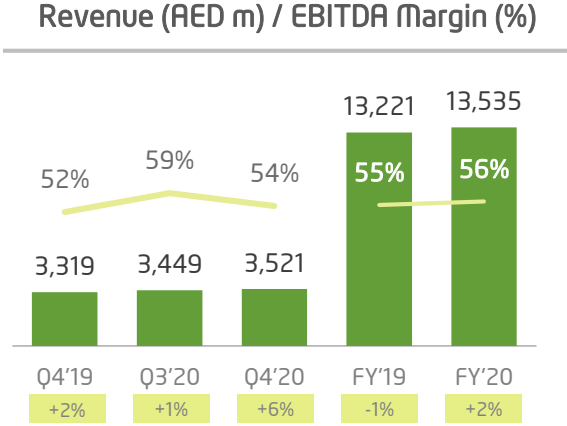
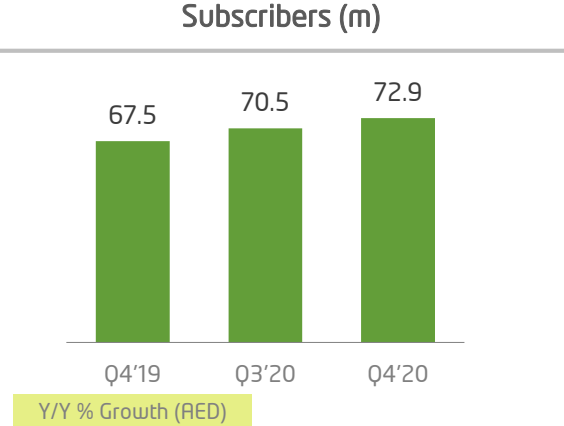
(6) Fixed broadband subscriber numbers calculated as total of residential DSL (Al-Shamil), corporate DSL (Business One) and E-Life subscribers.

(7) ARPL ("Average Revenue Per Line") calculated as fixed broadband line revenues divided by the average fixed broadband subscribers.

Maroc Telecom

Growth in international operations with sustained profitability

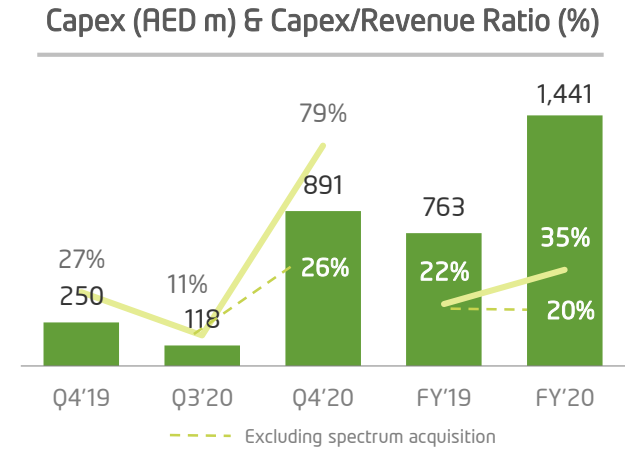
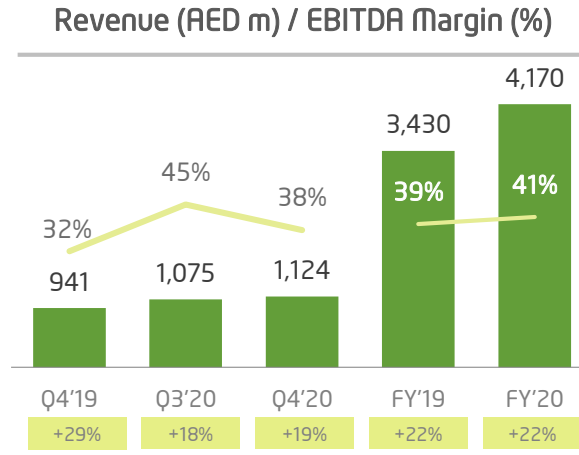
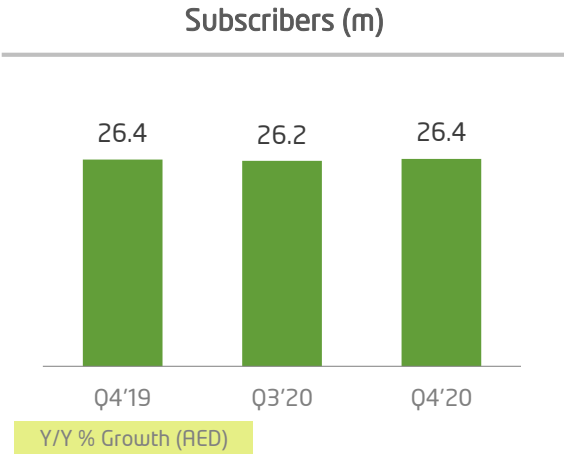
Maroc Telecom Group



International operations include Morocco, Benin, Burkina Faso, CAR, CDI, Chad, Gabon, Mali, Mauritania, Niger and Togo

Egypt

Strong revenue growth and profitability



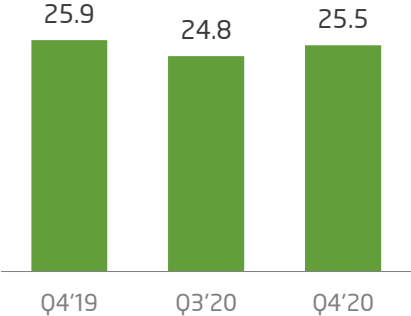
Highlights

- Y/Y stability in subscriber base
- Y/Y revenue growth attributed to data and wholesale segments
- Y/Y EBITDA growth mainly attributed to higher revenue
- Capital spending increased in Q4 due to the new spectrum acquisition

Pakistan

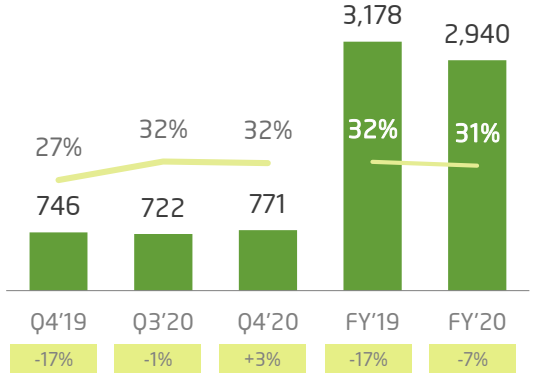
Stable performance in local currency

Subscribers (m)

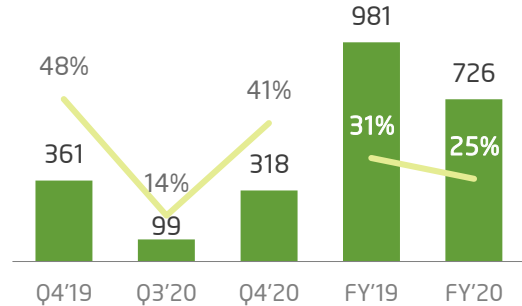


YYY % Growth (AED)

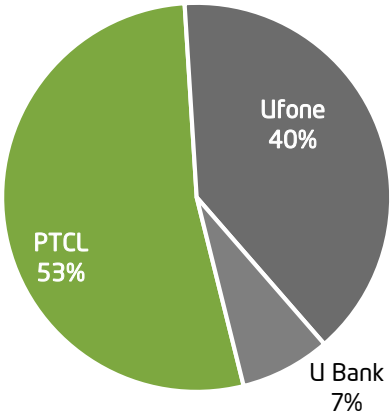
Revenue (AED m) / EBITDA Margin (%)



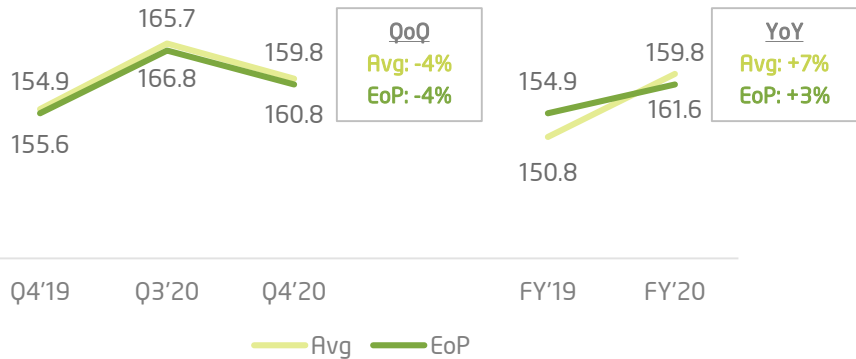
Capex (AED m) & Capex/Revenue Ratio (%)



Revenue Breakdown FY 2020



USD / PKR FX Rate (PKR)



FY 2020

Agility on cost optimisation initiatives supports profitability resilience

<p>Revenue</p> <p>51.7 AED Billion</p> <p>YOY Growth -0.9% ↓</p>	<p>EBITDA</p> <p>26.4 AED Billion</p> <p>YOY Growth +0.3% ↑</p>	<p>Net Profit</p> <p>9.0 AED Billion</p> <p>YOY Growth +3.8% ↑</p>	<p>CAPEX</p> <p>7.1 AED Billion</p> <p>YOY Growth -20.2% ↓</p>
<p>Free Cash Flow</p> <p>19.3 AED Billion</p> <p>FCF % 37.4%</p> <p>YOY Growth 10.7% ↑</p>	<p>EBITDA %</p> <p>51.1%</p> <p>YOY Growth +0.6pt ↑</p>	<p>Net Profit %</p> <p>17.5%</p> <p>YOY Growth +0.8pt ↑</p>	<p>CAPEX Intensity</p> <p>13.7%</p> <p>YOY Growth -3.3pt ↓</p>

2021 Guidance



Financial KPI	Actual 2020 in AED	Guidance 2021 in AED
Revenue Growth %	-0.9%	Stable
EBITDA Margin%	51.1%	49% - 50%
EPS (AED)	1.04	Stable
CAPEX / Revenue %	13.7%	16% - 18%

3



Etisalat Group Strategy

Khalifa Al Shamsi

*Chief Corporate Strategy & Governance Officer - Etisalat
Group*



Five major global market forces are creating both opportunities and threats for Etisalat Group...



Major Market Forces

Next Generation Networks (5G, Fibre) Roll-Out
USD1.1Tn on 5G Capex to be invested up to 2025

Platform/Ecosystem Revolution
5 of the 10 largest US public companies are horizontal platforms¹⁾

Agile and Digital Transformation
Organizations are accelerating digital business initiatives

A Software-led World
Software is dominating the Telco (Cloud, Virtualization, AI, Robots,...)

Intelligent Edge
75% of Enterprise data will be generated at the Edge by 2025

Opportunities










- Data growth
- Enterprise segment growth
- Capture value from digital adjacencies in both B2B and B2C
- Partnerships with hyperscalers
- 5G use cases and network cost efficiencies
- Big data/AI driven insights
- New use cases due to 'New Normal' e.g. e-education, entertainment etc.
- Improved agility, customer experience and efficiencies

Threats

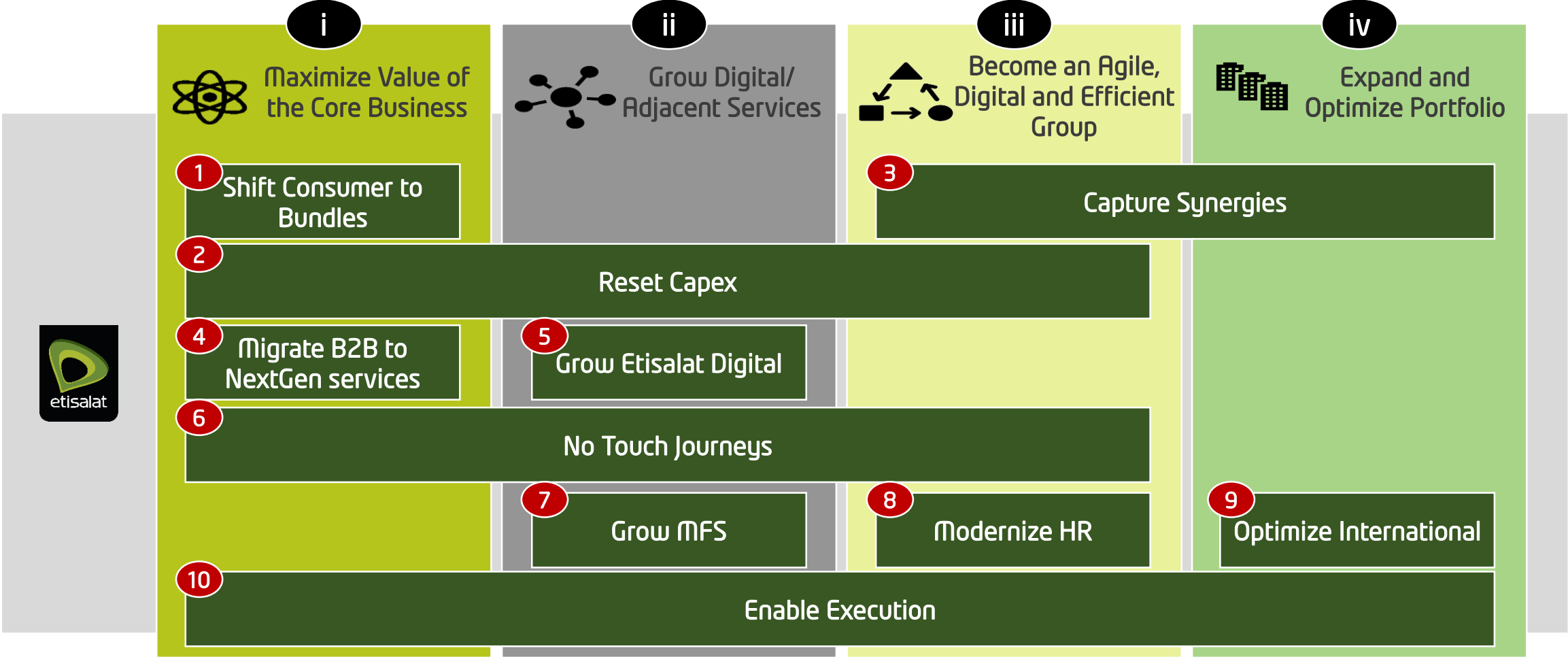
- Decline in core revenues e.g. VOIP-voice substitution, price-based pressures etc.
- Competition from OTTs and other digital players
- Being outpaced by more agile/digital players
- Pressure on Capex Investments

...compounded by the impact of the strategic and operational implications of the “New Normal” created by Covid-19, which Etisalat is proactively responding to



Product & Services Portfolio		Tailored value propositions to hyper-connected consumers and digitally fueled Governments/Businesses
		Take advantage of growing digital adjacencies e.g. MFS, e-health, e-education, Smart City Apps, Content
Customer Experience		Re-setting of ambition for digital channel adoption across all segments
		Re-evaluation of role and scale of all physical channels e.g. Technician visits, Contact/Sales Centres
Organization		Need for truly agile and elastic organizations factoring into account fluid/remote working environments
		Efficient and lean organizations that are open to embracing new digital tech
		Need for new talent skills mix that can thrive in the new cultural norm
Network & IT		Reinforcement of network advantage by continuing to invest at the right pace in e.g. 5G/MEC
		Continued alignment of IT capabilities with new future commercial and internal organizational demands

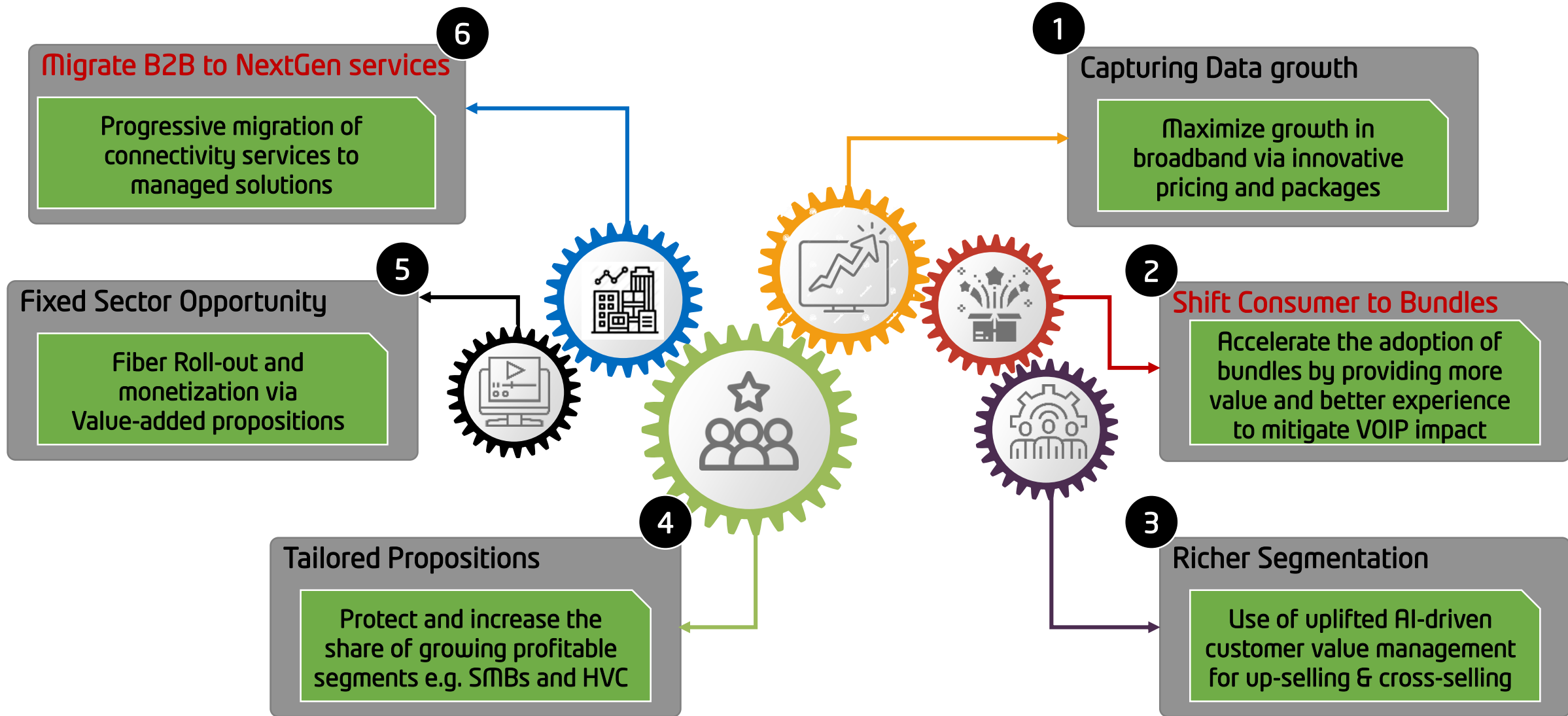
As a result, Etisalat Group is focusing on four overarching strategic imperatives that are underpinned by ten strategic priorities



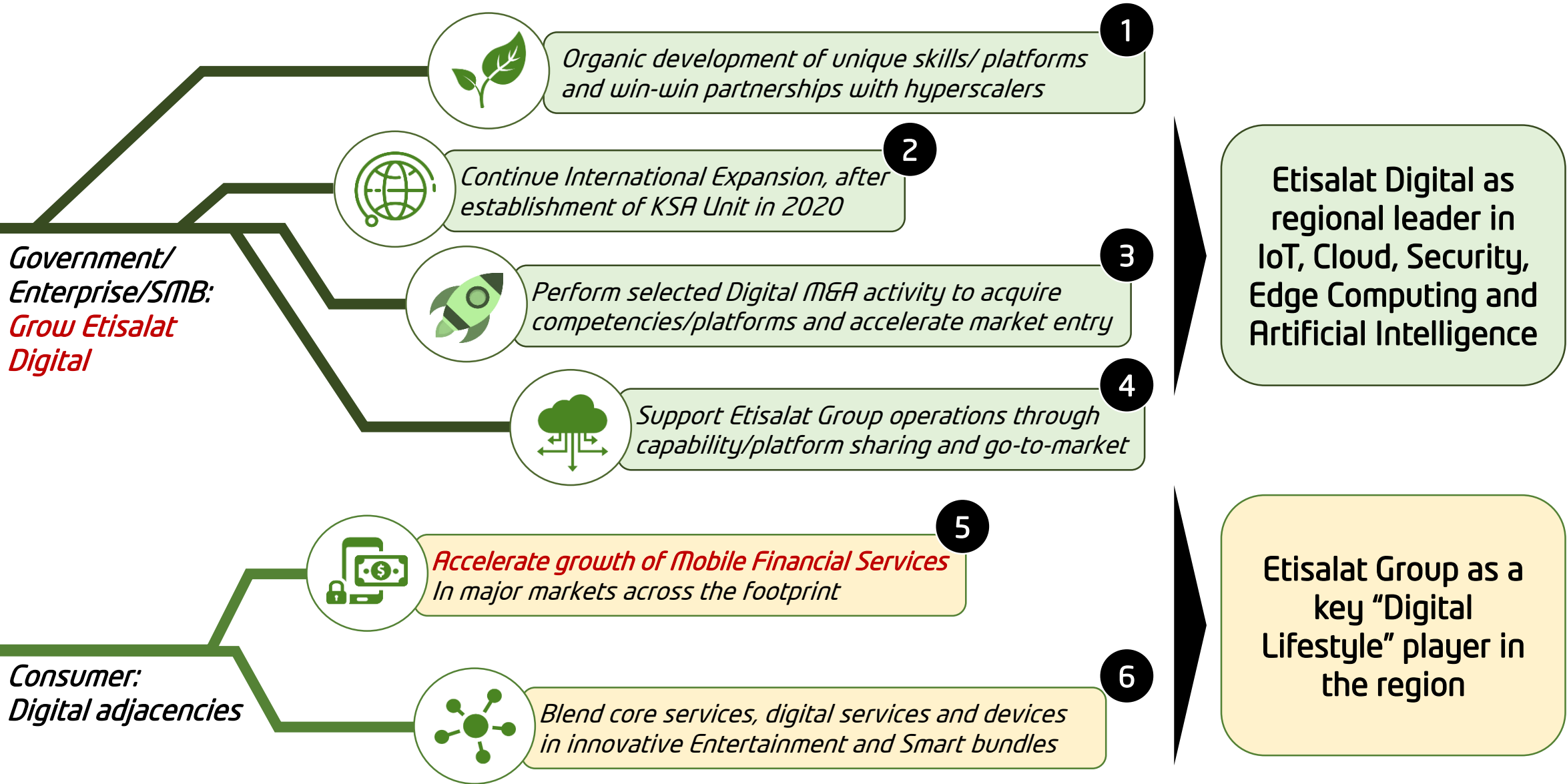
In subsequent slides, we define each strategic imperative by capturing our ten strategic priorities¹⁾ along with other key initiatives

Source: (1) Captured in "red" font on subsequent four slides

Strategic Imperative 1: Maximize Value of the Core Business

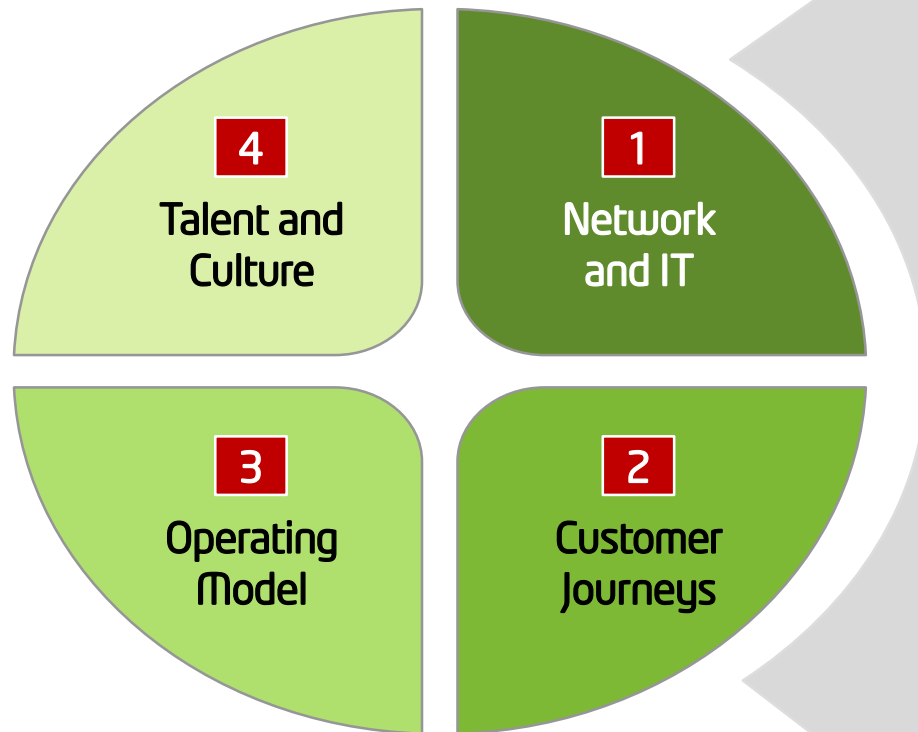


Strategic Imperative 2: Grow Digital/Adjacent Services



Strategic Imperative 3: Become an Agile, Digital and Efficient Group

Focus Areas



Breakdown of Focus Areas

Enabling Execution

- **Network and IT:**
 - Modernize/share networks and **Reset Capex** by aligning with demand
 - Leverage LTE networks but **switch gears** for 5G roll-out in mature markets
 - Further advancements in network **virtualization** and the adoption of **cloud**
 - Continue our IT Transformation journey and deploy digital platforms
- **Customer Journeys:**
 - Digitize and re-imagine journeys to offer a **"No-touch"** experience
 - Enhance **digital channels** such as App, Website and Social Media
 - **Innovate and optimize** customers' contacts via introduction of virtual agents and digital stores
- **Operating Model:**
 - **Agile ways of working:** systematic scale-up of agile frameworks e.g. Dual Agile Working, Scrum, DevOps and Design Thinking
 - **Governance for Synergy Capture:** optimization of governance to fully leverage economies of scale potential
 - **Efficiency Measures:** Implement a range of broad cost optimization measures e.g. digitization of cross-functional processes, optimization of organizational structures, smart Capex planning and passive/active network sharing
- **Talent and Culture:**
 - **Modernize HR** by focusing on organizational health, delayering and increasing talent renewal and development across key areas

Strategic Imperative 4: Expand and Optimize International Portfolio



Telecom M&A

Continue optimizing footprint via in market consolidation, acquisition of licenses and spectrum

Continue screening for opportunistic expansion in new geographies - meeting investment criteria

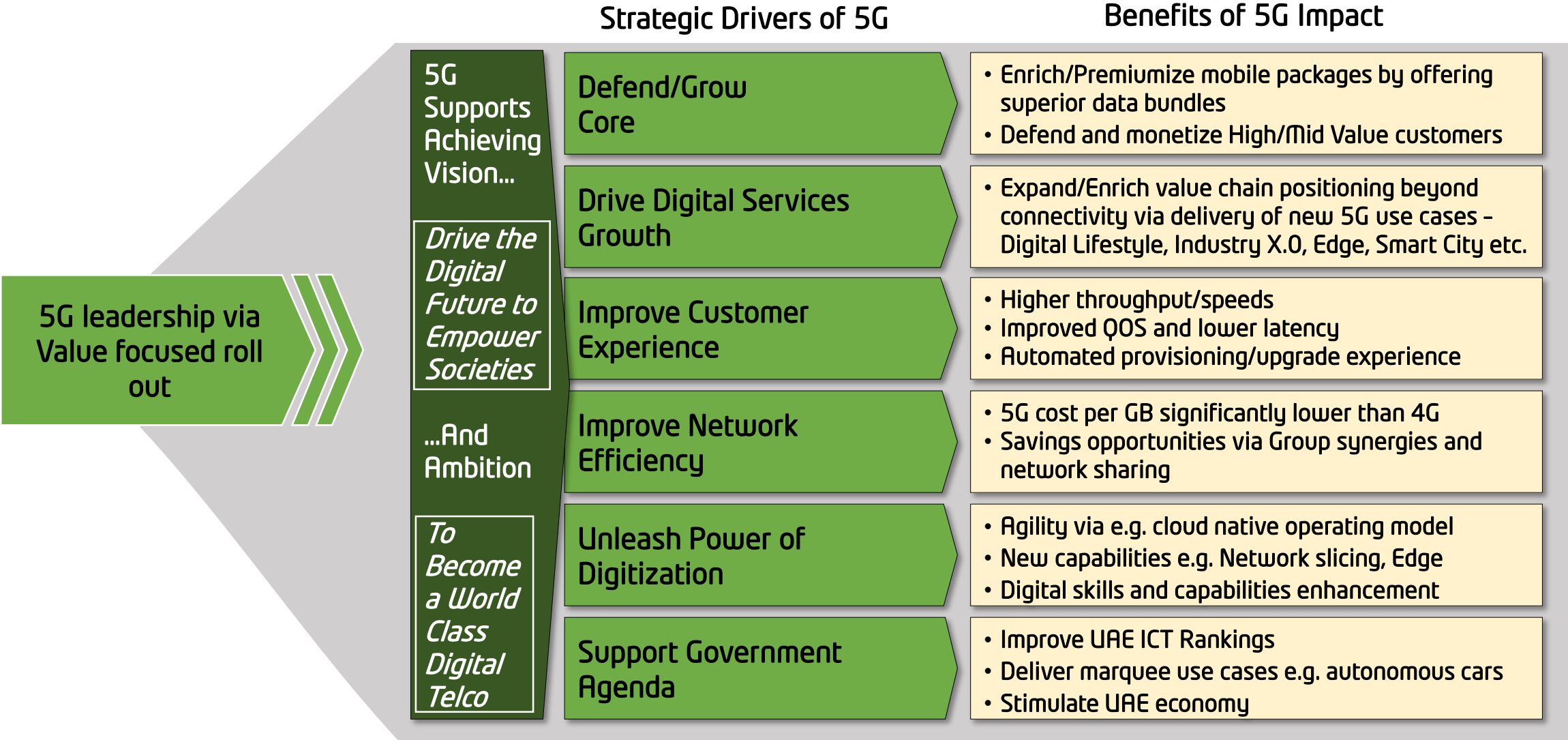


Digital M&A and Bolt-Ons

Perform selected Digital M&A activity to acquire competencies/platforms and accelerate market entry

Explore new ventures and strategic partnerships in selected adjacencies

Of note, in the UAE, Etisalat has designed a 5G strategy that will sustain leadership positioning and enable the realization of tangible benefits across six strategic drivers



Also, Etisalat Group has a strong focus on Sustainability with a framework in place to manage key Environmental, Social and Governance areas

Sustainability Strategy Framework



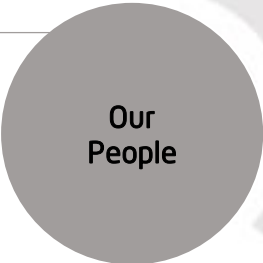
- Economic Performance
- Anti-competitive practices & Anti-corruption
- Governance, Transparency & Accountability
- Enterprise Risk management
- Responsible Marketing Communications
- Sustainable Procurement Practices



- Customer Privacy & Data Security
- Customer Satisfaction
- Customer Health & Safety
- Digital Innovation
- Product Service & Quality



- Talent Attraction, Retention & Development
- Diversity & Equal Opportunity
- Emiratization
- Occupational Health & Safety



- Digital Access & Inclusion
- Social Impact



- Climate Change & Energy Management
- Waste Management & Recycling
- Water & Biodiversity Management



Closing Messages

1

Our industry is rapidly transforming, creating threats but critically also significant opportunities, that Etisalat is well positioned to capitalize on to deliver sustained value creation for its Shareholders

2

Etisalat has four Strategic Imperatives focusing on: (i) Maximizing the value from the Core, (ii) Growing Digital Adjacencies in both B2B and B2C, (iii) Becoming a more Agile, Digital and Efficient Group and (iv) Optimizing the Portfolio

3

Etisalat has taken a leading role on 5G within the UAE and is also taking a prominent role on 5G across other developed markets

4

Etisalat is committed to improving all aspects of Sustainability with a clear Strategy in place

Q&A

Break

4

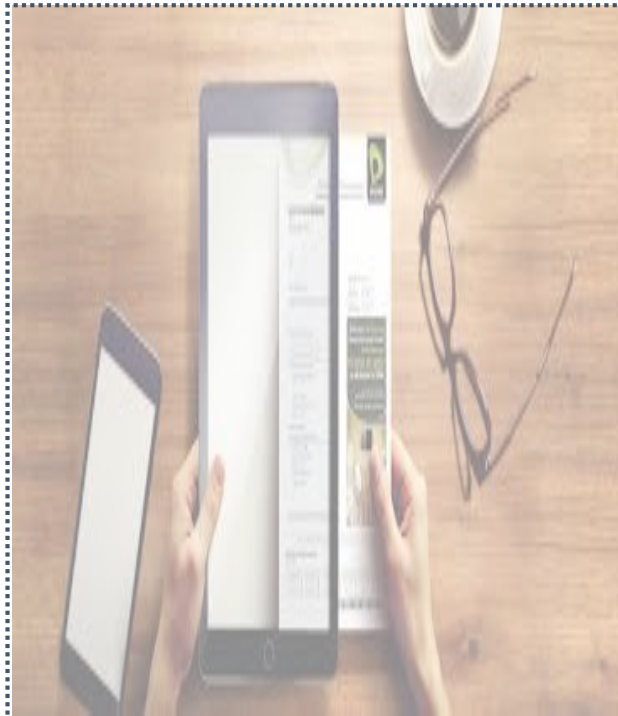


Etisalat Misr

Hazem Metwally

Chief Executive Officer - Etisalat Misr

Progressing steadily towards higher shareholders expectations by enhancing company value drivers



2020
15 %
 GLOBAL REVENUE¹ GROWTH

2020
41.4 %
 EBITDA MARGIN

2020
20 %
 EBITDA GROWTH

2020
41 %
 FREE CASH FLOW² Improvement

2020
12 %
 NET PROFIT MARGIN

2020
14 %
 NET PROFIT GROWTH

2020
68 %
 PAID DIVIDENDS GROWTH

2020
2 %
 CAPEX INTENSITY² IMPROVEMENT

2020
30 %
 MOBILE INTERNET REVENUE GROWTH

2020
46 %
 MOBILE INTERNET TRAFFIC GROWTH

2020
51 %
 ADSL REVENUE GROWTH

2020
77 %
 ADSL TRAFFIC GROWTH

2020
8 %
 GLOBAL ARPU GROWTH

1.P&L KPIs source : Consolidated financials in local currency

2. Free cash flow and capex intensity are excluding new spectrum

Improving macro economy with a promising operator performance

MACROECONOMIC HEALTH

GDP

3.5% in 2020
Only country in the region showing positive growth

INFLATION

-8.2PP drop YoY
Average inflation of 5.7% in 2020 vs. 13.9% in 2019

INTEREST RATES

-400 basis points YoY
Stimulating economic growth and attracting investments

CREDIT RATING

Fitch, S&P and Moody's
Affirmed a stable outlook rating of B+,B ,and B2 respectively

CHALLENGES

NETWORK INVESTMENTS

A sustainable investment stream to cater for the increasing demand for digital inclusion & connectivity

DIGITIZATION

Capitalizing on a promising digital outlook & reinforcing operational efficiency

SUSTAINABLE RETURN

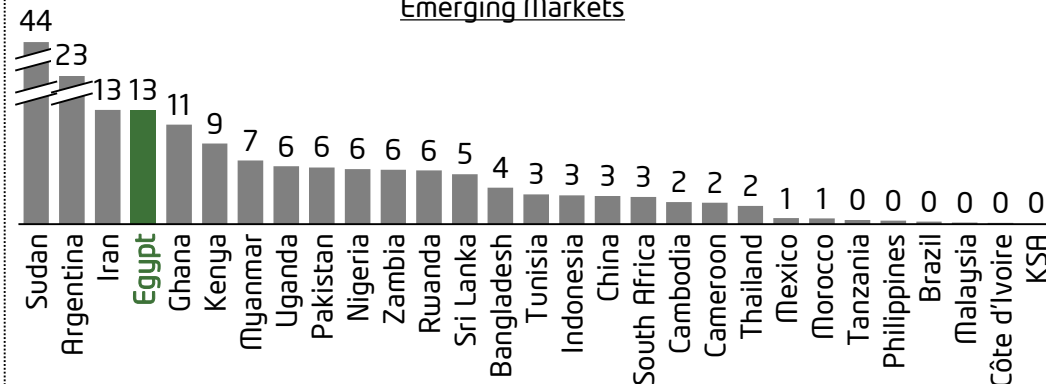
Striking a balance between capturing market demand and expenditures management

DIVERSITY & CUSTOMIZATION

Expanding a wide array of services to cater for the variability in customer needs in the new normal

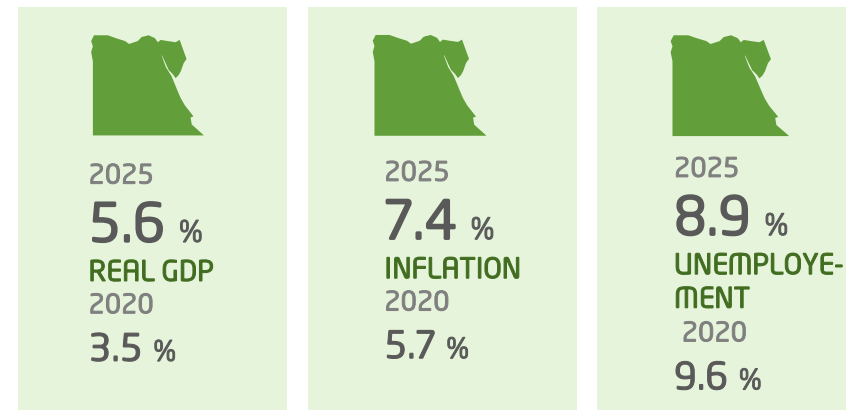
Egypt is a leading growth market, with a telecom sector achieving a double digit growth over the past 5-years

*Market growth - CAGR 2015-2020 (% of service revenue)
Emerging Markets



*Analysis Manson -- overview of emerging markets growth based on mobile service revenue

OUTLOOK IMF 2025*



The landscape of Egyptian telecom sector continues to show promise & opportunity while posing challenges & risks that should be managed



Market Attractiveness

Agreements to acquire SPECTRUM by three mobile operators reaffirms investors' confidence in the Egyptian market



Mobile Market Growth

Despite the outbreak of COVID-19, Mobile market sustains strong growth (~10.4% in 2020)¹ outpacing overall GDP growth and many other industries



Youth

Egypt's mass population of youth is one of the main growth pillars for telecom, EM is the 1st operator in Egypt to launch a full digitally customizable tariff, which gained traction among youth



Digitization

Digitization became one of the main enablers & opportunities in the market. EM is reinforcing its digital capabilities to optimize its OpEx and CapEx structure, while driving new revenue streams in parallel.



LTE

LTE still maintained significant and healthy traffic momentum in the market. (EM data traffic² grew by 60% in 2020)



Enterprise

Enterprise market growth (EM EBU revenue witnessed a double digit growth in 2020) is further sustained by the country's megaprojects.



Adjacencies

Opportunities to export ICT services, business process outsourcing, as well as expansion to microfinance, and mobile money services (EM Cash Wallet transactions and value increased by 202% & 156% respectively in 2020)

COVID-19 and Associated Impact on Traffic Demand

TE's Control over Transmission Pricing

A good momentum in revenue share growing measurably faster than competition



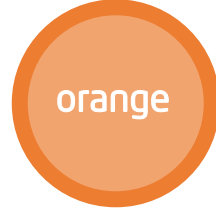
Value Share



EBITDA Margin



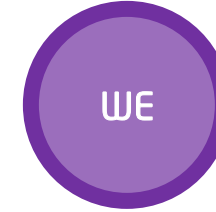
14 %
REVENUE GROWTH *



7.1 %
REVENUE GROWTH *



8.3 %
REVENUE GROWTH *



~EGP **2.1 bn**
MOBILE REVENUE *

2020
2019



27.9%



39.5%

28.8%

41.4 %



24.7%



NA

23.9%

NA



44.8%



46.5%

43.9%

42.5%



2.7%



NA

3.4%

NA

Focusing on becoming Egypt's top digital telco brand, and on delivering insightful & segmented services to enrich lives in a changing world.

Aiming to accelerate digital development and provide innovative solutions and unmatched customer experience

Focusing on high value and data segments, adopting more-for-more proposition approach, while adopting a Digital First approach driving structural cost reduction

Hammering on 1st national brand, 1st integrated operator (fixed & ADSL bundling) while directing spending towards systems and digital transformation

* Mobile revenue growth

Sources: EM Financials | Vodafone & Orange release | WE revenue estimate | 2020 Q4 Vodafone revenue & EBITDA estimate

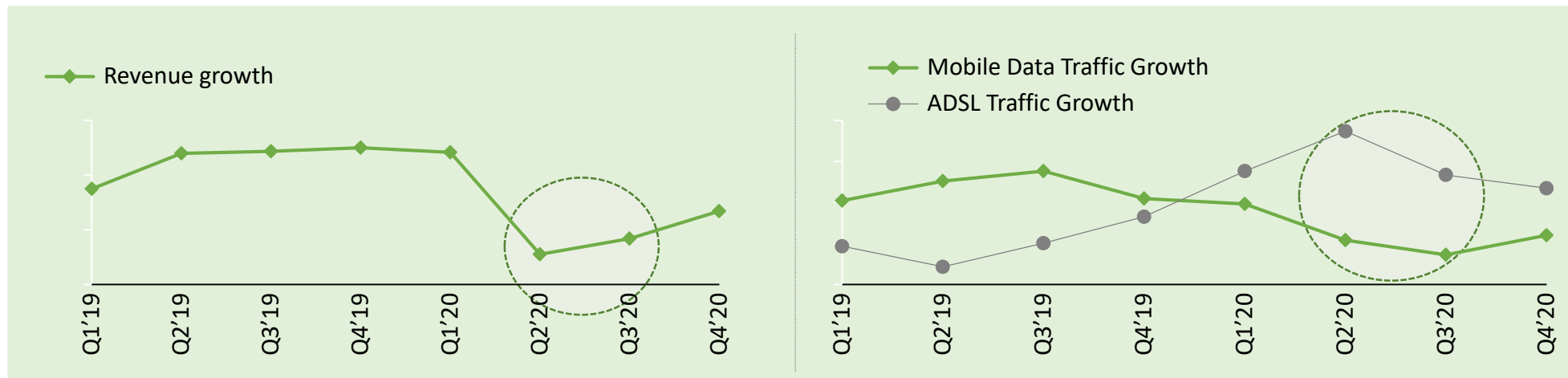
COVID-19 Impact and Customer Behaviour

Etisalat was ready for digital adoption, accelerated by Covid-19 and responded with many moves on all fronts

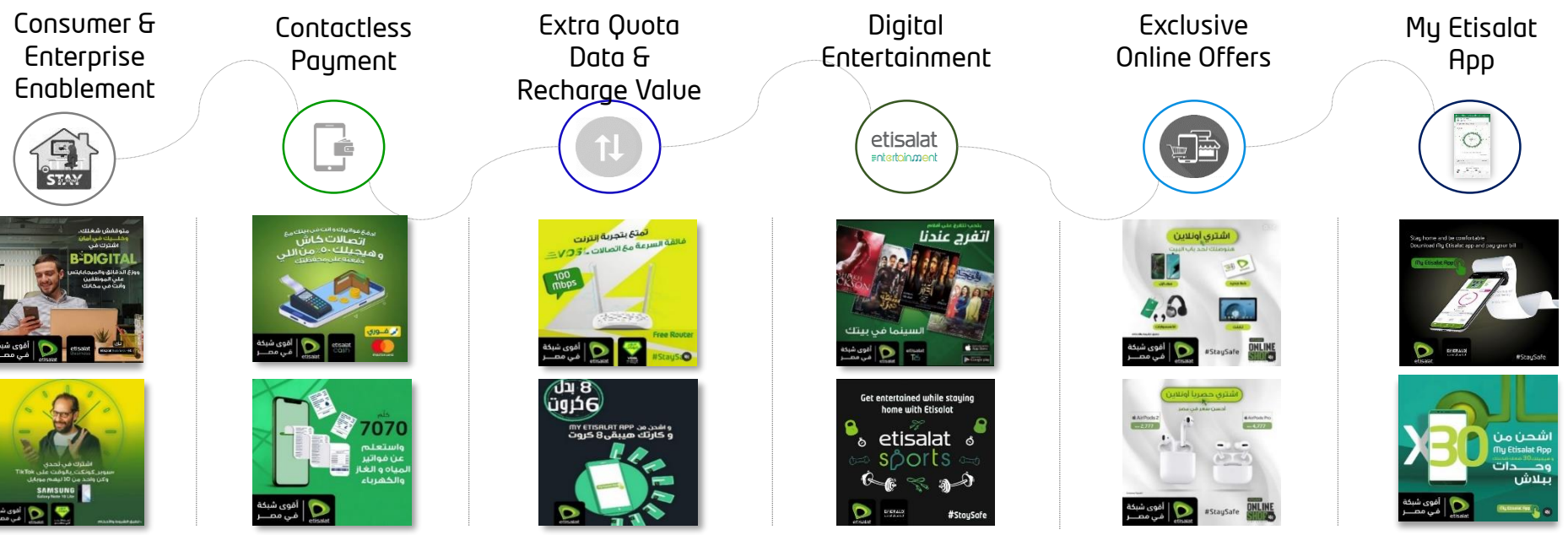
EM COVID-19 Impact

COVID-19 impact on revenue & traffic

COVID-19 outbreak impacted customer behaviour causing a surge in data traffic



Producing quality and relevant customer offerings



Converting base to commitment tariffs while growing enterprise segment

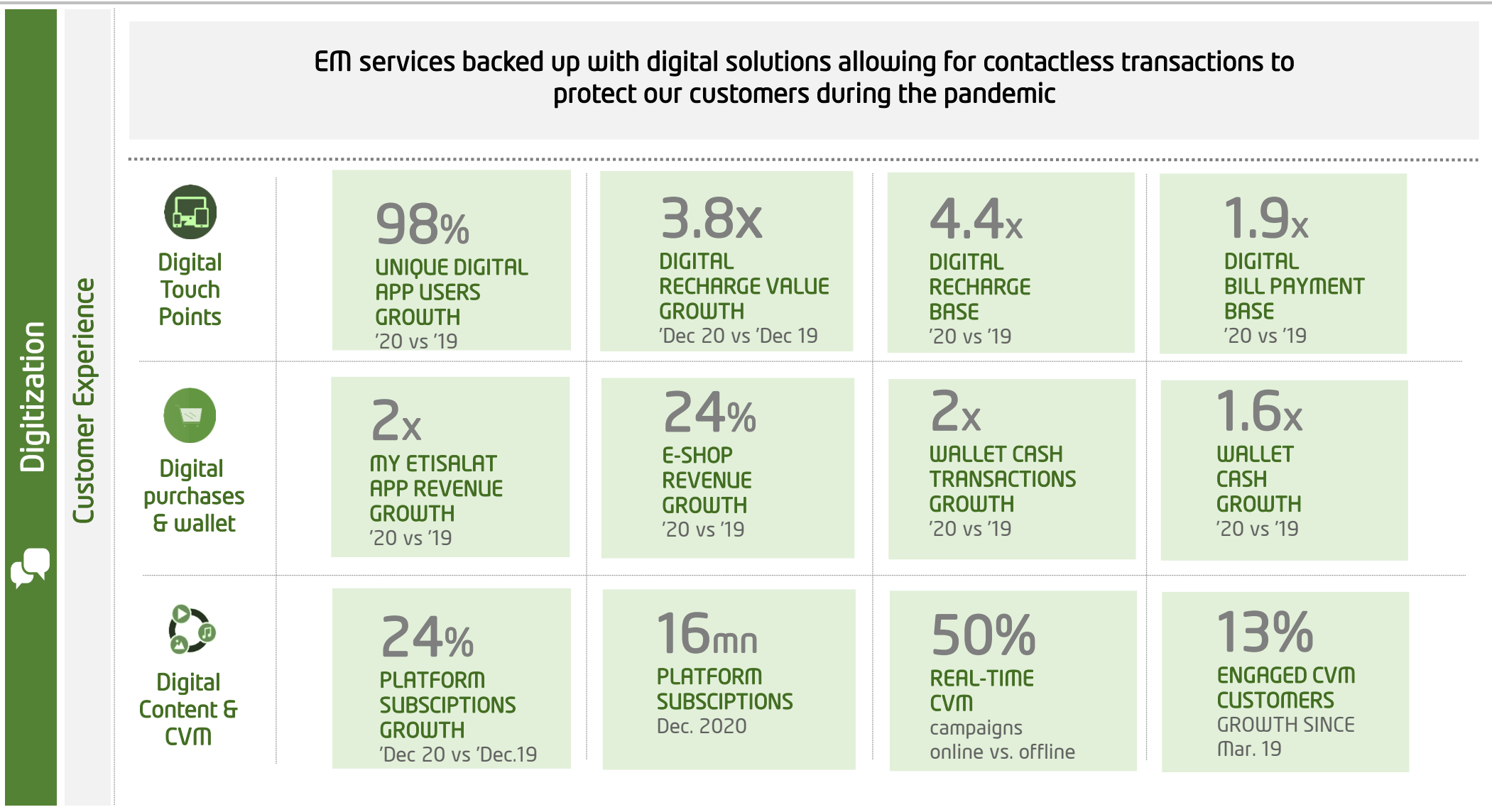


Enablers

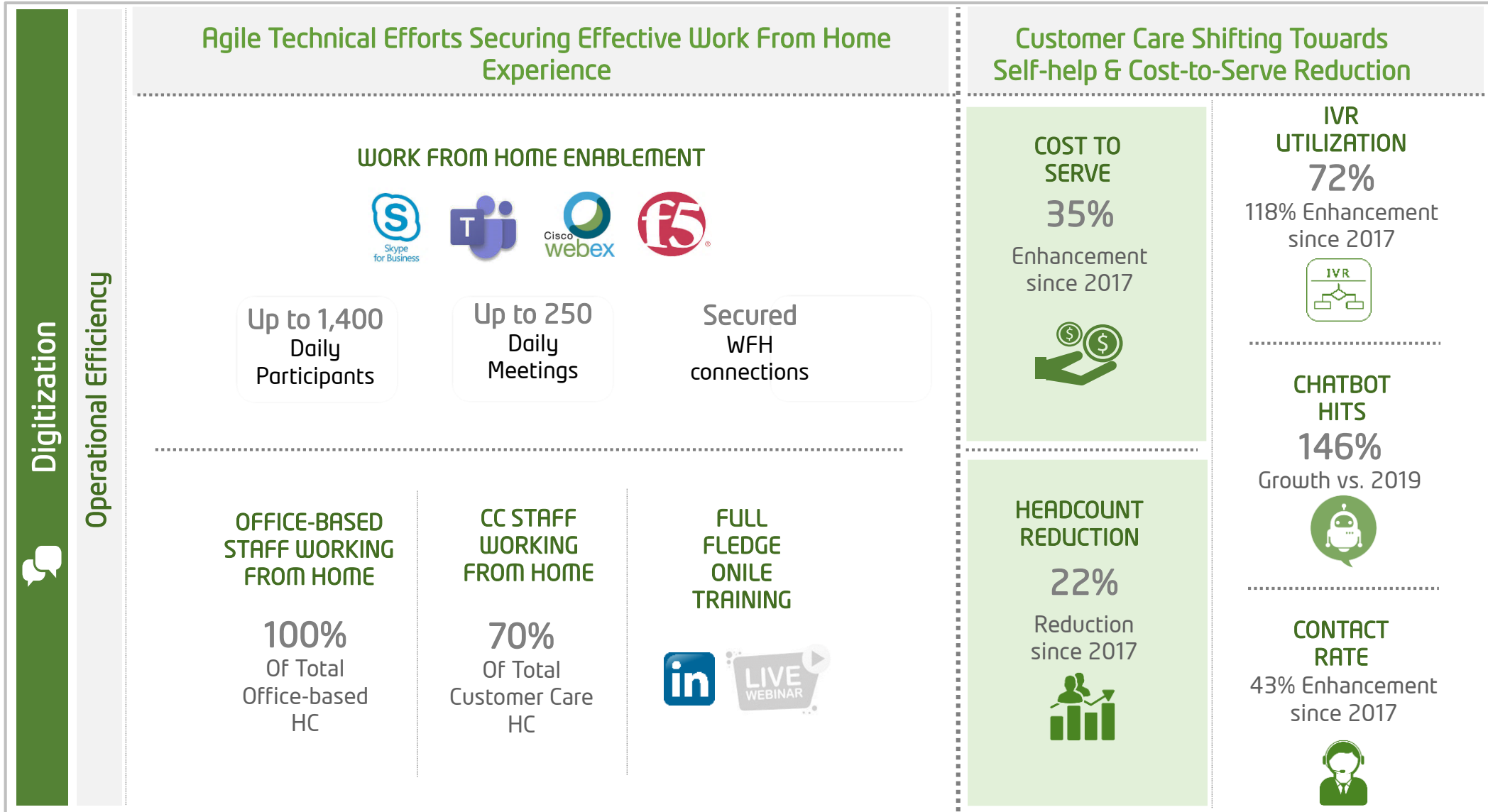
Performance

Consumer 	Increasing uptake of well positioned segmented market platforms contributing to robust growth	Mass 	Young Professionals 	Youth 	High Value 	
	Differentiators	<ul style="list-style-type: none"> Best value 1st mover to micro commitment Converting non-data users 	<ul style="list-style-type: none"> 1st mover towards family hybrid concept 	<ul style="list-style-type: none"> Fully customizable data centric tariff (digital penetration of 50%) Suite of digital content (Music, Sport, games, Etc...) 	<ul style="list-style-type: none"> Large voice, data bundles & fixed connectivity Unique in-house loyalty platform Digital content 	
Commitment share percentage among EM customer base keeps growing reaching 60% in 2020 EOY						
Enterprise 	Focusing on offering EBU propositions capitalizing on collaboration and deep understanding for the new norm	Amid the outbreak of COVID-19, 2020 witnessed a significant customization in propositions: <ul style="list-style-type: none"> Free MBB & MI usage for collaboration apps Free Office 365 with Microsoft teams license Flexible payment plans 				DOUBLE DIGIT REVENUE GROWTH IN LINE WITH CONSUMER SEGMENT DESPITE COVID
	Differentiators	<ul style="list-style-type: none"> EM holds the 1st fully digitized business tariff in Egypt full onboarding through Etisalat Business App 				

EM's well built capabilities accelerated the digital adoption across all digital platforms during COVID-19 pandemic



EM proved its agility and resilience during COVID-19 pandemic through a well communicated safety first along with business and service continuity mandate



Digitization

Operational Efficiency



Technology & operational leadership: A result driven mindset focused on investment rationalization & operational efficiency



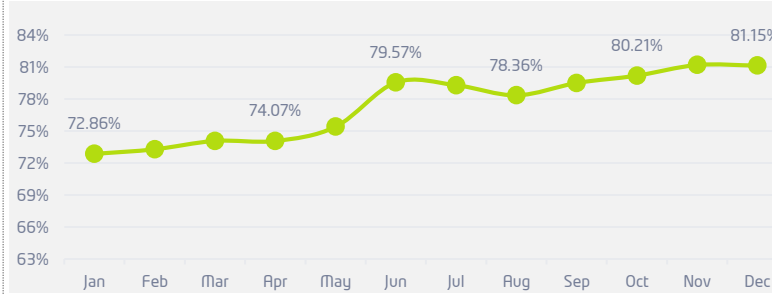
Network Performance

- Total sites in 2020 > 8,331 sites
- Total expansions growth of ~118% over 2019
- 4G Throughput reached ~27 MBPS

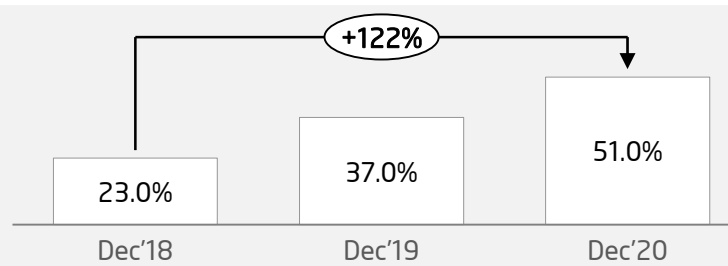
Investment Efficiency

- Due to huge traffic growth EM signed an agreement to acquire a new spectrum, and it plans to invest ~EGP 10 bn in the coming 3 years
- Prioritizing Network Deployment based on maximum traffic yield

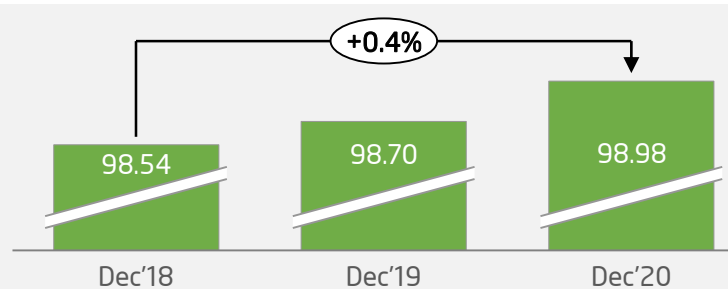
4G Continuity, 2020, %
(4G usage % on 4G handsets)



LTE Handset Penetration, YoY, %



Network Availability, YoY, %



2020
15,040
3G/4G
EXPANSION
ACTIONS



2020
27 mbps
4G
THROUGHPUT



2020
60 %
DATA
TRAFFIC
INCREASE



2020
> 60%
4G
CONTRIBUTION
TO TOTAL
TRAFFIC



2020
21 %
MI SUBS
GROWTH



2020
>20 %
MI
ARPU
GROWTH

The Way Forward



2020 Conclusion

The **economy** showed **resilience** to COVID-19 pandemic evident in stable macroeconomic indicators and making Egypt the only economy showing economic growth in the region in 2020

Telecom industry, despite COVID-19, showed a **solid performance** in 2020, driven mainly by data, with a two-digit growth outpacing GDP and other industries

EM grew **faster than the market** and increased its **value share** despite the special context of 2020 supported with various agile product moves across all segments

EM's implemented company-wide **digital transformation program** & developed **smart processes** promoted efficient operations during **COVID-19** pandemic & accelerated customer digital solutions offerings

Continuous **investments in network** and technology capabilities maintained **Etisalat competitiveness** and further fostered data revenue contribution

Moving Forward, EM will be **harvesting** its **digitization agility** while working further on expanding **digital self service** & **digital propositions** as well as focusing on adjacent revenue streams beyond the core

Q&A

5



PTCL Group

Nadeem Khan

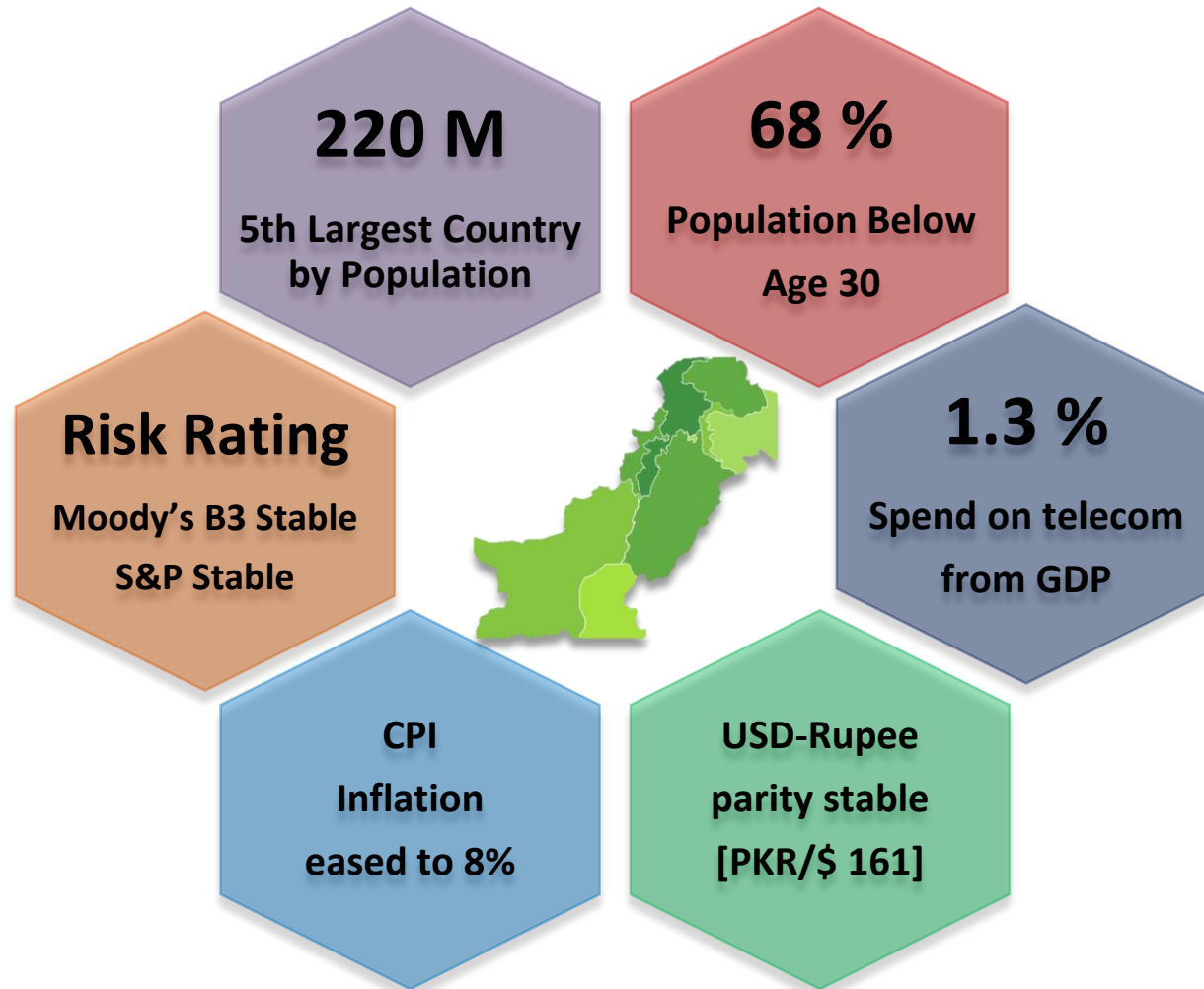
Acting Chief Executive Officer - PTCL Group



Country Highlights & Telecom Market: Pakistan

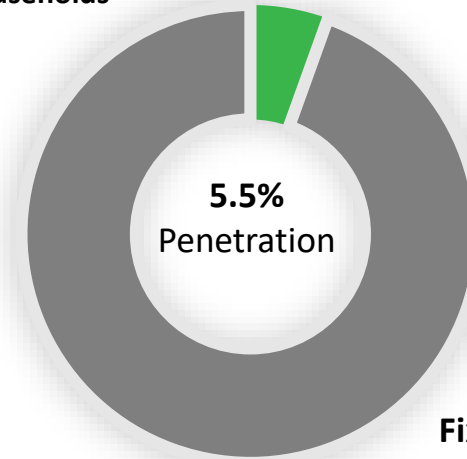
A growing and young economy with a lot of potential;

Post Covid, GDP growth outlook for FY'21 expected around 1.5-2%*



Fixed Broadband Subscribers & Penetration

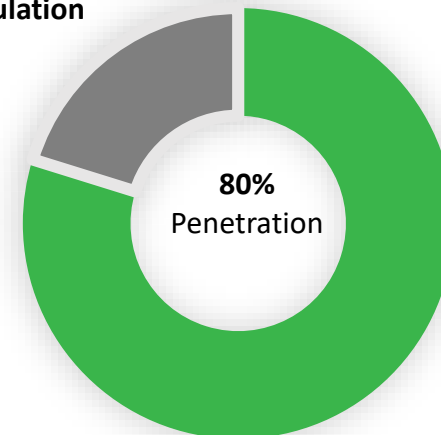
As % of Households



Fixed Broadband
1.87 Million*

Mobile Subscribers & Penetration

As % of Population

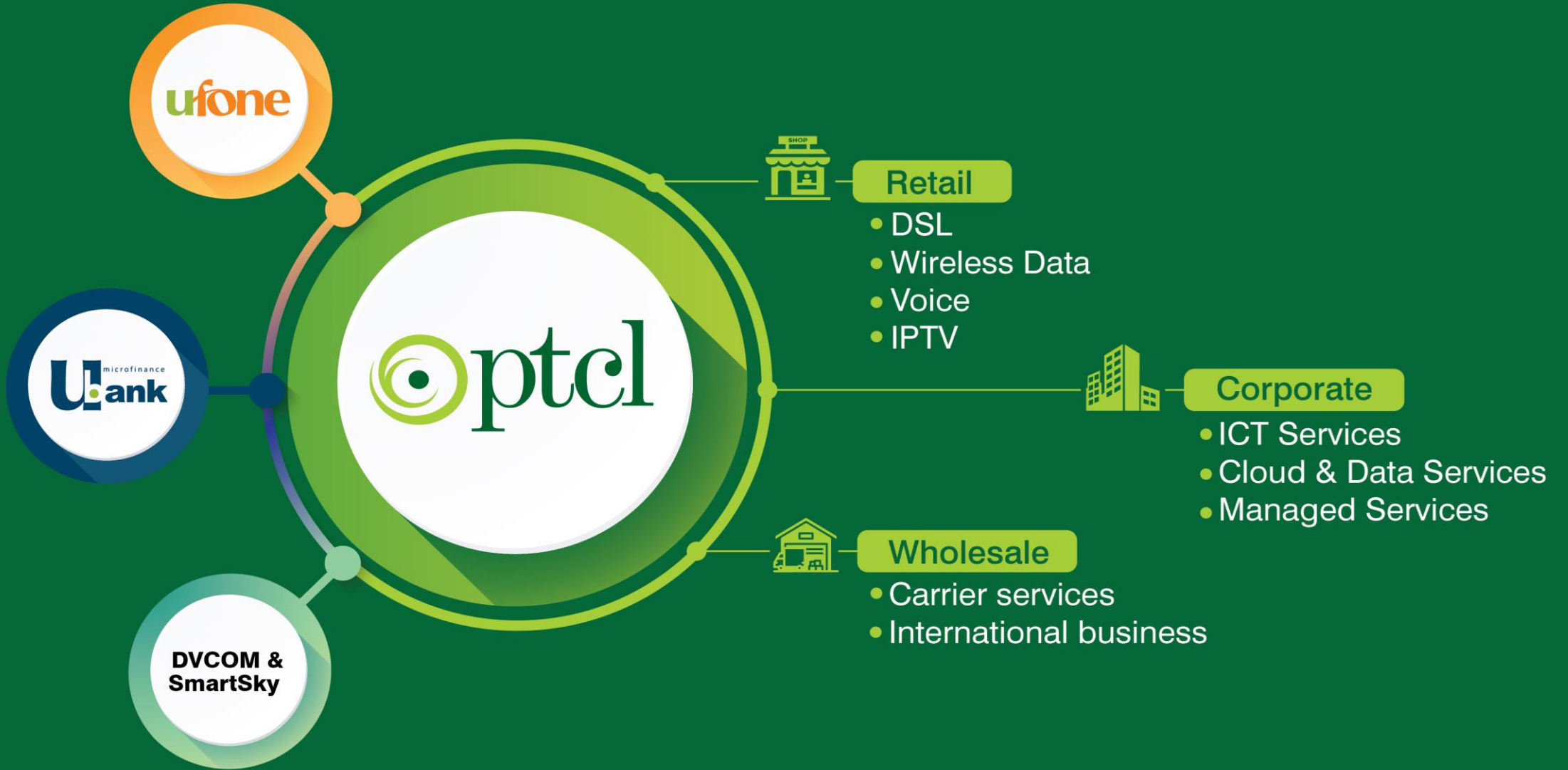


Mobile
176 Million
[3G/4G 91 Million]

Source: Pakistan Bureau of Statistics; World Bank, Census Data: GSMA

*Moody's rating, SBP

*PTA adjusted numbers in 2020



Environmental Scan

Telecom sector in Pakistan remains highly taxed & regulated, despite this immense potential exists for growth within the sector

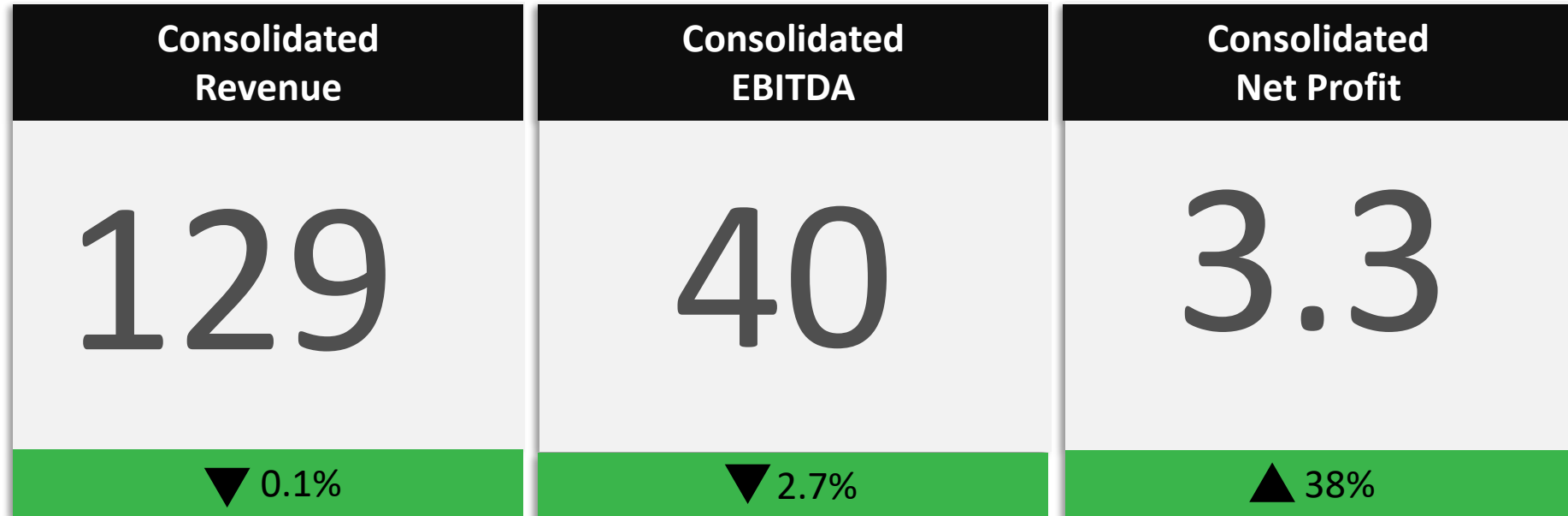
Fixed	Mobile	Microfinance
<ul style="list-style-type: none"> ▪ PTCL is a leader in FBB market ▪ Broadband market remains highly untapped in Pakistan, with PTCL emerging as a challenger in FTTH ▪ Significant interest in FTTH by competitors, leading to extensive rollout in Tier 1 & Tier 2 cities ▪ PTCL license renewed for the next 25 years 	<ul style="list-style-type: none"> ▪ Highly competitive 4 player market & one of the most affordable in the world ▪ Industry growth being led by 4G subscribers ▪ Covid has accelerated the shift towards data while voice traffic is plateauing ▪ In order to address capacity challenges, GoP* has planned spectrum auction for 4G by mid of 2021 	<ul style="list-style-type: none"> ▪ The microfinance eco system comprises of 11 banks, and 29 NBMFI's that jointly is providing financial services to the diverse set of micro, and small entrepreneurs. ▪ The year came with multiple challenges majorly the Corona pandemic. The sector remained committed to serve its dual mission of financial sustainability and social impact. ▪ U bank is the fastest growing bank, despite the challenging circumstances; the bank with its vigor to fight strengthened its foundation by increasing its loan portfolio and deposit base

*Government of Pakistan

PTCL Group - Key Highlights FY 2020

Consolidated Revenue remained stable despite challenges posed by Covid-19; Normalized Revenue Growth is 5.2% and EBITDA growth is 9%

(PKR Bn)



Source: Internal reporting

Key Strategic & Operational Highlights



- **Highest FBB new sales** in Dec 20 since Nov 2015
- **Improvement in Customer experience** resulting in **23% improvement in FBB churn, 1.7 Mn fewer complaints** in 2020 vs 2019, **reduced MTTR from 40hrs in Q4 2019 to 23 hrs in Q4 2020** (43% YoY reduction)
- Consistent **positive Net Adds** for FBB for the last 9 months of 2020 – **80K**
- **Business services** sustained growth (6.2% revenue growth YoY)
- PTCL revenue growth accelerated in Q4 2020. **Growth in Q4 was 3.7%** against 0.7% decline till Q3



- Expansion in **4G Subscribers (89%)**
- Significant growth in **data traffic**
- **New sales** bounced back to pre-Covid levels
- Continuous **digitalization** leading to improvement in **digital transactions ratio**
- Launch of new **MFS (UPaisa)** brand identity showing encouraging results

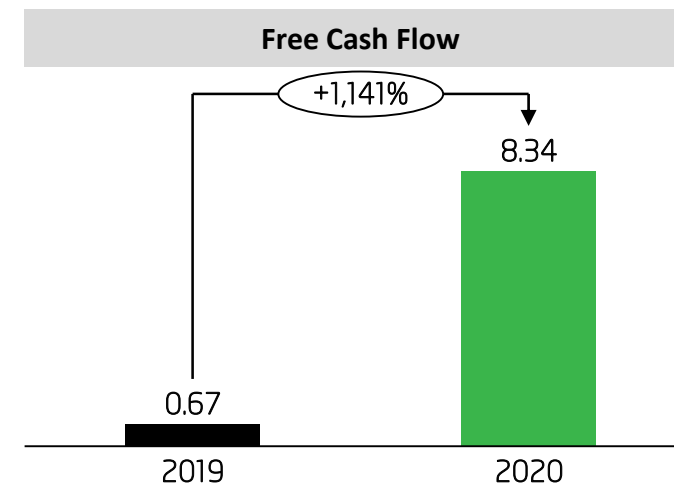
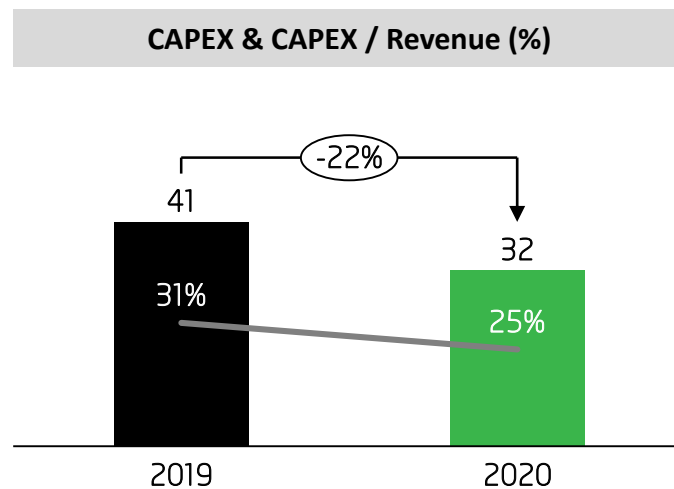
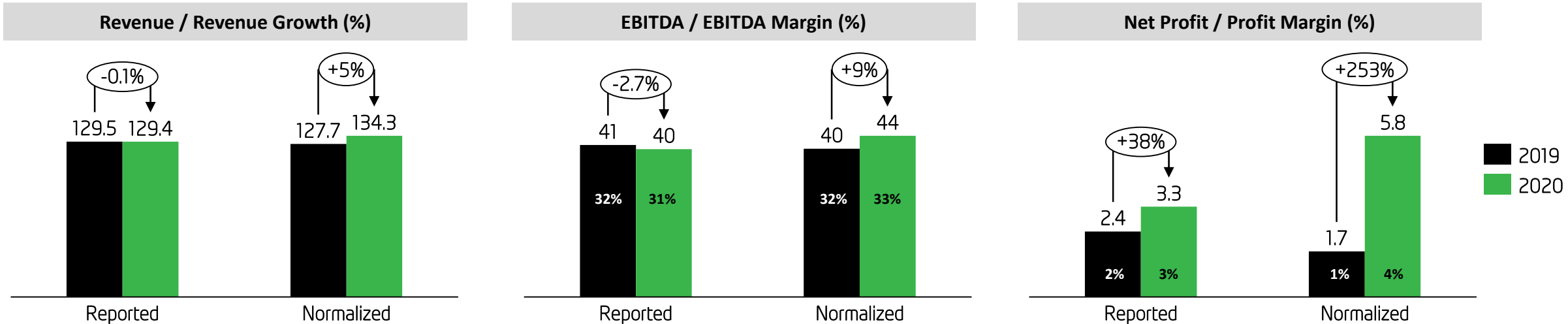


- **50%** revenue growth supported by increase in deposit base by **98%** and loan portfolio by **43%**.
- **47%** of GLP is secured via Gold Backed Loans
- **46%** of fresh loans have been processed via Digital Loan Acquisition App
- U bank, with its network of **201** branches and **199** ATMs across **183** cities and rural areas in Pakistan, disbursed loans in excess of PKR. **28 billion**.
- The balance sheet footing of the Bank rose to PKR. **70 billion**, thus covering a journey of PKR.**30 billion** in just 12 months.
- Dividend of Rs. 100M paid in 2020

PTCL Group – Key Financial Highlights

Revenue remained stable despite Covid-19 challenges ; YoY Growth of 38% in Net Profit aided by Cost control measures & non-operating income

(PKR Bn)

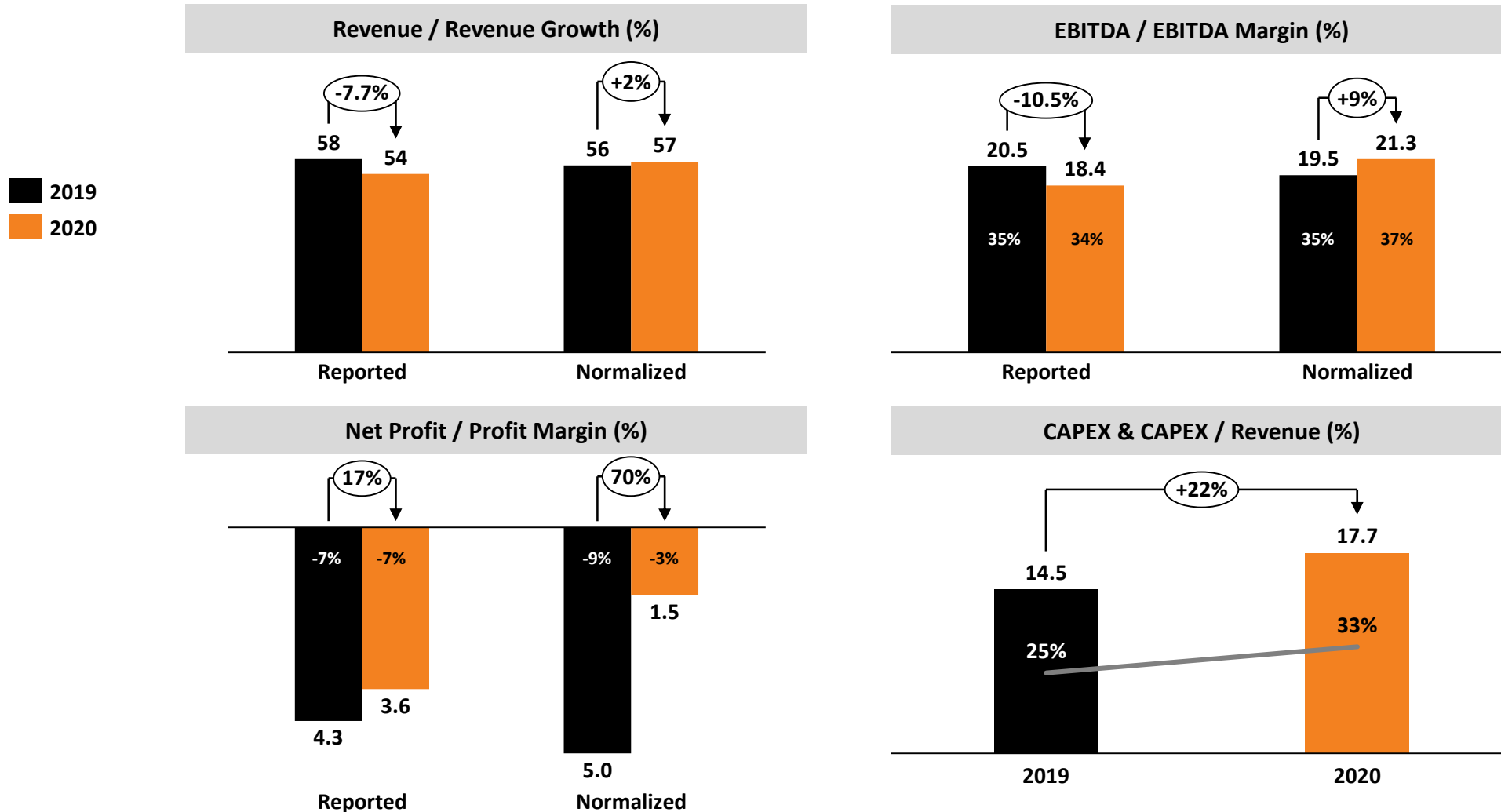


* Normalized growth is after adjusting impact of Covid-19 and regulatory changes affecting Ufone

Ufone key financial highlights

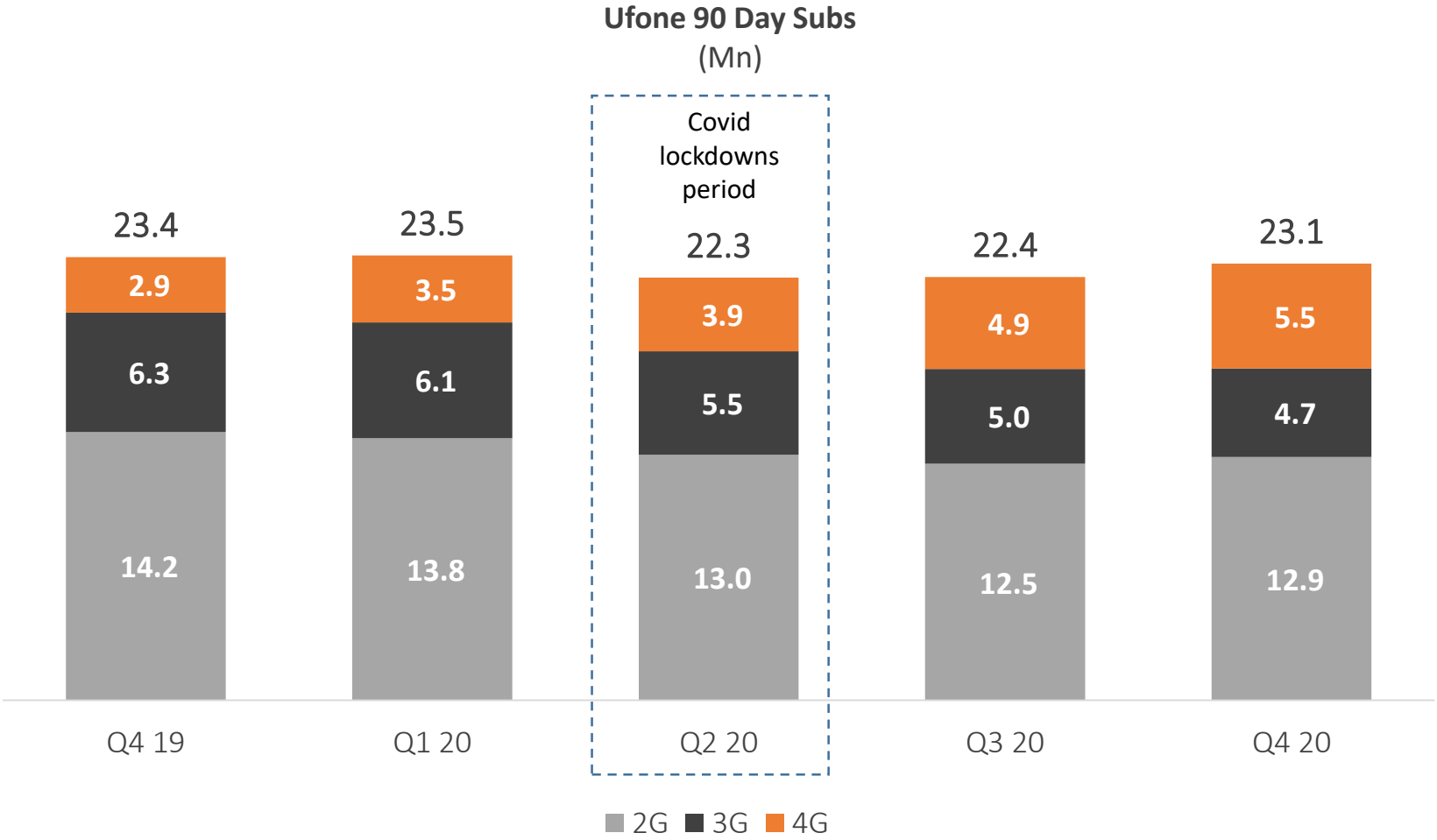
(PKR Bn)

Covid lockdowns negatively impacted our growth



* Normalized growth is after adjusting impact of Covid-19 and regulatory changes affecting Ufone

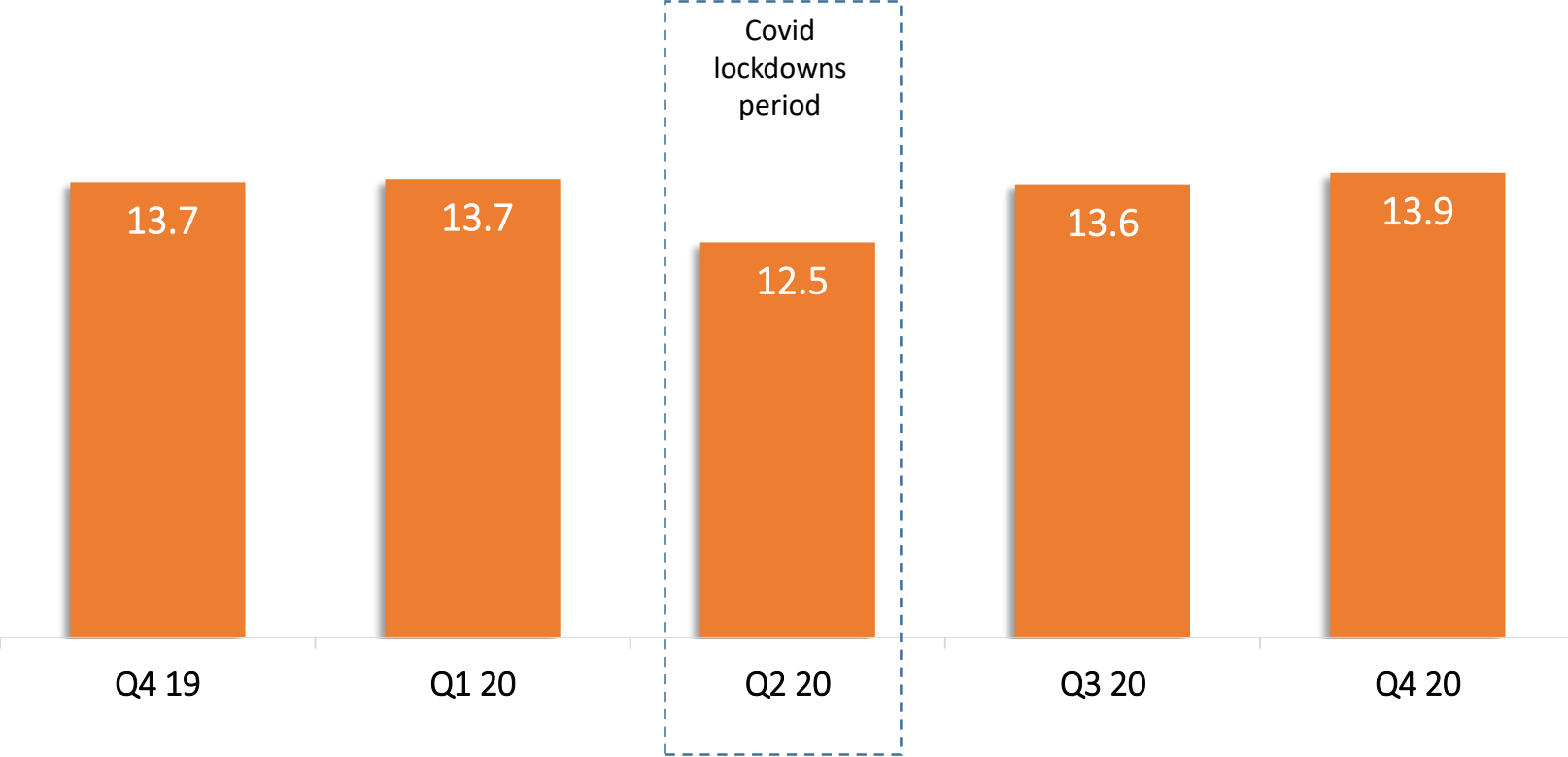
Ufone subscriber base is recovering post lockdown, supported by expansion in 4G users



Source: Internal reporting

Q4 revenue grew by 1.3% YoY despite second wave of Covid-19

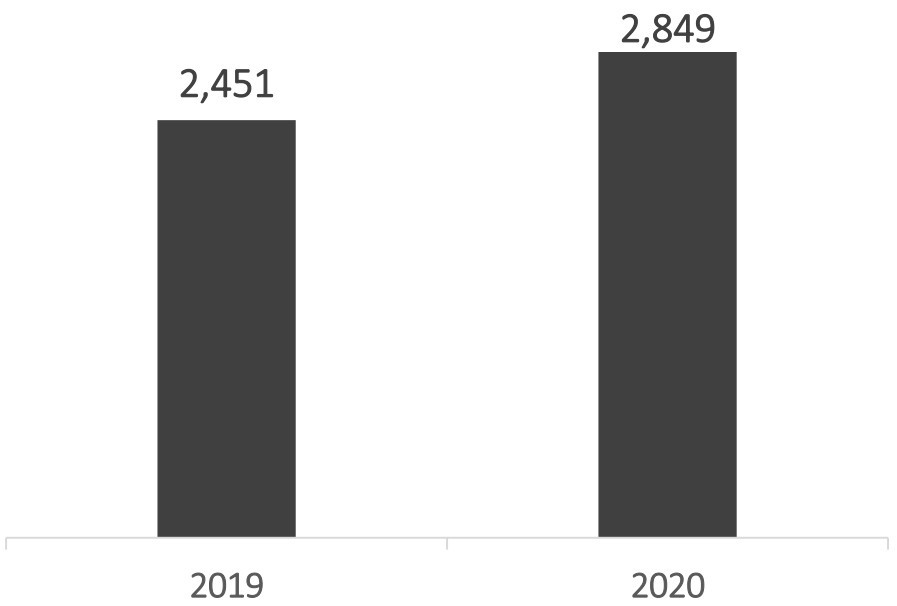
Revenue PKR (Bn)



Source: Internal Reporting
 Variance % is vs. Q4'19

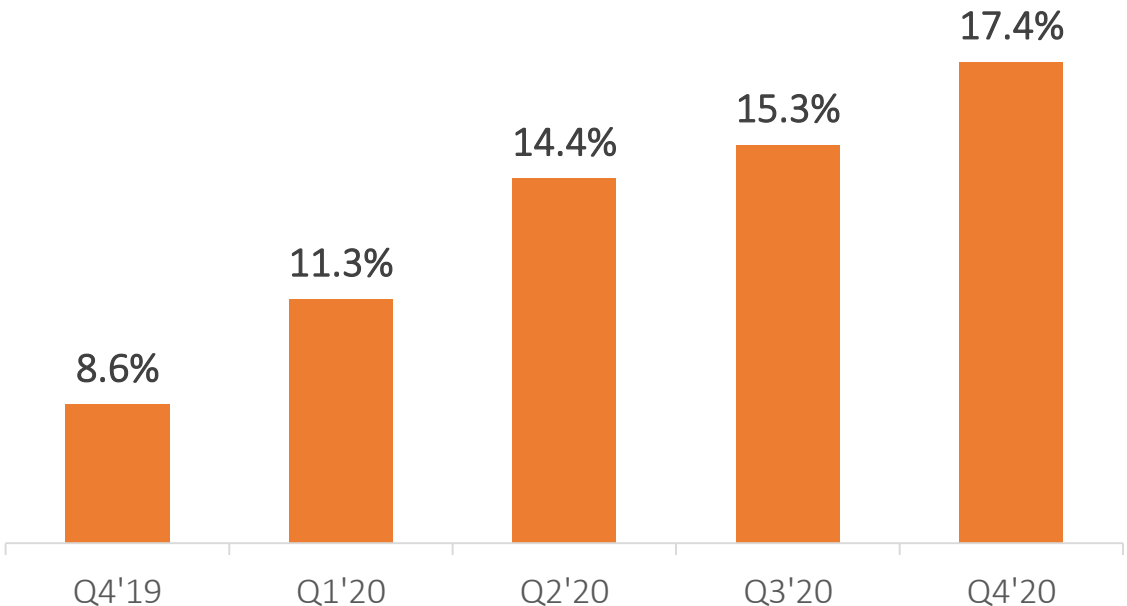
CVM revenue as well as digital transactions continued to show sustained growth

CVM revenue
(PKR Mn)



- CVM revenue contribution increased from 4% to 5%

Digital transactions
(% of total recharge)



Digital transactions continues to show growth, top drivers are:

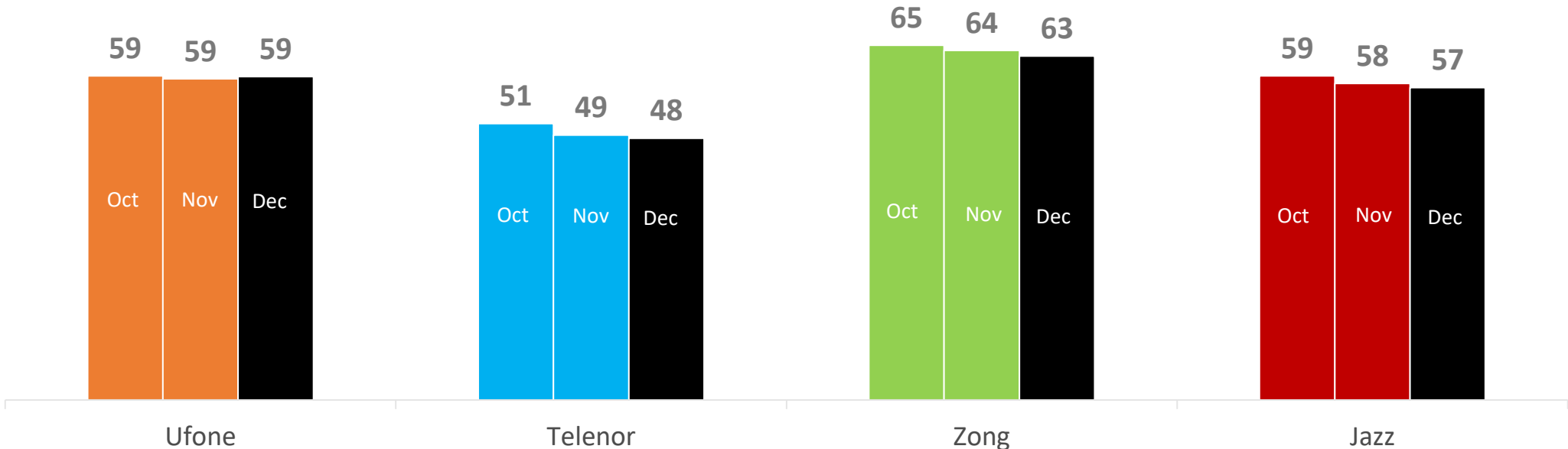
- Telenor Easypaisa
- ATM - Banks
- Ufone App / Ufone Website / USSD

Source: Internal Reporting

We have sustained our customer experience, whereas industry scores continue to slide



TRI*M scores



Oct'20 = (Aug'20 + Sep'20 + Oct'20)
Nov'20 = (Sep'20 + Oct'20 + Nov'20)
Dec20 = (Oct'20 + Nov'20 + Dec'20)

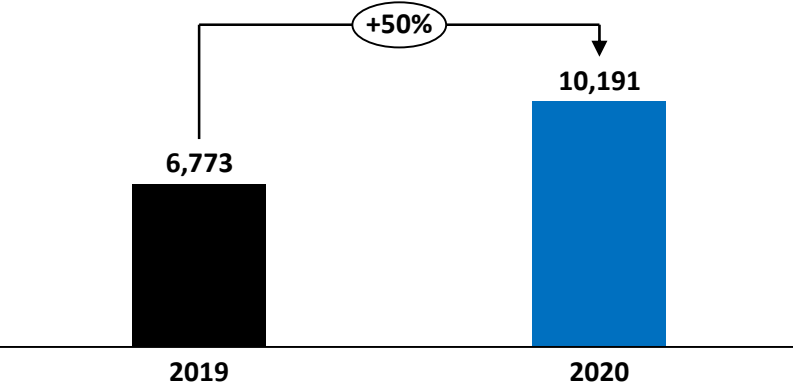
Source: TRIM Study (Kantar TNS)

Ubank – Key Financial Highlights 2020

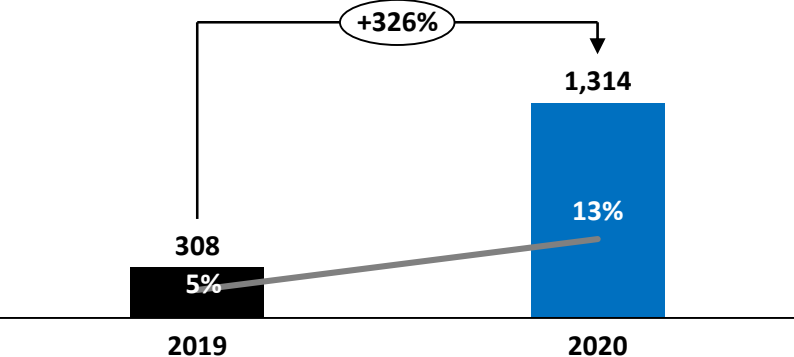
(PKR Mn)

YoY growth of 50% in Revenue and 326% in Operating Profit

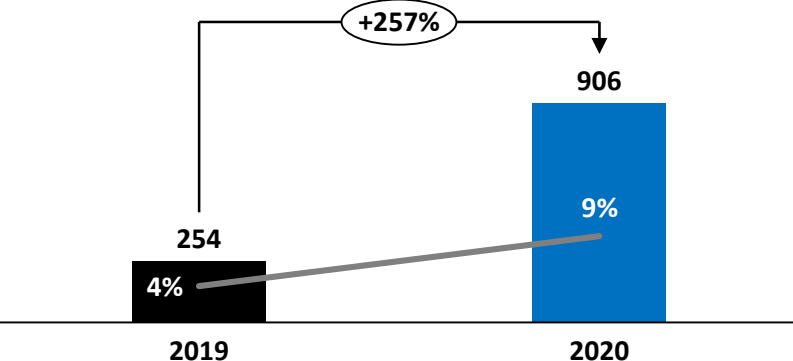
Revenue / Revenue Growth (%)



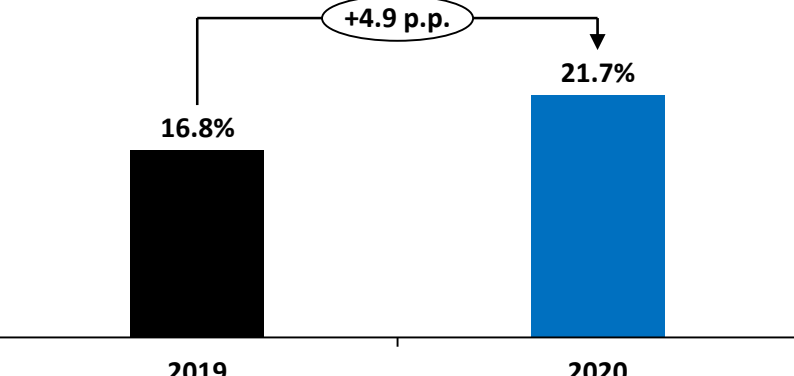
Operating Profit / Operating Profit Margin (%)



Net Profit / Profit Margin (%)



Capital Adequacy Ratio



Expanding footprint with digitalization

Microfinance Banking Services

Services

- Microfinance Loans
- Deposit Products
- Home Remittances

Branchless Banking Services

Upaisa
(in collaboration with Ufone)

Services

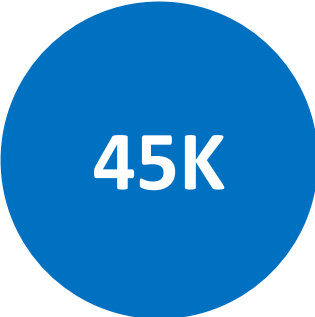
- Bill Payments
- Money Transfers
- Mobile Accounts



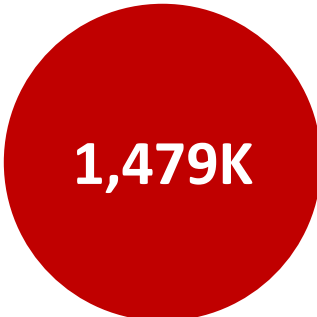
Branch Network (#)



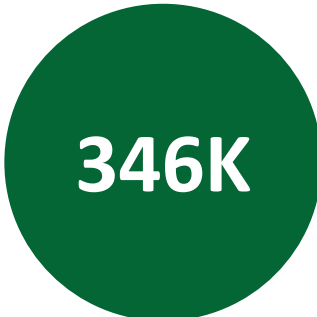
ATMs (#)



Upaisa Agents (#)



Deposit Customers (#)

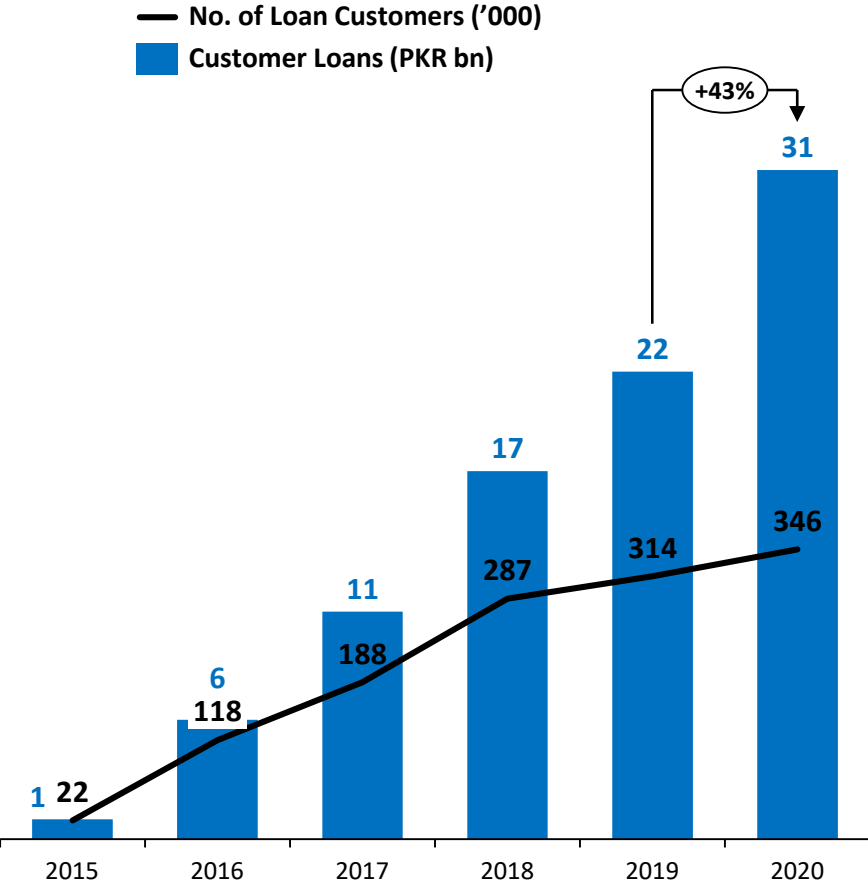


Loan Customers (#)

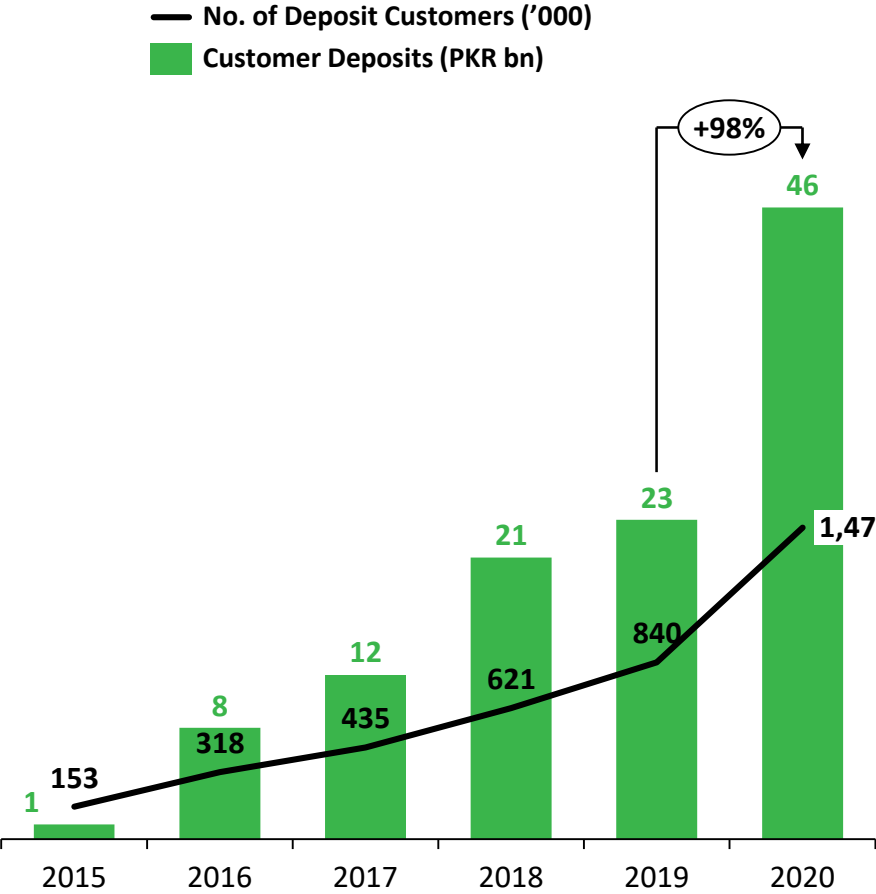
Ubank – Key Operational Highlights 2020

98% increase in deposit based and 43% increase in loan portfolio

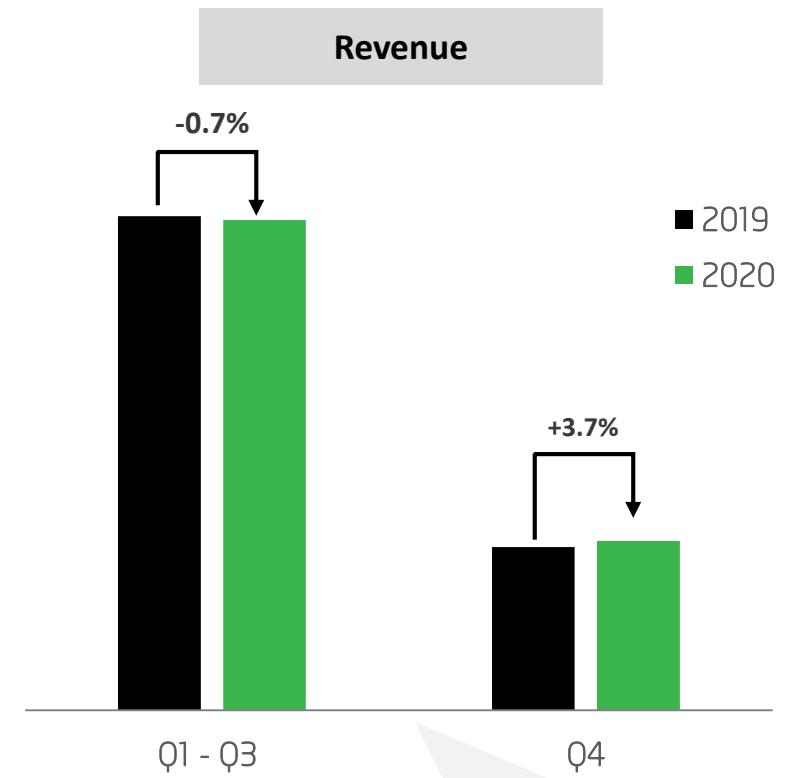
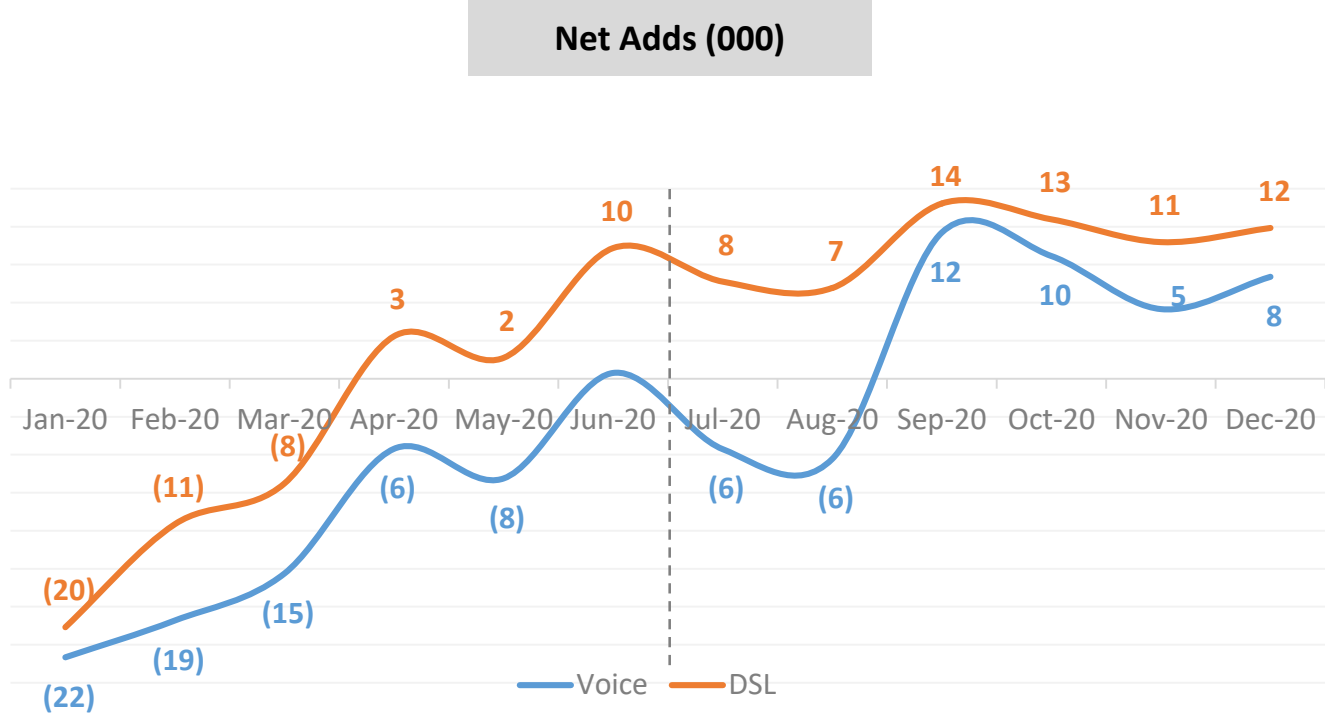
Loan Customers & Loan Portfolio



Deposit Customers & Deposits



PTCL Transformation strategy at the start of 2020 successfully produced results in 2nd HY resultantly delivering growth in Subscribers and Revenue



**From Negative to Positive Rev Growth
3.7% in Q4 20 vs Q4 19**

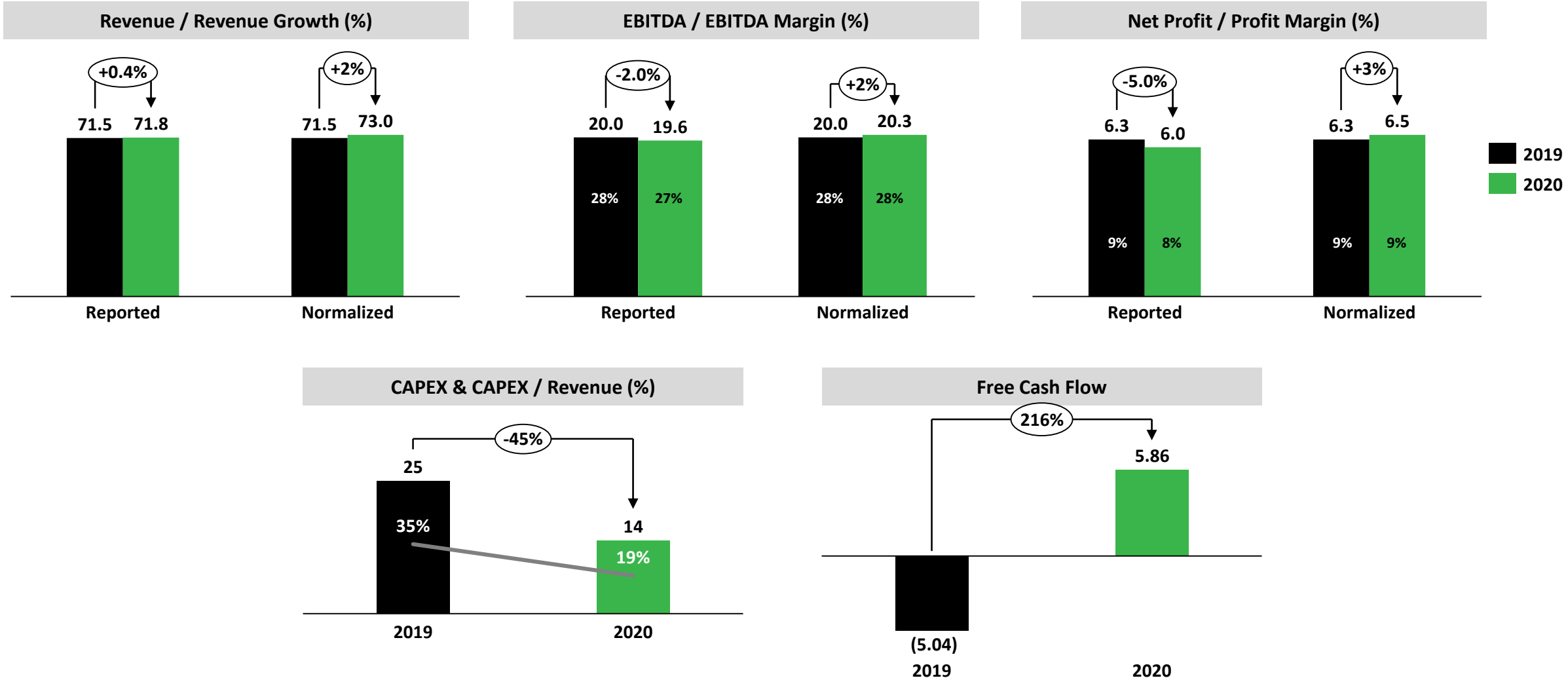
VIS Credit Rating Company Limited (VIS) has reaffirmed entity ratings of PTCL at 'AAA/A-1+' (Triple A/A-One Plus). The medium to long term rating of 'AAA' denotes highest credit quality with negligible risk factors.

PTCL – Key Financial Highlights

(PKR Bn)

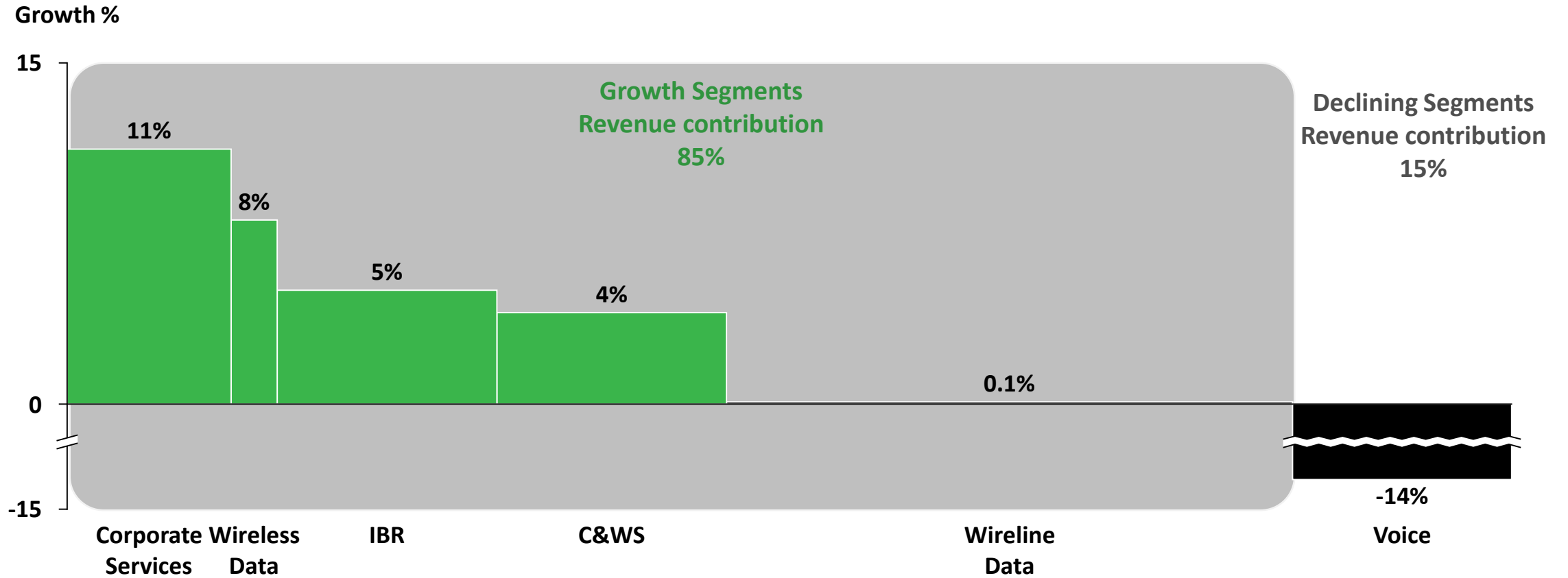
YoY growth in revenue for third consecutive year; slight decline in EBITDA mainly due to impact of COVID-19 on revenue

Key Financial and Operational Highlights - PTCL



* Normalized growth is after adjusting impact of Covid-19 and Credit Monitoring Policy

Revenue Segments Composition and Growth - 2020 Vs 2019



Customer Happiness Index

PTCL's Customer Happiness Index Journey.....being the first one is not easy

Approach

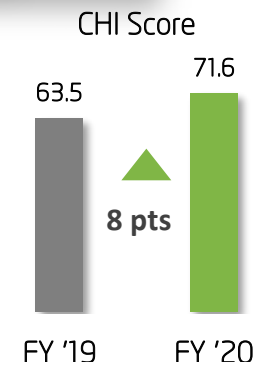


Methodology

Categories	Network Experience variables
1. Stability and Quality of Line	<ul style="list-style-type: none"> Daily consistency Most current stability Network Outage duration Quality of connection
2. Speed / Data Rate	<ul style="list-style-type: none"> Actual data rate vs. Subscribed rate in %
3. Problem Resolution	<ul style="list-style-type: none"> Number of Technical complaints Lead time to resolve complaints Existence of repeated complaints Existence of Denied problem rectification
4. Profile Configuration	<ul style="list-style-type: none"> Data profile at Port level match subscribed rate

Outcome

	Change%
Stable Lines	+26%
Churn rate	-26%



Work From Home Transformation in contact centers

Opening of New Horizon for Tele Sales, Free Lancing Workforce resultantly maximum output through minimum utilization of resources



Work From Home for ~ **90%** work force



Optimized headcount by **5%**



Closure of CC location **1/4**

Uninterrupted contact center support during COVID-19 strict lockdowns

Reduction in OPEX

Space utilization for other revenue streams



Focus on key areas to improve Operational KPIs



PROCESS IMPROVEMENT

Pending management process improvement

Tracking of each uninstalled order

Online visibility of MSAGs / DCs after proper revamping

Human Resource

Induction of 600 TPIs & 400 FSAs

Regular Training programs

Ensured highly equipped field staff

Improved commission structure & other incentives for field staff

NETWORK QUALITY IMPROVEMENT

Rehabilitation in small pockets & Dry Areas

24K new dry pocket lines

Pricing

Area wise customized packages

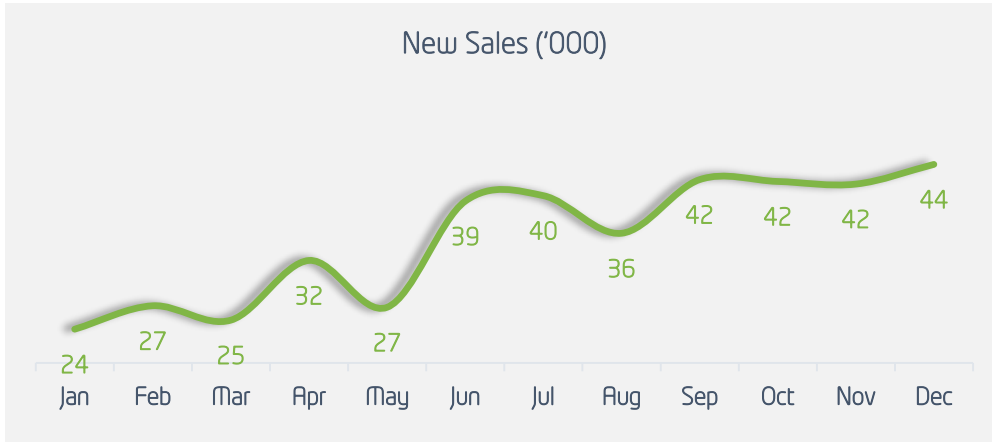
Aggressive price moves

Resultantly FBB sales, churn rate and net adds improved

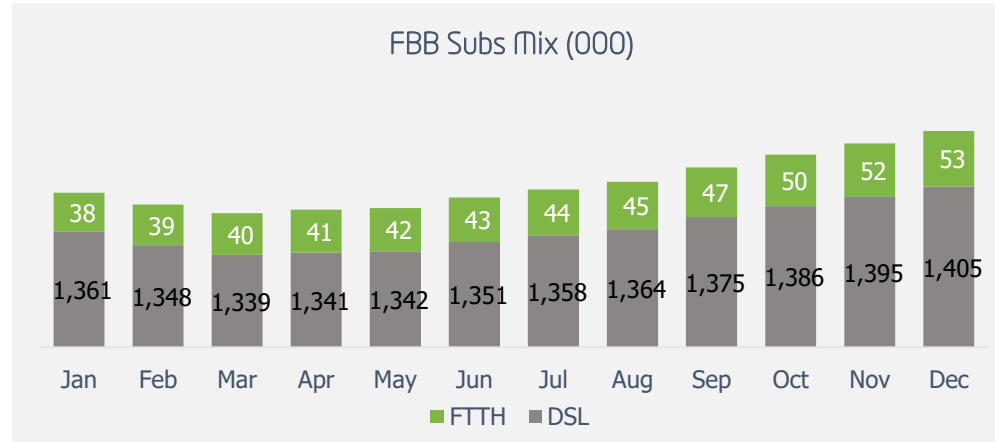
Consistently +ve net adds since last 9 months

Key Operational Highlights: Retail Segment

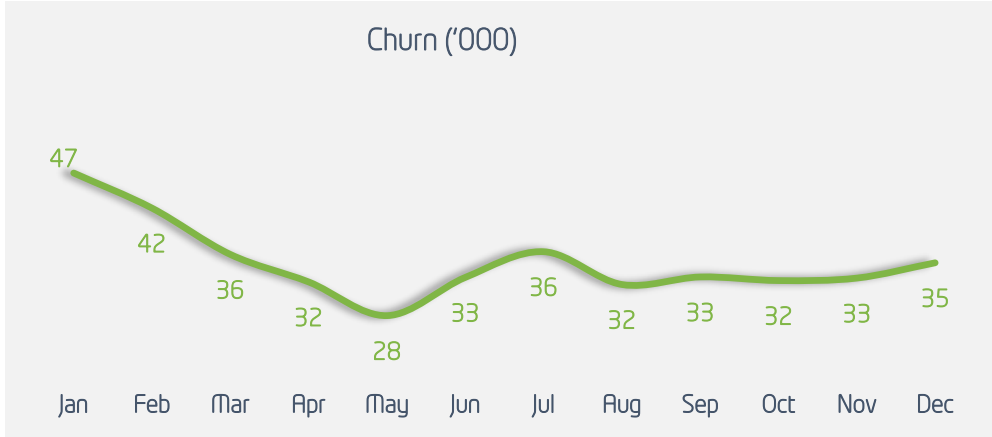
Broadband average monthly sales increase from 25K in Q1 to 42 K in Q4



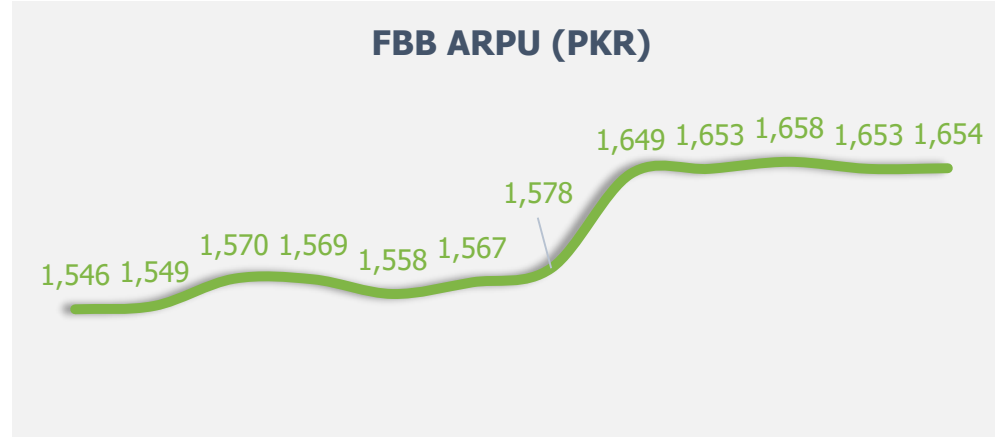
Growth in FTTH Sub Base 50% & xDSL 2%



Net churn rate improved from 3.1% in Jan 2020 to 2.2% in Dec 2020



~4.5% Price change helped accelerate growth



Exceptional Revenue Performance

8%

Dec '20 vs Dec '19

Key Strategic Accomplishments in 2020 by Business Services

Digital Services

1. Sales of ~100 racks at PTCL Tier-3 datacenters
2. First ever managed datacenter contract in Pakistan (BoK)
3. Deployment of Cloud Campus Solution at large engineering university.
4. Telenor Bank banking cloud & virtual datacenter contract.

Carrier & Wholesale

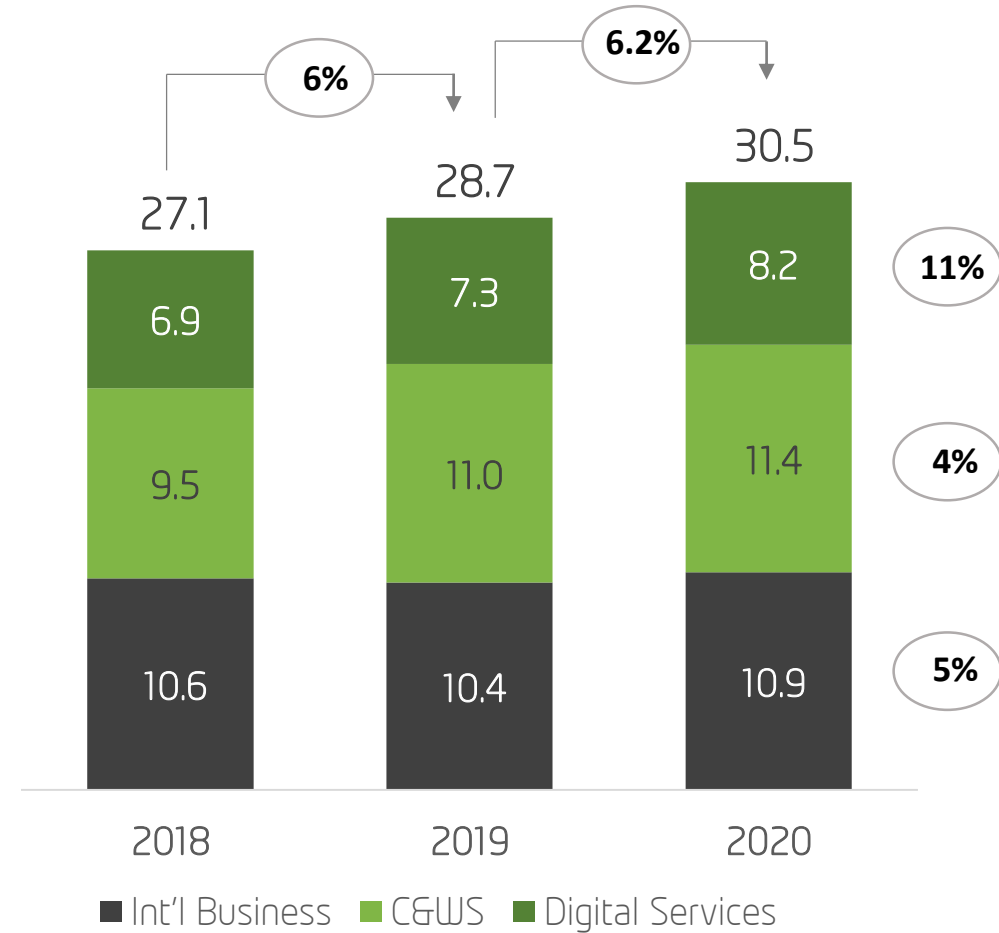
1. Strategic partnership agreement with Zong
2. IP Bandwidth upgrades with Telenor, SCO and Cybernet.
3. Gwader premium fiber connectivity deals with Zong & Telenor
4. Migration deals of MSC sites with Telenor & Zong

International

1. Renewal of fixed revenue deals with Zain Saudi and Mobily KSA
2. Start of transit services with China Telecom & China Unicom
3. Bandwidth capacity contract in Afghanistan.

Business Services sustained growth despite Covid

- The contribution of Business Services to the overall PTCL revenue has crossed **43%**
- Carrier & Wholesale Services grew 4%
- International services also showed a growth of 5%
- The Digital Services - growth in datacenter & ICT sales increased the revenue growth to 11% from 6% in 2019.



Note: % variance for each segment are for 2020 vs 2019

Impact of Covid-19 on topline mitigated through additional cost optimization measures of PKR 2.7 B.

COVID 19 Impact on Revenue:

- COVID-19 impacted both PTCL and Ufone the combined effect on both OPCOs revenue was ~PKR 3B.
- To mitigate this impact strict cost saving measures were adopted

Major cost saving initiatives:

- **CPEs** - Use of refurbished CPEs & price negotiations
- **HR Initiatives** – No Salary increment, freeze on Hiring
- **Fuel & power** - Use of alternate energy sources (solar) and pilferage control
- **Network maintenance cost** – Asset base reconciliation, use of internal resources, SLA & scope optimization
- **Doubtful debts** – Change in credit management policy, churn improvement & better recoveries from defaulters

Synergy Projects



Sites Cons.

Sites in close proximity between Ufone and PTCL to be Consolidated to shut down one site.



VSAT

VSAT links acquired through PTCL satellite Vendors for Connectivity on some sites in Baluchistan and KPK.



Non-telco

Ufone passive maintenance Services currently provided by Huawei Study was run jointly by Ufone & PTCL Technology team to insource the services within PTCL Group by PTCL team



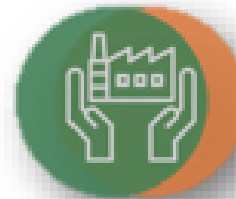
Comm. Power

Contracts signed with suppliers who work with distribution companies for bill corrections and meter replacements



Space Optimization

Re location of offices / sites from outside to within PTCL Group



SME

SMEs will be targeted with joint product bundles comprising of PTCL + Ufone+ Solutions

PKR 1.4Bn savings targeted for
Synergy Initiatives in 2021

Strategic Priorities / Way Forward



- Continue to improve Customer experience
- Aggressively rollout FTTH & increase market share
- Increase xDSL sales via digitization and technology improvements
- Continue to sweat existing FWA assets
- Develop a unified product portfolio within Business services to enhance revenue growth



- Aggressively participate in 4G Spectrum auction and expansion of 4G footprint
- Aggressive subscriber acquisition to increase market share
- Expand MFS business; focus on acquisition and transaction volume increase



- Continuing to secure loan portfolio via gold backed lending.
- Convert 100% of the customer acquisition and loan application process to our Digital Loan Acquisition Application.
- Launch of Incremental Housing Finance
- Launch of Mortgage/Housing Finance.
- Scaling up International Remittance portfolio and partnerships.

Q&A

6



Mobily

Salman AlBadran
Chief Executive Officer - Mobily

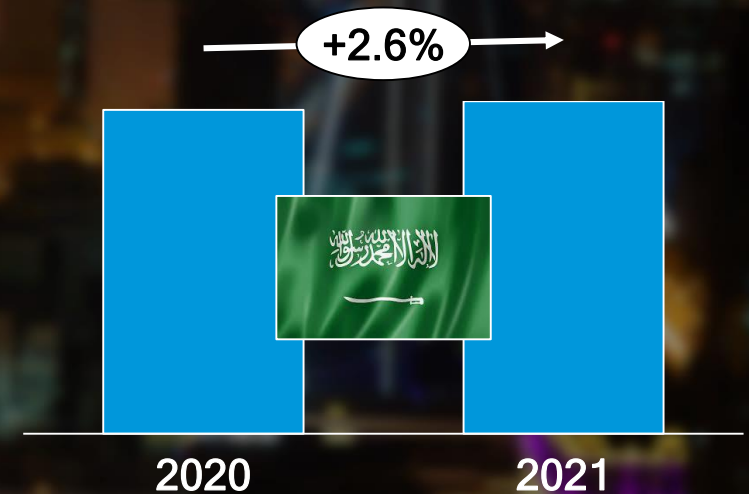
Transforming
For the Future

Macro Environment| KSA economy is a key market

GDP 2020* (nominal)

19 th		SA	681 BN USD	793 BN (2019) 786 BN (2018) 688 BN (2017) 645 BN (2016)
34 th		EG	362	
35 th		AE	354	
45 st		PK	263	
59 th		MA	112	

GDP Growth 2021**



(*) IMF 2020 est. for selected countries, global ranking, in BN USD <https://www.imf.org/> (**) KSA Central Dept for Statistics & Information 01/2020, 2021 Projected Real GDP, January 2021 World Economic Outlook (% Change), International Monetary Fund (IMF)



Macro Environment | Covid-19

Economic slowdown in KSA and internationally

Investment uncertainty from Business customers

Reduced tourism out- and inbound (incl. Hajj)

Massive data consumption increase from Consumers, Business and Government

Push of economy digitalization is opportunity for telecom sector

Macro Environment| Regulatory Highlights

Covid-19 Support

- Support of government through free access for most government apps and distance learning

eSIM

- eSIM launched, opening new opportunities for consumers, business and IOT

Enabling Infrastructure Sharing

- FTTx Open Access: Extension of FTTx access across KSA
- National Roaming for Mobile services
- Fixed Number Portability (FNB)

Outlook | GAIN Strategy

G

Grow Core Revenues

A

Accelerate Digital Revenue Streams

I

Implement & Optimize Efficient Delivery

N

Nurture a Positive Experience for All Stakeholders

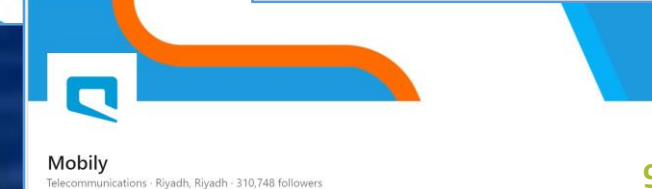
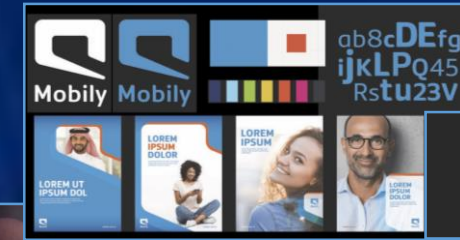
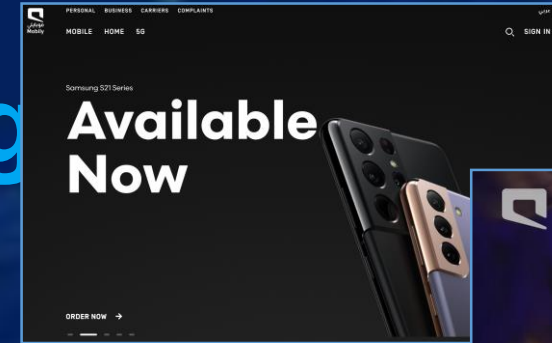
Achievements | Rebranding

Mobily revamped the brand architecture and its visual identity

Reflect the new strategy and brand values (Agile, Clear, Courageous, and Caring)

Become more digital and youth friendly

Support the growth of Mobily brand value



Achievements | Mobile

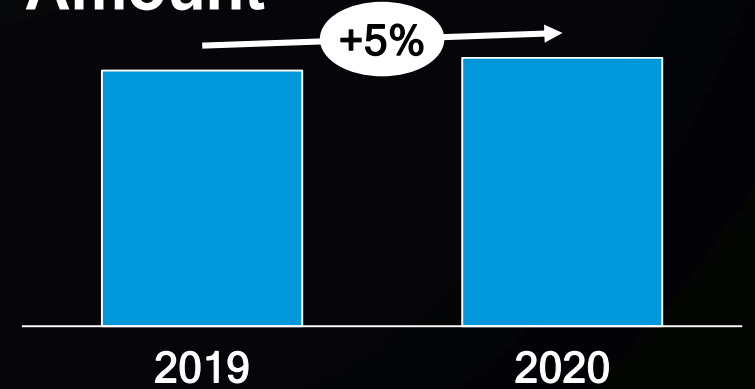
80+ new ATL launches

Launched 5G propositions

Added top brands gaming consoles to the sales portfolio in a wider strategy to reach Gamers segment

E-Shop delivery SLA at 91% within 3 hours

Overall Recharge Amount

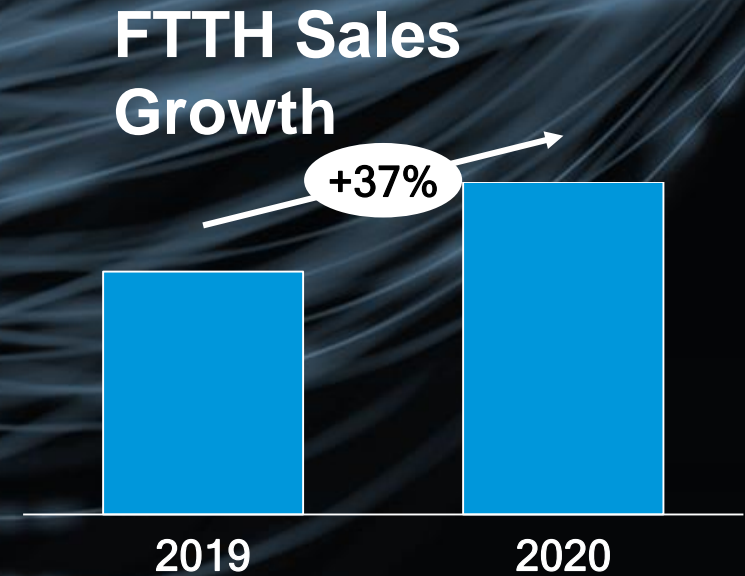


Achievements | FTTH

Achieved highest yearly growth in FTTH base

Extension of coverage to 26 cities

Open Access started in H2 2020 and significantly supported our FTTH sales in H2 2020



Achievements | Business & Wholesale

Highest ever revenues with Business Unit

High-margin client acquisition drives Business Gross Margin growth

Major deals in government and enterprise segments

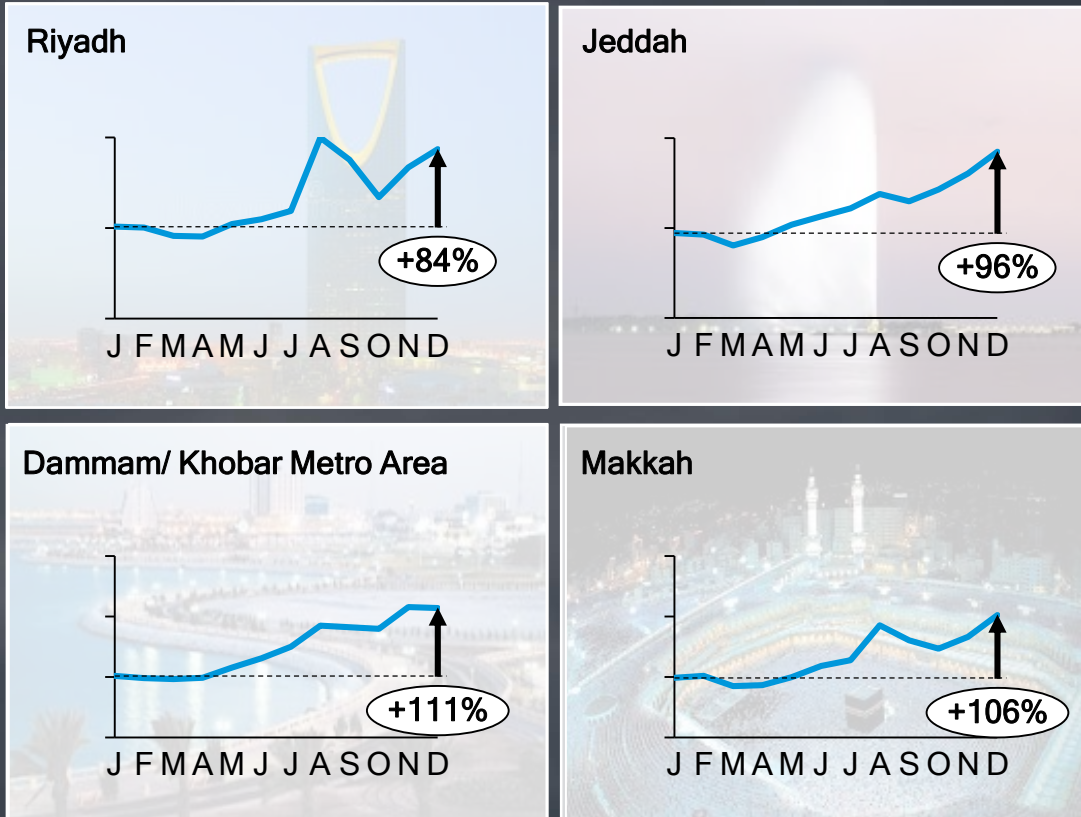
Continued Business Unit Collection improvement YoY

Significant Wholesale Revenue growth YoY

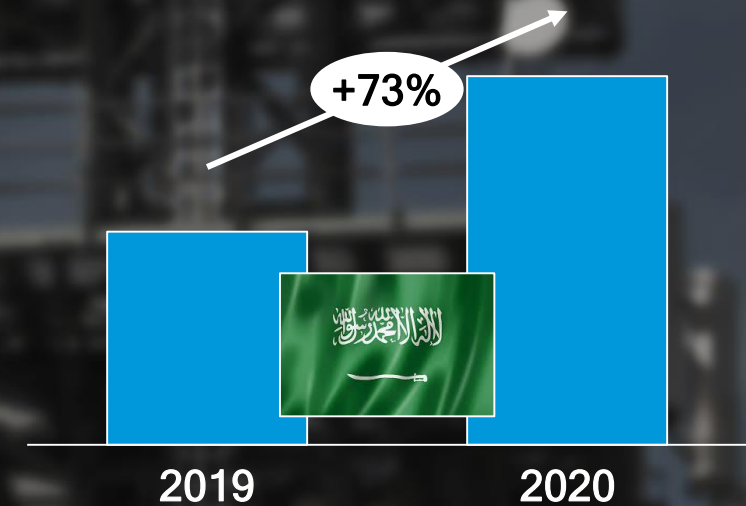


Achievements | Technology – Mobile

Mobily Combined Overall Speed Selected Cities



Mobily Combined Overall Speed 2020



Achievements | Technology – 5G

5G

Acquired 5G spectrum in 2.6 GHz and 3.7 GHz

Started rollout covering 53 cities

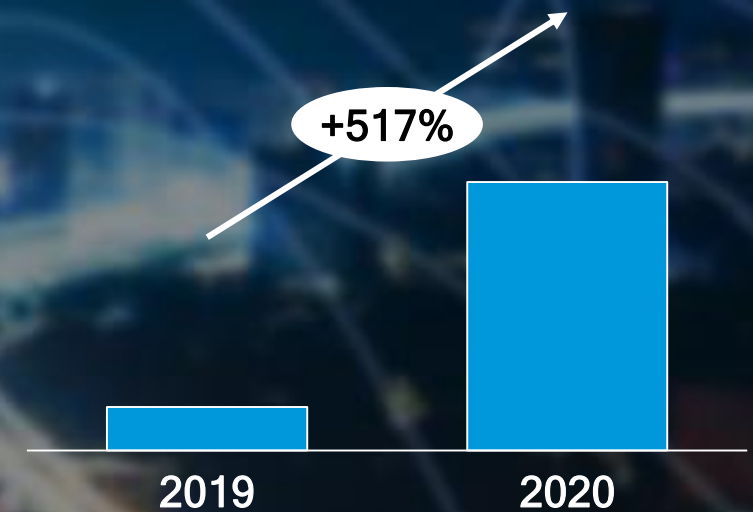
Commercially launched

Timed the launch of 5G with launch of iPhone

12

to optimize market reception

5G Sites Rollout



Achievements | Technology – IoT

“Smart meter” project is real-world application of IOT

Mobily part of the biggest Narrowband IOT smart meter project in the Middle East

Project completed in record time

Project puts KSA in world leader position

#1



1.2 Years duration
99.97% Completed



12 Years
98% Completed



10 Years
70% Completed



5 Years
27% Completed



9 Years
20% Completed

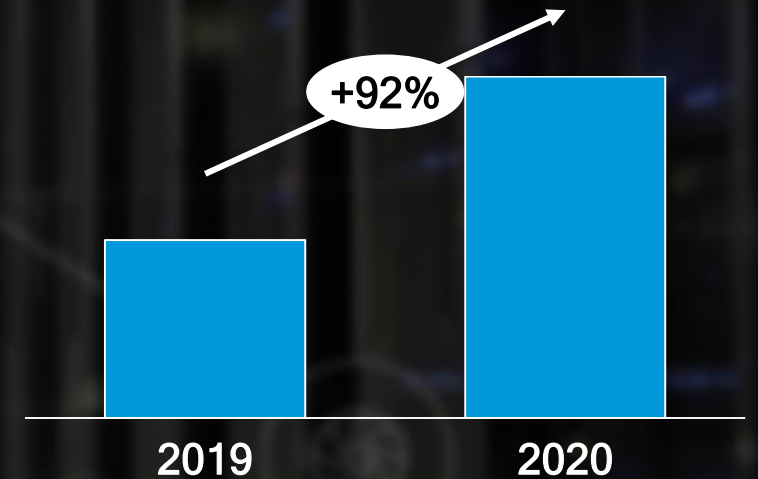
Achievements | Digital Transformation

Accelerated growth in all our digital channels ranging from our portal and e-shop to the app

New registrations in the app doubled

Online Store visitors and e-Shop orders skyrocketed

e-Shop Visitors



Achievements | Awards



*Member of SAMENA
Board of Directors*

Forbes

*Most impactful
marketing and
communication
management in
the Middle East*



*Best Annual Report
Award (Digital Category)
in the Middle East*

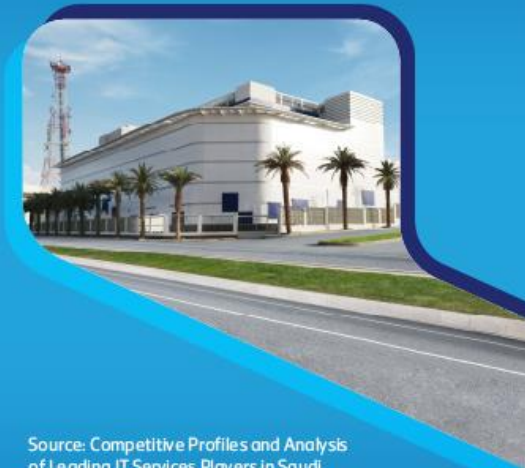
*1st Telecom operator in the
MENA region to receive the
ISO 22301:2019 certification
(Business Continuity
Management Systems)*



Achievements | Awards



Mobily Ranked 1st In
Hosting Infrastructure
Services for the second
year in a row



Source: Competitive Profiles and Analysis
of Leading IT Services Players in Saudi
Arabia - IDC 2020

Proud to Be The Best
Data Center Provider

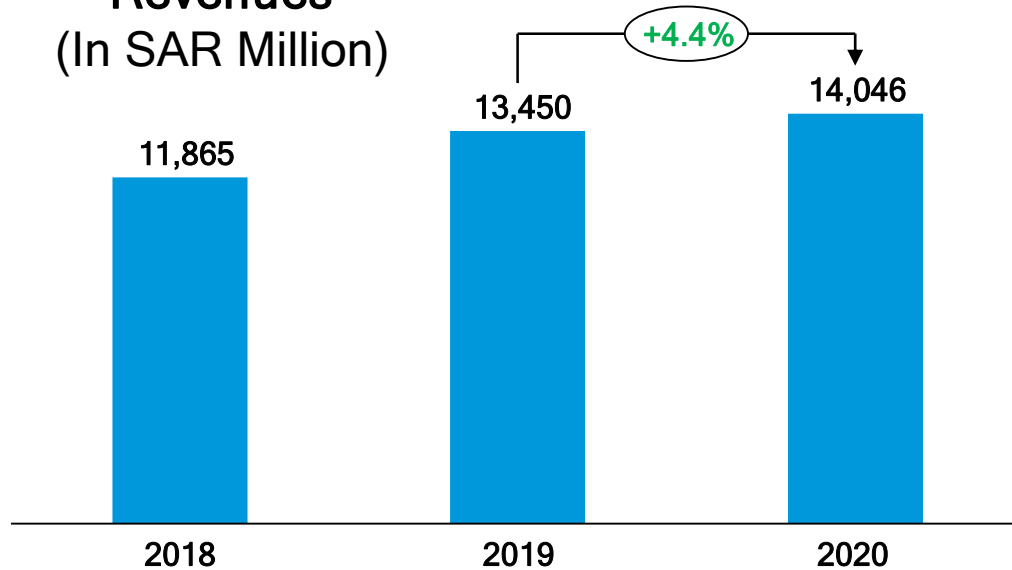


F R O S T & S U L L I V A N



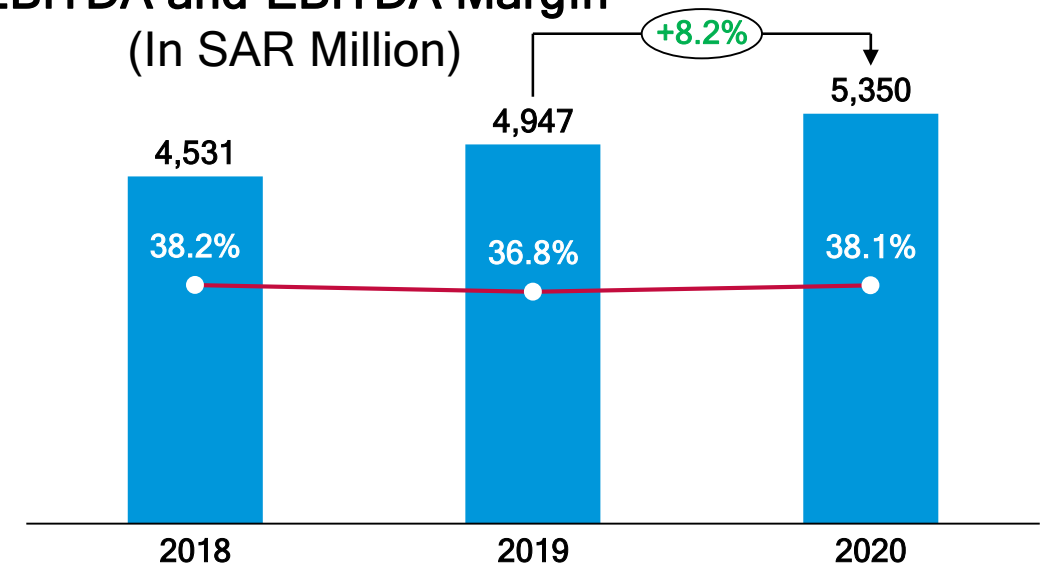
Key Financial Highlights | Resilient Revenues and Strong EBITDA

Revenues
(In SAR Million)



- Mobily continued to grow its Revenue by 4.4% in 2020 compared to 2019 as a result of the following:
 - Growth of data revenues and FTTH active base
 - Growth in Business Unit, wholesale revenues
 - Increase and improvement in subscribers base
- That marked the highest revenues levels in the past five years

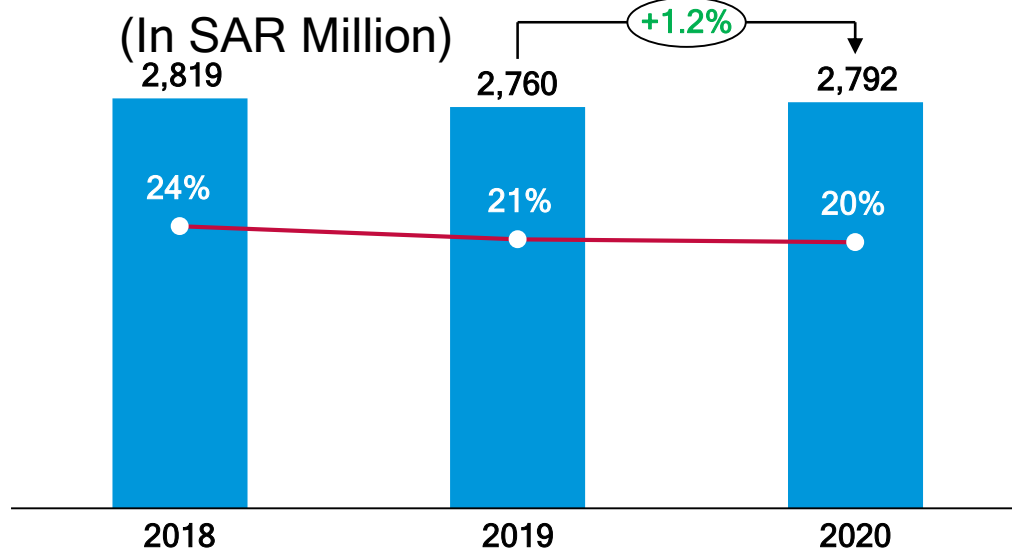
EBITDA and EBITDA Margin
(In SAR Million)



- 2020 EBITDA increased by 8.2% versus 2019
- The YoY EBITDA growth is driven by Mobily's efficiency in managing its operations and better revenue mix and topline performance improvement
- Growth in revenues translate to the improvements in EBITDA levels to achieve the highest level of EBITDA in the past seven years

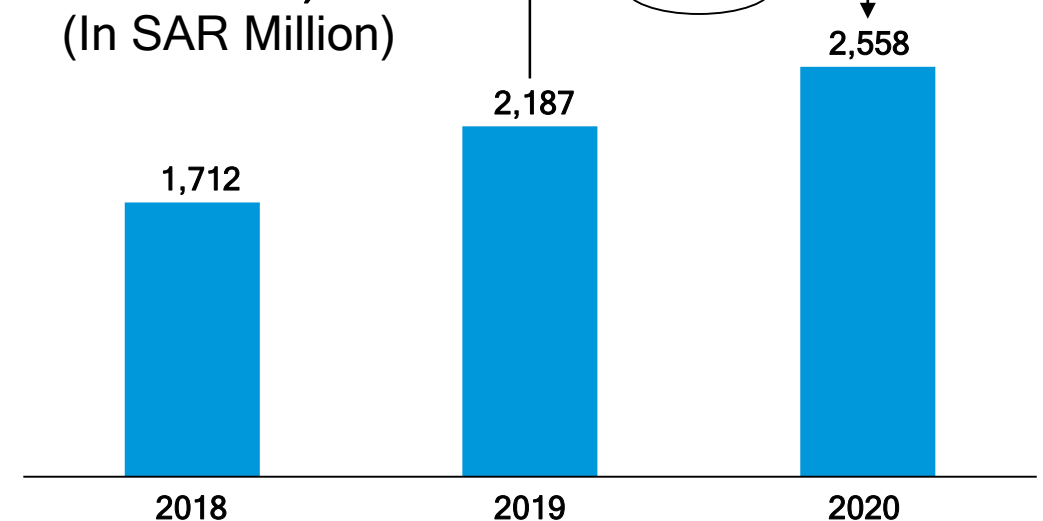
Key Financial Highlights | capex intensity and operational cash flow growth

CAPEX/ CAPEX to revenues %



- CAPEX in 2020 increased by 1.2% to reach SAR 2,792 million versus SAR 2,760 million in 2019 and the CAPEX intensity ratio (CAPEX to revenues) at 20%
- CAPEX continuity reflects Mobily's commitment to invest in the infrastructure and improve the quality of service

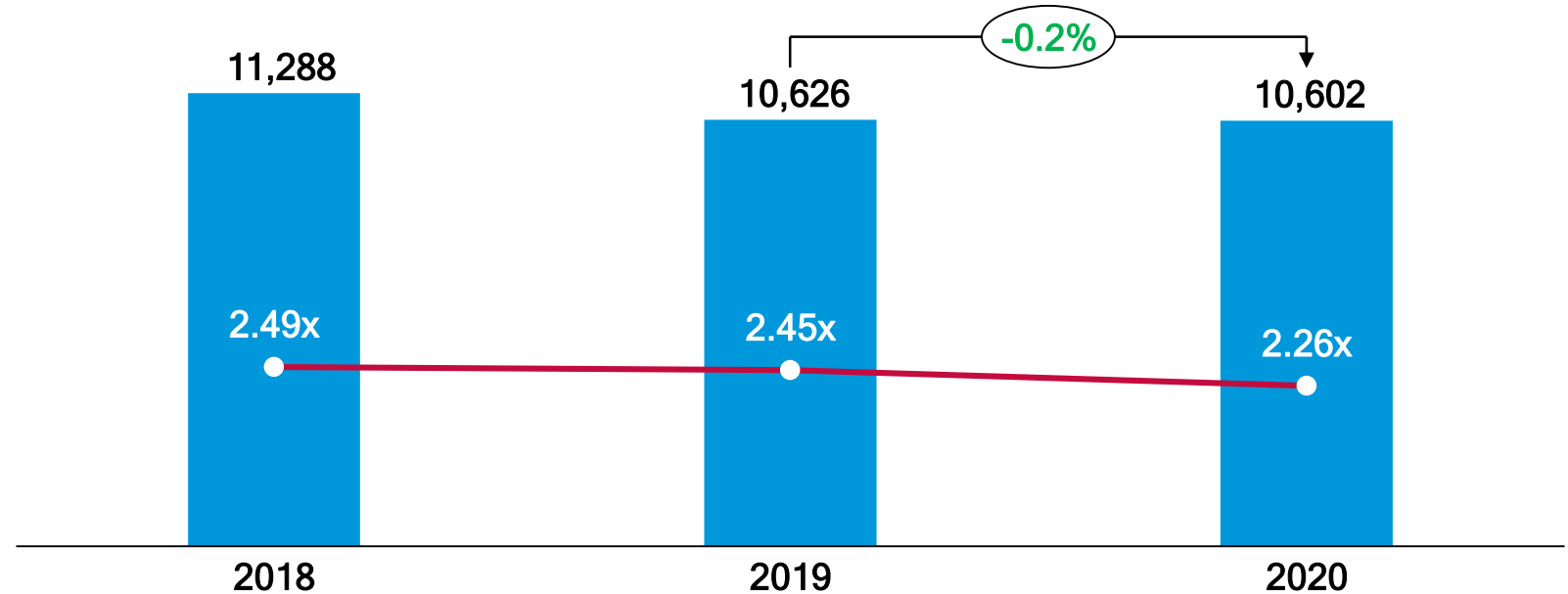
Operational Cash Flow (EBITDA - CAPEX)



- Operational Cash Flow (EBITDA - CAPEX) for 2020 increased to SAR 2,558 million or 17% compared to 2019 due to the topline growth and continued efficiency in operational cost management

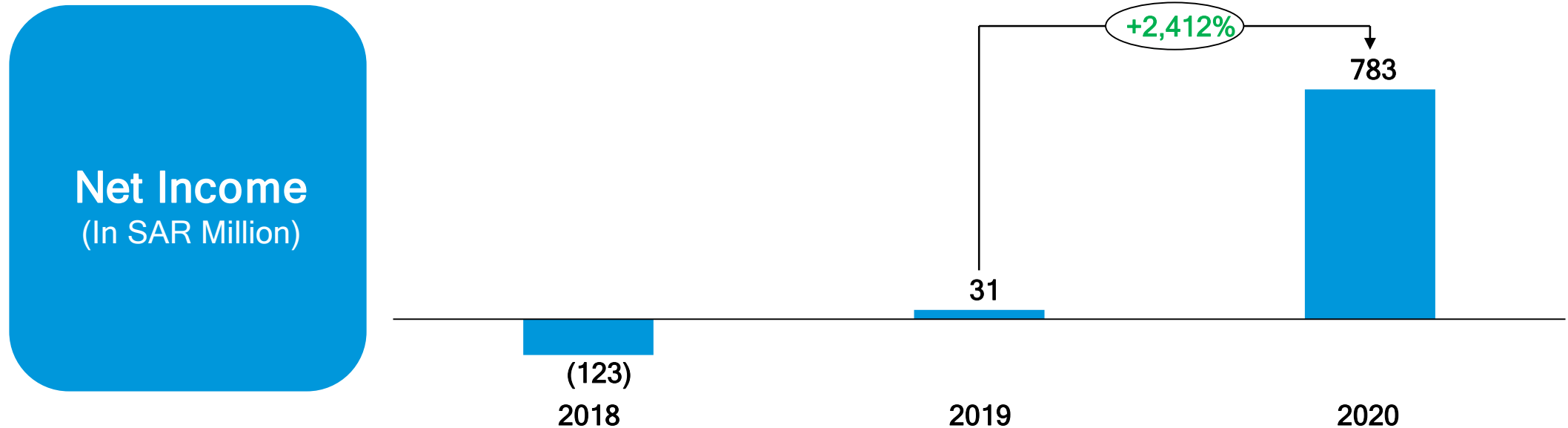
Key Financial Highlights | Balanced Net Debt levels

**Net Debt and
Net Debt
/EBITDA
(In SAR Million)**



- Healthy Net debt to EBITDA ratio at 2.26x in 2020
- During 2020 Mobily has reduced its total debt by more than SAR 1 billion
- The company's ability to reach healthy levels of its net debt was reflected in the decrease of financial charges for 2020 to reach SAR 561 million compared to SAR 929 million in 2019; representing a decrease of 39.6%

Key Financial Highlights | Gaining Profitability



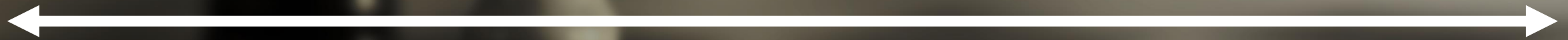
- Mobily succeeded in recording a net profit of SAR 783 million for 2020, more than 24 times higher than 2019 net profit which amounted to SAR 31 million: reflecting Mobily's performance and operational development
- The net profit evolution is mainly due to the following:
 - Topline performance improvement
 - Strong and healthy EBITDA
 - Decrease of financing charges

Outlook | GAIN Strategy

Digital Telco

Integrated Telco

Mobile Centric



2019

2020

Going forward



Q&A

Break

7



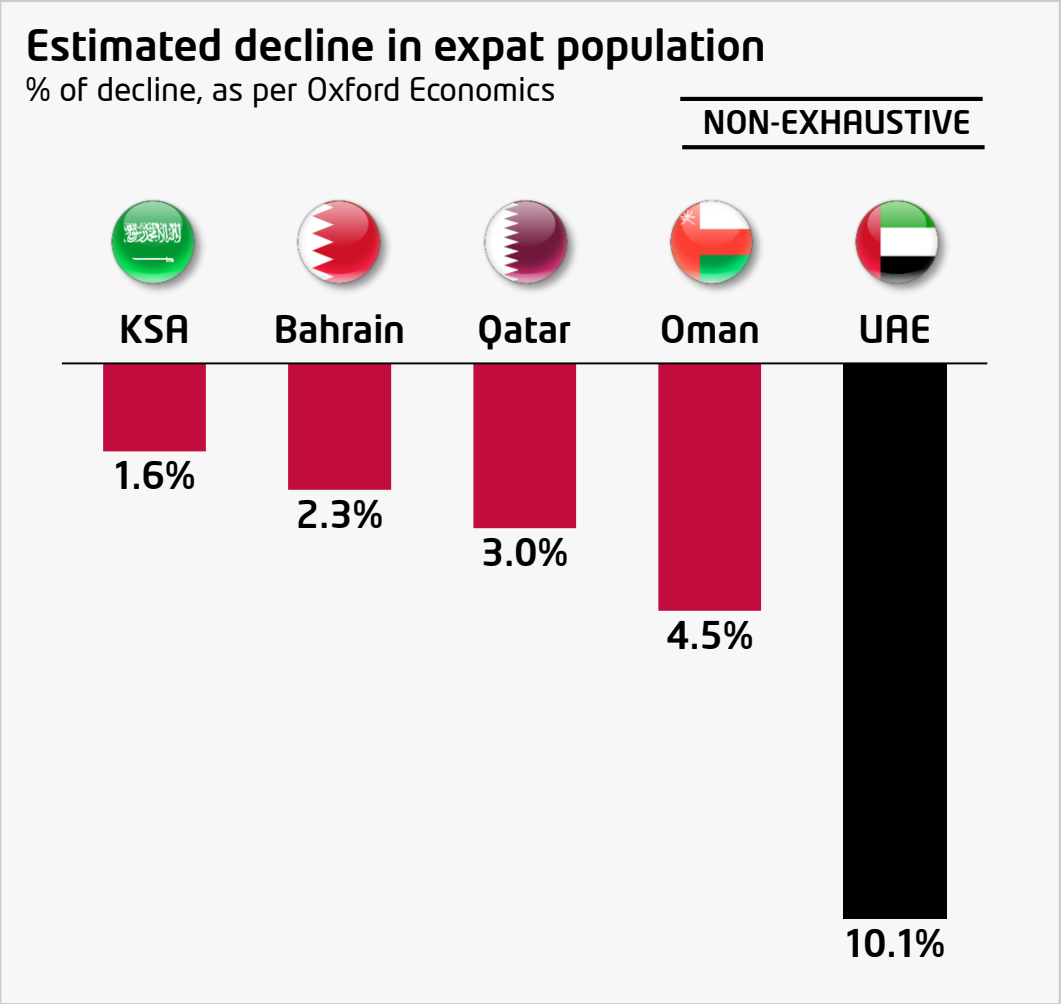
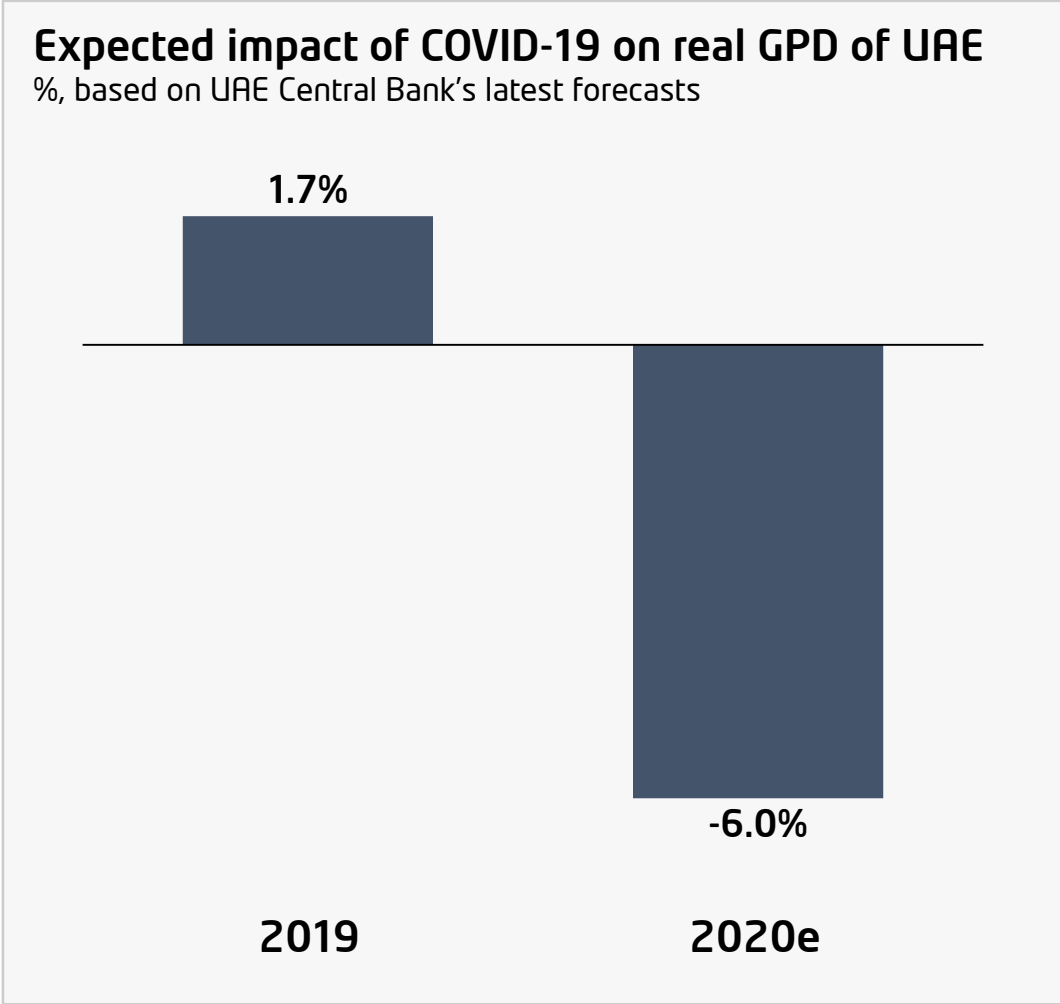
Etisalat UAE B2C

Khaled Elkhoully

Chief Consumer Officer - Etisalat UAE

COVID-19 pandemic has led to a deterioration of the core macroeconomic factors, with its impact being primarily evident in the GDP contraction and population decline...

Impact of COVID-19 on macroeconomic factors and population



Source: UAE Central Bank; Oxford Economics

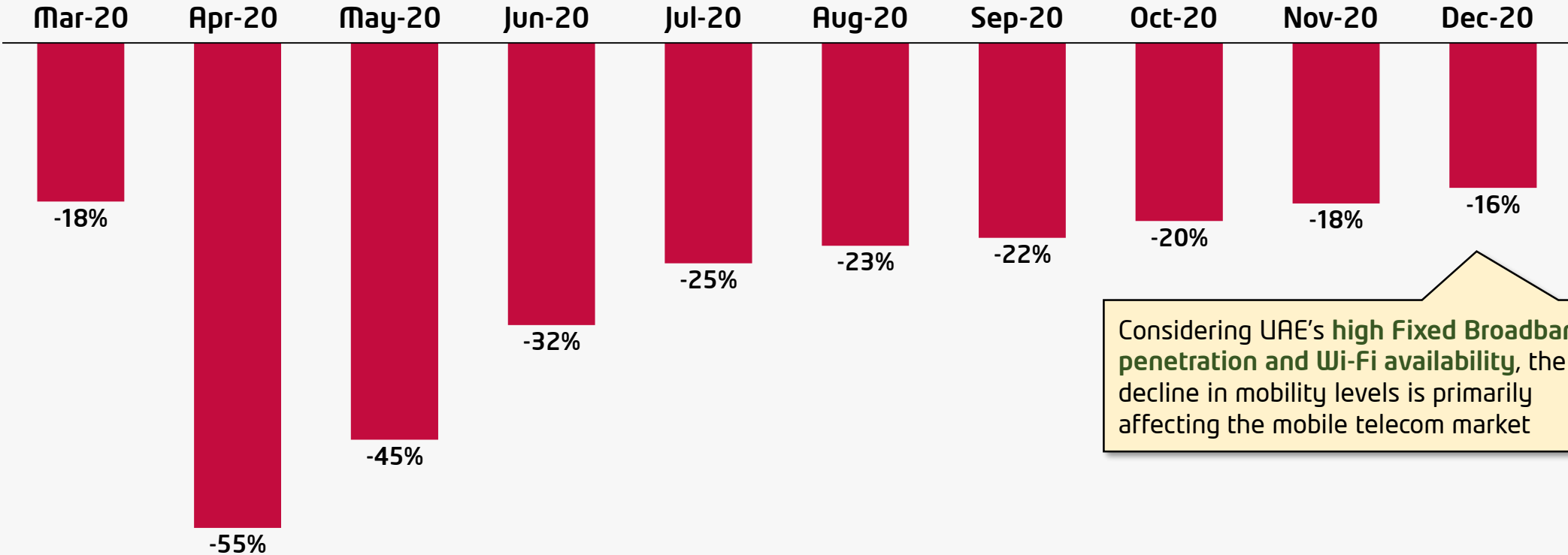
...as well as the drop in the overall mobility levels, which after Apr'20 lockdown have been trending at ~75% of the pre COVID-19 levels, affecting telecom market, primarily mobile



Impact of COVID-19 on mobility levels

UAE Mobility Change

Index based on Google's community reports; calculated as the average change across workplace, public transit, grocery & pharmacy, retail and recreation



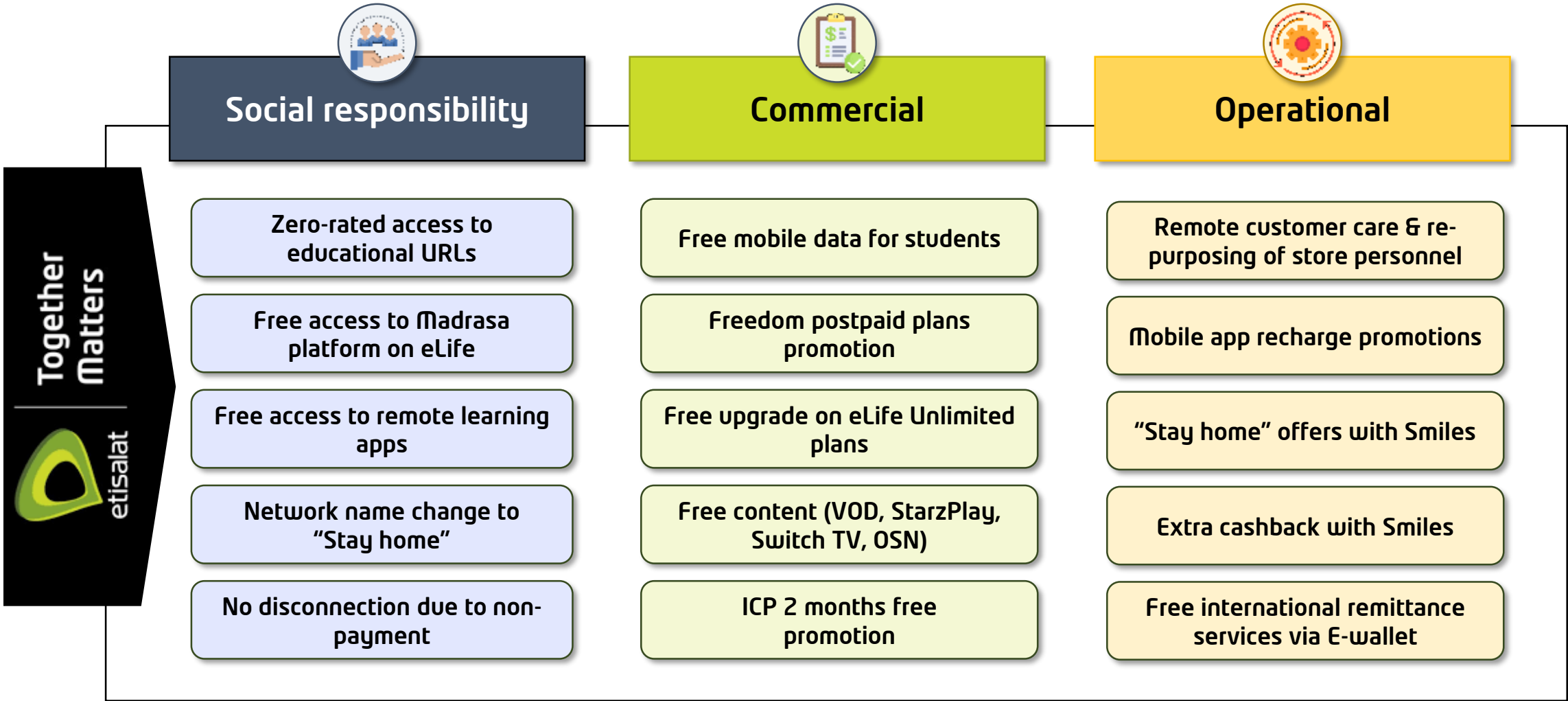
Considering UAE's **high Fixed Broadband penetration and Wi-Fi availability**, the decline in mobility levels is primarily affecting the mobile telecom market

¹ Baseline is calculated as the average value for 3rd Jan- 6th Feb'20
Source: Google Mobility reports

During these challenging times, Etisalat’s main focus was to support the UAE society, primarily by enabling the distance learning program in the country and providing higher-speed fixed packages & superior content to its subscribers

Etisalat Consumer initiatives in response to COVID-19

NON-EXHAUSTIVE

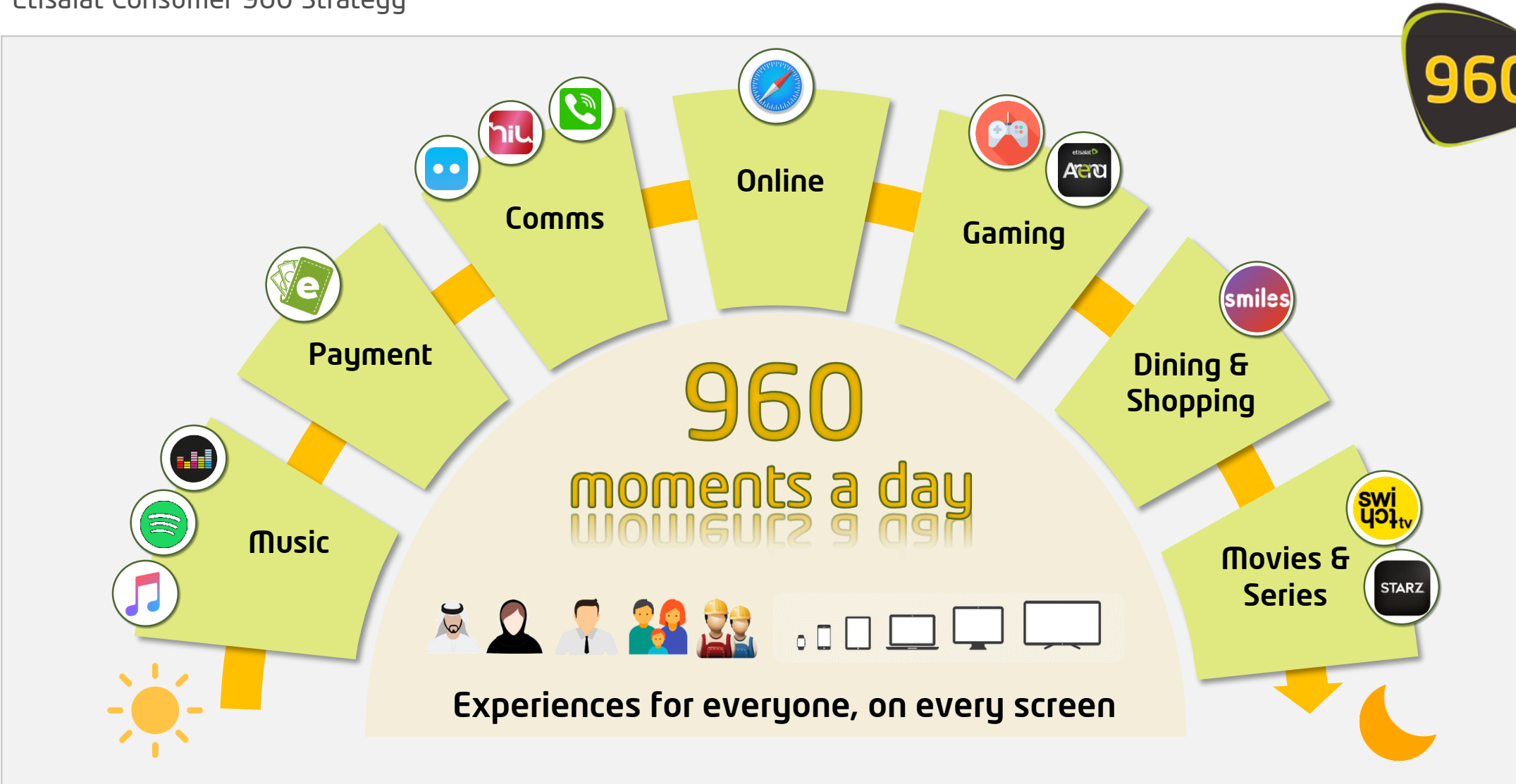


To address the various challenges and to thrive in the market, we have been relying on our 960 strategy, which was defined in 2019 and is aimed at empowering consumers throughout each of the 960 moments of the day



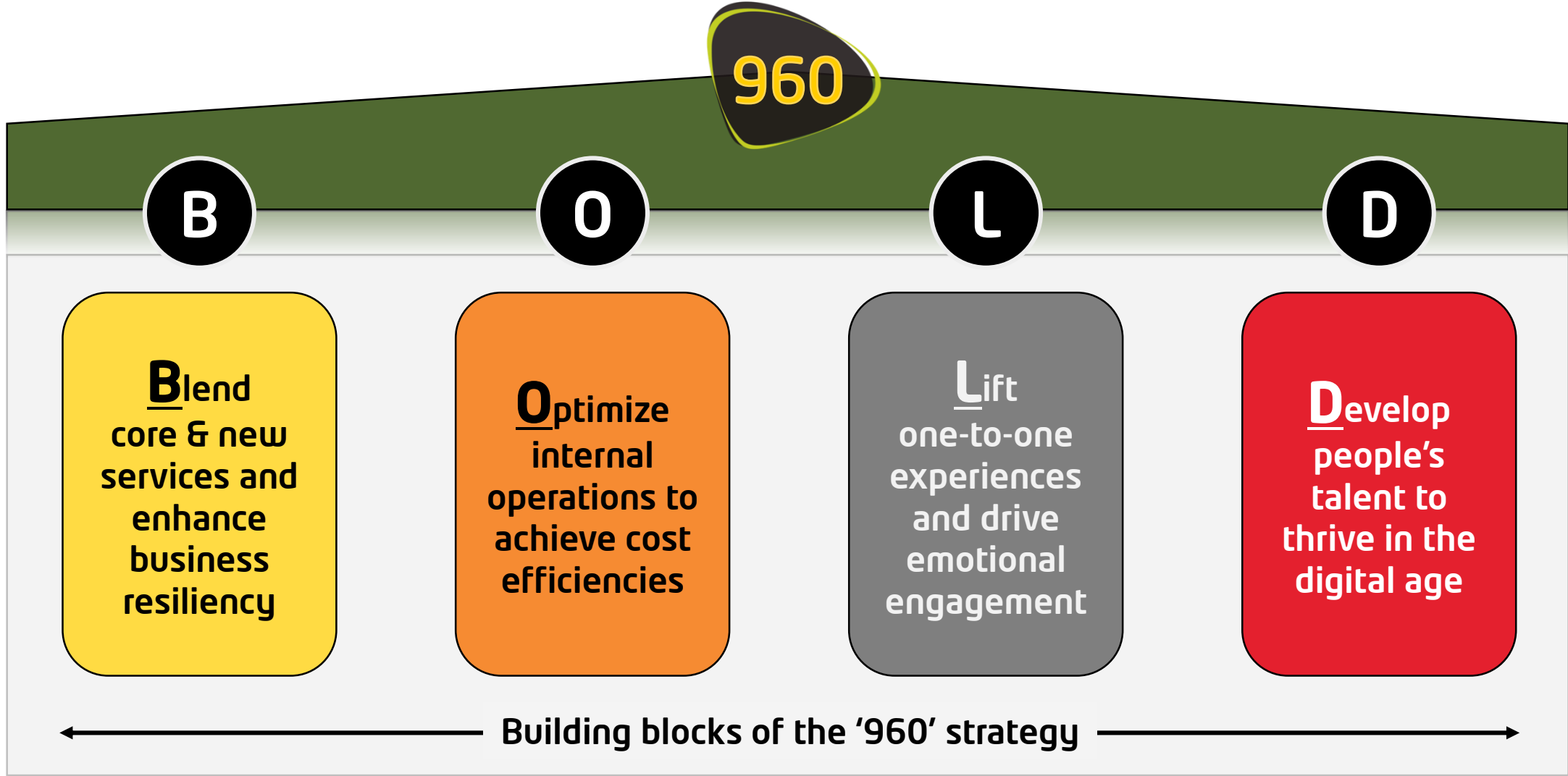
Etisalat Consumer 960 Strategy

Consumer 960 Strategy



Foundations of 960 strategy entails optimizing our internal operations, excelling in customer experience & growing digital talent but primarily focuses on rethinking our value proposition...

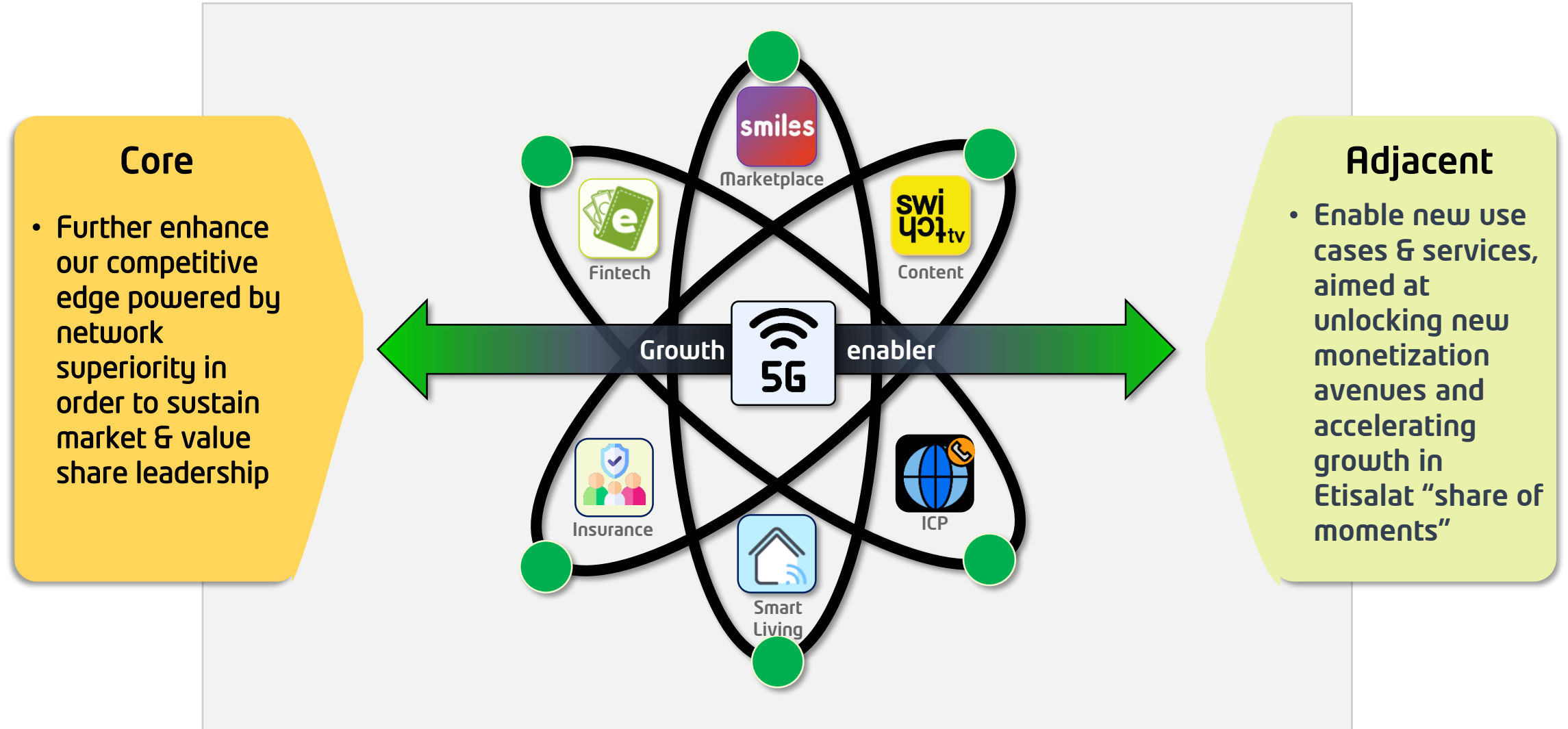
Key pillars of our '960' Strategy in the digital age



...by enhancing our digital & adjacent services portfolio and blending core and digital in an innovative way, with 5G positioned as a critical enabler and catalyst of growth



Transformation of Value proposition



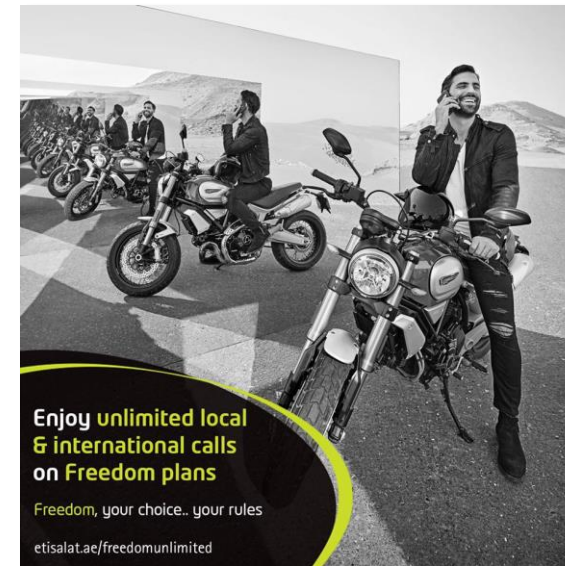
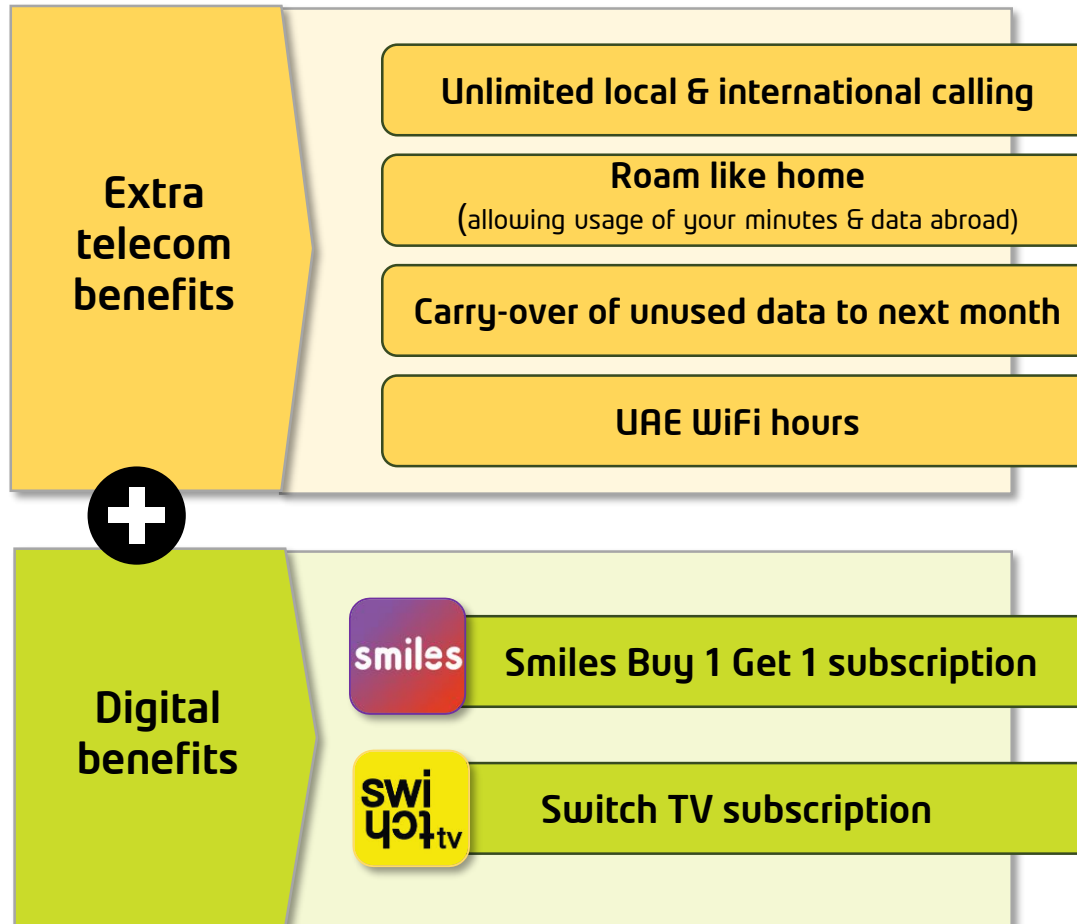
Under the direction of 960 Strategy, in 2020 we introduced our New Freedom plans in mobile, delivering unmatched value by offering a mix of unprecedented telecom and digital benefits



'Blending core and digital services' - Introduction of New Freedom Plans



Benefits of New Freedom Plans



In the MFS space, we upgraded eWallet's features and capabilities, by introducing seamless international money transfer services to 200 countries and expanding the merchant portfolio to exceed 400 brands and 6,000+ outlets across the UAE

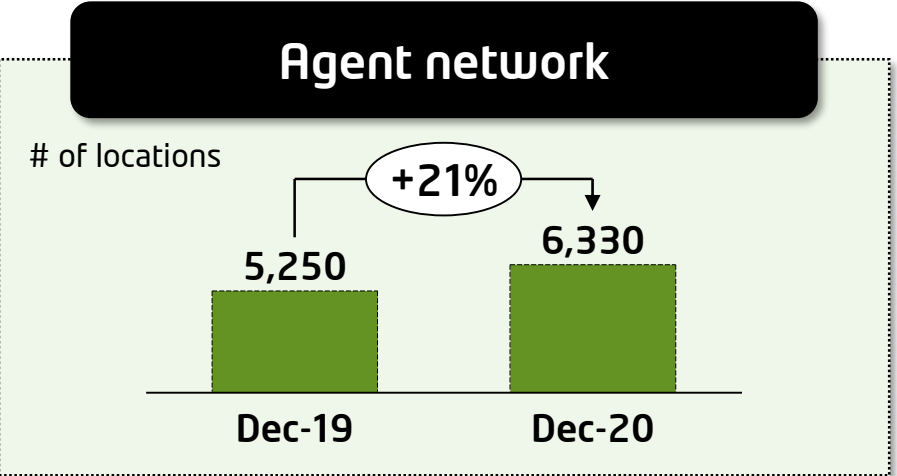
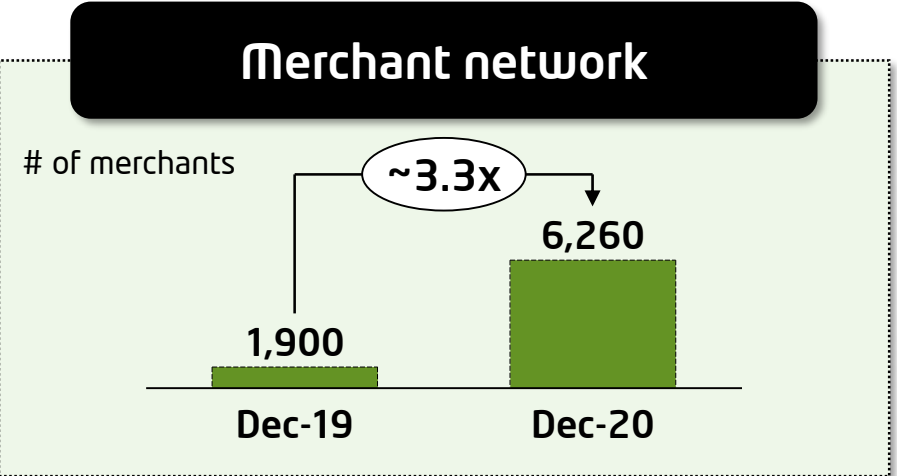


Expansion of Digital Services - eWallet

Launch of international remittance services

Introducing International Remittance!

In addition to domestic transfers; eWallet allows you to send money to your loved ones wherever they are. With over 200 Countries and Territories globally and three products; Send direct to bank account, Send direct to mobile wallets and the traditional Over-the-counter; eWallet ensures that you are covered.



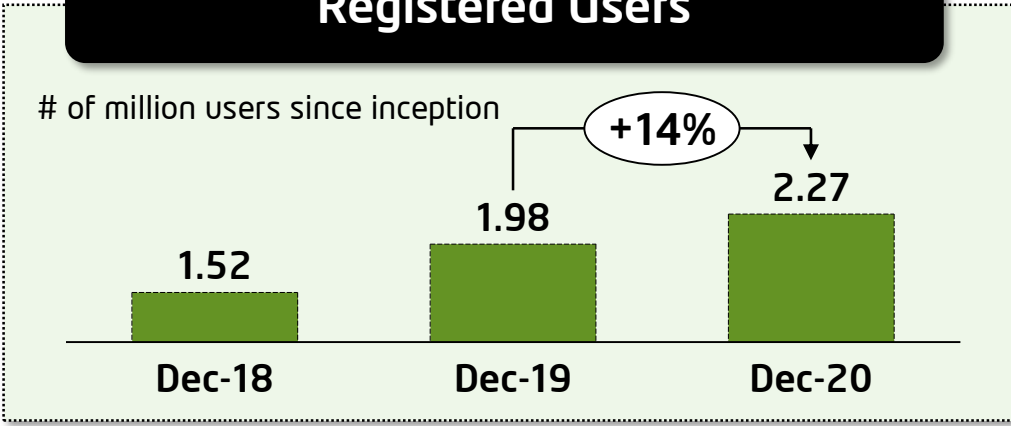
In line with our ambition to make Smiles the most used lifestyle app in the UAE, we launched a Block-chain powered rewards exchange feature and entered into the Food Delivery space



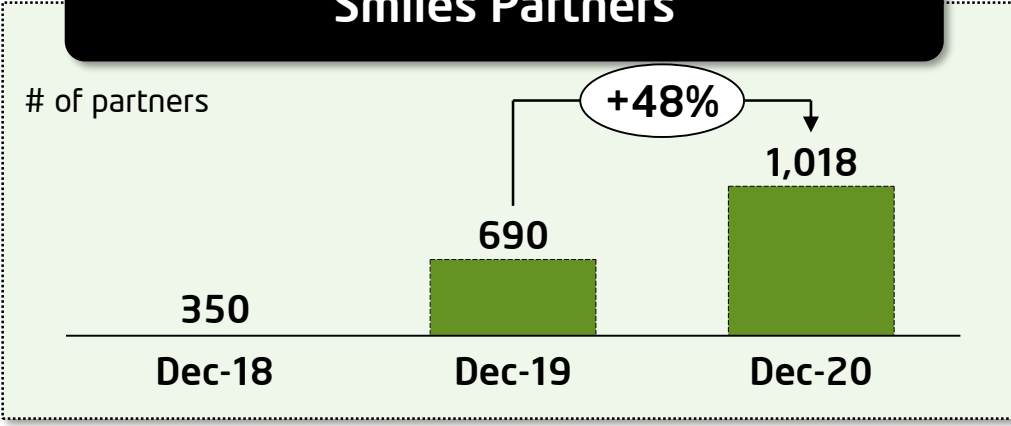
Expansion of Digital Services - Smiles

Key 2020 Highlights

Registered Users



Smiles Partners



NON-EXHAUSTIVE

Launch of a block-chain powered rewards exchange feature

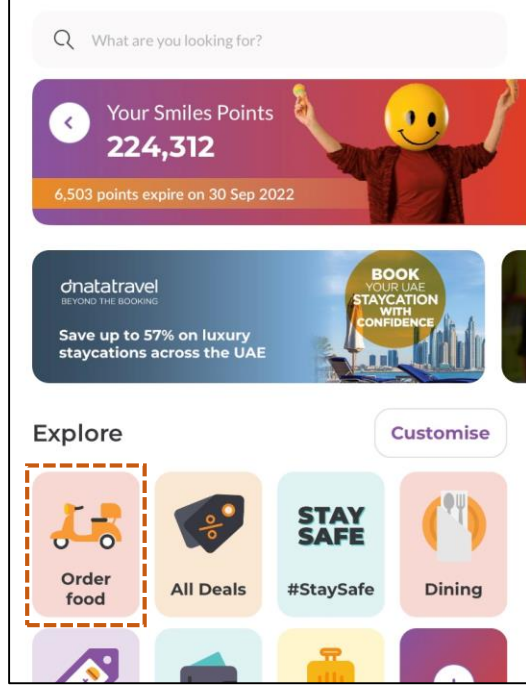


Now you can exchange between your Smiles points and GEMS Rewards points!

With the Smiles Rewards Exchange, you can now link your Smiles & GEMS Rewards accounts!

Allowing you to exchange your GEMS Rewards points / Smiles points in real time to pay for your child's tuition fees, dining, entertainment and much more!

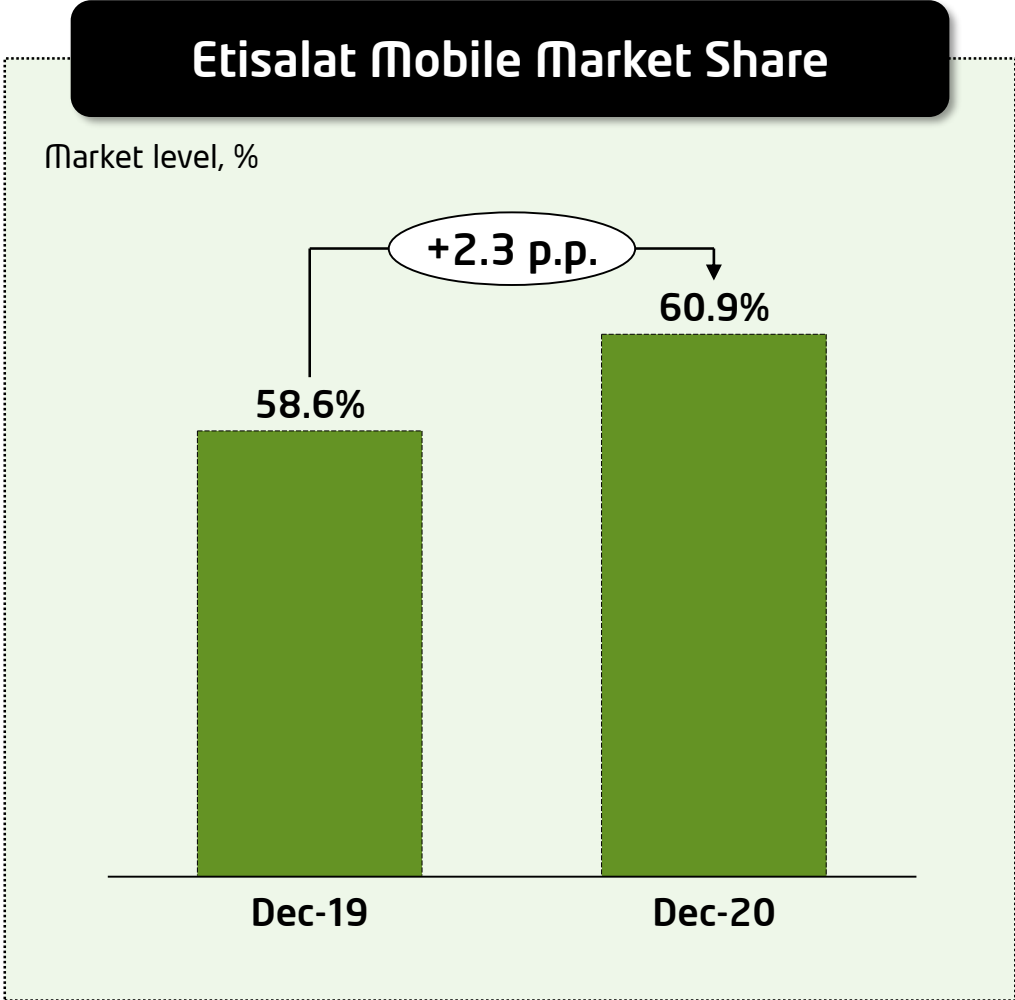
Expansion of Smiles into the Online Food Delivery space



In the mobile business, postpaid was an important driver of growth



Core services - Mobile: Growth in Postpaid and Mobile Market Share

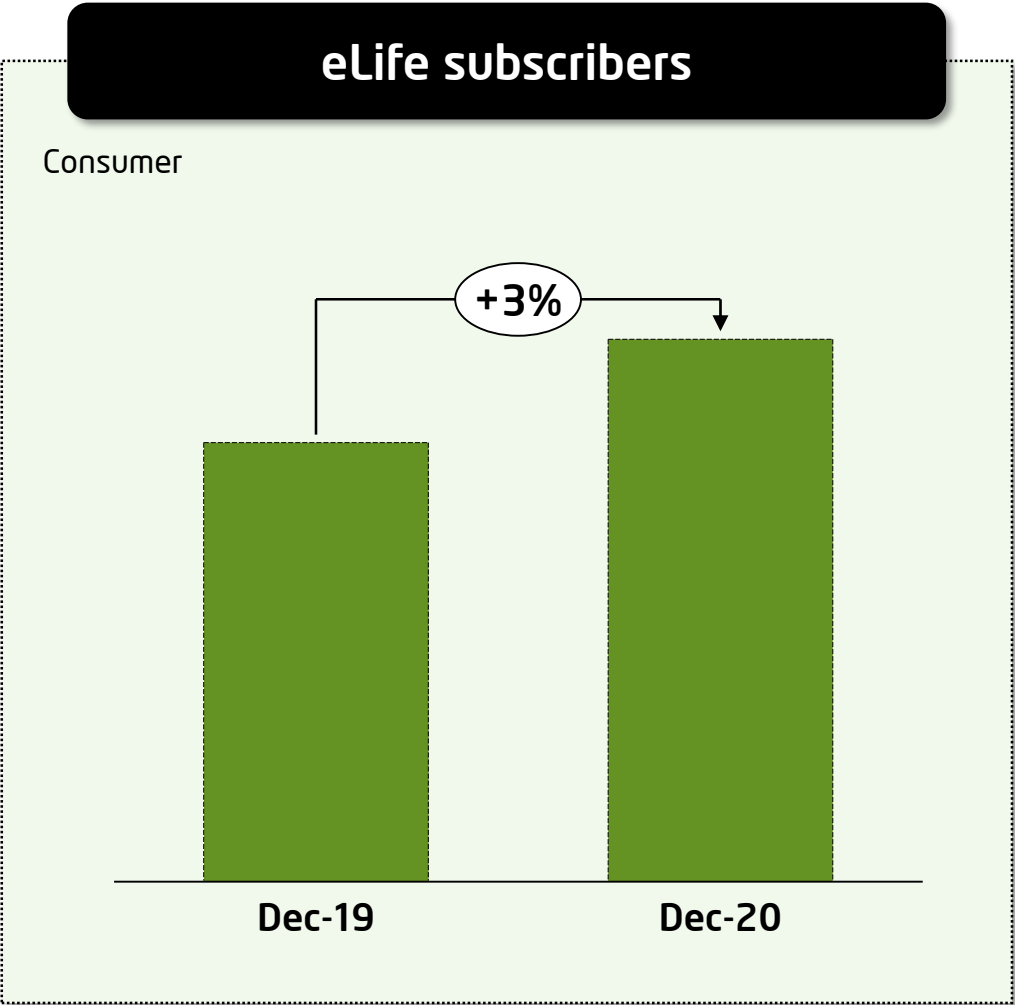


Source: Financial statements

In the home segment, with the increasing time spent at home, our primary focus was to provide a superior in-home experience to all users



Core services - Fixed: Growth in eLife and COVID-19 related initiatives



COVID-19 related Campaigns

Upgrade to eLife Unlimited

Free eLife TV packages

Free On Demand movies

Free Starz Play

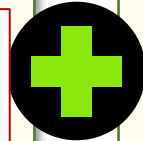
In the devices' space, we continued to expand our 5G devices portfolio to include the most desired smartphones, as well as multiple other smart devices in other categories via flexible payment options (such as the region's first 'Upgrade Anytime' program)

Devices - Reinforcement of Etisalat's position as a leading electronics provider



5G-enabled devices

Non-exhaustive



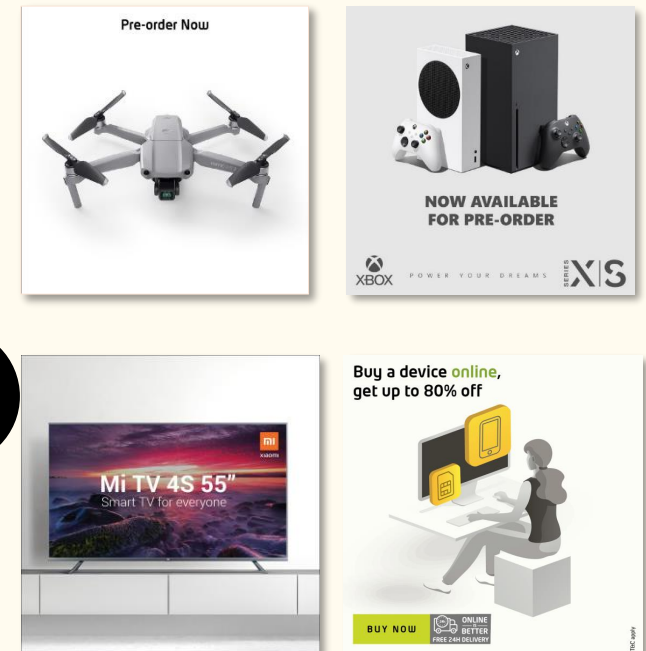
Upgrade Anytime



One of the best upgrade programs in the world, allowing customers to enjoy a free upgrade to Apple's new generation phones 90 days from the subscription date



Portfolio expansion



On operational front, we continue to push the adoption of digital channels...



Digital - Capability building and Education campaigns

Educational Campaigns
 "Online is better"

Postpaid

Prepaid

Devices

Capability building

- Adding more than 80 features and enhancements to improve the digital experience
- Increasing the range of plans offered (e.g. bitstream plans)
- Providing tailor-made, personalized notifications on the website for cart and page drop-off
- Extension of available payment methods (e.g. eWallet, bank transfers and auto-pay without login)

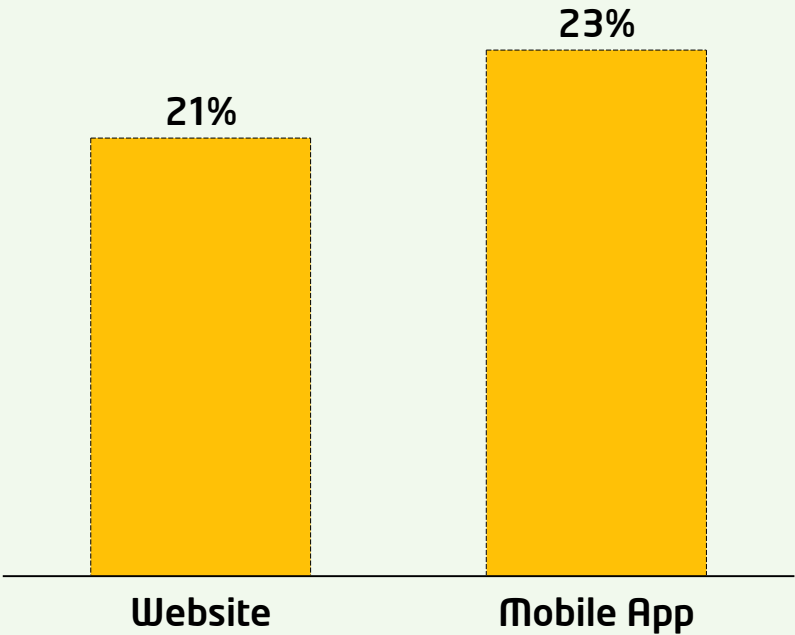
...which led to a robust increase in the adoption of our digital touch points, also reflected in the number of online sales transactions

Digital - Adoption of digital channels



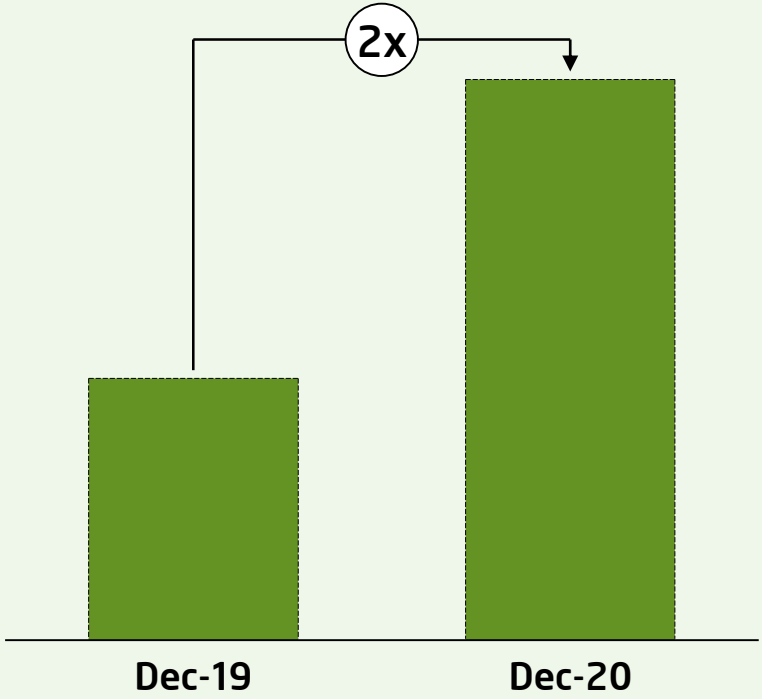
YoY Growth in Monthly Active Users

Growth in %, Dec'20 vs. Dec'19. Active 30 days



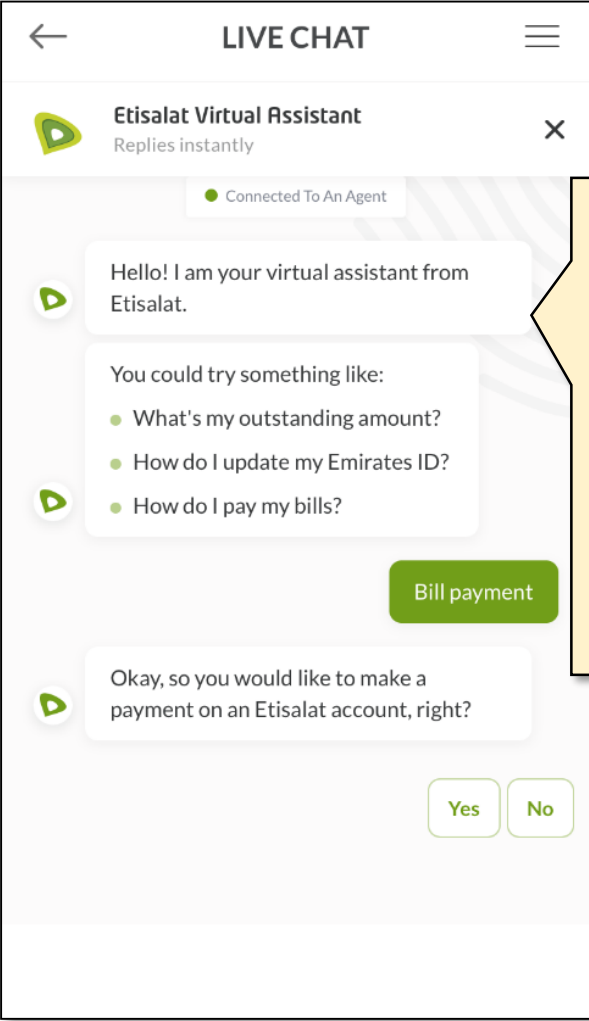
Digital Sales

of sales via digital channels

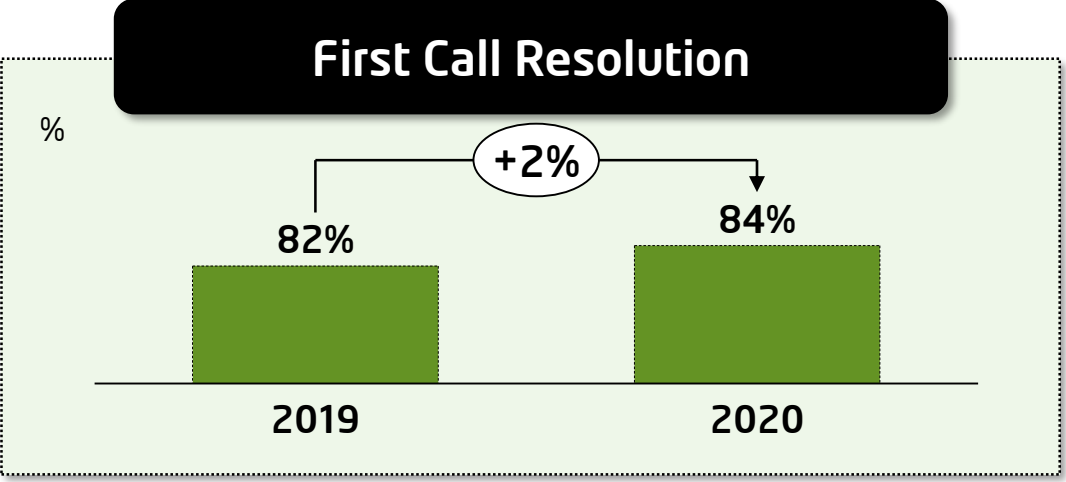
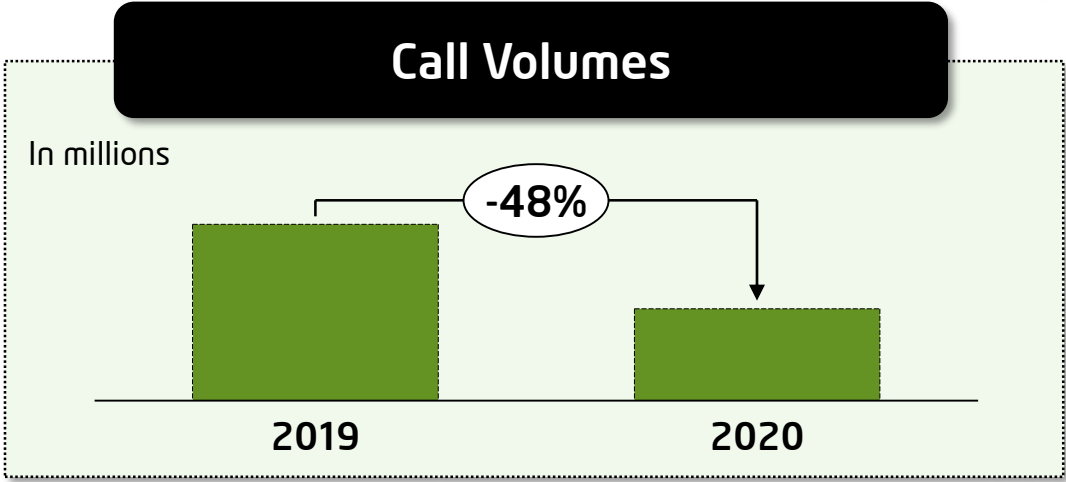


In Customer Care, we expanded our Virtual Assistant capabilities, which led to significant operational efficiencies while maintaining the high customer experience standards

Customer Care - Scaling of Artificial Intelligence powered Virtual Assistant



Scaling of AI powered VA to cover **new segments** (e.g. Emirati) & expansion **into digital** (e.g. Smiles app) as well as **non-digital channels** (e.g. 800101)



In Retail, we launched our Next Generation Digital store design...

Retail - Launching our next-generation digital concept store (1/2)



Key elements in new generation stores

Self Assisted Stations - Sales Transactions

Click & Collect - Device & Accessory Sales

Instant Self Check-out

Self Service Kiosks - Non-Sales Transactions

Interactive Hero Devices Table

Product Experience Areas

Omni-channel experience

Personalization



Floor plan



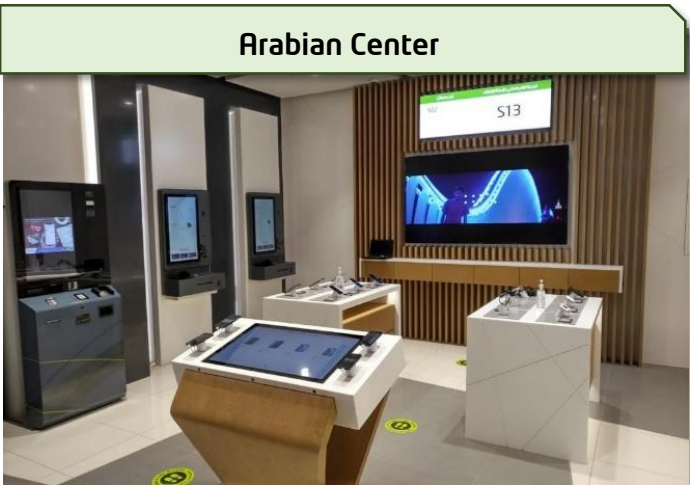
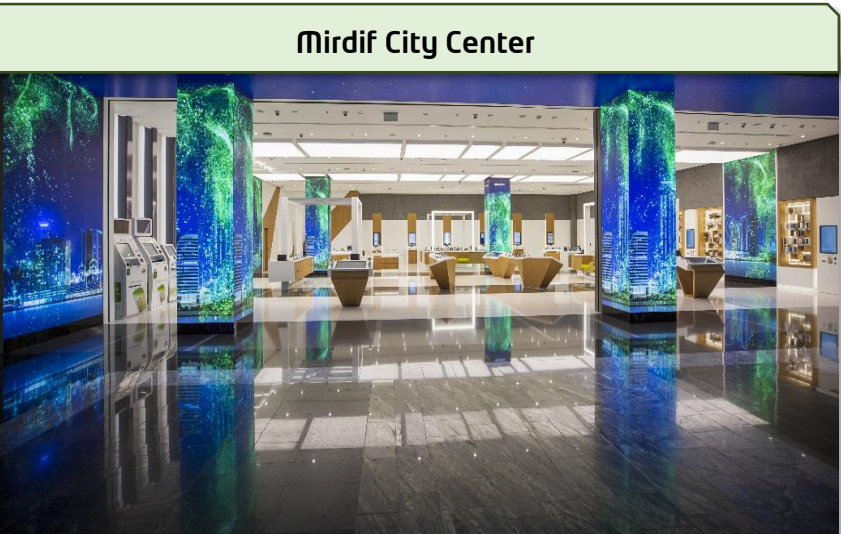
ILLUSTRATIVE

...counting 13 stores till date, aimed at providing a brand-new retail experience with strong focus on self-service



NON-EXHAUSTIVE

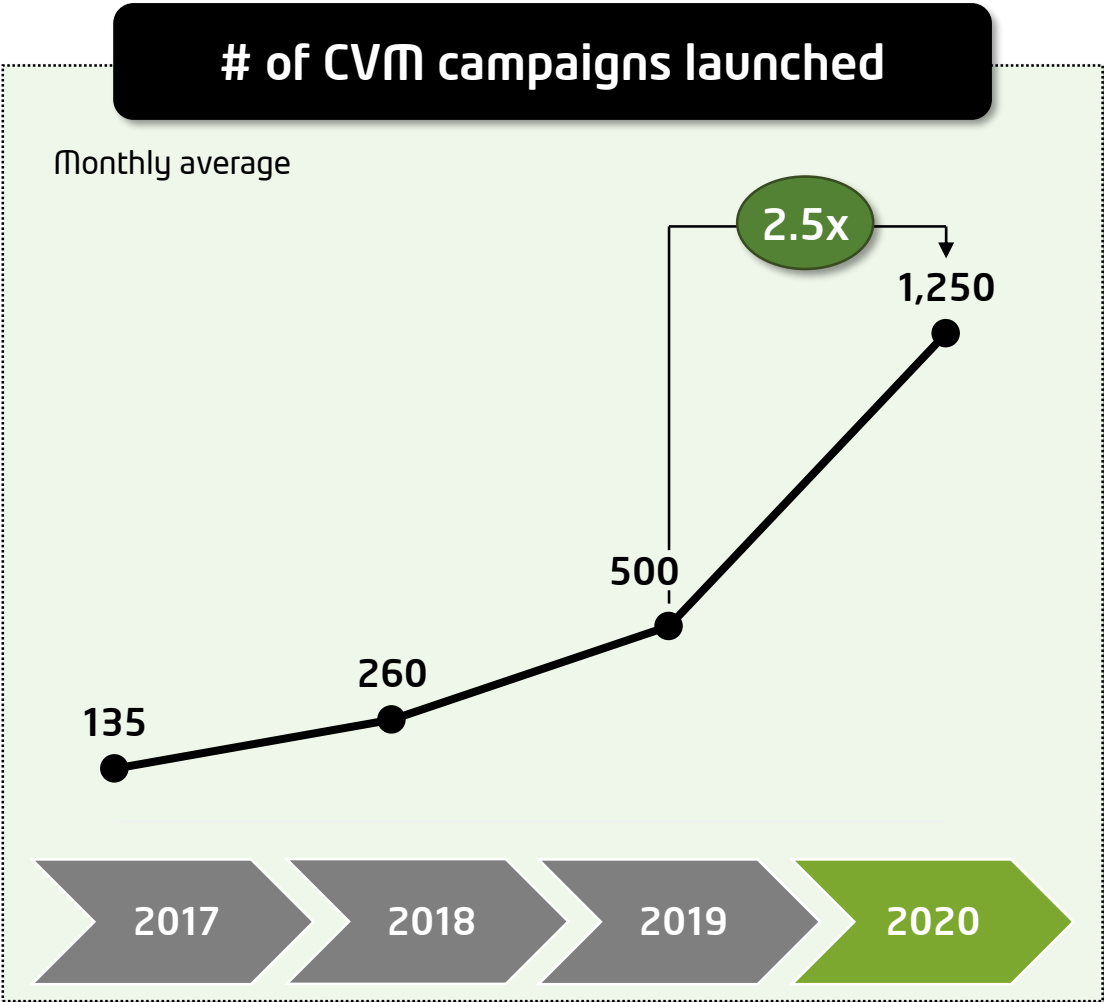
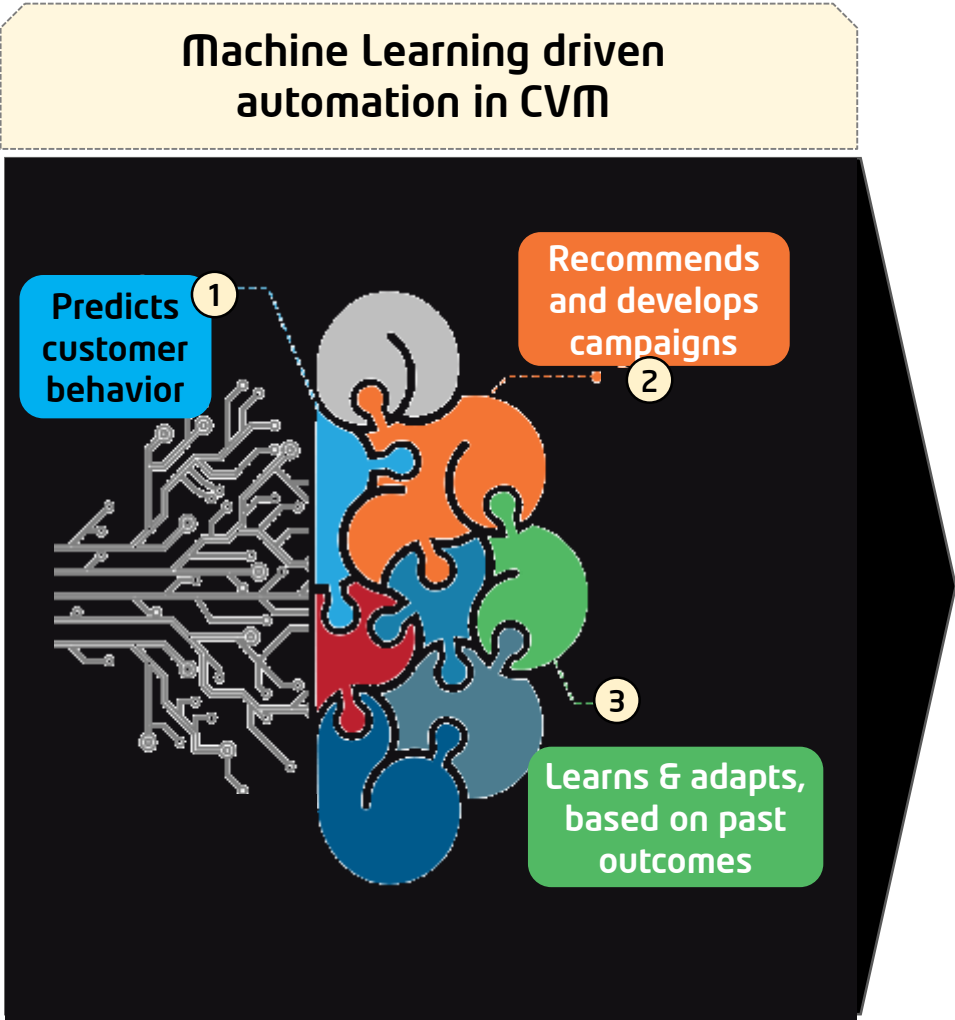
Retail - Launching our next-generation digital concept store (2/2)



In CVM, we powered up our Machine Learning brain aimed at scaling up our CVM capabilities, enabling us to increase the personalized campaigns 2.5x times...



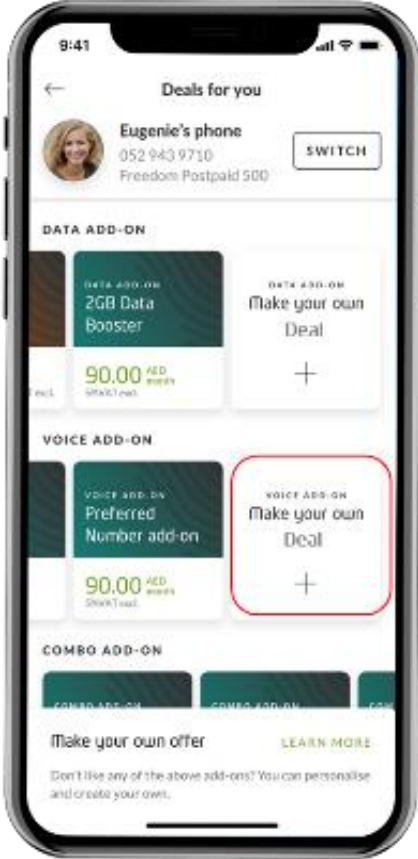
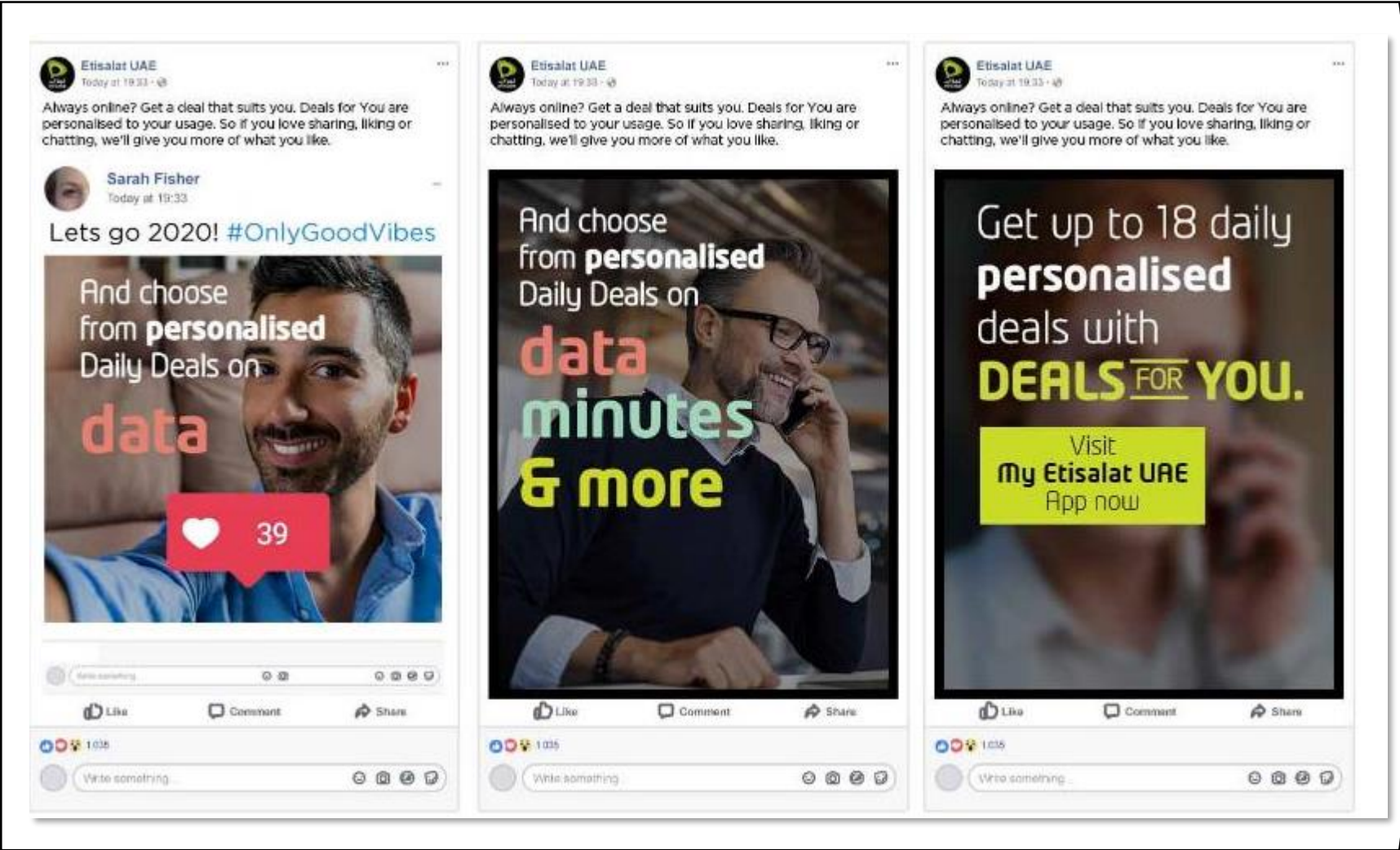
CVM - Machine Learning & Scaling up of CVM capabilities



...and launched 'Make your own offer' (under 'Deals for You'), a first of its kind feature allowing customers to configure their own deal in real-time and enjoy instantly

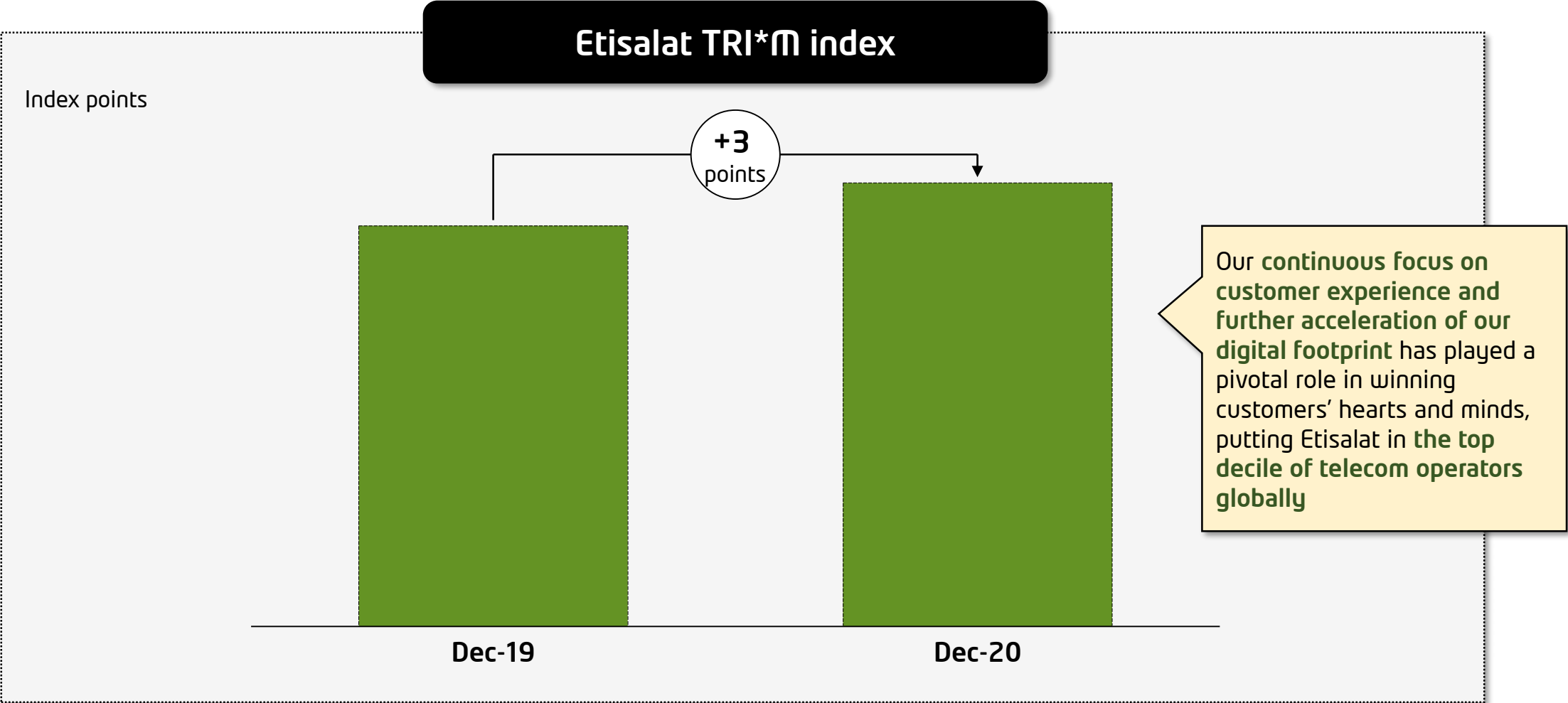


CVM - Introduction of "Make your own offer"



As a result of all these efforts, we further strengthened the relationship with our customers, as reflected in TRI*™ index measuring customer satisfaction & loyalty

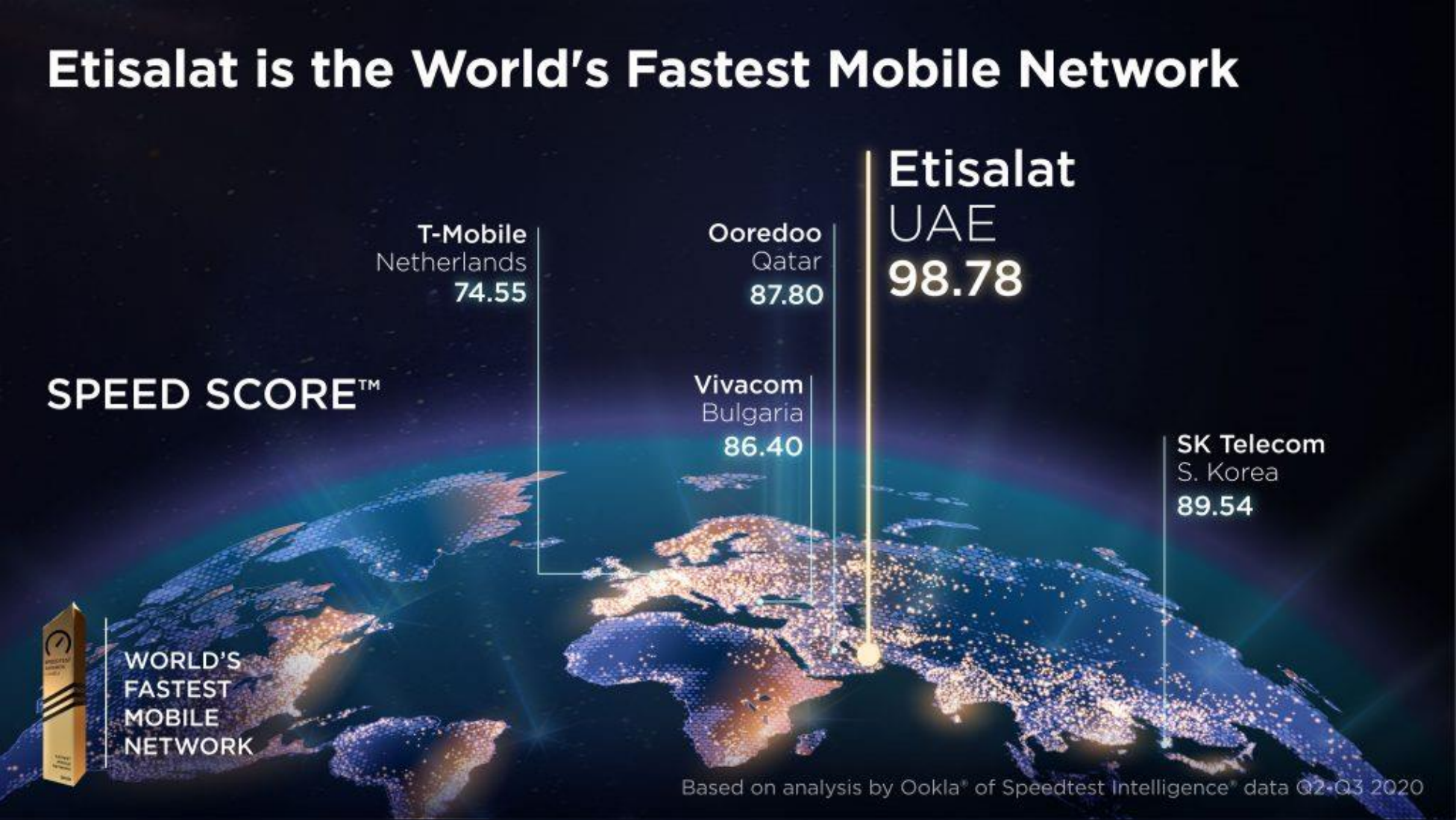
Customer Experience Overview



In addition, we made history by having our mobile network officially recognized by Ookla as the fastest on earth...

Etisalat Mobile Network, fastest on earth

Key performance highlights



Source: Ookla

...and sustained our position as the strongest consumer brand in MEA region, as we made it into the top 25 brands in the world



Etisalat Brand: The strongest in Middle East & Africa

The graphic features a dark background with a glowing green and blue digital pattern. At the top left is the 'Brand Finance' logo. At the top right is a crest logo. In the center, the text 'ETISALAT BRAND' is displayed in large white letters, followed by 'STANDING TALL ACROSS MIDDLE EAST AND AFRICA REGION IN 2021' in yellow. Below this are three award icons, each consisting of a crest in a laurel wreath, with the year '2021' above it and 'Brand Finance Awards' below it. The first award is for 'STRONGEST BRAND IN MEA', the second for 'MOST VALUABLE TELECOM BRAND PORTFOLIO IN MEA', and the third for 'MOST VALUABLE CONSUMER BRAND IN THE UAE'.

Key performance highlights

Source: Brand Finance

8



Etisalat UAE B2B

Salvador Anglada

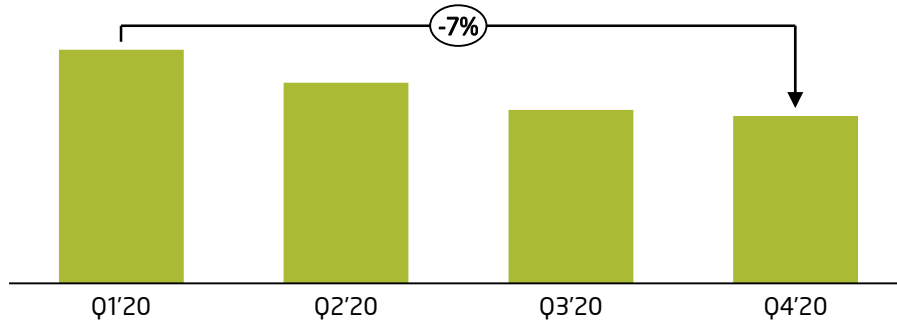
Chief Business Officer - Etisalat UAE

During 2020, while our business activity was disrupted by COVID-19, we were able to accelerate on digital adoption and support on key national initiatives

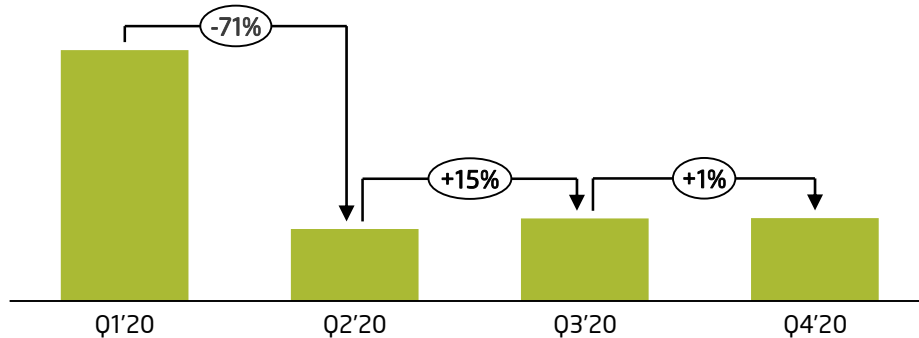


COVID-19 Impact

Broadband Base (# of links '000)



Roaming Consumption (Mn minutes)



Work-from-Home & E-learning

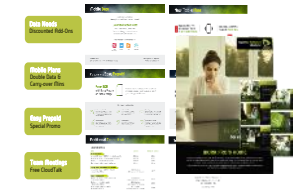
MoE E-learning



Cloud Talk meetings



WFH speed upgrades & Catalog



Digital Platforms

Telemedicine platform



Supporting 30+ Testing Centers

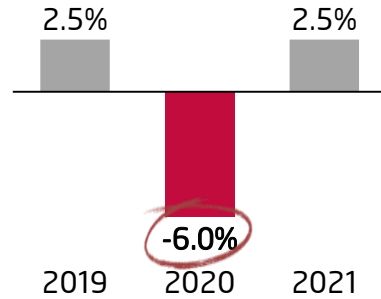


AI & Safe city platform



In 2021, we see a clear path for recovery with the accelerated adoption of new technologies in a scenario driven by competition

Real GDP Growth 2019 - 2021 (1)



Downward pressure on Economy due to

- COVID-19 Outbreak
- Oil Price Pressures

Central Bank of UAE

International Monetary Fund

Companies & Residents Leaving the Country

- Population Contraction with more residents leaving the country
- Increased Company Efficiency Programs (Dismissal, Lay Offs, Terminations)
- Companies Going Out of Business & Exiting the UAE

New Technology Acceleration

Multicloud



Collaborative Tools



Network Based Software



5G



Artificial Intelligence



Coopetition

OTT



Hyperscalers

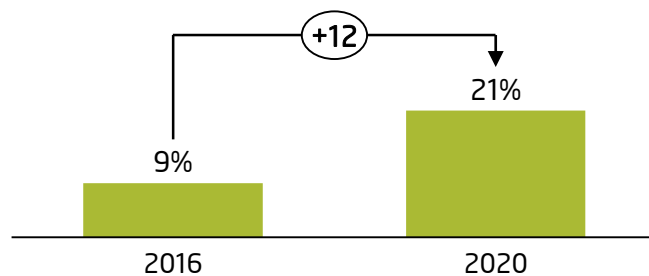


We are executing on our strategy to become the Digital Solutions platform for our customers, transforming our business and enhancing customer experience

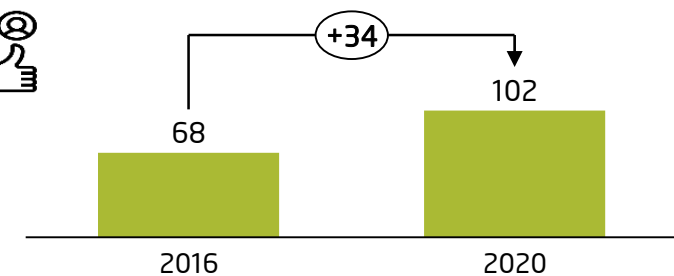


	2019 ✓	2020 ✓	2021
Mobile	Excellence in Mobile	Unlimited Voice	Service Center Platform
Managed Services	E2E Managed Services		Network Cloud Solutions
SMB	SMB Bundles	Business Edge	
Digital	Disrupting Technologies	First Inorganic Move	Regional Expansion
Transformation	Digital Channels Expansion Virtual Agent contact center	Full Internal Digital Transformation	
Collaboration	Business Design Studio	Agile & Collaboration	

ICT/ Digital Contribution



Customer Experience (TRIM)



In Mobile we continued evolving our product portfolio and build key business enablers to maximize value



Portfolio Evolution

Preserve the value of data in our plans to get ready for VoIP



Carry-forward plans



Unlimited Voice plans

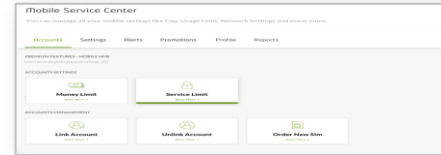


Bespoke offers

Platform

Create stickiness and differentiation

Mobile Hub



83%
renewals without
price erosion

128
Contracts

87,000
Lines

Mobile Service Center

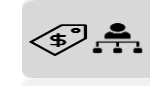


Introduced in Q4 2020, will be extended to the whole customer base 20% active customers

Key Enablers

Full control, efficiency & agility

Pricing Office



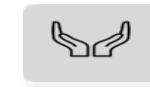
- Full control over offer approval to reduce time to market for Enterprise, Government & SMB segments

Go Digital



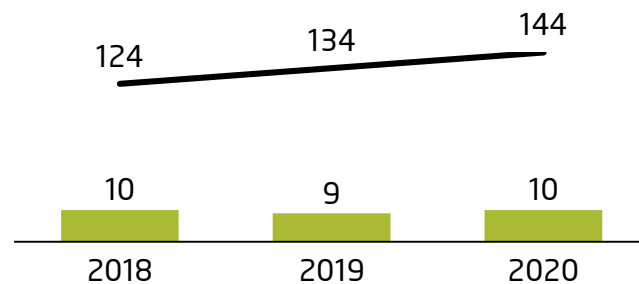
- App Registrations +310K
- B2B Portal Registrations +55K

Digital Care

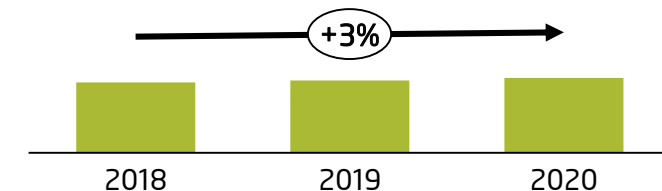


- 100% Smaller SMB's deflected to Virtual Agent

Net MNP Evolution ('000)



Customer base Evolution ('000)



— Cumulative Net MNP
■ Net MNP

In 2020 we rolled out Business Edge as a digital platform to serve all SMB needs from the cloud



Business Edge - A Comprehensive Platform for all Business Needs

Launched in March 2020

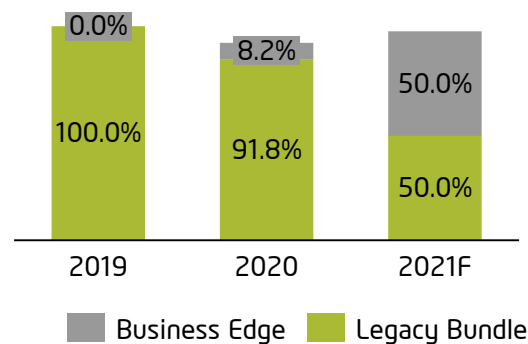


We will deliver 100% digitized & verticalized solutions to cover all Business needs

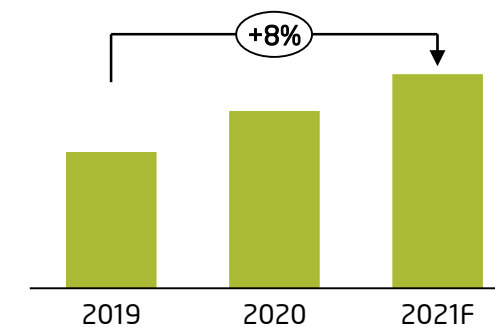


Performance

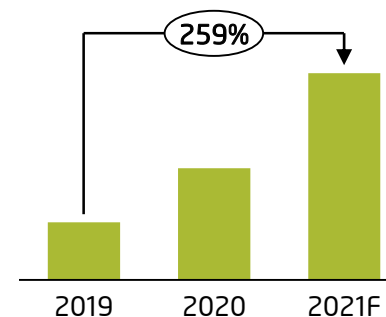
Business Edge Penetration



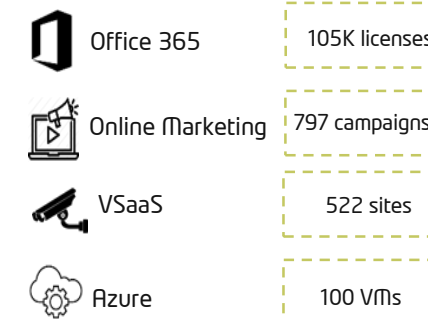
ARPU Evolution



Business Edge Digital Services (Mn AED)



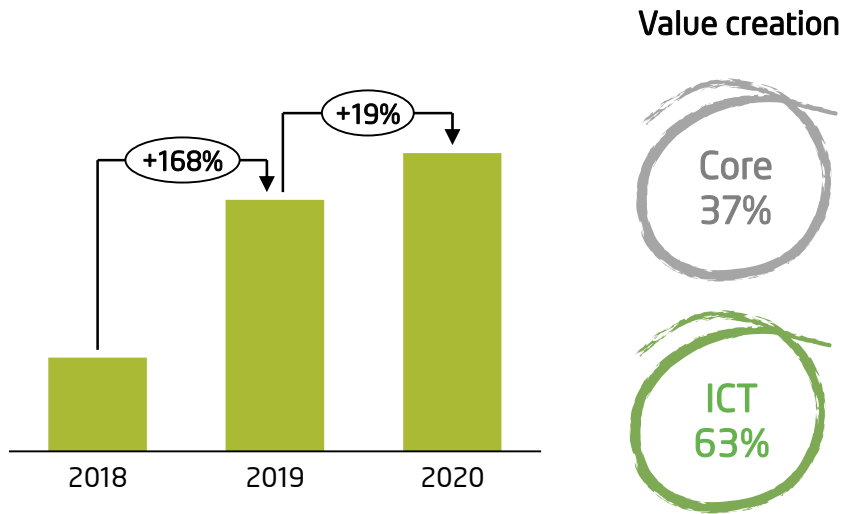
VOA Digital Add Ons 2020



We are evolving our E2E managed services framework to become a full cloud centric proposition



Total Contract Incremental Value Achievement & Value Creation



Key References

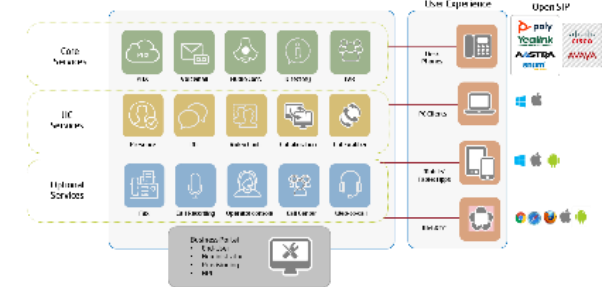


We have further accelerated on SDWAN & CloudTalk platform development

SDWAN



CLOUDTALK



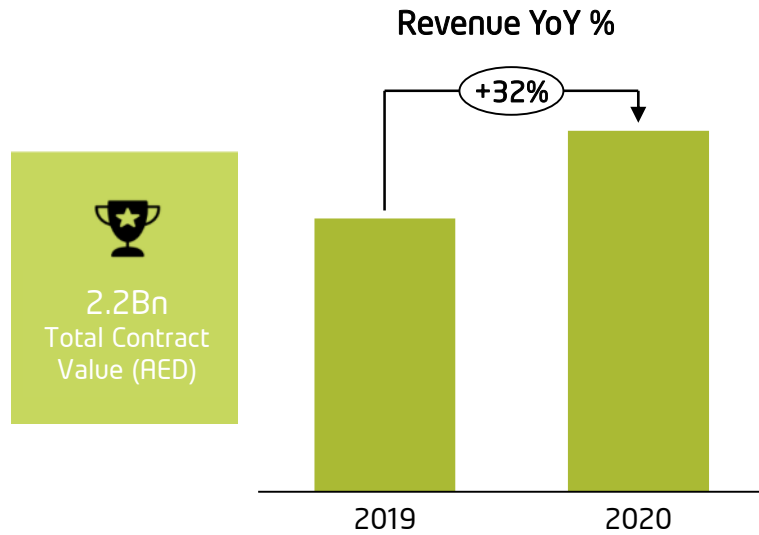
Extending Cloud Connectivity to Hyperscalers: Cloud Express & Cloud Connect



Etisalat Digital has grown 32% YoY in 2020 fueled by Cloud, Cyber Security & IoT solutions



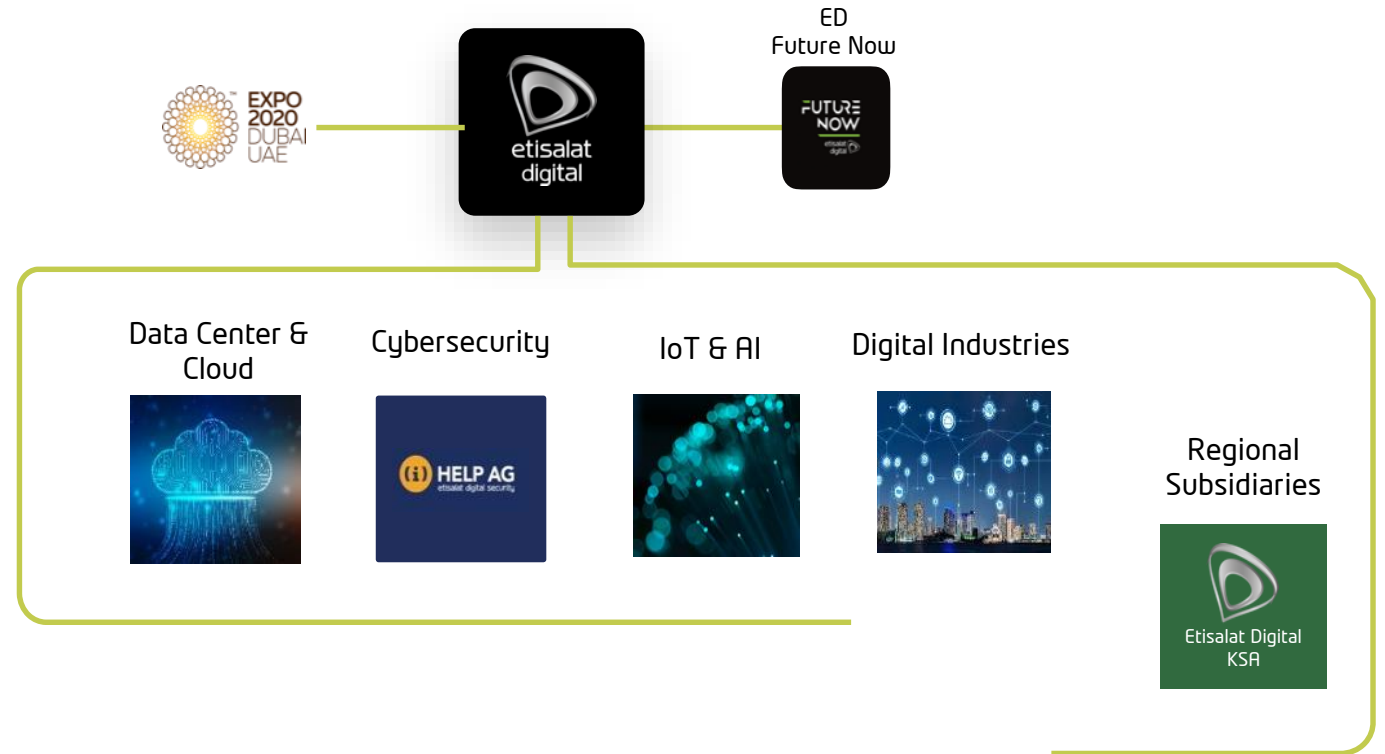
Etisalat Digital 2020 Performance



Key References 2020




Etisalat Digital Perimeter




We have accelerated our Cloud & Data Center business in 2020 with the entrance of hyperscalers in the region and the migration of enterprises and government to the cloud



Data Center Capabilities





✓ Boost Data Center Capacity From 24 to 50 MW



New Data Centers Underway:
Al Ain & Ibn Batutta (Q1)

Hyperscalers Hub



Microsoft

ORACLE

HUAWEI

aws

Multicloud Portal



Etisalat EICloud

Azure

ORACLE CLOUD

aws

Etisalat Technology Services

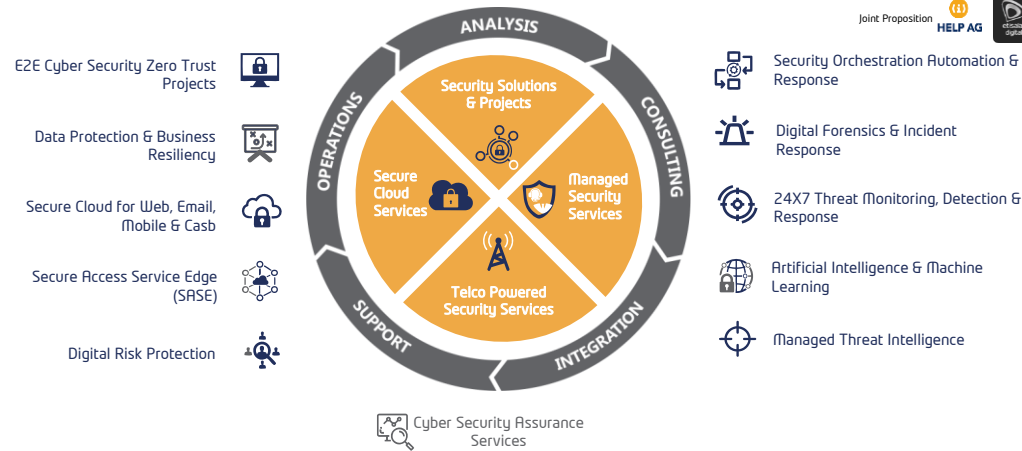


Focusing on Multi-Cloud, Professional & Managed Services

This year we completed successfully the acquisition and integration of Help AG, delivering a strong performance with a 47% YoY growth



Cybersecurity Proposition & Regional Presence

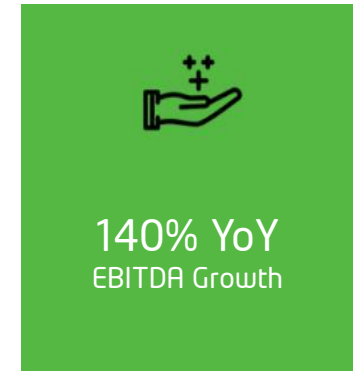


Offices in



Planned

HelpAG 2020 Group Performance & References



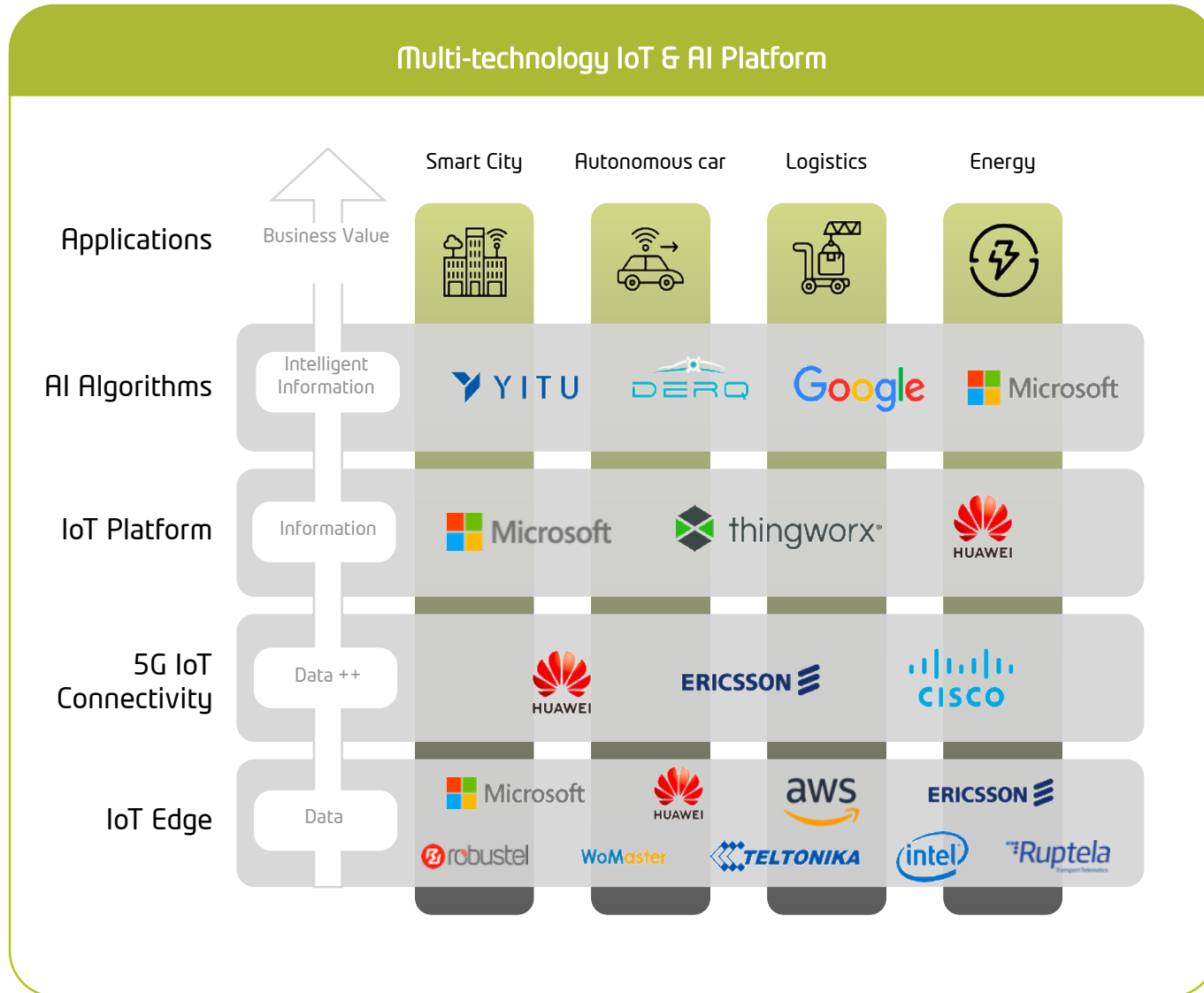
450M AED Total Contract Value Signed



HelpAG Integration - Completed in less than 8 months

- Resources Transferred
- Tools, Assets & Operations Aligned
- Marcom Completed
- Sales Teams Aligned
- Legal, Finance, & Governance Completed

We have built a multi-technology IoT & AI platform while building new capabilities, securing flagship projects and delivering the first 5G use cases



Urban Intelligence

- First 5G Smart District: DMCC
- Smart Stations: ADNOC, ENOC
- Connected Car: Emirates Transport, GM, Mercedes

Safe City

- Oyoon
- Hassantuk

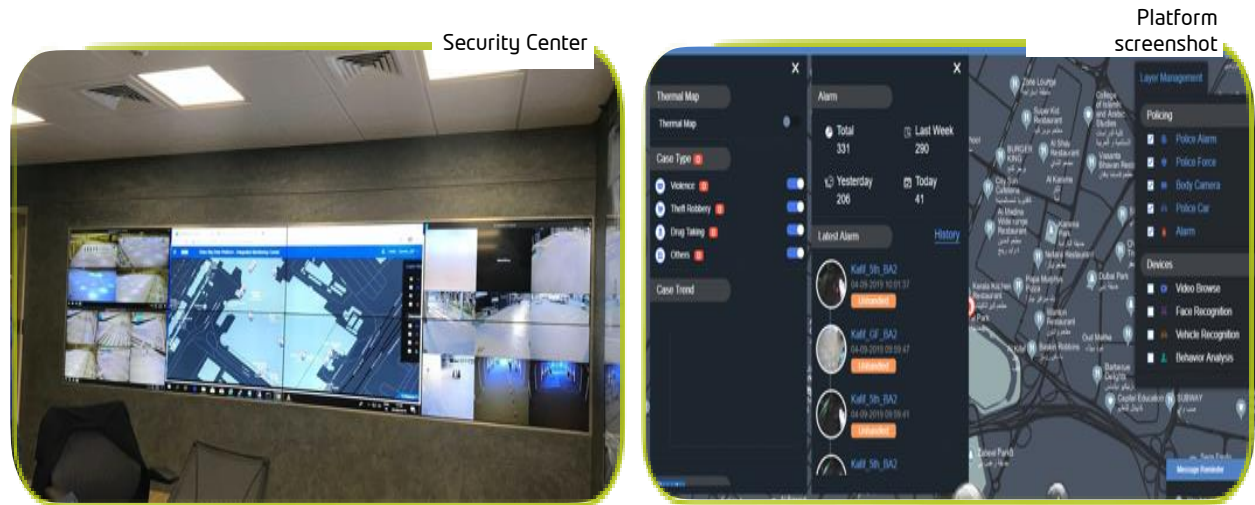
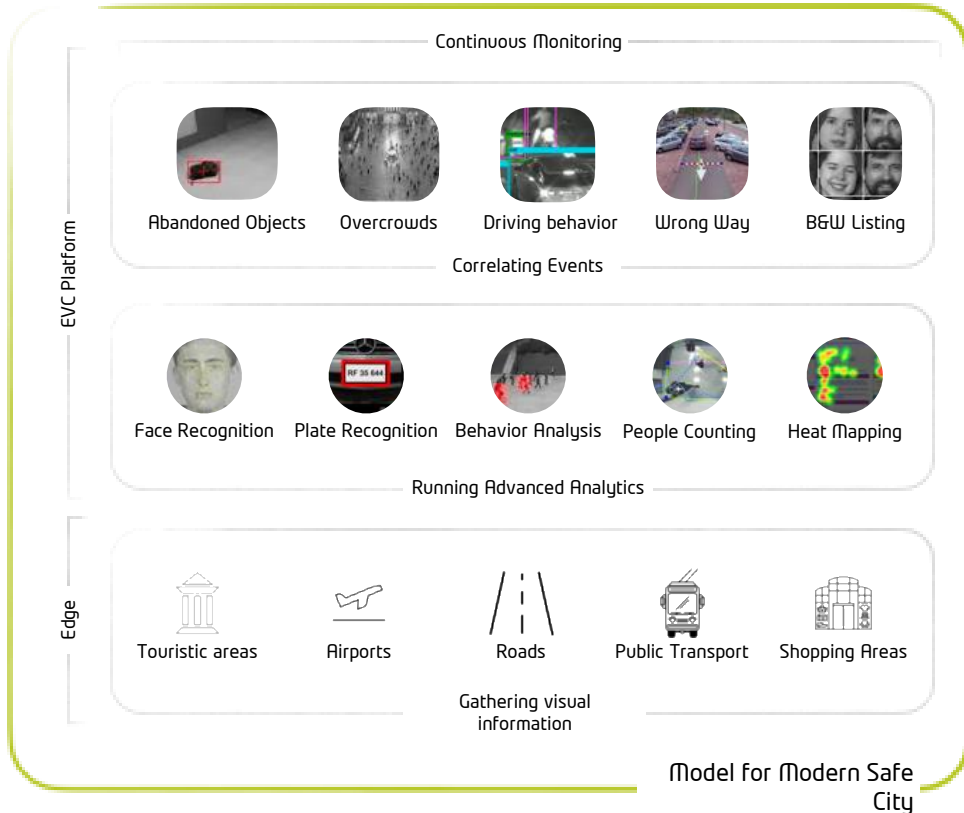
Industrial IoT

- Smart metering
- Connected worker

Oyoon Video AI platform has been provisioned and expanded the number of cameras & use cases, positioning Etisalat Digital at the edge of AI public safety services



Oyoon Project - Video Cloud Platform



Other Potential Engagements

Business

Expo 2020 will start on October 1st, 2021 and our team turned the postponement as an opportunity to enrich the experience even further



Official Premium Partner

Official Telecommunications Partner



Telecom Infrastructure & Services

Official Digital Services Partner

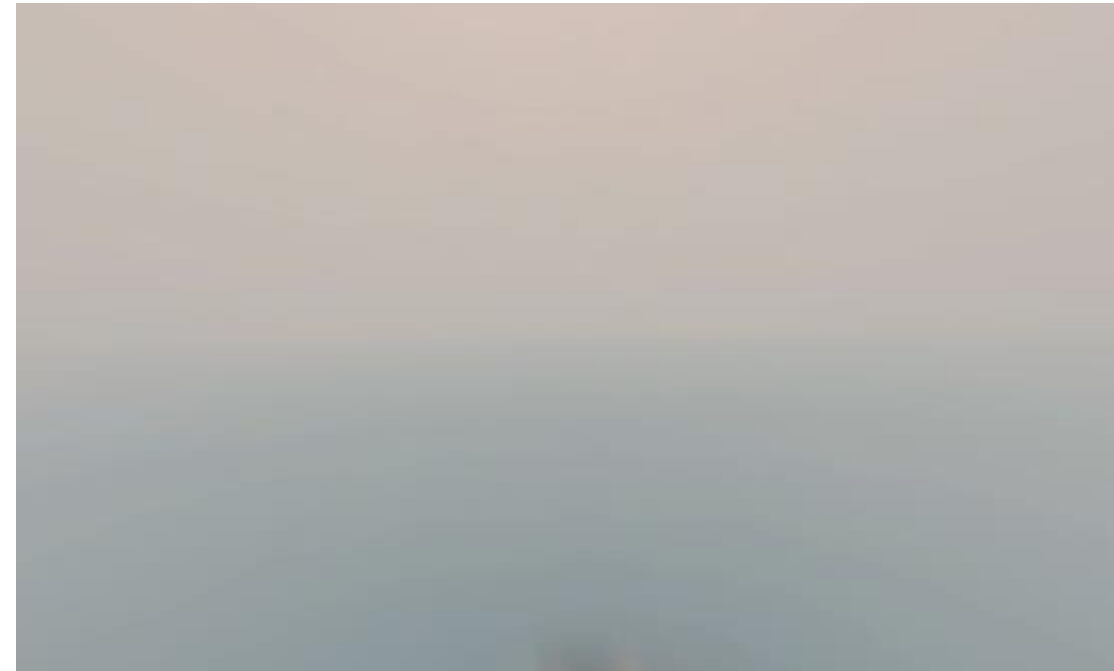


System Integration & Digital Applications

Premier Volunteers Partner



Enabling The World's Greatest Show
1 October 2021 - 31 March 2022



Expo 2020 Site Readiness

Telecom Infrastructure & Operations
All key critical milestones delivered (incl. system launch of fixed & mobile network)

Cloud
Applications on AWS migrated successfully & Disaster Recovery Tests conducted successfully. Hosting infrastructure optimized to run at minimal capability till Q1'21.

Applications
All applications incl. ticketing solution are live. Remaining scope incl. Mobile App to be rescheduled to start in 2021

FutureNow continues to be our innovation engine and a reference model for collaboration with 3rd parties



CO-CREATE

Co- Creation Lab

DISCOVER

#FutureNowCalls Programme

PARTNER

IoT Partnership Programme

ACCELERATE

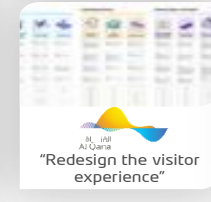
Open Innovation Center

26
IoT companies onboarded

180
Visits during 2020

Co-Creation Lab

15
Design Thinking Workshops held in 2020



#FutureNowcalls Programme

12
FutureNow challenges run in 2020

- Ongoing Calls**
- AI Fire Prevention
 - Kubernetes as as Service
 - Internet of Robotic Things
 - Mobile Banking & Credit (Consumer)

Strategic Partners

We continued executing our internal transformation program to become a Digital unit



Business Transformation pillars

2020 Achievement

We are transforming our offering



expanding to digital channels



& making our digital channels the preferred option for customers



We are also automating our internal processes



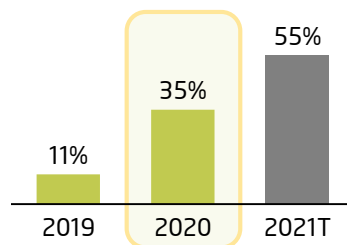
putting more intelligence into our sales



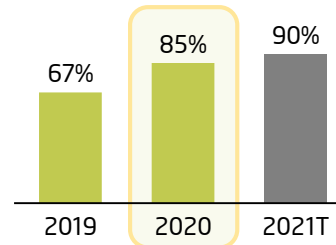
& changing the way we work



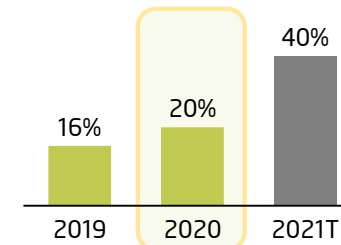
Orders to be raised through Digital Channels



Digital payments allocation



Reduction in call landing to agents



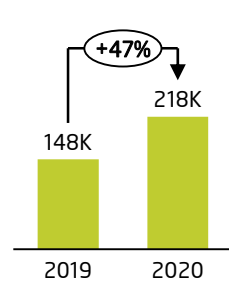
We have boosted the adoption of our Digital Channels and digitalize our processes to increase efficiencies



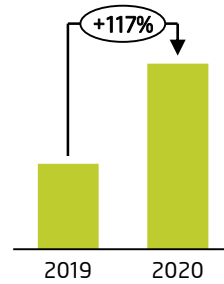
Mobile App



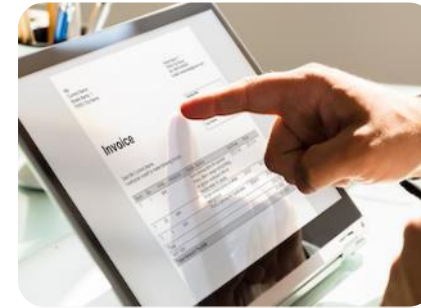
Total Unique Active Users



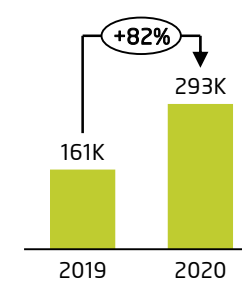
Bill Payments- AED



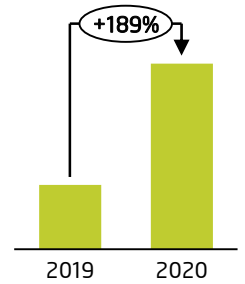
B2B Portal



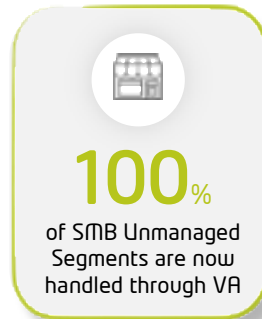
Total Unique Active Users



Bill Payments- AED

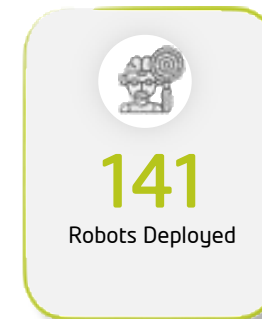


Virtual Agent



2020 FY

Robotic Process Automation



2020 FY

Conclusion & Way forward

1

We are progressing in our transformation journey to become a digital telco

2

We continue protecting our personal communications & connectivity by bundling services while delivering superior customer experience

3

“Business Edge” will allow us to become a one stop shop for SMBs delivering 100% digitized & verticalized solutions from the Cloud

4

Etisalat Digital has consolidated as Etisalat’s engine of growth and we will accelerate further through geographic and inorganic moves

Q&A

9



Closing Remarks

Hatem Dowidar

Chief Executive Officer - Etisalat Group