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“The world’s most dynamic people live in the UAE.
Let’s be as dynamic as they are.”

Abdulla Baghoum
Project Manager, Technology

About us

As an integrated telecommunications service provider, we offer fixed and mobile telephony, broadband connectivity and IP TV services to individuals, homes and businesses, and carrier services for businesses. Above all, we offer value, while we continue to deploy state-of-the-art technology to keep enhancing the service experienced by our customers. By the end of 2009 3.48 million people in the UAE had chosen to become our customers, testament to the quality of our products and services.

Among our best-known offerings are our Elite Plan, the 'WoW' card, which offers customers the choice between "more credit", "more time" and "more international" recharge options, Pay as you Go®, mobile TV, mobile payments, Video On Demand, a unique IP TV offering and home phone recharge. Launched in July 2007, Call Select, our nationwide fixed line service for voice telephony, continues to be well received. Mobile customers also enjoy the benefits of our Pay by the Second billing system, which enables them to pay only for the time they use, and can manage their accounts easily using our self care portal.

Our business offerings include a wide range of products including Premier Plan and Business Super Plan and many more. Our Broadcast Services division supports many broadcasters with our world-class teleport (Samacom) and Master Control Room (MCR) facilities.

People and businesses can buy our products and services from our network of retail stores across the UAE, from over 3,000 authorised dealers, and from our e-shop at www.du.ae/en/where-tobuy/eshop.html. As a rapidly-growing enterprise, we have close to 2,000 staff working to enhance and expand our bouquet of service offerings. Our people hail from over 60 countries - we mirror the rich cultural diversity of our nation, while being able to serve our customers in a variety of languages.

Over 50% of our senior management team and customer-facing staff are UAE nationals, and we remain committed to providing fulfilling opportunities for quality talent in a cosmopolitan working environment.

For more information, please visit www.du.ae

2009 highlights

Achieved record revenues of AED 5.3 billion and profits of AED 528 million

Added over 1 million active mobile subscribers, bringing our total to 3.48 million

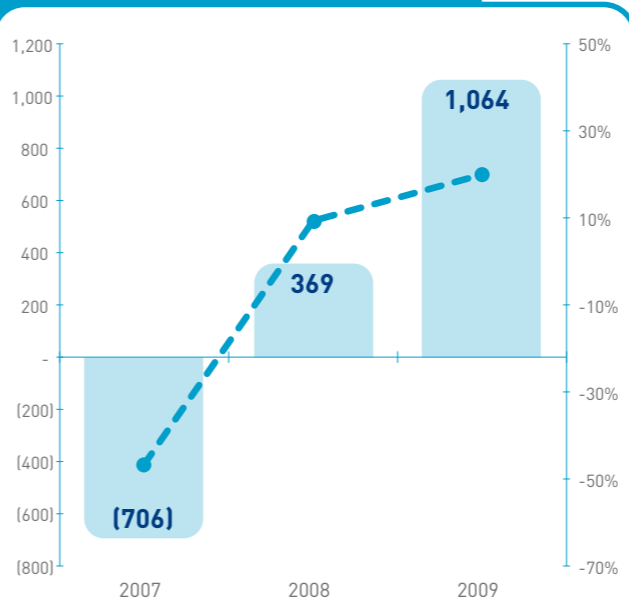
Exceeded our mobile market share target, reaching 32% in our 3rd year of operations

Invested AED 2.4 billion on network and infrastructure development to enhance coverage and capacity

Continued to provide innovation, value for money and performance to all our customers

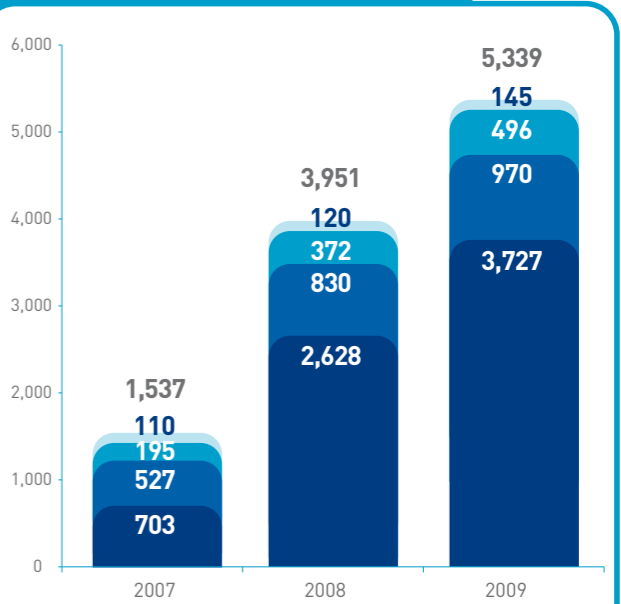
Well-positioned to achieve long term growth and sustainable profitability

EBITDA growth* (AED million)



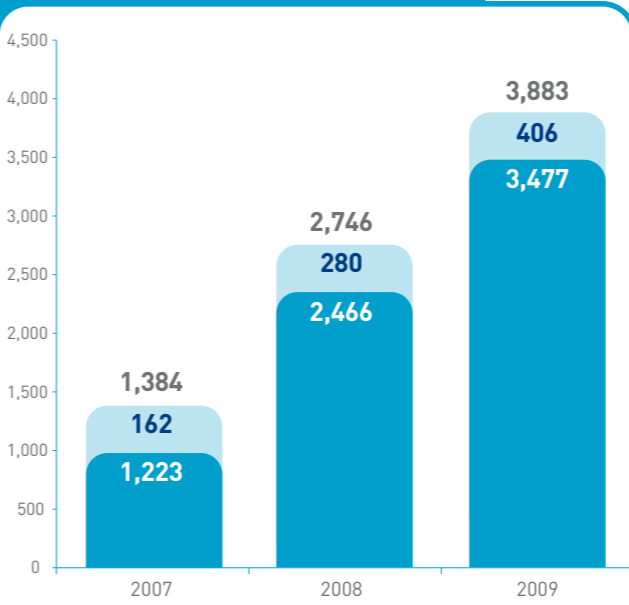
■ EBITDA — % of revenue
*Before interest, tax, depreciation and amortisation.

Revenue growth* (AED million)



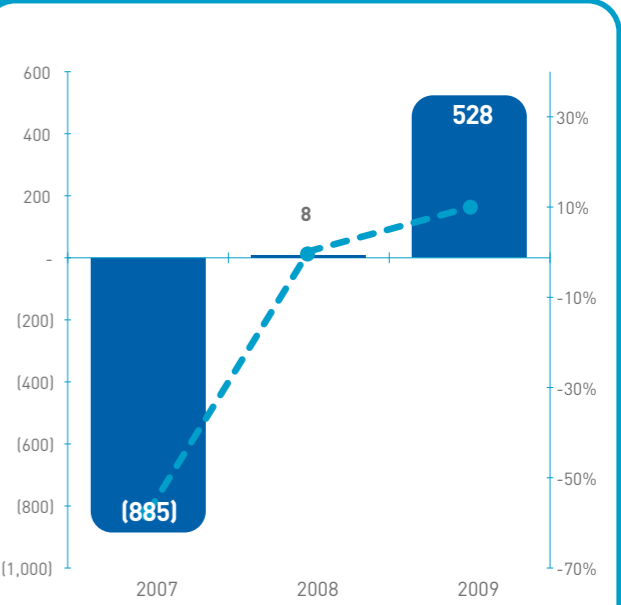
■ Telephony mobile ■ Telephony fixed ■ Wholesale ■ Broadcasting
*By segment.

Subscriber growth ('000)



■ Mobile ■ Fixed

Profit growth* (AED million)



■ Net profit (loss) — % of revenue
*Before royalty.

“Delivering value, with a passion.”

Ahmad Bin Byat
Chairman



Dear Shareholders,

On behalf of the board of directors, I am pleased to present the 2009 annual report. The year demonstrated the underlying quality and strength of our business. It was universally recognised as the most challenging year for the world economy. However, against this challenging environment, we managed to record our third consecutive year of growth.

Behind this success lies a sound strategy that is consistently delivered by an experienced management team. At the heart of this team is a commitment to perform and deliver value for our customers, employees, shareholders and the community.

When we launched our services in February 2007, our goal was to become a competitive telecommunications service provider in the UAE. In 2009, we have reached a mobile market share of 32%, in less time than we expected, confirming that we have achieved our goal. In the third quarter of the year we exceeded 3,000,000 customers, and by the end of the year, that figure had reached 3,477,000. In a population of around 5 million, competing against a well-established incumbent, this is an extraordinary achievement.

The majority of new subscribers in the UAE come to du. This is testament to the reputation we have built for the quality of our network, our innovative services, and, of course, the value we offer our customers.

Financially, we performed strongly and continued delivering on our growth strategy. Revenues grew 35% to AED 5.3 billion. We also built on our first year of net profit before royalty in 2008 to reach a net profit before royalty in 2009 of AED 528.2 million. Earnings per share for our shareholders grew to AED 0.066, from AED 0.001 in 2008.

Our customers are at the heart of our business. In 2009 we continued to focus our attention on introducing more innovative, world class mobile and broadband services for our postpaid and our prepaid subscribers. Business customers also saw a wealth of new products and services to help them perform efficiently.

At the core of all of these products and services are the three things that we are now known for: innovation, quality and value.

It is our responsibility to provide our customers with a reliable, fast, state-of-the-art network. In 2009 we continued our commitment to providing the best network in the UAE with a further investment of AED 2.4 billion. Our customers can see the benefits of this investment every time they use our mobile service, surf the web or turn on their television sets. This is what lies at the centre of our investment programme: showing that du is different, that du performs.

Not only are we committed to our subscribers, we are devoted to the development of the telecommunications sector and the nation's economy as a whole. One of the pillars of this commitment is our Emiratisation programme where we will continue to drive and promote the employment of the UAE Nationals, a programme that is rooted in quality and performance.

The dedication and passion of our team helps us deliver our strategy and our commitment to our customers. Our employees have shown again what sets this company apart: they have delivered the innovation that we are known for, and they have provided ever-increasing levels of customer service to our growing subscriber base. By working together, they have achieved another great year of operational and financial performance. Our employees power our success, and we aim to provide them with an environment that they love working in, to help nurture and develop their talent, and reward their dedication.

The Board of Directors and our management team are working together to create a sustainable business which performs consistently for its owners, our shareholders.

To help us attain this goal, we have created a world-class system of corporate governance to ensure the right checks and balances are in place, putting all of our shareholders at the centre of each business decision we make. Our governance standards exceed those recommended by the Dubai Financial Market, and are among the strongest not just in the UAE but across the region. Part of our commitment to good corporate governance is to ensure that the level of transparency and disclosure we provide to the market is also among the highest in the region. We are continually making improvements to the already high standards we have set.

Finally, we are as much a part of the UAE as the UAE is a part of our business. As the country grows, so we can grow with the country. We remain committed to education, heritage, talent development and social issues. Throughout the year our staff participated in a large number of social and community activities and initiatives in each of the seven emirates. We remain committed to continue performing for the community in which we do business.

Looking towards 2010 and beyond, we expect to see a return to the positive sentiment that drove the UAE economy so successfully. We aim to continue delivering sustainable business performance and growth, and will continue investing to develop and enhance our network, our service levels and our people.

With that in mind, I would once again like to take this opportunity, on behalf of the entire Board of du, to thank everyone of our employees for their unwavering commitment to the performance of our company. I would like to thank our customers for their business, recognising that they have a choice and they choose to be part of our success. I would like to thank our business partners, who are our allies in much of what we do, for their partnership, trust and performance. And I would like to thank our shareholders for their continued commitment to our success.

Ahmad Bin Byat
Chairman

“An exceptional performance in an exceptional year.”

Osman Sultan
Chief Executive Officer



Dear Shareholders,

It is with great pleasure that I present the 2009 annual report outlining the financial and operational highlights for du. 2009 was our third year of trading and we have continued to exceed expectations with an exceptional performance at both an operational and financial level, despite an undeniably challenging economic environment.

Throughout the year we have launched and significantly improved our mobile segment, reaching a level of maturity of which we are proud. However, we do believe there is more to do and considerable potential is available for the fixed line business by the provision of infrastructure sharing.

Subscriber numbers have grown across the board as we introduced new products to the market place and, with our sizeable capital expenditure programme, upgraded our state-of-the-art network even further.

With a focus on service and increasing the value we add to each and every customer, 2009 has seen us launch many initiatives such as WoW International, Double Talktime, and our postpaid Elite and Premier Plans. We were also the first to offer a competitive BlackBerry® solution to the market, and our launch of the Apple iPhone has been extremely successful. All of these initiatives have provided immediate and relevant benefits to our customers.

During the year we increased our Broadband width to 24 Mb, a first in the Middle East. Our home products platform is continually being developed and refined with du being the first in the region to launch IP TV.

Since we first began operations we have set one clear objective; to become the telecommunications provider of choice in the UAE. From the moment a customer walks into one of our outlets, calls the Customer Care centre, turns on the TV or accesses the internet, we have a goal: to make the customer feel valued. We seek to enhance the customer experience, and this philosophy is being implemented across all our business segments.

We have delivered to shareholders an exceptional year, with increased subscriber numbers, revenues and profits reaching record levels.

Highlights for 2009 are considerable. Revenues grew by 35% to AED 5.3 billion, an indication of the substantial increase in our customer base over the past twelve months.

This upward trend was seen across all revenue segments; mobile, fixed, wholesale and broadcasting. Mobile revenues reached AED 3.7 billion, representing a 42% increase over 2008. Fixed business revenues, including fixed telephony, IP TV and Broadband, amounted to AED 970.3 million, a 17% increase year-on-year. While wholesale and broadcasting achieved AED 495.7 million and AED 145.4 million in revenues, respectively. This saw a year-on-year increase of 33% for wholesale and 21% for broadcasting.

Over the year, we added a further 1,011,200 active mobile customers with our total active subscriber base at 3,477,000 and corresponding mobile revenue of AED 3.7 billion, a 42% increase on 2008.

Customers have increased across many segments, expanding our market share to 32%, a tremendous achievement driven by a considered expansion to our range of propositions and service offerings which enhanced our customers' experience.

Earnings before interest, tax, depreciation and amortization (EBITDA) increased substantially to our highest level at AED 1.1 billion for 2009, up 189% from 2008.

Net profit before royalty surpassed AED 528.2 million, well in excess of previous years.

Since our last annual report, we have continued to build on our strong foundations and providing our customers a high quality network. Throughout the year, we have been dedicated to improving our network capabilities, expanding our Broadband infrastructure, as well as increasing mobile coverage and have invested in excess of AED 2.4 billion in our capital expenditure programme.

Our investment this year into our network constitutes AED 1.3 billion invested in our mobile network infrastructure and AED 853.7 million to the fixed line and broadcasting segments, which will transform our performance objectives.

We will continue to focus on expanding and improving our networks, services and capabilities with a comprehensive approach to exceptional telecommunications solutions and we are looking at an investment programme of around AED 2.2 billion for the coming year to provide our customers with a superior telecommunications service.

2009 would not have been the achievement it has been without the efforts and hard work of everyone in our team. I sincerely thank each and every team member for helping make us the success we are today. Without the support and direction of our distinguished Board, du would not have prospered as a business, and on behalf of the du team we thank you for your guidance and direction.

As we enter 2010, we see our future full of promise as we increase our Broadband and triple play services to far reaching areas and foster relationships with strategic partners to build upon the value proposition we currently provide.

We see two particular milestones being achieved in 2010 which are seen as major building blocks to our continued growth story.

The benefit from the introduction of mobile number portability in 2010 is expected to see du capture greater market share and a higher value customer base. This will mean that to meet the anticipated growth and deliver a sustainable business model we will continue to invest in our high quality network.

2010 will also see the formalisation of an infrastructure sharing agreement which will see expansion beyond our current footprint. This step forward will result in a direct benefit for customers with increased competition in fixed services across the UAE.

Our story remains one of growth and we will continue to focus our efforts on service innovation and in further strengthening our value proposition. We are proud of the evolution of du and our objective is to maintain the growth momentum, drive the business and continue to invest in our capabilities and with this we will maintain our integrity and continue to deliver productivity and performance to our customers and our shareholders.

Osman Sultan
Chief Executive Officer

1. Ahmad Bin Byat Chairman

H.E. Ahmad Bin Byat is considered one of the most well known corporate leaders in Dubai, occupying several high-ranking positions including CEO of Dubai Holding and Director General of the Dubai Technology and Media Free Zone Authority.

Currently, H.E. is also Executive Chairman of TECOM Investments, Executive Chairman of Dubai Real Estate Corporation and a member of the board of trustees for Zayed University and Dubai School of Government.

4. Waleed Al Muhairi Board Member

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

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

7. Abdulhamid Saeed Board Member

Abdulhamid Saeed plays a major role in Government bodies as a Board Member of the Abu Dhabi Securities Exchange and Emirates Investment Authority.

He is also Chairman of Aseel Islamic Finance Managing Director and a member of the Board of First Gulf Bank, Vice Chairman of First Gulf Libyan Bank and Managing Director of Reem Investments.

2. Younis Al Khoori Vice Chairman

Younis Al Khoori is the Undersecretary at the Ministry of Finance and is also on the Board of Directors for UAE Central Bank, Al Hilal Bank and Vice Chairman of Emirates General Petroleum Corporation (EMARAT).

5. Fadhel Al Ali Board Member

Fadel Al Ali is the Executive Chairman of Dubai Holding – Operations, and manages the Dubai Holding Corporate Office as well.

In addition to being on the Executive Committee of Dubai Holding and several of its entities including Jumeirah Group, Dubai Group and Dubai International Capital, he is also on the Board of Directors for Bourse Dubai, Dubai Bank, Dubai First, Dubai Financial Services Authority and Bank Islam in Malaysia.

8. Ziad Galadari Board Member

Ziad Abdulla Galadari is the Founder and Principal of Galadari & Associates and has been practicing as Advocate, Legal Advisor and Arbitrator since 1983. He is the Chairman of Galadari Investments LLC. and a member of the Board of Directors of Dubai World Trade Centre and DANA Gas.

3. Jassem Mohamed Al Zaabi Board Member

Jassem Mohamed Al Zaabi is the Executive Director of the Information and Communications Technology (ICT) Unit of Mubadala.

Jassem is the CEO of Yahsat, an Abu Dhabi based satellite communications company and is Chairman of Injazat Data Systems. He serves on the Board of Directors of Emerging Markets Telecommunication Services Limited, TwoFour54, Advanced Technology Investment Company (ATIC), Abu Dhabi Ports Company (ADPC) and Abu Dhabi Ship Building (ADSB).

6. Eissa Mohamed Ghanem Al Suwaidi Board Member

Eissa Al Suwaidi is currently an Executive Director of Abu Dhabi Investment Council and a Director of Arab Banking Corporation, Abu Dhabi National Oil Company for Distribution, International Petroleum Investment Company, Abu Dhabi Fund for Development and Emirates Investment Authority.

In addition to these roles, Eissa also serves as the Chairman of Abu Dhabi Commercial Bank and Vice Chairman of Arab Banking Corporation-Egypt.

9. Abdulla Al Shamsi Board Member

Abdulla Hamad Rahma Al Shamsi is currently the General Manager of United Arab Shipping Agencies Co. (Emirates). He is also the Vice President of Dubai Shipping Agents Association and Executive Director of Trans-Emirates Energy (LLC).



“The dedication and passion of our team help us deliver our strategy and our commitment to our customers.”

Ahmad Bin Byat
Chairman

- 1. **Osman Sultan**
Chief Executive Officer
- 2. **Mark Shuttleworth**
Chief Financial Officer
- 3. **Farid Faraidooni**
Chief Commercial Officer
- 4. **Fahad Al Hassawi**
Chief Human Resources & Corporate Services Officer
- 5. **Yatinder Mahajan**
Chief Technology Officer
- 6. **Raghu Venkataraman**
Chief Strategy & Investments Officer
- 7. **Ananda Bose**
Chief Corporate Affairs Officer



“We have delivered to shareholders an exceptional year, with increased subscriber numbers, revenues and profits reaching record levels.”

Osman Sultan
Chief Executive Officer

- 1. **Hala Badri**
Executive Vice President
Brand & Communications
- 2. **Andrew Grenville**
Executive Vice President
Investments
- 3. **Rashid El Sheikh**
Executive Vice President
Corporate Services
- 4. **Anneliese Reinhold**
Senior Vice President
Legal & Regulatory Affairs
- 5. **Saleem M. Al-Balooshi**
Senior Vice President
Technology & Wholesale Operations
- 6. **Subhra Das**
Senior Vice President
Marketing
- 7. **Ahmed Hassan**
Senior Vice President
Information Technology
- 8. **Ashley Garside**
Senior Vice President
Customer Care
- 9. **Amir Al Gergawi**
Senior Vice President
Internal Audit & Risk Management
- 10. **Hatem Barmatraf**
Senior Vice President
Network Development
- 11. **Ayman Eldessouky**
Senior Vice President
Sales





**“When work feels like play,
you’re doing what you love.”**

Jihad Tayara
Vice President, Commercial

Operational review 2009



“The financial health of our company reflects the vitality of our business.”

Wesam Reqaqi
Manager, Office of the CEO

2009 was a year of success for us with record revenues and profits. Customers continued to choose and enjoy our innovative, value-for-money products and services, which further strengthened our position as the telecommunications operator of choice in the UAE. We enhanced our infrastructure and network capabilities, investing AED 2.4 billion to give us greater momentum throughout the year and beyond.

Against extremely challenging economic conditions, our performance was remarkable. Revenues for the year reached AED 5.3 billion, up 35.1% compared to the previous year. Mobile revenues soared 41.8% to AED 3.7 billion, boosted by a substantial increase in mobile subscribers - 1,011,200 net additions over the past twelve months. Revenues for our fixed business, including fixed telephony, TV and broadband, reached AED 970.3 million, up from AED 829.7 million in 2008 with a healthy increase of 125,600 fixed line subscriptions. Wholesale revenues grew by 33.2% to AED 495.7 million, whilst broadcast revenues rose 21.4% to AED 145.4 million during 2009.

Mobile subscriber growth continued apace over the course of the year, driven by our compelling propositions and successful marketing campaigns. We ended the year with 3,477,000 active mobile subscribers, up 41% year on year – significant given our young history and the challenges of the economic climate which prevailed last year. We also saw growth in our

fixed line subscriber base to 405,900 lines from 280,300 lines in 2008. Within our fixed line business, broadband lines totalled 72,400 and TV lines reached 74,700 at year end, exhibiting solid growth of 37% and 28% respectively, compared to the previous year.

Our objective has always been offer to the best quality experience for all of our customers, from the start of the sales process to billing and customer service. We are focused on offering a superior brand experience at the retail level and have a robust distribution channel structure which includes du shops, authorised dealers and our e-shop. Growing from more than 3,617 partners outlets in 2008 to 3,880 in 2009, and 22 retail shops in 2008 which increased to 33 in 2009, we have a presence in all the Emirates. Our customer focused strategy resulted in our reaching our target market share of 30% by the second quarter of 2009 one year ahead of schedule, and we are now working towards capturing 35% of the market share in 2010.

Earnings before interest, tax, depreciation and amortisation (EBITDA) tripled during the year to AED 1.1 billion from AED 368.6 million at the end of 2008. Having turned profitable in the third quarter of 2008, 19 months after launching our services, in 2009 we achieved a record net profit before royalty of AED 528.2 million for the year, up from AED 8.2 million in 2008.

This performance is exceptional given the demanding operating environment we faced, but our talented management team rose to the challenge. In recognition of his strong leadership and contribution to the Middle East telecommunications sector, our Chief Executive Officer, Mr Osman Sultan, received the prestigious Comms MEA '2009 Lifetime Achievement Award' in December.

Over time we are evolving from a young and innovative newcomer in the telecommunications space, into a maturing company with a sustained record of growth and profitability. As we move from high to sustainable growth, we remain focused on delivering quality and a fulfilling customer experience to existing and target subscribers.



**“We keep growing.
Let’s keep adapting as well.”**

Essa Ustadi
Senior Analyst, Strategy & Investments

Innovation has always underpinned our success. Following rapid subscriber growth over the past two years, in 2009 we focused on enhancing quality for existing customers and attracting new high-end users. To that end we introduced many unique and progressive offers across diverse platforms.

In April we launched Premier Plan, a feature-rich monthly mobile plan for business customers, with many exclusive privileges and benefits including special numbers, a single discounted rate to all major international destinations, and the best BlackBerry® Unlimited deal in the market. Elite Plan, is our first, personalised, postpaid mobile package, designed as the smart choice for high-end individuals. Focused on the discerning customer, the Elite Plan combines rewards on international calling, with the added convenience of having a prepaid account on a postpaid plan. Last year we added 71,000 new postpaid customers.

Both Premier and Elite Plans offer converged postpaid and prepaid benefits, the ability to select contacts into a group of frequent communicators, and discounts to the most frequently called numbers.

Mid-year we launched the new Business Super Plan for small and medium sized enterprises (SMEs). This plan offers a wide array of benefits to SME owners looking for flexibility and value for money. The main benefits include bundles

of minutes every month, flat rates for international calling and the best BlackBerry® deal in the market. The plan is unique in responding to the needs of the rapidly growing SME market segment in the UAE.

In 2009, our business voice customers benefited from the Pay by the Second® billing system, which enables users to pay only for the actual time they use, yielding significant savings on each call.

To meet demand from heavy data users, we launched a monthly plan for Apple’s iPhone in the last quarter of 2009. It was one of our most exciting launches with the first batch selling out in less than five days and demand and sales staying strong since. Our BlackBerry® propositions also achieved considerable success, with over 25,000 subscribers in 16 months after launch.

In yet another market first, we launched new broadband speeds of up to 24 Mbps, the fastest Broadband speed in the Middle East. A variety of new broadband packages were offered to customers to meet high-bandwidth requirements such as online gaming, audio and video streaming and high volume data downloads. These packages offer more choice, greater value and an enhanced experience to our customers.

Another major achievement was the re-launch of du TV bringing our home customers an advanced IP TV service providing a high quality viewing experience with a variety of advanced features. By the end of the year we complemented our IP TV service with the launch of Video On Demand for the first time in the UAE, demonstrating once again our commitment to providing customers with the very best in user-friendly and innovative solutions.

Our work was recognised amongst a field of top tier international competitors when, along with our suppliers VOSS and Cisco, we received the highly-coveted Global Telecoms Business - 2009 Innovation Award.

Network and technology



“Our ability to address challenges creatively shapes who we are.”

Alia Al Serkal
Senior Director, Human Resources

We continued to enhance our network infrastructure and IT systems throughout 2009, investing AED 2.4 billion to further improve and upgrade coverage, capacity and quality.

As part of this initiative we added 717 2G sites which extended our coverage to 99% of the UAE's population. Our 'Broadband Everywhere' initiative added 786 3G sites resulting in a population coverage of more than 80% and is delivering on our promise to build out our 3G capabilities, which we will further develop in 2010.

During the year we also continued to expand indoor network coverage across the UAE through the roll-out of sophisticated in-building solutions. Since 2007, we have invested more than AED 500 million in indoor connectivity improvements.

In 2009 we introduced higher bandwidth for Internet customers and made a push for Mobile broadband. This required an upgrade of our IP core infrastructure to 40 Gbps, which we implemented by investing more than AED 100 million, making our network one of the fastest in the Middle East. This upgrade brings our residential customers into a new era of Internet Protocol TV (IP TV), and enables us to offer our enterprise customers a wide range of very high speed business connectivity solutions to serve the increasing need for high bandwidth and high availability.

The launch of Dubai Metro was another milestone for us as we deployed a state-of-the-art Wi-Fi network to provide seamless broadband connectivity in all trains and stations on the automated light-rail network.

Following the success of our Wi-Fi service on the Dubai Metro and in many hotspots across the city, we also provided wireless connectivity to thousands of spectators attending Abu Dhabi's first Formula One (F1) racing event in November.

During 2009 we also focused on mitigating network risk to make sure our international networks can withstand any major events which could affect usage for our customers.

In order to keep pace with our innovative marketing campaigns, our IT department conducted systems upgrades and overhauled processes governing service delivery. We were subsequently honoured at the annual CIO Top 20 Awards, which recognise excellence in delivering business value through IT, for our work in providing world-class communication capabilities to our colleagues.

We will continue to invest in developing our network ahead of the demand curve to meet our customers' needs. Excellent network quality is the cornerstone of our ambitious growth plans for 2010 and beyond.

International reach



“We serve people just like us.
Everyday people.”

Carrie Hon
Director, Corporate Affairs

In 2009 our International & Wholesale team extended our footprint further and continued to provide benefits for our customers across voice, internet and mobile connectivity.

Simplifying the roaming tariffs currently available in the region, we launched the 'One world, one rate' roaming tariff to all our mobile users, giving them more value, simplicity and convenience while roaming abroad.

Our enhanced roaming footprint now covers 418 global telecom operators in 143 countries. We are on a par with international competitors, and offer our customers, and those of our partners, the ability to roam uninterrupted while travelling.

In February we opened our Point of Presence (PoP) at the Epsilon Global Hub in London. This extends the global reach of voice and data services for global carrier customers. We also announced plans to establish multi-service nodes in Hong Kong, Mumbai and Los Angeles to allow global carriers to interconnect to our network for international long haul Ethernet and IP-VPN data services, and enable efficient aggregation and termination of international voice services. The service node expansion allows our customers to effectively extend their reach to the GCC region and broader Middle East. It will also allow us to serve the needs of our enterprise customers globally.

Our strategic partnership with Vodafone will continue to further enhance roaming benefits for all of our customers. Joint initiatives being explored include mobile broadband connectivity products, secure remote mobile access for small business users, converged email solutions, faster and exclusive access to new models of handsets. We are benefiting from Vodafone's global presence and Vodafone is gaining valuable local insights from the UAE's fastest-growing operator.



“We have created an environment where respect isn’t the exception, but the rule.”

Ahmed Dawod
Architect, Facilities

We are committed to operating according to global best-practice throughout all aspects of its business. While the company has continued to achieve exceptional results, the world has witnessed significant challenges against the backdrop of the financial crisis. The need for commitment to good governance has never been greater. We have operated under a strong corporate governance culture, since inception.

With this in mind, we have continued to embrace a comprehensive corporate governance framework, based on the requirements of ESCA (Emirates Securities and Commodities Authority) and international best practice. Indeed, our corporate governance systems already exceed existing regional requirements and are continually being improved.

The management team constantly strives to ensure timely and open disclosure of material information to shareholders, in line with international best practice and ESCA guidelines. The company complies and often exceeds recognised legal, regulatory and ethical standards.

Board of Directors

Leading our corporate governance efforts is a Board of nine Directors, chaired by Ahmad Bin Byat, which meets on a quarterly basis. Meetings are structured to allow open discussion. All directors participate in discussing the strategy, trading and financial performance and risk management of the Company. In line with ESCA and international guidelines, the roles of Chairman and Chief Executive Officer are split, with a clear division of responsibilities to ensure no one person has unlimited powers of decision.

In addition to the formal meetings of the Board, the Chairman and Chief Executive Officer maintain frequent contact with the other Directors to discuss any issues of concern they may have relating to the company.

- Ahmad Bin Byat (Chairman)
- Younis Al Khoori (Vice Chairman)
- Jassem Mohamed Al Zaabi (Board Member)
- Waleed Al Muhairi (Board Member)
- Fadhel Al Ali (Board Member)
- Eissa Mohamed Ghanem Al Suwaidi (Board Member)
- Abdulhamid Saeed (Board Member)
- Ziad Galadari (Board Member)
- Abdulla Al Shamsi (Board Member)

Strategic review

The Board regularly evaluates the strategic direction of the company, management policies and the effectiveness with which management implements them, and assesses the company’s overall risks. The Board’s responsibilities further include overseeing the structure and composition of the company’s top management and monitoring legal compliance and the management of risks related to the company’s operations.

Risk management

Our business decisions are based on stringent risk management processes that have been built around a carefully crafted, integrated risk management function. This develops and evolves the company’s corporate risk profile, builds risk management capacity and capability throughout the strategic planning process.



**“When you treat people with integrity,
everything falls into place.”**

Mugdha Hendre
Analyst, Technology

Code of Conduct

Since inception, we have worked hard to build a culture of honesty, integrity and ethical work practices, with our colleagues acting with propriety and respect in the course of business with customers, competitors, and shareholders. We always comply with legal, regulatory and ethical guidelines in everything we do.

Board Committees

In addition, the company has a number of Board Committees, including the Audit and Compliance Committee, Remuneration and Nomination Committee, and an Investment Committee, which are responsible for monitoring, reviewing and making recommendations for their respective areas.

Audit and Compliance Committee

The Audit and Compliance Committee consists of three directors and meets quarterly. The internal audit function of du has a direct reporting line into the Audit and Compliance Committee. This Committee is responsible for reviewing du's results and financial statements, reviewing the activities of internal auditors and monitoring compliance with statutory requirements.

Audit and Compliance Committee Members:

Ziad Galadari (Chairman)
Younis Al Khoori
Fadel Al Ali

Remuneration and Nomination Committee

The Remuneration and Nomination Committee meets as required and consists of three directors and is responsible for the assessment and recommendation of policy on executive remuneration and packages for individual executive directors.

Remuneration and Nomination Committee Members:

Waleed Al Muhairi (Chairman)
Abdulhamid Saeed
Abdulla Al Shamsi

Investment Committee

The Investment Committee, which is not an ESCA requirement, consists of four directors. Its main function is to evaluate the company's investment plans to ensure that shareholders will see an appropriate return on investment. It meets a minimum of four times per year.

Investment Committee Members:

Eissa Al Suwaidi (Chairman)
Ahmad Bin Byat
Jassem Al Zaabi
Fadel Al Ali

Brand development



**“It’s not just about where we take our brand.
It’s about where our brand takes us.”**

Michael Foti
Manager, Commercial

Our brand is a valuable asset and a driving force behind our strong financial performance in 2009. During the year we focussed on developing our brand further, starting with aligning organisational practices with our brand promise.

In the first quarter of 2009 we began the process of building our brand culture by giving a ‘du passport’ – a concise document outlining our brand strategy and its implications for our actions – to everyone in the company.

This was supplemented with an internal communications campaign themed ‘I am du’, featuring a representative set of high-performers from all departments who live our brand and its values.

We then designed and launched a brand culture programme called ‘we are du,’ to align individual behaviours with our brand positioning, values and promise.

We also began to align our communications and brand experiences with our brand positioning, identified areas of brand risk and implemented mitigating actions. We began the process of evolving our brand identity system to better express our brand positioning across our communications and our retail presence, and to keep our brand fresh, interesting and engaging for all our audiences.

We also began the process of redesigning our brand experience at the retail level, which will become visible when we open our two new flagship stores mid-2010, and subsequently introduce the new design and experience into the rest of our retail network.

Our brand performance gathered pace as market conditions toughened and consumers in the UAE re-evaluated their buying decisions with many seeing greater relevance in the value of our offerings. By year-end, most brand metrics showed significant gains, and our brand is in better health than ever.

Overall, 2009 has been a year of brand focus and validation of the success of our efforts, culminating in du being chosen as a UAE Superbrand. In 2010, we will continue with programmes to create even greater alignment between our business and our brand, and greater brand affinity for our customers and colleagues.



**“When it comes to how we interact,
we should never lose sight of what’s important.”**

Carla Awika
Quality Assurance Specialist, Commercial

During 2009 we remained committed to our long term Emiratization strategy, reaching our goal of 23% Emiratization by year end. During the year we offered 100 job vacancies through our graduate training programme – Masar – and became ‘Official Technology Partner’ to Ershaad, the national initiative for recruiting and guiding talented UAE nationals, for three years.

We also signed an agreement with the Higher Colleges of Technology, an educational institution with 17 campuses across the UAE, to provide our UAE national colleagues the opportunity to improve their English-language abilities.

During the holy month of Ramadan, our colleagues embraced the spirit of generosity and their donations allowed us to serve an additional 300 Iftar meals per day in our Mawaed Al Rahman tents for the duration of Ramadan.

Our colleagues continued to be heavily involved in community initiatives like Clean up the World, the Water Bucket Walk and blood donation drives. Every one of us contributes in some way to ensure we continue to act and be seen as good corporate citizens.