

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

How We Engage Our Stakeholders



How We Engage Our Stakeholders	Our 2025 Performance On 'Spirit of Progress'	Summary of Our Progress	Managing Climate Related Risks and Opportunities
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At EABL, we recognise that our success is intrinsically linked to the relationships we forge with our stakeholders. For us, everyone who is affected by our business, and everyone who affects it, is a stakeholder. Our stakeholders range from employees to investors to corporate partners, and from consumers to communities, farmers and governments.

Consumers



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

Customers



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

Local Community Organisations & NGOs



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

People



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

Government & Regulators



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

Investors



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

Commercial Partners



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

Farmers



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

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How We Engage Our Stakeholders

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

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



Investors

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">Annual ReportFormal annual general meetingsMeetings between investors, senior leadership, and investor relations teamsConversations between investors, sustainability teams, and investor relations teamsOnline communications	<p>We view our investors as critical partners in our journey towards sustainable, responsible, and profitable growth. Their expectations around transparency, governance, and climate-related risk management are increasingly aligned with global standards, specifically IFRS S2. In response, we have strengthened our sustainability reporting to provide clear, decision-useful information about our climate strategy, risk management, and progress against our Sustainability Strategy’s Spirit of Progress targets. We disclose material information on Scope 1 and 2 emissions and we are enhancing our scenario planning, resilience assessments, and governance disclosures in line with ISSB standards.</p> <p>Through regular financial and ESG engagements, we ensure our investors are informed about how we are future-proofing our operations and creating long-term value.</p> <p>This year we held our annual half and full year investor briefings. In addition to that we held regular investor meetings and the organisation’s leadership was also available to engage with our investors on need basis.</p>



Employees

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">Employee policies, processes and guidelinesEmployee ‘Your Voice’ surveyTrainingTeam meetingsEmployee intranet/newslettersForums such as townhallsSpecial society/environmental events, e.g., Employee VolunteeringOur Sustainability Week	<p>We are committed to providing a safe, inclusive, and dynamic workplace that reflects the diversity of the markets we serve and supports the well-being and growth of every team member. This includes actively embedding climate awareness, social responsibility, and ethical practices into our corporate culture and operations.</p> <p>This year, we held various employee engagements ranging from:</p> <ul style="list-style-type: none">Townhalls that covered extensive information regarding the progress of our business performance.The organisation’s Extended Leadership Team was engaged in monthly and special quarterly business performance meetings to ensure that the strategy for the year was implemented to the dot.Staff were also taken through various training sessions touching on pan-organisation matters such as ‘Doing Business the Right Way’, for which a week-long ‘Pathway of Pride’ training was done.To refresh staff awareness on Health and Safety matters as well as the Sustainability Strategy, Spirit of Progress, a joint Health & Safety and Sustainability Week was held.During the year, a special Internal Culture reinvigorating initiative was also rolled out across the whole organisation.The year culminated with an exciting debut brands immersion initiative that was geared towards creating more staff awareness of our various brands. Dubbed ‘Diageo Way of Brand Building’, DWBB, the initiative covered a week-long communication campaign, culminating in a day-long unique showcase and immersion of our brands.

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Suppliers and Distributors

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• Briefings and direct meetings• Stakeholder forums, events and conferences• Long-term partnerships• EABL Plant visits	<ul style="list-style-type: none">• KBL held unique Suppliers’ and Distributors’ conferences that were well attended by these key stakeholders. Various topics were discussed, ranging from ensuring proper governance and compliance in our business partnerships to adopting sustainable ways of operations.• At SBL, the F25 distributor conference marked a significant step forward in strengthening our partnerships and enhancing our market strategies with our customers. The conference brought together key distributors from across the region, as well as representatives from major financial institutions in Tanzania.



Consumers

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• Consumer carelines• Formal market research• Brand and corporate websites• Social media• Product information on packaging	<p>We regularly engage with consumers to understand their evolving preferences, particularly around environmental impact, health, and responsible consumption. This feedback informs product innovation, packaging redesign, and our broader ESG strategy. This year, we engaged our consumers through brand research work and responsible drinking activations, including events, in-store promotions, and campus roadshows, reaching over 150,000 consumers directly.</p>



Farmers

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• One-on-one meetings or conversations• Field and factory visits• Workshops with value-chain partners• Connecting farmers with finance and agri-business partners	<ul style="list-style-type: none">• We are committed to building inclusive, resilient agricultural supply chains that create shared value for both the business and farming communities.• KBL progressed with the Global Labor Program in partnership with SightSavers and Syngenta Foundation. The program was geared towards taking farmers through an end-to-end process of training and access of markets for their produce.• Partnership with CARE Internation of Farmer Filed Schools where we trained more than 2,000 farmers.

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Government/Regulators

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• Briefings and direct meetings• Multi-stakeholder forums, events and conferences• Long-term partnerships• Public policy discussions and working groups• EABL Plant visits	<ul style="list-style-type: none">• In July last year, the Irish Deputy Prime Minister, Micheál Martin TD, toured the Tusker Biomass Steam Plant, which is part of EABL's path towards becoming a net zero carbon emitter in its direct operations by 2030.• Ireland's Minister of State for International Development and Diaspora, Neale Richmond, visited Kenya from March 10-14, 2025, as part of St. Patrick's Day celebrations. His visit's itinerary included a visit to our Tusker Brew House, where he also witnessed how we are producing our beverages using clean and renewable energy through our biomass Plant. The Minister was accompanied by the Irish Ambassador to Kenya, H.E. Caitríona Ingoldsby.• Participated in the KBL NSE Capital Corporate Governance Road Show - this event brought together key stakeholders in the financial and investment sectors, including corporate executives, policymakers, and thought leaders. It aimed to provide actionable insights on capital raising strategies, governance best practices, and sustainable investment opportunities in the Agricultural Sector. Group CEO Jane Karuku provided insights during the session.• SBL hosted the British High Commissioner to Tanzania, H.E. Marianne Young, and the UK Government's Trade Envoy to East Africa, Hon. Kate Osamor MP, at the Dar es Salaam Plant. The delegation engaged in meaningful dialogue about how public-private partnerships can unlock inclusive and sustainable growth across East Africa.• SBL hosted the Tanzania Parliamentary Committee for Industries, Trade and Environment at its Dar es Salaam Plant. The Committee's chairperson appreciated the visit, citing it as a step forward in understanding and supporting initiatives that align with Tanzania's broader goals for industrial and agricultural development.• UBL hosted the Parliament's Finance, Planning, and Economic Development committee at the plant on 8th October 2024. During the visit, the company showcased its utilisation of local raw materials, standards, and safety protocols, as well as its manufacturing processes for beer and Ready-to-Drink beverages.• Officials from the Ministry of Finance and Uganda Revenue Authority (URA) visited UBL's Plant in Luzira. The visit aimed to gain an understanding of the company's operations, the economic impact of our business, and how UBL contributes to Uganda's industrial growth, employment, and tax revenue.• UBL joined parliamentarians at the Parliament Anti-Counterfeit Expo aimed at amplifying the need for the Anti-Counterfeiting Goods and Services Bill. UBL joined other sector players to advocate for workable policies against counterfeits. The expo was graced by the Speaker of Parliament, who was accompanied by other Members of Parliament (MPs).

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Local Community Organisations and NGOs

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• One-on-one meetings or conversations• Multi-stakeholder forums• Education and capacity-building sessions• Ongoing partnerships	<ul style="list-style-type: none">• We participated in an event hosted by the Food & Agri Advisory Board (FAAB), focused on key developments within the food and agriculture sector. The forum brought together over 25 industry executives from across Africa, creating a platform for high-level dialogue and collaboration. Our Group Corporate Relations Director, Eric Kiniti, shared insights into our sustainability strategy and reaffirmed our commitment to regenerative agriculture, ensuring a sustainable agricultural ecosystem.• The three markets hosted multi-stakeholder dialogues aimed at addressing the challenges of illicit alcohol in the region. Bringing together a diverse group of stakeholders, the event was attended by representatives from key government institutions, regulatory authorities, industry players, and development partners. The platforms also addressed the impact of illicit alcohol on public health and safety, and the need to devise means of addressing this challenge.• In partnership with African Community Advancement Initiative (AFRICai), SBL conducted local community dialogues to educate communities in the effective management of water resources, community mobilisation with gender equality and ensure that adults and children understand and follow good personal hygiene practices.• SBL also conducted a WASH Bonanza as a way of promoting social inclusion and community engagement in WASH projects and highlighted the role of the formed women groups in enriching the projects and ensuring their long-term successful operations.• In partnership with the Bridge for Change, SBL conducted a stakeholder dialogue with the local government of the Kilimanjaro region on the dangers of underage drinking through the SMASHED programme.



Other Commercial Partners

Means of Engagement	Key Highlights for F25
<ul style="list-style-type: none">• Annual survey• Third-party supplier audits• Responses to customer requests for sustainability information• Multi-stakeholder forums	<ul style="list-style-type: none">• KBL hosted 50 Supply Chain Managers from Africa Global Logistics (AGL), our trusted logistics partner. The team was guided through KBL's brewing, packaging, UDV, and logistics operations, as well as EABL's sustainability agenda. The visit also served as a valuable platform to promote innovation and sustainability within the supply chain, fostering dialogue and collaboration on best practices for building more efficient, responsible, and future-ready logistics networks.• We joined other industry players during the ESG assurance round table event to discuss and share insights on ESG practices, reporting and readiness for the external assurance roadmap. As EABL, we had the opportunity to participate in a thought-provoking panel discussion where we highlighted the organisation's ESG initiatives, challenges and successes.

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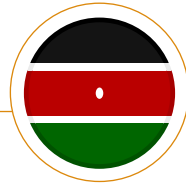
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External Stakeholders



Nairobi Securities
Exchange PLC



East African Cereals and
Grains Council



Alliance for a Green
Revolution in Africa



East African Business
Council



Institute of Certified Public
Accountants of Kenya



Cereals Growers
Association of Kenya



Food and Land Use
Coalition



Global Compact
Network Kenya



Law Society
of Kenya



Kenya Climate Innovation
Center



British Chamber of
Commerce Kenya



Kenya Alliance of Resident
Associations (KARA)



Kenya Association
of Hotel Keepers &
Caterers



Kenya Association of
Manufacturers



Kenya Private Sector
Alliance



Federation of Kenya
Employers



Kenya Forest Service



Kenya National
Chamber of Commerce
& Industry

Outdoor Advertising
Association of Kenya



National Alcohol and
Beverages Association
of Kenya



United Nations
Development
Programme



Marketing Society of
Kenya



Media Owners
Association



Pubs Entertainment
Restaurants Association
of Kenya

Kenya

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External Stakeholders



Tanzania

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External Stakeholders



THE REPUBLIC OF UGANDA
Ministry of Water and Environment

MEDIA COUNCIL OF UGANDA
"For a free and responsible press"

FUE
Federation of Uganda Employers

UMA
Uganda Manufacturers Association

PSFU
Business growth is our business

UGANDA LAW SOCIETY
Uganda Law Society

Uganda Police Force

KCCA
KAMPALA CAPITAL CITY AUTHORITY
Kampala Capital City Authority

Uganda Media Owners Association

CPA UGANDA
INSTITUTE OF CERTIFIED PUBLIC ACCOUNTANTS OF UGANDA

Uganda Securities Exchange

EABC
East African Business Council

Kapelebyong District Local Government

NEMA
National Environment Management Authority

National Agriculture Research Organisation

Otuke District Local Government

Uganda Alcohol Industry Association

SHAU
Safety & Health Association of Uganda

Uganda Advertisers Association

OPERATION WEALTH CREATION
Uganda Operation Wealth Creation

EAGC
EASTERN AFRICA GRAIN COUNCIL
East African Grain Council

ums
Uganda Marketing Society

Uganda Hotel Owner's Association

TGU
The Grain Council of Uganda (TGU)

KATAKWI DISTRICT Local Government
Katakwi District Local Government

UGANDA NATIONAL FARMERS FEDERATION
Farming is Honourable and Dignifying

Buganda Kingdom

Toro Kingdom

Busoga Kingdom

Uganda

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Stakeholder Engagement



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Stakeholder Engagement



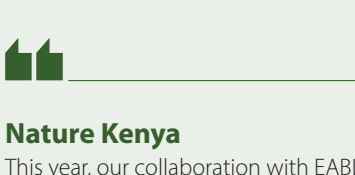
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Tanzania National College of Tourism-Learning for Life Hospitality Program

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

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



Nature Kenya

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

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

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

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



Kenya Association of Manufacturers

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

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

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

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

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

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Kampala Capital City Authority (KCCA)

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

Ms Juliet . W. Bukirwa,
Manager Partnerships, KCCA



Kenya Private Sector Alliance (KEPSA)

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

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



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

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



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

Dr. Callist Tindimugaya,
Acting Director, Water Resources Management

