



In 2024, various opportunities were provided for Zain to explore how it could further generate value across its value chain. The company ensured that when launching products and services it considered the short-, medium- and long-term aspects for the business, society, and the environment. Through this lens, Zain continued to take a holistic approach factoring in a 360 view of the value it creates for its stakeholders, including customers, employees, suppliers, and the broader community.

Framing the context:

The unique market demographics across Zain’s different operating communities present both challenges and opportunities for its commercial activities. The industry’s competitive landscape provides Zain with the opportunity to prioritize brand differentiation across its markets by launching inclusive products and services to meet the needs of different segments such as people with disabilities, environmentally conscious consumers, the elderly, and youth. For example, Zain KSA effectively offered unique packages such as SHABAB, FLEX and VISITOR, which aim to further engage with targeted communities such as youth, blue collar workers, expats, and pilgrimage visitors.

However, this tailored approach is not without its challenges. A key challenge facing Zain’s operations is the rapidly evolving regulatory context. To address this, the company is consistently ensuring that it is up to date and compliant with any new regulation introduced to the market. Another challenge evident in markets such as Sudan and South Sudan is the volatility of the local currency and economic instability coupled with the geopolitical conflict. Due to the large geography and scattered population in Iraq, the company faces difficulty in ensuring it can continuously increase its digital touchpoints to meet the needs of its customers. Zain Kuwait faces the challenge of promoting sustainable products and services with low environmental impact, which often come at a higher cost. Educating consumers on the long-term benefits of such products is important in addressing this barrier.

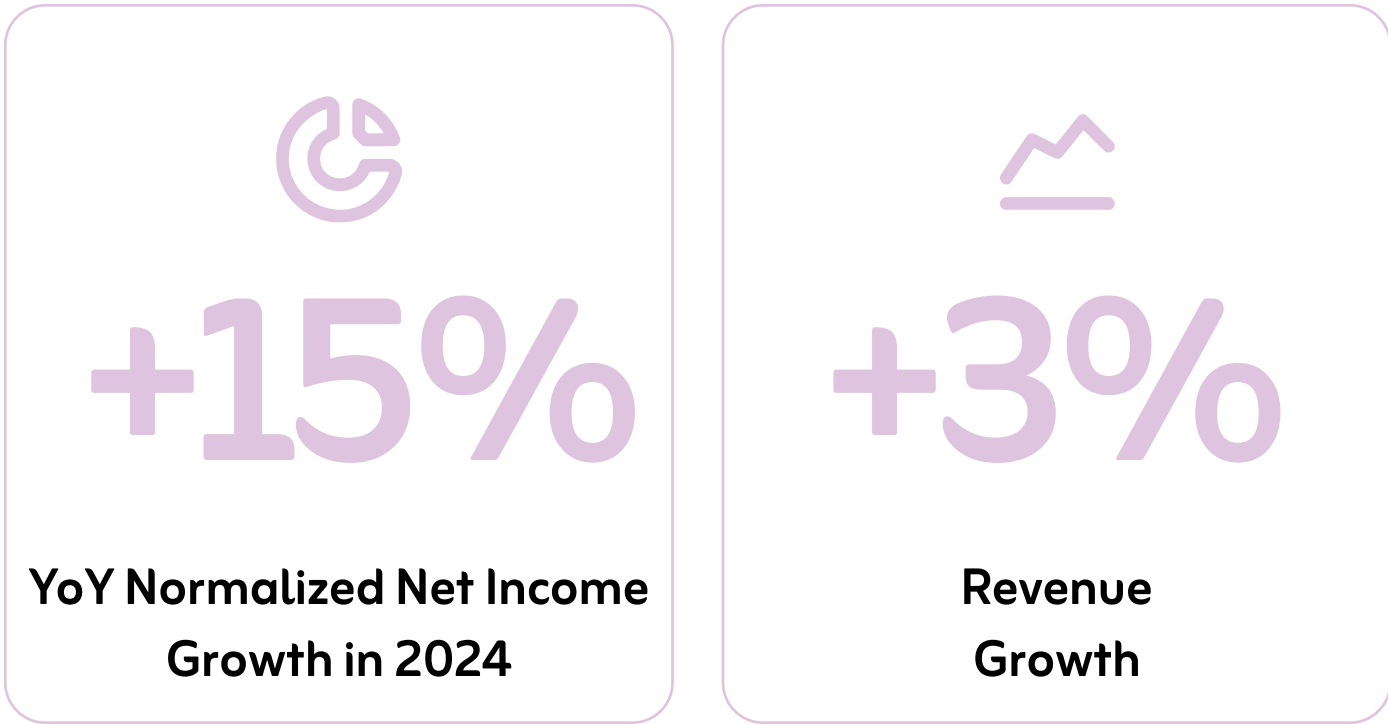
Within this context, the following section highlights Zain’s main commercial products and services:

- Economic Performance
- Zain’s Value Chain
- Core Services
- Non-Core Services
- Marketing, Advertising and communications
- Zain Subsidiaries

Economic Performance:

In 2024, Zain achieved a solid financial performance, representing a 3% year-on-year (Y-o-Y) revenue growth

Financial Performance: Direct Economic Value Generated and Distributed



	2024	
	KD m	US\$ m
Revenues	1,972	6,429
Cost of Sales	(649)	(2,115)
Operating Costs	(634)	(2,067)
Net Profit	208	677
Retained Earnings	517	1,679
Dividends Paid	(161)	(525)
Dividends paid to non-controlling interests	(24)	(78)
Staff Costs	175	572
Finance Costs Paid	(107)	(349)
(Repayment of)/ proceeds from bank borrowings (net)	108	352
Income Tax Payments	(13)	(42)
Kuwait Foundation for the Advancement of Sciences Paid	(2)	(7)
National Labor Support Tax and Zakat Paid	(12)	(39)

The Board of Directors recommended a cash dividend of 25 fils per share for the second half of 2024, subject to Annual General Assembly approval. This dividend follows the semi-annual dividend of 10 fils distributed in 2024, totaling 35 fils per share for the year 2024.



Zain’s Value Chain:

Zain’s value chain covers various streams, each crucial in supporting the company’s core activities and addressing customer needs. Zain’s value chain mainly consists of network and equipment suppliers, product R&D, hardware and software producers, cloud service providers, system integrators, and distribution networks. The company determines the value it generates through its value chain from a business, society, and environmental perspective demonstrated below:

1. Network and Equipment Suppliers:

These suppliers are crucial for maintaining and expanding Zain’s network infrastructure. They provide the technology necessary for reliable and high-quality network services, which directly impacts Zain’s ability to provide quality products to its customers.

2. Product R&D:

Product research and development (R&D) drives innovation, leading to the creation of new technologies and services that can enhance quality of life. Within Zain’s value chain, R&D plays a critical role in developing innovative communications tools and digital services. These advancements improve connectivity and accessibility for diverse communities across the MENA region, aligning with Zain’s commitment to enabling inclusive and sustainable digital transformation.

3. Hardware and Software Producers:

A growing number of hardware and software producers are increasingly focusing on sustainable practices, such as energy-efficient components and reducing e-waste. Adopting these practices helps Zain reduce its carbon footprint associated with technology production and usage.

4. Cloud Service Providers:

Cloud service providers enable Zain to offer scalable solutions to its customers, facilitating efficient data storage, management, and processing. This supports business agility and allows Zain to adapt to market demands and technological advancements.

5. System Integrators:

System integrators enhance operational efficiency by ensuring that different technology systems work together. This integration reduces costs and improves overall performance, contributing to more effective service delivery and innovation.

6. Distribution Networks:

Effective distribution channels ensure that products and services reach customers efficiently, including marginalized or remote communities. This increases access to essential services and helps bridge digital gaps.

Core Services:

This section examines the various channels through which Zain delivers its products and services to customers, as well as the job opportunities generated by these channels highlighting the company’s impact on the social capital. It also showcases examples of core services developed specifically to cater to targeted communities.

Zain’s Distribution Channels

This year, through its distribution channels, Zain generated 113,967 jobs that helped boost economic activity across its markets.

Zain's Economic Impact through its Value Chain - Our Supply Chain 2024

	Bahrain	Iraq	Jordan	Kuwait	Saudi Arabia	Sudan	South Sudan
Outlets	3,400	14,597	2,209	3,610	1,664	31,147	37,139
Distributors	5	1	4	7	2,883	47	14
Franchise shops	9	78	48	53	200	48	0
Flagship and Zain-owned stores	8	26	27	12	40	2	12

Zain’s Economic Impact through its Value Chain - Our Supply Chain 2023

	Bahrain	Iraq	Jordan	Kuwait	Saudi Arabia	Sudan	South Sudan
Outlets	3,000	14,597	2,991	3,707	1,400	31,855	22,000
Distributors	6	1	5	10	2,000	44	13
Franchise shops	0	78	53	98	224	20	0
Flagship and Zain-owned stores	17	26	27 (1 Owned + 26 Rented)	14	33	2	12

Jobs provided in 2024

Bahrain	5,053
Iraq	1,325
Jordan	4,820
Kuwait	5,710
Saudi Arabia	2,750
Sudan	32,309
South Sudan	62,000





Addressing Vulnerable Segments

Supporting Communities in Sudan during the Conflict

Between January - June 2024, Zain Sudan successfully relaunched its product portfolio, to all targeted marketing segments, despite numerous challenges posed by the network shutdown and the limitations of the disaster recovery charging system. The key achievements during this period included:

- Introduction of a new Unified USSD menu with dynamic features tailored to different target segments, enhancing customer experience across various segments.
- Launch of a new voice packages portfolio, offering a variety of options with different validities and resources, specifically designed to cater to the needs of different market segments including mass, youth and high ARPU customers (HAC).
- Restoration of the internet-on-mobile and data cards packages, along with the introduction of new weekly packages, targeting specific customer preferences.
- Relaunch of the Taktik portfolio – Zain Sudan’s differentiated offerings with competitive data pricing per unit, customized to meet the increased data connectivity demand in the current market situation. As of June 2024, Taktik counted 804,326 subscribers.
- Launch of a Hajj offer, featuring a special roaming package for customers traveling to Saudi Arabia.
- Restoration of the International and Roaming portfolio, ensuring the provision of essential services for customers.

BASMA LINE+

Zain Jordan’s Basma Line is now revamped to Basma Line+, which is a mobile bundle package tailored for deaf and mute customers. The revamped line was developed based on focus group sessions conducted with the target audience. Based on the feedback, Zain Jordan doubled the cellular data available within the bundle to 25GBs, 3,000 minutes of video calls, 20,000 minutes on Zain lines, 3,000 minutes local calling minutes on other networks, and 3,000 local SMS and zero rating on calling the 114-emergency line.

In addition, during the year, Zain Jordan launched the 114 emergency application, which provides a video platform feature for the emergency number of the Kingdom to enable people from the deaf community to report emergencies across any mobile network. This application is a continuation of the development of the emergency line project for the deaf community (114), under a specialized work stream that focuses on developing tools to support people with disabilities to access communications and information technology services. Currently, 290 subscribers are subscribed to the Basma Line number bundle. Zain Jordan is working on migrating subscribers from the older version to use Basma Line+.

Kaspersky Safe Kids

Zain Kuwait continues to offer Kaspersky Safe Kids, an all-in-one parental control app to help protect children online. Features of this application include:

- GPS tracking and alerts: Ability to find a child on a map, geofence a safe area for them to remain in, and receive an alert should the child leave it
- YouTube Safe Search: Ability to view a child’s YouTube search history and restrict inappropriate content
- Website filters: The ability to block adult content and customize a list of sites and applications that a child can only visit with the adult’s permission.
- Screen time and application usage: Manage the child’s screen time per day, per device in alignment to the schedule and rules.

Launched last year, there are a total of 16 activations per day to date and 501 active subscriptions.



Non-core Products and Services

To further diversify the company’s products and services, Zain continued to establish different lines of business that are scalable and applicable across markets.

1. Financial Inclusion

Zain FinTech, the financial services arm of Zain Group, offers services across its Middle East and Africa footprint, including Zain Cash in Jordan and Iraq, Tamam in Saudi Arabia, Bede in Bahrain and soon in Kuwait and Sudan. Zain FinTech services offer a rich and much-needed range of innovative products and services related to payments, remittances, credit cards, and micro-finance within Zain’s ecosystem and beyond. Zain FinTech’s B2B software as a service (SaaS) solution provider FOO specializes in empowering businesses with fintech offerings built entirely in-house, which optimize digital capabilities for clients across diverse industries and enables them to deliver an unparalleled user experience.

The following products and services are currently offered in Zain’s markets

- Payment Services
- Credit card
- Virtual card
- ATM Services
- International remittances
- Cash collection
- Corporate cards
- Expense & allowance management
- Digital vouchers
- Micro-financing
- BNPL
- Salary disbursements

2. Zain Esports

ZAIN ESPORTS

During 2024, Zain Esports undertook 50 tournaments and activations across Zain operations in Kuwait, Saudi Arabia, Bahrain, Jordan, and Iraq. Since first launching in 2021, Zain Esports has attracted approximately 70,000 participants and garnered 160 million+ social media impressions regionally. Moreover, Zain Esports currently has 210,000 social media followers and during 2024, 820,000+ unique viewers watched Zain Esports tournaments streamed live on Twitch and YouTube.

Zain has invested heavily in network upgrades in recent years, with gaming being one of the most significant business use cases for 5G and fiber-to-the-home (FTTH). Zain was able to identify this opportunity early on, working to cultivate the e-gaming community across the Middle East in general, and within its markets of operation in particular.

This investment in network and resources has resulted in the development of a vibrant e-gaming ecosystem across regional markets, with Zain Esports leading and involved in multiple gaming activities centered around the main esports titles, namely Fortnite, Counter Strike, Call of Duty, PUBG Mobile, League of Legends, FC 24 (previously FIFA), Valorant, etc.

- **Regionwide:** Notably during 2024, Zain Esports partnered with Riot games in more than 15 venues across eight countries to launch the League of Legend MENA servers that saw more than 5,000 gamers participate and received more than 45 million impressions.
- **Kuwait:** Zain Esports conducted multiple offline football tournaments in Kuwait throughout 2024 with hundreds of gamers competing in the 62 matches played.
- **Saudi Arabia:** Zain Esports’ local arm PLAYHERA continued to support the Saudi gaming system.
- **Bahrain:** Zain Esports partnered with universities to launch the Zain University League within the Kingdom, seeing more than 300 up-and-coming gamers participate in various tournaments and workshops held in the recently established Zain Esports Lab within the Zain HQ offices.
- **Jordan:** Zain partnered with the First Jordan Gaming and Esports Summit, as well as being the main sponsor of the Jordanian Esports Federation - collaborating in multiple tournaments across the year. Zain Esports in Jordan holds regular activations at its new state-of-the-art venue, the Dome, in partnership with gamergg, a Jordanian esports company specializing in tournament organization.
- **Iraq:** Zain Esports participated in the Esports World Cup 2024 Tekken 8 held in Riyadh, Saudi Arabia. Additionally, Zain Esports in Iraq was a strategic partner to the Iraq International Information & Telecommunication Technology Expo (ITEX), supporting its monthly esports tournaments.



Marketing, Advertising and Communications

Responsible Marketing & Communications Standard

In line with Zain Group's commitment to ethical and transparent marketing and communications, the Responsible Marketing and Communications Standard was launched on March 6, 2024. This Standard was developed following an internal benchmarking assessment exercise using UNICEF's Child Rights Impact Self-Assessment Tool for Mobile Operators (MO-CRIA) 'Products, Sales, & Marketing' category, where the company evaluated the commercial practices of all its operating companies concerning children's rights.

The Responsible Marketing and Communications Standard reflects Zain's dedication to maintaining the highest levels of responsibility, transparency, and ethics in its marketing and communication activities. It ensures that Zain's practices do not exploit marginalized or vulnerable populations and promote inclusivity and diversity. The key principles outlined in the Standard include:

- 1. Transparent Communication: Zain pledges to provide clear, accurate, and understandable information in its marketing communications, with a particular focus on responsibly marketing products and services to children. This includes distinguishing promotional content from non-promotional material and avoiding exaggeration or misleading information.
- 2. Ethical Advertising: Zain adheres to laws, regulations, and industry standards, such as UNICEF's MO-CRIA, ensuring that marketing materials for child-directed products and services are suitable for all age groups. Additionally, Zain avoids exploiting children's vulnerabilities and using deceptive or manipulative techniques.
- 3. Inclusive Marketing: Zain's marketing materials and campaigns promote diversity and inclusion, challenge stereotypes, and avoid discriminatory practices. Zain commits to not engaging with organizations involved in discriminatory actions.

- 4. Parental and Guardian Consent: Zain obtains parental consent when collecting personal information from children, provides clear instructions on managing a child's participation in marketing activities, and ensures campaigns involving children comply with local laws and prioritize their safety.
- 5. Responsible Use of Digital Channels: Zain prioritizes child safety in digital marketing content and platforms, complies with its data privacy regulations, and encourages balanced technology use among children.
- 6. Purpose-Driven Partnerships: Zain seeks partnerships with organizations and individuals sharing its commitment to responsible marketing, conducting due diligence to ensure partners align with its standards of transparency, ethics, and equality.

The scope of the Standard covers Zain's Commercial/Marketing Communications, Corporate Communications, and Branding departments and extends to all Zain operations, subsidiaries, suppliers, and third parties involved in creating Zain-branded content. The Standard is being implemented across the Group with suppliers acknowledging and aligning to the Standard. In addition, all new employees need to align to the Standard to ensure proper implementation.

Please find the link to the Responsible Marketing & Communications Standard Policy Statement [here](#).

Zain's Subsidiaries

ZainTECH

By focusing on real business challenges, ZainTECH's team of industry-specialized experts work with customers to design and build the best digital solutions for their specific organization. With regional centers of expertise across eight countries in the MEA/Middle East region, region, in-country cloud-based platforms, and digital assets, ZainTECH delivers its services with lower risks and less upfront capital investment.

ZainTECH's approach to sustainability with respect to products and services is twofold – specific solutions for sustainability, and an approach to weave sustainability outcomes into everything it does from each business unit.

ZainTECH's Sustainability platform

ZainTECH Sustainability platform provides integrated smart building solutions optimizing energy, reducing carbon emissions, and lowering operational costs. Our cloud-based platform consolidates fragmented systems into one unified interface, delivering real-time insights, asset control, and actionable recommendations, accelerating compliance and efficiency.

Digital Solutions Business Unit

Our digital solutions enable sustainability across all ZainTECH's solutions by leveraging advanced analytics, IoT, and automation to optimize resource efficiency, lower environmental impact, and proactively reduce energy consumption and emissions.

Cloud Business Unit

Sustainability in and from the Cloud – driving green transformation: Reduce operating requirements and migrate IT workloads into more sustainable datacenters with an accelerated shift towards sustainable energy and clear decarbonization targets that are up to 98% more carbon efficient than traditional on-premise datacenters.

Data and AI Business Unit

Data-driven sustainability – enabling smarter green decisions: Enables organizations to leverage their data to make better-informed, more sustainable decisions while efficiently managing the escalating costs of handling large and growing data sets, thus supporting

their ESG goals by optimizing resource use, reducing environmental impact, and improving governance

Cybersecurity Business Unit

Cybersecurity and sustainability - protecting data and the environment:

Enable organizations to reduce their carbon footprint, while maintaining or even improving organizational protection and resilience by mapping security controls according to risks and emissions, and focusing on themes with a high potential for reducing emissions, but with little or no impact on the level of risk.

Drones & Robotics Business Unit

Conduct safe, non-invasive inspections to reduce operational downtime. Accurate data and collection and maintenance enhancements. Eliminates need for heavy equipment to lower emissions and preserve surroundings.

Key achievements since ZainTECH's establishment in October 2021 include:

- March 2022 – Announced the launch of world-class managed cloud services and cybersecurity solutions to enterprises and government entities with Zain Business in Kuwait
- October 2022 – Acquisition of BIOS Middle East, a leading managed cloud service provider
- May 2023 – The acquisition of Adfolks, a UAE-based cloud-native engineering firm that provides a comprehensive range of cloud transformation services. Adfolks was founded in 2016 and is recognized for its expertise in modern infrastructure, application modernization, security, data, machine learning, and automation
- October 2023 – Agreement to acquire Specialized Technical Services Company (STS Arabia), Jordan's largest digital transformation solutions company, which also has a prominent presence in Saudi Arabia, the United Arab Emirates, Bahrain, and Iraq
- December 2023- completion of its state-of-the-art Information and Communication Technology (ICT) Hub and the expansion of its operations in Dubai Internet City

- January 2024 - Completed acquisition of STS Arabia.
- February 2024: Completed acquisition of Citrus Consulting – Advanced Tier Amazon Web Services (AWS) partner to further strengthen ZainTECH's AWS Center of Excellence.

Activities throughout 2024:

- The official launch of ZainTECH in Bahrain and Saudi Arabia, aiming to assist the digital transformation of enterprises and government entities.
- Entered a strategic partnership with SAIMOS, a Europe-based leading vendor that uses Intel computer processors to efficiently analyze video footage and manage geographic location data to deliver an advanced Video Analytics as a Service (VAaaS) solution.
- Made its debut at LEAP, the largest technology exhibitions and conferences in the region in Saudi Arabia.
- Entered a partnership agreement with GitLab, a leading comprehensive open-source provider that integrates security into its software development and operations processes. This collaboration serves to leverage the latter's advanced engineering capabilities to roll out services in Saudi Arabia.
- Earned the Microsoft Azure Expert Managed Service Provider (MSP) status, awarded to organizations that demonstrate exceptional capabilities in delivering comprehensive, end-to-end solutions on the Azure cloud platform.
- Entered a Share Purchase Agreement (SPA) with Redington, an international technology solutions provider, to acquire the seller's Consulting and Transformation Services arm, Citrus Consulting, a regional AWS Advanced Consulting Partner with a strong operational footprint across the Gulf region
- Partnered HYAS Infosec to deploy HYAS' top-rated Protect solution across the Middle East, enhancing security and protection against malware and attacks.
- Signed a strategic partnership agreement with Vercara to deliver Vercara's advanced cloud-based security solutions, which protect businesses' online presence from a range of cyberthreats.



- Announced the commencement of its operations in Iraq through the signing of a Memorandum of Understanding (MoU) with Horizon.
- Through its partnership with DATANUUM, ZainTECH enhances customer data engagement and retention across the Middle East, focusing on data privacy, personalized engagement, and scalable solutions for retail and healthcare sectors.
- In collaboration with Urbi, ZainTECH is set to revolutionize geospatial innovation and smart building technologies in MENA. Targeting improvements in sustainability, transportation, real estate using, AI, blockchain and IoT technologies.
- By joining forces with HTC VIVE to bring industry-leading XR hardware and the VIVERSE Platform to the MEA region, expanding business collaboration and productivity through XR solutions.
- Earning the SPIRE™ Qualified Company Designation from UL Solutions to become the first ICT company in the region to strengthen its leadership in the smart building sector. This accreditation boosts the ability to deliver certified smart building solutions.
- In partnership with FICO and Lean Technologies, Tamam and ZainTECH launch an AI-driven credit assessment model to advance financial inclusion and data- driven financial solutions in Saudi Arabia.
- Accelerates cloud adoption with Nutanix to drive digital transformation across the region by enabling enterprises and government entities to modernize their IT infrastructure.
- A new collaboration with Huawei enables ZainTECH to enhance digital services across MENA, with a focus on 5G, cloud, AI, cybersecurity, and smart city solutions.
- Integrates digital twin technology into enterprise solutions to optimize operations and drive growth across industries in MENA through virtual replicas of physical assets and systems, in partnership with Tencent Cloud.
- Accelerates IT modernization and cloud adoption across the MENA region in collaboration with Red Hat, enabling enterprises to meet evolving market demands with flexible and scalable IT solutions.
- Oracle and ZainTECH are working together to drive cloud, cybersecurity, and digital innovation throughout the MENA region.

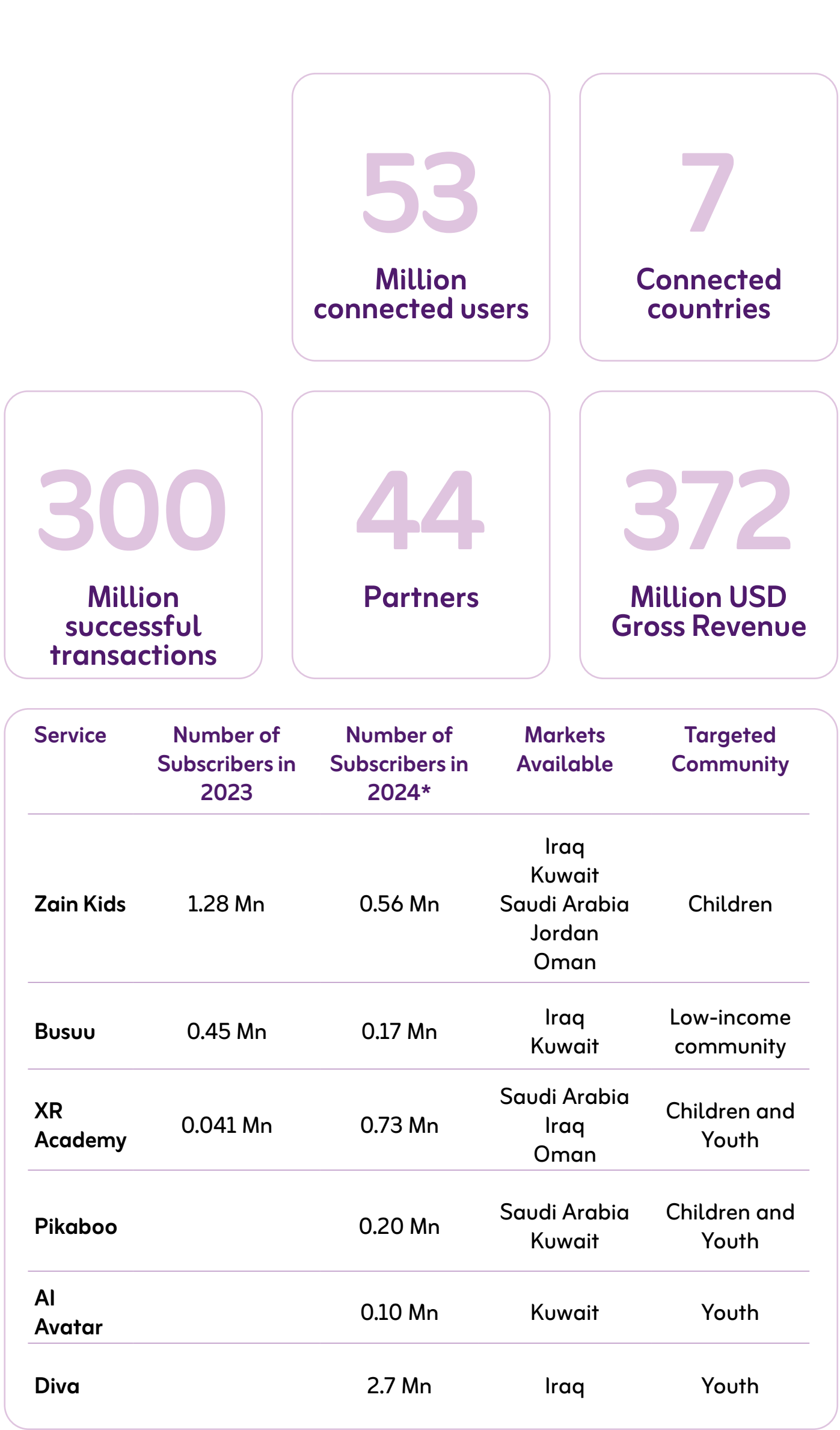


Dizlee – Zain Group’s API platform

Dizlee, Zain’s API platform provider, is a digital monetization ecosystem operator offering an appealing array of content and gaming services, direct billing, messaging, and digital authentication services, among other solutions, on one platform. To standardize the digital services offerings in Zain’s markets, as a one-stop-shop, Dizlee boats one of the largest premium customer bases in the region, enabling growth opportunities for digital content providers. Dizlee is committed to streamlining partners' needs regarding contractual relationships and financial reconciliations.

In Q2 2024, Dizlee soft launched the first API marketplace in the region, a bold initiative that places it at the forefront of digital transformation. The API marketplace serves as a hub for partnerships across multiple industries, with an initial focus on a Communication Platform as a Service (CPaaS) solution. These services cater to delivery companies, fintech firms, and insurance providers, with offerings ranging from number masking and call recording to location sharing—all designed to meet the specific needs of enterprises.

What sets Dizlee’s API marketplace apart is its ability to offer tailor-made solutions for various industries while maintaining a customer-centric and agile approach. This adaptability enables enterprises to integrate digital services rapidly, making it easier for them to meet their clients' ever evolving requirements.



*XR Academy experienced a large increase in 2024 due to the addition of new markets.



Zain Omantel International (ZOI)

Zain Omantel International (ZOI) represents a significant milestone in regional collaboration, aimed at enhancing global connectivity and strengthening digital infrastructure. The joint venture is between Zain and Omantel, Oman's leading integrated telecommunications services provider and the preeminent regional wholesale provider.

The partnership is transforming the wholesale telecommunications sector by leveraging the combined infrastructure and capabilities of Zain and Omantel to provide comprehensive services to global customers. ZOI addresses the full spectrum of telecommunications needs for regional operators, international carriers, data centers, hyperscalers, and content and cloud providers, serving over 50 million subscribers across eight countries.

- Products and services:
- Infrastructure: subsea and terrestrial cables and data centers
 - Connectivity and capacity: high reliability and low latency global connections
 - Internet: access to global internet gateways and content connect
 - Carrier Solutions: international voice, messaging and mobile services
 - Worldwide Roaming: seamless coverage in more than 200 countries

- 2024 Key Highlights:
- One Consortium Membership: ZOI was the first telco from our region to join the One Consortium, a global forum mitigating illegal and unwanted international voice traffic, reinforcing security and trust in telecommunications.
 - ASN Integration: The seamless integration of Zain and Omantel’s Autonomous System Numbers (ASN) has optimized routing efficiency, ensuring superior service delivery across ZOI’s vast network. This resulted in ZOI having the highest ASN rank in the region.
 - ZOI Ambassador Program: Empowering employees as brand advocates, this initiative has fostered a stronger corporate identity and enhanced engagement with industry stakeholders. It also reflects ZOI’s investment in human capital, which is its most valuable asset.
 - Awards: ZOI has won several prestigious international awards:
 - › Best Blockchain/Security Solution – Global Connectivity Awards by Capacity Media in London
 - › Best Subsea Cable Operator – Carrier Community Global Awards in Berlin
 - › Young Professional of the Year: Reham Al Farsi, Marketing & Communications Manager – Carrier Community Global Awards in Berlin