



Contents

An overview	04
Board of directors	06
Share dealing	18
Executive management	20
Related party transactions	25
External auditor	26
Internal control	28
Disclosure and communication with shareholders	32
General	33
Our contribution to sustainability and community engagement	35

1. An overview

We are proud to receive acknowledgement from regulatory bodies due to being fully compliant with governance standards.

1.1 Introduction

We pride ourselves on our corporate governance system, which meets all relevant UAE legislation on corporate governance and the Commercial Companies Law follows international corporate governance best practices. Our compliance with Ministerial Resolution No. 518 of 2009 Concerning Governance Rules and Corporate Discipline Standards was affirmed by the Securities and Commodities Authority (SCA) – the regulatory body for governance application by UAE Listed Companies on 30 December 2013.

Our governance systems are described within a comprehensive “Corporate Governance Manual” which is approved by the Board of Directors and updated at least annually for governance and economic developments.

This manual is supported and supplemented by a range of corporate policies and manuals which further determine the ethical, operational and controlling standards and practices to which all Directors, management and agents of du commit.

1.2 Our governance system

Our governance system is designed to comply with Ministerial Resolution No. 2009/518 due to the company’s listing on the Dubai Financial Market under the regulation of SCA. The Corporate Governance Manual establishes the set of rules and criteria for internal governance which moderate the segregation of roles between the Board and management, the roles of the individual Board members (including Board’s Chairman) and Chief Executive Officer and the supervision of our company’s internal controls and disclosure to stakeholders.

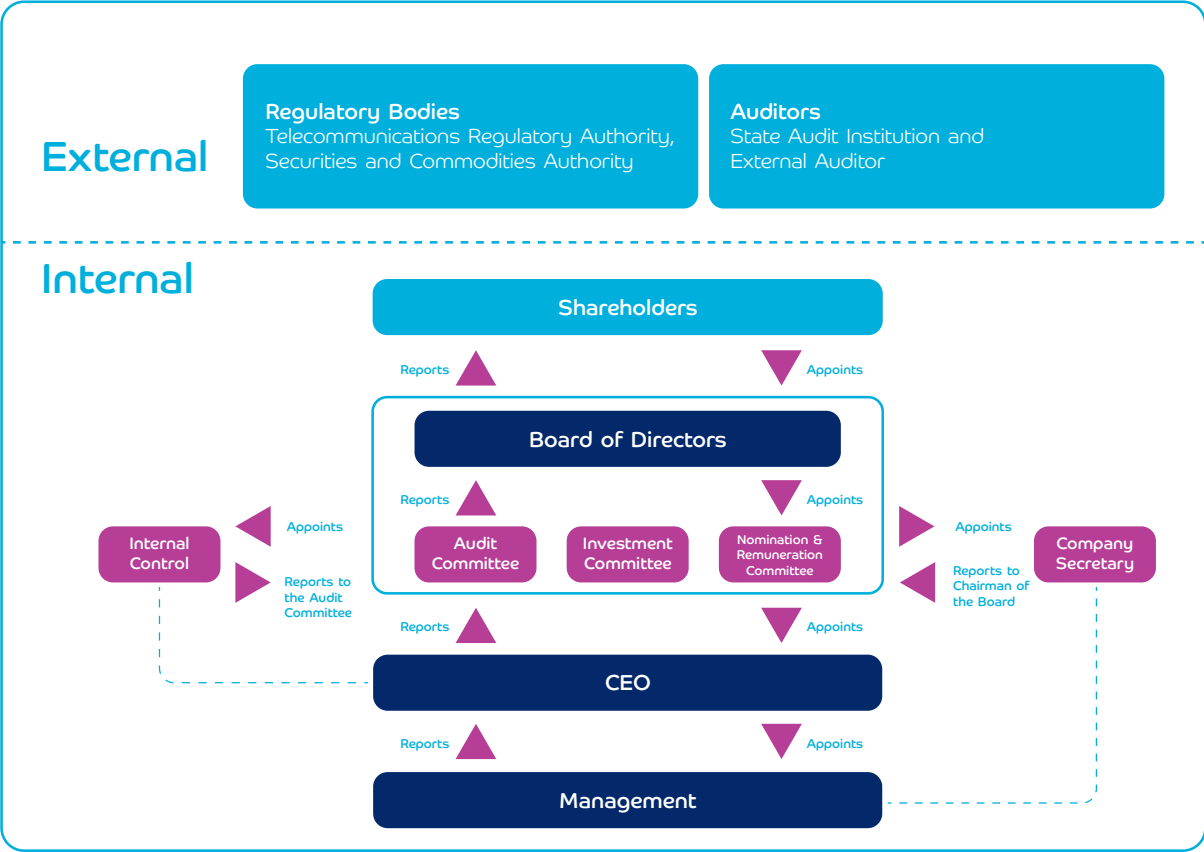
Our corporate governance initiatives continue to be benchmarked against good practices in the local and international environment and we continue to provide information to stakeholders in a transparent and accountable method through our website and other channels. We communicate a wide range of information regarding our Board and governance practices, including the annual report, policies, and corporate structures together with other data relevant for the investment decisions of the shareholders and to enhance the knowledge of our stakeholders.

Our Board Portal has improved the accessibility and timelines of information to our Board and its Committees, including key corporate documents, minutes, calendars and supporting information, which has a clear and direct impact on decision making and corporate monitoring. Our “Corporate Governance Manual” contains policies and rules that govern the following corporate activities to ensure the highest standards of business integrity.

Our “Corporate Governance Manual” contains policies and rules that govern the following corporate activities to ensure the highest standards of business integrity.

1.3 Our governance model

The effectiveness of our governance model relies on the distribution of duties and responsibilities amongst shareholders, management, and Directors, including the Board of Directors and Committees as illustrated in the chart below:



2. Board of directors

Our Board of Directors dedicates all of its efforts and experience to the advancement of the company’s performance, in line with shareholder and key partner aspirations. Those aspirations translate in to decisions that are closely monitored by the Board, so as to ensure sustainability and added-value for all stakeholders.

“ We have continued to develop the governance frameworks so as to ensure that members of the Board of Directors can effectively perform their tasks and responsibilities, address key issues, motivate and facilitate their valuable contributions. The Board was assisted by various Committees tasked with specific duties and responsibilities. Each Committee reported its results and recommendations to the Board of Directors to ensure accountability and transparency. ”

Ahmad Bin Byat
Chairman

2.1 Structure

According to our “Corporate Governance Manual”, all members of our Board are non-executive, a provision that is consistent with Ministerial Decision No. 518/2009.

Under the Memorandum of Association, the UAE Government, Emirates Communication and Technologies Company LLC and Mubadala Development Company have the right to jointly appoint eight members of the Board, with two members to be elected by public shareholders.

The Board consists of eight non-executive and independent members and two non-executive members as detailed below:



Ahmad Bin Byat
Chairman
(non-executive member)

Date of First Appointment / Election
2006

Board Position
Chairman

Membership of Committees
Investment Committee

Representing
Emirates Communications and Technology Company

Academic Qualifications
MA, Information Technology and Business Administration, USA

Ahmad Bin Byat is the Founding Chairman of our company. He is one of the most prominent corporate leaders in Dubai. He holds a number of high-ranking directorial positions, and plays an instrumental role in leading key economic initiatives designed to drive forward Dubai’s knowledge-based economy. He is currently Chief Executive Officer of Dubai Holding,

Member of the Board of Trustees at Dubai School of Government and Director General

at Dubai Technology and Media Free Zone Authority.

Bin Byat has also held a number of other senior roles. These include stints as Executive Chairman of TECOM Investments; Chairman of Dubai Real Estate Corporation (DREC); Secretary General of the Dubai Executive Council; President of Dubai Government Excellence Programme; Chairman of the Dubai Education Council; Member of the Board of Trustees for Zayed University; Chairman of the Board of Directors at The Consulting Office; and Member of the Board of Thuraya Telecommunications Company. Additionally, he is a former Member of the Supreme Committee for the Supervision of the Telecommunication Sector in the UAE and the Dubai Supreme Fiscal Committee.

His educational background, leadership qualities and technology skills have made him a highly resourceful and inspiring corporate leader. Charisma and motivational skills have helped him build high-performing teams, create partnerships, and nurture long-term relationships.



Abdulhamid Saeed
Vice Chairman
(non-executive, independent member)

Date of First Appointment / Election
2009

Board Position
Vice chairman

Membership of Committees
Audit Committee

Representing
Emirates Investment Authority

Academic Qualifications
BSc, Business, Administration, Arizona, USA

Abdulhamid Saeed is Chief Executive Officer and Board Member of First Gulf Bank.

He also holds key positions in several governmental organisations, including Board Member of the Dubai Stock Exchange, Emirates Investment Authority (EIA) and Mubadala Development Company. He is also a Board Member of Sky News Arabia and the Managing Director and Board Member of First Gulf Bank. He also serves as Managing Director of Reem Investments.



Waleed Al Muhairi
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2006

Board Position
Board Member

Membership of Committees
Nomination and Remuneration Committee (Chairman)

Representing
Mubadala

Academic Qualifications
MA Harvard University, USA BSc in Foreign Service, Georgetown University, USA

Waleed Al Muhairi is Chief Operating Officer of Mubadala Development Company.

As Mubadala’s Chief Operating Officer, Waleed oversees the company’s investment portfolio and is responsible for its strategic, operational and business development activities.

Waleed is also Chairman of the Board of Directors of Yahsat, Mubadala Infrastructure Partners, the Advanced Technology Investment Company (ATIC), Cleveland Clinic Abu Dhabi and Tabreed. He is Vice Chairman of Piaggio Aero Industries and is a Director of Al Maabar, GLOBALFOUNDRIES and the Abu Dhabi Future Energy Company (Masdar). He is also a Member of the Board of Trustees of Cleveland Clinic.



Fadhel Al Ali
Board Member
(non-executive member)

Date of First Appointment / Election
2009

Board Position
Board Member

Membership of Committees
Audit Committee, Investment Committee

Representing
Emirates Communications and
Technology Company

Academic Qualifications
BSc, Industry Sciences and Engineering, Systems

Fadhel Al Ali is Chief Executive Officer of Operations at Dubai Holding. He is currently acting as the Chairman of Dubai International Capital and Board Member of Jumeirah Group, Dubai Financial Services Authority and Emaar.

Al Ali has a substantial experience in financial affairs due to his long experience at Citibank prior to moving to Dubai Holding.

He graduated from the University of South California, USA, with a BSc in Industry Sciences and Engineering Systems, and is a holder of a Certificate of Finance (CFA Level 1), from the American University of Sharjah.



Saeed Rashed Al Yateem
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2006

Board Position
Board Member

Membership of Committees
Audit Committee, Nomination and
Remuneration Committee

Representing
Emirates Investment Authority

Academic Qualifications
BSc, Political Science, United Arab Emirates
University, Al Ain

Saeed Al Yateem is assistant undersecretary of Budget and Revenue Affairs at the UAE Ministry of Finance. He supervises UAE Federal Government budgeting processes and performance and UAE Federal Government public revenues.



Ziad Galadari
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2007

Board Position
Board Member

Membership of Committees
Audit Committee (Chairman)

Representing
General

Academic Qualifications
BSc, Law, United Arab Emirates University, Al Ain

Ziad Galadari is Founder and Chairman of Galadari Brothers Company LLC and has been practicing law, providing legal consultancy and arbitration services, since 1983. He is Chairman of Galadari Investment Offices and a Member of the Board of Directors of the Dubai World Trade Centre and Dana Gas.



Mohamed Seif Al Suwaidi
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2012

Board Position
Board Member

Membership of Committees
Investment Committee

Representing
Emirates Investment Authority

Academic Qualifications
BSc, General Administration and Business
(Accounting), United Arab Emirates
University, Al Ain

Mohamed Al Suwaidi is Executive Director of Asset Management, Emirates Investment Authority (EIA). He is also Chief Executive Officer of Treasury Management at the Abu Dhabi Investment Authority (EIA). He has worked as a Board Member for many UAE companies and is currently a Board Member of the Zayed Higher Organisation for Humanitarian Care and Special Needs.



Abdulla Al Shamsi
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2007

Board Position
Board Member

Membership of Committees
Nomination and Remuneration Committee

Representing
General

Academic Qualifications
BSc, General Administration and Business
(Finance & Business), New York University

Abdulla Al Shamsi is General Manager of United Arab Shipping Agencies Co. (Emirates) and Vice President of Dubai Shipping Agents Association. He serves as Chairman of Dubai Properties Group (Member of Dubai Holding) as well as Chairman of Middle East Container Repair Co. (LLC).



Hana Al Rostamani
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2013

Board Position
Board Member

Membership of Committees
Investment Committee

Representing
Emirates Investment Authority

Academic Qualifications
Master's Degree in Information Management from
George Washington University, USA
Diploma in financial card management from the
Visa International Association, UK

Al Rostamani's expertise extends over 15 years across dynamic business sectors such as banking and financial services. She is currently Director of Strategic Planning at First Gulf Bank, the leading financial institution in the UAE, where she is mandated to define the bank's strategic direction in various fields.

She has a Master's Degree in Information Management from George Washington University, USA, and a Diploma in financial card management from the Visa International Association, UK.

Since 2012, Al Rostamani has been Chairman of Aseel Finance, a subsidiary of First Gulf Bank, and is also Chairman of Dubai First.



Masood M. Sharif Mahmood
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2013

Board Position
Board Member

Membership of Committees
-

Representing
Mubadala

Academic Qualifications
MBA, specialising in Finance, from McGill University, Montreal, Canada
Computer Systems Engineering Certificate from Boston University, USA

Massoud was appointed as Yahsat's CEO in June 2013, where he plays a key role in supporting the deployment of its operations in both the commercial and government sectors, particularly the Yah Click service, for reliable internet connection via satellite, across 28 countries in the Middle East, Africa and Central- and South-West Asia.



Younis Al Khoori
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2009 – 2013

Board Position
Vice Chairman from March 2009 - May 2013

Membership of Committees
Investment Committee

Representing
Emirates Investment Authority

Academic Qualifications
BSc, Computer Engineering Sciences, Boston University, USA
MA of Engineering Management Sciences, Northeastern University, USA

Al Khoori is the Undersecretary of the UAE Ministry of Finance. In this capacity, he is responsible for the implementation of the new Zero-Based Budget.

Since his appointment at the Ministry of Finance in 2007, Al Khoori has led various initiatives including the restructuring of the budget process.

Prior to that, Al Khoori was the IT Director at the Department of Finance in Abu Dhabi. He also worked as a Senior Engineer with ADNOC. Al Khoori sits on the Board of Directors of major UAE companies such as The Central Bank of the UAE, the General Pensions and Social Security Authority (GPSSA) and the Abu Dhabi Investment Council.



Jassem Al Zaabi
Board Member
(non-executive, independent member)

Date of First Appointment / Election
2006 – 2013

Board Position
Board Member from 2006 - December 2013

Membership of Committees
Investment Committee (Chairman)

Representing
Mubadala

Academic Qualifications
MBA from London Business School, UK

Jassem Al Zaabi is the Executive Director of Mubadala Information & Communications Technology.

Before joining the Company, Jassem worked for Thuraya Satellite Communications Company as a business development area manager in the GCC region and Egypt. Board Positions: Chairman of Injazat Data Systems; Board Member of Emerging Markets & Telecommunication Services (EMTS), Abu Dhabi Ship Building, Abu Dhabi Ports Company PJSC and Advanced Technology Investment Company (ATIC).

2.2 Board Committees

Our Board of Directors maintains three committees to assist in discharging its oversight responsibilities. Each committee comprises a Chairman and three or more Board Members, and holds at least four meetings annually.

The Audit Committee:

“ The principal role of the Audit Committee is to monitor our company’s financial statements, to renew and recommend changes to our company’s financial and control systems, to appoint auditors, and to maintain an appropriate relationship with our company’s external auditors. The Committee also oversees the Internal Control and Risk Management department. Additionally, the Audit Committee plays a key role in ensuring the company’s compliance to legal and regulatory requirements, and overseeing its accounting practices. ”

Ziad Galadari
Chairman of Audit Committee

The Audit Committee members are Fadhel Al Ali, Abdulhamid Saeed and Saeed Al Yateem.

Committee Duties

- Consider and make recommendations to the Board, to be put to shareholders for approval at the Annual General Meeting, in relation to the appointment of our company’s external auditors; follow up and continuously monitor the performance, independence and objectivity of the external auditor;
- Monitor and review the integrity of the financial statements of our company and the yearly, half-yearly and quarterly reports;
- Review our company’s financial and control systems, risk management and internal control procedures;
- Review our company’s Share Dealing Policy;
- Review and brief the Board of Directors on financial and accounting policies and procedures;
- Monitor, review and inform the Board of Directors of the effectiveness of our company’s Internal Control Department; review and approve the annual internal audit plan;
- Ensure compliance with the policy on the appointment of an external auditor;
- Any other duties as may be assigned to the Committee by the Board for consideration.

Authority

The Committee is authorised by the Board of Directors to examine any activity within its terms of reference and is authorised to have unrestricted access to our company’s external auditor and to obtain, at our company’s expense, professional advice on any matter within its terms of reference. The Committee is authorised to seek any information it requires from any employee or Director, and all employees and Directors will be directed to cooperate with any request made by the Committee.

On 3rd June 2013, UAE Federal Government, represented by the Emirates Investment Authority (EIA), appointed Hana Al Rostamani as its fourth representative on our Board of Directors after Younis Al Khoori stepped down as a Board Member and on 10th December 2013, Mubadala Development Company appointed Masood Mahmood following the resignation of Jassem Al Zaabi.

Timeline of Audit Committee meetings

No. of Meeting	Date
AC 1	17 February 2013
AC 2	29 April 2013
AC 3	24 July 2013
AC 4	30 July 2013
AC 5	30 October 2013

The Nomination and Remuneration Committee:

“ The role of the Nomination and Remuneration Committee is to set the policy for remuneration of the Executive Management; determine targets for performance related pay; and determine the total individual package of each executive director (if any); including salary, bonuses, pensions and incentive schemes. The Committee is also in charge of the preparation and review of HR policies in accordance with relevant laws and regulations. The committee also oversees the Board membership nomination procedures. ”

Waleed Al Muhairi
Chairman of Nomination and Remuneration Committee

The Nomination and Remuneration Committee members are Abdulla Al Shamsi and Saeed Al Yateem.

Committee duties

- Review the independence status of Board members;
- Set and review the remuneration policy for the Board of Directors and Executive Management;
- Identify the company’s level of competencies required at the Executive Management level;
- Organise and oversee the procedures for nominations to the Board of Directors;
- Prepare and review HR policies.

If the Committee discovers that the condition of independence is not fulfilled by any Director who claims to be independent, it shall refer such matter to the Board of Directors, which in turn shall notify the affected Director, by a letter to be sent by registered mail to the Director’s registered address recorded in our company’s files, of the apparent reasons for his/her lack of independence. The Director shall provide clarification to the Board on the matter of his/her independence within fifteen days from the date of the notification.

A Director’s loss of independence does not impact on our company’s satisfaction of the requirement for a minimum number of independent directors on the Board of our company.

Without prejudice to the provisions of Article (102) of the Commercial Companies Law, if a decision taken by the Board which holds that a Director is no longer independent is to impact on the requirements for a minimum number of independent directors, the Board shall appoint a new independent Director to replace such Director, and such appointment shall be reviewed at the earliest General Assembly in order to give effect to the decision of the Board.



Timeline of Nomination and Remuneration Committee meetings

No. of Meeting	Date
NRC 1	18 February 2013
NRC 2	8 April 2013
NRC 3	22 April 2013
NRC 4	29 May 2013
NRC 5	23 September 2013
NRC 6	30 October 2013
NRC 7	17 December 2013

The Investment Committee members are Ahmad Bin Byat, Fadhel Al Ali, Younis Al Khoori and Mohamed Al Suwaidi.

The role of the Investment Committee is to examine all proposals related to financial and strategic investment opportunities, provided that the investment does not exceed AED 100 million. All investments exceeding AED 100 million require the approval of the Board of Directors.

The Investment Committee:

“ The role of the Investment Committee is to review and approve our company’s investment strategy in relation to core and non-core business which falls outside the Executive Management’s authority matrix. ”

Jassem Al Zaabi
Chariman of Investment Committee

No. of Meeting	Date
IC 1	24 March 2013
IC 2	3 June 2013
IC 3	1 August 2013
IC 4	23 September 2013
IC 5	27 October 2013
IC 6	17 November 2013
IC 7	18 November 2013
IC 8	18 December 2013



Standing,
left to right:

Mohamed Al Suwaidi,
Osman Sultan (CEO),
Abdulla Al Shamsi,
Fadhel Al Ali,
Saeed Rashed Al Yateem,
Masood M. Sharif Mahmood

Seated,
left to right:

Hana Al Rostamani,
Ziad Galadari,
Ahmad Bin Byat (Chairman),
Abdulhamid Saeed,
Waleed Al Muhairi

2.3. Board meetings

For Board meetings to be valid, a majority of members should be present. During the fiscal year ending 31 December 2013, our Board of Directors held ten meetings; the Audit Committee held five meetings; the Nomination and Remuneration Committee held seven meetings; and the Investment Committee held eight meetings.

Calling for a meeting of the Board of Directors and its Committees has to be made in writing from the Chairman, or at least two members of the Board or

Committee. The invitation and the agenda are to be shared at least a week in advance of the scheduled meeting date. Details of the discussion points that took place during meetings of the Board of Directors or its Committees have to be documented in meeting minutes, as well as any decisions made, including any members' reservations, or disagreements they have expressed. Any conflicts of interest that are highlighted at the beginning of each meeting will be recorded in the minutes and approved by the members present.

Timeline of Board of Directors' meetings

No. of Meeting	Date
BOD 1	18 February 2013
BOD 2	25 March 2013
BOD 3	1 May 2013
BOD 4	3 June 2013
BOD 5	24 July 2013
BOD 6	23 September 2013
BOD 7	1 October 2013
BOD 8	30 October 2013
BOD 9	18 November 2013
BOD 10	18 December 2013

Two decisions were made by circulation in 2013, in compliance with the requirements that:

- A majority of the Board Members approve that a situation calls for a circular decision;
- The decision is delivered, in writing, to Board Members, along with all supporting documents required for its review, and acquire the necessary approval and;
- The decision is reviewed and ratified during the following Board Meeting and documented in the meeting minutes.

Board Members	BOD Meetings		AC Meetings		NRC Meetings		IC Meetings	
	10 No. of Meetings		5 No. of Meetings		7 No. of Meetings		8 No. of Meetings	
Ahmed Bin Byat	C	8					*	5
Abdulhamid Saeed	*	9	*	3				
Younis Khoori	*	3					*	2
Hana Alrostomani	*	7					*	6
Waleed Al Muhairi	*	9			C	7		
Jassem Al Zaabi	*	5					C	4
Fadhel Al Ali	*	9	*	5			*	6
Ziad Galadari	*	9	C	5				
Abdulla Al Shamsi	*	10			*	7		
Saeed Al Yateem	*	10	*	5	*	7		
Mohamed Al Suwaidi	*	10					*	8
Masood Mahmood	*	1						

C = Chairman
* = Member

2.4 Strategic oversight

In 2013, we conducted two strategy workshops for our Board Members. The first workshop highlighted the long-term strategy of the company and was conducted on 25 March 2013, while the second took place on 1 October 2013. Both workshops were delivered by the Executive Management team.

2.5 Annual General Meeting

The Ordinary Annual General Meeting was convened on 25 March 2013

- 1. Review and approve the Board of Directors' report for the fiscal year ending 31 December 2012;
- 2. Consider and approve the auditors' report for the fiscal year ending 31 December 2012;
- 3. Approve our company's financial statements along with the profit and loss account for the fiscal year ending 31 December 2012;
- 4. Approve the distribution of cash dividends of AED 0.30 per share for shareholders for the fiscal year ending 31 December 2012;
- 5. Discharge and release the Board of Directors and the auditors from all liability for the fiscal year ending 31 December 2012;
- 6. Approve the Board of Directors' remuneration;
- 7. The appointment of the auditors of the company's accounts for 2013 and determine the fees;
- 8. Consider and approve the appointment of Board Member Mohamed Al Suwaidi to replace Eissa Al Suwaidi.

The Ordinary General Meeting for Emirates Integrated Telecommunications Company PJSC (du) was convened on 19 August 2013 to:

- 1. Approve the distribution of cash semi-annual dividends of AED 0.22 per share for shareholders for the fiscal year ending 31 December 2012;
- 2. Consider and approve the appointment of Hana Al Rostamani as a Board Member to replace Younis Khouri

2.6. Board member Remuneration

The proposal for Board Members' remuneration is submitted to the Board of Directors by the Nomination and Remuneration Committee. Following the Board's approval, the proposal is referred to shareholders at the Annual General Meeting where it is voted on.

Our Board Members are remunerated based on a structured framework in line with international and regional best practices and as recommended by Mercer Consultants. Our Board Members are compensated with an annual retainer, Committee Chairman/membership fee and meeting attendance fees.

In 2013, the AGM approved a remuneration total of AED 8,748 million to be distributed among all Board Members, based on the approved policy on fees for 2012.

At the AGM in March 2014, the Board will propose remuneration of AED 8,858 million to be distributed among all Board Members as fees for 2013, based on the approved policy.

2.7. Delegation of management

The Board's primary focus is to support and advise the Executive Management on the delivery of our company's strategy within a clear and transparent governance framework.

In line with Article 11 of the Code of Corporate Governance (delegation of Management), the Board has agreed the Schedule of Matters reserved for the Board and its committees, as set out below. Our Board shall be responsible for carrying out the functions set out in the schedule to the extent that those functions have not been delegated in writing to a Board committee (in the Terms of Reference of the relevant committee) or to Executive Management.

The responsibilities retained by the Board of Directors in summary are:

- 1. Strategy and Management;
- 2. Board Memberships and other appointments;



- 3. Remuneration;
- 4. Structure and capital;
- 5. Financial reporting and controls;
- 6. Internal controls;
- 7. Contracts and expenditure (those which are beyond the powers of the Executive Management) in accordance with the applicable policy;
- 8. Corporate governance matters;
- 9. Other policies.

In addition to Board Members, Executive Management monitors the progress of the business. The team is headed by the Chief Executive Officer, who is responsible for overseeing the overall operations of the company, its development and adding value to our shareholders. Executive Management is also responsible for overseeing recommendations, application of strategies, policies and internal control frameworks.

2.8. Performance evaluation of the Board

In order for our Board of Directors to improve their performance and efficiency, and create value for our company and its shareholders, the Board has put in place a structure of assessments and evaluation of its own performance. At the end of 2013 the Board underwent a performance evaluation. This involved the completion of assessment questionnaires by all Directors, covering the performance of the Board and its Committees. Other areas reviewed included the effectiveness of the Chairman and Chief Executive Officer, the monitoring of operational performance, corporate governance, and leadership and culture.

The Board has subsequently adopted a range of recommendations and enhanced their programme for 2014 to fill any existing gaps and optimise its efficiency and performance.

We are committed to strengthening our performance, enhancing our operational efficiency and creating better value for our company and shareholders.

3. Share dealing

Our Share Dealing Policy ensures that our Directors, Executive Management and other employees (including permanent employees, contractors and trainees) are fully informed on the restrictions, processes and impacts of share dealing by persons who may be in possession of unpublished price-sensitive information.

3.1 Share dealing policy

The Share Dealing Policy applies to all individuals working for us or any of our subsidiaries, at all levels and grades, including members of the Board of Directors, Executive Management, senior managers, and other employees (including permanent employees, contractors and trainees). Third parties who gain access to price-sensitive information (whether by reason of a contractual relationship with our company or any of its subsidiaries, or a personal relationship with an employee) are also be made aware of this policy.

Examples of unpublished price-sensitive information are as follows:

- Annual and interim financial results of our company before they are made public;
- Information about our company's forecasts and trading prospects;
- Dividends the Directors propose to declare and any changes to the dividend policy;
- Expansion plans, including entrance into new markets or the introduction of new technology;
- Strategic alliances or any proposed mergers or acquisitions;
- Corporate restructuring programmes;
- Significant changes in the nature of our company's business;
- Disposal of any shares of our company by a significant shareholder;
- Changes to the Board of Directors' structure or members of the Executive Management;
- News concerning our company's services, such as regulatory approvals or licensing deals;
- A potential dispute which may result in significant litigation; and

- Any other information that our company's management may determine to be price-sensitive information.

3.2 Trading restrictions

During closed periods, Directors, Executive Management and other employees are not allowed to deal, directly or through others, in shares of our company (or of any of its subsidiary or affiliated companies) irrespective of whether or not they are in possession of unpublished price-sensitive information.

A closed period is the 15-day period preceding the announcement of yearly, half-yearly and quarterly financial results until the official disclosure of audited financial statements to the Financial Market and to the SCA.

Furthermore, Directors and Executive Management must inform the Company Secretary of their shareholding in our company annually. The Audit Committee will be responsible for reviewing this policy at least annually and shall report to the rest of the Board on its activities under this policy.



We continued our efforts to embrace a unified governance culture within our firm.

Transactions of Board Members and their immediate relatives in our shares in 2013

Member	Kinship	Total Shares Sold	Total Shares Purchased
Ahmad Bin Byat	Himself	1,450,000	-
Ziad Galadari	Wife	-	21,358
Jassem Alzaabi	Himself	150,000	-

These were the only Board Members to trade in our shares in 2013.



4. Executive management



Osman Sultan
Chief Executive Officer

4.1 Members of the Executive Management

Here are the summarised biographies of our Executive Management team.

Osman Sultan was named Chief Executive Officer of Emirates Integrated Telecommunications Company PJSC (du) in January 2006. His vision of creating a telecommunications company that would, transform the UAE's industry monopoly while adhering to its values and delivering on its promise has since become one of the region's most vibrant success stories.

Under Sultan's guidance, our founding team has expanded to a corporate family of more than 1900 colleagues, with a network of 52 shops and 10,000 affiliated retailers across the UAE. Our rapid growth success includes an ever-increasing customer base of more than five million mobile customers and a market share of 47.2% per cent in seven years of service; company profits within two years of operations, and a focus that is as people-centric as it is driven by providing the best value, adding life to life. We are also the first telecommunications company in the UAE to release a Sustainable Development Report, the first edition of which was launched in October 2011. We also ranked the first in the S&P/Hawkamah Environmental, Social and Corporate Governance (ESG) Index 2011. The ranking comes as a result of our sustained efforts to enhance corporate governance standards within our company and community.

Having joined the telecommunications industry in 1983, Sultan's experience in the field is varied and covers operations in Europe, North America and the MENA region. He has held management positions in sales, marketing and customer services as well as leadership positions on three of the world's largest telecommunications companies. Questel.Orbit Inc and the Egyptian Company for Mobile Services (MobiNil) which he founded in 1998 and continued to head for seven years.

His drive and acute business acumen has earned him several industry accolades. To name a few;

- Ranked 32nd most Innovative Business Leader in the Arab World by Amwal magazine (2013)
- Ranked 32nd "Most Innovative Business Leaders in the Arab World 2012" according to the Amwal Magazine (2012)
- Recognised with "Top Executive Management in the Arab World 2012" award during Forbes Middle East CEO Forum (2012)
- Named Innovator of the Year at Gulf Business Industry Awards (2012)
- Recognised as one of the "30 most influential people in the GCC" according to the Business Pioneer Magazine (2012)
- Identified as among the most powerful executives in the telecoms industry on GTBPower100 list for two consecutive years 2010 and 2011.
- Named the CEO of the Year- Telecommunications, at the 4th CEO Middle East Awards (2011)
- Master class CEO of the Year, organized by the GCC Chamber of Commerce and Industry 2010)
- MEComs Lifetime Achievement (2009)
- MENA Cristal Media Man of the Year for his contribution to the world of digital media and content (2008)
- Man of the Year award from the Professional Electronic Information Services Community in France (1996)
- The Best Website – Legal Product from the American Information Association (1996)



Farid Faraidooni
Chief Operating Officer

Farid assumed the role of Chief Operating Officer in June 2013 moving across from his previous role of Chief Commercial Officer where he handled all customer and brand related issues. Before joining du, Farid played a key role in the successful implementation of the information communications technology clusters such as Dubai Internet City (DIC), Dubai Media City (DMC), Knowledge Village and Dubai Healthcare City. Farid also served as the Deputy General Manager-Telecom for TECOM Investments from April 2002 to December 2005.

In his new role, Farid is tasked with executing and implementing the operational and strategic directives set by our board of directors.

A UAE National, Farid is on the Board of Trustees for the UAE ICT Development Fund, he is also a founding Member of the Information Technology Forum in the UAE. In 2003, he was nominated by TECOM in the Distinguished Government Employee category in the Dubai Government Excellence Program (DGEP) Awards.



Ananda Bose
Chief Corporate Affairs Officer

Ananda has been with our company for nine years acting as Chief Corporate Affairs Officer responsible for managing our strategic focus. Ananda is a senior professional with experience of over 20 years across a diverse range of disciplines including finance, strategy, regulatory affairs, corporate governance, systems implementation and project management.

Anada has worked with some of the largest Middle Eastern telecom operators and international consulting firms. Before moving to the telecom industry in 2003, he worked in management consulting with firms such as Arthur Andersen, Ernst & Young and Coopers & Lybrand for 11 years, predominantly within the telecom practices.

Ananda holds a Bachelor's degree with honours in Accounting and a Masters degree in Business Management from India. He is also a professionally qualified Cost Accountant.



Fahad Al Hassawi
Chief Commercial Officer

Fahad became Chief Commercial Officer mid-2013 stepping up from his previous role of Chief Human Resources & Shared Services Officer where he was responsible for managing our strategic human resources programme. In his current role, Fahad is responsible for all of our sales, marketing, customer care, International Carrier Relations, Brand and Communications and Business Development functions.

Prior to joining us, Fahad was Vice President Human Resources (Employee Services) for Emirates Airlines. In this role he devised and implemented HR improvement processes. He also established and executed the group's national career development strategy.

Fahad started his career as a First Lieutenant Engineer for Dubai Police. He holds a Masters in Industrial Engineering from the University of Miami, USA. He also has a Bachelor of Engineering in Communications and a BTEC National Diploma in Engineering.



Ibrahim Nassir
Chief Human Capital Officer

Ibrahim was awarded the position of Chief Human Capital Officer responsible for Human Resources and Organisational Development in June 2013. His prior 20 years' experience means he is fully equipped to manage our strategic human resources implementing best practices in recruitment, training and development, compensation and benefits.

Earlier in his career, Ibrahim was Executive Vice President, Human Resources, Organisation Effectiveness and Corporate Services at Dubai Aluminum Company Limited (DUBAL).

Ibrahim holds a Bachelor's degree in Business Management and Organisation Effectiveness from the University of Miami.

Previously Ibrahim worked as the Director of Human Resources for the UAE and the region at Al Futtaim where he managed HR direction for all 10 companies within the automotive division. He also sat on the Board of Directors to ensure best practice was followed in all HR policies. Ibrahim was also responsible for managing Al Futtaim's Automotive Training Academy.



Amer Kazim
Chief Financial Officer

As our Chief Financial Officer, Amer is responsible for overseeing all areas of our finance operations, including raising capital, financial strategy and planning and provides both operational and programmatic support to the organisation.

Amer has held senior finance roles for over 18 years and has broad experience in corporate services, treasury, budgeting and corporate finance. Before joining us, Amer was the Senior Vice President of Group Services at Dubai Airports, where he played a leading role in shaping the long-term business strategy, internal and external governance structures and development of local talent within the organisation.

Earlier in his career, Amer spent eight years with Emirates Airline where he held various positions including Senior Vice President of Finance, Manager Internal Audit and Regional Audit Manager. Throughout his time at Emirates Airline, Amer directed and defined the objectives, strategies and structure requirements of the various finance sections within Emirates Group, and established a platform for relationship-building and continuous learning and development, ensuring top quality finance service delivery to the Group.

Amer holds a BSc in Accounting from the University of Denver and is a member of the Board of Directors of Empire Aviation Group and an Audit Committee Member of Economic Zones World.



Yatinder Mahajan
Chief Technology Officer Advisor

Before joining us as EVP International and Wholesale, at our start-up in 2006, Yatinder Mahajan was the Director of SamaCom, a limited liability company established in Tecom in 2001. His work at SamaCom led to the company taking a top position among satellite broadcast providers in MENA. Prior to setting-up the SamaCom business, he served as Director of Network Services in Globecom systems, New York. He also served in various engineering and executive positions during his stint with the UAE's incumbent mobile operator.

Yatinder started his career in the R&D Unit of the Indian Ministry of Communications, where he worked on the development of microwave radio communication systems and design.



Mark Shuttleworth
Chief Financial Officer Advisor

Mark has held senior finance roles for more than 25 years, working initially in business regeneration and laterally across the telecommunications industry. Before joining du, he was the Chief Finance Officer at Qtel (Qatar Telecom), cooperating with the Board of Directors and the Chief Executive Officer to set an expansion strategy based on the second mobile operator in Oman. Before joining Qtel, he was the Chief Financial Officer of European Telecom plc, listed on London Stock Exchange. He is a member of the Institute of Chartered Accountants in England and Wales and a founding director of the Middle East Investor Relations Society (ME-IR Society).

Mark stepped down from his role as CFO in December 2013, however he will continue to advise us in a consultancy role until Q1 2014.

4.2. Total compensations paid for the executive management in 2013

The following table lists the appointment dates of the members of the Executive Management of Emirates Integrated Telecommunications Company PJSC (du), their current positions, and their remuneration at the publication date of this report:

Position	Date of appointment	Total salaries and allowances paid in 2013 (AED)	Total bonuses paid in 2013 (AED)*
Chief Executive Officer	1 January 2006	4,585,980.00	-
Chief Operations Officer	1 January 2006	2,010,300.00	-
Chief Commercial Officer	23 April 2006	1,998,024.00	-
Chief Financial Officer	1 December 2013	129,290.32	-
Chief Human Resources Officer	1 June 2013	894,877.42	-
Chief Corporate Affairs Officer	1 January 2006	1,878,024.00	-
Chief Technology Officer Advisor	1 January 2006	1,934,292.00	-
Chief Financial Officer Advisor	1 January 2006	1,881,720.00	-

Remuneration and bonuses are paid subject to our company's performance and are calculated based on the individual's performance and within a framework approved by our Board of Directors. The evaluation and approval process for all members of the Executive Management team is currently under review and will accordingly be disclosed once approved.

5. Related party transactions

Transactions with related parties are based on terms and conditions approved by our company's Board of Directors.

Related party transactions are the transactions involving any party of our company that has authority or influence over the operational and financial decision making. Related Party Transactions can present potential or actual conflicts of interest for our company and may create the appearance that business decisions are based on considerations other than the best interests of our company and its shareholders. There are specific cases where related party transactions can be considered in the best interest of the company and its shareholders, and hence we adopted our related party transactions policy to provide a sound framework for the review and approval of related party transactions.

5.1. Related party transactions policy

The policy applies to all Directors, Executive Management and significant shareholders, and any persons or entities related to them. Parties are considered to be related if that party has the ability to control the other party or to exercise significant influence or joint control over the other party, in making financial and operating decisions.

Transactions with related parties are based on terms and conditions approved by our company's Board of Directors.

We avoid transactions with related parties once a relationship is disclosed, but if no other party is capable of providing the same service, then all transactions with related parties should be executed at commercial prices, and telecommunication services should be provided to the parties at normal market value.

5.2 Related party transactions

Description	AED (in thousands)
Payments due from related parties 2013	
Axiom Telecom (LLC)	197.024
Eros Electronics	14.319
Due from shareholders	196.755
Payments due to related parties	
TECOM Investments Free Zone (LLC)	17.161
EMAAR Properties	4.156
All related parties transactions in detail	
TECOM office rental and miscellaneous services	66.202
TECOM infrastructure development	14.418
Axiom Telecom - accredited distributor - net sales	455.219
Eros Electronics - accredited distributor - net sales	403.359
Injazat Data Systems (LLC)-data centre rental and related services	11.455
EMAAR Properties	26.774

6. External auditor

All financial reports are prepared in line with IFRS standards to increase competitiveness in the financial market.

6.1 Overview

KPMG is a leading professional services company. It provides business consulting, auditing and tax services in 152 countries and currently engages 145,000 professionals. KPMG was established in the UAE in 1974 and has grown to 650 professional staff led by more than 31 Partners, across seven offices across the country. KPMG believes its employees should play a full role in the communities in which they live and work. KPMG has conducted our external audit since our inception in December 2005.

6.2 Appointment of an external auditor

Our Corporate Governance Manual has a policy on the appointment of an external auditor. The new policy regulates the appointment of an external auditor, sets out the powers of the external auditor, and ensures its absolute independence. It also stipulates the requirements that should be fulfilled by an external auditor, which are recommended by the Board of Directors and approved at the AGM.

Our Annual General Meeting convened on 25 March 2013. The Board approved the re-engagement of KPMG as its auditor for the fiscal year 2013 in return for a fee of AED 700,000. No other external auditor was used in auditing the published financial statements of our company.

The only additional work undertaken by KPMG’s audit practice, was the required provision of an audit opinion relating to a financial transaction, later aborted, for which they were paid a fee of AED 60,000.

Consistent with Article 36 of Decision (3/R) of 2000 Concerning the Regulations as to Disclosure and Transparency, all financial reports have been prepared in line with the IFRS standards issued by the International Accounting Standards Board to increase competitiveness in the financial markets, attract foreign investment, and provide liquidity to better support the economy.

The company has also used the services of external auditors besides the company’s external auditor, KPMG. A statement of services described below.

External Auditor	Service	Value
Deloitte & Touche (ME)	Outsourcing Tasks	65,000
Ernst & Young Ltd.	Outsourcing Staff	840,730
Ernst & Young Ltd.	General Consultancy	616,725
PricewaterhouseCoopers (Dubai Branch)	General Consultancy	4,192,109

6.3. Our relationship with the external auditor

The Audit Committee supervises the relationship between our company and our internal and external auditors. Our interaction with our auditors is governed according to the following Audit Committee responsibilities:

- Review the terms of engagement of the external auditors and the scope of the external audit plan;
- Follow the procedure for selecting and appointing the external auditor; report to the Board of Directors any matters that, in the Committee’s opinion, necessitate an action and provide recommendations on the necessary steps;
- Follow-up and continuously monitor the performance, independence and objectivity of the external auditor and discuss with the external auditor the nature, scope and efficiency of the audit in accordance with IFRS;
- Review any proposed appointment of the external auditor to provide services (other than audit services) to our company.

- Our company’s auditor must be registered in the Register of Accountants and Auditors in accordance with the provisions of Federal Law No. 9 of 1975 regulating the accounting and auditing professionals;
- The external auditor must be independent and must not be a partner or an agent of one of our company’s founder members or a member of the Board of Directors or any of their relatives up to the fourth degree;
- Selection of the external auditor shall be based on competence, reputation and expertise.

If the Board of Directors does not agree with the Committee’s recommendations on the election, appointment, resignation or dismissal of the external auditor, the Board of Directors shall include in our company’s Corporate Governance Report a statement articulating such recommendations and the reason(s) behind the Board of Directors’ disapproval.

In appointing the external auditor, the Committee shall have regard to the following:

- Our company must appoint one or more external auditors for a renewable period of one year by the General Assembly who shall determine their remuneration;
- The Committee shall determine their willingness to act of potential auditors, and obtain proposals from them addressing the Committee’s selection criteria;
- The Audit Committee, and as may be deemed necessary by the Audit Committee, our company’s Chief Financial Officer, and/or Head of Internal Control, will meet with and interview representatives of the candidate auditor firms;

7. Internal control

Our Board is responsible for internal control and enhancing its effectiveness.

7.1 Internal control system

The Board of Directors is responsible to determine the objectives and policies of our company and provide, overall strategic direction within a framework of controls. The Board ensure that management strikes an appropriate balance between promoting long-term and short-term strategies which have been appropriately assessed against the risks and commercial objectives of the company, and has put in place an efficient and effective control and reporting structures to ensure proper oversight and escalation of issues.

a. The role of the Board of Directors in internal control

- The Board of Directors has an overall responsibility for ensuring that Executive Management designs and implements an effective Internal Control system which provides assurance of effective and efficient operations, accurate financial reporting, and compliance with laws and regulations within Ministerial Decision No. 518/2009.
- The Audit Committee has delegated authority and responsibility from the Board of Directors to oversee the following:
 - Review systems of risk management and internal controls at least once every year to ensure that all risks to achieving business objectives are mitigated by implementing appropriate and effective controls;
 - Review procedures followed by our management in determining, evaluating and managing significant risks;
 - The changes since the last review on the nature and extent of major risks and our ability to respond to changes of operations and external environment;

- The scope and nature of ongoing control activities over risks, internal control systems and external auditor's operations; the Board of Directors reviews the Audit Committee Report of results of Internal Control activities. The frequency of reporting of control activities is reviewed by the Board of Directors;
- Review the weaknesses and shortcomings of the control system and unexpected emergencies that have materially affected, or may materially affect, the performance of the financial position of our company, and the procedures we follow to address material control issues;
- Review our compliance with applicable laws and regulations;
- Review of our company's policy on whistleblowing.

- Based on Ministerial Decision No. 518/2009, the Audit Committee as delegated by the Board of Directors has carried out a review of our company's financial and control systems and risk management procedures. The Committee asserts that the internal control system of the company is adequately designed and being implemented effectively to accomplish our company's objectives.

b. Internal control system responsibilities

Internal Control is broadly defined as a process, designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Risk management: Ensure identification of risks and controls for achievement of our objectives;
- Effectiveness and efficiency of operations: Addresses our basic business objectives, including adherence to performance standards and the safeguarding of resources;
- Reliability of financial reports: Ensures that reliable financial statements and other financial information are

presented to the Board, shareholders and Executive Management;

- Compliance with applicable laws and regulations: Covers laws and regulations which our company is subject to in order to avoid any damage to reputation or fines/ penalties;
- The internal control system aims to establish, document, maintain and act consistently with the principles of the internal auditing policy. The system should apply across all departments, with our company integrating the system with its standard activities of corporate governance and risk management.

c. Internal control management process

- Ensure that the control procedures are appropriately designed and effectively applied in accordance with our company's annual plan, reviewed by the Audit Committee and approved by the Board of Directors;
- The Internal Control Department produces reports for submission to the management and the Audit Committee on the efficiency of the applicable internal control systems. The reports should include any relevant suggestions and recommendations for improving the control systems. However, the department is not responsible for the development or maintenance of internal control systems, which falls under the responsibility of the authorised relevant department.



Our risk management framework is aligned to ISO 31000:2009, the global standard for risk management.

- Appoint a compliance officer with clear and independent responsibilities to monitor compliance with laws, legislations and internal procedures. The Internal Control Department supervises our activities and ensures its consistency with UAE law and all other internal and external regulations. It may also modify and update the procedures included in the compliance control system in order to ensure that we continue to meet the highest applicable standards.
- Provide reasonable assurance to the Audit Committee, as delegated by the Board of Directors, regarding achievement of the company's objectives.
- Internal Control Management is headed by Amer Al Gergawi a UAE National who took office as the Senior Vice President of internal control in mid-2007. He is a Board Member of the Internal Auditors Association and has more than fourteen years' financial experience in accounting, internal auditing and banking. He was appointed as Director in the Dubai Government's Department of Financial Control in 1998, where he remained until 2007. In 1998 he had obtained his College degree in Accounting from Dubai Men's College, Higher Colleges of Technology.
- Adnan Sajwani, who has over 6 years of professional experience, has been appointed as Compliance Officer and is responsible for the completion of the annual work plan to monitor compliance. Adnan holds a Higher Diploma in Financial Services and Banking and is a certified Stock Broker from DFM/ADSM and certified Compliance officer from SCA.

d. How internal control management addresses a serious issue:

- During 2013, the Board added a fifth division to the oversight responsibility of the Internal Control Department which monitors:

- a. Financial Audit;
- b. Operational Audit;
- c. Information Systems Audits
- d. Violations; (new); and
- e. Compliance.
- The Control department investigates serious issues through each of the five divisions according to the nature of the issue, providing the Executive Management and Audit Committee with effective recommendations and reporting on the follow up and resolution for each issue.

7.2 Management of corporate risks

We are committed to adopting, embedding and sustaining risk management as a core competency throughout the organisation. In doing so, we aim to enhance the performance of key activities, in an effort to protect our assets and enrich the organisation's ability to manage uncertainty, in achieving our key corporate objectives and goals.

We deploy a corporate wide approach to the management of risks. Our risk management framework is aligned to ISO 31000:2009, the global standard for risk management and the benchmark against which the effectiveness of our approach to risk is compared. Specifically, a comprehensive process is deployed to identify, analyse, evaluate and treat risks. A systematic, structured and timely Corporate Risk Agenda is undertaken throughout the year the Executive Management team to determine and evaluate the potential exposures facing us. This ensures that risk management is closely aligned with the Company's strategic themes and objectives, reported to the Audit Committee & Board of Directors, and ensuring that action plans are in place to address the risks identified.

The Corporate Risk Management function is accountable to the Audit Committee and the Board of Directors for developing, maintaining and implementing the Corporate Risk Management framework and communicating the key risks and

recommendations for improvement on a quarterly basis.

7.3 Whistleblowing

Our "Corporate Governance Manual" includes a whistleblowing policy, which sets clear and reliable procedures for

employees to disclose any wrong-doing or malpractice of which they become aware.

Compliance with this policy is supervised by the Internal Control Department, which is also responsible for creating a suitable environment for pursuing this policy.

We provide the right atmosphere for our employees and take reliable actions to disclose any potential violation.



8. Disclosure and communication with shareholders



We are committed to disclosing all information related to our company's current conditions and activities once approved.

We are dedicated to keeping our shareholders fully informed of developments and important information affecting our company. We endeavour to ensure that all shareholders have access to information about our company's business and that they have the opportunity to meet, and hold positive discussions with, the Board of Directors during the company's Annual General Meeting.

We are committed to providing accurate, timely information and fair disclosure of corporate information in accordance with our obligations under various rules and

regulations relating to disclosure which apply to it.

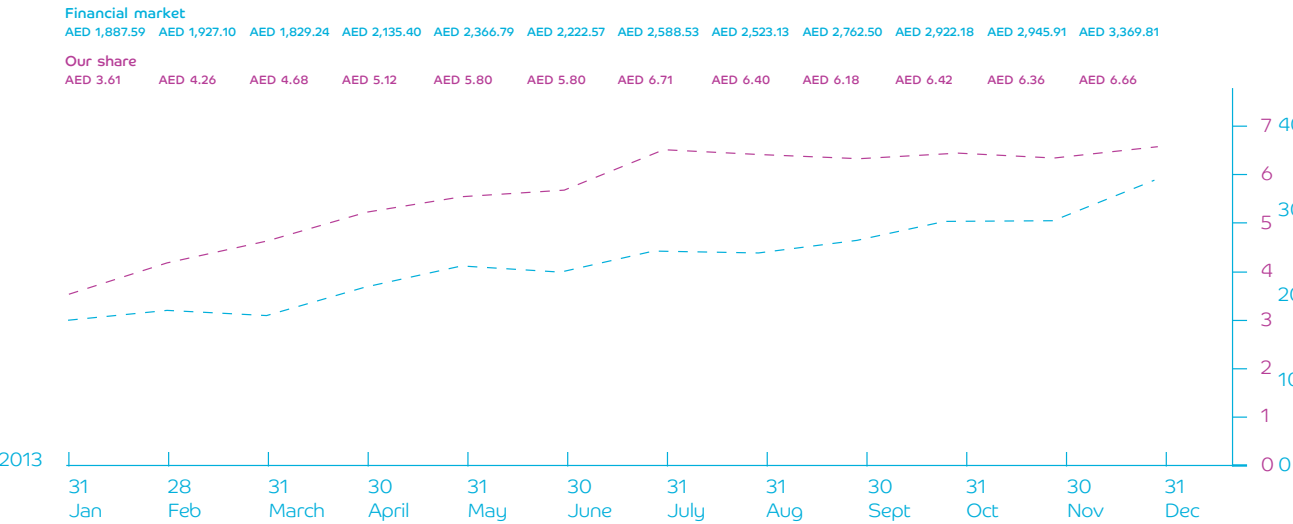
The Board of Directors notifies the financial market and official authorities of all relevant and material information that may affect the share price when disclosed to shareholders.

9. General

9.1. Our Share Price Performance in 2013



9.2. Our Share Price Performance in Comparison with the Market in 2013



9.3. Share ownership on 31 December 2013

Investor/ shareholder	Customer category	Number of investors	Ownership as percentage of Capital
United Arab Emirates	Governmental	2	0.072
	Banks	6	0.14
	Corporate	111	86.13
	Individuals	101,108	12.41
GCC countries	Governmental	-	-
	Commercial	-	-
	Individuals	196	0.37
Arab Nationals	Governmental	-	-
	Commercial	-	-
	Individuals	763	0.66
Other nationalities	Governmental	-	-
	Commercial	-	-
	Individuals	637	0.22

9.4 Key milestones in 2013

- a. Distributing cash earnings of 30 fils per share for the fiscal year ending 31 December 2012, and semi-annual dividends of 12 fils per share for the fiscal year ending 31 December 2013, in addition to 10 fils per share as special dividends.
- b. Appointing new representatives to the Board for the UAE Government and Mubadala.

9.5

With the exception of our founding shareholders (the UAE Government, Emirates Communications and Technology Company and Mubadala Development Company) no shareholder owns more than 5% of our company's shares;

9.6

Our company is 39.5% owned by Emirates Investment Authority, 20.08% by Mubadala Development Company, 19.5% by Emirates Communications & Technology Company LLC, and the remaining stake by public shareholders;

9.7

No material offences were made during the fiscal year ending on 31 December 2013, and no violation was made to the Ministerial Resolution No. 518/2009 concerning Governance Regulations and the Criteria of Corporate Discipline standards.

For clarification, the company dealt with the violations made against the TRA appropriately by taking necessary steps to ensure this situation is not repeated.

10. Our contribution to sustainability and community engagement

Since our inception, we have been able to embody sustainability practices in our business operations. Our key activities from last year are highlighted below and invite you to read our Sustainable Development report for further information.

Our community

We strive to make our community a better place to live and work by investing in a number of projects.

Last year's highlight was Every Step Counts, our nation-wide wellness programme that has been able to engage UAE's residents to be healthier through a number of initiatives. A prominent milestone under this campaign was the launch of a unique bilingual app on the iOS platform that allows tracking and monitoring of nutrition and activity. Further, it supports syncing with other existing bands and features 'challenges' that are customised to the UAE. We also partnered with UNICEF, Ministry of Health and Ministry of Education to pilot a health education programme across 18 government schools in the UAE.

We continued our support of the UAE Leadership's projects, including HH Sheikh Mohammed bin Rashid Al Maktoum's 'Thank You' and 'Dress 1 Million Needy Children Around the World' campaigns. We also actively worked to assist those affected by the crises in Yemen, Syria and the Philippines.

Under the 'Hassantoka Ya Watan' umbrella we organised several initiatives to promote National Day activities, including the distribution of UAE flags at the UAE Flag Day and a unique singing competition – Operette Sang by the UAE People.

Our annual 'Social Media Awards' rewarded good social media content promoting patriotism and community spirit. The awards were handed out by His Highness Sheikh Majid Bin Mohammed

Bin Rashid Al Maktoum, Chairman of Dubai Culture and Arts Authority at our 'du Forum'. His Excellency Lieutenant General Dhahi Khalfan Tamim, Chief of Dubai Police and Deputy Chairman of Police and General Security, also delivered a speech emphasising the importance of responsible digital social networking at the event.

Our people

We continued our drive for recruiting more Emiratis at all levels through initiatives such as our Masar Graduate Trainee program and in 2013; UAE Nationals were 34% of our workforce. Our commitment to empower women is evident through the appointment of a female Board Member, in addition to several other women in senior management positions. Our staff also actively participated in volunteering for community activities putting in a total of 1,861 hours.

Our customers

Our motto while engaging with customers is to give them the best and most secure experience of using our mobile, internet and telephony services. This is why we employ the best people and use the best technology to eliminate irresponsible use and illegal activities. The highlight of the year was the launch of the TRA's Mobile Number Portability (MNP) scheme and we also actively supported the regulator's My Number My Identity (MNMI) programme.

Our environment

In 2013, we released the results of our first carbon footprint study in collaboration with Dubai Carbon Center for Excellence (DCCE) which will act as a benchmark for future years. We have continued to maintain strict compliance with national and regional regulations and guidance on design, installation and operation of mobile base stations to ensure no negative effects from our radio frequencies.



For more information on our governance, policies and reports, including our annual and sustainability reports, please visit:

www.du.ae/en/about

A stylized, handwritten signature in black ink.

Ahmad Bin Byat
Chairman



