

DIRECTORS AND SENIOR LEADERSHIP TEAM

BOARD OF DIRECTORS

Nicholas Nganga

Chairman and Non-Executive Director

Nicholas Nganga (75) joined the Safaricom board on 6 May 2004 and was elected Chairman on 16 January 2007. He holds a BA degree from Makerere University and served as the Permanent Secretary for the Ministries of Finance, Foreign Affairs and Health. In addition, he chaired the Tea Board of Kenya and the National Bank of Kenya. He is currently Chairman of G4S Security and Car & General Kenya and a member of the Board of Kakuzi Limited.

Robert Collymore

Executive Director and CEO

Bob Collymore (56) has fulfilled the role of Safaricom CEO since 1 November 2010. Prior to joining the Company, he was Chief Officer for Corporate Affairs of the Vodacom Group, South Africa, responsible for the Group's Corporate Communication, Ethics and Compliance, Legal, External Relationships and Corporate Social Responsibility. In addition, he held the position of Vodafone's Governance Director for Africa, where he was responsible for developing and driving Vodafone's strategy for its investments in Africa and also represented Vodafone as a key direct foreign investor in a number of African countries. Collymore has more than 30 years of commercial experience working in senior executive roles in the telecommunications sector. He is also a trustee of holding companies in Kenya and Tanzania for M-PESA and was recently appointed a member of the UN Global Compact Board.

Michael Joseph

Non-Executive Director

Michael Joseph (68) joined the board on 8 September 2008. He is employed by the Vodafone Group Services Limited as Director of Mobile Money. He is also Vodafone's Strategic Advisor, appointed to the Boards of Vodacom Group South Africa, Vodacom Tanzania and Vodacom Mozambique. Prior to this, Joseph was CEO of Safaricom Limited from July 2000 when the company was re-launched as a joint-venture between Vodafone UK and Telkom Kenya until his retirement in November 2010. During his tenure, he steered the company from a subscriber base of less than 20,000 to over 16.71 million subscribers. In addition, Joseph has extensive international experience in company start-ups, the implementation and operation of large wireless and wire-line networks, including operations in Hungary, Spain, Brazil, Peru, Argentina, Korea, the USA, Australia and the Middle East.

Esther Koimett

Non-Executive Director and Alternate to Henry Rotich

Esther Koimett (57) joined the Safaricom board on 24 May 2005. She had previously served on the Board between 11 April 2001 and 5 September 2002. She holds Bachelor of Commerce and MBA from the University of Nairobi and is currently the Investment Secretary in the Treasury. Esther has also served as Permanent Secretary in the Ministry of Tourism and Information and as Managing Director for Kenya Post Office Savings Bank.

Nancy Wambaire Macharia

Non-Executive Director

Nancy Wambaire Macharia (48), who joined the Safaricom Board on 16 January 2007, is a member of the Board Audit Committee. She joined Jomo Kenyatta University of Agriculture and Technology (JKUAT) in 2004 as a lecturer and was appointed Deputy Director for the School of Computing and Information Technology between 2005 and 2013. She is a recognised research consultant and educator in the design and implementation of Interactive Computer Systems, Information Systems Security, Innovation and Technology Transfer for Business Development and Usability Engineering. In addition, Macharia holds a Master's degree in Computer Based Information Systems from Sunderland University (UK) and a Post Graduate Diploma in Project Management from Catholic University of Eastern Africa. She is currently completing her PhD in Social and Mobile Media Risk management strategies.

Susan Mudhune

Non-Executive Director

Susan Mudhane (64) holds a Bachelor of Arts degree and MBA from Nairobi University. She is a Fellow of the Institute of Bankers and the Kenya Institute of Management. She is a director at Eveready East Africa, Pan Africa Insurance Holding and the Centre for Corporate Governance. In addition, she is a trustee of the Management University of Africa and the Kenya Girl Guide Association.

John Otty

Non-Executive Director

John Otty (49) is the Vodafone CFO for the Africa, Middle East and Asia Pacific region. He joined Vodafone in December 1992 and has held a number of senior executive positions in Vodafone including that of Group Technology Financial Director, interim CFO of Vodafone India and Vodafone PLC Group Internal Audit Director. He was appointed to the Safaricom Board in August 2013.

DIRECTORS AND SENIOR LEADERSHIP TEAM (continued)

Henry Rotich

Non-Executive Director

Henry Rotich (44) is the Cabinet Secretary for the National Treasury. Prior to this, he was Head of Macroeconomics at the Treasury, Ministry of Finance, where he was involved in the formulation of macroeconomic policies that ensured an affordable and sustainable path of public spending, aimed at achieving Government's development priorities. In addition, he was involved in the preparation of key budget documents including the Budget Statements as well as providing strategic coordination of structural reforms in the fiscal and financial sector. Prior to joining the Ministry, Rotich worked in the Central Bank of Kenya's research department from 1994 to 2001. Between 2001 and 2004, he was attached to the International Monetary Fund's local office in Nairobi where he worked as an economist. Rotich holds a Masters Degree in Public Administration from the Harvard Kennedy School, Harvard University, and a Masters and Bachelors Degree in Economics from the University of Nairobi.

Sunil Sood

Non-Executive Director

Sunil Sood (53) joined the board on 31 October 2012. He is currently Chief Operating Officer for Vodafone India where he is responsible for the day to day operations and P&L management for all circles in the country. He also spearheads the organisation's mobile commerce new business development initiatives. Sood is a telecoms veteran, who has been in the industry for over 12 years. In addition, he is on the board of Indus Towers India, the largest tower company in the world. Prior to joining the telecoms industry, Sood had a long career with Pepsi in various roles within India and abroad, his last assignment being CEO of Pepsi in Bangladesh. He also spent four years in Nigeria where he was working to establish a market for Nestle milk and infant formulae in the country. Sood completed his Engineering in B. Tech at IIT - Delhi and MBA at IIM - Kolkata.

Serpil Timuray

Non-Executive Director

Serpil Timuray (44) was appointed Executive Committee member of Vodafone Group and Regional CEO for Africa, Middle East, Asia and Pacific in January 2014. Prior to this, she was CEO of Vodafone Turkey from January 2009. Timuray also serves as a non-executive Board Member of Vodacom Group, a leading African telecoms group headquartered in South Africa. She was appointed to the Boards of Vodafone India, Vodafone Hutchison Australia and Safaricom Kenya in November 2013 and Vodafone Egypt in January 2014. Prior to this she was the General Manager of Danone Turkey from 2002 to 2008.

Timuray is currently Chairperson of the International Investors Association (YASED) board, Vice-Chairperson of the Turkish-British Business Council of Foreign Economic Relations (EIK-TIİK) board, a Member of the Young Entrepreneurs Council of Turkish Union of Chambers and Commodity Exchanges (TOBB-GGK) and sits on the Board of Trustees at Koç University. Timuray was ranked 79th among the "World's 125 Women of Impact" by Newsweek in 2013 and selected as a "Young Global Leader" by World Economic Forum in 2009. She was elected as "The Professional of the Year" in Turkey for 2013, 2011 and 2010 by the Turkish Economist.

John Tombleson

Executive Director and Chief Financial Officer

John Tombleson (51) joined Safaricom as the Finance Director in November 2011. Prior to this, he fulfilled the roles of Acting Chief Executive Officer and Chief Financial Officer for Vodafone Qatar. He was an original member of the Qatar start-up team, which was founded in 2008 and built a population market share of 48% within two years. Tombleson first joined Vodafone in New Zealand in 2003, and has since held various senior financial roles in both mobile and fixed telecommunications operations. He was previously a board member of Vodafone Qatar and Vodafone Fiji. Prior to joining Vodafone, Tombleson was a management consultant with clients across a variety of industries. He has a Bachelor of Management Studies with majors in marketing and accounting.

Enid Muriuki

Company Secretary

Enid Muriuki (39) is a Certified Public Secretary with over 14 years of industry and consulting experience in matters of corporate governance and statutory compliance. She is a holder of a Bachelor of Science degree from Jomo Kenyatta University of Agriculture and Technology and a Diploma in Business Management from Kenya Institute of Management.

She is a member of The Institute of Certified Public Secretaries (Kenya).

DIRECTORS AND SENIOR LEADERSHIP TEAM *(continued)*

SENIOR LEADERSHIP TEAM

Robert Collymore

Chief Executive Officer (see profile on page 130)

John Tombleson

Chief Financial Officer (see profile on page 131)

Peter Arina

General Manager, Consumer Business Unit

Peter Arina is responsible for the consumer sales business, which includes dealer and M-PESA agents' management and retail sales with a current footprint of 43 Safaricom retail shops across the country. He is also charged with consumer propositions and growing internet and data content. Arina joined Safaricom in November 2004 as Chief commercial officer and was appointed to his current role following the business' structural reorganisation. He is a seasoned professional, having joined Safaricom from Unilever Kenya in October 2004 as customer development director (sales director) reporting to the chief executive officer (East Africa). Arina holds a Bachelor of Commerce (Marketing) degree from the University of Nairobi.

Roy Masamba

Director, Resources

Roy Masamba joined Safaricom on 1 November 2012 and is currently Director Resources. He is an international Human Resources executive with over 20 years' experience gained in various countries in Europe, the US, Africa and the Middle East. Before joining Safaricom, Masamba worked with the Vodafone group for three years. He was Regional HR executive for Central Europe, Africa, the Middle East and Asia Pacific before taking up the role of Vice President Human Resources for Verizon Vodafone Enterprise Services, based in London. In addition, Masamba headed the Human Resource function in other multinational companies such as the Zain group of companies and British American Tobacco. He has a BSc Honours degree in Electrical Engineering from the University of Zimbabwe and an MBA in general management from Cranfield School of Management in the United Kingdom.

Nicholas Mulila

Director, Risk Management

Nicholas Mulila is responsible for the Risk Management functions of the Company, including Enterprise Risk Management, Ethics and Compliance, Revenue Assurance, Security and Anti-Money Laundering. He joined Safaricom in 2001 and has risen through the ranks to become a member of Senior Leadership Team. He has held the positions of Senior Management Accountant and Principal Business Planning & Forecasting Accountant in the finance division, Head of Corporate Strategy and Planning, Head of Commercial Planning/Pricing Department and, most recently, Executive Business Analyst and Programme Management Officer. Prior to joining Safaricom, Mulila worked for General Motors (EA) and Eastern Produce (K) Ltd, where he held various positions

in finance. He holds a Bachelor of Commerce degree (Accounting option) and a Master of Business Administration degree in Strategy from the University of Nairobi. He is a member of the Institute of Certified Public Accountants of Kenya (ICPAK) and the Institute of Certified Public Secretaries of Kenya (ICPSK).

Sylvia Wairimu Mulinge

General Manager, Enterprise Business Unit

Sylvia Wairimu Mulinge is General Manager of Safaricom's Enterprise Business Unit. Under her leadership, the business unit has tripled its revenue, largely driven by her focus on the Small and Medium Enterprise (SME) and Government sectors.

As a member of the Safaricom Sustainability team, she successfully led an initiative to embed sustainability in the organisation and is spearheading an ambitious plan to recruit additional members for the United Nations Global Compact office in Kenya. In addition, she is an active member of Make A Difference (MAD) and sits on the board of The Partnership for Maternal Newborn & Child Health (PMNCH), a global health initiative hosted by the World Health Organisation in Geneva. Sylvia was named one of Kenya's Top 40 Women Under 40 in 2014 and is passionate about developing women leaders across the region. In this respect, she is Executive Sponsor of the Safaricom Women In Technology (WIT) initiative. She holds a BA (Hons) of Science degree from the University of Nairobi and is pursuing an Executive MBA through the University of Cape Town in South Africa.

Joseph Ogutu

Director, Strategy & Innovation

Joseph Ogutu joined Safaricom as Chief Corporate Affairs Officer in May 2005 from Telkom Kenya where he was the Principal Assistant to the Managing Director and Chief Strategy & Regulatory Officer. He then served as Chief Human Resource Officer from 2008 before taking on the role of Director, Resources Division following the March 2011 company reorganisation. In October 2012, Ogutu was appointed as Director, Strategy & Innovation division. In addition, he serves as the Chairman of Safaricom Foundation and sits on the Board of TEAMS Limited. Ogutu has more than 25 years in the telecommunications industry, 12 at the executive committee level. During this period, he has played an instrumental role in the reform of the sector including the drafting of the Postal and Telecommunication Policy Paper that led to the restructuring of the defunct Kenya Posts and Telecommunications Corporation and subsequent establishment of CCK, Telkom Kenya and Postal Corporation of Kenya. He has also been involved in the establishment of the institutional framework for the Eastern Africa Submarine Cable System (EASSY).

DIRECTORS AND SENIOR LEADERSHIP TEAM (continued)

Rita Okuthe

Director, Marketing

Rita Okuthe was appointed Director, Marketing at Safaricom in May 2013. She joined the Company in August 2009 as Head of Consumer Segments. Her deep understanding of local consumer behaviour has helped drive voice revenue. Prior to joining Safaricom, she held several marketing roles, including Head of Marketing at MTN Uganda. Okuthe has gained substantial work experience in advertising and brand management over the years and has successfully managed brands at all stages; from infancy to maturity in monopolistic and highly competitive environments. She holds a Bachelor's degree in Economics and a Master's degree in Marketing.

Denish Osodo

Director, Internal Audit

Denish Osodo is the Director, Internal Audit, a role he has held since October 2013. He is a seasoned professional with 14 years' experience in Audit and Risk Advisory Services. He previously worked at PricewaterhouseCoopers (PwC) for several years, offering audit and business advisory services to companies in different industries during stints at PwCs' Kenya and United Kingdom offices. He left PwC as a Director in the Risk Assurance Services team focused on the provision of Internal Audit and Business Controls Advisory Services to large businesses in the region. Osodo graduated with a Bachelor of Commerce from the University of Nairobi and is a practicing member of the Institute of Certified Public Accountants of Kenya (ICPAK).

Thibaud Rerolle

Director, Technical

Thibaud Rerolle was appointed Director, Technical at Safaricom in January 2012. Prior to this he was the Chief Technology Officer at Orange Dominicana in the Dominican Republic. He has a wealth of experience in telecommunications, having worked for the France Telecom Group for 17 years in various senior managerial roles spanning networks, management, international assignments and customer services in six countries in Europe and South America. Rerolle has a Bachelor of Sciences Degree in Telecommunications Engineering, specialising in Networks, from the prestigious Telecom ParisTech (ENST) and is fluent in six languages.

Betty Mwangi-Thuo

General Manager, Financial Services

Betty Mwangi-Thuo is General Manager Financial Services, responsible for overseeing the strategic growth, profitability and development of M-PESA. She joined Safaricom in December 2007 as head of New Products Division, which comprised the M-PESA business and GSMA projects. She was promoted to Chief Officer New Products Division in October 2008, responsible for Safaricom's Value Added Service. Prior to joining Safaricom Mwangi was Chief Marketing Officer at Afsat Communications. In addition, she also worked at GlaxoSmithKline for five years where she was responsible for the East African business and interoperability for Africa

and the Middle East. In 2010 she was featured by Mobile Communications International as one of the top 10 most influential women in mobile globally and in August 2011 and 2013, she was recognised as one of the TOP 20 most powerful African Women in ICT by the ITNewsAfrica. In December 2011, she was recognised for her contribution to Kenya's Information Communications Technology (ICT) sector by His Excellency the President of Kenya, Hon. Mwai Kibaki, who awarded her the prestigious State honours of the Moran of the Order of the Burning Spear (MBS). Mwangi has a B. Eng. (Hons) in Electrical and Electronic Engineering from the Victoria University of Manchester and an MBA from the University of Leicester. She is Chartered Marketer and a member of the Chartered Institute of Marketing.

Nzioka Waita

Director, Corporate Affairs

Nzioka Waita joined Safaricom in 2001 as a Legal Officer responsible for Site Acquisition. He rose through the ranks to serve the company in various roles including Legal Services Manager between 2002 and 2007 and Head of Legal & Regulatory Affairs between 2007 and 2010 followed by a brief stint as Head of Strategy & New Business, responsible for driving the company's mergers and acquisitions agenda. He held this position until April 2011 when he stepped into his current position.

Waita is an Advocate of the High Court of Kenya and a Certified Public Secretary. He holds a Bachelor of Laws (LLB) degree from the University of Sheffield and a Post Graduate Diploma in IT & Communications Law from Queen Mary, University of London both in the United Kingdom. Waita is also a founding Trustee of the Safaricom Foundation, a role he has held since August 2003.

Pauline Warui

Director, Customer Care

Pauline Warui is Director Customer Care, responsible for delivering unmatched customer care to Safaricom's over 21 million customers. She joined Safaricom Limited in January 2008 as the Head of the Call Centre in the Commercial Division and was later promoted to Chief Customer Care Officer, a role she fulfilled until assuming her current position. Warui is recognized for her skills in customer care and youth leadership and is credited with spearheading the growth of Safaricom's customer support service to its current platform. She honed her skills in customer service at Chevron Corporation where she worked as the Area Customer Service Coordinator for East Africa and Egypt for two years. Prior to that, she had worked for Celtel (K) Ltd now Airtel (K) Ltd as a Customer Service Manager where she gained extensive experience and training in Customer Service and Contact Centre Operations. She holds a BA (Hons) degree from the University of Nairobi and a certificate in Advanced Management from the Strathmore Business School.