

A SUSTAINABLE FUTURE IN EVERY DROP



Welcome to the EABL Annual Sustainability Report 2025

We are delighted to share the **fifth edition of our Annual EABL Sustainability Report (2025)**, which reaffirms our unwavering commitment to openness, responsibility, and delivering meaningful impact. This year's report showcases the strides we have made in delivering on our long-term sustainability ambitions, the lessons learned along the way, and the tangible progress towards creating enduring value for our people, our partners, and the communities we serve.

We present our approach and performance on topics most material to our business and stakeholders. Through robust performance data, insights from expert voices and perspectives from our stakeholders, we continue to demonstrate our commitment to providing accurate, timely and reliable analysis of our performance. These efforts remain guided by our Sustainability Strategy, 'Spirit of Progress', built on three pillars: Promote Positive Drinking, Champion Inclusion and Diversity, and Pioneer Grain to Glass Sustainability.

The theme for our fifth annual sustainability report is 'A Sustainable Future in Every Drop', leveraging our third pillar Pioneer Grain to Glass Sustainability. This year's theme reflects our belief that every stage of our value chain carries both a responsibility and an opportunity to create impact. From the farms where our grains are cultivated, to the breweries where our brands are crafted, and the final glass enjoyed by consumers, we are committed to embedding sustainability end to end. This means advancing regenerative agriculture to secure farmers' livelihoods and resilient supply chains, driving water stewardship to protect this vital resource, and accelerating our journey to net zero by transforming our operations and partnerships. This report will show our holistic approach, one where every action, big or small, contributes to shaping a future that is inclusive, resilient, and sustainable for generations to come.

The report has been prepared in reference to the GRI 2021 Standards and is also responsive to the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual (2021).

Inside the Report



Forewords from our Key Stakeholders across EABL	4
Messages from our Leadership	10
Our Sustainability Strategy at a Glance	24
Our Report Theme - A Sustainable Future in Every Drop	26
Our Material Themes	40
Our Response To Our Material Themes - 'Spirit of Progress'	64
Our Approach to Reporting	70
Governance of 'Spirit of Progress'	82
How We Engage Our Stakeholders	90
Our 2025 Performance On 'Spirit of Progress'	104
• Pillar : Promote Positive Drinking	106
• Pillar: Champion Inclusion and Diversity	116
• Pillar: Pioneer Grain to Glass Sustainability	136
» Focus Carbon	140
» Accelerate Water	150
Summary of Our Progress	160
Managing Climate-Related Risks and Opportunities	168
Doing Business the Right Way	180
Embedding Sustainability Across the Organisation	194
Awards and Recognition	200
GRI Content Index	206

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Foreword by: Sen. Mutahi Kagwe



In this spirit, I am honoured to present our ally's, East African Breweries PLC's, fifth annual sustainability report. This report is a true reflection of our shared commitment to transforming agriculture into a cornerstone of climate action and economic resilience.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
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Kenya's journey towards a climate-resilient and sustainable agricultural future is both urgent and inspiring. It well established that partnerships with the private sector are instrumental in realising Kenya's agricultural and climate ambitions, as they bring investment, innovation, and scalable market solutions that accelerate the transition to a resilient and sustainable economy.

In this spirit, I am honoured to present our ally's, East African Breweries PLC's, fifth annual sustainability report. This report is a true reflection of our shared commitment to transforming agriculture into a cornerstone of climate action and economic resilience.

Agriculture is the backbone of our economy, supporting over 70% of rural livelihoods and contributing significantly to the country's GDP; yet, it remains acutely vulnerable to the impacts of climate change. In response, the Government of Kenya has taken deliberate steps to embed sustainability and climate resilience at the heart of our development agenda.

Through the updated National Climate Change Action Plan (NCCAP 2023-2027), the Climate Change Act (2023), and the Agriculture Sector Climate Change Framework (2020-2027), we have created a robust policy ecosystem to drive low-carbon, climate-resilient development.

A key pillar of this transformation is the Kenya Climate Smart Agriculture Strategy (KCSAS) 2017-2026, which serves as a national blueprint for integrating climate resilience, productivity, and emissions reduction in agricultural systems. The strategy aims to enhance the adaptive capacity of farmers, pastoralists, and fisherfolk, while promoting sustainable resource management and institutional coordination.

Aligned with this strategy, our Ministry is championing regenerative agriculture—an approach that restores soil health, improves water efficiency, increases biodiversity, and enhances long-term productivity. Regenerative agriculture secures food systems for the future and creates new income streams for Kenyan farmers through participation in the emerging carbon markets.

Organisations across the region have a lot to learn from EABL, as they anchor their value chain in regenerative practices, which is critical to unlocking Kenya's true agricultural potential. EABL currently sources from over 40,000 smallholder farmers in Kenya, exemplifying the catalytic role of private sector-led agricultural transformation. Beyond providing a secure market, Kenya Breweries, as part of EABL, creates thousands of rural jobs, injecting billions of shillings into our local economies every year. We cannot underscore the value of financial security and financial inclusion in building long-term climate resilience. EABL serves as an economic engine, connecting Kenyan farmers to premium markets, traceable value chains, and sustainable livelihoods.

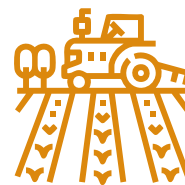
This report assesses the foundations of generating long-term value, specifically showing how EABL views Sustainability as more than an "add-on" or a "good to have", but rather how the business has made sustainability an integral part of its core operating model. It addresses the Economic and Social dimensions of tackling the challenges of water quality, emissions, inequity and resource security in a changing climate. It is also transparent and honest about decision-making across multiple scales, ensuring that EABL's sustainability agenda is well implemented.

Looking ahead, as a Ministry, our focus is on empowering Kenyan farmers as champions of climate action. We look forward to working closely with our ally, EABL, in equipping our farmers with the tools, technologies, and incentives to adopt regenerative, resilient, and profitable practices. Through policy alignment, market access, climate finance, and innovation, we will ensure no farmer is left behind.

This Sustainability Report is not just a record of progress—it is a call to action. The time is now to build a thriving, inclusive, and climate-smart agriculture sector. Together, let us cultivate a more sustainable and prosperous Kenya—today and for generations to come.

Sen. Mutahi Kagwe, EGH

Cabinet Secretary, Ministry of Agriculture and Livestock Development, Republic of Kenya



70%

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Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Foreword by: Hon. Jumaa Hamidu Aweso



The Government of the United Republic of Tanzania, through the Ministry of Water, continues to intensify efforts to conserve and protect water sources across the country.



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Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



The Government of the United Republic of Tanzania, through the Ministry of Water, continues to intensify efforts to conserve and protect water sources across the country.

This is part of a broader strategy to ensure water security for current and future generations. These efforts align with the Government's commitment to providing clean and safe water services to all citizens, in accordance with the ending National Development Vision 2025, National Development Vision 2050, the Third National Five-Year Development Plan (2021/22–2025/26) and the National Water Policy 2002 version 2025 (NAWAPO).

The aforementioned development plans prioritise integrated water resource management, improved water infrastructure, and equitable access, especially for rural and underserved communities. Recognising the vital role of water in agriculture, industry, health, and livelihoods, among other uses, the Government has also emphasised the development of climate-resilient water supply systems and the protection of key catchment areas, such as the Pangani, Wami-Ruvu, and Rufiji basins. These efforts are further supported by NAWAPO and the Water Sector Development Programme Phase Three (WSDP III), which focuses on sustainability, good governance, and stakeholder participation. As climate change intensifies the risk of droughts, floods, and water scarcity, Tanzania's proactive approach is centred on conservation, innovation, and cross-sector collaboration. We work hand-in-hand with public institutions, communities, and the private sector to promote environmental stewardship and climate resilience.

A notable and valued partner in this journey is Serengeti Breweries Limited (SBL). This company has consistently integrated sustainability into its operations while contributing meaningfully to Tanzania's socio-economic progress. On 26th June this year, I was happy to see the launch of the Kwadelo Water Project in Kondoa, one of the districts in the Dodoma region, in central Tanzania. With a capacity of 107,675 cubic meters of water, the project provides clean and safe water to over 14,000 people within the region. I commend SBL for this invaluable gift of clean and safe water that it has given to the people of Kwadelo, and I am pleased to present EABL's Sustainability Report, now in its fifth edition. This is a significant milestone and a demonstration of the private sector's engagement in water affairs, as advocated in the NAWAPO.

This Report demonstrates the company's ongoing commitment to transparent, accountable, and purpose-driven business. It is premised on EABL's recognition that in today's world, businesses must go beyond profit to contribute to lasting environmental and social value. Through responsible water use, reforestation, and support for local communities, EABL and its Tanzanian subsidiary, SBL, continue to demonstrate that commercial success and environmental stewardship go hand in hand.

In water-scarcity regions like parts of Tanzania, where climate variability and growing demand threaten water availability, businesses have a critical role to play. We encourage businesses to become water-positive, which essentially means going beyond minimising their water use. Like SBL, companies should aim to replenish more water than they consume, contributing positively to the ecosystems and communities in which they operate. Our goal is to show that water is not just a resource to be managed, but a shared asset that must be restored and protected to ensure long-term sustainability.

SBL is leading the way by integrating water stewardship into core operations—from reforestation in upstream catchments to reducing water use per litre of product. These efforts help ensure that industrial growth does not come at the expense of community water needs or ecosystem health, but instead contributes to long-term water sustainability for all. It is essential to recognise that these actions extend beyond environmental interventions. They are strategic, risk-reducing, and reputation-enhancing efforts that build trust and resilience.

We commend SBL and the wider EABL Group for their leadership and unwavering commitment to sustainable development. The Sustainability Report is not just a record of past achievements—it is a call to action and a roadmap for the future. The Ministry stands ready to deepen this partnership as we strive together to achieve Tanzania's environmental, water, and climate goals.

Together, we can secure a future where our natural resources are preserved, our communities are empowered, and our development is truly sustainable.

Hon. Jumaa Hamidu Aweso

Minister for Water and Irrigation, United Republic of Tanzania



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Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Foreword by: Dr. Alfred Okot Okidi



We are proud to be part of EABL's Sustainability Report, the fifth to be produced as part of the company's Annual Statement to its stakeholders, and society at large.



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Uganda's natural environment—its agricultural land, forests, wetlands, rivers, and lakes—is the foundation of our people's livelihoods, health, and long-term development. As the Ministry of Water and Environment, we are entrusted with the stewardship of these resources, and we remain steadfast in our commitment to ensuring their sustainable use, protection, and restoration. As part of our mandate, we collaborate with partners across sectors to advance our environmental and sustainability goals. One such valued partner is Uganda Breweries Limited (UBL), a longstanding champion in driving sustainable economic growth.

We are proud to be part of EABL's Sustainability Report, the fifth to be produced as part of the company's Annual Statement to its stakeholders and society at large. Covering the Company's impact, strategic progress and learning on sustainable development, this report highlights the multiple interactions between business operations and responsible practices, demonstrating that both facets are inseparable. In today's world, where we face some of the biggest challenges society has ever experienced, including the climate crisis, no business can have profit as its sole mission.

The Government of Uganda has taken significant steps to integrate sustainability and climate resilience into national development. Key frameworks, such as the Uganda National Environment Act (2019), the Water Policy (1999), Uganda Vision 2040, and the National Climate Change Act (2021), set a strong foundation for safeguarding our ecosystems while enabling inclusive growth. These policies are aligned with international obligations such as the UN Sustainable Development Goals (SDGs) and the Paris Agreement, reflecting our shared responsibility to protect nature for present and future generations.

Central to the success of these policies is effective collaboration with the private sector. It is widely acknowledged that public-private partnerships are crucial in mobilising investment, innovation, and

technology to address complex environmental challenges. The Ministry values these partnerships not only as drivers of implementation but as co-creators of sustainable impact.

The longstanding collaboration between the Government of Uganda and Uganda Breweries Limited (UBL) is a prime example of how private sector commitment can complement national priorities. Through its water stewardship and reforestation initiatives, UBL has demonstrated strong alignment with Uganda's water and environment goals. Projects such as the restoration of Gangu and Nawandigi wetlands, catchment protection efforts in the Lake Victoria Basin, and investments in sustainable water use have delivered tangible benefits to local communities, ecosystems, and the economy.

These partnerships highlight the power of aligned action—where corporate responsibility meets public policy, and the results are mutually reinforcing. As we look ahead, the Ministry remains committed to expanding such collaborations to scale up nature-based solutions, advance Uganda's climate adaptation and mitigation goals, and create green jobs for our people.

We take this opportunity to congratulate UBL on the launch of its latest Sustainability Report. This report captures the progress, challenges, and renewed focus on partnership-driven environmental stewardship, serving as a testament to the power of private sector leadership in advancing Uganda's environmental and climate goals. We commend UBL for its unwavering dedication to water stewardship, reforestation, and sustainable value chains, and look forward to continued collaboration in building a greener, more resilient Uganda.

Dr. Alfred Okot Okidi

Permanent Secretary, Ministry of Water and Environment



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[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Messages from Our Leadership



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

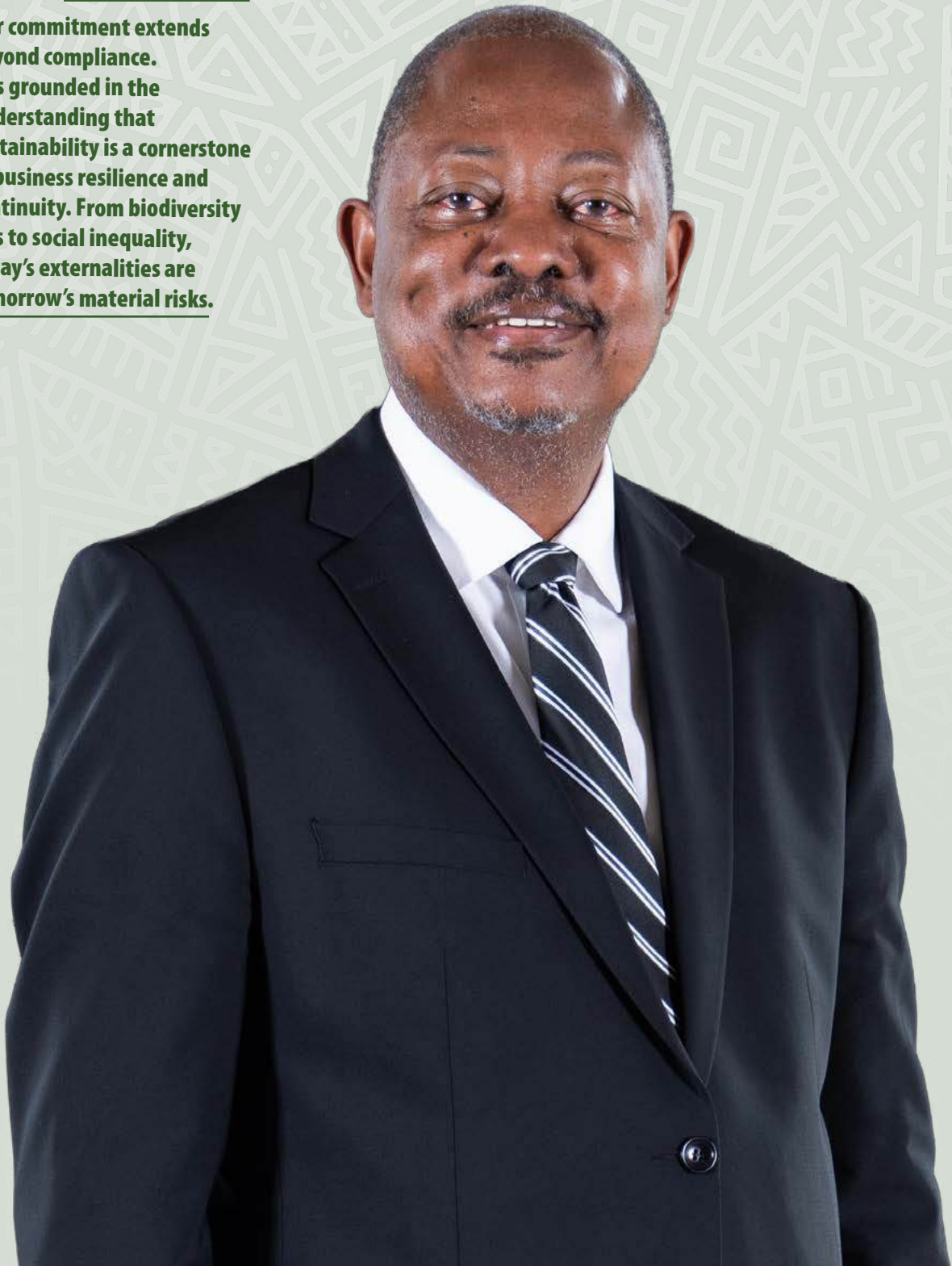
Our Approach to Reporting

Governance of 'Spirit of Progress'

Message from the Group Chairman



Our commitment extends beyond compliance. It is grounded in the understanding that sustainability is a cornerstone of business resilience and continuity. From biodiversity loss to social inequality, today's externalities are tomorrow's material risks.



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As Chairman of the East African Breweries PLC (EABL) Board, I have had the privilege of overseeing EABL's deepening commitment to sustainability, not as an aspirational goal, but as a fundamental driver of long-term value.

The external environment continues to evolve rapidly, with accelerating climate impacts, shifting regulatory expectations, and increasing societal demands for responsible business practices. In this context, the role of the Board is more critical than ever. We are committed to providing active stewardship and strategic oversight that ensures our company is well-positioned to navigate risks, capitalise on emerging opportunities, and fulfil our duty to all stakeholders.

Over the past year, the Board has further strengthened its governance frameworks for our sustainability strategy, which encompasses environmental, social, and governance (ESG) considerations. Our oversight mechanisms for sustainability performance included the continued integration of sustainability reporting into our Board committee mandates and quarterly structured reporting from management. Importantly, we have begun to engage experts to align our governance and disclosure practices with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards – specifically IFRS S1 and IFRS S2. This alignment will help us enhance transparency, comparability, and accountability, enabling our investors to better understand the long-term resilience of our strategy.

Our commitment extends beyond compliance. It is grounded in the understanding that sustainability is a cornerstone of business resilience and continuity. From biodiversity loss to social inequality, today's externalities are tomorrow's material risks. We are investing in the governance structures, data systems, and leadership capacity needed to manage these risks effectively while delivering shared value.

One of the Board's key priorities has been to ensure a clear line of sight between our Sustainability Strategy, Spirit of Progress, commitments and core business outcomes.

This includes oversight of how ESG risks are being embedded into enterprise risk management and capital allocation. It also involves supporting management in developing sustainability-linked performance metrics and internal accountability mechanisms that go beyond reporting, towards real behavioural change.

As a Board, we are also attuned to our role in shaping the culture of the organisation. We continue to champion integrity, transparency, and purpose-led leadership. We encourage bold thinking and responsible innovation – qualities that will define the future of development on our continent.

Our fifth Annual Sustainability Report is a reflection of the work we have done to date and a reaffirmation of our belief that sustainable business is indeed smart business.

Looking ahead, the Board remains steadfast in its commitment to creating long-term value. This means staying the course on our Spirit of Progress ambitions, supporting the executive team to deliver impact at scale, and ensuring that we remain responsive to stakeholder expectations across our markets. It also means taking a leading role in shaping the future of disclosure, governance, and accountability in our sector. I invite all our stakeholders to engage with our journey, hold us accountable, and walk with us as we build a resilient, inclusive, and climate-conscious future for the generations to come.

Dr. Martin Odwar-Otieno, CPS

Group Chairman



One of the Board's key priorities has been to ensure a clear line of sight between our Sustainability Strategy, Spirit of Progress, commitments and core business outcomes.

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Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Message from the Group MD & CEO



The theme of our report is 'A Sustainable Future in Every Drop', showcasing the work that we have done to ensure that our entire value chain is sustainable. It is anchored on the third pillar of our Sustainability Strategy, 'Pioneer Grain to Glass Sustainability'.



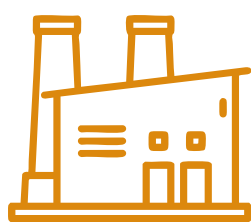
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I am proud to present our fifth Sustainability Report, which outlines our progress against the targets that we have set ourselves for our Sustainability Strategy, Spirit of Progress.

As EABL, we see clearly how the convergence of climate, technology, social equity, and regulatory expectations is reshaping our industry. We have, therefore, embraced bold steps in how we operate, engage, and grow.

The theme of our report is 'A Sustainable Future in Every Drop', showcasing the work that we have done to ensure that our entire value chain is sustainable. It is anchored on the third pillar of our Sustainability Strategy, 'Pioneer Grain to Glass Sustainability'.



70%

I am proud to report that over 70% of our manufacturing operations have already transitioned to renewable energy.



We continue to actively integrate climate and water conservation planning into our business strategy. This focus helps us cement the resilience of our operations, ensuring that we remain agile and responsive. I am proud to report that over 70% of our manufacturing operations have already transitioned to renewable energy. This tangible shift not only supports our net-zero goal, by 2030, but also strengthens our operational resilience against future energy volatility and regulatory shifts.

In F25, we further deepened our efforts to embed sustainability across our value chain. This includes leveraging the power of partnerships with our various business partners – suppliers of raw materials, equipment and other inputs, logistics and transport providers, distributors as well as various Spirit of

Progress programs partners. To this end, a number of our logistics and transport partners have modernized their fleet leading to reduced emissions, and together we are making progress in our journey to become net zero.

Additionally, our Sustainability Strategy, Spirit of Progress, is informed by various stakeholders. We conduct regular reviews of our material topics with our primary and secondary stakeholders to ensure that our interventions are well mapped to existing priorities.

We engage in a structured way with our employees, government and regulators, customers, consumers, and the communities we serve. Through these partnerships, our sustainability actions are designed to demonstrate leadership as well as drive collaboration. In this way, we can accelerate impact at scale.

I am also proud of how our teams across all markets have embraced sustainability as a shared responsibility. We have fostered a culture of purpose-driven performance, where environmental and social impact are embedded in daily decision-making. We have also invested in training and development to equip our leaders and staff with the knowledge and skills to lead in this new context.

Looking ahead, we will continue to strengthen our data systems and deliver integrated reporting that reflects the full picture of our performance. To this end, we are preparing for the next wave of sustainability regulation, ensuring that we remain a trusted partner and a responsible corporate citizen.

Together with our partners and stakeholders, we continue to be committed to shaping a sustainable and inclusive future that creates opportunities for all. This report is, therefore, both a reflection of what has been achieved so far and a signal of our future direction.

Jane Karuku, MGH

Group MD & CEO



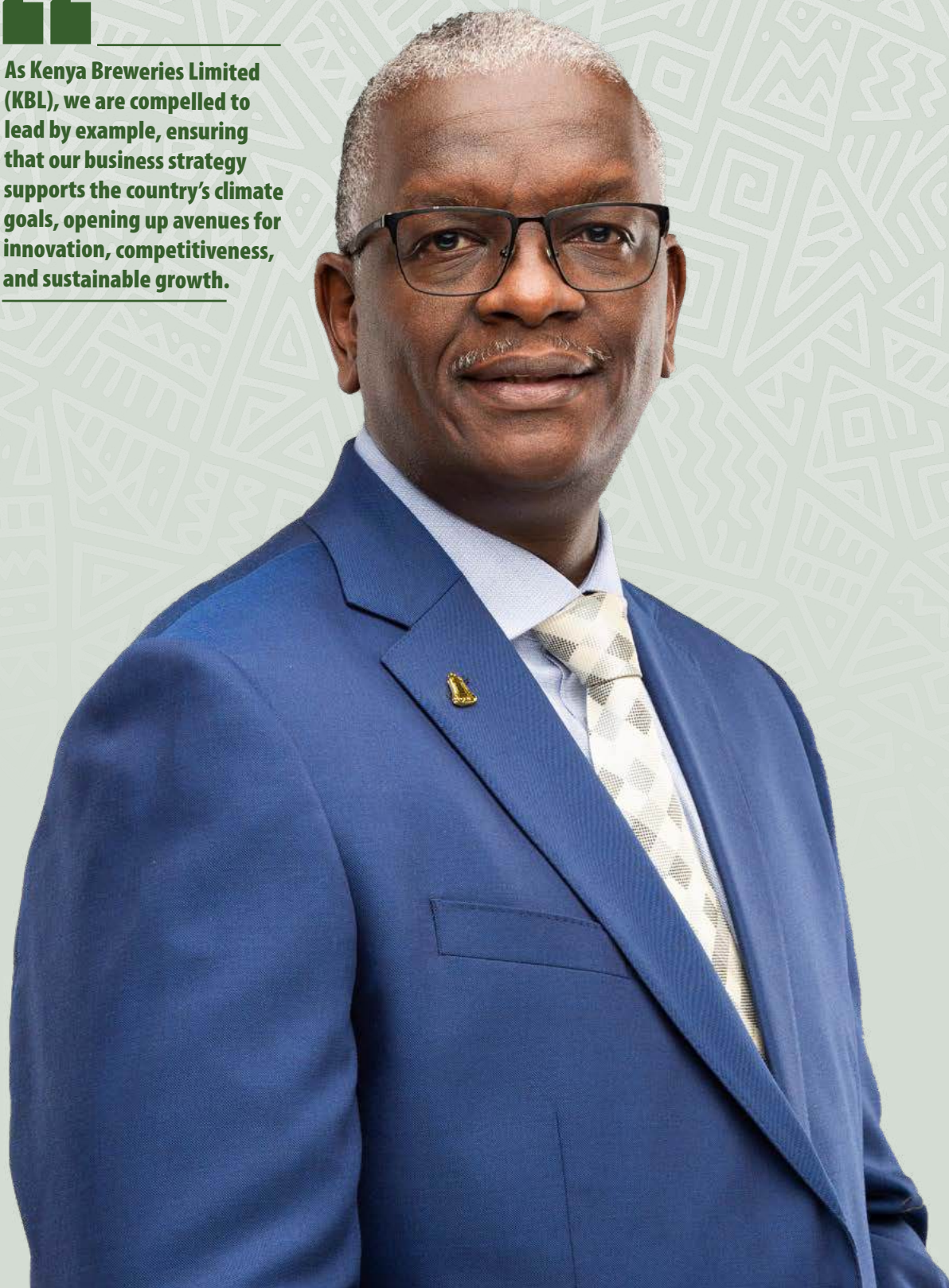
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Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Message from the KBL Managing Director



As Kenya Breweries Limited (KBL), we are compelled to lead by example, ensuring that our business strategy supports the country's climate goals, opening up avenues for innovation, competitiveness, and sustainable growth.



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Our sustainability journey in Kenya continues to evolve through action, innovation, and deep community engagement. In the years leading up to Vision 2030, Kenya has emerged as a continental leader in the transition to a green economy, underpinned by a robust policy framework and ambitious climate commitments. Kenya's recently updated Nationally Determined Contribution to the Paris Agreement, steers us on a pathway towards 35% reductions in greenhouse gas (GHG) emissions and is supplemented by Kenya's Long-Term Low Emission Development Strategy (LT-LEDS) that aims for a net-zero emissions future by 2050.

As Kenya Breweries Limited (KBL), we are committed to leading by example, ensuring that our business strategy aligns with the country's climate goals, thereby opening up avenues for innovation, competitiveness, and sustainable growth.

I am proud to lead a team committed to transforming high-level ambition into measurable impact. From our rural supply chains to our city-based operations, we are embedding sustainability into how we work, serve, and grow. This aligns not only with our corporate sustainability strategy but also with Kenya's national development plans and climate resilience agenda.

In F25, our teams advanced several impactful initiatives, including community-led reforestation projects, supplier and distributor training on ESG standards, and the integration of circular economy practices into our operations. Additionally, we continued our water and environmental conservation Collective Action programme with the Upper Tana-Nairobi Water Fund Trust (UTNWF), which is geared towards protecting the Upper Tana watershed, a source of over 90% of the water used in Nairobi by more than six million people. Earlier this year, on World Water Day, we funded the programme further to the tune of KShs 54 million. More than 260,000 smallholder farmers are involved in this work. Together with our partners, we are restoring riverbanks, training farmers in terracing to prevent soil erosion, planting napier grass to stabilise soil and provide fodder for livestock, and distributing dam liners so that water can be harvested and stored for dry seasons. These efforts prevent siltation, protect biodiversity, and help maintain healthy river flows within the watershed.

Additionally, our operations have become increasingly water-efficient, with continual improvements enabling us to use less water per litre of product year-on-year. We have also significantly reduced our emissions footprint, with overall emissions trending downward in line with our net-zero ambition.

One of our proudest achievements has been the launch of our Digibility Programme, in March this year, customised for youths living with disabilities studying at higher learning institutions. Following the completion of the pilot phase with the United States International University, Africa (USIU-A), the programme has seen twenty-five talented youths graduate with digital skills, enabling them to earn a decent living. Additionally, some of the graduates are currently undergoing internships at KBL and other corporates. This new initiative is a testament to our holistic approach to sustainability — one that balances environmental stewardship with inclusive social development.

Specific to this year's report's theme, which is anchored on the third pillar of our Sustainability Strategy, Spirit of Progress, 'Pioneer Grain to Glass Sustainability', we have continued to work closely with our farmers, further strengthening regenerative agriculture practices. Earlier in the year, we celebrated our F25 Farmers' Day event, at which we launched two climate-resilient and high-yield sorghum varieties, Propino and Laurette, to our farmers. As a result, our farmers' yields are currently twice to thrice what they used to harvest in the past, thereby enhancing their lives and livelihoods.

We also continue to strengthen our partnerships with local governments, SMEs, and youth-led enterprises. These collaborations have not only helped deepen our local footprint but have also positioned us as a key enabler of inclusive economic transformation. Looking ahead, we will continue to expand our work in climate resilience, enhance our ESG data collection at the local level, and co-design innovative solutions with our customers and communities.

Our commitment remains clear: to deliver sustainability not as an obligation, but as a path to long-term prosperity for Kenya.

Andrew Kilonzo

KBL Managing Director



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Message from the SBL Managing Director



The theme of this year's report, "A Sustainable Future in Every Drop", reflects the integration of sustainability into the very essence of our operations - from grain to glass.



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At Serengeti Breweries Limited (SBL), sustainability is not an obligation—it is a commitment to shaping a future where people, communities, businesses, and the planet can thrive together. As custodians of one of Tanzania's most iconic businesses, we recognise the urgent need to address climate change, resource scarcity, and social inequality - not just in principle, but in practice, through measurable and lasting impact.

The theme of this year's report, **"A Sustainable Future in Every Drop"**, reflects the integration of sustainability into the very essence of our operations - from grain to glass. Guided by Diageo's Spirit of Progress strategy, we are proud to implement a model of growth that champions environmental stewardship, economic empowerment, and inclusion at every level of our value chain.

In the last year, we have continued to deepen our impact across all three pillars of our sustainability strategy. One of the standout achievements of FY25 has been the evolution of our Learning for Life programme.



109

Through a strategic partnership with the National College of Tourism, and with support from the Diageo Bar Academy, we equipped 109 young people - half of them women - with skills in hospitality, mixology, and customer service.

Recognising the significant potential in Tanzania's fast-growing tourism sector, we expanded our youth empowerment efforts into hospitality training.

Through a strategic partnership with the National College of Tourism, and with support from the Diageo Bar Academy, we equipped 109 young people - half of whom are women - with skills in hospitality, mixology, and customer service. We are especially proud that 45% of the participants have already secured employment, proving that when opportunity meets preparation, transformation follows.

Our work around responsible drinking also made strong headway this year. Through the 'Wrong Side of the Road' initiative, we exceeded our goals as we amplified critical conversations around alcohol responsibility and road safety - engaging thousands in honest, data-backed dialogue.

Looking forward, we are doubling down on our environmental sustainability ambitions, aligned with Tanzania's national target to reduce greenhouse gas emissions by 30% - 35% by 2030. At SBL, this means scaling our use of renewable energy, enhancing circularity in our operations, and building greater climate resilience across our value chain. These efforts are not only good for the environment—they are good for business, communities, and the next generation.

What truly powers our progress, however, is our people. At every level of SBL, our teams continue to embed sustainability into their daily decisions - with passion, ingenuity, and purpose. Sustainability is not a department; it is a culture, and I could not be prouder of what we are building together.

On behalf of the entire SBL team, I invite you to explore our fifth annual Sustainability Report. Thank you for your interest, your partnership, and for sharing in our belief that a more inclusive and sustainable future is possible - one drop at a time.

Dr. Obinna Anyalefechi

SBL Managing Director



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Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Message from the UBL Managing Director



As part of East African Breweries PLC (EABL), our ambition is to grow in a way that uplifts communities, protects the environment, and creates lasting value.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



At Uganda Breweries, we believe that every drop of beer we brew carries with it a story of possibility — a story that begins with the grain grown by our farmers and ends with a glass raised in celebration. This is why Pioneering Grain to Glass Sustainability is more than just the theme of this report; it is our way of doing business and our promise to future generations.

As part of East African Breweries PLC (EABL), our ambition is to grow in a way that uplifts communities, protects the environment, and creates lasting value. Sustainability is not a project for us — it is embedded in every decision we make, from how we source our raw materials to how we power our brewery.

Our impact starts with the farmers. Through our Farm for Success program, we partner with over 40,000 farmers across Uganda, investing more than UGX 45 billion last year to source sorghum, barley, and maize. Beyond purchasing crops, we are strengthening rural livelihoods, contributing to food security, and supporting Uganda's National Development Plan by reducing poverty and creating inclusive growth.

But sustainability goes beyond agriculture. Clean, safe water is at the heart of thriving communities and successful farming. Through our Water for Life initiatives, we have brought safe water to over 4,900 households in the Teso sub region through 9 boreholes and one solar powered water scheme that provides safe clean water to over 1,100 households in Kibasi, Fort Portal, where we source thousands of tonnes of grain each year. By giving women and girls easier access to water, we are also creating new opportunities for education, dignity, and empowerment. In the same region, we have trained young people with skills for the hospitality industry, opening doors for jobs and entrepreneurship.

We know that challenges like climate change, water scarcity, and waste management cannot be solved by one company alone. That is why we are building partnerships that drive systemic change.

With the Ministry of Water and Environment and AidEnvironment, we launched Elgon Pamoja, a one-billion Uganda shillings program to restore ecosystems in the Elgon region. And as a founding member of Green Action for Sustainable Production (GASP) a company formed as part of our extended producer responsibility, with plastics waste management and recycling we are working alongside peers to build guidelines on a circular economy and pioneer policy around post-consumer waste.

At our brewery, we are transforming the way we operate. By harnessing biomass energy, we have cut carbon emissions by more than 90%. This proves that protecting the planet and running a successful business go hand in hand.

Looking ahead, our commitment is clear: we will continue to pioneer bold solutions that strengthen food security, build climate resilience, and support sustainable livelihoods. Guided by our Spirit of Progress agenda, and powered by the passion of our people, the trust of our partners, and the resilience of our communities, we are determined to make Uganda — and East Africa — better because we live and operate here.

I am especially proud that our efforts have been recognised globally. Uganda Breweries was recently named Diageo Brewery of the Year 2025 — for the second year in a row — in recognition of our achievements in energy efficiency, water conservation, and operational excellence. This award is a testament to what we can achieve when sustainability is at the heart of our business.

Together as team UBL, we are brewing a future that is more inclusive, more sustainable, and truly worth raising a glass to.

Felicite Nson

UBL Managing Director



Through our Farm for Success program, we partner with over 40,000 farmers across Uganda, investing more than UGX 45 billion last year to source sorghum, barley, and maize.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Message from the Group Corporate Relations Director



As we present our fifth Sustainability Report, I am proud to reflect on how far we have come in positioning sustainability not only as a core business pillar, but also as a defining narrative that transparently highlights who we are and what we stand for.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



In today's world, trust and transparency are the currencies of corporate reputation. The latter, transparency, is also a key aspect and requirement for sustainability reporting.

As we present our fifth Sustainability Report, I am proud to reflect on how far we have come in positioning sustainability not only as a core business pillar, but also as a defining narrative that transparently highlights who we are and what we stand for.

This year, the theme of our Sustainability Report is anchored on the third pillar of our Sustainability Strategy, Spirit of Progress - Pioneer Grain to Glass Sustainability.

Titled "A Sustainable Future in Every Drop", this year's report showcases how sustainability is integrated across our entire value chain — from the source of our raw materials to the products that reach our consumers. This narrative is not only symbolic; it reflects the real impact of our efforts to embed sustainability into every stage of our operations.

Our stakeholders expect more than commitments; they expect clarity, evidence, and consistency. In response, we have strengthened our sustainability storytelling, stakeholder engagement, and disclosure practices to ensure we are meeting that expectation with purpose and integrity.

Over the past year, we have made substantial progress in building a credible and transparent sustainability profile. Through integrated reporting, policy alignment, and active participation in global and regional sustainability platforms, we are contributing to thought leadership and driving system-wide change.

Our membership in the United Nations Global Compact, Kenya (UNGC), Kenya Association of Manufacturers (KAM) and Kenya Private Sector Alliance (KEPSA), among others, reflects our ongoing commitment to be part of collective solutions that

advance environmental stewardship, human rights, and ethical governance across Africa.

Stakeholder engagement continues to be a core component of our approach. We have conducted focused consultations, community roundtables, and sector-specific dialogues to better understand and integrate stakeholder expectations into our decision-making processes. These insights have helped shape our ESG materiality assessments, influence our social investment priorities, and inform how we communicate impact in a way that resonates beyond compliance.

We also recognise the evolving landscape of sustainability regulation and disclosure, particularly with the rollout of International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards — specifically IFRS S1 and IFRS S2. Working closely with our Finance, Audit, Legal and Business Integrity teams, we continue to ensure that our external messaging is aligned with internal realities and that our stakeholders receive decision-useful information. This means translating technical progress into accessible insights, bridging communication gaps, and ensuring that every story we tell is backed by substance.

Looking ahead, we will continue to refine our stakeholder strategy, elevate our sustainability reporting, and ensure that our communications reflect the full scope of our ambition and our accountability. Sustainability is central to our brands, our voice, and our values.

I am confident that with sustained engagement and transparent dialogue, we can continue to build a business that is not only trusted, but also truly transformative. I, therefore, welcome you to experience our fifth Sustainability Report which captures the many stories, voices, and values that define our journey.

Fric Kintiti

Group Corporate Relations Director



Working closely with our Finance, Audit, Legal and Business Integrity teams, we continue to ensure that our external messaging is aligned with internal realities and that our stakeholders receive decision-useful information.

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Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Our Sustainability Strategy at a Glance

Our 'Spirit of Progress' Ambition



Our mission is to change the way people drink for the better by engaging, educating and empowering consumers to make informed choices about drinking.



Our mission is to create the most inclusive and diverse environment, ensuring that all our people thrive, supported by market-leading policies and practices. We also aim to remove barriers and have a positive impact on our partners, suppliers & communities.



Our mission is to build a resilient supply chain that helps our communities to adapt to climate change, protects our license to operate and benefits the bottom line of our business.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Our Report Theme: A Sustainable

From the very first grain sown in the fertile fields of Western Kenya, North-Western Tanzania, and Eastern Uganda's sourcing regions, to that final satisfying sip of Tusker, Serengeti, or Bell beer savoured by our cherished consumers, EABL's Grain to Glass approach reflects a deep, integrated commitment to sustainability, quality, and shared prosperity. Our mission is to cultivate a purpose-driven ecosystem that connects employees, farmers, suppliers, partners, and customers in a value chain built on trust, transparency, and long-term impact.

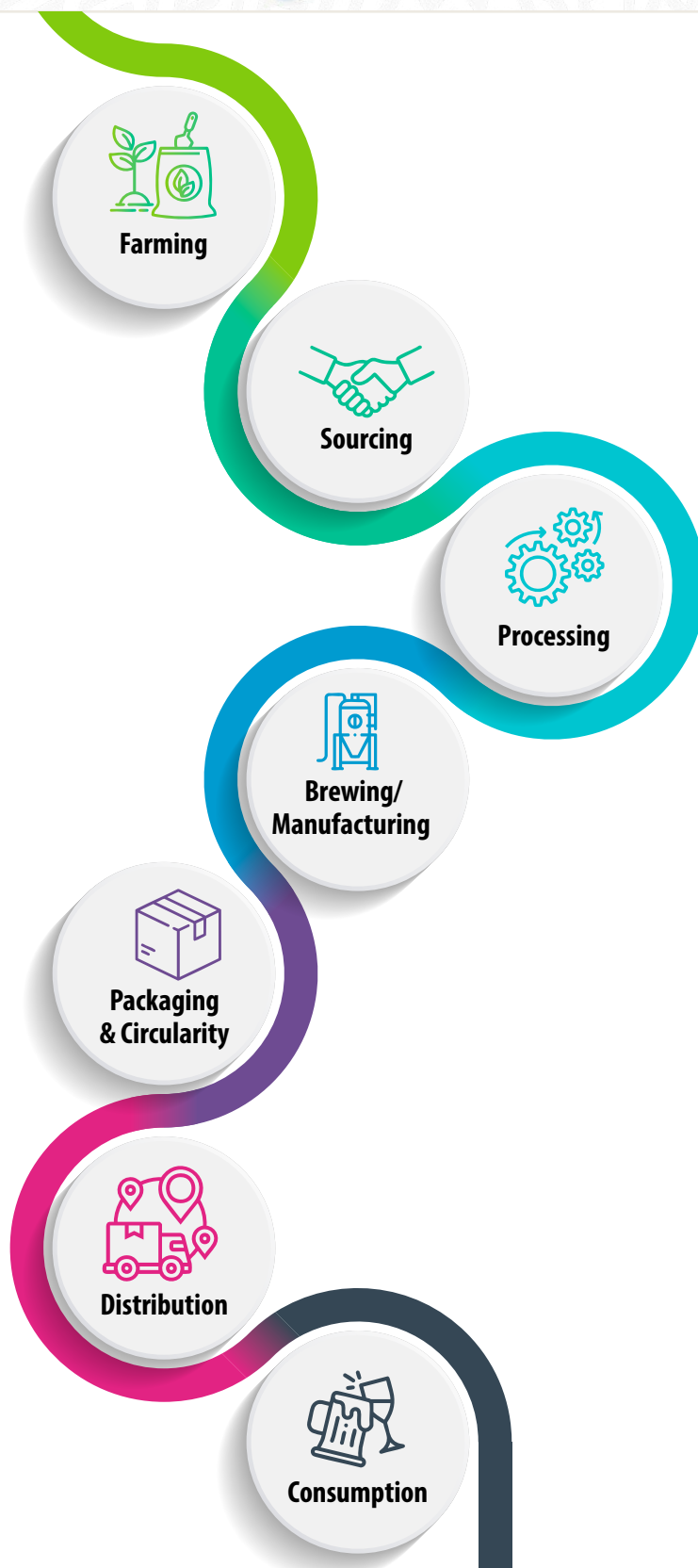
This year, we take you on a guided journey through our value chain to demonstrate how integral sustainability is to our operations. At each stage of this journey, we embed environmental and social considerations in everything that we do. This enables us to deliver world-class products in a way that uplifts communities, protects natural resources, and contributes to resilient local economies.

In this regard, this year's theme – **A Sustainable Future in Every Drop** – is anchored on the third pillar of our Sustainability Strategy, 'Spirit of Progress', Pioneer Grain to Glass Sustainability.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Future in Every Drop



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



According to the United Nations Food and Agriculture Organisation (FAO), nearly 33% of global soils are degraded, leading to reduced productivity and increased dependence on synthetic inputs (FAO, 2015).

FARMING



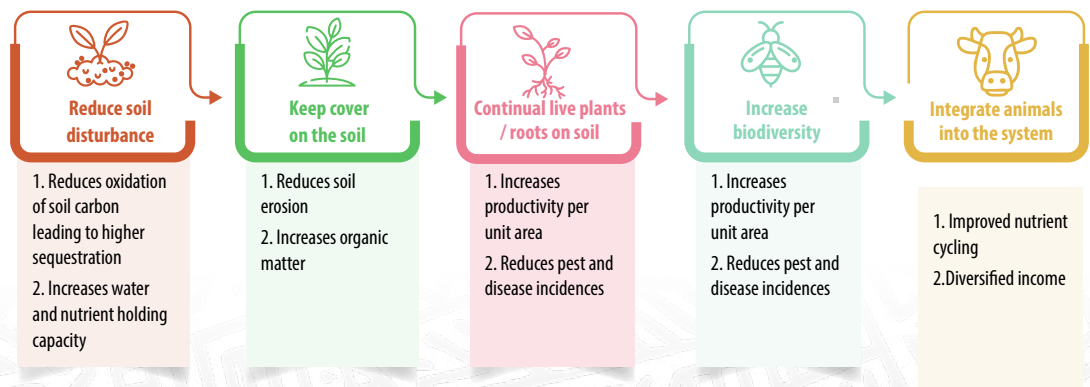
We are proud to pioneer regenerative agriculture with our farmers. Regenerative agriculture is a holistic farming approach that focuses on actively restoring and enhancing ecosystems. It focuses on improving soil health, increasing biodiversity, enhancing water cycles, and capturing carbon, all while supporting farmer livelihoods and long-term productivity. According to the Natural Resources Defence Council (NRDC), regenerative agriculture is a philosophy and approach to land management that asks us to think about “how all aspects of agriculture are connected through a web—a network of entities who grow, enhance, exchange, distribute, and consume goods and services—instead of a linear supply chain.”

Our agricultural supply chain is increasingly vulnerable to the intersecting crises of climate change, soil degradation, and resource scarcity. This poses long-term risks to food security, farmer livelihoods, and sustainable sourcing.

In parallel, agriculture is both a major contributor to and a victim of climate change—accounting for over 20% of global greenhouse gas emissions (IPCC, 2022), while being highly exposed to climate-driven disruptions. If left unaddressed, these challenges threaten the resilience of our supply chain and our ability to meet long-term environmental and economic goals. Conventional farming practices often deplete rather than replenish natural resources, accelerating the problem.

Regenerative agriculture offers a solution. By improving soil health, increasing biodiversity, and enhancing water retention, it helps mitigate climate risk, restore ecosystems, and improve farmer productivity, all while reducing emissions and input costs. As a result, we are investing in regenerative agriculture as a foundational strategy. This strengthens our Grain to Glass model while contributing to climate adaptation, community resilience, and the achievement of our Spirit of Progress commitments.

Pillars of Regenerative Agriculture – Why does it matter to us?



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



We have so far set up 10 demonstration farms in Kenya (five in Eastern Kenya and five in Western Kenya) where our farmers can learn everything they need on each aspect of regenerative agriculture.



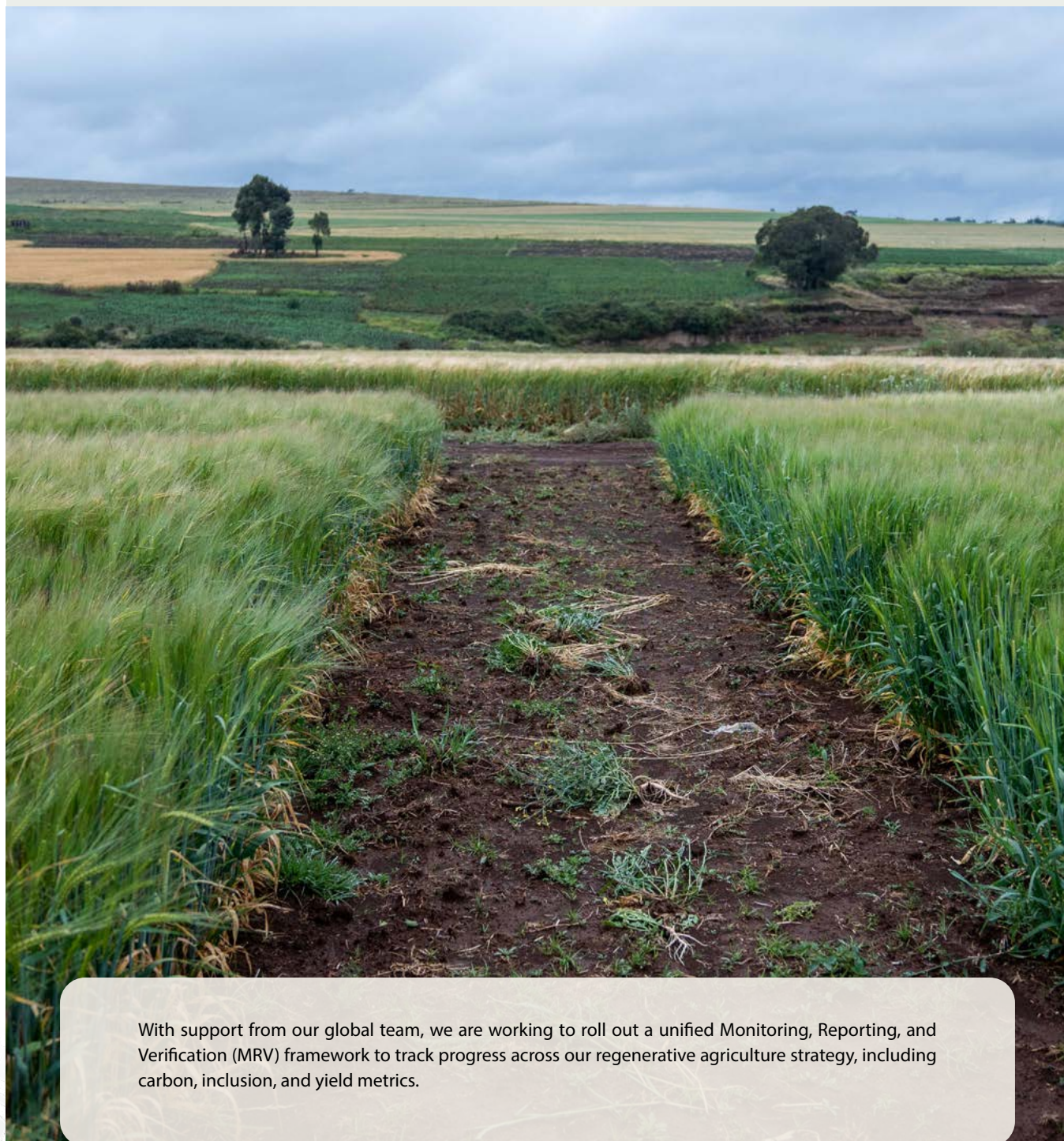
We piloted a high yield sorghum seed variety – 'Isidor' delivering two to three times more yield than traditional sorghum.



We support soil sampling to provide baseline and ongoing data to measure the health and productivity of their soils—and to track the effectiveness of regenerative practices over time.



Our farmers have experienced over 10% reduction in post-harvest losses.



With support from our global team, we are working to roll out a unified Monitoring, Reporting, and Verification (MRV) framework to track progress across our regenerative agriculture strategy, including carbon, inclusion, and yield metrics.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



20,000

Number of farmers engaged – over 20,000.

100%

of locally sourced grain.

SOURCING

In our “Grain to Glass” journey, the sourcing stage is critical. It forms the bridge between farming and production, ensuring that all of our raw materials including sorghum and barley, are procured responsibly, sustainably, and with traceability. This phase is where the company’s values start to translate into action across the supply chain.

- **Traceability is a must:** Using digital tools and farm mapping technology, we have now mapped each of our sorghum-producing farms, capturing acreage, seed variety, training attendance, and post-harvest monitoring data. This approach enables us to trace exactly where our grains come from and how they were produced, creating accountability from Grain to Glass. In partnership with platforms like Koltiva, we are working towards generating long-range, predictive data that can guide decision-making across farmer segments and geographies. While currently used in Kenya, we aim to expand this capability to Uganda and other East African markets.
- **Fair and stable farmer contracts:** To create lasting value at the source, we prioritise fair, inclusive, and predictable sourcing relationships. We provide stable contracts that offer price certainty, timely payments, and access to agronomic advice.
- **Process optimisation:** As part of our commitment to modernising the value chain, we have piloted mechanised threshers to reduce contamination and improve grain quality. The positive reception, especially among the youth, has sparked interest in offering these services as income-generating activities, expanding the model’s economic impact.
- **Supporting our farmers through training and capacity building:** At the heart of our engagement model are our demonstration plots, which act as living classrooms for regenerative agriculture. Running for over five years, our demonstration plots are community-based learning hubs that walk farmers through the full cycle—from land preparation and planting to weeding, harvesting, and post-harvest handling. These plots also integrate best practices such as minimum tillage, crop rotation, and reduced chemical inputs. We have processed over 20,000 farmers through these sites, creating a seasonal learning ecosystem that combines training, experimentation, and peer-to-peer exchange. We also advise farmers on optimal
- **Gender and inclusion – ensuring social equity in our sourcing:** We are intentional about embedding equity and inclusion into our sourcing strategy. Through our partnership with CARE Kenya, we are upscaling a successful pilot to mainstream more women sorghum farmers into our supply chain. This programme not only supports income diversification for women, but also builds long-term resilience in communities that have historically been underserved. We also support farmers with disabilities (PwDs) recognising that social sustainability is inseparable from commercial success. We are committed to designing systems that are accessible, inclusive, and empowering for all.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

I have been partnering with KBL since 2018, when I was a farmer planting sorghum on less than one acre. Soon into the journey, I became an aggregator, with around 50 farmers in Kisumu. I had a lot of challenges in the beginning, mainly due to the fact that there were not enough farmers in Kisumu growing sorghum. However, I can confidently say that I have overcome those challenges. KBL has really invested in me. It has given me multiple trainings, taking me as far as Meru to learn the intricacies of sorghum farming so that I could come back to Kisumu with new knowledge and experience to train more farmers on sorghum farming. When I started as an aggregator, I worked with 50 farmers and now I am working over 1,850 farmers who are mostly women in five different sub-counties in Kisumu. I am now planting sorghum on more than five acres, which is a big jump from when I started in 2018.

Rolly Atieno – Kisumu

I have been a barley farmer working with KBL for over five years, and the experience has truly transformed the way I farm. KBL has invested in educating us through regular seminars, where we've gained valuable knowledge on the proper use of chemicals, including how to select, manage, and apply them correctly. Before, I was making many mistakes that affected my yields, but since these trainings, I have seen significant improvements. My yield has improved, and I am able to educate my neighbours as well. Now, our focus is on improving our soil so we can continue to grow even better harvests in the future.

John Paul Munene – Molo

Farming sorghum for Uganda Breweries has been a journey of learning and persistence. Despite challenges like poor seasons and lack of capital, I have now recruited other women to farm with me so that, together, we can benefit from the ready market provided by Uganda Breweries and improve our lives.

Beatrice Achibu – Farmer

With training, seeds, and access to bank credit supported by Uganda Breweries, I've expanded my farming, paid tuition for my children, and even built a house. I encourage women to join sorghum farming because the market is always ready, and it can transform lives.

Harriet Biwaga – Farmer

Supplying sorghum to Uganda Breweries has given me a ready market, which helps me support my family with school fees and healthcare. I encourage women to join farming because when you empower a woman, you empower the nation.

Amia Agnes Lucky – Farmer



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



In Uganda, we are piloting a Zero Liquid Discharge (ZLD) facility designed to recover up to 80% of the water used in processing.

PROCESSING

As a resource-intensive phase in our value chain, processing presents a critical opportunity to drive environmental efficiency and operational excellence.

Typical activities in processing include:

- Inspection, sampling and lab analysis.
- Offloading, cleaning and storage in silos.
- On grain need basis, dispatching grain to the brewing area and quality control check points before offloading to brewing silos. For barley, it is dispatched to the brewing plant as either barley or malt, which is germinated and dried grains activated into enzymes.
- Weighing and milling according to the intended product.
- Mashing - mixing grain with water to extract fermentable sugars.

Throughout these processes, we are committed to reducing our water and energy footprint by implementing sustainable interventions in our processing facilities. From grain cleaning and malting to mashing and pre-brewing stages, we

are implementing solutions that minimise waste, conserve natural resources, and lower emissions without compromising product quality or food safety. Our approach focuses on process innovation, circular resource use, and investment in technology that supports our long-term water and climate stewardship goals.

Water stewardship:

In response to growing water stress across our operating regions, we are scaling our commitment to water conservation through the installation of advanced water recovery systems. In Uganda, we are piloting a Zero Liquid Discharge (ZLD) facility designed to recover up to **80% of the water** used in processing. This is a major step towards our vision of closed-loop water use, where water is treated, reused, and recycled within our facilities. We are also exploring how the by-products of water treatment, such as sludge, can be repurposed by nearby farming communities as organic fertiliser, further reinforcing our circularity goals and generating economic opportunities.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Since the commissioning of our Water Recovery Plant in F21, with a capacity of 3,400m³, we have successfully recovered over 593,000m³ of water. Without this system, we would have been competing with the community for water, but now, more is available for everyone. Today, 20% of our total water footprint is met through recovery, and we maintain 100% compliance with environmental quality standards, enhancing both our operational efficiency and our reputation.

I take pride in knowing that the work we do preserves our catchment areas and gives back to the community. We are living on a borrowed Earth, and anything we can do to protect it, we must do. This Plant has become a model for others, attracting stakeholders from all over who come to benchmark against our technology, from Coca-Cola to Kisumu Water and Nairobi Water Authorities.

In Kisumu, we recover 758m³ per hour; in Nairobi, 1,200 m³ at 80% recovery rate; and in Kampala, 1,080m³ at 80% recovery. Additionally, we are closing the final 5% gap to achieve full emissions reduction, with plans to invest in electric forklifts, solar panels, and agricultural waste-to-energy solutions. These innovations are not just about efficiency, they're about creating new value chains and inspiring others to follow suit, and that makes me proud.

Robert Adwar,
Asset Care Manager - Utilities & Facilities



Energy Efficiency:

As part of our journey to net zero emissions, in 2022 we invested in three biomass plants – two at KBL and one at UBL. We continue to utilise biomass materials for energy, contributing to a lower carbon footprint.

In addition, we are transitioning to electric forklifts, starting with two units already deployed at our spirits facility in Uganda and six in Kenya. A similar investment is being made at our plants in Tanzania. Over the next two to three years, we aim to invest in more electric forklifts to eliminate the use

of diesel and Liquefied Petroleum Gas (LPG) forklifts entirely, contributing to a significant reduction in on-site emissions. Early data shows this transition will deliver substantial fuel and emissions savings, and we are working with our team to quantify and report these benefits.

We also have a long-term plan to invest in biomass plants at our sites in Tanzania. In the interim, we are progressively reducing our carbon footprint by improving energy efficiency at our plants.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



69.3%

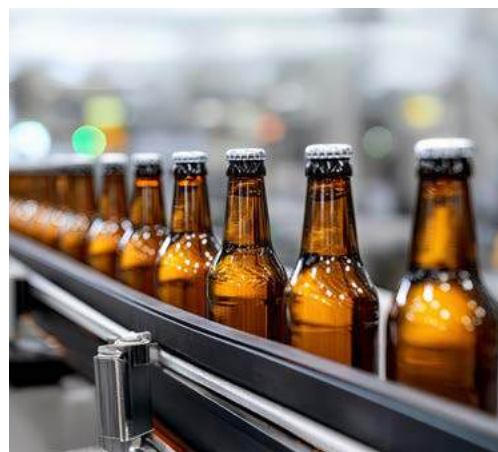
69.3% reduction in Scope 1 and 2 emissions from 2020 as a result of decarbonising our operations.

PRODUCTION/BREWING

We think of processing as “preparing the kitchen”, and brewing as “cooking the meal.” Brewing is a highly technical stage of production, which we have spent years perfecting.

We pioneered the use of biomass to power our boilers in 2022, and have since made substantial reductions in our Scope 1 and 2 emissions. We are now expanding our sourcing of biomass fuel to include the innovative use of seasonal materials like pinecones and damaged wooden pallet to power our boilers. All biomass sourcing is done on the basis of certified and traceable supply to ensure sustainability and resilience. Beyond traceability, we source our biofuels within a 150km radius of our facilities, to ensure that we prioritise local suppliers and spur the local economy. Most of our biomass suppliers, about 80%, are women, creating jobs and

opportunities for women along our value chain. Furthermore, in Kenya, we are piloting the use of biofuels to replace diesel generators, while working with suppliers in Tanzania to assess availability and long-term feasibility.



For the past three years, we've supplied a full range of biomass materials that include wood chips, sawdust, macadamia shells and pinecones. In fact, we are now exploring new options like wood pellets as an additional source of biofuels. Working with EABL has been a game changer for our business - our volumes really expanded when the partnership began as the demand is high to meet their production requirements. This has been a bit of a challenging year, given the tough economic times in Kenya and growing competition to supply biofuels, but we are grateful for the continued partnership. As a vegetation scientist, I hold myself to the highest standards of sustainability. I cannot, and will not, engage in practices that are not replenishable. Everything we do must safeguard tomorrow and ensure that future generations inherit a thriving environment. I believe more businesses need to adopt this mindset. Our responsibility is not just to deliver products today, but to lead in protecting the resources that make our work possible.

Professor Samuel Kiboi – Biomass Supplier, Ruiru

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

PACKAGING AND CIRCULARITY



Packaging plays a vital role in protecting product quality and enabling distribution. It is also a substantial contributor to global waste, resource depletion, and carbon emissions. With increasing pressure on landfills, rising material costs, and the environmental toll of single-use packaging, the need for sustainable and circular packaging solutions has never been more urgent. At the heart of our approach is circularity.

Circularity: the principle of designing out waste and keeping materials in use for as long as possible through reuse, recycling, and recovery.

Circularity matters because it transforms packaging from a one-time use item into a regenerative asset, reducing demand for virgin materials, lowering energy use, and cutting greenhouse gas emissions. It also unlocks opportunities for innovation, local economic participation, and long-

term cost efficiency. As stewards of the full value chain—from Grain to Glass—we are committed to rethinking packaging as a system: one that must be responsible by design, regenerative in practice, and inclusive in impact.

- We are working towards increasing recycled content in our clear glass bottles, targeting at least 50% recycled content, which significantly reduces the energy required for glass production.
- We are advocating for a shift towards recyclable or plastic pallets, treating them as reusable assets, rather than disposable consumables, especially for imports and spirits handling.
- We are also capturing ash from our biomass operations as an organic input for farming, and exploring how used oils and sludge can be turned into farm-friendly inputs.



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Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



As the Spirits market leader, we concluded and scaled the pilot of Project Rudisha. The project allows us to run a sustainable Spirits glass business, shifting 100% from One Way to a Returnable Glass Model.



Project Rudisha

The Spirits category consumption is largely one-way with empty bottles either being retained by outlets or, discarded as waste when taken away for in-home consumption. As the Spirits market leader, we concluded and scaled the pilot of Project Rudisha. The project allows us to run a sustainable Spirits

glass business, shifting 100% from One Way to a Returnable Glass Model. We envision Project Rudisha being a critical enabler of our Scope 3 reduction targets. In addition, it allows us to reduce our energy consumption, lower our business costs, and decrease our contribution to landfills.

As a young person who was unemployed, I am really happy to be a part of Project Rudisha. Used bottle collections have given us a dignified way of earning a living and meeting our basic needs, as well as supporting our families. We are ready to work, in fact, we are very happy to be given work.

Suleiman Nyunawi – Voi

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

DISTRIBUTION



↓ 20%

In most projections, meeting global Net Zero targets, requires the distribution industry to reduce emissions by 20% before 2030.

Getting our products from our production sites to our customers (EABL distributors) is the next step in our journey. The Distribution and Logistics sectors significantly contribute to global greenhouse gas emissions every year. Road freight is a major emitter within this sector, with trucks responsible for a substantial portion of these emissions. In most projections, meeting global net zero targets, requires the distribution industry to reduce emissions by 20% before 2030. Sustainable distribution practices are essential to achieving these reductions and mitigating environmental impact. We are doing our part in figuring out the best ways to make substantial reductions, as well as bring players across our value chain along the same journey.

While we have a long way to go, we have made significant strides in reducing emissions and improving efficiency across our distribution network. In partnership with DHL, we have successfully integrated 25 EURO 5 low-emission trucks into the fleet serving our operations. EURO 5 trucks are engineered to produce significantly

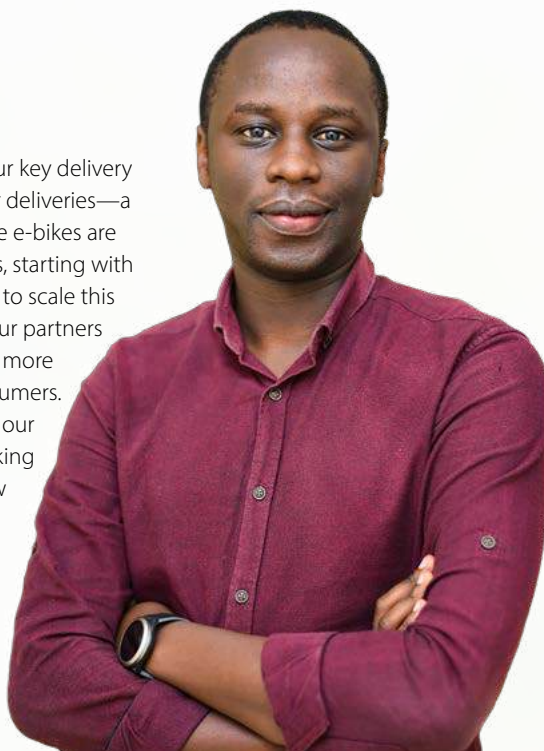
lower nitrogen oxide (NO) and particulate matter emissions compared to older models. Their adoption contributes directly to reducing our Scope 3 emissions. This marks a key milestone in our transition to cleaner logistics, with plans already underway to adopt EURO 6 standards in future logistics contracts, setting a higher benchmark for fuel efficiency and emissions performance.

Additionally, we are working closely with our third-party logistics vendors to right-size transport capacity. By replacing 18-tonne trucks with 30-tonne vehicles, we are optimising load efficiency and reducing the number of trips required to move the same volume of goods. This initiative is supported by the rollout of a digital control tower in Kenya, which enables real-time route optimisation and fleet coordination. Together, these interventions are driving tangible reductions in distribution-related carbon emissions, lowering fuel consumption, and delivering cost savings across our logistics ecosystem.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Through our partnership with Uber as one of our key delivery partners, we've introduced electric bikes for bar deliveries—a move that's both efficient and sustainable. The e-bikes are already in use for part of our delivery operations, starting with a successful launch in Nairobi. Our goal now is to scale this service to other towns in Kenya, ensuring that our partners can also take the lead in driving this greener, more innovative way of getting our products to consumers. Next year, we hope to expand this initiative to our business in Tanzania and Uganda and start tracking more detailed metrics, specifically around how many bikes we use, and emissions avoided.

**Samuel Ndunda, Head of E-Commerce,
EABL**



I have been a proud distributor for EABL for the past 20 years, and the partnership has been both rewarding and impactful. Beyond business, EABL has actively engaged us in its sustainability initiatives, including Project Rudisha, which has deepened our own commitment to sustainability. They also invest in our growth through regular training and capacity-building sessions, always ready to address gaps and strengthen our capabilities. This continuous support has not only enhanced our operations but also strengthened our shared vision for a responsible and sustainable future.

Shadrack Oriah – Distributor, Tony West Ltd.

For almost three decades now, (we will have partnered with EABL for 30 years on the 1st of January, 2026) my experience with EABL has been defined by unwavering support and genuine partnership. Numerous times, EABL has offered us stock loans with extended repayment terms, which eases financial pressure and gives us room to breathe. They also provide dynamic sales acceleration activities that keep our business thriving. EABL has always stood by us. Their open, transparent communication fosters a smooth working relationship built on trust, making us feel less like clients and more like true partners on a shared journey.

Leah Njoroge – Distributor, Ishano

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

CONSUMPTION



Sustainability is no longer a niche concern; it is a growing expectation among consumers worldwide, especially in our sector where environmental impact is most visible. A 2023 McKinsey & Nielsen IQ study found that 78% of global consumers consider a sustainable lifestyle important, and products making ESG-related claims contributed to 55% of overall category growth in fast-moving consumer goods. In the manufacturing sector, especially food and beverage, more than 60% of consumers report that sustainability-related packaging and sourcing claims influence their purchasing decisions (BCG, 2023).

This trend is particularly pronounced among Millennials and Gen Z, who expect brands to lead with purpose and accountability. In all of our markets where we source and operate, sustainability is increasingly linked to product trust, local relevance, and quality. Consumers are not just buying products—they are buying into the values behind them. As a result, manufacturers that embed circularity, traceability, and low-impact production into their operations are better positioned to build brand loyalty, command price premiums, and future-proof their growth.

I've been in business for six years, and I've always chosen to stock only KBL beer. Every time, I buy four to five barrels, knowing I'm getting the real thing—original, high-quality, and never doctored. KBL beer moves fast because consumers trust it; it's not illicit, it's the genuine brew. In my view, you're simply the best.

Salome Kirigiti, Outlet: Kirigiti Ruui Bar

As clearly outlined, sustainability is truly at the heart of who we are. Be it regenerative agriculture and responsible sourcing, to efficient production, sustainable packaging, and circular reuse, we are living out our theme "A Sustainable Future in Every Drop". As we scale our ambitions under Spirit of Progress, the Grain to Glass journey remains our foundation, ensuring that every bottle we produce is a story of progress, collaboration, and sustainability in action.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Our Material Themes



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Defining The Issues That Matter To Us

Our Material Topics

As part of our comprehensive materiality assessment process, EABL identified 18 material themes encompassing key sustainability-related impacts, risks, and opportunities. This in-depth assessment is conducted every three years in collaboration with an independent third-party expert, ensuring objectivity and alignment with global best practices. To maintain relevance and responsiveness, these themes are reviewed annually by internal subject matter leads to capture any emerging issues and evolving stakeholder expectations.

How We Measure Our Material Topics

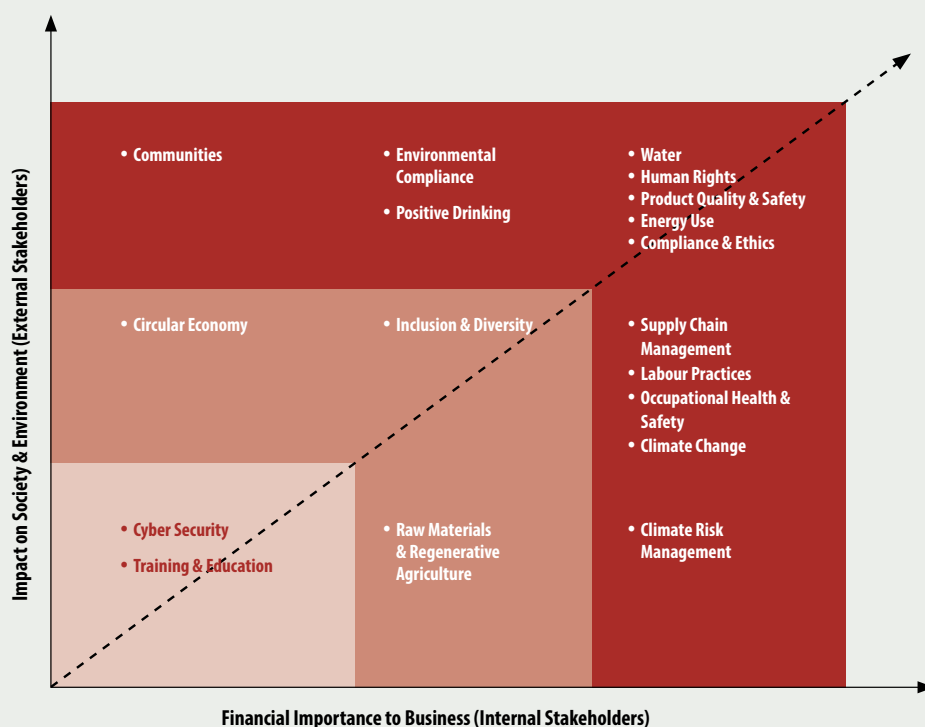
EABL takes a systematic approach to materiality to enable us to assess both our stakeholders' views on the impacts we make on society and the environment, and the potential effect of outside events on our business. Measuring these helps EABL identify potential vulnerabilities that could affect its ability to deliver on its strategic goals, while also enabling the company to manage its impacts and be more aware of how it is perceived by stakeholders. Our materiality assessment follows a multi-step process that leverages both quantitative and qualitative data, including desk research, stakeholder identification, in-depth interviews and a problem-solving learning and collaboration space.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Method	Activities	Key Questions
 Document Review	- Gather a comprehensive set of documents that provide insights into the organization's activities, strategies, risks, performance, and stakeholder engagements. - Peer review – benchmarking. - Review key developments in existing material topics.	- Are we capturing trends/new opportunities? - What are the emerging risks?
 Key Informant Interviews	- Consideration of factors such as the significance of the issue to the organisation's operations and stakeholders, the magnitude of its impact, the level of stakeholder concern. - Consideration of potential risks and opportunities associated with it. - Consideration of performance.	- Are our current activities/ projects mutually exclusive, collectively exhaustive? - What are some of the key learnings? - What could we be doing better and what support is needed to get there?
 Stakeholder Workshops – Learning and Collaboration Space	- Participative – action-oriented. - Identify opportunities to strengthen material topic coverage. - Identify new partnership opportunities. - Recommend new/ update risk management frameworks. - Update stakeholder mapping.	- What could we be doing better and what support is needed to get there? - What are some of the key learnings? - What does a clear action plan look like? - What does a clear stakeholder map look like?

Double Materiality Matrix

As part of our materiality review process, we considered the financial impact of sustainability related issues, specifically climate change, on EABL in addition to the impact of our activities on society and the environment. We measure double materiality through a combination of a climate change risk assessment, stakeholder engagement, review of regulatory requirements, and industry standards. This approach helps us identify areas where we can create the most significant positive impact while mitigating potential risks. We then plot our results on a double materiality matrix that allows us to identify and address potential risks and opportunities from Environmental, Social and Governance (ESG) factors proactively. This proactive approach is also important in maintaining compliance with evolving regulations.



EABL Materiality Matrix

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Management of Our Material Topics

Effectively managing our material topics involves a systematic and proactive approach that integrates sustainability considerations into our overall strategy, operations, and decision-making processes.

Here are some key elements to show how we manage our material topics:

01

Identification and Prioritisation: We conduct a thorough assessment process every three years to identify and understand the material topics relevant to our business and our stakeholders.



Stakeholder Engagement: We prioritise meaningful stakeholder engagement. This allows us to gain insights, build trust and ensure that our sustainability initiatives address the needs and interests of our multiple stakeholders – both internal and external.

02

03

Strategy and Decision-Making: Annually, we review our identified material themes internally, ensuring that we integrate sustainability considerations into our overall strategy, governance structure and decision-making process.



Performance Measurement and Reporting: We ensure that our material topics are embedded within our robust systems for measuring, monitoring and reporting. Where necessary, we establish frameworks and key performance indicators to cover additional topics.

04

05

Improvement and Innovation: We review our material topics consistently, and ensure that we are updating our understanding of their coverage across the organization. We identify and include opportunities to respond to emerging risks and stakeholder expectations as part of our decision-making framework.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Three-Year Cycle - Detailed Materiality Assessment

Output: Materiality Assessment Report

Audience: Internal – Management/Board



Quarterly 'Spirit of Progress' Strategy Progress

Output: Progress Report with challenges, emerging concerns, risks and opportunities presented for discussion at Board level

Audience: Internal – Management/Board

Annual 'Spirit of Progress' Report

Output: Integrated Report, Sustainability Report

Audience: External (Stakeholders & Society)



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



EABL Risks and Opportunities F25 Review

This table presents a comprehensive analysis of the sustainability-related and climate-related themes that are material to our business, based on a structured assessment of their relevance across the value chain, their potential financial impacts, and their implications for long-term enterprise value. This assessment identifies the key impacts, risks, and strategic opportunities associated with each material topic. It supports enhanced governance, disclosure, and decision-making by integrating both physical and transition-related considerations, consistent with global best practices on sustainability and climate reporting. Each theme is mapped against the upstream, own operations, and downstream value chain segments, and analysed across short, medium, and long-term time horizons to support forward-looking strategy, risk management, and performance measurement.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain			Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work
Water 	Catchment health, agricultural irrigation	Brewing, cooling, RGB bottle-washing, CIP, effluent-treatment	Community & watershed discharge points	Water Consumption: Significant volumes are consumed throughout the production cycle, particularly in: - Brewing and cooling processes - Washing of returnable glass bottles (RGBs) - Cleaning In Place systems for tanks and pipelines Water Withdrawal: Heavy reliance on surface water and groundwater from often stressed catchments Water Discharge: Effluent from brewing and packaging contains organic load (BOD, COD), cleaning agents, and temperature differentials which can disrupt aquatic ecosystems if untreated or discharged improperly.	• Operational Risk: In regions experiencing increasing water stress, supply disruptions or rationing can halt production. • Regulatory Risk: Tighter water-effluent limits and water-use licences expose the business to fines, operational shutdowns, or mandatory CAPEX for treatment facilities. • Reputational Risk: Community or media backlash due to perceptions of over-extraction, inequitable use, or pollution of shared water sources. • Financial Risk: Increasing water tariffs, penalties for overuse, or requirements to co-invest in catchment restoration.	• Water Efficiency: Significantly reduce water-to-product ratios. • Catchment Stewardship: Partnering in water replenishment, wetland protection, and reforestation projects enhances long-term water security and social licence. • Water Circularity & Reuse: Opportunities to invest in advanced effluent treatment for non-potable reuse in washdown, cooling towers, or landscaping. • Disclosure Leadership: Adoption of TNFD and alignment with CDP Water Security reporting can improve investor confidence and access to ESG-linked loans. • Community Water Access: Joint water infrastructure projects (e.g., boreholes, kiosks) enhance resilience and public goodwill, especially where operations overlap with underserved communities.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Human Rights 	High-risk agricultural inputs from smallholder suppliers.	Employee rights, inclusion, and fair pay.	Distributors, retail partners' practices.	Human rights abuses (e.g., child labour, underpayment, unsafe work) in the supply chain can significantly damage brand trust and affect licence to operate.	• Legal Risk: Violation of national or international human rights laws can lead to court cases, fines, or license suspension. • Reputational Risk: Advocacy group campaigns, social media exposure, or media investigations can trigger boycotts or partner termination. • Investor Risk: Non-compliance with international due diligence expectations (e.g., UNGPs, OECD Guidelines) may disqualify the company from access to capital. • Operational Risk: Labour unrest, supplier non-performance, or import bans if linked to abusive practices.	• Human Rights Due Diligence: Embed in supplier onboarding, risk mapping, and audit processes aligned with UNGPs and OECD Guidelines. • Supplier Development: Build capacity in ethical labour practices, including fair wages and zero child labour through training and incentive programmes. • Traceability Systems: Introduce tech-enabled supply chain traceability tools to verify practices from farm to factory. • Community Partnerships: Work with NGOs and farmer cooperatives to improve labour conditions and provide social protection (e.g., health, education). • Disclosures & Reporting: Publish a Human Rights Statement or Impact Assessment to meet expectations of stakeholders and investors. • Positive practices can build loyalty, reduce turnover, and secure investor and regulator confidence.	Medium-term Long-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Energy Use 	Dependence on national electricity grids and fossil-fuel supply chains (e.g., diesel, LPG) introduces volatility in cost and emissions.	High energy intensity in brewing (thermal energy), refrigeration, packaging lines, and lighting.	Warehousing and distribution centres.	Energy costs affect profitability, especially in fuel price shocks or grid unreliability. Rising stakeholder expectations on climate action means energy-related emissions must be reduced. Clean energy adoption strengthens investor confidence and can unlock concessional financing.	• Financial Risk: High and volatile utility bills, particularly in fuel-importing economies. • Operational Risk: Power outages or voltage fluctuations can damage equipment and halt production. • Regulatory Risk: Exposure to emerging carbon taxes, fuel bans, or energy-efficiency standards. • Reputational Risk: Perception as a high emitter without a clear transition plan can affect ESG ratings.	• Renewable Energy Deployment: Invest in rooftop solar and on-site solar PV with battery storage to reduce dependence on the grid and improve energy resilience. • Biomass Boilers: investments across all processing sites as fuel for steam generation. • Energy Efficiency Measures: Implement variable speed drives, LED lighting, insulation, and high-efficiency motors. • ISO 50001 Energy Management System: Adopt to institutionalise energy performance monitoring and continuous improvement. • Green Finance Access: Leverage sustainability-linked loans or green bonds to fund energy transition projects. • Work with distributors to optimise energy use and reduce Scope 3 emissions.	Short-term Medium-term Long-term

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Compliance & Ethics 	Ethical practices of suppliers.	Compliance with business conduct standards, anti-corruption, tax and excise regulation, advertising rules, and fair competition.	Distributor and retail conduct (e.g., underage sales, excise compliance) can pose indirect risks.	A strong culture of ethics and compliance protects the company's licence to operate, brand value, and stakeholder trust. Impact areas include: • Anti-corruption and bribery controls • Accurate and timely tax and excise compliance • Adherence to competition law and procurement integrity • Responsible marketing and consumer protection laws	• Legal Risk: Regulatory investigations, fines, or imprisonment arising from breaches in tax, anti-bribery, or competition law. • Financial Risk: Heavy penalties, asset seizures, or tax clawbacks. • Operational Risk: Business disruptions due to compliance failures or blocked permits. • Reputational Risk: Public scandals, loss of investor confidence, or reduced stakeholder engagement.	• Code of Conduct Implementation: Regularly updated and cascaded through e-learning, printed guides, and integration into supplier contracts. • Whistleblower Protection: Establish secure, independent reporting platforms with non-retaliation policies. • Due Diligence & Vetting: Screen suppliers, partners, and third parties for integrity, sanctions, and conflicts of interest. • Tax Transparency: Voluntarily publish excise and tax contribution reports to build public trust. • Ethics & Compliance Training: Mandate annual training for all staff, including executives and sales teams, with role-specific modules. • Distributor Code & Audits: Extend compliance expectations downstream through contracts, training, and spot-checks.	Short-term Medium-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Environmental Compliance 	Environmental impacts of raw material extraction, agricultural inputs (e.g., fertiliser runoff), and packaging supply chains.	Compliance with National and County regulations on water discharge, air emissions, noise, odour, hazardous materials, solid waste management, and land use.	Increasing accountability for post-consumer packaging and compliance with Extended Producer Responsibility (EPR) legislation.	Compliance with environmental laws is essential to retain permits, avoid disruption, and uphold reputation. Impact areas include: • Effluent treatment and discharge limits • Air emissions e.g., boilers, generators • Solid and hazardous waste handling • Packaging take-back and EPR participation	• Regulatory Risk: Fines, permit suspension, or plant shutdowns due to non-compliance with NEMA, local bylaws, or international standards. • Operational Risk: Forced CAPEX on retrofits, production halts, or public hearings delaying operations. • Financial Risk: Rising compliance costs, penalties, and liabilities for environmental damage. • Reputational Risk: NGO or community backlash, especially if discharge, emissions, or waste practices are poorly managed.	• ISO 14001 Environmental Management System: Certify operations to formalise compliance, monitoring, and continuous improvement. • Real-Time Monitoring: Use online sensors for effluent, emissions, and water quality to anticipate exceedances and reduce risk. • Zero Waste Initiatives: Segregate and valorise waste streams (e.g., compostable sludge, recycled PET/glass) to reduce regulatory burden. • EPR Leadership: Participate in producer responsibility organisations (PROs) to shape post-consumer packaging regulation. • Stakeholder Engagement: Collaborate with local authorities and communities on shared environmental concerns (e.g., drainage, flood mitigation, reforestation). • Environmental Reporting: Publish transparent data to align with investor ESG expectations and reduce scrutiny.	Medium-term Long-term

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Positive Drinking 	N/A	Responsibility in product design (ABV levels), marketing and promotion practices, labelling, and staff behaviour.	Retail, distribution, and consumption environments—where overuse, underage consumption, or misuse of alcohol can lead to harm and reputational backlash.	- Positive drinking refers to promoting moderation, discouraging harmful drinking, and helping consumers make informed choices. Impact areas include: - Prevention of underage drinking and overconsumption - Responsible advertising and labelling - Partnering with society to reduce alcohol-related harm	Reputational Risk: Public health campaigns and media scrutiny linking alcohol to accidents, health issues, or youth drinking. Regulatory Risk: Excise tax hikes, marketing restrictions, or labelling requirements. Legal Risk: Litigation from harm linked to misuse or misleading advertising.	Consumer Education: Run long-term awareness campaigns on moderate consumption, targeting high-risk groups and using behaviour change insights. Responsible Marketing: Adhere to or exceed industry codes with internal audits and staff training. Retail & Distribution Partnerships: Collaborate with retailers and bars to support responsible service and discourage harmful use. Social Impact Partnerships: Fund alcohol-harm reduction programmes (e.g., safe rides, school education) in collaboration with NGOs and local governments.	Short-term Medium-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Communities 	Sourcing regions where smallholder farmers and suppliers live may lack basic services and economic opportunity.	N/A	Community expectations around jobs, infrastructure, and environmental stewardship shape social licence to operate.	- Strong community relations are essential for business continuity, land access, recruitment, and brand reputation. Impact areas include: - Local job creation and skills development - Infrastructure co-investments (roads, water, schools) - Inclusive value chains and entrepreneurship - Ongoing stakeholder engagement	Social Licence Risk: Community unrest due to perceived lack of benefits or environmental harm can delay or block operations. Reputational Risk: Negative media coverage or NGO campaigns regarding labour practices or land issues.	Outgrower Development: Strengthen inclusive barley, sorghum, and cassava sourcing schemes with technical support and guaranteed pricing. Community Infrastructure: Co-invest in access roads, water points, or clinics in host communities near operational sites. Youth Employment: Partner with local TVET institutions to skill young people in logistics, brewing, and agribusiness. Community Engagement Plans: Formalise two-way engagement strategies, including grievance mechanisms and regular dialogue forums. Local Impact Reporting: Publish quantifiable socio-economic contributions (e.g., taxes paid, local procurement share) to enhance transparency.	Medium-term Long-term

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Circular Economy 	Glass and PET packaging inputs.	Management of returnable glass bottles (RGBs), PET waste segregation and brewery by-products.	Post-consumer waste, participation in take-back schemes, Extended Producer Responsibility (EPR)	Reduces environmental footprint and enhances brand positioning with eco-conscious consumers. Supports cost savings and operational efficiency in the long term.	• Regulatory Risk: Failure to comply with EPR laws can lead to fines and bans on packaging formats. • Financial Risk: Rising landfill fees and input costs if virgin materials are overused. • Operational Risk: Inadequate recovery infrastructure can lead to inefficiencies and community complaints. • Reputational Risk: Negative perception if seen as contributing to pollution or waste crises.	• Returnable Glass Bottles (RGBs): Optimise logistics and cleaning efficiency to extend bottle lifecycle and reduce breakage. • Packaging Redesign: Light-weight bottles, recyclable closures, and sustainable labels reduce material intensity. • Brewery By-Product Valorisation: Convert spent grain and yeast into animal feed, biomass fuel, or soil enhancers. • EPR Participation: Co-develop and lead producer responsibility organisations (PROs) to shape industry policy. • Consumer Engagement: Use mobile tech and branding to reward recycling behaviours (e.g., bottle return schemes).	Medium-term Long-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Inclusion & Diversity 	N/A	Talent recruitment, retention, promotion, leadership representation, and workplace culture.	Supplier diversity and inclusivity in distribution networks and consumer-facing brand representation.	Drives innovation and team performance. Enhances employee satisfaction, retention, and access to diverse markets. Meets stakeholder expectations, particularly ESG-focused investors.	• Legal Risk: Discrimination lawsuits or labour tribunal cases. • Reputational Risk: Public scrutiny over lack of gender or ethnic diversity. • Operational Risk: Employee disengagement, turnover, or inability to attract top talent. • Investor Risk: Poor ESG ratings due to weak diversity data or Board representation.	• Clarity on gender inclusion: Set clear gender and inclusion targets across all management levels and departments. • Audits: Conduct regular pay equity audits and address disparities. • Promote inclusivity: Implement inclusive hiring, promotion, and workplace policies (e.g., flexible working, parental leave). • Mentorship and Coaching: Launch mentorship and sponsorship programmes for underrepresented groups. • Embrace supplier diversity: Establish a supplier diversity initiative to expand procurement from women- and minority-owned businesses. • Governance and Reporting: Publish diversity metrics in ESG and sustainability reports to enhance transparency and benchmark progress.	Medium-term Long-term

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Supply Chain Management 	Agricultural raw materials (e.g., barley, sorghum), glass, cartons, transport providers.	Sourcing, procurement, contract management, quality assurance.	Distribution agents and logistics partners.	Ensures uninterrupted production and market responsiveness. Enables traceability and responsible sourcing disclosures to meet regulatory and investor expectations. Builds competitive advantage through cost and quality control.	• Supply Risk: Disruptions due to crop failure, strikes, geopolitical tensions, or transport bottlenecks. • ESG Compliance Risk: Supplier non-compliance with human rights, safety, or environmental standards. • Financial Risk: Price volatility in key inputs, particularly agricultural commodities and packaging. • Reputational Risk: Association with unethical or unsustainable suppliers.	• Digital Supply Chain Mapping: Develop visibility across Tier 1–3 suppliers, with integrated ESG dashboards. • Supplier Due Diligence: Conduct third-party audits and onboarding screening covering labour, environment, and anti-bribery controls. • Strategic Sourcing: Establish long-term agreements with key suppliers for price stability and value chain resilience. • Local Sourcing: Strengthen procurement from local smallholders and SMEs to reduce logistics costs and support inclusive development. • Supplier Capacity Building: Offer training on quality, sustainability, and compliance to elevate standards across the network. • Green Procurement Policies: Include carbon, water, packaging footprint, and ethical criteria in tender evaluations.	Short-term Medium-term Long-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Labour Practices 	Use of casual or seasonal labour in agricultural supply chains and logistics providers.	Full-time and contract employees in production, packaging, logistics, and administrative functions.	Retail promoters, distributors, and contracted brand ambassadors.	Directly affects productivity, retention, and workplace safety. Integral to company values and long-term human capital strategy. Demonstrates social responsibility to investors, regulators, and partners.	• Legal Risk: Breaches of national labour law e.g., wage violations, excessive overtime. • Reputational Risk: Negative public scrutiny from poor treatment of workers, especially in outsourced roles. • Operational Risk: Disruptions from strikes, absenteeism, or labour unrest. • Financial Risk: Litigation or penalties for non-compliance with employment law or standards.	• Fair Employment Framework: Establish clear policies on wages, working hours, contracts, and benefits in line with national law and ILO standards. • Collective Bargaining & Dialogue: Maintain open, respectful engagement with trade unions and worker representatives. • Grievance Redress: Create anonymous, accessible grievance channels for employees and contract workers. • Employee Well-being: Implement programmes addressing mental health, financial literacy, and family support. • Labour Rights Audits: Conduct internal and third-party reviews of compliance across operations and key service providers. • Transparent Reporting: Disclose labour metrics in ESG reports, including gender pay, turnover, training hours, and employee satisfaction.	Short-term Medium-term

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Occupational Health & Safety 	N/A	High-risk areas include brewing vessels, steam systems, pressurised tanks, forklifts, and packaging lines.	Delivery drivers and contracted sales personnel exposed to road and retail-related hazards.	Direct impact on employee well-being, productivity, and company morale. Reduces costs related to downtime, medical claims, insurance, and legal exposure.	• Legal Risk: Fines, investigations, and litigation in case of workplace injury or fatality. • Operational Risk: Downtime due to safety-related shutdowns or low employee morale. • Reputational Risk: Media scrutiny or social backlash following an incident. • Financial Risk: Insurance premium hikes and compensation claims.	• Behaviour-Based Safety Programmes: Train teams to identify and report unsafe conditions and reward proactive behaviour. • Zero Harm Culture: Launch awareness campaigns with leadership accountability and incident metrics integrated into performance KPIs. • Automation & Engineering Controls: Invest in sensor-triggered systems, interlocks, and robotics to reduce human exposure to high-risk tasks. • Predictive Analytics: Use digital systems to analyse safety data and pre-empt accident hotspots. • Contractor Safety Management: Extend OHS systems and training to third-party contractors and transport providers. • Certifications & Compliance: Attain ISO 45001 certification and conduct routine audits to ensure alignment with legal and global standards.	Short-term Medium-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain			Descriptive Analysis			Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Climate Change 	Climate variability affects yield and quality of key agricultural inputs (barley, sorghum).	Brewing, energy use, refrigeration, transport, and packaging are significant sources of GHG emissions.	Changing consumer preferences and reputational pressure to decarbonise products and logistics.	- Climate change poses both physical and transition risks to operations and supply chains. It is a critical lens for regulatory alignment and investor engagement. Focus areas include: - Scope 1 & 2 emissions (fuel, electricity) - Scope 3 emissions (agriculture, packaging, logistics) - Resilience of raw material supply and production sites - Alignment with global targets and Net Zero commitments	Physical Risk: Droughts, floods, and heatwaves that reduce crop yields or damage infrastructure. Transition Risk: Regulatory changes (e.g. carbon taxes, fuel phaseouts), investor scrutiny, shifting consumer behaviour. Financial Risk: Cost of compliance, retrofitting, or carbon penalties.	Science-Based Targets: Set and disclose GHG reduction targets aligned to SBTi or Net Zero trajectories. Renewable Energy: Invest in solar, biomass, and energy storage to decarbonise operations. Low-Carbon Product Design: Use lighter packaging, local sourcing, and renewable inputs. Climate-Smart Agriculture: Partner with farmers on drought-tolerant seeds, conservation agriculture, and regenerative practices. Green Finance: Leverage sustainability-linked loans and green bonds to fund decarbonisation projects. Consumer Engagement: Promote climate-forward brands and transparent carbon labelling.	Medium-term Long-term

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Climate Risk Management 	Raw material sourcing.	Exposure to transition risks associated with climate change.	Decarbonisation demand & Scope III emissions reporting & reductions.	Climate risk management focuses on the identification, quantification, governance, and disclosure of material climate-related risks and opportunities. It integrates physical and transition risks into enterprise risk management (ERM), financial reporting, and strategic decision-making. It: • Builds long-term business resilience and operational foresight. • Improves ability to attract capital from climate-conscious investors.	• Strategic Risk: Failing to integrate climate risks into business decisions may lead to asset misallocation. • Regulatory Risk: Lack of disclosure or inadequate risk management could result in capital access constraints. • Financial Risk: Exposure to carbon-intensive activities may lead to divestment or cost of capital increases.	• TCFD & IFRS S2 Disclosure: Implement scenario analysis, materiality mapping, and publish climate risk reports. • Climate Governance: Assign board-level oversight and management accountability for climate risk. • Integrated Risk Modelling: Embed physical and transition risk factors into ERM and CAPEX planning. • Insurance & Asset Resilience: Update insurance coverage and site design to reflect future climate scenarios. • Internal Capacity Building: Train finance, strategy, and operations teams on climate risk identification and response. • Investor Engagement: Use climate disclosure to support green bond issuances and improve ESG ratings.	Medium-term Long-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Cyber Security 	Supplier portals and data exchange platforms.	Enterprise Resource Planning (ERP), systems for brewing and packaging automation, employee emails, financial systems.	Customer relationship systems (CRM), brand websites, marketing.	Safeguards operational continuity and financial integrity. Prevents costly downtime and regulatory penalties. Protects brand trust and investor confidence.	• Operational Risk: Ransomware or malware can paralyse production, warehousing, or distribution. • Financial Risk: Data breaches can result in legal claims, compensation payouts, and increased insurance premiums. • Regulatory Risk: Non-compliance with data protection laws (e.g., Kenya Data Protection Act, GDPR equivalents) may lead to fines or business sanctions. • Reputational Risk: Customer and partner trust erosion from leaked or mishandled data.	• Zero Trust Architecture: Implement layered access controls and real-time threat detection for both IT and OT systems. • Cyber Resilience Training: Regularly train employees on phishing, password hygiene, and suspicious activity reporting. • Incident Response Plan: Develop and test business continuity and disaster recovery plans to restore operations rapidly. • Third-Party Risk Management: Assess cybersecurity controls of suppliers and service providers to avoid breaches via weak links. • Board Oversight: Establish cyber risk as a standing Board agenda item with quarterly reporting and performance KPIs.	Short-term Medium-term

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Material Theme	Value Chain				Descriptive Analysis		Time Horizon
	Upstream	Own Operations	Down-stream	Impact	Risks	Strategic Opportunities Already Driving Our Work	
Training & Education 	Supplier and farmer training on quality, safety, sustainability, and digital tools.	Employee development across technical, leadership, ESG, safety, and compliance competencies.	Retailer and distributor education on responsible selling, branding, and stock management.	Directly improves employee performance, innovation, and retention. Builds long-term human capital advantage. Enhances ability to meet sustainability, compliance, and digitalisation goals.	• Talent Risk: Skills mismatch or capability gaps can lead to operational inefficiencies and non-compliance. • Retention Risk: Poor training and development reduce employee engagement and increase turnover. • Operational Risk: Inadequate skills limit adoption of automation, ESG practices, and safety procedures.	• Internal Academies: Establish structured learning hubs tailored to operational needs. • ESG Training: Mainstream sustainability, ethics, safety, and inclusion topics across all roles. • Digital Learning Platforms: Offer flexible, role-specific modules and certifications for both employees and suppliers. • Partnerships: Collaborate with local universities, TVETs, and industry associations to co-develop accredited curricula. • Performance Integration: Link learning completion to promotion readiness, performance reviews, and internal mobility. • Supplier Enablement: Build capability among smallholder farmers, cooperatives, and SMEs to meet sourcing standards.	Short-term Medium-term Long-term

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Material Theme	Value Chain			Descriptive Analysis		Time Horizon	
	Upstream	Own Operations	Down-stream	Impact	Risks		Strategic Opportunities Already Driving Our Work
Raw Materials & Regenerative Agriculture 	Agricultural inputs, including barley and sorghum.	Handling, storage, quality control, and crop-sourcing logistics.	N/A	Direct impact on input costs, product quality, and operational continuity. Key enabler of climate and sustainability goals, particularly Scope 3 GHG reduction. Enhances brand value through ethical and resilient sourcing.	• Physical Risk: Climate change impacts (drought, pests, floods) reduce yields. • Supply Chain Risk: Smallholder capacity, input costs, and land degradation. • Reputational Risk: Exposure to land-use conflict, deforestation, or poor labour practices. • Regulatory Risk: Increasing expectations on traceability, pesticide use, and emissions.	• Regenerative Sourcing Programmes: Train and support farmers in crop rotation, composting, cover cropping, and minimum tillage. • Long-Term Offtake Contracts: Provide price certainty to smallholders and cooperatives. • Traceability & Certification: Implement digital tools and standards (e.g., Rainforest Alliance, Fairtrade) to verify sustainable sourcing. • Soil Carbon Insetting: Measure and monetise carbon sequestration for insetting Scope 3 emissions. • Multi-Stakeholder Partnerships: Collaborate with NGOs, government, and development partners to scale regenerative impact.	Medium-term Long-term

[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Our Response To Our Material Themes - 'Spirit of Progress'



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Putting Positive Societal Impact at the Heart of our Business Strategy



Spirit of Progress is EABL's Environmental, Social, and Governance (ESG) action plan designed to address the most material issues facing our company, brands, suppliers, people and communities. Its ambitions are embedded in our business strategy, and it aims to make a positive impact on people and the planet everywhere we live, work, source and sell. At the heart of Spirit of Progress are three priorities:

1



Our mission is to change the way people drink for the better by engaging, educating and empowering consumers to make informed choices about drinking.

2



Our mission is to create the most inclusive and diverse environment that ensures all our people thrive, supported by market leading policies and practices; while also removing barriers and having a positive impact on our partners, suppliers and communities.

3



Our mission is to build a resilient supply chain that helps our communities adapt to climate change, protects our license to operate and benefits the bottom line of our business.



In turn, these priorities are anchored on our principle of **'Doing Business the Right Way'**, the governance pillar that underpins our approach to everything that we do as a business.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Spirit of Progress Commitments



SPIRIT OF PROGRESS is EABL's ongoing strategic action plan to help create a more inclusive and sustainable world. Building on the legacy of our founders to create a positive impact in our company, with our communities and for society. It is how we will continue to celebrate life, every day, everywhere.



WE WANT TO CHANGE THE WAY THE WORLD DRINKS FOR THE BETTER

by celebrating moderation and continuing to address alcohol related harm expanding our programs that tackle underage drinking, drink driving and binge drinking.

BY 2030



Change attitudes towards drink driving of



EDUCATE
young people, parents and teachers **on the dangers of drinking underage**



REACH

the world with a targeted **message of moderation**



WE BELIEVE THE MOST INCLUSIVE AND DIVERSE CULTURE makes for a better business and a better world so we will champion inclusion and diversity across our business, with our partners and communities, to celebrate diversity and help shape a tolerant society.

BY 2030



Championing gender diversity with an ambition to achieve

50%

representation of **women in leadership roles**



Championing ethnic diversity with an ambition to **increase representation** of leaders from **ethnically diverse** backgrounds to

45%

We will support a **thriving and inclusive hospitality sector**

LEARNING FOR LIFE™
DIAGEO

Providing skills and resources



Improving employability and livelihoods through Learning for Life and other skills initiatives

through the **DIAGEO BAR ACADEMY**

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



WATER IS THE BASIS OF LIFE AND OUR PRECIOUS RESOURCE. By 2030, every drink we make will use 30% less water than today and by 2026 we will replenish more water than we use in all our water stressed areas.



THE PLANET NEEDS SIGNIFICANT SCIENCE-BASED ACTION TO CREATE A SUSTAINABLE LOW CARBON FUTURE. So, we commit to decarbonising our own operations by 2040 and to partner with our suppliers to decarbonise our supply chain by 2050.



WE ALL HAVE A RESPONSIBILITY TO RESTORE THE NATURAL WORLD ON WHICH LIFE DEPENDS. We'll do our bit by eliminating waste from our value chain, collaborating with farmers to regenerate landscapes, and creating innovative solutions to grow sustainably.

150+ 
community
water projects

By 2026
we will **replenish more water than we use** in all our water-stressed areas



100%
Scope 1 and 2 decarbonisation by 2040

By 2030
We will partner with our suppliers to reduce carbon in our supply chain by **26%**



We are providing all our local sourcing communities with agricultural skills and resources, supporting

150,000 
SMALLHOLDER FARMERS

Increase the average recycled content in our plastic bottles



to **35%**



WE BELIEVE DOING BUSINESS THE RIGHT WAY CONTRIBUTES TO A FAIR AND JUST SOCIETY.



All our people are treated **fairly** and with **respect** ensuring no one compromises on their values, and **everyone goes home safe and healthy, every day, everywhere**



In 2014, we signed the **UN Guiding Principles** on Business and Human Rights committing to embed a **respect for human rights into everyone's working day**



We work with **peers and trade associations** to take collective action to bring about **peace and justice and build the strong institutions** we all need to thrive

[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Our Approach to Reporting



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Our ambition is to be the best-performing, most trusted and respected consumer products company in East Africa.

In this report, we present our approach and performance on topics most material to our business and stakeholders. Through expert voices, stakeholder testimonials and performance data, EABL is committed to providing an accurate, timely and reliable analysis of our performance against our sustainability commitments enshrined in our Sustainability Strategy - Spirit of Progress.

Our ambition is to be the best-performing, most trusted and respected consumer products company in East Africa. To achieve this ambition, we need to

make sure we are doing business the right way, from Grain to Glass. This means thinking about the long-term value and impacts we create, and the risks and opportunities of our operating environment and business model.

Reporting transparently on Environmental, Social and Governance (ESG) issues plays a vital role in delivering our strategy. It helps us to manage ESG risks, seize opportunities and promote sustainable development everywhere we live, work, source and sell.

We provide comprehensive and comparable disclosures for a broad range of stakeholders on our ESG progress through:



Our Integrated Annual Report with an entire section dedicated to progress against our Sustainability Strategy - Spirit of Progress.

We publish our annual Sustainability Report detailing progress on specific key performance indicators on Spirit of Progress.



We provide submissions through our parent company Diageo to benchmarking and index organisations throughout the year to bodies such as the Carbon Disclosure Project (CDP).

We track sustainability performance internally on a monthly and quarterly basis. We have developed an integrated reporting system that consolidates cross-functional non-financial performance data at market levels, which gives senior internal stakeholders a clear view of our performance. Our aim is to enable early action to amplify opportunities and address risks, ensuring we stay on track to deliver our Spirit of Progress strategy.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Assurance and Quality Control

EABL is committed to maintaining the highest standards of accuracy, transparency, and accountability in all aspects of our reporting. Our rigorous internal assurance process is designed to ensure the reliability and integrity of the information we disclose. This process includes stringent internal reviews and data validation protocols that help us evidence our performance and identify areas for continuous improvement.

In addition to the assurance and impact assessment done during the year, deliberate efforts were made to foster open and transparent communication with employees and stakeholders. This process involves the sampling of key data sets, of which EABL is a contributor. This year, this includes the following independent audits:

SMASHED Governance

PwC sampled three markets as part of its assurance process. Its sampling strategy was designed to ensure that it obtained sufficient coverage of different geographies and programme types, while considering the programme's magnitude across performance measures to allow appropriate conclusions to be drawn. KBL's programme was one of the three that was sampled with the following procedures done:

- A walkthrough procedure to gain an understanding of the process, frequency and controls in place to measure and report the performance measures by both Collingwood Learning (the SMASHED programme owner) and the programme's delivery partners.
- A review of a sample of delivery partners involved in educating the target population and delivering the SMASHED content, to consider their credentials and experience.
- Performed detailed testing to underlying evidence for events in all sampled markets.
- Reviewed the reporting boundaries and methodologies and assessed the suitability of these criteria for the evaluation and/ or measurement.



Human Rights Impact Assessment

Diageo commissioned Impact to conduct a comprehensive human rights assessment at two EABL subsidiaries in Kenya—Kenya Breweries Limited (KBL) and UDV (Kenya) Limited. The assessment was carried out at the EABL manufacturing sites in Ruaraka, Nairobi, from 9th to 11th April 2025. The assessment covered the entire workforce, including contractors and subcontractors, with the following primary objectives:

- To identify areas for improvement within EABL's management systems that affect employee experience and to highlight any human rights risks and impacts.
- To evaluate the integration and practical implementation of Diageo's global human rights policies at the local level.

Key focus areas included:

- Reviewing the effectiveness of management systems overseeing contractors and subcontractors.
- Assessing site performance against national labour laws, applicable local regulations, international best practice standards, and our Code of Business Conduct.



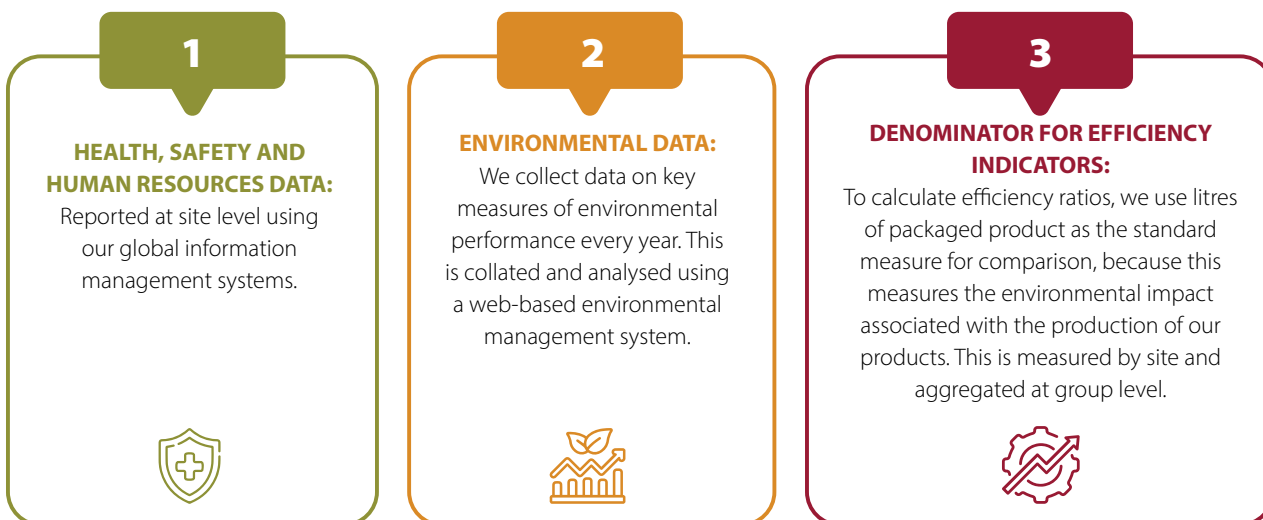
In addition to the assurance and impact assessment done during the year, deliberate efforts were made to foster open and transparent communication with employees and stakeholders. This approach ensured inclusive participation and promoted collaborative engagement in identifying opportunities for improving workplace conditions.

The findings of this assessment are intended to support EABL's continued alignment with regulatory expectations and international standards. They also reaffirm the Company's commitment to ethical business conduct, responsible labour practices, and long-term sustainability across our operations.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Reporting Systems

There are three main systems used for collection, validation and analysis of reported data.



Reporting Boundaries



- Our baseline year set as the financial year ended 30th June 2020 applies to all of our Spirit of Progress targets.



- However, our sustainability strategy has evolved to reflect both internal learnings and the external landscape. From the last financial year (F24), we refined our overarching approach under the banner **Society 2030: Spirit of Progress to Spirit of Progress**. We are committed to our goals for 2030, but Spirit of Progress will not finish then. We are devoted to doing business the right way and will continue to execute beyond 2030. Spirit of Progress, therefore, continues to be our strategic framework that integrates environmental, social, and governance priorities with our long-term business goals. As part of this refinement, a number of our targets were reviewed and adjusted to enhance relevance, ambition, and measurability, while a few that no longer align with strategic priorities or operational realities were retired.



- In the current reporting period, and consistent with the principles outlined in IFRS S1 and S2, this year's report presents comparative data to enable stakeholders to assess our performance over time. Our baseline year remains the financial year ended 30th June 2020, and continues to apply across all Spirit of Progress targets. This baseline serves as the reference point against which progress is measured and reported.



- Reporting methodologies are reviewed and updated each year by leadership teams at different platforms.



- This Report covers the operations of EABL in the financial year ended 30th June 2025. Dates refer to financial years unless otherwise stated. The boundaries for all data disclosed in the Annual Integrated Report and this Sustainability Report include the results of the Company.



- The reporting scope depends, to a significant extent, on the nature of each indicator, and we have explained exceptions and limitations of each indicator in this report.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Reporting Frameworks

We have continued to develop our approach to reporting, and report as fully as we can on our most material issues. We have reported on as many standards as possible, against the priorities set by our ESG materiality review. This year, we will maintain our use of the Global Reporting Initiative (GRI) standards to disclose material information, staying true to our philosophy of reporting in a transparent manner to global standards of good practice on a range of economic, environmental and social impacts.



This report has been prepared in accordance with the GRI 2021 Standards. The material in this report references the following disclosures:



FOUNDATION

- GRI 1-1 to 1-8 from GRI 1: Foundation 2021



GENERAL

- GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021



MATERIAL TOPICS

- GRI 3-1 to 3-3 from GRI 3: Material Topics 2021



ECONOMIC

- GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016
- GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016
- GRI 207-01 to 207-04 from GRI 207: Tax 2019



ENVIRONMENTAL

- GRI 305-01 to 305-07 from GRI 305: Emissions 2016
- GRI 308-01 to 308-02 from GRI 308: Supplier Environmental Assessment 2016



SOCIAL

- GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016
- GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018
- GRI 404-01 to 404-03 from GRI 404: Training and Education 2016
- GRI 405-01 to 405-02 from GRI 405: Diversity and Equal Opportunity 2016
- GRI 402-01 from GRI 402: Labour/Management Relations 2016
- GRI 418-01 from GRI 418: Customer Privacy 2016

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

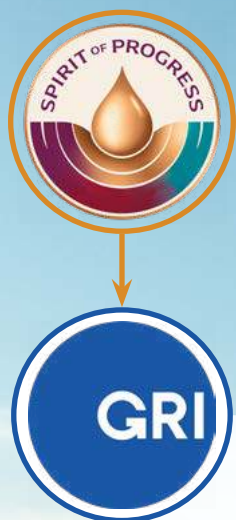
Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'



Translating our Spirit of Progress Plan to GRI

In addition to informing our strategy, our materiality assessment guides our reporting and has helped us determine which issues will be most informative for our stakeholders. We are responsive to the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual (2021) and we are also including an NSE content index, to show how we have adopted the NSE ESG Manual Mandatory Disclosures. The following table maps our activities and programmes against the GRI Standards as well as the NSE ESG Disclosures Guidance Manual 2021.

How We Have Adopted the Nairobi Securities Exchange (NSE) ESG Guidance Manual

 General	
NSE Mandatory Topics	EABL Coverage
Governance	• GRI 1-1 to 1-8 from GRI 1: Foundation 2021 • Reporting Principles (Annex) • GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • Approach to Reporting • Governance • Material Topics
Environmental and Social Risk Management	• Pioneer Grain to Glass Sustainability • Promote Positive Drinking
Stakeholder Engagement	• GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • Stakeholder Engagement
Regulatory Compliance	• GRI 1-1 to 1-8 from GRI 1: Foundation 2021 • GRI 2-1 to 2-30 from GRI 2: General Disclosures 2021 • EABL Annual Integrated Report

 Economic	
NSE Mandatory Topics	EABL Coverage
Economic Performance	• Doing Business the Right Way • GRI 201-01 to 201-04 from GRI 201: Economic Performance 2016 • EABL Annual Integrated Report
Taxes	• Doing Business the Right Way • GRI 207-01 to 207-04 from GRI 207: Tax 2019 • EABL Annual Integrated Report
Anti-Corruption	• Doing Business the Right Way • GRI 205-01 to 205-03 from GRI 205: Anti-corruption 2016 • EABL Annual Integrated Report

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Social

NSE Mandatory Topics	EABL Coverage
Human Rights	- Doing Business the Right Way - GRI 412-01 to 412-03 from GRI 412: Human Rights Assessment 2016
Labour and Working Conditions	- Doing Business the Right Way - GRI 402-01 from GRI 402: Labour/Management Relations 2016
Occupational Health and Safety	- Doing Business the Right Way - GRI 403-01 to 403-10 from GRI 403: Occupational Health and Safety 2018
Training and Education	- Doing Business the Right Way - GRI 404-01 to 404-03 from GRI 404: Training and Education 2016



Environment

NSE Mandatory Topics	EABL Coverage
Environmental Compliance	Pioneer Grain to Glass Sustainability
Emissions (Carbon Footprint Assessment)	- Pioneer Grain to Glass Sustainability - GRI 305-01 to 305-07 from GRI 305: Emissions 2016

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

IFRS S1 and S2 Adoption

As part of our commitment to transparent and decision-useful sustainability disclosures, we are actively preparing for the adoption of the International Financial Reporting Standards (IFRS) S1 and S2, issued by the International Sustainability Standards Board (ISSB). These standards set out a globally consistent framework for disclosing sustainability-related and climate-related risks and opportunities that could reasonably be expected to affect our enterprise value, cash flows, or access to capital over the short, medium, and long term.

In anticipation of this adoption, we are undertaking a comprehensive gap assessment to evaluate the extent to which

our existing governance structures, strategy, risk management practices, and performance metrics align with the requirements of IFRS S1 and S2. As a first step, we have assessed the coverage, quality, and consistency of disclosures presented in our current Annual Integrated Report and Sustainability Report, as well as underlying policies, governance structures, risk management frameworks, and data systems that inform them. This review provided a baseline picture of our existing sustainability-related and climate-related reporting and will serve as the foundation for identifying key alignment gaps with the IFRS S1 and S2 requirements.

Summary Findings

IFRS S1: General Sustainability



Governance

Current Status	Identified Gaps	Action Plan & Timing
- Board oversight exists - Board governance of sustainability risks & opportunities covered in the Board Charter - Sustainability-related risks and opportunities considered at every Board session - Relevant controls and procedures at management level to address sustainability risks and opportunities	Define skills and competencies in relation to climate and ESG	Define skills and competencies on ESG & climate risk FY 2027



Strategy

Current Status	Identified Gaps	Action Plan & Timing
- Detailed Sustainability & Climate Strategy – Spirit of Progress - Regularised progress reporting (internal & external)	- Risks and opportunities expected to affect EABL's prospects in short, medium and long term - Current and anticipated financial effects of sustainability related financial risks and opportunities	Conduct localised scenario analysis FY 2027



Risk Management

Current Status	Identified Gaps	Action Plan & Timing
Standard Environmental Risk Management (ERM) practices	Embed sustainability-specific processes and policies to identify, assess, prioritise and monitor sustainability related risks	Integrate ESG into risk framework FY 2027

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Metrics & Targets

Current Status	Identified Gaps	Action Plan & Timing
- Defined sustainability risks & opportunities – performance, metrics used and calculation methods - Targets with clear objectives, target period, target metrics for calculation and any revisions	Fully aligned	N/A



Connectivity

Current Status	Identified Gaps	Action Plan & Timing
- Sustainability-related risks and opportunities covered in management discussion and analysis in sustainability report - Resource allocation to sustainability covered	Sustainability disclosures to be aligned in content and reporting period	Cross-reference & publish IR and sustainability report at the same time from FY 2028



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

IFRS S2: Climate-Related**Governance of Climate Risk**

Current Status	Identified Gaps	Action Plan & Timing
While there is no climate-specific governance structure in place, ESG and climate metrics are reported on as part of Spirit of Progress and integrated in relevant Board committees	- Define key performance indicators on climate risk for Board and Management and integrate in SOP reporting in relevant board & management committees - Board governance of climate risks & opportunities to be integrated in the Board Charter - Define the relevant controls and procedures at management level to address climate risks and opportunities - Define skills and competencies in relation to climate and ESG	Refine governance on climate risk FY 2027

**Strategy and Scenario Analysis**

Current Status	Identified Gaps	Action Plan & Timing
- Organisational resilience and scenario analysis - physical versus transition risk analysis - Climate scenario analysis and implications to business model at Diageo level	Reference industry-based guidance on implementing IFRS S2 to measure, monitor and assess climate-related risks and opportunities	Refine analysis by FY 2027

**Risk Management**

Current Status	Identified Gaps	Action Plan & Timing
- Climate risk identified as separate risk category - Climate opportunities – identification and assessment	- Climate risk – methodologies around identification and management to be integrated into ERM - Evolution of risk management process	Report on evolution and integrate in ERM - FY 2027

**Greenhouse Gas (GHG) Metrics and Targets**

Current Status	Identified Gaps	Action Plan & Timing
Performance on climate-related metrics	- Performance on industry-based metrics based on Industry Guidance - Internal carbon price and method climate-linked remuneration	Analysis and updates scheduled for FY 2027

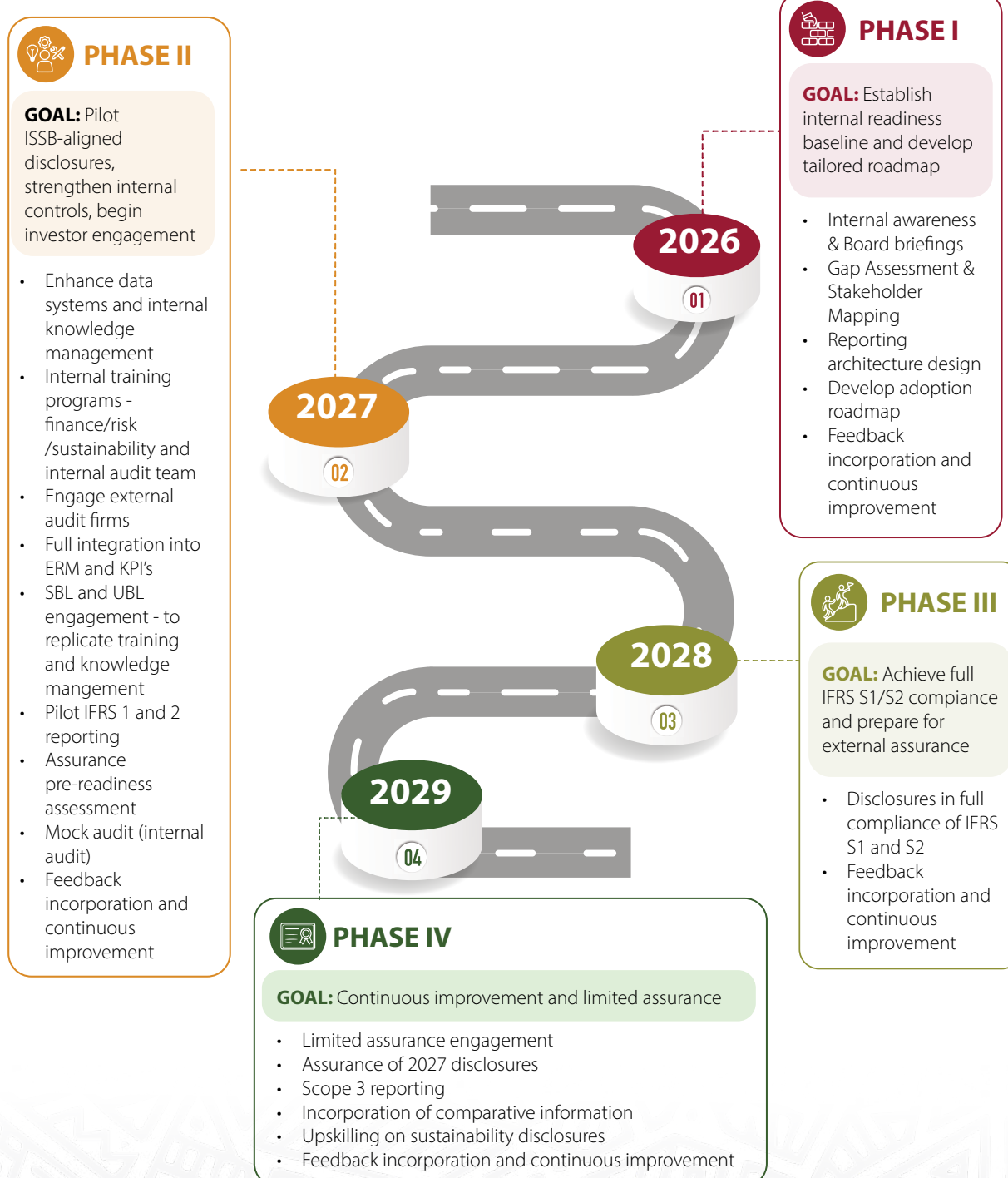
**Reporting Comparatives**

Current Status	Identified Gaps	Action Plan & Timing
Climate risk introduced as distinct disclosure section in 2024 report	No comparative figures yet	Analysis and updates scheduled for FY 2027

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Building on the outcomes of this analysis, we have developed a detailed implementation roadmap to guide our phased alignment with the new standards. This roadmap will inform key disclosure improvements, internal capacity-building, and systems enhancements over the coming reporting cycles, ensuring that we meet global expectations while delivering meaningful, investor-relevant insights.

EABL IFRS S1 and S2 Implementation Roadmap



[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Governance of 'Spirit of Progress'



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

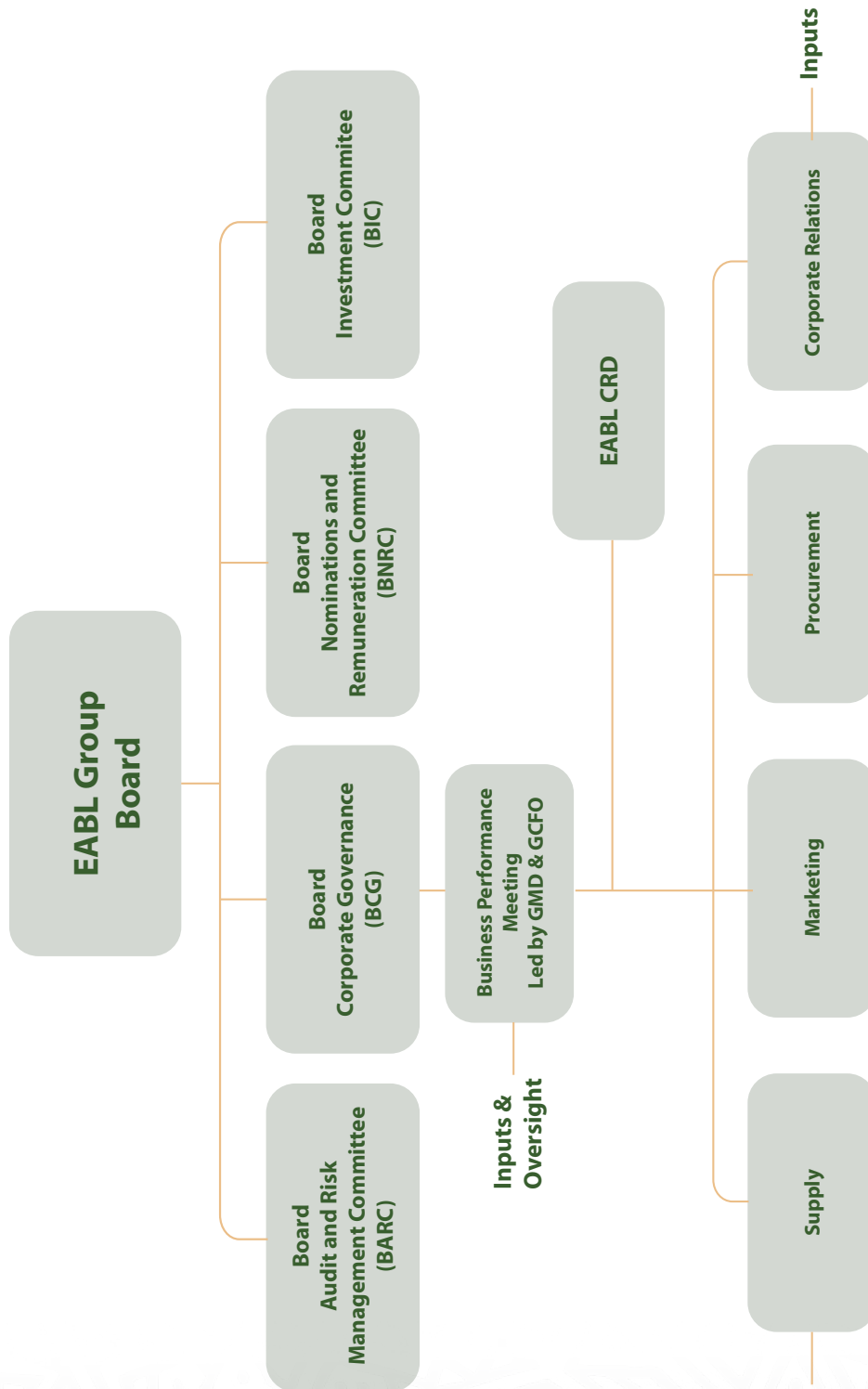
Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

The Board and its Role on Sustainability

Board



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Execution Driven by Strong Corporate Governance



Board's Role

Oversight of EABL's Sustainability Strategy's, 'Spirit of Progress' deliverables and climate related risks and opportunities is embedded at the highest level. The Board has oversight of sustainability and climate-related matters and monitors progress toward related goals. Overall, the Board is responsible for ensuring effective execution for the Spirit of Progress agenda and provides oversight of all disclosure statements.



Management's Role

While the Group Corporate Relations Director is ultimately responsible for coordinating sustainability, execution of Spirit of Progress interventions is spread across the whole organisation, covering all business and support functions: Supply, Procurement, Finance, Legal and Business Integrity, Sales and Commercial, Technology, Human Resources, Corporate Relations, Audit, and Marketing.

Ensuring a High Level of Awareness: The Role of the Board in Sustainability



The Board ensures that the long-term sustainability of the organisation is assured and is demonstrated through senior management's decisions on the operational aspects of the business.



The Board holds the management to account for corporate sustainability performance as a fiduciary responsibility to stakeholders.



The Board makes decisions, reviews, and approves the decisions of the Company in relation to sustainability.



The Board ensures that the business has in place Environmental, Social, and Governance (ESG) frameworks, and sustainability matters are incorporated into purpose, governance, strategy, decision-making, risk management, and accountability reporting.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Climate-related matters are reviewed quarterly by the Board and are integrated into broader discussions on Enterprise Risk Management (ERM), capital allocation, and strategic planning.

The Role of the Board in Climate Risk

The Board of Directors has ultimate oversight of climate-related risks and opportunities, recognising their potential to materially impact the company's strategy, financial performance, and long-term value creation. Climate-related matters are reviewed quarterly by the Board and are integrated into broader discussions on Enterprise Risk Management (ERM), capital allocation, and strategic planning. The Board is supported by the Board Audit & Risk Management Committee and the Board Corporate Governance Committee, which provide focused reviews of climate risk disclosures,

regulatory readiness, and progress against Spirit of Progress related goals.

As part of its oversight, the Board considers both physical and transition risks, evaluates the alignment of business activities with national and global climate policies, and reviews the organisation's resilience under different climate scenarios. Material business risks, including climate risk, are a standing agenda item during annual strategy reviews and are factored into decisions related to capital investments, supply chain resilience, and new product development.

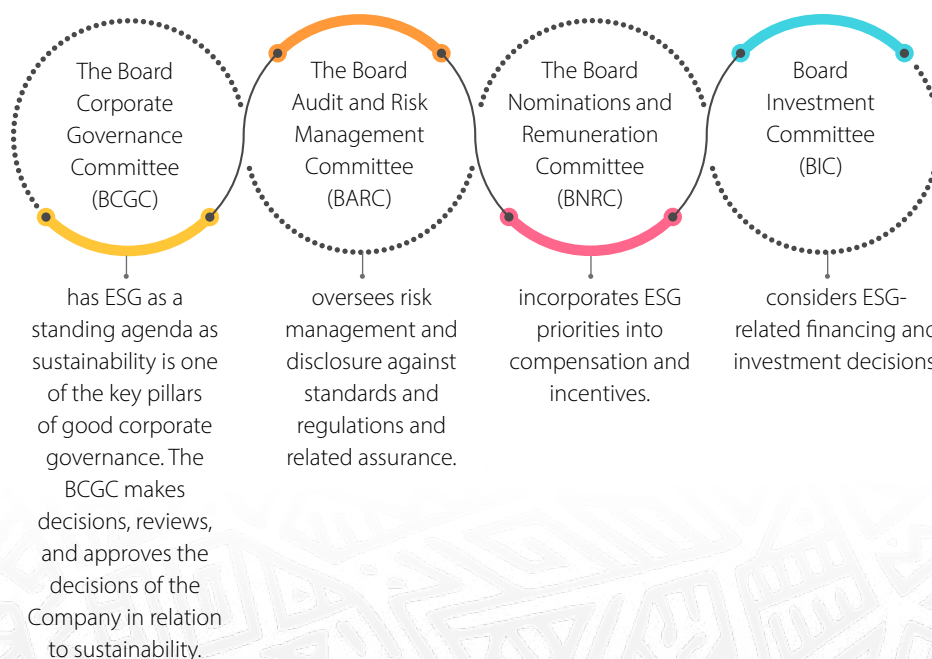
A. Documentation of the Board's Role in Sustainability

- The Board Charter provides for the Board's responsibility in making decisions and reviewing and approving decisions of the Company in relation to corporate social responsibility and sustainability, ethics, and environmental stewardship.
- The Kenya Companies Act under Section 655 (4) requires company directors to review environmental matters, and social and community issues that may affect the future development, performance, and position of the company.
- The Code of Corporate Governance Practices for Issuers of Securities to the Public, 2015 requires the Board to put in place ESG frameworks and proposes public disclosure of ESG performance in annual reports.

B. Specific Responsibilities of Board Committees on Sustainability

The Board has four principal Board Committees to which it has delegated certain responsibilities. Each Committee has its own terms of reference. These are regularly reviewed and updated where necessary. Following each Committee meeting, the Chair

of each Committee provides a full briefing to the Board, including on decisions made and key matters discussed. As ESG is broad, oversight responsibilities may be split across committees, for example:



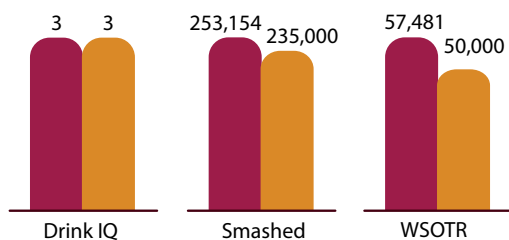
How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Board Reporting and Coverage of Sustainability

ESG Dashboard: Great Delivery Against F25 Targets



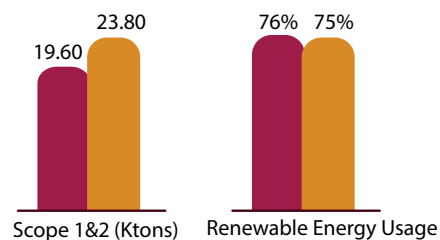
Positive Drinking



Actual Target



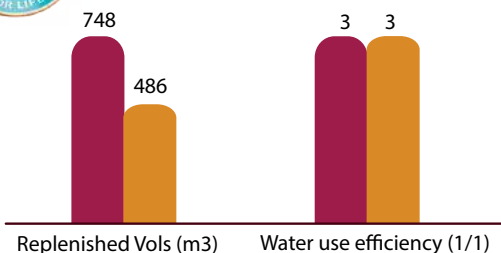
Low Carbon



Actual Target



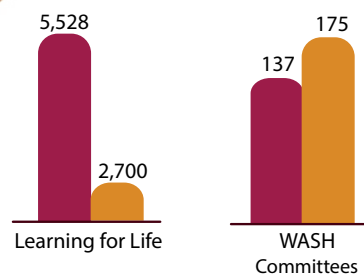
Preserve Water



Actual Target



Inclusion & Diversity



Actual Target

Timeline: as at P12YTD

The Management and Its Role in Sustainability

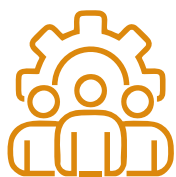


Mandated to facilitate the integration of sustainability into our business strategy and support the integration of ESG factors into our risk management. It is tasked with recommending to the Group MD & CEO a long-term plan for fully integrating sustainability into our business strategy and ensuring appropriate implementation to achieve the EABL Group level targets.



Measurement and evaluation of deliverable targets and spend at monthly Business Planning Meetings.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



600

Through a unique programme dubbed the annual Sustainability Week, currently running at KBL, the team reached over 600 staff members through training sessions, sustainability showcases, and a staff get-together, attended by over 550 staff members, hinged on the sustainability theme.

The Role of Management in Climate Risk

Senior management is responsible for implementing EABL's climate strategy as highlighted in the third pillar of the Sustainability Strategy 'Spirit of Progress' – Pioneering Grain to Glass Sustainability pillar. In this regard, the management has oversight for the day-to-day identification, assessment, and management of climate-related risks and opportunities. The markets' Managing Directors, Group Corporate Relations Director and Group Chief Financial Officer jointly lead the climate risk management agenda, supported by cross-functional teams spanning Finance, Supply Chain, Sustainability, Procurement and Business Integrity.

The Finance and Business Integrity teams, in partnership with the Procurement and

Sustainability teams, coordinate climate-related data, scenario analysis, reporting and target-setting, and provide regular updates to the Executive Leadership Team and the Board. Climate risks are integrated into the organisation's Enterprise Risk Management (ERM) framework and are monitored alongside other strategic and operational risks. Management performance against Spirit of Progress related targets are reviewed quarterly as part of the Board Corporate Governance Committee and relevant climate key performance indicators are embedded into leadership scorecards to ensure accountability and alignment with the company's long-term sustainability goals.

Execution by the Sustainability Team

- To ensure that sustainability is integrated into all business areas and Group functions, EABL has a Sustainability Team across its three markets.
- The team is part of the organisation's key meetings and forums to ensure that sustainability matters are considered at our operations. The members have also been instrumental in driving key sustainability projects, in partnership with other staff members. Examples include Project Rudisha, geared towards reusing our spirits bottles, as well as the Raising Inclusivity and Sustainability for Equality (RISE) programme, which is focussed on enhancing procurement of our products and services from diverse suppliers.
- Also important is the role that the Sustainability Team has played in creating awareness and

education on the organisation's Sustainability Strategy to staff across EABL. Through a unique programme dubbed the annual Sustainability Week, currently running at KBL, the team reached over 600 staff members through training sessions, sustainability showcases, and a staff get-together, attended by over 550 staff members, hinged on the sustainability theme.

- Additionally, the team, across the region, has been instrumental in ensuring that partnerships for sustainability initiatives are well-nurtured and are effective to enable the realisation of the annual targets, whilst complying with the requirements and guidelines of 'Doing Business the Right Way'.

How We Engage Our Stakeholders

Our 2025 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

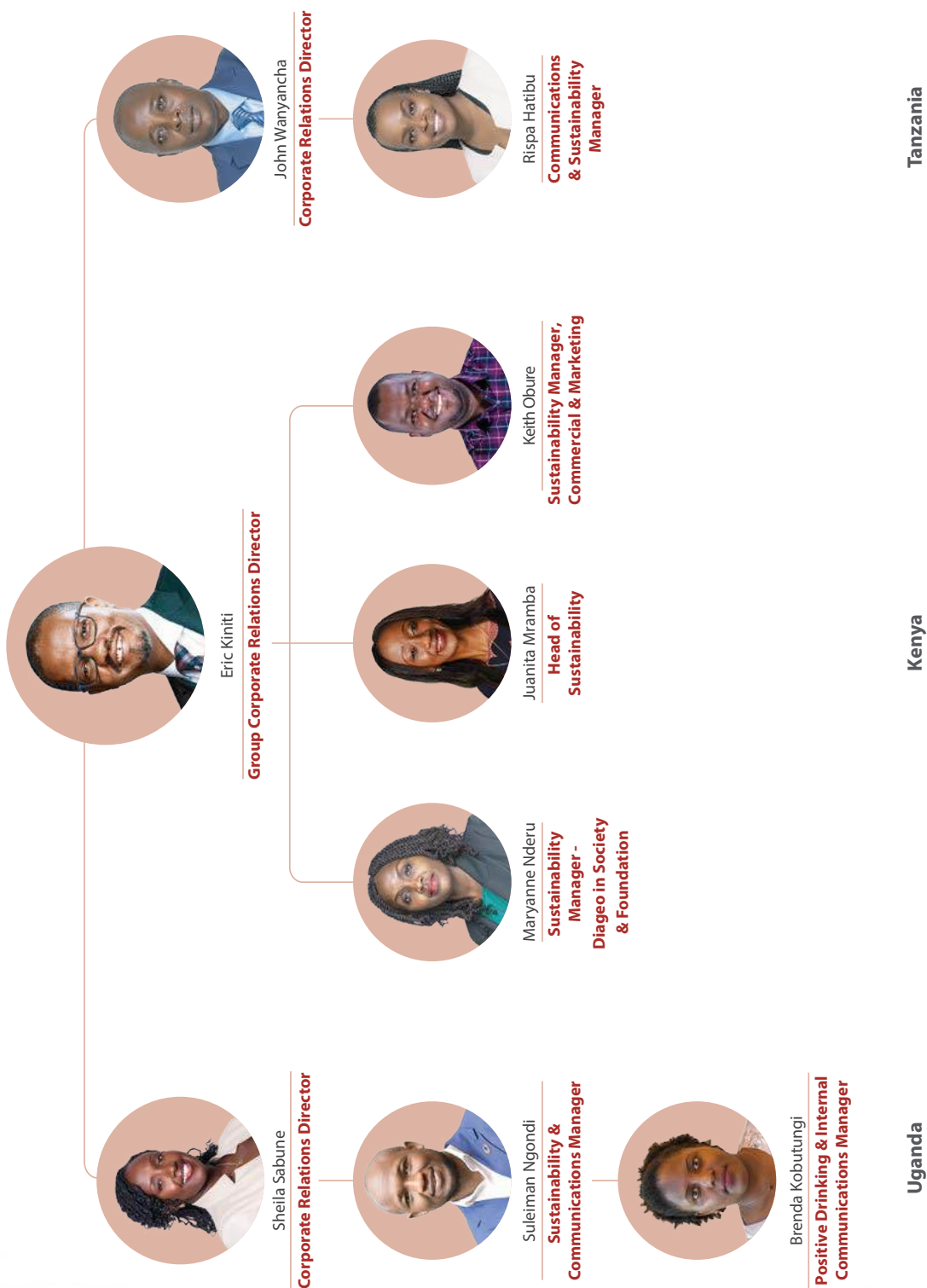
Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

Sustainability Team Structure



[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

How We Engage Our Stakeholders

A person wearing a blue shirt is shown from the waist down, digging in the soil with a shovel. The background is a blurred green field, suggesting an agricultural or environmental setting. The person's arm and the shovel are in the foreground, creating a sense of active engagement and progress.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

At EABL, we recognise that our success is intrinsically linked to the relationships we forge with our stakeholders. For us, everyone who is affected by our business, and everyone who affects it, is a stakeholder. Our stakeholders range from employees to investors to corporate partners, and from consumers to communities, farmers and governments.

Consumers



We are passionate about the role that our brands play in celebrations. We are committed to promoting moderation and reducing alcohol misuse.

Customers



We work closely with customers to build sustainable ways of working that help grow their business through great insight and execution.

Local Community Organisations & NGOs



We help build thriving communities by making lasting contributions where we live, work and sell.

People



We want our people to be the best they can be. We offer a diverse and inclusive workplace with opportunities for development and progression.

Government & Regulators



We work in partnership with government and regulators to ensure full compliance while contributing our expertise to policies and frameworks that create positive outcomes for our business and deliver shared benefits for our key stakeholders.

Investors



We aim to maximise long-term investor returns through consistent, sustainable growth and a disciplined approach to capital allocation.

Commercial Partners



We collaborate on various issues including responsible business practices, ethical sourcing, joint growth opportunities and shared commitments to sustainability goals.

Farmers



We partner with our farmers to ensure long-term, mutually beneficial relationships. Respect for human rights is embedded throughout our value chain.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

How We Engage Our Stakeholders

We actively engage stakeholders at both local and global levels. Locally, we connect through diverse platforms and opportunities with our employees, local governments and regulators, investors, customers, suppliers, media, community groups, and project partners—including NGOs and development organisations. These engagements address a wide range of issues relevant to our business relationships and shared goals.

The table below sets out each stakeholder group and gives examples of how we currently engage them on all issues, specifically on ESG related concerns.



Investors

Means of Engagement	Key Highlights for F25
- Annual Report - Formal annual general meetings - Meetings between investors, senior leadership, and investor relations teams - Conversations between investors, sustainability teams, and investor relations teams - Online communications	We view our investors as critical partners in our journey towards sustainable, responsible, and profitable growth. Their expectations around transparency, governance, and climate-related risk management are increasingly aligned with global standards, specifically IFRS S2. In response, we have strengthened our sustainability reporting to provide clear, decision-useful information about our climate strategy, risk management, and progress against our Sustainability Strategy's Spirit of Progress targets. We disclose material information on Scope 1 and 2 emissions and we are enhancing our scenario planning, resilience assessments, and governance disclosures in line with ISSB standards. Through regular financial and ESG engagements, we ensure our investors are informed about how we are future-proofing our operations and creating long-term value. This year we held our annual half and full year investor briefings. In addition to that we held regular investor meetings and the organisation's leadership was also available to engage with our investors on need basis.



Employees

Means of Engagement	Key Highlights for F25
- Employee policies, processes and guidelines - Employee 'Your Voice' survey - Training - Team meetings - Employee intranet/newsletters - Forums such as townhalls - Special society/environmental events, e.g., Employee Volunteering - Our Sustainability Week	We are committed to providing a safe, inclusive, and dynamic workplace that reflects the diversity of the markets we serve and supports the well-being and growth of every team member. This includes actively embedding climate awareness, social responsibility, and ethical practices into our corporate culture and operations. This year, we held various employee engagements ranging from: - Townhalls that covered extensive information regarding the progress of our business performance. - The organisation's Extended Leadership Team was engaged in monthly and special quarterly business performance meetings to ensure that the strategy for the year was implemented to the dot. - Staff were also taken through various training sessions touching on pan-organisation matters such as 'Doing Business the Right Way', for which a week-long 'Pathway of Pride' training was done. - To refresh staff awareness on Health and Safety matters as well as the Sustainability Strategy, Spirit of Progress, a joint Health & Safety and Sustainability Week was held. - During the year, a special Internal Culture reinvigorating initiative was also rolled out across the whole organisation. - The year culminated with an exciting debut brands immersion initiative that was geared towards creating more staff awareness of our various brands. Dubbed 'Diageo Way of Brand Building', DWBB, the initiative covered a week-long communication campaign, culminating in a day-long unique showcase and immersion of our brands.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'



Suppliers and Distributors

Means of Engagement

- Briefings and direct meetings
- Stakeholder forums, events and conferences
- Long-term partnerships
- EABL Plant visits

Key Highlights for F25

- KBL held unique Suppliers' and Distributors' conferences that were well attended by these key stakeholders. Various topics were discussed, ranging from ensuring proper governance and compliance in our business partnerships to adopting sustainable ways of operations.
- At SBL, the F25 distributor conference marked a significant step forward in strengthening our partnerships and enhancing our market strategies with our customers. The conference brought together key distributors from across the region, as well as representatives from major financial institutions in Tanzania.



Consumers

Means of Engagement

- Consumer carelines
- Formal market research
- Brand and corporate websites
- Social media
- Product information on packaging

Key Highlights for F25

We regularly engage with consumers to understand their evolving preferences, particularly around environmental impact, health, and responsible consumption. This feedback informs product innovation, packaging redesign, and our broader ESG strategy. This year, we engaged our consumers through brand research work and responsible drinking activations, including events, in-store promotions, and campus roadshows, reaching over 150,000 consumers directly.



Farmers

Means of Engagement

- One-on-one meetings or conversations
- Field and factory visits
- Workshops with value-chain partners
- Connecting farmers with finance and agri-business partners

Key Highlights for F25

- We are committed to building inclusive, resilient agricultural supply chains that create shared value for both the business and farming communities.
- KBL progressed with the Global Labor Program in partnership with SightSavers and Syngenta Foundation. The program was geared towards taking farmers through an end-to-end process of training and access of markets for their produce.
- Partnership with CARE Internation of Farmer Filed Schools where we trained more than 2,000 farmers.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Government/Regulators

Means of Engagement	Key Highlights for F25
• Briefings and direct meetings • Multi-stakeholder forums, events and conferences • Long-term partnerships • Public policy discussions and working groups • EABL Plant visits	• In July last year, the Irish Deputy Prime Minister, Micheál Martin TD, toured the Tusker Biomass Steam Plant, which is part of EABL's path towards becoming a net zero carbon emitter in its direct operations by 2030. • Ireland's Minister of State for International Development and Diaspora, Neale Richmond, visited Kenya from March 10-14, 2025, as part of St. Patrick's Day celebrations. His visit's itinerary included a visit to our Tusker Brew House, where he also witnessed how we are producing our beverages using clean and renewable energy through our biomass Plant. The Minister was accompanied by the Irish Ambassador to Kenya, H.E. Caitríona Ingoldsby. • Participated in the KBL NSE Capital Corporate Governance Road Show - this event brought together key stakeholders in the financial and investment sectors, including corporate executives, policymakers, and thought leaders. It aimed to provide actionable insights on capital raising strategies, governance best practices, and sustainable investment opportunities in the Agricultural Sector. Group CEO Jane Karuku provided insights during the session. • SBL hosted the British High Commissioner to Tanzania, H.E. Marianne Young, and the UK Government's Trade Envoy to East Africa, Hon. Kate Osamor MP, at the Dar es Salaam Plant. The delegation engaged in meaningful dialogue about how public-private partnerships can unlock inclusive and sustainable growth across East Africa. • SBL hosted the Tanzania Parliamentary Committee for Industries, Trade and Environment at its Dar es Salaam Plant. The Committee's chairperson appreciated the visit, citing it as a step forward in understanding and supporting initiatives that align with Tanzania's broader goals for industrial and agricultural development. • UBL hosted the Parliament's Finance, Planning, and Economic Development committee at the plant on 8th October 2024. During the visit, the company showcased its utilisation of local raw materials, standards, and safety protocols, as well as its manufacturing processes for beer and Ready-to-Drink beverages. • Officials from the Ministry of Finance and Uganda Revenue Authority (URA) visited UBL's Plant in Luzira. The visit aimed to gain an understanding of the company's operations, the economic impact of our business, and how UBL contributes to Uganda's industrial growth, employment, and tax revenue. • UBL joined parliamentarians at the Parliament Anti-Counterfeit Expo aimed at amplifying the need for the Anti-Counterfeiting Goods and Services Bill. UBL joined other sector players to advocate for workable policies against counterfeits. The expo was graced by the Speaker of Parliament, who was accompanied by other Members of Parliament (MPs).

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'



Local Community Organisations and NGOs

Means of Engagement

- **One-on-one meetings or conversations**
- **Multi-stakeholder forums**
- **Education and capacity-building sessions**
- **Ongoing partnerships**

Key Highlights for F25

- We participated in an event hosted by the Food & Agri Advisory Board (FAAB), focused on key developments within the food and agriculture sector. The forum brought together over 25 industry executives from across Africa, creating a platform for high-level dialogue and collaboration. Our Group Corporate Relations Director, Eric Kiniti, shared insights into our sustainability strategy and reaffirmed our commitment to regenerative agriculture, ensuring a sustainable agricultural ecosystem.
- The three markets hosted multi-stakeholder dialogues aimed at addressing the challenges of illicit alcohol in the region. Bringing together a diverse group of stakeholders, the event was attended by representatives from key government institutions, regulatory authorities, industry players, and development partners. The platforms also addressed the impact of illicit alcohol on public health and safety, and the need to devise means of addressing this challenge.
- In partnership with African Community Advancement Initiative (AFRICai), SBL conducted local community dialogues to educate communities in the effective management of water resources, community mobilisation with gender equality and ensure that adults and children understand and follow good personal hygiene practices.
- SBL also conducted a WASH Bonanza as a way of promoting social inclusion and community engagement in WASH projects and highlighted the role of the formed women groups in enriching the projects and ensuring their long-term successful operations.
- In partnership with the Bridge for Change, SBL conducted a stakeholder dialogue with the local government of the Kilimanjaro region on the dangers of underage drinking through the SMASHED programme.



Other Commercial Partners

Means of Engagement

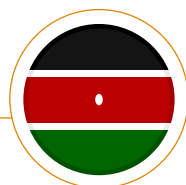
- **Annual survey**
- **Third-party supplier audits**
- **Responses to customer requests for sustainability information**
- **Multi-stakeholder forums**

Key Highlights for F25

- KBL hosted 50 Supply Chain Managers from Africa Global Logistics (AGL), our trusted logistics partner. The team was guided through KBL's brewing, packaging, UDV, and logistics operations, as well as EABL's sustainability agenda. The visit also served as a valuable platform to promote innovation and sustainability within the supply chain, fostering dialogue and collaboration on best practices for building more efficient, responsible, and future-ready logistics networks.
- We joined other industry players during the ESG assurance round table event to discuss and share insights on ESG practices, reporting and readiness for the external assurance roadmap. As EABL, we had the opportunity to participate in a thought-provoking panel discussion where we highlighted the organisation's ESG initiatives, challenges and successes.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

External Stakeholders



Nairobi Securities
Exchange PLC



East African Cereals and
Grains Council



Alliance for a Green
Revolution in Africa



East African Business
Council



Institute of Certified Public
Accountants of Kenya



Cereals Growers
Association of Kenya



Food and Land Use
Coalition



Global Compact
Network Kenya



Law Society
of Kenya



Kenya Climate Innovation
Center



British Chamber of
Commerce Kenya



Kenya Alliance of Resident
Associations (KARA)



Kenya Association
of Hotel Keepers &
Caterers



Kenya Association of
Manufacturers



Kenya Private Sector
Alliance



Federation of Kenya
Employers



Kenya Forest Service



Kenya National
Chamber of Commerce
& Industry

Outdoor Advertising
Association of Kenya



National Alcohol and
Beverages Association
of Kenya



United Nations
Development
Programme



Marketing Society of
Kenya



Media Owners
Association



Pubs Entertainment
Restaurants Association
of Kenya

Kenya

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

External Stakeholders



Tanzania Private
Sector Foundation



East African
Business Council



Sugar Board of
Tanzania



Media Council of
Tanzania



Bridge for Change



Confederation of
Tanzania Industries



National
Environmental
Management Council



Sightsavers



Association of
Tanzania Employers



Cereals and Produce
Board



Tanzania Chamber of
Commerce, Industry &
Agriculture



Ernst and Young



Network Tanzania



Government Chemist
Laboratory



Tanzania
Investment Centre



Tanzania Bureau of
Standards



National College
of Tourism



Tanzania National
Business Council



African Community
Advancement
Initiative



Surface and
Marine Transport
Regulatory
Agency



Media Owners
Association of Tanzania



Road Safety
Ambassadors



European
Business Group



Government of Tanzania



British Business
Group



First
Climate



British
High Commission
Dar es Salaam

Tanzania

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

External Stakeholders



Uganda

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Stakeholder Engagement



How We Engage Our Stakeholders

Our 2025 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

Stakeholder Engagement



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Tanzania National College of Tourism-Learning for Life Hospitality Program

Our collaboration with SBL represents the kind of innovation Tanzania needs—preparing young people not just for jobs, but for meaningful careers grounded in our values of excellence, culture, and genuine hospitality.

**Dr. Florian Mtey, Principal,
National College of Tourism**



Nature Kenya

This year, our collaboration with EABL has elevated our conservation efforts, enabling us to protect vital ecosystems and preserve biodiversity in the face of growing environmental pressures. Through our joint work, we are proving that business growth and environmental sustainability can go hand in hand—ensuring nature not only survives but thrives alongside development.

**Dr. Paul Matiku,
Executive Director, Nature Kenya**



Stakeholders deeply appreciate nature because of the goods and services it provides for livelihoods and well-being. Our focus is on sustaining these benefits for both people and the environment.

**Evelyne Busingye,
Land and Water Thematic Lead, AidEnvironment**



Kenya Association of Manufacturers

KAM is committed to fostering a culture of collaboration and partnership. We encourage our members to actively seek opportunities for collaboration, to engage in dialogue with stakeholders, and to forge alliances that drive progress and value creation.

Together, we can create a thriving manufacturing ecosystem that generates economic growth, fosters innovation, and promotes social and environmental well-being. We are continuously learning from EABL and appreciate the knowledge and leadership that the organisation has provided.

**Tobias Alando,
Chief Executive Officer, Kenya Association of
Manufacturers (KAM)**



Upper Tana-Nairobi Water Fund Trust (UTNWFT)

Healthy water catchment areas are critical to water security and climate resilience, yet securing funding for their protection remains a persistent challenge. EABL's renewed commitment to the conservation of the Upper Tana watershed as well as Farmers livelihoods this year, has been a timely and game-changing intervention. Their annual contribution, of Ksh 54 million, has assisted us; conserve the Upper Tana watershed while increasing its biodiversity, improve water security for communities and businesses alike, while building the resilience of one of Kenya's most vital natural resources.

**Eng. Michael Thuita, MBS
Chairman, Board of Trustees**

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Kampala Capital City Authority (KCCA)

UBL plays a pivotal role in enhancing Uganda's environmental and socio-economic development. Their actions and initiatives should serve as an example for the wider private sector to be mindful of the impact their operations have on the environment and similarly make sustainability a critical part of their business strategies.

Ms Juliet . W. Bukirwa,
Manager Partnerships, KCCA



Kenya Private Sector Alliance (KEPSA)

We are pleased to have fostered such a close relationship with EABL, who are an integral part of our vibrant and dynamic private sector network. As a collective force, we believe in the power of businesses to drive positive change, transform industries, and contribute to a more sustainable and inclusive future.

Carole Kariuki
Chief Executive Officer, Kenya Private Sector Alliance (KEPSA)



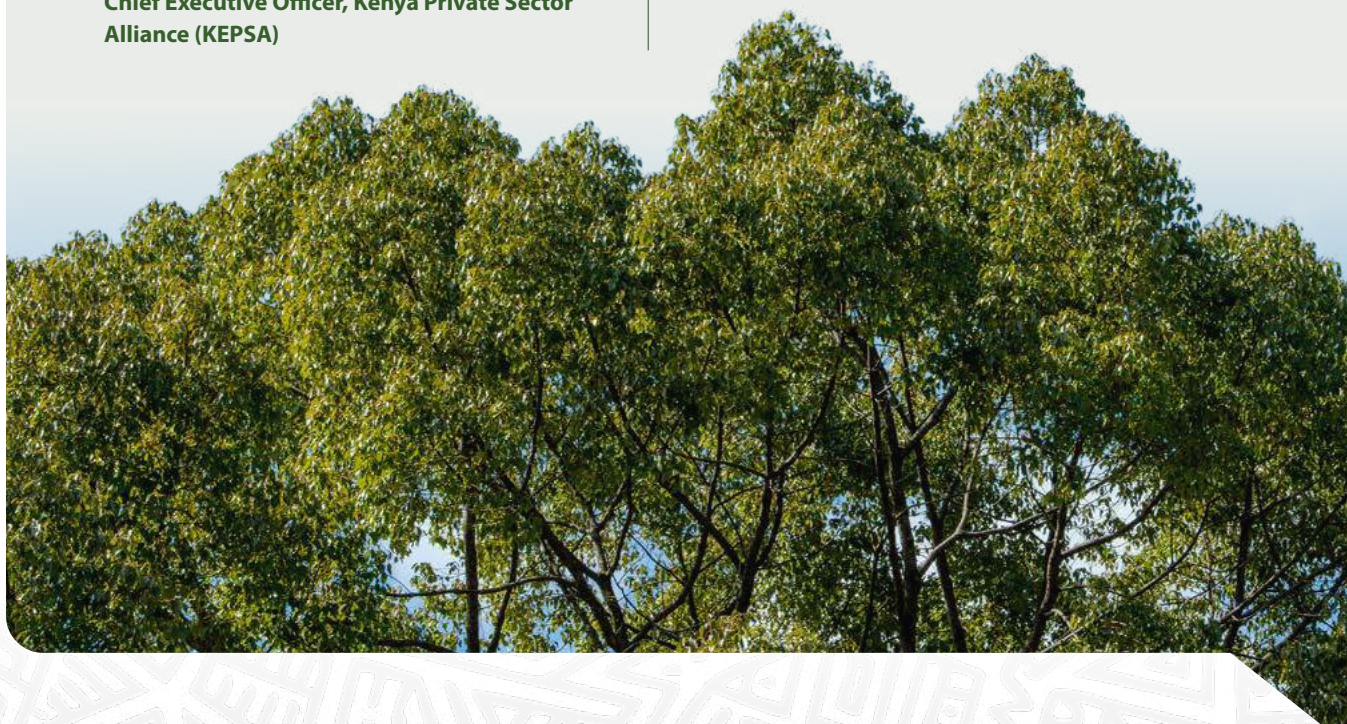
The Elgon Pamoja Collective Action programme demonstrates the power of partnerships in conserving water catchment areas, addressing environmental degradation, and ensuring sustainable water resources management for community development.

Dr. Alfred Okot Okidi – Permanent Secretary,
Ministry of Water and Environment



The Elgon Pamoja Collective Action programme will ensure that water is available even in the dry season, enabling communities to continue agricultural activities, restore the environment, and secure adequate water in both quantity and quality.

Dr. Callist Tindimugaya,
Acting Director, Water Resources Management



[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Our 2025 Performance on 'Spirit of Progress'



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



PILLAR: PROMOTE POSITIVE DRINKING

Our overarching goal is to change the way the world drinks, for the better. From Tusker to Chrome, Serengeti to Kibo Gold, Bell to Uganda Waragi, and Johnnie Walker, Don Julio and Baileys, among many others, our brands have been part of people's celebrations for generations. We make them with pride, and they are made to be enjoyed responsibly. We embrace our responsibility to proactively Promote Positive Drinking, and our approach is centred on the following:



Tackling harmful drinking through education.



Promoting moderation through our brand marketing.



Tackling underage drinking.



Changing attitudes to drink driving.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Why Does This Matter?

A recently commissioned study by Euromonitor International found that in Kenya alone, illicit alcohol now accounts for 61 per cent of all alcohol sold. In addition, illegal alcohol sold in Kenya has increased by 27 per cent since 2022. The illicit trade in alcohol (unregulated, untaxed and potentially toxic) has a wide range of negative socio-economic impacts, including significant health risks to consumers with disproportionate effects on poor and uneducated consumers, as well as the loss of tax revenues that would otherwise have been paid had the goods been sold in approved channels.

As one of the business leaders operating in markets where illicit alcohol continues to pose a serious health, economic, and regulatory challenge, we firmly believe that trusted brands can and must play a pivotal role in addressing this crisis. Beyond product integrity, brand-led initiatives, such as education campaigns, retail visibility, and community engagement, create awareness about the dangers of illicit brews and elevate consumer expectations around safety and authenticity. Furthermore, we know that excessive drinking can cause significant harm to individuals, their families and society. We share our stakeholders' concerns about this and are working with others as part of a whole-of-society approach to address it.

We reach and engage audiences with messages that aim to change attitudes, whether they highlight the harm of underage drinking or binge drinking, warning of the dangers of drink driving, or using our brands to highlight the importance of moderation.

Eric Kinti.

**Group Corporate Relations
Director, EABL**



This year, across our markets, we scaled our activations and interventions geared towards Promoting Positive Drinking practices.

We surpassed our annual target for the SMASHED campaign by **8%**

We launched 'Club Zero' across 35 locations and had a reach of **32,823** people, which is way above our target of **30,000**.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Our Progress

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE
Scale our SMASHED partnership, and educate 10 million young people, parents, and teachers on the dangers of underage drinking.	People educated through SMASHED partnership.	0	376,933	235,000	253,154	1,019,572
						
SDG alignment: 3.5; 12.8; 17.16						
Promote changes in attitudes to drink driving reaching five million people.	People educated via Wrong Side of the Road programme.	0	68,084	50,000	57,504	203,026
						
SDG alignment: 3.5; 3.6; 12.8; 17.16						



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

How We Are Achieving Our Targets

DRINKiQ

Our enhanced DRINKiQ.com platform is a dedicated responsible drinking tool that provides facts about alcohol, the effects of drinking on the body and mind, and the impact of harmful drinking on individuals and society. It is one of our most important tools in Promoting Positive Drinking.

DRINKiQ aims to inspire consumers to take action and empower them to achieve a balanced lifestyle – inviting them to change their attitudes to alcohol. The platform enables alcohol consumers to discover how responsible drinking can be part of a balanced

lifestyle. Available in both English and Kiswahili, the DRINKiQ e-learning tool has been designed to provide consumers with the information they need to make positive decisions about drinking responsibly and tackle any myths around drinking alcohol. The new mobile-friendly, online tool is the first of its kind within the alcohol industry in East Africa, using interactive learning and tests to give people information about the content of their drinks and how alcohol can affect them.

In F25 we ran various online campaigns across our markets as follows:

KBL: We communicated responsible drinking through “Usichome” (*Don't embarrass yourself*) – a culturally resonant, humor-driven campaign blending education and entertainment to reinforce the importance of responsible choices. By highlighting the often-embarrassing consequences of ignoring DRINKiQ tips, the campaign made responsible drinking both relatable and aspirational. Through consistent messaging across the full consumer journey – before, during and after consumption moments – we maximise reach and impact. This integrated approach helps us meet consumers where they are, using contextual content to embed our message deeply within the culture.



SBL: In F25, SBL launched ‘Umeisoma Hio’ (Have you read that?) a culturally resonant campaign designed to spark a national conversation around responsible drinking. Powered by our partnership with Captain Morgan and online influencers, Wayambis, the campaign encouraged Tanzanians to pause, reflect, and make informed choices regarding alcohol consumption. Their bold storytelling and direct-to-consumer content helped demystify the science of alcohol in a fun and accessible way. ‘Umeisoma Hio’ didn’t just raise awareness; it laid the foundation for a more health-conscious drinking culture in Tanzania. As we move forward, we remain committed to promoting moderation, safety, and positive choices— one click, one quiz, and one conversation at a time.



DRINKiQ aims to inspire consumers to take action and empower them to achieve a balanced lifestyle – inviting them to change their attitudes to alcohol.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



UBL: This year, we launched a new campaign dubbed “Eyo Red Card,” (*Here’s a Red Card*) aimed at promoting responsible alcohol consumption and encouraging Ugandans to make safer choices while drinking. The Eyo Red Card campaign serves as a bold call to action for consumers to prioritise their well-being and that of others by adopting mindful drinking habits and avoiding high-risk behaviours like drunk driving. With Eyo Red Card, UBL calls for a shift in mindsets to create a culture where responsible drinking is paramount. We want to be the go-to source for practical and engaging tips on drinking responsibly. The Eyo Red Card campaign rolled out nationwide with a mix of digital media, in-bar activations, and public awareness drives, all aimed at encouraging Ugandans to recognise when “enough is enough” and to always “give a red card” to unsafe drinking behaviours.



SMASHED is a programme that educates young people aged 10-17 on the dangers of underage drinking.



Tackling Underage Drinking through SMASHED

We believe it is never acceptable for anyone underage to consume alcohol. That is why we have run campaigns and education programmes to combat underage drinking for many years.

SMASHED is a programme that educates young people aged 10-17 on the dangers of underage drinking. It was developed by Collingwood Learning, and we are proud to have sponsored it since 2018. SMASHED began in 2005 as a live theatre production and has since been enhanced to enable online learning as well as live performances. Underage drinking can have several negative consequences, including an increased risk of road accidents, sexually transmitted infections, and teen

pregnancies, as well as school absenteeism, poor academic performance, and dropout rates among students. SMASHED program’s focus on building resilience, improving communication skills, and developing a positive self-identity helps students make better choices not just with alcohol, but in other areas of their lives as well.

To make the programme as successful as possible, the performances are tailored to our markets using local actors and cultural references.

This year, we had a variety of projects that we rolled out under SMASHED across our three markets:

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



KBL: In F25, we continued to partner with the Teachers Service Commission, a key partnership that has enabled us to continue creating awareness of the dangers of underage drinking. As part of the process, we trained teachers across various schools in the country, who, in turn, created awareness among students as part of their extracurricular activities. During the year, we worked with 386 schools countrywide and reached over 205,000 students who participated in the programme.

SBL: This year, we partnered with the Tanzanian Government in Mwanza, the Lake Region of Tanzania. Officiating the launch of the programme, Hon. Christopher Ngubiagai, the District Commissioner of Ukerewe, praised the initiative, stating: "Underage drinking affects not only individuals but entire communities. The SMASHED programme is a vital step in educating and empowering our youth to make responsible choices. I commend SBL for this important initiative that aligns with our efforts to protect and uplift young Tanzanians." Since its inception, SBL has successfully educated over 30,000 students across 50 schools in three key regions of Tanzania.



UBL: In F25, we conducted tours in 69 schools spread across Central and Eastern Uganda, reaching over 26,000 students. Through live theatre performances, we discouraged underage drinking while developing a positive self-identity and helping students to make better choices. Since its inception in 2021, UBL has successfully educated over 100,000 students across more than 200 schools in different regions of Uganda.



Acting Against Drink-Driving by Providing Responsible Messaging through the Wrong Side of the Road Campaign and Making Moderation Aspirational

Moderation encompasses a broad range of different consumer behaviours and choices, such as choosing not to drink on certain occasions, or substituting a favourite drink with a non-alcoholic version. We aim to enable and reinforce the breadth of choices that consumers have to moderate. In addition to offering consumers a range of choices, our insights reveal that positioning

moderation as aspirational and making it feel like the popular choice is key to promoting positive drinking attitudes and behaviours.

We've long championed awareness of the risks of drink-driving, including collaborating with law enforcement and local authorities. In 2021, we launched the Wrong Side of the Road (WSOTR) digital learning resource

with the United Nations Institute for Training and Research (UNITAR), aimed at raising awareness about the consequences of drink-driving on individuals and communities.

The WSOTR programme is available in digital and classroom formats, and we have seen markets contextualise the campaign in various ways:

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Wajibika

Wajibika is an internal campaign launched by KBL to promote responsible drinking among employees, contractors, and distributors.

KBL: In F25, KBL introduced 'Club Zero', a bold new initiative designed to foster inclusive, engaging social experiences for both drinkers and non-drinkers. Built on the insight that designated drivers often feel excluded in traditional consumption settings, Club Zero offers a space at events where everyone feels welcome. Through interactive DRINKIQ games and curated menus of non-alcoholic beverages, the initiative redefines what it means to have a great time out, where moderation and mindful choices are celebrated. By creating enjoyable, alcohol-free spaces, Club Zero aims to shift cultural norms and make responsible drinking not just accepted, but aspirational.

SBL: In F25, SBL launched the 'Inawezekana Kuwa Mtu Makini' (It is possible to be a responsible alcohol consumer) campaign, which serves as a call to action and a testament to our continuous commitment to change the way the world drinks for the better.

Through our flagship brand, Serengeti Premium Lager, we leveraged collaborations with influencers, corporations, and consumer-facing events to amplify the campaign's reach and impact. We reached over 10,000 people online and offline, underscoring our broader commitment: Instilling responsibility and raising the bar on road safety standards among drivers.

UBL: At UBL, we know that drivers who are impaired by alcohol have a much higher risk of being involved in car accidents. Through the WSOTR campaign, we share stories of the adverse impacts of drink-driving with our consumers, allowing them to interact with real people, listen to real stories, and understand the real-life consequences. This year, we brought the experience closer to our consumers by leveraging strategic partnerships through our brands across two big events in Uganda: OBAFEST and NYEGE NYEGE. We reached over 10,000 people with our messaging and provided more than 4,000 litres of water for hydration during the festivals. We also partnered with NRG Radio, one of Uganda's leading radio stations, to conduct eight activations across 48 areas in Kampala, reaching over 4,000 people with anti-drink-driving messaging.



It All Starts at Home: We are excited to have refreshed our internal Positive Drinking campaign, Wajibika, grounded in the belief that charity begins at home. In championing moderation and responsible choices within our own organisation, we set the standard for the communities and consumers we serve. Wajibika is an internal campaign launched by KBL to promote responsible drinking among employees, contractors, and distributors. It aims to foster an internal culture of responsible drinking by educating on moderation and risks, communicating the employee Alcohol Policy, ensuring everyone understands and adheres to the guidelines and encouraging professional support. The campaign has been brought to life by creating positive, light-hearted communication that connects with employees as they go about their daily routines and responsibilities. The content covered aspects such as the importance of hydration during alcohol consumption, the effects of irresponsible drinking on social connections, reminding staff not to drink and drive but instead use safer alternative options, such as taking taxis, advocacy on moderation, while also engaging them with content that allowed them to make a choice on what are positive drinking behaviours and what are not.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Meet Some of Our EABL Family

Being part of the Wajibika campaign has been eye-opening for me. It reminded me that responsibility truly starts with us, and the choices we make every day. The light-hearted but practical messages, like remembering to hydrate, choosing not to drink and drive, or thinking about how our habits affect those around us; really hit home. I feel proud that KBL is not just talking about positive drinking in the community, but actually living it within our own walls. It has made me more conscious as an employee, but also as a parent, a friend, and a role model in my own circles.

**Keith Obure, Sustainability Manager,
Commercial & Marketing, KBL**

Using the Power of Our Brands

Training Initiatives

The advocacy team in East Africa trained a total of 19,547 bar staff, including owners, on the importance of promoting responsible consumption of alcohol across our three markets. The main topics covered included:

Alcohol awareness and unit education, deepening the participants' understanding on how different Alcohol By Volumes (ABV) affect alcohol consumption.

Customer responsibility and intervention skills cover practical examples on how to recognize overconsumption and intoxication and cease further service.

Promoting moderation and positive experiences – Promoting 'Drinking better and not more' in serving practices and ensuring we advocate for hydration as well as offer 0% ABV options.



The training reached over 16,000 bar staff and owners in Kenya, 1,961 in Tanzania and 1,586 in Uganda.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



The training reached over 16,000 bar staff and owners in Kenya, 1,961 in Tanzania and 1,586 in Uganda.

By equipping bar staff with knowledge about moderation, we ensure that these principles are integrated into everyday operations, contributing to a culture where positive drinking choices are celebrated.

The World Class Competition

The 10th edition of the World Class competition in Kenya exemplifies our commitment to Promoting Positive Drinking by providing a platform for over 300 bartenders to engage in and learn positive consumption practices. The participants are sensitised and educated on sustainable methods of consumption that can be passed on to consumers.

Additionally, by encouraging participants to create drinks from scratch and minimise waste—such as making their own syrups and using fruit peels for garnishes—the competition not only highlights creativity but also reinforces the importance of thoughtful ingredient use.

Online Engagement and Co-Creation of Cocktail Making

Increasing online engagement by at least 5% through co-creation activities with trend-leading outlets demonstrates an innovative approach to promoting better drinking habits. These activities emphasise sustainable practices, such as using

eco-friendly glassware, local ingredients, and zero- to low-alcohol-by-volume (ABV) cocktails. By leveraging digital platforms for education and collaboration, EABL extends its reach in advocating for responsible consumption patterns. Through these initiatives, we actively encourage a culture of responsible drinking and sustainability within our vibrant bar scenes, aligning perfectly with our strategic goals under the Promote Positive Drinking pillar.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



In my journey, I have always believed in finding ways to infuse a touch of magic into the ecosystem, whether through the experiences we create for our customers, the opportunities we open for our teams, or the culture we nurture across the business. One of the areas I am most proud of is how we have embraced cocktail culture as a celebration of positive drinking. Through the many activations and promotions we ran in 2025, we have been able to demonstrate that cocktails are not just about consumption, but about creativity, craftsmanship, and connection. It has been inspiring to see how this has shifted perceptions, showing our industry and our communities that drinking can be an avenue for artistry, storytelling, and responsible enjoyment.

Alvin Mbugua,
General Manager, Spirits, EABL



Looking ahead to F26:

As the threat of illicit brews continues to rise, posing serious risks to public health and community well-being, we reaffirm our commitment to promoting positive drinking through safe, accessible, and trusted alternatives. By 2026, our goal is to lead a national shift towards informed, moderate, and responsible alcohol consumption driven by innovation, education, and brand-led trust. We will deepen our investment in community engagement, strengthen our partnerships with regulators and retailers, and ensure that every product we offer reflects our belief that positive drinking is a collective responsibility.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

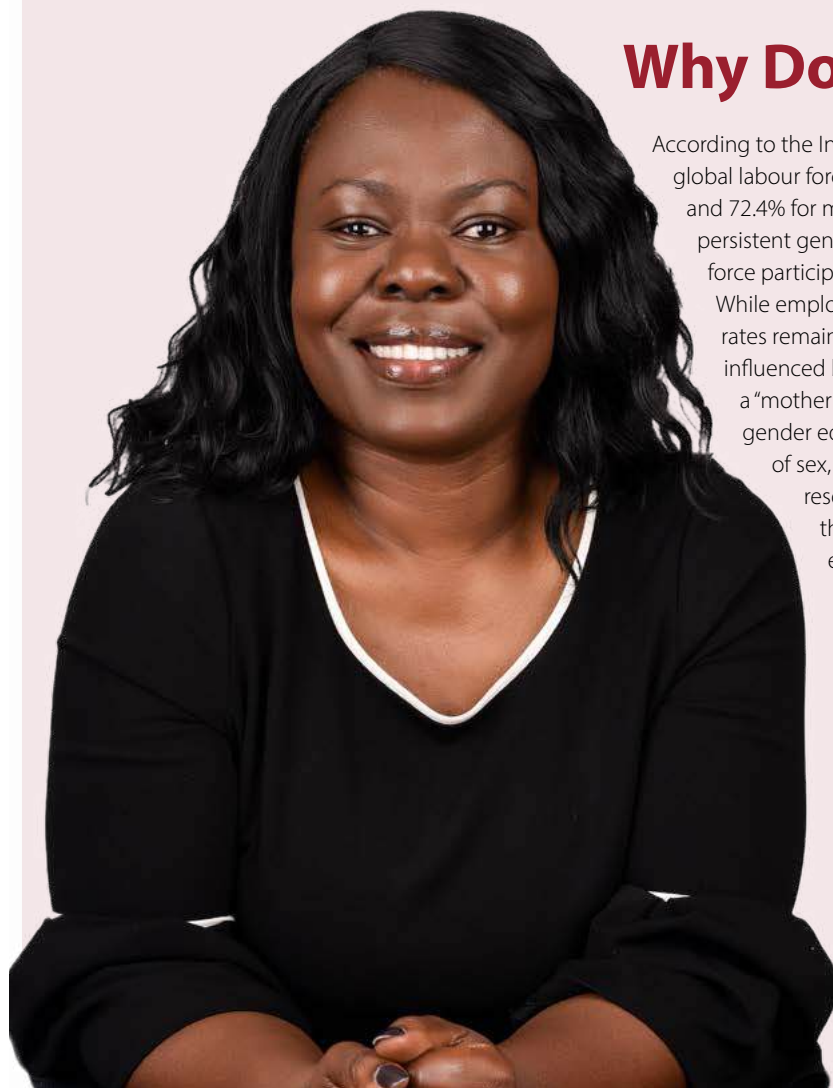


PILLAR: CHAMPION INCLUSION AND DIVERSITY

Our people are critical to our success. We believe that everybody should be able to work in an environment where they can thrive and have their contributions valued. We are committed to shaping broader societal change, reflective of our consumers. We look to champion this across our entire business – with our people, through our value chain, across our brands, and within the communities in which we operate. Inclusion and diversity are, therefore, a critical enabler of our Spirit of Progress ambitions.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



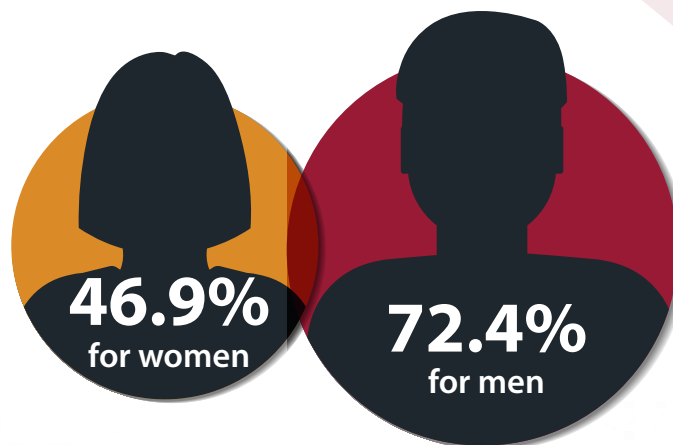
Why Does This Matter?

According to the International Labour Organisation (2024), the global labour force participation rate stands at 46.9% for women and 72.4% for men. In Africa, research shows that women face a persistent gender gap in the labour market, with lower labour force participation and employment rates compared to men. While employment gaps are narrowing, women's employment rates remain significantly below those of men. This disparity is influenced by factors like childcare responsibilities, which create a "motherhood penalty" for women. Achieving true workplace gender equality means ensuring that all individuals, regardless of sex, have equal access to opportunities, rewards, and resources. At the heart of this effort is the recognition that advancing the inclusion of women is not about excluding men; rather, it is about creating workplaces where everyone can thrive. Men are vital allies and active participants in building equitable, inclusive environments that benefit all. We are committed to creating the most inclusive and diverse culture, as well as shaping market-leading policies and practices. This helps us attract the best and most diverse talent, driving both innovation and commercial performance.

Jacqueline Wanyama
Group HR Director, EABL



According to the International Labour Organisation (2024), the global labour force participation rate stands at



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Our Progress

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE
Champion gender diversity with an ambition to achieve 50% representation of women in leadership roles by 2030. SDG alignment: 5.5; 8.1; 10.2; 10.4 	Percentage of female senior leadership.	32%	47%	50% by 2030	42%	42%
Increase spend with diverse-owned and disadvantaged businesses each year to 2030 SDG alignment: 5.5; 5B; 10.2; 10.4 	Spend with diverse suppliers in KSh.	0.94 Bil. – Baseline is as at F22	5.9 Bil.	Continued YoY increase	6.08 Bil.	12.92 Bil.
Provide business and hospitality skills to people, increasing employability and improving livelihoods. SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16 	People reached via business and hospitality skills programmes.	0	9,951	5,400	10,044	34,775
Ensure 50% of beneficiaries from our community programmes are women. SDG alignment: 5.5; 5A 	Percentage of community programme beneficiaries who are women.	0	50%	50%	50%	50%

- Through dynamic partnerships, SBL unlocks up to **\$6 million** in monthly credit financing for women stockists.
- **42%** of our leaders are women.
- We have grown our farmer network for Persons Living with Disabilities from 700 to **over 1,500** farmers.
- **40%** of our over **60,000** farmer network are women.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

How We are Achieving Our Targets:

Strengthening Our Female Talent Pipeline

This year, the representation of women in leadership roles, including our Executive Committee, remained strong at 42%, against our 2030 ambition of 50%. We are proud to have 36% female Board representation, demonstrating a robust commitment to gender parity. We focus on strengthening our female leadership pipeline and investing in the next generation of female leaders, particularly in areas where women have historically been underrepresented, including Commercial, General Management, and Supply roles.

Since 2019, when we launched our apprenticeship programme for female university students studying Science, Technology, Engineering, and Mathematics (STEM), we have onboarded a number of women into our operations. The programme entails a one-on-one, one-year foundational internship, followed by a robust selection and vetting process to identify potential candidates who will be selected for permanent employment based on business needs. STEM apprentices have an opportunity to gain hands-on experience, giving them a head start towards a successful career in our Supply Chain. In addition to the hands-on experience, each candidate is assigned a coach who is responsible for supporting the candidate throughout the programme to ensure they continually learn and grow their skills. As a result of the STEM apprenticeship programme, we have:



- An all-female crew in Uganda - Line 5.
- An all-female crew in Tanzania – The Cube.
- 4 female master brewers.

42%

Women representation in leadership roles this year, including our Executive Committee, against our 2030 ambition of 50%.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Leveraging the Power of Our Resource Groups to Drive Inclusion

At EABL, creating a sense of belonging for everyone is at the heart of everything we do. Our various Employee Resource Groups (ERGs) champion key calendar moments that represent the voice of our consumers and promote inclusivity.



Spirited Women

Spirited Women is a network of women employees working in our business, across the three markets, with a voluntary mandate to support one another as they navigate their corporate careers. The network delivers breakthrough leadership development through peer mentoring, with initiatives such as women leaders from the organisation engaging university students and women at the start of their corporate careers. By sharing their personal experiences, they aim to inspire, encourage, and provide valuable learning for the next generation of leaders. This year, the Spirited Women committee organised a number of events, empowering and inspiring the next generation of women leaders across the organisation.



KBL's Men at Work

Men at Work is open to all men at KBL, enabling them to be the best version of themselves. The group is focused on the 'all-round winning man' and seeks to strengthen the foundations essential for men to discover and live their purpose. Some of the focus areas include Health and wellness (mental, physical, emotional), Finance and Investment, Relationships (family and platonic) and Career development. The platform continues to offer a safe place for men at KBL to be open and vulnerable with one another, and in the process, enhance both their career and personal life experiences.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



SBL's BREW

In F25, SBL proudly launched The B.R.E.W. Network, an empowering space dedicated to fostering Brotherhood, Responsibility, Equality, and Wellness among the men of SBL. In Partnership with The Singleton, a globally acclaimed Single Malt Scotch Whisky, the BREW network conducted quarterly physical sessions across the business and in the field for our field sales teams on psychological safety, marking an essential step in our commitment to supporting men's mental and emotional well-being within our workplace.

Under the thought-provoking theme "Men's Psychological Safety in Today's High-Pressure World", a professional psychologist facilitated deep, candid discussions about the unique pressures and challenges men face today. The sessions provided a safe and open space for exploring men's dedication, everyday struggles, and the resilience required in balancing the responsibilities of work and family life.

Participants gained practical insights and valuable guidance on nurturing a balanced, healthy lifestyle—physically, emotionally, and mentally. It was also a significant moment to openly acknowledge and appreciate the vital contributions men make to family and society.

UBL's Legends

In October 2024, we re-launched Legends, a male-focused employee resource group designed to enhance the well-being, growth, and overall work environment of male employees.

Guided by insights from the 'Your Voice' survey, an annual programme anchored on five key pillars was formed. The pillars are: Finding Your Purpose, Well-being, Managing Finances, Career Management, and Family & Relationships.



These pillars inspired a range of impactful sessions that contributed to a +7-point improvement in Inclusion & Diversity scores, rising from 81% to 88%.

The programme addressed both professional and personal development needs, with topics such as "Stand Out to Move Up: Building Your Personal Brand to Be Seen by the Right People." Whether participants sought career advancement, leadership preparation, recognition at work, or strategies to balance family and professional life, the sessions were delivered in engaging and practical ways. Facilitators ensured that each discussion was not only insightful but also left employees with tools they could apply immediately in their day-to-day lives.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Graduates are expected to leverage their newfound skills by either establishing their own businesses within the hospitality value chain or enhancing their employability, thereby contributing to broader economic growth.

Learning for Life



Part of how we promote sustainable growth and a resilient supply chain is by giving equal access to resources, skills, and employment opportunities. An important way we deliver this is through Learning for Life (L4L), our business and hospitality skills programme for people from underrepresented groups. The program is designed to address youth unemployment and other related challenges by equipping individuals with market-oriented practical skills, industry knowledge, and essential

mentorship. Through structured training sessions, experience sharing, and direct linkages to professional opportunities, participants gain the expertise necessary to succeed in the hospitality sector, among others. Graduates are expected to leverage their newfound skills by either establishing their own businesses within the hospitality value chain or enhancing their employability, thereby contributing to broader economic growth.

KBL



In partnership with the African Initiative for Relief and Development (AiRD), KBL has implemented the Learning for Life program since December 2022 across eight counties: Nairobi, Murang'a, Nakuru, Mombasa, Kisumu, Makueni, Kilifi, and Embu, spanning three phases, concluding in June 2025. The goal was to reach and train 7,162 youth, equipping them with practical, market-relevant skills to enhance their employability and support sustainable livelihoods. However, we exceeded our target, with a total of 9,477 beneficiaries (4,286 men and 5,191 women) directly impacted by the programme. This figure includes 325 individuals who are living with various forms of disabilities (167 men and 158 women). By investing in skill-building and creating opportunities for young people, we are not only addressing youth unemployment but also fostering inclusive economic growth across communities.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

SBL



We instituted a number of impactful Learning for Life partnerships this year. First, we partnered with the Tanzania National College of Tourism (NCT) and celebrated the graduation of the first cohort of 109 students under the Learning for Life Hospitality programme. This milestone marked more than the completion of training; it signalled a bold shift in how we equip young Tanzanians with the skills needed to thrive in the country's fast-growing tourism and hospitality sector. Nearly half of the graduates (45%) have already secured employment across leading hospitality establishments, proving the programme's power to deliver real and lasting impact.

Additionally, in partnership with the youth-led NGO Bridge for Change, we launched a tailored Learning for Life program to address a critical commercial challenge in the Lake Zone. The initiative focused on a powerful but often overlooked group in the value chain: women stockists. Fifty women from across Mwanza, Tabora, Geita, Mara, and Shinyanga were trained in financial management, risk mitigation, business compliance, and customer relations. Delivered through practical and interactive sessions, the workshops empowered participants to take charge of their businesses, improve record-keeping,

enhance marketing efforts, and formalise their operations. The intervention, however, did not stop at training. Understanding that access to capital remains one of the largest barriers for women entrepreneurs, SBL brokered a strategic partnership with Vodacom to unlock up to \$6 million in monthly credit financing, demonstrating a shift from training to systemic impact. Early indicators show commercial uplift in both shipment and depletion growth across the North and West Lake Regions to date.

Furthermore, we continued implementing the Kilimo Viwanda Scholarship Program, which is a true beacon of success for SBL. Through our transformative partnership with the Ministry of Agriculture and the Ministry of Education, SBL empowers Tanzanian farmers through the scholarship program. Since its inception in 2020, the Kilimo Viwanda Scholarship program has benefited over 300 students in regions such as Kilimanjaro, Iringa, Kagera and Coastal areas. This year, we proudly continued this journey by awarding scholarships to 22 new students, marking our steadfast dedication to cultivating the next generation of agricultural experts.



When the programme was announced, I knew it was my chance. I had no academic certificate, but Learning for Life opened the door and my first real career path. Today I have skills, confidence, and a clear path into hospitality. Learning for Life turned opportunity into progress for me and for many young people like me without formal education.

Daudi Mwinyimvu



Before this training, I had limited knowledge about market dynamics or financial management. Now I plan with long-term strategies, and the SBL partnership with Vodacom M-Pesa gives me access to working-capital loans so I can buy inventory, bridge cash gaps, and run my business more effectively.

Flora Kimathi

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

UBL

A total of 366 youth graduated from our Learning for Life program, of which, 211 were women. This program equipped them with business and hospitality skills which increase their chances of finding employment in the hospitality industry to improve their livelihoods. Every year about 400,000 young Ugandans come onto the job market to compete for approximately 52,000 available formal jobs. About 30% of the youths who are institutionally qualified in Uganda are unable to find jobs, and this situation is worse for semiskilled and unskilled youths. Learning for Life is helping to address these challenges.



Building a Thriving Hospitality Sector in East Africa through the Diageo Bar Academy



The Diageo Bar Academy (DBA) is a global community of professionals that offers practical resources and training from the best industry experts to help raise the bar in the hospitality sector. With a special focus on women participation, DBA delivers a variety of courses, both online and in-person and supports the development of a more diverse and inclusive

hospitality sector. Through DBA, we focus on upscaling the knowledge and capability of our bar staff, enabling them to better serve our consumers, and grow themselves professionally. DBA's core mission is to create a sustainable, inclusive, and thriving hospitality industry that works for all.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Delivering Sustainable Economic Impact by Enabling a Diverse Supply Chain Across the Region

Beyond the boardroom, our focus on inclusivity extends throughout our supply chain. We Champion Inclusion and Diversity in the communities connected to our production sites and sourcing areas. At EABL, inclusive procurement is a core pillar of our sustainability and diversity strategy. We recognise that building a resilient, representative, and equitable supply chain is vital for our business and for the socio-economic growth of the communities in which we operate.

In F25, our flagship Raising Inclusion and Supplier Empowerment (RISE) initiative continued to drive meaningful change by increasing the participation of women, youth, and Persons with Disabilities (PWDs) within our supplier ecosystem. Through tailored capacity-building programmes, training, and access to procurement opportunities, RISE is creating pathways for diverse suppliers to grow and thrive. We deepened our partnership with WEConnect International to support women-owned businesses, providing

them with the skills and networks needed to scale their operations and compete fairly.

Additionally, our annual Suppliers Conference has further reinforced our inclusive procurement agenda, serving as a platform to engage our partners, share strategic priorities, and promote inclusive practices across the value chain. During the conference, we, in partnership with some of our suppliers, shared our experiences in working and engaging with PWDs across our operations. This reflects our commitment to building long-term, sustainable supplier relationships that extend real economic opportunities to historically underrepresented groups.

In addition, we deepened our partnerships with Sightsavers International and CARE International to reach more people living with disabilities across our operations.

Additionally, Sightsavers has been working with KBL since 2021 to establish and

grow farmer hubs to support smallholder sorghum farmers with and without disabilities to improve their productivity and economic empowerment through facilitating training and the offtaking relationship to KBL. In F25, the program had planned to provide Good Agronomical Practices (GAP) training to 533 smallholder sorghum farmers. At the end of the period, the program's targets had been exceeded, reaching 595 farmers across the country's Western regions of Migori, Homa Bay and Kisumu counties.

The training was designed to equip farmers with practical knowledge on improved sorghum production techniques, post-harvest handling, and sustainable market linkages targeting KBL. With a special focus on inclusion, the sessions prioritised farmers with disabilities, women, and youth, recognising their vital role in local food systems and economic development.



I firmly believe that a truly inclusive supply chain is not just a reflection of our values; it is a strategic advantage. Inclusion means actively creating space for diverse suppliers, including those led by or employing People With Disabilities (PWDs), to participate meaningfully in our economic ecosystem. PWDs often face systemic barriers to accessing supply chain opportunities. These include limited access to capital, inadequate infrastructure, digital exclusion, low visibility in supplier databases, and deep-rooted biases that wrongly equate disability with incapacity. Additionally, many businesses led by PWDs are informal or micro in nature and may not meet traditional procurement thresholds, despite offering quality services or products. To address these challenges, we must look beyond conventional sourcing criteria. That means adapting our procurement policies to be more flexible, building supplier development programmes that support capacity-building, and partnering with disability inclusion networks to identify and onboard capable, disability-inclusive businesses. It also means engaging our internal teams and supplier networks in training to recognise and reduce unconscious bias. At EABL, we are deliberate about building an economic system that leaves no one behind.

Arthur Mamvura, Head of Procurement, Africa

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Increasing Diverse Voices through Our Progressive Portrayal Practices

As one of the region's largest advertisers, we use our marketing to challenge stereotypes and commit investment to address the under-representation of diverse voices in media, making mainstream media more inclusive.

This year, our talent management team, in partnership with USIU-Africa, launched a digital marketing training program tailored for students with disabilities. The initiative aimed to bridge the skills gap in digital marketing and empower young people with relevant, marketable expertise. Through this collaboration, we successfully registered 35 students with disabilities to take part in a three-month training programme. Training and mentorship were delivered by a team from our Digital Marketing department, Digitribe. Out of the 35 students



who enrolled, 25 completed the course. Notably, four of these graduates have already secured internship opportunities with our partner organisations, who supported the program from inception. This pilot program stands as a strong testament to what inclusive partnerships can achieve, and we look forward to building on this foundation to create even greater impact.

Deepening Progressive Media Investment

Globally, Sensor data shows that, on average, Progressive Media Investment (PMI) is twice to thrice more effective than non-progressive media. In F25, we achieved our highest target yet, closing the year at 9.4% PMI against total media spend, just slightly shy of the 9.5% benchmark we had set for the year, and an impressive 32% increment from F24. We partnered with Legacy Media to create progressive spaces in mainstream media, female-owned and operated platforms like 'What Women Want', endemic media like Signs TV, as well as contextual placements on display.



Our Brands Enhancing Progressive Portrayal Practices

Tusker

We also continued our longstanding partnership with Signs TV and our Tusker brand to spotlight Persons With Disabilities (PWDs) in sports and music, and co-created a new Podcast, created for and by PWDs. This podcast was born out of the need to have inclusive spaces for PWDs to discuss themes affecting the community, and together with Signs TV, aims to reach at least one million individuals.

Johnnie Walker

We delivered high-impact partnerships such as Johnnie Walker's 'She Walks' and Pink Media's 'What Women Want' Summit. This year marked the third edition of the summit which attracted over 3,000 attendees, featured over 80 speakers, and garnered wide media coverage, enhancing Johnnie Walker's brand visibility and reinforcing its commitment to supporting women empowerment initiatives.



Guinness

Guinness 'Shine Stories' shed a spotlight on Pan-African female football fans, highlighting their contribution to the beautiful football communities, and elevating visibility and inclusion in the sport.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Using the Power of Our Brands to Deepen Championing Inclusion and Diversity:

Johnnie Walker Doubles Down on Women Empowerment Across the Region
KBL Powers 'What Women Want' 3.0



The 'What Women Want' 3.0 Summit successfully drew over 3,000 women from both local and international locations.



Primarily, KBL wanted to amplify the visibility and impact of the 'What Women Want' 3.0 Summit, a three-day conference attended by influential women from diverse backgrounds. These women addressed critical topics such as caregiving, the fight against femicide and more. The summit was held under the banner of Johnnie Walker's #SheWalks initiative, which celebrates and highlights women's achievements and endeavours.

Our key insight revealed that women are actively seeking safe spaces for empowering conversations where they can reclaim their narratives and elevate their voices, particularly through social media platforms. The 'What Women Want' 3.0 Summit successfully drew over 3,000 women from both local and international locations. The event featured over 80 speakers and received substantial coverage across both traditional and digital media channels.

Johnnie Walker Supports Mantalk.KE Podcast



Mantalk.KE and Johnnie Walker cemented a partnership designed to engage young men by fostering honest conversations around finances, emotional well-being, friendships, and other topics relevant to their lives.

During the year, we launched six episodes, creating a platform for Johnnie Walker to engage men in open conversations about topics that are often overlooked or left unspoken within the community. The partnership allowed the brand to connect with men in a culturally relevant way, extending its resonance beyond conventional channels. Through this collaboration, we've successfully challenged and disrupted traditional masculinity norms in Kenya.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



SBL Empowers Women through Johnnie Walker 'She Walks' Campaign

Johnnie Walker, a brand synonymous with progress and perseverance, has successfully redefined its narrative to 'SheWalks', a powerful platform dedicated to celebrating the bold strides of women across diverse sectors.

This transformative initiative not only honors women's milestones but also actively supports women-led events and partners with key platforms to inspire the next generation of female leaders.

At the heart of 'SheWalks' is a commitment to driving meaningful action towards inclusion and diversity. This vision was recently recognized at the prestigious Citizen Rising Women Awards, where the campaign was honored for its unwavering dedication to empowering women. The awards, held in partnership with Mwananchi Communications Group, spotlighted excellence and served as a beacon of inspiration for upcoming women leaders in various fields.

'SheWalks' aligns seamlessly with Johnnie Walker's premium positioning, targeting aspirational young professionals and high-net-worth individuals. The campaign leverages Gold Standard consumer experiences to amplify its message and has rolled out:

- Strategic partnerships with premium venues, lifestyle influencers, and media outlets to amplify the 'SheWalks' ethos.
- High-end events and VIP lounges featuring Ritual Serves and exclusive promotions reinforcing the brand's premium image while celebrating women's achievements.

'SheWalks' goes beyond recognition—it paves the way for more women to rise, lead, and leave a lasting impact. By digitizing women's journeys and celebrating their milestones, Johnnie Walker has created a movement that resonates deeply with its audience.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Johnnie Walker Salutes the Fearless Women Leading the Future of Marketing in Uganda

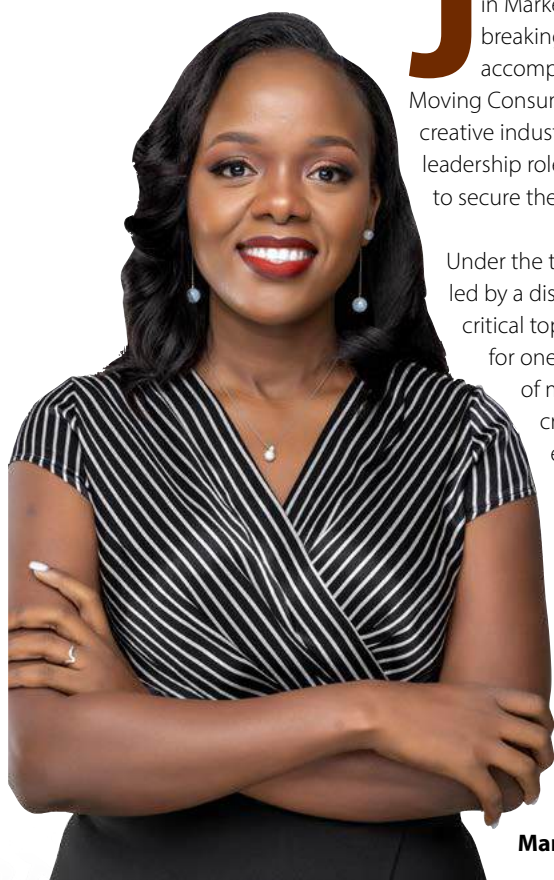
Johnnie Walker, through the 'SheWalks' campaign, opted to honor the remarkable women in Marketing, in Uganda, who are shaping brands, driving consumer engagement, and breaking barriers in the industry. The brand hosted a unique event that brought together accomplished and emerging marketers from diverse sectors, including finance, Fast Moving Consumer Goods (FMCG), telecommunications, media, technology, hospitality, and the creative industries, for an insightful conversation on navigating the corporate world and claiming leadership roles. It was a night dedicated to empowering women to take the bold steps needed to secure their career and business aspirations.

Under the theme "Bold and Brilliant: Good Girls Don't Get the Corner Office," the discussion was led by a distinguished panel of accomplished women marketers. The panellists delved into critical topics such as navigating corporate politics, overcoming doubters, ensuring visibility for one's work, and standing out in competitive spaces. They also emphasised the value of mentorship, continuous self-improvement, and, most importantly, the power of creating one's own table, exploring entrepreneurship, and leveraging marketing expertise to build businesses.

"Marketing is a field that demands creativity, agility, and unwavering perseverance. Women in this space have faced challenges head-on, reinventing themselves, adapting to change, and proving repeatedly that they belong at the top. Their resilience is a testament to their brilliance, and we at Johnnie Walker are proud to celebrate their journeys. The journey to leadership is not a straight path, but by owning our brilliance and boldly stepping forward, we shape the future of the industry. Johnnie Walker is proud to walk the journey of Leadership with women."

Catherine Ndingiri

Marketing and Innovations Director, UBL



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Tanqueray: My Tech Story

My Tech Story Africa is a rising female-led tech podcast that highlights the journeys of professionals in Kenya and beyond. Powered by Tanqueray, this activation aims to support women in technology by amplifying their stories through a strategic media partnership. Africa's tech ecosystem is rapidly growing but remains underrepresented in mainstream media. Young professionals in this sector need a platform that authentically showcases their journeys and experiences.

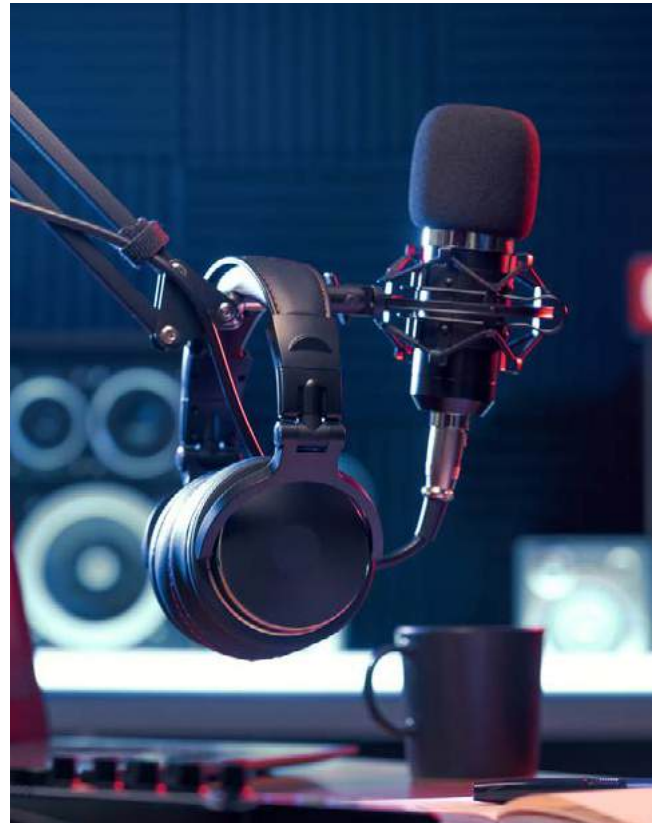


My Tech Story has had a significant impact by adopting a regional approach, featuring guests from diverse demographics and psychographics across Africa. This diversity has broadened its appeal among tech audiences. Since the start of the partnership, the podcast's following has grown from 1,000 subscribers to over 3,000, showcasing its increasing influence and the effectiveness of the collaboration.



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Say it Black & White Podcast



Black & White partnered with Homeboyz Radio for the #SayItWithBlackAndWhite campaign, which aimed to address the struggles men face in expressing their emotions. The campaign highlighted the barriers to men opening up and the profound impact of speaking out on their mental and emotional well-being. Men often face societal pressure to remain silent about their struggles, leading to mental health challenges that go unaddressed. The #SayItWithBlackAndWhite campaign encouraged men to break this silence and openly discuss their challenges, challenging the traditional "tough guy" narrative that perpetuates emotional suppression. The campaign targeted young to middle-aged men, leveraging social media amplification to foster conversations and position Black & White as a brand at the forefront of combating toxic masculinity and promoting emotional well-being.

The campaign's video featured prominent media personalities, which significantly boosted awareness around men's mental health. By using recognisable voices and leveraging mainstream platforms, the campaign successfully brought attention to an important issue and sparked meaningful conversations.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Smirnoff's Battle of the Beats Campaign

Smirnoff partnered with leading media channels to promote the Smirnoff's Battle of the Beats campaign, SBOB, a platform designed to empower young male and female DJs to showcase their talents on a live show hosted by a female presenter on the Tribe 47 program aired on TV47. This initiative brought together key media partners, including TV47, Kiss FM, Homeboyz Radio, and Pulse Live.

In Kenya, the DJ industry is largely male-dominated. Through the inclusion of underrepresented groups, such as Persons With Disabilities (PWDs) and female DJs, Smirnoff demonstrated progressive values by offering a platform for lesser-known talents to compete, showcase their skills, and build their personal brands.



By fostering inclusivity and showcasing a wide range of talents, the campaign successfully aligned with the brand's mission to inspire connection and joy through music.



The campaign included a sponsored TV activation that shared the stories of the DJs through interviews, allowing audiences to explore their backgrounds and witness their extensive DJ mixes as they competed for the grand prize. Additionally, a text-to-vote system engaged the audience, encouraging active participation in the competition and creating an interactive experience. The competition brought together DJs from different regions across Kenya, reflecting Smirnoff's "We Do We" slogan, which celebrates unity, diversity, and the power of music. By fostering inclusivity and showcasing a wide range of talents, the campaign successfully aligned with the brand's mission to inspire connection and joy through music.



Tusker Lager #UnleashHerVoice on Mdundo



Tusker Lager aimed to spotlight women in a traditionally male-dominated space: the music industry. It focused on highlighting the steps taken to overcome the barriers that upcoming female artists have faced through Mdundo, as part of the #UnleashHerVoice campaign.

The "Unleash Her Voice" campaign spoke to the younger female musicians, advocating

for inclusivity within the music industry. The campaign featured musical powerhouses within the Kenyan music scene, with their messaging empowering PWDs as well. It amplified the voices of female musicians by sharing their stories on audio streaming and download platforms. Through this inclusive media collaboration, Tusker promoted diversity and increased visibility for underrepresented talent in the music industry.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

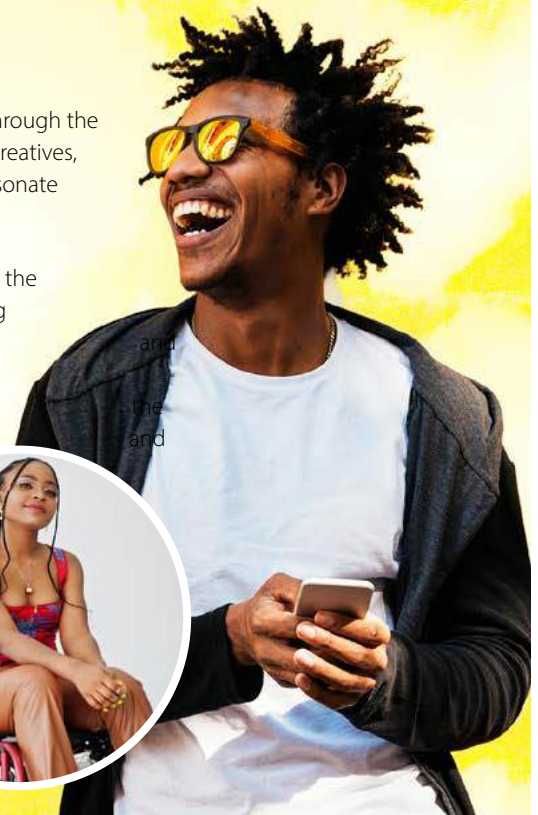
Accessibility and Tusker Lager TV Partnership

Tusker Lager seeks to create a safe and lively space where youth voices thrive. Through the Hashtag Podcast, the initiative featured outspoken guests who are influencers, creatives, entrepreneurs, and activists, sparking relatable, empowering discussions that resonate deeply with today's youth and themes that affect People living with Disabilities.

The Hashtag is a weekly 45-minute-long podcast that has been developed from the successes of Uhai Festival (2018-2023), where youth with disabilities are yearning for more inclusive spaces to discuss themes that affect their community, provide a support system and society, such as finance, sports, music, governance and mental health issues, among other topics. Through partnership with Tusker Lager, we continue to ensure true inclusivity

Through the partnership with Tusker Lager, we continue to ensure true inclusivity and mass reach where every episode features an on-screen sign language interpreter to ensure the conversation is inclusive and accessible to all.

mass reach, where every episode features an on-screen sign language interpreter to ensure the conversation is inclusive and accessible to all.



Gordon's: Women in Film Awards

Gordon's partnered with Kiss FM and Sound City to celebrate female excellence in film through the Women in Film Awards (WIFA), a platform dedicated to recognising and honouring women in the film industry, in line with Gordon's commitment to supporting art and celebrating the achievements of female producers and directors.

Women are underrepresented in a lot of fields – film being one of them. As such, this was a proper opportunity to partner with WIFA on International Women's Day to amplify the voices of women in this space. Gordon's, being a predominantly female-targeted brand, was strategically situated to undertake this promotion. The campaign focused on storytelling through tailored radio mentions and brand amplification through vox pops and short videos to raise awareness on the misrepresentation.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Manyatta Cider - Ngemi Festival



Pulse Kenya provided a platform to co-create International Women's Day narratives with Ngemi festival attendees. The campaign tapped into real voices and cultural celebration to transform a mainstream media space into a progressive storytelling stage. The activation included pre-event story sets, live social media coverage, quickfire video interviews, and a native article exploring women's empowerment and inclusivity. Content was distributed across Instagram, Facebook, X, and WhatsApp, leveraging strong visual storytelling and community prompts, to deliver a strong performance, reaching over 141,000 users and generating 115,000 video views, translating to an exceptional 81% view rate.

The campaign included a sponsored TV activation that shared the stories of the DJs through interviews, allowing audiences to explore their backgrounds and witness their extensive DJ mixes as they competed for the grand prize. Additionally, a text-to-vote system engaged the audience, encouraging active participation in the competition and creating an interactive experience. The competition brought together DJs from different regions across Kenya, reflecting Smirnoff's "We Do We" slogan, which celebrates unity, diversity, and the power of music. By fostering inclusivity and showcasing a wide range of talents, the campaign successfully aligned with the brand's mission to inspire connection and joy through music.

WhiteCap Lager Partnership with East FM

Motorsport in Kenya lacks visibility for female voices. By partnering with East FM, a culturally relevant and community-trusted platform, WhiteCap authentically amplified underrepresented stories, extending inclusion beyond drivers to roles like motorsport photography. This partnership delivered against EABL's commitment to inclusive representation and proved that niche, community-driven media can deliver powerful brand alignment. It created culturally resonant engagement and visibility among minority audiences.

As one of the region's leading advertisers, we recognise the influential role we play in shaping culture and are committed to driving greater inclusion across the industry. Progressive portrayal is the intentional and authentic representation of people in a way that reflects the diversity, complexity, and reality of the world we live in—free from outdated stereotypes, tokenism, or bias. It is about showing individuals as they truly are: capable, multidimensional, and empowered. We strive to ensure that everyone, from script to screen, can see themselves represented authentically. Through our marketing, we challenge harmful stereotypes and invest intentionally to amplify underrepresented voices, helping to make mainstream media more inclusive and reflective of our diverse society - because when we get representation right, everyone wins.

Mark Mugisha,
Marketing and
Innovations
Director, KBL



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Looking ahead to F26:

As we look ahead to F26, we reaffirm our commitment to building an inclusive, diverse, and resilient supply chain that reflects the societies we serve. We recognise that true progress lies not only in what we produce, but in how we create value. By empowering women, youth, People with Disabilities, and other underrepresented groups to participate meaningfully, we actively contribute to sustainable economic growth. Our goal is to embed equity at every stage of our procurement process, scaling initiatives like Raising Inclusion and Supplier Empowerment (RISE) to ensure that inclusive sourcing is not the exception, but the norm. We will continue to invest in supplier capacity building, expand partnerships that drive opportunities, and remove structural barriers that limit participation. Our aim is to continue growing our spend with diverse suppliers year on year, serving as a model for what responsible, future-focused procurement can achieve.

[How We Engage Our Stakeholders](#)[Our 2025 Performance On 'Spirit of Progress'](#)[Summary of Our Progress](#)[Managing Climate Related Risks and Opportunities](#)[Doing Business the Right Way](#)[Embedding Sustainability Across the Organisation](#)[Awards and Recognition](#)[GRI Content Index](#)

What you do makes a difference,
and you have to decide what kind
of difference you want to make.

Jane Goodall



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



PILLAR: PIONEER GRAIN TO GLASS SUSTAINABILITY

Our business depends on natural resources, and we are directly affected by changes in climate and the related challenges of nature loss, particularly freshwater. Our thematic focus for this year, **'A Sustainable Future in Every Drop'**, reflects a deep commitment to embedding environmental stewardship and resource efficiency across every stage of our value chain—from sourcing raw materials to brewing, packaging, distribution, and post-consumer impact. 'Pioneer Grain to Glass Sustainability' is how we adapt to climate change and address nature loss throughout our supply chain, mitigating the risks associated with changing environmental and biodiversity factors.

Furthermore, circularity lies at the heart of our operations, driving innovations in sustainable packaging, reuse of materials, and responsible waste management. We are reducing our reliance on virgin materials and increasing recovery rates across our packaging formats, while also exploring new ways to extend product lifecycles and minimise post-consumer waste. In parallel, we are advancing our carbon reduction ambitions by transitioning to more sources of cleaner energy, in addition to our biomass and solar-powered plants, upgrading to energy-efficient technologies, and working with partners across the supply chain to track and lower emissions.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

The harsh reality is that we are operating in a water resource-constrained region. Over 226 million people in East and Southern Africa (47% of the population) have no access to at least basic drinking water services. The highest burden is in countries where we operate including Uganda - 27 million and Tanzania - 24 million. (UNICEF, Water and Environment).

In efforts to accelerate access to drinking water services in the region, financing is a major bottleneck which needs to be addressed. As EABL, whose processes are water-intensive, we understand that the sustainability of our operations is directly linked to the sustainability of our water resources and the well-being of the communities around us. This is why we have embedded water stewardship into both our community investment strategy and our operational excellence agenda.

Internally, we are making significant capital investments in water efficiency technologies to reduce, recover, and reuse water in our processes. Our next major milestone is the implementation of Zero Liquid Discharge (ZLD) technology, beginning with a pilot in Uganda.

This advanced water recovery system is expected to achieve up to 80% water recovery, allowing us to drastically reduce our freshwater intake and effluent discharge. This investment in Zero Liquid Discharge technology represents a step change in how we manage water, ensuring it is a recyclable resource. It reflects our long-term commitment to responsible water use in a region where every drop counts.

From a community perspective, we continue to invest in WASH (Water, Sanitation, and Hygiene) programmes to extend access to clean water to underserved areas. These investments improve health outcomes, reduce time spent collecting water, particularly for women and girls, and enable more inclusive economic participation. Beyond the social return, they also support business continuity by strengthening the resilience of the local workforce, fostering goodwill, and reinforcing our license to operate. We are committed to working with governments, development partners, and the private sector to close the financing gap for water access, because when communities thrive, so do we.

Anthony Njenga,
Group Supply Chain Director, EABL



226+

million people in East and Southern Africa
(47% of the population) have no access to at
least basic drinking water services.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Our Progress

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE
Improve water efficiency in our operations by 40%. SDG alignment: 6.4 	Litres of water used per litre of packaged product (l/l)	3.74	2.93	2.90	2.84	-24% from the baseline
Replenish more water than we use for our operations for all of our sites in water-stressed areas by 2026 SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  	Volume of water replenished (m ³)	0	403,908	485,605	747,956	2,082,806
Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets, ensuring there are empowered individuals, both men and women, supervising water committees. SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  	Number of individuals in WASH Committees	N/A	310	210	275	585
Engage in collective action in all of our priority water basins to improve water accessibility, availability and quality and contribute to a net positive water impact SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B 	Water collective actions projects completed (%)	N/A	2	2	2	2
Become net zero carbon in our direct operations (Scopes 1 and 2) SDG alignment: 7.2; 7.3; 12.6; 13.3   	Total direct GHG emissions (Scope 1&2) (kt CO ₂ e)	56.2	20.6	23.8	19.6	-36.6 (65% reduction from baseline)

How We Engage Our Stakeholders

Our 2025 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE
Achieve zero waste intended for landfill in our direct operations SDG alignment: 12.5; 12.6 	Total waste to landfills (tonnes) from our direct operations	370.54	0	0	0	0
Increase the average recycled content in our plastic bottles to 35% by 2025, then deliver sequential improvement by 2030 where the quality and availability meets our needs SDG alignment: 12.5; 12.6 	Percentage of recycled content in plastics (%)	0	0	35%	25.8%	25.8%



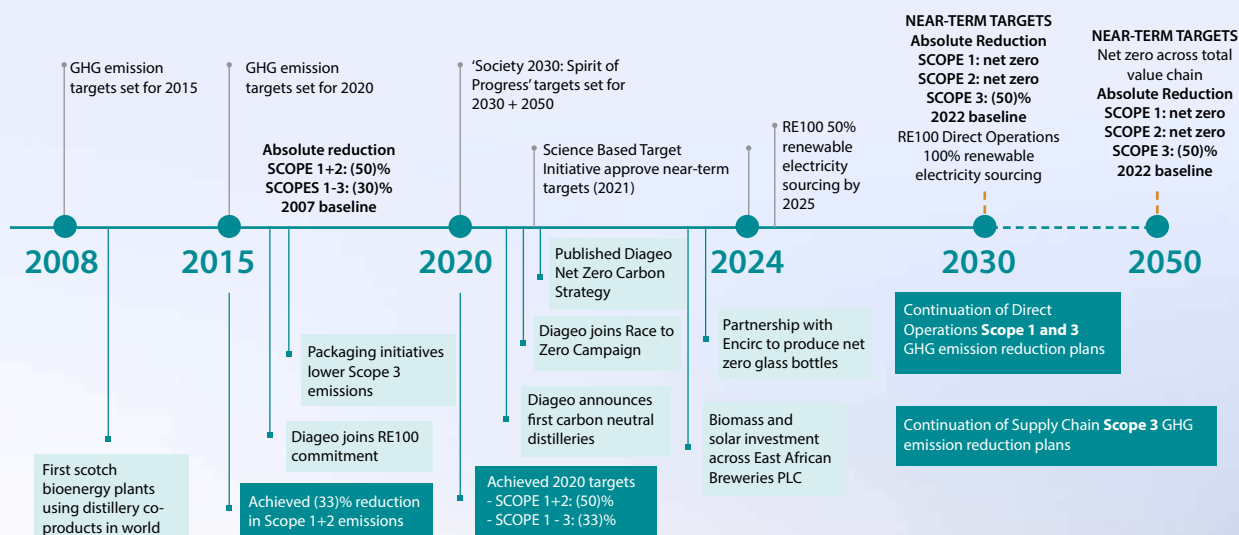
Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

How We Are Achieving Our Targets:

Driving Efficiency at Our Sites

Energy efficiency remains a foundational principle across all our operations—from plant-level energy audits and equipment upgrades to smarter logistics and greener fuels.

Our Pathway to Net Zero in Scope 1 and 2



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

KBL

KBL's Supply structure is organised into four sites:

Tusker Site – Located at Ruaraka, our Tusker Site brews and packages beer, mainly the Lagers, Stouts and Ciders, as well as the Ready to Drink brands (RTDs). The beverages are packed in returnable glass bottles and kegs, with some brands packed in cans. Our Tusker Plant produces and packages beverages for both the local market and for export to the Great Lake Region, serving countries such as Rwanda and Southern Sudan. Some of the products, such as Kenya's most loved beer, Tusker, is also exported to the UK and US. The site is manned by about 2,000 full-time and contract-based employees, as well as service providers.



Kisumu Site – Named as Diageo's Best Brewery in 2022, the Kisumu Plant is located at Makasembo in Kisumu. The Plant brews and packages the Senator brand - Senator Dark and Regular - in returnable kegs. Unlike at the Tusker Site, where the grain is received and processed at the East African Maltings Limited, EAML, and then dispatched to the Tusker Site, the full production process - from receiving and handling of the grain, to the brewing of the beer - happens at the Kisumu site.

The raw material for brewing Senator Keg is sorghum, which is mainly sourced from a network of over 40,000 farmers in the Western Kenya region. Some of the brewing byproducts are returned to farmers, within the region, for use as dairy and poultry feed. There are about 400 full-time and contract-based employees, as well as service providers, working at the Plant.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



UDV Site – Also located at Ruaraka, our UDV Site blends and packages spirits brands, mainly local brands such as Kane Extra, Gilbey's Gin, Captain Morgan and Chrome Vodka, among others. The site is manned by about 300 full time and contract-based employees, as well as service providers.

East African Maltings Limited (EAML) –

Located at Nairobi's industrial area, EAML is an agri-business site that sources and processes grain, mainly barley and sorghum, for beer manufacturing. All grain used for beer manufacturing at the Tusker Site is received at the EAML site. Here, the sorghum is analysed and cleaned for dispatch to the Tusker Site, and the barley is malted and also dispatched to the Tusker Site for the rest of the production process. The site is manned by about 40 full-time and contract-based employees, as well as service providers who are experts in engineering and production.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Efficiency at Our KBL Sites

Following KBL's investment in state-of-the-art water recovery plants at the Kisumu and Tusker sites, we continue to treat the wastewater from our sites to recover water for use in operations via reverse osmosis. During the year, at the Tusker Plant, we recovered 233,416.3 m³, representing 17% of the total water use. At the Kisumu Plant, we have recovered 61,724 m³, representing 24% of water use. As a result of this, and other continuous improvement initiatives, Kenya delivered a water efficiency of 2.69 L/L of product packaged compared to 2.84 L/L in F24.

Additionally, following KBL's investment in Biomass plants at Tusker and Kisumu plants, we continue to utilise biomass materials for energy, contributing to a lower carbon footprint. In F25, our Tusker plant was awarded the best Energy Management Team Award by the Kenya Association of Manufacturers (KAM) at the annual Energy Management Awards, with Kisumu being the runner-up in the same category. Additionally, the Kisumu Plant was awarded the Energy Management Compliance Certificate by the Energy and Petroleum Regulatory Authority (EPRA). As a result of these efforts, in F25, KBL had only 6.1 kilotonnes of carbon emissions from our direct operations, a reduction from 7.7 kilotonnes in F24.

At EAML, we are consistently engaging directly with our farmers as part of our mandate to identify potential disruptions and ensure that our farmers, through the Agri business teams, have access to extension services.



233,416.3 m³

of water recovered during the year,
at the Tusker Plant, representing
17% of total water use.



6.1 kt

carbon emissions had in F25
from our direct operations,
a reduction from 7.7 Kilo
tonnes in F24.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

UBL

UBL's Supply Structure consists of two sites: Port Bell Brewery and International Distilleries Uganda.

Port Bell Brewery – This Site is renowned for its production of some of Uganda's most loved beer brands such as Bell, Guinness, Pilsner and Smirnoff ready to serve range. The full brewing production process of the beverages is done at the site at which about 900 full-time and contract-based employees work.

International Distilleries Uganda – This Site produces UBL's renowned Spirit Brand, Uganda Waragi. Other brands, such as V&A, Gilbey's, and Don are also produced at the Site. There are over 70 full-time and contract-based employees working at the site.



Efficiency at Our UBL Sites

UBL has invested in state-of-the-art water recovery plants at the Port Bell Brewery and International Distilleries Uganda. The investment continues to yield significant water recovery results. During the year, UBL recovered **132,421 m³** representing **36%** of water use. UBL has delivered a water performance KPI of **2.30L/L** of product produced compared to **2.34 L/L** last year.

UBL has also invested in a biomass plant and continues to utilise biomass materials for energy, contributing to a lower carbon footprint. In F25 UBL had **1.2 kilotonnes** of carbon emissions from our direct operations similar to F24.

At UBL, some of our spirits products are packaged in Polyethylene Terephthalate (PET) bottles. Over the course of the year, we have increased the recycled content in the PET bottles to deliver a total recycled content of **25.80%** compared to 0% recycled content in F24.



132,421 m³
of water recovered during the year, at UBL, representing 36% of water use.



1.2 kt
carbon emissions had in F25 from our direct operations similar to F24.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

SBL

SBL's Supply Structure consists of three sites in Dar es Salaam, Moshi and Mwanza.

Dar es Salaam Site - Located at Chang'ombe, in Dar es Salaam's industrial area, the site produces some of Tanzania's favourite beers such as Serengeti Premium Lager and Serengeti Premium Lite. From the receipt of the grain, to analysing, cleaning it to the brewing of the beer, the end-to-end production of the beverages happens at the site, which is manned by about 198 full-time and contract-based employees working at the Plant.



Moshi Site – Our Moshi Site stands out within Diageo, and the wider manufacturing sector in Tanzania, as a Site that led in the recruitment of women in the brewing, and manufacturing sectors in general.

The Site continues to pride itself as the only Plant, within Diageo, to have a women-only-run Spirits Line. Spirits such as Bongo Don, Captain Morgan and Smirnoff Extra Smooth are produced at the Plant. Additionally, beer brands such as Serengeti Premium Lager, Serengeti Premium Lite, Kibo Premium, Guinness Smooth, Guinness Foreign Extra Stout and Pilsner Lager are produced at our Moshi Site. It is manned by about 182 full-time and contract-based employees working at the Plant.

Mwanza Site – The Mwanza Site stands out for the production of the Serengeti Premium Lager, Serengeti Premium Lite, and Pilsner Lager brands. As is the case with both our Dar es Salaam and Moshi sites, the Mwanza Site has also offered employment to hundreds of individuals within the region. There are about 140 full-time and contract-based employees working at the Plant.

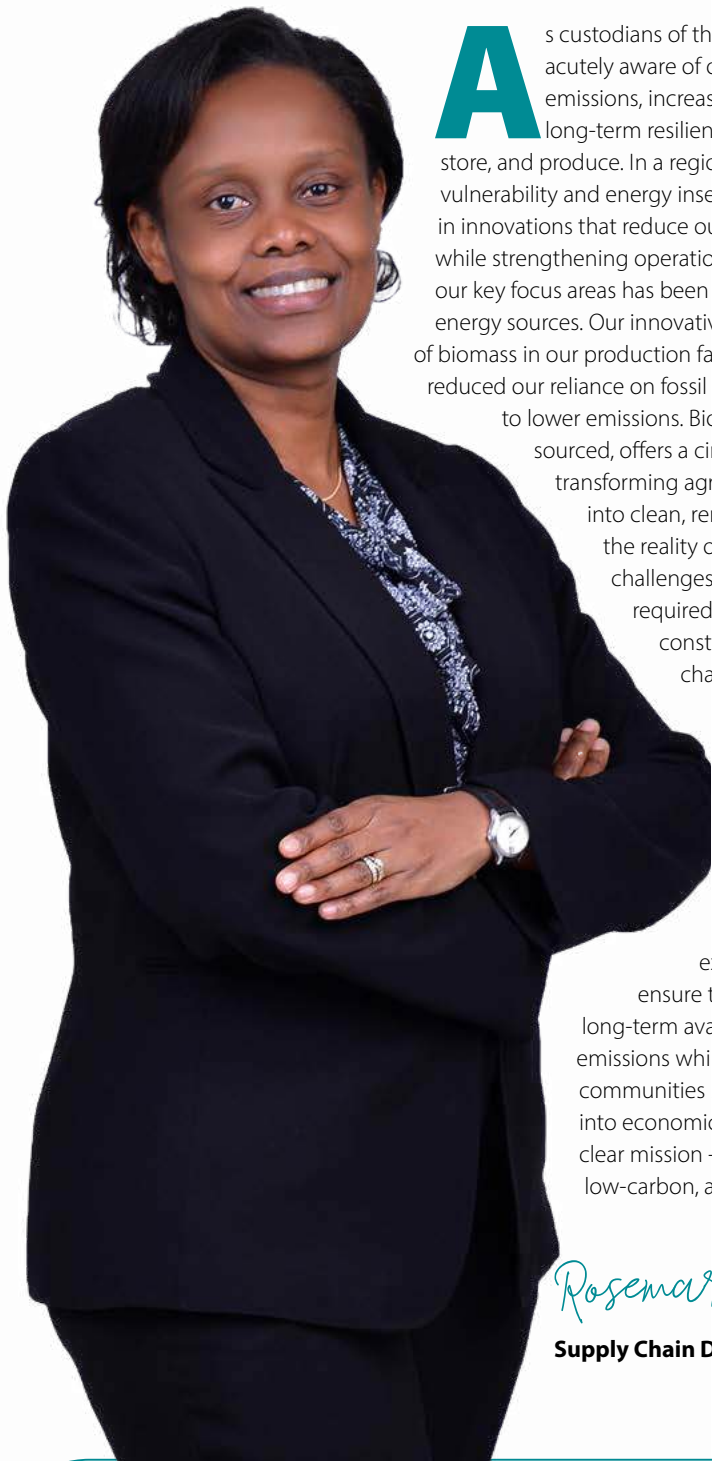


Efficiency at Our SBL Sites

SBL's water usage ratio is at **4.06 L/L** of product packaged. We take a functional approach to determine our footprint as well as our exposure to various risks at our sites, and we are continually working on opportunities to reduce water use. We also use recyclable packaging materials, prioritising those with a lower environmental footprint.

By improving our energy efficiency, we are progressively reducing our carbon footprint. In F25, SBL had a carbon ratio of 83 grammes of carbon emitted per litre of product packaged compared to 89 grammes of carbon per litre packaged in F24. We are also looking at further reducing our carbon footprint by shifting our forklifts from fossil fuels to electric power. In the future, we are keen to follow in the footsteps of KBL and UBL and invest in biomass to fuel our operations.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



As custodians of the supply chain, we are acutely aware of our responsibility to reduce emissions, increase efficiency, and build long-term resilience into how we move, store, and produce. In a region facing both climate vulnerability and energy insecurity, we continue to invest in innovations that reduce our environmental footprint while strengthening operational performance. One of our key focus areas has been the transition to renewable energy sources. Our innovative and transformative use of biomass in our production facilities has significantly reduced our reliance on fossil fuels and contributed to lower emissions. Biomass, when sustainably sourced, offers a circular, low-carbon alternative, transforming agricultural and organic waste into clean, renewable energy. However, the reality on the ground presents challenges. Sourcing biomass at the required scale and quality remains a constraint, with fragmented supply chains, seasonality, and logistics limitations posing risks to consistency and cost-effectiveness. To address these challenges, we are working to formalise biomass supplier networks, support local sourcing initiatives, and explore partnerships that ensure traceability, sustainability, and long-term availability. Our goal is to reduce emissions while creating value within rural communities by turning agricultural waste into economic opportunity. We have a very clear mission - a Supply Chain that is lean, low-carbon, and future-ready.

Rosemary Mwaniki-Chesire
Supply Chain Director, KBL

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Our Scope 3 Commitment

At present, we are not reporting on Scope 3 greenhouse gas (GHG) emissions. This decision reflects the complex and evolving nature of Scope 3 accounting, particularly within the East African manufacturing context. Scope 3 emissions, those that occur across our value chain but outside our direct control, such as emissions from suppliers, distributors, product use, and end-of-life disposal, are inherently difficult to measure. These emissions often rely on extensive data collection and collaboration with third parties, many of whom may not yet have systems in place to track or report their emissions reliably. The challenge is compounded by limited access to consistent, high-quality emissions data across the supply chain. Many of our suppliers and logistics partners are small or medium-sized enterprises that may not yet have the capacity or technical tools to collect emissions data, and regional emission factors and benchmarking tools are still in development. Additionally, gaps in national databases and the absence of region-specific lifecycle assessment data further complicate accurate Scope III estimations.

We, however, acknowledge the critical importance of addressing Scope 3 emissions as part of our broader climate responsibility. To this effect, we have initiated the following:

1. Defined our Boundaries: across our supply chain, we are clear on the decarbonisation levers that we control and the solutions that require collaboration with others to progress. This includes:
 - a. **EABL-enabled projects:** Projects where we have the greatest control and confidence in delivery
 - b. **Selective engagement:** Projects that engage and influence external stakeholders
 - c. **Strategic innovation:** Projects that bring disruptive new products and approaches

2. Actively engaged with partners, industry associations, and sustainability experts to build internal readiness and collaborate on industry-wide approaches to value chain decarbonization.

3. Embedded emissions reductions in our logistics contracts – we have a roadmap on renewing our fleet to reduce emissions from our logistics.

We acknowledge that realising transformation will require partnering for systemic change and delivering decarbonisation solutions in areas outside our direct control. Not all our suppliers and partners are at the same stage, nor is the necessary external infrastructure always available at scale. We recognise that policy frameworks and market signals are not always incentivising the necessary pace of change across all markets in which we operate. We are focusing on the areas where we can affect the biggest positive impacts across our value chain, partnering with others and advocating for change to unlock solutions to some of the external challenges we face.

Our immediate focus is on improving data collection, strengthening supplier engagement, and exploring regional methodologies that are fit for purpose. As frameworks and data availability improve, we are committed to incrementally incorporating Scope 3 disclosures into our sustainability reporting, aligning with international best practices.

Alongside our renewable energy transition, we have also invested in logistics optimisation to reduce emissions across our distribution network.

Collaboration as Critical to Driving Scope 3 Reductions

As part of our commitment to decarbonising our value chain, we have partnered with DHL to integrate lower-emission vehicles into our contracted logistics operations. DHL introduced 25 EURO 5-compliant trucks into our distribution network, a significant milestone towards transitioning to cleaner, more efficient logistics solutions. These vehicles offer improved fuel efficiency and significantly lower particulate and nitrogen oxide (NO) emissions compared to older models, contributing to both climate and air quality benefits.

Looking ahead, we are working closely with DHL to explore the phased introduction of EURO 6 trucks, aligning with international best practices for sustainable transport. This transition is being complemented by route optimisation efforts driven by our digital control tower in Kenya, which ensures more efficient deliveries, reduced fuel use, and minimised carbon footprint across our logistics operations.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

How We Are Achieving Our Targets:

Planting Trees To Sustain Our Future

All three markets have embraced tree planting as part of our mandate in building a more resilient future. Tree planting is a sure way to mitigate against climate change effects.

At KBL in commemoration of this year's International Day of Forests, on March 21st, we launched a tree-planting initiative at our Microbrewery. Supported by some of our partners - Chania Cleaners Limited, Taka Taka Solutions and the Jones Lang Lasalle (JLL) real estate service providing company, we planted 500 trees.

In addition, the EABL Foundation, in collaboration with Nature Kenya, the Kenya Forest Association, and the Hombe community, took part in a large-scale tree planting effort in Hombe Forest. This initiative, aimed to restore ecological balance and protect vital water catchment areas.

Through the Kijani programme, EABL employees actively participated in the tree planting activities, demonstrating our collective dedication to environmental sustainability and climate action.

We also partnered with Stanbic Bank Kenya and made a joint commitment to plant 1 million trees over the next five years. Leveraging on the sustainability competencies and experiences of our organisations, KBL and Stanbic Bank Kenya will finance and support the funding of tree-planting activities and related initiatives. The key focus areas will be tree planting, community training on regenerative agriculture, sustainable water use practices and promoting alternative livelihoods to reduce pressure on natural resources.



The East African Breweries Foundation is the community investment arm of East African Breweries PLC (EABL), **dedicated to implementing our Spirit of Progress agenda.** The Foundation ensures that every shilling invested in our communities creates opportunities, builds resilience, and leaves no one behind.

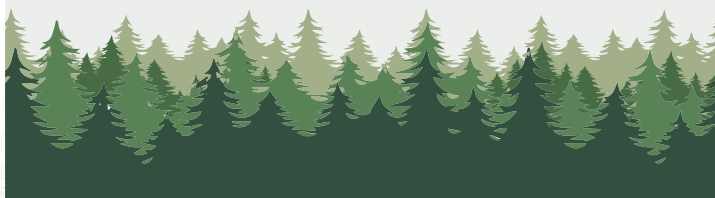
Our work is anchored on three pillars:

Championing Inclusion & Diversity – empowering women and persons with disabilities through intentional, inclusive programmes.

Pioneering Grain to Glass Sustainability – supporting farmers, safeguarding water, and protecting the environment to secure livelihoods for generations to come.

Special Projects – providing urgent support in times of emergency and disaster.

Through these pillars, the East African Breweries Foundation reflects EABL's ambition to be one of the most trusted and respected consumer goods companies in East Africa — doing business the right way, from grain to glass, while making a lasting difference in the communities we serve.



How We Engage Our Stakeholders

Our 2025 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

Project Rudisha

Rudisha is KBL's flagship recyclable and waste management programme that is designed to tackle the challenge of post-consumer glass waste. Through Rudisha, we are continuing to transition our Spirits business into a Returnable Glass Bottle (RGB) model, supporting a sustainable circular economy and drastically reducing our environmental footprint. In F25 Project Rudisha has:



Collected
25 million
cases per month



Created
300+
green job opportunities



Launched the Just Right Smooth brand, an entry level spirit product that has
100%
returnable packaging



Since inception in 2023, Rudisha has:

- Collected over **60 million** spirit bottles for reuse.
- Created over **600 green jobs**, particularly in collection, cleaning, logistics, and redistribution.
- In Beer, we continue to optimise packaging and logistics for maximum reuse, reinforcing sustainability from production to consumption.

This initiative is helping us move closer to our commitment to achieving net zero emissions, while enabling income generation, reducing pollution, and reshaping consumer habits around responsible disposal. Importantly, by collecting and reusing genuine branded bottles, Rudisha plays a critical role in the fight against illicit alcohol, which often thrives on the use of discarded original packaging. By keeping our bottles within a closed loop, we are safeguarding consumer health and brand integrity.

Impactful Waste Management Projects Led by UBL

UBL staff conducted a clean-up exercise in Luzira and the Port Bell landing site in conjunction with the Luzira Youth Council and other partners. The exercise aimed to address sanitation concerns and improve plastic waste disposal at the landing site.



We also joined the Green Action for Sustainable Production (GASP) to actively participate in sustainable waste management practices and environmental conservation within local communities. UBL, along with other companies like Crown Beverages Limited, Harris International Limited, and Mukwano Industries, aims to address the challenge of waste management through collective action. In March 2025, GASP hosted an event at Port Bell, Luzira (UBL's operational location), featuring a range of activities that began with community engagement in sustainable waste management. Volunteers and stakeholders participated in a clean-up drive, collecting and segregating waste to ensure its proper disposal. In addition to the clean-up activities, GASP donated garbage bins, wheelbarrows, and other equipment to the Luzira Landing Site community, reinforcing the importance of proper waste disposal and environmental conservation.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Investments in WASH Projects

We champion inclusion and diversity in the communities connected to our production sites and sourcing areas. We work with WaterAid and CARE International to ensure that when we provide Water, Sanitation, and Hygiene (WASH) to communities in water-stressed markets, we also facilitate community dialogues to tackle social norms that prevent women's equal access to and use of WASH. We do this because we believe that women's decision-making in water management is crucial for sustainable development, particularly in Africa, where women are primarily responsible for water collection and use in households and agriculture. Empowering women to participate in water management decisions leads to more effective and equitable resource distribution.

KBL: This year we commissioned the Thakiki Water Project in Kikuyu Constituency. Through an investment of Ksh. 7.9 million, we implemented a long-overdue solution for water-scarce households in the region. The project brings to life a long-held dream for the Thakiki residents who have struggled for years to access safe, reliable water. Going beyond infrastructure, we combined technology, community training, and inclusive governance to ensure sustainable impact. This included the installation of a fully equipped solar pump and capacity-building sessions to empower residents, particularly women, in water resource management. Benefitting 2,000 residents, the borehole yields 10,000 litres of water per hour and has a storage of 24,000 litres.

Additionally, the EABL Foundation, in collaboration with the Kenya Wildlife Service (KWS), launched the Mt. Kenya Trails Sanitation Initiative. The project, which saw an investment of Kshs 4 million, aims to improve sanitation facilities along



the Narumoru and Chogoria trails, addressing the sanitation challenges faced by local communities and tourists. The initiative, inspired by EABL Executive Team's hike on Mt. Kenya, identified a critical need for improved sanitation facilities. Recognising Mt. Kenya's pivotal role as the country's largest water tower, the project underscores EABL's deep-rooted commitment to sustainable community development.

SBL: Since 2010, SBL has invested over **TZS 1.5 billion (Kshs 73.3 million)** in the development of 28 boreholes and other water infrastructure projects across Tanzania. This year we invested **Kshs 20.1 million** to construct two new water supply projects in Kwadelo and Hurui districts of the Dodoma region. Implemented in partnership with the African Community Advancement Initiative (AfricAi) and local government authorities, both projects broke ground in September 2024 and were fully commissioned by June 2025. With a combined capacity of 138,974 cubic metres, we also enabled the following infrastructure:

- Installation of submersible pumps
- Construction of pump houses
- Cement block water storage tanks
- Over 15 new water points, integrated into an expanded pipe network linked to existing infrastructure

We are now supplying clean water to more than 19,000 people in Dodoma, improving health outcomes and reducing waterborne disease risks. We are also empowering communities, particularly women, who spend many hours looking for and collecting water for their families.

Additionally, as part of our partnership with African Community Advancement Initiative (AfricAi) in Dodoma, we trained 20



women in integrated water resources management. The training covered entrepreneurship and financial management, helping them build small businesses and improve household financial literacy. The women also received education on safe sanitation and hygiene promotion, effective communication, and environmental conservation, with a special focus on protecting local water sources through tree planting initiatives. Furthermore, the women gained knowledge and skills to identify, respond to, and prevent Gender-Based Violence (GBV) in their communities. The project also ensured that women played an active role in decision-making processes, enabling them to take leadership positions in managing their community's water resources.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



UBL: As part of its commitment towards ensuring accessibility to clean water and proper sanitation in the communities we operate, UBL invested over Kshs 28M in different water projects across different regions in Uganda. These included:

- One accessible sanitation facility for Bukoto market in central Uganda benefiting **over 500 people**. This facility includes 6 sanitation stalls, 2 Showers and 1 tap for safe drinking water which are available round the clock to the market community.
- **13 water projects** spread across Eastern and Western Uganda which include 10 hand pump boreholes, one solar powered mini scheme production with three collection points, one water source production, construction, and distribution reservoir and one solar pumping uphill reservoir.



+Kshs 28M

Invested by UBL in different water projects across various regions in Uganda.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Collective Action - Water for Life Projects

Under the Water for Life banner, we are implementing a series of community-based water projects aimed at providing safe, reliable and sustainable supply of water to communities across East Africa. We have brought safe, clean water to underserved rural communities, many of which once relied on distant ponds and seasonal rivers, forcing women and children to walk long distances daily.



KBL: We continued supporting the Upper Tana-Nairobi Water Fund Trust (UTNWFT) through our collective action partnership. In February this year, we visited the watershed and reflected on the tangible impact of our contributions which have significantly advanced conservation efforts in the Upper Tana watershed. Key initiatives included the construction of terraces on sloped farmland to prevent soil erosion, the distribution of super napier grass and fruit tree seedlings to restore forest cover and promote biodiversity, support for drip irrigation systems to improve water efficiency, and the construction of water pans to enhance water storage and accessibility. Building on this success, we further deepened our commitment by contributing an additional **Kshs 54 million** to the initiative on World Water Day in March this year. This funding will go towards expanding water access and strengthening the resilience of the watershed and its surrounding communities. Through our ongoing collaboration with the UTNWFT, government agencies, corporate partners, and local communities, we are advancing a unified approach to watershed conservation, helping to secure Kenya's water future for generations to come.

Restoring the Upper Tana: Turning Land, Water, and Communities Around

Our longstanding partnership with the UTNWFT is one that we are very proud of as it is a shining example of how collective action can secure the future of water, land, and livelihoods. Through integrated sustainable land management interventions, farmers, communities, and partners are rewriting the story of one of Kenya's most vital watersheds. One of the most powerful achievements has been in agroforestry. To date, over 479,000 trees have been planted, ranging from 94,000 fruit trees to 385,000 assorted agroforestry species. These trees are replenishing an estimated 903 million litres of water annually into the catchment, while greening the landscape. Instead of rainwater rushing away as surface runoff, taking with it soil, nutrients, and livelihoods, the trees now anchor the land, keep moisture in the soil, and feed the rivers in a steady, sustainable way.

KBL has supported local farmers in protecting their fields by planting 404 kilometres of grass strips across 26,966 farms, using improved Napier and Brachiaria grasses. Alongside this, over 175 kilometres of terraces have been excavated and stabilized, transforming previously degraded farmland into fertile, productive plots. In riparian zones, 17.5 kilometres of buffer strips have been established, scaling back cultivation from vulnerable riverbanks and restoring natural vegetation. In partnership with the Kenya Forest Service and Community Forest Associations, 125 hectares of degraded public forest have also been rehabilitated, ensuring that forests continue to play their vital role in climate resilience and water security.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



The story of resilience goes beyond the soil. Communities are now capturing and storing rainfall that once went to waste. Through the excavation and lining of 908 water pans, farmers now have the capacity to harvest and store 118 million litres of rainwater annually. This water, when used with efficient irrigation technologies, has the potential to transform productivity, enough to irrigate over 5,000 acres of vegetables each year

through sprinklers, or more than 6,000 acres using drip irrigation. In line with this, the program has installed 335 drip systems covering 84 acres of farmland. These kits are changing the game for smallholder farmers. They are boosting yields, reducing water waste, and ensuring that farming remains viable even during dry spells.

Every tree planted, every terrace dug, and every water pan filled tells a bigger story: one of communities taking charge of their future. Our partnership with the UTNWFT is a unique model that shows what can happen when farmers and partners work together. The real impact is felt not only on individual farms, but across entire landscapes. With over six million Nairobi residents depending on the Upper Tana watershed for their water supply, these interventions are a lifeline for both rural and urban communities.

The results so far are remarkable, but they are also just the beginning. By combining traditional knowledge, modern technologies, and collective action, the Upper Tana is being restored—one field, one riverbank, and one farmer at a time.



UBL: We launched the Elgon Pamoja Partnership, aimed at protecting the Mt. Elgon catchment area and promoting long-term water security in Uganda. The program, launched during the 2025 Water and Environment Week, received a commitment of **Kshs 36M** from UBL, spread over three years, to support water conservation and livelihood enhancement initiatives in the Sipi Sub-Catchment of the Mt. Elgon area. The Mt. Elgon region is as a crucial source of barley and sorghum, which are key ingredients for the brewery.

Kshs 36M

Commitment from UBL, spread over three years.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Regenerative Sourcing

Farmers' Field Day at Purko, Narok County and the Launch of New Barley Seeds, Propino and Laurette

As part of our ongoing commitment to agricultural development and farmer empowerment, we partnered with the Cereal Growers Association to launch two superior barley seed varieties Propino and Laurette this year.

These new varieties have undergone rigorous testing and offer outstanding traits, including high yield potential of up to 7 tons per hectare, resistance to lodging, moderate resistance to common barley diseases such as net blotch and scald, and excellent malting quality attributes. Their introduction marked a significant step in securing the future of barley farming in Kenya, ensuring farmers have access to high-quality, reliable seed varieties that meet market demands and contribute to sustainable agricultural practices.

The launch event brought together farmers, agribusiness partners, and industry stakeholders for a dynamic experience that included guided tours of demonstration plots showcasing the new varieties, interactive exhibits, and knowledge-sharing sessions focused on modern farming techniques and best practices.

By investing in innovation and strategic partnerships, we continue to support our farmers not only with tools to boost productivity but also with opportunities to improve their livelihoods, demonstrating our purpose in action through real, economic empowerment on the ground.



Elgeyo Marakwet Thresher Handover – To Prevent Post-Harvest Losses

Kenya Breweries Limited (KBL) donated two state-of-the-art threshers to farmers in Elgeyo Marakwet in August last year. This initiative aims to reduce post-harvest losses and improve the overall efficiency of the harvesting process. The threshers were donated during a farmers' engagement initiative that brought together farmers, investors, and other stakeholders to promote the growth of the Elgeyo Marakwet agricultural sector.

Sorghum farming has been a cornerstone of economic support for over 40,000 smallholder farmers in Kenya, largely in marginalized localities, generating over Ksh. 2 billion annually. KBL purchases sorghum from these farmers as a vital raw material for its products. These farmers include women, youth, and Persons with Disabilities.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Using the Power of Our Brands:

From Plastic to Paper: How SBL's Marketing Team Led an Eco-Conscious Revolution in Tanzania

In the bustling offices of SBL, a quiet revolution began — not with fanfare, but with purpose. Faced with rising environmental concerns and increasing demand for sustainability, the marketing team at SBL knew they had to go beyond crafting campaigns. They needed to take bold steps that would resonate beyond their brands into the heart of Tanzanian communities.

What started as a simple audit of events and activation materials revealed a game-changing insight. Plastic cups, widely used across brand experiences, were not only environmentally harmful but also surprisingly costly over time. The team realised that every toast raised at a concert, festival, or bar activation was leaving behind more than memories — it was leaving behind plastic waste that would outlast the moment it served.

Guided by our commitment to our sustainability strategy, Spirit of Progress, the Marketing Team led a transformative shift from

single-use plastic cups to biodegradable paper cups across all SBL's experiential activations. This was not just a material change — it was a cultural mindset shift.

The team began by identifying local suppliers who could meet both environmental standards and quality expectations. They partnered with a Tanzanian paper cup manufacturer who shared the brand's values and could deliver scalable, affordable solutions. This local collaboration reduced the carbon footprint in logistics and supported local industry — a win for both the economy and the planet.

Each cup was designed to reflect the vibrant spirit of SBL's portfolio. From the crisp refreshment of Serengeti Lite to the bold character of Guinness, all while being 100% biodegradable. The results are evident. Within a year, SBL reduced plastic usage at events by over 90%. Even more impressively, the move led to a 40% reduction



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Each cup was designed to reflect the vibrant spirit of SBL’s portfolio. From the crisp refreshment of Serengeti Lite to the bold character of Guinness, all while being 100% biodegradable. The results are evident.

in overall production costs for event materials. By eliminating imported plastic and high disposal costs, the paper cup solution proved to be both environmentally and financially sustainable.

Beyond numbers, the most meaningful return was in the impact. Consumers across Tanzania began associating SBL brands not only with quality and enjoyment, but with responsibility and leadership. The new cups sparked broader conversations around environmental care and inspired others in the industry to rethink their practices. This shift has also opened new storytelling avenues for SBL, with sustainability now celebrated in both supply chain strategy and consumer-facing narratives. Digital campaigns, live activations, and influencer partnerships all reinforced the same



message: enjoying life responsibly means protecting the land that gives us so much.

In an era where consumers are driven by values, SBL’s transition from plastic to paper cups is a powerful example of how marketing can lead, not just sell. Tanzania’s events are now greener, cleaner, and more conscious — one paper cup at a time.

As marketers, we have always been tasked with creating unforgettable brand experiences, but today, unforgettable must also mean responsible. By replacing plastic cups with biodegradable paper cups, we proved that bold ideas can deliver both impact and efficiency. What started as a small change in how we serve a drink has grown into a movement that inspires our consumers, supports local industry, and protects Tanzania’s environment. For us, this is marketing at its best. It’s deeply rewarding to see consumers embrace this shift, not only as a better choice for the planet but also as a reflection of the values they want to live by. This is proof that sustainability is really about building enduring brands.

Henry Esiaba
Marketing & Innovations Director, SBL



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

WhiteCap at the Forefront of Water and Environmental Conservation

Water is at the heart of the manufacturing processes across our markets. One of our premium beer brands, WhiteCap Lager, has intentionally adopted the promotion of environmental stewardship and the ecosystem where we operate and source from, given its source of water from Kenya's mountain ecosystem.

WhiteCap's activities in F25 have been anchored on actively rallying stakeholders in forest conservation activities, community engagement and water protection. The efforts have been demanding, and the results have been rewarding.

Through our initiatives, such as the fencing project in Mt. Kenya and the Aberdare ranges, we have helped protect more than half a million hectares of indigenous forest, reduce illegal logging, habitat encroachment, and human-wildlife conflict.

Through our work and partnership with the Rhino Ark Trust Fund, 85,000 households have been protected from human-wildlife conflict, and 805 kilometres of electric fence have been built. We have also onboarded 184 schools to provide conservation education, supported the rehabilitation of six indigenous forests, and established two wildlife corridors.

The various initiatives have also generated local employment, with roughly one community-based ranger hired per 4km of fence.



85,000

households have been protected in human-wildlife conflict and 805 kilometers of electric fence have been built, through our work with the Rhino Ark Trust Fund.



Kshs 269M

raised from Rhino Charge challenge, went into environmental conservation in Mt. Kenya and the Western region.



Through our initiatives, such as the fencing project in Mt. Kenya and the Aberdare ranges, we have helped protect more than half a million hectares of indigenous forest, reduce illegal logging, habitat encroachment and human-wildlife conflict.



Further, for the fifth consecutive year, we sponsored the Rhino Charge challenge – an off-road fundraiser aimed at raising funds for conservation. Our presence through our three dedicated teams – Geco Tribe chargers, Bush Babes and Charging Hippos - amplified our environmental conscious messaging that seeks to advance our commitment to sustainability and support conservation efforts. Through this unique motor racing event, we raised KSh269 million that went into environmental conservation in Mt. Kenya and the Western region.

Lastly, in order to expand our reach and impact, we have partnered with our outlets to distribute a seedling to each consumer who purchases a 'Bucket of WhiteCap' from our outlets around the country to create awareness for our sustainability efforts and goals. Each purchase signs them up for upcoming WhiteCap sustainability initiatives. This partnership has enabled us to distribute over 500 fruit seedlings between December 2024 and June 2025.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Senator Marks 20 Years of Impact: 'Tuzidi Kuinuana' 20-Year Celebration



For 20 years, Senator has been more than just a beer; it has been a bridge of hope, connection, and progress for millions of Kenyans. The 'Tuzidi Kuinuana' 20-year celebration was a heartfelt tribute to this journey, rooted in Senator's enduring purpose: To enrich lives and uplift communities.

Through this campaign, Senator invested in 15 community-based organisations across the country — from Greencom CBO, which turns waste into life-giving fertiliser, to Green Thumb CBO, equipping youth with aquaponics skills, to Another Hope Koyombe, helping families access clean water. Each received Kshs 500,000, not just as funding, but as fuel for dignity, growth, and lasting change.

Over the past two decades, Senator has also stood firmly at the frontline of the fight against illicit and unsafe brews. In areas where

cheap, harmful alcohol once stole lives and futures, Senator has offered a safer, regulated, and affordable alternative, brewed with care and trusted in every pour. It has given consumers, especially in underserved communities, a path to safer choices and restored hope.

The anniversary celebrations were about pride revived in communities and futures rebuilt. Tuzidi Kuinuana became more than a slogan; it became a movement, a promise that together, we rise, no matter where we come from.

From the farm to the bar, from the city to the village, Senator is here to enrich lives, always.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Looking ahead to F26:

As we look towards F26, we remain focused on deepening our environmental stewardship across our entire value chain. Our ambition is to become a leader in low-carbon, resource-efficient manufacturing in East Africa, driving impact not only within our operations but across the communities and ecosystems we touch. A key priority on our journey is addressing Scope 3 emissions, which represent a significant share of our climate impact. These include emissions from our upstream suppliers, downstream logistics, packaging, and product use. Over the next two years, we will work to enhance data accuracy, build supplier engagement programmes, and partner across our ecosystem to co-develop low-emission solutions. We recognise that tackling Scope 3 requires collaboration, transparency, and bold thinking, and we are committed to playing our part.

We will continue to invest in renewable energy solutions, including expanding biomass and solar integration across our facilities, and push forward on our logistics decarbonization agenda through fleet modernisation and route optimisation in partnership with our logistics providers.

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Summary of Our Progress

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

OUR STRATEGIC PLANS TO 2030

KEY PERFORMANCE INDICATOR

BASELINE YEAR F20

F24 ACTUALS

F25 TARGETS

F25 ACTUALS

PROGRESS TO DATE

STATUS



POSITIVE DRINKING

Scale up our SMASHED partnership, and educate 10 million young people, parents, and teachers on the dangers of underage drinking.

SDG alignment: 3.5; 12.8; 17.16



People educated through SMASHED partnership.

0

376,933

235,000

253,154

1,019,572

We continue to perform well on the SMASHED target through continued exceeded annual actual performance compared to the targets. In F25, we exceeded our targets by 8% following continued good engagement with our programme partners, mainly the Teachers Service Commissions and Ministries of Education across the region.

Promote changes in attitudes to drink driving reaching five million people.

SDG alignment: 3.5; 3.6; 12.8; 17.16



People educated via Wrong Side of the Road programme.

0

68,084

50,000

57,504

203,026

During the year, we exceeded our target by 15%. The success has mainly been as a result of expanding our awareness programmes to all our events across the region working closely with our programme partners.



CHAMPION INCLUSION AND DIVERSITY

Champion gender diversity with an ambition to achieve 50% representation of women in leadership roles by 2030.

SDG alignment: 5.5; 8.1; 10.2; 10.4



Percentage of female senior leadership.

32%

47%

50% by 2030

42%

42%

EABL continues to focus on empowering more women to take up senior leadership roles. We are on course to meet our target of having 50% female senior leadership by 2030.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE	STATUS
Increase spend with diverse-owned and disadvantaged businesses each year to 2030 SDG alignment: 5.5; 5B; 10.2; 10.4 	Spend with diverse suppliers in Kshs.	0.94 Bil. – Baseline is as at F22	5.9 Bil.	Continued YoY increase	6.08 Bil.	12.92 Bil.	Our ambition is to increase spend with diverse-owned and disadvantaged businesses year on year. In F25 we increased the spend by 12%.
Provide business and hospitality skills to people, increasing employability and improving livelihoods. SDG alignment: 4.4; 8.1; 8.6; 10.2; 17.16 	People reached via business and hospitality skills programmes.	0	9,951	5,400	10,044	34,775	We continue to train the youth on hospitality skills enabling them to get opportunities for employment in the sector or start their own businesses. Last year, we surpassed our annual target by 86% on the back of strong partnerships with various hospitality and NGO partners that have ensured a seamless execution of our programmes.
Ensure 50% of beneficiaries from our community programmes are women. SDG alignment: 5.5; 5A 	Percentage of community programme beneficiaries who are women.	0	50%	50%	50%	50%	Our community investment programmes continue to focus on ensuring that women are also part of the beneficiaries.



PIONEER GRAIN TO GLASS SUSTAINABILITY

Improve water efficiency in our operations by 40%. SDG alignment: 6.4 	Litres of water used per litre of packaged product (l/l).	3.74	2.93	2.90	2.84	-24% from the base-line	We have significantly improved our water efficiency year-on-year surpassing our annual targets. We are trending ahead of our 2030 road-map to 40% water use efficiency reduction.
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Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE	STATUS
Replenish more water than we use for our operations for all of our sites in water-stressed areas by 2026. SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  	Volume of water replenished (m³).	0	403,908	485,605	747,956	2,082,806	We continue to meet our annual targets on water replenishment and are on course to replenish more water than we use for all our sites in water-stressed areas by 2026.
Invest in improving access to clean water, sanitation, and hygiene (WASH) in communities near our sites and local sourcing areas in all of our water-stressed markets, ensuring there are empowered individuals, both men and women, supervising water committees. SDG alignment: 6.1; 6.2; 6.6; 6B; 15.1  	Number of individuals in WASH Committees.	N/A	310	210	275	585	An important part of our approach on water is that it remains people-centric. We have committed to providing access to clean water, sanitation and hygiene (WASH) to our communities. In fiscal 23, Diageo Global achieved the 2030 target, meaning all nine of the markets included in our target, invested in WASH projects since 2020. Given that our communities are still under significant water stress, EABL will maintain this commitment, investing every year to 2030 in communities where access to WASH is a risk. EABL will also continue to focus on ensuring that its water projects are supervised by empowered individuals, both men and women.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE	STATUS
Engage in collective action in all of our priority water basins to improve water accessibility, availability and quality and contribute to a net positive water impact. SDG alignment: 6.1; 6.2; 6.5; 6.6; 6A; 6B 	Water collective actions projects completed (%).	N/A	2	2	2	2	Our collective water action programmes in partnership with the Upper Tana-Nairobi Water Fund Trust in Kenya and Aid Environment in Uganda, are ongoing with the various KPIs for F25 on tree planting, digging terraces, planting grass strips, soil health improvement and the installation of water pans achieved.
Reduce our direct operations green house gas emissions by 50% by 2030 , become net zero in our direct operations (scope 1 and 2) by 2040. SDG alignment: 7.2; 7.3; 12.6; 13.3   	Total direct GHG emissions (Scope 1&2) (kt CO2e).	64.0	20.6	23.8	19.6	-44.4 (69.3% reduction from base-line)	We continue to drive down our Scopes I and II emissions, largely driven by full utilisation of our Biomass Plants at KBL and UBL, Solar at KBL – Kisumu Plant - and improved energy efficiencies across all markets. In fiscal 25, we continued to reflect on learnings from our first five years tracking against our 'Spirit of Progress' greenhouse gas emissions reductions targets. Based on those learnings, new targets were approved at Dia-geo Level in partnership with the Science-Based Targets initiative (SBTi). They include interim, near-term targets for direct operations and value chain emissions, as well as long-term net zero (1) targets. We also updated our baseline year to fiscal 22 to align to normalised production levels, which were not impacted by the COVID-19 pandemic and adjusted packaging targets in alignment with our revised value chain emissions reductions targets.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

OUR STRATEGIC PLANS TO 2030	KEY PERFORMANCE INDICATOR	BASELINE YEAR F20	F24 ACTUALS	F25 TARGETS	F25 ACTUALS	PROGRESS TO DATE	STATUS
Achieve zero waste intended for landfill in our direct operations. SDG alignment: 12.5; 12.6 	Total waste to landfills (tonnes) from our direct operations.	370.54	0	0	0	0	We consider having achieved zero waste to landfill if we have disposed off less than 0.2% of the total waste volume. At EABL, we will continue to report on waste in our direct operations. To continue to minimise landfill waste, we partner with certified waste handlers and follow a waste management hierarchy: eliminate, reduce, reuse, recycle, recover, and dispose.
Increase the average recycled content in our plastic bottles to 35% by 2025, then deliver sequential improvement by 2030 where the quality and availability meets our needs. SDG alignment: 12.5; 12.6 	Percentage of recycled content in plastics (%)	0	0	35%	25.8%	25.8%	Our primary focus for waste is end-user waste, where we have set ambitions to increase the recycled content in our packaging and reduce its weight. We also consider the recyclability of our packaging to be an important part of our strategy to increase the circularity of our supply chain and support our emissions reduction efforts. At EABL, plastic bottles are used in Uganda only. From F25 we have started partnering with our suppliers to incorporate 40% recycled content in each plastic bottle.

[How We Engage Our Stakeholders](#)[Our 2025 Performance On 'Spirit of Progress'](#)[Summary of Our Progress](#)[Managing Climate Related Risks and Opportunities](#)[Doing Business the Right Way](#)[Embedding Sustainability Across the Organisation](#)[Awards and Recognition](#)[GRI Content Index](#)

The generation that destroys
the environment is not the
generation that pays the price.

Wangari Maathai



Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Managing Climate-Related Risks



[How We Engage Our Stakeholders](#)[Our 2025 Performance On 'Spirit of Progress'](#)[Summary of Our Progress](#)[Managing Climate Related Risks and Opportunities](#)[Doing Business the Right Way](#)[Embedding Sustainability Across the Organisation](#)[Awards and Recognition](#)[GRI Content Index](#)

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

For us, aligning with the IFRS requirements on sustainability and climate-related disclosures is an important journey we are undertaking—not simply a matter of compliance. This process reinforces our conviction that sustainability must remain central to building long-term business resilience. The standards call for clear disclosure of material climate-related risks and opportunities across the value chain, which means our financial strategy increasingly has to anticipate and respond to these dynamics. As we move towards alignment, we are progressively integrating climate considerations into how we allocate capital, assess risks, and plan for growth, steps that are strengthening transparency and laying the groundwork for better decision-making. This journey is helping us identify potential exposures earlier, while also opening new pathways for cost efficiency, innovation, and access to sustainable finance. Looking ahead, we are strengthening our data systems, enhancing our scenario analysis, and building partnerships that will allow us to enhance how we measure and report Scope 3 emissions. Equally, we are prioritizing relationships with investors, regulators, and business partners who share our ambition to build a low-carbon, climate-resilient future. In doing so, we are ensuring that finance plays its role in powering sustainable growth.

Risper Ohaga,
Chief Financial Officer, EABL.



How We Engage Our Stakeholders

Our 2025 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

How We Identify Climate Risks and Opportunities

We divide climate risk into physical and transition risks with both categories of risk already occurring and likely to increase.

As temperatures continue to rise globally, we continue to assess and prepare for emerging physical and transition risks.

Physical Risks	
Chronic	Sea level rises, temperature changes
Acute	Floods, droughts and heatwaves
Transition Risks	
Policy and Legal	Example: Carbon taxes – we reference the Kenya's Draft National Green Fiscal Incentives Policy Framework
Technology	Example: Renewable energy
Market	Example: Growing consumer demand for more sustainable products

We are continuously partnering with climate resilience and nature experts to identify and assess how generally recognised climate and nature risks apply specifically to our business. The factors that determine how climate change creates risks and opportunities for our business are multiple and complex, creating challenges in quantifying the size of the impact and likelihood of these risks.

Notwithstanding, scenario analysis allows us to test various assumptions related to climate change and how they may affect our business. This year, we have further developed our capability in modelling the impacts of climate change under physical and transition risk scenarios.

Climate Change Resilience

Our experience in managing the impact of normal variations in climatic conditions, water availability and agricultural yields has made us more resilient and adaptable. We do this through careful planning in our supply chain and procurement organisation. We work with peers to drive enhanced technological practices at scale, which optimise crop management and seed quality. We also collaborate on the development of novel high-yielding, drought- and temperature-resilient crop varieties. We manage water in a way that makes our operations more resilient and helps our local communities and agricultural sourcing areas to adapt, with a specific focus on water-stressed areas. We have integrated climate risk into our enterprise risk management processes, within our principal risk factors. This is now an integral part of our strategic and business continuity planning.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

PHYSICAL RISK ASSESSMENT

How We Assess Our Physical Risks

To assess the physical risks that we are exposed to and how they may develop under various scenarios, in 2022, through Diageo, we worked with climate resilience experts to look at all of our owned operations sites and key third-party suppliers in Africa. We conducted physical risk assessments that measured the exposure and vulnerability of the activities at our sites, the key third-party operations and suppliers' assets to 19 climate-related hazards. In addition, we reviewed the vulnerability of the main agricultural materials and our key distribution routes to climate change. We then considered how the climate-related hazards and our site vulnerabilities would materialise under two different levels of future warming: Intergovernmental Panel on Climate Change (IPCC) scenario RCP (Representative Concentration Pathway) 4.5 – medium warming of 2-3°C, and IPCC scenario RCP8.5 – severe warming of 4-5°C) and two timeframes (to 2030 and to 2050). These scenarios were chosen to represent a 'worst case' (RCP8.5) and a 'medium case' (RCP4.5) under which to assess our resilience.

For our own sites and many of our third-party operator sites producing beverages on our behalf, we analysed climate-related risks they are likely to be exposed to. Given the dependence of our business on agricultural raw materials, we gave this area particular attention, conducting detailed analyses of the most important crops used in our products. This research identified the specific vulnerabilities of each crop type, examined how their exposure to risks might intensify in key growing regions over time, and explored potential adaptation and mitigation strategies to address these challenges.

Our most important physical risks

Our climate risk assessment, without consideration of mitigation or adaptation actions, confirmed three key points:

1. Water stress, including drought, is our most significant climate-related physical risk in terms



of prevalence, trajectory and potential financial impact. It affects our ability to produce our products, the access to agricultural ingredients that we need and, ultimately, our licence to operate.

2. All agricultural raw materials are at risk from climate change;

we see that risk increasing under the timeframes and scenarios we analysed. Our models suggest that the costs of most commodities will increase as a result of climate change, although estimates of the precise impact vary significantly, depending on the model used and underscoring the difficulty of these projections. These factors potentially affect our own operations as well as those of some of our suppliers.

3. Acute weather events, including floods,

winds, hurricanes/storms, heatwaves and wildfires, are projected to increase and may cause disruption to our operations, although their impact is unlikely to be as significant as that of the risks related to water and agricultural materials.



We conducted physical risk assessments that measured the exposure and vulnerability of the activities at our sites, the key third-party operations and suppliers' assets to 19 climate-related hazards. In addition, we reviewed the vulnerability of the main agricultural materials and our key distribution routes to climate change.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Climate Risks Likely to Affect Agricultural Raw Materials



Africa

Barley	  
Sorghum	  
Sugarcane	 
Sugar beet	 
Maize	  
Cassava	  
Vanilla	 

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Transition Risk Assessment

We have performed additional scenario analysis to estimate the financial impact of transition risks and opportunities under a Paris- aligned emissions scenario (RCP2.6). The analysis provided us with a better understanding of our risks and opportunities associated with transitioning to a low-carbon economy. Through this analysis we have refined our financial estimation and gained further clarity on how to respond.

We identified those risks with the most potential impact by looking at our agricultural inputs, production and packaging, distribution and sales channels. Through this analysis, we were able to determine the most important transition risks and opportunities to monitor, including:

1. Decarbonisation costs: Changes to our supply chain and production costs, including carbon taxes and related changes to input costs - risk and opportunity.

2. Consumer behaviour: Changes in consumer behaviour to opt for more sustainable options, e.g. choosing circular products or locally produced brands - risk and opportunity.

3. Regulatory changes: Shifts in public policies, e.g. restrictions on packaging, water use, agricultural materials or land that affect our ability to make our products - risk.

4. Technology changes: Adopting low-carbon production of our products and packaging and the associated risk of not doing this fast enough - risk and opportunity.

Of those risks and opportunities outlined above, the greatest impacts are likely to arise from consumer behaviour and from input cost increases related to the cost of decarbonisation.

Below we map our exposure to regulatory and policy shifts across our markets, with potential impacts on our operations.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Relevant Policy & Regulations		Implications	EABL Response
Kenya 	- Climate Change Act, 2016 (Amended 2023) - Energy Act, 2019 - Kenya Climate-Smart Agriculture Strategy, 2017–2026 - National Climate Change Action Plan (NCCAP) 2023–2027 - Kenya's Nationally Determined Contribution to the Paris Agreement (2025) - Environmental Management and Coordination Act (EMCA), 1999 (Amended 2015) - Draft Green Fiscal Incentives Framework Kenya Green Finance Taxonomy, 2023 - Central Bank of Kenya (CBK) Climate-Related Risk Guidelines, 2022 - Extended Producer Responsibility (EPR) Regulations, 2021	- Mandatory integration of climate risk into governance, reporting, and operations (Climate Change Act & CBK guidelines) - Expectation to reduce Scope 1–3 GHG emissions, with increased scrutiny on supply chain sustainability - Access to preferential financing for green investments (e.g. energy efficiency, biomass) under the draft Green Fiscal Incentives Framework and Kenya Green Taxonomy - EPR regulations require manufacturers to take responsibility for post-consumer waste, mandating investments in packaging take-back schemes or partnerships - Alignment of sourcing strategies with climate-smart agriculture for barley, sorghum, and other inputs - Potential regulatory exposure to environmental audits and licensing tied to energy and water use - Possibly facing differential tax treatment, carbon levies, or green compliance checks tied to industrial footprint.	- Integrated climate risk in ERM, Governance, Reporting and strategic operations - Substantial investments in greening operations, with exploration to achieve net zero Scope 1 and 2 emissions - Investment in spirits recycling project with success – Project Rudisha, exploring opportunities for scale - Regenerative, climate smart agriculture strategies implemented with 60,000 farmers across our value chain - Exploration of technical advancements to monitor soil carbon and improve sourcing strategies with increasing climate vulnerability - ISO certifications – Quality Management System ISO 9001-2015, Occupational Health and Safety Management System ISO 45001-2018, Environment Management System ISO 14001-2015 and Food Safety Management System ISO 22000-2018-6 - Investments in the Zero Liquid Discharge (ZLD) water recovery technology

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Relevant Policy & Regulations		Implications	EABL Response
Tanzania 	National Climate Change Response Strategy (NCCRS), 2021–2026	Integration of climate change risk in financial assessment – impacting access to capital	Integrated climate risk in ERM, Governance, Reporting and strategic operations
	Environmental Management Act, 2004	Expectation to adopt circular practices (waste reduction, recycling, water reuse)	Substantial investments in greening operations, with exploration to achieve net zero Scope 1 and 2 emissions
	National Environmental Policy, 2021		
	National Energy Policy, 2015	Growing pressure to shift toward low-carbon production processes to maintain market access and competitiveness, especially with sustainability-conscious consumers or overseas trade partners	Investment in spirits recycling project with success – Project Rudisha, exploring opportunities for scale
	Bank of Tanzania Guidance on Climate-related Financial Risks Management and Disclosures, 2025		
	Tanzania's Nationally Determined Contribution, 2021		Regenerative, climate smart agriculture strategies implemented with 60,000 farmers across our value chain
			Exploration of technical advancements to monitor soil carbon and improve sourcing strategies with increasing climate vulnerability
			ISO certifications – Quality Management System ISO 9001-2015, Occupational Health and Safety Management System ISO 45001-2018, Environment Management System ISO 14001-2015 and Food Safety Management System ISO 22000-2018-6
			Investments in the Zero Liquid Discharge (ZLD) water recovery technology

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Relevant Policy & Regulations		Implications	EABL Response
Uganda 	- Climate Change Act, 2021 - National Climate Change Policy, 2015 - Uganda Green Growth Development Strategy (UGGDS) 2017–2030 - National Environment Act, 2019 - Uganda's Nationally Determined Contribution 2020-2030	- Integrating climate risk into corporate governance and strategic planning - Environmental licensing and permitting now place increased emphasis on sustainability performance. Manufacturers can expect renewed scrutiny of water usage, waste effluent, and emissions standards during permit renewals; potential for conditional approvals linked to investments in cleaner technologies or resource management improvements - Access to incentives or public-private financing for investments in solar power, energy-efficient brewing equipment, or Zero Liquid Discharge (ZLD) systems - The need to adopt sustainable sourcing practices, for example, partnering with barley and maize suppliers who use climate-smart agriculture methods	- Integrated climate risk in ERM, Governance, Reporting and strategic operations - Substantial investments in greening operations, with exploration to achieve net zero Scope 1 and 2 emissions - Investment in spirits recycling project with success – Project Rudisha, exploring opportunities for scale - Regenerative, climate smart agriculture strategies implemented with 60,000 farmers across our value chain - Exploration of technical advancements to monitor soil carbon and improve sourcing strategies with increasing climate vulnerability - ISO certifications – Quality Management System ISO 9001-2015, Occupational Health and Safety Management System ISO 45001-2018, Environment Management System ISO 14001-2015 and Food Safety Management System ISO 22000-2018-6 - Investments in the Zero Liquid Discharge (ZLD) water recovery technology

Forewords from our Key Stakeholders across EABL

Messages from our Leadership

Our Sustainability Strategy at a Glance

Our Report Theme

Our Material Themes

Our Response To Our Material Themes

Our Approach to Reporting

Governance of 'Spirit of Progress'

Climate-Related Risks & Opportunities:

Risks					
Risk Description	Description	Category	Time Frame ¹	Impact (if not mitigated)	Response Examples
 Water Scarcity	Increasing water scarcity and water stress affects our ability to continue to source from and produce	Physical – chronic	Short-term (one to five years), medium-term (five to 10 years) and long-term (10 to 30 years)	Moderate ²	- Improvements in water use efficiency in our operations, with more ambitious targets at water stressed-sites - Water replenishment plans in 100% of water-stressed areas - Collective action activities to improve water security - Nature-based solutions that support climate mitigation, adaptation and water replenishment - Exploring alternative formats and ingredients with potential to reduce water use - Rainwater harvesting, Aquifer recharge, Dam de-silting
 Agricultural raw material availability	Climate-related impacts on agricultural and material availability case scarcity or price increases	Physical – chronic	Medium- long-term	Moderate	- Regenerative agriculture adaptations - Smallholder farmer support - Development of drought-resistant ingredients (e.g. sorghum, anise and barley varieties) - Alternative sourcing locations - Substitution with alternative crops - Improved water management in agricultural practices
 Input Costs	Policy changes (carbon taxation, shift to renewables) cause increases in input costs	Transition – policy/legal	Short- medium-term	Moderate	- Supply chain decarbonisation - Engaging suppliers in low-carbon technology options for their operations - Reduced packaging weight

¹ Timeframes chosen align to those used in our scenario analysis, where short-term (one to five years) reflects the typical strategic planning time frame, medium-term (five to ten years) includes the timeframe to 2030 which our scenarios model and long-term (10 to thirty years) includes the timeframe to 2050 which is also modelled by our scenarios.

² 'Low' impact is defined as having a negligible impact on our customer service, or an absorbable disruptive impact on one or more brands. 'Moderate' impact is defined as disruption to production/supply chain creating an inability to service a small portion of our customer base, the impact of which is manageable; or a significant short-term impact on one or more of our core or local priority brands that is absorbable by the business. 'High' impact is defined as an inability to service a significant portion of our customer base, or major reputational damage.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Risks

Risk Description	Description	Category	Time Frame ¹	Impact (if not mitigated)	Response Examples
Consumer Behaviour 	Consumers prioritise purchasing more sustainable products, rejecting those perceived to have a negative environmental impact	Transition – market	Short- medium- long-term	Moderate	• Reduced packaging weight • Increased recycled content in packaging • Developing circular product offerings • Purchasing more sustainably-grown raw materials • Communicating these changes to consumers

Opportunities

Supply chain decarbonisation 	Reducing our Scope I, II, and III emissions lowers our exposure to carbon taxes and related costs and improves our reputation with customers and consumers	Transition – policy/legal	Short- medium-term	Moderate	• Decarbonisation programme and capital investment in our operations • Renewable energy investments • Regenerative agriculture programme • Collaboration, partnerships and capability building within our supply chain
Innovation in sustainable products and packaging 	Developing more sustainable products meets our consumers increasing demands	Transition – market	Short- medium-term	Moderate	• Innovation to deliver more sustainable products (e.g. refillable and reusable packaging, alternative packaging materials) • EcoSpirits (reusable glass packaging format), lower waste, lower carbon distribution technology

Integrating Nature Risk into Our Climate Risk Strategy

In alignment with the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD), we have commenced assessing our nature-related dependencies, impacts, risks and opportunities and we are building this into our strategic approach on nature.

[Forewords from our Key Stakeholders across EABL](#)[Messages from our Leadership](#)[Our Sustainability Strategy at a Glance](#)[Our Report Theme](#)[Our Material Themes](#)[Our Response To Our Material Themes](#)[Our Approach to Reporting](#)[Governance of 'Spirit of Progress'](#)

Doing Business The Right Way



[How We Engage Our Stakeholders](#)[Our 2025 Performance On 'Spirit of Progress'](#)[Summary of Our Progress](#)[Managing Climate Related Risks and Opportunities](#)[Doing Business the Right Way](#)[Embedding Sustainability Across the Organisation](#)[Awards and Recognition](#)[GRI Content Index](#)

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

At EABL, we say Business Integrity is everyone’s business. We aim to do business in the right way every day, everywhere. This is about making sure our people, third parties and suppliers demonstrate integrity, living our values, and behaving in an ethical way that underpins our Code of Business Conduct (CoBC). We expect everyone who works for us and alongside us to uphold our CoBC and stand up for what is right.

Our Approach:

We believe that great risk management starts with the right conversations to drive better business decisions. Our focus is to identify and embed mitigation actions for material risks that could impact our current or future performance, and/ or our reputation. Our approach is holistic and integrated, bringing together risk management, internal controls and business integrity, and ensuring that our activities across this agenda focus on the risks that could have the greatest impact.

Accountability for managing risk is embedded in our management structures. Each market and function undertake an annual risk assessment, establish mitigation plans and monitor risk on a continual basis. Similarly, our Audit & Risk Committee regularly assesses risk, and the Board independently reviews the assessment. This Committee meets quarterly and receives regular reports on the risks faced across the business and the effectiveness of the actions taken to mitigate against these risks. We use internal and external data to monitor our risks and make proactive interventions. We also establish cross-functional working groups and draw on the advice of experts where necessary to ensure significant risks are effectively managed, and where appropriate, escalate to the Executive and Board for consideration.

Policy Training

In line with EABL’s ambition to be the best-performing, most trusted, and respected consumer products company in the region, the Business Integrity Team has continued to embed our Code of Business Conduct in the fabric of our ways of working.

Annual mandatory training is delivered to all EABL employees and contractors in an easily accessible e-learning format, with classroom training delivered to those employees who do not have regular access to a computer. Ninety-seven per cent of employees completed this training during the year. Regular training, awareness and communication programs, as well as compliance monitoring mechanisms, are in place to ensure that all relevant stakeholders remain aware of and continue to comply with the provisions of our CoBC and policies. As part of educating employees further on various aspects of the CoBC, the Company held a series of mandatory trainings for targeted staff and third-party contractors across the three businesses under the banner Pathway of Pride (PoP). The theme for this year was ‘Do the Right Thing’ and focused on dignity at work, management of conflicts of interest, countering corruption and SpeakUp. 1,979 employees completed this training during the year.

SpeakUp Service

We encourage everyone to report potential breaches of our Code, policies or standards through our confidential whistleblowing service, SpeakUp. This is run by an independent third-party, is available around the clock and lets employees and external parties report concerns anonymously. The Whistleblowing or SpeakUp policy provides a platform for employees and stakeholders to raise concerns in respect of any suspected wrongdoing and details how such concerns will be addressed. This includes issues such as bullying, harassment, discrimination, breaches of policies or standards, including the procurement standard, and human rights concerns.

The number of breach reports filed during the year was 131.

For the purposes of aligning our approach with the Nairobi Securities Exchange (NSE) ESG Disclosures Guidance Manual - Mandatory Disclosures, we have organised our functional approach against the following topics:

ENVIRONMENTAL	ECONOMIC	SOCIAL
Supplier environmental assessment	Economic performance Anti-Corruption Tax	Human Rights Assessment Occupational Health & Safety Training & Education Labour/Management Relations Customer Privacy

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

SUPPLIER ENVIRONMENTAL ASSESSMENT



To develop our engagement with participating suppliers, in support of our Spirit of Progress Scope 3 emissions reductions target, Diageo will implement supplier questionnaires that include a suite of KPIs relating to climate change and water security.

Our Approach:

We are working on a market-level approach to assessing our suppliers on environmental issues – in particular, climate change, water and the implementation of our sustainable agriculture strategy.

To develop our engagement with participating suppliers, in support of our Spirit of Progress Scope 3 emissions reductions target, Diageo will implement supplier questionnaires that include a suite of KPIs relating to climate change and water security. We endeavour to implement the climate change questionnaire, whereby suppliers are assessed on their transparency and their ability to report Scope 1 and 2 emissions data. The questionnaire will also cover what

reduction initiatives they have in place, how they are setting targets against those initiatives, their ability to transition to renewable energy and how they are managing their supply chain and Scope 3 emissions.

We will also implement the water security questionnaire, whereby suppliers are assessed on their transparency, how they report their operational water risk, their water accounting information, the governance structures in place, their water usage targets and how they engage with their supply chain.

Our Procurement Function reviews suppliers' environmental performance across the programmes and the KPIs outlined above.



At the global level, Diageo assesses environmental performance, which is reviewed by the Procurement function, which reports to the 2030 Grain to Glass Strategy Business Review (SBR) team, which meets quarterly. We are working with our own procurement department to align with global standards for supplier screening.



We are yet to screen suppliers according to their category and spend when considering environmental criteria.



We have identified a variety of environmental impacts associated with our supply chain. Some, such as climate change through GHG emissions, are relevant to the majority of our suppliers. Other impacts, such as on biodiversity, are most relevant to our agricultural raw material suppliers.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



We want people who work for us or with us to feel that they are treated fairly and with respect.

HUMAN RIGHTS ASSESSMENT



Our Approach:

Treating each other with dignity and respect is an important part of doing business the right way. To reinforce this, we increased awareness of our Dignity at Work and SpeakUp policies across the organization through the annual mandatory training and the Pathway of Pride (PoP) week.

We want people who work for us or with us to feel that they are treated fairly and with respect. This means working hard to make sure we don't infringe their human rights, and that we are not complicit with anyone else who does.

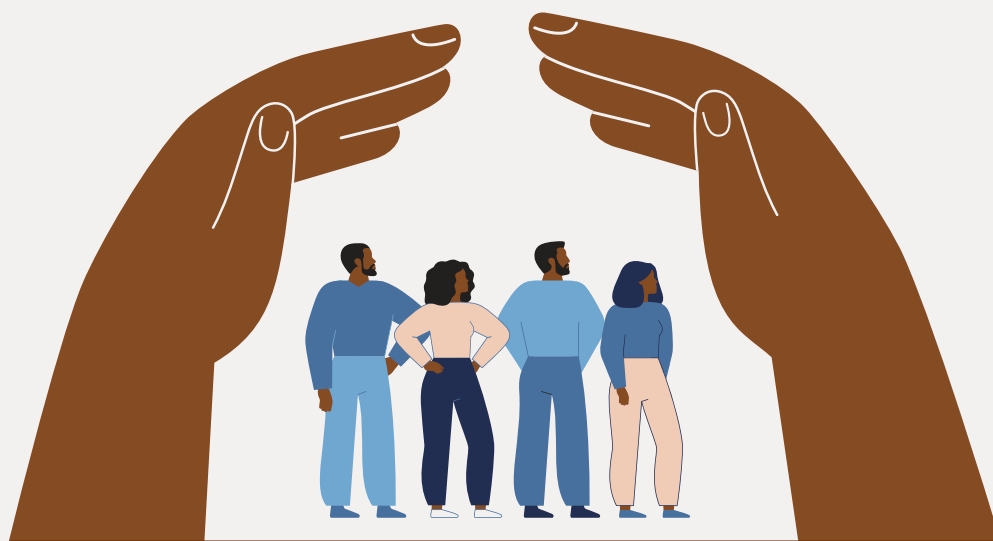
We seek to build credibility and trust by expecting everyone who works with us to adopt our standards. Our policies cover our responsibilities to protect the human rights of everyone working in our direct operations, our value chain and communities. They are in line with internationally recognised laws, regulations and guidelines including the UN Guiding Principles on Business and Human Rights, and the International Labour Organisation's Declaration on Fundamental Principles and Rights at Work.

At EABL we focus on salient human rights issues such as child labour risks, labour standards for contract workers and sexual harassment in the hospitality sector. In response, we created awareness programmes on child labour and modern slavery, conducted an independent review of contract labour and developed standards and training to protect our brand promoters. Our Diageo Code of Business Conduct (CoBC) includes our commitment as a business in upholding Human Rights across our business and our value chain. Our Global Human Rights Policy and the Global Partnering with

Suppliers Standard defines the minimum standards expected for suppliers, including for Human Rights, and the same is further incorporated into our contractual arrangements. The policies also cover topics such as managing Human Rights risk and impacts; preventing child labour, preventing discrimination and bullying and harassment in the work place.

- All our business units and operations are required to carry out a risk assessment, which includes Human Rights as part of the review process. Beyond this, as part of our commitment to act in accordance with the United Nations Guiding Principles (UNGPs), we have developed a comprehensive Human Rights Impact Assessment (HRIA) programme for Kenya, Tanzania and Uganda.
- All middle managers, and above, are required to complete an Annual Certification of Compliance, which certifies their compliance with, and understanding of, our Code of Business Conduct (Code), which includes Human Rights.
- Within the certification, those for whom the Human Rights Global Policy is most important are required to complete a certification of their knowledge and understanding of some of the key points of the policy.
- All our suppliers are contractually obliged to abide by the standards set out in our Code or Partnering with Suppliers Standard, which includes specific Human Rights requirements – either through specific contract clauses or, if not bound by a contract, by the requirement to meet our Partnering with Suppliers Standard, which is stipulated in our standard purchase order terms and conditions.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Business integrity is also vital in our network of relationships with third parties. Our Know Your Business Partner (KYBP) program helps us screen for potential risks and be certain about the true identity.

Human Rights Impact Assessment

Brand Promoter Standards:

At EABL, Brand Promoters or Ambassadors play an important role in promoting our brand portfolio to customers and consumers at the point of sale and at events. This Brand Promoter Standard establishes the principles and guidelines for the deployment of Brand Promoters. It is based on our values and our commitment to respect and protect the human rights of all our employees and those who work with us. In particular, our commitment is to treat people with respect and ensure that they are safe in their working environment.

We recognise our responsibility to protect the rights of our Brand Promoters. We strive to provide a harassment-free environment that promotes openness, teamwork, and trust. We will not tolerate our people being subject to physical, sexual, racial, psychological, verbal, or any other form of harassment, bullying or abuse. To achieve this, we expect our third-party suppliers, business partners, and the outlets with which we partner to hold themselves to the same standard.

We have a zero-tolerance approach with respect to abuse and sexual harassment of Brand Promoters, as stated in our Global Human Rights Policy and Partnering with Suppliers Standard. We expect our third-party suppliers, business partners and outlet owners to provide a safe and respectful environment for Brand Promoters, including their own zero-tolerance measures.

Before starting work as a Brand Promoter, mandatory training must be completed. Where Brand Promoters are employed by third parties or our business partners, EABL provides them with information and training materials. This training includes all key aspects of the Brand Promoter Standard.

Ethical Sourcing

To enhance our approach to responsible sourcing, we have begun screening for human rights with higher-risk potential suppliers before onboarding. This helps us make more informed decisions on human rights risks and gives us the opportunity to assess and mitigate the salient issues before we contract with a supplier. We have also extended our supplier requirements for responsible sourcing to our licensed manufacturers, both locally and globally.

Managing Third-Party Risks

Business integrity is also vital in our network of relationships with third parties. Our Know Your Business Partner (KYBP) program helps us screen for potential risks and verify the true identity. Through our Know Your Business Partner (KYBP) Standard, we assess all our business partners for potential economic sanctions and compliance risks, including bribery and corruption, money laundering, facilitation of tax evasion, data privacy, and other reputational red flags. We carry out additional due diligence processes for parties that pose a potentially higher risk.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



We seek to build credibility and trust by expecting everyone who works with us to adopt our standards.

OCCUPATIONAL HEALTH & SAFETY

Our Approach:

We are committed to ensuring the health, safety, and welfare of all our employees, contractors, and visitors while on any of our sites and office facilities, and going home safely remains our number one priority. All these are achieved by enforcing occupational health and safety policies, compliance with all applicable occupational health and safety legislation and Global Risk Management Standards. This is conducted in line with the Diageo Zero Harm Agenda, driven to ensure our processes and activities are safely conducted.

We implement our Occupational Health and Safety Management System through a robust audit assurance programme and by adhering to our risk management standards. The system covers our workers and activities across all our functions, from Procurement, Manufacturing, and Production to Marketing, Sales, and Distribution. It includes on-site third-party contractors and third-party logistics providers.

Hazard Identification, Risk Assessment and Incident Investigation

Through an extensive Risk Management Programme, as well as compliance with Global Risk Management Standards, we assess risk, identify work-related hazards and implement appropriate mitigation

measures and programmes. A key element of safety at all our locations is hazard reporting. It enables us to identify and rectify unsafe conditions or behaviours as well as recognise positive behaviours. Through Diageo's Global Health, Safety and Well-being Policy, all employees are encouraged to report work-related hazards as soon as possible and remove themselves from work situations they believe could cause injury or ill health. We also have recognition schemes in place to proactively encourage every employee to look after their own and their colleagues' health and safety. Our global learning platform, My Learning Hub, provides tailored guidance on how to report and investigate work-related incidents, identify hazards, and assess risks to determine corrective actions.

Occupational Health Services

Our Occupational Health and Safety Strategy aims to create a culture free of work-related injury and illness for workers and a happier, healthier and more engaged workforce. Our continued focus on global risk management standards ensures that health, safety, and well-being controls are in place. Internal data protection and privacy policies and national regulations apply to recording or disclosing occupational health-related incidents, making sure that workers' participation in occupational health services is not used in any favourable or unfavourable treatment of workers.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Worker Participation, Consultation and Communication on Occupational Health and Safety

Our Global Risk Management Standards (GRMS) mandate the use of employee consultation forums – such as safety committees – at facility level. Our GRMS also require employees to be involved in risk assessment and change management processes where they relate to health and safety.

If employees have questions or concerns, they can flag those to their line manager or their HR manager. We also continue to use Diageo's Flex Philosophy, developed in 2021, which provides our employees with a framework and principles of working patterns. In F23, we refreshed our Health and Safety vision, aiming to create a world-class, high-performing Health and Safety culture – one where everyone, everywhere, is safer together when working on site, at home and on the road. Additionally, our dedicated Health and Safety Yammer page and Health and Safety channel on My Learning Hub, our internal learning management system, aim to improve Health and Safety communication and visibility across the end-to-end supply chain.

Worker Training on Occupational Health and Safety

Sites complete a training needs assessment to determine their occupational Health and Safety training requirements. We train our people on occupational health and safety through several channels, including:

- **My Learning Hub**, which is a learning management platform that our people can access every day for occupational Health and Safety capability and awareness content. Some of this training is mandated and assigned to workers and is based on the requirements of their role.
- **Face-to-face occupational Health and Safety training**, such as manual handling training, forklift truck training and explosive atmospheres training, which is delivered by approved and competent internal and external trainers.
- Other **subject-matter-expert training**, delivered through video conferencing.

Promotion of Worker Health

We promote worker health and encourage workers to access local services and systems, as and when required, through several channels:

- Our Benefits team facilitates non-occupational medical and healthcare services. We provide optional medical insurance, which is communicated to employees through internal communication channels.

- We offer an Employee Assistance Programme, as well as access to voluntary health promotion training courses on My Learning Hub, including those that promote positive drinking behaviours.
- We offer a Well-being channel on My Learning Hub, where employees will find the most up-to-date news and resources, and events. There are four sections covering mental, physical, social and financial well-being.
- Our Employee Engagement team runs health and well-being awareness capability weeks covering subjects including, for example, mental health, mindfulness techniques and nutrition.

Prevention and mitigation of occupational Health and Safety impacts directly linked by business relationships

We build core Health and Safety requirements and Key Performance Indicators deliverables into our third-party service-level agreements (SLAs). This lets us prevent and mitigate significant occupational Health and Safety impacts directly linked to our operations, products or services through our business relationships. We regularly meet third-party service providers to review their delivery against KPIs. We will also withdraw from business relations with service providers that put the Health and Safety of employees at risk or that do not consistently deliver the KPIs within the SLAs.

Prevention and mitigation of occupational Health and Safety impacts directly linked by business relationships

We build core Health and Safety requirements and Key Performance Indicators deliverables into our third-party service-level agreements (SLAs). This lets us prevent and mitigate significant occupational Health and Safety impacts directly linked to our operations, products or services through our business relationships. We regularly meet third-party service providers to review their delivery against KPIs. We will also withdraw from business relations with service providers that put the Health and Safety of employees at risk or that do not consistently deliver the KPIs within the SLAs.

Workers Covered by an Occupational Health and Safety Management System

All our employees must comply with the mandatory requirements of our Global Health, Safety and Well-being Policy, as well as adhere to all relevant Global Risk Management Standards. Adhering to these standards and requirements is continually assessed by Internal Audit teams. No employees or workers are excluded from the occupational Health and Safety management system. Health and Safety performance is monitored through regular site, regional and global business performance meetings.

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Work-Related Injuries

Any work-related incident, involving injury or illness, where a healthcare professional or we as a business recommend one or more days away from work, is reportable to us: for example, any unplanned, identifiable event that results in personal injury or harm.

Severe Injury and Fatality Prevention

All business units are required to conform to Diageo's Global Severe and Fatal Incident Prevention Programme. This programme aims to eliminate the risks that lead to severe or fatal incidents and ensures suitable and sustainable controls are in place. Local and regional teams make sure employees and workers are trained on these requirements and conduct frequent, robust self-assessment audits to measure ongoing compliance to this mandatory programme.

Accident Rates

We apply Diageo's broader Total Recordable Accident Frequency

Rate (TRAFR) metric, developed in 2019, with the aim of achieving a leading TRAFR performance of lower than 3.5 per 1,000 people. This year there were no fatalities across our business.

Work-Related Ill Health

Any work-related incident, involving injury or illness, where a healthcare professional or we as a business recommend one or more days away from work, must be reported to us. Internal data protection and privacy policies and national regulations prevent the recording or disclosure of communicable 'serious diseases'.

Diageo's global Health and Safety standards require occupational health monitoring for new employees and specific worker groups and for specific conditions, including lung function and audiometry assessments for shift workers, and assessments for lone workers and for professional drivers. Diageo global standards also include industrial hygiene monitoring requirements for specific work groups or conditions, including workplace chemical exposures, noise, vibration and ionising radiation.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

TRAINING AND EDUCATION

Our Approach:

Training and education are central to our approach to developing our people. We have tremendous talent, and we want to be known for creating an environment where our people are continuously learning, enjoy a culture that is truly inclusive and diverse, where people bring their best self to work and where we are a high performing team.

Our People strategy lays out the pillars on how to have an engaged people, in that we provide learning opportunities that promote speed of performance, experimentation and deliver growth for the individual and the business. We accelerate the growth of our key talent, we drive inclusion in our business and society, inject speed and simplicity and focus our resources on the biggest growth opportunities that delight our customers and consumers, as well as fuelling fulfilling employee experiences.

- The process for analysing the efficacy of our management approach to occupational training and education is well-established, with monthly reviews of take-up, including strategic initiatives. Our Learning Centre of Excellence is responsible for

carrying out these assessments, monthly, and on an ad hoc basis. Where potential improvements are identified, these are translated into an action plan, which is implemented by HR Directors and their market teams.

- Our measurement control system enables markets to track and capture training hours of employees – from both global and local programmes – within our My Learning Hub system.

Programmes for Upgrading Employee Skills and Transition Assistance: EABL Talent Programmes

We have made a conscious effort to boost our people's skills, embedded by our firm commitment to help our people realise and reach their full potential. To achieve this, we have numerous learning and development channels, but we also strongly believe that our leaders are key in creating the conditions for our people to succeed.

Some of these are:

- **Partners for Growth (P4G)** – This is our performance management system that puts performance and



Our People strategy lays out the pillars on how to have an engaged people, in that we provide learning opportunities that promote speed of performance, experimentation and deliver growth for the individual and the business.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

career conversations at the heart of the process, focusing on using and building strengths with two-way development conversations to deliver both business and personal outcomes. It supports individuals in identifying career aspirations with development actions as a priority.

A philosophy of the 70-20-10 principle has been adopted for development, with 70% practice and experience coming from one's day-to-day job, 20% through coaching and mentoring, and 10% from formal traditional learning experience and e-learning.

Our reward system encourages equal pay for equal work, while also recognising and rewarding exceptional individual performance in alignment with real business outcomes. In the last year, we have seen an acceleration in business performance delivered through quarterly goal setting aligned to business priorities, driving a culture of agility and performance with pace and urgency.

- **Future Leaders & STEM Apprenticeship Programmes** - These are transformative early-career programmes and are a key pillar of our Talent strategy, designed to build the critical skills for the future. The Future Leaders' programme is a two-year accelerated development programme that seeks to develop a sustainable pool for future senior leaders, while the STEM apprenticeship programme aims to build our pipeline for entry-level STEM roles.
- **Craft My Career Africa Series** - As we create a focus on ownership and building an enabling environment at EABL, we empower our people to shape their futures and careers.
- **People Managers Mentoring and Coaching Programme** – Mentoring and Coaching are fundamental drivers of employee engagement, performance, and growth. By prioritising coaching as a strategic initiative, EABL demonstrates its unwavering commitment to empowering its employees to reach their full potential and drive the company forward in pursuit of excellence.
- **BLOOM** is a unique Women in Leadership Development Programme that was designed and launched to prepare female talent for more senior and executive roles. Run in partnership with the Strathmore Business School, the programme spans over 18 months. It offers a unique blend of learning covering coaching and project-based interventions aimed at equipping female talent with the necessary skills to navigate the leadership

landscape. In F25, the first cohort of the program graduated, featuring over 10 women across EABL.



Continuous Learning:

Building critical skills for the future continuous and purposeful learning powers our performance and growth. We provide learning opportunities that drive learning in four key areas, that is; formal education, providing exposure through coaching and other interactions, providing the right tools to support learning and creating meaningful on the job learning experiences. Our learning strategy is designed to equip learners with the best capabilities and tools to seize growth opportunities and tackle new challenges.

My Learning Hub is our e-learning platform that provides access to hundreds of courses that employees would need for their own development, making it easy to find, use, share and comment on a wide range of learning options. This platform has seen the completion of over 100,000 courses.

How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

LABOUR/MANAGEMENT RELATIONS

Our Approach:

Our employees' well-being remains our top priority. We believe the ideal state of well-being is achieved when everyone is physically and mentally thriving, emotionally balanced, financially secure, and socially connected. With our purpose front of mind, we have embraced flexible working, learnt the importance of sleep, exercise, nutrition and moderate alcohol consumption, discovered practices that support mental health, and explored the role the environment and technology play in our working lives. Our well-being philosophy integrates well-being into our everyday culture.

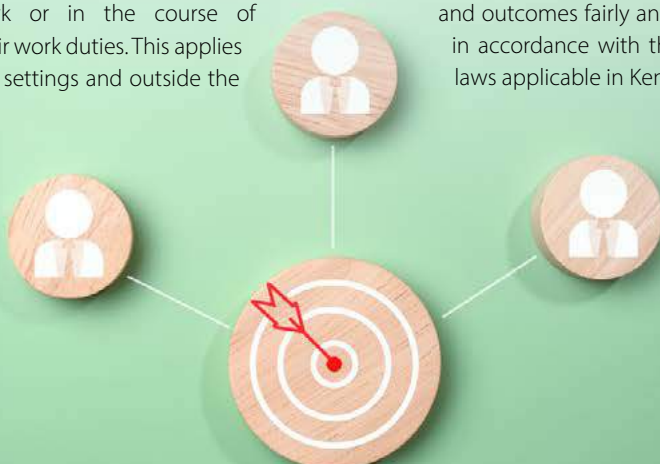
- We measure **employee engagement** as one of our overarching KPIs. Based on the outcomes of this survey and our ongoing engagement programmes, each team develops its own action plan to improve employee engagement and satisfaction. Our Human Resources team routinely reviews our policies and standards to ensure they are sufficiently rigorous and will continue to strengthen our reputation as an employer. This helps us retain our employees while also attracting new people to the business.
- **Dignity at Work Policy:** At EABL, we endeavour to provide a safe and supportive work environment, guided by our Dignity at Work Policy. Harassment of any kind is not tolerated. All employees are expected not to engage in discriminatory, bullyish or retaliatory behaviour towards any colleagues or other individuals whilst at work or in the course of performing their work duties. This applies in work-related settings and outside the

workplace, including business trips and work-related events.

- **Domestic and Family Abuse Policy:** On 22nd March 2022, we launched our Domestic and Family Abuse Guidelines as a step towards fulfilling our Inclusion and Diversity commitments and protecting Human Rights for our employees across the business. The business is committed to creating an inclusive culture, where our people feel valued, can thrive, allowing them to be their best – both at home and at work.
- **Menopause Guidelines:** In line with our commitment to creating a supportive workplace where everyone experiences dignity and feels valued, respected, and free to succeed, we have recently enacted Menopause Guidelines to raise awareness about menopause, including resources that may be of benefit to employees who may be experiencing its impact. EABL launched its localised guidelines on 15 March 2022 during the International Women's Day staff engagement. The guidelines complement our ongoing commitment to create a most progressive and inclusive culture.
- **EABL Kenya Disciplinary Policy:** EABL has refreshed its Kenya Disciplinary Policy in line with our commitment to maintaining a progressive, people-first culture that carefully balances delivering fulfilling employee experiences and enhancing business performance. The aim of this Disciplinary Policy is to establish a formal channel for managing disciplinary cases and outcomes fairly and professionally, in accordance with the Employment laws applicable in Kenya.



At EABL, we endeavour to provide a safe and supportive work environment and are guided by our Dignity at Work Policy.



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



EABL has in place stringent product liability and assurance procedures to deliver high quality alcoholic beverages to our valued consumers.

CUSTOMER PRIVACY

Our Approach:

EABL has in place stringent product liability and assurance procedures to deliver high-quality alcoholic beverages to our valued consumers. Our breweries are certified to international standards for quality and food safety. These standards, and the business procedures, are carefully designed to attain the highest standards of product quality, food safety and packaging quality assurance. We have cascaded consumer protection practices to our business partners through contracts that clearly outline the handling procedures to ensure all products entering the market meet the highest quality standards.

Personal Data Protection and Cybersecurity

EABL has robust policies on Information Management and Security as well as Data Privacy and Protection, which are revised annually and as deemed necessary. There is clear guidance on the following:

- (i) Proper classification of critical and confidential business information.
- (ii) Proper handling of personal information entrusted to EABL during business partnering and relationships in accordance with applicable local data protection laws.

(iii) Secure retention, use and access, and eventual disposal of both business and personal information.

(iv) Acceptable use policy on devices, technology applications and cloud platforms to prevent business information from loss, theft, damage or inappropriate disclosure.

(v) Multi-factor authentication, passwords.

EABL has also had to change a few data processing activities to ensure compliance with the Kenya Data Protection Act, 2019 and Data Protection Regulations, 2021.

We have an Information and Records Management Committee, chaired by the Legal Director, which exists to monitor compliance with the policies, procedures and controls regarding Information Management, Data Privacy and Protection and Cyber Risks.

- We follow our internal procedures when we receive any requests by individuals to exercise their rights – for example, the right to access personal information or to unsubscribe – or receive reports of any personal data incidents. This year, there have been no known instances of regulatory action against, or investigation into, us concerning consumer privacy.



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

In recent years, governance requirements have evolved at an unprecedented pace, particularly in the area of sustainability. What was once considered voluntary good practice is now becoming a matter of regulatory compliance and fiduciary responsibility. Frameworks like the International Financial Reporting Standards, IFRS S1 and S2, are raising the bar by embedding sustainability and climate-related disclosures into financial reporting, and this is reshaping how businesses operate. For us in the Legal Function, it means ensuring that our governance structures, risk management processes, and disclosures are not only compliant but also transparent and credible. Strong governance is the foundation that allows sustainability commitments to translate into long-term value creation for all stakeholders.

Nadida Rowlands,

**Group Legal Director,
EABL**



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Embedding Sustainability Across the Organisation

[How We Engage Our Stakeholders](#)[Our 2024 Performance On 'Spirit of Progress'](#)[Summary of Our Progress](#)[Managing Climate Related Risks and Opportunities](#)[Doing Business the Right Way](#)[Embedding Sustainability Across the Organisation](#)[Awards and Recognition](#)[GRI Content Index](#)

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Over the past year, we have made significant strides in embedding sustainability across every level of our organisation, from operational practices and procurement decisions to employee engagement and community partnerships. This cultural shift was reinforced through a series of strategic events and learning platforms designed to engage our teams, stakeholders, and partners. Highlights across our markets include:

Sustainability Week

This year, as part of our annual Sustainability Week, we brought to life our commitment to building a better, more sustainable future through our internal engagement platform, aligning with our Spirit of Progress strategy. This year's edition focused on actionable impact, under the theme "Hakuna Otherwise, Be Earthwise". The theme emphasised the urgency to adopt environmentally responsible habits and challenged staff to be "earthwise". "Hakuna otherwise" calls back to common Kenyan phrasing that there is no other choice. The initiative aimed to empower employees and stakeholders to play an active role in shaping a more sustainable business and planet.

Organised by the Corporate Relations Team, this year's Sustainability Week built on the momentum of previous editions, amplifying awareness, fostering education, and driving meaningful engagement around EABL's sustainability pillars. This year's Sustainability Week saw strong participation across EABL, with over 600 employees trained on both sustainability practices and health and safety protocols, reinforcing our shared commitment to responsible business. Our Spirit of Progress (SoP) champions led informative sessions that deepened employee understanding of key sustainability themes.

Another key feature of the Week was a Sustainability and Health & Safety showcase, which included some of our key implementation partners. Throughout the week, more than 400 employees visited the showcase, engaging with practical demonstrations and initiatives that brought our sustainability strategy to life. The week culminated in a high-energy Showcase Bash, attracting over 500 staff members.



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How We Engage Our Stakeholders

Our 2024 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

Sustainability Week at EABL



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Sustainability Week at EABL



EABL 2025 SUSTAINABILITY REPORT

How We Engage Our Stakeholders

Our 2024 Performance On 'Spirit of Progress'

Summary of Our Progress

Managing Climate Related Risks and Opportunities

Doing Business the Right Way

Embedding Sustainability Across the Organisation

Awards and Recognition

GRI Content Index

Sustainability Week at EABL



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

Awards & Accolades



How We Engage Our Stakeholders	Our 2024 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



Gender Mainstreaming Awards

EABL submitted two organisational entries for the Gender Mainstreaming awards, i.e. Equal Representation and Participation Award, East Africa category, where we emerged as the overall winner and Empowerment of Women in the Community, East Africa category, where we were also winners for the Listed Companies Category.



The gender mainstreaming awards recognise and celebrate gender diversity in business, and winning these awards goes a long way to confirm that our programs are not only unique but also impactful.

We also submitted an entry for the 'Inclusive Leader' Award, which featured our Group CFO, Risper Ohaga. The finalists comprised a list of renowned and seasoned leaders across the continent, and Risper emerged as the overall winner. To crown the list of Awards, she was also named the 'CFO of the Year' under the 2024 Economic Empowerment Awards.

Women on Boards Network Awards

The Women on Boards Network (WOBN) Awards celebrate gender diversity, recognising excellence in boards' service and the contribution to developing women's potential at all levels. In 2024, we had one of our own, Risper Ohaga, CFO, EABL, scooped the Woman on Board award, cementing our commitment as an organisation to rally behind women in leadership.



MSK Awards - The award honours campaigns that not only address pressing social issues but also mobilise action and create meaningful conversations. The USICHOME - Promote Positive Drinking Campaign was recognised as the 1st runner-up for the Best Purpose-Driven Marketing Campaign of the year.

Solenis Award

- The Award recognises specific and verifiable customer projects that have delivered meaningful, measurable results against one of five sustainability indicators: reduced water use, reduced energy use, improved carbon footprint, reduced waste, and optimised raw material utilisation. Kenya Breweries Limited - Kisumu was selected to receive a 2024 Solenis Sustainability Award. This award is based on the Water Recovery Project by using OSA N for single stage CIP that Kenya Breweries-Kisumu and Diversey, A Solenis Company implemented in F24.



Energy Compliance Certificate Inspection - KBL Kisumu Site

Kenya Breweries Limited (KBL) applied to EPRA for issuance Energy Management Compliance Certificate (for KBL Kisumu) and after submission of Measurement & Verification report and technical visit by EPRA team, they were awarded the compliance certificate.

Energy Management Award

On May 30th, we proudly participated in the 21st Energy Management Awards (EMA), where our commitment to innovation and efficiency in energy use was recognised. Our continued efforts to implement forward-thinking solutions in energy management earned us the position of 1st runners-up in the Best Energy Management Team Award category.

This recognition reinforces our dedication to sustainable production and continuous improvement in our environmental performance.



Positive Contributions within the Women's Rights Space

During the year, KBL was recognized by the Executive Office of the President – Office of the Women's Rights Advisor, for its positive contribution within the women's rights space. The award recognizes the unique work done through the organisation's 'Champion Inclusion and Diversity', pillar which has seen more women join KBL and ascend to leadership positions, as well as empowering women across the value chain, which includes women farmers and suppliers.

How We Engage Our Stakeholders	Our 2024 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

Overall Winner of the AA Road Safety Champion of the Year

Award 2025: An inaugural AA Kenya Road Safety Excellence Awards held in July 2025 that aims to recognise and honor individuals and organisations that have made outstanding contributions to road safety in Kenya.



Top Alcohol Manufacturer Award, 2024 - President's Manufacturer of the Year Awards (PMAYA)

SBL emerged as the leading alcoholic drinks manufacturer at the prestigious President's

Manufacturer of the Year Awards (PMAYA), held in Dar es Salaam. PMAYA, one of the highest honours for manufacturers in Tanzania, are designed to recognise and encourage excellence among producers across various sectors.



Leading Organisation in Driving Inclusion & Diversity Award by the Citizen Publication

SBL was recognised at the prestigious Rising Woman Awards for its outstanding contributions to gender diversity and inclusion hosted by Mwananchi Communications Limited. This recognition underscores SBL's commitment to fostering a workplace that empowers women at various levels, within the organisation and beyond.



Overall Winner in the Corporate Category, 2024 - SDG Business Awards

Serengeti Breweries Limited was awarded as the Overall Winner of the Top UN Global Compact Business SDG Awards in the Corporate Category, the Business SDG Award in the People Category, and First Runner-Up in the Prosperity Category. The Business SDG Awards recognise corporate visionary leaders and changemakers committed to advancing the Sustainable Development Goals (SDGs). Being recognised alongside such strong competitors further highlights our commitment to sustainable excellence.

Winning these awards is a testament to the passion, innovation, and integrity that drive everything we do at SBL. They reflect not just our business success, but our commitment to creating a positive impact for our people, our partners, and the communities we serve. We remain committed to doing even better in F26.

John Wanyancha

Corporate Relations Director, SBL



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'



UBL

Resilience and Sustainable Impact Award – Institute of Corporate Governance of Uganda

Uganda Breweries was crowned the Overall Winner of the 2024 Corporate Governance Awards and the winner in the Large Private Sector Entity category during an event that was held at Sheraton Kampala Hotel.



Platinum Award for adherence to Tax Payment (Good Governance) - Uganda Revenue Authority

Uganda Breweries Limited won the Platinum Award 2024 during the Uganda Revenue Authority (URA) Tax Payers Appreciation Awards.



National Environmental Sustainability Award – National Environment Management Authority (NEMA)

For the second year in a row, UBL was recognised

for outstanding efforts in circular waste management at the 2nd Annual National Environment Sustainability Awards hosted by the National Environment Management Authority (NEMA) at the Sheraton Kampala Hotel.

These recognitions affirm the value of staying true to our purpose, delivering excellence while making a meaningful difference. For UBL, each award is more than a milestone; it is a reminder that when we work together with our stakeholders, we can achieve results that resonate far beyond the business.

Sheila Sabune

Corporate Relations Director, UBL



Best CSR & ESG Award – Public Relations Association of Uganda (PRAU) Excellence Award

At the 2024 PRAU Awards, UBL won an award for the CSR & ESG Campaign of the Year by PRAU UGANDA. The award was in recognition of our Water, Sanitation and Hygiene (WASH) projects as part of our Water for Life programme.





When we plant trees, we plant
the seeds of peace and seeds of
hope.

Wangari Maathai



Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

GRI Content Index

How We Engage Our Stakeholders	Our 2024 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

General Standard Disclosures		Page Number
Organisational Profile		
2-1	Organisational details	See page 3-7 of Annual Integrated Report
2-2	Entities included in the consolidated financial statements	See page 3-7 of Annual Integrated Report
2-3	Reporting period, frequency and contact point	Reporting period: Year ended Frequency of reporting: We report every year in line with our financial reporting. Publication date: Our Annual Report published in September, 2025 and our Sustainability Report published in October, 2025. Contact information: growing.value.together@eabl.com
2-4	Restatements of information	Our approach to restating information from previous reporting periods is included within the reporting approach. This includes restatements of baseline environmental data and restatement of code breach data.
2-5	External assurance	Assurance policy and practice Our policy is to align our sustainability reporting with the best and most up-to-date standards and protocols available at the beginning of our fiscal year. We believe in reporting against reliable data, and strive to improve the quality of our non-financial disclosures. PwC PwC, an independent auditor, provided independent limited assurance of the EABL Annual Integrated Report for the year ended 2025.
2-6	Activities, brands, products and services	See page 41-47 of Annual Integrated Report
2-7	Employees	We employ 1,674 people around East Africa (Kenya, Tanzania and Uganda). The production side of the business includes sites across 3 countries.
2-8	Workers who are not employees	Most people who work on our behalf are employed by Diageo – although, like most manufacturing companies, we also employ contractors, the numbers of whom vary significantly by region. For the most part, when we use contractors, it's for: • Construction projects, resulting from investments we're making in the business • Logistics (from the end of the packaging line), such as warehouse operators, forklift truck drivers and loaders • Selected sales and merchandising activity • Cleaning, catering and site security.
2-9	Governance structure and composition	Our governance structure is included in the Governance section of the Annual Report on page 88-96 See page 84-91 of this report for details on how we govern sustainability within our organization.
2-10	Nomination and selection of the highest governance body	See Annual Integrated Report page 88-96
2-11	Chair of highest governance body	See Annual Integrated Report page 88-96
2-12	Role of the highest governance body in overseeing the management of impacts	See Annual Integrated Report page 88-96

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

General Standard Disclosures		Page Number
Organisational Profile		
2-13	Delegation of responsibility for managing impacts	See Annual Integrated Report page 88-96
2-14	Role of the highest governance body in sustainability reporting	See page 84-91 of this Report
2-15	Conflicts of interest	See Annual Integrated Report page 88-96
2-16	Communication of critical impacts	See Annual Integrated Report page 88-96
2-17	Collective knowledge of the highest governance body	See Annual Integrated Report page 88-96
2-18	Evaluation of the performance of the highest governance body	See Annual Integrated Report page 88-96
2-19	Remuneration policies	See Annual Integrated Report page 88-96
2-20	Process to determine remuneration	See Annual Integrated Report page 88-96
2-21	Annual total compensation ratio	See Annual Integrated Report page 88-96
2-22	Statement on sustainable development strategy	See page 66-71 of this report for our Strategy In our Annual Integrated Report on page 20-25, our Chairman and Chief Executive comment on how our role in society and our ESG strategy and targets support our Performance Ambition to create one of the best performing, most trusted and respected consumer products companies in the world.
2-23	Policy commitments	Our Code of Conduct sets out what we stand for as a business and how we demonstrate the highest standards of integrity and ethical behaviour. It is guided by our strong purpose and values. It provides clarity on how we are expected to behave to build the trust and respect of everyone who interacts with us. Our Code is underpinned by a number of global policies, standards and guidelines covering specific areas of our work. We review each of these every year to make sure we take account of any changes in our external environment and update them accordingly through Executive Committee approval. We take a precautionary approach to our Environment Policy. We describe this in how we are working to reduce emissions in the Pioneer Grain-to-Glass sustainability. Policy commitment to respect Human Rights Diageo's Global Human Rights Policy covers a list of internationally recognised human rights and a list of specific at-risk groups that we give particular attention to. The authoritative intergovernmental instruments that we are committed to are referenced within our policies and standards. These include the United Nations Guiding Principles on Business and Human Rights, the International Labour Organization's Declaration on Fundamental Principles and Rights to Work, the Children's Rights and Business Principles, the UN Women's Empowerment Principles and the UN Global Compact. Due diligence Our approach is set out in our policies and guidelines and is reviewed through Diageo's Global Audit and Risk function and through analysing our breach reporting mechanism, which is available to both our employees and business partners. We are also enhancing our internal assurance framework to identify opportunities to further strengthen our approach.

How We Engage Our Stakeholders	Our 2024 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
Doing Business the Right Way	Embedding Sustainability Across the Organisation	Awards and Recognition	GRI Content Index

General Standard Disclosures		Page Number
Organisational Profile		
2-24	Embedding policy commitments	Neither compliance nor conducting our business with integrity are negotiable – and our approach to risk and compliance helps us to encourage the right behaviours and attitudes in our people and to ensure responsible business conduct in everything we do. In our Code, we set out which policies and standards are relevant for all our employees and allocate responsibility to specific groups for others: for example, all employees who work with suppliers are responsible for implementing the commitments of our Partnering with Suppliers Standard. We support our employees to embed Diageo global policies in their work through an annual, risk-based training plan. This includes general awareness for all employees, as well as detailed training for functions directly related to managing specific business risks. Diageo Global Business Integrity team manages the integration of our commitments into organisational strategies, operational policies and procedures through the Global Policy Framework. This framework also sets out how we implement our commitments with and through our business relationships: for example, all suppliers will adhere and commit to our Partnering with Suppliers Standard, which sets out the minimum expectations on environmental, social and governance criteria of working and partnering with Diageo. Diageo undertakes annual mandatory global training on our Code and key global policies. This includes an integrated Annual Certification of Compliance for all managers and their direct reports, which takes in a total of 15,522 eligible employees. The Code is available to all our employees.
2-25	Processes to remediate negative impacts	We believe that great risk management starts with the right conversations to drive better business decisions. Our focus is to identify and embed mitigation actions for material risks that could impact our current or future performance, and/or our reputation. Our approach is holistic and integrated, bringing together risk management, internal controls and business integrity, and ensuring that our activities across this agenda focus on the risks that could have the greatest impact. Accountability for managing risk is embedded in our management structures. Each market and function undertakes an annual risk assessment, establishes mitigation plans and monitors risk on a continual basis. Similarly, our Audit & Risk Committee regularly assesses risk and the Board independently reviews the assessment. This Committee met quarterly and received regular reports on the risks faced across the business and the effectiveness of the actions taken to mitigate these risks. We use internal and external data to monitor our risks and make proactive interventions. We also establish cross-functional working groups and draw on the advice of experts where necessary to ensure significant risks are effectively managed, and where appropriate, escalated to the Executive and Board for consideration.
2-26	Mechanisms for seeking advice and raising concerns	We have a confidential service (SpeakUp) available for people to raise concerns about compliance with the law, our Code, any of our global policies or standards, or any other compliance and ethics matters. Our SpeakUp whistleblowing phone line and web reporting tool can be accessed by all our employees and by those in our value chain. Overall statistics and significant matters are reported quarterly to our Executive Committee and our Audit Committee. We do not tolerate reprisals against anyone who reports a concern or helps with an investigation in good faith. Anyone found to be involved in retaliation against an individual who has raised a concern will be subject to disciplinary action. More information is included in the Our Principal Risks and Risk Management section of the Annual Report on pages .

Forewords from our Key Stakeholders across EABL	Messages from our Leadership	Our Sustainability Strategy at a Glance	Our Report Theme
Our Material Themes	Our Response To Our Material Themes	Our Approach to Reporting	Governance of 'Spirit of Progress'

General Standard Disclosures		Page Number
Organisational Profile		
2-27	Compliance with laws and regulations	Environmental compliance Our approach to water, energy, biodiversity, emissions, and effluents and waste is described on page These form part of our overall approach to managing our environmental impact and complying with all local laws and regulations, or with our own standards – whichever are higher – at each site. These are set out in our Environment Policy and our supporting framework of policies. There are also routine reports to the Executive Committee and an annual review of performance against yearly and longer-term targets. There were 0 incidents of non-compliance with environmental consents this reporting year. Socioeconomic compliance This year there were no charges to exceptional items in respect of non-compliance with social and economic laws and regulations. For more information on how we manage socioeconomic compliance, please see GRI 2-23 and 2-24. For information on our tax compliance see our Annual Integrated Report page 164-165.
2-28	Membership of Associations	Through Diageo, we are proud signatories of a number of environmental initiatives including Business Ambition for 1.5°C, UNGC/SBTi Uniting Business to Recover Better, the Race to Zero, Race to Resilience and the UNGC Government Letter on SDGs in Recovery and RE100. EABL is a proud member of the UN Global Compact, Africa Business Leaders Coalition, Kenya Association of Manufacturers (KAM), Kenya Private Sector Alliance (KEPSA)
2-29	Approach to Stakeholder Engagement	See page 92-105
2-30	Collective Bargaining Agreements	See page 88-96
Material Topics		
3-1	Process to Determine Material Topics	See page 42-65
3-2	List of Material Topics	See page 42-65

ACKNOWLEDGMENTS

- Dr. Yvonne Maingey-Muriuki (LLB, MA, PhD Climate Change and Adaptation) – Panim Holdings / EABL Consultant.
- EABL Board of Directors and Leadership.
- EABL Corporate Relations Department.
- EABL Finance, Marketing, Supply, Commercial, Human Resources, Internal Audit, Business Integrity and Legal Departments.
- Oxygène Marketing Communications.



