ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

Proudly Part of AB InBev

DELIVERING MOMENTUM

STRONG BRANDS.
DISCIPLINED EXECUTION.
SUSTAINABLE GROWTH.

ALSO AVAILABLE ONLINE
www.tanzaniabreweries.co.tz

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Proudly Part of ABInBev

Company and Group Profile

TBL Plc, is a member of the Anheuser Busch InBev Group of companies that manufactures, sells and distributes clear beer, beyond beer alcoholic and non-alcoholic beverages in Tanzania and exports to neighbouring countries.

TBL Plc is listed on the Dar es salaam stock exchange and has a controlling interest in Tanzania Distilleries Limited and Kibo Breweries Limited and employs 1,193 people. TBL Plc operates breweries in Dar es salaam, Arusha, Mwanza, and Mbeya, a distillery in Dar es salaam, a malting plant in Kilimanjaro and has seven depots across the country.

TBL Plc's iconic beer brands include Safari Lager, Kilimanjaro Premium Lager, Castle Lite, Balimi Extra Lager, Castle Lager, Bia Bingwa, Eagle Lager, Corona, Stella Artois, Redds, Flying Fish, Kilimanjaro Light, Konyagi Lager, Brutal Fruit and Grand Malt. Other prominent brands under the TBL Group are Konyagi Gin, Valuer Brandy, Zanzi Creamy Liqueur and Dodoma and Imagi wines.

EXECUTIVE **SUMMARY**

2025 was a year of strong and resilient performance for Tanzania Breweries Plc (TBL Plc), delivering consistent, profitable, and sustainable growth despite a challenging operating environment.

Revenue grew by 13%, supported by solid volume performance, effective revenue management, and an improved product mix. Profitability strengthened significantly, with operating profit increasing by 35% and operating margin improving to 22.5%, reflecting disciplined cost management and operational efficiencies. Earnings per share rose by 55% to TZS 689, demonstrating enhanced value for shareholders.

The Company continued to strengthen its market position through commercial excellence programs and digital transformation, scaling BEES and Kuja platforms to improve market access, efficiency, and product availability.

The Company reinforced its leadership in local sourcing and sustainability, enhancing its local initiatives, smart agriculture programmes in barley and sorghum, water stewardship and circular packaging solutions.

Commitment to inclusive growth remained central, with continued investment in people, safety, and community initiatives, alongside strengthened partnerships across the value chain.

Overall, TBL's 2025 performance reflects strong execution, improved profitability, and sustainable value creation, positioning the Company for continued long-term growth.

Kilimanjaro Moshi Malting Plant

REASONS WE LOVE BEER

BEER IS FROM NATURE

Our beer is made **from simple ingredients** including grains, hops, yeast and water.

BEER IS LOCAL

Our beer is **brewed with local craftsmanship** and sold in the very communities where it is made.

BEER IS SOCIAL

Beer is a beverage to connect, **to celebrate and to share.**

BEER IS AT THE HEART OF **CHEERS EVERYWHERE**

For thousands of years, beer has brought people together to enjoy life's unforgettable moments.

BEER OFFERS **CHOICE**

We create options that support a balanced lifestyle, giving consumers more ways to enjoy beer responsibly.

BEER DRIVES **ECONOMIES**

Beer **supports communities,** with one in every 100 jobs globally tied to the beer value chain.

10 Principles

We are owners who

01 **Dream** big.

02 **Focus** on superior results.

03 **Lead by** example and take accountability.

04 **Attract and develop** great people.

05 **Build** brands consumers love.

06 **Grow** with customers and communities.

07 **Prioritize** simple and scalable solutions.

08 **Manage** costs tightly.

09 **Think** long-term.

10 **Never** take shortcuts.

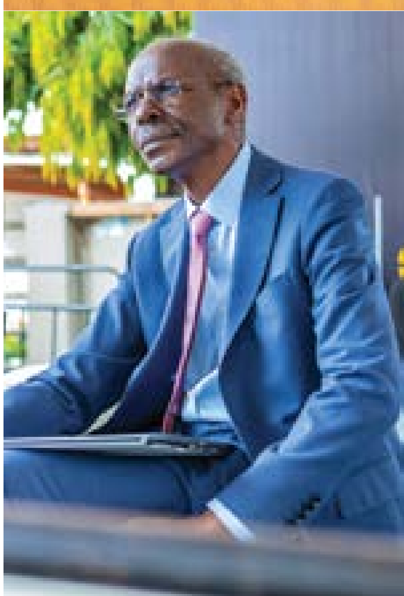
TRIBUTE TO THE LATE CHAIRMAN **MR. LEONARD MUSUSA**

The Board of Directors, Management and Employees of Tanzania Breweries Plc pay tribute to the late Chairman, Mr. Leonard Mususa, who served with distinction from 2019 to 2026. During his tenure, he provided strong leadership, strategic direction, and governance oversight that contributed significantly to TBL Plc's growth, profitability, and resilience.

Mr Mususa played a key role in advancing major strategic initiatives, including the commissioning of the Kilimanjaro Malting Plant, strengthening local sourcing and supporting the agricultural value chain. He also championed digitization, portfolio diversification, and expansion efforts that enhanced market competitiveness and long-term value creation.

Mr. Mususa was deeply committed to sustainability and community impact, strengthening partnerships with local farmers and promoting responsible business practices.

Mr Mususa will be remembered for his integrity, humility, and dedication to excellence. The Company extends its sincere condolences to his family and acknowledges his lasting contribution to TBL Plc.



LETTER TO OUR SHAREHOLDERS

DELIVERING CONSISTENT, PROFITABLE GROWTH

Dear Shareholders,

In 2025, Tanzania Breweries Public Limited Company (TBL Plc) continued to build on the strong momentum achieved in 2024, delivering resilient growth despite a dynamic operating environment. Guided by our purpose of bringing people together to celebrate, we remained focused on creating meaningful connections with our consumers while driving sustainable business performance.

In 2025 we delivered revenue growth of 13% and operating profit growth of 35%, with a 3.7-percent point expansion in margins. The momentum was sustained by robust consumer demand across both beer and spirits portfolios.

Our growth was driven by the strength of our portfolio of beer and beyond beer brands. Core and core plus beer brands remained the primary engine of our performance, complemented by strong performance of spirits and continued acceleration of our beyond-beer categories. We observed strong momentum in both beer and beyond beer segments, supported by ongoing innovation in product offerings and packaging designed to meet evolving consumer preferences and enhance shared social experiences. Our disciplined revenue management and ongoing productivity initiatives supported margin resilience in a dynamic operating environment. In parallel, focused cost control measures enabled us to effectively mitigate the impact of inflationary pressures and foreign exchange volatility.

2025 saw over 90 percent of company sales transacted through digital platforms, reflecting a strong adoption. Active buyers in the digital platforms grew to 22,000 and distributors to 115, expanding reach, while loyalty and engagement remained strong. The KUJA V3 rollout improved efficiency and service levels through better inventory visibility and delivery tracking. Tanzania's execution was recognized globally, ranking second in the BEES Expansion Health Index.

TBL Plc delivered consistent, profitable growth in 2025, supported by strong portfolio performance, digital expansion, local sourcing and disciplined execution, while reinforcing its commitment to sustainability, shareholder value and long-term business resilience across Tanzania's stakeholders.

Ambassador Ami R. Mpungwe Interim Chairman of the Board

In our supply chain, 2025 marked the first full year of operations of the Kilimanjaro Malting Plant, with a current capacity of 8,000 metric tons annually. This investment has increased our use of locally sourced barley, strengthening supply chain resilience, reducing exposure to foreign exchange volatility, and contributing to the development of local agricultural value chains and communities.

The Tanzanian alcoholic beverages industry continued to expand in 2025, supported by stable macroeconomic conditions, rising disposable income, and increasing urbanization. Ongoing formalization within the sector continues to create long-term growth opportunities. Within this context, TBL Plc enhanced its leadership position, holding over two-thirds share of the beer market, supported by our strong portfolio of brands and consistent execution of our commercial strategy.

Sustainability remains central to our long-term strategy. During the year, 92% of our packaging was either returnable or predominantly made from recycled materials, while our water efficiency ratio remained stable at approximately 2.55 hectoliters per hectoliter of production. We continued to expand our smallholder farmer programs across barley and sorghum value chains, contributing to improved livelihoods and local sourcing. In addition, our Retailer Development Programme continued to empower entrepreneurs across the country.

We remain confident in our ability to deliver sustainable growth and long-term value creation for our shareholders.

Our priorities for 2026 are clear and focused. We will continue to accelerate investment in our brands and innovation agenda, expand our beyond-beer portfolio, and further scale our digital capabilities. At the same time, we are investing in capacity to support our continued growth and to capture emerging demand opportunities, while strengthening local sourcing and enhancing operational efficiency.

We are equally committed to advancing our leadership in environmental, social, and governance (ESG) practices, with a continued emphasis on responsible consumption.

Together, these priorities reinforce our strategic direction and position the Company to deliver consistent growth, resilient returns, and sustainable long-term value for all our stakeholders.

We would like to extend our sincere appreciation to our consumers, customers, business partners, the Government, and regulators for their continued support. Most importantly, we recognize the commitment and execution excellence of our board members and employees, whose dedication has been central to our performance. To our shareholders, we thank you for your continued trust and confidence in TBL Plc.

Ami Mpungwe

Ambassador Ami R. Mpungwe
Interim Chairman of the Board

Michelle Kilpin
Managing Director

BARUA KWA **WANAHISA**

Mwaka 2025, Kampuni ya Tanzania Breweries Public Limited Company (TBL Plc) iliendelea kujijenga katika mafanikio yaliyopatikana mwaka 2024 kwa kuendeleza ukuaji imara licha ya mazingira ya biashara yaliyobadilika mara kwa mara.

Tukiongozwa na dhamira yetu ya kuwaunganisha watu pamoja katika kusherehekea maisha, tuliendelea kuweka mkazo katika kujenga mahusiano yenye maana na watumiaji wa bidhaa zetu sambamba na kuimarisha utendaji endelevu wa biashara.

Mwaka 2025, mapato yaliongezeka kwa asilimia kumi na tatu (13%) na faida ya uendeshaji ilikua kwa asilimia thelathini na saba (35%), huku kiwango cha faida kikiongezeka kwa alama 3.7 za asilimia. Ukuaji huu uliendelea kuimarishwa na ukuaji wa soko katika bidhaa za bia na pombe kali.

Ukuaji wetu ulitokana na uimara wa bidhaa zetu za bia na bidhaa nyingine zisizo za bia. Bidhaa zetu kuu na maarufu za bia ziliendelea kuwa nguzo muhimu ya mafanikio yetu, zikisaidiwa na ukuaji mzuri wa bidhaa zetu za pombe kali pamoja na kuendeleza wigo kwa bidhaa zilizotiwa ladha mbalimbali na bia za bei nafuu. Tumeshuhudia mwelekeo imara wa ukuaji wa mauzo katika bidhaa zetu maarufu na zile zenye kiwango cha wastani cha pombe, hali iliyochangiwa na ubunifu unaoendelea katika bidhaa na vifungashio vinavyokidhi mahitaji yanayobadilika ya watumiaji na kwa kuboresha nyakati na hafla za kutumia bidhaa zetu.

Usimamizi wetu madhubuti wa mapato pamoja na jitihada za kuongeza tija uliendelea kusaidia uimara wa faida katika mazingira ya biashara yaliyokuwa yakibadilika. Wakati huohuo, hatua madhubuti za kudhibiti gharama zilitusaidia kupunguza athari za mfumuko wa bei na mabadiliko ya thamani ya fedha za kigeni.

Mwaka 2025, zaidi ya asilimia tisini (90%) ya mauzo ya bidhaa yalifanyika kupitia mifumo ya kidijitali, hili ni ongezeko kubwa la matumizi ya teknolojia. Idadi ya wanunuzi hai iliongezeka hadi kufikia 22,000 na

TBL Plc iliendelea kutoa ukuaji thabiti na wenye faida mwaka 2025, ikichochewa na uimara wa bidhaa zake, ukuaji wa kidijitali, ununuzi wa malighafi za ndani na utekelezaji makini, huku ikiimarisha dhamira yake kwa uendelevu, thamani kwa wanahisa na uimara wa biashara wa muda mrefu kwa wadau wake nchini Tanzania.

Balozi Ami R. Mpungwe Mwenyekiti wa bodi wa mpito

wasambazaji kufikia 115, hali iliyopanua wigo wa biashara huku uaminifu na ushiriki wa wateja ukiendelea kuwa mkubwa. Uzinduzi wa mfumo wa KUJA V3 uliimarisha ufanisi na uwezo mzuri wa kufuatilia bidhaa ghalani na usafirishaji. Utendaji wa Tanzania ulitambuliwa kimataifa kwa kushika nafasi ya pili katika viwango vya BEES Expansion Health Index kwa mwaka 2025.

Katika upande wa mnyororo wa ugavi, mwaka 2025 ulikuwa mwaka wa kwanza wa uzalishaji kamili katika Kiwanda cha Kuchakata Shayiri cha Kilimanjaro chenye uwezo wa kuzalisha tani 8,000 kwa mwaka. Uwekezaji huu umeongeza matumizi ya shayiri inayolimwa nchini, umeongeza uimara wa mnyororo wa ugavi, kupunguza utegemezi wa fedha za kigeni na kuchangia maendeleo ya kilimo na jamii yetu.

Sekta ya vileo nchini Tanzania iliendelea kukua ndani ya mwaka 2025 kutokana na uimarawa hali ya uchumi, ongezeko la kipato kwa wananchi na kasi ya ukuaji wa miji. Kuendelea kurasimishwa kwa sekta mbalimbali za kiuchumi kunaendelea kufungua fursa za ukuaji wa muda mrefu.

Katika mazingira hayo, TBL Plc iliendelea kuimarisha nafasi yake ya uongozi katika soko, kwa kuendelea kumiliki zaidi ya theluthi mbili ya soko la bia, hali iliyochangiwa na uimara wa chapa zetu pamoja na utekelezaji thabiti wa mikakati ya kibiashara.

Maendeleo endelevu ni sehemu muhimu ya mkakati wetu wa muda mrefu. Katika mwaka 2025, asilimia tisini na mbili (92%) ya vifungashio vyetu vilikuwa vinaweza kutumika tena au vilitengenezwa kwa kiwango kikubwa kwa kutumia malighafi zilizorejelewa. Wakati huohuo, kiwango cha matumizi ya maji kiliendelea kuwa wastani wa hektolita 2.55 za maji kwa kila hektolita moja ya uzalishaji. Tuliendelea kupanua programu za wakulima wadogo katika mnyororo wa thamani wa shayiri na mtama, hali iliyochangia kuboresha maisha yao pamoja na kuongeza matumizi ya malighafi za ndani. Aidha, Programu yetu ya maendeleo kwa Wauzaji wa Rejareja iliendelea kuwawezesha wajasiriamali nchini kote.

Tunaendelea kuwa na imani na uwezo wetu wa kuleta ukuaji endelevu na kuongeza thamani ya muda mrefu kwa wanahisa wetu.

Vipaumbele vyetu kwa mwaka 2026 viko wazi na vinaeleweka. Tutaendelea kuongeza uwekezaji katika chapa zetu na ajenda ya ubunifu, kupanua wigo wa bidhaa za bia pamoja na kuongeza uwezo wetu wa kidijitali. Wakati huohuo, tunawekeza katika kuongeza uwezo wa uzalishaji ili kuendana na ukuaji unaoendelea na kunasa fursa mpya za mahitaji ya soko, huku tukiimarisha matumizi ya malighafi za ndani na kuongeza ufanisi katika uzalishaji.

Pia tunaendelea kujizatiti kuimarisha nafasi yetu katika masuala ya mazingira, jamii na utawala bora (ESG), huku tukiendelea kuhimiza matumizi yenye uwajibikaji.

Kwa pamoja, vipaumbele hivi vinaimarisha mwelekeo wetu wa kimkakati na kuiweka kampuni katika nafasi nzuri ya kuendelea kupata ukuaji thabiti, faida endelevu na kuongeza thamani ya muda mrefu kwa wadau wote.

Tunapenda kutoa shukrani za dhati kwa wajumbe wa bodi, watumiaji wa bidhaa zetu, wateja, washirika wa biashara, Serikali na wadhibiti kwa kuendelea kutuunga mkono. Zaidi ya yote, tunatambua mchango mkubwa wa wafanyakazi wetu ambao kujituma kwao kumekuwa msingi wa mafanikio yetu. Kwa wanahisa wetu, tunawashukuru kwa kuendelea kuwa na imani na kuiamini TBL Plc.

Balozi Ami R. Mpungwe	**Michelle Kilpin**
Mwenyekiti wa bodi wa mpito	Mkurugenzi Mtendaji

OUR ECOSYSTEM

4
breweries
Dar es Salaam - Mwanza - Arusha - Mbeya

1
distillery
Dar es Salaam

1
malting facility

7
depots

OPERATIONS

A strong and disciplined production platform, built for scale, quality and nationwide reach.

+2,254
farmers

+500
suppliers

+350
customers

24,000
POCs

VALUE CHAIN

A connected network of partners that enables growth, shared value and meaningful impact across Tanzania

KEY FIGURES 2025

PERFORMANCE

13%
Revenue Growth

1657
billion TZS
Revenue

373
billion TZS
Operating Profit

236
billion TZS
Profit after Tax

PEOPLE

1,193
Direct employment

237 | 20%
Women

956 | 80%
Men

+ 1 Million
Direct and Indirect Jobs

FOOTPRINT

93 Years
In Operation

DIGITAL TRANSFORMATION

Monthly average 9,000 POCs buying through BEES

PORTFOLIO

PREMIUM

- Corona Extra
- Stella Artois

MAINSTREAM BRANDS

- Safari Lager
- Kilimanjaro lager
- Kilimanjaro light
- Balimi Extra
- Castle lite
- Castle lager
- Castle Milk Stout

BEYOND BEER

- Brutal Fruit
- Flying Fish
- Redds
- Grand Malt
- Konyagi Lager

AFFORDABLE

- Bingwa
- Eagle Lager

WINES & LIQUORS

- Dodoma sweet rose
- Dodoma dry red
- Dodoma dry white
- Imagi red
- Zanzi

SPIRITS

- Konyagi
- Valeur

2025 HIGHLIGHTS

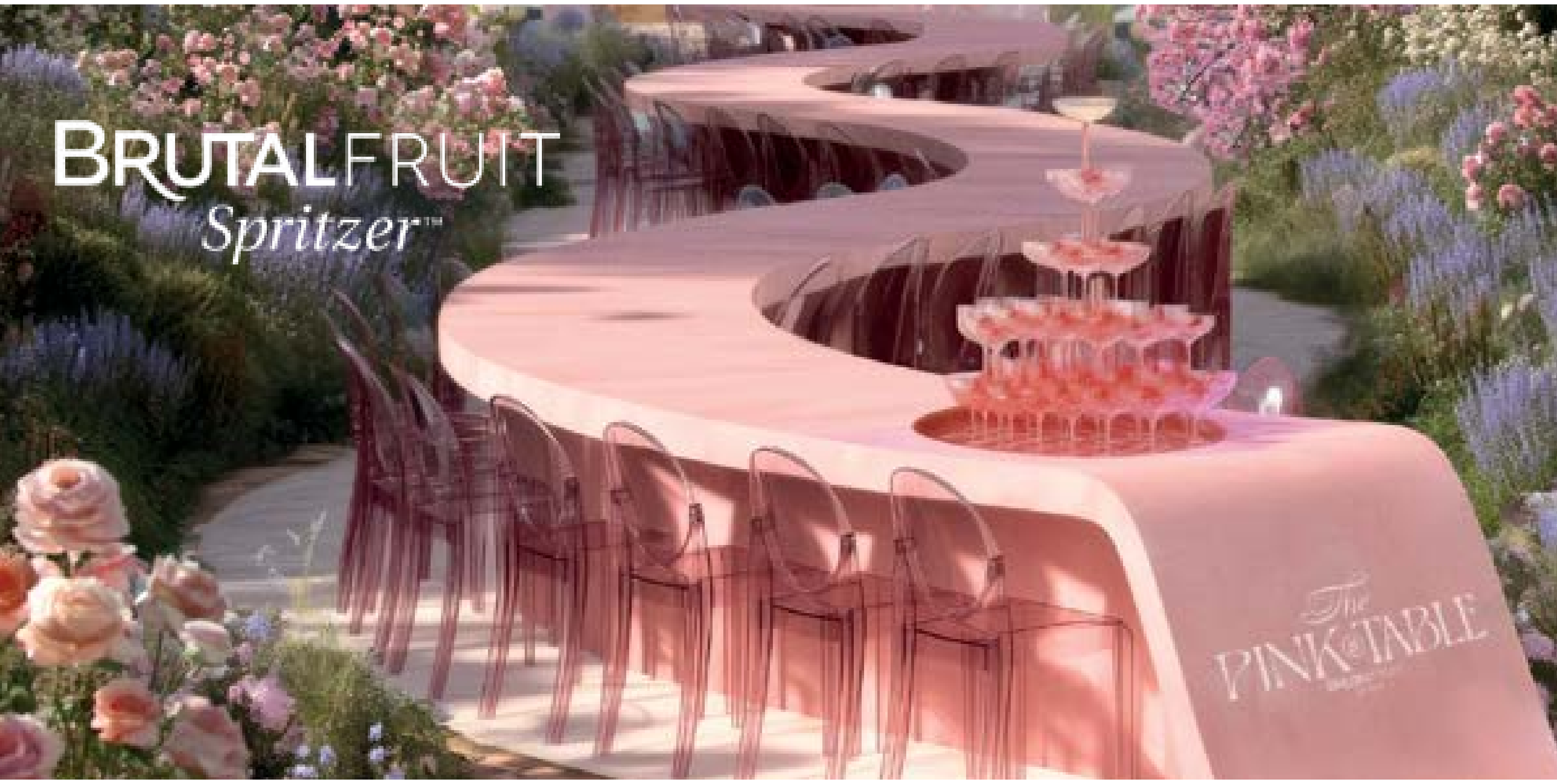
SAFARI CUP 2025: STREET SCOUTS

In 2025, Safari Lager continued its Safari Cup Campaign: Street Scouts, an innovative football talent initiative created to identify and support undiscovered players from local communities. The campaign recognised that football talent is often first seen by the people closest to the game - the fans, neighbours and communities who watch players grow.

Built around the question, “Do you think you know talent? Can you be a scout?”, the campaign invited consumers to nominate promising players using a UTC code found under Safari Lager crowns. These nominations, combined with points from professional scouts, helped identify and shortlist talented players from across Tanzania.

The journey culminated in the formation of a 22-player team, which competed against Tanzanian League champions Yanga SC on 26 July at KMC Stadium in Dar es Salaam. The campaign delivered strong results, including 16,000 votes through the Safari microsite, 53.5 million total impressions, 49% growth in share of voice and a 73% increase in media coverage.

To date, 16 players have gone professional through Safari Cup, proving that Champions Can Make Champions. The 2025 campaign also won a Creative X Award and was shortlisted at Global Creative X.



BRUTAL FRUIT LAUNCH

In 2025, Tanzania Breweries Limited introduced Brutal Fruit to the Tanzanian market through a premium, carefully curated launch event designed to position the brand as a sophisticated, modern and aspirational choice within the flavoured alcoholic beverage category. The launch brought to life Brutal Fruit's global identity of elegance and refinement, supported by stylish decor, curated lighting and immersive brand zones that reflected its premium lifestyle positioning.

Guests experienced a memorable brand debut that combined product sampling with fashion, music and art-inspired elements. The event attracted media representatives, influencers and key lifestyle audiences, creating strong visibility across traditional PR channels and social media platforms.

Influencer engagement played an important role in extending campaign reach, with curated content highlighting the brand's premium aesthetic, unique flavour profiles and confident personality.

Live entertainment, DJ performances and designed social moments encouraged guest interaction and content sharing. Overall, the launch successfully established Brutal Fruit in Tanzania as a premium, female-forward and fashion-led beverage, creating strong initial awareness and laying the foundation for continued growth and brand love within TBL's portfolio.

The execution also strengthened consumer interest and supported future trade visibility across selected premium lifestyle outlets.

KILIMANJARO PREMIUM LAGER CELEBRATES TANZANIAN PRIDE

In 2025, Kilimanjaro Premium Lager continued to strengthen its position as a brand that celebrates Tanzanian achievement, togetherness, and national pride. A key highlight was the Kilimanjaro Premium Lager International Marathon, held under the theme “It’s Kili Time”, celebrating resilience, unity, hospitality, and personal achievement. The event attracted over 5,000 runners, bringing together local and international participants and creating a strong platform for the brand to connect with consumers. Through on-ground visibility, branded race experiences, and engagement zones, the brand reinforced its association with determination and success.

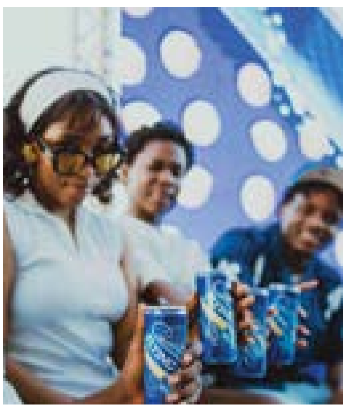
A standout feature was the Kili Dome, a vibrant hub for celebration and consumer interaction during the marathon. The Dome welcomed over 5,500 attendees, including runners, supporters, influencers, and corporate guests, offering an immersive brand experience through entertainment, refreshments, and post-race celebrations. This activation strengthened emotional connection with consumers by rewarding achievement and creating shared moments that reflected the best of Tanzanian spirit. Beyond the marathon, Kilimanjaro Premium Lager maintained strong market visibility by painting Moshi yellow through in-bar activations, street visibility, parades, roadshows, and digital storytelling. These activities focused on everyday achievements, national pride, and bringing people together to celebrate. Overall, the brand reinforced its role as a symbol of ambition, progress, and Tanzanian pride.

FLYING FISH: REFRESHING YOUTH ENGAGEMENT

In 2025, Flying Fish strengthened its position within the Tanzania Breweries Limited portfolio as a fun, vibrant and youth-oriented brand through engaging consumer activities and lifestyle-led campaigns. A key highlight was the launch of the new Visual Brand Identity, which refreshed the brand's look and feel to better connect with modern consumers and create stronger visibility across trade and digital channels.

The brand also introduced "Fly Days", a recurring activation platform designed to build excitement, drive brand occasions and create consistent consumer engagement. These activations were delivered across key cities including Dar es Salaam, Arusha and Mwanza, featuring live entertainment, DJ performances, interactive games and product sampling.

Flying Fish continued to promote its flavoured offerings through targeted on-trade and off-trade promotions, supported by enhanced visibility in bars and entertainment venues. Themed takeovers, influencer partnerships and PR activities helped amplify campaign reach and connect with younger adult audiences. Supported by a strong digital presence across social media, Flying Fish successfully reinforced its playful personality, flavour credentials and relevance as a refreshing choice for social occasions. This helped strengthen consumer affinity and supported the brand's growth across key urban lifestyle occasions nationwide.



DIGITIZE & MONETIZE OUR ECOSYSTEM

DIGITIZING TBL'S COMMERCIAL ECOSYSTEM

Digital transformation remains an important part of TBL's growth strategy. In 2025, BEES further strengthened its role as a critical commercial engine, with 98% of total company revenue transacted through the platform. This reflects continued customer adoption, stronger digital execution and improved engagement across our retail and distribution network in Tanzania.

BEES remains central to TBL's route-to-market, helping connect retailers, distributors and commercial teams more effectively from ordering to delivery. In 2025, active buyers grew by 3% versus 2024 to 22,000, while active trading distributors increased to 115 from 106 in the prior year, extending our reach and strengthening execution across the market.

BEES DRIVES GROWTH FOR TBL

BEES further strengthened its position as a critical commercial engine in 2025, with 98% of total company revenue transacted through the platform. This performance underlines the successful shift towards a fully digital route-to-market and reflects sustained customer adoption and retention. The platform's continued growth, together with an expanding base of 22,000 active buyers, supports stronger customer connectivity and improved commercial reach.

MAKING OUR FRONTLINE MORE EFFICIENT

A key milestone in 2025 was the successful rollout of the KUJA V3 Distribution System, which enhanced operational efficiency and order fulfilment. New capabilities included automated customer inventory updates, improving stock visibility and planning, as well as real-time delivery authentication, strengthening accuracy and accountability across the supply chain. These enhancements help our teams and distributors work with better information, stronger execution discipline and more consistent service delivery.

BUILDING A STRONGER MARKETPLACE

Customer engagement remained strong, with over TZS 210 million in reward points redeemed through BEES loyalty programmes. This reinforces our commitment to returning value to customers while encouraging increased platform usage. At the same time, the platform has enabled distributors to capture a more complete customer basket, improve service levels and strengthen execution consistency, supporting a more efficient and better-connected marketplace across Tanzania.

KUJA

FIRST RUNNER-UP SPOT IN THE BEES EXPANSION INDEX IN 2025

On the global stage, Tanzania achieved strong recognition by securing 2nd place out of 11 markets in the BEES Expansion Health Index. This result was driven by outstanding performance in key metrics, including BEES Best Price at 100% and Beer Volume versus Target at 105%. The achievement highlights the strength of our digital execution and positions Tanzania as a benchmark market for excellence within the BEES ecosystem.

Partnerships that Bring People Together

Working with farmers, communities and stakeholders to support responsible growth and shared progress.

PARTNERING WITH LOCAL FARMERS

Supporting Local Sorghum Farming
Tanzania Breweries Limited (TBL) continues to strengthen its partnerships with local farmers as part of its commitment to sustainable sourcing. During 2025, the company hosted a Sorghum Farmers' Engagement initiative designed to connect directly with farming communities and strengthen collaboration across the agricultural value chain.

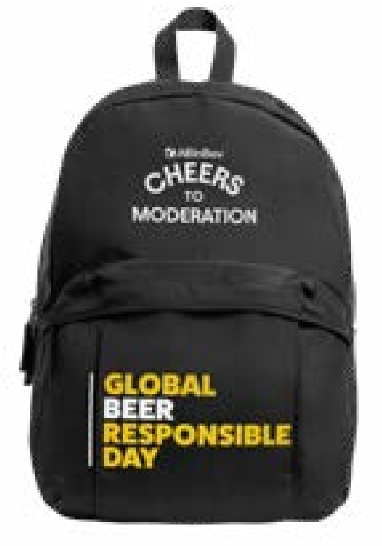
The engagement brought together farmers, agricultural specialists and local stakeholders to discuss opportunities to improve sorghum production, quality standards and supply reliability. Sorghum remains an important locally sourced ingredient used in TBL's brewing operations, supporting both agricultural development and inclusive economic growth.

Through open dialogue and practical discussions, farmers received guidance on agronomy practices, crop management and post-harvest handling. These efforts help improve productivity while ensuring that farmers meet the quality standards required for brewing.

Strengthening the Local Value Chain
By working closely with farmers, TBL helps build a more resilient and sustainable supply chain. The initiative also supports rural livelihoods by providing farmers with market access, technical support and opportunities for long-term collaboration.

Strengthening local sourcing remains a key priority for TBL. By investing in farmer partnerships and agricultural development, the company contributes to economic opportunity in farming communities while ensuring a reliable and sustainable supply of high-quality brewing ingredients.

CELEBRATING RESPONSIBLE TOGETHER



Promoting Responsible Enjoyment
Tanzania Breweries Limited (TBL) continues to promote responsible beer consumption as part of its commitment to bringing people together in a positive and safe way. In 2025, the company participated in AB InBev's Global Beer Responsible Day (GBRD), a global initiative that encourages consumers to enjoy beer responsibly while strengthening awareness of moderation.

As part of this global campaign, TBL implemented awareness activities across Tanzania under the local theme "Kunywa Mdogo Mdogo," which promotes responsible and moderate drinking. The initiative engaged employees, retail partners and consumers through educational messages, responsible drinking communications and community engagement activities. These efforts aim to encourage informed choices and reinforce a culture of moderation.

Promoting Responsible Consumption
Responsible consumption remains an important pillar of TBL's corporate responsibility strategy. By working with hospitality partners, retailers and community stakeholders, the company promotes responsible service practices and consumer awareness across the market.

Through training, engagement programmes and responsible drinking campaigns, TBL continues to strengthen partnerships that support responsible enjoyment of beer. These initiatives help ensure that moments of celebration remain positive experiences while contributing to the long-term sustainability of the brewing industry and the wellbeing of communities.

GLOBAL
BEER
RESPONSIBLE
DAY

CELEBRATING BEER AND COMMUNITY

International Beer Day at TBL

On 1 August 2025, Tanzania Breweries Limited (TBL) celebrated International Beer Day by bringing employees together at one of its Points of Connection (TIPS). The event gathered more than 100 colleagues to recognise the role beer plays in bringing people together and creating shared moments of celebration.

The gathering also highlighted the importance of employees acting as responsible ambassadors of the brewing industry. Through internal engagement and open dialogue, participants reflected on the company's values, the culture of responsible enjoyment and the role each employee plays in representing TBL brands in the market and in their communities.

Launching the "Cheers to Bars" Campaign

The celebration also marked the launch of the "Cheers to Bars" campaign, part of the global calendar of "Cheers Moments" that recognise the important role bars and hospitality venues play in communities. Bars are not only places of enjoyment but also important partners in connecting people and supporting local economies.

The initiative aims to strengthen relationships with retail and hospitality partners while promoting responsible service practices. Activities will conclude with a Retailers' Training Programme designed to enhance responsible service and further strengthen collaboration with trade partners across the market.

ADVANCING SUSTAINABLE GROWTH TOGETHER

Launching the Sustainability Report 2024

On 23 September 2025, Tanzania Breweries Limited (TBL) launched its Sustainability Report 2024, highlighting progress under the global Grow, Brew, Sustain strategy. The report outlines how TBL continues to balance business growth with environmental responsibility, responsible consumption and strong community partnerships. It also demonstrates the company's commitment to transparent reporting and measurable impact across its value chain.

The launch brought together a wide group of stakeholders, including representatives from government institutions, international organisations, business associations, embassies, NGOs and consumer groups. The Ambassador of the Kingdom of Belgium honoured the event and participated in a high-level roundtable discussion focused on the future of sustainable economic growth.

Dialogue on Responsible Business

The roundtable was held under the theme "Pioneering Sustainable Growth: Taxation, Investment and Corporate Responsibility." Participants explored how collaborative action between the private sector, policymakers and civil society can support responsible investment and long-term economic development.

The dialogue reinforced TBL's role as a responsible corporate partner and contributed to positive stakeholder, media and investor sentiment. It also strengthened the company's ESG positioning as Tanzania prepares for evolving sustainability regulations, including Extended Producer Responsibility (EPR) frameworks. Insights gathered during the discussion will help inform the next phase of TBL's sustainability journey and support continued progress in responsible brewing and community partnerships.

STRENGTHENING AGRICULTURAL PARTNERSHIPS

Engaging at Nane Nane 2025

From 6–8 August 2025, Tanzania Breweries Limited (TBL) participated in the Nane Nane Agricultural Exhibition, one of Tanzania's most important national agricultural events. The Corporate Affairs and Agriculture teams represented the company in collaboration with the Ministry of Agriculture, engaging with government officials, suppliers and farming communities.

The exhibition provided an important platform to strengthen dialogue across the barley supply chain. Meetings with Ministry representatives and supplier delegations created an opportunity to discuss sector priorities and explore ways to improve collaboration between industry and agricultural stakeholders.

Through these discussions, three key supply chain challenges were identified: storage capacity, seed quality and transport efficiency. Addressing these issues is essential to strengthening barley production and ensuring a reliable supply of high-quality raw materials for brewing.

Supporting a Stronger Barley Value Chain

Participation in Nane Nane reflects TBL's ongoing commitment to supporting Tanzania's agricultural development and strengthening local sourcing partnerships.

Insights gathered during the exhibition will inform improvements to the FY26 sourcing plan. The company also plans to collaborate with key partners, including TOSCI, COPRA and the Ministry of Agriculture, through technical workshops aimed at improving seed quality, storage practices and logistics across the barley value chain.

EMPOWERING BARLEY FARMING COMMUNITIES

Field Day in Monduli Juu

On 18 August 2025, Tanzania Breweries Limited (TBL) hosted a Barley Farmers' Field Day in Monduli Juu, organised by the LCA and Agriculture teams with support from the District Commissioner. The event provided an opportunity to engage directly with local farmers and strengthen collaboration across the barley supply chain.

More than 200 participants attended, including over 100 farmers from surrounding communities. The field day focused on practical training designed to improve barley productivity and quality. Farmers received guidance on agronomy practices, crop management and effective post-harvest handling to help increase yields and maintain brewing standards. The engagement created an open platform for farmers to exchange experiences, ask questions and explore ways to improve farming practices.

Strengthening Local Sourcing

Supporting barley farmers remains an important part of TBL's local sourcing strategy. By working closely with farming communities, the company helps strengthen the agricultural value chain while supporting rural livelihoods.

During the field day, discussions also focused on preparations for the upcoming farming season. Agreements were reached on improving aggregation, monitoring crop quality and strengthening coordination between farmers and supply chain partners to ensure a reliable and sustainable barley supply for the future.

ADVANCING CIRCULAR PACKAGING SOLUTIONS

Launching the Glass Recycling Pilot
On 13 August 2025, Tanzania Breweries Limited (TBL) launched a pilot initiative to recycle non-returnable glass bottles in partnership with PeTpro. The programme introduces a closed-loop collection and recycling model designed to reduce environmental impact and strengthen circular economy practices within the beverage value chain.

Supported by a pilot fund of more than USD 100,000 and formalised through a Memorandum of Understanding with partners, the initiative establishes systems for collecting, sorting and recycling non-returnable glass bottles. The pilot will help divert significant volumes of glass from landfill while generating insights on the operational and economic feasibility of a scalable recycling model.

This initiative reflects TBL's commitment to responsible packaging management and environmental stewardship.

Building a Scalable Recycling Model
The pilot will also generate valuable data to assess the long-term environmental and economic benefits of glass recycling in Tanzania. Monitoring and evaluation systems will track progress, including improvements in recycling rates and potential reductions in emissions.

Insights gathered during the pilot phase will inform future expansion of the programme. Over the coming years, TBL aims to scale successful components of the model and align recycling solutions with evolving sustainability regulations and Extended Producer Responsibility (EPR) frameworks.

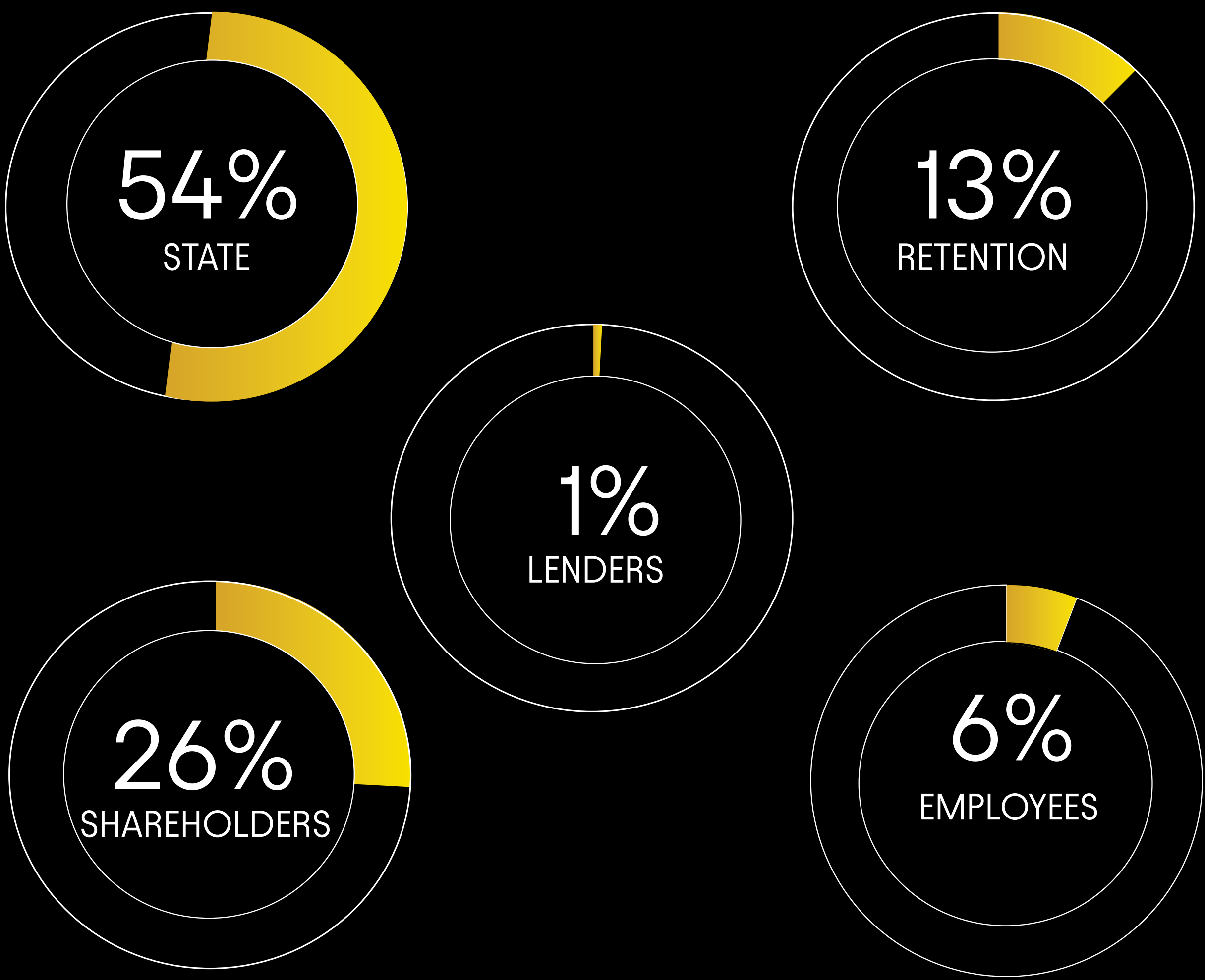

NO SUGAR ADDED
IT'S KILI TIME!
KILIMANJARO
LIGHT
KILIMANJARO
PREMIUM LAGER
18+ HAIUZWI KWA WENYE UMRI CHINI YA MIAKA 18.
Kunywa Kistaarabu.
Tumia na maji pamoja na chakula.
Umekunywa pombe? Usiendeshe.

CASH VALUE STATEMENT 2025

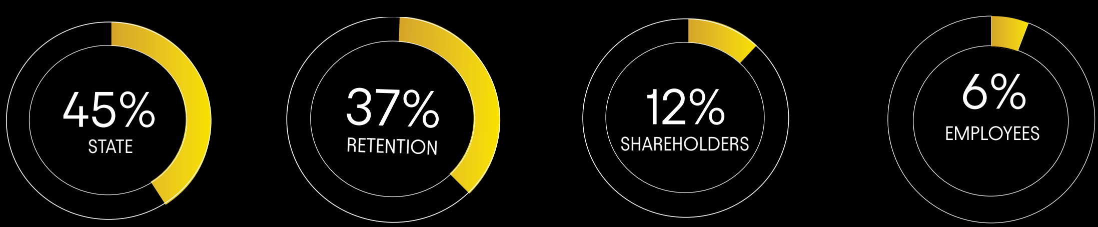
Million Tanzania Shillings	31 Dec 2025	%	31 Dec 2024	%
Cash generated				
Cash derived from sales	**1,810,303**		1,747,246	
Other income				
Cash value generated	**1,810,303**		1,747,246	
Cash paid to suppliers	**(401,376)**		(350,846)	
Cash value added	**1,410,560**	100	1,396,400	100
Cash utilised to				
Employee Compensation and Benefits	**(85,941)**	6.10	(83,655)	5.99
Pay direct taxes to Government	**(128,786)**	9.14	(74,700)	5.35
Pay excise duty and Value Added Tax	**(636,575)**	45.18	(546,961)	39.17
Provide lenders with a return on borrowings	**(10,082)**	0.72	(1,558)	0.11
Provide shareholders with cash dividends	**(371,475)**	26.37	(171,533)	12.28
Cash disbursed among stakeholders	**(1,232,858)**	85.50	(883,870)	63.30
Cash retained to fund replacement of assets and facilitate further growth	**176,069**	12.50	512,530	36.70

2025 Group Cash Outflow Composition

Proudly part of ABInBev



2024 Group Cash Outflow Composition



FINANCIAL REPORT

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The report by those charged with governance

The members charged with Governance submit their report together with the audited financial statements for the year ended 31 December 2025, which discloses the state of affairs of Tanzania Breweries Public Limited Company (the "Company", TBL Plc) and its subsidiaries, Tanzania Distilleries Limited (TDL) and Kibo Breweries Limited, (together the "Group")

1 Incorporation

TBL Plc and its subsidiaries companies, TDL and Kibo Breweries Limited are incorporated in the United Republic of Tanzania under the Companies Act as limited liability Companies. The Company is listed on the Dar es Salaam Stock Exchange and is domiciled in the United Republic of Tanzania. The address of its registered office and the principal place of business is:

Uhuru Street,
Mchikichini, Ilala District,
Plot 79, Block "AA",
PO Box 9013,
Dar es Salaam, Tanzania.

2 Principal activities

The Company's principal activities are the production, distribution and the sale of beer and beyond beer alcoholic and non-alcoholic beverages in Tanzania. It operates breweries in Dar es Salaam, Arusha, Mwanza and Mbeya, a malting facility in Kilimanjaro and six depots throughout the country. It distributes its products throughout the country and exports to neighboring countries. The Company has a controlling interest in Tanzania Distilleries Limited, a spirituous liquor company that is situated in Dar es Salaam. It also fully owns Kibo Breweries Limited, a property management company domiciled in Moshi, Kilimanjaro.

The Group owns some of Tanzania's most popular beer and liquor brands, notably:
Safari Lager; Kilimanjaro Premium Lager; Balimi Extra Lager and Konyagi

The Company also produces and distributes Castle Lite, Castle Lager, Castle Milk Stout, Flying Fish and Redds Premium Cold under license from AB InBev International BV. In addition, it distributes AB InBev beer and beer brands Brutal Fruit, Stella Artois and Corona. During the year Kibo Breweries Limited remained dormant with no operations.

3 Business objectives and strategies

In 2025 TBL Plc and its subsidiaries continued to execute our strategy with discipline aligned to AB InBev's global priorities of category expansion, premiumization, digital acceleration, and operational excellence. Our strategy is anchored on three core pillars:

- Lead and grow the category
- Digitize our ecosystem and
- Optimizing our business

These pillars collectively support sustainable growth, enhanced profitability, and long-term shareholders value.

Lead and grow the Category

The Tanzania beer and branded alcoholic beverage market experienced strong growth driven by increased demand across all categories, a stable macroeconomic environment and rising disposable income. TBL Plc remains committed to growing its share of market by expanding participation across all categories and price segments, in line with evolving consumer preferences.

In 2025, we delivered strong commercial performance through disciplined execution of our commercial strategy, driving growth and consolidating our market leadership. Our broad portfolio of beer and beyond-beer brands (flavored lagers, spirits and wines) continued to command more than two-thirds of the beer market, reflecting the strength of our brands and route-to-market capabilities.

We continued to drive growth through sustained investment behind our beer and beyond beer brands including spirits by reinforcing Konyagi's position as a national icon while expanding innovation, leveraging high impact mega platforms, sponsorships, and activations across our largest consumer moments. Flagship initiatives include the Kilimanjaro Premium Lager Marathon, Castle Lite Unlocks concert series, Safari Cup football tournament, Harvest with Balimi (Vuna na Balimi), Flying Fish experiential activations and Konyagi "Maisha Ndio Haya" activations which strengthened consumer engagement, enhanced brand visibility, and increased portfolio brand power. In line with evolving consumer trends, we further expanded our portfolio with the launch of Konyagi Flavoured Lager and Stella Artois, broadening consumer choice and supporting incremental growth across key consumption occasions.

Digital transformation

In 2025, more than 90 percent of the Company's sales were completed through digital platforms, demonstrating continued strong adoption across the route to market. The active digital buyer base increased to 22,000, supported by 115 distributors, further extending reach and strengthening customer engagement. The rollout of KUJA V3 enhanced operational efficiency and service delivery through improved inventory visibility and delivery tracking. Tanzania's performance was recognised globally, achieving second place in the BEES Expansion Health Index.

Optimize our business

A disciplined execution of our commercial strategy enables the business to deliver another year of consistent financial performance. Sustained investment in sales and marketing, supported by effective revenue management, operational efficiencies, disciplined cost control, and balanced net working capital management, underpinned strong profitability and continued cash generation during the year.

Our Dream

"We continue to dream big, guided by a clear purpose that shapes everything we do. Building on our strong heritage, we are reaching more consumers through our resilient and growing portfolio of brands. We remain committed to creating a positive impact in the communities we serve, while driving sustainable growth through the expansion of the beer and beyond-beer categories, innovation, and digital transformation—working together to create a future with more cheers."

4 Operating and financial review

The nature of the entity's operations

The Group and the Company continued to lead the alcoholic beverage industry, with four breweries, one malting facility and a distillery in Tanzania. The company commands about two thirds of the beer industry in Tanzania.

The Group and Company have continued to improve production efficiencies in all operations, with our breweries continuing to win various awards within the Africa Zone and Globally for the best breweries.

Further, the Group and Company have invested and plan to continue investing in our sales and marketing and distribution network. A capital investment plan is in place to ensure the optimal operation of all breweries and the distilling plant. The Group and Company have set plans to ensure production, sales and market share are increased, maintained and sustained in the near future.

Principal risks and uncertainties

The Group and the Company are subjected to different internal and external risks. Through the Risk department assessment, analyzing severity of the risks and impact on the operations. Reviews are done quarterly by the Board Audit and Risk Committee.

The Group and the Company have significant tax matters with the Tanzania Revenue Authority (TRA) ranging from over 8 years ago to recent years. These include both direct and indirect tax issues relating to excise duty, value added tax (VAT) and capital gain tax. The Group and Company have engaged external legal advisors to support the resolution of these issues, working with the relevant authorities. All matters are still in discussion and the respective details are included in Note 34 to the financial statements.

Changes in the availability or price of raw materials and commodities, including as a result of unexpected increases in tariffs, and geopolitical tensions impacting logistics in respect of such raw materials and commodities, could have an adverse effect on results of operations.

Fluctuations of exchange rate for foreign currencies, can also impact the ability of the Company to honor its obligations for imports of goods and services. The Group and Company ensure that sufficient stocks are available to meet production demands and plan procurement to align with delivery lead times.

Management considers the above to be the principal operational risk. The Group maintains a risk register that is reviewed and communicated to the board quarterly.

Financial risk management objectives and policies

To ensure its financial stability and profitability, the Group and company have implemented policies and practices for a sound and prudent management and control of the principal financial risks to which it is exposed. The Company's overall risk management programme focuses on the identification and management of risks and seeks to minimize potential adverse effects on its financial performance. A summary of the risk management procedures is disclosed in Note 5 to financial statements.

Market overview

The alcoholic beverage industry in Tanzania is experiencing strong growth across all categories and regions, driven by improved performance of key sectors of the economy such as construction, agriculture, and financial and insurance services. There was balanced spending between all categories and packs. The market has not experienced significant macro-economic challenges.

Financial Review

The Group considered the following to be key performance indicators

	2025 **Tshs' M**	2024 Tshs' M	% Change
Revenue	**1,657,831**	1,467,458	13%
Gross Profit	**630,323**	518,068	22%
Operating Profit	**373,128**	275,722	35%
Basic Earnings Per Share	**689**	445	55%
Operating Margin	**22.5%**	18.8%	

The Group's revenue increased by 13%, driven by strong volume performance in the core beer portfolio, revenue management initiatives and category mix. The Group continues to execute on the strategy and increase sales and marketing investments behind the brands to deliver consistent growth and long-term value creation.

The Group's operating profit increased by 35% to TZS 373,128 million (2024: TZS 275,722 million), driven by topline performance, operational efficiencies and cost management initiatives and a one-off loss on disposal of subsidiary in the prior year numbers. As a result, earnings per share increased by 55% to TZS 689 compared to prior year TZS 445 and the operating margin increased by 3.7% to 22.5% compared to 18.8% in prior year.

The Group's reported cash generated from operations was TZS 317,085 million during the year versus TZS 327,383 million generated during the year ended 31 December 2024. Of this amount, TZS 70,677 was invested in capital expenditure and TZS 128,786 million was utilized to pay corporate income tax and the remaining amount was distributed to shareholders. During the year, a payment of dividend of TZS 1,259 per share amounting to TZS 371,475 million (2024: TZS 171,534). See further details in note 35 (v). Segment financial review analysis and presentation are covered in Note 5 to the financial statements.

Liquidity review
The Group and Company operations are financed from cash generated from operations. There was no short- or long-term debt outstanding, other than amounts payable from the normal operating activities of the Group.

The Group cash and bank balance decreased significantly to TZS 176,069 million from TZS 512,530 million due to payment of dividends despite good topline and bottom-line performance during the year and improvement in cash flow management. This balance is held in current accounts with different banks and other short term cash investments with less than three months maturity.

Treasury is responsible for managing the liquidity of the Company and its subsidiaries to ensure that commitments are managed and honored on maturity.

Liquidity risk assessment is summarised in Note 4.1 to the financial statements..

Future development:
TBL Plc remains well-positioned to capture the continued growth of the alcoholic beverage market in Tanzania, supported by favorable macroeconomic conditions, rising disposable incomes, urbanization, and evolving consumer preferences across beer, beyond-beer, spirits, and wine categories.

The Group will continue to drive growth across all categories by strengthening its beer portfolio, expanding beyond-beer, spirit, and wine segments, and investing in brand building and premiumization, while scaling digital platforms (BEES and Kuja) to enhance execution and data-driven decisions. The group will also focus on operational efficiency through facility upgrades, packaging investments, cost control, and supply chain resilience, alongside advancing revenue growth management and sustainability to support long-term profitable growth

5 Resources

The Group owns and has in place several resources in its operations as described below;

People
In the year ended 31 December 2025, the Company had 1,193 qualified and engaged personnel in its various departments. The Company has a robust process of hiring, developing and managing performance and productivity and engagement of its workforce. Further details on employee's management and welfare are included in Note 12.

Product Portfolio

In the year ended 31 December 2025, the Company and its subsidiary owned and sold a strong, popular, diverse and growing portfolio of over fifteen (15) beer and beyond beer (flavoured beer, non-alcoholic malt beverage, spirit and wines) brands. Further details on the company's owned and licensed beer and spirit brands are included in section 2.

Investment in Sales and Marketing

In 2025, the Company continued to invest in sales and marketing behind the core beer brands, beyond beer brands and innovations, through mega platforms and events and our commercial teams brand building capabilities to lead the long-term growth of the branded alcoholic beverage industry. The beer and beyond beer categories continued to gain share of total alcohol market.

Capital resources

The Company operates four (4) breweries across the country, a malting facility and a distillery in Dar es salaam. In 2025, a total of TZS 70,677 million was invested in capital expenditure with a focus on returnable packaging and upholding facilities to sustain long-term growth.

Financial resources

The Group continued to deliver consistent revenue and profitability growth which led to net cash generated from operation of TZS 178,358 million.

6 Composition of the board of directors

The Directors of the Company at the date of this report, all of whom have served since 1 January 2025, unless otherwise stated, are:

Name	Position	Age	Nationality	Appointment/ resignation	Qualification	Remarks
Mr. Leonard C. Mususa*	Chairman	72	Tanzanian	Appointed in July 2015	Management consultant, FCCA & FCPA-PP, with expertise in governance and board leadership	AB InBev Africa BV appointee
Ambassador Ami R. Mpungwe	Interim Chairman	75	Tanzanian	Appointed in October 2001	Business leader with expertise in governance and public private investment	AB InBev Africa BV appointee
Mr. Phocas J. I. Lasway	Member	78	Tanzanian	Appointed in February 2010	Business consultant and economist with expertise in private sector development and policy advocacy	AB InBev Africa BV appointee
Mr. Emmanuel J. Chacha	Member	48	Tanzanian	Appointed in November 2023	CEO of Kepler Associates, FCCA and ACPA PP, with expertise in assurance and risk management	AB InBev Africa BV appointee
Mr. Maharage A. Chande	Member	51	Tanzanian	Appointed in August 2021 and resigned in July 2025	Business leader with expertise in business transformation across multiple sectors	Representing Minority Shareholders
Ms. Violet O. Mordichai	Member	50	Tanzanian	Appointed in August 2021 and resigned in July 2025	Management consultant with expertise in leadership, strategy, and governance.	Representing Minority Shareholders
Mr. Goodluck Lukumay	Member	46	Tanzanian	Appointed in July 2025	Seasoned executive, with expertise in strategic leadership, and business transformation	Representing Minority Shareholders
Ms. Lulu Ng'wanakilala	Member	52	Tanzanian	Appointed in July 2025	Legal and development executive with expertise in governance and justice	Representing Minority Shareholders

The report by those charged with governance (continued)

6 **Composition of the board of directors** (continued)

Name	Position	Age	Nationality	Appointment/ resignation	Qualification	Remarks
Ms. Michelle N. Kilpin	Managing Director	45	South African	Appointed in January 2024	Managing Director, TBL Plc, with expertise in business management, strategy, innovation, and leadership	AB InBev Africa BV appointee
Ms. Elisha Dhenanath	Member	42	South African	Appointed in August 2023	Treasury Director, AB InBev Africa, with expertise in corporate finance, risk management, and hedging	AB InBev Africa BV appointee
Mr. Avito Swai	Member	40	Tanzanian	Appointed September 2025	Finance Director, TBL Plc, with expertise in business management and financial reporting	AB InBev Africa BV appointee

* The Board notes with deep regret the passing of Mr. Leonard C. Mususa on 30th May 2026 who served as Chairperson during the financial year. The Board places on record its sincere appreciation for his valuable leadership and service to the Group and Company.

In accordance with the Company's Articles of Association, the directors are not required to retire by rotation. The Board met four times during the year.

Company Secretary as at the date of this report who has served throughout the year is **Esther Kuja.**

As at the date of this report, the Directors holding shares are listed below:

	Ordinary Shares Dec 2025	Ordinary Shares Dec 2024
Ambassador A. R. Mpungwe	**1,000**	7,000
P.J.I. Lasway	**26,416**	36,216
Total	**27,416**	43,216

7 Corporate Governance

The Board of Directors of the Company consists of nine Directors. Apart from the Managing Director, Finance Director and Treasury Director Africa none of the directors hold executive position in the Company. The Board takes overall responsibility for the Company, including responsibility for identifying key risk areas, considering and monitoring investment decisions, considering significant financial matters, and reviewing the performance of management business plans and budgets. The Board is also responsible for ensuring that a comprehensive system of internal control, policies and procedures is operative, and for compliance with sound corporate governance principles.

The Board is scheduled to meet quarterly. The Board delegates the day to day management of the business to the Managing Director assisted by Senior Management. Senior Management is invited to attend board meetings and facilitates the effective control of all the Company's operational activities, acting as a medium of communication and coordination between all the various business units.

The Company is committed to the principles of effective corporate governance. The directors also recognize the importance of integrity, transparency and accountability. During the year the Board had board sub-committees to ensure a high standard of corporate governance throughout the Company. These are audit and risk committee and remuneration committee.

Name	Role	Meetings attended
Mr. Leonard C. Mususa	Chairman	3/4
Ambassador Ami R. Mpungwe	Member	3/4
Mr. Phocas J. I. Lasway	Member	4/4
Mr. Emmanuel J. Chacha	Member	4/4

Name	Role	Meetings attended
Mr. Maharage A. Chande*	Member	2/4
Ms. Violet O. Mordichai*	Member	2/4
Mr. Goodluck Lukumay**	Member	1/4
Ms. Lulu Ngwanakilala**	Member	2/4
Ms. Elisha Dhenanath	Member	4/4
Ms. Michelle N. Kilpin	Managing Director	4/4
Mr. Avito Swai**	Member	1/4

* Tenure ended in the first half of 2025.
** Appointed in the second half of 2025.

During the quarterly meetings held during the year ended 31 December 2025, the Board among other things reviewed and discussed the following.

- The Group strategy and management business plan.
- The Group budgets, capital allocations and cash management plans and performance.
- The Group's key performance indicators and quarterly results.
- The Group's internal control and risk management framework.
- The Group's key risks relating to litigation, legal and tax impacting the Group.
- All matters referred to the board from the various committees and management.

Group audit and risk committee
The Group Audit and Risk Committee oversees the effectiveness of risk identification and management, regulatory compliance, internal control systems, and the quality and integrity of financial reporting. The Group Audit and Risk Committee is a sub-committee of the Board and comprises three non-executive members. It is regulated by specific terms of reference and meets four times during the year. The Committee meets the external auditors and the internal audit department to review, inter alia, accounting, auditing, internal control, financial reporting matters and the published financial statements of the Company and the Group. The external auditors have unrestricted access, at all times, to the Group and subsidiary Audit and Risk Committees.

The members of the committee are:

Name	Role	Meetings attended
Mr. Emmanuel J. Chacha	Chairman	4/4
Ambassador Ami R. Mpungwe	Member	3/4
Mr. Phocas J. I. Lasway	Member	4/4

The overall objective of the Group Audit and Risk Committee is to ensure that the operating board has created and maintains an effective control environment within the organization and that management demonstrates and stimulates the necessary respect of the internal control structure amongst all parties.

The Group Audit and Risk Committee members, as well as the internal and external auditors, have unlimited access to whatever information they require in performing their responsibilities.

Summary of matters discussed by the committee during the year includes the following;

- All matters relating to the group's system of internal control and its effectiveness.
- External audit relationship including audit plan discussion, deliberation on the audit findings and approval of financial statements.
- Matters relating to enterprise risk management.

REMUNERATION COMMITTEE

The remuneration committee comprises the Managing Director and two non-executive members, one of whom chairs the committee. The Committee met twice in a year. The committee is responsible for the assessment and approval of a broad remuneration strategy for the Company, including short term incentives for executive and senior management. The Committee may advise on the remuneration of the Board. The remuneration strategy is aimed at rewarding employees at market related levels and in accordance with their contribution to the Company's operating and financial performance in terms of basic pay as well as short-term incentives.

Name	Role	Meetings attended
Ambassador Ami R. Mpungwe	Chairman	2/2
Ms. Violet O. Mordichai	Member	2/2
Mr. Phocas J. I. Lasway	Member	2/2

The remuneration committee among other things reviewed and discussed the Company's employee's performance evaluation and appraisal process, management proposals on short-term and long-term employees' compensations, management engagement and relationship with trade unions.

8 Capital structure and shareholders

The Company's authorised, issued and fully paid-up share capital during the twelve months period was 295,056,063 ordinary shares of a par value of TZS 100 each (2024: 295,056,063). The Company has only one class of ordinary shares which carries no right to fixed income. The ownership structure is as set out in Note 23.2 of the financial statements.

9 Management and operating board

Operating Board:

Name	Nationality	Remarks
Ms Michelle Kilpin	South African	Managing Director – Appointed in January 2024
Mr. Richmond Raymond	Tanzanian	Brewery Operations Director – Appointed in March 2020
Mr. Avito Swai	Tanzanian	Finance Director – Appointed October 2021
Ms. Eva Kuvise	Tanzanian	Solution Director – Appointed March 2021
Ms Nancy Riwa	Tanzanian	Logistics Director – Appointed in April 2022
Mr. Dickson Rushekya	Tanzanian	Procurement Director – Appointed in April 2022
Ms. Khensani Mkhombo	South African	Marketing Director – Appointed May 2023
Mr. Brett Rudis	American	Sales Director – Appointed June 2024
Ms. Emiliana Felix	Tanzanian	People Director – Appointed July 2024
Ms. Neema Temba	Tanzanian	Legal and Corporate Affairs Director- Appointed November 2024

10 Stock exchange information

The Company is listed on the Dar es Salaam Stock Exchange. The share price on 31 December 2025 was TZS 8,510 (December 2024: TZS 10,900) and market capitalization was TZS 2,510,927 million (December 2024: TZS 3,216,111 million).

11 Risk management and internal control

The Board accepts final responsibility for the risk management and internal control systems of the Company. It is the task of management to ensure that adequate internal financial and operational control systems are developed and maintained on an on-going basis in order to provide reasonable assurance regarding:

- The effectiveness and efficiency of operations;
- The safeguarding of the Company's assets;
- Compliance with applicable laws and regulations;
- The reliability of accounting records;
- Business sustainability under normal as well as adverse conditions; and
- Responsible behaviours towards all stakeholders.

The efficiency of any internal control system is dependent on the strict observance of prescribed measures. There is always a risk of non-compliance with such measures by staff. Whilst no system of internal control can provide absolute assurance against misstatement or losses, the Company's system is designed to provide the Board with reasonable assurance that the procedures in place are operating effectively. The Board assessed the internal control systems throughout the financial year ended 31 December 2025 and is of the opinion that they met accepted criteria. The Board carries out risk and internal control assessment through the Audit and Risk Committee.

The Board of directors confirms that applicable accounting standards have been followed and that the financial statements have been prepared on a going concern basis. The Board of directors has reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future.

12 Employee welfare

Management and Employees' Relationship
Relations between employees and management continued to be good during the year. A healthy relationship continues to exist between management and trade union. The Company is an equal opportunity employer. It gives equal access to employment opportunities and ensures that the best available person is appointed to any given position free from discrimination of any kind and without regard to factors like gender, marital status, tribe, religion and disability which does not impair ability to discharge duties.

The Company places considerable value on the involvement of its employees and has continued its previous practice of keeping them informed on matters affecting them as employees. This is achieved through formal and informal meetings.

Training Facilities
The Company spent about TZS 175 million for staff training programs compared to TZS 214 million in the year ended December 2024. The programs are aimed at improving the employee's technical skills and hence effectiveness. Training programs have been and are continually being developed to ensure employees are adequately trained at all levels. All employees have some form of annual training to upgrade skills and enhance development. The Group and Company provides various online training platforms organised by the AB InBev Africa Zone and AB InBev Global.

Medical Assistance and Medical Services
The Company provides medical services through onsite dispensaries and outside hospitals. Staff are entitled to access referral hospitals as the need arises. All members of staff, their spouses and four children to the age of 21 years were availed medical insurance. Currently these services are provided through Strategis Insurance.

Health and Safety
The Company has a strong health and safety section which ensures that a strong culture of safety prevails at all times. A safe working environment is ensured for all employees and contractors by providing adequate and proper personal protective equipment, training and supervision as necessary. All breweries, the distillery and other facilities operated by the Group are audited by Occupational Health and Safety Authority (OSHA) annually.

Financial Assistance to Staff
The Company has in place arrangement with commercial banks where employees can secure loans at competitive rates. The Company also assisted its employees to establish, operate and join the Company Savings and Credit Co-operative Society (SACCOS) to assist in promoting the welfare of its employees. Financial support is available to all employees.

Persons with Disabilities
Applications for employment by disabled persons are always fully considered, bearing in mind the aptitudes of the applicants concerned. In the event of members of staff becoming disabled, every effort is made to ensure that their employment with the Company continues, and that appropriate training is arranged. It is the policy of the Company that the training, career development and promotion of disabled persons should, as far as possible, be identical to that of other employees.

Employees Benefit Plan
The Company pays contributions to various publicly administered defined contribution plans on a mandatory basis.

GENDER PARITY

At 31 December, the Company employees were as follows:

	2025	2024
Male	**956**	927
Female	**237**	314
	1,193	1,241

13 Related party transactions

All related party transactions and balances are disclosed in note 36 to the financial statements.

14 Political and charitable donations

The Company did not make any political and Charitable donations during the year (December 2024: NIL).

15 Stakeholders relationship

Other than the matters reported in Contingent liability in Note 34, the Group and Company continues to have good relationship with their key stakeholders being employees and trade union, suppliers, farmers, customers and retailers, financial institutions, the Government, and local government authorities.

16 Corporate social responsibility (CSR)

Water Stewardship

In March 2025 TBL Plc marked World Water Day by demonstrating leadership in efficient water use across its operations while reinforcing its role as a catalyst for environmental stewardship beyond the brewery.

The milestone brought together the government, environmental non-governmental organisations (NGOs), development partners, media and industry peers reflecting a shared commitment to safeguarding water as a national asset. Collaboration with partners such as the World Wildlife Fund (WWF) and Oikos East Africa (OIKOS) highlighted how aligned expertise, coordinated action and shared accountability can multiply impact. By opening its sustainability journey to public dialogue, TBL Plc reinforced trust, strengthened partnerships and affirmed its position as a responsible contributor to Tanzania's longterm water security..

Farming Initiatives

Sorghum Farmers Day
In June 2025 TBL Plc and the Tanzania Agricultural Research Institute (TARI) hosted a Farmers' Engagement Day in Hombolo, Dodoma, that celebrated the contribution of smallholder sorghum farmers to a resilient local value chain. With participation from the Ministry of Agriculture and community leadership, the forum combined recognition with targeted, practical investment. The handover of modern threshing machinery delivered thorough collaboration with the World Food Programme (WFP) marked a significant step towards reducing postharvest losses and improving productivity at cooperative level.

Technical sessions on climatesmart agriculture, cooperative governance and sustainable practices further strengthened farmers' capacity. The engagement reinforced a shared ambition: improving livelihoods today while building a more reliable and sustainable supply base for tomorrow.

Barley Farmers Day
In August 2025 TBL Plc in collaboration with Monduli District Commissioner's office brought together more than 200 participants, including over 100 farmers for handson learning and mutual planning.

Focused training on agronomy, postharvest handling and quality improvement created a shared technical foundation for the season ahead. The engagement resulted in new sourcing agreements and a jointly developed roadmap for aggregation efficiency and quality monitoring. By investing time and presence in farming communities, TBL Plc continues to strengthen relationships that underpin quality, reliability and mutual success.

Circular Packaging Solutions

TBL Plc continues to advance its circular economy ambition through a nonreturnable glass recycling pilot launched in partnership with PeTpro in August 2025. Backed by a pilot fund exceeding USD 100,000 and formalized through an MOU, the initiative established structured collection, sorting and recycling streams.

Beyond diverting glass from landfill, the pilot is generating critical data to inform longterm emissions reduction opportunities and assess commercial viability. A robust monitoring and evaluation framework will guide scaleup over the next two to three years, aligned with regulatory timelines. The initiative reflects a shared responsibility approach where collaboration across the value chain becomes the backbone of environmental progress.

Renewable Energy initiatives

In May 2025 TBL Plc participated in the Tanzania Renewable Energy Week 2025, engaging with policymakers, private-sector peers, innovators, and development partners on accelerating renewable-energy adoption through aligned policy, investment, and innovation. Convened by the Tanzania Renewable Energy Association (TAREA) in collaboration with the Ministry of Energy, the forum provided a national platform for dialogue on regulatory clarity, responsible investment, and long-term energy resilience.

TBL contributed to the highlevel discussions on the role of energyintensive industries in driving the transition through energy efficiency and sustainable power sourcing. The engagement strengthened stakeholder relationships, enhanced insight into emerging energy transition frameworks, and reaffirmed TBL's commitment to advancing Tanzania's cleanenergy ambitions.

Smart Drinking Initiatives

TBL delivered AB InBev's Global Beer Responsible Day in October,2025 under the locally grounded theme "Kunywa Mdogo Mdogo," reinforcing positive consumption behaviours through relatable messaging. A coordinated digital and inmarket activation across Dar es Salaam, Mwanza, Arusha and Mbeya engaged employees, retailers, consumers and the wider public with a focus on moderation, road safety, hydration and informed consumer choice

Retail Capability Programmes

TBL's retailer capability programme, delivered between November and December 2025, marked the digital culmination of the Cheers to Bars initiative. A total of 430 retailers trained, which is 108% of target with an overall performance uplift of 114%.

The programme strengthened compliance, operational discipline and customer engagement, delivering a sales uplift that exceeded expectations within two months. Beyond financial returns, the initiative enhanced channel stability, partner loyalty and brand reputation. The results demonstrate the value of investing in shared capability as a driver of sustainable market performance and long-term value creation.

Stakeholder Engagement

In 2025, TBL Plc continued its engagement with government Consultations with the Ministers for Industry & Trade, Agriculture, Investment & Planning, Finance and Energy, alongside Parliamentary Committees and industry associations and regulators through industry associations to address regulatory and operational priorities. These engagements supported policy refinement, strengthened the operating environment, and reaffirmed the importance of dialogue in aligning long-term commercial sustainability with national development objectives.

17 Sustainability report

17.1 Basis of preparation

The sustainability disclosures are prepared based on the principles of the IFRS Sustainability Disclosure Standards, specifically IFRS S1 General Requirements for Disclosure of Sustainability related Financial Information and IFRS S2 Climate related disclosures. The disclosures in this report are intended to provide information that is useful to primary users of the Company's financial statements in assessing its exposure to climate-related risks and opportunities and the related financial effects.

17.2 Report Scope

Effective 1 January 2025, Tanzania Breweries Public Limited Company (TBL Plc), part of AB InBev, is publishing a report inspired by the IFRS Sustainability Disclosure Standards S1 and S2 in accordance with the guidance from the Tanzania National Board of Accountants and Auditors (NBAA). This represents a change from TBL Plc's past sustainability reporting and applicable regulatory and capital market requirements. This report covers the period from 1 January to 31 December 2025.

These disclosures have been prepared using AB InBev's established sustainability reporting framework and internal governance processes, adapted to reflect the Tanzanian operating context. The report focuses on sustainability-related risks, opportunities, and operational impacts that are material to TBL Plc's business performance, value creation, and long-term objectives.

This approach represents a transition from previous sustainability reporting practices toward greater alignment with internationally recognized disclosure standards, while leveraging existing Group systems, methodologies, and performance management structures.

The following Sustainability-related disclosures refer to AB InBev where the disclosure is applicable to TBL Plc as part of AB InBev, and to TBL Plc where data or disclosures are specifically related to TBL Plc.

This disclosure contains forward-looking statements regarding estimations into the future. These generally include words and/or phrases such as "will likely result," "aims to," "will continue," "is anticipated," "it is estimated," "anticipate," "estimate," "project," "result," "is predicted," "may," "might," "could," "believe," "expect," "plan," "potential," or other similar expressions. These statements are based on the current expectations and views of future events and developments of the management of AB InBev and TBL Plc and are naturally subject to uncertainty and changes in circumstances. All statements other than statements of historical facts are forward-looking statements. Undue reliance should not be placed on these forward-looking statements.

Actual results may differ from those stated in this report due to, but not limited to, the impact of climate change, water stress, financial distress, negative publicity, the company's ability to hire and/or retain the best talent, emerging and evolving regulations, reputation of the company's brands, the ability to make acquisitions and/or divest divisions, access to capital, volatility in the stock market, the company's ability to achieve or maintain targets, goals or commitments stated or implied in this disclosure, exposure to litigation and other associated risks not mentioned, as well as risks identified in any other documents that AB InBev or TBL Plc has made public.

Any forward-looking statements made in this communication are qualified in their entirety by these cautionary statements, and there can be no assurance that the actual results or developments anticipated by AB InBev or TBL Plc will be realized or, even if substantially realized, that they will have the expected consequences to, or effects on, AB InBev, TBL Plc or its business or operations. Except as required by law, AB InBev and TBL Plc undertakes no obligation to publicly update or revise any forward-looking statements, whether because of new information, future events, or otherwise.

Where these Sustainability-related disclosures contain statements based on hypothetical or severely adverse scenarios and assumptions, these statements should not necessarily be viewed as representing current or actual risk or forecasts of expected risk. In addition, the company's climate risk scenario analysis, net zero ambition and other sustainability-related goals remain under development as the company continues to refine its analysis of and response to potential future climate and sustainability-related risks and opportunities. Further, the data and methodology underlying the company's analysis and strategy remain subject to evolution. For example, the company believes the methodology of climate scenario analysis and carbon accounting will continue to evolve and improve, especially related to Scope 3 emissions. As such, information contained in or implied by these disclosures may differ from those in future disclosures, and in future reports, information may differ from those contained in these disclosures, including due to improvements in the quality and completeness of the company's data and updates to its methodology.

These consolidated Sustainability-related disclosures were authorized for issue by the Board of Directors on June 19, 2026.

17.3 Materiality

As a global business, AB InBev conducted a materiality assessment in 2024 and may continue to refresh such assessments in the future. TBL Plc did not undertake a separate materiality assessment as the topics material to the global business are applicable to TBL Plc. The materiality assessment includes input from a variety of the company's stakeholders. AB InBev's global materiality assessment was conducted in accordance with the requirements of the European Sustainability Reporting Standards (ESRS) under the Corporate Sustainability Reporting Directive (CSRD), and accounts for financial materiality as required by IFRS S1. AB InBev reviewed its material topics in 2025 with internal stakeholders and confirmed that the topics defined in 2024 are still applicable.

AB InBev engaged with stakeholders and subject matter experts to assess financial materiality. The company used its overall risk profile and risk management processes, public information such as peer reports, external and internal datasets, ESRS topics and sub-topics, stakeholder interviews, and stakeholder information from data analytics tools to build a list of potentially material sustainability issues tailored to AB InBev. The risks assessed span business activities, relationships, and geographies, and considered factors that could result in heightened risk of impact. For climate-related physical and transition risks, the company considered the physical risks, transition risks, and scenario analysis disclosed in the Climate section of its 2025 Global Annual Report Sustainability Statements and included in this report. The materiality process is managed by the global AB InBev sustainability reporting team with input from the business and oversight from the Audit Committee.

These sustainability issues were considered over short (up to one year), medium (up to five years), and long-term (more than five years) time horizons. The exercise resulted in the following financially material topics: Climate, Circular Economy, Agriculture and Natural Ecosystems, Water, Local Economic Development, Responsible Drinking & Moderation, Business Conduct, and Product Quality.

17.4 Financial Position, Financial Performance and Cash Flows

The company's operations are inherently exposed to sustainability-related risks described in detail throughout this disclosure of sustainability-related financial information. The potential effects of such risks are interconnected and therefore not separately identifiable. Any precise quantification of financial impact would carry a significant level of uncertainty and would therefore not be useful. Any risks mentioned in the topical sections of this report could result in material adverse effects on the company's business, liquidity, financial condition, and operational results, and could impact on any relevant line items in the company's financial statements such as depreciation, amortization and impairment, or cash flow from operating activities. The actions described in the company's climate transition plan and throughout the topical sections of this report are indicative of the types of investments the company seeks to make to mitigate and adapt to environmental risks.

17.5 Governance

In line with IFRS Sustainability Disclosure Standards S1 and S2, Tanzania Breweries Plc (TBL Plc) operates under a structured governance framework aligned with AB InBev Group standards and applicable Tanzanian regulatory requirements, ensuring oversight of sustainability and climate-related risks and opportunities and their potential financial implications.

The Board of Directors, led by an independent Chair, retains ultimate accountability for oversight of sustainability and climate-related matters. This includes reviewing the adequacy of governance structures, risk management processes, and internal controls established to identify, assess, and manage sustainability-related risks and opportunities. The Board ensures that these considerations are embedded within the Company's broader strategic direction and long-term value creation objectives.

The Board is supported by the Audit and Risk Committee (ARC), which provides dedicated oversight of sustainability and climate-related risks within the enterprise risk management framework. The ARC's mandate includes reviewing the completeness and robustness of risk identification processes, the appropriateness of mitigation strategies, and the integrity of sustainability-related disclosures.

The ARC reviews sustainability-related risk exposures, mitigation actions, and performance against defined ESG indicators on a quarterly basis, including explicit consideration of potential impacts on financial performance, cash flows, asset valuations, and capital allocation decisions. Matters requiring strategic direction or material judgment are formally escalated to the Board through structured reporting mechanisms, supported by documented committee deliberations and recommendations.

The Executive Management Committee (MANCOM), led by the Managing Director, is responsible for the identification, assessment, and day-to-day management of sustainability and climate-related risks and opportunities. Management integrates these considerations into operational planning, capital investment decisions, procurement processes, and business continuity planning. This ensures that sustainability risks and opportunities are considered alongside financial and operational factors in decision-making processes.

Management provides the Board and ARC with regular, decision-useful and verifiable information, prepared through established internal reporting processes and subject to management review and validation. This information includes:

- sustainability and climate-related key performance indicators (KPIs), tracked against group targets
- risk exposure assessments, including likelihood and potential impact evaluations
- progress against mitigation plans and control effectiveness
- updates on material sustainability initiatives and projects
- climate-related risk considerations, including both transition and physical risks, where relevant to operations and value chain

Where relevant, scenario-based considerations are incorporated into management analysis to support understanding of potential future impacts under different operating conditions. These analyses are used to inform management judgment and are presented to the ARC and Board were deemed material to strategic decision-making.

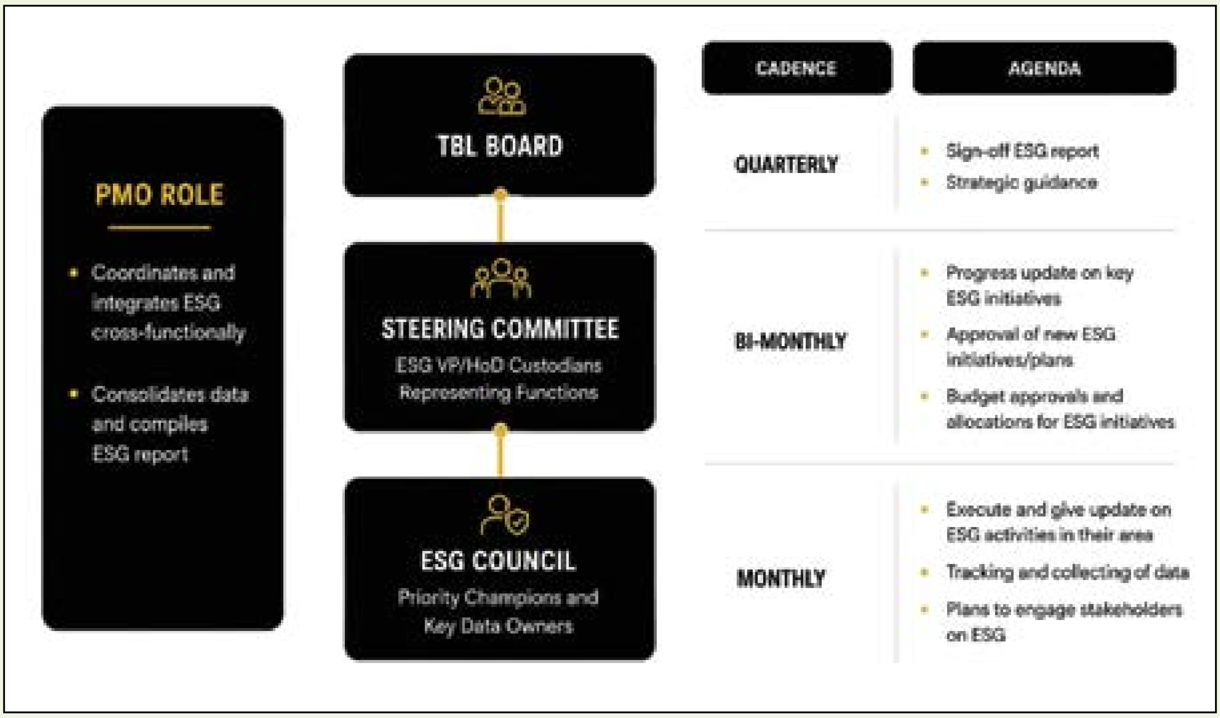
To support effective oversight, members of the Board and its committees participate in structured and periodic capacity-building sessions delivered by recognised external advisors. These sessions are conducted at least annually and cover ESG frameworks, climate risk assessment methodologies, regulatory developments, and emerging disclosure expectations. Attendance and participation are documented, and key insights are formally incorporated into Board and committee deliberations, enhancing the overall quality of oversight and decision-making.

In addition, sustainability and climate-related matters are integrated into Board and committee agendas, ensuring that such considerations are addressed alongside financial and operational performance. This includes periodic deep-dive sessions on key sustainability topics, enabling the Board to challenge management assumptions, review progress against strategic objectives, and assess alignment with external commitments and regulatory expectations.

Sustainability and climate-related risks and opportunities are embedded within TBL's enterprise risk management (ERM) and internal control frameworks, which are applied consistently across the organisation. These frameworks enable the systematic identification, assessment, monitoring, and escalation of risks, supported by defined risk ownership and accountability at management level. Internal controls and reporting processes are designed to ensure the reliability and completeness of sustainability-related information presented to governance bodies.

Performance against sustainability-related indicators is reported to the ARC and Board on a quarterly basis, enabling ongoing oversight and timely intervention where required. This reporting supports informed decision-making, including the prioritisation of mitigation actions and allocation of resources.

No material changes were made to the governance structure during the reporting period. The Board has conducted a review of the effectiveness of the existing governance framework, including committee mandates and reporting processes, and concluded that it remains appropriate and effective in supporting the oversight of sustainability and climate-related risks and opportunities.



17.6 Business Conduct

The following information on business conduct is applicable to TBL Plc as part of AB InBev. While the company is committed to conducting business in a legal and ethical manner in compliance with local and international laws and regulations applicable to its business, there is a risk that management or employees may take actions that violate applicable laws and regulations, including those related to anticorruption. If AB InBev does not successfully comply with applicable laws, regulations, and trade restrictions, it could become subject to fines, penalties, or other regulatory sanctions, as well as adverse reputational impacts. In addition, regulators in various jurisdictions have increasing attention on environmental, social, and other sustainability issues, and have adopted or proposed laws, regulations and policies that continue to expand, evolve, and in some cases, diverge on these topics, including those related to sustainability disclosures that may expand the nature, scope and complexity of matters that AB InBev is required to control, assess and report. As a result, the company may be subject to additional compliance risk. The company is exposed to developing market risks, including political instability or insurrection, financial risks, foreign exchange risks, political and economic changes, actions of governmental authorities affecting trade and foreign investment including global tariffs, interpretation and application of local laws and regulations, local labor conditions and regulations, lack of upkeep of public infrastructure, nationalization or expropriation, empowerment legislation and policy, corrupt business environments, crime and lack of law enforcement. These various factors could adversely impact AB InBev's business, results of operations and financial condition.

The company's inability to satisfy the changing requirements, demands and expectations of a wide range of stakeholders, including regulators, investors, customers, suppliers, and local communities, could increase the company's risks and liabilities, damage the company's reputation or the image and reputation of its brands, and have negative effects on the business and profitability. Negative publicity surrounding the company, its brands, its activities, its advertising campaigns, its personnel or its business partners and consumer perception of the company's response to sustainability, political and social issues, whether warranted or not, could damage the company's reputation and may decrease demand for the company's products.

The company's Code of Business Conduct is a practical guide to living its principles and values every day. AB InBev's Code of Business Conduct (Code) contains ethical principles designed to align with the International Labor Organization (ILO) Standards and includes policies that define employees' responsibilities and expected behavior, addressing key risk areas such as anti-corruption, human rights, safety of workers, human trafficking, use of forced or child labor, digital ethics and data privacy, harassment and discrimination, and conflict of interest.

AB InBev works to manage suppliers' compliance with the Code's ethical principles on corruption and bribery as part of its due diligence and risk assessment process for suppliers. The company works to screen new suppliers to categorize corruption and bribery risk level based on likelihood of interacting with public officials and other factors.

Vendors are then screened at a regular cadence with more frequent due diligence review on high-risk suppliers to ensure compliance with the Code of Conduct.

Through its Whistleblower Policy, AB InBev encourages colleagues to raise any concerns. The company has a zero-tolerance policy towards any threatened or actual retaliation against any person who, in good faith, raises concerns or participates in an investigation.

Any concerns with respect to potential violations of the company's Code, policies and applicable laws or regulations can be reported through the company's Compliance Helpline. The Helpline is a secure means of reporting and is available 24/7 for both internal and external users. Reports can be filed in different languages, and if desired and permitted by local law, anonymously. Reports are reviewed by the Ethics & Compliance team, in line with its Investigation Guidelines that govern the company's investigation process. Escalation and recusal rules are embedded into the company's process to avoid conflicts of interest.

AB InBev annually launches a series of mandatory training modules overseen by the Ethics & Compliance team to educate the workforce on its Code and key policies. In 2025, the company conducted global training on the Code of Business Conduct including topics such Responsible Drinking, Anti-Corruption, Antitrust, Anti-Harassment and Anti-Discrimination, and Data Security. The annual compliance training package includes mandatory attestation. The Anti-Corruption module specifically reinforces the company's zero tolerance policy toward bribery and corruption and emphasizes the importance of third-party due diligence. Policies are also available to employees in multiple languages online and communicated to employees periodically.[1] In 2025, employee onboarding training for full-time employees included the Code of Business Conduct, Anti-Corruption, Anti-Harassment, Anti-Money Laundering and International Trade Compliance, Antitrust, Conflict of Interest, Digital Ethics, and Human Rights. The Board receives ad hoc training on compliance matters as relevant.

17.7 TBL PLC's Business Model and Value Chain

TBL Plc's value chain begins with suppliers, including farmers, who provide the ingredients and packaging materials for the company's products. The company's significant resource inflows include water, primary packaging materials, and agricultural crops, including barley, sorghum, corn, and grapes. The company has operations in five plants, consisting of approximately 4 major plants, a distillery, and a malting facility. The company had approximately one thousand full-time employees in its own workforce in 2025. With the company's malting, brewing, bottling, packaging and distribution capabilities, it leverages its knowledge, expertise, and innovation to use ingredients and raw materials to produce beer, including low alcohol beer products and beer products, spirit, valuer, brandy and wine for consumers to enjoy. The company's significant resource outflows include beer and brewery waste and by-products, which consist mostly of spent grain. The company works to optimize its own operations and partners with suppliers to advance the sustainable use of resources. Once the beer is brewed and packaged, TBL PLC works with distribution partners to deliver its products responsibly and safely where consumers want them, and with marketing agencies and brand promoters to develop its brands.

The company's own fleet traveled over 9 million road miles in 2025. In most cases, the company's direct customers are retailers, on-trade venues, and wholesalers. It works with these partners to responsibly bring its beers to customers and consumers. TBL PLC's value chain consists of various types of workers, including, but not limited to, farmers, factory workers, brand promoters, professional services staff and logistics personnel.

The potential effects of risks and opportunities on the company's business model and value chain are described in each topical section in these Sustainability-related disclosures.

Due Diligence

Due diligence remains a core pillar of TBL Plc's compliance and responsible business framework, embedded as a continuous and systematic process across its operations and value chain. In 2025, TBL Plc sustained its established human rights due diligence practices through structured training on respect, harassment, discrimination, and non-retaliation, reinforced by effective grievance and compliance reporting mechanisms. The company conducted regular reviews of reported and perceived misconduct, implementing corrective actions and preventative controls. These measures supported early identification and mitigation of human rights risks, strengthened access to remedy, enhanced employee confidence to speak up, and reduced fear of retaliation. With a workforce of approximately one thousand full-time equivalent employees, this approach continues to strengthen the prevention of human rights violations and reinforce a culture of accountability and ethical conduct.

The company's procurement management system supports the risk management process, which includes screening of suppliers. The company conducts deeper due diligence for suppliers identified as potentially high risk through its screening processes. This due diligence is based on the SEDEX Members Ethical Trade Audit (SMETA) methodology, which uses a combination of site-level assessment questionnaires, onsite

1 Trainings are mandatory for 100% of employees except for those on leave or employed in certain jurisdictions that require different trainings.

audits and independent third-party interviews directly with workers. The due diligence process is designed to provide the company with insight into the issues in its value chain and enables it to monitor cases and act as appropriate. The Global Responsible Sourcing Policy is intended to encourage workers in the value chain to raise concerns through their employers' grievance mechanisms, while also requiring suppliers to ensure that their workers are aware of the mechanisms and how concerns are handled. Under the policy, suppliers must notify AB InBev and TBL Plc where applicable in Tanzania of any reports of violations to the Global Responsible Sourcing Policy. In addition, AB InBev's Compliance Helpline is open for all stakeholders to raise concerns, including in Tanzania. While AB InBev and TBL Plc do not directly oversee suppliers' grievance mechanisms, the company's Compliance Helpline is available to all stakeholders to raise concerns. The effectiveness of grievance mechanisms forms part of TBL's ongoing supplier evaluation.

In line with AB InBev's Global Responsible Sourcing Policy and IFRS Sustainability Disclosure, TBL Plc applies a structured supplier risk management and due diligence framework to identify, assess, and manage sustainability-related risks within its value chain.

TBL Plc conducts risk-based screening of suppliers to assess compliance with applicable Tanzanian labor, environmental, health and safety, and business regulations. Suppliers identified as high-risk are subject to enhanced due diligence aligned with the SEDEX Members Ethical Trade Audit (SMETA) methodology, including self-assessment, onsite audits, and independent worker interviews.

Findings from supplier assessments are integrated into TBL Plc's enterprise risk management and procurement decision-making processes. Non-conformances are documented, monitored, and addressed through corrective action plans, with escalation procedures in place for material or persistent breaches.

This approach supports TBL's management of sustainability-related risks and opportunities, enhances supply chain resilience, and contributes to long-term value creation.

Product Quality

TBL Plc's passion for beer is seen in its uncompromising commitment to quality so that its consumers enjoy the freshest, best-tasting beer. TBL Plc follows a comprehensive quality management system at its breweries and facilities to maintain product safety and extends these standards to its suppliers as well. If any products are defective or found to contain contaminants, TBL may be subject to product recalls or other associated liabilities, which could adversely impact its business, reputation, and performance.

If consumers have any questions, comments, or issues, they may call the company's toll-free customer service number printed on its packaging and speak to a company representative. Consumer complaints are resolved on a case-by-case basis through management systems.

17.8 Strategy, Risk Management, Metrics and Targets

The risks described in this section apply to AB InBev's global business and are applicable to TBL Plc as part of AB InBev.

17.8.1 Climate

AB InBev's business is closely tied to the natural environment. Agricultural crops and water are their key ingredients. It requires raw materials for packaging and energy, and fuel to brew, transport, and cool its beers. Climate change or other environmental concerns, or legal, regulatory, or market measures to address climate change or other environmental concerns, may affect the company's business or operations including the availability of key production inputs.

Climate change resulting from increased concentrations of carbon dioxide and other greenhouse gases, emitted by both the company and its value chain during agricultural, manufacturing, and distribution operations, in the atmosphere could have an adverse impact on global temperatures, weather and precipitation patterns and the frequency and severity of extreme weather and natural disasters. If climate change has a negative effect on agricultural productivity, the company may be subject to decreased availability or less favorable pricing for necessary agricultural resources.

Governments in various countries are likely to continue to propose legislative and regulatory initiatives to reduce or mitigate the impacts of climate change. Such initiatives may affect the company's local operations. The environmental regulatory climate in the markets in which the company operates is becoming stricter and could significantly increase compliance burdens, associate regulatory and reporting costs, and complexity. Despite the company's investments to reduce environmental risks and budgeting for future capital and operating expenditures to maintain compliance, environmental liability is still possible.

The production and distribution of the company's products require significant amounts of energy, including the consumption of oil-based products, natural gas, biomass, coal, and electricity. Energy prices have been subject to significant price volatility in the recent past and may be again in the future.

High energy prices over an extended period, an inability to shift to renewable energy in a timely way, and changes in energy taxation and regulation in certain geographies, may result in a negative effect on operating income and could potentially challenge the company's profitability. If AB InBev fails to achieve its current or future climate goals for any reason, there is a risk of reputational damage and there could be negative impacts on the company's financial performance.

AB InBev used the Task Force on Climate-Related Financial Disclosures (TCFD) framework to assess climate-related risks and opportunities over the short- (one to five years), medium- (six to 10 years) and long-term (more than 10 years) views across geographies and value chain segments selected based on a risk-based approach. Against this time horizon, in line with the company's long-term strategic planning, the company evaluated risks and opportunities associated with policy, technology, market changes, reputation, and chronic and acute physical risks. The following discussion on physical and transition risk scenarios refers to terms used in TCFD. The analysis was considered as an input in the double materiality assessment process described in these Sustainability-related disclosures but was a separate exercise, and results of the analysis may differ from the double materiality assessment. In this risk scenario analysis, the company considered two scenarios for physical and transition risks over the medium and long term. It analyzed short-term risks through its internal risk management processes. The outcome of these analyses informed the company's climate strategy.

To analyze physical risks and opportunities, the company considered two scenarios, using the Intergovernmental Panel on Climate Change (IPCC) Representative Concentration Pathways (RCP):

- Physical Risks Scenario 1: RCP 4.5, a high mitigation scenario where global emissions start declining by mid-century; and
- Physical Risks Scenario 2: RCP 8.5, an extreme global warming scenario in which global warming reaches 4 degrees Celsius, representing a failure of policy makers to implement the Paris Climate Agreement

For the transition scenario analysis, the company selected two scenarios developed by the International Energy Agency (IEA):

- Transition Risks Scenario 1: Business-as-usual, as per Stated Policies Scenario (STEPS) considering current policy settings (already implemented or confirmed upcoming policies); and
- Transition Risks Scenario 2: Net Zero Emissions by 2050 (NZE), that shows a narrow but achievable pathway for the global energy sector to achieve net zero emissions by 2050, aligned with the 1.5 degrees Celsius scenario.

The tables on the next page summarize the outcomes of the company's climate resilience analysis completed in 2022 and reviewed on an ongoing basis. While these scenarios provided are different, the company believes that its strategy will enable it to address the potential risks and opportunities presented under each scenario through its annual, three, and ten-year strategic planning cycles and corresponding resource allocation. AB InBev does not use internal carbon pricing.

The report by those charged with governance (continued)

17 **Sustainable report** (continued)

17.8 Strategy, Risk Management, Metrics and Targets (continued)

17.8.1 Climate (continued)

Topic	Scenario 1: RCP 4.5	Scenario 2: RCP 8.5	Global AB InBev Response
Physical risks - Projected impacts of changing climate conditions on barley yields (chronic risk)	**Low** Potential negative financial impacts could result from yield decreases and the resulting costs of barley production losses in some regions in the short term due to the impact of climate change. It is also possible that new barley growing regions could develop due to changes in climate.	**Medium** Negative financial impacts could be expected from projected yield declines and costs for replacing barley production due to longer-term climate impacts such as sustained higher temperatures.	To create its products, the company depends on a reliable, quality supply of agricultural crops. It uses crop research and agronomy teams and invests in agricultural technologies to manage raw materials costs and minimize disruptions. Across the company's sourcing regions, it works to develop higher-yielding, higher-quality brewing varieties that are also resource-efficient, disease-resistant and resilient to climate stressors such as drought. For barley, the company supports farmers on their crop production practices with analytics and insights to help improve crop management decisions from season to season.
Physical risks - Projected impacts of extreme drought on barley yields (acute risk)	**Low** Extreme weather such as decreases in seasonable precipitation could result in longer term disruptions of agricultural supply chains and increased costs for materials due to yield. No immediate impacts would be expected in the short term.	**Low** Event-driven climate impacts such as extreme drought could reduce barley quality, quantity and availability in the longer term and would be expected to have negative financial impacts on the costs of sourcing barley. It could result in the potential displacement of sourcing areas and the inability to source locally.	
Physical risks - Water availability risk across global operations (acute and chronic risks)	**Medium** Projected availability of future water volume at certain sites could represent an acute risk based on local hydrological and meteorological indicators.	**High** Negative financial impacts could be estimated to be higher because of the potential for reduced production across sites due to chronic water risk and availability.	AB InBev developed a water risk assessment tool that uses external data sources and input from its local teams to review its operational risk globally on a quarterly basis. Using this tool, the company has identified and continues to prioritize sites that are in high-stress areas. The company is focused on being part of the solution to the growing water challenges across its communities and supply chain by aiming to drive water use efficiency within its operations and investing in shared water security and watershed health in local communities.

17 **Sustainable report** (continued)

17.8 Strategy, Risk Management, Metrics and Targets (continued)

17.8.1 Climate (continued)

Topic	Business-as-usual	Net zero emissions by 2050	AB InBev Response
Transition risks - Policy	**High** Some exposure to future costs associated with carbon taxation and carbon pricing schemes could be expected but climate regulations would not be projected to change significantly. Such policy frameworks could limit pathways to meeting our long-term climate ambitions.	**Low** Exposure to potentially higher costs associated with carbon taxation and carbon pricing schemes could be expected as climate regulations accelerate. Policy frameworks would be expected to be more conducive to meeting long-term climate ambitions.	The company's local operations in every country in which it operates evaluate relevant regulatory risks and opportunities. This informs strategic decisions on investments and plans. In the framework of the company's climate ambitions, it works to reduce its GHG emissions by 25% per hectoliter of production across its value chain by 2025 from the 2017 base year, as aligned with the Science-Based Targets initiative (SBTi). The company believes its climate action can help mitigate the impact of potential upcoming regulations by reducing its direct emissions.
Transition risks - Future procurement of aluminum	**Medium** Exposure to shifts in the supply and demand for aluminum could be expected based on the carbon cost associated with the procurement of aluminum. As a result, further emissions reduction from increasing the share of recycled aluminum in the market would be unexpected.	**Medium** Exposure to market risks in the supply and demand for aluminum could be expected based on the carbon cost associated with the procurement of aluminum. There would be expected potential for reducing costs and emissions through an increase in the share of recycled aluminum sourced.	
Transition risks - Future procurement of glass	**Medium** Exposure to shifts in the supply and demand for glass could be expected along with related carbon costs and little potential for emissions reduction from increasing the share of recycled glass in the market.	**Medium** Exposure to future shifts in the supply and demand for glass could be expected along with related carbon costs but with more potential for emissions and cost reductions from increasing the share of recycled glass sourced.	The company continues to innovate and partner with key suppliers through its Eclipse platform to support decarbonization in its packaging supply chains and to help solve existing and future challenges to increasing recycled content, specifically in glass and aluminum.

In 2021, AB InBev announced its ambition to achieve net zero across its value chain by 2040. The company's approach, approved by the Board, to address climate change is focused on activities in its operations and across its value chain. The company follows the sectoral decarbonization approach (SDA) defined by the SBTi. The company allocates its carbon budget across different sectors by evaluating and following the growth and decarbonization pathway of each sector. This approach, coupled with the company's projected activity levels, defines its decarbonization pathway and projected carbon budgets. The corresponding climate transition plan implementation is embedded in the company's business strategy through procurement, investments, agricultural research, and logistics decisions.

For 2025, AB InBev implemented the following decarbonization levers: energy efficiency, use of renewable energy, and supply chain decarbonization. The company's sustainability team is responsible for reviewing and updating the decarbonization levers as part of its periodic review of the climate transition plan. Proposed changes are reviewed cross-functionally and presented to the Sustainability Council.

The company considers carbon-intensive assets such as glass manufacturing furnaces and mass boilers installed in breweries as a part of its approach to decarbonization. Replacement of such assets can take decades, resulting in locked-in emissions. These assets are likely to be fully depreciated by 2040 and may be considered as replacement with low-carbon assets in that timeframe. The company also considers increased internal and external recycled content, which drives emission reduction for packaging materials. A lag in infrastructure growth could pose a risk to these reduction efforts, locking in additional emissions. In 2025, the company continued to invest in decarbonization projects.

AB InBev's Environmental Policy & Principles outlines how the company intends to address climate change through energy efficiency, energy deployment decarbonization and adaptation across its value chain. The policy covers climate change, water stewardship, waste, circular packaging, sustainable agriculture, and legal compliance.

In 2025, the company achieved its emission reduction goal by reducing its absolute emissions in Scopes 1 and 2 by 44.4% and its Scopes 1, 2 and 3 emissions per hectoliter of production by 31.9% against a 2017 baseline. The scope of AB InBev's Climate Action Goal differs slightly from the company's financial reporting scope required to be reported by the ESRS. The company contracted the equivalent of 100% of its global purchased electricity volume from renewable sources with 83.7% operational in 2025. While the company achieved an increase in operational renewable electricity each year over the past eight years, AB InBev did not reach 100% operational renewable electricity by the end of 2025 due to current challenges such as the absence of needed local infrastructure and enabling regulatory frameworks. Despite challenges in APAC and Africa, the company made progress on renewable electricity in both markets in 2025.

TBL Plc participated in efforts towards AB InBev's 2025 Climate Action Goal.

TBL PLC Performance on AB InBev's 2025 Climate Action Goal[2] Metrics	**2017 (baseline)**	**2024**	**2025**
Total direct and indirect GHG Emission (Scopes 1 and 2 in tones of CO_2eq)	50.099	38.521	42.892
Scopes 1, 2 and 3 GHG emissions per hectoliter of production (in kg CO_2eq/hl)	64.79	50.61	46.85
% Renewable electricity: operational[3]	0.0%	0%	0.29%

TBL PLC Gross Scopes 1, 2, 3 and Total GHG emissions[2]	**2024**	**2025**
TBL PLC SCOPE 1 GHG EMISSIONS Gross Scope 1 GHG emissions (in tones of CO_2eq)	25,210	26,717
TBL PLC SCOPE 2 GHG EMISSIONS Gross location-based Scope 2 GHG emissions (in tones of CO_2eq)	13,311	16,175
TBL PLC SIGNIFICANT SCOPE 3 GHG EMISSIONS[3] Total gross indirect (Scope 3) GHG emissions (in tones of CO_2eq)	161,365	153,274
TBL PLC TOTAL GHG EMISSIONS Total GHG emissions (location-based) (in tones of CO_2eq)	199,886	196,166

TBL PLC Energy Management	**2024**	**2025**
Total energy consumed (GJ)	546,150.23	673,332.04
Percentage grid electricity (%)	24.98%	21.9%
Percentage renewable (%)	2.05%	3.20%

17.8.2 Water

AB InBev's production and agricultural supply chain require large amounts of water. Changes in precipitation patterns and the frequency of extreme weather events may affect the company's water supply and physical operations, and the supply of necessary agricultural crops. Water may also be subject to price increases in certain areas. Certain jurisdictions may adopt regulations restricting the use of water and introduce changes in water taxation and regulation, which could potentially challenge the company's profitability or introduce capacity constraints in certain markets. In its production, the company seeks to ensure high-

2 All metrics in this table consider all TBL PLC's operations including all brewing operations, vertical operations and special operations.

3 Based on an AB InBev global scope, 31.8% of reported Scope 3 GHG emissions are calculated using primary data obtained from suppliers or other value chain partners. The company follows the GHG Protocol Scope 3 value chain guidelines and uses an activity-based approach. Scope 3 emissions are estimated values derived from market-estimated factors, recycled content and available supplier information reported through the company's Eclipse leadership program. The total percentage of Scope 3 emissions follows the SBTi guidelines as the company included 87% of its total Scope 3 GHG emissions when setting the SBTi target in 2018. The categories considered significant include purchased goods and services, upstream transportation, emissions from fuel use not included in Scopes 1 and 2, downstream transportation, use of sold products (product cooling), and end of product life.

quality wastewater discharge to facilitate, where possible, water re-use. In addition, the company's role in procuring agricultural commodities may contribute to soil and water health or degradation near its operations or sourcing regions.

AB InBev's Water Policies & Principles were designed to provide guidance on its approach to water stewardship and water use in the company's breweries and operational sites including those located in high-water stress areas in its own operations and upstream value chain. The policy addresses water treatment and pollution prevention through responsible discharge, and effluent reuse. AB InBev's Responsible Sourcing Policy encourages business partners to set targets to reduce water use within their operations and develop plans to reduce water consumption in the overall value chain.

The company's approach to water stewardship considers third-party standards and initiatives such as the United Nations (UN) Global Compact CEO Water Mandate and the 2030 Water Resources Group. AB InBev works with local communities, including farmers, in its watershed work.

AB InBev aims to responsibly manage water consumption and discharge across its operations and supply chain. In 2025, the company continued working to scale its water stewardship efforts by driving water efficiency in its operations and by engaging in watershed protection measures in partnership with local stakeholders, especially in high-water-stress areas. The company uses a water risk assessment tool that leverages external data sources and input from its local teams to review operational water risks globally in its own operations. Using this tool, the company has identified sites in high stress[4] areas.

In 2018, AB InBev set its voluntary 2025 Water Stewardship Goal: 100% of its communities in high-stress areas will have measurably improved water availability and quality by 2025. The goal scope includes 36 sites based on a 2017 analysis using the company's water risk assessment tool. In 2025, the goal was achieved with all 36 sites recording measurable improvement in water availability. Any improvement in the metrics identified and measured through this process for each individual watershed was considered part of the goal achievement. To help the company identify these specific local watershed challenges and the appropriate solutions to address them across its high-stress sites, it has developed and implemented a seven-step watershed management process.[5] Together with local authorities, other water users and partners including The Nature Conservancy and World Wildlife Fund, the company has devoted financial and technical resources to support and monitor site-specific metrics[6] related to infrastructure initiatives, conservation and reforestation projects, habitat restoration efforts, and soil conservation practices, and track improvement.

For water management in its breweries, the company uses an internal environmental management system to routinely monitor and manage water use in its operations and to cascade best practices and performance standards across locations with the aim of driving water use efficiency, responsible discharge, and effluent re-use. Key water-saving actions may include process optimization, maintenance interventions, or implementation of new technologies.

In addition to the 2025 Water Stewardship Goal, AB InBev sought to achieve an average water use efficiency ratio of 2.5 hectoliter/hectoliter (hl/hl) across its breweries globally by 2025, and a water use efficiency ratio of 2.0 hl/hl for its breweries across the 36 high-stress sites in scope of its 2025 Water Stewardship Goal. In 2025, the company reached these ambitions with a water use efficiency ratio of 2.38 hl/hl globally, an improvement of 22.7% compared to the 2017 water use efficiency ratio, and 1.95 hl/hl across the high-stress

4 To identify the sites in high-stress areas, AB InBev conducted a water risk assessment at site level. It assessed risks related to reputation and regulatory matters using its own methodology, and it assessed physical risks using the World Resources Institute aqueduct methodology. The results were review ed at a zone and global level. [Number] sites are in scope of the company's 2025 Water Stewardship Goal based on a 2017 analysis.

5 The seven-step process used to identify, address and measure progress in high-stress sites is as follows. 1: Stakeholder convening and outreach; Step 2: Problem identification and prioritization; Step 3: Measurement; Step 4: Solution agreement and implementation plan; Step 5: Governance and finance; Step 6: Communication; Step 7: Impact measurement and monitoring.

6 Metrics measured are project specific. Water availability metrics may include river flow improvements and increases in infiltration of water back into the ecosystem. The units of measurement are also project-specific and are typically recorded in units of water volume over time. Water quality metrics may include volume of previously untreated community effluent now treated.

sites in scope of the Goal, an improvement of 31.3% compared to the 2017 water use efficiency ratio across these sites of 2.84 hl/hl.

TBL Plc further advanced its integrated water stewardship and efficiency framework, recognizing water as a material operational dependency and a key sustainability risk within its environmental management and climate resilience strategy. Water management is embedded within governance, operational controls, and performance monitoring systems, with defined efficiency targets and continuous improvement mechanisms.

Water is abstracted from regulated private boreholes and municipal supply systems and utilized across core production processes, including mashing, packaging, bottle washing, and clean-in-place (CIP) operations. Abstraction and discharge activities are conducted in compliance with national regulations and under valid permits issued by the Wami Ruvu Basin Water Board (WRBWB). Treated effluent is discharged through controlled channels into designated receiving environments, including the Msimbazi River catchment, in accordance with prescribed environmental quality standards.

During the reporting period, TBL Plc strengthened internal water conservation programs through structured employee training, operational awareness campaigns, and deployment of real-time consumption monitoring and leak-detection systems. These initiatives supported systematic optimization of process water use and enhanced accountability at plant level.

As a result of targeted efficiency interventions and process optimization, the average water usage ratio across TBL Plc's four breweries improved to 2.55 hectoliters of water per hectoliter of product (hl/hl) in 2025. Site-level performance differentials are actively managed through benchmarking, corrective action plans, and capital investment prioritization.

Recycled and reclaimed water utilization continued to expand, particularly for non-product-contact applications, including equipment pre-rinsing, utility cooling, and landscape irrigation. These measures contributed to reduced freshwater abstraction intensity and improved system resilience.

Comprehensive water risk assessments were maintained at each site to evaluate physical, regulatory, and catchment-level risks. Effluent quality was monitored through structured sampling protocols, with final discharge samples collected within 24-hour cycles and analyzed in line with standard operating procedures and regulatory requirements. This performance-driven approach enables TBL Plc to quantify, manage, and disclose water-related operational and climate risks, supports long-term resource security, and contributes to ecosystem protection.

TBL Plc participated in efforts towards AB InBev's 2025 Water Stewardship Goal

TBL PLC Performance on AB InBev Water Use Efficiency Ambition[7]	2017	2024	2025
Total water uses by hectoliter of production (hl/hl)	3.28	2.73	2.55

7 This water use efficiency metric is tracked in the framework of AB InBev's 2025 Sustainability Goals. It is defined as the amount of water drawn into the boundaries of the company's beverage operations (excluding any water sent to third parties or to other non-beverage operations outside these boundaries) divided by the total hectoliters packaged during the reporting period. This metric includes the company's beverage facilities only and does not include vertical operations such as malt plants and packaging facilities, and special operations. Special operations are entities that meet one or more criteria including reduced volume, low number of FTEs, complexity of brand mix, unusual products, or production processes.

17 **Sustainable report** (continued)
17.8 Strategy, Risk Management, Metrics and Targets (continued)
17.8.3 Water (continued)

TBL Water and ingredient sourcing Metrics[8]	2024	2025
Total water withdrawn (thousand m^3)	1185.90	**1426.11**
Water withdrawn in areas of water risk (%)[9]	42.25%	**29.46%**
Total water consumed (thousand m_3)	420.96	**712.10**
Water consumed in areas of water risk (%)	38.80%	**29.06%**

17.9 Circular Economy

AB InBev depends on secure sources of packaging materials for its products. Changes in the availability or price of raw materials and commodities could have an adverse effect on the company's operations. The company aims to encourage circularity in its value chain by using recyclable packaging, upcycling waste materials, and expanding circular solutions, which may also contribute to a reduction in the requirement of virgin packaging materials for use in the company's operations.

AB InBev aims to address resource use and circular economy through global policies that apply to its direct operations and upstream value chain. The company's Environmental Policy & Principles includes reducing emissions across its value chain, water stewardship, reducing waste, circular packaging, investing in sustainable agriculture and compliance with applicable environmental laws and regulations. This policy aims to promote a transition away from non-renewable resources towards renewable resources across the value chain. The company's Global Responsible Sourcing Policy states that suppliers should commit to reducing the production of waste and implementing initiatives to measurably increase the recycled content and/or returnability of their products. The Global Responsible Sourcing Policy is primarily the responsibility of the Chief Supply Officer and is overseen by the procurement function. AB InBev's Global Responsible Sourcing Principles for Farms seeks to promote the implementation of environmental management practices on farms.

AB InBev aims to reduce packaging and the need for virgin materials through initiatives such as lightweighting that use package design and innovation capabilities to rethink packaging and distribution models. The company also works to improve recycling value chains to increase the availability of recycled content in the market and enable it to increase the amount of recycled content used across packaging types. In addition to recycling, the company promotes the recovery and reuse of its packaging and continues to support its returnable bottle volume and return rate. It works with local communities on programs as relevant.

AB InBev set a voluntary 2025 Circular Packaging Goal that 100% of its packaging would be in returnable formats or made from majority recycled content (more than 50%) by 2025. This goal applies globally to primary packaging, which represents more than 80% of AB InBev's total packaging volumes by weight. In 2025, 89.7% of the company's products were in returnable packaging or made from majority recycled content (more than 50%).[10] This figure represents a 10.6 percentage point improvement since the goal was set in 2017. While the company continues to increase circular packaging across its operations and achieved majority recycled content in glass and cans, it did not achieve this goal by the end of 2025 due to the availability of viable recycled content in PET packaging, which is highly dependent on local recycling supply chains and dynamic market conditions. The company reached more than 50% recycled content in glass and cans, which means that 52.7% of its total primary packaging globally is made from majority recycled content, and more than 99% is recyclable.[11]

8 All metrics in this table consider all operations. The company obtained 99% of reported metrics from direct measurement and 1% from best estimates.

9 Areas of water risk are defined according to are defined according to ESRS and consider all operations. This identification differs from AB InBev's internal methodology used in its own water risk assessment to identify high water-stress areas, where more localized data and context for each site are used. The company used the World Resources Institute Aqueduct methodology to assess physical risks, as per the ESRS definition, and its own methodology to assess qualitative risks related to reputation and regulatory matters.

10 The total percentage of products in returnable packaging or made from majority recycled content is calculated by the sum of the % volume in returnable packaging formats and the sum of the % volume in one-way primary packaging formats that contain greater than 50% recycled content. AB InBev collects total tonnage data including the percentage of tonnage from recycled content, by material and by supplier. For recycled content, the company aggregates across countries and zones to calculate a global percentage of recycled content by material. Data on recycled content percentage is provided by suppliers and tracked regularly. Packaging purchases are derived from AB InBev's own procurement system.

11 AB InBev's primary packaging formats include recyclable packaging types (returnable kegs, cans, glass bottles, and PET). The recyclability of primary packaging reported does not account for the availability of local recycling supply chains.

AB InBev's global product portfolio consists of aluminum cans, one-way glass, returnable glass, PET, and returnable kegs. In 2025, approximately 40.4% of the company's volume was sold in returnable glass bottles or in returnable kegs.

In Tanzania, Tanzania Breweries Limited (TBL Plc) continued to leverage returnable glass bottles (RGBs) as a core decarbonization and circularity mechanism within its packaging portfolio. Approximately 98.24% of total sales volume was delivered through RGBs, which demonstrated lower life-cycle carbon intensity compared to one-way packaging. To reinforce system circularity, TBL PLC maintained investments in Tanzania-based recovery, sorting, and recycling infrastructure. Generated scrap labels from bottle washing operations were recovered, air-dried, and supplied to local cement manufacturers as alternative fuel inputs, supporting industrial symbiosis and emissions substitution.

By-products from brewing operations, including spent grain and end-of-life yeast biomass, were systematically valorized through structured off-take arrangements with local livestock producers, contributing to waste diversion and circular feedstock utilization. Sludge generated from on-site water purification processes continued to be repurposed for landscape irrigation, with agronomic testing underway to validate its suitability for controlled agricultural application as a soil conditioner.

In 2025, 93 percent of primary packaging in Tanzania was returnable or made from majority recycled content.

These initiatives are embedded, enabling quantification and management of packaging-related Scope 3 emissions, resource efficiency risks, and circular economy opportunities in alignment with IFRS S1 and IFRS S2 disclosure requirements.

TBL PLC participated in efforts towards AB InBev's 2025 Circular Packaging Goal.

TBL PLC's Performance on AB InBev 2025 Circular Packaging Goal	**2017**	**2024**	**2025**
% Returnable packaging	91%	93%	93%
% Recycled content in primary packaging			
Glass	0.0%	34.42%	32.50%
Cans	20.25%	27.00%	24.44%
PET	0.0%	0.0%	0.0%

TBL Plc's material resource inflows include:
1. Water. Refer to the Water section in these Sustainability statements for further details.
2. Main new primary packaging materials include one-way and returnable glass, aluminum cans, PET, and returnable kegs.
3. Agricultural crops including barley, Sorghum, corn, and grapes

In addition to beer, TBL Plc's material resource outflows include:

1. Primary packaging material, and secondary packaging material. Packaging is considered both an in-flow and an out-flow.
2. Brewery waste (including transport packaging waste and traditional facilities waste) and by-products (including spent grain and spent yeast).

The company continues to voluntarily pursue 100% recycling rates in its operations globally while complying with local laws and regulations. Waste and by-product streams relevant to the company's operations mainly include spent grains from the brewing process, which make up most of the company's brewery waste and by-products.

17.10 Agriculture and Natural Ecosystems

AB InBev depends on high-quality agricultural crops and water from healthy natural ecosystems to brew its beers and it strives to protect and restore biodiversity through its work in watersheds and agriculture. With a value chain deeply rooted in the world's natural ecosystems, the company aims to identify how to minimize its impact on nature while exploring opportunities to invest in nature-based solutions in agriculture and watershed restoration and conservation.

The company's Water Policies & Principles and Environmental Policy & Principles address its approach to biodiversity and natural ecosystems. See the Water and Climate sections in these Sustainability-related disclosures respectively for further details on the scope of these policies and for ambitions in these areas.

AB InBev works toward more responsible sourcing in its direct agriculture programs by promoting sustainable agricultural practices such as building resilience through crop management, improved varieties, and risk mitigation tools, while also exploring how agriculture can be part of the solution to help reduce GHG emissions, protect watersheds, and improve biodiversity.

Aligned with AB InBev's 2025 Smart Agriculture Goal, TBL PLC continues to implement parent company AB InBev's soil health framework, launched in 2020 in partnership with The Nature Conservancy, to provide a path for its agronomists and researchers to design and measure the impact of soil health, water, and biodiversity initiatives in the field. These practices may also support local economic development through improved crop yields.

In 2025, AB InBev continued to implement its soil health framework, launched in 2020 in partnership with The Nature Conservancy, to provide a path for its agronomists and researchers to design and measure the impact of soil health, water, and biodiversity initiatives in the field.

The company aims to take a farmer-centric approach with respect to agriculture workers in its value chain. In addition to the Global Responsible Sourcing Policy, the company's Responsible Sourcing Principles for Farms provides additional principles to apply across a broad range of agricultural contexts, as it works with and engages with more than 20,500 thousand direct farmers[12], ranging from large commercial farmers to smallholder farmers. It also uses direct and local connections with farmers, secured through agronomists and researchers on the ground, to support training and upskilling farmers in its value chain and to work toward its Smart Agriculture Goal that 100% of its direct farmers will be Skilled, Connected and Financially Empowered by 2025.

In 2025, the company achieved this goal with 100% of direct farmers in the company's value chain considered Skilled, Connected, and Financially Empowered.

As part of AB InBev, TBL PLC implements a locally adapted Smart Agriculture program that supports sustainable sourcing and the restoration of natural ecosystems critical to beer production. In 2025, the company engaged over 2500 smallholder farmers across the Northern Highlands and Dodoma, delivering training, agronomic support, and financial empowerment in line with AB InBev's soil health framework and Responsible Sourcing Principles. These initiatives enhanced crop resilience, improved yields, and promoted sustainable water and soil management practices, contributing to watershed conservation and biodiversity protection. By integrating these programs into operational planning and capital allocation, TBL PLC works to ensure that agricultural and natural ecosystem considerations are embedded into strategic decisions, reinforcing both local economic development and long-term enterprise value.

12 A direct farmer is a farmer with whom AB InBev has a direct sourcing relationship for a priority crop through a contract between AB InBev and the farmer or between AB InBev and a third party on behalf of the farmer.

TBL PLC participated in efforts towards AB InBev's 2025 Smart Agriculture Goal.

TBL PLC's Performance on AB InBev 2025 Smart Agriculture Goal [13]	2024	2025
Direct Farmers Skilled, Connected and Financially Empowered	100%	100%
Skilled	100%	100%
Connected	100%	100%
Financially Empowered	100%	100%

17.11 Responsible Drinking & Moderation

Beer is part of celebrating life's moments throughout the world. It is brewed locally with simple ingredients, and a driver of economies and jobs. Beer consuming responsibly has been part of culture and sociability for thousands of years. As consumers are increasingly embracing moderation as part of their balanced lifestyles, beer is well-suited to meet their needs. As part of the world's leading brewer, both AB InBev and TBL Plc are committed to promoting moderation and responsible drinking.

In recent years, public and political attention has been directed at the soft drinks and alcohol beverage industries globally. Concerns about the health consequences of consuming alcohol beverages and increased activity from activist groups, public health organizations and other governmental and regulatory bodies advocating for measures designed to reduce the consumption of alcohol beverages and addressing the public regarding health and alcohol consumption may reduce demand for alcohol beverages generally or negatively impact investor perception, which could adversely affect the company, its marketers, distributors and customers. AB InBev remains committed to promoting moderation through its Smart Drinking initiatives. Nevertheless, AB InBev may be criticized and experience an increase in the number of publications and studies debating its efforts to promote moderation. AB InBev continues to monitor the evolving global policy framework so that the distinct role beer plays in a society that values both moderation and personal choice continues to be recognized.

AB InBev's marketing efforts, along with those within its downstream value chain, are subject to restrictions on the permissible advertising style, media channels and messages used. Any additional local restrictions, or the introduction of similar restrictions in other countries, may constrain the company's marketing activities the popularity of its brands.

Research indicates that individual patterns of consumption may be improved by reminding consumers that moderation and control are the group norms. Through social norms marketing, the company aims to improve consumption patterns by promoting social norms that produce positive outcomes.

By expanding its portfolio of non-alcohol and lower-alcohol products to give consumers balanced choices, the company seeks to enable moderation and responsible drinking worldwide.

AB InBev's Responsible Marketing and Communications Code (RMCC) sets the standards for its marketing and commercial communication worldwide to ensure that commercial communications are aimed only at individuals above the legal drinking age and are carried out responsibly. The company's marketers, distributors and customers share similar impacts and are subject to the same legal drinking age requirements. As a result, employees and the company's relevant contractors and agencies are trained periodically in matters related to the RMCC. The RMCC applies to all consumers. In 2025, TBL Plc had zero incidents of non-compliance with industry or regulatory labelling or marketing codes hence no material monetary losses.

13 A Skilled farmer: (i) has access to an approved variety; (ii) has access to a crop protocol; and (iii) has access to technical advice based on crop protocol through at least two engagements per year. A Connected farmer: receives insights from a digital platform (commercial farmers) or at least three digital communications during the year on market, weather or agronomic advice (smallholder farmers). A Financially Empowered farmer: has access to appropriate cost sharing or risk mitigation tools (commercial farmers) or receives financial training annually and has access to an appropriate financial product or solution (smallholder farmers).

On Smart Drinking and Moderation, TBL Plc further advanced its Retailers Development Programme in 2025, reinforcing capacity building, operational efficiency, and sustainable business practices across its retail network. In 2025, the Programme integrated digital learning modalities, enabling scalable and cost-efficient delivery of training content, enhancing reach and consistency in knowledge transfer.

A total of over 400 retailers participated in structured interventions encompassing:

- Financial literacy, record-keeping, and strategic business planning
- Digital transformation for operational optimization
- Customer experience and supply chain management
- Entrepreneurship development, with targeted empowerment of women and youth
- Ethical practices and inclusion frameworks

The Programme's effectiveness is monitored through structured assessments, feedback loops, and impact extrapolation methodologies. Preliminary analysis estimates that individuals including retailer families, employees, and local community members experienced positive socio-economic effects driven by increased retail revenues and enhanced operational capacity.

In 2025, TBL Plc continued to scale its digital engagement with over 9,934 micro, small, and medium-sized retailers through the BEES platform, enhancing operational efficiency, transparency, and data-driven decision-making. BEES enables retailers to browse products, place orders, manage invoices, track deliveries, earn rewards, and access business insights in a single integrated interface.

The platform's adoption accelerated, with 6 percent growth in monthly active users, reflecting strengthened engagement and expanded coverage. By integrating digital tracking, transaction analytics, and user feedback mechanisms, TBL Plc can quantify socio-economic impact, monitor retailer performance, and support scalable, sustainable business growth.

18 Auditor

Name of Auditor	PricewaterhouseCoopers Tanzania (PwC)
Physical Address	Pemba House 369 Toure Drive, Oyster Bay P.O. Box 45 Dar as Salaam Tanzania
Firms Registration	Registered pursuant to and in accordance with the provisions of the Business Names (Registration) with certificate of registration number 117633. Also, registered under Accountant and Auditors registration Acts 1972 as amended in 1995
TIN Number	100-212-285
Appointment of the auditor and any rotation requirement.	Appointment of Auditors is done by board of directors.
Auditors; PF Numbers	047

The auditor has expressed willingness to continue in office as auditor and is eligible to apply for re-appointment. A resolution proposing appointment of an auditor of the Company for the next financial year will be put to the Annual General Meeting.

19 Responsibility by those charged with governance

The members charged with governance accept responsibility for preparing these financial statements which show a true and fair view of the Group to the date of approval of the audited financial statements, in accordance with the applicable standards, rules, regulations and legal provisions.

20 Statement of compliance

The members charged with Governance have ensured that the report is in compliance with the requirements of the Tanzania Financial Reporting Standard No. 1 and all other relevant statutory legislations that are applicable to the Group and Company.

BY ORDER OF THE BOARD

Ami Mpungwe

Ambassador Ami R. Mpungwe
Interim Chairman

Date: 29 June 2026

Statement of directors' responsibilities

for the year ended 31 December 2025

The Companies Act, No. 12 of 2002 requires directors to prepare financial statements for each financial year that give a true and fair view of the state of affairs of the Company and Group as at the end of the financial year and of its profit or loss for the year. It also requires the directors to ensure that the Company and Group keep proper accounting records that disclose, with reasonable accuracy, the financial position of the Company and Group. They are also responsible for safeguarding the assets of the Company and Group and hence taking reasonable steps for the prevention and detection of fraud, error and other irregularities.

The directors accept responsibility for the financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with IFRS Accounting Standards and the requirements of the Companies Act, No. 12 of 2002.

The directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs and results of operations of the Company and Group in accordance with IFRS Accounting Standards. The directors further accept responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement whether due to fraud or error.

Nothing has come to the attention of the directors to indicate that the Company or Group will not remain a going concern for at least twelve months from the date of this statement.

Approved by the board of directors on and signed on its behalf by:

Ami Mpungwe

Ambassador Ami R Mpungwe
Interim Chairman

Date: 29 June 2026


NEW LOOK.
SAME CRISP REFRESHING LEMON FLAVOR.
PRESSED LEMON
EXPERTLY BLENDED
FLYING FISH
PREMIUM
FLAVOURED BEER
RETURNABLE
PRESSED LEMON
FLYING FISH
PREMIUM
FLAVOURED BEER
4.5% ALC/VOL
TASTE THE UNEXPECTED
HAIUZWI KWA WENYE UMRI CHINI YA MIAKA 18.
Kunywa Kistaarabu.
Tumia na maji pamoja na chakula.
Umekunywa pombe? Usiendeshe.

Declaration of the head of finance
for the year ended 31 December 2025

The National Board of Accountants and Auditors (NBAA) according to the power conferred under the Auditors and Accountants (Registration) Act. No. 33 of 1972, as amended by Act No. 2 of 1995, requires financial statements to be accompanied with a declaration issued by the Head of Finance/Accounting responsible for the preparation of financial statements of the entity concerned.

It is the duty of a Professional Accountant to assist the Board of Directors to discharge the responsibility of preparing financial statements of an entity showing the true and fair view of the entity's financial position and performance in accordance with applicable International Accounting Standards and statutory financial reporting requirements.

Full legal responsibility for the preparation of financial statements rests with the Board of Directors as stated under Statement of directors' responsibilities on an earlier page.

I Jofrey Malkiadi, Financial Reporting and Analysis Manager of Tanzania Breweries Public Limited Company and its subsidiaries (i.e. Tanzania Distilleries Limited and Kibo Breweries Limited) together "the Group", I hereby acknowledge my responsibility on behalf of Head of Finance of ensuring that the consolidated financial statements for the year ended 31 December 2025 have been prepared in compliance with IFRS Accounting Standards and the requirements of the Companies Act No 12 of 2002.

I thus confirm that the consolidated financial statements give a true and fair view of the consolidated financial position as 31 December 2025 and of their consolidated financial performance and their consolidated cash flows for the year then ended and that that they have been prepared based on properly maintained financial records.

Position: Financial Reporting and Analysis Manager

NBAA Membership No: ACPA-PP 3763

Date: 29 June 2026

Independent auditor's report

To the Members of Tanzania Breweries Public Limited Company

Report on the audit of the consolidated financial statements

OUR OPINION

In our opinion, the consolidated financial statements give a true and fair view of the consolidated financial position of Tanzania Breweries Public Limited Company (the "Company") and its subsidiaries (together "the Group") as at 31 December 2025, and of their consolidated financial performance and their consolidated cash flows for the year then ended in accordance with IFRS Accounting Standards and the requirements of the Companies Act, No. 12 of 2002.

What we have audited

The Group's consolidated financial statements set out on pages 71 to 133 comprise:

- the consolidated statement of financial position as at 31 December 2025;
- the consolidated statement of profit or loss for the year ended 31 December 2025;
- the consolidated statement of comprehensive income for the year then ended;
- the consolidated statement of changes in equity for the year then ended;
- the consolidated statement of cash flows for the year then ended; and
- the notes to the financial statements, comprising material accounting policies and other explanatory information.

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 consolidated financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Tanzania Breweries Public Limited Company and its subsidieries in accordance with the ethical requirements of the National Board of Accountants and Auditors (NBAA) that are relevant to audits of financial statements in Tanzania and 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. We have also fulfilled our ethical responsibilities in accordance with the IESBA Code.

KEY AUDIT MATTERS

Key audit matters are those matters that, in our professional judgment, 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.

Key audit matter	How our audit addressed the key audit matter
Unresolved tax matters	
As described in note 34 of the financial statements, the Group and Company have significant unresolved tax matters with the Tanzania Revenue Authority (TRA) whose outcomes depends on future events. Having considered advice from internal and external experts, the directors have exercised significant judgement that these matters will not crystallize to a material liability. We considered this as an area of most significance because the results of the assessments could have a significant impact on the results if the exposures were to crystalize. Refer to Note 3 (i) and 34 for further details.	We inquired management of its process for the identification and evaluation of tax exposures from TRA assessments. We examined a list of open tax matters and tax assessments issued by TRA as of 31 December 2025. We tested the completeness of the list by examining minutes of the board meetings and legal correspondences between the Group and its lawyers and inquired from the Group tax manager. We involved our tax specialist to examine the correspondences between Management and the Tanzania Revenue Authority, and the Government of the united Republic of Tanzania. We obtained and assessed advice from external tax experts that was used by management to determine the level of provisioning required and tax objections filed thereon. We reviewed the provisions for tax exposures based on management's own assessment, advice from external tax experts and evaluated reasonableness of the judgements applied. We assessed the appropriateness and adequacy of the disclosures made in the financial statements.
Investment in a Subsidiary	
The Company has TZS 42,414 million investment in a subsidiary – Kibo Breweries Limited. Investment in subsidiaries is carried at cost and assessed for impairment when an impairment trigger is identified. The impairment assessment is performed by comparing the carrying value of the non-current asset to its recoverable amount, being the higher of the fair value less costs to disposal and value in use. We focused on this area because the estimation of the recoverable amount using fair value less cost to sell involves significant judgement given the inherent uncertainty in estimating expected future cashflows. Information on investment in subsidiaries and related impairment is provided on accounting policy 2(g), 2(h), Note 3 (vii) and Note 17.	We assessed the appropriateness of the valuation technique used in the fair value calculation. We compared the carrying value of the investment to the fair value estimate to determine if there is any impairment. We reviewed the assumptions used in the fair value calculation to ensure that they are reasonable and consistent with the industry standards. We assessed the sensitivity of the fair value estimate to changes in key assumptions and determine if there are any risks associated with the estimate. We assessed the contingent liabilities at the subsidiary level to determine if they could impact the fair value estimate. We assessed the appropriateness and adequacy of disclosures included in the financial statements.

OTHER INFORMATION

The directors are responsible for the other information. The other information comprises The report by those charged with governance, Statement of directors' responsibilities and Declaration of the head of finance but does not include the consolidated financial statements and our auditor's report thereon, which we obtained prior to the date of this auditor's report, and other information that will be included in the Annual Report, which is expected to be made available to us after that date.

Our opinion on the consolidated financial statements does not cover the other information and 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 that we obtained 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 other information that will be included in the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance.

RESPONSIBILITIES OF THOSE CHARGED WITH GOVERNANCE FOR THE CONSOLIDATED FINANCIAL STATEMENTS

Those charged with governance are responsible for the preparation of the consolidated financial statements that give a true and fair view in accordance with IFRS Accounting standards and the requirements of the Companies Act, No. 12 of 2002, and for such internal control as those charged with governance determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, those charged with governance 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 those charged with governance either intend to liquidate the Group and/or the Company or to cease operations, or have no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE CONSOLIDATED FINANCIAL STATEMENTS

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- I dentify and assess the risks of material misstatement of the consolidated 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.
- 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 those charged with governance.

- Conclude on the appropriateness of those charged with governance 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 and the Company'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 consolidated 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 consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the consolidated financial information of the entities or business activities within the group to express an opinion on the consolidated 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 those charged with governance 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 those charged with governance 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, action 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 consolidated 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 LEGAL AND REGULATORY REQUIREMENTS

This report, including the opinion, has been prepared for, and only for, the company's members as a body in accordance with the Companies Act, No. 12 of 2002 and for no other purposes.

As required by the Companies Act, No. 12 of 2002, we are also required to report to you if, in our opinion, the Directors' Report is not consistent with the financial statements, if the company has not kept proper accounting records, if the financial statements are not in agreement with the accounting records, if wehave not received all the information and explanations we require for our audit, or if information specified by law regarding directors' remuneration and transactions with the company is not disclosed. In respect of the foregoing requirements, we have no matter to report.

Cletus B. Kiyuga, ACPA PP 1981

For and on behalf of PricewaterhouseCoopers
Certified Public Accountants
Dar es Salaam
Date: 29 June 2026

Financial statements

Consolidated statement of profit or loss

For the year ended 31 December 2025 Million Tanzania Shillings	Notes	GROUP 31 Dec 25	GROUP 31 Dec 24	COMPANY 31 Dec 25	COMPANY 31 Dec 24
Continuing operations:					
Revenue from contracts with customers	6	**1,657,831**	1,467,458	**1,306,496**	1,184,487
Cost of sales	7	**(1,027,508)**	(949,390)	**(816,255)**	(764,062)
Gross profit		**630,323**	518,068	**490,241**	420,425
Selling and distribution costs	7	**(138,397)**	(131,216)	**(125,002)**	(117,966)
Administrative expenses	7	**(109,149)**	(92,843)	**(106,315)**	(90,819)
Impairment losses on financial assets	20	**908**	(3,152)	**903**	(3,164)
Other income	9	**-**	-	**152,114**	-
Other expenses	9	**(10,557)**	(15,135)	**(9,228)**	310
Operating profit		**373,128**	275,722	**402,713**	208,786
Finance income	10	**27,030**	29,129	**27,030**	29,129
Finance cost	10	**(32,085)**	(73,204)	**(42,151)**	(86,386)
Net finance cost		**(5,055)**	(44,075)	**(15,121)**	(57,257)
Profit before income tax		**368,073**	231,647	**387,592**	151,529
Income tax expense	11	**(132,026)**	(68,573)	**(91,884)**	(40,237)
Profit for the year from continued operations		**236,047**	163,074	**295,708**	111,292
Continuing operations: Loss from discontinued operations (attributable to equity holders of the company)	37	**-**	(76)	**-**	**-**
Profit for the year		**236,047**	162,998	**295,708**	111,292
Profit Attributable to:					
- Owners of the parent		**203,695**	130,844	**295,708**	111,292
- Non-controlling interests		**32,352**	32,154	**-**	**-**
		236,047	162,998	**295,708**	111,292
Profit attributable to owners of parent arises from:					
- Continuing operations		**203,695**	130,920	**295,708**	111,292
- Discontinued operations		**-**	(76)	**-**	**-**
		203,695	130,844	**295,708**	111,292

Consolidated statement of other comprehensive income

For the year ended 31 December 2025 Million Tanzania Shillings	Notes	GROUP		COMPANY	
		31-Dec-25	31-Dec-24	**31-Dec-25**	31-Dec-24
Profit for the year		**236,047**	162,998	**295,708**	111,292
Other comprehensive income:					
Items that will not be reclassified to profit or loss:					
Gain (Loss) on re-measurement of defined benefit plan	28	**(562)**	567	**(515)**	557
Deferred tax on re-measurement		**168**	(170)	**154**	(167)
Total other comprehensive income		**(394)**	397	**(361)**	390
Total comprehensive income		**235,653**	163,395	**295,347**	111,682
Total comprehensive income for the period is attributable to:					
- Owners of the parent	25	**203,313**	131,239	**295,347**	111,682
- Non-controlling interests	25	**32,340**	32,156	**-**	-
		235,653	163,395	**295,347**	111,682
Total comprehensive income attributable to owners of the parent arises from:					
- Continuing operations		**203,313**	131,315	**295,347**	111,682
- Discontinued operations		**-**	(76)	**-**	-
		203,313	131,239	**295,347**	111,682
Earnings per share*					
Basic Earnings per share (TZS)	12	**689**	445	**1,001**	379
Diluted earnings per share (TZS)	12	**689**	445	**1,001**	379

*Basic and diluted earnings per share are calculated from continuing operations only.

Financial statements
for the year ended 31 December 2025

Consolidated statement of financial position

For the year ended 31 December 2025 Million Tanzania Shillings	Notes	GROUP 31-Dec-25	GROUP 31-Dec-24	COMPANY 31-Dec-25	COMPANY 31-Dec-24
ASSETS					
Non-current assets					
Property, plant and equipment	14	**445,458**	470,044	**421,849**	443,875
Intangible assets	16	**42,209**	42,077	**2,753**	2,621
Right-of-use assets	15(a)	**13,382**	17,400	**9,704**	11,791
Deferred income tax asset	27(i)	**22,545**	16,700	**11,015**	6,147
Investments	17	**88**	88	**45,108**	45,108
		523,682	546,309	**490,429**	509,542
Current assets					
Inventories	19	**168,600**	134,673	**145,171**	109,931
Trade and other receivables	20	**256,161**	129,401	**236,010**	118,806
Current income tax receivable	31	**-**	-	**-**	1,712
Restricted bank balance	22	**38,300**	38,300	**38,300**	38,300
Cash and cash equivalents	21	**176,069**	512,530	**172,651**	498,361
		639,130	814,904	**592,132**	767,110
Total assets		**1,162,812**	1,361,213	**1,082,561**	1,276,652
EQUITY					
Capital and reserves attributable to owners of the parent					
Share capital	23	**29,506**	29,506	**29,506**	29,506
Share premium	23	**45,346**	45,346	**45,346**	45,346
Retained earnings		**487,538**	655,700	**426,478**	502,605
Other reserves	24	**66,643**	66,643	**66,683**	66,683
		629,033	797,195	**568,013**	644,140
Non-controlling interests	25	**35,846**	85,414	**-**	-
Total equity		**664,879**	882,609	**568,013**	644,140
LIABILITIES					
Non-current liabilities					
Lease liability	15	**7,483**	7,038	**4,381**	5,700
Employee benefit obligations	28	**4,418**	3,234	**4,241**	3,128
		11,901	10,272	**8,622**	8,828
Current liabilities					
Provisions	29	**25,356**	25,674	**5,702**	6,020
Trade and other payables	30	**441,191**	430,079	**478,487**	610,965
Current income tax payable	31	**11,917**	1,363	**15,094**	-
Lease liability	15	**7,568**	11,216	**6,643**	6,699
		486,032	468,332	**505,926**	623,684
Total liabilities		**497,933**	478,604	**514,548**	632,512
Total equity and liabilities		**1,162,812**	1,361,213	**1,082,561**	1,276,652

The financial statements on pages 71 to 133 were approved by the board of directors on 29/06/2026 and signed on its behalf by:-

Ami Mpungwe

Ambassador Ami R. Mpungwe
Interim Chairman

Financial statements
for the year ended 31 December 2025

Consolidated statement of changes in equity

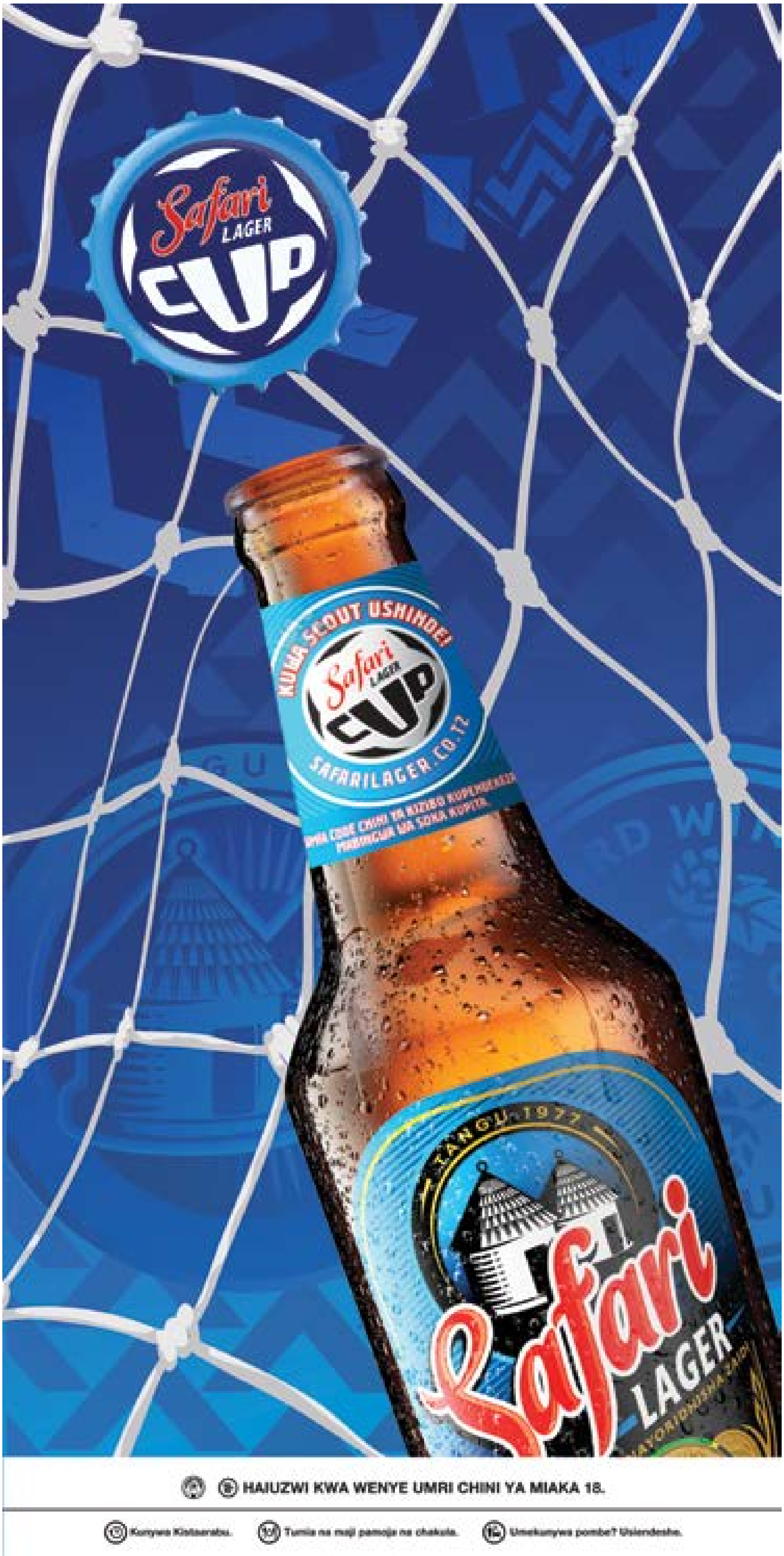
		Attributable to owners of the parent						
For the year ended 31 December 2025 **Million Tanzania Shillings**	**Notes**	**Share capital**	**Share premium**	**Other reserves**	**Retained earnings**	**Total**	**Non-controlling interests**	**Total equity**
GROUP								
Year ended 31 December 2025:								
Balance at 1 January 2025		29,506	45,346	66,643	655,700	797,195	85,414	882,609
Profit for the year		-	-	-	203,695	203,695	32,352	236,047
Other comprehensive income								
Re-measurement of employee benefit obligations (net of tax)		-	-	-	(382)	(382)	(12)	(394)
Total comprehensive income		-	-	-	**203,313**	**203,313**	**32,340**	**235,653**
Transactions with owners								
Dividend declared and paid	13	-	-	-	(371,475)	(371,475)	(81,908)	(453,383)
At 31 December 2025		**29,506**	**45,346**	**66,643**	**487,538**	**629,033**	**35,846**	**664,879**
Year ended 31 December 2024:								
Balance at 1 January 2024		29,506	45,346	66,643	682,906	824,401	53,258	877,659
Profit for the period		-	-	-	130,844	130,844	32,154	162,998
Other comprehensive income								
Re-measurement of employee benefit obligations (net of tax)		-	-	-	395	395	2	397
Total comprehensive income		-	-	-	131,239	131,239	32,156	163,395
Transactions with owners								
Dividend declared and paid	13	-	-	-	(158,445)	(158,445)	-	(158,445)
At 31 December 2024		**29,506**	**45,346**	**66,643**	**655,700**	**797,195**	**85,414**	**882,609**

Consolidated statement of changes in equity (Continued)

For the year ended 31 December 2025 Million Tanzania Shillings	Notes	Share capital	Share premium	Other reserves	Retained earnings	Total Equity
COMPANY						
Year ended 31 December 2025:						
Balance at 1 January 2025		**29,506**	**45,346**	**66,683**	**502,605**	**644,140**
Profit for the year		-	-	-	295,708	295,708
Other comprehensive Income:						
Re-measurement of employee benefit obligations (net of tax)		-	-	-	(361)	(361)
Total comprehensive income		-	-	-	295,347	295,347
Transactions with owners						
Dividend declared and paid	13	**-**	**-**	**-**	**(371,475)**	**(371,475)**
At 31 December 2025		**29,506**	**45,346**	**66,683**	**426,478**	**568,013**
Year ended 31 December 2024:						
Balance at 1 January 2024		29,506	45,346	66,683	549,368	690,903
Profit for the period		-	-	-	111,292	111,292
Other comprehensive Income:						
Re-measurement of employee benefit obligations (net of tax)		-	-	-	390	390
Total comprehensive income		-	-	-	111,682	111,682
Transactions with owners						
Dividend declared	13				(158,445)	(158,445)
		29,506	**45,346**	**66,683**	**502,605**	**644,140**

Consolidated statement of cash flows

For the year ended 31 December 2025 Million Tanzania Shillings	Note	GROUP 31-Dec-25	GROUP 31-Dec-24	COMPANY 31-Dec-25	COMPANY 31-Dec-24
Cash flows from operating activities					
Cash generated from operations	35(i)	**317,085**	327,383	**52,442**	306,241
Interest paid excluding lease		**(10,082)**	(1,558)	**(21,185)**	(15,304)
Income tax paid	35(ii)	**(128,786)**	(74,699)	**(79,792)**	(51,289)
Net cash inflow from / (out flow to) operating activities		**178,217**	251,126	**(48,535)**	239,648
Cash flows from investing activities					
Payment of property, plant and equipment and intangible assets	14	**(70,677)**	(88,384)	**(68,993)**	(85,495)
Dividend received		**-**	-	**152,114**	-
Proceeds from disposal of plant		**77**	53	**72**	53
Interest received	10	**27,030**	29,129	**27,030**	29,129
Net cash (outflow to) / inflow from investing activities		**(43,570)**	(59,202)	**110,223**	(56,313)
Cash flows from financing activities					
Dividends paid to owners of the parent	35(vi)	**(371,475)**	(171,534)	**(371,475)**	(171,534)
Dividends paid to non-controlling interests		**(81,908)**	-	**-**	-
Payment of lease liability					
• Principal lease payment	15(b)	**(10,978)**	(11,166)	**(9,835)**	(9,803)
• Interest on lease payment	10	**(2,991)**	(2,811)	**(2,332)**	(2,279)
Net cash outflow to financing activities		**(467,352)**	(185,511)	**(383,642)**	(183,616)
Net (decrease)/ increase in cash and cash equivalents		**(332,705)**	6,413	**(321,954)**	(281)
Cash and cash equivalents at beginning of the year		**512,530**	524,919	**498,361**	517,446
Effects of exchange rate changes on cash and cash equivalents		**(3,756)**	(18,802)	**(3,756)**	(18,804)
Cash and cash equivalents at the end of the year	21	**176,069**	512,530	**172,651**	498,361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Index to notes to the financial statements

1 General information

Tanzania Breweries Plc is incorporated in the United Republic of Tanzania under the Companies Act as a limited liability Company. The Company is listed on the Dar es Salaam Stock Exchange and is domiciled in the United Republic of Tanzania. The principal activities of the Company and its subsidiaries are disclosed in the Report by those charged with Governance. The address of its registered office is:

Uhuru Street,
Mchikichini, Ilala District,
Plot 79, Block "AA",
PO Box 9013,
Dar es Salaam, Tanzania.

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

These financial statements have been prepared in compliance with IFRS Accounting Standards, International Financial Reporting Interpretations Committee (IFRIC) interpretations and those parts of the Companies Act, No. 12 of 2002 applicable to companies reporting under IFRS. The financial statements comply with IFRS as issued by the International Accounting Standards Board (IASB). The measurement basis applied is the historical cost basis except where otherwise stated in the accounting policies below. The financial statements are presented in Tanzanian Shillings (TZS), rounded to the nearest million.

The preparation of financial statements in conformity with IFRS Accounting Standards requires the use of estimates and assumptions. It also requires the directors to exercise their judgment in the process of applying the Group's and the Company's accounting policies. The areas involving a higher degree of judgment or complexity, or where assumptions and estimates are significant to the financial statements, are disclosed in Note 3.

The words Group and Company are used interchangeably to imply the "Group" and (or) Consolidated financial statements throughout these consolidated financial statements.

Changes in accounting policy

(i) New and amended standards adopted by the Group and Company.

New standards and amendments that are applicable for the first time for their annual reporting period commencing 1 January 2025, are not significant and material to the Group and Company.

Number	Effective date	Executive summary
Amendments to IAS 21 - Lack of Exchangeability	Annual periods beginning on or after 1 January 2025 (Published January 2020 and November 2023])	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.

Number	Effective date	Executive summary
Amendment to IFRS 16, 'Leases' - sale and leaseback IAS 8 'Accounting Policies, Changes in Accounting Estimates and Errors'	Annual periods beginning on or after 1 January 2025	These amendments include requirements for sale and leaseback transactions in IFRS 16 to explain how an entity accounts for a sale and leaseback after the date of the transaction. Sale and leaseback transactions where some or all the lease payments are variable lease payments that do not depend on an index or rate are most likely to be impacted. These amendments are not expected to have material impact to the Group and Company.
Amendments to Supplier Finance Arrangements (IAS 7 'Statement of Cash Flows' and IFRS 7 'Financial Instruments: Disclosure')	Annual periods beginning on or after 1 January 2025	These amendments require disclosures to enhance the transparency of supplier finance arrangements and their effects on a company's liabilities, cash flows and exposure to liquidity risk. The disclosure requirements are the IASB's response to investors' concerns that some companies' supplier finance arrangements are not sufficiently visible, hindering investors' analysis. These amendments are not expected to have material impact to the Group and Company.

(ii) New standards and interpretations not yet adopted

Certain new accounting standards and amendments to accounting standards have been published that are not mandatory for 31 December 2025 reporting periods and have not been early adopted by the Group and Company. The assessment of the impact of these new standards and amendments is set out below

Number	Effective date	Executive summary
Amendments to Illustrative Examples on IFRS 7, IFRS 18, IAS 1, IAS 8, IAS 36 and IAS 37 – Disclosures about Uncertainties in the Financial Statements	Annual periods beginning on or after 1 January 2026	These amendments include Examples illustrating how an entity applies the requirements in IFRS Accounting Standards to disclose the effects of uncertainties in its financial statements. The Examples demonstrate how to disclose the impacts of uncertainties within climate-related scenarios, but the principles and requirements are also applicable to disclosure of other uncertainties. The Examples do not add to or change requirements in IFRS Accounting Standards and therefore there are no transition requirements. Instead, these Examples will accompany the respective IFRS Accounting Standards to which they relate.
IFRS 18, 'Presentation and Disclosure in Financial Statements'	Annual periods beginning on or after 1 January 2027 (Published April 2025)	The objective of IFRS 18 is to set out requirements for the presentation and disclosure of information in general purpose financial statements (financial statements) to help ensure they provide relevant information that faithfully represents an entity's assets, liabilities, equity, income and expenses. IFRS 18 replaces IAS 1 'Presentation of Financial Statements' and focuses on updates to the statement of profit or loss with a focus on 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. Many of the other existing principles in IAS 1 are retained, with limited changes. IFRS 18 will not impact the recognition or measurement of items in the financial statements, but it might change what an entity reports as its 'operating profit or loss'.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025
NOTES (CONTINUED)

2 **Material accounting policies** (continued)

(a) **Basis of preparation** (continued)

Number	Effective date	Executive summary
Amendment to IFRS 9, "Financial Instruments" and IFRS 7, "Financial Instruments: Disclosures" - Classification and Measurement of Financial Instruments	Annual periods beginning on or after 1 January 2026	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). These amendments are not expected to have material impact to the Group and Company.
Amendment to IAS 21 - Translation to a Hyperinflationary Presentation Currency:	Disclosures (effective for annual periods beginning on or after 1 January 2026)	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.
IFRS 19, 'Subsidiaries without Public Accountability'	Annual periods beginning on or after 1 January 2027	The objective of IFRS 19 is to provide reduced disclosure requirements for subsidiaries, with a parent that applies the Accounting Standards in its consolidated financial statements. IFRS 19 is a voluntary Accounting Standard that eligible subsidiaries can apply when preparing their own consolidated, separate or individual financial statements. The objective of IFRS 19 is to provide reduced disclosure requirements for subsidiaries, with a parent that applies the Accounting Standards in its consolidated financial statements. As the Group's equity instruments are publicly traded, this is applicable to subsidiaries standalone financial statements.

(b) Consolidation

(i) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the group has control. The group controls an entity when the group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

De-facto control may arise in circumstances where the size of the group's voting rights relative to the size and dispersion of holdings of their shareholders give the group the power to govern the financial and operating policies.

Subsidiaries are fully consolidated from the date on which control is transferred to the Group and are de-consolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree, and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

The excess of the:
- consideration transferred,
- amount of any non-controlling interest in the acquired entity, and
- acquisition-date fair value of any previous equity interest in the acquired entity over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the business acquired, the difference is recognised directly in profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value, with changes in fair value recognised in profit or loss. If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

Inter-company transactions, balances and unrealised gains on transactions between Group companies are eliminated. Profit or losses resulting from inter-company transactions that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

(ii) Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

(iii) Disposal of subsidiaries

When the Group ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is 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 may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

(c) Segment reporting

Operating segments are reported in a manner consistent with the internal reporting provided to the chief operating decision maker. The chief operating decision maker is responsible for allocating resources and assessing performance of the operating segments. The chief operating decision maker has been identified as operating board that makes strategic decisions.

(d) Foreign currency translation

(i) Functional and presentation currency

Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the functional currency). The financial statements are presented in Tanzanian Shillings (TZS), rounded to the nearest million, which is the Group and Company's functional currency.

(ii) Transactions and balances

Foreign currency transactions are translated into Tanzania Shillings using the exchange rate prevailing at the dates of the transactions. Monetary assets and liabilities at the statement of financial position date, which are expressed in foreign currencies, are translated into Tanzania Shillings at rates ruling at that date. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at the year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges. Foreign exchange gains and losses that relate to borrowing and cash and cash equivalents are presented in the profit or loss within 'finance income or cost'. All other exchange gain or losses are presented in the profit or loss within other income/expenses.

(e) Property, plant and equipment

All property, plant and equipment is stated at cost, less subsequent depreciation and impairment. Cost includes expenditure directly attributable to the acquisition of the items. Costs may also include transfers from equity of any gains/losses on qualifying cash flow hedges of foreign currency purchase in respect of property, plant and equipment.

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group or Company and the cost of the item can be measured reliably.

Repairs and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

Depreciation is calculated using the straight-line method to allocate the cost of each asset to its residual value over the estimated useful life, as follows:

Land and buildings	Shorter of the lease term or 50 years
Plant and machinery	10 – 15 years
Containers	5 years
Furniture and equipment	3 – 12 years
Vehicles	4 – 8 years

Land and buildings comprise mainly factories, depots and offices.

Containers in circulation are recorded within property, plant and equipment at cost net of accumulated depreciation less any impairment loss. Depreciation of returnable bottles and containers is calculated to write the containers off over the course of their economic life. Breakages and losses in trade are written off from the relevant cost and accumulated depreciation accounts.

Major renovations are depreciated over the remaining useful life of the related asset or to the date of the next major renovation, whichever is sooner. All other repairs and maintenance expenditures are charged to profit or loss during the financial period in which they are incurred.

Assets in the course of construction are carried at cost less any impairment loss. Cost includes professional fees and, for qualifying assets, certain borrowing costs. When these assets are ready for their intended use, they are transferred into the appropriate category. At this point, depreciation commences on the same basis as on other property, plant and equipment.

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount and are included in profit or loss.

(f) Intangible assets

(i) Goodwill

Goodwill arising on consolidation represents the excess of the costs of acquisition over the Group's interest in the fair value of the identifiable assets (including intangibles), less liabilities and contingent liabilities of the acquired entity at the date of acquisition. Where the fair value of the Group's share of identifiable net assets acquired exceeds the fair value of the consideration, the difference is recorded as negative goodwill. Negative goodwill arising on an acquisition is recognised immediately in profit or loss.

Goodwill is stated at cost less impairment losses and is reviewed for impairment on an annual basis or more frequently if events or changes in circumstances indicate a potential impairment. Any impairment identified is recognised immediately in profit or loss and is not reversed.

(ii) Software

Where computer software is not an integral part of a related item of property, plant and equipment, the software is capitalised as an intangible asset.

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring them to use.

Capitalised computer software, license and development costs are amortised over their useful economic lives of between 3 and 5 years. Internally generated costs associated with maintaining computer software programmes are expensed as incurred.

(iii) Brands

Brands are recognized as an intangible asset where the brand has a long-term value. Acquired brands are only recognized where title is clear or the brand could be sold separately from the rest of the business and the earnings attributable to it are separately identifiable.

The Group considers Brands to have an indefinite life and are therefore, not amortized but tested for impairment on an annual basis. The Group and Company had no brand for the year ended 31 December 2025.

(g) Impairment of non-financial assets

Impairment reviews are performed by comparing the carrying value of the non-current asset to its recoverable amount, being the higher of the fair value less costs to sell and value in use.

The fair value less costs to sell is considered to be the amount that could be obtained on disposal of the asset. The value in use of the asset is determined by discounting, at a market based pre-tax discount rate, the expected future cash flows resulting from its continued use, including those arising from its final disposal. When the carrying values of non-current assets are written down by any impairment amount, the loss is recognised in profit or loss in the period in which it is incurred.

Where the asset does not generate cash flows that are independent from the cash flows of other assets, the group or Company estimates the recoverable amount of the cash generating unit (CGU) to which the assets belongs. For the purpose of conducting impairment reviews, CGUs are considered to be groups of assets and liabilities that have separately identifiable cash flows. They also include those assets and liabilities directly involved in producing the income and a suitable proportion of those used to produce more than one income stream.

When impairment is recognised, the impairment loss is applied firstly to reduce the carrying amount of any goodwill allocated to the CGU then to the other assets of the unit pro rata on the basis of the carrying amount of each asset in the unit.

Should circumstances or events change and give rise to a reversal of a previous impairment loss, the reversal is recognised in profit or loss in the period in which it occurs and the carrying value of the asset is increased. The increase in the carrying value of the asset is restricted to the amount that it would have been had the original impairment not occurred. Impairment losses in respect of goodwill are irreversible.

Intangible non-current assets with an indefinite life and goodwill are tested annually for impairment.

(h) Investments in subsidiaries

Investments in subsidiaries are carried at cost. If there is objective evidence that an impairment loss has been incurred on investments in subsidiaries, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the current market rate of return for a similar financial asset. Any subsequent reversal of an impairment loss is recognised in the statement of profit or loss and other comprehensive income.

(i) Inventories

Inventories are stated at the lower of cost incurred in bringing each product to its present location and condition, and net realisable value, as follows:

- Raw materials, consumable stores and spares: Purchase cost net of discounts and rebates on a weighted average basis; and
- Finished goods and work in progress: Raw material cost plus direct costs and a proportion of manufacturing overhead expenses.

The purchase costs of inventories comprise the purchase price, import duties and other taxes (other than those subsequently recoverable by the entity from the taxing authorities), and transport, handling and other costs directly attributable to the acquisition of the materials.

Net realisable value is the estimated selling price in an open market less further costs expected to be incurred to completion and disposal. Inventory provision is recognised in statement of comprehensive income when carrying value of inventory items is more than their net realisable values.

(j) Deposits by customers

Bottles and containers in circulation are recorded within property, plant and equipment and a corresponding liability is recorded in respect of the obligation to repay customers' deposit. Deposits paid by customers for branded returnable containers are reflected in statement of financial position within current liabilities. Any estimated liability that may arise in respect of deposits for containers and bottles is shown in provisions.

(k) Trade receivables

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and therefore all receivables aging from 0 – 30 days are all classified as current. Trade receivables are recognised initially at fair value. The group holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. Details about the Group's impairment policies and the calculation of the loss allowance are provided in note 2(aa).

(l) Cash and cash equivalents

Cash and cash equivalents include cash in hand, bank deposits payable on demand, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts.

Bank overdrafts are shown within borrowings in current liabilities on statement of financial position and are included within cash and cash equivalents on the face of the cash flows as they form an integral part of the Group's or Company's cash management. Restricted cash are not included as part of cash and equivalents.

(m) Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of new shares or options are shown in equity as a deduction, net of tax, from the proceeds. Details relating to share premium and the other reserves are included under Note 23 and 24 respectively.

(n) Investment in own shares (treasury and shares held by employee benefit trusts)

Shares held by employee share benefit trusts and in treasury are treated as a deduction from equity until the shares are cancelled, reissued or disposed of. Purchases of such shares are classified in the statement of cash flows as a purchase of own shares for share trust or purchase of own shares for treasury within net cash from financing activities.

Where such shares are subsequently sold or reissued, any consideration received, net of directly attributable incremental costs and related tax effects is included in equity attributable to the Company's equity shareholders.

(o) Equity instruments

The Group subsequently measures all equity investments at fair value. Where the group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the group's right to receive payments is established.

Changes in the fair value of financial assets at FVTPL are recognised in other gains/(losses) in the statement of profit or loss as applicable. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

(p) Trade payables

These amounts represent liabilities for goods and services provided to the Group and Company prior to the end of financial year. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. They are recognised initially at their fair value and subsequently measured at amortised cost using the effective interest method.

(q) Provisions

Provisions are recognised when there is a present obligation, whether legal or constructive, as a result of a past event for which it is probable that a transfer of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Such provisions are calculated on a discounted basis where the effect is material to the original undiscounted provision. The carrying amount of the provision increases in each period to reflect the passage of time and the unwinding of the discount and the movement is recognised in profit or loss within finance costs.

(r) Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in Tanzania where the Group and Company operate and generate taxable income. Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation and considers whether it is probable that a taxation authority will accept an uncertain tax treatment. The group measures its tax balances either based on the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised, or the deferred income tax liability is settled.

Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences and losses.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities and where the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Current and deferred tax is recognised in 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.

(s) Leases

The Group and Company leases warehousing spaces and fleet of vehicles in various parts of the region. Warehouses rental contractual period terms varies according to the warehouses and ranges within 2 – 7 years. Motor vehicles lease rental are for 4 years with extension options. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group and Company. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The right-of-use asset is depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis.

Assets and liabilities arising from a lease are initially measured on a present value basis. Lease liabilities include the net present value of the following lease payments:

- fixed payments (including in-substance fixed payments), less any lease incentives receivable
- variable lease payment that are based on an index or a rate amounts expected to be payable by the lessee under residual value guarantees
- the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, and
- payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option.

Lease payments to be made under reasonably certain extension options are also included in the measurement of the liability.

The lease payments are discounted using the interest rate implicit in the lease. If that rate cannot be readily determined, which is generally the case for leases in the Group and Company, the lessee's incremental borrowing rate is used, being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right-of-use asset in a similar economic environment with similar terms, security and conditions.

To determine the incremental borrowing rate, the Group and Company:

- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk for leases held by the Group and Company, which does not have recent third party financing, and
- makes adjustments specific to the lease

Right-of-use assets are measured at cost comprising the following:

- the amount of the initial measurement of lease liability;
- any lease payments made at or before the commencement date less any lease incentives received
- any initial direct costs and restoration costs

Payments associated with short-term leases and leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss.

Extension and termination options

Extension and termination options are included in a number of property leases contracts. These terms are used to maximise operational flexibility in terms of managing contracts. The majority of extension and termination options held are exercisable only by the group and not by the respective lessor.

(t) Employee benefits

(i) Bonus plans

The Group and the Company recognises a liability and an expense for bonuses, based on a formula that takes into consideration the profit attributable to the Company's shareholders after certain adjustments. The Group and the Company recognise a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

(ii) Defined contribution plan

The Group and Company pay contributions to the National Social Security Fund (NSSF) which is publicly, administered pension plan, on a mandatory basis. These are defined contribution schemes. A defined contribution plan is a pension plan under which the Group and the Company pay fixed contributions into a separate entity.

The Group and the Company have no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods. The Group's and the Company's contributions are recognised as employee benefit expense when they are due.

(iii) Defined benefits plan

The Company introduced a defined benefit plan for selected employees. The plan is a final salary pension plan, which provides benefit of 50% monthly basic salary for each year of service to permanent employees of grades A - FA in the form of a lump sum amount payable on retirement or on the occurrence of any event giving rise to the accrual of that benefit. The level of benefit provided depends on member's length of service and the final salary at retirement. The plan is unfunded and the company meets benefit payment obligations as they fall due.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid, and that have terms approximating to the terms of the related obligation. Re-measurement gains and losses arising from experience adjustments and changes in actuarial assumptions are recognised in the period in which they occur, directly in other comprehensive income. Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in profit or loss as past service costs.

(u) Earnings per share

Basic earnings per share represent the profit on ordinary activities after taxation attributable to the equity shareholders of the parent entity, divided by the weighted average number of ordinary shares outstanding during the year, excluding the weighted average number of ordinary shares held in the Group's and the Company's employee benefit trust during the year.

Diluted earnings per share represent the profit on ordinary activities after taxation attributable to the equity shareholders of the parent entity, divided by the weighted average number of ordinary shares outstanding during the year, including the weighted average number of ordinary shares held in the Group's and the Company's employee benefit trust during the year, plus the weighted average number of dilutive shares resulting from share options and other potential ordinary shares outstanding during the year.

(v) Dividends distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the Group's financial statements in the period in which the dividends are approved by the Company's shareholders.

(w) Revenue recognition

Revenue is measured based on the consideration to which the company expects to be entitled in a contract with a customer and excludes amounts collected on behalf of third parties. The Company recognizes revenue when performance obligations are satisfied, meaning when the company transfers control of a product to a customer. Specifically, revenue recognition follows the following five-step approach:

- Identification of the contracts with a customer
- Identification of the performance obligations in the contracts
- Determination of the transaction price
- Allocation of the transaction price to the performance obligations in the contracts
- Revenue recognition when performance obligations are satisfied

Management considers its principal activity to give rise to only one performance obligation i.e. sale of goods. Transportation to customers is not considered as a separate performance obligation as control of goods does not transfer to the customer until delivery is completed. Transport costs are in fact cost to fulfil a performance obligation.

Revenue from the sale of goods is measured at the amount that reflects the best estimate of the consideration expected to be received in exchange for those goods. Contracts can include significant variable elements, such as discounts, rebates, refunds, credits, price concessions, incentives, performance bonuses and penalties. Such trade incentives are treated as variable consideration. If the consideration includes a variable amount, the company estimates the amount of consideration to which it will be entitled in exchange for transferring the promised goods or services to the customer. Variable consideration is only included in the transaction price if it is highly probable that the amount of revenue recognized would not be subject to significant future reversals when the uncertainty is resolved.

The Group and Company present revenue gross of excise duties because, unlike value added tax, excise is not directly related to the value of sales, it is not recognised as a separate item on invoices, increases in excise duties are not always directly passed on to customers, and the Group and Company cannot reclaim the excise duties where customers do not pay for product received. The Group and Company, therefore, consider excise duties as a cost to the entity and reflect it as a production cost. Consequently, any excise duties that is recovered in the sale price is included in revenue.

(x) Financial instruments

The group holds the following financial instruments:

Financial assets		GROUP		COMPANY	
Million Tanzania Shillings	**Note**	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Financial assets at amortised cost					
Trade receivable net		**64,115**	51,583	**56,555**	45,612
Bank balances (restricted and unrestricted)		**214,369**	550,830	**210,951**	536,661
		278,484	602,413	**267,506**	582,273

Financial liabilities		GROUP		COMPANY	
Million Tanzania Shillings	**Note**	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Liabilities at amortised cost					
Trade and other payables *		**319,916**	360,622	**373,097**	547,056
Lease liabilities (Note 15(b))		**15,051**	18,254	**11,024**	12,399
		334,967	378,876	**384,121**	559,455

* Excluding non-financial liabilities.

The Group and Company exposure to various risks associated with the financial instruments is discussed in note 4 below. The maximum exposure to credit risk at the end of the reporting period is the carrying amount of each class of financial assets mentioned above.

(i) Classification and measurements

Trade receivables are amounts due from customers for goods sold or services performed in the ordinary course of business. They are generally due for settlement within 30 days and are therefore all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing components, when they are recognised at fair value.

The Group holds the trade receivables with the objective of collecting the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method. Details about the group's impairment policies and the calculation of the loss allowance are provided in note 4.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at FVTPL, transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

On initial recognition, a financial asset is classified as measured at: amortised cost; FVOCI or FVTPL. The Group classifies its financial assets as at amortised cost only if both of the following criteria are met: the asset is held within a business model whose objective is to collect the contractual cash flows, and the contractual terms give rise to cash flows that are solely payments of principal and interest.

Business model: The business model reflects how the Group manages the assets in order to generate cash flows. That is, whether the Company's objective is solely to collect the contractual cash flows from the assets or is to collect both the contractual cash flows and cash flows arising from the sale of assets. If neither of these is applicable, then the financial assets are classified as part of 'other' business model and measured at FVTPL.

Contractual cash flow characteristic of the asset: Where the business model is to hold assets to collect contractual cash flows or to collect contractual cash flows and sell, the Group assesses whether the financial instruments' cash flows represent solely payments of principal and interest (the SPPI test). In making this assessment, The Company considers whether the contractual cash flows are consistent with the nature of the assets/liabilities and basic lending arrangement i.e Where the contractual terms introduce exposure to risk or volatility that are inconsistent with a basic lending arrangement, the related financial asset is classified and measured at FVTPL.

Trade and other receivables, cash and cash equivalents are subsequently carried at amortised cost, and derivatives are measured at FVTPL.

ii) Recognition and derecognition

Regular purchases and sales of financial assets are recognised on the trade-date – the date on which the group commits to purchase or sell the asset. 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 the risks and rewards of ownership.

The fair value of non-derivative financial liabilities is generally determined using unobservable inputs and therefore fall into level 3. In these circumstances, the valuation technique used is discounted cash flow, whereby the projected cash flows are discounted using a risk adjusted rate.

(y) Impairment of financial assets

The Group has trade and other receivables that impairment assessments are subject to the expected credit loss model. The group applies the IFRS 9 simplified approach to measuring expected credit losses which uses a lifetime expected loss allowance for all trade receivables and contract assets.

To measure the expected credit losses, trade receivables are grouped based on shared credit risk characteristics i.e distributors.

The expected loss rates are based on the payment profiles of sales over a period of 36 months and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The group has identified the growth domestic product (GDP) of the countries in which it sells its goods and services to be the most relevant factors and accordingly adjusts the historical loss rates based on expected changes in these factors.

Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation, and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

For loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced and the amount of the loss is recognised in profit or loss. As a practical expedient, the Group may measure impairment on the basis of an instrument's fair value using an observable market price.

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.

(z) Derivative financial assets and financial liabilities

Derivative financial assets and financial liabilities are financial instruments whose value changes in response to an underlying variable, require little or no initial investment and are settled in the future.

These include derivatives embedded in host contracts. Such embedded derivatives need not be accounted for separately if the host contract is already fair valued; if it is not considered as a derivative if it was freestanding; or if it can be demonstrated that it is closely related to the host contract.

There are certain currency exemptions which the Group and Company have applied to these rules which limit the need to account for certain potential embedded foreign exchange derivatives, namely where a contract is denominated in the functional currency of either party or in a currency that is commonly used in contracts to purchase or sell non-financial items in the economic environment in which the transaction takes place.

For derivatives that have not been designated to a hedging relationship, all fair value movements are recognised immediately in profit or loss.

(aa) Derivative financial instruments – hedge accounting

Financial assets and financial liabilities at fair value through profit or loss include all derivative financial instruments. The derivative instruments used by the Group, which are used solely for hedging purposes (i.e. to offset foreign exchange and interest rate risks), comprise forward foreign exchange contractsand other specific instruments as necessary under the approval of the board. Such derivative instruments are used to alter the risk profile of an existing underlying exposure of the Group in line with the Group's risk management policies. The Group also has derivatives embedded in other contracts primarily cross border foreign currency supply contracts for raw materials.

Derivatives are initially recorded at fair value on the date a derivative contract is entered into and are subsequently remeasured at their fair value. The method of recognizing the resulting gain or loss depends on whether the derivative is designated as a hedging instrument and, if so, the nature of the hedging relationship.

In order to qualify for hedge accounting, the group documents at inception, the relationship between the hedged item and the hedging instrument as well as its risk management objectives and strategy for undertaking hedging transactions. The group documents and demonstrate that the relationship between the hedged item and the hedging instrument will be highly effective. This effectiveness test is reperformed at each period end to ensure that the hedge has remained and will continue to remain highly effective.

The Group designates certain derivatives as either: hedges of the fair value of recognized assets or liabilities or a firm commitment (fair value hedge); or hedges of highly probable forecast transactions or commitments (cash flow hedge).

3 Critical accounting estimates and judgments

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including experience of future events that are believed to be reasonable under the circumstances.

The Group and the Company make 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) Income tax – Uncertain tax position and tax related contingency

Significant judgment is required in determining the Group's and Company's overall income tax provision or estimated future recovery of income tax losses. There are many transactions and calculations, for which the ultimate tax determination is uncertain. The Company and Group recognise liabilities for anticipated tax audit issues, based on estimates of whether additional taxes will be due. Where the final outcome of tax matters is different from the amounts that were initially recorded, such differences will have an impact on the tax provisions in the periods in which the determination is made. The Group received a number of additional tax assessments from the Tanzania Revenue Authority. Details of these are included under note 34 and 39 to the financial statements.

Based on the advice from tax expert, the Directors have exercised significant judgement in concluding whether liability will crystalize from the tax assessments. As disclosed in Note 34 of the financial statements, some of these amounts have not been taken into account by Directors in preparation of the Group and Company financial statements

(ii) Impairment of goodwill

The Group tests annually whether goodwill has suffered any impairment, in accordance with the accounting policy stated in note 2 (f) (i). The recoverable amounts of cash-generating units (CGU) has been determined based on enterprise value using the quoted share price, adjusted for net debt and minorities. Refer to note 16 for sensitivity analysis disclosures of the key assumptions used in goodwill impairment assessment of the clear beer segment.

(iii) Property, plant and equipment

The determination of the useful economic life and residual values of property, plant and equipment is subject to management estimation. The Group and Company regularly reviews all of its depreciation rates and residual values to take account of any changes in circumstances, and any changes that could affect prospective depreciation charges and asset carrying value.

Container in the market are estimated using time in the market (TiM). Determined using average days that the container will stay in the market before returned to the Company. Minimum of days been determined to be 40 days sales of containers. The assessment is done quarterly, and appropriate adjustment is determined.

(iv) Defined pension benefit

The present value of the retirement benefit plan depends on a number of factors that are determined in an actuarial basis using assumptions of discount rate, salary escalation rate, mortality rates, invalidity rates and withdrawal rates. Any changes in these assumptions will impact the carrying amount of obligations. The assumptions used in determining the net cost for pensions include the discount rate. Other key assumptions for pension obligations are based in part on current market conditions. Refer to note 28 for the risk exposure and sensitivity analysis.

(v) Impairment of financial assets

The loss allowances for financial assets are based on assumptions about risk of default and expected loss rates. The Group uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Group's past history, existing market conditions as well as forward looking estimates at the end of each reporting period. Details of the key assumptions and inputs used are disclosed to Note 4.1.

(vi) Determination of lease term

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option, or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For the leases of office space, the following factors are normally the most relevant:

- If there are significant penalties to terminate (or not extend), the Group is typically reasonably certain to extend (or not terminate).

- If any leasehold improvements are expected to have a significant remaining value, the Group is typically reasonably certain to extend (or not terminate).
- Otherwise, the Group considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset. Most extension options in offices and vehicles leases have not been included in the lease liability, because the Group could replace the assets without significant cost or business disruption.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Group and Company becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee. During the current financial year, the Group and Company did not exercise the extension option in the accounting for leases.

(vii) Impairment of the investment in subsidiaries

The impairment assessment of the investment in subsidiaries is based on assumptions about recoverability risk of the investment. The Company uses judgement in making these assumptions and selecting the inputs to the impairment calculation, based on the Company's past history and existing market conditions, as well as forward-looking estimates at the end of each reporting period. Further, in assessing impairment, significant assumptions are applied on estimation of the future cashflows, timing of cashflows and discount rate.

Management has assessed that the carrying value of the investment in subsidiaries as at 31 December as recorded in the financial statements is not impaired.

Details of the key assumptions and inputs used are disclosed under Note 17 to the financial statements.

4 Financial risk management

4.1. Financial risk factors

The Group's and Company's activities expose them to a variety of financial risks including: market risk (including foreign exchange, interest rate and price risk), credit risk and liquidity risk. The Group's overall risk management programme seeks to minimize potential adverse effects on the Group's financial performance. Risk management is carried out by the management on behalf of the Board of Directors.

Market risk

(i) Foreign exchange risk

The Group and Company import raw materials, capital equipment and services and are exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar, Euro and SA Rand. Foreign exchange risk arises from future commercial transactions and recognised assets and liabilities.

Currency exposure arising from liabilities denominated in foreign currencies is managed primarily through the holding of bank balances in the relevant foreign currencies, and foreign exchange deals with banks for near future maturing obligations. To mitigate the foreign currency concentration, risk the foreign currency obligations are spread over a period of time thus the Group and Company is able to manage cashflows.

The tables below set out the Group's currency exposures from financial assets and liabilities held by the Group in currencies other than their functional currencies and resulting in exchange movements in profit or loss and statement of financial position.

GROUP **Million Tanzania Shillings**	**Exposure in ZAR**	**Exposure in US$**	**Exposure in Euro**	**Exposure in KES**	**Total exposure in foreign currencies**
31 December 2025					
Financial assets/(liabilities)					
Cash and cash equivalents	29,483	2,232	57,255	-	88,970
Trade and other receivables	394	54,622	-		55,016
Trade and other payable	(7,743)	(1,135)	(21,447)	-	(30,325)
Total exposure in foreign currencies	**22,134**	**55,719**	**35,808**	**-**	**113,661**
31 December 2024					
Financial assets/(liabilities)					
Cash and cash equivalents	54	185,769	1,276	-	187,099
Trade and other receivables	-	451	-	-	451
Trade and other payable	(13,783)	(52,228)	(34,447)	(423)	(100,881)
Total exposure in foreign currencies	(13,729)	133,992	(33,171)	(423)	86,669

The aggregate net foreign exchange gains/losses recognised in profit or loss were:

Million Tanzania Shillings	**Dec 2025**	Dec 2024
Exchange losses on foreign currency financing included in finance costs (Note 10)	(19,012)	(68,835)
Total net foreign exchange losses recognised in profit before income tax for the period	(19,012)	(68,835)

COMPANY **Million Tanzania Shillings**	**Exposure in ZAR**	**Exposure in US$**	**Exposure in Euro**	**Exposure in KES**	**Total exposure in foreign currencies**
31 December 2025					
Financial assets/(liabilities)					
Cash and cash equivalents	28,784	1,828	57,114	-	87,726
Trade and other receivables	394	47,487	-		47,881
Trade and other payable	(5,490)	(1,130)	(19,239)	-	(25,859)
Total exposure in foreign currencies	**23,688**	**48,185**	**37,875**	**-**	**109,748**

COMPANY **Million Tanzania Shillings**	**Exposure in ZAR**	**Exposure in US$**	**Exposure in Euro**	**Exposure in KES**	**Total exposure in foreign currencies**
31 December 2024					
Financial assets/(liabilities)					
Cash and cash equivalents	43	184,761	1,275	-	186,079
Trade and other receivables	-	451	-	-	451
Trade and other payable	(8,277)	(34,083)	(32,842)	(423)	(75,625)
Total exposure in foreign currencies	**(8,234)**	**151,129**	**(31,567)**	**(423)**	**110,905**

The aggregate net foreign exchange gains/losses recognised in profit or loss were:

Million Tanzania Shillings	**Dec 2025**	Dec 2024
Exchange losses on foreign currency financing included in finance costs (Note 10)	**(18,634)**	(68,803)
Total net foreign exchange losses recognised in profit before income tax for the period	**(18,634)**	(68,803)

Sensitivity

As shown above, the Group and Company are exposed on translation of US dollar (USD), EURO, South Africa (SA) Rand and Kenyan Shillings denominated cash equivalents, trade receivables and trade and other payable balances.

The sensitivity of profit or loss to changes in the exchange rates arises mainly from foreign currency denominated financial instruments.

Impact on post tax profit	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Increase/(decrease)				
TZS/USD exchange rate –10% (2025 – 10%) – net asset	**3,900**	13,339	**3,373**	15,113
TZS/EURO exchange rate –10% (2025 – 10%) – net liability	**2,507**	(3,317)	**2,651**	(3,157)
TZS/SA Rand exchange rate –10% (2025 – 10%) – net liability	**1,549**	(1,373)	**1,658**	(823)
TZS/KES exchange rate –10% (2025 – 10%) – net liability	**-**	(42)	**-**	(42)

(iii) Price risk

The Group and Company exposure to price risk is considered negligible both to the Group and Company, as the prices are not impacted by the changes in market prices

Credit risk
Credit risk arises from cash and cash equivalents, and credit exposures to customers, including outstanding receivables. These are carried at amortised costs.

The Company is also exposed to credit risk in relation to debt investments that are measured at fair value through profit or loss. The maximum exposure at the end of the reporting period is the carrying amount of these investments.

Credit risk is managed by the Credit Manager. Credit risk arises from cash at bank and short-term deposits with banks, as well as trade and other receivables and derivatives. The Group or Company has no significant concentrations of credit risk. The Credit Manager assesses the credit quality of each customer, taking into account its financial position, past experience and other factors. The utilisation of credit limits is regularly monitored. The Group and Company has Credit Committee responsible for overseeing credit risks.

The counterparties to the transactions relating to the Group's and Company's cash and cash equivalents are financial institutions with a strong financial standing. The Group manages the risk by banking with financial institutions assessed as financially strong. Management does not believe there is a significant risk of non-performance by these counterparties.

The Group and Company monitor receivables ensuring that all trade receivables are within their approved credit limits and no receivables have had their terms renegotiated.

The Group's and Company's maximum exposure to credit risk (for financial instruments subject to impairment) is made up as follows:

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Trade receivable (net)	**64,115**	51,583	**56,555**	45,612
Bank balances (restricted and unrestricted	**214,369**	550,830	**210,951**	536,661
	278,484	602,413	**267,506**	582,273

There is no independent credit rating for banks operating in Tanzania. However, the Group and Company's bankers are reputable local banks and subsidiaries of reputable international banks. The Group banks with the following banks: Stanbic Bank Tanzania Limited, Standard Chartered Bank Tanzania Limited, Citibank Tanzania Limited, NBC Bank Limited, CRDB Bank Plc, ABSA Tanzania Limited and NMB Bank Plc.

All major credit customers are required to give collateral in the form of cash deposits or bank guarantees. Credit risk is managed by limiting the aggregate amount of exposure to any counterparty. The guarantees can be called upon if the counter party is in default under the terms of the agreement.

Collateral held comprises:	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Cash security	**50,172**	45,357	**40,434**	38,059
Bank guarantees and share certificates	**32,566**	32,274	**28,834**	29,678
	82,738	77,631	**69,268**	67,737

Impairment of financial assets

The Group and Company financial assets that are subject to impairment as per IFRS 9 using the expected credit loss model. These financial assets include trade and other receivables and cash and cash equivalents.

The Group and Company apply the IFRS 9 simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics.

The expected loss rates are based on the payment profiles of sales over a period of 36 months before 31 December 2025 and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. The Group and Company have identified the Growth Domestic Product (GDP) to be the most relevant factor and accordingly adjusts the historical loss rates based on expected changes in GDP.

The Group and Company consider default customers with outstanding balances of more than 90 days. The loss rates are based on the historical loss rates of 3 years experiences. On that basis, the loss allowance differential as at 31 December 2025 was determined to be immaterial. Refer to below 31 December 2025 analysis of impairment provision as per IFRS 9.

GROUP	0 - 30 days	30 - 60 days	60 - 90 days	90 - 180 days	180 - 360 days	Over 360	Total
31 December 2025							
Trade receivables (TZS 'M)	23,032	399	66	-	33	39,939	63,469
Loss rates	0.03%	0.17%	5.86%	0.00%	14.27%	100.0%	
Loss allowances (TZS 'M)	**6.91**	**0.68**	**3.87**	**-**	**4.71**	**39,939**	**39,956**
31 December 2024							
Trade receivables (TZS 'M)	49,658	-	30	40	698	42,021	92,447
Loss rates	0.1%	1.2%	5.3%	6.4%	11.3%	100.0%	
Loss allowances (TZS 'M)	**43**	**-**	**2**	**3**	**79**	**42,021**	**42,148***

* In 2024, The differences between expected loss allowances as per loss rates of TZS 42,148M and loss allowances in the receivable books of accounts of TZS 40,864M is TZS 1,284 million. This difference relates to specific customers who have security placed with the Group.

The trade receivable category above comprises of major distributors that share the same risk characteristics.

COMPANY	0 - 30 days	30 - 60 days	60 - 90 days	90 - 180 days	180 - 360 days	Over 360	Total
31 December 2025							
Trade receivables (TZS 'M)	15,452	21	66	-	33	9,569	25,140
Loss rates	0.05%	2.6%	5.9%	8.8%	14.3%	100%	
Loss allowances (TZS 'M)	**6.9534**	**0.546**	**3.894**	**0**	**4.719**	**9,569**	**9,585**
31 December 2024							
Trade receivables (TZS 'M)	43,693	-	30	40	698	11,639	56,100
Loss rates	0.1%	2.1%	5.3%	6.4%	11.3%	100%	
Loss allowances (TZS 'M)	**37**	**-**	**2**	**3**	**79**	**11,639**	**11,760***

* In 2024, The differences between expected loss allowances as per loss rates of TZS 11,760M and loss allowances in the receivable books of accounts of TZS 10,488M is TZS 1,272 million. This difference relates to specific customers who have security placed with the Company.

It was assessed that a portion of the receivables is expected to be recovered.

*This relates to receivable from sale of goods to a related entity. Other amounts due from related parties do not arise from trading activities and ECL as provided in note 20 is based on individual assessment taking into account the customer deposits and guarantees.

However, the Group and Company determined impairment provision based on ageing profile of its trade receivables with impairment provision considered for balances outstanding for more than 90 days, considering the securities and guarantee placed with the Group and Company. The Group and Company have considered that this is reflective of the expected credit losses and same does not result into material difference in comparison to the above assessment. The individually impaired receivables mainly relate to sale of goods and other receivables. The factors that were considered in assessing impairment for each customer's balance individually include:

(a) financial difficulties of a customer based on information obtained by the Credit controller;
(b) balances not paid for more than 90 days
(c) the impact of the current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.

Below are balances impaired based on the above factors;

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Trade and other receivables	**39,956**	40,367	**9,585**	42,955
Related party receivables	**-**	-	**-**	(35,005)
Movements during the year: Charge/ (release)	**-**	497	**-**	2,538
Total expected credit loss (ECL)(Note 20)	**39,956**	40,864	**9,585**	10,488

For movement of loss allowance for trade and other receivables refer to note 20. 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 the customer to meet the agreed payment plans and severe financial difficulties faced by the customer. This assessment is performed on a case-by-case basis.

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 and cash equivalents, the availability of funding from an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the Group maintains flexibility in funding by maintaining availability under committed credit lines. Management monitors rolling forecasts of the Group's liquidity reserve on the basis of expected cash flows.

The table below shows the availability of funding for the Group from banks and their related utilisation at the statement of financial position dates.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025
NOTES (CONTINUED)
4 **Financial risk management** (continued)
4.1. **Financial risk factors**

Million Tanzania Shillings	GROUP				COMPANY			
	Dec 2025		Dec 2024		**Dec 2025**		Dec 2024	
Name of bank	**Credit limit**	**Utilised**	Credit limit	Utilised	**Credit limit**	**Utilised**	Credit limit	Utilised
Standard Chartered Bank Tanzania Limited	**25,000**	**-**	25,000	-	**25,000**	**-**	25,000	-
National Bank of Commerce	**22,000**	**-**	-	-	**22,000**	**-**	-	-
ABSA	**13,000**	**-**	-	-	**13,000**	**-**	-	-
Stanbic Bank of Tanzania Ltd	**20,000**	**-**	-	-	**20,000**	**-**	-	-
Short terms loan/ overdraft	**80,000**	**-**	25,000	-	**80,000**	**-**	25,000	-

The table below analyses the Group's non-derivative financial liabilities and derivative financial liabilities which will be settled on a net basis into relevant maturity groupings based on the remaining period at the statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Balances due within 12 months equal their carrying balances as the impact of discounting is not significant.

Million Tanzania Shillings	GROUP		COMPANY	
	Within 1 year	**Between 2 and 5 years**	**Within 1 year**	**Between 2 and 5 years**
At 31 December 2025				
Non-derivative financial liabilities				
Trade and other payable (excluding statutory and other non-financial liabilities)	319,916	-	373,097	-
Lease liabilities (Note 15(b))	7,568	7,483	6,643	4,381
	327,484	7,483	379,740	4,381

Million Tanzania Shillings	GROUP		COMPANY	
	Within 1 year	**Between 2 and 5 years**	**Within 1 year**	**Between 2 and 5 years**
At 31 December 2024				
Non-derivative financial liabilities				
Trade and other payable (excluding statutory and other non-financial liabilities)	360,622	-	547,056	-
Lease liabilities (Note 15(b))	11,216	7,038	6,699	5,700
	371,838	7,038	553,755	5,700

4.2. Capital management

The Group's and Company's objectives when managing capital are to safeguard the Group's and Company's ability to continue as a going concern in order to provide returns for shareholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividend paid to shareholders, issue new capital or sell assets to reduce debt. Consistent with others in the industry, the Group monitors capital on the basis of the gearing ratio. The gearing ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings less cash and cash equivalents. Total capital is calculated as equity plus net debt.

During the year ended 31 December 2025 the Group's and Company's had no borrowings (2024: Nil).

4.3. Fair value estimation

The table below analyses financial instruments carried at fair value, by valuation method. The different levels have been defined as follows:

- Level 1 - The fair value of financial instruments traded in active markets (such as publicly traded derivatives, and equity securities) is based on quoted market prices at the end of the reporting period.
- Level 2 - The fair value of financial instruments that are not traded in an active market (for example, over-the-counter derivatives) is determined using valuation techniques which maximise the use of observable market data and rely as little as possible on entity-specific estimates. If all significant inputs required to fair value an instrument are observable
- Level 3 - Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs)

The Group and Company had no financial assets and liabilities that are measured at fair value at 31 December 2025.

The carrying value of trade receivables less impairment provision, borrowings and payables are assumed to approximate their fair value as the impact is not significant as this are short-term.

GROUP

	2025		2024	
Million Tanzania Shillings	**Total fair values**	**Total Carrying value**	Total fair values	Total Carrying value
31 December				
Trade and other receivables	**64,330**	**64,330**	52,792	52,792
Bank balances (restricted and unrestricted (Note 21 and Note 22)	**214,369**	**214,369**	550,830	550,830
Total assets	**278,699**	**278,699**	603,622	603,622
Trade and other payables	**319,916**	**319,916**	360,622	360,622
Lease liabilities (Note 15)	**15,051**	**15,051**	18,254	18,254
	334,967	**334,967**	378,876	378,876

COMPANY

	2025		2024	
Million Tanzania Shillings	**Total fair values**	**Total carrying value**	Total fair values	Total carrying value
31 December				
Trade and other receivables	**56,633**	**56,633**	59,730	59,730
Bank balances (restricted and unrestricted (Note 21 and Note 22)	**210,951**	**210,951**	536,681	536,681
Total assets	**267,584**	**267,584**	596,411	596,411
Trade and other payables	**373,097**	**373,097**	547,056	547,056
Lease liabilities (Note 15)	**11,024**	**11,024**	12,399	12,399
	384,121	**384,121**	559,455	559,455

The fair value of financial instruments that are not traded in an active market is determined by using valuation techniques. The valuation technique maximises the use of observable market data where it is available and rely as little as possible on the Group and Company's specific estimates. If all significant inputs required to fair value an instrument are observable, the instrument is included in level 2. If one or more of the significant inputs is not based on observable market data, the instrument is included in level 3.

The fair value of forward foreign exchange contracts is determined using forward exchange rates (unobservable inputs) at the statement of financial position date, with the resulting value discounted back to present value.

There were no transfers between levels during the year.

5 Business segments information

The Board of the Directors of TBL is considered the Chief Operating Decision Maker (CODM). The board have determined the operating segments based on reports it reviewed and used to make strategic decisions.

The operating board of directors considers the business from market and product perspectives. Market wise, management considers the main lines through which the Group derives its revenue. The Group is currently organised into two main operating divisions; – Beer and Wines and Spirits. The results of the opaque and asset management entity are immaterial hence have also been aggregated as part of the beer segment. The segment information provided by management for the reportable segments for the year ended 31 December 2025 and 31 December 2024 is as follows:

Segmental statement of profit or loss

Million Tanzania Shillings	Beer	Wines & Spirits	(Eliminations)/ Consolidation	Total Group
December 2025				
Revenue				
Local	1,306,496	342,543	-	1,649,039
Exports	-	8,792	-	8,792
Total revenue from external customers	1,306,496	351,335	-	1,657,831
Operating profit	403,022	122,581	(151,980)	373,128
Finance income/(cost) (net)	(15,121)	10,066	-	(5,055)
Profit before tax	387,901	132,647	(151,980)	368,073
Income tax expense	(91,736)	(40,290)	-	(132,026)
Profit for the period	**296,165**	**92,357**	**(151,980)**	**236,047**
Depreciation, amortisation and breakages	88,683	4,064	-	92,747
Employee benefit	78,643	7,811	-	86,454
Excise duty	355,109	97,848	-	452,957
Raw material used	301,079	101,871	-	402,949

Segment assets, liabilities and capital expenditure

Million Tanzania Shillings	Beer	Wines & Spirits	Eliminations/ consolidation	Total Group
December 2025				
Assets				
Investments	45,108	-	(45,020)	88
Other non-current assets	445,332	38,632	39,630	523,594
Current assets	592,121	160,572	(113,563)	639,130
	1,082,561	199,204	(118,953)	1,162,812
Liabilities and equity				
Current liabilities	505,927	93,665	(113,560)	486,032
Non-current liabilities	8,621	3,280	-	11,901
Owner's equity	568,013	102,259	(41,240)	629,033
Non-controlling interest	-	-	35,846	35,846
	1,082,561	199,204	(118,953)	1,162,812

5 **Business segments information** (continued)

Capital expenditure

Million Tanzania Shillings	Beer	Wines & Spirits	Eliminations/ consolidation	Total Group
December 2025				
Property. plant and equipment	(68,993)	(1,684)	-	(70,677)

Statement of Cash flows

December 2025				
Operating activities	(48,411)	214,866	11,228	177,683
Investment activities	110,224	9,550	(163,342)	(43,568)
Financing activities	(383,766)	(235,167)	152,114	(466,819)
Net decrease in cash and cash equivalents	(321,953)	(10,751)	-	(332,704)
Cash and cash equivalents at the beginning of the period	498,361	14,169	-	512,530
Unrealised foreign exchange differences	(3,757)	-	-	(3,757)
Cash and cash equivalents at the end of the period	**172,651**	**3,418**	**-**	**176,069**

Segmental statement of profit or loss

Million Tanzania Shillings	Beer	Wines & Spirits	(Eliminations)/ Consolidation	Total Group
December 2024				
Revenue				
Local	1,184,487	271,881	-	1,456,368
Exports	-	11,090	-	11,090
Total revenue from external customers	1,184,487	282,971	-	1,467,458
Operating profit	198,835	76,887	-	275,722
Finance income/(cost) (net)	(57,257)	13,182	-	(44,075)
Profit before tax	141,578	90,069	-	231,647
Income tax expense	(39,544)	(29,029)	-	(68,573)
Profit for the period	102,034	61,040	-	163,074
Depreciation, amortisation and breakages	98,206	4,710	-	102,916
Employee benefit	74,827	8,828	-	83,655
Excise duty	336,203	78,993	-	415,196
Raw material used	272,677	93,908	-	366,585

Segment assets, liabilities and capital expenditure

Million Tanzania Shillings	Beer	Wines & Spirits	Eliminations/ consolidation	Total Group
December 2024				
Assets				
Investments	45,108	-	(45,020)	88
Other non-current assets	464,217	42,374	39,630	546,221
Current assets	741,198	305,440	(231,734)	814,904
	1,250,523	347,814	(237,124)	1,361,213
Liabilities and equity				
Current liabilities	597,778	102,288	(231,734)	468,332
Non-current liabilities	8,790	1,482	-	10,272
Owner's equity	643,955	244,044	(90,804)	797,195
Non-controlling interest	-	-	85,414	85,414
	1,250,523	347,814	(237,124)	1,361,213

Capital expenditure

Million Tanzania Shillings	Beer	Wines & Spirits	Eliminations/ consolidation	Total Group
December 2024				
Property, plant and equipment	**(85,495)**	**(2,889)**	**-**	**(88,384)**

Statement of cash flows

Million Tanzania Shillings	Beer	Wines & Spirits	Eliminations/ consolidation	Total Group
December 2024				
Operating activities	239,536	(3,250)	14,840	251,126
Investing activities	(56,315)	11,953	(14,840)	(59,202)
Financing activities	(183,617)	(1,893)	-	(185,510)
Net increase/(decrease) in cash and cash equivalents	(396)	6,810	-	6,414
Cash and cash equivalents at the beginning of the period	517,389	7,530		524,919
Effect of exchange rate changes on cash and cash equivalents.	(18,803)	-	-	(18,803)
Cash and cash equivalents at the end of the period	**498,190**	**14,340**	**-**	**512,530**

The elimination relates to management fees from its subsidiary, Tanzania Distilleries Limited.
There were no revenues deriving from transactions with a single external customer that amounted to 10% or more of the Group's and Company's revenues.

6 Revenue from contracts with customers

Revenue recognised at a point in time:

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Sale of goods – Local	**1,649,039**	1,456,368	**1,306,496**	1,184,487
Sale of goods – Export	**8,792**	11,090	**-**	-
	1,657,831	1,467,458	**1,306,496**	1,184,487

7 Expenses by nature

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Cost of sales	**1,027,508**	949,390	**816,255**	764,062
Selling and distribution costs	**138,397**	131,216	**125,002**	117,966
Administrative expenses	**109,149**	92,843	**106,315**	90,819
	1,275,054	1,173,449	**1,047,572**	972,847
Classified by nature as follows:				
Excise duty	**452,957**	415,196	**355,109**	336,203
Raw materials used	**402,950**	366,585	**301,079**	272,677
Electronic Tax stamp	**24,364**	24,950	**20,924**	21,324
Transport and vehicle running costs	**56,538**	51,221	**49,717**	45,087
Property, Plant and Equipment Depreciation	**92,747**	90,295	**88,683**	87,150
Right of use asset depreciation	**11,101**	10,970	**10,880**	9,657
Amortisation of intangible assets	**207**	500	**197**	490
Breakages of container	**440**	960	**440**	960
Royalties	**19,083**	16,814	**19,083**	16,814
Employee benefits expense (Note 8)	**85,941**	83,635	**78,147**	74,827
Marketing, sales and promotion costs	**24,400**	21,579	**22,843**	20,181
Vehicles fuel	**2,302**	2,110	**2,156**	1,815
Other operating costs	**25,381**	19,811	**23,005**	17,968
Maintenance	**10,571**	9,832	**9,365**	8,812
Managerial, technical and administrative fees	**65,530**	58,506	**65,530**	58,506
Audit fees	**542**	485	**414**	376
	1,275,054	1,173,449	**1,047,572**	972,847

Other operating costs include general utilities costs, system application licences, communications, insurances, write-off of materials and finished goods and general administration and operating costs.

8 Employee benefits expense

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Wages, salaries and other benefits	**80,397**	77,817	**73,035**	69,488
Retirement benefit costs (defined contribution plans)	**5,359**	5,604	**4,934**	5,134
Defined benefit plan (Note 28)	**185**	214	**178**	205
	85,941	83,635	**78,147**	74,827

9 Other income and (expenses)

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Dividend Income	**-**	-	**152,114**	-

Dividend income received from the investment with Tanzania Distilleries Limited a subsidiary.

Other expenses

Gain on disposal of property, plant and equipment	**(746)**	53	**(570)**	53
Sundry expenses	**(1,440)**	(834)	**(1,447)**	3,347
Loss on disposal of subsidiary Darbrew (Note 37)	**-**	(9,928)	**-**	-
Provision impairment release – Plant and Equipment	**(7,347)**	(4,426)	**(6,328)**	(3,090)
Other expenses	**(1,024)**	-	**(883)**	-
	(10,557)	(15,135)	**(9,228)**	310

10 Financial income and (costs)

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Finance income				
Interest income on bank balances and fixed deposit	**27,030**	29,129	**27,030**	29,129
Finance costs				
i. Foreign exchange loss	**(19,011)**	(68,835)	**(18,633)**	(68,803)
ii. Interest expenses on lease liability – (Note 15)	**(2,991)**	(2,811)	**(2,332)**	(2,279)
iii. Other interest expenses				
Interest on defined benefit – (Note 28)	**(513)**	(487)	**(496)**	(467)
Interest expense others	**(8,858)**	(76)	**(8,858)**	(96)
Interest expenses on current account with related parties	**(712)**	(995)	**(604)**	(800)
Interest expenses on current account with subsidiary (TDL)	**-**	-	**(11,228)**	(13,941)
Net finance costs	**(32,085)**	(73,204)	**(42,151)**	(86,386)

11 Income tax expense

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Current income tax (Note 31)				
- Current tax on profit for the year	**124,685**	78,633	**84,041**	51,224
- Adjustments in respect of prior years*	**13,018**	(2,280)	**12,556**	(2,715)
Deferred income tax (Note 27)				
- Current year charge on profit for the year	**(3,636)**	(2,612)	**(2,738)**	(2,163)
- Adjustments in respect of prior years	**(2,041)**	(5,168)	**(1,975)**	(6,110)
Income tax expense	**132,026**	68,573	**91,884**	40,237

The tax on the profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Profit before income tax	**368,259**	231,647	**387,592**	151,529
Tax calculated at a rate of 30%	**110,478**	69,494	**116,278**	45,459
Income not subject to tax	**-**	-	**(38,062)**	-
Expenses not allowable for tax purposes	**2,267**	960	**2,047**	881
Adjustment to tax in respect of prior years* - current income tax	**13,017**	(2,280)	**12,556**	(2,715)
Adjustment to tax in respect of prior years* - deferred income tax	**(2,041)**	(5,168)	**(1,975)**	(6,110)
Other adjustments not qualified for deferred tax	**8,305**	2,561	**1,040**	2,722
Deferred tax asset not recognised on Darbrew	**-**	3,006	**-**	-
Income tax expense	**132,026**	68,573	**91,884**	40,237

* The adjustments in respect of prior years represents under provision of current income tax balances in the prior year relating to management assessment of tax assessments received.

12 Earnings per share

Basic earnings per share

Basic earnings per share is calculated by dividing the profit attributable to ordinary shareholders by the weighted average number of ordinary shares in issue during the year excluding ordinary shares purchased by the Company and held as treasury shares.

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Net profit attributable to ordinary shareholders	**203,313**	131,315	**295,347**	111,682
Outstanding shares in issue [Note 23]	**295**	295	**295**	295
Basic earnings per share (TZS per share)	**689**	445	**1,001**	379

	Dec 2025	Dec 2024
Group		
Net profit attributable to ordinary shareholders (TZS'000)	**203,313,810**	131,315,000
Outstanding shares in issue (000's) [Note 23]	**295,056**	295,056
Basic earnings per share (TZS per share)	**689**	445

Diluted earnings per share

Diluted earnings per share is calculated by adjusting the weighted average number of ordinary shares outstanding to assume conversion of all dilutive potential ordinary shares.

	Dec 2025	Dec 2024
Net profit attributable to shareholders (TZS'000)	**203,313,810**	131.315,000
Weighted average number of shares for diluted earnings per share (000's)	**295,056**	295,056
Diluted earnings per share (TZS per share)	**689**	445

* Basic and diluted earnings per share are calculated from continuing operations only.

13 Dividends

Dividend declared and paid

Million Tanzania Shillings	**Company**	**Group**	**Dividend per share TZS/Share**
December 2025 Dividend declared	**371,475**	**371.475**	**1,259**
December 2024 Dividend declared	**158,445**	**158,445**	**537**

Dividend of TZS 1,259 per share amounting to TZS 371,475 million was approved by the board of directors of the Company for the year ended 31 December 2025 and TZS 371 475 million paid during the year. Unpaid dividend as at 31 December 2025 amounted to TZS 6,289 million.

14 Property, plant and equipment

GROUP **Million Tanzania Shillings**	**Land and buildings**	**Plant and machinery**	**Furniture and equipment**	**Vehicles**	**Containers**	**Capital work in progress**	**Total**
Year ended 31 December 2025							
Opening net book value	51,697	234,324	14,287	1,339	87,658	80,739	470,044
Additions	-	-	-	-	-	70,677	70,677
Transfers to Intangible assets (Note 16)	-	-	-	-	-	(403)	(403)
Transfers / capitalization	16,507	55,385	3,767	79	22,773	(98,511)	-
Provision for Impairments*	-	(6,051)	(3)	(2)	-	-	(6,056)
Write-off**	-	(182)	(2)	(4)	(626)	-	(814)
Depreciation charge	(5,219)	(42,284)	(7,365)	(1,014)	(32,108)	-	(87,990)
Closing net book value	**62,985**	**241,192**	**10,684**	**398**	**77,697**	**52,502**	**445,458**
At 31 December 2025							
Cost	142,371	833,669	127,670	42,170	315,591	52,502	1,513,973
Accumulated depreciation	(79,386)	(592,477)	(116,986)	(41,772)	(237,894)	-	(1,068,515)
Net book value	**62,985**	**241,192**	**10,684**	**398**	**77,697**	**55,502**	**445,458**

* Provision for impairment includes an adjustment to write down the value of Property, plant and equipment items to Nil that have been physically confirmed to be damaged or obsolete with no recoverable amount.

** Write-off represent an adjustment for expensing assets following approval by relevant authorities. These assets were impaired in prior years.

GROUP **Million Tanzania Shillings**	**Land and buildings**	**Plant and machinery**	**Furniture and equipment**	**Vehicles**	**Containers**	**Capital work in progress**	**Total**
Year ended 31 December 2024							
Opening net book value	56,225	285,442	20,431	3,515	92,644	23,906	482,163
Additions	-	-	-	-	-	88,384	88,384
Transfers / Capitalization	550	1,319	2,557	-	26,690	(31,116)	-
Write-off of Darbrew assets	-	(3,789)	-	-	-	-	(3,789)
Impairments*	-	(3,992)	-	-	(960)	(435)	(5,387)
Depreciation charge	(5,078)	(44,656)	(8,701)	(2,176)	(30,716)	-	(91,327)
Closing net book value	**51,697**	**234,324**	**14,287**	**1,339**	**87,658**	**80,739**	**470,044**
At 31 December 2024							
Cost	125,864	785,556	124,221	42,584	313,353	80,739	1,472,317
Accumulated depreciation	(74,167)	(551,232)	(109,934)	(41,245)	(225,695)	-	(1,002,273)
Net book value	**51,697**	**234,324**	**14,287**	**1,339**	**87,658**	**80,739**	**470,044**

* Container breakages and write down relates to actual value of containers that were damaged in use and an estimate of containers damaged while in customers' hands.

FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2025
NOTES (CONTINUED)
14 **Property, plant and equipment** (continued)

COMPANY Million Tanzania Shillings	Land and buildings	Plant and machinery	Furniture, equipment	Vehicles	Containers	Capital work in progress	Total
Year ended 31 December 2025							
Opening net book value	43,323	223,082	12,327	1,388	86,823	76,932	443,875
Additions	-	-	-	-	-	68,993	68,993
Transfers to Intangible assets	-	-	-	-	-	(403)	(403)
Transfers / Capitalization	14,919	52,989	3,572	80	22,773	(94,333)	-
Write-off*	-	-	(2)	(5)	(626)	-	(633)
Impairments**	-	(5,024)	(1)	(2)	-	-	(5,027)
Depreciation charge	(4,709)	(40,058)	(7,124)	(987)	(32,078)	-	(84,956)
Closing net book value	**53,533**	**230,989**	**8,772**	**474**	**76,892**	**51,189**	**421,849**
At 31 December 2025							
Cost	126,717	797,071	117,259	24,607	305,557	51,189	1,422,400
Accumulated depreciation	(73,184)	(566,082)	(108,487)	(24,133)	(228,665)	-	(1,000,551)
Net book value	**53,533**	**230,989**	**8,772**	**474**	**76,892**	**51,189**	**421,849**

* Write-off represent an adjustment for expensing assets following approval by relevant authorities. These assets were impaired in prior years.
** Provision for impairment includes an adjustment to write down the value of Property, plant and equipment items to Nil that have been physically confirmed to be damaged or obsolete with no recoverable amount.

COMPANY Million Tanzania Shillings	Land and buildings	Plant and machinery	Furniture, equipment	Vehicles	Containers	Capital work in progress	Total
Year ended 31 December 2024							
Opening net book value	47,326	267,054	18,216	3,459	91,780	22,553	450,388
Additions	-	-	-	-	-	85,495	85,495
Transfers / Capitalization	550	1,319	2,557	-	26,690	(31,116)	-
Impairments*	-	(3,090)	-	-	(960)	-	(4,050)
Depreciation charge	(4,553)	(42,201)	(8,446)	(2,071)	(30,687)	-	(87,958)
Closing net book value	**43,323**	**223,082**	**12,327**	**1,388**	**86,823**	**76,932**	**443,875**
At 31 DECEMBER 2024							
Cost	111,798	749,387	113,961	25,021	303,318	76,932	1,380,417
Accumulated depreciation	(68,475)	(526,305)	(101,634)	(23,633)	(216,495)	-	(936,542)
Net book value	**43,323**	**223,082**	**12,327**	**1,388**	**86,823**	**76,932**	**443,875**

Container breakages and write-down

* Container breakages and write down relates to actual value of containers that were damaged in use and an estimate of containers damaged while in customers' hands.

15 Right of use assets and lease liabilities

	GROUP		COMPANY	
Million Tanzania Shillings	**2025**	2024	**2025**	2024
(a) Right of use assets				
Opening balance	**17,400**	12,304	**11,791**	11,274
Renewal	**8,460**	16,066	**8,460**	10,174
Cancellation	**(1,377)**	-	**-**	-
Depreciation charge	**(11,101)**	(10,970)	**(10,547)**	(9,657)
At 31 December	**13,382**	17,400	**9,704**	11,791
(b) Lease liabilities				
Opening balance	**18,254**	13,354	**12,399**	12,028
Renewal	**8,460**	16,066	**8,460**	10,174
Cancellation	**(685)**	-	**-**	-
Interest accrued	**2,991**	2,811	**2,332**	2,279
Payments during the year				
Interest	**(2,991)**	(2,811)	**(2,332)**	(2,279)
Principal amount	**(10,978)**	(11,166)	**(9,835)**	(9,803)
At 31 December	**15,051**	18,254	**11,024**	12,399

Lease liability is classified as

Current	**7,568**	11,216	**6,643**	6,699
Non-current	**7,483**	7,038	**4,381**	5,700
	15,051	18,254	**11,024**	12,399

16 Intangible assets

	GROUP			
Million Tanzania Shillings	**Goodwill**	**Software**	**Total**	**Company Software**
Year ended 31 December 2025				
Opening net book value	39,630	2,447	42,077	2,621
Transfers from PPE (Note 14)	-	403	403	403
Amortisation charge	-	(271)	(271)	(271)
Closing net book value	**39,630**	**2,579**	**42,209**	**2,753**
At 31 December 2025				
Cost	39,630	19,614	59,244	18,883
Accumulated amortisation	-	(17,035)	(17,035)	(16,130)
	39,630	**2,579**	**42,209**	**2,753**
Year ended 31 December 2024				
Opening net book value	**39,630**	**3,066**	**42,696**	**3,212**
Amortisation charge	-	(619)	(619)	(591)
Closing net book value	**39,630**	**2,447**	**42,077**	**2,621**
At 31 December 2024				
Cost	39,630	19,211	58,841	18,480
Accumulated amortisation	-	(16,764)	(16,764)	(15,859)
	39,630	**2,447**	**42,077**	**2,621**

Goodwill represents expected synergies from different beverage categories. The goodwill arose from acquisition of Kibo Breweries Limited. The carrying amount of goodwill is TZS 39,630 million (Dec 2024: TZS 39,630 million).

The recoverable amount of all CGUs has been determined based on enterprise value using the quoted share price, adjusted for net debt and minorities. Allocation of recoverable value to clear beer segment was based on the volume contribution.

At a market share price of TZS 8,510 (December 2024: TZS 10,900), the recoverable amount calculated based on enterprise value exceeded carrying value by TZS 2,314,189 million. (December 2024: TZS 2,009,588 million). As of 31 December 2025, no impairment was identified (2024: Nil).

The carrying amounts of the intangible assets approximate their recoverable amounts.

Sensitivity analysis:

Below is the impact of changes in key assumptions used in determining value in use of the goodwill for the clear beer segment.

Factors applied **Million Tanzania Shillings**	**% change (-/+)**	**Impact to recoverable amount 31 Dec 2025**	Impact to recoverable amount 31 Dec 2024
Share price based on block trading arrangement		**2,005,884**	1,062,249
Volume contribution	10%	**(303,973)**	(262,645)
Changes in net debt	10%	**(19,993)**	(52,426)
Impact on net assets	10%	**(56,801)**	(63,805)

17 Investments

	GROUP		COMPANY	
	Dec 2025	Dec 2024	**Dec 2025**	Dec 2024
(a) Investment in subsidiaries				
Kibo Breweries Limited	**-**	-	**42,414**	42,414
Darbrew Limited	**-**	-	**-**	-
Tanzania Distilleries Limited	**-**	-	**2,606**	2,606
		-	**45,020**	45,020
(b) Other equity investments				
Mountainside Farms Limited (4%)	**88**	88	**88**	88
	88	88	**45,108**	45,108

Kibo Breweries Limited
Kibo Breweries remained dormant throughout the year.

Following the decision by the management to capitalise the malting plant under TBL, Management updated its calculation of recoverable amount on its investments under Kibo Breweries Limited to consider leasing arrangements to third party.

The revised assumptions are as follows
- Annual leased income TZS 5,460 million
- Discount rate 12.7%
- Lease tenure 20 years
- Terminal value at the end of the lease period TZS 48,000m

No impairment loss was recognised during the year.

Sensitivity analysis

- If the annual lease rental rate had been 10% lesser than the applied rate, the recoverable amount becomes TZS 37,992 million.
- If the lease tenure had been 15 years instead of 20 years used in the analysis, the recoverable amount becomes TZS 38,933 million.
- If the terminal value applied been taken at the lower end, the recoverable amount becomes TZS 41,375 million.

Darbrew Limited

Darbrew Limited was disposed to the minority shareholder in May 2024. Related disclosures are included in the Note 37 of the financial statements.

Set out below are the Company's principal subsidiaries at 31 December 2024. Unless otherwise stated, the subsidiaries as listed below have share capital consisting solely of ordinary shares, which are held directly by the Company and the proportion of ownership interests held equals to the voting rights held by Company. The country of incorporation is also their principal place of business.

Name of undertaking	Nature of business	Country of incorporation	% of ownership held by NCI		% of ownership held by Company	
			Dec 2025	Dec 2024	**Dec 2025**	Dec 2024
Tanzania Distilleries Limited	Manufacturer of spirituous liquor	Tanzania	35%	35%	65%	65%
Darbrew Limited	Manufacturer of Opaque beer	Tanzania	-	-	-	-
Kibo Breweries Limited	Rental of assets to related parties	Tanzania	-	-	100%	100%

Set out below is the summarised financial information for each of the two subsidiaries, Tanzania Distilleries Limited and Darbrew Limited.

Summarised statement of financial position

	TANZANIA DISTILLERIES LIMITED		DARBREW LIMITED	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Current				
Assets	160,647	310,840	-	-
Liabilities	(93,868)	(104,717)	-	-
Total net current assets/(liabilities)	**66,779**	206,123	**-**	-
Non-Current				
Assets	38,680	42,378	**-**	-
Liabilities	(3,280)	(4,623)	**-**	-
Total non - current net assets	**35,400**	37,755	**-**	-
Net assets/(liabilities)	**102,179**	243,878	**-**	-

Summarised statements of profit or loss and other comprehensive income:

Million Tanzania Shillings	TANZANIA DISTILLERIES LIMITED 31 - Dec 2025	31- Dec 2024	DARBREW LIMITED 31 Dec 2025	31 Dec 2024
Revenue	**351,335**	282,970	**-**	-
Total Cost	**(218,688)**	(192,946)		
Profit/(loss) before income tax	**132,647**	90,024	**-**	(76)
Income tax expense	**(40,290)**	(29,015)	**-**	-
Profit/(loss) after tax	**92,357**	61,009	**-**	(76)
Other comprehensive income				
Re-measurement gain on defined benefit	**(34)**	7	-	-
Total comprehensive income for the year	**92,323**	61,016	**-**	(76)
Allocated to non-controlling interest	**32,313**	21,355	**-**	(30)

Summarised statement of cash flows

Million Tanzania Shillings	TANZANIA DISTILLERIES LIMITED Dec 2025	Dec 2024	DARBREW LIMITED Dec 2025	Dec 2024
Net cash used operations	**214,866**	(3,053)	**-**	-
Net cash used in investing activities	**9,550**	11,051	**-**	-
Net cash used in financing activities	**(235,167)**	(1,359)	**-**	-
Net cash decrease in cash and cash equivalents	**(10,751)**	6,639	**-**	-
Cash and cash equivalents at start of the year	**14,169**	7,530	**-**	-
Cash and cash equivalents at end of the year	**3,418**	14,169	**-**	-

18 Derivative financial instruments

Forward contracts
The Group and Company as at the year had no forward contract. The notional amount was NIL (2024: NIL, and the fair value was not material).

19 Inventories

Million Tanzania Shillings	GROUP Dec 2025	Dec 2024	COMPANY Dec 2025	Dec 2024
Raw materials	**115,529**	81,892	**103,219**	68,966
Consumable stores and spares	**29,146**	30,929	**27,284**	29,281
Work in progress	**9,107**	9,580	**9,122**	9,580
Finished goods	**20,361**	17,598	**10,732**	7,077
	174,143	139,999	**150,357**	114,904
Less: Provision for obsolescene	**(5,543)**	(5,326)	**(5,186)**	(4,973)
	168,600	134,673	**145,171**	109,931

The cost of inventories recognised as an expense and included in 'cost of sales' in the Group's profit or loss amounted to TZS 427,314 million (Dec 2024: TZS 391,535 million). Similarly, this amounts to TZS 322,003 million (Dec 2024: TZS 294,001 million) in the Company's statement of profit or loss and other comprehensive income.

Provision for obsolescence comprise of finished goods and raw materials that are deemed not fit for the production or sales and include spare parts that have not been used for more than 5 years.

20 Trade and other receivables

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Financial instruments:				
Trade receivables	**104,071**	92,447	**66,140**	56,100
Less: Losses allowance	**(39,956)**	(40,864)	**(9,585)**	(10,488)
Trade receivables-Net	**64,115**	51,583	**56,555**	45,612
Due from related parties (Note 36 (iv))	**94,570**	451	**103,708**	13,525
Less: Losses allowance *	**-**	-	**-**	-
Due from related parties - Net	**94,570**	451	**103,708**	13,525
Non - financial instruments:				
Staff advances and loans	**-**	228	**-**	228
Other receivables**	**89,516**	73,806	**72,004**	57,781
Prepayments	**7,960**	3,333	**3,743**	1,660
	97,476	77,367	**75,747**	59,669
	256,161	129,401	**236,010**	118,806

** Other receivables comprise of deposits made to TRA as part of tax objections.

The Expected credit losses movement during the year is as follows:

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
At the beginning of the year	**40,864**	40,367	**10,488**	42,955
Charges/(release) during the year on existing debtors	**(908)**	3,152	**(903)**	3,164
Darbrew receivables released	**-**	(2,140)	**-**	-
Release of related party provision - Darbrew	**-**	-	**-**	(35,005)
Reallocation to other debtors due to errors	**-**	(515)	**-**	(626)
At the end of the year	**39,956**	40,864	**9,585**	10,488
The above loss is distributed as follows				
• ECL relating to trade receivables	**39,956**	40,864	**9,585**	10,488
• ECL relating to related parties balances	**-**	-	**-**	-
	39,956	40,864	**9,585**	10,488

21 Cash and cash equivalents

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Bank balances	**176,069**	512,530	**172,651**	498,361

22 Restricted bank balance

Balance at bank	**38,300**	38,300	**38,300**	38,300

Relate to bank balances with restriction imposed by Registration, Insolvency and Trusteeship Agency (RITA) as a result of ongoing litigation at the High Court . The balance is not available for general and immediate use within the Group and Company.

23 Share capital

23.1 Ordinary share capital

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Authorised, issued and fully paid: 295,056,063 ordinary shares of TZS 100 each	**29,506**	29,506	**29,506**	29,506
Share premium				
Share premium at the start and end of year	**45,346**	45,346	**45,346**	45,346

The Company has only one class of ordinary shares which carries no right to fixed income. There was no movement in the share premium of the Company during the period. Share premium arose from further capital injection done in 2008 by SAB and acquisition of the East African Breweries Limited shares owned in TBL Plc in 2003.

All issued ordinary shares are fully paid and rank pari passu in all respects. Holders of ordinary shares are entitled to dividends as and when declared by the Board of Directors and approved by shareholders at the Annual General Meeting.

Dividends are paid out of retained earnings, subject to the requirements of the Companies Act, 2002 of Tanzania. In the event of liquidation, ordinary shareholders are entitled to the residual assets of the Company after settlement of all liabilities and prior claims. There are no restrictions on transferability of ordinary shares other than those imposed by law and the Company's Articles of Association.

23.2 Ownership structure

	Ordinary Shares	Ordinary Shares	**% holding**	% holding
	Dec 2025	Dec 2024	**Dec 2025**	Dec 2024
Resident shareholders:				
Public Service Social Security Fund (PSSSF)	**22,161,710**	19,661,710	**7.51**	6.66
National Health Insurance Fund (NHIF)	**4,854,370**	4,854,370	**1.65**	1.65
Unit Trust of Tanzania (all schemes)	**6,233,461**	4,746,122	**2.11**	1.61
National Social Security Fund (NSSF)	**1,931,560**	1,200,624	**0.65**	0.41
Others - residents (General Public)	**19,841,799**	20,969,883	**6.72**	7.11
Total resident	**55,022,900**	51,432,709	**18.64**	17.44

Non-resident shareholders	**Ordinary Shares Dec 2025**	Ordinary Shares Dec 2024	**% holding Dec 2025**	% holding Dec 2024
AB-InBev Africa BV	**188,693,282**	188,693,282	**63.96**	63.95
Others – non-resident	**51,339,881**	54,930,072	**17.4**	18.61
Total non-resident	**240,033,163**	243,623,354	**81.36**	82.56
Total ordinary shares in issue	**295,056,063**	295,056,063	**100.00**	100.00

24 Other reserves

GROUP **Million Tanzania Shillings**	**Hedging reserve**	**Other reserves**	**Total**
Year ended 31 December 2025			
At start and end of the year	**3**	**66,640**	**66,643**
Year ended 31 December 2024			
At start and end of the period	3	66,640	66,643
COMPANY			
Year ended 31 December 2025			
At start and end of the period	**43**	**66,640**	**66,683**
Year ended 31 December 2024			
At start and end of the period	43	66,640	66,683

Hedging reserve

The Group and the Company hedges anticipated cash flows mainly from purchase of raw materials, settling obligations dominated in foreign currency and capital expenditure.

The hedge accounting reserve represents the effective portion of changes in the fair value of the cash hedge (derivative); the ineffective portion is recognized immediately in profit or loss. All cash flow hedge activities are being facilitated centrally by the Company Treasury function, which has resulted in significant synergies and savings for the Company.

During the year, there was no hedging activities (December 2024: TZS Nil).

Other reserves

The other reserve represents the net balances from the dissolution of the trust fund in December 2017. At the time of dissolution, the trust carrying value was TZS 12,200 million whereas the proceed from sale of treasury shares was TZS 78,840 million. A reserve of TZS 66,640 million is recorded under statement of changes in equity.

The reserve is not available for distribution.

25 Non-controlling interests

Million Tanzania Shillings	**Dec 2025**	Dec 2024
35% of equity of Tanzania Distilleries Limited	**35,846**	85,414
40% of equity of Darbrew Limited	**-**	-
	35,846	85,414

These funds are available for distribution to the non-controlling shareholders.

Million Tanzania Shillings	Dec 2025	Dec 2024
Attributable during the year:		
35% interest in the profit for the year of Tanzania Distilleries Limited	**32,340**	21,364
40% interest in the loss for the year of Dar Brew Limited	-	(30)
Write-off of Darbrew due to disposal	-	10,820
Re-measurement gain on defined benefit	-	2
	32,340	32,156

26 Net debt reconciliation

The Group and Company net debt includes lease liability. The reconciliation for lease liabilities is provided under Note 15 to the financial statements.

As at 31 December 2025, the Group and Company had security free overdraft facilities of TZS 25,000 million and TZS 18,000 million with Standard Chartered Tanzania Limited respectively. These facilities were not utilised as at the year end. The Group and Company did not have any other borrowings during the year.

27 Deferred income tax

(i) Deferred tax

Deferred income taxes are calculated on temporary differences under the liability method using a principal tax rate of 30%. The movement on the deferred income tax account is as follows:

GROUP

Deferred income assets Million Tanzania Shillings	Property, plant and equipment (PPE)	Other temporary differences	Hedge reserve and others	Total
At 1 January 2025 - assets	10,727	(27,431)	4	(16,700)
Credited to profit or loss (Note 11)	(8,012)	2,335	-	(5,677)
Credited to OCI	-	(168)	-	(168)
At 31 December 2025	**2,715**	**(25,264)**	**4**	**(22,545)**

Deferred income tax assets

At 1 January 2024 - assets	4,314	(16,308)	-	(11,994)
At 1 January 2024 - liabilities	23,283	(20,383)	4	2,904
Charged to profit or loss (Note 11)	(16,870)	9,090	-	(7,780)
Charged to OCI	-	170	-	170
At 31 December 2024	**10,727**	**(27,431)**	**4**	**(16,700)**

The directors have assessed the appropriateness of the recognition of a deferred tax asset, taking account of current business plan and have concluded that it is appropriate to recognise a deferred tax asset in the current year because they are certain that the subsidiary will make sufficient taxable profits to utilise the tax losses in the foreseeable future.

COMPANY

Deferred income tax (assets)/liabilities Million Tanzania Shillings	Property, plant and equipment (PPE)	Other temporary differences	Hedge reserve and others	Total
At 1 January 2025	**9,752**	**(15,899)**	**-**	**(6,147)**
Charged to profit or loss (Note 11)	(7,647)	2,934	-	(4,713)
Charged to OCI	-	(155)	-	(155)
At 31 December 2025	**2,105**	**(13,120)**	**-**	**(11,015)**
At 1 January 2024	**26,330**	**(24,371)**	-	**1,959**
Charged to profit or loss (Note 11)	(16,578)	8,305	-	(8,273)
Charged to OCI	-	167	-	167
At 31 December 2024	**9,752**	**(15,899)**	**-**	**(6,147)**

28 Employee benefit obligations

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
At start of year	**3,234**	3,540	**3,128**	3,398
- Current service cost (Note 8)	**185**	214	**178**	205
- Interest cost (Note 10)	**513**	487	**496**	467
Amount recognised to profit or loss	**698**	701	**674**	672
- Loss from change in assumptions	**(366)**	(610)	**(361)**	(576)
- Gain from change of experience	**928**	43	**876**	19
Amount recognised in other comprehensive income	**562**	(567)	**515**	(557)
Disbursements paid	**(76)**	(440)	**(76)**	(385)
At end of year	**4,418**	3,234	**4,241**	3,128

In addition to the statutory National Social Security Contribution, the Company has an unfunded non-contributory employee defined pension plan. The defined benefit plan was introduced as a result of negotiations between management and Tanzania Union of Industrial and Commercial Workers (TUICO) which is an association of the employees.

The entire defined pension benefit is presented as non-current on the face of statement of financial position as the expected benefit to be paid in the next 12 month is considered by management as not material.

A summary of the provisions of this agreement for TBL employees are provided below:

- Benefit only accrues if the member has completed three years (or more) of service.
- Benefit is calculated as: Basic monthly salary x 0.5 x number of complete and continuous years worked.
- Benefit is payable upon: Normal retirement age of 60 years; Involuntary early retirement; Ill-health early retirement (with a minimum benefit of 12 month's basic wage); and Early retirement or resignation aged 55 or over.

Actuarial assumptions:

The significant actuarial assumptions were as follows:

	Dec 2025	Dec 2024
Discount rate	12.75%	15.90%
Salary escalation rate	6.5%	6.5%
Retirement age	60 years	60 years
Active members number	834 TBL	887 TBL
	61 TDL	71 TDL

The change in discount rate during the year is in line with prevailing discount rate which is based on secondary market of government bonds in Tanzania.

Assumptions regarding future mortality are set based on actuarial advice in accordance with A1949/52 mortality table published by the Institute of Actuaries. These assumptions translate into an average life expectancy in years for a pensioner retiring at age 60. See the table below;

Mortality rates per 1000 lives

Age	20	25	30	35	40	45	50	55	60
Male	1.11	1.12	1.16	1.32	1.88	3.30	5.99	10.35	0.00
Female	1.11	1.12	1.16	1.32	1.88	3.30	5.99	10.35	0.00

Risk exposure and sensitivity

Through its defined benefit pension plan the company is exposed to a number of risks. The most significant being changes in discount rates (which are set with reference to the Government of Tanzania bonds) and salary inflation.

Further, the actuarial valuation results are sensitive to the assumptions made with results being more sensitive to financial assumptions than the demographic assumptions. Particularly, the narrower the gap between the discount rate and the rate of salary escalation, the higher the value of the actuarial liabilities disclosed in the valuation.

Sensitivity analysis

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Increase in defined pension benefit due to 1% decrease in discount rate	**166**	357	**157**	337
Decrease in defined pension benefit due to 1% increase in discount rate	**(175)**	(104)	**(163)**	(98)
Increase in defined pension benefit due to 0.5% increase in future long-term salary assumption	**(185)**	119	**(175)**	113
Decrease in defined pension benefit due to 0.5% decrease in future long-term salary assumption	**174**	(114)	**164**	(107)

The sensitivity analysis above has been determined based on reasonable possible changes and assumptions remaining unchanged. The sensitivity analysis may not be representative of the actual change in the defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation of one another as some of the assumptions may be correlated. The valuation was done by Willis Towers Watson, South Africa, the next valuation will be done in the year ending 31 December 2025.

29 Provisions

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
At start of the year	**25,674**	25,565	**6,020**	5,911
Movement during the year	**(318)**	109	**(318)**	109
At end of the year	**25,356**	25,674	**5,702**	6,020

As at 31 December 2025, the Group had pending legal cases and tax matters whereby the Company or its subsidiaries were defendants and other outstanding disputes for which the directors have considered it probable that the outcome will be unfavourable to the Group and could result into an estimated loss of TZS 25,674 million (Dec 2024: TZS 25,565 million).

According to the nature of such disputes the timing of settlement is uncertain. Contingent liabilities relating to litigations and other claims have been disclosed in Note 34.

30 Trade and other payables

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Trade payables	**131,735**	144,407	**99,387**	99,419
Deposits from customers	**45,820**	42,893	**35,267**	35,323
Dividends payable*	**6,289**	6,289	**6,289**	6,289
VAT payable	**18,058**	17,667	**13,923**	15,816
Excise duty payable	**37,421**	31,684	**31,500**	29,390
Payable to related parties (Note 36 (iv))	**68,651**	66,008	**164,730**	310,523
Container liability	**67,421**	54,846	**67,424**	54,846
Other payables and accrued expenses**	**65,796**	66,285	**59,967**	59,359
	441,191	430,079	**478,487**	610,965

* Dividend payable represents unclaimed dividends.

** Other payables and accrued expenses include staff related payable including trust distributions and other operating, productions and distribution accruals.

31 Current income tax liabilities (receivable)

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
At start of the year	**1,363**	(291)	**(1,712)**	1,068
Current income tax charge for the year (Note 11)	**137,703**	76,353	**96,598**	48,509
Reallocation from other payable	**1,637**	-	**-**	-
Tax paid during the year:	**(128,786)**	(74,699)	**(79,792)**	(51,289)
Current income tax				
At end of the year	**11,917**	1,363	**15,094**	(1,712)

32 Financial instruments by category

(a) Group Million Tanzania Shillings	Dec 2025	Dec 2024
Financial assets - At amortised cost		
Trade and other receivables (excluding VAT receivable, advances to suppliers and prepayments)	**64,330**	52,792
Cash at hand and bank deposits	**214,369**	550,830
	278,699	603,622
Other financial liabilities at amortised costs		
Lease liability	**15,051**	18,254
Trade and other payable (excluding statutory liabilities)	**319,916**	360,622
	334,967	378,876
(b) Company		
Financial assets - At amortised cost		
Trade and other receivables (excluding advances to suppliers and prepayments)	**56,633**	60,059
Cash at hand and bank deposits	**211,434**	536,661
	268,067	596,720
Other financial liabilities at amortised costs		
Lease liability	**11,024**	12,399
Trade and other payable (excluding statutory liabilities)	**373,097**	547,056
	384,121	559,455

33 Capital commitments

Capital commitments

The Group and Company had capital expenditure commitments as follows;

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Approved and contracted for but not recorded	**8,637**	2,075	**8,637**	2,075
Approved but not contracted for	**267**	1,983	**267**	1,983
	8,904	4,058	**8,904**	4,058

34 Contingent liabilities

Summary of Group and Company total exposure from various tax, legal and other cases and amount provided in the books of accounts.

GROUP Million Tanzania Shillings	EXPOSURE Dec 2025	 Dec 2024	AMOUNT PROVIDED Dec 2025	 Dec 2024
Legal Cases	**131,217**	74,508	**5,752**	6,070
Tax cases:				
(i) Income Tax - Transfer Pricing (TP)	**79,238**	79,238	**-**	-
(ii) Excise Duty on Valeur Brandy	**97,409**	97,409	**19,603**	19,603
(iii) Value Added Tax (VAT) on Valeur brandy	**17,722**	17,722	**-**	-
(iv) Value Added Tax (VAT) 2023 and 2024	**238,449**	238,449	**-**	-
(v) Excise duty on non-alcoholic beer	**5,268**	5,268	**-**	-
(vi) Capital gain tax (CGT)	**850,235**	850,235	**-**	-
(vii) Others	**1**	1	**1**	1
	1,419,539	1,362,830	**25,356**	25,674

COMPANY Million Tanzania Shillings	EXPOSURE Dec 2025	 Dec 2024	AMOUNT PROVIDED Dec 2025	 Dec 2024
Legal Cases	**17,838**	17,862	**5,702**	6,020
Tax cases:				
(i) Income Tax - Transfer Pricing (TP)	**79,238**	79,238	**-**	-
(ii) Value Added Tax (VAT) 2023 and 2024	**238,449**	238,449	**-**	-
(iii) Excise duty on non-alcoholic beer	**5,268**	5,268	**-**	-
(iv) Capital gain tax (CGT)	**850,235**	850,235	**-**	-
	1,191,028	1,191,052	**5,702**	6,020

Legal cases
As of 31 December 2025, the Group was a defendant in several lawsuits. The amount claimed in such lawsuits could amount to TZS 131,217 million (Dec 2024: TZS 74,508 million). Based on advice from legal counsel, a provision is in place for these cases amounting to TZS 5,753 million (Dec 2024: TZS 6,070 million).

As of 31 December 2025, the Company was a defendant in several lawsuits, the amount claimed in such lawsuits could amount to TZS 17,837 million (Dec 2024: TZS 17,862 million). Based on advice from legal counsel, a provision is in place for these cases amounting to TZS 5,702 million (Dec 2024: TZS 6,020 million).

The Company's subsidiary, Tanzania Distilleries Limited (TDL), was a defendant in several lawsuits, the amount claimed in such lawsuits could amount to TZS 82,379 million (Dec 2024: TZS 56,642 million) and based on advice from legal counsel, the provision of TZS 51 million has been made for the probable amount.

Based on the legal advice, the directors do not expect the outcome of the pending litigations to have a material effect on the Company and Group's financial performance.

Tax related contingent liabilities

(i) Transfer pricing (TP) income tax assessments

The Company received adjusted corporate income tax assessments relating to transfer pricing (including penalties) of TZS 79,093 million for the years of income 2017 to 2023, from the Tanzania Revenue Authority (the TRA). The TRA challenges deductibility of management fees and other related party transactions. The company disputes the TRA position and has objected/appealed against the respective assessments.

The dispute for the years 2017 and 2018 were determined by Tax Revenue Appeals Board (TRAB) in favour of the Company and the TRA has not appealed further. The cases for the years 2019 to 2022 are pending determination at TRAB while assessment for the years 2021 and 2022 are pending TRA's determination of the objections.

(ii) Excise Duty

The Company's subsidiary, Tanzania Distilleries Limited (TDL), received excise duty assessments (including interest) of TZS 97,409 million for the years of income 2008 to 2017, primarily relating to excise duty on Valuer Brandy previously produced under a Memorandum of Understanding with the Government. The assessments are disputed and are under appeal before the TRAB, pending hearing notice. A provision of TZS 19,603 million has been recognised in the financial statements in respect of these matters.

(iii) Value Added Tax (VAT) on Valeur brandy

In addition to the excise duty assessments in item (ii) above, TDL also received additional VAT assessments (including interest), of TZS 17,722 million for the years of income 2008 to 2017. The assessments are based on an assumption that excise duty, if applicable, would have increased the product price; however, management maintains that any excise duty would have been absorbed as part of cost of sales as the product could not have been sold at a price higher than the one that prevailed in the market at the time and that the prices charged were inclusive of VAT in accordance with the VAT Acts, 1997 and 2014. The assessments have been disputed and are under appeal before the Tax Revenue Appeals Board (TRAB). Based on advice received from tax and legal experts, in their opinion the directors have considered that no material liabilities are expected to crystalize from this tax matter hence no related provision has been made.

(iv) Value Added Tax (VAT) 2024 and 2025 EFD reconciliations – container & volume discount

The Company received VAT assessments of TZS 238,449 million (including interest) for the period 2019 to 2024, arising from the TRA's rejection of VAT adjustments relating to returnable containers, volume discounts and EFD reconciliations. The Company disputes the assessments and has lodged objections and appealed to the TRAB and the matter are pending hearing notice. Based on legal and tax advice, management considers the assessments to be without merit and does not consider an outflow of economic benefits to be probable. Accordingly, in accordance with IFRIC 23, no provision has been recognised in respect of these matters.

(v) Excise duty on non-alcoholic beer

The Company received excise duty assessments amounting to TZS 5,268 million relating to the classification of some of non-alcoholic malt drink by recategorizing it in the category of non-alcoholic beers attracting an excise duty of TZS 561 per litre contrary to the current categorization of TZS 61 per litre falling. The Company disputes the TRA position and appealed before the TRAB, pending hearing notice.

(vi) Capital gain tax (CGT)

On 24th November 2020 the Company received a capital gains tax assessment from the Tanzania Revenue Authority (TRA) of TZS 850,235 million related to income tax on the alleged capital gain deemed to arise to TBL Plc following an alleged change in underlying ownership of the Company. The TRA alleges that, between 2016 to 2019, the underlying ownership of the Company changed by more than 50%, the threshold required to trigger the application of CGT under Section 56 of the Income Tax Act (ITA) R.E. 2019. The Company disputes the TRA claim and filed an appeal to the Tax Revenue Appeals Board.

On 8th June 2026, the Tax Revenue Appeals Board ruled that it does not have jurisdiction to hear the appeal and therefore the assessment is confirmed together with accrued interest. The Company appealed this procedural ruling to the Tax Revenue Appeals Tribunal. There has been no ruling on the substantive merits of the case.

Based on legal and tax advice, management considers the assessment to be without merit and does not consider an outflow of economic benefits to be probable; accordingly, in line with IFRIC 23, no provision has been recognised in respect of this matter.

The Company continues to monitor these tax matters and will disclose any material developments in accordance with applicable regulatory and listing requirements.

35 Cash flow information

(i) Cash generated from operations

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Profit before income tax	**368,073**	231,647	**387,593**	151,529
Adjusted for:				
Interest expense (Note 10)	**13,074**	4,369	**23,518**	17,583
Interest income (Note 10)	**(27,030)**	(29,129)	**(27,030)**	(29,129)
Unrealised foreign exchange losses	**3,940**	18,803	**3,757**	18,803
Depreciation, container write-down/breakages and amortisation (Note 14, Note 15 and Note 16)	**99,664**	102,916	**95,886**	98,206
(Write-on)/write-off of PPE and intangible assets	**7,262**	5,386	**5,548**	4,050
Increase/(decrease) on provision for liabilities (Note 29)	**(318)**	109	**(318)**	109
Increase/(decrease) in provision for defined benefits obligation	**790**	234	**752**	205
Write-on of containers and others	**-**	3,789	**-**	-
Dividend income from subsidiary	**-**	-	**(152,114)**	-
Gain on disposal of property, plant and equipment (Note 9)	**746**	(53)	**570**	(53)
	466,201	338,071	**338,162**	261,303
Changes in working capital				
Inventories	**(33,927)**	(22,219)	**(35,240)**	(13,959)
Trade and other receivables	**(93,070)**	(30,064)	**(92,063)**	(24,083)
Trade and other payables	**(22,119)**	41,595	**(158,417)**	82,980
Cash generated from operations	**317,085**	327,383	**52,442**	306,241

(ii) Income tax paid

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Income tax payable at 1 January	**(1,363)**	291	**1,712**	(1,068)
Current income tax expense (Note 11)	**(137,703)**	(76,353)	**(96,598)**	(48,509)
Income tax payable as at 31 December (Note 31):				
- Corporate income tax	**11,917**	1,363	**15,094**	(1,712)
- Reallocation from other payable	**(1,637)**	-	**-**	-
Income tax paid	**(128,786)**	(74,699)	**(79,792)**	(51,289)

(iii) Interest received

Interest income (Note 10)	**(27,030)**	29,129	**(27,030)**	29,129

(iv) Purchase of property, plant and equipment and intangible assets

Additions of property, plant and equipment during the year (Note 14)	**(70,677)**	(88,384)	**(68,993)**	(85,495)
Cash utilised in purchase of property, plant and equipment and intangible assets	**(70,677)**	(88,384)	**(68,993)**	(85,495)

(v) Dividends paid

To owners of the parent				
Dividends payable at beginning of the year	**(6,289)**	(19,378)	**(6,289)**	(19,378)
Dividend declared (Note 13 and 38)	**(371,475)**	(158,445)	**(371,475)**	(158,445)
Dividends payable at the end of the year (Note 30)	**6,289**	6,289	**6,289**	6,289
	(371,475)	(171.534)	**(371,475)**	(171,534)

36 Related party transactions and balances

i) Sale of goods and services

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Subsidiaries - Fees	**-**	-	**186**	100
Fellow subsidiaries	**-**	272	-	272
Fellow subsidiaries	**-**	272	**186**	372

The Company exports finished goods and other goods to Nile Breweries Limited and Zambia Breweries Limited, all subsidiaries of AB InBev.

ii) Purchase of goods and services

Purchase of goods				
Fellow subsidiaries	**190,893**	166,961	**175,696**	143,916

The Company purchases goods from MUBEX, a subsidiary of AB InBev. Mubex buys and on-sells raw materials and finished goods to companies within the AB InBev Group's Africa region.

Purchase of services	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Subsidiaries – Rent	**-**	-	**120**	120
Fellow subsidiaries – Fees	**65,530**	60,562	**65,530**	60,562
Fellow subsidiaries – Royalties	**19,083**	16,814	**19,083**	16,814
	84,613	77,376	**84,733**	77,496

Other related parties include AB-InBev Africa (Pty) Ltd, that provides managerial and technical services AB-InBev Group's Africa region and AB-InBev International Brand Limited. The Company produces and distributes AB-InBev International Brand Limited brands under license and pays royalty fees at a percentage of sales of the brands. Both companies are subsidiaries of AB InBev. The Company leases buildings from its subsidiary, Kibo Breweries Limited.

iii) Expenses paid on behalf of Kibo

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Subsidiary	**-**	-	**44**	111

iv) Interest on intercompany accounts

Interest expense on intercompany accounts

Subsidiary	**-**	-	**11,228**	13,941
Fellow subsidiaries	**714**	995	**602**	800
	714	995	**11,830**	14,741

The Company is charged interest by its fellow subsidiary Mubex on overdue balances.
Also, the Company charges interest to its subsidiary Tanzania Distilleries Limited on current accounts balances held.

v) Year-end balances arising from transactions with related parties:

Receivable from related parties (Note 20)

Subsidiary (net of impairment provision)	**-**	-	**-**	13,074
Fellow subsidiaries	**94,570**	451	**103,708**	451
	94,570	451	**103,708**	13,525

Payable to related parties (Note 30)

Subsidiaries	**-**	-	**101,737**	244,515
Fellow subsidiaries	**68,651**	66,008	**62,993**	66,008
	68,651	66,008	**164,730**	310,523

The receivables from related parties arise mainly from sale and non-sales transactions are due three months after the date of sale. The receivables are unsecured. As of year-end impairment provision was made against receivable balance from Darbrew Limited NIL (2024: TZS 35,005 million).

The payables to related parties arise mainly from purchase transactions and are due three months after date of purchase.

vi) Key management personnel

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the entity, directly or indirectly, including any director (whether executive or otherwise) of the group.

a) Key management compensation

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Salaries	**3,711**	5,290	**3,711**	5,290
Defined contribution plan	**371**	529	**371**	529
	4,082	5,819	**4,082**	5,819

b) Transactions with key management personnel

There were no other transactions with key management personnel during the year.

c) Balances with key management personnel

No loans were issued to or received from the key management personnel during the year (2024: Nil)

d) Directors' emoluments

	GROUP		COMPANY	
Million Tanzania Shillings	**Dec 2025**	Dec 2024	**Dec 2025**	Dec 2024
Non-executive Chairman	**53**	42	**53**	42
Non-executive Directors	**179**	142	**179**	142
	232	184	**232**	184

A schedule detailing remuneration of each director will be annexed to these financial statements for presentation to the annual general meeting.

The Directors of the Company own directly and indirectly 27,416 (2024: 43,216) ordinary shares of the Company as 31 December 2025. Two directors resigned in 2025.

During the year, there were no commitments, provision of guarantees and collateral. (Dec 2024: Nil). Transactions with related parties were carried on an arm's-length basis.

37 Discontinued operations

In May 2019 the Company announced its intention to exit the opaque business through its subsidiary Darbrew Limited, and initiated engagement with co-shareholder i.e. Dar es Salaam City Council.

The Subsidiary was sold on 02 May 2024, and it is reported in the current period as a discontinued operation. Financial information relating to the discontinued operations for the period to the date of disposal is set out below.

i) Financial performance

Million Tanzania Shillings	Dec 2025	Dec 2024
Administration and depreciation	-	86
Other income and expenses	-	(10)
Total loss for the period/year	-	76

ii) Details of the sale of the subsidiary

The carrying amounts of assets and liabilities as at the date of sale were:

	GROUP		COMPANY	
Million Tanzania Shillings	Dec 2025	Dec 2024	Dec 2025	Dec 2024
Property, plant and equipment	-	3,789	-	3,789
De-recognition of Darbrew assets reserves	-	(1,065)	-	(1,065)
Trade receivables	-	725	-	725
Trade payables**	-	(32,865)	-	(32,865)
Net liability	-	(29,416)	-	(29,416)
Consideration	-	3	-	3
Loss on disposal	-	(29,413)	-	(29,413)
The loss on disposal has been adjusted with the following				
Darbrew provision utilised	-	35,005	-	35,005
Write off cumulative losses	-	(15,520)	-	(15,520)
Net loss on disposal (Note 9)	-	(9,928)	-	(9,928)

** Significant relates to balance payable to the Parent Company i.e. Tanzania Breweries Public Limited Company.

38 Approval of financial statements

The financial statements were approved and authorised for issue by the Board of Directors on the date shown on page 73.

39 Comparative period

Where necessary the comparative figures have been reclassified to conform to changes in presentation in the current period.

40 Subsequent events

Other than matters disclosed under Note 34 – Contingent Liabilities relating to ongoing tax cases, the Directors are not aware of any other material items that occurred subsequent to year end.

41 Ultimate parent company

The ultimate parent Company is Anheuser-Busch InBev SA/NV ("AB InBev"), which is incorporated in Belgium and has its registered business address at Brouwerijplein 1, B-3000 Leuven


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WORTH MORE
ANNO 1366
STELLA ARTOIS
LA BIÈRE FINE
DE LUXE
STELLA ARTOIS
mdogo mdogo
18+ HAIUZWI KWA WENYE UMRI CHINI YA MIAKA 18.
Kunywa Kistaarabu.
Tumia na maji pamoja na chakula.
Umekunywa pombe? Usiendeshe.

NOTICE OF THE 53RD ANNUAL GENERAL MEETING

NOTICE TO SHAREHOLDERS

Notice is hereby given that the 53rd Annual General Meeting of the Shareholders of Tanzania Breweries Public Limited Company will be held in Ruaha Hall at Julius Nyerere International Convention Centre with an online option on **2nd July 2026 at 09hrs00**, for the following purposes:

1. **Session with the minority representatives**
2. **Notice of the Meeting**
   Notice convening the meeting to be taken as read.
3. **Approval of Minutes**
   To approve and sign the minutes of the 52nd Annual General Meeting.
4. **Matters Arising from the minutes of the previous meeting**
5. **Financial Statements and Directors' Report**
   To receive, consider and adopt the Directors' Report, Auditors' Report and the audited financial statements for the year ended 31st December 2025.
6. **To ratify interim dividend paid for the year ended 31st December 2025**
7. **Appointment of Statutory Auditors**
   To approve the appointment of PricewaterhouseCoopers as the external auditors for the next financial year ending 31st December 2026.
8. **Any other business**
   Any other business needs to be brought to the attention of the Secretary at least seven clear days before the meeting.

Note:

i. Any member entitled to attend and vote, if unable to attend for any reason, is entitled to appoint a proxy or proxies to attend, speak, and, on a poll, vote in his/her stead and such a proxy need not also be a member of the Company.

ii. Proxy forms should be forwarded to reach the registered office of the Company or the office of the Company Secretary at least 48 hours before the time fixed for the holding of the meeting or can be emailed to tblcorporate.communications@ab-inbev.com.

iii. The AGM shall be hosted on the Mkutano eAGM platform virtually. Participants who are wishing to attend the AGM virtually are expected to sign up well before time. The details of the platform are provided below. Kindly ensure that:
   1. You have downloaded Google Chrome https://www.google.com/chrome/ or Microsoft edger https://www.microsoft.com/en-us/edge
   2. Sign up using the following link https://escrowagm.com/csdr/Login.aspx
   3. On the day of the meeting, kindly login at least 20 minutes before the meeting to ensure that you are settled ahead of the scheduled starting time using the link above to then,
      - Enter username
      - Enter Password
      - Click Login
      - Click Join on the blue button
      - Click Join audio by Computer to attend the live meeting
   4. If you are new to the platform, kindly click Sign-Up and capture the required details. If you have problems with the login, please call/WhatsApp the provided below helplines.
   5. For better experience, please use a windows device and Chrome browser. Use of Apple devices must be done in consultation with the system Administrator.

Documents;

The Annual Report, Proxy Form, Minutes and matters arising from the previous Annual General Meeting can be accessed on https://tanzaniabreweries.co.tz/shareholders

REGISTRY SERVICES AND SHARE RELATED INQUIRIES

We wish to inform the shareholders of Tanzania Breweries Public Limited Company who have share transmission issues or want to change their details or with dividend issues should contact CSD & Registry Company Limited (CSDR) through the following address:

Registrar

CSD & Registry Company Limited, Kambarage House, 2nd Floor, Ufukoni Street, P. O. Box 70081, Dar es Salaam,
Hotline: +255746 160516 / +255 677 070414, Email: registrar@csdr.co.tz

BY THE ORDER OF THE BOARD
Esther Kuja
Company Secretary
8th June 2026


TANZANIA
Since 1933
BREWERIES
Proudly Part of
ABInBev
Safari
LAGER
KILIMANJARO
PREMIUM LAGER
BALIMI
EXTRA LAGER
PRESSED LEMON
CASTLE
LITE