



**When we come
together, great
things happen.
Twaweza**



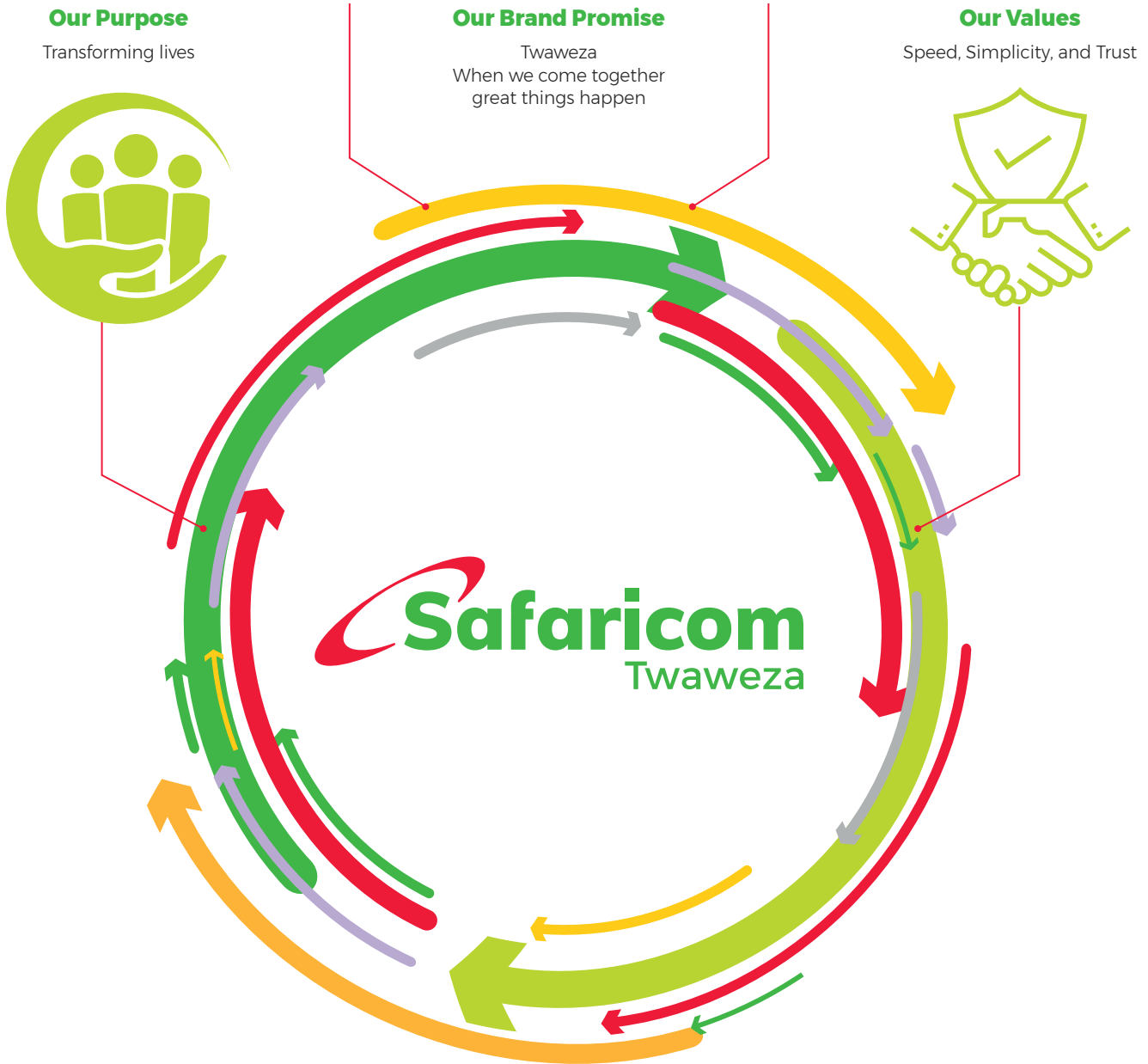


**Our Business
Highlights**

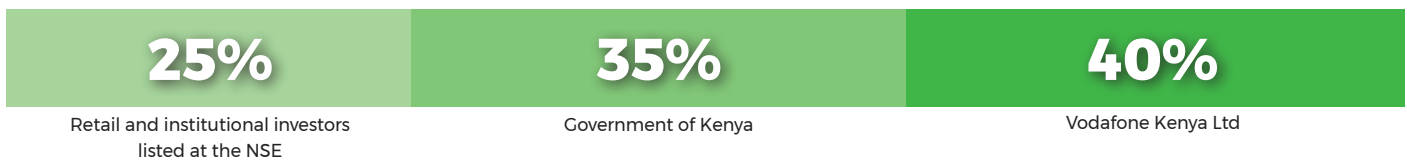


Who we are

Safaricom PLC is a leading Kenyan communications company and leading digital innovator providing a wide range of communication services, including mobile, voice, messaging, data, financial and converged services with a vision to empower a connected society.



The Company's shareholding structure is as follows:



Five-year historical performance

Income Statement - Shs mn	FY14	FY15	FY16	FY17	FY18
Voice revenue	84,316	87,368	90,802	93,459	95,639
M-Pesa revenue	26,561	32,626	41,500	55,084	62,907
Mobile data revenue	9,314	14,823	21,154	29,328	36,357
Fixed data revenue	2,571	3,128	3,815	5,242	6,673
SMS revenue	13,620	15,671	17,328	16,679	17,721
Other service revenue	1,980	2,631	3,185	4,317	5,237
Service revenue	138,361	156,247	177,784	204,109	224,535
Handset and other revenue	6,312	7,117	8,621	8,700	8,980
Construction revenue	-	-	9,280	76	202
Total revenue	144,672	163,364	195,685	212,885	233,717
Other income	127	576	232	2,509	510
Direct costs	(51,964)	(56,709)	(62,310)	(66,782)	(70,555)
Construction costs	-	-	(9,280)	(76)	(202)
Contribution Margin	92,835	107,231	124,327	148,536	163,470
Operating expenses	(31,892)	(36,040)	(41,261)	(44,928)	(50,636)
EBITDA	60,943	71,191	83,066	103,608	112,834
Depreciation & amortisation costs	(25,787)	(25,570)	(27,943)	(33,234)	(33,568)
EBIT	35,156	45,621	55,124	70,374	79,266
Net finance (costs)/Income	(355)	219	504	297	659
Net forex gain / (loss)	168	206	398	(58)	(26)
Share of associate profit / (loss)	15	(4)	104	19	10
Assets purchase bargain gain	-	108	-	-	-
Fair value loss on investment property	-	-	(367)	-	-
EBT	34,984	46,150	55,763	70,632	79,909
Taxation	(11,967)	(14,278)	(17,658)	(22,188)	(24,620)
Net Income	23,018	31,871	38,104	48,444	55,289
Earnings per share (Shs)	0.57	0.80	0.95	1.21	1.38
Free cash flow (Shs mn)	22,692	27,524	30,360	43,515	55,387
Ordinary dividend (paid / proposed) (Shs mn)	18,831	25,642	30,483	38,863	44,071
Ordinary dividend per share (Shs)	0.47	0.64	0.76	0.97	1.10
Special dividend paid (Shs mn)	-	-	27,244	-	-
Special dividend per share (Shs)	-	-	0.68	-	-

How we created value in 2018

Customers



12%

Drop in effective price of SMS



29%

Drop in effective price of both data and P2P M-PESA transactions

35%

Proportion of the population covered by our 4G network



86%

Proportion of the population covered by our 3G network

101 k+

Number of active Lipa na M-PESA merchants



141k+

Homes passed by fibre



156k+

Number of M-PESA agents



Shareholders



15.6%

Safaricom's CAPEX intensity. The high investment ensures a smooth customer experience guaranteeing high returns to shareholders



36.4bn

Amount in shillings of CAPEX which is complemented by successful commercial monetisation and revenue growth. Most of this investment was made to increase capacity to serve the demand for high-speed data.



44.07bn

Amount in shillings of proposed dividend payment for full year 2018.



500%+

Shareholder returns since listing (dividends re-invested)



In FY2019 we look to drive long-term shareholder value by deploying next-generation network services, leveraging data analytics and segmentation, guided by our purpose of transforming lives.

Employees



6,130

Current number of staff members comprised of permanent employees and contractors. The average age is 27 years.

460

Line managers who have been trained to be life coaches. The aim is to support employee wellness, performance management and leadership development.

50%

Proportion of women staff members working at Safaricom



32%

Proportion of women in senior management



1.7%

Proportion of Persons with Disabilities working at Safaricom

Community



486bn

Value in shillings generated in the economy



5,103

Number of young people provided with entrepreneurship education in the past 4 years through Safaricom Foundation support



300,000

People who can today access clean and safe water for domestic use through community water projects supported by Safaricom Foundation.



1.2mn

The number of people assisted through various disaster response initiatives such as emergency food distribution and provision of shelter for the displaced.



800k+

Number of jobs sustained in the economy during the financial year.



20.5mn

Number of active M-PESA users



Mobile money has increased access to essential government services from 20% to 90% (GSMA Study 2017)



6.5%

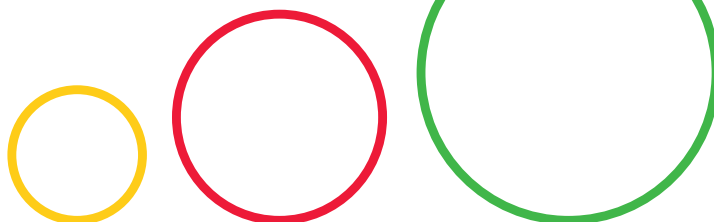
Contribution to Kenya's GDP



6,965

Number of jobs sustained through micro and small scale social enterprises in the last four years.

When we come together, great things happen. Twaweza



Chairman's Statement

Together, we can build a brighter future

Overview

Last year was a difficult period for businesses all over the country. According to official reports, Kenya's economic growth slowed to 4.9 per cent, fuelled by political uncertainty as the country dealt with the effects of a prolonged electioneering period.

During this period the credit market also recorded its slowest growth in 14 years, attributed to the interest rate capping and reduced economic activity. In addition, consumers bore the brunt of high food prices occasioned by persistent drought, which negatively affected agricultural production and strained household budgets.

However, despite the depressed economic performance, Government reports show that the Information and Communication sector expanded by 11 per cent in 2017, supported mainly by growth in the digital economy, mobile telephony, e-commerce, and online trading, among others.

On the competition front, we continue to see a lot of changes expected to generate excitement in market in coming months including the entry of new telco and non-telco players into the industry.

These developments present evidence of a dynamic market, whose biggest beneficiary is undoubtedly the consumer.

Regulatory environment

Looking at industry regulation, we are following with great interest changes in the regulatory environment, which will continue to be an area of focus for us as we evaluate our position in light of recommendations put forward in a draft industry study commissioned by the Communications Authority.

The draft competition study proposes a number of interventions that are of serious concern to us. These include attempts to change the rules of the game by introducing price controls and regulated infrastructure sharing.

While yet to be approved or implemented, the fact that these suggestions have been brought forward is an indication that we could be heading into an era where success - rightfully earned through well-structured market strategy, innovation and investment - is penalised.

Our position is that the market should be allowed the freedom to regulate itself, and infrastructure-sharing agreements negotiated between operators on commercial terms, as is happening already.

Introduction of price controls not only runs the risk of players abandoning investment in their own networks as they wait to be hosted, they will also eventually hurt customers and the country's standing as a leader in innovation.

Additionally, the recommendations that Safaricom be required to roll out services replicable by competitors and limitations in the creation of targeted promotions will not only stifle our ability to innovate for our customers and limit our reach; they also raise questions over their benefit to the over 40 million mobile subscribers in the country - which is what any intervention by the regulator ought to focus on.

In light of these developments, we continue to engage the Communications Authority in pursuit of a more considered outcome that will lead to a win-win result. The telecommunications sector in Kenya is liberal and competitive, and operators should be left to compete on quality, price and innovativeness of services. Attempts to introduce retail price controls are retrogressive, anti-consumer and unjustified, and are against the country's market economy policy.

Business Outlook

While we engage all our stakeholders, we will continue to invest in our business, guided by our brand purpose of Transforming Lives.

“
We remain steadfast in delivering on this strategy and growing our shareholders' wealth”

This purpose informs our three-pillar strategy of putting the customer first, providing relevant products and services, and enhancing our operational excellence, which continues to generate favourable results.

Looking ahead, we remain steadfast in delivering on this strategy and growing our shareholders' wealth, while at the same time remaining committed to the Safaricom Way of being a purpose-led, customer-obsessed, insights-driven business.

It is a long-term strategy that is already paying off, and one that we believe is integral to the growth of our business.

Corporate governance

During the year, there were changes to the board. Mohamed Joosub, Till Streichert and Linda Muriuki were appointed to the board. I welcome the new directors and wish to sincerely thank John Otty and Nancy Macharia for their contribution during their tenure on the Board.

I am also pleased to welcome our CEO, Bob Collymore, back to work following his medical leave of absence. During his time away, he continued to provide valuable leadership to the business and worked closely with our Board of Directors and Executive Committee, which contributed greatly to the strong performance we enjoyed last year.

On behalf of the Board, I would like to thank the media, our partners and the general public for respecting Bob's privacy while he was away.

In closing, I would also like to thank the staff and management of Safaricom for their continued dedication to our purpose of transforming lives.

We look forward to another great year of transforming lives and partnering for success, for when we come together, great things happen.

Twaweza!



Nicholas Ng'ang'a
Chairman



Nicholas Nganga - Chairman



Nicholas Nganga - Mwenyekiti

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Msimamo wetu ni kwamba soko linafaa kuwa huru na sekta ijidhibiti kwa nguvu zake za kawaida.

Taarifa ya Mwenyekiti

Pamoja tunaweza kuwa na mstakabali mwema

Kwa ufupi

Mwaka uliopita ulikuwa na changamoto tele kwa biashara nyingi kote nchini Kenya. Kwa mujibu wa ripoti za serikali, kiwango cha ukuaji wa uchumi wa Kenya kilishuka hadi asilimia 4.9. Hii ilitokana na wasiwasi wa kisiasa uliokuwepo taifa hili lilipokuwa linakumbana na athari za kipindi kirefu cha uchaguzi.

Katika kipindi hicho, sekta ya utoaji wa mikopo ilishuhudia kiwango cha chini zaidi cha ukuaji kuwahi kushuhudiwa katika miaka 14. Hii ilichangiwa na sheria iliyoweka ukomo kwenye viwango vya riba pamoja na kupungua kwa shughuli za kiuchumi. Kadhalika, wateja walikabiliwa na ongezeko la bei ya vyakula kutokana na ukame wa muda mrefu ambao uliathiri uzalishaji katika sekta ya kilimo. Hili lilichangia kuongezeka kwa gharama ya maisha katika familia nyingi.

Hata hivyo, licha ya kupungua kwa kasi ya ukuaji wa uchumi, ripoti za Serikali zinaonesha sekta ya Habari na Mawasiliano ilikua kwa asilimia 11 mwaka 2017. Ukuaji huu unatokana zaidi na kuimarika kwa uchumi wa kutumia mifumo wa kidijitali, biashara ya simu za rununu, na biashara ya kupitia mtandaoni, miongoni mwa mengine.

Upande wa washindani, tunaendelea kushuhudia mabadiliko mengi ambayo yanatarajiwa kuzua msimamo sokoni katika miezi michache ijayo. Tumeshuhudia kuingia sokoni kwa kampuni mpya za mawasiliano ya simu na zisizo za kutoa huduma ya mawasiliano ya simu moja kwa moja. Matukio haya ni ushahidi tosha wa jinsi soko letu linavyobadilika kila uchao, na anayefaidi zaidi bila shaka ni mteja.

Mazingira ya kisheria

Tukiangazia usimamizi wa sekta hii, tumekuwa tukifuatilia kwa karibu sana matukio katika mazingira ya kisheria na usimamizi. Tutaendelea kufanya hivyo kwa makini tukiendelea kutathmini msimamo wetu kuhusu mapendekezo yaliyo kwenye rasimu ya utafiti kuhusu sekta hii ambao ulikuwa umefanywa kwa niaba ya Mamlaka ya Mawasiliano Kenya.

Rasimu ya matokeo ya utafiti huo inapendekeza hatua kadha zichukuliwe ambazo hazijatufurahisha kamwe. Hatua hizi ni pamoja na majaribio ya kubadilisha hali ya mchezo uwanjani kwa kuanza

kudhibiti bei pamoja na wahudumu kutakiwa kutumia miundo mbinu kwa pamoja.

Ingawa mapendekezo haya bado hayajaidhinishwa wala kuanza kutekelezwa, hali kwamba yametolewa ni ishara kwamba huenda tukawa tunaeeleka katika kipindi ambacho mhudumu atakuwa anaadhibiwa kwa sababu ya ufanisi - ambao umepatikana kwa njia ya haki na kwa kutoa jasho, kupitia mkakati mwafaka wa kibiashara, uvumbuzi na uwekezaji wa busara.

Msimamo wetu ni kwamba soko linafaa kuwa huru na sekta ijidhibiti kwa nguvu zake za kawaida. Kadhalika wahudumu waachwe washauriane wenyewe kuhusu kutumia kwa pamoja miundo mbinu na mitambo kupitia makubaliano ya kibiashara, kama inavyofanyika kwa sasa.

Kuanza kudhibitiwa kwa bei sio tu kwamba kunaleta hatari ya wahudumu kuacha kuwekeza katika mifumo yao, wakisubiri kutumia mitambo ya wengine, bali pia ni hatua itakayomwathiri mteja mwishowe pamoja na kuathiri hadhi ya taifa hili kama kiongozi katika uvumbuzi.

Isitoshe, mapendekezo kwamba Safaricom itaruhusiwa tu kuanza kutoa huduma mpya iwapo huduma hiyo inaweza pia kutolewa na washindani wake na kwamba kampuni hii iwekewe masharti ikitaka kuzindua shughuli za mauzo na matangazo zinazowalenga wateja wa kiwango fulani, haya ni mambo yatakayoathiri uwezo wetu wa kuvumbua mambo mapya ya kumfaa mteja na pia kuathiri uwezo wetu wa kuwafikia wateja wengi. yakibiashara na kufanya kampeni za mauzo tukilenga wateja katika ngazi mbalimbali. Mapendekezo haya pia yanatushangaza ni vipi yanaweza kuwafaa zaidi ya watu 40 milioni na zaidi wanaotumia simu nchini. Hili ndilo jambo la msingi ambalo msimamizi yeyote wa sekta hii anafaa kuzingatia.

Kwa kuzingatia mambo haya yanayojiri, tutaendelea kushauriana na Mamlaka ya Mawasiliano tukitafuta suluhu ambayo itazifaa pande zote. Sekta ya mawasiliano ya simu nchini Kenya ni huru na ya ushindani, na wahudumu wanafaa kuachwa washindane wenyewe kwa kiwango cha ubora, bei na uvumbuzi kwenye bidhaa na huduma zao. Juhudi za kuanza kudhibiti bei ya rejareja ni

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Tutaendelea kuwa imara katika kutekeleza mkakati huu na kukuza mali ya wenyehisa huku tukiendelea kujitolea kudumisha Mtindo wa Safaricom.

Taarifa ya Mwenyekiti

Pamoja tunaweza kuwa na mstakabali mwema

za kurejesha watu nyuma, zisizowafaa wateja na zisizo za haki. Isitoshe, zinaenda kinyume na sera ya kiuchumi ya Kenya.

Mustakabali wa Kibiashara

Huku tukiendelea kuwashirikisha wadau wote, tutaendelea kuwekeza katika biashara yetu, tukiongozwa na lengo kuu la utambulisho wa nembo yetu ambalo ni Kubadilisha Maisha.

Lengo hili kuu linaongoza mkakati wetu ulio na nguzo tatu kuu ambazo ni kuweka maslahi ya wateja mbele, kutoa bidhaa na huduma zifaazo, na kuboresha uendeshaji wa shughuli zetu. Mkakati huu umeendelea kuzaa matunda mema.

Tukitazama siku zijazo, tutaendelea kuwa imara katika kutekeleza mkakati huu na kukuza mali ya wenyehisa huku tukiendelea kujitolea kudumisha Mtindo wa Safaricom wa kuwa kampuni inayoongozwa na malengo, yenye kuangazia zaidi huduma kwa wateja na kuangazia matokeo mema.

Huu ni mkakati wa muda mrefu ambao tayari unatuzalia matunda mema, na tunaamini kwamba una umuhimu mkubwa katika ukuaji wa biashara yetu.

Usimamizi wa kampuni

Katika mwaka uliomalizika, kulitokea mabadiliko kwenye bodi ya wakurugenzi. Mohamed Joosub, Till Streichert na Linda Muriuki waliteuliwa kujiunga na bodi.

Nawakaribisha wakurugenzi hawa wapya na kumshuruku sana John Otty, aliyejiuzulu Mei 8, 2018, kwa mchango wake kipindi alichokuwa mwanachama wa bodi.

Nina furaha pia kumkaribisha tena kazini Afisa Mkuu Mtendaji wetu, Bob Collymore, kutoka likizo yake ya kimatibabu. Aliendelea kutoa uongozi muhimu kwa kampuni hii na kufanya kazi kwa karibu sana na Bodi yetu ya Wakurugenzi na Kamati Tendaji. Hili lilichangia pakubwa matokeo mazuri ambayo tuliyapata mwaka uliomalizika.

Kwa niaba ya Bodi, ningependa kuwashukuru wanahabari, washirika wetu na umma kwa jumla kwa kuheshimu haki ya faragha ya Bob na maisha yake alipokuwa likizoni.

Nikihitimisha, ningependa pia kuwashukuru wafanyakazi na wasimamizi wa Safaricom kwa kujitolea kwao kuendelea kutimiza lengo letu la kubadilisha maisha ya watu.

Tunatarajia mwaka mwingine mzuri wa kubadilisha maisha ya watu na kushirikiana kuhakikisha ufanisi, kwani tunapoungana pamoja, mambo makuu yanawezekana.



Nicholas Nganga
Mwenyekiti



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We are on a journey to creating a workplace that promotes productivity, beginning by taking care of the needs of people.



1.7%

Current number of staff with disabilities with a pledge to move this to 5% by 2021

CEO's Statement

Purpose, people and profit

Safaricom exists to transform lives. This is our purpose; the driving force behind everything we do. It's what guides us to deliver our strategy, which is founded on three pillars: putting the customer first, delivering relevant products and services, and enhancing operational excellence.

In the last year we showcased our commitment to implementing this strategy, overcoming economic and regulatory headwinds to post a strong financial performance, create great value for our shareholders and transform the lives of millions of Kenyans every day.

Within the same year I also took some much-needed time off to receive specialised medical treatment. I however continued to work closely with my Executive Team through face-to-face meetings in London and remotely using our Virtual Private Network as we guided the business through a rather tough period.

While they handled the day-to-day business operations, I had time to reflect on a subject that has become very dear to me: our company culture.

Safaricom is a high performing organisation powered by over 6,000 men and women dedicated to ensuring that we achieve our brand purpose of transforming lives.

But we often forget to highlight one of the most critical elements contributing to our success, and that is people.

These men and women, majority of whom our shareholders and other stakeholders never get to interact with, are the secret ingredient to our success, and the engine behind our continued growth.

People and Culture

It is through investment in a strong, competent body of staff that our business continues to enjoy its position as the market leader, guided by a sharp focus on our strategy.

So this year, we will be realigning and refreshing our corporate culture to meet our business goals, with focus on four key elements: purpose, humanness, growth and trust.

We are on a journey to creating a workplace that promotes productivity, beginning by taking care of the needs of people.

We have begun to do this by investing more in staff wellness through the 100%

Human at Work initiative, which seeks to encourage businesses to recognise their staff members as human beings, not just resources, in order to create a happier, healthier, more productive workforce.

Having had the time to really reflect on the role of employee wellness on a business' performance, I am particularly passionate about investing in initiatives that will ensure that we deliver great value for our shareholders and continue to transform lives.

Diversity and Inclusion

As a business, we have also committed to pursuing true diversity and inclusion, which means elevating more women to leadership positions and absorbing more people living with disabilities into our organisation.

While we are proud of achieving a 1:1 male to female employee ratio, there is need to create more opportunities for more women to transition into leadership positions. In line with this, we have committed to matching the number of women in senior management to that of men by 2020.

In addition to that we have pledged to increase the number of staff with disabilities from the current 1.7 per cent of our employee population to five per cent by March 2021, and to work closely with partners to advocate for the full inclusion of people with disabilities within the public and private sectors.

Delivering the Strategy

At Safaricom, we like to speak about the 3P's that support our strategy: Purpose, People and Profit - that when you put purpose and people first, then profit always follows.

It's a mind-set that has led us to achieve remarkable results each year, reminding us that our business exists to transform lives; from the communities we serve to the people who serve.

Under the guidance of a strong leadership team and dedication of our staff, we diversified the business to support revenue generated by voice and SMS, which continued to defy global trends to report a blended growth of 2.9% YoY.

Despite this performance we remain alive to the global decline of voice and SMS usage, and are readying the business by introducing more innovative products and services.

We see a consumer-led future in data and mobile money buoyed by the attendant value propositions that we will continue to offer our customers. In light of this trend we are moving towards a more resilient



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Bob Collymore - CEO

CEO's Statement

Purpose, people and profit

business model that will drive sustained business growth by leveraging new opportunities in mobile and fixed data, and mobile money transfer and payments.

As demand for these services grows, we are positioning ourselves to tap into opportunities that arise so that we can narrow the gaps to accessibility presented by physical and geographical barriers.

This includes: continued investment in the expansion of our 4G footprint; provision of fast, affordable Internet to retail and commercial customers through Safaricom Business and Safaricom Home fixed data propositions; and building partnerships that will enable us to offer high quality, local and international content.

In addition, we continue to explore new innovations around the latest technologies built on Internet-based solutions.

The Internet of Things (IoT) presents exciting new opportunities for us to showcase the power of collaboration and technology, and we've already begun experimenting with it in the areas of sports and healthcare.

Also leading our growth is M-PESA, which has maintained a steady momentum to contribute 28 per cent of our service revenue.

In the last financial year, we maintained our focus on democratizing M-PESA by reducing Lipa Na M-PESA merchant fees by 50 per cent, and scrapping transaction fees for amounts lower than Shs 200 in order to encourage adoption of this service, which we view as a huge untapped opportunity.

We also continue to improve the customer experience on M-PESA through system enhancement, additional security features and mySafaricom App, so as to ensure the long-term sustainability of this ecosystem and business stream.

As part of our sustained push to offer disruptive products and services, we are also looking forward to delivering success on Masoko, the e-commerce platform we launched last year. We intend to do this by streamlining its operations to meet market demand and shake up the local online trading industry.

Beyond our borders, we continue to monitor and explore new areas of opportunity in keeping with our strategy, which in 2016 we aligned with the Sustainable Development Goals (SDGs).

Sustainable Growth

Aware of the reality that our business cannot thrive independent of the communities we operate in, we have adopted and began to pursue the achievement of nine of the 17 SDGs: Good Health & Wellbeing (Goal 3); Quality Education (Goal 4); Affordable & Clean Energy (Goal 7); Decent Work & Economic Growth (Goal 8); Industry, Innovation & Infrastructure (Goal 9); Reduced Inequalities (Goal 10); Responsible Consumption & Production (Goal 12); Peace, Justice & Strong Institutions (Goal 16) and Partnerships For The Goals (Goal 17).

These goals represent our commitment to mobilizing global efforts towards realising shared prosperity for all, and present significant opportunities for our business to make a greater contribution to equal socio-economic growth.

Guided by the SDGs, we are investing in initiatives that are transforming lives, collaborating with partners to deliver essential services in sectors such as healthcare, education and agriculture, and empowering Kenya's youth.

Looking ahead, we see great opportunities for sustained growth. One of our goals is to transform Safaricom into a truly agile organisation, by creating an environment where decisions can be made quickly and mistakes viewed as opportunities to learn fast.

It all begins with investing in our people, whose job it is to ensure that Safaricom remains the leading mobile network operator, and who prove to us every day that when we come together, great things happen.

Twaweza!



Bob Collymore
Chief Executive Office

“
Looking ahead, we see great opportunities for sustained growth. One of our goals is to transform Safaricom into a truly agile organisation





Bob Collymore - Mkurugenzi Mkuu

Taarifa ya Mkurugenzi Mkuu

Lengo, watu na faida

Safaricom ipo kwa ajili ya kubadilisha maisha ya watu. Hili ndilo lengo letu kuu; jambo linalotupa msukumo katika kila tunalolitenda. Ndilo jambo linalotuongoza na kutuelekeza katika kutekeleza mkakati wetu ambao una msingi wake katika nguzo tatu kuu, kupatia kipaumbele maslahi ya wateja wetu, kutoa bidhaa na huduma zinazofaa, na kuendesha shughuli zetu kwa njia bora zaidi.

Katika mwaka uliopita, tulidhihirisha kujitolea kwetu katika kutekeleza mkakati huu, ambapo tuliweza kuhimili changamoto za kiuchumi na kisheria na kuandikisha matokeo mazuri ya kifedha. Kadhalika, tuliongeza thamani kwa uwekezaji wa wenyehisa wetu na kubadilisha maisha ya mamiloni ya Wakenya kila siku.

Katika mwaka huo pia, nilichukua likizo kwenda kupokea matibabu maalum. Hata hivyo, niliendelea kufanya kazi kwa karibu sana na kundi la maafisa wangu watendaji kupitia mikutano ya ana kwa ana London na mingine ya mbali kwa kutumia teknolojia ya mtandao. Tulifanikiwa kuiongoza na kuelekeza kampuni hii kupitia kipindi chenye changamoto tele.

Walipokuwa wanasimamia shughuli za kila siku za biashara yetu, nilipata muda wa kutafakari kuhusu jambo ambalo nimekuwa ninalithamini sana: utamaduni wa kampuni yetu.

Safaricom ni kampuni inayoandikisha matokeo mema sana, ikisaidiwa na wanaume na wanawake 6,000 waliojitolea kuhakikisha kwamba tunatimiza lengo la nembo yetu la kubadilisha maisha ya watu.

Lakini mara nyingi huwa tunasahau kuangazia moja ya viungo muhimu ambavyo huchangia ufanisi wetu, na kiungo hiki ni watu.

Wanaume na wanawake hawa, ambao wengi wa wenyehisa wetu na wadau wengine huwa hawakutani nao hata kidogo, ndio kiungo ambacho ni siri ya mafanikio yetu, ndiyo injini inayosukuma ukuaji wetu.

Watu na utamaduni

Ni kupitia kuwekeza katika kundi la wafanyakazi imara na wenye ujuzi ufaao ambapo kampuni yetu imeendelea kuongoza katika sekta hii, wakiongozwa na mkakati wetu.

Kwa hivyo mwaka huu, tutaanza kuangazia kuboresha utamaduni wa kampuni yetu kusaidia kutimiza malengo yetu ya kibiashara, kwa kuangazia mambo manne makuu: lengo, utu, ukuaji na kuaminika.

Tupo kwenye safari ya kuunda pahala pa kufanyia kazi ambapo panaendeleza utendakazi bora, kwa kuanza kukidhi mahitaji ya wafanyakazi wetu.

Tumeanza kufanya hivyo kwa kuwekeza zaidi katika maslahi ya wafanyakazi kupitia kampeni yetu ya Utu Kazini 100%, ambayo lengo lake ni kuhamasisha kampuni mbalimbali kuwatambua wafanyakazi wao kama watu, na sio rasilimali, ili kuwa na kikosi cha wafanyakazi wenye furaha, wenye afya na wenye utendaji kazi bora.

Baada ya kupata wakati wa kutafakari kuhusu mchango wa afya bora na hali nzuri, na ustawi wa wafanyakazi kwa kampuni, nina hamu sana ya kuwekeza katika miradi ambayo itahakikisha tunaendelea kuongeza thamani kwa uwekezaji wa wenyehisa wetu na kuendelea kubadilisha maisha ya watu.

Kuwajumuisha wote

Kama kampuni, tumejitolea pia kuendelea kukubali tofauti zilizopo katika jamii na kuwajumuisha watu wote. Hii ina maana tutawapandisha vyeo wanawake zaidi wachukue nyadhifa za uongozi, na pia tutawaajiri watu wengi walio na ulemavu katika kampuni yetu.

Tunajionea fahari kwamba tumetimiza kiwango cha 1:1 wanaume kwa wanawake miongoni mwa wafanyakazi wetu. Sasa, ipo haja ya kuunda nafasi zaidi kwa wanawake kuwawezesha kuingia katika nafasi za uongozi. Kuambatana na hili, tumejitolea kuhakikisha tuna idadi sawa ya wanawake na wanaume katika nyadhifa za juu za usimamizi wa kampuni kufikia 2020.

Kadhalika, tumeahidi kuongeza idadi ya wafanyakazi wetu walio na ulemavu kutoka kiwango cha sasa cha asilimia 1.7 hadi asilimia tano kufikia Machi 2021, na kufanya kazi kwa karibu sana na washirika wetu kutetea kujumuishwa kikamilifu kwa watu wenye ulemavu serikalini na katika sekta ya kibinafsi.

Kutekeleza Mkakati

Katika Safaricom, huwa twapenda kuzungumzia nguzo tatu kuu (3P) zinazoongoza mkakati wetu: Lengo, Watu

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Tunaunda mfumo wa kufanikisha shughuli za kibiashara na uvumbuzi kwa lengo la kuongeza thamani kwa wateja wetu.



1.7

Asilimia ya watu walio na ulemavu wanaofanya kazi Safaricom.

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Katika siku zijazo, tunatarajia fursa nyingi za ukuaji endelevu. Moja ya malengo yetu ni kuibadilisha Safaricom na kuwa kampuni inayoweza kuchukua hatua upesi.

Taarifa ya Mkurugenzi Mkuu

Lengo, watu na faida

na Faida – kwamba unapoweka lengo lako kuu na maslahi ya watu mbele, faida hufuata.

Ni mtazamo huu ambao umetuwzesha kuandikisha matokeo mazuri ya kifedha kila mwaka, tukijikumbusha kwamba kampuni yetu ipo kwa ajili ya kubadilisha maisha ya watu; kuanzia kwa jamii ambazo twatumikia na kuhudumia hadi kwa wafanyakazi wetu.

Chini ya uongozi wa kundi letu thabiti la viongozi na wafanyakazi waliojitolea, tulipanua huduma tunazotoa ili kusaidia mapato ambayo hutokana na kupigwa kwa simu na kutumwa kwa SMS, huduma ambazo ziliendelea kujitenga na mtindo kwingineko duniani na kuandikisha ukuaji wa pamoja wa kuridhisha wa 2.9% mwaka baada ya mwaka.

Licha ya matokeo haya mazuri, tunatambua kwamba matumizi ya huduma za kupiga simu na kutuma SMS yanapungua duniani, na tunajiandaa kwa hilo kama kampuni kwa kuvumbua huduma na bidhaa mpya.

Tunatarajia siku zijazo mteja awe na usemi zaidi katika huduma za data na kutuma na kupokea pesa kwa njia ya simu, yote haya yakichangiwa na thamani ambayo tutakuwa tunaendelea kuitoa kwa wateja. Kwa kutambua mtindo huu, tunabadilisha muundo wa biashara yetu na kuifanya kuweza kuhimili mabadiliko na kuiwezesha kuhakikisha inapata ukuaji endelevu kwa kutumia fursa mpya katika huduma ya data kupitia simu na nyaya, na huduma ya kutuma, kupokea pesa na kufanya malipo kwa njia ya simu.

Huku hitaji la huduma hizi likiendelea kuongezeka, tunajiweka katika nafasi nzuri ya kutumia fursa zitakazochipuka ili kuweza kupunguza pengo la kutofikiwa kwa huduma zetu ambalo limekuwepo kutokana na changamoto za umbali wa maeneo miongoni mwa sababu nyingine.

Tunafanya hivyo kupitia: kuendelea kuwekeza katika kupanua upatikanaji wa huduma yetu ya 4C, kutoa huduma ya mtandao ya kasi na ya kutegemewa kwa wateja wa rejareja na wa kibiashara kupitia huduma za mtandao wa kupitia Safaricom Business na Safaricom Home; na kujenga ushirikiano na wadau wengine ambao utatuwezesha kutoa habari na makala za ubora wa hali ya juu za ndani ya nchi na za kimataifa.

Kadhalika, tunaendelea kutafuta njia za kutumia uvumbuzi mpya wa huduma zinazohusiana na teknolojia ya kisasa zaidi ya mtandao.

Teknolojia hii ya Mtandao kwa Kila Kifaa (IoT) inatoa fursa mpya na za kuvutia za kuonesha nguvu ya ushirikiano na teknolojia, na tayari tumeanza kuifanya majaribio katika fani za michezo na huduma ya afya.

Kitu kingine kinachochangia ukuaji wetu ni M-PESA, huduma ambayo imeendeleza ukuaji na sasa inachangia asilimia 28 ya mapato yetu.

Katika mwaka wa kifedha uliomalizika, tuliendeleza juhudi zetu za kuifanya huru M-PESA kwa kupunguza ada inayotowza wafanyabiashara wanaotumia Lipa Na M-PESA kwa asilimia 50, na pia kwa kufuta kabisa ada iliyokuwa inatozwa kiasi cha pesa cha chini ya Shs 200 ili kuwahamasisha watu zaidi kutumia huduma hii. Tunaitazama hii kama fursa kubwa ambayo bado haijatumwiwa vyema.

Tunaendelea pia kuimarisha na kurahisisha mambo kwa wateja wakutumia M-PESA kupitia kuboresha mfumo wenyewe, kuimarisha viungo vya usalama na kupitia mySafaricom App, ili kuhakikisha uendelevu wa muda mrefu wa mfumo na huduma hiyo muhimu kwa biashara yetu.

Kama sehemu ya juhudi zetu zinazoendelea za kutoa huduma na bidhaa mpya za kubadilisha mambo sokoni, tunajizatiti pia kuhakikisha ufanisi wa Masoko, huduma ya kufanya biashara kidijitali ambayo tuliizindua mwaka jana. Tunakusudia kufanya hivi kwa kulainisha shughuli zake kukidhi mahitaji sokoni na kuhakikisha inabadilisha mambo katika biashara ya mtandaoni Kenya.

Nje ya nchi, tunaendelea kufuatilia na kuchunguza fursa mpya kuambatana na mkakati wetu, ambao tuliufungamanisha na Malengo ya Maendeleo Endelevu (SDG) mwaka 2016.

Maendeleo Endelevu

Kwa kutambua ukweli kwamba biashara yetu haiwezi kufanikiwa bila kujali jamii katika maeneo ambayo huwa tunatoa huduma zetu, tumekumbatia na kuanza kufanikisha kutimizwa kwa tisa kati ya Malengo yote 17 ya Maendeleo Endelevu (SDG): Afya Njema & Ustawi wa Watu (Lengo



3); Elimu Bora (Lengo 4); Nishati Mbadala kwa Gharama Nafuu (Lengo 7); Ajira yenye staha & Ukuaji wa Uchumi (Lengo 8); Viwanda, Uvumbuzi & Miundo mbinu (Lengo 9); Kupunguza Ukosefu wa Usawa (Lengo 10); Matumizi na & Uzalishaji wenye Uwajibikaji (Lengo 12); Amani, Haki & Taasisi Madhubuti (Lengo 16) na Ushirikiano ili Kutimiza Malengo (Lengo 17).

Malengo haya yanaashiria kujitolea kwetu kuchangia juhudi za ulimwengu katika kutimiza malengo haya ya ustawi kwa wote, na ni fursa kwa kampuni yetu kutekeleza mchango zaidi katika kuhakikisha ukuaji wa kiuchumi na kijamii kwa njia ya usawa.

Tukiongozwa na SDG hizi, tunawekeza katika miradi inayobadili maisha ya watu, kushirikiana na washirika wetu kutoa huduma muhimu katika sekta kama vile afya, elimu na kilimo na kuwawezesha vijana Kenya.

Katika siku zijazo, tunatarajia fursa nyingi za ukuaji endelevu. Moja ya malengo yetu ni kuibadilisha Safaricom na kuwa kampuni inayoweza kuchukua hatua upesi, kwa kuunda mazingira yanayowezesha maamuzi kufanywa kwa haraka na makosa kutazamwa kama fursa za kujifunza haraka.

Yote haya huanza kwa kuwekeza katika wafanyakazi wetu, ambao wana jukumu la kuhakikisha kwamba Safaricom inasalia kuwa kampuni ya mawasiliano ya simu inayoongoza, na wanaotudhihirishia kila siku kwamba tunapoungana pamoja, mambo makuu huwezekana.

Twaweza!

Bob Collymore
Mkurugenzi Mkuu