



The Spirit of Safaricom

The Spirit of Safaricom forms an important part of our human, intellectual, social and relationship capitals. It is the foundation of our culture, and guides our beliefs, behaviours and language.

It comprises four key pillars – purpose, customer obsession, collaboration and innovation.



During the year under review, we continued to enable and empower staff to adopt and foster the change and culture that will support us in our purpose of transforming lives.

This involves:

| Key element | Our enabling beliefs |
|--|--|
| Purpose | <ul style="list-style-type: none"> Empowering others with the resources and autonomy to win Emphasise efficiency, production and value Providing clarity and consensus on purpose and mission Removing impediments to achieving missions |
| <i>For more on our Purpose, refer to The Social Value We Contribute on page 120</i> | |
| Customer Obsession | <ul style="list-style-type: none"> Putting the customer at the centre Using insights concerning the external environment to act on opportunities Putting the customer first, so that value will follow Promoting ownership and developing simple, clear customer-centric solutions |
| <i>For more on Customer Obsession, refer to page 30</i> | |
| Innovation | <ul style="list-style-type: none"> Experimenting and learning quickly Playing to win by doing what is right Creating a safe space to speak up Driving innovation and creativity |
| <i>For more on Innovation, refer to Our Human Capital on page 86 and Our Intellectual capital on page 90</i> | |
| Collaboration | <ul style="list-style-type: none"> Recognising everyone’s contribution Empowerment in being honest, transparent and candid Undertaking blameless post-mortems for the sharing of learnings and information Working together towards the same goal |

For more on Collaboration, refer to Our Human Capital on page 86

We measured our success in FY2023 through a Pulse Survey:

88%
Response rate

79%
Engagement

94%
Spirit Index

83%
Digital First

79%
Customer Obsession

The Spirit of Safaricom (continued)

CUSTOMER OBSESSION

As one of the four key pillars of our Spirit of Safaricom culture, the principle of Customer Obsession is part of our intellectual and social and relationship capitals. As such it informs our approach to business, and to meeting the needs of our customers in a way that delivers a superior experience of our products and services, while at the same time accelerating new growth areas for the Company.

To this end we have embedded this key concept at the core our business by equipping our people with the framework to deliver our brand promise of

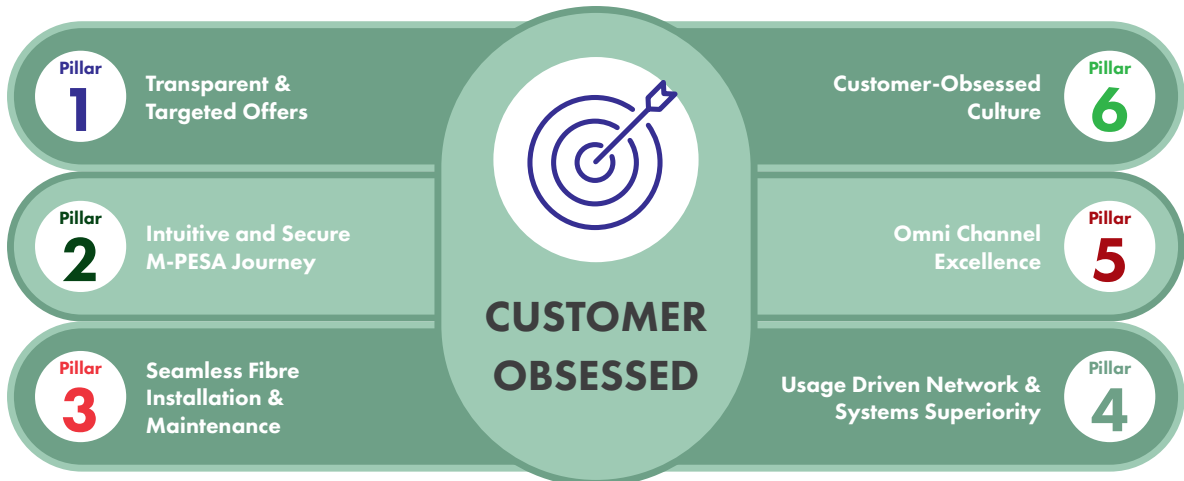
- Simple, Transparent, Honest, to ensure that we are:
- Notoriously Customer Obsessed, by being:
- Ready, Willing, and Able to put the customer first...

...by focusing on:

| | |
|----------------------------------|---|
| Our Agile Operating Model | <ul style="list-style-type: none"> • 36% (2,054) of our Kenyan employees are fully Agile-empowered across: <ul style="list-style-type: none"> › Technology* › Fixed Enterprise › Financial Service* › Mobile Data* › Voice Business Unit |
| Future-ready talent | <ul style="list-style-type: none"> • 702 employees upskilled in Fintech craft • 80 trainees in Fintech Discover • 617 Industry Digital people talent-trained • 40% women at senior management level • 404 people upskilled in leadership • 3.0% PWDs by the end of 2023 |
| Culture | <ul style="list-style-type: none"> • 94% of staff understand the Spirit of Safaricom pillars <ul style="list-style-type: none"> › Purpose › Customer Obsession › Collaboration › Innovation • 79% Employee engagement level • #1-rated best place to work • Zero-harm culture • Hybrid ways of working |

*For more on these areas of our business, see pages 90, 92 and 110 respectively

During the year under review, we remained anchored to our six Customer Obsession strategic pillars.



Our focus during the year was on:

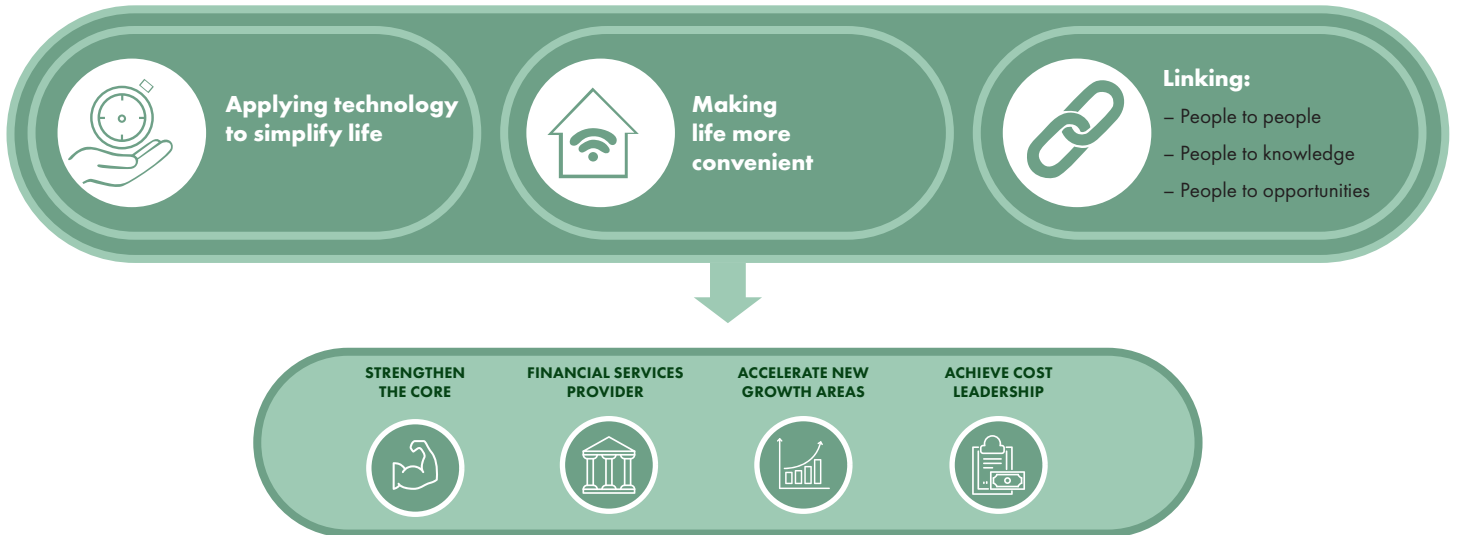
- The priority of increasing engagement and excitement in our culture transformation
- Eliminating critical pain-points across the six pillars to delight customers
- Improving the customer experience and safety of digital financial services



- Accelerating Digital First customer experiences led by small and medium enterprise (SME) and across-the-board fibre services (FTTX) business areas

OUR STRATEGIC ROLE

We have identified four drivers as being at the core of being a purpose-led technology company. These in turn contribute to all four of the Company's strategic pillars:



In order to do this effectively, it is essential to understand what matters most to the people impacted by what we do – our customers, strategic and other partners and key stakeholders. This is the essence of Customer Obsession.

In order to enable us to deliver on our commercial targets, the strategic implementation of Customer Obsession involves:

- Addressing customer pain-points
- Designing seamless customer journeys that deliver superior experiences
- Ensuring that our customers are always connected to the network to facilitate their consumption of our services

To help guide and track in our work, we employ key performance indicators (KPIs) that are aligned to, and support, the delivery of the business strategy. We largely achieved our strategic goals for the year under review.

| KPI | Indicator |
|--|---|
| Net Promotor Score (NPS) | #1 (Enterprise, Financial Services and Fibre) |
| Brand love | 60% |
| Detractors | <5% |
| Customer Obsession Ready, Willing and Able (RWA) | 82% |
| M-PESA downtime | <4 hours (1 hour 53 minutes) |
| Fraud prevented | 98% |
| System uptime/availability | 99.7% |

WHO WE ARE



The Spirit of Safaricom (continued)

THE CHALLENGES WE FACED IN FY2023*

| Challenge | How we responded |
|--|--|
| Macro-economic issues affecting income of customers | Introduction of value offerings through: <ul style="list-style-type: none"> • Customer value management (CVM) • Review of data pricing |
| Negative perception of value as against the need to maintain premium pricing | <ul style="list-style-type: none"> • Employee capacity-building on managing tensions |
| Rising customer tensions | <ul style="list-style-type: none"> • Acknowledgement of issues and support for resolution |
| Rising incidence of fraud and growing sophistication of fraudsters | <ul style="list-style-type: none"> • Application of artificial intelligence (AI) and anti-money-laundering (AML) technology for fraud detection |

*For more on our material matters and risk management, see pages 45 and 50.

LOOKING AHEAD

In the short term by delivering Entrenching Customer Obsession as a way of working across the Company in order to scale technology solutions.

OUR FOCUS AREAS FOR 2023

