Toward a Wonderful
Sustainable Tomorrow

زين
ZAIN

**Mobile Telecommunication
Company Saudi Arabia**

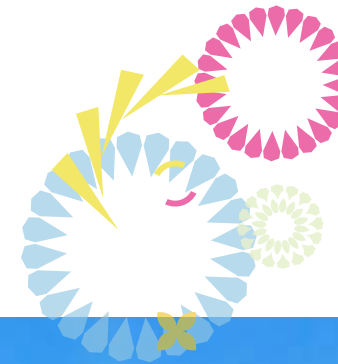Sustainability Report
2024

Sustained Innovation

We believe that innovation and sustainability are not mutually exclusive, but rather powerful forces that drive each other forward. In 2024, we embraced the concept of **"Sustained Innovation"** as the guiding principle for our sustainability strategy, recognizing its crucial role in achieving long-term impact and creating a resilient, prosperous future for all.

Our approach is anchored in four strategic pillars: Climate Change, Operating Responsibly, Inclusion and Generation Youth. These pillars guide our efforts to decarbonize operations, embed ESG across the value chain, reduce the digital inequality gap and build resilience through our efforts to reach 16 million children and youth.

Sustained Innovation embodies our commitment to integrating sustainability principles into every aspect of our operations, from network infrastructure and digital solutions to workforce development and community engagement. It reflects our understanding that true progress requires a holistic approach, where economic growth is balanced with creative thinking, social equity and environmental stewardship.

Guided by Saudi Vision 2030 and the United Nations Sustainable Development Goals (UN SDGs), we are leveraging our expertise in digital technology to develop innovative solutions that address critical sustainability challenges. This includes expanding 5G connectivity to bridge the digital divide, deploying smart energy management systems to reduce our carbon footprint, and enabling a diverse and inclusive workforce that drives creativity and problem-solving.

Through strategic partnerships and a focus on continuous improvement, we are not only transforming our own operations but also inspiring and enabling others to embrace sustainable practices. As we move forward, we remain committed to Sustained Innovation as the engine that powers our journey toward a more connected, responsible and sustainable digital future for the Kingdom and its people.
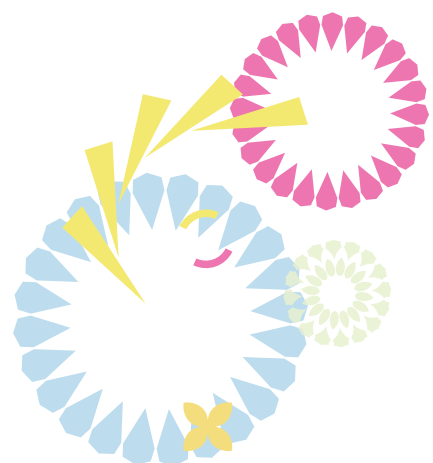
About this Report

This Sustainability Report provides a comprehensive overview of our sustainability strategy, impacts, and performance. As part of our ongoing commitment to transparency and accountability, this report highlights our progress, challenges and future aspirations in line with global sustainability standards. We are proud to offer a clear and candid view of how we are integrating sustainability into every aspect of our business. Through the publication of this report, we aim to capture the strides we have made, obstacles encountered and ambitions that drive us forward. This report reflects our unwavering commitment to responsible growth, social impact and environmental stewardship.

Reporting Period and Scope

This report covers the period from 1 January to 31 December 2024, and includes sustainability data from Zain KSA, its subsidiaries and associate companies. Moving forward, we will continue publishing this report annually to ensure consistent and transparent disclosure of our sustainability performance.

Reporting Frameworks

We recognize that our stakeholders have diverse information needs regarding our sustainability performance. Addressing these expectations while enabling engagement with our sustainability initiatives remains a top priority. To ensure alignment with best practices, this report follows guidance from internationally recognized frameworks, including:

• Global Reporting Initiative (GRI) Standards
• Greenhouse Gas (GHG) Protocol
• United Nations Sustainable Development Goals (UN SDG)
• Sustainability Accounting Standards Board (SASB)
• Tadawul ESG Disclosure Guidelines

Zain KSA understands that sustainability reporting is an evolving journey. We are committed to continuously refining our approach, adapting to emerging sustainability trends and enhancing the quality and depth of our disclosures.

Stakeholder Feedback

We welcome feedback, suggestions and comments on this report as well as our overall sustainability performance. Please direct all inquiries to the Corporate Sustainability Department at cs@sa.zain.com. Your insights are invaluable in shaping our future sustainability initiatives.

Cautionary Statement

This report may include forward-looking statements related to the Company's sustainability performance and future initiatives. These statements should not be interpreted as guarantees of financial or operational results, as they are subject to various external factors beyond our control. Outcomes may vary, and Zain KSA does not assume any obligation to update or revise these statements in response to new developments.

Toward a Wonderful Sustainable Tomorrow

Sustainability Report 2024

Table of Contents

01
Introduction

About Us

Zain KSA is a leading provider of telecommunications and digital services. Established in 2008 in the Kingdom of Saudi Arabia, Zain KSA plays a pivotal role in the Kingdom's digital and sustainable transformation. The Company offers a comprehensive portfolio of solutions, including mobile voice and data services, advanced 5G connectivity, Fintech offerings, cloud computing, IoT applications, fiber broadband and drone technology.

Zain KSA continues to strengthen its network capabilities and digital services while embedding sustainability at the core of its growth strategy. The Company's commitment to innovation, environmental stewardship and customer-centric solutions directly supports Saudi Vision 2030, contributing to a more inclusive, connected and sustainable society. By advancing green technologies, promoting responsible digitalization and enabling smart solutions for individuals, businesses and government entities, Zain KSA plays a vital role in driving the Kingdom's sustainability ambitions.

Zain KSA Today

9.3
million
Customers

1,503
Zainers
Women: 20%
Saudis: 87%

237
Shops
5,549
POS

47%
Data revenue
(excluding SMS & VAS)

62
Blended ARPU

21,435
TB/Day
Average daily data traffic

99% 66% 94% 66.1%
2G   3G   4G   5G
Population coverage

10,385 Total sites
564 cities covered by 3G
479 cities covered by 4G
70 cities covered by 5G
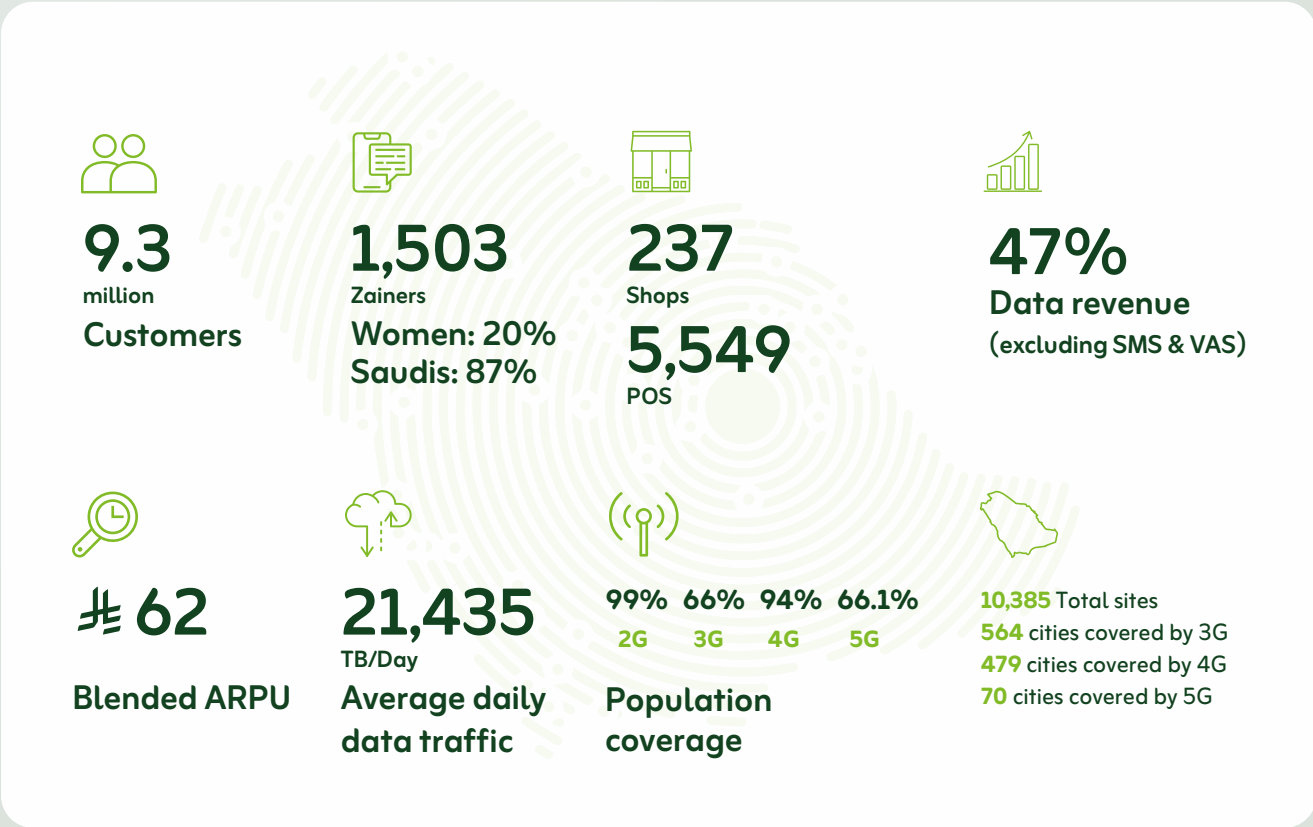
Our Vision

Our vision at Zain KSA is 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.

Our Purpose

Play a leading role in the ongoing evolution of a digitally connected future for people, businesses and machines, and deliver value to all key stakeholders.

Our Mission

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

Our Values

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

Belonging
We take pride in our community and in our talents, which we credit for our achievements.

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

Open Communication
We ensure credible business dealings whilst maintaining open communication for a 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.

2024 Sustainability Highlights

In 2024, we made significant strides in advancing our sustainability agenda across climate action, responsible operations, social inclusion and empowering the youth. Through strategic collaborations, technology-driven initiatives and a strong commitment to environmental, social and governance (ESG) principles, we reinforced our role as a responsible and forward-looking organization. The following highlights showcase key achievements that reflect our ongoing dedication to creating a more sustainable and inclusive future.

Climate Change

3,443

Electronic devices recycled in 2024

7.24% Drop

In fuel consumption from 2023

+1,000

Charging hours through our EV charging station in 2024

Operating Responsibly

AA

MSCI rating

Sustainability Champions Charter

Signed with the Ministry of Economy and Planning

8

ESG site audits conducted on key suppliers

Inclusion

150

University students onboarded to WIT4

410 Women

Trained via Women in Tech

550

Elderly people received digital training via Kebar program

Zain Clinic

Announced remote medical consultations for accessible care

Generation Youth

+140,000

Trained on multiple specialized skills via Wa'ad program

18 Young Saudis

Prepared for careers in tech via the Evolve program

Awards and Ratings

Awards

Best Work Environment for Women

Ghazi Al Gosaibi Award Committee

This award recognizes Zain KSA's efforts in establishing a work environment that supports gender equality, ensuring equal job opportunities and promoting women's roles in the workforce. The recognition aligns with Saudi Vision 2030's goal of enhancing women's participation in socio-economic development.

Top 50 Most Socially Responsible Brands in Saudi Arabia

Forbes Middle East & National Center for Responsibility and Studies (Saudi CSR)

This recognition highlights our commitment to corporate social responsibility (CSR) initiatives that positively impact society.

GTI Market Development Award 2024

GTI at MWC Barcelona 2024

In partnership with Huawei, we won this award for our FWA2 project, recognizing our contributions to expanding the 5G market and enhancing connectivity in Saudi Arabia.

Gold Award – CSR Awards by the Ministry of Human Resources and Social Development
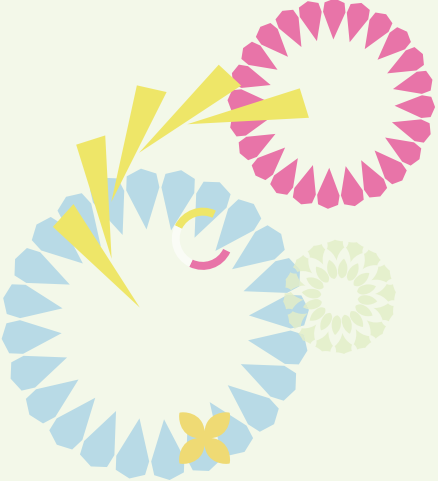
Saudi Arabia's Ministry of Human Resources and Social Development

This award acknowledges Zain KSA's outstanding CSR initiatives, particularly in empowering the Saudi community and driving national social development efforts.

Excellence in Diversity and Inclusion

Society for Human Resource Management (SHRM)

This award highlights Zain KSA's efforts to create an inclusive workplace that ensures gender equality and empowers women and people with disabilities.

Excellence in Corporate Social Responsibility

Society for Human Resource Management (SHRM)

This award celebrates Zain KSA's integration of sustainable environmental and social initiatives within our corporate strategy.

Best 5G Advanced User Experience

Telecom Review Awards 2024

This award reflects Zain KSA's leadership in delivering cutting-edge 5G (5.5G) network experiences, covering 66% of Saudi Arabia's population.

Best Business/ Operations Support Solutions (BSS/OSS)

Telecom Review Awards 2024

This award recognizes Zain KSA's innovation in business and operations support systems, ensuring efficient digital transformation.

SAMENA LEAD 2024

Fastest Growth in FWA Subscriptions Awards

This award recognizes Zain KSA's role in providing the best user experience by investing in the development and expansion of its network infrastructure, significantly growing the number of its FWA subscribers.

Mobile Marketing Association's "MMA Smarties" Awards

Silver and Bronze Awards at the Mobile Market Association (MMA) SMARTIES

This award recognizes Zain KSA's exceptional campaign in the Marketing Impact and Experience Technology categories.

Certifications

ISO 27001:2022

(Information Security, Cybersecurity Privacy Protection)

Reaffirming our commitment to robust cybersecurity practices and continuous improvement in information security management.

ISO 22301:2019

(Security and Resilience)

Verifying our ability to sustain business continuity, effectively manage risks and swiftly handle threats.

City Service Providers' Business Classification Certificate from MOMRAH

Highlighting our strategic role in advancing smart city initiatives and digital infrastructure, reinforcing our contribution to Saudi's Vision 2030.

ISO/IEC 27017:2015

Security Techniques Code of Practice for information security controls based on ISO/IEC 27002 for cloud services.

ISO/IEC 27018

Code of Practice for Protection of Personally Identifiable Information (PII) in Public Clouds acting as PII processors.

NCA

CCC Controls Compliance for cloud service providers in Saudi Arabia for government organizations.

CSA L2 Certificate

Cloud Security Alliance (CSA) STAR Level 2 certification assurance framework, enabling cloud service providers to embed cloud-specific security controls.

PCI-DSS

Card Industry Data Security Standard as trusted cloud providers for Fintech industry.

C Level

Registration at CST for cloud service providers in Saudi Arabia.

Ratings

Zain KSA is continuously working on advancing its position within different rating agencies. We continue to invest in ethical solutions to ensure proper integration of sustainability-related elements into our daily operations. In 2024, we are pleased to report elevated performance covering the ratings below:

MSCI

MSCI Ratings

AA

Sustainalytics Ratings

25.1

(Medium risk)
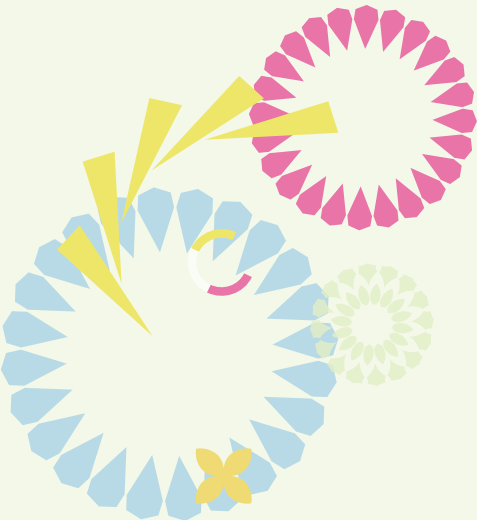
Our Footprint

In 2024, the expansion of our 5G network, reinforcing our market leadership by targeting high-demand urban hubs while extending seamless connectivity to underserved and remote regions. Today, our 5G footprint spans 70 cities, empowering individuals, businesses and industries with next-generation digital capabilities and infrastructure.

Our continued investment in digital infrastructure reflects our broader commitment to inclusive economic growth. Strategic initiatives including the launch of 5G international roaming, the enhancement of 4G connectivity along major transportation corridors, and the expansion of fiber-optic networks across key provinces exemplify our role as a catalyst for innovation, mobility and national progress.

Our 5G footprint spans 70 cities

1. Abha
2. Abu Arish
3. Ahad Al Masarihah
4. Ahad Rufaydah
5. Aflaj
6. Ahsa
7. Arar
8. Bad'
9. Badai
10. Bahah
11. Bahrah
12. Baysh
13. Bishah
14. Bukayriyah
15. Buqayq
16. Buraydah
17. Dammam
18. Darb
19. Dhahran
20. Dilam
21. Diriyah
22. Duba
23. Duwadimi
24. Hafar Al Batin

25. Hail
26. Hair
27. Hajj Mashaer areas
28. Hawtat Bani Tamim
29. Hayathem
30. Jazan
31. Jeddah
32. Jubayl
33. Jumum
34. KAUST (Thuwal)
35. Khafji
36. Khamis Mushayt
37. Kharj
38. Khobar
39. Lith
40. Madinah
41. Makkah
42. Majmaah
43. Muzahimiyah
44. Najran
45. Neom Airport
46. Nuayriyah
47. Oyun
48. Qatif

49. Qunfudhah
50. Qurayyat
51. Quwayiyah
52. Rabigh
53. Rafha
54. Ras Tannurah
55. Rass
56. Red Sea Project (RSP)
57. Riyadh
58. Sakaka
59. Samtah
60. Sabya
61. Safwa
62. Shaqra
63. Tabuk
64. Taif
65. Tubarjal
66. Turayf
67. Unayzah
68. Wadi Ad Dawasir
69. Yanbu
70. Zulfi

Brief History

Zain KSA is committed to the continuous development of its network and services, in order to achieve the best customer service experience for individuals, the private sector, and government institutions. This aligns with the goals of Saudi Vision 2030 and the Kingdom's digital transformation, aimed at enabling a smart society and enhancing quality of life.
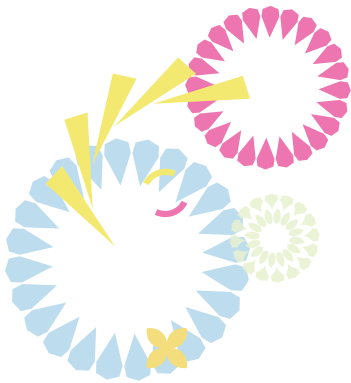
2007
- Technology Neutral license awarded

2008
- IPO
- Commercial launch

2011
- First operator to commercially launch a 4G service in the Kingdom of Saudi Arabia

2019
- Launch of Yaqoot digital platform
- Launch of Zain KSA Drones
- Launch of the 5G network

2020
- Launch of corporate sustainability strategy
- Launch of Zain Cloud to serve businesses and government sectors
- First micro-financing license obtained from Saudi Central Bank
- Launch of Zain Fintech Services (TAMAM)

2021
- All accumulated losses extinguished
- Launch of GeForce NOW in the Kingdom

2022
- Start of J2M undersea cable work to connect the Middle East with Africa
- Launch of Zain Cloud to serve B2B and B2G sectors
- Launch of Playhera MENA eSports company

2023
- Launch of the world's first zero-emission 5G network in partnership with Red Sea Global
- Signed a public-private partnership agreement with Shareek to launch several hyper-scale data centers
- Tower infrastructure sale and leaseback to Golden Lattice Investment Company (GLIC)

2024
- Advanced to an AA rating on the MSCI ESG Index
- Invested ﷼ 1.1 billion into the 5G network expansion in Saudi Arabia
- First operator to provide full 5G coverage at the Kingdom's Holy Sites
- Became a signatory to the Sustainability Champions program
- Expand the zero-emissions 5G network to other islands in collaborations with the Red Sea Global

CEO Message

At Zain KSA, we view sustainability not just as a corporate responsibility, but as a driver of long-term resilience, innovation, and value creation. In 2024, we strengthened our position as a leader in sustainable telecommunications by aligning business growth and digital expansion with measurable environmental and social impact. We embraced the principle of Sustained Innovation, which is the art of leveraging technology to help shape a responsible digital future, which drives continuous transformation across our organization, ensuring the growth of Zain KSA meaningfully contributes to the wider society.

This year, we strengthened our governance framework, improving our ESG rating from A to AA in the MSCI Index, and gaining recognition for our sustainable business practices. Moreover, we have allocated a ﷼ 1.1 billion investments in 5G network expansion with the goal to reach 122 cities, including the Holy Sites, ensuring inclusive digital access across Saudi Arabia. In addition, this expansion will unlock capital for sustainability-driven reinvestment, embedding sustainability more deeply into our business strategy.

We are driven by our commitment toward becoming one of the most environmentally friendly telecommunication service providers. By making steady progress toward our net-zero goal by 2050, we can make a positive contribution toward creating a more sustainable future for upcoming generations. This is portrayed through innovative initiatives such as our dedication to ensuring our operating buildings are environmentally friendly as well as investing in green technology which directly helped reduce our environmental footprint. This is a testament of our dedication toward creating a more wonderful world to live in.

Looking ahead, we remain committed to improving sustainability reporting, increasing operational resilience, and delivering value via the four pillars that guide our strategy: Climate Change, Operating Responsibly, Inclusion, and Generation Youth, which lead our priorities and progress. By continuing to align with Saudi Vision 2030, the UN Sustainable Development Goals, supported by global frameworks such as the GRI and SASB, we aim to build a connected, sustainable and inclusive digital future. This approach ensures our operational landscape remains up to date with the latest global standards, stakeholder expectations and sustainability best practices, allowing us to remain resilient, forward-looking and impact driven.

Sustainability isn't just part of our journey — it's the foundation of our future. Together with our people and partners, we will continue to lead with purpose and deliver lasting value for all stakeholders.

> **Sustainability isn't just part of our journey—it's the foundation of our future. Together with our people and partners, we will continue to lead with purpose and deliver lasting value for all stakeholders.**

Eng. Saad bin Abdulrahman AlSadhan
Chief Executive Officer

﷼ 1.1 billion
invested into 5G expansion

A to AA
improvement in MSCI rating

96%
of our procurement directed to local suppliers

Corporate Communications VP Message

At Zain KSA, sustainability is a guiding principle—deeply embedded in how we think, operate, and grow. It defines our purpose and shapes every decision we make, ensuring our progress creates lasting impact for people, society, and the planet. In 2024, we advanced our commitment to sustainability through a focused approach "Sustained Innovation" which is a strategic direction that integrates environmental and social responsibility into our business model. This vision drives us to deliver tangible value across every dimension of our business.

People remain at the heart of our progress. We believe that inclusive growth is the foundation of a thriving society. In 2024, we expanded our national efforts to empower women, inspire youth, and uplift quality of life for children and elderly. Through initiatives like Women in Tech, we enabled over 400 Saudi women to pursue careers in technology. Our strategic collaborations with global institutions equipped young talent with future-ready skills, while our partnerships with civil society organizations helped bridge the digital divide across regions and generations.

We deepened our environmental commitment, accelerating the transition to a low-carbon, circular future. In parallel, we scaled our efforts to build sustainable infrastructure, expand e-waste management initiatives, and integrate climate-conscious practices into our operations. These actions reflect our unwavering dedication to a cleaner, more resilient, and sustainable Kingdom.

Our approach to governance is grounded in strategic resilience and operational excellence. In 2024, we strengthened our governance framework by enhancing transparency, reinforcing risk management, and ensuring alignment across our entire value chain. We directed 96% of our procurement spent to local suppliers, and over 380 partners committed to our Supplier Code of Conduct and Human Rights Policy. These efforts ensure accountability and drive long-term value creation for all stakeholders.

Together, these actions reaffirm our belief that sustainability is not a destination, it is a journey and a way of shaping a wonderful world where innovation serves people and protects the planet. We are committed to our role in building a resilient, inclusive digital future that empowers and inspires communities across the Kingdom.

> **Together we reaffirm our belief that sustainability is not a destination, it is a journey and a way of shaping a wonderful world where innovation serves people and protects the planet. We are committed to our role in building a resilient, inclusive digital future that empowers and inspires communities across the Kingdom.**

Eman Abdullah AlSaidi
Corporate Communications VP

400 Saudi Women
enabled to pursue careers in technology

GRI and SASB compliance
advanced our transparent communication

+860,000
people reached via our environmental social media campaign

Our Strategy

Our strategy is designed to position Zain KSA as the premier telecommunications and digital services provider in the Kingdom, one that leads not only through technological innovation, but also through a steadfast commitment to environmental and social responsibility. We focus on strengthening operational and financial efficiency by enhancing governance, optimizing resources and capabilities, embracing cutting-edge information and communication technology (ICT), and building a seamless digital ecosystem. Through the integration of advanced services and solutions, we are committed to delivering an exceptional user experience.

Sustainable growth is not an afterthought but a core pillar of Zain KSA's corporate strategy, underscoring the vital role that environmental and social considerations play in long-term value creation. This commitment embeds sustainability into every aspect of our operations from decision-making to value chain impact assessment. This helps ensure it remains central to how we grow and evolve.

This strategic direction has shaped our network expansion and deepened our role in enabling the development of Saudi Arabia's ICT sector, driven by four key focus areas:

Zain KSA's transformation into a leading telecommunication and digital services provider is underpinned by our solid commitment to innovation and the strategic deployment of advanced technologies across the Kingdom's ICT landscape. As a key enabler of Saudi Vision 2030, we continue to drive digital transoformation that supports the creation of a vibrant society, the advancement of an ambitious nation, and the development of a thriving economy.

Outcomes

Sustainable Practices

Economic Growth

Create positive impactful outcomes that include improving profitability and cash-position, all while considering environmental and social disciplines.

Processes

Digital Default

Beyond Telecom

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

Stakeholders

Partner of Choice

Customer Centricity

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

Enablers

Future Forward Network

Brand and Culture

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

Zain KSA's Sustainable Investments

To deliver on its environmental, social and economic sustainability commitments and responsibilities, Zain KSA has to ensure the sustainability of its own business. To this end, Zain KSA continues to strengthen its presence beyond traditional telecommunication services through a diverse portfolio of subsidiaries and investments, driving innovation and operational efficiency across multiple sectors.

Strategic Investments

Company	Description	
Zain Sales Co. Ltd. (Zain Sales)	Zain Sales Co. is a limited liability company based in Riyadh, Saudi Arabia, with commercial registration number 1010474932 and a capital of ﷼ 10,000. Established in 2018, the company officially began its commercial operations in early 2019. As the dedicated sales arm of Zain KSA, Zain Sales Co. was created to strengthen the Company's presence in the market via the management of distribution and partner relationships. Its core role is to serve as the link between Zain KSA and its consumer-facing sales and distribution channels, with a focus on optimizing sales operations and improving market efficiency.	**100%**
Zain Drones Ltd.	Zain Drones is a limited liability company based in Riyadh, Saudi Arabia, with commercial registration number 1010584404 and a capital of ﷼ 10,000. Established in 2019, the company offers a fleet of cutting-edge drones and advanced applications tailored to meet the needs of both government and private sector clients. With a strong focus on innovation, Zain Drones delivers state-of-the-art drone solutions as well as data analytics, helping various industries unlock new growth opportunities. By the integration of drone technology with the Internet of Things (IoT), the Company enables smarter, faster and more secure operating systems across multiple fields.	**100%**
Data Reach Information Technology Company	Data Reach Information Technology Company is a limited liability company based in Riyadh, Saudi Arabia, with commercial registration number 1010871663 and a capital of ﷼ 5,000. Established in 2023, the company focuses on data preparation, website hosting and related digital services. Data Reach aims to support various businesses in managing and optimizing their digital infrastructure via reliable and efficient tech solutions.	**100%**
Sairah Holding Company	Sairah Holding Company was established in 2024 and oversees the management and investment of Zain KSA's subsidiaries, ensuring sustainable growth and efficient resource allocation.	**100%**
Tamam Finance Company (Tamam)	Tamam provides microfinance consumer finance services in accordance with the approval of the Saudi Central Bank (SAMA) No. 57/A Sh/202012, issued on 20 December 2020. Tamam aims to raise financial inclusion in the Kingdom, in line with the Financial Sector Development Program as part of Saudi Vision 2030. Tamam started its commercial activities in the fourth quarter of 2019.	**100%**

Strategic Investments
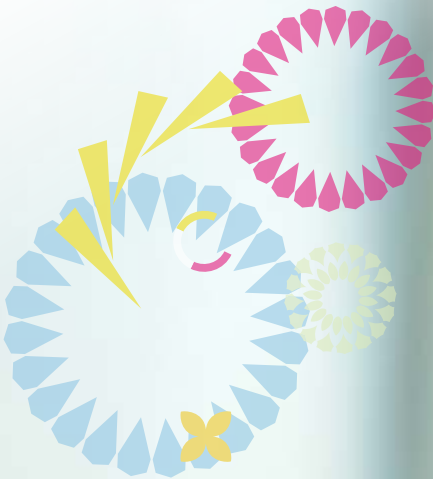
Company	Description	
Fusion Company	Founded in 2023 the company focuses on big data technology, data analytics and geospatial database development.	**31%**
Playhera MENA Company	Founded in 2023, Playhera engages in marketing and providing eSport content, gaming products and related services in the Middle East and North Africa region.	**15%**

Our Economic Impact

Zain KSA's financial performance in 2024 reflects the Company's strategic focus on long-term value creation, resilience and responsible growth. Despite macroeconomic pressures and evolving market dynamics, the Company continued to strengthen its financial fundamentals, reinforcing its role as a key contributor to the Kingdom's economic development.

Through disciplined capital allocation, sustained revenue growth in core business segments, and a commitment to stakeholder value, Zain KSA has maintained its momentum while aligning with national goals. Its approach to financial governance and tax compliance further highlights its maturity as a responsible and transparent corporate player.

Financial Performance Overview

Zain KSA's financial performance directly supports the Kingdom's economic and social welfare by creating value for shareholders, employees and communities. In 2024, Zain KSA achieved an annual profit of ﷼ 596 million. The Company has also successfully sustained revenue growth in high-margin streams, despite challenges in maintaining this trajectory.

For the third consecutive year, Zain KSA has announced the Board of Directors' recommendation to distribute cash dividends to shareholders.

Economic Value Generated

Table 1: Zain KSA's direct economic value generated and distributed

Amounts (﷼)	2023	2024
Economic value generated (revenue)	9,882,645	10,365,461
Operating costs	5,915,117	5,894,193
Employee wages and benefits	764,096	719,848
Payments to providers of capital (banks, investors, etc.)	1,906,915	2,282,815
Payments to government (taxes etc.)	3,188,633	1,446,983
Community investments (Zakat)	88,888	-41,887
Total economic value distributed	**11,863,649**	**10,301,952**
Economic value retained *Revenues less economic value distributed*	-1,981,004	63,509

Approach to Tax Compliance

Zain KSA remains committed to full compliance with tax regulations, ensuring all financial practices align with regulatory requirements. Tax assessments and obligations are reviewed regularly, with corrective measures taken as necessary. The Company does not accrue corporate income tax as it is subject to Zakat.

Metric (﷼)	2023	2024
Revenue from third-party sales	9,599,072	9,997,789
Profit/loss before tax	1,348,702	543,583
Tangible assets other than cash and cash equivalents	11,275,768	12,471,614
Corporate income tax accrued on profit/loss	0	0

Financial Assistance and Government Incentives

In 2024, Zain KSA received ﷼ 82.09 million in advance payments as part of a total ﷼ 1,032 million grant for capital expenditure (CAPEX) under the Universal Service Fund (USF) project. This grant, disbursed over two years, supports network expansion in underserved areas. Additionally, the Company received ﷼ 1.43 million under the HADAF program for achieving Saudization targets.

In addition to these contributions, Zain KSA benefited from multiple government programs and incentives in 2024. Notably, the Company overcame a proposed ﷼ 30 million annual increase in frequency fees following the successful discussions with the Communication, Space and Technology Commission (CST). Zain KSA also reassessed its Zakat provision considering the updated 2024 Zakat Implementing Regulation, resulting in a reversal of ﷼ 75.77 million. The current year's Zakat charge amounted to approximately ﷼ 33.89 million, which was fully covered by existing provisions.

02

Sustainability at Zain KSA

Our Corporate Sustainability

As a leader in Saudi Arabia's telecommunications and digital services sector, Zain KSA plays a key role in advancing Saudi Vision 2030, particularly in sustainability. The ICT sector is a major enabler of economic diversification, digital transformation, and environmental responsibility. By embedding sustainability into our strategy, we enhance business resilience and contribute to a more inclusive future.

Our corporate strategy harnesses digital infrastructure and smart technologies to support Saudi Arabia's transformation into a global ICT hub. Through a customer-centric network, we deliver solutions that boost efficiency, unlock economic opportunities, and promote sustainability across sectors.

At the heart of our sustainability philosophy lies a commitment to:

Sustainability as a Strategic Imperative

Sustainable Growth is a core pillar of our strategy, embedded in decision-making and performance tracking. We encourage innovation, transparency and accountability while fostering an inclusive, values-driven workplace. We believe that workforce engagement, stakeholder collaboration, and ethical practices are vital to building a dynamic and sustainable economy.

1

Maintaining operational and financial strength

to drive long-term growth and stability.

2

Enhancing value for our customers, investors and stakeholders

by delivering innovative, responsible and customer-focused solutions.

3

Supporting Saudi Vision 2030

by aligning our business model with the Kingdom's broader economic and sustainability goals.

4

Advancing ESG priorities

through a strategic framework that aligns with the UN SDGs and best international practices.

Corporate Sustainability Strategy

Sustainability drives our role as a digital enabler and shapes how we create long-term value for society, the economy and the environment. We recognize that innovation and sustainability must go hand in hand, ensuring technological progress supports inclusive growth, responsible business practices and environmental stewardship.

Our sustainability strategy is built on four core pillars: Climate Change, Operating Responsibly, Inclusion and Generation Youth. These pillars guide how we integrate ESG principles into every aspect of our business, aligning with Saudi Vision 2030 and the UN SDGs.

Our Strategic Pillar

SDGs Addressed

Climate Change

Addressing climate change is a key priority as we work to minimize our environmental footprint and contribute to a low-carbon economy. By embracing innovation and responsible resource management, we are committed to reducing emissions, improving energy efficiency and advancing circular economy practices that promote sustainability across our value chain.

Operating Responsibly

Operating responsibly ensures sustainability is ingrained throughout our organization. We uphold high standards of corporate governance, ethical business conduct and risk management, ensuring transparency and accountability. Cybersecurity, data privacy and regulatory compliance are fundamental to building trust with our customers and stakeholders, while sustainable procurement practices reinforce our commitment to responsible business operations.

Inclusion

Inclusion is at the heart of our sustainability vision, ensuring digital transformation benefits all segments of society. We focus on expanding digital accessibility, creating a diverse and equitable workplace, and creating opportunities that empower women, people with disabilities and underserved communities. By leveraging technology to bridge the digital divide, we are enabling greater economic and social participation.

Generation Youth

Through **Generation Youth**, we invest in the next generation of talent, equipping young people with the knowledge and skills needed for the future digital economy. We are committed to education, digital literacy and workforce development, ensuring young people are prepared for emerging opportunities in an increasingly technology-driven world.
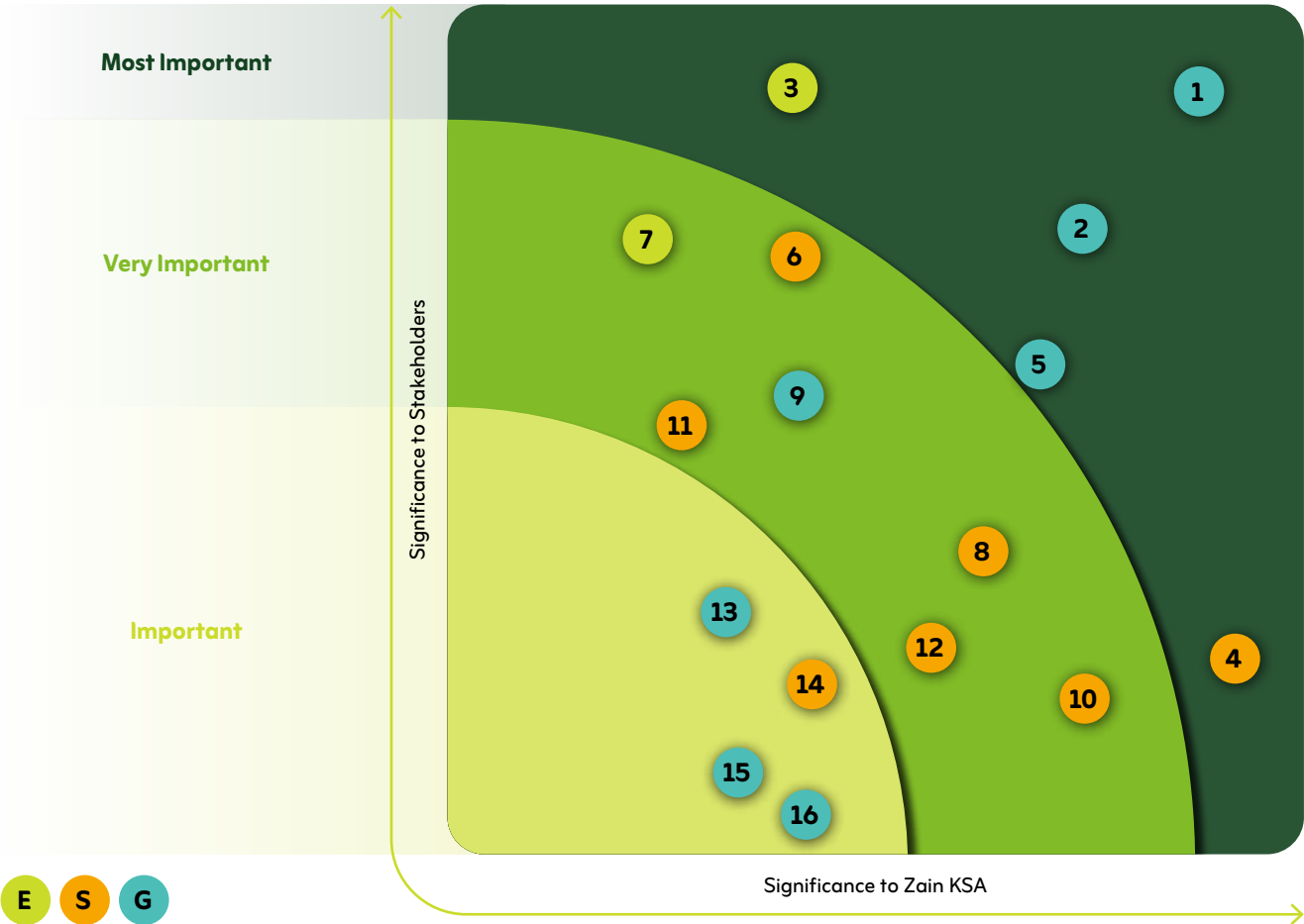
ESG Materiality

To better align our sustainability approach with both internal priorities and external expectations, Zain KSA conducted a double materiality assessment in 2024. This process helped identify the ESG topics with the greatest impact on our business and relevance to our stakeholders. Drawing from international frameworks and national objectives, the results now guide our strategic focus in ESG areas.

The materiality assessment followed a systematic approach comprising several key stages.

01	02	03	04
Benchmarking and Identification	**Categorization**	**Stakeholder Engagement**	**Analysis and Matrix Development**

We started the process by conducting extensive research to identify relevant ESG topics. This included reviewing industry peers, guidelines from national and international stakeholders, sustainability standards and ESG rating agencies. This produced a comprehensive list of material topics.

These topics were filtered according to a comprehensive analysis on the relevance to Zain KSA, to identify significant topics based on the Company's mandate and role in the market.

To ensure relevance, we mapped these topics against those recognized by leading peers and external stakeholders. A custom evaluation model, assigning specific weightages based on stakeholder importance, narrowed the extensive list down to a preliminary set of material topics suitable for further stakeholder engagement.

The involvement of stakeholders, and assessment of external peers in the benchmarking phase was central to our assessment.

Their collective insights substantially shaped our ESG priorities, ensuring relevance and strategic alignment from a financial and material impact perspective.

We have considered internal stakeholders including C-suite, managerial positions and employees. In addition, we looked at external stakeholders such as Zain Group, regulatory bodies and ESG standards and rating agencies to help identify key positive and negative impacts covering each topic.

Once the material and financial impacts were identified, we conducted a detailed analysis utilizing a tailored model to identify and prioritize our final list of ESG material topics.

Following thorough analysis, we created a consolidated ESG Materiality Matrix. This matrix categorizes and prioritizes Zain KSA's material topics into three levels: Most Important; Very Important; and Important, reflecting their significance to our stakeholders and alignment with national and international sustainability frameworks.

While these prioritized ESG topics represent our current focus, Zain KSA remains attentive to emerging trends and new sustainability challenges. We are committed to regularly reviewing and updating our material topics, ensuring they remain relevant and impactful in a continually evolving global landscape.

2024 ESG Materiality Matrix

Our ESG Materiality Matrix highlights prioritized topics classified by their relevance.

Significance to Stakeholders — Most Important / Very Important / Important

Significance to Zain KSA

E   S   G

Most Important		Very Important		Important	
1	Data Privacy and Cybersecurity	6	Diversity, Equity and Inclusion	13	Economic Impact
2	Innovation and Digitalization	7	Waste and Circular Economy	14	Human and Labor Rights
3	Climate Change and GHG Emissions	8	Digital Inclusion	15	Corporate Governance
4	Customer Satisfaction	9	Responsible Supply Chain	16	Compliance and Responsible Behavior
5	Ethical Business Practices	10	Talent Attraction and Retention		
		11	Community Engagement and Impact		
		12	Employee Health and Well-being		

ESG Materiality continued

Sustainability Pillar	Material Topic	Description	Actual/ Potential	Risk/ Opportunity	UN SDGs	Saudi Vision 2030	
Environment	Climate Change and GHG Emissions	Zain KSA pursues partnerships and solutions that help to combat climate change and reduce emissions across its sites and operations.	Actual/Potential	Risk/ Opportunity		Vibrant Society Ambitious Nation	
	Waste and Circular Economy	Ensuring the proper disposal of e-waste, used equipment, paper, plastic and any other type of waste is of particular importance, given the environmental impact of these materials. We also assist our customers in proper disposal of electronics.	Actual	Opportunity		Vibrant Society	
Social	Customer Satisfaction	Delivering high levels of customer satisfaction is vital. We prioritize responsiveness and service quality to exceed customer expectations.	Actual/Potential	Risk/Opportunity		Vibrant Society Thriving Economy	
	Diversity, Equity and Inclusion	Enabling a diverse and inclusive workplace is vital to innovation and growth. We are committed to ensuring equal opportunities and representation across all roles and levels.	Actual	Opportunity		Ambitious Nation Vibrant Society	
	Digital Inclusion	Zain KSA consistently promotes digital inclusion to allow all members of the Kingdom to participate in the digital economy. This is done by working on expanding access to technology in underserved communities.	Actual	Opportunity		Vibrant Society Ambitious Nation	
	Talent Attraction and Retention	Zain KSA attracts and retains young talent to sustain innovation. We are consistently investing in youth employment, training and leadership development programs.	Actual/Potential	Opportunity		Ambitious Nation Vibrant Society Thriving Economy	
	Community Engagement and Impact	Engaging marginalized communities is part of our social responsibility to ensure meaningful support and enable long-term community development.	Actual	Opportunity		Ambitious Nation Vibrant Society	
	Employee Health and Well-being	Promoting a workplace culture that supports the physical, mental, and emotional well-being of employees by fostering inclusion, motivation, and engagement.	Actual	Risk/Opportunity		Thriving Economy Vinrant Society	
	Human and Labor Rights	Respecting labor rights and treating every employee fairly is central to our workforce strategy. We are committed to safe, fair and supportive working environments.	Potential	Risk/Opportunity		Ambitious Nation	
Governance	Data Privacy and Cybersecurity	Safeguarding data and cybersecurity are core priorities. Personal and organizational information is protected via robust systems and compliance measures with national cybersecurity regulations.	Actual/Potential	Risk		Vibrant Society Thriving Economy	
	Innovation and Digitalization	Zain KSA embraces innovation and digital solutions to enhance operational efficiency and customer experience. There is a continuous investment in smart technology to transform the digital world.	Actual/Potential	Opportunity		Thriving Economy	
	Ethical Business Practices	Conducting business with integrity and ethical principles is non-negotiable. We uphold transparency, anti-corruption and accountability across all levels of the organization.	Potential	Risk		Thriving Economy	
	Responsible Supply Chain	By ensuring our partners follow fair labor standards, anti-bribery principles and responsible sourcing guidelines we show our commitment to securing an ethically responsible supply chain..	Actual/Potential	Risk		Thriving Economy	
	Economic Impact	Zain KSA shows its dedication to contributing to a resilient and diversified economy by integrating it into our strategy. We aim to create long-term economic value and reduce vulnerability to market fluctuations.	Actual	Risk		Thriving Economy Ambitious Nation Vibrant Society	
	Corporate Governance	Strong corporate governance forms the backbone of our decision-making. We maintain transparent structures and oversight to build trust with investors and stakeholders.	Actual	Risk		Thriving Economy	
	Compliance and Responsible Behavior	We ensure we uphold full regulatory compliance and responsible conduct across operations to meet both local and international standards. We reinforce accountability via internal controls.	Actual	Risk		Thriving Economy Vibrant Society	

- **Actual:** A sustainability impact or issue that is already occurring or has already occurred.
- **Potential:** A sustainability impact or issue that may occur in the future if not managed properly.
- **Risk:** A negative consequence associated with the material topic that could affect the Company's reputation, operations, compliance or financial performance if not managed properly.

Stakeholder Engagement

Effective and transparent stakeholder engagement is fundamental to Zain KSA's commitment to corporate sustainability. By enabling open communication channels, we build trust, enhance our operations, and align our strategies with the needs and expectations of our diverse stakeholders.

Transparent stakeholder engagement is not only a cornerstone of our corporate responsibility but also a strategic imperative. Engaging with stakeholders allows us to gain insight into pressing ESG issues affecting their industries, which can be used to develop targeted sustainability initiatives.

Proactive Engagement Strategies

Zain KSA employs a proactive approach to stakeholder engagement, recognizing its critical role in achieving our sustainability objectives. We maintain open lines of communication with all stakeholder groups, facilitating easy contact through various platforms, including meetings, social media, the Zain app, our Company website and press releases. This multi-channel strategy ensures stakeholders can engage with us conveniently, providing feedback or raising concerns.

Committed to Continuous Improvement

We understand that stakeholder engagement is an ongoing journey. Zain KSA is committed to continuously refining our engagement strategies to better serve our stakeholders and uphold our corporate values. By enabling transparent and proactive communication, we aim to build lasting relationships that support our mission and contribute to sustainable development.

Grievances and Feedback

Zain KSA is committed to maintaining open and transparent communication channels that empower stakeholders to voice concerns, share feedback and engage with our sustainability efforts. Our grievance mechanisms are designed to be accessible, responsive and solution-oriented, ensuring all inquiries and complaints are handled efficiently and fairly.

Guided by the Zain KSA Stakeholder Policy, we welcome both positive and constructive feedback from all key stakeholder groups. Stakeholders can submit grievances via email, our website, the Zain app, social media platforms or by calling designated contact numbers for urgent matters.

All complaints and inquiries are reviewed promptly and directed to the relevant internal teams, including the Internal Audit Department and the Human Resource Management Department, to ensure a timely resolution. Beyond resolving individual cases, we use feedback to help improve our internal policies, enhance service delivery and shape employee engagement practices. This will ensure stakeholder input directly contributes to better decision-making and allows for continuous growth and improvements. Therefore, we continuously monitor and refine our grievance-handling processes to enhance responsiveness, improve accountability and strengthen stakeholder trust.

Stakeholder Group	Engagement Methods	Frequency of Engagement	How We Created Value in 2024	Key Sustainability Topics
Customers	• Surveys • Events • Activities • SMSs • Calls • Social media accounts	Daily interactions as needed	Zain KSA serves 9.3 million customers by providing reliable telecommunication services, including 5G coverage to 70 cities (Including The Red Sea project), zero-emission 5G networks, and new offerings tailored for persons with disabilities and senior citizens through digital literacy programs for the elderly via the Kebar program. We strengthened our customer-centric approach through advanced engagement and feedback mechanisms. These systems provided real-time insights into customer sentiment and service experiences across multiple touchpoints. We also enhanced transparency and usability in digital channels by redesigning self-service platforms with customer experience at the center. This ensured our service model remained agile, accessible and aligned with user needs, reinforcing trust and long-term engagement. Zain KSA enhanced data privacy awareness in 2024 through targeted initiatives for marginalized communities, educating them about online threats, cybercrime risks and personal data protection. These awareness sessions reinforced security protocols and empowered customers to take proactive steps to safeguard their information.	• Digital inclusion • Data privacy • Data accessibility
Shareholders and Investors	• Events • Meetings • Emails • Virtual community activities	Quarterly	Zain KSA maintained transparent and consistent communication with its investors through quarterly meetings, digital forums and financial updates. Key developments included a ﷼ 1.1 billion tower sale-and-leaseback agreement, which optimized capital allocation for ESG-aligned investments. We also achieved an upgraded AA rating in the MSCI ESG Index, reflecting our strengthened governance practices and sustained focus on value creation.	• ESG ratings • Financial sustainability • Disclosure practices

Stakeholder Group	Engagement Methods	Frequency of Engagement	How We Created Value in 2024	Key Sustainability Topics
Employees	• Surveys • Events • Meetings • Internal communication emails • Virtual community activities	Weekly	Our workforce of over 1,500 employees remains central to our long-term success. In 2024, we reinforced our inclusive and supportive culture through the BE WELL mental health initiative, remote working options, equitable insurance packages and extensive professional development programs. Strategic partnerships with ESCP Business School, LEORON Institute, and others supported leadership and technical training. Diversity and inclusion remained a core priority, with expanded participation in the Women in Tech and We Able programs to empower women and people with disabilities.	• Diversity and inclusion • Mental health • Professional growth
Communities	• Surveys • Events • Activities	Weekly	Zain KSA is committed to the well-being and development of the communities we serve. In 2024, we participated in reforestation efforts that planted 300 trees. We also announced remote medical consultations via Zain Clinic and delivered digital skills training to elderly citizens and over 29,000 children.	• Community development • Digital literacy • Environmental contributions
Business Partners	• Surveys • Events • Meetings • Emails • Virtual community activities	Monthly	Our collaboration with business partners played a pivotal role in driving innovation and sustainability. In 2024, we partnered with leading global and local organizations Huawei and Nokia to deploy energy-efficient 5G infrastructure. We upheld responsible sourcing practices and prioritized sustainability compliance across our supply chain, with a focus on supporting local vendors and promoting human rights standards.	• Sustainability compliance • Ethical sourcing • Supplier engagementa
Government and Regulators	• Meetings • Emails • Activities	Monthly	Zain KSA continued to operate in full compliance with regulatory bodies, including the Capital Market Authority (CMA), Communications, Space and Technology Commission (CST), Ministry of Communications and Information Technology (MCIT) and the National Cybersecurity Authority (NCA). We played a key role in national initiatives such as the Sustainability Champions Charter and Purple Saturday and partnered with the Ministry of Human Resources and Social Development to deliver over 140,000 training opportunities under the Wa'ad program. Our sustainability efforts remained aligned with Saudi Vision 2030 and the UN SDGs.	• Climate change • Govearnance and transparency • Vision 2030 alignment

Supporting National and Global Priorities

Guided by Saudi Vision 2030, the Kingdom is pursuing ambitious economic, social, environmental and governance reforms that drive long-term growth and resilience. The ICT sector is a critical enabler of this transformation. Digital infrastructure is central to Saudi Arabia's ongoing modernization efforts and plays a key role in advancing the goals of Vision 2030 (see Appendix 1 for further details).

At Zain KSA, we have embedded the strategic pillars of Saudi Vision 2030 into both our corporate and sustainability strategies, ensuring ICT transformation remains a key driver of social and environmental progress. Our initiatives align with global sustainability priorities, enabling us to contribute not only to the Kingdom's vision but also to the broader UN SDGs.
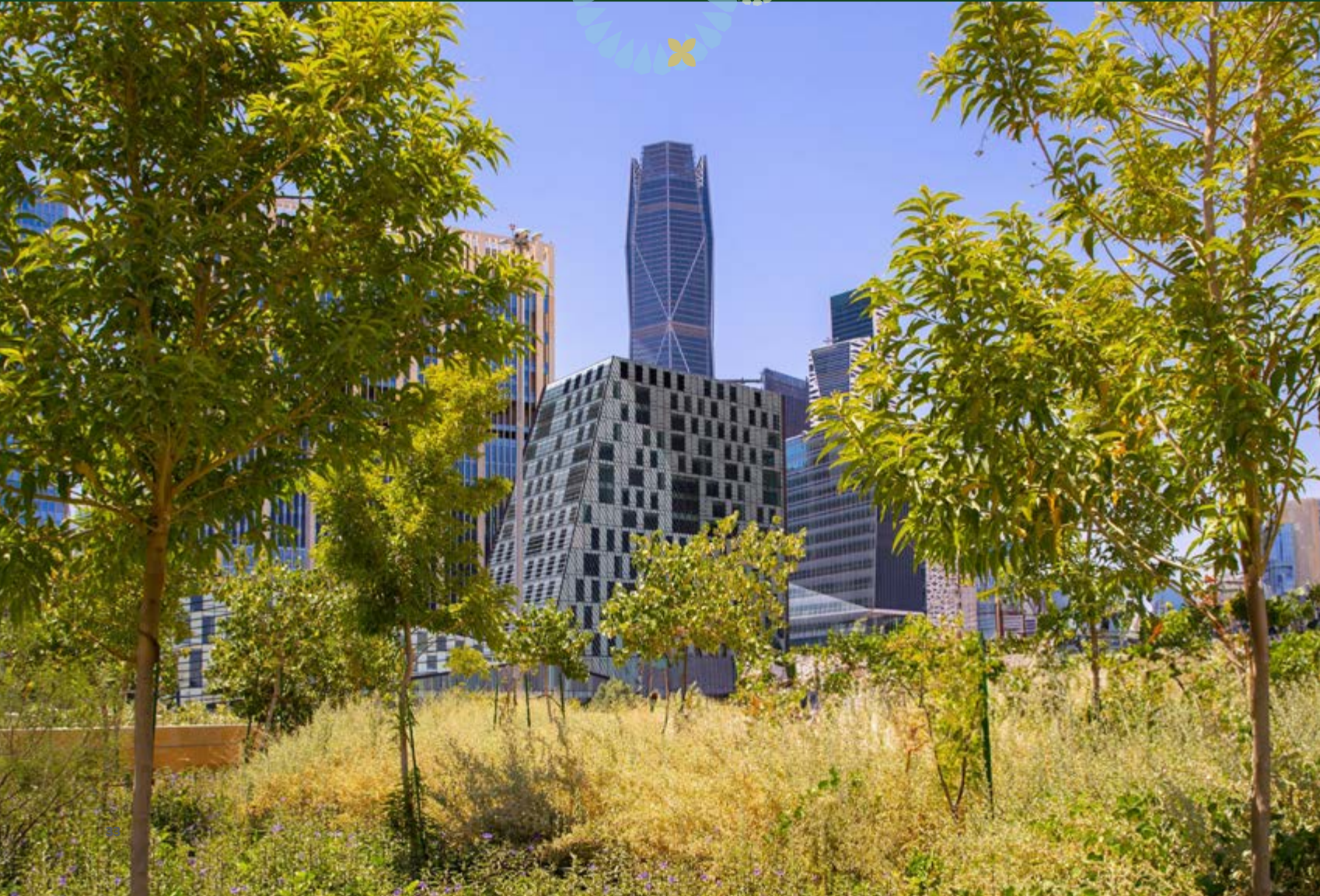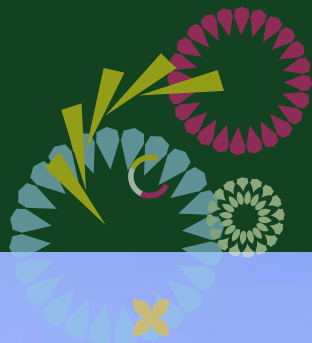
UN SDG

- Increase health funding and strengthen the workforce, especially in less developed and underserved areas.

Zain KSA's Response

- Zain KSA enforces fair labor practices and mandatory human rights standards among all suppliers, safeguarding worker well-being across its value chain.
- Additionally, Zain KSA champions community health by promoting physical and mental wellness for the youth through sports initiatives. Zain KSA also announced launching remote clinics for healthcare consultations.

Saudi Vision 2030 Strategic Objectives

A Vibrant Society

- Easier access to healthcare services.
- Increase public participation in sports and athletic activities.

2024 Progress on Impacts

- Served as the Presenting Partner of the 2024 Saudi Games, providing advanced 5G connectivity and promoting the youth's participation in sport at the Kingdom's largest sporting event.
- Ensured seamless connectivity for millions of pilgrims during Hajj 2024.

UN SDG

- By 2030, increase the number of youth and adults with relevant technical and vocational skills for employment and entrepreneurship.
- By 2030, expand access to scholarships for students from developing and less developed countries to pursue higher education and technical fields globally.

Zain KSA's Response

- We work to expand digital learning access across the Kingdom by extending network coverage into rural areas.
- We also invest heavily in youth education and skills development through initiatives like the Wa'ad program in partnership with the Ministry of Human Resources and Social Development, aiming to train 50,000 young Saudis for the job market.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Improve equity of access to education (especially in rural areas).
- Improve readiness of youth to enter the labor market.
- Expand vocational training to provide for labor market needs.

2024 Progress on Impacts

- In 2024, we delivered more than 140,000 training opportunities to Saudi youth through the Wa'ad program, far exceeding initial targets and significantly boosting national workforce readiness.
- Provided professional training for 18 young Saudi graduates through the Evolve program, preparing them for careers in technology and business leadership.

34

Supporting National and Global Priorities continued

UN SDG

- By 2030, eliminate all forms of discrimination against women and girls.
- By 2030, ensure equal leadership opportunities for women in political, economic and public life.
- Promote women's empowerment via greater access to digital and ICT tools.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Increase women's participation in the labor market.

Zain KSA's Response

- We champion gender equality in the ICT sector through our Women Empowerment (WE) initiative.
- We continue to broaden our efforts through the Women in Tech program — a three-month training and mentorship initiative designed to equip young Saudi women graduates in STEM fields with industry skills and experience.

2024 Progress on Impacts

- We empowered 150 young Saudi women through the Women in Tech program in 2024.
- As a result of ongoing inclusion efforts, women now comprise 20% of Zain KSA's workforce, up from 19% in the previous year.

UN SDG

- By 2030, ensure universal, equitable access to safe and affordable drinking water.
- By 2030, reduce pollution, treat more wastewater and boost recycling and safe reuse of water.
- By 2030, increase water-use efficiency and ensure sustainable water supply to combat scarcity.

Saudi Vision 2030 Strategic Objectives

A Vibrant Society

- Ensure sustainable use of water resources.
- Reduce all types of pollution (e.g. air, sound, water, soil).

Zain KSA's Response

- Zain KSA has implemented smart water management technologies at its facilities to monitor consumption in real time, quickly detect leaks and prevent wastage. These measures ensure efficient use of water resources across operations and contribute to the Kingdom's sustainable water goals.

2024 Progress on Impacts

- We introduced low-flow fixtures and automated water monitoring at main buildings, helping to maintain stable water consumption year-on-year (approximately 10.6 megaliters in 2024 vs. 9.1 megaliters in 2023) despite business growth – a testament to our effective water conservation efforts.

UN SDG

- By 2030, substantially increase the global share of renewable energy.
- By 2030, boost global cooperation for access to clean energy tech and invest in sustainable energy infrastructure.
- By 2030, expand and modernize energy infrastructure in developing and less developed countries to ensure sustainable energy access.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Grow contribution of renewables to national energy mix.

Zain KSA's Response

- We pursue clean energy solutions across our network sites to reduce our carbon footprint. In 2023, we partnered with Red Sea Global to launch the world's first zero-emission 5G network powered entirely by renewables. In 2024, we expanded the project to different islands and worked with technology partners such as Huawei to adopt green innovative solutions.
- We also encourage sustainable mobility through installation of electric vehicle charging infrastructure at our HQ.

2024 Progress on Impacts

- Expanded the world's first zero-emission 5G network (the Red Sea project) that was launched in 2023, demonstrating a breakthrough in renewable-powered telecommunication infrastructure and contributing to Saudi Arabia's clean energy transition.
- Deployed smart energy solutions to reduce consumption and carbon emissions.

UN SDG

- Increase economic productivity through diversification, innovation and focus on high-value, labor-intensive sectors.
- Ensure full, productive employment and equal pay for all, including youth and people with disabilities by 2030.
- By 2030, substantially reduce the proportion of youth not in employment, education or training.
- Protect labor rights and ensure safe, secure working conditions for all, especially migrant and vulnerable workers.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Improve readiness of youth to enter the labor market.
- Increase women's participation in the labor market.
- Enhance ease of doing business.

Zain KSA's Response

- We support inclusive economic growth by creating quality jobs (with a focus on opportunities for youth and women) and enabling a digital ecosystem that lowers barriers to business.
- By bridging the digital divide through nationwide network expansion, Zain KSA gives more people – especially in remote areas – access to employment, entrepreneurship and e-commerce opportunities.

2024 Progress on Impacts

- Achieved a high job placement rate for graduates of Zain KSA's Evolve young talent development program, illustrating the effectiveness of our youth upskilling efforts in 2024 and contributing to a more employable national workforce.

Supporting National and Global Priorities continued

UN SDG

- Develop resilient, inclusive infrastructure to support economic growth and well-being.
- Upgrade infrastructure and industries to be resource-efficient and environmentally sustainable.
- Expand access to ICT and aim for universal, affordable internet in least developed countries.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Develop the digital economy.

An Ambitious Nation

- Improve quality of services provided in Saudi cities.

Zain KSA's Response

- Zain KSA drives sustainable industry innovation by continuously expanding and upgrading its ICT infrastructure. Zain KSA allocated 1.1 billion investments in 5G network expansion with the goal to reach 122 cities, including the Holy Sites.
- Zain KSA signed a public-private partnership agreement with Shareek, committing to developing several hyper-scale data centers to accelerate the Kingdom's digital transformation and smart cities development.

2024 Progress on Impacts

- Collaborated with Huawei and Nokia to advance 5G advanced technology, improving energy efficiency and enabling intelligent IoT solutions.

UN SDG

- 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.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Increase women participation in the labor market.
- Enable integration of people with disabilities in the labor market.

Zain KSA's Response

- Zain KSA promotes a diverse and inclusive workplace through strong non-discrimination policies, equal opportunity practices and targeted programs for underrepresented groups. Zain KSA empowers women and people with disabilities via tailored training, mentorship and recruitment initiatives, helping to integrate them into the workforce and ensure equal opportunities for career growth.

2024 Progress on Impacts

- The number of employees with disabilities at Zain KSA grew to 23, up from 19 in the previous year, reflecting progress in inclusive hiring.
- Delivered digital training for elderly citizens through the Kebar program.
- Continued the 50% discounted service bundle for customers with disabilities, making digital connectivity more affordable and accessible and affirming its commitment to digital inclusion for all segments of society.

UN SDG

- By 2030, ensure access to safe, affordable housing and basic services for all.
- By 2030, promote inclusive, sustainable and participatory urban planning and development.
- By 2030, lower cities' environmental footprint, focusing on air quality and waste management.

Saudi Vision 2030 Strategic Objectives

An Ambitious Nation

- To raise our position from 26 to 10 in the Social Capital Index.
- Improve quality of services provided in Saudi cities.

Zain KSA's Response

- Zain KSA diligently builds more inclusive and sustainable communities by expanding its network footprint to reach underserved areas and improve connectivity in cities. By offering reliable telecommunication services even in remote rural communities, Zain KSA helps bridge the urban-rural digital gap.
- Simultaneously, we reduce the environmental impact of city infrastructure by implementing green energy solutions at our sites (including solar-powered telecommunication towers in projects like the Red Sea development).

2024 Progress on Impacts

- Strengthened digital infrastructure across the Kingdom in 2024 by rolling out new network sites in both urban centers and remote areas. This expansion improved the quality of telecommunication services in Saudi cities and brought high-speed connectivity to previously underserved communities, supporting smarter cities and a more connected society.

UN SDG

- By 2030, achieve the sustainable management and efficient use of natural resources.
- By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.
- By 2030, ensure people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.

Saudi Vision 2030 Strategic Objectives

A Vibrant Society

- Reduce all types of pollution (e.g. air, sound, water, soil).

Zain KSA's Response

- Zain KSA implements robust waste management and recycling initiatives to minimize environmental pollution from its operations. We ensure proper handling of electronic waste and end-of-life network equipment and routinely support national device recycling campaigns by enabling customers to return defunct electronics for safe recycling, enabling a circular economy.

2024 Progress on Impacts

- Launched Phase 2 of our E-waste Recycling campaign in 2024, targeting the collection and recycling of 5,000+ used electronic devices in partnership with a local recycling organization.
- This initiative, along with a new Memorandum of Understanding (MoU) with Ertiqa (an organization that refurbishes used electronics for social good), is driving greater community participation in e-waste recycling and reducing harmful waste sent to landfills.
- Continued the paper reduction initiative, cutting operational waste by digitizing processes and reducing paper use.

Supporting National and Global Priorities continued

UN SDG

- Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.

Saudi Vision 2030 Strategic Objectives

A Vibrant Society

- Reduce all types of pollution (e.g. air, sound, water, soil).

A Thriving Economy

- Grow contribution of renewables to national energy mix.

Zain KSA's Response

- We are committed to ambitious climate action by integrating sustainability into our operations and energy mix.
- Zain KSA has aligned with the Group SBTi approved target to reduce Scope 1 and 2 CO_2 emissions by 42% by 2030.
- Zain KSA is increasing the focus on its decarbonization efforts through targeted initiatives. In addition, we are targeting a reduction driven by the deployment of battery hybrid solutions to power wireless broadband (WBB) sites that are not connected to the national grid.
- We also regularly raise environmental awareness through public campaigns and social media, engaging stakeholders in climate change mitigation and responsible behavior.

2024 Progress on Impacts

- Initiated the deployment of hybrid solar-powered energy systems at base station sites in 2024, with 50 sites scheduled to be operational by early 2025. This major project will significantly reduce diesel fuel use and emissions from Zain KSA's network, marking a concrete step toward our carbon reduction goals and demonstrating our leadership in green innovation.

UN SDG

- End abuse, exploitation, trafficking and all forms of violence against and torture of children.

Saudi Vision 2030 Strategic Objectives

A Vibrant Society

- Develop positive attitude, resilience and hard-work culture among our children.

Zain KSA's Response

- Zain KSA supports national efforts to protect children and promote a positive youth culture by partnering with the Saudi Child Helpline and other child welfare initiatives.
- Zain KSA engages in year-round anti-bullying and child safety campaigns – both on the ground and online – to raise awareness, educate the public, and foster resilience and well-being among children across the Kingdom.

2024 Progress on Impacts

- Strengthened child protection efforts through nationwide anti-bullying campaigns and educational outreach, increasing the visibility and reach of the Saudi Child Helpline. These efforts have helped create safer environments for youth, encouraging thousands of children and families to seek support and guidance when facing abuse or bullying.

UN SDG

- Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.

Saudi Vision 2030 Strategic Objectives

A Thriving Economy

- Develop economic ties with global partners.

Zain KSA's Response

- Zain KSA leverages multi-stakeholder partnerships – spanning government, private sector, and civil society – to advance Saudi Vision 2030 and the UN SDGs.
- We align our sustainability initiatives with national development programs and work closely with global technology partners to share expertise and resources, ensuring our projects have broad support and maximum impact.

2024 Progress on Impacts

- Deepened public-private collaboration in 2024 through initiatives like the Women in Tech program, a partnership with the Ministry of Communications and Information Technology, Princess Nourah University and global tech firms (Huawei and Nokia).
- This multi-party collaboration not only empowered young women in STEM careers but also exemplified how forging strong economic and knowledge ties with diverse partners can accelerate progress toward Vision 2030 and the SDGs.

ESG Risks

Effective risk management is integral to Zain KSA's commitment to responsible and sustainable business practices. Our senior management provides strategic oversight, ensuring ESG risk management aligns with our corporate objectives and long-term sustainability goals. Dedicated teams across our organization proactively identify, assess and mitigate risks, enabling a culture of awareness and accountability at all levels.

We continuously refine our Enterprise Risk Management (ERM) framework, policies and procedures to enhance our ability to anticipate and respond to emerging risks. By leveraging advanced technologies and data-driven insight, we automate risk monitoring processes, allowing for real-time identification, assessment, mitigation and tracking of ESG-related risks.

Our comprehensive approach to risk management protects our operations, stakeholders and the communities we serve. We focus on three key social, governance and economic risk areas.

Social Risks	Governance Risks	Economic Risks
Ensuring employee well-being, diversity, equity, inclusion and strong community engagement.	Upholding corporate governance standards, ethical business practices and transparency in all dealings.	Safeguarding financial stability, investment returns and strategic growth.

Top **10** Risks in 2024

1. Evolving Regulatory Regime
2. Investment in Network/Return on Assets (ROA)
3. B2B Market Competition
4. Prepaid Growth
5. Talent Management
6. Suboptimal Customer Experience
7. Cybersecurity
8. Data Governance and Privacy
9. Data Center Strategy to Manage Growth
10. Successful and Timely Implementation of BSS Transformation Program

ESG Risks continued

1

Evolving Regulatory Regime

- Ongoing changes in the regulatory landscape such as evolving sustainability and environmental mandates, stricter Quality of Service (QoS) requirements and customer experience standards, pose a risk of non-compliance and increased operational burden.

Potential Impact

Extreme

Risk Response and Mitigating Actions

- Zain proactively manages regulatory risks through a robust governance framework, strong stakeholder engagement, and an adaptive compliance approach. The company continuously monitors regulatory developments and integrates them into its strategic and operational planning to ensure agility, alignment, and long-term resilience

Residual Risk Rating

High

2

Investment in Network/ Return on Assets (ROA)

- Significant capital investment is required for spectrum, fiber rollout and network expansions, together with inadequate CAPEX allocation may impact network quality and competitiveness. Additionally, rising interest rates increase the cost of financing, posing financial strain on long-term investment plans.

Potential Impact

Extreme

Risk Response and Mitigating Actions

- Zain adopts a disciplined and forward looking investment approach to ensure network readiness, financial sustainability, and operational efficiency. Through strategic capital planning, financial governance, and adaptive infrastructure initiatives, the company safeguards its competitiveness while maintaining a strong balance between performance and long-term asset returns.

Residual Risk Rating

High

3

B2B Market Competition

- The entry of new CST licensed ISPs and their aggressive pricing strategies threaten to erode market share and put downward pressure on revenue.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain addresses market competition through a diversified and customer-centric approach that focuses on strengthening its B2B offerings, enhancing service value, and exploring new growth avenues. By leveraging data driven insights and fostering strategic collaborations, the company ensures its competitiveness and ability to adapt in a rapidly evolving business landscape.

Residual Risk Rating

High
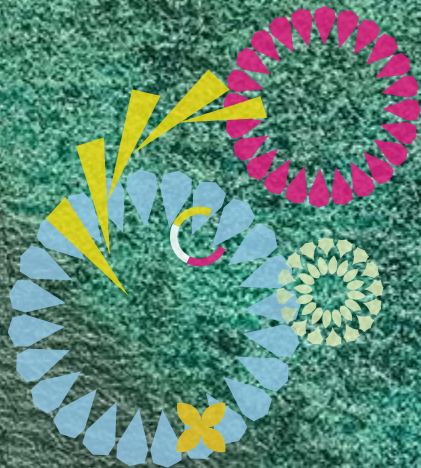
ESG Risks continued

4

Prepaid Growth

- Changing commission structures affecting revenue coupled with the need to enhance the quality of gross additions, may impact overall revenue performance. Additionally, evolving CST regulations on distribution and customer acquisition introduce further compliance and operational challenges.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain leverages a dynamic go to market strategy and a customer focused approach to sustain growth in the prepaid segment. By enhancing channel effectiveness, strengthening customer relationships, and adapting to regulatory developments, the company ensures continued performance and customer loyalty in a competitive and evolving environment.

Residual Risk Rating

High

5

Talent Management

- Saudi Vision 2030 has intensified competition for skilled professionals, with many being drawn to government and semi-government roles. This combined with the need for digital workforce transformation and rising expectations around talent development and well-being, presents ongoing challenges in attracting, retaining and upskilling employees.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain actively fosters a resilient and future-ready workforce by investing in talent development, organizational agility, and employee well-being. Through targeted initiatives that support attraction, retention, and upskilling, the company ensures it remains competitive in a dynamic talent landscape aligned with national transformation goals.

Residual Risk Rating

High

6

Suboptimal Customer Experience

- While the Company leads in 5G network capabilities, gaps in network coverage remain a key reason for customer complaints and port-outs. Additionally, underperforming digital channels and complex business rules hinder user experience and process efficiency, limiting the ability to deliver a seamless and competitive customer journey.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain is committed to delivering seamless and high-quality customer experience by continuously enhancing network performance, optimizing digital touchpoints, and aligning internal processes with evolving customer expectations. Through a holistic and data informed approach, the company ensures consistent service excellence and long-term customer satisfaction.

Residual Risk Rating

High

7

Cybersecurity

- Persistent and increasingly sophisticated cyber threats targeting critical infrastructure pose a heightened risk of data breaches, service disruptions, and significant financial and reputational impact.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain maintains a strong cybersecurity posture through a comprehensive and proactive approach that aligns with global standards and best practices. By integrating advanced technologies, continuous monitoring, and employee awareness programs, the company ensures the protection of its digital infrastructure, regulatory compliance, and long-term resilience against evolving cyber threats.

Residual Risk Rating

High

ESG Risks continued

8

Data Governance and Privacy

- Personal Data Protection Law (PDPL) mandates strict controls over handling of personal data, exposing us to regulatory and reputational risks in case of non-compliance or breaches.
- While AI and data mining offer opportunities for customer insight and monetization, they must be carefully managed to avoid violating data privacy requirements.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain is committed to upholding the highest standards of data governance and privacy by aligning its practices with regulatory requirements and ethical principles. Through structured oversight, continuous compliance, and responsible data utilization, the company ensures customer trust, regulatory alignment, and sustainable value creation in a data-driven ecosystem.

Residual Risk Rating

High

9

Data Center Strategy to Manage Growth

- Rapid growth of hyper-scale cloud services, IoT and digital data, driven by accelerated digital transformation, presents strategic opportunities but also brings risks such as capacity limitations, rising competition and increased cybersecurity exposure.

Potential Impact

Very High

Risk Response and Mitigating Actions

- Zain adopts a strategic and scalable approach to managing data center growth, ensuring operational efficiency, security resilience, and alignment with evolving digital demands. By continuously evaluating infrastructure needs, service models, and market dynamics, the company enables sustainable expansion while safeguarding critical assets and supporting long term business objectives.

Residual Risk Rating

High

10

Successful and Timely Implementation of BSS Transformation Program

- Failure to enhance agility, accelerate time-to-market and deliver digital transformation benefits due to increasing complexity, resource limitations and operational inefficiencies may hinder competitiveness and long-term growth.

Potential Impact

High

Risk Response and Mitigating Actions

- Zain ensures the effective execution of its transformation programs through cross-functional coordination, strategic talent alignment, and structured performance management. By fostering agility, strengthening stakeholder collaboration, and embedding resilience into core systems, the company mitigates transformation related risks and secures long-term digital value.

Residual Risk Rating

Low

Overview of Updated Risks

While some risks remain critical, others have been effectively mitigated in recent years and, consequently, removed from the priority list for 2024. Below is an overview of significant risks removed from the top 10 risk list and explanations as to why they are no longer classified as top concerns.

Supply Chain Disruptions

Zain KSA successfully mitigated supply chain risks that previously resulted from global disruptions, such as the COVID-19 pandemic and semi-conductor shortages. Through a comprehensive review of critical inventory, managed services and suppliers, the Company ensured operational stability. Key actions included engaging alternative suppliers, securing prioritized supply capacity and re-channeling inventory in transit to minimize delays. These proactive measures have effectively mitigated the risk, ensuring supply chain disruptions were no longer a top concern in 2024. By securing the reliability of our supply chain, we also reinforced continuity of service to customers and supported partner ecosystems that depend on our operational consistency.

Macroeconomic Factors

The risk of macroeconomic challenges has been effectively addressed through Zain KSA's proactive financial strategies. The implementation of revenue uplift programs, upselling through analytics and cost optimization measures have ensured financial resilience. Additionally, the Company's diversification into non-telecommunication revenue streams, increased digitalization and hedging against interest rate fluctuations have further mitigated macroeconomic risks. Given these strategic advancements, macroeconomic factors no longer presented a significant risk requiring prioritization in 2024. This strengthened financial position also enhances our ability to invest in employee well-being, maintain service affordability and sustain long-term commitments to our ESG objectives.
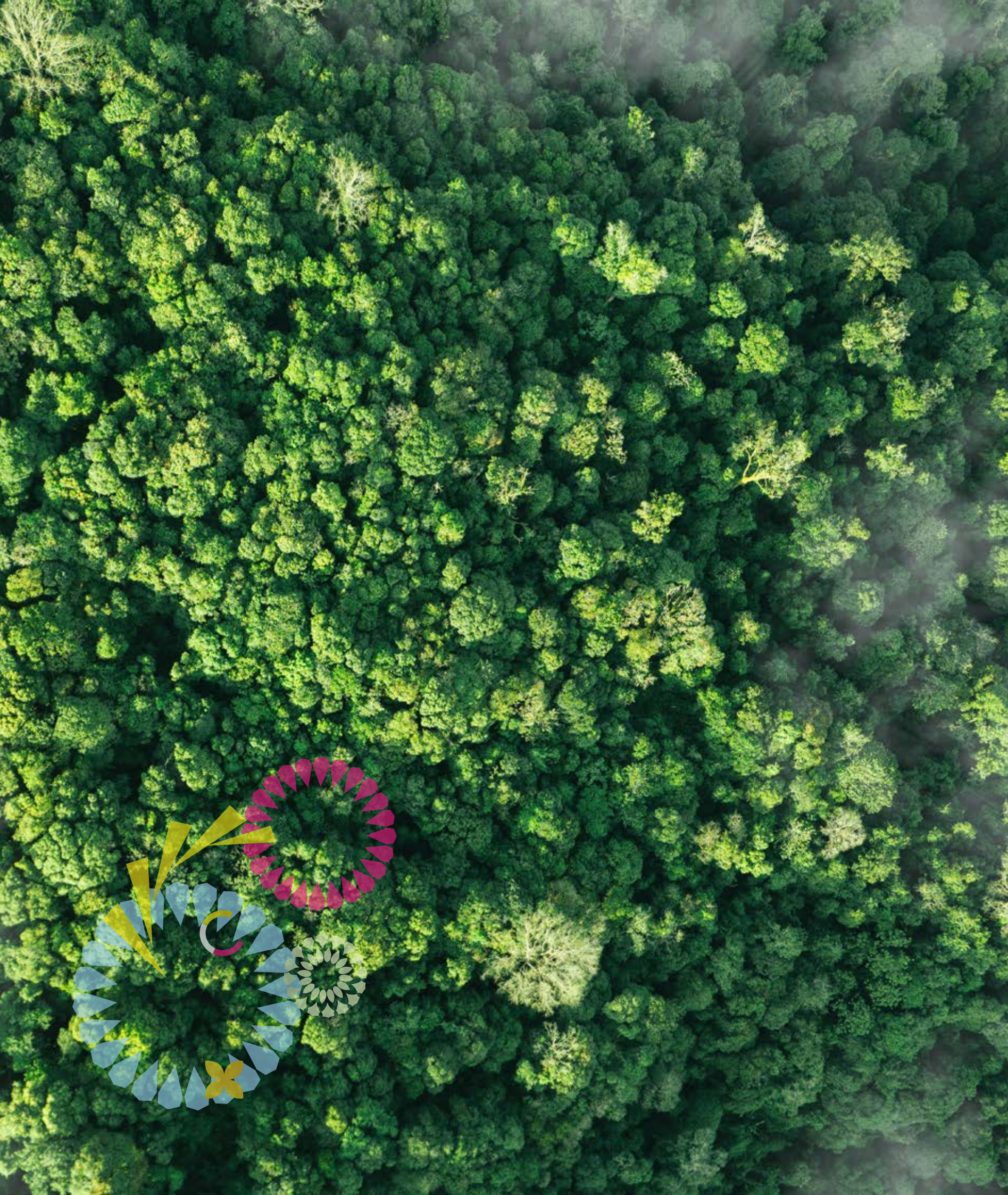
03 Environment

Overview of Main Targets

A Snapshot of Our Strategic Targets

Climate Change

Zain KSA's top environmental priority is the decarbonization of our operations, with a firm commitment to achieving net-zero carbon emissions by 2050. This ambition is driven by our strategic investments in sustainable, eco-friendly infrastructure, and the promotion of green products and services. At Zain KSA, we strongly support the circular economy via comprehensive and effective recycling programs as well as responsible waste management practices - including initiatives that assist our customers in properly disposing of e-waste. In alignment with the Saudi Green Initiative (SGI), we also champion biodiversity preservation by reforestation efforts. Moreover, as part of our ongoing environmental stewardship, we launched a partnership with Red Sea Global, participating in an extensive site survey during the project's planning phase to ensure regional biodiversity remains untouched and protected throughout the development process.

Aligning with International Priorities – the UN SDGs

Through the decarbonization of our operations, emission reductions and the responsible use of natural sources, Zain KSA directly contributes to the achievement of the following global sustainability objectives.

| 6 CLEAN WATER AND SANITATION | 7 AFFORDABLE AND CLEAN ENERGY | 11 SUSTAINABLE CITIES AND COMMUNITIES | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION |

Highlights of 2024
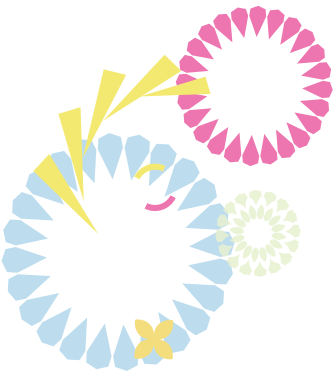
Reduction in Zain KSA's fuel consumption by

7.24%

Reached over

860,000

people via our environmental social media campaign

Charged over

1,000

hours through EV charging station at Granada Business Park

Recycled more than

3,000

devices as part of the E-waste recycling initiative (phase 2)

⟶

bringing the total to over

5,000

devices recycled

By using recycled paper, we saved:

| **+3,900 kg** | **+247,000** | **37** |
| of CO_2 emissions | equivalent bulb hours | trees |

Progressing Toward a **Low-Carbon Sustainable Future**

Zain KSA remains resolute in its commitment to addressing climate change and minimizing its environmental footprint, even as it accelerates the expansion of its digital infrastructure. In line with its broader sustainability vision and the national aspirations outlined in Saudi Vision 2030 and the Saudi and Middle East Green Initiatives, the Company continues to pursue a balanced strategy — one that harmonizes business growth with robust climate action and resource efficiency.

The year 2024 presented several critical inflection points that shaped Zain KSA's climate approach. With surging demand for hyper-scale data centers and advanced network infrastructure, energy consumption across operations increased, necessitating innovative mitigation strategies. Concurrently, the global and regional regulatory landscape saw significant tightening around carbon emissions, further reinforcing the Company's resolve to accelerate its transition to low-carbon operations. The growing environmental burden of electronic waste also underscored the importance of embedding circular economic principles within the Company's operational model.

To address these challenges, Zain KSA advanced its climate agenda on multiple fronts, particularly in the areas of energy optimization and decarbonization. We continued the integration of intelligent energy management systems to improve network efficiency, directly supporting our Net-Zero 2050 target. Strategic collaborations with global technology leaders were deepened to co-develop and implement scalable, low-emission solutions across core network sites. A major milestone was the 2023 launch and expansion of the world's first zero-emission 5G network of the Red Sea project, in partnership with Red Sea Global — demonstrating that next-generation connectivity can align with national decarbonization goals.

Zain KSA also faced challenges relating to its reliance on the on-grid electricity, largely generated from fossil fuel sources. To address this, we transferred 80% of our sites' passive infrastructure to LATIS, a specialized infrastructure management company. This enabled greater flexibility in deploying renewable energy. In collaboration with LATIS, we trialed green power systems such as batteries and solar hybrids. By the end of 2024, two hybrid systems had been successfully launched, with 44 more in delivery and 75 additional units planned for installation in 2025. For non-transferred sites, we will replace traditional shelters with energy-efficient outdoor cabinets. Rising summer temperatures, and the associated cooling demands, add further urgency to these interventions.

We also scaled our circular economic efforts. Building on a partnership with Ertiqa, the second phase of our electronic waste management program targeted the safe recycling of thousands of end-of-life devices, reinforcing lifecycle sustainability and responsible disposal practices.

Recognizing the need for sector-wide transformation, Zain KSA formalized its role as an enabler of sustainability within the broader ICT ecosystem. Through the Sustainability Champions program in collaboration with the Ministry of Economy and Planning, the organization partnered with national technology companies to promote environmental responsibility and knowledge-sharing, further amplifying the collective impact of climate initiatives in the Kingdom.

As part of our broader engagement strategy, we also prioritized awareness and behavioral change. Campaigns tied to global observances such as Earth Day and World Environment Day promoted a culture of environmental responsibility among employees and the wider community. Initiatives supporting reforestation, sustainable mobility and energy-conscious habits, complemented our infrastructure-led climate response and helped embed sustainability values across the organization.

As Zain KSA continues to scale its digital footprint, it does so with a firm understanding that its climate strategy is not only a responsibility but also a critical lever for resilient, future-ready growth.

World's First Zero-Emission 5G Network

The partnership between Zain KSA and Red Sea Global in 2023 reinforced our role in advancing sustainable and technology-driven growth. By continuing to invest in future-ready digital solutions, Zain KSA is contributing to Saudi Vision 2030's ambition of building a knowledge-based, innovation-driven economy.

A significant milestone of this collaboration was the launch of the world's first zero-carbon 5G network at the Six Senses Southern Dunes Resort, The Red Sea, in the previous financial year. This groundbreaking achievement demonstrated how next-generation connectivity can be deployed with minimal environmental impact, aligning with global and national sustainability targets. In 2024, we continued to build on this partnership and rolled out the benefits of our zero-emission 5G network to other resorts like Ummahat and Shebara.

Through our work with Red Sea Global, we are pioneering responsible digital transformation in the ICT sector. By integrating energy-efficient network infrastructure, reducing carbon footprints and optimizing digital resources, we are leading the way in sustainable telecommunications solutions.

Red Sea Global | زين zain

Progressing Toward a Low-Carbon Sustainable Future continued

Elevating Awareness on Environmental Sustainability

As a leading ICT provider and influential corporate force in the Kingdom, Zain KSA recognizes the power of its digital reach. With a strong social media presence, boasting a large following of more than 4 million across all platforms (X, Instagram, LinkedIn, YouTube), we are committed to driving climate consciousness by leveraging our platforms to launch impactful online campaigns and initiatives that inspire environmental responsibility.

In 2024, we reached

over 860,000 people

through our environmental social media campaigns

Renewable Energy

→ **Impact:** Zain KSA's renewable energy initiatives reduce greenhouse gas emissions while supporting natural climate preservation. These efforts boost renewable energy adoption and increase public engagement in the short-term, expand renewable energy projects in the medium-term, and deliver lasting climate improvements that facilitate the transition to a sustainable energy future.

→ **Reach:** 13,000+

5G Site Deployment in Ummahat Region

→ **Impact:** The carbon reduction program promotes eco-friendly practices and inspires community involvement in environmental preservation while reducing carbon emissions. This initiative delivers immediate carbon footprint reductions, followed by wider adoption of green technology and increased awareness of sustainability practices, leading to sustained environmental benefits and innovation.

→ **Reach:** 16,000+

Environment Week

→ **Impact:** Collaborating with Ertiqa, we encouraged the recycling of electronic devices to reduce e-waste and its environmental impact. Additionally, we shared practical tips to help individuals adopt eco-friendly practices, establishing a culture of sustainability within our community.

→ **Reach:** 59,390

Marine Conservation Awareness

→ **Impact:** Marine conservation efforts encourage community involvement in protecting ocean habitats and contribute to cleaner oceans and marine species protection. Short-term impacts include immediate actions to reduce ocean pollution. Medium term, it promotes ongoing community engagement in marine conservation. Long term, it supports the health of marine ecosystems and biodiversity preservation.

→ **Reach:** 2,500

Plastic Free Bag Day

→ **Impact:** Plastic reduction initiatives educate the public about waste reduction and help decrease plastic pollution. Short term impact shows increased public awareness and reduction in plastic bag use. Medium-term impact encourages people to choose more sustainable alternatives. Long term, it delivers significant reduction in environmental pollution and strengthens commitment to sustainability across communities.

→ **Reach:** 15,029

Arabian Leopard Day

→ **Impact:** Zain KSA's biodiversity conservation efforts raise community awareness about the importance of biodiversity and contribute to preserving endangered animals. Public engagement increases in the short-term, conservation program support grows in the medium-term, and long-term outcomes include preserved biodiversity and stronger environmental protection initiatives throughout Saudi Arabia.

→ **Reach:** 12,000+

Earth Hour

→ **Impact:** Energy efficiency measures encourage community involvement in climate action and promote energy-saving practices. Immediate impacts include reduced energy consumption across operations. Medium-term benefits include the adoption of sustainable energy practices by individuals and businesses, leading to a lasting cultural shift toward conservation values in the communities where Zain KSA operates.

→ **Reach:** 20,700+

International Day of Biological Diversity

→ **Impact:** Zain KSA's biodiversity conservation raises awareness about biodiversity's critical role and encourages community participation in conservation efforts. It contributes to preserving diverse ecosystems and natural habitat health. Short-term impact shows immediate participation in environmental initiatives. Medium-term, it encourages adoption of sustainable behaviors. Long-term, it supports development of an environmentally responsible society and healthier futures.

→ **Reach:** 9,950

Ertiqa MoU Announcement

→ **Impact:** E-waste management strengthens commitment to responsible waste management by promoting environmental awareness and responsible habits. It helps prevent e-waste from polluting ecosystems. Immediate impact includes recycling over 5,000 electronic devices. Medium-term shows increased community awareness about recycling benefits. Long-term creates a stronger culture of recycling and sustainability within the community.

→ **Reach:** 8,752

Saudi Green Initiative Day

→ **Impact:** Urban greening projects support national sustainability initiatives while encouraging tree planting and enabling collective environmental responsibility. Area beautification occurs immediately, growing trees improve local air quality in the medium term, and long-term impacts include enhanced urban environments and sustained support for Saudi Arabia's sustainability goals aligned with Vision 2030.

→ **Reach:** 38,600+

World Earth Day

→ **Impact:** Zain KSA's carbon reduction program promotes eco-friendly practices and inspires community involvement in environmental preservation while reducing carbon emissions. The immediate impact shows measurable reduction in carbon emissions. Medium-term effects include wider adoption of green technology and increased sustainability awareness. Long-term outcomes deliver sustained environmental benefits and leadership in sustainable innovation.

→ **Reach:** 20,140

World Environment Day

→ **Impact:** Environmental education programs promote awareness and foster collective commitment to sustainability. These initiatives contribute to environmental conservation and better natural resource management. Short-term impact generates immediate participation in environmental activities. In the medium term, it encourages sustainable behaviors. Long term, it supports the development of a more sustainable society and ensures a healthier future.

→ **Reach:** 11,700

Zero-emissions 5G Network Deployment in Shebara

→ **Impact:** Zain KSA's environmental leadership initiative inspires people to act in protecting the earth and promotes environmental awareness. These efforts help conserve natural resources and reduce environmental impact. Short-term impact includes increased awareness and participation in environmental initiatives. Medium term encourages the adoption of sustainable practices by individuals and communities. Long-term results show enhanced environmental protection and a stronger culture of sustainability.

→ **Reach:** 15,500

Progressing Toward a Low-Carbon Sustainable Future continued

CASE STUDY

Advancing Sustainable Transportation

Road transport remains one of the largest contributors to global emissions. In line with the Kingdom's vision to diversify its economy beyond the limits of oil and gas, as well as prioritizing environmental sustainability and achieving Net-Zero by 2060, Zain KSA proudly supports this national initiative by taking an early step in launching EV charging station at Granada Business Park in Riyadh 2022. This highlights our commitment to encouraging greener transport choices, starting with our employees in the capital.

The EV charging station serves

More than
10
business towers

Over
5,000
employees in Grenada have access to the charger

In 2024, Zain KSA further reinforced its commitment to sustainable mobility through the utilization of its EV charging infrastructure and engaging employees in clean transport initiatives.

Key highlights include

Total emissions saved
2,478 kgCO$_2$e

Charging hours in 2024
1,034

These efforts form part of Zain KSA's broader climate strategy, supporting emission reductions across Scope 3 categories and enabling behavioural change through accessible and impactful green infrastructure.

Reforestation of HRH Mohammed Bin Salman Road

In 2024, Zain KSA partnered with the Jeddah Social Responsibility Association and MEWA to implement a strategic reforestation initiative along the MBS Road. The project saw the planting of 300 trees, directly aligning with the Saudi Green Initiative (SGI) and the Middle East Green Initiative (MGI) goals while contributing to emissions offset targets.

The initiative created multidimensional value such as increasing community greenery and environmental awareness and delivering tangible environmental benefits through carbon sequestration. It also mobilized Zain KSA employees, local volunteers and community members in hands-on planting efforts, strengthening civic engagement and reinforcing a shared sense of environmental responsibility. The immediate impact included increased brand visibility through social media and heightened employee volunteerism, strengthening both corporate culture and community engagement.

As the trees mature, they will progressively enhance the natural scenery while offsetting an increasing portion of Zain KSA's carbon emissions. Long term, this initiative represents a strategic component of Zain KSA's alignment with Vision 2030 sustainability goals, supporting Saudi Arabia's transition toward a circular economy.

This project exemplifies Zain KSA's holistic approach to sustainability, creating benefits that extend beyond environmental metrics to encompass business value and social impact, demonstrating how corporate environmental stewardship can simultaneously address climate challenges while enhancing community well-being.

Performance Trends

One of the principal challenges in our decarbonization pathway is the growing energy demand of next-generation technologies, particularly the rollout of 5G infrastructure which consumes more energy. This increased demand has impacted the emissions intensity of our base stations in recent years.

Network Emissions

CO$_2$ emissions per base station (Kg)

Year	Value
2021	48,365
2022	48,879
2023	48,511
2024	47,921
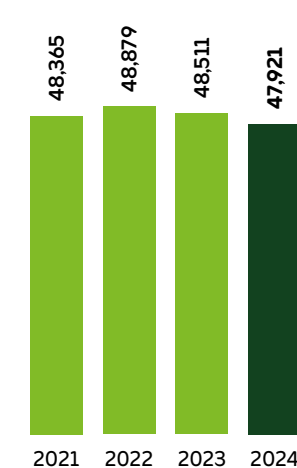
Overall Emissions

Emissions (tCO$_2$)

Year	Scope 1	Scope 2	Scope 1 + 2
2021	158,797	336,091	494,889
2022	169,298	334,640	503,938
2023	155,288	351,892	507,179
2024	143,966	378,883	522,849

■ Scope 1   ■ Scope 2   ■ Scope 1 + 2
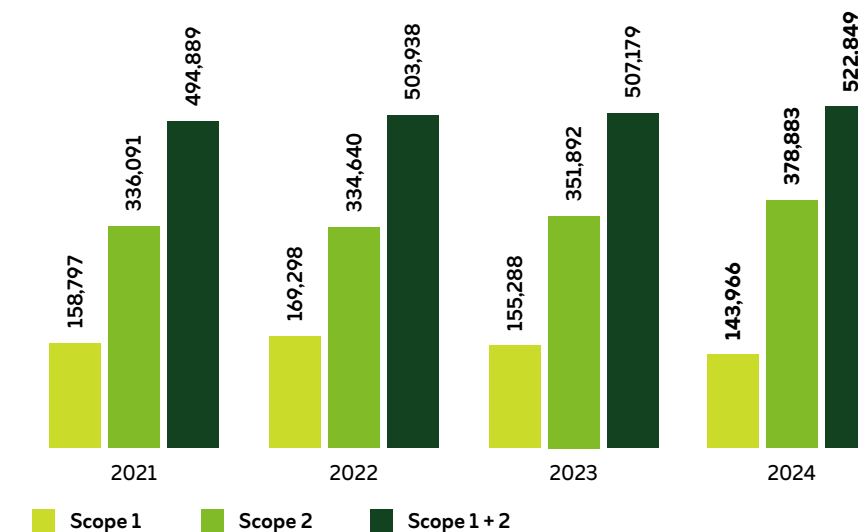
We are strategically exploring mitigation measures, such as transitioning to renewable energy, deploying AI-enabled energy optimization systems and modernizing infrastructure to improve emission intensity.

Zain KSA has aligned with the Group SBTi approved target to reduce Scope 1 and 2 emissions by 42% by 2030.

Energy Consumption

Efficient energy use is fundamental to Zain KSA's sustainability strategy. As digital infrastructure grows in complexity and scale, particularly with the expansion of 5G networks, our focus on energy optimization has become even more critical. We are proactively investing in smart systems, renewable energy exploration and building automation to reduce our environmental footprint while supporting operational resilience.

In 2024, we intensified our energy efficiency efforts across core sites, data centers and administrative buildings. Key initiatives included the phased rollout of a centralized Building Management System (BMS) and the integration of real-time energy monitoring tools, allowing for more accurate analysis and reduction of consumption spikes. However, due to the increased energy demand from our new 5G sites, electricity consumption in 2024 increased compared to the previous year.

2024 Highlights and Strategic Focus Areas

In 2024, Zain KSA achieved notable progress in optimizing energy performance across its facilities through a series of focused initiatives aimed at reducing consumption and enhancing operational efficiency. A central pillar of these efforts was the deployment of smart technologies, including the installation of motion sensors at the Company's headquarters and the widespread replacement of traditional HVAC systems with energy-efficient inverter AC units. These enhancements were rolled out across 44 shops (67 inverter concealed ACs), 51 shops (52 inverter split ACs), the Madinah office (seven inverter package ACs) and FSC003 (two inverter package ACs), collectively contributing to substantial reductions in energy usage, improved climate control, and longer equipment lifespans.

To support the energy needs of its expanding digital infrastructure, Zain KSA continued to adopt intelligent load and cooling systems across its operations. The newly installed inverter AC systems are designed to adjust compressor speeds based on demand, significantly lowering electricity consumption compared to conventional units, while utilizing environmentally friendly refrigerants such as R410A.

Further advancing its sustainability agenda, Zain KSA initiated the deployment of solar-powered infrastructure as part of its Manasik project. Of the 65 total project stands, 20 were delivered to Al-Madina and fully equipped with solar systems. Each unit is powered by a 380W solar panel with approximately 21% efficiency and a 100 AH battery system, laying the groundwork for broader renewable energy integration in the future.

Water conservation was also a focus area, with total water consumption across the RDC, JDC and DDC facilities recorded at 10.58 megaliters in 2024. While additional water-saving initiatives are still in development, there are plans to propose new ideas for budget consideration in 2026 and 2027.

Employee involvement remained a vital component of our sustainability journey. The installation of motion sensors in key administrative areas not only reduced electricity use by minimizing unnecessary lighting and HVAC loads but also fostered a culture of energy awareness among staff.

Collectively, these initiatives demonstrate our proactive approach to environmental stewardship and our commitment to aligning with national and global sustainability frameworks.

Looking forward, we are working on a comprehensive energy transition roadmap aimed at reducing fossil fuel dependence, increasing renewable energy adoption and enhancing efficiency across our operational footprint. The roadmap includes ambitious targets to decrease overall energy consumption and emission intensity by 2030.

Key Metrics

Energy Consumption

Fuel consumed in Liters

2023	56,979,768
2024	52,855,309

Energy consumed (on-grid infrastructure) in KWh

2023	576,399,096
2024	620,620,179

Driving Circularity at Zain KSA

Zain KSA is committed to reducing its environmental footprint through robust waste management practices and the adoption of circular economic principles. Recognizing the growing urgency around resource conservation and pollution reduction, the Company has prioritized efforts to minimize waste across key operational areas including electronic waste, paper and single-use plastics.

To support the preservation of the Kingdom's valuable biodiversity, Zain KSA has adopted a strategic and responsible approach to waste management, encompassing both hazardous and non-hazardous materials. Through comprehensive assessments, the Company has identified five key waste streams as part of its environmental stewardship framework:

General

All general waste is collected, weighed and reported on monthly.

Electronic (e-waste)

Operational e-waste is collected from Zain KSA's sites and warehouses and sold during auctions.This way, electronic devices and equipment create further value for new users beyond their useful life at Zain KSA.

Paper

- To minimize paper consumption and environmental impact, Zain KSA uses Papercut, a centralized system that tracks and manages printing across the organization. In 2024, building on our transition to 100% recycled paper in 2023, we further digitalized operations and introduced print limits to reduce waste. The system also estimates the environmental impact of paper use, including emissions and deforestation equivalents.

Plastic

- Employees are instructed to dispose of plastic waste in designated trash bins on each floor of our headquarters.
- Plastic waste that accidentally ends up with the general waste is removed and placed in the designated bins.
- All plastic waste is collected and recycled through our partners.
- All plastic waste is weighed and reported monthly.
- To reduce single-use plastic bottles, all new Zain KSA employees receive stainless steel water bottles.

How it is Managed

End-of-life equipment

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

Hazardous

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

Partnership with Ertiqa to Reduce E-Waste

ertiqa

As part of its commitment to reduce its electronic waste footprint by 2025, Zain KSA launched a strategic partnership with Ertiqa, a local non-profit organization dedicated to the rehabilitation and donation of electronics.

In 2024, Zain KSA formalized its collaboration with Ertiqa by signing an MoU to launch Phase 2 of its e-waste management and recycling initiative. The program focuses on the responsible collection, recycling and repurposing of end-of-life electronic devices, including IP phones, printers, laptops and fingerprint scanners, while delivering a meaningful social and environmental impact.

All devices collected are processed through certified recycling channels to ensure full compliance with environmental regulations and safe, ethical disposal. Rehabilitated devices are donated to charitable organizations, enabling digital access for underserved communities, particularly schools and non-profits in need of functional IT equipment.

To ensure transparency and accountability, Ertiqa provides Zain KSA with detailed environmental reporting for each campaign phase, allowing the Company to quantify its sustainability performance.

Zain KSA's collaboration with Ertiqa not only contributes to its 2025 e-waste reduction goal but also reflects its commitment to circular economy principles. By transforming waste into community assets, the program exemplifies how corporate and non-profit partnerships can create shared value, reducing environmental harm while extending digital inclusion through purposeful reuse.

Phase 1 (2022/23)

Total devices collected: 1,704
- Recycled: 1,391 devices
- Donated (rehabilitated): 313 devices

Environmental impact:
- CO_2 emissions avoided: 24.1 tCO_2
- Total weight recycled: 24 tons

Phase 2 (2024)

Total devices collected: 3,725
- Recycled: 3,443 devices
- Donated (rehabilitated): 282 devices

Environmental impact:
- CO_2 emissions avoided: 61.3 tCO_2
- Total weight recycled: 0.247 tons

Cumulative Impact (Phase 1 + Phase 2)

Total devices collected:

5,429
- Recycled: 4,834 devices
- Donated (rehabilitated): 595 devices

Environmental impact:
- CO_2 emissions avoided:

85.4 tCO_2
- Total weight recycled:

24.247 tons

Driving Circularity at Zain KSA continued

Driving Paperless Operations across Zain KSA

In line with its ambition to eliminate 100% of paper usage across its value chain, Zain KSA has taken measurable steps to digitize operations and monitor progress with precision. A cornerstone of this initiative is the deployment of Papercut, a comprehensive monitoring system installed on every printer across the organization.

Papercut provides real-time data on the number of printed sheets, who printed them and when, offering full transparency and traceability. Beyond basic tracking, the system also delivers powerful environmental analytics estimating:

• Trees consumed

• CO_2 emissions produced

• Equivalent bulb hours used based on the quantity of paper printed

Tracking Progress through 2024

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

Trees saved

2024
37.4
(2023: 21)

CO_2 saved

2024
3,956.8 kg
(2023: 2,222.4 kg)

Equivalent bulb hours saved

2024
247,739.7
(2023: 137,790.7)
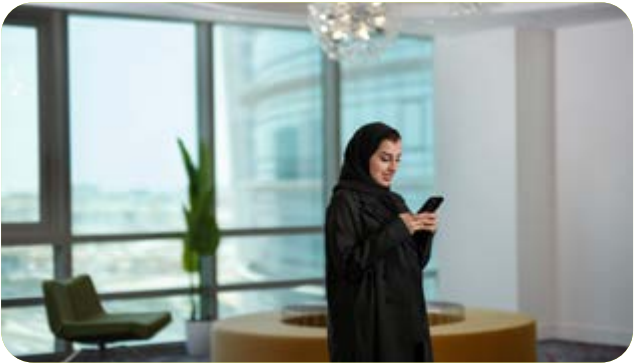
Paper Consumption	2020	2021	2022	2023	2024
Total sheets printed	65,504	256,066	337,011	319,179	**311,577**
Trees consumed	7.86	30.73	40.44	38.3	**37.39**
CO_2 produced (kg)	831.9	3,252	4,280	4,053.60	**3,956.80**
Equivalent bulb hours consumed	52,086.6	203,615.1	267,979.9	253,800.5	**247,739.70**

Total sheets printed

65,504 (2020), 256,066 (2021), 337,011 (2022), 319,179 (2023), 311,577 (2024)

Trees consumed

7.86 (2020), 30.73 (2021), 40.44 (2022), 38.3 (2023), 37.39 (2024)

CO_2 produced (kg)

831.9 (2020), 3,252 (2021), 4,280 (2022), 4,053.60 (2023), 3,956.80 (2024)

Equivalent bulb hours consumed

52,086.6 (2020), 203,615.1 (2021), 267,979.9 (2022), 253,800.5 (2023), 247,739.70 (2024)

The insights from Papercut are now being used to inform broader digital transformation strategies and employee training programs focused on sustainable behavior.

The initiative showcases Zain KSA's commitment to embedding sustainability into everyday operational practices, supported by technology and reinforced through continuous measurement. It forms a vital part of the Company's journey toward a fully paperless future.

Reducing Single-Use Plastic Waste

Zain KSA is committed to working on reducing single-use plastic across its value chain. A key area of focus has been plastic bottles, with continuous tracking of consumption and growing efforts to shift behaviors and improve recycling outcomes.

2024 Performance Snapshot: Tracking Plastic Bottle Waste

Zain KSA systematically monitored plastic consumption on a quarterly basis.

Plastic Waste in 2024

Q1	Q2	Q3	Q4
31.05	16.54	36.8	58.47

Total
142.9 kg

Initiatives and Partnerships in Action

Zain KSA continues to embed circular economy principles into its operations by addressing one of the most visible forms of environmental waste: plastic.

By integrating a two-pronged approach, the Company will minimize is environmental footprint and deliver positive social outcomes:

1. Recycling through Tadweer

All plastic waste from Zain KSA's headquarters is now channeled through Tadweer, a charity-based recycling organization. This reflects a circular and regenerative model, where Tadweer uses the proceeds from recycled plastic to support meaningful community initiatives such as:

• Renovation of mosques

• Distribution of meals during Ramadan (Iftar)

• Support for pilgrims

This creates a dual impact by both mitigating environmental harm and promoting social good.

2. Plastic monitoring

Zain KSA monitors and analyzes its plastic consumption patterns with the aim of reducing use and waste. The intent is to use this data to guide future decisions and identify viable plastic-free substitutes.

Zain KSA's journey toward eliminating single-use plastic illustrates the power of measured accountability and community-driven partnerships. While seasonal increases in usage shows the need for continued effort, the foundation has been laid for a more circular and responsible consumption model. The coming year will focus on operationalizing reduction strategies and scaling up alternatives to plastic products.

Optimizing Water Resources

Zain KSA remains committed to responsible water management as part of its broader environmental sustainability strategy. With freshwater resources under growing global pressure, we recognize the importance of efficient water use and conservation across all our operations.

All our water is sourced from the National Water Company (NWC), and wastewater is discharged responsibly through local municipal systems in accordance with national regulations. Our water consumption is tracked using automated meter readings provided by the NWC, ensuring data accuracy and operational transparency.

Internally, we maintain a real-time water tracking dashboard, which aggregates data across facilities and helps us monitor consumption trends, evaluate efficiency initiatives and ensure progress against internal water conservation targets.

In 2024, Zain KSA recorded 10,580 m^3 of total water consumption. While this is higher than the 9,144 m^3 recorded in 2023, this is to be expected given the growth of our staff complement and business activities. The relatively minimal increase in water consumption reflects the effectiveness of targeted interventions implemented throughout the year, including low-flow water fixture installations, employee awareness campaigns and enhanced monitoring protocols in key facilities.

As part of our ongoing efforts, we are also exploring greywater systems for select locations to further minimize freshwater demand. These actions reinforce our dedication to reducing environmental impact, improving resource efficiency and supporting national sustainability goals under Vision 2030.

Zain KSA will continue to review its water consumption footprint annually and identify further opportunities to conserve water across its network and administrative infrastructure.

Water consumption (m^3)

2024

10,580

(2023: 9,144)

Looking Ahead

Zain KSA will continue driving responsible growth by expanding its use of renewable energy, investing in next-generation green technologies and strengthening circular economy practices. By prioritizing sustainability alongside digital transformation, we are ensuring our progress contributes to a low-carbon, resilient future for the Kingdom and beyond.

Short Term (2025)

- Replace split units across Zain KSA's regional offices
- Reduce electronic waste footprint and use of single-use plastic

Medium Term (2026 to 2028)

- Enhance energy efficiency across Zain KSA retail shops
- Increase recycling initiatives

Long Term (2029 and beyond)

- Reduce CO$_2$ emissions through deployment of battery hybrid solutions in 2025
- Collaborate with Zain Group to align with long-term emission reduction targets

- Support emission reductions via LATIS initiatives including grid connections and conversion of DG-powered sites to hybrid (battery/solar) systems
- Install a building management system to monitor and enhance operations efficiency
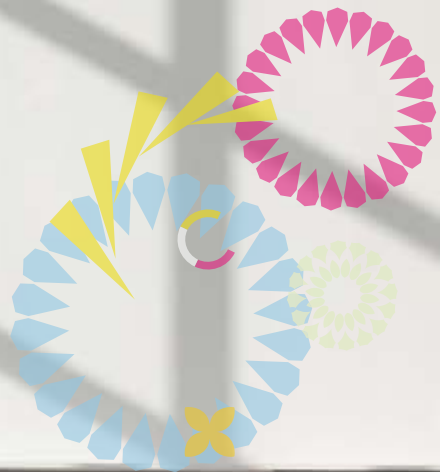
04

Social

Overview of Main Targets

For Zain KSA, the well-being of the Kingdom and its communities is both a responsibility and a commitment. It reflects our core belief in social development, rooted in our values and mission. Guided by an inclusive and integrated approach, we strive to help build sustainable, thriving communities defined by cohesion and mutual support. To achieve this, we leverage advanced solutions and technologies tailored to the needs and aspirations of every segment of society.

An Overview of Our Main Targets

Inclusion

Zain KSA is dedicated to bridging the digital divide by offering inclusive digital services designed to meet the needs of everyone, including people with disabilities and the elderly. Through targeted community initiatives, tailored training programs and strategic partnerships, we promote digital inclusion and accessibility for underserved areas. In parallel, Zain KSA cultivates a safe, inclusive workplace that upholds equality and stands firmly against all forms of discrimination.

Generation Youth

Zain KSA recognizes the vital role that children and adolescents play in shaping the Kingdom's digital future. The Company is dedicated to protecting their well-being – specifically from cyber threats and bullying – while empowering them to engage safely in a vibrant and inclusive society. Through collaboration with government entities and strategic partners, Zain KSA supports and enables digital safety and literacy. We also contribute to youth development by offering mentorship, training programs and job opportunities that foster personal and professional growth.

Aligning with International Priorities – the UN SDGs

By embracing diversity and inclusion – both within our organization and across communities we serve – we champion and promote the achievement of the following SDGs:

| 5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS |

Our campaigns to support the next generation – children and youth – actively contribute to the achievement of the following SDGs:

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

Highlights of 2024

150
Women empowered through our WIT Mentorship program

550
Elderly individuals empowered through digital literacy programs

+29,000
children equipped with digital literacy skills

Zain Youth Initiative (2024)
Empowered young people aged 18 to 24 with mentorship, training and new focus on green skills alongside digital expertise

High Potential (HiPo) Program

Kickoff the HiPo program aims to identify and develop high potential talent who will be able to thrive in volatile, fast-changing situations and face future challenges to ensure they meet and align with Zain KSA's strategy and future business demands

A New Experience for a Wonderful World

This rotation program offers a unique opportunity to enhance skills in communication, problem-solving and customer engagement, by working in different customer service roles

Our People

At Zain KSA, our people are the foundation of our success and the driving force behind our growth. We are committed to creating a diverse, inclusive and empowering workplace where every employee feels valued and supported. Through robust talent development programs, equitable policies and a strong focus on well-being, we foster an environment that not only attracts top talent but also enables them to thrive and grow. Our human capital strategy is rooted in national priorities and global standards. This will ensure we remain future-ready, inclusive and aligned with the ambitions of Saudi Vision 2030.

Workforce Management

At Zain KSA, we recognize our people are our greatest asset. Our approach to workforce management focuses on creating an environment where talent thrives through supportive leadership, meaningful development opportunities and a culture that values diversity and inclusion. By aligning our employment practices with Saudi labor regulations and exceeding compliance requirements, we aim to set a benchmark for an exemplary workplace.

Our workforce has grown steadily, reflecting both business expansion and our reputation as an employer of choice in the telecommunications sector. From 1,354 employees in 2021 to 1,543 in 2023, our total headcount stood at over 1,500 in 2024.

All Zain KSA employees are full-time staff, with Saudi nationals making up over 87% of the workforce. Women represented 20% of our workforce in 2024, up from 19% in the previous year, as we continue to enhance gender balance.

Most of our employees are in their prime working years, with around 80% between the ages of 30 and 50, a small proportion under 30, and approximately 1% over 50. To support our people, we have strengthened our HR policies to align with industry's best practices and our corporate strategy, ensuring a solid foundation for talent management. By establishing a supportive work environment and offering robust training and development opportunities, we remain committed to attracting and retaining top talent.

Employee Demographics

Male	Female	Saudi employees
80%	20%	87%

Age		Females in Management
Average age of employees **36**	30-50 years old **1,240**	Female executive managers **44%**
Under 30 years old **241**	Over 50 years old **19**	Female managers **14**
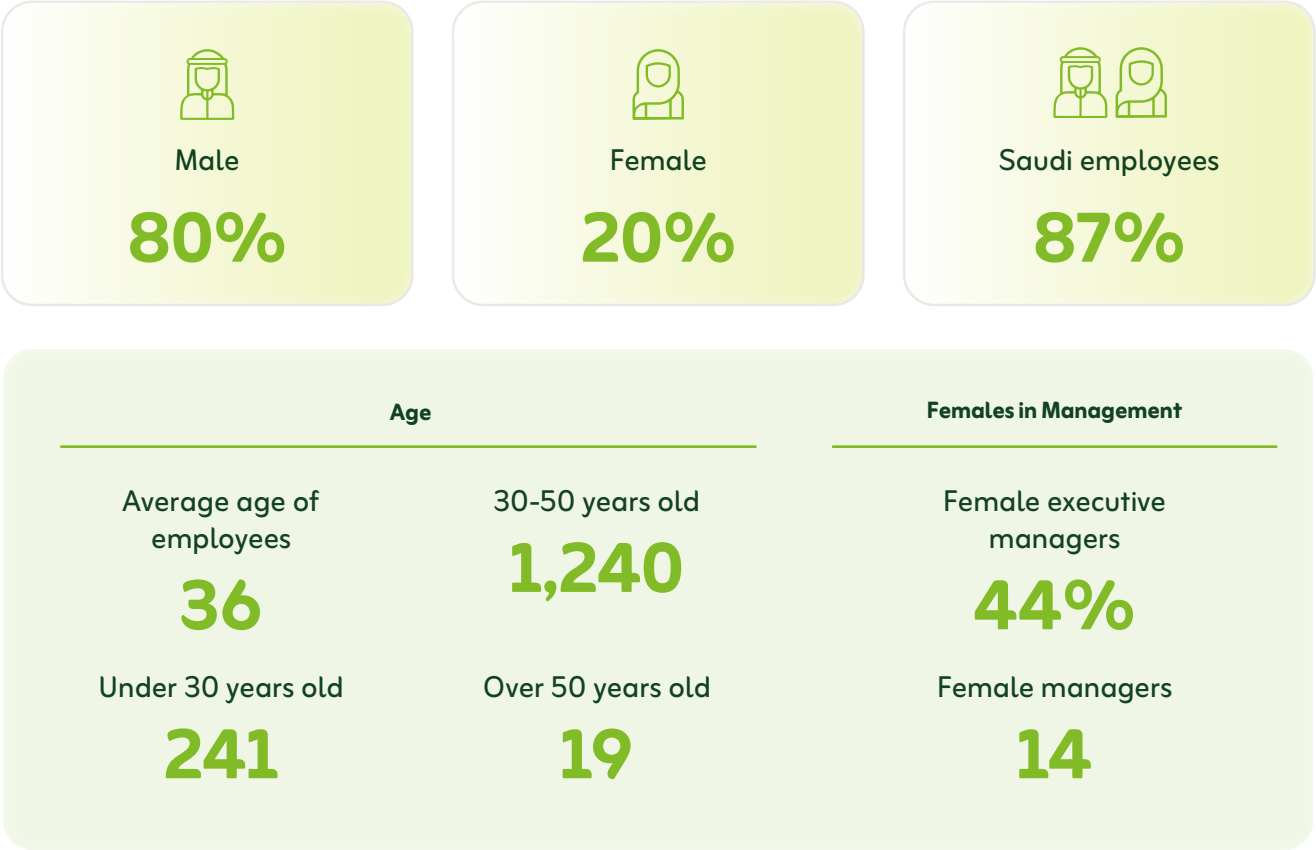
Our People continued

Recognized for Excellence in Talent Management

Zain KSA's dedication to ensuring a thriving, inclusive and innovative workplace has earned us recognition from numerous prestigious local and international organizations and positioned us as an employer of choice and a leader in our industry.

Labor Award

The Ministry of Human Resources and Social Development honored Zain KSA with the Labor Award for Saudization in the telecommunications and IT sector for the second time. This award reflects our success in harnessing young Saudi talent and implementing specialized training programs that drive innovation and industry growth.

Ghazi Al-Qusaibi Award for an Ideal Work Environment for Women

Zain KSA was recognized for establishing an ideal work environment for women, reinforcing our commitment to gender equity and supporting Saudi Vision 2030's objectives of increasing women's participation in economic and social development.

Received the King Saud University Award

Zain KSA was recognized by King Saud University for leveraging their platform to support youth employment by hiring fresh graduates, reaffirming the Company's commitment to talent development and empowering the next generation of Saudi professionals.

Excellence in Diversity and Inclusion

Our efforts to build an inclusive workplace culture earned us the Diversity and Inclusion Award from the Society for Human Resource Management (SHRM). Additionally, Telecom Review awarded Zain KSA the Best Diversity and Inclusion Program Award, highlighting our leadership in establishing an environment that empowers employees and encourages innovation.

Social Responsibility Award

SHRM also honored Zain KSA with the Social Responsibility Award for our impactful initiatives in community service and sustainable development, underscoring our role as a responsible corporate leader committed to positive social impact.

Human Resources and Social Development

Zain KSA was honoured as a partner of "Wa'ad" program by the Ministry of Human Resources and Social Development for completing the training of more than 140,000 young women and men in preparation for the workforce.

Sustainable Partnership with WalaPlus

Our commitment to employee engagement and motivation was recognized by WalaPlus, acknowledging our efforts to create a dynamic and sustainable work environment. By leveraging advanced technological solutions, we continue to enhance the employee experience and drive productivity.

Diversity, Equity and Inclusion

Creating an inclusive workplace represents both a moral imperative and a business advantage for Zain KSA. Our diversity, equity and inclusion (DEI) strategy aligns with our broader sustainability framework, enabling an environment that values and leverages diverse perspectives. As one of the ICT sector's pioneers in women's empowerment since 2017, we've continuously expanded our inclusion initiatives to embrace people from all backgrounds.

Empowering women in leadership and expanding opportunities for people with disabilities are key focus areas for Zain KSA's human capital strategy. This commitment to diversity is codified through formal policies addressing non-discrimination, gender pay equity and national workforce development. In 2023, we comprehensively updated our HR Policy Handbook to strengthen our DEI provisions, reflecting our evolving understanding of inclusive workplace practices. We continue to assess this workbook annually and amend or update it in line with the shifting talent landscape.

Advancing Women's Participation in the Workforce

Enhancing women's workforce participation is a key priority aligned with Saudi Vision 2030's objective of increasing female employment from 22% to 30% by 2030. Our Women Empowerment (WE) initiative, launched in 2017, has driven measurable progress in gender representation by developing an equitable workplace through targeted recruitment, development and career advancement opportunities.

Since its inception, the WE initiative has significantly increased female representation, growing from 7.6% in 2017 to 20% today; a 163% rise. Women now hold 44% of top executive roles, up from 0%, while their presence in managerial positions has doubled from 5.6% to 11.8%, reflecting a growth rate of 111.8%. To date, we have hired 560 women, reinforcing our commitment to building a diverse and dynamic workforce.

To support working mothers, we have introduced initiatives that enhance work-life balance, including 50 additional childcare leave days beyond statutory requirements, flexible childcare hours until children reach the age of four, and a dedicated nursery allowance. These policies ensure women can advance professionally while managing family responsibilities.

Professional development remains central to the WE initiative. Through strategic partnerships with global technology leaders such as Huawei and Nokia, we provide specialized training in key industry fields. Collaboration with the Ministry of Communications and Information Technology has further strengthened leadership capabilities through the Leadership Toward a Digital Economy program. Through partnerships with the Human Resources Development Fund (HRDF) and Cranfield University in the UK, we offer leadership training for both male and female employees.

20% Women representation in our workforce (2017: 7.6%)

20% Increase in the promotion of female employees

13% Women representation in our general leadership (2017: 5.6%)

560 Women appointed since 2017

150 Women received specialized training in collaboration with Huawei and Nokia

73

74

Our People continued

Supporting and Empowering People with Disabilities

Inclusion at Zain KSA means embracing the full spectrum of human diversity, both in the workplace and in the way we serve our customers and communities. In the year under review, we further strengthened our commitment to disability inclusion by enhancing facility accommodations, expanding training opportunities and offering targeted professional development programs. Measures such as specialized parking facilities, tailored learning resources and comprehensive training programs on unconscious bias, allyship and inclusive leadership help build an open and respectful workplace.

> **In 2024, a total of 23 employees with disabilities contributed to our business across various departments and organizational levels, up from 19 in the previous year.**

Beyond creating employment opportunities, we extended our commitment to accessibility by launching a disability discount bundle, offering a 50% reduction on all service bundles for customers with disabilities. This initiative aligns with the GSMA's Principles for Driving the Digital Inclusion of Persons with Disabilities and reflects our broader mission to ensure equal opportunities for all.

Zain KSA also develops partnerships to enhance accessibility. Collaboration with organizations such as Be My Eyes provide tools and resources to support employees and customers with disabilities. Additionally, we celebrate diversity through campaigns and events aligned with national and global milestones, reinforcing our commitment to inclusion and accessibility. By embedding supportive practices across all functions and establishing a culture of respect and empowerment, we continue to make Zain KSA a place where everyone can thrive.

Talent Attraction and Retention

At Zain KSA, continuous learning is a core element of our talent management strategy. We invest in employee development to ensure our workforce remains skilled, adaptable and prepared for future challenges. Through structured programs, strategic partnerships and advanced learning platforms, we provide employees at all levels with opportunities to expand their expertise and grow within the organization.

Remuneration and Benefits

Our compensation philosophy centers on competitive, equitable remuneration coupled with comprehensive benefits that address diverse employee needs. As part of our human resources transformation initiative, we redesigned our benefits structure based on employee feedback and market benchmarking. Beyond competitive salaries, we provide performance-based incentives for non-officer and non-sales staff, recognizing exceptional contributions through tangible rewards.

For Saudi employees, our retirement provisions align with General Organization for Social Insurance (GOSI) requirements, while our healthcare package delivers extensive medical and dental coverage alongside disability and invalidity benefits. Our family-friendly policies include enhanced parental support through extended maternity leave and flexible nursery arrangements.

The Walaa Plus program provides exclusive discounts and lifestyle benefits specifically curated for Zain KSA employees. Additionally, our progressive telecommuting policy enables 56% of our workforce to work remotely, supporting work-life integration and flexibility.

Employee Turnover

Zain KSA's strategic focus on employee experience has yielded measurable results in retention. Our turnover rate has shown consistent year-on-year improvement since 2021, reflecting the positive impact of our engagement initiatives, professional development opportunities and competitive compensation packages. This trend affirms our progress toward becoming an employer of choice in the telecommunications sector.

Turnover rate

2021	2022	2023	**2024**
13%	11%	10%	**8.4%**
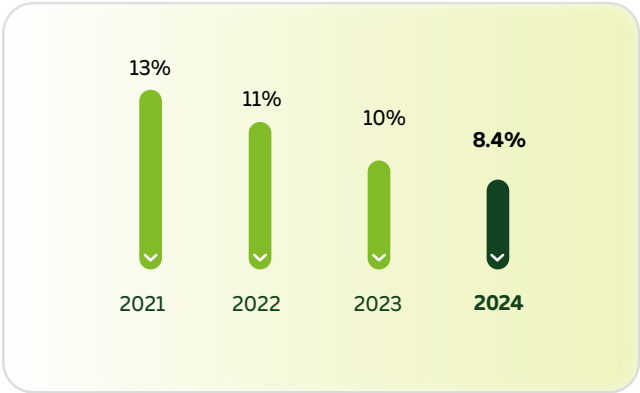
We continue to closely monitor staff turnover closely and aim to sustain this downward attrition trend through ongoing talent management and engagement efforts.

Zain KSA's approach to talent attraction and retention is not only a business priority, but also a key pillar of our social sustainability agenda. By investing in inclusive development pathways, youth empowerment, and equitable workplace practices, we directly contribute to our ESG goals and support several UN SDGs, particularly SDG 4 (Quality Education), SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth). These efforts strengthen both organizational resilience and broader societal progress, reinforcing our role as a purpose-driven employer committed to sustainable human capital development.

Personalized Learning and Career Growth

Every Zain KSA employee undergoes regular performance assessments and receives personalized career development guidance to align individual aspirations with business needs. Employees have access to specialized training, webinars and workshops, as well as support for post-secondary education and professional certifications.

Succession Planning

Zain KSA is committed to ensuring business continuity and long-term stability by identifying and developing future leaders for key positions. Our succession planning strategy fosters organizational resilience, strategic growth and sustainability while minimizing leadership gaps. By investing in employee development, we create growth opportunities, enhance job satisfaction and strengthen our corporate culture.

Zain Academy – Expanding Access to Learning

As part of our commitment to continuous learning, we have enhanced the Zain Academy, our dedicated learning and development platform, to offer more comprehensive training opportunities. The upgraded Digital Zain Academy now provides a wider range of on-demand training resources, supporting employees in upskilling across various disciplines. By integrating industry-leading content, we ensure our workforce stays ahead in an evolving digital landscape. Our partnerships with universities and specialized training providers have also enriched Zain Academy's curriculum, offering employees advanced learning opportunities that align with their career growth and business objectives.

REACH Mentorship Program

Our REACH Mentorship initiative promotes cross-functional knowledge sharing and career growth through structured mentorship sessions. In 2023, the program engaged 94 mentees, including 50 women, across five mentor-led sessions. This initiative strengthens interdepartmental collaboration and fosters a culture of continuous learning.

Strategic Training Partnerships

To further our commitment to learning, we have established partnerships with leading institutions to provide high-impact training. These collaborations ensure employees receive top-tier education tailored to their professional goals.

- **LEORON Institute** – Supports the HiPo Talent Development program, designed to maximize the potential of high-performing employees.

- **ESCP Business School** – Provides executive education programs to strengthen leadership capabilities and drive organizational performance.

- **Financial Academy** – Offers specialized financial training and certification programs, equipping finance professionals with advanced technical expertise.

Building a Future-Ready Workforce

With over 60% of employees trained through our programs and 20% of executive management engaged in leadership development, our investment in learning directly enhances engagement, morale and performance, and maintains Zain KSA's position at the forefront of the telecommunications and digital services industry.

▶ View Our Training and Career Development Position Statement
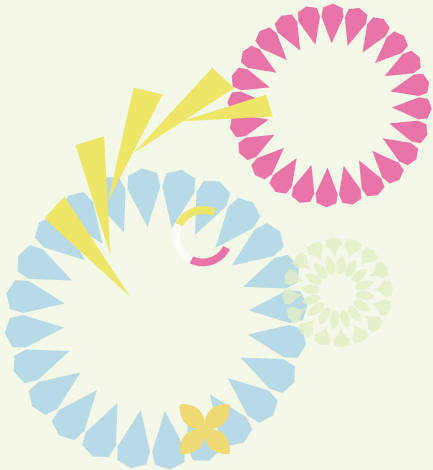
Our People continued

Empowering and Equipping the Youth

Zain KSA remains steadfast in its commitment to developing young talent, recognizing their critical role in shaping the Kingdom's future. Our initiatives align with Saudi Vision 2030, equipping youth with the necessary skills and experiences to thrive in the evolving digital economy. Through structured development programs, strategic training partnerships and large-scale upskilling initiatives, we continue to nurture the next generation of leaders and innovators.

ZY Initiative – Building Future Leaders

The Zain Youth (ZY) initiative is at the core of our youth empowerment strategy, designed to enhance the skills and leadership potential of individuals aged 18 to 26. Through specialized programs such as ZY Spark and ZY Mavericks, participants gain expertise in key fields like product management, human resources, data analytics, cloud computing, communication and leadership.

As part of this initiative, seven outstanding Zain KSA employees were selected to refine their expertise and earn industry-recognized certifications, qualifying them as expert trainers in their respective fields. To further expand knowledge-sharing within the organization, we launched the ZY Learn program, enabling Mavericks experts to become in-house trainers and mentors. This initiative fosters a culture of continuous learning, ensuring expertise is developed, retained and disseminated across the Company.

To enhance the learning experience, we have partnered with edX, a globally renowned digital education platform, providing high-quality, internationally recognized training. This collaboration ensures that young professionals receive top-tier education that prepares them for industry demands.

In addition to this, ZY Counsel is a key initiative under ZY, which is comprised of promising young Zain KSA employees who are aiming to develop their strategic thinking and innovative problem-solving skills. Moreover, the Counsel functions as an advisory group that offers insight to address operational challenges that may have risen

to the respective operating company CEOs. This year, the Counsel underwent training in Design Thinking, Leadership in Practice and Agile Project Management. This helped equip its members with the ability to contribute more effectively toward Zain KSA's strategic objectives. In 2024, the training program for ZY Counsel was launched and a total of 35 youths across Zain KSA's operation participated, except for South Sudan.

Strategic Partnerships for Youth Empowerment

To amplify our impact, we have partnered with several leading educational institutions, government entities and training academies to offer specialized training programs to upskill Saudi talent.

- Inclusion and workforce accessibility – In partnership with the Ministry of Human Resources and Social Development, we signed an MoU to expand training opportunities for individuals with special needs, ensuring inclusivity in the workforce and enabling people with disabilities to integrate into the job market.

- Academic collaborations – Our agreement with Al Yamamah University focuses on advancing digital skills and providing on-the-job education for students, bridging the transition from education to employment.

- Tech-driven training – Through our partnership with the Saudi Digital Academy, we equip young professionals with specialized digital skills to enhance job market readiness in the technology sector.

- Teacher training – Since 2022, Zain KSA has partnered with Aanaab and Code School Finland through an MoU to promote digital education and literacy. This global-local partnership aims to empower and localize digital education efforts. The initiative trained 739 teachers, resulting in 29,560 youth beneficiaries. By focusing on coding skills, the program provides certificates to teachers who complete the course and enhances coding skills among youth, fostering a digitally skilled generation ready to meet future challenges.

- Broader educational initiatives – Collaboration with the Colleges of Excellence are expanding training opportunities for graduates while supporting ongoing professional development for employees.

Training Metrics

	2021	2022	2023	2024
Total number of training hours annually	4,817	3,599.9	5,765.9	**5,790.3**
Total spend on employee training and development (﷼)	179,000	4,589,141	3,000,000	**1,510,000**
Employees who participated in training (%)	53%	51%	59%	**64%**

	2022		2023		2024	
	Male	**Female**	**Male**	**Female**	**Male**	**Female**
Total number of training hours	2,358.4	1,241.5	4,118	1,647.9	**4,011**	**1,779.3**

High Potential (HiPo) Program

Building Future Leaders

Zain KSA launched the HiPo program to identify, develop and retain top talent with the potential to become future leaders. This initiative is designed to strengthen the Company's leadership pipeline, enhance employee engagement and ensure long-term succession planning.

A key driver of the HiPo program is the recognition that leadership readiness is essential for business continuity and growth. By providing high-potential employees with challenging roles, career development opportunities and targeted learning experiences, Zain KSA ensures emerging leaders are equipped with the skills and strategic mindset needed to drive the Company forward. The program also emphasizes diversity, continuous feedback and strategic alignment with business objectives.

A Focused Approach

High-potential employees are selected through an annual performance evaluation and assessment process, with participants categorized into three levels: professionals, middle management and executives.

- In the first phase, HiPo employees are assigned to strategic projects that align with their expertise and interests. These projects provide real-world exposure to high-impact business challenges.

- Each participant is paired with a mentor who provides guidance, ongoing feedback and structured career coaching.

Impact and Results

In 2024, a total of 30 employees completed the program (2023: 39). HiPo has delivered measurable results in leadership development and organizational growth. By the end of the first phase:

- All participants successfully completed three training courses

- Knowledge gain among participants was recorded at 94.7%

- The program received an 88.33% satisfaction rate from participants

- Leadership readiness, cross-functional collaboration and strategic thinking improved significantly

These results highlight the effectiveness of the program in accelerating leadership development while developing a culture of innovation and engagement.

Next Steps

Following the development phase, HiPo employees will take on structured stretch assignments tailored to their seniority and capabilities. These assignments include participation in strategic projects with cross-functional rotations, managing high-impact secondment or cross-functional assignments, and experiencing cross-functional transfers to build new skills and gain broader organizational insights. These experiences are designed to prepare HiPo employees for executive roles, ensuring they have the necessary leadership capabilities to drive Zain KSA's future growth.

> "The HiPo program has transformed the way we nurture talent at Zain KSA. It's not just about identifying high-potential employees but creating an environment where they can thrive, innovate and lead. The structured development, mentorship and real-world exposure provided through this program have empowered our employees to excel and drive impact at a strategic level"
>
> **Loluwah Alnowaiser, Executive Vice President of Human Resources at Zain KSA**

Our People continued

Reporting and Escalating Concerns

Organizational transparency and ethical practices remain foundational to our corporate culture. During workforce restructuring or similar transitions, our comprehensive policies ensure respectful treatment through clear communication protocols, appropriate severance provisions and reemployment or retraining opportunities where possible.

While Saudi Arabia's regulatory framework does not provide for collective bargaining, we have established robust channels for employees to voice concerns confidentially. Our enhanced Whistleblower Policy protects individuals who report issues through our dedicated communication channel (speak@sa.zain.com), ensuring appropriate investigation without fear of retaliation.

Promoting Employee Health and Well-Being

We prioritize a workplace culture that fosters innovation, teamwork and motivation. Through continuous engagement activities and awareness programs, we reinforce our corporate values while enhancing job satisfaction and productivity. We are diligently working toward instilling a deep sense of belonging in our employees by ensuring every employee feels included, respected, valued and engaged. Our approach to employee engagement emphasizes physical, mental and emotional wellness, work-life balance, and a positive workplace culture.

Encouraging Our Employees to BE WELL

Through the BE WELL initiative, we have transformed mental health support into actionable policies that foster a workplace where employees feel valued, supported and empowered to prioritize their mental and emotional well-being.

To enhance financial security and peace of mind, we have integrated life insurance into our employee benefits package. Dedicated mental health programs provide psychological support through platforms such as Tahoon, Labayh and Mostsharqce, offering access to professional guidance and counseling services. We proudly participate in global mental health observances, including World Mental Health Day and Stress Awareness Day, and grant employees a leave day on World Mental Health Day to emphasize the importance of self-care.

Recognizing the impact of workplace stress, we have introduced stress management sessions to help employees navigate professional pressures effectively. Physical health initiatives, such as the Count Your Steps Challenge, encourage movement and wellness, while the Be a Rescuer program provides first aid training, equipping employees with essential life-saving skills. Additionally, we promote disease prevention through seasonal flu vaccinations and awareness sessions on breast cancer, diabetes and autism spectrum disorder.

By embedding well-being into our corporate culture, we have strengthened employee engagement, morale and loyalty. These initiatives reinforce Zain KSA's reputation as an inclusive and innovative organization where employees thrive, ensuring they remain motivated and inspired to contribute to the Company's long-term success.

Employee Health and Safety

The well-being of our people extends beyond professional development to include physical safety and health protection. At Zain KSA, ensuring a safe and healthy work environment is a top priority, and our comprehensive Occupational Health and safety (OHS) management system covers all premises, employees and contractors. This system aligns with national regulations and internal risk management standards, reflecting our commitment to a workplace free of hazards.

Our approach includes regular risk assessments, site inspections and continuous improvements based on findings. A dedicated Safety and Security Department conducts quarterly hazard assessments and inspections, implementing corrective actions to eliminate risks. All employees receive safety orientation during onboarding, with training on OHS protocols and incident reporting procedures. We maintain a strict non-retaliation policy to ensure employees can report hazards without fear.

Key elements of our OHS approach include:

- **Regulatory compliance** – Our safety practices align with Saudi Civil Defense regulations, the Saudi Building Code and SASO standards, ensuring full legal compliance.
- **Risk assessment and prevention** – Quarterly safety inspections and hazard assessments are conducted to proactively identify and mitigate risks.
- **Employee participation and reporting** – Joint management-worker safety committees meet quarterly to review safety performance and develop improvements. Clear reporting channels allow employees to raise safety concerns, with strict whistleblower protection in place.
- **Safety measures and training** – Our facilities feature firefighting systems and CCTV surveillance. Employees receive regular training on first aid, fire safety, emergency response and job-specific hazards to maintain high awareness and preparedness.

Beyond workplace safety, our commitment extends to employee health. Our OHS team undergoes ongoing training and reskilling through government-led initiatives ensuring compliance with best practices. Comprehensive medical insurance provides healthcare access, supported by a dedicated hotline for medical service inquiries.

In 2024, we are proud to have upheld a safety record, with zero fatalities and no recordable or high-consequence work-related injuries.

Protecting Human and Labor Rights

Zain KSA remains deeply committed to protecting and promoting human and labor rights across its value chain. Guided by our Human Rights Policy and aligned with international standards such as the UN Guiding Principles on Business and Human Rights and the core conventions of the International Labor Organization, we routinely integrate these principles into our internal operations and external partnerships.

Our approach includes embedding human rights considerations into enterprise risk management, supplier due diligence and employee engagement frameworks. All employees receive targeted training on human rights to raise awareness, promote accountability and strengthen the culture of respect and inclusion within the organization.

To monitor the effectiveness of these efforts, we regularly conduct confidential employee surveys, track trends in employee relations cases, and assess the accessibility and responsiveness of our grievance mechanisms. Insights from these activities are used to continuously improve our practices and address any emerging risks.

This commitment reflects Zain KSA's broader ambition to operate as a responsible employer and business partner, one that prioritizes dignity, fairness and ethical conduct in every aspect of its operations.

View Our Human Rights Position Statement

Ensuring Customer Satisfaction

At Zain KSA, we believe delivering exceptional customer experiences is foundational to long-term value creation and sustained growth. In 2024, we advanced our customer-first approach by embedding experience design across our operations and digital platforms, reinforcing our position as a market leader in customer-centric innovation.

We introduced a fully integrated feedback framework across digital and physical touchpoints, including mobile, web, retail and contact centers therefore enabling real-time insight into customer sentiment, behavior and service expectations. These tools provided dynamic visibility into customer journeys, supporting the continuous refinement of our offerings.

In parallel, our teams undertook comprehensive customer journey mapping exercises to diagnose pain points, enhance transparency and remove friction across service pathways. This allowed us to better personalize interactions and build deeper trust, particularly as we expanded into digital-first channels.

Proactive Engagement and Feedback Mechanisms

Reinforcing our commitment to listening and adapting, we deployed advanced, automated feedback systems across mobile apps, websites and physical branches. These systems offered real-time sentiment tracking and allowed us to respond rapidly to emerging concerns. Our digital care strategy, anchored in AI and automation, enabled efficient resolution and personalized responses, while also informing future service enhancements.

This data-driven engagement supported the launch of tailored packages and services, including the new 300 Mbps 5G speed tier, customizable home routers and smart device bundles, each designed with direct customer input and preferences in mind.

Continuous Innovation through Customer-Centric Design

In 2024, Zain KSA completed a full transformation of its BSS, significantly improving time to market for new offerings and enhancing service flexibility across channels. These upgrades empowered our teams to deliver highly relevant, agile solutions aligned with diverse customer needs.

Our digital ecosystem was further enriched with new vertical offerings, such as a 1,200+ SKU voucher marketplace, smart home integrations and seamless loyalty solutions via partnerships like Mokafaa with Al Rajhi Bank. Meanwhile, Yaqoot, our 100% digital service, continued its strong growth trajectory with a 13% revenue increase, underscoring the demand for fully digital, customizable mobile experiences.

Zain KSA continuously monitors customer feedback to enhance service quality and satisfaction. As part of our commitment to customer-centricity, we track response rates to our satisfaction surveys to ensure high levels of engagement.

2023	2024 target	Achieved target
85%	90%	90.27%

Digital Sales Machine
- Digital acquisition strategy
- eMarketplace platform for Zain and partners

Customer First
- Digital-driven proposition
- Digital care strategy
- Digital CVM

Digital First

New Digital Services
- New vertical revenue stream

Technical Enablers
- Digital development house
- First-in-class BSS

Commitment to Continuous Improvement

Our customer strategy remains rooted in proactive enhancement. Looking ahead, we are accelerating the integration of advanced technologies, including AI and predictive analytics, across customer care, marketing and network operations. These tools will enable us to deliver hyper personalized experiences, anticipate evolving demands, and minimize service disruption through predictive maintenance.

By championing a digital first methodology and fostering a culture of continuous learning and adaptation, Zain KSA is well positioned to meet the expectations of tomorrow's customers. Our focus remains on elevating the customer journey, strengthening digital engagement and driving loyalty across every interaction.

Community Engagement **and Impact**

Supporting People with Disabilities

In alignment with Saudi Vision 2030, Zain KSA continues to champion digital inclusion for people with disabilities (PwD). The Company firmly believes individuals with disabilities play an essential role in both the workforce and society, and that access to digital solutions enhances their opportunities for engagement and contribution.

Purple Saturday Initiative

In 2024, Zain KSA reinforced its commitment by continuing its participation in Purple Saturday, a national initiative dedicated to supporting PwDs through special services and offers. As part of this initiative, Zain KSA maintained its core bundle, offering a lifetime 50% discount for disabled customers, in partnership with the Authority for People with Disability (APD).

As a result of this initiative, Zain KSA recorded a noticeable 600% increase in subscriptions. This growth was driven by a targeted social media campaign during Purple Saturday, conducted in collaboration with the APD. This campaign offered a lifetime 50% discount on selected postpaid voice bundles, which directly boosted engagement and subscriber interest.

We also continued our awareness campaign under the Purple Saturday banner, highlighting the importance of digital accessibility. In 2024, the campaign reached over 23,000 people via social media (2023: 18,500), and subscriptions among PwDs increased by 600% (2023: 247%).

Zain KSA also invested in internal capability building by engaging its communication, human resources and digital teams in training sessions hosted by the APD, equipping them with the knowledge to bridge the digital divide for PwDs.

Empowering the Blind and Visually Impaired

In 2024, Zain KSA expanded its commitment to digital inclusion via a strategic partnership with Be My Eyes, the world's largest support platform for blind and visually impaired individuals. This collaboration enabled Zain KSA's employees to volunteer their time via the app, assisting users with various tasks such as reading documents, identifying medications as well as navigating their surroundings.

Over the year, Zain KSA volunteers responded to calls from a global community consisting of more than 600,000 users, reinforcing the Company's dedication to social responsibility, inclusivity and equal opportunity.

Moreover, this initiative strengthened employee engagement, offering team members a meaningful way to contribute to Zain KSA's broader vision of an accessible digital ecosystem.
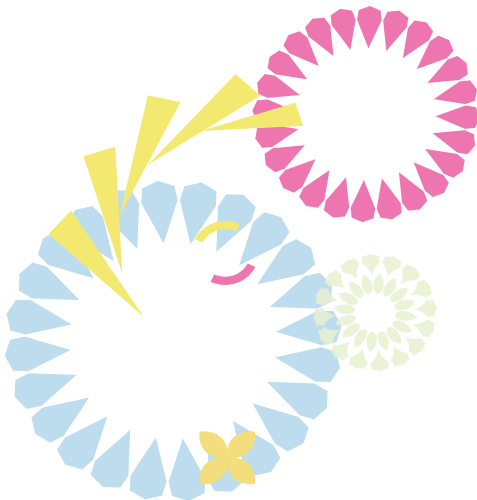
Supporting Local Talent

Zain KSA remains committed to supporting local talent and Saudi Vision 2030's localization agenda by equipping young people with essential work skills. In 2024, Zain KSA implemented multiple initiatives to tackle youth unemployment, surpassing its annual targets and expanding career readiness programs for young Saudis.

As part of a broader five-year strategy targeting 174,648 young people by 2025, Zain KSA set a specific goal of reaching 34,937 individuals in 2024. The Company exceeded this target by successfully engaging 53,526 young participants in training, employment readiness programs and networking opportunities.

Evolve Program

The Evolve program, launched in 2022, continued to provide young Saudi men and women with opportunities to gain hands-on experience and develop industry-relevant skills. From an applicant pool of over 36,000 candidates, Zain KSA selected high-caliber graduates to participate in structured workplace training programs.

19
Evolve program participants

84%
Female

84
Cooperative training participants and trainees

Job Fairs

In 2024, Zain KSA participated in job fairs across the Kingdom, engaging with thousands of young job seekers. These events provided networking opportunities and exposure to potential career pathways in the ICT sector.

Zain KSA participated in

9 Job Fairs in 2024 engaging over 53,000 young people

Wa'ad Program Expands Opportunities for Youth

In collaboration with the Ministry of Human Resources and Social Development, the Wa'ad program aims to equip students, graduates and employees with specialized skills to increase workforce participation. Since 2023, we have committed to delivering 50,000 training opportunities to Saudi citizens. In 2024, we surpassed expectations by doubling the total number of training sessions, providing 141,741 opportunities to young professionals across various disciplines.

Our contributions to workforce development were recognized at the Wa'ad Awards Ceremony, reinforcing our role as a leading enabler of national talent and digital transformation.

Inclusive Education Support – Back to School Initiative

As part of its commitment to social responsibility, Zain KSA partnered with Kalaf Charity to launch a Back to School initiative supporting children with cancer. Over 300 school bags were distributed to equip students with essential supplies and ease the financial burden on low-income families. The initiative reinforces Zain KSA's leadership in inclusion through meaningful community engagement.

The initiative delivered strong social value by promoting educational access and equity. In the short term, it reduced costs for families; in the medium term, it fostered loyalty and positive public sentiment; and in the long term, it contributed to a more inclusive society and supported the efforts to combat illiteracy.

Community Engagement and Impact continued

Advancing Digital Inclusion and Empowerment

In 2024, Zain KSA reaffirmed its commitment to enabling an inclusive digital society by prioritizing access, capacity building and empowerment among underserved and vulnerable groups. Central to this effort was the expansion of programs aimed at bridging the digital divide, with a strong emphasis on older adults who are often excluded from the benefits of digital transformation.

Beyond the direct social impact, these efforts contributed to broader national goals under Vision 2030 by promoting social equity and enhancing the digital readiness of all community segments. By investing in programs that deliver both societal value and individual empowerment, Zain KSA continues to play a leading role in shaping a digitally inclusive future for Saudi Arabia.

Digital Inclusion
Empowering the Elderly

In 2024, Zain KSA reaffirmed its dedication to empowering elderly individuals through digital literacy programs, ensuring they can comfortably and securely navigate an increasingly digital society. Through its continued partnership with Kebar Charity, Zain KSA worked toward bridging the digital divide by providing elderly citizens with hands-on training in mobile applications and digital services.

The training courses introduced under this initiative were designed to help seniors benefit from digital tools such as Absher, WhatsApp, Sehaty and banking applications, while educating them on cybersecurity best practices, such as recognizing and handling suspicious emails and communication.

The impact of this initiative in 2024 was significant, with the campaign reaching over 10,000 elderly individuals in total. Zain KSA employees volunteered 372 hours directly benefiting 550 elderly people. We focused particularly on supporting elderly women, ensuring gender diversity remains a central aspect of our digital inclusion efforts.

By enhancing digital literacy, accessibility and career development, Zain KSA continues to drive meaningful inclusion initiatives that contribute to Saudi Arabia's long-term vision of an empowered and digitally connected society.

Digital Literacy Initiatives

Recognizing the growing need for digital skills, Zain KSA intensified efforts to equip children and youth with essential digital literacy skills. In collaboration with Code School Finland and Aanab, Zain KSA launched programs aimed at increasing accessibility to online educational content and developing digital competencies among young learners. This initiative trained 739 teachers and resulted in 29,560 youth beneficiaries.

Zain KSA's digital literacy initiatives focus on:
- Developing key digital skills such as coding and computational thinking.
- Providing certifications that give young people a competitive advantage in future job markets.
- Establishing a strong foundation in STEM education, ensuring alignment with Saudi Vision 2030's workforce development goals.

These efforts contribute to social development by equipping youth with future-ready skills, fostering inclusive education and supporting long-term economic empowerment.

Women in Tech Program

In 2024, Zain KSA continued to take major steps forward in building diversity in the technology sector through our Women in Tech program. In partnership with the Ministry of Communications and Information Technology (MCIT), Princess Nourah Bint Abdulrahman University (PNU), Huawei and Nokia, this initiative was designed to equip young Saudi women with the skills and experience needed for careers in science, technology, engineering and mathematics.

Targeting recent female technology graduates, the program provides specialized training, mentorship and hands-on exposure to real-world projects to help participants transition into the workforce. Zain KSA initially set a goal to reach 150 women in 2024 but exceeded expectations by empowering 150 participants by the end of the financial year. Participants benefitted from direct mentorship with industry experts and collaborative learning opportunities, which improved their technical skills, boosted confidence and enhanced employability.

The success of the Women in Tech program has reinforced our commitment to increasing female inclusion in the workforce. Building on this momentum, we plan to expand the initiative by partnering with additional universities and tech firms and developing an alumnae network to support participants' long-term career growth.

Innovation at LEAP 2024

Zain KSA made a strong impression at LEAP 2024, presenting 23 cutting-edge solutions and securing 25 new agreements, which generated 109 qualified leads. The event significantly enhanced Zain KSA's market presence, fostered strategic, innovation-driven partnerships, and attracted high-profile clientele. The showcase underscored the Company's commitment to technological advancement, aiming to captivate key clients, engage a broad and diverse audience and strengthen overall brand visibility and recognition.

The Women in Tech program is more than just mentorship — it's a movement empowering the next generation of female leaders in technology. The incredible growth and engagement we've seen reflect a real shift in mindset and ambition. We are not just creating opportunities; we're shaping the future of tech in Saudi Arabia.

Community Engagement and Impact continued

Enhancing Digital Security Awareness

Digital Safety and Child Protection

In a rapidly evolving and hyperconnected world, we recognize the significant responsibility we have in shaping a safe and secure digital world for children. We take it upon ourselves to ensure a safe digital environment for children remains a priority for Zain KSA. In 2024, the Company strengthened its child online safety measures by implementing Project Arachnid, a tool designed to detect and block harmful online content, particularly related to child exploitation. The system remains fully active, continuously monitoring and restricting access to inappropriate content. Moreover, we published a children's safety guide for web surfing to further educate youths and parents on the importance of navigating the internet and how to safely browse through the digital world.

> ⊙ **View our children safety guide here**

Moreover, Zain KSA partnered with relevant stakeholders to activate a national child helpline, providing direct support to children facing online risks. Additionally, the Company worked toward establishing tripartite partnerships with law enforcement agencies, child protection organizations, and technology providers to enhance digital safety for minors.

We aim to equip families with the knowledge, tools and resources they need to confidently and safely navigate the digital world.

Calls to the Saudi Child Helpline:

2024
37,096

2023: 29,061

This initiative aligns with social and governance principles by safeguarding children's rights online and collaborating with stakeholders to ensure responsible digital environments.

Awareness Outreach

The Company's outreach extended into schools and public spaces through targeted awareness campaigns. During International Child Helpline Day, Zain KSA partnered with Child Helpline to launch integrated digital and physical events, engaging over 18,700 individuals across three regions through giveaways, social media and interactive learning sessions. A particularly impactful initiative was a gift distribution drive at King Abdullah Specialized Children's Hospital, where 900 children received giveaways in support of International Children's Day.

On International Children's Day, Zain KSA hosted family-friendly activities in two regions, distributing 200 gifts to children and their families. These engagements fostered emotional connections and raised public awareness about digital child safety. In total, 1,100 gifts were distributed throughout 2024, including 900 during International Child Helpline Day.

Furthermore, in 2024, Zain KSA's strong determination fueled a year of meaningful growth, driven by the successful uptake of strategic initiatives across its markets. With a focus on investments in human capital, it led to the development of impactful programs such as Unity, which reinforced a human-centric culture and strengthened cohesion. The continued implementation of both the 4WARD and sustainability strategies further enhanced the Company's competitive position. This reinforced Zain KSA's role as a leading player in the telecommunications industry.

Through these integrated efforts, Zain KSA is not only mitigating risks but also establishing a responsible digital culture. By combining innovation with human-centered design and community outreach, the Company continues to lead the charge in protecting the Kingdom's youngest digital citizens.

Cybersecurity Awareness Campaign

In 2024, we conducted targeted awareness initiatives focused on data privacy and cybersecurity. These included engaging training sessions, informative events and instructional video content designed to empower employees with practical knowledge and tools to safeguard their digital environments. In addition, during our public awareness campaign on online safety, over 90,000 users viewed the cybersecurity campaign. This highlights our unwavering dedication toward online safety.

700

Employees attended the cybersecurity and data privacy awareness session

1,111

Beneficiaries of the cybersecurity and data privacy videos

Sports

As part of its commitment to youth empowerment, Zain KSA continues to champion sports and athletic excellence, promoting physical and mental well-being in alignment with Saudi Vision 2030. By encouraging active lifestyles and supporting both physical sports and eSports, Zain KSA reinforces its role in developing a vibrant society and contributing to a healthier future for the Kingdom.

Empowering Youth and Sports

In 2024, Zain KSA proudly served as the Presenting Partner of the Saudi Games for the second consecutive year. The Saudi Games, the largest national sporting event in the Kingdom, provides a platform for young Saudi athletes to develop their talents and compete at the highest levels. Through this partnership, Zain KSA not only supports the next generation of athletes but also supplies the digital infrastructure for the event, ensuring seamless connectivity and high-performance digital services through its advanced 5G network.

This collaboration exemplifies Zain KSA's broader sustainability strategy, which prioritizes youth empowerment, community engagement and digital innovation. By investing in the future of sports in Saudi Arabia, Zain KSA is helping to position the Kingdom as a global leader in athletics, paving the way for young athletes to compete on the international stage while strengthening the Kingdom's digital and sporting ecosystem.

Connecting LIV Golf's Global Community

As the official telecommunication partner of LIV Golf, Zain KSA supplied superior infrastructure and digital services for the prestigious LIV Golf Jeddah Tournament. The worldwide championship showcased the Kingdom's growing sports facilities to a global audience, featuring world-renowned players.

Community Initiatives

Zain KSA embraces its responsibility as an industry leader to contribute meaningfully to the well-being of communities across the Kingdom. Through a range of targeted initiatives, we strive to enhance mental, physical and financial wellness, reinforcing our commitment to inclusive and sustainable development.

Blood Donation

Blood transfusions are often a lifeline for patients in critical condition, whether it is an accident victim requiring urgent care or someone battling a serious illness. Zain KSA recognized this vital need and proudly organizes annual blood donation drives across its premises. This unites our committed employees from all regions of the Kingdom, establishing a culture of compassion, solidarity and social responsibility. By their participation, over 39 blood donors made a direct and effective contribution to the lives of others, reflecting Zain KSA's unwavering commitment to community well-being.

Looking **Ahead**

As we advance our human capital strategy, Zain KSA remains committed to continuous improvement across five priority areas.

- **Empowering women in leadership positions**
- **Developing employees through comprehensive development programs**
- **Investing in youth potential, promoting healthy work-life balance Supporting mental health awareness campaigns**

These strategic focus areas will guide our efforts as we build an increasingly diverse, engaged and capable workforce positioned for success in the digital future.

In addition to these areas, Zain KSA aims to broaden its scope of work to include initiatives that address environmental sustainability, governance practices and broader social impact. By aligning our efforts with ESG goals, we strive to create a holistic approach to sustainability that benefits not only our employees but also the communities we serve and the environment we live in.

05

Governance

Overview of Main Targets

Zain KSA is committed to corporate governance, ethical conduct, strong risk management and regulatory compliance as fundamental pillars of long-term success. Our approach goes beyond legal obligations, embedding high ethical standards into every aspect of our operations. We strive to meet the expectations of our customers, shareholders and employees while extending our ethical commitments throughout our supply chain to drive positive behavioral change.

Operating Responsibly

Good corporate governance is a core priority for Zain KSA. The Board, as the highest decision-making authority, sets the tone for governance, ensuring a culture of accountability, transparency and ethical leadership. We commonly seek diverse, high-caliber talent and equip them with policies and procedures that reinforce integrity and compliance. Sustainability priorities are embedded at every level of the organization and are applied throughout all operations.

Responsible business practices also extend to our supply chain, which plays a key role in both our growth and our social and environmental impact. We focus on promoting and strengthening local content while working closely with suppliers to implement sustainability principles, with particular attention to human rights and labor practices. As Zain KSA continues its digital transformation and aligns with Saudi Vision 2030's focus on the digital economy, safeguarding subscriber privacy and protecting Company data against cybercrime remain top priorities.

Aligning with International Priorities – the UN SDGs

Through strong governance, integrated sustainability principles, supply chain empowerment and robust cybersecurity systems, Zain KSA actively contributes to global sustainability goals.

Highlights of 2024

100%
non-executive board, with 33.33% independent directors.

8
ESG site audits conducted in 2024 on top suppliers reinforcing accountability and ethical standards across its supply chain.

98%
of suppliers signed the Supplier Code of Conduct and Human Rights Policy, demonstrating strong supplier governance and commitment to ethical and human rights standards.

114 Suppliers
underwent social and environmental self-assessments, promoting alignment with Zain KSA's sustainability ambitions.

Zero Data Breaches
recorded in 2024 for the fifth consecutive year, upholding strong cybersecurity and data governance practices.

96%
of total procurement spend in 2024 allocated to local suppliers.

Corporate **Governance**

Organizational Structure

Zain KSA's organizational structure is designed to ensure effective governance, accountability and long-term value creation. The Board of Directors, acting on behalf of shareholders, is responsible for safeguarding their interests, enabling sustainable growth and overseeing corporate performance.

To support this mission, the Board has established specialized committees that provide expert advice on key strategic, financial and operational matters. These committees play a critical role in governance oversight, offering guidance on areas such as risk management, compliance and internal controls.

Additionally, the Board ensures qualified executives are appointed to lead the Company's operations, implement strategic plans and uphold the highest standards of corporate governance. Internal and external auditors, along with a dedicated risk management function, reinforce accountability and transparency by conducting independent reviews of executive performance, monitoring compliance with internal policies, and mitigating business risks.

Zain KSA's executive management team plays a pivotal role in executing corporate strategy. They drive the Company's operational efficiency and long-term sustainability by ensuring the availability of adequate resources, continuously reviewing departmental performance, and diligently tracking key business functions.

Organizational Structure – Zain KSA

Zain KSA's hierarchy is structured as follows:

Board of Directors

The Board is the highest authority at Zain KSA, responsible for overseeing, regulating, and strategically guiding the company.

Board Secretary

External Auditor

Audit Committee

This Committee is mandated by the Board to oversee the efficiency and effectiveness of Zain KSA's internal controls, including:
- Financial control systems
- Accounting policies
- Risk management
- Compliance

Chief Executive Officer (CEO)

The CEO receives the directives issued by the Board, guides and monitors the implementation of the directives, and reports back to the Board on progress and performance.

Nomination and Remuneration Committee

This Committee is mandated by the Board to oversee the selection of high-quality talent at Board level and to ensure fair remuneration that rewards good performance.

Internal Audit

This function reviews Zain KSA's financial, operational, and risk management processes and makes recommendations to ensure these are robust, effective, and compliant.

Executive Management

The team oversees the day-to-day business operations, crafts work policies, appoints personnel, and executes the directives of the Board.

This carefully structured governance framework enables Zain KSA to align corporate objectives with stakeholder interests, uphold ethical business practices and maintain a resilient and adaptable organizational structure, in a rapidly evolving industry.

Board Composition

Zain KSA is committed to appointing highly qualified individuals to the Board to ensure a strong, independent oversight of the Company's strategy and performance.

Members of the Board

HH Prince Naif Bin Sultan Bin Mohammed Bin Saud Al Kabeer

Chairman — Non-Executive

Mr. Bader Nasser Al Kharafi

Vice Chairman — Non-Executive

Mr. Ossama Michel Matta

Non-Executive

Mr. Talal Bin Said Al Mamari

Non-Executive

Mr. Kamil Hilali

Non-Executive

Eng. Nawaf Hisham Al-Gharabally*

Non-Executive

Mr. Saud Bin Abdullah Al-Bawardi

Independent

Eng. Abdullah Fahad Al-Faris

Independent

Mr. Saad Bin Ibrahim Al-Moussa

Independent

*Eng. Nawaf Hisham Al-Gharabally was appointed to the vacant Board seat on 19 December 2024, following the resignation of Non-Executive member, Mr. Martial Antoine Caratti, on 3 September 2024.

Corporate Governance continued

Board Independence

Board independence is upheld through a Non-Executive Chairman and a clear distinction between executive and Board responsibilities. Zain KSA's policy mandates a majority Non-Executive Board membership, with Independent Directors making up at least two members or one-third of the Board, whichever is greater. Currently, all Zain KSA Directors are independent from the executive management team.

33.3%

Composition

66.7%

- ■ **0%**   Executive Board members
- ■ **66.7%** Non-Executive Board members
- ■ **33.3%** Independent Board members

Audit Committee Membership

Name of the Audit Committee Members	Capacity	Tenure
Martial Antoine Caratti *	Chairman	April 2022 — September 2024
Ossama Michel Matta	Member	April 2022 — April 2025
Saud Bin Abdullah Al-Bawardi	Member	July 2022 — April 2025
Talal Bin Said Al Mamari**	Chairman	September 2024 — April 2025

*Resigned on 3 September 2024.
**Appointed as a member of the Audit Committee on 16 September 2024.

Name of the Nomination and Remuneration Committee Members	Capacity	Tenure
Saud Bin Abdullah Al-Bawardi	Chairman	April 2022 — April 2025
Ossama Michel 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 Bin Said Al Mamari who joined the Board in 2024. They will all continue to do so until April 2025.

Skills and Expertise

The Board of Directors brings a diverse range of expertise in finance, management, information technology (IT), telecommunications engineering and governance, playing a crucial role in driving the Company's growth, development and strategic objectives.

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 and acquisitions	3
Remuneration and nominations	2
Community investment	1
Corporate governance	3
Change management	1
Audit and risk	3
Human capital management	1

Board Diversity

Board Member Age

Age (years)	Number	Percentage
Under 30	0	0
30-50	6	66.67%
50-70	3	33.33%
Over 70	0	0

Board Member Gender

Gender	Number	Percentage
Male	9	100%
Female	0	0

Nomination and Selection of Board Members

Board of Director memberships are elected every four years. Candidates for the Board of Directors are selected in accordance with the policy and criteria for Board membership and executive management, as approved by the Extraordinary General Assembly. The Nomination and Remuneration Committee is responsible for implementing this policy and overseeing the selection process.

The Committee opens the nomination process by announcing it on the Tadawul platform, inviting interested individuals to apply for Board membership or allowing shareholders to recommend candidates. The Committee then reviews applications, shortlists suitable candidates and submits its recommendations to the Board of Directors. The Board evaluates the nominees before presenting its final recommendations to the General Assembly, ensuring shareholders have the authority to select Board members from the approved list of candidates.

Board Membership Requirements

In accordance with Zain KSA policy, candidates must meet the following criteria.

Governance and Leadership

- Must not serve on the boards of more than five listed joint stock companies simultaneously
- Must not serve as Chairman of the Board while holding another executive position at Zain KSA
- Must have prior experience in senior leadership roles and be selected based on their potential contribution to the Board
- Must have practical experience related to the current and future businesses of the Company and knowledge in areas such as management, economics, accounting, law or governance

Ethical Standards and Expertise

- Must demonstrate integrity, sound judgment and financial literacy, with a proven track record in technical, leadership and administrative roles
- Must have the academic qualifications and professional experience to complement the existing Board members
- Preferably have experience in the telecommunications industry or other specialized sectors that align with Zain KSA's strategic objectives

Commitment and Compliance

- Must be able to balance diverse shareholder and stakeholder interests while engaging in Board discussions
- Must dedicate sufficient time and energy to effectively perform Board duties
- Must not have been declared bankrupt or insolvent unless the case has been legally resolved
- Must not have been convicted of any offense related to honor or honesty.
- Must not be employed by, affiliated with, or a major shareholder in a competitor of Zain KSA
- Shall be a shareholder or nominated by a shareholder (for Board of Director membership)

Other Requirements

- Must demonstrate a willingness to learn and receive ongoing training
- Must be physically fit for the position and its demands

Corporate Governance continued

Election Process

The Nomination and Remuneration Committee ensures all candidates comply with the established governance framework before presenting them for shareholder approval. None of the current Board members received a negative shareholder vote during the most recent election cycle. Additionally, no shareholder holding at least 10% of voting rights has requested a vote for the removal of a member during the current Board term.

At the Extraordinary General Assembly held on 30 June 2024, the policy and criteria for Board membership and executive management was approved by all present, based on the recommendation of the Board of Directors.

Board Performance

Zain KSA upholds the highest standards of corporate governance, aligning with international best practices and local laws and regulations. Effective, ethical governance is the foundation of the Company's success, both financially and non-financially, enabling the achievement of strategic goals, the enhancement of operational capabilities and the responsible development of human and natural resources. The Board's performance is evaluated in line with Capital Market Authority (CMA) requirements and guidelines.

The Company implements leading corporate governance practices by adhering to regulatory, supervisory and organizational requirements while integrating globally recognized governance standards. The Board of Directors and executive management are committed to establishing a governance framework that promotes transparency, accountability and ethical decision-making.

Zain KSA is committed to continuously enhancing its governance practices and standards by increasing awareness among the Board of Directors, committees and executive management on emerging developments in corporate governance. Moving forward, it will also focus on strengthening the skills of employees in the Governance Department through targeted training, ensuring they can perform their roles with a high level of expertise and effectiveness.
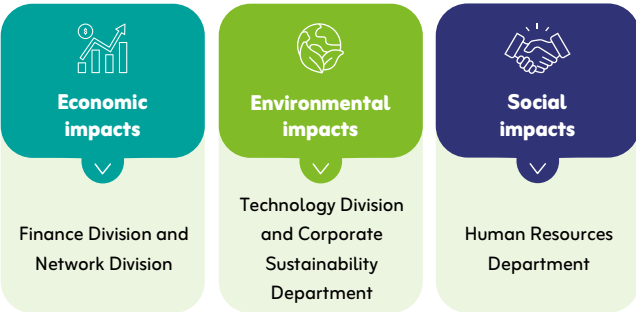
The Board's Role in Setting Corporate Strategy

The Board of Directors of Zain KSA is responsible for setting the Company's strategic direction and ensuring its successful implementation within a framework of ethical business practices and sustainability priorities. The Board provides oversight and guidance to maintain long-term sustainability and business resilience. Key responsibilities of the Board include:

Sustainability Integration

Sustainability considerations are a priority for Zain KSA, embedded at the Board level and integrated throughout the organization. The Board of Directors and its committees provide oversight of Zain KSA's economic, environmental and social impacts, ensuring alignment with strategic objectives and stakeholder expectations.

The Board delegates the daily management of sustainability-related matters to the following departments and divisions.

Economic impacts	Environmental impacts	Social impacts
Finance Division and Network Division	Technology Division and Corporate Sustainability Department	Human Resources Department

These departments report to the Board on a quarterly basis, providing updates on strategy, performance, emerging challenges and key areas of concern.

Safeguarding Corporate Governance

Zain KSA's governance framework incorporates three lines of defense within the internal control system, reinforcing independent oversight, accountability and operational effectiveness. These functions are supported by the Internal Audit Department and the Risk and Business Continuity Department, ensuring compliance and resilience across the organization.

Strategic Planning and Resource Allocation
- → Defines the processes and resources required for effective strategic planning.
- → Oversees major CAPEX, including asset management and disposal.

Governance and Risk Management
- → Develops, reviews and refines the Company's business strategy, risk management policies and governance frameworks.
- → Sets performance goals and monitors their execution, ensuring alignment with corporate objectives.

Financial Oversight and Organizational Effectiveness
- → Establishes and approves Zain KSA's capital structure and financial strategy.
- → Reviews and approves annual budgets, ensuring financial sustainability.
- → Regularly evaluates organizational and functional structures to enhance efficiency and effectiveness.

Resource and Talent Management
- → Secures the necessary human and financial resources to drive corporate strategy and long-term growth.

First Line of Defense	Second Line of Defense	Third Line of Defense
Risk Ownership	**Oversight and Supervision**	**Independent Assurance and Verification**
• Risk Business Units	• Risk Management • Business Continuity Compliance	• Internal Audit
Responsible for managing the following business risks: • Developing and implementing the strategy • Measuring business performance • Implementing internal controls and business management frameworks • Ensuring business management is within the agreed-upon risk appetite	Provide objective oversight for risk management across operations by: • Designing and disseminating the risk management framework across the Company • Monitoring business compliance with risk framework policies and procedures • Supporting risk management, monitoring and resumption activities	Provides independent audit and assurance through: • Independent evaluation and reporting on the effectiveness of the design and operation of the risk management framework • Conducting key controls testing • Reviewing activities undertaken by the first and second lines of defense to ensure proper discharge of their responsibilities

Ethical Business Practices

Zain KSA's governance framework is built on a foundation of transparency, accountability and ethical leadership. Through well-defined charters, policies and procedures, the Company ensures compliance with regulatory standards while upholding best practices in corporate governance. These measures strengthen trust among shareholders and stakeholders and reinforce Zain KSA's commitment to responsible business conduct.

The governance policies outlined on the following pages have been approved by both the General Assembly and the Zain KSA Board of Directors, ensuring their alignment with corporate objectives and regulatory requirements.

Corporate Governance Framework

Zain KSA's corporate governance framework sets out the general principles for leading and managing the Company, defines governance practices at all organizational levels, and regulates relationships between the Board, senior executives, shareholders and stakeholders. It ensures compliance with the company bylaws and regulations issued by the Capital Market Authority while outlining the responsibilities and duties of all parties.

> **Download Zain KSA's Corporate Governance Framework here**

Committee Charters and Regulations

Zain KSA's Committee Charters define the objectives, appointments and responsibilities of each committee, ensuring clear governance and operational efficiency. These charters outline every aspect of a committee's formation, member selection criteria, duties, compensation and meeting procedures. They also establish discussion topics, decision-making processes and quorum requirements to maintain compliance with governance standards.

On 30 June 2024, the General Assembly approved amendments to the Audit Committee Regulations and the Nomination and Remuneration Committee Regulations. These updates further clarify the committees' formation, composition, service terms and granted powers, ensuring their continued alignment with regulatory requirements and best governance practices.

> **Download Our Audit Committee Charter here**

> **Download Our Remuneration and Nomination Committee Charter here**

Remuneration Policy for the Board Members, its Committees and the Executive Management

Zain KSA's Remuneration Policy governs the compensation practices for the Board, committees formed by the Board and senior executives, ensuring transparency and alignment with regulatory and governance standards. The policy outlines fixed and variable remuneration structures, including reimbursements, and ensures all compensation decisions are subject to shareholder approval.

The policy was designed in accordance with regulations for listed companies, industry standards, international best practices and peer governance frameworks. It was initially approved by the General Assembly in 2017 and most recently updated at the Extraordinary General Assembly on 30 June 2024.

The Nomination and Remuneration Committee is responsible for setting and recommending Board and committee remuneration, ensuring adherence to the established guidelines while maintaining compliance with governance requirements.

> **Download Our Remuneration Policy here**

Standard Policy for the Board of Directors and Executive Management Membership

Zain KSA maintains formal, General Assembly-ratified policies for the nomination and selection of Board members. These policies define the Board's composition, criteria for selecting members and procedures for nomination, appointment and addressing vacancies.

On 30 June 2024, the General Assembly approved amendments to the policy and criteria for Board and executive management membership. The updated policy outlines general and specific selection criteria, nomination procedures, required applicant information and the steps the Board must take in the event of a vacancy. These updates align with the Company's Articles of Association, regulatory requirements and guidelines issued by relevant authorities.

> **Download Our Policies, Standards and Procedures for Board Membership document here**

Dividend Distribution Policy

Zain KSA's Dividends Distribution Policy is guided by the Company's bylaws and the Shareholders' Rights Policy. The General Assembly determines how the Company's annual net profit is distributed after deducting general expenses and other costs, ensuring a balance between shareholder returns and the Company's financial sustainability.

On 30 June 2024, Article 40 of the Company's Articles of Association was updated to enhance clarity on dividend distribution. The revisions allow the General Assembly to:

- Allocate reserves to serve the Company's interests or ensure consistent dividend payments.
- Determine the percentage of net profits to be distributed after necessary deductions.
- Define distributable profits and reserve requirements in line with Company policies and regulations.
- Approve the distribution of interim dividends on a semi-annual or quarterly basis, subject to authorization.

Conflict of Interest Policy

Zain KSA upholds the highest ethical standards in managing conflicts of interest among Board members, executive management and employees. Recognizing that transparency and accountability are fundamental to corporate governance, the Conflict of Interest Policy, approved by the Board of Directors, establishes clear regulations and principles for handling transactions or agreements that may result in a direct or indirect benefit to any Board member, committee member, senior executive or employee.

The policy outlines specific procedures to ensure any conflicts of interest are disclosed, managed and reported appropriately when the Company enters into agreements or contracts with stakeholders. Board members with a conflict of interest must adhere to the following:

- **Disclosure** — Any Board member with a direct or indirect interest in a transaction or contract conducted on behalf of the Company must disclose this interest to the Board.
- **Abstention from voting** — The Board member must refrain from participating in voting on any decision related to the transaction, whether in Board meetings or shareholder Assemblies.
- **Reporting to the General Assembly** — The Chairman of the Board is responsible for informing the General Assembly of any transactions or contracts involving a Board member's conflict of interest. This disclosure must be compiled by a special report from the Company's external auditor.

By enforcing these measures, Zain KSA ensures all business dealings are conducted with integrity, aligning with best governance practices and protecting the Company's interests.

> **For details of Zain KSA Directors' Conflicts of Interest in 2024, please refer the Annual Report: page 67**

Conduct of Conduct Policy

Zain KSA upholds the highest standards of ethical conduct in the workplace, ensuring the Board of Directors and executive management act with integrity in their job functions, interactions with external stakeholders and representations of the Company, including on social media. The Professional Conduct Policy establishes clear principles and guidelines that govern behavior across all business activities.

The policy outlines expectations of employees when performing duties, engaging with clients, suppliers or third parties, and using Company resources. It covers the following key areas:

- Conflict of interest
- Confidentiality
- Gifts and business courtesies
- Workplace relations
- Health, safety and environment
- Use of Company assets
- Identifying and reporting misconduct

By adhering to these principles, Zain KSA fosters a culture of transparency, accountability and responsible business practices, ensuring compliance with ethical and legal standards.
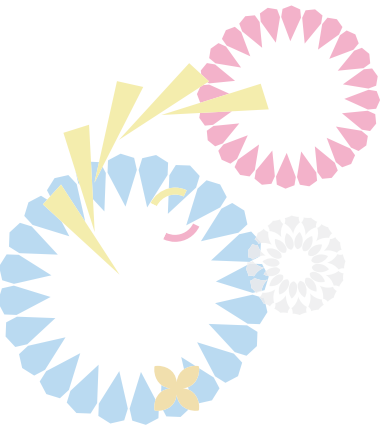
Compliance and Responsible Behaviour

Regulatory compliance is a key priority for Zain KSA, ensuring adherence to all regulations issued by the CST and other government entities. The Compliance Department is responsible for implementing and monitoring internal controls, policies and procedures in alignment with regulatory requirements. This function is supported by Internal Audit, which assesses compliance with laws and internal policies, with findings regularly reported to the Board's Audit Committee. The Audit Committee continuously monitors Internal Audit reports to ensure alignment with legal and policy requirements.

Zain KSA believes compliance must go beyond checklists and reports to become an integral part of the Company's culture. To embed compliance within its corporate identity, the Company has implemented two key mechanisms: a Company-wide Code of Conduct and anonymous whistleblowing channels.

Code of Conduct

Zain KSA's comprehensive Code of Conduct, driven by the Board, defines the ethical and professional standards expected of all employees. It establishes clear guidelines on responsible behavior, ensuring all individuals uphold the Company's values in daily operations and stakeholder interactions.

Whistleblower Policy

Creating an environment where employees and stakeholders feel safe to report unethical behavior, fraud, misconduct or corruption is essential to maintaining an ethical workplace. Zain KSA's Whistleblower Policy encourages employees and external parties to report violations of Company policies or national laws, with protection from retaliation. The policy mandates that all reported cases are handled promptly, consistently and professionally, with due consideration to the defined criteria for misconduct. Whistleblowers can raise concerns by emailing speak@sa.zain.com.

In the 2024 financial year, Zain KSA received 72 penalty notifications from the Review Committee of Violations of the Telecommunications and Information Technology Act. All penalties have been appealed and are currently under review by the Board of Grievances.

The Company responded to all whistleblower concerns, with 100% of cases resolved and closed.

The Company remains dedicated to compliance with all regulatory requirements and continues to enhance its governance frameworks to mitigate risks and ensure full adherence to applicable laws.

> **View Our Anti-Corruption Position Statement**

Quality Policy Statement

Zain KSA is committed to providing high-quality telecommunications solutions that enable seamless connection, communication and collaboration for customers. This commitment is guided by our Quality Policy Statement, which ensures excellence, innovation and continuous improvement remain at the core of our operations. By adhering to rigorous quality standards, we enhance reliability, efficiency and the overall user experience across all our services.

> **View Our Quality Policy Statement**

Responsible Marketing and Communications Standard Policy Statement

Zain KSA is committed to ethical and transparent marketing practices that uphold integrity, sustainability and consumer trust. Our policy ensures all promotional activities accurately represent our products and services, enabling responsible engagement with customers and stakeholders.

> **View Our Responsible Marketing and Communications Standard Policy Statement**

Competition Standards Policy

Zain KSA's Competition Standards Policy, approved by the General Assembly on 30 June 2024, establishes clear guidelines for Board and committee members engaging in any business activity that may compete with the Company or its subsidiaries. The policy mandates prior disclosure of such activities, approval from the Board or General Assembly and strict measures to prevent conflicts of interest. By ensuring transparency and regulatory compliance, the policy promotes fair competition while safeguarding the Company's interests.

> **View Our Competition Standards Policy**
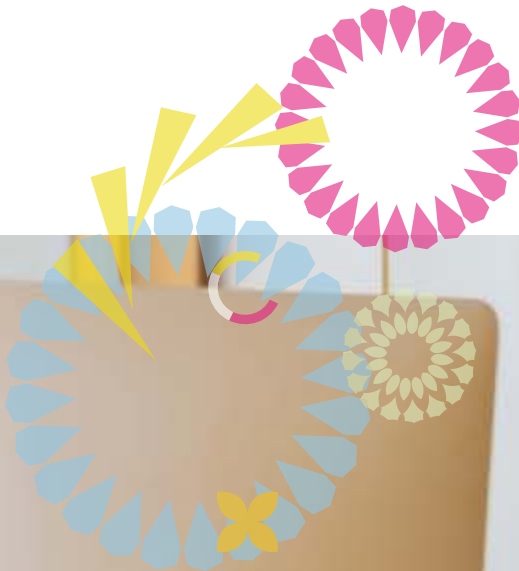
Driving Innovation and Digitalization

Innovation at Zain KSA is not only about advancing technology; it is a strategic lever for improving resource efficiency, reducing environmental impact and enabling inclusive digital transformation. In alignment with Saudi's Vision 2030 and the strategic objectives of a thriving digital economy, Zain KSA has positioned itself at the forefront of innovation and digital transformation. The Company has leveraged advanced technologies to unlock new commercial opportunities, optimize operational performance and enhance service delivery. A key milestone in 2024 was the implementation of 3GPP Release 16 and subsequent protocols, enabling the rollout of next-generation capabilities and business models.

Artificial Intelligence (AI) and Machine Learning (ML) are now foundational elements in Zain KSA's network optimization framework. The deployment of Smart Slice technology, which includes ML-based traffic shaping features such as the Game Accelerator, has significantly improved the responsiveness and reliability of user experiences. Furthermore, Zain KSA successfully tested Reduced Capability (RedCap) technology to support the growing demand for efficient, scalable network applications.

Zain KSA's data-centric approach was notably demonstrated during the Hajj season 1446, where real-time analytics at one-second granularity were utilized to manage network performance proactively. This ensured seamless 5G coverage and elevated connectivity experiences for millions of pilgrims. As part of its continued commitment to secure and intelligent communication solutions, Zain KSA also launched the region's first Unified Critical Communication System (UCCS) in collaboration with Red Sea Global.

These advancements underscore Zain KSA's broader digital vision: to build a resilient, intelligent network ecosystem that not only addresses the Kingdom's growing demand for smart services but also empowers communities through inclusive digital access. At the same time, these innovations contribute to our sustainability commitments by enabling more energy-efficient networks, reducing emissions through intelligent resource allocation, and extending the benefits of digitalization to underserved populations. By coupling cutting-edge technology with sustainability and social impact, Zain KSA continues to serve as a catalyst for innovation and a key enabler of Saudi Arabia's digital future.

Digital Transformation and Technological Leadership

Expanding our Presence
In 2024, Zain KSA continued to reinforce the Kingdom's digital backbone through targeted investments in its telecommunications infrastructure. The Company expanded its 5G network to cover 70 cities (including Red Sea projects), reaching 66% of the Saudi population. This expansion was underpinned by the deployment of 5G Standalone (5G SA) technology in key metropolitan areas such as Riyadh and Jeddah, as well as the integration of a second NR layer utilizing C-band spectrum across more than 1,000 sites. These infrastructure enhancements resulted in a significant uplift in user experience, with data throughput improving by 25% nationally and a tenfold performance boost in newly covered locations compared to legacy LTE networks.

Zain KSA advanced its infrastructure modernization agenda through the Sophia 4 project, which included the upgrade of RAN software. This strategic initiative led to a 25% increase in 5G user throughput, a 10% reduction in RAN energy consumption and a 35% decrease in signal interference. As part of its broader network optimization roadmap, the Company also expanded its 3G sunset program to Riyadh and Jeddah, enabling more efficient reallocation of spectrum to higher-performing technologies.

The Company maintained a strong commitment to sustainable infrastructure by integrating hybrid and solar-powered generators into its network sites, directly contributing to carbon emission reductions. Additional environmental measures included the deployment of advanced active antenna units (AAU) that consume up to 40% less power and the implementation of software-based features delivering energy savings of 10%-20%. Collectively, these optimizations enabled an additional 10% energy efficiency gain across RAN operations.

Looking ahead, Zain KSA plans to further extend its infrastructure reach by bringing 5G services to 40 additional medium and small cities in 2025. Moreover, the newly acquired 600 MHz spectrum will be leveraged to ensure uninterrupted national coverage, particularly along major transportation corridors. The second-layer 5G network will also see significant scale-up, with planned deployment of approximately 3,000 sites to reinforce service quality and capacity.

Elevating B2B Business

In 2024, Zain KSA Business (B2B) solidified its position as a leading enabler of digital transformation, delivering innovative, technology-driven solutions tailored for businesses of all sizes.

SmartNode
SmartNode provides enterprises with robust indoor connectivity, addressing internal coverage gaps and significantly improving customer experience. Supporting both 4G and 5G, this plug-and-play solution efficiently offloads traffic, enhancing network performance. This supports Zain KSA's goal of optimizing network efficiency while elevating enterprise user experiences.

Digital Signature License
Zain KSA Business secured the Digital Government Authority (DGA) license to deliver digital certification services, aligning with Saudi Vision 2030's digital government strategy. This license enables businesses to benefit from enhanced document security, legal validity and streamlined compliance. The license aligns with Zain KSA's commitment to digital government enablement and revenue growth from regulatory aligned solutions.

Sustainable CCTV Solutions
In line with smart city initiatives, Zain KSA introduced solar-powered CCTV cameras integrated with IPVPN connectivity. This sustainable solution benefits clients with comprehensive security surveillance while supporting environmental sustainability objectives.

Connectivity Management Platform (CMP)
We successfully transitioned to Zain Group's CMP platform, enhancing IoT service offerings and operational efficiency. Clients now benefit from improved IoT connectivity management, enabling greater scalability and operational control. This transition enhances Zain KSA's role in the IoT ecosystem, supporting diversification and smarter enterprise services.

Business-in-a-Box (BiB)
Launched as an all-in-one solution tailored for small to medium-sized enterprises (SME), BiB simplifies operational management, accelerates market entry and offers scalability and customizability — supporting SMEs with their sustainable business growth while saving time and costs. BiB drives digital entrepreneurship and SME enablement, in line with Saudi Vision 2030 economic growth objectives.

LiteMW Connectivity
Leveraging the 5G network, LiteMW provides fixed wireless connectivity tailored areas lacking traditional wired options. This solution has significantly contributed to bridging the digital divide, offering affordable and reliable internet services, particularly in rural and remote locations.

Enterprise Session Border Controller (eSBC)
The launch of eSBC solutions ensures secure and reliable voice and video communications across different platforms, enhancing enterprise communication, reducing costs and boosting productivity.

Comprehensive Managed Cybersecurity Services
Zain KSA offers a 24/7 managed Security Operations Center (SOC) hosted on Zain Cloud, delivering proactive threat detection, real-time threat intelligence and expert incident response. These services help clients comply with NCA regulations, reduce cybersecurity risks and safeguard their digital infrastructure against evolving threats.

Client-Centric Risk Mitigation and Awareness
Through integrated threat intelligence and security awareness programs, Zain empowers businesses to enhance their security posture, accelerate response times and foster a culture of cyber resilience, reinforcing Zain KSA's position as a trusted ICT partner and cybersecurity leader.

Wildlife Tracking and Conservation
To support environmental sustainability, Zain KSA delivered an innovative wildlife tracking solution leveraging solar-powered, satellite-based technology. This solution provides crucial data on animal behaviors, aiding conservation efforts and establishing Zain KSA as a leader in eco-friendly telecommunications innovation.

Zain Collect
Zain KSA introduced to the market a first of its kind, innovative solution hosted on Zain Cloud which enables Fintech companies in the Kingdom of Saudi Arabia to follow up with their customers for recovery of their loans while significantly reducing the carbon footprint.

Managed Services
Zain KSA introduced an innovative solution hosted on Zain Cloud to manage and monitor the Wi-Fi and routers of the customers 24/7 proactively while reducing the carbon footprint significantly.

Digital Channels
Zain KSA introduced to the market a first of its kind, innovative platform where the SME customers can build their own package of ICT services and get a special discounted bundled price with quick delivery and a seamless experience.

Experience Enhancements
Throughout 2024, we prioritized the enhancement of the business client experience by implementing personalized service initiatives, including specialized account management, user-friendly self-service portals, faster service delivery processes and advanced monitoring tools. This reinforces Zain KSA's Partner of Choice strategy through service excellence and customer-centricity.

Going forward, Zain KSA Business will further expand its portfolio with advanced AI, machine learning and cutting-edge computing services, in addition to strengthening cybersecurity solutions. We will work to maintain our leadership in 5G and IoT technologies, expanding geographically and through wholesale partnerships. A continued focus on customer-centric services and sustainability initiatives will underpin these growth strategies, ensuring Zain KSA remains a trusted partner in enterprise digital transformation in Saudi Arabia and beyond.

Driving Innovation and Digitalization continued

Digitizing Consumer Experience

In 2024, Zain KSA Consumer (B2C) strengthened its market position by delivering innovative, digitally driven solutions tailored to individual consumer needs. Aligning with Saudi Vision 2030, Zain KSA Consumer emphasized digital-first methodologies, launching pioneering products and significantly enhancing customer experiences across various segments.

By recognizing the diversity of market demographics across its operational footprint, Zain KSA focused on inclusivity and product relevance toward underserved and niche segments. The Company launched targeted offerings such as SHABAB, FLEX and VISITOR, which are designed to meet the needs of youth, blue-collar workers, expats and pilgrimage visitors respectively. These offerings are part of a broader strategy to differentiate the Zain KSA brand in a competitive field while advancing digital inclusion and accessibility for all.

Innovative Home Connectivity

Zain KSA introduced a pioneering 300 Mbps home 5G service, catering to a broad spectrum of connectivity needs. We also launched the world's first customizable home routers, offering unprecedented personalization for customers and setting a new global benchmark in connectivity.

Hybrid Aggregation (FTTH + 5G)

A dual WAN hybrid device was introduced, seamlessly integrating Fiber-to-the-Home (FTTH) and 5G connectivity. This innovative solution ensures robust internet access by aggregating speeds and providing automatic switching between fiber and 5G, enhancing reliability especially in underserved areas. Additionally, it supports seamless connectivity and service continuity, boosting customer satisfaction.

Air Fiber Connectivity

Air Fiber, a fixed wireless solution, provides multi-gigabit connectivity experiences comparable to fiber, significantly improving connectivity quality and availability for homes and businesses, particularly where traditional wired infrastructure is unavailable while expanding Zain KSA's reach into new household segments.

Reduced Capability (RedCap) 5G Technology

RedCap technology was deployed to support efficient IoT connectivity, including wearables, CCTV and industrial applications. This technology offers sustainable connectivity with lower power usage and reduced complexity, positioning Zain KSA to capture emerging IoT market opportunities.

Digital Voucher Marketplace and Expanded Device Portfolio

We launched a comprehensive digital voucher marketplace featuring over 140 brands and 1,200 SKUs, expanding our digital retail ecosystem. Our device portfolio was broadened significantly to include leading brands such as Xiaomi, Nothing and OnePlus, along with the creation of a robust smart home ecosystem.

Business Support System (BSS) Transformation

A comprehensive transformation of Zain KSA's BSS significantly improved responsiveness to consumer demands, channel efficiency and service reliability. This transition has minimized service disruptions and substantially reduced customer complaints that are not related to network performance.

Partnerships Enhancing Customer Loyalty

Zain KSA entered a strategic partnership with Alrajhi Bank to integrate the Mokafaa Loyalty program, creating value-added opportunities that enhance customer loyalty and enrich consumer experiences across our ecosystem.

Gaming and Advanced Communication Innovations

Zain KSA introduced Gaming Turbo, which enhances gaming performance through prioritized network connectivity. Achieving Samsung SA and Voice over New Radio (VoNR) certification also positioned us as a pioneering operator in Saudi Arabia to offer advanced 5G voice technologies.

WiGig Multi-Gigabit Connectivity

WiGig technology delivered multi-gigabit fixed wireless experiences, significantly enhancing consumer internet speeds and reliability, thereby further consolidating Zain KSA's reputation for technological innovation.

Zain KSA Consumer will continue driving innovation, enhancing legacy channel efficiency and accelerating digital channel growth. Strategic initiatives will include integrating AI across marketing, sales, customer care and network operations to enable smarter decisions and personalized customer experiences. Expansion into IoT, gaming and eHealth verticals will ensure Zain KSA's Sustained Innovation leadership, guaranteeing sustainable growth and customer satisfaction into the future.

J2M Maritime Infrastructure

Zain KSA has successfully completed the J2M undersea digital cable, which became fully operational in 2024. This cable, linking Jeddah, Saudi Arabia and Marseille, France, is part of the Pakistan and East Africa Cable System (PEACE), enhancing international connectivity and network resilience.

The project faced challenges, including securing the landing station land lease agreement and obtaining necessary regulatory approvals. However, these obstacles were resolved, ensuring the timely completion of the cable. By landing the J2M cable at King Abdullah Economic City (KAEC) in Jeddah, Zain KSA strengthens Saudi Arabia's position as a regional and global digital hub, supporting the growth of cloud and IoT services.

The J2M cable provides Zain KSA with a new, previously unused international connectivity route, reducing reliance on older submarine cables and minimizing the risk of service disruptions from marine segment cuts. The incorporation of advanced equipment and technologies enhances network performance, allowing Zain KSA to expand its ISP upstream capacity and deliver a more seamless user experience.

To mitigate environmental risks, all activities related to the undersea cable were conducted in full compliance with regulations designed to protect marine life and coral ecosystems. This commitment ensures the project has no adverse environmental impact and contributes to Saudi Arabia's digital transformation.
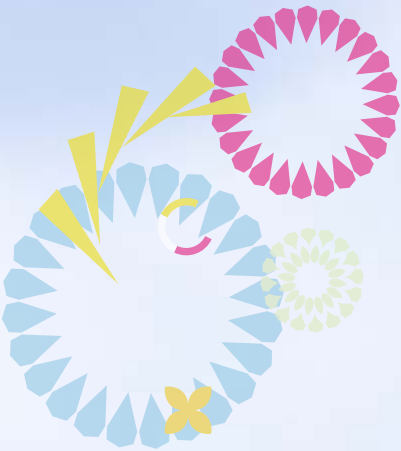
Driving Innovation and Digitalization continued

Supporting Adjacent Markets

Zain KSA remains a key player in the digital ecosystem, offering adjacent services that enhance user experience and financial inclusion.

Yaqoot

Yaqoot, a pioneering digital communication service from Zain KSA, continues to redefine mobile connectivity with its 100% digital business model. Since its launch in 2019, Yaqoot has provided customers with a seamless, fully digital experience, eliminating the need for physical branches and paperwork while promoting sustainability.

With an extensive range of digital offerings, Yaqoot delivers cutting-edge solutions, including the latest devices and versatile call and data packages that support 5G speeds. Customers can also access unlimited applications within select packages, ensuring a personalized experience tailored to their needs. These packages come with fixed pricing and automatic renewal, streamlining the user experience through digital contracts and hassle-free management via the Yaqoot app.

Yaqoot's commitment to sustainability remains at the forefront of its operations. By exclusively offering eSIM cards, it reduces paper and electronic waste associated with traditional SIM cards. Yaqoot has also embraced digital marketing strategies over traditional advertising methods, cutting down on plastic and paper waste while enhancing customer engagement through data-driven, targeted promotions.

The Company's digital-first approach has yielded strong financial results. In 2024, Yaqoot recorded a 13% increase in revenue, demonstrating the growing demand for its innovative and convenient mobile services.

CASE STUDY

TAMAM Finance

Revolutionizing Micro-Finance in Saudi Arabia

As part of Zain KSA's Fintech expansion strategy, TAMAM Finance continues to reshape Saudi Arabia's micro-finance sector. Licensed by the Saudi Central Bank (SAMA) since 2020, TAMAM was founded to address the lack of accessible and consumer-centric financial services for underserved populations. Its 100% digital business model removes the need for paper-based documentation and physical visits.

By leveraging Zain KSA's infrastructure and advancing AI-powered credit assessment models, TAMAM has not only revolutionized instant micro-lending but also embedded circular economy principles into its lifecycle approach. This optimizes digital resource use and promotes long-term financial inclusion.

Sustained Growth and Contribution to Zain KSA's Revenue

In 2024, TAMAM delivered record-breaking financial performance:

- Revenue surged to ⃀ 368 million, marking a 30% year-on-year growth.
- Net income increased by 103%, reaching ⃀ 105.2 million, contributing to Zain KSA's overall net income.
- Net Islamic Financing receivables increased by 42%, totaling ⃀ 934 million, reflecting growing consumer trust in digital finance.

These achievements highlight TAMAM's role as a key driver of both financial inclusion and Zain KSA's digital transformation journey.

Advancing Financial Inclusion via Technology

TAMAM progressed significantly in open banking integration via its partnership with Lean Technologies and Tarabut. This streamlined finance application processes and accelerated approval times. In return, this will directly support the Kingdom's open banking agenda and reinforce TAMAM's position at the forefront of customer-centric financial innovation.

By collaborating with FICO and ZainTECH, TAMAM is developing an AI-powered credit scoring model to offer more personalized and accessible finance. This has expanded the platform's impact while driving customer engagement.

Risk Management and Regulatory Compliance

To support its rapid growth, TAMAM implemented robust governance and compliance frameworks:

- Transferred to a new hosting system and deployed a next-generation core platform to ensure scalability and operational resilience.
- Enhanced data protection and user privacy through strengthened security protocols.
- Achieved NDMO P1 compliance and ISO 27001 certification, reinforcing its cybersecurity and data governance standards.

These developments demonstrate TAMAM's commitment to responsible innovation and regulatory alignment in the Fintech space.

Empowering through Circular and Regenerative Impact

TAMAM integrates circular economy principles by:

- Eliminating physical paperwork and branches, reducing its environmental footprint.
- Extending platform value through AI-driven recurring engagement models.
- Supporting regenerative outcomes by increasing access to finance for underserved populations.

Moreover, TAMAM supports the Galapagos Conservation Trust via its procurement of eco-friendly Rivacase laptop cases. This illustrates how operational choices can deliver environmental and social value.

Recognition and Thought Leadership

TAMAM's strong role in digital finance has earned wide acclaim:

- Won the Financial Technology Award from MEA Business Magazine for its role in transforming the Saudi micro-finance sector.
- CEO, Yousef Al Musaileem, was named at Forbes Middle East's 30 Under 30 recognition, honoring his leadership and vision in advancing Fintech innovation across the region.

Driving Innovation and Digitalization continued

Zain Cloud

Zain Cloud is a cornerstone of Zain KSA's digital innovation strategy, delivering secure, reliable and locally hosted cloud services that cater to the Kingdom's dynamic enterprise landscape. With robust infrastructure spanning Riyadh and Jeddah, the platform offers a wide array of scalable solutions including Software-as-a-Service (SaaS) offerings and managed services, tailored to meet the evolving needs of government entities, corporates and SMEs. Through its strategic collaboration with Amazon Web Services (AWS) and a deep commitment to operational excellence, Zain Cloud empowers organizations to embrace digital transformation with confidence, agility and compliance at the core.

Accelerating Cloud Transformation for Saudi Enterprises

In 2024, Zain KSA strengthened its position as a digital enabler for Saudi businesses by expanding its Zain Cloud services portfolio. Building on the Company's commitment to innovation and enterprise growth, Zain KSA introduced a new generation of cloud-native solutions designed to meet the evolving needs of the Kingdom's digital economy and support inclusive participation across sectors.

Some key highlights include the launch of container orchestration services built on Kurbernetes, empowering organizations to modernize their application architecture with greater flexibility and efficiency. Zain KSA also rolled out a fully managed Relational Database Service (RDS), helping enterprise customers streamline operations and focus on core innovation. In parallel, the introduction of a Key Management Service (KMS) added a layer of control and compliance for secure data encryption.

To help meet growing demands for digital tools, Zain Cloud's marketplace was further developed via multiple SaaS offerings —

from Next Generation Voice Services and digital signage to managed SOC and awareness platforms — giving enterprise users seamless access to high-performance digital infrastructure. These tools are especially vital for SMEs, enabling them to scale efficiently, compete digitally and contribute to local job creation.

Strategic Partnerships, Driving Market Impact

Zain KSA's strategic partnership with AWS played a critical role in accelerating Zain Cloud's transformation journey. Delivered via the Company's state-of-the-art multi-cloud platform, this collaboration allowed the Company to expand its cloud services with greater depth, offering enterprise customers more tailored solutions in cloud environments.

The partnership reflects Zain KSA's approach to co-creating value with global technology leaders while still ensuring local enterprises benefit from state-of-the-art capabilities, tailored to Saudi Arabia's market landscape.

A Trusted Cloud Built on Security

With data privacy and security remaining top priorities at Zain KSA, we reinforced our cloud ecosystem with a robust suite of cybersecurity controls. Services were aligned with key national frameworks, including those set by the NCA, SAMA, and CST.

Throughout 2024, Zain KSA maintained leading industry certifications such as ISO 27001, ISO 27017, ISO 27018, CSA STAR Level 2 and PCI DSS. This demonstrated the continuous commitment to compliance, resilience and customer trust. In addition, rigorous data encryption protocols were further strengthened, both at rest and in transit, while data residency features were enhanced to ensure customer data security. These were supported via real-time threat monitoring, regular penetration testing and a fully managed SOC.

Certifications

ISO 27001:2013

(Information Security, Cybersecurity Privacy Protection) Confirming our commitment to strong risk management and information security to preserve data and minimize any cyber threats.

ISO 22301:2019

(Security and Resilience) Verifying our ability to sustain business continuity, effectively manage risks and swiftly handle threats.

ISO/IEC 27017:2015

Security techniques — Code of practice for information security controls based on ISO/IEC 27002 for cloud services.

ISO/IEC 27018

Code of Practice for Protection of Personally Identifiable Information (PII) in public clouds acting as PII processors.

CSA L2 Certificate

Cloud Security Alliance (CSA) STAR Level 2 certification assurance framework, enabling cloud service providers to embed cloud-specific security controls.

PCI-DSS

Card Industry Data Security Standard as trusted cloud providers for Fintech business industry.

C Level registration

C Level registration at CST for cloud service providers in Saudi Arabia

NCA

CCC Controls Compliance for cloud service providers in Saudi Arabia for government organizations.

Looking Ahead: Enabling Vision 2030 through Cloud Innovation

Zain KSA's investment in its Zain Cloud service is more than a technology play. It is a commitment to enable sustainable digital transformation across multiple sectors. By empowering local enterprises with digital capabilities, Zain Cloud contributes to reducing the digital divide and fostering inclusive economic growth across the Kingdom. As Saudi Arabia advances toward its Vision 2030 goals, Zain KSA remains a trusted partner for enterprises on their digital journey, delivering the tools, platforms and partnerships that will turn ambition into action.
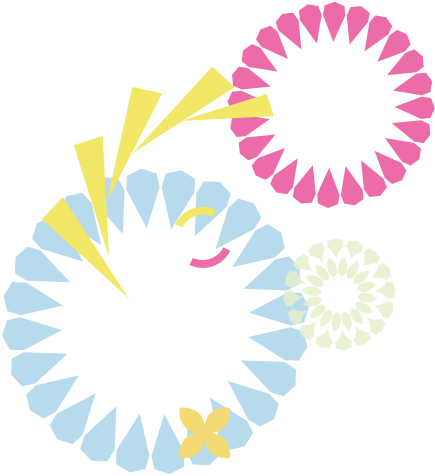
Strengthening Data Privacy and Cybersecurity

As a leading player in Saudi Arabia's ICT sector, Zain KSA recognizes the importance of safeguarding customer data at the highest level. Protecting the personal information of our customers and stakeholders remains a core priority, and we continuously enhance our security framework with cutting-edge programs and cybersecurity best practices.

Zain KSA adheres to the National Data Management Office (NDMO) guidelines for data collection, processing, storage and transfer. We also comply with the Communications, Space and Technology Commission (CST) data privacy regulations and ensure compliance with Saudi Arabia's Personal Data Protection Law (PDPL). Our approach includes breaking down PDPL articles into logical domains, conducting due diligence on each control, identifying gaps and incorporating them into the PDPL plan for the Zero Trust (ZT) team. In addition to regulatory compliance, we proactively educate and empower our customers to protect their own data through targeted awareness initiatives.

Privacy and Security Enhancements

Zain KSA views privacy and security not only as technical imperatives but also as enablers of digital inclusion. By empowering vulnerable groups with knowledge and tools to protect their data, we contribute to broader social sustainability goals, ensuring all communities can participate safely and confidently in the digital economy.

In 2024, Zain KSA strengthened its data privacy awareness efforts by launching targeted initiatives aimed at marginalized communities. These initiatives focused on educating customers about online threats, cybercrime risks and best practices for safeguarding their personal information. Privacy awareness sessions were also held to reinforce security protocols and empower customers to take proactive steps in protecting their data. This focus on outreach to underserved groups supports our commitment to equitable digital access and reinforces our ESG priorities, particularly under Inclusion and Operating Responsibly.

To address evolving cyber threats, Zain KSA implemented a range of security enhancements in 2024, including the adoption of a Zero Trust Architecture, improved threat detection and response capabilities, enhanced employee training and awareness programs, and regular vulnerability and patch management practices.

Zain KSA also implemented several technical measures, such as enforcing PDPL-related clauses in partner contracts, periodic reviews for Data Loss Prevention (DLP), ensuring NCA controls over data sources that hold PII data, OBIEE access recertification and NetCracker, Astilia and Yaqoot recertifications for direct database access. Additionally, enhancements to database access processes now require remedy tickets for any access changes, and a feasibility study is underway to implement masked data access.

To fortify internal security measures, we conducted physical audits of third-party service providers, ensuring compliance with our stringent data protection policies. This initiative helped mitigate risks associated with external vendors and reinforced a culture of accountability across the organization's data ecosystem.

> ▶ **View Our Privacy Policy here**

Certifications and Risk Management

Zain KSA upholds the highest standards in cybersecurity and data resilience. We periodically conduct penetration tests and vulnerability assessments, both internally and with external security experts. Our commitment to securing customer data is reflected in the following internationally recognized certifications:

- ISO 27001:2022 (Information Security, Cybersecurity and Privacy Protection) — Newly updated reaffirming our ongoing commitment to cybersecurity and continuous improvement in information security management.

- ISO 22301:2019 (Security and Resilience) — Strengthening the Business Continuity Management System (BCMS).

Zain KSA also conducted an internal cybersecurity audit in 2024 to ensure compliance with evolving regulations and industry best practices.

Together, these measures form the foundation of Zain KSA's approach to digital sustainability, ensuring secure, efficient and responsible data handling. By embedding resilience into our systems and governance structures, we help safeguard long-term trust, business continuity and sustainable digital transformation across the Kingdom.

Data Governance and Compliance

Zain KSA successfully implemented a Data Office within its mandate to help establish and improve the organization's data management capabilities that are aligned with the National Data Management Office (NDMO), the national regulator of data in the Kingdom. Our internal governance structure for data management is linked to both Zain KSA's executive leadership and the Zain Group Central Data Governance Office, ensuring seamless implementation and accountability.

Our Data Protection Policy is aimed at protecting personal data from breaches by regulating all personal information collected, stored or processed by Zain KSA employees, contractors, partners and suppliers. It also governs third-party access to data and mandates periodic reviews of vendors handling personal data to ensure compliance with data protection regulations.

Key governance principles include:

- **Consent —** Customers must have full control over their consent regarding data collection and use. Consent must be clear, require a positive opt-in action, and be documented when processing personal data for marketing purposes. The process for obtaining consumer consent is currently under review by the Data Management Office (DMO) to ensure compliance with regulatory updates.

- **Data minimization —** Zain KSA collects only the minimum amount of personal data necessary for its operations and services. In 2024, the DMO took additional measures by locking inactive user accounts that had been inactive for over three months or lacked proper access justification.

- **Training —** In 2024, 90% of employees and Directors received training on information security.

- **Monitoring, review and evaluation —** The Data Governance Office continuously monitors compliance with data protection policies, ensuring regular evaluations and necessary adjustments to align with statutory changes and best practices.
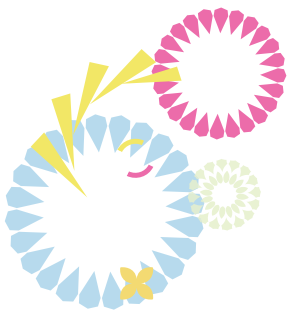
Strengthening Data Privacy and Cybersecurity continued

Data Office Organization Structure
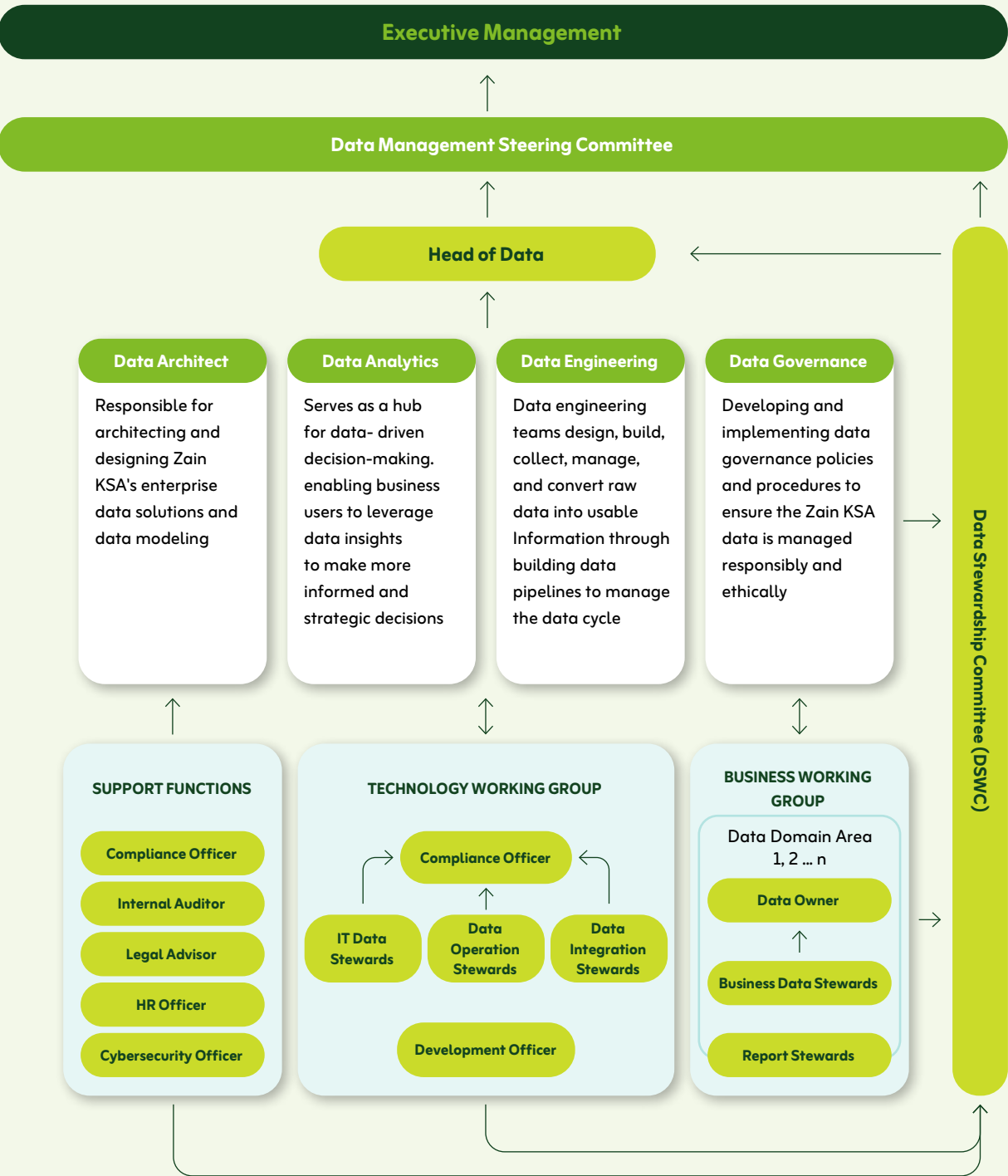
Data Sharing and Disclosure

Zain KSA does not collect personal data from third parties. However, some vendors that conduct business on behalf of Zain KSA do receive customer data under strict governance measures. Data sharing is governed by a Data Sharing and Exchange Agreement and an International Data Transfer Policy, ensuring compliance with regulatory frameworks.

The NDMO guidelines dictate that:
- **There must be a single source of truth to avoid unnecessary duplication.**
- **Data sharing should have a clear and specific purpose.**
- **Individuals handling data must receive appropriate training.**
- **All involved parties must share responsibility for maintaining data quality and security.**
- **Adequate security measures must be in place, aligning with applicable laws and regulations.**
- **All data must be managed with fairness, integrity, trust and respect.**

Consumers have the right to:
- **Access and review their personal data.**
- **Request corrections to inaccurate or outdated information.**
- **Access and rectify their data via digital channels (app and portal), though some gaps remain.**

Consumers can contact Zain KSA via our official website (https://sa.zain.com/en/contact-us) or customer service channels for any data-related inquiries.

Cybersecurity Incident Response

Zain KSA maintains a zero-tolerance policy for data breaches. Our incident management protocol ensures immediate action in case of a cybersecurity incident, with swift notification to affected parties when necessary. In 2024, we recorded zero data breaches for the fifth consecutive year. While our current incident response plan is primarily reactive, we are exploring opportunities to implement more proactive measures.

In the 2024 financial year, we experienced no data breaches for the fifth consecutive year; however, we were subjected to a single fine for a data protection violation. All Zain KSA employees and directors received training on data protection in the reporting year with a total of 30 training hours recorded (2023: 20hours) and 90% of our total permanent staff complement (Directors and employees) underwent training in information security.

Government Data Requests

In compliance with regulatory standards, any government data requests are handled by the Data Governance Director. In 2024, Zain KSA received no data requests from national authorities. The Company follows strict internal processes to evaluate and respond to such requests while ensuring compliance with applicable laws.

IT Division's Commitment, Scope and Strategic Objectives

At Zain KSA, we are committed to ensuring seamless access to multiple communication services for all customers as well as prioritizing innovation, reliability and inclusivity. By committing to this target, we will drive continuous improvement and align with the Company's dedication to excellence and customer satisfaction

⊙ **View Our IT Division's Commitment, Scope and Strategic Objectives here**

Future Commitments

Zain KSA remains dedicated to enhancing data governance and data privacy initiatives, reinforcing supply chain security and expanding customer education programs. Our goal is to ensure continued compliance, stronger security frameworks and proactive customer engagement in the evolving digital landscape. These measures are part of Zain KSA's broader digital sustainability efforts, helping ensure the long-term reliability, trust and security of communication infrastructure in a rapidly evolving digital society.

Ensuring Responsible Procurement and Supply Chain

Overview

Zain KSA's supply chain management strategy is designed to support local SMEs while embedding sustainability principles across all vendor relationships. By aligning with international and local policies on environmental sustainability, social responsibility and ethical business conduct, Zain KSA ensures procurement practices contribute to both corporate and national objectives.

Regulatory requirements in Saudi Arabia, particularly those linked to Vision 2030, play a crucial role in shaping supply chain operations. Expansion projects aimed at increasing service coverage and quality have a direct impact on procurement planning, budget allocation and adherence to strict delivery timelines. As a result, supply chain efficiency is critical to Zain KSA's ability to execute large-scale infrastructure projects successfully.

Beyond compliance, effective supply chain management drives Zain KSA's business expansion and technological innovation, supporting the national digital transformation agenda. However, in an evolving geopolitical and economic landscape, rising costs and global supply chain disruptions present ongoing challenges. Zain KSA proactively addresses these risks through strategic supplier diversification and innovative procurement solutions.

Supply chain management continues to deliver substantial financial value, with cost optimization efforts contributing approximately 20% to 25% of Zain KSA's net profit. This underscores the critical role of a resilient, agile and sustainability-driven supply chain. In 2024, Zain KSA successfully met its short-term supply chain objectives, achieving measurable progress in vendor management, cost efficiency and digital transformation.

Digitization

Building on its digital transformation efforts, Zain KSA expanded its digitization initiatives in 2024 by implementing a Warehouse Management System (WMS).

This system automates data management and data transfer between Zain KSA's technical logistics team and its 3PL provider, streamlining supply chain operations. Additionally, Robotic Process Automation (RPA), Enterprise Resource Planning (ERP) platforms and digitally enabled e-procurement and e-invoicing services continue to enhance efficiency and support paperless operations.

Vendor Management

In 2024, Zain KSA strengthened its vendor management framework by refining evaluation processes using the Kraljic Matrix. Key updates included a stricter pre-qualification questionnaire, mandatory non-disclosure agreements during registration and improved scope alignment with vendor expertise.

To embed sustainability, all prospective vendors were required to comply with Zain KSA's Human Rights Policy and Supplier Code of Conduct. ESG considerations were integrated into procurement, with 15% of technical evaluation scores in Requests for Proposals (RFP)/Request for Quotes (RFQ) allocated to sustainability. Zain KSA also conducted eight on-site audits of top suppliers to ensure compliance and accountability.

Cost Management

Cost-saving initiatives in 2024 had a direct impact on profitability, resulting in operational expenditure (OPEX) savings, capital expenditure (CAPEX) savings and a reduction in the cost of sales. These savings were driven by improved vendor management, enhanced procurement strategies and streamlined supply chain operations.

Ensuring a World-Class Supply Chain

Zain KSA is committed to sourcing high-quality vendors that align with business requirements and sustainability standards. The vendor selection process is guided by market research and analysis, ensuring only the most qualified suppliers are engaged.

A pre-qualification questionnaire is used to assess potential vendors against pre-defined criteria, mitigating risks and ensuring compliance with the Supplier Code of Conduct, Human Rights Policy and Non-Disclosure Undertaking. Pre-qualified suppliers participate in a competitive tendering process, where only those meeting strict technical evaluation criteria advance to commercial negotiations.

To maintain high performance standards, supplier performance reviews are conducted during and after project implementation. Underperforming vendors undergo audits to identify root causes and corrective actions, determining whether to continue or terminate the relationship.

Enhancing Supplier Relationships

During the reporting period, Zain KSA strengthened its supply chain relationships across several key areas. Joint events were conducted with strategic partners, including the Iftar ceremony and the LEAP event, enabling collaboration and engagement.

Joint marketing campaigns were launched, featuring Huawei and Oppo products in Zain KSA shops on a consignment basis, enhancing brand visibility and sales opportunities. Collaboration with suppliers was also expanded to improve end-to-end processes such as payments and logistics, streamlining operations and increasing efficiency.

To enhance supplier management, Zain KSA categorized its suppliers using the Kraljic Matrix into four segments: routine, bottleneck, leverage and strategic. Tailored engagement plans were developed for each category, with a focus on deepening collaboration with strategic suppliers and reducing risk exposure by identifying alternative sources for bottleneck items. In parallel, the Vendor Management team conducted regular assessments to broaden the availability of local suppliers within high-value procurement categories.

Sustainable Supply Chain Management

Zain KSA continues to integrate sustainability principles into its supply chain, ensuring ethical sourcing, compliance and supplier engagement. In 2024, the Company maintained a strong local supplier base, with 77% of its suppliers based in Saudi Arabia and 96% of total procurement volume allocated to local vendors.

In 2024, Zain KSA strengthened transparency and accountability across its supply chain by conducting eight on-site ESG audits, covering 0.59% of total procurement spend. Additionally, 114 suppliers completed the ESG self-assessment questionnaire, which evaluated their environmental and social practices against Zain KSA's defined sustainability criteria. To further support local content and SME participation, most floated RFPs and RFQs were structured to encourage bids from local suppliers.

Zain KSA also strengthened its commitment to ethical business practices by ensuring 98% of active suppliers signed the Supplier Code of Conduct and Human Rights Policy Statement. 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.

This alignment reinforces responsible supply chain operations and compliance with corporate sustainability policies.

Ensuring Responsible Procurement and Supply Chain continued

Key Supply Chain Sustainability Metrics

Indicator	2024 value
Total purchase volume	﷼ 5,973.3 million
Purchasing volume with Saudi suppliers	﷼ 5,727.9 million
Total number of suppliers	390
Suppliers in Saudi Arabia	301
Percentage of local suppliers	77%
Proportion of volume spent on local suppliers	96%
Supplier assessments conducted	114
ESG physical audits completed	8
Procurement spend on audited suppliers	0.59%
Suppliers who completed the self-assessment questionnaire	114
Percentage of active suppliers who completed the self-assessment questionnaire	29%
Procurement spend on active suppliers that completed the self-assessment questionnaire	0.48%
Active suppliers who watched online training	55
Active suppliers who signed the Supplier Code of Conduct and Human Rights Policy Statement	383
Percentage of active suppliers who signed the Supplier Code of Conduct	98%

Supply Chain Code of Conduct

Zain KSA requires all suppliers to adhere to its Supplier Code of Conduct, ensuring ethical and responsible business practices. The Code prohibits workplace discrimination, underage and forced labor, and mandates compliance with minimum wage laws where applicable. It also requires suppliers to provide fair working hours and pay overtime wages.

To support compliance, Zain KSA offers training on labor-related issues, helping suppliers align with the Company's ethical standards and labor policies.

Supplier Self-Assessment

Supplier self-assessments are a prerequisite for supply chain participation. These require vendors to evaluate their ESG practices in line with Zain KSA's social and environmental target areas, with consideration of both positive and negative impacts. The self-assessment questionnaire covers areas such as labor standards, environmental performance, anti-corruption, and health and safety compliance.

To strengthen supplier accountability and awareness, Zain KSA also provides structured onboarding and training resources. In 2024, 55 active suppliers confirmed watching the online vendor training videos, which cover the Human Rights Policy, Supplier Code of Conduct and expectations around ethical sourcing and compliance. These materials are hosted on the Vendor Management (VM) webpage, which also provides access to the following documentation:

- **Vendor Registration Guide -** Step-by-step guidance on registration and documentation requirements.
- **Non-Disclosure Undertaking (NDU) -** Mandatory for all business with Zain KSA.
- **Human Rights Policy and Supplier Code of Conduct -** Outlining Zain KSA's commitment to ethical and responsible business practices.
- **Stakeholder Disclosure Form -** Required for transparency in vendor relationships.

All vendors must review, sign and upload their compliance with these documents as part of the registration process. The training and documentation framework ensures that suppliers are not only aligned with Zain KSA's standards but also equipped to contribute meaningfully to its broader ESG goals.

The self-assessment questionnaire covers the following topics:

Environment
- Health and safety
- Training
- Energy consumption
- Packaging
- Waste management
- Raw materials

Social
- Labor rights
- Human rights
- Compensation
- Discrimination

Governance
- Stakeholder engagement
- Accountability
- Grievance
- Disclosure

Security
- Security contractor

Information Security
- Information security management
- Information security governance

Conflict Minerals
- Use of 3TG minerals
- Sourcing of minerals

Supplier Audits

Zain KSA integrates socio-economic objectives into its supply chain governance, ensuring responsible supplier operations. In 2024, the Company conducted eight supplier audits, focusing on top suppliers based on spending. These site visits assessed the environmental and social aspects of supplier operations, including compliance with health and safety regulations, labor practices, policies and procedures, child labor prevention, working conditions and security standards.

Audited suppliers received detailed observation reports outlining identified issues and their materiality, along with targeted resolution timelines. This structured approach reinforces accountability and continuous improvement, ensuring suppliers meet Zain KSA's sustainability and ethical standards.

8 of our top suppliers were subject to site audits in 2024

100%
of new suppliers registered in 2024 were screened against social and environmental criteria as part of the vendor registration process

114
suppliers have been assessed for their social and environmental impacts.

Prioritizing Local Businesses and SMEs

Saudi Vision 2030 emphasizes localization by advancing technology, knowledge transfer and strategic investment in local companies. A key goal is to increase SME contributions to the national economy from 20% to 35%, supporting job creation. Regulatory bodies such as the Local Content and Government Procurement Authority (LCGPA) have introduced mandates to drive localization through procurement regulations.

Zain KSA meaningfully contributes to these national objectives by prioritizing local content and Saudization in its procurement and training initiatives. The Company empowers local suppliers, particularly SMEs, by integrating them into its supply chain and enhancing their growth potential. As a result, 96% of Zain KSA's 2024 procurement spend was allocated to local suppliers, up from 95% in 2023.

96%
of our 2024 procurement spend was allocated to local suppliers (2023: 95%)
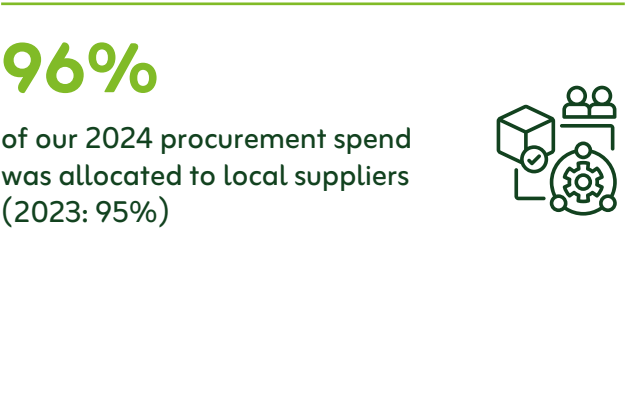
Looking Ahead

As Zain KSA advances toward a more sustainable and inclusive future, it remains committed to strengthening digital transformation initiatives while optimizing cost and vendor management. The Company will continue to forge strong partnerships with suppliers, particularly local SMEs, to drive long-term sustainability and positive economic 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

06

Appendices

Appendix 1: GRI Content Index

Statement of use	Zain KSA has reported the information cited in this GRI content index for the period 1 January to 31 December 2024 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	Pages 3-4 (About Us) Pages 9-10 (Our Footprint) Pages 11-12 (Brief History) Page 1 (Annual Report 2024 > At a Glance) Page 5 - 6 (Annual Report 2024 > About Zain KSA) Page 7 - 8 (Annual Report 2024 > Our Journey)
	2-2 Entities included in the organization's sustainability reporting	Page 9 (Our Footprint) Page 13 - 14 (Annual Report 2024 > Where we operate)
	2-3 Reporting period, frequency and contact point	About this Report (Refer to Page 3 in the PDF)
	2-4 Restatements of information	There are no restatements in this year's report.
	2-5 External assurance	This report has not been externally assured.
	2-6 Activities, value chain and other business relationships	Pages 3-4 (About Us) Pages 117-120 (Ensuring Responsible Procurement and Supply Chain) Page 1 (Annual Report 2024 > At a Glance)
	2-7 Employees	Pages 71-72 (Our People)
	2-8 Workers who are not employees	Page 119 (Ensuring Responsible Procurement and Supply Chain)
	2-9 Governance structure and composition	Page 95 (Organizational structure) Page 96 (Board composition)
	2-10 Nomination and selection of the highest governance body	Page 98 (Nomination and Selection of Board Members) Page 98 (Board Membership Requirements) Page 99 (Election Process)
	2-11 Chair of the highest governance body	Page 96 (Board composition)
	2-12 Role of the highest governance body in overseeing the management of impacts	Page 95 (Organizational structure) Page 100 (Sustainability Integration)
	2-13 Delegation of responsibility for managing impacts	Page 100 (Sustainability Integration)
	2-14 Role of the highest governance body in sustainability reporting	Page 100 (Sustainability Integration)
	2-15 Conflicts of interest	Page 102 (Conflict of Interest Policy)
	2-16 Communication of critical concerns	Pages 103-104 (Compliance and Responsible Behavior)
	2-17 Collective knowledge of the highest governance body	Page 76 (Building a Future-Ready Workforce)
	2-18 Evaluation of the performance of the highest governance body	Page 99 (Board Performance)
	2-19 Remuneration policies	Page 101 (Committee Charters and Regulations) Zain KSA Remuneration Policy
	2-20 Process to determine remuneration	Page 101 (Committee Charters and Regulations) Zain KSA Remuneration Policy

GRI Standard	Disclosure	Location
	2-22 Statement on sustainable development strategy	Page 13 (Message from our CEO) Pages 25-26 (Corporate Sustainability Strategy)
	2-23 Policy commitments	Pages 33-40 (Supporting National and Global Priorities)
	2-24 Embedding policy commitments	Pages 33-40 (Supporting National and Global Priorities)
	2-25 Processes to remediate negative impacts	Page 79 (Reporting and Escalating Concerns) Page 81 (Proactive Engagement and Feedback Mechanisms)
	2-26 Mechanisms for seeking advice and raising concerns	Page 79 (Reporting and Escalating Concerns)
	2-27 Compliance with laws and regulations	Pages 103-104 (Compliance and Responsible Behavior)
	2-29 Approach to stakeholder engagement	Pages 31-32 (Stakeholder Engagement)
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Page 27 (Materiality Assessment Process)
	3-2 List of material topics	Page 28 (2024 ESG Materiality Matrix)
GRI 201: Economic Performance 2016	3-3 Management of material topics	Pages 21-22 (Our Economic Impact)
	201-1 Direct economic value generated and distributed	Page 22 (Economic Value Generated)
	201-3 Defined benefit plan obligations and other retirement plans	Page 75 (Remuneration and Benefits)
	201-4 Financial assistance received from government	Page 22 (Financial Assistance and Government Incentives)
GRI 202: Market Presence 2016	3-3 Management of material topics	Page 84 (Supporting Local Talent)
GRI 203: Indirect Economic Impacts 2016	3-3 Management of material topics	Pages 83-88 (Community Engagement and Impact)
	203-1 Infrastructure investments and services supported	Pages 85-86 (Advancing Digital Inclusion and Empowerment)
	203-2 Significant indirect economic impacts	Pages 85-86 (Advancing Digital Inclusion and Empowerment)
GRI 204: Procurement Practices 2016	3-3 Management of material topics	Pages 117-120 (Ensuring Responsible Procurement and Supply Chain)
	204-1 Proportion of spending on local suppliers	Pages 118-119 (Sustainable Supply Chain Management) Page 119 (Key Supply Chain Sustainability Metrics)
GRI 205: Anti-corruption 2016	3-3 Management of material topics	Page 104 (Compliance and Responsible Behavior) Anti-Corruption Position Statement
	205-1 Operations assessed for risks related to corruption	Page 104 (Compliance and Responsible Behavior)
	205-2 Communication and training about anti-corruption policies and procedures	Anti-Corruption Position Statement
	205-3 Confirmed incidents of corruption and actions taken	Page 104 (Compliance and Responsible Behavior)
GRI 206: Anti-competitive Behavior 2016	3-3 Management of material topics	Page 104 (Competition Standards Policy) Competition Business Standard Policy
GRI 207: Tax 2019	3-3 Management of material topics	Page 22 (Approach to Tax Compliance)

Appendix 1: GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 301: Materials 2016	3-3 Management of material topics	Pages 61-64 (Driving circularity at Zain KSA)
GRI 302: Energy 2016	3-3 Management of material topics	Pages 59-60 (Energy Consumption)
	302-1 Energy consumption within the organization	Page 59 (Energy consumption > Key metrics)
	302-4 Reduction of energy consumption	Page 59 (Energy Consumption > 2024 Highlights and Strategic Focus Areas)
GRI 303: Water and Effluents 2018	3-3 Management of material topics	Page 65 (Optimizing Water Resources)
	303-1 Interactions with water as a shared resource	Page 65 (Optimizing Water Resources)
	303-2 Management of water discharge-related impacts	Page 65 (Optimizing Water Resources)
	303-3 Water withdrawal	Page 65 (Optimizing Water Resources)
	303-4 Water discharge	Page 65 (Optimizing Water Resources)
	303-5 Water consumption	Page 65 (Optimizing Water Resources)
GRI 304: Biodiversity 2016	3-3 Management of material topics	Pages 55-56 (Elevating Awareness on Environmental Sustainability)
GRI 305: Emissions 2016	3-3 Management of material topics	Page 58 (Performance Trends)
	305-1 Direct (Scope 1) GHG emissions	Page 58 (Performance Trends)
	305-2 Energy indirect (Scope 2) GHG emissions	Page 58 (Performance Trends)
	305-5 Reduction of GHG emissions	Page 58 (Performance Trends)
GRI 306: Waste 2020	3-3 Management of material topics	Pages 61-64 (Driving circularity at Zain KSA)
	306-1 Waste generation and significant waste-related impacts	Pages 61-62 (Driving circularity at Zain KSA)
	306-2 Management of significant waste-related impacts	Page 62 (Partnership with Ertiqa to Reduce E-Waste)
	306-3 Waste generated	Pages 61-64 (Driving circularity at Zain KSA)
	306-5 Waste directed to disposal	Page 64 (Driving circularity at Zain KSA)
GRI 308: Supplier Environmental Assessment 2016	3-3 Management of material topics	Pages 119-120 (Supplier Self-Assessment)
GRI 401: Employment 2016	3-3 Management of material topics	Pages 71-80 (Our People) Pages 74-75 (Diversity, Equity and Inclusion)
	401-1 New employee hires and employee turnover	Page 75 (Employee Turnover)
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Page 75 (Remuneration and Benefits)
	401-3 Parental leave	Page 74 (Advancing Women's Participation in the Workforce) Page 75 (Remuneration and Benefits)

GRI Standard	Disclosure	Location
GRI 402: Labor/ Management Relations 2016	3-3 Management of material topics	Page 71 (Workforce Management)
GRI 403: Occupational Health and Safety 2018	3-3 Management of material topics	Page 79 (Employee Health and Safety)
	403-1 Occupational health and safety management system	Page 79 (Employee Health and Safety)
	403-2 Hazard identification, risk assessment, and incident investigation	Page 79 (Employee Health and Safety)
	403-4 Worker participation, consultation, and communication on occupational health and safety	Page 79 (Employee Health and Safety)
	403-5 Worker training on occupational health and safety	Page 79 (Employee Health and Safety)
	403-6 Promotion of worker health	Pages 79-80 (Promoting Employee Health and Well-Being)
	403-8 Workers covered by an occupational health and safety management system	Page 79 (Employee Health and Safety)
	403-9 Work-related injuries	Page 79 (Employee Health and Safety)
GRI 404: Training and Education 2016	3-3 Management of material topics	Page 76 (Personalized Learning and Career Growth)
	404-1 Average hours of training per year per employee	Page 77 (Total Number of Training Hours (by gender))
	404-3 Percentage of employees receiving regular performance and career development reviews	Page 76 (Personalized Learning and Career Growth)
GRI 405: Diversity and Equal Opportunity 2016	3-3 Management of material topics	Pages 74-75 (Diversity, Equity and Inclusion)
	405-1 Diversity of governance bodies and employees	Page 72 (Employee Demographics)
GRI 406: Non-discrimination 2016	3-3 Management of material topics	Pages 74-75 (Diversity, Equity and Inclusion)
GRI 413: Local Communities 2016	3-3 Management of material topics	Pages 83-88 (Community Engagement and Impact)
	413-1 Operations with local community engagement, impact assessments, and development programs	Pages 83-88 (Community Engagement and Impact)
GRI 414: Supplier Social Assessment 2016	3-3 Management of material topics	Pages 119-120 (Supplier Self-Assessment)
GRI 417: Marketing and Labeling 2016	3-3 Management of material topics	Page 104 (Responsible Marketing and Communications Standard Policy Statement) Responsible Marketing and Communications Standard Policy Statement
GRI 418: Customer Privacy 2016	3-3 Management of material topics	Pages 113-116 (Strengthening Data Privacy and Cybersecurity) Zain KSA Privacy Policy
	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 116 (Cybersecurity Incident Response)

Appendix 2: SASB Content Index

Zain KSA considered the Telecommunication Services Sustainability Accounting Standard (version 2023-12) for this report. The required SASB disclosures are included below.

Table 1. Sustainability Disclosure Topics & Metrics

Topic	Metric	Location / direct response
Environmental Footprint of Operations	(1) Total energy consumed, (2) percentage grid electricity and (3) percentage renewable	• Page 59 (Energy Consumption)
Data Privacy	Description of policies and practices relating to targeted advertising and customer privacy	• Page 104 (Responsible Marketing and Communications Standard Policy Statement) • Responsible Marketing and Communications Standard Policy Statement • Page 113 (Strengthening Data Privacy and Cybersecurity) • Zain KSA Privacy Policy
	Number of customers whose information is used for secondary purposes	• Page 116 (Data Sharing and Disclosure)
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	• Zero
	(1) Number of law enforcement requests for customer information (2) number of customers whose information was requested (3) percentage resulting in disclosure	• Page 116 (Government Data Requests)
Data Security	(1) Number of data breaches (2) percentage that are personal data breaches (3) number of customers affected	• Page 116 (Cybersecurity Incident Response)
	Description of approach to identifying and addressing data security risks, including use of third-party cybersecurity standards	• Pages 113-114 (Certifications and Risk Management)
Product End-of-life Management	Materials recovered through take-back programmes. Percentage of recovered materials that were: (i) reused (ii) recycled (iii) landfilled	• Page 62 (Partnership with Ertiqa to Reduce E-Waste)

Topic	Metric	Location / direct response
Competitive Behaviour & Open Internet	Total amount of monetary losses as a result of legal proceedings associated with anti-competitive behaviour regulations	• Zero
	Average actual sustained download speed of (1) owned and commercially-associated content and (2) non-associated content	• Zain KSA does not currently report this information, however, plans to do so in future.
	Description of risks and opportunities associated with net neutrality, paid peering, zero-rating, and related practices	• Zain KSA does not currently report this information, however, plans to do so in future.
Managing Systemic Risks from Technology Disruptions	(1) System average interruption duration, (2) system average interruption frequency and (3) customer average interruption duration	• Page 46 (ESG Risks > Top 10 Risks in 2024 > Suboptimal Customer Experience)
	Discussion of systems to provide unimpeded service during service disruptions	• Page 107 (Business Support System (BSS) Transformation)

Table 2. Activity Metrics

Activity Metric	Location
Number of wireless subscribers	Page 3 (Zain KSA Today)
Number of wireline subscribers	Zain KSA does not currently report this information, however, plans to do so in future.
Number of broadband subscribers	Zain KSA does not currently report this information, however, plans to do so in future.
Network traffic	Page 3 (Zain KSA Today)

Appendix 3: List of acronyms

Acronym	Meaning
AAU	Active Antenna Units
AC	Air Conditioning
AH	Ampere-hour
AI	Artificial Intelligence
APD	Authority for People with Disability
ARPU	Average Revenue Per User
AWS	Amazon Web Services
B2B	Business-to-business
BCMS	Business Continuity Management System
BiB	Business-in-a-Box
BMS	Building Management System
BSS	Business Support Solutions
CCC	Cloud Cybersecurity Controls
CCTV	Closed-circuit television
CDP	Carbon Disclosure Project
CEO	Chief Executive Officer
CMA	Capital Market Authority
CMP	Connectivity Management Platform
CSA	Cloud Security Alliance
CSR	Corporate Social Responsibility
CST	Communications, Space and Technology Commission
CVM	Customer Value Management
CX	Customer Experience
DDC	Dammam Data Center
DEI	Diversity, equity and inclusion
DEIU	Digital Education and Innovation Unit
DG	Diesel generators
DGA	Digital Government Authority
DLP	Data Loss Prevention
DMO	Data Management Office
ERM	Enterprise Risk Management

Acronym	Meaning
ERP	Enterprise resource planning
eSBC	Enterprise Session Border Controller
ESG	Environment, Social and Governance
EV	Electric Vehicle
FTTH	Fiber-to-the-Home
FWA	Fixed Wireless Access
GHG	Greenhouse Gas Emissions
GLIC	Golden Lattice Investment Company
GOSI	General Organization for Social Insurance
GRI	Global Reporting Initiative
HiPO	High Potential Program
HR	Human Resource
HRDF	Human Resources Development Fund
HREVP	Human Resources Executive Vice President
HVAC	Heating, ventilation, and air conditioning
ICT	Information and Communication Technology
IEC	International Electrotechnical Commission
IP	Internet Protocol
IPO	Initial Public Offer
IPVPN	Internet Protocol Virtual Private Network
ISO	International Organization for Standardization
ISP	Internet Service Provider
IT	Information Technology
J2M	Jeddah to Marseille
JDC	Jeddah Data Center
KAEC	King Abdullah Economic City
KAUST	King Abdullah University of Science and Technology
KMS	Key Management Service
LCGPA	Local Content and Government Procurement Authority
LTE	Long Term Evolution

Acronym	Meaning
MCIT	Ministry of Communications and Information Technology
MENA	Middle East and North Africa
MEWA	Ministry of Environment, Water and Agriculture
MGI	Middle East Green Initiative
MHz	Megahertz
ML	Machine Learning
MMA	Mobile Market Association
MOMRAH	Ministry of Municipal and Rural Affairs and Housing
MSCI	Morgan Stanley Capital International
MWC	Mobile World Congress
NCA	National Cybersecurity Authority
NDMO	National Data Management Office
NDU	Non-Disclosure Undertaking
NR	New Radio
NWC	National Water Company
OBIEE	Oracle Business Intelligence Enterprise Edition
OHS	Occupational Health and Safety
OPEX	Operational Expenditure
OSS	Operations Support Solutions
PCI - DSS	Payment Card Industry Data Security Standard
PDPL	Personal Data Protection Law
PII	Personally Identifiable Information
PNU	Princess Nourah Bint Abdulrahman University
POS	Point of Sale
RAN	Radio Access Network
RDC	Regional Data Center
RDS	Relational Database Service
RFP	Requests for Proposals
RFQ	Requests for Quotes
ROA	Return on Assets
RPA	Robotic Process Automation

Acronym	Meaning
RSP	Red Sea Project
SA	Standalone
SaaS	Software as a Service
SAMA	Saudi Arabian Monetary Authority
北	Saudi Riyals
SASB	Sustainability Accounting Standards Board
SASO	Saudi Standards, Metrology and Quality Organization
SDG	Sustainable Development Goal
SGI	Saudi Green Initiative
SHRM	Society for Human Resource Management
SIM	Subscriber Identity Module
SKU	Stock Keeping Unit
SME	Small and Medium-sized Enterprise
SMS	Short Message Service
SOC	Security Operations Center
STEM	Science, Technology, Engineering, and Mathematics
TB	Terabyte
UCCS	Unified Critical Communication System
UK	United Kingdom
UN	United Nations
USF	Universal Service Fund
VAS	Value-Added Services
VM	Vendor Management
VP	Vice President
WAN	Wide Area Network
WBB	Wireless Broadband
WIT	Women in Tech
WMS	Warehouse Management System
ZT	Zero Trust
ZY	Zain Youth

Appendix 4: Saudi Vision 2030 and Sustainability in the ICT Sector

The ICT sector directly and indirectly supports 20 of the 96 Saudi Vision 2030 strategic objectives.

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 start-up 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.

Saudi Vision 2030 Strategic Objectives	How ICT Supports the Objective
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 lowers overheads and supports 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 streamlining access to critical information.
Develop and diversify entertainment opportunities to meet population's needs	The ICT sector enables the expansion of entertainment platforms for citizens and streamlines the distribution of locally produced 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 toward greater social and environmental sustainability. These are embedded in its various strategic objectives, with ICT transformation playing a key role.