

# Strategy and KPIs

Mobily's GAIN strategy has succeeded in delivering exceptional growth and outstanding achievements across all areas of the business. During 2022, Mobily maintained focus on its strategic pillars to post excellent financial performance and strategic progress, while continuing its digital transformation and engaging its dedicated workforce, to gain lasting trust and create sustainable value for all its stakeholders.

## Empowering the Digital Economy to Unlock Possibilities.

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

<p><b>Agile</b> We are open, flexible, and make every second count</p>	<p><b>Courageous</b> We are brave enough to take bold steps and determined to see them through</p>	<p><b>Caring</b> We treat you as an individual and value diversity in thought and perspective</p>	<p><b>Clear</b> We keep things black and white</p>
<p><b>Purpose</b> To be the Better Choice to Unlock Possibilities</p>	<p><b>How</b> By Empowering the Digital Economy</p>	<p><b>By being</b> The Everyday Hero</p>	

## Gain Strategy 2020+ Focus on growth and transformation

<p>Grow the core by focusing more on high value segment</p>	<p>Engage with customers in a digital way</p>	<p>Enter into new business areas (e.g. fintech)</p>	<p>Increase B2B share by focusing on prioritized verticals</p>
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<p><b>Advanced Analytics</b> Improve decision-making based on near real-time insights</p>	<p><b>Platform Play and Agile IT</b> Enable a large ecosystem of partners across the value chain</p>	<p><b>Integrated Gigabit Network</b> Provide seamless access with more focus on virtualization and network slicing</p>	<p><b>Digital Operating Model</b> Asset monetization, governance, culture, capability development etc.</p>
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### GAIN and our Stakeholders

<p><b>Market</b> Gain confidence of the market</p>	<p><b>Regulator</b> Gain respect of CST</p>	<p><b>Shareholders</b> Gain trust of the shareholders</p>	<p><b>Consumers</b> Gain loyalty of the consumers</p>
<p><b>Businesses</b> Gain attention of the businesses</p>	<p><b>Employees</b> Gain engagement of employees</p>	<p><b>Business Partners</b> Gain interest of the business partners</p>	<p><b>Society</b> Gain appreciation of the society</p>

## Our Strategic Pillars

Mobily's GAIN Strategy is built on the foundation of 4 strategic pillars, which collectively are designed and executed to deliver profitable and sustainable growth. During the final year of the strategy, the strategic focus remained on maximizing value through convergence, new models, channels, customer journeys, and propositions, supported by key strategic enablers.

<p><b>Grow</b> Core Revenues</p>	<p><b>Accelerate</b> Digital Revenue Streams</p>	<p><b>Implement</b> and Optimize Efficient Delivery</p>	<p><b>Nurture</b> a Positive Experience for All</p>
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KPIs	<p><b>Revenues</b></p> <p>2022 SAR <b>15.67</b> billion</p> <p>2021 SAR <b>14.83</b> billion</p> <p>2020 SAR <b>14.05</b> billion</p> <p><b>+5.6%</b> YoY</p>	<ul style="list-style-type: none"> <li>Grow digital B2B revenue and develop associated capabilities</li> <li>Grow digital consumer revenue Streams and develop associated capabilities</li> </ul>	<p><b>EBITDA</b></p> <p>2022 SAR <b>6.16</b> billion</p> <p>2021 SAR <b>5.58</b> billion</p> <p>2020 SAR <b>5.35</b> billion</p> <p><b>+10.4%</b> YoY</p>	<p><b>Brand Value</b></p> <p>2022 SAR <b>5.7</b> billion (USD 1.5 billion)</p> <p>2021 SAR <b>4.8</b> billion (USD 1.3 billion)</p> <p>2020 SAR <b>4.1</b> billion (USD 1.1 billion)</p> <p><b>+18.0%</b> YoY</p>
	<p>Consumer Revenues <b>+1.0%</b> YoY</p> <p>Business Revenues <b>+14.5%</b> YoY</p> <p>Wholesale Revenues <b>+20.2%</b> YoY</p> <p>Outsourcing Revenues <b>+46.3%</b> YoY</p>	<ul style="list-style-type: none"> <li>Launch of Mobily Pay</li> <li>Signed strategic partnerships with hyperscalers, such as AWS and Tencent, and with leading local digital players, such as Abunayyan Group and Taqnia. These partnerships will empower Mobily to create innovative digital products and services that enrich the digital community and economy</li> <li>Partnered with Cisco to build region's largest IoT Cloud Platform to boost Saudi Arabia's digitization</li> <li>Signed a Memorandum of Understanding (MoU) with Ericsson to expand the cutting-edge 5G use cases</li> </ul>	<ul style="list-style-type: none"> <li>Awarded "Top Rated-Mobile Network" and "Top Rated-Fixed Network" by Ookla</li> <li>IT Transformation Program Completion: +88%</li> <li>Exceeded CST Mobile average speed requirements, reaching 13 Mbps in roads and highways and 65 Mbps in administrative regions</li> <li>Mobily mobile internet average download speed increased by 36.86%<sup>1</sup></li> <li>Achieved the lowest latency average for mobile 5G and mobile internet in Saudi Arabia by reaching 22 ms and 30 ms, respectively<sup>2</sup></li> </ul>	<ul style="list-style-type: none"> <li>7th most valuable brand in Saudi Arabia</li> <li>4th best workplace in Saudi Arabia</li> <li>4.8/5 mobile app rating</li> <li>Earned ISO certifications for Customer Journey and Satisfaction and for Customer Care Services</li> </ul>

<sup>1</sup> CST report Q2 2022 vs Q2 2021.

<sup>2</sup> CST report Q3 2022


## Mobily's strategic direction in 2023 and beyond

With strong momentum entering 2023, Mobily is well positioned to accelerate growth moving forward and solidify its position as a leading technology, media, and telecom (TMT) player in Saudi Arabia. Its strategic focus is on continuing to diversify and expand its portfolio of services, products and solutions to address customers' evolving needs, while striving to deliver stakeholders with the best service and experience.

Mobily will increase shareholder value by capturing growth in Saudi Arabia's thriving market, solidifying its position as a leader in new trends and driving innovation in the TMT sector. To achieve this ambition, it will transform to align with the new TMT reality, investing in continuous innovation to remain at the forefront of this rapidly changing industry.

### Vision for the Future



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 Expand 5G rollout and network coverage
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 Achieve total experience leadership
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 Transform the business to address new opportunities in the TMT industry
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 Increase market share
-   
 Repositioning to be a leader in new trends
-   
 Ensure commitment to achieve ESG performance excellence

