



ESG



REPORT
2024





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Glossary

Acronym	Description
AGM	Annual General Meeting
CO ₂ e	Carbon Dioxide Equivalent
CSI	Corporate Social Investment
CSR	Corporate Social Responsibility
DFI	Development Finance Institution
ESG	Environmental, Social, and Governance
FTG	Flame Tree Group
GHG	Greenhouse Gas
HR	Human Resources
KPI	Key Performance Indicator
KPI	Key Performance Indicator
PE	Private Equity
PPE	Personal Protective Equipment
R&D	Research and Development
ROE	Return on Equity
ROI	Return on Investment
SDGs	Sustainable Development Goals
UN SDGs	United Nations Sustainable Development Goals

About this Report

The Flame Tree Group (FTG) ESG Report 2024 underscores our unwavering commitment to sustainable business practices and transparency. This report offers a comprehensive overview of our Environmental, Social, and Governance (ESG) initiatives, reflecting our dedication to creating long-term value for our stakeholders and contributing positively to society.

Scope and Boundary

This report details our ESG performance for the fiscal year 2024, encompassing all our business operations across the regions where we operate. It highlights our strategies, achievements, and challenges in areas such as environmental stewardship, social responsibility, and corporate governance.

Reporting Standards and Frameworks

In preparing this report, we adhered to globally recognized sustainability reporting standards to ensure accuracy, consistency, and comparability. We leveraged on Global Reporting Initiative (GRI) and United Nations Sustainable Development Goals (UN SDGs).

Continuous Improvement

We recognize that sustainability is an ongoing journey. This report not only showcases our accomplishments but also identifies areas for improvement. We are committed to setting ambitious targets and continuously enhancing our ESG performance to drive positive change within our organization and the communities we serve.

CEO Comment – FTG ESG Report 2024

Driving Sustainable Growth for a Resilient Africa

As we present our third ESG report, I am proud of the strides FTG Holdings has made in embedding sustainability across every facet of our operations. In 2024, we demonstrated that resilience and responsibility can go hand in hand — even in a volatile economic and climate environment.

This year, we deepened our commitment to the circular economy by significantly expanding our in-house plastic recycling capabilities. Several of our manufacturing units now incorporate recycled plastic as a key input, reducing our dependence on virgin materials and contributing to cleaner cities across East Africa.

We also enhanced our positive impact on communities. Through our flagship initiatives in water and sanitation, we distributed over 100 water tanks and hygiene units, improving access to clean water in rural areas. Our “Mama Doing Good” program was scaled to reach more women-led microenterprises, reaffirming our belief that sustainable business must uplift the most vulnerable.

On the governance front, we strengthened our ESG oversight structure, integrating sustainability KPIs into board-level decision-making. This ensures that ESG is not a parallel agenda — it is central to our value creation strategy.

I am especially encouraged by the enthusiasm and ownership shown by our teams across all subsidiaries. ESG at FTG is not driven from the top — it is lived and practiced at every level.

As we look ahead, we remain committed to building a future-ready FTG: one that innovates sustainably, leads with purpose, and contributes to the long-term prosperity of Africa.

HERIL BANGERA
CHIEF EXECUTIVE OFFICER



CFO Comment – FTG ESG Report 2024

Aligning Financial Discipline with Sustainable Impact

2024 was a year of operational discipline, strategic investment, and meaningful ESG progress. As Group CFO, I have seen firsthand how responsible finance can accelerate sustainable transformation — not just within our company, but across the ecosystems we support.

This year, we enhanced our resource efficiency by reducing energy use per unit output in key manufacturing lines, while increasing the share of recycled materials in production. These initiatives directly support cost containment while reducing environmental risk — a win for both our financial health and our climate agenda.

We also made key investments in safety, training, and data-driven governance. Over 85% of our workforce completed structured learning programs in 2024 — a 40% increase from last year — and we formalized ESG risk mapping across all business units, ensuring we can measure, manage, and mitigate non-financial risks proactively.

Our financial decisions in 2024 were guided not only by return on investment, but by return on impact. We prioritized capital expenditure that enhances ESG alignment, especially in areas such as waste reduction and inclusive employment.

Transparency remains core to our reporting. This year, we aligned more closely with GRI and SDG frameworks, improved KPI tracking, and disclosed Scope 1–3 emissions with greater detail and accountability.

At FTG, finance and sustainability are not competing priorities — they are complementary levers for long-term value. As we enter 2025, our ambition is to build an even stronger ESG-finance nexus that empowers growth with purpose.

BEATRIZ MEIJIDE
CHIEF FINANCIAL OFFICER



About Flame Tree Group

The name Flame Tree was thoughtfully chosen for its powerful symbolism across Africa and beyond. Known for its vivid red blossoms that light up landscapes like glowing candles, the Flame Tree—often called the “Flame of Africa”—evokes strength, beauty, and enduring stability. At Flame Tree Group, this iconic symbol inspires our vision and values. Just as the tree connects diverse environments with its striking presence, we strive to connect with communities across Africa through a diverse portfolio of high-quality, locally made products. Proudly crafted in Africa for Africa, our trusted brands enrich everyday lives and contribute to the continent’s growth and resilience

At Flame Tree Group, we draw inspiration from this iconic symbol as we forge meaningful connections with communities across Africa. Through our diverse portfolio of brands, we offer world-class, high-quality products proudly made in Africa, for Africa. Each of our brands is designed to meet the everyday needs of our people—enriching lives, creating value, and celebrating the spirit of African innovation and resilience.

OUR MISSION

Spreading the
Flame Tree Group
Spirit of Building
Africa through
our Brands



OUR VISION

Creating World
Class African Brands



OUR CORE VALUES

COMMITMENT

INTEGRITY

RESPECT & HUMILITY

TEAMWORK

CONTINUOUS IMPROVEMENT



Pan-African Footprint



UAE:
Flame Tree Group
procurement office



ETHIOPIA:
Over 20 years of successful
operations

Industry leader in the
water tanks market

Established and trusted
household brand



KENYA:
Market leader in the
water tanks industry

Home to a portfolio of
highly reputable and
trusted FMCG brands



RWANDA:
Commands a dominant 80%
share of the glycerine market

Recognized by the government
as an accredited supplier of
high-quality HDPE water pipes



MOZAMBIQUE:
Operates two fully
functional manufacturing
facilities



MAURITIUS:
Location of Effective
Management and
Strategic Oversight

Company Structure

Beauty

Flame Tree Africa Ltd, Kenya
Flame Tree Brands Ltd, Rwanda
Flame Tree Mozambique Lda,
Mozambique

Support Services

FTG Holdings Ltd, Mauritius
FTG Holdings Ltd, Kenya

Retail & Trading

Cirrus International FZC,
Dubai
Buildmart Limited,
Rwanda

Water, Sanitation & Packaging

Roto Moulders Limited, Kenya
Roto Limited, Rwanda
Roto PLC, Ethiopia
Rino Tanques Lda, Mozambique
Polyplay Limited, Kenya
Jojo Plastics Limited, Kenya
REX Industries Limited, Kenya

Nutrition

Chirag Africa Ltd, Kenya
Happys Golden Foods Ltd, Kenya



Empowering Communities through Purpose-Driven Brands

At Flame Tree Group, our brands are not merely products they are purposeful solutions designed to uplift communities, promote sustainability, and improve everyday life across Africa. Each brand in our portfolio is intentionally crafted to address pressing societal and environmental challenges, while delivering tangible social and environmental value.

Access to Clean Water



Water scarcity continues to affect many communities across the continent. Our brands, Roto Tanks and Jojo Plastics, offer durable and sustainable water storage solutions, enabling households, businesses, and institutions to access and manage clean water efficiently. These innovations contribute directly to water security, public health, and climate resilience.

Beauty, Wellness, and Economic Empowerment

In the beauty and personal care sector, we understand the transformative power of self-care, confidence, and economic opportunity. Our brands, Zoe, Cerro, Alana Skin, and Siora deliver high quality, locally manufactured products tailored to diverse personal and household needs. By sourcing materials responsibly and prioritizing local employment, we empower communities through job creation, skills development, and inclusive economic participation.



Sustainable Impact across our Portfolio

Across all our business segments, we are committed to integrating ESG principles into every aspect of our operations. Whether through innovative water management solutions, ethically produced personal care items, or reliable construction materials, Flame Tree Group continues to drive sustainable growth, minimize environmental impact, and create lasting social value.

Through our brands, we are building a more resilient, inclusive, and sustainable future for Africa.



Our ESG Journey

At Flame Tree Group, our brands are more than just products. They are solutions designed to uplift communities, enhance sustainability, and improve everyday life across Africa. Each brand in our portfolio plays a vital role in addressing real challenges while driving positive environmental and social impact. Access to clean water remains a pressing issue in many parts of Africa. Roto Tanks and Jojo Plastics provide durable and sustainable water storage solutions, helping households, businesses, and institutions secure a vital resource for daily life.

In the beauty and personal care sector, we recognize the importance of self-care, confidence, and economic empowerment. Our brands Zoe, Cerro, Alana Skin, and Siora offer high quality, locally made products that cater to diverse skin and hair needs. By sourcing responsibly and supporting local employment, we ensure that our beauty brands not only enhance well-being but also create sustainable livelihoods for many.

Through each of our brands, we remain committed to creating social value, reducing our environmental footprint, and driving sustainable growth. Whether it is through innovative water solutions, ethically made beauty products, or durable construction materials, Flame Tree Group continues to champion ESG principles.

By sourcing responsibly and supporting local employment, we ensure that our beauty brands not only enhance well-being but also create sustainable livelihoods for many



Our ESG Commitments

At Flame Tree Group, sustainability is not just an initiative; it is a fundamental part of our business philosophy. We are committed to integrating environmental stewardship, social responsibility, and strong governance into every aspect of our operations. Our ESG strategy is designed to drive long-term value, enhance stakeholder trust, and contribute to a more sustainable future for the communities we serve.

Environmental Stewardship

Our environmental strategy is centered on responsible resource management, reducing our carbon footprint, and fostering circular economies. We are committed to reducing our environmental footprint through:

- **Carbon reduction and energy efficiency:** Transitioning to renewable energy, installing solar panels, and optimizing energy efficiency across operations.
- **Circular economy and waste management:** Increasing recycling capabilities and implementing waste minimization strategies.
- **Water conservation:** Investing in rainwater harvesting and wastewater treatment to promote responsible water usage.
- **Sustainable procurement:** Prioritizing eco-friendly raw materials and responsible sourcing practices.

Social Responsibility and Inclusion

At the heart of our operations is a commitment to improving lives, fostering diversity, and promoting economic empowerment. Our key social impact commitments include:

- **Workplace diversity and Inclusion:** Striving for gender balance, increasing female representation, and promoting equal opportunities.
- **Employee training and development:** Over 500 employees trained in areas such as ESG, machine operations, safety, and leadership development.
- **Health and Safety:** Zero workplace injuries reported due to stringent safety protocols.
- **Community engagement:** Supporting education, healthcare, and access to clean water through impactful CSR initiatives.

Governance for Sustainable Growth

Strong governance is the foundation of sustainable business. We uphold:

- **ESG integration in Leadership:** Embedding ESG priorities into board-level decision-making.
- **Ethical business practices:** Zero tolerance for corruption, reinforced by our Code of Conduct and Anti-Bribery Training.
- **Risk management and compliance:** Adhering to international regulations and implementing transparent corporate policies.

Stakeholder Engagement and Value Creation

Stakeholder engagement is central to our sustainability strategy. By understanding and addressing the expectations of our key stakeholders, we create long-term value and foster strong, mutually beneficial relationships. Our engagement approach aligns with ESG principles and global best practices, ensuring that we meet regulatory, ethical, and operational expectations while driving sustainable business growth.

Stakeholder Engagement and Value Creation

Stakeholder Group	Key Interests	Value Creation	Engagement Platforms
Employees	<ul style="list-style-type: none"> - A diverse and inclusive work environment. - Career growth and professional development. - Employee satisfaction and retention. - A culture of innovation and client-centered service. 	<ul style="list-style-type: none"> - Fostering a high-performance workplace that encourages professional development and career progression. - Providing competitive compensation and rewards for employees' contributions. - Supporting flexible work arrangements to enhance work-life balance. - Promoting technological adaptation and skills development through ongoing training. - Advancing gender equality and employment equity, ensuring an inclusive and diverse workforce. 	<ul style="list-style-type: none"> - Learning and Development Programs (annual training sessions). - Senior Management visits to operational touchpoints. - Performance reviews and KPI assessments. - Departmental meetings and leadership forums. - Quarterly Senior Management engagements. - Team-based collaboration platforms and offsite strategy meetings.
Customers	<ul style="list-style-type: none"> - High-quality and innovative products. - Value for money and transparent pricing. - Customer satisfaction and brand trust. - Resolution of complaints and improved service experience. 	<ul style="list-style-type: none"> - Developing customer-centric products tailored to market needs. - Implementing responsible business practices and ethical pricing. - Strengthening customer relationships through proactive engagement. - Enhancing customer experience through sustainable and innovative solutions aligned with United Nations Sustainable Development Goals (UN SDGs). 	<ul style="list-style-type: none"> - Marketing campaigns (TV, newspapers, and social media). - Customer satisfaction surveys. - In-store promotions and loyalty programs. - Workshops and product education events. - Digital and e-commerce platforms for engagement.
Shareholders and Investors	<ul style="list-style-type: none"> - Return on investment (ROI) and return on equity (ROE). - Business expansion and financial sustainability. - Risk management and resilience strategies. - Transparent financial reporting and governance. 	<ul style="list-style-type: none"> - Strengthening financial sustainability through prudent capital allocation and strategic investments. - Maintaining a healthy balance sheet to withstand economic shocks. - Enhancing corporate reporting for risk and performance transparency. - Upholding strong ESG practices, ensuring long-term business viability and shareholder trust. 	<ul style="list-style-type: none"> - Annual General Meetings (AGMs). - Financial reports and investor briefings. - Media releases and corporate announcements. - Investor presentations and roadshows. - Deployment of Oracle NetSuite for financial and analytical reporting.

Stakeholder Group	Key Interests	Value Creation	Engagement Platforms
Regulators and Government	<ul style="list-style-type: none"> - Compliance with national and industry regulations. - Corporate tax contributions and responsible business practices. - Effective governance and ethical business conduct. 	<ul style="list-style-type: none"> - Ensuring full regulatory compliance and governance best practices. - Supporting economic development through corporate tax payments and employment creation. - Collaborating with regulators to maintain transparency and accountability. - Strengthening business continuity plans to mitigate risks associated with economic and geopolitical uncertainties. 	<ul style="list-style-type: none"> - Annual audits and financial reporting. - Regulatory engagement through compliance reports and meetings. - Corporate governance policies that align with ESG best practices. - Timely submission of tax and regulatory documentation.
Society and Communities	<ul style="list-style-type: none"> - Positive economic, environmental, and social impact. - Strong partnerships and community investment. - Sustainable and ethical business operations. 	<ul style="list-style-type: none"> - Driving socio-economic development through impact-driven corporate social investment (CSI) programs. - Engaging in sustainable business practices that align with SDGs. - Supporting local communities through employment, skills development, and inclusive supply chains. - Promoting environmental responsibility through waste reduction, carbon footprint management, and resource efficiency initiatives. 	<ul style="list-style-type: none"> - Corporate Social Investment (CSI) programs. - Employee volunteering and community engagement initiatives. - Partnerships with NGOs, local governments, and development organizations.

Our ESG Team

Beatriz joined FTG in January 2019, bringing with her a distinctive blend of expertise spanning commercial, financial, cultural, and political spheres, with a strong focus on aid development and agriculture. With over two decades of experience in finance, she holds an MBA from IESE Business School in Madrid, a Master's in Business Law from the University of Navarra in Pamplona, and a Bachelor's in Economics and Business Administration from the University of San Pablo CEU in Madrid. Beatriz has held several high-level roles, including Chief Financial Officer for Africa and the Indian Ocean at CAMUSAT International and Finance Director at IBERDROLA Engineering (Kenya). She also served as Group CFO and Corporate Business Transformation Director at ADVEO Group International (Spain), where she oversaw operations across six European countries, managing a turnover of €1.3 billion. In Kenya, Beatriz has championed transformative initiatives in education, hospital management, and agribusiness. She currently serves on the board of Saint Mary's Hospital and is an active Committee member in various categories at the Kenya Association of Manufacturers (KAM).

BEATRIZ MEIJIDE

GROUP CHIEF FINANCIAL OFFICER,
FLAME TREE GROUP





BEATRIZ MEIJIDE
GROUP ESG COORDINATOR



SAMUEL MURIKI
ESG CHAMPION
- POLYPLAY



SUSAN MUTUKU
ESG CHAMPION
- ROTO MOULDERS



UTTHAM POOJARY
ESG CHAMPION
- ROTO PLC



ELIZABETH NATO
ESG CHAMPION
- JOJO PLASTICS



ELIZABETH NJOROGE
ESG CHAMPION
- FLAME TREE AFRICA



VENKATESH GR
ESG CHAMPION - RINO TANQUES
- MOZAMBIQUE

Our Environmental and Social Performance

Our ESG Risk Areas and Opportunities

We recognize that Sustainability is not only good for business but is integral to the way we manufacture and distribute our products. This understanding provides insights on how to improve our engineering, operations, health, and safety management processes as well as the approach to ESG risks management and opportunity identification.

Our ESG Risk areas and opportunities

ESG Dimension	Key Risks	Opportunities & Strategic Actions
Environmental	<ul style="list-style-type: none"> - Transition to green energy & increasing regulatory pressure on emissions. - Stricter environmental laws on waste management, pollution, and resource use. - Carbon emissions contributing to climate change. - Biodiversity loss and land degradation. 	<ul style="list-style-type: none"> - Renewable Energy Investments: Transitioning to solar power to lower emissions and reduce costs. - Energy Efficiency Measures: Installing power factor correction equipment to optimize energy usage. - Circular Economy Initiatives: Expanding recycling machinery to reduce plastic waste and create new revenue streams. - Sustainable Procurement: Using recycled materials in production to minimize environmental impact.
Social	<ul style="list-style-type: none"> - Strained community relations due to insufficient CSR initiatives. - Rapidly shifting consumer preferences toward sustainable and ethical products. - Data security and privacy risks in an increasingly digitalized world. - Employee well-being, fair wages, and diversity concerns. - Occupational health and safety hazards in manufacturing operations. 	<ul style="list-style-type: none"> - Strategic Community Investments: Engaging in tree planting, school support, and water conservation initiatives. - Customer-Centric Product Innovation: Developing sustainable, high-quality, and affordable products. - Employee Training & Development: Conducting comprehensive upskilling programs for workforce enhancement. - Workplace Safety Enhancements: Strengthening zero-accident policies and employee health programs. - Data Protection Measures: Strengthening cybersecurity and governance frameworks to protect sensitive data.
Governance	<ul style="list-style-type: none"> - Regulatory non-compliance risks, including tax and financial reporting obligations. - Shareholder transparency and risk oversight challenges. - Exposure to corruption, bribery, and political risks in multi-jurisdiction operations. 	<ul style="list-style-type: none"> - ESG Integration in Governance: Embedding ESG considerations into Board and Management decisions. - Enhanced Risk Management Frameworks: Conducting governance audits and compliance reviews. - Strict anti-corruption policies: Implementing whistleblowing mechanisms, anti-bribery training, and insider trading policies. - Transparent Investor Relations: Improving corporate disclosures and financial reporting for stronger stakeholder trust.

Our Carbon Footprint and Commitment to a Low Carbon Economy

At FTG, we recognize that transitioning to a low-carbon economy is both an environmental necessity and a business imperative. Climate change presents significant risks to economies, communities, and industries, and as a responsible corporate entity, we are committed to measuring, managing, and reducing our greenhouse gas emissions.

Our approach to carbon management aligns with SDG 7 (Affordable and Clean Energy), SDG 9 (Industry, Innovation, and Infrastructure), and SDG 12 (Responsible Consumption and Production). Through targeted interventions such as energy efficiency improvements, renewable energy adoption, waste reduction, and circular economy integration, we are making significant strides in decarbonizing our operations.

Tracking Our Greenhouse Gas Emissions

We have implemented a comprehensive emissions tracking system that enables us to monitor Scope 1, Scope 2, and Scope 3 emissions, allowing for data-driven sustainability strategies.

Emissions performance over the years (tCO₂e)

Emission Boundary	FY 2022	FY 2023	FY 2024
Scope 1	4,373.55	2,987.24	3,334.42
Scope 2	1,700.61	1,517.69	1,600.70
Scope 3	9.7	25,778.37	21,568.60
Total Emissions	6,083.86	30,283.29	26,503.72

Scope 1 emissions decreased significantly between FY 2022 and FY 2023 due to fuel efficiency measures and a shift towards cleaner energy sources. However, a slight increase in FY 2024 highlights the need for further carbon mitigation strategies.

Scope 2 emissions have remained stable, reflecting our investment in energy efficiency and renewable energy adoption.

Scope 3 emissions represent the largest share of our carbon footprint, mainly from waste generation and supply chain activities. Our ongoing efforts in waste recycling and circular economy practices have contributed to a notable reduction in Scope 3 emissions in FY 2024.

Our Contribution to the Sustainable Development Goals

Advancing Renewable Energy Solutions - SDG 7

SDG Goal 07

AFFORDABLE
AND CLEAN ENERGY



We are actively increasing our share of renewable energy as part of our transition to a low-carbon business strategy. One of our most impactful initiatives has been the solar energy project at our Roto facility, which has significantly reduced reliance on grid electricity with a grid consumption reduction of 220,279.6 kWh.

Driving Responsible Consumption and Circular Economy Practices – SDG 12

SDG Goal 12

RESPONSIBLE
CONSUMPTION
AND PRODUCTION



Our commitment to sustainable resource management is reflected in our circular economy initiatives, where we emphasize waste reduction, material recycling, and resource efficiency. This year, we also joined a Producer Responsibility Organisation (PRO), an entity established by manufacturers to fulfill their legal obligations related to the collection, recycling, and disposal of waste generated by their products. FTG became part of this initiative, reinforcing our shared dedication to responsible waste management and circular economy principles.

Supporting UN SDG 12: Responsible Consumption and Production

REX Industries is advancing UN SDG 12 by launching in-house plastic recycling operations. By sourcing local plastic waste and reprocessing it for use within our group, we reduce reliance on virgin plastics and improve resource efficiency.

This initiative supports our ESG goals, promotes circular economy practices, and contributes to cleaner cities and a more sustainable manufacturing ecosystem in East Africa.



SUPPORTING ENVIRONMENTAL SUSTAINABILITY THROUGH IN-HOUSE PLASTIC RECYCLING



ALIGNED WITH OUR ESG COMMITMENTS & CIRCULAR ECONOMY PRINCIPLES

- ENHANCES RESOURCE EFFICIENCY
- REDUCES RELIANCE ON VIRGIN PLASTICS
- CONTRIBUTES TO CLEANER CITIES AND A SUSTAINABLE EAST AFRICAN MANUFACTURING ECOSYSTEM

Key Achievements in FY 2024

RECYCLED

225,374.47
TONNES



RECYCLING CAPACITY

6,631.43KG
Reclaimed



Our approach is guided by Kaizen principles, ensuring continuous improvement in waste management and resource optimization.

Sustainable Water Management - SDG 6

SDG Goal 06

CLEAN WATER
AND SANITATION



We are committed to efficient water management across all operations, ensuring that we minimize water wastage while maximizing reuse. In FY 2024, as part of our water conservation initiatives, we installed smart water meters to optimize monitoring and conservation efforts, allowing for more precise tracking of water usage. Additionally, we recycled 33,488.68 cubic meters of water, significantly reducing our reliance on freshwater sources. To further enhance sustainability, we integrated rainwater harvesting systems, which have helped reduce dependence on municipal water supplies. Moreover, we upgraded industrial cooling towers, improving water efficiency and increasing reuse capacity. Through these strategic measures, we continue to strengthen our commitment to sustainable water management and environmental stewardship.

Innovation and Sustainable Industrial Growth - SDG 9

SDG Goal 09

INDUSTRY, INNOVATION
AND INFRASTRUCTURE



We are committed to sustainable industrialization, fostering innovation and resource efficiency while supporting job creation and economic development. Our efforts focus on investing in advanced recycling technologies to transition towards a zero-waste production model, ensuring that waste materials are effectively repurposed. We prioritize educating employees on sustainable business practices, embedding a culture of environmental responsibility across all levels of our organization. Additionally, we are enhancing product life cycles through eco-friendly designs, minimizing environmental impact while delivering high-quality, sustainable solutions. By strengthening local supply chains, we reduce emissions associated with long-distance transportation, further reinforcing our commitment to climate-conscious operations. Through strategic investments in technology, process optimization, and infrastructure upgrades, we are positioning ourselves as a leader in sustainable industrialization, driving long-term economic and environmental resilience.

By aligning our business operations with SDG 6, SDG 7, SDG 8, SDG 9, and SDG 12, Flame Tree Group is driving systemic change, ensuring that we contribute to a resilient, inclusive, and low-carbon economy.

Our Social Performance

Our social initiatives are aligned with key Sustainable Development Goals (SDGs), ensuring that our impact extends beyond immediate interventions to create lasting systemic change.



	FY 2022	FY 2023	FY 2024
Number of employees	1200+	900+	1059
Female	28%	29%	26%
Male	72%	70%	74%
Disabled persons	1%	1%	0.4%
Employee attrition	9.10%	12%	14%
Employees trained	500+	500+	554
Ave numbers of employee training	1613.00	1633.00	365
Employee training spend	Kes 593,912	Kes 273,921	Kes 193,973
Number of grievances filed	6	0	3
Number of grievances resolved	2	0	1
Corporate Social investment	Kes 1,169,730	Kes 618,115	Kes 627,710.00

Commitment to Decent Work and Economic Growth (SDG 8)

Objective: promoting sustainable economic growth, full and productive employment, and decent work for all



FTG is committed to promoting sustainable economic growth, full and productive employment, and decent work for all. Aligned with Sustainable Development Goal Eight, we focus on creating an inclusive work environment that fosters economic productivity through diversification, technological advancement, and continuous innovation. With a workforce comprising seventy-four percent male employees and twenty-six percent female employees, we recognize the importance of gender inclusivity, skills development, and equal opportunities in driving long-term business success and economic resilience.

Empowering our Workforce Through Development and Inclusion

At FTG, human resource development is central to our sustainability strategy. We are dedicated to fostering an organizational culture that values equality, fair remuneration, and dignified treatment of all employees. A diverse workforce is essential for innovation and competitiveness, and we actively support professional growth by providing targeted training programs that equip employees with the necessary skills to thrive in a dynamic business landscape.

Training and Development

We remain committed to continuous learning as a driver of operational excellence. Throughout the year, we have implemented extensive training programs designed to enhance employee competencies across multiple areas. Health and safety have been a priority, with employees undergoing first aid and fire marshal training to ensure workplace preparedness. To strengthen technical proficiency, employees participated in training on three-dimensional drawing, technical and tanque maintenance, and production process optimization. Additional training focused on financial literacy, stress management, professional English, and digital skills such as software training on three-dimensional modeling and Excel. Employees also received coaching on leadership, work safety procedures, payroll sensitization, and the importance of continuous improvement methodologies such as Kaizen.

Beyond technical expertise, we have encouraged personal and professional growth through training on personality development, effective communication, and adaptability thus ensuring that our workforce remains agile, innovative, and aligned with the evolving demands of the industry.

2024 Employee Development Trainings 2024

Roto PLC - Daily Tasks for Growth & Winning-
3rd January 2024



Flame Tree Group - Software training,
2nd Apr - 5th April, 2024



Chirag Africa Ltd - Fire Marshalls Training
- 6th & 7th May 2024



FTA - Talent Vs. Attitude and Motivation, Product
Quality & Development - 21st February 2024



PolyPlay Ltd - Positive Attitude training, 6th April 2024



Fire Marshalls Training - Batch 3 | All Group Companies
| 6th & 7th May 2024



Fire Marshalls Training - Batch1 | All Group Companies
| 6th & 7th May 2024



Fire Marshalls Training - Batch2 | All Group Companies
| 6th & 7th May 2024



Jojo Plastics Ltd - Fire Marshalls Training
- 6th & 7th May 2024



Polyplay Ltd - Fire Marshalls Training
- 6th & 7th May 2024



Roto Moulders Ltd -Fire Marshalls Training
- 6th & 7th May 2024



Chirag Africa Ltd - First Aid Training
- 8th to 13th May 2024



First Aid Training – Batch 2 | All Group Companies | 8th–13th May 2024



Flame Tree Africa Ltd - First Aid Training
- 8th to 13th May 2024



Jojo Plastics Ltd - First Aid Training
- 8th to 13th May 2024



Polyplay Ltd - First Aid Training - 8th to 13th May 2024



Roto Mouldes Ltd - First Aid Training
- 8th to 13th May 2024



Flame Tree Group - Dresscode & Communication
- 16th May 2024



Flame Tree Group - Make Your Bed - 24th May 2024



Flame Tree Group Dresscode & Communication
- 21st May 2024



Roto PLC- Product Training - 7th May 2024



Flame Tree Group - Plants Training Part 3
- 30th June 2024



FTG - Change Management - 4th June 2024,
Trainer photo



FTG - Change Management - 4th June 2024



FTG - Payroll & Payslip Calculation - 13th June 2024



FTG - Personal Hygiene & Right Attitude, 11th June 2024



FTG - Who moved my cheese - 7th June 2024



Jojo - Dealers Account Management & balance confirmation - 5th June 2024



Jojo Plastics - Factory & Industrial Product Overview - 5th June 2024



Roto Moulders -Computer Care, Maintenance and shutdown process, 22nd June 2024



Roto PLC - Product Training - 5th June 2024



Change Management - 7th June 2024 - Millicent Avieta



FTG - Who moved my Cheese training - 12th July 2024



Roto Moulders - Work Safety Procedures
-26th July 2024



Roto PLC - Product Training - 3rd July 2024



Chirag Africa Ltd - How to use excel, V lookup, Concatenate, Upper & Lower case - August 16th 2024



Chirag Africa Ltd - Stress Management - 24th August 2024



Roto PLC -Daily Tasks for Growth - 6th August 2024



Roto Moulders Ltd -Stress Management on 6th Sept., 2024



Roto PLC - Grooming & Sales Closing skills, closing the sale- 10th September 2024



Roto PLC - Daily tasks for Growth & Grooming & Sales Closing Skills & Closing the sale, 4th October 2024



2023 Annual Sales Review & Recognition Ceremony





The Honor Roll: Celebrating 20 Years of Excellence – Hegde Balakrishna



Roto Kenya, Staff Motivational Activity

The production team's top performers were formally recognized and awarded for their outstanding contributions during the months of January, March, April, May, June, and November 2024.





Our Commitment to Employee Wellbeing, Health and Safety

We recognize that our employees are at the heart of everything we do. Their dedication and hard work drive our success and we are committed to ensuring they feel valued supported and motivated. Our compensation structure is designed to reflect the contributions each individual makes to the business ensuring that every employee receives fair wages and performance-based bonuses that acknowledge their impact. Beyond salaries we are focused on long term financial security for our people. That is why we introduced defined contribution pension plans, a corporate pension scheme and an employee shareholding association. To further reward dedication and loyalty, we introduced medium to long term incentive programs that recognize high performance and encourage retention. FTG wants every team member to feel invested in our shared success and confident about their future with us.

Keeping our Workplace Safe and Healthy

Nothing is more important to us than the safety and wellbeing of our employees. Every person who walks through our doors whether they are a team member contractor or visitor deserves to be in a secure environment where risks are minimized and health is prioritized. Our Occupational Health and Safety Management System is built around compliance risk assessment training and awareness continuous improvement and emergency preparedness.

We believe that safety is everyone's responsibility. This is why we have embedded a culture of awareness and accountability across all levels of the company. Regular risk assessments and safety audits help us proactively identify hazards and put measures in place to prevent accidents. Every employee undergoes training on occupational safety emergency response procedures and best practices for their specific roles. This ensures that our entire workforce is well prepared and equipped to handle any safety concerns that may arise.



We are also constantly improving our safety measures by reviewing and updating our policies to align with evolving industry standards and regulations. Our commitment to maintaining a safe work environment is unwavering because we know that when our employees feel secure, they can focus on what they do best which is driving innovation and excellence.

Ensuring our Products and Services Meet the Highest Safety Standards

Our responsibility to safety does not stop at our workplaces as it extends to every product and service we offer. We understand that the people who use our products trust us to deliver safe high-quality solutions and we take this responsibility seriously.

That is why we conduct rigorous health and safety impact assessments across all stages of our product lifecycle. From design and manufacturing to distribution usage and disposal we carefully evaluate potential risks and take proactive steps to eliminate them. Compliance with local and international safety guidelines is a priority and we work closely with regulators and industry experts to ensure we meet and exceed the required standards.

We are always looking for ways to innovate and improve ensuring that our products remain safe reliable and aligned with the best sustainability practices. Whether it is enhancing product design adopting safer production processes or using materials that minimize health risks we remain fully committed to putting safety first for our employees our customers and the communities we serve.

Empowering Communities through Sustainable Social Impact

Flame Tree Group remains steadfast in its commitment to sustainable community development, ensuring that our operations contribute positively to the well-being of society. Our corporate social investment strategy is designed to create meaningful change by aligning our initiatives with global sustainability goals. Through targeted interventions in education, environmental conservation, access to clean water, and community welfare, we continue to make a tangible impact on the communities where we operate.

In 2024, we invested Kes 627,710.00 in corporate social initiatives aimed at improving livelihoods, enhancing environmental resilience, and supporting inclusive development. Embedding sustainability into our social programs, we are not just giving back but actively empowering communities to thrive in a rapidly evolving world.

Key Focus Areas of Our Community Investment

Environmental Conservation and Climate Action – SDG 13

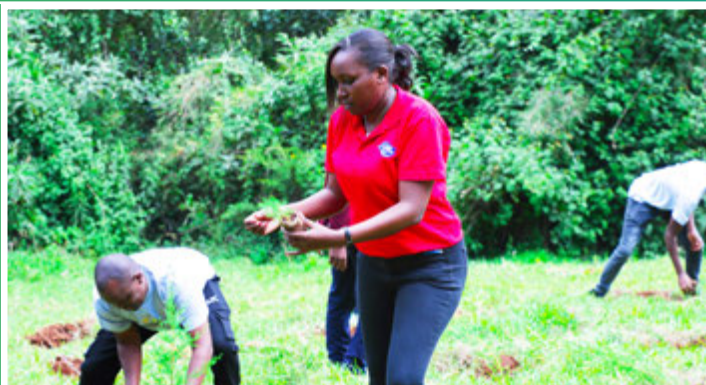
SDG Goal 13

CLIMATE
ACTION



Recognizing the urgent need to address environmental degradation FTG has actively led tree planting initiatives aimed at restoring natural ecosystems reducing carbon footprints and enhancing biodiversity. Our commitment to climate resilience saw us plant over one thousand trees across multiple schools and communities reinforcing our role in supporting a greener and healthier planet.

Through these efforts we not only contribute to carbon sequestration but also promote long term sustainability by educating students and local communities on the importance of reforestation sustainable land use and water conservation.



On June 15, 2024, Roto Moulders Ltd donated a 5,000-liter water tank to Arorwet Primary School, enhancing water storage for pupils. The same day, tree planting activities were conducted at both Arorwet Primary and Secondary Schools.

Enhancing Access to Clean Water and Sanitation- SDG 6

SDG Goal 06

CLEAN WATER AND SANITATION



Access to clean water is a fundamental human right and a crucial factor in maintaining public health education and economic productivity. To support SDG 6 Goal, we donated 50 three thousand litre water tanks to schools with limited access to clean and reliable water sources. These water tanks improved sanitation and hygiene providing students with safe drinking water and enabling better learning conditions. As part of Mama Doing Good is a transformative initiative led by Her Excellency The First Lady Rachel Ruto, dedicated to socio-economic empowerment, particularly for women, as well as environmental conservation. Over the past 15 years, they have built a strong network of 16,000 women's groups across all counties in Kenya, positively impacting over 240,000 women and their families. Additionally, their ambitious tree-planting campaign aims to plant 500 million trees, with a strong focus on engaging schools and educating youth on environmental conservation.



We are partnering with them in different programs to support environmental conservation and water tank delivery to woman in rural areas. We also conducted water conservation training in partnership with schools equipping young learners with the knowledge and skills to become environmental stewards in their communities.

Supporting Quality Education and Capacity Building-SDG 4

Education remains a cornerstone of economic empowerment and FTG is committed to fostering inclusive and equitable learning opportunities. We supported various schools by donating furniture learning materials and infrastructure improvements to create a conducive learning environment for students. Our contributions included:

- Donation of forty prefect desks and chairs to enhance leadership development within schools
- Corporate social responsibility support for Ahero Girls High School in Kisumu County reinforcing our investment in female education and leadership
- Provision of learning materials and school essentials to underserved institutions

Beyond material donations we engaged in capacity building workshops equipping students and teachers with essential skills in environmental conservation financial literacy and leadership development.



Community Welfare and Social Well-Being -SDG 3

Our commitment to SDG 3 which promotes good health and well-being was reflected in our support for vulnerable communities and social welfare programs. This year our efforts extended to:

- Food donations to underprivileged communities in Mathare to support nutrition and food security
- Corporate social responsibility partnerships with orphanages to provide essential supplies and create a nurturing environment for children
- Sponsorship of Kenya Volleyball Federation tournaments promoting sports as a tool for youth empowerment and social cohesion
- Donation of seedlings for Arowet reinforcing our environmental conservation agenda in rural communities

Through these initiatives we continue to foster a culture of inclusivity and social support ensuring that vulnerable groups receive the assistance they need to lead dignified lives.



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True service goes beyond giving it is found in showing up, lending a hand, and touching lives with dignity and compassion

Recognizing Collective Efforts

Our success in community engagement would not be possible without the dedication of various stakeholders who share our vision of sustainability and social progress.

- Partners and collaborators, we extend our sincere appreciation to our strategic partners who played a vital role in executing these initiatives
- School communities. We recognize the enthusiasm and commitment of students' teachers and parents who actively participated in our educational and environmental programs
- Flame Tree Group employees. The unwavering dedication of our team members in planning executing and monitoring these initiatives reflects our strong corporate culture of social responsibility

Looking Ahead Deepening our Social Impact

As we move forward, we remain committed to expanding our corporate social investments and deepening our engagement in communities. Our focus will be on:

- Scaling up environmental restoration projects through larger tree planting initiatives
- Enhancing access to education by increasing the number of schools benefiting from infrastructure improvements
- Strengthening partnerships with local and international organizations to broaden the reach and effectiveness of our social impact programs.



Corporate Governance

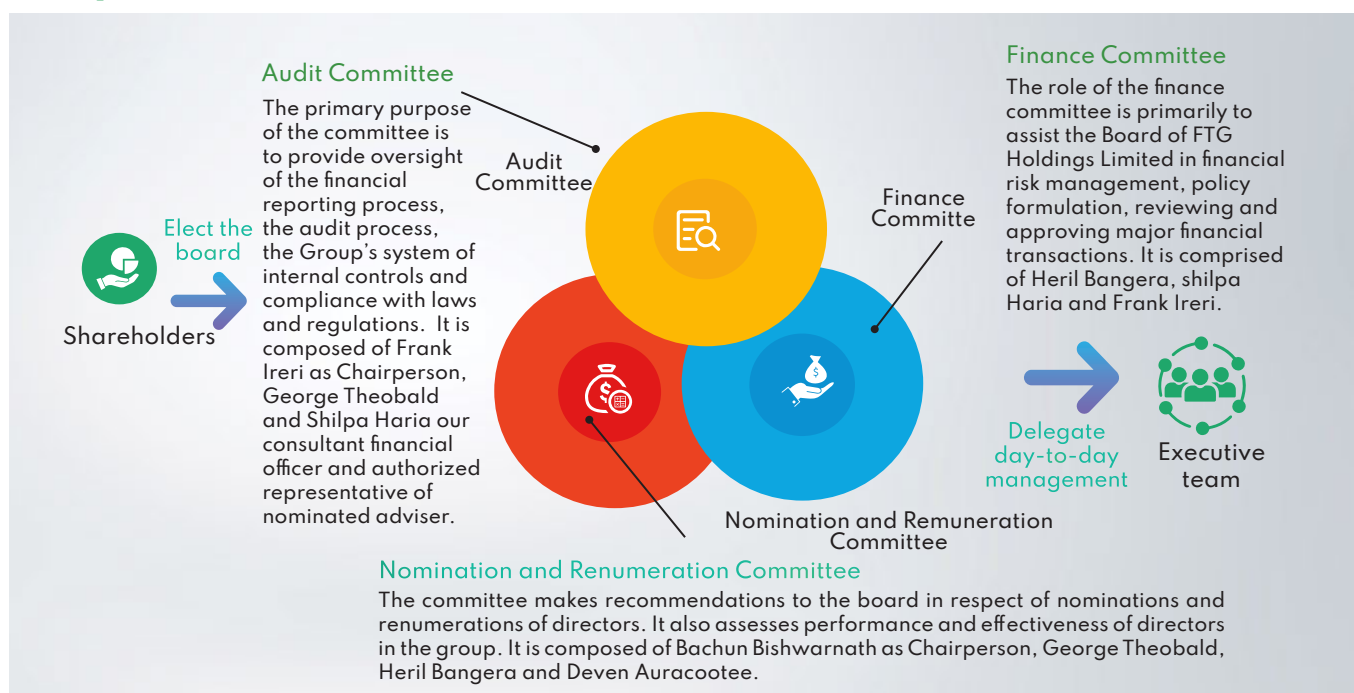
Governance is the means by which the affairs of an institution are directed and managed thereby promoting corporate accountability and business aptness to achieve an optimal shareholder value, whilst simultaneously taking into consideration the interests of other stakeholders. It is premised on the principles of integrity, accountability, prudence and openness. The Board of directors of FTG Holdings Limited is at the core of the Group's system of corporate governance and is ultimately accountable and responsible for the performance and affairs of the Group.

We also conducted our Corporate Governance Audit as mandated by the CMA, where we successfully scored 81.60/100, improving on our previous' mark. Good corporate governance is regarded as critical to the success of the business of the Group and the board is unreservedly committed to applying the fundamental principles of good governance -transparency, integrity, accountability and responsibility - in all dealings by, in respect of and on behalf of the Group.

The Board accordingly embraces the principles of good governance as set out in a number of governance frameworks including the Principles for Corporate Governance in Kenya. The board develops and maintains reporting and meeting procedures for itself and its committees. Regular board meetings are held once per quarter. Board meetings take place at the Group's offices unless otherwise decided by the board.

The Board may form committees of its members and may delegate any of its powers to any such committee. The frequency of the committee meetings are determined by the individual committee, as stated in the terms of reference for each committee. The quorum necessary for the transaction of the business of the board is at least three executive directors present either personally or by alternate. The Annual General Meeting of members elects directors on the basis of their professional competencies, personal qualities and the contribution they can make to the governance of the organization.

Corporate Governance Framework



During the year the company transitioned its Company Secretary role from JurisTax Ltd to St Lawrence Management Limited, effective 30th August 2024. Along with this change, the company's registered office address moved from Ebene House in Cybercity to C&R Court, Port Louis, Mauritius (annexure on page 34)

Ms. Edna Adala, a member of the Institute of Certified Secretaries (ICS) in Kenya, is recognized for her good standing with the institute. She performs secretarial duties at Annual General Meetings (AGMs) in Kenya, ensuring compliance with governance standards and corporate regulations

In accordance with the principles of good corporate governance, each director undertakes:

- To act first, foremost and always in the best interest of the Company;
- To exercise his/her power in the executive duties in good faith; and
- To act with the care a prudent person would take when acting on their own behalf.

Each director undertakes that, in arriving at a decision on any issue, he or she shall strive to ensure that the decision is in the best interest of the Company and is not driven by any other interests. Each director is fully aware of the importance of regular attendance and effective participation at meetings.

Each director undertakes to do everything with their power to attend all meetings. Board deliberations give rise to consensus or formal votes covering matters of importance to the organization. Each director shall be attentive to and respectful of the delineation and exercise of powers and responsibilities attributed to the Company's respective decision-making organs.

Directors shall however ensure that no single person can exercise uncontrolled discretionary powers. They shall support the proper functioning of Board Committees and pay particular attention to ensure that the Company's internal controls are effective and that its auditors perform their mission in a satisfactory manner. All the directors of FTG Holdings Limited have completed the Directors Induction Programme as at the date of the Listing.

Composition of the Board of Directors

The Board includes a fair balance between Executive and Non-Executive Directors so that no individual or company of individuals' interests will dominate the Board's decision making process.

The following issues are considered in determining the Board's composition:

- Attaining a desirable ratio of and balance between the number of executive and non-executive directors.
- Ensuring that the board collectively contains the skills, experience and mix of personalities appropriate to the strategic direction of the Group and necessary to secure its sound performance.
- Experience, knowledge, skills and personal attributes of current and prospective Directors in relation to the needs of the Board as a whole.
- Irrespective of a Director's special expertise or knowledge and regardless of whether a Director is an Executive or Non-Executive Director, all members of the Board recognize that they are collectively responsible to Shareholders for the performance of the Group.

Board Effectiveness and Evaluation

Each director further undertakes to prepare sufficiently for meetings by carefully considering board papers and attachments thereto, and where necessary seeking clarifications. Where a director is unable to attend a meeting, each director undertakes to communicate through the Chairman or the Chief Executive Officer any concerns or issues they would wish considered. At regular intervals, not exceeding twelve months, the Board of Directors shall undertake an evaluation of its functioning as a collective agency and as individual directors.

Where necessary, the Board may obtain the services of an external facilitator to guide the evaluation. There are also no arrangements or understandings with the majority shareholder, customers, suppliers or others, pursuant to which any person was selected as a Director or member of senior management.

Remuneration of the Directors

The Nomination and Human Resource Committee is responsible for reviewing Non-Executive Directors' remuneration and recommending the necessary changes from time to time. In making these recommendations, due consideration must be given to the Board's expectations from Directors in terms of time commitments, degree of responsibility and financial condition of the Group.

The Committee may request management or external consultants to provide necessary information upon which the Board may make its determination. Directors' remuneration is presented for approval at the Annual General Meeting.

In determining the compensation for Non-Executive Directors, the Nomination and Human Resource Committee shall consider the following:

- The level of fees currently earned by Directors in their professional capacity.
- The number of hours spent by Directors in preparing for and attending meetings, as well as travel to meeting venues.
- Current market rates applicable to organizations of similar size and in the same industry.
- The complexity of the Group's operations and the extent to which directors have to incur additional cost in research on industry developments and other Group related matters.
- The number of meetings in a year.

The remuneration recommended by the Nomination and Human Resource Committee shall apply to all Directors and no Director should be involved in fixing their own individual remuneration.

Responsibilities of the Board

The Board should specifically exercise leadership, enterprise, integrity and judgment in directing the affairs of the Group in order to achieve continuing prosperity for the Group and its Shareholders, and shall at all times act in the best interests of the Group in a manner based on transparency, integrity, accountability and responsibility.

The Board must specifically:

- Define and chart out the Group's vision, mission and values and has ultimate responsibility for the attainment of the Group's values.
- Determine the business strategies and plans that underpin the corporate strategy.
- Discuss and approve strategic plans and annual budgets.
- Retain full and effective control over the Group, and monitor Management's implementation of the strategic plans and financial objectives as defined by the Board.
- Define levels of materiality, reserving specific powers to itself and delegating other matters with the necessary written authority to management.

- Continually monitor the exercise of delegated power by Management.
- Ensure that a comprehensive system of policies and procedures is in place, and that appropriate governance structures exist to ensure the smooth, efficient and prudent stewardship of the Group.
- Ensure that the business of the Group is managed with a view to ensuring that the Group is ethical in all its dealings and exercises corporate social responsibility.
- Ensure compliance by the Group with all relevant laws and regulations, audit and accounting principles and such other principles as may be established by the Board from time to time.
- Identify key risks, opportunities and strengths relating to the Group.
- Ensure that the Group's organizational structure and capability are appropriate for implementing the chosen strategies.
- Determine monitoring criteria to be used by the Board. Set policies on internal control and obtain regular assurance that the system is functioning effectively and is effective in managing risks.
- Nominate board members who will add value to the board processes and arrange for their induction. Appoint the Managing Director, senior staff, external auditors and other consultants.
- Discuss, agree and approve annual accounts and reports. Communicate key policies and strategy issues to senior management.
- Identify all stakeholders and ensure effective communication with Shareholders and stakeholders.

FTG Holdings Ltd's Board of Directors has formally confirmed that there are no known insider dealings within the company. This declaration further solidifies the company's commitment to transparency, regulatory compliance, and ethical business practices while fostering market confidence and investor trust.

Board Committee

The Board has established the following three (3) committees, whose mandates and terms of reference are spelt out as follows:

● Audit Committee

The Audit Committee is a standing Committee of the Board and its purpose is to assist the Board in assessing the integrity of financial statements and the effectiveness of financial reporting, and to conduct risk management assessment. The primary purpose of the committee is to provide oversight of the financial reporting process, the audit process, the Group's system of internal controls and compliance with laws and regulations. It is composed of Frank Ireri as Chairperson, George Theobald and Shilpa Haria our consultant financial officer and authorized representative of nominated adviser. Shilpa also advises us on corporate matters. FTG Holdings held three audit committee meetings during the financial year 2024 attended by all the committee members, These meetings focused on key financial discussions;

- Review of consolidated financial statements for the year ended 31st December 2023
- Review of consolidated financial statements for the half year ended 30th June 2024
- Discussion on budget 2025 and the landing of budget 2024

These meetings align with the audit committee's oversight responsibilities ensuring financial integrity and strategic planning

● Finance Committee

The Finance and Audit Committee is a standing Committee of the Board and its purpose is to assist the Board of FTG Holdings Limited in financial risk management, policy formulation, reviewing and approving major financial transactions. It is comprised of Heril Bangera, Shilpa Haria and Frank Ireri.

● Nomination and Remuneration Committee

The Nomination and Remuneration Committee is a standing Committee of the Board. Its purpose is to assist the Board of FTG Holdings Limited to propose new nominees for the board when required and to assess the performance and effectiveness of Directors in the Group. The Nomination and Remuneration Committee is responsible for reviewing Non-Executive Directors' remuneration and recommending the necessary changes from time to time. It is composed of Bachun Bishwarnath as Chairperson, George Theobald, Heril Bangera and Deven Auracootee.

In accordance with the principles of good corporate governance, each director undertakes:

- To act first, foremost and always in the best interest of the Company;
- To exercise his/her power in the executive duties in good faith; and
- To act with the care a prudent person would take when acting on their own behalf.

Conclusion

Flame Tree Group's 2024 ESG Report highlights our continued commitment to integrating sustainability into every aspect of our operations. From reducing emissions and expanding recycling efforts to empowering communities and strengthening governance, we have made meaningful progress toward our ESG goals. Our focus on clean energy, water access, employee development, and ethical practices reflects our dedication to creating long-term value for all stakeholders.

While proud of our achievements, we recognize that sustainability is an ongoing journey. We remain committed to improving our impact, deepening partnerships, and scaling initiatives that support inclusive growth and environmental resilience. FTG is proud to be a responsible corporate citizen, working toward a better, more sustainable future across Africa.



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