

The Kakuzi Strategy

Kakuzi introduced the *Growing Together* strategy in 2023 to encourage economic inclusion and sustainable agriculture development. This strategy aims to benefit the business and nearby communities through collaborations, technical assistance, and prudent resource management. It aligns with the UN SDGs and is connected to Kenya's Agricultural Sector Transformation and Growth Strategy.

Through *Growing Together*, Kakuzi strengthened its position as a leader in sustainable agribusiness while promoting environmental responsibility and inclusive prosperity.

In 2024, we implemented the strategy with special emphasis on market diversification, operational efficiency, and building resilience for the future. Despite global supply chain challenges, climate change pressures, and political uncertainty, we sustained our efforts in advancing sustainability practices across our operations. From macadamia, avocado, and blueberry orchards to forestry and livestock, our aim is to ensure that every investment translates into shared value for all our stakeholders.

We continued with our expansion programs in line with our strategic plan, completing the final planting of macadamia orchards, which now cover 1,410 hectares. Additional expansions of our avocado orchards will occur in 2025, bringing our total area to 1,117 ha. Our new blueberry varieties also met expectations for the year, with production reaching 53 tonnes, up from 12 tonnes in 2024.

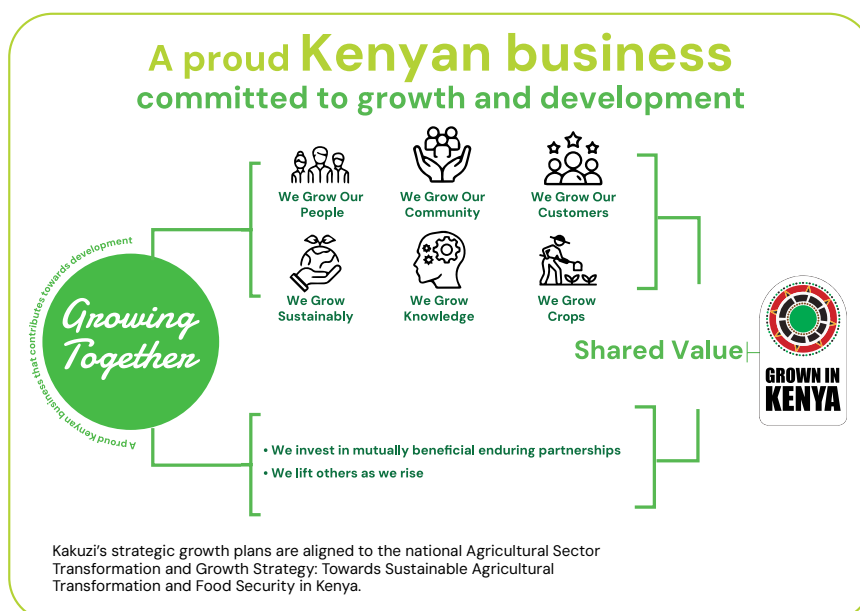
Moreover, our value addition strategy is progressing well. The Boran Barn restaurant has become a popular venue. Demand for our meat products, with proper 'field to fork' credentials, and our macadamia edible oil range has increased significantly, leading to a constant flow of customers through our farm market.

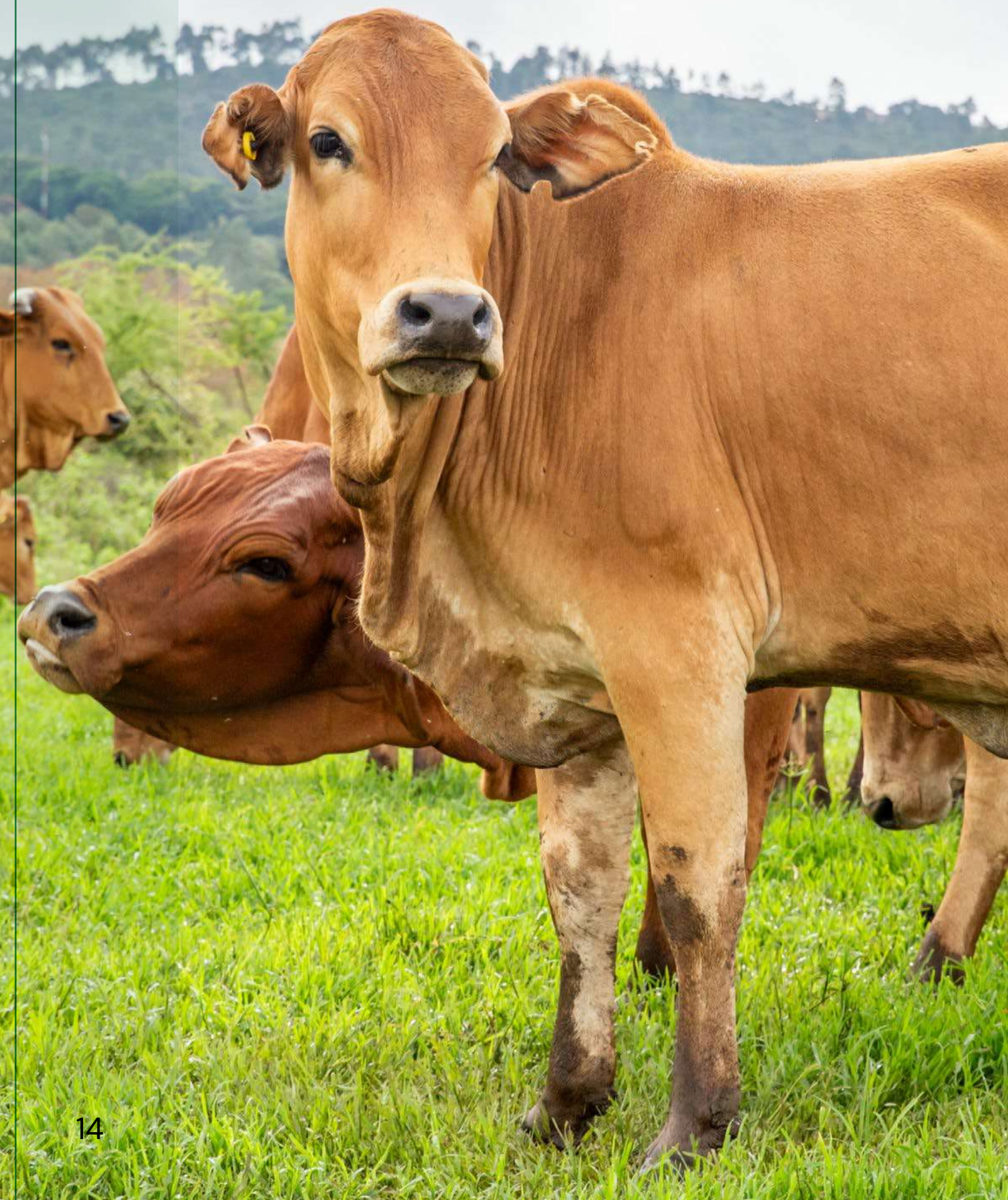
Growing Together in Practice

The *Growing Together* strategy is more than a vision, it is how we live out sustainability every day. It guides how we engage our people, care for the land, support our communities, and deliver responsibly grown products to the world.




- **We Grow Our People** – by investing in staff capacity, skills, and well-being to create a safe and empowering workplace.
- **We Grow Our Community** – through education, health, and livelihood programmes that uplift families and local businesses.
- **We Grow Our Customers** – by producing quality, responsibly grown products that meet global sustainability standards.
- **We Grow Knowledge** – by adopting innovation, research, and technology that strengthen resilience in agriculture.
- **We Grow Crops** – by practicing climate-smart agriculture that balances productivity with care for soil, water, and biodiversity.
- **We Grow Sustainably** – by embedding ESG principles into every decision, ensuring that environmental and social considerations guide our growth.

Together, these pillars reflect how Kakuzi creates lasting value: fostering partnerships, protecting ecosystems, and lifting others as we rise.





2024 Key ESG Highlights

ESG Pillar	Key Highlights
 Environmental	19 water storage dams constructed to support sustainable irrigation
	100% of wastewater treated and reused
	95% of farm waste recycled
	Close to 1,000 hectares under certified avocado production
	Over 300 hectares of indigenous forest preserved
	1,656 ha under sustainable commercial forestry
	100% compliance with National Environment Management Authority (NEMA) and international environmental regulations
 Social	More than 3,000 direct employees supported with decent work programmes
	More than 5,000 people reached through community development programmes
	Over KShs 50 million invested in community projects
	Six SDGs integrated into the company's operations
 Governance	Listed on the Nairobi Securities Exchange with 1,300+ shareholders
	Full compliance with UN Global Compact Principles
	Annual ESG risk assessments implemented

Product Diversity and Value Addition

To increase product value addition and grow responsibly, Kakuzi uses cutting-edge processing methods that optimise quality, sustainability, and competitiveness in the market.

We strive to satisfy international standards by making calculated investments in cutting-edge agro processing, providing customers with high-quality, traceable, and ethically sourced commodities.

Through value chain diversification, we boost local communities' prospects, stimulate economic growth, and reaffirm our dedication to ethical agribusiness. This includes producing macadamia-based goods, ready-to-eat avocados, tea, a diversified livestock portfolio, blueberries, honey production and sustainable forestry solutions. Our value addition strengthens Kakuzi's position as a pioneer in responsible and effective agriculture production while supporting our larger sustainability objectives.

Portfolio of products value added

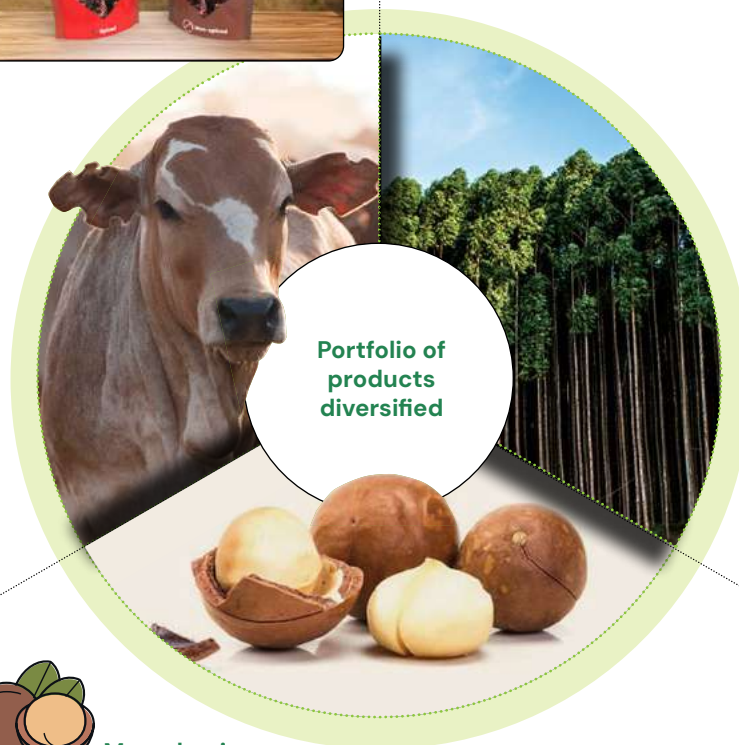
Livestock

Cattle; Goat; Sheep; Beef;
Biltong (spiced and non-spiced)



Forestry

Treated & untreated
timber; Wooden pallets;
Treated fencing poles;
Electricity poles



Portfolio of
products
diversified



Macadamia



Macadamia oil; Macadamia nuts (Dry Roasted Unsalted, Dry Roasted
Honey Coated, Dry Roasted Salted) Macadamia Chips Cereal Mix;
Macadamia Grounded Flour



The Boran Barn at Kakuzy Farm Market
serves up irresistible nyama choma,
crafted from our grass-fed Boran beef.



Progress on the SDGs

SDG	Key Performance Indicator (KPI)	2023 Achievement	2024 Achievement
3 GOOD HEALTH AND WELL-BEING 	Number of free medical camps held	3	5
	Number of individuals reached via free medical camp	727	Over 1,600
	Total investment in community welfare	Kshs. 24.5 million	Kshs. 25.5 million
4 QUALITY EDUCATION 	Total investment towards education	Kshs. 16.5 million	Kshs. 8.1 million
	Classroom furniture donated	395 desks, lockers, tables, and chairs to 18 schools	398 desks, lockers, tables, and chairs to 22 schools
	Students benefiting from education programmes	600+ learners mentored, 15 scholarship beneficiaries	600+ learners mentored, 7 in high school, 5 in vocational training
5 GENDER EQUALITY 	Number of sanitary towels distributed	2,000+ sanitary towels distributed	2,200+ learners, 3,000 employees sensitised, 2,600+ sanitary towels distributed
6 CLEAN WATER AND SANITATION 	Rainwater harvested and stored	13 million m³ across 19 dams	12 million m³ across 19 dams
	Schools with rainwater harvesting facilities	4 institutions	4 institutions
8 DECENT WORK AND ECONOMIC GROWTH 	Jiko Kisasa	Fitted over 1,000 households with double-energy-saving stoves	Completed 4 th phase of Jiko Kisasa project, benefiting 1,500 households
	Jiko Kisasa training	101 local youths trained on construction and maintenance	100 local youths trained on construction and maintenance
	Support for local suppliers	Kshs. 51 million in payments to local suppliers and contractors.	Kshs. 66.9 million spent on local suppliers
13 CLIMATE ACTION 	Tree donation	300+ donated to communities	600+ donated to communities

Our value creation model



Our value creation model

Output	Outcome	
Reduced Environmental Footprint – Efficient water use, waste management, recycling	<ul style="list-style-type: none"> 100% recycling/repurposing of macadamia husks 13 million m³ of rainwater captured and stored in 19 water dams 300 hectares of indigenous trees planted 12% of total land under forest cover 	
Certification and Compliance	Accreditations <ul style="list-style-type: none"> Rainforest Alliance GLOBALG.A.P. SMETA Certified 	<ul style="list-style-type: none"> SSC 22000 Halal Diamond Mark of Quality Kosher
Community empowerment	<ul style="list-style-type: none"> Kshs. 66.9 million paid to local suppliers and contractors 398 desks, lockers, tables, and chairs to 22 schools 2,600 sanitary towels provided Medical camps served over 1600 individuals 	<ul style="list-style-type: none"> 100 local youths trained on construction and maintenance of jiko kisasa Completed 4th phase of Jiko Kisasa project, benefiting 1,500 households
People – Skills development, career progression, diversity management	<ul style="list-style-type: none"> Workforce of 3,743 employees in 2024. 64% male and 36% female. 	<ul style="list-style-type: none"> Over 5,000 training programmes on health & safety, human rights, fire safety, food hygiene, and supervisory management.
Product safety – post-harvest, handling and accreditations	Accreditations <ul style="list-style-type: none"> SSC 22000 GLOBALG.A.P. 	<ul style="list-style-type: none"> Halal Certification Diamond Mark of Quality
Robust Governance Structure and Investor confidence – Return on investments, shareholder value	<ul style="list-style-type: none"> Implemented succession planning and diversity policy 245 operational grievances mechanism (OGM) cases being processed last year, 239 were resolved. Kakuzi paid KShs. 51 million in income taxes. 	
Risk Mitigation & Compliance	<ul style="list-style-type: none"> Dedicated Board Committees (Audit & Risk, Legal Risk, Nomination & Remuneration, and Human Rights Advisory) provide independent oversight, reinforcing transparency and accountability. Stakeholder Engagement: The SIKIKA platform provides employees and communities with a clear channel for concerns and redress, while the Operational Grievance Mechanism resolved 239 of 245 cases last year. 	<ul style="list-style-type: none"> Standards & Compliance: Kakuzi holds global certifications (FSSC 22000, Rainforest Alliance, GLOBALG.A.P.) and undergoes regular audits to uphold international standards. Ethics & Training: Regular staff training strengthens ethical decision-making, anti-corruption practices, and governance awareness.



Our governance framework is designed to promote sustainable growth while safeguarding the interests of all stakeholders, including shareholders, employees, customers, and the communities in which we operate