Part of the HEINEKEN Company

Annual Report and Accounts 2014

"Our Conviction Shapes Our Future"

• Passion for Quality • Enjoyment of Life • Respect for the People, Society and Environment in which we live

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Bralirwa
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A YEAR OF ENJOYMENT.

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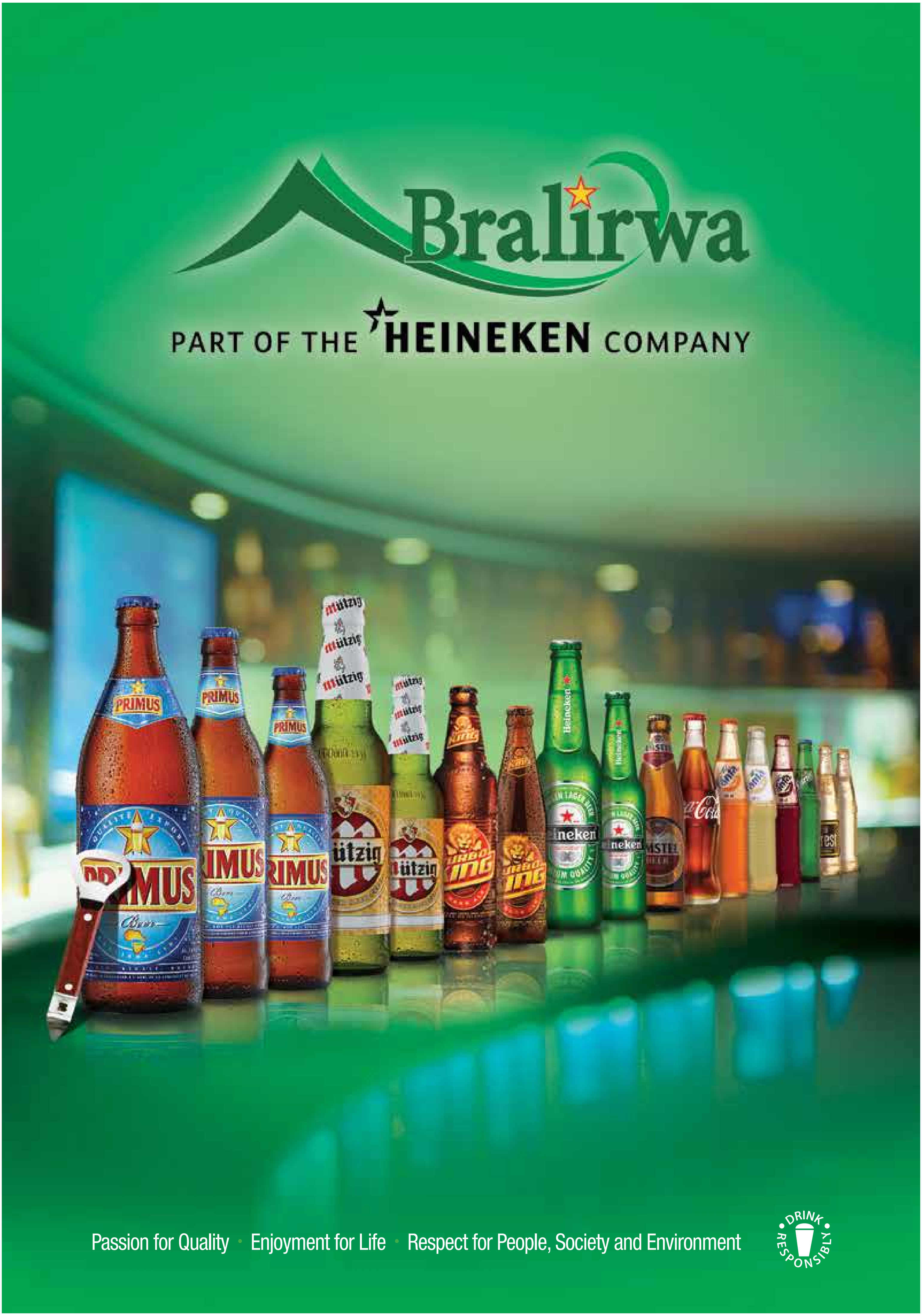
Bralirwa
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PRIMUS
Mützig
Heineken
Passion for Quality • Enjoyment for Life • Respect for People, Society and Environment
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Mission Statement & Values

Our Mission Statement

A world class sustainable beverage company in Rwanda with high quality brands that satisfy needs and give enjoyment to our consumers, while respecting our people, society and the environment in which we live.

Our Values

Bralirwa Ltd's three core values are derived from its parent company Heineken N.V.'s values, being Respect, Enjoyment and Passion for Quality. The values are based on the Company's passion for quality beverages and its constant respect for its employees, business partners, customers, shareholders and all who are connected to the Company. The values help define the corporate culture and working methods within the organization.

Passion for Quality

As a subsidiary of Heineken N.V. and license holder of The Coca-Cola Company, Bralirwa Ltd. ensures that everything it does or produces is of a high quality. Bralirwa Ltd. continually aims to obtain and maintain its internal and external quality standard. This is not only reflected in its products and brands, but also in other activities such as social and employment policies. In Bralirwa Ltd. there is a belief that being a quality employer and investing in employees creates benefit and value for the Company and its reputation but also for all of the Company's stakeholders.

Enjoyment for life

Bralirwa Ltd. participates in making life more enjoyable by producing high quality beers and sparkling beverages and marketing them responsibly through innovative sponsorships, advertising and countrywide promotions. Bralirwa Ltd's. sponsorship portfolio, which spans sports, music and arts includes many positive events that contribute to the enjoyment of many. Enjoyment for life is also reflected in the working life and atmosphere within the Company.

Respect for People, Society and the Environment in which we live.

As an integral part of the local and global communities in which it operates, Bralirwa Ltd. respects the laws and regulations of the countries in which it is active, Bralirwa Ltd. pays attention to different cultures and to environmental preservation. Bralirwa Ltd. aims to be a good corporate citizen and takes most seriously its responsibility to be fully integrated, in a sustainable way, in the society in which it operates.

Final of Primus Guma Guma Superstar, Amahoro Stadium, Kigali, August 2014

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PART ONE

QUICK READ

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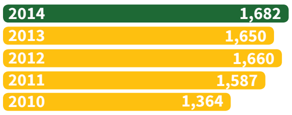
The Quick Read

Perfomance highlights

Volume + 1.9%

HLS 1.7 Million...

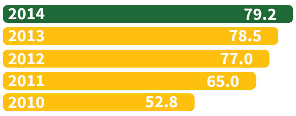
CAGR +4.3%



Revenue + 0.9%

Rwf 79.2 Billion...

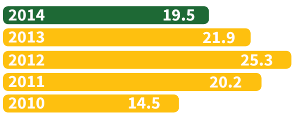
CAGR +8.5%



EBIT -11.6%

Rwf 19.5 Billion...

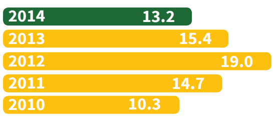
CAGR +6.0%



Net Profit -14.3%

Rwf 13.2 Billion...

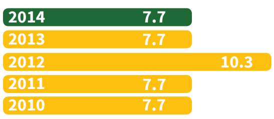
CAGR +5.1%



Dividend Paid 0%

Rwf 7.7 Billion...

CAGR +0%



Key Figures

Result in Rwf millions	2014	2013	Change in %
Gross revenue	120,300	117,215	2.6%
Revenue	79,238	78,503	0.9%
EBIT	19,452	21,994	-11.6%
EBITDA	26,143	27,159	-3.7%
Net Profit	13,242	15,459	-14.3%
Dividend (proposed)	7,714	7,714	0.0%
Free Operating Cash Flow	6,092	-8,294	173.5%
Balance sheet in Rwf millions			
Total Assets	107,184	91,537	17.1%
Net Assets	66,125	49,719	33.0%
Shareholder's equity	40,715	35,186	15.7%
Net Debt	20,887	14,416	44.9%
Results and balance sheet per share (1 Rwf)			
Weighted Average Number of Shares (Diluted)	1,028,570,000	1,028,570,000 *	
Earning per share(Basic and diluted)	12.87	15.03	-14.3%
Dividend Proposed (Basic and Diluted)	7.50	7.50	0.0%
Free Operating Cash Flow	5.92	-8.06	173.5%
Employees in number			
Average number of employees	546	538	1.5%
Key Ratios (in %)			
EBIT as % of Gross Revenue	16%	19%	-13.8%
EBIT as % of Revenue	25%	28%	-12.4%
Net Profit as % of Average Shareholder's Equity	33%	44%	-26.0%
Net Debt/EBITDA	80%	53%	50.5%
EBITDA/Interest expenses (times covered)	10	25	-60.0%
RONA	20%	31%	-35.6%
Cash Conversion Rate	46%	-54%	185.7%
Dividend % Payout (% of Net Profit)	58%	50%	16.7%

*Bonus shares, also known as scrip dividends, involve the issue of shares without any consideration. In 2014, a 1:1 bonus share was issued. For like comparison, 2013 calculations are based on weighted ordinary shares of 2014

Bralirwa

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Bralirwa employees visiting new fermantation tanks in Gisenyi brewery site.

History

- Founded in 1957, Bralirwa Ltd is a Rwandan company producing and selling a portfolio of beer brands and soft drinks.
- Bralirwa Ltd has been part of the Heineken Group since 1971.
- Bralirwa Ltd shares have been listed on the Rwandan Stock Exchange since 31 January 2011.

Bottling line in the new state of the art soft drinks plant in Kicukiro, Kigali.

PART TWO

CHAIRMAN'S STATEMENT

Chairman's Statement

Introduction

It is with pleasure that I write to you my second Chairman's statement for the year ended 31st December, 2014.

The past two years have seen considerable change in your Company. These developments are reflected in the financial statements presented in this 2014 Annual Report and Accounts.

Let me highlight three areas in particular:

First, we have invested in our people, in their learning and development and in the organizational structures within which they operate. We have updated our conditions, the better to attract and retain the leading talent that we require to drive our business into the future.

Second, we continue to invest in our production assets to expand capacity and modernize utilities to ensure that we are prepared for future growth. Our fixed assets have increased from Rwf 22 billion in 2011 to Rwf 66 billion in 2014, an increase of 200% in three years. This investment includes our state of the art soft drinks bottling plant in Kicukiro as well as investment in the brewery in Gisenyi.

Finally, we have invested in our brands to ensure that we keep them strong and appealing to our consumers. In addition we continue to innovate within our beer portfolio with the launch in 2014 of a new 50 cl bottle for Turbo King and the launch in early 2015 of Legend Extra stout.

These necessary investments have financial impact now but prepare the way for a stronger future as competition in the beverage industry increases and competition for our consumers' discretionary spending from other categories also intensifies.

Business Context 2014

2014 was a year of three challenging quarters and a final quarter that showed signs of a more buoyant market. The economic slow down experienced in the second half of 2013 extended into 2014. This was caused by the impact on emerging markets of slower global demand and lower mineral and agricultural commodity prices.

We were successful in growing our top line. But as we absorbed increased costs, we were not able to translate this growth into increased operating profit.

Volume

Total volumes increased against 2013 by 1.9%. Beer was higher by 4.3% and soft drinks lower by 3.5 %. Domestic beer volume increased by 6.4% and Soft Drinks by 3.3%.

Revenue

A volume growth of 1.9% translated into revenue growth of 0.9% mainly as a result of an adverse product mix.

Brands

2014 saw the first full year for Primus 50 cl. And the affordable price and attractive modern packaging has continued to drive volume and market share growth for the Primus brand.

In November the Turbo King 50 cl bottle was launched at an appealing price point. Results to date show this has been well accepted and welcomed by our consumers with volume growth stimulated in both the 50 cl and the 33 cl formats.

Revenue growth from our newly introduced brands are measured and assessed against stretching Innovation targets. It is encouraging to report that in 2014 our Innovation rate went from 16.6% in 2013 to 29.2% in 2014.

In soft drinks we commenced importing new Coca Cola products in PET bottles. This included Coke Zero, the full Fanta range and Stoney Tangawizi.

With close monitoring of market conditions no price increase was taken on either soft drinks or beer. The last price increase in Soft Drinks was taken three years ago and in mainstream beer four years ago.

To increase focus on the market, the single commercial department was split in 2013 into sales and marketing departments. In 2014 we re-housed the two departments under one roof in the Commercial Centre close to the Limonaderie. This change is delivering the intended result as we continue to place our consumers and our customers at the heart of our business, the better to serve them and drive growth and choice in our market.

Investments

2014 was the third year of our capital investment programme.

The state of the art soft drink bottling line commenced operation in quarter 1, 2013 and became fully operational by quarter 2, 2014. Full credit goes to our technical teams for the speed with which they attained full operational status for the new line, one of the fastest and smoothest start-ups on record.

We were honoured to receive the Prime Minister to formally open the line in June along with Heineken Regional President for Africa and Senior Coca Cola representatives. It was a proud moment for us to show this world class production facility here in Rwanda.

At the Gisenyi brewery, we continue to invest in capacity expansion as well as a programme to modernize and upgrade utilities and services.

The investment phase at the Bramin farm was concluded in 2014 and 350 hectares of land is now under irrigation producing seed maize, seed beans and seed soya together with commodity maize for incorporation into some of our beer brands.

Financial statements.

As earlier indicated the financial profile of your Company changes as we invest as described above. Our balance sheet is far different in scale than four years ago. To finance these investments our borrowing has increased to Rwf 21 billion and retained earnings have doubled from Rwf 17 billion in 2011 to Rwf 33.5 billion in 2014.

In the 2014 profit and loss account depreciation amounts to Rwf 6.7 billion, an increase of 29% over 2013, an additional charge of Rwf 1.5 billion.

As emphasized last year, the financial impact of our investment programme was anticipated by your Board and Management. Financing of these investments will continue to be through a judicious combination of internally generated cash from operations and bank debt.

In 2014 our revenues increased by 0.9% to Rwf 79.2 billion on the back of increased volume. Operating profit declined by 11.2% to Rwf 19.4 billion as increased costs were absorbed within the business.

Safety

Safety remains the top priority for all within Bralirwa. The number of incidents continues to reduce.

In addition we place ever greater emphasis on safety on the roads and in 2014 undertook a number of internal trainings to improve awareness and safety performance on the road.

Training

Training of our people remains key. In Production the First Line Managers Programme was launched. Its aim is to identify and develop managers and to equip them to pursue an identified career path within the Company. As we invest in our plants so we invest in our operators and managers to ensure that they are enabled to extract optimal performance from the machinery they operate.

Social Activities

As a socially responsible company, Bralirwa Ltd initiated a number of programs intended to benefit the larger society. These include Sustainable Water Supply to Communities and support to persons with disabilities.

Bralirwa Ltd strives to support a variety of projects including environment and seeks to lead by example and remain at the forefront in environmental protection within the communities particularly those nearby our operations.

We have initiated a pilot glass recycling project to transport glass cullets to glass manufacturer KIOO in Tanzania. These are then used as a raw material for the production of new bottles. More than 120 tons were transported in 2014 and this programme will continue now as part of regular operations.

To advocate responsible consumption of alcohol, we continue to remind drivers and communities of the need for responsible drinking and responsible driving behavior through our campaign, 'Don't Drink and Drive'. We also launched an innovative campaign titled 'Do Not Drink before the Legal Age. Be the Pride of Your Family' particulary targeting Rwandan youths. The program consisted of the development and printing of an educational message designed in comic and graphic media. 20,000 booklets were produced and distributed to different schools in Kigali.

Dividend

The payment of a cash dividend in respect of 2014 of Rwf 7.50, (seven Rwanda francs fifty cents), will be proposed to the Annual General Meeting of shareholders. This proposed dividend, if approved , will be paid in 25th June, 2015.

Please take note that the payment will be subject to a withholding tax. The book close date for Bralirwa Ltd shares will be 22nd May, 2015.

Board of Directors

There was no change in the membership of the Board of Directors in 2014.

Auditors

In line with global best practice and Heineken NV Corporate governance practice, KPMG Rwanda Ltd will stand down as auditors of your Company. The proposal for your approval at the AGM is to appoint Deloitte Rwanda Ltd as our new auditors. I wish to record my thanks to KPMG for their work and contribution to our Company.

Future Prospects

Forecasting the future in 2015 remains as challenging as in 2014. The fall in oil prices should be broadly positive although this impact is likely compensated by the strengthening of the dollar against all currencies.

Commodity prices remain lower than in past years reflecting a sustained reduction in demand especially from China. There is however some recovery in agricultural commodities with both tea and coffee prices are above their lowest levels.

The increased momentum in the economy in quarter 4, 2014 provides encouragement that 2015 will prove to be a broadly improved year for the larger economy.

Conclusion

Let me conclude my Chairman's statement to you by thanking my colleagues on the Board for their support in 2014.

To management and all employees, my thanks for a job well done in 2014. To our Commercial partners our thanks for their co-operation and partnership. To our consumers, my thanks for their loyalty and trust in the quality of our brands.

And to you our shareholders, my thanks for your support in 2014 and continued confidence in our Company.

Dr. Oladele AJAYI
Chairman of the Board of Directors,
Kigali,31st March, 2015.


GREAT MINDS
THINK MÜTZIG.
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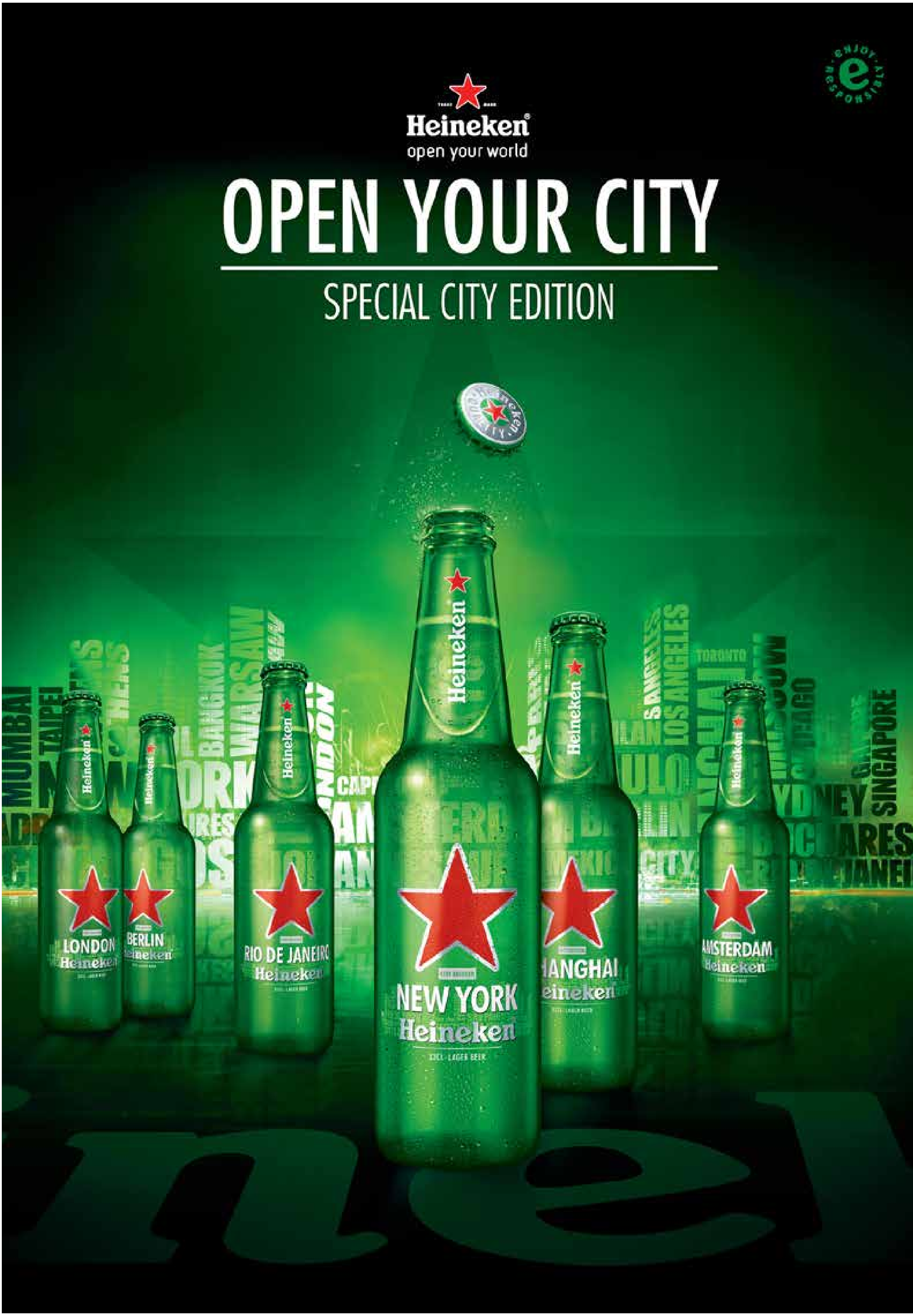
Mützig
The world's best, in a beer.



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OPEN YOUR CITY
SPECIAL CITY EDITION
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BERLIN
RIO DE JANEIRO
NEW YORK
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AMSTERDAM
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Ijambo rya Perezida w'Inama y'Ubutegetsi

Iriburiro

Ku nshuro ya kabiri, nejejwe no kubandikira ijambo ryanjye nka Perezida w'inama y'ubutegetsi,rijyanye n'umwaka twashoje taliki3¬Ukuboza, 2014.

Mu myaka ibiri ishize, mu ruganda rwanyu hagaragaye impinduka ku buryo bugaragarira buri wese. Iryo terambereriragaragara mu cyegeranyo cy'imari nkuko gikubiye muri iyi raporo isoza umwaka wa 2014, ndetse n'uko imari yakoreshejwe.Byumwihariko ndabivuga ku ngingo eshatu:

Icyambere twashyize imbaraga mu guteza imbere abakozi, mu kubigisha no kubahugura ndetse no kuvugurura imiterere y'inzego z'imirimo bakoreramo. Twarushijeho kunoza uburyo abakozi bacu bakoreragamo, kugira ngo tubashe kureshya abakozi beza dukeneye na ndetse tubashe no kubagumana. Ibi biraturemamo icyizere dufitiye uruganda rwacu.

Icya kabiri, dukomeje kwagura ubushobozi bw'uruganda no kurugeza ku ikoranabuhanga rigenzweho. Ibi bizadufasha guhaza isoko ryacu kuri ubu riri kwaguka. Agaciro k'uruganda rwacu kavuye kuri Miliyari 22 muri 2011, Kagera kuri Miliyari 66 muri 2014,bivuze ko mu myaka 3 ishize agaciro k'uruganda kazamutseho 200%. Muri ibi harimo uruganda rushya rugezweho rw'ibinyobwa bidasembuye ruri mu karere ka Kicukiro, ndetse n'urwengero rwo ku Gisenyi.

Ikindi nuko twakoze byinshi kugira ngo ibinyombwa byacu bikomeze kwigaragaza neza ku isoko kandi binarusheho kunogera abaguzi. Twakomeje kandi guhanga udushya mu binyobwa byacu, kuko twashyize ahagaragara Turbo King mu icupa rya cl50, ndetse no kuba mu ntangiriro za 2015 twarashyize ahagaragara inzoga nshya "Legend Extra Stout".

Byumvikane neza ko ishoramari naryo burya rigira ingaruka zaryo, ariko birategura ejo heza kandi birakwiye kuko tuzitwara neza kurusha abo duhanganye ku isoko. Ibi byari ngombwa kubera ko abaguzi bacu twabahaye uburyo bwinshi bwo kwihitiramo ibyo bakunda.

Ubucuruzi Muri 2014

2014 wari umwaka twagizemo ibihembwe bitatu byambere bitoroshye naho igihebwe cya kane cyo cyatugaragarijeko iri soko turiho riduhishiye byinshi. Igabanuka ry'ubukungu ryagaragaye mu gice cya kabiri cyo muri 2013, ryakomeje no muri 2014. Ibi byakomotse ku idohoka ry'ubucuruzi nkuko byagaragaye ku isoko mpuzamahanga, agaciro k'amabuye y'agaciro ndetse n'akibikomoka ku buhinzi karagabanutse, by'umwihariko no kuba inkunga u Rwanda rwabaga rutegereje zitarabonekeraga igihe, ahandi ugasanga zaragabanutse. Ibyo byose byagize ingaruka ku bushobozi Leta yari yiteze.

Muri make, nubwo twabashije kuzamuka mu mibare, haba kubyo twacuruje cyangwa se twinjije, ariko kandi ikiguzi cy'ibyo twakoze kiri hejuru, kuburyo inyungu itashoboye kuzamuka nkuko byari byitezwe.

Ibyacurujwe

Ingano y'ibyo twacuruje muri rusangeyazamutseho 1.9% ugereranije no mu mwaka wa2013. Inzoga zazamutseho 4.3% naho ibinyobwa bidasembuye bigabanukaho 3.5 %.

Inzoga zacurujwe imbere mu gihugu ziyongeyeho 6.4% nabo ibinyobwa bidasembuye byiyongeraho 3.3%.

Umusaruro

Ingano y'ibyacurujwe yazamutseho 1.9% bingana n'inyongera yumusaruro ingana na 0.9%, bishingiye ku rukomatane rw'ibinyobwa bihabanye mu mibare.

Ibinyobwa byacu

2014 nibwo twabonye Primus ya cl 50 yigaragaza mu gihe cy'umwaka wose. Kuba iri mu icupa rigaragara neza kandi ku giciro kiboneye byatumye Primus ikomeza guhagarara ku mwanya wa mbere ku isoko.

Mu gushyingo, Turbo King ya cl 50 yashyizwe ku isoko mu icupa rifite isura shya kandi ku giciro kiboneye. Imibare dufite kuri uyu munsi iratugaragariza ko abaguzi bayikunze kandi bakayishimira. Ibi byatumye imibare izamuka haba ku icupa rya cl 50 ndetse n'icupa rya cl 33.

Ubusanzwe kuzana udushya biba bigamije kuzamura inyungu ku gipimo runaka tuba twihaye. Biduteye ishema kuvuga ko muri 2013 ibipimo bijyanye no guhanga udushya byari bihagaze kuri 16.6% muri 2013 none muri 2014 bikaba bigeze kuri 29.2%.

Mu binyobwa bidasembuye, twatangiye kuvana mu mahanga ibinyobwa bya Coca Cola biri mu macupa ngendanywa. Muri ibyo binyobwa harimo Coke Zero, Fanta zose ngendanywa ndetse na Stoney Tangawizi.

Kuba harabayeho gukurikirana neza ibibera ku isoko ryacu, nta zamuka ry'ibiciro ryigeze ribaho haba ku nzoga no ku binyobwa bidasembuye. Mu myaka itatu ishize nibwo duheruka kubona izamuka ry'ibiciro by'ibinyobwa bidasembuye, hakaba hashize imyaka 4 ibiciro by'inzoga nka Primus bitaranyeganyega.

Kugira ngo isoko ryitabweho ku buryo bw'umwihariko, muri 2013 ishami rimwe ryagabanyijwemo amashami abiri ariyo Ubucuruzi no Kwamamaza. Muri 2014, ayo mashami yombi yahurijwe mu nyubako imwe iherereye mu gace k'ubucuruzi, hafi n'uganda rw'ibinyobwa bidasembuye. Izi mpinduka ziratanga umusaruro uko wari witezwe, ari nako dukomeza kuzirikana abaguzi bacu mu bikorwa byose byerekeza ku bucuruzi dukora; turifuza kuba igisubizo cy'ibyifuzo by'abaguzi bacu ari nako tubongerera uburyo bwinshi bwo guhitamo.

Gushora imari

2014 wari umwaka wa gatatu muri gahunda turimo yo kuzamura urwego rw'ubushobozi bwacu.

2013mu gihembwe cya mbere, nibwo uruganda rushya rufite ikoranabuhanga rigenzweho rwatangiraga gukora, nuko rutangira gukora neza uko rwakabaye mu gihembwe cya kabiri. Reka nshime abatekinisiye bacu, kuko bashoboye gukoresha urwo ruganda ku buryo bwihuse akaba ari igikorwa cy'indashyikirwa ugereranije n'ahandi.

Kamena 2014, twagize amahirwe yo kuba hamwe na Minisitiri w'Intebe mu muhango wo gutaha ku mugaragaro uru ruganda. Hari kandi na Perezida wa Heineken mu Karere ka Afrika n'Uburasirazuba bwo Hagati, ndetse n'abandi bayobozi bakuru baturutse muri Coca Cola. Ryari ishema rikomeye kuri twe, kwerekana ko hano mu Rwanda dufite uruganda ruboneka hake ku isi.

Ku rwengero rwo ku Gisenyi, dukomeje gushora imari mu bikorwa byo kongera ubushobozi ndetse no kuzamura uruganda ku ikoranabuhanga rigezweho, ndetse no kuzamura urwego rw'ibikorwa n'indi mirimo ishamikiyeho.

2014 habayeho gusoza ibikorwa byo gushora imari mu murima BRAMIN kuri ubu ufite Hegitari 350, kandi umurima wose ufite uburyo bugezweho bwo kuhira, hakaba hahinzwemo ibigori, ibishyimbo ndetse na Soya. Ibigori ni zimwe mu binyampeke dukenera twenga zimwe mu nzoga zacu.

Uko imari ihagaze.

Nkuko twigeze kubikomozaho haruguru, imiterere y'imari y'uruganda rwacu yarahindutse cyane kubera ibikorwa by'ishoramari tumazemo iminsi. Hari intera igaragara ugereranije n'igihe cy'imyaka ine ishize. Kugira ngo dushobore gukora iri shoramari, inguzanyo yacu yariyongereye igera kuri Miliyari 21, naho inyungu yikubye kabiri iva kuri Miliyari 17 Frw muri 2011 igera kuri Miliyari 33,5 Frw muri 2014.

Mu mwaka wa 2014 inyungu cyangwa igihombo cy'insimbuza-bikorwa yageze kuri Miliyari 6,7 Frw, bishatse kuvuga ko yiyongereyeho 29% ugereranije n'umwaka wa 2013, byumvikane ko hiyongereyeho Miliyari 1,5 frw.

Nkuko twabishimangiye umwaka ushize, ingaruka ishoramari ryagize ku mari yacu zari mu byateganijwe n'inama y'ubuyobozi ndetse n'inama y'icungamutungo. Iri shoramari rizakomeza gufashwa n'amafaranga tuba twinjije mu bucuruzi, mu nguzanyo za banki, ndetse n'amafaranga azatangwa n'abanyamigabane.

2014, umusaruro wacu wiyongereyeho 0,9% ugera kuri miliyari 79,2 bikomotse kuzamuka kw'ibyacurujwe. Umusaruro mbere y'umusoro wagabanutseho 11,2% ugera kuri Miliyari 19,4 Frw kubera izamuka ry'ibiciro by'ibyo dukenera.

Kwirinda Impanuka

Umutekano muri byose ni intego nyamukuru kuri buri wese muri Bralirwa. Umubare w'impanuka niyo zaba ntoya bikabije ukomeje kugabanuka ku buryo bugaragara.

Byongeye kandi twashimagiye umutekano wo mu muhanda. Muri 2014 habayeho amahugurwa agenewe abakozi bacu, tugamije kubakangurira kuba intangarugero no kwitwara neza mu muhanda.

Amahugurwa

Guhugura abakozi bacu ni ingenzi. Ubu abayobozi b'amatsinda y'abatekinisiye mu ruganda batangiye guhugurwa. Icyo iyo gahunda igamije ni ukumenya impano zihari no gufasha abakozi kugira icyerekezo gihamye muri gahunda z'uruganda. Nkuko dushora imari mu nganda zacu ninako tubigenza ku batekinisiye bacu kugira ngo babashe gukoresha neza amamashini.

Bralirwa
Part of the HEINEKEN Company

Ibikorwa bigamije guteza imbere imibereho myiza

Nk'uruganda ruzirikana ishingano zarwo mu muryango, Bralirwa Ltd yatangiye imishinga myinshi igamize inyungu rusange z'abaturage, Tuvuge nko gukwirakwiza amazi meza, no gufasha ababana n'ubumuga.

Bralirwa ikomeje gutera inkunga imishinga inyuranye mu kubungabunga ibidukikije, kandi dushaka kuba intangarugero no gukomeza kuba abambere mu kubumbatira ibidukikije cyane cyane duhereye aho dukorera.

Twatangiye umushinga w'ibanze hamwe n'Uruganda KIOO rwo muri Tanzaniya rukora amacupa. Twatangiye gahunda yo kubohereza ibimene byamacupa bizakoreshwa mugukora amacupa mashya. Tumaze kohereza Toni 120 z'ibimene by'amacupa, kandi iyo gahunda tuzakomeza kuyishyira mu bikorwa.

Mu rwego rwo gukomeza gukangurira abantu gahunda yo kunywa mu mu rugero, dukomeje kwibutsa abashoferi n'abandi baturage ko ari byiza kunywa mu rugero, twibutsa kandi umuco mwiza wo kwirinda gutwara ikinyabiziga kandi wanyoye inzoga. Twatangije gahunda igamije kwigisha urubyiruko yagiraga iti: "Reka kunywa imburagihe, ba ishema ry'umuryango wawe". Muri iyo gahunda hateguwe udutabo 20.000 dufite ubutumwa mu buryo bw'amashusho kandi bushimishije urubyiruko. Utwo dutabo twakwirakwijwe hirya no hino mu mashuri ari mu mugi wa Kigali.

Inyungu Ku Mugabane

Mu nama rusange y'abanyamigabane niho hazatangirwa igitekerezo cy'inyungu ku mugabane w'umwaka wa 2014 ingana n'amafaranga 7.50. Iki gitekerezo kiramutse kemejwe, iyi nyungu ku mugabane izishyurwa taliki 25 Kamena, 2015.

Byumvikane neza ko muri iyi nyungu ku mugabane habariwemo n'umusoro. Gufunga igitabo cy'abanyamigabane ni taliki 22 Gicurasi, 2015.

Inama y'Ubutegetsi

Mu mwaka wa2014, nta mpinduka zabayeho mu bagize inama y'ubutegetsi.

Abagenzuzi b'Imari.

Dushingiye ku mikorere mpuzamahanga no ku mahame ya Heineken NV mu bijyanye n'ibaruramari KPMG Rwanda Ltd izasoza inshingano zo kugenzura imari y'Uruganda rwanyu. Hatekerejwe Deloittes Rwanda Ltd kuba yayisimbura ariko muramutse mubyemeje mu nama rusange y'abanyamigabane. Nagira ngo mbonereho gushimira KPMG kubera ubufasha bwayo.

Imigabo n'Imigambi

Nkuko byagoranye muri 2014, nubu ntibyoroshye kumenya uko 2015 izatugendekera. Icyakora igabanuka ry'ibiciro by'ibikomoka kuri peterol riratanga ikizere nubwo na none bishobora gukomatanya n'agaciro k'idolari kuri ubu rikomeje kwiganzura ayandi mafaranga.

Ibyo ingandazikenera by'ibanze bikomeje guhenduka ugereranije n'imyaka ishize, ahanini ibi bigaterwa nuko ibyo Ubushinwa bwakeneraga nabyo byagabanutse. Icyakora kandi hari impinduka zigaragara cyane cyane ku bikomoka ku buhinzi nk'icyayi na kawa.

Umuvuduko udasanzwe mu bukungu wagaragaye mu gihembwe cya kane cy'umwaka ushize, uratanga icyizere yuko 2015 uzaba umwaka w'uburumbuke mu bukungu.

Umusozo

Nagira ngo nsoze iri jambo ryanjye nk'Umuyobozi w'Inama y'Ubutegetsi nshimira bagenzi banjye kubera ubufatanye bagaragaje muri 2014.

Abayobozi n'abakozi muri rusange nabo ndabashimiye kubera akazi keza bakoze muri 2014. Ndashimira kandi abafatanyabikorwa bacu mu bucuruzi kubera imikoranire batugaragarije. Abaguzi bacu nabo, ndabashimira kubera icyizere badahwema kugirira ibinyobwa byacu.

Namwe banyamigabane, ndabashimiye kubera ubufasha bwanyu mwatugaragarije muri 2014, no kuba mukomeje kugirira icyizere uruganda rwanyu.

Dr. Oladele AJAYI

Perezida w'Inama y'Ubutegetsi

Kigali, 31 Werurwe, 2015.

Bralirwa
Part of the HEINEKEN Company

PART THREE

BRALIRWA BOARD OF DIRECTORS AND SENIOR MANAGEMENT

Primus Guma Guma superstar season 4, Artists.

Directors, Officers and Administration

DIRECTORS

Oladele AJAYI	(Chairman-Re-appointed 29 May 2014)
Jonathan HALL	(Vice Chairman – Re-appointed 29 May 2014)
George GAKUBA	(Re-appointed 29 May 2014)
Chantal MUBARURE	(Re-appointed 29 May 2014)
Maarten SCHUURMAN	(Re-appointed 29 May 2014)

COMPANY SECRETARY

Eugène Twahirwa
PO Box 131
Kigali-Rwanda

AUDITORS

KPMG Rwanda Limited
Grand Pension Plaza
5th floor
P.O. Box 6755
Kigali- Rwanda

REGISTERED OFFICE

Brasseries et Limonaderies du Rwanda
Kicukiro P. O. Box 131
Kigali-Rwanda
Tel: (+250) 252 587 200 / 582 993

ADVOCATES

Mhayimana Isaie & Associes
B. P. 713
Kigali-Rwanda

BANKERS

Banque de Kigali Limited (BK)
Avenue de la Paix
P.O Box 175
Kigali-Rwanda

Guaranty Trust Bank (Rwanda) Limited
20 Boulevard de la Révolution
P.O Box 331
Kigali-Rwanda

Compagnie Générale de Banque (COGEBANQUE) Limited
P.O Box 5230
Kigali-Rwanda

Eco Bank Rwanda Limited
Plot 314, Avenue de la Paix
P.O Box 3268
Kigali-Rwanda

I&M BANK (RWANDA) LIMITED
11 Boulevard de la Révolution
P.O Box 354
Kigali-Rwanda

Banque Populaire du Rwanda Limited (BPR)
32 Avenue de l'Armée
P.O Box 1348
Kigali-Rwanda

KCB Bank Rwanda Limited (KCB)
Avenue de la Paix
P.O Box 5620
Kigali-Rwanda

Access Bank Rwanda Limited
UTC Building, 3rd floor Avenue de la Paix 1232
P.O Box 2059
Kigali-Rwanda

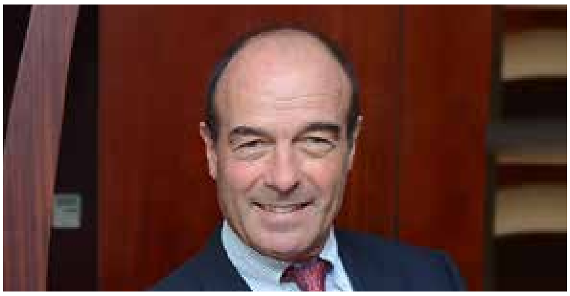
Equity Bank Rwanda Limited
Grand Pension Plaza Building
P.O Box 494
Kigali - Rwanda

Developemnt Bank of Rwanda (BRD)
Boulevard de la Révolution
P.O Box 1341
Kigali - Rwanda

Board of Directors

1. Dr. Oladele AJAYI

Chairman of the Board
Dr. Oladele AJAYI joined the board in October 2013. He started his career in HEINEKEN N.V. through Nigerian Breweries Plc in 1989 as a trainee brewer. He has since held several positions within HEINEKEN in the Technical, Marketing and Sales functions; Brand Manager Star (Nigeria, 1996 – 1998), Business Consultant (The Netherlands, 1998 – 2001) and Area Export Manager HEINEKEN Canarias (Spain, 2001 – 2004). This lead to senior management roles as Sales Director of Nigerian Breweries Plc. (2004 – 2010), Managing Director of HEINEKEN Hungary (2010 – 2013) and is currently the Managing Director East Central Africa for HEINEKEN International. .



2. Jonathan HALL

Executive Director/Vice Chairman of the Board and Managing Director, as of 16 January, 2012 Jonathan HALL, joined Heineken in Asia in 1997,where he was Marketing Director at Asia Pacific Breweries. From 2000 - 2007, he was Marketing Director in Ireland and Indonesia. Prior to joining Heineken, Jonathan worked in East Africa from 1979 -1987 and Asia from 1987 - 2004. He joined Bralirwa in January 2012, after four years as Managing Director of the Heineken brewery in St. Lucia.

3. Chantal MUBARURE

Non-Executive Director
Chantal MUBARURE, joined the Board of Bralirwa in 2005. She is Certified Performance Technologist (CPT) and Kirk Patrick certified.
She has more than 15 years of experience working with the Government and Development Partners. She is currently Public Sector capacity building consultant and member of various Boards in Rwanda.

4. George GAKUBA

Non-Executive Director
George GAKUBA, joined the Board in 2005 representing the Government of Rwanda. He has held various leadership positions in the wider Rwanda, African and the Global Arena. He was among others Executive Secretary for the Rwanda Economic and Social Development Council (RESC) in the Prime Minister's Office and high level task force negotiator for East African Common Market Protocol. Currently he is Public Private Dialogue expert in Rwanda Development Board (RDB).

5. Maarten SCHUURMAN

Non-Executive Director
Maarten SCHUURMAN, joined the Board on 9 November, 2011. He joined the Heineken Company in 1996 as a Management Trainee. He is based in Burundi where he is Managing Director of BRARUDI. During the past years, Mr. Schuurman has occupied several positions in the Company as Financial Controller, Import & Export at Vrumona (Netherlands) and most recently Mr. Schuurman was the General Manager of the Heineken operations in Surinam.

Bralirwa

Part of the HEINEKEN Company

Senior Management

1. Jonathan HALL

Executive Director/Vice Chairman of the Board and Managing Director, as of 16 January, 2012 Jonathan HALL, joined Heineken in Asia in 1997,where he was Marketing Director at Asia Pacific Breweries. From 2000 - 2007, he was Marketing Director in Ireland and Indonesia. Prior to joining Heineken, Jonathan worked in East Africa from 1979 -1987 and Asia from 1987 - 2004. He joined Bralirwa in January, 2012, after four years as Managing Director of the Heineken brewery in St. Lucia.

2. Sonia KUBWIMANA

Human Resource Director

Sonia KUBWIMANA, joined BRALIRWA in January, 1995 as Treasury Manager. She served in this position for eight years after which she moved to the position of Training and Development Manager within the HR department. Sonia is currently the Human Resources Director of the Company since January, 2009. She holds a Bachelor's Degree in Economics and Administrative from National University of Burundi and is pursuing an MBA program from Maastricht School of Management (ESAMI).

3. Pascal KARANGWA

Technical Director

Pascal KARANGWA, joined Bralirwa Ltd in 1995 as Mechanical Maintenance Engineer. He pursued his career as Fleet and Garage Manager then as Soft Drink plant Manager. He started his international career in Tchad where he worked as Supply Chain Manager / Site Manager from 2002 to 2004 and at Sierra Leone Brewery Limited as Supply Chain Manager from 2009 to 2011. He rejoined Bralirwa as Technical Director in 2011.

4. Philip EJIOFOR

Finance Director

Philip EJIOFOR, joined Bralirwa Ltd in September, 2012 as Finance Director. He started his career with Heineken NV in Nigerian Breweries Plc in November, 1990 as a Management Accountant. He has held the various positions in Nigerian Breweries Plc in the Treasury, Logistics, Planning and Control and Accounting departments. He has over twenty-five (25) years working experience in logistics, Tax, Finance and Accounting. He is a Fellow of the Institute of Chartered Accountants of Nigeria.

Senior Management (Continued)

5. Daaf van TILBURG,

Sales Director

Daaf van TILBURG Sales Director as of 15 April, 2013, joined Bralirwa Ltd in 2011 as Logistics Director. He started his career as project implementation manager within Lekkerland Nederland BV in 2004. In 2005, he joined Heineken Group Supply Chain in Zoeterwoude in the role of Consultant Corporate Distribution and Logistics. In 2010, Daaf was Manager Inbound and Domestic Logistics within Heineken Netherlands Supply. He holds a master degree in Science from Twente University in the Netherlands and a Professional Doctorate in Logistics from Eindhoven University in the Netherlands.

6. Jan van VELZEN

Marketing Director

Jan van VELZEN, Marketing Director as of 15 April, 2013, he holds a Master degree in Business Administration at the Erasmus University Rotterdam. He joined Bralirwa Ltd in August, 2011 as Sales & Marketing Director, prior to this position he worked in several sales and marketing positions in the Netherlands and Greece

7. Josué PEÑALOZA QUISPE

Logistic Director

Josué PEÑALOZA QUISPE, joined Bralirwa Ltd in September, 2013 as Logistics Director. He started his career with Heineken NV in Global Supply Chain offices in January, 2010, leading the expansion of the TPM program to the Logistics areas in 34 Operating Companies. Before, he was working more than 11 years in Procter & Gamble and Hewlett Packard in several Supply Chain, IT and Account Management roles in Peru, Brazil, Venezuela, Spain, Belgium, Germany, Romania and Egypt. He is Industrial Engineer (Peru), holds a Master degree in Business Administration (Spain) and two post-graduate specializations in Organizational Development (USA) and International Business (China).

Part of the HEINEKEN Company

PART FOUR

NOTICE OF ANNUAL MEETING


MUHE AMAKIPE MUKUNDA
AMAHIRWE YO GUTSINDIRA
35,000,000Rwf
YO KUGURA ABAKINNYI B'IBIHANGANGE
DRINK RESPONSIBLY
TURBO KING
1) GURA TURBO KING USHYIGIKIRE IKIPE UKUNDA
2) FATA UMUFUNIKO URIHO IKIRANGANTEGO CYA TKNFL
3) JYANA UMUFUNIKO URIHO IKIRANGANTEGO CYA TKNFL AHATEGANIJWE N'IKIPE YAWE
Ku bindi bisobanuro jya kuri TurboKingRwanda
TURBO KING NATIONAL FOOTBALL LEAGUE, MUGEZWAHO N'IGIHEMBO CY'ABAGABO

Bralirwa
Part of the HEINEKEN Company

Notice of Annual Meeting

Notice is hereby given that the 5th Annual Meeting of BRALIRWA Ltd., as a listed Company will be held at Kigali Serena Hotel, on 27th May 2015 at 2:30pm for the following purposes:

ORDINARY BUSINESS

1. Consideration of the annual report;
2. Receiving the auditor's report;
3. Consideration and approval of the financial statements;
4. Appropriation of profit and total comprehensive income for the year;
5. Discharge of the Directors and Auditors for financial year 2014,
6. Appointment of Directors;
7. Appointment of Auditors.

NOTES:

(a) PROXIES

A member of the Company entitled to attend and vote is entitled to appoint a proxy to attend instead of him/her. A Proxy for a Corporation may vote on a show of hands and on a poll. A proxy need not be a member. A Proxy Form is attached to the Annual Report and Accounts. If the proxy form is to be valid for the purposes of the meeting, it must be completed and deposited at the Head Office of CDSC Rwanda Ltd. the Registrars located in Kigali, Centenary House, 4th floor by 25 May, 2015.

(b) DIVIDEND

The payment of a total cash dividend for 2014 of Rwf 7.50 (seven Rwanda francs fifty cents) per share of Rwf 5.00 (Five Rwanda franc nominal value) will be proposed to the annual meeting of shareholders.

Please take note that the payment will be subject to a withholding tax. The book close date for BRALIRWA Ltd shares will be 22nd May,2015.

Dated 31st March, 2015.

By order of the Board
Eugène TWAHIRWA
Company Secretary

Proposed Resolutions

To the Annual Meeting of shareholders of Bralirwa Ltd. to be held on 27th May 2015

RESOLUTION 1

CONSIDERATION OF THE ANNUAL REPORT

The annual meeting of Shareholders considered and approved by ordinary resolution the annual report presented by the Chairman of the Board of Directors and thanks the Directors for the performance made during the accounting period ending 31st December 2014.

RESOLUTION 2

RECEIVING THE AUDITOR'S REPORT

The annual meeting of shareholders received and approved the auditor's report by ordinary resolution and noted the opinion of the auditors on the Bralirwa Ltd 2014 audited financial statements.

RESOLUTION 3

CONSIDERATION AND APPROVAL OF FINANCIAL STATMENTS

The annual meeting considered and approved by ordinary resolution the Bralirwa Ltd 2014 audited financial statements.

RESOLUTION 4

APPROPRIATION OF PROFIT AND TOTAL COMPREHENSIVE INCOME FOR THE YEAR

The annual meeting of shareholders approved the Profit and the total comprehensive income for the year 2014 of Rwf 13,242,157,238 and received the recommendation of the Board of Directors to declare the total dividend of Rwf 7.50 per share.
The annual meeting approves and declares a dividend of Rwf 7.50 per share.
The annual meeting decides that the book close date is 22nd May, 2015 and the final dividend will be paid on 25th June, 2015.
The annual meeting decides also to allocate the balance of the non-distributed net profit amounting to Rwf 5.37 per share to retained earnings.

RESOLUTION 5

DISCHARGE OF DIRECTORS AND AUDITORS FOR FINANCIAL YEAR 2014

The annual meeting of shareholders discharges the members of the Board and the Auditors for the year 2014.

RESOLUTION 6

APPOINTMENT OF DIRECTORS

The annual meeting appoints by ordinary resolution the following persons as Directors of Bralirwa Ltd. for a period of one year.
1. Dr. Oladele AJAYI
2. Mr. Jonathan HALL
3. Mrs. Chantal MUBARURE
4. Mr. George GAKUBA
5. Mr. Maarten Adriaan SCHUURMAN

The annual meeting requests the Directors to elect the Chairman and the Vice-Chairman among themselves. To this end, the annual meeting asks Dr Oladele AJAYI to convene and chair the first meeting of new Board of Directors.

RESOLUTION 7

APPOINTMENT OF AUDITORS

The annual meeting appoints by ordinary resolution Deloitte Rwanda Ltd as Auditor for a period of one year.
The annual meeting asks the Board of Directors to determine the salary and other expenses of the auditors.


open your world
Heineken
HEINEKEN LAGER BEER
Heineken
PREMIUM QUALITY
TRADE MARK
Heineken


Heineken

Bralirwa

Part of the HEINEKEN Company

PART FIVE

DIRECTORS' REPORT

Directors' Report

1. Legal status of the company

Bralirwa Ltd. is a public company limited by shares since 9 June, 2010, incorporated in the Republic of Rwanda under the law n°7/2009 of 27 April, 2009 relating to companies and registered by the Registrar General Office under n° 100004348. Bralirwa Ltd. was the first domestic company listed on the Rwanda Stock Exchange (RSE) as from 31st January, 2011.

The company is a subsidiary of Heineken N.V of Netherlands which owns 75% of the total shareholding while the remaining 25% is owned by the public. The company has a capital of Rwf 5,142,850,000 divided into 1,028,570,000 ordinary shares with a value of 5 Rwf . The number of the shareholders is 2641 as per 17th April, 2015.

The Board of Directors is composed of 5 members. The Directors profiles are on page 26.

2. Review of operations

The challenging trading conditions experienced at end 2013 continued for the first half of 2014. The second half of the year showed gradual improvement as reflected in stronger volume growth partricularly in the fourth quarter.

Total 2014 sales volume increased by 1.9 %. Total domestic sales increased by 5.6% of which beer grew by 6.4% and Soft drinks by 3.3%. Soft Drinks benefited from strong growth in the fourth quarter in contrast to the three preceding.

Total revenue increased by 0.9% due to changed product mix. For a second year in a row, no price increases were taken.

While top line growth was positive the absorption of additional costs, higher depreciation, increased finance charges and negative foreign exchange impacted bottom line performance. EBIT declined by 11.6% to Rwf 19,452 billion, and Profit and total comprehensive income (Profit After Tax) for the year declined by 13.8%.

Bralirwa
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Directors' Report (Continued)

The following is the summary of our operating results for the year ended 31 December, 2014.

Rwf thousands	2014	2013	% Change
Revenue	79,238	78,503	0.9%
Results from operating activities	**19,452**	**21,994**	**-11.6%**
Net finance cost	(682)	(374)	82.6%
Joint venture share of loss	0	(300)	100.0%
Profit before income tax	**18,770**	**21,320**	**-12.0%**
Income tax expenses	(5,528)	(5,862)	5.7%
Profit and total comprehensive income for the year	**13,242**	**15,459**	**-14.3%**

3. Dividend

The directors are recommending to the fifth annual meeting of shareholders the declaration of a total dividend of Rwf 7.50 per ordinary share of Rwf 5.00 per share. Note that given the 1:1 bonus share approved at the 2013 annual meeting of shareholders this dividend declaration is at the same value as that paid in 2014 in respect of 2013.

As per the law the proposed final dividend approved will be subject to deduction of withholding tax, the taxation is applicable to all shareholders whose names appear in the Company's Register of shareholders at the close of business on the 25th May, 2015.

4. Analysis of shareholding

Shareholder	Number and Class of Shares	Percentage of Issued Capital
Heineken International B.V.	411,480,000 ordinary shares	40%
Beleggingsmaatschappij Limba B.V.	359,950,000 ordinary shares	35%
Other Shareholders	257,140,000 ordinary shares	25%
Total	**1,028,570,000 Ordinary Shares**	**100%**

5. Our Brands

PRIMUS

Innovation was key in growing the Primus brand in 2014. The continued appeal and acceptance of the Primus 50cl grew the beer market and drove penetration resulting in a strengthened Primus as the Nation's leading beer.

The ever vibrant Primus delivered another successful activation of Primus Guma Guma Superstar (PGGSS), the Primus brand's music vehicle that has helped to elevate the music industry in Rwanda. In 2014, PGGSS staged concerts in 15 districts with total attendances in excess of 500,000 fans.

TURBO KING

Turbo King leads in the dark beer segment and through its sponsorship of the Turbo King National Football League contributed to the development of the game in Rwanda.

HEINEKEN

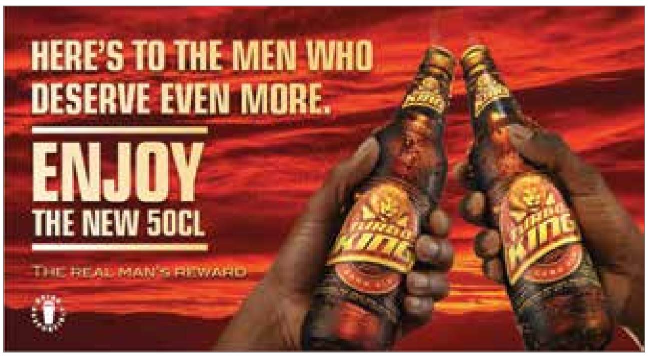
In 2014 Heineken once again leveraged the brand's global football platform, the UEFA Champions League. The brand is the clear leader in the International premium segment in Rwanda.

MUTZIG

Mutzig executed a new thematic campaign in 2014 to drive brand credentials with the new tag line "The world's best, in a beer". This was to emphasize the superior quality of the brand, and was driven by both ATL and BTL communication.

SOFT DRINKS

Bralirwa's Soft Drink portfolio maintained its 98.1% Market Share in the Soft Drinks market against increased competition from imported brands. Domestic volumes grew by 3.3% but with strong volume performance in the last quater.



Part of the HEINEKEN Company

TRADE MARKETING

In 2014, Bralirwa began to implement strategies based on the Trade Census concluded at the end of 2013.The new Bralirwa channel strategy was backed up with a clear activation calendar reaching more outlets with significantly more activations and promotions than in 2013.

6. Our Sales

Continued emphasis was placed on increasing impact in the market through effective application of modern selling and branding techniques.

In relation to our soft drinks sales we operated a successful pilot based around targeting selling resource in urban centres to drive volume and impulse purchases.

Our brands can be purchased country wide and to service our customers additional capacity has been added to ever improve service and coverage levels.

As the competitive market develops so too we ensure that our sales teams are equipped with latest selling techniques and supported with the latest technology.

Our distribution partners are fundamental to our reach and ability to serve. We continue to place emphasis upon developing the capacity of selected partners as we trial new ideas of management information to deepen our combined knowledge and understanding of the market.

7. Our Production

Highlight of the year was the formal inauguration by the Prime Minister and Senior Heineken and Coca Cola management of the new state of the art soft drink plant in Kicukiro. The investment was made and reported upon in 2013. The startup in quarter 1 2014 was amongst the most trouble free on record which is a complement to our technical and project support teams.

In Gisenyi capacity has been added and will come on stream in 2015. In addition further upgrading of utilities and services were made in 2014.

Quality remains fundamental to all we do in production to support and drive the creation of strong brands that consumers love to enjoy. These investments not only support volume growth but sustained high quality production.

Safety for our own people and for all who enter our sites is fundamental to our values and principles. Our safety record continues to improve in production and further emphasis will continue to be given in this critical area.

8. Our Organisation, Our People

2014 continued the initiatives commenced in the previous year with an emphasis on recruitment and training to support the upgrading in all departments.

A new training programme aimed at our first line managers was piloted with encouraging results. This programme is intended to identify and develop future management and to link their training needs with a clear career development path.

As a member of Heineken NV considerable benefit is gained from a wide range of training opportunities run in Africa and Europe. Full advantage has been taken of these as we continue to develop our people for the future.

Bralirwa

Part of the HEINEKEN Company

9. Our Local Sourcing

The Bramin irrigated farm was further developed to a total of 340 hectares under irrigation and a further 100 hectares of rain fed arable. Crops grown include seed maize and seed soya along with maize for milling into grits by Minimex for inclusion in the brewing process for Primus and Mutzig. It remains the ambition to maximize local sourcing of agricultural raw material and the Bramin farm contributes to this.

In addition, a smallholder project was commenced mid-year to provide assistance and support to smallholders in the growing and post-harvest handling of maize. This project is being run in association with a non governmental organization, Eucord and is supported by Heineken, Bralirwa and the Dutch Government.

10. Our corporate social responsibility programme: From and for Rwanda

Social Investments

Water

Sustainable Water Supply to Communities program in financial year 2014 continued. Bralirwa Ltd and Coca-Cola, as well as others stakeholders including Government have contributed to a commendable community project which consisted to a piped water supply network erected and operational in Kicukiro district, Nyarurama Sector, this project allowed more than 4000 people to access clean water.

Donation to Persons with disabilities

Bralirwa Ltd donated Rwf 50 millions worth of brand new automated sewing machines which use latest technology to support income generation for Persons with Disabilities.

Bralirwa Ltd employees' support to less fortunate patients in Hospital

Every time we find opportunities to intervene in the well-being of Rwandans, we are always more than glad to feel part of the community. On behalf of Bralirwa family, an amount of Rwf 2 million and different consumables were given to patients and CHUK's social center, to allow them to enjoy the festive season.

CSR Activities through Primus Guma Guma Superstar

During the month of April, different activities towards genocide survivors were initiated through PGGSS contestants:

Supporting 166 genocide survivors in the Kicukiro District with Medical Insurance, a visit and donation to Nyanza Memorial Site, lighting (provide electricity) for 10 houses of the genocide survivors in Nyamirambo Sector, and participation in Umuganda (community work) as well as make a donation to settlement of the old widows of genocide.

10. Our corporate social responsibility programme: From and for Rwanda (Continued)

Environment

Since it started its operations, Bralirwa Ltd is continually striving to support a variety of projects aiming to protect environment such as tree planting, waste water treatement, glass and crates recycling; Bralirwa Ltd remains at the forefront in environmental protection within the communities surrounding its operations.

Recycling program

Bralirwa Ltd commences bottle recycling to reinforce environmental awareness; 99% of Bralirwa Ltd's beer and soft drink bottles are in returnable glass bottles; as we all know, glass bottles can break! Therefore, Bralirwa Ltd has initiated a pilot recycling project aiming to transport cullet to glass manufacturer KIOO Limited/Mwanza in neighboring country Tanzania, to be used as raw material into the production of new bottles. More than 120 tons were transported and the process will continue.

Waste Water treatment

To meet the current waste water treatment capabilities and capacity, new facility of 375 meter cubes was subsequently built to reinforce the existing built in 2010. The new facility has permitted the soft drink plant to treat all the waste water that it uses for manufacturing processes and afterward return it to the environment at favorable levels.

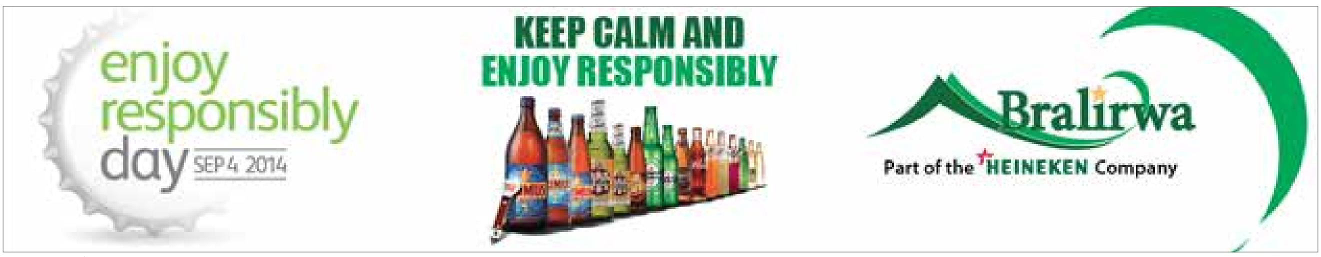
Advocating Responsible Consumption

Drinking and driving

In 2014, Bralirwa Ltd renewed its partnership with Rwanda National Police, wich consisted to remind drivers and community , the responsible drinking and responsible driving behavior through the campaign: "Don't drink and Drive"

Underage drinking

While endeavoring to prevent alcohol misuse and abuse in the communities in which we live, Bralirwa Ltd launched an innovative campaign titled 'Do Not Drink before the Legal Age. Be the Pride of Your Family' specifically targeting Rwandan youth, the program consisted in the development and printing of an educational message designed as graphics; 20,000 booklets were produced and distributed to different schools in Kigali.



11. Independent Auditors

The Auditors KPMG Rwanda Ltd were re-appointed from 29th May, 2014 and the board is proposing to the annual general meeting of shareholders to appoint Deloitte Rwanda Ltd as Bralirwa Ltd. Auditors for one year.

Dated the 31st March, 2015

For the Board of Directors

Chairman of the Board

Vice - Chairman of the Board


thirsty for
an ice-cold
Coke?
Coca-Cola
open happiness
Coca-Cola


Coca-Cola
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PART SIX

BRALIRWA STATEMENT OF FINANCIAL ACCOUNTS

STATEMENT OF DIRECTORS RESPONSIBILITY

The Company's directors are responsible for the preparation of financial statements that give a true and fair view of Brasseries et Limonaderies du Rwanda comprising the statement of financial position as at 31 December 2014, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and the notes to the financial statements, which include a summary of significant accounting policies and other explanatory notes, in accordance with International Financial Reporting Standards and in the manner required by Law No. 07/009 of 27/4/2009 relating to companies in Rwanda as modified by Law No 14/2010 of 07/05/2010.

The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and for maintaining adequate accounting records and an effective system of risk management.

The directors have made an assessment of the ability of the Company to continue as going concern and have no reason to believe that the business will not be a going concern in the year ahead.

The auditors are responsible for reporting on whether the financial statements give a true and fair view in accordance with the applicable financial reporting framework.

Approval of the financial statements

The financial statements of Brasseries et Limonaderies du Rwanda, as identified in the first paragraph, were approved by the board of directors on 31st March, 2015 and signed by:

____
Chairman of the Board

____
Vice - Chairman of the Board

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REPORT OF THE INDEPENDENT AUDITOR TO THE SHAREHOLDERS OF BRASSERIES ET LIMONADERIES DU RWANDA

Report on the financial Statements

We have audited the accompanying financial statements of Brasseries et Limonaderies du Rwanda ("the Company") which comprise the statement of financial position as at 31 December 2014, and the statements of comprehensive income, changes in equity and cash flows for the year then ended, and notes to the financial statements which include a summary of significant accounting policies and other explanatory notes as set out on pages 58 to 93.

Directors' responsibility for the financial statements

The company's directors are responsible for the preparation of financial statements that give a true and fair view in accordance with International Financial Reporting Standards, and in the manner required by Law No. 07/2009 of 27/4/2009 relating to companies in Rwanda as modified by Law No 14/2010 of 07/05/2010, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with relevant ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the entity's preparation and fair presentation of the financial statements 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements give a true and fair view of the financial position of Brasseries et Limonaderies du Rwanda at 31 December 2014, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the Law No. 07/2009 of 27/4/2009 relating to companies in Rwanda as modified by Law No 14/2010 of 07/05/2010.

KPMG

Emphasis of Matter

We draw attention to note 31 to the financial statements, which indicates that the company is legally challenging the basis on which the Rwanda Revenue Authority (RRA) has calculated additional excise duties during 2010 to 2012. The note also indicates that directors have not recognized any provision for liability to the RRA based on a court ruling in favour of the company in respect of the calculation of additional excise duties during 2007 to 2009. The note gives details of these cases and appeals and explains that the directors have disclosed a contingent liability as the ultimate outcome of these cases cannot presently be determined.
Our opinion is not qualified in respect of this matter.

Report on other legal requirements

As required by the provisions of Article 247 of Law No. 07/2009 of 27/4/2009 relating to companies in Rwanda as modified by Law No 14/2010 of 07/05/2010, we report to you, that:

(i) We have obtained all the information and explanations, which to the best of our knowledge and belief, were necessary for the purpose of our audit;

(ii) In our opinion, proper books of account have been kept by the company, so far as appears from our examination;

(iii) The statement of comprehensive income and statement of financial position are in agreement with the books of account;

(iv) We have no relationship, interest or debt with the Brasseries et Limonaderies du Rwanda. As indicated in our report on the financial statements, we comply with ethical requirements. These are the International Federation of Accountants' Code of Ethics for Professional Accountants, which includes comprehensive independence and other requirements.

(v) We have reported internal control matters, together with our recommendations, to management in a separate management letter.

Stephen Ineget
KPMG Rwanda Limited
Certified Public Accountants
P.O. Box 6755
Kigali, Rwanda

Date: 30/04/2015

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 December, 2014

	Notes	2014 Rwf'000	2013 Rwf'000
Revenue	**7**	**79,238,392**	**78,503,492**
Cost of sales		(50,012,827)	(46,665,254)
Gross profit		**29,225,565**	**31,838,238**
Other income	8	1,964,714	2,357,403
Selling and distribution expenses		(4,122,113)	(4,105,035)
Administrative expenses		(7,412,654)	(7,782,738)
Other operating expenses		(203,251)	(313,675)
Total expenses		**(11,738,018)**	**(12,201,448)**
Results from operating activities	9	**19,452,261**	**21,994,193**
Finance income		1,907,461	701,349
Finance costs		(2,589,898)	(1,075,073)
Net finance cost	11	**(682,437)**	**(373,724)**
Share of loss of the joint venture	16	-	(300,000)
Profit before income tax		**18,769,824**	**21,320,469**
Income tax expense	12	(5,527,666)	(5,861,531)
Profit and total comprehensive income for the year		**13,242,158**	**15,458,938**
Basic earnings per share – Rwf	**21**	**12.87**	**15.03**

The notes on pages 58 to 93 are an integral part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 31 December, 2014

Assets	Notes	2014 Rwf'000	2013 Rwf'000
Non-current assets			
Property, plant and equipment	13	66,417,611	54,688,452
Intangible assets	14	-	-
Investments in associate	15	9,224	9,224
Receivables from related parties	30 (e)	3,765,668	2,449,839
Total non-current assets		**70,192,503**	**57,147,515**
Current assets			
Inventories	17	24,377,189	21,800,004
Receivable from related parties	30(e)	1,484,426	285,038
Trade and other receivables	18	8,337,362	9,441,681
Tax recoverable	12	1,409,908	304,718
Cash and cash equivalents	19	1,382,843	2,557,860
Total current assets		**36,991,728**	**34,389,301**
Total assets		**107,184,231**	**91,536,816**
Equity			
Share capital	20	5,142,850	514,285
Share premium	20	84,857	84,857
Other reserves	20	2,071,990	2,071,990
Retained earnings	Pg9	33,414,574	32,515,256
Total equity		**40,714,271**	**35,186,388**
Non-current liabilities			
Loans and borrowings	22	3,225,400	4,363,760
Deferred income	23	-	169,682
Deferred tax liability	25	5,757,136	2,504,773
Total non-current liabilities		**8,982,536**	**7,038,215**
Current liabilities			
Loans and borrowings	22	17,661,863	10,052,021
Payable to related parties	30(e)	3,991,391	3,872,494
Trade and other payables	26	35,834,170	35,377,168
Deferred income	23	-	10,530
Total current liabilities		**57,487,424**	**49,312,213**
Total liabilities		**66,469,960**	**56,350,428**
Total equity and liabilities		**107,184,231**	**91,536,816**

The Board of Directors approved the financial statements set out on pages 53 to 93 on 31 March, 2015 and were signed on its behalf by:

Chairman of the Board:____________________________ Vice - Chairman of the Board:____________________________

The notes on pages 58 to 93 are an integral part of these financial statements.

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 December, 2014

Year ended 31 December 2013	Notes	Share capital Rwf'000	Share premium Rwf'000	Other reserves Rwf'000	Retained earnings Rwf'000	Total equity Rwf'000
1 January 2013		514,285	84,857	2,071,990	27,342,019	30,013,151
Total comprehensive income for the year		-	-	-	15,458,938	15,458,938
Transactions with owners, recognised directly in equity						
Dividends Paid in the year for 2012		-	-	-	(10,285,700)	(10,285,700)
Total distribution to owners of the company		**-**	**-**	**-**	**(10,285,700)**	**(10,285,700)**
Balance at 31 December 2013		**514,285**	**84,857**	**2,071,990**	**32,515,256**	**35,186,388**
Year ended 31 December 2014						
1 January 2014		514,285	84,857	2,071,990	32,515,256	35,186,388
Total comprehensive income for the year		-	-	-	13,242,158	13,242,158
Transactions with owners, recognised directly in equity						
Capitalization of retained earnings	20	4,628,565			(4,628,565)	-
Dividends Paid in the year for 2013	20	-	-	-	(7,714,275)	(7,714,275)
Total transactions with owners		**4,628,565**	**-**	**-**	**(12,342,840)**	**(7,714,275)**
Balance at 31 December 2014		**5,142,850**	**84,857**	**2,071,990**	**33,414,574**	**40,714,271**

The notes on pages 58 to 93 are an integral part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 December, 2014

	Notes	2014 Rwf'000	2013 Rwf'000
Cash flow from operating activities			
Profit before tax		18,769,824	21,320,469
Adjustments for:			
Interest paid	11	1,189,704	313,919
Finance costs (interest)	11	(1,651)	(119,331)
Depreciation	13	6,690,901	5,165,056
Gain on sale of property, plant, and equipment.	8	(115,926)	(82,616)
Share of loss of the joint venture	16	-	300,000
		26,532,852	**26,897,497**
Changes in:			
- trade and other receivables	18	1,104,319	(1,702,026)
- related party balances	30 (e)	(2,396,319)	(1,253,301)
- inventories	17	(2,577,185)	(5,466,114)
- trade and other payables	26	457,002	(689,322)
- deferred income	23	(180,212)	160,359
Cash generated from operating activities		**22,940,457**	**17,947,093**
Interest received	11	1,651	119,331
Interest paid	11	(1,189,704)	(313,919)
Income tax paid	12	(3,380,493)	(6,428,212)
Net cash flow (used in)/from operating activities		**18,371,911**	**11,324,293**

Bralirwa Part of the HEINEKEN Company

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 December, 2014 (continued)

	Notes	2014 Rwf'000	2013 Rwf'000
Cash flow from investing activities			
Proceeds from disposal of items of property, plant, and equipment		673,990	82,616
Acquisition of items of property, plant and equipment	13	(18,978,125)	(19,401,205)
Investment in joint venture	16	-	(300,000)
Net cash used in investing activities		**(18,304,135)**	**(19,618,589)**
Cash flow from financing activities			
Receipt of loans and borrowings		5,611,493	3,000,000
Repayment of loans and borrowings	22	(999,913)	(635,643)
Dividends paid		(7,714,275)	(10,285,700)
Net cash flow used in financing activities		**(3,102,695)**	**(7,921,343)**
Net decrease in cash and cash equivalents		**(3,034,919)**	**(16,215,639)**
Cash and cash equivalents at 1 January		(6,493,564)	9,722,075
Cash and cash equivalents as at 31 December	19	**(9,528,483)**	**(6,493,564)**

The notes on pages 58 to 93 are an integral part of these financial statements.

Part of the HEINEKEN Company

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014

1. Reporting entity

Brasseries et Limonaderies du Rwanda is incorporated in Rwanda under the Law No. 07/2009 of 27/4/2009 relating to companies in Rwanda as modified by Law No 14/2010 of 07/05/2010 and is domiciled in Rwanda. The address of its registered office is:

Kicukiro
P.O. Box 131
Kigali, Rwanda.

The principal activities of the Company are the marketing, brewing and selling of beer and other alcoholic and non-alcoholic beverages.

2. Basis of preparation

a. Statement of compliance

The financial statements have been prepared in accordance with International Financial Reporting Standards (IFRS's) and in the manner required by law N⁰ 07/2009 of 27/04/2009 relating to companies in Rwanda as modified by law N⁰ 14/2010 of 07/05/2010.

b. Basis of measurement

The measurement basis applied is the historical cost basis, except where otherwise stated in the accounting policies below.

c. Functional and presentation currency

These financial statements are presented in Rwanda Francs (Rwf), which is the Company's functional currency. All financial information presented in Rwanda Francs has been rounded to the nearest thousand.

d. Use of estimates and judgment

The preparation of the financial statements in conformity with IFRS's requires management to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses.

Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimates are revised and in any future periods affected.

Information about critical judgments in applying accounting policies that have the most significant effect on the amounts recognised in the financial statements is included in the following notes:

- Note 4: Determination of fair values

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 *(Continued)*

3. Significant 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 in these financial statements.

a. Foreign currency transactions

Transactions in foreign currencies are translated to the functional currency of the company at the exchange rates at the dates of the transactions. Monetary assets and liabilities denominated in foreign currencies at the reporting date are retranslated to the functional currency at the exchange rate at that date.

The foreign currency gain or loss arising on monetary items is the difference between amortised cost in the functional currency at the beginning of the year, adjusted for effective interest and payments during the year, and the amortised cost in foreign currency translated at the exchange rate at the end of the reporting period.

Foreign currency differences arising on retranslation are recognised in profit and loss. Non-monetary assets and liabilities denominated in foreign currencies that are measured at cost remain translated into the functional currency at historical exchange rates.

b. Revenue

Revenue from the sale of products in the ordinary course of business is measured at the fair value of the consideration received or receivable, net of Value Added Tax (VAT), excise duties, returns, customer discounts, and other sales-related discounts. Revenue from the sale of products is recognized in profit or loss when the amount of revenue can be measured reliably, the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs and possible return of products can be estimated reliably, and there is no continuing management involvement with the products.

c. Property, plant and equipment

Recognition and measurement

Items of property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Cost comprises expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour and any other costs directly attributable to bringing the asset to a working condition for its intended use and the costs of dismantling and removing the items and restoring the site on which they are located.

Borrowing costs related to the acquisition or construction of qualifying assets are capitalised as part of the cost of that asset.

Spare parts that are acquired as part of an equipment purchase and only to be used in connection with this specific equipment are initially capitalised as part of the equipment.

Where an item of property, plant and equipment comprises major components having different useful lives, they are accounted for as separate items of property, plant and equipment.

Depreciation

Depreciation is calculated over the depreciable amount, which is the cost of an asset, less its residual value.

Land is not depreciated. Depreciation on other property, plant, and equipment is charged to profit or loss on a straight-line basis over the estimated useful lives of items of property, plant and equipment, and major components that are accounted for separately, since this most closely reflects the expected pattern of consumption of the future economic benefits embodied in the asset. Assets under construction are not depreciated.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies / Depreciation (*Continued*)

The estimated useful lives are as follows:

• Buildings	40 years
• Plant and equipment	20-25 years
• Furniture and fittings	3-5 years
• Motor vehicles	3-5 years
• Returnable packaging *	5–7 years

* - Returnable packaging includes glass bottles and crates. Bottles and crates are stated at cost less accumulated depreciation and accumulated impairment losses. Bottles and crates are depreciated over 5 years and 7 years respectively.

The depreciation methods, residual values, as well as the useful lives are reassessed, and adjusted if appropriate, at each financial year-end.

Subsequent costs

The cost of replacing a component of an item of property, plant, and equipment is recognised in the carrying amount of the item or recognised as a separate asset, as appropriate, if it is probable that the future economic benefits embodied within the component will flow to the company and its cost can be measured reliably. The carrying amount of the replaced component is derecognized. The costs of the day-to-day servicing of property, plant, and equipment are recognised in profit or loss when incurred.

Gains and losses on disposal

Net gains on sale of items of property, plant, and equipment are presented in profit or loss as other income. Net losses on sale are included in depreciation. Net gains and losses are recognised in profit or loss when the significant risks and rewards of ownership have been transferred to the buyer, recovery of the consideration is probable, the associated costs can be estimated reliably, and there is no continuing management involvement with the property, plant, and equipment.

d. Intangible assets Computer software

The costs incurred to acquire and bring to use specific computer software licences are capitalised. Capitalised computer software licences are measured at cost less accumulated amortisation and accumulated impairment losses.

Amortisation is based on the cost of the asset less its residual value. Amortisation is recognised in profit or loss on a straight line basis over the expected useful lives, from the date it is available for use. The estimated useful life for the current and comparative years is 3 years.

Amortisation methods, useful lives and residual values are reviewed at each reporting date and adjusted if appropriate.
Costs associated with maintaining software are recognised as an expense as incurred.

e. Inventories

Inventories are measured at the lower of cost and net realisable value. The cost of inventories is based on the weighted average cost formula, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and condition. Costs include an appropriate share of direct production overheads based on normal operating capacity.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and selling expenses.

Spare parts are valued at the lower of cost and net realisable value. Value reductions and usage of parts are charged to profit or loss.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies / Depreciation (*Continued*)

f. Investments in a joint ventures

The Company's interest in equity-accounted investees comprise interest in an associate and a joint venture.

Associates are those entities in which the Company has significant influence, but not control or joint control, over the financial and operating policies. A joint venture is an agreement in which the Company has joint control, whereby the Company has rights to the net assets of the arrangement, rather than rights to its assets and obligations for its liabilities.

Interests in the associate and the joint venture are accounted for using the equity method. They are recognized initially at cost, which includes the transaction costs. Subsequent to the initial recognition, the financial statements include the Company's share of the profit or loss and OCI of equity-accounted investees, until the date on which significant influence or joint control ceases.

When Bralirwa (the joint venture) share of losses exceeds the carrying amount of the Joint venture, including any long-term investments, the carrying amount is reduced to nil and recognition of further losses is discontinued except to the extent that Bralirwa has an obligation or has made a payment on behalf of the joint venture.

g. Impairment

(i) Financial assets

A financial asset not carried at fair value is assessed at each reporting date to determine whether there is any objective evidence that it is impaired. A financial asset is considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset that can be estimated reliably.

Objective evidence that financial assets are impaired can include default or delinquency by a debtor, restructuring of an amount due to the Company on terms that the Company would not consider otherwise, indications that a debtor or issuer will enter bankruptcy, adverse changes in the payment status of borrowers or issuers in the Company, economic conditions that correlate with defaults or the disappearance of an active market for a security. In addition, for an investment in an equity security, a significant or prolonged decline in its fair value below its cost is objective evidence of impairment.

An impairment loss in respect of a financial asset measured at amortized cost is calculated as the difference between its carrying amount, and the present value of the estimated future cash flows discounted at the original effective interest rate. An impairment loss in respect of an available-for-sale financial asset is calculated by reference to its current fair value.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

All impairment losses are recognized in the profit or loss. An impairment loss is reversed if the reversal can be related objectively to an event occurring after the impairment loss was recognized. For financial assets measured at amortized cost, the reversal is recognized in the profit or loss.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

(ii) Non-Financial assets

The carrying amounts of the Company's non-financial assets and inventories are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists then the asset's recoverable amount is estimated.

An impairment loss is recognized if the carrying amount of an asset or its cash-generating unit exceeds its recoverable amount. A cash-generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups.

The recoverable amount of an asset or cash-generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

Impairment losses are recognized in profit or loss. Impairment losses recognized in respect of cash-generating units reduce the carrying amount of the other assets in the unit (group of units) on a pro rata basis.

Impairment losses recognized in prior periods are assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

h. Employee benefits

(i) Defined contribution plans

A defined contribution plan is a pension plan under which the company pays fixed contributions into a separate entity. The company has 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 company and all its employees contribute to the National Social Security Fund, which is a defined contribution scheme. The company also operates a separate defined contribution retirement benefit scheme for its eligible employees. Obligations for contributions to defined contribution pension plans are recognized as an employee benefit expense in profit or loss in the periods during which services are rendered by employees.

Prepaid contributions are recognized as an asset to the extent that a cash refund or a reduction in future payments is available.

(ii) Other long-term employee benefits

The company's net obligation in respect of long-term employee benefits, other than pension plans, is the amount of future benefit that employees have earned in return for their service in the current and prior periods; that benefit is discounted to determine its present value, and the fair value of any related assets is deducted.

(iii) Short-term employment benefits

Short-term employee benefit obligations are measured on an undiscounted basis and are expensed as the related service is provided.

A liability is recognized for the amount expected to be paid under short-term benefits if the company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee and the obligation can be estimated reliably.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*))

3. Significant accounting policies (*Continued*)

h. Employee benefits *(Continued)*

(iv) Termination benefits

Termination benefits are payable when employment is terminated by the Company before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. Termination benefits are recognized as an expense when the company is demonstrably committed to either terminating the employment of current employees according to a detailed formal plan without possibility of withdrawal, or providing termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognized if the company has made an offer encouraging voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably.

Benefits falling due more than 12 months after the reporting date are discounted to their present value.

(v) Share-based payment transactions

The grant date fair value of the share rights granted is recognized as personnel expenses with a corresponding increase in equity. The costs of the share plan for senior management members are spread evenly over the performance period for market conditions and are adjusted to reflect the actual number of share rights that will vest (for internal conditions). The fair value (for market conditions) is measured at grant date using the Monte Carlo model taking into account the terms and conditions of the plan.

On each reporting date, Bralirwa revises its estimates of the number of share plan rights that are expected to vest, only for the 75% internal performance conditions of the share plan of the senior management members. It recognizes the impact of the revision of original estimates, if any in profit or loss with a corresponding adjustment to equity. The fair value is measured on grant date

(vi) Leave

Accrual for annual leave is made as employees earn it and reduced when taken.

i. Provisions

A provision is recognized if, as a result of a past event, the company has a present legal or constructive obligation that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation. Provisions are determined by discounting the expected future cash flows at a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The unwinding of the discount is recognized as finance cost.

j. Comparatives

Where necessary, comparative figures have been restated to conform to changes in presentation in the current year as follows; Note 21, the base shares used in EPS computation has been adjusted for bonus issues of shares to conform to the requirements of IAS 33. In Note 30(e), an amount of Rwf, 2,449,839,000 has been reclassified to non-current related party receivables, from current related party receivables.

k. Lease payments

Operating lease payments

Payments made under operating leases are recognized in profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized in profit or loss as an integral part of the total lease expense, over the term of the lease.

l. Finance income and finance cost

Finance income comprises interest income on funds invested. Interest income is recognized as it accrues in profit or loss, using the effective interest method.
Finance costs comprise interest expense on borrowings.
Foreign currency gains and losses are reported on a net basis as either finance income or finance expense depending on whether foreign currency movements are in a net gain or net loss position

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

m. Income tax

Income tax expense comprises current and deferred tax. Current tax and deferred tax are recognised in profit or loss except to the extent that it relates to items recognised directly in equity or in other comprehensive income. Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. Deferred tax is measured at the tax rates that are expected to be applied to temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the reporting date.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised for unused tax losses, tax credits and deductible temporary differences, to the extent that it is probable that future taxable profits will be available against which they can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

n. Earnings per share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.
The weighted average number of ordinary shares outstanding during the period and for all periods presented is adjusted for events that have changed the number of ordinary shares outstanding without a corresponding change in resources.

Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding adjusted for the effects of all dilutive potential ordinary shares, which comprise share rights granted to employees.

o. Dividends

Dividends declared after the reporting period but before the financial statements are authorised for issue, are not recognised as a liability at the end of the reporting period because no obligation exists at that time.

Dividends recognised as distributions to owners and related amounts per share are presented in the notes to financial statements.

p. Deposits by customers

Returnable bottles and crates in circulation are recorded within bottles and crates and a corresponding liability is recorded in respect of the obligation to repay the customers' deposits. Deposit liabilities are released to profit or loss to the extent that these liabilities no longer represent the Company's stock in customer custody. Deposits paid by customers for returnable items are reflected in the statement of financial position within current liabilities.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

q. Financial instruments

(i) Classification

A financial instrument is a contract that gives rise to both a financial asset of one entity and a financial liability or equity instrument of another entity. The company classifies its financial instruments into the following categories: financial assets or financial liabilities at fair value through profit or loss, loans and receivables, held-to-maturity financial assets and available-for-sale financial assets. The classification depends on the purpose for which the investments were acquired. Management determines the classification of its investments at initial recognition.

Financial assets or financial liabilities at fair value through profit or loss are financial assets or financial liabilities held for trading and those designated at fair value through profit or loss at initial recognition. A financial asset or financial liability is classified into this category at inception if acquired or incurred principally for the purpose of selling or repurchasing in the near term, if it forms part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short-term profit-taking, or if so designated by management.

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market other than those that the company intends to sell in the short term or that it has designated as at fair value through profit or loss or available-for-sale.

Held-to-maturity financial assets are non-derivative financial assets with fixed or determinable payments and fixed maturities –other than those that meet the definition of loans and receivables – that the company's management has the positive intention and ability to hold to maturity. These assets include deposits with financial institutions.

Available-for-sale financial assets are non-derivative financial assets that are either designated in this category or not classified in any of the other categories.

(ii) Recognition

The company recognises financial assets through profit or loss and available-for-sale financial assets on the date it commits to purchase the assets. From this date, available-for-sale financial assets and financial assets at fair value through profit or loss are carried at fair value.

Realised and unrealised gains and losses arising from changes in the fair value of the 'financial assets at fair value through profit or loss' category are included in profit or loss in the period in which they arise.

Unrealised gains and losses arising from changes in the fair value of non-monetary securities classified as available-for-sale are recognised in other comprehensive income. Loans and receivables and held-to-maturity receivables are recognised on the day they are transferred to the company and carried at amortised cost using the effective interest method.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

q. Financial Instruments (Continued)

(iii) Measurement

Financial instruments are measured initially at fair value, including transaction costs.

Subsequent to initial recognition all available-for-sale assets are measured at fair value, except that any instrument that does not have a quoted market price in an active market and whose fair value cannot be reliably measured is stated at cost, including transaction costs, less impairment losses.

All non-trading financial liabilities, loans and receivables and held-to-maturity assets are measured at amortised cost less impairment losses. Amortised cost is calculated on the effective interest rate method. Premiums and discounts, including initial transaction costs, are included in the carrying amount of the related instrument and amortised based on the effective interest rate of the instrument.

(iv) Fair value measurement principles

The fair value of financial instruments is based on their quoted market price at the reporting date without any deduction for transaction costs. If the market for a financial asset is not active, the company establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same and discounted cash flow analysis.

(v) Derecognition

A financial asset is derecognised when the company loses control over the contractual rights to the cash flows of the asset. This occurs when the rights are realised, expire or are surrendered. A financial liability is derecognised when its contractual obligations are discharged, cancelled or expire.

Loans and borrowings

Loans and borrowings are recognized initially at fair value, net of transaction costs incurred and are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Loans and borrowings, for which the company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date, are classified as non-current liabilities.

Ordinary shares

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity, net of any tax effects.

Cash and cash equivalents

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand, deposits held at call with banks, and short term investments net of bank overdrafts.

Offsetting of financial assets and financial liabilities

Financial assets and liabilities are offset and the net amount reported on the statement of financial position when there is a legally enforceable right to set-off the recognised amount and there is an intention to settle on a net basis, or to realise the asset and settle the liability simultaneously.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

r. New standards and interpretations not yet adopted

There are new or revised Accounting Standards and Interpretations in issue that are not yet effective. These include the following Standards and Interpretations that are applicable to the business of the Company and will have an impact on future financial statements; these will be adopted in the period that they become mandatory unless otherwise indicated:

- *IFRS 9 Financial Instruments*

  IFRS 9, published in July 2014, replaces the existing guidance in IAS 39 Financial Instruments: Recognition and Measurement. IFRS 9 includes revised guidance on the classification and measurement of financial instruments, including a new expected credit loss model for calculating impairment on financial assets, and the new general hedge accounting requirements. It also carries forward the guidance on recognition and derecognition of financial instruments from IAS 39.IFRS 9 is effective for annual reporting periods beginning on or after 1 January 2018, with early adoption permitted.

  The Company is currently assessing the impact of the amendment on the Company's financial position and performance.

- *IFRS 15 Revenue from Contracts with Customers*

  IFRS 15 establishes a comprehensive framework for determining whether, how much and when revenue is recognised. It replaces existing revenue recognition guidance, including IAS 18 Revenue, IAS 11 Construction Contracts and IFRIC 13 Customer Loyalty Programmes. IFRS 15 is effective for annual reporting periods beginning on or after 1 January 2017, with early adoption permitted.

  The company is assessing the potential impact on its consolidated financial statements resulting from the application of IFRS 15.

- *Defined Benefit Plans: Employee Contributions (Amendments to IAS 19) – Effective for annual periods beginning on or after 1 July 2014.*

  The amendments introduce relief that will reduce the complexity and burden of accounting for certain contributions from employees or third parties. Such contributions are eligible for practical expedient if they are: set out in the formal terms of the plan, linked to service; and independent of the number of years of service.

  When contributions are eligible for the practical expedient, a company is permitted (but not required) to recognise them as a reduction of the service cost in the period in which the related service is rendered.

  The amendments apply retrospectively for annual periods beginning on or after 1 July 2014 with early adoption permitted.

  The adoption of these changes is not expected to have a significant impact on the amounts and disclosures of the company.

- *Amendments to IAS 16 and IAS 38 – Clarification of Acceptable Methods of Depreciations and Amortization - Effective for annual periods beginning on or after 1 January 2016*

  The amendments to IAS 38 Intangible Assets introduce a rebuttable presumption that the use of revenue-based amortization methods for intangible assets is inappropriate. The presumption can be overcome only when revenue and the consumption of the economic benefits of the intangible asset are 'highly correlated', or when the intangible asset is expressed as a measure of revenue.

  The amendments apply prospectively for annual periods beginning on or after 1 January 2016 and early adoption is permitted.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

3. Significant accounting policies (*Continued*)

The adoption of these changes will not affect the amounts and disclosures of the company's property and equipment and intangible assets.

- *Disclosure Initiative (Amendments to IAS 1)*

The amendments provide additional guidance on the application of materiality and aggregation when preparing financial statements. The amendments apply for annual periods beginning on or after 1 January 2016 and early application is permitted.

The adoption of these changes will not affect the amounts and disclosures of the company.

- *Equity Method in Separate Financial Statements (Amendments to IAS 27) - Effective for annual periods beginning on or after 1 January 2016*
- *IFRS 14 Regulatory Deferral Accounts - Effective for annual periods beginning on or after 1 January 2016*
- *Investment Entities: Applying the Consolidation Exception (Amendments to IFRS 10, IFRS 12 and IAS 28) - Effective for annual periods beginning on or after 1 January 2016*
- *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) - Effective for annual periods beginning on or after 1 January 2016*
- *Accounting for Acquisitions of Interests in Joint Operations (Amendments to IFRS 11) - Effective for annual periods beginning on or after 1 January 2016*
- *Amendments to IAS 41 - Bearer Plants (Amendments to IAS 16 and IAS 41) - Effective for annual periods beginning on or after 1 January 2016*

All Standards and Interpretations will be adopted at their effective date (except for those Standards and Interpretations that are not applicable to the entity).

4. Determination of fair values

A number of the Company's accounting policies and disclosures require the determination of fair value, for both financial and non-financial assets and liabilities. Fair values have been determined for measurement and/or disclosure purposes based on the following methods. When applicable, further information about the assumptions made in determining fair values or for the purpose of impairment testing is disclosed in the notes specific to that asset or liability.

(i) Investments in equity

The fair value of financial assets at fair value through profit or loss, held-to-maturity investments and available for-sale financial assets is determined by reference to their quoted closing bid price at the reporting date. The fair value of held-to-maturity investments is determined for disclosure purposes only. In case the quoted price does not exist at the date of exchange, the investments are valued indirectly based on discounted cash flow models. If the fair value cannot be determined reliably by observable market data, then the investments are carried at cost.

The Company measures fair values using the following fair value hierarchy, which reflects the significance of the inputs used in making the measurements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

4. Determination of fair values (*Continued*)

Level 1: inputs that are quoted market prices (unadjusted) in active markets for identical instruments.

Level 2: inputs other than quoted prices included within Level 1 that are observable either directly (i.e. as prices) or indirectly (i.e. derived from prices). This category includes instruments valued using: quoted market prices in active markets for similar instruments; quoted prices for identical or similar instruments in markets that are considered less than active; or other valuation techniques in which all significant inputs are directly or indirectly observable from market data.

Level 3: inputs that are unobservable. This category includes all instruments for which the valuation technique includes inputs not based on observable data and the unobservable inputs have a significant effect on the instrument's valuation. This category includes instruments that are valued based on quoted prices for similar instruments for which significant unobservable adjustments or assumptions are required to reflect differences between the instruments.

Valuation techniques include net present value and discounted cash flow models, and comparison with similar instruments for which market observable prices exist.

Assumptions and inputs used in valuation techniques include risk-free and benchmark interest rates, credit spreads and other premia used in estimating discount rates, bond and equity prices, foreign currency exchange rates, equity and equity index prices and expected price volatilities and correlations.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

4. Determination of fair values (*Continued*)

Fair value versus carrying amounts

The fair value of financial assets and liabilities together with the carrying value shown in the statement of financial position are analysed as follows:

	Carrying amount		Fair values	
	2014 Rwf 000	2013 Rwf 000	2014 Rwf 000	2013 Rwf 000
Trade and other receivables	8,337,362	9,441,681	8,337,362	9,441,681
Cash and cash equivalent	1,382,843	2,557,860	1,382,843	2,557,860
Related parties receivables	5,250,094	2,734,877	5,250,094	2,734,877
Loans and borrowings	(20,887,263)	(14,415,781)	(20,887,263)	(14,415,781)
Payables to related parities	(3,991,391)	(3,872,494)	(3,991,391)	(3,872,494)
Trade and other payables	(35,834,170)	(35,377,168)	(35,834,170)	(35,377,168)

Valuation hierarchy

The valuation hierarchy, and types of instruments classified into each level within that hierarchy, is set out below:

	Level 1	Level 2	Level 3
Fair value determined using	Unadjusted quoted prices in an active market for identical assets and liabilities	Valuation models with directly or indirectly market observable inputs	Valuation models using significant non market observable inputs
Types of financial assets	Actively traded government and other agency securities Listed derivative instruments Listed equities	Corporate and other government bonds and loans Over-the-counter (OTC) derivatives	Highly structured OTC derivatives with unobservable parameters. Corporate bonds in illiquid markets.
Types of financial liabilities	Listed derivative instruments	Over-the-counter (OTC) derivatives	Highly structured OTC derivatives with unobservable parameters

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies

Overview

The company's activities expose it to a variety of financial risks, including credit risk and the effects of changes in debt and equity market prices, foreign currency exchange rates and interest rates. The company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on its financial performance.

This note presents information about the company's exposure to financial risks, the company's objectives, policies and processes for measuring and managing risk. Further quantitative disclosures are included throughout these financial statements.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities.

(a) Credit risk

Credit risk is the risk of financial loss to the Company if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Company's receivables from customers and other receivables.

Trade and other receivables

The Company has established a credit policy under which each new customer is analyzed individually for creditworthiness before the Company's standard payment and delivery terms and conditions are offered.

Sales are made subject to the customer making a prepayment to secure the products. To mitigate the credit exposure, customers are also required to pay a deposit for the returnable containers and crates.

The Company establishes an allowance for impairment that represents its estimate of incurred losses in respect of trade and other receivables and investments. The main components of this allowance are a specific loss component that relates to individually significant exposures. The collective allowance is determined based on historical data of payment statistics for similar financial assets.

Investments

The Company limits its exposure to credit risk by only investing in liquid securities. The carrying amount of financial assets represents the maximum credit exposure.

Guarantees

The Company's policy is to avoid issuing guarantees where possible unless this leads to substantial savings for the Company. In cases where the Company does provide guarantees, such as to banks, the Company aims to receive security from the third party.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies (*Continued*)

(a) Credit risk (Continued)

Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was:

	2014 Rwf'000	2013 Rwf'000
Cash and cash equivalents (Note 19)	1,382,843	2,557,860
Trade and other receivables (Note 18)	8,337,362	9,441,681
Investments in associate (Note 15)	9,224	9,224
Receivables from related companies (Note 30e)	5,250,094	2,734,878
	14,979,523	**14,743,642**

The ageing of trade receivables at the reporting date was:

2014	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current			
0 – 30 days	4,237,978	-	4,237,978
31 – 120 days	865,313	-	865,313
120 days and above	1,506,549	151,128	1,355,421
Trade receivables (Note 18)	**6,609,840**	**151,128**	**6,458,712**

2013	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current	4,491,701	-	4,491,701
0 – 30 days	1,649,798	-	1,649,798
31 – 120 days	1,511,465	151,128	1,360,337
120 days and above	-	-	-
Trade receivables (Note 18)	**7,652,964**	**151,128**	**7,501,836**

Part of the HEINEKEN Company

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies (*Continued*)

Exposure to credit risk(Continued)

The ageing of receivables from related companies at the reporting date was:

2014	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current			
0 – 30 days	1,484,426	-	1,484,426
31 – 120 days	-	-	-
120 days and above	3,765,668	-	3,765,668
Related party receivables (Note 30)	**5,250,094**	**-**	**5,250,094**

2013	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current			
0 – 30 days	285,038	-	285,038
31 – 120 days	-	-	-
120 days and above	2,449,839	-	2,449,839
Related party receivables (Note 30)	**2,734,877**	**-**	**2,734,877**

The ageing of receivables from related companies at the reporting date was:

2014	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current			
0 – 30 days	1,878,650	-	1,878,650
31 – 120 days	-	-	-
120 days and above	506,738	506,738	-
Other receivables (Note 30)	**2,385,388**	**506,738**	**1,878,650**

2013	Gross Rwf'000	Impaired Rwf'000	Net Rwf'000
Current			
0 – 30 days	1,939,845	-	1,939,845
31 – 120 days	-	-	-
120 days and above	474,739	474,739	-
Related party receivables (Note 30)	**2,414,584**	**474,739**	**1,939,845**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies (*Continued*)

Exposure to credit risk(Continued)

The movement in the allowance for impairment in respect of receivables and prepayments during the year was as follows:

	2014 Rwf'000	2013 Rwf'000
Balance at 1 January	625,867	625,867
Bad debts written off	-	-
Provision in the year	31,999	-
Balance at 31 December	**657,866**	**625,867**

The impairment loss recognised relates to the bad debts provision on other receivables.

(b) Liquidity risk

Liquidity risk is the risk that the Company will not be able to meet its financial obligations as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it always has sufficient liquidity to meet its liabilities when due.

Cash flow forecasting is performed on a monthly basis to monitor rolling forecasts of the company liquidity requirements to ensure it has sufficient cash to meet its contractual obligations. Such forecasting takes into consideration the company working capital requirements, covenant compliance and compliance with internal ratio targets at reporting date.

The company ensures that it has sufficient cash on demand to meet expected operational expenses, including the servicing of financial obligations; this excludes the potential impact of extreme circumstances that cannot reasonably be predicted, such as natural disasters.

In addition, the company has in place unsecured banking facilities with various commercial banks with a limit of Rwf 18.8 billion (2013 – Rwf 14.8 billion) and are repayable on demand. The banking facilities comprise of bank overdraft Rwf11.6 billion and letters of credit Rwf 3.2 billion.

The table below analyses the Company's financial liabilities that will be settled on a net basis into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table below are the contractual undiscounted cash flows.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies (*Continued*)

(b) Liquidity risk (Continued)

	Carrying amount Rwf'000	6 months or less Rwf'000	6-12 months Rwf'000	More than 12 months Rwf'000
2014				
Liabilities				
Loans and borrowings	9,975,937	569,522	569,522	8,836,893
Bank Overdraft	10,911,326	10,911,326	-	-
Trade payables	30,758,254	17,307,926	-	13,450,328
Payable to related companies	3,991,391	3,991,391	-	-
Total financial liabilities	**55,636,908**	**32,780,165**	**569,522**	**22,287,221**
Assets				
Receivables from related parties	5,250,094	1,484,426	-	3,765,668
Inventories	24,377,189	24,377,189	-	-
Trade and other receivables	8,337,362	4,268,055	4,069,307	-
Cash and cash equivalents	1,382,843	1,382,843	-	-
Total financial assets	**39,347,488**	**31,512,513**	**4,069,307**	**3,765,668**
Net liquidity gap	**16,289,422**	**1,267,652**	**(3,499,785)**	**18,521,553**

	Carrying amount Rwf'000	6 months or less Rwf'000	6-12 months Rwf'000	More than 12 months Rwf'000
2013				
Liabilities				
Loans and borrowings	5,364,358	550,329	450,269	4,363,760
Bank Overdraft	9,051,424	9,051,424	-	-
Trade payables	29,559,537	16,246,350	-	13,313,187
Payable to related companies	3,872,494	3,872,494	-	-
Total financial liabilities	**47,847,813**	**29,720,597**	**450,269**	**17,676,947**
Assets				
Receivables from related parties	2,734,877	285,038	-	2,449,839
Inventories	21,800,004	21,800,004	-	-
Trade and other receivables	9,441,681	4,491,701	4,949,980	-
Cash and cash equivalents	2,557,860	2,557,860	-	-
Total financial assets	**36,534,422**	**29,134,603**	**4,949,980**	**2,449,839**
Net liquidity gap	**11,313,391**	**585,994**	**(4,499,711)**	**15,227,108**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies

(c) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing the return on risk.

(i) Foreign currency risk

Foreign currency exposure arises mainly from purchase transactions that are denominated in a currency other than the functional currency (Rwanda Franc). The currencies in which these transactions are primarily denominated are U.S. Dollars (USD) and Euro.

The currency fluctuation for the USD and Euro within the Rwanda market is closely monitored by the government through the National Bank of Rwanda and is therefore considered fairly stable within plus minus 5%.

The table below summarises the company's exposure to foreign currency risks:

	31 December 2014		31 December 2013	
	Euro Rwf'000	US$ Rwf'000	Euro Rwf'000	US$ Rwf'000
Cash and cash equivalents	87,338	394,143	87,615	273,404
Related party balances	(3,877,374)	1,374,036	(4,084,802)	96,232
Trade and other payables	(1,139,479)	(4,058,624)	(1,950,761)	(4,605,364)
Net exposure	**(4,929,515)**	**(2,290,445)**	**(5,947,948)**	**(4,235,728)**

The following exchange rates were applied during the year:

	Average rate		Reporting date Spot rate	
	2014	2013	2014	2013
Euro	907.45	901.80	906.88	937.75
USD	682.305	673.66	709.04	685.03

Sensitivity analysis on foreign currency rates

A 5 percent strengthening of the Rwanda Francs against the following currencies at 31 December would have increased/(decreased) equity and profit or loss by the amounts shown below. This analysis assumes that all other variables, in particular interest rates, remains constant and ignores any impact of forecasted sales and purchases. The analysis is performed on the same basis for 2013.

Effect in thousands Rwanda Francs	Income statement	
	2014 Rwf' 000	2013 Rwf' 000
Euro	246,476	297,394
USD	114,522	211,786

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

5. Financial risk management objectives and policies (Continued)

(ii) Interest rate risk

The company has term deposits and loan and borrowings that have fixed interest rates.

The table below summarises the interest rate profile of the company's interest bearing financial assets and liabilities.

	2014 Rwf' 000	2013 Rwf' 000
Fixed rate instruments		
Financial assets	-	-
Loans and borrowings	9,975,937	5,364,356
Variable rate instruments		
Financial assets	-	-
Bank overdrafts	10,911,326	9,051,424

Fair value sensitivity analysis for fixed rate instruments

The company does not account for any fixed rate financial asset and liabilities at fair value through profit and loss. Therefore a change in interest rate at the reporting date would not affect profit and loss.

(d) Capital management

Capital is herein defined as equity attributable to shareholders of the company. The policy of the Board of Directors is to maintain a strong capital base so as to maintain investor, creditor, and market confidence and to sustain future development of the business. The Board of Directors monitors the return on capital, which the Company defines as net operating income divided by total shareholders' equity. The Board of Directors also monitors the level of dividends to ordinary shareholders.

There were no changes in the Company's approach to capital management during the year. The Company is not subject to externally imposed capital requirements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

6. Segment reporting

The Company has two reportable segments, as described below, which are the Company's strategic business units. The strategic business units offer different products and are managed separately because they require different technology. For each of the strategic business units, the Company's General Manager reviews internal management reports on at least a quarterly basis. The following summary describes the operations in each of the Company's reportable segments:

Business segments

The two main business segments are:

- Beer; Includes purchasing, manufacturing, sale, and distribution of beer products.
- Soft drinks; Includes purchasing, manufacturing, sale and distribution of soft drinks.

Year ended 31 December 2014	Beer Rwf '000	Soft Drink Rwf '000	Total Rwf '000
Sales	58,358,001	20,880,391	**79,238,392**
Operating profit	13,422,060	6,030,201	**19,452,261**
Net finance cost	(470,882)	(211,555)	**(682,437)**
Depreciation	(4,014,541)	(2,676,360)	**(6,690,901)**
Profit before income tax	12,951,179	5,818,645	**18,769,824**
Income tax expense	(3,811,275)	(1,716,391)	**(5,527,666)**
Profit for the year	**9,139,903**	**4,102,255**	**13,242,158**
Year ended 31 December 2013			
Operating profit	15,175,993	6,818,200	**21,994,193**
Net finance cost	(257,870)	(115,854)	**(373,724)**
Depreciation	(3,099,034)	(2,066,022)	**(5,165,056)**
Profit before income tax	14,711,124	6,609,345	**21,320,469**
Income tax expense	(4,044,456)	(1,817,075)	**(5,861,531)**
Profit for the year	**10,666,667**	**4,792,271**	**15,458,938**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

6. Segment reporting (Continued)

The segment assets and liabilities at 31 December 2014 and capital expenditure for the period then ended are as follows:

Year ended 31 December 2014	Beer	Soft Drink	Total
Assets	74,042,026	31,732,297	**105,774,323**
Liabilities	27,877,893	11,947,668	**39,825,561**
Capital expenditure:			
(i) Additions to property, plant and equipment	13,094,906	5,883,219	**18,978,125**
(ii) Additions to intangible assets	-	-	-

Year ended 31 December 2013	Beer	Soft Drink	Total
Assets	63,863,469	27,369,629	**91,232,098**
Liabilities	27,600,912	11,828,962	**39,429,874**
Capital expenditure:			
(i) Additions to property, plant and equipment	13,386,831	6,014,374	**19,401,205**
(ii) Additions to intangible assets	-	-	-

Segment assets comprise primarily property, plant and equipment, intangible assets, inventories, receivables and operating cash. They exclude deferred tax.

Segment liabilities comprise operating liabilities. They exclude tax and corporate borrowings.
Capital expenditure comprises additions to property, plant and equipment.

7. Revenue

	2014 Rwf'000	2013 Rwf'000
Net turnover		
- Beer	58,358,001	56,684,885
- Soft drinks	20,880,391	21,818,607
	79,238,392	**78,503,492**

8. Other income

Miscellaneous income	1,848,788	2,274,787
Net gain on sale of property, plant and equipment	115,926	82,616
	1,964,714	**2,357,403**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

9. Result from operating activities

The following items have been charged in arriving at the profit before income tax:

	2014 Rwf'000	2013 Rwf'000
Depreciation on property, plant and equipment (Note 12)	6,690,901	5,165,056
Repairs and maintenance of property, plant and equipment	518,626	476,614
Cost of inventories (spare parts) expensed	1,373,638	1,154,371
Write down of inventories	(202,836)	338,049
Staff costs (Note 10)	11,577,575	9,313,447
Auditors' remuneration	52,632	44,000

10. Staff cost

The following items are included within staff costs:		
Salaries and wages	8,221,040	6,663,718
Contributions to defined contribution scheme	167,582	143,425
Contributions to Rwanda Social Security Board (RSSB)	856,790	535,052
Equity settled share based payments	153,394	(108,544)
Other staff costs	2,178,769	2,079,796
	11,577,575	**9,313,447**

11. Net finance costs

Finance costs:		
Foreign exchange losses	1,400,194	761,154
Interest expense	1,189,704	313,919
	2,589,898	**1,075,073**
Finance income:		
Foreign exchange gains	1,905,810	582,018
Interest income	1,651	119,331
	1,907,461	**701,349**
Net finance cost	**682,437**	**373,724**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

12. Income Tax Expense

	2014 Rwf'000	2013 Rwf'000
Current income tax	2,275,303	4,156,359
Deferred income tax		
Deferred tax charged - (note 25)	3,321,791	1,705,172
Prior year over provision- deferred tax- (note 25)	(69,428)	-
Income tax expense	**5,527,666**	**5,861,531**

The tax on the Company's profit before income tax differs from the theoretical amount that would arise using the statutory income tax rate as follows:

	Effective tax rate		Effective tax rate	
Profit before income tax		**18,769,824**		**21,320,469**
Tax calculated at the statutory income tax rate of	30%	5,630,947	30%	6,396,141
Tax credit	-2%	(318,127)	-4%	(847,284)
Expenses not deductible for tax purposes	1%	288,949	1%	312,674
Income not subject to tax	0%	(4,675)	-	-
Prior year over provision-deferred tax	0%	(69,428)	-	-
Income tax expense	**29%**	**5,527,666**	27%	**5,861,531**

Tax recoverable	2014 Rwf'000	2013 Rwf'000
At 1 January	304,718	(1,967,135)
Income tax charge for the year	(2,275,303)	(4,156,359)
Tax paid during the year	3,380,493	6,428,212
As at December	**1,409,908**	**304,718**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

13. Property, plant and equipment

2013	Land and Buildings Rwf '000	Plant and Equipment Rwf '000	Furniture and Fittings Rwf '000	Motor vehicles Rwf '000	Returnable packaging Rwf '000	Work in progress Rwf '000	Total Rwf '000
Cost							
At 1 January 2013	3,637,298	15,352,313	8,084,525	5,028,078	18,684,260	16,654,008	**67,440,482**
Additions	204,630	3,477,041	855,857	1,660,349	5,760,849	7,442,479	**19,401,205**
Disposals	-	-	-	(86,834)	-	-	(86,834)
As at 31 December 2013	**3,841,928**	**18,829,353**	**8,940,382**	**6,601,593**	**24,445,109**	**24,096,487**	**86,754,853**
Depreciation							
At 1 January 2013	1,625,194	8,076,551	4,975,641	2,903,427	9,407,366	-	26,988,179
Charge for the year	122,159	1,227,305	882,295	385,998	2,547,299	-	5,165,056
Disposals	-	-	-	(86,834)	-	-	(86,834)
As at 31 December 2013	**1,747,353**	**9,303,856**	**5,857,936**	**3,202,591**	**11,954,665**	**-**	**32,066,401**
Net Book Value at 31 December 2013	**2,094,575**	**9,525,498**	**3,082,446**	**3,399,002**	**12,490,444**	**24,096,487**	**54,688,452**
At 1 January 2014	3,841,928	18,829,353	8,940,382	6,601,593	24,445,109	24,096,487	86,754,852
Additions	209,423	(452,099)	276,562	609,051	2,061,547	16,273,641	18,978,125
Transfers	1,062,120	21,177,663	1,718,497	159,449	1,629,555	(25,747,284)	
Disposals	-	(884,748)	-	(93,097)	(871,983)	-	(1,849,828)
As at 31 December 2014	**5,113,471**	**38,670,169**	**10,935,441**	**7,276,996**	**27,264,228**	**14,622,844**	**103,883,149**
Depreciation							
At 1 January 2014	1,747,353	9,303,856	5,857,936	3,202,591	11,954,665	-	32,066,401
Charge for the year	186,968	1,642,088	1,103,353	626,517	3,131,975	-	6,690,901
Disposals	-	(552,023)	-	(93,097)	(646,644)	-	(1,291,764)
As at 31 December 2014	**1,934,321**	**10,393,921**	**6,961,289**	**3,736,011**	**14,439,996**	**-**	**37,465,538**
Net Book Value at 31 December 2014	**3,179,150**	**28,276,248**	**3,974,152**	**3,540,985**	**12,824,232**	**14,622,844**	**66,417,611**

Included in land and buildings is land with an amount of Rwf 260,361,215 (2013: 260,361,215). Land is however not depreciated.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

14. Intangible assets

Cost	2014 Rwf'000	2013 Rwf'000
Balance at 1 January	709,732	709,732
Additions	-	-
Balance at 31 December	**709,732**	**709,732**
Amortisation and impairment loss		
Balance at 1 January	709,732	709,732
Amortisation for the year	-	-
Balance at 31 December	**709,732**	**709,732**
Net book value at end of year	**-**	**-**

15. Investment in Associates

Cost	2014 Rwf'000	2013 Rwf'000
Banque Rwandaise de Development	9,224	9,224
Cogelgaz*	179,861	179,861
	189,085	**189,085**
Less: Impairment allowance (Cogelgaz)	(179,861)	(179,861)
	9,224	**9,224**

The above equity investments are carried at cost less impairment as the directors cannot reliably determine the fair value due to the absence of a ready market for the shares.

*Cogelgaz is incorporated in Rwanda as a private limited liability company, and is domiciled in Rwanda. The company was founded for the exploitation of methane gas from Lake Kivu. An initial investment of Rwf 109,200,000 was made in 2001 and successively increased in 2003 and 2004. The investment has been fully impaired as the company has ceased operations

16. Investment in joint venture

	% Interest held	2014 Rwf'000	2013 Rwf'000
Balance at 1 January	50%	-	-
Additional investment		-	300,000
Share of the joint venture loss		-	(300,000)
Balance at 31 December		**-**	**-**

The joint venture (Bramin Limited) is between Bralirwa and Minimex. The company is engaged in maize processing in Rwanda and was established to produce high yield seed and commodity maize.

During the year ended 31 December 2014, the joint venture made a net loss of Rwf 536,365,000. Bralirwa's share of the loss was Rwf 268,183,000.

The share of loss exceeds the carrying amount of the investment in the joint venture (Rwf 0 which was determined using the equity method. Recognition of the prior year's losses resulted in the carrying amount being reduced to nil. Further recognition of the losses was discontinued.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

16. Investment in joint venture (*Continued*)

Summary financial information for equity accounted joint venture

	2014 Rwf'000	2013 Rwf'000
Percentage ownership interest	**50%**	**50%**
Non-current asset	2,388,775	1,003,656
Current asset	836,044	527,536
Non-current liabilities	-	(201,634)
Current Liabilities	(4,064,186)	(2,573,186)
Net Liabilities (100%)	**(839,367)**	**(1,243,628)**
Bralirwa share of net liabilities 50%	(419,684)	(621,814)
Carrying amount of interest in joint venture	**(419,684)**	**(621,814)**
Revenue	86,691	12,767
Expenses	(623,056)	(766,373)
Loss for the year (100%)	**(536,365)**	**(753,606)**
Total comprehensive loss 50%	**(268,183)**	**(376,803)**

17. Inventories

Raw materials	11,403,732	11,664,120
Consumables and returnable packaging	492,379	425,157
Work in progress	2,161,213	984,264
Finished goods	991,303	438,736
Goods for resale	1,919,497	1,128,961
Non-returnable packaging	1,743,856	2,118,764
Spare parts	3,923,605	3,478,879
Other inventories	1,741,603	1,561,123
	24,377,189	**21,800,004**

18. Trade and other receivables

Trade receivables	6,609,840	7,652,964
Less: Impairment losses	(151,128)	(151,128)
Trade receivables – net	**6,458,712**	**7,501,836**
Other receivables and prepayments- net	1,878,650	1,939,845
	8,337,362	**9,441,681**
The allowance at the end of the year is made up of:		
Provision for trade receivables	151,128	151,128
Provision for other receivables	506,738	474,739
At end of year	**657,866**	**625,867**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

19. Cash and cash equivalents

Cash at bank and in hand	1,382,843	2,557,860
Bank Overdraft (Note 22)	(10,911,326)	(9,051,424)
Total Cash and Cash equivalents per cash flow statement	**(9,528,483)**	**(6,493,564)**

20. Capital and reserves

Issued and fully paid	**2014**	**2013**
At January	514,285,000	514,285,000
Issued during the year*	514,285,000	-
As at December	**1,028,570,000**	**514,285,000**

Authorised par value	**Rwf 5**	**Rwf 1**
Ordinary share capital Rwf	**5,142,850,000**	**514,285,000**

In May 2014 the company increased its share capital through increase of par value of its share from Rwf 1 to Rwf 5 per share and issuing an additional 514,285,000 shares to its shareholders by capitalizing Rwf 4,628,565,000 of its retained earnings. All shares are fully paid up.

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company.

Other reserves	**2014**	**2013**
	Rwf'000	**Rwf'000**
Fiscal reserve	148,252	148,252
Statutory reserve	1,885,167	1,885,167
Legal reserve	38,571	38,571
	2,071,990	**2,071,990**

Fiscal reserve

The fiscal reserve is based on Article 138 paragraph 3 of the Ministerial order of 1964 which required the company to maintain a special reserve of 20% of the profits for 1964. The reserve is not distributable to shareholders.

Statutory reserve

The statutory reserve is a voluntary reserve created by the shareholders of the company and is distributable to shareholders.

The reserve includes revaluation of inventory done in 1994 after a strong depreciation of the Rwandese franc (Rwf -1,297,370 thousand) and Rwf 212,466 thousand being the outstanding balance of revaluation reserve for property, plant and equipment. The Company elected to apply the optional exemption to use this previous revaluation as deemed cost at 1 January 2009, the date of transition to IFRS.

Legal reserve

The legal reserve is based on a Government decree of 12 February 1998 which required an appropriation of 5% of net income for the prior year until a maximum level of 10% of the issued share capital. The legal reserve is not distributable to shareholders.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

20. Capital and reserves *(Continued)*

Dividends

After the respective reporting dates the following dividends were proposed by the directors. The dividends have not been provided for and there are no income tax consequences.

For the year ended 31 December	2014 Rwf'000	2013 Rwf'000
Final dividend Rwf 7.50 per qualifying ordinary share (2013: Rwf 7.50)	**7,714,275**	**7,714,275**

21. Earnings per share

Basic earnings per share

The calculation of basic earnings per share at 31 December 2014 was based on the profit attributable to ordinary shareholders of Rwf 13,242,158 (2013: Rwf 15,458,938), and the weighted average number of ordinary shares outstanding of 1,028,570,000 (RESTATED 2013: 1,028,570,000).

a) Profit attributable to ordinary shareholders

Profit for the year-Rwf '000'	13,242,158	15,458,938

b) Weighted average number of ordinary shares

Issued ordinary shares at 1 January	514,285,000	514,285,000
Effect of bonus issue on 29 May 2014	514,285,000	514,285,000
Weighted average number of ordinary shares at 31 December	1,028,570,000	1,028,570,000
Basic Earnings per share	**Rwf 12.87**	**Rwf 15.03**

22. Loan and Borrowings

	2014 Rwf' 000	2013 Rwf' 000
Non-Current		
Bank borrowings	3,225,400	4,363,760
Current		
Bank Overdraft	10,911,326	9,051,424
Loan from related parties	5,611,493	-
Bank borrowings	1,139,044	1,000,597
Total current borrowings	**17,661,863**	**10,052,021**
Total borrowings	**20,887,263**	**14,415,781**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

22. Loan and Borrowings *(continued)*

Non-current bank borrowings					
	Original Amount	Date Borrowed	Interest rate	2014 Rwf' 000	2013 Rwf' 000
BRD	3,000,000,000	22/08/2012	12.5%	1,780,957	2,330,564
Ecobank Rwanda	3,000,000,000	12/08/2012	13.5%	1,444,443	2,033,196
				3,225,400	**4,363,760**

Loan from related parties; this refers to a facility given by Mouterij Albert N.V on 8 August 2014 with an interest rate of USD LIBOR or its successor as determined by the lender plus a margin of 100 basis points payable at the end of the relevant drawing period. The loan is unsecured.

The loan from BRD is secured by guarantees of; Negative pledge, fire insurance for the plant and machinery and promissory notes while Ecobank loan is not secured by any of the company assets.

23. Deferred income

	2014 Rwf' 000	2013 Rwf' 000
Non-current	-	169,682
Current	-	10,530
Total	**-**	**180,212**

Deferred income relates to refund subsidies receivable from Coca Cola for fridges purchased. The total amount is to be recovered from Coca Cola.

24. Share based payments

Long term incentive plan

As from 1 January 2006 Heineken N.V. established a performance-based share plan (Long-Term Incentive Plan; LTIP) for Senior Management. The vesting of these rights is subject to the performance of Heineken N.V. on specific performance conditions over a three year period. The LTIP share rights conditionally awarded each year in the 2008-2011 plan and the 2009-2012 plan are for 25 per cent subject to Heineken's RTSR performance and for 75 per cent subject to internal performance conditions.

The LTIP share rights conditionally awarded to senior management for the 2011-2012 plan are fully subject to internal performance conditions. These performance conditions are Organic Gross Profit beia growth, Organic EBIT beia growth, Earnings Per Share (EPS) beia growth, and Free Operating Cash Flow. At target performance, 100 per cent of the shares will vest. At maximum performance 150 per cent of the shares will vest.

The performance period for share rights granted in 2010 was from 1 January 2010 to 31 December 2012. The performance period for share rights granted in 2011 is from 1 January 2011 to 31 December 2013. The performance period for the share rights granted in 2012 is from 1.

January 2012 to 31 December 2014. The vesting date for senior management is the latest of 1st April and twenty business days, after the publication of the annual results 2012, 2013, and 2014 respectively.

The terms and conditions of the Heineken N.V. share rights granted to senior management is as follows:

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

24. Share based payments (continued)

The terms and conditions of the Heineken N.V. share rights granted to senior management is as follows:

Grant date	Number	Share price	Contractual life of rights
2012	1,283	35.77	3 Years
2013	1,016	50.47	3 Years
2014	308	49.08	3 years

The number and weighted average share price per share is as follows:

2013	Weighted average Share price	Number of shares
Outstanding at I January	31.258	3,196
Granted during the year	50.470	1,016
Vested during the year (for 2010)	36.690	(972)
Forfeited for the year	35.770	(1,960)
Exercised	-	-
Outstanding at end of year	**39.23**	**1,280**

2014		
Outstanding at I January	39.23	1,280
Granted during the year	49.08	308
Vested during the year (for 2011)	-	-
Forfeited during the year	-	-
Exercised	-	-
Outstanding at end of year	**44.16**	**1,588**

25. Deferred income tax liability

Deferred income tax liability is calculated using the enacted income tax rate of 30% (2013-30%).

Deferred income tax liabilities, deferred income tax charge/ (credit) in the income statement, and deferred income tax charge/ (credit) in equity are attributable to the following items:

Year ended 31 December	2014 Rwf'000	2013 Rwf'000
Excess of net book value of Property, plant and equipment over written down values.	6,201,509	2,987,545
Provisions	(444,373)	(482,772)
Net deferred income tax liability	**5,757,136**	**2,504,773**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 *(Continued)*

25. Deferred income tax liability (continued)

Movement in deferred tax on temporary differences during the year:

	1 January Rwf'000	Under provision Rwf'000	Recognised in income Rwf'000	At 31 December Rwf'000
2014				
Property, plant and equipment:	2,987,545	(61,513)	3,275,477	6,201,509
Provisions	(482,772)	(7,915)	46,314	(444,373)
Prior year adjustments				
Net deferred income tax liability	**2,504,773**	**(69,428)**	**3,321,791**	**5,757,136**
2013				
Property, plant and equipment:	1,141,326	-	1,846,219	2,987,545
Provisions	(341,725)	-	(141,047)	(482,772)
Net deferred income tax liability				
	799,601	**-**	**1,705,172**	**2,504,773**

26. Trade and other payables

	2014 Rwf' 000	2013 Rwf' 000
Trade payables	17,307,926	16,246,349
Deposit on returnable containers	13,450,328	13,313,187
Other payables and accrued expenses	5,075,916	5,817,632
	35,834,170	**35,377,168**

27. Capital commitments

Contracted but not provided for	7,603,831	-
Authorised but not contracted for	-	6,666,488
Total	**7,603,831**	**6,666,488**

The company is currently undertaking three projects including Waste Water treatment plant, yeast treatment and Utilities extension. These commitments relate to the three projects and are expected to be settled in 2015.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 *(Continued)*

28. Off balance sheet commitments

	2014 Rwf' 000	2013 Rwf' 000
Letters of credit	709,508	1,603,121
Undrawn committed bank facilities	6,234,044	4,136,185
Undrawn loan commitment	1,393,813	-

The letters of credit covers purchase contracts with suppliers. These contracts mainly relate to malt, sugar and bottles.

Committed bank facilities are lines of credit on which the bank is legally obliged to provide the facility under the terms and conditions of the agreement.

29. Leases

The Company leases a number of vehicles under operating leases in the ordinary course of business. The leases run for a period of four years, with no option of renewal after that date.

	2014 Rwf' 000	2013 Rwf' 000
Less than one year	218,815	286,112
Between one and five years	300,912	819,428
	519,727	**1,105,540**

During the year an amount of Rwf 218,814,758 was recognized as an expense in profit or loss in respect of operating leases and rent (2013: Rwf 286,112,238)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

30. Related party transactions

The Company is controlled by Heineken incorporated in Netherlands. The ultimate parent of the Company is Heineken Holdings N.V, a group also incorporated in Netherlands. There are other companies which are related to the Company through common shareholdings or common directorships.

The following transactions were carried out with related parties:

a) Management & manufacturing fees and royalties paid to group companies

	2014 Rwf'000	2013 Rwf'000
i) Management fees		
Heineken Supply Chain Bv	628,239	362,461
Heineken International Bv	939,650	1,293,651
Total	**1,567,889**	**1,656,112**
ii) Royalties paid/payable		
Heineken International BV	488,755	457,057
Amstel Brouwerij BV	148,889	315,887
Total	**637,644**	**772,944**

b) Purchase and sale of goods and services

Ibecor Nv	1,853,853	3,678,669
Heineken Brouwerijen Bv	268,932	316,853
Mouterij Albert Nv	1,451,842	2,199,661
Bralima sarl	(583,244)	(140,599)
Brarudi SA	(834,045)	134,659
Al Ahram Beverages Company	1,318,304	1,039,447
Amstel Brouwerij Bv	134,394	124,824
Heineken International Bv	2,543,429	2,086,788
Premium Beverages International	382	424,259
Heineken Supply Chain Bv	1,590,772	1,447,865
Consolidated Breweries Nigeria	-	(4,594)
Heineken Angola	-	(1,082)
	7,744,619	**11,306,750**

c) Purchase and sale of goods and services

Emoluments and benefit	28,696	24,419

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

30. Related party transactions *(Continued)*

	2014 Rwf'000	2013 Rwf'000
d) Key management compensation		
Short-term employment benefits	1,850,699	1,261,672
Post-employment benefits	259,229	129,633
Other long term benefits	97,079	84,758
Share based payments	153,394	(108,543)
	2,360,401	**1,367,520**

e) Outstanding balances arising from sale and purchase of goods/ services

	2014	2013
Payables to related parties		
Heineken Brouwerijen Bv	331,181	690,849
Heineken Supply Chain Bv	253,266	613,827
Heineken International Bv	463,914	1,023,438
Mouterij Albert Nv	801,550	-
Ibecor Nv	1,301,981	1,130,336
Brasserie de Bourbon SA	1,509	1,509
Bralima sarl	2,057	2,057
Nigerian Breweries PLC	1,910	8,927
Al Ahram Beverages Company	392,169	-
Amstel Brouwerij Bv	21,538	78,887
TEMPO BEVERAGES LTD	33	-
Premium Beverages International BV	416,656	322,664
	3,627	-
	3,991,391	**3,872,494**
Current receivables from related parties		
Sierra Leone Brewery Ltd	31,808	31,808
Bralima sarl	635,785	50,727
Brarudi SA	801,383	199,189
TANGO SARL	925	-
Heineken Espana SA	11,211	-
Heineken Ethiopia	3,314	3,314
	1,484,426	**285,038**
Current receivables from related parties		
Bramin Limited **	**3,765,668**	**2,449,839**

**During the year amounts receivable from Bramin Limited were reclassified to non-current assets to conform to the terms of the agreement. Included in the Bramin Limited debt is an amount of Rwf 410 million receivable from Felicien Mutalikanwa a shareholder in Bramin.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 December, 2014 (*Continued*)

31. Contingent Liabilities

As part of their normal audit activities, Rwanda Revenue Authority (RRA) conducted an audit of excise duty taxes covering the years 2007- 2009 and issued an assessment of additional excise due in 2012. RRA carried out further excise audits on all beverages produced. This resulted in an additional assessment of excise for the period 11 March 2010 - 31 December 2010 in 2013, and for 11th November 2011 - 31st December 2012 in 2014.

The RRA basis for this additional excise was to include transport cost of finished products to the tax base. In the opinion of Bralirwa this is a cost incurred outside the production plants since the excise tax base is the price of the product ex-factory gate. Accordingly, Bralirwa objected to the basis on which the RRA had calculated the additional excise duties in their assessment and filed a court case.

The 2007 - 2009 case was ruled in favor of BRALIRWA by the High Court of Commerce and for the 2010 case the court ruled against the company. Regarding the 2007 - 2009 case, the RRA filed an appeal against the court decision in 2013 while Bralirwa appealed against the court decision on the 2010 case. Both cases are pending Supreme Court for hearings. No hearing dates have been set.

In respect of the 2011-2012 case, BRALIRWA appealed in the court against the final decision of the Commissioner General. No hearing date has been set.

The Directors have reviewed the status of the cases for the 2007 to 2012 assessments and believe that, based on the court ruling in favor of Bralirwa for the 2007-2009 assessment, no provision for any liability for these assessments should be made in these financial statements.

The ultimate outcome of these cases cannot presently be determined. Accordingly, these material matters are disclosed as a contingent liability. The total approximate sums subject to the court cases and appeals thereof are Rwf13,798,004,391.

There are certain other pending legal claims brought against the Company as at 31 December 2014 for which a provision has not been made in the books. In the opinion of the Directors, after taking appropriate legal advice, the outcome of these legal claims will not give rise to any significant loss.

32. Post Balance Sheet Events

No material events or circumstances have arisen between the accounting date and the date of this report.

PART SEVEN

FIVE YEAR FINANCIAL SUMMARY
GLOSSARY

Five Year Financial Summary

	2014 Rwf'millions	2013 Rwf'millions	2012 Rwf'millions	2011 Rwf'millions	2010 Rwf'millions
Revenue	**79,238**	**78,503**	**76,987**	**64,958**	**52,799**
Cost of sales	(50,013)	(46,665)	(42,446)	(30,707)	(27,115)
Gross profit	**29,226**	**31,838**	**34,541**	**34,251**	**25,684**
Other income	1,965	2,357	1,981	1,682	1,477
Other expenses	(11,738)	(12,201)	(11,256)	(15,756)	(12,631)
Results from operating activities	**19,452**	**21,994**	**25,266**	**20,178**	**14,530**
Net Finance cost	**(682)**	**(374)**	**(353)**	**(84)**	**(128)**
Share of joint venture losses	0	(300)	(51)	(89)	-
Profit before income tax	**18,770**	**21,320**	**24,861**	**20,005**	**14,402**
Income tax expense	(5,528)	(5,862)	(5,834)	(5,347)	(4,071)
Total comprehensive income for the year	**13,242**	**15,459**	**19,027**	**14,658**	**10,331**

EMPLOYMENT OF FUNDS					
Fixed assets	66,418	54,688	40,452	22,067	18,420
Investments	9	9	9	60	137
Long term debtors and prepayments	3,766	2,450	-	-	-
Net current (liabilities)/assets	(2,684)	(4,871)	(7,099)	(1,531)	(1,599)
Loan Capital/Finance Lease	(20,887)	(14,416)	(2,548)	-	(23)
Deferred Income & Taxation	(5,757)	(2,674)	(801)	(918)	(841)
Total net assets	**40,714**	**35,186**	**30,013**	**19,678**	**16,094**

FUNDS EMPLOYED					
Share capital	5,143	514	514	514	386
Share Premium	85	85	85	85	85
Other reserves	2,072	2,072	2,072	2,072	2,201
Retained earnings	33,415	32,515	27,342	17,007	13,423
Shareholders' Funds	**40,714**	**35,186**	**30,013**	**19,678**	**16,094**

Bralirwa

Part of the HEINEKEN Company

Five Year Financial Summary *(Continued)*

	2014 Rwf'000	2013 Rwf'000	2012 Rwf'000	2011 Rwf'000	2010 Rwf'000
STATISTICS					
Share price at year end (RWF)	380	420	315	167	68
Market capitalization in (RWF Billion)	390,857	431,485	324,000	171,257	69,943
Basic and diluted earnings per share - Rwf*	12.87	15.03	18.50	14.25	10.04
Dividend per share (RWF)	7.50	7.50	10.00	12.10	10.05
Dividend Cover (times)	1.72	2.00	1.85	1.18	1.00
Net worth per share	39.58	34.21	29.18	19.13	15.65
Debt/Equity ratio	0.51	0.12	0.41	0.00	0.00

* For like comparison 2013 - 2010 calculations are based on weighted ordinary share of 2014

Glossary

Other information

Revenue

Net realized sales proceeds after deduction of excise duties.

EBIT

Earnings before interest and taxes and net finance expenses.

EBITDA

Earnings before interest and taxes and net finance expenses before depreciation and amortization.

Total and total comprehensive income for the year

Net profit

Net profit

Profit and total comprehensive income for the year (profit attributable to equity holders of the Company).

Free operating cash flow

This represents the total of cash flow from operating activities, and cash flow from operational investing activities.

Earnings per share

Net profit divided by the weighted average number of shares – basic – during the year.

Net debt

Non-current and current interest-bearing loans and borrowings and bank overdrafts less investments held for trading and cash.

Net debt/EBITDA ratio

The ratio is based on a twelve month rolling calculation for EBITDA.

Gearing

Net debt/total equity.

Dividend payout

Proposed dividend as percentage of net profit.

Cash conversion ratio

Free operating cash flow/Net profit before deduction of non-controlling interests.

Part of the HEINEKEN Company

Proxy form

The undersigned ....
acting in my capacity of Shareholder of Brasseries et Limonaderies du Rwanda ("BRALIRWA Ltd") with registered Office at KIGALI, RWANDA (further "the Company"), or at...

do hereby nominate and appoint ....,

as my lawful attorney, to attend on my behalf the **Annual Meeting** of "the Company" to be held on **27th May, 2015** at **Kigali, SERENA Hotel,** according to the following agenda :

1. Consideration of the annual report;
2. Receiving the auditor's report;
3. Consideration and approval of the financial statements;
4. Appropriation of profit and total comprehensive income for the year;
5. Discharge of the Directors and Auditors for financial year 2014;
6. Appointment of Directors;
7. Appointment of Auditors;

and to execute the right of vote on my behalf in all matters included into the agenda of the meeting at the above-mentioned date or any other date on the same agenda, hereby ratifying and confirming all that attorney may do in my name.

Given at ...., the 2015


DRINK RESPONSIBLY
RYOHERWA NA
TURBO KING 50CL.
IGIHEMBO CY'ABAGABO
600 RWF
50CL.
TURBO KING
EXPORT QUALITY
DARK ALE
TURBO KING
EXPORT QUALITY
DARK ALE

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