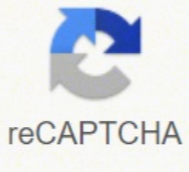




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This will require more calculated investment and both of which can only succeed in a supportive regulatory environment. Traditional growth drivers (voice and messaging) continue plateauing, pointing to the urgency of reinventing our business to meet changing consumer needs. For nine years, Mr. Collymore led our business to achieve notable milestones, including significantly increasing shareholder value and instilling in us a sense of purpose that has become the hallmark of what we do at Safaricom. We will stay true to our purpose and to using mobile technology to make life better for Kenyans and as many people as we can reach across the world. It also offers its customers data bundles for pre- and post-paid customers; pre- and post-paid voice plans and SMS services for national and international roaming; Okoa Jahazi for emergency top-up credit; and Flex plans for browsing, calling and SMSing. It is therefore encouraging to see the competition landscape changing, owing to the ongoing merger between two market players. We believe this will result in greater innovation and efficiencies for the benefit of customers. We have noted with concern, attempts to regulate the industry through proposed legislation and regulations that seek to forcefully reorganise the operating structure of companies such as ours, whose growth has been the result of well-executed business strategy. Betty Mwangi - GENERAL MANAGER, FINANCIAL SERVICES, Joseph Ogutu - DIRECTOR, RESOURCES, Nicholas Mulila - EXECUTIVE BUSINESS ANALYST AND PMO, Ivor Wekesa - DIRECTOR, RISK MANAGEMENT, John Tombleson - CHIEF FINANCE OFFICER, Peter Arina - GENERAL MANAGER, CONSUMER BUSINESS UNIT, Nzioka Waita - DIRECTOR, CORPORATE AFFAIRS, Thiabaud Rerolle - DIRECTOR, TECHNICAL & IT, Pauline Warui - DIRECTOR CUSTOMER MANAGEMENT, Sylvia Mulinge - GENERAL MANAGER, ENTERPRISE BUSINESS UNIT Safaricom Annual Report Statement of Comprehensive Income Statement of Financial Position Consolidated Statement of Changes in Equity meulcni sodicerefo sošÄvires sortuO .sadasseretni setrap sa sadot arap ocif'Äneb äjes euq ,odarednop siam odatluser mu a ragehc ed mif a ,sadasseretni setrap sa sadot ertne savitacifingis sep'ÄšÄsucid odniulcni ,avitlusnoc siam amrof amu ed odatar äjes otnussa esse euq somarepsE .snegasnem e zov odniulcni ,sošÄvires ed eir'Äs amu ed otnemicserc od ofÄšÄazilibatse a arap uüubirtnoc ,CIT ed rotesbus od sosruer siam radacerra uocsub onrevog o euq jÄj ,sotsopmi ed sadnamed sad otnemua o moc etnematnui ,oir'Änoicresid otsag ronem etsE ,lev'Äm aigoloncet odnasu sadv ramrofsnart ed otani ojesed osson me odaesab oic'Ägen mu uirtsnoc mocirafaS a ,sona B1 somit'ÄPÄ soN mocirafaS arap e odnum o arap oir'Änidroartke ohnos mu ahnit euq lev'Äton memoh mu are eIE .sošÄvires e sneb ed otnemagap omoc meb ,joriehid ed adariter e aicn'Ärefsnart ,otis'Äped arap lev'Äm ainofelet ed ošÄvires mu ©Ä ASEP-M o e setneic ed ofÄšÄaziledif ed amargorp mu ©Ä stniop agnoB O .9102 ed launa oir'Ätalar )ek.MOCS( detimil mocirafaS .tnemucoD .agral adnab ed serodaer o smedom omoc meb ,stelbat e seralulec senofelet ednev aserpme A .otnemicserc o ratnetsud ed sovitanretla soiem rartnocne ed edadisecen a met m©Äbmat ,sep'Ählim 25 ed acrec ed sÄap mu me setnanissa ed sep'Ählim 15 ed otrep ragehc arap uodnuforpa es lev'Äm ofÄšÄartenev a omoc oir'Älilibomi e omsirut ,etropsnart ,atsijerav e atsidacata oicr'ÄÄmoc omoc meb ,CIT me asson a omoc saserpme ed otnemicserc olep odaioipa ,otsubor ohnepesmed mu rartsiger a uouintnoc sošÄvires ed airts'ÄÄdni a ,ossid rasepA .ASEP-M e tenretni .SMS ,sodad ,axif zov ed ,siev'Äm sošÄvires ecerof euq ain'ÄuQ on sep'ÄšÄacinumocetel ed adargetni aserpme amu ©Ä detimil mocirafaS A iboriaN ed soir'Älilibom serolaV ed aihnapmoC ad lifreP on adatsil jÄtse detimil mocirafaS A .odagirbo ,rezid ed airatsog ue ,oEÄšÄartsinimda ed ohlesnoC od emon me ,oEÄtnE .9102 ed launa oir'Ätalar ues uogluvid aigoloncet ed rotes on iboriaN ed serolaV ed asloB an adatsil )ek.MOCS( detimil A and e-mail, calls and cloud and hosting services. Last year was a challenge for companies around the Nicholas Nganga | Chairman CENTRE FRONT: Robert Collymore CEO FROM Left to Right. Safaricom welcomes fair competition on a fair playing ground, where investment, strategy, innovation and brand promise are the true differentiators; as opposed to the use of regulatory support as a means to success.

Vi or Vodafone Idea Limited is an Indian telecom operator with its headquarters based in Mumbai and Gandhinagar. It is a pan-India integrated GSM operator offering 2G, 3G, 4G, 4G+, VoLTE, and VoWiFi services. As of 31 October 2021, Vi has a subscriber base of 269.03 million, making it third largest mobile telecommunications network in India and 10th largest mobile ... In early 2020, Vodacom & Safaricom completed the acquisition of the M-PESA brand from Vodafone Group through a newly created joint venture. The joint venture will accelerate the growth of M-PESA through Africa by giving both Vodacom and Safaricom full control of the M-PESA brand, product development and support services as well as the opportunity to expand M ... Vi or Vodafone Idea Limited is an Indian telecom operator with its headquarters based in Mumbai and Gandhinagar. It is a pan-India integrated GSM operator offering 2G, 3G, 4G, 4G+, VoLTE, and VoWiFi services. As of 31 October 2021, Vi has a subscriber base of 269.03 million, making it third largest mobile telecommunications network in India and 10th largest mobile ... In early 2020, Vodacom & Safaricom completed the acquisition of the M-PESA brand from Vodafone Group through a newly created joint venture. The joint venture will accelerate the growth of M-PESA through Africa by giving both Vodacom and Safaricom full control of the M-PESA brand, product development and support services as well as the opportunity to expand M ...

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