

e& international

Across our broad and diversified footprint of market-leading telecommunication and digital assets covering the Middle East, Africa and Asia, e& international delivered strong organic growth during 2022 while continuing to innovate, forge ground-breaking partnerships and deliver exceptional service to millions of customers each day.

About e& international

e& international drives the Group’s portfolio of international telecommunication and digital assets outside the UAE. With operations spanning 15 countries across three geographic regions (Middle East, Africa, and Asia), our customer base exceeds 148 million customers and generates revenue of AED 20.4 billion, representing 39% of the Group’s consolidated revenue and EBITDA of AED 9.7 billion – 37% of the Group’s consolidated EBITDA – at an EBITDA margin of 48%.

With a robust and well-established governance process, we actively and continuously engage with our operating companies to drive customer experience leadership across the footprint, built on competitive propositions and a resilient, technologically relevant and efficient infrastructure, while simultaneously driving scale and scope synergies across the Group.

Our strategy to LEAD the way across our international footprint

As we look to the future, e& international’s vision and strategic priorities revolve around our ambition to become the “centre of digital life for customers across the world”. We seek to both maximise value creation from our current portfolio and strategically expand our international footprint. Four key pillars form the foundation of our ‘LEAD’ strategy:

Lead in Organic Growth	Expand Internationally	Accelerate Digital Services	Drive Scale Synergies
e& international’s strategy is to implement a broad range of levers to improve value creation of our core telecommunication business and grow revenue market share across the footprint. This will be delivered by focusing on customer experience leadership through our superior network and product offering, implementing innovative commercial propositions that are tailored for the needs of a richly segmented customer base, and continuing to roll out our best-in-class CVM powered by advanced analytics capabilities.	e& international’s organic growth plans are supported by a strong international expansion strategy. We continue to proactively scan the market for inorganic opportunities and seek to acquire control of well-positioned operators that will support our growth plans.	In addition to our planned expansion within the telecommunication sector, our strategy at e& international is heavily focused on driving growth of the wider digital ecosystem and becoming an integral part of every aspect of our customers’ digital lives.	e& international will continue to generate and grow synergies by extending support to our operating companies across the footprint. Synergies are delivered through a combination of sharing knowledge, best practices and capabilities between our markets, and leveraging e&’s Group procurement and wholesale functions to drive sizeable scale-based synergies and cost savings.

We continue to explore opportunities to engage and collaborate with the leading global digital partners to provide best-in-class solutions and services across our footprint.

During the year, we entered into various arrangements including a collaboration with MoneyGram (a leading cross-border peer-to-peer payments and money transfer company) to provide a seamless digital financial experience and enable e& Group’s large and fast-growing customer base to send and receive money through mobile wallets across its footprint in near real time.

In addition, we entered into a partnership with AIG (a leading multinational finance and insurance corporation with operations in more than 80 countries) to build a digital insurance offering, allowing our customers to access innovative insurance solutions through mobile apps and wallets.

Furthermore, we also built a strategic partnership with Visa and Mastercard to accelerate the implementation of our digital ambition, and to enable platforms addressing the digital finance propositions of our OpCos.

2022 was an exceptional year in terms of the macroeconomic challenges faced by operators in our international markets. Double-digit inflation, rapidly depreciating currencies, and rising interest rates have all been at the forefront of stakeholders’ discussions since the beginning of the year, in addition to stricter regulatory environments and higher taxes.

Our results, particularly in terms of organic growth in local currency, are a testament to the agility and resilience of our operating companies. Whatever lies ahead, we are confident in our continued ability to help steer and support them to adapt to both macroeconomic fluctuations and evolving customer needs, and to thrive in their respective markets.



e& international
Expand internationally to achieve scale synergies, reduce home market dependency and diversify footprint risk

e& international

(continued)

etisalat by e& Egypt

Amidst the major economic turmoil witnessed by the country in 2022, our operating company in Egypt has been able to successfully conduct a major rebranding exercise to become etisalat by e& Egypt, marking the first step in an exciting new journey to transform into the country's leading technology company. Having delivered impressive top-line growth this year, the Company has now set its sights on continuing to grow its share of the telecommunication market, while also implementing a major digital expansion, with a strong focus on entertainment and financial inclusion.

The Company cemented its commitment to the new brand by signing a strategic partnership with Al-Ahly Football Club earlier this year.

In 2022, etisalat by e& Egypt was able to generate double-digit year-on-year revenue growth (19%) in local currency, with even higher year-on-year EBITDA growth (21%). It remained the fastest growing operator in the market and was able to consistently acquire value share from its competitors.

etisalat by e& Egypt has continued to pursue its digital agenda at an aggressive pace and showcased exponential growth in the number of monthly active users of mobile wallets (> +200%), with equally significant growth in transaction volumes and revenues. In terms of customer experience, etisalat by e& remained the #1 operator in NPS within the four-player Egyptian market through its customer-centric approach and superior experience.

Pakistan Telecommunication Company Limited Group (PTCL Group)

In the face of an adverse macroeconomic situation, our subsidiary in Pakistan was not only able to successfully monetise its network investments in both fixed and mobile, and improve its market positioning, but also achieved the fastest revenue growth rate in 9 years.

In the fixed business, PTCL, investments have been directed toward the expansion of optical fibre using Fibre-to-the-Home (FTTH) technology. PTCL's FTTH footprint reached 500,000 households through the addition of 275,000 additional home-passes in 2022. Coupled with attractive value propositions, this enabled the Company to gain considerable market share within the fixed broadband segment.

PTCL's strategy is to deliver superior customer experience and the most reliable high-speed broadband services, while also ensuring the network is ready for future requirements, such as Fibre-to-the-Site as part of the Group's future 5G roll out. Growth within the enterprise segment also contributed significantly to cementing PTCL's position as the undisputed leader in fixed services for the enterprise and government sectors.

For PTCL Group's mobile business, Ufone, the expansion of 4G coverage and improvements in mobile data experience were areas of key strategic focus in 2022. This was supported with competitive value propositions, enabling Ufone to substantially grow its data subscribers and revenues. Ufone remained one of the fastest growing mobile operators in Pakistan, as well as a leader in customer experience.

Capitalising on its network expansion, Ufone positioned itself as a superior quality telecommunication brand and was lauded for its network strength, securing several prestigious industry awards, including the award for Pakistan's Number 1 Data and Voice Network from the Pakistan Telecommunications Authority (PTA).

Etihad Etisalat Company (Mobily)

After two challenging years, during which COVID-19 restrictions significantly hampered religious tourism and many other business activities in the Kingdom of Saudi Arabia, 2022 saw the beginning of the return to normal activities. With travel restrictions being lifted and religious tourism such as Hajj and Umrah opening up again, these changes provided a welcome boost to the country's economy.

In 2022, Mobily continued to execute its vision of being a digital leader in Saudi Arabia. Key strategic initiatives included building a differentiated portfolio of innovative products and services, launching new revenue streams across key digital and ICT, implementing an agile, partnership-ready operating model, and optimising costs.

Over the course of the year, Mobily launched several innovative offerings, including financial services platform MobilyPay which was established with key international partners Visa and MoneyGram. Mobily also initiated several collaborations with other international players, such as a partnership with Cisco to build the region's largest IoT cloud platform, a partnership with Equinix to enhance the quality and speed of the internet, and an MoU with Telecom Egypt to build the first submarine cable system directly connecting the Kingdom to Egypt.

During the year, Mobily became the first telecommunication company to win the 'Best Customer Experience Award'. It also won two Ookla Speedtest Awards at the "Mobile World Congress 2022 KSA". From a financial perspective, Mobily continued to show strong growth in both revenue and profitability. As a result, the market recognised Mobily as the fastest-growing Saudi telecommunication brand, and the MSCI ESG Index upgraded Mobily's rating to BBB, which is the highest rating among Saudi telecommunication operators.

Maroc Telecom Group

2022 was a challenging year for Morocco as the economy witnessed a slowdown fuelled by drought conditions cited as the most severe the country has seen in the last three decades. This was compounded by the impacts of the war in Ukraine and global commodity shocks. CPI inflation rose to more than 8% year-on-year, the highest since 2008, interest rates rose for the first time in the last 14 years and the currency continued to devalue.

In the midst of these challenging conditions, Maroc Telecom Group showcased strong financial performance in 2022, fuelled by continued investment to extend and strengthen the network and offer the latest technologies. Innovative value propositions were introduced to offset challenging regulatory measures, while the Company also continuously strides towards digital transformation, implementing new projects and initiatives to better meet changing customer needs and improve the quality of customer experience.

In Morocco, investments have been directed towards the development of optical fibre using FTTH technology and improvement of mobile data speeds. Moov Africa subsidiaries also showcased strong performance through continued subscriber acquisition despite tough macroeconomic and competitive challenges in some markets.

Moving forward, Maroc Telecom Group is committed to executing a robust strategy to address the regulatory and competitive challenges in its footprint through attractive value propositions, repositioning of the portfolio to reignite growth, reinvestment in selected markets to exploit growth opportunities and focusing on digital adjacencies to capture long-term customer-centric growth.

Etisalat Afghanistan

Afghanistan remains a challenging market on the social and political front, combined with volatile economic conditions and fluctuating currency movements.

However, Etisalat Afghanistan has nonetheless succeeded in performing exceptionally well in the market, with strong subscriber acquisition, top-line growth and profitability improvements, while also maintaining strong customer experience. Its strategy in the coming years is to continue to expand its network and infrastructure, while capitalising on the growing demand for data in the country.

