Beyond the leaf

Building competitive advantage advantage through supply chain excellence

Tito Okuku

Route economics | Vulnerabilities | Alternative corridors



The competitive advantage is shifting shifting

Quality remains our foundation.

Future success also depends on how effectively we:

MOVE | STORE | MANAGE | DELIVER

Supply chain capability is becoming a a market differentiator.



Disruption is not an exception.

It is the norm.

Geopolitics | Climate | Regulation
Infrastructure | Network shocks

12% of global trade normally uses the Red Sea and Suez corridor

10–14 additional transit days on some rerouted trades



Lowest freight rate ≠ lowest total cost



Total supply chain cost includes

- Factory evacuation delays
- Warehousing and handling
- Equipment shortages
- Corridor and port congestion
- Customs bottlenecks
- Schedule unreliability

Every delay adds cost, ties up working capital and puts puts market opportunities at risk.

Growth increases opportunity and and complexity

653m kg

Kenya tea exports in 2025

KES 186.9bn

186.9bn

Export earnings

100

Export destinations

36%

Share to Pakistan

New markets → new routes → higher expectations



Cargo and information must move together



Farms | Factories | Transport | Warehouses | Customs | Ports | Shipping | Digital

One connected ecosystem: visible, flexible and resilient

Four priorities for collective action

01 **Corridor speed**

Remove cost without value

02 **Visibility**

See risk earlier

03 **Optionality**

Adapt routes faster

04 **Collaboration**

Act as one ecosystem

Our ambition

Become the most reliable tea origin in the world.

Compete on

- **QUALITY**
- **RELIABILITY**
- **EFFICIENCY**
- **RESILIENCE**

The future advantage of East African tea will come from the supply chains we build together.

