

# Chairman's Statement

**We have witnessed a defining moment in our Company's history as we transformed from Etisalat Group to e& - a global technology conglomerate that creates limitless possibilities built on solid connections, smart connectivity and fruitful collaborative opportunities.**

Moreover, 2021 has been a year like no other. The Group celebrated multiple milestones, witnessed remarkable achievements, and saw a record financial performance, all of which are setting us up for an even brighter digital future.

The digital revolution spurred by the pandemic does not show signs of slowing down. Telecommunication operators are faced with two choices: continue to stay still and offer the same services or step up and innovate to ensure business continuity and, more importantly, witness growth.

We seized every opportunity to leverage our telecom experience for developing next-generation technologies for the benefit of our customers, the communities we serve and the world. Our financial performance and historical accolades are proof of it. Our market cap is at an all-time high, and we have one of the most advanced and fastest networks in the world. Given the UAE's standing as a global leader in Fiber-to-the-Home (FTTH) penetration, we have also been crowned the world's strongest telecom brand and have topped the Forbes MENA top 10 list of most valuable listed companies in the UAE.

## Enhanced value creation

At this defining juncture, I am pleased to report that in terms of consolidated revenue, we have delivered strong top line growth of 3.2% and have enjoyed a consolidated net profit of AED 9.3 billion. In addition, our international markets have seen consistent revenue growth. The strong performance that we have seen across the Group demonstrates our robust business model, a strong vision and purpose.

More importantly, our share price performance has been unprecedented. We were in a strong position to create shareholder value where the record share price and market cap were supported by the rising EPS for the first time to AED 1.07. The share price saw an 88% jump to AED 31.7 while the market cap (USD/billion) touched 75 in comparison to 40 in 2020.

As we advance into a promising future, we will ramp up our efforts and reaffirm our determination to accomplish more for the benefit of our shareholders and customers alike.

## Strategy building blocks that enable a future-ready business model

We are confident in leading the digitalisation agenda. We are creating a future-ready business model that celebrates our past and embraces the opportunities ahead of us through our main business pillars.

Our core telecoms business will continue to operate, led by Etisalat UAE in our home market and by our existing subsidiaries for our international operations, upholding the Group's rich telecom heritage, bolstering our strong telecom network and maximising value for our various customer segments. As the growth engine of the Group, we have great plans to expand into new geographic markets while continuing to drive operational performance in the 16 markets where we operate.

e& life is focused on enhancing customer delight by becoming an integral part of their lives. The business pillar has already made robust plans to become the leading consumer ecosystem player that will bring the world to its customers' fingertips through smart connectivity platforms in entertainment, retail, and financial services.

e& enterprise will be the driving force behind the digital transformation of governments, corporates and enterprises. Through its breakthrough technology solutions in cybersecurity, cloud, Internet of Things (IoT) and Artificial Intelligence (AI), as well as deploying mega projects, e& enterprise will create real business value as it continues to leverage its expertise as a digital managed company having the strength and reach of a global trusted telecommunications partner.

e& capital will act as a pillar for growth for the Group as it drives new acquisitions and mergers in line with its vision for investing in ideas that creates the future. We can do this by being laser-focussed on maximising shareholder value and infrastructure capabilities while strengthening our global presence.

We will refresh the Group's business pillars in alignment with our objectives for geographical expansion, deeper market penetration, profitable ventures and acquisitions, as well as exploring adjacencies to boost business growth.

## Leading change for growth

We recognise the length, breadth, and depth that we are willing to traverse in order to navigate the promising realms of technology, maintain our flexibility and capabilities to explore new possibilities.

We must, at all times, stay true to our vision for e& to 'make possible': drive a brighter digital future to empower societies, accelerating value generation through innovation and digitalisation.

I envisage the foundations for our future growth to arise from a position of leadership, maximising the value of our UAE operations, expanding regional footprint leadership and growing our digital adjacencies. Last, but not least, we must stay the course with our ambitions for sustained value creation by driving smart investments in both the telecommunications and digital arena by optimising our organic and inorganic growth models.

I'd like to close by thanking the UAE leadership for inspiring us through their vision as we continue to go from strength to strength. It is an honour to be empowered as an organisation

to amplify our growth prospects, charter our course into a more holistic digital transformation, and build a new reality for all of us through next-generation connectivity and cutting-edge technologies.

I'd also like to extend my gratitude to the entire e& workforce, who continue to make us proud at every step of the way.

Our collaborative spirit continues to shine through, thanks to our customers and stakeholders as we move forward with our mission to pioneer broad-spectrum technologies, build breakthrough partnerships and uncover opportunities that will change the world.

As we work together towards a bright digital future, I am confident that we will continue to achieve extraordinary results through our robust transformation plans.

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**Jassem Mohamed Alzaabi**  
Chairman

