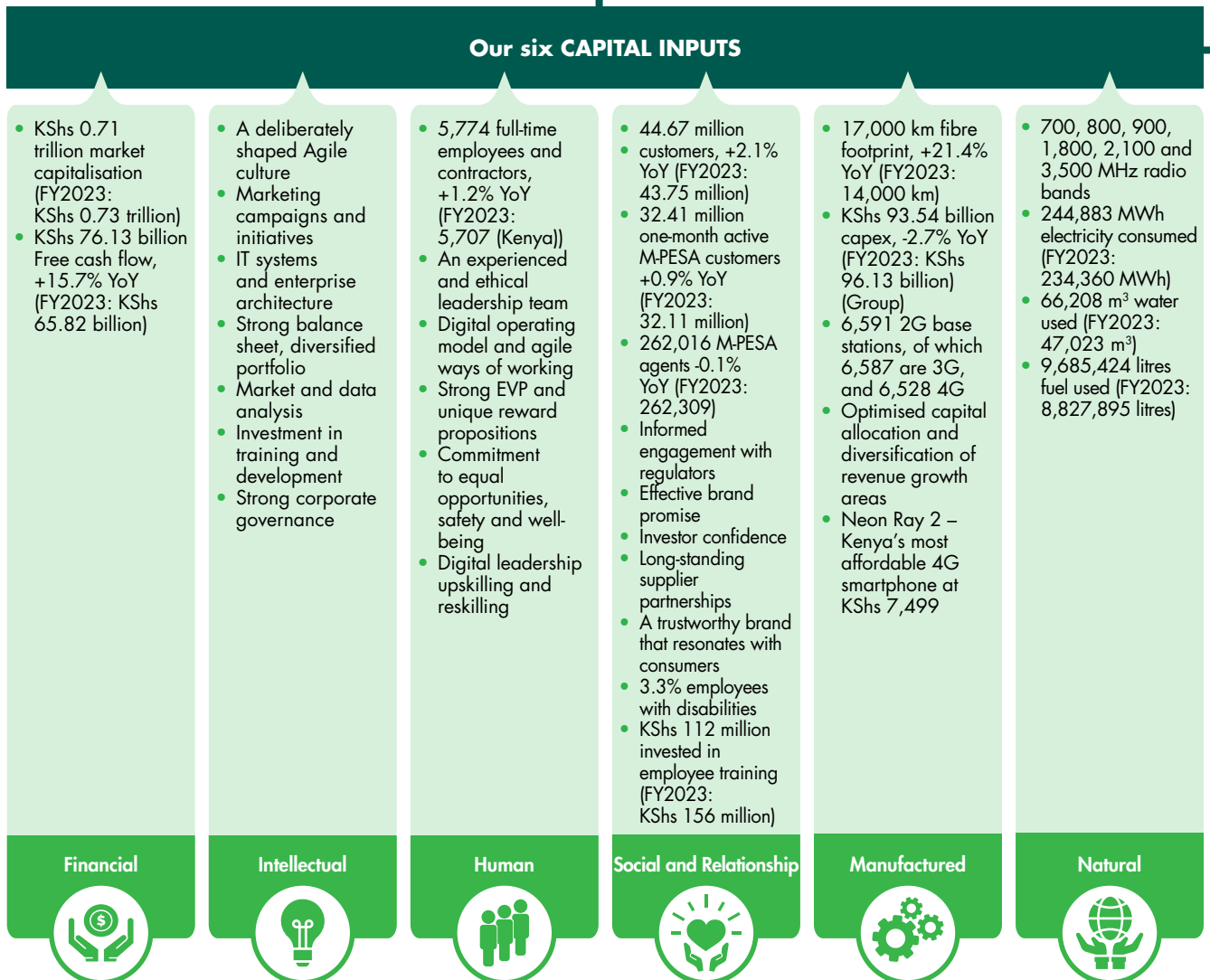


Our value-creating business model



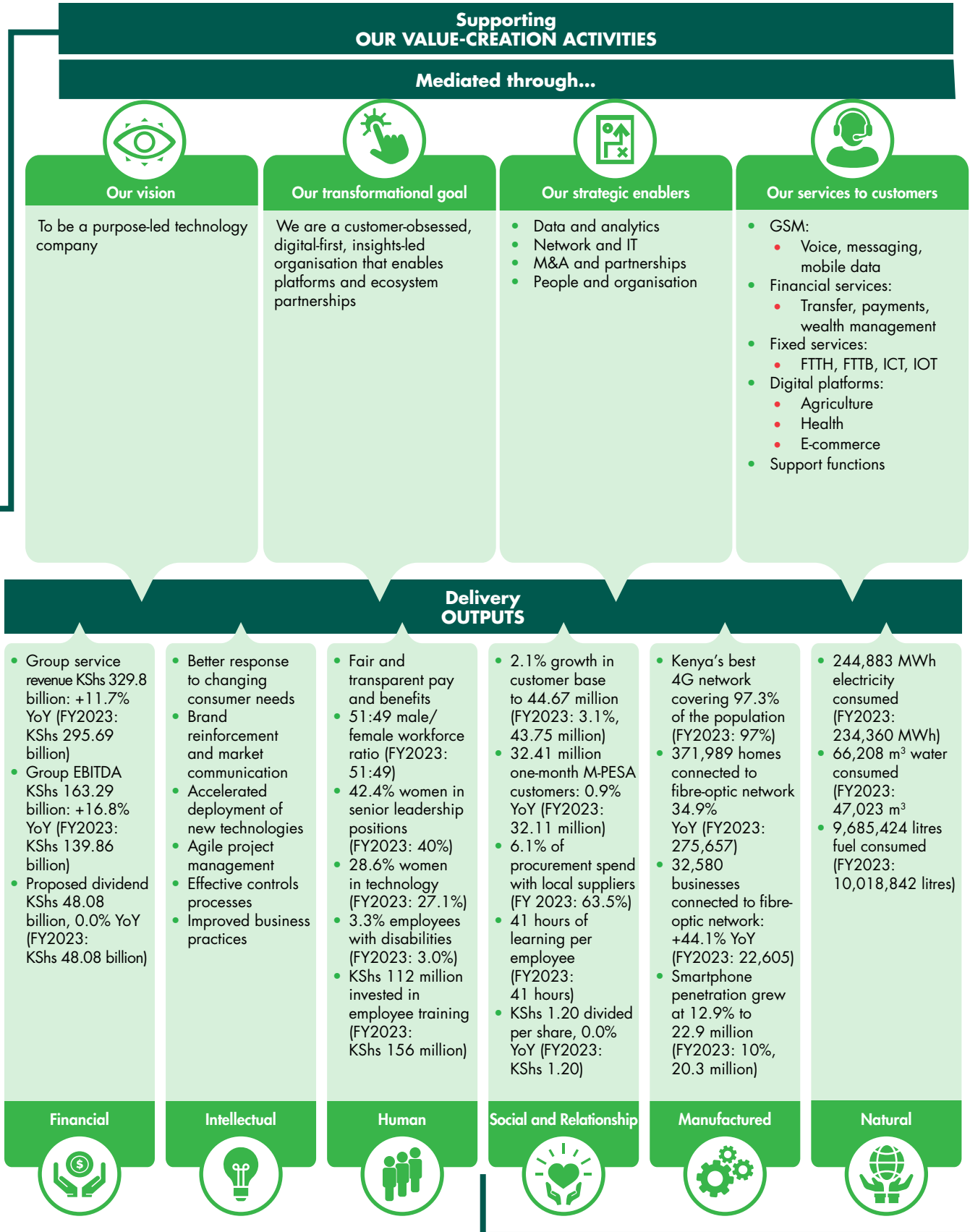
Our value-creating business model, while constructed on the inputs of all our capitals, is at the same time a fundamental part of our financial and intellectual capitals. Founded on the four pillars of our strategy, it frames the way we create value for all our stakeholders, and is the foundation of our growth through sustainable business, leveraging technology and centred on the needs of our customers.



All numbers are for Kenya except Capex which is for Group.

Our Strategic Approach (continued)

Our value-creating business model (continued)



Creating OUTCOMES

Stakeholders Impacted



Financial

- We leverage financial capital to invest in our business and grow our competitive market position
- Over 1.2 million businesses accepting payments via M-PESA
- 1.5 million Business App downloads
- 9.6 million Consumer App sign-ins and 1.5 million downloads on the Business App
- 16.5 million Active Lipa na M-PESA active customers

Stakeholders Impacted



Manufactured

- 371,989 FTTH connections (FY2023: 275,657)
- 32,580 FTTB connections: +44.1% YoY (FY2023: 22,605)
- 3,500 transactions per second on M-PESA
- Smartphone penetration grew at 12.9% to 22.9 million (FY2023: 10%, 20.3 million)
- 3.64 million 4G devices added on our network (FY2023: 2.26 million)
- 99.95% system availability and incident reduction (FY2023: 99.71%)
- 90% service quality assessment by CA (FY2023: 95%)

Stakeholders Impacted



Social and Relationship

- Network leadership maintained
- Social value through enhanced connectivity and services in inclusive finance, education and health
- Leading corporate taxpayer in Kenya
- Contribution to realising UN SDGs

With TRADE-OFFS...

... Between our capitals or portions of them

Significant people-related investments in initiatives negatively impacts our financial capital in the short term but positively impacts both the human and, social and relationship capitals, which, over the longer term, enables us to have the people and capabilities required to deliver our strategy and performance targets.

Ongoing investment in business processes and new systems is growing our intellectual capital and indirectly benefiting our human and social and relationship capitals, but negatively impacting financial capital in the short term.

... Over time

Our network infrastructure, data centres, distribution infrastructure and software applications are an important source of competitive differentiation. Investing in building and maintaining this infrastructure requires significant financial capital and appropriate levels of human and intellectual capital, as well as certain natural capital inputs and outcomes. Over the long term, the investments in manufactured capital typically generate net positive outcomes.

This infrastructure nevertheless impacts on the environment, and therefore the natural capital of the country.

... Between our capitals and those owned by others, or none

While certain business activities impact our natural capital (for example, use of fossil fuels and related emissions), these positively impact the human, social and relationship and financial capitals.

The addition of devices to our network – an increase to manufactured capital, can have a deleterious effect on the environment through eventual discarded waste.