



# Investor Presentation

December 31, 2008

A wonderful world



## Disclaimer

Certain expectations and projections regarding future performance of the company referenced in this presentation may be “forward-looking” statements within the meaning of applicable securities laws and regulations.

These are statements which the management believes are true at the time of their preparation based on available data and information and are subject to certain future events and uncertainties, that could cause actual results to differ materially from those anticipated in these forward-looking statements.



# Zain...

## Becoming a Global Telecoms Player

### Who we are now

- Zain is an emerging telecoms player operating in **22 countries** in the Middle East and Africa, serving over **63.5 million** active customers
- The company is the leading mobile telecom operator in **13** of its markets, while 6 are in second position
- **Revenues: US\$ 7,441 million; EBITDA: US\$ 2,776 million; Net Income: US\$ 1,196 million** in 2008

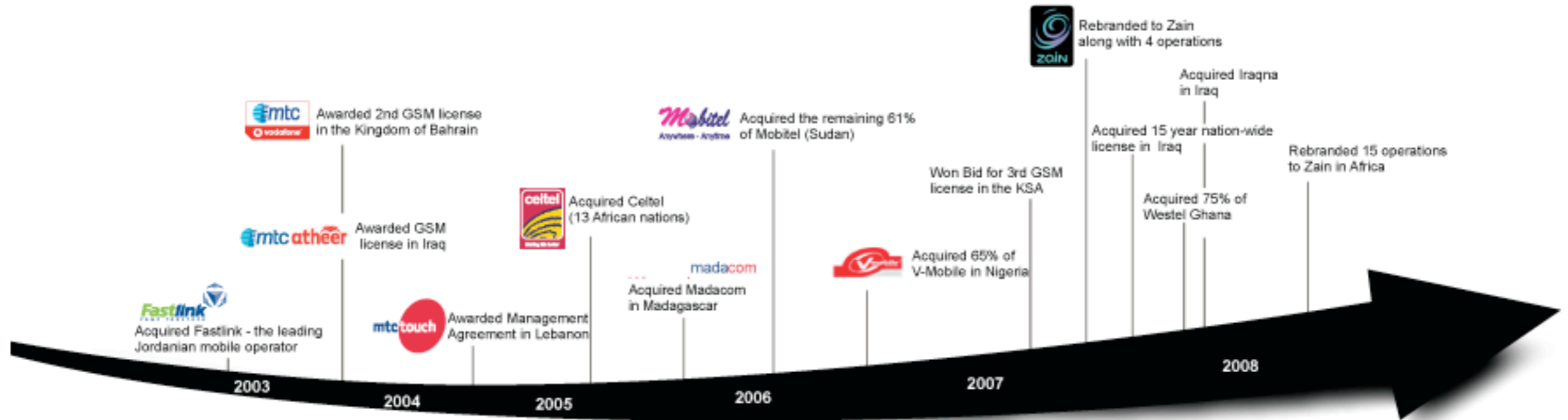
### Strategic Objectives by 2011

- Become one of the **top 10** mobile telecommunications companies in the world
- **US\$ 6 billion** in EBITDA
- Reach a customer base of **110 million** (organic growth)
- Become a truly multinational organization and management team



# Zain's Historical Growth

## From a National Player to an Emerging Markets Leader



\* MTC Atheer & Iraqna jointly operate under the Zain brand



# Zain's Historical Growth

## From a National Player to an Emerging Markets Leader

1983-2002

Population under license: 3.2 million  
Number of Operations: 1

2002-2005

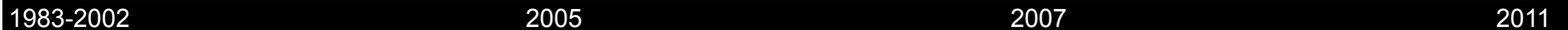
Population under license: 42.8 million  
Number of Operations: 5

2005-2008

Population under license: 560 million  
Number of Operations: 22



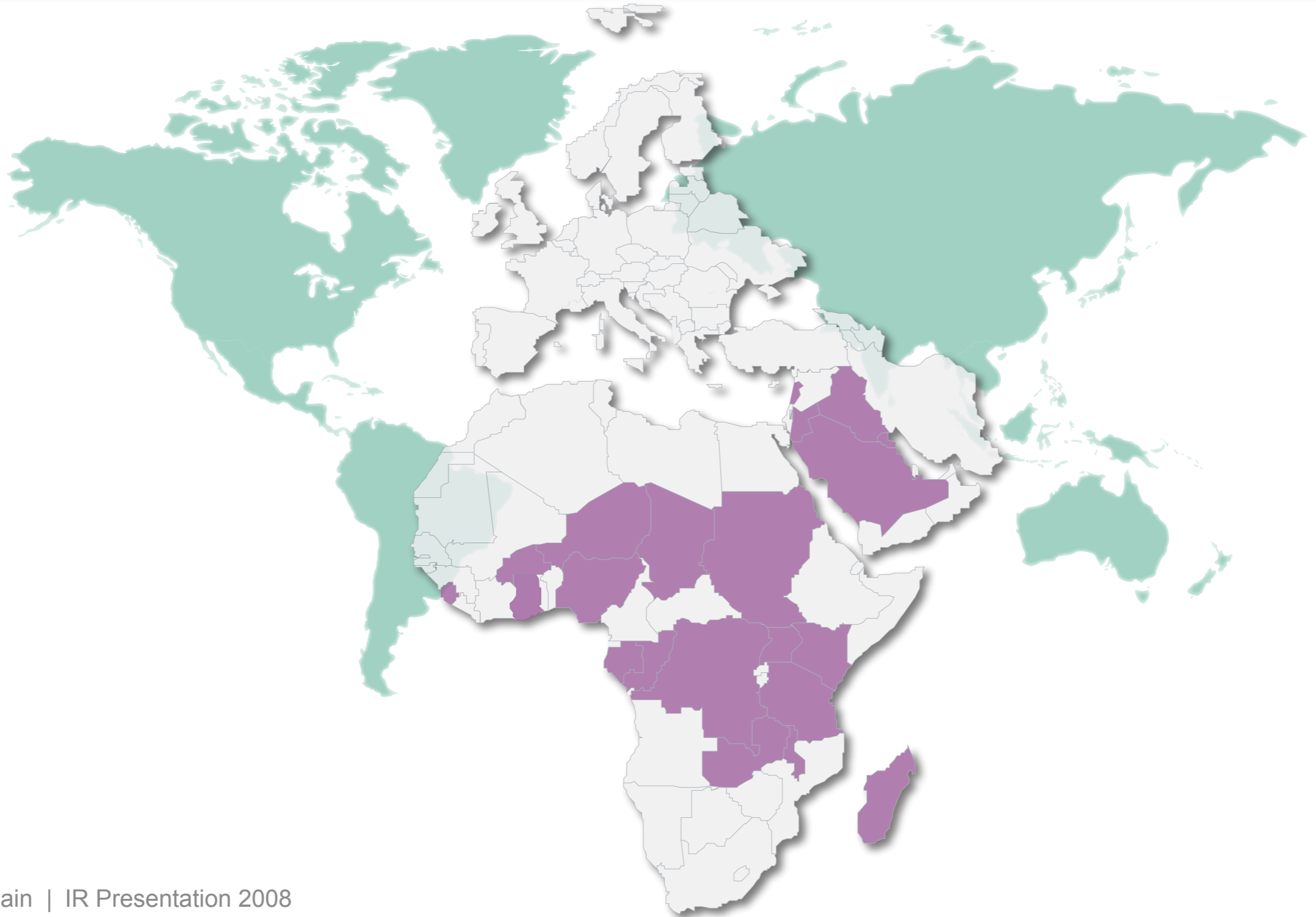
Customers  
Revenues





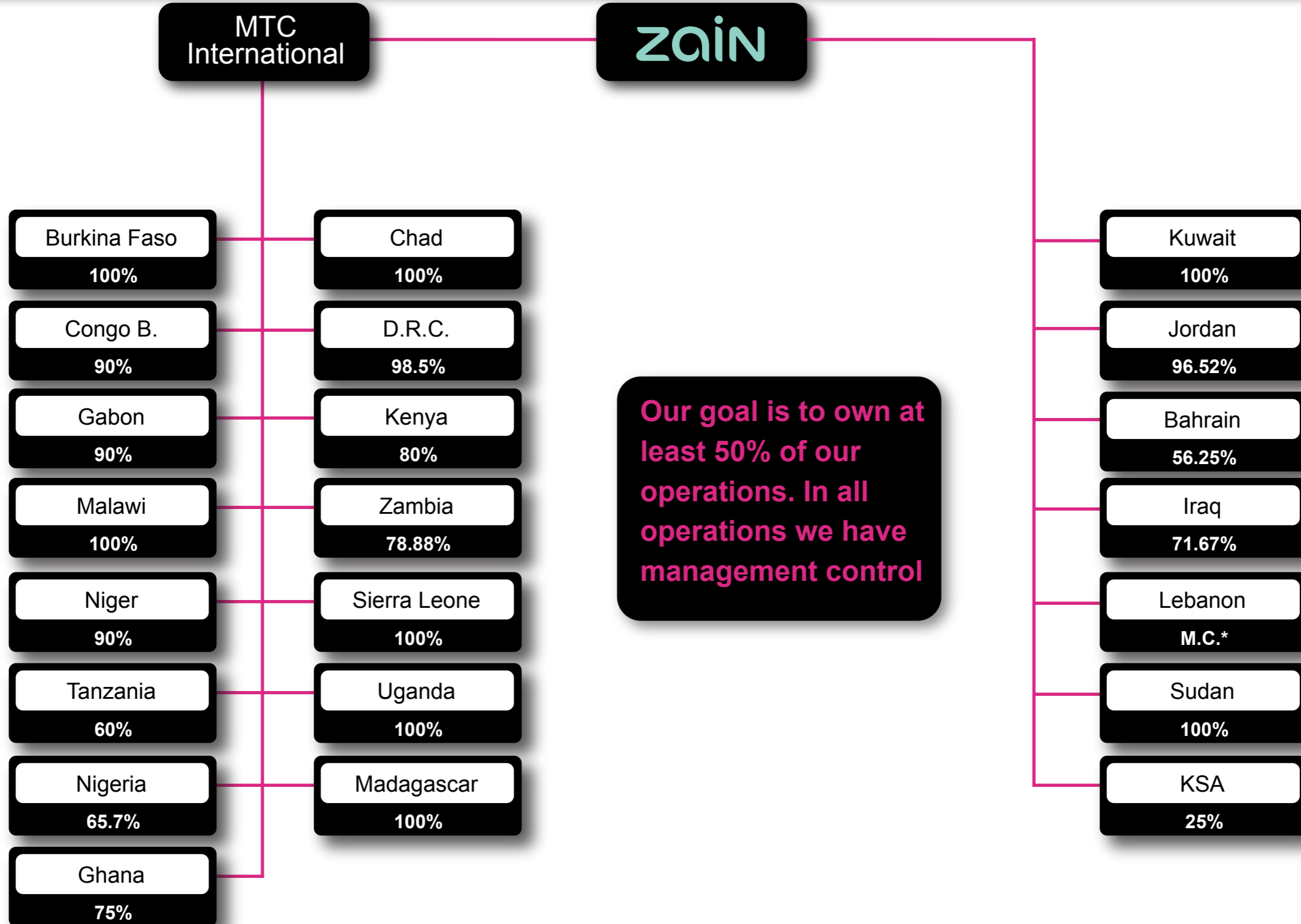
# Zain's Historical Growth

From a National Player to an Emerging Market Leader





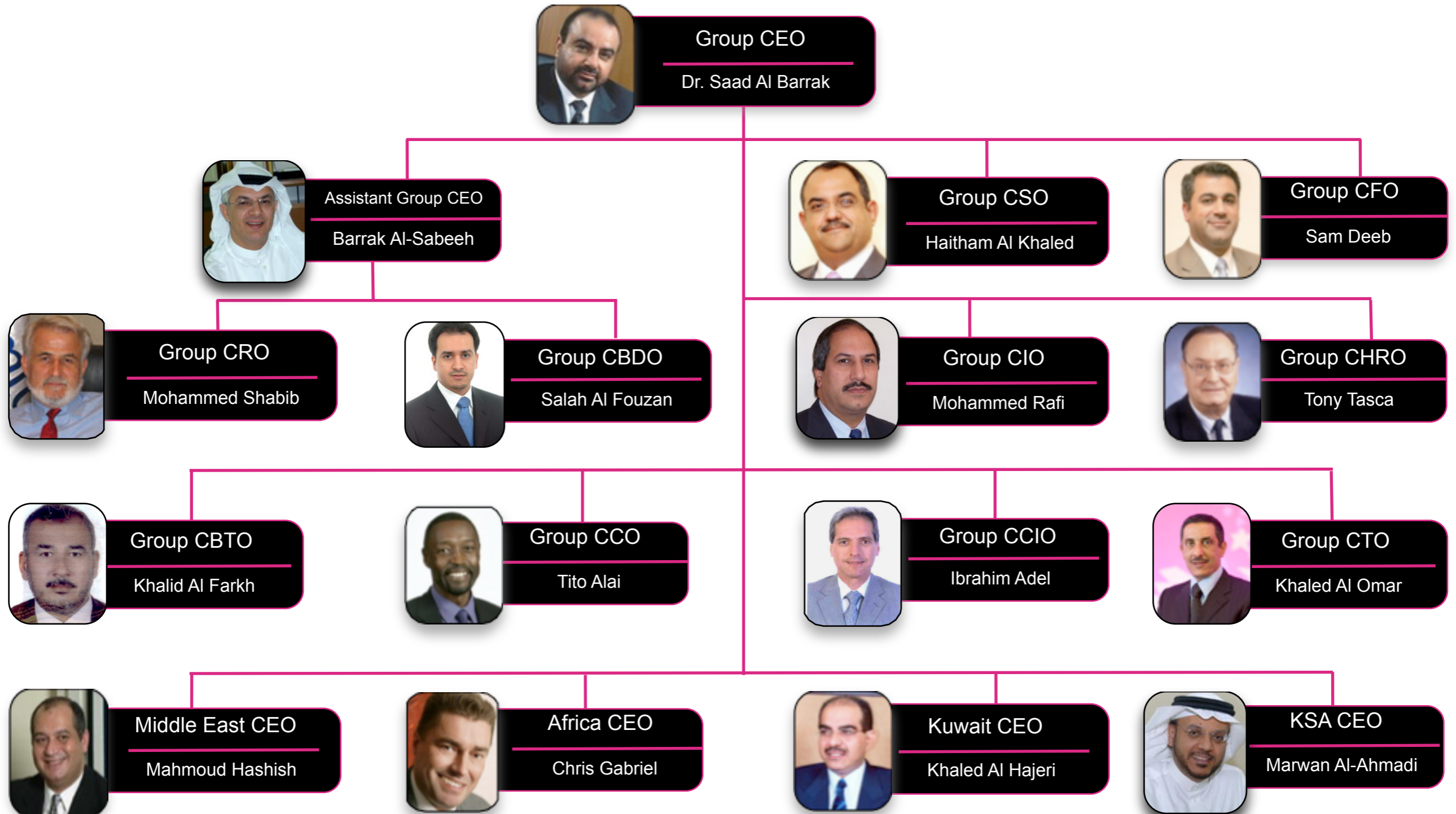
# Group Structure





# Executive Management

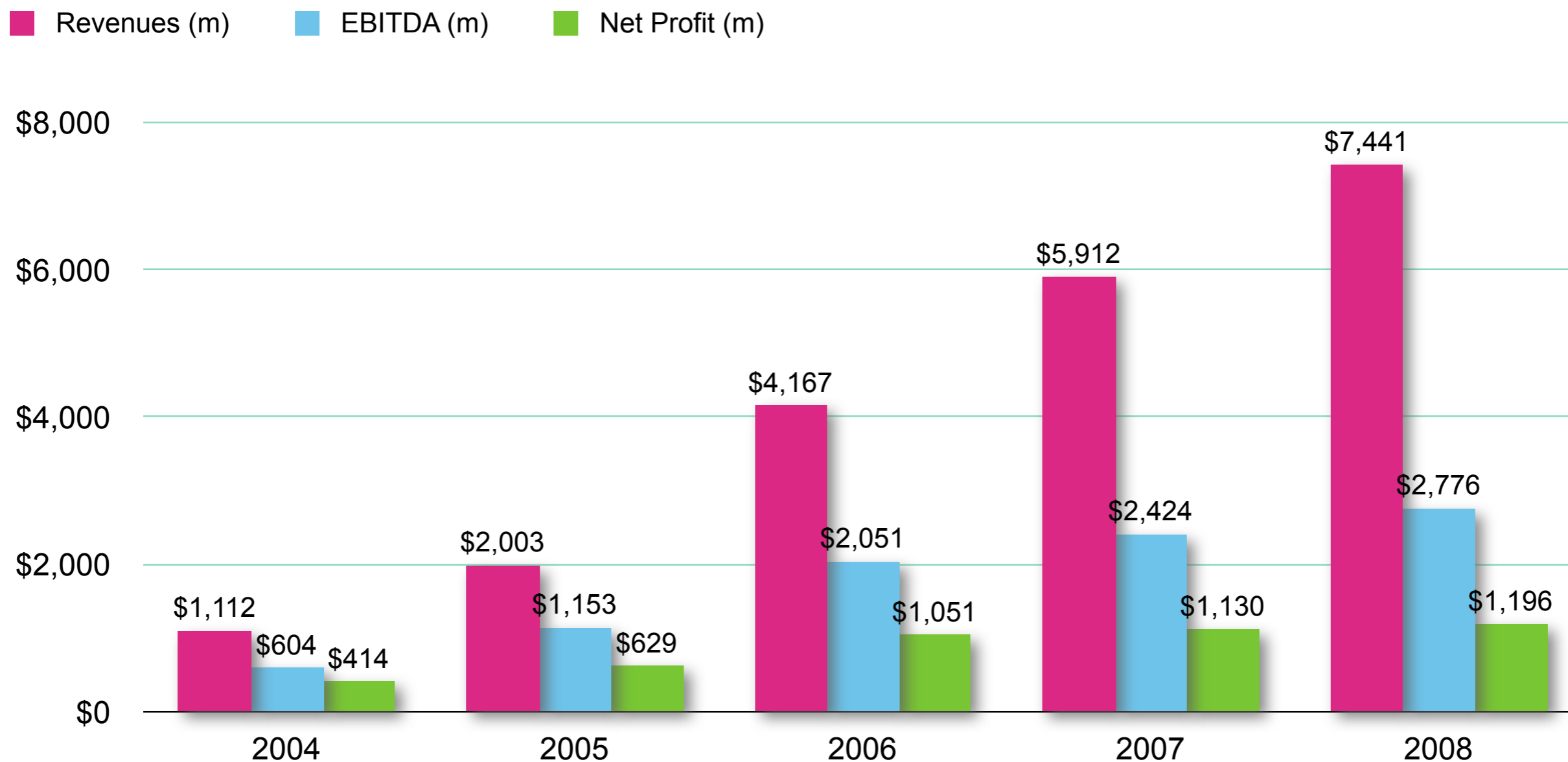
## Unified and Experienced Management Team





# Zain's Key Performance Indicators

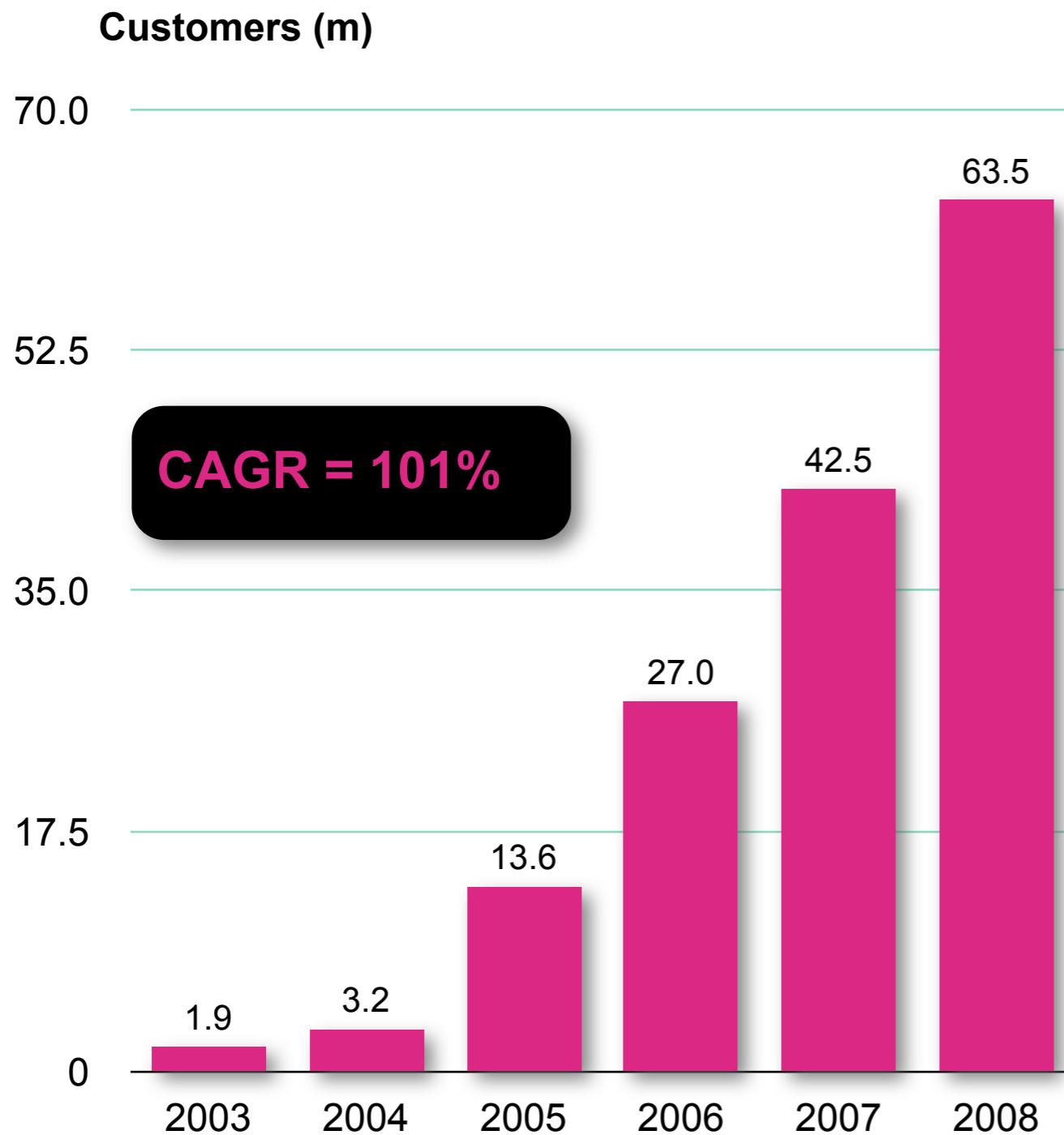
## Our Achievements





# Zain's Customers

## Driven by Organic Growth

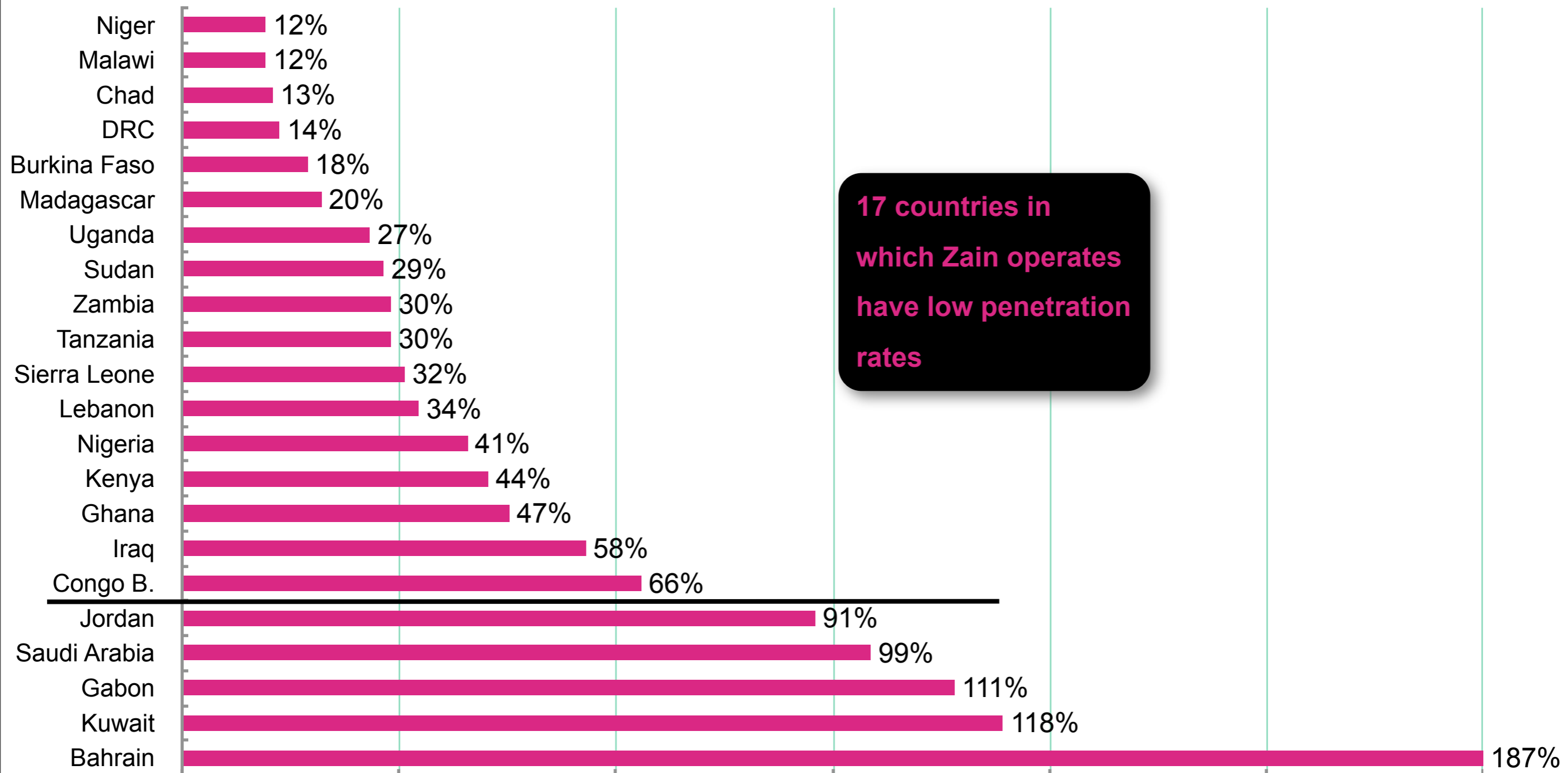


**Customer Growth**  
Zain's customers increase was driven organically by the high growth of the African continent



# Penetration Rates

## Substantial Potential for Future Growth



Source: Informa



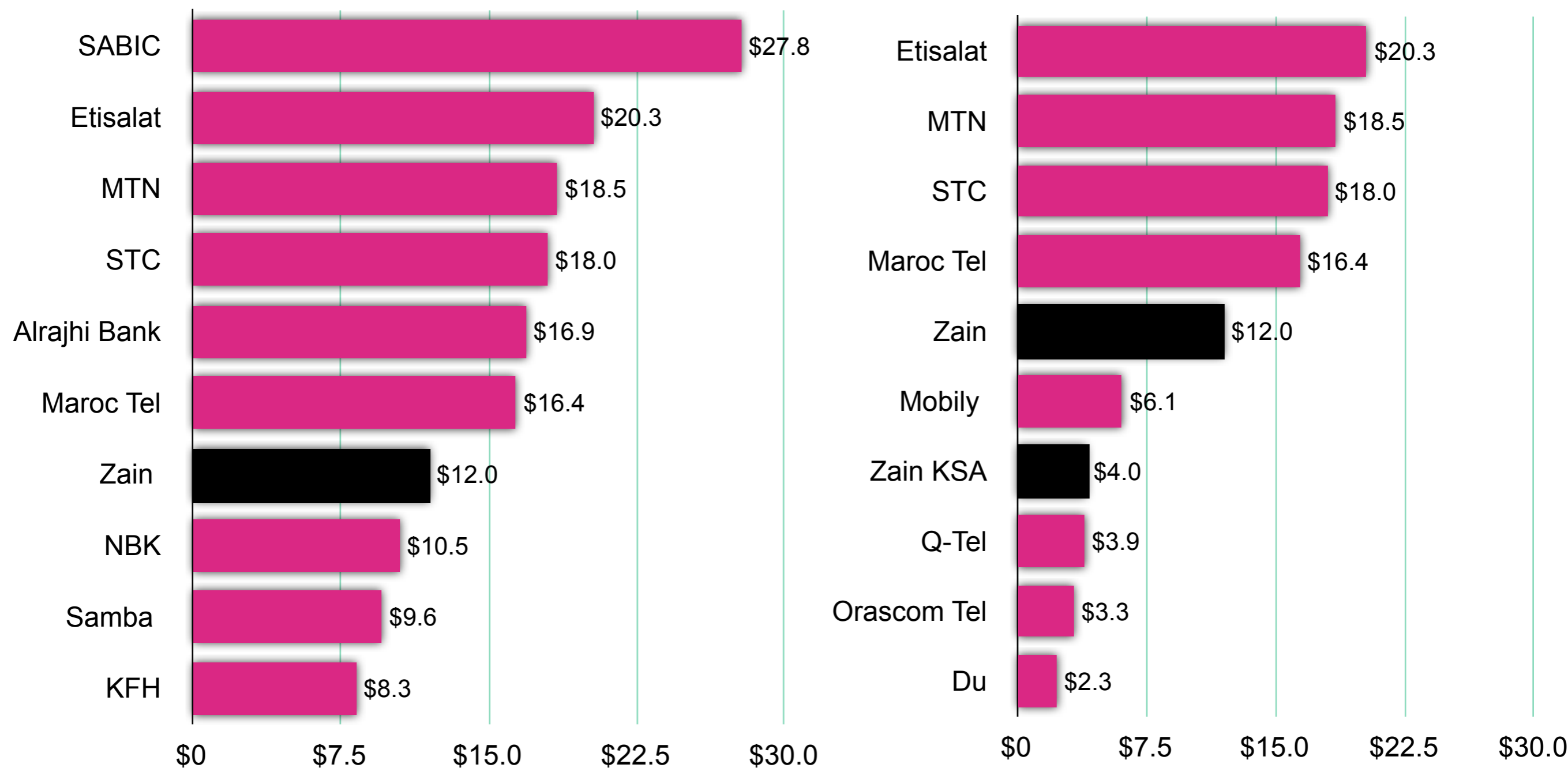
# Top 10 Companies in Middle East & Africa

## Overall and Telecoms

### Overall

Market Cap (billion)

### Telecoms



As of March 15, 2009

Source: Reuters



# Moving Forward

## Expansion

- Acquired a 15-year nation-wide license in Iraq; Acquired Iraqna. MTC-Atheer & Iraqna jointly operate under Zain brand
- Zain in KSA launched its commercial services in August 2008
- Zain in Ghana launched its commercial activities in December 2008
- Bidding for a license in Lebanon
- Assessing viable opportunities in key adjacent markets

## IPO

- The Zain Group is working towards a primary listing on the London Stock Exchange (LSE) in 2009
- Zain's K.S.C stock will continue to be listed on the Kuwait Stock Exchange under the stock ticker ZAIN
- The Zain consortium in KSA took the company public in early Q1-2008, thus reducing the company's stake to 25%

## ACE

- Zain will become one of the **Top-10 mobile operators in the world by 2011**





# One Network

## Innovative Services Guaranteeing Further Competitive Advantages

### What is One Network?

- The **world's first** border-less mobile network connecting 17 countries - started in Sept. 2006, further expanded in June, November 2007, April 2008, August and December 2008 to cover KSA and Ghana at launch.
- Includes Burkina Faso, Chad, Congo.B, DRC, Gabon, Kenya, Malawi, Niger, Nigeria, Tanzania, Uganda and Ghana in Africa. Includes Bahrain, Iraq, Jordan, Sudan and KSA in the Middle East.
- Allows post-paid and pre-paid subscribers in all seventeen countries to:
  - Make calls at local rates,
  - Receive incoming calls free of charge
  - Use voice mail and other local services anywhere
  - Top-up their pre-paid phones with airtime cards bought in their home country or any of the 17 countries they are located in.



# Zain's Mobile Operations



# Regional Characteristics

## Middle East

Mature Market

High ARPU

Moderate Growth

## Africa

Emerging Markets

Medium ARPU

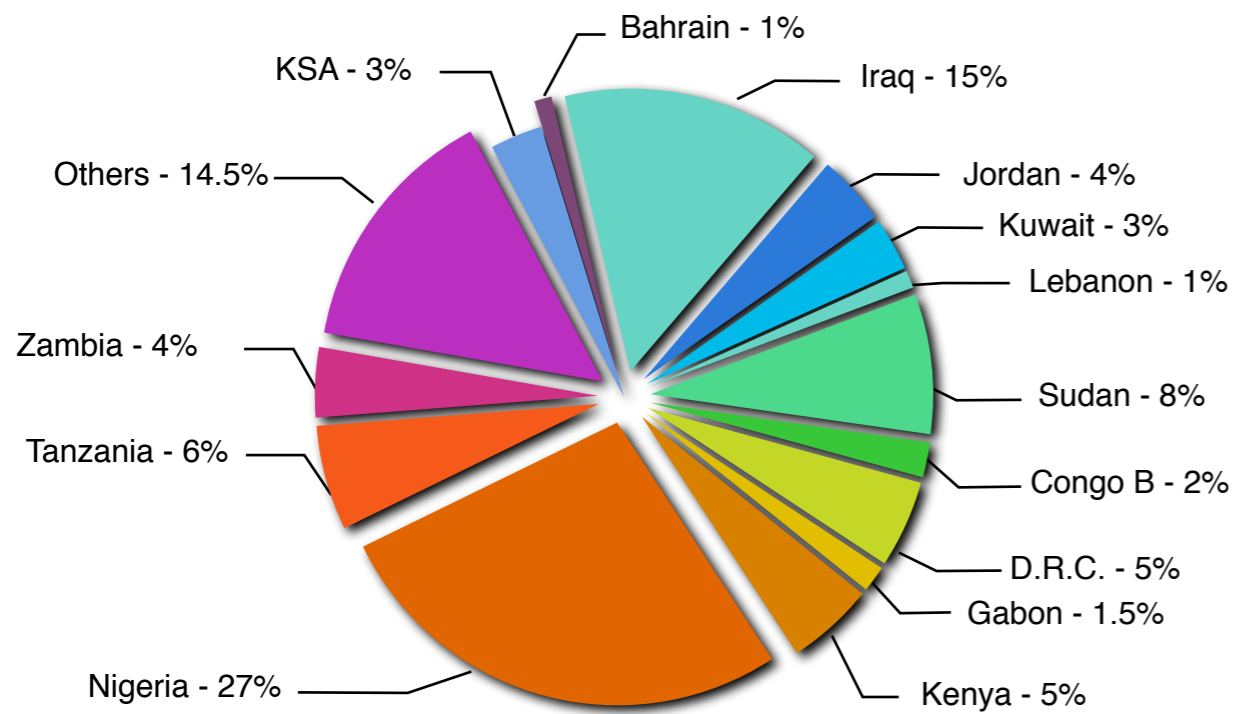
Very High Growth



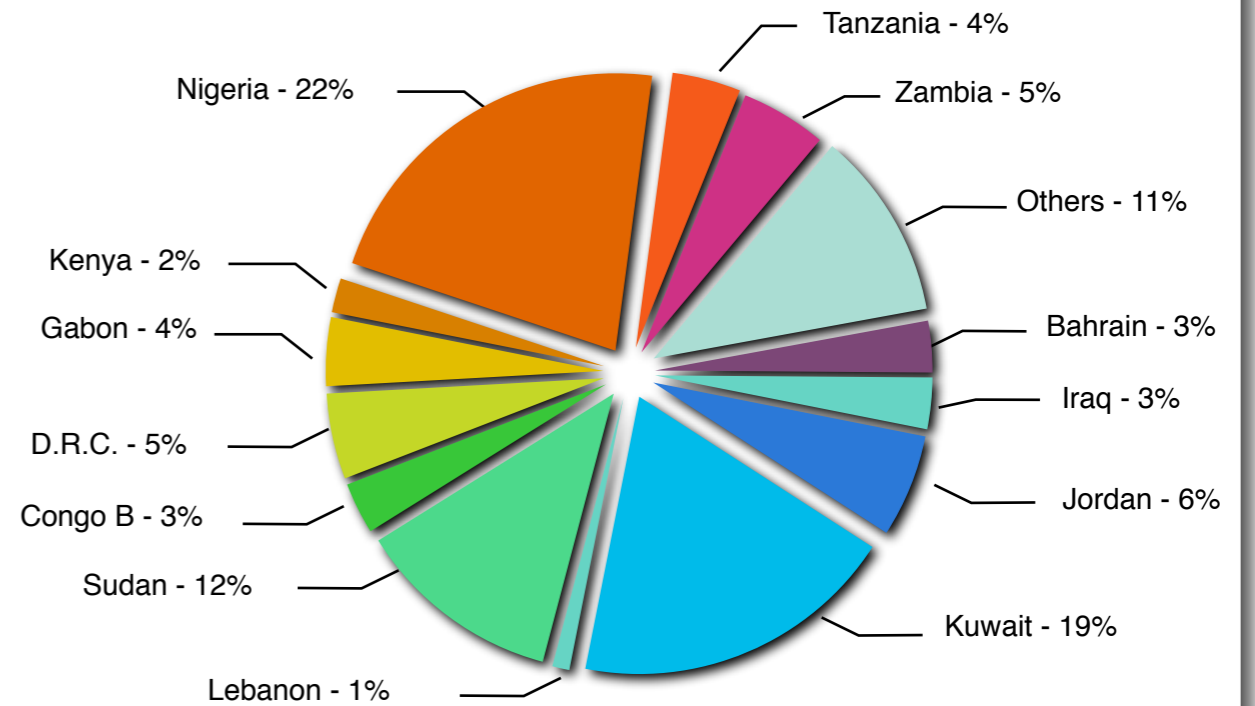


# Zain Group Country Breakdown 2008

## Zain Group Customers

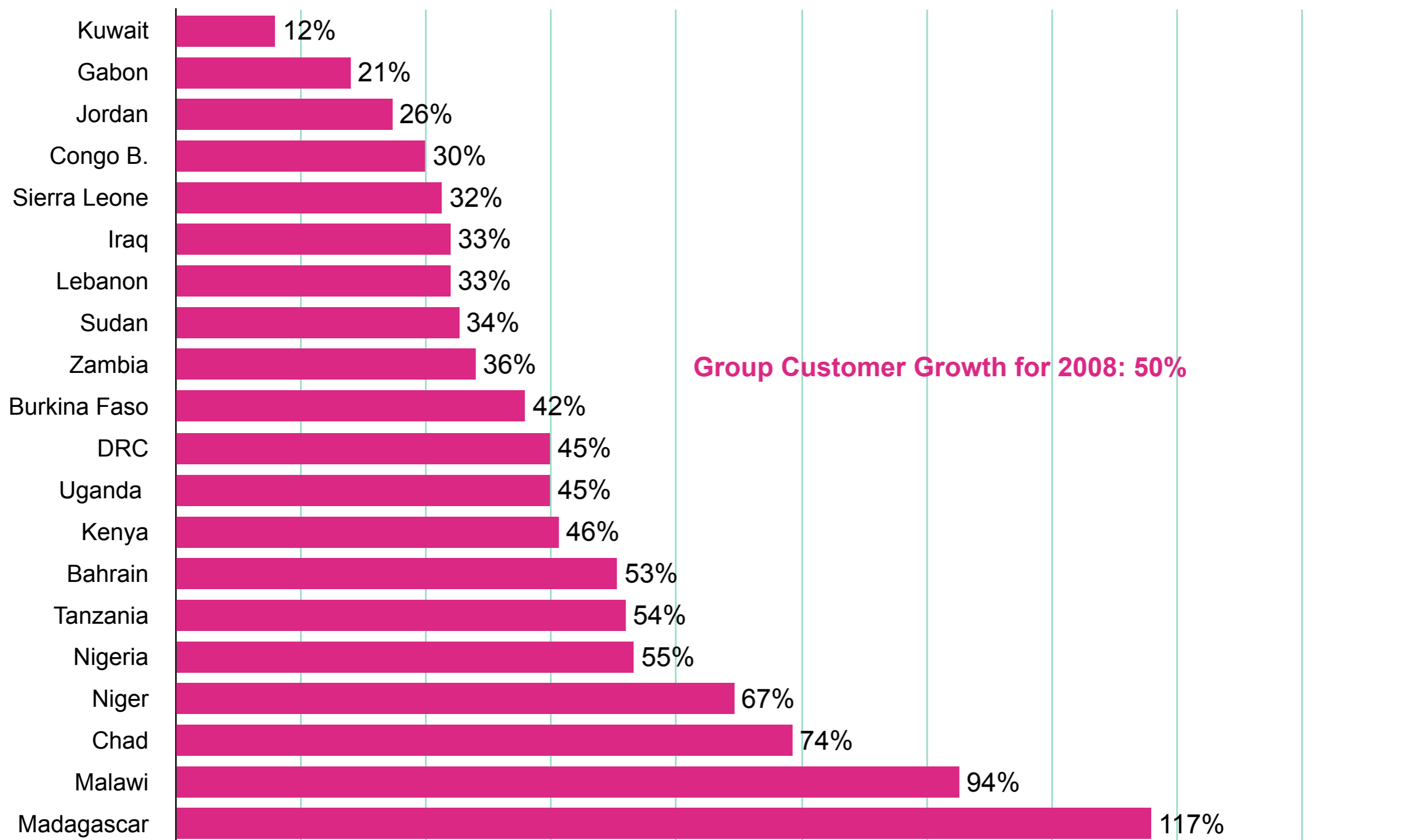


## Zain Group Revenues





# Zain Group Customer Growth 2008

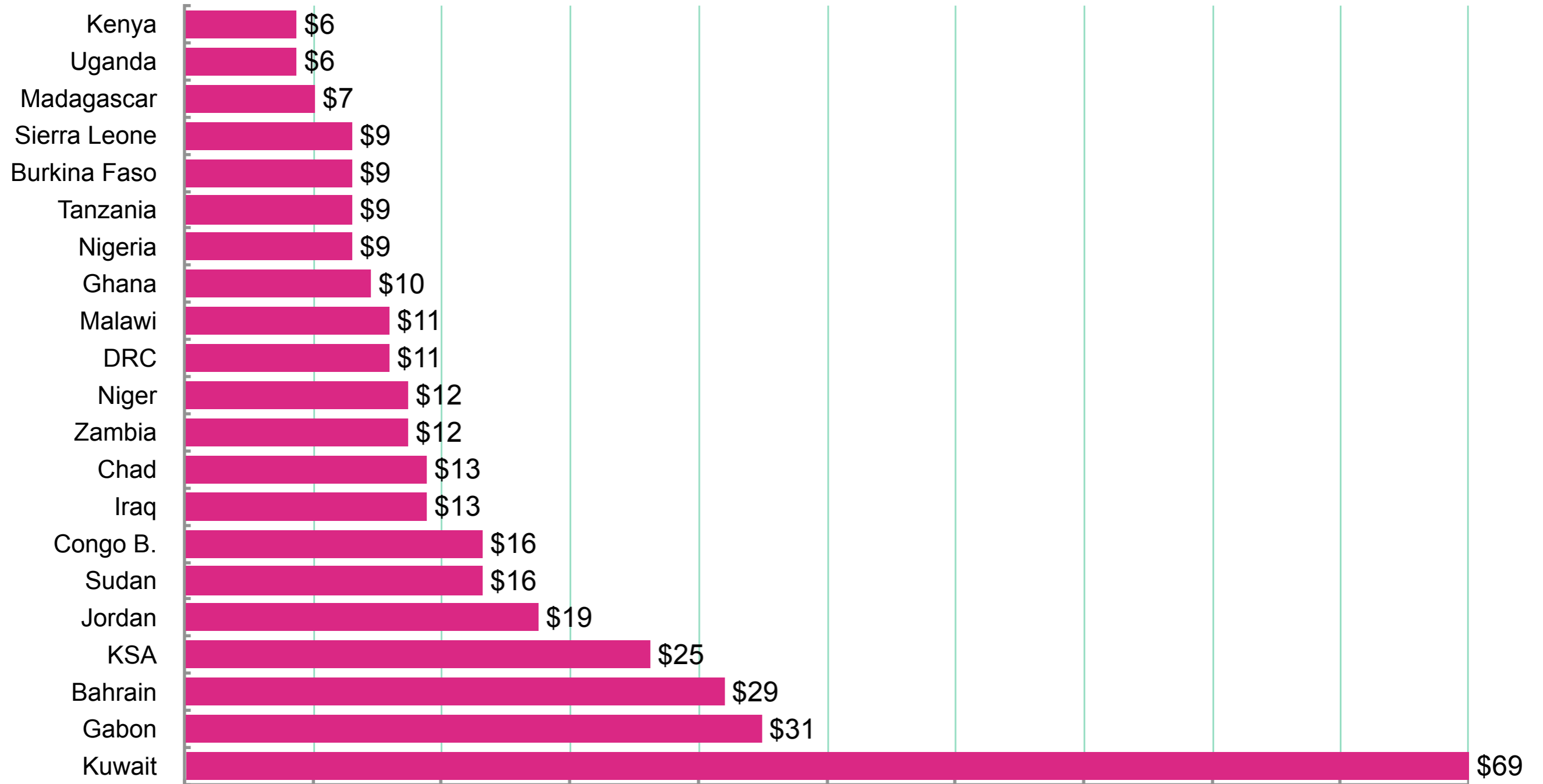




# Blended ARPUs

2008

US\$

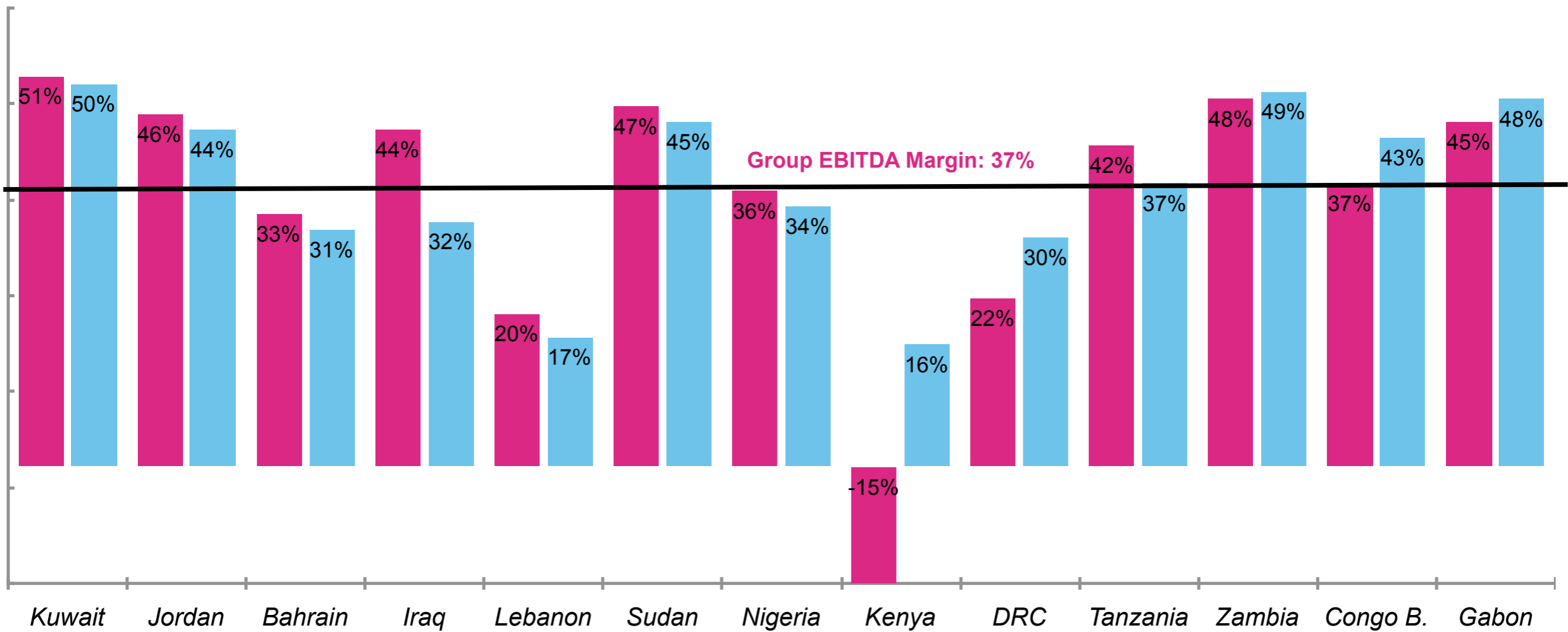


Note: Lebanon's ARPU not included due to Management Contract



# EBITDA Margins 2008

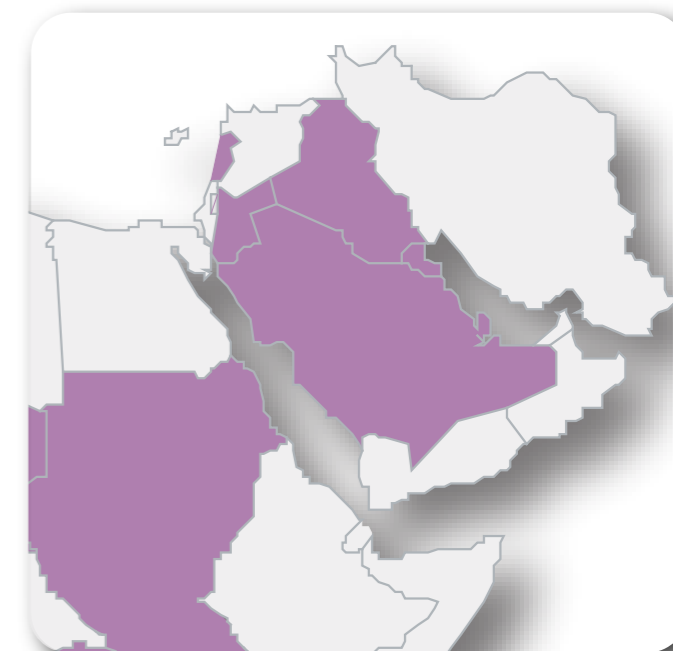
2008  
2007



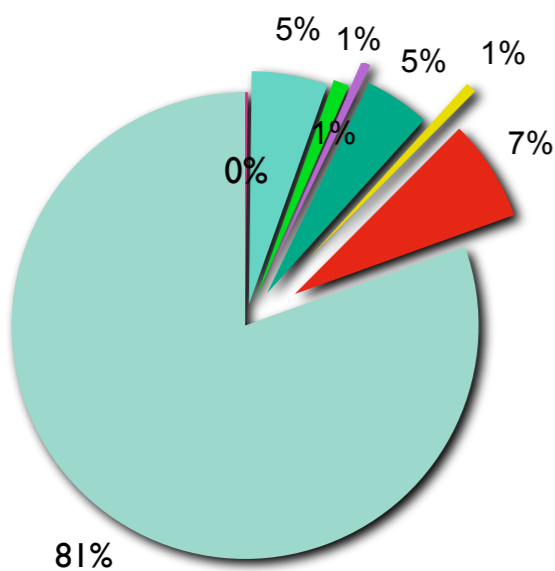


# Middle East Overview

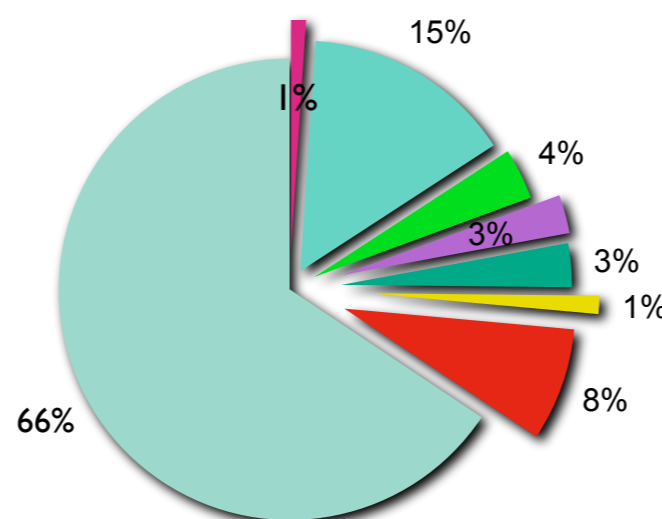
	Population (000s)	Customers (000s)
Kuwait	3,600	1,769
Jordan	6,118	2,345
Bahrain	1,050	686
Iraq	29,492	9,681
Lebanon	4,142	836
Kingdom of Saudi Arabia	25,293	2,010
Sudan	39,445	5,190
<b>Total</b>	<b>109,140</b>	<b>22,517</b>



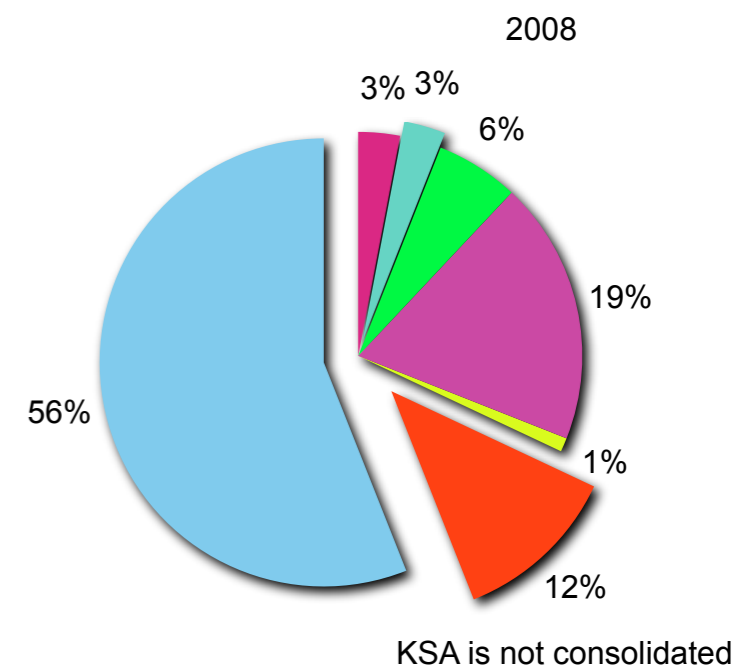
Population Breakdown



Customer Breakdown



Revenues Breakdown

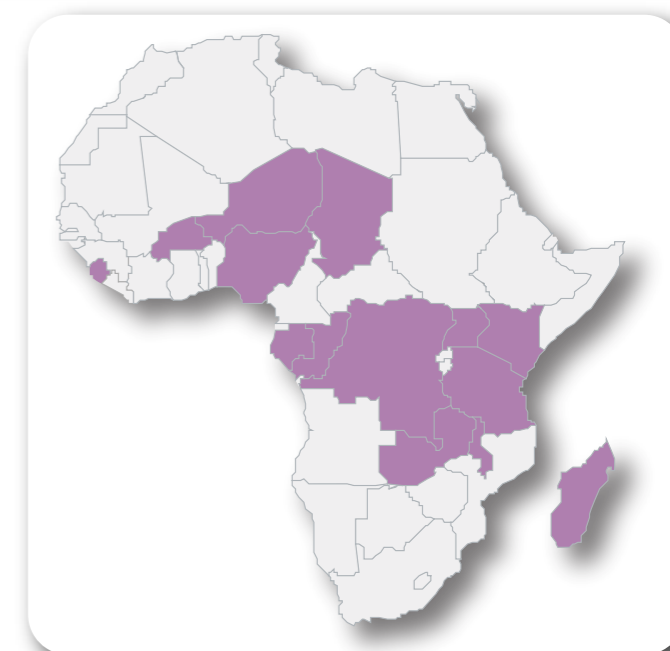


● Bahrain   
 ● Iraq   
 ● Jordan   
 ● Kuwait   
 ● KSA   
 ● Lebanon   
 ● Sudan   
 ● Africa

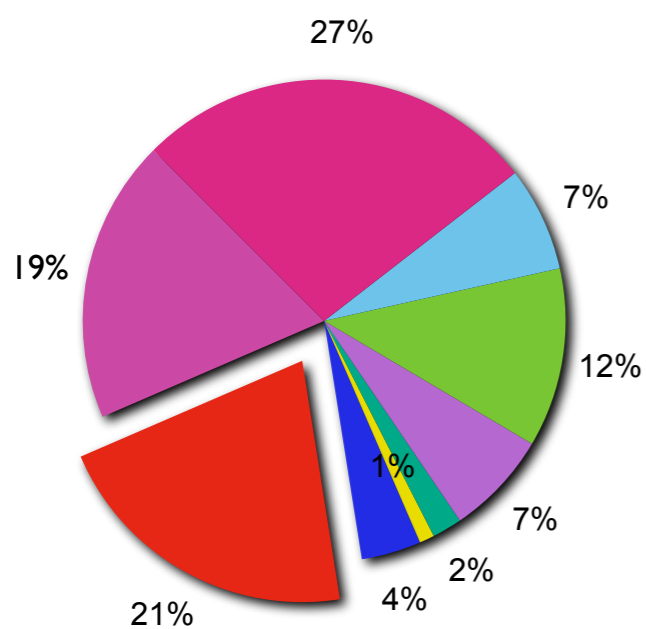


# Africa Overview

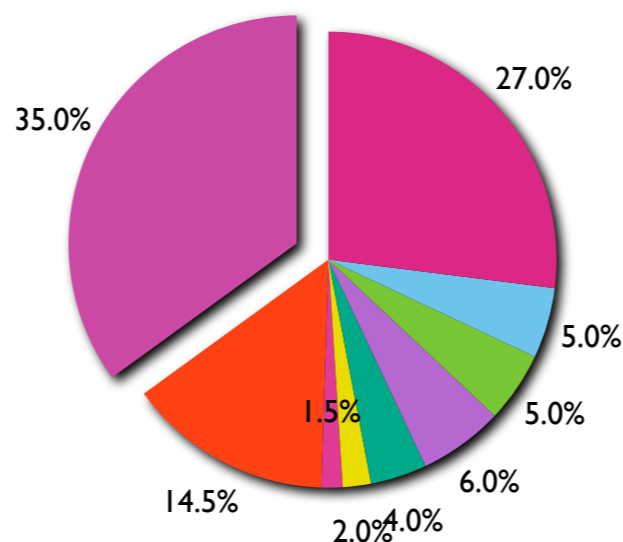
	Population (000s)	Customers (000s)
Nigeria	151,478	17,197
Kenya	38,549	3,079
DRC	64,704	3,303
Tanzania	41,464	3,862
Zambia	12,154	2,669
Congo Brazzaville	3,847	1,321
Gabon	1,350	809
Ghana	23,946	270
Others	113,125	8,508
<b>Total</b>	<b>137,071</b>	<b>41,018</b>



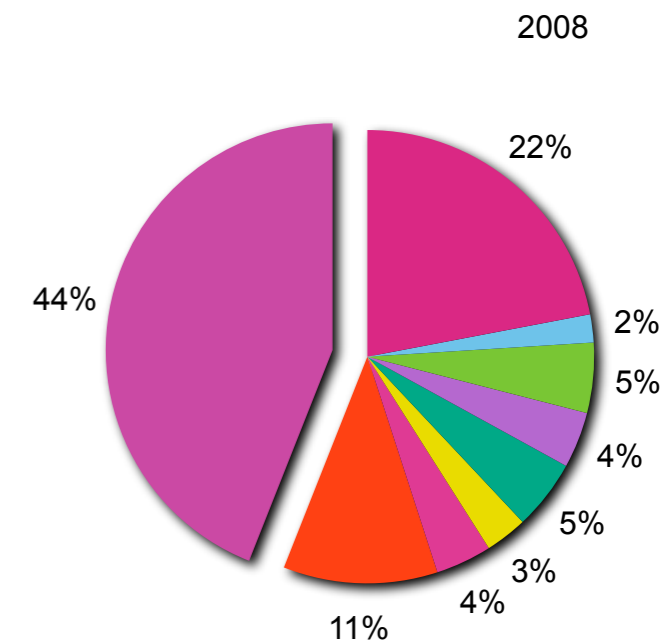
Population Breakdown



Customer Breakdown



Revenues Breakdown



● Nigeria 
 ● Kenya 
 ● DRC 
 ● Tanzania 
 ● Zambia 
 ● Congo B. 
 ● Gabon 
 ● Ghana 
 ● Others 
 ● Middle East



# Kuwait

Contribution to Group total - Population: **1%** Customers: **3%** Revenues: **19%** - Customer YoY Growth: **12%**

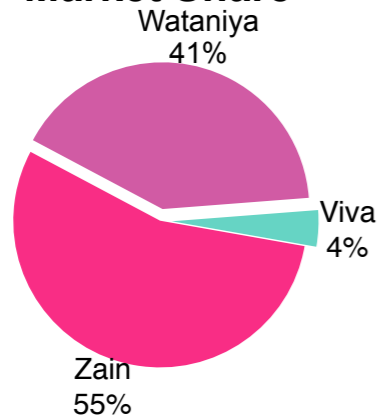
- Zain in Kuwait is perceived as the market leader with a 55% market share.
- Zain Kuwait is listed on the Kuwait Stock Exchange (KSE) with a 24.6% held by the Kuwait Investment Authority.
- Competition intensified in Q4-2008 following the entry of VIVA into the market.
- Zain in Kuwait remains a key-performer, with an ARPU of US\$ 69 - the highest in the Group.



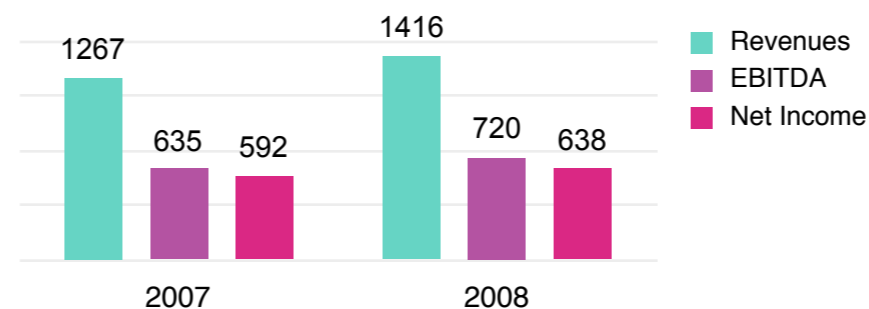
## Key Statistics for 2008

Population (000s)	3,600
GDP/Capita (PPP)	\$40,943
Year of launch	1983
Ownership	100%
Mobile Penetration	118%
Number of Operators	3
Market Positioning	1
Market Share	55%
ARPU	\$69

### Market Share



### Financial Performance (\$ m)





# Sudan

Contribution to Group total - Population: **7%** Customers: **8%** Revenues: **12%** - Customer YoY Growth: **34%**

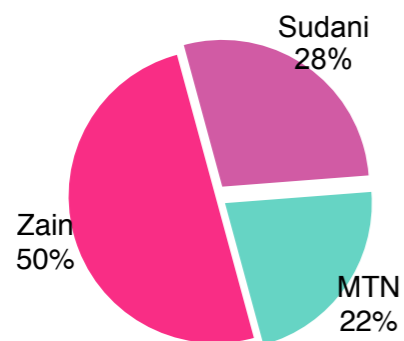
- Mobitel, Sudan's first mobile operator, was fully acquired by Zain in February 2006 for a value of US\$ 1.332 billion.
- Relative to its 2 competitors, Zain Sudan is the market leader with a commanding 50% market share.
- By year-end, Zain covered 600 major cities and towns in Sudan, representing 80% of the population.



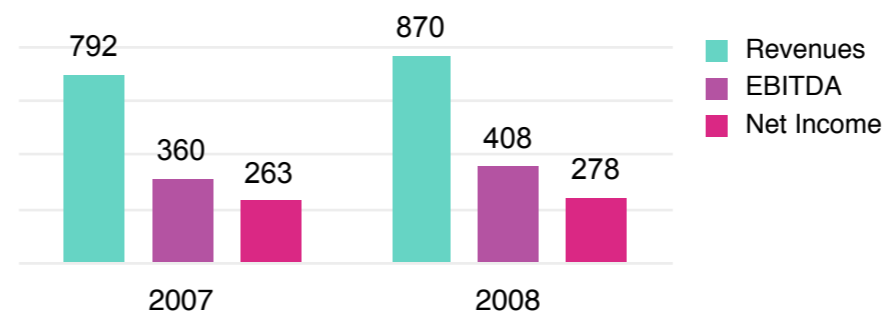
## Key Statistics for 2008

Population (000s)	39,445
GDP/Capita (PPP)	\$2,335
Year of full acquisition	2006
Ownership	100%
Mobile Penetration	29%
Number of Operators	3
Market Positioning	1
Market Share	50%
ARPU	\$16

### Market Share



### Financial Performance (\$ m)





# Iraq

Contribution to Group total - Population: **5%** Customers: **15%** Revenues: **3%** - Customer YoY Growth: **33%**

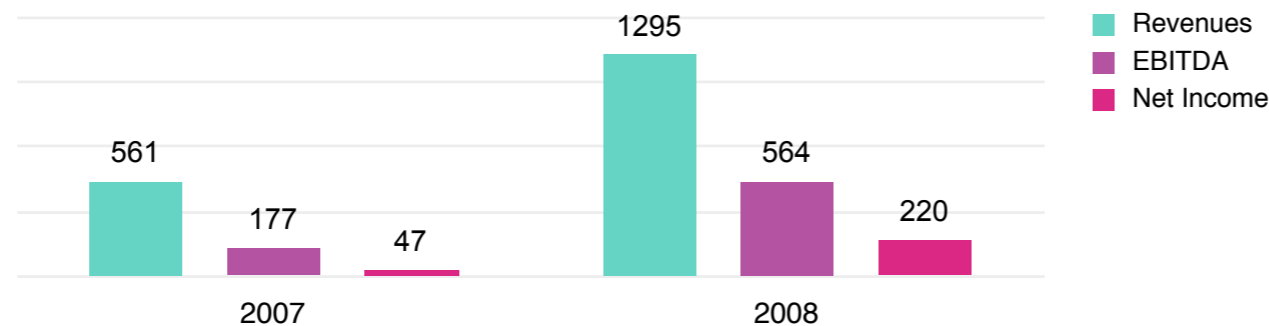
- Acquired a 15-year nationwide mobile license for US\$ 1.25 billion in August 2007, and ever since has expanded its services to cover 90% of the population.
- 2008 saw the full integration between MTC-Atheer and Iraqna into Zain, as well as an increase in its ownership stake from 30% to 71.67%.
- Zain Iraq's revenues and Net Income were increases by 131% and 372% respectively by year-end 2008.
- Zain Iraq was the first to introduce Blackberry, One Network and Electronic Voucher.



## Key Statistics for 2008

Population (000s)	29,492
GDP/Capita (PPP)	\$12,063
Year of acquisition	2003
Ownership	71.67%
Mobile Penetration	58%
Number of Operators	3
Market Positioning	1
Market Share	-
ARPU	\$13

## Financial Performance (\$ m)





# Jordan

Contribution to Group Total - Population: **1%** Customers: **4%** Revenues: **6%** - Customer YoY Growth: **26%**

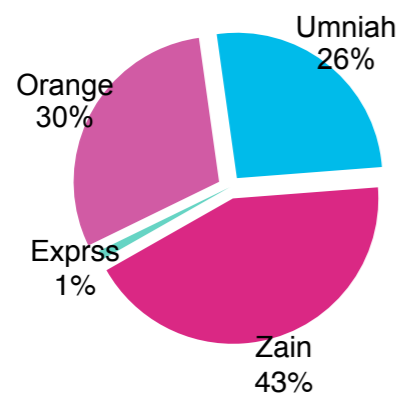
- In January 2003, Zain Jordan was the Group's first acquired operation for a value of US\$ 418.9 million.
- Despite the highly competitive market, Zain in Jordan had a commanding 43% market share.
- Zain in Jordan maintained its no.1 position by being the first to introduce new services such as Blackberry and mobile banking throughout 2008.



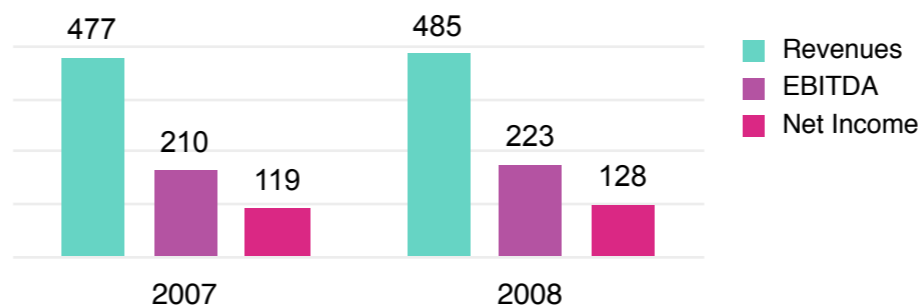
## Key Statistics for 2008

Population (000s)	6,118
GDP/Capita (PPP)	\$5,172
Year of acquisition	2003
Ownership	96.52%
Mobile Penetration	91%
Number of Operators	4
Market Positioning	1
Market Share	43%
ARPU	\$19

### Market Share



### Financial Performance (\$ m)





# Zambia

Contribution to Group Total - Population: **2%** Customers: **4%** Revenues: **5%** - Customer YoY Growth: **36%**

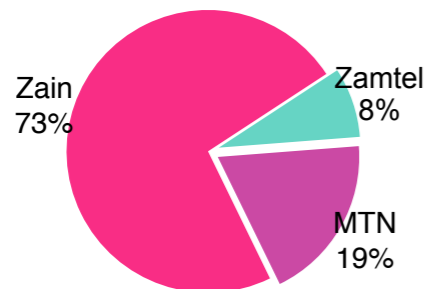
- One of the key performers of the group, Zain Zambia was launched in 1998 and controls 73% of the market.
- Increased network roll-out enabled the operation to increase its population coverage to 72%; and this is expected to further increase in 2009 as 80 new sites were installed and commissioned.
- Q4-2008 saw the launch of a highly successful promotional service 'illyonse' flexi top-up which allows for top-ups for any denomination as low as ZMK 200.



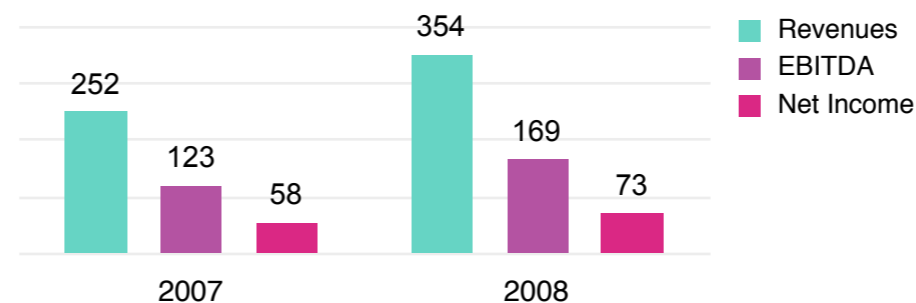
## Key Statistics for 2008

Population (000s)	12,154
GDP/Capita (PPP)	\$1,397
Year of launch	1998
Ownership	78.88%
Mobile Penetration	30%
Number of Operators	3
Market Positioning	1
Market Share	73%
ARPU	\$12

## Market Share



## Financial Performance (\$ m)





# Bahrain

Contribution to Group Total - Population: **0%** Customers: **1%** Revenues: **3%** - Customer YoY Growth: **53%**

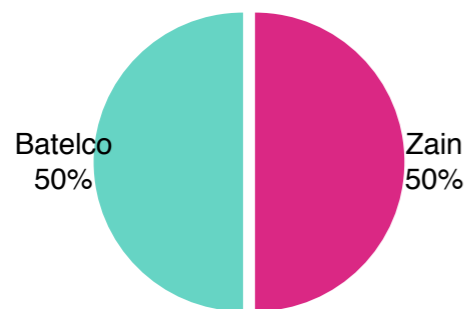
- A Greenfield operation, Zain Bahrain launched its commercial services in December 2003.
- Bahrain has the highest mobile penetration in the region with 187% and is leading the region with its first historic introduction of 3.5G, WIMAX and One Network.
- Zain closed year-end 2008 with a 50% market share, in par with its incumbent competitor 'Batelco'. 'STC' is expected to commence in 2009 as the third operator.



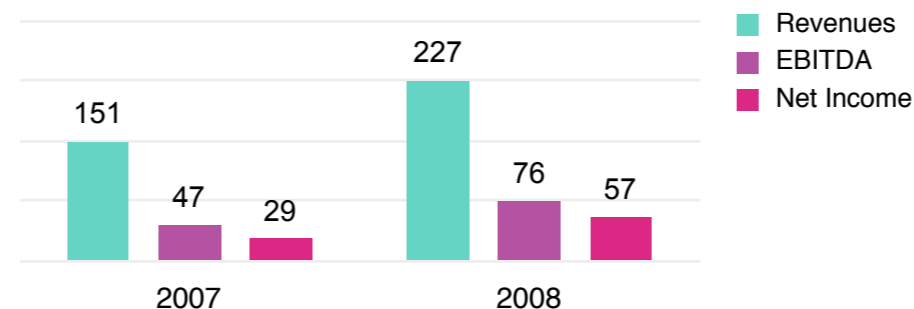
## Key Statistics for 2008

Population (000s)	1,050
GDP/Capita (PPP)	\$33,988
Year of launch	2003
Ownership	56.25%
Mobile Penetration	187%
Number of Operators	2
Market Positioning	2
Market Share	50%
ARPU	\$29

## Market Share



## Financial Performance (\$ m)





# Tanzania

Contribution to Group Total - Population: **7%** Customers: **6%** Revenues: **4%** - Customer YoY Growth: **54%**

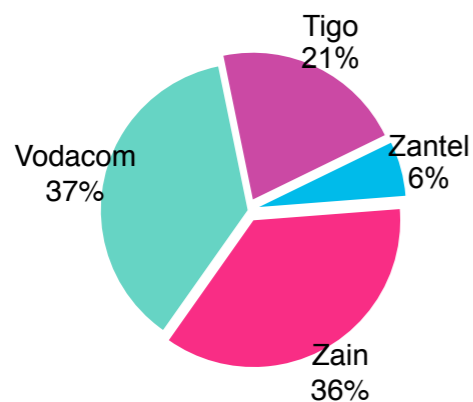
- Zain Tanzania launched its services in November 2001 and currently owns 60% while the government holds the remaining stake.
- At year-end 2008, Zain's market share was 36% in this highly liberalized market, almost matching the leading competitor 'Vodacom'.
- In Q4-2008, Zain Tanzania introduced its own international gateway, allowing the company to reduce international tariffs.



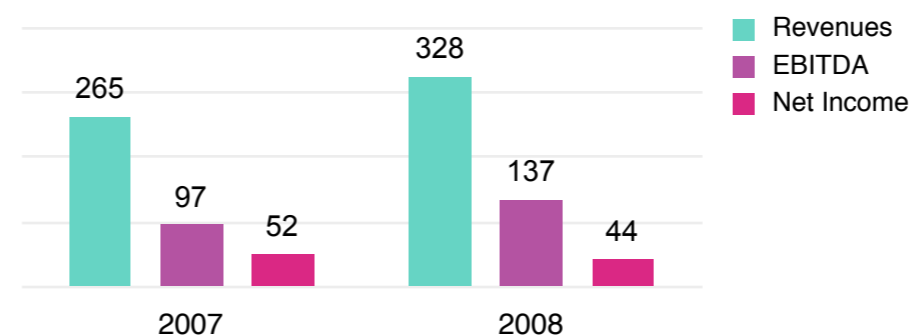
## Key Statistics for 2008

Population (000s)	41,464
GDP/Capita (PPP)	\$1,352
Year of launch	2001
Ownership	60%
Mobile Penetration	30%
Number of Operators	4
Market Positioning	2
Market Share	36%
ARPU	\$9

Market Share



Financial Performance (\$ m)





# Congo Brazzaville

Contribution to Group Total - Population: **1%** Customers: **2%** Revenues: **3%** - Customer YoY Growth: **30%**

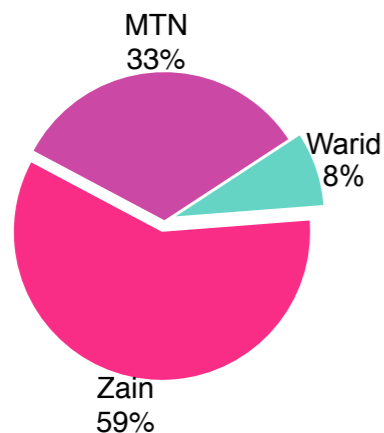
- Zain Congo B. launched its commercial activities in December 1999.
- Despite MTN's ongoing competition and Warid's aggressive tariff plans, Zain was able to maintain its no.1 position with 59% market share.
- In 2008, Zain Congo B. was the first operator to launch Blackberry and mobile internet.
- To date, Zain's network covers 84% of the population.



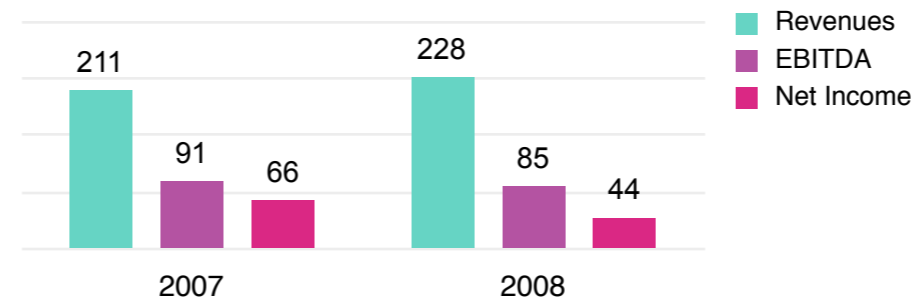
## Key Statistics for 2008

Population (000s)	3,847
GDP/Capita (PPP)	4,044
Year of launch	1999
Ownership	90%
Mobile Penetration	66%
Number of Operators	3
Market Positioning	1
Market Share	59%
ARPU	\$16

### Market Share



### Financial Performance (\$ m)





# Gabon

Contribution to Group total - Population: **0%** Customers: **1.5%** Revenues: **4%** - Customer YoY Growth: **21%**

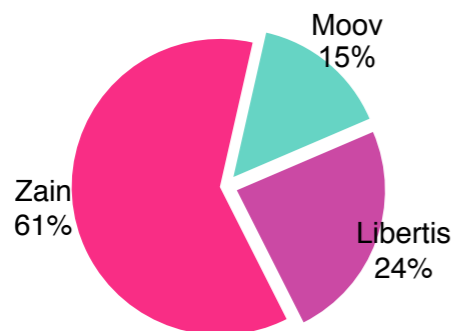
- Zain Gabon launched in June 2000, and has maintained its position as the market leader since 2003.
- Despite the ongoing competition from its two competitors - Moov and Libertis - Zain in Gabon controlled 59% of the market as of year-end 2008.
- Gabon is unique in the African continent - It has a high GDP per Capita, high ARPU and a high penetration rate.
- 2008 was marked by the re-launch of Per Second Billing (PSB) and the Millennium promotion.



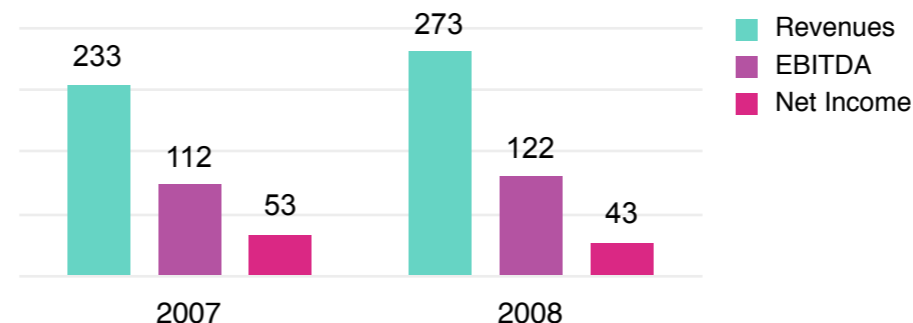
## Key Statistics for 2008

Population (000s)	1,350
GDP/Capita (PPP)	\$14,747
Year of launch	2000
Ownership	90%
Mobile Penetration	111%
Number of Operators	3
Market Positioning	1
Market Share	61%
ARPU	\$31

## Market Share



## Financial Performance (\$ m)





# Niger

Contribution to Group total - Population: **2.5%** Customers: **2%** Revenues: **2%** - Customer YoY Growth: **67%**

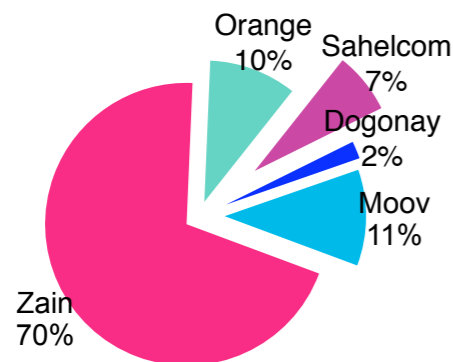
- Zain in Niger started its commercial activities in October 2001, and since then has evolved to control 70% of the market.
- To date, Niger hosts four other mobile operators, notably Orange and Moov with 10% and 11% market share respectively.
- In 2008, Zain Niger witnessed a 67% customer growth compared to the previous year as a result of its commitment to deliver premier services such as Mobile Refill, payment by second and GPRS.



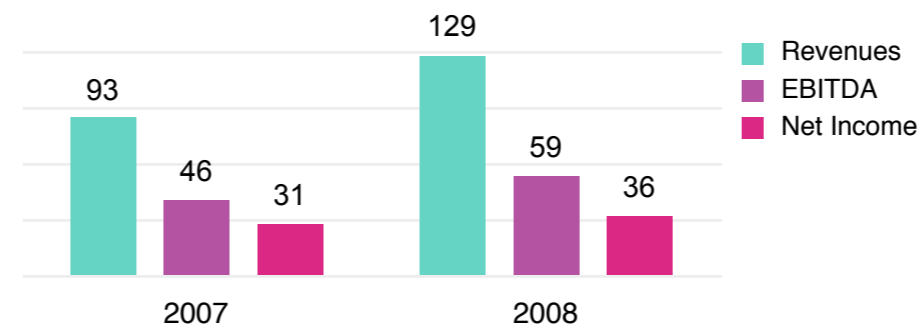
## Key Statistics for 2008

Population (000s)	14,450
GDP/Capita (PPP)	\$691
Year of launch	2001
Ownership	90%
Mobile Penetration	12%
Number of Operators	5
Market Positioning	1
Market Share	70%
ARPU	\$12

## Market Share



## Financial Performance (\$ m)





# Malawi

Contribution to Group Total - Population: **2.5%** Customers: **2%** Revenues: **2%** - Customer YoY Growth: **94%**

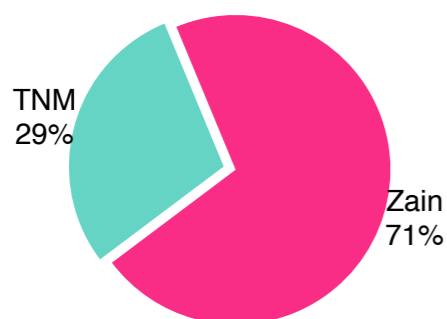
- Zain Malawi started its operations in October 1999, and currently holds 71% of the market.
- Zain in Malawi's strong performance was driven by strong customer growth and brand loyalty.
- In attempt to increase network coverage, 21 new sites were rolled-out bringing the total number of sites on-air to 262 at year-end 2008.
- Population coverage stood at 88%.



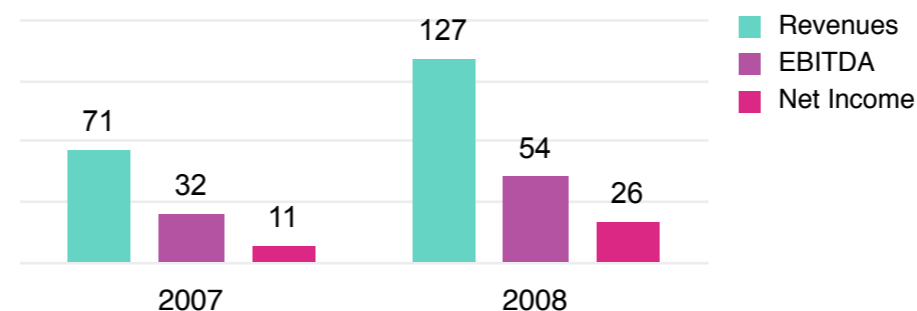
## Key Statistics for 2008

Population (000s)	14,288
GDP/Capita (PPP)	\$850
Year of acquisition	1999
Ownership	100%
Mobile Penetration	12%
Number of Operators	2
Market Positioning	1
Market Share	71%
ARPU	\$11

## Market Share



## Financial Performance (\$ m)





# Burkina Faso

Contribution to Group total - Population: **3%** Customers: **2%** Revenues: **2%** - Customer YoY Growth: **42%**

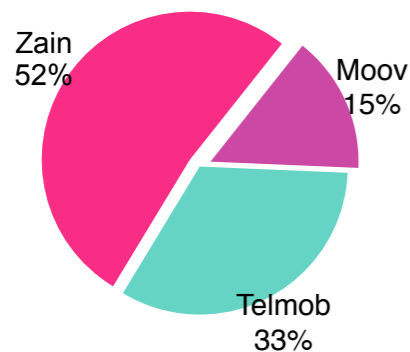
- Zain Burkina Faso commenced in January 2001, and despite being the third operator to enter the market, it has assumed its position by being the market leader with 52% market share.
- New services were introduced in Q3-2008 such as Fun Mobile, Yankadi as well as weekly promotions based on SMS, SMS Chat and Internet Mobile,
- To enhance coverage, 39 new sites were rolled-out in Q4-2008, totalling 324 sites to date.



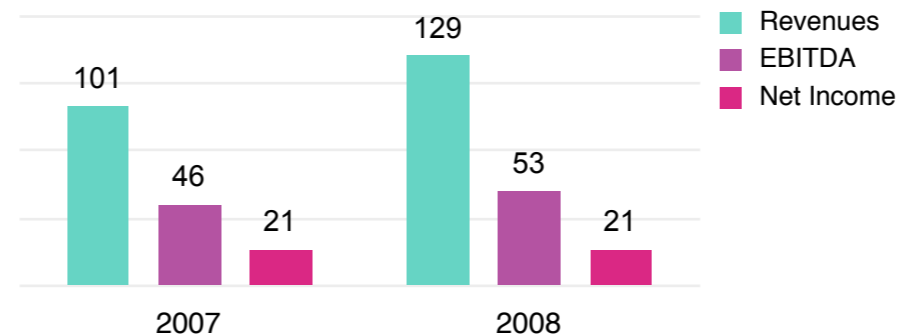
## Key Statistics for 2008

Population (000s)	15,213
GDP/Capita (PPP)	\$1,259
Year of acquisition	2001
Ownership	100%
Mobile Penetration	18%
Number of Operators	3
Market Positioning	1
Market Share	52%
ARPU	\$9

## Market Share



## Financial Performance (\$ m)





# Nigeria

Contribution to Group Total - Population: **27%** Customers: **27%** Revenues: **22%** - Customer YoY Growth: **55%**

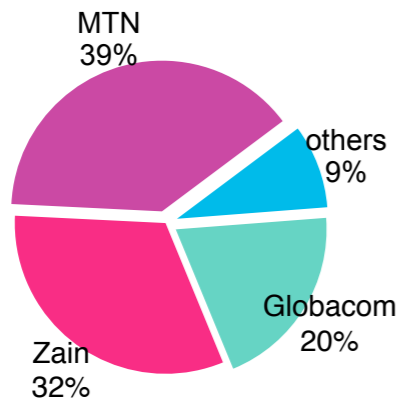
- In 2001, Zain (formerly Celtel) made history by becoming the first telecom operator to launch commercial services in Nigeria. In 2006, Celtel International acquired a 65.7% majority stake.
- Nigeria is the most populated nation on the continent and will soon overtake South Africa as Africa's largest telecom provider.
- At year-end 2008, the operation's revenues accounted for 22% of the Group's total consolidated revenues - the Group's largest contributor.
- Net Income was affected significantly due the devaluation of the Naira in response to the dwelling oil revenues.



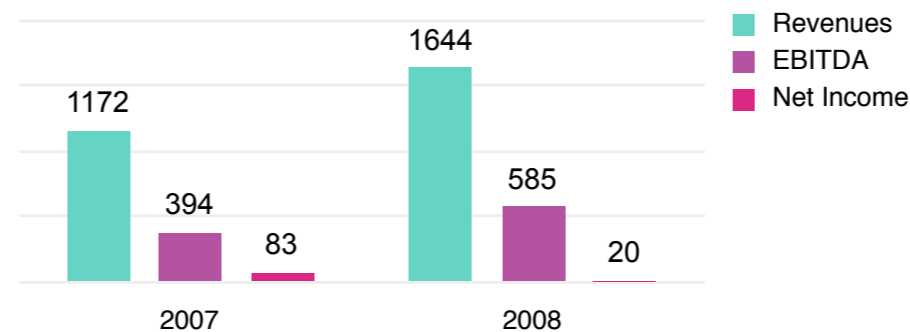
## Key Statistics for 2008

Population (000s)	151,478
GDP/Capita (PPP)	\$2,142
Year of acquisition	2006
Ownership	65.7%
Mobile Penetration	41%
Number of Operators	4
Market Positioning	2
Market Share	32%
ARPU	\$9

## Market Share



## Financial Performance (\$ m)





# Chad

Contribution to Group Total - Population: **2%** Customers: **2%** Revenues: **1.5%** - Customer YoY Growth: **74%**

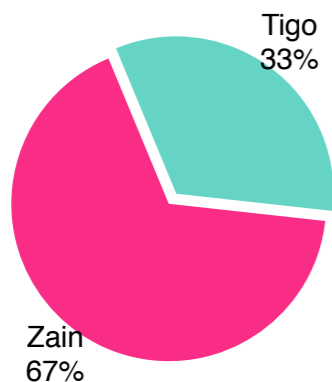
- Zain Chad launched services in October 2000, and is currently the no.1 operator with 67% market share.
- Following the rebranding to Zain in August 2008, the operation witnessed a 74% increase in its customer base due to the strong brand loyalty.
- Zain Chad offers a range of competitive services including GPRS/Internet, MMS, multiparty services, International Tariff promotions and M-Voucher.



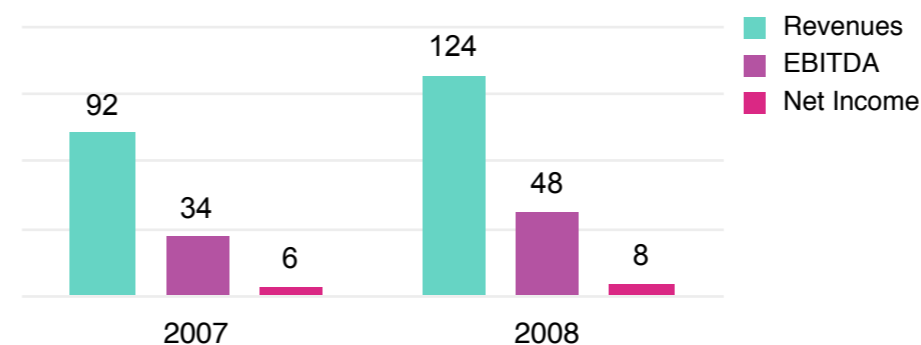
## Key Statistics for 2008

Population (000s)	11,088
GDP/Capita (PPP)	\$1,670
Year of acquisition	2000
Ownership	100%
Mobile Penetration	13%
Number of Operators	2
Market Positioning	1
Market Share	67%
ARPU	\$13

### Market Share



### Financial Performance (\$ m)





# Democratic Republic of Congo

Contribution to Group Total - Population: **12%** Customers: **5%** Revenues: **5%** - Customer YoY Growth: **45%**

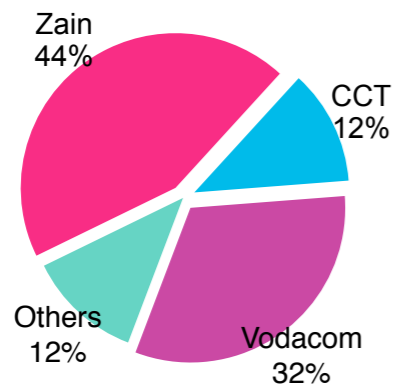
- Zain (formerly Celtel) started its commercial services in December 2000.
- Despite the fierce competition from low cost operators in the market, Zain DRC managed to maintain its leader position with a 44% market share.
- The operation launched several unique services in 2008 of which Me2U, Blackberry and Zain Mobile Office.
- Population coverage stood at 44% at year-end 2008.



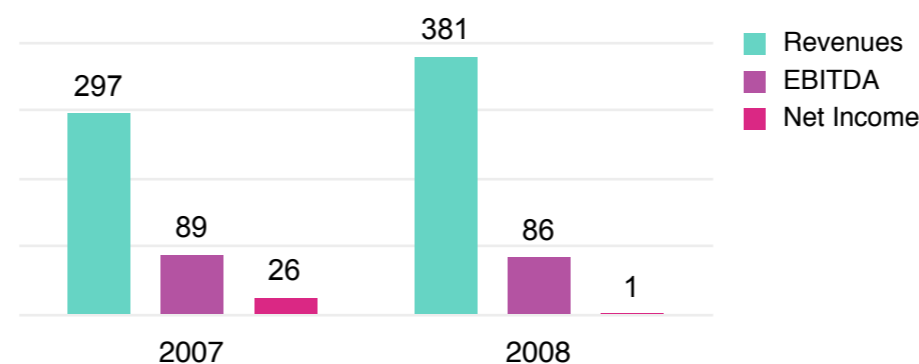
## Key Statistics for 2008

Population (000s)	64,704
GDP/Capita (PPP)	\$340
Year of acquisition	2000
Ownership	98.5%
Mobile Penetration	14%
Number of Operators	5
Market Positioning	1
Market Share	44%
ARPU	\$11

## Market Share



## Financial Performance (\$ m)





# Sierra Leone

Contribution to Group Total - Population: **1%** Customers: **1%** Revenues: **0.5%** - Customer YoY Growth: **32%**

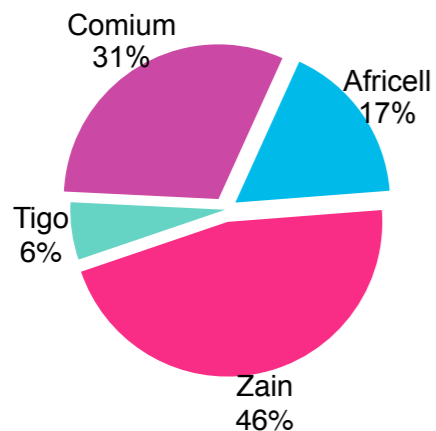
- Zain launched services in September 2000.
- Despite high competition, the operation stands as no.1 with a market share of 46% ahead of competition by offering a multitude of innovative products such as ULCH, 24-hour customer free care line and low denomination top-up cards.
- In Q3-2008, '078' was rolled-out as the new dialing code, giving Zain a new platform to lure customers by offering them their same mobile number or a number of their choice.



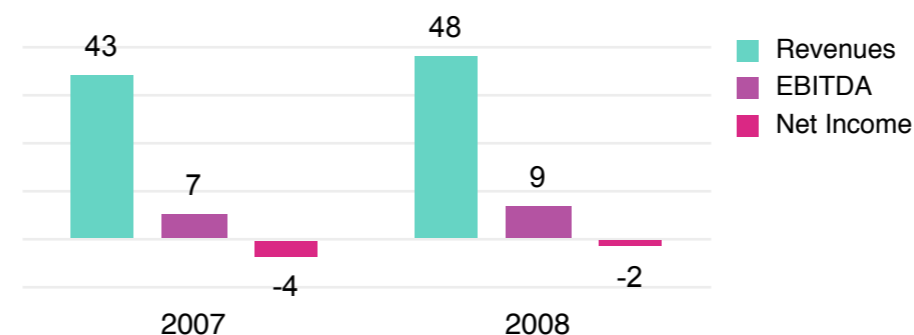
## Key Statistics for 2008

Population (000s)	5,968
GDP/Capita (PPP)	\$728
Year of acquisition	2000
Ownership	100%
Mobile Penetration	32%
Number of Operators	4
Market Positioning	1
Market Share	46%
ARPU	\$9

## Market Share



## Financial Performance (\$ m)





# Madagascar

Contribution to Group Total - Population: **4%** Customers: **2%** Revenues: **1%** - Customer YoY Growth: **117%**

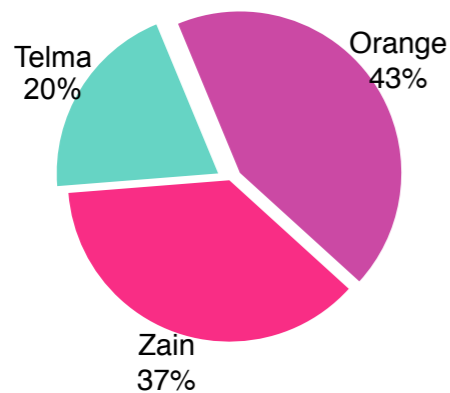
- Zain Madagascar joined the Group's African portfolio in 2005. To date, the operation is the no.2 with a market share of 37%, an increase of five percentage points as compared to 2007.
- In 2008, Zain in Madagascar witnessed an outstanding growth in its customer base - an increase of 117% compared to the previous year.
- Net Income at year-end 2008 decreased drastically due to the continuous depreciation of the local currency versus the dollar.



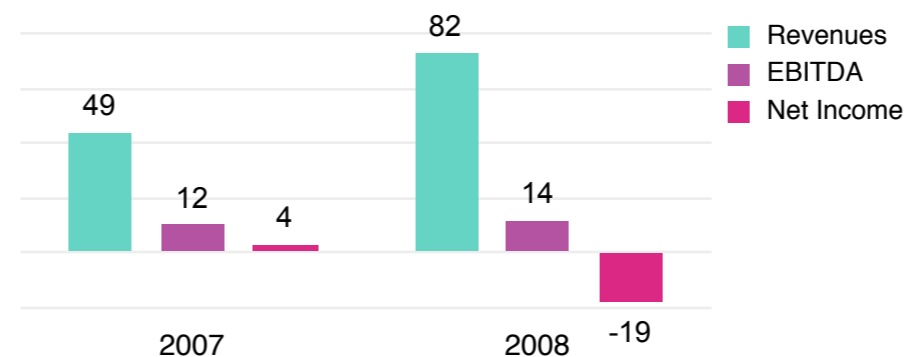
## Key Statistics for 2008

Population (000s)	20,215
GDP/Capita (PPP)	\$995
Year of acquisition	2005
Ownership	100%
Mobile Penetration	20%
Number of Operators	3
Market Positioning	2
Market Share	37%
ARPU	\$7

## Market Share



## Financial Performance (\$ m)





# Uganda

Contribution to Group Total - Population: **6%** Customers: **3%** Revenues: **2%** - Customer YoY Growth: **45%**

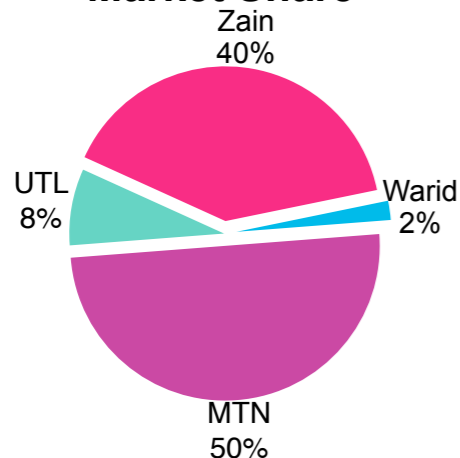
- Zain Uganda launched services in 1995 and was Zain's (formerly Celtel) first operation in Africa, as well as the first GSM network in sub-Saharan Africa.
- Despite the aggressive competition in this high volatile market, Zain Uganda is positioned at no.2 with a 39% market share.
- 38 new capacity sites were rolled-out in Q4-2008 to boost population coverage to 88%.
- Competition is expected to intensify as Hits Telecom Uganda will enter the market in Q1-2009 under the 'Orange' brand.



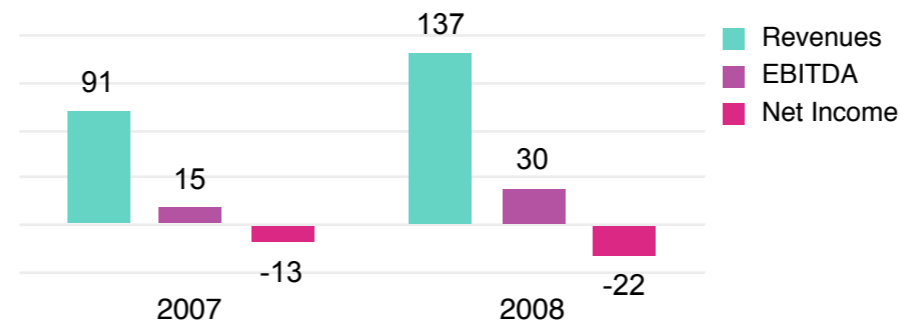
## Key Statistics for 2008

Population (000s)	31,903
GDP/Capita (PPP)	\$1,148
Year of acquisition	1995
Ownership	100%
Mobile Penetration	27%
Number of Operators	4
Market Positioning	2
Market Share	40%
ARPU	\$6

### Market Share



### Financial Performance (\$ m)





# Ghana

Contribution to Group Total - Population: **4%** Customers: **0.5%** Revenues: **0%** - Customer YoY Growth: -

- Zain acquired 75% of Westel for US\$ 120 million in October 2007, and launched its services subsequently in December 2008.
- The operation was the first telecom operator to introduce the 3.5G network in the market.
- Zain Ghana's Greenfield network was built within six months, breaking records across the Group.
- Two weeks after its launch, Zain Ghana attracted 270,000 customers.



## Key Statistics for 2008

Population (000s)	23,946
GDP/Capita (PPP)	\$1,513
Year of launch	2008
Ownership	75%
Mobile Penetration	47%
Number of Operators	5
Market Positioning	-
Market Share	-
ARPU	\$10



# Kenya

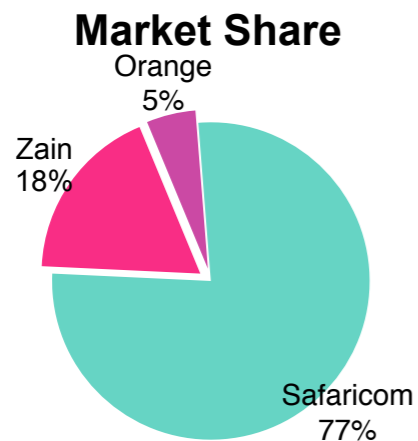
Contribution to Group Total - Population: **7%** Customers: **5%** Revenues: **2%** - Customer YoY Growth: **46%**

- Acquired in 2004, Zain in Kenya faces a highly competitive market with a relatively low ARPU.
- Following the rebranding to Zain, the operation witnessed a growth in its market share of more than 5% in the span of only 3 months.
- Several factors affected Zain Kenya's performance at year-end 2008 including the joint venture of France Telecom with Telkom Kenya under 'Orange' as well as Safaricom's continuous price reductions.

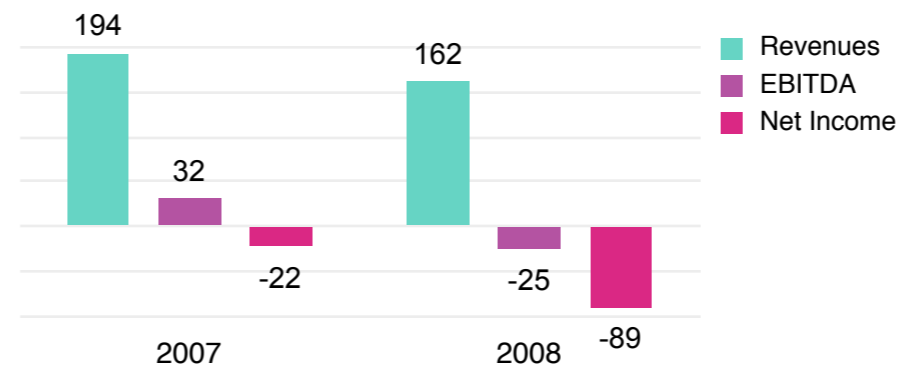


## Key Statistics for 2008

Population (000s)	38,549
GDP/Capita (PPP)	\$1,735
Year of acquisition	2004
Ownership	80%
Mobile Penetration	44%
Number of Operators	3
Market Positioning	2
Market Share	18%
ARPU	\$6



## Financial Performance (\$ m)





# Kingdom of Saudi Arabia

Contribution to Group Total - Population: **4%** Customers: **3%** Revenues: **na** - Customer YoY Growth: **-**

- Zain KSA launched commercial services on August 26, 2008, and was able to garner more than 2 million customers in the first 4 months following the launch.
- The IPO of Zain KSA was successfully completed in February 2008 with over 8.5 million subscribers, amounting to a total of SR 18 billion.
- Despite the high competition that hovers the Saudi market, Zain is targeting a 30% market share within 5 years.



## Key Statistics for 2008

Population (000s)	25,293
GDP/Capita (PPP)	\$24,120
Year of launch	2008
Ownership	25%
Mobile Penetration	99%
Number of Operators	3
Market Positioning	3
Market Share	-
ARPU	\$25



# Lebanon

Contribution to Group Total - Population: **1%** Customers: **1%** Revenues: **1%** - Customer YoY Growth: **33%**

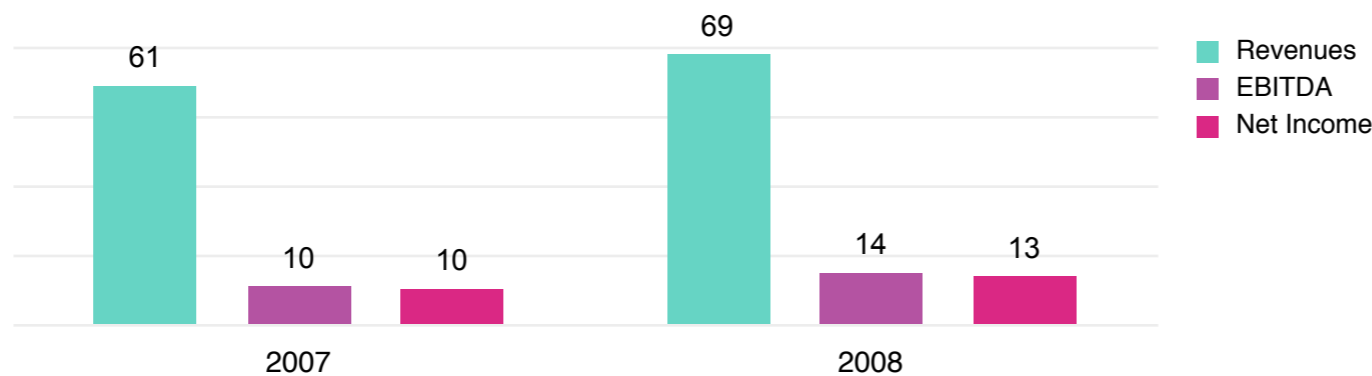
- Zain operates in Lebanon under a Management Contract since June 2004, when it was rebranded as mtc-touch.
- Q4-2008 witnessed the successful launch of the Blackberry for all customers holding 'Touch' postpaid lines.
- During 2008, mtc-touch introduced several services including Credit Transfer and roaming on aircrafts.



## Key Statistics for 2008

Population (000s)	4,142
GDP/Capita (PPP)	\$12,063
Year of MC award	2004
Ownership	MC
Mobile Penetration	34%
Number of Operators	2
Market Positioning	-
Market Share	-
ARPU	-

Financial Performance (\$ m)





# Summary of Key Messages

- ▶ Successful execution of 3x3x3 strategy
- ▶ Regional powerhouse in ME and Africa
- ▶ Two very attractive regions:
  - ▶ Mature high ARPU base in ME
  - ▶ Emerging high growth markets in Africa
- ▶ Capture synergies and accelerated growth through integration and ACE



# Thank you

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