We also made good progress on our strategic priorities.

PRIORITY	GOAL	2012 PERFORMANCE
Provide excellent customer experience	Grow the customer base through innovation and delivering superior customer interactions Employee development as the interface with our customers Improve on Network quality and capacity	• 1st in market to launch online customer support • Market leader with 67% of market share • 11% growth to 19.1 million customers • Deepened our culture of Speed Simplicity and Trust • Network expansion to 2,690 sites (8% growth) • 54% of base stations are 3G enabled
Sustained revenue generation	Reduce dependence on voice Have Data where we have voice Grow M-PESA functionality	• Total revenue up 13% to Kshs. 107.00bn • Voice revenue grew by +9% to Kshs.68.96bn • Non voice revenue now makes up 31% of service revenue • M-PESA revenue growth of +43% • 14.9m M-PESA registered customers • 25% data penetration of our customer base • Mobile data revenue up by 23%
Drive operational excellence	Take up cost initiatives aimed at protecting the bottom line and improving our margins	• Direct costs and operating costs held flat in H2 • Cost saving initiatives in the areas of transmission costs, inventory costs, network and IT operating costs