08 Our Strategy

'4WARD - Progress with Purpose': Accelerating Zain's evolution to a purpose-driven TechCo

Building on the strong foundations of the 4SIGHT corporate strategy, which was implemented across Zain between 2019-2024, the company is accelerating its transformation with '4WARD-Progress with Purpose', a strategy designed to unlock Zain's full potential as a customer-centric, future-proof, and purpose-driven tech conglomerate.

4WARD builds on the significant momentum and transformational accomplishments made under 4SIGHT whereby Zain emerged as a multi-core digital player, successfully transforming its fixed and mobile services and expanding into several new business verticals including ICT, Digital mobile operations, Fintech, Entertainment, Digital Infrastructure, Subsea and Cross-Border Connectivity, and more.

Zain remains aligned with the rapid shifts shaping the digital landscape, responding to these changes with an approach focused on continuous evolution and practical execution. This outlook ensures the organization adapts to new technologies, emerging customer needs, and industry transformations in a deliberate and purpose-driven way. At the heart of this transition is Zain's commitment to Progress with Purpose, ensuring that the company's growth fuels long-term value for customers, communities, and the environment. This core belief is clear in Zain's purpose: "Better Lives, Lasting Connections"

Accelerating Zain's Transformation

The 4WARD strategy is anchored in a clear vision of propelling Zain into the next era as a leading regional Tech Conglomerate (TechCo). It is a strategy driven by purpose that places at its heart the company's enduring bond with its customers and the communities it serves. It reaffirms Zain's commitment to digital innovation, powered by the collective strength of its people and capabilities, while emphasizing the seamless harmonization of resources and value flows across all operations and partnerships within the wider Zain ecosystem.

4WARD unfolds through four key forces, designed to drive the company forward to create value and unleash the full potential of the updated Zain strategy, operating in a complex and interdependent ecosystem of telecom, tech subsidiaries, and digital ventures. Within four driving forces, 12 accelerators emerge to propel the company's progress:

Force 1: Customer Delight: Placing Customers at the Core

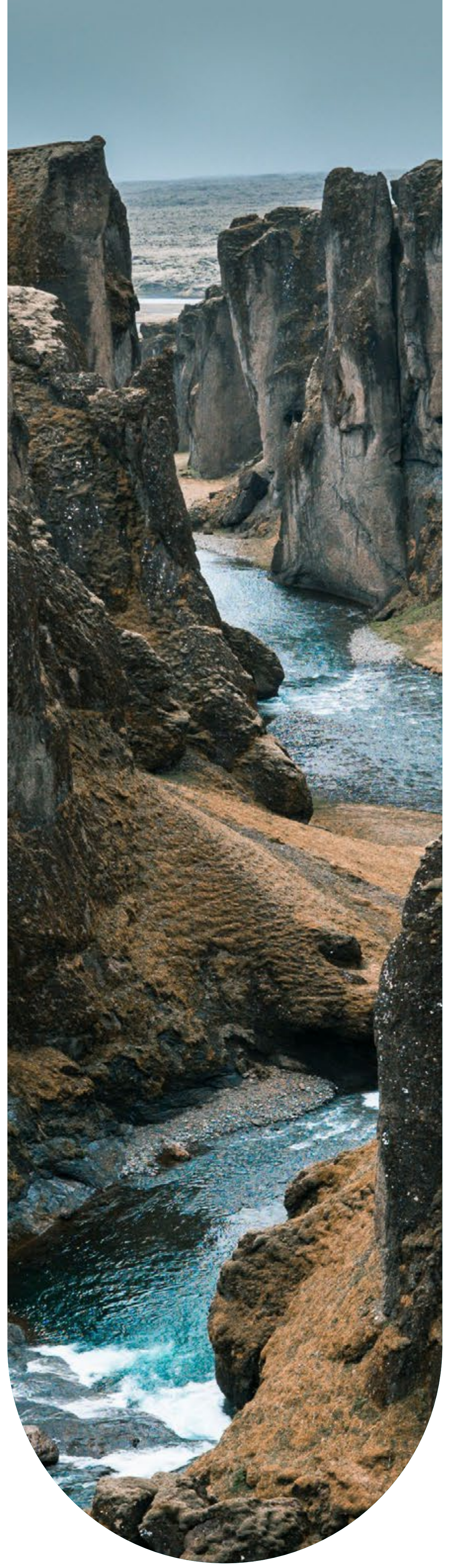
Zain is committed to exceeding expectations and delivering seamless experiences across Consumer, Enterprise, and Government segments. This force is driven by the following three accelerators:

a. One Delightful Experience: A unified, customer-first approach to enhance satisfaction and loyalty.
b. Business Partner of Choice: Strengthening Zain's role as the trusted enabler of digital transformation for businesses and governments.
c. Superior Fixed & Mobile Connectivity: Delivering next generation fixed and mobile networks to meet evolving customer demands.

Force 2: Digital Zain: Scaling Innovation & Digital Growth

Zain is leveraging digital solutions and emerging technologies to enhance service capabilities and drive new revenue streams. This force is ignited by the following three accelerators:

a. Digital Finance: Scaling Fintech into a regional powerhouse, expanding its portfolio to include banking and insurance services.
b. AI & Digital Innovation: Establishing an AI-driven digital ecosystem that unlocks new business models and enhances efficiency.
c. Digital Infrastructure: Expanding Zain's digital infrastructure by introducing a portfolio of regional Data Centers to support hyperscalers, enterprises and governments.



Force 3: Purpose and Action: Driving Growth with Responsibility

At Zain, business success is guided by purpose and aligned with meaningful impact—ensuring that innovation is driven by a commitment to sustainability, inclusion, and long-term value creation. This force is powered by the following three accelerators:

a. Purpose: Embedding Zain's core values into every aspect of the business, fostering an ecosystem of sustainable growth.
b. Inclusion, Diversity & Equity: Advancing equitable opportunities and cultivating a diverse, forward-thinking workforce. Zain continues to embed IDE principles across its talent practices, leadership development, and workplace culture, ensuring that all employees feel represented, supported, and empowered to contribute meaningfully. Please visit our People and Purpose section to learn more about Zain's IDE initiatives.
c. Sustainability: To provide meaningful connectivity that leads to systemic change through initiatives that create value across environmental, social, and governance (ESG) priorities. This includes managing climate change impacts, strengthening data privacy and human rights processes, responsible supply chain processes, and expanding efforts in digital inclusion and community impact. The company also continues to enhance its ESG governance, and transparency in alignment with global standards.

Force 4: Collaborative Growth: Strengthening People & Partnerships

Zain is empowering its people and fostering cross-industry collaboration to unlock synergies across its ecosystem. This force is fueled by the following three accelerators:

a. People: Building a high-performance, engaged workforce that thrives on collaboration and inclusivity.
b. Enhanced Collaboration: Breaking silos to drive efficiency and enable seamless knowledge-sharing across Zain's entities and business units.
c. Partnerships: Expanding strategic collaborations to drive growth and unlock new market opportunities.

A cohesive strategy embracing integrated thinking

Emerging from within Zain, 4WARD was built from the bottom up through active, iterative engagement with Zainers across all levels of the organization ranging from executive management to representatives spanning the full spectrum of functions and expertise. The strategy was also complemented by integrating external views from several subject matter experts, market research and investor expectations. The strategic process that led to the development of 4WARD is a testimony of an integrated cross-functional alignment and stakeholder involvement.

In its foundations, 4WARD embraces integrated thinking:

- Purpose-led, embodying “Progress with Purpose”
- Stakeholders are central to the strategy and explicitly addressed (B2C, B2B customers, partners, and Zain People).
- Positive societal impact is integral to the strategy, along with business growth. ESG goals are embedded within 4WARD, not treated as a separate agenda.
- 4WARD’s Analytics and AI pillar operationalizes integrated thinking through data integration.
- Collaboration between the different business clusters of Zain is a cornerstone of 4WARD. The concept of collaboration is central within the ecosystem of the company, between its people and entities but also outside the Zain realm through forging strategic and value-creating alliances.
- 4WARD drives value across all six capitals:

During the development and revision of the strategy, opportunities and potential risks have been considered. Strong opportunities to drive growth include enhancing digital capabilities, centralizing customer experience, and embedding purpose-led practices, which together can unlock new revenue streams, strengthen customer trust, and position the company as a leading tech conglomerate. However, these opportunities come with possible risks, including cybersecurity threats, execution challenges in digital transformation, regulatory pressures, and the complexity of aligning people, systems, and partnerships across markets.

The following details the impact of each accelerator under ‘4WARD – Progress with Purpose’ on the six capitals:

Financial: Sustainable revenue and diversification through new digital verticals.

Human: Empowering people through upskilling, inclusion, and leadership development.

Intellectual: Leveraging data, AI, and innovation capabilities.

Social & Relationship: Building trust with customers, communities, and partners.

Manufactured: Expanding digital and network infrastructure.

Natural: Reducing emissions and driving energy efficiency.

MATERIAL TOPIC

Customer Privacy & Data Security, Customer Service, Digital Transformation, Digital Inclusion, Selling Practices & Product Labeling, Business Ethics & Governance, Competitive Behavior

SUB-TOPIC

Customer Delight

IMPACT ON THE SIX INTEGRATED THINKING CAPITALS

Focusing on customer delight strengthens Social & Relationship Capital by building trust, boosts Human Capital through better service skills, and enhances Manufactured and Intellectual Capital by improving networks and digital channels. The main trade-off is increased short-term spending, which affects Financial Capital, while Natural Capital is only slightly influenced.

- \+ Social & Relationship Capital
- \+ Human Capital
- \+ Intellectual Capital
- − Financial Capital

MATERIAL TOPIC

Customer Privacy & Data Security, Management of Legal & Regulatory Environment, Economic Performance, Supply Chain Management, Customer Service, Business Ethics & Governance, Competitive Behavior

SUB-TOPIC

Digital Zain

IMPACT ON THE SIX INTEGRATED THINKING CAPITALS

Digital growth increases Intellectual, Manufactured, and Financial Capital through new platforms and revenue, strengthens Social & Relationship Capital through improved digital services, and lifts Human Capital through advanced skills, with minimal direct effect on Natural Capital.

- \+ Intellectual Capital
- \+ Manufactured Capital
- \+ Financial Capital
- \+ Social & Relationship Capital
- \+ Human Capital
- − Natural Capital

MATERIAL TOPIC

Inclusion, Diversity & Equity, Human Rights, Philanthropy & Community Engagement, Responsible Consumption & Production, Waste Management, Biodiversity & Nature Impacts, Climate Change, Socio-economic Compliance, Business Ethics & Governance, Business Model Resilience, Children's Rights, Labor Practices, Employee Health & Safety, Supply Chain Management, Natural Capital, Physical & Sociopolitical Risks, Workforce Management

SUB-TOPIC

Purpose & Action

IMPACT ON THE SIX INTEGRATED THINKING CAPITALS

Purpose-driven action strengthens Social & Relationship Capital by building trust, enhances Human Capital through an inclusive and fair workplace, and supports Natural Capital through stronger environmental practices. It also grows Intellectual Capital by embedding ESG thinking into decision-making and improves Manufactured Capital through more responsible operations, while Financial Capital may face short-term pressure due to investment in sustainability and inclusion initiatives.

- + Social & Relationship Capital
- + Human Capital
- + Natural Capital
- + Intellectual Capital
- + Manufactured Capital
- − Financial Capital

MATERIAL TOPIC

Inclusion, Diversity & Equity, Workforce Management, Labor Practices, Employee Health & Safety, Human Rights, Supply Chain Management, Business Ethics & Governance, Competitive Behavior, Philanthropy & Community Engagement, Socio-economic Compliance, Business Model Resilience, Physical & Sociopolitical Risks

SUB-TOPIC

Collaborative Growth

IMPACT ON THE SIX INTEGRATED THINKING CAPITALS

Collaborative growth boosts Human Capital through stronger skills and engagement, enhances Social & Relationship Capital by improving partnerships and stakeholder trust, and supports Intellectual Capital through shared knowledge. It also improves Manufactured Capital via more efficient operations, with moderate impact on Financial Capital due to investment in people and partnerships and limited direct influence on Natural Capital.

- + Human Capital
- + Social & Relationship Capital
- + Intellectual Capital
- + Manufactured Capital
- − Financial Capital
- − Natural Capital