SINCE 1922

eabl

2026

INTEGRATED REPORT AND FINANCIAL STATEMENTS

TUSKER

BELL

SERENGETI PREMIUM LAGER

MANYATTA

GUINNESS

SENATOR

JOHNNIE WALKER
Keep Walking

BUILDING FOR TODAY
AND FOR THE FUTURE

INTRODUCING EABL AND OUR 2026 REPORT

East African Breweries PLC (EABL or the Group) is the leading branded alcohol beverage business in East Africa.

OUR PURPOSE: *CELEBRATING LIFE, EVERY DAY, EVERYWHERE*

We are committed to serving the communities in which we operate by ensuring alcohol continues to play a positive role in society as part of a balanced lifestyle. This commitment is born from our belief that responsible consumption is good for both consumers and our business.

Our 'Society 2030: Spirit of Progress' environmental, social and governance (ESG) action plan sets ambitious goals that support our commitment to shaping a more sustainable and inclusive business and society, acknowledging that our responsibility and influence extend beyond our direct operations. We take great care in building sustainable supply chains, protecting the environment and the natural resources we all rely on, and committing to skills development, empowerment, inclusion and diversity.

We strive to be the best we can at work, at home and within our society. We are passionate about our high-quality brands, matched to suit every consumer occasion and economic level, and the role they play in our purpose of celebrating life, every day, everywhere.

OUR AMBITION: *TO BE THE BEST-PERFORMING, MOST TRUSTED AND RESPECTED CONSUMER PRODUCTS COMPANY IN AFRICA*

We pursue this through efficient, sustainable growth in net sales, margin expansion, disciplined investment and quality cash flows year after year, while doing business the right way from grain-to-glass, and keeping our people safe and healthy, highly engaged and continuously learning.

OUR VALUES: *OUR VALUES ARE THE FOUNDATION OF OUR BUSINESS, SHAPING OUR CORPORATE STRATEGY AND THE WAY WE WORK EVERY DAY AND EVERYWHERE*

VALUE EACH OTHER	PROUD OF WHAT WE DO	BE BETTER
We value each other and build real relationships. We seek to leverage diverse people and perspectives. We trust and empower each other to win. We speak and challenge openly to grow people and the business.	We are proud of what we do and how we do it. We take accountability and act sensitively with the highest standards of integrity and social responsibility. We celebrate inclusion and diversity.	We strive to be better. We are restless, always learning, always improving. We are innovative and courageous. We experiment and take risks, and we learn quickly from successes and failures.

OUR CULTURE

Our culture is rooted in our purpose and values. As custodians of some of the most iconic brands in the world, we acknowledge our responsibility to ensure they remain as relevant today as they have been in the past, and to pass them down to the next generation in even better shape. Our culture code articulates the behaviours we drive and model as we guide the Group towards achieving our strategic goals.

BOLD	PROGRESSIVE	CONNECTED
Daring, risk-taking, experimenting, empowered teams, radical liberation	Pioneering, innovating, shaping new frontiers, digital transformation, sustainability, social change	Oneness, shared goals, common purpose, pulling together, trust, creating a fun workplace that brings out our purpose

100+ years
Brewing since 1922

Kshs 146.0 billion
Group revenue (+13%)

60,000+
Smallholder farmers in our supply chain

Six markets
Across East Africa with products available in a further 10+ countries

Kshs 18.2 billion
Profit after tax (+49%)

Kshs 124 billion
Taxes, excise and VAT contributed

Three listing
Nairobi Securities Exchange
Uganda Securities Exchange
Dar es Salaam Stock Exchange

Kshs 12.70
Total dividend per share (+59%)

OUR BRANDS

Vibrant Beer

Premium

Mainstream spirits

New frontiers

Pre-mixed cocktails

Growing range of adult non-alcoholic drinks (ANADs) for low- and no-alcohol occasions

NAVIGATING THIS REPORT

EXPLAINING OUR REPORTING APPROACH

PROVIDING COMPREHENSIVE REPORTING

This Integrated Report covers the financial year from 1 July 2025 to 30 June 2026 (FY2026), and provides a concise and comprehensive overview of the business model of EABL.

It forms part of EABL's annual reporting suite, which aims to provide stakeholders with transparent information about the Group's financial and operational performance, value creation and progress on our Spirit of Progress sustainability framework.

Our full reporting suite is available on our website at www.eabl.com and includes:

This **Integrated Report**, our primary report to stakeholders, which includes information about our strategy, governance, material risks, approach to operating responsibly, and financial, operational and non-financial performance. It also includes our **Annual Financial Statements**, starting on page 107.

The **Notice of Annual General Meeting (AGM)** and proxy form, which provide information for shareholders wishing to participate in the AGM. This starts on page 118.

The **Sustainability Report**, which showcases our progress 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.

The Sustainability Report is expected to be released before the end of the 2026 calendar year.

Half-year and full-year financial results releases and presentations.

This Integrated Report follows the principles of the Integrated Reporting Framework. The Annual Financial Statements have been prepared in accordance with the IFRS® Accounting Standards and the requirements of the Companies Act, 2015.

APPLYING A CLEAR REPORTING BOUNDARY

EABL has operations in Kenya, Uganda, Tanzania and Rwanda.

- Our material matters (page 4)
- Our business model and value chain (page 12)
- Our market context (page 53)
- Our strategy (page 55)
- Our governance framework (page 95)

INTEGRATED REPORTING BOUNDARY

FINANCIAL REPORTING BOUNDARY

EABL

Subsidiaries

- Our people
- Consumers
- Customers
- Suppliers
- Communities
- Investors
- Government and regulators

OUR CORPORATE STRUCTURE

65% Diageo Kenya Limited[1]

35% Other public shareholders

SUBSIDIARIES

100% Kenya Breweries Limited (KBL)	**100%** International Distillers Uganda Limited
98.2% Uganda Breweries Limited	**100%** East African Maltings Limited
85% Serengeti Breweries Limited	
46.3% UDV (Kenya) Limited	**100%** East African Breweries (Rwanda) Limited

[1] Refer to page 29 for details on the transition from Diageo to Asahi Group Holdings Ltd (Asahi).

FOLLOWING A ROBUST COMPILATION PROCESS

1 APPLYING MATERIALITY

Our material matters (on the next page) guide the contents of this report so that it covers the topics most material to our stakeholders.

Throughout the report, we have cross-referenced to the Sustainability Report, which provides more information on our ESG impacts and sustainability performance.

2 GATHERING INFORMATION

Information was collected through interviews with the executives, with further input provided by key content owners and management. It also considered Board deliberations during the year.

3 ASSURANCE AND CONTROLS

The report was reviewed by the executive directors and the Board Audit and Risk Management Committee (BARC). BARC is responsible for monitoring and reviewing the integrity of the Group's financial statements, the effectiveness of its accounting, internal control and business risk management systems, in addition to reviewing compliance with legal and regulatory requirements and business operations policies.

The committee also oversees the Group's internal control and risk management systems in relation to its financial reporting process and its process for preparing the Consolidated Financial Statements.

The Group's Annual Financial Statements were audited by our external auditors, PricewaterhouseCoopers LLP.

CONSIDERING MATERIALITY IN OUR REPORTING

EABL conducts a formal materiality determination process every three years, with the next cycle starting in FY2027. However, to enhance the insights our reports provide, we reviewed the FY2025 material matters for the Integrated Report and grouped them into distinct themes. We demonstrate the connectivity to the more granular sustainability-related material matters and disclosures available in the separate Sustainability Report.

Material matters for Integrated Report are consistent with FY2025, with the only change being the exclusion of Covid-19 management recovery. EABL concluded that this matter is resolved and no longer relevant, as reflected in its financial performance on page 35. The matters are in no particular order.

Ensure the quality and availability of raw materials

Our ability to manufacture and supply high-quality brands depends on a consistent supply of quality, affordable inputs. These include energy, water, packaging and agricultural inputs such as barley, sorghum and cassava, sourced largely from smallholder farmers across East Africa.

Exposure to climate variability, yield shortfalls or price volatility can directly affect our cost of goods, margins and ability to meet demand.

Related strategic pillars and enablers:

Spirit of progress: Pioneer grain-to-glass sustainability

Related material matters in the Sustainability Report:

Water
Raw materials and regenerative agriculture
Energy use
Climate change
Climate risk management
Supply chain management

Promote positive drinking

EABL is committed to promoting moderation, tackling the harmful use of alcohol, expanding low- and no-alcohol options, and upholding responsible marketing. As consumer demand for moderation grows, positive drinking protects consumers and communities while safeguarding our licence to operate, brand equity and growth prospects.

Failure to act would expose the Group to regulatory and reputational risk, and lost revenue.

Related strategic pillars and enablers:

Spirit of progress: Promote positive drinking

Related material matters in the Sustainability Report:

Positive drinking

Facilitate compliance across the value chain

When EABL and its suppliers, distributors and retail partners comply with regulatory requirements, the Group is protected from fines, investigations and suspension of operating licences. Compliance preserves our reputation and stakeholder trust, and keeps market access open.

Together, these underpin revenue continuity and future growth.

Related strategic pillars and enablers:

Spirit of progress: Pioneer grain-to-glass sustainability

Doing business the right way[1]

Related material matters in the Sustainability Report:

Compliance and ethics
Environmental compliance
Product quality and safety
Training and education
Cyber security

[1] Not a strategic pillar or enabler, rather a core element of how EABL conducts its business. Refer to page 79 for more information.

Support employee development, safety and wellness

A safe, healthy, skilled and engaged workforce promotes strategic execution, productivity and retention.

Where safety or labour standards are not met, the Group could be exposed to legal liability, operational disruption and reputational harm, in addition to causing potential harm to our people.

Related strategic pillars and enablers:

Spirit of progress: Champion inclusion and diversity

Unlock growth | **Supply footprint**

Doing business the right way[1]

Related material matters in the Sustainability Report:

Training and education
Occupational health and safety
Labour practices

Safeguard ethical behaviour

A strong ethical culture protects the Group's reputation and reduces the risk of legal and financial penalties.

It sustains the trust of employees, customers, consumers, investors, regulators and partners on which the Group's long-term value depends.

Related strategic pillars and enablers:

Doing business the right way[1]

Related material matters in the Sustainability Report:

Compliance and ethics
Human rights

Enhance diversity and inclusion

A diverse and inclusive workforce strengthens innovation, helps EABL attract and retain talent, and deepens our understanding of the varied markets we serve. Applying these principles to our supply chain widens our pool of suppliers, supports local and under-represented businesses, and strengthens the resilience of our sourcing.

Falling short, in contrast, exposes the Group to discrimination claims, reputational damage and a more vulnerable supply chain.

Related strategic pillars and enablers:

Spirit of progress: Champion inclusion and diversity

Unlock growth

Related material matters in the Sustainability Report:

Diversity and inclusion
Supply chain management

Develop and support communities

EABL invests in local communities through local sourcing and outgrower schemes, job creation, skills development and infrastructure provision, such as water access. These initiatives strengthen community relations, which help secure our social licence to operate, stabilise raw-material supply, and protect our brand.

Where communities feel neglected, operations could be delayed or disrupted.

Related strategic pillars and enablers:

Spirit of progress: Champion inclusion and diversity

Pioneer grain-to-glass sustainability

Related material matters in the Sustainability Report:

Communities

Build a circular economy

We aim to reduce waste across the value chain through recycling, reusing materials such as returnable glass bottles, promoting water circularity, and resource efficiency initiatives. Circular practices lower input and disposal costs, and strengthen resilience to resource scarcity and tightening regulation.

They also deliver efficiency and reputational gains that help sustain our margins.

Related strategic pillars and enablers:

Spirit of progress: Pioneer grain-to-glass sustainability

Related material matters in the Sustainability Report:

Circular economy

REPORT ASSURANCE

The BARC is responsible for monitoring and reviewing the integrity of the Company's financial statements, the effectiveness of its accounting, internal control and business risk management systems, in addition to reviewing compliance with legal and regulatory requirements and business operations policies.

BARC also oversees the Company's internal control and risk management systems in relation to its financial reporting process and its process for preparing the Consolidated Financial Statements.

To enhance the integrity of our report, the financial statements were audited by PricewaterhouseCoopers LLP.

CONSIDERING FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements with regard to our strategy, performance and operations. It also refers to certain global and regional social and/or macro-economic conditions. By definition, these forward-looking statements involve risk and uncertainty as they relate to future events and circumstances which are in essence not entirely predictable, and as such, remain beyond our control. The conditions described could thus cause our actual future results, performance or achievements to be materially different from any expressed or implied by such forward-looking statements.

DEMONSTRATING CONNECTIVITY VISUALLY

We use icons as a visual element to contextualise connectivity at a glance. This summary also provides an overview of our strategy, capitals, material themes and stakeholders.

STRATEGY IMPERATIVES

(page 32)

- Vibrant Beer
- Explode premium
- Win in mainstream spirits
- Shape new frontiers

OUR CAPITALS

(page 12)

- Financial Capital
- Human Capital
- Intellectual Capital
- Social and Relationship Capital
- Manufactured Capital
- Natural Capital

MATERIAL THEMES

(page 4)

- Ensure the quality and availability of raw materials
- Promote positive drinking
- Facilitate compliance across the value chain
- Support employee development, safety and wellness
- Enhance diversity and inclusion
- Build a circular economy
- Develop and support communities

STRATEGIC INITIATIVES AND ENABLERS

(page 32)

- Unlock growth
- Efficient growth/ productivity
- Supply footprint
- Route to consumer
- Innovation
- Digital transformation

OUR STAKEHOLDERS

(page 18)

- Our people
- Consumers
- Customers
- Suppliers
- Communities
- Investors
- Government and regulators

1

DISCOVERING MORE ABOUT EABL

Over more than a century, since Tusker was first brewed in 1922, EABL has grown from a single brand to East Africa's leading beverage company, with an iconic portfolio of brands, a footprint spanning multiple markets, and a legacy of enriching celebrations and communities across the region.

We are proud of EABL's positive impact on the people we reach in our workforce and our local communities, the consumers that enjoy our products and the farmers, transporters, distributors and retailers in our value chain.

DELIVERING TO EAST AFRICAN CONSUMERS

Our geographic diversity is central to delivering high-quality brands to East African consumers and generating long-term value for investors.

We serve consumers across six East African markets, anchored by our three core markets of Kenya, Uganda and Tanzania, through an extensive network of breweries, distilleries and distribution facilities. Beyond the region, our products reach consumers in 10 countries across Africa and beyond.

Our diverse footprint also has material economic and social impacts. Throughout the year, we contributed an estimated Kshs 124 billion in taxes, excise and VAT to East African governments.

Our value chain reaches deep into local communities, sourcing from 45,000 smallholder farmers who grow sorghum, barley and other inputs at the start of our grain-to-glass model. Our value chain further supports the livelihoods of transporters, distributors, retailers and the many people employed directly and indirectly because of our products.

ORGANIC GROUP GROWTH +12%

EXPORTS
Rwanda
South Sudan
Burundi

KENYA
60% of total net sales
1,347 people
Kshs 88 billion paid in tax, excise, VAT and PAYE

UGANDA
22% of total net sales
596 people
Kshs 21 billion paid in tax, excise, VAT and PAYE

TANZANIA
18% of total net sales
787 people
Kshs 15 billion paid in tax, excise, VAT and PAYE

X 3 PRODUCTION SITES
Expands global reach to over 10 additional nations across Africa and international markets.

SHARING MOMENTS FOR OVER A CENTURY

1922
KBL incorporated as a private company and the first beer is brewed on 14 December.

1934
KBL becomes a public company.

1935
KBL acquired Tanganyika Breweries and changed its name to East African Breweries Limited.

1959
EABL acquires financial holding of Uganda Breweries Limited.

1972
EABL completes the largest public issue in Kenya's history, offering 3 million shares at a price of Kshs 18 each, raising the number of shareholders to more than 23,000.

2000
Diageo acquires majority control of EABL.

2001
EABL cross-lists on the Uganda Securities Exchange.

2002
EABL acquires 100% of shares in International Distillers Uganda Limited and 46.23[JW1.1]% of UDV (Kenya) Limited.

2004
Senator brand is launched.

2005
EABL cross-lists on the Dar es Salaam Stock Exchange and becomes the first company in East Africa to reach US$1 billion in market capitalisation.

EABL Foundation is launched.

2010
EABL acquires a controlling interest (51%) in Tanzania's Serengeti Breweries Limited.

2015
EABL issues Kshs 5 billion, five-year fixed rate notes in the debt capital markets as the first tranche of notes under a Kshs 11 billion medium-term notes programme.

2017
EABL issues Kshs 6 billion, five-year fixed rate notes in the debt capital markets as the second tranche of notes under the Kshs 11 billion medium-term notes programme.

2018
KBL brewery in Kisumu is commissioned, enabling the business to recruit 15,000 new sorghum farmers, bringing the total number of sorghum farmers in East Africa to 60,000.

2020
EABL acquires an additional 34% stake in Serengeti Breweries Limited.

2021
EABL issues a Kshs 11 billion medium-term note, the largest public issue in Kenya's history.

2022
EABL celebrates 100 years since its founding.

2023
Diageo increases its aggregate equity stake in EABL from 50.03% to a maximum of 65%.

2026
Asahi Group Holdings announces its intention to acquire Diageo majority shareholding in EABL and UDV (Kenya) Limited.

RECEIVING RECOGNITION IN FY2026

DIGITAL AND MARKETING AWARDS

FY2026 was a strong year for creative recognition, with around 50 awards across regional and global bodies. Recognitions included:

- Tusker's 'Stitched with Cheer' earned honours at the Loeries, Clio, Cresta and Digital Media Awards
- Kenya Breweries took 11 awards at the Marketing Society of Kenya Awards, including Marketer of the Year and Rising Young Star
- Serengeti's 'Lite Your Imagination' and Uganda Breweries' 'She Walks' and 'Arresting Attention' campaigns were recognised regionally
- UBL won the Ministry of Labour, Gender and Social Development's Occupational Health and Safety award for best performing workplace in the industrial and manufacturing sector.

These accolades signal a marketing capability that is creatively distinctive, culturally resonant and commercially impactful at scale.

E-COMMERCE

The Bar was recognised as the Best Beverage E-commerce Platform at the Kenya E-commerce Awards 2025. For the second consecutive year, our sales through Glovo Kenya ranked the highest among Diageo partners with Glovo globally.

OPERATIONAL EXCELLENCE

Our Kisumu and Port Bell Brewery production sites attained Manex Silver Accreditation, improving from Bronze the year before, demonstrating enhanced performance maturity.

QUALITY

EABL delivered strong results in the 2026 Monde Selection Quality Awards, with seven of eight brands winning Gold and one receiving a nomination.

ENERGY MANAGEMENT

EABL was recognised for its continued focus and commitment to sustainability through the work the supply team is doing to drive energy efficiency. KBL received five awards at the Energy Management Awards:

- The Electrical Energy Management Award for electricity savings and energy management
- The Innovation Award for its in-house built artificial intelligence (AI) biomass fuel optimisation system
- The Thermal Energy Management Award for thermal energy savings
- The Sustained High-Performance Award for consistent excellence in energy and environmental management
- The Practical Process Improvement Award for intelligent and practical engineering systems to drive operational efficiency

Kenya Breweries' Tusker Plant also won Best Energy Management Team at the Kenya Association of Manufacturers Awards.

OPERATING A GRAIN-TO-GLASS BUSINESS

Our grain-to-glass sustainability strategy is driven by a simple purpose of supporting our consumers in 'Celebrating life, every day, everywhere'. Our business model is built around our values, cultures and brands, with our consumers at its heart and our responsibilities to stakeholders front and centre.

DEFINING OUR CAPITALS

Financial Capital

Capital provided by our equity and debt holders, as well as cash flow earned from our operations, is used to execute our business activities and to enhance and deploy other forms of capital.

Human Capital

The commitment, passion and specialist skills of our people are at the heart of our success. We invest in training and career development, promote wellbeing policies to help our people be the best they can be, and champion inclusion and diversity to drive engagement and achieve the best possible outcomes for our business.

Intellectual Capital

Our intellectual property includes the equity of our brands that we have built over the years, consumer insights, commercial data, new product innovations and investments in manufacturing, logistics and sales execution.

Social and Relationship Capital

Our most valuable relationships are with our people and the communities in which we operate, as well as our customers, consumers, suppliers, governments and regulators. Maintaining the trust of these stakeholders is essential to our business.

Manufactured Capital

We have a regional network of sites for research and development, malting, blending, brewing, packaging and warehousing of beer, spirits and RTDs. Our investment in our manufacturing and logistics assets is a source of competitive differentiation.

Natural Capital

We recognise that the threats to our environment are urgent and growing, and we are committed to taking action to preserve all scarce resources, including those that provide the raw materials for our manufacturing activities.

OUR GRAIN-TO-GLASS VALUE CHAIN

Our value chain shows the context in which our business model creates, erodes and maintains value. As a grain-to-glass business, every input we draw on, and every output we create, is realised across the seven connected stages shown below.

Each stage is a point of both value creation and responsibility where we secure quality raw materials, safeguard the wellbeing of our people and partners, make exceptional products efficiently, manage our environmental footprint and build the relationships that sustain our business. Consequently, sustainability runs through every stage of how we make and move our products.

		FY2026 highlights
1 Farming – Upstream	Regenerative agriculture programmes with our farmers build soil health, yields and climate resilience across the sorghum and barley value chains.	**FY2026 highlights** • 10 regenerative demonstration farms set up in Kenya • 'Isidor'[1] sorghum piloted at 2 to 3 times traditional yield • >10% cut in post-harvest losses Refer to the Farming section in the Sustainability Report.
2 Sourcing – Upstream	The bridge between farming and production, which prioritises procuring raw materials responsibly, sustainably and with full traceability. Refer page 70.	**FY2026 highlights** • 60,000+ farmers engaged • 100% of grain locally sourced • Every sorghum farm mapped for traceability • Fair, predictable farmer contracts Refer to the Sourcing section in the Sustainability Report
3 Processing – Operations	Inspection, cleaning, storage and preparation of grain and malt, a resource-intensive stage where we drive water and energy efficiency.	**FY2026 highlights** • Water recovery plant has recovered 377,800m³ to date, representing 12% of our water footprint • 570,218m³ of water replenished • Zero liquid discharge pilot in Uganda is expected to recover up to 85% of process water Refer to the Processing section in the Sustainability Report.
4 Production and Brewing – Operations	The technical heart of production, which includes blending, brewing and bottling to the highest quality standards while decarbonising operations.	**FY2026 highlights** • 62% reduction in Scope 1 and 2 emissions since 2020 • Biomass boilers use certified, traceable fuel sourced within a 150km radius Refer to the Production/Brewing section in the Sustainability Report.
5 Packaging and circularity – Operations	Protecting product quality while designing out waste and keeping materials in use through reuse, recycling and recovery.	**FY2026 highlights** • Progressing towards our goal of at least 50% recycled content in clear glass • Project Rudisha shifting the spirits business to a 100% returnable glass model, a key Scope 3 enabler • Average recycled content in our plastic bottles increased to 40% from 25.8% Refer to the Packaging and Circularity section in the Sustainability Report.
6 Distribution – Operations/ Downstream	Moving products from our sites to customers and outlets using distribution partners, transitioning to cleaner logistics to cut Scope 3 emissions. Refer page 66.	**FY2026 highlights** • Transition to more fuel-efficient EURO 6 trucks underway • Improved efficiencies through right-sizing transport logistics • Electric bikes launched with Uber for bar deliveries in Nairobi, with plans to scale to Uganda and Tanzania Refer to the Distribution section in the Sustainability Report
7 Consumption – Downstream	Meeting evolving consumer preferences through brand campaigns, product innovations and relevant, high-quality and aspirational experiences. Refer page 19.	**FY2026 highlights** • Growing consumer demand for sustainability, traceability and low-impact production supports brand trust, loyalty and premiumisation Refer to the Consumption section in the Sustainability Report.

Stakeholders: Our people, Consumers, Customers, Suppliers, Communities, Investors, Government and regulators

[1] Isidor is an improved, high-yielding grain sorghum variety designed crop productivity.

VALUE-ADDING ACTIVITIES ACROSS THE VALUE CHAIN

We strive to enhance value creation across our value chain and capitals, and these activities are closely linked to our strategy (page 55).

CONSUMER INSIGHTS

We invest in consumer insights, market research and data analytics to understand consumers' attitudes and motivations. We convert this information into insights which enable us to respond with agility to their evolving interests and preferences.

INNOVATION

Using our deep understanding of evolving tastes, trends and consumer seasoning occasions, we drive sustainable innovation that creates new products and experiences for consumers.

RESEARCH

Ongoing research and development programmes include:

- New brewing materials and technologies
- Liquid product development for alcoholic and non-alcoholic beverages
- New packaging designs and dispensing solutions

RESPONSIBLE SOURCING

Our sorghum and barley value chain comprises farmers, research institutes, seed companies, financial institutions, fertiliser providers, mechanisation companies and other sector service providers.

We partner with a network of suppliers to procure high-quality materials and services.

MANUFACTURING

We blend, brew, bottle and distribute our spirits and beer brands through a globally coordinated supply operation.

Our operations work to the highest manufacturing standards to ensure exceptional quality.

MARKETING

World-class marketing helps us to responsibly build vibrant brands that resonate with our consumers.

Our rigorous Marketing Code sets mandatory minimum responsible marketing standards.

SELLING

Working closely with customers, our sales teams use data, digital tools and insights to:

- Extend sales reach
- Improve execution
- Help generate value for both our business and customers

Strategy imperatives: Vibrant Beer, Explode premium, Win in mainstream spirits, Shape new frontiers

Strategic initiatives and enablers: Unlock growth, Efficient growth/productivity, Supply footprint, Route to consumer, Innovation, Digital transformation

OUR CAPITAL SCORECARD

Our business model shows how we use the capital resources available to us to create value for our stakeholders. We also show where our top 10 risks may have an impact. These risks are unpacked on page 82.

FINANCIAL CAPITAL

Input	Outcome	Intended results
Kshs 50.6 billion shareholders' equity *(FY2025: Kshs 42.3 billion)* **Kshs 33.5 billion** total debt *(FY2025: Kshs 39.3 billion)* **Kshs 42.0 billion** cash generated from operations *(FY2025: Kshs 35.7 billion)*	**Kshs 146.0 billion** net sales (+13%) *(FY2025: 128.8 billion)* **Kshs 18.2 billion** profit after tax (+49%) *(FY2025: 12.2 billion)* **Kshs 12.70** dividend per share *(FY2025: Kshs 8.00)* **Kshs 124 billion** tax, excise, value-add tax (VAT) and pay-as-you-earn tax (PAYE) paid *(FY2025: Kshs 111 billion)*	Sustainable, resilient financial performance for investors. Significant contribution to the fiscus in our countries of operation.

Associated risks

- Diageo/Asahi transition
- Litigation
- Regulatory and tax environment
- Competition
- Business transformation
- Cybersecurity and information governance
- Product quality, illicit and counterfeit
- Political and macro-economic volatility
- Supply chain disruption

HUMAN CAPITAL

Input	Outcome	Intended results
2,734 employees and contractors *(FY2025: 2,563)* **Continued investing** in **building capability** through training and developing our people Our bold, innovative, **people centred** culture	**Fair pay** and **benefits** **39%** women in senior leadership *(FY2025: 31%)* **40%** women in the workforce *(FY2025: 39%)* **83%** inclusion and diversity index score *(FY2025: 80%)* **88%** employee engagement score *(FY2025: 84%)*	Meaningful work for our people and fostering an inclusive growth culture. Investing in their development, building effective teams and supporting employee safety and wellbeing through progressive policies.

Associated risks

- Diageo/Asahi transition
- Business transformation
- Competition
- Cybersecurity and information governance
- Political and macro-economic volatility

INTELLECTUAL CAPITAL

Input	Outcome	Intended results
Kshs 11.2 billion marketing, selling and distribution costs *(FY2025: Kshs 11.6 billion)* World-class **IT systems** and **digital platforms** **Digital transformation** initiatives (page 60)	**22** product innovations to meet evolving consumer needs *(FY2025: 24)* **Ongoing refinement** of route to consumer	Strategic investments to innovate in production, market our products and grow the business, protecting brand equity and relevance.

Associated risks

- Diageo/Asahi transition
- Cybersecurity and information governance
- Political and macro-economic volatility

SOCIAL AND RELATIONSHIP CAPITAL

Input	Outcome	Intended results
>250,000 retailers, distributors and agents **>60,000** farmers engaged, with 100% of grain locally sourced **>60,000** suppliers across our value chain Ongoing **product innovations** to meet evolving consumer needs	**Ongoing refinement** of route to consumer **>Kshs 110 billion** spent with local suppliers *(FY2025: >Kshs 90 billion)* **>500,000** jobs created across our value chain *(FY2025: >500,000)* **>10,000** people trained in business and hospitality skills *(FY2025: 10,044)*	Creating jobs, providing training, building infrastructure, procuring locally, transferring technology and paying taxes. Providing growth opportunities for customers, distributors, retailers and suppliers. Advocating for moderation and using our platforms to campaign against harmful drinking. Challenging stereotypes and promoting diverse voices through our progressive portrayal practices.

Associated risks

- Third-party management
- Product quality, illicit and counterfeit
- Political and macro-economic volatility
- Supply chain disruption

MANUFACTURED CAPITAL

Input	Outcome	Intended results
9 production, warehouse and distribution sites across Kenya, Uganda and Tanzania **Kshs 79.9 billion** property, plant and equipment *(FY2025: Kshs 82.4 billion)*	**Kshs 134.7 billion** product manufactured *(FY2025: Kshs 74.7 billion)*	Investing in our facilities to enhance efficiencies and build long-term manufacturing capacity to meet growing demand. Working with suppliers to support sustainable practices.

Associated risks

- Product quality, illicit and counterfeit
- Supply chain disruption

NATURAL CAPITAL

Input	Outcome	Intended results
87,000 tonnes of cereals (sorghum, barley, maize) *(FY2025: 179,000 tonnes)* **2.81 litres** of water per litre of product packaged *(FY2024: 2.84 litres)* **902 GW** of electricity *(FY2025: 889 GW)* **31,594 tonnes** of biomass fuel *(FY2025: 34,427 tonnes)*	**21.4 kt** greenhouse gas emissions *(FY2025: 19.6 kt)* **Zero** waste to landfill from direct operations *(FY2025: 0)* Water efficiency improved by **25%** against our FY2020 benchmark *(FY2025: 24%)* **570,218m³** water replenished in water-stressed areas *(FY2025: 747,956m³)* Increased investment in **renewable energy** and **biomass plants** to reduce fossil fuel use **Circularity projects** including a returnable glass bottle project to address post-consumer glass waste Increasing the average **recycled content** in our glass and plastic bottles Participation in **water collective** action projects	We strive to conserve the natural environment, promote sustainable crop production and reduce energy and resource consumption to advance our net-zero and water-stewardship ambitions.

Associated risks

- Supply chain disruption

COLLABORATING FOR IMPACT

Our ability to create and preserve value depends on the quality of our relationships with our stakeholders. Regular engagements provide space for ongoing dialogue that builds trust, fosters mutual respect and guides us to make responsible choices that define our role in society.

The feedback we receive from our engagements with our stakeholders is an important input into our decision-making process and strategy.

OUR PEOPLE

Our people are at the heart of our business. We are committed to fostering a culture of trust, respect and inclusion, where every individual is fully engaged and empowered to perform at their best.

What they expect from us

- Health, safety and wellbeing at work
- Fair pay, benefits and job security
- An inclusive, diverse and equitable workplace, free from discrimination and with respect for human rights and dignity
- Opportunities to learn, grow and advance

How we respond

- Anchored safety on our Zero Harm goal, backed by wellbeing policies and the Employee Assistance Programme
- Advanced gender representation, reaching 39% women in senior leadership roles (vs a 34% global average)
- Ran Group-wide engagement and culture surveys to understand and respond to employee needs
- Extended international assignment opportunities to develop talent

How we engage

Engagement is embedded in everyday operations through informal and structured channels: daily team interactions, one-on-one and team sessions, leadership updates, performance reviews and the Employee Assistance Programme.

We continued to cascade our refreshed, people-centred, bold and innovative culture across the Group.

Outcomes

Employee engagement increased to 88%. We recorded zero lost-time accidents, down from three in FY2025.

Our workforce of 1,608 people comprised 40% women, and women in senior leadership increased to 39%. The inclusion and diversity index score also improved to 83%. There are nine employees with disabilities (FY2025: 9).

Board oversight

Through the Remuneration, Nominations and other relevant Board committees, the Board oversees culture, safety and talent, monitoring engagement, human rights compliance and progress against our diversity and inclusion commitments.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Competition
- Business transformation
- Cybersecurity and information governance
- Political and macro-economic volatility

Link to strategy

Our people enable all aspects of our strategy, building the capability and culture behind bold innovation and operational excellence.

A refreshed, people-centred, bold and innovative culture.

OUR CONSUMERS

Understanding our consumers is critical to sustainable, long-term growth. Their motivations, preferences and behaviours directly inform our brand strategy and innovation. We take pride in our brands and are committed to their responsible enjoyment.

What they expect from us

- Quality products they can trust
- Responsible advertising and marketing
- A broad portfolio of choices across categories, occasions and price points
- Innovation that keeps pace with changing tastes and occasions
- Ready availability of products

How we responded

- Evolved our portfolio with innovations across categories and price points to meet changing needs
- Marketed responsibly, adhering to the strict Diageo Marketing Code
- Continued to invest in product quality and food-safety standards
- Scaled responsible-drinking programmes, including Smashed, DRINKiQ and Wrong Side of the Road
- Continued investment in digital and e-commerce channels

How we engage

We engage through consumer insight and research, extensive online and social listening, and active responsible-drinking education.

When consumers choose alcohol, we encourage moderation and want them to enjoy our brands responsibly.

Outcomes

We sustained market share while broadening the portfolio to address changing needs.

We reached 241,689 young people through our Smashed under-age drinking programme and 45,909 people through the Wrong Side of the Road anti-drink-driving campaign, extending the reach of our moderation messages.

Board oversight

The Board reviews consumer trends, brand health and responsible-marketing compliance, ensuring the business stays responsive to evolving consumer needs.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Litigation
- Competition
- Cybersecurity and information governance
- Product quality, illicit and counterfeit
- Supply chain disruption

Link to strategy

Consumers drive growth across our strategic imperatives and brand categories. Our innovation and premiumisation agenda is built directly on consumer insights.

When consumers choose alcohol, we want them to 'drink better, not more'.

DRINKiQ Wajibika

Proactively educating our consumers

Stakeholders: Our people | Consumers | Customers | Suppliers | Communities | Investors | Government and regulators

OUR CUSTOMERS

Our customers are experts in the products they sell and the experiences they create. We partner with a diverse range of customers, including on-trade and off-trade, large and small, e-commerce and digital.

What they expect from us

- A portfolio of leading brands that meets evolving consumer preferences
- Availability and reliable supply
- Fair contract and payment terms
- Sales, promotional, technical and merchandising support
- Insights into consumer behaviour and shopper trends
- Identification of opportunities for profitable growth

How we responded

- Deployed sales analytics and technology to support retailers and distributors
- Strengthened technical selling, promotional and merchandising support
- Maintained regular outlet visits and joint business planning
- Delivered customer training through the Diageo Bar Academy

How we engage

Our commercial account managers engage customers at a strategic level, supported by regular outlet visits, ongoing dialogue and structured account management.

We build capability through unique offerings such as the Diageo Bar Academy, and use best-practice sales analytics and technology to support retailers and distributors.

Outcomes

We supported volume and revenue growth for our customers, improved outlet sales-call coverage, maintained high merchandising standards and identified profitable growth opportunities together.

Board oversight

The Board monitors route to consumer performance and the health of our customer relationships as a driver of sustainable growth.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Competition
- Regulatory and tax environment
- Third-party management
- Product quality, illicit and counterfeit
- Supply chain disruption

Link to strategy

Our customers are how we win at the point of purchase and central to our continued route to consumer transformation.

We nurture relationships that deliver mutual value and the best outcome for consumers.

EDGE
EVERY DAY
GREAT EXECUTION

DIAGEO One

OUR SUPPLIERS

Our suppliers, including farmers and agencies are experts in the wide range of goods and services we require to create and market our brands. We work with them to deliver high-quality products marketed responsibly and improve our collective impact to ensure sustainable supply chains. These relationships enable us to reduce our environmental impact and make positive contributions to society.

What they expect from us

- Fair and ethical sourcing practices, transparency and respect
- Timely payment and fair, mutually agreeable contract terms
- Local sourcing and supplier- and enterprise-development support
- Clear supplier standards, applied consistently
- Opportunities for long-term, mutually beneficial relationships

How we responded

- Applied our Supplier Standards and the Know Your Business Partner and Partnering with Suppliers assurance programmes
- Expanded local raw-material sourcing partnerships
- Provided drought-resistant seed varieties and farmer training on sustainable farming
- Reviewed supplier performance against world-class standards

How we engage

We identify supplier interests and concerns through engagement in the normal course of business and at supplier forums.

Our Supplier Standards, performance measurement and reviews, and regular training for suppliers and farmers on sustainable practices underpin these relationships, supported by our Know Your Business Partner and Partnering with Suppliers programmes.

Outcomes

We increased the share of key raw materials sourced sustainably and the proportion of suppliers in compliance with our standards, strengthening local supply chains, reducing our environmental impact and making positive contributions to society.

Board oversight

Through the BARC the Board oversees supply chain resilience, ethical sourcing and our zero-tolerance stance on human rights abuses, bribery and corruption.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Competition
- Third-party management
- Product quality, illicit and counterfeit
- Supply chain disruption

Link to strategy

Reliable, sustainable supply is a crucial enabler of our strategy through supply footprint and central to delivering our Spirit of Progress commitments.

We hold each other to the highest standards, supporting long-term growth across our value chain.

OUR COMMUNITIES

Investing in sustainable growth means supporting and empowering the communities where we live, work, source, and sell. By ensuring we make a positive contribution, we can help build thriving communities and strengthen our business.

What they expect from us

- Opportunities for employment and enterprise
- Gender equality, inclusion and diversity
- Skills and training for young people
- Responsible use of natural resources and action on water and climate change
- Impactful initiatives that advocate for responsible drinking

How we responded

- Delivered Learning for Life skills training for young adults
- Advocated responsible drinking through community campaigns
- Ran tree-planting and water-replenishment programmes
- Invested in WASH and community projects in priority locations

How we engage

We engage community partners to understand the skills and training young adults need in our markets, and design community programmes around gender equality, inclusion and diversity.

We drive impactful responsible-drinking initiatives and invest in local sourcing and water, sanitation and hygiene (WASH) programmes in the communities where we operate.

Outcomes

We reached 9,526 people through Learning for Life and replenished 570,218m^3 of water, improving the employability of young people and strengthening water security in priority locations through our community and water-stewardship projects.

Board oversight

The Board oversees our societal impact, environmental commitments and community investment.

Relevant material themes

Related risks

- Third-party management
- Product quality, illicit and counterfeit
- Political and macro-economic volatility
- Supply chain disruption

Link to strategy

Thriving communities and environmental stewardship are the foundation of our Spirit of Progress sustainability strategy and feed into our supply footprint enabler.

We help build thriving communities and strengthen our business by making a positive contribution.

OUR INVESTORS

We want to enable equity and debt investors to have an in-depth understanding of our strategy and our operational and financial performance, so they can assess the value of our shares and the opportunities to finance our business more accurately.

What they expect from us

- Transparent reporting on strategy and performance
- Strong, resilient financial performance
- Clear environmental and social commitments and progress
- Sound corporate governance
- Open, two-way communication

How we responded

- Increased participation in investor conferences and results briefings
- Strengthened AGM and results communications
- Reported transparently on strategy, governance and sustainability progress

How we engage

We stepped up two-way dialogue with investors, participating in investor conferences and communicating during our AGM and results briefings.

Investor information is maintained and updated at **www.eabl.com** to ensure a good understanding of long-term Group strategy.

Outcomes

We delivered net sales of Kshs 146.0 billion (+13%), profit after tax of Kshs 18.2 billion (+49%), earnings per share of Kshs 18.99 (+59%) and free cash flow of Kshs 22.0 billion, and declared a dividend of Kshs 12.70 per share, supporting positive investor sentiment and total shareholder return.

Board oversight

The Board upholds the highest governance standards and assured reporting, ensuring investors have a clear, long-term understanding of Group strategy and performance.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Litigation
- Regulatory and tax environment
- Competition
- Business transformation
- Cybersecurity and information governance
- Third-party management
- Product quality, illicit and counterfeit
- Political and macro-economic volatility
- Supply chain disruption

Link to strategy

Delivering value for investors is the outcome of executing all imperatives and enablers of our strategy with discipline and sustaining our Spirit of Progress commitments.

A consistent set of results driven by volume recovery, innovation and operational excellence.

GOVERNMENT AND REGULATORS

The regulatory environment is critical to the success of our business. We engage with government and regulators to share information and perspectives on areas that can impact our business, public health and other areas of shared interest.

What they expect from us

- Compliance with laws, industry regulations and standards
- Responsible drinking and responsible marketing
- High-quality manufacturing, safety and environmental standards
- Business integrity and sound corporate governance
- Constructive engagement on policy and public health
- Climate action
- Economic contribution through taxes and excise duty

How we responded

- Engaged through trade associations and industry advisory groups
- Collaborated on responsible-drinking and product-quality and food-safety standards
- Maintained compliance with tax, food-safety and environmental regulations
- Embedded business integrity across our operations

How we engage

We maintain ongoing dialogue at industry level through trade associations, collaborate on responsible-drinking initiatives, product-quality standards and the promotion of moderation.

We participate in government and industry advisory groups, embedding business integrity into the way we work.

Outcomes

We maintained compliance with laws and industry regulations and contributed Kshs 124 billion in tax, excise, VAT and PAYE.

We continued to meet product-quality and food-safety standards and progressed our water-stewardship and carbon-reduction commitments.

Board oversight

The Board oversees regulatory compliance, tax governance and business integrity across the markets in which we operate.

We see value in ensuring that those who influence policy, laws and regulation understand our views.

Relevant material themes

Related risks

- Diageo/Asahi transition
- Litigation
- Regulatory and tax environment
- Cybersecurity and information governance
- Third-party management
- Product quality, illicit and counterfeit
- Political and macro-economic volatility

Link to strategy

A stable, well-regulated market that tackles illicit alcohol and has a stable policy environment protects every strategic pillar and enables long-term investment in the region.

2

HEARING FROM OUR LEADERS

FY2026 tested and proved the resilience of EABL. Against tax and regulatory change, illicit alcohol and pressure on household budgets, the Group grew volume, net sales and profit while absorbing the most significant development in more than two decades: the sale of Diageo's majority shareholding to Asahi Group Holdings.

Our Chairman, Group MD & CEO and CFO reflect on a year defined by continuity and confidence – a century-old business, with sound governance and a clear strategy, entering its next chapter from a position of strength.

TOASTING THE YEAR'S OUTCOMES

DIGITAL TRANSFORMATION

During the year, we advanced the rollout of SAP S/4HANA through Project Voyager, our enterprise-wide digital transformation programme. The initiative is creating a unified digital core, enhancing data-driven decision-making, strengthening controls and governance, and improving operational efficiency. This investment supports long-term competitiveness by enabling a more agile, scalable, and digitally enabled operating model.

INNOVATION THAT IS WINNING WITH CONSUMERS

Sales-accretive launches expanded our portfolio across occasions, including ready-to-serve cocktails from Smirnoff, Captain Morgan and Gilbey's, Smirnoff Ice Raspberry Twist, TZEE lemon-and-ginger gin in Tanzania, and fast-growing citrus beers Serengeti Lemon, Tusker Ndimu and Bell Citrus.

Read more in progressing strategic imperatives, page 58.

INVESTMENT IN RUGBY BY TUSKER

As Official Beer Sponsor of the English Premier League, Guinness brought top-flight football to fans across Kenya, Uganda and Tanzania through large-scale Match Day activations and the Premier League trophy tour, deepening brand love and premium beer growth.

Read more in brand building and marketing, page 62.

PROGRESSING GRAIN-TO-GLASS SUSTAINABILITY

We set up 10 regenerative demonstration farms in Kenya and piloted 'Isidor' high-yield sorghum, and cut post-harvest losses by over 10%.

Project Rudisha is moving spirits to a 100% returnable-glass model, with renewable energy at 76% of manufacturing use.

Read more in the Sustainability Report.

REPLENISHING MORE WATER THAN WE USE

Water recovery plants at Kisumu and Tusker and collective action in our priority basins helped replenish 570 208m³ of water, exceeding our FY2026 target ahead of schedule and moving us toward a net-positive water impact.

Read more in the Sustainability Report.

INVESTING IN OUR PEOPLE AND CULTURE

Employee engagement rose to 88%, women in senior leadership increased to 39% and we welcomed our first colleagues living with disabilities.

Read more in unlocking growth through people, page 74.

A SOLID SET OF RESULTS

Net sales
Kshs 146.0 billion
(+13%)

Volume
+13%

Profit after tax
Kshs 18.2 billion
(+49%)

Total dividend per share
Kshs 12.70

CONTRIBUTING TO SHARED PROSPERITY

Taxes, excise & VAT contributed
Kshs 124 billion
to East African governments

Shareholders' equity
Kshs 50.6 billion

Total debt
Kshs 33.5 billion

SPIRIT OF PROGRESS – ENVIRONMENTAL AND SOCIAL PERFORMANCE

Renewable energy use
73%

Water replenished
570,218m³

Water use efficiency
8%
improvement vs FY2020

People educated on under-age drinking FY2025:
1,019,572
(cumulative)

Women in senior leadership
39%
(2030 target: 50%)

Women in the workforce
40%
(2030 target: 50%)

Staff engagement score
88%

Colleagues living with disabilities
10

CHAIRMAN: LEADING WITH PURPOSE

EABL is here for the long term. Everything we did this year reinforced the strong foundations that will support our next chapter of growth.

In my sixth year as Chairman, I am reassured by the strength of the Group, its governance leadership and track record of performance. EABL is here for the long term and everything we did this year – our investments, partnerships, innovations and people – strengthened the foundations of the Group for the long term.

Our priorities for the year ahead are rooted in the winning strategy that has powered our success to date, delivering sustained momentum, resilience through challenges, and confidence in the opportunities ahead.

PERFORMANCE IN A MIXED ENVIRONMENT

The Group delivered a positive result in stable but uneven conditions. Inflation and currencies were broadly steady and regional GDP supported demand. Uganda and Tanzania demonstrated resilience following their election cycles while Kenya remained relatively stable. The war in Iran created supply chain shocks that were disruptive to business operations and impacted pricing of fuel.

The most persistent pressures came from the rise in illicit alcohol in the region and tax changes, which stretched discretionary spend, drove downtrading and pushed some consumers toward illicit alcohol. Illicit alcohol harms both our business and the health of the public, and we continued to engage with regulators and enforcement agencies to investigate and close illicit trade.

Against this backdrop, EABL delivered a solid performance. Revenue grew by +13% to Kshs 146 billion and profit after tax grew by +49% to Kshs 18.2 billion, with volume growth across beer and spirits supported by our innovation pipeline and continued productivity gains. On the back of these results, the Board declared a final dividend of Kshs 8.70 per share.

We continue to push management beyond its stretch targets and remain firmly on track to deliver our 2030 ambitions.

STRATEGY AND LONG-TERM VALUE

The Board reviews progress against the strategy every quarter and participates in the annual strategy workshop. The Group remains focused on growing across our portfolio with a focus on innovation and premiumisation. In its deliberations, the Board considers the interests of the Group's stakeholders and carefully balances near-term returns with long-term investment in brands, production facilities, technology and route to consumer.

Sustainability sits at the heart of how we create value and over the past six years I have watched our Spirit of Progress agenda move firmly into the mainstream of how we run the business.

Importantly, we are seeing real benefits from our sustainability efforts, including reduced manufacturing and energy costs through the deployment of solar energy systems, biomass plants and increased water reuse.

Responsible drinking, the fight against drink-driving and our commitment to quality "from grain to glass" remain central to our Spirit of Progress strategy and commitment to responsible business practices.

GOVERNANCE, ETHICS AND BOARD CHANGES

In a year of transition and external pressure, strong governance matters more than ever. The Board focused closely on performance against strategy, productivity, cost management and risk management. We strengthened internal controls and reinforced ethical leadership, tone from the top and accountability.

There were several changes to Board and leadership composition. Sathish Krishnan resigned, and we welcomed Hina Nagarajan and Andrew Ross to the Board in August 2025. Our Group Chief Financial Officer, Ms. Risper Ohaga, stepped down at the end of June 2026. Justin Mollel was appointed Group CFO designate from 1 May 2026 and assumed the role from 1 July 2026. Justin was identified through our succession pipeline and has been part of a deliberate, well-planned handover.

We will continue to refresh the Board's mix of finance, legal and ESG skills while maintaining strong gender and geographic diversity.

LOOKING FORWARD

The proposed acquisition of EABL's majority shareholding by Asahi Group Holdings marks an important development for the business. While ownership is expected to change, our purpose, strategy and commitment to stakeholders remain the same.

Our priorities for the year ahead are rooted in the winning strategy that has powered our success to date, delivering sustained momentum, resilience through challenges, and confidence in the opportunities ahead.

We will continue to engage with governments to tackle illicit alcohol, unlock further gains from sustainability and keep investing in our culture and talent – the heart of our business.

The Group's capital position is strong, and the Board stands fully behind management as they manage the transition from Diageo to Asahi.

ACKNOWLEDGEMENTS

I extend my sincere thanks to Risper Ohaga for six years of exceptional service, to our Group Managing Director and CEO, Jane Karuku, and the leadership team for their relentless execution, and to my fellow Directors for their counsel and support in a demanding year.

I acknowledge Diageo, our key shareholder, over many years, particularly through this transition.

To our consumers, shareholders, investors partners and the governments in our markets, thank you for your continued trust. And to our employees across East Africa, you are what makes EABL such a remarkable Group, a true icon of our region that leads by example.

Working together, we will continue building a resilient, future-fit East African business.

Dr. Martin Oduor-Otieno, CBS
Chairman

EABL'S MD & CEO'S STATEMENT

FY2026 was a great year for EABL, it demonstrated the strength of our strategy, resilience of our business, and the exceptional commitment of our people.

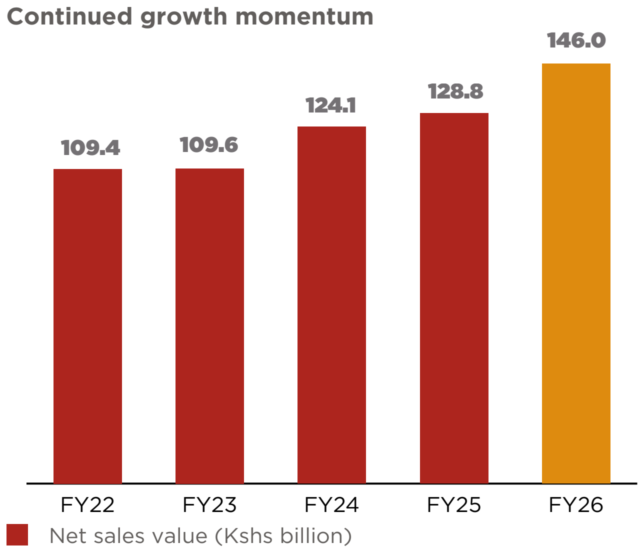
Through the year, geopolitical tensions continued to create volatility across markets, impacting trade flows and supply chains, requiring businesses to remain agile in an increasingly complex environment.

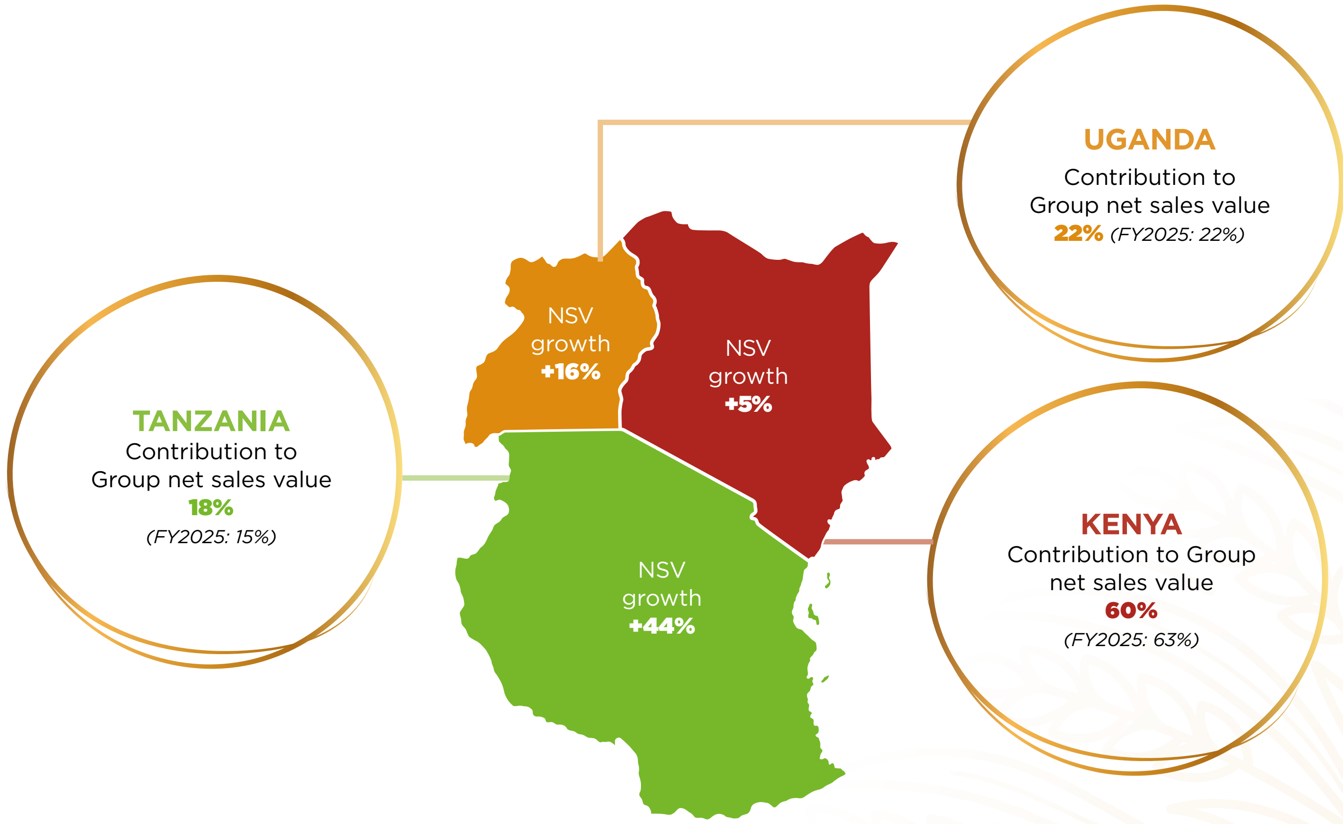
East African economies remained relatively stable. Inflation, interest rates and currencies were steady across our key markets, supported by continued monetary and fiscal reforms that strengthened economic resilience and business activity.

DELIVERING THROUGH OUR STRATEGY

EABL delivered its strongest performance in recent years across all key metrics. This achievement was driven by our deep understanding of the dynamic consumer needs, disciplined execution of our strategy and the strength of our portfolio. We saw strong volume, revenue and profit growth, underpinned by great performance across all countries and the entire portfolio. Enhanced cost efficiency and productivity improvements further strengthened profit and cash generation.

Underlying this was a relentless focus on consumer centricity. By leveraging data, insights and analytics to better understand evolving consumer occasions, preferences and behaviours, we were able to make more informed investment decisions behind our brands, sharpen our portfolio and pricing strategies, and enhance execution across channels and markets.





VIBRANT BEER

Across our beer portfolio, our local jewels continued to perform strongly, reinforcing deep consumer connections and strengthening our leadership across East Africa. At the same time, Guinness maintained strong momentum as one of the most iconic and differentiated brands in our portfolio, supported by continued investment in brand experiences and consumer engagement.

EXPLODE PREMIUM

Premiumisation remains a key driver of growth as consumers increasingly seek quality, choice and elevated experiences. We continued to strengthen our reserve portfolio while ensuring that our mainstream offerings remained accessible and relevant across a range of consumer occasions and affordability segments.

WIN IN MAINSTREAM SPIRITS

Mainstream spirits continued to grow and we further extended our leadership position through targeted innovations, relevant pack formats and sharper trade execution.

SHAPE NEW FRONTIERS

Innovation continued to play a critical role in driving business growth with recent launches gaining further momentum during the year and contributing meaningfully to net sales value growth, across spirits, flavoured variants, ready-to-drink offerings and low alcohol alternatives.

UNLOCKING EXECUTION THROUGH STRATEGIC ENABLERS

ROUTE TO CONSUMER

We strengthened the capabilities that enable execution at scale. Progress in digitising our route to consumer, expanding digital order management and enhancing outlet segmentation was complemented by greater use of data to improve demand forecasting, customer engagement and salesforce effectiveness. Together, these initiatives delivered productivity gains, better decision-making and stronger frontline execution.

REPUTATION, SPIRIT OF PROGRESS

Our Spirit of Progress agenda continued to move from ambition into action. Significant progress was made in water stewardship through replenishment initiatives and improved water-use efficiency, while increased biomass utilisation accelerated decarbonisation and improved packaging circularity reduced environmental impact.

Beyond sustainability, these investments strengthen long-term competitiveness. Water stewardship helps protect a critical input, renewable energy reduces exposure to energy cost volatility, and resource efficiency enhances operational resilience and compliance.

SUPPLY FOOTPRINT

Supply chain initiatives focused on capacity optimisation, greater local sourcing and improved resilience. Sorghum and barley sourcing programmes strengthened raw material security, reduced foreign exchange exposure and created shared value for farming communities across East Africa, while regenerative agriculture initiatives helped build a more sustainable supply base.

EFFICIENT GROWTH/ PRODUCTIVITY

At the heart of all of this was a keen focus on efficient growth. A culture of continuous improvement delivered meaningful productivity savings during the year, helping offset input and packaging cost inflation, protect margins and sustain investment behind our brands and future growth opportunities.

SUCCESS POWERED BY OUR PEOPLE

Our people remain central to our long-term success. They navigated a demanding environment, delivered strong operational and financial performance and remained focused on serving our customers and consumers while executing our strategy with focus and excellence.

We continued investing in leadership development, digital and commercial capabilities, wellbeing and inclusion, while strengthening succession planning and retaining critical talent. These investments are helping us build a stronger organisation while ensuring our teams remain engaged and motivated.

The spirit, agility and commitment demonstrated by our people throughout the year gives me enormous confidence in EABL's future.

LOOKING AHEAD

The proposed transaction announced by Diageo and Asahi regarding EABL's majority ownership marks an important development for the Company.

While the transaction remains subject to the completion of the relevant legal and regulatory processes, we believe it represents an exciting opportunity for our business.

My message to our employees, customers, partners and shareholders remains unchanged: our fundamentals are strong, our strategy is unchanged and our ambition remains bold.

Our priorities for the year ahead continue to build on our winning strategy that has delivered success through sustained momentum.

We will continue investing behind our brands, accelerating innovation, strengthening premiumisation and enhancing execution in the marketplace. We will further improve our route-to-consumer capabilities, scale digital transformation, unlock new productivity opportunities and continue working with regulators and industry partners to combat illicit alcohol.

We will also deepen our commitment to sustainability and continue creating shared value across our grain-to-glass value chain, supporting farmers, distributors, suppliers, retailers and communities across East Africa.

EABL is a resilient, purpose-led business with trusted brands, strong market positions, talented people and a clear strategy. I am confident in our ability to continue creating long-term value and building on the momentum we have established.

APPRECIATION

I would like to thank all our stakeholders, including our consumers, customers, distributors, suppliers, regulators, shareholders and communities, for their continued trust and support.

I am grateful to the Board for its guidance and stewardship throughout the year.

Most importantly, I would like to thank our employees across East Africa. Your dedication and resilience made this performance possible. You continue to embody the values that make EABL successful and position us for future growth.

The business fundamentals remain strong, and we have clear plans to sustain our performance and capture the opportunities ahead.

Jane Karuku
Group Managing Director & CEO

CFO: SUSTAINING PROFITABILITY

Our results reflect the strength of our diversified geographical footprint, with all markets contributing to growth while operating in a stable but competitive operating environment. Through our disciplined execution and operational agility, we maintain unwavering focus on delivering sustainable long-term value to our shareholders.

Volume **+13%** (FY2025: +2%)	Net sales **+13%** (FY2025: +4%)	Profit after tax **+49%** (FY2025: +12%)
Free cash flow **Kshs 22 billion** (FY2025: Kshs 17 billion)	Dividend per share **Kshs 12.70** (FY2025: Kshs 8.00)	Total debt **Kshs -5.8 billion** (FY2025: Kshs -9 billion)

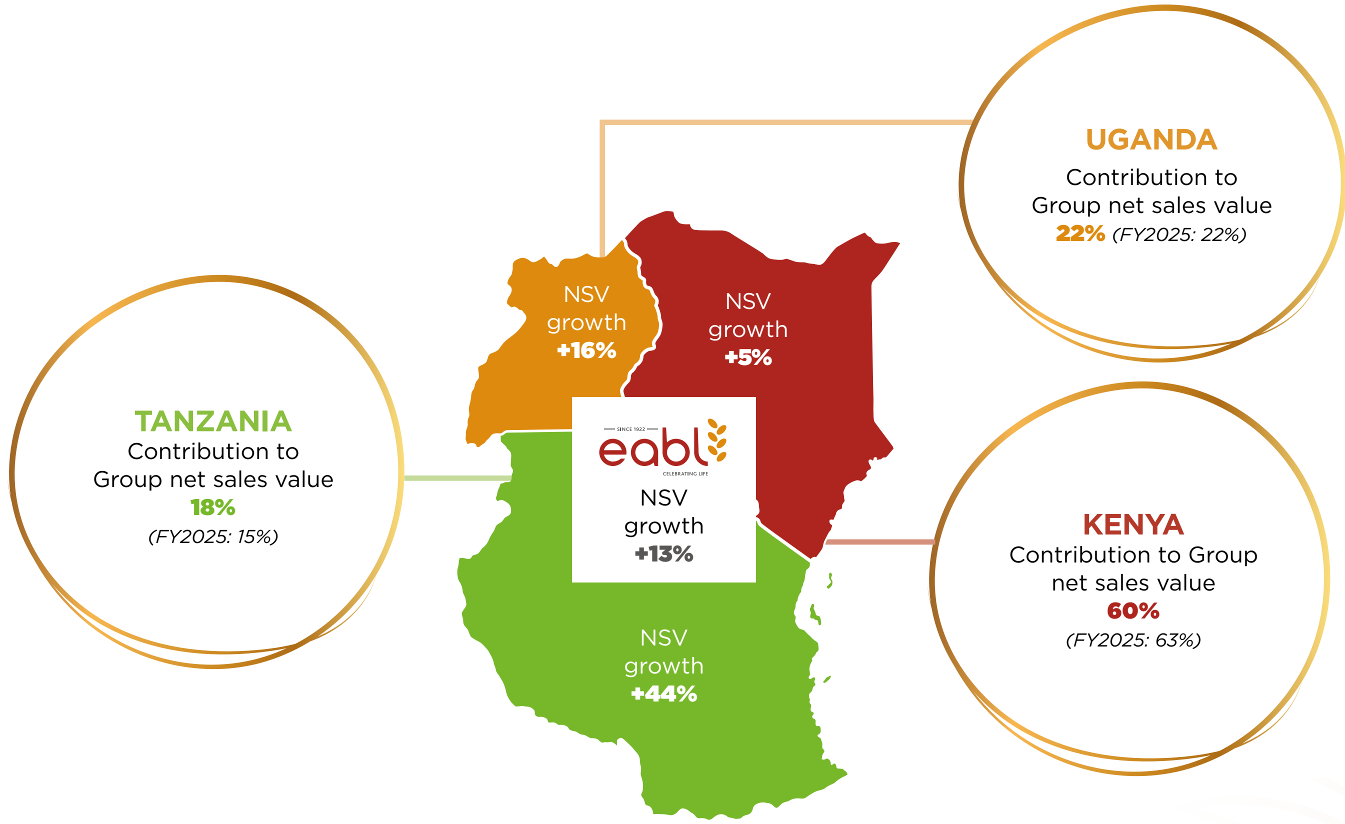
EABL's FY2026 results show an improved performance across countries and categories, supported by solid growth in our beer and spirits portfolio. This, together with continued cost efficiency and productivity, translated into increased profit and improved cash flows.

These results were delivered while operating in a stable but competitive environment. The business experienced pressure from sustained input cost inflation and consumer spending impacted by reduced disposable income. The proliferation of illicit alcohol underscores the need for stronger regulatory enforcement and collaborative action to safeguard consumers and legitimate players within the sector.

This report should be read in conjunction with the audited Annual Financial Statements, starting on page 107.

PERFORMANCE REVIEW

Net sales increased by 13% in FY2026 to Kshs 146.0 billion (FY2025: Kshs 128.8 billion), while volume increased by 13% (FY2025: +2%). In Kenya, our largest market, net sales increased by 5%; in Uganda, by 16%; and in Tanzania, by 44%.



Net sales volume growth

VIBRANT BEER	EXPLODE PREMIUM	WIN IN MAINSTREAM SPIRITS	SHAPE NEW FRONTIERS
+9% (FY2025: +4%)	+9% (FY2025: +10%)	+30% (FY2025: -6%)	+26% (FY2025: +44%)

The performance above was delivered from all fronts, i.e. country and also category. This demonstrates our strength across the region and categories, amplifying the contribution of each market and category towards growth.

All three markets grew both volume and net sales. Kenya continues to sustain its position as the lead market in terms of contribution and delivered strong growth at 5%, an improvement of 1% versus last year led by recovery of mainstream sprits, premium and mainstream beer growth. Tanzania continues to realise the efforts of the business transformation, which saw its growth doubling from 20% in FY2025 to 44% in FY2026. Uganda further doubled its growth from 8% in FY2025 to 16% in FY2026 through premium and mainstream beer growth and core spirits accelerating further.

From a category lens:

- Beer – grew by 9% driven by the acceleration of premium and mainstream segments. In premium, key drivers of this growth was Whitecap, Guinness and Manyatta. Mainstream beer growth was driven by Pilsner and the Serengeti TM, offset by the decline in our value beer category as a result of continued pressure from illicit alcohol.
- Spirits – grew 24% driven by flavour-led consumer demand, thus powering strong growth for mainstream spirits and the ready-to-drink (RTD) categories. Within mainstream spirits, the brands that supported this growth were Kenya Cane flavours, Waragi, Black & White and Captain Morgan Gold.

Kshs billion	FY2026	FY2025	FY2024
Net sales	146.0	128.8	124.1
1 Gross profit	62.2	54.1	53.6
2 Operating expenses	(28.9)	(29.2)	(24.8)
3 Earnings before interest and tax (EBIT)	32.1	25.2	24.9
4 Net finance costs	(4.4)	(5.9)	(8.1)
5 Profit before tax	27.7	19.3	16.8
6 Profit after tax	18.2	12.2	10.9
Earnings per share	18.99	11.97	10.30

1 Gross profit increased by 15% to Kshs 62.2 billion driven by top-line growth of 13% offset by cost of sales that increased by 12% to Kshs 83.8 billion. Operational efficiencies and productivity offsetting input cost inflation contributed to margin expansion.

2 Total operating expenses decreased by -1% to Kshs 28.9 billion reflecting continued discipline in cost management.

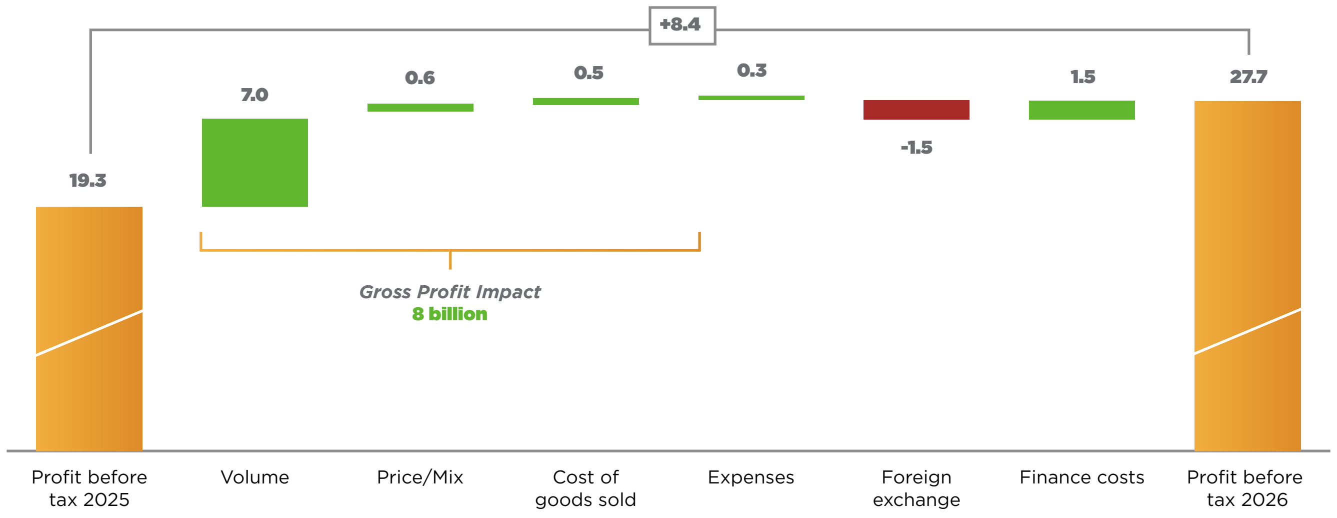
3 EBIT increased by 27% to Kshs 32.1 billion driven by Kshs 8.1 billion improvement in gross profit and reduction of the operating expenses of Kshs 0.3 billion, slightly offset by foreign exchange loss of Kshs 1.2 billion (FY2025: gain of Kshs 0.3 billion).

4 Net finance costs decreased by -25% to Kshs 4.4 billion, reflecting Kshs 1.5 billion reduction versus last year. This was a factor of debt reduction and lower interest rates during the year.

5 Profit before tax increased by 43% to Kshs 27.7 billion. The income tax charge was Kshs 9.4 billion, representing an effective tax rate of 34% versus 37% in FY2025.

6 Profit after tax increased by 49% to Kshs 18.2 billion, driven by operating profit growth and lower cost of debt which offset foreign exchange losses.

Profit before tax (Kshs billion)



CAPITAL ALLOCATION

Our approach to capital allocation is disciplined and consistent. We invest to sustain current and future performance, ensuring that the business remains well-funded, protecting the balance sheet by maintaining debt at optimal levels and delivering progressive returns to shareholders. This framework is intended to fund growth, safeguard resilience and help shareholders realise the value of their investment.

LIQUIDITY AND DEBT

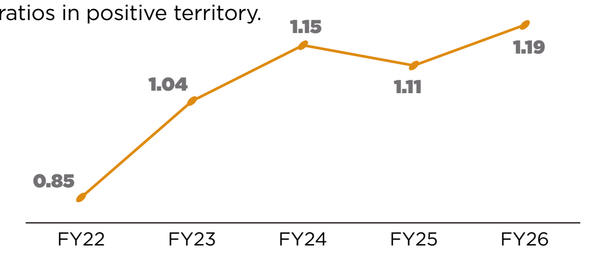
The business continues with the focus to deleverage the balance sheet. We have rebalanced the mix of fixed and variable rate borrowing to approximately 50/50, supported by the refinancing of our medium-term note. Previously, the debt mix was highly skewed to variable rate debt, and this increased the exposure to interest rate volatility.

Decreased borrowings, together with reduced interest rates, brought finance costs down. Covenants under the medium-term note, including net debt to EBITDA and the current ratio, remained within their limits in FY2026.

Current ratio

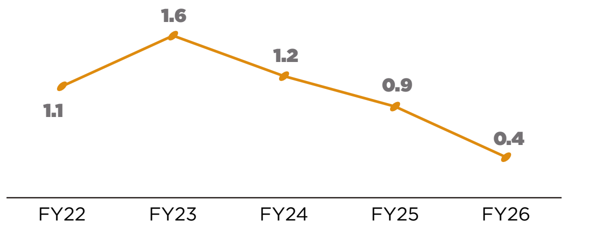
The current ratio improved to 1.19, meeting our regulatory requirement of >1.0x, supported by working capital improvements.

The balance sheet remains strong, with returns and liquidity ratios in positive territory.



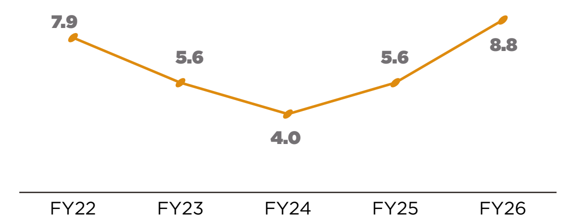
Net debt/EBITDA

Total debt (including overdraft) reduced by Kshs 5.8 billion to Kshs 33 billion (FY2025: Kshs 39 billion). The Group closed at a net debt to EBITDA ratio of 0.4 within the Board target of 1.5x, reflecting continued reduction in borrowings and improved EBITDA.



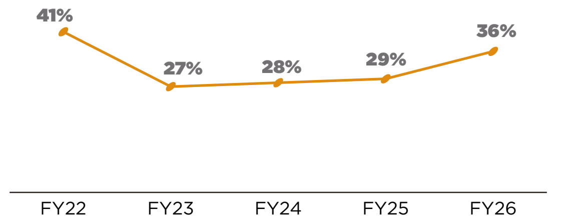
EBITDA interest cover

EBITDA interest cover improved to 8.8x which remains within the Group's target range of >4.0x.



Return on capital employed (ROCE)

ROCE increased to 36% due to improved returns.



CAPITAL EXPENDITURE

Capital expenditure for the year was Kshs 6.6 billion (FY2025: Kshs 6.5 billion), representing 4% of net sales (FY2025: 5%).

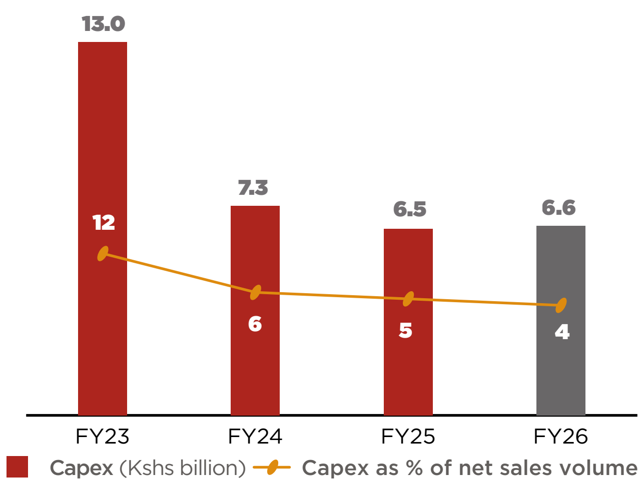
The capacity expansion phase led to high capex spend in FY2023 and subsequently the spend has moderated in service of maintaining business operations. The spend in FY2026 was mainly in glass and returnable bottles for both local markets and export, alongside maintenance and efficiency-enhancing investment.

CASH FLOW

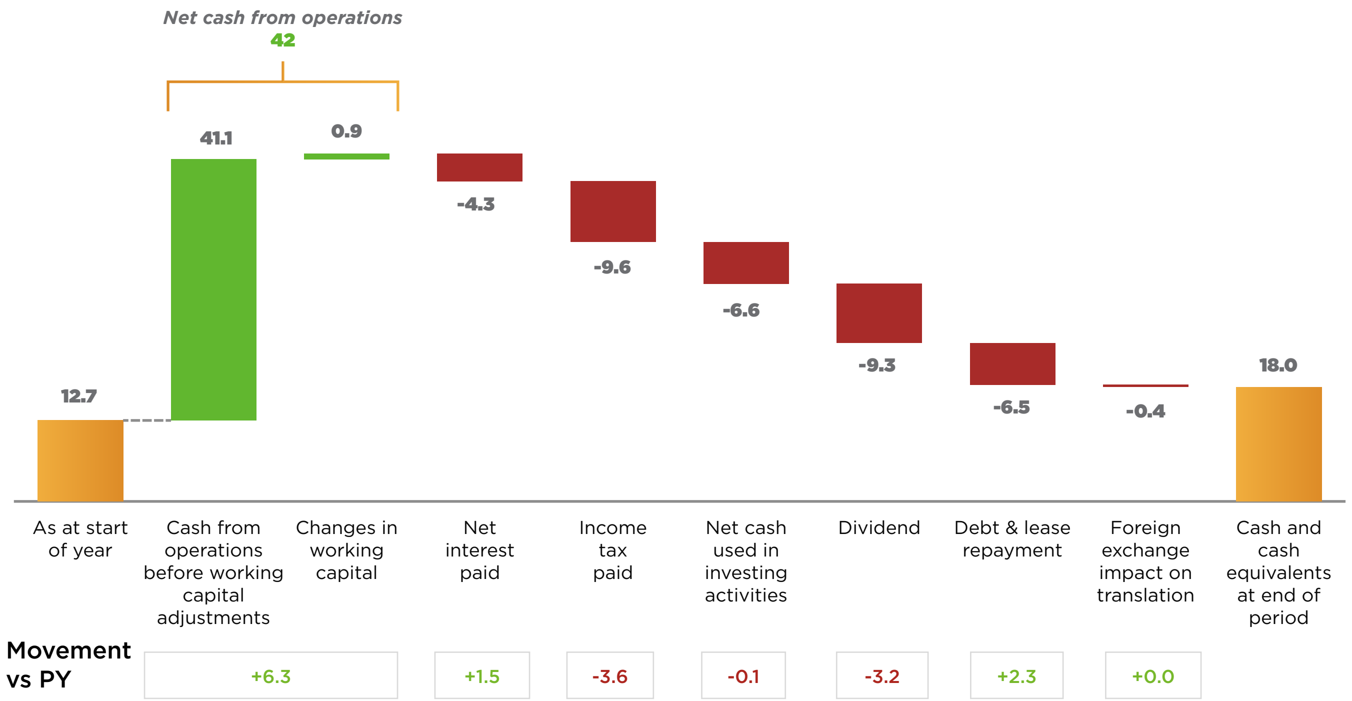
Cash and cash equivalents closed at Kshs 17.9 billion (FY2025: Kshs 12.7 billion) which is an improvement of Kshs 5.3 billion mainly driven by a Kshs 6.3 billion increase in net cash generated from operations (FY2026: Kshs 42 billion; FY2025: Kshs 35.7 billion).

Working capital resilience has been strengthened through distributor collection panels and supplier finance solutions that allow suppliers flexibility to support their working capital needs.

Prioritised capex spend



Cash movements (Kshs billion)



DIVIDEND

The Board of Directors recommends a final dividend of Kshs 8.70 per share subject to withholding tax. This dividend is scheduled for payment on or about 31 October 2026 to shareholders who are duly registered at the close of business on 19 October 2026.

If approved, the total dividend for the year will amount to Kshs 12.70 per share (FY2025: Kshs 8.00), reflecting our commitment to progressive and sustainable shareholder returns within our capital allocation framework.

LOOKING AHEAD

We remain focused on executing our strategy with discipline, to continue building on our underlying growth momentum and deliver long-term sustainable value to the shareholders.

We remain customer- and consumer-centric as preferences evolve, keeping innovation and cost management at the core and maintaining a disciplined capital expenditure regime to deliver sustainable results and returns to shareholders.

Justin Mollel
Group CFO

MWENYEKITI: KUONGOZA KWA LENGO

EABL ipo na itakuwepo kwa kipindi kirefu. Mambo yote tuliyoyatimiza mwaka huu yaliimarisha misingi imara itakayosaidia awamu yetu inayofuata ya ukuaji.

Katika mwaka wangu wa sita kama Mwenyekiti, ninatiwa moyo na uthabiti wa Kundi, uongozi wake na historia ya matokeo mazuri. EABL ipo na itakuwepo kwa kipindi kirefu. Mambo yote tuliyoyatimiza mwaka huu – uwekezaji wetu, ushirika, uvumbuzi na watu - yaliongeza nguvu misingi imara ya Kundi kwa kipindi kirefu.

Vipaumbele vyetu kwa mwaka ujao vina msingi wake katika mkakati wa ushindi ambao umetuletea ufanisi hadi kufikia sasa, kutupatia msukumo endelevu, ukakamavu licha ya changamoto, na kutupa imani katika fursa zilizopo mbele.

MATOKEO KATIKA MAZINGIRA YENYE CHANGAMOTO

EABL iliandikisha matokeo mazuri katika mazingira thabiti lakini yenye pandashuka. Viwango vya mfumko wa bei na thamani ya sarafu vilikuwa imara, na ukuaji wa uchumi katika kanda uliendeleza mahitaji ya bidhaa. Uganda na Tanzania zilionyesha ukakamavu baada ya uchaguzi, nayo Kenya ikasalia thabiti. Vita vya Iran vilisababisha misukosuko kwenye mifumo ya usambazaji ambayo ilitatiza shughuli za kibiashara na kuathiri bei ya mafuta.

Shinikizo kuu zaidi zilitokana na kuongezeka kwa pombe haramu katika kanda na mabadiliko kwenye ushuru ambayo yaliathiri kiasi cha pesa za matumizi ya hiari na kuwafanya wateja kutafuta bidhaa za bei ya chini na baadhi kuanza kutumia pombe haramu. Pombe haramu huathiri biashara yetu na pia afya ya umma, na tunaendelea kushirikiana na mamlaka na idara za usalama na sheria kuchunguza na kuiangamiza biashara hii haramu.

Licha ya haya, EABL iliandikisha matokeo mazuri. Mapato yaliongezeka kwa +13% hadi Kshs 146 bilioni na faida baada ya ushuru ikakua kwa +49% hadi Kshs 18.2 bilioni. Kiasi cha mauzo katika bia na vileo vikali pia kiliongezeka, hii ikisaidiwa na msururu wa uvumbuzi na ongezeko endelevu la tija. Kutokana na matokeo haya, Bodi imetangaza mgawo wa faida wa mwisho wa Kshs 8.70 kwa kila hisa.

Tunaendelea kuwasukuma wasimamizi kufanya hima zaidi na tumo mbioni kutimiza malengo yetu ya 2030.

MKAKATI NA THAMANI YA KIPINDI KIREFU

Bodi huhakiki hatua zilizopigwa dhidi ya mkakati kila robo ya mwaka na kushiriki katika warsha ya mkakati ya kila mwaka. Kundi linaendelea kuangazia ukuaji katika kila bidhaa zetu, na kuangazia zaidi uvumbuzi na uwekaji wa thamani na sifa kwenye bidhaa. Katika mashauriano yake, Bodi huzingatia maslahi ya wenyehisa wa Kundi na kusawazisha kwa umanikifu faida ya kipindi kifupi na uwekezaji wa kipindi kirefu kwenye nembo zetu, mitambo ya uzalishaji, teknolojia na njia za kumfikia mteja.

Uendelevu ni nguzo kuu katika jinsi tunavyounda thamani na katika miaka sita iliyopita, nimeshuhudia ajenda yetu ya Moyo wa Maendeleo ikiendelea kuwa kiungo muhimu katika jinsi tunavyoendesha biashara yetu.

Muhimu zaidi ni kwamba sasa tunashuhudia manufaa halisi kutoka kwa juhudi zetu za uendelevu, ikiwa ni pamoja na kupungua kwa gharama ya utengenezaji bidhaa na nishati kupitia matumizi ya mifumo ya nishati ya sola, mitambo ya kutumia mabaki yote ya mimea na kuongezeka kwa matumizi tena ya maji.

Unywaji pombe wa kuwajibika, vita dhidi ya uendeshaji magari dereva akiwa amelewa na ahadi yetu ya "kuanzia kwa nafaka hadi kwa gilasi" vimeendelea kuwa muhimu katika mkakati wetu wa Moyo wa Maendeleo na ahadi yetu kwa vitendo vya kibiashara vya kuwajibika.

UTAWALA, MAADILI NA MABADILIKO KWENYE BODI

Katika mwaka wa mpito na shinikizo kutoka nje, utawala imara huwa muhimu zaidi. Bodi iliangazia kwa karibu matokeo dhidi ya mkakati, uzalishaji, udhibiti wa gharama na usimamizi wa hatari. Tuliongeza nguvu mifumo ya ndani ya udhibiti na kuimarisha uongozi wa maadili kuanzia juu na pia uwajibikaji.

Kulikuwepo mabadiliko kadha kwenye Bodi na uongozi. Sathish Krishnan alijiuzulu, na tukawakaribisha Hina Nagarajan na Andrew Ross kwenye Bodi Agosti 2025. Afisa Mkuu wetu wa Kifedha Bi. Risper Ohaga, alijiuzulu mwishoni mwa Juni 2026. Justin Mollel aliteuliwa kuwa Afisa Mkuu wa Kifedha mtarajiwa wa Kundi kuanzia 1 Mei 2026 na akaanza majukumu kuanzia 1 Julai 2026. Justin alitambuliwa kupitia mfumo wetu wa urithi na ameshiriki katika shughuli iliyopangwa vyema ya kupokezwa majukumu.

Tutaendelea kufanya upya mchanganyiko wa ujuzi wa kifedha, kisheria na ESG (Mazingira, Jamii na Utawala) kwenye Bodi huku tukidumisha pia usawa wa jinsia na ujumuishaji wa maeneo yote kijiografia.

KUTAZAMA MBELE

Ununuzi uliopendekezwa wa hisa za mwenyehisa mkubwa wa EABL na Asahi Group Holdings ni hatua muhimu sana kwa biashara yetu. Ingawa umiliki unatarajiwa kubadilika, lengo letu, mkakati wetu na ahadi yetu kwa wadau wetu havitabadilika.

Vipaumbele vyetu kwa mwaka ujao vina msingi wake katika mkakati wa ushindi ambao umetuletea ufanisi hadi kufikia sasa, kutupatia msukumo endelevu, ukakamavu licha ya changamoto, na kutupa pia imani katika fursa zilizopo mbele

Tutaendelea kushirikiana na serikali mbalimbali kukabiliana na pombe haramu, huhakikisha mapato zaidi na uendelevu na kuwekeza katika utamaduni na vipaji – kitovu cha biashara yetu.

Kundi liko imara kwenye mtaji, na Bodi linaunga mkono kikamilifu wasimamizi wanaposimamia kipindi cha mpito kutoka Diageo hadi Asahi.

SHUKRANI

Natoa shukrani zangu za dhati kwa Risper Ohaga kwa miaka sita ya utumishi wa kipekee, kwa Meneja wetu Mkurugenzi wa Kundi na Afisa Mkuu Mtendaji, Jane Karuku, na kundi la uongozi kwa utendaji wao wa kujitolea, na kwa Wakurugenzi wenzangu kwa ushauri wao na uungaji mkono wao katika mwaka huo wenye shughuli nyingi.

Nawatambua Diageo, mwenyehisa mkuu wetu wa miaka mingi, hasa katika kipindi hiki cha mpito.

Kwa watumiaji wa bidhaa zetu, wenyehisa, washirika wetu wawekezaji na serikali katika masoko tunayohudumu, kwa kuendelea kuwa na imani nasi. Na kwa wafanyakazi wetu kote Afrika Mashariki, nyinyi ndio mnaoifanya EABL kuwa Kundi la kipekee, kampuni sifika katika kanda na inayoongoza kwa matendo.

Kwa kufanya kazi pamoja, tutaendelea kuunda biashara thabiti Afrika Mashariki na iliyo tayari kwa siku za usoni.

Dkt. Martin Oduor-Otieno, CBS
Mwenyekiti

TAARIFA YA MENEJA MKURUGENZI NA AFISA MKUU MTENDAJI WA EABL

Mwaka wa kifedha wa 2026 ulikuwa mwaka mzuri kwa EABL, ulidhihirisha uimara wa mkakati wetu, uthabiti wa biashara yetu, na kujitolea kwa njia ya kipekee kwa watu wetu.

Katika mwaka huo, wasiwasi kutokana na siasa na uhusiano wa mataifa kwa mataifa uliendelea kuzua wasiwasi katika masoko mengi, kuathiri mtiririko wa biashara na mifumo ya usambazaji, na kuzilazimu biashara kuwa na wepesi wa kuchukua hatua katika mazingira yaliyoendelea kuwa magumu.

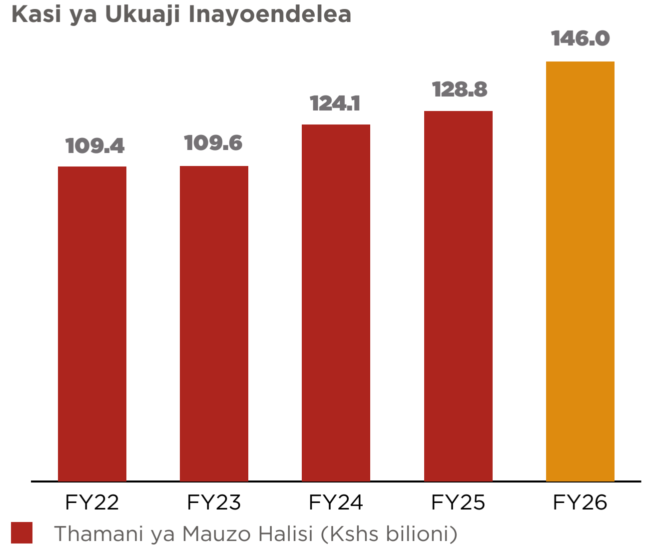
Mataifa ya Afrika Mashariki yalisalia thabiti kiuchumi. Kiwango cha mfumko wa bei, viwango vya riba na thamani ya sarafu vilikuwa imara katika masoko yetu makuu, hili likisaidiwa sana na mageuzi yaliyoendelea ya sera za kifedha. Mageuzi haya yaliongeza ukakamavu wa kiuchumi na kuchochea shughuli za kibiashara.

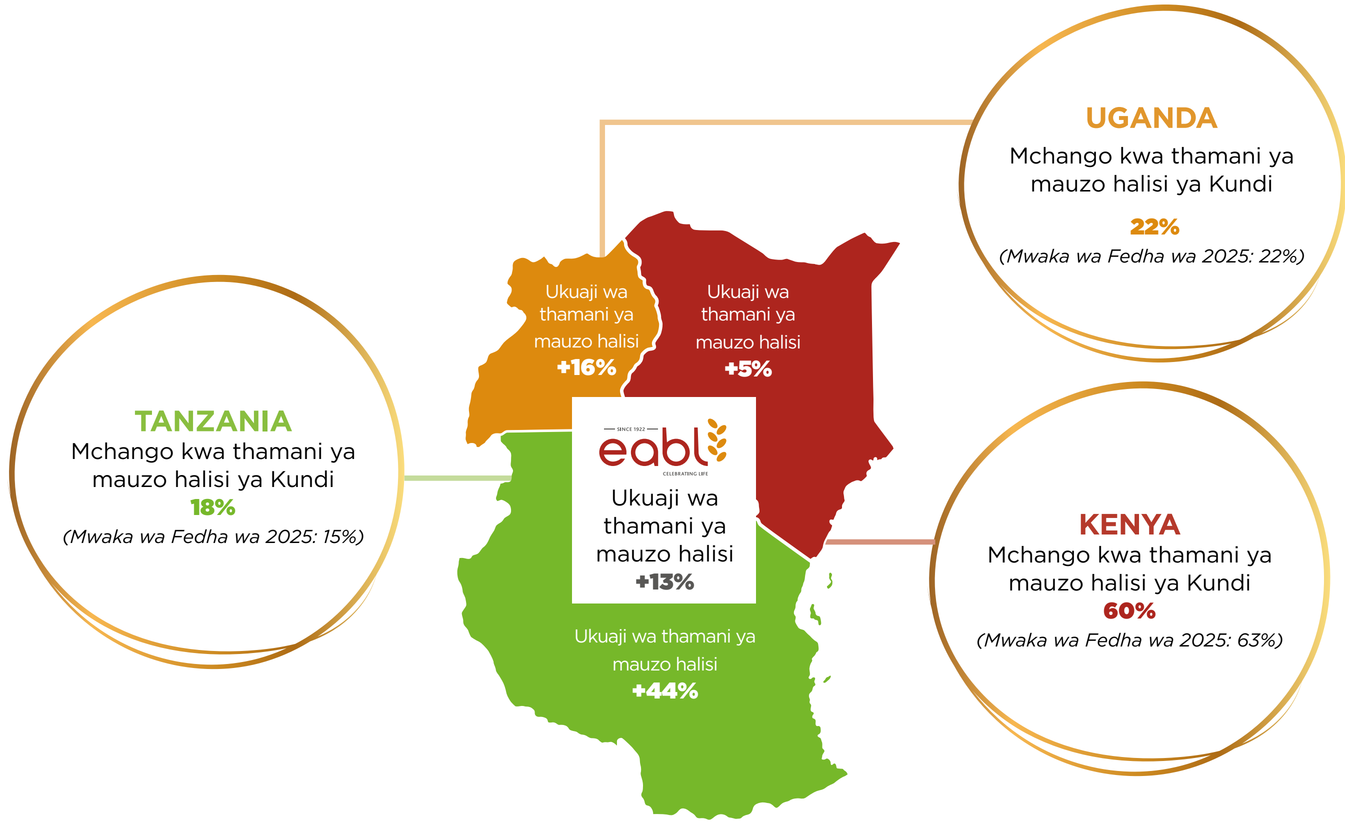
MAFANIKIO KUPITIA MKAKATI WETU

EABL iliandikisha matokeo mazuri zaidi katika miaka ya hivi karibuni katika vipimo vyote muhimu. Mafanikio haya yalitokana na ufahamu wetu wa kina wa mahitaji yenye kubadilikabadilika ya watumiaji wa bidhaa zetu, utekelezaji wa mkakati wetu kwa nidhamu kubwa na uthabiti wa mseto wa bidhaa zetu.

Tulipata ukuaji mzuri katika kiasi cha mauzo, mapato na faida, kutokana na matokeo mazuri katika mataifa yote ambayo tunahudumu na kwenye mkusanyiko wote wa bidhaa zetu. Udhibiti wa gharama kwa busara na maboresho katika uzalishaji viliimarisha mauzo na faida.

Msingi wa haya yote ilikuwa ni kuendelea kwetu kuangazia mteja kwenye kila jambo. Kwa kutumia data, takwimu na udadisi wake kufahamu zaidi mabadiliko kwenye matukio ya watumiaji wa bidhaa zetu, maamuzi yao, mitindo na tabia, tuliweza kulainisha bidhaa zetu na uamuaji wa bei na utekelezaji wetu vyema zaidi katika majukwaa na masoko yote.





BIA BORA

Katika mkusanyiko wa bia, bia zetu zinazothaminiwa sana ziliendelea kufanya vyema, na kukoleza uhusiano wetu na watumiaji na kuzidisha uthabiti wetu kibiashara Afrika Mashariki. Wakati huo huo, Guinness ilidumisha kasi yake ya ukuaji kama moja ya nembo maarufu zaidi na zinazotambulika miongoni mwa mseto wa bidhaa zetu, kutokana na uwekezaji wetu katika kuitangaza na kuwashirikisha wateja.

KUKUA SANA KWA VINYWAJI VYA UBORA WA JUU

Uwekaji wa sifa na thamani unasalia kichocheo muhimu katika ukuaji wetu kwani wateja wanaendelea kutafuta ubora, chaguo na uzoefu wa kipekee. Tuliendelea kuongeza nguvu mseto wa bidhaa zetu za akiba lakini pia tukihakikisha kwamba bidhaa zetu kuu zinaendelea kupatikana kwa urahisi, kwa bei nafuu na kusalia katika matukio maalum ya wateja wetu na pia vitengo mbalimbali vya uwezo wa kumudu bidhaa.

KUFANIKIWA KATIKA VINYWAJI VIKALI VYA KAWAIDA

Mauzo ya vileo vikali yaliendelea kukua na tuliongeza zaidi nafasi yetu kama kiongozi kupitia ubunifu na uvumbuzi wenye malengo, vifungashio vifaavyo na ustadi kwenye biashara.

KUPATA MASOKO MAPYA

Uvumbuzi umeendelea kutekeleza mchango muhimu katika kuchochea ukuaji wa biashara. Uzinduzi wa uvumbuzi miaka ya karibuni uliendelea kushika kasi mwaka huo na kuchangia ukuaji wa mauzo halisi katika vileo vikali, vileo vyenye kuongezwa ladha, vileo vilivyo tayari kunywewa na vinywaji mbadala vyenye kiwango cha chini cha kilevi.

KUFUNGULIA UTENDAJI KUPITIA VIWEZESHI VYA KIMKAKATI

NJIA YA KUFIKIA MLAJI

Tuliimarisha uwezo wa kutekeleza katika kiwango kikubwa. Upigaji hatua katika teknolojia ya kidijitali kuwafikia watumiaji wa bidhaa zetu, kupanua mfumo wa kidijitali wa usimamizi wa maagizo ya bidhaa na kuboresha utenganishaji wa vituo vya uuzaji ulisaidiwa na matumizi makubwa zaidi ya data kuboresha ukadiriaji wa mahitaji ya bidhaa, ushiriki wa wateja na ufanisi wa wafanyakazi wetu mauzo. Kwa pamoja, mikakati hii ilileta faida kwenye uzalishaji, kuboresha maamuzi na kusaidia katika utekelezaji katika mstari wa mbele.

SIFA NJEMA, MOYO WA MAENDELEO

Ajenda yetu ya Moyo wa Maendeleo imeendelea kutoka kwenye nia na kuwa matendo. Hatua kubwa zimepigwa upande wa usimamizi katika maji kupitia mikakati ya kusheheneza tena na kuimarisha matumizi bora ya maji. Kuongezeka kwa utumiaji wa mabaki ya mimea, na kuongeza kasi katika kupunguza utoaji wa gesi ya kaboni pamoja na kuongezwa kwa utumiaji zaidi ya mara moja wa vifungashio kumepunguza madhara kwenye mazingira.

Zaidi ya uendelevu, uwekezaji huu pia umeongeza ushindani wetu katika kipindi kirefu. Usimamizi katika maji unasaidia kulinda malighafi muhimu, nishati mbadala inapunguza hatari inayotokana na kupanda kwa gharama ya kawi, nayo matumizi bora ya rasilimali husaidia kuboresha uthabiti katika uendeshaji shughuli na utimizwaji wa sheria.

WIGO WA UGAVI

Mikakati ya mifumo ya usambazaji wa bidhaa na huduma iliangazia kutumiwa vyema kwa uwezo uliopo, kuongeza ununuzi wa malighafi kutoka kwa wenyeji na kuongeza ukakamavu. Mipango ya ununuzi wa mtama na shayiri uliongeza usalama katika upatikanaji wa malighafi, kupunguza hatari ya ubadilishaji wa sarafu za kigeni na kuunda thamani ya pamoja kwa jamii wakulima kote Afrika Mashariki. Mikakati ya kilimo yenye kufufua uwezo wa mchanga na mfumoikolojia nayo inasaidia kujenga chanzo endelevu zaidi cha malighafi.

UKUAJI BORA/ UZALISHAJI

Haya yote yalilenga kuhakikisha ukuaji madhubuti. Utamaduni wa kuendelea kuboresha mambo ulituwezesha kuokoa fedha katika uzalishaji katika mwaka huo kwa kusaidia kupunguza mfumko kwenye gharama ya malighafi na vifungashio, kulinda viwango vya faida na kutuwezesha kuendeleza uwekezaji kwenye nembo zetu na fursa za ukuaji siku za baadaye.

UFANISI ULIOCHANGIWA NA WATU WETU

Wafanyakazi wetu wamesalia kuwa kiungo muhimu katika mafanikio yetu kwenye kipindi kirefu. Waliweza kupitia mazingira magumu na kuhakikisha matokeo mazuri ya shughuli zetu na ya kifedha pia. Waliendelea kuangazia kuwahudumia wateja wetu na watumiaji wa bidhaa zetu huku wakiendelea kutekeleza mkakati wetu kwa uangalifu na utaalamu mkubwa.

Tuliendelea kuwekeza katika ustawishaji wa uongozi, dijitali na uwezo wetu wa kibiashara, hali njema ya kiafya na ujumuishaji, huku pia tukiboresha mpango wa urithi wa uongozi na pia kuwahifadhi wafanyakazi wenye vipaji muhimu. Uwekezaji huu umetusaidia kuunda shirika lenye nguvu zaidi na pia kuhakikisha wafanyakazi wetu wanashiriki kikamilifu na wana motisha.

> *Moyo, wepesi wa kuchukua hatua na kujitolea ambako tumeshuhudia kutoka kwa watu wetu mwaka huo vinanipa imani kuu katika siku za baadaye za EABL.*

KUTAZAMA MBELE

Muamala uliopendekezwa uliotangazwa na Diageo na Asahi kuhusu umiliki wa hisa nyingi za EABL ni tukio muhimu sana kwa Kampuni.

Ingawa shughuli hiyo ya kibiashara inategemea kukamilishwa kwa utaratibu ufaao wa kisheria, tunaamini kuwa ni shughuli inayotoa fursa nzuri sana kwa biashara yetu.

Ujumbe wangu kwa waajiriwa, wateja, washirika na wenyehisa haujabadilika: viashiria vyetu vikuu ni imara, mkakati wetu haujabadilika na azma yetu bado ni ya ujasiri.

Vipaumbele vyetu kwa mwaka ujao vingali kuendeleza mkakati wetu wa ushindi ambao umetuhakikishia ufanisi kupitia msukumo endelevu.

Tutaendelea kuwekeza kwenye nembo zetu, kuongeza kasi uvumbuzi, kuboresha uwekaji wa thamani na sifa kwenye bidhaa na kuimarisha pia utendaji sokoni. Tutaboresha pia njia za kuwafikia wateja, kupanua mageuzi ya kidijitali, kufungulia fursa mpya za uzalishaji na kuendelea kufanya kazi na wasimamizi na washirika kwenye sekta kukabiliana na pombe haramu.

Tutakoleza pia ahadi yetu ya uendelevu kwa kuendelea kuunda thamani ya pamoja kote katika mfumo wetu wa usambazaji wa kuanzia kwa nafaka hadi kwenye gilasi, kuwasaidia wakulima, wasambazaji wa bidhaa zetu, wanaotuuzia bidha, wauzaji wa rejareja na jamii kote Afrika Mashariki.

EABL ni biashara imara, inayoongozwa na lengo na yenye nembo zinazoaminika, iliyo katika nafasi nzuri sokoni, yenye wafanyakazi wenye vipaji na mkakati wazi. Nina imani katika uwezo wetu wa kuendelea kuunda thamani ya kipindi kirefu na kuendeleza msukumo ambao tayari tumekuwa nao.

SHUKRANI

Ningependa kuwashukuru wadau wetu wote, wakiwemo watumiaji wa bidhaa zetu, wateja, wasambazaji wa bidhaa zetu, wanaotuuzia bidhaa na huduma, wasimamizi wa sekta, wenyehisa na jamii kwa kuendelea kuwa na imani nasi na kutuunga mkono.

Naishukuru Bodi kwa uongozi na uelekezi wao katika mwaka huo.

Muhimu kabisa, ningependa kuwashukuru wafanyakazi wetu kote Afrika Mashariki. Kujitolea kwenu na ukakamavu wenu ndivyo vilivyowezesha kupatikana kwa matokeo haya. Mnaendelea kudhihirisha sifa na maadili yanayoifanya EABL kufanikiwa na kutuweka kwenye nafasi nzuri ya ukuaji wa siku za baadaye.

Viashiria muhimu vya biashara yetu vinasalia imara, na tuna mipango wazi ya kuendeleza matokeo yetu na kutumia vyema fursa zilizopo mbele.

Jane Karuku
Meneja Mkurugenzi wa Kundi & Afisa Mkuu Mtendaji

AFISA MKUU WA FEDHA: KUENDELEZA FAIDA

Matokeo yetu yanaakisi uimara wa uwepo wetu mpana wa kijiografia, huku masoko yote yakichangia ukuaji wakati tukifanya kazi katika mazingira thabiti lakini yenye ushindani.

Kupitia utekelezaji wetu wenye nidhamu na wepesi wa uendeshaji, tunaendelea kudumisha mwelekeo usioyumba katika kutoa thamani endelevu ya muda mrefu kwa wanahisa wetu.

Kiasi **+13%** *(Mwaka wa Fedha wa 2025: +2%)*	Mauzo halisi **+13%** *(Mwaka wa Fedha wa 2025: +4%)*	Faida baada ya kodi **+49%** *(Mwaka wa Fedha wa 2025: +12%)*
Fedha halisi zilizosalia **Kshs bilioni 22** *Mwaka wa Fedha wa 2025: Kshs bilioni 17)*	Gawio kwa kila hisa **Kshs 12.70** *(Mwaka wa Fedha wa 2025: Kshs 8.00)*	Jumla ya denit **Kshs bilioni -5.8** *(Mwaka wa Fedha wa 2025: Kshs bilioni -9)*

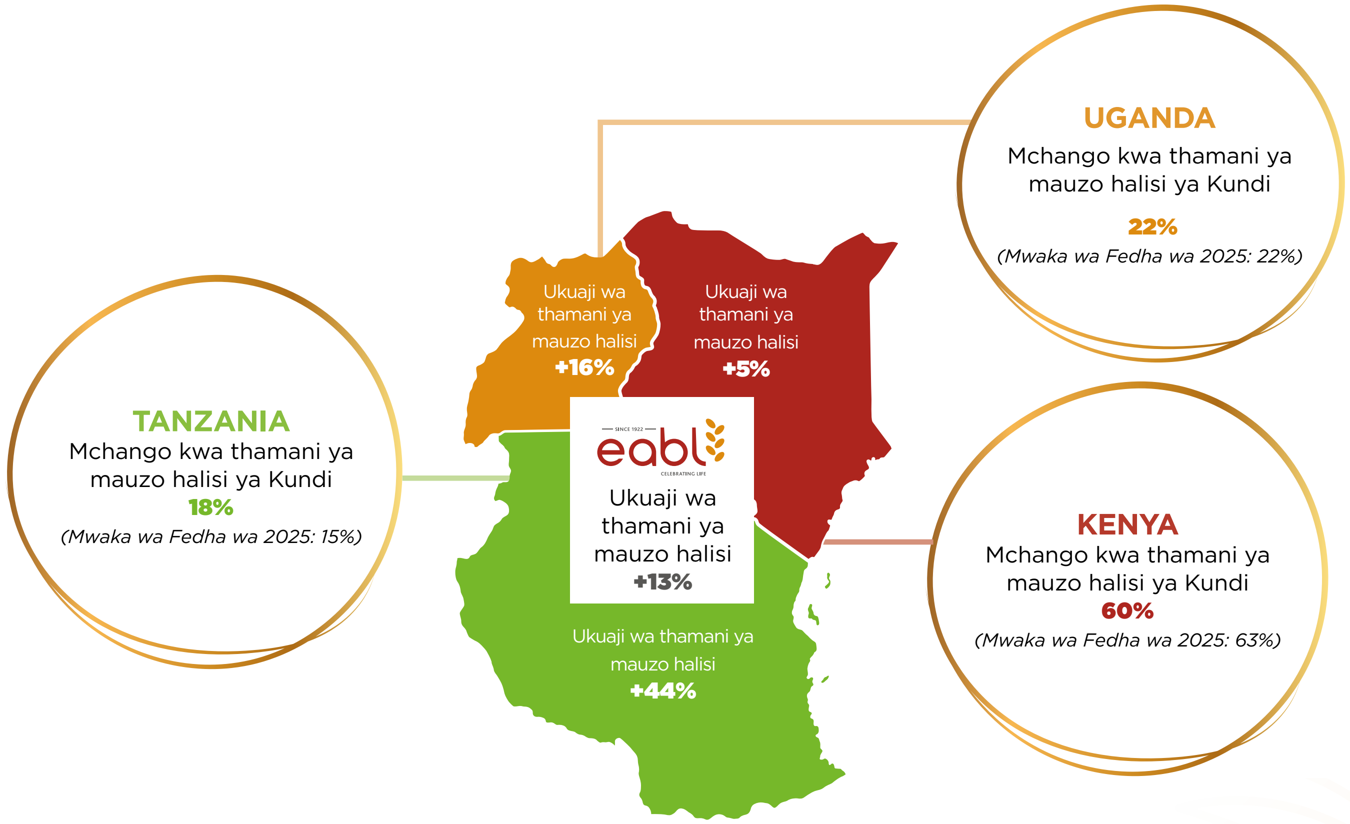
Matokeo ya EABL ya Mwaka wa Fedha wa 2026 yanaonyesha utendaji ulioboreka katika nchi na makundi mbalimbali, yakichangiwa na ukuaji thabiti katika bidhaa zetu za bia na vinywaji vikali. Hali hii, pamoja na ufanisi endelevu wa gharama na tija, ilisababisha ongezeko la faida na uboreshaji wa mtiririko wa fedha.

Matokeo haya yalipatikana huku tukiendesha shughuli katika mazingira thabiti lakini yenye ushindani. Biashara ilikumbwa na shinikizo kutokana na mfumuko endelevu wa gharama za pembejeo, huku matumizi ya watumiaji yakiathiriwa na kupungua kwa mapato yanayoweza kutumika. Kuenea kwa pombe haramu kunasisitiza haja ya utekelezaji madhubuti zaidi wa sheria na hatua za ushirikiano ili kuwalinda watumiaji na wanabiashara halali katika sekta hii.

Ripoti hii inapaswa kusomwa pamoja na Taarifa za Kifedha za Mwaka zilizokaguliwa, kuanzia ukurasa wa 107.

UKAGUZI WA UTENDAJI

Mauzo halisi yaliongezeka kwa 13% katika Mwaka wa Fedha wa 2026 hadi Kshs bilioni 146.0 (Mwaka wa Fedha wa 2025: Kshs bilioni 128.8), huku kiasi kikiongezeka kwa 13% (Mwaka wa Fedha wa 2025: +2%). Nchini Kenya, soko letu kubwa zaidi, mauzo halisi yaliongezeka kwa 5%; nchini Uganda, kwa 16%; na nchini Tanzania, kwa 44%.



Ukuaji wa kiasi halisi cha mauzo

BIA BORA	KUKUA SANA KWA VINYWAJI VYA UBORA WA JUU	KUFANIKIWA KATIKA VINYWAJI VIKALI VYA KAWAIDA	KUPATA MASOKO MAPYA
+9%	+9%	+30%	+26%
(Mwaka wa Fedha wa 2025: +4%)	(Mwaka wa Fedha wa 2025: +10%)	(Mwaka wa Fedha wa 2025: -6%)	(Mwaka wa Fedha wa 2025: +44%)

Utendaji uliotajwa hapo juu ulitokana na nyanja zote, yaani nchi na pia aina. Hii inaonyesha nguvu yetu katika kanda yote na katika aina mbalimbali, na kuongeza mchango wa kila soko na kila aina katika ukuaji.

Masoko yote matatu yalikuwa kwa kiasi na mauzo halisi. Kenya inaendelea kudumisha nafasi yake kama soko linaloongoza kwa upande wa mchango na ilipata ukuaji imara wa 5%, ikiwa ni ongezeko la 1% ikilinganishwa na mwaka uliopita, ukuaji uliochochewa na kuimarika kwa soko na vinywaji vikali vya kawaida, pamoja na ukuaji wa vinywaji vya ubora wa juu na bia za kawaida. Tanzania inaendelea kunufaika na juhudi za mabadiliko ya biashara, ambazo zilisababisha ukuaji wake kuongezeka maradufu kutoka 20% katika Mwaka wa Fedha wa 2025 hadi 44% katika Mwaka wa Fedha wa 2026. Uganda pia iliongeza ukuaji wake maradufu kutoka 8% katika Mwaka wa Fedhwa wa 2025 hadi 16% katika Mwaka wa Fedha wa 2026 kupitia ukuaji wa vinywaji vya ubora wa juu na bia za kawaida, pamoja na kuongezeka zaidi kwa vinywaji vikali vya msingi

Kwa mtazamo wa aina:

- Bia – ilikua kwa 9% kutokana na kasi ya ukuaji katika kitengo cha vinywaji vya ubora wa juu na vya kawaida. Katika Vinywaji vya ubora wa juu, vichocheo vikuu vya ukuaji huu vilikuwa Whitecap, Guinness na Manyatta. Ukuaji wa bia za kawaida ulichochewa na Pilsner na Serengeti TM, lakini ukapunguzwa na kushuka kwa aina yetu ya bia za bei nafuu kutokana na shinikizo linaloendelea kutoka kwa pombe haramu.
- Vinywaji vikali – vilikua kwa 24% vikichochewa na mahitaji ya watumiaji yanayoongozwa na ladha, hivyo kuimarisha ukuaji mkubwa wa vinywaji vikali vya kawaida na aina za Tayari Kunywa (ready-to-drink, RTD). Ndani ya vinywaji vikali vya kawaida, chapa zilizochangia ukuaji huu zilikuwa ladha za Kenya Cane, Waragi, Black & White na Captain Morgan Gold.

Kshs bilioni	Mwaka wa Fedha wa 2026	Mwaka wa Fedha wa 2025	Mwaka wa Fedha wa 2024
Mauzo halisi	146.0	128.8	124.1
1 **Faida ya jumla**	62.2	54.1	53.6
2 Gharama za uendeshaji	(28.9)	(29.2)	(24.8)
3 **Mapato kabla ya riba na kodi (EBIT)**	32.1	25.2	24.9
4 Gharama halisi za kifedha	(4.4)	(5.9)	(8.1)
5 Faida kabla ya kodi	27.7	19.3	16.8
6 Faida baada ya kodi	18.2	12.2	10.9
Mapato kwa kila hisa	18.99	11.97	10.30

1 Faida ya jumla iliongezeka kwa 15% hadi Kshs bilioni 62.2, ikichochewa na ukuaji wa mapato wa 13% katika kipindi hiki, iliyopunguzwa na gharama ya mauzo iliyoongezeka kwa 12% hadi Kshs bilioni 83.8. Ufanisi wa uendeshaji na tija ulipunguza athari za mfumuko wa gharama za pembejeo na kuchangia kuongezeka kwa kiwango cha faida.

2 Jumla ya gharama za uendeshaji ilipungua kwa -1% hadi Kshs bilioni 28.9, ikionyesha nidhamu endelevu katika usimamizi wa gharama.

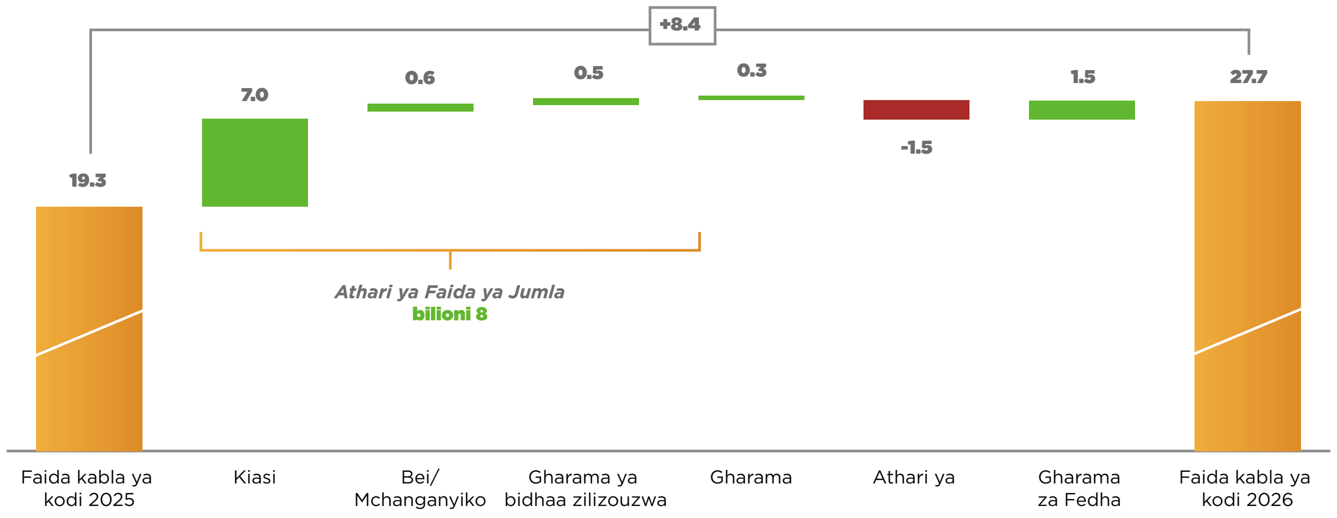
3 EBIT iliongezeka kwa 27% hadi Kshs bilioni 32.1, ikichochewa na ongezeko la Kshs bilioni 8.1 katika faida ya jumla na upungufu wa gharama za uendeshaji wa Kshs bilioni 0.3, iliyopunguzwa kwa kiasi kidogo na hasara ya ubadilishaji wa fedha za kigeni ya Kshs bilioni 1.2 (Mwaka wa Fedha wa 2025: faida ya Kshs bilioni 0.3).

4 Gharama halisi za kifedha zilipungua kwa -25% hadi Kshs bilioni 4.4, zikiashiria upungufu wa Kshs bilioni 1.5 ikilinganishwa na mwaka uliopita. Hali hii ilitokana na kupungua kwa deni na viwango vya chini vya riba katika mwaka huo.

5 Faida kabla ya kodi iliongezeka kwa 43% hadi Kshs bilioni 27.7. Gharama ya kodi ya mapato ilikuwa Kshs bilioni 9.4, ikiwakilisha kiwango fanisi cha kodi cha 34% ikilinganishwa na 37% katika FY2025.

6 Faida baada ya kodi iliongezeka kwa 49% hadi Kshs bilioni 18.2, ikichochewa na ukuaji wa faida ya uendeshaji na gharama ya chini ya deni, ambayo ilipunguza athari za hasara za ubadilishaji wa fedha za kigeni.

Faida kabla ya kodi (Kshs bilioni)



UGAWAJI WA MTAJI

Mkakati wetu kuhusu ugawaji wa mtaji una mpangilio na ni thabiti. Tunawekeza ili kudumisha utendaji wa sasa na wa baadaye, tukihakikisha kuwa biashara inaendelea kufadhiliwa vya kutosha, tukilinda mali kwa kudumisha deni katika viwango bora zaidi kwa mapato yanayoongezeka kwa wanahisa. Mfumo huu unakusudiwa kufadhili ukuaji, kulinda ustahimilivu na kuwasaidia wanahisa kutambua thamani ya uwekezaji wao

UKWASI NA DENI

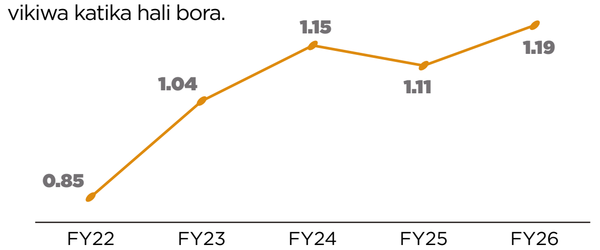
Biashara inaendelea kuzingatia lengo la kupunguza madeni katika mizania yake. Tumesawazisha upya mchanganyiko wa ukopaji wa viwango vinavyobadilika na visivyobadilika vya riba hadi takriban 50/50, kwa msaada wa ufadhili upya wa dhamana yetu ya muda wa wastani. Hapo awali, mchanganyiko wa deni ulikuwa umeegemea sana kwenye deni la viwango vinavyobadilika vya riba, na hali hii iliongeza hatari ya mabadiliko ya viwango vya riba.

Kupungua kwa ukopaji, pamoja na kushuka kwa viwango vya riba, kulisusha gharama za fedha. Masharti chini ya dhamana ya muda wa wastani, ikiwemo deni halisi kwa EBITDA na uwiano wa sasa, yaliendelea kubaki ndani ya vikomo vyake katika Mwaka wa Fedha wa 2026.

Uwiano wa sasa

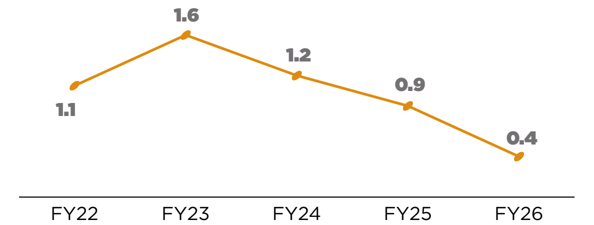
Uwiano wa sasa uliimarika hadi 1.19, ukitimiza masharti yetu ya udhibiti ya >1.0x, ikisaidiwa na maboresho katika mtaji wa uendeshaji kazi.

Mali inaendelea kuwa imara, huku mapato na uwiano wa ukwasi vikiwa katika hali bora.



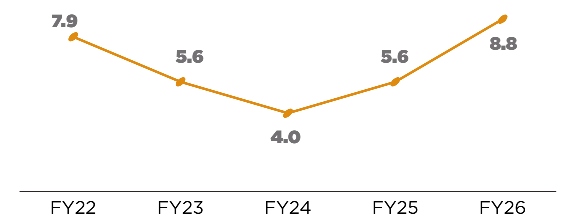
Deni halisi/EBITDA

Jumla ya deni (ikiwemo deni katika akaunti ya benki) ilipungua kwa Kshs bilioni 5.8 hadi Kshs bilioni 33 (Mwaka wa Fedha wa 2025: Kshs bilioni 39) Kundi lilifunga mwaka kwa uwiano wa deni halisi kwa EBITDA wa 0.4 ndani ya lengo la Bodi la 1.5x, ikionyesha kuendelea kupungua kwa ukopaji na kuimarika kwa EBITDA



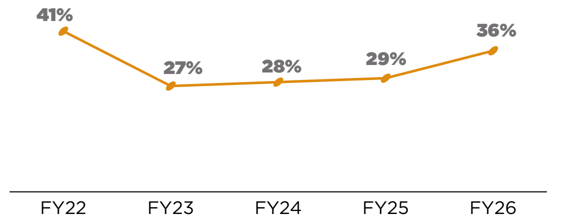
Uwezo wa kulipa riba wa EBITDA

Uwezo wa kulipa riba wa EBITDA uliimarika hadi 8.8x, ambao unabaki ndani ya kiwango lengwa cha Kundi cha >4.0x.



Mapato kwa mtaji uliowekezwa (ROCE)

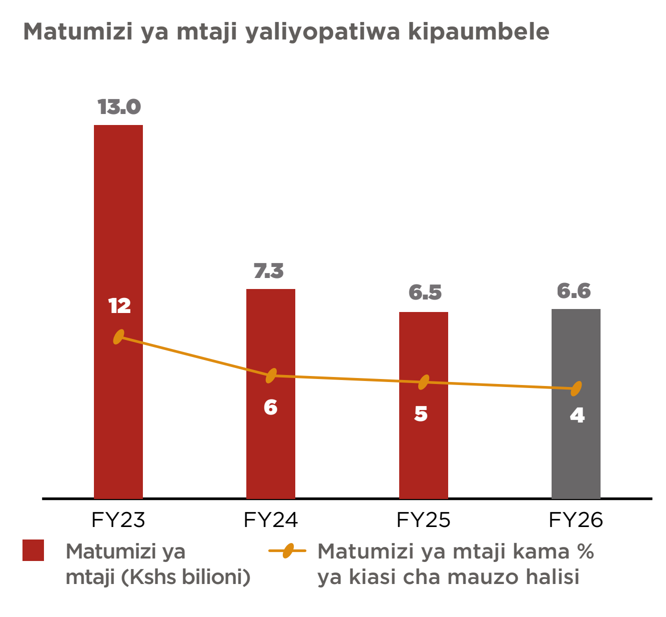
ROCE iliongezeka hadi 36% kutokana na kuimarika kwa mapato.



MATUMIZI YA MTAJI

Matumizi ya mtaji kwa mwaka yalikuwa Kshs bilioni 6.6 (Mwaka wa Fedha wa 2025: Kshs bilioni 6.5), yakiwakilisha 4% ya mauzo halisi (Mwaka wa Fedha wa 2025: 5%).

Awamu ya upanuzi wa uwezo ilisababisha matumizi makubwa ya mtaji katika Mwaka wa Fedha wa 23 na baadaye matumizi hayo yamepungua kwa lengo la kudumisha shughuli za biashara. Matumizi katika Mwaka wa Fedha wa 2026 yalielekezwa hasa katika glasi na chupa zinazorejeshwa kwa masoko ya nchini na ya kuuza nje, pamoja na uwekezaji katika matengenezo na kuongeza ufanisi.

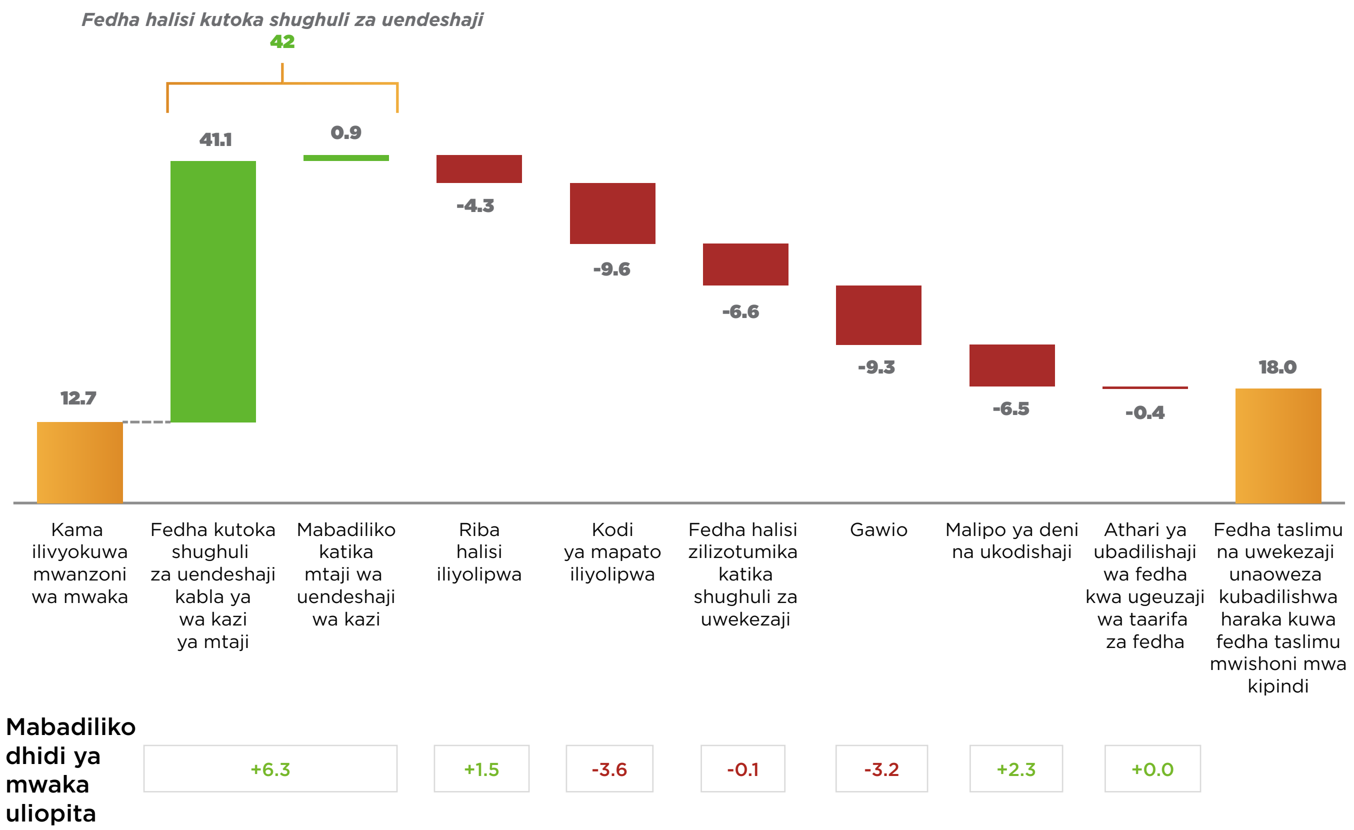


MTIRIRIKO WA FEDHA

Fedha taslimu na uwekezaji unaoweza kubadilishwa haraka kuwa fedha taslimu zilifikia Kshs bilioni 17.9 mwishoni mwa kipindi (Mwaka wa Fedha wa 2025: Kshs bilioni 12.7), ambalo ni ongezeko la Kshs bilioni 5.3 lililochochewa hasa na ongezeko la Kshs bilioni 6.3 katika fedha halisi zilizotokana na shughuli za uendeshaji (Mwaka wa Fedha wa 2026 Kshs bilioni 42; FY2025: Kshs bilioni 35.7).

Uimara wa mtaji wa uendeshaji kazi umeimarishwa kupitia mifumo ya ukusanyaji ya wasambazaji na suluhisho za ufadhili kwa wasambazaji zinazowapa wasambazaji unyumbufu wa kusaidia mahitaji yao ya mtaji wa uendeshaji kazi.

Mabadiliko ya fedha (Kshs bilioni)



GAWIO

Bodi ya Wakurugenzi inapendekeza gawio la mwisho la Kshs 8.70 kwa kila hisa chini ya kodi ya zuio. Gawio hili limepangwa kulipwa mnamo au karibu tarehe 31 Oktoba 2026 kwa wanahisa waliosajiliwa ipasavyo kufikia mwisho wa siku ya kazi tarehe 19 Oktoba 2026.

Likidhinishwa, jumla ya gawio kwa mwaka itafikia Kshs 12.70 kwa kila hisa (Mwaka wa Fedha wa 2025: Kshs 8.00), ikionyesha dhamira yetu ya kutoa mapato yanayoendelea kuimarika na endelevu kwa wanahisa ndani ya mfumo wetu wa ugawaji wa mtaji.

TUKIANGALIA MBELE

Tunaendelea kulenga katika kutekeleza mkakati wetu kwa uangalifu ili kuendelea kutumia kasi yetu ya msingi ya ukuaji na kutoa thamani endelevu ya muda mrefu kwa wanahisa.

Tunaendelea kuwaweka wateja na watumiaji katika kitovu cha shughuli zetu kadri mapendeleo yanavyobadilika, huku tukidumisha ubunifu na udhibiti wa gharama kuwa msingi mkuu na kuendeleza mfumo wenye nidhamu wa matumizi ya mtaji ili kutoa matokeo endelevu na mapato kwa wanahisa.

Justin Mollel
Afisa Mkuu wa Fedha wa Kundi

3

EVALUATING STRATEGIC PERFORMANCE

Our strategy is built for the structural opportunity of East Africa with its young, fast-urbanising population and growing, aspirational middle class. We offer high-quality brands for every occasion and every economic level, and we win through our strategic imperatives and enablers.

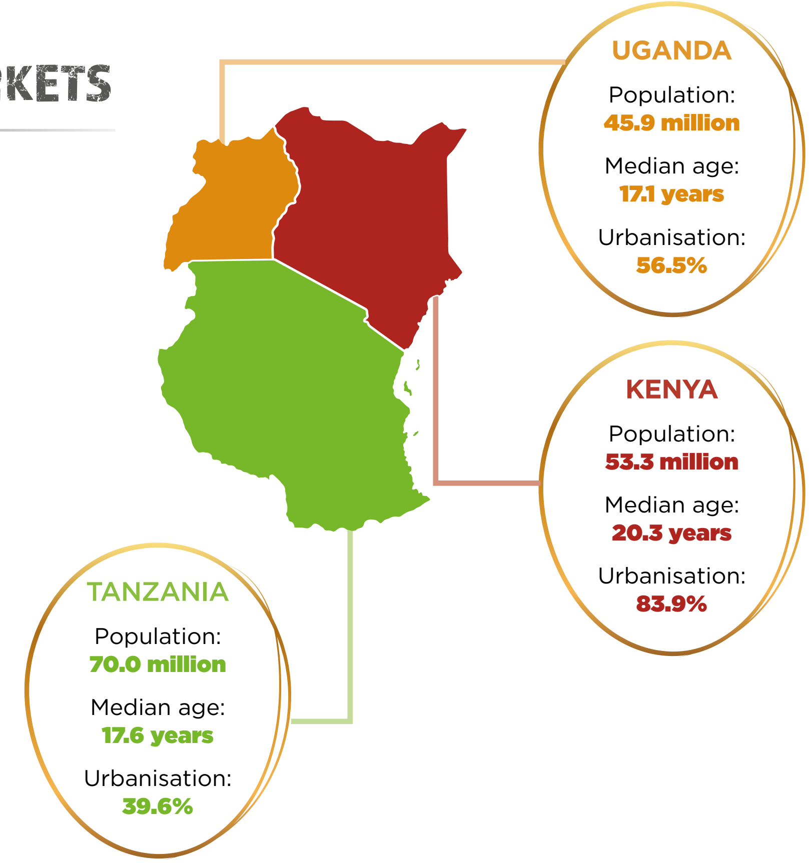
Our strategy also embodies our commitment to positively impacting the communities we serve by ensuring alcohol plays a positive role in society as part of a balanced lifestyle.

UNDERSTANDING OUR MARKETS

DEMOGRAPHICS

East Africa is one of the youngest and fastest-growing consumer markets in the world, with a compelling case for ongoing structural growth across EABL's three core markets. Kenya, Uganda and Tanzania are together home to a combined population approaching 170 million people, are growing rapidly and have a median age of less than 20 years. A large cohort of young adults enter the workforce every year, steadily enlarging the base of legal-age adult consumers we can serve responsibly and deepening the long-term opportunity for our total adult beverage portfolio.

The region is urbanising quickly, which expands formal retail, the on-trade (bars, restaurants and pubs) and modern route to consumer channels, and supports the emergence of a larger, more aspirational middle class.



MACRO-ECONOMIC TRENDS

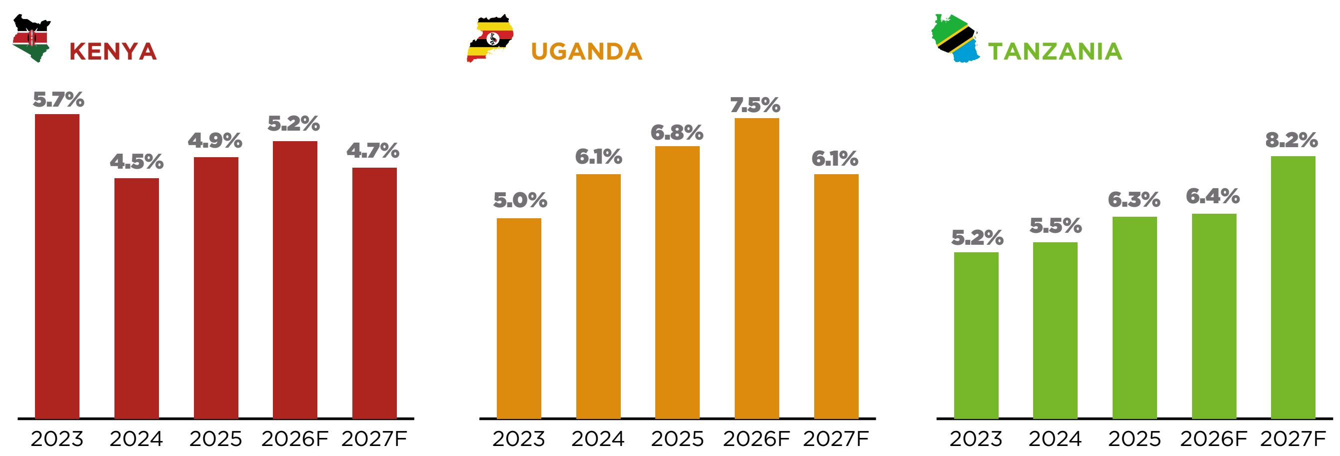
East Africa continues to grow faster than the sub-Saharan average, with real gross domestic product (GDP) across our markets expanding in the region of 5% to 7% a year, driven by sectors including agriculture, services, construction and, increasingly, digital and financial services.

Governments across the region are pursuing pro-growth policies, investing in infrastructure and implementing reforms to attract foreign direct investment and enhance competitiveness. Increased regional integration through the East African Community is promoting trade and economic cooperation.

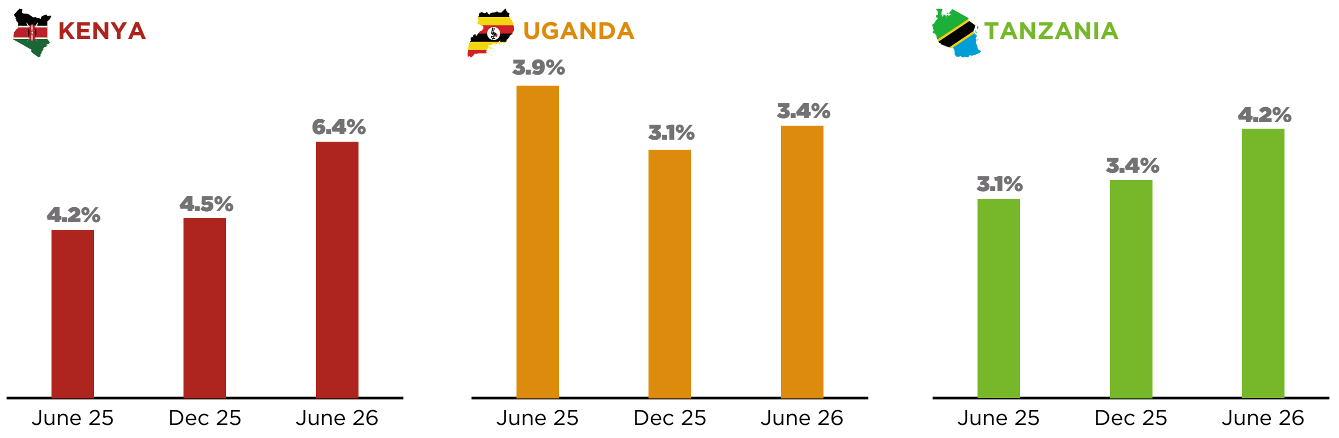
Inflation in the region remains under control and interest and foreign exchange rates were stable over the past year. The political environment in East Africa remains relatively stable, with elections in Uganda and Tanzania concluded during the last year.

Despite pockets of challenges, East Africa remains one of the fastest-growing regions in Africa, offering strong medium- to long-term opportunities for businesses supported by improving economic fundamentals and market potential. The combination of a young, growing, increasingly urban population and resilient economic expansion provides a strong platform for premiumisation, innovation and category development over the coming decade.

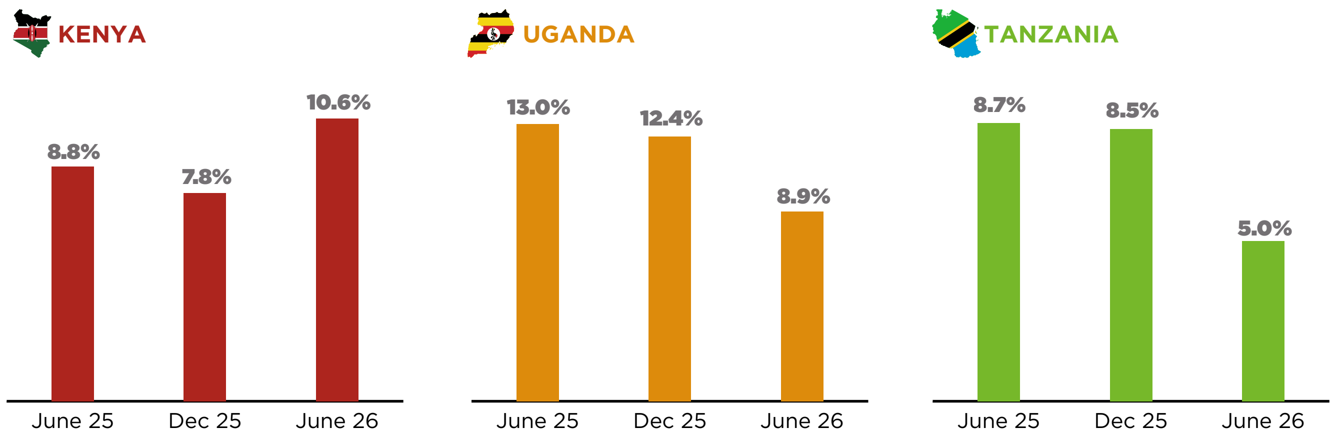
GDP GROWTH



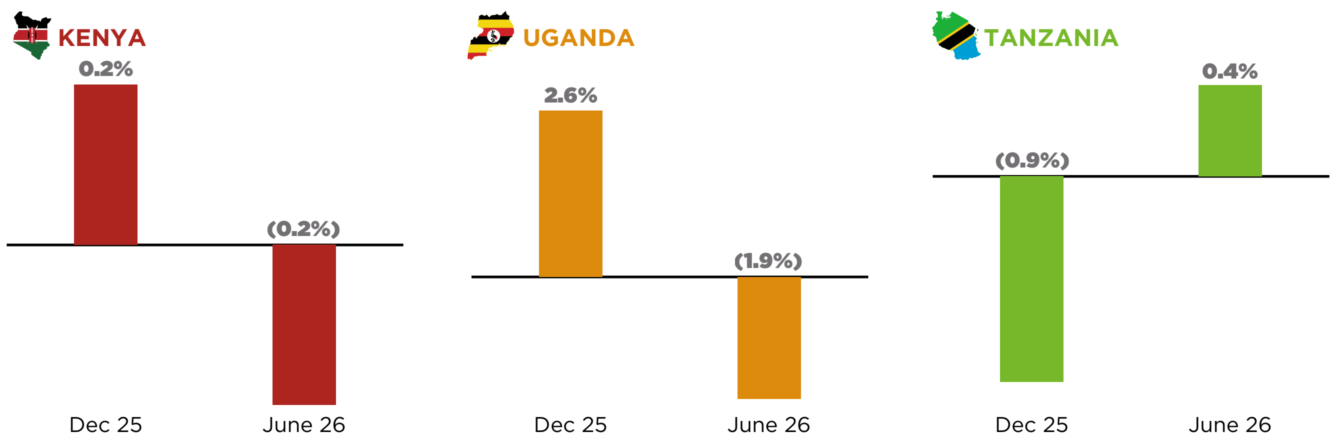
INFLATION



INTEREST RATES



CURRENCY (% CHANGE VS 2024)



UNDERSTANDING OUR STRATEGY

Our strategy is founded on our commitment to offering consumers high-quality brands that cater to every occasion and economic level, while delivering long-term value to our shareholders.

We drive our growth ambition by pairing consumer-centric brand building with deep operational efficiency. The strategy focuses on premiumising our core portfolio, expanding into untapped categories, optimising distribution across East Africa and advancing long-term sustainability to build consumer trust.

The strategic imperatives that shape our brand portfolio are supported by our innovation and digital transformation initiatives and delivered through our key enablers, which embed sustainability across the Group through our Spirit of Progress action plan.

Management leads the development of the Group strategy, informed by market insights, performance data, risk analysis and a review of the operating environment. The final strategy and related priorities are reviewed and approved by the Board, ensuring alignment with governance standards and shareholder expectations. The approved strategy is translated into detailed business plans, budgets and performance targets across functions and markets. Implementation is monitored through regular management reporting and Board updates.

OUR PURPOSE

CELEBRATING LIFE, EVERY DAY, EVERYWHERE

OUR AMBITION

To create the best-performing, most trusted and respected consumer products company in Africa

OUR STRATEGY

Vibrant Beer
Anchored by iconic national brands like Tusker, Serengeti and Bell Lager, our core beer brands serve the breadth of East African consumers.

Explode premium
Our curated portfolio of global powerhouse brands and local jewels targets the aspirational consumer who chooses quality over quantity, trading up for superior taste, authenticity and the prestige of premium and luxury occasions.

Win in mainstream spirits
A diverse, accessible spirits portfolio spanning vodka, gin, whisky, rum and liqueur that meets consumers at every price point to attract new drinkers into the category while building loyalty across East Africa's fast-growing spirits market.

Shape new frontiers
Targeting the evolving consumer through ready-to-drinks, healthier alternatives and aspirational innovations that extend EABL's reach beyond conventional beer and spirits occasions into entirely new consumption moments and categories.

INITIATIVES

Aspirational and accessible innovations
EABL's innovation pipeline delivers new products to meet changing tastes, attract new consumers and expand occasions.

Digital transformation
EABL's ongoing investment in digital capabilities embed data, digital tools and technology throughout the business to unlock growth and efficiencies, and enhance consumer-centricity. Applied across e-commerce, customer engagement, analytics and automation, these tools are enhancing agility, improving route to consumer execution and creating superior consumer experiences.

Within this initiative, we also focus on **brand building and marketing.**

The strength of our brand equity comes from the deep emotional connections and trust consumers have with our products, which strengthen pricing power and create a competitive moat that supports portfolio and market resilience.

KEY ENABLERS

Route to consumer
A tiered, data-driven distribution model seamlessly connects EABL's products from brewery to consumer.

Anchored on strategic distributor partnerships, segmentation, outlet execution and digital tools to ensure availability, visibility and elevated consumer experiences.

Reputation, Spirit of Progress
EABL's ESG framework embeds responsible business practices as a core driver of long-term value creation and community trust. It is built on three strategic priorities:

- Promoting positive drinking
- Championing inclusion and diversity
- Pioneering grain-to-glass sustainability

Supply footprint
A regional manufacturing and logistics network continuously optimised through automation, and smart network design.

Enhanced decision-making and improved performance guarantee product availability at optimal cost while building the resilience and capacity to meet future demand across East Africa.

Efficient growth/ productivity
A culture of continuous cost optimisation and margin discipline identifies productivity savings and operational efficiencies across the business to improve returns and enhance value.

Unlock growth through people and organisation
A high-performance, engaged and future-fit Group anchored on talent development, inclusion and diversity, and a purpose-driven culture. This ensures that EABL's people have the skills and leadership to execute strategy and achieve our ambition.

EXTERNAL TRENDS OUR STRATEGY ADDRESSES

Macro-economic environment	Our response
While macro-economic conditions were largely positive during the year, regional challenges include high public debt levels, election-related volatility, governance and transparency concerns, policy unpredictability in certain sectors, geopolitical pressures in the Horn of Africa, exposure to external shocks including global commodity prices and trade policy uncertainty as well as climate-related risks.	We manage exposure through disciplined treasury and balance-sheet management, including reducing debt, lowering finance costs and managing currency risk, while protecting margins with pricing and productivity gains. This is delivered through our **efficient growth/productivity enabler**, which embeds a culture of continuous evaluation to optimise costs for maximum returns.

Pressure on disposable income and downtrading	Our response
Although overall inflation remained stable, prices of necessities such as food, transport and energy have increased faster than income, affecting consumer purchasing power. This is driving increased downtrading and softer category mix, with value, affordability and experience decisive purchase factors.	We protect affordability through strategic pricing, value-accretive pack and format choices and accessible innovation that meets consumers at the price points they can reach without trading them out of the category. This works across the **Vibrant Beer** and **win in mainstream spirits** imperatives, underpinned by our **aspirational and accessible innovations** enabler.

Premiumisation and innovation continue to lead	Our response
The long-term shift toward premium experiences remained intact, with increasing affluence even as consumers managed budgets carefully. Our premium portfolio grew 9% and beer delivered consistent growth of roughly 9% across all markets, with volume-led growth supported by premiumisation gains and a sustained innovation pipeline. The ready-to-drink category continued to expand as a route to attract new consumers and unlock new occasions.	We invest behind premium and aspirational brands so consumers can 'drink better, not more' and use our innovation pipeline to open new occasions and price points. This is the core of our **explode premium** imperative, with ready-to-drink and new occasions extending into **shape new frontiers**.

Rising demand for moderation and wellbeing	Our response
Consumer interest in moderation and wellness is growing, with low- and no-alcohol offerings gaining traction across key demographics. This reinforces both our responsible-drinking agenda and a tangible commercial opportunity.	We are building a portfolio of low-alcohol, no-sugar and flavoured options that meet demand for healthier, lighter beverages, while continuing to promote moderation through programmes such as DRINKiQ. This sits at the heart of **shape new frontiers** and our **reputation, Spirit of Progress** enabler.

Proliferation of illicit alcohol	Our response
Illicit alcohol now accounts for an estimated 60% or more of the total alcohol markets in Kenya, Uganda and Tanzania, distorting the competitive playing field, eroding the legitimate tax base and posing consumer-safety risks.	We compete by offering safe, affordable, quality-assured alternatives that bring consumers into the legal market. We advocate for stronger enforcement and running consumer-education campaigns with government and industry partners. This is delivered through **win in mainstream spirits** and our **reputation, Spirit of Progress** enabler.

Evolving regulation and excise reform	Our response
Regulatory frameworks continued to shift, most notably the move in Kenya from a volume-based to an alcohol-by-volume (ABV)-based excise regime and the increase in excise on beer in Tanzania. These increased costs and changed the relative economics across the portfolio.	We engage proactively with policymakers on fair, predictable regulation and focus innovation toward lower-ABV beverages that are advantaged under the new regime. This draws on our **reputation, Spirit of Progress** enabler and the lower-alcohol agenda within **shape new frontiers**.

Input-cost inflation	Our response
Sustained inflation in key inputs, particularly packaging materials, continues to affect the cost base, reinforcing the importance of productivity and supply chain resilience in protecting margins.	We offset cost pressure through productivity savings, disciplined cost management and local sourcing within our grain-to-glass model, alongside investment ahead of demand to secure supply. This combines our **efficient growth/productivity** and **supply footprint** enablers.

Meeting the needs of women	Our response
Rising female participation in education, the workforce and the formal economy is lifting women's economic independence and spending power, while social attitudes around women's consumption in mainstream social settings continue to evolve. Women remain significantly under-served relative to their share of the adult population.	Women's preferences map closely to the fastest-growing parts of our portfolio – premium and aspirational brands, lighter and lower-ABV serves, flavoured options and ready-to-drink formats designed for new occasions. Engaging this segment responsibly, through products, experiences and marketing that are genuinely relevant to women, represents an opportunity to expand the total adult beverage market and attract new consumers over time. This aligns with **shape new frontiers** and our **reputation, Spirit of Progress** enabler.

Digital and route to consumer transformation	Our response
Across the region we deepened digital capability in our route to consumer operations, improving outlet visibility, enhancing data-driven decisions and empowering frontline teams to execute with greater precision.	We continue to scale digital route to consumer tools and customer relationship management-led customer journeys to widen distribution, improve availability and lower cost to serve. This is delivered through our **digital transformation** and **route to consumer** enablers, which support every strategic imperative.

PROGRESSING STRATEGIC IMPERATIVES

Our broad portfolio encompasses outstanding local consumer favourites and international brands across various categories, occasions and price points.

Our brands are iconic, relevant and culturally present. Many boast rich legacies that span generations and are integral to meaningful everyday connections. Others have been more recently launched to meet evolving consumer tastes and innovate to reach new audiences. We are extremely proud of the positive impact our brands have in bringing people together, in celebrating life, every day, everywhere.

VIBRANT BEER	EXPLODE PREMIUM	WIN IN MAINSTREAM SPIRITS	SHAPE NEW FRONTIERS
9%	9%	30%	26%
year on year growth in net sales value	year on year growth in net sales value	year on year growth in net sales value	year on year growth in net sales value

Refer to page 1 for a snapshot of our brands, and the appendix on page 201 for more detail.

VIBRANT BEER

Beer sits at the core of our business and is central to delivering value across our value chain, led by our iconic national brands and the global heritage of the Guinness trademark. Our strong heritage and reach across East Africa position us well to drive category growth through our iconic local and international brands.

We have sharpened our portfolio to appeal to a broader, more diverse consumer base – from classic lagers, stouts and malts to flavoured innovations for more curious tastes. Guided by consumer insight, we are redefining beer occasions, aligning our brands with richer, more relevant experiences.

EXPLODE PREMIUM

Consumers are increasingly choosing to trade up and 'drink better, not more'. They aspire to brands and categories that embody superior quality, authenticity and exquisite taste.

Our exciting globally leading brands partnered with local jewels across beer and spirits cater to every taste and celebration, creating opportunities for consumers to experience premium and luxury brands. This exceptional portfolio provides an excellent foundation to drive growth, accelerate and expand the category.

WIN IN MAINSTREAM SPIRITS

Our mainstream spirits segment includes a wide selection of spirits across price points and types, including vodka, gin, whisky, rum and liqueur. It provides safe, affordable and properly brewed alternatives that appeal to a broad spectrum of consumers, including low-income demographics and those shifting away from illicit alcohol.

Mainstream spirits is experiencing rapid and resilient growth throughout East Africa, with our products holding the largest market share in their categories. Our diverse and dynamic portfolio encompasses iconic national brands and renowned international brands, fostering inclusivity across consumer groups and recruitment to more premium offerings.

SHAPE NEW FRONTIERS

Expanding the total beverage alcohol market is a core priority we realise by unlocking new and incremental consumer occasions. Our strong presence in the ready-to-drink category extends our reach beyond traditional beer and spirits occasions to meet the needs of new audiences.

We are responding to the growing demand for healthier options and enhanced taste experiences by innovating in low-alcohol, no-sugar and flavoured offerings.

MEETING CHANGING TASTES AND EXPANDING OCCASIONS

OUR TOP INNOVATIONS LAUNCHED IN FY2026

Delicious pre-mixed cocktail variants leveraging the Smirnoff, Captain Morgan and Gilbey's brands to target young affluent consumers

Smirnoff Ice Raspberry Twist launched through the Stay Twisted campaign as an energetic brand for bold expression and self-confidence among female consumers

Captain Morgan Muck Pit Melon Splash Liqueur for authentic, curious and connected young people

Exploding flavour through Serengeti Lemon and TZEE lemon and ginger made locally to honour Tanzanian culture and youth

Ready-to-serve cocktails: quality and convenience at home

Responding to the rise of at-home socialising and a clear consumer desire to enjoy cocktails without the complexity of a stocked bar cart, EABL launched a ready-to-serve range: Smirnoff Cosmopolitan, Captain Morgan Long Island and Gilbey's Berry Bramble.

Each bottle delivers a reliable, bar-quality serve every time, balancing convenience, quality and value, and positioning cocktails as accessible social currency for spontaneous gatherings and hosted evenings.

PROGRESS ON FY2025 LAUNCHES

Serengeti Lemon reached mainstream relevance in Tanzania within two years of launch, with Tusker Ndimu Bell Citrus gaining traction in Uganda.

The consumer launch of Don Julio 1942, amplified by a World Tequila Month campaign, moved tequila 'beyond the shot glass'.

Kenya Cane Lemon & Ginger, now the biggest spirit in Kenya, and Uganda Waragi Lemon & Ginger brought fresh, local twists to much-loved brands.

TRANSFORMING DIGITALLY

Digital transformation is a pivotal enabler of our strategy and key driver of quality growth. Harnessing the power of our people, integrating unified data and scaling technology strengthens commercial execution, operational efficiency and consumer-centricity across the value chain.

Digital transformation is a central pillar of our strategy and a key enabler of growth, efficiency and consumer-centricity by embedding data, digital tools and technology across the business. In FY2026, we made further progress on our journey, reinforcing commercial excellence, consumer-led growth, operational efficiency and cost discipline. We invested in developing digital skills and initiatives to build a self-service, data-driven culture across teams, reducing reliance on central functions and accelerating execution.

These enhancements position EABL to make faster, insight-led decisions, scale growth, enhance resilience and maintain its competitive advantage with a future-ready workforce.

DATA AND ANALYTICS

We enhanced our data and analytics capabilities, including through the DataSafari Community, deepening insight and enabling faster, evidence-led decisions. Enhancements to data governance, security and quality as well as accessible self-service platforms are building a trusted data ecosystem that supports improved operational and strategic execution. Investments in our enterprise resource planning (ERP) and core systems improved integration, scalability and process standardisation, creating a more resilient backbone for a growing, multi-market business.

EABL has completed digital mapping of each sorghum-producing farm that includes acreage, seed variety, training attendance and post-harvest monitoring data. This data enables long-range, predictive data generation to guide sourcing decisions across farmer segments and geographies.

The Group also implemented an integrated ESG reporting and monitoring system that tracks monthly sustainability performance, consolidating cross-functional non-financial performance data at market levels, enabling early action to amplify opportunities and address risks.

DIGITISING COMMERCIAL EXECUTION

We continued to digitise commercial execution through salesforce tools, route to market systems and performance tracking. Our proprietary EDGE 365 platform gives customers and sales teams data-driven insights, recommendations and performance management.

Diageo One, our electronic business-to-business ordering portal, allows customers to place orders 24/7. Fully integrated with EDGE 365, Diageo One supported more than 20,000 Monthly Active Users and contributed to over 30% of our NSV processed through the platform in FY2026.

We extended the use of technology across supply chain and operations to improve demand forecasting, inventory management and overall efficiency, strengthening our ability to get the right product to the right place at the right time. Our digital control tower in Kenya is a real-time route optimisation and fleet coordination system that is improving logistics efficiency, reducing fuel consumption and lowering distribution-related carbon emissions.

> *The Diageo One platform will remain available to EABL following the change in shareholding. It will be rebranded with close engagement and structured change management to ensure uninterrupted service for our customers.*

DIGITAL CONSUMER PLATFORMS

As consumer behaviours continue to shift toward digital channels, EABL has accelerated its investment in digital capabilities across e-commerce, customer engagement, analytics and automation. During the year, we deepened digital consumer engagement by leveraging data-driven marketing and personalised campaigns.

Our direct-to-consumer channels, which include EABL's **ke.thebar.com** and partnerships with leading digital players like Glovo, UberEats, Jumia, Oaks & Corks and Chupa Chap, are powered by data-rich customer relationship management and allow consumers to order their favourite brands online for on-demand delivery. Functionality includes an option for consumers to book a full at-home party package, complete with bar set-up, DJ and a trained mixologist for the perfect serve. This connected foundation grew active digital consumers and repeat-purchase rates, supporting revenue growth, particularly across the premium and reserve portfolio. The consumer marketing built on these platforms is covered under brand building and marketing on page 62.

The DRINKiQ platform is a first of its kind in East Africa mobile-friendly, online responsible drinking interactive eLearning tool. DRINKiQ delivers consumer education on responsible choices, unit awareness and alcohol's effects, and includes testing functionality.

LOOKING AHEAD

Our focus for FY2027 is to move from digital adoption to digital excellence by:

- Strengthening data governance and compliance
- Enhancing security and system reliability
- Empowering managers through coaching and performance-management tools
- Delivering real-time insight for faster decision-making
- Driving superior commercial execution through EDGE 365

BRAND BUILDING AND MARKETING

Brands that are meaningful, different and salient help to build deep emotional connection and consumer trust by embedding joy and togetherness into our products and marketing. Driving consistent, authentic brand experiences that enhance perceived value and loyalty translate into sustained competitive advantage and market leadership.

Marketing is how EABL converts its portfolio of exceptional products into living consumer demand. Our brand equity is built on deep emotional connection and consumer trust, anchored in our purpose. Strong brands make our strategy work, earning the right to premium pricing, deepening loyalty and lowering the risk of entering new categories, channels and markets.

> *Over the last five years, EABL has held nine of the 10 strongest beer brands and eight of the 10 strongest spirits brands in its markets by brand equity.*

During the year, we brought greater coherence to how we build brands, consolidating elements of our portfolio and innovation strategies into a single EABL Group marketing framework, harmonising brand-investment priorities and helping us identify and scale successful innovations across our markets.

HOW WE MEASURE AND PROTECT OUR BRANDS

We measure brand equity using a meaningful, different and salient framework, which is aggregated into a single brand strength score for each brand. Category leadership is tracked through monthly retail audits that measure our share of the total beverage alcohol market by volume and value, for beer and spirits.

Our brands and reputation are governed by the mandatory Diageo Marketing Code, which applies to every brand communication and binds employees, subsidiaries, joint ventures and external partners.

It is reinforced by specialised standards including the Digital Code, Responsible Research Standard, Consumer Information Standard and Data Protection Global Policy, which ensure that brand activities are compliant, ethical, culturally sensitive and socially responsible. Operational guidance covers AI use, brand promoters, influencers and user-generated content to embed consistency and accountability at every brand touchpoint.

Responsible marketing is integral to how we build trust. Every communication is aligned to EABL's values and held to the Diageo Marketing Code. Our Brand Promoter Standards protect the dignity, safety and human rights of everyone working on our brands.

We reached 248,935 people with positive-drinking and moderation messaging during FY2026. Progressive marketing, including women's participation across the production value chain, remains a core pillar of how we work.

RESPONDING TO OUR CONSUMERS

East African consumers are changing quickly. EABL continuously invests in consumer insights, market research and data analytics to understand evolving preferences and ensure brand campaigns, product innovations and experiences are relevant, high-quality and aspirational. Key trends in our markets are set out below.

Gen Z becoming cultural architects

Gen Zs are increasingly setting the cultural agenda and redefining brand expectations with their increased interest in inclusivity and social responsibility.

Value for money

Ongoing economic constraints are driving increased price sensitivity. Brands must balance quality and value, offering accessible price points without compromising on the consumer experience.

Conscious wellbeing

The shift to moderation and conscious wellbeing is increasing demand for low and no-alcohol alternatives, transparency and functional benefits.

Evolving consumption spaces

Consumption is spilling beyond the bar and the home into unstructured 'third and fourth spaces' such as live events, outdoor settings, cultural venues and hybrid social spaces, requiring brands to adapt channel strategies and occasion-based marketing.

Rising interest in new experiences

Consumers are actively seeking novelty beyond conventional offerings, stimulating interest in innovative packaging designs, diverse liquid styles and limited-edition releases that challenge traditional category norms.

Luxury and austerity co-existing

Consumers are simultaneously seeking premium, indulgent experiences while exercising restraint in everyday spending. This duality reflects a more calculated approach to consumption, where value and treat-based purchasing coexist.

Evolving marketplaces

Social commerce on platforms such as TikTok and Instagram is reshaping discovery and outpacing traditional e-commerce channels, underscoring the need for brands to integrate seamless, shoppable experiences into socially native environments.

Women breaking barriers

Women are breaking long-standing stereotypes, with female participation in traditionally male-dominated sectors rising.

These trends inform EABL's brand and marketing initiatives, and shape the innovation pipeline to ensure that our expanding portfolio remains relevant, accessible and aspirational. Refer to page 26 for new innovations.

BRINGING BRANDS TO LIFE

We connect brands to culture using distinctive creative and large-scale activations to build omni-channel experiences. Our marketing strategy is grounded in East African consumer behaviour, market realities and platform maturity, and powered by data, agile technology and cross-functional capability.

We scale media reach across our markets to drive mental availability, reaching more than 75% of addressable audiences through retail media pilots with partners to create more shoppable media moments. EABL's in-house creative agency, DigiTribe, anchors agility and relevance at the centre of execution.

Our flagship year-end 'It's A Wrap' festive campaign united our premium brands under a single celebratory message, while Johnnie Walker's AfroExchange platform convened creative talent across the continent in music, fashion, art and storytelling.

We are also deepening direct consumer relationships through QR-enabled digital menus to improve product discovery and embedded customer relationship management across priority brands including The Bar, Johnnie Walker and Guinness. Customer relationship management integration enables tailored engagement with consumers through newsletters, birthday offers and welcome flows, growing the first-party data that powers personalised, lifecycle marketing.

Guinness Match Day and the Premier League trophy tour

As Official Beer Sponsor of the English Premier League, Guinness brought top-flight football to fans across Kenya, Uganda and Tanzania through large-scale Match Day viewing events that included live screenings, expert punditry, fan challenges and local entertainment.

The highlight was a rare public tour of the Premier League trophy in Kenya in October 2025, hosted at State House, Nairobi that turned a global sponsorship into a distinctly local cultural moment and deepened Guinness's connection to East African football culture.

Our marketing initiatives embed principles of the Spirit of Progress framework in everything we do to deliver accessible, progressive media that embeds inclusion, including content designed for people with disabilities, as a genuine growth lever. For example, the DigiBility digital training programme empowers people with disabilities with digital skills, mentorship and career pathways in line with our ambition to actively create access and opportunity in the digital economy.

Through DigiBility and our broader progressive media lens, we are also working to ensure our marketing choices reflect inclusion in representation, media spend and platform selection, starting with influencer partnerships, accessible formats, and locally relevant storytelling. Refer to the Sustainability Report for more information on the DigiBility programme.

SHARPENING MEDIA EFFECTIVENESS AND REACH

Digital transformation is central to how we connect with consumers in culturally meaningful ways, using always-on media, influencer storytelling and flagship platforms to deliver high-engagement shoppable experiences. AI-powered content created with Virtual Studio improves creative efficiency and production agility to support our global brands and local regional jewels.

We strengthened our data-led approach to media, applying advanced econometric modelling and proprietary tools to attribute media effectiveness and optimise channel mix, supporting a pivot toward high-performing digital channels as internet penetration rises across our markets. We expanded reach through retail-media pilots that delivered strong returns on investment at the point of purchase and a growing trusted marketplace of premium publisher inventory.

LOOKING AHEAD

In FY2027, we will focus on leveraging the premium segment and building a balanced dual-portfolio strategy that simultaneously recruits new consumers through accessible offerings. Key initiatives will include:

- Build and win in premium, capturing the growing class of aspirational consumers for whom premium brands are social currency
- Recruit new consumers through viable value-for-money propositions, creating quality entry points that grow volume and draw drinkers away from the illicit market
- Follow the consumer across evolving touchpoints, investing in connected commerce, digital engagement and scalable media for the new 'third and fourth spaces'
- Continue to spearhead marketing as a force for good, anchoring brand building in moderation and responsible drinking

PROGRESSING KEY ENABLERS

ROUTE TO CONSUMER

Our route to consumer is the seamless journey our products take from the brewery to the consumer. It is a critical enabler of our strategy as the foundation for bringing our brands to life and delivering our products on time and in full, across every event and occasion.

Our goal is to ensure that EABL is the partner of choice in the total beverage alcohol category through:

- Strong omni-channel retail execution
- Growing the category through trade marketing that activates demand across multiple consumer occasions and shopper missions
- Ensuring we have the right assortment of products for each shopper in each channel

Facilitating events, outlet activations and premium occasions strengthen the rate of sale, ensure participation in high-value consumption moments and support premiumisation, which is core to EABL's value growth agenda.

Route to consumer sits at the centre of business planning, supporting forecast accuracy, innovation roll-outs and trade-investment planning. It aligns infrastructure, people, logistics and commercial ambition using a tiered model anchored on strategic distributors, route to market segmentation and disciplined outlet execution.

Sales teams, distributors and customers have access to our commercial platforms, EDGE 365 and Diageo One (see page 60), to gain insights, improve sales and forecasts, and increase the number of daily sales calls.

In FY2026, we focused on capability building and data-led execution discipline to ensure long-term competitiveness. Expanding digital coverage through Diageo One, automating journey planning, expanding the outlet universe and upgrading distributor capability improved productivity, accountability and decision-making.

SUPPORTING RESILIENCE AND SUSTAINABILITY

The growth of wholesalers is intensifying competition as these outlets stock competitor products alongside EABL brands. In response, we are strengthening relationships with wholesalers, improving distributor operating efficiency, appointing more authorised distributors in markets such as Tanzania and expanding direct-to-consumer channels.

EABL has partnered with several banks to expand the reach of our distributor and retail financing schemes that provide capital to route to consumer partners to support business growth and sustainability in the face of rising input costs, increased volumes and the success of recent innovation products.

We are making progress in reducing emissions and improving efficiency across our distribution network by integrating low-emissions trucks into the fleet and working with third-party logistics vendors to optimise load efficiency. Refer to the Sustainability Report for more information on our efforts to reduce distribution carbon emissions.

BUILDING CAPACITY IN OUR DISTRIBUTOR NETWORK

We rank our distributor partners as Gold, Silver or Bronze according to their operational efficiency and effectiveness. Our Gold Journey programme supports distributors to improve operating standards and requires distributors to attend internal training programmes and training delivered by statutory bodies.

We engage with our distributor partners through regular capacity assessments and benchmarking trips. Targeted capacity building helps partners to raise their standards over time. This year, we focused on unlocking capital efficiencies, reducing credit risk through distributor financing schemes and embedding governance discipline. We also worked with distributors to mitigate the impact of fuel cost increases linked to the ongoing Middle East conflict.

Distributor partners are required to subscribe to the EABL Code of Business Conduct, which covers areas such as human rights, fair labour practices, social responsibility and environmental stewardship. We conduct periodic know-your-customer reviews to assess distributor compliance with these policies as a condition of renewing our partnerships. Refer to page 79 for more information on the Code of Business Conduct.

RETAIL CHANNELS AND OUTLETS

Our customers – the retailers and outlets that sell and serve our products – are the last step in our route to consumers. Regular visits include value-stream mapping exercises, execution audits and visibility investments. We segment outlets to prioritise engagement and investment across channels. On-premises, we provide customised solutions that consider local market dynamics while responsibly delivering elevated experiences. Off-premises, we partner with retailers and outlet owners to grow value together, with the consumer at the heart of our efforts.

The Diageo Bar Academy continues to scale its programme to train and engage hospitality and bar professionals, raising service standards and shaping category growth. In FY2026, more than 20,000 professionals in over 6,000 outlets were reached through the initiative. Refer to the Sustainability Report for more information on the Diageo Bar Academy.

The growth of illicit alcohol erodes consumer trust and retail footfall, pressuring our retail customers' working capital. EABL is reinforcing its brand-protection initiatives to safeguard consumers and the legitimate trade. We also engage local governments and industry bodies to help resolve regulatory and licensing delays and stringent requirements that affect our customers' ability to operate.

Transforming route to consumer in Tanzania

To address increasing competitive pressure from wholesaler-led rivals and a fast-expanding outlet universe, the route to consumer in Tanzania evolved to a more structured, data-driven and disciplined execution model.

This resulted in journey-plan adherence rising to 100% and our outlet universe expanding by 36% to reach 44,000 outlets. We also strengthened hybrid coverage that combines physical and digital channels to reach more than 2,200 outlets digitally and improve quality of execution through shelf standards.

The result is a clear shift from fragmented coverage a year ago to a more controlled, scalable model that can be extended across other markets.

CAPTURING THE DIRECT-TO-CONSUMER OPPORTUNITY

As consumption shifts beyond the traditional bar, restaurant or home into unstructured 'third and fourth spaces', e-commerce is becoming an increasingly important route. Our owned platform, thebar.ke, grew more than 40% during the year, complemented by partnerships with leading e-commerce platforms, as we seize the fast-growing direct-to-consumer opportunity.

In FY2026, thebar.ke was voted the best on-demand beverage platform, while Glovo Kenya topped the highest-revenue market ranking across Diageo globally for the second consecutive year, recognising the strength of our direct-to-consumer partnerships.

MEASURING OUR PERFORMANCE

We gauge route to consumer performance against coverage, frequency of calls, Diageo One usage and Gold Standards distributor ratings, supported by a balanced set of KPIs.

LOOKING AHEAD

The commercial team will remain focused on the following areas in FY2027:

- Building an advantaged route to consumer
- Raising the bar on commercial execution
- Fortressing our people and system capabilities

REPUTATION, SPIRIT OF PROGRESS

Spirit of Progress is our sustainability strategy and ESG action plan. It guides how we create a positive impact for people and the planet everywhere we live, work, source and sell. This helps to build trust with our stakeholders and strengthens EABL's reputation, safeguarding our licence to operate.

Our Spirit of Progress action plan defines the ESG framework we use to address the material matters facing the Group and our brands, suppliers and communities. Its ambitions are embedded in our business strategy and anchored on three interconnected pillars that embody our commitment to Doing Business the Right Way (refer page 79).

Aligned to Diageo's global ambition and the United Nations Sustainable Development Goals, Spirit of Progress sets targets to 2030 (2040 for carbon), against which we track and report our progress every year.

More information on our Spirit of Progress, including our material sustainability matters, targets, performance data, case studies and governance is available in our Sustainability Report.

OUR THREE SPIRIT OF PROGRESS STRATEGIC PRIORITIES

PROMOTE POSITIVE DRINKING

Our commitment

Change the way people drink for the better by engaging, educating and empowering consumers to make informed choices.

How we deliver on this commitment

- **SMASHED** campaigns and education programmes aimed at young people between 10 and 17 years old to raise awareness about the dangers of under-age drinking
- The **Wrong Side of the Road** digital and classroom-based programme to educate about the consequences of drink-driving
- The **DRINKiQ** initiative to promote positive and responsible drinking
- **Club Zero** fosters inclusive, engaging social experiences for both drinkers and non-drinkers

CHAMPION INCLUSION AND DIVERSITY

Our commitment

Create the most inclusive and diverse environment so all our people thrive, supported by market-leading policies and practices while removing barriers and having a positive impact on our partners, suppliers and communities.

How we deliver on this commitment

- Our people strategy promotes **inclusion and diversity** in our workforce, with an emphasis on gender inclusion and people with disabilities (see page 76)
- The **Learning for Life** programme supports under-represented groups, providing equal access to business and hospitality skills and resources

PIONEER GRAIN-TO-GLASS SUSTAINABILITY

Our commitment

Build a resilient supply chain that helps our communities adapt to climate change, protects our licence to operate and benefits our bottom line.

How we deliver on this commitment

- **Accelerate water:** Manage water responsibly in our supply chain, operations and communities, and participate in collective action to improve water outcomes
- **Focus carbon:** Engage with suppliers and across our value chain to identify common challenges and accelerate our journey together towards achieving net-zero carbon emissions targets

PROGRESS AGAINST OUR 2030 AMBITION

KPIs	KPIs	KPIs	FY2024	FY2025	FY2026
Promote positive drinking	Educate 10 million young people, parents and teachers on the dangers of under-age drinking	Cumulative people educated	766,418	1,019,572	**1,261,261**
	Promote changes in attitudes to drink-driving reaching five million people	Cumulative people reached	145,522	203,026	**248,935**
Champion inclusion and diversity	Achieve 50% representation of women in leadership	% representation	47%	42%	**39%**
	Increase spend with diverse-owned and disadvantaged businesses each year	Year on year increase in spend	+211%	12%	**9.5%**
	Provide business and hospitality skills	Cumulative people educated	24,731	34,775	**44,301**
	Ensure 50% of beneficiaries from our community programmes are women	% women beneficiaries	50%	50%	**50%**
Pioneer grain-to-glass sustainability	Improve water efficiency in our operations by 40%	Improvement vs FY2020	(21.7%)	(24%)	**(25%)**
	Replenish more water than we use for our operations for all sites in water-stressed areas by FY2026	Annual water replenished (m³)	403,908	747,956	**570,218**
	Improve access to clean water, sanitation and hygiene (WASH) in communities near our sites and local sourcing areas in water-stressed markets, ensuring there are empowered men and women supervising water committees	People in WASH committees	310	275	**124**
	Engage in collective action in priority water basins to improve water accessibility, availability and quality and contribute to a net positive water impact	Water collective action projects completed	2	2	**1**
	Reduce direct operations greenhouse gas emissions by 50% by 2030, become net-zero in our direct operations (Scope 1 and 2) by 2040	Reduction vs FY2020	(67.8%)	(69.3%)	**(20.5%)**
	Achieve zero waste intended for landfill in our direct operations	Waste to landfill (tonnes)	–	–	**0**
	Increase the average recycled content in our plastic bottles to 35% by FY2025, then deliver sequential improvement by FY2030 where the quality and availability meet our needs	% recycled plastic content	0%	25.8%	**40%**

LOOKING AHEAD

In FY2027, we will focus on furthering the positive impact our business makes on our environment, people and society. We will continue to focus on most sustainability material matters facing our business, brands, suppliers, people and communities, such as positive drinking, human rights, inclusion and diversity as well as environment.

SUPPLY FOOTPRINT

We invest ahead of demand in partnership with our suppliers to guarantee availability of our products every day, everywhere across the region.

Our supply team is responsible for sourcing quality raw materials, converting them to finished products in our world-class manufacturing facilities and distributing the finished products to our customers across the region. We guarantee supply by securing raw materials such as sorghum and barley through continuous supplier engagement, investing ahead of demand and building resilience in the supply of critical materials such as flavours and cans.

Ongoing productivity projects focus on enhancing efficiencies and reducing costs across the supply chain, supported by digital tools that automate key reports and track performance metrics to identify areas for improvement.

The supply footprint is a critical aspect of our broader grain-to-glass sustainability agenda, which includes a focus on regenerative agriculture, water stewardship and circular packaging. Refer to the Sustainability Report for more information on sustainability in our supply footprint.

SUPPORTING LOCAL FARMERS

Local sourcing is entrenched as a priority. We work with industry stakeholders, smallholder farmers, commercial farmers, farmer cooperatives and county governments to support both sorghum and barley value chains in the region. In FY2026, 75% of our key raw materials were sourced locally (FY2025: 84%).

Climate change is a significant challenge to local raw materials sourcing. Increased severity and frequency of extreme weather events disproportionately affect smallholder sorghum farmers. More than 90% of growers depend on rainfed agriculture and have limited ability to mitigate dry weather events through irrigation.

We support farming communities with skills and knowledge to be more climate resilient and are screening climate-resilient sorghum varieties for adoption by farmers. More information about our farmer training and regenerative agriculture programmes is available in the Sustainability Report.

MANAGING SOURCING

We apply clear supplier standards and a structured, risk-based assurance model to manage supply chain risk. Our Know Your Business Partner programme, part of Diageo/EABL's integrated Third Party Risk Management programme, uses OneTrust technology to screen and classify third parties and apply proportionate, risk-based due diligence.

Due diligence ranges from standard checks to enhanced assessments that cover compliance, financial stability, ESG and anti-bribery risks. Identified risks are mitigated or formally accepted before approvals are obtained and contractual controls are embedded during onboarding. Once engaged, third parties are continuously monitored through performance reviews, compliance checks and periodic reassessments to capture any changes in risk profile.

Most of our supplier base is assessed as 'low risk' and is subject to routine periodic monitoring. The remainder are categorised as 'medium risk' and undergo defined ongoing monitoring and periodic reassessments.

All suppliers and third-party operators are reviewed annually to assess their ethical practices using a Responsible Sourcing Risk Screener. Higher-risk suppliers are required to complete a self-assessment through SEDEX and, if identified as high-risk, must complete an ethical audit and close out non-compliances, with progress tracked monthly.

The KEG supply network design project

In FY2025, we started a supply network design project to improve efficiencies, delivery times and costs. The project reviewed warehouse and production sites to identify the lowest-cost supply options and the upgrades needed to meet demand and future growth.

In FY2026, it evolved into a core capability that strengthens EABL's end-to-end supply chain agility. The project optimises KEG production allocation between our National Central Depot and Kisimu sites to meet customer demand at the lowest total delivered cost while maintaining service levels and a resilient manufacturing footprint.

Enhanced governance and planning routines support continuous network optimisation, delivering Kshs 75.9 million in logistics productivity savings year-to-date and lifting on-time-in-full delivery to 99.4%. The project had to manage several trade-offs during implementation, including balancing logistics savings against manufacturing economics, resilience and responsiveness to demand variability. In the end, we deliberately prioritised overall business value over isolated savings in different areas of the supply chain, even where this meant finishing below the original savings target.

In FY2027, we will deploy a predictive analytics tool developed with the Diageo Centre of Excellence that integrates sales forecasts, production allocation, truck planning and load optimisation into a single platform. It will also maximise the further gains available in the KEG project and extend these optimisation principles to other product lines.

The project aligns with EABL's commitment to operational excellence by creating a stronger supply footprint, improving route to consumer execution and accelerating productivity.

MEASURING OUR PERFORMANCE

In FY2026, we continued to expand our supply footprint while strengthening strategic partnerships with local suppliers, enhancing resilience, value creation, and long-term sustainability across our supply chain.

KPIs	FY2024	FY2025	FY2026
Local suppliers as % of total	circa 85%	circa 85%	**circa 85%**
No. of suppliers	>2,000	>2,000	**>2,000**
Inclusive Sourcing Spend (spend with diverse supplier groups)	5 billion	6 billion	**7 billion**

During the year, the Kenyan operations addressed supply chain challenges caused by long lead times for imported raw and packaging materials by developing a Kenyan can supplier and sourcing flavours regionally from Tanzania and South Africa, improving supply resilience and reducing disruptions. Local sourcing initiatives in Tanzania increased raw material content from 15% to 50%, supporting farmers while reducing costs.

LOOKING AHEAD

In FY2027, we will focus on building resilience for ethanol supply, improving grain supply, optimising costs in the supply chain and rolling out the predictive analytics tool.

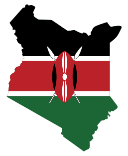
EFFICIENT GROWTH/PRODUCTIVITY

We embed a culture of continuous improvement to drive out waste and improve efficiencies while keeping our people safe under our Zero Harm ambition.

Our optimisation and productivity initiatives are anchored on the key pillars of health and safety, sustainability, innovation, quality and cost-effectiveness, and underpinned by the value of our people. Our manufacturing excellence (Manex) programme focuses on identifying opportunities for improvement and rolling out best practice to support continuous improvement and guarantee exceptional product quality at the right cost. The programme has delivered year on year improvements in operational efficiencies, product quality and cost of production across all sites.

Two of our production sites – Kisumu and UBL Port Bell Brewery – received Manex Silver accreditation, achieved by only one other site across Diageo. EABL also delivered strong results at the 2026 Monde Selection Quality Awards, with seven of eight brands winning Gold and one receiving a nomination, improving from five Gold awards in 2025. These achievements demonstrate EABL's commitment to craftsmanship, quality and excellence in manufacturing.

Key areas of focus during the year:



KENYA

Targeted recruitment and training to strengthen our human capital to support modernisation of production and improved performance in growth products.

We also invested in plant improvements to enable production of zero-alcohol products.

UGANDA

Cost optimisation, sustainability and production efficiency, including a red sorghum project and a circularity initiative to reuse glass bottles.

We increased rPET usage and implemented a zero liquid discharge system to enhance water efficiency.

Significant savings were realised through process improvements and material substitutions.

TANZANIA

We made targeted investments in the Mzanza plant to support Serengeti Lemon and increased volumes in spirits and ready-to-drinks significantly improved plant utilisation.

Local sourcing initiatives increased raw material content from 15% to 50%, supporting farmers while reducing costs.

Packaging improvements included label resizing, carton optimisation and a shift from metallised to paper labels, enhancing productivity and environmental sustainability.

AUTOMATION AND DIGITAL ENABLEMENT

Our state-of-the-art digital tools automate data collection, enable real-time monitoring of plant performance and analytics to help identify loss areas, enabling faster decision-making and targeted actions to drive continuous improvement. We invest in advanced hardware and software systems to effectively monitor, control and manage production equipment and processes, supported by tools, including machine learning that analyse data to identify efficiency improvements and cost savings.

During FY2026, we improved automated performance data collection in our packaging lines to calculate overall equipment effectiveness and quality short interval controls as well as improving analysis of loss data. We also automated utilities data collection to provide real-time feedback on water, steam and electricity use across our manufacturing sites to make informed decisions and intervene when usage spikes.

We developed a machine learning model at Kenya Breweries that optimises biomass fuel mix ratios to improve steam yield and thermal efficiency, reducing fuel consumption. This innovation demonstrates how small AI-enabled efficiency gains can have a measurable impact in an industrial environment. It was recognised at the 2026 Energy Management Awards in the Innovation, Electrical Energy Management and Practical Process Improvement categories.

We rolled out a business analytics and data visualisation platform that creates dashboards and reports for our asset care, efficiency, cost and quality KPIs as well as Manex maturity assessments. We are also implementing a connected worker platform across supply sites in Kenya and Uganda that enables automation, visualisation of shopfloor activities and measurement of compliance to Manex standards.

MEASURING OUR PERFORMANCE

Our continuous improvement and Manex initiatives have resulted in a steady increase in overall equipment effectiveness and capacity utilisation.

LOOKING AHEAD

We will continue to strengthen our supply network by enhancing agility, resilience and sustainability across our operations.

UNLOCKING GROWTH THROUGH PEOPLE AND ORGANISATION

Exceptional products require exceptional people. Our talent, culture and leadership are the foundation on which EABL's success is built.

EABL's holistic employee value proposition offers a compelling and differentiated employee experience that brings together purpose, growth, reward, wellbeing and an inclusive culture, positioning the Group as an employer of choice. It focuses on providing meaningful work aligned with purpose, continuous learning and career development opportunities, competitive and performance-driven rewards, a supportive and safe environment that prioritises wellbeing and a culture that values inclusion, diversity and high performance.

The human capital landscape in our markets is evolving, with increased pressure on talent retention, a stronger emphasis on wellbeing and mental health, rising expectations for flexible and purpose-driven work and accelerated demand for digital and future-fit capabilities. We continue to focus on our employee value proposition, capability building and developing agile ways of working while sustaining a high-performance and inclusive culture.

During FY2026, we enhanced our focus on strengthening wellbeing and mental health support, reinforced inclusion and belonging, and elevated the overall employee experience through more flexible and people-centric ways of working. We also sharpened articulation of career growth opportunities and improved alignment of reward to performance to improve attraction and retention of critical talent. The year also saw improved succession coverage for key roles and strengthening of the leadership bench through targeted development programmes.

1,608
employees *(2025: 1,674)*

34
talent mobility

46%
succession benchmark strength *(2025: 80%)*

39%
women in senior leadership *(2025: 31%)*

0
lost-time accidents *(2025: 3)*

5.2%
voluntary attrition *(2025: 4.6%)*

40%
women in the workforce *(2025: 39%) (2030 target: 50%)*

80%
local executive hiring *(2025: 89%)*

9
persons living with disabilities *(2025: 9)*

88%
staff engagement score *(2025: 84%)*

OUR PEOPLE – STRATEGIC PILLARS

The people strategy is designed to enable delivery on the Group strategy. It addresses key material people-related risks, opportunities and trends in EABL's operating environment, including:

- Capability gaps in critical growth areas
- Talent attraction and retention risks
- Leadership pipeline constraints
- Evolving employee expectations on wellbeing and flexibility
- The need for greater organisational agility and digital readiness.

At the same time, the strategy leverages opportunities such as building future-ready skills, strengthening employer brand, advancing inclusion and diversity, and enhancing employee experience to drive engagement and performance.

OUR PEOPLE STRATEGY

Future fit organisation → Talent and capability → Culture and engagement

FUTURE FIT ORGANISATION

We aim to accelerate growth by equipping our people with the capabilities and future-ready skills that ensure the Group's long-term sustainability.

EABL's sustained ongoing investment in upskilling and closing critical capability gaps in strategic focus areas develops the skills needed for the future and strengthens internal talent pipelines. Digital and AI capabilities are being rolled out to enhance recruitment and people analytics, and are included in leadership and employee training through our Digital Talent Incubator.

TALENT AND CAPABILITY

Our talent strategy aims to assure quality and diverse talent growth now and in the future. Programmes include coaching, development and proactive career plans that build bench strength, support succession planning and enhance attraction and retention.

We prioritise talent sustainability, with an emphasis on retaining critical capabilities and building a diverse, future-ready workforce. Comprehensive talent reviews assess potential and inform succession plans, with targeted actions identified to support retention and development.

> *Internal promotions remain above 90% for senior manager roles, reinforcing our strong commitment to developing and progressing internal talent.*

Our leadership development initiatives are designed to shape a high-performing, future-ready Group, driving measurable business outcomes, empowering our people and embedding a culture of excellence that will sustain future growth.

Participants are selected to prioritise high-potential candidates in critical roles positioned on a succession pipeline. Programmes are delivered by internal facilitators as well as external partners. Refer to the Sustainability Report for more information on EABL's training and education initiatives.

Talent and capability KPIs	FY2024	FY2025	FY2026
Voluntary attrition	4.8%	4.6%	5.1%
Talent mobility	32	33	34
% in succession pools		42%	
Internal vs external hires	70%	70%	73%
Active utilisation of the training platform per employee	1,737	1,728	1,738
Average span (number of reportees per leader)	7	6	6

Net exporter of talent to Diageo with:	FY2024	FY2025	FY2026
Outbound appointments	11	6	10
Inbound appointments	6	3	0
Intra-bound appointments	13	25	6
Female hires	66%	52%	39%

CULTURE AND ENGAGEMENT

OUR CULTURE CODE	OUR DIAL-UP BEHAVIOURS
Bold, Progressive, Connected	Be externally curious Collaborate efficiently Experiment and learn Act decisively

Initiatives in this pillar aim to create a distinctive and inclusive culture anchored in purpose, enhance employee experience and wellbeing, and drive speed and agility to foster an inclusive, high-engagement environment.

Our culture code expresses our distinctiveness and pride in what we do, and is underpinned by our dial-up behaviours. We take every opportunity to bring the attributes and dial-up behaviours to life in everyday conversations and decision-making, and leverage them in the way we deliver our performance ambition.

INCLUSION AND DIVERSITY

Enhancing inclusion and diversity drives innovation, strengthens decision-making, improves employee engagement and supports EABL's ambition to build a purpose-led, high-performing Group aligned with its broader ESG commitments.

We foster a workplace culture in which all employees feel valued, respected and able to contribute fully, regardless of gender, background or identity. This is achieved by promoting fair representation (particularly gender balance), equal opportunities, inclusive leadership and a strong sense of belonging.

Targets to improve gender balance apply across all levels, supported by inclusive hiring and talent development practices, with leadership accountability for diversity outcomes. Regular engagement surveys track inclusion metrics and targeted initiatives support under-represented groups, supported by ongoing awareness and capability-building programmes to foster inclusive leadership.

Our inclusion and diversity initiatives include a focus on creating opportunities for people with disabilities through targeted recruitment and initiatives such as the DigiBility skills development programme. During FY2026, there were 10 people with disabilities appointed in the Group. More information on the DigiBility programme is available in the Sustainability Report.

FY2026 delivered continued progress in inclusion and diversity at Group level, with improvements in inclusion index scores and sustained progress in gender representation compared to prior years.

Inclusion and diversity KPIs	FY2024	FY2025	FY2026
Inclusion and diversity index	79%	80%	83%
Female:male ratio (2030 target: 50:50)	38%	39%	40%
% of women in senior leadership roles	44%	31%	39%
Local executive hiring	67%	89%	80%
Persons living with disabilities			9

EMPLOYEE ENGAGEMENT

We aim to ensure employees feel engaged, supported and able to thrive across physical, mental, social and financial wellbeing, while fostering an inclusive and positive workplace experience. Improved engagement drives performance and retention while reinforcing a purpose-led, high-performing culture.

In addition to promoting a culture of inclusion and belonging, we provide structured employee listening forums to understand the key concerns and priorities of our people. These include:

- Leader-led listening sessions such as Kutana in Kenya, Kimeza in Uganda and Barazani in Tanzania
- Employee resource groups (ERGs) such as The Men@Work (Kenya), Legends (Uganda), BREW (Tanzania), and The Spirited Women Network (across all markets)

Annual surveys assess employee engagement, which improved to 88% this year compared to 84% last year.

Key themes identified in the survey and listening forums include wellbeing and mental health, inclusion and belonging, career growth, employee experience, workload management and leadership communication. Targeted interventions responding to issues raised in prior years have contributed positively to improvements in both inclusion and overall engagement scores, reflecting a more supportive, transparent and growth-oriented employee experience.

Psychological safety training for leaders has seen a notable 20% reduction in anonymity in employee feedback, with more colleagues choosing to share their views openly. This demonstrates increased trust in leadership, greater confidence in organisational processes and a strengthening culture of accountability and transparency, reflecting the positive impact of our initiatives on engagement and open communication.

PEOPLE REWARDS

Our total reward strategy aims to create an environment that will stretch, challenge and enable our people to grow themselves and the business. It is a critical enabler of our employee value proposition that aligns our employees' interests with the long-term objectives of the business, attracts high-calibre talent, motivates exceptional performance, strengthens engagement and retains the skills and capabilities that drive sustainable growth.

> *Our remuneration approach is designed to be market competitive, dynamic and guided by the principles of fairness and transparency.*

We continuously evaluate the competitiveness of our offering through market benchmarking against a defined peer group as well as in the context of its impact on our business strategy, corporate purpose and values. We proactively seek feedback on our benefits offerings through internal employee surveys and review of unsolicited employee feedback.

Workplace performance is assessed through a cycle that starts by cascading Group goals down through the various functions to individuals. Individual goals include measurable KPIs and are loaded into the HR information system. Ongoing coaching and feedback is framed within the rhythms of the Group's organisational routines and feeds into formal checks at mid-year and year-end. The Commercial function conducts reviews and measures actions monthly, aligned with specific performance incentives.

Performance assessments inform two levels of reward:

- **The annual reward**, with salary recommendations for employees who have performed at a certain level, or whose pay needs to be reviewed to ensure that we are remunerating people competitively, against internal and external benchmarks
- **The annual incentive plan** linked to a bonus if the Group has met its objectives

In FY2026, we focused on embedding a stronger performance culture with clear differentiation and alignment between performance and outcomes. Also refer to the Directors Remuneration Report in the Annual Financial Statements, starting on page 107.

EMPLOYEE SAFETY AND WELLBEING

EABL recognises that ensuring workplace safety and promoting physical, mental, social and financial health are essential to protect and support our employees in their roles and help them to perform at their best.

EABL's safety strategy is anchored on a Zero Harm ambition, focused on protecting employees, contractors, visitors and all persons interacting with our operations. We aim to build a proactive, world-class safety culture where risks are anticipated and incidents prevented. Our approach to workplace safety integrates prevention, compliance, capability and culture and is governed by life-saving rules and safe systems of work.

Compliance is reinforced through adherence to Global Risk Management Standards and local regulations, supported by robust governance, accountability and monitoring systems. People capability and safety culture are enhanced through ongoing training, leadership ownership and employee engagement to embed safety as a shared responsibility.

In FY2026, lost-time accidents decreased to zero. Refer to the Sustainability Report for more information on our approach to safety as well as our safety performance during the year.

Safety performance	FY2024	FY2025	FY2026
Lost-time accidents	5	3	0

EABL provides robust programmes that cover all aspects of wellbeing supported by ongoing awareness campaigns to promote understanding of the benefits available through our employee assistance programmes. These include a Caregiver Programme and a People Manager Wellbeing Programme.

LOOKING AHEAD

In FY2027, we will build the capability, engagement, and wellbeing needed to sustain performance through the organisation's transformation.

4

LEADING WITH INTEGRITY

We are committed to doing business the right way, every day and everywhere. This means upholding the standards of our Code of Business Conduct, speaking up when something is not right and protecting the trust of consumers, partners, regulators and communities. In a year of transformational change, disciplined governance, ethical leadership and robust risk management mattered more than ever, as we managed the principal risks to our strategy and strengthened controls following the reorganisation of our shared-service operations.

DOING BUSINESS THE RIGHT WAY

We are committed to conducting business the right way, every day, everywhere. This commitment is fundamental to how we create sustainable, long-term value. Acting with integrity supports consistent, high-quality decision-making and underpins the trust we earn from our employees and other stakeholders.

The Code of Business Conduct (CoBC) embodies our purpose and values and sets out our collective and individual commitment to conducting business in accordance with them, and with all relevant laws, regulations and industry standards. It provides information on key areas of our business activities and outlines employee responsibilities, providing guidance on the core principles that govern how they should behave.

The CoBC covers guidance on:

- **Personal integrity**, including responsible drinking, insider trading and conflicts of interest
- **Commercial integrity**, including responsible marketing and innovation, gifts and entertainment, bribery and corruption, engaging with governments and political bodies, illicit trade, anti-competitive behaviour, money laundering, facilitating tax evasion, and compliance with sanctions and other trade restrictions
- **People**, including health, safety and personal security, discrimination and harassment, and human rights
- **Group assets and information**, including information management and security, data privacy and personal information, Group property and resources, and business records
- **Leadership and partnerships**, including the quality of our brands, environmental responsibility, charitable contributions, responsible external communication and social media use, and relationships with customers, suppliers and other business partners

Our Business Integrity Team fosters a culture of ethical conduct and safeguards the Group's reputation by promoting compliance. It embeds the principles of the CoBC in the fabric of our ways of working and is responsible for policy training programmes, risk management and breach management.

Regular training, awareness and communication programmes, supported by compliance monitoring mechanisms, aim to ensure that all relevant stakeholders remain aware of, and continue to comply with, the provisions of our CoBC and policies.

Our compliance awareness programme, Pathway of Pride, was successfully delivered across EABL to employees and contractors in FY2024 and FY2025, reinforcing key business integrity and compliance priorities. In FY2026, all employees completed a declaration of compliance that included a mandatory refresher course on the CoBC eLearning module. This reinforced EABL's commitment to maintaining the highest standards of integrity, ethics and responsible business practices.

We conducted an ethical culture survey across EABL to evaluate the effectiveness of the ethics and compliance programmes and to gain insights into the drivers of ethical behaviour. The results of the survey identified areas where awareness and training related to our CoBC and policies could be enhanced, which will be incorporated into our annual compliance programme.

We also updated policies and standards to strengthen governance, improve clarity, enhance information security, reinforce responsible business practices and support evolving regulatory and operational requirements.

HUMAN RIGHTS POLICIES

We recognise our responsibility to respect and promote international human rights standards in everything we do. Our human rights policies align with internationally recognised laws, regulations and guidelines including the United Nations' Guiding Principles on Business and Human Rights, and the International Labor Organization's Declaration on Fundamental Principles and Rights at Work.

Policies are in place to address areas of focus including:

- Protecting the human rights of everyone working in our direct operations, our value chain and communities
- Ensuring the people who work for us or with us feel they are treated fairly and with respect
- Not knowingly working with anyone known or suspected to be acting in a way that infringes on anyone's human rights such as not complying with wage and hour laws, or permitting exploitation of children, or not respecting a choice to join or not join a trade union

Awareness initiatives embed the principles of our Dignity at Work and SpeakUp policies across the Group through the annual mandatory training programme and our Pathway of Pride week. We run awareness programmes on child labour and modern slavery, and have conducted an independent review of contract labour and developed standards and training to protect our brand promoters.

Zero tolerance for harassment, bullying and abuse

We do not tolerate physical, sexual, racial, psychological, verbal, or any other form of harassment, bullying or abuse in our workforce and recognise our responsibility to protect the rights of our contractor workforce.

We expect third-party suppliers, business partners and the outlets we partner with to hold themselves to the same standard. This expectation is defined in our Global Human Rights Policy and Partnering with Suppliers Standard.

SUPPLIER AND PARTNER ASSESSMENTS

Independent reviews of contract labour practices help EABL to identify and mitigate potential human rights risks in operations and its extended value chain. We recognise that contractor and third-party workers can face heightened risks relating to child labour, forced labour, unfair working conditions, discrimination or harassment if appropriate controls and oversight are not maintained.

An independent human rights assessment was conducted during FY2025, and in FY2026 management focused on tracking the implementation and embedding of actions identified in the prior year assessment.

Our Brand Promoter Standard governs the principles and guidelines for the Brand Promoters and Ambassadors that promote our brand portfolio to customers and consumers at point-of-sale and events. The standard reflects our values and commitment to respect and protect the human rights of employees and those who work with us.

All suppliers and third-party operators are subjected to an annual review of their level of risk using a Responsible Sourcing Risk Screener to determine a risk rating of their ethical practices.

In FY2026, we saw a steady improvement in high-risk supplier sites audited and the number of non-compliances that remain open.

We will continue to work with our third-party suppliers to address issues related to working conditions/hours and wages, to achieve best-in-class social and ethical compliance.

THE SPEAKUP SERVICE

Our Whistleblowing Policy facilitates the reporting of breaches of our CoBC, policies or standards such as the Procurement Standard and human rights concerns. It covers issues such as bullying, harassment, theft, fraud and conflicts of interest. The policy emphasises the Group's zero tolerance for retaliation against anyone reporting a concern or helping with an investigation.

The SpeakUp Service provides a confidential platform run by an independent third party for employees and stakeholders to raise concerns regarding suspected wrongdoing. The service is promoted through an annual awareness campaign that encourages reporting of potential breaches of our CoBC, policies or standards. 61 alleged breaches were reported in FY2026 (FY2025: 131).

While most of the reports were investigated and found to be unsubstantiated, subsequent interventions included coaching sessions on Dignity at Work to remind people managers to be aware of tone, language and the correct way to convey messages regarding performance and accountability.

LOOKING AHEAD

In FY2027, the Business Integrity team will support teams through the transition to Asahi ownership while reinforcing the importance of a strong ethical culture after the transition.

This includes providing clear guidance, maintaining consistent ethical standards and strengthening our speak-up culture so that employees remain confident and aligned on expectations which are critical to protecting EABL's reputation.

MANAGING RISK RESPONSIBLY

Effective risk management supports EABL's long-term success through the central role it plays in protecting value, enabling strategic execution and strengthening resilience in a complex operating environment.

The Group operates in markets exposed to regulatory shifts, economic volatility, supply chain challenges, climate risks and evolving consumer expectations, which make proactive risk management essential.

Our risk management approach is structured to ensure we take all reasonable steps to mitigate, but not necessarily eliminate, our principal risks. It is designed to:

- Enable the Group to react promptly when risks materialise
- Tolerate appropriate levels of risk for appropriate returns
- Effectively prioritise identified risks
- Avoid and prevent reputational damage
- Maximise the benefits from new opportunities associated with identified risks

We take a holistic approach to risk management that assesses risks and their root causes and the range of consequences to ensure we:

- Address all aspects of risk, whatever its nature
- Learn lessons when things go wrong or play out unexpectedly
- Strive to be agile and to identify and respond to risks as they arise in the short term or develop over the medium and longer terms
- Aim to be attuned to the evolving external environment and emerging new risks

The Group's control framework adopts a three lines of defence model:

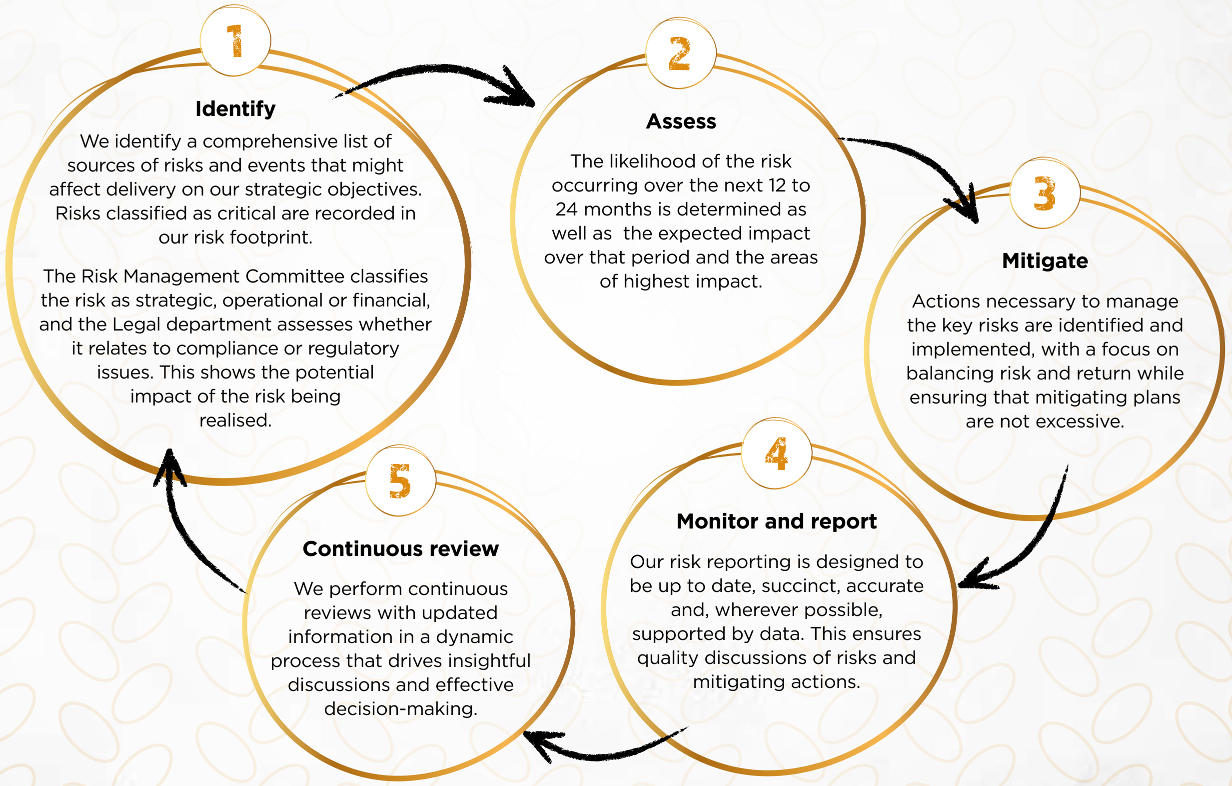
1st Line management maintains an effective control environment to mitigate operational and financial risk, with oversight through the Risk Management Committee.

2nd Oversight by the BARC, Business Integrity and Legal teams.

3rd Assurance by external auditors, global audit and risk and internal audit teams.

OUR RISK MANAGEMENT PROCESS

The risk management process considers risk across all six capitals (page 12) with structured quarterly Risk Management Committee meetings attended by all functional executives to ensure cross-functional collaboration and coverage of all capitals. The enterprise risk management framework supports identification, assessment and prioritisation of risks across all functions, which are captured in risk registers and heat maps. Risks are then mitigated and continuously monitored and reported.



Risk registers identify the key financial and non-financial risks facing the business and allow them to be reviewed and monitored. Prevailing trends affecting each risk are assessed and risks are classified into categories according to their impact on the business and likelihood of occurring. Mitigation plans are put in place to manage the identified risks within the risk appetite.

Risks are classified as:

- **Strategic risks** where they impact the whole Group, usually arising from external factors such as industry, political and major economic changes
- **Operational risks** that impact the day-to-day running of the business. These include factors affecting people and the workplace, business execution of planning and supply chain activities, cyber and information management
- **Financial risks** impacting financial management, treasury and tax

RISK GOVERNANCE

Executive management is delegated by the Board through the BARC to determine the nature and extent of the risks that the Group is willing to tolerate so that the business will attain its strategic objectives. Executive management is also responsible for maintaining sound risk management and internal control systems.

The Board, supported by the BARC, carries out an annual review of the effectiveness of management's risk management and internal control framework and systems.

The BARC recommends the Group's risk appetite, which is determined by assessing risk capacity, evaluating financial standing against available resources and determining the maximum potential loss that EABL can withstand without jeopardising core functions.

Risk categories are defined and tolerances and triggers established to translate Board risk appetite into quantitative and operational metrics. Risk metrics are integrated into standard business processes and regularly reviewed with the BARC and the Board.

Key risk indicators map risks to specific indicators with quantifiable metrics that act as warning signs for these risks, facilitating data-driven decisions and allowing executives to make faster, more informed decisions. They support a more proactive and resilient risk culture by improving visibility, foresight and responsiveness.

MANAGING THIRD-PARTY RISKS

Business integrity is vital in our network of relationships with third parties. Our Know Your Business Partner programme screens third parties for potential risks and to be certain about their identity. The programme screens all business partners for potential economic sanctions and compliance risks such as bribery and corruption, money laundering, facilitation of tax evasion, data privacy or other reputational red flags. Additional risk-based due diligence is conducted for counterparties identified as potentially higher risk (page 83).

OUR TOP 10 RISKS

INTRODUCING A NEW RISK

Specific risks were identified related to the Diageo/Asahi transition, primarily related to execution, integration, coordination and governance. These are actively managed through a fully-resourced Project Management Office (PMO) supported by external consultants reporting into a Steering Committee made up of EABL executives.

The PMO coordinates across all functions and market workstreams to ensure alignment and synchronisation of cutover plans, tracks progress and manages risks. Regular updates are provided to the Steering Committee, highlighting activities as either on or off track, enabling timely escalation and corrective action.

Governance and control risks are mitigated through dedicated reviews by the Controls and Compliance, Business Integrity and Internal Audit teams. These reviews ensure that there are no gaps in governance or internal controls during the transition, safeguarding compliance and maintaining operational integrity throughout the process.

Pathway OF PRIDE

BUSINESS INTEGRITY IS EVERYBODY'S BUSINESS

A SUMMARY VIEW

Impact	Likelihood: Unlikely	Rare	Possible	Highly likely	Frequent
Critical				1	
High			6, 5, 7	4, 3, 9	2
Moderate				10	8
Low					
Negligible					

	Risk	Classification	Movement	Expected outlook
1	Diageo/Asahi transition	Strategic	New	Stable
2	Litigation	Strategic	→	Stable
3	Regulatory and tax environment	Strategic	↓	Stable
4	Competition	Strategic	↑	Stable
5	Business transformation	Strategic	→	Stable
6	Cybersecurity and information governance	Operational	↑	Stable
7	Third-party management	Operational	↑	Stable
8	Product quality, illicit and counterfeit	Operational	↓	Stable
9	Political and macro-economic volatility	Strategic	↓	Stable
10	Supply chain disruption	Strategic/Operational	↓	Stable

1 DIAGEO/ASAHI TRANSITION

Nature	How we mitigate it
Failure to effectively manage the transition, including regulatory approvals, transitional services agreements, operational process transition and overall change management could result in operational disruption, reputational risk and regulatory and adverse financial impacts.	• Transitional Steering Committee and PMO in place and meeting regularly to manage the transition • Continuous engagement with regulatory bodies across East Africa (Capital Market Authorities and Competition Authorities) and other stakeholders to ensure compliance to regulatory requirements • Robust change management process documented and in place to manage the transition

2 LITIGATION

Nature	How we mitigate it
High-profile litigation together with malign influence and misinformation targeting corporate entity, brands and people in a highly political and unpredictable environment results in substantial financial and reputational harm to the business.	• Proactive media listening and early engagement and escalation (Corporate Relations and Legal) for action • Undertake early case assessment/risk scoring of matters for financial and reputational exposure • Review adequacy of financial provisions for litigation in the Filings Assurance Committee cycle

3 REGULATORY AND TAX ENVIRONMENT

Nature	How we mitigate it
Unpredictable and aggressive tax, legislative, regulatory and political environment combined with fiscal pressures lead to unexpected changes in legislation/government directives with an immediate and adverse impact on profitability, route to customer and supply chain resulting in business interruption, financial and reputational exposure.	• Conformance testing of processes and controls to ensure compliance with tax policies/regulations • Engagement of tax advisors to support tax computations, tax audits and key projects • Filing of all tax returns with relevant tax authorities within statutory timelines • Regular tax risk and regulatory committee meetings to discuss tax matters affecting the business

4 COMPETITION

Nature	How we mitigate it
Entry of new competition (domestic and international) and heightened competitor activity results in loss of market share, regrettable loss of key talent and adverse financial performance.	• Continue strengthening our current portfolio by revamping our messaging and look of some brands, innovation and pack renovation • Launch affordable offerings • Invest behind our portfolio through brand building initiatives • Public education on illicit alcohol through government agencies and positive drinking campaigns

5 BUSINESS TRANSFORMATION

Nature	How we mitigate it
Challenges in implementing major business change initiatives involving adapting to changing processes, technology and culture arising from misalignments in Group strategy and rapid pace of change lead to operational inefficiencies, delays in achieving strategic objectives and failure to meet evolving market demands.	• Business continuity plan cross-functional team to take the lead to ensure core processes are not disrupted • Ensure an extended hyper care period after system changes to ensure faster resolution of issues • Equip employees with skills to boost output reducing operational inefficiencies • Establish business continuity plans that include backup staffing models and knowledge transfer protocols • Create parallel onboarding and training programmes to ensure consistent understanding of Group values, standards and tools

6 CYBERSECURITY AND INFORMATION GOVERNANCE

Nature	How we mitigate it
Cyberattacks and related security threats, data breaches from mishandling of consumer, employee, customer and business data, ineffective data governance and exposure from e-commerce lead to loss of business critical information and other business assets resulting in reputational damage, fines, business disruption, lost sales and poor-quality decision-making.	• Review of information asset inventory • Data protection impact assessment for third-party data processors • Monthly sessions with records retention contacts to guide information management and systems compliance activities • Cascade training across the business to raise awareness on data privacy • Apply secure-by-design principles to e-commerce platforms and mobile applications

7 THIRD-PARTY MANAGEMENT

Nature	How we mitigate it
Ineffective oversight and management of contracted third parties lead to sub-optimal performance, business disruption, breaches of the Group's CoBC, reputational damage and financial loss.	• All contracts must have clear and agreed upon KPIs, and supplier performance management reviews at least annually • Implement the performance review routines as guided by the business partner lifecycle management framework • Contractor CoBC refresher trainings and attendance of annual Pathway of Pride sessions by all contractors

8 PRODUCT QUALITY, ILLICIT AND COUNTERFEIT

Nature	How we mitigate it
Accidental or malicious contamination of finished products and ineffective brand protection to address counterfeiting of our products and proliferation of unregulated products cause harm to consumers, damage our corporate and brand reputation, resulting in financial and legal exposure.	• Market surveillance and information sharing with relevant authorities by engaging specialist brand protection agencies to gather actionable information pointing to illicit and contraband activity for action by the authorities • Brand protection working group resource and support. Collaborate with cross-functional teams to review and approve strategy and mitigation plans, assess effectiveness, develop opportunities and allocate budget • Packaging technology deterrents. Identify counterfeit capabilities, consumer needs and where technical protection solutions are required to disrupt counterfeiters/contraband networks and build consumer trust

POLITICAL AND MACRO-ECONOMIC VOLATILITY

Nature	How we mitigate it
Geopolitical conflicts and macro-economic volatility characterised by civil and political unrest, inflationary pressure, currency volatility, unemployment and reduced consumer purchasing power results in adverse financial performance and a compromised internal control environment.	• Intelligence gathering from multiple sources and review of received intelligence on a regular basis • Adoption of crisis management plan to manage volatile political environment • Invoke the recovery plan for employees during emergencies by providing security service providers, petrol station locations and numbers

SUPPLY CHAIN DISRUPTION

Nature	How we mitigate it
Supply chain constraints driven by, but not limited to, climate change (including water stress and extreme weather events), geopolitical tension and changes in commodity markets adversely impact responsiveness from suppliers leading to shortages of raw materials (grain and ethanol), packaging (glass and corrugates) and other auxiliary materials resulting in increased shipping costs, material cost inflation, lost production and sales, reputational damage and financial loss.	• Invest in the study of high yield grain varieties to increase quality and quantity of extract per kilogram • The water recovery plant ensures efficient water utilisation based on current requirements • With the changing tax regime, the business has been able to flex demand across various local and regional glass suppliers

LOOKING AHEAD

We will maintain a strong focus on effective risk management in FY2027 to ensure the ownership transition does not introduce risks such as:

- Gaps in governance
- Disruptions to operations
- Misalignment of processes
- Uncertainty among employees and external stakeholders

We will embed and track key risk indicators, enhance monitoring mechanisms and maintain visibility of emerging risks to ensure risks are identified and addressed at an early stage so that operations continue smoothly while safeguarding compliance with regulatory and internal standards.

5

ADHERING TO HIGH GOVERNANCE STANDARDS

EABL's Board is committed to implementing and adhering to the highest standards of corporate governance and business ethics. The Board believes that good governance, achieved through an ethical culture, competitive performance, effective control and legitimacy, supports sustainable long-term value creation and enhances long-term equity performance.

INTRODUCING THE BOARD

The Board's composition as at 1 July 2026 is detailed in this section.

EABL's Board has the collective competence to deal with current and emerging material matters and effectively guide management in ensuring the highest performance.

NON-EXECUTIVE DIRECTORS

Dr. Martin Oduor-Otieno (70) NR

Chairman and Non-executive Director

Appointed: May 2016

Relevant skills and experience: Accounting, corporate governance, strategy

Martin is the founder and CEO of The Leadership Group Limited, a Nairobi-based consulting firm involved in facilitating board practice and leadership training as well as in providing executive coaching and business advisory services. He previously worked with Deloitte East Africa as a Financial Services Partner and with KCB Group as Chief Executive Officer, among other senior private sector appointments. He has served as Permanent Secretary, Ministry of Finance and Planning and The Treasury, in the Government of Kenya.

Martin is an alumnus of the Harvard Business School's Advanced Management Program and a Fellow of the Kenya Institute of Bankers, Institute of Certified Public Accountants of Kenya, Institute of Directors Kenya and Institute of Certified Secretaries Kenya, in addition to holding the International Coaching Federation's credential as a Professional Certified Coach.

In recognition of his contribution to national development in Kenya, Dr. Oduor-Otieno was awarded the honour of Chief of the Order of the Burning Spear (CBS) by the Head of State.

Board experience

- Chairman of Kenya Breweries Limited and UDV (Kenya) Limited
- Non-executive Director of BAT Kenya Plc, Standard Bank Group, Standard Bank of South Africa
- Past President of the International Coaching Federation Kenya Chapter
- Past Chairman of the Institute of Certified Public Accountants of Kenya
- Chairman SanlamAllianz Life Insurance Plc

Mr. Leo Breen (60) AR NR

Non-executive Director

Appointed: January 2020

Relevant skills and experience: Corporate governance, strategy

Leo is a seasoned Finance leader with over 25 years of experience with the Diageo Group, and has overseen finance operations for Diageo businesses in over 40 countries across Europe, Asia and Africa. He is an influential executive with a track record of driving business growth in major and emerging markets.

Board experience

- Non-executive Director of Guinness Nigeria Plc

Ms. Ory Okolloh (49) AR I

Independent Non-executive Director

Appointed: October 2020

Relevant skills and experience: Digital technology, strategy

A lawyer by profession, Ory is a partner at Verod-Kepple Africa Ventures, a pan-African-focused venture capital firm that backs exception founders in and from Africa, where she leads and implements all investment-related activities, drives expansion and supports partner companies with strategic and operational issues. She was previously the Managing Director of Omidyar Network and Luminate Group in Africa, companies that catalyse social impact. Prior to this, she worked with Google as the Policy and Strategy Manager for Africa where she led several groundbreaking efforts around access, local content and regulatory reforms. As a founding member of Ushahidi, Ory was at the forefront of developing technology innovation. In 2014, she was listed among Time's 100 Most Influential People in the World.

Board experience

- Non-executive Director at Kenya Breweries Limited and UDV (Kenya) Limited[1]
- Board member of Adecco Group Foundation and Thomson Reuters Founders Share Company
- Director of Deloitte Africa
- Trustee of the Van Leer Foundation
- Former Non-executive Director of Stanbic Holdings Plc, Stanbic Bank Kenya and Stanbic Foundation
- Former Independent Non-executive Director of Safaricom Plc

Mr. Jimmy D. Mugerwa (63) CG AR NR

Independent Non-executive Director

Appointed: July 2018

Relevant skills and experience: Corporate governance, commercial, strategy

Jimmy is the founder and CEO of Zoramu Consulting Group Ltd, a private oil and gas business advisory firm. He has a distinguished career of over three decades as a business executive leader in the oil and gas industry, both upstream and downstream, working across Africa and Europe. As the Managing Director for Tullow Oil in Uganda, he led the team in the exploration and development of the Lake Albert Basin oil fields, along with the East African Crude Oil Pipeline. Prior to this, he spent 19 years at Royal Dutch Shell, serving in several executive positions and Strategy Manager for Shell, and was Senior Regional Advisor for Sub-Sahara Africa at the corporate head office in the Netherlands.

Board experience

- Chairman of the Board of Uganda Breweries Limited[1]
- Chairman of the DFCU Holding Group
- Independent Non-executive Director of Jubilee Allianz Insurance in Uganda
- Member of the Advisory board of Veracity World-Wide
- Directorship roles on several boards for the Shell and Tullow companies across East Africa
- Former Chairman of the Presidential Investor round table for Oil and Gas and the Managing Committee of Starehe Boys Centre
- Co-founder chair, together with the late Professor Wangari Maathai, of the Karura Forest Environmental Education Trust

Mr. Paul Deo Makanza (59) CG

Independent Non-executive Director

Appointed: June 2024

Relevant skills and experience: Finance, corporate governance, strategy

Paul is a seasoned business executive with extensive experience in the service and manufacturing sectors. He began his career as a Consultant at Coopers & Lybrand in Tanzania from 1992 to 1997 and then served as a Senior Consultant at PwC from 1998 to 2001. He became the Director of Corporate Affairs at Tanzania Cigarette Company Plc (JTI Tanzania) from 2001 to 2016, followed by his role as Regional Director of Corporate Affairs for Sub-Saharan Africa at JTI UK from 2017 to 2020. Paul's expertise in finance, strategy, corporate governance and advocacy makes him a respected leader in both the private and public sectors. His strategic vision and commitment to excellence have significantly impacted the organisations with which he has been involved.

Board experience

- Chairman of Absa Bank Tanzania, Tanzania Cigarette Company Plc, the Tanzania Startup Association, and the Confederation of Tanzania Industries
- Vice Chairman of Tanzania Petroleum Development Corporation
- Vice Chairman of Tanzania Private Sector Foundation
- Board Member of the East African Business Council

Ms. Lorna Benton (52) NR

Non-executive Director

Appointed: March 2025

Relevant skills and experience: Accounting, finance, strategy

Lorna is the Group Performance and Reward Director at Diageo Plc, since April 2023. She previously led Global Reward for WPP Plc and Compass Group Plc, holding senior executive positions. A seasoned FTSE 10 Global Reward Director, Lorna's expertise spans mergers and acquisitions, employee relations, performance management, and diversity and inclusion. She successfully led high-performing teams in matrix structures, leveraging her results-driven leadership to foster strong partnerships across diverse industries and cultures.

NR Board Nomination and Remuneration Committee AR Board Audit and Risk Management

I Board Investment Committee CG Board Corporate Governance Committee

[1] Subsidiaries of EABL.

EXECUTIVE DIRECTORS

Mr. Felix Okoboi (56)
Independent Non-executive Director
CG AR I

Appointed: May 2023

Relevant skills and experience: Finance, corporate governance, strategy

Felix is an experienced finance and investments professional with over 25 years of local and international finance, development finance, real estate and project management experience having worked in various roles in the USA, Europe and Uganda. He is passionate about impact investing and sustainability, and specialises in advisory work in distressed assets, real estate and equity investments.

Board experience

- Non-executive Director of Uganda Breweries Limited[1]
- Board Chairman of Uganda Development Bank, the Agricultural Business Initiative, Britam Insurance Uganda and the Investment Committee of the Yield Uganda Investment Fund

Mr. Andrew Ross (58)
Non-executive Director
AR

Appointed: August 2025

Relevant skills and experience: Finance, commercial, strategy

Andrew has over 28 years of executive leadership in the African beverage sector. He is the General Manager for Diageo Southern Africa and Indian Ocean, overseeing operations across 12 countries. His career, which includes senior roles at Diageo and SABMiller, has given him a track record of driving growth and performance in diverse and complex markets.

Andrew possesses extensive expertise in finance, commercial operations, and strategic management. He holds an MBA from the Gordon Institute of Business Science and a Bachelor of Commerce in Accounting.

Board experience

- Managing Director Diageo Cameroon

Ms. Jane Karuku (64)
Executive Director and Group Managing Director and CEO
CG AR NR I

Appointed: September 2013

Relevant skills and experience: Commercial, strategy

Jane is among the most senior women leaders in East Africa, driving the region's largest manufacturing business to greater heights with iconic brands. She is a dynamic business leader, with strong management experience spanning over 25 years in fast-moving consumer goods and non-governmental organisations. Her extensive experience straddles strategy development, operational management and marketing as well as organisational change management. Prior to her appointment to KBL, she was the President of the Alliance for a Green Revolution in Africa. She previously held senior positions in various companies, including Deputy Chief Executive and Secretary General of Telkom Kenya and Managing Director of Cadbury East and Central Africa. Prior to that she worked with Farmers Choice Kenya and Kenya Cooperative Creameries.

Board experience

- Immediate former Chair of the Kenya Association of Manufacturers
- Non-executive director of Kenya Breweries Limited and UDV (Kenya) Limited[1]
- Chairperson of the Kenya Covid-19 Fund and Kenya's Vision 2030 Board
- Trustee at the United States International University
- Former member of the Board of Barclays Bank of Kenya and Board of Junior Achievement-Kenya

Ms. Hina Nagarajan (61)
Executive Director
NR

Appointed: August 2025

Resigned: 01 August 2026

Relevant skills and experience: Commercial, strategy

Since joining Diageo, she held key leadership positions including Managing Director and CEO of Diageo India, and Managing Director for Africa Regional Markets. Prior to Diageo, she held executive roles at Reckitt Benckiser as Managing Director for China and SVP North Asia, and as General Manager for Malaysia and Singapore. She served as CEO and Managing Director of Mary Kay India and held earlier roles with ICI Paints India and Nestlé India. Her career spans general management, marketing and leadership across both developed and emerging markets.

Board experience

- Non-executive Director of BP Plc

Mr. Justin Mollel (42)
Executive Director and Group Chief Financial Officer

Appointed: 1 July 2026

Relevant skills and experience: Finance, strategy

Justin is a seasoned finance and business professional with over 15 years of experience in finance, strategy and leadership roles across listed and non-listed organisations. He previously served as Finance Director of Diageo Ireland, Guinness Ghana Breweries Plc and Serengeti Breweries Limited in Tanzania, where he was responsible for financial leadership, business planning and performance management, and contributed to financial strategy development, operational performance and business growth. Throughout his career, he played a key role in driving business transformation, delivering growth strategies and supporting high-growth businesses operating in dynamic and competitive markets. He has extensive experience in business performance management, financial and statutory reporting, risk and change management, auditing and regulatory compliance.

He holds a Master of Business administration and a Bachelor of Commerce (Accounting) from the University of Dar es Salaam. He is a certified Public Accountant and a registered member of the National Board of Accountants and Auditors of Tanzania.

Ms. Risper Ohaga (51)
Executive Director And Group Chief Financial Officer
AR I

Appointed: May 2020

Resigned: 30 June 2026

Risper is a seasoned finance professional with over 20 years' experience across banking, audit, consultancy and fast-moving consumer goods and an experienced board member. Prior to joining EABL, Risper held various senior roles in the Absa Group (previously Barclays Africa Group) across several African markets, including Finance Director of Absa Bank Zambia Plc. Prior to that, she held the role of Managing Director for Internal Audit, based in Johannesburg. Having started her career in KPMG Kenya, she has extensive regional experience in tax, treasury matters, strategy, risk management, compliance and corporate finance.

Board experience

- Non-executive Director of Kenya Breweries Limited and UDV (Kenya) Limited[1]
- Non-executive Director of I&M Group Plc and APA Insurance and Apollo Group
- Former Board member of Barclays Bank Zambia

NR *Board Nomination and Remuneration Committee* AR *Board Audit and Risk Management*
I *Board Investment Committee* CG *Board Corporate Governance Committee*

[1] Subsidiaries of EABL.

INTRODUCING SENIOR MANAGEMENT

We have a strong and experienced management team that works towards creating the best-performing, most trusted and respected consumer products company in Africa.

Ms. Jane Karuku
Executive Director and Group Managing Director and CEO

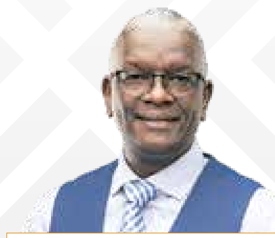
Ms. Risper Ohaga
Executive Director and Group Chief Finance Officer
Resigned: 30 June 2026

Mr. Justin Mollel
Executive Director and Group Chief Financial Officer
Appointed: 1 July 2026

Mr. Anthony Njenga
Group Supply Chain Director

Ms. Jacqueline Wanyama
Group Human Resources Director

Mr. Alvin Mbugua
Group Spirits General Manager



Mr. Andrew Kilonzo
Managing Director, Kenya Breweries Limited

Dr. Obinna Anyalebechi
Managing Director, Serengeti Breweries Limited

Mr. Eric Kiniti
Group Corporate Relations Director

Mr. Nadida Rowlands
Group Legal Director

Anne Joy Michira
Group Marketing and Innovations Director

Felicite Nson
Managing Director, Uganda Breweries Limited

REVIEWING COMPOSITION AND RESPONSIBILITIES

THE ROLE OF THE BOARD

The Board is the focal point and steward of corporate governance in EABL. It is collectively responsible for the Group's vision, strategic direction, values and governance, and is accountable to the shareholders for the performance of the business.

The Board is expected to provide effective leadership in the following matters:

- Sustainable long-term success through the exercise of objective and informed judgement in determining EABL's strategy
- Having the right team in place to execute the strategy through effective succession planning
- Setting up appropriate governance structures for the management of business operations
- Monitoring business performance and maintaining an effective framework of controls to mitigate risks facing the business
- Ensuring ethical behaviour in compliance with the laws and regulations

BOARD COMPOSITION POLICIES

The Board determines its size and composition, subject to the Company's Articles of Association, Board Charter, relevant policies, applicable law and best practices. The Articles of Association provide that there should be a minimum of five and a maximum of 11 Directors.

The Board comprises three Executive Directors, four Independent Non-executive Directors and four Non-executive Directors.

The Board is of the view that its size and composition is sufficient and enables it to deliver on its mandate.

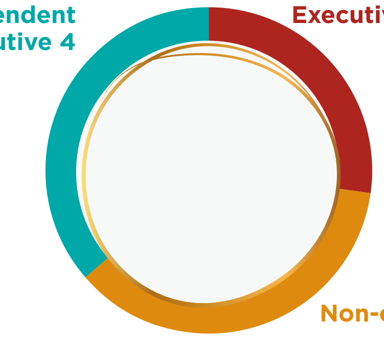
INDEPENDENCE

The Board recognises the importance of independent judgement and constructive engagement on all matters brought before the Board so that Directors' views consider the best interest of EABL and its stakeholders.

The Board undertakes an annual assessment of the Directors' independence based on the independence criteria outlined in the CMA Code. For FY2026, 4 Non-executive Directors are considered to be independent.

The Independent Non-executive Directors appointed to the Board should comply with the definitions provided under the Capital Markets (Public Offers, Listings, and Disclosures) Regulations, 2023 (POLD), and meet the independence criteria set out in Clause 2.4.1 of the Code of Corporate Governance.

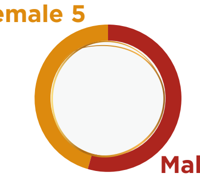
EABL is committed to meeting the requirements of the POLD and CMA Code. The Board approved a roadmap that sets out specific actions, dates and milestones for ensuring full compliance.



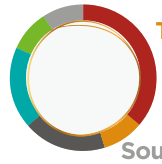
DIVERSITY

The Board regularly reviews the skills, knowledge, background and experience represented on the Board against the skills and experience needed to deliver the strategy. The Board Diversity Policy reflects the Group's commitment to inclusion and diversity and seeks to maintain a balanced Board with a minimum of one-third female representation. The policy also considers diversity in terms of age, nationality and other factors. Refer to page 96 for more information.

Gender



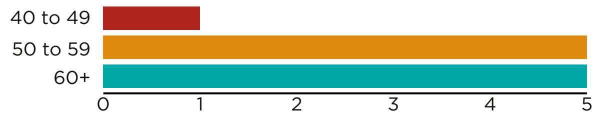
Nationality



RETIREMENT

There is no fixed retirement age for Non-executive Directors. However, Directors approaching their 70th birthday are required to disclose such matter to the Board, to the shareholders at the AGM and in the Annual Report. The Chairman of the Board, Dr Martin Oduor-Otieno, turned 70 years old during FY2026, and disclosure will be made in the next AGM for the year ended 30 June 2026.

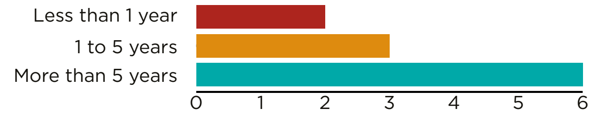
Age



TENURE

All directors, except the Executive Directors, must submit themselves for re-election at regular intervals or at least every three years.

Tenure



DIVISION OF RESPONSIBILITIES

The governance framework is clearly defined and provides for delegated authority and clear lines of responsibility without abdicating the responsibility of the Board.

The Chairman and the Group Managing Director's roles are separate, with each having distinct and clearly defined duties and responsibilities. This supports and ensures the independence of the Board and management, increases accountability and improves decision-making.

Chairman

- Providing leadership of the Board, ensuring its effectiveness in all aspects of its role and facilitating the productive contribution of all Directors
- Ensuring the interests of shareholders are safeguarded and that there is effective communication with them
- Promoting high standards of corporate governance
- Promoting and safeguarding the interests and reputation of EABL
- Representing EABL to government, shareholders, regulators, financial institutions, the media, the community and the public
- Serving as the link between the Board and management between meetings and ensuring that decisions of the Board are implemented

Board

- Providing effective leadership, oversight and value creation in collaboration with the Executive Management team
- Approving EABL's mission and vision, business strategy, goals, risk policy plans and objectives, and ensuring the necessary financial and human resources are in place to meet the agreed objectives
- Agreeing and establishing an appropriate governance framework
- Approving EABL's annual budget as proposed by the Executive Management team, monitoring progress against the budget and reviewing periodic financial and governance reports. This includes approving EABL's performance objectives and monitoring their achievement
- Reviewing the sufficiency, effectiveness and integrity of the risk management and internal control systems
- Reviewing and agreeing Board succession plans and approving appointments of Directors
- Approving Group financing arrangements and treasury policy as well as major investments, major unbudgeted expenditures, disposals and additional investments in existing operations
- Approving changes to the Group's capital structure, principal activities and senior management structure
- Approving the Integrated Report, results and public announcements as well as reviewing and approving the Annual Financial Statements
- Approving Group policies and monitoring compliance with the CoBC

Group Managing Director and Chief Executive Officer

- Day-to-day management of the business and overseeing the implementation of strategy and policies approved by the Board
- Overall responsibility for the performance of the business
- Enhancing EABL's reputation and representing EABL to stakeholders, serving as the official spokesperson for EABL
- Ensuring that there are effective processes for engaging with, communicating with, and listening to employees and others working for EABL
- Managing EABL's risk profile and ensuring that appropriate internal controls are in place

Executive Team

- Supporting the Group Managing Director and Chief Executive Officer with day-to-day management and overseeing the implementation of the strategy and policy approved by the Board
- Developing EABL's business strategy for approval by the Board and ensuring that collective effort and resources are balanced, effective and properly focused
- Monitoring the Company's operating performance
- Developing guidelines for EABL's functional business units and managing business functions and ensuring that functional strategies are effective and aligned with EABL's priorities and objectives
- Reviewing functional budgets and ensuring that activities are adequate to achieve their targets
- Overseeing the management and development of EABL's talent

Company Secretary*

- Providing a central source of guidance and advice to the Board and EABL on matters of statutory and regulatory compliance and good governance
- Providing the Board and the Directors individually with guidance on how their responsibility should be discharged in the best interests of EABL
- Facilitating the induction training of new Directors and assisting with the Directors' professional development as required. This includes identifying and facilitating continuous Board education
- In consultation with the Group Managing Director and Chief Executive Officer and the Chairman, ensuring the effective flow of information within the Board and its committees and between Senior Management and Non-executive Directors. This includes timely compilation and distribution of Board papers and minutes, as well as communication of resolutions from Board meetings
- Guiding EABL in taking the initiative to disclose corporate governance matters as required by law, and information of material importance to decision-making by shareholders, customers and other stakeholders.
- Keeping formal records of Board discussions and following up on the timely execution of agreed actions

* The Company Secretary is a member in good standing with the Institute of Certified Secretaries (ICS).

GUIDING GOVERNANCE ACROSS EABL

Corporate governance underpins the process and structure used to direct and manage the business and affairs of EABL to enhance business prosperity and corporate accountability with the ultimate objective of realising long-term shareholder value, while considering the interests of other stakeholders.

OUR CORPORATE GOVERNANCE FRAMEWORK

EABL's governance framework provides clear accountability, delegated authority and effective oversight, enabling the Board to set the strategic direction of the Group while empowering management to execute the strategy and respond to evolving business opportunities and challenges. It supports the delivery of our strategic objectives by ensuring that operational, financial, risk management and reporting processes provide timely and reliable information for decision-making.

EABL's corporate governance structure supports adherence to good corporate governance and best practice with the following objectives:

- Organise operational, financial, risk management and reporting processes that ensure the Board receives the information it requires to effect good governance and management, and the business units can conduct their activities in ways that comply with regulations and serve strategic ends.
- Cascade governance processes and requirements down to roles, responsibilities, reporting lines and communications to bridge the gap between the governance framework and operational realities.
- Sustain governance by creating a feedback loop in which the Board and management can identify and respond to new business, operational, competitive and regulatory needs.

The governance framework entrenches sound governance practices based on accountability, transparency, ethical management and fairness across the business to promote strategic decision-making that ensures outcomes that balance the interests of EABL with its stakeholders and society to create sustainable shared value.

The Board ensures that the principles, practices and recommendations set out under the CMA Code, as well as the CAP 486, Laws of Kenya are adhered to. EABL also adheres to other regulations promulgated by the CMA and the Nairobi Securities Exchange and the ethical standards prescribed in the Company Code of Conduct. As a law-abiding corporate citizen, EABL abides by the tenets of the Constitution of Kenya and all other laws.

The process of identifying, developing and maintaining high standards of corporate governance is ongoing and dynamic to reflect changes in EABL and its business, the composition of the Board and developments in corporate governance.

BOARD CHARTER

The Board Charter defines the specific roles and responsibilities of the Board, which are separate from those of management. The Charter covers areas relating to Board structure, functions, processes, effectiveness and internal controls. The Charter has also embedded policies on related-party transactions.

The Board Charter is reviewed annually to ensure that it remains current. The Charter and Committee Charters are available at **https://www.eabl.com/our-business#our-leadership**.

The Charter is not a substitute or a replacement for any laws and regulations that govern the running of the Company. There is a formal schedule of matters reserved for consideration by the Board (page 96).

BOARD COMPOSITION

The Non-executive Directors help develop strategy and are responsible for ensuring that the business strategies proposed are fully discussed and critically reviewed. This enables the Directors to promote the success of EABL for the benefit of its shareholders with consideration of, among other matters, the interests of employees and the fostering of business relationships with customers, suppliers and other stakeholders.

The Non-executive Directors oversee the operational performance of the business, scrutinise performance of management and the Company, bring external perspective to the Board, monitor reporting of performance and should be available to meet with major stakeholders as appropriate. They have full access to all relevant information to complete these tasks and receive updates on governance, regulatory and other matters affecting EABL.

Board members and their experience are disclosed on page 88, and the policies governing the Board composition on page 93.

Diversity and skills

EABL seeks to have a Board that has the right mix of individuals with relevant attributes, skills, knowledge and experience, and who jointly have the overall collective competence to deal with current and emerging risks and opportunities and effectively guide management in ensuring the highest performance.

The Board recognises and embraces the benefits of diversity and views increasing diversity as an essential element in maintaining a competitive advantage. Diversity brings different perspectives into Board debates and offers better anticipation of the risks that are inherent in the business and the opportunities that the business pursues.

The Non-executive Directors are expected to have a clear understanding of EABL's strategy and knowledge of the industry in which it operates. The Non-executive Directors come from broad industry and professional backgrounds with varied experience and expertise aligned with the needs of the business. These include expertise in business management, banking, finance, corporate communications, economics, marketing, project management, risk management, capital markets, legal and governance, and information technology.

The appointment of two new Directors in FY2026 enhanced the Board's expertise in international leadership, consumer goods, digital transformation, growth strategy, finance, commercial operations and African market leadership.

Key professional skills required for the EABL Board

Accounting	Accounting, audit, and/or risk management experience
Finance	Financial management
Corporate governance	Governance leadership, ESG, public policy experience and/or HR
Commercial	Marketing and/or sales leadership experience
Digital	Digital technology, e-commerce and/or AI experience
Strategy	Strategy development and execution

The aggregate mix of skills and experience of the Directors seeks to challenge management, ensure robust and constructive debate, augment and challenge the strategic thinking of the executives.

BOARD OPERATIONS

The Board meets at least four times a year and meetings are structured in a way that allows for open discussions. Comprehensive Board papers are prepared and circulated to all Directors for substantive agenda items before meetings to allow time to undertake an appropriate review to facilitate full and effective discussions at the meetings. Submissions and notifications may be waived should any urgent and critical matters arise before the date of the meeting.

Where Directors are unable to attend a meeting, they are advised on the matters to be discussed and allowed to make their views known to the Chairman or the Group Managing Director prior to the meeting. This process also applies to the committee meetings.

The members of the Executive Team may be invited to attend the Board and/or committee meetings if deemed necessary, and as appropriate, to make presentations on their areas of responsibility to give Directors greater insights into their business areas.

Annual Board work plan

The Board is solely responsible for its agenda. The Chairman and the Company Secretary work with the Group Managing Director and the Chief Executive Officer to develop agendas for Board meetings and the annual Board work plan. This sets out the Board activities for the year to enable the Board to drive strategy forward.

The Board work plan for FY2026 was approved by the Board at its meeting held on 30 July 2025.

DIRECTORS' APPOINTMENT AND DEVELOPMENT

Succession planning is an ongoing process and a regular topic of discussion for the Board. It is guided by the Board skills matrix, which informs the identification and selection of candidates to address current and anticipated Board vacancies.

Selection and appointment of Board Directors is part of the mandate of the Board Nominations and Remuneration Committee (BNRC). The committee uses defined criteria and interviews and screens candidates and, where necessary, engages external consultants to assist in identifying prospective candidates. Directors are appointed through a formal process and are subject to shareholder approval, re-election requirements and performance considerations. Non-executive Directors do not have service contracts but letters of appointment, which stipulate the terms of their appointment.

In the event of a vacancy between AGMs, the Board may appoint a Director to serve until the next AGM. Any such appointment of an Independent Director is brought to the attention of the shareholders through the notice of AGM. The Director, if they opt to seek re-election, is subjected to an election process by the shareholders at the next AGM following their appointment, subject to continued satisfactory performance and commitment.

At every AGM, and as may be applicable, at least one-third of the Directors (excluding Executive Directors) must retire from the Board and, where eligible and if they choose to, stand for re-election.

The Non-executive Directors are appointed for an initial term of three years that is renewable after the three years upon recommendation by the BNRC. The Board considers the need for it to refresh its membership progressively over time.

Induction

The Board has approved an Induction Policy. All newly appointed Directors undergo a comprehensive induction programme designed to familiarise them with EABL's business, operating environment, governance framework, key risks and strategic priorities.

The programme includes briefings by Executive Management, the Company Secretary and senior executives, as well as meetings with Board members and the Managing Director and Chief Executive Officer. The programme covers relevant business, financial reporting, accounting, and regulatory developments.

Four new Directors were appointed and inducted in FY2026.

Training and development

The Board is committed to ongoing training and development of its Directors. Training interventions include areas identified in the annual Board evaluations.

Where possible, one of the Board's scheduled meetings is held in the end markets to enable Non-executive Directors to gain exposure to the Group's business on the ground. These include trade visits and engagements with the sales team and outlet owners on market-related matters.

The Board and committees receive regular briefings on legal and regulatory developments that affect the business and undertake deep-dive sessions on the Group's markets.

Trainings during FY2026 included:

- The annual corporate governance training session and the two-day annual strategy session in December 2025, which included training on ESG and AI
- The Board also received an update on the specific markets performance and recovery plan of Serengeti Breweries Limited and had deep dive sessions on the business with a focus on AI and sustainability

All Directors who served for the full year received at least 12 hours of training from the Company as prescribed by the CMA code.

The Board Charter and the Terms of Reference of each committee provide for Directors to take independent advice on various matters at the Company's expense, such as legal or financial matters.

IT GOVERNANCE

The Board holds responsibility for IT governance and overseeing the integration of the IT strategy with the Group's broader strategic and business processes. The Board ensures that IT investments, resources and initiatives enhance business value, manage risks effectively and maintain compliance with relevant regulations.

By actively engaging in IT governance, the Board safeguards the Group's ability to leverage technology strategically, fostering innovation, efficiency and competitive advantage in the rapidly evolving digital landscape.

ETHICAL DECISION-MAKING AND LEADERSHIP

EABL is committed to ethical decision-making and leadership to promote corporate social responsibility, fair business practices, sustainability and the triple bottom line that focuses on society, the environment and profitability.

Directors and employees are expected to conduct themselves with integrity, sincerity, uprightness and impartiality in all interactions among themselves and with all stakeholders.

The Board fosters a culture anchored on fairness, integrity, transparency and accountability, principles that guide all of the Group's business dealings and are embedded in its CoBC (see page 79). The CoBC is published on the Group's website and integrated into EABL's operations through policies and reporting mechanisms.

The Board oversees the Group's ethical culture through established governance and risk management frameworks, including an ethics risk profile that incorporates sustainability-related risks, regular compliance monitoring and oversight of the SpeakUp whistleblowing mechanism through the BARC.

MANAGEMENT OF CONFLICTS OF INTEREST

The Directors are committed to fulfilling their fiduciary responsibilities and act in good faith to promote the success of EABL for the benefit of its stakeholders. They are committed to avoiding conflict between their personal interests and those of EABL, always acting in the best interests of EABL.

The Board has a Conflict of Interests Policy and formal procedures for managing conflicts of interest in accordance with the CAP 486, Laws of Kenya and the CMA Code. All business transactions with all parties, Directors or their related parties are conducted at arm's length.

Directors are obligated to fully disclose any real or potential conflict of interest which comes to their attention, whether direct or indirect, to the Chairman or Company Secretary. Directors are excluded from the quorum and voting in respect of any matters in which they have an interest.

Declaration of conflicts of interest is also a standard agenda item that is addressed at the start of each Board and committee meeting. The Board also requires all directors to disclose an appointment and, annually, any circumstance which may give rise to an actual or potential conflict of interest with their roles as Directors.

No material conflicts were reported by directors in FY2026.

Other Board policies to guide Directors and management in the implementation of their roles and responsibilities are set out below.

WHISTLEBLOWING POLICY

Outlines mechanisms that facilitate anonymous reporting and anti-ethical behaviour by any stakeholders.

The SpeakUp Service is managed by an independent and accredited institution.

INSIDER TRADING POLICY

Institutes structures and processes to prevent insider dealings. Directors, management, employees and related parties are instructed not to trade in the Company's shares during closed periods and while in possession of any insider information not available to the public.

The policy aims to ensure the confidentiality of unpublished price-sensitive information and prevent misuse of such information.

ANTI-BRIBERY POLICY AND ANTI-FRAUD AND CORRUPTION POLICY

Prevents employees and agents from giving or receiving bribes (directly or indirectly) and prevents attempts to induce favours by way of bribes.

Compliance with regulatory obligations, particularly those surrounding fraud, corruption and anti-money laundering, is closely monitored.

CONFIRMATION OF GOOD STANDING STATUS

The Board annually assesses the good standing status of members of professional bodies in line with the requirements of the CMA Code. They ensure that members adhere to the professional and ethical standards set by their respective professional bodies.

DIRECTORS' SHAREHOLDING

Directors can purchase or sell shares of the Company in the open market. None of the Directors as at 30 June 2026 held shares in their individual capacity of more than 1% of the Company's total equity.

As at 30 June 2026, the following Directors held shares in the Company in their personal capacity:

Director	Shareholding
Jane Karuku	1,296
Risper Ohaga	700
Ory Okolloh	1,220

DETAILING SPECIFIC BOARD ACTIVITIES

The Board met 11 times in FY2026, including the AGM. Nadida Rowlands, EABL Group Legal Director is a permanent invitee to Board meetings.

Directors as at 30 June 2026	Date of appointment	Meeting attendance FY2026
Dr. Martin Oduor-Otieno** (Group Chairman)	May 2016	11/11
Leo Breen** (Group Deputy Chairman)	January 2020	10/11
Lorna Benton**	March 2025	8/11
Jane Karuku*** (Group Managing Director and CEO)	September 2013	11/11
Sathish Krishnan[1]**	July 2023	1/11
Paul Deo Makanza*	June 2024	11/11
Jimmy Mugerwa*	July 2018	11/11
Hina Nagarajan[2]***	August 2025	9/11
Risper Ohaga[3]*** (Group Chief Finance Officer)	May 2020	10/11
Ory Okolloh*	October 2020	11/11
Felix Okoboi*	May 2023	9/11
Andrew Ross[4]**	August 2025	9/11

[1] Sathish Krishnan resigned as a Director of the Board effective from 4 August 2025
[2] Hina Nagarajan was appointed as an Executive Director effective 4 August 2025
[3] Risper Ohaga resigned as Chief Financial Officer and Executive Director effective 30 June 2026
[4] Andrew Ross was appointed as a Non-executive Director effective from 4 August 2025
* Independent Non-executive Director
** Non-executive Director
*** Executive Director

ACTIVITIES OF THE BOARD IN FY2026

The Board and Management Team actively oversaw the Diageo/Asahi transition, with a focus on ensuring business continuity, maintaining stakeholder confidence, preserving institutional knowledge and managing operational and governance changes. Appropriate mitigation measures were implemented to support a smooth transition and minimise disruption to the Group's operations and strategic objectives. Refer to the risk section on page 81.

Other key areas of focus for the Board's activities and topics discussed in FY2026 included:

STRATEGY AND PERFORMANCE

- Reviewed and approved the strategy and FY2026 KPIs
- Approved the annual operating plan
- Oversaw Group and subsidiaries' performance
- Monitored political, regulatory and macro-economic trends and developments and their implications for the business

EXTERNAL REPORTING

- Approved the interim and full-year results, press releases and commentary
- Reviewed the Interim Statutory Financial Statements for the six months ended 31 December 2025

FINANCIAL MATTERS

- Discussed and approved the refinance of borrowing facilities
- Engaged in detailed discussions on the Group capital structure and liquidity matters
- Reviewed the interim dividend proposal for the half-year ending 30 June 2025
- Approved the audit fees for the external auditor

GOVERNANCE MATTERS

- Reviewed reports from the deliberations of the various committees
- Approved the Board calendar for FY2026 and half of FY2027
- Reviewed the Board evaluation report for FY2025
- Approved the Board work plan

LOOKING AHEAD TO FY2027

The Board will continue to overseeing the Diageo/Asahi transition to support business continuity and strategic alignment. It will also focus on:

STRATEGY AND PERFORMANCE

- Strengthening oversight of performance delivery, capital discipline, governance effectiveness and strategic execution across the Group
- Continuous review of Group performance, including regular consideration of the Group Managing Director and CEO's report on macro-economic conditions, business performance and strategy implementation progress, alongside the Group CFO's financial updates and subsidiary performance reports
- Maintaining strong oversight of governance, risk and legal matters through regular committee reports, the Group Legal Director's updates and thematic deep dives on key strategic and operational issues impacting the business

EXTERNAL REPORTING

- Sustainability and long-term value creation through review of the Sustainability Report and ESG-related disclosures, ensuring alignment with evolving stakeholder expectations

FINANCIAL MATTERS

- Financial governance, with scheduled reviews of audited full-year and interim financial statements, dividend proposals, capital structure, capital expenditure plans and overall financial resilience

GOVERNANCE MATTERS

- Strengthening strategic governance through approval and monitoring of the annual operating plan, Board work programme, AGM documentation, Board calendar, statement of authorities and related shareholder-facing disclosures
- Supporting effective corporate governance through director training and strategy sessions, AGM oversight and periodic deep-dive reviews of key markets and strategic themes to ensure informed decision-making and agile oversight

EVALUATING GOVERNANCE OUTCOMES

BOARD EVALUATIONS

The effectiveness of the Board, its committees, the Executive and Non-executive Directors, the Chairman and the Company Secretary is reviewed annually.

The Board evaluation for FY2025 was conducted internally by the Company Secretary. The evaluation assessed the effectiveness of the Board, Chairman, Group Managing Director and CEO, and the Board committees. It took the form of survey questions administered online.

Areas covered included the following:

- Board performance and effectiveness
- Board composition and diversity
- Individual director contribution
- Committees performance and effectiveness
- Support and provision of information
- Assessment of the Chairperson, Group CEO and Company Secretary
- Looking forward

Overall, the findings indicated high levels of satisfaction with the Board's performance and affirming that it continues to discharge its oversight role effectively. Key insights and recommendations arising from the evaluation included stakeholder visibility and engagement, Board development, succession planning and strategic management.

The Board evaluation for FY2026 will be conducted by an independent external party based on parameters agreed upon by the Board to assess the Board's performance of its oversight role and identify opportunities for improvement in its structures and processes.

CORPORATE GOVERNANCE ASSESSMENT REPORT

During FY2026, the Group submitted an assessment of the status of the implementation of the CMA Code to the CMA for the year ended 30 June 2025. The assessment was based on a review of the following areas:

- Commitment to good corporate governance
- Board operations and control
- Rights of shareholders
- Stakeholder relations
- Ethics and social responsibility
- Accountability, risk management and internal control
- Transparency and disclosure

The overall rating awarded to EABL was a leadership rating of 85%, a testament to the Board's commitment to sound corporate governance practices. We continue to implement the recommendations received from the CMA to improve the level of implementation under the CMA Code.

GOVERNANCE AUDIT

The CMA Code provides that issuers of securities to the public are required to undertake periodic governance audits. The CMA advised all issuers that the cycle of governance audits was revised to at least once every two years, with the option for the CMA to increase or decrease this frequency on a risk-based approach.

The FY2022 governance audit identified opportunities to strengthen the governance framework through the development of additional policies. We initiated a comprehensive review of our policy framework to ensure continued alignment with evolving governance standards, regulatory requirements and business needs. The updated policy suite will be presented to the Board for review and approval upon completion of the exercise.

Following the FY2024 governance audit, a project team was constituted to implement the recommendations. The remaining actions relate to Board composition, size and independence, and are being addressed through ongoing internal engagements and longer-term Board succession and governance planning initiatives.

The process to start the FY2026 governance audit, has commenced.

LEGAL AND COMPLIANCE AUDIT

This governance report demonstrates how the Group has implemented the principles and provisions of the CMA Code. The FY2025 external legal audit focused on assessing the Group's end-to-end licensing requirements and is currently ongoing.

The Group continues to implement recommendations arising from prior legal and compliance audits. Outstanding actions relate to long-term initiatives that are in progress.

The Board considers that the Group has complied in all material respects with the CMA Code for FY2026.

HAVING DUE REGARD FOR OUR STAKEHOLDERS

The Directors have due regard to the long-term consequences of their decisions, the legitimate interests of employees, the need to foster effective business relationships with suppliers, customers and various stakeholders, the impact of EABL's operations on the community and the environment, and the desire to maintain a reputation for high standards of business conduct.

The Board has instituted principles to ensure good governance is practised in dealings with the shareholders, customers and other relevant stakeholders in line with the spirit of the CMA Code.

STAKEHOLDER COMMUNICATIONS

EABL is committed to ensuring that there is regular interaction and communication with its stakeholder groups, which include shareholders, investors and the financial markets.

The Board has mapped all its stakeholders and ensures that they are provided with full and timely information about EABL's performance through the release of interim and full-year results in the local press, distribution of annual reports and investor briefings.

The AGM provides an opportunity for shareholder engagement and, in particular, for the Chairman to articulate the EABL's progress and respond to questions from investors. The Board believes that there is an active and regular interaction with all its stakeholders.

In addition to information on the Company's activities stakeholder can access the following documents and policies on the Company's website:

- The Board Charter
- Board Committee Terms of Reference
- Current and past copies of the Annual Reports and Sustainability Reports
- Investor News
- Share price performance in Kenya, Uganda and Tanzania

Also refer to the stakeholder section, starting on page 18, for a detailed overview of EABL's stakeholders and specific Board oversight.

ENGAGEMENTS WITH SHAREHOLDERS

The Board engages with shareholders to maintain a mutual understanding of each party's objectives and manage their expectations. Relations with shareholders and potential investors are managed principally by the Executive Directors, who are contactable both directly and via the Shares Registrar.

EABL is committed to transparent engagement with its shareholders by providing regular and ad hoc information on operating and financial performance and responding to any areas of concern. Engagement channels include:

- Interim and full-year results, publication of extracts of financial performance in the daily newspapers, preparation of annual audited accounts and the AGM
- Copies of the Annual Reports are made available to shareholders at least 21 days before the AGM and they are free to raise questions to the Board during the meeting
- The Board encourages shareholder participation at the Company's AGM, where the Board, including the Chairs of the committees, are available to answer questions from shareholders
- Investor briefing sessions are held immediately after the announcement of interim and full-year results
- The Executive Directors make regular presentations to investors (current and potential shareholders), meet with shareholders to discuss long-term issues and obtain their views, present at externally run investor events and communicate regularly during the year
- EABL's website (**www.eabl.com**) has a dedicated web page to meet the information requirements of shareholders and investment analysts
- The Company retains an external share registrar, Image Registrars Limited, who provides feedback from existing shareholders and potential investors

REFLECTING ON COMMITTEE PERFORMANCE

The Board carries out its obligations through four committees mandated to review specific areas and to assist the Board in undertaking its duties effectively and efficiently.

EABL has three standing committees – the Board Audit and Risk Management Committee (BARC), the Board Nominations and Remuneration Committee (BNRC), and the Board Corporate Governance Committee (BCG). The Board Investment Committee is an ad hoc committee.

Each committee has formal and approved Terms of Reference that set out its roles, responsibilities and the procedural rules. The committees periodically review their Terms of Reference to ensure they remain aligned with current legislation and best practice.

The committees are provided with all necessary resources to enable them to undertake their duties effectively and report to the Board after every committee meeting. The committees are chaired by Independent Non-executive Directors and the majority of each committee's membership is independent.

BOARD CORPORATE GOVERNANCE COMMITTEE

3 Non-executive Directors

100% independent

4 meetings in FY2026

Members		
Jimmy Mugerwa *Chairman*	Felix Okoboi *INED*	Paul Deo Makanza *INED*
Attendance		
4/4	3/4	4/4

Invitees
Jane Karuku, Nadida Rowlands

Secretary
Angela Namwakira

Committee role

- Oversees adherence and compliance to the principles and requirements of good corporate governance and business ethics.
- Ensures that an annual evaluation is conducted to evaluate the performance of the Board, Board committees, individual Directors, the Group Managing Director and CEO, and the Company Secretary

Key activities in FY2026

Governance administration
- Approved its annual work plan for FY2026 and reviewed its Terms of Reference
- Reviewed the Board Charter and the Terms of Reference of the other committees

CMA, legal and compliance
- Assessed the independence of the Independent Directors in line with the requirements of the CMA Code
- Monitored implementation of the requirements of the CMA Code and reviewed and approved the compliance report to the CMA, detailing the measures taken to ensure compliance with the CMA Code
- Reviewed the FY2024 governance audit report and made recommendations to the Board, and continued to track the progress made in implementing the recommendations from the FY2024 governance audit[1]
- Reviewed the FY2025 legal and compliance audit report and made recommendations to the Board, and continued to track the progress in implementing the recommendations from the FY2023 and FY2024 legal and compliance audits

ESG
- Received reports on the status of implementation of the Spirit of Progress agenda

Evaluations
- Reviewed the Directors' interest in other entities and required mitigation measures as well as the declarations of good standing of the Directors with various professional bodies
- Reviewed the FY2025 Board evaluation report and made recommendations to the Board
- Continued to track the progress made in implementing the recommendations from the FY2024 and FY2025 Board evaluations

[1] The governance audit is conducted bi-annually, with the last two audits being FY2022 and FY2024. FY2026 is the next cycle and the Board is in the process of appointing an independent consultant.

BOARD AUDIT AND RISK MANAGEMENT COMMITTEE

6 Non-executive Directors

50% independent

4 meetings in FY2026

Members					
Felix Okoboi *Chairman*	Jimmy Mugerwa *INED*	Leo Breen *NED*	Ory Okolloh *INED*	Sathish Krishnan[1] *NED*	Andrew Ross[2] *NED*
Attendance					
4/4	4/4	2/4	4/4	1/4	3/4

Invitees
Jane Karuku, Risper Ohaga[3], Nadida Rowlands

Secretary
Angela Namwakira

[1] Satish Krishnan resigned as a Director of the Board effective from 4 August 2025
[2] Andrew Ross was appointed as a Non-executive Director effective 4 August 2025
[3] Risper Ohaga resigned as Chief Financial Officer and Executive Director effective 30 June 2026

Committee role

- Monitors and reviews the integrity of the Group's financial statements
- Monitors and reviews the effectiveness of the accounting, internal control and business risk management systems
- Monitors and reviews the efficiency of procedures for handling complaints and whistleblowing allegations
- Reviews compliance with legal and regulatory requirements
- Monitors and reviews the performance of the Group's external auditors including their independence and objectivity; and makes recommendations regarding the external auditors' reappointment (or where appropriate, change) and approves their terms of engagement and quantum of audit fees
- Reviews business operations policies
- Oversees internal control and risk management systems in relation to the Company's financial reports process and the Group's process for preparing the Consolidated Financial Statements

Key activities in FY2026

Governance administration
- Approved the committee's annual work plan for FY2026 and reviewed its Terms of Reference

Financial matters
- Reviewed the Interim Statutory Financial Statements for the six months ended 31 December 2025
- Reviewed the Interim Results Announcement, which included the condensed financial statements and the management results
- Considered the appropriateness of management judgements and the accounting treatment of significant transactions
- Discussed material contingent liabilities updates

Audit matters
- Reviewed the appointment of the external auditors, considering their effectiveness, independence and all appropriate guidelines, and made a recommendation to the Board accordingly
- Reviewed the external audit plan for FY2026, and considered and recommended the approval of the FY2026 audit fees to the Board
- Reviewed the FY2026 internal audit plan and internal audit report
- Reviewed the FY2025 external audit and risk plan and outcomes of the audits

Controls and compliance
- Reviewed significant audit, accounting and control matters
- Reviewed business integrity reports covering risk management, controls and assurance, breach management and health, safety and environment
- Reviewed reports of risk management footprint, controls assurance, breach management and health and safety
- Discussed business performance
- Discussed the legal and regulatory updates

EXTERNAL AUDIT

The Company's policy on external auditor independence and their use for non-audit services is reviewed annually. Decisions to open the external audit to tender are taken on the recommendation of the BARC. There are no contractual obligations that restrict the Company's current choice of external auditor.

PricewaterhouseCoopers (PwC) were the Company's external auditors during FY2026. They have since issued a written confirmation to the Board of their intention to seek reappointment as the Company's auditors at the AGM, subject to approval by shareholders.

The external auditors attended all the meetings of the BARC during FY2026 and had the opportunity to hold in-camera sessions with the committee at all 4 meetings.

BOARD NOMINATIONS AND REMUNERATION COMMITTEE

4
Non-executive Directors

20%
independent

4
meetings in FY2026

Members				
Dr. Martin Oduor-Otieno *Chairman*	Leo Breen* *NED*	Jimmy Mugerwa *INED*	Lorna Benton *NED*	Hina Nigaranjan[1] *ED*
Attendance				
4/4	1/4	4/4	4/4	2/4

Invitees
Jane Karuku, Jacqueline Wanyama, Nadida Rowlands

Secretary
Angela Namwakira

[1] Hina Nigaranjan was appointed as an Executive Director effective 4 August 2025
* Leo Breen exited as a member from 11 September 2025

Committee role

- Monitors the size and composition of the Board and its succession planning and external talent pipelining for potential vacancies within the Board and EABL subsidiary boards
- Nominates, selects and vets from a pool of suitable candidates to fill vacancies that may arise from the Board and Board Committees
- Identifies and recommends to the Board for approval remuneration proposals for Executive and Independent Directors
- Approves key policies and principles driving remuneration decisions for management and non-management employees
- Assesses and recommends to the Board the remuneration of management and Independent Non-executive Directors
- Approves employee incentive schemes, pension plans and other remuneration-related terms and conditions of employment

Key activities in FY2026

Governance administration

- Approved the committee's work plan for FY2026 and reviewed its Terms of Reference
- Reviewed the proposals for renewal of Directors' letters of appointment

Succession planning and development

- Assessed the effectiveness and adequacy of the Board succession pipeline and succession plans, with particular consideration for actual and potential vacancies in the longer-term horizon
- Identified the directors due for retirement by rotation at the 2026 AGM
- Reviewed and approved the proposals on Board development
- Reviewed senior management talent and succession review

People and remuneration matters

- Reviewed the people strategy, which included organisation, people statistics, culture, and diversity and inclusion
- Discussed annual reward priorities
- Discussed the proposal for review and administrative change of benefit scheme
- Discussed the retirement benefits plans for Kenya and Uganda
- Reviewed EABL's competitiveness posture for FY2026 employee benefits as well as proposals on pay structures and salary adjustments for FY2027 for management employees
- Discussed and reviewed the FY2026 performance-based employee incentive plans and reviewed employee share schemes: Executive Stock Option Scheme and Employee Share Save Scheme

BOARD INVESTMENT COMMITTEE

3
Non-executive Directors

50%
independent

1
meetings in FY2026

Members			
Felix Okoboi *Chairman*	Risper Ohaga[1] *ED*	Ory Okolloh *INED*	Sathish Krishnan[2] *NED*
Attendance			
1/1	1/1	1/1	0/1

Invitees
Jane Karuku, Nadida Rowlands

Secretary
Angela Namwakira

[1] Risper Ohaga resigned as Chief Financial Officer and Executive Director effective 30 June 2026
[2] Sathish Krishnan resigned as a Director of the Board effective from 4 August 2025

Committee role

- Reviews and interrogates any investments or divestments that would have a significant impact on EABL's balance sheet
- Ensures new investments comply with EABL's strategy and with all applicable laws and regulations
- Ensures necessary due diligence is conducted before any investments or divestments are made
- Ensures investments considers all stakeholders

Key activities in FY2026

- Reviewed EABL's capital structure
- Discussed the foreign exchange hedging proposal for EABL and its subsidiaries

Bell lager, Uganda's very own

First brewed in 1950 at Port Bell, Bell Lager is Uganda's first locally brewed beer and has grown to become an enduring part of the country's story. For over 75 years, Bell has brought Ugandans together through moments of celebration, friendship, culture and shared joy, while consistently delivering the quality that saw it become the first Ugandan beer to win a Monde Selection Gold Award in 1992.

While proudly rooted in its heritage, innovation has remained an important part of Bell's journey. The brand continues to evolve with changing consumer tastes and occasions, expanding beyond the iconic Bell Lager with innovations such as Bell Citrus and Bell Draught. These innovations bring new and exciting flavour and format experiences to the Bell family, enabling the brand to connect with a new generation of consumers while remaining unmistakably Ugandan.

As Bell celebrates 75 years, the milestone is both a celebration of its rich brewing heritage and a statement of its future. Through Uganda's Very Own, Bell continues to celebrate Uganda's people, stories, music, culture and shared moments of joy — building on 75 years of history while continuously evolving for the generations to come.

BELL LAGER, UGANDA'S VERY OWN.

7

ANNUAL REPORT AND FINANCIAL STATEMENTS

DIRECTORS' REPORT

The Directors submit their report together with the audited financial statements for the year ended 30 June 2026, which disclose the state of affairs of East African Breweries Plc ("EABL" or the "Company") together with its subsidiaries (together the "Group"). The annual report and financial statements have been prepared in conformity with the IFRS Accounting Standards and the Companies Act, 2015 requirements.

1. PRINCIPAL ACTIVITIES

The Company and the Group are involved in the marketing, importation, production, and distribution of a collection of brands that range from beer and spirits to adult non-alcoholic drinks across six markets within which we operate in East Africa, especially concentrated in the three core markets of Kenya, Uganda, and Tanzania.

2. BUSINESS REVIEW

I) OPERATING ENVIRONMENT AND FINANCIAL PERFORMANCE

The macro-economic environment across East Africa remained relatively stable during the year. Inflation remained largely contained despite a slight increase in the final quarter, while interest rates eased in Uganda and Tanzania and remained stable in Kenya. Foreign exchange markets remained broadly stable against the U.S. dollar but weakened against the Euro and the British pound (GBP).

Despite the relatively favourable macro-economic backdrop, challenges persisted with proliferation of illicit alcohol and constrained household disposable income, resulting in a reassessment of spending priorities. The Group delivered strong top-line growth, with revenue increasing by 13% year on year to Kshs 145.9 billion (2025: Kshs 128.8 billion), driven by volume growth and price. Both the beer and spirits categories recorded growth, with all markets delivering positive performance during the year.

Operating profit increased by 27% to Kshs 32.1 billion, (2025: Kshs 25.2 billion), supported by strong top-line growth, productivity gains and disciplined cost management. These factors more than offset inflationary pressures experienced during the year.

Profit after tax grew by 49% to Kshs 18.2 billion (2025: Kshs 12.2 billion) on the back of strong operating profit growth and lower cost of debt which offset foreign exchange losses compared to the prior year.

The Group maintained strong cash generation throughout the year, and continued to support investment in growth opportunities. In addition, the Group also retained sufficient headroom against all borrowing covenants and remained compliant with the terms of its financing arrangements as of 30 June 2026.

In December 2025, EABL was notified of a proposed transaction at the shareholder level regarding the sale of Diageo Plc's shareholding to Asahi Group Holdings Ltd. We are aware that unconditional regulatory approvals have been granted in Uganda, Tanzania, and by the Capital Markets Authority in Kenya. Review by the Competition Authority of Kenya remains pending. This transaction is strictly between shareholders and does not involve EABL as a party. We look forward to the successful completion of this transaction, which will affirm Kenya and the broader region as a key destination for significant foreign direct investment.

II) ENVIRONMENT, SOCIAL AND GOVERNANCE

Sustainability remains central to the Group's long-term growth strategy. Through our Spirit of Progress agenda, we continue to focus on creating positive social and environmental impact while delivering sustainable business growth.

Our priorities remain anchored around three strategic pillars:

- Promoting Positive Drinking;
- Championing Inclusion and Diversity; and
- Pioneering Grain-to-Glass Sustainability.

During the year, we continued to make progress across these priorities through partnerships with governments, communities, suppliers and other stakeholders. We remain committed to responsible business practices, environmental stewardship, talent development and supporting local agricultural value chains across our markets.

We also continued to strengthen our governance and reporting frameworks to meet evolving stakeholder expectations and emerging sustainability reporting requirements including the IFRS S1 and IFRS S2, which are expected to be implemented from 2027. We have begun a process to align our disclosure practices accordingly.

III) OUR PEOPLE

Our people remain at the heart of our success and continue to be a key source of competitive advantage. The Group remains committed to creating an inclusive, high-performing and purpose-led culture where employees can thrive and deliver their full potential. We continue to invest in capability building, leadership development, employee wellbeing and diversity initiatives to ensure we attract, develop and retain the best talent.

Our people strategy focuses on building future-ready capabilities, strengthening leadership pipelines and enhancing employee engagement to support the delivery of our long-term strategic ambitions.

The Board acknowledges and appreciates the commitment, resilience and contribution of all employees across the Group during the year.

IV) RELATED PARTY TRANSACTIONS

The Directors confirm that they have disclosed the Group and Company related party transactions in these financial statements and there were no insider dealings for the year ended 30 June 2026.

3. DIVIDENDS

Directors recommend that the Board approves the proposal to declare final dividend of Kshs 8.7 per share (2025: Kshs 5.5 per share) amounting to Kshs 6.90 billion (2025: Kshs 4.35 billion). An interim dividend of Kshs 4.0 per share amounting to Kshs 3.16 billion for 2026 (2025: Kshs 2.5 per share, Kshs 1.9 billion) was paid in April 2026. The total dividend pay-out for the year will therefore be Kshs 12.7 per share (2025: Kshs 8.0 per share) amounting to Kshs 10.06 billion (2025: Kshs 6.33 billion).

4. DIRECTORS

The Directors who held office during the year and to the date of this report are set out on page 110.

5. DISCLOSURES TO AUDITORS

The Directors confirm that with respect to each Director at the time of approval of this report:

a) there was, as far as each Director is aware, no relevant audit information of which the Company's auditor is unaware; and

b) each Director had taken all steps that ought to have been taken as a director so as to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

6. AUDITOR

PricewaterhouseCoopers LLP continue in office in accordance with the Company's Articles of Association and Section 721 of the Companies Act, 2015. The Directors monitor the effectiveness, objectivity and independence of the auditor. This responsibility includes the approval of the audit engagement contract and the associated fees on behalf of the shareholders.

7. APPROVAL OF FINANCIAL STATEMENTS

The financial statements were approved by the Board of Directors on 5 August 2026.

By order of the Board

Ms. Angela Pearl Namwakira
Company Secretary

Date: 5 August 2026

DIRECTORS' REMUNERATION REPORT

East African Breweries Plc ("EABL" or "Company") ambition is to be the best performing, most trusted and respected consumer products company in Africa. Achieving this will require significant leadership focus and investment behind an ambitious growth strategy. Reward is a key enabler to this strategy – impacting our ability to not only attract, but to motivate and retain talent with the capability to deliver EABL's strategy and performance goals.

EABL is pleased to present the Directors' remuneration report for the year ended 30 June 2026. This report is compiled in accordance with EABL's Reward Policy, relevant provisions of both the CMA Code of Corporate Governance guidelines on Directors' remuneration and the Companies Act, 2015. A key provision of the Company's principles is that reward directly supports the business strategy with clear and measurable linkage to business performance.

EABL seeks to recognise the contribution its employees make towards the success of the Company, while reflecting not only the value of the roles they perform, but also the level to which they perform them.

Our approach to recognising our Directors' contribution to the business is based on our reward principles, which are summarised as below:

- **Competitiveness:** Our reward structure is reviewed regularly and is designed to ensure that we continually offer our Directors a competitive total reward package.
- **Transparency:** Our reward programme is simple and globally aligned, and we strive to explain to all stakeholders the component value of the total reward package and the criteria which may affect it.
- **Performance based:** Our reward programmes are linked to our performance ambition. They are simple and clearly communicated, recognising individual and business performance.

As at 30 June 2026, EABL's Board of Directors consisted of:

- 3 Executive Directors: Ms. Jane Karuku, Ms. Risper G. Ohaga and Ms. Hina Nagarajan
- 4 Non-executive Directors: Dr. Martin Oduor-Otieno, , Mr. Leo Breen, Mr. Andrew Ross and Ms. Lorna Benton
- 4 Independent Non-executive Directors ("INEDs"): Mr. Paul Deo Makanza, Mr. Jimmy Mugerwa, Ms. Ory Okolloh and Mr. Felix Okoboi

The next section outlines the details of the remuneration.

1. EXECUTIVE DIRECTORS

Executive Directors' remuneration is guided by the principles set out above. It comprises guaranteed elements (base pay and fixed allowances), benefits and variable elements (bonus pay and stock options or awards).

The elements of the Executive Directors' remuneration are as detailed in the table below:

Reward element	Purpose and link to strategy	Operation	Performance measure
Base pay	Attraction and retention of the best talent with the capability to deliver EABL's strategy and performance goals.	Paid in 12 equal monthly instalments and is pensionable. Reviewed annually in October, to reflect changes in market pay levels and individual performance.	Based on individual's level of responsibility.
Pension	Provide competitive post-retirement benefit to attract and retain high calibre talent to drive delivery of EABL's strategy.	10% of basic salary	None
Other benefits	Provide market competitive benefits which help in attraction and retention of top talent.	Range of benefits include car allowance, club membership, company product, medical, accident and life insurance.	Based on individual's level of responsibility.
Bonus	To incentivise delivery of EABL's annual strategic targets.	Targets are set out annually based on the Company's business plans. Bonuses are awarded during the EABL Annual Review Cycle and paid out in cash in September of every year. Elements used to calculate bonus are: annual base salary, business multiple and bonus factor.	Based on individual and Company performance.
Shares/stock options	To incentivise delivery of long-term sustainable performance in line with business strategy and delivery of value and returns to shareholders.	Granted annually as share options or Restricted Stock Units. The award vests three years after grant and can be exercised any time within the seven-year period following vesting.	A growth measure (e.g., net sales growth, operating profit growth); A measure of efficiency (e.g., operating margin, cumulative free cash flow, return on invested capital).

EXECUTIVE DIRECTORS REMUNERATION – AUDITABLE INFORMATION

Table 1: Executive Directors pay and benefits

	Salary Kshs'000	Bonuses Kshs'000	Allowances and benefits Kshs'000	Total Kshs'000
Year ended 30 June 2026				
Jane Karuku	65,447	26,050	12,225	103,722
Risper G. Ohaga	34,771	10,048	7,276	52,095
Total	100,218	36,098	19,501	155,817
Year ended 30 June 2025				
Jane Karuku	63,860	11,625	12,027	87,512
Risper G. Ohaga	33,194	4,243	10,624	48,061
Total	97,054	15,868	22,651	135,573

The bonus is awarded during the annual review cycle and paid out in September of every year. Therefore, the disclosed bonus remuneration is the amounts paid in the financial year based on the individual and company performance in the prior year.

Table 2: Executive Directors share options

The movement in the Executive Directors' share options awards is as follows:

	At start of year	Shares/options awarded	Shares/options exercised	At end of year
Year ended 30 June 2026				
Jane Karuku	75,906	21,145	(10,659)	86,392
Risper G. Ohaga	3,323	6,754	(10,060)	17
Total	79,229	27,899	(20,719)	86,409
Year ended 30 June 2025				
Jane Karuku	65,429	17,110	(6,633)	75,906
Risper G. Ohaga	3,137	1,513	(1,327)	3,323
Total	68,566	18,623	(7,960)	79,229

The charge through profit or loss relating to the share options and awards was Kshs 25,711,118 (2025: Kshs 30,044,000).

DIRECTORS' REMUNERATION REPORT continued

2. NON-EXECUTIVE DIRECTORS

The Non-executive Directors, Mr. Leo Breen, Mr. Andrew Ross and Ms. Lorna Benton, are full time employees of the majority shareholder, Diageo plc. As a result of being full time employees of Diageo plc, these Non-executive Directors did not earn any fees for sitting on the Board of EABL.

Dr. Martin Oduor-Otieno serves as a Non-executive Director and following the completion of the maximum nine-year (9) tenure for independence in May 2025, is no longer classified as an Independent Non-executive Director. Notwithstanding this change in classification, it is proposed that the Remuneration Policy and framework applicable to Independent Non-executive Directors continue to apply to Dr. Martin Oduor-Otieno in his capacity as a Non-executive Director.

NEDS REMUNERATION – AUDITABLE INFORMATION[1]

	2026 Kshs'000	2025 Kshs'000
Martin Oduor-Otieno	10,700	10,525
Total	**10,700**	10,525

[1] The Chairpersons of the EABL Board and of significant subsidiary Boards are paid a higher remuneration than other Directors.

3. INDEPENDENT NON-EXECUTIVE DIRECTORS (INEDS)

INDEPENDENT NON-EXECUTIVE DIRECTORS' REMUNERATION POLICY AND FRAMEWORK

Our reward policy targets to ensure that our pay is competitive at all levels across the business including the Non-executive Directors compensation.

EABL's preferred market positioning for INEDs remuneration is 75th percentile within a comparable peer group of companies. The approved internal policy and market practice is to review remuneration for Board Members every two years. The last review was carried out in October 2024.

The list of the reward components is as follows:

(i) Consolidated fees

Competitive fees paid monthly and aimed at attraction, motivation, and retention. Fees are reviewed every two years, and increases determined in accordance with business affordability.

(ii) Insurance cover

EABL provides professional indemnity insurance for all the INEDs in line with best practice in the market.

(iii) Company product

INEDs are eligible to receive a discretionary choice from a select product range, valued at Kshs 3,000 per month to enable them experience the Group's brands.

(iv) Official travel and related expenses

EABL provides for INEDs official travel and related expenses in line with its Travel and Entertainment Policy.

(v) Medical cover

The Company provides INEDs with both inpatient and outpatient medical cover, within the limits provided for EABL employees.

INEDS REMUNERATION – AUDITABLE INFORMATION[2]

	2026 Kshs'000	2025 Kshs'000
Carol Musyoka	–	1,570
Felix Okoboi	6,343	6,327
Jimmy Mugerwa	8,080	8,060
Paul Makanza	8,080	8,060
Ory Okolloh	6,343	6,327
Total	**28,846**	30,344

[2] The Chairpersons of the EABL Board and of significant subsidiary Boards are paid a higher remuneration than other Directors.

By order of the Board

Ms. Angela Pearl Namwakira
Company Secretary

Date: 5 August 2026

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Companies Act, 2015 requires the Directors to prepare financial statements for each financial year which give a true and fair view of the financial position of the Group and Company at the end of the financial year and its financial performance for the year then ended. The Directors are responsible for ensuring that the Group and Company keep proper accounting records that are sufficient to show and explain the transactions of the Group and Company; disclose with reasonable accuracy at any time the financial position of the Group and Company; and that enables them to prepare financial statements of the Group and Company that comply with prescribed financial reporting standards and the requirements of the Companies Act, 2015. They are also responsible for safeguarding the assets of the Group and Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Directors accept responsibility for the preparation and presentation of these financial statements in accordance with IFRS Accounting Standards and in the manner required by the Companies Act, 2015. They also accept responsibility for:

i) Designing, implementing and maintaining internal control as they determine necessary to enable the preparation of financial statements that are free from material misstatements, whether due to fraud or error;

ii) Selecting suitable accounting policies and then apply them consistently; and

iii) Making judgements and accounting estimates that are reasonable in the circumstances.

The Directors have assessed the Group's and Company's abilities to continue as going concerns and have no reason to believe the Group and Company will not be a going concern for at least the next twelve months from the date of this statement.

The Directors acknowledge that the independent audit of the financial statements does not relieve them of their responsibility.

The Group and its subsidiaries have complied with the terms of financial covenants on borrowings.

Approved by the Board of Directors on 5 August 2026 and signed on its behalf by:

Ms. Jane Karuku
Group Managing Director

Dr. Martin Oduor-Otieno
Group Chairman

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REPORT OF THE INDEPENDENT AUDITOR TO THE SHAREHOLDERS OF EAST AFRICAN BREWERIES PLC

REPORT ON THE FINANCIAL STATEMENTS

OUR OPINION

We have audited the accompanying financial statements of East African Breweries Plc (the Company) and its subsidiaries (together, the Group) set out on pages 117 to 185, which comprise the consolidated statement of financial position at 30 June 2026 and the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year then ended, together with the Company statement of financial position at 30 June 2026, and the Company statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and the notes to the financial statements, comprising material accounting policies and other explanatory information.

In our opinion, the financial statements give a true and fair view of the financial position of the Group and the Company as at 30 June 2026 and of their financial performance and their cash flows for the year then ended in accordance with IFRS Accounting Standards and the requirements of the Companies Act, 2015.

BASIS FOR OPINION

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We are independent of the Company in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (IESBA Code) as applicable to audits of financial statements of public interest entities and the ethical requirements that are applicable to our audit of financial statements in Kenya. We have also fulfilled our ethical responsibilities in accordance with the IESBA Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated financial statements of the current period. These matters were addressed in the context of our audit of the consolidated financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

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Key audit matter	How our audit addressed the key audit matter
Provisions and contingent liabilities in relation to unresolved tax matters	
As explained in Note 31 of the financial statements, the Group entities have unresolved tax assessments and claims by Revenue Authorities relating to a range of compliance matters in the normal course of business. The Directors use the best available information to make significant judgements at year-end as to the likely outcome of these matters for purposes of calculating any potential liabilities and/or determining the level of disclosures in the financial statements. As explained in Note 31 of the financial statements, since the settlement of these matters is subject to future negotiations and legal proceedings, the calculations of any provisions are subject to inherent uncertainty. The future outcome of these claims could be materially different from the Directors' judgements	Our audit focused on assessing the reasonableness of the Directors' judgements in relation to unresolved tax assessments and claims. In particular, our procedures included the following: • where relevant, assessing independent professional opinions used in the management judgments and estimates; and • validation of the management judgements and estimates against supporting internal information and documents, and communications with relevant tax authorities. • evaluating whether the disclosures in the financial statements are appropriate

OTHER INFORMATION

The other information comprises the corporate information, the directors' report, the directors' remuneration report, the statement of directors' responsibilities and the principal shareholders and share distribution information, which we obtained prior to the date of this auditor's report, and the rest of the other information in the Annual Report which is expected to be made available to us after that date, but does not include the financial statements and our auditor's report thereon. The directors are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in this report, we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information we have received prior to the date of this auditor's report we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the rest of the other information in the Annual Report and we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

RESPONSIBILITIES OF THE DIRECTORS FOR THE FINANCIAL STATEMENTS

The directors are responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS Accounting Standards and the requirements of the Companies Act, 2015, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

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REPORT OF THE INDEPENDENT AUDITOR TO THE SHAREHOLDERS OF EAST AFRICAN BREWERIES PLC continued

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the Group's financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the Group's financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER MATTERS PRESCRIBED BY THE COMPANIES ACT, 2015

REPORT OF THE DIRECTORS

In our opinion, the information given in the directors' report on pages 108 to 109 is consistent with the financial statements.

DIRECTORS' REMUNERATION REPORT

In our opinion the auditable part of the directors' remuneration report on pages 110 to 112 has been properly prepared in accordance with the Companies Act, 2015.

CPA Peter Ngahu, Practicing Certificate Number 1458
Engagement Partner responsible for the audit

For and on behalf of PricewaterhouseCoopers LLP
Certified Public Accountants
Nairobi

6th August 2026

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

for the year ended 30 June 2026

	Notes	2026 Kshs'000	2025 Kshs'000
Revenue from contracts with customers	6	145,958,387	128,790,557
Cost of sales	7	(83,799,921)	(74,713,068)
Gross profit		62,158,466	54,077,489
Selling and distribution costs		(11,223,104)	(11,633,930)
Administrative expenses	8	(13,952,425)	(13,113,619)
Other income	9	1,624,321	477,405
Other expenses	9	(6,491,345)	(4,561,285)
Net impairment charge on financial assets	9	(46,586)	(75,283)
Operating profit		32,069,327	25,170,777
Finance income	12	286,015	142,545
Finance costs	12	(4,695,843)	(6,001,969)
Profit before income tax	10	27,659,499	19,311,353
Income tax expense	13	(9,431,811)	(7,113,584)
Profit for the year		18,227,688	12,197,769
Profit attributable to:			
Equity holders of the Company		15,016,509	9,465,826
Non-controlling interest	18	3,211,179	2,731,943
Profit for the year		18,227,688	12,197,769
Earnings per share			
Basic and diluted (Kshs per share)	15	18.99	11.97

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

for the year ended 30 June 2026

	2026 Kshs'000	2025 Kshs'000
Profit for the year	18,227,688	12,197,769
Other comprehensive income, net of tax:		
Items that may be reclassified to profit or loss		
Exchange differences on translation of foreign operations	(345,817)	515,148
Total comprehensive income for the year	17,881,871	12,712,917
Total comprehensive income for the year attributable to:		
Equity holders of the Company	14,675,419	9,986,494
Non-controlling interests	3,206,452	2,726,423
Total comprehensive income for the year	17,881,871	12,712,917

COMPANY STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

for the year ended 30 June 2026

	Notes	2026 Kshs'000	2025 Kshs'000
Revenue from contracts with customers	6	2,222,609	2,226,143
Dividend income		10,617,567	6,521,203
Total revenue		12,840,176	8,747,346
Administrative expenses	8	(1,836,768)	(866,963)
Other income	9	–	228,343
Other expenses	9	(967,897)	(970,118)
Operating profit		10,035,511	7,138,608
Finance income	12	3,869,098	4,372,187
Finance costs	12	(4,234,575)	(5,138,206)
Profit before income tax	10	9,670,034	6,372,589
Income tax expense	13	(172,495)	(402,447)
Profit for the year		9,497,539	5,970,142
Profit for the year		9,497,539	5,970,142
Other comprehensive income, net of tax		–	–
Total comprehensive income for the year		9,497,539	5,970,142

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

as at 30 June 2026

	Notes	30 June 2026 Kshs'000	30 June 2025 Kshs'000
Equity attributable to owners of the Company			
Share capital	16	1,581,547	1,581,547
Share premium	16	1,691,151	1,691,151
Treasury shares	17	(478,577)	(574,230)
Share based payment reserve	17	204,931	185,580
Translation reserve		(433,667)	(85,169)
Retained earnings		24,934,677	19,946,869
Proposed dividend	14	6,897,965	4,349,259
		34,398,027	27,095,007
Non-controlling interests	18	16,217,706	15,192,203
Total equity		50,615,733	42,287,210
Non-current liabilities			
Deferred income tax	19	8,568,089	8,123,894
Borrowings	29	27,905,120	34,823,136
Lease liabilities	30	1,597,082	2,062,186
		38,070,291	45,009,216
Total equity and non-current liabilities		88,686,024	87,296,426
Non-current assets			
Property, plant and equipment	20	73,662,391	75,561,627
Right-of-use assets	21	2,136,285	2,698,109
Intangible assets – Software	22	373,267	497,712
Intangible assets – Goodwill	23	3,024,648	3,036,009
Intangible assets – Brand	23	513,039	514,571
Other financial assets	25	10,000	10,000
Deferred income tax	19	178,703	118,705
		79,898,333	82,436,733
Current assets			
Inventories	26	16,321,785	15,870,967
Trade and other receivables	27	16,341,631	16,497,182
Current income tax	13	4,112,500	3,538,540
Cash and bank balances	34	17,987,625	12,745,359
		54,763,541	48,652,048
Current liabilities			
Trade and other payables	28	38,702,838	37,597,019
Dividends payable		790,522	790,522
Bank overdraft	29	–	1,180
Borrowings	29	5,623,123	4,498,027
Lease liabilities	30	859,367	905,607
		45,975,850	43,792,355
Net current assets		8,787,691	4,859,693
		88,686,024	87,296,426

The financial statements on pages 117 to 185 were approved for issue by the Board of Directors on 5 August 2026 and signed on its behalf by:

Ms. Jane Karuku
Group Managing Director

Dr. Martin Oduor-Otieno
Group Chairman

COMPANY STATEMENT OF FINANCIAL POSITION

as at 30 June 2026

	Notes	30 June 2026 Kshs'000	30 June 2025 Kshs'000
Equity attributable to owners of the Company			
Share capital	16	1,581,547	1,581,547
Share premium	16	1,691,151	1,691,151
Proposed dividends	14	6,897,965	4,349,259
Share based payment reserve	17	204,931	185,580
Retained earnings		23,051,509	23,615,032
Total equity		33,427,103	31,422,569
Non-current liabilities			
Borrowings	29	27,330,849	28,500,000
		27,330,849	28,500,000
Total equity and non-current liabilities		60,757,952	59,922,569
Non-current assets			
Property, plant and equipment	20	360,365	400,376
Right-of-use assets	21	–	2,037
Intangible assets – Software	22	15,453	6,942
Investment in subsidiaries	24	46,935,096	46,902,821
Other financial assets	25	10,000	10,000
Receivables from related parties	35	32,164,503	27,990,884
Deferred income tax	19	174,302	110,615
		79,659,719	75,423,675
Current assets			
Trade and other receivables	27	3,212,926	3,023,672
Current income tax	13	3,585,073	3,318,630
Cash and bank balances	34	7,121,419	5,855,399
		13,919,418	12,197,701
Current liabilities			
Trade and other payables	28	27,929,318	25,655,051
Dividends payable		790,522	790,522
Borrowings	29	4,101,345	1,250,880
Lease liabilities	30	–	2,354
		32,821,185	27,698,807
Net current liabilities		(18,901,767)	(15,501,106)
		60,757,952	59,922,569

The financial statements on pages 117 to 185 were approved for issue by the Board of Directors on 5 August 2026 and signed on its behalf by:

Ms. Jane Karuku
Group Managing Director

Dr. Martin Oduor-Otieno
Group ChairmanO

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2026

Year ended 30 June 2026	Share capital Kshs'000	Share Premium Kshs'000	Treasury shares Kshs'000	Share based payment reserve Kshs'000	Translation reserve Kshs'000	Proposed dividends Kshs'000	Retained earnings Kshs'000	Total Kshs'000	Non-controlling interests Kshs'000	Total equity Kshs'000
At 1 July 2025	1,581,547	1,691,151	(574,230)	185,580	(85,169)	4,349,259	19,946,869	27,095,007	15,192,203	42,287,210
Total comprehensive income										
Profit for the year	–	–	–	–	–	–	15,016,509	15,016,509	3,211,179	18,227,688
Other comprehensive income	–	–	–	–	(341,090)	–	–	(341,090)	(4,727)	(345,817)
Total comprehensive income for the year	–	–	–	–	(341,090)	–	15,016,509	14,675,419	3,206,452	17,881,871
Transactions with owners of the Company										
Share based payment reserve (Note 17)	–	–	–	19,351	–	–	–	19,351	–	19,351
Employees share ownership plan (Note 17)	–	–	95,653	–	–	–	–	95,653	–	95,653
Transactions with non-controlling interests	–	–	–	–	(7,408)	–	32,361	24,953	(24,953)	–
Dividends:										
– Final for 2025	–	–	–	–	–	(4,349,259)	–	(4,349,259)	(1,610,400)	(5,959,659)
– Interim for 2026	–	–	–	–	–	–	(3,163,097)	(3,163,097)	(545,596)	(3,708,693)
– Proposed for 2026	–	–	–	–	–	6,897,965	(6,897,965)	–	–	–
Total transactions with owners of the Company	–	–	95,653	19,351	(7,408)	2,548,706	(10,028,701)	(7,372,399)	(2,180,949)	(9,553,348)
At 30 June 2026	1,581,547	1,691,151	(478,577)	204,931	(433,667)	6,897,965	24,934,677	34,398,027	16,217,706	50,615,733

Year ended 30 June 2025	Share capital Kshs'000	Share Premium Kshs'000	Treasury shares Kshs'000	Share based payment reserve Kshs'000	Translation reserve Kshs'000	Proposed dividends Kshs'000	Retained earnings Kshs'000	Total Kshs'000	Non-controlling interests Kshs'000	Total equity Kshs'000
At 1 July 2024	1,581,547	1,691,151	(613,641)	161,618	(594,999)	4,744,646	16,796,400	23,766,722	12,965,645	36,732,367
Total comprehensive income										
Profit for the year	–	–	–	–	–	–	9,465,826	9,465,826	2,731,943	12,197,769
Other comprehensive income	–	–	–	–	514,170	–	–	514,170	978	515,148
Total comprehensive income for the year	–	–	–	–	514,170	–	9,465,826	9,979,996	2,732,921	12,712,917
Transactions with owners of the Company										
Share based payment reserve (Note 17(a))	–	–	–	23,962	–	–	–	23,962	–	23,962
Employees share ownership plan (Note 17(a))	–	–	39,411	–	–	–	–	39,411	–	39,411
Transactions with non-controlling interests	–	–	–	–	(4,340)	–	10,838	6,498	(6,498)	–
Dividends:										
– Final for 2024	–	–	–	–	–	(4,744,646)	–	(4,744,646)	(499,865)	(5,244,511)
– Interim for 2025	–	–	–	–	–	–	(1,976,936)	(1,976,936)	–	(1,976,936)
– Proposed for 2025	–	–	–	–	–	4,349,259	(4,349,259)	–	–	–
Total transactions with owners of the Company	–	–	39,411	23,962	(4,340)	(395,387)	(6,315,357)	(6,651,711)	(506,363)	(7,158,074)
At 30 June 2025	1,581,547	1,691,151	(574,230)	185,580	(85,169)	4,349,259	19,946,869	27,095,007	15,192,203	42,287,210

COMPANY STATEMENT OF CHANGES IN EQUITY

for the year ended 30 June 2026

	Share capital Kshs'000	Share Premium Kshs'000	Share based payment reserve Kshs'000	Proposed dividends Kshs'000	Retained earnings Kshs'000	Total equity Kshs'000
At 1 July 2025	1,581,547	1,691,151	185,580	4,349,259	23,615,032	31,422,569
Total comprehensive income for the year	–	–	–	–	9,497,539	9,497,539
Transactions with owners of the Company:						
Share based payment reserve (Note 17)	–	–	19,351	–	–	19,351
Dividends:						
– Final for 2025	–	–	–	(4,349,259)	–	(4,349,259)
– Interim for 2026	–	–	–	–	(3,163,097)	(3,163,097)
– Proposed for 2026	–	–	–	6,897,965	(6,897,965)	–
Total transactions with owners of the Company	–	–	19,351	2,548,706	(10,061,062)	(7,493,005)
At 30 June 2026	1,581,547	1,691,151	204,931	6,897,965	23,051,509	33,427,103
At 1 July 2024	1,581,547	1,691,151	161,618	4,744,646	23,971,085	32,150,047
Total comprehensive income for the year	–	–	–	–	5,970,142	5,970,142
Transactions with owners of the Company:						
Share based payment reserve (Note 17(a))	–	–	23,962	–	–	23,962
Dividends:						
– Interim for 2025	–	–	–	–	(1,976,936)	(1,976,936)
– Final for 2024	–	–	–	(4,744,646)	–	(4,744,646)
– Proposed for 2025	–	–	–	4,349,259	(4,349,259)	–
Total transactions with owners of the Company	–	–	23,962	(395,387)	(6,326,195)	(6,697,620)
At 30 June 2025	1,581,547	1,691,151	185,580	4,349,259	23,615,032	31,422,569

CONSOLIDATED STATEMENT OF CASH FLOWS

for the year ended 30 June 2026

	Notes	2026 Kshs'000	2025 Kshs'000
Profit before income tax		27,659,499	19,311,353
Adjusted for:			
Interest income	12	(286,015)	(142,545)
Interest expense on borrowings	12	4,195,094	5,785,846
Interest expense on lease liabilities	12	291,085	216,123
Depreciation of property, plant and equipment	20	7,890,401	7,220,321
Amortisation of right-of-use asset	21	990,596	801,608
Amortisation of intangible asset – software	22	136,916	142,818
Share based payments	17	19,351	23,962
Write-off of property, plant and equipment	20	180,134	253,476
Cash generated from operations before working capital adjustments		41,077,061	33,612,962
Changes in working capital:			
– Trade and other receivables	34	75,887	(3,744,373)
– Inventories	34	(514,844)	(3,148,309)
– Trade and other payables	34	1,338,539	8,930,868
Cash generated from operations		41,976,643	35,651,148
Operating activities			
Interest received	12	286,015	142,545
Interest paid on borrowings		(4,330,211)	(5,785,846)
Interest paid on lease liabilities	30	(291,085)	(216,123)
Income tax paid	13	(9,576,770)	(6,025,059)
Net cash inflow from operating activities		28,064,592	23,766,665
Investing activities			
Purchase of property, plant and equipment	20	(6,534,160)	(6,440,578)
Purchase of intangible assets – software	22	(31,382)	(39,001)
Transfer of intangible assets to related parties	22	13,025	–
Net cash outflow from investing activities		(6,552,517)	(6,479,579)
Financing activities			
Repayment of principal portion of lease liabilities	30	(943,738)	(776,599)
Dividends paid to Group's shareholders		(7,512,356)	(6,405,422)
Dividends paid to non-controlling interests		(1,832,597)	(424,885)
Proceeds from borrowings	29	31,262,190	4,697,240
Repayment of borrowings	29	(36,857,738)	(12,737,908)
Net cash outflow from financing activities		(15,884,239)	(15,647,574)
Increase in cash and cash equivalents		5,627,836	1,639,512
Movement in cash and cash equivalents			
At start of year		12,744,179	10,815,010
Effects of exchange rate changes on cash and cash equivalents		(384,390)	289,657
Net increase in the year		5,627,836	1,639,512
At end of year	34	17,987,625	12,744,179

COMPANY STATEMENT OF CASH FLOWS

for the year ended 30 June 2026

	Notes	2026 Kshs'000	2025 Kshs'000
Profit before income tax		9,670,034	6,372,589
Adjusted for:			
Interest income	12	(3,869,098)	(4,372,187)
Interest expense on borrowings	12	4,234,504	5,137,822
Interest expense on lease liabilities	12	71	384
Depreciation of property, plant and equipment	20	39,977	45,429
Amortisation of right-of-use asset	21	2,037	2,647
Amortisation of intangible asset – software	22	1,038	1,037
Share based payments	17	19,351	23,962
Dividend income		(10,617,567)	(6,521,203)
Write-off of property, plant and equipment	20	1,730	398
Cash generated from operations before working capital adjustments		(517,923)	690,878
Changes in working capital:			
Trade and other receivables		(189,254)	(186,440)
Trade and other payables		(3,028,807)	1,144,602
Cashpool balances	28	2,201,677	1,655,853
Cash generated from operations		(1,534,307)	3,304,893
Operating activities			
Interest received		3,802,915	4,335,221
Interest paid on borrowings		(4,233,222)	(5,174,905)
Interest paid on lease liabilities	30	(71)	(384)
Income tax paid	13	(502,625)	(51,996)
Net cash (outflow)/inflow from operating activities		(2,467,310)	2,412,829
Investing activities			
Purchase of property, plant and equipment	20	(1,696)	(2,318)
Purchase of intangible assets	22	(9,549)	(2,231)
Purchase of additional interest in a subsidiary	24	(32,275)	(10,839)
Net funding of subsidiaries		(4,173,619)	4,715,186
Dividends received from subsidiaries		10,617,567	6,521,203
Net cash inflow from investing activities		6,400,428	11,221,001
Financing activities			
Repayment of principal portion of lease liabilities	30	(2,354)	(2,849)
Dividends paid to Company's shareholders		(4,349,259)	(4,744,646)
Proceeds from borrowings	29	31,262,190	2,000,000
Repayment of borrowings	29	(29,579,996)	(9,916,666)
Net cash outflow from financing activities		(2,669,419)	(12,664,161)
Increase/(decrease) in cash and cash equivalents		1,263,699	969,669
Movement in cash and cash equivalents			
At start of year		5,855,399	6,645,537
Effect of movements in exchange rates on cash held		2,321	(103,954)
Increase/(decrease) in the year		1,263,699	(686,184)
At end of year	34	7,121,419	5,855,399

NOTES

1. GENERAL INFORMATION

East African Breweries Plc (the "Company") is incorporated as a limited liability company in Kenya under the Companies Act, 2015 and is domiciled in Kenya. The address of its registered office and principal place of business is as follows:

East African Breweries Plc
Corporate Centre,
Garden City Business Park, Ruaraka
PO Box 30161
00100 Nairobi GPO

The consolidated financial statements for the Company as at 30 June 2026 and for the year ended comprise the Company and the subsidiaries (together referred to as the 'Group' and individually as 'Group entities').

The Company's shares are listed on the Nairobi Securities Exchange, Uganda Stock Exchange and Dar es Salaam Stock Exchange.

For Companies Act, 2015 reporting purposes, the balance sheet is represented by the statement of financial position and the profit or loss account by the statement of profit or loss and other comprehensive income, in these financial statements.

2. MATERIAL ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these financial statements are set out below. These policies have been consistently applied to all years presented, unless otherwise stated.

(A) BASIS OF PREPARATION

(i) Basis of accounting

The financial statements have been prepared in accordance with IFRS Accounting Standards and in the manner required by the Companies Act, 2015. The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below.

(ii) Going concern

The consolidated financial statements are prepared on a going concern basis under the historical cost convention, unless stated otherwise in the relevant accounting policy.

(iii) Functional and presentation currency

The financial statements are presented in Kenya Shillings which is the Company's functional currency. All financial statements presented in Kenya Shillings have been rounded to the nearest thousand except when otherwise indicated.

Items included in the financial statements are measured using the currency of the primary economic environment in which the entity operates 'the functional currency' except where otherwise indicated.

(iv) Use of judgement and estimates

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

(v) New and amended standards adopted by the Group

The following standards and amendments have been applied by the Group for the first time for the financial year beginning 1 July 2025:

Amendments to IAS 21 – Lack of Exchangeability

An entity is impacted by the amendments when it has a transaction or an operation in a foreign currency that is not exchangeable into another currency at a measurement date for a specified purpose. A currency is exchangeable when there is an ability to obtain the other currency (with a normal administrative delay), and the transaction would take place through a market or exchange mechanism that creates enforceable rights and obligations. Adoption of the amendment did not result in a material impact to the financial statements of the group.

NOTES continued

2. MATERIAL ACCOUNTING POLICIES continued

(A) BASIS OF PREPARATION continued

(vi) Relevant new standards and interpretations issued but not effective

Amendment to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

The Group does not expect these amendments to have a material impact on its operations or financial statements.

The new standard is effective for annual periods beginning on or after 1 January 2027.

Amendment to IFRS 9 and IFRS 7 – Contracts Referencing Nature-dependent Electricity

These amendments change the 'own use' and hedge accounting requirements of IFRS 9 and include targeted disclosure requirements to IFRS 7. These amendments apply only to contracts that expose an entity to variability in the underlying amount of electricity because the source of its generation depends on uncontrollable natural conditions (such as the weather). These are described as 'contracts referencing nature-dependent electricity'.

The Group does not expect these amendments to have a material impact on its operations or financial statements.

The new standard is effective for annual periods beginning on or after 1 January 2027.

Amendment to IAS 21 – Translation to a Hyperinflationary Presentation Currency

These narrow-scope amendments specify the translation procedures for an entity whose presentation currency is that of a hyperinflationary economy. The entity applies the amendments if:

- its functional currency is that of a non-hyperinflationary economy and it is translating its results and financial position into the currency of a hyperinflationary economy; or
- it is translating into the currency of a hyperinflationary economy the results and financial position of a foreign operation whose functional currency is that of a non-hyperinflationary economy.

The amendments aim to improve the usefulness of the resulting information in a cost-effective manner. Developed in response to stakeholder feedback, these amendments are expected to reduce diversity in practice and provide a clearer basis for reporting in a hyperinflationary currency.

The Group does not expect these amendments to have a material impact on its operations or financial statements.

The new standard is effective for annual periods beginning on or after 1 January 2027.

IFRS 19, 'Subsidiaries without Public Accountability: Disclosures'

This new standard works alongside other IFRS Accounting Standards. An eligible subsidiary applies the requirements in other IFRS Accounting Standards except for the disclosure requirements and instead applies the reduced disclosure requirements in IFRS 19. IFRS 19's reduced disclosure requirements balance the information needs of the users of eligible subsidiaries' financial statements with cost savings for preparers. IFRS 19 is a voluntary standard for eligible subsidiaries.

A subsidiary is eligible if:

- it does not have public accountability; and
- it has an ultimate or intermediate parent that produces consolidated financial statements available for public use that comply with IFRS Accounting Standards

The Group does not expect these amendments to have a material impact on its operations or financial statements.

The new standard is effective for annual periods beginning on or after 1 January 2027.

Amendment to IFRS 19, 'Subsidiaries without Public Accountability: Disclosures'

These amendments help eligible subsidiaries by reducing disclosure requirements for Standards and amendments issued between February 2021 and May 2024, specifically:

- IFRS 18 Presentation and Disclosure in Financial Statements;
- Supplier Finance Arrangements (Amendments to IAS 7 and IFRS 7);
- International Tax Reform–Pillar Two Model Rules (Amendments to IAS 12);
- Lack of Exchangeability (Amendments to IAS 21); and
- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7).

The Group does not expect these amendments to have a material impact on its operations or financial statements.

The new standard is effective for annual periods beginning on or after 1 January 2027.

IFRS 18, 'Presentation and Disclosure in Financial Statements'

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

The new standard is effective for annual periods beginning on or after 1 January 2027.

(vii) Early adoption of standards

Management is currently assessing the detailed implications of applying IFRS 18 on the Group's consolidated financial statements. From the high-level preliminary assessment performed, the following potential impacts have been identified:

- Although the adoption of IFRS 18 will have no impact on the Group's net profit, the Group expects that grouping items of income and expenses in the statement of profit or loss into the new categories will impact how operating profit is calculated and reported. From the high-level impact assessment that the Group has performed, the following item might potentially impact operating profit:
  - Foreign exchange differences currently aggregated in the line item 'other income and other gains/(losses) – net' in operating profit might need to be disaggregated, with some foreign exchange gains or losses presented below operating profit.
- The line items presented on the primary financial statements might change as a result of the application of the concept of 'useful structured summary' and the enhanced principles on aggregation and disaggregation.
- The Group does not expect there to be a significant change in the information that is currently disclosed in the notes because the requirement to disclose material information remains unchanged; however, the way in which the information is grouped might change as a result of the aggregation/disaggregation principles. In addition, there will be significant new disclosures required for:
  - management-defined performance measures;
  - a break-down of the nature of expenses for line items presented by function in the operating category of the statement of profit or loss – this break-down is only required for certain nature expenses; and
  - for the first annual period of application of IFRS 18, a reconciliation for each line item in the statement of profit or loss between the restated amounts presented by applying IFRS 18 and the amounts previously presented applying IAS 1.
- From a cash flow statement perspective, there will be changes to how interest received and interest paid are presented. Interest paid will be presented as financing cash flows and interest received as investing cash flows, which is a change from current presentation as part of operating cash flows.

The Group will apply this new standard from its mandatory effective date of 1 January 2027. Retrospective application is required, and so the comparative information for the financial year ending 30 June 2027 will be restated in accordance with IFRS 8.

The Group did not early adopt new or amended standards in the year ended 30 June 2026.

NOTES continued

2. MATERIAL ACCOUNTING POLICIES continued

(B) BASIS OF CONSOLIDATION

The consolidated financial statements include the results of the Company and its subsidiaries. A subsidiary is an entity controlled by East African Breweries Plc. Control is the power to direct the relevant activities of the subsidiary that significantly affects the subsidiary's return so as to have rights to the variable return from its activities.

Where the Group has the ability to exercise joint control over an entity but has rights to specified assets and obligations for liabilities of that entity, the entity is consolidated on the basis of the group's rights over those assets and liabilities.

(i) Subsidiaries

Subsidiaries are entities controlled by the Group. The financial statements of subsidiaries are included in the consolidated financial statements from the date on which control commences until the date on which control ceases. Investments in subsidiaries are accounted for at cost in the Company's financial statements.

(ii) Non-controlling interests (NCI)

NCI are initially measured at their proportionate share of the acquired identifiable net assets at the acquisition date. Non-controlling interests in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, statement of comprehensive income, statement of changes in equity and statement of financial position respectively.

(iii) Changes in the Group's ownership interests in existing subsidiaries

Changes in the Group's ownership interests in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amount of the Group's interests and the non-controlling interests are adjusted to reflect the changes in their relative interests in the subsidiaries. Any difference between the amount by which the non-controlling interests are adjusted and the fair values of the consideration paid or received is recognised directly in equity and attributed to owners of the Company. When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in profit or loss.

This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This might mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

(iv) Balances and transactions eliminated at consolidation

Inter-company transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated, unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

(C) REVENUE RECOGNITION

The Group recognises revenue from the sale of goods and services in the ordinary course of the Group's activities. The Group recognises revenue at a point in time as and when it satisfies a performance obligation by transferring control of a product or service to a customer.

The amount of revenue recognised is the amount the Group expects to receive in accordance with the terms of the contract, and excludes amounts collected on behalf of third parties, such as value-added tax (VAT), excises, returns, rebates and discounts and after eliminating sales within the Group.

Revenue is recognised as follows:

(i) Sales of goods are recognised in the period in which the Group delivers products to the customer, the customer accepts the products and collectability of the related receivables is reasonably assured.

(ii) Royalty income is recognised based on agreed rates applied on net sales value of the related products.

(iii) Management fee is recognised based on actual costs plus an agreed mark up.

Generally, payment of the transaction price is due within credit period of between 7 to 8 days with no element of financing.

The Company does not have contract assets or contract liabilities at the reporting date.

(D) DIVIDEND INCOME

Dividend income is recognised as income in the period in which the right to receive the payment is established.

(E) FINANCE INCOME AND COSTS

Finance income comprises interest income and foreign exchange gains that relate to borrowings and cash and cash equivalents. Interest income is recognised in profit or loss on a time proportion basis using the effective interest method. Once a financial asset is identified as credit-impaired, the effective interest rate is applied to the amortised cost (net of impairment losses) in subsequent reporting periods.

Finance costs comprise interest expense and foreign exchange losses that relate to borrowings and cash and cash equivalents. Interest expense is recognised in profit or loss using the effective interest method.

All other foreign exchange gains and losses are presented in profit or loss within 'other income/expenses'.

(F) FOREIGN CURRENCY TRANSLATION

Foreign currency transactions are translated into the functional currency of the respective entity using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

Consolidation of Group entities

The results and financial position of all Group entities that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

- assets and liabilities for each statement of financial position presented are translated at the closing rate at the reporting date;
- income and expenses for each statement of profit or loss and other comprehensive income are translated at average exchange rates (unless this average is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction dates, in which case income and expenses are translated at actual rates at the dates of the transactions); and
- all resulting exchange differences are recognised in other comprehensive income and accumulated in the translation reserve except to the extent that the translation difference is allocated to Non-controlling interest (NCI).

On consolidation, exchange differences arising from the translation of the net investment in foreign entities, and of borrowings and other currency instruments designated as hedges of such investments, are taken to other comprehensive income. When a foreign operation is sold, such exchange differences are recognised in the profit or loss as part of the gain or loss on sale.

If the Group disposes of only part of its interest in a subsidiary that includes a foreign operation while retaining control, then the relevant proportion of the cumulative amount is reattributed to NCI.

The assets and liabilities of foreign operations, including goodwill and fair value adjustments arising on acquisition, are translated into presentation currency at the closing exchange rates at the reporting date. The income and expenses of foreign operations are translated into the presentation currency at actual exchange rates at the dates of the transactions.

(G) PROPERTY, PLANT AND EQUIPMENT

Items of property, plant and equipment are measured at cost, less accumulated depreciation and accumulated impairment losses. Costs include expenditure that is directly attributable to the acquisition of the asset. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

Expenditure on assets under construction is charged to work in progress until the asset is brought into use. Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of any component accounted for as a separate asset is derecognised when replaced. All other repairs and maintenance are charged to profit or loss during the reporting period in which they are incurred. Ongoing repairs and maintenance are expensed as incurred.

Depreciation is calculated on a straight-line basis to write down the cost of each asset to its residual value over its estimated useful life as follows:

Buildings	25 years or unexpired period of lease if less than 25 years
Plant, equipment, furniture and fittings	5 – 33 years
Motor vehicles	4 – 5 years
Returnable packaging	5 – 15 years

Freehold land and capital work in progress are not depreciated.

NOTES continued

2. MATERIAL ACCOUNTING POLICIES continued

(G) PROPERTY, PLANT AND EQUIPMENT continued

Depreciation methods, useful lives and residual values are reassessed annually at each reporting date and adjusted if appropriate.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised net within "other income/expenses" in the profit or loss.

(H) INTANGIBLE ASSETS

(i) Computer software

Acquired computer software licences are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives of the software from the date that they are available for use. The estimated useful life is three to five years.

(ii) Goodwill

Goodwill represents the excess of the cost of an acquisition over the fair value of the Group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on subsidiaries is carried at cost less accumulated impairment losses. Goodwill is tested annually for impairment. Impairment losses on goodwill are not reversed. Gains and losses on disposal of an entity include the carrying amount of goodwill relating to the entity sold. Goodwill is allocated to cash-generating units for the purpose of impairment testing. The allocation is made to those cash-generating units that are expected to benefit from the business combination in which the goodwill arose.

(iii) Brands

Brands acquired as part of acquisitions of businesses are capitalised as intangible assets if their value can be measured reliably on initial recognition and it is probable that the expected future economic benefits that are attributable to the asset will flow to the Group. Brands are considered to have an indefinite economic life because of the institutional nature of the brands and the Group's commitment to develop and enhance their value. The carrying value of these intangible assets is reviewed at least annually for impairment and adjusted to the recoverable amount if required.

(I) FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised in the Group's statement of financial position when, and only when, the Group becomes a party to the contractual provisions of the instrument.

All regular way purchases or sales of financial assets are recognised and derecognised on a trade date basis. Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the time frame established by regulation or convention in the marketplace.

Classification

The Group classifies its financial instruments into the following categories:

(i) Financial assets that are held within a business model whose objective is to hold assets in order to collect contractual cash flows, and for which the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are classified and measured at amortised cost;

(ii) Financial assets that are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets, and for which the contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding, are classified and measured at fair value through other comprehensive income;

(iii) All other financial assets are classified and measured at fair value through profit or loss.

(iv) Notwithstanding the above, the Group may:

a) on initial recognition of an equity investment that is not held for trading, irrevocably elect to classify and measure it at fair value through other comprehensive income.

b) on initial recognition of a debt instrument, irrevocably designate it as classified and measured at fair value through profit or loss if doing so eliminates or significantly reduces a measurement or recognition inconsistency.

(v) Financial liabilities that are held for trading (including derivatives), financial guarantee contracts, or commitments to provide a loan at a below-market interest rate are classified and measured at fair value through profit or loss. The Group may also, on initial recognition, irrevocably designate a financial liability as at fair value through profit or loss if doing so eliminates or significantly reduces a measurement or recognition inconsistency.

(vi) All other financial liabilities are classified and measured at amortised cost.

- Financial instruments held during the year were classified as follows:
- Cash and bank balances and trade and other receivables are classified at amortised cost.
- Borrowings and trade and other payables are classified at amortised cost.

Initial measurement

On initial recognition:

i) Trade receivables are measured at their transaction price.

ii) All other categories of financial assets and financial liabilities are measured at the fair value plus or minus transaction costs that are directly attributable to the acquisition or issue of the instrument.

Subsequent measurement

Financial assets and financial liabilities after initial recognition are measured either at amortised cost, at fair value through other comprehensive income, or at fair value through profit or loss according to their classification.

Interest income, dividend income, and exchange gains and losses on monetary items are recognised in profit or loss.

Derecognition

Financial assets are derecognised when the rights to receive cash flows from the financial asset have expired or have been transferred and the Group has transferred substantially all risks and rewards of ownership. A financial liability is derecognised when it is extinguished, cancelled or expires.

(J) OFFSETTING OF FINANCIAL ASSETS AND LIABILITIES

Financial assets and financial liabilities are offset and the net amount is reported on the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

(K) LEASES

(i) Leases under which the Group is the lessee

On the commencement date of each lease (excluding leases with a term of 12 months or less on commencement and leases for which the underlying asset is of low value), the Group recognises a right-of-use asset and a lease liability.

The lease liability is measured at the present value of the lease payments that are not paid on that date. The lease payments include fixed payments, variable payments that depend on an index or a rate, amounts expected to be payable under residual value guarantees, and the exercise price of a purchase option if the Group is reasonably certain to exercise that option. The lease payments are discounted at the interest rate implicit in the lease. If that rate cannot be readily determined, the Group's incremental borrowing rate is used.

For leases that contain non-lease components, the Group allocates the consideration payable to the lease and non-lease components based on their relative stand-alone components.

The right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability, any lease payments made on or before the commencement date, any initial direct costs incurred, and an estimate of the costs of restoring the underlying asset to the condition required under the terms of the lease.

Subsequently the lease liability is measured at amortised cost, subject to remeasurement to reflect any reassessment, lease modifications, or revised fixed lease payments.

Right-of-use assets are subsequently measured at cost less accumulated depreciation and any accumulated impairment losses, adjusted for any remeasurement of the lease liability. Depreciation is calculated using the straight-line method to write down the cost of each asset to its residual value over its estimated useful life. If ownership of the underlying asset is not expected to pass to the Group at the end of the lease term, the estimated useful life would not exceed the lease term.

For leases with a term, on commencement, of 12 months or less and leases for which the underlying asset is of low value, the total lease payments are recognised in profit or loss on a straight-line basis over the lease period.

(ii) Leases under which the Group is the lessor

Leases that transfer substantially all the risks and rewards of ownership of the underlying asset to the lessee are classified as finance leases. All other leases are classified as operating leases. Payments received under operating leases are recognised as income in the profit or loss account on a straight-line basis over the lease term.

NOTES continued

2. MATERIAL ACCOUNTING POLICIES continued

(L) INVENTORIES

Inventories are stated at the lower of cost and net realisable value. Cost is based on the weighted average method and expenditure incurred in acquiring the inventories and bringing them to their existing location and condition. The cost of finished goods and work in progress comprises an appropriate share of production overheads based on normal operating capacity. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling expenses.

(M) TREASURY SHARES

Treasury shares are shares in East African Breweries Plc that are held by the East African Breweries Plc Employee Share Ownership Plan for the purpose of issuing shares under the Group's share ownership scheme. Treasury shares are recognised at cost where cost is determined to be the purchase price of the shares in an open market (Nairobi Securities Exchange) and are deducted from contributed equity. Shares issued to employees are recognised on a first-in-first-out basis.

(N) SHARE-BASED PAYMENT ARRANGEMENTS

The Group operates equity-settled share-based compensation plans for its employees and executives.

Equity-settled share-based payments to employees are measured at the fair value of the equity instruments at the grant date. The fair value determined at the grant date of the equity-settled share-based payments is expensed on a straight-line basis over the vesting period, based on the Group's estimate of equity instruments that will eventually vest, with a corresponding increase in equity. At the end of each reporting period, the Group revises its estimate of the number of equity instruments expected to vest. The impact of the revision of the original estimates, if any, is recognised in the profit or loss such that the cumulative expense reflects the revised estimate, with a corresponding adjustment to share based payment reserve in equity.

(O) EMPLOYEE BENEFITS

(i) Retirement benefits obligations

The Group operates defined contribution retirement benefit schemes for some of its employees. The assets of all schemes are held in separate trustee administered funds, which are funded by contributions from both the Group and employees. The Group and all its employees also contribute to the National Social Security Funds, which are defined contribution schemes.

The Group's contributions to the defined contribution schemes are recognised in the profit or loss in the year to which they relate. The Group has no further obligation once the contributions have been paid.

(ii) Termination benefits

Termination benefits are recognised as an expense when the Group is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to terminate employment before the normal retirement date.

(iii) Short-term employee benefits

Short-term employee benefits are expensed as the related service is provided. A liability is recognised for the amount expected to be paid if the Group has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

(P) INCOME TAX EXPENSE

The tax expense for the year comprises current and deferred income tax. Tax is recognised in the profit or loss except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

Current tax is the amount of tax payable on the taxable profit for the year determined in accordance with the relevant tax legislation and any adjustment to tax payable or receivable in respect of previous years. The current tax charge is calculated on the basis of the tax rates enacted or substantively enacted at the reporting date.

Deferred tax is recognised on temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred income tax is not recognised for taxable temporary differences arising on the initial recognition of goodwill. Deferred tax is measured using tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred income tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised. A tax rate reconciliation that reconciles the notional taxation charge as calculated at the Kenya tax rate, to the actual total tax charge is prepared on a materiality basis. As a Group operating in multiple countries, the actual tax rates applicable to profits in some of countries are different from the Kenya tax rate.

Additional income taxes that arise from the distribution of dividends are recognised at the same time as the liability to pay the related dividend.

(Q) DIVIDENDS

Dividends payable on ordinary shares are charged to retained earnings in the period in which they are declared. Proposed dividends are not accrued for until ratified in an Annual General Meeting.

(R) SEGMENTAL REPORTING

Segment information is presented in respect of the Group's geographical segments, which is the primary format and is based on the countries in which the Group operates. The Group has no other distinguishable significant business segments.

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Inter-segment pricing is determined on an arm's length basis.

(S) IMPAIRMENT

Impairment of financial assets

The Group recognises a loss allowance for expected credit losses on financial instruments that are measured at amortised cost or at fair value through other comprehensive income. The loss allowance is measured at an amount equal to the lifetime expected credit losses for trade receivables and for financial instruments for which:

(a) the credit risk has increased significantly since initial recognition; or

(b) there is observable evidence of impairment (a credit-impaired financial asset). If, at the reporting date, the credit risk on a financial asset other than a trade receivable has not increased significantly since initial recognition, the loss allowance is measured for that financial instrument at an amount equal to 12-month expected credit losses. All changes in the loss allowance are recognised in profit or loss as impairment gains or losses.

Lifetime expected credit losses represent the expected credit losses that result from all possible default events over the expected life of a financial instrument. 12-month expected credit losses represent the portion of lifetime expected credit losses that result from default events on a financial asset that are possible within 12 months after the reporting date.

Expected credit losses are measured in a way that reflects an unbiased and probability-weighted amount determined by evaluating a range of possible outcomes, the time value of money, and reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

Impairment of non-financial assets

The carrying amounts of the Group's non-financial assets, other than deferred tax assets and inventories, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognised if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset Group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss.

Impairment losses recognised in respect of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to the units and then to reduce the carrying amount of the other assets in the unit on a pro-rata basis.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

NOTES continued

2. MATERIAL ACCOUNTING POLICIES continued

(S) IMPAIRMENT continued

Impairment of non-financial assets continued

An impairment loss in respect of goodwill is not reversed. For other assets, an impairment of loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation and amortisation, if no impairment loss had been recognised.

(T) EARNINGS PER SHARE

The Group presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of any dilutive potential ordinary shares.

(U) BORROWING COSTS

Borrowing costs consist of interest and other costs that the Group incurs in connection with the borrowing of funds. Borrowing costs that are directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are capitalised as part of the cost of those assets, until such a time as the assets are substantially ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation.

All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

(V) SHARE CAPITAL

Ordinary shares are classified as 'share capital' in equity. Any premium received over and above the par value of the shares is classified as 'share premium' in equity. An equity instrument is any contract that evidences a residual interest in the assets of an entity after deducting all of its liabilities. Equity instruments issued by a Group entity are recognised at the proceeds received, net of direct issue costs.

(W) CASH AND CASH EQUIVALENTS

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, bank balances and deposits held at call with the banks net of bank overdrafts.

(X) RETURNABLE PACKAGING

Returnable packaging materials are fixed assets of the Group. It is expected that customers will return them and are therefore not due for payment.

The asset values are maintained accurately through the normal depreciation process – where Gross Book Value (GBV) of a Returnable Packaging asset is constantly and actively reduced throughout the period of useful life in a linear way (normal depreciation).

Depreciation of returnable packaging:

Bottles	Crates	Kegs
5 years	10 years	10 years

The asset quantities must be accurate to ensure that the reported quantity of returnable packaging in Fixed Asset Register is reliable and represents the total population of bottles/kegs/crates available for the business therefore can serve as a basis for commercial planning, production planning and enable the right business decisions. The Group conducts a verification exercise to determine the quantity of returnable populations in its Fixed Asset Register.

(Y) COST OF SALES

Costs of sales include costs directly associated with generating revenues. They include direct material and labour costs but also indirect costs that can be directly attributed to generating revenue, e.g. depreciation of assets used in the production.

(Z) TRADE AND OTHER RECEIVABLES

Trade receivables are amounts due from customers for merchandise sold or services performed in the ordinary course of business. If collection is expected in one year or less (or in the normal operating cycle of the business if longer), they are classified as current assets. If not, they are presented as non-current assets.

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method less provision for impairment. A provision for impairment of receivables is established when there is objective evidence that the Group will not be able to collect all the amounts due according to the original terms of receivables.

The Group applies the simplified approach permitted by IFRS 9, for assessment on trade receivables, which requires expected lifetime losses to be recognised from initial recognition of the receivables. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in profit or loss.

The Group gives volume-based rebates to selected distributors. Under the terms of the supply agreements, the amounts payable by the Company are offset against receivables from the distributors and only the net amounts are settled. The relevant amounts have therefore been presented net in the statement of financial position.

In order to manage liquidity and optimise cash flows, the Group participates in a cashpool arrangement. The cashpool balance is presented under trade receivables and is initially recognised at fair value and subsequently measured at amortised cost using the effective interest method.

(AA) SUPPLIER FINANCE AGREEMENTS

Supplier finance arrangements are characterised by one or more finance providers offering to pay amounts that an entity owes its suppliers and the entity agreeing to pay according to the terms and conditions of the arrangements at the same date as, or a date later than, when suppliers are paid. These arrangements provide the entity with extended payment terms, or the entity's suppliers with early payment terms, compared to the related invoice payment due date.

The Group has entered into supplier financing arrangements with some of its suppliers under which the suppliers discount selected invoices with banks for settlement before due dates. The Group subsequently settles the factored invoices by direct payment to banks when the invoices are due under the supplier terms of trade. The arrangement does not change the group's terms of trade with the suppliers and therefore the balances are classified within trade and other payables in the balance sheet. For the purpose of cash flow statement, management considers that the bank settles the invoices as a payment agent on behalf of the Group.

(AB) TRADE PAYABLES

These amounts represent liabilities for goods and services provided to the Group prior to the end of the financial year which are unpaid. They are presented as current liabilities, unless payment is not due within 12 months after reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using effective interest method.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expected future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are addressed below:

(I) IMPAIRMENT OF GOODWILL AND OTHER INDEFINITE LIVED INTANGIBLE ASSETS (BRAND)

Assessment of the recoverable value of an intangible asset, the useful economic life of an asset, or that an asset has an indefinite life, requires management judgement. The Group annually tests whether goodwill and brands have suffered any impairment, in accordance with the accounting policy stated in Note 2(s). Critical estimates are made by the Directors in determining the recoverable amounts of cash-generating units based on value-in-use calculations as stated in Note 23.

NOTES continued

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS continued

(II) CALCULATION OF LOSS ALLOWANCE ON FINANCIAL ASSETS

The measurement of expected credit losses (ECLs) on financial assets requires significant judgement and the use of estimates. The Group determines ECLs using historical loss experience, current conditions, and reasonable and supportable forward-looking information. Key assumptions include the estimation of the probability of default (PD), loss given default (LGD), and exposure at default (EAD). PD is estimated using historical default experience as a proportion of total outstanding financial assets and is adjusted for expected inflationary trends. LGD reflects the expected loss after considering anticipated recoveries and available credit enhancements, while EAD represents the expected exposure outstanding at the date of default.

Financial assets are written off when there is no reasonable expectation of recovery, including where counterparties fail to engage in repayment arrangements or where contractual payments are more than 180 days past due. Changes in the assumptions used to estimate PD, LGD, EAD, and future economic conditions may result in material adjustments to impairment allowances in future reporting periods.

(III) TAX PROVISIONS

The Group is subject to income taxes in various jurisdictions. Significant judgement is required in determining the Group's provision for taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain during the ordinary course of business. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the tax provisions in the period in which such determination is made. Disclosures on contingent liabilities with respect to tax are included in Note 31.

(IV) PROPERTY, PLANT AND EQUIPMENT

Critical estimates are made by the Directors in determining useful lives for property, plant and equipment. The depreciation rates used are set out in Note 2(g). Directors also apply estimates in determining the existence of returnable packaging materials.

(V) LEASE LIABILITIES

In order to make a judgement to determine the term of the lease and the corresponding lease liability, the Directors consider any options regarding extension or termination of the lease contract which may be available and whether it is probable that such options will be exercised.

Unless there is an implicit interest rate contained in the lease contract, the discount rate used to calculate the net present value of the lease liability is the Group's incremental borrowing rate. This rate is estimated by the Directors to be the rate which would be paid by the Group to purchase a similar asset.

(VI) PROVISIONS AND CONTINGENT LIABILITIES – LITIGATION

Significant judgement is required in determining provision for legal matters against the company. Directors use the best available information to estimate probable exposures which are recognised in line with IAS 37. A provision is recognised if, as a result of a past event, the Company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Where a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company, the Company recognises a contingent liability.

4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group's activities expose it to a variety of financial risks including credit risk, liquidity risk and market risks which mainly comprise effects of changes in debt and equity market prices, foreign currency exchange rates and interest rates. The Group's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance. This note presents information about the Group's exposure to financial risks, the Group's objectives, policies and processes for measuring and managing the financial risks. Further quantitative disclosures are included throughout these financial statements.

The Group has established a risk management committee made up of senior management which is responsible for developing and monitoring the Group's risk management policies. These policies are established to identify and analyse the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. These risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group has also established a controls and compliance function, which carries out regular and ad hoc reviews of risk management controls and procedures. The results are reported to senior management.

MARKET RISK

i) Foreign currency risk

Foreign currency risk arises on sales, purchases, borrowings and other monetary balances denominated in currencies other than Kenya Shillings. Management's policy to manage foreign exchange risk is to actively manage the foreign currency denominated procurement contracts.

The exposure to foreign currency risk at the end of reporting period was as follows:

Group 30 June 2026	GBP Kshs'000	EUR Kshs'000	USD Kshs'000	RWF Kshs'000	UGX Kshs'000	ZAR Kshs'000	TZS Kshs'000	Total Kshs'000
Financial asset								
Cash and cash equivalents	423,407	181,577	1,638,426	201,371	2,890,928	–	4,544,131	9,879,840
Trade and other receivables	–	–	290,549	15,703	2,541,565	–	1,740,191	4,588,008
Financial liabilities								
Borrowings	–	–	–	–	–	–	(1,742,907)	(1,742,907)
Trade and other payables	(2,638,002)	(1,120,930)	(2,410,939)	–	(1,327,797)	(27,858)	(1,469,556)	(8,995,082)
Net exposure	(2,214,595)	(939,353)	(481,964)	217,074	4,104,696	(27,858)	3,071,859	3,729,859

30 June 2025	GBP Kshs'000	EUR Kshs'000	USD Kshs'000	RWF Kshs'000	UGX Kshs'000	ZAR Kshs'000	TZS Kshs'000	Total Kshs'000
Financial asset								
Cash and cash equivalents	296,283	572,325	827,644	159,883	2,263,167	–	1,556,364	5,675,666
Trade and other receivables	1,388	–	185,796	17,259	3,084,090	–	1,202,408	4,490,941
Financial liabilities								
Bank overdraft	–	–	–	–	(2,486,562)	–	–	(2,486,562)
Borrowings	–	–	–	–	(2,855,530)	–	(6,832,589)	(9,688,119)
Trade and other payables	(5,891,985)	(1,906,287)	(2,692,467)	–	(1,600,953)	(98,128)	(1,135,939)	(13,325,759)
Net exposure	(5,594,314)	(1,333,962)	(1,679,027)	177,142	(1,595,788)	(98,128)	(5,209,756)	(15,333,833)

NOTES continued

4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES continued

MARKET RISK continued

i) Foreign currency risk continued

Company 30 June 2026	GBP Kshs'000	EUR Kshs'000	USD Kshs'000	ZAR Kshs'000	UGX Kshs'000	TZS Kshs'000	Total Kshs'000
Financial asset							
Cash and cash equivalents	304,755	112,287	1,134,981	–	–	–	1,552,023
Long term receivables from related parties	–	–	–	–	3,383,753	4,293,750	7,677,503
Trade and other receivables	211	–	18,779	–	–	–	18,990
Financial liabilities							
Trade and other payables	(5,386)	(5,760)	–	(17)	–	–	(11,163)
Net exposure	299,580	106,527	1,153,760	(17)	3,383,753	4,293,750	9,237,353

30 June 2025	GBP Kshs'000	EUR Kshs'000	USD Kshs'000	ZAR Kshs'000	UGX Kshs'000	TZS Kshs'000	Total Kshs'000
Financial asset							
Cash and cash equivalents	235,576	427,183	131,328	–	–	–	794,087
Borrowings	–	–	–	–	2,903,884	600,000	3,503,884
Trade and other receivables	24	–	9,281	899	–	–	10,204
Financial liabilities							
Trade and other payables	(180,792)	(78)	(8,519)	(2,670)	–	–	(192,059)
Net exposure	54,808	427,105	132,090	(1,771)	2,903,884	600,000	4,116,116

A 5 percent strengthening or weakening of the Kenya shilling against the following currencies at 30 June 2026 would have increased/(decreased) profit for the year by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remain constant. The analysis was performed on the same basis for 2025.

		Profit or loss	
Group At 30 June		2026 Kshs'000	2025 Kshs'000
RWF	Rwandan Franc	13,526	7,761
TZS	Tanzania Shillings	(448)	(1,900)
ZAR	South African Rand	(667)	(1,224)
UGX	Uganda Shillings	(12,037)	(8,495)
USD	US Dollar	(16,675)	(76,418)
EUR	Euro	(37,057)	(41,054)
GBP	Sterling Pound	(110,713)	(255,810)
		(164,071)	(377,140)

		Profit or loss	
Company At 30 June		2026 Kshs'000	2025 Kshs'000
USD	US Dollar	57,762	6,672
GBP	Pound Sterling	17,533	1,051
EUR	Euro	5,326	57,505
TZS	Tanzanian Shilling	1,144	-
UGX	Ugandan Shilling	65	6,216
		81,830	71,444

ii) Price risk

The Group does not hold any financial instruments subject to price risk.

iii) Interest rate risk

The Group's interest-bearing financial instruments include bank loans, bank overdrafts and related party borrowings. These are at various rates, and they are therefore exposed to cash flow interest rate risk. The Group regularly monitors financing options available to ensure optimum interest rates are obtained.

As at 30 June 2026, an increase/decrease of 3 percentage point would have resulted in a decrease/increase in profit for the year of Kshs 491,812,620 (2025: Kshs 815,084,932), mainly as a result of higher/lower interest charges on variable rate borrowings. For the Company, an increase/decrease of 3 percentage point would have resulted in a decrease/increase in profit for the year of Kshs 440,100,132 (2025: Kshs 624,750,000), mainly as a result of higher/lower interest charges on variable rate borrowings.

CREDIT RISK

Credit risk is the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Group. Credit risk arises from bank balances (including deposits with banks and financial institutions), derivative financial instruments, as well as credit exposures to customers, including outstanding trade and other receivables, financial guarantees and committed transactions.

Maximum exposure to credit risk

The table below represents the Group's maximum exposure to credit risk at the end of the reporting period excluding the impact of any collateral held or other credit enhancements:

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Trade receivables (Note 27)	13,164,353	12,357,624
Other receivables (Note 27)	3,132,210	3,840,124
Receivables from related companies (Note 27)	172,240	974,609
Bank balances (Note 34)	17,987,625	12,745,359
	34,456,428	29,917,716
(b) Company		
Trade receivables (Note 27)	74,988	73,268
Long-term receivables from subsidiaries (Note 35)	32,164,503	27,990,884
Other receivables (Note 27)	836,804	570,185
Receivables from related companies (Note 27)	2,294,635	2,365,900
Bank balances (Note 34)	7,121,419	5,855,399
	42,492,349	36,855,636

Credit risk management policy

The Group has adopted a policy of only dealing with creditworthy counterparties as a means of mitigating the risk of financial loss from defaults. The Group's exposure and the credit rating of its counterparties are continuously monitored, and the aggregate value of transactions concluded is spread amongst approved counterparties.

Credit risk on deposits with banking institutions is managed by dealing with institutions with good credit ratings.

Trade and other receivables exposures are managed locally in the operating units where they arise, and credit limits are set as deemed appropriate for the customer. The operating units analyse credit risk for each new customer before standard payment and delivery terms are offered, taking into account its financial position, past experience and other factors. Individual risk limits are set based on internal ratings. The utilisation of credit limits is monitored regularly. In addition, the Group manages credit risk by requiring the customers to provide financial guarantees.

The Group does not have any significant concentrations of credit risk with respect to trade and other receivables as the Group has a large number of customers which are geographically dispersed. The credit risk associated with receivables is minimal and the allowance expected credit losses that the Group has recognised in the financial statements is considered adequate to cover any potentially irrecoverable amounts.

NOTES continued

4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES continued

CREDIT RISK continued

Security

For some trade receivables, the Group might obtain security in the form of guarantees or letters of credit which can be called on if the counterparty is in default under the terms of the agreement.

Impairment of financial assets

The Group always measures the loss allowance for trade receivables at an amount equal to lifetime expected credit losses. The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the customer, days past due and an analysis of the customer's current financial position, adjusted for factors that are specific to the customers, general economic conditions in which the customers operate and an assessment of both the current as well as the forecast direction of conditions at the reporting date.

The table below reflects the trade and other receivables, together with the provision for expected credit losses:

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Not due	1,043,071	294,381
Past due but not impaired:		
– by up to 30 days	8,665,215	8,708,087
– by 31 to 120 days	1,955,720	2,174,079
– by 121 days and above	1,500,347	1,181,077
Trade receivables (Note 27)	13,164,353	12,357,624
Carrying amount before provision for expected credit losses	13,164,353	12,357,624
Provision for expected credit losses	(965,901)	(884,142)
Net carrying amount (Note 27)	12,198,452	11,473,482
(b) Company		
Not due	74,988	73,268
Past due but not impaired:		
– by up to 30 days	–	–
– by 31 to 120 days	–	–
– by 121 days and above	–	–
Trade receivables (Note 27)	74,988	73,268
Carrying amount before provision for expected credit losses	74,988	73,268
Provision for expected credit losses	–	–
Net carrying amount	74,988	73,268

Trade receivables are written off when there is no reasonable expectation of recovery. Indicators that there is no reasonable expectation of recovery include, amongst others, the failure of a debtor to engage in a repayment plan with the Group, and a failure to make contractual payments for a period of greater than 180 days past due. Impairment losses on trade receivables are presented as net impairment losses within operating profit. Subsequent recoveries of amounts previously written off are credited against the same line item.

Cash and bank balances were assessed for impairment using the credit ratings of the banking institutions. The identified ECL was immaterial.

Due from related parties was assessed for impairment by reference to the financial strength of the counter party. The resulted ECL was immaterial.

Other receivables were assessed for impairment based on past collection history and expectation of cash flows from the debtor. A loss rate based on past collection history adjusted for forward-looking information is used to calculate ECL as set out in Note 27 of the financial statements.

LIQUIDITY RISK

Liquidity risk is the risk that the Group will not be able to meet its financial obligations as they fall due. Prudent liquidity risk management includes maintaining sufficient cash balances and ensuring the availability of funding from an adequate amount of committed credit facilities. Due to the dynamic nature of the underlying businesses, the Group maintains flexibility in funding by maintaining availability under committed credit lines.

Management performs cash flow forecasting and monitors rolling forecasts of the Group's liquidity requirements to ensure it has sufficient cash to meet its operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the Group does not breach borrowing limits or covenants (where applicable) on any of its borrowing facilities. The Group's approach when managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, without incurring unacceptable losses or risking damage to the Group's reputation.

The table below analyses the Group's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

At 30 June 2026	Current Kshs'000	Less than 1 year Kshs'000	Between 1 and 2 years Kshs'000	Between 2 and 5 years Kshs'000	Over 5 years Kshs'000	Total Kshs'000
Group						
Borrowings	–	7,862,922	22,521,647	7,560,874	–	37,945,443
Lease liabilities	–	1,057,162	734,192	870,125	626,423	3,287,902
Trade and other payables	–	38,702,838	–	–	–	38,702,838
Dividend payable	790,522	–	–	–	–	790,522
	790,522	47,622,922	23,255,839	8,430,999	626,423	80,726,705
Company						
Borrowings	–	6,576,658	21,924,066	6,963,293	–	35,464,017
Trade and other payables	–	27,929,318	–	–	–	27,929,318
Dividend payable	790,522	–	–	–	–	790,522
	790,522	34,505,976	21,924,066	6,963,293	–	64,183,857

At 30 June 2025	Current Kshs'000	Less than 1 year Kshs'000	Between 1 and 2 years Kshs'000	Between 2 and 5 years Kshs'000	Over 5 years Kshs'000	Total Kshs'000
Group						
Borrowings	–	9,418,373	20,059,117	17,193,143	–	46,670,633
Lease liabilities	–	799,252	710,536	883,300	943,940	3,337,028
Trade and other payables	–	37,597,019	–	–	–	37,597,019
Bank overdraft	–	1,180	–	–	–	1,180
Dividend payable	790,522	–	–	–	–	790,522
	790,522	47,815,824	20,769,653	18,076,443	943,940	88,396,382
Company						
Borrowings	–	6,070,248	16,611,640	11,821,383	–	34,503,271
Lease liabilities	–	2,425	–	–	–	2,425
Trade and other payables	–	25,655,051	–	–	–	25,655,051
Dividend payable	790,522	–	–	–	–	790,522
	790,522	31,727,724	16,611,640	11,821,383	–	60,951,269

NOTES continued

4. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES continued

CAPITAL RISK MANAGEMENT

The Group's primary focus is on enhancing shareholder value in the long term by investing in businesses and brands, aiming for continued improvement in returns. The Board's policy emphasises maintaining a robust capital base to instil confidence among investors, creditors, and the market, ensuring sustained future business development.

In managing the capital structure, the Group closely monitors two key ratios:

a) Net debt to equity ratio: 0.36x as at 30 June 2026 (2025: 0.70x), which remains well below the maximum limit of 3.0x set by the Company's Articles of Association for directors' borrowing powers.

b) Net debt to EBITDA ratio: x0.44 as at 30 June 2026 (2025: 0.89x), which remains within the Group's target range.

The Group continues to maintain a capital structure that supports its ability to operate as a going concern while maximising returns to shareholders and supporting future business growth.

LOAN COVENANTS

Under the terms of agreement for a major bank loan, which has a carrying value of Kshs 33.2 billion (2025: Kshs 38.8 billion), the Group is required to comply with the following financial covenants at end of year:

a) Net Debt to Equity ≤ 3.5x

b) Current ratio > 1.0x

c) Net Debt/EBITDA ≤ 3.5x

The group complied has complied with these covenants throughout the year. As at 30 June 2026, the net debt to equity ratio was 0.36x (2025: 0.70x), the current ratio was 1.19x (2025: 1.11x) and the net debt to EBITDA ratio was 0.44x (2025: 0.89x).

The Group reported net borrowings to EBITDA leverage reflected in the table below:

Group	2026 Kshs'000	2025 Kshs'000
Net borrowings:		
Total borrowings (Note 29)	33,528,243	39,321,163
Lease liabilities (Note 30)	2,456,449	2,967,793
Bank overdrafts (Note 29)	–	1,180
Less: cash and bank balances (Note 34)	(17,987,625)	(12,745,359)
Net debt	17,997,067	29,544,777
EBITDA		
Profit before tax	27,659,499	19,311,353
Adjusted for:		
Net finance costs	4,409,828	5,859,424
Depreciation and amortisation	9,017,913	8,164,747
Total EBITDA	41,087,240	33,335,524
Net Debt to EBITDA	x0.44	x0.89

Company	2026 Kshs'000	2025 Kshs'000
Net borrowings:		
Total borrowings (Note 29)	31,432,194	29,750,880
Lease liabilities (Note 30)	–	2,354
Less: cash and bank balances (Note 34)	(7,121,419)	(5,855,399)
Net debt	24,310,775	23,897,835
EBITDA		
Profit before tax	9,670,034	6,372,589
Adjusted for:		
Net finance costs	365,477	766,019
Depreciation and amortisation	43,052	49,113
Total EBITDA	10,078,563	7,187,721
Net Debt to EBITDA	x2.41	x3.32

FAIR VALUE MEASUREMENT

Fair value measurements of financial instruments are presented through the use of a three-level fair value hierarchy that prioritises the valuation techniques used in fair value calculations. The Group specifies a hierarchy of valuation techniques based on whether the inputs to those valuation techniques are observable or unobservable. Observable inputs reflect market data obtained from independent sources while unobservable inputs reflect the Group's market assumptions.

The different levels in the fair value hierarchy have been defined as follows:

i) Level 1 fair value measurements are derived from quoted prices (unadjusted) in active trading markets for identical assets or liabilities. This level includes listed debt and equity instruments traded mainly on the Nairobi Securities Exchange ("NSE").

ii) Level 2 fair value measurements are derived from inputs other than quoted prices that are observable for the asset or liability, either directly (i.e. as a price) or indirectly (i.e. derived from prices).

iii) Level 3 fair value measurements are derived from valuation techniques that include inputs that are not based on observable market data (unobservable inputs).

The Group maintains policies and procedures to value instruments using the most relevant data available. If multiple inputs that fall into different levels of the hierarchy are used in the valuation of an instrument, the instrument is categorised on the basis of the most subjective input.

Foreign currency forward contracts are valued using discounted cash flows technique that incorporate the prevailing market rates. Under this technique, future cash flows are estimated based on forward exchange rates (from observable forward exchange rates at the end of the reporting period), discounted at a rate that reflects the credit risk of the counterparties.

As significant inputs to the valuation are observable in active markets, these instruments are categorised as level 2 in the hierarchy. Other investments are carried at cost as there is no suitable basis for their valuation and are therefore categorised as level 3 in the hierarchy.

The following table presents the Group and Company's financial assets and liabilities that are measured at fair value at 30 June 2026.

	Level 1 Kshs'000	Level 2 Kshs'000	Level 3 Kshs'000	Total Kshs'000
Financial assets at fair value through profit or loss:				
Other financial assets	–	–	10,000	10,000
Net assets at fair value through profit or loss	–	–	10,000	10,000

The following table presents the Group and Company's financial assets and liabilities that are measured at fair value at 30 June 2025.

	Level 1 Kshs'000	Level 2 Kshs'000	Level 3 Kshs'000	Total Kshs'000
Financial assets at fair value through profit or loss:				
Other financial assets	–	–	10,000	10,000
Net assets at fair value through profit or loss	–	–	10,000	10,000

There were no transfers between levels during the years ended 30 June 2026 and 30 June 2025.

NOTES continued

5. OPERATING SEGMENTS

Directors have determined the operating segments based on the reports reviewed by the Group Executive Committee that are used to make strategic decisions. The Group Executive Committee includes the Group Managing Director and the Group Chief Financial Officer.

The Group Executive Committee considers the business from a geographical perspective. Geographically, the Group Executive Committee considers the performance of the business in Kenya, Uganda and Tanzania. Exports to South Sudan, Rwanda, Burundi and the Great Lakes Region are recognised in the country of origin.

The reportable operating segments derive their revenue primarily from brewing, marketing and selling of drinks, malt and barley. The Group Executive Committee assesses the performance of the operating segments based on a measure of net sales value.

The segmental information provided to the Group Executive Committee is as follows:

	Kenya		Uganda		Tanzania		Eliminations		Consolidated	
	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000
External sales	89,737,495	84,812,547	30,172,893	26,059,625	26,047,999	17,918,385	–	–	145,958,387	128,790,557
Inter-segment sales	785,233	1,114,008	64,923	51,328	2,252	181,753	(852,408)	(1,347,089)	–	–
Total sales	90,522,728	85,926,555	30,237,816	26,110,953	26,050,251	18,100,138	(852,408)	(1,347,089)	145,958,387	128,790,557

Reportable segments assets and liabilities are as follows:

	Kenya		Uganda		Tanzania		Eliminations		Consolidated	
	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000	June 2026 Kshs'000	June 2025 Kshs'000
Segment non-current assets	92,081,249	88,468,853	19,222,625	20,215,798	18,926,646	19,854,484	(50,332,187)	(46,102,402)	79,898,333	82,436,733
Total segment assets	128,172,378	123,081,147	29,309,498	29,617,577	30,347,164	27,230,021	(53,167,166)	(48,839,964)	134,661,874	131,088,781
Segment liabilities	58,856,665	57,512,256	15,720,991	18,193,910	20,161,091	19,516,514	(10,692,606)	(6,421,109)	84,046,141	88,801,571
Capital expenditure	3,448,843	2,396,927	1,811,460	2,454,713	1,305,239	1,627,939	–	–	6,565,542	6,479,579
Depreciation and amortisation	3,870,419	3,971,807	2,911,602	2,386,846	2,235,892	1,806,094	–	–	9,017,913	8,164,747

Segment capital expenditure is the total cost incurred during the year to acquire segment assets that are expected to be used for more than one year. Segment revenue is based on the geographical location of both customers and assets. The revenue from external parties reported to the Group Executive Committee is measured in a manner consistent with that in the statement of profit or loss. There is no reliance on individually significant customers by the Group. The amounts provided to the Group Executive Committee in respect to total assets and total liabilities are measured in a manner consistent with that of the statement of financial position.

NOTES continued

6. REVENUE FROM CONTRACTS WITH CUSTOMERS

	2026 Kshs'000	2025 Kshs'000
(a) Group, at a point in time		
Gross sales	253,169,018	227,528,438
Indirect taxes	(107,210,631)	(98,737,881)
	145,958,387	128,790,557
(b) Company, over time		
Management fees	779,735	733,137
Royalties	1,442,874	1,493,006
	2,222,609	2,226,143

7. COST OF SALES

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Raw materials and consumables	47,122,169	41,233,878
Distribution and warehousing	9,448,811	8,874,491
Maintenance and other costs	14,581,396	12,049,562
Staff costs	5,567,729	5,830,495
Depreciation and amortisation	7,079,816	6,724,642
	83,799,921	74,713,068
(b) Company		
Cost of goods sold	–	-
Distribution and warehousing	–	-
Staff costs	–	-
	–	-

8. ADMINISTRATIVE EXPENSES

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Staff costs	10,145,174	9,167,796
Office supplies and other costs	1,547,352	2,192,782
Depreciation and amortisation	1,938,096	1,440,105
Travelling and entertainment	321,803	312,936
	13,952,425	13,113,619
(b) Company		
Staff costs	1,752,068	736,330
Depreciation and amortisation	43,052	49,113
Travelling and entertainment	41,648	81,520
	1,836,768	866,963

9. OTHER INCOME/(EXPENSES)

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Other income		
Net transactional foreign exchange gains	–	312,856
Sundry income*	1,624,321	164,549
	1,624,321	477,405
Other expense		
Indirect tax expenses**	402,505	3,627,592
Net transactional foreign exchange losses	1,216,602	-
Write-off of property, plant and equipment	180,134	253,476
Sundry expenses***	4,692,104	680,217
	6,491,345	4,561,285
Net other expenses	(4,867,024)	(4,083,880)
(b) Net impairment losses on financial assets		
Trade receivables (Note 27)	(58,962)	(49,915)
Other receivables (Note 27)	12,376	(25,368)
	(46,586)	(75,283)
(c) Company		
Other income		
Net transactional foreign exchange gains	–	161,315
Sundry income	–	67,028
	–	228,343
Other expense		
Indirect tax expenses*	–	-
Net transactional foreign exchange losses	111,646	-
Expected credit losses on trade receivables	44,157	-
Sundry expenses	812,094	970,118
	967,897	970,118
	(967,897)	(741,775)

* Sundry income includes intercompany management recharges and other finance income.

** Indirect tax expenses are expenses associated with irrecoverable VAT, irrecoverable withholding tax and other tax provisions.

*** Sundry expenses include cost recharges and research and development costs.

NOTES continued

10. PROFIT BEFORE INCOME TAX

The following items have been charged in arriving at the profit before tax:

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Inventories expensed (raw materials and consumables) (Note 7)	47,122,169	41,233,878
Employee benefits expense (Note 11(a))	15,712,903	14,998,291
Depreciation on property, plant and equipment (Note 20(a))	7,890,401	7,220,321
Amortisation of right-of-use assets (Note 21(a))	990,596	801,608
Amortisation of intangible assets – software (Note 22(a))	136,916	142,818
Auditor's remuneration	41,838	40,450
(b) Company		
Employee benefits expense (Note 11(b))	1,752,068	1,410,563
Depreciation of property and equipment (Note 20(b))	39,977	45,429
Amortisation of right-of-use assets (Note 21(b))	2,037	2,647
Amortisation of intangible assets – software (Note 22(b))	1,038	1,037
Auditor's remuneration*	10,347	8,446

* Included in the auditor's remuneration for both Group and Company is Kshs 3,750,000 relating to other professional fees paid to the auditor.

11. EMPLOYEE BENEFITS EXPENSE

The following items are included within employee benefits expense:

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Salaries and wages	11,028,592	10,643,581
Defined contribution scheme	698,100	711,549
National Social Security Fund	246,476	272,466
Share based payments	19,351	23,962
Employee share ownership plan of the parent company*	109,354	136,575
Other staff costs	3,611,030	3,210,158
	15,712,903	14,998,291

The average number of employees during the year was as follows:

	2026	2025
Production	848	864
Sales and distribution	454	464
Management and administration	296	212
	1,598	1,540

* Some of the senior executives of the Group participate in the share ownership schemes linked to the share price of Diageo plc shares and administered by Diageo plc. The schemes are of various categories. The costs associated with these schemes are recharged to the Company and accounted for as part of staff costs.

The following items are included within employee benefits expense:

	2026 Kshs'000	2025 Kshs'000
(b) Company		
Salaries and wages	1,451,928	1,170,152
Defined contribution scheme	91,689	82,190
National Social Security Fund	4,661	3,212
Share based payments	19,351	23,962
Employee share ownership plan of the parent company*	76,703	91,206
Other staff costs	107,736	39,841
	1,752,068	1,410,563

* Some of the senior executives of the Group participate in the share ownership schemes linked to the share price of Diageo plc shares and administered by Diageo plc. The schemes are of various categories. The costs associated with these schemes are recharged to the Company and accounted for as part of staff costs.

The average number of employees during the year was as follows:

	2026	2025
Management and administration	16	17
	16	17

12. FINANCE INCOME/(EXPENSES)

	2026 Kshs'000	2025 Kshs'000
(a) Group		
Finance income		
Interest income	286,015	142,545
	286,015	142,545
Finance cost		
Interest expense on borrowings	(4,195,094)	(5,738,681)
Interest expense on lease liabilities	(291,085)	(216,123)
Other finance costs	(209,664)	(47,165)
	(4,695,843)	(6,001,969)
(b) Company		
Finance income		
Interest income	3,869,098	4,372,187
	3,869,098	4,372,187
Finance cost		
Interest expense on borrowings	(4,085,434)	(5,137,822)
Interest expense on lease liabilities	(71)	(384)
Other finance costs	(149,070)	–
	(4,234,575)	(5,138,206)

NOTES continued

13. INCOME TAX EXPENSE

The income tax expense has been calculated using applicable tax rates based on respective income tax laws.

(a) Group	2026 Kshs'000	2025 Kshs'000
Current income tax		
Current year charge	9,066,608	6,919,696
(Over)/under provision of tax in prior years	(63,798)	143,485
Current income tax charge	9,002,810	7,063,181
Deferred income tax		
Current year charge (Note 19(a))	319,348	23,621
Under provision of tax in prior years (Note 19(a))	109,653	26,782
Deferred income tax charge	429,001	50,403
Total income tax expense	9,431,811	7,113,584

The tax on the Group's profit before income tax differs from the theoretical amount that would arise using the statutory income tax rate as follows:

(a) Group	2026 Kshs'000	2025 Kshs'000
Profit before income tax	27,659,499	19,311,353
Tax calculated at the statutory income tax rate of 30% (30 June 2025 – 30%)	8,297,850	5,793,406
Tax effects of:		
– Expenses not deductible for tax purposes	1,088,106	1,149,911
(Over)/under provision of current tax in prior years	(63,798)	143,485
Under provision of deferred tax in prior years	109,653	26,782
Income tax expense	9,431,811	7,113,584

(b) Company	2026 Kshs'000	2025 Kshs'000
Income tax expense		
Current income tax:		
Current year charge	236,182	292,075
Current income tax charge	236,182	292,075
Deferred income tax		
Current year (credit)/charge (Note 19(b))	(63,687)	110,373
Over provision of deferred income tax in prior years (Note 19(b))	–	(1)
Deferred income tax (credit)/charge	(63,687)	110,372
Total tax expense	172,495	402,447

The tax on the Company's profit before income tax differs from the theoretical amount that would arise using the statutory income tax rate as follows:

(b) Company	2026 Kshs'000	2025 Kshs'000
Profit before income tax	9,670,034	6,372,589
Tax calculated at the statutory income tax rate of 30% (30 June 2025 – 30%)	2,901,010	1,911,777
Tax effects of:		
– Income not subject to tax	(3,185,270)	(1,956,361)
– Expenses not deductible for tax purposes	456,755	447,032
Over provision of current tax in prior years	–	(1)
Income tax expense	172,495	402,447

(c) Current tax assets of the Group	2026 Kshs'000	2025 Kshs'000
Opening balance	(3,538,540)	(4,576,662)
Instalment tax paid in the year	(9,576,770)	(6,025,059)
Current year tax charge (Note 13(a))	9,066,608	6,919,696
Prior year (over)/under provision	(63,798)	143,485
Current income tax assets	(4,112,500)	(3,538,540)

(d) Current tax assets of the Company	2026 Kshs'000	2025 Kshs'000
Opening balance	(3,318,630)	(3,558,709)
Instalment tax paid in the year	(502,625)	(51,996)
Current year tax charge (Note 13(b))	236,182	292,075
Current income tax assets	(3,585,073)	(3,318,630)

14. DIVIDENDS

Directors recommend that the Board approves the proposal to declare final dividend of Kshs 8.7 per share (2025: Kshs 5.5 per share) amounting to Kshs 6.90 billion (2025: Kshs 4.35 billion). An interim dividend of Kshs 4.0 per share amounting to Kshs 3.16 billion for 2026 (2025: Kshs 2.5 per share, Kshs 1.9 billion) was paid in April 2026. The total dividend pay-out for the year will therefore be Kshs 12.7 per share (2025: Kshs 8.0 per share) amounting to Kshs 10.1 billion (2025: Kshs 6.33 billion).

Payment of dividends is subject to withholding tax at a rate of 0%, 5%, 10% and 15% depending on the residence and the percentage shareholding of the respective shareholders.

NOTES continued

15. EARNINGS PER SHARE

BASIC AND DILUTED EARNINGS PER SHARE

The calculation of basic earnings per share at 30 June 2026 was based on profit attributable to ordinary shareholders of Kshs 15,016,509,000 (2025: Kshs 9,465,826,000) and a weighted average number of ordinary shares outstanding during the year ended 30 June 2026 of 790,774,356 (2025: 790,774,356). The basic and diluted earnings per share are the same as there is no dilutive effect.

	2026 Kshs'000	2025 Kshs'000
Profit attributable to ordinary shareholders	15,016,509	9,465,826
Weighted average number of ordinary shares		
Issued and paid shares (Note 16)	790,774,356	790,774,356
Basic and diluted earnings per share (Kshs per share)	18.99	11.97

16. SHARE CAPITAL

	Number of shares	Ordinary shares Kshs'000	Share premium Kshs'000
Issued and fully paid			
Balance as at 1 July 2025, 30 June 2025 and 30 June 2026	790,774,356	1,581,547	1,691,151

The total authorised number of ordinary shares is 1,000,000,000 with a par value of Kshs 2.00 per share.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All shares rank equally with regard to the Company's residual assets.

17. OTHER RESERVES

(A) EMPLOYEE SHARE BASED PAYMENT RESERVES

The Company operates four equity settled employee share ownership plans (ESOPs) as follows:

a) **Executive Share Option Plan (ESOP) –** Under the plan, an employee is given an option to buy units at a future date but at a fixed price, which is set at the time when the option is granted. The vesting period for the shares is three years after which an employee can exercise the option within seven years. There are no performance conditions attached to this share plan.

b) **Restricted Share Units (RSU) –** Effective financial year 2020, the Group introduced RSU. RSU are shares offered for free i.e. at no subscription price as at grant date. The vesting period for the shares is three years after which an employee can exercise the option within seven years. There are no performance conditions attached to this share plan.

c) **Employees Share Save Scheme (ESSS) –** This plan enables the eligible employee to save a fixed amount of money over a three-year period. If an employee joins the plan, he or she is given an option to buy units at a future date at a fixed price set at the grant date. The grant price is fixed at 80% of the market price at grant date. The vesting period for the shares is three years after which an employee can exercise the option within seven years. There are no performance conditions attached to this share plan.

d) **Long Service Award –** This is a plan where employees are awarded shares in the Group in recognition of their loyalty to EABL Group companies. The award is given to employees who have been with the Group at specific milestones. The award is given at zero cost with no vesting period.

The reserves that arise from employee share based payments are as follows:

(B) TREASURY SHARES RESERVE

Treasury shares reserve represents the cost of the shares held by the Company's Employee Share Ownership Plan at the end of year. The movement in the treasury shares reserve in the year is as follows:

	30 June 2026		30 June 2025	
	Number of shares	Kshs'000	Number of shares	Kshs'000
At start of year	3,953,825	574,230	4,181,536	613,641
Movement in the year:				
Purchase of shares	–	–	49,800	8,619
Share transfer to the Trust	(402,959)	(95,653)	(277,511)	(48,030)
Total movement in the year	(402,959)	(95,653)	(227,711)	(39,411)
At end of year	3,550,866	478,577	3,953,825	574,230

Weighted average share price for the year is Kshs 237.

(C) SHARE BASED PAYMENT RESERVE

The share based payment reserve represents the charge to the profit or loss account in respect of share options granted to employees. The allocated shares for the employee share based payments are held by the East African Breweries Employee Share Ownership Plan.

	2026 Kshs'000	2025 Kshs'000
At start of year	185,580	161,618
Charge to profit or loss	19,351	23,962
At end of year	204,931	185,580

Share based payments are measured at fair value at the grant date, which is expensed over the period of vesting. The fair value of each option granted is estimated at the date of grant using Black Scholes option pricing model. The assumptions supporting inputs into the model for options granted during the period are as follows:

	2025 series	2024 series	2023 series
Grant date share price	190	190	129
Exercise price			
– ESOP	190	190	129
– ESSS	n/a	n/a	n/a
Expected volatility	54%	54%	54%
Dividend yield	4.61%	4.61%	0.68%
Forfeiture rate	3.30%	3.30%	3.30%
Option life	3 years	3 years	3 years

The assumptions above were determined based on the historical trends.

Share based payment reserves are not distributable.

(D) TRANSLATION RESERVE

The translation reserve comprises all foreign currency differences arising from the translation of the financial statements of foreign operations. Exchange differences relating to the translation of the net assets of the Group's foreign operations from their functional currency to the Group's presentation currency (Kenya shillings) are recognised directly in other comprehensive income and accumulated in the foreign currency translation reserve. Exchange differences previously accumulated in the foreign currency translation reserve are reclassified to profit or loss on disposal or partial disposal of a foreign operation. Translation reserves are not distributable.

NOTES continued

18. NON-CONTROLLING INTERESTS

(A) SUBSIDIARIES WITH MATERIAL NON-CONTROLLING INTERESTS

The following table summarises the information relating to the Group's subsidiaries that have material non-controlling interests.

At 30 June 2026	UDV (Kenya) Limited Kshs'000	Serengeti Breweries Limited Kshs'000	Other subsidiaries* Kshs'000	Total Kshs'000
Place of business	Kenya	Tanzania		
Non-controlling interest percentage	53.68%	7.50%	1% – 1.7%	
Non-current assets	3,237,381	20,715,473	19,885,221	
Current assets	32,207,145	10,801,772	9,682,107	
Non-current liabilities	(395,355)	(6,992,545)	(6,261,229)	
Current liabilities	(6,985,860)	(12,308,916)	(9,190,770)	
Net assets	28,063,311	12,215,784	14,115,329	
Carrying amount of non-controlling interest	15,064,385	916,184	237,137	16,217,706
Net sales	38,624,574	26,050,251	30,225,506	
Profit after tax	5,494,078	2,584,384	4,055,257	
Total comprehensive income	5,494,078	2,584,384	4,055,257	
In respect of non-controlling interest	2,949,221	193,829	68,129	3,211,179
Cash generated from operating activities	6,687,728	7,825,848	9,082,777	
Cash used in investment activities	(215,798)	(1,426,106)	(2,036,001)	
Cash used in financing activities	(4,008,354)	(1,587,443)	(3,887,181)	
Net increase in cash and cash equivalents	2,463,576	4,812,299	3,159,595	

* Other subsidiaries include Uganda Breweries Limited and East African Breweries (South Sudan) Limited.

Management has concluded that the Group controls UDV (Kenya) Limited, even though it holds less than half of the voting rights of this subsidiary. This is because the Group is the largest shareholder with a 46.32% equity interest, while the remaining shares are held by related parties to the Group. An agreement signed between the shareholders grants the Group the right to appoint, remove and set the remuneration of management responsible for directing the relevant activities.

At 30 June 2025	UDV (Kenya) Limited Kshs'000	Serengeti Breweries Limited Kshs'000	Other subsidiaries* Kshs'000	Total Kshs'000
Place of business	Kenya	Tanzania		
Non-controlling interest percentage	53.68%	7.50%	1% – 1.7%	
Non-current assets	3,281,584	21,500,111	20,875,386	
Current assets	31,633,751	6,771,508	9,399,715	
Non-current liabilities	(434,507)	(7,487,514)	(6,479,358)	
Current liabilities	(7,911,594)	(11,183,990)	(11,736,571)	
Net assets	26,569,234	9,600,115	12,059,172	
Carrying amount of non-controlling interest	14,262,365	720,009	209,829	15,192,203
Net sales	32,262,500	18,100,138	26,107,961	
Profit after tax	5,201,480	(1,358,782)	2,396,386	
Total comprehensive income	5,201,480	(1,358,782)	2,396,386	
In respect of non-controlling interest	2,792,154	(101,909)	41,698	2,731,943
Cash generated from operating activities	4,292,804	3,887,742	8,221,907	
Cash used in investment activities	(328,062)	(1,694,649)	(2,491,417)	
Cash used in financing activities	(2,008,626)	486,488	(2,616,672)	
Net increase in cash and cash equivalents	1,956,116	2,679,581	3,113,818	

* Other subsidiaries include Uganda Breweries Limited and East African Breweries (South Sudan) Limited.

(B) TRANSACTIONS WITH NON-CONTROLLING INTERESTS

The amounts due from the non-controlling interests arising from the capital restructuring of Serengeti Breweries Limited in 2018, are classified as part of the investment in subsidiaries in the Company's statement of financial position. The balance at year end is Kshs 792,934 thousands (2025: Kshs 795,296 thousands). There are no material transactions with non-controlling interests in the period other than the increase of shareholding of UBL from 98.256% to 98.317%.

19. DEFERRED INCOME TAX

Deferred income tax is calculated using the enacted domestic tax rate of 30% as at 30 June 2026 (30 June 2025 – 30%). The movement on the deferred income tax account is as follows:

	2026 Kshs'000	2025 Kshs'000
(a) Group		
At start of year	8,005,189	7,855,585
Charge to profit or loss (Note 13(a))	319,348	23,621
Under provision of deferred income tax in prior year (Note 13(a))	109,653	26,782
Effect of change in exchange rates	(44,804)	99,201
Total deferred income tax movement	384,197	149,604
At end of year	8,389,386	8,005,189
Analysed as follows:		
Deferred income tax liabilities	8,568,089	8,123,894
Deferred income tax assets	(178,703)	(118,705)
At end of year	8,389,386	8,005,189
(b) Company		
At start of year	(110,615)	(220,987)
(Credit)/charge to profit or loss (Note 13)	(63,687)	110,373
Over provision of deferred income tax in prior year	–	(1)
Total deferred income tax movement	(63,687)	110,372
At end of year	(174,302)	(110,615)

NOTES continued

19. DEFERRED INCOME TAX continued

Deferred income tax assets and liabilities and deferred income tax charge/(credit) in the profit or loss are attributable to the following items:

(a) Group Year ended 30 June 2026	At 1 July 2025 Kshs'000	Prior year (over)/under provision Kshs'000	Charged/ (credited) to profit or loss Kshs'000	Effects of exchange rate changes Kshs'000	At 30 June 2026 Kshs'000
Deferred income tax liabilities					
Property, plant and equipment	10,972,638	50,713	75,412	(20,134)	11,078,629
Right-of-use assets	477,707	(471)	(124,526)	2,124	354,834
Unrealised exchange gains/(losses)	329,764	40	(298,113)	5,231	36,922
Deferred income tax liabilities	11,780,109	50,282	(347,227)	(12,779)	11,470,385
Deferred income tax assets					
Unrealised exchange gains/(losses)	209,886	(10,106)	103,365	45,565	348,710
Lease liabilities	(555,682)	–	53,323	1,986	(500,373)
Tax losses carried forward	(706,905)	69,477	709,790	(72,362)	–
Other deductible differences[1]	(2,722,219)	–	(199,903)	(7,214)	(2,929,336)
Deferred income tax assets	(3,774,920)	59,371	666,575	(32,025)	(3,080,999)
Net deferred income tax	8,005,189	109,653	319,348	(44,804)	8,389,386

Year ended 30 June 2025	At 1 July 2024 Kshs'000	Prior year (over)/under provision Kshs'000	Charged/ (credited) to profit or loss Kshs'000	Effects of exchange rate changes Kshs'000	At 30 June 2025 Kshs'000
Deferred income tax liabilities					
Property, plant and equipment	10,311,007	54,772	496,187	110,672	10,972,638
Right-of-use assets	583,375	(16,315)	(91,648)	2,295	477,707
Unrealised exchange gains	232,337	40	97,200	187	329,764
Deferred income tax liabilities	11,126,719	38,497	501,739	113,154	11,780,109
Deferred income tax assets					
Unrealised exchange gains/(losses)	102,880	-	108,972	(1,966)	209,886
Lease liabilities	(623,380)	-	65,320	2,378	(555,682)
Tax losses carried forward	(474,628)	19,526	(246,235)	(5,568)	(706,905)
Other deductible differences[1]	(2,276,006)	(31,241)	(406,175)	(8,797)	(2,722,219)
Deferred income tax assets	(3,271,134)	(11,715)	(478,118)	(13,953)	(3,774,920)
Net deferred income tax	7,855,585	26,782	23,621	99,201	8,005,189

[1] Other deductible differences relate to general provisions.

(b) Company Year ended 30 June 2026	At 1 July 2025 Kshs'000	Prior year over provision Kshs'000	Charged/ (credited) to profit or loss Kshs'000	At 30 June 2026 Kshs'000
Deferred income tax liabilities				
Property, plant and equipment	(27,762)	–	3,852	(23,910)
Right-of-use assets	611	–	(611)	–
Unrealised exchange gains/(losses)	988	–	(74,121)	(73,133)
Deferred income tax liabilities	(26,163)	–	(70,880)	(97,043)
Deferred income tax assets				
Unrealised exchange gains/(losses)	(7,168)	–	4,217	(2,951)
Lease liabilities	(704)	–	704	–
Other deductible differences	(76,580)	–	2,272	(74,308)
Deferred income tax assets	(84,452)	–	7,193	(77,259)
Net deferred income tax	(110,615)	–	(63,687)	(174,302)

Year ended 30 June 2025	At 1 July 2024 Kshs'000	Prior year over provision Kshs'000	Charged/ (credited) to profit or loss Kshs'000	At 30 June 2025 Kshs'000
Deferred income tax liabilities				
Property, plant and equipment	(37,267)	-	9,505	(27,762)
Right-of-use assets	1,405	-	(794)	611
Unrealised exchange gains/(losses)	212	-	776	988
Deferred income tax liabilities	(35,650)	-	9,487	(26,163)
Deferred income tax assets				
Unrealised exchange gains/(losses)	(7,738)	-	570	(7,168)
Lease liabilities	(1,558)	-	854	(704)
Tax losses previously not recognised	(95,861)	-	95,861	-
Other deductible differences	(80,180)	(1)	3,601	(76,580)
Deferred income tax assets	(185,337)	(1)	100,886	(84,452)
Net deferred income tax	(220,987)	(1)	110,373	(110,615)

NOTES continued

20. PROPERTY, PLANT AND EQUIPMENT

(a) Group Year ended 30 June 2026	Freehold property Kshs'000	Leasehold buildings Kshs'000	Plant and equipment Kshs'000	Returnable packaging Kshs'000	Capital work in progress Kshs'000	Total Kshs'000
Cost						
At 1 July 2025	8,777,685	10,519,075	83,151,427	24,555,064	1,069,970	128,073,221
Additions	154,891	111,124	1,180,857	3,099,625	1,987,663	6,534,160
Transfers from work in progress	168,313	615,736	549,709	126,655	(1,460,413)	–
Transfer from intangible assets (Note 22)	–	–	6,000	–	1,477	7,477
Assets written off/derecognised	–	–	(537,035)	(968,950)	–	(1,505,985)
Transfers from intercompanies	–	–	–	17,990	–	17,990
Effect of exchange rate changes	(1,537)	(80,242)	(392,533)	(186,065)	884	(659,493)
At 30 June 2026	9,099,352	11,165,693	83,958,425	26,644,319	1,599,581	132,467,370
Depreciation						
At 1 July 2025	2,611,004	1,990,242	36,961,777	10,948,571	–	52,511,594
Charge for the year	322,898	235,047	4,303,506	3,028,950	–	7,890,401
Transfer from intangible assets (Note 22)	–	–	2,050	–	–	2,050
Assets written off/derecognised	–	–	(384,054)	(941,797)	–	(1,325,851)
Transfers from intercompanies	–	165,492	(165,492)	13,659	–	13,659
Effect of exchange rate changes	(1,047)	(21,779)	(168,666)	(95,382)	–	(286,874)
At 30 June 2026	2,932,855	2,369,002	40,549,121	12,954,001	–	58,804,979
Carrying amount as at 30 June 2026	6,166,497	8,796,691	43,409,304	13,690,318	1,599,581	73,662,391

There are no assets pledged by the Group to secure liabilities other than as disclosed under Note 29.

Key additions mainly relate to acquisition of returnable packaging, expansion capacity in Uganda, and Beer/Keg line in Kenya.

Year ended 30 June 2025	Freehold property Kshs'000	Leasehold buildings Kshs'000	Plant and equipment Kshs'000	Returnable packaging Kshs'000	Capital work in progress Kshs'000	Total Kshs'000
Cost						
1 July 2024	8,618,443	10,086,432	79,870,618	23,569,669	1,999,775	124,144,937
Additions	118,047	230,014	2,136,917	2,340,390	1,615,210	6,440,578
Transfers from capital work in progress	38,610	87,108	1,694,812	690,639	(2,511,169)	–
Transfer to intangible assets (Note 22)	–	–	–	–	(3,008)	(3,008)
Assets written off/derecognised	–	(592)	(1,191,640)	(2,267,667)	(44,603)	(3,504,502)
Effect of exchange rate changes	2,585	116,113	640,720	222,033	13,765	995,216
At 30 June 2025	8,777,685	10,519,075	83,151,427	24,555,064	1,069,970	128,073,221
Depreciation						
1 July 2024	2,293,906	1,764,066	33,921,855	10,230,020	–	48,209,847
Charge for the year	315,340	202,106	3,878,889	2,823,986	–	7,220,321
Assets written off/derecognised	–	(321)	(1,055,754)	(2,194,951)	–	(3,251,026)
Effect of exchange rate changes	1,758	24,391	216,787	89,516	–	332,452
At 30 June 2025	2,611,004	1,990,242	36,961,777	10,948,571	–	52,511,594
Carrying amount as at 30 June 2025	6,166,681	8,528,833	46,189,650	13,606,493	1,069,970	75,561,627

There are no assets pledged by the Group to secure liabilities other than as disclosed under Note 29.

The major additions related to returnable packaging, capacity expansion in Uganda relating to CO_2 plant and Brewhouse equipment in Kenya.

(b) Company Year ended 30 June 2026	Freehold property Kshs'000	Leasehold buildings Kshs'000	Plant and equipment Kshs'000	Capital work in progress Kshs'000	Total Kshs'000
Cost					
At 1 July 2025	361,992	14,896	117,339	5,276	499,503
Additions	–	–	1,683	13	1,696
Transfers from work in progress	–	–	2,318	(2,318)	–
Assets written off	–	–	(6,419)	–	(6,419)
At 30 June 2026	361,992	14,896	114,921	2,971	494,780
Depreciation					
At 1 July 2025	34,419	877	63,831	–	99,127
Charge for the year	–	6,449	33,528	–	39,977
Assets written off	–	–	(4,689)	–	(4,689)
At 30 June 2026	34,419	7,326	92,670	–	134,415
Carrying amount as at 30 June 2026	327,573	7,570	22,251	2,971	360,365

There are no assets pledged by the Group to secure liabilities other than as disclosed under Note 29.

Year ended 30 June 2025	Freehold property Kshs'000	Leasehold buildings Kshs'000	Plant and equipment Kshs'000	Capital work in progress Kshs'000	Total Kshs'000
Cost					
1 July 2024	361,992	14,896	211,591	2,958	591,437
Additions	–	–	–	2,318	2,318
Assets written off/derecognised	–	–	(94,252)	–	(94,252)
At 30 June 2025	361,992	14,896	117,339	5,276	499,503
Depreciation					
1 July 2024	27,969	877	118,706	–	147,552
Charge for the year	6,450	–	38,979	–	45,429
Assets written off/derecognised	–	–	(93,854)	–	(93,854)
At 30 June 2025	34,419	877	63,831	–	99,127
Carrying amount as at 30 June 2025	327,573	14,019	53,508	5,276	400,376

There are no assets pledged by the Group to secure liabilities other than as disclosed under Note 29.

NOTES continued

21. RIGHT-OF-USE ASSETS

MOVEMENT OF RIGHT-OF-USE ASSETS:

(a) Group Year ended 30 June 2026	Buildings Kshs'000	Motor vehicles Kshs'000	Leasehold property Kshs'000	Total Kshs'000
Gross carrying value				
At 1 July 2025	1,651,524	2,982,371	69,425	4,703,320
Additions	241,714	194,804	–	436,518
Lease terminations	(2,259)	(153,950)	–	(156,209)
Effect of exchange rate changes	(12,062)	(23,901)	(17)	(35,980)
At 30 June 2026	1,878,917	2,999,324	69,408	4,947,649
Accumulated amortisation				
At 1 July 2025	527,958	1,450,129	27,124	2,005,211
Amortisation charge	344,578	645,820	198	990,596
Lease terminations	(2,259)	(153,950)	–	(156,209)
Effect of exchange rate changes	(9,343)	(18,886)	(5)	(28,234)
At 30 June 2026	860,934	1,923,113	27,317	2,811,364
Carrying amount at 30 June 2026	1,017,983	1,076,211	42,091	2,136,285

Year ended 30 June 2025	Buildings Kshs'000	Motor vehicles Kshs'000	Leasehold property Kshs'000	Total Kshs'000
Gross carrying value				
At 1 July 2024	805,131	2,925,506	69,398	3,800,035
Additions	856,441	290,432	–	1,146,873
Lease terminations	(22,906)	(262,328)	–	(285,234)
Effect of exchange rate changes	12,858	28,761	27	41,646
At 30 June 2025	1,651,524	2,982,371	69,425	4,703,320
Accumulated amortisation				
At 1 July 2024	406,096	993,852	27,112	1,427,060
Amortisation charge	142,614	658,985	9	801,608
Lease terminations	(22,906)	(215,705)	–	(238,611)
Effect of exchange rate changes	2,154	12,997	3	15,154
At 30 June 2025	527,958	1,450,129	27,124	2,005,211
Carrying amount at 30 June 2025	1,123,566	1,532,242	42,301	2,698,109

The Group leases space for offices and motor vehicles. The leases of office space are for an average of 10 years with an option to renew. The Directors were not reasonably certain that the option to renew the lease would be exercised at the expiry of the lease. The option has therefore not been considered in determining the lease term. The leases of motor vehicles are on average 4 to 5 years, while the leases of office equipment are for periods of not more than 12 months.

In the year ended 30 June 2026 short term and low value leases included in operating lease expenses in respect of extended vehicle leases comprised of Kshs 1.1 billion and machinery of Kshs 82 million (2025: Kshs 0.9 billion and 61 million respectively).

(b) Company	Motor vehicles Kshs'000
Gross carrying value	
At 1 July 2025	10,590
At 30 June 2026	10,590
Accumulated amortisation	
At 1 July 2025	8,553
Amortisation charge	2,037
At 30 June 2026	10,590
Carrying amount at 30 June 2026	–
Gross carrying value	
At 1 July 2024	10,590
At 30 June 2025	10,590
Accumulated amortisation	
At 1 July 2024	5,906
Amortisation charge	2,647
At 30 June 2025	8,553
Carrying amount at 30 June 2025	2,037

NOTES continued

22. INTANGIBLE ASSETS – SOFTWARE

(a) Group	2026 Kshs'000	2025 Kshs'000
Cost		
At start of year	1,479,532	1,719,046
Additions	31,382	39,001
Disposals	–	(291,328)
Transfer (to)/from property plant and equipment (Note 20(a))	(7,477)	3,008
Transfer to related parties	(13,025)	–
Effect of exchange rate changes	(6,235)	9,805
At end of year	1,484,177	1,479,532
Amortisation		
At start of year	981,820	1,123,496
Charge for the year	136,916	142,818
Disposals	–	(291,328)
Transfer to property plant and equipment (Note 20(a))	(2,050)	–
Effect of exchange rate changes	(5,776)	6,834
At end of year	1,110,910	981,820
Carrying amount	373,267	497,712

Transfer of assets (to)/from property and equipment to intangible assets relate to costs incurred in the acquisition of software.

(b) Company	2026 Kshs'000	2025 Kshs'000
Cost		
At start of year	16,551	14,320
Additions	9,549	2,231
At end of year	26,100	16,551
Amortisation		
At start of year	9,609	8,572
Charge for the year	1,038	1,037
At end of year	10,647	9,609
Carrying amount	15,453	6,942

23. INTANGIBLE ASSETS – GOODWILL AND BRAND

(A) GOODWILL

Year ended 30 June 2026	Carrying amount at start of year Kshs'000	Effect of exchange rate changes Kshs'000	Carrying value at end of year Kshs'000
Serengeti Breweries Limited (SBL)	2,373,115	(7,068)	2,366,047
UDV (Kenya) Limited (UDV)	415,496	–	415,496
International Distillers (Uganda) Limited (IDU)	247,398	(4,293)	243,105
Total	3,036,009	(11,361)	3,024,648

Year ended 30 June 2025	Carrying amount at start of year Kshs'000	Effect of exchange rate changes Kshs'000	Carrying value at end of year Kshs'000
Serengeti Breweries Limited (SBL)	2,362,047	11,068	2,373,115
UDV (Kenya) Limited (UDV)	415,496	–	415,496
International Distillers (Uganda) Limited (IDU)	240,181	7,217	247,398
Total	3,017,724	18,285	3,036,009

Goodwill represents the excess of cost of acquisitions over the fair value of identifiable assets and liabilities of the respective subsidiaries at acquisition date. For each of the subsidiaries, the goodwill was recognised due to the expected synergies arising from the business combination as at the acquisition date.

(B) BRAND

	2026 Kshs'000	2025 Kshs'000
Carrying amount at beginning of period	514,571	512,172
Effect of exchange rate changes	(1,532)	2,399
Carrying amount at end of period	513,039	514,571

The balance represents the purchase price allocation to the "Premium Serengeti Lager" brand at acquisition of Serengeti Breweries Limited.

(C) IMPAIRMENT TESTING FOR CASH-GENERATING UNITS CONTAINING GOODWILL AND BRAND

(i) Impairment testing methodology

For the purposes of impairment testing, goodwill is allocated to the Group's operating segments which represent the lowest level within the Group at which the goodwill is monitored for internal management purposes.

The recoverable amount of an operating segment is determined based on a detailed 5-year model that has been extrapolated in perpetuity by applying the long-term growth rate of the country. Profit has been amended with working capital and capital expenditure requirements. The net cash flows have been discounted using the country-specific weighted average cost of capital (WACC). These calculations use cash flow projections approved by management covering a 5-year period. Cash flows beyond the five-year period are extrapolated using estimated terminal growth rates.

NOTES continued

23. INTANGIBLE ASSETS – GOODWILL AND BRAND continued

(C) IMPAIRMENT TESTING FOR CASH-GENERATING UNITS CONTAINING GOODWILL AND BRAND continued

(ii) Key assumptions used for value in use calculations

	Tanzania		Kenya		Uganda	
	2026	2025	2026	2025	2026	2025
Terminal growth rate[1]	**5.70%**	3.10%	**5.60%**	5.49%	**5.50%**	5.28%
WACC rate[2]	**11.30%**	12.90%	**13.30%**	13.98%	**11.80%**	12.73%

[1] Long-term growth rate used to extrapolate cash flows beyond the explicit forecast period.

[2] Country-specific weighted average cost of capital used to discount projected cash flows.

These assumptions have been used for the analysis of each operating segment. Management determined forecast profit margin based on past performance and its expectations for market developments. The weighted average growth rates used are consistent with the forecasts included in industry reports.

(iii) Results of impairment testing on the carrying amount of goodwill and brand

Goodwill

Based on the above assumptions and considering the forecast sales growth rates, operating profits and cash inflows, the recoverable value of the relevant operating segment exceeded the carrying net asset amount (including the goodwill) for SBL, UDV and IDU at 30 June 2026. As a result, the Group has not recognised an impairment charge (2025: Nil).

Brand

Based on the above assumptions and considering the forecast sales growth rates, operating profits and cash inflows, the recoverable value of the brand exceeded the carrying value at 30 June 2026. As a result, the Group has not recognised an impairment charge (2025: Nil).

(iv) Significant estimates: Impact of possible changes in key assumptions

There were no reasonably possible changes in any of the key assumptions that would have resulted in an impairment charge for SBL, UDV and IDU goodwill and the SBL brand.

A 1% change in the WACC/Terminal Growth Rate would not result in impairment.

If the budgeted terminal growth rate had been 1% higher or lower than management's estimate, there would be no impairment of goodwill in International Distillers (Uganda) Limited, Serengeti Breweries Limited and UDV Kenya Limited (2025: Nil).

If the budgeted weighted average cost of capital had been 1% higher or lower than management's estimate, there would be no impairment of goodwill in International Distillers (Uganda) Limited, Serengeti Breweries Limited and UDV Kenya Limited (2025: Nil).

24. INVESTMENTS IN SUBSIDIARIES

	Principal place of business	Effective ownership interest	Book value at 30 June 2026 Kshs'000	Book value at 30 June 2025 Kshs'000
Kenya Breweries Limited	Kenya	100%	**22,377,809**	22,377,809
Serengeti Breweries Limited	Tanzania	92.5%	**22,242,202**	22,242,202
East African Maltings (Kenya) Limited	Kenya	100%	**687,662**	687,662
Uganda Breweries Limited	Uganda	98%	**730,762**	698,487
UDV (Kenya) Limited	Kenya	46%	**589,410**	589,410
International Distillers Uganda Limited	Uganda	100%	**300,000**	300,000
EABL Tanzania Limited	Tanzania	100%	**5,610**	5,610
East African Breweries (Rwanda) Limited	Rwanda	100%	**1,337**	1,337
East African Beverages (South Sudan) Limited	South Sudan	99%	**299**	299
Allsopps (EA) Sales Limited	Kenya	100%	**3**	3
EABL International Limited	Kenya	100%	**2**	2
East African Maltings (Uganda) Limited	Uganda	100%	**–**	–
Net book amount			**46,935,096**	46,902,821

MOVEMENT IN INVESTMENT IN SUBSIDIARIES

The movement in the carrying amount of the total investment in subsidiaries figure is as reflected below:

	Kshs'000
Year ended 30 June 2026	
At 1 July 2025	**46,902,821**
Uganda Breweries Limited	
Share purchase (Note 18(b))	**32,275**
Serengeti Breweries Limited	
Settlement of amounts due from non-controlling interests	**–**
At 30 June 2026	**46,935,096**
Year ended 30 June 2025	
At 1 July 2024	46,891,982
Uganda Breweries Limited	
Share purchase (Note 18(b))	10,839
Serengeti Breweries Limited	
Settlement of amounts due from non-controlling interests	–
At 30 June 2025	46,902,821

As explained in Note 18, the carrying amount of investment in subsidiaries includes loans due from the non-controlling shareholders in Serengeti Breweries Limited of Kshs 792,934,000 (2025: Kshs 795,296,000) arising from the capital restructuring of the subsidiary in 2018.

NOTES continued

24. INVESTMENTS IN SUBSIDIARIES continued

MOVEMENT IN INVESTMENT IN SUBSIDIARIES continued

The details of the movement in investment in subsidiaries is as disclosed below:

(a) Serengeti Breweries Limited (SBL)

The investment in SBL did not change in the year ended 30 June 2026.

Impairment assessment

An impairment assessment of the carrying amount of the investment in SBL at Company level was performed at the end of the year using the value-in-use model. The key assumptions used in the value-in-use model are shown in Note 23. Based on the assumptions, the carrying amount of the investment was lower than the recoverable amount.

Significant estimate: Impact of possible changes in key assumptions

If the budgeted cash flows used in the value-in-use calculation for SBL had been 10% lower than management's estimates at 30 June 2026, the Company would not have recognised any impairment against the carrying amount of the investment in subsidiary (2025: Nil).

If the discount rate applied to the cash flow projections for SBL had been 1% higher than management's estimates (12.30% instead of 11.30%), the Company would not have to recognise an impairment against the carrying value of the investment in subsidiary (2025: Nil).

If the terminal growth rate applied to the cash flow projections for SBL had been 1% lower than management's estimates (4.70% instead of 5.70%), the Company would not have had to recognise any impairment against the carrying value of the investment in subsidiary (2025: Nil).

25. OTHER FINANCIAL ASSETS (GROUP AND COMPANY)

	2026 Kshs'000	2025 Kshs'000
20% investment in Challenge Fund Limited who in turn have subscribed to 50% in Central Depository and Settlement Corporation Limited	10,000	10,000
At end of year	10,000	10,000

During the year, the investment in Challenge Fund Limited did not change. The carrying amount of the investment estimates its fair value.

26. INVENTORIES

(a) Group	2026 Kshs'000	2025 Kshs'000
Raw materials and consumables	8,310,340	7,634,868
Work in progress	1,237,375	1,079,738
Finished goods	5,764,840	6,279,782
Goods in transit	1,009,230	876,579
	16,321,785	15,870,967

The cost of inventories recognised as an expense and included in 'cost of sales' amounted to Kshs 47,122,169,000 (2025: Kshs 41,233,878,000). Provisions of inventories amounted to Kshs 1,035,605,000 (2025: Kshs 661,896,000) were recognised as an expense and included in the statement of profit or loss.

27. TRADE AND OTHER RECEIVABLES

(a) Group	2026 Kshs'000	2025 Kshs'000
Trade receivables	13,164,353	12,357,624
Less: provision for expected credit losses	(965,901)	(884,142)
	12,198,452	11,473,482
Other receivables	3,132,210	3,840,124
Less: provision for expected credit losses	(1,020,991)	(1,032,978)
Prepayments	1,859,720	1,241,945
Receivables from related parties (Note 35(a) (iii))	172,240	974,609
	16,341,631	16,497,182

The aged analysis of trade receivables, net of expected credit loss allowance, is as follows:

	2026 Kshs'000	2025 Kshs'000
Trade debtors not overdue	11,674,853	10,908,124
Between 1 – 30 days	411,207	491,506
Between 31 – 60 days	51,104	30,637
Between 61 – 90 days	14,371	13,630
Between 91 – 180 days	46,917	29,585
	12,198,452	11,473,482
Overdue debt	523,599	565,358

MOVEMENT IN EXPECTED CREDIT LOSSES ALLOWANCE

The following table shows the movement in lifetime expected credit losses that has been recognised for trade and other receivables in accordance with the simplified approach set out in IFRS 9. Allowance losses are calculated by reviewing lifetime expected credit losses using historic and forward-looking data on credit risk.

Trade receivables	2026 Kshs'000	2025 Kshs'000
At start of year	884,142	985,003
Charge to profit or loss (Note 9(b))	58,962	49,915
Reversal of write-off/(write-offs)	22,797	(150,776)
At end of year	965,901	884,142
Other receivables		
At start of year	1,032,978	1,204,439
Release from profit or loss (Note 9(b))	(12,376)	25,368
Reversal of write-off/(write-offs)	389	(196,829)
At end of year	1,020,991	1,032,978

(b) Company	2026 Kshs'000	2025 Kshs'000
Trade receivables	74,988	73,268
Receivables from related companies (Note 35(b) (iii))	2,294,635	2,365,900
Other receivables	836,804	570,185
Prepayments	6,499	14,319
	3,212,926	3,023,672

NOTES continued

28. TRADE AND OTHER PAYABLES

(a) Group	2026 Kshs'000	2025 Kshs'000
Trade payables	13,366,550	13,033,048
Other payables	14,699,627	11,501,672
Accruals	7,157,755	5,366,123
Payables to related parties (Note 35(a)(iii))	3,478,906	7,696,176
	38,702,838	37,597,019

(b) Company	2026 Kshs'000	2025 Kshs'000
Trade payables	119,967	173,878
Payables to related parties (Note 35(b)(iii))	31,822	245,656
Other payables and accrued expenses	925,492	585,157
Cashpool balances (Note 35(b)(iv))	26,852,037	24,650,360
	27,929,318	25,655,051

(c) Supplier finance agreements – Group and Company

The Group and the Company participate in a supply chain financing arrangement (SCF). Under the arrangement, a bank agrees to pay amounts to a participating supplier in respect of invoices owed by the Group and the Company and receives settlement from the Group and the Company at a later date. The principal purpose of this arrangement is to facilitate efficient payment processing and enable the willing suppliers to receive payments from the bank before the invoice due date.

(i) Group	2026 Kshs'000	2025 Kshs'000
Carrying amount of liabilities that are part of supplier financing arrangements		
Presented within trade and other payables	2,628,681	1,993,493
– of which suppliers have received payment	2,049,845	1,318,033
Range of payment due dates		
Liabilities that are part of the arrangement	0 – 120 days after the invoice date	0 – 150 days after the invoice date
Liabilities that are not part of an arrangement	0 – 140 days after the invoice date	0 – 120 days after the invoice date

(ii) Company	2026 Kshs'000	2025 Kshs'000
Carrying amount of liabilities that are part of supplier financing arrangements		
Presented within trade and other payables	51,998	18,360
– of which suppliers have received payment	51,338	13,423
Range of payment due dates		
Liabilities that are part of the arrangement	0 – 60 days after the invoice date	0 – 60 days after the invoice date
Liabilities that are not part of an arrangement	0 – 90 days after the invoice date	0 – 90 days after the invoice date

29. BORROWINGS

(a) Group	2026 Kshs'000	2025 Kshs'000
The borrowings are made up as follows:		
Non-current		
Bank loans	11,142,930	23,823,136
Medium term note	16,762,190	11,000,000
	27,905,120	34,823,136
Current		
Bank loans	5,623,123	4,498,027
Bank overdraft	–	1,180
	33,528,243	39,322,343

The carrying amounts of current borrowings approximate their fair value, as the impact of discounting is not material.

	2026 Kshs'000	2025 Kshs'000
The movement in borrowings is as follows:		
At start of year	38,814,601	47,628,550
Advanced in the year	31,262,190	4,697,240
Repayments in the year	(36,857,738)	(12,737,908)
Movement in bank overdrafts	(1,180)	(900,239)
Effect of exchange rate changes	(62,255)	126,958
At end of year	33,155,618	38,814,601
Accrued interest	372,625	507,742
	33,528,243	39,322,343

LOAN COVENANTS

Under the terms of agreement for a major bank loan, which has a carrying value of Kshs 33.2 billion (2025: Kshs 38.8 billion), the Group is required to comply with the following financial covenants at end of year:

a) Net Debt to Equity ≤ 3.5x

b) Current ratio > 1.0x

c) Net Debt/EBITDA ≤ 3.5x

The group complied has complied with these covenants throughout the year. As at 30 June 2026, the net debt to equity ratio was 0.36x (2025: 0.70x), the current ratio was 1.19x (2025: 1.11x) and the net debt to EBITDA ratio was 0.44x (2025: 0.89x).

The Group and its subsidiaries have complied with the terms of financial covenants on borrowings which typically comprise of measures such as net debt to EBITDA ratio.

NOTES continued

29. BORROWINGS continued

LOAN COVENANTS continued

(i) Bank loans comprise:

(a) Group			Amount '000		Amount Kshs'000		Interest			
Country	Nature	Currency	2026	2025	2026	2025	Base	2026	2025	Maturity
Kenya	Long Term Borrowing	Kshs	750,000	1,125,000	750,000	1,125,000	CBR+1.5%	9.49%	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	1,590,643	2,000,000	1,590,643	2,000,000	CBR+1.8%	9.79%	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	4,575,000	5,718,750	4,575,000	5,718,750	CBR+1.8%	9.79%	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	53,571	80,357	53,571	80,357	CBR+1.5%	9.49%	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	1,000,000	1,500,000	1,000,000	1,500,000	CBR+1.5%	9.49%	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	1,200,000	1,500,000	1,200,000	1,500,000	CBR+1.8%	9.60%	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	4,187,783	5,000,000	4,187,783	5,000,000	CBR+1.8%	9.79%	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	622,456	781,250	622,456	781,250	CBR+1.8%	9.79%	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	690,551	1,044,643	690,551	1,044,643	CBR+1.5%	9.49%	10.25%	Jun-28
Uganda	Medium Term Borrowing	Ushs	–	9,500,000	–	341,525	182 Day Tbill +1.85%	14.69%	14.69%	Mar-26
Uganda	Medium Term Borrowing	Ushs	–	12,666,667	–	455,367	182 Day Tbill +1.9%	14.35%	14.35%	Jun-26
Uganda	Medium Term Borrowing	Ushs	–	19,250,000	–	692,038	182 Day Tbill +1.75%	14.59%	14.59%	Mar-27
Uganda	Medium Term Borrowing	Ushs	–	27,500,000	–	988,625	182 Day Tbill +1.8%	15.25%	15.25%	Dec-27
Tanzania	Medium Term Borrowing	Tshs	–	10,400,000	–	513,760		13.50%	13.50%	Jun-29
Tanzania	Medium Term Borrowing	Tshs	–	10,000,000	–	494,000		13.50%	13.50%	Jun-29
Tanzania	Medium Term Borrowing	Tshs	–	5,000,000	–	247,000		13.50%	13.50%	Jun-29
Tanzania	Medium Term Borrowing	Tshs	–	49,600,000	–	2,450,240		13.50%	13.50%	Dec-29
Tanzania	Medium Term Borrowing	Tshs	35,000,000	58,333,333	1,723,424	2,882,004	182 Day Tbill +5.4%	11.15%	10.59%	Dec-27
Kenya	Medium term note	Kshs	16,762,190	11,000,000	16,762,190	11,000,000	Fixed Rate	11.80%	11.80%	Nov-30
Uganda	Overdrafts	Ushs	–	1,180	–	42				
					33,155,618	38,814,601				

The Group had available undrawn facilities of Kshs 14.54 billion as at 30 June 2026 (2025: Kshs 19.47 billion).

The weighted average interest rate for the year was 10.88% (2025: 13.68%).

NOTES continued

29. BORROWINGS continued

LOAN COVENANTS continued

(b) Company	2026 Kshs'000	2025 Kshs'000
The borrowings are made up as follows:		
Non-current		
Bank loans	**10,568,659**	17,500,000
Medium term note	**16,762,190**	11,000,000
	27,330,849	28,500,000
Current		
Bank loans	**4,101,345**	1,250,880
	4,101,345	1,250,880
Total borrowings	**31,432,194**	29,750,880

The carrying amounts of current borrowings approximate their fair value, as the impact of discounting is not material.

	2026 Kshs'000	2025 Kshs'000
The movement in borrowings is as follows:		
At start of year	**29,750,000**	37,666,666
Advanced in the year	**31,262,190**	2,000,000
Repayments	**(29,579,996)**	(9,916,666)
At end of year	**31,432,194**	29,750,000
Accrued interest	**–**	880
	31,432,194	29,750,880

(i) Bank loans comprise:

			Amount '000		Interest			
Country	Nature	Currency	2026	2025	Base	2026	2025	Maturity
Kenya	Long Term Borrowing	Kshs	**750,000**	1,125,000	CBR+1.5%	**9.49%**	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	**1,590,643**	2,000,000	CBR+1.8%	**9.79%**	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	**4,575,000**	5,718,750	CBR+1.8%	**9.79%**	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	**53,571**	80,357	CBR+1.5%	**9.49%**	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	**1,000,000**	1,500,000	CBR+1.5%	**9.49%**	10.25%	Jun-28
Kenya	Long Term Borrowing	Kshs	**1,200,000**	1,500,000	CBR+1.8%	**9.60%**	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	**4,187,783**	5,000,000	CBR+1.8%	**9.79%**	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	**622,456**	781,250	CBR+1.8%	**9.79%**	10.55%	Jun-30
Kenya	Long Term Borrowing	Kshs	**690,551**	1,044,643	CBR+1.5%	**9.49%**	10.25%	Jun-28
Kenya	Medium term note	Kshs	**16,762,190**	11,000,000	Fixed Rate	**11.80%**	11.80%	Nov-30
			31,432,194	29,750,000				

The Company has unutilised bank overdraft facilities of Kshs 10.52 billion.

The weighted average interest rate for the year was 11.19% (2025: 11.33%).

30. LEASE LIABILITIES

(a) Group	2026 Kshs'000	2025 Kshs'000
Movement of lease liabilities:		
At 1 July	**2,967,793**	2,603,220
Additions	**436,518**	1,146,873
Interest expense on leases	**291,085**	216,123
Repayment of lease liabilities		
– Payment of the principal portion of the lease liability	**(943,738)**	(776,599)
– Interest paid on lease liabilities	**(291,085)**	(216,123)
Effect of change in exchange rates	**(4,124)**	(5,701)
At the end of the year	**2,456,449**	2,967,793
Presented as:		
Current lease liabilities	**859,367**	905,607
Non-current lease liabilities	**1,597,082**	2,062,186
	2,456,449	2,967,793

(b) Company	2026 Kshs'000	2025 Kshs'000
Movement of lease liabilities:		
At 1 July	**2,354**	5,203
Interest expense on leases	**71**	384
Repayment of lease liabilities		
– Payment of the principal portion of the lease liability	**(2,354)**	(2,849)
– Interest paid on lease liabilities	**(71)**	(384)
At the end of the year	**–**	2,354
Presented as:		
Current lease liabilities	**–**	2,354
Non-current lease liabilities	**–**	–
	–	2,354

NOTES continued

31. CONTINGENT LIABILITIES

The Group has operations in East African countries and is subject to a number of legal and tax claims incidental to these operations, the outcome of which cannot at present be foreseen and the possible loss or range of loss of which cannot at present be meaningfully quantified.

Based on their own judgement and professional advice received from legal, tax and other advisors, the Directors believe that the provision made for all these claims sufficiently covers the expected losses arising from them. For most of these cases, the likelihood that the Group will suffer significant charges or payments is remote; however, in a few cases the Directors consider it possible but not probable that such charges will be incurred.

The Group continues to vigorously defend its position. The Directors continue to monitor the development of these matters and to the extent those developments may have a major impact on its financial position or may significantly affect its ability to meet its commitments, the Group shall disclose those developments in line with its listing obligations as required by relevant regulations.

The international tax environment has seen increased scrutiny and rapid change over recent years bringing with it greater uncertainty for multi-nationals. Against this backdrop, EABL has been monitoring developments and continues to engage transparently with the tax authorities in the countries where EABL operates to ensure that the Group manages its arrangements on a sustainable basis.

Kenya Breweries Limited (KBL), a subsidiary of EABL, was involved in a number of protracted excise duty disputes with the Kenya Revenue Authority (KRA) over locally produced keg beer. In January 2021, the Cabinet Secretary of Treasury (CS) approved the abandonment of some taxes demanded by KRA under the disputes, as per the provisions of section 37 of the Tax Procedures Act, and consequently, KBL paid the agreed final settlement of Kshs 3.5 billion, and the KRA closed all the matters related to the disputes. However, in April 2023, the Cabinet Secretary issued a letter revoking the abandonment, citing advice from the KRA and lack of justification for the abandonment. Shortly thereafter, KBL received a demand letter from the KRA for immediate payment of Kshs 8.2 billion. KBL sought legal advice and has extensive documentation showing the involvement and approval of both the Cabinet Secretary and KRA in the abandonment process. Based on independent legal advice, the Directors believe that the Company lawfully obtained the abandonment of assessed tax in 2021 and its petition at the High Court has strong grounds to succeed.

32. CAPITAL COMMITMENTS – GROUP

Capital expenditure contracted for at the reporting date but not recognised in the financial statements is as follows:

	2026 Kshs'000	2025 Kshs'000
Contracted but not provided for	**3,639,729**	3,284,724
	3,639,729	3,284,724

The amount relates to capital commitments for property and equipment.

33. FINANCIAL INSTRUMENTS – FAIR VALUES

(a) Group	At amortised cost Kshs'000	Level 2 Kshs'000
At 30 June 2026		
Financial liabilities		
Borrowings	**27,905,120**	**27,905,120**
	27,905,120	**27,905,120**
At 30 June 2025		
Financial liabilities		
Borrowings	34,823,136	34,823,136
	34,823,136	34,823,136

Amortised cost approximates to the fair value for all financial instruments.

(b) Company	At amortised cost Kshs'000	Level 2 Kshs'000
At 30 June 2026		
Financial liabilities		
Borrowings	**27,330,849**	**27,330,849**
Financial assets		
Receivables from related parties	**32,164,503**	**32,164,503**
At 30 June 2025		
Financial liabilities		
Borrowings	28,500,000	28,500,000
Financial assets		
Receivables from related parties	27,990,884	27,990,884

Amortised cost approximates to the fair value for all financial instruments.

The financial instruments above are measured at level 2 because the key inputs used in the valuation are interest rates that are observable from the market. The estimated fair value is based on discounted cashflows using prevailing market rates.

NOTES continued

34. CASH GENERATED FROM OPERATIONS

(A) CASH AND CASH EQUIVALENTS

	30 June 2026 Kshs'000	30 June 2025 Kshs'000
Group		
Cash and bank balances	17,987,625	12,745,359
Bank overdraft (Note 29(a))	–	(1,180)
	17,987,625	12,744,179
Company		
Cash and bank balances	7,121,419	5,855,399
	7,121,419	5,855,399

(B) MOVEMENT IN WORKING CAPITAL

Group	30 June 2026 Kshs'000	30 June 2025 Kshs'000
Movement in trade and other receivables		
Movement per statement of financial position	155,551	(3,846,890)
Foreign currency translation differences	(79,664)	102,517
Net movement in receivables as per cash flow	75,887	(3,744,373)
Movement in inventory		
Movement per statement of financial position	(450,818)	(3,241,100)
Foreign currency translation differences	(64,026)	92,791
Net movement in inventory as per cash flow	(514,844)	(3,148,309)
Movement in trade and other payables		
Movement per statement of financial position	1,105,819	9,526,355
Foreign currency translation differences	232,720	(595,487)
Net movement in payables as per cash flow	1,338,539	8,930,868

35. RELATED PARTY TRANSACTIONS

The ultimate parent of the Group is Diageo Plc, incorporated in the United Kingdom. The Company is controlled by Diageo Kenya Limited incorporated in Kenya and other subsidiaries of Diageo Plc. There are other Companies that are related to East African Breweries Plc through common shareholdings.

The following are transactions and balances with related parties:

(A) GROUP

(i) Sales of goods and services

	2026 Kshs'000	2025 Kshs'000
Diageo Ireland	795,341	700,543
Diageo North America, Inc	340,216	37,622
Diageo Great Britain Limited	256,957	402,949
Diageo Brands B.V.	103,828	–
Diageo Holdings Netherlands	77,755	–
Diageo Singapore Pte Ltd	5,234	158
Diageo Hellas S.A.	1,129	–
United Spirits Limited	584	1,544
Diageo Lebanon SAL	196	221
Ketel One Worldwide Ltd	112	–
Diageo Brazil Ltda	52	128
Diageo plc	36	54
Diageo Americas Supply	15	39
Diageo Üzletviteli Szolgáltatások Zrt.	3	218
Diageo Mexico Comercializ	–	275,583
Diageo Scotland Limited	–	47,106
Seychelles Breweries Ltd*	–	32,874
Guinness Ghana Breweries Plc**	–	28,073
Diageo South Africa (Pty) Ltd	–	4,741
Guinness Nigeria Plc***	–	2,707
Diageo Panama S.A.	–	1,079
Diageo Moet Hennessy (TH)	–	1,005
Diageo España S.A.	–	205
DIAGEO JAPAN K. K.	–	99
	1,581,458	1,536,849

* Seychelles Breweries Ltd was part of Diageo group until 1 July 2025.

** Guinness Ghana Breweries Plc was part of Diageo group until 3 July 2025.

*** Guinness Nigeria Plc was part of Diageo group until 30 September 2024.

NOTES continued

35. RELATED PARTY TRANSACTIONS continued

(A) GROUP continued

(ii) Purchase of goods and services

	2026 Kshs'000	2025 Kshs'000
Diageo Brands B.V.	3,310,415	4,531,724
Diageo Ireland	2,407,256	1,624,045
Diageo Great Britain Limited	2,308,757	2,321,075
Diageo Üzletviteli Szolgáltatások Zrt.	48,871	196
Diageo South Africa (Pty) Ltd	2,295	–
Diageo Lebanon SAL	1,965	–
Diageo Business Services India	601	–
Diageo Moet Hennessy (TH)	461	266
PT Langgeng Kreasi Jayapr	97	232
Diageo Venezuela C.A.	5	–
Guinness Ghana Breweries Plc*	–	794
Guinness Nigeria Plc**	–	670
Diageo Panama S.A.	–	512
KetelOne WorldWide BV	–	154
Rum Creation&Products Inc	–	50
	8,080,723	8,479,718

* Guinness Ghana Breweries Plc was part of Diageo group until 3 July 2025.

** Guinness Nigeria Plc was part of Diageo group until 30 September 2024.

(iii) Outstanding balances arising from sale and purchase of goods/services

Receivables from related parties	2026 Kshs'000	2025 Kshs'000
Diageo Netherland BV	78,391	–
Diageo Ireland	65,668	3,003
Diageo plc	7,828	940
Diageo Singapore Pte Limited	5,741	3,318
Diageo Nigeria Limited	5,007	5,900
Diageo Business Services India (DBSCI)	4,971	10,680
Diageo Hellas	3,061	–
Diageo South Africa (Pty) Ltd	1,358	27,350
PT Gitaswara Indonesia	174	–
Ketel One Worldwide B.V.	29	3,973
Diageo Moet Hennessy (Thailand) Limited	12	83
Diageo Brands B.V.	–	393,835
Diageo Mexico Comercializadora	–	260,806
Seychelles Breweries Ltd*	–	103,238
R&A Bailey & Co	–	56,123
Diageo Scotland Limited	–	47,633
Diageo North America, Inc	–	38,548
Guinness Ghana Breweries Plc**	–	9,596
Diageo España S.A.	–	6,853
Diageo Uzletviteli Szolgaltatasok Zrt	–	1,226
Diageo RTD Hong Kong Limited	–	626
Diageo Lebanon SAL	–	495
Diageo Brazil Ltda	–	351
Diageo España	–	32
	172,240	974,609

* Seychelles Breweries Ltd was part of Diageo group until 1 July 2025.

** Guinness Ghana Breweries was part of Diageo group until 3 July 2025.

Payables to related parties	2026 Kshs'000	2025 Kshs'000
Diageo Brands B.V. 1400	1,509,019	3,113,271
Diageo Great Britain Ltd	918,821	2,745,185
Diageo Ireland	820,443	1,591,513
Diageo North America, Inc	133,793	201,741
Diageo Uzletviteli Szolgaltatasok Zrt	71,771	629
Diageo Brands B.V. 1440	20,444	–
Diageo Scotland Limited	2,188	4,109
Diageo Lebanon SAL	2,010	–
Diageo Kenya Limited	307	–
Diageo Venezuela C.A	72	49
United Spirits Limited	35	2,825
PT LANGGENG KREASI JAYAPRIMA	3	233
Diageo South Africa (Pty) Ltd	–	19,198
Guinness Ghana Breweries*	–	11,101
Diageo Panama S.A.	–	5,387
Diageo Australia Limited	–	658
Diageo Moet Hennessy (Thailand) Limited	–	201
KetelOne WorldWide BV	–	63
Diageo Americas	–	13
	3,478,906	7,696,176

* Guinness Ghana Breweries Plc was part of Diageo group until 3 July 2025.

NOTES continued

35. RELATED PARTY TRANSACTIONS continued

(B) COMPANY

(i) Sale of goods and services

Transactions with subsidiaries	2026 Kshs'000	2025 Kshs'000
Kenya Breweries Limited	**1,730,988**	1,650,349
Uganda Breweries Limited	**300,977**	168,204
Serengeti Breweries Ltd	**192,254**	134,031
UDV Kenya Limited	**245,584**	195,351
East African Maltings Limited	**7,650**	4,291
	2,477,453	2,152,226

Transactions with related parties	2026 Kshs'000	2025 Kshs'000
Diageo Great Britain Limited	**256,957**	402,949
Other related parties	**5,960**	32,769
	262,917	435,718

Transactions include management fees, royalties and recharges.

(ii) Purchase of goods and services

Transactions with subsidiaries	2026 Kshs'000	2025 Kshs'000
Uganda Breweries Limited	**–**	629,743
	–	629,743

Transactions with related parties	Kshs'000	Kshs'000
Diageo Business Services India	**97**	–
Diageo Ireland	**26**	111
Diageo South Africa (Pty) Ltd	**7**	–
Diageo Venezuela C.A.	**5**	–
Guinness Nigeria Plc*	**–**	670
Diageo Panama S.A.	**–**	512
	135	1,293

* Guinness Nigeria Plc was part of Diageo group until 30 September 2024.

(iii) Long-term receivables from subsidiaries

	2026 Kshs'000	2025 Kshs'000
Kenya Breweries Limited	**23,800,000**	23,800,000
Serengeti Breweries Limited	**4,293,750**	600,000
Uganda Breweries Limited	**3,383,753**	2,903,884
East African Maltings Limited	**687,000**	687,000
	32,164,503	27,990,884

The Company has advanced loans to the subsidiaries to finance their capital expenditure and working capital requirements as part of the Group's centralised treasury management process. Long-term receivables from Kenya Breweries Limited of Kshs 15 billion, 8.8 billion are repayable on 30 April 2028 and 30 June 2029 respectively and interest is received at an effective interest rate of 11.02% (EABL's external cost of borrowing plus 0.35% margin). The long-term receivable from Uganda Breweries Limited of Kshs 1.78 billion, and 1.6 billion are repayable on 30 October 2029 and 18 November 2030 and interest is received at an effective interest rate of 16.04% (Uganda 364-day T-Bill plus 3%). The long-term receivable from East African Maltings Limited of Kshs 0.7 billion is repayable on demand and interest is received at an effective interest rate of 11.02% (EABL's external cost of borrowing plus 0.35% margin). The long-term receivable from Serengeti Breweries Limited of Kshs 600 million and Kshs 3.7 billion is repayable on 4 November 2028 and 18 November 2030 and interest is received at an effective interest rate of 12.18%.(Kenya 182-day T-Bill plus 3%).

(iv) Outstanding balances arising from sale and purchases of goods and services

Receivables from related companies

Receivables from subsidiaries	2026 Kshs'000	2025 Kshs'000
Kenya Breweries Limited	**1,025,296**	934,220
Serengeti Breweries Limited	**703,471**	567,965
UDV (Kenya) Limited	**444,290**	354,775
Uganda Breweries Limited	**91,226**	441,452
East African Maltings Limited	**20,285**	15,175
	2,284,568	2,313,587
Receivables from other related parties		
Other related parties	**7,838**	48,919
Diageo plc	**2,229**	–
Guinness Ghana Breweries Plc*	**–**	3,394
	10,067	52,313
	2,294,635	2,365,900

* Guinness Ghana Breweries Plc was part of Diageo group until 3 July 2025.

NOTES continued

35. RELATED PARTY TRANSACTIONS continued

(B) COMPANY continued

(iv) Outstanding balances arising from sale and purchases of goods and services continued

Payables to related companies

Payables to subsidiaries	2026 Kshs'000	2025 Kshs'000
East African Breweries Tanzania Limited	5,610	5,610
	5,610	5,610
Payables to related parties		
Diageo Great Britain Ltd	19,086	232,562
Diageo Ireland	5,548	-
Diageo North America	827	-
Diageo Business Services India	679	-
Diageo Venezuela	72	-
Diageo Panama	-	5,387
Diageo Scotland	-	1,439
Diageo Australia Limited	-	658
	26,212	240,046
	31,822	245,656

(v) Cashpool payables

	2026 Kshs'000	2025 Kshs'000
UDV (Kenya) Limited	(20,848,325)	(19,917,594)
Kenya Breweries Limited	(6,386,608)	(4,789,790)
East African Maltings Limited	382,896	57,024
	(26,852,037)	(24,650,360)

The Group operates a cash pooling arrangement whereby surplus cash balances from subsidiaries are periodically swept into a central account held by the Company entity.

(C) OTHER RELATED PARTY DISCLOSURES

(i) Directors' remuneration

Group	2026 Kshs'000	2025 Kshs'000
Fees for services as a Director	39,546	40,869
Share based payments	25,711	30,044
Other emoluments (included in key management compensation in (ii) below)	155,817	135,573
	221,074	206,486

Directors' remuneration include fees in relation to Non-executive Directors and compensation to executive Directors in the Company and its subsidiaries.

Company	2026 Kshs'000	2025 Kshs'000
Fees for services as a Director	39,546	40,869
Share based payments	25,711	30,044
Other emoluments (included in key management compensation in (ii) below)	155,817	135,573
	221,074	206,486

(ii) Key management compensation

Key management includes executive Directors and members of senior management. The compensation paid or payable to key management for employee services is shown below:

Group	2026 Kshs'000	2025 Kshs'000
Salaries and other shorter term employment benefits	1,338,351	1,413,823
Share based payments	89,865	106,640
Post-employment benefits	111,412	126,037
	1,539,628	1,646,500

Company	2026 Kshs'000	2025 Kshs'000
Salaries and other shorter term employment benefits	382,387	349,334
Share based payments	57,382	60,602
Post-employment benefits	16,470	31,078
	456,239	441,014

36. EVENTS AFTER THE REPORTING PERIOD

As at the date of approval of the financial statements for issue, the Directors were not aware of any matter or circumstances arising since the end of the financial year, not otherwise dealt with in the financial statements, which would significantly affect the financial position of the Group and results of its operation as laid out in these financial statements.

In December 2025, EABL was notified of a proposed transaction at the shareholder level regarding the sale of Diageo Plc's shareholding to Asahi Group Holdings Ltd. We are aware that unconditional regulatory approvals have been granted in Uganda, Tanzania, and by the Capital Markets Authority in Kenya and a conditional approval by the Competition Authority of Kenya. This transaction is strictly between shareholders and does not involve EABL as a party. We look forward to the successful completion of this transaction, which will affirm Kenya and the broader region as a key destination for significant foreign direct investment.

PRINCIPAL SHAREHOLDERS AND SHARE DISTRIBUTION

The 10 largest shareholdings in the Company and the respective number of shares held at 30 June 2026 are as follows:

Name(s) and Address	Number of shares	%
Diageo Kenya Limited	514,003,331	65.00%
Standard Chartered Kenya Nominees A/C KE004667	20,968,706	2.65%
Standard Chartered Kenya Non-Resd. A/C KE10085	20,840,500	2.64%
Stanbic Nominees Ltd A/C NR1031436	9,187,127	1.16%
Stanbic Nominees Limited R6631578	7,995,122	1.01%
Standard Chartered Kenya Nominees A/C KE23050	7,595,866	0.96%
Kenya Commercial Bank Nominees Ltd. A/C 915BB	7,398,765	0.94%
Standard Chartered Kenya Nominees A/C KE22446	7,319,497	0.93%
Stanbic Nominees Ltd A/C NR3530153-1	5,886,950	0.74%
Secretary To The Treasury – "PF" Account The Permanent	4,829,436	0.61%
Other records	184,749,056	23.36%
Total number of shares	790,774,356	100.00%

Distribution of shareholders	Number of shares	Number of shareholders	%
1 – 500 shares	2,733,921	17,118	0.35%
501 – 5,000 shares	15,276,008	9,723	1.93%
5,001 – 10,000 shares	6,234,487	876	0.79%
10,001 – 100,000 shares	33,931,702	1,171	4.29%
100,001 – 1,000,000 shares	59,978,796	212	7.58%
Over 1,000,000 shares	672,619,442	44	85.06%
Total	790,774,356	29,144	100%

EABL DIRECTORS' SHAREHOLDING AS AT 30 JUNE 2026

Director's names	Number of shares
Jane Karuku	1,296
Ory Okolloh	1,220
Risper Ohaga	700

NOTICE OF ANNUAL GENERAL MEETING

EAST AFRICAN BREWERIES PLC NOTICE OF ANNUAL GENERAL MEETING

TO ALL SHAREHOLDERS

NOTICE is hereby given that the 104th Annual General Meeting (AGM) of East African Breweries PLC (the Company) will be held as a virtual meeting (using electronic means) on Thursday, 15th October 2026 at 11:00 a.m. (East Africa Time (EAT), GMT+3) to conduct the following business: -

ORDINARY BUSINESS:

1) To receive, consider and if thought fit, adopt the Annual Report and Audited Financial Statements for the year ended 30 June 2026 together with the Directors' Report and Auditors' Reports thereon.

2) Dividend

   a) To confirm the interim dividend in respect of the financial year ended 30 June 2026, of Kshs 4.0 per ordinary share, which was paid subject to withholding tax, on or about 28 April 2026 to shareholders registered at the close of business on 20 February 2026.

   b) To approve a final dividend of Kshs 8.70 per ordinary share for the financial year ended 30 June 2026, payable net of withholding tax as recommended by the Directors. The dividend will be payable on or before 31 October 2026, to Shareholders on the Register of Members as at the close of business on 19 October 2026.

3) Election of Directors:

   a) Mr. Felix Okoboi retires by rotation in accordance with the provisions of Article 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.

   b) Mr. Paul Makanza retires by rotation in accordance with the provisions of Article 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.

   c) Mr. Jimmy Mugerwa retires by rotation in accordance with the provisions of Article 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.

4) Director above the age of Seventy (70) years:

   In accordance with the provisions of paragraph 2.5.1 of the Code of Corporate Governance Practices for Issuers of Securities to the Public 2015, to approve the continuation in office as a Director by Dr. Martin Oduor-Otieno, who has attained the age of seventy (70) years, until he next comes up for retirement by rotation.

5) In accordance with the provisions of Section 769 of the Companies Act, Chapter 486, Laws of Kenya the following Directors being members of the Board Audit & Risk Management Committee, be elected to continue serving as members of the said committee, subject to the re-election of the Directors who are named in Agenda 3 above: Felix Okoboi; Leo Breen, Jimmy Mugerwa; Ory Okolloh and Andrew Ross.

6) To receive, consider and if thought fit approve the Directors' Remuneration Report and the remuneration paid to the Directors for the year ended 30 June 2026.

7) To re-appoint Messrs. PricewaterhouseCoopers (PwC) LLP as auditor of the Company in accordance with the provisions of Section 721(2) of the Companies Act, Chapter 486, Laws of Kenya and to authorise the Board to fix their remuneration for the ensuing financial year.

8) To consider any other business of which due notice has been given.

BY ORDER OF THE BOARD

Angela Namwakira
Company Secretary

Date: 23 September 2026

NOTES ON THE ANNUAL GENERAL MEETING

1) East African Breweries PLC (the Company) has convened and is conducting this AGM as a virtual meeting, in line with the provisions of the Company's Articles of Association.

   Shareholders should register to attend the AGM electronically by Tuesday, 13 October 2026 at 11:00 a.m. (East Africa Time (EAT), GMT+3) as described further below.

2) Shareholders wishing to participate in the AGM should register by doing the following:

   a) Dialling ***483*824#** from any network and follow the prompts; or

   b) Send an email request to be registered to **eabl.agm@eabl.com**; or

   c) Shareholders with email addresses will receive a registration link via email which they can use to register.

   To complete the registration process, shareholders will need to have their ID/passport numbers, which were used to purchase their shares, and/or their CDSC account number at hand

   For assistance, shareholders should dial the following helpline number: (+254) 709 170 000/030 from 8:00 a.m. to 5:00 p.m. from Monday to Friday.

   Kindly note that registration for the AGM will only be undertaken as outlined above; shareholders will not be able to register for the AGM after closure of registration on Tuesday, 13 October 2026 at 11.00 a.m.

3) Registration for the AGM opens on Wednesday, 23 September 2026 at 11:00 a.m. East Africa Time (GMT+3) and will close on Tuesday, 13 October 2026 at 11:00 a.m. East Africa Time (GMT+3).

4) In accordance with Section 180 of the Company's Articles of Association, the following documents may be viewed on the Company's website **www.eabl.com**

   (i) a copy of this Notice and the Proxy form;

   (ii) the Company's Audited Financial Statements for the year ended 30 June 2026.

   The Condensed Audited Financial Statements for the year ended 30 June 2026 have been published with this Notice.

   The reports may also be accessed upon request by dialling the USSD code above and selecting the Reports option. The reports and agenda can also be accessed on the livestream link.

5) Shareholders wishing to raise any questions or clarifications regarding the AGM may do so by:

   a) Sending their written questions by email to **eabl.agm@eabl.com**; or

   b) Shareholders who will have registered to participate in the meeting shall be able to ask questions via SMS by dialling the USSD code above and selecting the option (ask Question) on the prompts; or

   c) Visiting **www.eabl.com** and accessing the 2026 AGM page where you can log a question directly on the webpage; and

   d) In the event that the above is not possible, written questions should be physically delivered with a return physical address or email address to the registered office of the Company at Garden City Business Park, Block A, 5th Floor, Peponi Road, off Exit 7, Thika Superhighway, Ruaraka, Nairobi OR delivered to Image Registrars Limited, 5th Floor, Absa Towers (formerly Barclays Plaza), Loita Street, P.O. Box 9287 – 00100 GPO, Nairobi.

   Shareholders must provide their full details (full names, ID/passport number/CDSC account number) when submitting their questions and clarifications.

   Any questions and clarifications must reach the Company on or before Tuesday, 13 October 2026 at 11:00 a.m. Limited questions may be responded to from the floor of the meeting during the AGM.

   Following receipt of the questions and clarifications, the Directors of the Company shall provide written responses to the questions received to the return physical address or email address provided by the Shareholder no later than 12 hours before the start of the AGM. All questions received will be responded to via the channel used by the shareholder i.e. SMS (for USSD option), email, letter or telephone call. Questions will also be responded to during the meeting.

   A full list of all questions received arranged in thematic areas, and the answers thereto will be published on the Company's website not later than 24 hours following the conclusion of the meeting.

6) In accordance with Section 298(1) of the Companies Act, 2015 shareholders entitled to attend and vote at the AGM are entitled to appoint a proxy to vote on their behalf.

   A proxy need not be a member of the Company. If the Proxy appointed is not the Chairman of the AGM, the appointed proxy will need access to a mobile telephone.

   A proxy form is available on the Company's website via this link: **www.eabl.com**. Physical copies of the proxy form are also available at the Company Office Headquarters, situated at EABL Bustani Office, 5th Floor, Garden City Business Park, Block A, Garden City Road, off Exit 7 Thika Superhighway, Ruaraka, Nairobi OR from Image Registrars Limited offices, 5th Floor Absa Towers (formerly Barclays Plaza), Loita Street.

   A proxy must be signed by the appointor or his attorney duly authorised in writing. If the appointor is a body corporate, the instrument appointing the proxy shall be given under its common seal or under the hand of an officer or duly authorised attorney of such body corporate.

   A completed form of proxy should be emailed to **eabl.agm@eabl.com** or delivered to Image Registrars Limited, 5th Floor Absa Towers (formerly Barclays Plaza), Loita Street, P.O. Box 9287 – 00100 GPO, Nairobi, so as to be received not later than 48 hours before the time of holding the meeting i.e. by Tuesday, 13 October 2026 at 11:00 a.m. Any person appointed as a proxy should submit his/her mobile telephone number to the Company no later than Tuesday, 13 October 2026 at 11:00 a.m. Any proxy registration that is rejected will be communicated to the shareholder concerned no later than Wednesday, 14 October 2026 to allow time to address any issues.

7) The AGM will be streamed live via a link which shall be provided to all shareholders who will have registered to participate in the general meeting. Duly registered shareholders and proxies will receive a short message service (SMS/USSD) prompt on their registered mobile numbers, 24 hours prior to the AGM acting as a reminder of the AGM. A second SMS/USSD prompt shall be sent one hour ahead of the AGM, reminding duly registered shareholders and proxies that the AGM will begin in an hour's time and providing a link to the live stream.

8) Duly registered shareholders and proxies may follow the proceedings of the AGM using the live stream platform and may access the agenda. Duly registered shareholders and proxies may vote when prompted by the Chairman.

9) A poll shall be conducted for all the resolutions put forward in the notice.

10) Results of the poll shall be published within 48 hours following the conclusion of the AGM, in two newspapers of national circulation and on the Company's website.

11) To ensure receipt of future dividends in a timely manner, shareholders are hereby requested to provide their bank details and update their payment option to electronic funds transfer method through their respective stockbrokers or the Registrar to facilitate remittance of dividends through their bank accounts in future. In addition, shareholders can opt-in for their future dividends to be paid to them via mobile money transfer when registering for the AGM.

12) Shareholders are encouraged to continuously monitor the Company's website **www.eabl.com** for updates relating to the AGM. Please report any challenges or issues that you may face to us immediately for quick resolution using the email address **eabl.agm@eabl.com** or our helpline (+254) 709 170 000/30 from 8:00 a.m. to 5:00 p.m. from Monday to Friday.

13) The Company offices are open during normal business hours on any weekday (Saturday, Sunday and Kenya public holidays excluded), unless closed for any other legal or legitimate reason. Unless stated otherwise, all timings quoted in this notice are East Africa Time (GMT+3).

TAARIFA YA MKUTANO MKUU WA MWAKA WA EAST AFRICAN BREWERIES PLC

KWA WANAHISA WOTE

TAARIFA inatolewa kwamba Mkutano Mkuu wa Mwaka wa 104 (AGM) wa East African Breweries PLC (Kampuni) utafanyika kama mkutano wa mtandaoni (kwa kutumia njia za kielektroniki) siku ya Alhamisi, tarehe 15 Oktoba 2026 saa 11:00 a.m. (Saa za Afrika Mashariki (EAT), GMT+3) kwa ajili ya kushughulikia mambo yafuatayo: -

SHUGHULI ZA KAWAIDA:

1) Kupokea, kuzingatia na iwapo itaonekana inafaa, kupitisha Ripoti ya Kila Mwaka na Taarifa za Kifedha Zilizokaguliwa kwa mwaka uliomalizika tarehe 30 Juni 2026 pamoja na Ripoti ya Wakurugenzi na Ripoti za Wakaguzi kuhusiana nazo.

2) Gawio

   a) Kuthibitisha gawio la muda kuhusiana na mwaka wa fedha uliomalizika tarehe 30 Juni 2026, wa Kshs 4.0 kwa kila hisa ya kawaida, ambao ulilipwa baada ya kukatwa kodi ya zuio, mnamo au karibu na tarehe 28 Aprili 2026 kwa wanahisa waliosajiliwa kufikia mwisho wa kazi tarehe 20 Februari 2026

   b) Kupitisha gawio la mwisho la Kshs 8.70 kwa kila hisa ya kawaida kwa mwaka wa fedha uliomalizika tarehe 30 Juni 2026, litakalolipwa baada ya kukatwa kodi ya zuio kama ilivyopendekezwa na Wakurugenzi. Gawio hilo litalipwa mnamo au kabla ya tarehe 31 Oktoba 2026, kwa Wanahisa waliomo katika Sajili ya Wanachama kufikia mwisho wa siku ya kazi tarehe 19 Oktoba 2026.

3) Uchaguzi wa Wakurugenzi:

   a) Bw. Felix Okoboi anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.

   b) Bw. Paul Makanza anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.

   c) Bw. Jimmy Mugerwa anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.

4) Mkurugenzi mwenye umri wa zaidi ya miaka sabini (70):

   Kwa mujibu wa masharti ya aya ya 2.5.1 ya Mbinu za Kanuni ya Utawala wa Kampuni kwa Watoaji wa Dhamana kwa Umma za mwaka wa 2015, ili kupitisha kuendelea kuhudumu kama Mkurugenzi kwa Dkt. Martin Oduor-Otieno, ambaye ametimiza umri wa miaka sabini (70), hadi atakapofikia tena muda wake wa kustaafu kwa mzunguko.

5) Kwa mujibu wa masharti ya Kifungu cha 769 cha Sheria ya Makampuni, Sura ya 486, Sheria za Kenya, Wakurugenzi wafuatao ambao ni wajumbe wa Kamati ya Bodi ya Ukaguzi na Udhibiti wa Hatari, wachaguliwe kuendelea kuhudumu kama wajumbe wa kamati hiyo, kwa kutegemea kuchaguliwa tena kwa Wakurugenzi waliotajwa katika Ajenda ya 3 hapo juu: Felix Okoboi; Leo Breen, Jimmy Mugerwa; Ory Okolloh na Andrew Ross

6) Kupokea, kuzingatia na iwapo itaonekana inafaa, kupitisha Ripoti ya Malipo ya Wakurugenzi na malipo yaliyolipwa kwa Wakurugenzi kwa mwaka uliomalizika tarehe 30 Juni 2026.

7) Kuteua tena Messrs. PricewaterhouseCoopers (PwC) LLP kuwa mkaguzi wa Kampuni kwa mujibu wa masharti ya Kifungu cha 721(2) cha Sheria ya Makampuni, Sura ya 486, Sheria za Kenya na kuipa Bodi mamlaka ya kuamua malipo yao kwa mwaka wa fedha unaofuata.

8) Kuzingatia shughuli nyingine yoyote ambayo taarifa yake stahiki imetolewa.

KWA AMRI YA BODI

Angela Namwakira
Katibu wa Kampuni

Tarehe: 23 Septemba 2026

MAELEZO KUHUSU MKUTANO MKUU WA MWAKA

1) East African Breweries PLC (Kampuni) imeitisha na inaandaa AGM hii kama mkutano wa mtandaoni, kwa mujibu wa masharti ya Katiba ya Ndani ya Kampuni

   Wanahisa wanapaswa kujisajili kuhudhuria AGM kwa njia ya kielektroniki kufikia Jumanne, 13 Oktoba 2026 saa 11:00 a.m. (Saa za Afrika Mashariki (EAT), GMT+3) kama ilivyoelezwa zaidi hapa chini.

2) Wanahisa wanaotaka kushiriki katika AGM wanapaswa kujisajili kwa kufanya yafuatayo:

   a) Kupiga ***483*824#** kutoka mtandao wowote na kufuata maelekezo; au

   b) Kutuma barua pepe ya ombi la kusajiliwa kwa **eabl.agm@eabl.com**; au

   c) Wanahisa wenye anwani za barua pepe watapokea kiungo cha usajili kupitia barua pepe ambacho wanaweza kutumia kujisajili.

   Ili kukamilisha utaratibu wa usajili, wanahisa watahitaji kuwa na namba zao za kitambulisho/pasipoti, zilizotumika kununua hisa zao, na/au namba yao ya akaunti ya CDSC.

   Kwa usaidizi, wanahisa wanapaswa kupigia namba ifuatayo ya usaidizi: (+254) 709 170 000/030 kuanzia saa 8:00 a.m. hadi saa 5:00 p.m., Jumatatu hadi Ijumaa.

   Tafadhali kumbuka kwamba usajili wa AGM utafanywa tu kama ilivyoainishwa hapo juu; wanahisa hawataweza kujisajili kwa AGM baada ya kufungwa kwa usajili mnamo Jumanne, 13 Oktoba 2026 saa 11.00 a.m.

3) Usajili wa AGM utafunguliwa Jumatano, 23 Septemba 2026 saa 11:00 a.m. kwa Saa za Afrika Mashariki (GMT+3) na utafungwa Jumanne, 13 Oktoba 2026 saa 11:00 a.m. kwa Saa za Afrika Mashariki (GMT+3).

4) Kwa mujibu wa Kifungu cha 180 cha Katiba ya Ndani ya Kampuni, hati zifuatazo zinaweza kutazamwa kwenye tovuti ya Kampuni **www.eabl.com**

   (i) nakala ya Taarifa hii na Fomu ya uwakilishi;

   (ii) Taarifa za Kifedha za Kampuni Zilizokaguliwa kwa mwaka uliomalizika tarehe 30 Juni 2026.

   Muhtasari wa Taarifa za Kifedha Zilizokaguliwa kwa mwaka uliomalizika tarehe 30 Juni 2026 umechapishwa pamoja na Taarifa hii.

   Ripoti hizo pia zinaweza kupatikana kwa ombi kwa kupiga msimbo wa USSD ulio hapo juu na kuchagua chaguo la "Reports" (Ripoti). Ripoti na ajenda pia zinaweza kupatikana kupitia kiungo cha mtiririko wa moja kwa moja.

5) Wanahisa wanaotaka kuwasilisha maswali au maombi ya ufafanuzi kuhusu AGM wanaweza kufanya hivyo kwa:

   a) Kutuma maswali yao kwa maandishi kwa barua pepe kwa **eabl.agm@eabl.com**; au

   b) Wanahisa ambao watakuwa wamejisajili kushiriki katika mkutano wataweza kuuliza maswali kupitia SMS kwa kupiga msimbo wa USSD ulio hapo juu na kuchagua chaguo la "ask Question" (uliza Swali) kwenye maelekezo; au

   c) Kutembelea **www.eabl.com** na kufungua ukurasa wa AGM wa 2026 ambapo unaweza kuwasilisha swali moja kwa moja kwenye ukurasa wa wavuti; na

   d) Iwapo hatua zilizoelezwa hapo juu haziwezekani, maswali yaliyoandikwa yanapaswa kuwasilishwa ana kwa ana pamoja na anwani halisi ya kurejesha barua ya posta au anwani ya barua pepe kwenye ofisi iliyosajiliwa ya Kampuni katika Garden City Business Park, Block A, 5th Floor, Peponi Road, off Exit 7, Thika Superhighway, Ruaraka, Nairobi AU yawasilishwe kwa Image Registrars Limited, 5th Floor, Absa Towers (awali Barclays Plaza), Loita Street, S.L.P. 9287 – 00100 GPO, Nairobi.

   Wanahisa lazima watoe taarifa zao kamili (majina kamili, namba ya kitambulisho/pasipoti/namba ya akaunti ya CDSC) wanapowasilisha maswali na maombi yao ya ufafanuzi.

   Maswali na maombi yoyote ya ufafanuzi lazima yafikie Kampuni mnamo au kabla ya Jumanne, 13 Oktoba 2026 saa 11:00 a.m. Baadhi ya maswali yanaweza kujibiwa kutoka kwenye mkutano wakati wa AGM.

   Baada ya kupokea maswali na maombi ya ufafanuzi, Wakurugenzi wa Kampuni watatoa majibu ya maandishi kwa maswali yaliyopokelewa kupitia anwani halisi ya kurejesha barua ya posta au anwani ya barua pepe iliyotolewa na Mwanahisa saa 12 kabla ya kuanza kwa AGM. Maswali yote yaliyopokelewa yatajibiwa kupitia njia iliyotumiwa na mwanahisa, yaani SMS (kwa chaguo la USSD), barua pepe, barua ya posta au kupiga simu. Maswali pia yatajibiwa wakati wa mkutano

   Orodha kamili ya maswali yote yaliyopokelewa, yaliyopangwa kwa mada, pamoja na majibu yake, itachapishwa kwenye tovuti ya Kampuni si zaidi ya saa 24 baada ya kuhitimishwa kwa mkutano.

MAELEZO KUHUSU MKUTANO MKUU WA MWAKA inaendelea

6) Kwa mujibu wa Kifungu cha 298(1) cha Sheria ya Kampuni ya mwaka wa 2015, wanahisa wanaostahiki kuhudhuria na kupiga kura katika AGM wana haki ya kumteua mwakilishi wa kupiga kura kwa niaba yao.

Mwakilishi hahitaji kuwa mwanachama wa Kampuni. Ikiwa Mwakilishi aliyeteuliwa si Mwenyekiti wa AGM, mwakilishi huyo atahitaji kuwa na ufikiaji wa simu ya mkononi.

Fomu ya mwakilishi inapatikana kwenye tovuti ya Kampuni kupitia kiungo hiki: **www.eabl.com**. Nakala halisi za fomu ya mwakilishi pia zinapatikana katika Makao Makuu ya Ofisi ya Kampuni, yaliyoko EABL Bustani Office, 5th Floor, Garden City Business Park, Block A, Garden City Road, off Exit 7 Thika Superhighway, Ruaraka, Nairobi AU katika ofisi za Image Registrars Limited, 5th Floor Absa Towers (awali Barclays Plaza), Loita Street.

Fomu ya mwakilishi lazima isainiwe na mteuaji au wakili wake aliyeidhinishwa ipasavyo kwa maandishi. Ikiwa mteuaji ni shirika la kisheria, hati ya kumteua mwakilishi itatolewa chini ya muhuri wake wa kawaida au kwa saini ya afisa au wakili aliyeidhinishwa ipasavyo wa shirika hilo la kisheria.

Fomu ya mwakilishi iliyojazwa kikamilifu inapaswa kutumwa kwa barua pepe kwa **eabl.agm@eabl.com** au kuwasilishwa kwa Image Registrars Limited, 5th Floor Absa Towers (formerly Barclays Plaza), Loita Street, S.L.P. 9287 – 00100 GPO, Nairobi, ili ipokelewe saa 48 kabla ya muda wa kufanyika kwa mkutano, yaani kufikia Jumanne, 13 Oktoba 2026 saa 11:00 a.m. Mtu yeyote aliyeteuliwa kuwa mwakilishi anapaswa kuwasilisha namba yake ya simu ya mkononi kwa Kampuni si zaidi ya Jumanne, 13 Oktoba 2026 saa 11:00 a.m. Kwa usajili wowote wa mwakilishi utakaokataliwa, mwanahisa husika atajulishwa si zaidi ya Jumatano, 14 Oktoba 2026 ili kutoa muda wa kushughulikia masuala yoyote.

7) AGM itatirishwa moja kwa moja kupitia kiungo kitakachotolewa kwa wanahisa wote watakaokuwa wamejisajili kushiriki katika mkutano mkuu. Wanahisa waliosajiliwa ipasavyo na wawakilishi watapokea ujumbe mfupi wa ukumbusho (SMS/USSD) kwenye namba zao za simu za mkononi zilizosajiliwa, saa 24 kabla ya AGM, kama ukumbusho wa AGM. Ujumbe wa pili wa SMS/USSD utatumwa saa moja kabla ya AGM, ukiwakumbusha wanahisa waliosajiliwa ipasavyo na wawakilishi kwamba AGM itaanza baada ya saa moja na kutoa kiungo cha utiririshaji wa moja kwa moja.

8) Wanahisa waliosajiliwa ipasavyo na wawakilishi wanaweza kufuatilia shughuli za AGM kwa kutumia mfumo wa utiririshaji wa moja kwa moja na wanaweza kufikia ajenda. Wanahisa waliosajiliwa ipasavyo na wawakilishi wanaweza kupiga kura watakapoelekezwa na Mwenyekiti.

9) Upigaji kura utafanywa kwa maazimio yote yaliyowasilishwa katika taarifa.

10) Matokeo ya upigaji kura yatachapishwa ndani ya saa 48 baada ya kuhitimishwa kwa AGM, katika magazeti mawili yanayosambazwa kitaifa na kwenye tovuti ya Kampuni.

11) Ili kuhakikisha kupokelewa kwa gawio za siku zijazo kwa wakati unaofaa, wanahisa wanaombwa kutoa maelezo yao ya benki na kusasisha chaguo lao la malipo kuwa njia ya uhamisho wa fedha kielektroniki kupitia kwa madalali wao husika wa hisa au Msajili ili kuwezesha kutumwa kwa gawio kupitia akaunti zao za benki siku zijazo. Aidha, wanahisa wanaweza kuchagua gawio zao za siku zijazo zilipwe kwao kupitia uhamisho wa fedha kwa simu ya mkononi wanapojisajili kwa AGM

12) Wanahisa wanahimizwa kuendelea kutembelea tovuti ya Kampuni **www.eabl.com** kwa taarifa zinazohusiana na AGM. Tafadhali ripoti mara moja changamoto au masuala yoyote unayoweza kukumbana nayo ili yashughulikiwe haraka kwa kutumia anwani ya barua pepe **eabl.agm@eabl.com** au namba yetu ya usaidizi (+254) 709 170 000/30 kuanzia saa 8:00 a.m. hadi 5:00 p.m. kuanzia Jumatatu hadi Ijumaa.

13) Ofisi za Kampuni ziko wazi wakati wa saa za kawaida za kazi katika siku yoyote ya wiki (isipokuwa Jumamosi, Jumapili na sikukuu za umma za Kenya), isipokuwa zifungwe kwa sababu nyingine yoyote ya kisheria au halali. Isipokuwa pale itakapoelezwa vinginevyo, nyakati zote zilizotajwa katika notisi hii ni za Saa za Afrika Mashariki (GMT+3).

PROXY

I/We ____

Share A/c No____

Of (Address) ____

Being a member (s) of East African Breweries PLC, hereby appoint:

____

Or failing him/her, the duly appointed Chairman of the Meeting, to be my/our proxy, to vote for me/us and on my/our behalf at the Annual General Meeting of the Company, to be held on Thursday, 15 October 2026 and at any adjournment thereof.

As witness I/We lay my/our hand (s) this __________ day of ____________________ 2026.

Signature ______________________________ Signature ______________________________

Please clearly mark the box below to instruct your proxy how to vote

RESOLUTION	FOR	AGAINST	ABSTAIN
1) To receive, consider and adopt the audited Financial Statements for the year ended 30 June 2026 together with the Chairman's, Directors' and Auditors' Reports thereon.			
2) Dividend a) To confirm the interim dividend in respect of the financial year ended 30 June 2026, of Kshs 4.0 per ordinary share, which was paid subject to withholding tax, on or about 28 April 2026 to shareholders registered at the close of business on 20 February 2026. b) To approve a final dividend of Kshs 8.70 per ordinary share for the Financial Year ended 30 June 2026, payable net of withholding tax as recommended by the Directors. The dividend will be payable on or about 30 October 2026, to Shareholders on the Register of Members as at the close of business on 19 October 2026.			
3) Election of Directors: a) Felix Okoboi retires by rotation in accordance with the provisions of Articles 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.			
b) Paul Makanza retires by rotation in accordance with the provisions of Articles 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.			
c) Jimmy Mugerwa retires by rotation in accordance with the provisions of Articles 117 of the Company's Articles of Association, and being eligible, offers himself for re-election.			
4) Director above the age of Seventy (70) years: In accordance with the provisions of paragraph 2.5.1 of the Code of Corporate Governance Practices for Issuers of Securities to the Public 2015, to approve the continuation in office as a Director by Dr. Martin Oduor- Otieno, who has attained the age of seventy (70) years, until he next comes up for retirement by rotation.			
5) To elect the following Directors, being members of the Board Audit & Risk Management Committee to continue to serve as members of the said committee, subject to the re-election of the Directors who are named in Agenda 3 above: Felix Okoboi, Leo Breen, Jimmy Mugerwa, Ory Okolloh and Andrew Ross.			
6) To receive, consider and if thought fit approve the Directors' Remuneration Report and the remuneration paid to the Directors' for the year ended 30 June 2026.			
7) To re-appoint the Auditors Messrs. PricewaterhouseCoopers (PwC) to continue in office as auditors by virtue of Section 721(2) of the Companies Act, Chapter 486, Laws of Kenya and to authorise the Board of Directors to fix their remuneration for the ensuing financial year.			

MWAKILISHI

Mimi/Sisi ____________________

Namba ya Akaunti ya Hisa ____________________

Katika (Anwani) ____________________

Nikiwa/tukiwa mwanachama/wanachama wa East African Breweries PLC, kwa hili namteua/tunamteua:

____

Au asipoweza yeye, Mwenyekiti wa Mkutano aliyeteuliwa ipasavyo, awe mwakilishi wangu/wetu, kuniwakilisha/kutuwakilisha na kunipigia/kutupigia kura kwa niaba yangu/yetu katika Mkutano Mkuu wa Mwaka wa Kampuni, utakaofanyika Alhamisi, tarehe 15 Oktoba 2026 na katika kuahirishwa kwake kokote.

Kwa uthibitisho, Mimi/Sisi naweka/tunaweka sahihi yangu/yetu siku hii ya tarehe __________ mwezi wa ____________ 2026.

Sahihi ____________________ Sahihi ____________________

Tafadhali weka alama waziwazi kwenye kisanduku hapa chini ili kumwelekeza mwakilishi wako jinsi ya kupiga kura

AZIMIO	NAUNGA MKONO	NAPINGA	NAJIEPUSHA
1) Kupokea, kuzingatia na kupitisha Taarifa za Kifedha Zilizokaguliwa kwa mwaka uliomalizika tarehe 30 Juni 2026 pamoja na Ripoti za Mwenyekiti, Wakurugenzi na Wakaguzi kuhusiana nazo.			
2) Gawio a) Kuthibitisha gawio la muda kuhusiana na mwaka wa fedha uliomalizika tarehe 30 Juni 2026, wa Kshs 4.0 kwa kila hisa ya kawaida, ambao ulilipwa baada ya kukatwa kodi ya zuio, mnamo au karibu na tarehe 28 Aprili 2026 kwa wanahisa waliosajiliwa kufikia mwisho wa kazi tarehe 20 Februari 2026. b) Kupitisha gawio la mwisho la Kshs 8.70 kwa kila hisa ya kawaida kwa Mwaka wa Fedha uliomalizika tarehe 30 Juni 2026, litakalolipwa baada ya kukatwa kodi ya zuio kama ilivyopendekezwa na Wakurugenzi. Gawio hilo litalipwa mnamo au karibu tarehe 30 Oktoba 2026, kwa Wanahisa waliomo katika Sajili ya Wanachama kufikia mwisho wa siku ya kazi tarehe 19 Oktoba 2026.			
3) Uchaguzi wa Wakurugenzi: a) Felix Okoboi anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.			
b) Paul Makanza anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.			
c) Jimmy Mugerwa anastaafu kwa mzunguko kwa mujibu wa masharti ya Kifungu cha 117 cha Katiba ya Ndani ya Kampuni, na kwa kuwa anastahiki, anaomba kuchaguliwa tena.			
4) Mkurugenzi mwenye umri wa zaidi ya miaka sabini (70): Kwa mujibu wa masharti ya aya ya 2.5.1 ya Mbinu za Kanuni ya Utawala wa Kampuni kwa Watoaji wa Dhamana kwa Umma za mwaka wa 2015, ili kupitisha kuendelea kuhudumu kama Mkurugenzi kwa Dkt. Martin Oduor- Otieno, ambaye ametimiza umri wa miaka sabini (70), hadi atakapofikia tena muda wake wa kustaafu kwa mzunguko.			
5) Kuwachagua Wakurugenzi wafuatao, ambao ni wajumbe wa Kamati ya Bodi ya Ukaguzi na Udhibiti wa Hatari, kuendelea kuhudumu kama wajumbe wa kamati hiyo, kwa kutegemea kuchaguliwa tena kwa Wakurugenzi waliotajwa katika Ajenda ya 3 hapo juu: Felix Okoboi, Leo Breen, Jimmy Mugerwa; Ory Okolloh na Andrew Ross.			
6) Kupokea, kuzingatia na iwapo itaonekana inafaa, kupitisha Ripoti ya Malipo ya Wakurugenzi na malipo yaliyolipwa kwa Wakurugenzi kwa mwaka uliomalizika tarehe 30 Juni 2026.			
7) Kuwateua tena Wakaguzi Messrs. PricewaterhouseCoopers (PwC), kuendelea kuhudumu kama wakaguzi kwa mujibu wa Kifungu cha 721(2) cha Sheria ya Makampuni, Sura ya 486, Sheria za Kenya, na kuipa mamlaka Bodi ya Wakurugenzi kuamua malipo yao kwa mwaka wa fedha unaofuata.			

ELECTRONIC COMMUNICATIONS CONSENT FORM

Please complete in BLOCK CAPITALS

Full name of Proxy(s): ____________________

____

____

Address: ____________________

____

Mobile Number [ ]

Date: ____________________

Signature: ____________________

Please tick ONE of the boxes below and return to Image Registrars at P.O. Box 9287 - 00100 Nairobi, 5th Floor, Absa Towers (formerly Barclays Plaza), Loita Street:

Approval of Registration

I/WE approve to register to participate in the virtual Annual General Meeting to be held on 15 October 2026. [ ]

Consent for use of the Mobile Number provided

I/WE would give my/our consent for the use of the mobile number provided for purposes of voting at the AGM. [ ]

Notes:

1) If a member is unable to attend personally, this Proxy Form should be completed, signed and emailed to eabl.agm@eabl.com or delivered (together with a power of attorney or other authority (if any) under which it is assigned or a notarised certified copy of such power or authority) to Image Registrars Limited, 5th Floor Absa Towers (formerly Barclays Plaza), Loita Street, P.O. Box 9287 – 00100 GPO, Nairobi, so as to be received by Tuesday, 13 October 2026 at 11:00 a.m. i.e. 48 hours before the meeting or any adjournment thereof or, in the case of a poll taken subsequent to the date of the meeting, or any adjourned meeting, not less than 24 hours before the time appointed for the taking of the poll which is taken more than 48 hours after the day of the meeting or adjourned meeting.
2) In case of a member being a corporate body, the Proxy Form must be under its common seal or under the hand of an officer or duly authorised attorney of such corporate body.
3) As a shareholder, you are entitled to appoint one or more proxies to exercise all or any of your shareholder rights to attend and to speak and vote on your behalf at the meeting. The appointment of the Chairman of the meeting as proxy has been included for convenience. To appoint as a proxy any other person, delete the words "the Chairman of the Meeting or" and insert the full name of your proxy in the space provided. A proxy need not to be a shareholder of the Company.
4) Completion and submission of the form of proxy will not prevent you from attending the meeting and voting at the meeting in person, in which case any votes cast by your proxy will be excluded.
5) A vote "abstain" option has been included on the form of proxy. The legal effect of choosing this option on any resolution is that you will be treated as not having voted on the relevant resolution. The number of votes in respect of which votes are withheld will, however, be counted and recorded, but disregarded in calculating the number of votes for or against each resolution.

FOMU YA IDHINI YA MAWASILIANO YA KIELEKTRONIKI

Tafadhali jaza kwa HERUFI KUBWA

Jina kamili la Mwakilishi/Wawakilishi: ____

____

____

Anwani: ____

____

Namba ya Simu ya Mkononi: [ ]

Tarehe: ______________________

Sahihi: ______________________

Tafadhali weka alama ya tiki kwenye kisanduku KIMOJA kati ya vilivyo hapa chini na urejeshe kwa Image Registrars katika S.L.P. 9287 - 00100 Nairobi, 5th Floor, Absa Towers (awali Barclays Plaza), Loita Street

Idhini ya Usajili

MIMI/SISI ninaidhinisha/tunaidhinisha kujisajili kushiriki katika Mkutano Mkuu wa Mwaka wa mtandaoni utakaofanyika tarehe 15 Oktoba 2026. [ ]

Idhini ya matumizi ya Namba ya Simu ya Mkononi iliyotolewa

MIMI/SISI ninatoa/tunatoa idhini yangu/yetu kwa matumizi ya namba ya simu ya mkononi iliyotolewa kwa madhumuni ya kupiga kura katika Mkutano Mkuu wa Mwaka. [ ]

Maelezo:

1) Ikiwa mwanachama hawezi kuhudhuria binafsi, Fomu hii ya Mwakilishi inapaswa kujazwa, kutiwa saini na kutumwa kwa barua pepe kwa **eabl.agm@eabl.com** au kuwasilishwa (pamoja na hati ya uwakilishi au mamlaka nyingine (ikiwa ipo) ambayo chini yake imetolewa au nakala yake iliyothibitishwa na mthibitishaji wa hati au mamlaka kama hayo) kwa Image Registrars Limited, 5 Floor, Absa Towers (awali Barclays Plaza), Loita Street, S.L.P. 9287 – 00100 GPO, Nairobi, ili ipokelewe kufikia Jumanne, tarehe 13 Oktoba 2026 saa 11:00 a.m, yaani saa 48 kabla ya mkutano au kuahirishwa kwake kokote au, katika hali ya kura itakayopigwa baada ya tarehe ya mkutano, au mkutano wowote ulioahirishwa, saa 24 kabla ya muda uliowekwa kwa ajili ya upigaji kura huo unaofanywa zaidi ya saa 48 baada ya siku ya mkutano au mkutano ulioahirishwa.
2) Iwapo mwanachama ni shirika, Fomu ya Mwakilishi lazima iwe na muhuri wake wa kawaida au kutiwa saini na afisa au wakili aliyeidhinishwa ipasavyo wa shirika hilo.
3) Kama mwanahisa, una haki ya kuteua mwakilishi mmoja au zaidi kutekeleza haki zako zote au baadhi ya haki zako kama mwanahisa za kuhudhuria, kuzungumza na kupiga kura kwa niaba yako katika mkutano. Uteuzi wa Mwenyekiti wa mkutano kama mwakilishi umejumuishwa kwa urahisi wako. Ili kumteua mtu mwingine yeyote kuwa mwakilishi, futa maneno “the Chairman of the Meeting or” (Mwenyekiti wa Mkutano au) na uandike jina kamili la mwakilishi wako katika nafasi iliyotolewa. Mwakilishi hahitaji kuwa mwanahisa wa Kampuni.
4) Kujaza na kuwasilisha fomu ya mwakilishi hakutakuzuia kuhudhuria mkutano na kupiga kura katika mkutano huo ana kwa ana, ambapo kura zozote zilizopigwa na mwakilishi wako hazitahesabiwa.
5) Chaguo la kura la “abstain” (jiepushe) limejumuishwa kwenye fomu ya mwakilishi. Athari ya kisheria ya kuchagua chaguo hili kwa azimio lolote ni kwamba utachukuliwa kuwa hukupiga kura kuhusu azimio husika. Hata hivyo, idadi ya kura ambazo zimeepushwa itahesabiwa na kurekodiwa, lakini haitazingatiwa katika kuhesabu idadi ya kura za kuunga mkono au kupinga kila azimio.

8

APPENDICES

BRAND DETAILS

FLAGSHIP BRANDS

TUSKER

Made with 100% locally sourced ingredients, this crisp, refreshing, and perfectly balanced lager has been a source of fellowship, identity, and pride since 1922. Tusker has achieved multiple accolades, including being recognised as the second strongest brand in Africa and Kenya's strongest and fastest-growing brand, valued at Kshs 9.6 billion. It stands out as the only beer brand in the Top 10 strongest brands in Africa and is the sole representative from Kenya to break into the top two.

SERENGETI

A world-class recipe formulated with 100% malt to provide a smooth, palatable, slightly mellow, full bodied malty and grainy flavour. Serengeti, taking pride in supporting the national football team, Taifa Stars, has become Tanzanians' favourite beer brand.

BELL LAGER

Uganda's beer that lets the good times flow, Bell Lager dials up dynamism and with strong appeal among the young fun-loving consumer.

WHITE CAP LAGER

Admired for its unrivalled quality brought to life through its all-natural, no-added-sugar taste, this premium lager is made from the finest hops from Naru Moru and the purest spring water from the slopes of Mt Kenya.

KENYA CANE

With a legacy built since 1976, this brand has partnered with Savara on a new thematic brand campaign 'The Greats Toast Twice' to inject inspiration, dynamism and respect.

UGANDA WARAGI

A golden liqueur in variants of UG coconut, pineapple and lemon and ginger, and various formats between 200 ml and 1.5 l, Uganda Waragi caters to a variety of consumer needs.

EXPLORATION

SERENGETI LEMON

Brewed with the same local ingredients as our well-loved Lager and Lite, this addition to the Serengeti family balances bursting flavour with the pride and progressiveness of our brand.

MANYATTA

A range of premium cider in four flavours, Manyatta is designed as an expression of flavours of Africanness.

TUSKER CIDER

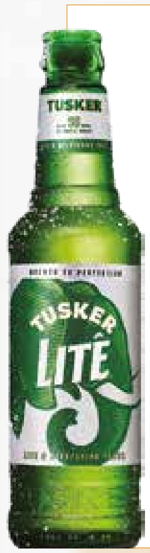
Golden and crisp, Tusker Cider has been the focus of drive to provide an accessible refreshing alternative to classic lager, ready-to-drink beverages, wine and flavoured drink.

BELL CITRUS

Lemon-flavoured lager crafted to reaffirm the brand's iconic status, this beer is available in a 300ml bottle at 4.2 ABV.

WHITE CAP CRISP

With undeniable growth in the wellness movement as consumers seek brands that fit into their healthy, happier and purposeful passions lifestyle, this super-premium beer is light on alcohol, refreshing, full of flavour with no added sugar, is aimed at our premium consumers.



TUSKER LITE

Providing refreshing and fresh taste without additional calories, this fine beer is specially formulated with a distinct recipe consisting of barley, cornstarch, and hops.

TUSKER NDIMU

This unique brew embodies the perfect marriage of a crisp lager and the zingy lemon-infused flavour that is a central part of Kenyan culture.

CHROME

As the most-loved spirit in Kenya, Chrome holds significant market share, with an annual growth of 20%.

UGANDA WARAGI LEMON AND GINGER

A golden liqueur with a combination of fresh zesty lemon and warm, spicy notes of ginger, is available in a 750ml bottle at 30% ABV.

VALUE FOR MONEY

SENATOR KENYA

In response to the significant challenge of illicit alcohol consumption that plagued Kenya in the early 2000s, Senator Kenya was developed to provide consumers with a high-quality alcoholic beverage at an affordable price, under regulated conditions, and now trailing only Guinness within Diageo by volume.

With sorghum as its main ingredient, Senator Keg ensures a stable supply chain and supports climate adaptation for local communities. By promoting sorghum farming, the beer bolsters crop diversification and enhances food security. This initiative has been particularly beneficial for over 40,000 farmers, most of whom work in poor and marginalised areas, and who now collectively earn over Kshs 2 billion annually.

PILSNER MFALME

Mfalme Pilsner is a premium craft beer brewed in Nairobi, offering a crisp, clean taste with subtle citrus and floral notes. Celebrated locally and internationally, it blends tradition with innovation. Named "king" in Swahili, this award-winning brew reflects the city's vibrant spirit **and dedication to quality, making it a true Kenyan favourite.**

KANE EXTRA

A leading Kenyan brown cane spirit crafted from the finest locally harvested sugarcane. Renowned for its distinctive flavour profile and golden quality, Kane Extra delivers a smooth drinking experience that is best enjoyed neat or with your favourite mixer.

TRIPLE ACE

A trusted Kenyan vodka brand, Triple Ace delivers a smooth and crisp drinking experience through its triple-distillation process. Its accessible price point and broad availability make it a preferred choice for social occasions and everyday celebrations.

ABBREVIATIONS

AGM	Annual General Meeting
AI	Artificial intelligence
ANADs	Non-alcoholic drinks
BARC	Board Audit and Risk Management Committee
BCG	Board Corporate Governance
BNRC	Board Nominations and Remuneration Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CMA Code	Capital Markets Authority (CMA) Code of Corporate Governance Practices for Issuers of Securities to the Public 2015
CoBC	Code of Business Conduct
CS	Cabinet Secretary of Treasury
EAD	Exposure at default
EBIT	Earnings before interest and tax
EBITDA	Earnings before interest, tax, depreciation and amortisation
ECL	Expected credit losses
EPS	Earnings per share
ERG	Employee resource groups
ERP	Enterprise resource planning
ESG	Environmental, social and governance
ESOP	Employee share ownership plans
FVOCI	Fair Value through Other Comprehensive Income
FY2024	Financial year ending 30 June 2024
FY2025	Financial year ending 30 June 2025
FY2026	Financial year ending 30 June 2026
FY2027	Financial year ending 30 June 2027
GBV	Gross Book Value
GDP	Gross domestic product
HR	Human resources
ICS	Institute of Certified Secretaries
IDU	International Distillers (Uganda) Limited
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
INED	Independent Non-executive Directors
ISA	International Standards on Auditing
IT	Information technology
KBL	Kenya Breweries Limited
KPI	Key performance indicators
KRA	Kenya Revenue Authority
Kshs	Kenyan Shilling
LGD	Loss given default
MD	Managing Director
NCI	Non-controlling interest
NSV	Net sales value
PAYE	Pay-as-you-earn
PD	Probability of default
PMO	Project Management Office
POLD	Public offers, listings, and disclosures
PwC	PricewaterhouseCoopers LLP
RTD	Ready-to-drink
SBL	Serengeti Breweries Limited
SCF	Supply chain financing
SMS	Short message service
SPPI	Solely payments of principal and interest
UG	Uganda Waragi
VAT	Value-add tax
WACC	Weighted average cost of capital
WASH	Water, sanitation and hygiene

CORPORATE INFORMATION

DIRECTORS

Dr. Martin Oduor-Otieno	Group Chairman
Ms. Jane Karuku	Group Managing Director
Ms. Risper G Ohaga	Group Chief Financial Officer (resigned on 30 June 2026)
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Mr. Jimmy Mugerwa**	
Ms. Ory Okolloh	
Mr. Felix Okoboi**	
Mr. Sathish Krishnan*****	(resigned on 4 August 2025)
Mr. Paul Deo Makanza***	
Ms. Lorna Benton*	
Ms. Hina Nagarajan*****	(appointed on 4 August 2025)
Mr. Andrew Ross****	(appointed on 4 August 2025)

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** Ugandan
*** Tanzanian
**** South African
***** Indian

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