



MEMO

To: ALL MEMBERS OF STAFF
From: MANAGING DIRECTOR
Date: 22nd JULY 2022

Subject: EMPLOYEE INCENTIVE PLAN (EIP) JUNE 2022 RESULTS

Dear colleagues, we closed the month of June 2022, with a good performance across all departments.

The EIP result is **18.6%** and will be paid out in the July payroll.

Below is a summary explanation of the results of the EIP:

COMMERCIAL: 4.2%

- All the KPIs are in green.
- Excellent performance on alcoholic beverages sales
- Numeric distribution is stable at 86%.

PRODUCTION: 5.7%

- Beer loss was 4.85%.
- TRG on beers is also excellent at 65%, a bit under our performance on the previous months.
- Sugar loss is back at an acceptable level, even if we do not achieve the Group target (1%).
- Blantyre RGB is now closed until the handover with CCBL

UTILITIES & MAINTENANCE: 2.4%

- Excellent water consumption.
- Electricity consumption remains at a critical level. All employees must be concerned by saving electricity.
- Maintenance costs are under control.

LOGISTICS: 4.9%

- Excellent performance on the logistics side.
- All KPIs are in green.

QUALITY: 1.4%

- Additions to quarantine for rows and packs were very high due to expiring products and items not usable (poor conditions of storage, delisted products).
- 5 accidents reported, this remains too high.
 - Note that the next changes on our KPIs will consider safety & security as one of the main objectives, let's all be concerned by safety & security to avoid negative impact on EIP.

FATAL ACCIDENT:

- None.

Congratulations to everyone for this good performance. Let us keep in mind the spirit of continuous improvement in quality, safety, and security to improve our KPIs and the incentives.

Signed


Hervé MILHADE
MANAGING DIRECTOR