

The background image shows Prime Minister of Uganda, Yoweri Museveni, in a dark suit, smiling and touching the head of a young girl in a white dress. Another man in a suit stands behind them. A white SUV is parked in the background. A banner for Kakira Sugar Works is visible at the top.

Madhvani

Group Magazine

Volume 18 No. 1 | June 2010

**Kakira hosts the
Prime Minister of the
Republic of Uganda**

**Mara Leisure Camp, Kenya,
acquired by Madhvani Group**

**Corporate Social
Responsibility by
Kakira Sugar**

Welcome...

In the first issue of the Madhvani Group Magazine for 2010 and once again showcase the recent activities and developments taking place within the Group.

This issue strongly features the Group's Corporate Social Investment activities which is crowned by the announcement of the Scholarship Scheme for 2010/2011, where over US\$ 500 million has been pledged to needy and deserving students. This single largest private sector contribution to education in Uganda is yet another milestone achievement and since 2003, when the assets of the Madhvani Foundation were returned, a total of 817 students have been sponsored at a cost of over US\$ 3 billion.

This edition of the Group Magazine has been made possible with input from the following individuals:-

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I would like to thank all the above and any others whom we may have missed out and please keep sending your input for future publications.

Enjoy reading!

The Editor



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Kigali- Rwanda on 10th–11th May, 2010

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Acholi Paramount Chief in Kakira



A delegation of six Acholi heads led by His Highness the Paramount Chief, Rwot David Onen Acana II visited Kakira on 25th February 2010. The royals were welcomed by Joint Managing Director, Mr. Kamlesh Madhvani and other Kakira officials. They were taken around the factory, nucleus estate and other facilities.

The Amuru project is envisaged to provide all the direct employees with benefits that would include housing, medical treatment and subsidised primary education.

The Madhvani Group's plans include immediate benefits for the local communities including the construction of infrastructure roads, schools, clinics and safe drinking water on commencement of the project. The Acholi Chief recognised the potential benefits that the Amuru project will bring to Northern Uganda and promised their support for the project. Rwot David Onen Acana agreed to share his findings at Kakira by communicating the potential benefits to the communities in Northern Uganda.

The Amuru project will create employment for over 7,000 people and about 5,000 workers on outgrowers farms. Along with their families, it will benefit about 70,000 people. The spin off effects of the Amuru sugar project will be visible in the neighbouring Districts of Gulu, Arua, Kitgum and beyond.

The Acholi leaders were impressed by what the Madhvani Group was willing to do in Northern Uganda and promised to support the project.

MPs visit Kakira to familiarize on Amuru project

Members of Parliament representing the Parliamentary Committee on Natural Resources visited Kakira to familiarize themselves with the proposed Amuru Sugar Project in Northern Uganda and to get a better understanding for the reasons behind the delay in getting necessary approvals for the project to commence.

Given the substantial potential benefits to Amuru and the surrounding districts, the MP's sought to better understand the issues.

The visiting MP's were hosted by Joint Managing Director Mr. Mayur Madhvani who having taken them through the cogeneration plant, told of the Company's willingness to expand the existing cogeneration to 50MW should the Government consider increasing the existing tariff paid to Kakira from USD \$ 0.06 to USD \$0.10/unit, given that other suppliers are being paid USD \$ 0.12.

The Parliamentarians concluded their visit with a better understanding of the issues and problems and promised to look further into the matter.



Corporate Social Responsibility by Kakira Sugar



Kakira Sugar has always held the view that in order to be successful the relationship between employer and employee must be one of a principled partnership.

The Company has been given recognized by International Labour Organisation (ILO) for its achievements in promoting good labour relations, better employment conditions and superior working and welfare facilities.

Kakira Sugar observes and respects the rights of workers to freedom of association and has a lively and healthy relationship with the National Union of Plantation and Agricultural Workers, Uganda (NUPAWU). Labour Management relations are considered by the ILO to be excellent. Collective bargaining is practiced and there are agreed procedures between the Union and Management for resolving grievances and disputes.

The Company provides quality education to the children of the employees within the Estate. There are 8 Primary Schools, 4 Nursery Schools and 1 Secondary School, all well equipped with modern facilities and well qualified teachers.

Kakira Sugar offers free health care services to its employees and their family members through a centrally located 100-bed modern industrial Hospital, and two day-care centers located in the major divisions of the Estate. The Hospital offers continuous round the clock outpatient and In-patient medical cover and it has the following facilities – Pediatric, Surgical and Maternity Wards, HIV/AIDS support, well equipped Clinical Laboratory, Pharmacy, Mother and Child Health Clinic, X-Ray Service, Blood Bank, Labour Suite, 2 self contained Private Pay Ward and an Intensive Care Unit.

The Hospital is registered under the Medical & Dental Practitioners Council and fully integrated with the National Healthcare system backed by the Ministry of Health.



Housing or housing allowance is provided to each employee as part of their remuneration package. The housing areas are also provided with water and electricity as well as some recreational facilities.

It is not only employees who enjoy the success of Kakira Sugar but also the out grower farmers, who are today a major stakeholder of the business. After all, today they are supplying nearly 60% of all the sugar cane milled at the factory. Annually, Kakira pays over Ushs16 billion to Out growers, greatly assisting in the distribution of wealth to the people of the region.



Kakira Sugar supports education, health and sporting activities of the Central Government in Jinja and of the Busoga Kingdom as well. Schools in the area have benefited from contributions from the Company in terms of renovations, rebuilding of classrooms and laboratories, refurbishments and financial donations.

In adhering to its philosophy of helping the underprivileged in the region, Kakira Sugar regularly assists the various orphanages, which are managed by well-known individuals who look after the unfortunate and often destitute children as well as some elderly, senior citizens who are in need of care. In addition to helping various institutions that approach the Company from time to time, the Company has had a longstanding history of supporting many local institutions in kind and these include:

- SOS Children's Village in Entebbe
- Mama Jane Children Care Centre, Jinja
- Good Shepherds Fold, Mukono
- Iganga Babies Home
- Family Care Association
- Home for the Destitute, Jinja
- Noah's Ark Childrens Home, Kampala
- Kingdom Life Ministry, Iganga

Kakira Sugar has similarly had an association of assisting the needy by working with the Jinja Municipal Council and the Kyabazinga administrative headquarters. Over the years the Jinja Municipality and the Kyabazinga administrative headquarters have both benefited from our mutually beneficial and harmonious working relationships, and this excellent cooperation and assistance continues to this day. The Mayor of Jinja also remembers the poor children at Christmas with the help of the Madhvani Group with our donation of sweets, sugar, oil, soap and money.

Recently the company embarked on a programme to help the disabled by donating wheelchairs on a regular basis to individuals who are immobile and unable to access other forms of assistance.

Kakira strives hard to play its role in our community and make the place just a little bit sweeter for the less unfortunate of our society.



Kakira
launches
range of
branded
sugar packs

**KAKIRA
SUGAR**

There is Nothing Sweeter



Kakira Sugar has always been at the forefront of branded sugar packaging and development from the introduction of the initial 1 kg. packaging over a decade ago giving the consumer a safe, hygienic alternative with an assured weight.

During 2009 a second new packaging line was imported from Spain and with the commissioning of this line, Kakira has now launched a 250 grams, 500 grams, 2 kg and 5 kg. pack to compliment the existing 1 kg pack. The smaller size packs will extend the reach of the branded sugar to the entire spectrum of the target market and keep Kakira at the forefront of packaging and reaching out to the consumer with more affordable, smaller packs.

Market
orientation
workshop
held for Kakira
Production
Team

A one day market orientation was recently held for the Kakira Production Team involved with packing branded sugar. The workshop organized by the Kakira Marketing Manager, Raju Sareen, highlighted the Route to Market process for Kakira branded sugar, showcasing the different channel segments and requirements within the trade as the Ugandan retail market has evolved and become more sensitive to issues such as packaging, storage and quality. The workshop included visits to the different categories of retail outlets including wholesalers, supermarkets and individual kiosks. Participants confirmed a positive contribution from the workshop and in particular felt the insights have given them a better understanding to ensure optimum quality control systems are followed during the manufacturing process itself to make sure that Kakira's consumers get only the very sweetest of deliverables with every packet of sugar!



Kick Polio out of Africa

Rotary International officials in Kakira to fight polio

Rotary International officials visited Kakira on 12th March 2010 as part of their campaign dubbed 'Kick Polio out of Africa'. They wanted to remind the community and the people of Uganda of the dangers of the disease.

Rotary International has for the last 25 years concentrated on raising funds for polio immunizations. They have been partnering with World Health Organization, Ministry of Health, UNICEF and Centre for Disease Control to fight and eradicate polio which is notorious for affecting children under the age of 5. The disease may either cripple or kill the victim.

Kakira was one of the places chosen for the polio immunizations. According to Mr. Henry Kyemba, Kakira was chosen because of the high population density for the services that are provided by a prominent Rotarian Hospital. Many mothers brought their children on the day to receive the polio vaccine and the Rotary team had a very enthusiastic immunization exercise of the children and a mini-soccer training exercise with the estate's soccer team.

Polio eradication has made substantial progress since 1988. There were then about 125 countries affected by the disease. Currently there are only four countries which are considered key priorities and these include India, Pakistan, Afghanistan and Nigeria. Rotary International is taking the advantage of the 2010 FIFA World Cup due in South Africa in June this year to remind people of Africa of the fact that polio still remains of immense concern to the Continent.





Industrial Security Services (ISS) gets a new General Manager

David Quilliam has been appointed as General Manager for Industrial Security Services (ISS). He was born in Uganda in 1949. His father, Mr. John Quilliam worked in Kakira as a Personnel Manager for almost 30 years. David went to school in Victoria Nile

Primary School in Jinja and then left Kakira for Zimbabwe at the age of 18.

Mr. Quilliam served in the Police Force in Zimbabwe but later went on to start his own business in South Africa. When his mother was ill in England he moved to UK. In the last 5 years he has been involved in different security roles in Afghanistan. David is married with two children who are currently studying at University in UK.

We recently caught up with Mr. David Quilliam in a one on one interview as seen below;

Q: Mr. Quilliam, why did you decide to work here at Kakira?

A: An opportunity came when I was contacted in Afghanistan and since I had always wanted to return to Uganda, this was a chance that I had to take. The fact that my father had worked in Kakira and we had lived here for some time also contributed to my need to return.

Q: What is your view on the whole ISS as a company

according to what you have seen so far?

A: I'm impressed with the people I'm working with. The co-operation, the general good will of the people and the management as a whole bodes well for future progress.

Q: Theft has been an issue especially here in Kakira, what plans do you have to put this issue at rest?

A: We are formulating plans for that and the reduction has already started.

Q: What challenges have you faced so far?

A: The biggest challenge I'm facing is the vastness of the estate and the amount of assignments needed to provide a good level of security.

Q: What is your vision for this sector?

A: To improve the overall security situation at Kakira and then plan a way forward for the company as a whole.

Q: Have you discovered any weaknesses in the ISS department?

A: The structure has been modified to allow a proper and clear chain of command which was not in place and was causing problems. It will also allow for better supervision..

Q: Any last words from you?

A: I'm excited to be back here in Uganda and most especially Kakira. It is a wonderful change from the life and dangers of working in Afghanistan. I am most grateful for the opportunity afforded to myself and my family who I hope will be able to join me in the not too distant future.

British actress Joanna Lumley visits Paraa Safari Lodge



On 25th November, 2009 Paraa Safari Lodge received a very special guest, Ms. Joanna Lumley, a prominent actress and activist for the Gurkha Servicemen. Ms. Lumley was accompanied by eight other persons who were filming a documentary on the River Nile.

Paraa Safari Lodge researched Ms. Lumley's dietary preference online and on her arrival surprised her with meal options that suited her requirements. This together with the fresh local ingredients ensured a most enjoyable culinary experience at Paraa as part of her unforgettable stay.



Mweya Safari Lodge gets a new General Manager



Mweya Safari Lodge welcomes Mr. Renier Botes as New General Manager and Mr. Richard Hodgson moves on to Chobe Safari Lodge

Renier Botes who hails from South Africa, has many years of experience managing resorts and lodges in his home country and his most recent appointment was as the General Manager of Kungkungan Bay Resort in Indonesia, a diving resort. He comes with an impressive food and beverage background including three years as Banqueting Operations Manager for the premier hotel in Sun City.



New General Manager at Paraa Safari Lodge

Paraa Safari Lodge says goodbye to Kenneth Mugira

Paraa Safari Lodge recently said farewell to their long serving General Manager Kenneth Mugira. His next assignment is at our recently acquired Mara Leisure Camp in Kenya.

Crispus Nguraru Mwamidi takes over as the new General Manager at Paraa.

Crispus, a Kenyan by nationality is married with three children. He has over 18 years working experience in various management positions in hotels, time share resorts and all inclusive resorts and clubs. He has worked for the following chains of hotels:- Reef hotels (Kenya / Zanzibar), Welcome Inn hotels (Kenya / Germany), Neptune Group of hotels (Kenya / Zanzibar) lately re-branded into the Sentido hotels, Royal reserve safari and beach club-A Gold crown time share beach resort. Lately he has worked with Kenya Safari Lodges.



Chobe Safari Lodge update

Obituary

Untimely demise of Ms. Bonney Nahoninye – Long term employee of Mweya Safari Lodge.

With deep concern this is to inform the untimely demise of Ms. Bonney Nahoninye that occurred on 30th November 2009 at her house in Kaseke.

Bonney took two days off to go home but we were not to see her again as she passed away due to Massive Pulmonary Embolism. She is survived with two children i.e an 18 year old daughter and a 22 year old son.

Ms. Bonney joined Uganda Hotels as a staff cook on 15th August 1986 and when we took over Mweya Safari Lodge on the 25th November 1995, Bonney was offered employment as a staff cook. On 1st July 2004 she was promoted to the position of Cook and she has been the Breakfast Cook at Mweya Safari Lodge till she passed away. She has worked at the same property for 22 years and 14 years for the Group.

A.R Khan (Mani) Director of Operations (Tourism) says that: "whoever stayed at Mweya Safari Lodge and had an excellent omelet, it was courtesy of Bonney. She will be dearly missed. May her Soul Rest in Eternal Peace"

Long serving employees recognized at Mweya Safari Lodge

On 26th October 2009, Mweya Safari Lodge held a party in recognition of 22 long serving employees who have been working with the Company for over 10 years. They were awarded prizes as a token of appreciation for their long service and dedication to the Company. Kenneth Mugira who first managed Mweya Safari Lodge before his transfer to Paraa Safari Lodge was also recognized. In total 22 staff were awarded, comprising of 5 females and 17 males from different departments of the Lodge.

Employees of the year 2007 and 2008 selected from twelve employees of the month were also awarded cash prize and a visit to Paraa Safari Lodge for two people, 2 nights on full board. An awards program was implemented to recognize outstanding employees on a monthly basis.

A committee appointed by the employees composed of one representative from each department will nominate in writing staff and selections of the outstanding employee of the month will be made by Heads of department.

The four most complimented employees by guests based on the comment cards were also recognized and given prizes in appreciation of their hospitality and commitment to make sure guests receive excellent service.

A R Khan (Mani) Director of Operations (Tourism), presented the awards and prizes to all employees who were recognized and congratulated them on this great achievement



Occupying a prime location in the Murchison Falls National Park and only three and half hours from Kampala, Chobe Safari Lodge is currently undergoing final touches prior to opening.

With vast experience and an intrinsic knowledge of the hospitality industry, the General Manager of Chobe Safari Lodge will be Mr. Richard Hodgson, formerly at Mweya Safari Lodge. He is currently overseeing the Lodge's final and crucial points including completion of staffing.

The restored luxury property is one of the newest additions to the Marasa portfolio and will boast unrivalled architecture and interior design.

Chobe Safari Lodge will feature 41 elegantly appointed guest rooms, 21 tents, 4 suites and a cottage. All rooms boast airy outdoor balconies fronting the River Nile's magnificent sweeping views.

The 4-tier swimming pool thoughtfully positioned showcases magnificent panoramic views.

The state of art Conference block for up to 100 guests is also nearing completion and is fully equipped for all business requirements.

With sports fishing being one of the activities for which Chobe has historically been famous, a fishing expert has been engaged to map out the fishing spots and ensure that keen anglers get the most from their piscatorial adventures.

Chobe Safari Lodge will officially open in June, 2010.



Mara Leisure Camp, Kenya, Acquired By The Madhvani Group

Marasa Holdings Ltd, a subsidiary Company of the Madhvani Group has extended its circuit to include Kenya's premier Wildlife Park – the Masai Mara National Reserve. In addition to Mweya Safari Lodge in Queen Elizabeth National Park, Paraa Safari Lodge in Murchison Falls National Park and the newly refurbished Chobe Safari Lodge also in Murchison Falls National Park, Marasa Holdings acquired the Mara Leisure Camp on the 1st of April 2010 at Midnight.

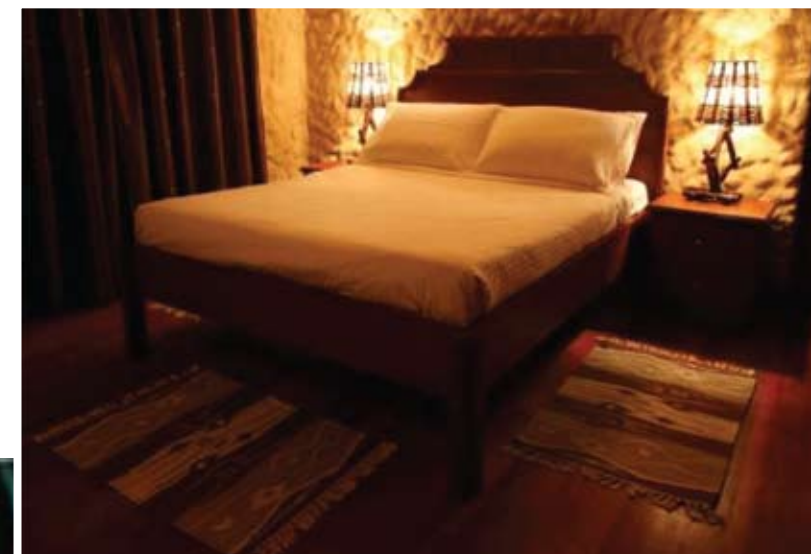
Mara Leisure Camp is a boutique camp comprising of 22 luxury tents and 3 cottages located on the edge of Mara Game Reserve. The camp was handed over to Mr. Mani Khan (Marasa Holdings Ltd) who represented the Madhvani Group by Mr. Simon Njoroge Muturi the Managing Director of TAIHO Properties Ltd. The occasion was witnessed by Mr. K.N. Nair, a Director of Madhvani Group and 44 staff of the Camp.

Mr. Kenneth Mugira who has worked with Marasa for over 12 years has gone back to Kenya as the overall General Manager of Kenya Operations based at the Mara Leisure Camp.

Location

The Masai Mara National Reserve which is comprised of huge savannahs of golden grasslands and the rift valley escarpment is famous for Wildebeest migrations as well as frequent sightings of Lion, Cheetah and Rhino.

The Mara Leisure Camp is just outside the boundary of the Masai Mara



National Reserve and is situated on the north bank of the Talek River and boasts 400 metres of river frontage. By road from Nairobi it is four and a half hours or 255kms; by air one hour from Wilson Airport, Nairobi to Ol Kiombo airstrip and forty-five minutes drive from the airstrip to the camp.

Rooms and Facilities

The camp comprises of 13 Nyati Standard Tents, 9 Jumbo Tents and 3 Chui Family Cottages and also boasts a swimming pool, bar, restaurant, gift shop and conference facilities.

The Mara Leisure Camp promises to be another exciting location to augment our already breathtaking properties.

For more information on Mara Leisure Camp visit www.maraleisurecamp.co.ke





My dream wedding at Mweya Safari Lodge

Say, "I don't" to an ordinary wedding and make yours the envy of everyone you know.

We can transform your ideas into lifelong memories by coordinating events where you can relax and enjoy the celebration as much as your guests. Whether you're saying, "I do," honoring an anniversary or birthday or staging a company party our exceptional staff will make sure your special event will be truly memorable. Daudi and Maureen Ochieng were married at Mweya Safari Lodge. About 105 invited guests attended the wedding ceremony. This is what the happy couple had to say about their great do: "We had a dream come true safari park theme wedding.

We planned to have a memorable wedding and as it turned out this was an understatement, looking at all that happened my friends and family still pat me the back for having given them an experience of their lives. When we have children's parties the kids come up to and say Uncle Sundi thanks for taking us to Mweya and that brings tears of joy to my eyes!

The team in Mweya did great with the food and hospitality! My lovely wife loves adventure and to surprise her I had this great idea to take the wedding to a place that lovely and full of adventure. So I rolled out the plan 6 a.m guest go for a game ride 11am they roll for the boat cruise, 2 p.m wedding ceremony and at 5pm Hennessey cocktail and at 7pm Dinner at 10pm After Party.

Had it rolled like that it would have been a wonderful wedding but it didn't and that made it a great wedding, and what we thought would be a Hennessey cocktail ended up being a Courvoisier cocktail and with guests having so much fun we could keep the tight time schedule and the party featured 80's theme music which was amazing, food was served till midnight and then roast was served till 2 a.m and what a day that was.

My wife had such wonderful time because of the variety of activities that were going on she said ' have like many moments but will tell you a few. When my husband sent me a text saying 'THIS IS IT' on my way to Mweya I read the message and laughed so loud. It was such a long journey that I couldn't become a runaway bride I was ready and longed for this. When he got down on his knees and sang for me a song he loves so much that was amazing I didn't know he could sing! In is speech I liked why he was marrying me' he didn't want to marry me to spend the rest of his life with me but he married me somebody he couldn't spend the rest of his life without, In Mweya I liked the breakfast like they say eat like a queen indeed the breakfast nice and our suite was just perfect'

The wedding was beautiful ... even if I say so myself. I Really enjoyed it.

Daudi



2



Update from India

Mr.Falguni Sarkar the Executive Director for Muljibhai Madhvani & Co. has left Uganda after 13 years to head the Group's India hospitality venture, Marasa Hospitality Ltd., The first of hotel to be set up under this venture is located in the town of Rajkot, Gujarat in Western India and is due to open towards the end of 2010.

The hotel is to be managed by Sarovar who manage over 40 other hotels in India as well as a couple in Eastern Africa. The Sarovar Rajkot Portico, as the property will be called, will consists of 70 rooms designed with a theme of modernity with functionality for the discerning visitor.

Other planned locations for Marasa Hospitality include Rishikesh, Tirupati, Varanasi and Bodhgaya, which form part of the Hindu and Buddhist circuit on which the Company's model is based.

1, 2 The rooms at the new Sarovar Rajkot Portico

Excel Construction continues to excel!



Excel Construction has recently been awarded further contracts by Heritage Oil and additionally the Company was awarded a contract of approximately US\$ 13 billion for the construction of Mbarara Hospital.

Excel Construction has also been awarded contract for the construction of malting plant by Nile Breweries Ltd. with a value in excess of US\$ 12 billion. The company currently has 18 projects in hand which are spread out at over 38 sites throughout Uganda and with the current ongoing contracts it makes Excel Construction one of

Uganda's leading construction companies. Commenting on the same, Mr.Malkit Singh Saini the Joint Managing Director of Excel said, "in the last 4 years the Company has grown 5 times in terms of turnover and we are extremely positive that this dynamic growth will continue". Raj Devani, the Operations Director of Excel, added "we are examining the possibility of tying up with some leading global construction companies in order to see this continued growth of Excel, particularly in some areas of specialization".



East African Packaging Solutions (EAPSL), the joint venture between Madhvani Group and Graphic Systems, the leading printing company in Uganda, having installed and set up a new state of the art production and a printer for corrugated boxes, in the last 4 months have achieved 100% capacity utilization. A new additional printer has been ordered to further enhance the plant's capacity. Mr.Garud Swamy, the General Manager, expressed his confidence that despite a very competitive environment with many players, EAPSL is a cut above the rest with its superior quality and customers service and is recognized for this by having Uganda's leading companies in its customer base. The sales and marketing team lead by Muhamed Nizam and Helen Calnan (deputed from Graphic Systems) express their optimism in continuing to see the volume growth at EASPL.

W.R. Vasudevan joins as Executive Director



W.R. Vasudevan is a Chemical Engineering Graduate from Hyderabad, India and passed out in the year 1980. Has around 30 years of post qualification experience in commissioning, scale-up of processes to commercial scale, basic and detailed engineering, operations, corporate and strategic planning including JVs, project implementation, marketing, product development and market research, and as a business/ profit centre head.

Vasudevan has worked in the fields of fertilizers, agrochemicals, petrochemicals, food technology, biotechnology and sugar industries. The Companies included IFFCO, Volrho Ltd., Vam Organic Chemicals, Pidilite Industries, Kothari Sugars, Venkys and E.I.D.Parrry (India) Ltd. Prior to joining the Madhvani Group on 19th April 2010, he was Vice President Technology & Projects of E.I.D.Parrry (India) Ltd. part of the US\$ 3 Billion Murugappa Group based in Chennai, India, and is responsible for implementing new technologies, acquisitions, three cogeneration (power) projects, two distilleries and sugar expansion and de-bottlenecking



Kakira hosts the Prime Minister of the Republic of Uganda

RT. Hon. Prof. Apolo Nsibambi, the Prime Minister of Uganda accompanied by his wife, Esther, made a trip to Kakira on 19th January 2010. He was warmly welcomed by Mr. Mayur Madhvani, Joint Managing Director of Kakira. The other Directors present were Mr. Nitin Madhvani and Mr. Nikesh Madhvani. MM Primary School pupils also welcomed Hon Prof. Nsibambi.

Whilst in the Boardroom, Mr. Mayur Madhvani on behalf of Kakira Sugar requested the Government to review the tariffs for the cogeneration. He said that Kakira only gets USD \$ 06.15 for power compared to other companies who get USD \$ 0.13. "We are asking for only USD \$ 0.09. We can give 34 MW to the national grid. Only 9MW can light up the whole of Jinja", said Mr. Mayur.

Per capita consumption of sugar in Uganda is 8kg per annum compared to a global average of 23kg. Uganda has a fast growing population; by 2030 we will need 700,000 tons of sugar just for the domestic market. The company is seeking the Government to set up a National Sugar Policy so that they can expand the factory to crush 2 million tones of cane per annum.

The Prime Minister was briefed that the Group identified a site for another sugar cane industry in Amuru District in Northern Uganda. This will not only create more jobs for the people in Northern Uganda but also develop Uganda economically. The Prime Minister confirmed his support for the project given the benefits to the local communities in the area and with the return of peace in the region economic development was key to ensure stability.

The General Manager- Richard Orr gave a presentation on the Group's activities which impressed the Prime Minister. In addition to touring the factory the Prime Minister took the time to visit the hospital where Mr. Moses Thenge, Human Resources Manager, briefed the Prime Minister on the activities carried out there.

In his concluding speech, Mr. Mayur Madhvani thanked the Prime Minister for visiting and told him to remember only one word, PESA (Power, Ethanol, Sugar Policy, Again you must come), which in Kiswahili also means money.



Madhvani Foundation Alumni Association appoints Patron



Mr. Henry Kyemba at the invitation of the Executive Committee has accepted an appointment as the Patron of the recently formed Madhvani Foundation Alumni Association (MASS).

As Patron, Mr Kyemba will provide a valuable link between the Foundation Board and Alumni students as well as advising/supporting MASS in promoting its values, aims and objectives.

Mr. Kyemba is no stranger to public service; He served in the post-independence Ugandan Government starting as the Principal Private Secretary to the President rising to the position of Head of the Civil Service. Later on in his career he served as a Minister in various portfolios including, Health, Agriculture, Animal Industry and the Presidency.

Between 1989 to 2001, he represented the people of Jinja Municipality West as their Member of Parliament. Mr. Kyemba has held the position of Chairman, Madhvani Foundation Scholarships Committee since 2003 when the Madhvani Foundation Scholarship Scheme was re-instated.

Outside of the Foundation, Mr. Kyemba is a member of the Judicial Service Commission, an active Rotarian being the International's Representative to the United Nations Environment Programme in Nairobi and a Management Board member of Jinja National Referral Hospital.

Former Madhvani Foundation scholarship beneficiaries share their memories



Justice Kanyeihamba - Former Supreme Court Judge - 1958 Beneficiary

Justice George Kanyeihamba was one of the earliest beneficiaries of the Madhvani Scholarship. He was awarded the scholarship in 1958 under the General Scholarship Scheme. This national scholarship was only open to the top three students and guaranteed them free O' level education.

"That scholarship was a life changer. Because of it, I went to Mwiri College, the best school in the country at the time," says Justice Kanyeihamba. "While there, I learnt how to work hard as an individual to help the greater community. This really helped me build character and that's what has got me where I am today,". According to him, if the whole experience taught him anything, it is that there is no substitute for hard work.

After Mwiri, Justice Kanyeihamba went to England to pursue a law degree and came back to rise through the ranks and become one of Uganda's longest serving High Court Justices.

Immaculate Adriko - Doctor 2003 Beneficiary

At some point, Immaculate Adriko, a clinical officer in Gulu, was ready to give up her dream of becoming a fully fledged medical doctor. Funds were scarce and though she managed, with the help of family and friends, to find money to see her through her first year, she couldn't find anymore funds to take her through the four remaining years of study.

"I'd just about given up when I saw an advert in a newspaper. The Madhvani Foundation was offering scholarships to students who had finished their first year at university.

I figured my chances were good so when I applied and got called for interviews, I was confident that I would pass," says Immaculate with a reminiscent smile. Regarding the scholarship, Immaculate firmly believes that her success was ensured by the fact that failure to get a good grade meant automatic discontinuation from the scholarship programme. This she said... encouraged her to study hard and ace her exams.

Lillian Nabirye - Student 2009 Beneficiary

Lillian might not have benefited from the scholarship if she hadn't believed in second chances. A year ago, she had applied for it, only to be turned down. She found out much later that the reason she'd been passed over was that she was in first year yet the scholarship scheme targeted second year students.



"I didn't have the guts to apply again, having been turned down before. The only thing that pushed me was the fact that I hated being one of those people who only managed to pay fees the morning of my exams".

Pursuing a degree in Land use and management, the 21 year old says that she's bent on studying hard because she has seen first hand, the opportunities availed by hard work. After graduation next year, Lillian hopes to get a job with the Ministry of the Environment.

Justice Kanyeihamba, Dr. Adriko and Lillian Nabirye are just a few of the hundreds of students who have benefited from the Madhvani Foundation. Last year a Foundation Alumni Association (MASS) was inaugurated to help all past and present beneficiaries get together and network so as to help one another. Roland Kokasi, a 2003 beneficiary currently working with DFCU Bank was elected its first chairman.

Applications for Scholarships are advertised annually in the month of May

Former Madhvani Foundation Scholarship beneficiaries Betty Amongin (left), Margret Masika (2nd right) and Roland Odinga (right) paid a courtesy call to the Madhvani Group offices recently.

The ladies who are 2009 graduates were led by the newly elected Alumni Chairman, Roland Odinga to meet the Chairman, Mr. Samson Rutegea and express their gratitude for the education bursary.

The 2010-2011 Madhvani Scholarship Scheme



The Madhvani Foundation scholarship scheme 2010-2011 was launched on the 5th of May 2009 at a press conference at the Kampala Sheraton Hotel.

In attendance to address the media was the Chairman of the Scholarships Committee Hon Henry Kyemba and the one the former recipients Dr Susan Akello who now works with Uganda's best private hospital Nakasero Hospital.

The amount made available for 2009-10 (over 500 million shillings) was the largest ever given by a private donor to education in the history of Uganda. Following a rigorous selection process 175 students were given scholarships to study University undergraduate and post graduate courses that ranged from law to Food science.

Without doubt the highlight of the year for the Foundation was the launch of the Madhvani Foundation Alumni Association (MASS), an organization that the Foundation Board has been seeking to establish for sometime. The event held at Hotel Africana on the 9th July 2009 brought together over 150 former beneficiaries who elected Ronald Kokasi as the first Chairman of MASS. In his acceptance speech the new Chairman promised to work tirelessly to uphold the vision of the founder and unite the former students by establishing network opportunities for them to assist one another.

In attendance at the function was Uganda's High Commissioner to India HE Ambassador Nimisha Madhvani who delivered a moving speech that looked at the legacy of the founder of the Madhvani Foundation the late Muljibhai Prabhudas Madhvani and his vision for Uganda's development.

Later in the year the Alumni Association Chairman and a team of former students (pictured) paid a courtesy visit to the Madhvani corporate group headquarters in Kampala to thank the Foundation for the opportunity they were given. They were received by Roni Madhvani a Madhvani Group Director who congratulated the alumni students for successfully completing their studies and gaining productive employment. He reminded them about the Foundations expectations and tasked them to use the skills they gained courtesy of the Foundation not selfishly but for the greater good of all Ugandans.



Commonwealth steeple chase Queen's baton passes through Kakira

A buzz of excitement overwhelmed Kakira on the day. Added to the excitement was the fact that the Baton was accompanied by Commonwealth Steeple-chase gold medalist, Dorcus Inzikuru. Everyone present struggled to take photographs with the Baton containing the Queen's message.

Uganda was the 19th of the 71 countries to receive the Queen's Baton and Kakira was among the places chosen to host the event. The Baton holds the Queen's message to be read at the opening ceremony of the Commonwealth Games in India on 3rd October, 2010. It includes a camera that records everyone who carries it and is connected to the GPS system for tracking the global progress of the baton.



Short relays were organized to enable each participant to hold the Queen's Baton. The Queen's Baton Relay is one of the great traditions of the Commonwealth Games. It symbolizes the gathering of people from across the Commonwealth at a four yearly festival of sport and culture. Queen's Baton Relays have been the curtain raiser to every game since Cardiff, Wales, in 1958.

Even the rain on the day could not halt the event. At the Kakira Head Office, the visitors were welcomed by a team led by Mr. Amit Madhvani, Mr. V.G. Modi, Executive Director- Finance and Dr. M. Reddy, Agricultural Manager. A luncheon was prepared by the Kakira Guest House staff at Kawempe Hill for all the guests.

Wheel chair donation program continues

In 2009, Kakira Sugar Works launched a program to help the disabled people in the community by donating at least one wheel chair per month to individuals one at a time. The recipients were identified by Mr. Eric Naveed- Catholic International Volunteer. Priority was given to children.

Ten wheel chairs were donated in 2009. This program has continued and more wheel chairs are being donated to different disabled persons in the community. The program touched so many people including Natasha and Fardeen Khan who also pledged to donate a wheel chair.



Coleus Crowns: Past, Present and Future



Group's donation to Buluba lepers hosptial

On 3rd April, 2010 wheel chairs were donated to Buluba Lepers Hospital accompanied by the Catholic International Volunteer, Mr. Eric Naveed, Mr. Ramnath and Mr. Chandrasekar of the Group.

The Group also donated sugar to the residents of Buluba Lepers Hospital.

The event was attended by Bishop of Catholic Jinja Diocese, Bishop Joseph Wilgus.



Coleus Crowns (Uganda) Limited (CCUL) is a Joint Venture (JV) between the Madhvani Group and Coleus Packaging of South Africa. The 50:50 JV Company started during March 2007.

Right from the start the Vision of the Company was to differentiate its product on quality. To succeed, CCUL started with the most important part: looking for competent, dedicated and passionate people to ensure that individual contributions will ensure the success of our operations as a whole. Looking back after 3 years' operations, CCUL is proud to be associated with its employees.

To equip its employees with all the required tools, the Company spent a lot of time on training. All employees (Team Leaders, Line Maintainers, Quality Controllers, Box Makers, etc.) sat through training sessions that covered maintenance, production, quality, statistical process control, etc. The result was a group of people that all had a basic understanding of all aspects of the Company's operations and a good understanding of their specific Roles and Responsibilities.

The next step in the Company's approach to quality was to implement simple systems to ensure we control critical parameters closely. To this extent a Maintenance Management System based on Reliability Centered Maintenance principles was developed by the Operations Manager. Quality Control Systems (like Statistical Process Control and Six Sigma) were also developed and implemented. Quality Assurance procedures ensure that when a carton of crowns leaves our factory, the team members don't hesitate to put their names on the cartons as they are confident about what is inside – CUSTOMER SATISFACTION.

During the past financial year the production teams performed well: the annual Factory Efficiency (actual production output / maximum theoretical machine output) was 79%, all quality parameters were well above World Class standards and CCUL received only 6 quality complaints against 274 million crowns supplied to different customers during the year.

The Company produced and supplied its first consignment of 10 cartons of metal crowns to Nile Breweries

during August 2007. At present CCUL is supplying 100% of Nile Breweries' requirements, the Company is supplying some of Pepsi Uganda's requirements and have recently been accredited by Coke Uganda to start supplies within the next month or so. Coleus Crowns is also exporting crowns to Sudan and Rwanda.

Moving forward, CCUL is currently expanding its capacity by 200% to ensure it will be able to serve the needs of the Ugandan market along with the markets of some neighbouring countries like Sudan Rwanda, Burundi and the DRC. Additionally, Coleus Crowns has started preparing for ISO 9001:2008, ISO 22000 and ISO 14000 accreditation to ensure all systems comply with international standards. CCUL is facing stiff competition from crown manufacturers in Kenya, Egypt and India, but the Company is confident that with the backing of its owners and the dedication of its employees it will become one of East Africa's most competitive crown manufacturers.

News in pictures

1. Congolese Ambassador- Mr.J C H Okolo (L) being showed around the cogeneration plant by Mr.Nitin Madhvani
2. International School of Uganda (ISU) students pose for a group photograph after visiting the Kakira Sweet Factory
3. Global Chairman of Bank of Baroda, Mr. M. D. Mallya (Centre, front row), along with Governor Bank of Uganda, Mr. Tumusiime Mutebile (3rd left, front row) and their team during their visit to Kakira on 02nd November, 2009. They are joined by KSW top staff and Mr. Nikesh Madhvani
4. David Haworat and Nigel Hawley of Illovo sugar are accompanied by our Directors, Mr Manubhai Madhvani, Mr. Mayur Madhvani, Mr.Kamlesh Madhvani, Mr. Manu Radia and Mr. Faran Nakhooda
5. A team of advisors from USAID- USA together with Kakira staff. From left to right: Mr. Richard Orr, General Manager- Kakira Sugar, Ms. Hania Dawood, Ms. Ulrike Killy- USAID Mr. Moses. H. Thenge, H R Manager-Kakira Sugar, and Mr. Michael Kibinge- USAID
6. Roland Odinga, Madhvani Foundation Alumni Chairman (left) congratulates Christine Keneema (right) a recent Agriculture & Land-use graduate of Makerere University. In the background (from left) Emmanuel Aboce- BSc.Laboratory Technology; Ismail Lubega-BSc.Fisheries & Aquaculture and Aiden Ngobi-BSc. Telecommunication engineering who also graduated at Makerere University



7. Kakira makes a donation to Volunteers to cycle throughout Africa to raise funds for Kitemba Primary School in Western Uganda.

8. Saint Sadhu Bhaktavatsaldas and his entourage standing next to Directors Mr. Pratap Madhvani and Mr. Mayur Madhvani during their visit to Kakira on 25th January, 2010

9. A delegation of visitors from Lalima Tech in Bangalore, India, together with staff from Kakira Sugar



Buyala festival sponsored by Madhvani Group

Buyala Forest is situated next to River Nile, 3 km away from Bujagali falls. The Buyala Forest Project, a local outreach community project run by the prominent Father Picavet assisted by Eric Naveed, an International Catholic Volunteer, organized the Buyala Festival on 31st October, 2009 which was sponsored by the Madhvani Group.

Group Employees that participated included Mr. P. Kumar, Mr.Krishna Swamy Sampath, Ms.Anita Vanessa and Mr.C Ashish of Makapasi Matches. The top 3 winners were given bicycles and others received branded prices from Makapasi matches.

Commenting on the success of the Event, Eric Naveed said: "this brought together the entire community and gave them a sense of togetherness and hope for the problems of poverty, HIV, etc. and we are grateful for the contribution of Madhvani Group in being so engaged and committed at a grass roots level of the community in which they operate".

The Festival entailed a cycling marathon for the entire local community covering not only the Buyala Village but also seven other nearby villages.



- 1 Mr.Kumar giving out gifts
- 2 Father Picavet giving out gifts sponsored by Madhvani Group
- 3 Bicycle Race with Kakira T.Shirts
- 4 Volunteers giving out Trophies
- 5 Eric Naveed and the Kakira team
- 6 Anita giving out T-shirts for participants
- 7 Bicycle participants waiting for prizes
- 8 Getting ready for race

Madhvani Group donates for reconstruction of the Kasubi tombs

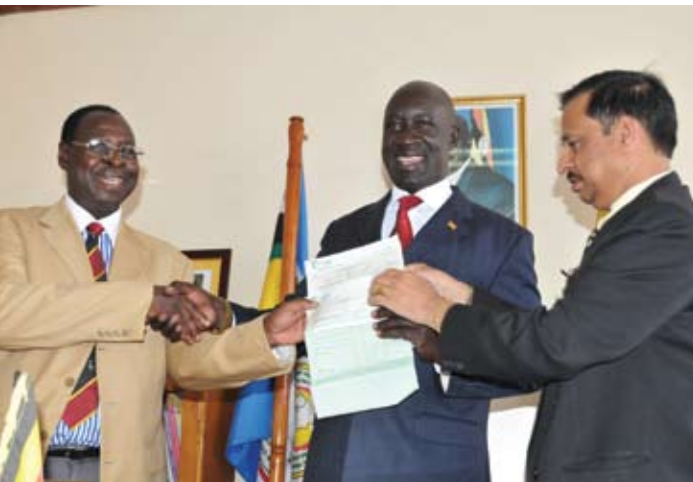
The Madhvani Group of Companies donated US\$ 100 Million in support of the reconstruction of the Kasubi Tombs that were destroyed by a fire, recently. The fire which broke out at the Buganda owned World heritage site destroyed property worth millions.

The hand over of the cheque took place at Bulange, Mengo in Kampala and was attended by representatives from Madhvani Group- Mr.K P Eswar, Director-Corporate Affairs; Mr.Enoch Nkuruho, Executive Director, Mr.James Kahoza, Chairman- Board of Directors- Kakira Sugar, Dr.Jack Luyombya- Director- Kakira Sugar.



Madhvani Group donates to Bududa landslides victims

Madhvani Group of Companies had donated Ushs.25M to the Bududa Landslides victims



Madhvani Group donates to haiti disaster Earthquake victims



Madhvani Group of Companies donated US\$5M towards Haiti Earthquake victims on 25th January, 2010 at a fund raising function at the Serena Hotel, Kampala.



Show co-ordinator Andrew Lubaale gives out samples of Madhvani products



Uganda solo exhibition

Madhvani showcases in Southern Sudan

The First Uganda Solo Exhibition in Juba - Southern Sudan, started on 10th February 2010 and ended on 14th February 2010. The exhibition was organised by Uganda Export Promotion Board (UEPB) with the theme, "Trade for Mutual Cooperation and Prosperity." The venue was Nyakuron Cultural Centre in Juba City. The Madhvani Group participated and used it as an opportunity to showcase the people of Southern Sudan the Group's activities in Uganda and plans for expanding into South Sudan.

The opening ceremony took place on 11th February 2010 and was presided over by the Minister of Trade and Commerce for Southern Sudan, Hon. Benjamin Marial Berbaba and Minister of Tourism Trade and Industry of the Republic of Uganda, Hon. Kahinda Otafire.

The World Bank Legal Advisor, Investment Climate Advisory Services in the Juba Offices, Ms. Jean Lubega Kyazze was one of the guests at the Madhvani display. She expressed her support for the Group's plan to invest in the Sugar Sector in South Sudan.

The Head of Chancery at Uganda's Consulate in Sudan, Mr. Habib Migadde, whilst visiting our exhibit was very impressed with the Madhvani Group for being the first Ugandan investors to take on such a large investment in Southern Sudan and he encouraged the Group to always call on him at the Ugandan Consulate for help whenever necessary.

The show revealed many trade enquires for the Group's products including confectionery and sugar. The Madhvani Group currently supplies crowns to the beverage industry in South Sudan as well as corrugated boxes through its subsidiary East African Packaging Solutions Ltd. and has participated in the development of the Country through Excel Construction Ltd. in the building of various schools and the South Sudan Brewery for SAB Miller.

Madhvani Group signs MOU with the Government of Southern Sudan for a sugar project at Mongala in Central Equatoria District

Signing of the memorandum of understanding between the Government of Southern Sudan and the Madhvani Group for a sugar project at Mongala in Central Equatoria district



From left to right :

- (1) Mr K G K Raju : Group Director – Agriculture, Madhvani Group
- (2) Mr Jaden Totgun Emilio : Undersecretary – GOSS Ministry of Agriculture & Forestry [MAF];
- (3) Dr. Jacob K Lupai : 1st Director General (Agriculture) – Central Equatoria State [CES] of GOSS;
- (4) Prof. Scopas J Dima : Projects Co-ordinator and Advisor Agricultural Development, GOSS MAF;
- (5) Mr Stephen Lomding : Director General of Finance & Administration, GOSS MAF
- (6) Mr John Chuol Dhol : Director General of Agricultural Production, GOSS MAF

Modernization at Mwera tea estate – Madhvani tea



To improve the quality and quantity of Greenleaf production and to enhance the efficiency of workers and to counter the shortfall in production due to shortage of workers, Mwera Tea Estate has embarked upon mechanized plucking.



Update on East African Distributors

The year commenced with visits from our principals LEDs-C4 from Spain during early March 2010. EADL hosted Mr. Carles Gutierrez, Export Manager African Region. He conducted a training programme for the sales and support staff at the EADL showroom and was happy with the display of their various brands. EADL is sure that this brand will be accepted by the target audience for its quality and innovative design and within the next 2-3 years should be seen in vital installations around Uganda.

EADL also entered into a joint venture with Polymer Applicators -India for a 50: 50 Joint venture to set up a new company : East African Building Solutions Ltd and would offer waterproofing solutions to the construction Industry and also deal in construction chemicals. This company will be spearheaded by our joint venture partners with an expatriate seconded to Uganda due to their expertise in their field and EADL will support with the local contacts with the architects and consultants and the existing set up.

EADL also started dialogue with Omega Elevators Ltd-India for setting up a new venture for supply of Elevators to this market and hosted Mr. Sameep Desai -M.D and Mr. Rupesh Seth-Marketing Manager for discussions. They are keen to enter into a 50: 50 Joint venture arrangement with EADL and would like to establish the company and operations by July 2010. This new division would also be spearheaded by two expatriate seconded to Uganda (one for marketing and the other for installations) and EADL would once again support with the local contacts with the architects and consultants and the existing set up.

In pursuit of representing world class brands with synergies to the current brand portfolio and be the one stop supplier of quality building materials in Uganda, EADL contacted Kohler Sanitaryware, U.S.A, for the sole distribution rights for Uganda and neighboring markets. In the month of February EADL was fortunate to host Mr. Bernard Langel- Vice President-International Development from Kohler Sanitaryware during early March for discussions and the way forward.

Kohler was keen to offer their exclusive distribution and would support EADL with the marketing and setting up of the showroom in Uganda.

With the addition of brands being represented by EADL and the Joint Ventures in the new plan, the current space is insufficient and EADL is looking to move from its current premises which have shown to be small and inadequate to display the brands the Company will be representing. In light of this a new modern walk-in warehouse with state-of-the-art display facilities is planned at a new location and the move is expected before the end of 2010.

EADL is currently completing the installation at Chobe Lodge where the entire air-conditioning is supplied through Trane, one of the brands in its portfolio.



Rwanda Investment Forum Conference in Kigali- Rwanda on 10th-11th May, 2010

The Group was invited by Rwanda Development Board (RDB) to participate in the Rwanda investment Forum "Accessing an East African Development" on 10th & 11th May, 2010 at Serena Hotel Kigali.

The President of Rwanda H.E Paul Kagame gave the keynote address at the opening of this conference. It was also attended by the Director General Commonwealth Business Council Dr. Mohan Kaul among others.

The Group was represented by Mr. Enoch Nkuruho- Executive Director, Mr. Jim Kabeho- Executive Director, Mr. Farhan Nakhooda- Director Projects. Mr. Nakhooda had also been invited to present a paper on business opportunities. His presentation at this RDB/CBC Rwanda Investment Forum clarified the flooding problems affecting our performance at Kabuye Sugar.



1 Group Executive Director Mr. Enoch Nkuruho with the President of Rwanda H.E Paul Kagame at the Conference in Rwanda.

2 Hon. Minister of Finance & Economic Planning Rwanda Govt. Hon. John Rwangombwa greeting Mr. Enoch Nkuruho as the Minister of Commerce & Trade Rwanda Govt. looks on at the Conference in Rwanda 10th - 11th May, 2010





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