

Group MD & CEO's Statement



Geoffrey Odundo
Group MD & CEO

Group MD & CEO's Statement

Dear Shareholders,

On behalf of the Management and Staff of Nation Media Group, I am honoured to share with you highlights on the operational and financial performance of the Group for the year ending 31 December 2025.

Operating Environment

In 2025, East Africa's operating environment remained broadly stable, with steady economic growth across the region. Kenya faced elevated inflation and currency pressures, Uganda experienced rising borrowing costs, and Tanzania continued to deal with foreign currency volatility. Kenya's economic growth slowed, with GDP growth retreating to around 5%, tightening discretionary spending by businesses.

The media landscape saw rapid growth in digital and mobile platforms, while traditional print and broadcast outlets retained minimal influence. At the same time, the industry continued to face regulatory pressures and restriction on press freedom, posing challenges to independent reporting across the region.

Despite these headwinds, our strong brand, trusted journalism, and diversified platforms reinforced our resilience and solidified our leadership in the market.

Performance Highlights

The Group recorded a turnover of Shs 6.0 billion and a loss before tax of Shs 0.3 billion, compared to Shs 6.2 billion and Shs 0.3 billion, respectively, in 2024 representing a 3.1% decline compared to the same period last year.

The Group's performance during the period was impacted by a challenging macroeconomic environment, marked by weakened consumer spending and rising prices of basic commodities. The print business continued to experience declining revenues, while digital and



63.6 M

Our digital footprint increased to 63.6 million users, up from 62.4 million in 2024, following a sustained focus on audience acquisition and engagement.

broadcasting revenues each grew by 5% compared to the same period last year, driven by improved monetization of our digital assets and growth in broadcasting audiences.

Our digital footprint increased to 63.6 million users, up from 62.4 million in 2024, following a sustained focus on audience acquisition and engagement.

Strategic Initiatives

In 2025, deliberate focus was placed on reinforcing trust in our flagship brands while modernising how audiences experience them. We also strengthened our stakeholder engagement with the aim of building trust, strengthening relationships, and ensuring transparency in our operations.

The soft rebrand of *Nation.Africa* back to the iconic *Daily Nation* look and feel restored visual familiarity and reaffirmed credibility at a time when trust in news is a key differentiator. This was supported by a broader review of pricing and value, ensuring alignment between brand equity and monetisation.

Thanks to these efforts, in 2025, *Daily Nation* Digital became the leading news website, with a remarkable readership of 41%, a significant increase from the 20% recorded in 2024.

During the same period, *Business Daily* marked its 18th anniversary - positioning the milestone as a moment of institutional strengthening rather than celebration and reinforcing its authority in business journalism. Consequently, we expanded the *Business Daily* into Tanzania and Uganda through digital and print inserts to unlock new audiences, diversify revenue streams, and reinforce the brand's regional relevance.

Our focus on digital-first journalism delivered a major milestone with the launch of *The Nation App*. This marked a significant shift in how audiences access our content. Positioned as a single-entry point to all our products, the app was supported by a 360-degree go-to-market approach spanning paid media, owned platforms, editorial integration, on-ground activations, and partnerships.

The app has gained strong market traction, recording 23,404 downloads by the end of December 2025. This launch has been a game changer, significantly strengthening our strategy to grow digital subscription revenues and audience engagement.

To strengthen content relevance, audience engagement, and regional reach, we successfully rolled out the Diaspora content vertical, now prominently featured on the *Daily Nation* digital platform, and introduced a new cohort of younger columnists whose reception has been positive.

Similarly, we executed Open-Source Intelligence-led and investigative journalism projects, including the Sudan and Gen Z specials - *Church in State House*, and *The People Shall* - reinforcing our leadership in impactful, public-interest reporting. We also piloted a successful in-house content creators model to expand our reach among under-25 audiences and future-proof the brand. The team develops content tailored to Gen Z's language and consumption habits, delivers trusted journalism in youth-friendly formats, combats misinformation, drives digital growth on emerging social platforms, and strengthens our presence in non-traditional news spaces.

Group MD & CEO's Statement (continued)



Revenue growth in 2025 was supported by broadening our subscription sales and advocacy channels.

Additionally, we prioritised simplifying the customer journey to improve accessibility and user experience. The launch of the *ePaper One-Stop-Shop URL* brought all our ePapers into a single access point, enabling easier discovery, simplified purchase, and add-to-cart functionality across titles. This was complemented by always-on ePaper marketing, shifting acquisition from campaign bursts to sustained demand generation.

Revenue growth in 2025 was supported by broadening our subscription sales and advocacy channels. We therefore launched the Staff Referral Campaign, which validated internal advocacy as a scalable customer acquisition channel. *Business Daily* emerged as the most referred product, signalling strong perceived value among employees. Commercialization of editorial pullouts such as *Seeds of Gold* and *Weekly Review* further demonstrated how product packaging and distribution improvements can unlock incremental reader revenue without additional content costs.



In Uganda, Monitor Publications Limited (MPL) sustained a strong focus on impact-driven and accountability journalism, particularly in a politically charged pre-election environment. Investigative reporting exposed high-level governance failures, triggered public debate, parliamentary responses, and legal action, reinforcing the Group's position as a trusted watchdog institution. Long-form special projects, including investigations into state surveillance, drug cartels targeting university students, and food security risks, further deepened public discourse and strengthened editorial credibility.

MPL also launched Uganda's *Bold Voices*, a flagship 360-degree brand campaign executed across print, television, radio, digital, and outdoor platforms to reinforce trust and credibility ahead of the then heightened civic environment.

The campaign reinforced MPL as a trusted platform for independent, citizen-focused storytelling while driving strong audience and stakeholder engagement. Its impact translated into commercial confidence, including a Ushs 500 million voter education partnership, affirming advertiser trust in MPL's reach and influence.



In Tanzania, Mwananchi Communications Limited (MCL) launched *Relmagine the Future of Media* campaign, an organisation-wide transformation agenda aligning teams around a digital-first and sustainability-driven vision. The framework strengthened ownership across product, process, people and planet. This meant enhancing our digital offerings and audience-centric platforms, improving operational efficiency and data-driven execution, building leadership capability and accountability and embedding environmental stewardship and responsible use of resources.

Additionally, MCL formally embedded *Trusted, Impactful, Justified, and Accountable* (TIJA) Journalism reporting as its core editorial standard. TIJA strengthened investigative depth, public-interest reporting, and accountability-driven storytelling across platforms. The framework institutionalised quality, credibility, and measurable impact. As part of our broader digital transformation strategy, MCL also accelerated the implementation of digital initiatives spearheaded by *MwanaClick*, an integrated digital platform providing e-papers, financial insights, audio news, and multimedia content.

During the same period, we leveraged our convening power to deliver high

impact Thought Leadership events that generated revenue while advancing strategic influence. Some of our 2025 highlight events included: *The Budget Summit*, *Water Summit*, *NXT HER Summit*, *Top 40 Under 40 Men and Women*, *Nation Digital Summit*, *International Women's Day*, *Mancave*, *Somalia Investment Conference*, *Rising Woman Initiative* (held in Uganda and Tanzania), *Top 100 Survey* (in Uganda) and the *Clean Cooking Summit* (Tanzania).

Broadcast as an Enabler of Digital Transformation

Kenya: 2025 was marked by a bold, strategic rebuild for the Broadcasting Division, focused on content and talent enhancement, technical stabilization, accelerated digital transformation, and restoring audience and commercial confidence across TV, radio, and digital Platforms.

In this regard, NTV undertook a bold content and talent strategy anchored on strategic content development, strong personalities, youth relevance, and deeper grassroots penetration. We launched *Fixing the Nation*, Kenya's first fully integrated 360° broadcast show, airing concurrently on TV, radio, and digital platforms. The programme reached over 9 million quarterly TV viewers and strengthened NTV Kenya's position as the leading platform for solution-driven journalism. In addition, we introduced *The Last Word*, a flagship current affairs programme designed to deepen audience engagement and strengthen our position as a trusted source of informed public discourse.

Additionally, we strategically rebuilt and relaunched *Nation FM*, focusing on high-quality content, relatable on-air talent, and targeted reprogramming, transforming the station from minimal visibility into a competitive English-language radio brand. Within just one quarter of the relaunch, we achieved a top 5 ranking among English-language stations, validating the effectiveness

Group MD & CEO's Statement (continued)

of our content, talent, and positioning strategy.

We also initiated a broadcast technology strategy focused on safeguarding operational continuity, ensuring full regulatory compliance, and modernising infrastructure to future-proof our operations. During the year, we successfully delivered Phase one of the technology upgrade roadmap, strengthening radio transmission, Outside Broadcast (OB), and Electronic News Gathering (ENG) capabilities. These enhancements improved broadcast clarity, field agility, and energy efficiency, while the systematic phase-out of legacy systems reduced operational and continuity risks. Notably, we achieved 100% regulatory compliance, meeting all licensing and technical standards.

Uganda: Similarly, at MPL, we relaunched *Dembe FM* with a refreshed audio-visual format, new programming, and a renewed focus on youth entertainment and information, reinforcing MPL's commitment to youth-centric content and multi-platform experiences

Technology as a Catalyst for Growth and Audience Engagement

In 2025, technology became a central pillar of the Group's ambition to lead the future of media in East Africa. Our focus was on building resilient, scalable, and data-driven platforms that allow us to understand our audiences better and engage them more meaningfully across the region.

The launch of the *Nation App* marked a significant milestone in this journey - an omni-channel, platform-agnostic and brand-agnostic digital touchpoint that strengthens direct customer relationships, improves audience insight, and establishes a unified foundation for personalisation and future digital products.

Alongside audience growth, we invested deliberately in capabilities

that support long-term value creation. The establishment of a Security Operations Center enhances the protection of our platforms, data, and customers, reinforcing trust as digital engagement continues to expand. We extended our real-time digital footprint through a round-the-clock YouTube channel, enabling continuous audience engagement and scalable monetisation opportunities in video and live formats.

To build organisational readiness for emerging technologies, including the responsible use of data-led automation and artificial intelligence, we successfully delivered a Group-wide hackathon, translating ideas into practical use cases that improve efficiency, content discovery, and audience experience. Collectively, these initiatives position the Group to unlock new revenue opportunities over time, while maintaining the editorial integrity and trust that underpin our leadership in the region.

Investing in Talent and Skills to Drive Digital Excellence

Investment in talent and skills development remained a strategic priority for the Group in 2025. Training focused on mobile journalism, election safety, digital storytelling, and AI adoption, supported by partnerships with World Association of News Publishers (WAN-IFRA), Strathmore Business School, Africa Centre for Media Excellence (ACME), FT Strategies, Google News Initiative, and Women in News. The rollout of AI-assisted transcription, tagging, and content repurposing improved newsroom efficiency and supported digital growth.

Our staff across the region were recognized for their efforts in telling the stories that matter. In the year under review, the Group bagged 22 awards in Kenya, 18 in Uganda and 5 in Tanzania. *Mwananchi* was named the Most Reliable and Accessible Print Publication at the 2025 Samia Kalamu Awards while *MwanaClick* was recognised as the Best Innovative Digital Project at the

WAN-IFRA Digital Media Awards Africa, positioning MCL as a regional digital innovation leader.

Additionally, our General Counsel was listed by Legal 500 as the 2025 Leading Inhouse Honoree in East Africa while several journalists were accepted into prestigious programs such as the inaugural INMA Africa Leadership Programme, United Nations Reham Al-Farra Memorial Journalism Fellowship and the Oxford Climate Journalism Programme. Our personnel have always been the driving force behind the success of our strategy, and we shall continue to invest in our talent pool to deliver a digital-first experience.

ESG

In 2025, we prioritized building Environmental, Social, and Governance (ESG) capacity across the Group by investing in the training of ESG champions throughout the region. This initiative strengthened our understanding and implementation of sustainable business practices, equipping teams to drive meaningful impact. Our commitment remains clear: to run a business that is not only profitable but also responsible, forward-looking, and committed to sustainability.



Group MD & CEO's Statement (continued)

Looking Ahead

2026 offers an opportunity for us to leverage our strengths and expand our business portfolio. The Group will focus on investing in talent development, prioritizing digital-first content, and driving revenue growth through product monetization and diversified income streams.

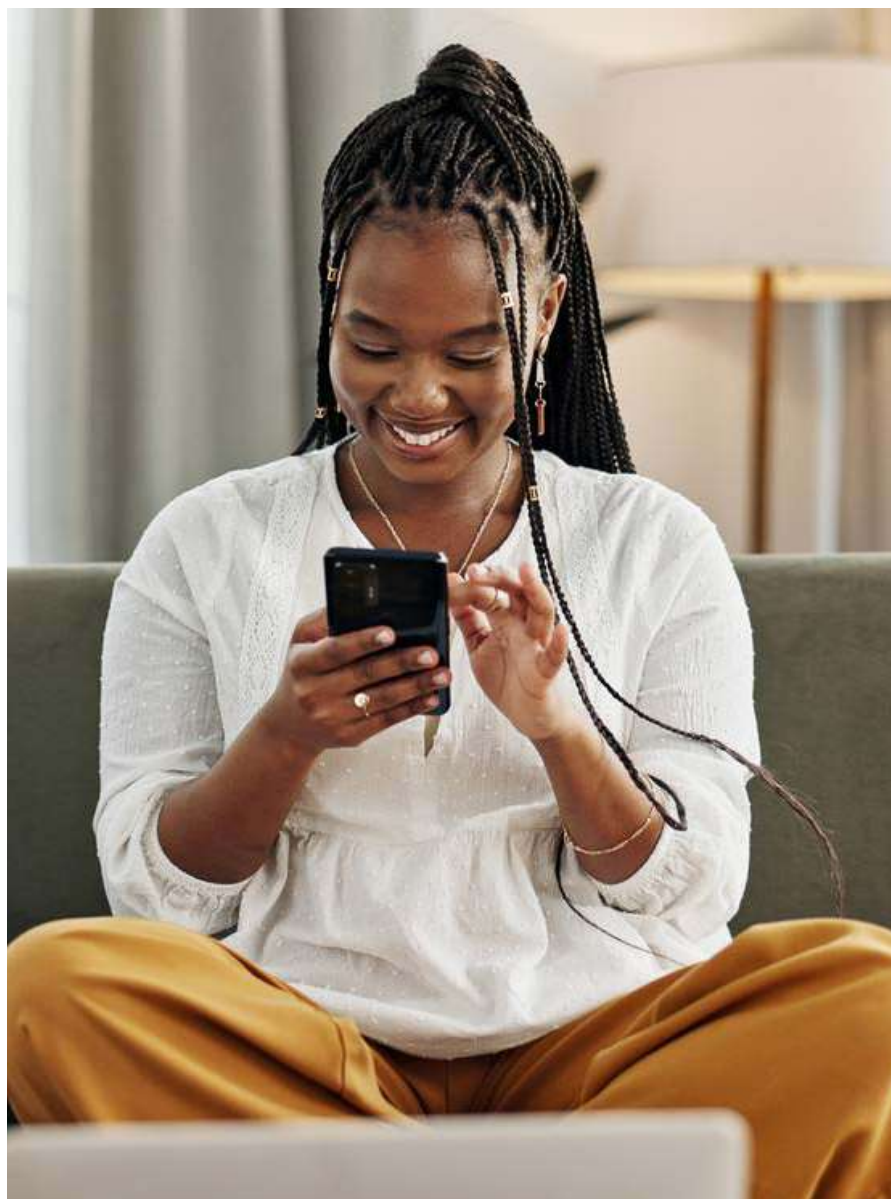
We will continue to drive revenue growth by expanding how our subscriptions are sold and advocated for. Building on the success of the Staff Referral Campaign - which validated internal advocacy as a scalable acquisition channel - we plan to strengthen and systematise this approach. The strong performance of *Business Daily* as the most referred product underscores its perceived value and will inform our subscription growth strategies.

Embracing technology, optimizing costs, and valuing stakeholder support will remain central to our strategy for sustainable growth and profitability. Strengthening our technical capacity will also be key to boosting efficiency and unlocking new growth opportunities across our platform. As we enter the election period in Kenya, we commit to continue being an objective, bold, independent media house that reports without bias or favouritism, and count on our stakeholders to walk this journey with us.

Appreciation

I want to acknowledge that we have not navigated these uncertain times on our own. I am grateful to our valued partners, customers, advertisers, and suppliers for your steadfast support. Thank you for trusting us not only to provide content you enjoy but also to showcase your brand messages on our platforms.

To our teams across Africa, I extend my heartfelt thanks for consistently demonstrating teamwork, innovation, a focus on our consumers, a commitment to excellence, integrity, and trust in all that you do.



I would also like to express my sincere appreciation to the NMG Board of Directors and our shareholders for their guidance, confidence, and unwavering support. Your leadership and vision continue to inspire us to achieve more.

Together, with the dedication of our teams and the trust of our partners, we will continue to grow, innovate, and deliver value to all those we serve. Thank you for being part of this journey with us.

Asanteni sana



Embracing technology, optimizing costs, and valuing stakeholder support will remain central to our strategy for sustainable growth and profitability.



Nation App



WATCH



LISTEN



READ



SCAN ME



YOUR TRUSTED NATION,
NOW IN
ONE PLACE.

DOWNLOAD THE
NATION APP



Download on the
Google Play



Download on the
App Store



DAILY NATION

Business
Daily

The EastAfrican

TAKEA
LEO

NATION 

Taarifa ya Mkurugenzi Mkuu Mtendaji



**Geoffrey
Odundo**
*Mkurugenzi
Mkuu Mtendaji*

Taarifa ya Mkurugenzi Mkuu Mtendaji

Kwa Wadau Wapendwa,

Kwa niaba ya Usimamizi na Wafanyakazi wa Shirika la Nation Media Group, nina furaha kuwasilisha kwenu muhtasari wa matokeo ya kibiashara na kifedha ya shirika ya mwaka uliokamilika tarehe 31 Desemba, 2025.

Mazingira ya Kibiashara

Katika mwaka wa 2025, mazingira ya kibiashara katika ukanda wa Afrika Mashariki yaliendelea kuwa thabiti huku ukuaji wa uchumi ukishuhudiwa katika ukanda huu wote. Kenya ilishuhudia ongezeko la mfumuko wa bei na shinikizo kwa sarafu yake. Gharama za mikopo ziliongezeka nchini Uganda, huku Tanzania ikiendelea kukabiliana na msukosuko wa thamani ya sarafu za kigeni. Kasi ya ukuaji wa uchumi wa Kenya ilipungua, huku ukuaji wa Pato la Taifa (GDP) ukishuka hadi karibu 5%, hali iliyosukuma biashara nyingi kupunguza matumizi yasiyo ya lazima.

Tasnia ya uanahabari ilishuhudia ukuaji mkubwa katika majukwaa yake ya kidijitali na simu, huku machapisho na matangazo yakibaki kuwa na ushawishi mdogo. Wakati huo huo, sekta hii iliendelea kukabiliwa na shinikizo za kisheria na vikwazo dhidi ya uhuru wa vyombo vya habari, na kusababisha changamoto kwa uandishi huru wa habari katika ukanda mzima.

Licha ya changamoto hizo, shirika letu liliendelea kuwa thabiti, lenye kuaminika katika uanahabari, na kutoa majukwaa mbalimbali ambayo yalitusaia kuimarika na kutuweka mbele kwenye soko.

Muhtasari wa Matokeo

Shirika hili lilirekodi mapato ya jumla ya Shs 6.0 bilioni, na hasara kabla ya ushuru ya Shs 0.3 bilioni, ikilinganishwa na mapato ya Shs 6.2 bilioni, na hasara kabla ya ushuru ya Shs 0.3 bilioni katika mwaka wa 2024. Hii inawakilisha punguo la



63.6 M

Idadi ya watumiaji wa majukwaa ya kidijitali ya shirika hili iliongezeka hadi milioni 63.6 kutoka milioni 62.4 mwaka wa 2024, kutokana na juhudi zaidi za kuongeza hadhira na kuwashirikisha zaidi watumiaji.

mapato la asilimia 3.1 ikilinganishwa na kipindi kama hicho mwaka uliotangulia.

Matokeo ya shirika hili katika kipindi hicho yaliathiriwa na mazingira magumu ya kiuchumi, yaliyochangia katika kupungua kwa matumizi ya pesa miongoni mwa wateja pamoja na kupanda kwa bei za bidhaa muhimu. Biashara ya uchapishaji iliendelea kurekodi kupungua kwa mapato, huku mapato ya kidijitali na utangazaji yakiongezeka kwa asilimia 5 kila moja ikilinganishwa na kipindi kama hicho mwaka uliopita. Ukuaji huo ulichochewa na kuboreshwa kwa njia za kukusanya mapato kupitia majukwaa ya kidijitali pamoja na kuongezeka kwa hadhira ya utangazaji.

Idadi ya watumiaji wa majukwaa ya kidijitali ya shirika hili iliongezeka hadi milioni 63.6 kutoka milioni 62.4 mwaka wa 2024, kutokana na juhudi zaidi za kuongeza hadhira na kuwashirikisha zaidi watumiaji.

Hatua za Kimkakati

Katika mwaka wa 2025, juhudi ziliwekwa ili kuimarisha imani katika majukwaa yetu makuu huku tukiboresha jinsi wateja wanavyoyafikia. Aidha, tuliimarisha ushirikishaji wa wadau wetu kwa lengo la kujenga uaminifu, kukuza mahusiano, na kuhakikisha kuna uwazi katika shughuli zetu.

Mabadiliko madogo yaliyofanywa kwa *Nation.Africa* ambayo yaliirudishia mwonekano na mguso maarufu wa *Daily Nation*, yalirejesha taswira yake na kuifanya kuendelea kuaminika nyakati hizi ambapo kuaminika kwa habari ni kigezo muhimu zaidi. Hii ilifanikishwa na mabadiliko mapana ya bei na thamani, na kuhakikisha kuwa kuna uwiano kati ya thamani na uzalishaji wa mapato. Kutokana na juhudi hizi katika mwaka wa 2025, *Daily Nation Digital* iliongoza

katika tovuti za habari, kwa asilimia 41 ya wasomaji, kutoka asilimia 20 katika mwaka wa 2024.

Katika kipindi hicho, gazeti la *Business Daily* liliadhimisha miaka 18 – hii ikiashiria hatua kubwa iliyopigwa si katika kusherehekea tu bali pia kuimarisha shirika hili na uwezo wake katika uandishi wa habari za kibiashara. Kutokana na hilo, tulipanua gazeti la *Business Daily* hadi nchini Tanzania na Uganda kupitia kwa majukwaa ya kidijitali na machapisho ili kufikia wateja wapya, kupanua njia za mapato, na kuimarisha ufaafu wa shirika hili katika ukanda huu.

Uzingativu tulioelekeza katika kitecho cha kidijitali ulituwezesha kupiga hatua kubwa kupitia kwa uzinduzi wa apu ya *The Nation App*. Programu hii ilibadilisha sana namna habari zetu zinavyowafikia wateja wetu kwa kutoa jukwaa moja la kupata bidhaa zetu zote. Ufanisi huo ulifaulishwa na mbinu kamilifu ya kufikia soko la habari za kulipiwa, majukwaa yetu wenyewe, uwianishaji wa kitengo cha uhariri, ziara za kujivumisha nyanjani na ushirikiano. Apu hii imepata mvuto mkubwa kwenye soko, ikiwa imepakuliwa mara 23,404 kufikia mwisho wa Desemba 2025. Uzinduzi huo umeleta mabadiliko makubwa kwani umeimarisha kwa kiasi kikubwa mkakati wetu wa kukuza mapato kupitia kwa usajili wa kidijitali na ushirikishaji wa wateja.

Ili kuimarisha ufaafu wa habari na makala yetu, ushirikishaji wa wateja, na ufikiaji wa kikanda, tulifanikiwa kuanzisha kitengo cha habari za Wakenya waishiwo nje (diaspora), kitengo ambacho kwa sasa kinaangaziwa zaidi katika jukwaa la *Daily Nation Digital*, na kuanzisha kundi jipya la waandishi chipukizi ambao wamepokelewa vizuri.

Taarifa ya Mkurugenzi Mkuu Mtendaji (inaendelea)



Ukuaji wa mapato katika mwaka wa 2025 ulichangiwa na upanuzi wa mauzo yetu ya kujisajili na njia za uvumishaji.

Vilevile, tulitekeleza mipango ya habari zinazoandaliwa na wananchi pamoja na kitengo cha habari za uchunguzi, yakiwemo makala maalum ya *Sudan* na *Gen-Z - Church in State House*, na *The People Shall* - hatua inayoimarisha nafasi yetu kama shirika linaloongoza katika kuripoti habari zenye ushawishi na zinazozingatia maslahi ya umma. Pia tulifanikiwa kuufanyia majaribio mfumo wa watayarishaji wa ndani wa maudhui ili kupanua ufikiaji wateja walio chini ya umri wa miaka 25 na kulinda mustakabali wa shirika hili. Kikosi hicho kinatengeneza maudhui yanayoendana na lugha na sifa za Gen-Z, kinatoa uandishi wa habari unaoaminika katika mitindo inayowiana na vijana, kinaendesha uanahabari wa kuaminika katika mtindo unaovutia vijana, kinakabiliana na taarifa potoshi, kinaendesha ukuaji wa kidijitali kwenye majukwaa mapya ya mitandao ya kijamii, na kinaimarisha uwepo wetu katika majukwaa yasiyokuwa ya jadi.

Kadhalika, tulitoa umuhimu kwa urahisi wa wateja wetu kufikia na kutumia. Uzinduzi wa URL ya *ePaper One-Stop-Shop* ulifanya magazeti yetu yote kupatikana mahali pamoja, na kusaidia kugundulika kwa urahisi, kurahisisha ununuzi, na harakati ya kuongeza kwenye orodha ya ununuzi. Hii ilisaidiwa na uvumishaji wa magazeti ya kielektroniki unaoendelea kila wakati na kubadilisha ununuzi kutoka kwa kampeni za uvumishaji hadi kwa juhudi endelevu za kuvutia wateja.

Ukuaji wa mapato katika mwaka wa 2025 ulichangiwa na upanuzi wa mauzo yetu ya kujisajili na njia za uvumishaji. Tulizindua Kampeni ya Rufaa ya Wafanyakazi, ambayo ilithibitisha kuwa uvumishaji ndani ya shirika ni njia faafu ya kuvutia wateja. Business Daily iliongoza

katika kampeni hii, na kuashiria kuwa yenye thamani zaidi miongoni mwa wafanyakazi wetu.

Kuyageuza majarida maalum kama vile *Seeds of Gold* na *Weekly Review* kuwa ya kuingiza mapato pia kulidhihirisha namna uboreshaji wa upakiaji na usambazaji unavyoweza kuongeza mapato yanayotoka kwa wasomaji bila kuongeza gharama ya habari za ziada.



Nchini Uganda, Monitor Publications Limited (MPL) iliendelea kumakinikia zaidi uandishi wa habari unaozingatia athari na uwajibikaji, hasa katika mazingira ya siasa za kabla ya uchaguzi. Ripoti za kipelelezi zilifichua kufeli kwa utawala, zikaibua mijadala ya umma, majibu kutoka kwa bunge, na hatua za kisheria, na kuimarisha nafasi ya Shirika hili kama taasisi inayoaminika katika kuhakikisha sheria zinalindwa. Miradi maalum ya muda mrefu, ukiwemo upelelezi kuhusu ufuatiliaji wa serikali, magenge ya dawa za kulevya yanayolenga wanafunzi wa vyuo vikuu, na ukosefu wa utoshelevu wa chakula, ilizidisha mijadala ya umma na kuimarisha imani kwa uanahabari wetu.

MPL pia ilizindua Uganda's *Bold Voices*, kampeni jumuishi iliyotekezwa katika majukwaa ya machapisho, televisheni, radio, dijitali, na majukwaa ya nje ili kuimarisha kuaminika kwake kabla ya mazingira hayo ya siasa. Kampeni hiyo iliimarisha MPL kama jukwaa linaloaminika katika uandishi wa habari huru, zinazolenga raia huku likivutia hadhira kubwa na ushirikishaji wa wadau. Kampeni hii iliimarisha MPL kama jukwaa linaloaminika kwa usimulizi wa hadithi huru unaomlenga mwananchi, huku ikichochea ushiriki mkubwa wa hadhira na wadau. Athari yake ilitafsiriwa kuwa imani ya kibiashara, ikiwemo ushirikiano wa elimu ya wapiga kura wenye thamani ya Ushs milioni 500, jambo lililothibitisha imani ya watangazaji katika uwezo wa MPL kufikia watu wengi na ushawishi wake.



Nchini Tanzania, Mwananchi Communications Limited (MCL) ilizindua kampeni ya *Re-Imagine the Future of Media*, ajenda ya mageuzi ya shirika zima iliyolenga kuwianisha vikosi mbalimbali chini ya ruwaza ya kuweka dijitali mbele pamoja na maono yanayoongozwa na maendeleo endelevu.

Hatua hii iliimarisha uwajibikaji kwenye huduma, harakati, watu na mazingira. Jambo hilo liliboresha huduma zetu za kidijitali na majukwaa yanayolenga hadhira na kuzidisha mafanikio katika shughuli zetu kwa kufanya maamuzi yanayotegemea takwimu zilizopo, kujenga uwezo wa uongozi na uwajibikaji, pamoja na kuhamasisha utunzaji wa mazingira na utumiaji wajibifu wa rasilimali.

Aidha, MCL ilitekeleza mtindo wa kuripoti wa Habari Zinazoaminika, Zenye Ushawishi, Zinazofaa, na Wajibifu (*TIJA - Trusted, Impactful, Justified, and Accountable*) kama kigezo kikuu cha uanahabari. TIJA ilikuza kina cha upelelezi, habari zinazozingatia maslahi ya umma, na uanahabari wajibifu katika majukwaa yote. Mwongozo huo ulikitisha ubora, uaminifu, na ushawishi unaopimika katika taasisi hii. Kama sehemu ya mkakati wetu mpana wa mageuzi ya kidijitali, MCL pia iliharakisha utekelezaji wa mipango ya kidijitali inayoongozwa na *MwanaClick*, jukwaa jumuishi la kidijitali linalotoa magazeti ya kielektroniki, habari za kifedha, habari za radio/sauti, na maudhui ya mseto wa vyombo vya habari.

Katika kipindi hicho, tulitumia uwezo wetu wa kuleta pamoja watu mbalimbali ili kufanya hafla zenye athari kubwa za Uongozi wa Kifikra ambazo zililisha mapato huku zikiendeleza ushawishi wetu wa kimkakati. Baadhi ya hafla zetu kuu katika mwaka wa 2025 ni pamoja na: *The Budget Summit*, *Water Summit*, *NXT HER Summit*, *Top 40 Under 40 Men and Women*, *Nation Digital Summit*, *International Women's Day*, *Mancave*, *Somalia Investment Conference*, *Rising*

Taarifa ya Mkurugenzi Mkuu Mtendaji (inaendelea)

Woman Initiative (iliyofanyika Uganda na Tanzania), Top 100 Survey (Inchini Uganda) na the Clean Cooking Summit (Tanzania).

Matangazo ya Runinga na Redio kama Kiwezeshi cha Mageuzi ya Kidijitali

Kenya: Mwaka wa 2025 ulishuhudia mabadiliko ya kijasiri na makubwa ya kimkakati katika Kitengo cha Utangazaji yaliyolenga kuboresha maudhui na vipaji, uthabiti wa kiufundi, kuharakisha mabadiliko ya kidijitali, na kurejesha imani ya wateja na kibiashara katika majukwaa ya runinga, redio, na dijitali.

Katika suala hili, *NTV* ilibuni mkakati madhubuti wa maudhui na vipaji uliojikita katika ukuzaji wa maudhui wa kimkakati, watu wenye ushawishi, umuhimu wa vijana, na kufikia watu wa ngazi ya mashinani zaidi. Tulizindua *Fixing the Nation*, kipindi cha kwanza cha matangazo ambacho ni jumuishi nchini Kenya kinachopeperushwa kwa wakati mmoja kwenye TV, redio, na majukwaa ya kidijitali.

Kipindi hicho kilifikia zaidi ya watazamaji milioni 9 kila robo ya mwaka na kuimarisha nafasi ya *NTV* Kenya kama jukwaa linaloongoza katika uanahabari unaotoa suluhu. Zaidi ya hayo, tulianzisha *The Last Word*, kipindi bomba cha masuala ibuka kilicholenga kuimarisha ushirikishaji wa hadhira na kutuweka katika nafasi ya kwanza kama kituo kinachoaminika kwa mijadala ya umma.

Aidha, tuliboresha kimkakati na kuzindua upya *Nation FM*, kwa kulenga maudhui yenye ubora wa kiwango cha juu, vipaji vinavyolingana na mahitaji ya wasikilizaji, na mabadiliko ya vipindi, na kubadilisha kituo hicho kutoka idadi ya wastani ya wasikilizaji hadi kuwa kituo cha lugha ya Kiingereza chenye ushindani. Ndani ya robo moja ya mwaka baada ya kukizindua upya, tulifanikiwa kuorodheshwa katika nafasi ya 5-bora miongoni mwa vituo

vya lugha ya Kiingereza, hivyo basi kuthibitisha ufaafu wa vipindi vyetu, vipaji na kujiimarisha kimkakati.

Pia tulianzisha mkakati wa teknolojia ya kitengo cha utangazaji unaolenga kulinda uwepo wetu, kuhakikisha uzingatiaji kamilifu wa sheria, na kuboresha miundomsingi ili kuzikinga shughuli zetu katika siku zijazo. Katika mwaka huo, tulifanikiwa kuwasilisha Awamu ya Kwanza ya mpango wa uboreshaji teknolojia, hivyo basi kuimarisha upeperushaji wa redio, Utangazaji wa Nje (OB), na uwezo wa Kukusanya Habari za Kielektroniki (ENG). Uboreshaji huu uliimarisha ubora wa matangazo, ukarahisisha kuripoti nyanjani, na matumizi boraya rasilimali, huku kuondoa mifumo ya zamani kukisaidia kupunguza hatari za kiutendakazi na maendeleo. Ikumbukwe kwamba, tulifuata kanuni kwa 100% kwa kutimiza mahitaji yote ya leseni na kiufundi.

Uganda: Vilevile, katika MPL, tulizindua upya *Dembe FM* yenye mtindo wa sauti-picha, kubadilisha vipindi, na kumakinikia upya burudani na taarifa za vijana, hivyo basi kuimarisha juhudi za MPL za kupeperusha vipindi vinavyoendana na mahitaji ya vijana na matumizi rahisi ya majukwaa mseto.

Teknolojia kama Kichocheo cha Ukuaji na Ushirikishaji wa Hadhira

Katika mwaka wa 2025, teknolojia ilikuwa nguzo kuu ya azma ya Shirika hili ya kuongoza mustakabali wa vyombo vya habari Afrika Mashariki. Tulilenga kujenga majukwaa thabiti, yanayoweza kupanuliwa, na yanayozingatia taarifa, ambayo yanaturuhusu kuelewa wateja wetu vyema na kuwashirikisha vizuri zaidi katika ukanda mzima.

Uzinduzi wa *Nation App* uliashiria hatua muhimu katika safari hii - hili ni jukwaa la kidijitali linalofanya kazi katika chaneli na vifaa tofauti tofauti na kujumuisha kila kitu mahali pamoja. Inajenga mahusiano ya moja kwa moja na wateja, inatoa uelewa mzuri wa sifa za wateja, na kubuni msingi thabiti wa ubinafsishaji na utengenezaji

wa maudhui ya kidijitali siku zijazo. Mbali na ukuaji wa wateja, tuliwekeza katika uwezo unaoleta thamani ya muda mrefu. Kuanzishwa kwa Kituo cha Shughuli za Usalama kunaimarisha ulinzi wa majukwaa, data, na wateja wetu, na kuiimarisha uaminikaji wetu huku ushirikashaji wa kidijitali ukiendelea kupanuka. Tulipanua nyayo zetu za kidijitali za muda halisi kupitia kwa chaneli za Youtube za Muda wote na kutuwezesha kuendelea kushirikisha wateja na kupanua nafasi za kuzalisha mapato kupitia kwa video na mitindo ya mbashara.

Ili kutayarisha shirika kwa teknolojia zinazoibuka, yakiwemo matumizi ya kiotomatiki na akili-unde (AI), tulifanikiwa kufanya hafla ya mashindano ya ubunifu ya Shirika zima, ambayo ilibadilisha mawazo kuwa suluhu tendeti zinazoweza kuleta ufanisi, ugunduzi wa maudhui, na matumizi ya wateja. Kwa jumla, hatua hizi ziliwezesha Shirika hili kufungua njia mpya za mapato katika siku zijazo, huku likidumisha uadilifu na uaminikaji wa wahariri, mambo yanayotusaidia kuwa kuongoza katika ukanda huu.

Kuwekeza katika Vipaji na Ujuzi ili Kufanikiwa Kidijitali

Uwekezaji katika ukuzaji wa talanta na ujuzi ulibaki kuwa mkakati muhimu wa Shirika hili katika mwaka wa 2025.

Mafunzo yalilenga uanahabari wa kutumia simu, usalama wakati wa uchaguzi, uandishi wa habari wa kidijitali, na ukumbatiaji wa akili-unde (AI), yakidhaminiwa kwa ushirikiano na Muungano wa Wachapishaji wa Habari Duniani (WAN-IFRA), chuo cha Strathmore Business School, Africa Centre for Media Excellence (ACME), FT Strategies, Google News Initiative, na Women in News. Utekelezaji wa unukuzi, utambulisho, na ugeuzaji wa maudhui kwa usaidizi wa akili-unde uliboresha ufanisi katika vyumba vya habari na kusaidia katika ukuaji wa kidijitali.

Taarifa ya Mkurugenzi Mkuu Mtendaji (inaendelea)

Wafanyakazi wetu katika ukanda mzima walitambuliwa kwa juhudi zao katika kuandika habari zinazofaa. Katika mwaka huo unaochanganuliwa, Shirika hili lilishinda tuzo 22 nchini Kenya, 18 nchini Uganda na 5 nchini Tanzania.

Mwananchi lilitajwa kuwa Gazeti Linaloaminika Zaidi na Linalopatikana kwa Urahisi katika Tuzo za Samia Kalamu za 2025 huku *MwanaClick* ikitambuliwa kama Mradi Bora wa Ubunifu wa Kidijitali katika Tuzo za WAN-IFRA Digital Media Awards Africa, na kuiweka MCL katika nafasi ya kwanza kwa uvumbuzi wa kidijitali katika ukanda huu.

Wakili wetu Mkuu aliorodheshwa na Legal 500 kama Wakili wa Ndani Mshindi wa 2025 katika ukanda wa Afrika Mashariki huku wanahabari kadhaa wakisajiliwa katika mipango ya kifahari ya kitaalamu kama vile mpango mpya wa INMA Africa Leadership Programme, United Nations Reham Al-Farra Memorial Journalism Fellowship na Oxford Climate Journalism Programme.

Wafanyakazi wetu siku zote wamekuwa kichocheo cha mafanikio ya mkakati wetu, na tutaendelea kuwekeza katika vipaji vyetu ili kutoa uzoefu bora katika matumizi ya kidijitali.

Mazingira, Jamii na Uongozi (ESG)

Katika mwaka wa 2025, tulitoa umuhimu kwa mkakati wa kuimarisha uwezo wa Kimazingira, Kijamii, na Uongozi (ESG) katika Shirika zima kwa kuwekeza katika mafunzo ya mabingwa wa ESG katika ukanda huu mzima. Hatua hii iliimarisha uelewa wetu na utekelezaji wa mbinu endelevu za kibiashara, na kuwapa wafanyakazi wetu uwezo wa kuleta athari chanya. Dhamira yetu bado iko wazi: kuendesha biashara yenye kuleta faida pamoja na wajibifu, inayotazama mbele, na iliyojitolea kufaulisha uendelevu.

Tukiangazia Mbele.

Mwaka wa 2026 unatupa fursa nyingine ya kutumia nguvu zetu na kupanua biashara



Ukumbatiaji wa teknolojia, kupunguza gharama, na kuthamini usaidizi wa wadau kutabaki kuwa muhimu katika mkakati wetu wa ukuaji na upataji tija.

yetu. Shirika hili litazingatia uwekezaji katika ukuzaji vipaji, kuyapa umuhimu maudhui ya kidijitali, na kukuza mapato kupitia uuzaji wa huduma na kubuni njia anuwai za mapato.

Tutaendelea kuzalisha mapato kwa kupanua jinsi usajili wetu unavyovumishwa na kutetewa. Kutokana na mafanikio ya Kampeni ya Rufaa ya Wafanyakazi - ambayo ilithibitisha kuwa utetezi wa ndani kama njia ya ununuzi inayoweza kupanuliwa - tunapanga kuimarisha na kuratibu mbinu hii. Matokeo mazuri ya *Business Daily* kama bidhaa inayopendekezwa zaidi yanadhihirisha mtazamo kuhusu thamani yake na yataathiri mikakati yetu ya ukuaji kupitia kwa usajili.

Ukumbatiaji wa teknolojia, kupunguza gharama, na kuthamini usaidizi wa wadau kutabaki kuwa muhimu katika mkakati wetu wa ukuaji na upataji tija. Kuimarisha uwezo wetu wa kiufundi pia kutakuwa muhimu katika kuongeza ufanisi na kufungua fursa mpya za ukuaji katika mfumo wetu.

Tunapoelekea katika msimu wa uchaguzi nchini Kenya, tumejitolea kuwa shirika la habari lenye usawa, imara na huru ambalo linaripoti bila upendeleo, na tunategemea wadau wetu kutembea nasi katika safari hii.

Shukrani

Ningependa kukiri kwamba hatukuachwa peke yetu katika nyakati hizi zisizo dhahiri. Ninawashukuru washirika wetu wapendwa, wateja, wateja wa matangazo ya kibiashara na wasambazaji kwa usaidizi wenu thabiti. Asanteni kwa kutuamini katika kuwapasha habari za kufarahisha pamoja na matangazo yenu katika majukwaa yetu.

Kwa wafanyakazi wetu kote barani Afrika, ninatoa shukrani zangu za dhati kwa kutoa ushirikiano, ubunifu, kuzingatia wateja wetu, kujitolea kwa ubora, uadilifu, na kuaminika katika shughuli zote mnazofanya.

Ningependa pia kutoa shukrani zangu za dhati kwa Bodi ya Wakurugenzi ya NMG na wenyehisa wetu kwa mwongozo wao, kutuamini na usaidizi wao usiokatika. Uongozi na maono yenu yanatuwezesha kufanikisha mengi. Kwa ushirikiano na kujitolea kwa wafanyakazi wetu na imani ya washirika wetu, tutaendelea kukua, kuvumbua na kutoa suluhu kwa wateja wetu wote.

Asanteni sana