

STRATEGY AND KPIs

Through the diligent execution of our GAIN strategy, accelerating digital transformation and the commitment of our dedicated workforce, Mobily took major strides across all areas of our business in 2021, delivering a strong financial and operational performance to gain trust and create value for all our Stakeholders.

Empower the Digital Economy to Unlock Possibilities.

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



Agile

We are open, flexible, and make every second count



Courageous

We are brave enough to take bold steps and determined to see them through



Clear

We keep things black and white



Caring

We treat you as an individual and value diversity in thought and perspective



GROW

core revenues



ACCELERATE

digital revenue streams



IMPLEMENT

and optimize efficient delivery



NURTURE

a positive experience for all

PURPOSE

To be the Better Choice to Unlock Possibilities

HOW

By Empowering the Digital Economy

BY BEING

The Everyday Hero

OUR STRATEGIC PILLARS

Mobily's 4 strategic pillars come together to form our GAIN strategy, designed and executed to deliver profitable and sustainable growth. During 2021, our strategic focus was to maximize value through convergence, new models, channels, customer journeys and propositions, supported by our key strategic enablers.

KPIs	2021 Achievements
<p>Revenues 2021: SAR 14.83 billion 2020: SAR 14.05 billion 2019: SAR 13.45 billion</p> <p>+5.6% YoY</p> <p>Grow digital B2B revenue and develop associated capabilities</p> <p>Grow digital consumer revenue streams and develop associated capabilities</p>	<ul style="list-style-type: none"> Consumer Revenues: +1.7% YoY Business Revenues: +27.7% YoY Wholesale Revenues: +1.8% YoY Outsourcing Revenues: +15.4% YoY <ul style="list-style-type: none"> Launch of Mobily TV service Signed an agreement with Tech Mahindra to implement advanced e-commerce platform (Blue Marble) Launch of Direct Carrier Billing service on Huawei Mobile Services Launch of new fintech
<p>EBITDA 2021: SAR 5.59 billion 2020: SAR 5.35 billion 2019: SAR 4.95 billion</p> <p>+4.6% YoY</p>	<ul style="list-style-type: none"> Awarded 'Top Rated Mobile Network in KSA' by Ookla IT Transformation Program Completion: +73% Mobily mobile internet average download speed increased by 98.69% Chatbot handled 38.6% of overall incoming requests on social channels First telecommunication company to win the 'Best Customer Experience Award'
<p>Brand Value 2021: SAR 4.8 billion (USD 1.3 billion) 2020: SAR 4.1 billion (USD 1.1 billion) 2019: SAR 3.4 billion (USD 0.9 billion)</p> <p>+17.5% YoY</p>	<ul style="list-style-type: none"> Seventh most valuable brand in Saudi Arabia First in Regulatory Compliance Index by CITC First in Customer Experience 4.8/5 mobile app rating Launch of API Marketplace

2022 Goals

Our GAIN strategy is focused on achieving the ambition of an integrated telecommunications company along with accelerating the preparation to be a digital telecommunications company by:

- Building new revenue streams across digital, information and communications technology (ICT)
- Enhancing partnership-ready agile operating model
- Differentiating through innovative products and services
- Optimizing cost per transaction

GAIN and our Stakeholders

- Market**
Gain confidence of the market
- Regulator**
Gain respect of CITC
- Shareholders**
Gain trust of the Shareholders
- Consumers**
Gain loyalty of the consumers
- Businesses**
Gain attention of the businesses
- Employees**
Gain engagement of employees
- Business Partners**
Gain interest of the business partners
- Society**
Gain appreciation of the society

Gain Strategy 2020+ Focus on growth and transformation

- Grow the core by focusing more on high value segment
- Engage with customers in a digital way
- Enter into new business areas (e.g. fintech)
- Increase B2B share by focusing on prioritized verticals

Advanced Analytics

Improve decision-making based on near real-time insights

Platform Play and Agile IT

Enable a large ecosystem of partners across the value chain

Integrated Gigabit Network

Provide seamless access with more focus on virtualization and network slicing

Digital Operating Model

Asset monetization, governance, culture, capability development etc.