



# MESSAGE FROM THE CHIEF EXECUTIVE OFFICER





# Message from the Chief Executive Officer



*In this financial year, we started to see a recovery from the exigencies of the COVID-19 pandemic and all the changes to our ways of working and ways of living that it has forced upon us. It is, therefore, doubly gratifying to be able to say that Safaricom has once again risen to the challenges that have remained and has delivered on the new growth areas that we strategically targeted. At the same time, we remained keenly focused on our purpose of Transforming Lives, providing not only some of the critical technological tools essential for society's rebound, but also ongoing and meaningful support for the communities which we serve.*

● Peter Ndegwa, Chief Executive Officer

# Message from the Chief Executive Officer

We are a sustainable and innovative organisation fully aligned with our purpose of Transforming Lives. This purpose, combined with our use of technology, enables us to develop the products that answer the needs of our customers and provide solutions to the challenges of society. Our adoption of the UN SDGs, nine of which we have integrated into our thinking and our actions, has helped us in making a meaningful impact on the communities that we serve.

We strive to ensure that no-one is left behind – whether it is by the creation of a forward-looking digital society, by providing device-financing platforms such as Lipa Mdogo Mdogo empowering customers to expand their reach and opportunities through the internet, or by working to conserve our natural resources through initiatives such as the planting of one million trees as part of our aim to be a net-zero carbon emitting company by 2050.

Indeed, we strengthen this kind of connection with our communities via the social investments we make through our two Foundations and the brand sponsorships we undertake. These efforts, and the effective operational implementation of our strategy, have enabled us to deliver the strong performance we have. For more on our social impact, see page 126.

## The strengths of our strategy

The first year of our new strategy, approved by the Board in FY2020, has shown very pleasing results, with the delivery of a customer-obsessed digital organisation, and a solid base for a future-fit Group and significant progress in all business areas.

We have seen equally good growth in our customer KPIs, and a positive trajectory in those pertaining to our commercial activities. With a continued focus on our customers, our mission in the new financial year is to accelerate new growth areas, and to deliver a superior customer experience, in line with our strategic goal of being a purpose-led technology company by the end of 2025. For more on our strategy, see page 49.

In pursuing this strategy, we will continue to seek new partnerships as well as mergers and acquisitions (M&A), as we grow into areas with which we are not necessarily familiar – always, of course, in positive and valuable consultation with the regulators.

## Managing risk

Our approach to managing risk is intimately tied to our strategy – particularly regulatory risk – as we grow our connectivity business, and execution risk as we expand into Ethiopia. Additionally, we have continued to carefully monitor a deteriorating macro-economic environment – the COVID-19 recovery notwithstanding – with 2022 being an election year in Kenya, and the outbreak of the Russia-Ukraine war. Data threats and cybersecurity are both areas of growing concern, and we remain committed to rigorous monitoring of these issues.

We remain confident in our risk management processes and understand the importance of driving business resilience from a risk-management perspective. For more on risk management, see page 46.

## Realising our vision

During the year under review, we successfully transitioned to an agile way of working, centred around a technology-driven culture, with well-developed in-house technology expertise. The key milestones we have reached in this are automation and digitisation across the business, evolving M-PESA into a two-sided digital platform serving both businesses and consumers and investing in the use of big data and analytics to build more intuitive products.

M-PESA celebrated 15 years of ground-breaking service as a strong FinTech component of our business. In addition to successfully implementing its two Super Apps, M-PESA delivered a 63.4% increase in merchants during the year, bringing the number to just under 500,000. With over 150,000 businesses now having better visibility of their operations, and transacting directly from the business till, universal payment through merchant interoperability is now accessible across the country. For more on M-PESA, see page 83.

Other notable successes during the year, as we bridged the digital divide, include 567 new base stations for country-wide 4G service, 800km of fibre cable, and our push to make 4G devices affordable to as many people as possible.

In addition, we have helped customers increase data usage by over 275%, with average revenue per user (ARPU) growing by more than 175%, and with our Lipa Mdogo Mdogo service instrumental in this. Moreover, our Pochi la Bishara platform has grown our business network to the 3.2 million mark.

## New products for new growth areas

The combination of strategy and customer obsession has enabled us to introduce intuitive and innovative products, such as Nyoosha Shilling, a mobile price plan that gives more value to customers at no extra cost; and our Halal Pesa, launched in partnership with Gulf African Bank, which provides Shari'ah-compliant digital financing. In another innovative initiative, we have developed Visa virtual card by M-PESA GlobalPay, to support international online payments. In the pipeline, subject to regulatory approvals, is an M-PESA junior product to broaden financial inclusion to children with access to smartphones.

## A performance to be proud of:

The results we have delivered in the year speak for themselves:

Excluding Ethiopia:

- Earnings Before Interest and Tax (EBIT), stands at KShs 114.3 billion, as against guidance of KShs 107 billion to 110 billion
- Capital Expenditure (Capex) reached KShs 39.3 billion as against guidance of KShs 40 billion to 43 billion

Including Ethiopia:

- EBIT stands at KShs 109.1 billion, as against guidance of KShs 97 billion to 100 billion
- Capex reached KShs 49.8 billion, as against guidance of KShs 70 to 73 billion

For more on finance and our performance against strategy, see pages 106 and 114 respectively.

# Message from the Chief Executive Officer continued

## Our stakeholders

We are very cognisant of the need to consider feedback from our stakeholders and to engage meaningfully with them. It is a vital component of our strategy development, as much as it is of our product and services offering. What our customers want, what our regulators require, and what our communities need, is always top-of-mind as we transform into a customer-obsessed, digital-first organisation. For more on stakeholder management, see page 56.

To this end we have done exhaustive research in the market, commissioning monthly net promoter scores (NPS) and maintaining regular and productive contact and consultation with regulators and partners to ensure compliance and responsiveness.

For our employees we undertook extensive surveys, particularly at the height of the pandemic. This was to ensure that they are enabled and empowered to deliver the level of service required, and work remotely, while taking into account their physical and mental well-being. We are also seeking partnerships to help develop technology talent as we transform into a digital-first organisation whose skill requirements are growing concomitantly.

Through our two Foundations we carefully consider our social investments, so that the needs of the community in which we operate are met. For more on our Foundations, see page 130.

Moreover, as the country's largest taxpayer, we are very aware of the interests and priorities of government. During the year under review, we maintained the strong and productive relationship we have with government as an important stakeholder. We remain committed to open, transparent and rigorous governance within the organisation, as well as diligent compliance with all legislation and regulation, with the good of the country uppermost in our mutual considerations and consultations. For more on our stakeholders, see page 56.

From the supplier perspective, we pursued shared value, with a commitment to drive diversity and inclusion for both local and foreign suppliers, to ensure that not only they, but the wider communities in which they operate, can benefit.

Our interactions with the Board and shareholders continue on a regular basis, with diligent reporting, and open and transparent communication. Our interactions with the Board and its committees, provides a rigorous framework that ensures the highest level not only of governance but guidance. For more on governance, see page 136.

## Regional expansion

The award of the telecommunications licence in July 2021 for our operations in Ethiopia has opened up new vistas for us. With everything now ready for the launch in 2022, we have successfully negotiated the unforeseen and unprecedented circumstances that arose since the award of the licence. While high inflation and forex volatility still remain factors for us to carefully monitor and navigate, we have made excellent progress with support from both the Government of Ethiopia and the Ethiopian Communications Authority (ECA).

This support has enabled the incorporation of the company, securing of approvals for tower development, the building of two data centres, and the landmark making of our first test call, sending our first SMS, and completing our first data session.

With the recruitment of a strong team of over 300, of whom 55% comprises local talent, our goal is to expand to a staff complement of 1,000 in FY2023. We have onboarded 29 distributors, secured four retail locations, and set up our first outsourced call-centre in Addis Ababa.

We have made progress too with Ethiotel in establishing a mutually beneficial partnership for interconnection and transmission capacity, as well as tower and power sharing. In addition, we are in consultation with the Government of Ethiopia on the requirements needed to operationalise our mobile money business in that country. For more on our expansion in Ethiopia, see page 91.

## Looking ahead

In the short term, our focus for FY2023 will be on proactively developing a scalable business in new growth areas in Kenya and beyond, with the strategic aim of combining the power of new technology and innovation to grow beyond our connectivity and payment business. To this end our aim is to:

- Leverage mergers and acquisitions (M&A), as well as licences and partnerships to unlock growth and shape our investment profile
- Scale both Fibre to the Home (FTTH) and Fibre to the Building (FTTB) service
- Leverage both fibre and 5G technology with fixed home wireless as our first major use case
- Expand our financial services offering, subject to the requisite partnerships and regulatory approvals, to cover verticals such as insurance, wealth and e-commerce for consumers and SMEs
- Scale selected digital platforms, particularly in AgriTech and Digital Health, as well as establish the right operating model and partnerships to scale Internet of Things (IoT) and Information and Communication Technology (ICT)
- Grow digital services such as content, education and advertising to drive data stickiness and utilisation

## Acknowledgements

I would like first to thank our customers for their support and trust in our business. We commit to continue being obsessed with your needs and to facilitate your achieving your aspirations through our various products, services and solutions. I must of course thank the Board – their wise and diligent guidance, their support for our strategy, and their stewardship of the organisation, are invaluable and essential to our success.

My gratitude goes also to our 6,000-strong complement of employees, as well as all the partners, dealers, and agents with whom we work. The significant ecosystem that they comprise impacts over a million people directly and indirectly is key to the realisation of our strategic goals.

I would also like to thank both the Kenyan and Ethiopian Government for their support in ensuring that we are so well-placed to deliver the foundations for creating a digital business that empowers individuals, businesses and the respective countries in communications, mobile finance and much more besides.

We look forward to continuing to work with all these key people, bodies and institutions as we go forward together into the future.



**Peter Ndegwa**  
Chief Executive Officer

A self-help group of 7 farmers in Ol Donyo Sabuk, Machakos, wanted to improve farming in their area. Their biggest challenge was a lack of resources, including rain water, to help grow crops in a semi-arid area. We partnered with these farmers by providing a water pump, pipes, seedlings and fertilizers. With these assets available, they can now work towards being more efficient farmers. Their future now looks bright, holding prospects for an abundance in harvests.



We opened a new and improved ICT enabled skills center at the Waitthaka Vocational Training Centre in Nairobi. The launch of the refurbished institution is part of the foundation's Technical and Vocational Education and Training (TVET) programme focusing on Plumbing, Welding, Food and Beverage and Electrical Engineering. The other component of the programme includes providing scholarships to over 700 students across various TVET insitutios in the country.



We officially opened the refurbished newborn and maternal high dependency units at Kenyatta National Hospital branch in Othaya which we renovated and equipped at a cost of KES 15 million. The renovated units has seen the capacity at the newborn unit increase from 10 to 20 infants and the introduction of a 4-bed maternal high dependency unit.



# Ujumbe kutoka kwa Afisa Mkuu Mtendaji



*Katika mwaka huu wa kifedha, tulianza kushuhudia kujikwamua kutoka kwa madhara ya janga la ugonjwa wa COVID-19 na mabadiliko yote yaliyokuwa yamelazimishwa kwetu na ugonjwa huo kwenye mtindo wetu wa kufanya kazi na kuishi. Kwa hivyo, ni furaha sana kwangu kuweza kusema kwamba kwa mara nyingine Safaricom imejizatiti na kukabili changamoto zilizosalia na kutoa matokeo ya kuridhisha katika maeneo mapya ya ukuaji tuliyokuwa tumeyalenga. Wakati huo huo, tumesalia kuangazia kwa makini lengo letu kuu la Kubadilisha Maisha. Tumetoa sio tu vifaa muhimu vya kiteknolojia vya kuisaidia jamii kujiimarisha tena, bali pia tumetoa usaidizi wa maana na unaoendelea kwa jamii ambazo huwa tunahudumia.*



Peter Ndegwa, Afisa Mkuu Mtendaji

# Ujumbe kutoka kwa Afisa Mkuu Mtendaji

Sisi ni shirika endelevu na la uvumbuzi lililolainishwa na lengo letu kuu la Kubadilisha Maisha. Ni lengo hili, pamoja na matumizi yetu ya teknolojia, ambalo hutuwezesha kuunda bidhaa zinazojibu mahitaji ya wateja wetu na kutoa suluhisho kwa changamoto zinazokabili jamii. Hatua yetu ya kukumbatia Malengo ya Maendeleo Endelevu ya Umoja wa Mataifa, ambapo tumefungamanisha malengo tisa kwenye fikira na matendo yetu, imetusaidia kuwa wa manufaa kwa jamii tunazohudumia.

Huwa tunajizatiti kuhakikisha hakuna anayeachwa nyuma – iwe ni kupitia kuundwa kwa jamii ya dijitali iliyo na mitazamo wa kisasa, kwa kutoa majukwaa ya ufadhili wa ununuzi wa vifaa na mitambo kwa mfano Lipa Mdogo Mdogo. Huwa tunawawezesha wateja wetu kupanua wigo wao na fursa zao kupitia intaneti, au kwa kufanya kazi kuhifadhi maliasili kupitia mikakati kama vile upanzi wa miti milioni moja kama sehemu ya lengo letu la kuhakikisha tunakuwa kampuni isiyochangia ongezeko la gesi ya kaboni kwenye mazingira kufikia mwaka 2050.

Kwa kweli, tunaimarisha uhusiano huu na jamii zetu kupitia uwekezaji wa kijamii tunaofanya kupitia Nyakfu zetu mbili na pia udhamini unaofanywa na nemo yetu. Juhudi hizi, pamoja na utekelezaji mwema wa mkakati wetu, vimetuwezesha kuandikisha matokeo mazuri ambayo tunayo sasa. Kwa maelezo zaidi kuhusu manufaa yetu kwa jamii, tazama ukurasa 126.

## Nguvu za mkakati wetu

Mwaka wa kwanza wa mkakati wetu mpya, ulioidhinishwa na Bodi mwaka wa kifedha wa 2020, umeonesha matokeo ya kufurahisha, kwa kutuwezesha kuwa shirika la kidijitali linalowathamini wateja, na kutuwekea msingi imara wa Kundi siku za usoni na pia tumepiga hatua kubwa katika kila vitengo vya biashara yetu.

Tumeshuhudia ukuaji sawa katika vipimo vyetu vya ufanisi katika utoaji huduma kwa wateja, na pia vipimo vinavyohusu shughuli zetu za kibashara. Kwa kuendelea kuwapa kipaumbele wateja, azma yetu katika mwaka huu mpya wa kifedha ni kuongeza kasi maeneo mapya ya ukuaji, na kutoa huduma ya hali ya juu kwa wateja, kwa kuendana na lengo letu la kuwa kampuni ya teknolojia inayoongozwa na malengo kufikia mwisho wa mwaka 2025.

Kwa maelezo zaidi kuhusu mkakati wetu, tazama ukurasa 49.

Katika kuufuata mkakati huu, tutaendelea kutafuta washirika wapya pamoja na watu tunaoweza kushikana, kuunganisha kampuni zao na zetu au kuzinunua (M&A), tunapopanua shughuli zetu na kuingia kwenye maeneo ambayo hatujayazoea sana – lakini kama kawaida, bila shaka, kupitia mashauriano mema na ya thamani na mamlaka.

## Kudhibiti hatari

Mtazamo wetu katika kudhibiti hatari umefungamana na mkakati wetu – hasa hatari inayotokana na mamlaka na sheria tunapokuza biashara yetu ya mawasiliano, na pia hatari ya utekelezaji tunapopanua shughuli zetu hadi Ethiopia. Kadhalika, tumeendelea kufuatilia kwa makini mazingira mapana ya kiuchumi yanayodorora – licha ya kujikwamua kutoka kwa COVID-19 na huku 2022 ukiwa mwaka wa uchaguzi Kenya, pamoja na kuzuka kwa vita vya Urusi na Ukraine. Tishio la usalama wa data na usalama wa mtandaoni ni mambo mawili pia ambayo yanaendelea kuibua wasiwasi, na tumejitolea kuendelea kuyafuatilia kwa karibu.

Bado tuna imani katika mfumo wetu wa kusimamia hatari na tuncielewa umuhimu wa kuongoza ukakamavu wa kibashara kutoka kwa mtazamo wa usimamizi na udhibiti wa hatari. Kwa maelezo

zaidi kuhusu usimamizi wa hatari, tazama ukurasa 46.

## Kutimiza ruwaza yetu

Katika mwaka tunaoungazia, tulifanikiwa kuhamia katika mfumo wa kufanya kazi kwa wepesi, wenye nguzo yake katika utamaduni unaongozwa na teknolojia ambapo tunasaidiwa na utaalamu wa teknolojia tulioustawisha. Hatua kubwa tulizozipiga katika hili ni kutumiwa kwa mashine, mitambo na digitali katika maeneo mengi ya biashara yetu, kuiboresha M-PESA na kuifanya mfumo wa pande mbili wa kidijitali unaohudumia biashara na pia wateja wa kawaida. Tumeweza pia katika data na utathmini wake ili kuunda bidhaa mwafaka zaidi.

M-PESA ilisherehekea miaka 15 ya utoaji huduma ya kipekee kama kiungo imara cha huduma za kifedha na teknolojia katika biashara yetu. Pamoja na kutekeleza programu tumishi zake mbili kwa mafanikio, M-PESA iliandikisha ongezeko la 63.4% la wafanyabiashara wanaoitumia katika mwaka huo, na kufikisha idadi ya jumla kuwa karibu 500,000. Biashara zaidi ya 150,000 sasa zinajivunia kuonekana zaidi kwa shughuli zake, na wanaendesha shughuli zao moja kwa moja kupitia huduma ya till, na huduma hii ya malipo inapatikana kote nchini. Kwa zaidi kuhusu M-PESA, tazama ukurasa 83.

Mafanikio mengine makuu mwaka huo, ambapo tulipunguza pengo la kidijitali miongoni mwa wateja, ni pamoja na vituo 567 vipya vya kusambaza mawimbi ya 4G kote nchini, 800 km za nyaya za faiba, na juhudi zetu za kufanya simu na vifaa vinavyotumia 4G kupatikana kwa bei nafuu kwa watu wengi zaidi iwezekanavyo.

Kadhalika, tumewasaidia wateja kuongeza matumizi yao ya data kwa zaidi ya 275%, ambapo kwa kadiri mapato kutoka kwa kila mteja (ARPU) yameongezeka kwa zaidi ya 175%, na huduma yetu ya Lipa Mdogo Mdogo imesaidia sana katika hili. Aidha, huduma yetu ya Pochi la Biashara imeongeza mtandao wa biashara zinazotumia huduma zetu hadi 3.2 milioni.

## Bidhaa mpya kwa maeneo mapya ya ukuaji

Kwa pamoja, mkakati wetu na kuweka mteja mbele katika kila jambo, vimetusaidia kuanzisha huduma na bidhaa bora zaidi, kwa mfano Nyoosha Shillingi, mpango wa malipo ya data unaotoa thamani zaidi kwa mteja kwa bei ile ile; na Halal Pesa, iliyozinduliwa kwa ushirikiano na benki ya Gulf African Bank, inayotoa huduma ya kifedha kidijitali ikifuata Sharia. Katika mkakati mwingine wa uvumbuzi, tumeanzisha kadi ya Visa ya mtandaoni ya M-PESA GlobalPay, ya kuwezesha malipo ya nje ya nchi kupitia mtandao. Tunapanga pia, iwapo tutapata idhini kutoka kwa mamlaka, kuzindua huduma ya M-PESA junior ili kupanua utoaji wa huduma za kifedha kwa Watoto walio na simu za kisasa.

## Matokeo ya kujivunia:

Matokeo ambayo tumeandikisha mwaka huu yanajieleza yenyewe:

Bila kujumuisha Ethiopia:

- Mapato kabla ya Riba na Ushuru (EBIT), ni KShs 114.3 bilioni, ukilinganisha na makadirio ya KShs 107–110 bilioni
- Matumizi kwenye Mtaji (Capex) yalifikia KShs 39.3 bilioni dhidi ya makadirio ya KShs 40–43 bilioni

Ukijumuisha Ethiopia:

- EBIT ni KShs 109.1 bilioni, dhidi ya makadirio ya KShs 97–100 bilioni
- Capex yalifikia KShs 49.8 bilioni, dhidi ya makadirio ya KShs 70–73 bilioni

Kwa maelezo zaidi kuhusu fedha na matokeo yetu dhidi ya mkakati, tazama kurasa 106 na 114 mtawalia.





# Ujumbe kutoka kwa Afisa Mkuu Mtendaji continued

## Wadau wetu

Tunatambua umuhimu wa kutilia maanani maoni ya wadau wetu kuhusu huduma zetu na kushauriana nao kikamilifu. Ni kiungo muhimu katika ustawishaji wa mkakati wetu, kama ilivyo pia kwa bidhaa na huduma tunazotoa. Kile wateja wetu wanachohitaji, mahitaji ya mamlaka zinazosimamia sekta yetu, na mahitaji ya jamii zetu, ni mambo ambayo huwa mbele akilini mwetu tunapobadilika na kuwa shirika linaloathamini na kuangazia sana mteja, na linaloweza dijitali mbele. Kwa zaidi kuhusu uhusiano na wadau, tazama ukurasa 56.

Kuhusiana na hili, tumefanya utafiti wa kina sokoni, kufanyisha utafiti wa kila mwezi wa vipimo vya uwezekano wa wateja kutupendekeza kwa wengine (NPS) na kudumisha mawasiliano ya mara kwa mara na yenye tija pamoja na mashauriano na mamlaka na washirika kuhakikisha tunatimiza masharti yote ya kisheria na kujibu masuala yanayoibuka.

Kwa wafanyakazi wetu, tulifanya utafiti wa kina hasa wakati wa janga la corona. Hii ilikuwa kuhakikisha kwamba wanawezeshwa kutoa huduma ya ubora wa kiwango kinachohitajika, na kufanya kazi kutoka manyumbani mwao, tukizingatia pia afya yao ya kimwili na kiakili. Tunatafuta pia ushirikiano wa kukuza wataalamu wa kiteknolojia tunapobadilika na kuwa shirika la dijitali kwanza na ambalo mahitaji yake ya uataalamu na ujuzi yanaongezeka.

Kupitia Nyakfu zetu mbili, huwa tunadadisi kwa makini uwekezaji wetu wa kijamii, ili kuhakikisha mahitaji na jamii katika maeneo tunayofanya kazi yanatimizwa. Kwa maelezo zaidi kuhusu Nyakfu zetu, tazama ukurasa 130.

Kadhali, kama mlipaji ushuru mkubwa zaidi nchini, tunafahamu vyema vipaumbele vya serikali. Katika mwaka tunaoungazia, tulidumisha uhusiano mzuri na wa maana na serikali kama mdau muhimu. Tumejitolea kwa utawala wa uwazi na uwajibikaji ndani ya shirika letu, pamoja na kufuata kikamilifu kanuni na sheria zote, kwa maslahi mema ya taifa katika mazungumzo na mashauriano yetu.

Kwa maelezo zaidi kuhusu wadau wetu, tazama ukurasa 56.

Kutoka kwa mtazamo wa utoaji wa bidhaa na huduma, tumezingatia thamani ya pamoja, tukiwa tumejitolea kuendeleza kukumbatiwa kwa watu wa asili mbalimbali na kujumuishwa kwa watoaji bidhaa na huduma za ndani na nje ya nchi kuhakikisha kwamba sio wao pekee, bali pia jamii pana maeneo wanayohudumu, zinafaidi.

Mawasiliano yetu na Bodi na wenyehisa yameendelea kuwa ya mara kwa mara, ambapo ripoti zimetolewa kwa wakati, na mawasiliano yamekuwa ya uwazi na uwajibikaji pia. Mawasiliano na uhusiano wetu na Bodi na kamati zake, vimetoa mfumo mzuri unaohakikisha kiwango cha juu zaidi sio tu cha utawala bali pia ushauri. Kwa maelezo zaidi kuhusu utawala, tazama ukurasa 136.

## Upanuzi kwenye kanda

Kukabidhiwa leseni ya mawasiliano Julai 2021 kuanza shughuli zetu Ethiopia kumetufungulia milango mipya. Kila kitu kiko tayari kwa uzinduzi 2022. Tumefanikiwa kufanya mashauriano na kujadili changamoto zisizotarajiwa zilizokuwa zimeibuka tangu kukabidhiwa leseni. Kiwango cha juu cha mfumo wa bei na kuyumba kwa ubadilishanaji wa fedha za kigeni bado vimesalia kuwa mambo tunayofuatilia kwa karibu na kuyatafutia suluhu. Licha ya hayo, tumepiga hatua kubwa kwa usaidizi kutoka kwa Serikali ya Ethiopia na Mamlaka ya Mawasiliano ya Ethiopia (ECA).

Usaidizi huu umewezeshwa kusajiliwa kwa kampuni, kupatikana kwa idhini ya kuweka minara ya kusambaza mawimbi ya simu, kujenga vituo viwili vya data, na hatua ya kihistoria ya kupiga simu ya kwanza ya majaribio kupitia mtandao wetu, kutuma SMS yetu ya kwanza, na kutumia data pia mara ya kwanza.

Boada ya kuajiri kundi la wafanyakazi zaidi ya 300 wenye ujuzi, ambapo 55% ni wenyeji, lengo letu ni kuongeza wafanyakazi wetu huko hadi 1,000 katika mwaka wa kifedha wa 2023. Tumewachukua wasambazaji 29, tukapata maeneo manne ya kufungua maduka ya reja reja, na tumetoa zabuni kwa kituo kimoja cha mawasiliano na huduma kwa wateja jijini Addis Ababa.

Tumepiga hatua pia na Ethiotel katika kujenga ushirikiano wa faida kwa pande zote mbili wa kuunganisha mawasiliano na pia uwezo wa kusambaza mawimbi ya mawasiliano, pamoja na kugawana minara ya mawasiliano na umeme. Kadhali, tunaendelea kushauriana na Serikali ya Ethiopia kuhusu mambo yanayohitajika ili kutuwezesha kuanza biashara ya huduma ya kutuma na kupokea pesa kwa njia ya simu nchini humo. Soma zaidi kuhusu upanuzi wetu Ethiopia ukurasa wa 91.

## Tukisonga mbele

Katika kipindi kifupi, kipaumbele chetu katika mwaka wa kifedha 2023 kitakuwa kuunda biashara thabiti katika maeneo mapya ya ukuaji Kenya na nje ya nchi, kwa lengo la kutumia kwa pamoja nguvu ya teknolojia mpya na uvumbuzi kukuza zaidi biashara yetu ya mawasiliano na malipo. Katika hili, lengo letu ni:

- Kuungana na kampuni nyingine na ununuzi wa kampuni nyingine (M&A), pamoja na leseni na ubia kuwezesha ukuaji na kuongeza uwekezaji wetu
- Kupanua huduma za mtandao wa nyaya manyumbani za Fibre to the Home (FTTH) na Fibre to the Building (FTTB)
- Kutumia vyema zaidi teknolojia ya faiba na 5G, mwanzo ikiwa mtandao usiotumia nyaya manyumbani
- Kupanua huduma zetu za kifedha, kwa kutegemea kukamilishwa kwa ushirikiano unaohitajika na idhini ya mamlaka, kuingia katika huduma kama vile bima, mali na biashara ya mtandaoni kwa wateja na SMEs
- Kupanua huduma kadha za dijitali, hasa AgriTech na Digital Health, pamoja na kuweka muundo bora zaidi wa kufanya kazi na ushirikiano ili kupanua teknolojia ya kutumia mtandao kuunganisha mitambo na vifaa yaani Internet of Things (IoT) na Teknolojia ya Habari na Mawasiliano (ICT)
- Kukuza huduma za kidijitali kama vile maudhui, elimu, na matangazo ili kuongeza utamaduni wa watu kutumia data zaidi



## Shukrani

Ningependa kwanza kuwashukuru wateja wetu kwa kutuunga mkono na imani yao katika biashara yetu. Tunaahidi kuendelea kuangazia zaidi mahitaji yenu na kuwawezesha kutimiza matamaniao na ndoto zenu kupitia bidhaa na huduma zetu. Ni lazima bila shaka niishukuru Bodi – ushauri wao wa busara na hekima, uungaji mkono wao wa mkakati wetu, na uongozi wao wa shirika, ni vya thamani kubwa, na kiungo muhimu kwa ufanisi wetu.

Shukrani zangu pia ni kwa wafanyakazi wetu wapatao 6,000, pamoja na washirika, wasambazaji wa bidhaa na huduma zetu, na mawakala tunaofanyakazi nao. Mfumoikolojia unao wajumuisha wao pia hufaidi watu zaidi ya milioni moja kwa njia moja ama nyingine na ni muhimu sana katika kutimizwa kwa malengo ya mkakati wetu.

Ningependa pia kuzishukuru Serikali za Kenya na Ethiopia kwa uungaji mkono wao katika kuhakikisha kwamba tupo katika nafasi nzuri ya kutoa msingi wa kuunda na kustawisha biashara ya kidijitali inayowawezesha watu binafsi, biashara na mataifa husika katika mawasiliano, fedha kwa njia ya simu na mengine mengi zaidi.

Tunasubiri kwa hamu kuendelea kufanya kazi na watu hawa wote muhimu, asasi na mashirika pia tunaposonga mbele kwa pamoja kwenye siku zijazo.

Peter Ndegwa  
Afisa Mkuu Mtendaji

Wakulima 7 wanachama wa kikundi cha kujitegemea eneo la Ol Donyo Sabuk, Machakos, walitaka kuboresha ukulima katika eneo lao. Changamoto kubwa zaidi kwao ilikuwa ukosefu wa rasilimali, ikiwemo maji ya mvua, ya kuwazesha mimea yao kukua katika eneo kame. Sisi (Wakfu wa Safaricom) tulishirikiana na wakulima hawa kwa kuwapa pampu za maji, mabomba, mbegu na mbolea. Kwa rasilimali hizi, wanaweza sasa kupiga hatua na kuwa wakulima bora zaidi. Siku zao za usoni sasa zimejaa matumaini ya mavuno tele.



Tulifungua kituo kipya na kilichoboreshwa cha mafunzo ya Teknolojia ya Habari na Mawasiliano katika Kituo cha Mafunzo ya Kazi mbalimbali cha Waitihaka jijini Nairobi. Uzinduzi wa kituo hicho kilichofanyiwa ukarabati na kuboreshwa ni sehemu ya mpango wa wakfu huu wa Mafunzo na Elimu ya Kiufundi na Kazi mbalimbali (TVET) unaoangazia ufundi wa mabomba, utiaji weko yaani uunganishaji vyuma, vyakula na vinywaji na uhandisi wa umeme. Kiungo kingine cha mpango huo ni Pamoja na kutoa ufadhili wa masomo kwa zaidi ya wanafunzi 700 katika taasisi za TVET nchini.



Tulifungua rasmi vitengo vya watoto wachanga na kina mama wanaoijifungua wanaohitaji uangalizi maalum, vilivyoboreshwa katika Hospitali ya Kitaifa ya Kenyatta tawi la Othaya ambavyo tulivikarabati na kuweka mitambo na mashine kwa gharama ya KShs 15 milioni. Kuboreshwa kwa vitengo hivyo kumeongeza uwezo wa kitengo cha watoto wachanga kuwashughulikia watoto 20 kutoka 10 sasa na pia kuanzishwa kwa kitengo cha kina mama wanaoijifungua wanaohitaji uangalizi maalum ambacho kina vitanda vinne.