



MARKET

Etisalat has been the telecommunications service provider in the United Arab Emirates since 1976.



Since then, it has built up state-of-the-art telecom infrastructure and taken a leadership position of innovation and reliability among regional and international operators.

Penetration of Etisalat's mobile phone service in the UAE has reached 150% by end of 2007. Internet and broadband penetration in the UAE exceeded 60%, a significant achievement compared to the regional average. Etisalat has roaming agreements with over 400 operators around the world.

Etisalat offers fixed line services over the Next Generation Network, and enables mobile users with a range of services and applications such as GPRS, 3G, BlackBerry and others. Internet users too experience value-additions such as free anti-spam and anti-virus programmes, expanded mailboxes, upgrades of broadband connection speeds and other benefits.

ACHIEVEMENTS

The Middle East magazine has ranked Etisalat first in the United Arab Emirates and fourth in the Middle East among the top 100 companies, based on its financial performance and capital growth. The corporation was also selected as one of the top 500 companies based on market capitalisation according to the 'Financial Times'. It was ranked as the 6th best performing Arab company by 'Forbes Arabia' magazine for the year 2006, which included more than 1600 Arab joint stock companies in various sectors. Arabian Business magazine reported Etisalat as the most admired telecommunications company in the Gulf in 2007.

HISTORY

Etisalat has been the telecommunications service provider in the United Arab Emirates since 1976 and is the number one mobile operator in

the UAE. For three decades, since the birth of the UAE, it has played a key role in driving and supporting the nation's prosperity. Famous for over 30 years for delivering technological excellence, innovation and reliability, Etisalat is on track to be a top 20 Global Telco by 2010 - pioneering technology for tomorrow's customers.

Etisalat's network has always, and continues, to be the backbone of the UAE. It created a world-class communications infrastructure for the UAE, enabling UAE companies to compete on a global stage which includes providing mobile services for over five million customers. The UAE is growing and changing at a phenomenal rate. Etisalat is leading this charge - taking its customers and partners into the future.



PRODUCT

Consumer and Small Business:

The Consumer and Small Business market continued its phenomenal pattern of growth set in earlier years. With competition looming, however, Etisalat realizes that continued growth in this market cannot be taken for granted. A new sales channel strategy is unfolding for consumers. It rests upon the three principles of "Reach", "Innovation" and "Quality". Etisalat will be moving closer to its customers by opening new stores and outlets in easy to reach places. We are already in the Dubai International Airport with a new outlet open 24/7, and plans are set for openings in more airports, shopping malls, city centres and other convenient locations.

Etisalat is moving ahead with other innovations including the addition of more user friendly services to its Internet portal "eShop" and broadening the range of services available at Etisalat's Contact Centre. The quality of service within these sales channels is the

final and most important principle. Emphasis is on intense training of staff to promote knowledgeable, efficient and friendly service, a new contemporary look and feel for our retail outlets and upgrade of our IT tools and systems for seamless transactions. Improvements are also being made in the way Etisalat interacts with its Small and Medium Business Customers. There are dedicated Account Managers for consistency of service, Telesales to reach customers with the latest developments, Loyalty Programmes for customer retention, and dedicated Toll Free numbers for superior customer care.

e-vision: In 2007, E-Vision's sales operations and service delivery systems merged with those of Etisalat. This will also facilitate the combined use of E-Vision and Etisalat's networks to offer customers the opportunity to satisfy their requirements for a full range of telecommunication, internet and TV

services from a single source. The initiatives undertaken during 2006 and plans for the future will continue to propel E-Vision's growth and confidence to meet the challenges ahead. E-vision is the part of Etisalat that provides cable TV services to the UAE.

Etisalat International: The international telecom market offers infinite potential for expansion. Etisalat has and will continue to tap this market with emphasis on opportunities in the Middle East, Africa, South Asia and Europe. This strategy as a means of rapid growth will more than offset the anticipated negative impact of competition in the UAE. Furthermore, exposure in highly competitive global markets will provide the



experience and essential know-how to make operations more efficient, more effective and expand the range of opportunities.

Mobily: Etisalat is the major shareholder and operator of Etihad Etisalat, the owner of the second GSM licence in the Kingdom of Saudi Arabia. Operating under the Mobily brand, the company embarked on a very aggressive rollout campaign, launching service in May 2005.

The subscriber base now stands at over 6.2 million, representing a market share of over 35%. **Canar:** Etisalat has a 37% investment in Canar with a renewable management agreement to implement, operate and maintain a fixed line telecommunication network in Sudan, with a population base of 41 million.

Etisalat Misr: In July 2006, a consortium led by Etisalat won the bid for the third mobile licence in Egypt, a nation with over 79 million residents. GSM service under the "Etisalat Misr" brand was launched in May 2007.

Zantel: Zanzibar Telecom Limited (Zantel) has been operating in Zanzibar, Tanzania, since 1999. From 100,000 subscribers in 2005, the company reached 360,000 by year end 2006.

Afghanistan: In May 2006 the Afghanistan Telecommunications Regulatory Authority (ATRA) awarded the fourth nationwide mobile (GSM) licence to Etisalat. Infrastructure for an extensive network covering most of the country is currently being built, and operations are expected to commence in 2007 in Kabul.

PTCL: Etisalat International Pakistan LLC, a subsidiary of Etisalat, assumed management of Pakistan Telecommunication Company Limited (PTCL) effective the 12th of April 2006 through the acquisition of 26% of PTCL.



Pak Telecom Mobile Limited is PTCL's wholly owned mobile communication service provider, and operates under the brand name "Ufone". Ufone is Pakistan's second largest GSM mobile service provider, with a subscriber base of over 11 million and network coverage in more than 750 cities, towns and along all major highways in the country.

Atlantique Telecom: Etisalat acquired 50% of Atlantique Telecom in April 2005, together with its six GSM operations located in West Africa (Benin, Burkina Faso, Togo, and Niger) and Central Africa (Gabon and Central African Republic). Later that year, the company acquired a licence to enter the largest market in West Africa, Côte d'Ivoire (Ivory Coast). In April 2007, Etisalat increased its stake in Atlantique Telecom to 70%.

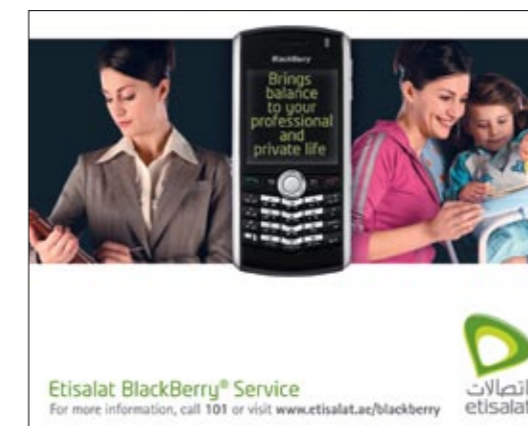
Thuraya: Already serving more than 110 countries in Asia, Africa, Europe and the Middle East, the Company is set to launch its third satellite in the second quarter of 2007. Aimed at the Asia-Pacific market, the new satellite will extend Thuraya's coverage to nearly two thirds of the globe's population.

Etisalat Services: Etisalat Services is a new holding company for many of Etisalat's most exciting ventures. e-Real Estate, e-Facilities Management, e-marine, e-Academy, Ebtikar, EDCH and Yellow Page Directory Services now fall under this banner.

RECENT DEVELOPMENTS

In the recent corporation-wide restructuring the Contact Centre has become an integral part

of Sales and Service delivery channels. For the corporate customer, the Contact Centre will no longer be offering stand alone solutions. Instead, as members of Marketing's Enterprise Solutions or Small to Medium Business Teams they are now part of a group offering enhanced services and solutions to a broad customer base. Additionally, a new segmentation programme has been developed to maximize customer support to these businesses. Inbound calls to the Centre will have a unique numbering system, routing small, medium or large corporate clients to specialized customer care representatives.



For the consumer, the Contact Centre has moved beyond answering queries to booking orders for such services as Al Shamil Internet and many value added products for both fixed line and mobile customers. In 2007, not only will the Contact Centre have the capability to book orders for an even more extensive range of consumer products and services, but will be able to follow through with the arrangement of installation and service call bookings.

Etisalat University College: Etisalat University College (EUC) provides higher education to UAE Nationals, offering Bachelor of Engineering degrees in Communication, Electronic and Computer Engineering, and a Master's by Research. The first group of Master's Degree students graduated in 2006 with an impressive record of academic achievements. The six Etisalat engineers carried out research in areas related to their field of work and produced a total of twenty seven published papers, two journal and twenty five conference papers.

The Etisalat University College organised the first UAE Forum in Telecommunication Research, the UAE National Programming Contest, and the first UAE Mobile Application Contest during 2006. EUC has also taken a leading role in establishing the UAE Network for Research and Education, a proposal to provide leading Edge Network Infrastructure to centres of Learning and Research within the UAE, to foster collaboration and cooperation among them and their counterparts internationally.

PROMOTION

Within the UAE, outside of the oil sector, Etisalat is one the largest supporters of Government initiatives. Etisalat prides itself on its reputation as a supporter of Federal Government initiatives. Activities supported by Etisalat have ranged from initiatives in education, social welfare and international relations to cultural events and activities.

A core ethos of Etisalat is to give back to the community in which it is based. Etisalat is both an enthusiastic supporter of community participation projects, as well as the major tourist events for which the country has become



renowned. As a respected part of the fabric of the UAE, an endorsement by Etisalat boosts public interest in an event. In 2006 Etisalat undertook an AED100,000 sponsorship initiative at the Dubai Shopping Festival, organised by the Department of Economic Development.

Etisalat supports conferences, seminars, summits and industry meets. These focus both on high-level conferences aimed at industry leaders and professionals and grassroots events aimed at students and young people. The latter events are designed to help young people gain an understanding of the business world and to motivate them to gain the skills and qualifications necessary to build the career of their choice.

BRAND VALUES

Etisalat's Vision is of a world where people's reach is not limited by matter or distance.

People will effortlessly move around the world, staying in touch with family, making new friends as they go, as well as developing new interests.

Businesses of all sizes, no longer limited by distance, will be able to reach new markets. Innovative technologies will open up fresh opportunities across the globe, allowing the supply of new goods and services to everyone who wants them. Etisalat are actively developing advanced networks that will enable people to develop, to learn and to grow.

Etisalat values and nurtures the energy and dynamism needed to achieve the very best in business. They look forward to future challenges and opportunities.

As a company they are welcoming, sociable and friendly to customers, suppliers and employees. They deal with people in a clear, direct way and are always honest and fair in business dealings.

Their aim is to open up opportunities and to actively help people reach their goals. They always deliver what they say they will.

www.etisalat.ae

Things you didn't know about etisalat

Etisalat's official name is "Emirates Telecommunication Corporation-Etisalat"

Etisalat was formerly known as Emirtel.

Etisalat's new logo reflects Etisalat's values of transparency, optimism, openness, simplicity and reliability. The green colour in the logo signifies life, growth and renewal. Green is the national colour of the UAE and Etisalat has a long and close association with its home nation.

Superbrands