

A smiling woman with a green digital overlay and circuit patterns.

2025

Investor Forum

THEME: BECOMING AFRICA'S LEADING
PURPOSE-LED TECHNOLOGY COMPANY BY 2030



AGENDA

Day 1: Thursday 13th Feb 2025



Q&A Sessions will be after every morning/afternoon presentations

AGENDA

Day 2: Friday 14th Feb 2025

Consumer Presentation

Fawzia Ali-Kimanthi
Chief Consumer Business Officer

Fixed Presentation

Fawzia Ali-Kimanthi
Chief Consumer Business Officer

Safaricom Ethiopia

Wim Vanhelleputte
CEO Safaricom Ethiopia

BREAK

Group CFO's Presentation

Dllip Pal
Chief Finance Officer

Closing

Dr. Peter Ndegwa

LUNCH

Beach Activities, Networking & Dhow Cruise Dinner

at The Tamarind Village

Q&A Sessions will be after every morning/afternoon presentations

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Welcome Note

Dr. Peter Ndegwa
Chief Executive Officer



Safaricom Plc | Board of Directors



Adil Arshed Khawaja

Chairman



Peter Ndegwa

CEO & Executive
Director



Dilip Pal

CFO & Alternate
Director to CEO



Murielle Lorilloux

Non-Executive
Director



Winnie Ouko

Independent
Non-Executive Director



Shameel Joosub

Non-Executive Director



James Ludlow

Non-
Executive Director



Dr. (Eng) John Mosonik

Non-Executive
Director



Raisibe Morathi

Non-Executive Director



Edward Okaro

Independent
Non-Executive Director



Karen Kandie

Alternate Director to CS
National Treasury &
Planning



Linda Wambani

Acting Company Secretary

Safaricom Plc | Senior Leadership Team



Peter Ndegwa
Chief Executive Officer



Dilip Pal
Chief Finance Officer



Fawzia Ali-Kimanthi
Chief Consumer
Business Unit Officer



Fred Waithaka
Acting Chief Corporate
Affairs Officer



Florence Nyokabi
Chief Human Resources
Officer



Nicholas Mulila
Chief Corporate
Security Officer



James Maitai
Group Chief Information
Technology Officer



Martin Chere
Acting Chief
Channels Officer



Cynthia Karuri - Kropac
Chief Enterprise
Business Officer



Michael Mutiga
Chief Business
Development &
Strategy Officer



Esther Waititu
Chief Financial
Services Officer



Wim Vanhelleputte
Chief Executive
Officer, Safaricom
Ethiopia



Sitoyo Lopokoiiyit
Managing Director M-PESA
Africa

Safaricom Plc | Senior Leadership Team



Boniface Mungania

Director – Public Sector Digital
Transformation



Zizwe Awuor-Vundla

Director - Brand and Marketing



Denish Osodo

Director - Internal Audit



Lucille Aveva

Director - Customer
Obsession

CEO'S Update

Dr. Peter Ndegwa



Agenda | Group CEO

01

Our Purpose & Culture

02

Strategy Milestones

03

FY30 Vision & Growth Plan

04

FY30 Outcomes

Our Culture | Beliefs, Behaviours and Language Guiding Safaricom Spirit



Our Foundations | Impact in the Past 5 Years



EDUCATION

Total Investment : KES 6 Bn
Total Reach: 1.28 Mn beneficiaries



HUMANITARIAN RESPONSE

Total Investment : KES 500Mn
Total Reach: 1.5 Mn beneficiaries



HEALTH

Total Investment : KES 4 Bn
Total Reach: 11.264 Mn beneficiaries



ENVIRONMENT, WATER & LIVELIHOOD

Total Investment : KES 883Mn
Total Reach: 1.4 Mn beneficiaries



Current Strategy | In FY20 We Set Out to be a Purpose-led Technology Company by End of 2025



Current Strategy | We Executed in an Evolving Operating and Industry Context

HEADWINDS



Macro

Currency volatility

Consumer wallet pressure

Constrained fiscal space



Industry

Regulatory environment

Growth in non-traditional competitors - satellite & OTT players

Perception of privacy



Global

Covid 19 pandemic

Global supply chain disruptions

TAILWINDS



New Investments

New operating license in Ethiopia

Infrastructure for internet access (4G+ coverage, 4G+ devices, FTTx)

Fintech upgrade (platform)



Operating Model Shifts

CVM & AI

Agile operating model

M-PESA Super App



Customer

Accelerated digital adoption of financial services

Data and broadband usage acceleration

Material price correction across all segments

Current Strategy | What We Delivered



MOBILE CONNECTIVITY

- ✓ **2X** growth in **mobile data** revenue
- ✓ **Stable voice** business (56% growth in usage)
- ✓ Stable **ARPU growth** despite **price reduction**
- ✓ Use of **CVM** and **AI** (personalized offers)



ENTERPRISE & PUBLIC SECTOR

- ✓ **Tech partner** of choice for public sector
- ✓ Major programs in **healthcare** and **financial inclusion**
- ✓ **Beyond connectivity**



M-PESA/FS

- ✓ **Value & Velocity** – **3X** Transaction value, **4X** volume
- ✓ **57%+** free transactions
- ✓ **Footprint** acceleration (**5X+** merchants, **2X** agents)
- ✓ Growth **beyond payments**
- ✓ **Three-sided** ecosystem



FIXED

- ✓ **Double** homes **passed** and **4X** homes **connected**
- ✓ **#1** on **customer share** and **experience**
- ✓ 4G/5G fixed wireless acceleration
- ✓ **Double digit** growth

ETHIOPIA

- ✓ Launched a greenfield operation



Current Shape of Kenya Business

#1

Telecom operator
in Kenya

Market Share

66%

USD 1 Bn

EBIT

98.6%

2G

Population covered by our network

97.9%

4G

30%

5G

5G

➤ 1 Mn customers

46Mn+

Customers

34 Mn+

M-PESA customers

1.5 Mn+

M-PESA Merchants
(Medium, small & micro)

266K+

Active M-PESA Agents

640K+

Homes Passed

NPS 62 pts

#2

70+

AI/ML Models in
Production

18,300 Km

Fibre Optic Footprint

4,000

TPS

70%

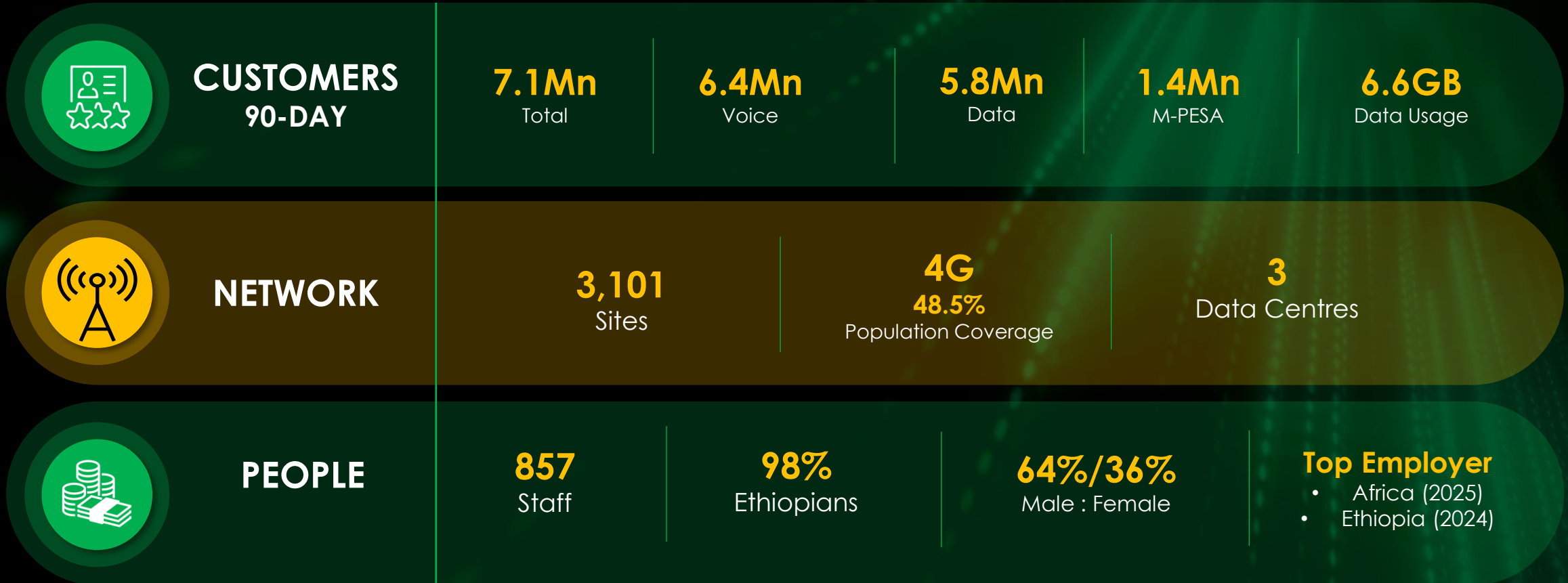
Agile implementation

PURPOSE: BIGGEST BRAND AND SUPPORTER OF KENYAN SOCIETY

Safaricom



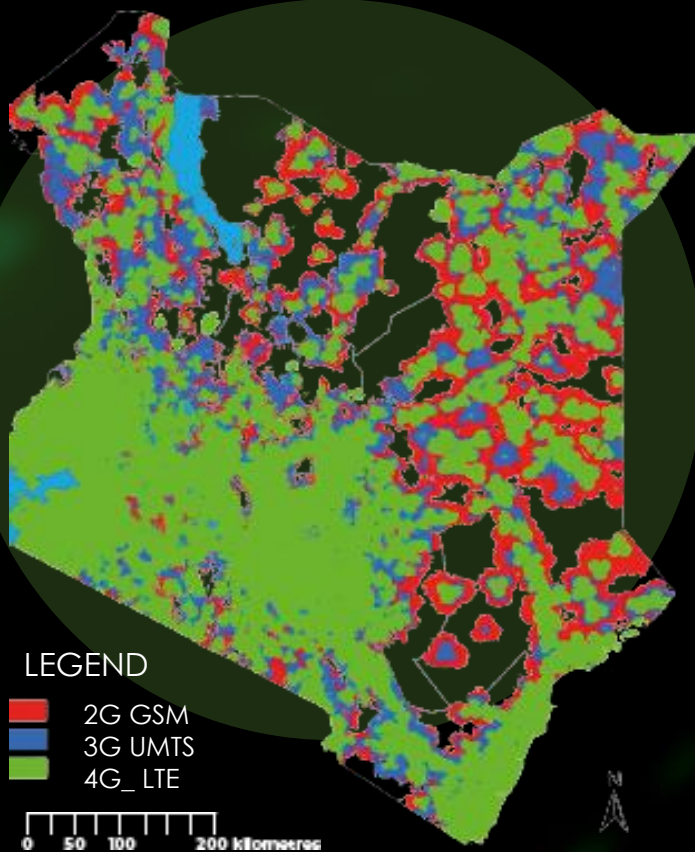
Current Shape of Ethiopia Business



All numbers are as at 31 Dec 2024.

Network and Techco

Safaricom Network Coverage



Data Centres

- Limuru DC – World Class, Green, Cloud-Native, Tier3+



Software Factory

- 400+ Developers in Agile
- 280 Releases per month



Big Data & AI

- Big Data Lakehouse
- 70+ AI/ML Models on production



Infrastructure

- 80% of sites on Fiber
- M-PESA: 4000 TPS capacity, +34M monthly customers



Spectrum

- Reorganized spectrum
- Optimized use of spectrum



Cloud Native

- 90% IT Workloads
- 88% of Core Network Virtualized



LOOKING FORWARD | TRANSITION TO VISION 2030

**We have set an
ambitious vision clearly
articulating what we will
be known for in FY2030**

Africa's leading purpose-led technology company

①

...delivering value adding and personalized digital services enabled by big data and AI that simplify and improve the daily lives of our customers and society...
as well as...

②

...become the digitization and financial services partner of choice for enterprises and public sector through cutting edge and secure technology solutions..

Vision 2030 | Overall Group Strategy

Africa's leading purpose-led technology company



Protect and Grow the Core



Accelerate the transition to TechCo



Boost and evolve Ethiopia



Unlock value through innovative delivery models



Build end to end device play



Supercharge fixed broadband delivery



Deliver superior customer experience as a key differentiator



Future Fit Organisation & Operating Model



TechCo Operations powered by AI



TechCo Capabilities, People and Culture



Collaboration with Community, Industry, and Regulators

Vision 2030 | Six Big Bets



CONSUMER

- 4G+ device acceleration
- Always on safe secure
- Grow segmented/integrated offerings
- Scale content & digital platforms



FS/M-PESA

- Super app acceleration – Intuitive AI driven
- Innovative payment use cases
- Beyond payments credit/savings/insurance
- Enable business



ENTERPRISE

- Beyond connectivity
- Segment led execution

PUBLIC SECTOR

- Digitization partner of choice for public sector
- 3-4 large sectors fully digitized



ETHIOPIA

- Establish M-PESA use cases
- Scale business (Customers, ARPU)
- Sustainable funding
- EBITDA positive by FY 27



FIXED

- 1Mn+ homes and business connected
- Always on broadband (fiber, wireless, satellite)



Vision 2030 | Anchored on Purpose

Our Principles

Purpose before profit

SDGs as a framework

Reputation before revenue

Planet

Catalyzing a net positive future



- Climate Action
- Circular Economy
- Conservation and restoration of biodiversity & ecosystems



5K

Sites on solar PVs

95%

Green energy powering network

5Mn+

Trees grown

100K+

tCo2 sequestered

Non-exhaustive

People

Investing in /Transforming society



- Digital inclusion
- Financial inclusion & health
- Diversity Equity & Inclusion in our ecosystem
- Sustainable community investments



50Mn+

Lives connected to 4G+

70Mn+

People financially included

20%

MSME credit gap closed

50:50

Gender representation at all levels

Enabled by:

Doing the Right Thing

Vision 2030 | What Success Looks Like

#1

Customer & Network NPS

>90%

4G+ Penetration

#1

Trusted Techco Brand

Double Digit

Topline Growth

Level 5

Agile & Digital Maturity

#1

Place to work

80%

Sustainability index

70 Mn+

Customers at group level

100%

Secure licenses

Thank You!

Brand

Nozizwe Vundla

Director, Brand & Marketing





25 Years of Transforming Lives



CHAMPION



ENABLE



OFFER

**SPORTS | CREATORS
BUSINESSES | TECH**

**HEALTH | EDUCATION
ECONOMIC EMPOWERMENT
DIGITAL INCLUSION**

**SEAMLESS & RELIABLE
PRODUCTS & SERVICES
CONSUMERS | PUBLIC SECTOR |
BUSINESS**

Delights

Origin Storytelling

Empowering People, Elevating Purpose

Building Connections via brilliant experience

Unleash Creative Economy

Brand Advocacy Movement



AMPLIFY

Safaricom's societal
impact

COMMIT

to excellence in
experiences

CELEBRATE

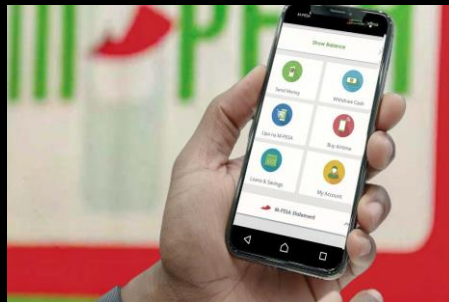
Customers & partners

CATALYSE

Our techo transition

Kenya... A Unique Nation

What you may know



What you might not know

HUSTLENOMICS

M-PESA NATION

MEDIAN AGE OF 19

CREATIVITY & INNOVATION

TIK TOK COUNTRY



VOCAL

EXPRESSIVE

RESOURCEFUL

The Rise of GEN Z

SOCIALLY CONSCIOUS

UNAFRAID

AUDACIOUS

EMPATHETIC

We Have a Strong Blueprint for Sustained Growth



The Customer is Boss	Superior Functional Delivery	Strong Brand portfolio	Continuous Innovation	Breakthrough Marketing
The customer is at the heart of all we do, informing innovation and engagement strategies	Superior products & services with unmatched functional delivery and customer experience	A portfolio of strong (sub)brands across key Tech-co verticals that leverage the strength of the Safaricom & Mpesa master brands	Innovation-driven growth, with technology at the core.	Compelling story telling & brand engagements that drive connection, amplifying our points of superiority & differentiation to build a distinct & relevant brand

TRANSFORMING LIVES

Safaricom and M-PESA 2 Megabrands United by a Single Purpose

TRANSFORMING LIVES



The empowering
Culture Shaper



The tech-enabled force for good.

Safaricom is your technology partner for the digital future. We are with you at every step – across your connections, entertainment, education, life, work, business, community and society. Together we are creating an exciting digital future for you, Kenya, and beyond.



The accessible
Futurist



The tech-powered pioneer of progress

M-pesa is your ally and companion, with you at every step, helping you to future-proof your finances and level up your lifestyle. With m-pesa as your guide you can make confident decisions today that create tomorrow's opportunities.

We are Accelerating Action Towards Becoming Africa's Leading Purpose-led Technology Company

1

AUTHENTIC SOCIAL IMPACT

- Public sector digitization
- Mpesa financial literacy
- Citizens of the future

Transparent
Communication

2

TECH @ THE FOREFRONT

- Accessible tech
- AI Powered personalization & care
- Ad tech
- Decode
- Content hub

Data Privacy
Ethical AI
Accessibility & Inclusivity

3

YOUTH CULTURE

- Youth centered & In Culture
- Creative economy
- Safaricom Sports
- Safaricom Hook

Authenticity
Agility

4

COMMUNITY DRIVEN MARKETING

- Interest-based Communities
- Hyper localized campaigns
- Brand partnerships
- Loyalty reloaded
- Beyond Products

Community Management
Platforms & Tools
Long-term commitment

Enterprise

Cynthia Kropac

Chief Enterprise Business Officer





SAFARICOM BUSINESS

INVESTOR FORUM 2025

Safaricom Business Journey



'SIM' Phase

PRIOR

GSM Mobile Connectivity

80%+

Mobile Customer
Penetration



Solutions

CURRENT

**+M-PESA, Fixed,
Cyber Security & Cloud**

#1

Broadband & Fintech
Market Leader



Platforms

FY30+

**Digital Ecosystems
in Key Sectors**

~20-25%

SaaS Customer Penetration

Kenya's Market Opportunity



Enterprise Opportunity

~170Bn
by FY30

82%

Enterprise Tech

18%

Connectivity
(GSM/Fiber/5G)

Macro/Social

67%

Increase in E-commerce,
placing Kenya 55th Globally

Digitization

80%

Of Businesses Workflows
are On-Prem

Government

20K

Digitized Government
Services

Emerging tech

3x

Growth in AI market by
FY 30

* Source Business Monitor International (BMI). Excludes 70% of ICT that's Hardware

** Excludes Financial Services

Addressable Enterprise Market

SMALL & MICRO ENTERPRISES

92% OF TOTAL BUSINESSES
23% OF GDP



MEDIUM ENTERPRISES

1.6% OF TOTAL BUSINESSES
~17% OF GDP



LARGE

0.4% OF TOTAL BUSINESSES
~37% OF GDP



PUBLIC SECTOR

0.4% OF TOTAL BUSINESSES
~23% OF GDP



REVENUE POTENTIAL

KES 17Bn

KES 14Bn

KES 23Bn

KES 21Bn

MOTIVATION

Affordability & Digitization

*Leverage
Technology to Scale*

Reliability & Efficiency

*Digitization & Smart
Platforms*

CUSTOMER UNIVERSE

1.27Mn

Penetration

FY25 50% → FY30 85%

9.5k

1.7k

~630

ARPA Growth – 3X Growth

Our Competitive Advantage - Market Leader



Mobility

4G everywhere
65% Customer Market Share



Broadband

All counties on Fibre
37% Market Share



Fintech

~ 2m Businesses using M-PESA
to access to credit



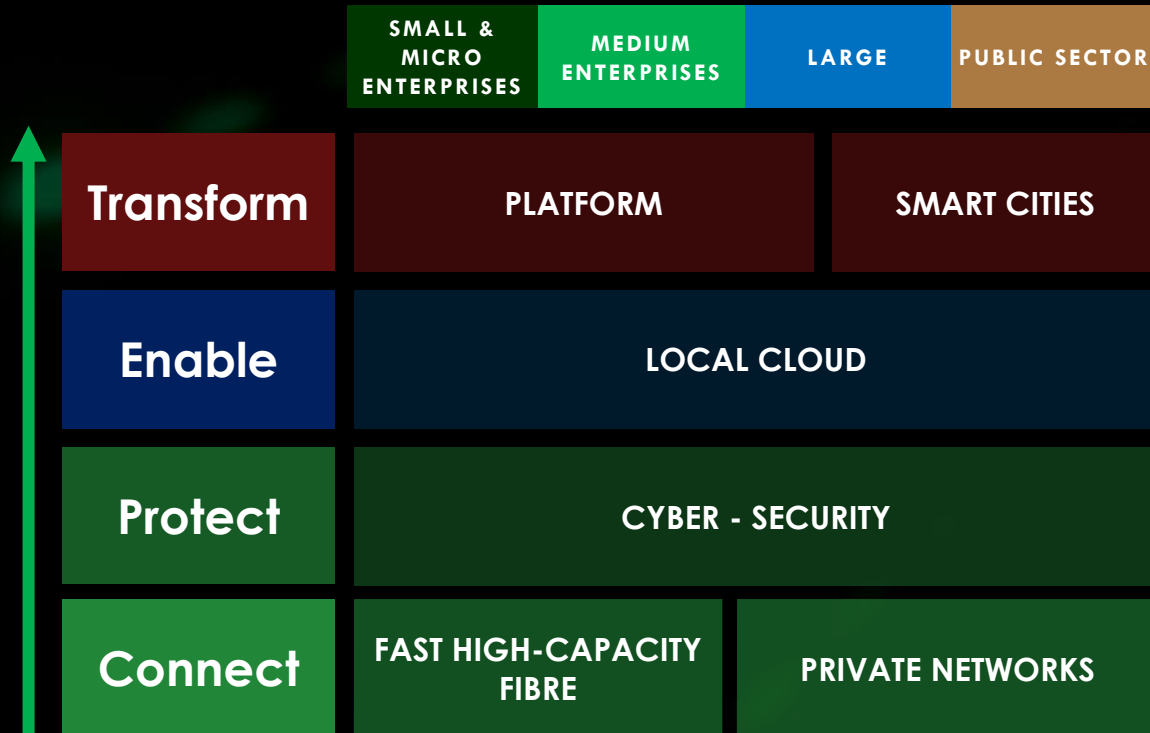
ICT

~Top Hyperscalers, Data centres, Local
Cloud & Cyber security



Our Growth Strategy

Moving Customers up the Value Chain

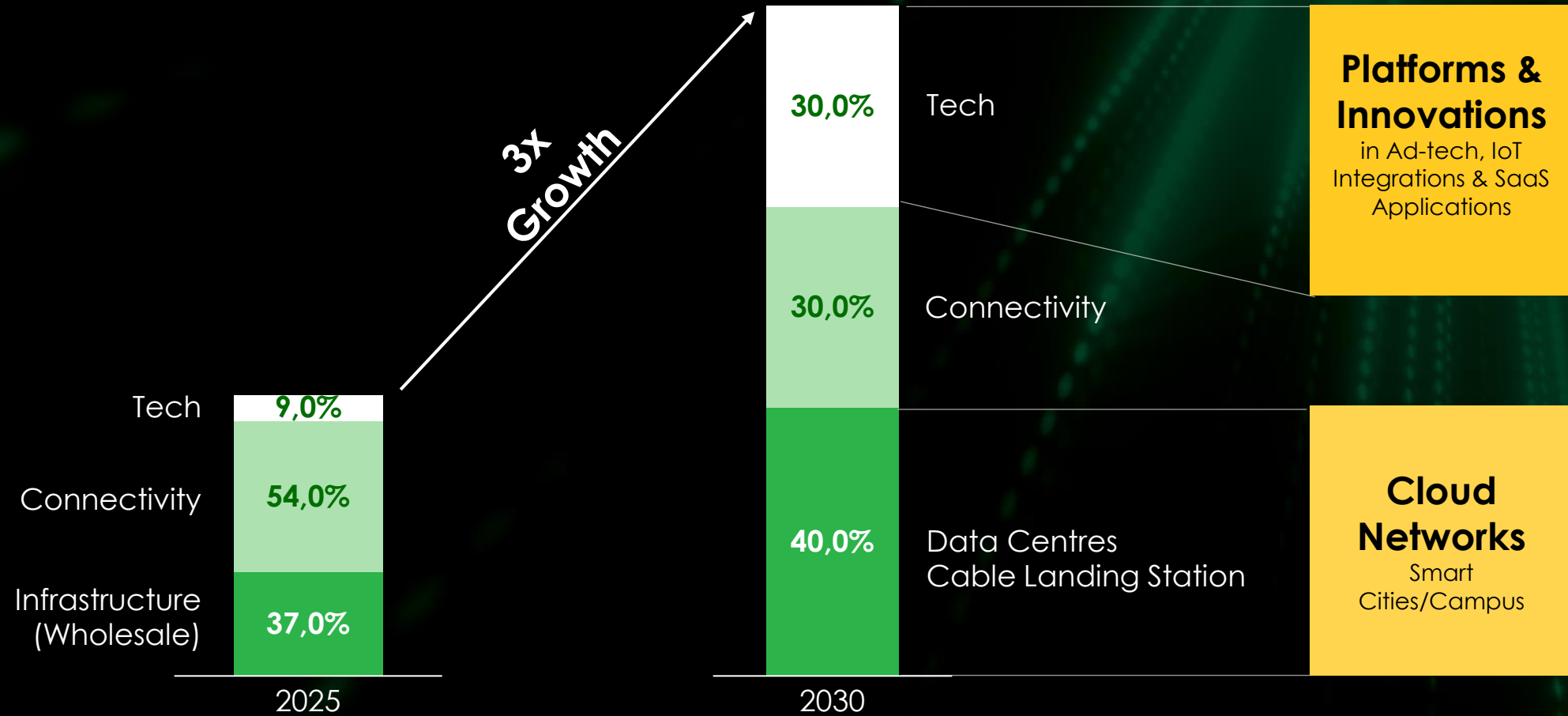


Example of an Integrated Value Proposition



Growing ARPA of an existing customer by **1.5x**

Growth Projections



Execution Pathway

0-2
years

3-4
years

5
years

**Connectivity
Business**

Expanding
5G & Fibre



Platforms

Build
Buy

Partnerships

Solutions
Data centres
Delivery

Brand

Safaricom Grow
Retail re-imagined




Stable Growth
Scaling Platforms
Recurring revenue



Go-To Partner
Industry Leader
**Accelerating
Innovation**




Enterprise Digital Platforms

	MICRO & SMALL ENTERPRISES	MEDIUM ENTERPRISES	COUNTY GOVERNMENT
Rationale	Right digital solutions for every budget	3% Digitization of the Universe (10m users)	Drive Revenue Collection Efficiency
Impact	60%+ of SME base in 5 years	60% of Saccos (Savings & Credit Co-operatives)	50% of Counties in Kenya
Solution	 Digital Marketplace	 MySacco	 Revenue Management System

MySacco PLATFORM

A cloud-based, multi-tenant platform that enables multiple SACCOs in Kenya to efficiently manage their operations and serve their members.

LANDSCAPE



24k
SACCOs

6.84M
Total
Members

**KES
758Bn**
Loan
Portfolio

- Credit demand up **11.5%**
- 8.45% non-performing loans rising due to poor risk assessment
- Cyber-attacks increasing
- Big SACCOs use expensive software.
- Small SACCOs rely on insecure, inefficient open-source solutions.

INTEGRATED SOLUTION



Scalable shared,
and cloud-hosted
infrastructure



Easy member
onboarding



M-PESA credit
scoring



Enterprise
grade
cybersecurity

OPPORTUNITY

75%

SACCOs lack integrated Digital
Platform for key functions

9,700 (30%)

Target of market size in 5
years

KES 10Bn

Revenue from target market in 5
years

28 SACCOs have signed up for POCs

Revenue Management System | County/Local Government

The digitization of county revenue management in Kenya represents a significant **untapped opportunity**. Closing the **178B revenue gap** through implementation of our **NGN RMS** promotes OSR growth and sustainable revenue collection practices

47 Counties

Scale of Unrealized Revenue:

- 90% of counties collect less than 40% of their estimated Own Source Revenue (OSR) potential.
- Kes 178Bn annual revenue gap across Kenya's 47 counties.

Key Challenges:

- Manual revenue collection systems
- Weak controls prone to leakages
- No autoreconciliation or automation
- Fragmented and disjointed

RMS Solution

Automates over **800+** revenue streams OSR



Integrated Tech Stack



Payments



Realtime tracking



Omnichannel UX



OPPORTUNITY

Implement Cashless Revenue Collection

216B/38Bn
OSR Potential Vs Collection
FY 2023-2024

25%
Market Conversion
To RMS platform



5Bn

Projected Revenue via
RMS over the next 5 years

2 Counties Live, 7 on Pilot, 2M Users Served, 600M+ Revenue Processed

Public Sector

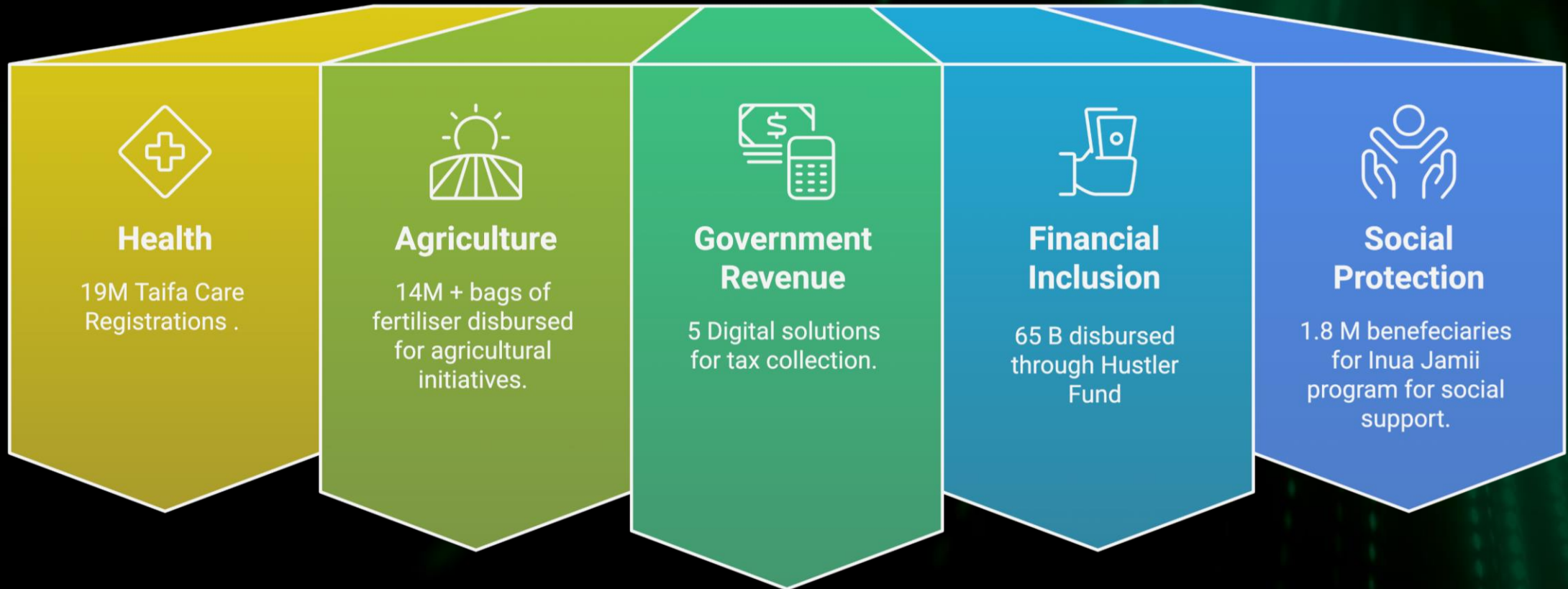
Boniface Mungania

*Director Public Sector Digital
Transformation*

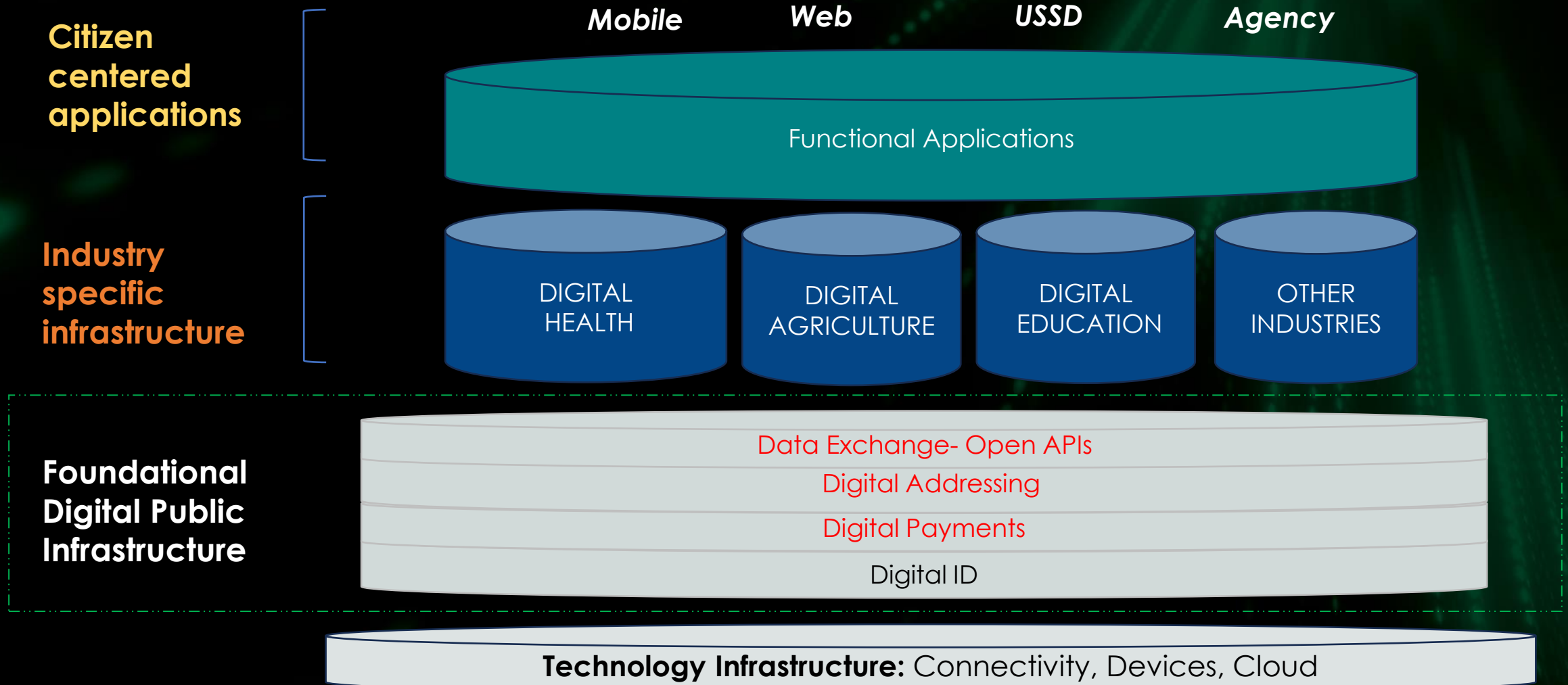


Public Sector **Digital** Transformation

Partner of Choice for Public Sector: Safaricom's Innovations are Transforming various Sectors



Building Digital Public Infrastructure: The Foundation for Accelerating National Digital Transformation and Unlocking Innovation Opportunities



Scaling Digital Payments: Safaricom is a Complementor in Payments collections via E-citizen payment gateway and an Orchestrator in Payment Disbursement

Problem Statement



**Payments
Collection**

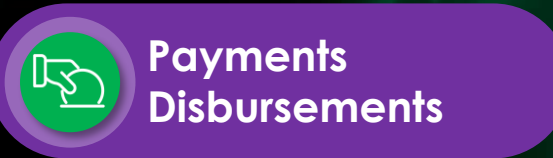


Government payment Gateway (Complementor)

- Payments Integration
- User Experience
- Grow share of M-pesa in Government Payments
- New payments innovation e.g. Standing orders, Bill manager, Overdraft



Government Digital Payments



**Payments
Disbursements**

Universal Government Disbursement Platform (Orchestrator)

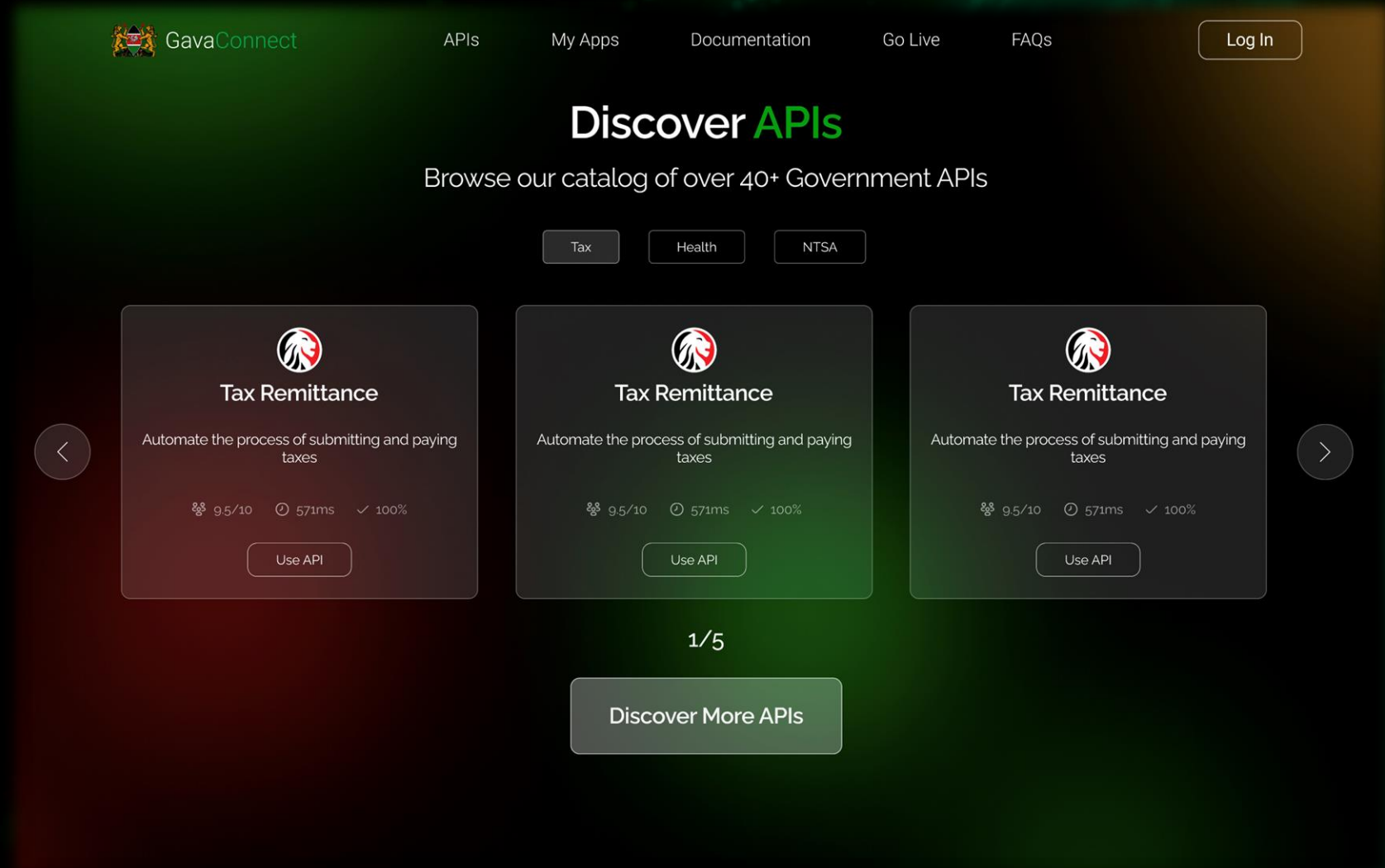
- Universal –pay anyone with an ID
- Easier Onboarding – no need for Multiple Government contracts.
- Platform Thinking : Can be delivered through any Government Partner .
- Better Authentication –Cash out with Biometrics.
- Flexibility- Restricted & unrestricted Cash disbursements

Programs

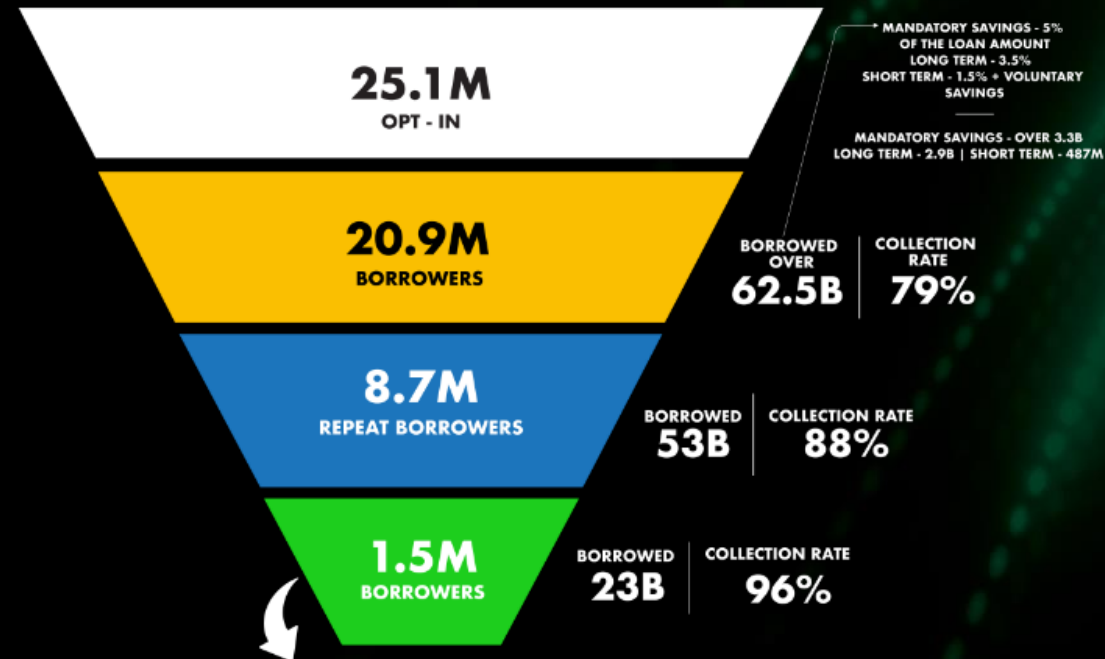
- ✓ Inua Jamii
- ✓ Climate Worx
- ✓ HELB Loans
- ✓ Civil Servants Salary
- ✓ State pensions
- ✓ Disaster Management Promoters
- ✓ Community Health Promoters
- ✓ Non-Government Organization

Harnessing Open API: Catalyzing Digital Transformation and Powering Techpreneurship

- ✓ Robust developer community 10,000+
- ✓ Innovation and new Integrated solutions
- ✓ Broader adoption: KRA | Health | eCitizen | Digital ID | NTSA | BRS
- ✓ API Monetization and Techpreneurship



Financial Inclusion Program: The Hustler Fund Funnel is Unlocking New Empowerment Opportunities Through Our complimentary Propositions



BRIDGE LOAN



155,519 OPT INS

130,620 BORROWERS

65,207 REPEAT BORROWERS

COLLECTION RATE 50%

51M MANDATORY SAVINGS

OVER 1B AMOUNT BORROWED

BRIDGE LOAN BORROWER TYPE

Categories	Amount Disbursed (Mn)	%Contribution
Animal Keeping	5.41	0.5%
Boda Boda	69.57	6.8%
Creative Jobs	7.79	0.8%
Farming	176.55	17.3%
Fishing	2.47	0.2%
Food & Drinks	42.95	4.2%
Housing	13.19	1.3%
Personal/Emergency	402.10	39.4%
Selling Goods	300.37	29.4%
Grand Total	1020.41	100.0%

* AMOUNTS ARE IN KENYAN SHILLINGS

Agri-Tech: Beyond efficiency in Input subsidy distribution, more opportunities for digitization are emerging

Agro Finance Service

Livestock Track and Trace

Input Subsidy

Next Opportunity

Pastrolist & Farmer
KYC



Integrated Agri - Master Data
Layer



Value
Transacted

Total monetary value
of transactions made
is KES 40,137.957



Fertiliser
Disbursed

Total amount of
fertiliser distributed
to farmers are
14,536,968



Vouchers
Issued

Total number of
vouchers that have
been issued is
53,625,387



Fertiliser Bags

Total number of
fertiliser bags
available in stock are
5,007,429

Safaricom in Health



TaifaCare

[Registration](#)
[Triage](#)
[Consultations](#)
[Lab](#)
[Pharmacy](#)
[Billing](#)

[Support](#)
[Settings](#)

Logout
user@hims.hospital.go.ke

[Home](#) > [Registration](#)

Registration

Please select ID type before you enter the ID to begin patient registration.

Choose ID Type

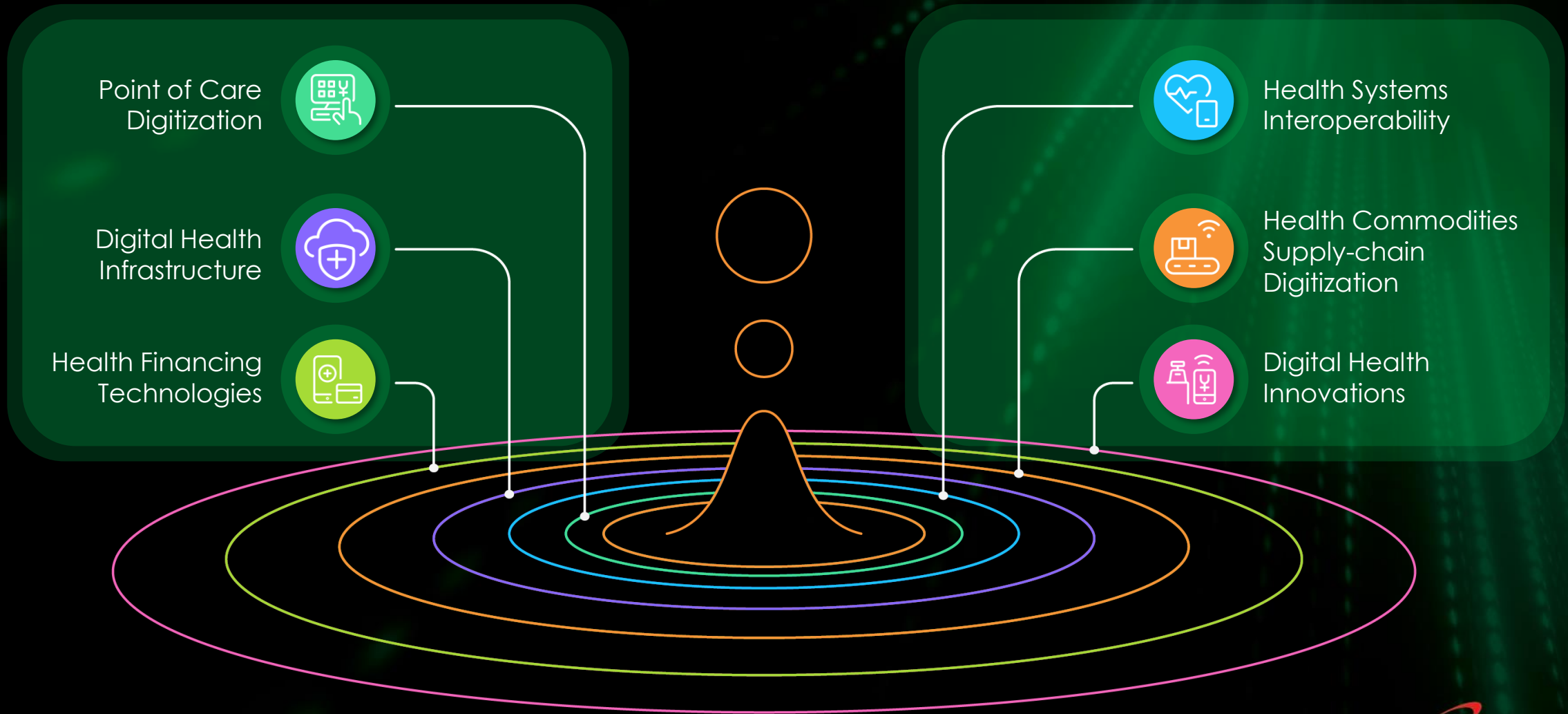
Q Enter patient ID to continue

Search

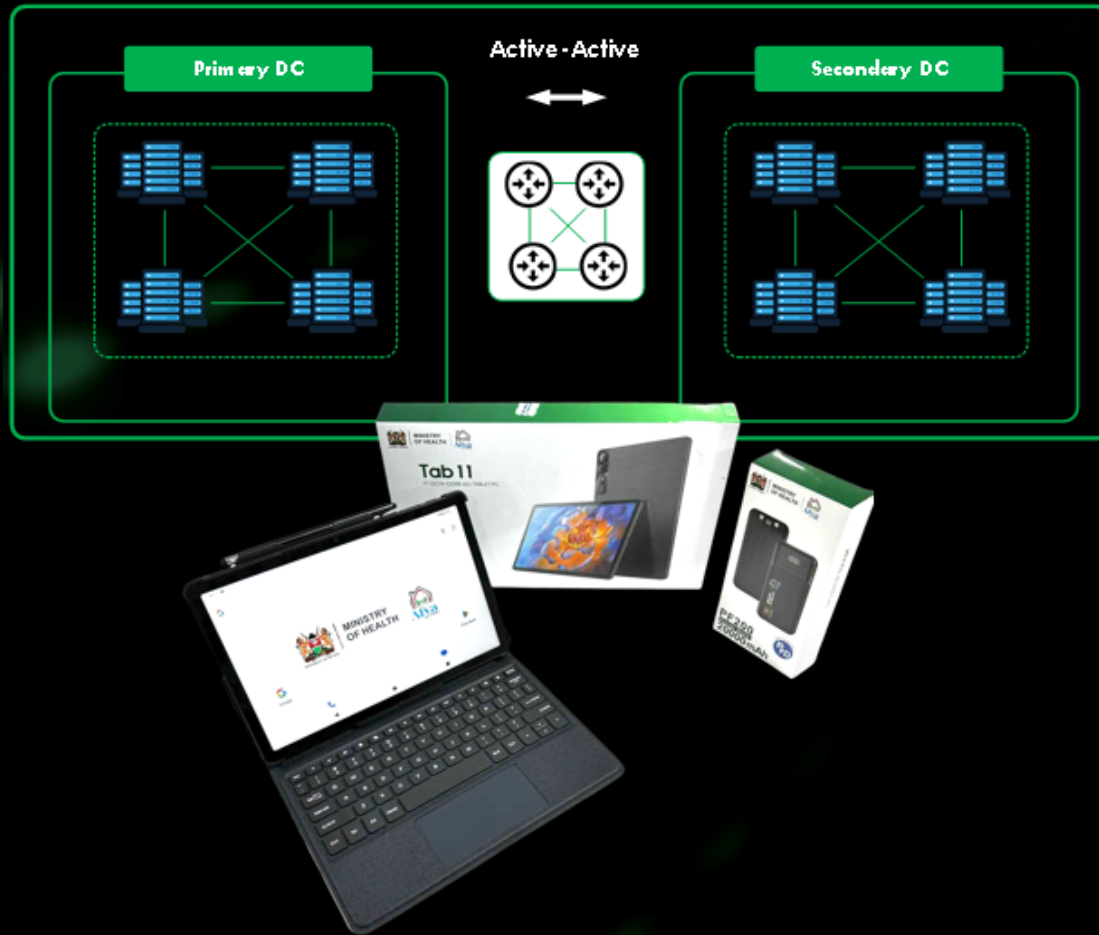
Click on view patients to see the current list of patients at different stages in the hospital

<div>Referrals</div> <div>20</div> <div>View Patients →</div>	<div>Appointments</div> <div>40</div> <div>View Patients →</div>	<div>Outpatient</div> <div>150</div> <div>View Patients →</div>	<div>Admissions</div> <div>80</div> <div>View Patients →</div>
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Safaricom Health Program: We are focusing on 6 Pillars in developing a Digital Health Program



Health Infrastructure: Our Core Business Powers Robust Infrastructure for Advancing Digital Health in Kenya



Mobile Device Manager for Remote Device Management and Geofencing.

Mobile Data Provision for All Endpoints with Infra Support Via 5G and 4G Network.

70K

Locally Assembled (East Africa Device Assembly)

5.7K

Mobile Endpoints Delivered

4.5K

PC Endpoints for Level 4 – Level 6 Facilities

Tech-Cos are investing in digital health: Digital health market is projected to reach \$660B by 2026

Oracle Health—Reimagine the future of health

Connected technologies and unified data empower individuals and enable the health ecosystem to accelerate innovation and influence health outcomes. Oracle Health is building an open healthcare platform with intelligent tools for data-driven, human-centric healthcare experiences to connect consumers, healthcare providers, payers, and public health and life sciences organizations.



Helping billions of people be healthier

Google Health is committed to helping everyone, everywhere be healthier through products and services that connect and bring meaning to health information. We're building products to empower people with the information they need to act on their health. We're developing technology solutions to enable care teams to deliver more connected care. And we're exploring the use of artificial intelligence to assist in diagnosing cancer, preventing blindness and much more.



Health Cloud



Get a complete view of members and patients.

Benefit from a deep understanding of each individual's profile including demographics, communications, clinical and non-clinical data, and even pertinent information from your EHR, membership and claims systems, medical devices, and wearables – all in one central location.

[EXPLORE HEALTH CLOUD'S KEY ADVANTAGES >](#)

Make patients feel like they're family.

Empower patients and members to access and track progress towards their health goals and care plans. Connect in real time and quickly address any questions from family members and the patients or members themselves. And do it all from any device.

[WATCH THE DEMO >](#)

Deliver insightful, personalized care faster.

Monitor cases and prioritize tasks based on immediate needs and level of importance. Segment populations by condition, demographics, or risk. And collaborate across the entire care network while setting reminders for patient or member follow-up.

Enhance your EHR system.

Earn the trust of patients with access to the right information at the right time. Health Cloud enables you to unlock EHR systems and incorporate apps in a secure, flexible platform – transforming your system of record into a system of engagement.

Microsoft is bridging data, AI, and trust across the entire healthcare ecosystem.



Providers

Microsoft helps your organization respond to evolving patient expectations.

[Learn more](#)



Payors and insurers

Microsoft helps payors drive progress where it matters most.

[Learn more](#)



Life sciences

Microsoft helps accelerate innovation and improve your operational performance.

[Learn more](#)

☑️ Robotics & Physical automation ☑️ AI & Machine Learning ☑️ Internet of medical Things ☑️ Remote Care & Virtual Health

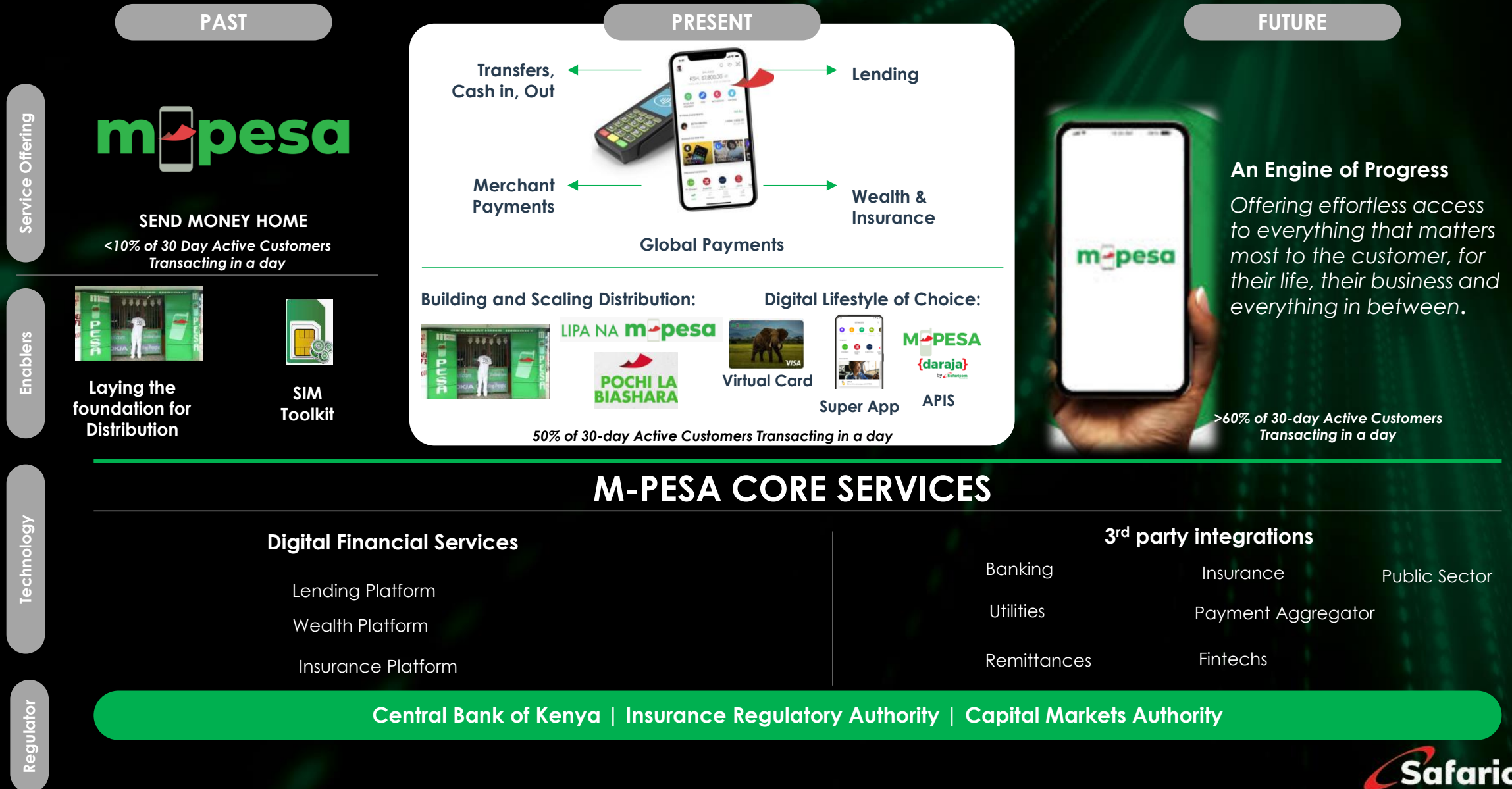
Financial Services

Esther Waititu






Chief Financial Services Officer



We Play a Transformative Role in Financial Services...



We win through Our Competitive Advantage...

Key Highlights	Competitive Advantage	True North/Size of Market	Unlocking Value
 Technology	<ul style="list-style-type: none"> Always ON-99.9% Uptime Resilient- 4k of TPS Industry standards –Cyber, Card, Data Privacy 	<ul style="list-style-type: none"> 99.9% Uptime Micro services-based platforms Higher TPS Streamlined Standards 	<ul style="list-style-type: none"> Engine of Progress
 Customers	<ul style="list-style-type: none"> 33M 30-day active Consumers 1.5Mn Businesses (1mN+ Pochi & 650K LNM) 	<ul style="list-style-type: none"> 55Million population in Kenya over 18 forming 56% of the population Target Addressable Market 7.4M Businesses 	<ul style="list-style-type: none"> Customer Focused Products, Intuitive Digital Journeys
 Channels	<ul style="list-style-type: none"> Consumer Super App- 3.6mn 30-day active users Business Super App- 269k 30-day active businesses 	<ul style="list-style-type: none"> 22.71 million internet users in Kenya (2024) 	<ul style="list-style-type: none"> Digital Lifestyle provider of choice
 Distribution	<ul style="list-style-type: none"> 266k Agents Open API platform- 55k Integrations 	<ul style="list-style-type: none"> 358k agent network coverage in the country 	<ul style="list-style-type: none"> Ecosystem Enabler & Builder
 Digital Ecosystem	<ul style="list-style-type: none"> 93k Developers 	<p>The gig economy in Kenya employs about 1.2 million workers.</p>	<ul style="list-style-type: none"> Innovative solutions, deeper integrations, developer accreditation

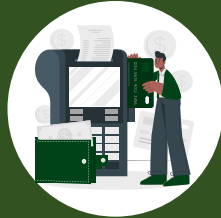
We will be the largest Financial Services ecosystem to deliver value for the underserved

"No one left behind"- Leading the charge as the ecosystem of choice for financial services to Pay, Borrow, Protect, Save & Invest

Global payments

(International Money Transfer)

Send and Spend
Money Anywhere
across the world



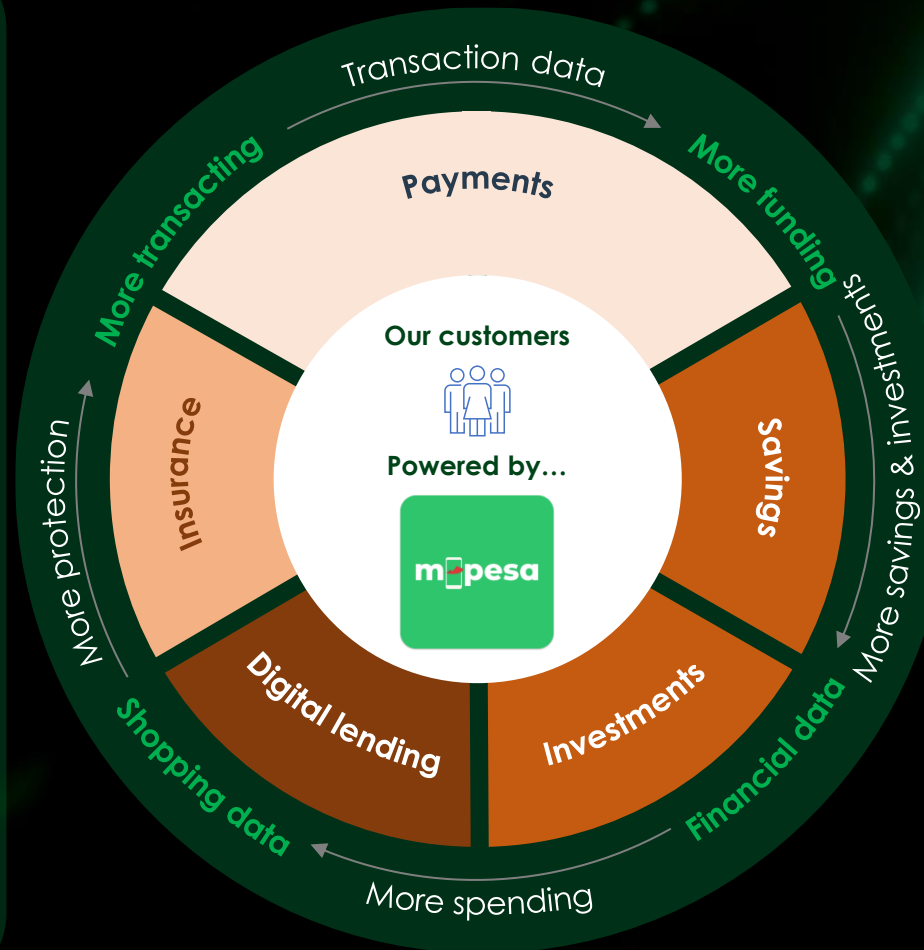
Enterprise Payments

Empower and Grow
the distribution
ecosystem



Consumer Payments

Financial
Access to All



Digital lending



Provide
Dignity to All

Savings & Investments



Grow your
wealth

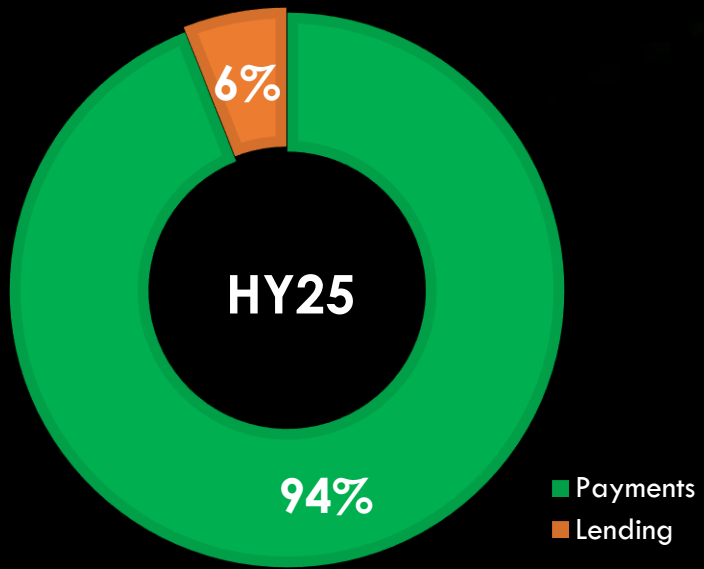
Insurance



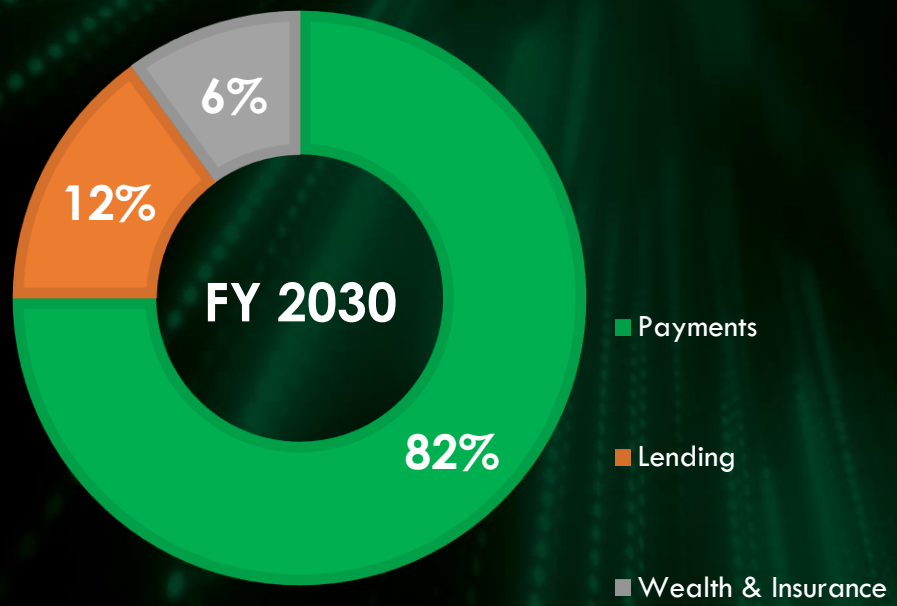
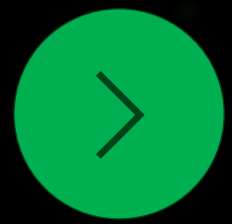
Protect your
wealth

In Closing, in the Future we will be Growing New Growth Areas

FS Revenue Mix



Largely driven by consumer payments (63%) and Nascent on Wealth & Insurance



On the backdrop of affordable P2P and high adoption of lending, wealth & insurance

How we Get There



Digital Lifestyle Enabler



Empowering Businesses



Financial Health for All

Consumer Business

Fawzia Ali-Kimanthi
Chief Consumer Business Officer



Our customer, traditionally voice-led, is fast evolving into a digital customer



Always ON *(Connected at home: connected on the move)*



Flexibility & Control ;
BNPL, Hourly, Daily



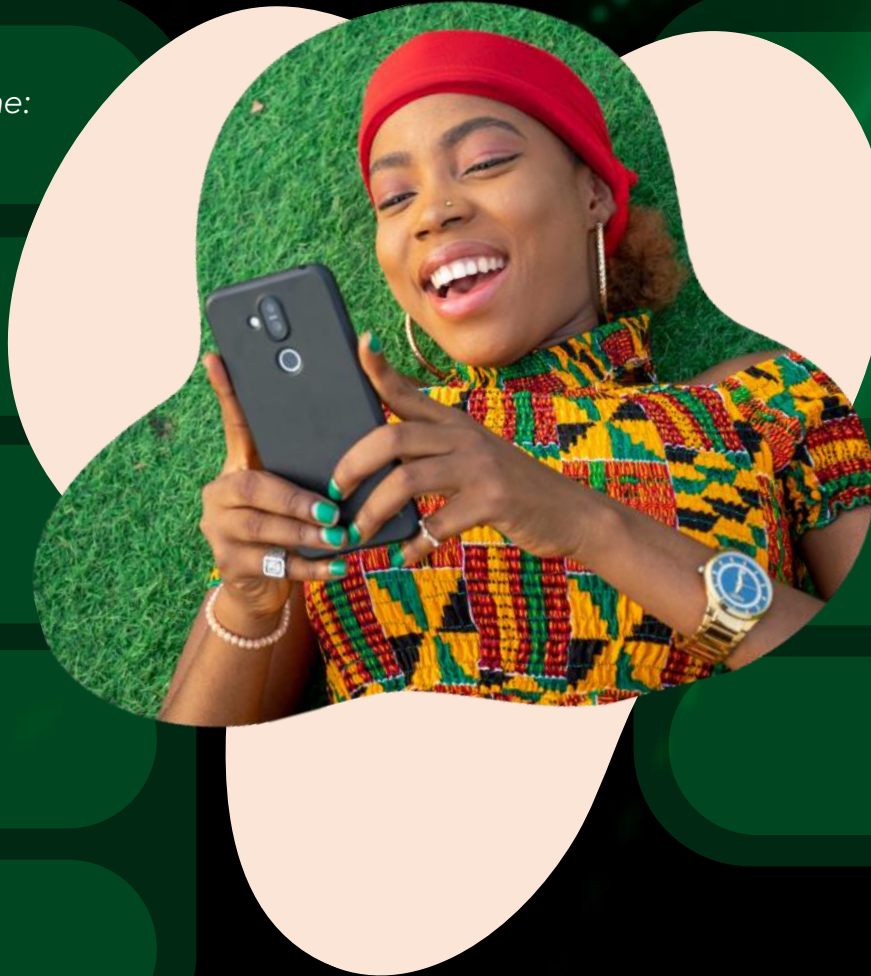
Exceptional Customer Experience *(Quick/Fast)*



Cross platform integration



Value for money



Innovation : Desire for the best



Ease of use & Reliable



Sustainability in brands



Personalization: They know me



The Progress We Have Made So Far - H1 FY25

We Continue to grow the Consumer Business Drivers



+35%
4G+ Devices YOY



+19%
1GB Customers YOY



+18%
Total Minutes YOY



+9%
MOU YOY



+16%
Total Data Traffic YOY



+10%
Data Customers YOY



+11%
Voice Customers



~Kes 10Bn
GSM Credit/Month
Okoa + Fuliza Airtime

We have Maintained Market Share leadership



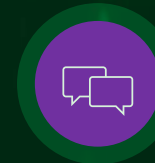
66%
Overall Customer



63%
Data Customer



65%
Voice Traffic



89%
SMS Traffic

 Mobile Data Drivers  Voice Drivers  Market Share

We Will Make Strategic Shifts in Order to Support Our Customer Evolution



Jobs to be done!

- ✓ To protect and grow the Core Business
- ✓ Scale Digital solutions
- ✓ Leverage AI/ML for personalization execution

Key shifts will be on...



Segmentation



Integrated Propositions



4G+ Devices



Digital Content





1 Customer Focus – Segmentation

Consumer growth will be driven by ARPU monetization from upgrading customers to relevant segment-led integrated propositions aligned to their needs

Our Segments

Segmentation is essential to remain relevant through

- Meaningful connections
- Tailored experiences
- Personalized Propositions

	YOUTH	STRIVERS	ASPIRERS	ACHIEVERS
	 20%	 50%	 20%	 10%
MOTIVATION	<i>I desire freedom, recognition and self-expression, but I don't have full control</i>	<i>I desire a better life for my family, but times are tough</i>	<i>The grind is tough but I know I can get better and have better so I keep going</i>	<i>I want the best for myself and family, but work takes most of my time</i>
MINDSET	CAUTIOUS FREEDOM	HOPEFUL SURVIVOR	INTENTIONALITY TO ADVANCE	EXPERIENCES & FREEDOM
TENSION	FOMO	PROVIDE	SUCCESS	STATUS & PURPOSE
OUR ROLE	EMPOWER	ENABLE	ENHANCE	ENRICH

*% = segment contribution against active base

2 Segmented Integrated Propositions – GSM+

Our ambition is to meet customer need for simplicity, convenience, and value for money through the integrated propositions



Integrated Opportunities

- All in One (AIO)
- Make your bundle
- Postpaid
- Zidisha Biashara
- Integrate GSM + MPESA + Fixed

RELAX, POSTPAY IS FOR YOU



PLANS JUST FOR YOU

1K Per Month	2K Per Month	3K Per Month	5K Per Month	10K Per Month
5 GB Data	15 GB Data	25 GB Data	Unlimited Data*	Unlimited Data*
400 Minutes	1,000 Minutes	1,500 Minutes	2,500 Minutes	Unlimited Voice
Unlimited SMS	Unlimited SMS	Unlimited SMS	Unlimited SMS	Unlimited SMS

Data and Minutes on all Plans have **No Expiry Date**. Minutes valid on local calls across **ALL Networks** and International calls to USA, China, Canada and India.

Simply **DIAL *544#**
or join on **mySafaricom** app

*Terms and conditions apply
Simple • Transparent • Honest

FOR YOU




ZIDISHA BIASHARA SB
Improved Mobile Voice & Data for Small Businesses

KES 1,000	Rate per minute Mobile internet per Mb SMS	2.00 1.00 1.00	30 DAYS	KES 1,000	10GB + Free Whatsapp	30 DAYS
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Dial ***485#** to buy


*Terms and conditions apply

MAKE' UR HOOK
Make ur own bundle on Safaricom
HOOK & use it vanyo unalike
BAG MYSAFARICOM APP OR DIAL *555#




Nawe Kila Wakati

Enjoy big deals on data and minutes with **ALL IN ONE MONTHLY BUNDLE**



Safaricom
Twaweza



3 4G+ Devices – Maisha Poa ni Digital

We will continue to grow mobile data category by leveraging the headroom of customers without 4G+ devices (~12Mn), customers whose usage is below 1GB (~50% of data customers) and expanding 5G base to accelerate mobile data growth



How we will Accelerate!

- Device Assembly (EADAK)
- Open Market Partnerships
- BNPL Partnerships
- Device Bundling
- Device Insurance

Maisha Poa Ni Digital
Malipo ya Lipa mdogo mdogo yameimarishwa
Now with Insurance

LIPA INSTALLMENT YAKO YA LEO KISHA UFUNGULIWE SIMU
PATA FREE 50MBs

SASA UNaweza KULIPIA SIMU NA BONGA

Dial *544# kulipa mdogo mdogo

Google on Android

Safaricom

Maisha Poa Ni Digital
Jiwekee memories zako na storage space kubwa
Dial *544# kupata smartphone.

NEON SMARTA 2 KSh. 7,999/-

Google on Android

Safaricom



12Mn
Customers without a 4G+ Device

>50%
Below 1GB per month base

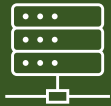
+1Mn
Customers with 5G devices

Mobile Data Opportunity



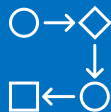
4 Digital content

Digital content plays a crucial role in driving high affinity and engagement among home broadband and mobile customers.



Robust Platforms

- Entertainment Hub
- Leverage Ad-Tech
- Digital identity



New Business Models

- Subscription
- Freemium
- Pay per view



Strategic partnerships

- Long term deals
- Local content
- Gaming tournaments

BINGE all your favorite DRAMAS
for just Ksh 300 + 1.5GB Data
Dial *544*37#

BINGE all your favorite REALITY SHOWS
for just Ksh 300 + 1.5GB Data
Dial *544*37#

BINGE all your favorite INTERNATIONAL MOVIES & SERIES
for just Ksh 650 (& 2.5 GB Data)
Dial *544*37#

POWERED BY Safaricom

PREMIER LEAGUE MATCH WEEK 4

SAT 14 SEPTEMBER

SOUTHAMPTON	14.00	MAN UNITED
BRIGHTON	17.00	IPSWICH TOWN
CRYSTAL PALACE	19.00	LEICESTER
FULHAM	19.00	WEST HAM
LIVERPOOL	19.00	NOTT'M FOREST
MAN CITY	19.00	BRENTFORD
ASTON VILLA	19.30	EVERTON
BOURNMOUTH	20.00	CHELSEA

SUN 15 SEPTEMBER

TOTTENHAM	12.00	ARSENAL
WOLVES	15.00	NEWCASTLE

3GB DATA + 1 MONTH OF EPL ACCESS

Only Ksh **450**
Dial *544*37# to subscribe

T&C'S APPLY

Baze Radio

WHERE KENYAN MUSIC LIVES

AVAILABLE ON MYSAFARICOM APP

GET IT ON Google Play

Download on the App Store

NBA

LIVE

www.bazeradio.co.ke

POWERED BY Safaricom

Our aspirations as we execute our strategy to 2030

#1

NPS Score

>55Mn

Consumer
Customers

~90%

4G+
Penetration

#1

Youthful
Brand

+10Mn

Content
Customers

+30Mn

Data
Customers

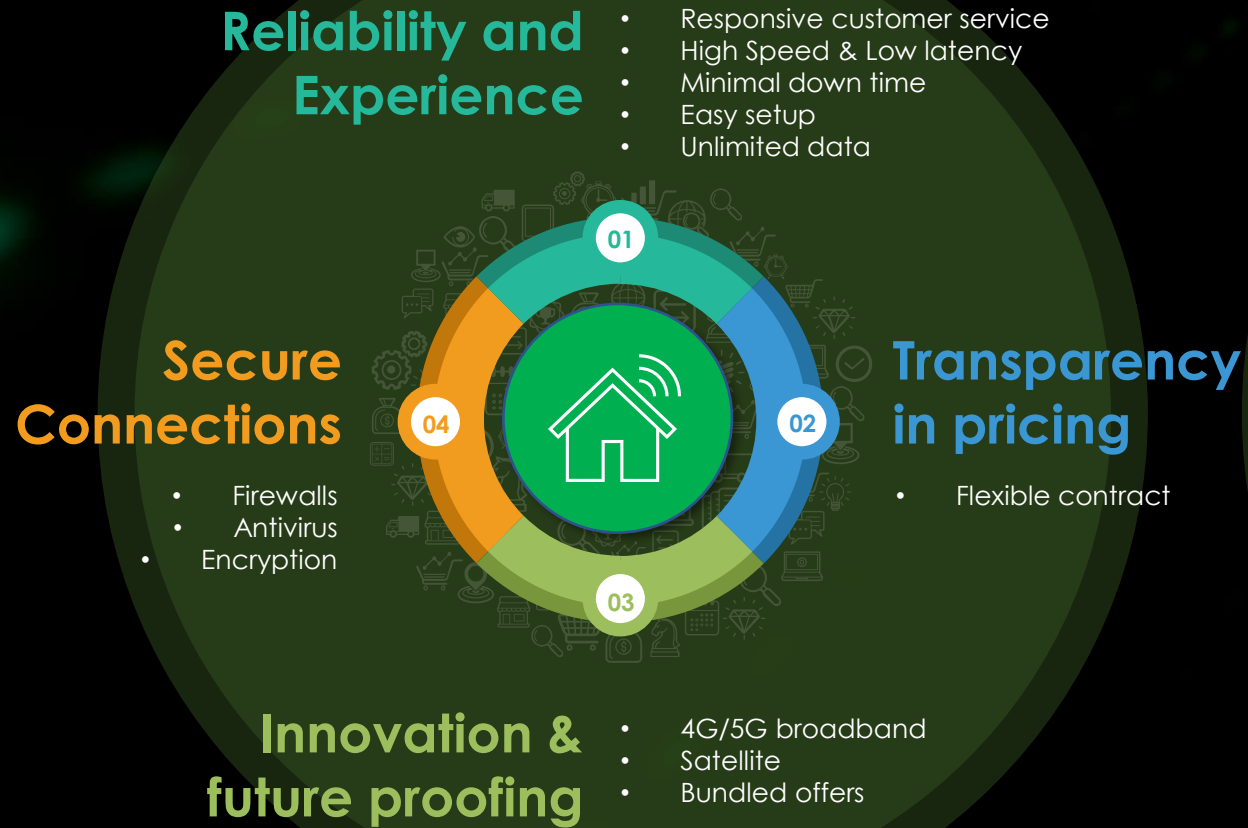


Fixed Data

Home & Business

Vision 2030

What Customers Need From Fixed Broadband!

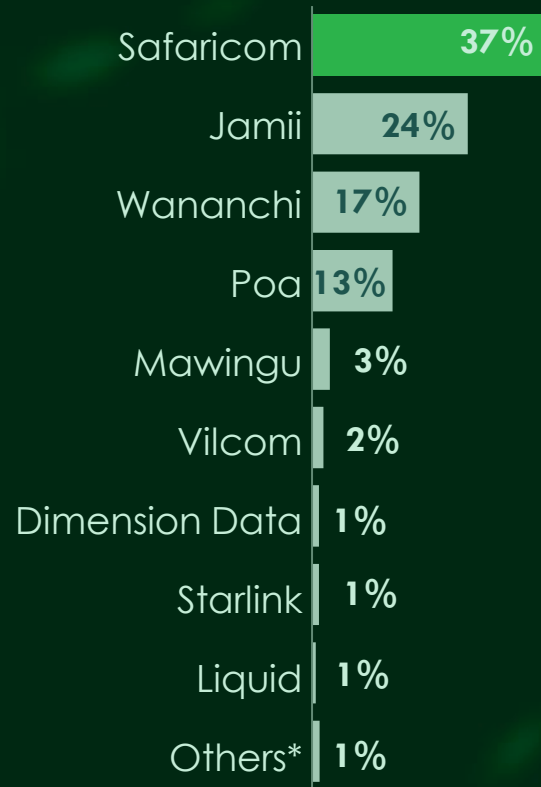


The Progress We Have Made So Far - HY25

Current market leader in customer numbers, revenue and NPS

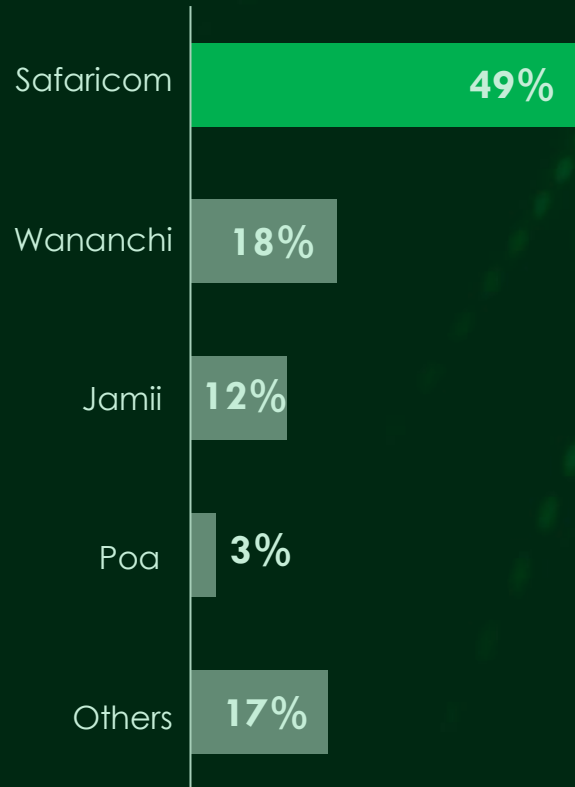
Market leader with 37% market share and 13 points gap to nearest player

Share of fixed broadband subscribers, Sep 2024



Top 4 providers controlling 80% of the revenue share

Revenue share, Sep 2024



HY25 Performance



Fixed Revenue

KES 8.5Bn,
15% YOY Growth



Contribution to
Revenue ~5%



Active Customer Base,

329k

20% Growth YOY



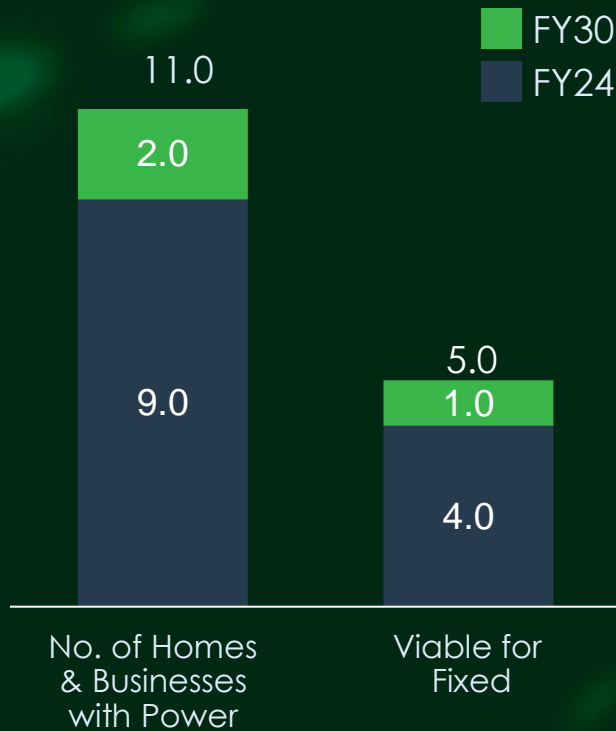
Fixed NPS

#1

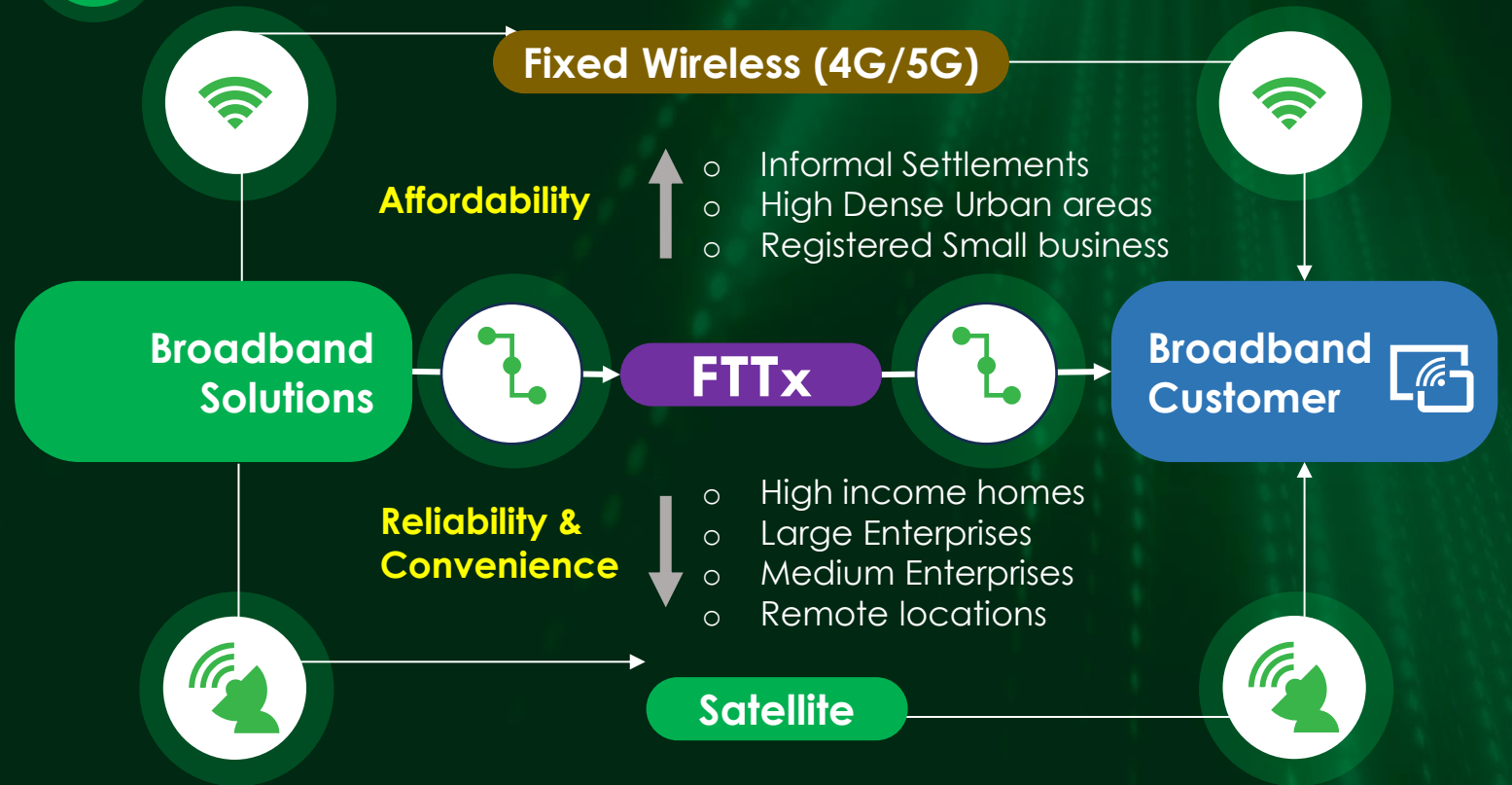
There is significant headroom in the market
Current penetration of broadband is only at 17% of homes with power with over 60 players in the market



Addressable Market, Mn



We will seek to deliver broadband through multiple options

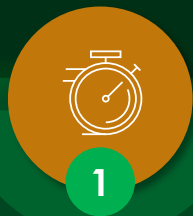


Our Vision 2030

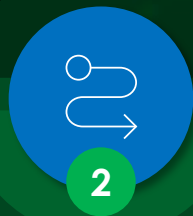
Supercharge fixed
broadband in order to
deliver broadband access
for all



We will shift in the 3 key areas through clear focus on specific initiatives to deliver impact



Accelerate broadband penetration



Deliver seamless E2E journeys



Deliver Fixed Plus Propositions



1 Accelerate broadband penetration

Safaricom will become the “clear leader” in driving Kenya’s journey towards ubiquitous connectivity by FY30



How we will deliver

- Delivery Models (Fiber, 5G, 4G, Satellite)
- Business Models (Reseller, Landlord)
- GTM (Direct & Indirect selling)
- Cost optimization (M&A, design)

FEELS GOOD TO UPGRADE

Enjoy upto 2X speeds on home fibre

VISIT MYSAFARICOM APP OR DIAL *400# TO CONNECT

UPGRADE

BRONZE	SILVER	GOLD	DIAMOND	PLATINUM
15 Mbps	30 Mbps	80 Mbps	500 Mbps	1000 Mbps
KSHS 2,999	KSHS 4,100	KSHS 6,299	KSHS 12,499	KSHS 19,999

Home of Kenya's fastest internet speeds

Safaricom

Business Fibre

Connect to Kenya's fastest business internet

Experience exceptional speed and value

Free Router Free Installation Support 24/7 2222

15 Mbps KES 2,999

50 Mbps KES 5,000

***100 Mbps** KES 6,299

Dial *485# to get connected

Safaricom BUSINESS

*Terms and conditions apply

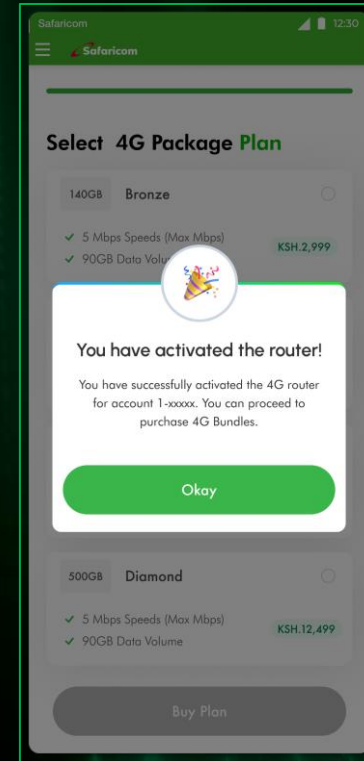
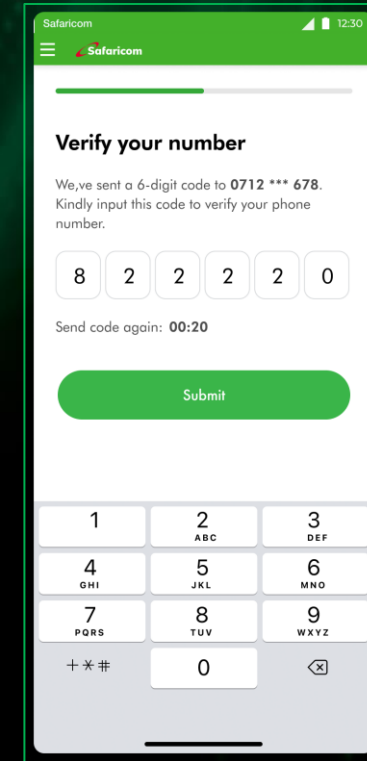
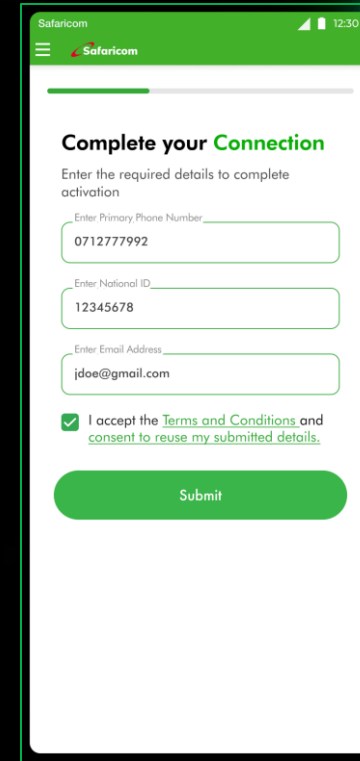
2 Deliver seamless E2E journeys via digitization & Automation

The ambition is to be Best-in-class Fixed ISP increasing the reach of quality connectivity



How we will deliver

- Digitization
- Express Journeys
- Service Clinics
- In-door Experience
- Back-up solutions



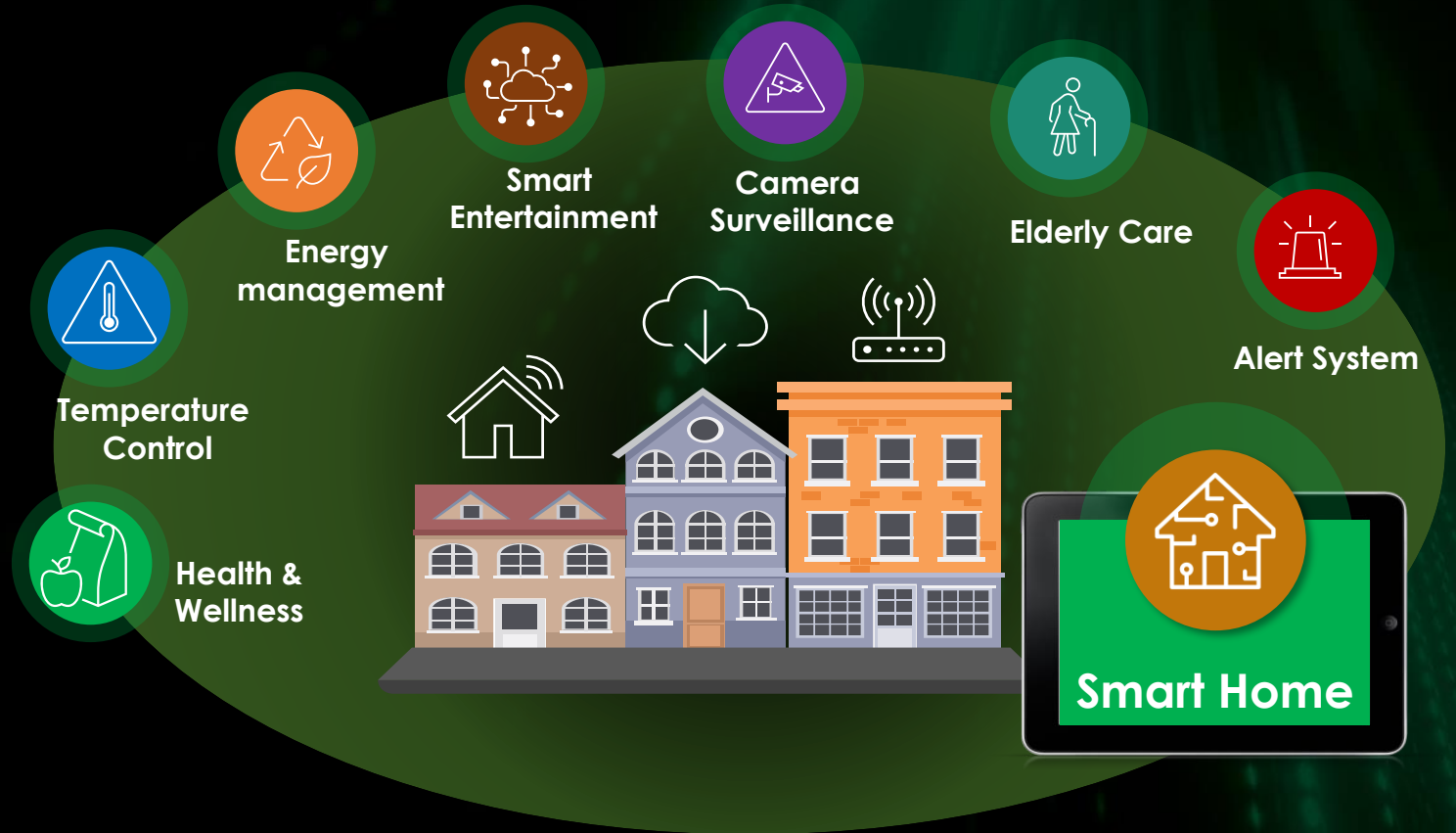
Fixed Wireless Express Journey

3 Deliver Fixed + Propositions

- ✓ Provision of Converged value propositions that cater to needs across micro-segments with segment-based GTM.
- ✓ We will leverage AI for micro-segmentation, smart propositions and targeted cross/ up-sell activity

How we will deliver

- Segmented add-ons
- Fixed Convergence
- Internet of Things (IoT)
- Security, CCTV
- Insurance
- Cloud



Safaricom Ethiopia

Wim Vanhelleputte
CEO Safaricom Ethiopia



The background of the slide features a photograph of two women, one in a red top and one in a green top, smiling and looking at a smartphone together. Overlaid on this image is a large, intricate green circular pattern resembling a traditional Ethiopian textile design. The left side of the slide is decorated with a white and green circuit board pattern. The text is positioned on the left side of the image.

Safaricom Ethiopia's Operational focus and Pathway to Vision 2030

AGENDA

- PURPOSE , VISION & VALUES
- SENIOR LEADERSHIP TEAM
- WHY ARE WE IN ETHIOPIA?
- THE ACQUISITION FACTORY
- M-PESA
- ROADMAP TO PROFITABILITY
- PATHWAY TO VISION 2030

Our Purpose, Vision & Values



PURPOSE

Transforming
Lives For a Digital Future



VISION

Loved and
Innovative
Brand



BRAND PROMISE

Further Ahead
Together



VALUES

- Customer Obsessed
 - Trust & Respect
- Speed & Innovation
- Compliance & Integrity



PILLARS

- Fast Data Network
- Superior Customer Experience
- Inclusive Digital Financial Services
 - Social Contract & ESG



CULTURE & LEADERSHIP STANDARDS

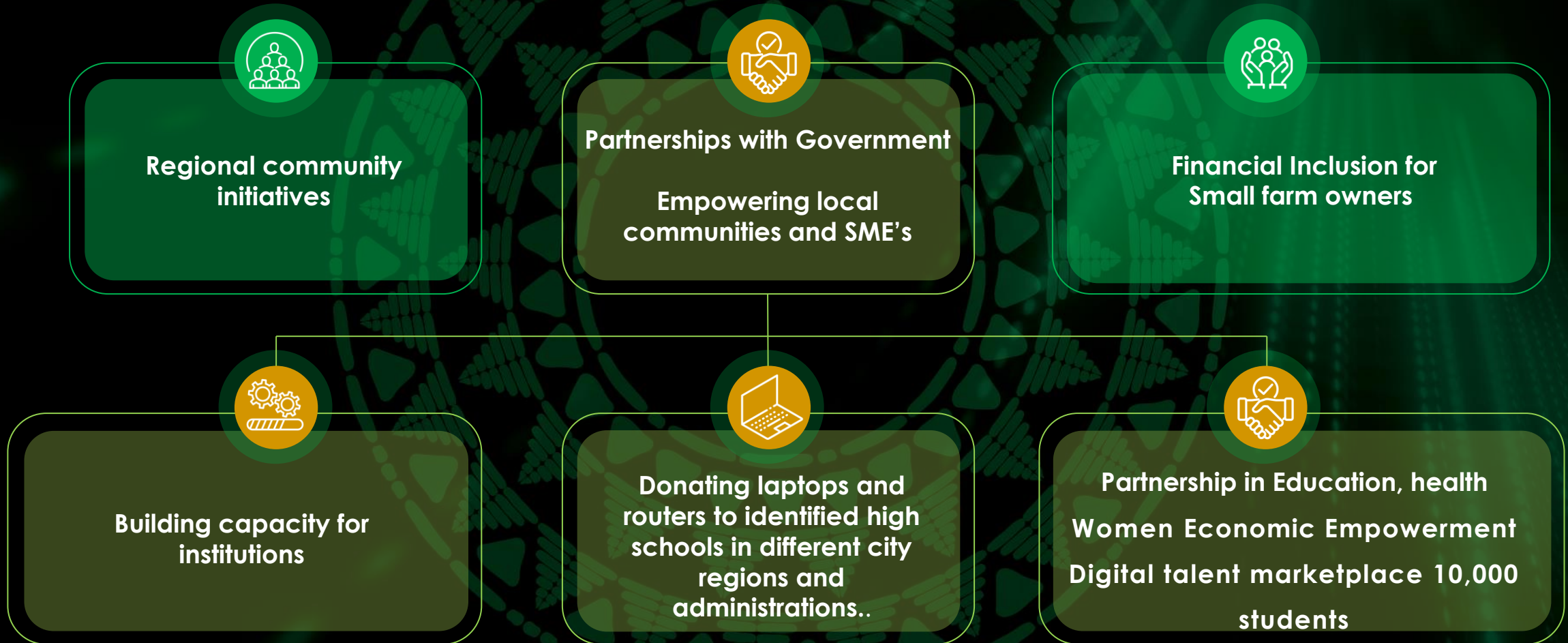
- Get it done, Together
- Create the Future
- Experiment, Learn Fast



ENABLERS

- Data & Analytics
 - Partnerships
- Talent & Future Fit Organization

CSR: Contribution to Ethiopia's Digital Future



CSR Video



Safaricom Ethiopia | Senior Leadership Team

Diverse, Experienced and with Challenger Mindset



Wim Vanhelleputte
Chief Executive Officer



Jacques Marais
Chief Finance Officer



Masahiro Miyashita
Chief Strategy Officer



Andualem Admassie, PhD
Chief External Affairs Officer



Amit Chandiramani
Chief Sales & Distribution



David Umoh
Chief Consumer Business Officer



Elsa Mussolini
GM MPESA Financial Services Officer



Aatif Jamal
Acting -
Chief Technology &
Information Officer



Tsedale Tesfaye
Chief Human Resources Officer



Arjun Dhillon
Chief Enterprise Business Officer



Getachew Mengeste
Chief Legal,
Regulatory, and
Corporate
Governance Officer



Ken Kiberia
Chief Risk & Compliance Officer

Safaricom Ethiopia | Senior Leadership Team Brief Profiles



Jacques Marais

Countries worked in:- South Africa, Lesotho, DRC, Mozambique, Tanzania

Years of Experience:- 23 Years

Companies:- PWC, Sasol, Denel Vodacom, IOT Next

Positions held:- Finance director, Chief Financial Officer



Andualem Admassie, PhD

Countries worked in:- Ethiopia, South Sudan

Years of Experience:- 27 Years

Companies:- Ethio Telecom, Tele Mobile, Education and Training Authority HERQA, Consultancy Firms

Position held:- CEO, Director General, Principal Consultant, Project Manager, General Manager



Masahiro Miyashita

Countries worked in:- Myanmar, Japan, Russia

Years of Experience:- 40 Years

Companies:- Sumitomo Corporation, NTC Russia, IT&E Guam, MPT Myanmar,

Positions held:- Board member, General Manager



Amit Chandiramani

Countries worked in:- Tanzania, Kenya, Uganda, India.

Years of Experience:- 24 years

Companies:- Airtel, Weetabix EA Ltd, Yu Mobile, Warid and Airtel India.

Positions held:- managing marketing, sales, and customer experience verticals

Senior Leadership Team Brief Profiles *continued*

David Umoh



Countries worked in:- Nigeria, Tanzania, Ghana

Years of Experience:- 20 Years

Companies:- Vodafone, Millicom Tigo, Airtel

Positions held:- Consumer business director, Chief products, innovation and strategic officer, head data, VAS, Digital and Device

Aatif Jamal



Countries worked in:- Ghana, Indonesia, Pakistan, UAE, Kuwait, Iraq

Years of Experience:- 25 years

Companies:- Vodafone, Ooredoo Iraq, Kuwait, Huawei, Telenor, Etisalat Ufone

Positions held:- CTIO, SVP IT, Project Director BSS Transformation

Elsa Mussolini



Countries worked in:- Cameroun, Canada, Uganda, Nigeria

Years of Experience:- 18 Years

Companies:- Orange, McKinsey & Company, MTN, Momo payment Service Bank

Positions held:- General Manager, Chief Commercial officer

Arjun Dhillon



Countries worked in:- India, Afghanistan, Kenya, Tanzania

Years of Experience:- 22 Years

Companies:- Glaxo Smithkline, Airtel, Essar Telekom, Geopoll, Safaricom Kenya, Vodacom

Positions held:- Sales, Marketing, pricing, Business Development, Consumer, Mobile Money, Enterprise

Senior Leadership Team Brief Profiles *continued*



Tsedale Tesfaye

Country worked in: Ethiopia

Years of Experience:- 19 Years

Companies:- Save the Children International, Ethiopia Commodity Exchange

Position:- HR Director, HR Advisor, and Head of Learning and Development.



Getachew Mengeste

Country worked in:- Ethiopia

Years of Experience:- 16 Years

Companies:- Ethiopian Airlines, Eagle Hills Ethiopia

Position:- Legal Counsel and principal negotiator for the equity investment and management contracts of the Airline in different parts of Africa



Ken Kiberia

Countries worked in:- Kenya and Tanzania

Years of Experience:- 15+ Years

Companies:- Safaricom PLC, Equity Bank

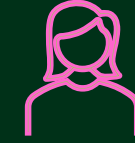
Position:- Head of Enterprise Risk, risk management, compliance, and corporate governance

People and Organization | Direct Hires



857 Staff

45% <30yrs old



36% 306 Female



836 Ethiopian Staff

21 EXPATS Mar 2025


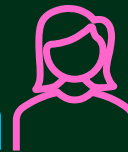


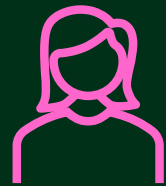
Top Employer Africa 2025

Top Employer Ethiopia 2024

15% improvement in certification score

Leadership Roles

76%  **24%** 



85 Women in
Technology roles
10% of the total staff



110

Ethiopian staff went abroad
for experience sharing

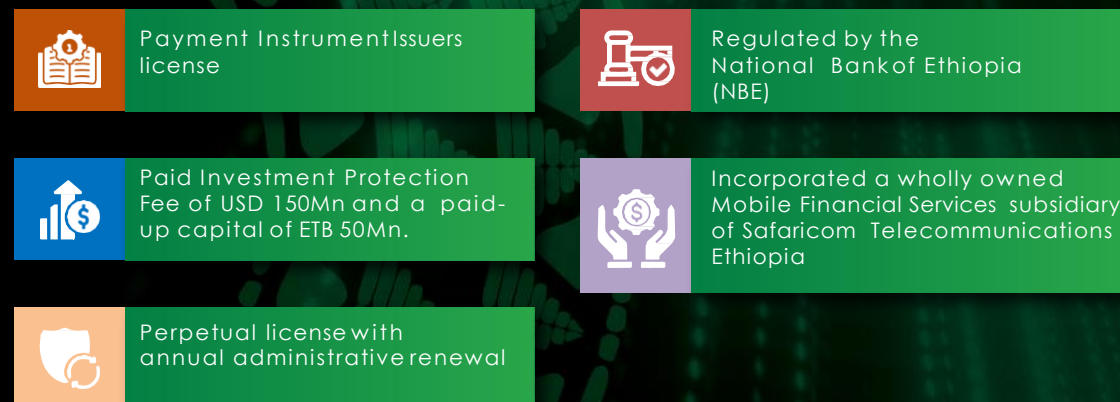
WHY ARE WE IN ETHIOPIA?

Second Operator | Telecom and Mobile Financial Services

GSM Regulatory Landscape



Mobile Financial Services Regulatory Landscape



Country Demographics | Big, Diverse and Young



Second most populated country in Africa **with 125Mn people, 90% living on 35% of the geography (densely populated)**



1 federal government and 12 regional governments
with high level of regional empowerment and decision making



Very diverse population:
Above 80 Ethnic Groups and Languages



Capital city accounting for less than 5% of the total population, 26 other major cities



We have adapted a regional approach
Just like all other big successful companies in Ethiopia

Our Brand | Positioning Our Brand for a Youthful Market



Demographics:

40%

< 15 years old

30%

>30 years old

30%

Between 15 – 30
years old



2.5 Million

Ethiopians turn 18 years old every year

**Open
to new**

international and
aspirational brands

Broadest common

**lifestyle and
attitude base**

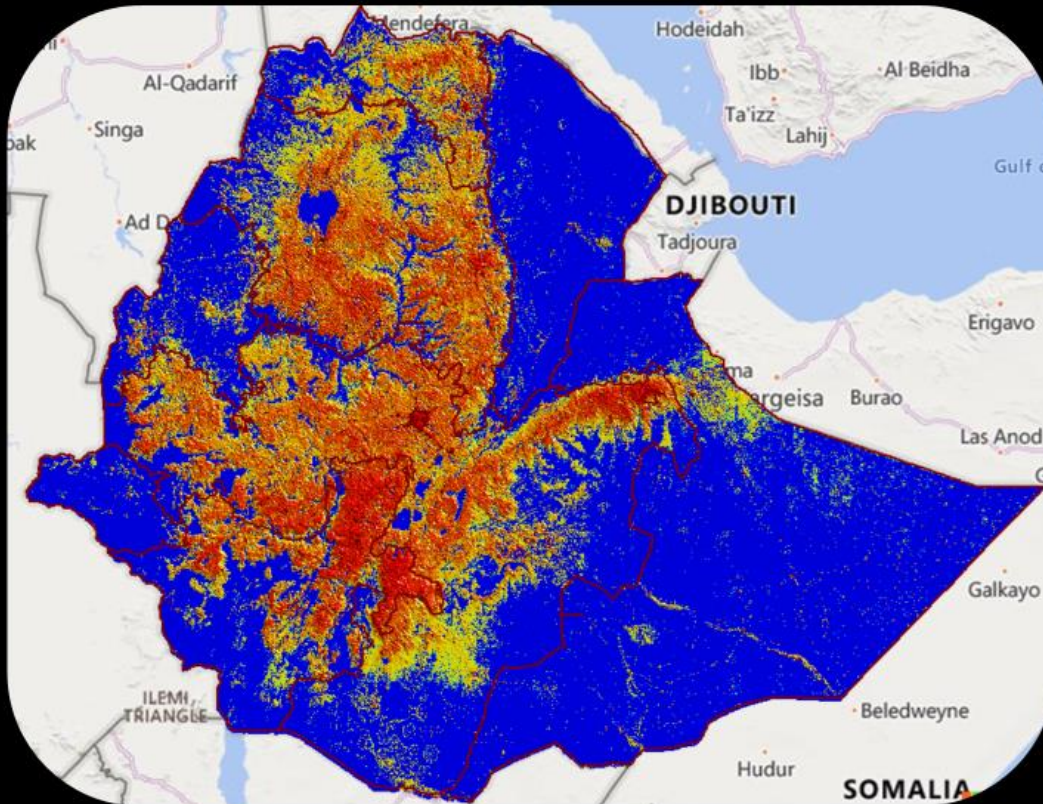
About to leave

**high school
and just before
adulthood**

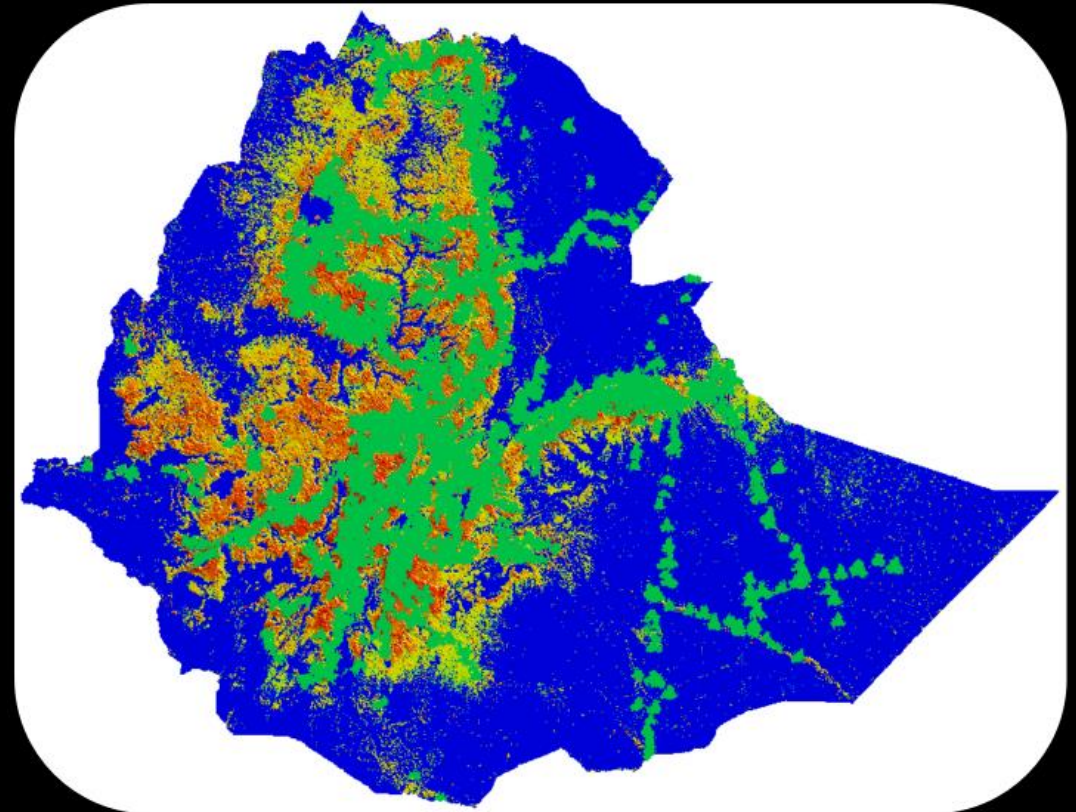
**High Affinity
For Data**

Sites Distribution | Based On Priority High Population Density Areas

Population Density



Coverage Distribution



THE ACQUISITION FACTORY

One Exclusive Scientific Digital
Sales and Distribution Model

The Acquisition Factory

One Exclusive Scientific Digital Sales and Distribution



ONE

Distribution network for GSM, SME & M-PESA, Retailer = Agent = Merchant



EXCLUSIVE

Territory management, creating clear accountability and visibility to drive distribution cost efficiencies



SCIENTIFIC

Data-driven model guided by coverage, sites capacity, distribution infrastructure and performance targets



DIGITAL

No more scratch cards or paper Vouchers, AIRTIME = M PESA FLOAT, Real-time monitoring & reporting



SALES

Focusing on scaling sites, critical mass reach, and cost efficiencies



DISTRIBUTION

Focus on building a merchant network, accepting payments, and selling airtime via MPESA float



M-PESA

The image features two women, one in a red top and one in a green top, both smiling and looking at a smartphone held by the woman in green. The phone has a prominent green M-Pesa logo on its back. The background is a dark, scenic view of a lake and mountains at sunset. A large, intricate green circular pattern, resembling a traditional Maasai shield, is centered behind the women. The overall color palette is dominated by dark greens, reds, and the warm tones of the sunset.

Recap ~The Journey | Leapfrogging With Best-in-class Services

Kenya and Vodacom markets

Ethiopia



Launch Timeline

M-PESA launched years after GSM in our other Group markets

M-PESA was launched shortly after GSM, so existing GSM base



Use Cases

Solving the money transfer problem cash-in/P2P/cash-out

Solving the cash payment problem



Product Suite

Product suite evolved 5-10 years after launch

Offering advanced services from the beginning



Channel

Most transactions (even on smartphones) are still via USSD

Promote digital channels (SuperApp) from the start

Where are we on the Leapfrogging Journey?



90-day active MPESA subscribers =
20% of **90-day** active
TELCO subscribers



Digital channels = **30%**
of the active base using
Super App only



30-day active MPESA merchants =
14,000 = 12% of telco
E-retailers



Telco airtime/bundles
sold through MPESA =
18% of total sales



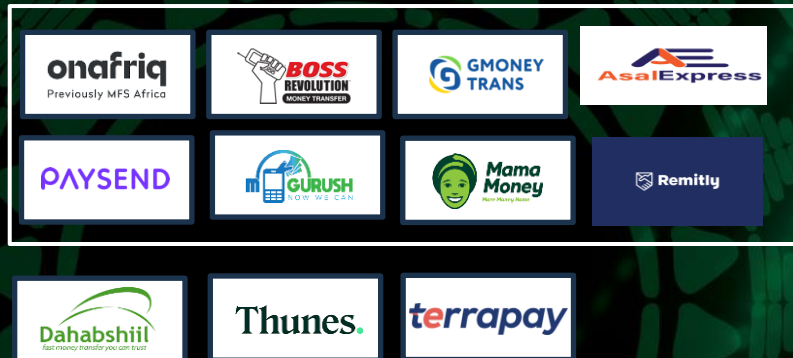
Launch of payment Overdraft (=Fuliza) in
Q4 FY25, saving products
(grow your wealth)& term Loans in
Q1 FY26

M-PESA Partnerships Ecosystem

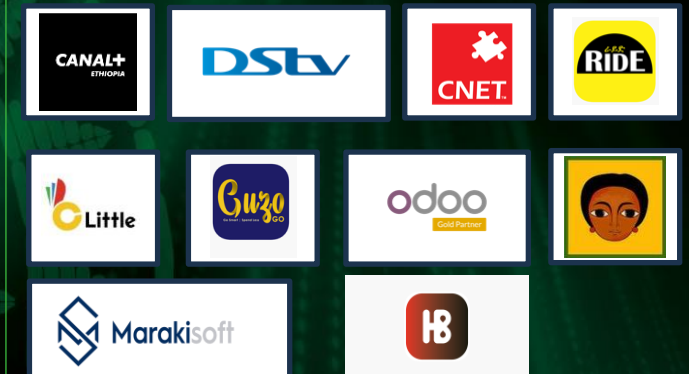
Local Banks Integration



International Money Transfers 100+ corridors



E-Commerce



Supermarkets- 70+ Outlets



Government Payments



Focus Areas | M-PESA “3 S” Strategy to Achieve our Ambition in 3-4 Years



ROADMAP TO PROFITABILITY

MAXIMIZING REVENUES
WHILE MINIMIZING COSTS



Dec`24 Performance | We Have Achieved Key Milestones



3,101

Network Sites



48.5%

Population Coverage



7.1Mn

90-day Active Customers



5.7Mn

30-day Active Customers



147 MoU (minutes)

56% On net share



6.8GB

Mobile Data Usage



1.4Mn

90-day M-PESA Active Customers



14K

M-PESA Active Merchants



18%

M-PESA share to total Safaricom Recharge

Numbers reported as of December 31st 2024

Minimizing Costs | De-dollarization And Cost Saving Strategy



Insourcing

- Nokia and Huawei Network Optimization
- CVM development and support
- Dell IT Infrastructure Managed Service
- Network Deployment through local service providers



Contract Renegotiations

- Renegotiation of lease contracts with Ethio Tel, EEP and EEU
- Huawei Field Service Contract Renegotiation
- Dell IT Infrastructure Managed Service
- Data Centre Maintenance Cost Reduction
- Contract Renegotiation converted to ETB

EEP- Ethiopian Electric power, EEU- Ethiopian Electric Utility, ETB- Ethiopian Birr

PATHWAY TO VISION 2030



Safaricom
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Way Forward | Roadmap To Vision 2030- Key Focus Areas

Big Bets



Best and Most
reliable 4G
Network

**Fixed, Air fiber
and Broadband
for homes**

Local Content
and Vas as a
Differentiator

Digital
payments

Enablers

Local Device
financing, Keep
building the
Network

Partnerships
and Industry
collaboration

Continuous
Regulatory
engagements

Enhance customer
experience and
community
outreach

CFO's Presentation

Dilip Pal
Chief Finance Officer

VISION 2030 IN SUMMARY





Sustained Commercial Resilience Over the Last 5 Years



Leadership across all segments
2/3rds Share in GSM



Market share leadership in M-PESA
~>90%



Strong top line growth
+7.0% 4YR CAGR
on Service Revenue



Strong focus on cost to serve
Opex Intensity maintained at
18%~20%



Sustained profitability
EBITDA +7.9% 4YR CAGR
EBIT +8.4% 4YR CAGR
Crossed USD 1Bn mark



Accelerated Capex Investment
KES 229Bn* & maintained
CAPEX Intensity



Operating free cashflow growth maintained
6.5% CAGR



Regional expansion to Ethiopia



Strong balance sheet
~0.2x
Net debt/EBITDA ratio

*Cumulative since FY20 to HY25.



Scaling Our Business in Ethiopia



KES 6.3Bn

Service
Revenue (SR)



77%

Data Contribution
to SR



14%

Voice Contribution
to SR



KES 169

One-month
active ARPU

All numbers are as at 31 Dec 2024. Service Revenue number is not on IAS 29 basis.

What Supported Our Strategy Execution as a Group?



Our strategy was clearly defined,
with purpose at the centre



Putting the Customer first through accelerated **customer obsession initiatives** supported market share



Efficient capital allocation
supporting investments in new growth areas



AI and Big Data & Analytics capabilities
Delivering Growth & Customer Value,
Enabling CVM growth beyond GSM



Cost leadership maintained



Rigor in commercial execution

Safaricom Ethiopia Funding Status & Outlook



Safaricom PLC Contribution to Equity funding as at Dec 2024; **USD 1,058**

Recap ~ Medium Term Outlook

Kenya



Service revenue profile

- M-PESA; Double digit growth
- Mobile connectivity; High single digit growth
- Fixed; Double digit growth

EBITDA Margin; Stable

Capex; Stable Capex Intensity

Ethiopia



EBITDA; Breakeven in YR5 (FY27)*

Commercial scale; 15-20Mn customers

Infrastructure scale; >4,000 sites

Capex Investment 5Yr Plan; USD 1.0 - 1.3Bn

*EBITDA breakeven pushed outward by one year due to impact of Birr Depreciation in Ethiopia

Our FY30 Group Ambitions!



+70Mn
Customers*



Double digit CAGR
in Service Revenue



CAPEX intensity
normalizes to
~14-16%



Double Digit CAGR
in EBIT

*90-Day

Sustained Dividend Payments, With Temporary Impact From Safaricom Ethiopia Startup Costs



KES 564.12Bn

dividends paid to shareholders from FY08/09 to FY23/24 including special dividends

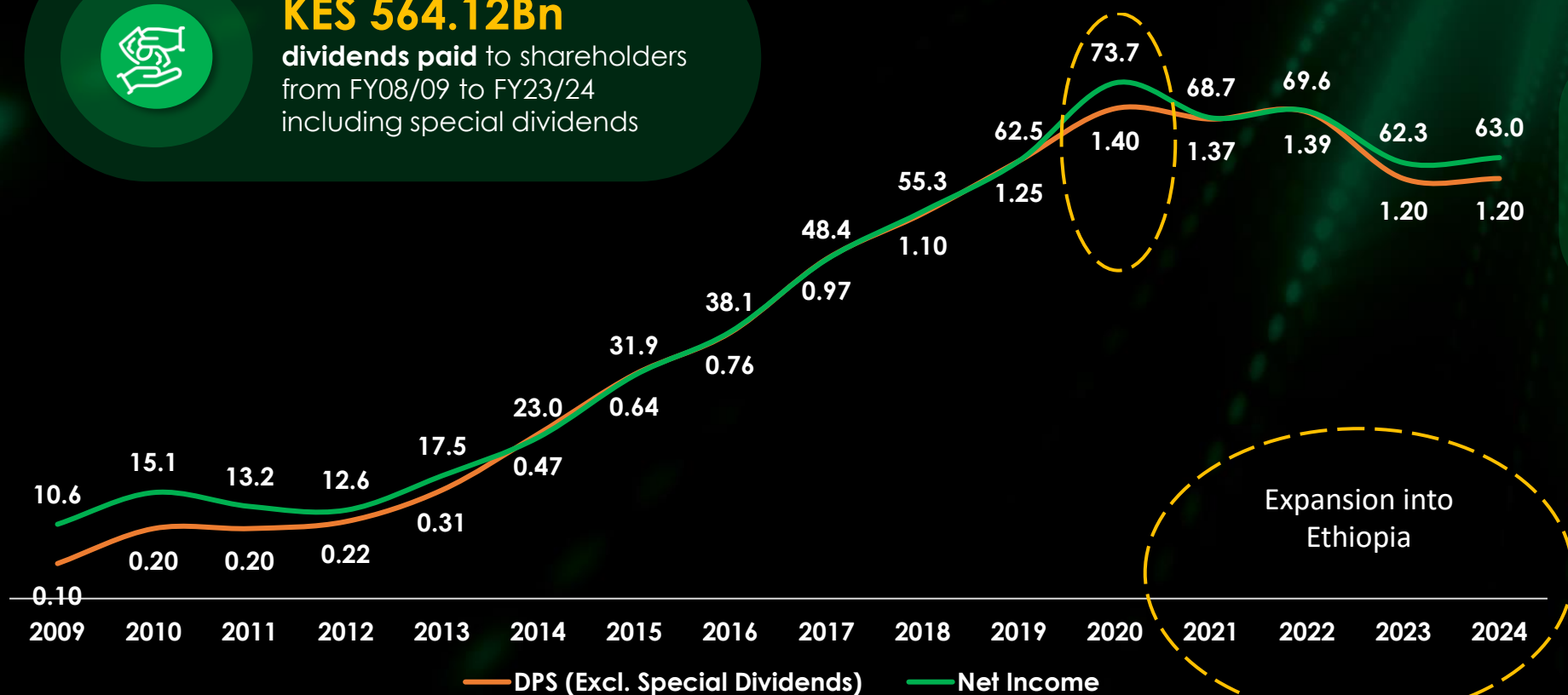


Dividend policy remains to pay at least 80% of distributable profits



FY25 Interim Dividend Maintained at KES 0.55 per share

Highest Net Income in 2020 before ET investment in 2021



Expected DPS recovery from decline in Safaricom Ethiopia losses

Thank You!

