OUR **MATERIAL MATTERS**

This section of our sustainability report describes each of our most material matters and how these influence us as an organisation. There have been no significant changes to the scope of our material matters from last year and all of these matters are material to all entities within the organisation.

We have adopted the approach recommended by the GRI G4 guidelines and focused our reporting on the issues of greatest concern and importance to Safaricom. In order to determine these most material matters, we undertook a series of internal workshops and fed into the process the feedback received from regular engagement with our stakeholders.

This year, we have organised our material matters around four major dimensions that better reflect how we manage our business: our network quality; our technological innovation; governance, risk and regulation; and our environmental impact.

As part of the G4 requirements, we have also described our material matter boundaries in Appendix B (available online at **sustainability@safaricom.co.ke**). This table describes whether a matter is material to, and being managed by, an entity within our organisation, outside of our organisation, or both.

NETWORK QUALITY

Our network is core to our business. It allows us to differentiate ourselves in a competitive market and is the medium through which we transform lives.

INNOVATION

Innovation is central to achieving our strategic objectives, retaining our competitive edge and ensuring that we continue to grow.

GOVERNANCE, RISK AND REGULATION

Upholding the highest standards of corporate governance and acting in an ethical manner is not only a key responsibility of ours as a good corporate citizen, it also makes business sense.

ENVIRONMENTAL IMPACT

We understand that we have an impact on the environment and that we have a responsibility to mitigate our negative environmental impacts.

GOVERNANCE, RISK AND REGULATION

Strong corporate governance, ethical behaviour, robust risk management and regulatory compliance form the foundation upon which we build and sustain value. These are fundamental to commercial sustainability and investor trust and, of such importance, we consider them to be material matters. Without the correct corporate checks and balances in place, the positive reputation and trust we enjoy as an organisation could be damaged. If we fail to comply with relevant regulations, we are likely to suffer penalties, fines, other remedial sanctions and reputational damage.

PERFORMANCE HIGHLIGHTS

Non-compliance register	FY15	FY14	FY13
Number of fines for non-compliance	1*	1	1
Cost of fines for non-compliance (KSH)	500,000	500,000	500,000
Non-monetary sanctions for non-compliance	1†	0	0
Legal actions lodged for anti-competitive behaviour	0	1	0

* Communications Authority of Kenya (CA) Quality of Service (QoS) fine   † Agent networks agreement

Anti-corruption preventative measures	FY15	FY14	FY13
Ethics and anti-corruption staff training (% of total staff)	94%	94%	60%
High risk departments*	97%	98%	
Medium risk departments	83%	81%	

* Due to the nature of their work, these departments are more susceptible to fraud

MANAGEMENT APPROACH

From a governance perspective, we ensure that Safaricom is run in an ethical, transparent and accountable manner by having robust governance processes and structures in place, along with explicit guiding principles and clear lines of responsibility.

This minimises the risk of corruption and fraud, which, in turn, bolsters the reputation and trust we enjoy, strengthens employee morale and engagement, and improves stakeholder sentiment and interest. Unlawful or dishonest dealings will not only impact revenues negatively, and damage the brand and reputation of the company in the market, but are likely to result in legal charges, potential imprisonment, fines, a loss of investment and other unconstructive consequences.

Our response to governance is multi-dimensional and requires having the right structures in place and then monitoring and evaluating these regularly. The Board of Directors is, ultimately, responsible for corporate governance throughout the organisation and the behaviour of members is governed by an explicit Governance Charter. Members of the Board also undergo collective and individual performance assessments at least once annually.

The Board of Directors

The Board is closely involved in approving the strategic plans of the organisation, which include factors affecting sustainability. During the reporting period, the Board met twice to review strategy, and the CEO updates the Board on economic, social and environmental performance every quarter. The CEO is responsible for social, economic and environmental performance and is the sustainability champion on the Board.

The Safaricom Board consists of 9 members, 8 non-executive and one executive director. The Board undertakes conflict of interest declarations and any potential conflicts of interest are discussed during meetings of the Board; if applicable, these conflicts are disclosed appropriately. All employees at Safaricom also make declarations, in terms of employee relations and/or business relations.

The Nomination and Remuneration Committee (REMCO) recommends and nominates individuals for Board interviews. Members of the committee consider specific skills (technical, telecommunications, financial and general management) and gender when assessing potential candidates. Shareholders also nominate people to the Board.

STAKEHOLDERS AND SHAREHOLDERS

BOARD OF DIRECTORS
Responsible for corporate governance and strategic guidance, accountable to shareholders and responsive to stakeholders.

AUDIT COMMITTEE
Responsible for financial stability

CEO

NOMINATION AND RENUMERATION COMMITTEE
Responsible for attracting, motivating and retaining first-rate employees.

EXECUTIVE COMMITTEE
Responsible for assisting the CEO in the daily operations of the organisation. Recommends strategies and initiatives to the Board and, once approved, monitors implementation.

ETHICS COMMITTEE
Responsible for good corporate citizenship.

ENTERPRISE BUSINESS UNIT
Offers business solutions to business customers. Business customers includes SMEs, Corporates and Government / public sector.

CONSUMER BUSINESS UNIT
Offer products and manage the distribution channels catering for individual customer's needs.

FINANCIAL SERVICES BUSINESS UNIT
Offers Mobile Financial Services and Solutions for both local and international customers.

CORPORATE CENTRES
Support function to the Strategic Business Units to achieve their strategic objectives

Technology, Risk Management,Corporate Affairs, Internal Audit, Customer Care, Marketing, Strategy and innovation, Resources, Finance

GOVERNANCE STRUCTURES AND REPORTING PROCESSES

There are also clear lines of responsibility and accountability between the Board and the various Business Units within Safaricom through the Board Committees and senior management. This diagram illustrates our governance structures and reporting processes.

Our **risk management** processes support our governance objectives. Our risk management response is primarily managed through the bi-annual risk assessments carried out by the Risk Management Division. These assessments are supported by in-depth audit reviews of specific internal controls within the organisation and fraud reviews of processes that are prone to, or are suspected of being compromised. We also benchmark ourselves against other leading telecommunications operators and independent assurance is provided through both internal and external audit functions. As a company, we apply the Precautionary Principle to all of our activities to help ensure that we continue to act as a responsible corporate citizen.

While risk management is considered everybody's responsibility at Safaricom, accountability for this function lies with the Risk Division and its Director sits on the Executive Committee.

Underpinning governance and risk management are our **ethics and values**, which are the principles and standards that guide our behaviour as employees and individuals. Our response to this is primarily managed through our ethics perception survey, an independent assessment of the opinions of our internal and external stakeholders conducted by an external party every two years, along with preventative measures like our ongoing ethics awareness and staff anti-corruption training programmes.

The Ethics and Compliance Department (ECD) is responsible for managing ethics and values within Safaricom. This department forms part of the Risk Division and its Director sits on the Executive Committee. The ECD reports to both the Ethics Committee, which is chaired by the CEO, and to the Board Audit Committee through the Director of Risk Management. We also have ethics champions in different divisions who have been trained on ethics and values and will act as the 'first point of contact' in that division. The ECD engages with all divisions within Safaricom.

Ensuring that we remain compliant with **regulatory** demands is necessary, not only to make sure we are operating in a lawful manner and to the correct standards, but to avoid exposure to the remedial measures available to the regulators, such as onerous fines, non-financial sanctions and, ultimately, the revoking of our licence to operate.

Our response to this is primarily managed by assessing our processes against applicable laws to ensure that we are compliant and reviewing the effect of changes in legislation on our internal processes. We also proactively engage with our regulators on all issues through a variety of channels (please see the stakeholders section on page 66 of this report for further information about this important relationship).

The Regulatory and Public Policy Department is responsible for managing regulatory issues on behalf of Safaricom. This department sits within the Corporate Affairs Division. The Department interacts with different teams across the business, in particular, the strategic business units (CBU, EBU and FSBU), Technology and the Risk divisions. The Corporate Affairs Director sits on the Executive Committee, which has oversight on regulatory issues.

COMMUNICATIONS AUTHORITY OF KENYA REVIEWING METHODOLOGY

Along with every other mobile network operator in Kenya, we were again fined KSH 500,000 by the Communications Authority of Kenya (CA) during the year. The CA is mandated by government to ensure that operators are delivering services of an adequate quality. Accordingly, the CA tests every operator against eight Quality of Service (QoS) measures it has developed annually. Operators that fail to meet any of these criteria are fined. The results of these tests are made available to the public and published on its website. We are pleased to note that the CA has taken operator concerns regarding the QoS measures it is using onboard and is currently reviewing the methodology that underpins its testing framework.

OPENING OUR AGENT NETWORKS TO DEEPEN FINANCIAL INCLUSION

In July 2014, we agreed to open up our agency networks and allow Safaricom agents to sell the products and services of other mobile operators. We are happy to do this because we want to see the market progress and expand since we believe this will help deepen financial inclusion in Kenya, which remains one of our strategic objectives. We also welcome increased competition, not only because we are confident in the quality of our products and services, but because we believe it will encourage us to continue to innovate and find new ways of offering even more value to our customers.

MAINTAINING OUR FOCUS ON RISK

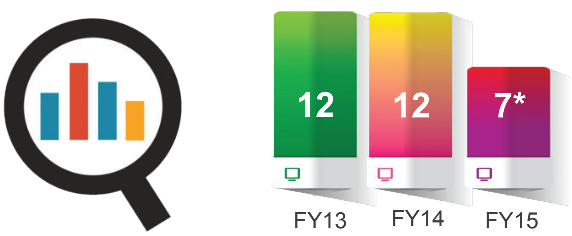
We launched a new framework for our comprehensive risk assessments during the year, switching from assessments demarcated by division to company-wide evaluations based the seven strategic pillars of the organisation. The new framework not only better reflects the concerns and objectives of the business, but has also eliminated the potential 'gaps' that existed between divisions.

Each of the seven assessments was conducted twice during the year and encompassed the following categories: enterprise risk management, operational risks, strategic risks and ethics risks per strategic objective. Mitigation plans were then developed to counter any of the risks identified.

ANTI-CORRUPTION MONITORING MEASURES

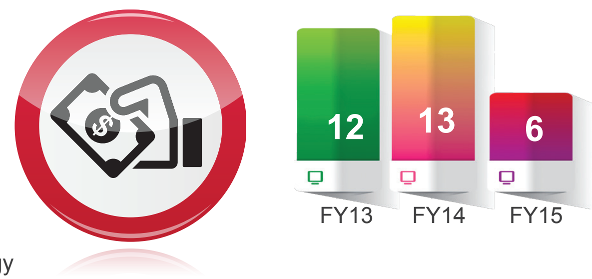
(These statistics are as at 31 March 2015)

Risk assessments (Bi-annual)

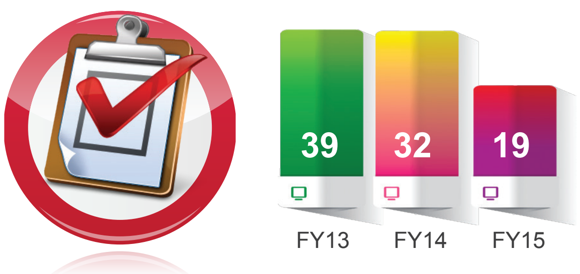


* reflects a change in methodology

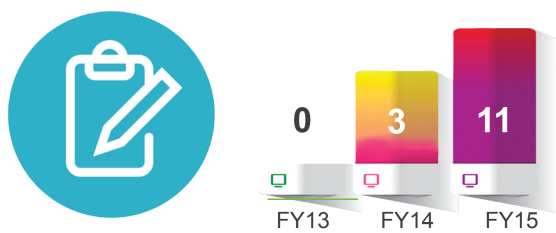
Fraud reviews



Audit reviews



Special request reviews



We also took proactive steps to identify cases of fraud. This included the use of the fraud management system to identify possible cases of fraud and to carry out in-depth fraud reviews to determine whether fraud had occurred within key processes. Six fraud reviews were carried out during the year under review. The fraud reviews have been key in uncovering frauds and also in proactively enhancing controls to prevent the occurrence of fraud in the future.

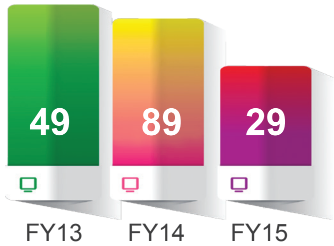
Nineteen audit reviews were also carried out during the reporting period. The objective of the reviews was to obtain assurance on the adequacy, design and operating effectiveness of internal controls. Eleven additional reviews were carried out that were special requests from management.

Where unethical action was suspected during the year, investigations were undertaken. The investigations covered various frauds, including asset misappropriation, fraudulent expense claims and corruption cases. The investigations led to disciplinary action against members of staff and, in some cases, reporting cases to law enforcement officers and prosecuting suspects.

Although every case of fraud is one too many, it is noted that the overall number of cases dropped during the year (29 investigations were conducted in FY15 in comparison to 89 in FY14). The reduction in the number of investigations reflects a much improved internal controls. The increase in the number of individuals dismissed is due to a single ‘absconding of duty’ case in which 30 members of staff were involved.

ANTI-CORRUPTION CORRECTIVE MEASURES

Fraud cases investigated



Outcomes of investigations

	FY15	FY14	FY13
Disciplinary warnings	13	16	8
Dismissals	58	56	55
Cases reported to law enforcement agencies	4	7	28

ETHICAL STANDARDS AND BEHAVIOUR CONTINUE TO IMPROVE

An independent ethics perception survey was conducted by the Ethics Institute of South Africa in January 2015. The purpose of the survey is to measure the ‘ethical climate’ within Safaricom. We are pleased to be able to report that the survey has become even more representative, with above 70% of all Safaricom employees (3,474) completing the survey this time, up from 44% in 2012. As well as the staff questionnaire, the survey included interviews with 10 Executive Committee (Exco) members, five non-executive directors, 15 suppliers, five dealers, four of our regulators, and three focus groups (with Heads of Departments, senior managers and other staff members).

The overall outcome of the survey was a perceived improvement in ethics management within the organisation. Awareness of ethical issues and how to deal with these is considered to have improved significantly, along with the example being set by management. The whistle-blowing ‘ethics hotline’ is also seen as more trustworthy and effective. Areas that could be improved were identified, nonetheless, including management being more open to targets not being met because of ethical considerations and to finding ways to reward exemplary ethical behaviour.

Anti-corruption preventative measures

	FY15	FY14	FY13
Ethics and anti-corruption staff training (% of total staff)	94%	94%	60%
High risk departments	97%	98%	
Medium risk departments	83%	81%	

The Safaricom employees who participated in the ethics perception survey reported an improved awareness of ethical issues and a clearer understanding of appropriate behaviour. This suggests that our continued focus on disseminating knowledge through anti-corruption and ethics awareness training has been a success. All new employees receive ethics and anti-corruption training during their induction and awareness is reinforced through quarterly ethics bulletins.

ETHICS TRAINING

Every member of staff is expected to attend ethics training at least once a year. We have been able to achieve a 94% attendance rate for the last two years. Most of the training is undertaken through face-to face-sessions and supplemented by e-learning courses. The awareness training is tailored to address the specific ethics risks faced by the attendees. For high corruption-risk departments, the training focuses on anti-corruption and bribery.

A highlight of the year was the popular Ethics Awareness Week in August 2014. During the week, various activities are carried out to create awareness of ethical issues. The activities carried out during the week included: discussions on ethics by the CEO and other senior leaders; rewarding our 'ethics heroes'; ethics quizzes; and heightened messaging on ethics via the electronic staff bulletin, posters and merchandise given to staff.

BUSINESS PARTNERS TRAINING

In response to our FY14 strategic recognition that our environment extended beyond Safaricom and into our commercial ecosystem, we expanded the ethics training and rolled out to business partners and suppliers.

During prequalification, business partners are provided with a supplier code of conduct that highlights our ethical expectations of them. Prequalification is carried out during the first engagement with the business partner and every two years subsequently. To ensure business partners and suppliers understand the code, targeted training is provided on areas that are specifically relevant to them. This year, the emphasis was on how good ethics management will benefit them as opposed to a compliance-based approach.

LOOKING AHEAD

From a regulatory perspective, we will continue to ensure compliance with the current laws and regulations affecting our business operating environment. We are proactively engaging with the Communications Authority of Kenya (CA) on three issues, in particular:

Information and Communications Sector Regulations

The CA has begun a comprehensive review of the regulations governing the sector and is proposing to impose retail price controls on perceived dominant operators. While we welcome attempts to grow the market and to provide consumers with the very best offerings in terms of variety, price and quality, we are concerned that the current proposals will unduly impact our ability to respond to market forces and to compete fairly.

National ICT Policy

In October 2014, the government published a draft ICT policy for stakeholder comments and input. We have made formal submissions in response regarding infrastructure sharing, the county telecommunications operators, the reduction of radio spectrum fees and the need to include incentives for environmental management.

From a **risk management** perspective, we plan to conduct two company-wide risk assessments and six fraud reviews during the year ahead and, in terms of ethics, we plan to ensure 97% of members of staff receive training, along with 80% of our dealers and our top 200 suppliers.

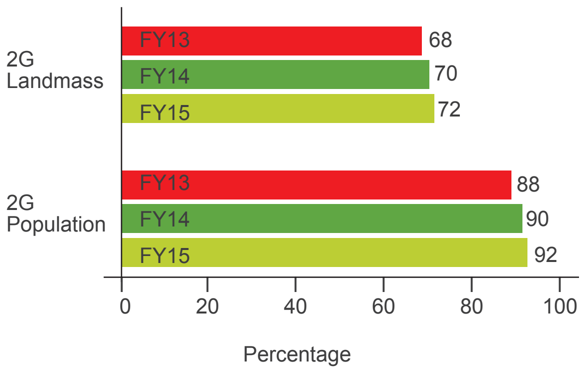
As a country, fraud and corruption remains a common practice. Being part of this ecosystem we remain susceptible to this vice and more concrete measures needs to be taken to fight and change this culture both internally and externally

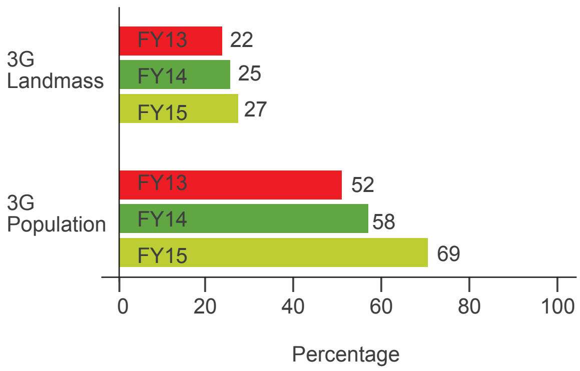
NETWORK QUALITY

Our network is core to our business. The quality and availability of our network is an essential part of our business since all of the services we provide to our customers are delivered through the network platform. Our network allows us to differentiate ourselves in a highly competitive market and is the medium through which we transform lives. It is also a dynamic environment that constantly evolves as we keep up with growth, both in terms of number of customers (e.g. volume of traffic) and their increasingly sophisticated needs.

PERFORMANCE HIGHLIGHTS

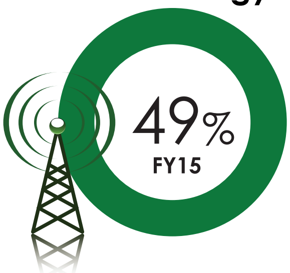
Network Coverage

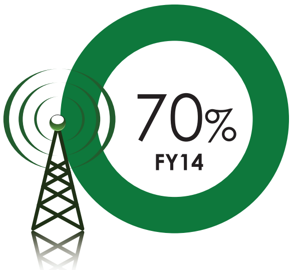


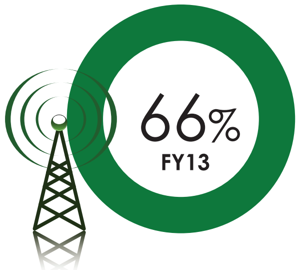


FY16 Target: 2G 93%, 3G 80 % (% population coverage)

Network energy failure rate*







FY16 Target is 40%

* Power failures as a percentage of total network failures. Safaricom's availability target for the network is 99.95%, therefore a network energy failure target of 40% translates to a network unavailability of 0.02% (40% of 0.05%)

	FY16 Target	FY15	FY14	FY13
Cost of energy consumption by site (KSH per month)*	51,000	51,626	56,993	62,175

*Energy consumed is electricity, diesel and solar. The sources are supplier monthly fueling data and KPLC bills. Solar energy is measured only at some sites as such we have extrapolated the solar data to the other sites. Energy mix influences the cost.

MANAGEMENT APPROACH

In terms of **network quality,** a key constraint is the fact that spectrum is allocated evenly among network providers in Kenya. This limitation means that the coverage and adequacy of our network is put under pressure as the number of our customers continues to grow. Our response to this is primarily managed through our Best Network in Kenya (BNK) programme, which remains a strategic pillar of the company, and through the corresponding regulatory Quality of Service (QoS) targets.

While the delivery of network quality is the responsibility of all teams within our Technology Division, the accountability and coordination for this material matter lies with the Quality & Service Assurance Department.

In terms of **network availability,** a key factor is ensuring a secure and sustainable supply of energy. The reliability and growth of our network is directly dependent on the availability of energy. Any interruption in energy supply, such as grid electricity outages and national shortages of diesel fuel, poses a direct challenge to the continuity of our operations. Energy security and efficiency is increasingly important as we look to expand our network, particularly in rural areas that have less reliable access to grid electricity.

Our response to this is primarily managed through our energy failure rates (minimising energy outages at sites by deploying a mix of energy supplies, including grid, generator and alternative sources) and consumption targets (reducing the amount of energy consumed at sites by deploying more energy-efficient technologies and alternative energy solutions).

The Regional Network Operations Department within the Technology Division is tasked with the management of network energy solutions.

We also monitor and manage the consumption of energy in our facilities and have a number of ongoing initiatives in place in this regard. These include installing solar water heating systems where possible in our buildings and deploying energy efficient, intelligent Building Management Systems and LED lights in all facilities and shops (as part of the ongoing refurbishment cycle).

The Facilities, Safety and Health Department is responsible for the management of energy consumption in Safaricom facilities.

ACHIEVING INDEPENDENT CERTIFICATION

It has been a busy, challenging and successful year from a network quality perspective. One of our major commitments last year was to maintain our BNK status in FY15 and we are pleased to be able to report that undertaking was achieved.

We also progressed from benchmarking the quality of our service to seeking independent certification of our performance for the first time this year. The Safaricom network was comprehensively evaluated by leading independent testing and engineering services company, P3 Communications, and was awarded the 'Best in Test' P3 certification for the best overall results among Kenyan operators.

Summarised results of the independent testing and evaluation of our network

Service	KPI	Mar-Apr2015*	Oct 2014	Oct 2013	Apr 2013	Sept 2012
Voice	Call Setup Success Rate	1st	2nd	2nd	1st	1st
	Dropped Call Ratio	2nd	2nd	1st	1st	2nd
	Speech Quality	2nd	2nd	1st	2nd	2nd
Data	Mean User Data Rates-Download	1st	1st	1st	2nd	2nd
	Mean User Data Rates-Upload	1st	1st	1st	3rd	2nd
	Mean Web Browsing Session Time	1st	1st	1st	1st	1st
	Network Delay	1st	1st	1st	2nd	2nd

● 1st Position ● 2nd Position ● 3rd Position

The independent measurement carried out by P3 between March and April 2015 is a Certification Benchmark measurement, unlike previous measurements that were only independent benchmarks. The Certification Benchmark criteria is composed of a comprehensive set of 29 KPIs for 'Big Cities', 'Small Cities' and 'Interconnecting Highways', with each KPI having a score.

The seven KPIs tabulated on page 29 is a simplified illustration of the full scope measured to help compare our performance over time. Additionally, the March-April 2015 measurement covered a total of 28 towns and highways (not 13 towns as previously measured). For October 2014 and Mar-Apr 2015, voice measurements were 'mobile to mobile' tests instead of 'mobile to fixed line' tests, which ensures the tests match our subscriber calling patterns more closely.

The full set of P3 certification results can be obtained from their web site at: http://www.p3-group.com/en/service-certification-22656.html

DEVELOPING OUR CAPACITY

One of the key indicators of our improved quality of service is the fact that we have been able to sustain our average dropped call rate at acceptable level of 0.3 %

This improvement is the result of our proactive drive to develop our capacity in recent years, including ongoing investment in our fibre network, the deploying of new sites, modernising our network equipment and the acquisition of competitor spectrum. Our increased capacity is also reflected in the 110% rise in data traffic (mobile) during the year.

INVESTMENT IN OUR FIBRE NETWORK

Fibre offers extremely fast speeds, high resilience and quick resolution of outages (as it is not leased and is under our direct management). We made very good progress in terms of our fibre network during the year and have now deployed more than 2, 010 kilometers in the five key cities of Nairobi, Mombasa, Kisumu, Nakuru and Eldoret. As a result 30% of our base stations are now connected to fibre, and 720 of 1,020 enterprise client buildings.

EXPANDING OUR NETWORK

Base stations by type (total)

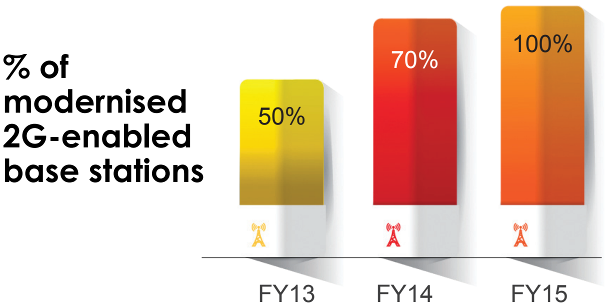
	FY15	FY14	FY13	FY16 Target
2G-enabled	3,382	3,140	2,905	3,811
3G-enabled	1,943	1,847	1,604	2,984
4G-enabled	236	-	-	462
UMTS 900-enabled	543	100	-	1087

We continued to expand our network during the year and a total of 242 2G-enabled and 96 3G-enabled base stations were rolled out across the country. We also became the first operator in Kenya to deploy 4G, which offers between five and 10 times faster speeds than 3G, and rolled out 236 4G-enabled base stations in the cities of Nairobi and Mombasa.

As part of our ongoing commitment to use our network for 'the greater good' where feasible, we also rolled out 33 strategic 'security sites' in 15 counties. Located in areas with little or no infrastructure, these sites provide the local authorities in security hotspots with the vital ability to communicate and better coordinate their efforts.

An innovative solution to the issue of low 3G penetration inside buildings in high-density urban environments is to co-opt any surplus capacity in the 900 MHz frequency band (conventionally utilised by 2G services). The solution is known as UMTS 900 and it has been successfully deployed at 543 base stations in Nairobi and Kisumu to date.

MODERNISING OUR 2G NETWORK



We also reached the significant milestone of fully modernising our 2G network during the year. Started in 2013, this initiative ensures service accessibility during peak hours and involved upgrading the equipment used in our Radio, Transport and Core platforms. The final 460 2G-enabled base stations were modernised during the year.

SPECTRUM ACQUISITION

Additional spectrum and capacity was also obtained during the year through the acquisition of local operator yuMobile from Essar Telecom Kenya Limited.

BRINGING M-PESA HOME

Another of our major commitments last year was to make the M-PESA platform more fortified, resilient, robust and scalable. This was achieved by relocating our M-PESA servers from Germany to Kenya and upgrading to a second generation iteration of the platform. An ambitious undertaking, the transfer was successfully completed in April 2015. The relocation and upgrade has already translated into improved transaction response times, minimal delays and more system stability. The new platform will also allow for faster and more flexible deployment of new products and services.

NETWORK AVAILABILITY AND ENERGY EFFICIENCY

The availability of our network remains a critical necessity and we are pleased to be able to report that our energy failure rate (power failures as a percentage of total failures) dramatically dropped during the year. At the same time, we met our target of reducing energy costs per site by 10% this year and we continued to deploy a range of energy availability and efficiency initiatives throughout the network.

IMPROVING ENERGY AVAILABILITY

The excellent accomplishment of reducing our energy failure rate by 30% is the result of a combination of initiatives, including our ongoing work with the Kenya Power and Lighting Company (KPLC) and our investment in backup solutions, such as deep cycle batteries and alternative energy sources. We also invested heavily in power redundancy at our data centres during the year (for example, two power sources, two generators and two data recovery generators).

The following table describes the mix of energy sources used throughout our network and it tracks the progress of our key energy availability-related initiatives, which are described in further detail after the table.

Network energy sources by site

(total at year-end)

	FY16 Target	FY15	FY14	FY13
KPLC* and genset	3,000	2,763	2,566	2,466
KPLC* (No generator)	508	323	303	297
24/7 diesel generator	0	41	17	79
Power cube (energy efficient generator)	104	91	79	34
Diesel generator/battery hybrid solution	0	11	13	6
Solar/wind hybrid solution	56	56**	65	55
Solar	77	36	12	12

* Kenya Power and Lighting Company (National grid supply)

**The reduction in hybrid sites is based on some of the wind sites not being functional. We will look at the business case (costs) to return functionality otherwise we will convert these sites into solar.

One of our ongoing schemes is to take swift advantage of extensions to the national grid and use this power to supply our sites (it being cheaper and cleaner than diesel generator produced energy).

This requires working closely with the KPLC and Rural Electrification Authorities (REAs). Currently, 94% of our base station locations are connected to the grid and we managed to connect 100% of the sites that we identified and targeted for this reporting period.

Another of our ongoing programmes is fitting sites with deep cycle batteries. These allow the sites to run on stored energy when grid electricity is not available. As well as providing cheaper and cleaner energy than diesel generators, these units and are more efficient than other batteries, last longer and are less vulnerable to theft and vandalism (as these supply 2 volts, which is not useful for many other applications). The batteries are also more environmentally friendly as they are made of Sodium-Nickel (instead of lead and sulphuric acid) and can be recycled.

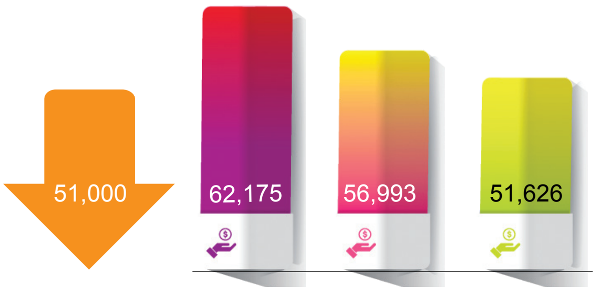
A further 48 sites were fitted this year and this completed our focus on our large transmission hub sites. From next year, we will start cascading this programme out to all of our sites.

IMPROVING ENERGY EFFICIENCY

As our network continues to grow in size and sophistication, making it more energy efficient and intelligent becomes more important. Our vision is to create a powerful, streamlined network that uses the minimal amount of energy to deliver its growing array of services. One that transforms the lives of the communities it serves with the lightest of environmental touches.

From an energy-efficiency perspective, it was a year of maintaining the rate of progress started in FY14 and continuing with the same initiatives. We are pleased to have achieved our target of reducing energy costs per site by 10%, especially since many of our equipment supplier contracts came to an end during the year. This transition is a wonderful opportunity to research the very latest solutions available, but it has delayed some projects — our renewable energy programmes, for instance — as we onboard the right partners and solutions to take us forward.

Cost of energy consumption by site (KSH per month)



One of our ongoing programmes is to replace our standard diesel generators with power cubes. These are extremely efficient hybrid energy systems in which all the power components are housed in one enclosure. The components (generator, fuel tank, DC power system, batteries and controller) are all factory integrated to reduce generator runtime, human interference, prolong battery life, reduce fuel theft and enable remote monitoring. We converted a further 12 sites during the year, bringing the total to 91. We are also replacing our standard generators with new, more efficient units as well.

We also rolled out the next phase of our Low-voltage Auto Phase Selectors (APS) initiative and a further 303 units were installed during the year, bringing the total number of units to 478 across the network. These units allow our sites to utilise grid power at voltages as low as 110V, which reduces the instances and lengths of time for which our generators have to run considerably.

Another initiative that we continued during the year was the instillation of free cooling units. These units reduce the cooling energy requirement at sites by exchanging the warm air inside with colder air from outside. As most of our sites are in areas of moderate temperatures, it has been possible to achieve significant savings with these units, especially at night. We installed a further 235 units during the year, increasing the total number of operational units to 640.

One of our goals this year was to create an energy baseline for the network, which we can use to benchmark ourselves against other operators and to create our SMART energy management programme. Although this process has yet to be completed, we successfully audited the sites targeted for the year in June (large sites with average energy consumption levels of 15,000 kWh or higher), which represents approximately 30% of all sites and 60% of all energy consumed. The next step is to audit a sample of the remaining smaller sites and then create our energy baseline. We plan to complete this process and publish our first energy baseline in the coming year.

We did initial energy audits and submitted reports to the Electricity Regulatory Commission. This exercise will continue into the next financial year. The energy policy has also been drafted awaiting approval from the Executive Committee. Going forward, we will be implementing the recommendations from the audits.

In the Environment Section of this report Page 40, we have provided a summary of diesel and electricity consumption. Currently, this data is not adequate for a complete energy baseline as it does not include solar and wind energy. Further the data is based on supplier invoices. We would like our energy and carbon emissions figures to be as accurate as possible, by ensuring inclusion of all energy sources.

LOOKING AHEAD

We are excited about the shift in strategy next year towards becoming an even more customer-centric organisation.

The Best Network in Kenya programme is being revamped and renamed the Best Network for You (BNU) in FY16 and our focus will shift to delivering an experience that is even more tailored to the specific needs and requirements of individual customers. We will still continue to measure our network quality through the independent P3 benchmark and have set ourselves the target of improving our score by at least 50%. Another key metric we will use to measure our BNU performance is the Net Promoter Score (NPS), which will allow us to monitor whether our customers are experiencing the improvements we make to the network.

Other network quality targets for the year ahead include: increasing 3G coverage to reach 80% of our customers; expanding our fibre footprint to a further 10 towns and connecting our fibre network to all 1,020 targeted enterprise buildings and to 8,000 residential homes in 50 housing estates; and upgrading our 4G services to include voice calls.

From a network availability perspective, our major targets for the year include: finalising and publishing our energy baseline; concluding our negotiations with suppliers and putting long-term contracts (three years or longer) in place; and co-investing in rural communities to share our surplus energy. We are very excited about this last commitment as it will help us to make a real difference in rural communities and to meet our mandate to transform lives. We have been reviewing proposals and our budgets to identify viable opportunities and we will start rolling these out in the coming year, such as helping to power remote clinics and providing community 'power points'.

Energy data capture still remains a challenge and this affects the accuracy of our consumption and carbon emissions. We shall continue with the installation of Automatic Meter Readers in our network throughout the country to improve data quality.

Despite the availability of renewable energy sources and encouraging policies, potential project developers in Kenya face many challenges, including complex regulatory requirements. There is still room for reduction on taxes and duties on green energy equipment and more incentives for investors in green energy.

INNOVATION

As a technology-based company, if we are not constantly innovating, we are, effectively, stagnating and losing ground. Many of our customers are quick to embrace new developments, becoming ever more sophisticated and demanding, and each generation expects to accomplish more. If we do not keep up with customer sophistication, we run the risk of losing market share and revenue. As a result, innovation is central to achieving our strategic objectives, retaining our competitive edge and ensuring that we continue to grow. Innovation allows us to transform the lives of all types of customers, nonetheless, by developing tailored and transformational products and services to meet all kinds of needs.

OUR FOUR DIFFERENT TYPES OF INNOVATION

SOCIAL

Improving the lives of Kenyans directly (health, education, agriculture, disaster response)

FINANCIAL INCLUSION

Actively participatin in improving financial inclusion and growing the wealth of Kenyans (providing formal financial services to the unbanked)

YOLO

(Youthful, Original, Local, Outstanding) Servicing the specific demands of the growing youth sector (18-24 year olds, 60% of the population)

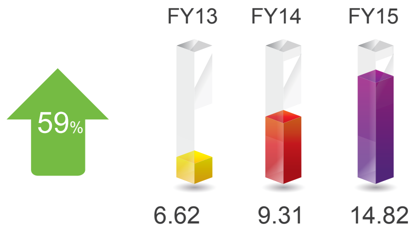
NEW PRODUCTS AND SERVICES

Developing transformational products and services relevant to different customer segments

PERFORMANCE HIGHLIGHTS

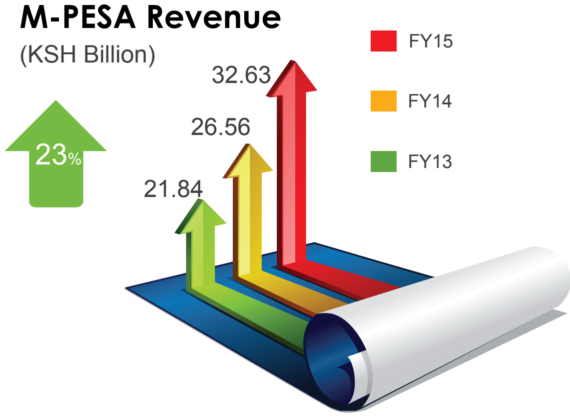
Mobile Data Revenue

(KSH Billion)



M-PESA Revenue

(KSH Billion)



		FY15	FY14	FY13
Net Promoter Score *				
Consumer- Overall	▲ 15%	53	46	45
Youth	▲ 30%	57	44	43
Brand Equity†				
Overall	▲ 1%	86	85	84
Youth	▼ 7%	79	85	82

* Assessment of customer satisfaction. Research performed by TNS.

† Assessment of the physical presence or 'visibility' of our brand. Research performed by Millward Brown.

MANAGEMENT APPROACH

We consider innovation to be an essential part of our business and fundamental to our continued success and sustainability. Our Innovation Department is tasked with cultivating our pipeline of new ideas and bringing these to fruition, and with embedding a culture of innovation throughout the organisation through our 'four lenses' training programme.

Our approach to managing this material matter is guided by our Innovation Policy, which has been approved by the Safaricom CEO and Executive Committee and is available on the company intranet. A reflection of the importance with which we view continuous innovation, our Policy outlines our three focus areas (core, transformational and emerging business) and our development procedures (the gate process).

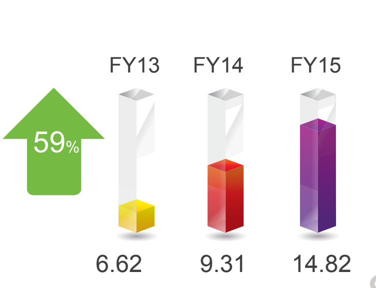
Our response to this multi-dimensional material matter is primarily managed through four sets of indicators. The first set is mobile data usage and growth, which provides us with insight into how well our data-related product and service innovations are being adopted and used. As our M-PESA platform is the main way we drive financial inclusion, we use M-PESA usage and revenue indicators to help manage this aspect of innovation. Thirdly, we use our NPS and Brand Equity scores to track customer satisfaction with, among other things, our new products and services and, in particular, how well we are servicing the specific demands of the growing youth sector. Lastly, we use numbers of active users/subscribers to manage our social innovations.

The Innovation Department is the central administrative hub for ideas relating to innovation within Safaricom. It co-ordinates the development of new ideas with teams in other departments, such as the Technology and Corporate Responsibility Departments and the various Business Units within the organisation. The Innovation Department forms part of the Strategy and Innovation Division and the Director sits on the Executive Committee.

MOBILE DATA USAGE GROWTH

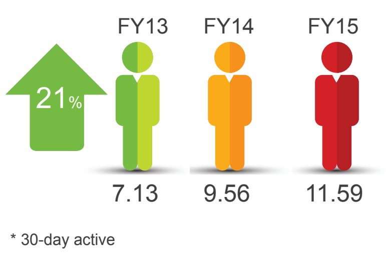
Mobile Data Revenue

(KSH Billion)



Mobile Data Customers

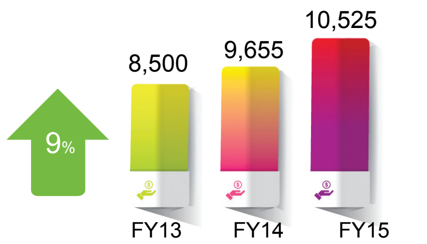
(Million*)



* 30-day active

Appstore downloads

(Daily average)



We are delighted to be able to report that our mobile data revenues grew by a pleasing 59% to KSH 14.82 billion during the year. In many respects, we are reaping the rewards of our continued investments in 3G technologies. As a result, we currently have 11.6 million mobile data users (who have been active within the last 30 days), representing 50% of our total customer base and, of the 11.6 million users, around 3.7 million (32%) are smart phone users (2G-, 3G- and 4G-enabled).

As well as enabling customers to purchase internet-capable devices, we have been actively helping them to experience the possibilities of the internet through a variety of acquisition and stimulation campaigns. Among the successful campaigns run during the year were the following:

NAME	PURPOSE	IMPACT
Coca-Cola Campaign	Free data bundles to customers who purchased a bottle of Coca-Cola (code under bottle cap)	1.7 million customers accessed data (through 15.7 million transactions since launch)
Okoa Internet Bundles	Data bundles available on credit	5.2 million customers have used this service (150,000 transaction daily)
YouTube Bundle	Free access to YouTube (up to 40 MBs)	1.6 million customers accessed bundles

As a result of these and similar campaigns, the number of highly active (daily) mobile data users we have has grown to 4.5 million and there has been an increase of 37.9% in mobile data usage per customer. At the same time, the bundles have provided greater value for customers and boosted affordability, reducing the average price per MB by 8.3%.

YOUTH APPEAL OF BRAND

Young people are open to innovation, adapt and adopt quickly and drive change in technology and business, which is why this segment remains a key focus area for us from an innovation perspective. This is reflected in our strategic objective to be 'Youthful, Original, Local and Outstanding' (YOLO). As a result of our activation and stimulation campaigns we made good progress in this regard during the year and acquired an additional 1.28 million subscribers from the youth segment. Our progress as a brand that appeals to the youth segment is an area where there is still plenty of work to be done, however, we have made significant strides as reflected by the increased Youth NPS scores. This achievement can be attributed to increased youth customer engagement programmes, such as Active8 and Campus Konnect.

		FY15	FY14	FY13
Net Promoter Score *				
Consumer- Overall	▲ 15%	53	46	45
Youth	▲ 30%	57	44	43
Brand Equity†				
Overall	▲ 1%	86	85	84
Youth	▼ 7%	79	85	82

* Assessment of customer satisfaction. Research performed by TNS.

† Assessment of the physical presence or 'visibility' of our brand. Research performed by Millward Brown.

ZINDUA CAFÉ PORTAL LAUNCH

One of our major initiatives during the year was the revamp and launch of Zindua Café, our online ideas submission portal. The portal allows members of staff, application developers and members of the public to share their ideas for new applications or services with us easily and conveniently. The submissions are reviewed by the Innovation Department and, if the idea shows potential, the staff member is rewarded with 'Zindua stars', which can be redeemed for rewards, and external parties are offered commercial contracts.

As well as streamlining the idea submission and review process, the portal helps idea originators and inventors to protect their intellectual property. We partnered with the Kenya Industrial Property Institute and the Kenya Copyright Board (KECOBO) for the launch and provide users with information on patents, trademarks and copyright. The new portal was re-launched internally in December 2014 and launched externally in January 2015, through media campaigns and a series of roadshows to 'innovation hubs' like universities.

VENTURE CAPITAL FUND LAUNCHED

An exciting development this year was the launch of the 'Safaricom Spark Fund', which has been designed to complement our successful annual AppWizz Challenge. Our AppWizz Challenge identifies and incubates developers and start-up firms with potential. The Spark Fund is a venture capital fund that aims to support the successful development and scale up of high- potential late seed to early- growth- stage start-ups in Kenya, through investment and in-kind support.

The fund seeks to invest between KSH 6- 22 Million per start-up, for a minority stake in portfolio companies. In addition to the funding, Safaricom provides in kind support such as mentorship, technical assistance and access to Safaricom services such as SMS, SSD, Cloud hosting and marketing opportunities.

M-PESA CONTINUING TO DEEPEN FINANCIAL INCLUSION

		FY15	FY14	FY13
M-PESA Revenue (KSH Billion)	23%	**32.63**	26.56	21.84
M-PESA Customers (Million)*	14%	**13.86**	12.16	10.54

* 30-day active

M-PESA continues to grow from a simple money transfer service to a robust payment platform and a driver of financial inclusion. One striking example of this is that the number of active Lipa na M-PESA merchants (traders that can accept electronic payments and collections) grew by 105% to 49,413 during the year. In terms of the volume of transactions through this service, in March 2015 these merchants made payments of KSH 11.6 billion.

We are also pleased to be able to report that the M-Shwari, which makes it possible for Kenyans to save, earn interest and borrow money using their mobile phones and the M-PESA service, has now grown to 5.8 million active customers and has facilitated KSH 5.5 billion in deposits and KSH 2.1 billion in loans at 2.0% interest. During the year, we partnered with Kenya Commercial Bank (KCB) to offer customers an alternative to M-Shwari and it has already attracted 1.4 million customers and KSH 120 million in deposits and KSH 950 million in loans.

We also launched three other new services during the year:

- **Okoa Stima:** An emergency loan facility that helps customers pay for electricity. A product developed from an idea submitted through the Internal Innovation portal, by a Safaricom Staff member. The product has allowed customers without credit to obtain a loan facility for power; and is available for both Postpaid and Pre-paid customers.
- **International money transfer to Tanzania** through a partnership with Vodacom Tanzania;
- **Safaricom M-Ledger**: An application developed with external innovators through the Safaricom Appwiz Challenge that allows M-PESA customers to manage their statements. Since its launch the application has gained over 100,000 active users.

IMPROVING THE QUALITY OF LIFE FOR KENYANS

We take our promise to transform lives and contribute to sustainable living throughout Kenya very seriously and are committed to improving the quality of life of Kenyans wherever possible. From a social innovation perspective, we continue to build on our work in areas such as agriculture, education and health, where technology is a critical tool that can make a significant difference to people's lives. Among the applications we continued to develop during the year were the following:

PROJECT	DESCRIPTION	IMPACT
Jihusishe	SMS and USSD-based platform that helps citizens learn about the roles and responsibilities of local government and to exchange information and ideas with local politicians.	Currently piloting the service in 5 counties with 18,760 users.
Mtiba	E-wallet to enable low income earners to save towards their healthcare expenses and donors to target funds accurately and confidently.	Currently piloting the service with 10,000 low income mothers in Nairobi.
Fertiliser E-subsidy	Enables small-holder farmers to access government fertilizer subsidies directly.	Currently developing the programme and, in FY16, we will pilot the service. The target is to enroll 500,000 farmers during the pilot.

LOOKING AHEAD

From an innovation perspective, the focus next year will be on further developing and maximising the potential of our current strategies. Overall, the goal will be to expand our innovation pipeline, increasing the number of new ideas we generate and receive, as well as improving the quality and success rate of the ideas. We intend to bolster our ongoing initiatives, such as the popular AppStar and AppWizz challenges, with several new awareness campaigns in the coming year. Among these will be roadshows targeted at innovation hubs like universities and incubation centres. Safaricom also intends to make investments in Kenyan Start-ups through the Safaricom Spark Fund.

In terms of growing mobile data customers and usage, we will continue with similar successful strategies, including promoting 3G- and 4G-enabled devices, running an Instagram Bundle campaign and exploring partnerships with local and international content providers. We also intend to exploit the growth of our fibre networks by commercialising the Safaricom Home Broadband proposition 'The Big Box'. Similarly, from an M-PESA perspective, the focus will be to continue to drive the growth of Lipa na M-PESA and M-Shwari services, while exploring other ways of leveraging the new G2 M-PESA platform.

The challenge still remains understanding our customer needs and responding to their needs with relevant solutions to match their requirements, as opposed to flooding the market with untargeted products that are commercially driven and not focused on specific customer needs.

ENVIRONMENTAL IMPACT

We understand the importance of sustainable business practices. We consider the effects of our activities on natural resources and the environment and try to minimise these effects. We also recognise that responsible and effective environmental management offers a host of benefits, including financial savings from reduced waste generation and efficient energy consumption, easier compliance with environmental legislation, increased staff morale and pride, and improved customer relations.

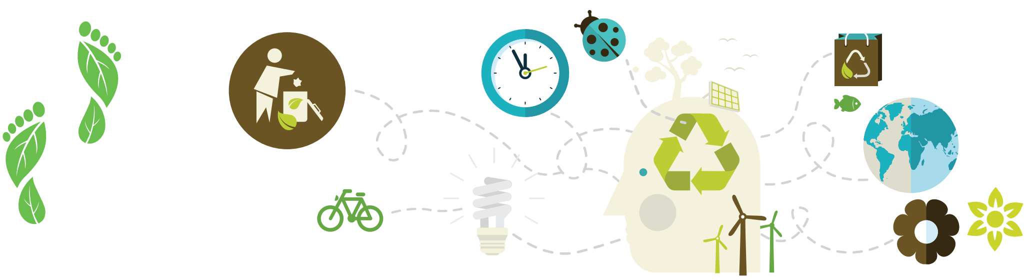
Energy and Water consumption

	FY16 Target	FY15	FY14	FY13
Electricity (MWh)	↓ 10%	98,018	113,800	96,326
Diesel (Litres)	↓ 10%	6 166 942	6,833,590	5,748,197
Water (m3)	↓ 10%	86,778	56,874*	48,963*

* Adjusted figures from the previous FY

Carbon footprint

	FY15	FY14	FY13
Scope 1 emissions (tCO_2e)	24,298	34,341	28,922
Scope 2 emissions (tCO_2e)	32,202	37,387	31,655
Scope 3 emissions (tCO_2e)	4,953	3,634	765
Total (tCO_2e)	**61,452**	**75,362**	**61,342**



MANAGEMENT APPROACH

We don't just ensure we comply with evolving environmental regulation and legislation, we take our social and moral responsibility to manage our environmental impact very seriously. We recognise that environmental considerations are not separate from our core business, but an integral part of our overall business strategy. It is an issue that continues to grow in importance as the size of our network continues to expand.

Our approach to managing this material matter is guided by our Environmental Policy, which has been approved by the Safaricom CEO and Executive Committee. Our Policy commits us to operating in an environmentally sound and sustainable way, and managing and reporting our environmental performance in an open and transparent manner.

Our response to this material matter is primarily managed through our energy consumption targets (of electricity, diesel and water), our carbon footprint objectives (our greenhouse gas emissions), our E-waste collection and recycling targets, our Environmental Impact Assessments (of new infrastructural developments) and our Environmental Audits (of existing infrastructure).

The Corporate Responsibility Department (CRD) is responsible for managing the environmental performance of Safaricom. The department falls within the Corporate Affairs Division (CAD), the Director of which is a member of the Executive Committee.

MANAGING OUR EMISSIONS

The current scientific consensus is that global carbon emissions need to be reduced by 80% by 2050 to avoid catastrophic climate change and we are committed to being a responsible corporate citizen and visibly monitoring, reporting and reducing our carbon footprint to help meet this target.

We have calculated and published our carbon footprint for the fourth time this year. Our emissions are composed of 'scope 1' emissions, which include the diesel consumed in our generators, the fuel used in our fleet vehicles and the fugitive emissions associated with our air-conditioning systems, 'scope 2' emissions, which are the indirect emissions associated with our consumption of purchased electricity, and 'scope 3' emissions, which include other indirect sources, such as air travel and taxi hire.

We have expressed our emissions as 'Tonnes of carbon dioxide equivalent' (tCO2e), which is the standard for comparing different greenhouse gases 'relative to one unit of CO2'. We are pleased to report that our overall footprint has decreased by 18% this year, to 61,452 tCO2e, which we attribute to the replacing and upgrading of our aging BTS infrastructure, the various energy efficiency initiatives we have been implementing and more accurate data collection and more certainty in our corresponding calculations. Electricity remains our largest source of emissions, followed by diesel consumed in generators and thirdly the refrigerant gases used in our air conditioning. While it is satisfying to be able to report a drop of 14% in electricity consumption, it should be noted that 20% of our electricity consumption information remains estimated.

ACHIEVING ISO 14001 CERTIFICATION

One of our major commitments last year was to achieve ISO 14001 certification for our Environmental Management System (EMS) and we are pleased to be able to report that important milestone was achieved. The international ISO 14001 standard sets out the criteria for an effective EMS and achieving full ISO 14001-certification provides our stakeholders with assurance that our environmental impact is being measured and reported upon methodically and accurately. We are the first telecommunication company in East Africa to attain this certification.

We were audited and achieved accreditation in March 2015 and 1,359 members of staff have received EMS training to date. Certification is valid for three years and requires annual independent audits and quarterly internal audits.

Through our EMS, we have documented targets and objectives in all key areas and we are starting to capture the quantitative measures that will enable us to establish an accurate quantitative baseline in the near future. From this baseline, we will begin setting quantitative objectives and targets for carbon, water and waste management using SMART criteria.

Carbon footprint

	FY15	FY14	FY13
Scope 1 emissions (tCO2e)	24,298	34,341	28,922
Scope 2 emissions (tCO2e)	32,202	37,387	31,655
Scope 3 emissions (tCO2e)	4,953	3,634	765
Total (tCO2e)	**61,452**	**75,362**	**61,342**

We have calculated our carbon footprint using the Greenhouse Gas Protocol (Revised edition). Our consolidation approach for calculating our emissions is operational control. The latest electricity emission factor for Kenya published by Ecometrica (emissionfactors.com) has been used. For the other energy sources, air travel and refrigerant gases; we used the 2014-15 tCO2e Emission Factors from the UK Governmental Departments for Environment, Food and Rural Affairs (DEFRA) and Energy and Climate Change (DECC)

E-WASTE CAMPAIGN RAISES AWARENESS

We are delighted to be able to report that more than 170 tonnes of E-waste (discarded electrical or electronic devices and appliances) was collected during the year. The dramatic increase in waste collected in comparison to FY14 was the result of the successful awareness campaign and collection roadshows held during the year. We have cumulatively collected over 220 tonnes of e-waste since inception of the programme.

Thirty-two towns and residential estates in over 24 Counties were visited during the campaign and citizens were taught about the importance of proper disposal and recycling while their E-waste was collected. The campaign also targeted institutions, such as universities and government offices, where large amounts of E-waste are known to accumulate.

Our recycling partner, Waste Electronic and Electrical Equipment (WEEE) Centre, processes what it can here in Kenya and the rest of the waste is sent to partners in Europe.

E-waste collected (tonnes)*

* Cumulative tonnes of E-waste collected since the inception of the project

FY16 target is 300 tonnes

IMPROVING WATER AND WASTE MANAGEMENT IN OUR FACILITIES

Our water consumption has significantly increased from the prior year, this is partly due to us improving our data collection and partly due to increased usage. One of our ongoing objectives is to make our facilities as environmentally friendly and efficient as possible. During the year, we commissioned an independent assessment of the water footprint and carried out an internal audit of the solid waste streams of our main facilities: Safaricom House (our headquarter buildings); the Jambo Contact Centre (JCC); and the Safaricom Care Centre (SCC).

The water footprint assessment has been completed and six areas for improvement have been identified, including: metering remaining areas; repairing leaks; reducing water pressure (and consumption) where it is unnecessarily high; installing water-efficient taps and flushing systems where needed; implementing a water usage awareness campaign; and improving record keeping. The next step is to share these findings with the relevant Heads of Department (HoDs) to gain their support and ensure that the recommendations can be implemented in the year ahead.

The internal audit of the solid waste streams was also completed during the year and has been used to develop a comprehensive waste management action plan. The plan has identified the areas that need to be addressed and specific targets will be put in place early next year.

COLLABORATING WITH NEMA

Another exciting development during the year was the signing of an official Memorandum of Understanding (MoU) with the National Environmental Management Authority (NEMA).

The wide-ranging agreement is to help promote the management of the environment in Kenya for the next two years and the areas of cooperation include:

- Encouraging sustainability and its reporting in the public sector;
- Promoting climate change awareness; and
- Raising awareness of issues related to telecommunications technologies.

The first initiative to come out of the MoU was the training of NEMA officers and Safaricom staff on Electro-Magnetic Radiation (EMF) by an expert in the field. The training will help NEMA and Safaricom employees to understand and handle public concerns and issues in this regard better.

AUDITING OUR NETWORK

As part of our monitoring and evaluation of our environmental impact, we continued to undertake Environmental Impact Assessments (EIAs) of our infrastructural developments, such as new Base Transceiver Stations (BTS) and fibre optic networks, and Environmental Audits (EAs) of our existing infrastructure as required by NEMA.

The increase in the number of EIAs conducted during the reporting period reflects the recent growth of our network infrastructure and the roll out of BTS during the year. The decrease in EAs during the year reflects the fact that there were less BTS commissioned in FY14 than in FY13 (we carry out EAs on sites that have been 'on air' or operational for 12 months). As with the previous two years, we have not received any monetary fines from non-compliance.

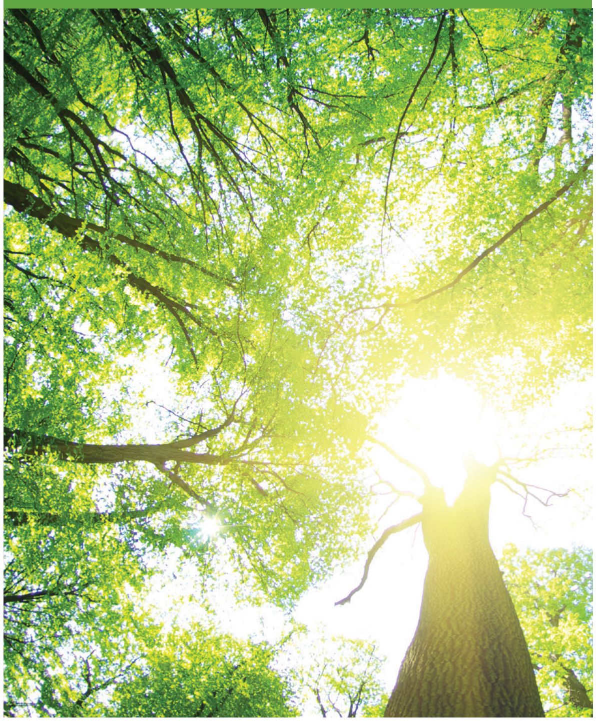
LOOKING AHEAD

Overall, the year ahead will be one of refining and embedding the systems and processes we have put in place. Our drive will be to ensure that the EMS and ISO 14001 programmes become part of the day to day operations of the company and additional awareness training will be provided where needed.

The EMS has now given us a platform from which we can create an accurate quantitative baseline and this foundation, together with the recommendations of the water and solid waste plans for our facilities, will be converted into tangible SMART objectives and targets for carbon, water and waste consumption in the year ahead.

As mentioned previously, another specific focus will also be on ensuring that the six areas for improvement identified by the water footprint assessment are addressed.

On water and waste management, we have not been able to move fast in implementation of concrete actions to better monitor our consumption and generation. This has had an impact on quality of our data reported. Some of the improvement plans have also not been completed within schedule and we are working to complete this going in to next year.



	FY15	FY14	FY13
Environmental Impact Assessments	260	185	151
Environmental Audits	275	349	430