

ACHIEVING **SUSTAINABLE GAINS**

Sustainability Report
2022



About this Report

Welcome to Mobily’s third annual sustainability report, which highlights its 2022 environmental, social, and governance (ESG) initiatives, progress and commitments.

Reporting Period

The report covers the Company’s operations in Saudi Arabia for the period from 1 January to 31 December 2022, in line with its annual financial reporting cycle.

Reporting Guidelines

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

Target Audience

This report is of potential interest to all existing and prospective Stakeholders. It presents information relevant to how Mobily creates, preserves, and minimizes the erosion of value for these key Stakeholders including employees, clients, regulators and society.

Materiality

Mobily’s material ESG focus areas are identified through a structured, independently facilitated process. The Company considers its external operating environment, approach to creating a value and risk universe, its most significant impacts on human, natural, social and relationship capitals and the views and interests of Stakeholders. Mobily also considers industry standards and global best practice in ESG reporting. This report has been structured to reflect these focus areas and associated issues. Material matters and the process followed to determine these matters are detailed on page 29 of this report.

Reporting Standards

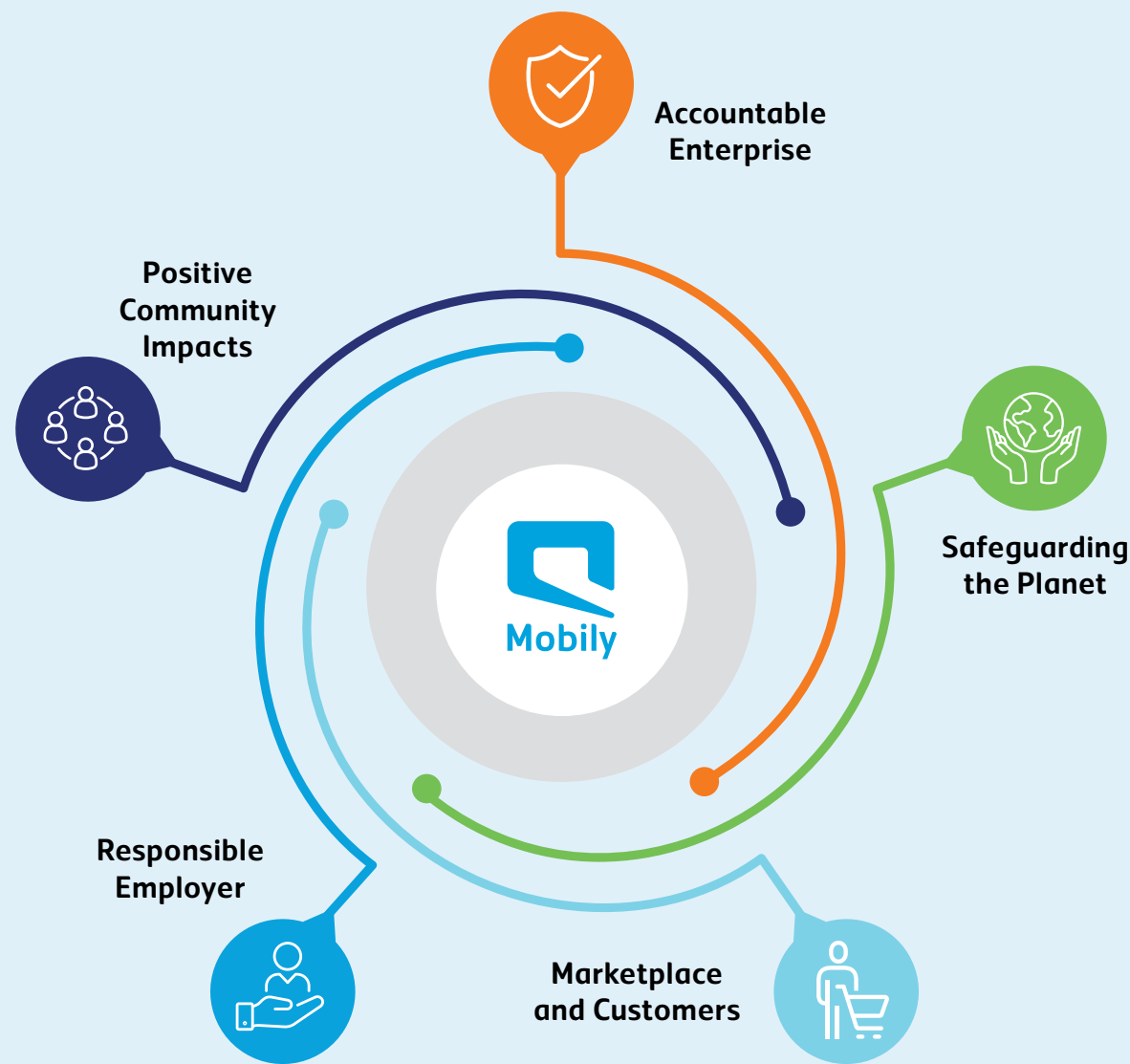
The report aims to reflect the way sustainability is integrated into Mobily’s business in accordance with the GRI Sustainability Reporting Standards, the Guidance on Social Responsibility (ISO 26000), Accountability Principles Standard (AA1000), and the UN Global Compact (UNGC). For material information relating to the Company strategy, governance practices and performance, please refer to Mobily’s integrated Report, available on [Mobily Investor Relations webpage](#).

Forward-looking Statements

This report contains certain forward-looking statements relating to the Company’s financial position, results, strategy, operations and performance. These statements and forecasts involve risk and uncertainty, as they relate to events and depend on circumstances that occur in the future. Actual results may differ materially from Mobily’s expectations if known and unknown risks or uncertainties affect its business, or if estimates or assumptions prove inaccurate. Factors that could cause actual results to differ materially from those in forward-looking statements include, but are not limited to, global and local market and economic conditions, industry factors as well as regulatory factors. Mobily disclaims any intention and assumes no obligation to update or revise any forward-looking statement, even if new information becomes available because of future events or for any other reason. The forward-looking information disclosed in this Sustainability Report has not been reviewed or audited or otherwise reported on by the Company’s Auditors.

Strategic Themes

Mobily’s Sustainability Framework forms the basis of this report, in accordance with the following strategic themes:



Feedback

Using this document as a baseline for future reports, the Company aims to improve its reporting year-on-year. Please email your views on Mobily’s progress and ambitions to the following:
Email: IRD@mobily.com.sa
Tel: +966560314099



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Message from the Chairman

It is with great pleasure that we present Mobily's 2022 Sustainability Report, highlighting another outstanding year of consistent growth. This success is a direct result of the exceptional collaboration between our dedicated employees and visionary Executive Management, who successfully executed our GAIN strategy. By positioning Mobily as the preferred choice for our Stakeholders, we have unlocked growth possibilities and achieved significant results.

Our 3-year GAIN strategy has yielded impressive outcomes, including increased market share, heightened user engagement, and growth in crucial key performance indicators. These achievements have been bolstered by substantial investments in 5G and digital infrastructure, solidifying our position for a prosperous future.

As a proud Saudi company, we are deeply committed to supporting the information and communication technology (ICT) sector strategy and the digital infrastructure development outlined in Saudi Vision 2030. Our role in powering the Kingdom's new digital economy across all industries is crucial, as connectivity serves as the foundation for economic growth and is a fundamental right for all citizens.

Our commitment to creating added value for our Stakeholders has allowed us to deliver exceptional performance and earn lasting trust. We have thrived in a challenging operating environment, gaining the confidence of our shareholders, customers, partners, and employees.

Looking ahead to 2023, our new strategy will further align with the Kingdom's Vision 2030. We will intensify our collaboration with the Government and proactively support government projects. Additionally, we are preparing to capitalize on growth opportunities arising from regulatory enhancements in the fintech space, contributing to the Government's objective of increasing the share of cashless payments in the Kingdom through Mobily Pay.

Aligned with our commitment to the Kingdom and building trust among all Stakeholders, we place great importance on our responsibility towards ESG matters. Our sustainability strategy, guided by the Kingdom's Vision 2030's ESG-related goals and the UN Sustainable Development Goals (SDGs), emphasizes the significance of the implementation of socially and environmentally sustainable practices throughout our operations.

In our pursuit to deliver value to our Stakeholders, we remain steadfast in upholding the highest standards of corporate governance, ethical conduct, and environmental stewardship. With a strong focus on sustainable growth and innovation, we are excited about the future and look forward to the continued journey ahead.



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**H.E. Dr. Nabeel
Mohamed Al Amudi**
Chairman



Message from the CEO

I am pleased to present to you Mobily's 2022 Sustainability Report, showcasing our commitment to sustainable business practices and the positive impact we are making in the communities we serve.

2022 was an outstanding year for Mobily. The Company experienced significant growth and expanded revenues across our business, consumer, and wholesale segments. This positive performance resulted in Mobily achieving its highest annual revenues in the past 9 years, with a revenue growth of 5.6% reaching almost SAR 15.7 billion. Net profit rose by 54.6% compared to 2021, reaching almost SAR 1.7 billion, and our EBITDA reached nearly SAR 6.2 billion, the highest in the past 9 years. Additionally, we achieved some of the highest margins in the industry.

In the last year of our GAIN strategy, our goal of transforming into an integrated telecommunications company was achieved. We created new revenue streams in digital, information, and communications technologies while improving our agile operating model to be more partnership ready. Through innovation, we differentiated our products and services, becoming a more efficient, digitally focused and performance-driven organization. This strategy has laid the foundation for accelerating growth and gaining lasting trust as we position ourselves as the technology company of the future.

We firmly believe that responsible and ethical business conduct is essential for long-term success. In a rapidly changing world, sustainability has become a critical factor in shaping the future of our industry and our planet. We recognize the challenges we face as a telecommunications company and are dedicated to leveraging our resources, expertise, and influence to drive positive change.

In 2022, Mobily made significant strides towards sustainability and social responsibility. Our latest report showcases our progress in key areas, such as environmental stewardship, social engagement, and corporate governance. Additionally, we initiated the implementation of our 3-year ESG strategy to further drive our commitment to sustainability and responsible practices.

We made significant progress in reducing our carbon footprint through the adoption of energy-efficient technologies, renewable energy sourcing, and proactive waste management initiatives. By investing in network optimization and modernization, we have achieved improved energy efficiency and reduced greenhouse gas emissions. Our focus on responsible electronic waste management ensures the proper use and disposal of electronic devices, promoting recycling, and embracing circular economy principles throughout our operations.

We believe in fostering diversity, inclusion, and equal opportunities within our workforce. By empowering our employees to thrive and contribute, we create an environment that drives innovation and collective success. Our community engagement initiatives have reached new heights, supporting education, healthcare, and socio-economic development in underserved areas. We are dedicated to bridging the digital divide and prioritizing the digital inclusion of vulnerable groups, striving to create a more equitable society where everyone has equal access to the benefits of technology.

At Mobily, we uphold the highest standards of corporate governance. Transparency, accountability, and ethical conduct are embedded in our organizational culture. We have strengthened our cybersecurity measures to safeguard customer data and privacy, recognizing the increasing importance of digital trust in an interconnected world. Our commitment to enhancing transparency in our supply chain has led to improved supplier partnerships and responsible sourcing practices, ensuring that our operations align with social and environmental values.

While we are proud of the progress we have made in these areas, we recognize that sustainability is an ongoing journey. We remain committed to continuous improvement, setting ambitious targets for the future, and collaborating with our Stakeholders to drive meaningful change. Our sustainability goals align with the Saudi Vision 2030 and the United Nations Sustainable Development Goals (SDGs), and we are dedicated to contributing to a more sustainable and inclusive world.

I extend my heartfelt appreciation to our employees, customers, partners, and shareholders for their unwavering support and dedication to our sustainability initiatives. Together, we will continue to harness the power of technology to drive positive change and create a prosperous future for all.

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Net profit rose by
54.6%
reaching SAR 1.7 billion

Revenue growth of
5.6%
reaching SAR 15.7 billion

Eng. Salman Abdulaziz Al Badran
Chief Executive Officer



About Mobily

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

Listed on Saudi Arabia's Tadawul stock exchange since 2004, Mobily has a share capital of SAR 7,700 million, comprising of 770 million shares of SAR 10.00 each, paid in full as of 31 December 2022. Mobily's major shareholder is Etisalat Emirates Group (27.99%), and the remaining shares owned by a diverse group of institutional and retail investors.

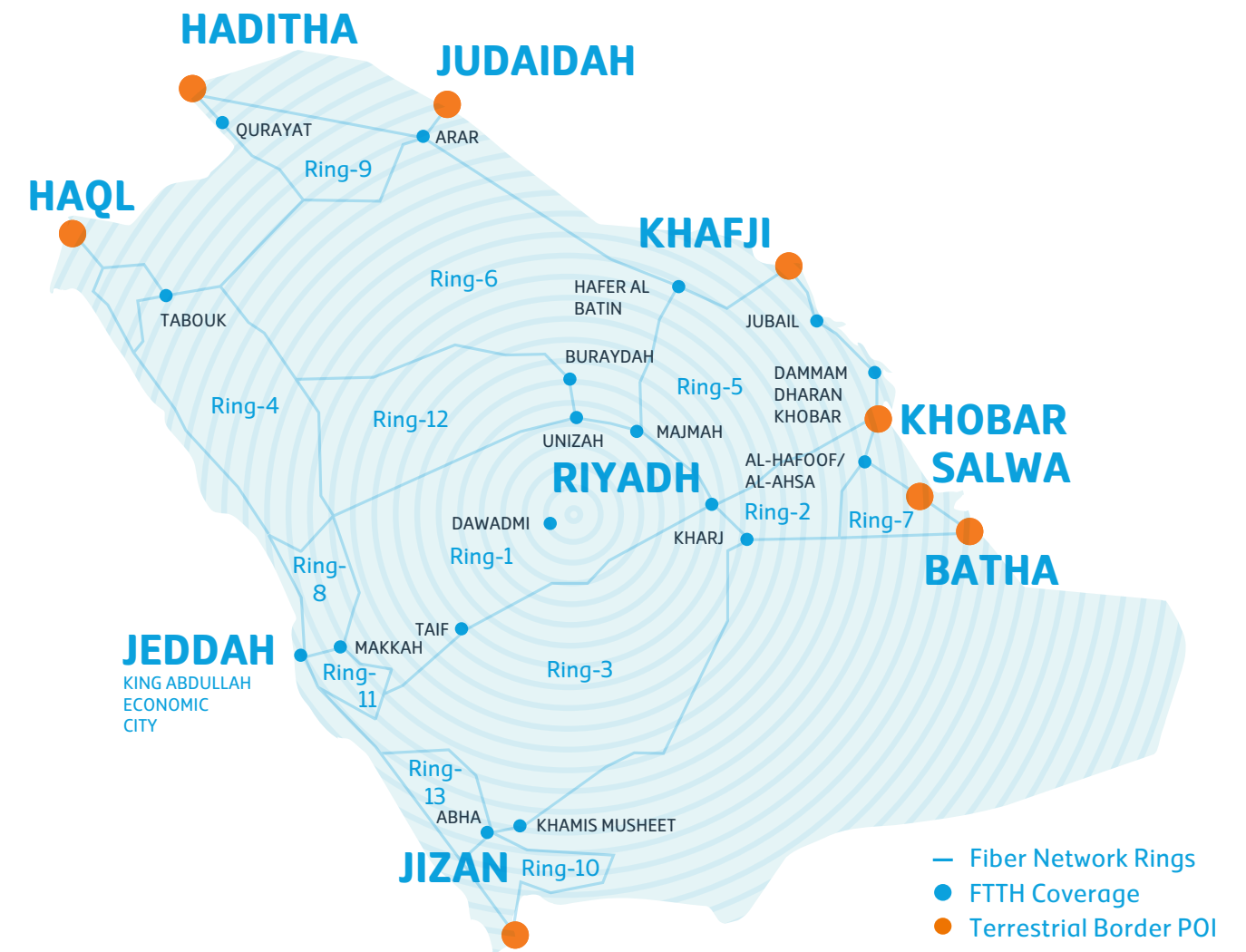
Geographic Footprint

Mobily's long distance, Metropolitan and Fiber-to-the-Home (FTTH) network supports all major Saudi cities, extending for 59,806 km's across the Kingdom.

Mobily's International Gateway

Mobily's International Gateway is operated in partnership with a range of global partners, supported by overland, submarine and terrestrial cables. International Gateway

destinations include Egypt, Jordan, Iraq, Kuwait, Bahrain, Qatar, Yemen, India, Singapore, the wider Asia Pacific region, the USA, and Europe.




Mobily's Saudi Fiber Network

Mobily operates a total of 431 exclusive channels, consisting of 71 flagship stores and 360 fully branded outlets. Mobily also utilizes 2,485 non-exclusive channels, which include third party retailers' point-of-sale (POS) locations.

Mobily's Journey



Charter




Vision

Empower the digital economy to unlock possibilities

Empower: our winning role in the envisioned future

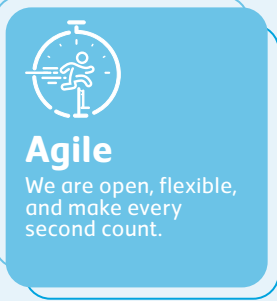
The Digital Economy: the long-term future that we envision

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




Values


We are focused and determined to achieve significant and sustainable progress 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:



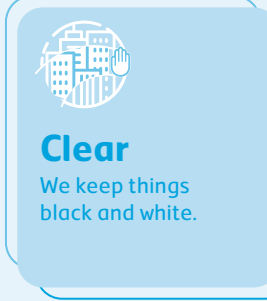
Agile
We are open, flexible, and make every second count.



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




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




Clear
We keep things black and white.


Associations and Memberships




Asia-Africa-Europe 1 (AAE-1)




Cullen International




SAMENA Telecommunications Council



TM Forum



International Telecommunication Union (ITU)



Global System for Mobile Communications (GSMA)



2022 Awards



Positive Community Impacts

Labor Award

Winning the Labor Award in the skills and training category from the Ministry of Human Resources and Social Development for the best training program for students and graduates demonstrates Mobily's commitment to build stronger relationships with local communities. It showcases the Company's dedication to fostering a more inclusive and resilient society. The award highlights the organization's emphasis on the holistic development of individuals.



Responsible Employer

Golden Award (HCM Excellence)

Mobily won the Golden Award (Human Capital Management (HCM) Excellence) 2022 for the Talent Acquisition category from Brandon Hall Group, showcasing excellence in talent acquisition and onboarding practices. This recognition underscores Mobily's commitment to effective and impactful new hire onboarding, ensuring a seamless integration and a positive experience for employees.



Accountable Enterprise

Best Printed Annual Report in the Middle East

Mobily achieved first place in the Middle East for the Best Annual Report 2021, in the print category, at the Middle East Investor Relations Association (MEIRA) conference, demonstrating a commitment to transparent and comprehensive reporting practices. This achievement highlights Mobily's dedication to providing Stakeholders with accurate, relevant and accessible information, fostering trust and accountability.



Marketplace and Customers

"Top Rated-Mobile Network" and "Top Rated-Fixed Network" Ookla Speedtest Award

Mobily was recognized as the "Top Rated-Mobile Network" for the second consecutive year and the "Top Rated-Fixed Network" in Saudi Arabia for network speed and service, receiving the prestigious Ookla Speedtest awards at the Mobile World Congress (MWC) 2022. This recognition highlights Mobily's ongoing commitment to providing customers with fast and reliable mobile connectivity, enabling seamless communication and enhancing overall user experience.



Marketplace and Customers

Frost and Sullivan Award

Mobily won the Saudi Arabian IoT Enabling Technology Leadership Award, showcasing leadership and excellence in IoT technology implementation. This recognition highlights Mobily's innovative approach in leveraging IoT to drive digital transformation, enhance connectivity and create new opportunities for businesses and industries in Saudi Arabia.

2022 Certificates

Positive Community Impacts

Local Content Certificate



Mobily obtained the local content certificate for the 3rd consecutive year for supporting local content initiatives to strengthen the local economy.

Accountable Enterprise

ISO Certificate for Legal Services



Mobily received ISO 9001: 2015 accreditation for its application of global quality standards in quality management for legal services for the 2nd time.

ISO Certificate for Business Continuity System



Mobily received ISO 22301: 2019 accreditation for its application of business continuity system standards for the 9th consecutive year.

ISO Certificate for Risk Management System



Mobily obtained ISO 31000:2018 accreditation for its application of international standards of enterprise risk management practices.

Marketplace and Customers

ISO Certificate for Customer Care Services



Mobily obtained ISO 10002 accreditation for its application of international standards of customer services.

ISO Certificate for Customer Journey and Satisfaction



Mobily received ISO 9001:2015 accreditation for its application of international standards to improve customer experience. The scope of work "analyzing customer journey and satisfaction".

Apple Certified Trainer



Mobily obtained "Apple Certified Trainer" certification as the 1st telecommunications operator around India, Mediterranean Sea countries, Middle East, and Africa (IMMEA).

Mobily's ESG Ratings

Mobily's commitment to ESG practices produced several positive ESG rating results during 2022.

A highlight was Mobily being included in the FTSE Russell ESG index – the Company managed to receive a rating upgrade only 3 months after qualifying to join the index. Mobily also achieved rating upgrades across 3 additional renowned ESG indices in 2022; namely: Dow Jones Sustainability World Index (DJSI) S&P, Morgan Stanley Capital International (MSCI), and ESG Invest.

Mobily's ESG ratings during the year:

Feb 2022	May 2022	Sep 2022	Dec 2022
ESG Invest	MSCI	S&P DJSI	FTSE Russell
New Rating 45/100	New Rating BBB	New Rating 25/100	New Rating 1.9/5
Old Rating 28/100	Old Rating BB	Old Rating 8/100	Old Rating 1.1/5

02

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Sustainability Journey at a Glance

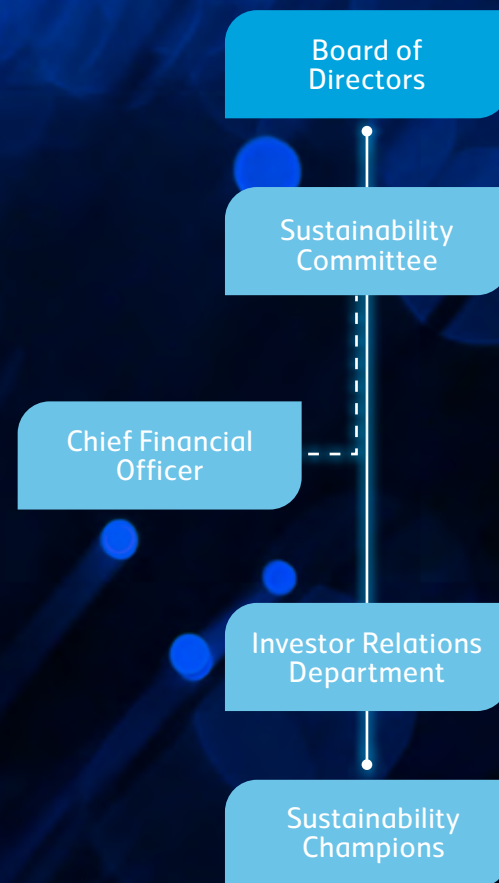
	2020	2021	2022
<div>Accountable Enterprise</div> <div></div>	<ul style="list-style-type: none">• First telecommunications operator in MENA region to obtain international standard for Business Continuity Management Systems (ISO 22301)	<ul style="list-style-type: none">• 3 years is the Board's new term, which runs from 1 December 2021 to 30 November 2024	<ul style="list-style-type: none">• Successful conclusion of the GAIN strategy and the launch of a new strategy• Upgraded ESG rating across 4 renowned ESG indices• Zero tolerance for corruption or bribery
<div>Marketplace and Customers</div> <div></div>	<ul style="list-style-type: none">• Zero data breaches	<ul style="list-style-type: none">• 52 cities with expanded 5G coverage through 4,120 sites across the Kingdom	<ul style="list-style-type: none">• Launched and activated Mobily Pay for all users• A new Smart Care system to offer agents a 360-degree view of customers to improve their experience• Achieved a 50% improvement in customer satisfaction
<div>Positive Community Impacts</div> <div></div>	<ul style="list-style-type: none">• Sourced 94% of total procurement from local suppliers	<ul style="list-style-type: none">• +13,000 free Wi-Fi points in public places	<ul style="list-style-type: none">• Partnered with The Diriyah E-Prix in cooperation with Formula E• Participated as a platinum sponsor of Saudi Games 2022• A diamond sponsor of Seamless Saudi Arabia
<div>Responsible Employer</div> <div></div>	<ul style="list-style-type: none">• Reported 63% employee engagement score in company-wide survey	<ul style="list-style-type: none">• 85% of total workforce is comprised of Saudi nationals	<ul style="list-style-type: none">• +1000 employees attracted by Mobily's 2022 Learning Calendar• Named the 4th best workplace in Saudi Arabia• Launched the first high potential employee (HiPo) Program for a group of 30 top employees
<div>Safeguarding the Planet</div> <div></div>	<ul style="list-style-type: none">• Installed energy efficient air containment systems reducing consumption by up to 40%	<ul style="list-style-type: none">• Smart meter system implemented to measure Mobily's power consumption	<ul style="list-style-type: none">• Launched the first energy-generating tower using environmentally friendly sources• Established Mobily's Environmental Policy• Formed a centralized environmental team to oversee Mobily's environmental impacts



Sustainability Governance Model

Mobily has implemented a sustainability governance model to support the effective implementation of the Company's 3-year ESG strategy. This model ensures the integration of ESG considerations into the decision-making process and the monitoring of strategic key performance indicators (KPIs). The Sustainability Committee, endorsed and overseen by the Board of Directors, has been established to lead these efforts. Chaired by the CEO, the Committee reviews and approves the strategic framework and KPIs aligned with Mobily's vision and objectives and monitors the Company's sustainability performance on a monthly basis.

The responsibility for leading the Company's sustainability efforts falls under Investor Relations, supervised by the Chief Financial Officer (CFO). This team is tasked with setting the strategic direction and focus areas for sustainability, as well as regularly monitoring the implementation of KPIs. Additionally, they provide support to sustainability Champions in other business areas and functions to ensure the realization of Mobily's sustainability ambitions.



Sustainability Strategy and Framework

Mobily recognizes that creating long-term value for Stakeholders is essential to its success. The Company is committed to practicing good corporate governance, minimizing risks, promoting responsible environmental stewardship, and being a compassionate and ethical neighbor. Mobily takes these responsibilities seriously and is dedicated to implementing programs and practices that improve its ESG performance while mitigating risks.

Mobily has developed a 3-year sustainability strategy and a sustainability framework to guide future efforts, focusing on enhancing ESG performance and contributing to the development of the Kingdom. Mobily's sustainability strategy outlines the Company's vision, goals, and approach

to address environmental, social, and economic challenges. It sets the direction and priorities for sustainability initiatives, guiding the Company's long-term actions and decision-making processes.



Sustainability Ecosystem

Accountable Enterprise

- Corporate Governance, Ethics and Integrity
- Transparency
- Economic Performance



- Formally integrate sustainability at the corporate level
- Strive for transparency, integrity, and good governance by following international best practices
- Achieve sustainable growth contributing to a thriving Saudi Arabian economy, through direct economic activities and infrastructure, platforms, and digital services

Mobily's commitment to the best global and local practices of governance support employee health, safety, development, and training. Through these guidelines and procedures, the Company clarifies Mobily's Stakeholders' expectations and their right to transparency and the best financial performance.

Safeguarding the Planet

- Environmental Management



- Contribute to the Saudi Green Initiative, leading the way to a sustainable future for Saudi Arabia
- Follow international best practices to safeguard shared resources

Mobily's commitment to the best environmental practices is in line with regulations, the Kingdom's Vision 2030, and other corporate governance frameworks. It also makes Mobily more economically viable in the long-term.

Positive Community Impacts

- Digital Access and Inclusion
- Community Investments and Relations



- Support local communities in which Mobily operates, and positively impact them
- Work with communities to address issues of opportunity, access, knowledge, and skill in relation to using technology

By supporting healthy, happy communities, Mobily also has the opportunity to become a role model of rationalization in water, energy and waste for society through ongoing environmental campaigns.

Responsible Employer

- Health and Safety
- Diversity and Inclusion
- Talent Management



- Ensure high levels of motivation, satisfaction, and commitment to sustainability
- Understand our duty of care to protect our employees and contractors from any harm
- Ensure everyone has access to the same opportunities and the same fair treatment

Mobily's personal and professional development programs provide Mobily employees with the best learning opportunities, while bolstering their operational productivity and enabling the digital transformation strategy. All this contributes to excellent customer service and information security.

Marketplace and Customers

- Data Privacy, Security and Protection
- Customer Relationships and Satisfaction
- Digital Innovation
- Responsible Marketing



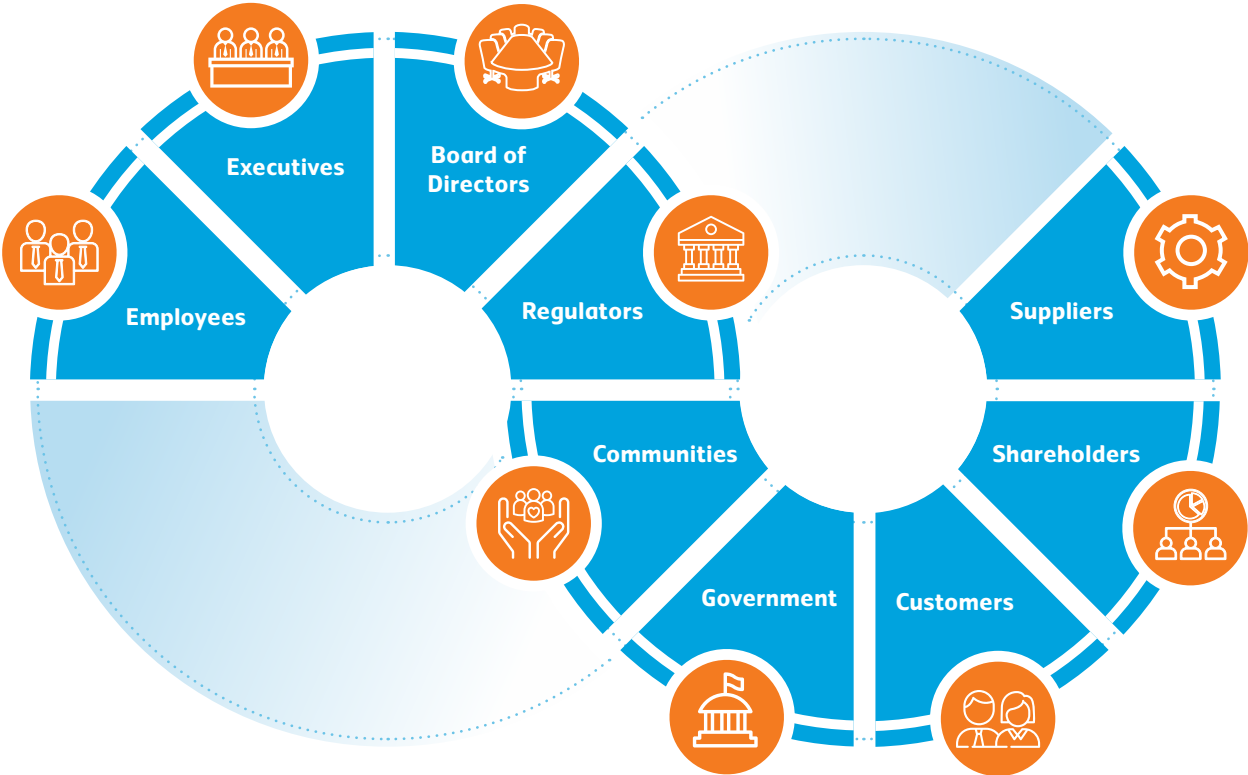
- Enable rapid societal development through well-designed and executed digital platforms and services
- Ensure privacy and security of customer data
- Achieve high levels of customer satisfaction with excellent customer care
- Adopt socially responsible elements in our marketing strategies

Providing secure and high-quality services that help achieve high financial results enables Mobily to support the community financially, enhance youth skills by preparing them for the labor market, and support the empowerment of Saudi cadres in the ICT sector.

Stakeholder Engagement

Mobily believes that Stakeholders are essential partners. The Company values active engagement and dialogue with them as a fundamental aspect of Mobily’s sustainability approach, and vital to building and maintaining collaborative relationships. Mobily recognizes that each Stakeholder holds a unique interest in the business. Hence, the Company makes it a priority to understand their concerns and views and their recommendations on its corporate priorities and business practices. As such, Mobily continuously engages with Stakeholders using various channels.

Mobily’s Stakeholders fall into 2 categories, internal and external. Internally, the Company considers its employees, Executives and Board of Directors as Stakeholders. Externally, Mobily engages with customers, shareholders, suppliers, contractors, communities, regulators and government agencies.



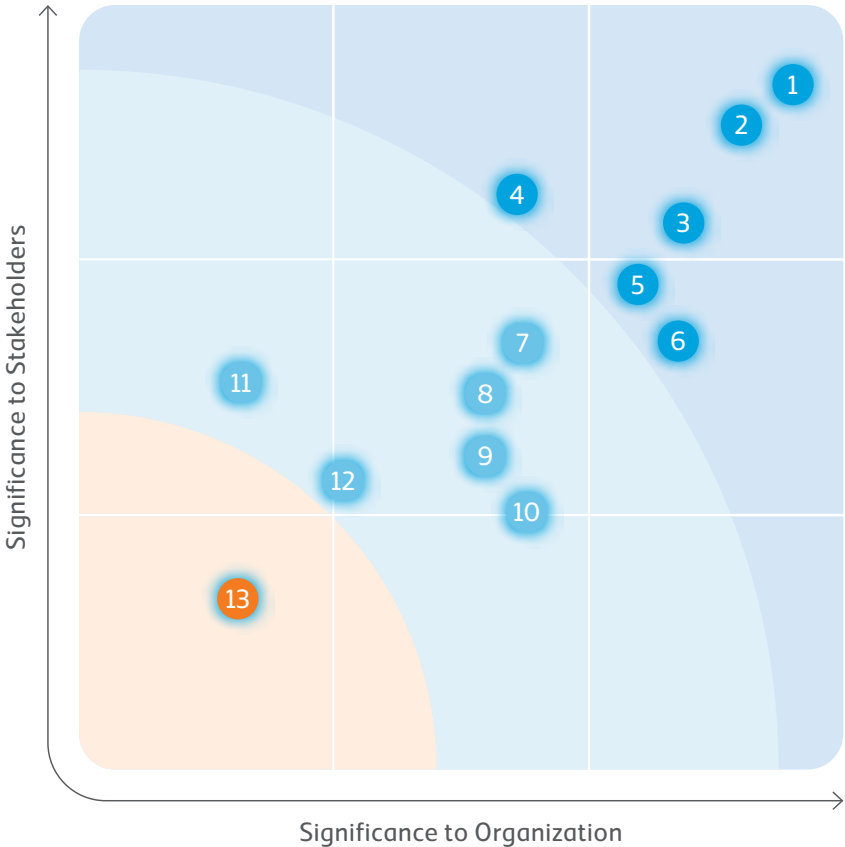
Materiality Assessment

In 2022, Mobily conducted a comprehensive materiality assessment to ensure its alignment with the latest ESG trends in the industry and in the Kingdom. This assessment considered factors such as the Company's sustainability strategy and values, Stakeholder inputs, regulatory changes, the Kingdom's Vision 2030, sustainability disclosures from peers, industry standards, and the UN SDGs.

The purpose of the assessment was to review and validate Mobily's focus areas, identify opportunities, and prioritize sustainability topics that hold the greatest significance for the Company and its Stakeholders. By conducting this assessment, Mobily aimed to ensure that its sustainability

efforts meet Stakeholder expectations and address the most relevant issues within its industry and the broader Saudi Arabian context.

From the materiality assessment, Mobily identified and prioritized 13 critical issues that are considered material to both the Company and its Stakeholders. These issues were carefully analyzed and consolidated to form the basis of Mobily's sustainability framework, which is guided by 5 core principles. The materiality matrix reflects these 13 material matters, which we reviewed in 2023 in line with the latest developments inside the Company and in our operating environment.



- Most Important**

 - 1 Customer relations and satisfaction
 - 2 Data privacy, security and protection
 - 3 Digital innovation
 - 4 Digital access and inclusion
 - 5 Corporate governance, ethics and integrity
 - 6 Responsible marketing
- Very Important**

 - 7 Diversity and Inclusion
 - 8 Environmental management
 - 9 Talent management
 - 10 Health and safety
 - 11 Transparency
 - 12 Community investments and relations
- Important**

 - 13 Economic performance

	Material Issues	Relevant Strategy Pillar	Contribution to SDGs	How Mobily Manages It	Report Reference
Most Important	1-Customer relations and satisfaction	Marketplace & Customers	3 GOOD HEALTH AND WELL-BEING, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Mobily prioritizes customer relations and satisfaction. The Company is continuously improving its customer services to enhance customer experience.	65
	2-Data privacy, security and protection	Marketplace & Customers	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	Mobily prioritizes data privacy, security, and protection by implementing industry leading mechanisms such as encryption, truncation, masking, and hashing to enhance data privacy programs.	59
	3-Digital innovation	Marketplace & Customers	9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES	Mobily aims to deliver new digital opportunities and enable new business ventures, including autonomous transport, smart cities and healthcare. By introducing new disruptive technologies in areas such as cloud services and the Internet of Things, Mobily is a key player in the digital ecosystem in Saudi Arabia and beyond.	57
	4-Digital access and inclusion	Positive Community Impacts	8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES	Mobily delivers advanced technology and equal opportunities to its customers. The Company supports digital inclusion across the Kingdom by providing greater digital access and capabilities.	101
	5-Corporate governance, ethics and integrity	Accountable Enterprise	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Mobily's corporate governance approach seeks to promote communication, transparency, and accountability in order to create long-term value for shareholders.	35
	6-Responsible marketing	Marketplace & Customers	12 RESPONSIBLE CONSUMPTION AND PRODUCTION	Mobily follows a responsible marketing approach that is characterized by transparency and truthfulness, aligning with Saudi Arabia's social values and the cultures of the communities it serves.	69
Very Important	7-Diversity and inclusion	Responsible Employer	5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES	Mobily has designed human resource policies that aim to prevent discrimination, promote fairness, and enable advancement based on merit.	85
	8-Environmental management	Safeguarding the planet	7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION	Mobily integrates sustainable approaches throughout its management and operations, with a focus on minimizing greenhouse gas emissions, reducing energy consumption, and managing waste effectively.	105
	9-Talent management	Responsible Employer	4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES	In alignment with the Saudi Vision 2030, Mobily is dedicated to the recruitment, development, and retention of talented employees, with a specific focus on Saudi nationals.	74
	10-Health and safety	Responsible Employer	3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH	Mobily takes a comprehensive approach that encompasses safety and risk management initiatives, health, safety, and environment training programs, as well as certifications and audits to ensure adherence to HSE practices.	81
	11-Transparency	Accountable Enterprise	16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Mobily maintains transparent relationships with its Stakeholders and continually strives to deliver equitable and sustainable value to them.	41
	12-Community investments and relations	Positive Community Impacts	3 GOOD HEALTH AND WELL-BEING, 10 REDUCED INEQUALITIES, 17 PARTNERSHIPS FOR THE GOALS	Mobily is dedicated to establishing strong relationships with its communities and actively identifying and implementing initiatives that bring benefits to all Stakeholders involved.	91
Important	13-Economic performance	Accountable Enterprise	8 DECENT WORK AND ECONOMIC GROWTH	Mobily endeavors to sustain a business model that ensures financial profitability and generates long-term value for its investors.	51

Aligning with National Priorities

As a leading player in the Saudi Arabian ICT sector, Mobily is committed to supporting the Saudi Vision 2030 and the ICT strategy 2023. The Company aims to contribute to the creation of a fully connected and innovative Saudi Arabia. One of Mobily’s key focus areas is to empower small and medium-sized enterprises (SMEs), entrepreneurs and end-users, while promoting increased levels of government integration.

Mobily takes pride in complementing the objectives of the Saudi Arabian CST and actively contributes to the digitization of the Kingdom. Throughout 2022, the Company made significant advancements in its capacity to deliver complex digital projects and increase Mobily’s digitization in line with the Kingdom’s Vision 2030 goals.

A notable accomplishment for Mobily during this period was the successful implementation of the world’s largest-ever rollout of a smart metering solution, which covered both the domestic and industrial segments. This achievement

garnered praise from the Kingdom’s leadership and solidified Mobily’s position as a leading digital service provider in Saudi Arabia.

Moreover, Mobily extended credit facilities to SMEs, ensuring continuity of services and support for their operations. The Company established itself as a strategic partner in the growth of SMEs in the Kingdom by entering into an agreement with Monsha’at, the General Authority for Small and Medium-sized Enterprises. This collaboration aims to support the adoption of innovative technologies by SMEs, enabling them to achieve sustainability, efficiency, and growth in the Saudi market.

In addition to these efforts, Mobily maintained active engagement with the government to support its plans for the transportation segment and various smart city initiatives.

Themes of CST Strategy 2023	Mobily's Role
Protect consumers and ensure the provision of quality services	<ul style="list-style-type: none">• Providing the best customer experience to customers to close the gap with the market leader in terms of customer satisfaction, obtaining 2 ISO certificates for customer journey and satisfaction (ISO 9001:2015) and customer care services (ISO 10002).• Being granted "Fastest response time for mobile internet and 5G networks in Saudi Arabia" by CST.
Promote investment and competition	<ul style="list-style-type: none">• Based on overall performance, Mobily aims to become the best pick among MENA telecommunications stocks.
Enable digitalization of Saudi Arabia	<ul style="list-style-type: none">• End-to-end digitalization of customer journeys, introduction of digital products and services.• Entering adjacent and new digital business (including through Mobily Pay).
Achieve regulatory excellence and enhance organizational effectiveness	<ul style="list-style-type: none">• Developing and implementing a governance mechanism in line with the digital operating environment.• Obtaining 2 ISO certificates for legal services (ISO 9001:2015) for the 2nd time and business continuity system (ISO 22301:2019) for the 9th consecutive year.



03

Accountable Enterprise

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Strong ethics and governance ensure that actions are conducted in a responsible manner.



Mobily's dedication to accountability and adherence to high standards enable it to navigate dynamic business landscapes while sustaining growth. By continually demonstrating its commitment to Stakeholders, Mobily solidifies its position as a reliable and trustworthy enterprise in the telecommunications industry.

The recent achievement of the GAIN strategy and the successful launch of a new strategy further exemplify Mobily's resilience and its ability to effectively manage risks and overcome challenges. Throughout these processes, Mobily has demonstrated its commitment to being accountable to all Stakeholders.

The Company's ethical practices and strong governance ensure that decisions and actions are conducted in a responsible and principled manner.

Corporate Governance, Ethics and Integrity

Approach

Mobily prioritizes ethical practices and strives to build strong relationships with Stakeholders and customers based on trust and integrity. The Company's commitment to good corporate governance goes beyond mere compliance; it is ingrained in Mobily's business culture. Mobily understands that operating in a responsible and sustainable manner not only enhances the reputation of the Company, but it also attracts investors who value and support ethical business practices.

Board of Directors

The Board Chairman and CEO roles are separated, with an Independent Chairman. Mobily believes that a diverse Board with varied professional experience, skills and backgrounds enhances constructive dialogue and decision-making. The portfolio of the Company's Board includes expertise in the areas of information technology, telecommunications and digital services law, risk management, banking, finance, accounting, business management, strategy, and corporate governance.

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

Committees

In accordance with the Bylaws and the Corporate Governance Regulations issued by the Capital Market Authority (CMA) in Saudi Arabia, Mobily has established 4 Board of Director Committees. These Committees consist of appointed members who possess operational knowledge and experience relevant to the issues and risks they oversee. Each Committee operates under its own charter, which outlines its functions and mechanisms of operation.

- Audit Committee
- Executive Committee
- Nomination and Remuneration Committee
- Risk Management Committee

For detailed information regarding the Committee members, their responsibilities, and the sessions conducted, please refer to pages 94-105 of the [2022 Annual Report](#). These pages provide a comprehensive list of the Committee members, their respective roles and responsibilities, and a record of the sessions held throughout the year. The Annual Report offers a comprehensive overview of the Company's governance practices and provides in-depth insights into the operations and decision-making processes of Mobily.

Board Election

Mobily's Board is elected by the Company's shareholders rather than appointed, with a membership tenure of 3 years. Mobily takes into consideration the following criteria for nominating and selecting Board members:

- **Stakeholder Views:** The received applicant profiles are filtered by the Nomination and Remuneration Committee in accordance with the approved policies, standards and procedures for Board membership, which are then subject to the General Assembly voting approval. All in all, Mobily allows proxy access in which it allows qualified shareholders to nominate Board members for elections at General Assemblies.
- **Diversity:** Mobily is open for applicants from any background, expertise and gender. The Company's policies, standards and procedures for Board membership mandates diversity in educational backgrounds and professional experience, giving priority to applicants with expertise needed to fit Mobily's Board.

- **Independence:** Mobily requires to maintain a minimum of 1/3 Board seats for Independent members.

- **Competencies relevant to Mobily's Impacts:** Mobily prioritizes applicants with expertise needed to fit its Board. The Nomination and Remuneration Committee annually reviews the Board's requirements of skills and experience and prepares a description of qualifications and capabilities required in nominees for Board membership and Executive Management.

Board Evaluation

To assess its work and comply with regulatory requirements and best practices, the Board developed procedures to annually evaluate its performance and those of its Committees. In November 2022, Mobily engaged Governance Compass Company, a specialized independent consultant, to conduct an assessment to evaluate the effectiveness and performance of the Board of Directors. The objective of this engagement was to ensure the continuity and development of the Board's performance, meet regulatory requirements, implement best practices in governance, and enhance the overall effectiveness of the Board.

During the assessment process, all members of the Board and its Committees demonstrated transparency and cooperation by actively participating and responding to the requirements of the independent consultant. Their willingness to engage in the assessment reflects their commitment to continuous improvement and the highest standards of governance.

The results of the assessment will provide valuable insights and recommendations to further enhance the Board's performance and effectiveness in fulfilling its responsibilities.

The Agenda of the General Assembly

In line with Mobily's Articles of Association, the Board of Directors takes into consideration the matters that shareholders wish to include when preparing the agenda for the General Assembly. Shareholders who hold at least 5% of the Company's shares have the right to request the addition of one or more items to the agenda before it is finalized or call for an additional General Assembly. Shareholders are also granted a vote on company-wide pay policies, approving the Remuneration Policy at the General Assembly meeting.

Regarding voting in General Assemblies, Mobily's Articles of Association state that each shareholder is entitled to one vote per share they hold. This means that the voting power in the General Assemblies is proportional to the number of shares owned by each shareholder. The principle of one vote per share ensures that each shareholder's voting rights are based on their ownership stake in the Company. It is worth noting that Mobily's voting rights are equal for resident, foreign and non-resident shareholders in all voting items.

Ethics and Compliance

Mobily firmly believes that sound corporate governance practices are vital for positioning the business for long-term success while simultaneously creating value that enhances people's lives. The Company's corporate governance framework serves to foster an ethical culture within the organization and effectively regulate risks. Mobily remains dedicated to promoting and upholding a strong ethical culture throughout all aspects of its business operations.

Mobily did not face any legal actions in 2022 pertaining to anti-competitive behavior, anti-trust violations or monopoly practices. This indicates the Company's adherence to fair competition principles and compliance with relevant laws and regulations in its operations and highlights Mobily's commitment to conducting business in an ethical and responsible manner, promoting healthy market competition and consumer welfare.

Openness, honesty, and integrity are exemplified by the Company's leadership, setting the tone for the entire organization and fostering a culture of ethical behavior and accountability.

Code of Ethics and Professional Conduct

Mobily places great importance on ethical conduct and has implemented a comprehensive Code of Ethics and Professional Conduct. This code applies to Directors, officers, and employees of the Company, providing guidelines on various topics such as conflicts of interest, respect, and ethical standards. Every employee is expected to exercise sound judgment and act ethically in their interactions with customers, competitors, suppliers, the public, and fellow employees.

In addition to Mobily’s internal code, compliance with ethics and regulations is enforced by the CST in Saudi Arabia. Mobily employees adhere to the CST ethics and compliance regulations, ensuring full compliance with the applicable legal framework.

Mobily also holds its suppliers to high ethical standards through a Supplier Code of Conduct. This code aligns with local laws and covers important areas such as anti-corruption, money laundering, and human rights. The Supplier Code of Conduct is publicly available and serves as a guiding document for suppliers and third parties engaged with Mobily. The Company expects all suppliers and third parties to uphold the standards outlined in the code.

Amana

Mobily’s Business Ethics program, “Amana,” reflects the Company’s commitment to upholding the highest ethical standards, while ensuring compliance with relevant laws and regulations. Mobily implements the following initiatives through Amana:

- **Training and Education:** Mobily provides comprehensive training programs and educational resources to ensure that employees have a clear understanding of the Company’s ethical standards and their responsibilities in upholding them. This included training sessions on ethical conduct, compliance with laws and regulations, and recognizing and reporting fraudulent activities.
- **Code of Conduct:** Mobily has developed a robust Code of Conduct that outlines the principles and guidelines for ethical behavior within the Company. The code serves as a reference point for employees to make informed decisions and maintain the highest level of integrity in their day-to-day activities.

- **Ethics Hotline:** Mobily has established an ethics hotline to encourage transparency and enable employees to report any concerns or observed unethical behavior. This confidential reporting mechanism allows employees to voice their concerns without fear of retaliation, either through a dedicated phone line or email.
- **Compliance Monitoring and Reporting:** Mobily has implemented monitoring and reporting mechanisms to identify and address any potential compliance issues or deviations from the Company’s ethical standards. Regular audits and internal reviews help ensure that the Company’s operations align with legal and ethical requirements.
- **Whistleblower Protection:** Mobily is committed to protecting whistleblowers who come forward with genuine concerns about misconduct. The Company has established policies and procedures to safeguard whistleblowers from retaliation and provide them with a secure channel to report their concerns.

Effectiveness of Internal Control System

Mobily’s internal control system is designed to give reasonable assurance on the effective achievement of the Company’s set goals. It includes, but is not limited to, issuing reliable financial reports, adequate compliance with laws, regulations and policies, as well as proper management of business risks to minimize their impact on the achievement of the Company’s goals. The internal control system plays an important role in preventing fraud and protecting the Company’s resources. Mobily’s management is responsible for implementing a comprehensive and cost-effective internal control system relative to the risks the Company might be exposed to.

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

Mobily has been audited by its current External Auditor, KPMG, for a period of 7 years, indicating a longstanding and trusted relationship between the Company and the Auditors. This duration of engagement signifies a mutual understanding and familiarity with Mobily’s financial processes, ensuring a thorough and comprehensive audit of the Company’s financial statements and compliance with relevant regulations and standards.

Annual reviews of Mobily’s internal control system did not reveal any major weaknesses, with some recommendations aimed at its improvement. These recommendations and an implementation plan were communicated to Mobily’s leadership team. The Committee emphasized the need for Executive Management to expedite the timely closure of all notes and the implementation of recommendations, while giving greater importance to high-risk notes and

overdue recommendations. This drive is in addition to the continuous monitoring of the internal control system to improve their efficiency and effectiveness, while complying with relevant regulations. The Committee will follow up on the recommendations and their scheduled implementation dates.

Human Rights Commitment

Mobily has a human rights commitment that is incorporated within the Company’s Human Resources Policy and Code of Ethics. This policy serves as a framework to ensure that human rights principles are respected and upheld throughout the organization’s activities.

Through its proactive human rights initiatives, Mobily aims to foster a culture of respect, equality, and dignity for all Stakeholders. This reflects the Company’s forward-looking outlook in prioritizing human rights considerations and aligning its practices with international standards and best practices in this key area.

Performance

Mobily’s Board of Directors, composed of 10 members, 6 of whom are Independent, plays a vital role in overseeing management and ensuring long-term shareholder interests are served. In 2022, the Board met 7 times.

Key Performance Indicators (KPIs)	2022	2021	2020
Percentage of Board seats occupied by women* (UN SDG-5)	0%	0%	0%
Percentage of Board seats occupied by Independent Directors	60%	60%	60%
Executive members of the Board of Directors	0	0	0
Non-Executive members of the Board of Directors	4	4	4
Female members of the Board of Directors	0	0	0
Male members of the Board of Directors	10	10	10
Independent members of the Board of Directors	6	6	6
Non-independent members of the Board of Directors	4	4	4

*While Mobily is open to female applicants for Board positions, no applications were received from women to fulfill those positions.

Case Study

Automating Key Processes

During 2022, Mobily successfully launched an automated business case approval system to enhance the Company's economic performance through operational efficiencies. The system serves as an enabler for capturing key strategic projects, government requests for proposals (RFPs), and market promotions requiring a fast approval cycle. The main objective of the system is to automate the approval workflow and simplify the submission of business case requests from various departments.

Developing and implementing this system involved several key steps. The Finance team conducted a gap assessment to identify the need for automation, followed by the development of a high-level design. The expertise of the Information Technology (IT) team was engaged to develop and automate the existing business case review and approval workflow and processes. Developing and testing took approximately 3 months before the system was officially launched.

This system has yielded significant benefits for Mobily. It has resulted in a 71% reduction in the average duration of business case reviews and approvals, enabling faster decision-making on critical projects. The system also provides a centralized repository and database for approved business cases, which serves as a valuable resource for other departments such as procurement, commercial planning, and budgeting control. Standard forms and templates simplify the submission process, while comprehensive status updates and automated memo generation contribute to a paperless environment. Email notifications with complete information expedite the approval cycle.

Outlook

Mobily is currently developing a separate and comprehensive Human Rights Policy, which is scheduled to be published in 2023. This upcoming policy will further strengthen the Company's commitment to promoting and protecting human rights within its operations and across its value chain.



Transparency

Approach

Mobily has a clear vision of how to enhance transparency in its day-to-day business operations to support its Stakeholders. The following key components are essential to achieving transparency:

1.

Transparent Engagements



Mobily prioritizes transparency in all its interactions and engagements. By providing clear and honest information, the Company aims to foster trust and openness with Stakeholders.
2.

Clear and Direct Communications



Effective communication is crucial in building strong relationships. Mobily strives to ensure that the Company's communications are direct, concise, and easily understandable to avoid any ambiguity or misunderstanding.
3.

Fair and Equal Treatments



The Company is committed to treating all Stakeholders fairly and equally. We value diversity and inclusion and ensure that everyone is given a fair opportunity to voice their opinions and concerns.

By adhering to these principles, Mobily establishes a strong and trustworthy relationship with its Stakeholders, ultimately enabling the Company to provide excellent services to meet their needs and expectations.

Transparency, Anti-fraud and Whistleblowing

Mobily promotes organizational transparency through the implementation of the "Transparency and Disclosure Policy". This policy serves as a guide, providing comprehensive and necessary information about its performance to Stakeholders. Mobily ensures that internal processes, channels and its Company website are transparent, enabling its Stakeholders to stay informed.

The Company maintains a transparent relationship with shareholders by regularly updating them on financial matters and facilitating their contact with the Company through General Assembly meetings and Investor Relations communication channels.

Mobily has zero tolerance for corruption or bribery. To address these risks, the Company maintains effective governance frameworks and complies with all related laws and regulations. Mobily's Code of Conduct, Anti-corruption and Fraud Policy, and Whistleblowing Policy reflect its commitment to combat corruption and fraud. These policies govern the reporting and investigation of allegations of suspected improper activities, guide employees on ethical behavior and provide a platform for reporting any observed unethical practices. Whistleblowers have the option to report anonymously without being required to notify their supervisors, ensuring a safe and protected environment. Reports can be made to an employee's direct manager, the Compliance department or via the Ethics Hotline by phone at: 0560311477 or email at: Ethics.hotline@mobily.com.sa.



Lawsuits and Penalties

The Committee for the Consideration of Violations of the Communications Law has passed several decisions, including penalties against Mobily, which were in accordance with the Communications Law and the Executive Regulations thereof. Such decisions were based on various reasons, including the manner used for issuing SIM cards, rejection of number transfer requests, non-compliance with some controls and provisions, and other reasons.

To prevent the occurrence of lawsuits and penalties, Mobily have implemented the following measures:

1. Meeting with specialists and organizing regular workshops to educate Mobily employees on adhering to regulations.
2. Compliance with CST's resolutions and instructions.
3. Raising awareness among employees about new regulations, particularly those related to preparation of SIM cards, number transfer services, and ensuring compliance with service-related regulatory requirements.
4. Adhering to the laws and controls of tariff services.

Furthermore, Mobily developed the organizational structure of the regulatory affairs and public policies department within the organization. Mobily has allocated necessary human resources and implemented policies to address violations within the legal timeframe, in compliance with CST's terms, conditions and regulations. The Company remains committed to maintaining transparency, addressing regulatory requirements, and ensuring compliance to build trust and provide accurate information to shareholders.

The CST Violation Committee has issued several penalty resolutions against Mobily amounting to SAR 76 million as of 31 December 2022. Mobily consequently filed multiple lawsuits against CST at the Board of Grievances to oppose such resolutions of the CST Violation Committee. As at 31 December 2022, these lawsuits remain outstanding. Mobily, in its ordinary course of business, is subject to proceedings, lawsuits and other claims. However, management believes that sufficient provisions have been recorded as at 31 December 2022.

Business Continuity and Risk Management

Mobily prioritizes the sustainability of its business and effective risk management to support the execution of its strategy. The Company relies on a robust risk management system, led by the Enterprise Risk Management (ERM) and Business Continuity Management (BCM) functions. These functions work to enhance Mobily's business resilience, establishing risk and recovery management disciplines that align with the Company's objectives. By proactively identifying and managing risks, Mobily aims to ensure operational efficiency, minimize disruptions and maintain long-term sustainability.

Enterprise Risk Management Overview

The ERM function at Mobily takes a comprehensive and proactive approach to risk management. It focuses on addressing, identifying, and mitigating potential risks that could have adverse effects on the Company's strategic, reputational, financial, compliance, and operational objectives. By adopting this approach, Mobily aims to safeguard its overall business performance and protect its interests from potential risks.



Business Continuity Management Overview

The BCM function at Mobily is responsible for ensuring effective responses and maintaining operational availability during disasters. It achieves this by implementing and integrating robust BCM processes

throughout the organization. These processes are designed to proactively address potential disruptions and ensure the continuity of operations and services. By embedding effective BCM practices, Mobily aims to minimize the impact of disasters and maintain the availability of its critical functions to support uninterrupted business operations.



- Annual update of risk appetite
- Regular risk registers update
- Quarterly emerging risks scan (internal and external)
- Comprehensive monitoring and reporting for top risk profile
- Compliance certificate to ISO 31000 requirements
- Consistent risk rating criteria considering controls, mitigations and key risk indicators
- Continuous training and awareness
- Automation of risk management processes

- ISO 22301 certified (for 9 consecutive years)
- BIAs and BCPs in place for all critical services and operations
- Regular testing and exercises are conducted for BCP and DRP
- Continuous training and awareness
- Crisis management including CM Manual, teams, plan and CM communication
- BCM process automated through system

Management of Risks and Incidents

Mobily has implemented a comprehensive framework for risk management to safeguard the sustainability of its business. The Risk Management team regularly scans both internal and external environments (Figure 1) to identify potential risks that may affect the Company. These risks are then assessed according to the ISO 31000 process (Figure 2) to prioritize them (Figure 3) and determine

appropriate mitigation actions. If a risk materializes, business continuity plans are activated to restore critical systems and infrastructure to an agreed level. In cases where the expected resolution time exceeds the recovery time objective and the impact is deemed critical, the crisis management plan is enacted. The Crisis Management team oversees the management of the crises.

Figure 1

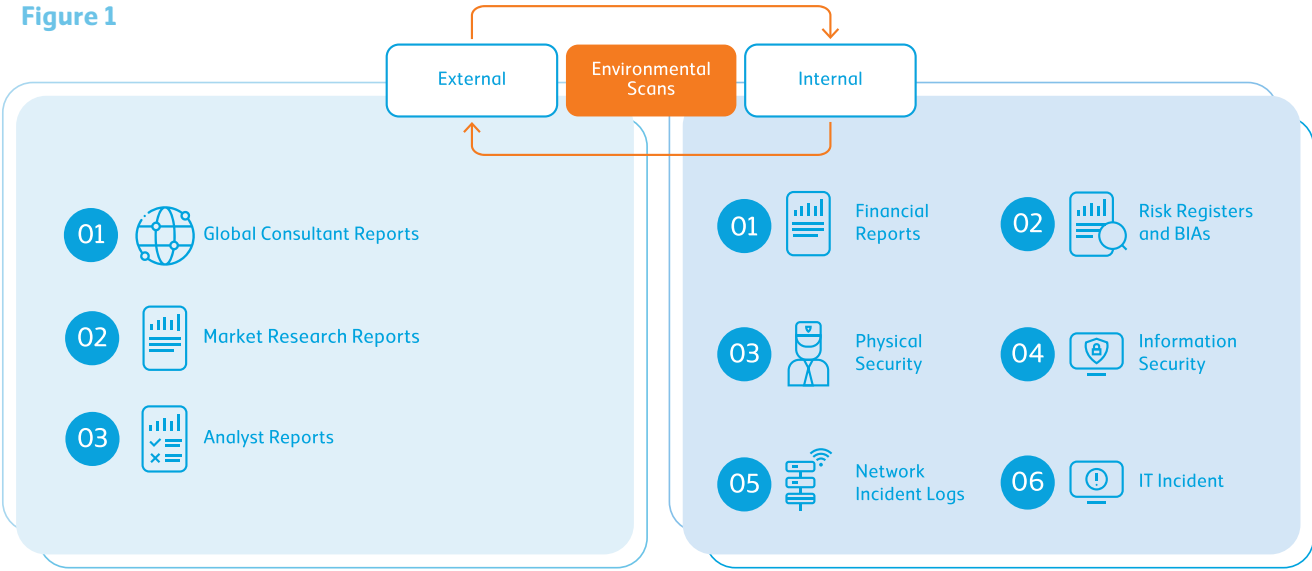
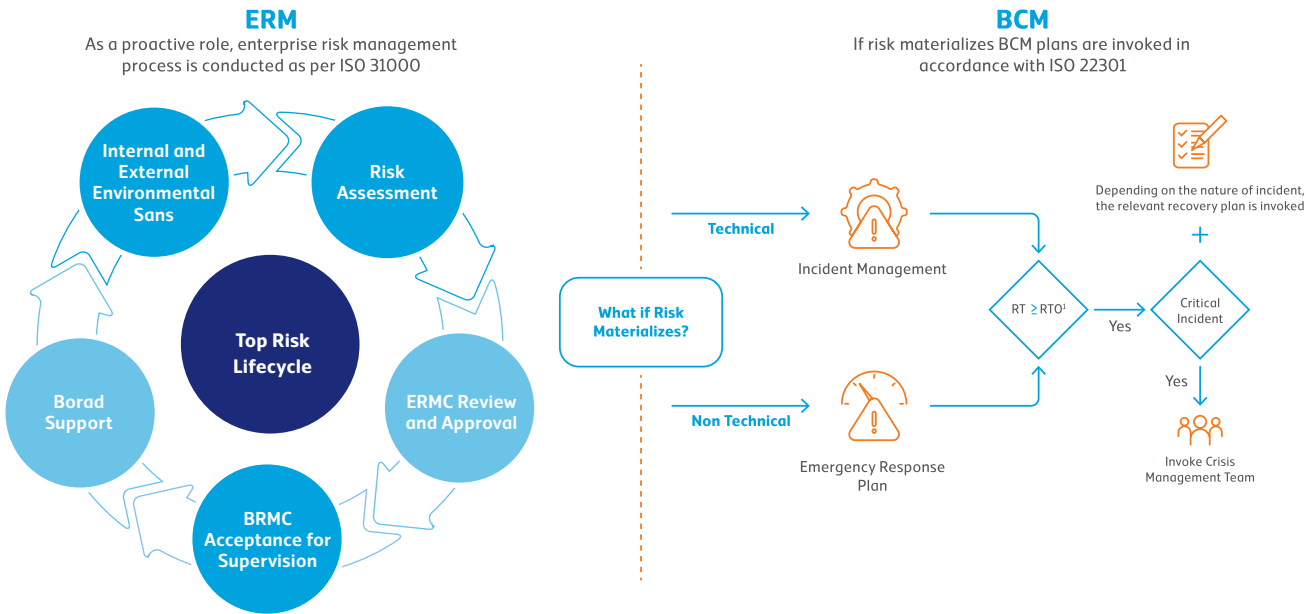
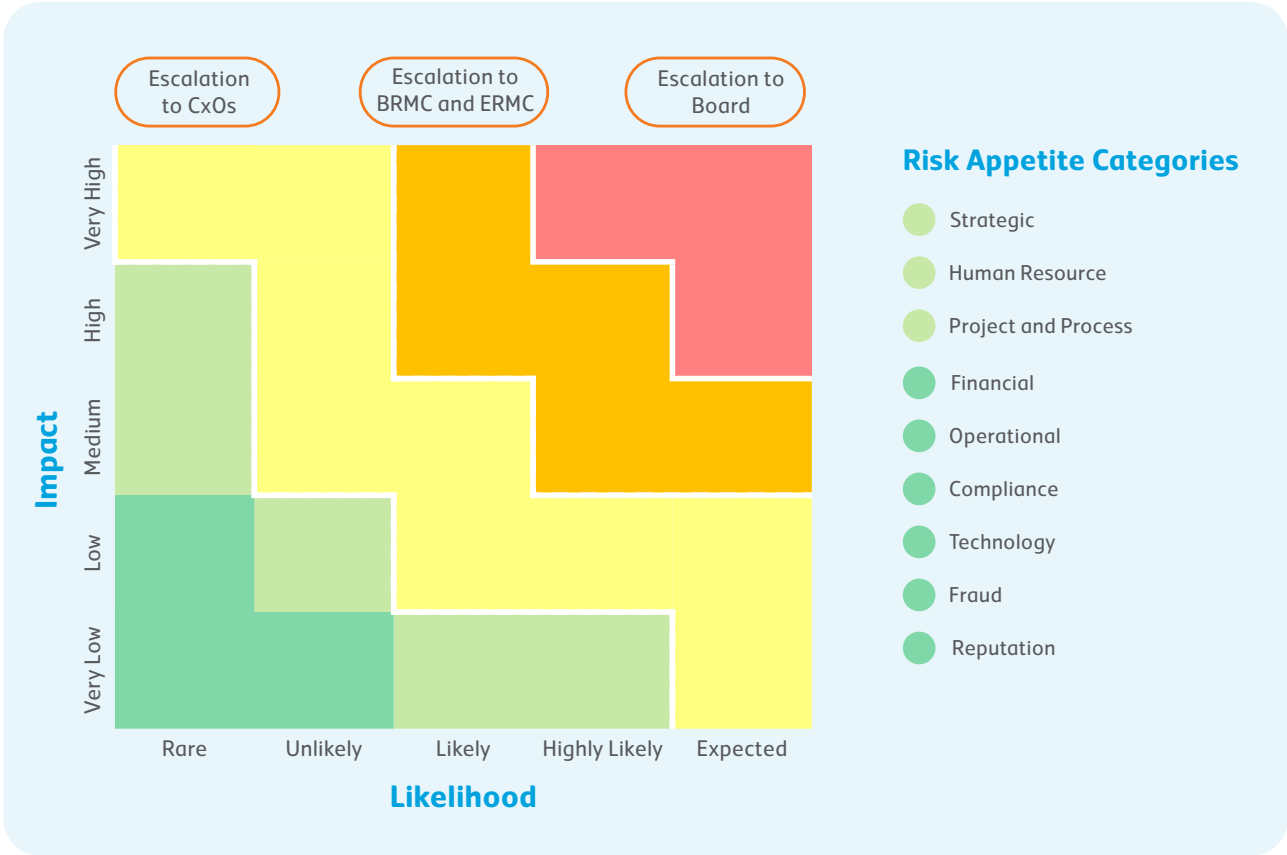


Figure 2



¹Recovery time (RT) | Recovery Time Objective (RTO)

Figure 3
Escalation Levels and Risk Appetite Categories



Crisis Management

Mobily understands that a crisis is a highly abnormal, unstable and complex situation that poses a threat to its strategic objectives, reputation, and even its existence. In response, the Company's Executive Management is fully committed to allocating the necessary resources to address crises effectively and promptly, with the aim of safeguarding both its assets and the interests of its Stakeholders.

To ensure efficient crisis management, Mobily has established a Crisis Management team (CMT) led by the CEO and comprised of CxOs and their appointed representatives.

The CMT Manual, developed and maintained by Mobily's Business Continuity department, serves as a comprehensive document outlining the framework for deploying organizational resources, facilitating communications, and providing the required training to effectively mitigate a crisis. The manual also outlines the decision-making process during crisis situations.

By having a dedicated CMT and a well-defined crisis management framework, Mobily demonstrates its proactive approach to crisis preparedness, ensuring that it is equipped to effectively handle crises and protect the interests of its Stakeholders.

CMT Activation

Mobily has established detailed criteria for incident classification, escalation, and resolution, which are outlined in the CMT Manual. Incidents are assessed based on their severity of impact and duration, and are categorized as Low, Moderate, High, Significant or Critical.

Incidents classified as Critical severity are recommended to be treated as crisis situations. When such an incident occurs, the BCM team sends a recommendation for activating the CMT to the CMT Head. Upon the CMT Head's approval, the CMT is activated and assumes control of the situation.

Once the CMT is implemented, it takes charge of the incident and provides guidance and support to minimize its impact. The CMT's objective is to effectively manage the crisis and ensure timely resolution, leveraging its expertise and resources to address the situation with a swift and coordinated response.

Crisis Communication

Mobily Management recognizes the critical importance of effective communication for the success of the organization, particularly in times of crisis. To address this, Mobily has developed a comprehensive and well-rehearsed crisis communication strategy and method. This strategy encompasses both internal communication within the organization and external communication requirements when engaging with Stakeholders and the media.

The objectives of Mobily's crisis communication plan are as follows:

- 1. Ensure timely communication with employees and vendors involved in crisis management implementation. This ensures that all necessary parties are informed promptly, allowing for an efficient and coordinated response to the crisis.
- 2. Ensure timely communication of verified facts to Stakeholders in order to minimize the spread of rumors. By providing accurate and reliable information, Mobily aims to maintain transparency and credibility, reducing the potential for misinformation or speculation during a crisis.

- 3. Facilitate the flow of information among relevant parties. Mobily strives to establish effective channels of communication that enable the seamless exchange of information between internal teams, Stakeholders and the media. This promotes a coordinated and well-informed approach to crisis management.
- 4. Promote and protect the welfare of all personnel involved in the crisis and their families. Mobily places a strong emphasis on the well-being of its employees and ensures that their safety and security are prioritized during times of crisis. Open and compassionate communication helps support the welfare of those affected.
- 5. Retain Stakeholders' and news media's confidence in the organization. By implementing a comprehensive crisis communication plan, Mobily aims to maintain the trust and confidence of its Stakeholders and the media. Clear and proactive communication helps demonstrate the organization's commitment to transparency, accountability and responsible crisis management.

Through these objectives, Mobily endeavors to effectively manage crises by establishing clear lines of communication, providing accurate information, protecting personnel and upholding its reputation as a trustworthy organization.

Crisis Simulation

Mobily understands the importance of maintaining crisis preparedness through regular crisis simulations. As part of its annual BCM exercising program, the Company simulates various potential crisis scenarios and validates the actual results against the expected outcomes. These simulations provide assurance to both management and Stakeholders, showcasing Mobily's crisis preparedness, resilience and ability to effectively respond and manage crises. By regularly conducting and evaluating these simulations, Mobily continues to enhance its crisis management protocols, strengthen its resilience, and instill confidence in its Stakeholders regarding its ability to handle real-life crisis situations effectively.

Enterprise Risk Management System

Mobily has implemented a robust risk assessment process within its internal departments to strengthen its first line of defense. The introduction of the “Enterprise Risk Management system” automates risk management processes, standardizes practices, and ensures timely dissemination of information to Stakeholders. This fosters risk reduction and accountability among business unit managers.

To ensure the availability of products and services and the long-term sustainability of the business, Mobily has initiated the automation of BCM processes. Customization, configuration and cloud-based User Acceptance Testing

(UAT) have been completed, with the final implementation currently underway. Integration with Single Sign-On and Active Directory is also being addressed.

Throughout 2022, Mobily conducted extensive awareness campaigns targeting risk champions, Heads of departments, and employees. These campaigns covered various risk management topics and practical scenarios, emphasizing roles and responsibilities, risk register definition, and risk cycle planning. Training programs, crisis management simulations, desktop testing, and regular drills involving relevant authorities were conducted to foster a proactive risk management and business continuity mindset across the organization.

Performance

Mobily’s commitment to transparency is evident in the thorough review and reporting of shareholder proposals to the Board of Directors. Shareholders are encouraged to submit proposals and inquiries directly to Board members during General Assembly meetings. Adequate time is allocated during these meetings to address shareholder questions and concerns, fostering an open and interactive environment.

In 2022, Mobily conducted 1 General Assembly meeting virtually, leveraging digital platforms to enhance its engagement channels and facilitate more frequent investor communications. This virtual format allowed for efficient and inclusive participation.

To further enhance shareholder engagement, Mobily actively participated in 11 renowned and prestigious investor conferences and roadshows throughout the year. These events included the CI Capital Annual MENA conference, EFG Hermes Virtual Investor conference and Bank of America MENA conference, providing opportunities to interact with investors and analysts, sharing valuable insights and updates about the Company’s performance, strategy and prospects. Additionally, over 100 meetings were held with investors and analysts, allowing for direct and meaningful discussions on various topics of interest.

By actively engaging with shareholders and maintaining regular and transparent communication, Mobily strives to foster strong relationships, address concerns, and ensure that Stakeholders are well-informed about the Company’s activities and performance. For more detailed information about Mobily’s key dates in 2022, please refer to the Financial Calendar available on the Company’s Investor Relations webpage and application.

Mobily has implemented a comprehensive business continuity program, to effectively handle contingencies. This program includes the development and annual maintenance of over 100 different business continuity plans, disaster recovery plans, and emergency response plans. These plans are regularly tested to ensure their effectiveness and provide reassurance to both the executive management and Stakeholders.

By prioritizing resilience and maintaining a strong business continuity framework, Mobily ensures that it can swiftly and efficiently respond to incidents and disruptions. The comprehensive testing of plans demonstrates the Company’s commitment to preparedness and its ability to mitigate risks, safeguard operations, and meet the expectations of its Stakeholders.

Top Risk	Key Driver	Management Response
<div>Strategy Execution</div> <div></div>	<ul style="list-style-type: none">• Delivering growth• Balancing long-term sustainability with short-term growth opportunities• Capabilities to drive and execute strategy• Macroeconomic conditions	<ul style="list-style-type: none">• Strategy and business development expertise enhancement• Corporate Project Management Office (PMO) in place with frequent reporting on strategy projects’ progress• Close monitoring of strategic goals and KPIs• Regular market research
<div>Enterprise Digital Transformation</div> <div></div>	<ul style="list-style-type: none">• Resources to support planned transformational initiatives• Corporate wide agility to deliver on transformation projects• Business requirements• Change management	<ul style="list-style-type: none">• Expedite the implementation of digital transformation projects• Create a clear value realization program
<div>Regulatory Decisions</div> <div></div>	<ul style="list-style-type: none">• Evolving regulatory regimes create uncertainty• Unfavorable regulations and decisions impacting the level playing field in the market• Data privacy	<ul style="list-style-type: none">• Strong corporate governance and compliance are in place to ensure compliance with all regulatory requirements• Regular engagement with government entities on relevant key matters impacting Mobily and the whole sector
<div>Cyber Attacks</div> <div></div>	<ul style="list-style-type: none">• Vulnerabilities and threats• Cybersecurity governance• Implementation of cybersecurity controls• Staff awareness	<ul style="list-style-type: none">• Security and Privacy and IT teams work together to implement the controls and prevent cyber attacks in compliance with National Cybersecurity Authority (NCA) and ISO requirements• Employee training to maintain and raise levels of awareness
<div>Subsidiaries Governance and Operations</div> <div></div>	<ul style="list-style-type: none">• Governance practices and integration with Mobily• Dependency on third parties• Market competition	<ul style="list-style-type: none">• Clear operating model is in place• Subsidiary Management unit established to oversee the subsidiaries performance• Successfully formed Board of Directors, Audit Committee and all relevant Committees with clear Charters and Delegation of Authority

Outlook

To support the effective implementation of the Anti-Corruption and Fraud Policy, Mobily will provide targeted training and awareness campaigns throughout the organization. These initiatives will educate employees about the importance of combating corruption and fraud, as well as equipping them with the necessary knowledge and tools to identify and report any suspicious activities.

In addition, Mobily recognizes the significance of maintaining an updated Code of Ethics and Professional Conduct. The Company will review and enhance its existing Code based on best practices in the industry and evolving ethical standards. Subsequent awareness training sessions will be conducted to ensure that all employees are familiar with the updated Code and its expectations. Mobily will seek acknowledgment from employees, confirming that they have read and understood the Code and are committed to upholding its principles.

Mobily recognizes the significance of effective risk management in ensuring its long-term sustainability. Mobily's risk management priorities for the year ahead focus on further strengthening their risk management practices and fostering a proactive risk management culture. These priorities include:

- **Continuous Risk Assessment:** Mobily will continue conducting comprehensive risk assessments within its internal departments to enhance the readiness and effectiveness of its first line of defense. This assessment will identify potential risks and vulnerabilities, allowing the Company to implement targeted mitigation strategies.
- **Automated Risk Management System:** Mobily's ongoing implementation of an automated risk management system will support decision-making at all levels of the Company. This system will streamline and standardize its risk management processes, ensuring that the right information is available to the right Stakeholders.
- **Business Continuity Management Automation:** Mobily will continue automating its BCM processes. This automation will ensure the availability of Mobily's products and services, as well as contribute to the long-term sustainability of the Company.
- **Enhancing Risk Management Culture:** Mobily will continue to embed a strong risk management and business continuity culture. This will involve launching relevant awareness campaigns through company-wide communication emails, conducting training programs, simulating crisis management scenarios, and regularly conducting drills in coordination with relevant authorities.

These risk management and mitigation projects reflect Mobily's commitment to proactive risk management and long-term sustainability.



Economic Performance

Approach

Mobily's primary focus is on maintaining a sustainable business model and achieving financial profitability. As a publicly listed company on the Saudi Stock Exchange (Tadawul), Mobily is dedicated to making meaningful contributions towards the realization of the Saudi Vision 2030. The Company actively supports the vitality and diversification of the Saudi Arabian economy, aligning its strategies and operations with the goals outlined in the Vision. Mobily aims to drive operational excellence, enhance internal governance, and maintain its position as a leader in the telecommunications industry through its initiatives and improvements.

Performance

The Company implemented an automated business case system, streamlining the review and approval process for key strategic projects. Additionally, Mobily developed policies and procedures to optimize processes and delegations of authority.

To drive digital transformation, Mobily embarked on several initiatives to improve financial analytics and gain better insights into key financial risks and performances. The Company also focused on cost optimization, successfully reducing the margin of one of its funded facilities by 20% and implementing cost-saving measures across collection channels. Furthermore, Mobily prioritized liquidity management, ensuring sufficient liquidity to meet future obligations and improving its return on investment.

In line with its digital transformation strategy, Mobily automated the process of trade facility products, resulting in operational efficiency, a paperless environment and a proper archiving system. The Company also achieved connectivity by fully connecting its Treasury Management System with local and international banks, facilitating liquidity management and fund movement.

Mobily placed importance on governance and internal procedures, establishing new processes and procedures to enhance efficiency and compliance. The Company successfully reviewed and processed backlogged data, resulting in decreases in invalidated invoices, aged invoices and advance payments compared to the previous year. Additionally, Mobily prioritized fraud prevention by completing the requirements for a new end-to-end fraud case management solution.

In 2022, Mobily underwent a comprehensive review and reconfiguration of its existing system controls, aimed at enhancing the agility of the Company's commercial and technical teams. Although these processes require time and effort, considering the simultaneous transformation projects at Mobily, the Company is confident that these efforts will contribute to achieving its goals and ultimately provide improved support to its customers.

Case Study

Implementing a Customized Treasury Management System

Mobily has implemented a custom Treasury Management System (TMS) to monitor and manage financial exposure, credit limits and ancillary business with various counterparties, particularly banks. This system provides enhanced analysis, reporting, and decision-making capabilities while mitigating concentration risk. The goal is to establish greater control and demonstrate wallet share by effectively managing loans, deposits, and other ancillary business, as well as monitoring counterparty ratings across all banks.

The custom development, created by Mobily and implemented by IT developers, has received recognition from SAP, indicating its effectiveness and reliability. The outcome of this initiative is a comprehensive financial risk and assessment control system, conveniently accessible through a single screen.

It provides a 360-degree view of dealings with banks, including credit limits, loan exposures, deposits, counterparty credit ratings, legal lending, related party transactions, and financial charges. This holistic approach enables better analysis, decision-making and monitoring of financial risks associated with counterparties.

Revenues (SAR million)

Key Performance Indicators	Unit	2022	2021	2020
Consumer revenue	SAR million	10,878	10,776	10,601
	% of total revenue	69.4%	72.6%	75.5%
Business revenue	SAR million	2,955	2,581	2,022
	% of total revenue	18.9%	17.4%	14.4%
Wholesale revenue	SAR million	1,494	1,243	1,220
	% of total revenue	9.5%	8.4%	8.7%
Outsourcing and other revenue	SAR million	343	234	203
	% of total revenue	2.2%	1.6%	1.4%
Total revenue	SAR million	15,669	14,834	14,046

Direct Economic Value Generated

Key Performance Indicators	Unit	2022	2021	2020
Direct economic value generated				
Revenues	SAR million	15,669	14,834	14,046
Economic value distributed				
Operating costs	SAR million	7,053	7,018	6,786
EBITDA	SAR million	6,161	5,581	5,350
Dividends paid to shareholders	SAR million	885.5	654.5	385
Donations and sponsorships	SAR million	26.3	1	2.20
Economic value retained				
Net profits	SAR million	1,657	1,072	783
Total operating income	SAR million	2,310	1,654	1,367

Key Performance Indicators	2022	2021
Payments to providers of capital (shareholders, financial institutions, etc.) ¹	885.5	654.5
Paid Zakat	150	109
Paid income tax	2.1	18.4
Outstanding penalty resolutions ²	76	76
Community investments	26.3	1

1. The amount in 2022 represents the dividend recommendation.
2. Contingent liabilities: Mobily filed multiple lawsuits against CST at the Board of Grievances in order to oppose such resolutions of the CST Violation Committee, which remain outstanding.

Outlook

Mobily is committed to proactively implementing measures and controls to mitigate revenue losses and associated risks related to new products and services. Additionally, the Company plans to redesign and reconfigure existing system controls to align with ongoing large-scale IT transformation projects.

In the year ahead, Mobily’s finance will advance digital transformation initiatives through automated processes and enhanced analytics, enabling better decision-making support for management. The unit will invest in systems such as a budgeting system and a costing and profitability system to enhance deliverables and provide increased value to the Company.

Furthermore, Mobily will implement new controls or modify existing controls to accommodate the implementation of the New Stack and other transformation projects, ensuring effective governance and risk management throughout the organization.



04

Marketplace and Customers

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Mobily strives to deliver high-quality services and address customer needs promptly and efficiently.



Mobily places exceptional customer service at the core of its operations. With a strong commitment to exceeding customer expectations, Mobily strives to deliver high-quality services and address customer needs promptly and efficiently.

Mobily places great importance on the protection of sensitive data and maintaining the trust of its customers. The Company implements rigorous security measures and strictly adheres to relevant regulations to ensure the privacy and confidentiality of personal and business information. By prioritizing information privacy, Mobily aims to create an environment in which individuals and businesses can confidently participate in the digital ecosystem.

Digital Innovation

Approach

Mobily has been at the forefront of driving a sustainable and thriving digital economy, playing a pivotal role in realizing Saudi Vision 2030. As a prominent digital service provider in Saudi Arabia, Mobily enables customers, individuals, and corporates to unlock their potential through state-of-the-art products and services that revolutionize connectivity and communication.

Through the implementation of systems-oriented projects, such as sales capabilities, revenue management, and credit and collection, Mobily leverages technology and innovation to align with the objectives outlined in its strategy for 2023 and beyond. These initiatives have generated substantial value for all Stakeholders involved.

By pushing the boundaries and embracing a forward-thinking approach, Mobily contributes to the Kingdom's digital transformation and progress towards Saudi Vision 2030. As a trusted partner, Mobily continues to empower individuals and businesses, fostering a dynamic and inclusive digital ecosystem that fuels economic growth and enhances societal well-being.

Fintech Innovation

In September 2022, Mobily achieved a successful commercial launch of Etihad Fintech Co., known as "Mobily Pay." Mobily Pay is a digital e-wallet that offers a wide range of customizable services, including card payments, wallet-to-wallet transfers, local and international bank transfers, bill payments, and gift sending. The primary objective of Mobily Pay is to enhance the customer experience by providing effective and reliable financial technology solutions. By catering to the digital market's demand for secure and swift payment solutions, Mobily Pay will contribute to the Kingdom's digital economy development and support the overall digital transformation and financial sector advancement program.

Mobily Pay obtains a license to practice payments and electronic wallets from the Central Bank of Saudi Arabia

In March 2022, Mobily obtained a license from SAMA to provide payments and electronic wallet services. This license enables Mobily Pay to offer financial technology solutions to individuals and businesses. The milestone aligns with Mobily's strategy to expand its services and business portfolio across various sectors, with a particular focus on financial technology. With this license in place, Mobily Pay is well-positioned to provide innovative and secure financial technology services to individuals and businesses, contributing to the growth and advancement of the digital financial ecosystem in Saudi Arabia.

Strategic partnership between Mobily Pay and MoneyGram

Mobily Pay entered a strategic partnership with MoneyGram, a global money transfer company. This collaboration aims to facilitate international money transfers for users in Saudi Arabia.

Through this partnership, Mobily Pay users will gain access to MoneyGram's extensive international network, consisting of over 380,000 locations across more than 200 countries worldwide. This will enable users to transfer money internationally securely and efficiently, whether it's to a bank account, a digital wallet or in cash.

This strategic partnership between Mobily Pay and MoneyGram enhances the capabilities and offerings of Mobily Pay, further expanding its reach and enabling seamless international money transfers for its users, providing them with a more convenient and comprehensive financial service experience.

Performance

Mobily introduced the Mobily Fast service, offering customers a quick and convenient digital experience through smart links that mimic the application interface. Initially focused on bill payments, the service will expand to include more features and operations, providing a seamless digital experience without the need to download the Mobily application or log in to the website. Leveraging advanced technologies like Apple's App Clip and Google Instant, Mobily is at the forefront of delivering instant digital services, supporting digital transformation and customer convenience.

In recognition of its commitment to exceptional customer experiences, Mobily was awarded Best Customer Experience 2021 by the CST. This accolade further solidifies Mobily's dedication to delivering outstanding services and staying ahead in customer satisfaction.

In addition to digital services, Mobily continued its 5G rollout activities successfully and launched numerous consumer products, including cutting-edge technologies and devices from leading providers. The Company also witnessed significant growth in IoT services activations, catering to the growing demand for Fleet Management, Point-of-Sales and Machine-to-Machine solutions.

Mobily expanded national roaming coverage in unified service fund areas and improved coverage efficiency while securing savings for Mobily International Direct traffic. To support the increasing demand for content, Mobily focused on enhancing infrastructure and hosting major content delivery network players in their data centers. They also joined 2 new cable consortiums, Africa-1 and South East Asia-Middle East-Western Europe (SEA-ME-WE-6) and upgraded the Asia-Africa-Europe (AAE-1) cable capacity to enhance service quality.

Furthermore, Mobily partnered with Cisco to build the region's largest IoT cloud platform. This platform, hosted in Saudi Arabia, enables automated management for IoT devices with artificial intelligence and machine learning capabilities. The platform supports various IoT use cases, such as payments, smart cities, and industrial applications, contributing to the acceleration of digitalization in alignment with Saudi Arabia's Vision 2030.

Continuing its commitment to network excellence, Mobily received 2 Ookla Speedtest awards at the Mobile World Congress 2022, further affirming its position as a leading telecommunications operator known for innovation and delivering superior customer experiences.

Outlook

Looking ahead, Mobily is confident that its continued focus on exceptional customer service and information privacy will position the Company for success in the dynamic digital landscape. By closely collaborating with Stakeholders, Mobily aims to foster an environment conducive to digital transformation and the realization of new opportunities. The Company anticipates that its commitment to driving a robust digital economy will spur innovation, enhance productivity, and bolster competitiveness, benefiting individuals, businesses and the overall Saudi Arabian economy. As Mobily navigates the path forward, they remain dedicated to contributing to sustainable development, creating new business models and generating job opportunities. The Company's proactive approach to fostering the digital economy positions them as a trusted partner in the ongoing growth and advancement of Saudi Arabia's digital landscape. Specifically, Mobily has set the following goals:

Digitizing and automating 100% of internal and external processes by 2025

Enhancing the Company's digital maturity index score to 3 out of 5 by 2024

Reducing business support system operating expenses by 30% by 2027

Data Privacy, Security and Protection

Approach

Mobily is committed to upholding the privacy of its customers' data, and this commitment is outlined in its Privacy Policy, which governs all Mobily's business lines and subsidiaries. This policy provides a comprehensive overview of how the Company handles personally identifiable information collected from users and visitors. It serves as a guide for ensuring the proper handling, storage and protection of customer data in accordance with applicable privacy regulations and best practices.

Access this policy here:



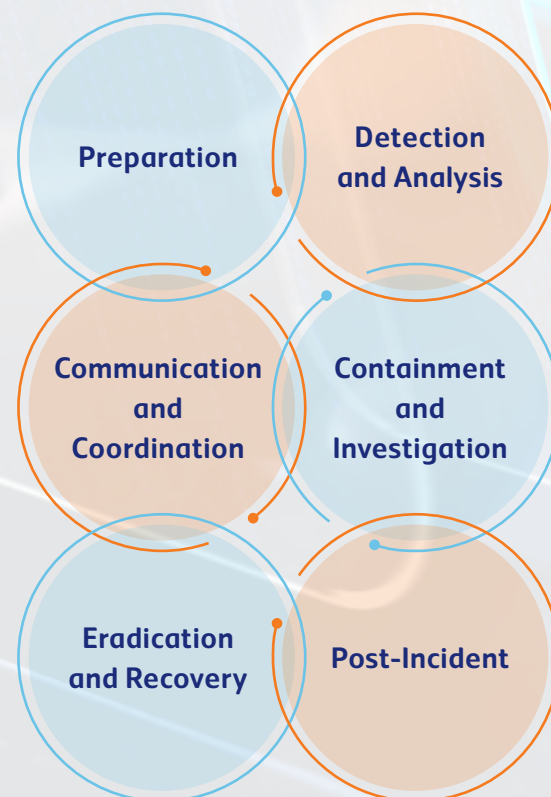
In addition to the Privacy Policy, Mobily has an annual Information Security Operational Policy that specifically addresses cybersecurity within its business environment. This policy sets the framework for implementing and maintaining effective security measures to safeguard against potential threats and vulnerabilities.

To ensure compliance with privacy and security commitments, Mobily has established key performance indicators across relevant divisions of the Company. These key performance indicators serve as measurable metrics

for evaluating the effectiveness of security and compliance management, identity and access management, information protection management and threat protection management. By monitoring these KPIs, Mobily can assess its performance and take necessary actions to continually improve its privacy and security practices.

To reinforce data protection measures, Mobily has integrated security controls at every stage of the information lifecycle, including creation, classification, storage, usage and destruction. These controls are designed to mitigate risks and ensure the confidentiality, integrity and availability of customer data.

Furthermore, Mobily employs various protection mechanisms, such as encryption, truncation, masking and hashing, to enhance its data privacy programs. These mechanisms help to secure sensitive information and provide an additional layer of protection against unauthorized access or misuse.



Mobily has implemented a robust incident management process to address data security breaches promptly and effectively. The Company has a dedicated Incident Response team that is responsible for handling information security incidents and taking necessary actions to contain and resolve them quickly. The team follows best practices and works diligently to minimize the impact of incidents and reduce the likelihood of future occurrences. Through this process, Mobily aims to ensure timely reporting, analysis and response to security incidents, thereby enhancing its overall security posture and maintaining the trust of its customers.

In accordance with Mobily's policies, customers have the right to access, rectify and delete their data. They can exercise these rights and withdraw their consent by calling 1100.

Security Training and Awareness

In response to the increasing data privacy and security threats, Mobily has implemented a comprehensive Security Awareness strategy to educate and raise awareness among its employees. The strategy aims to equip employees with knowledge about cybersecurity concepts, associated threats and their responsibilities towards information security. By altering employee security behaviors, Mobily strives to enhance its overall information security and protect against phishing attacks and other threats.

The Security Awareness strategy is an ongoing program that focuses on continuous improvement. It is available to all Mobily employees and contractors and is conducted in both Arabic and English. The program follows a cyclical approach of assessing, educating, reinforcing and measuring to provide consistent and effective training. Various security topics are covered, including safe social networking, social engineering, phishing, workplace security, working from home and password security.

To ensure the program's effectiveness, Mobily has conducted 28 training and awareness sessions, reaching approximately 8,000 employees. The Company has also launched targeted awareness campaigns and developed cybersecurity guidelines specifically for employees working from home. These measures aim to strengthen security measures and protect sensitive data - even in remote working environments.

Security employees at Mobily receive dedicated security training based on identified needs. This targeted training equips employees with the necessary knowledge and skills to effectively address security concerns and contribute to maintaining a secure and resilient environment within the organization.

Cybersecurity Steering Committee

To prioritize cybersecurity and protect its assets, Mobily has established a Cybersecurity Steering Committee (CSSC). This Committee consists of the Heads of all units within the Company, including the CEO, and is responsible for evaluating and enhancing Mobily's cybersecurity program based on industry best practices and emerging regulations.

The CSSC has several key objectives, including establishing governance with internal Stakeholders to align with the cybersecurity strategy, programs and corporate policies of Mobily. The Committee also focuses on protecting the confidentiality, integrity, availability of information, data and customer privacy.

One of the CSSC's critical responsibilities is to ensure compliance with government mandates concerning cybersecurity. By staying up to date with relevant regulations and best practices, Mobily can maintain a strong cybersecurity program that effectively mitigates risks and safeguards its assets.

In addition to the CSSC, Mobily has established an Operational Cybersecurity Steering Committee. This Committee consists of members from each unit and Heads of the Cybersecurity departments. Its responsibilities include reviewing cybersecurity findings from external audits, discussing remediation plans for internal cybersecurity audit findings and reviewing security vulnerabilities and non-compliance results to recommend appropriate actions.

Vulnerability Management

The Cybersecurity division at Mobily is responsible for managing vulnerability processes for the Company's information systems. This includes a comprehensive approach that involves identifying, assessing, prioritizing, remediating and monitoring known vulnerabilities. Prior to deployment, all systems undergo a thorough vulnerability assessment, and minimum-security standards are enforced across the IT infrastructure.

To ensure the ongoing security of Mobily's systems, regular vulnerability scans are conducted both internally and externally. These scans are performed on a quarterly basis and are also carried out after significant changes to the infrastructure or applications. Tools such as Qualys, a cloud-based security and compliance provider, are utilized along with other automated vulnerability scanning tools to conduct these scans. Each division within Mobily takes responsibility for reviewing their own remediation activities and conducting additional scans to verify the effectiveness of the implemented remediation measures.

To proactively prevent security breaches and respond swiftly to potential attacks, Mobily relies on modern protection, detection, response and recovery capabilities. The Company has implemented tools and systems

recommended by the National Cybersecurity Authority (NCA) to collect, analyze and monitor cybersecurity events. This enables early detection of potential attacks. Notably, Mobily utilizes the Security Information and Event Management (SIEM) tool, which identifies and detects both expected and unexpected cybersecurity occurrences. Additionally, a malware protection program is deployed to safeguard Mobily's information and systems.

Through these measures, Mobily aims to effectively manage vulnerabilities, strengthen its cybersecurity defenses, and promptly respond to any potential threats or attacks. The Company's commitment to regular vulnerability scans, adoption of advanced security tools, and collaboration with the NCA reflects its dedication to maintaining a secure and resilient information infrastructure.

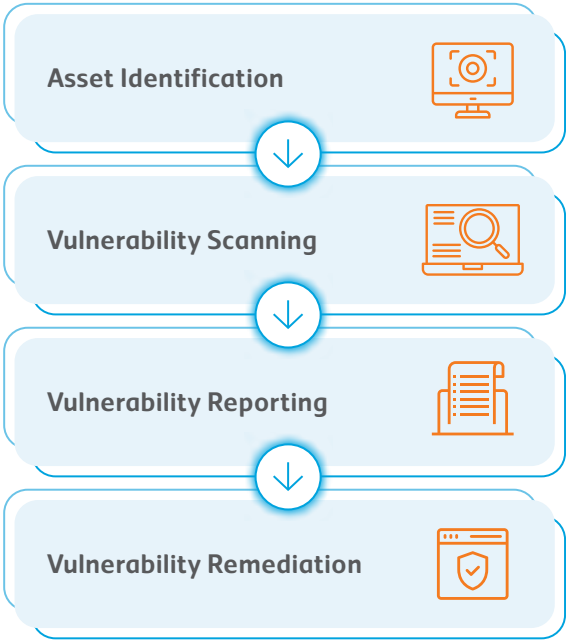
Data Governance Office

Mobily has established a dedicated Data Governance Office (DGO) responsible for ensuring the security and privacy of the Company's data. The office is committed to optimizing data management functions for compliance and end-to-end efficiency. Through the DGO, Mobily successfully formulated the data management strategy, operational model and data-related processes and policies to execute data governance activities.

In 2022, Mobily introduced a comprehensive Data Governance Policy to enhance data oversight, guidance and quality. The policy spans people, processes, technology and governance, aiming to improve data management from strategic and operational perspectives. Guided by compulsory principles, the policy supports the effective management and security of all data processed or controlled by Mobily across its systems and communication channels.

To foster understanding and implementation, Mobily conducted data governance training courses for all Stakeholders. These courses covered diverse topics such as data governance, data strategy, data steward foundations, aligning customer experience with Company culture and creating positive experiences. Additionally, awareness sessions were held across all units to highlight the importance and trends of data governance, the scope of its application and the significance of personal data protection systems.

Vulnerability Management



Auditing and Compliance

Mobily conducts regular internal and external audits to maintain the ongoing effectiveness of its privacy and security management system. The Internal Audit division performs periodic cybersecurity audits and reviews to evaluate whether the Company's cybersecurity controls comply with Mobily's policies and procedures. Additionally, the Company undergoes external assurance by the NCA and the KSA Communications, Space and Technology Commission (CST). Mobily ensures compliance with legal, regulatory, statutory and contractual requirements imposed by national government entities and bodies like the NCA.

Mobily's Approval Certificate of the Work Regulation, approved by Saudi Arabia's Ministry of Labor and Social Development, formally defines disciplinary action procedures for information security breaches and non-compliance with information security policies and standards. Mobily adheres to the new Saudi Arabia Personal Data Protection Law, which outlines remedial actions for privacy violations. During 2022, the Company continued to work closely with Saudi concerned bodies to protect minors from internet misuse and inappropriate content by implementing web filtering and reporting channels. Recently, Mobily established a web security service for overall content protection and partnered with the Saudi Federation for Cybersecurity in a bug bounty program.

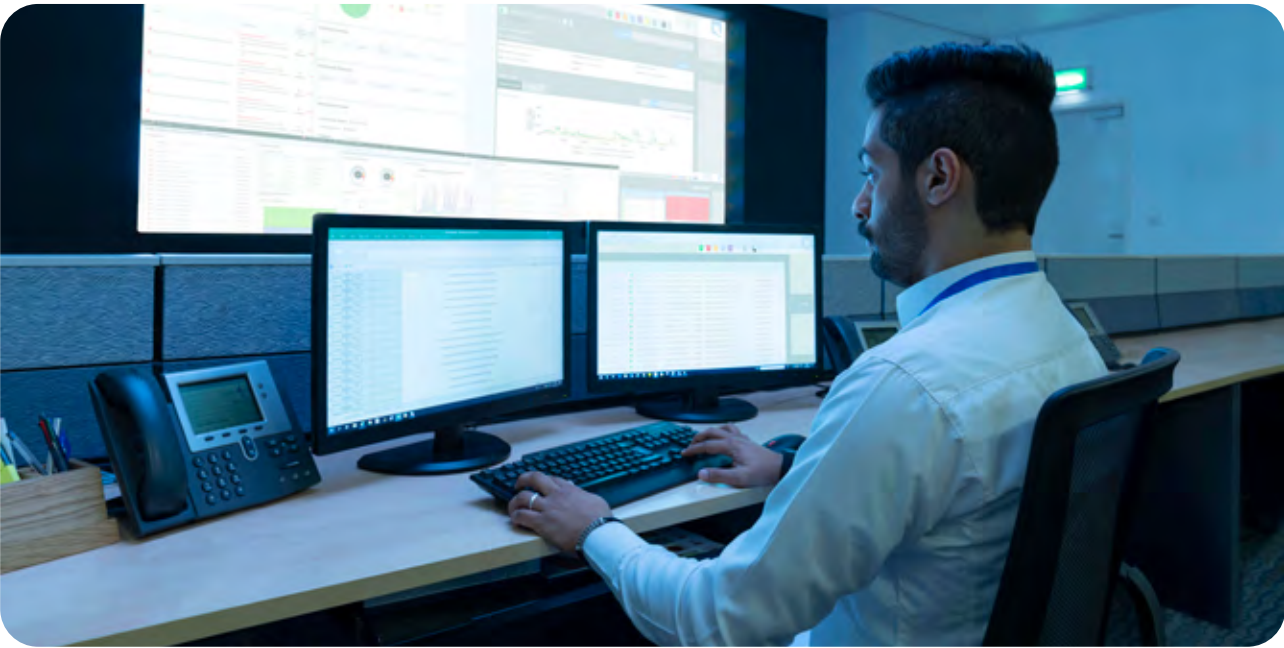
Performance

In 2022, Mobily conducted 28 training and awareness sessions, successfully reaching around 8,000 employees. These sessions aimed to educate employees on the Company’s Cybersecurity Policy, and various important topics related to cybersecurity and information security such as data protection, secure online practices, phishing awareness, device and physical security, password policy, social engineering, cloud security and safe browsing and usage of digital resources.

The purpose of these training and awareness sessions was to ensure employees’ acknowledgement of the adopted policies and equip them with the necessary knowledge and skills to mitigate cybersecurity risks and enhance their awareness of potential threats. By educating employees about best practices and potential vulnerabilities, Mobily aimed to strengthen its overall security posture and promote a culture of cybersecurity throughout the organization.

Despite the increased number of attempted attacks due to emerging threats and Mobily’s expanded digital footprint, no data breaches occurred during the year. This is a testament to the effectiveness of Mobily’s cybersecurity measures, including its robust training and awareness programs, as well as its commitment to safeguarding sensitive information and protecting the privacy of its customers and Stakeholders.

Key Performance Indicators (KPIs)	2022	2021	2020
Number of attempted cyber attacks	16,041	6,696	6,458
Number of actual cyber attacks	2,082	1,182	1,389
Number of data breaches	0	0	0
Number of data security breaches involving customers’ personally identifiable information	0	0	0



Case Study

Mobile Termination Rate Arbitrage Proof of Concept

In 2022, Mobily conducted a Mobile Termination Rate Arbitrage (MTRA) Proof of Concept (PoC) to detect and address international bypass fraud. This type of fraud involved terminating international calls with local Saudi Arabia landline and mobile numbers, bypassing legitimate channels.

Mobily implemented targeted active call testing on selected SIP and mobile routes during the PoC. They closely monitored calls and verified the authenticity of caller line identifications (CLIs). Instances of local Saudi Arabia CLIs were recorded, along with details of originating and destination networks, for further analysis and action.

The PoC yielded valuable outcomes. Inbound bypass fraud was identified, where incoming international calls were fraudulently terminated with local Saudi Arabia CLIs. Outbound bypass fraud was also detected, where Mobily numbers were used instead of legitimate caller IDs to terminate international calls from 6 destination countries.

To complement their existing Fraud Management System, Mobily plans to integrate an active call testing solution. This solution will help detect bypass cases that evade pattern-based detection, addressing the evolving tactics employed by fraudsters.

Mobily’s proactive approach in combating international bypass fraud through the MTRA PoC demonstrates their commitment to safeguarding operations and ensuring the integrity of services. This case study showcases their dedication to mitigating risks and advancing fraud prevention measures in the dynamic landscape of telecommunications.

Outlook

- To help Mobily achieve its vision of securing the digital arena, the Cybersecurity team has adopted the following key performance indicators for 2023:
- Ensure effective containment of cybersecurity critical incidents to minimize any impact on the business
 - Maintain the required cybersecurity international standard to register Mobily services and comply with business needs
 - Enhance security visibility on applicable critical systems to have a complete view of all identified assets

Customer Relationships and Satisfaction

Approach

Mobily’s primary goal is to ensure customer satisfaction by cultivating strong relationships and promoting positive sentiments towards the Company. To achieve this, the Company places great emphasis on customer care.

It adheres to the requirements set by CST to protect the rights of its customers. The Company’s Customer Rights Policy ensures that customers receive transparent and accurate information about its services, pricing, privacy and confidentiality policies, and access to its offerings.

Customer Satisfaction Metrics

	2022	2021	2020
Retail Satisfaction	88.87%	86.78%	83%
Number of First Call Resolution (FCR)	85%	84.58%	83.17%

Addressing Customer Complaints

To ensure that customers receive the assistance they require, Mobily offers various channels for submitting service requests, including digital platforms, social media and call centers. Once a service request is received, it is assigned to the appropriate team for investigation and resolution. Customers are promptly informed of the resolution through telephone calls or SMS notifications, with the option to reopen the request if needed. Additionally, Mobily seeks feedback from customers through service request evaluation surveys to enhance processes and improve the customer experience.

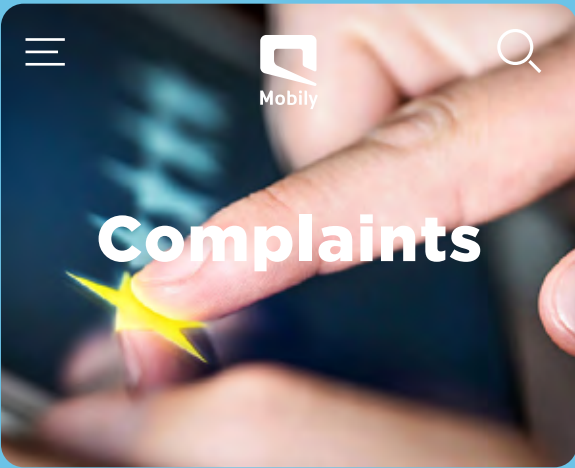
In handling customer complaints, Mobily provides a dedicated call center for registering complaints. Depending on the complexity, complaints are resolved immediately by call center agents or escalated to specialized back-office teams according to established business rules and policies.

Throughout 2022, Mobily implemented initiatives to ensure transparency in the sales process. This includes providing clear information to customers with regards to changes in offerings during and after interactions, avoiding hidden charges, offering appropriate advice based on individual circumstances, allowing subscription of the Company’s services through digital channels with an easy way to opt-out, securing customer information in digital channels by authentication and maintaining transparent communication. Transaction surveys and root cause analyses of negative scores were conducted to identify areas for improvement.

Mobily also has a dedicated section on its website for customer’s grievances that is being taken seriously in the Company, which can be accessed here:

Customer Complaints Right

Complaints page



Welcome calls were conducted for all customers, new and existing, to ensure understanding of package details and ownership of the services. Terms and conditions, as well as service details, were made readily available and clear at all sales and interaction touchpoints. Mobily also emphasizes

fair treatment of customers when reviewing and releasing services and products. These initiatives aim to enhance transparency, trust and customer satisfaction throughout the sales and service processes.

Customer Complaints

	2022	2021	2020
Number of customer complaints	926,279	875,657	930,996
Number of customer complaints resolved	926,269	864,071	930,972

Mystery Shopper Assessment

In 2022, Mobily implemented the Mystery Shopper Assessment program as part of its commitment to improving the customer experience. This program involves undercover Staff visiting Mobily locations and assessing various aspects of the customer journey, including products, services, facilities and operational quality. The assessments are conducted based on compliance with Mobily’s customer journey guidelines and training.

The Mystery Shopper Assessment program allows Mobily to gain valuable insights into the customer experience and identify areas for improvement. By evaluating the full cycle of the customer journey, Mobily can better understand the needs and expectations of its customers and make necessary adjustments to enhance their satisfaction. This program plays a crucial role in continuously improving the quality of products, services and overall customer experience provided by Mobily.

Mystery Shopper Assessment Results

	2022	2021	2020
Overall score	95.5	95	95.5
Outlet external condition	97	97.5	97.5
Token machine	96.75	98.5	97.5
Outlet internal condition	98.5	97.25	96
Advertising material availability and display	99.5	99.75	95.5
Interaction with agent	93.25	92.25	95.5
Agent’s physical appearance	79.75	81	77.5

Performance

2022 was a noteworthy year for Mobily’s Customer Care, as it successfully transformed itself into a profit center, generating additional revenue for the Company. This achievement was accompanied by the implementation of advanced technologies, such as interactive voice recognition (IVR), SMS and chatbots, which contributed to enhancing the customer experience. Aligned with the GAIN strategy, Customer Experience revamped the customer journeys for support, digital payments and digital complaints, ensuring a more seamless and efficient interaction for customers. The establishment of the Beneficiaries Experience Committee further emphasized the Company’s dedication to dynamic processes and customer-centric services.

Through the implementation of new efficiencies and strategic measures, Mobily achieved exceptional performance in meeting service level targets, both at the beginning and end of each month. As a result of these efforts, there was a significant improvement of 50% in customer satisfaction. Additionally, Mobily witnessed a remarkable 50% reduction in first bill defaults for Global System for Mobile communications (GSM) customers and a notable 34% reduction for customers utilizing Fiber to the Home (FTTH) services. These achievements are a testament to Mobily’s commitment to delivering exceptional customer experience and continuously improving service quality.

Moreover, Mobily’s reliable infrastructure has played a significant role in providing digital services that align with international standards. This infrastructure has enabled Mobily to obtain the highest international certifications in the telecommunications and information technology sector. With these certifications, Mobily demonstrates its commitment to meeting global benchmarks and delivering exceptional services to its customers.

ISO 9001:2015 Certification: Reflecting Mobily’s Commitment to Quality Management and Customer Satisfaction

Mobily is proud to announce its achievement of the ISO 9001:2015 certification, awarded by the British Standards Institute (BSI). This certification signifies Mobily’s adherence to the highest international standards in quality management for analyzing customer journey and satisfaction. The certification adds to Mobily’s record of accomplishments and demonstrates the Company’s continuous efforts to maintain exceptional quality in its services and operations.

Mobily recognizes that the application of international quality management standards directly impacts the quality of services provided to customers. This achievement further highlights Mobily’s dedication to meeting and exceeding customer expectations while upholding industry best practices. By obtaining the ISO 9001:2015 certification, Mobily reinforces its commitment to delivering reliable and high-quality telecommunications and information technology services.

Moreover, Mobily is fully committed to contributing to the realization of Saudi Arabia’s Vision 2030. By leveraging its extensive capabilities and expertise, the Company aims to lead a vibrant and sustainable digital economy within the Kingdom. As one of the 10 most powerful Saudi brands and ranked seventh in terms of value, Mobily is well-positioned to drive innovation and make a positive impact on the country’s digital transformation journey.

ISO 10002 Certification: Reflecting Effective Customer Care Services

In 2022, Mobily obtained the ISO 10002 certification, demonstrating its commitment to excellent customer service and responsible business practices. This certification validates Mobily’s adherence to the highest standards in effectively addressing and resolving customer complaints across various platforms.

The ISO 10002 certification also underscores Mobily’s dedication to maintaining high service standards and valuing customer feedback. By effectively handling and resolving complaints, Mobily has enhanced customer trust and loyalty. This achievement showcases the Company’s commitment to prioritizing customer satisfaction and ensuring that customer concerns are addressed professionally and promptly.

In addition to strengthening its customer service practices, Mobily’s attainment of the ISO 10002 certification aligns with its broader objective of contributing to the development of a prosperous digital future in Saudi Arabia.

Outlook

Looking ahead, Mobily is committed to continuously improving customer satisfaction and experience. The Company will focus on implementing innovative strategies and leveraging advanced technologies to enhance the overall customer journey. By refining and optimizing touchpoints, Mobily aims to deliver a seamless and hassle-free experience for its customers.

Furthermore, Mobily plans to expand its digital payment options, providing customers with more convenient and secure transaction methods. By actively listening to customer feedback and utilizing data-driven insights, Mobily will anticipate and meet customer needs, offering tailored solutions and services that surpass expectations.

Aligned with the Company’s transformation strategy, Mobily has identified a set of transformation initiatives with defined business outcomes for the next 3 to 5 years. These initiatives aim to transform core IT services through the implementation of a new green field pre-integrated digital technology stack, specifically targeting the business-to-consumer (B2C) segment. The solution will enable Mobily to improve product development time-to-market, provide real-time digital fulfillment experiences, facilitate digital omnichannel interactions, establish a complete 360-degree customer view, enhance the front office user experience and position Mobily as a proactive and innovative communication service provider in the Kingdom.



Responsible Marketing

Approach

Mobily conducts marketing activities in a manner that aligns with the social values and cultural norms of the communities it serves. The Company carefully evaluates the value and tone of its communications, ensuring that marketing practices are responsible and ethical. This commitment extends to all customer groups, as the Company develops and communicates new products and services while continuously updating existing offerings.

Performance

In 2022, Mobily focused on aligning its products and services with the evolving needs of customers in the dynamic market. By offering competitive prices and added value, Mobily aimed to meet customer expectations and enhance customer satisfaction. The Company also ensured that comprehensive product details were available on its website, while maintaining compliance with corporate branding guidelines.

To strengthen customer engagement, loyalty and acquisition, Mobily provided clear and accurate information, presenting customers with a diverse range of choices that catered to their preferences and requirements. The goal was to empower customers to make informed decisions about the most suitable products and services.

In addition, Mobily incorporated sustainability messaging into its product marketing strategies, aiming to promote sustainable practices and integrate sustainability into the lifestyle of its customers. For example, marketing campaigns emphasized how products like the Apple Watch can contribute to maintaining fitness levels and overall well-being. Mobily also encouraged consumers to switch off electrical appliances during Earth Hour on 26 March 2022.

Furthermore, Mobily actively utilized its wide-reaching social media channels to educate the public about social and environmental protection support, as well as safety and data privacy, emphasizing the importance of these issues to its customer base.

Mobily did not experience any penalties related to marketing in 2022.

Outlook

Looking ahead, Mobily has ambitious plans to further enhance its responsible marketing practices. The Company aims to leverage emerging technologies and data-driven insights to deliver personalized and relevant marketing communications to its customers. Mobily intends to continue prioritizing transparency and truthfulness, ensuring that its marketing messages are clear, accurate and reliable. Additionally, the Company recognizes the importance of social and environmental responsibility and intends to continue to integrate sustainable practices into its marketing efforts. This includes promoting eco-friendly products and services, supporting local communities and advocating for social causes. Mobily is committed to staying attuned to the evolving needs and expectations of its customers and will continuously adapt its responsible marketing strategies to meet these demands.

By embracing innovation and maintaining a strong ethical foundation, Mobily aspires to remain a responsible market leader in Saudi Arabia, creating long-lasting positive impacts in the lives of its customers and communities.



05

Responsible Employer

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Engaged workforce
will continue to be
a driving force in its
success and growth.



Investing in people is a crucial factor in driving performance, supporting the achievement of strategic objectives, and contributing to long-term growth and success at Mobily. Mobily is committed to hiring, developing and retaining talented employees, with a particular focus on supporting the Saudi Vision 2030 by prioritizing the recruitment of Saudi nationals.

Diversity and inclusion are also prioritized in Mobily’s recruitment and hiring processes, ensuring that the workforce reflects the communities served. The commitment to investing in people has resulted in high employee satisfaction rates, and the Company believes that the talented and engaged workforce will continue to be a driving force in its success and growth.

Mobily’s Human Resources (HR) strategy focuses on:



Mobily’s HR team is dedicated to aligning the corporate strategy’s top objectives with the daily activities of its people and teams. By effectively cascading the strategy, employees gain a clear understanding of their role in contributing to Mobily’s vision, mission and values. This approach fosters a sense of purpose and alignment, enabling employees to see the direct impact of their work on the organization’s strategic goals.

Talent Management

Approach

Mobily prioritizes the health and well-being of its employees while simultaneously maximizing operational productivity. Building upon the workplace flexibilities implemented in 2020, such as remote work policies and expanded flexible work arrangements, Mobily continued to foster a resilient work environment throughout the year. The Company actively sought feedback from employees to address concerns and identify areas for improvement, demonstrating its commitment to being a responsive employer that values the needs of its workforce. Mobily recognizes that engaged employees are essential to delivering value to its Stakeholders. In line with its strategy, the Company strives to create a unique employee engagement initiative that contributes to retaining talent and providing the best possible culture for employees. For this reason, Mobily prioritized employee engagement in 2022. After assessing its engagement satisfaction survey, Mobily drafted a plan to prioritize primary engagement goals that feed immediately into the Company’s engagement pipeline.

The Company launched several corporate engagement activities throughout the year. These in-house events and initiatives included team-building exercises, volunteer opportunities and social events, to foster a sense of community and promote engagement. Mobily is committed to hiring, developing and retaining talented employees, with a particular focus on supporting the Saudi Vision 2030 by prioritizing the recruitment of Saudi nationals.

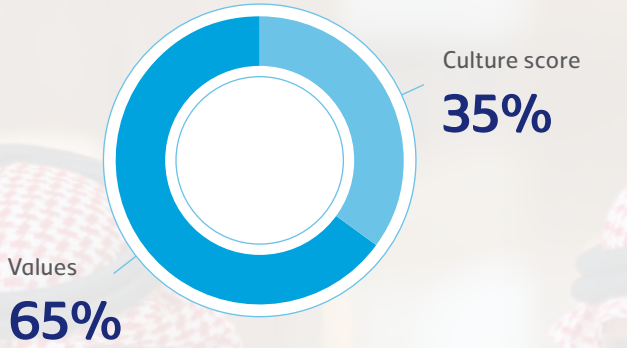
The commitment to investing in people has resulted in high employee satisfaction rates, and the Company believes that the talented and engaged workforce will continue to be a driving force in its success and growth.

Employee Engagement Survey

Mobily encourages all employees to actively participate in the Mobily Health Index survey. This survey provides a valuable platform for employees to express their concerns, offer feedback on processes and highlight areas that require improvement. The Company highly values this feedback as it helps shape strategies to support staff, ensure operational continuity, maintain financial performance and identify growth opportunities.

In 2022, Mobily achieved an impressive participation rate, with over 70% of employees taking part in the survey. This level of engagement reflects the commitment and dedication of the workforce to contribute their perspectives and drive positive change within the organization.

The insights gathered from the survey allow Mobily to make informed decisions, prioritize employee well-being and foster a positive work environment. By actively incorporating employee feedback into strategies, the Company can enhance employee satisfaction, strengthen operations and cultivate a workplace culture that promotes growth and success.



Survey Elements	Score
Strategic direction	
Engagement	4%
Sustainability	67%
Digitalization	71%
Mission	
Strategic direction	27%
Goals and objectives	26%
Vision	28%
Consistency	
Coordination and integration	53%
Agreement	52%
Core values	39%
Involvement	
Capability development	18%
Team orientation	25%
Empowerment	46%
Adaptability	
Creating change	49%
Customer focus	45%
Organizational learning	39%

Compensation and Benefits

Having a highly skilled, motivated and engaged workforce is vital for achieving Mobily’s business objectives and strategic vision. Recognizing this, the Company places great importance on providing fair and competitive compensation and benefits to attract and retain top talent for long-term success.

To ensure equitable treatment and opportunities, Mobily strives to align its salaries and benefits with market standards. This approach helps to attract and retain talented individuals who can contribute to the Company’s growth and success. Gender parity is also a key focus for Mobily, as the Company recognizes that promoting inclusivity and diversity drives operational efficiency and fosters a positive work environment.

The comprehensive benefits package offered by Mobily includes a range of provisions designed to support the well-being and professional growth of employees. These benefits encompass health insurance, parental leave, paid annual leave, education benefits and more. Performance-based component for incentives pay, as well as non-compensation benefits, including pension and retirement, cover officer and non-officer employees. By providing these resources, Mobily aims to create an environment where employees feel valued, supported and motivated to excel in their roles.

The compensation and benefits policies at Mobily are developed as part of the Company’s financial proposition to attract and retain the right talent. These policies are designed based on benchmarking with peer companies in Saudi Arabia and incorporating global best practice. The objective is to ensure that the compensation and benefits offered by Mobily are not only relevant and competitive but also efficient in supporting the Company’s overall objectives.

Benefits Provided to Employees

Mobily conducts periodic reviews of its benefits schemes to ensure their ongoing relevance and alignment with the needs of its employees. These reviews enable Mobily to stay up to date with industry trends and market practices, allowing for necessary adjustments and enhancements to be made to its benefits offerings. Feedback from employees, benchmarking against industry standards and analysis of market trends are included in these reviews.

- The following benefits are provided to Mobily employees:
- Annual passage allowance for Saudi nationals
 - Headset allowance
 - Company’s products and services to staff
 - School allowance
 - Fuel allowance
 - Acting assignment allowance
 - Out of Kingdom assignment allowance
 - Medical insurance
 - Health and Fitness Club subscription
 - Social insurance scheme
 - End of service benefits (EOSB)
 - Car allowance
 - Hajj assignment management reward
 - Car parking allowance
 - Nursery allowance (for female staff only)

Retirement Benefits

Under the Saudi Arabian Social Insurance Law, eligible participants are entitled to annuity, death and disability benefits. Both employees and employers are required to participate in the scheme. The eligibility criteria for these benefits are outlined in the Social Insurance Regulations. The contribution of both employees and employers to the scheme is determined based on the employee’s basic salary and housing allowance.

End of Service Benefits

All employees at Mobily are entitled to receive End-of-Service Benefits (EOSB) as per the Saudi Arabian Labor Law. However, if an employee’s services are terminated by the Company in accordance with Article No. 80 of the Labor Law, they may not be eligible for these benefits. The calculation of EOSB is based on the total length of an employee’s service. For incomplete years of service beyond the first 2 years and up to the first 5 years, a pro-rata gratuity will be payable. Beyond 5 years of service, a gratuity will be calculated for each incomplete year. Employees will receive their full end of service benefits upon the completion of service as stipulated in their employment contract or in cases where employment is ceased due to reasons beyond their control, including call-up for Saudi Military Service. Additionally, employees will be entitled to their full EOSB if their employment is terminated for reasons not specified in Article No. 80 of the Labor Law.

Employee Nationality	Employee Contribution	Employer Contribution
Saudi	9% utilized for retirement benefits 1% SANED	9% for retirement benefits 1% SANED 2% to cover occupational hazards
Non-Saudi		2% to cover occupational hazards

Minimum Wage Rules

Mobily recognizes the importance of fair and competitive compensation for all its employees in all regions, including those earning the minimum wage. While there are no specific compensations or benefits exclusively designed for minimum wage employees, Mobily ensures compliance with minimum wage regulations and provides job-related allowances based on the nature of each employee’s role. The Company strives to create a supportive and inclusive work environment where all employees are treated fairly and have opportunities for growth and development.

Work From Home Policy

As part of its commitment to digital transformation and creating a positive employee experience, Mobily has implemented a “Remote Work” Policy. This policy aligns with Vision 2030 and aims to foster a unique and flexible working environment for employees. By adopting remote work practices, Mobily seeks to enhance employee well-being, increase productivity and save time and effort. The policy reflects Mobily’s strategic focus on digital transformation and its goal of becoming a leading and innovative digital telecommunications company. Through this initiative, Mobily strives to create a distinctive digital environment that supports its employees and drives organizational success.

Grievances

Mobily has created a supportive work environment that values open communication and encourages employees to promptly report any grievances they may have. An internal mechanism is in place, providing clear guidelines for addressing and resolving these concerns in a proactive and effective manner.

Transparency and confidentiality are prioritized throughout the grievance reporting and resolution process to maintain trust and accountability. The Company is dedicated to conducting thorough investigations into reported grievances and taking appropriate actions to address them. The goal is to ensure the well-being and satisfaction of employees by promptly addressing their concerns and creating a positive work environment.

Key Performance Indicators	2022	2021	2020
Number of performance grievances filed in the reporting period	34	64	44
Number of these performance grievances addressed or resolved	34	63	10
Percentage of performance rating revisions (%)	100%	100%	22.5%

Training and Development

Mobily understands the significance of offering customized learning and development opportunities to its employees, facilitating their personal and professional growth. In 2022, the Company made substantial investments in its Learning and Development programs to fulfill this objective.

To ensure a coherent approach, Mobily aligned its courses with its strategic goals, ensuring that the learning initiatives directly contributed to the Company’s overall objectives. By doing so, Mobily aimed to enhance the skills and competencies of its workforce in areas that were crucial for the Company’s success.



In response to the rapid development of the ICT sector, Mobily is committed to providing its employees and workers with continuous learning opportunities and career growth programs. The Company understands the importance of staying up-to-date with the latest trends and equipping its workforce with the necessary skills for the future. Through Individual Development Plans (IDPs) and targeted training programs, Mobily ensures that its employees have access to the training and resources they need to enhance their skills and advance their careers.

In addition, the Company activated its e-learning platforms to provide structured learning materials and courses to all employees. This investment in digital learning tools allowed for convenient access to educational resources, making

learning more accessible and flexible for employees. By leveraging technology, Mobily aimed to empower its employees to engage in continuous learning and develop their knowledge and capabilities.

Platform	Type	Course Name	Number of Trained Employees
LinkedIn	Learning Path	Diversity and Inclusiveness	97
		How to Support Your Employees’ Well-Being	
KnowledgeCity	Course	Safety Orientation	9
		Diversity and Inclusion Series	16

Total trained employees

123

Total unique trained employees

121

Performance

In 2022, Mobily prioritized the development and growth of its employees through various initiatives and programs. Leadership development programs, mentorship programs and career development plans were offered to provide employees with opportunities to enhance their skills and advance their careers. The Company’s commitment to learning and development was evident in the implementation of a comprehensive learning calendar, with over 1,000 employees participating in diverse training programs.

One notable achievement was the Successful Performance Improvement program, which received recognition from the Ministry of Human Resources and Social Development as the best graduate training and development program. This program exemplified Mobily’s dedication to enhancing employee performance and ensuring their success.

To reinforce ethical behavior and compliance, Mobily updated its Code of Ethics training in collaboration with the Legal & Corporate Affairs unit. Internal training sessions were conducted to raise awareness about anti-corruption and promote compliance among all employees. A Code of Conduct, which includes anti-corruption and fraud laws, was signed by all employees, further emphasizing the Company’s commitment to ethical practices.

In partnership with the HR strategy team, Mobily introduced a Change Management Certification program accredited by The Association of Change

Management Professionals (ACMP). This program aimed to equip selected change ambassadors with the knowledge and skills necessary to drive successful change campaigns aligned with HR requirements.

Furthermore, Mobily implemented a Retail Customer Journey program to enhance the retail customer experience and sales efforts. Over 300 sales professionals benefited from this program, which adhered to telecommunication retail standards and equipped them with the capabilities to deliver exceptional service.

The Company also established a High Potential Employee (HiPo) program to nurture top talent within the organization. This intensive development journey focused on enhancing the skills and capabilities of a select group of 30 high potential individuals.

However, one challenge faced by Mobily is talent retention, as the turnover rate has increased to 10% over the past 3 years. To address this, the Company has implemented talent initiatives, including HiPo and High Professional (HiPro) programs. These initiatives aim to develop and equip senior employees and subject matter experts, fostering employee engagement and motivation in the long-term.

These initiatives underscore Mobily’s commitment to creating a culture of continuous learning and development, ensuring that employees are equipped with the necessary skills to thrive in their roles and contribute to the Company’s success.

Composition of Mobily’s Workforce

	Gender		Region		
	Male	Female	Central	Western	Eastern
Permanent employees	2,173	257	1,355	631	444
Temporary employees	0	0	0	0	0
Non-guaranteed hours employees	N/A	N/A	N/A	N/A	N/A
Full-time employees	2,173	257	1,355	631	444
Part-time employees	0	0	0	0	0
Total	2,174	257	1,355	631	444

Key Performance Indicators	2022	2021	2020
Workforce size			
Total number of employees	2,398	2,316	2,300
Full time employees	2,398	2,316	2,300
Part time employees	0	0	0
Total number of contractors	1,592	1,759	1,986
Workforce by employment level			
Senior Management	69	73	47
Middle Management	820	786	753
Staff	1,509	1,457	1,500
Workforce by gender profile			
Headcount female	224	159	150
Headcount male	2,174	2,157	2,150
Percentage of females (%)	9%	7%	7%
Percentage of males (%)	91%	93%	93%
Workforce by age category			
Workforce by age 18-30	224	131	101
Workforce by age 31-50	2,092	2,110	2,129
Workforce by age 51+	82	75	70
Nationalization			
Nationalization rate of Senior Management (%)	86%	79%	74%
Nationalization rate among total workforce (%)	86%	85%	84%
Total number of national employees (FTE)	2,074	1,977	1,921
Total number of expats (FTE)	324	339	379
Hires			
Number of new hires	339	273	138
Turnover			
Turnover rate* (%)	10%	9.6%	5.8%
Total number of employees who left the organization	247	223	138
Percentage of employees who signed a Code of Conduct declaration (%)	100%	100%	100%

*Calculation: (Number of leavers/total number of Staff)

New Employee Hires	Age			Gender		Region		
	18-30	31-50	51+	Male	Female	Central	Western	Eastern
#	124	157	1	213	69	278	4	0
%	43.97%	55.67%	0.35%	75.53%	24.46%	98.58%	1.41%	0
Total new employees 282 (without promotion cycle NCBS to Mobily)								

Training at Mobily

Key Performance Indicators	2022	2021	2020
Training			
Total hours of training for employees	95,329	231,852	7,920
Average hours of training per female employee	11.57	47	20
Average hours of training per male employee	10.15	62	23
Average hours of training per employee	10.04	60	24
Average training hours – Saudi nationals	9.17	81	22.6
Training sessions			
Total number of females attended training	367	269	46
Total number of males attended training	2,851	2,017	218
Total number of Staff attended training	3,218	2,290	264

Outlook

In its commitment to employee development, Mobily is dedicated to enhancing its e-learning platforms to equip its workforce with the necessary skills and tools for their operational roles. The Company aims to increase training hours and expand trainee knowledge, fostering agility, innovation and efficiency within its teams. Furthermore, Mobily will actively explore talent management opportunities to promote professional growth, recognizing its importance in gaining a competitive edge in the telecommunications industry. By investing in employee growth, Mobily enhances its ability to adapt to market changes, drive innovation and maintain its leadership position.

In the pursuit of these goals, Mobily will continue to enhance employee engagement through improved Employee Value Proposition (EVP) initiatives, with a focus on culture and well-being, leveraging digital tools and analytics. The Company has set key targets for 2023, including offering EVP initiatives, upskilling and reskilling to align capabilities with new market requirements, promoting culture and well-being, establishing a reward philosophy, enhancing organizational efficiency, fostering diversity and inclusion and leveraging HR digital and analytics capabilities.

Regarding training and development, Mobily has outlined specific goals and targets for 2023. This includes general learning to address common learning requirements, individual learning to cater to unique learning needs, high potential learning programs for selected talents, online learning initiatives for specific learning needs, sustainability programs for all employees to raise awareness and promote sustainable practices, governance programs for the Board of Directors and cooperative training programs for university students.

Health and Safety

Approach

To ensure the highest standards of health and safety, Mobily has embraced a proactive approach that aligns with global best practices. The Company's commitment to maintaining a safe work environment encompasses several key initiatives.

Firstly, robust safety and risk management measures have been implemented. This involves identifying potential hazards, assessing risks and implementing appropriate controls to mitigate those risks. By taking a proactive stance towards safety, Mobily strives to prevent accidents and incidents before they occur.

Secondly, the Company prioritizes HSE-related training for employees. Comprehensive training programs are provided to equip the workforce with the knowledge and skills necessary to maintain a safe workplace. These training courses cover a wide range of topics, including emergency response procedures, hazard identification and control, and the proper use of safety equipment.

Furthermore, Mobily actively pursues certifications and audits of its HSE practices. By seeking external validation of health and safety systems, the Company ensures that practices adhere to recognized standards and are continuously improved. These certifications and audits serve as a testament to Mobily's commitment to maintaining the highest levels of health and safety.

Health and Safety Policy

Mobily places a strong emphasis on accident prevention and believes that all accidents and associated losses can be avoided. The Company values its employees as valuable assets and acknowledges their crucial role in driving business success. To ensure the utmost safety and well-being of employees, customers, contractors, community Stakeholders and properties, Mobily has implemented a comprehensive Health, Safety and Environment (HSE) Policy that ensures integration of HSE into relevant business decisions.

Through its Facilities and Administration departments, Mobily fosters a positive safety culture by maintaining a robust risk management framework. This framework enables continual improvements in HSE practices and procedures. The policy also maintains a safe culture by ensuring adequate HSE training and awareness programs are provided. By upholding the highest standards of safety, Mobily aims to safeguard the welfare of all individuals and protect the interests of its Stakeholders.

Overall, Mobily's commitment to HSE reflects its dedication to maintaining a safe working environment, promoting employee well-being and ensuring the protection of its customers, partners and communities.

Health and Safety Initiatives

In 2022, Mobily launched several health and safety initiatives to prioritize the well-being of its employees and create a safe work environment. The "Your Health and Safety Matter" initiative aimed to raise awareness among employees about health and safety practices and mitigate risks. Through internal platforms, Mobily disseminated multiple communications on various topics, such as winter heater safety, fire extinguisher usage and reporting unsafe conditions. This campaign fostered a culture of awareness and ensured that employees had the necessary knowledge to prioritize their health and safety. Additionally, Mobily prioritized health and well-being through the "Your Health is Our Wealth" initiative. This campaign communicated health and well-being tips to employees, raising awareness on various health and safety topics. Special offers and discounts were provided to prioritize the financial well-being of employees, their families and friends. These efforts showcased Mobily's commitment to fostering a healthy and supportive culture for all employees, ensuring they had access to the necessary resources and opportunities for personal and professional success. In 2022, Mobily also provided first aid training to employees in multiple regions, empowering them with life-saving skills. Bi-weekly communications were sent through internal platforms under the "Your Health and Safety Matter" campaign, covering a range of topics to raise awareness and ensure employees had the necessary knowledge to prioritize their health and safety. The Company conducted more than 230 awareness meetings, fostering open communication, gathering feedback and providing guidance and support to enhance employees' health, safety and environmental awareness.

In addition, Mobily launched the "iCare" campaign, which aims to build a relationship between the Company and its employees on a more personal level by celebrating their personal milestones and achievements. The Company also activated a new morning segment on Mobily's internal social media platform that focuses on spreading positivity and health awareness.

Performance

To further enhance health and safety measures, Mobily developed the Mobily Occupational Safety and Health Manual, providing detailed information on potential risks and guidelines for effective handling. The Company adhered to civil defense requirements by equipping all facilities with fire alarm systems and firefighting systems. Regular inspections and audits were conducted to ensure compliance with occupational health and safety standards, demonstrating Mobily's dedication to providing a secure and healthy workplace for employees.

Key Performance Indicators	2022	2021	2020
Total work hours in a year (Contractors) ¹ (Mobily) 8 hours/5 days a week	4,084,080	3,294,480	3,715,392
Total work hours in a year (Full-time employees) ² (Contractors) 8 hours/5 days a week	2,941,440	4,095,456	4,219,776
Employee fatalities	0	0	0
Contractor fatalities	0	0	0
Employee lost time injuries	0	0	0

1. It is only for HR Contract Staff. This assumes that 2/3 of the population is working for 6 days in a week and 1/3 for 5 days.

2. This assumes 8 working hours per day and 5 days a week

Key Performance Indicators	2022	2021	2020
Contractor lost time injuries	0	0	0
Employee total recordable injuries	0	0	0
Contractor total recordable injuries	0	0	0
Employee lost-day rate	0	0	0
Contractor lost-day rate	0	0	0
Employee occupational illnesses	N/A	0	0
Employee absenteeism rate*	3.23	3.21	2.51

*Absenteeism rate includes sick leave, uncertified sick leave, injury sick leave, escort leave, local emergency leave, suspension leave, unauthorized leave, unpaid leave, Eddah, Hajj leave and sports leave.

Health and Safety Training and Drills	2022	2021	2020
Total hours of HSE training provided to employees	68	235	27
Average hours of HSE training per employee	27.39	2.9	0.40
Number of HSE training sessions hosted	64	N/A	N/A
Number of employees who participated in HSE training sessions	452	N/A	N/A
Total cost of HSE training (SAR)	0	30,866	3,630
Total number of emergency response drills conducted	64	61	55
Safety accident investigations initiated	2	2	0
Safety accident investigations completed	2	2	0

Outlook

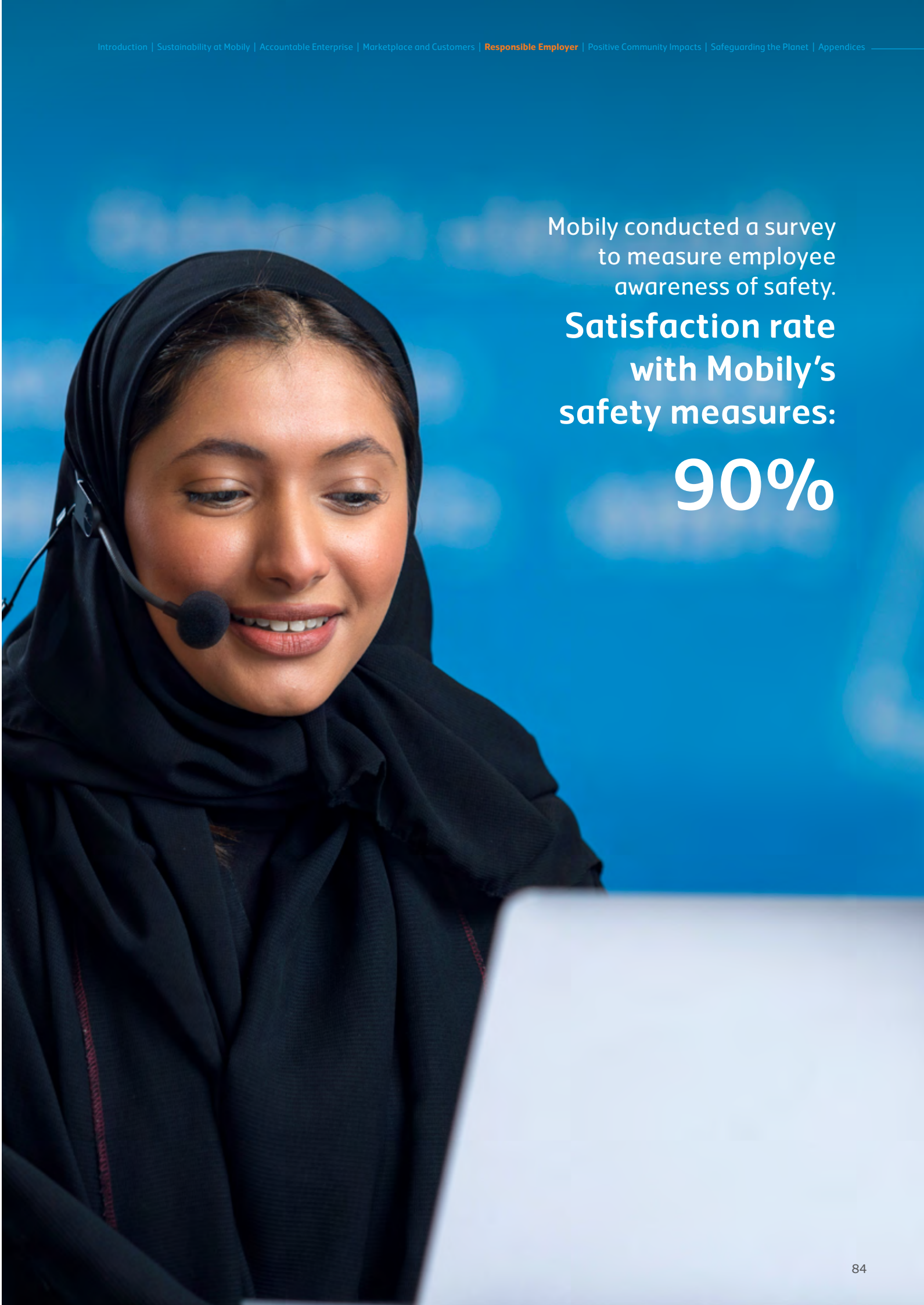
As Mobily looks towards the future, the Company remains committed to further enhancing its HSE performance. To drive its efforts in this area, Mobily will focus on utilizing leading indicators and associated targets.

In the upcoming year, Mobily will track key performance indicators such as the number of inspection visits and drills conducted to ensure compliance with safety protocols and procedures. Additionally, the Company will monitor the number of accidents and near misses to proactively address potential safety risks. Disseminating safety and awareness information will also be a priority to keep employees informed and engaged in maintaining a safe work environment.

Mobily's main goals and targets for 2023 in terms of health and safety are as follows:

- Extend the validity for ISO 45001 Occupational Health and Safety Management System
- Implement the Mobily HSE Digitization Project
- Aim for zero Loss Time Accidents (LTA)
- Improve compliance with Occupational Health and Safety Management standards through workshops, training and engagement
- Launch the Mobily Health and Safety Booklet
- Conduct building evacuation fire drills
- Conduct continuous site inspections and Hazard Identification and Risk Assessment (HIRA-C) procedures
- Hold regular HSE Management meetings and reviews
- Ensure timely resolution of corrective actions and monitoring within the stipulated time frame
- Increase health and safety awareness campaigns through internal and external communication
- Conduct an annual Health and Safety Satisfaction Feedback Survey

These goals reflect Mobily's commitment to prioritizing the health and safety of its employees and creating a safe work environment.



Mobily conducted a survey to measure employee awareness of safety.

Satisfaction rate with Mobily's safety measures:

90%

Diversity and Inclusion

Approach

Mobily believes in fostering a culture of inclusivity to harness the strengths and talents of its diverse workforce, ultimately driving collective success. The Company recognizes that diversity encompasses various dimensions, including race, ethnicity, gender, age, religion and disability. By embracing this diversity, Mobily aims to tap into a wealth of experiences, insights and ideas that contribute to the organization thriving.

In its commitment to inclusivity, Mobily strives to provide equal opportunities for all employees to grow, develop and contribute to their fullest potential. The Company actively promotes an open and respectful work environment that encourages collaboration, mutual respect and understanding. By creating spaces where everyone feels valued, heard and empowered to express their perspectives, Mobily cultivates an inclusive culture.

Moreover, Mobily encourages and supports initiatives that promote diversity and inclusion within the organization. This includes implementing policies and practices that ensure fairness and equal treatment, as well as providing ongoing diversity training and education to foster awareness and understanding among its employees.

By embracing and celebrating diversity, Mobily aims to create an inclusive culture that leverages the power of differences to drive innovation, creativity and success. The Company firmly believes that valuing and leveraging the diverse backgrounds and perspectives of its employees will lead to a stronger and more resilient organization.

Female Employment Focus	2022	2021	2020
Number of female employees	224	159	150
Female employment rate (%)	9%	7%	7%
Number of new female employees	90	43	31
New female employment rate (%)	27%	16%	22%
Females in Senior Management	1	0	0
Females in Middle Management	34	20	22
Percentage females in Senior Management (%)	1%	0%	0%
Percentage females in Middle Management (%)	4%	3%	3%
Basic salary of total employees/ total remuneration of women	89%	N/A	N/A

Female Empowerment

Mobily is committed to protecting and promoting women's rights in the workplace. The Company acknowledges the importance of increasing female participation in the workforce and endeavors to create equal opportunities for women at all levels, including leadership positions.

In line with the national Women Leaders 2030 program, which aims to empower women to contribute to the development of Saudi Arabia, Mobily actively supports and empowers women within the organization. For the mothers that are part of the Company's workforce, Mobily offers a monthly subsidy that helps to provide daycare for their children under the age of 4.

Mobily is also proud of its framework for women empowerment. It aims to increase female representation in leadership and build a strong pipeline. It was also developed to achieve equality between men and women in the workplace and provide them with the opportunity to rise with the help of support systems and developmental programs, thereby increasing female work opportunities and advancement on all levels. The framework guided Mobily in its definition of a recruitment plan and creating targeted positions for females. As a direct result of the framework, more women are present in leadership roles at the Company and the percentage of females has increased.

Mobily takes pride in its diverse workforce, which includes a significant number of women. In 2022, 224 women were part of Mobily's workforce, highlighting the Company's ongoing commitment to promoting gender diversity and equality within the organization.

Parental Leave

Mobily prioritizes the well-being of employees and recognizes the importance of supporting them during significant life events, such as childbirth. In line with both the Human Resources Policy and Saudi Arabia policies, we provide a comprehensive Maternity Leave Policy for Mobily's female employees.

All female employees at Mobily are entitled to 10 weeks of paid maternity leave. This leave can be divided flexibly, allowing them to begin their leave up to 4 weeks before the expected delivery date. Furthermore, female employees have the option to extend their maternity leave by 1 additional month, which would be unpaid.

Upon the return to work after maternity leave, female employees are entitled to a daily rest period of up to 1 hour for a 2-year period following their childbirth date. Mobily also grants parental leave for male employees, who are entitled to 3 working days of paid leave within 2 months of their child's birth. This provision aims to support the transition back to work and help employees balance their personal and professional responsibilities. By providing comprehensive parental leave benefits, Mobily aims to support employees in their journey to parenthood and ensure they have the time and flexibility they need during this important phase of their lives.

Parental Leave	2022	2021	2020
Women who took parental leave	6	9	7
Men who took parental leave	152	188	145
Number of female employees who returned to work after maternity leave ended (return to work)	7	8	7
Number of male employees who returned to work after maternity leave ended (return to work)	152	188	145
Number of female employees who returned to work from maternity leave who were still employed 12 months after return to work (retention)	7	8	6
Number of male employees who returned to work from maternity leave who were still employed 12 months after return to work (retention)	152	188	145
Return to work rate (%)	100%	89%	100%

Saudi Nationalization

Mobily is dedicated to empowering Saudi talent and increasing the participation of Saudi nationals in the job market. The Company actively collaborates with various universities and institutes to provide opportunities for students to fulfill their graduation requirements and secure employment, whether within Mobily or in other companies and industries. By targeting recent graduates, the aim is to leverage their fresh academic knowledge, facilitate their transition from school to the workforce, and contribute to the overall economic stability of the Kingdom.

As part of the commitment to Saudization policies, Mobily strives to drive the growth and development of the telecommunications and IT sector in the Kingdom by

empowering national talent to assume leadership roles through skill enhancement programs.

Furthermore, the Company recognizes the importance of gender diversity and inclusivity. The female workforce at Mobily grew to a significant percentage of Saudi nationals during the year, and active support is provided for initiatives that encourage the participation and advancement of women in the workplace.

By investing in the development and employment of Saudi talent, Mobily contributes to the Kingdom's long-term vision of a thriving and prosperous workforce. The Company remains committed to fostering a diverse and inclusive work environment while ensuring that Saudi nationals have the skills and opportunities to excel in the telecommunications and IT sectors.

Key Performance Indicators	2022	2021	2020
Saudi nationalization in the organization	2,074	1,975	1,919
Saudi nationalization rate in the organization (%)	86%	85%	83%
Saudi nationals employed at Senior Management (Vice President and above)	56	59	39
Percentage Saudi nationals employed at Senior Management (%)	2%	3%	2%
Saudi nationals employed at Middle Management	688	641	586
Percentage Saudi nationals employed at Middle Management (%)	29%	32%	31%
Technical Staff are Saudi nationals (IT + Technology)	315	296	274
Saudi nationals in sales workforce	621	670	683
Percentage female Saudi nationals which equates to total female population (%)	13%	11%	8%



People with Disabilities

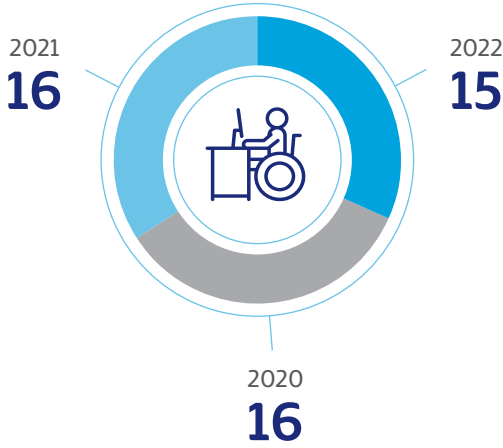
Mobily is dedicated to creating an inclusive and supportive work environment that embraces individuals with disabilities. The Company firmly believes in providing equal opportunities for all candidates, including those with disabilities, who go through the same rigorous recruitment process as other applicants. Mobily ensures that individuals with disabilities are given fair consideration and offered equal opportunities to contribute their skills and talents within the workforce.

Upon verification of their fitness to work within their limitations, individuals with disabilities are integrated into Mobily's workforce. The Company provides the necessary support to enable their success. Mobily is committed to maintaining employment regardless of disability and does not terminate employment based on disability.

In line with its commitment to fostering inclusivity, Mobily creates a suitable work environment that caters to the specific needs of individuals with disabilities. The Company offers necessary adjustments to ensure that every employee can work comfortably and effectively. By recognizing and addressing the unique requirements of individuals with disabilities, Mobily strives to create an inclusive workplace where everyone has equal opportunities to thrive and contribute their talents.

The Company takes pride in having individuals with disabilities as part of its workforce and remains dedicated to promoting diversity, inclusion and equal opportunities for all individuals, including those with disabilities.

Number of employees with special needs



Performance

In 2022, Saudi nationals accounted for 86% of the total workforce at Mobily, with 2,074 employees serving in various positions. Notably, 2% of Senior Management and 29% of Middle Management positions were held by Saudi nationals, showcasing the dedication to nurturing local talent and promoting career growth.

This year, Mobily increased the number of female employees to 224. The Company hired 339 new employees, 90 of whom were females.

In 2022, Mobily employed 15 individuals with disabilities, who are valued members of their respective teams.

Outlook

Mobily is committed to attracting a diverse talent pool and creating an inclusive workplace that embraces cultural understanding and awareness. The Company recognizes the importance of fostering a harmonious workforce and driving innovation through the promotion of diversity and inclusion. To achieve these goals, Mobily will continue implementing various initiatives such as training programs, employee resource groups and diversity councils.

In terms of diversity and inclusion targets for 2023, Mobily has set specific goals. These include increasing the percentage of leadership positions filled by females compared to males, and promoting gender balance at all levels of the organization. Additionally, the Company aims to increase the percentage of female employees across Mobily as a whole, reflecting its commitment to gender diversity. Furthermore, Mobily strives to enhance the representation of females in developmental programs, providing equal opportunities for career growth and advancement.

06

Positive Community Impacts

Community Investments and Relations
Digital Access and Inclusion

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The Company's focus
is on promoting
initiatives to empower
the community.



Mobily prioritizes social responsibility and strives to make a positive impact on society, the economy and the environment. The Company's focus is on promoting initiatives that align with the values and principles associated with the national identity of Saudi Arabia, particularly those that empower young Saudi individuals.

Bridging the digital divide and promoting digital inclusion throughout the Kingdom remains a top priority for Mobily. The focus is on ensuring that technology and connectivity are accessible and affordable for all, particularly in underserved communities. To achieve this, a combination of wireless broadband is utilized in rural and desert areas, while fixed and wireless broadband solutions are deployed in urban areas to extend coverage and reach.

Community Investments and Relations

Approach

Mobily's community investments aim to achieve the following:

- Supporting education
- Increasing awareness about the importance of sports in social development
- Environmental protection through measures such as waste management and recycling
- Providing technical support, education and awareness of topics related to evolving technologies
- Giving women equal opportunities
- Increasing awareness of and providing support for health issues

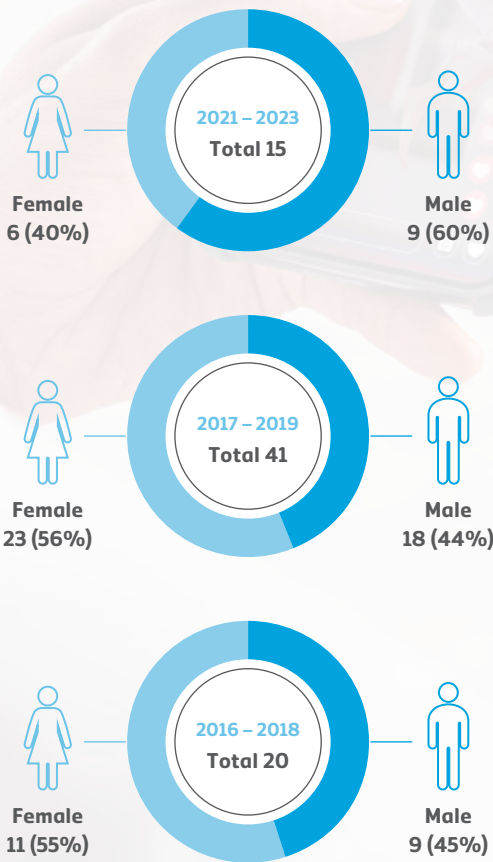
Investing in Human Capital

Mobily offers opportunities for newly graduated women through its Elite Graduate program. This program allows them to receive training in different operational units within the Company, providing them with valuable experience and skills. Additionally, Mobily participates in the Saudi Human Resources Development Fund's Tamheer initiative, which equips women with the necessary skills and knowledge for future employment. Upon completion of the Tamheer program, participants have the option to pursue a full-time position with Mobily or seek employment elsewhere, leveraging the expertise gained during the program.

Elite Graduate Program

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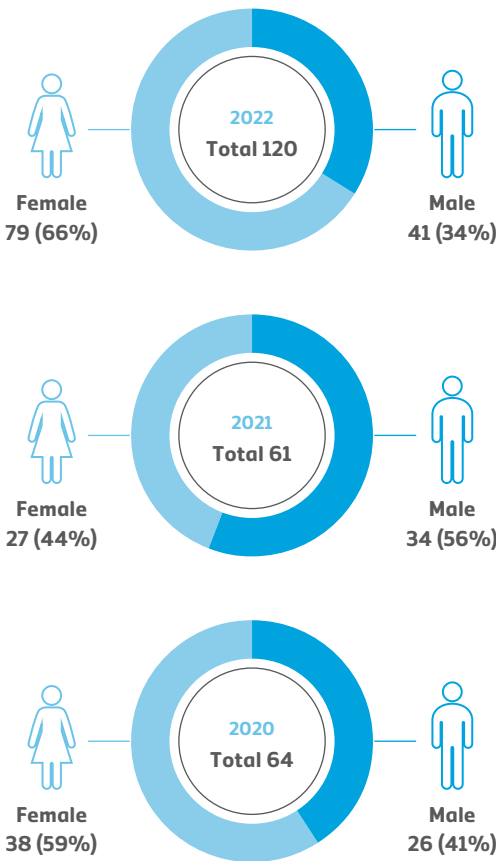
Elite Graduate Program participants



Tamheer Program

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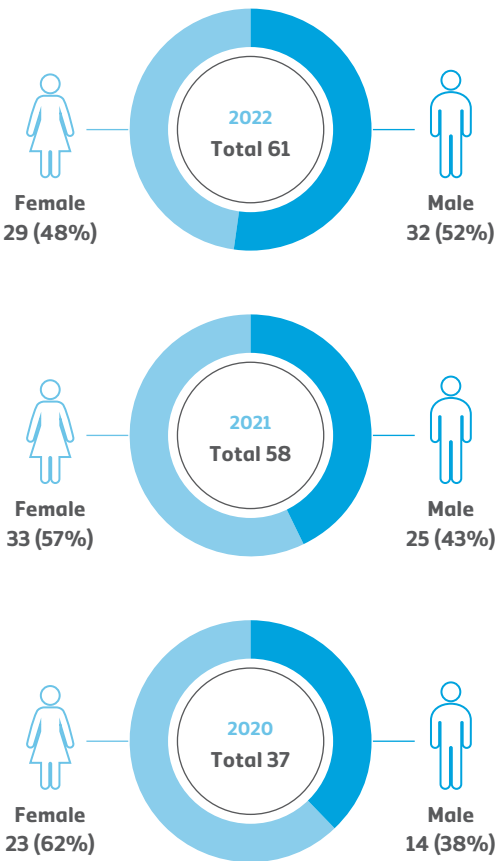
Tamheer Program participants



Cooperative Program

Mobily facilitates a Cooperative program, in partnership with universities across the Kingdom, which provides students with practical work experience while studying. Mobily employees assist these students' different functions in line with their major area of study. The program bridges the gap between educational and practical experience, gives students business and management skills, and enhances their learning through workshops.

Cooperative Program participants



Community Investments

During 2022, Mobily actively participated in various social initiatives and events, demonstrating its commitment to social responsibility.

The Company sponsored Formula E races, a platform that promotes the use of alternative energy sources, aligning with Mobily’s focus on environmental protection. By supporting this event, Mobily aimed to raise awareness about sustainable energy solutions.

In addition, Mobily sponsored a sporting event that featured over 6,000 athletes, encouraging people to engage in sports and discover new talents who could potentially represent the Kingdom in the International Olympic Games. This sponsorship showcased the Company’s dedication to promoting the importance of sports in social development and fostering a healthy and active lifestyle.

Recognizing the popularity and growth of e-sports, Mobily organized an e-sport tournament to encourage young individuals to engage in electronic sports. This initiative aimed to provide opportunities for youth to showcase their skills and passion in the rapidly evolving field of e-sports.

Furthermore, Mobily actively participated in the LEAP International Exhibition and Forum, where it showcased cutting-edge technical and technological solutions for society. This involvement demonstrated the Company’s commitment to staying at the forefront of technological advancements and contributing to the progress of the community.

As a Diamond Partner, Mobily Pay participated in the Seamless Exhibition, which showcased the latest financial technology solutions. By taking part in this event, Mobily aimed to highlight its innovative payment solutions and contribute to the development of financial technology in the Kingdom.

In line with its commitment to promoting community safety, Mobily also participated in a traffic awareness campaign in the city of Qassim. This campaign aimed to educate the public about the dangers of reckless driving and promote responsible behavior on the roads.

Sponsoring Initiatives Aligned with Vision 2030

Saudi Games 2022

Mobily is proud to have participated as a Platinum Sponsor in the Saudi Games 2022, the largest national sports event in the history of the Kingdom. Mobily had the honor of receiving the torch for the Saudi Games 2022. The Saudi Games took place in October and November 2022, at King Fahd International Stadium, bringing together over 6,000 athletes and 2,000 supervisors representing more than 200 clubs from across the Kingdom. The tournament provided a platform for athletes to compete in 45 individual and team sports, including 5 dedicated to Paralympic sports.

By serving as the Platinum Partner of the Saudi Games, Mobily played an active role in supporting the Kingdom’s sports ecosystem, promoting a healthy and active lifestyle, and empowering Saudi athletes to reach their full potential. Mobily’s involvement in such significant sporting events underscores its dedication to uplifting the community and contributing to the growth and success of Saudi talent, on both national and international stages.

Seamless Saudi Arabia

Mobily was the Diamond Sponsor of Seamless Saudi Arabia, the premier event for the payments, financial technology, e-commerce and retail sectors. As the Diamond Sponsor, Mobily Pay showcased its latest innovations and solutions in these industries. The initiative provided a platform for Mobily to engage with industry leaders, exchange knowledge and stay abreast of the latest trends and advancements. Mobily is proud to be a part of Seamless Saudi Arabia and looks forward to contributing to the growth and development of the payments, fintech, e-commerce and retail sectors.

Formula E

In 2022, Mobily formed a strategic partnership with Formula E and became involved in the Diriyah E-Prix races of the ABB FIA Formula E World Championship. This collaboration highlights Mobily’s dedication to promoting sustainability in sports. By aligning with the Diriyah E-Prix, Mobily aims to demonstrate how sporting events can adhere to sustainability standards while providing unforgettable experiences for fans.

As part of this partnership, Mobily will enable Formula E fans in Saudi Arabia to access original content through their mobile phones throughout the season. Leveraging Mobily’s fast and secure network, fans can stay connected and engage with the global motorsport community. This seamless connectivity enhances the overall fan experience while minimizing the environmental impact associated with traditional forms of communication.

To further engage fans during the race weekend, Mobily will introduce online and offline gaming experiences. These initiatives allow fans to actively participate in exciting activities related to Formula E, creating interactive and immersive experiences during the event. Additionally, exclusive promotional tickets will be available to its customers, providing them with unique opportunities to attend the race and be part of the sustainable racing spectacle. Through these initiatives, Mobily aims to deepen fan engagement and deliver exceptional experiences in line with the Company’s sustainability goals.

Mobily takes pride in collaborating with Formula E and the Diriyah E-Prix races to promote sustainability in sports. By providing Formula E fans in Saudi Arabia with access to original content, engaging them through gaming experiences and offering promotional tickets, the Company actively contributed to the sustainable transformation of the motorsport industry. Through continued partnerships and innovative initiatives, Mobily remains committed to driving sustainability within the Company and in the wider community.

Exploring New Horizons for Innovation through the LEAP 22 Conference

Mobily launched a set of advanced and innovative digital and technological solutions during the LEAP conference, the largest technical conference in the world, which was held in Riyadh, Saudi Arabia, in February 2022. Mobily participated in the event as one of the main partners, aligning with the Company’s endeavors to enable the digital economy in the Kingdom and provide capabilities and opportunities for individuals to achieve their ambitions.

During the LEAP conference, Mobily showcased its commitment to the digital economy in Saudi Arabia by launching advanced digital and technological solutions. The conference served as a platform for Mobily to sign strategic partnerships with key industry players, aligning with the Company’s objective of driving digital innovation and empowering the digital economy in the Kingdom.

These partnerships focused on achieving key objectives aligned with Mobily’s ESG strategy, including enhancing the quality of life through digital solutions and infrastructure development, leveraging artificial intelligence (AI) and data analysis to optimize network performance and improve user experience, developing smart city solutions for transportation, water and energy sectors, providing continued mobile virtual network operator (MVNO) services, collaborating on sustainability solutions to combat climate change and reduce carbon emissions, jointly developing and deploying 5G technologies, and establishing a platform for video games and e-sports.

Mobily also signed agreements for its Mobily Pay service, focusing on key objectives. These include enhancing the investment environment, promoting e-commerce, fostering social responsibility, improving financial services and optimizing project efficiency.

Through these initiatives, Mobily aims to drive sustainable growth, promote social empowerment and contribute to the development of digital ecosystems in Saudi Arabia, while providing exceptional experiences for individuals and businesses. The Company’s participation in the LEAP conference further solidified Saudi Arabia’s position as a proactive country in digital transformation and cutting-edge technology development.

“Recycle your Device” Initiatives by CST

Mobily actively participated in a collaborative campaign led by the Ministry of Communications and Information Technology and the National Center for Waste Management (MWAN) with the goal of promoting sustainable development in Saudi Arabia. The campaign focused on raising awareness among individuals and institutions about the importance of recycling electronic devices and fostering a more sustainable approach. The objective was to establish partnerships and create a national recycling movement throughout 2022. The specific target of the initiative was to recover 6 types of electronic devices: mobiles, fixed phones, modems, printers, laptops and computers. Depending on the condition of the device, Mobily would either repair it and donate it to a needy family or dispose of it following environmentally safe specifications. This initiative demonstrates Mobily’s commitment to environmental sustainability and contributing to the achievement of the country’s sustainable development goals.

Ehsan National Platform for Charitable Work

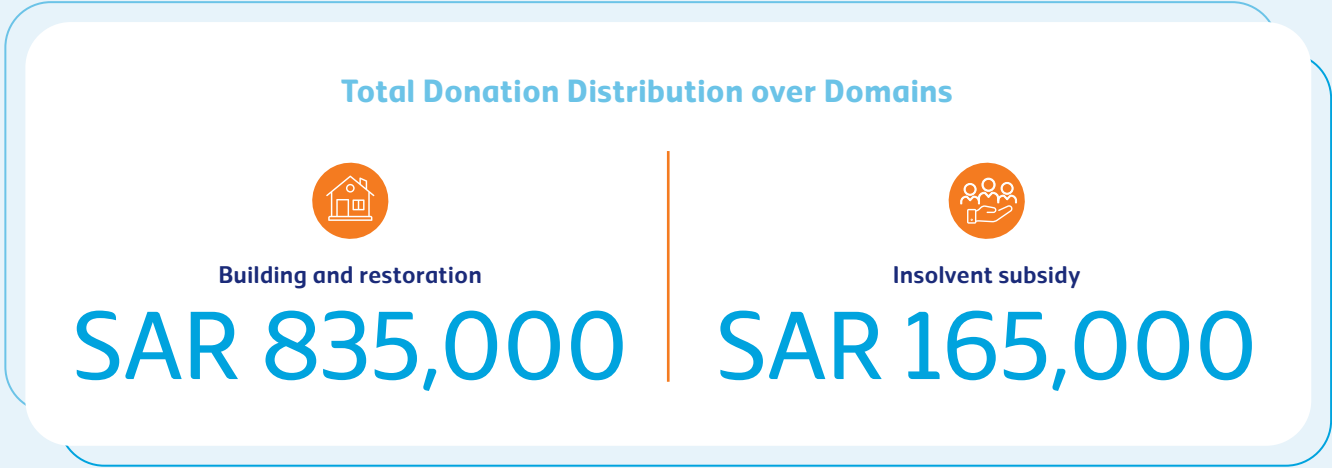
As part of its commitment to charitable work and creating a positive social impact, Mobily made a generous donation of SAR 1 million to the National Campaign for Charitable Work through the “Ehsan” platform. This donation demonstrates Mobily’s dedication to supporting initiatives that aim to improve the lives of individuals and communities in need.

The “Ehsan” platform, established under Royal Decree No. (48019) dated (08/13/1441 AH), leverages the power of data and AI to enhance the effectiveness and sustainability of development projects and services. The platform serves as a catalyst for collaboration between the Government

and private sectors, aiming to strengthen Saudi Arabia’s leading role in development and charitable endeavors. It also seeks to increase the contribution of the non-profit sector to the country’s gross domestic product.

By donating to the National Campaign for Charitable Work through the “Ehsan” platform, Mobily actively participates in advancing the non-profit sector and promoting the overall welfare of society through supporting orphaned children, elderly people, people with disabilities and low-income households. The Company’s contribution underscores its commitment to corporate social responsibility and its dedication to making a meaningful difference in the lives of others.

SAR 1,000,000 Donated to the following services and programs		
Project Category Spend	Description	Detail
Public projects: SAR 642,500	Supporting housing projects, sponsoring orphans and caring for mosques	<ul style="list-style-type: none">Number of opportunities: 2Number of beneficiaries: 54Average degree of governance of the implementing agencies: 84.02%Average administrative expenses to the total expenses of the entity: 21.74%
Facilitated (judicial execution): SAR 82,500	Providing investment opportunities for people who are insolvent and heavily indebted, and who have a judicial execution order issued by the court	<ul style="list-style-type: none">Number of invoices: 2Number of beneficiaries: 10Average duration of suspension: 4 yearsAverage age of the beneficiary: 54Average invoice amount: SAR 41,250Percentage of social security beneficiaries: 100%.
Released cases: SAR 37,500	Helping individuals who have been sentenced to prison by relieving some of their debts	<ul style="list-style-type: none">Number of invoices: 1Average duration of suspension: 3 yearsAverage age of the beneficiary: 31Average invoice amount: SAR 37,500
Facilitated (electricity bills): SAR 45,000	Helping persons who are in need to pay their electricity bills	<ul style="list-style-type: none">Number of invoices: 28Number of beneficiaries: 30Average duration of interruption: 2 daysAverage age of the beneficiary: 42Average invoice amount: SAR 1,607
Own housing: SAR 192,500	Investments and donations to help people own houses	<ul style="list-style-type: none">Number of invoices: 2Number of beneficiaries: 11Average age of the beneficiary: 58Average housing amount: SAR 96,250



Donated Charitable Opportunities

Opportunity Name	Number of Beneficiaries	Subdomain	Amount (SAR)
Restoration of homes of needy families	14	Building and restoration	442,500
Furnishing homes for the needy	40	Building and restoration	200,000

ITU Distinguished Prize for the CST

In 2022, Mobily received the Best Customer Experience Award in fixed and mobile telecommunications services for the year 2021 by the CST. The award was presented during the LEAP22 international technical conference held in Riyadh. The award recognizes Mobily’s commitment to providing an exceptional user experience in accordance with global standards. It aims to promote competition among telecommunication service providers to enhance user satisfaction. The award also promotes transparency in the market by publishing performance data and indicators.

Supporting King Saud University’s Alumni Portal

In 2022, Mobily participated in the opening ceremony of the alumni portal at King Saud University. As part of its exclusive support for the portal, Mobily emphasized the significance of investing in training, supporting and empowering the youth graduates of the country in both the public and private sectors.

The alumni portal aims to provide training and employment opportunities for graduates of King Saud University in both the public and private sectors. Additionally, the portal serves as a platform to share university news and initiatives, fostering a sense of community among students, graduates and employees by facilitating communication and collaboration.

Game Changers Program

Mobily is the strategic partner of the Game Changers program of the Ministry of Communications and Information Technology.

This partnership comes from the Company’s belief in its role of empowering Saudi youth talents and nurturing innovators.

The program aims to develop the technical digital capabilities of electronic game developers. It supports innovative entrepreneurs in transforming electronic game development ideas and projects into companies.

Responsible Procurement

Mobily recognizes the importance of responsible procurement in driving responsible business practices. The Company is committed to engaging with suppliers on a regular basis and has implemented robust systems and processes to ensure fair procurement procedures. Regular audits are conducted to ensure compliance with established systems and guidelines.

The focus at Mobily is to foster strong partnerships with suppliers, emphasizing effective communication and meeting the Company’s requirements. Regular meetings are held with top suppliers to provide updates on procedures and requirements, while also discussing ESG initiatives and sharing best practices with the supply chain management teams. Engaging with strategic vendors in the telecommunications industry allows Mobily to gain insights into challenges and opportunities.

Case Study

Meeting with Strategic Partners

In 2022, regular meetings were held between Mobily and its top-spending partners, with a focus on identifying potential opportunities, addressing challenges and making strategic decisions. These meetings aimed to strengthen the partnership and pave the way for future collaboration.

The outcomes of these meetings were significant. Both Mobily and its partners explored and agreed upon an initial roadmap for future collaboration. This roadmap provided a clear direction and framework for further engagement, allowing for better alignment of goals and objectives between the parties involved.

In terms of beneficiaries, 4 businesses directly benefited from these meetings. These meetings served as a platform for open dialogue, enabling both Mobily and its partners to leverage each other’s strengths, overcome challenges and explore new avenues for collaboration.

In 2022, Mobily took significant steps to optimize procurement processes. A new draft Procurement Procedure was introduced, specifically incorporating a section dedicated to leveraging SMEs and women-owned or managed businesses. These guidelines align with the accreditation standards set by the Chartered Institute of Procurement and Supply (CIPS).

To further streamline operations, Mobily implemented digital signature technology in procurement processes,

improving efficiency and reducing the time and costs associated with manual signatures. The Company also demonstrated its commitment to sustainability by supporting the purchase of new green energy solutions for the Network department, actively working towards reducing its carbon footprint.

In alignment with the goal of supporting local businesses and communities, Mobily updated its pre-qualification forms to include local content where applicable.

In 2021, Mobily successfully fulfilled the requirements set by the Local Content and Government Procurement Authority (LCGPA), leading to the attainment of the Local Content Certificate. This certification recognizes Mobily’s commitment to promoting and supporting local content initiatives in Saudi Arabia.



Case Study

Local Content Development

During the period of 2021-2022, Mobily collaborated with its strategic partners to facilitate the attainment of their local content certificates and establish a 5-year local content development plan. The objective was to encourage and support partners in enhancing their local content capabilities and contributing to the growth of the local economy.

As a result of these efforts, several strategic partners successfully obtained their local content certificates, which validate their commitment to promoting local participation and creating job opportunities within the Kingdom. Additionally, the development plans put in place by these partners outline their strategies for further enhancing local content in their operations and supply chains.

This initiative strengthens the overall ecosystem and establishes a foundation for sustainable development and long-term partnerships within the Kingdom.

Additionally, the Company is conducting a pilot test to pre-qualify contractors based on their compliance with HSE requirements, prioritizing the safety and well-being of employees, customers and contractors.

Performance

Key Performance Indicators	2022	2021	2020
Total value of community investments (SAR million)	26.3	1	2.20
Total number of local community development programs based on local community needs	1	1	7
Number of projects sponsored	7	3	6

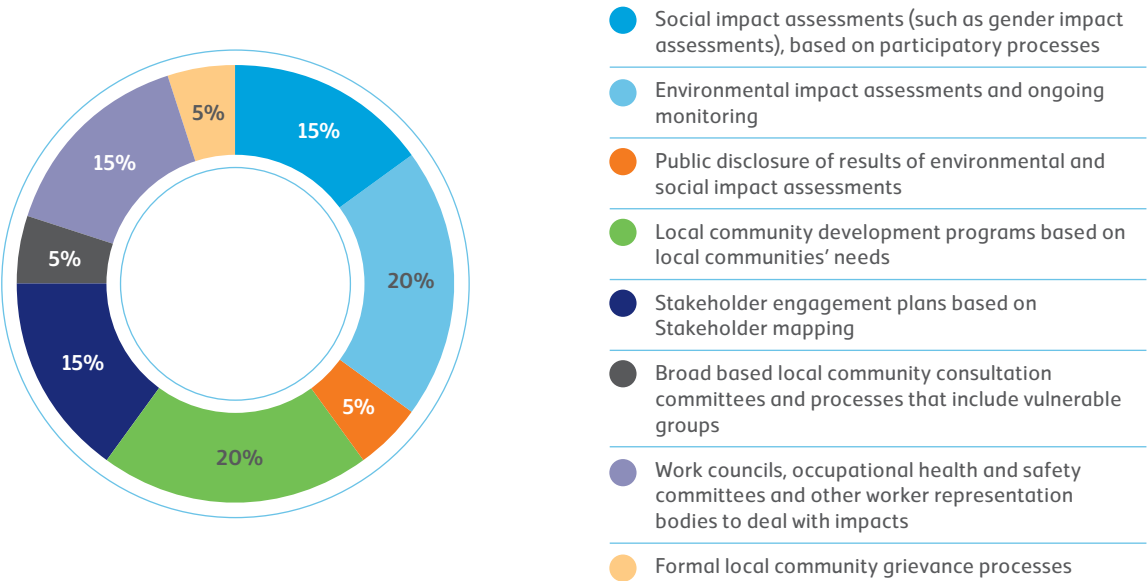
Key Performance Indicators	2022	2021	2020
Percentage of total procurement spending on local suppliers*	84.45%	95%	94%
Number of SME suppliers engaged	N/A	N/A	N/A
Number of women-owned suppliers engaged	N/A	N/A	N/A
Number of local suppliers	315	269	279
Number of foreign suppliers	70	86	91
Percentage of new suppliers that were screened for environmental, labor and human rights practices	N/A	N/A	N/A
Reduction of paper-based documents with the electronic procurement process (an approximate if actual numbers not available)	9,500	11,400	51,450
Number of electronically issued invoices	11,760	12,106	11,613
Number of digitally signed contracts	95	80	39
Number of electronic orders sent to suppliers	2,953	2,894	2,618
Number of suppliers that were trained in the electronic management of negotiations, orders and invoices	>500	>500	>400

*Although the percentage total spending percentage on local suppliers declined this year, Mobily focused on increasing the number of local suppliers used in 2022 compared to previous years.

Key Performance Indicators	2022	2021	2020
Number of suppliers identified as having significant actual and potential negative impacts	9	10	10
Number of suppliers with which improvements were agreed upon because of audit	N/A	10	10
Number of suppliers with which relationships were terminated because of audit	N/A	N/A	N/A
Number of suppliers blocked for reasons of non-compliance with ethical aspects	14	3	N/A

The following diagram outlines the percentage of Mobily’s operations with implemented local community engagement, impact assessments and/or development programs:

Key Performance Indicators



Outlook

In the year ahead, Mobily is committed to driving sustainability and making a positive impact in the telecommunications industry. The Company will prioritize its support for “Sports for All” initiatives, which aim to enhance the quality of life for individuals in communities. In addition, Mobily will actively support initiatives that promote and empower women within the organization. As part of its environmental efforts, Mobily will continue to support environmental awareness and campaigns aimed at reducing carbon emissions to achieve zero neutrality.

Digital Access and Inclusion

Approach

Mobily is dedicated to expanding its infrastructure and services across the country. This expansion of network coverage and deployment of FTTH technology enhances access and connectivity for users.

Through these comprehensive initiatives, Mobily actively seeks to improve the inclusion and access of elderly people, children, people with disabilities, low-income households and people in remote areas of development. The Company aims to narrow the digital gap and enable more individuals and communities to benefit from technology and digital resources. By promoting digital inclusion, the Company seeks to empower people with greater access to information, opportunities and the ability to participate fully in the digital age.

Speed Enhancement

In 2022, Mobily continued to expand its FTTH coverage across Saudi Arabia, officially launching its 1G FTTH services in the areas it covers. Additionally, the Company doubled internet speeds during the year. By the end of the second quarter, Mobily achieved significant improvements in its mobile internet download speeds. The average download speed increased by 36.86% to reach 161.37 Mbps, compared to the same quarter in the previous year. Moreover, the average download speed for mobile 5G increased by 14.75% to reach 321.98 Mbps. Furthermore, the fixed internet average download speed reached 90.24 Mbps, as reported by the latest CST Report. These advancements reflect Mobily's commitment to delivering faster and more reliable internet services to its customers.

Community Inclusion

Mobily demonstrates its commitment to inclusivity by offering an ongoing permanent 50% discount on monthly fee subscriptions for its postpaid packages (except Raqi) to individuals with special needs, including those who are deaf, mute and hearing-impaired. This initiative aims to support and empower these individuals by providing them with affordable access to communication services. By offering discounted packages, Mobily helps ensure that people with special needs can stay connected and enjoy the benefits of mobile services.

Performance

In 2022, Mobily actively participated in the "open access" agreement signed with the Saudi Arabian CST and 6 other operators. This initiative aims to leverage existing fiber-optic infrastructure, promote investments and provide more choices for subscribers, ultimately enhancing service quality.

Mobily's CAPEX growth in 2022 contributed to revenue growth and focused on expanding 5G services across strategic locations, achieving coverage of 80% in 6 major cities. The Company also expanded its FTTH coverage, with the network extending for 59,806 kilometers across the Kingdom. Additionally, investments were made in IoT infrastructure, cloud and data centers, submarine cable connections, venturing into fintech (through Mobily Pay) and digital automation.

The Company's rationalization of CAPEX aligns with its digital transformation strategy, enabling innovation in products and services for customers. Mobily is committed to expanding fiber-optic infrastructure, fostering healthy competition and providing attractive offers to ensure digital access and inclusion for all.

Outlook

Mobily is poised to expand its service offerings across the Kingdom, aiming to enhance its portfolio and increase access to its services across communities. With a strong foundation of existing services, the Company will continue providing a diverse range of new offerings to cater to the evolving needs of its customers.



07

Safeguarding the Planet

Environmental Management

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Humanity must minimize its effect on the environment and foster a more sustainable future for all life.



Mobily is dedicated to safeguarding the environment by mitigating its ecological impact across all activities, products and services. The Company acknowledges that humanity must effectively manage the resource consumption and dispose of potentially harmful waste to minimize its effect on the environment and foster a more sustainable future for all life.

Environmental Management

Approach

Mobily adheres to all relevant environmental laws and regulations pertaining to its business operations. The Company strives to implement further measures that will minimize its environmental footprint (including

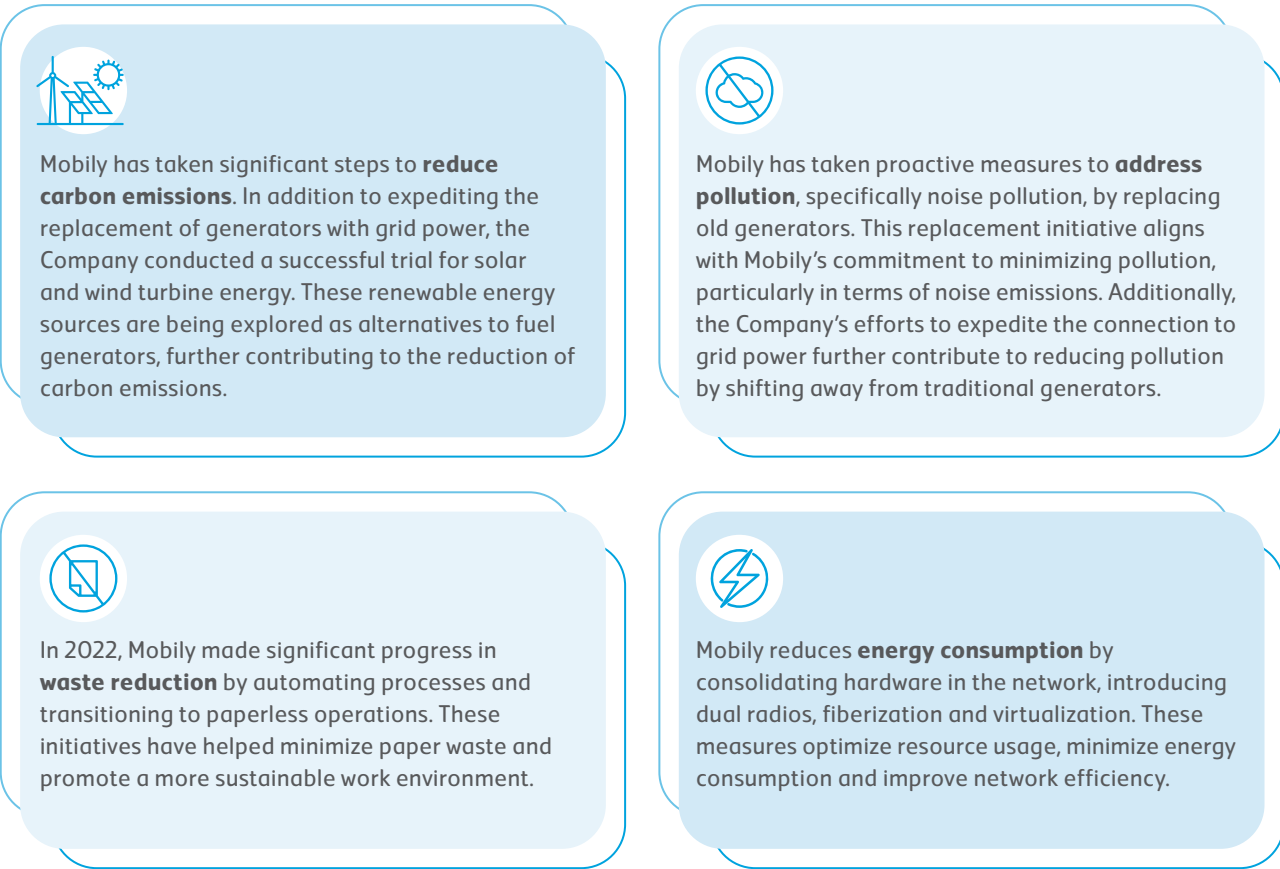
CO₂ emissions, pollution and waste) while maximizing profitability. Mobily's approach to environmental management encompasses several key aspects aimed at fostering sustainable practices and minimizing the Company's environmental impact. The following diagram illustrates Mobily's response in these areas:



Mobily invests in energy-efficient products, modernizes hardware, and follows a SMART CAPEX strategy that considers size, space, power consumption and environmental impacts for sustainable expansions.

Environmental Initiatives

Mobily's top environmental focus areas include:



During 2022, Mobily focused on enhancing operational efficiency, sustainability and cost-effectiveness across the Company’s facilities and administrative functions. The following initiatives highlight Mobily’s efforts in this regard:

Installation of Air Curtain Containment Panels

Mobily successfully installed air curtain containment panels in the Company’s 3 technical buildings throughout the Kingdom. These panels improved airflow efficiency and helped maintain the required temperature. By preventing the loss of conditioned air, Mobily reduced energy consumption and promoted a more sustainable work environment. The installation of these panels was completed for all targeted sites, ensuring maximum efficiency in facility operations.

LED Light Replacement

As part of its commitment to energy efficiency, Mobily replaced a total of 6,432 conventional bulbs and fluorescent lights with LED lights. This complete replacement initiative significantly reduced energy consumption, lowered maintenance costs and enhanced lighting quality. The team played a vital role in coordinating the replacement process, ensuring that all targeted areas were upgraded with energy-efficient LED lighting.

Smart Air-Conditioning Units

Mobily oversaw the complete replacement of 68 traditional air-conditioning units with smart inverter/energy-saving units. These technologically advanced units optimized cooling operations by adjusting output based on real-time needs. By utilizing smart technology, Mobily reduced energy usage and achieved cost savings. The successful installation of these units was completed in line with Mobily’s commitment to sustainable facility management.

Motion Sensor Installation





Mobily’s activities included the installation of motion sensors in unoccupied office areas and zones. These sensors detected human presence and automatically controlled lighting systems, ensuring lights were only activated when required. This initiative significantly reduced energy waste and enhanced operational efficiency. The team successfully installed motion sensors throughout the designated areas, contributing to sustainable facilities management practices.

Water Saving Faucet Installation

Mobily is dedicated to responsible water management and conservation practices. The Company ensures compliance with national water regulations by sourcing all its water from the National Water Company (NWC) and discharging it to the NWC sewerage pipeline. Water consumption is closely monitored, taking into account the invoices from the Saline Water Conservation Corporation (SWCC) to prevent overconsumption.

To further mitigate water use, Mobily has implemented a comprehensive water saving initiative. This initiative includes the installation of 362 water saving faucets across its facilities. These specially designed faucets help minimize water consumption while maintaining functionality and user experience. By adopting such measures, Mobily actively contributes to water conservation and demonstrates its commitment to sustainable water management practices.

Energy Saving Initiatives


Initiatives for Energy Savings		2022 Target
Replacement of all the existing bulbs/ fluorescent lights with LED lights		Total LED lights planned to install: 23,060 LED lights
Replacement of energy saving/smart inverter ACs		Total HVAC inverters planned to install: 591 inverter ACs
Installation of motion sensors in meeting room, hallway, lobby, corridor, WC and basement area		Total sensors planned to install: 32 motion sensors
Installation of timers to implement “lights switch off” after office hours and weekends		Total timers planned to install: 56 timers



Reducing Greenhouse Gas (GHG) Emissions


In 2022, Mobily implemented several initiatives to reduce its greenhouse gas (GHG) emissions and promote sustainable practices:

Developed a GHG Plan




Mobily established a comprehensive plan that defined clear targets for carbon reduction. The plan identified specific initiatives to achieve these targets and assigned key Stakeholders responsible for their delivery.

Effective Energy and Transport Management




The Company focused on minimizing carbon emissions by implementing efficient energy management practices and optimizing transportation operations.

Sustainable Transport Practices




Mobily encouraged sustainable transport practices across all functions, promoting the use of public transport, walking, e-bikes, cycling and vehicle sharing to reduce reliance on carbon-intensive modes of transportation.

Promotion of Sustainable Travel




The Company actively promoted sustainable travel options, such as using public transport or sustainable modes of transportation, to reduce carbon emissions associated with business travel. Additionally, Mobily encouraged the use of video conferencing as an alternative to unnecessary travel.

Incorporation of Low Carbon Technology and Renewable Energy



Mobily integrated low carbon technologies and renewable energy systems in its building projects and equipment procurement processes. This approach aimed to reduce carbon emissions associated with operations and increase the utilization of sustainable energy sources.

Logistics Planning for Efficient Supply Chain



Mobily prepared a staff logistics plan for domestic and international transport, focusing on finding efficient supply chain solutions to reduce its carbon footprint. This included shipping products in component form by sea rather than air, minimizing the environmental impact of transportation.

These initiatives reflect Mobily’s commitment to reducing GHG emissions, promoting sustainable practices and actively contributing to environmental sustainability.

Case Study

Green Energy

In October 2022, Mobily implemented a solar and wind turbine project to harness renewable energy sources for its operations. By combining a 10KW solar system with a 2KW wind turbine, the project aimed to reduce operational expenses, extend the lifespan of generators and decrease CO₂ emissions.

Through the initiative, Mobily achieved a significant 50% reduction in operational expenses by relying less on traditional fuel-based generators. Furthermore, by shutting down the generators for 12 hours while the solar and wind system was operational, Mobily increased the lifespan of the generators, resulting in cost savings and reduced environmental impact.

Most importantly, the project led to a remarkable 50% reduction in CO₂ emissions, making a notable contribution to mitigating climate change. This demonstrates Mobily’s commitment to environmental responsibility and sustainable business practices, setting an example for other organizations to follow. The successful integration of renewable energy sources showcases the positive impact of embracing clean energy on both the environment and the Company’s bottom line.



Case Study

Zero GHG Site

In September 2022, Mobily implemented a 100% solar renewable energy system at one of its sites. The system was designed to generate 25.1KWh of electricity, completely eliminating operational expenses associated with traditional energy sources.

The outcomes of this deployment were remarkable. By relying solely on solar power, Mobily achieved zero operational expenses, resulting in significant cost savings. Additionally, the solar system contributed to a reduction of 28.5 KG of CO₂ emissions per year. This reduction in carbon emissions aligns with Mobily’s commitment to environmental sustainability and demonstrates its dedication to mitigating the effects of climate change.

Performance

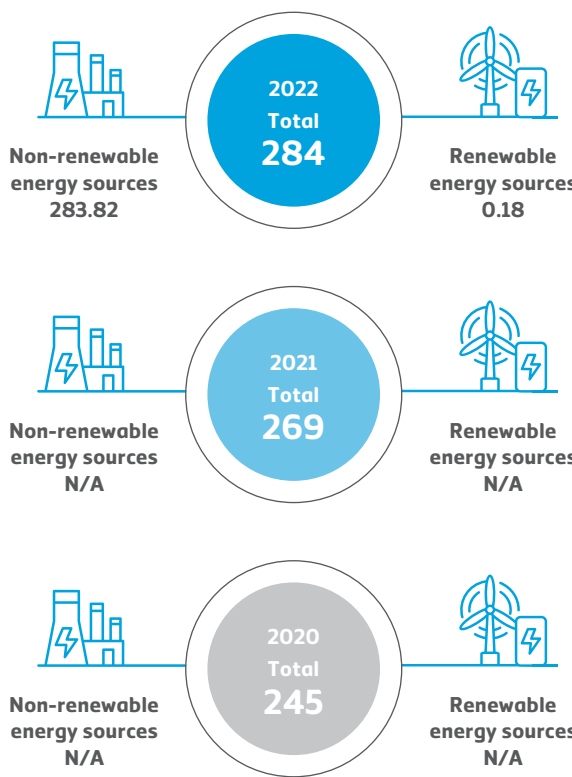
Mobily is dedicated to upholding environmental laws and regulations as an integral part of its business activities. The Company remains informed and up to date on the requirements set by regulatory bodies such as the CST and the Saudi Electricity Company (SEC), among others.

In 2022, Mobily demonstrated strong compliance with environmental laws and regulations, and as a result, did not incur any significant fines or sanctions for non-compliance. This reflects the Company’s commitment to responsible environmental practices and its proactive approach to meeting regulatory requirements. Mobily strives to operate in an environmentally conscious manner, ensuring its activities align with sustainable principles and contributing to a greener and more sustainable future.

Mobily Environmental Sustainability Policy

During 2022, Mobily demonstrated its commitment to environmental sustainability through the establishment of the Mobily Environmental Sustainability Policy Manual. This comprehensive manual outlined the Company’s Environmental Management System (EMS) and Energy Management System (EnMS), providing a framework for integrating sustainable practices into its operations. By implementing these systems, Mobily aimed to ensure compliance with environmental laws and regulations while promoting responsible resource management.

Electricity Consumption (GWh)



Environmental Team

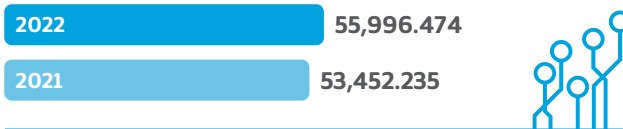
To further enhance its environmental management efforts, Mobily has formed a centralized team responsible for overseeing environmental aspects, including data gathering, analysis and reporting.

Energy Consumption

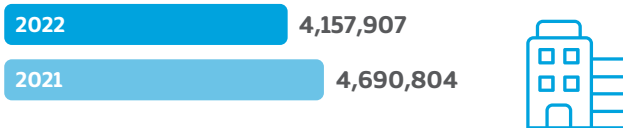
Mobily monitors its energy consumption on a monthly basis by reviewing its SEC billing and invoices, along with the energy generated from its fuel generators. The Company maintains a systematic tracking system to assess its energy usage and performance. Mobily’s performance during 2022 is reflected below.

Electrical Consumption Baseline (SAR)

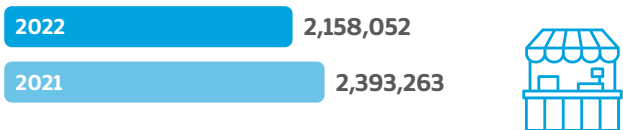
Mobily’s cost of electricity use in technology



Mobily’s cost of electricity use in offices and warehouse






Mobily’s electricity use in outlets



The Company's energy-saving initiatives yielded some positive results during the year.

1,800 MWh

reduction in fuel and electricity energy consumption achieved through smart investment in advanced features, encouraging virtual meetings, implementing hybrid power solutions and consolidating the Company's hardware.

Building Category	Region	Power Consumption Reading		YoY Percentage Change
		2022	2021	
	Central	19,661,380 GWh	11,967,645 GWh	-64%
	Eastern	1,302,282 GWh	1,135,371 GWh	-15%
	Western	449,227 MWh	902,392.43 MWh	50%
	Central	2,884,033 GWh	3,250,589 GWh	11%
	Eastern	2,594,410 GWh	2,631,333 GWh	1%
	Western	1,007,193 GWh	2,077,566.06 GWh	52%
	Central	1,248,616 GWh	1,077,629 GWh	-16%
	Eastern	748,920 MWh	729,498 MWh	-3%
	Western	280,045 MWh	374,898.33 MWh	25%

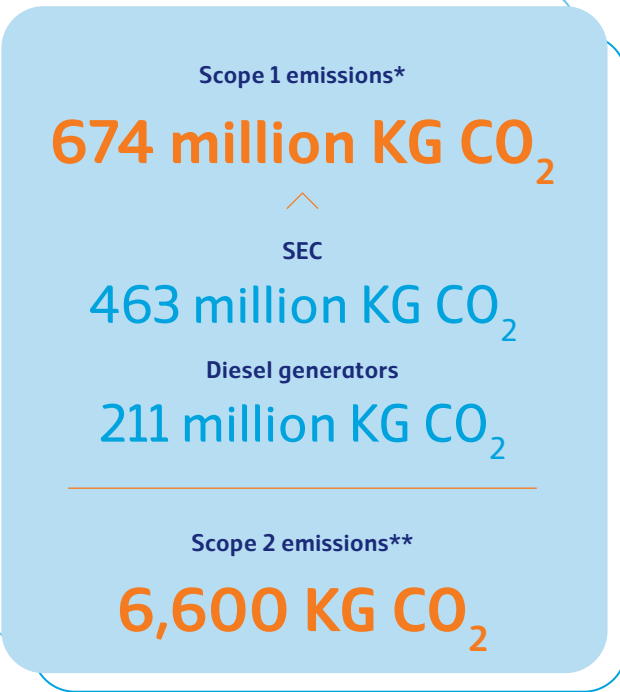


Reduction in Greenhouse Gas (GHG) Emissions

Emissions for technological infrastructure and operations:

Mobily recognizes that its diesel generators are the primary source of direct greenhouse gas (GHG) emissions (Scope 1), with approximately 2,000 generators operating across its sites in addition to those powered by the SEC. Operational travel is the primary source of indirect GHG emissions (Scope 2), with approximately 2.5 liters of fuel burned.

The Company measures its emissions based on the areas under its financial and operational control, considering the impact of its activities on the environment.



*Calculated based on the International Energy Agency (IEA)'s global average data.
**Calculated based on operational travel by Mobily's employees.

Emissions from premises and commercial outlets:

Mobily calculates its GHG emissions based on monthly SEC reports. Compared to 2021, the Company reduced its GHG emissions for offices and warehouses by 11% and outlets by 10%. However, the emissions increased by 5% in technical buildings due to expansions.

Considering the impact on the environment, Mobily evaluates its emissions to optimize energy use through the application of further administrative and engineering controls.

Implementation of Proper Waste Disposal Measures

The main materials used to produce Mobily's products and services include plastic, paper, microchips and copper. In 2022, the Company produced the following:

Material	Product	2022
Non-renewable	SIM cards	12 million
	Handsets	300,000
	Data terminals	100,000
Renewable	Scratch cards	60 million
	Paper, cardboard and packaging boxes (KG)	135,575

One notable initiative undertaken by Mobily was the implementation of proper waste disposal measures. The Company made indoor and outdoor waste management recycling bins and garbage containers readily available across its 3 main regions. Mobily also has agreements governed by the CST with a local recycling agent, the Saudi Recycling Company (SRC), to offer bins for recycling electronic equipment in the outlets for customers. This commitment to waste management is aimed to minimize the environmental impact of discarded materials and promote a circular economy. By encouraging proper recycling and disposal practices, Mobily took a proactive stance in reducing its ecological footprint.

Mobily Warehouse has engaged a third-party company to handle waste management activities, including collection, segregation and treatment of waste. Monthly reports submitted by the service provider are used to track and monitor waste management performance.



Mobily actively participates in the recycling of obsolete batteries from its data centers. By doing so, the Company ensures that these hazardous waste materials are diverted from disposal off-site and undergo proper recycling processes. This commitment to responsible battery recycling aligns with Mobily's environmental sustainability efforts and contributes to the reduction of harmful waste in the environment.

Water Consumption



Total Water Consumption (m³)



Indoor Green Plants

In 2022, Mobily prioritized the enhancement of workspace air quality by increasing the number of indoor green plants by 10%. This initiative aimed to improve the overall well-being and productivity of employees while contributing to a healthier indoor environment. By recognizing the importance of a clean and sustainable workspace, Mobily showcased its commitment to creating a healthy and sustainable work environment for its employees.



Environmental Awareness

Mobily actively promoted environmental awareness among its workforce and Stakeholders. Through various communication channels such as Mobily Internal Communication, Mobily Snapchat and Yammer, the Company circulated environmental awareness posters on topics such as paperless work environments, e-waste, energy conservation and environmental conservation days. These efforts aimed to raise awareness about environmental issues and inspire individuals to take action towards a more sustainable future.

Measures to Handle Used Oil

Mobily implemented measures to handle used oil safely and responsibly. The Company partnered with a third-party contractor authorized by the National Center for Environment Compliance (NCEC) to manage the recycling and minimal disposal of used oil from Mobily’s technical buildings and data centers. This initiative showcased Mobily’s commitment to proper waste management and reducing the environmental impact of its operations.

Outlook

Mobily’s outlook on environmental management reflects its determination to prioritize sustainability and responsible practices in its operations. The Company is committed to minimizing hazardous and non-hazardous waste generation, encouraging waste reduction, reuse and recycling practices. By implementing efficient waste management strategies, Mobily strives to reduce its environmental impact and contribute to a circular economy. Furthermore, Mobily aims to reduce carbon emissions resulting from utility and energy consumption by incorporating energy efficiency measures in its facilities and promoting efficient energy use across all areas of its business activities. Through these measures, Mobily seeks to mitigate its carbon footprint and combat climate change.

In line with its commitment to sustainable practices, Mobily has adopted a procurement program that considers the environmental impact of products and services. The Company supports the purchase of sustainable products and services, taking into account factors such as resource consumption, eco-friendliness and lifecycle analysis. By prioritizing sustainable procurement practices, Mobily aims to drive market demand for environmentally friendly products and contribute to a greener supply chain. Moreover, Mobily ensures that its employees are aware of the environmental impacts of their work activities. The Company conducts regular awareness programs, engages Stakeholders and provides training to empower its employees to minimize their environmental footprint. By fostering a culture of environmental responsibility, Mobily aims to harness the collective efforts of its workforce in achieving sustainability goals.

This dedicated team plays a critical role in driving Mobily’s environmental initiatives, monitoring performance and identifying opportunities for improvement. Additionally, Mobily strives to achieve high environmental standards in planning, design and maintenance for new projects and renovations. The Company encourages contractors and suppliers to adopt environmental policies and management systems that align with Mobily’s requirements. By setting stringent standards, Mobily aims to ensure that its operations and infrastructure align with best practice. In essence, Mobily’s outlook on environmental management demonstrates its long-term commitment to sustainability and responsible business practices. Through waste minimization, carbon emission reduction, sustainable procurement, employee engagement, centralized environmental management and continuous improvement, Mobily strives to create a more sustainable future for itself and the communities it serves.

Mobily has established several environmental goals and targets for 2023, focusing on various aspects of sustainability and resource management. These goals reflect the Company’s commitment to reducing its environmental impact and promoting efficient and responsible practices.

Electricity and Water Management

In terms of electricity and water management, Mobily aims to achieve several objectives. The Company seeks to reduce its monthly electricity and water bills and achieve significant savings over the course of the year. To achieve this, Mobily will prioritize the efficient use and management of water and electricity, implementing enhanced engineering controls and administrative policies. The Company also plans to incorporate energy-efficient design principles in all new buildings, refurbishments and equipment, utilizing sustainable products. Furthermore, Mobily aims to decrease its dependence on traditional direct electricity by exploring alternative ambient and renewable energy sources, such as solar power.

Waste Management

Mobily is committed to proper waste management and reducing its environmental impact. The Company aims to minimize the generation of waste by promoting appropriate elimination, reduction, reuse and recycling practices. Specific targets include reducing the use of paper and tissues, as well as decreasing the generation of single-use plastics in offices, sales and warehouses. Mobily also plans to implement year-on-year reductions in office waste, such as plastic cups, tissues, plastics and paper. The proper management of electronic waste (e-waste) and chemical waste is another important objective for the Company, ensuring safe and environmentally sound disposal practices.

Addressing GHG Emissions

Addressing GHG emissions is a key focus for Mobily. In the year ahead, the Company will develop a comprehensive GHG plan that sets clear targets for carbon reduction. This plan will identify initiatives and engage key Stakeholders responsible for implementing emission reduction strategies. Mobily is committed to achieving continuous year-on-year reductions in GHG emissions, contributing to a more sustainable future.

Procurement

Sustainable procurement is another area of focus for Mobily. The Company aims to influence the sustainability performance of its suppliers and the sustainability credentials of the goods and services it purchases. This includes implementing procurement frameworks that prioritize environmental friendliness and considering sustainability criteria in all procurement activities. Mobily also plans to incorporate environmental aspects and energy efficiency considerations in major investment and procurement decisions.

Sustainable Buildings

Mobily strives to establish and implement a standard for sustainable construction that is context-specific and considered a leading approach in the field. Looking ahead, Mobily will utilize green building design and construction standards for renovations and new construction projects, prioritizing sustainability and environmental responsibility.

Employee Engagement

Employee engagement and participation are crucial to achieving Mobily's sustainability goals. The Company aims to provide opportunities for staff, contractors, customers and suppliers to develop and share their knowledge, skills and experiences related to sustainability. In this way, Mobily will foster a culture of sustainability and leverage the collective effort of its workforce and partners to drive meaningful change.



08

Appendices

Appendix 1 – GRI Content Index
Appendix 2 – List of Acronyms

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Appendix 1: GRI Content Index



Statement of use	Mobily has reported in accordance with the GRI Standards for the period 1 January to 31 December 2022.
GRI 1 used	GRI 1: Foundation 2021

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

GRI Standard	Disclosure	Location
General disclosures		
GRI 2: General Disclosures 2021	2-1 Organizational details	<ul style="list-style-type: none">Pages 11-12 (About Mobily)Annual Report: pages 20-21 (Shareholder information)
	2-2 Entities included in the organization’s sustainability reporting	<ul style="list-style-type: none">Page 1 (About This Report)
	2-3 Reporting period, frequency and contact point	<ul style="list-style-type: none">Page 1 (About This Report)
	2-4 Restatements of information	<ul style="list-style-type: none">There are no restatements of information from the previous year.
	2-5 External assurance	<ul style="list-style-type: none">This Report has not been externally assured.
	2-6 Activities, value chain and other business relationships	<ul style="list-style-type: none">Pages 11-12 (About Mobily)Annual Report: page 4 (About Mobily), 115-117 (About Mobily)
	2-7 Employees	<ul style="list-style-type: none">Pages 78-79 (Responsible Employer > Performance)
	2-8 Workers who are not employees	<ul style="list-style-type: none">Page 79 (Responsible Employer > Performance)
	2-9 Governance structure and composition	<ul style="list-style-type: none">Pages 35-38 (Accountable Enterprise)
	2-10 Nomination and selection of the highest governance body	<ul style="list-style-type: none">Pages 35-36 (Board Election)Annual report: pages 103-104 (Nomination and Remuneration Committee)
	2-11 Chair of the highest governance body	<ul style="list-style-type: none">Page 35 (Board of Directors)
	2-12 Role of the highest governance body in overseeing the management of impacts	<ul style="list-style-type: none">Page 23 (Sustainability Governance Model)
	2-13 Delegation of responsibility for managing impacts	<ul style="list-style-type: none">Page 23 (Sustainability Governance Model)
	2-14 Role of the highest governance body in sustainability reporting	<p>The Board is responsible for approving this report before publication.</p> <ul style="list-style-type: none">Page 23 (Sustainability Governance Model)

GRI Standard	Disclosure	Location
	2-15 Conflicts of interest	<ul style="list-style-type: none">Page 37 (Code of Ethics and Professional Conduct)Annual Report: pages 102-104 (Duties and responsibilities of the Committee Members), 118 (Important Events)
	2-16 Communication of critical concerns	<ul style="list-style-type: none">Annual Report: page 103 (Executive Committee)
	2-17 Collective knowledge of the highest governance body	<ul style="list-style-type: none">Annual Report: page 138 (Article 37 – Paragraph 2)
	2-18 Evaluation of the performance of the highest governance body	<ul style="list-style-type: none">Page 36 (Board Evaluation)Annual Report: page 138 (Article 39 – Paragraph D)
	2-19 Remuneration policies	<ul style="list-style-type: none">Annual Report: pages 110-111 (Compensation and Remuneration)
	2-20 Process to determine remuneration	<ul style="list-style-type: none">Annual Report: pages 110-111 (Compensation and Remuneration)
	2-21 Annual total compensation ratio	<ul style="list-style-type: none">Mobily does not report its total compensation ratio at this stage.
	2-22 Statement on sustainable development strategy	<ul style="list-style-type: none">Pages 7-8 (Message from the Chairman)
	2-23 Policy commitments	<ul style="list-style-type: none">Pages 24-26 (Sustainability Strategy and Framework), 31 (Aligning with National Priorities)
	2-24 Embedding policy commitments	<ul style="list-style-type: none">Pages 24-26 (Sustainability Strategy and Framework), 31 (Aligning with National Priorities)
	2-25 Processes to remediate negative impacts	<ul style="list-style-type: none">Pages 65-66 (Addressing Customer Complaints), 79 (Grievances)
	2-26 Mechanisms for seeking advice and raising concerns	<ul style="list-style-type: none">Page 79 (Grievances)
	2-27 Compliance with laws and regulations	<ul style="list-style-type: none">Pages 36-38 (Ethics and Compliance), 42 (Lawsuits and Penalties)Annual Report: page 135 (Lawsuits and Violations)
	2-28 Membership associations	<ul style="list-style-type: none">Page 15 (Associations and Memberships)
	2-29 Approach to stakeholder engagement	<ul style="list-style-type: none">Page 27 (Stakeholder Engagement)Annual Report: page 16-17 (Stakeholder Engagement)
	2-30 Collective bargaining agreements	<ul style="list-style-type: none">Not applicable to Mobily.

GRI Standard	Disclosure	Location
Material topics		
GRI 3: Material Topics 2021	3-1 Process to determine material topics	<ul style="list-style-type: none"> Page 29 (Materiality Assessment)
GRI 3: Material Topics 2021	3-2 List of material topics	Page 29-30 (Materiality Assessment) Mobily's material matters are listed as follows: <ul style="list-style-type: none"> Customer relations and satisfaction Data privacy, security and protection Digital innovation Digital access and inclusion Corporate governance, ethics and integrity Responsible marketing Diversity and inclusion Environmental management Talent management Health and safety Transparency Community investments and relations Economic performance
Customer relations and satisfaction		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 51-53 (Economic Performance)
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<ul style="list-style-type: none"> Page 53 (Direct Economic Value Generated)
	201-3 Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> Pages 75-76 (Compensation and benefits) Annual Report: page 185 (Provision for End of Service Benefits)
	201-4 Financial assistance received from government	<ul style="list-style-type: none"> Mobily received no financial assistance from government during the reporting period.

GRI Standard	Disclosure	Location
Data privacy, security and protection		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 59-64 (Data Protection, Security and Protection)
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	<ul style="list-style-type: none"> Mobily experienced zero data breaches in 2022. No data security breaches involving customers' personally identifiable information took place.
Digital innovation		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 51-53 (Economic Performance)
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	<ul style="list-style-type: none"> Page 53 (Direct Economic Value Generated)
	201-3 Defined benefit plan obligations and other retirement plans	<ul style="list-style-type: none"> Pages 75-76 (Compensation and benefits) Annual Report: page 185 (Provision for End of Service Benefits)
	201-4 Financial assistance received from government	<ul style="list-style-type: none"> Mobily received no financial assistance from government during the reporting period.
Digital access and inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 89-102 (Positive Community Impacts) Page 97-99 (Responsible Procurement)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	<ul style="list-style-type: none"> Page 101 (Digital Access and Inclusion)
	203-2 Significant indirect economic impacts	<ul style="list-style-type: none"> Pages 89-102 (Positive Community Impacts)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	<ul style="list-style-type: none"> Pages 89-102 (Positive Community Impacts)
	413-2 Operations with significant actual and potential negative impacts on local communities	<ul style="list-style-type: none"> Pages 89-102 (Positive Community Impacts)
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	<ul style="list-style-type: none"> Page 97-99 (Responsible Procurement)

GRI Standard	Disclosure	Location
Corporate Governance, ethics and integrity		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Page 36 (Ethics and Compliance) Page 41-42 (Transparency, Anti-Fraud and Whistleblowing) Page 78 (Responsible Employer > Performance)
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	<ul style="list-style-type: none"> Pages 37 (Code of Ethics and Professional Conduct), 41 (Transparency, Anti-Fraud and Whistleblowing), 78 (Responsible Employer > Performance)
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	<ul style="list-style-type: none"> Page 36 (Ethics and Compliance)
Responsible marketing		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Page 69 (Responsible Marketing)
GRI 417: Marketing and Labeling 2016	417-3 Incidents of non-compliance concerning marketing communications	<ul style="list-style-type: none"> Mobily did not experience any penalties related to marketing in 2022.
Diversity and inclusion		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 85-86, 88 (Diversity and inclusion)
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	<ul style="list-style-type: none"> Page 85 (Diversity and Inclusion)
	405-2 Ratio of basic salary and remuneration of women to men	<ul style="list-style-type: none"> Page 85 (Diversity and Inclusion)
Environmental management		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 105-117 (Safeguarding the Planet)
GRI 301: Materials 2016	301-1 Materials used by weight or volume	<ul style="list-style-type: none"> Page 114 (Implementation of Proper Waste Disposal Measures)
GRI 302: Energy 2016	302-1 Energy consumption within the organization	<ul style="list-style-type: none"> Pages 112-113 (Energy Consumption)
	302-4 Reduction of energy consumption	<ul style="list-style-type: none"> Pages 112-113 (Energy Consumption)
	302-5 Reductions in energy requirements of products and services	<ul style="list-style-type: none"> Pages 112-113 (Energy Consumption)

GRI Standard	Disclosure	Location
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	<ul style="list-style-type: none"> Page 115 (Water Consumption)
	303-5 Water consumption	<ul style="list-style-type: none"> Page 115 (Water Consumption)
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	<ul style="list-style-type: none"> Page 114 (Reduction in Greenhouse Gas (GHG) Emissions)
	305-2 Energy indirect (Scope 2) GHG emissions	<ul style="list-style-type: none"> Page 114 (Reduction in Greenhouse Gas (GHG) Emissions)
	305-5 Reduction of GHG emissions	<ul style="list-style-type: none"> Page 114 (Reduction in Greenhouse Gas (GHG) Emissions)
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	<ul style="list-style-type: none"> Pages 114 (Implementation of Proper Waste Disposal Measures), 115 (Measures to Handle Used Oil)
	306-2 Management of significant waste-related impacts	<ul style="list-style-type: none"> Pages 114 (Implementation of Proper Waste Disposal Measures), 115 (Measures to Handle Used Oil)
	306-3 Waste generated	<ul style="list-style-type: none"> Pages 114 (Implementation of Proper Waste Disposal Measures), 115 (Measures to Handle Used Oil)
	306-4 Waste diverted from disposal	<ul style="list-style-type: none"> Pages 114 (Implementation of Proper Waste Disposal Measures), 115 (Measures to Handle Used Oil)
	306-5 Waste directed to disposal	<ul style="list-style-type: none"> Pages 114 (Implementation of Proper Waste Disposal Measures), 115 (Measures to Handle Used Oil)
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	<ul style="list-style-type: none"> Page 99 (Performance)
	308-2 Negative environmental impacts in the supply chain and actions taken	<ul style="list-style-type: none"> Page 99 (Performance)
Talent management		
GRI 3: Material Topics 2021	3-3 Management of material topics	<ul style="list-style-type: none"> Pages 71-80 (Responsible Employer)
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	<ul style="list-style-type: none"> Page 76 (Minimum Wage Rules)
	202-2 Proportion of senior management hired from the local community	<ul style="list-style-type: none"> Nationalization rate of Senior Management: 86%

GRI Standard	Disclosure	Location
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	• Pages 79-80 (Composition of Mobily's workforce)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	• Pages 75-76 (Compensation and Benefits)
	401-3 Parental leave	• Page 86 (Parental Leave)
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	• Page 80 (Training at Mobily)
	404-2 Programs for upgrading employee skills and transition assistance programs	• Page 77-78 (Training and Development)
Health and safety		
GRI 3: Material Topics 2021	3-3 Management of material topics	• Pages 81-84 (Health and Safety)
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	• Pages 81-84 (Health and Safety)
	403-2 Hazard identification, risk assessment, and incident investigation	• Pages 81-84 (Health and Safety)
	403-3 Occupational health services	• Pages 81-84 (Health and Safety)
	403-4 Worker participation, consultation, and communication on occupational health and safety	• Pages 81-84 (Health and Safety)
	403-5 Worker training on occupational health and safety	• Pages 81-84 (Health and Safety)
	403-6 Promotion of worker health	• Pages 81-84 (Health and Safety)
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	• Pages 81-84 (Health and Safety)
	403-8 Workers covered by an occupational health and safety management system	• Pages 81-84 (Health and Safety)
	403-9 Work-related injuries	• Pages 81-84 (Health and Safety)
	403-10 Work-related ill health	• Pages 81-84 (Health and Safety)
Transparency		
GRI 3: Material Topics 2021	3-3 Management of material topics	• Page 41-42 (Transparency, Anti-Fraud and Whistleblowing) • Page 78 (Responsible Employer > Performance)
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	• Pages 37 (Code of Ethics and Professional Conduct), 41 (Transparency, Anti-Fraud and Whistleblowing), 78 (Responsible Employer > Performance)

GRI Standard	Disclosure	Location
Community investments and relations		
GRI 3: Material Topics 2021	3-3 Management of material topics	• Pages 89-102 (Positive Community Impacts) • Page 97 (Responsible employer)
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	• Page 101 (Digital Access and Inclusion)
	203-2 Significant indirect economic impacts	• Pages 89-102 (Positive Community Impacts)
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	• Pages 89-102 (Positive Community Impacts)
	413-2 Operations with significant actual and potential negative impacts on local communities	• Pages 89-102 (Positive Community Impacts)
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	• Page 99 (Performance)
	414-2 Negative social impacts in the supply chain and actions taken	• Page 99 (Performance)
Economic performance		
GRI 3: Material Topics 2021	3-3 Management of material topics	• Pages 51-53 (Economic Performance)
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	• Page 53 (Direct Economic Value Generated)
	201-3 Defined benefit plan obligations and other retirement plans	• Pages 75-76 (Compensation and benefits) • Annual Report: page 185 (Provision for End of Service Benefits)
	201-4 Financial assistance received from government	• Mobily received no financial assistance from government during the reporting period.

Appendix 2: List of Acronyms

Acronym	Meaning
AAE	Asia-Africa-Europe
ACMP	The Association of Change Management Professionals
AI	Artificial intelligence
B2C	Business-to-consumer
BCM	Business continuity management
BRMC	Board Risk Management Committee
BSI	British Standards Institute
CAPEX	Capital expenditure
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CIPS	Chartered Institute of Procurement and Supply
CLI	Caller line identification
CM	Crisis management
CMA	Capital Market Authority
CMT	Crisis Management team
CSSC	Cybersecurity Steering Committee
CST	Communications, Space and Technology Commission
CxO	C-Suite level management
DG	Data governance
DGO	Data Governance Office
DJSI	Dow Jones Sustainability World Index
EBITDA	Earnings before interest, taxes, depreciation and amortization
EMS	Environmental management system
EnMS	Energy management system
EOSB	End of service benefits

Acronym	Meaning
ERM	Enterprise risk management
ERMC	Executive Risk Management Committee
ESG	Environmental, social and governance
EVP	Employee value proposition
e-waste	Electronic waste
FCR	First call resolution
FTSE	Financial Times Stock Exchange
FTTH	Fiber-to-the-Home
FZE	Free Zone Establishment
GAIN strategy	Growing core revenue Accelerating digital revenue streams Implementing and optimizing efficient delivery Nurturing a positive experience for all
GCC	Gulf Cooperation Council
GED strategy	Growth, Efficiency, Differentiation
GHG	Greenhouse gas
GRI	Global Reporting Initiative
GSM	Global System for Mobile Communications
GWh	Gigawatt hours
HCM	Human Capital Management
HiPo	High potential employee
HiPro	High Professional
HIRA	Hazard identification and risk assessment
HR	Human Resources
HSE	Health, safety and environment
ICT	Information and Communication Technology
IDP	Individual development plan

Acronym	Meaning
IEA	International Energy Agency
IMMEA	India, Mediterranean Sea countries, Middle East and Africa
IoT	Internet of Things
ISO	International Organization for Standardization
IT	Information technology
IVR	Interactive voice recognition
KG	Kilogram
KPI	Key performance indicator
KSA	Kingdom of Saudi Arabia
LCGPA	Local Content and Government Procurement Authority
LLC	Limited liability company
LTA	Lost time accidents
MEIRA	Middle East Investor Relations Association
MENA	Middle East and North Africa
MSCI	Morgan Stanley Capital International
MTRA	Mobile Termination Rate Arbitrage
MVNO	Mobile virtual network operator
MWAN	National Center for Waste Management
MWC	Mobile World Congress
MWh	Megawatt hours
NCA	National Cybersecurity Authority
NCEC	National Center for Environmental Compliance
NWC	National Water Company
PMO	Project management office
PoC	Proof of concept

Acronym	Meaning
POS	Point-of-sale
RFP	Request for proposal
RISE strategy	Regaining commercial strength Igniting the customer experience and digital excellence Streamlining to gain agility and efficiency Enabling world-class execution
SANED	Unemployment insurance
SAR	Saudi Riyals
SDGs	Sustainable Development Goals
SEA-ME-WE	South East Asia-Middle East-Western Europe
SEC	Saudi Electricity Company
SIEM	Security Information and Event Management
SIM	Subscriber Identity Module
SIP	Session Initiation Protocol
SME	Small- and medium-sized enterprises
SMS	Short Message Service
SNFN	Saudi National Fiber-optic Network
SRC	Saudi Recycling Company
SWCC	Saline Water Conservation Corporation
TGN	Tata Global Network
TMS	Treasury management system
TOM	Target operating model
UAT	User acceptance testing
UN	United Nations
UNGC	United Nations Global Compact
VoNR	Voice over New Radio



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