



Emerging  
*Stronger*  
A better Future

# DIRECTORS' REPORT

The Directors submit their report together with the audited financial statements for the year ended 30 June 2021, which disclose the state of affairs of East African Breweries Limited ("EABL" or the "Company") together with its subsidiaries (together the "Group"). The annual report and financial statements have been prepared in accordance with the requirements of the Kenyan Companies Act 2015.

## 1. Principal activities

The Company and the Group are involved in marketing, production and distribution of a collection of brands that range from beer, spirits to adult non-alcoholic drinks.

## 2. Results

The Group and Company results for the year are set out on page 129 and page 131 respectively.

## 3. Business review

### i) Business performance

In the year under review, the COVID-19 pandemic continued to present significant challenges to our business. This was characterized by starting the financial year under trade and movement restrictions with a partial re-opening of bars in Kenya in the first quarter of the financial year and closing the financial year in yet another lockdown in Uganda and limited bar operating hours in Kenya.

Throughout the year, the three countries were variously impacted by COVID-19. The Group's brands, financial stability, and resilience in the face of adversity were critical factors that helped us navigate this period, which demonstrates a recovery in performance. Net revenue increased 15% to Kshs 86 billion, driven by broad based growth across all markets. This performance reflects a strong recovery and resilience in consumer demand despite a challenging operating environment. Gross profit increased 13% to Kshs 37.4 billion compared to prior year as net revenue growth was partially offset by higher cost of sales. The drivers of high cost of sales include excise duty increases, additional costs related to digital tax stamp implementation in Uganda and general price inflation which was partially mitigated by pro-active cost-saving initiatives.

Profit before tax increased by 2% to Kshs 10.8 billion compared to the prior year with net revenue growth partially offset by the impact of one-off tax provisions. Profit after tax marginally declined 1% to Kshs 6.9 billion compared to Kshs 7.0 billion reported in the prior year. Excluding the impact of one-off tax provisions of Kshs 2.8 billion, the group's profit after tax would have closed at Kshs 8.8 billion, representing a 25% growth compared to the prior year.

Net cash from operating activities closed at Kshs 14.6 billion, a significant improvement of Kshs 11.3 billion compared to the prior year where liquidity was strained due to the impact of COVID on business performance. The improvement in net cash from operations is attributable to improvement in operating profit and working capital benefits which demonstrates how we are focusing on day to day cash management.

### ii) Operating environment

The COVID-19 pandemic brought about socio-economic challenges that disrupted our customers, strained consumer wallets and interrupted the on-trade channel of our business. Beyond the pandemic, there were also macro-economic pressures, with the depreciation of the Kenya shilling, and the roll-back of COVID tax relief measures. The impact of the pandemic led to unpredictable times, which required us to closely track consumers' attitudes and motivations, and convert these trends to invest effectively in advertising and promotion, and drive sustainable innovation of new products for consumers.

Inflation was relatively stable across the countries, except for Kenya having a relatively higher inflation rate compared to her neighbors; the key driver being fuel and food prices. Tanzanian and Ugandan currencies were relatively stable for the better part of the financial year, with depreciation of the Kenya Shilling ranging between 5% and 9% within the year.

### iii) Policy and regulation

The tax and regulatory landscape remain key influencers to the Group's business performance and strategic decisions. The market has some of the highest alcohol excise tax rates in Sub Saharan Africa. The Kenya excise regime is a lot more aggressive than that of Tanzania and Uganda. We expect the Kenya government to continue with between the 5-8% inflationary increases. With general elections concluded in Uganda and Tanzania, we anticipate there might be some policy shifts as governments seek to address post COVID recovery and stimulus packages for ailing sectors of the economy. Kenya general elections will be held in 2022 and there is a possibility of having a constitutional referendum in 2021.

In Uganda, the Alcohol Control Policy was passed in September 2019, and we anticipate this could introduce regulations directed at curbing marketing freedoms, trading hours and licensing, joining Kenya, who already have similar restrictions.

### iv) Sustainability

We are committed to creating shared value in the communities where we live, work, source and sell, ensuring that our products and operations do not cause harm. We are therefore taking the lead in developing solutions to challenges such as climate change, water scarcity, inequality, and harmful alcohol consumption.

To promote positive drinking, our objective is to demonstrate leadership in ensuring people drink better, addressing alcohol misuse, and advocating for moderation. We have partnered with a range of organisations and state actors across the region, including the National Transport and Safety Authority Kenya (NTSA), Dodoma Regional Traffic Police Division and the Alcoholic Beverages Association of Kenya (ABAK), to launch a series of campaigns aimed at enhancing road safety and instilling responsible behaviour amongst road users. For example, our Don't Drink and Drive Campaign in Tanzania has reached over 300,000 people, including bus drivers and boda boda riders.

## DIRECTORS' REPORT (continued)

### 3. Business review (Continued)

#### iv) Sustainability (Continued)

With the ever-increasing demand for visual content driven by global trends that has seen platforms like TikTok, SnapChat and Instagram Stories take root among the youth, UBL's Red Card and 'Cool Teens Don't Drink' campaign launched 'Suubi' under the global Smashed program.

Across East Africa, we are committed to driving an ambitious inclusion and diversity strategy that is consistent with our performance targets and relevant to the consumer base we serve. We successfully launched a pilot project in partnership with Sight Savers whereby 39 farmers with disabilities in Homa Bay county in Kenya were enlisted into our sorghum contract farming scheme. We are keen on advancing this by enlisting more people with disabilities as suppliers, distributors, and employees across our value chain and aim to have 3% representation by 2030.

As part of our commitment to grain to glass sustainability and under the banner 'Water for Life', we have launched a series of community-based water projects aimed at providing safe, reliable and sustainable supply of the commodity to communities across the East African region. Our water projects have improved access and availability of clean and safe water to over six million people in Tanzania, Uganda and Kenya. We are well on our way to accomplishing our 2030 targets on preserving water for life.

#### Water of Life

In Kenya, we have impacted over 2.5 million people, improving with their access to potable water. In Tanzania, Serengeti Breweries Limited has drilled over 18 boreholes across the country, providing water to over two million people in water-stressed areas. Between Uganda, Tanzania and Kenya, 'Water of Life' has improved access and availability of water for over six million people.

Water is a key ingredient in our manufacturing process. We also recognise that in Africa we operate in some of the most water stressed cities in the world. Water stewardship therefore is a critical enabler to building a sustainable business model for us. We have set ambitious targets to reduce water usage in all our manufacturing sites.

Every day, we treat all our water through an efficient water treatment plant with the aim of returning 100% of wastewater from our operations back to the environment safely. Over the past years we have invested in numerous areas of our business to substantially reduce the amount of water that we use in our processes. Currently, we are investing in new water recovery, purification and reuse facilities across 3 sites in East Africa, including both Tusker and Kisumu sites in Kenya, as well as in Uganda. This very modern technology will drastically reduce our consumption of water further.

When it comes to delivering efficiency in water and energy use per litre of beer produced, our sites are in the top five ranking of all global beer production sites. As of September 2020, Uganda Breweries Ltd recorded the lowest ever water ratio of 2.4HL/HL ( 2.4 hectolitres per hectolitre of beer) , against its stretch target of 2.79 HL/HL with a previous gross usage of 3.4HL/HL.

We also take pride in a network of over 60,000 farmers from whom we source our raw materials (sorghum and barley). Our local sourcing programme is a crucial business priority for us because it enables us to grow value together with the farmers in East Africa. During the lockdown due to COVID-19, the economic restrictions depressed our sales and in turn caused us to reduce our grain demand. However, we took various steps to mitigate the impacts of the pandemic on our farmers. We honoured all the contracts, purchasing approximately 45,000 tons of barley and 32,000 tons of sorghum and paid all the farmers.

Our smallholder farmers are already feeling the effects of climate change, which is unfortunately likely to get worse in the coming decade. We provide direct support to our farmers in the form of regular trainings on sustainable farming practices, early warning and assessment. We also provide drought-resistant seed varieties to our farmers to help them be more resilient in the face of climate challenges.

Lastly, we have strategically partnered with private and public entities to amplify environmental sustainability and promote coordinated responses to the climate emergency.

#### v) Employees

##### *Employee support during the COVID-19 pandemic*

The business has put in place specific guidelines on critical support to employees that covers the gamut of employee experience and challenges during these unprecedented times. These guidelines include specifics on individual employee well-being and resilience, support with tools and technology to work from home, keeping employees connected virtually, managing people processes such as recruitment, onboarding and absence, and pay principles that should apply due to changes in ways and nature of work.

##### *Inclusion and diversity*

We believe the most inclusive and diverse culture makes for a better business; we champion inclusion and diversity across our business, with our partners and communities.

We have targets for our leadership cohort to be 50% female by 2030, we are currently at 36%. We also focus on equal hiring throughout the business across all levels, for example our Commercial Graduate Program intake recruit is 100% women in Kenya and Uganda, we have increased the number of women in STEM (Science, Technology, Engineering Mathematics) roles to 30 through apprenticeships across Kenya, Uganda and Tanzania. Today, 100% of our Cube Spirits Line in Tanzania are female.

## DIRECTORS' REPORT (continued)

### 3. Business review (Continued)

#### v) Employees (Continued)

We believe the importance of role models should never be overlooked. We make sure our female leaders through our Spirited Women network are highly visible, with a platform to share their career stories with candour; whether that is at panel discussions, awards or coaching and mentoring events.

#### *Continuous learning journey*

The pandemic presented a unique growth opportunity and we repurposed our learning to focus on wellbeing, life skills, navigating complex challenges, leading self and others in a virtual environment and building capabilities that are relevant for the future of work. Through the year, we continued to provoke everyday learning from everyday experiences and self-directed learning supported by My Learning Hub as well as leveraging Leaders as Teachers to build the requisite functional and leadership capabilities across the business.

#### vi) Internal policy framework

EABL endeavours to ensure that it has best in class policies in the region. EABL wishes to highlight in particular the diversity, procurement and ICT policies that are in place and are constantly updated in order to incorporate current trends in the region and the fast pace of advancement in technology.

#### vii) 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 2021.

### 4. Dividends

The Directors do not recommend a dividend for the year ended 30 June 2021 in recognition of the need to conserve cash in view of the continued volatility occasioned by the COVID-19 pandemic and the impact on our industry (2020: total dividend of Kshs 3 per share amounting to Kshs 2,372,323,000).

### 5. Directors

The Directors who held office during the year and to the date of this report are set out on page 110.

### 6. Employees

The Directors are pleased once again to record their appreciation to all the employees of the Group for their tireless efforts, energy and dedication during the year.

### 7. 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.

### 8. Terms of appointment of Auditor

PricewaterhouseCoopers continue in office in accordance with the Company's Articles of Association and Section 719 of the Kenyan 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.

### 9. Approval of financial statements

The financial statements were approved by the Board of Directors on 29 July 2021.

#### By order of the Board

**Ms. Kathryne Maundu**

Company Secretary

Date: 29 July 2021

# RIPOTI YA WAKURUGENZI

Wakurugenzi wanawasilisha ripoti yao pamoja na taarifa za kifedha za mwaka uliokamilika 30 Juni 2021, ambazo zinaonyesha hali ya East African Breweries Limited ("EABL" au "Kampuni") pamoja na kampuni zake tanzu (kwa pamoja "Kundi"). Ripoti ya kila mwaka na taarifa za kifedha zimeandaliwa kwa mujibu wa maelezo kwenye Sheria ya Kampuni ya 2015.

## 1. Shughuli kuu

Kampuni hii na Kundi zinajihusisha katika mauzo, uzalishaji na usambazaji wa mkusanyiko wa nembo za bidhaa ambazo ni kuanzia bia, pombe kali hadi kwa vinywaji vya watu wazima visivyo na kileo.

## 2. Matokeo

Matokeo ya Kundi na Kampuni ya kipindi hicho yamechapishwa katika ukurasa wa 127 na ukurasa wa 129 mtawalia.

## 3. Utathmini wa biashara

### i) Matokeo ya biashara

Katika mwaka tunaoungazia, janga la COVID-19 liliendelea kutoa changamoto kwa biashara yetu. Hii ilikuwa ni pamoja na kuanza mwaka kwa watu kuwekewa shuruti la kutotoka nje na masharti ya kutosafiri. Baa zilifunguliwa kwa muda katika robo ya kwanza ya mwaka Kenya. Mwaka wa kifedha ulimalizika kwa shuruti jingine la kutotoka nje Uganda na baa kufunguliwa kwa muda tu Kenya.

Katika mwaka huo wote, mataifa yote matatu yaliathiriwa na COVID-19 kwa njia mbalimbali. Nembo za Kundi, uthabiti wa kifedha, na ukakamavu wakati wa majanga ndivyo vitu vikuu vilivyotusaidia kupitia kipindi hicho ambapo matokeo yetu yalianza kuimarika. Mapato ghafi yalikuwa kwa 15% hadi Kshs 86 bilioni, hili likichangia na ukuaji mpana katika masoko yote. Matokeo haya ni dhihirisho la kuimarika tena na ukakamavu kwenye mahitaji upande wa wateja licha ya mazingira kuwa magumu. Faida ghafi iliongezeka 13% hadi Kshs 37.4 bilioni ukilinganisha na mwaka uliotangulia. Ukuaji wa mapato halisi ulipunguzwa kiasi na gharama ya juu ya kufanikisha mauzo. Vitu vilivyochangia gharama ya kufanikisha mauzo kupanda ni pamoja na; kuongezwa kwa kodi ya bidhaa, gharama za ziada zilizotokana na utekelezaji wa stempu za kidijitali Uganda pamoja na mfumko wa bei za bidhaa ambao kwa kiwango fulani athari zake zilipunguzwa na mikakati yetu ya kupunguza matumizi.

Faida kabla ya ushuru iliongezeka kwa 2% hadi Kshs 10.8 bilioni ukilinganisha na mwaka uliotangulia huku ukuaji wa mapato halisi ukiathiriwa kiasi na kutengwa kwa pesa za kulipa kodi ya mara moja. Faida baada ya ushuru ilipungua kidogo kwa 1% hadi Kshs 6.9 bilioni ukilinganisha na Kshs 7.0 bilioni tulizopata mwaka uliotangulia. Ukiondoa athari za kutengwa kwa kodi ya mara moja ya jumla ya Kshs 2.8 bilioni, faida ya Kundi baada ya ushuru ingelikuwa Kshs 8.8 bilioni ambao ungekuwa ni ukuaji wa 25% ukilinganisha na mwaka uliotangulia.

Fedha zilizoingia kwa kampuni kutokana na shughuli zetu za kibiashara zilifikia Kshs 14.6 bilioni, ambapo ni kuimarika pakubwa ukilinganisha na Kshs 11.3 bilioni mwaka uliotangulia ambapo kulikuwa na changamoto katika upatikanaji wa pesa kutokana na athari za COVID kwenye biashara yetu. Kuimarika huku kwa pesa zilizotokana na shughuli zetu kunatokana na kuimarika kwa faida ghafi baada ya kuondoa gharama ya uendeshaji shughuli na pia manufaa kutokana na mtaji. Haya yanadhihirisha jinsi tunavyoangazia usimamizi wa fedha siku kwa siku.

### ii) Mazingira ya uendeshaji shughuli

Janga la COVID-19 lilileta changamoto za kijamii na kiuchumi zilizowatatiza wateja wetu, kuathiri uwezo wao wa kifedha na kutatiza pia mfumo wa uuzaji wa biashara yetu. Kando na janga, kulikuwa pia na shinikizo za kiuchumi zilizotokana na kushuka thamani kwa shilingi ya Kenya, na kuondolewa kwa nafuu za ushuru zilizokuwa zimewekwa kupunguza makali ya COVID. Athari za janga hili zilichangia kuwepo kwa kipindi cha kutotabirika kilichotuhitaji kufuatilia kwa karibu mitazamo ya wateja na sababu yao ya kufanya mambo, na pia kubadilisha mitindo ili kutuongoza kuwekeza katika matangazo na uvumishaji wa bidhaa, na kuongoza uvumbuzi wa bidhaa endelevu za kutumiwa na wateja.

Kiwango cha mfumko wa bei za bidhaa na huduma kilikuwa imara katika mataifa tunayohudumu, ingawa kiwango hiki Kenya kilikuwa juu kidogo ukilinganisha na majirani zake. Sababu kuu ilikuwa bei ya mafuta na vyakula. Sarafu za Tanzania na Uganda zilikuwa pia thabiti kwa sehemu kubwa ya mwaka huo wa kifedha, huku shilingi ya Kenya ikishuka thamani kwa kati ya 5% na 9% katika mwaka huo.

### iii) Sera na sheria

Ushuru na sheria vimebaki kuwa vitu vinavyoathiri sana matokeo ya kibiashara ya Kundi na maamuzi makuu ya kimkakati. Soko hili lina viwango vya ushuru wa bidhaa za vileo vilivyo miongoni mwa viwango vya juu zaidi Afrika kusini mwa Sahara. Mfumo wa ushuru huo Kenya una makali zaidi kuliko Tanzania na Uganda. Tunaitarajia serikali ya Kenya kuendelea na ongezeko la 5-8% kuambatana na mfumko. Ikizingatiwa kwamba Uganda na Tanzania tayari wamefanya uchaguzi, tunatarajia kwamba huenda kukawa na mabadiliko fulani ya kisera serikali zinapokaribia kutafuta njia za kufufua uchumi baada ya janga la COVID na pia kutoa vichocheo kwa sekta zilizoathirika kwenye uchumi. Uchaguzi mkuu Kenya utafanyika 2022 na kuna uwezekano wa kura ya maamuzi kuhusu marekebisha ya katiba kufanyika 2021.

Nchini Uganda, Sera ya Udhubi wa Vileo ilipitishwa Septemba 2019, na tunatarajia hii huenda ikaleta mabadiliko ya kisheria yenye lengo la kupunguza uhuru wa kutangaza, masaa ya kuuza vileo pamoja na utoaji leseni, na hivyo kujiunga na Kenya ambayo ina masharti kama hayo.

### iv) Uendelevu

Tumejitolea kujenga thamani ya pamoja katika jamii katika maeneo ambapo tunaishi, kufanyia kazi, kununua malighafi na kuuza bidhaa, ili kuhakikisha bidhaa zetu na shughuli zetu hazisababishi madhara. Kwa hivyo, tumechukua uongozi katika kutengeneza suluhu kwa changamoto kama vile mabadiliko ya tabia nchi, uhaba wa maji, ukosefu wa usawa, na unywaji wa kiholela wa pombe.

Ili kuendeleza unywaji pombe wa kuwajibika, lengo letu ni kudhihirisha uongozi katika kuhakikisha watu wanakunywa pombe kwa njia ya kuwajibika, kuangazia matumizi mabaya ya pombe na kuendeleza unywaji wa pombe kwa kipimo. Tumeshirikiana na mashirika mbalimbali na idara za serikali kote kwenye kanda hii, ikiwemo Mamlaka ya Taifa ya Uchukuzi (NTSA), Polisi wa Trafiki Kanda ya Dodoma na Chama cha Vinywaji

# RIPOTI YA WAKURUGENZI (inaendelea)

## 3. Utathmini wa biashara (mwendelezo)

### iv) Uendelevu (mwendelezo)

vyenye Vileo Kenya (ABAK), kuzindua msururu wa kampeni zinazolenga kuimarisha usalama barabarani na kuhimiza tabia za kuwajibika kwa watu wanaotumia barabara. Kwa mfano, kampeni yetu ya Don't Drink and Drive kwa maana ya usinywe na kuendesha gari Tanzania imewafikia zaidi ya watu 300,000, wakiwemo madereva wa mabasi na waendeshaji boda boda.

Kutokana na ongezeko la umaarufu wa video ambao ndio mtindo sasa duniani ambapo mitandao kama vile Tik Tok, Snap Chat na Instagram Stories imekuwa maarufu sana miongoni mwa vijana, kampeni ya UBL ya Red Card (Kadi Nyekundu) na 'Cool Teens Don't Drink' (Vijana Wazuri Hawanywi) ilizindua filamu ya 'Suubi' kwenye mpango wa kuhamaisha na kuelimisha vijana wa Smashed.

Kote Afrika Mashariki, tumejitolea kuendeleza mkakati wa kuwajumuisha watu wa aina na asili mbalimbali, kuendana na malengo yetu na kuendana na wateja tunaowahudumia. Tulifanikiwa kuzindua mradi wa majaribio kwa ushirikiano na Sight Savers ambapo wakulima 39 wenye ulemavu wa aina mbalimbali kaunti ya Homa Bay nchini Kenya walijumuishwa kwenye mpango wetu wa wanakandarasi wanaotukuzia mtama. Tuna hamu ya kuendeleza mpango huu kwa kuwajumuisha watu zaidi wenye ulemavu kuwa wauzaji, wasambazaji na wafanyakazi wetu katika ngazi mbalimbali za shughuli zetu. Lengo letu ni wawe 3% kufikia 2030.

Kama sehemu ya kujitolea kwetu katika uendelevu wa kuanzia kwa nafaka hadi kwa gilasi na chini ya kauli mbiu ya 'Water of Life', kwa maana ya Maji ya Uhai, tulizindua msururu wa miradi kadha ya maji yenye lengo la kutoa maji safi, ya kutegemewa na endelevu kwa jamii maeneo mbalimbali kote kanda ya Afrika Mashariki. Miradi yetu ya maji imeboresha upatikanaji wa maji safi na salama kwa zaidi ya watu milioni sita Tanzania, Uganda na Kenya. Tumo kwenye hatua nzuri ya kutimiza malengo yetu ya 2030 kuhusu uhifadhi wa maji kwa ajili ya uhai.

### Maji ya Uhai

Nchini Kenya, tumewafaa zaidi ya watu 2.5 milioni kwa kurahisisha upatikanaji wa maji safi kwao. Nchini Tanzania, SBL imechimba visima zaidi ya 18 kote nchini humo, vinavyotoa maji kwa watu zaidi ya milioni mbili katika maeneo yenye shida ya maji. Kwa jumla Uganda, Tanzania na Kenya, 'Maji ya Uhai' imeimarisha upatikanaji wa maji kwa watu zaidi ya milioni sita.

Maji ni kiungo muhimu katika shughuli yetu ya kutengeneza vileo viwandani. Tunatambua kwamba barani Afrika huwa tunaendesha shughuli zetu katika baadhi ya miji yenye shida kubwa zaidi za maji duniani. Uwajibikaji kuhusu maji kwa hivyo ni kiungo muhimu katika kuwa na muundo wa biashara endelevu kwetu. Tumejiwekea malengo makubwa ya kupunguza matumizi ya maji katika viwanda vyetu vyote, na hata zaidi Afrika ambapo hitaji ni la dharura zaidi.

Kila siku, huwa tunatibu maji yetu kupitia kiwanda cha kutibu maji kwa lengo la kuhakikisha 100% ya maji taka kutoka kwa shughuli zetu za viwandani yanarejeshwa kwenye mazingira yakiwa salama. Kwa miaka mingi iliyopita, tumewekeza katika maeneo mengi ya biashara yetu ili kupunguza maji tunayotumia katika viwanda vyetu kwa kiwango kikubwa. Kwa sasa, tunawekeza katika mitambo mipya ya kunusuru maji, kuyasafisha na kuyatumia tena katika viwanda vyetu katika maeneo 3 Afrika Mashariki, ambapo ni pamoja na Tusker na Kisumu nchini Kenya, pamoja na Uganda. Teknolojia hii ya kisasa sana itatusaidia kupunguza matumizi ya maji hata zaidi.

Katika kutumia vyema maji na nishati kwa kila lita ya bia inayozalishwa, viwanda vyetu vimo kwenye tano bora miongoni mwa viwanda bora zaidi duniani. Kufikia Septemba 2020, Uganda Breweries Ltd iliandikisha kipimo cha chini zaidi cha 2.4HL/HL (2.4 hektolita kwa kila hektolita ya bia), ukilinganisha na lengo la 2.79 HL/HL. Kiwango cha awali kilikuwa 3.4HL/HL.

Tunajivunia pia mtandao wa zaidi ya wakulima 60,000 ambao huwa tunanunua malighafi (mtama na shayiri) kutoka kwao. Mpango wetu wa kununua kutoka kwa wenyeji unapewa kipaumbele sana nasi kibiashara kwani hutuwezesha kukuza thamani yetu kwa pamoja na wakulima Afrika Mashariki. Wakati wa shuruti la kutosafiri kutokana na COVID-19, vikwazo vya kiuchumi vilivyowekwa viliathiri mauzo yetu nalo hilo likaathiri mahitaji ya nafaka. Hata hivyo, tulichukua hatua mbalimbali kupunguza athari zake kwa wakulima. Tulitimiza ahadi zote kwenye mikataba ya ununuzi, kwa kununua takriban tani 45,000 za shayiri na tani 32,000 za mtama na kuwalipa wakulima wote.

Wakulima wadogo wadogo tayari wanahisi athari za mabadiliko ya tabia nchi, ambazo zinataraajiwa kuwa mbaya zaidi katika mwongo ujao. Huwa tunatoa usaidizi wa moja kwa moja kwa wakulima kwa njia ya mafunzo ya mara kwa mara kuhusu mbinu endelevu za ukulima, tahadhari ya mapema na utathmini. Pia huwa tunawapa aina za mbegu zinazoweza kuhimili kiangazi ili kuwasaidia kuweza kukabiliana na changamoto za mabadiliko ya tabia nchi.

Mwisho, tumeshirikiana na asasi za kibinafsi na za serikali kupigia debe zaidi uendelevu wa kimazingira na kuhimiza pia juhudi za pamoja katika kukabiliana na dharura ya mabadiliko ya tabia nchi.

### v) Wafanyakazi

#### Usaidizi kwa wafanyakazi wakati wa janga la COVID-19

Biashara imeweka mwongozo wa kina kuhusu usaidizi muhimu kwa wafanyakazi ambao unaangazia upana wa ujuzi na uzoefu wa wafanyakazi na changamoto zilizojitokeza kipindi hicho. Mwongozo huu una miongoni mwa mengine maslahi na hali ya mfanyakazi pamoja na ukamavu, usaidizi wa vifaa na teknolojia kuwezesha watu kufanyia kazi nyumbani, kuwaunganisha wafanyakazi kupitia mtandao, shughuli za usimamizi wa wafanyakazi kama vile uajiri, kukaribishwa kwa wafanyakazi wapya na wafanyakazi kutokuwa kazini. Pia, unaangazia maadili ya mishahara na marupurupu. Yote haya yanafaa kutumika kutokana na mabadiliko ya jinsi watu wanavyofanya kazi na kazi yenyewe.

#### Ujumuishaji na watu aina tofauti

Tunaamini kuwa utamaduni unaojumuisha wote na kukumbatia watu wa aina mbalimbali hufanikisha biashara; tunatetea ujumuishaji na uwepo wa watu wa aina mbalimbali kote katika biashara yetu, katika washirika wetu na katika jamii.

# RIPOTI YA WAKURUGENZI (inaendelea)

## 3. Utathmini wa biashara (mwendelezo)

### v) Wafanyakazi (mwendelezo)

Tuna malengo ya kuhakikisha viongozi wetu 50% ni wanawake kufikia 2030. Kwa sasa ni 36%. Tunaangazia pia kuajiri kwa msingi wa usawa katika ngazi zote. Kwa mfano, katika Mpango wetu wa Waliohitimu Vyuho, tulihakikisha kuna 100% Kenya na Uganda. Tumeongeza idadi ya wanawake katika nafasi za kazi za STEM (Sayansi, Teknolojia, Uhandisi na Hisabati) hadi 30 kupitia mpango wa kujifunza kazi Kenya, Uganda na Tanzania. Leo hii, 100% ya wanaohudumu Cube Spirits Line nchini Tanzania ni wanawake.

Tunatambua umuhimu wa mifano ya kuigwa. Huwa tunahakikisha kuwa viongozi wetu wanawake wanaonekana vyema kupitia mtandao wa Spirited Women. Kuna jukwaa lao kusimulia kuhusu safari zao za kitaaluma kwa njia ya uwazi; iwe ni katika mazungumzo ya majopo, hafla za utoaji wa tuzo au za utoaji wa mafunzo na ulezi.

#### Safari inayoendelea ya kujifunza

Janga hili lilitoa fursa ya kipekee ya ukuaji na tulifanyia maboresho mfumo wetu wa kujifunza kuangazia maslahi, ujuzi wa kufaa maishani, kukabiliana na changamoto, kujiongoza na kuwaongoza wengine katika mazingira ya kutokutana ana kwa ana na kujenga uwezo utakaofaa kwa kazi siku za usoni. Katika mwaka huo, tuliendelea kujifunza kutoka kwa matukio ya kila siku na mafunzo ya kupitia jukwaa la My Learning Hub pamoja na kuwatumia Viongozi kama Walimu kujenga uwezo unaohitajika kutekeleza majukumu na kuongoza kote katika biashara yetu.

### vi) Mfumo wa sera ya ndani

EABL inapania kuhakikisha kuwa ina sera na sheria bora zaidi katika kanda hii. EABL ingependa kuangazia hasa sera zilizowekwa katika kuhakikisha kwamba watu wa asili mbalimbali wanakumbatiwa na kujumuishwa, manunuzi na teknolojia ya habari na mawasiliano (ICT) na kuhakikisha kwamba zinabadilishwa na kufanyiwa marekebishi ili kuendana na mabadiliko katika kanda na mabadiliko ya kiteknolojia yanayotokea kwa kasi.

### vii) Shughuli za kibiashara za uhusiano

Wakurugenzi wanathibitisha kwamba wameweka wazi shughuli zao za kibiashara ambazo zinaweza kuwa zinahusiana na Kundi na Kampuni katika taarifa hizi za kifedha na kwamba hakukuwa na biashara haramu kwenye mwaka uliomalizika 30 Juni 2021.

## 4. Mgawo wa faida

Wakurugenzi hawapendekezi kulipwa kwa mgawo wa faida kwa mwaka uliomalizika 30 Juni 2021 kwa kutambua hitaji la kuhifadhi fedha kutokana na kuendelea kwa hali ya kutotabirika ambayo imetokana na janga la COVID-19 na athari zake kwa sekta yetu (2020: mgawo wa faida wa jumla ya KShs 3 kwa kila hisa sawa na 2,372,323,000).

## 5. Wakurugenzi

Wakurugenzi waliohudumu katika mwaka huo na waliopo hadi tarehe ya kutolewa kwa ripoti hii wameorodheshwa katika ukurasa 82-85.

## 6. Wafanyakazi

Wakurugenzi wana furaha kwa mara nyingine tena kutoa shukrani kwa wafanyakazi wote wa Kundi kwa juhudi zao, nguvu na kujitolea kwao katika mwaka huo.

## 7. Kuweka bayana mambo kwa Wakaguzi wa Hesabu

Wakurugenzi wanathibitisha kwamba kuhusiana na kila Mkurugenzi wakati wa kuidhinishwa kwa ripoti hii:

- Kwa uelewa wa kila Mkurugenzi, hakukuwepo taarifa zozote muhimu za ukaguzi wa hesabu za Kampuni ambazo mkaguzi wa hesabu hakuwa nazo; na
- Kila Mkurugenzi alikuwa amechukua hatua zote zilizofaa kuchukuliwa kama Mkurugenzi ili kufahamu taarifa zozote muhimu za ukaguzi wa hesabu na kuhakikisha kwamba mkaguzi wa hesabu za Kampuni anafahamu taarifa hizo.

## 8. Masharti ya uteuzi wa Mkaguzi wa Hesabu

PricewaterhouseCoopers wanaendelea kuhudumu kwa mujibu wa Mkataba wa Ushirikisho na Kanuni za Kampuni na Kifungu 719 cha Sheria ya Kampuni za Kenya ya mwaka 2015.

Wakurugenzi hufuatilia utendaji kazi, kutopendelea upande wowote, na uhuru wa mkaguzi wa hesabu. Wajibu huu ni pamoja na uidhinishaji wa mkataba wa kuhudumu kama mkaguzi wa hesabu na malipo yanayohusiana na hilo kwa niaba ya wenyehisa.

## 9. Kuidhinishwa kwa taarifa za kifedha

Taarifa za kifedha ziliidhinishwa na bodi ya Wakurugenzi mnamo 29 Julai 2021.

### Kwa agizo la Bodi

### Bi. Kathryn Maundu

Katibu wa Kampuni

Tarehe: 29 Julai 2021

