

Chairman's Statement

Built to Lead Positioned to Scale

We are proud to be recognized as the Fastest Growing Telecom Brand in the Middle East, with brand value rising by over 220% since 2020.



Eng. Mutaz Kusai Alazzawi
Chairman

2025 was marked by strong strategic progress, record-breaking performance and meaningful contributions to the Kingdom's digital transformation as we celebrated two decades since Mobily's establishment. It was also a year of renewed confidence, culminating in the launch of SHINE, our refreshed corporate strategy that shapes the Company's next phase of growth.

Mobily continued to strengthen its position as a national digital champion, accelerating infrastructure investments, enhancing customer experience and deepening its role across priority sectors. As the digital economy expands, we enter this new chapter stronger, more resilient and well positioned to scale with discipline and purpose.

A Market in Transformation

Saudi Arabia's telecommunication landscape continued its rapid evolution in 2025, driven by rising demand for high-quality connectivity and digital services, advanced cloud capabilities, AI-enabled applications and seamless customer experiences. Regulatory developments supported this momentum, fostering a more dynamic, competitive and future-ready market environment.

Technological progress and changing customer expectations are reshaping industry economics and competitive dynamics. In this context, the Board remained focused on ensuring Mobily adapts its portfolio, operating model and long-term strategy with discipline, safeguarding sustainable value creation as the Company contributes to the Kingdom's accelerating digital transformation.

Delivering Sustainable Performance

Against this market backdrop, Mobily delivered outstanding operational and financial performances. We achieved healthy revenue and earnings growth, strengthened our market position and continued to enhance customer experience. We are proud to be recognized as the Fastest Growing Telecom Brand in the Middle East, with brand value rising by over 220% since 2020, reflecting growing customer trust and relevance. We remain focused on maintaining an appropriate balance between growth, returns and long-term resilience.

SHINE: Our Path to 2030 and Beyond

This year, we completed Mobily's 2030 Strategy Refresh, aligning Mobily's long-term ambitions with the Kingdom's evolving digital-economy agenda. SHINE reinforces our evolution into a fully integrated Telecommunications, Media and Technology leader and is anchored on 5 strategic pillars: Together, these pillars form a clear roadmap for sustainable growth, innovation and value creation.

Advancing Saudi Vision 2030

Throughout 2025, Mobily continued to play a pivotal role in advancing Saudi Vision 2030 by expanding national digital infrastructure and enabling transformation across critical sectors. We achieved major progress in connectivity, data infrastructure and international reach, reinforcing the Kingdom's position as a regional digital hub and supporting long-term economic diversification.

 <p>Strengthen customer experience leadership</p>	 <p>Harness the power of a digital-first approach for consumers</p>	 <p>Increase the depth of enterprise solutions and transform digital GTM</p>	 <p>Navigate digital infrastructure for growth</p>	 <p>Enable the organization through operational excellence</p>
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Chairman's Statement continued

Our continued collaborations with leading global technology partners strengthened capabilities across network modernization, cybersecurity, cloud adoption and next-generation AI-powered digital solutions. In parallel, we advanced sovereign cloud capabilities, digital inclusion initiatives, cybersecurity maturity and talent localization, ensuring that Mobily contributes meaningfully to the Kingdom's transition toward a competitive, knowledge-based economy.

Strengthening Governance and National Impact

Strong governance remains central to Mobily's long-term success. In 2025, we continued to enhance oversight across risk management, cyber resilience, ethics, regulatory compliance and transparency, ensuring that growth is supported by robust controls and accountability.

On the sustainability front, we proudly sustained our AA MSCI rating, reflecting Mobily's ESG leadership within the region. We also completed a comprehensive double-materiality assessment, strengthening alignment between strategy, sustainability priorities and stakeholder expectations. Initiatives focused on energy efficiency, responsible resource use and digital inclusion continued to advance, reinforcing Mobily's commitment to sustainable progress and responsible value creation.

Our community efforts continued to make a national impact, including extending high-speed connectivity to underserved areas and supporting social development programs aligned with national priorities.

Looking Ahead to 2026

We enter 2026 with strong momentum and a clearer strategic compass. With SHINE now launched, Mobily is well positioned to capture new opportunities, accelerate growth and deliver sustainable long-term value.

Supported by a strong leadership team and disciplined governance, we remain committed to strengthening customer experience leadership, expanding digital infrastructure and enhancing competitiveness across consumer, business and wholesale segments.

