3. **Our customers**

Mobile communications today form an integral part of the lives of people around the world, especially in the UAE where mobile and data usage per resident is some of the highest globally. In the past 10 years of our operations, we have been at the forefront of bringing innovative and cutting-edge communication products and services to our millions of customers.

These services include Internet Protocol Television (IPTV) and mobile plans that cater to SMEs as well as working expats, big businesses, and budding entrepreneurs; broadband for homes, small businesses, universities and large enterprises; smart services for government, individual customers, large corporations and more. Through our services we aim to enhance the lives of everyone in the UAE.

Key aspects:

- Data privacy and security

- Customer satisfaction

- Innovative offerings

- Responsible marketing

Our customers

At a glance

● Achieved   ◑ In progress/Partially achieved   ○ Not achieved

We said we would...	How we did...	What next?
Data privacy and security		
Focus on Smart City security challenges and continue with the Cyber Security Conference	◑ Extended our expertise in data security as Managed Services solutions for our enterprise customers	Organise a Cyber Security Conference and Hackathon, and continue to work on Smart City security challenges
Build on our cyber security campaign to reach out to more youth	● Launched online platform for our employees and contractors to complete an awareness program on cyber security	Expanding innovative 'cyber security gamification' program across the organisation in 2016 – 2017
Customer satisfaction		
Increase percentage of first caller resolution rate from last year	● Achieved 93% in 2015	Continue to increase percentage of first caller resolution rate from last year
Reduce average hold time and average handling time	◑ Achieved 22 seconds average hold time and 245 seconds average handling time	Continue to reduce average hold time and average handling time
Innovative offerings		
Innovative mobile plans and offerings	● WiFi UAE, Kabayan Bundle, Fixed Network services, Business Mobile Plan among many other offers	Enhance our innovation platform to offer a range of services such as the new WiFi UAE mobile app
LTE acceleration and technical innovation via our network	● Successfully tested the LTE broadband trunking on 4G network ● Showcased our capability to develop 5G networks at GITEX	Focus on further network acceleration and enhanced features targeting better user satisfaction, especially for Smart City services
Responsible marketing		
TRA compliance for all our marketing and advertising campaigns	● None of our marketing campaigns during the year resulted in fines or penalties by the TRA	Continue to ensure TRA compliance for all our marketing and advertising campaigns

Data privacy and security

With the regular frequency of high profile security breaches involving financial and private data, it has become imperative for us to continue strengthening the data security services that we provide for all our customers – this includes individuals as well as enterprises. Since our launch in 2006, our Technology Security and Risk Management (TSRM) team has ensured the safeguarding of our and our customers' information assets. Aside from continuously monitoring for threats and responding accordingly, the TSRM team has also started several initiatives to drive education on cybersecurity.

In continuation of our internal security awareness campaign 'Be Aware, Be Safe', the TSRM team has launched an online platform that requires full time employees and full time contractors to complete an awareness program as per the National Electronic Security Authority (NESA). In 2015, 28 departments were covered under this campaign. We have also launched a cyber-security gamification pilot which will be a strategic project for us in the coming years.

We also extend our expertise in data security via Managed Services solutions for our customers' businesses. Key in this are services relating to Distributed Denial of Service (DDoS) Protection, Secure Web Hosting and vulnerability assessment consulting services. A recent introduction to this portfolio is our 'Mobile Device Management' infrastructure – a regional first allowing business owners to better manage mobile devices, access their corporate network and protect corporate data.

❝ It is vital to ensure the complete cyber security of our customers by educating them about their personal responsibility for internet security, in addition to providing the best-in-breed security services. ❞

Ibrahim Al Mallouhi
Vice President,
Security Operations

We also have a responsibility towards the UAE's National Security and thus emphasise the correct registration of mobile numbers, such as lending our complete support to the TRA's 'My Number, My Identity' scheme. As part of our efforts, we enabled an online registration mechanism alongside our standard channels - i.e. our shops and network of partners - thus ensuring the successful re-registration of a majority of our mobile subscribers.

Customer satisfaction

Our guiding principle is to constantly maintain and look for opportunities to offer superior services to meet the communication needs and lifestyles of our customers.

We have a structured methodology to consider a customers' needs, from the moment they become aware of our products and services to the process of purchase and onwards throughout their entire interaction with us as their service provider. Continuously improving this methodology is what helps us enhance the experience that we offer to our customers, whether it be at our retail shop, via our call centre or online through our website.

This strategy has been designed to measure and act upon the 'Voice of the Customer' (VoC). The creation of VoC tools and insights now provide us with a 360 degree view of customers' experiences, ultimately leading to more loyal and happier customers. For example, our customers can now book appointments at our retail shops using the du app. Additionally, we have relaunched our self-care website to enhance user experience. We have also continued interacting with our customers using our social media in a more proactive and friendly way to provide troubleshooting services and promote our new offers. This was best seen through our #duGetsYou campaign and in retaliation to our competitor's 'price challenge', which saw us convert many of our competitor's customers to our network through the use of fun and empathetic communication.

Customer satisfaction	2013	2014	2015
Average speed of answer	35	28	18
Average handling time	238	225	245[1]
Average hold time	29	21	22
First call resolution	77%	84%	93%
Average response rate on social media	95%	95%	95%

[1]The AHT has increased as the figure includes new Emtyaz vendors.

Smart City

Our telco experience, network capability and digital know-how means that we are perfectly positioned to help the Government of the UAE achieve their ambitions of becoming a global Smart City leader. Smart City is our biggest opportunity to enhance the UAE's position as a global hub for tourism, commerce and as a place to live.

We are committed to helping the UAE achieve its Smart City ambitions and are making progress in a number of areas. All of these services will ensure efficiency on cost, as well as reduce environmental and social impact in an increasingly digital and interconnected world. Dubai aims to become a Smart City by 2017, and we have planned to finish deployment of our IoT (Internet of Things) network to support this ambition of the Emirate. We also plan to launch the new WiFi UAE mobile app enabling seamless login, with additional features including hotspot finder, language preference and offers.

We successfully tested the first true Internet of Things network (IoT) in the Middle East, a key component of Smart City that will revolutionise how our cities and resources are managed. The network can relay data from sensors countrywide, enabling smarter management of a vast array of city resources such as smart street lighting, waste management, and parking. We have deployed 200 hotspots for WiFi UAE and have witnessed phenomenal usage since our launch in May 2015. For 2016, our plan is to double the number of these hotspots (21 smart palms, 100 RTA bus shelters and 10 cultural sites) and expand to other Emirates.

At GITEX this year, we showcased our capability to develop 5G networks with ultra-high speed which will be essential in driving our Smart City vision. We have already introduced many key smart technologies to the country, such as:
- Smart street lights in Dubai Silicon Oasis
- Smart Meters used by Sharjah's Electricity and Water Authority to improve energy efficiency
- Smart fleet management that use Machine-to-Machine (M2M) technology to increase business efficiency
- WiFi UAE to connect the public with complimentary internet – usage has tripled in the past 6 months
- Managed services and cloud solutions to ensure that businesses can trust us with their network solutions rather than invest in bulk infrastructure requirements

Innovative offerings

Technology has proven to significantly change the way we live, work and play. In the future, we foresee a hyper-connected society in which smart technologies enable everyone access to unprecedented e-services.

Our mandate of driving innovation in the UAE has already seen us lay early Smart City foundations with WiFi UAE, as well as the Middle East's first working Internet of Things network, and pilots on key services like smart parking, smart lighting and smart buildings.

At this year's GITEX, we unveiled our WiFi UAE app that will allow seamless log in, contextual awareness messages, hotspot locations, special offers and much more. We have now adopted a segmented approach to proposition design and development as we look to grow our market share by delivering cutting-edge solutions to all segments of the community.

WiFi UAE

WiFi UAE is a country-wide initiative to provide WiFi access to the public, in line with UAE Vision 2021. With WiFi UAE, our valued customers can enjoy high speed access to all UAE government online services. This service is available to all users with a WiFi-enabled device, including smartphones, laptops and tablets.

WiFi UAE has successfully launched across the UAE, offering free and premium services in major strategic landmarks in Dubai and Abu Dhabi including Sheikh Mohamed Bin Rashid Boulevard, Dubai Museum, Dubai Heritage, as well as across more than 10 cultural locations including Global Village, Abu Dhabi Mall, Qaryet al Beri, du Forum, du Arena and more. Our solution will be available on selected Smart Plans via selected strategic locations in Dubai. This solution will also be available in 100+ RTA smart shelter locations.

UAE's first smart street lights

In 2015, we collaborated with the Dubai Silicon Oasis Authority (DSOA) to successfully install the country's first smart street lights and smart building technologies within the integrated free zone Technology Park. This initiative, among others, is a component of our Internet of Things network at Dubai Silicon Oasis, where sensors are placed in everyday objects to become 'smart' and interact with their surroundings.

Using motion sensors provided and programmed by us, the smart street lights will provide 25 percent visibility until triggered to full power by approaching vehicles and pedestrians, allowing for less energy consumption that will prolong the life of electric bulbs and reduce operational costs and carbon impact. Additional sensors can be added to the street lights to collect and share information and data from the surrounding environment, such as pollution and weather conditions or even relay CCTV, advertising messages and/or safety warnings.

Furthermore, the smart building technologies that include installing high-tech sensors within the DSOA headquarters use our software to allow energy and cost-savings through managing electricity consumption and allowing automatic regulation of temperature throughout the headquarters.

The next generation 5G Mobile Network

With the upcoming needs for Smart Cities and the Internet of Things (IoT), operators worldwide are deploying faster LTEs – the current one being 4G – to offer faster access with higher efficiency. In the near future, we anticipate a communications system with even further capabilities, namely a fifth generation (5G) system. Based on the foreseeable traffic trends, we foresee that the 5G network will have a reduced cost and environmental impact. 5G will be able to manage traffic volumes of many orders of magnitude compared to today's networks. It will also be able to allow many more devices to be connected simultaneously to the network in order to support the Internet of Things (IoT).

Additionally, we are working closely with our technology partners, infrastructure vendors and standardisation bodies to help shape the 5G network requirements for the future. Recently, the International Telecommunications Union (ITU) approved our proposal to launch the 5G studies in SG13, which outlines our research on the key requirements for 5G deployment as well as concerns that telecommunications providers may face with the candidate technologies and architectures. In our view, the future of 5G wireless access is much more than just about radio-interface technology; it will be the overall solution in the future to provide wireless access to people and devices.

LiFi

During the year, we also demonstrated three LiFi use cases including internet over LiFi and audio & video streaming over LiFi. LiFi is a bidirectional, high speed and fully networked green wireless communication using visible light, and can be an excellent complement to Radio Frequency (RF) communications (WiFi and mobile network).

UAE's most affordable 4G LTE Smartphone

Partnering with UAE-born mobility brand 'Four' and Axiom Telecom, we launched the country's most affordable 4G LTE enabled smartphone. Available for only AED 299, the Four S500 is the UAE's most economical 4G LTE smartphone, offering unprecedented value through its advanced software and hardware specifications. The exceptional value presented by the home-grown brand's first 4G LTE handset is further bolstered by competitively-priced special data plans provided by us.

#duGetsYou

In 2015, we relaunched our Smart Plan under the tagline #duGetsYou, offering a mix of flexible minutes, data and exclusive numbers to best match customer requirements. As part of our overall strategy to simplify customers' lives and as part of our existing enterprise portfolio, we launched a special plan for SMEs: the Business Mobile Plan, which delivers more value than all previous plans. We also launched The Government Plan with increased national minutes and data allowance.

Kabayan Bundle

We launched our Kabayan Bundle, especially designed for our Filipino customers, offering them exclusive data and voice deals to stay connected with their friends and family both in the UAE and back home. The bundle was launched through our 'Tropa for Life' campaign which truly resonated with the Filipino community as it reflected the positive sentiment of the 'tropa' (Tagalog for 'troops') always sticking together. This is truly

an example of how we design our products and services, and marketing based on insights from the target community.

Tourist SIM

Recognising the immense number of tourists who visit the UAE and their need to be connected to the world – via social media or phone – we introduced the Tourist Plan in late 2015. This is a specially designed prepaid line for those visiting the UAE for short periods, with benefits including mobile data and flexible minutes that can be used to call local or international mobile and landline numbers.

Our Fixed Network services

We announced the roll-out of our Fixed Network services across the country, thus offering choice of operator to the UAE's residents. So far, we have only provided fixed services in certain parts of Dubai.

At the same time, we are building our mobile network capacity, including provision of faster 4G services. As of 2015, we have started offering higher speeds of up to 1 GB on our home broadband service to meet the needs of a growing segment of the gaming community in the country.

Dubai International Holy Qur'an Awards uplink

Each year during the holy month of Ramadan we provide a direct uplink to the Dubai International Holy Qur'an Awards (DHIQA) allowing viewers to watch the competition free of charge on their TV, tablet or mobile device. The DIHQA, sponsored by the Dubai Government, is an annual award given to those who successfully memorise and recite the Holy Qur'an and was established to encourage Muslim youth to spread the Quranic values of peace and love.

Supporting entrepreneurism

As a telecom operator we provide the backbone for thousands of businesses in the UAE. These include large enterprises as well as small and medium-sized businesses. Our solutions can help organisations become more creative, secure and profitable in in every business framework.

We believe that Small and Medium Enterprises (SMEs) are key to the UAE and its economic growth as we build towards 2020. In 2015, we introduced solutions with everything a business needs so that our customers can focus on running their business and continuing growth, while we take care of their telecommunications requirements.

Business Mobile Plan

We simplified our existing portfolio of offerings with the introduction of Business Mobile Plan. Business Mobile Plan is a result of our ongoing 'simplify' strategy aimed at forming an evolutionary approach to the future of business in the UAE. The Business Mobile Plan comprises a suite of five plans depending on the SME requirements.

Business customers will be able to enjoy a host of benefits such as free calls within their company, more data, national and international calls and SMS and devices at zero upfront cost - all this adds more value to their business. Additional add-ons include the national data bundle, additional national calling, SMS bundles and more. Existing customers can continue using their existing plans as is with the choice to move over to the Business Mobile Plan at any time, free of cost, in order for them to derive more value.

Business Connect

Our new Business Connect plan provides a range of features and all the benefits of comprehensive telecommunications solutions into one simple solution, with the potential to save SME's thousands of dirhams annually. Business Connect is a one-stop-shop solution with faster broadband speed across the UAE, devices including tablets & smartphones, Office 365 with free business emails, 1 terabyte (TB) of cloud storage, applications including MS Word, Excel, and PowerPoint, fixed landline with unlimited national calls, and 24/7 business support. Customers benefit from the simplicity of just one bill as well as round-the-clock support throughout the entire year.

During the year, we also tripled the fixed broadband speeds of our existing customer base so they can remain connected to their customers and the internet at no extra cost. We also launched the Office 365 partnership with Microsoft to provide corporate grade solutions for email and storage in the cloud at lower business costs.

> ❝ SMEs are key to the UAE and its economic growth as we build towards 2020. So with the influx of new businesses starting up, we have built a readymade solution with everything a business needs so that our customers can focus on running their business and growth, while we take care of their telecommunications. ❞

Hany Ali
Executive Vice President
Enterprise Business

du Live!

Our flagship entertainment platforms du Live! and du Tuesday continue to offer a wide variety of experiences for our customers, ranging from music and film, to wellness and more. During the year, our du Tuesday advertising campaigns continued to be recognised by awarding bodies for their creative marketing and corporate communication, establishing us as the most internationally awarded brand from the MENA region.

Responsible marketing

In our industry, we are recognised as a brand that is exciting, confident and honest, and we work hard to reflect these values across our marketing and communication campaigns. Responsible marketing means to be consistent in our message, as well as to be truthful with all our customers.

All the product and service information we share through our marketing campaigns has to be in line with the Consumer Protection Regulations of the UAE Telecommunications Regulatory Authority (TRA) which have relevant provisions on truthfulness, substantiation, non-exploitation of consumers (including children) and social, cultural, moral and religious values. In this regard, we keep our communication clear, relevant and direct. Further, we ensure that our customers do not receive any marketing or advertising communications that they have not signed up for.

All our customers also have the choice to opt in or out from receiving our communication. We are also are not involved in the sale of any banned or disputed products and services.

During the year, the TRA raised concerns with the marketing communication of two of our campaigns. For each of these, we took necessary actions by amending the campaign to be in compliance with TRA's regulations. None of our marketing campaigns during the year resulted in fines or penalties by the TRA.

Our aim is to deliver superior, segmented and simplified **customer experience.**