COMPANY PROFILE, PRODUCTS & SERVICES

Global Leader in Quality Teas
VISION
To be the preferred investment vehicle for the small holder tea farmers in Eastern Africa.

MISSION
To invest in tea and related profitable ventures for the benefit of shareholders and stakeholders.

KENYA TEA DEVELOPMENT AGENCY HOLDINGS LIMITED

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To invest in tea and related profitable ventures for the benefit of shareholders and stakeholders.

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Towards Privatisation

• In 1991, the Parastatal Reform Strategy Paper listed KTDA among other Strategic Parastatals to be privatized.
• In 1999, the KTDA Order was revoked through Legal Notice No.44.
• On 30th June 2000 Kenya Tea Development Authority was transformed into a private company, the Kenya Tea Development Agency Ltd and registered under the Companies Act.
• There were 45 small-holder factories at the time of privatization in 2000.
• In 2010, the Group adopted a holdings Structure with the formation of KTDA Holdings Limited and KTDA (Management Services) Limited, the subsidiary in charge of the Factories.

As at 2014, KTDA IMS Ltd had under its management 65 tea processing factories (owned by 54 Factory Companies) with over 560,000 small-scale tea farmers, who supply green leaf to the factories and are also shareholders of their respective Factory Companies. These factories are drivers of rural industrialization and provide a source of livelihood to thousands of people across all of Kenya’s tea-growing counties.

Small-holder tea cultivation in Kenya commenced in the 1950s. In 1957, the first small-holder tea factory was set up in Ragati, Nyeri, in central Kenya, run through a management agreement with multinational tea companies. In 1960, the Special Crops Development Authority was established under the Ministry of Agriculture to oversee this crucial sector.

In 1964, the Kenya Tea Development Authority was established under the Agriculture Act (Cap 318) Section 91 (Legal Notice No.42), replacing the Special Crops Development Authority. The authority took over management of small holder tea from multinational tea companies.

HISTORY

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Kenya's Climate
The climate varies from hot and humid at the Coast to cold and wet in the highlands where Kenya's quality teas are grown. These include the Aberdares, Mt. Kenya Region, Nyambene Hills, Cherangani Hills, Mau Escarpment and Mt. Elgon. The country's low plains rise as one heads towards the central highlands, which are bisected by the Great Rift Valley. The altitude ranges from sea level to 5,199m high on the snow capped Mount Kenya.

Temperatures range from about 37ºC to freezing point at the top of Mount Kenya. There are two rainy seasons in the year; long rains (between March and May) and short rains (between October and November). Sunshine is experienced throughout the year apart from June, July and August, which tend to be cooler.

Population
Kenya's population was estimated to be about 40 million as at the 2009 census.

Economy
Agriculture is the mainstay of the economy and accounts for about 40% of the Gross Domestic Product (GDP). The agriculture sector employs more than two thirds of the labour force accounting for approximately 70% of the export earnings.

Kenya is located on the eastern part of Africa bordering the Indian Ocean with the equator running through the middle of the country. Its geographic co-ordinates are 1º 00 N, 38 00 E with the altitude to the north at 5º while to the south it is 4º. The longitude to the west is 33º.

The country occupies an area of 582,850 sq. km and shares common borders with Somalia (East), Ethiopia (North), Sudan (Northwest), Uganda (West) and Tanzania (South).

Kenya, a former colony of Britain, attained political independence on 12th December 1963 and became a Republic one year later on 12th December 1964.

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** KTDA OWNERSHIP STRUCTURE **

- KTDA Holdings Ltd is owned by small-scale tea farmers. The 560,000 small-scale tea farmers are individual shareholders in the 54 Factory Companies, which in turn are corporate shareholders of KTDA Holdings Ltd. The 54 Factory Companies own a total of 66 tea processing factories (as at 2012).
- Individual farmers’ shareholding in their respective Factory Companies is commensurate to the volume of their green leaf deliveries.
- Each of the 54 Factory Companies holds on average about 2% share in KTDA Holdings Ltd.

KTDA Holdings Ltd is an investment company that owns a number of subsidiaries. These have been set up as part of its business and product diversification strategy. The subsidiaries are:

- **KTDA Management Services (MS) Ltd:** Manages the 65 processing factories through management agreements with the respective 54 Factory Companies.
- **Chai Trading Company Ltd:** Core business is warehousing, blending, packing and export of tea. It is based in Mombasa.
- **Majani Insurance Brokers Ltd:** Provides a wide range of insurance brokerage services for all types of insurance covers.
- **Greenland Fedha Ltd:** A Microfinance Company that provides affordable credit to farmers.
- **KTDA Power Company Ltd:** Set up to invest in the energy sector and manage small hydro power projects for Factory Companies.
- **Kenya Tea Farmers (KETFRA) Ltd:** A leader in tea blending, packaging and distribution for local and overseas markets. KETFRA has diversified into the iced tea and bottled water business with its Safari Iced Tea and Ketepa Maisha water brands.
- **KTDA Foundation:** A not-for-profit affiliate company that champions the corporate social responsibility activities of the Group and leads its Corporate Social Investment projects.

The subsidiaries are investments on behalf of the farmers. Dividends declared from profits made by these subsidiaries are paid to the Tea Factory Companies through KTDA Holdings Ltd. The factories in turn pay dividends to farmers.

**Organizational Structure**

**Mode of Payment**

**Farmers are paid as follows:**

**First Payment:**
- Monthly at a rate of Ksh14 per kilo of green leaf delivered (as at 2014)

**Second Payment:**
- Paid at the end of the financial year based on individual farmer’s annual deliveries and the performance of the individual Factory Company. This is popularly referred to as the “Bonus payment”
The smallholder tea farmers continue to contribute significantly to Kenya’s economy. Some of the specific contributions include:

- About 10% of Kenya’s population (about 4 million people) spread across tea growing regions depends on tea farming.
- The smallholder tea factories employ over 10,000 people directly.
- Contribution to GDP is about 4%. This is about 62% of the entire tea industry’s contribution to the economy.
- Contributing to rural industrialization.
- Ownership and management is 100% local, by the small-scale tea farmers. The KTDA Holdings model is unique in the world as it has empowered small-scale tea farmers to own multibillion shillings businesses.
- Tea is a top foreign exchange earner.

### KTDA’S CONTRIBUTION TO THE ECONOMY

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<th>Farmers Asset Base</th>
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<td>Over the years, small-scale tea farmers have accumulated assets worth about Ksh44 billion (in 2013) spread across rural areas of the country. On average, a single tea processing factory is valued at about Ksh500 million (including construction cost, plant and machinery, vehicles and other equipment).</td>
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### Area under tea

The tea smallholders have planted 126,000 hectares of tea accounting for 65 per cent of the total land area under tea in Kenya. Most smallholder farmers have an average of 0.5 acres (half an acre) or less under tea.
OUR PRODUCTS

Kenya’s small holder farmers under the guidance of KTDA’s professional staff have over the years planted high quality tea bushes on the country’s lush green highlands. KTDA has consistently advised farmers to pluck the best ‘two leaves and a bud’ to create the world's finest and distinctive tea. The two leaves and a bud are flush, tender, succulent and fresh, thus guaranteeing freshness in every cup. This is the quality that KTDA is renowned for globally.

BLACK C.T.C. TEAS

Kenya is the world's largest exporter of Black CTC (Cut, Tear & Curl) teas and the world's third largest producer after China and India, accounting for 25% of total tea exports into the world market in 2013. KTDA produces about 60 percent of Kenya’s tea, translating to 248m kilos of made tea in the financial year ending June 2013.

PRIMARY GRADES

1. Broken Pekoe 1 (BP1) – This grade forms about 13%-15% of the total manufacture. It has the largest size of ‘grain’ particles and it produces liquors that are a bit light in body but with encouraging flavouring characteristics such as briskness.

2. Pekoe Fanning 1 (PF1) – This grade forms the bulk of the manufacture at about 55%-60% of the manufacture. PF1 is black and grainy with particles slightly smaller in size than those of the BP1 grade.

3. Pekoe Dust (PD) - This grade forms 15%-20% of the manufacture and is often black and finer than the PF1. It produces thick liquors.

4. Dust 1 (D1) – This grade is made up of the smallest particles and forms about 6%-8% of the total production.

SECONDARY GRADES

5. Fanning 1 (F1) - This is a mixture of traces of black tea and large amounts of small cut fibres often sifted out of the primary grades. F1 forms about 1.5% - 2% of the production and is quite useful in tea bags due to its quick brewing, strong flavour and good colour.

6. Dust (D) – This is made up of tiny bits of broken leaf and is often used to brew strong tea in tea bags. It comprises about 0.3%-0.5% of production.

7. Broken Mixed Fanning (BMF) - This is mainly fibrous matter with very little trace of black tea.

SPECIALTY TEAS

With the changing dynamics of tea consumption globally KTDA has diversified into the production of other types of teas. These are:

1. Black Orthodox
2. Green Orthodox
3. Green CTC
4. White Tea
5. Purple tea

Due to the fine hand-plucking and the care taken during production, KTDA’s black orthodox teas are aromatic and produce good liquor flavours.
**The Product**

Our green orthodox and CTC teas have high catechin levels. This gives them a unique citric taste.

Our standard grades include:

1. **BLACK ORTHODOX**
   - KTDAOF (is a fanning)
   - KTDABOPF (broken and tending tippy)
   - KTDADOP (whole leaf twisted & tippy)
   - KTDAP (whole leaf curled)
   - KTDADFOP (whole large leaf, loosely twisted. This is the largest leaf grade).

2. **GREEN CTC**
   - KTDABP1
   - KTDAPF1
   - KTDAPD
   
   These teas are similar in size to their corresponding black CTC grades

3. **GREEN ORTHODOX**
   - KTDABOP1
   - KTDAOPF1
   - KTDAOP
   - KTDAPF1
   - KTDABO1
   - KTDAFP
   - KTDAF1
   - KTDAPF
   
   These are also a broken and neat leaf grade

   - KTDADFOP
   - This is also a whole leaf grade which is curled and tending large
   - KTDAF1
   - This is a fanning and is comparative to black CTC PF1, bold and open.

Our production of specialty teas is order based.

We also offer customised grades as per our clients’ request.

**KEY EXPORT MARKETS**

Kenya is the leading exporter of black CTC teas in the world accounting for about 25 per cent of global exports. Out of this, the smallholder farmers account for about 13 per cent of global exports.

The key destination markets for Kenya’s teas are: Egypt, UK, Pakistan, Afghanistan, Sudan, Russia, Yemen & U.A.E.

**Global Auction Prices**

Kenyan smallholder teas remain popular globally due to their high quality. Our farmers consistently practice fine plucking, that is, two leaves and a bud. This has ensured that the price fetched by Kenyan smallholder teas at the weekly Mombasa Auction remains consistently higher than the average of all teas sold at the auction by about 12 per cent.
Since transactions at the auction are conducted in US dollars, fluctuations of the Kenya Shilling against the Dollar have significant impact on farmers’ earnings. The global forces of supply and demand play a major role in determining tea prices at the auction. KTDA has consistently ensured farmers earn the highest possible returns on their investments, at about 75% of gross revenue on average. KTDA also pays the highest amount of green leaf per kilo to farmers compared to all the other tea producing countries in the world at Kshs. 31.65/kg in 2013.

Green Leaf Vs Made Tea
Farmers deliver green leaf to the factories in which they are registered. Four kilos of Green Leaf are needed to manufacture one kilo of made tea which is sold at the weekly Mombasa Auction.

Mombasa Tea Auction
The Mombasa Auction is one of the world’s key auction centres for tea. The others are Colombo in Sri Lanka and Calcutta in India. KTDA is a member of the East Africa Tea Trade Association (EATTA) which is responsible for the Mombasa Tea Auction. EATTA has 179 members from 9 countries in east, central and southern Africa.

Rainforest Alliance (RA)
• The RA certification is administered by the Sustainable Agriculture Network (SAN). The standard is based on a practical and stringent standard for certifying farms based on 10 universal principles of sustainable agriculture which are built on the three pillars of environment, economy and social justice.
• By April 2014, 57 out of 66 KTDA-managed factories had attained RA certification. KTDA targets to achieve 100% RA certification by December, 2014.

Fairtrade
The Fairtrade movement promotes fair trading conditions and seeks to empower producers from developing countries to help them tackle their socio-economic challenges. The movement advocates the payment of a higher price to producers by encouraging consumers to pay a premium for the products. KTDA has 14 factories that are Fairtrade certified. They are:
1. Makomboki Tea Factory
2. Gacharage Tea Factory
3. Kanyenyaini Tea Factory
4. Chinga Tea Factory
5. Irimai Tea Factory
6. Ndima Tea Factory
7. Rukuriri Tea Factory
8. Imenti Tea Factory
9. Kiegoi Tea Factory
10. Michimikuru Tea Factory
11. Gitugi Tea Factory
12. Nyamache Tea Factory
13. Chebut Tea Factory
14. Mungania Tea Factory

Ethical Tea Partnership (ETP)
ETP is an association of more than 20 members who are working together to ensure that the global tea industry is socially just and environmentally sustainable. All KTDA factories comply with ETP’s code for producers regarding conditions of work and observance of labour laws, among other requirements.
• ISO 22000:2005 is a standard that caters for the planning and realization of safe food products.
• It entails Pre-Requisite Programs (PRPs) namely, HACCP, Traceability, Control of Non-Conforming Products and Continual Improvement.
• All 66 KTDA factories are ISO 22000:2005 certified.
• Similarly, all the factories are ISO 90001:2008 certified.

WHY KTDA TEAS ARE SUPERIOR
KTDA Management Services Ltd has put in place the following strategies to ensure that KTDA teas maintain their No.1 position for quality.
• Ensure that farmers Plant tea clones that produce high quality tea and high yielding leaf.
• Scale up farmer-to-farmer training through the Farmer Field Schools (FFS) that ensure knowledge on good agricultural practices is shared and widely disseminated.
• Provide Agricultural Extensions Services by highly trained personnel located in the tea catchment areas to ensure best crop husbandry and production of high quality green leaves.
• Supply tea farmers with appropriate, competitively priced fertilizer every year, through KTDA’s Fertilizer Credit Scheme.
• Ensure strict adherence to KTDA’s unique plucking standard of two leaves and a bud.
• Maintenance by the Tea Factory Companies of the road network in the catchment areas to ensure that leaf is collected and delivered to the Factories on time.
• Use of specially designed leaf carriers that ensure leaf is ferried to the factories in a hygiene manner and free of bruising.
• Ensure tea is manufactured using modern equipment and under strict hygiene standards.
• Maintain quality control and self-checking mechanism to ensure consistency in quality.
• All KTDA teas are packed in multi-walled aluminium paper sacks as per international standards to ensure delivery of fresh teas to all our global customers.
KEY INITIATIVES & MILESTONES

Fertiliser Credit Scheme
KTDA Management Services procures fertiliser annually for all farmers through credit which the farmer repays in monthly instalments throughout the year.

Factory Construction and Expansion
The number of factories increased from 45 at privatization in 2000 to 66 by 2014. Construction of new factories has gone hand-in-hand with expansion of factories, which has seen a major increase in production capacity.

Modernization and Automation of Factories
Automation of the manufacturing process through the introduction of Continuous Fermentation Units (CFUs) and other new technologies in tea manufacture has helped KTDA to effectively manage production costs and increase efficiency.

Regional Venture
In a historical move, KTDA MS is now managing two tea factories in Rwanda. It is the first time that KTDA’s expertise in management of tea factories has been exported across Kenya’s borders.

Energy Initiatives
The pilot Imenti Small-hydro Power Plant is producing 1MW of electricity, out of which the factory consumes about 0.5MW and sells the surplus power through a power purchase agreement with Kenya Power. KTDA, through its subsidiary, KTDA Power Company, is developing 12 other small-hydro power plants across the tea-growing region which will generate more than 20MW of electricity.

Electronic Weighing Solution
KTDA MS introduced a revolutionary electronic weighing solution (EWS) at all the 66 tea factories. The EWS has seen leaf collection centres shift from the manual weighing scales and masses of paper receipts used to record green leaf delivery and payment, to the wireless “solution” that uses mobile applications and devices to record, store and relay growers production and payment data.

Constant Weight Bags
In 2012/2013 financial year KTDA MS commenced roll out of constant weight bags for weighing and carrying of green leaf from the collection centres to factories, after a three year trial period.

Currently all 66 factories use these bags, that replaced sisal bags that had variable tare weight because of weather changes.

Use of constant weight bags, with a standard tare weight of 0.5kg irrespective of the weather and an average lifespan of 2 years, with the use of constant weight bags it has assisted in faster and efficient weighing of green leaf using EWS technology.
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