

# REGIONAL DEVELOPMENT

## RWANDA

### Context

With the market volatility and rising demand in the Rwanda's farming sector, LFL is entering a critical execution phase, with ambitious operational targets, team expansion, and a growing project portfolio that aligns with the Company's broader mission of agricultural development and food security in Rwanda.

### Cash flow management

Strategic purchasing—timing large acquisitions during favourable market windows—remains critical to margin protection and competitive positioning.

### Maize

Despite regional droughts and reduced cereal output in 2024, maize availability improved in 2025, though prices rose significantly due to regional import pressures. LFL Rwanda capitalised on the 2025A crop season, with financial support from LFL International, enabling strategic maize procurement to remain competitive until the 2025B season.

### Soya bean meal

Faced with declining soybean meal availability from Zambia and Uganda, LFL shifted to direct imports from India, mitigating cost pressures.

### Other key raw materials

A major cost-saving breakthrough was achieved with local sourcing of 75% of limestone needs, reducing logistic costs by 50%. Premix and micronutrient logistics were diversified between Mombasa and Dar-es-Salaam.

### Production

To meet a 60% surge in demand, the LFL plant expanded to three shifts, supported by reinforced quality controls. An upgrade plan—led by expert Claude Tauveron—targets 2026 production goals, including new equipment [grinder, sifter, bagging systems] and maintenance programmes. The current factory will reach capacity by 2026, prompting construction of a new feedmill.

### Quality control

Deployment of Near-Infrared (NIR) technology and alignment with HACCP standards enhances nutritional and safety compliance is to be done in 2025.

### Logistics control

Investment in a rental-based truck fleet allows LFL to independently manage raw material collection and finished product delivery.

### Retail expansion

Launch of one new LFL Shop in Kayonza to deepen market penetration and enhance accessibility for rural farmers.

### Sales and market development

LFL Rwanda successfully launched its brand in 2025, using its signature yellow bags and participating in major agricultural forums. The use of social media, training sessions, and field support drove brand recognition and client growth. Delivery to medium-sized farms and strong after-sales service enhanced customer satisfaction.

### Layers

LFL layer sector saw a 54% growth in sales, surpassing 12,000 tonnes which represents 17% of market shares. LFL focused on consistent quality, price stability, and the launch of a Ready-to-Lay programme in partnership with Abusol.

### Pigs

Pig sector is transitioning to modern farming. LFL targets both breeders and fatteners with specialised feeds and stable pricing strategies.

### Dairy

With growing domestic demand and the launch of Inyange Milk Powder Plant (requiring 750k litres/day), LFL is promoting intensive feeding through safe feed and fodder packages and technical training for feedlot models.

### Broilers

As broiler production rises, LFL is positioning itself to supply feed and day-old chicks through a strategic partnership with Avipro Rwanda, supporting smallholder farmers and ensuring long-term competitiveness.

