

Into Innovative Sustainable World



About Us

Zain KSA was established as a Saudi Joint Stock Company in 2007 and has been operating since August 2008. Since then, Zain KSA has achieved several major milestones, including becoming the first operator in the Middle East to commercially launch a 4G/LTE network in September 2011.

This was followed by the launch of the third largest 5G network globally (and the largest 5G network in the Middle East, Europe and Africa at the time) in October 2019. Due to its highly developed infrastructure, and its pioneering strategy, the company successfully established itself as a reliable telecom operator and digital service provider whose services include telecom services, a 5G network, Fintech, cloud computing, IoT solutions, fiber services, and drones.

94%
4G Population Coverage

65%
5G Population Coverage

64 Cities enjoy 5G coverage

SAR 9.9 billion
2023 Revenue

SAR 1.3 billion
2023 Net Profit

4,630
Points of Sale

8.9 million
Customers

1,543
Employees

86%
Saudi Talent

Purpose

Enabling opportunities in a wonderful world.

Vision

To become the leading telecommunications operator and digital services provider across Saudi Arabia and to achieve best-in-class services and products and superior customer service in a hyper-connected world.

Mission

To provide meaningful connectivity that leads to equitable systemic change grounded in the SDGs to ultimately empower Zain's operating markets/communities across its footprint.

Values



Customer-centric

We pore over every detail, inspired by the best global practices, developing innovative and high-end services that fulfill our customers' aspirations.



Agility

We provide a flexible and accessible service with the fastest and most superior technology.



Belonging

We take pride in our community and in our talents that we credit for our achievements.



Open communication

We ensure credible business dealings while maintaining open communication for more reliable performance.



Inclusion

We provide a competitive, dynamic, and unbiased work environment that supports the role of women, people with disabilities, and a diverse mixture of cultures and generations.

A Brief History

2007

- Technology Neutral license awarded

2008

- IPO Commercial launch

2011

- Zain is the first operator to commercially launch a 4G service in KSA

2019

- Launch of the Yaqoot digital platform
- Launch of Zain KSA Drones
- Launch of the 5G network

2020

- Launch Corporate Sustainability Strategy
- Launching Zain Cloud to serve businesses and government sectors
- Obtaining the first micro-financing license from Saudi Central Bank and Launch of Zain Payments (Tamam)

2021

- All accumulated losses extinguished
- GeForce NOW launched in the Kingdom

2022

- J2M undersea cable work started to connect the Middle East with Africa
- Launching Zain Cloud to serve B2B and B2G sectors
- PLAYHERA MENA eSports company launched

2023

- Launch of the world's first zero emission 5G network
- Signing a framework agreement with the Private Sector Partnership Reinforcement Program (Shareek) to launch a number of hyper-scale data centers
- Completing tower infrastructure sale and leaseback to Golden Lattice Investment Company (GLIC)



Our Footprint

Zain KSA's transformation into a leading telecom and digital services provider in Saudi Arabia, is due in part to our focus on innovation and the deployment of advanced technology and infrastructure in the national ICT sector. By driving digital transformation, we support Saudi Vision 2030's goals of economic diversification, a vibrant society, and a prosperous economy. Zain KSA's strategic investments in digital infrastructure have facilitated the widespread adoption of cutting-edge technological services across the Kingdom, ensuring an unparalleled user experience.

In 2022, we undertook a 5G network expansion to strengthen our market presence by focusing on areas with high cellular penetration and extending the network into remote areas. Our commitment to economic growth is demonstrated by initiatives such as launching 5G international roaming, introducing 4G connectivity along major highways, and strategically expanding fiber-optic infrastructure in key provinces.



Our 5G footprint currently covers 64 cities in Saudi Arabia

- | | | | |
|------------|-------------------|---------------------|----------------|
| • Riyadh | • Tabuk | • Taif | • Madinah |
| • Jeddah | • Khamis Mushayt | • Ahsa | • Makkah |
| • Khobar | • Kharj | • Bishah | • Dhahran |
| • Diriyah | • Dammam | • Rass | • Abha |
| • Buraydah | • Wadi Ad Dawasir | • Najran | • Unayzah |
| • Bahrah | • Bahah | • Hawtat Bani Tamim | • Ras Tannurah |
| • Hail | • Arar | • Hayathem | • Tubarjal |
| • Sabya | • Sakaka | • Muzahimiyah | • Majmaah |
| • Ahad | • Duwadimi | • Quwayiyah | • Nuayriyah |
| • Rufaydah | • Turayf | • Qurayyat | • Qatif |
| • Jazan | • Buqayq | • Ahad Al Masariyah | • Qunfudhah |
| • Rafha | • Hafar Al Batin | • Baysh | • Shaqra |
| • Safwa | • Jubayl | • Lith | • Aflaj |
| • Yanbu | • Abu Arish | • Samtah | • Duba |
| • Zulfi | • Bukayriyah | • Badai | • Darb |
| • Oyun | • Rabigh | • Dilam | • Khafji |

In addition to

- Red Sea Project (RSP)
- NEOM Airport
- KAUST (Thuwal)



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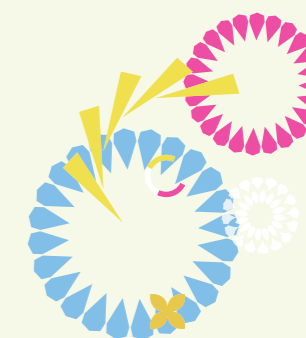
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About this Report

Welcome to the Zain KSA inaugural Corporate Sustainability Impact Report, which provides a comprehensive overview of Zain KSA's Environmental, Social and Governance (ESG) strategy, impacts and performance.

Period and Boundary

Covering the period from 1 January to 31 December 2023, the report includes data from Zain KSA, its subsidiaries and associate companies.

The report will be published annually going forward.

Reporting Guidelines

We recognize that various stakeholders have diverse information needs when it comes to our sustainability performance. Fulfilling these expectations while inspiring the public to engage with our sustainability practices and solutions is a top priority for us. In this report, we considered guidance from various reporting regulations, standards and frameworks to report our ESG impacts, including:

- The Global Reporting Initiative (GRI) Standards
- The Greenhouse Gas (GHG) Protocol
- The United Nations Sustainable Development Goals (UN SDGs)

Zain KSA acknowledges that reporting is an ongoing journey. We commit to keep adapting and improving our reporting to stakeholders.

Feedback

Zain KSA welcomes comments, feedback or suggestions regarding the content and the company's sustainability performance presented in the report. Please address all feedback to the Corporate Sustainability Department on cs@sa.zain.com.

Cautionary Message

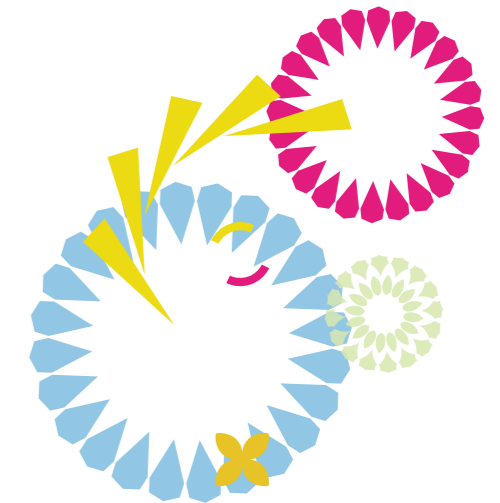
Readers are cautioned not to interpret any statements about the company's future performance or operations as guarantees for any financial or other results. These involve a degree of unpredictability, since they are predicated on future events, the outcomes of which are not always within our control. The outcomes and repercussions of these can vary.

CEO Message

Built upon a steadfast pledge to connect people and improve lives, Zain KSA has consistently overcome challenges and achieved significant milestones in its journey toward creating a 'Wonderful World'. We accelerated our efforts through a set of frameworks and pillars, unveiling a significant chapter in the company's history marked by a renewed commitment to environmental conservation, technology, talent localization, and social responsibility. Since 2020, the company has adopted a comprehensive corporate sustainability strategy, embedding ESG principles within the fabric of the organization and reaching out to internal and external stakeholders, creating value for all.

Aligned with Zain KSA's business strategy and interweaving sustainability in all operations, services, and products. Our corporate sustainability approach focuses on a series of programs and initiatives under four core pillars: Climate Change, Operating Responsibly,

Inclusion, and Generation Youth. We stand at the crossroads of innovation and sustainability guided by Saudi Vision 2030, and our success echoes the unwavering support of our esteemed Board of Directors, the unshakable belief of our shareholders in our noble mission, and the tireless dedication of every Zainer. Together, we have not only shaped the present but also laid the foundation for a future where Zain KSA continues to support hyper-connected and sustainable communities in the Kingdom. Our collective commitment is the driving force that lifts us to new heights, unlocking boundless possibilities and creating a legacy that resonates far beyond our Kingdom, all fueled by a shared vision to transform Zain KSA's aspirations into brighter prospects for the people and the planet.



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Eng. Sultan Bin Abdulaziz AlDeghaither
CEO



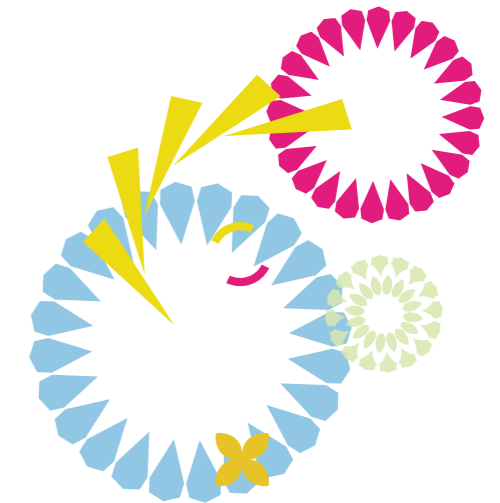
Corporate Communications VP Message

At Zain KSA, our pursuit of a brighter, hyper-connected tomorrow drives everything we do. As a leading telecommunications and digital services provider, we have assumed our role to make a meaningful impact beyond economic return. Throughout our sustainability journey, we have remained dedicated to lifelong learning, adaptation, and the highest standards of environmental, social, and governance (ESG) practices. By seamlessly integrating corporate sustainability into our business strategy, we embraced a nature-positive approach to our operations. We ensure every action reflects our steadfast commitment to the triple bottom line profit, people, and the planet.

Driven by our commitment to empower digital-led progress and our strong sense of duty to the community, we structured our ESG strategy and embedded responsible practices, ensuring value creation for all stakeholders and a sustainable future for the planet.

For Zain KSA, corporate sustainability is more than a buzzword; it's a commitment to responsible action today. Recognizing the impact our operations have on the environment and the community, we strive to maximize our positive contributions. Our journey starts with providing meaningful connectivity, fostering equitable systemic change aligned with the global SDGs, and ultimately empowering communities across our footprint.

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Eman Abdullah AlSaidi
Corporate Communications VP



2023 Sustainability Highlights

In 2023, Zain KSA rolled out a comprehensive corporate sustainability strategy across its operations.

Economic

Expanding our **5G** footprint to include **64 KSA cities**

Signed agreement with Shareek to launch **Hyper-Scale Data Centers**

Winning **Best Personal Finance Award - 2023** Leaders in Fintech Awards

Environmental

Launching the **First zero-emission 5G network** in the world

Winning **Best Green Technology Award** – Telecom Review Leaders' Summit 2023

Participating in the recycling of **over 100,000 electronic devices**

Governance

ISO 27001:2013 Information Security, Cybersecurity Privacy Protection Certification achieved

Investing 95% procurement spend in local suppliers

Rolled out **ESG audits to 8** of our most largest suppliers

Social

Trained **20,000** young Saudi women and men in cooperation with the Ministry of Human Resources' **Wad Program** with a commitment to train a further **30,000**.

Upskilling **100 Young Saudis** through our Evolve program.

Training **150 Graduates** through our Women in Tech (WIT) initiative in 2023 (260 total graduates trained since the start of the program)

Supporting **130 Donors** through the employee blood donation drive.

Launching the **Zain Academy** e-learning platform for employees.

Signed MoU with the Family Safety Program, and became a strategic partner in the **Saudi Child Helpline Project**.

Raised awareness among over **3,500** children along with their families



Awards and Ratings

Telecom Review Leaders' Summit 2023

During the summit's 17th edition in Dubai, Telecom Review recognized Zain KSA's pioneering efforts with a variety of awards, including:



Won FWA Subscriptions award for our efforts to deploy advanced internet services within the Kingdom.



Received HRSD Labor Award for the second year in a row in 2023 due to our localization, training, and development efforts of Saudi youth.



Tamam, Zain KSA's Fintech arm, won the Best Personal Finance award in 2023 for its digital innovation and market-leading capabilities.



Zain KSA's Yaqoot Digital Service subsidiary won both Gold and Silver SMARTIES awards in the Marketing Impact and Experience Technology categories.



Won Best Cyber-Security Project - Telecom award at the Security Conclave Awards 2023 for management of sensitive information across human, operational and technological key elements.



Zain KSA, in partnership with Red Sea Global, received the Climate Action Initiative of the Year award for its pioneering zero-emission 5G network.

Certifications

Zain KSA achieved the following certifications in October 2023.



ISO 27001:2013
Information Security, Cybersecurity
Privacy Protection

This achievement highlights our unwavering commitment to strong risk management and information security as we install, monitor, and maintain this system to efficiently preserve data and minimize any cyber threats.



ISO 22301:2019
Security and Resilience

This verifies our capabilities to sustain business continuity, effectively manage risks and swiftly handle any possible threats that may develop.

Zain KSA also achieved TM Forum Business Process Framework conformance certification for end-to-end business processes implemented under its Business Support System Transformation program.

Ratings

Zain KSA continues to improve operations and processes through ongoing initiatives. We are pleased to report steady improvement in our international ratings.



MSCI
MSCI Inc. is an American-based finance corporation offering tools that support investor decision-making globally. Its ESG ratings set a widely acknowledged benchmark of a company's performance.

In 2023, Zain KSA achieved an 'A' score, demonstrating a general improvement since 2020 when MSCI first rated the company.



CDP
The CDP is a non-profit organization dedicated to supporting companies in measuring and reporting their environmental impact.

Zain KSA maintained an 'A-' score for its climate change programs since 2021, up from a 'B' score in 2020.





02

Our Corporate Sustainability

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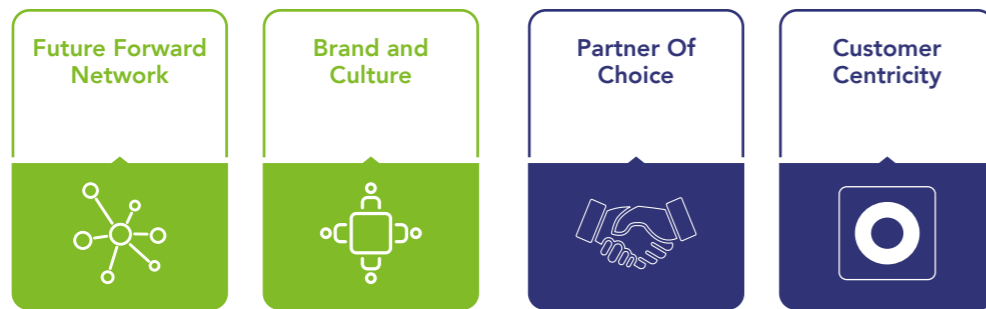
Sustainability at the Heart of Zain KSA

The ICT sector has become a powerful enabler of Saudi Vision 2030 goals and objectives, including those related to ESG. As one of the Kingdom's leading providers of telecom and digital services, Zain KSA is leading the way by embedding sustainability in its strategic planning.

Zain KSA's corporate strategy leverages innovation and digital transformation to support the Kingdom's journey to becoming a global ICT hub. By establishing a future-forward network and providing customer-centric services, and solutions that enable digitalization and efficiencies in other industries, while staying committed to our ESG responsibilities, we contribute to a thriving economy that supports the broad-based economic welfare of our communities and people.

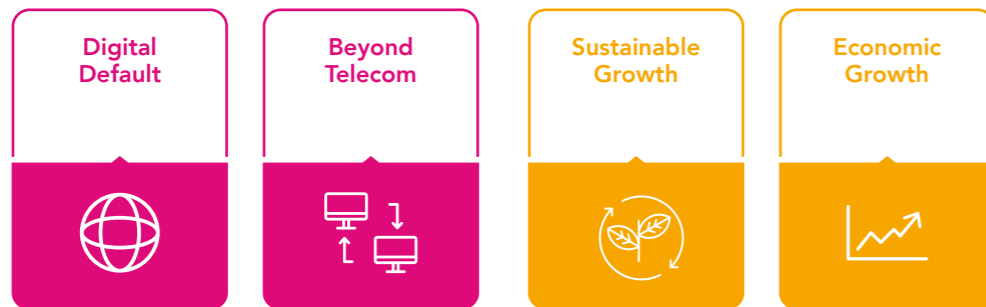
Our strategy clearly recognizes the crucial importance of our social and environmental impacts, with 'sustainable growth' as one of our eight strategic pillars. By embedding sustainability at the core of our decision-making, we commit

to measuring our operations and holding our management teams accountable for Zain KSA's impact on the world around us.



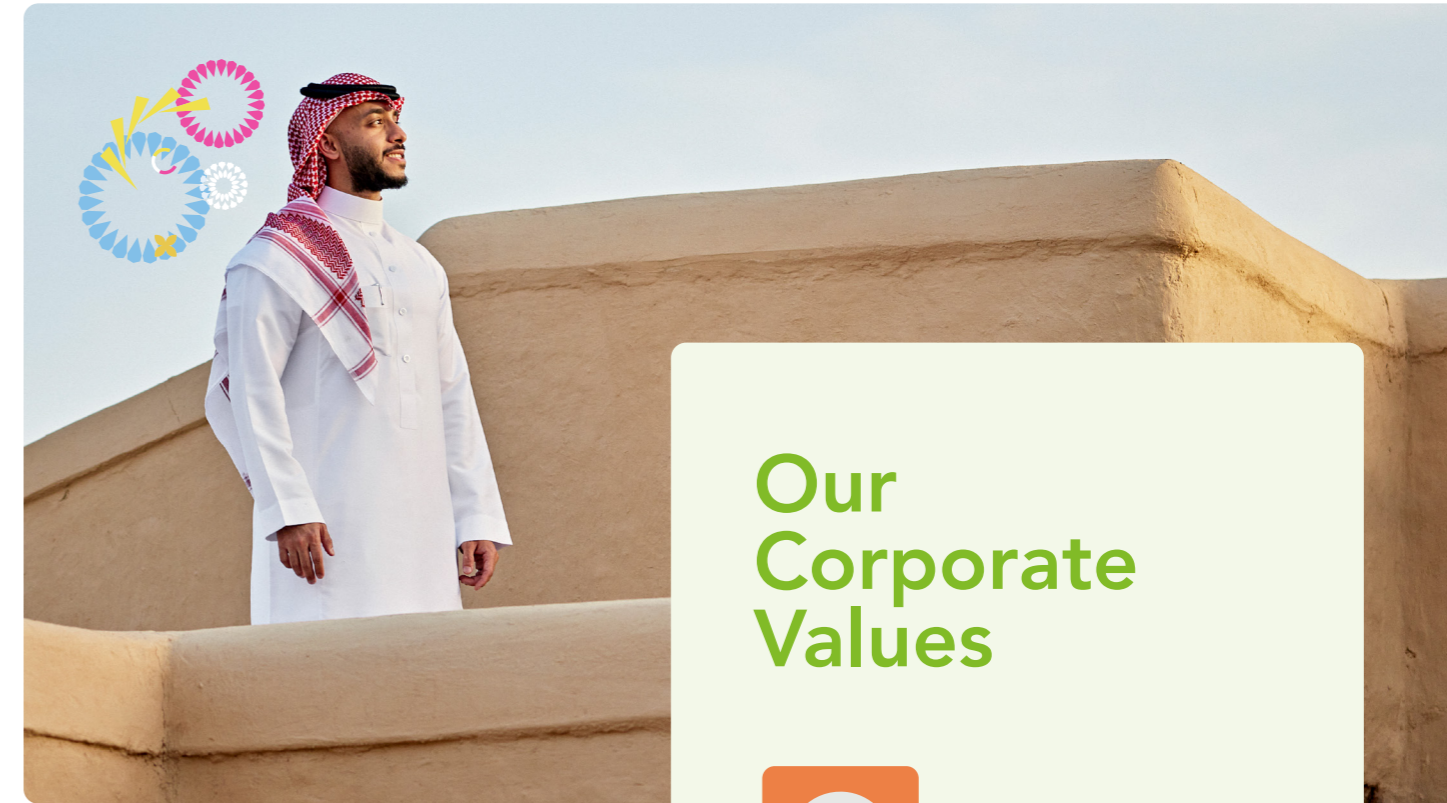
Leveraging areas of strength, including human capital and 5G network leadership, as enablers that propel the Zain KSA brand

Generate value for and from stakeholders by scaling our B2B offerings and customer base, and outperform the market on the B2C side



Adopting sustainable and innovative processes that will allow us to venture into new areas of business while leveraging gains from automation in the businesses

Create positive impact outcomes, including improving profitability and cash position, all while considering environmental and social disciplines



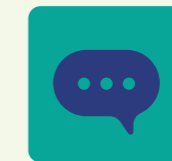
Our Corporate Values



Customer Centric



Belonging



Open Communication



Agility



Inclusion

Furthermore, our corporate culture is grounded in corporate values that promote a healthy workplace for our employees and a positive environment in which communities are able to thrive.

Our corporate values support transparent, two-way dialogue with stakeholders to understand and respond to their needs, openness to diverse ideas and thoughts, and fairness – all of which lay the groundwork for inclusive and environmentally sustainable growth.

In 2023, this comprehensive strategy saw the company achieving holistic performance across four key areas.



Corporate Sustainability Strategy

Zain KSA's corporate sustainability approach fits naturally with its overarching strategy and values, and aligns with the broader Zain Group's sustainability strategy.

It focuses our ESG initiatives through four strategic pillars that are intended to support Saudi Vision 2030 and the United Nations Sustainable Development Goals, while

also considering the demands of various sustainability frameworks and standards.

Our strategy prioritizes these by focusing on socioeconomic development themes that are intentionally aligned with our business.

Climate Change
Decarbonize our business and transition towards Net Zero by 2050

7 AFFORDABLE AND CLEAN ENERGY, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION

Operating Responsibly
Embed ESG across our value chain

3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 9 INDUSTRY INNOVATION AND INFRASTRUCTURE

Inclusion
Reduce the digital inequality gap

5 GENDER EQUALITY, 8 DECENT WORK AND ECONOMIC GROWTH, 10 REDUCED INEQUALITIES

Generation Youth
Build resilience across our communities by targeting children and youth

3 GOOD HEALTH AND WELL-BEING, 4 QUALITY EDUCATION, 8 DECENT WORK AND ECONOMIC GROWTH, 17 PARTNERSHIPS FOR THE GOALS

We realize that **Climate Change** is a particularly challenging conversation within the context of an economy that is historically based on the oil and gas industry. Nevertheless, Zain KSA is committed to decarbonizing our business and achieving Net Zero by 2050 within a national transition that is just and equitable.

Operating Responsibly, for us, includes ensuring sustainable supply chain management and promoting social and environmental accountability among our suppliers, thereby embedding ESG across our value chain. In this era of digitalization, we must also ensure the safety of our customers' data by continually improving our systems in line with the highest standards of regulatory compliance.

Our third pillar, **Inclusion**, covers both the external programs aimed at reducing the digital inequality gap, allowing equitable access for everyone, and internal activities to support diversity in our workforce while rejecting all forms of bias and discrimination.

At Zain KSA, **Generation Youth** refers to our nation's children and adolescents, who are navigating a world that looks radically different from just three decades ago. We have accepted the responsibility to implement initiatives to help safeguard our young people online and equip them with the skills they need to navigate a digital age. We support the future resilience of our communities by prioritizing young people and reducing youth unemployment.

With this in mind, our sustainability pillars are further delineated into the following focus areas.

STRATEGIC SUSTAINABLE PILLAR	FOCUS AREAS	PAGE REFERENCE
Climate Change Decarbonize our business and transition towards Net Zero by 2050	Networks and energy consumption transition	52
	Strategic approach and communications	11
	Waste management and circular economy	56
Operating Responsibly Embed ESG across our value chain	Disclosure and reporting	30
	Responsible supply chain	96
	Protecting customer data privacy	91
Inclusion Reduce the digital inequality gap	Elderly community	73
	People with disabilities	73
	Women in technology	72
Generation Youth Build resilience across our communities by targeting children and youth	Child online safety	75
	Digital literacy	73
	Youth unemployment	74



Supporting National and International Priorities

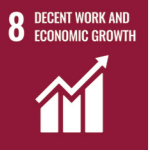















Already a regional powerhouse, the Kingdom of Saudi Arabia is well on track to becoming a world-leading economy, given its rich natural resources, strategic geographic position at the nexus of three continents, and cultural heritage. To accomplish this, the Kingdom is guided by Saudi Vision 2030, which outlines ambitious economic, social, environmental and governance targets and initiatives

The Kingdom's ICT sector has a major role to play in realizing Saudi Vision 2030, as discussed in the ICT Sector Strategy 2019-2023 published by the Ministry of Communications and Information Technology (MCIT). Global trade, e-commerce and smart cities are all supported by the ICT sector. Additionally, robust ICT infrastructure enables remote work and the use of digital tools to boost productivity, while supporting digital education, health, and entertainment, particularly in remote areas. The importance of the ICT sector role in achieving Saudi Vision 2030

objectives is demonstrated in detail in Appendix 1. Zain KSA built Saudi Vision 2030 focus areas into its corporate and sustainability strategy to support the Kingdom's drive towards greater social and environmental sustainability. These are embedded in its various strategic objectives, with ICT transformation playing a key role. In addition, Zain KSA is driving the achievement of the UN SDGs through its operations and influence, thereby contributing to global economic, social and environmental advancements.

As shown below, Zain KSA supports the achievement of several UN SDGs and Saudi Vision 2030 strategic objectives:

UN SDG	SAUDI VISION 2030 STRATEGIC OBJECTIVES	Zain KSA's RESPONSE
 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <ul style="list-style-type: none"> Ease the access to healthcare services. Increase public participation in sports and athletic activities. 	Zain KSA promotes health and well-being across our value chain, aiding our suppliers to ensure fair labor practices and good working conditions. Signing our Human Rights Policy and Code of Conduct is mandatory for prospective vendors. Zain KSA promotes the physical and mental health of the youth through sport. We also contribute to child health and safety through engagement and awareness.
 <p>4 QUALITY EDUCATION</p>	 <ul style="list-style-type: none"> Improve equity of access to education (esp. in rural areas). Improve readiness of youth to enter the labor market. Expand vocational training to provide for labor market needs. 	We support education by enabling access to digital learning opportunities for the Kingdom's citizens, specifically young people, as we expand our network into rural areas, while ensuring the learning and development of our workforce. We partnered with the Ministry of Human Resources and Social Development to train 50,000 Saudi men and women in the next three years as part of the Wad program.
 <p>5 GENDER EQUALITY</p>	 <ul style="list-style-type: none"> Increase women participation in the labor market. 	Since launching the WE program in 2017, Zain KSA has been championing gender equality and empowering women in the ICT sector through initiatives including the Women in Tech program, a three-month program offering local female graduates in STEM fields mentoring and skill development.
 <p>6 CLEAN WATER AND SANITATION</p>	 <ul style="list-style-type: none"> Ensure sustainable use of water resources. Reduce all types of pollution (e.g. air, sound, water and soil). 	Zain KSA has been focusing its water conservation efforts by deploying a variety of smart technologies within its main buildings to monitor water consumption, detect leaks, and avoid wasting water.
 <p>7 AFFORDABLE AND CLEAN ENERGY</p>	 <ul style="list-style-type: none"> Grow contribution of renewables to national energy mix. 	Zain KSA pursues clean and hybrid energy solutions at its sites that contribute to the fight against climate change. We partnered with Red Sea Global (RSG) to launch the first zero-emission 5G network in the world and are working with Huawei to drive the adoption of green technology across Zain KSA's operations. We also installed an e-vehicle charging station at Granada Business Park to encourage and help enable more sustainable travel.

UN SDG		SAUDI VISION 2030 STRATEGIC OBJECTIVES	Zain KSA's RESPONSE
 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high value added and labour-intensive sectors.</p> <p>By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value.</p> <p>By 2020, substantially reduce the proportion of youth not in employment, education or training.</p> <p>Protect labor rights and promote safe and secure working environments for all workers, including migrant workers; in particular, women migrants and those in precarious employment.</p>	 <ul style="list-style-type: none"> Improve readiness of youth to enter the labor market. Increase women participation in the labor market. Enhance ease of doing business. 	<p>Zain KSA promotes quality jobs, particularly for women and youth, and supports economic development that leads to more job opportunities. Reducing the digital inequality gap grants those who live in the Kingdom greater access to the labor market.</p>
 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.</p> <p>By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p> <p>Significantly increase access to information and communications technology and strive to provide universal and affordable access to the internet in least developed countries by 2020.</p>	 <ul style="list-style-type: none"> Develop the digital economy.  <ul style="list-style-type: none"> Improve quality of services provided in Saudi cities. 	<p>Zain KSA actively participates in sustainable industry innovation and infrastructure development, particularly in the ICT sector. Our expanding 5G footprint now includes 64 cities, and our framework agreement as part of the Shareek private sector partnership program will see the launch of several hyper-scale data centers to support the Kingdom's digitalization.</p>
 <p>10 REDUCED INEQUALITIES</p>	<p>By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p>	 <ul style="list-style-type: none"> Increase women participation in the labor market. Enable integration of people with disabilities in the labor market. 	<p>Zain KSA aims to reduce inequality by promoting diversity and inclusion in our workforce, supported by non-discrimination policies and gender wage gap reduction initiatives.</p>
 <p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums.</p> <p>By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries.</p> <p>By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management.</p>	 <ul style="list-style-type: none"> To raise the Kingdom's position from 26 to 10 in the Social Capital Index. Improve quality of services provided in Saudi cities. 	<p>Zain KSA actively promotes an inclusive environment in which all Kingdom citizens can thrive. We do this through an expanding footprint that offers more people, especially those in rural communities, greater access to telecommunications services. Our efforts to combat climate change extends to implementing green energy solutions at our managed sites, including the Red Sea project.</p>
 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>By 2030, achieve the sustainable management and efficient use of natural resources.</p> <p>By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p> <p>By 2030, ensure people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.</p>	 <ul style="list-style-type: none"> Reduce all types of pollution (e.g. air, sound, water and soil). 	<p>Our waste management and recycling initiatives support responsible consumption and ensure the proper disposal of end-of-life equipment. In addition, we also contribute to the Communications, Space & Technology Commission's (CST) national e-waste campaign titled 'Recycle Your Device', enabling customers to drop off defunct and unused electronics for recycling.</p>
 <p>13 CLIMATE ACTION</p>	<p>Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.</p>	 <ul style="list-style-type: none"> Reduce all types of pollution (e.g. air, sound, water and soil).  <ul style="list-style-type: none"> Grow contribution of renewables to national energy mix. 	<p>Zain KSA is committed to climate action through initiatives like emission reduction and environmental sustainability. We target a 23.1% reduction in Scope 1 and 2 CO₂ emissions by 2027. We also promote environmental awareness through social media campaigns.</p>
 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	<p>End abuse, exploitation, trafficking and all forms of violence against and torture of children.</p>	 <ul style="list-style-type: none"> Develop positive attitude, resilience and hard-work culture among our children. 	<p>As a strategic partner of the Saudi Child Helpline, Zain KSA supports national anti-bullying and awareness campaigns that promote the safety of the Kingdom's children. We engage with stakeholders through both on-ground activations and online educational campaigns.</p>
 <p>17 PARTNERSHIPS FOR THE GOALS</p>	<p>Significantly increase the exports of developing countries, in particular with a view to doubling the least developed countries' share of global exports by 2020.</p> <p>Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.</p>	 <ul style="list-style-type: none"> Develop economic ties with global partners. 	<p>Zain KSA collaborates with various stakeholders and partners to achieve the UN SDGs and promote sustainable development.</p>

ESG Materiality

The disclosures in this report are guided by the principle of materiality, which means Zain KSA aims to provide information on every topic that is most important to the company and to its stakeholders. We have conducted a materiality evaluation process, based on Zain Group’s materiality assessment, to determine sustainability matters that are mostly relevant to us.

Our Materiality Determination Process

Zain Group analyzed its operations, business ties, sustainability context and stakeholder groupings to identify its material issues. Zain KSA considered the same as part

of its materiality process in alignment with the Group’s assessment. During this process, we uncovered both the negative and beneficial repercussions of our business operations. This analysis enabled Zain KSA to determine its positioning within its operating environment and the broader sustainability landscape.

Activities	Business Relationships	Sustainability Context	Stakeholder Groups
Zain KSA evaluated its digital product and service offerings, as well as the ICT sector, to understand the impact of its activities on the economy, environment, and society.	Zain KSA believes in the power of partnerships to enhance the positive impact of its activities. We establish relationships with business partners that are aligned with our vision and evaluate our suppliers according to social and environmental standards.	The Kingdom is uniquely positioned to lead the way in economic development, social and environmental transformation, and robust private and public governance.	Key stakeholders, including regulators, employees, and customers, provide ongoing feedback on how Zain KSA affects them on a socioeconomic, environmental and human rights level.

Zain Group Material Matters

The materiality determination process included reviewing 17 Group-wide material matters, presented in Appendix 2, for applicability to Zain KSA. With a clear understanding of Zain KSA’s unique context and operations, these matters were shortlisted to the nine most relevant topics.

While we have limited our material matters to nine, this does not negate the importance of the other topics. Zain KSA will continue to expand and refine its activities in response to emerging issues.

Frameworks and Standards

Zain KSA considered international best practices, the unique role of ICT in social and environmental transformation,

national Saudi Vision 2030 priorities, and the international United Nations Sustainable Development Goals (UN SDGs) when deciding on its material matters.



National and international sustainability priorities



Reporting frameworks and standards






Our Material Topics

Zain KSA’s material ESG topics consider the risks and opportunities they pose for both the business and its stakeholders. The materiality matrix below reflects the nine material matters in alignment with Zain Group topics and the latest in-house and value chain developments.

A short overview of the social, economic, environmental and human rights effects of the most important topics for Zain KSA can be found in the diagram below.



Material to Zain

MATERIAL TOPICS	DESCRIPTION	ACTUAL/ POTENTIAL	RISK/ OPPORTUNITY	UN SDG	SAUDI VISION 2030
Customer Privacy and Data Security	With the ICT sector at the forefront of digitalization, it is increasingly important to safeguard our customers' privacy and data in the face of rising cybercrime. We ensure that our privacy mechanisms fully comply with the Kingdom's laws and regulations and align with global best practices. We also take responsibility for equipping our customers with the knowledge to safeguard their personal data.	Actual	Opportunity		Develop the digital economy
Employee Health and Safety	The setup and maintenance of Zain KSA's ICT sites carry an element of risk, which Zain KSA takes care to mitigate through training and appropriate equipment. We support employee well-being through remote work options, equitable insurance packages and various wellness programs.	Actual	Risk	 	Promote a healthy lifestyle
Climate Change	Zain KSA pursues partnerships and solutions that help to reduce emissions across its sites and operations.	Actual and potential	Opportunity/Risk	  	Grow contribution of renewables to national energy mix
Diversity and Inclusion	Zain KSA promotes diversity, equity and inclusion to foster social stability, further economic development, and gain access to a larger pool of talent. Our internal policies and initiatives create an inclusive work environment for our female employees.	Actual	Opportunity	   	Increase women participation in the labor market Improve readiness of youth to enter the labor market
Business Ethics and Governance	Robust ethics and governance structures are the bedrock of our success, building trust with our stakeholders. Having a fit-for-purpose governance model enables Zain KSA's management to oversee and address the organization's social and environmental impacts effectively.	Actual	Opportunity		Foster values of excellence and discipline Foster values of equity and transparency
Workforce Management	With over 1,500 employees, Zain KSA must ensure a fair and positive work environment for its workforce. All its policies, practices, recruitment, retention and skill development programs must support employee well-being.	Actual	Opportunity		Develop our brightest minds in priority fields
Supply Chain Management	Zain KSA partners with vendors that align with its vision and values. We take care to avoid human rights abuses and exploitive labor practices across our value chain. We also prioritize local product and service providers where possible.	Actual	Risk	 	Increase localization of non-oil sectors
Economic Performance	Positive financial performance enables Zain KSA to create financial value for its stakeholders, including employees and the community, while supporting a thriving economy that benefits everyone in the Kingdom. We place special emphasis on creating employment opportunities for young people.	Actual	Opportunity	 	Attract foreign direct investment Develop the digital economy Increase localization of non-oil sectors
Waste and Hazardous Materials Management	For Zain KSA, ensuring the proper disposal of e-waste and other old equipment is of particular importance, given the environmental impact of these materials. We also assist our customers in disposing of old electronics properly.	Actual	Opportunity	 	Reduce all types of pollution (e.g. air, sound, water and soil)

Stakeholder Engagement

Zain KSA ensures open and transparent communication with all of its stakeholder groups and allows them to easily contact us at their convenience through a variety of platforms and avenues including meetings, social media, Zain app, the Company's website and press releases. We encourage their open communication and feedback, and stand ready to resolve any of their issues or concerns.

STAKEHOLDER GROUP	METHOD OF ENGAGEMENT	FREQUENCY OF ENGAGEMENT
Customers 8.9 million customers trust Zain KSA to provide them with reliable telecommunications services.	<ul style="list-style-type: none"> • Surveys • Events • Activities • SMS • Calls • Social media accounts 	Daily interactions as needed
Shareholders and Investors Investors trust Zain KSA to provide a sustainable return on their investment and keep them updated on operational progress.	<ul style="list-style-type: none"> • Events • Meetings • Emails • Virtual communication 	Quarterly
Employees Over 1,500 employees trusted Zain KSA to provide them with job security and career development opportunities, as well as an open-door, transparent work culture.	<ul style="list-style-type: none"> • Surveys • Events • Meetings • Internal communication emails • Virtual communication • Activities 	Weekly
Communities Zain KSA provides 5G coverage across more than 64 cities and we understand it is our responsibility to support the communities in which we operate.	<ul style="list-style-type: none"> • Surveys • Events • Activities 	Weekly
Business Partners Zain KSA partners with local universities, government entities and not-for-profit organizations to make a positive impact on our communities and the environment.	<ul style="list-style-type: none"> • Surveys • Events • Meetings • Emails • Virtual communication • Activities 	Monthly
Government and Regulators Zain KSA stays abreast of the regulations issued by the Capital Market Authority (CMA), the Communications, Space & Technology Commission (CST), the Ministry of Communications and Information Technology of Saudi Arabia (MCIT) and the National Cybersecurity Authority (NCA), among others, to ensure we remain fully compliant with the latest requirements. We expect our business partners to align with local regulations, too.	<ul style="list-style-type: none"> • Meetings • Emails • Events • Activities 	Monthly

Our proactive approach to stakeholder engagement helps to build trust and maintain strong relationships with all our stakeholder groups.

Grievances and Feedback

Our stakeholder engagement is guided by the Zain KSA Stakeholder Policy. We welcome feedback, both positive and negative, from all our key stakeholder groups. They can contact us via email as published on our website, or by calling the designated contact numbers in emergency situations.

Zain KSA prioritizes making user-friendly, accessible communication channels available to our stakeholders so that customers and other interested groups can readily submit complaints, make inquiries or report issues. Complaints are followed up and remediated by the internal audit or human resource management teams, as required.

[Contact KSA's First Mobile Service Provider | Zain KSA](#)



ESG Risks

Zain KSA upholds a robust risk management function, with senior management providing strategic oversight to ensure ESG risk management aligns with our overall goals. Our committed staff and functional teams diligently identify and report operational concerns, ensuring potential risks are promptly recognized and addressed at all organizational levels.

Zain KSA continuously reviews and enhances its Enterprise Risk Management (ERM) framework, policies, and procedures to ensure optimal risk management. We proactively monitor potential and actual risks, adjusting our responses as needed. Leveraging technology, we automate our risk management processes to facilitate the identification,

assessment, mitigation, and tracking of risks. Our comprehensive approach to ERM safeguards our operations and stakeholders, fostering a robust culture of risk awareness within the company. Notably, we are actively monitoring and mitigating the following ESG-related risks:
 Environmental Risks: Addressing climate change impacts,

resource management, and regulatory compliance to ensure sustainable operations.
 Social Risks: Ensuring employee well-being, diversity, equity, inclusion, and community engagement.
 Governance Risks: Upholding corporate governance standards, ethical practices, and transparency in all business

dealings. By focusing on these areas, Zain KSA remains committed to maintaining a resilient and responsible business environment.



RISK	DESCRIPTION	PI*	MITIGATING CONTROLS	RRR**
1 Evolving Regulatory Regime	The regulatory framework is evolving in areas such as customer acquisition, quality-of-service (QoS) requirements and spectrum. Several Zain KSA product launches have been rescheduled owing to changing regulations and open access regulation. Based on recent directives and ongoing discussions with the Communications, Space and Technology Commission (CST), some of these requirements would result in massive capital expenditure requirements for Zain KSA. At the same time, public consultation is underway regarding the auction of spectrum for 5G low bands. Some ambiguity in terms of privacy laws, as well as the ongoing development of regulatory maturity for new technologies, can hamper the pursuit of new opportunities.	Extreme	Zain KSA's commitment to governance and compliance is evident through: <ul style="list-style-type: none"> A robust external stakeholder management strategy that ensures multiple levels within the regulatory landscape are clearly mapped for developing relationships Proactive response to regulatory requests regarding consultation topics and recommendations Development of consensus positions or white papers with other operators on regulatory considerations Nurturing understanding of industry-specific transformation and regulatory compliance requirements The company is dedicated to implementing measures, controls and strategies to enhance these functions, underscoring its proactive approach to refining a strong governance framework and ensuring adherence to regulatory requirements.	Extreme
2 Investment in Network / Return on Assets	As the third operator in KSA, Zain needs significant capex investments in 5G spectrum, fiber connectivity, and 4G/5G sites to compete effectively and enhance network experience, but must also focus on Return on Assets and consider the impact of rising interest rates on profitability.	Extreme	<ul style="list-style-type: none"> Prioritize capex spending based on regulatory requirements, coverage needs, and capacity enhancements. Evaluate the business case for new CAPEX investments, including spectrum acquisition, to ensure strategic alignment and financial viability. Collaborate with other operators on infrastructure sharing to reduce capex. Implement robust financial planning to manage the impact of rising interest rates on profitability. Develop commercial propositions to enhance Return on Assets and ensure sustainable financial performances 	High
3 Suboptimal Customer Experience	Zain KSA attends to customer satisfaction; however, challenges in network coverage and service delivery present significant risks. <ul style="list-style-type: none"> Network experience: Zain KSA leads the market with regard to 5G and is aiming to do so on 4G and overall coverage as well. Digital experience: Our digital channel capabilities refer to journey experience, features readiness and end-to-end online processes. CX: Not addressing operational complexity and technical limitations impacts service delivery, risking customer satisfaction and retention. Improving customer service across all levels and enhancing network coverage is crucial for Zain KSA to remain competitive and retain market share. 	Extreme	We are addressing the customer experience from several angles: <ul style="list-style-type: none"> Bolstering the coverage and capacity of our 4G sites and fiber Conducting network health checks and preventive maintenance Mapping the customer journey, designing CX enhancing initiatives, and proactively managing change Enhancing access to digital self-help systems (both on the website and the mobile application) and improving the touch-point experience Implementing strategies to smoothly transition customers from traditional to digital channels Collectively, these initiatives aim to optimize network infrastructure, elevate the customer experience, and embrace digital transformation in response to evolving customer expectations.	High
4 B2B Market Competition	B2B is a key growth driver for Zain KSA, but new ISPs entering the market with aggressive pricing are creating significant pricing pressure. Coupled with failure to continuously identify new revenue sources through market scanning, evaluation, and targeted investments may impact future growth in the B2B sector.	Significant	<ul style="list-style-type: none"> Focus on B2B/Enterprise Solutions: Prioritize B2B and enterprise solutions to drive growth. Cross-Sector Value Propositions: Identify and develop cross-sector value propositions to enhance revenue growth. Effective Partnerships/Alliances: Establish partnerships and alliances to offer an end-to-end product/service catalog, providing value and service differentiation. Investment Evaluation: Assess investment opportunities in start-ups and adjacent market companies to expand market presence and capabilities. Pricing Strategy: Implement competitive pricing strategies to counteract aggressive pricing from new ISPs, ensuring value-based pricing that highlights the superior quality and comprehensive nature of Zain's offerings. 	High
5 Cybersecurity	Cyberattacks against critical infrastructure may result in the disruption of service and the misuse or disclosure of sensitive and confidential information, adversely affecting business growth.	Extreme	<ul style="list-style-type: none"> Frequent internal and external assessments ensure alignment with best practices and adherence to cybersecurity regulatory frameworks and standards. Investing in cybersecurity projects, including vulnerability assessments, penetration testing, and periodic patching of servers and network devices to counter new cyberattacks and emerging risks. Training employees on security threats and conducting security awareness programs. Achieved ISO 27001 certification in 2023, ensuring that our information security management system meets international standards, thereby enhancing our ability to protect sensitive information, reduce risks, and improve overall security posture. 	High

*PI: Potential impact

**RRR: Residual risk rating after mitigation measures are taken into account



03

Economic

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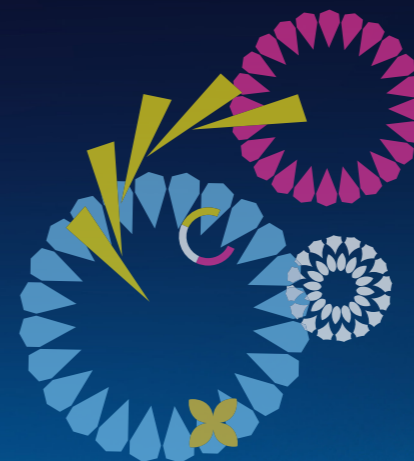
Economic Overview

Zain KSA is establishing itself as a trustworthy information and communications technology (ICT) provider in the rapidly evolving digital landscape.

To reach this goal, Zain KSA ensures its financial growth and performance translate into sustainable investments in state-of-the-art infrastructure that support the Kingdom's economic priorities and initiatives. This is evidenced by our 5G expansion drive, including the launch of the first stand-alone (SA) 5G network in the Kingdom and our contribution to the national Shareek partnership program. Zain KSA's role as the landing station for the J2M undersea cable in the Kingdom also demonstrates our commitment to building the infrastructure that will make the Kingdom a digital hub on the global stage.

To further improve Zain KSA's data capabilities and compliance, the company formed the Zain KSA Data Foundation. The Foundation encourages economic growth, innovation and better customer experiences by sorting and analyzing massive volumes of data. It improves innovation, operational efficiency and decision-making.

At the same time, our investments in adjacent markets and services – including Tamam, our award-winning Fintech arm– contribute to greater digital and financial inclusion for our customers.



Financial Performance Overview

Our success as a company contributes to the Kingdom's economic and social welfare by creating financial value for our shareholders, our employees and our communities. We are pleased to report consistently strong performance over the past couple of years. In 2023, Zain KSA's record revenue reached SAR 9.9 billion a significant 9% growth over the previous year. This revenue surge propelled

Zain KSA to achieve its highest-ever annual profit, reaching SAR 1.3 billion, a remarkable increase of 131% compared to 2022. For the second consecutive year, the Company also announced the Board of Directors' recommendation to distribute cash dividends to shareholders for the year 2023 at a rate of 5% of the nominal share value.

Economic Value Generated

Table 1: Zain KSA's direct economic value generated and distributed on an accrual basis, (Numbers are in thousands).

Amounts (in SAR)	2023
Economic value generated (revenues)	9,882,645
Operating costs (excluding employee benefits, ECL and depreciation)	5,915,117
Employee wages and benefits	764,096
Payments to providers of capital (banks, investors, etc.) - including repayment of loan	1,906,915
Payments to government (taxes etc.) - including ZATCA, MOF and CST	3,188,633
Community investments (Zakat)	88,888
Total economic value distributed	11,863,649
Economic value retained: Revenues less economic value distributed	-1,981,004



Approach to Tax Compliance

Zain KSA prioritizes regulatory compliance as an essential component of its business operations. Our approach to regulatory compliance is both precise and uncompromising. The company's tax adviser continually updates us on any changes in tax requirements. We take fast remedial action when needed, matching our practices with the changing tax landscape. This focus underlies Zain KSA's proactive efforts to maintain compliance and regulatory standards.

Main tax disclosures and status of tax filings are incorporated in the quarterly financial statements of the company, listed in Tadawul, (Numbers are in thousands).

METRIC	AMOUNT
Revenue from third party sales*	9,599,072
Profit/loss before tax	1,348,702
Tangible assets other than cash and cash equivalents**	11,275,768
Corporate income tax accrued on profit/loss***	N/A

* Please note that in Zakat return, there is no difference between revenue from third party or from non-third party. Hence, this is the total revenue as per Income Statement (This is excluding TAMAM Revenue).

** Excluding ROU and intangible assets, but including trade and other receivables.(This is excluding TAMAM Assets).

***Zain is subject to Zakat and not corporate income tax



Infrastructure

Technology is evolving faster than ever before and across various fields and disciplines. In Zain KSA's markets, with 3G technologies becoming obsolete, the most relevant new developments are linked to 5G, big data, cloud computing, machine learning, Internet of Things (IoT) and AI. Zain KSA looks to the future, eager to take advantage of new technologies coming down the line.

Expanding Our Footprint

In 2023, Zain KSA implemented fast 5G services in 10 additional Saudi Arabian cities, bringing its total 5G coverage to 64 cities across the Kingdom. Zain KSA also introduced 4G to 14 major highways across the Kingdom and expanded its fiber optics, especially in the more rural and less populated Eastern and Northern Border provinces.

Zain KSA's network expansion demonstrates its mission to deliver innovative digital services across the Kingdom while providing advanced user experiences that raise Saudi Arabia's digital competitiveness. Our goal is to drive national digital transformation and increase the quality of life in communities across the Kingdom by offering high-speed access to digital services, thereby opening up new commercial and social opportunities, even in remote areas.

Another significant milestone was Zain KSA's announcement of the Kingdom's first stand-alone (SA) 5G network at the LEAP 2022 Tech Event. This breakthrough reinforces the company's position as a leading provider

of Saudi digital innovation. The reliable 5G SA core with record-breaking internet speeds offers greater network flexibility by enabling network slicing capabilities and supports the advancement of IoT, augmented reality and drone solutions.

The company also launched the world's first zero-emission 5G network at the Six Senses Desert Dunes resort in the Red Sea. This solar-powered network – which uses over 750,000 solar panels – will contribute to the SGI target of reducing the Kingdom's carbon footprint by approximately 278 million tons annually by 2030, in line with the national target of achieving Net Zero by 2060. It lays the foundation for future sustainably powered ICT infrastructure.

Shareek Data Center

In February 2023, the Kingdom's Ministry of Investment (MISA) launched Shareek, a new private sector partnership program for digital expansion. The Shareek program is designed to support public and commercial sector collaboration, while enabling data agility for regional, national and global enterprises operating in the Kingdom. It does this by providing government support and investment for private sector companies to spur GDP growth, reduce unemployment and drive economic diversification.

At the Shareek launch ceremony, Zain KSA announced an agreement to establish several hyper-scale data centers

that will underpin numerous projects aimed at supporting the fulfillment of Saudi Vision 2030. This is an important initiative, given that the current demand for cloud services far outstrips supply, forcing local clients to look to other service providers in the region, and the demand is projected to grow significantly for the foreseeable future. Saudi Arabia intends to increase its capacity from a current 60MW to 360MW in five years and to 1,300MW in 10 years.

The Shareek initiative will bolster Zain KSA's already-ringfenced capital expenditure to expand its own capacity and take advantage of growing industries such as cloud gaming and public cloud. We aim to increase capacity over the next five years by adding 18MW to the Kingdom's capacity, which is 5% of the national expansion target for the same period. We will build three data centers: one in Riyadh and two in the Kingdom's Western Region. Ultimately, the data centers will support the Kingdom's aspiration to be a global digital hub and a leading digital economy.

J2M Maritime Infrastructure

In 2022, Zain KSA announced its intention to help lay the J2M undersea digital cable between Jeddah, KSA and Marseille, France. In 2023, the company signed an agreement with Emaar – the Economic City (EEC) responsible for developing the King Abdullah Economic City (KAEC) – to land the cable at KAEC in Jeddah.

This submarine cable links the Kingdom and Europe, as part of the Pakistan and East Africa Cable System (PEACE). The PEACE system substantially reduces network latency, providing cost-effective capacity in an economically growing region and enhancing route diversity between Asia, Africa and Europe.

The cable was landed in the Kingdom in August 2023. By landing the J2M cable in KAEC, Zain KSA contributes to making the Kingdom a digital and ICT hub in the region and the world, with Zain KSA achieving a heightened capability to support cloud and IoT services. The cable is expected to become operational in May 2024.

Supporting Adjacent Markets

Zain KSA exists within a digital ecosystem of products and services, all of which contribute to an enhanced user experience and service inclusion across the Kingdom. Zain KSA has a powerful role to play through services adjacent to the ICT infrastructure that it provides.

تامام tamam Zain KSA has made significant strides in adjacent markets, achieving a major breakthrough in Fintech with "Tamam," the Kingdom's first consumer microfinancing platform

licensed by the Saudi Central Bank (SAMA). Today, "Tamam" is expanding its offerings with innovative fully digital services, positioning Zain KSA as a leader in the Saudi Fintech market.



First

consumer micro-financing license in the Kingdom granted by the Saudi Central Bank (SAMA) in 2020



Fastest

microfinance response time – from mobile application download to receiving a Sharia-compliant loan in minutes, with no documents



Winner

of the Best Personal Finance Award at the Entrepreneurship Magazine's 2023 Leaders in Fintech Awards

سحابة زين Zain Cloud As part of our market-leading offering, Zain KSA provides a host of cloud computing services to customers, with the highest standards of security and convenience built in. Zain Cloud provides dependable and efficient services. We offer quick, safe, and user-friendly services through our local Saudi servers. With Zain Cloud, clients save money on data storage with yearly, monthly, or pay-as-you-go subscriptions for limitless storage space, automatic scalability, and speed, as well as real-time backup and recovery, all with data security as a top priority.

transformation journey by offering a comprehensive suite of ICT cloud services, including Software as a Service (SaaS), through our marketplace. It is also dedicated to fostering sustainable growth among small businesses by providing them with tailored cloud solutions.

In 2023, Zain KSA signed an agreement with Amazon Web Services (AWS), one of the most popular and extensive cloud providers in the world. Through this strategic partnership agreement, Zain KSA will be able to supply its enterprise customers with cutting-edge cloud services and intelligent solutions powered by AWS, thereby improving the safety of clients' cloud services, creating innovative tools and services, and supporting enterprise clients in deploying cloud-based infrastructure.

Zain Cloud operates in two data centers across Riyadh and Jeddah to offer most comprehensive and broadly adopted cloud offering, with hundreds of customers distributed among government, corporates, and SMEs. Zain Cloud is actively assisting governmental entities in their digital

Zain Cloud Awards and Certifications

CST Class (C) classification from the Communications, Space and Technology Commission (CST)

ISO 27018 ISO certification for international standard for protecting personal information (ISO 27018)

ISO 9001 ISO certification for quality management system (ISO 9001)

CSA L2 ISO certification for Cloud security Alliance (CSA L2)

ISO 27001 ISO certification for information security standards (ISO 27001)

PCI DSS Zain Cloud obtains payment card industry data security standard certification (PCI DSS)

ISO 27017 ISO certification for Cloud Security Controls (ISO 27017)

NCA CCC Zain Cloud obtains Complaint with NCA cybersecurity Cloud Controls (NCA CCC)



Yaqoot, a fully owned Zain KSA subsidiary, is a mobile application that provides our customers with value-added services, including a digital store for data and call packages. Our diverse range of products caters to various customer segments, especially the financially vulnerable. These offerings appeal to the market, as shown by an impressive 82% jump in revenue from our Yaqoot services.

has a minimal environmental footprint. Our eSIM cards circumvent the paper and energy costs typical of physical SIM cards and lower electronic waste by subscribers. We saw a 53% increase in eSIM sales in 2023. In a similar vein, a greater focus on digital advertising, as opposed to traditional channels like pamphlets and billboards, helps to reduce plastic and paper usage while allowing for a more targeted and personalized marketing approach that appeals to customers.

Through fully digital service delivery to our customers, with zero branches and zero paper consumption, Yaqoot

Overall, Yaqoot's digital services help support both Zain KSA and its customers in their sustainability journeys.

Data Foundation

In 2023, the company founded the Zain KSA Data Foundation, with the goal of improving data capabilities and increasing compliance. The Foundation helps maintain Zain KSA's position as a leading provider of ICT services in the digital era by organizing and analyzing the large amounts of data flowing through Zain KSA systems to improve consumer experiences, promote long term economic development and inspire innovation.

The Data Foundation does perform a certain amount of research, but its primary purpose remains to ensure data integrity, accessibility and usability for various business purposes.

The Data Foundation is already enhancing decision-making processes, improving operational efficiency through data-driven insight, and facilitating innovation across different business functions. It has become a robust support for Zain KSA's strategic objectives.

At the same time, Zain KSA's advanced data systems, recognized as some of the best in the industry, serve as centralized repositories for analyzing both structured and unstructured data, aligning with our evolving Data Foundation.

Looking Ahead

As Zain KSA forges ahead as a market leader in a wonderful digital world, we aim to keep thriving by focusing our efforts in the following areas.

Short term (2024)

Zain KSA will expand its 5G network by investing in major infrastructure projects, thereby enhancing customer experience and fulfilling gaming and other high-speed internet needs. Regulatory compliance is also a key priority.

Long term (2027 and beyond)

Zain KSA will tap data as a strategic asset and foster business-to-business growth by establishing strategic partnerships.

Medium term (2025–2026)

Zain KSA will continue expanding its network infrastructure, including 5G SA, data centers, and fiber networks. The development of 5G applications such as Redcap and passive IoT, along with bolstering cybersecurity maturity, is also on the agenda. Data monetization and cultivating a data-driven culture will support us in achieving our goals.



04

Environment

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Overview of Main Targets

There is only one Earth for humankind. As Zain KSA, we earnestly strive to combat global warming, promote and protect biodiversity, and use our natural resources sparingly.

An Overview of Our Main Targets

Climate Change



Zain KSA's first environmental priority is to decarbonize our business, ultimately achieving net-zero carbon emissions across our operations by 2050. We do this by investing in sustainable, eco-friendly infrastructure while providing and promoting sustainable products and services.

We also contribute to a circular economy by implementing recycling initiatives. The Company protects biodiversity through responsible waste

management practices that extend to helping our customers dispose of their e-waste properly. We also support reforestation programs in line with the Saudi Green Initiative (SGI).

Furthermore, we kicked off our partnership with Red Sea Global by participating in an extensive site survey during the project's planning phase to ensure that no harm to the regional biodiversity would occur as a result of the project.

Aligning with International Priorities – the UN SDGs

By decarbonizing our operations and reducing emissions while using natural resources responsibly, Zain KSA supports the following global objectives.



Highlights of 2023

Launched **World-First Zero-Emission 5G Network**

Won the **Best Green Technology Award**

(Telecom Review Leaders' Summit 2023)

Won the **Climate Action Initiative of the Year Award**

(2023 Glotel Awards)

Charged over **1,300** hours for the **Granada Business** employees electric vehicles through our **EV charging station**

Reached over **650,000** **People**

with our environmental social media posts and campaigns

Partnered with **CST** to recycle over **100,000** devices, contributing to the circular economy

By using recycled paper, we saved:

OVER 2,200 KG of CO₂ emissions

21 trees

137,790 equivalent bulb hours



Approach to Climate Change

Zain KSA is committed to combating climate change on various fronts. The recent sale and leaseback of our network towers prompted Zain KSA to work closely with the tower company Golden Lattice Investment Company (GLIC) – also known as LATIS to ensure these ICT towers are managed in accordance with our sustainability ambitions. These include reaching Net Zero by 2050 and reducing network operation and maintenance waste. At the same time, Zain KSA teamed up with Red Sea Global to roll out the first zero-emission 5G network in the world. This pioneering initiative demonstrates Zain KSA's unceasing commitment to combating climate change.

Zain KSA is actively working to raise awareness about climate change through a number of online activations and initiatives, such as commemorating World Environment Day and Earth Day with tips for consumers to decrease their carbon footprint. An interactive sustainability awareness event was held for the benefit of Zain KSA employees, encouraging them to share ideas for achieving our ESG objectives.

Zain KSA is also pushing the envelope on sustainable transportation by opening an electric vehicle charging station at Riyadh's Granada Business Park in 2022, which serves 5,000 employees. Our Um Al Shogog reforestation project empowers Zain KSA volunteers to work with communities to restore biodiversity.

The World's First Zero Emission 5G Network

In 2023, Zain KSA launched the world's first zero-emission 5G network. We partnered with Red Sea Global to implement this revolutionary project as part of the Red Sea development, which aims to be one of the foremost regenerative tourist destinations globally by 2030. The Six Senses Southern Dunes resort now has industry-leading connectivity, with ICT towers designed to blend into the natural environment and built using **3D printing**, while running on **100% solar power** for a zero-emission footprint and **shareable with all operators**. We conducted extensive biodiversity screenings before putting up each tower to determine its impact on the ecosystem, contributing to preserving biodiversity in the region. Red Sea Global installed **750,000** solar panels as part of the project.

This project won the following awards:



BEST GREEN TECHNOLOGY AWARD
at the Telecom Review Leaders' Summit 2023



CLIMATE ACTION INITIATIVE OF THE YEAR AWARD
at the 2023 Glotel Awards

Aside from the environmental benefits of the project, Zain KSA is happy to contribute its industry-leading infrastructure and expertise to an ambitious project that highlights the Kingdom as a top tourism destination in accordance with Saudi Vision 2030 priorities. This scalable project is the first stage of a long-term relationship with Red Sea Global, which will see the solution rolled out to other luxury resorts. It aligns well with Zain KSA's commitment to reducing its carbon footprint.



Ensuring the Sustainability of Our Passive Infrastructure

In 2022, Zain KSA initiated the sale and leaseback of its **8,069** telecom towers to a Public Investment Fund (PIF)-led consortium. In that year, the company sold **80%** of its stake in Zain Business Limited, the holding company of the towers (since renamed the Golden Lattice Investment Company) for **SAR 3.026 billion**. Zain KSA sold the remaining **20%** in 2023 for **SAR 726 million**. This passive infrastructure sale did not include the software, wireless communication antennas and other equipment and intellectual property. This deal advances the PIF in its goal to double its assets under management as part of its five-year strategy announced in 2021, thereby underpinning further economic transformation and diversification in the Kingdom.

We are actively collaborating with the Golden Lattice Investment Company (GLIC) – also known as LATIS – to ensure the implementation of ESG programs in line with our targets.

These initiatives include connecting generator-powered towers to the national energy grid, investigating hybrid power options to cut fuel usage and installing energy-efficient power systems.



ACHIEVE NET ZERO
By 2050

Reforestation and Rehabilitation

The national Saudi Green Initiative (SGI) is mandated to support biodiversity, protect indigenous species, halt desertification and combat climate change. A major focus is reforestation, and the SGI aims to plant 10 billion trees and rehabilitate 40 million hectares of land across the Kingdom.

In 2021, Zain KSA kicked off its Um Al Shogog reforestation and rehabilitation campaign, in line with the SGI. Zain KSA partners with the Environmental Green Horizons Society to plant seedlings and trees in the Um Al Shogog National Park, which spans 18 million square kilometers.



THROUGH THIS PROJECT, ZAIN KSA PLANTED

12,000 TREES AND PLANTS

The environmental benefit of the project overlaps with Zain KSA's social efforts. Company employees worked alongside orphans and volunteers from the Kayan Charity for Orphans for the second consecutive year in 2022, thereby promoting inclusion of orphans, instilling a culture of volunteering among our staff members and community. The Kayan Charity for Orphans also benefits from a fun and stimulating day out, while the project helps to raise awareness about the importance of environmental preservation.

Advancing Sustainable Transportation

A major contributor to emissions globally is road vehicle transport. The Kingdom's economic diversification efforts away from oil and gas, as well as its environmental priorities, is showcased in the PIF's goal to produce 500,000 electric vehicles (EV) annually by 2030. Zain KSA supported this drive by launching an EV charging station at Granada Business Park in Riyadh in 2022. It is an early step in promoting the uptake of more environmentally friendly road transport options for our employees in Riyadh.



The EV charging station serves:

MORE THAN 10 BUSINESS TOWERS

OVER 5,000 EMPLOYEES THAT HAVE ACCESS TO THE CHARGERS



TOTAL EMISSIONS SAVED IN 2023

2,482 KG CO_{2e}



CHARGING HOURS IN 2023

1300+

Our Energy Consumption

Zain KSA takes active steps to reduce our operational carbon footprint through energy-saving initiatives. Doing so not only saves costs for the business but also contributes to the social and ecological sustainability of both the Kingdom and the world at large. Zain KSA's smart building solutions, including LED motion-activated lights, help to limit our energy consumption.

Key Metrics

FUEL CONSUMED

56,979,768 LITERS

ENERGY CONSUMED

576,399,096 KWH

Emissions and Targets

Zain KSA recognizes the importance of reducing CO₂ emissions to preserve the environment and support the Kingdom in the achievement of its ambitions. Our objective is to reduce our impact by leveraging technological advancements as a crucial tool in addressing environmental challenges. Our comprehensive strategy spans our entire business and aims to separate economic growth from its impact on the planet. To help limit the global temperature rise to 1.5°C, we are set to achieve the following.

These strategic targets align seamlessly with our network expansion and service quality enhancement, and also play a pivotal role in supporting our competitive edge. By prioritizing these objectives, we aim to create a harmonious balance between growth and environmental responsibility, ensuring sustainable progress.

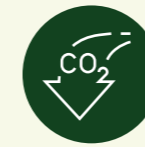
As we navigate the critical path towards net zero, we have established robust systems to accurately measure our emissions across all our operations. We undertake continuous monitoring to make informed decisions and track progress effectively.

One challenge in our mission to limit our emissions is the significantly increased energy requirements of 5G infrastructure. Given our expanding 5G footprint, this resulted in a general increase in the emissions of our managed base stations between 2021 and 2022.



ACHIEVE NET ZERO

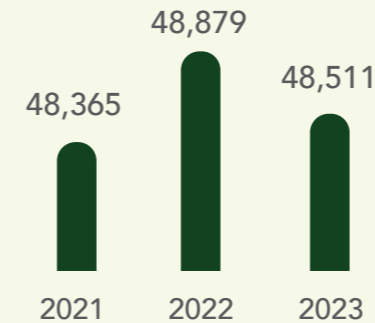
By 2050



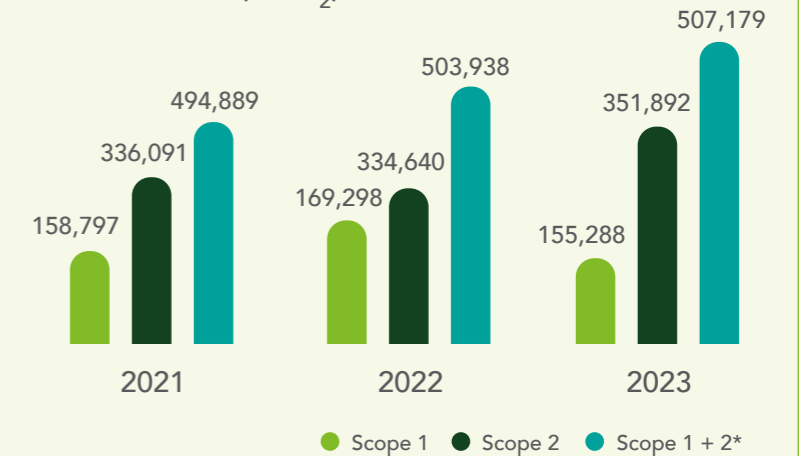
REDUCE SCOPE 1 AND 2 EMISSIONS BY

23.1% By 2027

CO₂ Emissions per Base Station (kg)



Emissions (tCO₂)




Going forward,


we will continue exploring ways to reduce our carbon footprint for the benefit of our wonderful world and every living being in it.

Bolstering Climate Change Awareness


Zain KSA, a leading ICT service provider and a prominent corporation in the Kingdom, boasts a substantial social media following.




2.1M+
FOLLOWERS




1.6M+
FOLLOWERS



580K+
FOLLOWERS



210K+
FOLLOWERS



150K+
SUBSCRIBERS

We believe in using our influence to promote **environmental awareness** through various online activations and campaigns.

Environmental Sustainability in the day-to-day

Our aim is to help our customers and communities to incorporate eco-friendly habits into their everyday routines, at home and even when going shopping.

لمستقبل أفضل لنا ولعائلانا



رابح السوبرماركت؟
تسوق بطريقة صديقة للبيئة



كيف نخسل ملايسك بطريقة صديقة للبيئة



Recycle Your Device

We encourage our followers to dispose of their electronic waste responsibly.



Reuse and recycle plastic bags

Our social media campaigns raise awareness about the damaging impacts of plastic waste and advise our followers to reuse plastic bags and recycle plastic materials whenever possible, including the polyester contained in clothing and other materials.



Offsetting carbon emissions through gardening

Green gardens and healthy vegetation have both mental health and environmental benefits. We encourage our followers to cultivate healthy gardens that also help to combat climate change.

كيف نحافظ على نباتاتك المنزلية لوقت أطول؟



تطبيقات تسهل عليك العناية بنباتاتك



كيف نقلل من التلوث داخل بيتك؟



IN 2023, WE REACHED
OVER 650,000
THROUGH OUR ENVIRONMENTAL SOCIAL MEDIA CAMPAIGNS


OVER **400** EMPLOYEES PARTICIPATED IN THE EVENT

Our drive to raise awareness extends to our employees as well. In 2023, Zain KSA hosted an interactive sustainability awareness event for its employees, allowing them to explore our corporate sustainability strategy, achievements and practices. The event also incorporated an element of employee brainstorming, providing a platform for our staff members to suggest sustainability tips that can advance Zain KSA's ESG goals. To encourage employees to make environmentally conscious choices, we distributed sustainability-themed gifts such as reusable bags and plants.

Zain KSA remains committed to raising awareness of environmental issues, both internally with our employees and externally with our customers and followers.

Waste and Hazardous Material Management

To protect the Kingdom's precious biodiversity, Zain KSA engages in responsible waste management – both of hazardous and non-hazardous waste. The company identified five major waste streams.



Plastic Waste


Employees are instructed to place plastic waste in designated trash bins on each floor of our headquarters.

All plastic waste is collected and recycled through our partners.

Plastic waste that accidentally ends up with the general waste is removed and placed in the designated bins.

All plastic waste is weighed and reported monthly.

To limit single-use plastic bottles, all new Zain KSA employees receive stainless steel water bottles.



Paper Waste

Every page printed at Zain KSA is tracked by a centralized software system that calculates the company's total paper consumption, as well as the departments and individuals that utilize exceptional quantities of paper.

Based on this calculation, the software estimates how many trees were cut down, as well as the emissions emitted by our paper consumption, compared to the emissions impact of an average lightbulb switched on for an hour.

In March 2023, Zain KSA introduced 100% recycled paper from sustainably grown forests for office use.

Employee printing allocations are capped to limit unnecessary paper consumption and waste.



Electronic Waste (e-waste)

Operational e-waste is collected from Zain KSA's sites and warehouses and sold on auction.

In this way, electronic devices and equipment create further value for new users beyond the item's useful life at Zain KSA.



Hazardous Waste

Hazardous waste for Zain KSA includes e-waste and other materials that may pose a danger to people or the environment.

We ensure that this waste is properly managed by, for example, storing it in a designated covered area to avoid sun exposure until it can be safely disposed of.



General Waste

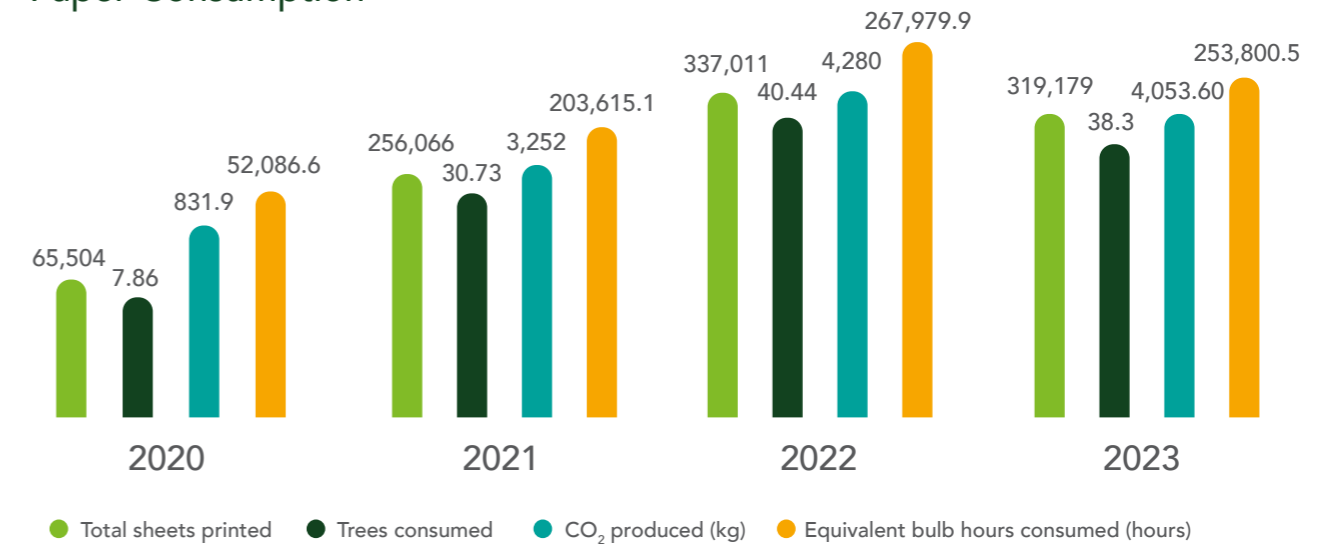
All general waste is collected, weighed, and reported on each month.



End-of-life equipment

Specialized equipment that cannot be reused or resold is recycled by a certified partner.

Paper Consumption



Estimated environmental benefit since the implementation of recycled paper in March 2023



21
TREES
SAVED



2,222.43
KG
CO₂ SAVED



137,790.66
HOURS
EQUIVALENT BULB
HOURS SAVED

End-of-Life Equipment

As the demand for corporations like Zain KSA to safeguard the environment grows, we embrace new technologies that allow us to remain competitive, while ensuring that we take care of the environment. However, older obsolete technologies must still be disposed of in a responsible manner, especially the electronic infrastructure that can be hazardous for both people and the environment. We ensure that we keep such waste in a controlled environment until it can be safely disposed of through reputable third parties.

In 2023, one major waste project involved the sale of obsolete or damaged radio antennas. This sale frees up storage space, thereby saving storage costs. In a similar vein, re-sale of damaged air conditioning units and other equipment ensures that the waste is diverted from landfill and reused, while Zain KSA recovered SAR 280,000 in net savings.

Equipment Sold		
Radio Antennas	Air-Conditioning Units	Facility Items
	SALE PRICE (SAR)	
36,512	5,826	2,704
	SPACED SAVED (M ²)	
520	14	375
	COSTS SAVED ANNUALLY (SAR)	
Storage costs 124,000	Storage costs 3,360	Transport costs 1,200
	Storage costs 90,000	Transport costs 27,000

Going forward,

Zain KSA will continue to review its stored materials annually

for opportunities to dispose of obsolete materials, taking care to do so in a responsible way.

E-waste Recycling Initiative

E-waste, including obsolete or broken mobile devices and laptop computers, is toxic and extremely hazardous to the environment. As an ICT organization, we enable our corporate customers and employees to dispose of their e-waste properly. Zain KSA partnered with the Communications, Space and Technology Commission (CST) and other operators to introduce an e-waste recycling initiative called "Recycle your device" that energizes a circular economy in Riyadh, with three drop-off points for businesses to hand in their mobile

phones, telephones, printers, scanners, computers and other electronic devices.



HP PLANET PARTNERS

In addition, Zain KSA participates in the HP Planet Partners program, a take-back initiative that enables HP's certified recycling facility partners to recycle used toner and ink cartridges. So far, Zain KSA has returned **59 toner** cartridges to HP for recycling, and we intend to soon roll this out to other regions in the Kingdom.



In 2023, the program contributed to recycling

OVER

100,000

ELECTRONIC DEVICES

Water Management

Zain KSA recognizes the significance of responsible water management.

The company's approach to water consumption and conservation aligns with its commitment to environmentally conscious operations. We withdraw 100% of our water from the National Water Company (NWC) and discharge it through the local

municipal infrastructure. Automatic meter readings are provided by the NWC, through which we track our water consumption.

Our water consumption is also monitored through an internal dashboard to track annual water consumption and monitor the success of internal water reduction initiatives against targets.



WATER CONSUMPTION IN 2023

9144 m³

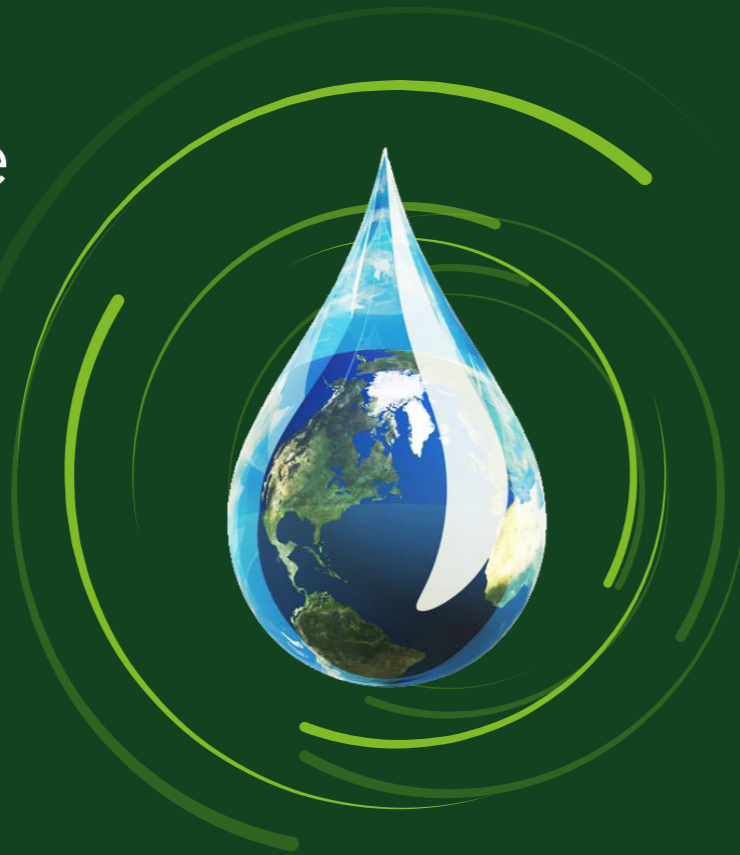


ACHIEVED

14%

REDUCTION IN WATER CONSUMPTION YEAR ON YEAR

Recognizing the Significance of Responsible Water Management



Looking Ahead

Looking ahead, Zain KSA has set environmentally focused goals and targets.

Short term (2024)

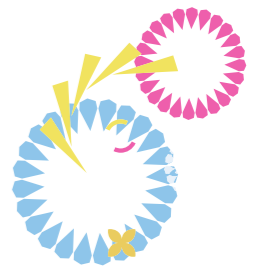
Implement further plastic recycling initiatives

Long term (2028 and beyond)

Install a building management system to reduce energy consumption

Medium term (2025 to 2027)

Implement a water conservation plan



Our existing smart building solutions, such as automatic, movement-activated lights at Zain KSA's headquarters, provide a basis for implementing further smart technologies, both for Zain KSA and as customer offerings.



05

Social

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Our Community	72

Overview of Main Targets

Zain KSA firmly believes that contributing to the welfare of the Kingdom and the communities in which it operates is both a duty and an honor. Our contribution to creating sustainable communities is an intrinsic part of who we are. Of our four corporate sustainability strategy pillars, two speak directly to our social focus on supporting employees and communities.

An Overview of Our Main Targets



Inclusion

Zain KSA aims to bridge the digital inequality gap by providing digital services to women, people with disabilities and the elderly.

Through targeted community initiatives, training programs and collaboration with key partners, Zain KSA promotes digital access for marginalized groups.

At the same time, Zain KSA ensures we provide a safe and positive working environment that promotes equality and combats discrimination in all its forms.

Generation Youth

Our children and adolescents are the future of Zain KSA and the Kingdom. We believe they must be safeguarded, particularly from cyberthreats and bullying, and empowered to be part of a vibrant society that contributes to a thriving economy.

We collaborate with government entities and different partners to promote the safety and digital literacy of our children.

We also engage the youth with mentorship and job opportunities, as well as training, to support their professional growth.

Aligning with International Priorities – the UN SDGs

By pursuing diversity and inclusion, both internally and in our community, and bridging the digital divide, we contribute to the following SDGs.



Our initiatives to support the next generation, both children and youth, promote the achievement of these SDGs.



Our Employees

Highlights of 2023

We implemented a **high-potential employee (HiPo) program** to identify key individuals for development.

40 HiPos participated in 2023.

We increased our training from **51%** of employees in 2022 to

62% in 2023.

Zain KSA launched the **Zain Academy in collaboration with PWC**

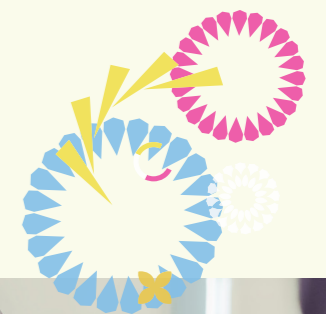
as a new e-learning platform for employees, contributing to a learning culture within the organization.

Zain KSA mapped out a **succession plan** to ensure a smooth handover in key roles.

43

Leadership team members

participated in our **Executive Management Development program**, ensuring upcoming leaders are sufficiently skilled to drive business growth.



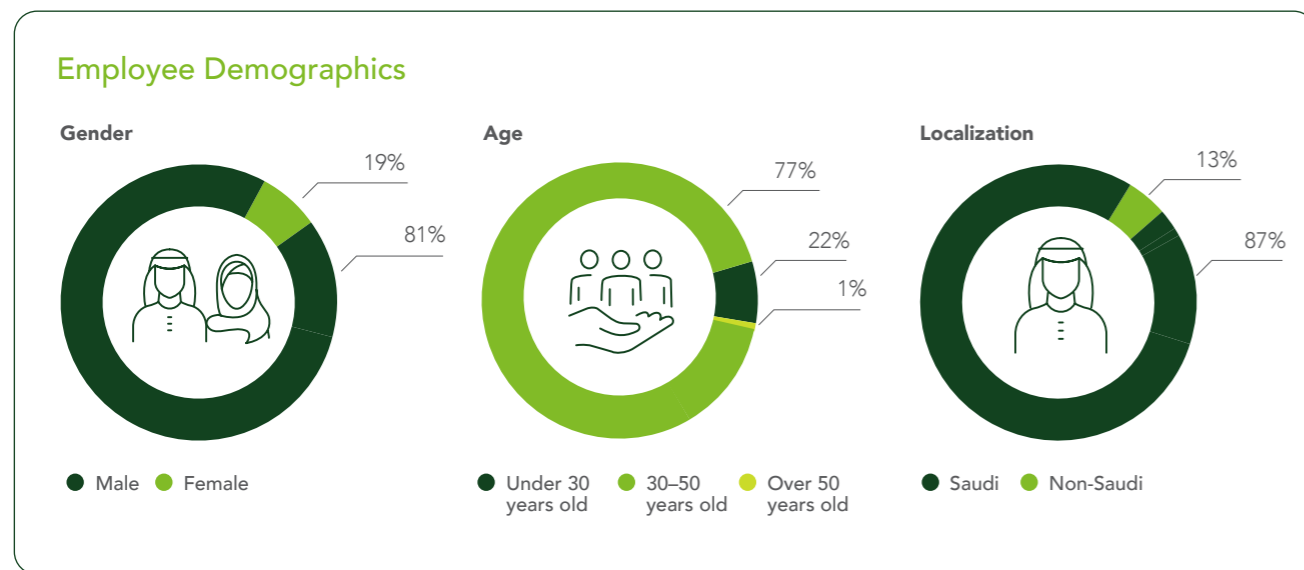
Workforce Management

Zain KSA understands that, without a capable and engaged workforce, we cannot deliver on our promises to stakeholders. By fostering a supportive and enabling work environment and providing the necessary training and development opportunities, we remain committed to attracting and keeping the best talent.

Our employment has increased steadily, from 1,354 employees in 2021 to 1,543 in 2023.



ALL OF ZAIN KSA'S
1,543
EMPLOYEES
ARE FULL-TIMERS



Employee Engagement

It is important to us that every one of our employees is well, both physically and mentally, and that they are engaged and satisfied at work. We care about their well-being as a healthy and happy workforce delivers greater productivity, employee innovation and reduced employee turnover.

We approach employee engagement from several angles.

Mental Health and Well-Being

In today's fast-paced work environment, it is crucial for our employees to receive the right support to enable them to thrive in the work environment. Zain KSA prioritizes the mental and emotional wellness of its people. Zain KSA's **BE WELL** initiative offers free employee access to mental health-related mobile applications, meditation and mindfulness guidance material, and consultations to help combat stress, anxiety, sleep and food disorders, and other emotional challenges. We also give employees the day off on 10 October for World Mental Health Day.

In addition, Zain KSA hosted physical and mental health awareness sessions and activities for our employees.

Check Your Health

We held two sessions, in cooperation with health insurance and other medical organizations, to provide comprehensive medical examinations and special offers for employees.

Happiness Day

We distributed anonymous gifts to employees to celebrate Happiness Day and promote spontaneous joy in the office.

Wellness Day

Zain KSA distributed stress balls, healthy entertainment items, and motivational cards to employees to raise awareness about the value of healthy behaviors.

Mental Health online sessions

Employees participated in four virtual sessions that facilitated breathing and stretching exercises for enhanced well-being.

Breast Cancer Awareness session

We hosted a breast cancer awareness session to raise awareness about this illness, emphasizing the importance of mental health and social support for women's health.

Movember Marathon

Our annual marathon serves to raise awareness of men's health by giving employees an opportunity to participate in a friendly competition.

Remuneration and Benefits

We offer comprehensive benefits to our employees. Over the past year, Zain KSA's human resources transformation project included updating our benefits and rewards programs in line with employee requirements. Benefits include competitive pay, performance-based bonuses and incentives (both for non-officer and non-sales staff) to acknowledge hard work and achievement, and retirement plans compliant with the General Organization for Social Insurance (GOSI) rules for Saudi workers. To safeguard employees' physical well-being, we offer life insurance, extensive healthcare coverage for medical and dental

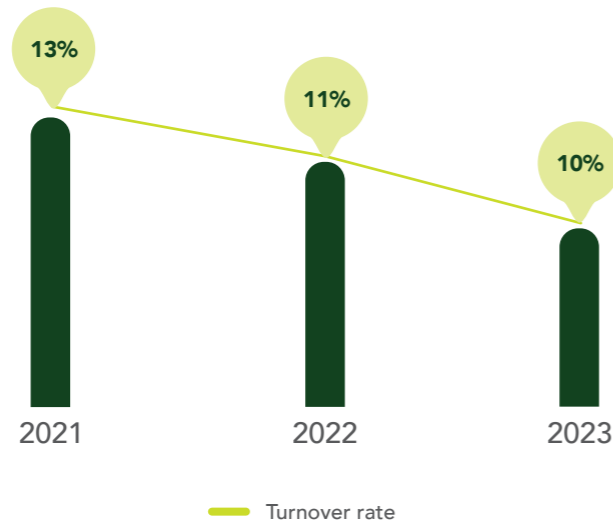
services, and disability and invalidity coverage benefits. Zain KSA also supports working parents through parental and maternity leave (with 50 days of extended childcare leave for mothers on top of the maternity leave mandated by law) and extended flexible nursery periods. All employees receive annual leave time during the year. In addition, we provide fuel, gym and handset allowances, among others. Our new Walaa Plus program offers exclusive perks and discounts for Zain KSA employees.

Zain KSA's telecommuting policy allows employees who can work from a virtual office – 56% of our workforce – to work remotely.



Employee Turnover

Zain KSA's staff turnover rate has decreased steadily since 2021, indicating a positive shift in our employee engagement.



Workplace Training and Development

A highly skilled and capable workforce supports Zain KSA in achieving its goals. All our employees receive regular performance and career development reviews, ensuring every employee performs at their best.



Zain KSA extended its talent development offerings to include high-potential employee (HiPo) development and succession programs that prepare talented successors for executive and middle management roles. Our executive management development training also supports Zain KSA's current and future leaders, of which 14 completed the training in 2023.

However, talent development is not limited to management. All employees have access to training that will help them advance or change roles, such as specialized training, webinars and public workshops. Zain KSA also helps employees pursue post-secondary education programs or certificates.



Our newly launched **Zain Academy** provides a digital platform through which employees can access training courses and material. At the same time, Zain KSA partners with several universities and training organizations to upskill our workforce. For more on these partnerships, see pages 38 and 39 of our [2023 Board of Directors Report](#).

Zain KSA's **REACH** mentorship program helps every employee, at every level of the organization, to learn individually and collectively via discussion sessions with other staff members from different functions. In 2023, 94 mentees, including 50 females, attended five sessions hosted by our two in-house mentors. These lively discussions contribute to a culture of ongoing learning and developments while fostering open, inter-departmental communication.

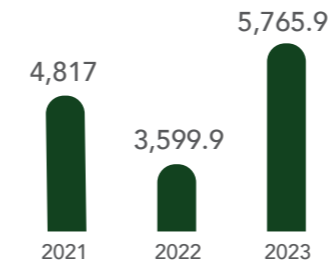
As more employees make use of the available training options, we see employee engagement increasing.

View our Training and Career Development Position Statement
<https://sa.zain.com/sites/default/files/media/2024-07/Zain%20KSA%20Training%20and%20Career%20Development%20Position%20Statement%20-%20signd.pdf>

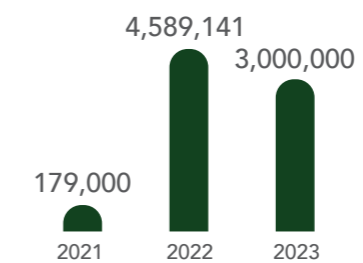


Training Metrics

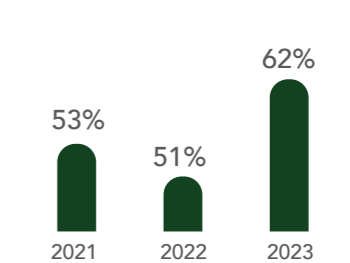
Total number of training hours annually



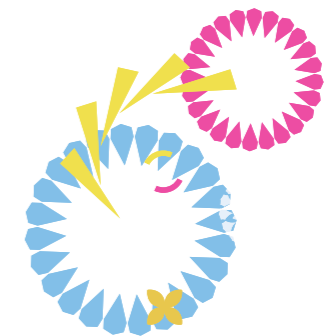
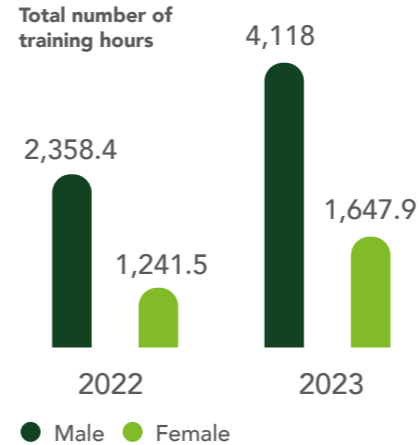
Total spend on employee training and development (SAR)



Employees who participate in training



Total number of training hours



Avenues to Escalate Concerns

In instances of employee restructuring or layoffs, Zain KSA's policies guide the treatment of employees, including clear communication, severance or outplacement policies, and options for reemployment or retraining.

The Kingdom's regulatory and legislative frameworks do not allow collective bargaining. However, we ensure our employees have ample opportunity to raise any concerns with us and that they are protected, as outlined in our Whistleblower Policy. Whistleblowers can submit their concerns via email at speak@sa.zain.com.



Diversity and Inclusion

Zain KSA has always placed an importance in creating a workplace that is conducive to diversity, equity, and inclusion (DEI). In line with our strategic sustainability pillars, we have created a work environment that is enriched by employing people from all walks of life and that strongly rejects any form of discrimination and prejudice. Zain KSA was one of the first companies in the ICT sector to empower women in 2017 and we continue to hire people with disabilities. The following Zain KSA policies support a culture of diversity and inclusion in the workplace:

- Policy for non-discrimination against gender, race, age, people with disabilities, or other forms of discrimination
- Gender wage gap policy
- Policy for hiring Saudi nationals

In 2023, Zain KSA updated its HR Policy Handbook to place a greater focus on diversity and inclusion and support a modern and empowered workforce.

Gender diversity

In line with the Saudi Vision 2030 strategic objective to increase women's participation in the workforce from 22% to 30% by 2030, as well as UN SDG 5 (Gender Equality), Zain KSA continually aims to attract female talent and create a positive working environment for the women in its employment. This is an ongoing journey, yet we remain committed to a fair work environment at Zain KSA.

	Women	Saudi Nationals
19	NON-MANAGER LEVEL	
	262	1,086
	MANAGER LEVEL	
	43	226
19	DIRECTOR LEVEL	
	3	20

Since 2017, Zain KSA's **Women Empowerment (WE) initiative** has elevated female leadership within the company and created a fairer and more balanced work environment, while focusing on recruiting more women. Through the active focus given to our female employees, both in recruitment and training, we have achieved the following.

19.1%

women representation in our workforce (2017: 7.6%)

64.7%

increase in the promotion of female employees

11.5%

women representation in our general leadership (2017: 5.6%)

482 Women

appointed since 2017

38 Women

received specialized training in collaboration with Huawei

69 Women

received integrated training (covering leadership and technology) in collaboration with Nokia and other partners

Through WE, Zain KSA also implemented practical mentorship programs, special incentives for women and international workshop opportunities. The WE program has grown and expanded over the years, as Zain KSA continues working towards a more gender-diverse workforce, free of implicit bias and discrimination.

Supporting people with disabilities

There are currently 19 employees with disabilities working at Zain KSA across different departments and levels. As an extension of the WE initiative, the **WE ABLE** program proactively seeks to identify and hire people with disabilities, while ensuring the work

environment and all training are disability inclusive. We support these valued employees by providing specialized parking facilities along with training and development opportunities.

Employee Health and Safety

Zain KSA is committed to the safety of every employee and stakeholder on our premises. This commitment extends to our contractors and service providers, all of whom are required to follow our health and safety protocols. We align with Civil Defense of Saudi Arabia regulations to ensure a safe workplace.

From a management perspective, our occupational health and safety management systems cover all Zain KSA premises and employees (except for those working off-site), assessing and tracking work-related hazards and incidents on a quarterly basis. The Zain KSA Safety and Security department is responsible for identifying and eliminating hazards and minimizing risks to employees' safety. At the same time, Zain KSA's joint management-worker health and safety committees represent all employees and pay close attention to all health and safety matters. These committees meet quarterly, or whenever security matters arise, to ensure issues are resolved or escalated to the right personnel. Regular evaluations and inspections, overseen by both our security and human resources management teams, ensure high-quality hazard prevention, while health

and safety management systems are internally and externally audited.

We recognize that employees may be reluctant to report situations for fear of retaliation. We are committed to preserving the identity of whistleblowers or employees who disclose sensitive issues and protecting them from reprisal through stringent human resource and internal audit procedures.

Practically, all Zain KSA premises have CCTV cameras to guarantee stakeholder safety and security, and all employees are required to sign the Code of Conduct that commits to keeping colleagues safe. We conduct emergency evacuation drills and first aid training, and we have distributed fire extinguishers and first aid kits across Zain KSA's premises to be readily available should the need arise. Zain KSA also hosts awareness campaigns and assigns safety champions from the contingent workers, who then receive appropriate training to assist in emergency scenarios. All Zain KSA employees receive safety training at induction, equipping them to report and respond to incidents.

The Health and Safety team attends training with the relevant government authorities to ensure ongoing regulatory and best practice compliance.

First aid training session

All employees

The session trained employees in the basic principles of first aid as well as essential health practices in emergencies.

Evacuation tips email campaign

Electronic mailer

The campaign informed employees about evacuation procedures in case of a fire or other emergency.

Safety tips and tools email campaign

Electronic mailer

The campaign provided employees with practical emergency guidelines in terms of their response in an emergency and the tools (including fire extinguishers) available to them.

Fire warden training session

58 employees

We provided training for the safety champions to guide employees in case of a fire.

Fire drills

All employees

All employees participated in demonstrations of real fire scenarios and practiced the emergency and evacuation procedures, in readiness for a real-life emergency.

Zain KSA provides medical insurance to all employees, which includes doctor consultations. A hotline is also available to employees with questions about their medical and healthcare services.

In 2023, we are proud to have maintained a safety record with

ZERO fatalities and

ZERO recordable or high-consequence work-related injuries

Looking ahead

Zain KSA is proud of how far we have progressed with our employee relationships. Over the next five years, we will continue to focus on empowering women in leadership, developing our employees and investing in the youth, and helping our people establish work-life balances with the support of mental health awareness campaigns.

Our Community

Highlights of 2023

150

women empowered through our Women In Tech (WIT) mentorship program

247%

increase in beneficiaries of our disability package

130

donors through the employee blood donation drive

40%

of our target achieved to empower Saudi young people through Wad program so far

150

Saudi graduates trained and employed through the Evolve program

72

Saudi children and youth empowered through WE STEM program

Over

3,000

households benefited from our Kiswat Farah donation

Over SAR

250,000

contributed to settling overdue bills for low-income families

Over

3,350

children and their families reached through our International Child Helpline Day events

Inclusion

WOMEN IN TECH

The **Women in Tech (WIT) program** is a key Zain KSA initiative supporting the Saudi Vision 2030 agenda. It helps local female graduates with science, technology, engineering or mathematics (STEM) degrees transition from university into the workplace by offering real-life insight into

the world of ICT. The high-quality WIT skill development and mentorship program was developed at the Group level and is presented by some of Zain KSA's best talent over the course of three months, overseen by Zain KSA's senior executive team. The program is also enriched by our collaboration with the Ministry of Communications and Information Technology (MCIT), and the Communications, Space & Technology Commission (CST).

WIT I (2021) 
10 Graduates

WIT II (2022) 
100 Graduates

WIT III (2023) 
150 Graduates

We will continue to grow the WIT program, aiming to train 500 graduates annually by 2030.

Purple Saturday

Saudi Vision 2030 aspires to improve the inclusion of people with disabilities, and Zain KSA is committed to the cause. We believe those living with disabilities have an important role to play, both in the workplace and in the community, and that access to the digital economy empowers them to do so.

On the last Saturday in July 2023, Zain KSA celebrated Purple Saturday. This national initiative is an occasion



where companies can support people with disabilities and offer them special offers and services. We launched a special Core bundle lifetime 50% discount for disabled subscribers, in partnership with the Authority for People with Disability (APD). The Zain KSA communication, human resources and digital teams also attended an APD-hosted training session to better understand how the company can bridge the digital divide for people with disabilities.



SOCIAL MEDIA CAMPAIGN REACH

18,500 PEOPLE



GROWTH IN SUBSCRIPTIONS

247%

Supporting the Elderly

Zain KSA signed an MoU with Kebar Association to bridge the digital divide and empower the elderly to embrace a tech-driven society. This MoU aligns with Zain KSA's corporate sustainability strategy, aiming to empower the Saudi population, foster digital inclusion and enhance the nation's digital skills in line with Saudi Vision 2030's goal of achieving an ambitious digital nation. Zain KSA will introduce user-friendly training courses designed specifically for the elderly, helping them benefit from digital solutions. These will include essential applications and programs, contributing to improving their quality of life.

Objectives:

- Providing training on mobile applications like Absher, WhatsApp, Sehaty, and bank applications
- Educating the elderly on how to handle suspicious emails and communications they receive to ensure their electronic security and the safety of their data

Impact:

- Campaign reached over 10,000 elderly
- During the first phase of this program, we are targeting a predominantly female audience in line with our gender diversity focus. By providing this training, we help to enhance the quality of life for the Kingdom's beloved grandparents.

Digital Literacy

It is important for the next generation to be ready for a digitalized employment market and to take advantage of the opportunities that come with new skill and job requirements in coding and AI, for example. In 2023, we launched **WE STEM** to empower children and youth in STEM fields with future-forward skills through training, mentorship and competitions. In the Kingdom, a team of Zain KSA experts hosted two training sessions with the attendance of 72 children.

global leader on a mission to revolutionize how teachers teach digital skills.

This initiative will bridge the digital education gap in the Kingdom by localizing coding, robotics and AI education opportunities. We aim to equip an estimated 200,000 teachers with the skills they need to present these critical subjects to Saudi learners. In 2023, over 200 teachers participated in the program.



Also in 2023, Zain KSA entered into a global-local partnership to enable digital education and digital literacy by signing a Memorandum of Understanding (MoU) with Aanaab Knowledge Company (Aanaab), a renowned Arabic e-learning platform, and Code School Finland (CSF), a



Generation Youth

Zain KSA believes our young people are the key to unlocking a better future for all. We are therefore committed to empowering the Kingdom's youth with the skills and opportunities they need to thrive and providing a safe digital environment for our children.

Supporting Local Talent

Zain KSA intends to support the localization agenda expressed in Saudi Vision 2030 by equipping the youth with essential work skills. We tackle youth unemployment through several initiatives.

Wad Program

As part of Zain KSA's **Wad program**, we aim to train 50,000 young Saudi men and women over three years in partnership with the Ministry of Human Resources and Social Development. This program includes a wide range of public campaigns and activities to promote key skills in the private sector, while bolstering the digital economy. We are proud to have achieved 40% of our target so far.

Evolve

In 2022, Zain KSA launched the **Evolve program**, providing young Saudi men and women with opportunities to participate in workplace training and skill development initiatives and strengthening the pipeline of capable young people ready to join the company. From an applicant pool of over 36,000 applicants, Zain KSA chose 150 high-caliber graduates from across the Kingdom to join the program. We are proud that, in alignment with the 'Inclusion' pillar of our sustainability strategy, the majority of Evolve program participants are women.



Job Fairs

In addition to our graduate training and upskilling programs, Zain KSA aims to recruit the best local talent for the company. Zain KSA attended several job fairs across the Kingdom that altogether provided us with access to 30,000 attendees looking for networking and employment opportunities.

ZAIN KSA PARTICIPATED IN

7 JOB FAIRS ACROSS 5 REGIONS IN 2023

ENGAGING OVER 30,000 YOUNG PEOPLE

ZY

Zain Youth (ZY) is a comprehensive approach that empowers young generations, both Zain KSA employees and community members, aged between 18 and 26 years. Through targeted mentorship, training and upskilling opportunities, young people are empowered to become trailblazers. This initiative focuses on the development of greens skills in the youth, as we value upskilling young people on emerging sustainability topics to create positive impact on the environment, mitigating climate change.

At the same time, Zain KSA benefits from new insight that allows us to serve a younger market better and ultimately boost digital inclusion.

Partnerships to Localize IoT

Partnering with Pioneers Systems

Zain KSA's focus on localization extends beyond our own workforce. Pioneers Systems is a local organization with deep knowledge of electronic circuits. In 2023, we collaborated on developing new solutions and specialized products. Together, we contribute to supporting local content through the development of local skills and capacities in the ICT sector, in alignment with the Local Content and Government Procurement Authority (LCGPA) ambitions, while simultaneously supporting sustainable innovation that aids the Kingdom's economic progress and the achievement of its ambitions.

Child Safety

The digital age offers countless opportunities for young people to learn new skills and experience wonderful new things. However, access to an online world also comes with challenges: cyberbullying, identity theft and access to harmful content are all threats to our children. Zain KSA takes responsibility for helping to safeguard the next generation against digital risks by providing parents, teachers and the children themselves with the tools and training they need to be digitally literate and aware. Zain KSA hosts ongoing social media campaigns to raise awareness of online threats and educate parents on how to protect their children using Zain KSA's numerous parental control features. Our Parent Control Guide also provides parents with tips to protect their children on different devices.



In addition, Zain KSA is a strategic partner for the Saudi Child Helpline, for which we provide both technical support and Kingdom-wide educational campaigns to create awareness. In 2023, we continued our partnership with the National Family Safety Program (NFSP) to support the Kingdom's effort to protect children from harm. We held on-the-ground awareness events across the Kingdom and engaged with two influencers to help spread the word to over 350,000 more people online. Additionally, we conducted a joint social media campaign with NFSP, and reached over 42,500 people and contributed to an uptick in calls to the helpline in 2023.



International Child Helpline Day Events

3 regions **+ 3,350** children and their families

International Children's Day Event at Woosh

2 regions **1,100** kids giveaway gifts distributed
400 discount coupons distributed

To round out its awareness campaigns, Zain KSA hosted on-the-ground anti-bullying events to empower children to identify and deal with cyberbullying. This was done in collaboration with the Saudi Child Helpline.

Anti-bullying Campaign

2 regions **70** children

Sports

In light of its Generation Youth focus, Zain KSA aims to position itself as a brand that promotes the younger generations' physical and mental health by sponsoring both physical sports and eSports. We also align with the Saudi Vision 2030 goals to increase the number of people who exercise by promoting a healthy lifestyle, which will lead to an increase in the average life expectancy of Saudi citizens. This was done by encouraging public participation in sports and athletic activities and achieving internationally recognized professional sporting standards.

In line with these goals, Zain KSA was proud to be a founding partner of the 2023 Saudi Games, sponsoring the largest national sporting event in the Kingdom. Zain KSA provided the games with free access to its 5G network, enabling high-speed digital services for the more than 8,000 Saudi athletes who participated.

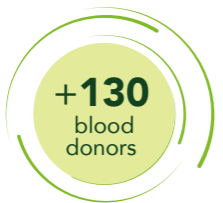
LIV GOLF As the official telecommunications partner for the 2023 LIV Golf Championship, held in Jeddah in October, Zain KSA's leading infrastructure supported digital services for the 48 participants. With some of the world's most renowned players at this international event, the championship served to spotlight the Kingdom's burgeoning sporting facilities to a global audience. Zain KSA was delighted to help enable this exciting event.

Community Initiatives

Zain KSA is serious about its responsibility as an industry leader to support the Kingdom's communities. We aim to support our communities' mental, physical and financial well-being through various initiatives.

Blood donation

Blood transfusions are often critical to the survival of an ill patient. Whether it is an accident victim in need of immediate blood or an individual battling a severe illness, timely access to donated blood can be the difference between life and death. Recognizing this vital need, Zain KSA takes pride in organizing annual blood donation drives at our premises. These events bring together our dedicated employees from across the Kingdom, fostering a sense of community and compassion. By taking part in these drives, our team members contribute directly to the well-being of others, reinforcing our commitment to saving lives.



Kiswat Farah with E7twa22 charity

كسوة مكرم Giving to those in need is an Eid hallmark. Zain KSA encourages its employees to make in-kind donations for the poor, which aligns with both the national effort towards strengthening Islamic values and the internal drive to support our communities. In 2023, Zain KSA's Eid donations went to the E7twa22 charity organization, which provides clothes and groceries to those in need.



Waiving Bills

Along with contributing our time, expertise and other non-financial resources to supporting the community, Zain KSA looks to provide financial support as well. We partner with the Ministry of Human Resources and Social Development and CST to support those who have fallen on hard times and are struggling to meet their financial obligations. In 2023, Zain KSA contributed over SAR 250,000 to settling overdue bills for low-income families.

Raising Cybercrime Awareness

As a leading consumer service provider, Zain KSA has a powerful role to play in raising awareness of fraud, cybercrime and identity theft. In 2023, we participated in the Communications, Space and Technology Commission (CST)'s antifraud campaign, which targets consumers with information about what constitutes fraud and how to safeguard themselves and their private information on the internet. We also hosted a data privacy awareness session, titled **Be Aware, Be Safe**, that equipped customers to stay protected from cyberthreats by taking care to share personal information only with people or organizations they trust.

Cybercrime and fraud awareness
CST antifraud campaign
Over 20,000 people reached

الخداع.. هو أسهل طرق الاحتيال.

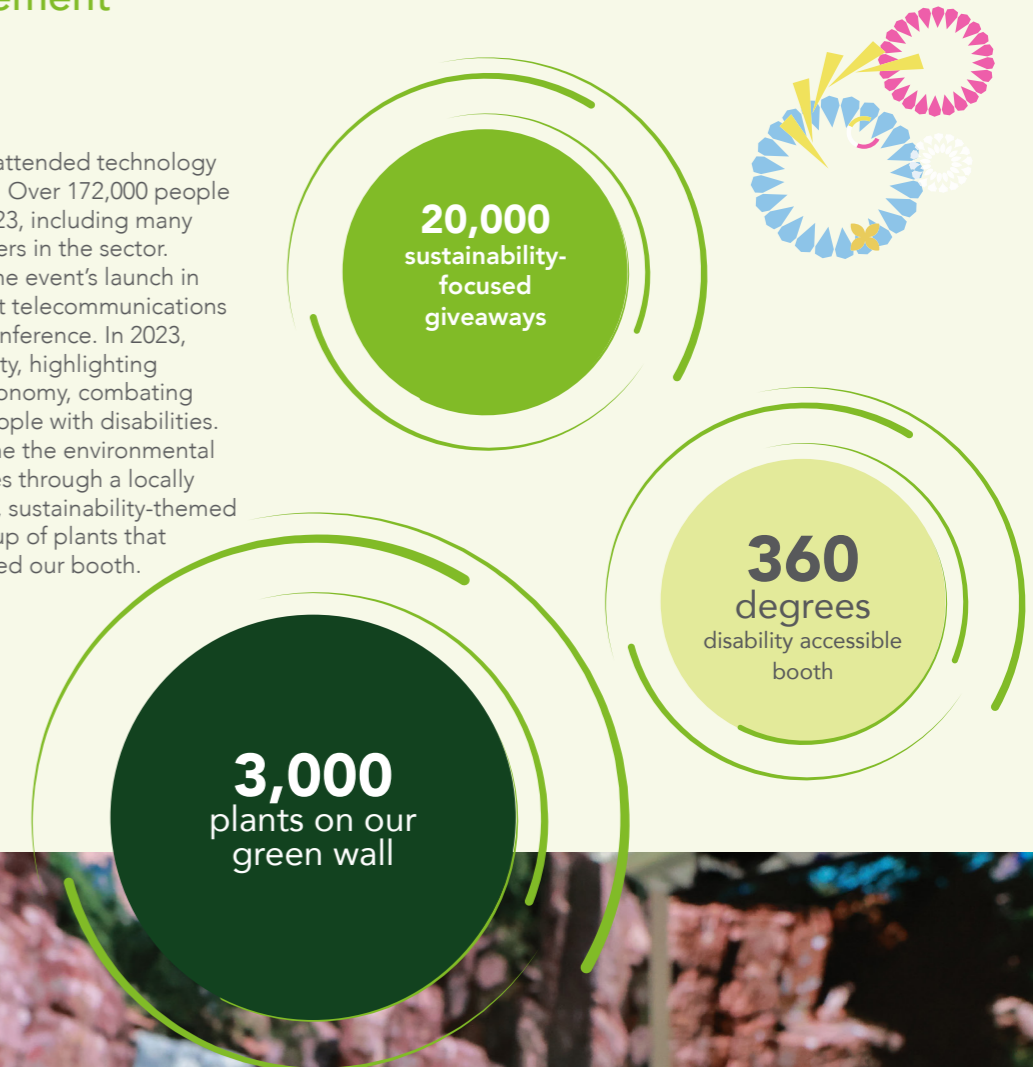
Be Aware, Be Safe awareness session
Over 3,000 people reached

كسوة مكرم

Community Engagement Through Events

LEAP 2023

LEAP is one of the most-attended technology events in the world. Over 172,000 people attended the event in Riyadh in 2023, including many of the biggest brands and influencers in the sector. Zain KSA, a key contributor since the event's launch in 2022, showcased some of the latest telecommunications solutions and innovations at the conference. In 2023, we placed the focus on sustainability, highlighting our contributions to the circular economy, combating climate change and supporting people with disabilities. We used the platform to drive home the environmental message with conference attendees through a locally designed and implemented booth, sustainability-themed giveaways and a green wall made up of plants that were distributed to those who visited our booth.





06

Governance

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Overview of Main Targets

Zain KSA sees corporate governance, ethical conduct, strong risk management and regulatory compliance as critical cornerstones of our Company's long-term success. Our dedication goes beyond legal compliance; we maintain high ethical standards to achieve results that meet the expectations and goals of our valued customers, shareholders, and devoted staff members. We take our ethical commitments beyond our direct operations and actively promote behavioural change throughout our supply chain.

An Overview of Our Main Targets Operating Responsibly



For Zain KSA, good corporate governance is non-negotiable. The tone for our corporate governance is set by the Board as our highest decision-making authority. We seek out high-quality talent with a diverse set of skills, and support them with the policies and procedures that reinforce robust ethics and enable compliance. ESG priorities are also embedded at the highest level and applied throughout Zain KSA.

Operating responsibly extends to our supply chain, which plays a major role both in our expansion as a company and in our social and environmental impact.

Our focus is on promoting and enabling local content while empowering all our suppliers to implement ESG principles with a special focus on respecting human and labor rights.

Within the context of Zain KSA's digital transformation and the broader Saudi Vision 2030 focus on the digital economy, it is critically important that Zain KSA safeguards subscriber privacy and secures the company's data from cybercrime and theft.

Aligning with International Priorities – the UN SDGs

By pursuing good governance with embedded ESG principles, empowering our supply chain, and maintaining

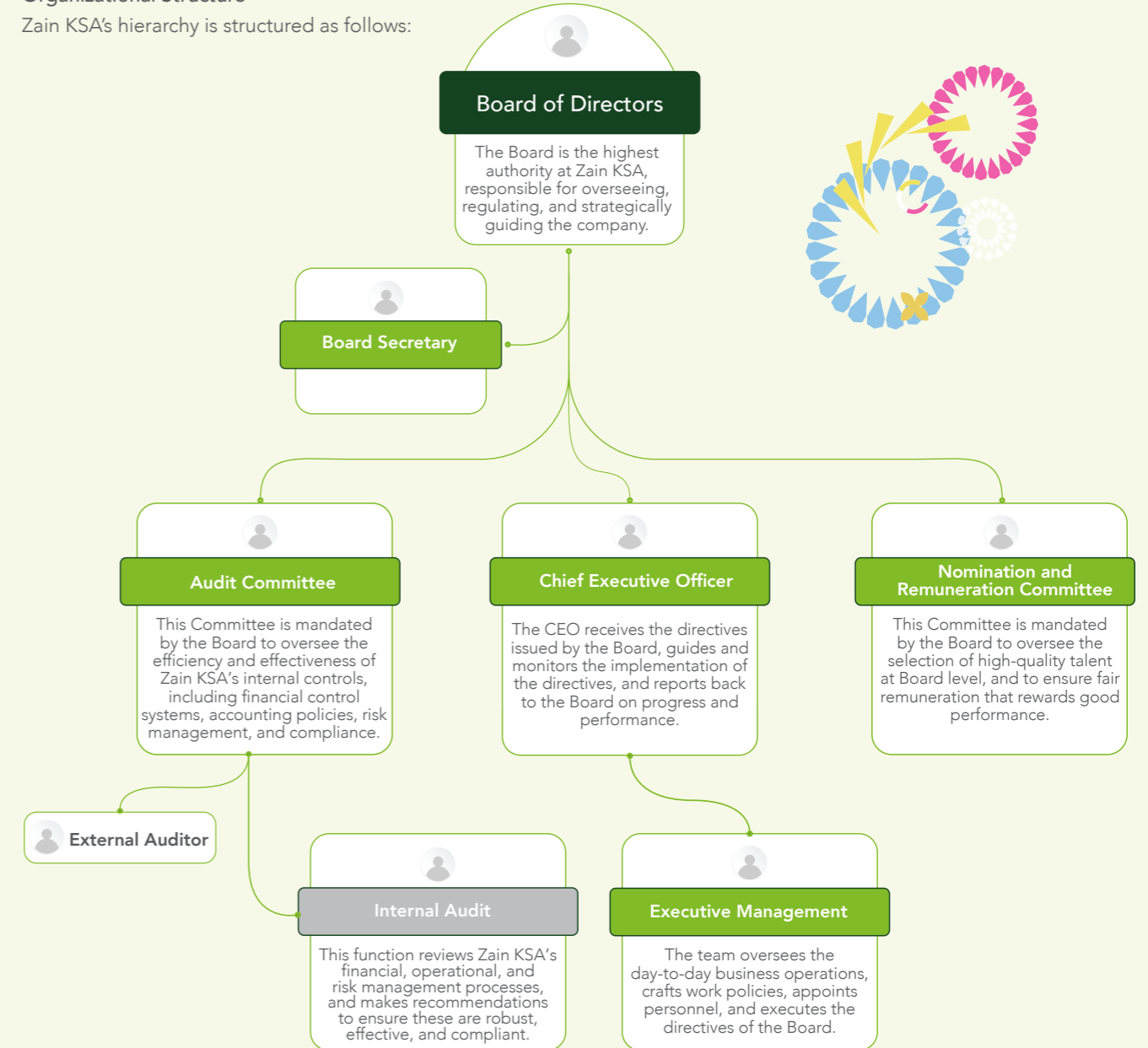
effective and compliant cybersecurity systems, Zain KSA supports the achievement of the following:



Corporate Governance

Organizational Structure

Zain KSA's hierarchy is structured as follows:



This carefully crafted hierarchy is led by the Board, which prioritizes shareholder and other stakeholders' interests and therefore helps to ensure Zain KSA achieves its performance targets. Our expert directors offer guidance as needed, in line with the approved ethical policies and procedures, and are themselves supported by both external and internal auditors.

Environmental, Social, and Governance

ESG is a priority for Zain KSA, starting at Board level and filtering through to the rest of the organization. The Board of Directors and its committees oversee Zain KSA's impacts across the economy, environment and society. The Board delegates the day-to-day management of these topics to the following departments and divisions:

- Economic impacts: Finance division, Network division
- Environmental impacts: Technology division, Corporate Sustainability department
- Social impacts: Human Resources department, Nomination and Remuneration Committee

These report back to the Board every quarter on strategy, performance, challenges, and critical concerns.

Board Composition

Zain KSA aims to appoint the best people to the Board to provide independent oversight of the Company's strategy and performance.

Board Independence

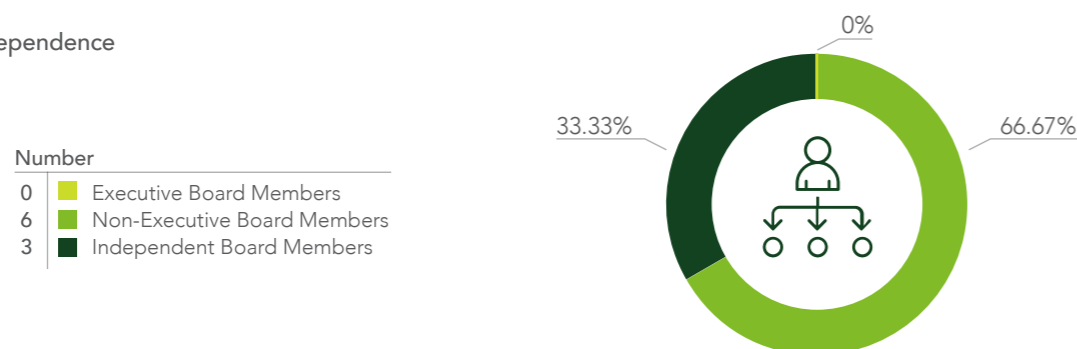
Board independence is maintained through a non-executive chairman and distinct executive and Board functions. Zain KSA's policy is to retain a majority non-executive Board membership, and to ensure independent

directors make up at least two members or one-third of the Board (whichever is greater). At present, 100% of Zain KSA's directors are independent of executive management.

Members of the Board

Name	Membership
H.H. Prince Naif bin Sultan bin Mohammed bin Saud Al-Kabeer (Chairman)	Non-executive
Bader Bin Nasser Al-Kharafi (Vice-chairman)	Non-executive
Ossama Michel Matta	Non-executive
Saud Bin Abdullah Al-Bawardi	Independent
Kamil Hilali	Non-executive
Martial Antoine Caratti	Non-executive
Eng. Abdullah Fahad Al-Faris	Independent
Saad Bin Ibrahim Al-Moussa	Independent
Talal Almamari	Non-executive

Board Independence



Audit Committee Membership

Audit Committee Members	Capacity	Tenure
Martial Caratti	Chairman	April 2022 – April 2025
Ossama Matta	Member	April 2022 – April 2025
Saud Albawardi	Member	Jul 2022 – April 2025

The Nomination and Remuneration Committee membership

NRC Members	Capacity	Tenure
Saud Albawardi	Chairman	April 2022 – April 2025
Ossama Matta	Member	April 2022 – April 2025
Kamil Hillali	Member	April 2022 – April 2025

Tenure

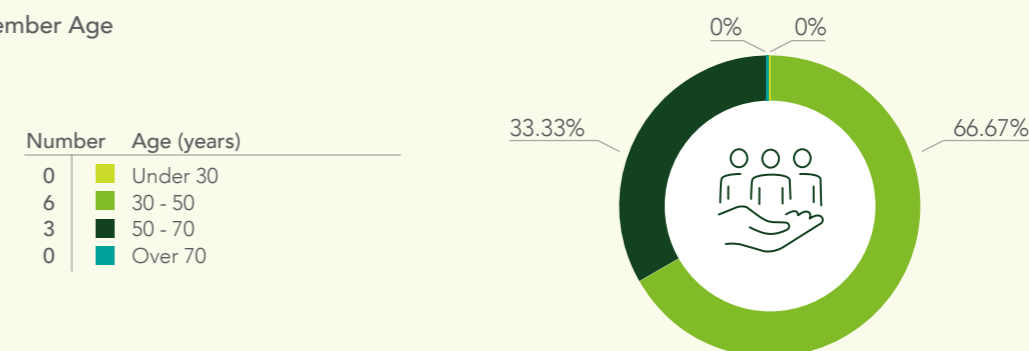
Zain KSA's directors are appointed for a period of three years. All current Board members have been serving since 2022, except for Talal Almamari who joined the Board in 2023. All will continue to do so until April 2025.

Skills and Expertise

Our directors' diverse expertise includes financial, administrative, IT, engineering and governance experience. This deep knowledge base supports healthy growth for Zain KSA.

Skill/Expertise	Number of Board Members
Telecommunications	9
Investment	6
Executive business administration	6
Strategy	4
Finance and accounting	6
Engineering	3
Digital transformation and IT	2
Mergers & Acquisitions (M&A)	3
Remuneration and nomination	2
Community investment	1
Corporate governance	3
Change management	1
Audit and risk	3
Human capital management	1

Board Member Age



Board Member Gender



Nomination and Selection of Board Members

Board of Director memberships are reviewed every three years. Candidates for the Board of Directors are selected in line with the Zain KSA Membership Policy, as approved by the General Assembly.

The Remuneration and Nominations Committee, which oversees executing this policy, invites interested persons to apply for Board membership, or shareholders to recommend individuals, via an announcement on the Tadawul platform.

In accordance with the Zain KSA policy, candidates must comply with the following:

Not serve on the boards of more than five listed joint stock companies simultaneously	Not serve as Chairman of the Board and hold any other executive position at Zain KSA simultaneously	Have past experience in positions of high responsibility and leadership, and be selected based on their potential contribution to the Board
Be characterized by truthfulness, integrity and sound judgement, with financial literacy and technical, leadership and administrative skill demonstrated by their track record	Have the academic qualifications and proven experience to complement the other Board directors	Preferably have experience in the telecommunication industry, or other valuable experience in specialized fields
Be able to balance diverse shareholder and other stakeholder interests	Be available to the Board with enough time and energy to perform their duties on the Board	Be able to engage with and contribute significantly to the Board's discussions and decision-making
Not have been declared bankrupt or insolvent (unless the case has legally ceased to exist), and not be overly indebted	Not have been convicted of any offense pertaining to honor or honesty	Not be employed or affiliated with any of Zain KSA's competitors, or be a major shareholder in such a company

The Remuneration and Nominations Committee shortlists suitable candidates, who are reviewed by the Board before being recommended to the General Assembly for selection at the Annual General Meeting. None of the current members of Zain KSA's board of directors received a negative shareholder vote during the election process, and there hasn't been a request from shareholders holding at least 10% of the voting rights for a vote of removal during the current board cycle.

Board Performance

Zain KSA embraces the highest standard of corporate governance, aligning with international best practice and local laws and regulations. We firmly believe that effective, ethical governance is the foundation of the Company's

success, both financially and non-financially. It enables the achievement of our goals and aspirations, and the effective development of our human and natural resources.

The Board's performance is evaluated in line with Capital Market Authority (CMA) requirements and guidelines.

The Board's Role in Setting Corporate Strategy

Zain KSA's Board of Directors sets the company's strategic direction and tone, overseeing its implementation to ensure success within the context of ethical business practices and ESG priorities. The responsibilities of the Board include the following:



Safeguarding our Corporate Governance

To defend our governance system, which is supported by rules, processes and the appropriate technologies and controls, Zain KSA operates three lines of defense against corporate governance failure.

First Line of Defense: Company Business Units and Senior Management

Our business units commit to, apply, and implement the Zain KSA strategy while measuring the Company's performance within a framework of internal controls. Their practical engagement with the Company's programs and stakeholders often see the first warning signs if something is going amiss.

Zain KSA's senior management team, which is in charge of the corporate strategy and policies' correct implementation, has a high level of understanding of the success of Zain KSA's policies on the ground.

Second Line of Defense: Risk Management and Business Continuity Functions

Zain KSA's Risk Management team is responsible for ensuring everyone in the firm adheres to the agreed-upon risk appetite as outlined in the Zain KSA Risk Management Framework. The team also identifies, monitors and develops risk mitigation methods, while the business continuity function plans for continuous service delivery in the event that a major risk becomes a reality. Continuity plans are thoroughly reviewed by executive management and finally approved by the Board.

Third Line of Defense: Internal Audit

Zain KSA's Internal Audit department is in charge of analyzing all of our department-wide procedures to identify operational weaknesses. These are provided to executive management and the Audit Committee, along with proposed corrective actions, and the Internal Audit team vigorously enforces the solutions, ensuring business continuity.



Risk Management

Zain KSA's risk management function plays a crucial role in establishing a robust corporate governance framework, ensuring strong oversight by the Board. In 2023, we meticulously tracked and measured our performance across several key indicators.

PERFORMANCE INDICATOR	HIGHLIGHTS IN 2023
Risk Identification	We identified and refreshed the Risks That Matter (RTM), incorporating four new risks for 2023 and removed three previous risks. We exceeded our 2023 targets for conducting risk assessments across Zain KSA departments by %120.
Risk Mitigation	Zain KSA tracked the risk mitigation plans for our identified RTMs to assess their effectiveness, with a reduction in likelihood and/or severity of eight RTMs.
Monitoring and Reporting	We diligently monitored key risk indicators to identify emerging trends and address them. We updated our enterprise risk management (ERM) and business continuity management (BCM) policies accordingly. In our commitment to excellence, we have acquired a state-of-the-art ERM/BCM/GRC solution designed to significantly enhance our reporting capabilities in 2024. This advanced system will revolutionize Zain KSA's risk identification, assessment, and monitoring processes, ensuring more accurate and timely insights. Our proactive approach underscores our dedication to maintaining the highest standards of risk management and operational resilience.
Compliance	The risk management practices are now aligned with ISO 31000 (risk management) standards, and business continuity practices are aligned with ISO 22301 (resilience) standards, when we achieved the ISO 22301 certification.
Crisis Preparedness	We have developed crisis communication and crisis management plans for better response and recovery times should a crisis event unfold.
Communication	The Risk Management & Business Continuity team reports to the Zain Group Risk team, as well as Audit Committee, on risk trends and the status of RTMs. This process was streamlined and enhanced in 2023. Annual reporting to the Board and shareholders through the Board of Directors was enhanced as well.
Training and Awareness	We hosted awareness sessions in 2023, aimed at enhancing understanding of risk management and cyber security with employees and key stakeholders.
External Reviews and Audits	Following multiple audits in 2023, our CST resiliency evaluation showed substantial improvement.

Zain KSA continues to strive for excellence in risk management and business continuity, ensuring resilience and preparedness across all operational facets.

2023 Enhancements to Corporate Governance

In 2023, Zain KSA launched its internal Governance Application Monitoring program to support the Board in fulfilling its duties in line with the highest standards. To strengthen this program, the Corporate Governance department is reviewing Zain KSA's top policies and procedures to ensure compliance with the latest updates.

Zain KSA also implemented a targeted recruitment strategy for developing and equipping the best individuals to contribute to the ongoing improvement of Zain KSA's governance procedures.

Business Ethics and Governance

Zain KSA's comprehensive governance structures – covering various charters, policies, and procedures as outlined in this report and the Board of Directors report – showcase our commitment to good governance and transparency. These foster an environment of trust and accountability for the benefit of our valued shareholders and stakeholders.

The following policies are established and approved by both the General Assembly and the Zain KSA Board of Directors.

Company Governance Framework

Our governance framework outlines the governance principles and duties that apply to every individual at Zain

KSA, regardless of where they are situated in terms of our hierarchy – from the Chairman of the Board to our interns.

Download Zain KSA's Corporate Governance Framework

<https://sa.zain.com/sites/default/files/media/2020-01/Corporate%20Governance%20Framework.pdf>



Committee Charters and Regulations

Zain KSA's committee charters govern the objective of, appointments to, and obligations of each individual committee, outlining every aspect from each committee's establishment to committee member tasks and

compensation. Committee members also understand their meeting norms and mandated discussion topics from these charters, which ensures good governance and efficacy.

Download our Audit Committee Charter

<https://sa.zain.com/sites/default/files/media/2020-01/Audit%20Committee%20Charter.pdf>



Download our Remuneration and Nomination Committee Charter

https://sa.zain.com/sites/default/files/media/2021-06/NRC%20Final%20in%20English_0.pdf



Board Member and Senior Executive Remuneration Policy

Our Remuneration Policy governs Zain KSA's remuneration practices for the Board and senior executives. Additionally, the policy provides for the reporting and disclosure of remuneration to stakeholders.

practices. The policy was approved by the General Assembly in 2017.

The Remuneration and Nomination Committee sets and recommends the remuneration for Board members and committees in line with the fixed and variable remuneration outlined in the policy, along with reimbursements. Remuneration is subject to approval by shareholders.

In designing the policy, we took into account the regulations for listed companies, our peers' governance practices, industry standards and international best

Download our Remuneration Policy

<https://sa.zain.com/sites/default/files/media/2020-01/Remuneration%20policies%20for%20Board%20and%20committee%20members%20and%20executive%20management.pdf>



Board Membership Policies, Standards and Procedures

Zain KSA maintains formal, General Assembly-ratified policies for the nomination and selection of Board members. These include the composition of the Board,

criteria for selecting Board members, and the procedures for nomination, appointment, and addressing a Board vacancy.

Download our Policies, Standard and Procedures for Board Membership Document

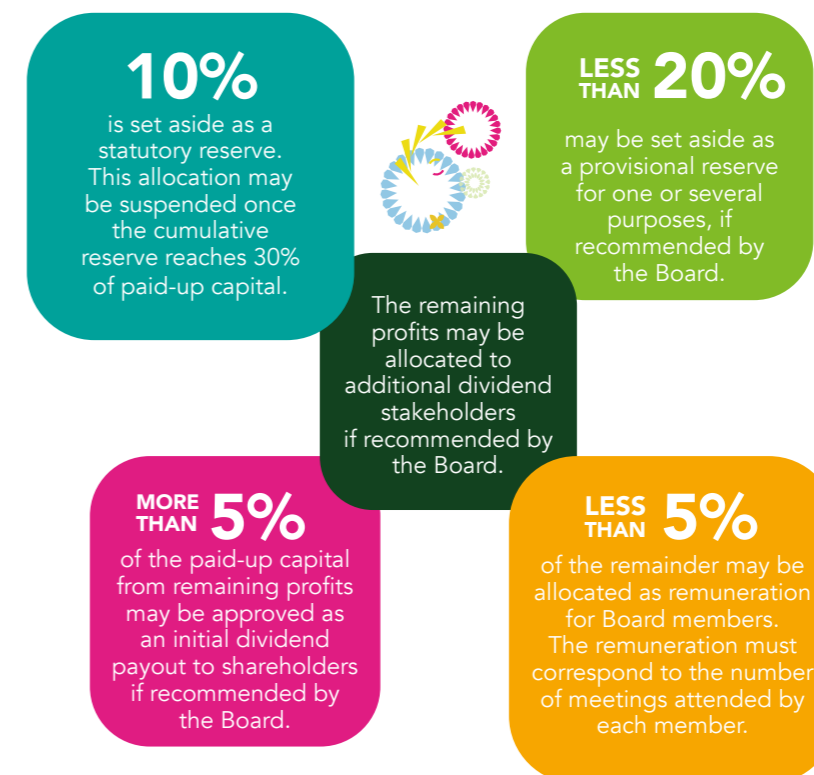
<https://sa.zain.com/sites/default/files/media/2020-01/Standard%20Policy%20for%20Board%20membership.pdf>



Dividend Distribution Policy

Zain KSA's Dividends Distribution Policy is informed by the company's bylaws and the Shareholders' Rights Policy. According to this policy, the General Assembly may choose how Zain KSA's annual net profit shall be distributed once all general expenses and other costs are deducted, as per the following guidelines.

In addition to annual dividends as stated above, Zain KSA is authorized by the Capital Market Authority to pay interim dividends to shareholders either semi-annually or quarterly, according to the authority that the Ordinary General Assembly delegates to the Board about this matter. The decision of the General Assembly (or the Board for interim dividends) determines whether shareholders are entitled to dividends. At the end of the stated entitlement day, dividends are granted to shareholders registered on the shareholder registers.



Download our Bylaws Document in Arabic

https://sa.zain.com/sites/default/files/media/2021-01/ZainKSA_Bylaws_20201124.pdf



Conflict of Interest Policy

An ethical approach to managing conflicts of interest among Board and executive management members is widely recognized as a vital component of good behavior. Zain KSA's Conflict of Interest Policy, approved by the Board, establishes a framework of precise regulations and principles for dealing with transactions or agreements that may directly or indirectly benefit any director, executive, management or employee. The policy defines conflict of interest for Zain KSA, the action that must be taken in such cases, and the disclosure procedures to be followed.

According to our guidelines, any director experiencing a conflict of interest:

- Must disclose this interest to the Board
- Is prohibited from participating in the voting process for decisions related to this matter

The Chairman of the Board must inform the General Assembly during its regular meeting about director conflicts of interest, accompanied by a report by Zain KSA's auditors.

For details of Zain KSA directors' conflicts of interest in 2023, please refer to the Board of Directors report: page 108

https://sa.zain.com/sites/default/files/media/2024-04/EN-ZAIN-BOD-24_4.pdf



Professional Conduct Policy

Given the extreme importance that Zain KSA allocates to ethical conduct in the workplace, this policy defines the principles and rules that guide our people's every action; whether in simply fulfilling their job functions, as representatives of Zain KSA to people outside the organization (including on social media), or in interactions with internal stakeholders. The policy covers conflicts of interest, confidentiality, health and safety, the environment, use of the Company's assets and facilities, and the reporting of misconduct.

Human Rights Policy

Zain KSA cemented its position on human rights through its Human Rights Policy, which extends beyond the Company to its suppliers and service providers. We provide human rights training to our employees and monitor the effectiveness of the policy through anonymous employee surveys along with access to ER cases via HR Ops.

View our Human Rights Position Statement
<https://sa.zain.com/sites/default/files/media/2024-07/Zain%20KSA%20Human%20Rights%20Position%20Statement%20-%20signed.pdf>



Compliance

For Zain KSA, regulatory compliance is top of mind. We strive for 100% compliance with regulations issued by the CST and other government entities. Our Compliance department is responsible for implementing and monitoring internal controls, policies and procedures in line with regulation. The department is supported by the Internal Audit function, which also assesses Zain KSA's compliance with laws and its internal policies. Its findings are regularly reported to the Board's Audit Committee.

However, for compliance efforts to be effective, they must extend beyond mere checklists and reports to being part of Zain KSA's corporate culture. To ensure compliance is embedded at the heart of the Company's identity, we implement two powerful tools: a company-wide Code of Conduct and anonymous whistleblowing avenues.

Code of Conduct

Zain KSA's comprehensive Code of Conduct, driven by the Board, outlines the ethical and professional standards we expect every individual at Zain KSA to uphold. It defines what right and wrong means for Zain KSA and its employees.

Whistleblower Policy

Fostering an environment in which employees and other stakeholders feel safe and are able to speak up when they see occurrences of fraud, unethical behavior, misconduct or corruption is critical to maintaining an ethical workplace. Zain KSA's Whistleblower Policy encourages employees and concerned parties to bring violations of our policies or national laws to the Company's attention, with the assurance that they will be protected from retaliation. It also states that all reported instances must be managed in a timely, consistent, and professional manner, with due consideration to the criteria of what constitutes misbehavior outlined in the policy. Whistleblowers can raise concerns by emailing speak@sa.zain.com.

In 2023, Zain KSA responded to all whistleblower concerns, mainly 100% of the cases have been resolved and closed. We will continue to monitor our regulatory compliance while promoting a culture of open dialogue and safety.

View our Anti-Corruption Position Statement
<https://sa.zain.com/sites/default/files/media/2024-07/Zain%20KSA%20Anti-Corruption%20Statement%20-%20signed.pdf>



Quality Policy Statement

Zain KSA is dedicated to delivering exceptional telecommunications solutions and empowering seamless connection, communication and collaboration for our customers. Our unwavering commitment to quality drives our pursuit of excellence and innovation in every aspect of our operations.

View our Quality Policy Statement
<https://sa.zain.com/sites/default/files/media/2024-07/Quality%20Policy%20Statement%20-Confirmed%20-%20approved%20to%20be%20sign%20v2-Updated.pdf>



Responsible Marketing & Communications Standard Policy Statement

Zain KSA is committed to promoting our products and services in a way that is both ethical and transparent. Our policy ensures that all marketing practices align with our core values of integrity, sustainability, and consumer respect.

View our Responsible Marketing & Communications Standard Policy Statement
<https://sa.zain.com/sites/default/files/media/2024-07/Responsible%20Marketing%20and%20Communications%20Standard%20Policy%20Statement%20%20English%20-approved%20to%20be%20sign%20v2.pdf>



Customer Privacy and Data Security

Zain KSA, a major player in the Kingdom's ICT sector with over 8.9 million customers, must safeguard its data at the highest level. It is our duty to protect the data that our customers and other stakeholders entrust to us. We therefore work continuously to keep our systems updated with industry-leading programs and the latest cybersecurity practices.

and private organizations in the Kingdom. In addition, we ensure compliance with the Communications, Space and Technology Commission (CST) data privacy regulations.

Our privacy and data security safeguards go beyond our internal environment. We monitor and audit our third-party IT service providers to ensure they adhere to our processes and rules, reducing the chance of a data breach by an independent party. Zain KSA also adheres to industry best practices in terms of disposing of outmoded technology without endangering data security.

When it comes to the gathering, processing, storing, and transferring of personal data, Zain KSA follows the guidelines set out by the National Data Management Office (NDMO). This framework applies to both public

View our Privacy Policy
<https://sa.zain.com/en/privacy-policy>



To ensure the highest levels of data security, Zain KSA periodically conducts penetration tests and vulnerability assessments, both internally and through external specialists. In recognition of our commitment to data protection, Zain KSA received the following certifications.



ISO 27001:2013 (Information Security, Cybersecurity Privacy Protection)
 Applies to Zain KSA's Information Security Management System (ISMS)



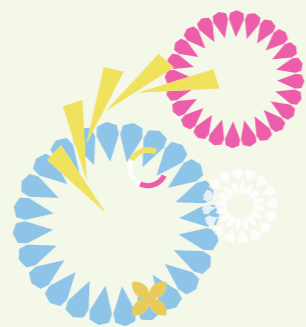
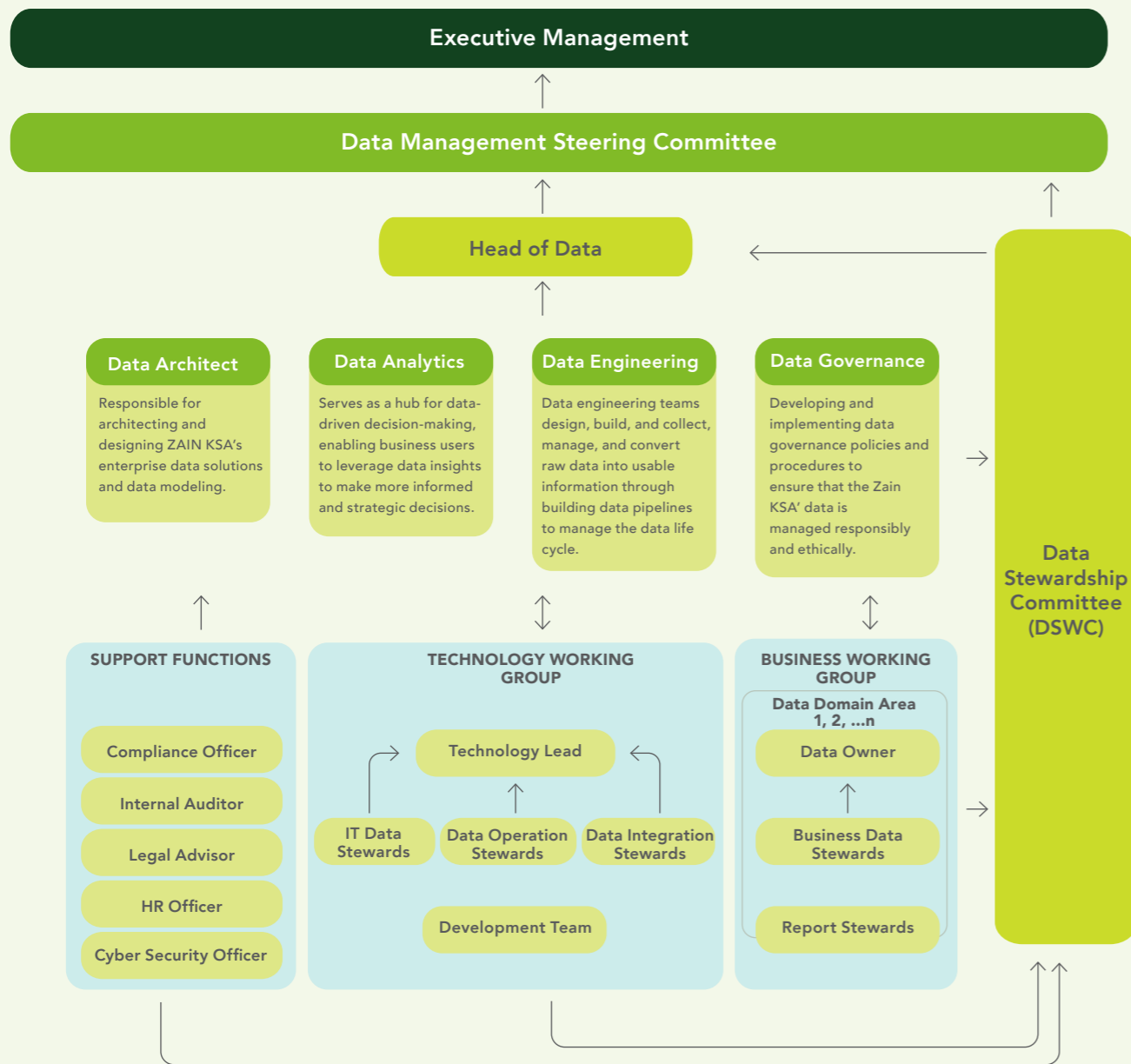
ISO 22301:2019 (Security and Resilience)
 Applies to the company's Business Continuity Management System (BCMS)

Data Governance

Zain KSA has a comprehensive internal governance structure dedicated to data management and monitoring, linked to both Zain KSA's executive management and the Zain Group Central Data Governance Office to guarantee thorough implementation and accountability.



Data Office Organization Structure



Data Protection Policy

Zain KSA's extensive Data Protection Policy helps to minimize the risk of cybersecurity breaches. It extends to any and all personal information collected, stored or processed by Zain KSA and its employees, contractors, partners or suppliers. We review and monitor all processes and systems involved in handling personal data to ensure compliance with this policy.

Consent
Customers must have full control over the consent they provide to Zain KSA; it should be obvious, clear and require a positive action to opt in. In particular, processing personal data for marketing purposes must be consented to by the data subject and Zain KSA must have records to this effect.

Data Minimization
Zain KSA must collect and retain the minimum amount of data necessary to carry out its mandate or provide services to a data subject. Personal information should not be gathered just for the possibility of future usage. The Company should not collect irrelevant information.

Monitoring, Review, and Evaluation
The Data Governance Office monitors the Company's approach to data protection, with this policy evaluated annually for statutory changes. All Zain KSA's systems, and procedures must be monitored and reviewed for policy compliance, supported by periodic reviews of third parties.

Training
All Zain KSA employees must receive adequate training around this policy and in the areas of security, privacy, and data protection.

Data Sharing and Disclosure
The Company may not disclose personal data to any third party or individual, unless the data subject has consented, the data is publicly available, or Zain KSA is under legal obligation to do so. The NDMO provides further guidelines for international data transfer, including:

- There should be a single source of truth to avoid unnecessary duplication.
- Data sharing should have a clear purpose.
- Those who handle the data should be appropriately trained to do so.
- All parties involved should take collective responsibility for data quality and security, and adequate security measures must be in place in line with all applicable laws and regulations.
- All data must be handled in accordance with principles of fairness, integrity, trust and respect.

Approach to Third-Party Data Management

Zain KSA does not collect personal data from third parties. Furthermore, Zain KSA agrees not to sell, distribute, trade, rent or disclose any information to a third party other than Zain KSA, its parent or subsidiary firms, without the user's permission. The third party also agrees to keep the information confidential and view it only to the extent

required to offer such products and services. In instances where third parties have access to our data, a Data Sharing and Exchange Agreement and International Data Transfer Policy outlines how this data must be treated. We manage third-party risk through rigorous assessment and regular audits to ensure they comply with our processes and policies.

Consumers' Right to Control their Data

Data subjects have the right to contact Zain KSA at any time to request information about their personal data held by the Company. Consumers can contact us through our website, through any of our communication channels

listed on our Contact Us webpage, or by visiting one of our main branches. The user also has the right to update their personal information if it is incorrect, inaccurate or outdated.

Consumers can contact Zain KSA through the communication channels listed on our website
<https://sa.zain.com/en/contact-us>



Response to Cybersecurity Breaches

In the event of a data security breach, Zain KSA's predetermined incident management process is designed to ensure an immediate and effective response. We are also ready to inform data subjects swiftly, should we discover a breach.

In 2023, Zain KSA achieved zero data breaches, a two-year track record

Employee Training and Awareness

For maximum protection from cyber threats, our employees must be aware of and equipped to respond to digital threats that might compromise our security. In 2023, Zain KSA's in-house security training, presented over the course of three months, covered the following topics:

- Privileged user responsibility
- Physical security and remote working
- Security essentials for executives

66% of our employees completed security training

- Phishing and whaling threats
- Insider threats

Government Data Requests

In the event of a request by the national government for Zain KSA's data, the Data Governance Director is responsible for overseeing the Company's response. We commit to sharing such information as required by regulation.

Zain KSA did not receive any government data requests in 2023.

IT division's Commitment, Scope, and Strategic Objectives

Zain KSA commits to ensuring seamless access to communication services for all customers, prioritizing

innovation, reliability, and inclusivity. This commitment drives continuous improvement and aligns with the company's dedication to excellence and customer satisfaction.

View our IT Division's Commitment, Scope, and Strategic Objectives

<https://sa.zain.com/sites/default/files/media/2024-07/IT%20Division%20Commitment-access%20to%20communication%20-%20approved%20to%20be%20sign%20v2.pdf>



Supply Chain Management

Overview

Zain KSA's supply chain management is strategically aimed at supporting local SMEs and simultaneously promoting ESG priorities with every vendor that we engage. We aim to achieve ever-greater alignment with international policies of environmental sustainability, social responsibility and respect for human rights through our procurement. At the same time, we understand the broader imperative of effective supply chain management – it facilitates Zain KSA's expansion and the introduction of new products and technology, thereby contributing

to national digital transformation efforts and promoting economic prosperity in other industries.

We are proud of what we have achieved so far, but successful and responsible supply chain management is an ongoing journey. Within an uncertain geopolitical environment, which has resulted in price increases and delivery delays, Zain KSA takes an innovative approach in finding alternative solutions and diversifying its supplier base.

Procurement Highlights From 2023

Analytics

Alteryx, an AI platform that helps automate and enhance analytics, is applied to Zain KSA's supplier management in three main areas:

- 1) Benchmarking supplier quotations against historical records
- 2) Technical warehouse data analysis and reporting
- 3) Enhancement in the decision-making related to stock management and forecasting

Enhanced Vendor Management

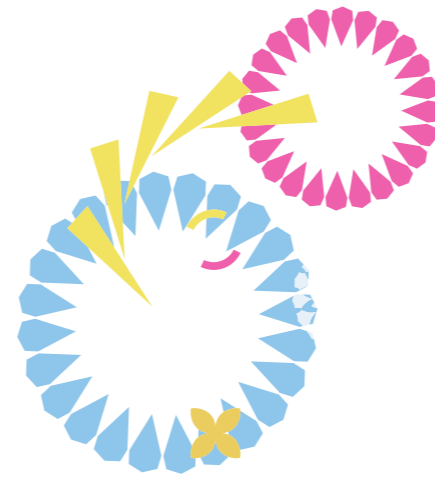
Zain KSA improved its vendor management function in 2023. This included utilizing the Kraljic model to deepen connections with critical suppliers and diversify where bottlenecks were found, enhancing our vendor vetting and onboarding processes, and expanding our supply base rationalization efforts through improved vendor categorization.

Digitization

As part of Zain KSA's digital transformation and paperless operations drive, the Company introduced robotic process automation (RPA) and enterprise resource planning (ERP) platforms. These have already seen strong uptake. Digitally enabled e-procurement and e-invoicing services are also enhancing efficiencies.

Cost Management

Zain KSA's supplier cost-saving initiatives, related to operational and capital expenditure and lower cost of sales, contributed directly to improved profit margins.



The policy is reviewed annually and includes the following topics.

Corporate Social Responsibility

We recognize that the social and environmental impact of the organizations from whom we choose to purchase products and services extends beyond our own. Prospective suppliers must now explicitly agree to Zain KSA's Human Rights Policy and Supplier Code of Conduct before being fully registered as vendors with the company.

Applying corporate sustainability criteria to Zain KSA's vendor management does present challenges. While some international suppliers are familiar with ESG principles and topics, we prioritize local SMEs vendors who often require sustainability training to pass Zain KSA's pre-qualification and tendering procurement stages.

Supply Chain Code of Conduct

Zain KSA's supplier code of conduct is mandatory for all our suppliers. It precludes discrimination in the workplace as well as under age and forced labor, and supports freedom of association and compliance with minimum wage laws where applicable. The code also stipulates that

suppliers pay overtime wages and allow a fair number of working hours for their employees.

To empower our suppliers to adhere to the code, Zain KSA provides them with training on labor-related issues.

Supplier Assessment

We are helping to educate all our current vendors and suppliers regarding ESG matters, including topics of human rights and the circular economy. In 2023, Zain KSA

began mandating supplier self-assessments. These require vendors to analyze their ESG practices in accordance with Zain KSA's social and environmental target areas, while considering the supplier's positive and negative impacts.

24% of our suppliers, making up 57% of our procurement spend, have completed the self-assessment to date

The self-assessment questionnaire covers the following topics.



Audit

We provide audited suppliers with an observation form indicating observations and issues and the Materiality of these issues and request for a target resolving date to complete and resolve it.

Zain KSA started implementing physical site audits for key suppliers, investigating social and environmental aspects such as health and safety, policies and procedures, child

labor, employment practices, the working environment (such as work and housing) and security.

8 of our top suppliers were subject to site audits in 2023

Integration of Social and Environmental KPIs in Suppliers' Evaluation

Zain KSA has incorporated social and environmental criteria into its procurement processes. All vendors

registered since November 2023 undergo a review of their environmental and social impacts, with this process consequently being rolled out to existing vendors.

31% of our new suppliers registered in 2023 were screened against social and environmental aspects

247 suppliers have been assessed for their social and environmental impacts.

None were found to have actual or potential negative impacts that required action on Zain KSA's behalf

Prioritizing Local Businesses and SMEs

Saudi Vision 2030 places a strong focus on localization, including edge technology and knowledge through strategic investment, and developing promising local companies. It also aims to grow the SME contribution to the economy from 20% to 35% to support job creation. In recent years, regulatory bodies such as the Local Content and Government Procurement Authority (LCGPA) started mandating localization through regulation.

Zain KSA is committed to increasing local content and Saudization through both its procurement and training practices. We empower local suppliers, especially SMEs, and support their growth and capability. By deliberately drawing these organizations into our supply chain, most of our current procurement expenditure is focused on local suppliers.

95% of our 2023 procurement spend was allocated to local suppliers

Looking Ahead

As we move towards a brighter, more equitable future with our suppliers, we will continue building on our digital transformation initiatives while ensuring better cost and

vendor management. At the same time, Zain KSA will keep journeying with its suppliers, especially our local SME partners, for a more sustainable and positive impact.

Short Term Focus Areas

- Enhancing digitization
- Continuing supply base rationalization
- Managing costs
- Fulfilling our corporate social responsibility

Medium Term Focus Areas

- Asset reuse and disposal
- Cost management
- Supply chain policy enhancement
- Category management
- Corporate social responsibility

Long Term Focus Areas

- Cost management
- Automation
- Machine learning
- Social and environmental impacts
- Supply chain excellence

Looking Ahead

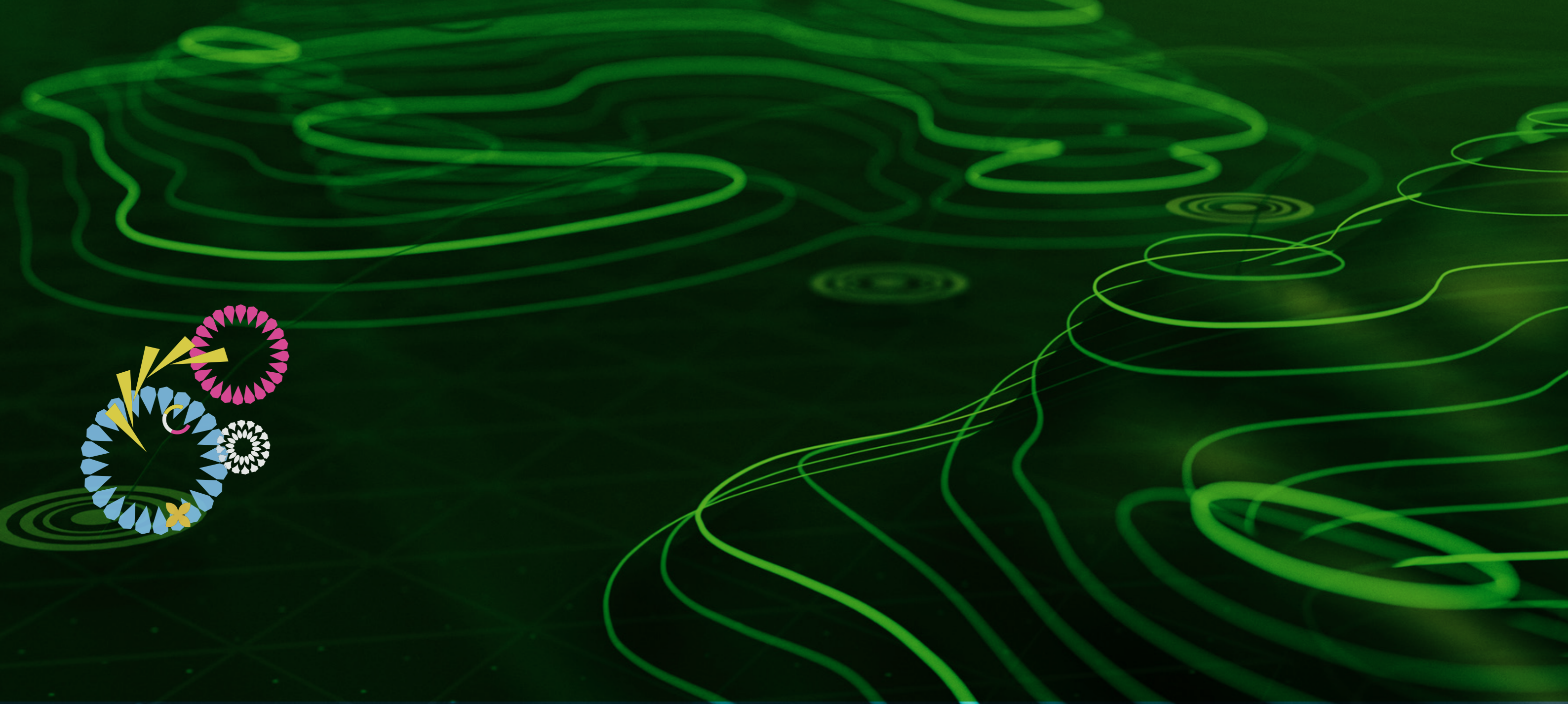
As Zain KSA strives to operate more responsibly in every aspect of its business – from corporate governance at the highest level to the professional and ethical conduct of every employee, through our risk management and cybersecurity policies and procedures, and outwards to encompass our supply chain – it is critical that sustainability is embedded in every part of who we are.

leading governance system by investing in the skills of our Board and executive management while prioritizing regulatory compliance. In the long term and beyond, Zain KSA will continue to embed the principles and practices of good governance through awareness campaigns and comprehensive guidance at every level of our organization.

Looking ahead, Zain KSA will strengthen the processes and commitments we have already made, with our Corporate Sustainability Strategy, Saudi Vision 2030 and the UN SDGs in mind. We will keep developing a

By sustaining effective governance, supported by transparent communication, we will build long term trust-based relationships with key stakeholders, ensuring Zain KSA's long term growth and positive impact.





07

Appendices

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Appendix 1

Saudi Vision 2030 and Sustainability in the ICT Sector

Saudi Vision 2030 Strategic Objectives	How ICT Supports the Objective
Attract foreign direct investment	An advanced ICT sector provides an enabling environment for international companies to enter the market, particularly those that specialize in emerging technologies.
Develop the digital economy	Robust ICT infrastructure supports e-commerce, digital health and education and smart cities. Access to remote working options and digital tools also support productivity gains in industries like manufacturing, business and agriculture.
Increase localization of non-oil sectors	Supporting local ICT product and service providers increases the local content share.
Localize cutting-edge technology and knowledge through the Public Investment Fund	Supporting local product and service providers improves the technical skills of the local workforce in the field.
Develop our brightest minds in priority fields	ICT skills, such as coding, are increasingly sought-after in the marketplace as the digital age advances.
Ensure alignment of educational outputs with labor market needs	ICT infrastructure supports digital education, opening new doors for our young people.
Increase women participation in the labor market	The online environment offers women greater access to education and work opportunities, while enabling flexible working arrangements for new parents.
Nurture and support the innovation and entrepreneurship culture	Promoting startup research and development helps to drive digital innovation, particularly in finance, education and health, as agile small businesses leapfrog the high fixed costs of incumbents.
Improve quality of services provided to Hajj and Umrah visitors	Digital access, with high-speed internet and connectivity, has become a basic necessity for travelers.
Support national companies to consolidate their leadership globally	ICT supports the Kingdom's corporate champions in cementing their leadership positions, by ensuring ongoing connectivity.
Develop promising local companies into regional and global leaders	ICT supports local companies as they expand into new regions by ensuring ongoing connectivity.
Localize promising manufacturing industries	In keeping with the localization agenda, the ICT sector boosts the manufacturing industry by enabling digital productivity tools and tracking software that reinforce manufacturing output.
Create and improve performance of logistics hubs	The establishment of logistics centers across the Kingdom is supported by the Fasah customs electronic platform, which aims to streamline international trade, all enabled by ICT infrastructure.
Improve local, regional and international connectivity of trade and transport networks	With the Kingdom situated next to major global waterways and transport networks, digital connectivity is a key enabler for trade as well as e-commerce.
Grow SME contribution to the economy	Supporting local product and service providers, particularly SMEs, increases the local content share. Connectivity also provides entrepreneurs with digital opportunities that lower overheads and support agility.
Improve productivity of government employees	Digital transformation in government systems is supported by ICT infrastructure and digital tools.
Improve quality of services provided to citizens	With an increasing number of digital platforms with which to engage with citizens, government extends its reach and enhances communication with those under its care while streamlining its own systems.
Enhance transparency across government roles	Digital transformation in government systems, through access to digital tools and tracking mechanisms, promotes government transparency by easing and speeding up access to critical information.
Develop and diversify entertainment opportunities to meet the population's needs	The ICT sector supports the growing number of entertainment platforms available to citizens, while easing the dissemination of locally created entertainment content.
Improve equity of access to education (especially in rural areas)	With more accessible and better-quality connectivity comes improved access to education, particularly in those areas that have traditionally been harder to reach.

Zain KSA built Saudi Vision 2030 focus areas into its corporate and sustainability strategy to support the Kingdom's drive towards greater social and environmental sustainability. These are embedded in its various strategic objectives, with ICT transformation playing a key role.

Appendix 2

Zain Group Material Topics

● High Priority Issues ● Medium Priority Issues ● Low Priority Issues

