

Business model | Stakeholder propositions

A stakeholder first approach to business

At e&, we prioritise building strong, collaborative relationships with all stakeholders, recognising that they are the driving force that enables us to move forward. Every interaction, experience and dialogue counts. Enhancing the perception of our global brand doesn't rely solely on our services or products, but the overall ecosystem in which we operate to create purposeful impact for our customers, employees, business partners, shareholders and communities.

We put our customers at the heart of our operations and decisions, striving to deliver the best possible experience for them by leveraging the expertise of our skilled workforce, superior network capabilities and advanced technologies. Through strategic partnerships with business partners, suppliers and authorities, we align our efforts to introduce cutting-edge innovations, comply with regulatory requirements and address societal needs. This approach enables us to achieve operational excellence, create lasting value and drive sustainable growth.

Our commitment to inclusivity, resilience and transparency ensures that we remain a trusted partner and leader in advancing progress across the communities we serve and the markets where we operate.

Our customers Putting customers at the heart of our business

We place our customers at the centre of everything we do. Through our superior network capabilities, advanced operations and innovative offerings, we continue to deliver a lasting value every day to our wide range of customers, including individuals, businesses and governments, locally and across our footprint.

We continue to invest and innovate to elevate and modernise our network infrastructure to stay at the forefront of the telecom scene by harnessing the latest technologies and introducing new market services, including Private 5G networks, 5.5G services and test trials for the next generation of network solutions at a national scale.

From seamless onboarding to automated after-sale customer support solutions, we introduce and deepen digitisation across our different touchpoints to ensure better experience throughout our customers' journeys. Periodic feedback through digital surveys, our website, our mobile app and social media platforms allows us to stay attuned to evolving customer needs.

Launch of

5G services

Morocco, Egypt & Serbia



Business model | Stakeholder propositions continued

Our employees Empowering and engaging our people

We work tirelessly to shape the digital future by nurturing a resilient workforce that is capable of thriving in a competitive market landscape. We promote a culture that starts and grows with empowering our talented human capital while embracing new technologies to push the limits forward.

Additionally, we invest in our future leaders with local pride through multiple programmes, including the Emirati Secondment Program and the LEAD Advanced Management Program, which allow for global exposure and real-world leadership experiences.

Our commitment to diversity & inclusion is reflected in the composition of our workforce, including more than 70 nationalities and total employees of 3,580 across our operating units, with a female representation of 26.9% of our total workforce.

We also prioritise employee engagement, professional growth through a comprehensive approach to development, inclusivity, and well-being. The latter is supported by many initiatives, including flexible remote work options, additional leave for new mothers, “Green Fridays” sustainability initiatives, and wellness programmes focused on fitness and mental health. By emphasising a people-first experience, we continue to be an employer of choice and attract top global talent.

→ Read more about our employees in Six Capitals page 33



Employee Engagement Index

86%

UAE, Holdco & e& life

Our business partners & suppliers Building strategic alliances for mutual growth

Partners & collaborations

UAE Sovereign Cloud (OneCloud)

Powered by Oracle Alloy

UAE Sovereign Launchpad

with AWS

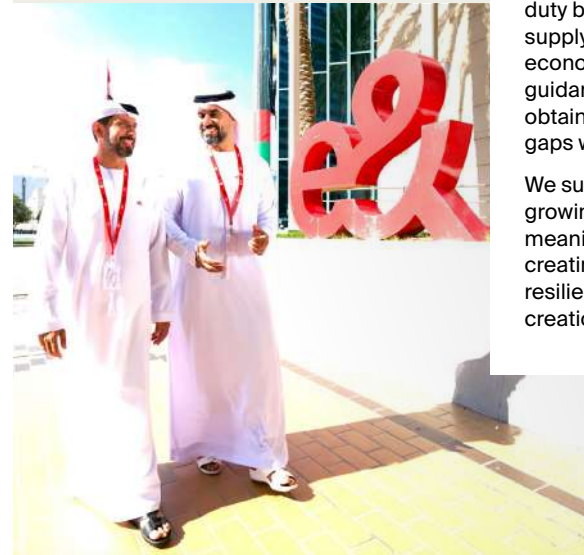
We cultivate strong relationships with our business partners and suppliers through continuous collaboration and open communication to enhance engagement and ensure alignment with intended business objectives.

Through cooperation with tech giants and global industry leaders, we set the ground for joint innovation opportunities that sharpen our capabilities and scale our portfolio of services. We delve into strategic and emerging technologies, including digital infrastructure, AI, Fintech and cybersecurity, among other areas, leveraging the full breadth of our local and global network of partnerships.

We strengthen ties with our suppliers via dedicated Accounts Relationship Management teams that facilitate seamless interactions, and we gauge our vendors’ sentiment utilising independent satisfaction surveys.

Our focus is on empowering local industry to stimulate domestic industrial growth and strengthen In-Country Value (ICV), understanding that it is not only a national duty but a strategic advantage that bolsters supply chain resilience and promotes economic diversification. We provide guidance to our suppliers to help them obtain ICV certification by bridging gaps with regulatory requirements.

We support our partners and suppliers in growing their market presence and driving meaningful progress across industries by creating a dynamic ecosystem that enhances resilience, long-term success and value creation for all.



Total spending (₪)

42.5bn

Business model | Stakeholder propositions continued

Our shareholders

Reinforcing trust with shareholders and the market

We uphold the commitment of regularly and transparently engaging with our shareholders, investment community and other stakeholders through multiple communication channels.



In this way, we ensure fair and timely access to all material information about our financial performance, strategic direction, regulatory publications and other business updates. Direct interactions through in-house meetings, conference calls and an effective online presence – via the IR section of our website, IR application and dedicated email – ensure that we remain accessible and responsive to shareholder inquiries, deepening our dialogue with the market.

Through our robust financial performance and healthy cash flow generation, governed by a disciplined capital allocation framework and the ability to monetise our assets, we continue to deliver sustainable value to our shareholders, reinforcing their confidence and building further on their trust.

Dividend (₪)

7.8bn

DPS 90 fils +8.4% YoY

Our community

Collaborating with our communities

Contribution to community in the UAE (₪)

20.5mn



We remain deeply committed to uplifting the communities we serve by bringing positive change through our active engagement and contribution to various initiatives, encompassing different segments including health, education and community development programmes.

We strive to build a strong foundation of strategic partnerships with governmental and international bodies to support our endeavours aimed at addressing critical societal challenges, promoting sustainable development and contributing meaningfully to the well-being of the communities we serve.

Through targeted outreach programmes, we work hand-in-hand with stakeholders to make a tangible difference, from education and healthcare to environmental stewardship and digital inclusion. By prioritising inclusivity and sustainability, we ensure that our efforts meet immediate needs and contribute to long-term growth and development, advancing societal progress and fostering resilience across the regions we serve.

Our local and national authorities

Ensuring strong government partnerships

We continually reinforce our role as a key enabler to the national digital agenda and extend our presence across regional markets.

We do so by integrating and bundling multiple services into unified environments to enable governments to modernise services and deliver next-generation technological solutions that drive national-level impact.

In addition, we maintain close relationships and direct engagement with local regulatory bodies and governmental entities, including the Capital Market Authority (CMA), Telecommunications and Digital Government Regulatory Authority (TDRA), Ministry of Finance, and Abu Dhabi Securities Exchange (ADX), through structured dialogue on regulatory changes, compliance matters and

corporate disclosures to uphold transparency and operational excellence.

Through regular discussions, consultations, and surveys, we ensure alignment with evolving regulations while actively contributing to the development of new market frameworks, fostering sustainable growth for the UAE's economy and its telecommunications industry.

