

# Our business model

## Our strengths enable...

## sustainable value creation...



### Finance

Sizeable contracted future revenue providing visibility and security on top line revenue and dividends.

Lean cost structure with strong cost discipline across business.

Stringent capital allocation with robust governance.

High cash conversion ratio.

Robust capital structure – strong balance sheet, low net debt and low leverage.



### Spectrum

~200 active ITU filings to support future missions and strategy.

Good access to markets across footprint.

Unique spectrum rights including valuable L-band.



### Human Capital

Experienced, long-serving team with proven track record of delivering growth.

Internationally diverse and highly-specialised workforce.

Long track record of developing and attracting local talent.

UAE-based team with security clearance necessary to support government needs.



### Technology and Assets

Well-invested infrastructure assets across space and ground segments.

Fleet of five satellites spanning five continents, with one more under construction.

Modern infrastructure spanning both FSS and MSS.



### Business and Relationships

UAE's flagship satellite operator.

Recognised industry leader, nationally and internationally.

Strong distribution presence and partnerships.

Strong relationship as a trusted partner with the UAE Government.

Deep partnerships with global industry leaders.

### Our Vision

To be the global partner of choice for reliable, innovative and affordable satellite solutions.

### Our Mission

To deliver exceptional value to our customers, shareholders and partners by focussing on:



#### Quality

Being an industry centre of excellence for our customers and partners by offering innovative, reliable and affordable satellite solutions.



#### Human Capital

Empowering our employees to succeed and become proud role models in their communities.



#### Growth

Anticipating and fulfilling the satellite communications needs of governments, enterprises, communities and individuals across our footprint.

Our values underpin everything we do...

# for our stakeholders

## Our Value Proposition

A leading fixed and mobile satellite services operator offering integrated satellite communications solutions to over 150 countries.

Enabling critical communications including broadband, broadcasting, backhauling, and mobile voice and data solutions.

Wide range of C, Ku, Ka, and L-band solutions for land, maritime and aero platforms to governments, enterprises, communities and individuals.

A fleet of five satellites reaching more than two-thirds of the world's population, with a sixth under construction.

### Fixed Satellite Services



AI Yah 1



AI Yah 2



AI Yah 3

### Mobile Satellite Services



Thuraya-2



Thuraya-3



Thuraya-4 NGS  
(under construction)

## Our Business Lines

### Infrastructure

**Yahsat Government Solutions**  
Leasing of critical satellite capacity to the UAE Government and satellite operation services.

**YahLink**  
IP trunking solutions, corporate networking and backhauling capacity marketed by Managed Solutions and Data Solutions.

### Managed Solutions

**Yahsat Government Solutions**  
Managed end-to-end secure communication solutions and bespoke turnkey SatCom platforms.

### Mobility Solutions

**Thuraya**  
Mobile Satellite Services for reliable direct-to-device voice and data solutions.

### Data Solutions

**YahClick**  
High-speed satellite broadband for consumer, enterprise and government users.

### Broadcast Solutions

**Yahlive**  
Premium services for broadcasters and a select choice of TV channels.

## Our Customers

(Governments, enterprises, communities and individuals)

Secured, reliable and multi-purpose connectivity solutions.

Affordable satellite solutions to connect the unconnected across more than 150 countries.

Strategic and sovereign advanced satellite solutions for the UAE Government.

Enriched and value-added solutions.

Countries covered  
**150+**

## Our Employees

Exciting technical and business work environment to develop and maximise potential.

Progression, learning, diversity and inclusion.

Strong leadership, experience and opportunity for growth.

Number of nationalities  
**46**

## Our Shareholders

Attractive and progressive dividends.

High-growth and value creation opportunities.

Solid investment opportunity reinforced with long-term AA+ customer contracts.

Adjusted EBITDA  
**US\$ 258m**

## Our Nation

Supporting the development of UAE Nationals and a powerful UAE space sector.

Contributing to the Abu Dhabi 2030 Vision.

Enhancing the national economy by partnering and creating new opportunities.

Emiratization<sup>1</sup>  
**52.5%**

<sup>1</sup> Emiratization excluding third party contractors.

Respect	Reliability	Agility	Customer Focus	Creativity
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