

Years of Celebrating & Transforming Lives

Since 1946



UGANDA BREWERIES LIMITED

Anniversary Magazine, 2016



MARK OCITTI

ONE-ON-ONE

With our new Managing Director

70 FACTS ABOUT UBL THAT YOU DIDN'T KNOW

GRASS TO GLASS

KNOW HOW YOUR BEER IS MADE

OUR BRANDS

56 products, an offering for every adult

COVER STORY

UBL LOOKING TO THE

FUTURE WITH OPTIMISM

OUR DNA

CELEBRATING RESILIENCE

THE ROLE OF INNOVATION

FOR THE LAST 70

discover *fine drinking*



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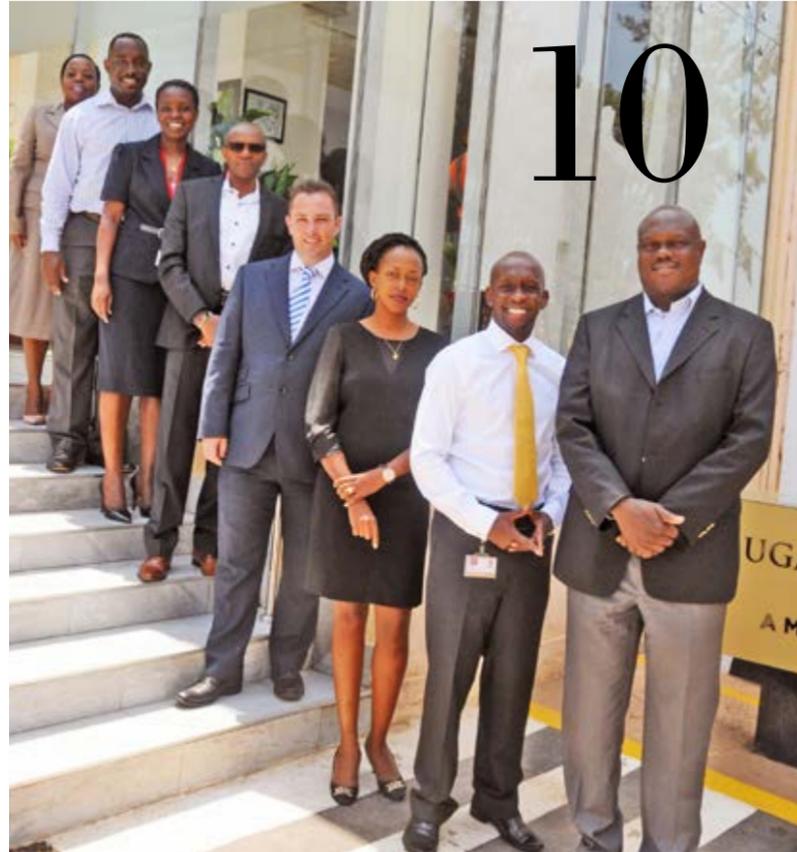
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Success born of resilience

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With a rich portfolio of 56 brands of beers and spirits, Uganda Breweries is undoubtedly #1 alcoholic beverages company.



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TO THE NEXT 70 WITH PRIDE!



Many people would “literally kill” for a sneak peek at what the Brewery looked like when the first bottle rolled off the production line.

Congratulations on turning ‘sweet 70’ Uganda Breweries!

This is a great milestone that every Ugandan ought to be proud of because together you and I have built and sustained this Ugandan brand for seven whole decades.

In this special edition of 70th Anniversary Magazine, we share tales from the people who saw it all, what we get up to as a Brewery and lessons learnt over time. As you flip through these pages, it is my hope that you will not only enjoy our story but take something away that will better you or your business because we exist only to celebrate life every day, everywhere. Many people would “literally kill” for a sneak peek at what the Brewery looked like when the first bottle rolled off the production line. What if we told you that we can satisfy your curiosity today – right at the start! I also know that you may not consider it “hot news” that we have a new Managing

Director, because you have already interacted with him on different platforms. And that as a top captain of business, he has a great strategy to grow the business to become the best performing, most trusted and respected consumer goods company in Uganda. BUT – what you would not know is what beer he drinks, whether he loves watching movies or plays basketball - or even whether active politics is in the pipeline for him! That too is included! You must want to know what your favorite brand is made of or what it stands for. And you must be curious about what else we get up to when we are not producing the greatest tasting brands in the world. This too has been covered so that for the next few minutes you can immerse yourselves in one of the top two companies to work for in Uganda.

Then - knowing that we are at the forefront of innovation and trend setting, see how our extraordinary staff upped the ante at the UBL@70 celebrations in their 60s, 70s and 80s outfits, pictures that graced media pages for over two weeks – the longest ever in the last 70 years!!! We compare their efforts with the

trendy fashions of yesteryear. Find out who came out on top. Lastly – we have taken the opportunity to turn our own pens on the veteran journalists through whose curiosity and nose for a good story has kept us on our toes. Through these pages we share the tales of those who, for example, clung to the “Great Night - Good Morning” Bell Lager adverts like their lives depended on it. Find out how they fared. At the end of the day, the 70th Anniversary Magazine commemorates 70 years of transforming and celebrating lives with a brand that is as resilient as the Ugandan people. In many ways, it is a memoir of all that makes us a solid business and provides the spring in our gait as we march on to the next 70 years with pride!

Cheers to 70 years of greatness!!!
Celebrating Life Everyday,
Everywhere.

Charity Ekudu Kiyemba

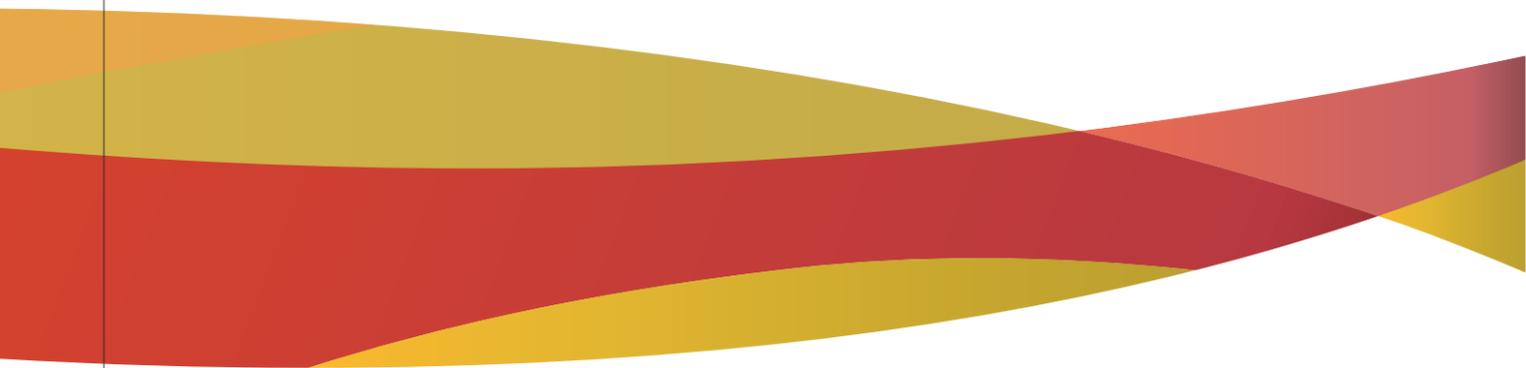
TRY NEW BLACK BELL

GO FULL FLAVOUR
GO NEXT LEVEL



**NO SUGAR
ADDED**

Looking To Celebrate **100 YRS** of transforming and celebrating lives in Uganda!



Without a doubt, turning 70 years is no meagre achievement especially when you speak of any true iconic Ugandan brand like Uganda Breweries! With a history that dates back to 1946, Uganda Breweries has stood the test of time and proven its commitment to celebrating the colorful and vibrant spirit of the people of Uganda.

I take pride in being at the fore of an institution steeped in the solid culture and heritage we have built over the last seven decades, characterized by celebration, respect and trust.

I celebrate that we are the pioneer brewery and that since 1950 our brands have indiscriminately played center role in the lives of thousands of Ugandans and non-Ugandans alike!

As we set eyes on our 100th anniversary, I acknowledge that our strong legacy rests and will continue to rest on our people: men and women of extraordinary character - individuals who are

passionate about their consumers and proud of what they do! I congratulate everyone who has played a role in building this trusted and respected brand; and I thank the people of Uganda for supporting the business we run. We shall continue to be part of the Ugandan community and play our part in building our economy, celebrating lives every day, everywhere in the true Ugandan style like only a truly Ugandan brand can!
Congratulations Uganda – congratulations Uganda Breweries!

Dr. Alan Shonubi
Chairman, Uganda Breweries Limited



I CELEBRATE THAT WE ARE THE PIONEER BREWERY AND THAT SINCE 1950 OUR BRANDS HAVE INDISCRIMINATELY PLAYED CENTER ROLE IN THE LIVES OF THOUSANDS OF UGANDANS AND NON-UGANDANS ALIKE!

OUR LEADERSHIP TEAM



MARK OCITTI P'ONGOM
Managing Director

Mark Ocitti P'ongom delivers long term growth in key business parameters i.e. Trading Profit, Market share, Volume, Cash Flow and Net Sales Value in addition to providing total business leadership to ensure business sustainability and continuity.



JULIANA KAGWA,
Marketing & Innovations Director

Juliana leads the marketing and innovation agenda to achieve the company's market share objectives and building the strength of the company's existing brands in all the key areas of consumer needs.



ALVIN MBUGUA
Finance Director

Alvin provides strategic leadership and guidance to the business and manages all financial aspects of company strategy and flow of financial information to the chief executive, the board and, external parties such as investors or financial institutions.



BEN KYALO MBUVI
Sales & RTC Director

Ben is in charge of defining the Company sales strategy to achieve effective implementation of the UBL marketing plan. To direct, control, motivate, lead and train the UBL sales operation to achieve agreed sales, distribution, and market share and performance objectives through the effective management of both Distributor and Retail sales operations.



SHANE HEALY
Supply Chain Director

Shane is in charge of management and accountability for all activities; from demand forecasting through manufacturing and the supply chain to the customer. This includes the management of brewing & packaging units in a cost effective way, whilst delivering high quality products using imported and local raw materials. He also mans accountability for procurement.



CHARITY EKUDU KIYEMBA
Corporate Relations and Legal Director

Charity enables UBL to achieve its business objectives in a legally compliant way while unlocking commercial opportunity through good practice in addition to managing the UBL corporate brand.



ALAN MUGUMA
Compliance, Audit & Governance Director

Alan supports the Managing Director to discharge his or her accountability in creating an environment where risks are proactively managed, and internal controls, compliance and ethics are at the heart of the business



FLORENCE BAMWINE
Human Resources Director

Florence leads and manages the end to end people/HR agenda within to ensure the business objectives are achieved through the utilisation and deployment of the programmes, tools, policies and frameworks that drive employee engagement and satisfaction

Statutory Directors



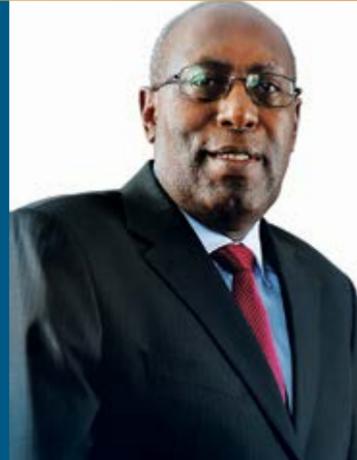
DR. ALAN SHONUBI
Chairman of the board

Dr. Alan Shonubi was appointed to the board and Chairman to the Uganda Breweries board in September 2009. He is an advocate, Notary Public and the founding partner of the Ugandan law firm 'Shonubi, Musoke & Co. Advocates'. He is ranked as one of the leading lawyers in Uganda by Chambers Global "The World's Leading Lawyers". He served as lead counsel on the "Porter" commission of inquiry into exploitation of DR Congo resources. He is a former President of the East Africa Law Society and Chairman of the National Library of Uganda. He is a reputable business leader in Uganda and is a director in several private companies including Uganda Baati Limited, Cooper Motors Corporation, Golf Course Holdings (Garden City), AAR Health Services and Interswitch Uganda Limited.



Andrew Cowan
Appointed Group Managing Director in July 2016.

Mr. Cowan is an established business leader, with a wide range of commercial and strategic management experience spanning over 20 years in the Fast Moving Consumer goods sector. Prior to this appointment, he led Diageo Great Britain (GB). Mr. Cowan's experience straddles corporate leadership, strategy development, operational management as well as sales and marketing. Andrew joined Diageo in 2008 as Commercial Director for Northern Ireland and was appointed to the role of Commercial Director in the Republic of Ireland a year later. He returned to GB in 2011 and has led the Diageo GB business since then.



Japheth Katto
Independent Non-Executive Director

Appointed to the board in February 2014. Mr. Japheth Katto is a consultant in corporate governance and was the CEO of Uganda's Capital Markets Authority from inception in 1998 until 2013. He has a wealth of experience in both the private and public sector having held various accounting, auditing and financial services regulation roles in East Africa and the UK. Mr. Katto is the Board Chairman of Stanbic Bank Uganda, Chairman of the Board of Trustees of the Duke of Edinburgh International Award Uganda and a board member of Junior Achievement. He also sits on the Global Council of the Association of Chartered Certified Accountants (ACCA) and Nominating Committee of the New York based International Federation of Accountants.



Mark Ocitti
Managing Director UBL

Mark Ocitti joined EABL in August 2014 as Managing Director for EABL International ("EABLI") which was responsible for EABL's business in South Sudan, Rwanda, Burundi and DRC. During his tenure, Mark led the EABLI business in an extremely volatile, uncertain, complex and ambiguous environment. Within his first year he doubled EABL's contribution to the EABL Group from around 5% to over 10%. His strength in commercial and operational excellence enabled him to successfully develop a robust distribution network in South Sudan and Rwanda, growing the Tusker brand into the number one preferred beer brand in South Sudan.



Dr. György Geiszl
EABL Group Finance Director

He joined Diageo in 2006 as Finance Director Corporate Region and Diageo Business services Centre (DBSC). He has subsequently held other Senior Management roles in Diageo including Group Chief Accountant and most recently Finance Director for Diageo's Russia and Eastern Europe markets. Dr. Geiszl is a qualified Chartered Accountant and in addition holds a Doctor of Economics Degree from the University of Janus Pannonius, Hungary.


GUINNESS
MADE OF MORE

FIND THE
FLAVOUR
WITHIN



EXCESSIVE CONSUMPTION OF ALCOHOL IS HARMFUL TO YOUR HEALTH.
STRICTLY NOT FOR SALE TO PERSONS UNDER 18 YEARS.

THE UGANDA BREWERIES STORY:

SUCCESS BORN OF RESILIENCE



George Sutton, a former Managing Director of Uganda Breweries Limited at a press conference to announce a revamped Bell Lager branding.

FROM THE EARLY 1950s, UBL POSITIONED ITSELF AS ONE OF UGANDA'S MOST IMPORTANT COMPANIES. DESPITE THE CHALLENGES THAT THE COMPANY FACED IN THE 70s, UBL GREW TO BECOME ONE OF UGANDA'S MOST RESPECTED ENTITIES.

By Timothy Kalyegira

Even through the period in which it was a state-run corporation, it remained a crucial entity. The history of the company provides insights into the challenges and the opportunities facing corporate Uganda.

It is also a cautionary tale on why it is usually best for the private sector, and not government, to manage business corporations in developing economies.

Early history

Until the arrival of the British, distilled liquor was unknown in Uganda.

When British explorers; John Speke and James Grant arrived at the court of Kabaka Mutesa I in 1862, among the many new products and ideas they sold to him was that of brewing of liquor.

In the 1880s and onward during the period of upheaval, Sudanese-born mercenary soldiers known as Nubians introduced liquor into the Ugandan territory.

The local liquor was nicknamed "war gin" by the British who noted that the Nubians and other soldiers drank it before battle in order to raise their spirits. From "war gin" came a local mispronunciation "war-agi" or waragi as it is now known.

As the Uganda Protectorate formed and the first elements of trade and business began to take root, traders noted that while the local banana and sorghum beer went bad after a short while, waragi by its distilled nature lasted much longer and so could be transported across villages and towns.

The establishment of Uganda Breweries

In 1922, the East African Breweries Limited (EABL) was founded in Kenya, a country with the largest British settler community in East Africa at the time.

EABL afterwards began to moot the idea of industrially-produced beer being introduced onto the Ugandan market, thus the birth of Uganda Breweries Ltd. (UBL)

Uganda Breweries itself was started in 1946, the year after the Second World War. On the face of it, it did not make any business sense.

However, Before the company was launched, a detailed feasibility study had been conducted by EABL. A location was needed in Kampala that was close to an abundant and steady supply of water.

That location was Luzira, near Port Bell. Tests were done at Makerere College (later Makerere University) of samples of the water at Luzira, its quality, alkaline content and the microbes in it.

Finally the company was formally started on July 27, 1946. The first Managing Director was a Dane and all

the first directors of the new company were Europeans. The first drink produced by the new company came off the line in 1950 with a new, mild beer called "Bell Brand".

For the next six decades, Bell would become the flagship brand of UBL and for many, almost synonymous with the company itself.

In 1950, Macclesfield Brewery of Chesire in England acquired an interest in Uganda Breweries. Not only did this strengthen UBL's capital base but also signaled that the Ugandan beer market was promising enough for a British brewer to make such an investment.

At the time, a new indigenous middle class was starting to form in Kampala, Entebbe, Mbarara and Jinja. Outspoken Ugandans such as Ignatius Musaaazi, Augustine Kamyu, Milton Obote and Abubakar Mayanja began to agitate for independence.

The Madhvani family of Kakira near Jinja saw an opportunity in this growing Ugandan economy and in 1951 founded a brewing company in Njeru, Jinja called Nile Breweries. Uganda Breweries and Nile Breweries would soon become competitors.

By this time, despite only being a relatively new company, UBL had started thinking beyond the Ugandan market. In 1954, it applied to be incorporated in Kenya.

Just before Christmas that year, UBL was



registered in Kenya on the basis of a nominal capital of 5,000,000 shillings. Its address was given by Kenya's acting registrar of companies, D.J. Coward, as Moody Brook Chambers, plot 4 Kampala Road.

The "Bell Brand" label of Uganda Breweries was registered in Nairobi on December 21, 1954 as Trade Mark No. 6154 in Class 43 of the company that produced "Fermented liquors and spirits excluding brandies and whiskies".

This signal of confidence in the prospects of profit in the Ugandan market was reinforced when EABL acquired a 60% stake in UBL in 1959. East African Breweries would now control the financial aspects of UBL. The majority owner of EABL was Allied Breweries of the United Kingdom.

The 1960s

Uganda attained internal self-rule in 1961 and independence in 1962. At that time, Uganda was a confident country. A bottle of beer cost one shilling.

Sir Michael Blundell, a British-born farmer and politician in Kenya, was named chairman of the board of East African Breweries Ltd in 1964 and in 1965 also

became chairman of the board of UBL. Blundell although British felt strongly that the future of colonial Africa should be put in the hands of indigenous Africans. A young dentist called Dr. Martin Aliker was thus named a member of the board of directors of UBL on the recommendation of his mentor Michael Blundell.

Another Ugandan, Besweri Mulyanti, a county chief from Kaggo in Buganda, was also on the UBL board. Aliker was a medical doctor but had been interested in business since his university days at Makerere. He was also self-employed, a condition for one to join the UBL board.

Aliker would go on in later years to become one of the largest Ugandan shareholders of the company and become a perennial personality on the boards of various companies through the years.

In 1966, Dr. Aliker was appointed to the board of East African Breweries in Nairobi, to represent Uganda.

By 1967, Uganda Breweries was one of the largest companies in Uganda. It had a market capitalisation of £600,000 and had about 800 shareholders. However, just when the outlook was positive for Uganda Breweries and Uganda, a major political move was made that would affect the company for years to come.

In 1969, the government of President Milton Obote announced an emphatic change in political direction toward socialism when a pamphlet; "The Common Man's Charter" was published.

The Common Man's Charter called attention to the idea that while African economies were growing the ordinary people often did not benefit from any of this growth.

The 1970s

On Labour Day, May 1, 1970, in what came to be termed as the "Nakivubo Declaration", President Milton Obote announced that the government was going to nationalise the economy.

The Madhvani family of Kakira near Jinja saw an opportunity in this growing Ugandan economy and in 1951 founded a brewing company in Njeru, Jinja called Nile Breweries. Uganda Breweries and Nile Breweries would soon become competitors.

As a result, large companies like UBL were targeted for what was effectively a government takeover.

It should be noted that although the government now had a 60% stake in the major companies, that percentage was only in the



Dr. Martin Aliker, then Chairman Uganda Breweries welcomes Mr. Chris Emptage, a new Managing Director to UBL in 2003.

IN 1966, DR. ALIKER WAS APPOINTED TO THE BOARD OF EAST AFRICAN BREWERIES IN NAIROBI, TO REPRESENT UGANDA. BY 1967, UGANDA BREWERIES WAS ONE OF THE LARGEST COMPANIES IN UGANDA. IT HAD A MARKET CAPITALISATION OF £600,000 AND HAD ABOUT 800 SHAREHOLDERS.

final profits. The day-to-day management of these companies was left in the hands of the managers who had been running these companies.

The partially nationalised companies however found a way to under declare their profits and ultimately the government did not gain as much of the profits as they had hoped.

Following the expulsion of the 40,000 non-citizen Asians in September 1972, scarcity of commodities such as salt, sugar and beer that had previously been in plenty on the market began to be felt.

The same year, UBL embarked on an extension of 1.5 million Uganda shillings (about \$200,000 at the official exchange rate of the time). With this extension, expected to be complete by the end of 1972, production at the plant was projected to increase from 110,000 cases of beer per month to 185,000.

Following the breakdown of relations between the Uganda government and the West and the steady trend toward strident nationalism, Hunter, a white Managing Director left Uganda for Nairobi in 1974 where he re-joined EABL.

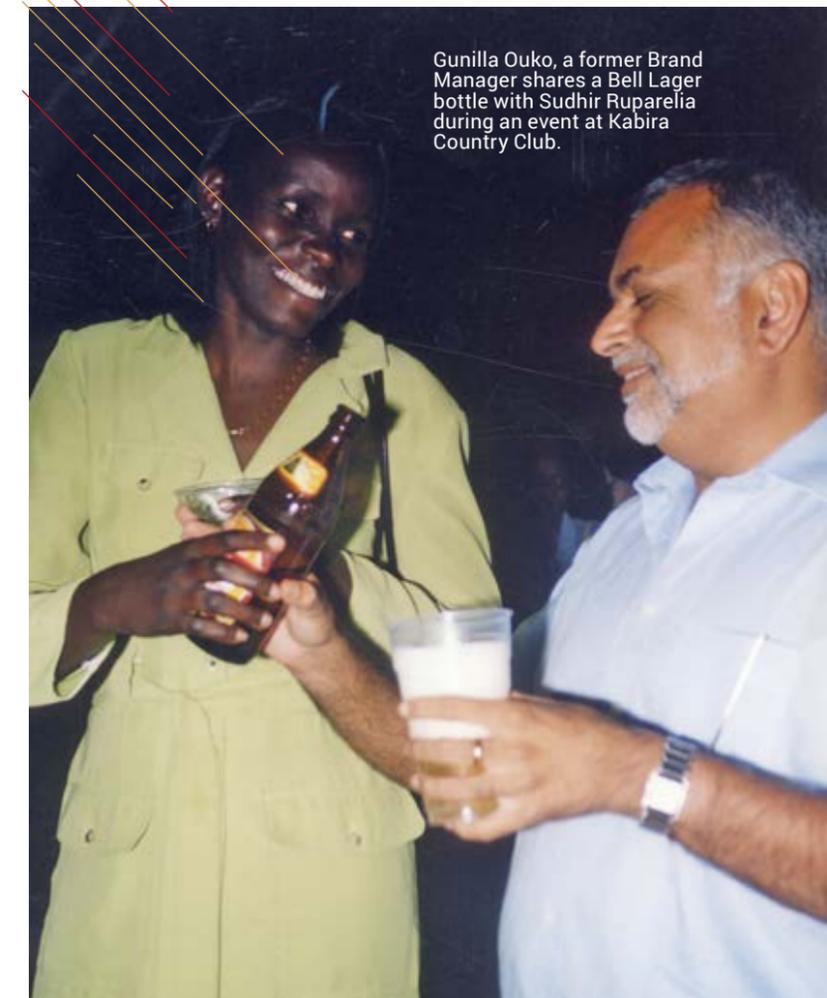
Juuko was then named Managing Director, becoming the first Ugandan to head UBL. Makai became the head brewer.

Two years later, Juuko left the company and was replaced by a Hajji Fadimula, a businessman and close associate of President Amin. Fadimula would remain in charge of the company until the fall in 1979 of the Amin government.

On May 5, 1976, Radio Uganda announced that the government was to take over a number of companies including Uganda Breweries. The government took full control of Uganda Breweries, running the company more or less like an

On Labour Day, May 1, 1970, in what came to be termed as the "Nakivubo declaration", President Obote announced that the government was going to nationalise the economy. As a result of this government proclamation, large companies like Uganda Breweries were targeted for what was effectively a government takeover.

Gunilla Ouko, a former Brand Manager shares a Bell Lager bottle with Sudhir Ruparella during an event at Kabira Country Club.



extension of the civil service.

This was the most serious blow to the company since the 60% stake in business corporations first announced by the government in 1970.

An unexpected increase in world coffee prices in 1977 brought Uganda its first budget surplus in years and with that a brief period of economic growth and increased disposable income for the population. There was a corresponding rise in the consumption of beer and other commodities.

However, this increase in national prosperity was reversed with the collapse in July 1977 of the East African Community. It thus became difficult for industrial machinery to be imported via Mombasa, affecting the beer industry as a result.

To worsen matters, on December 28, 1977, the government announced a freeze on the allocation of foreign exchange to businesses wishing to import manufacturing inputs and spare parts.

The collapse of the East African Community and the curb on foreign exchange allocations weakened the Ugandan beer market by the end of that year.

The most serious damage to the Ugandan economy came with the 1979 Uganda-Tanzania war. In Kampala, Entebbe and Jinja widespread looting followed the fall of the Idi Amin government.

At this time in 1979 and 1980 following the fall of the Amin government, the Managing Director of Uganda Breweries was Daniel Kigozi. Kigozi had been an engineer with East African Breweries in Nairobi.

Throughout the 1970s, East African Breweries never totally gave up its interest in Uganda Breweries despite the nationalisation of the company in 1970.

The 1980s

The Uganda People's Congress (UPC) of Milton Obote returned to power in December 1980 and set about trying to revive the Ugandan economy. Economic



President Yoweri Museveni, presides over the opening of a new bottling line at Uganda Breweries Limited.

FOLLOWING THE BREAKDOWN OF RELATIONS BETWEEN THE UGANDA GOVERNMENT AND THE WEST, AND THE STEADY TREND TOWARD STRIDENT NATIONALISM, HUNTER LEFT UGANDA FOR NAIROBI IN 1974

policy took centre stage after 1981. The priority was the manufacturing sector.

John Ibara, an Under Secretary in the civil service, was seconded by the new UPC government to head Uganda Breweries. Gabriel Opio, a future cabinet minister, was the Marketing Manager at the time.

Kigozi, who was a supporter of the Uganda Patriotic Movement party led by Yoweri Museveni in 1980, left the company and fled into exile.

To encourage factories to invest in new equipment and increase production, the government in the 1981/1982 financial year announced a waiver on import taxes on inputs for the manufacturing sector.

The government's budget proposals for 1981/1982 also lifted state controls of commodity prices.

By the 1983/1984 fiscal year, industrial production had increased sufficiently to end the black market that had dogged the economy for the previous four years. →

The government in 1984, after lobbying and protracted negotiations by East African Breweries, announced that it would return UBL to its original owners; East African Breweries and Ind Coope and City Breweries of the UK.

Average daily output in the early to mid-1980s was about 1,500 crates per day.

A new government, the National Resistance Movement (NRM), came to power in January 1986 led by Yoweri Museveni. Much of the central and southern part of the country regained a measure of peace but the economy had been ravaged by years of war and erratic economic conditions.

After 1986, as Museveni the head of state, Ibara left UBL and returned to the civil service. Daniel Kigozi who had returned from exile, was re-appointed as Managing Director.

The new president made revival of the Ugandan economy an early priority and one of the first companies he visited in 1986 was Uganda Breweries. The President wanted to get familiar with the way government corporations were run and what role they might play in revitalising the economy. →

What surprised him the most was how the brewery had managed to stay afloat during all those years of economic decline and political upheaval.

After Kigozi was appointed Minister of Industry, he was replaced by a Kenyan, Ephraim Kubai, a former head of production at East African Breweries.

In 1987, Uganda Breweries was producing only about 2,000 crates per week. The company produced the Bell, Pilsner and Citizen brands. The Head Brewer was Anthony Makai while the late Frank Kyeyune was a Senior Brewer along with Nekemia Matembe.

With demand far outstripping supply, the allocation of beer had to be delicately balanced and became a major part of management meetings.

Many recipients of the beer, usually politicians and government officials however would sell it on the black market soon after receiving their quota.

In May 1987, Uganda Breweries faced a crisis arising from tensions between Uganda and Kenya. Relations between the new NRM government of Uganda and the Kenya Africa National Union (KANU) government of President Daniel Arap Moi had never been particularly close since Museveni took power.

Wagons of Uganda Railways at Mombasa would be delayed for days and even weeks without explanation by the Kenya Ports Authority.

On May 19, 1987, over 1,300 tonnes of malt barley belonging to Uganda Breweries were held up in warehouses in Mombasa, causing a further shortage of beer in Uganda in what was already a market of severe shortages. The company at the time had a football team, Bell FC, that was managed by Charles Bakabulindi, the current Minister of State for Sports. Bakabulindi was an electrician at Uganda Breweries as well as head of the Uganda Breweries workers' union. Frank Nyanzi was the head of marketing at the

time.

During these difficult economic times, beer brands from Kenya like White Cap and Tusker were smuggled into Uganda across Lake Victoria. Kenya Breweries even built a small factory in the western town of Kisumu just to supply the Ugandan market.

In 1989, Uganda Breweries announced plans to expand its output to 4.2 million crates of beer per annum by the end of 1990.

One of the most interesting episodes in the history of the company occurred in the early to mid-1980s.

The economic situation in Uganda was so dire in as far as the consumer market and operational conditions of companies were concerned that it forced the two brewing rivals, Uganda Breweries and the Jinja-based Nile Breweries, to put aside their differences.

At that time, Nile Breweries' bottling machine was in a better working condition than Uganda Breweries'. The two companies signed a Memorandum of Understanding in which the beer produced by Uganda Breweries was driven to Jinja and bottled using the Nile Breweries facilities.

In a sense, the two companies had no choice but cooperate. Even if they tried to go it alone in the market, the demand was too weak to be of much profit to either company.

The 1990s

In June 1990, the NRM government announced the opening up of the foreign currency market to full, legal participation by the private sector. Forex bureaus started cropping up in Kampala. It was the first time since independence that foreign currencies had been freely traded.

This helped the Ugandan beer industry start its first full recovery from the 14 years of decline or struggle it had faced since 1976.



Entrance to Uganda Breweries factory in Portbell, Luzira.

UGANDA BREWERIES NOW ENJOYED A MARKET SHARE IN UGANDA OF OVER 90%. THE COMPANY ACQUIRED EAST AFRICAN DISTILLERIES, A PRODUCER OF LIQUOR AND OTHER SPIRITS, AND TOOK OVER THE WELL-KNOWN BRAND, UGANDA WARAGI.

In 1990, the Irish brewer Guinness bought a stake in Kenya Breweries. That was when the fortunes of UBL began to really improve for the first time in 20 years. Kenya Breweries invested in new equipment for Uganda Breweries. A significant improvement in the quality of the beer produced and the quantity produced was achieved starting in 1990.

Uganda Breweries now enjoyed a market share in Uganda of over 90%.

The company acquired East African Distilleries, a producer of liquor and other spirits, and took over the well-known brand, Uganda Waragi.

However, by the end of 1992 the company was up for receivership. George Sutton was selected by Guinness in the UK to become Managing Director of Uganda Breweries in 1992.

Sutton was asked by the board to turn the company around in six months or in the event of failure to do so, find a buyer.

Sutton negotiated the company out of receivership and started introducing modern management methods. The segmentation of the market was introduced, some brands for the mass, lower income market while others for the more up market consumer.

For the first six months, nothing significant was noted of Uganda Breweries' performance. But suddenly after six months, for no particular reason, everything started to fall into place. Sales shot up and the company's finances turned from red to black.



Mr. Baker Magunda (R), the first Ugandan Managing Director at UBL since the Diageo takeover and Charles Muhoozi (L), a former Bell Lager Brand Manager address the press during the announcement of a Ush20m Rugby League in 2000.



Jeremaiah Kiereini (c) rings a bell at the Uganda Securities Exchange to signal the cross-listing of East African Breweries Limited's shares on the Ugandan bourse in March 2001.

Brands such as Bell Extra and Pilsner Red Top were launched. Advertising on radio, in particular, grew significantly and beer brands started to come to the attention of a much wider audience.

It should be noted that during the 1970s, several corporations of the East African Community such as East African Airways and East African Railways owned shares in Uganda Breweries. When the East African Community collapsed in 1977, the shares of these East African Community entities fell sharply in value. Nobody was interested in them.

In a conversation, the Managing Director of East African Breweries in Nairobi Brian Hobson offered what he called "these useless shares" to board member Dr. Alikor. Having nothing to lose, Alikor bought up all the shares that were previously owned by the various East African corporations.

For 15 years, these shares were indeed useless. However in 1992 when UBL started its turn around and made its first solid profits, the shares blossomed into life. That is how Dr. Martin Alikor, partly by chance and partly by foresight, became the single largest shareholder in Uganda Breweries.

In January 1995, UBL became the first Ugandan company to offer shares to

the public when it signed an agreement with the Uganda Securities Brokers and Dealers Association (USBDA) to allow trading Over the Counter Stock Market (OTC).

This historic offering by UBL two years before the Uganda Securities Exchange (USE) had come into existence could be said to have pioneered the listing by Ugandan companies on the stock market.

However, when the actual stock market, the USE, was launched in 1997 UBL did not list.

The introduction of the Guinness brand in March 1995 saw an aggressive radio marketing drive and the stout quickly became a popular beer in the main towns of Uganda.

Guinness sponsored the International Darts Open tournament in Kampala. It launched a Guinness bar promotion in Kampala and joint promotions with media companies, like the Guinness and Mr. Capital bar promotion with Capital Radio in 1996.

Rumours even began circulating that Guinness had medicinal powers that increased virility in men. About 18% of Uganda Breweries' profits came from Guinness at the time.

Pilsner sponsored the popular concert at Namboole stadium in Kampala by the South African Reggae star Lucky Dube

and another by the British Reggae band Aswad. Bell Lager was for many years a sponsor of the popular band, Afrigo. After Sutton left, he was succeeded by another Irishman, Seamus McGardle, as acting Managing Director. During the 1996/1997 fiscal year, Uganda Breweries increased its production by 14.8%. That year, there was increased automation at UBL and hence little reliance on human labour. Production became increasingly efficient.

As production continued to be automated, the number of employees also reduced; to the present 296 as of 2016.

On April 1, 1998, the government lifted a long-standing ban on the importation of beer. This made it easier for companies like UBL to import brands from partner brewers like EABL that were in demand in Uganda.

In September 1998, UBL began to install eight large storage tanks each with a capacity of 15,300 cases of beer. It was part of the company's Ush55 billion, five-year expansion plan. By 1999, UBL was producing 17,000 crates of beer daily at full capacity.

The 2000s

When the new millennium arrived in 2000, like many other companies UBL rode on the excitement of the period.



It launched the Y2K Bell Lager rugby league.

In-house, UBL emphasized training of its management and other employees. The new Managing Director at the time, David Lloyd introduced the mandatory use of email by employees.

Lloyd also merged the management and union conferences and canteens into one. His reasoning was that in order to think and act as one company, it was best that UBL management and staff interacted in the same conference rooms and canteen.

In December 2010 a new German-made packaging line capable of handling 50,000 bottles was commissioned and doubled the plant's output.

Half-year results published by EABL for July to December 2011 indicated that the Ugandan part of EABL had the highest growth in beer consumption. Top-line revenue growth came in at 43%.

Bell, the venerable brand, saw a new look launched in 2011. For 61 years the beer had been packed in a European-

style bottle. From then on, it would be packaged in a "long neck" bottle.

In the same year, a new 100ml PET bottle for Uganda Waragi was introduced into the market with the strap line "The Spirit that Binds Us." The new bottle saw sales increase by 17%.

In April 2014, Uganda Breweries started to focus more than ever before on the higher segment of the market. On average the higher-end brands, particularly the spirits, tended to yield a better profit margin than most of the beers.

In June 2014, Smirnoff Ice Double Black was launched and its target market was the urban male consumer, while Senator Stout was launched in 2015 in 500ml and 300 ml bottles.

In January 2016, UBL in partnership with the Buganda kingdom announced it would produce a new beer called Ngule (or "crown" in Luganda). By June 2016, Ngule accounted for about 7% of the Ugandan beer market.

The prospects for the company as it marked its 70th anniversary in 2016 looked promising. By 2016, Uganda

Breweries was producing about 30,000 crates of beer per day, a far cry from the paltry 500 crates per day of 1987.

According to the annual report for 2015 by East African Breweries, "Bell Lager, the flagship of Uganda Breweries Limited (UBL) achieved better sales in F15 [the 2015 financial year] compared to the two previous years, maintaining its number [one] position in the mainstream beer products segment."

The task facing UBL Management as the company starts its 71st year, is to grow the beer market, where volumes are key and yet margins on the low volume spirits are higher than their beer counterparts.

By late 2016, Uganda Breweries had made up for most of the losses in profit, operations, public image and standing in the market it experienced from 1972 until 1992.

UBL employees pose for a group photograph during a retreat at Speke Resort Munyonyo.



OUR
FRESHNESS
MAKES OTHER BEERS
GREEN WITH ENVY



TUSKER
PREMIUM QUALITY
MALT LAGER

EXCESSIVE CONSUMPTION OF ALCOHOL IS HARMFUL TO YOUR HEALTH.
STRICTLY NOT FOR SALE TO PERSONS UNDER 18 YEARS.

'INNOVATION HAS DRIVEN UBL'S RESILIENCE FOR THE LAST 70 YEARS'

Juliana Kagwa is the Marketing and Innovations Director at Uganda Breweries Limited. She shares her insights into what has driven the brewery's resilience over the past 70 years. Below are the excerpts.

Q: In a market where companies barely make it through their first birthday, what has kept UBL resilient over the past 70 years?

Being a subsidiary of East African Breweries Limited which is also under the stewardship of Diageo Plc, means that Uganda Breweries Limited (UBL) operates under global standards. We therefore do not see ourselves as just a local entity because our competitive set is a global one. We peg ourselves against the standards of international companies. I think that this in itself has made us stand the test of time because our minimum standards of operation internally are pegged against the minimum standards of operation of Diageo Plc, a company that has also been in existence for very many years.

So if I had to peg our sustainability to one or two things, it would be, our brands and the equity and heritage therein. The second would be our corporate citizenship, which we take very seriously and is part and parcel of everything that we do. Personally, I believe that companies that fail are typically internally

looking, or operate as a stand alone or silo. UBL is a part of Uganda's economy. We are the fourth largest tax payer and we take this as a responsibility to give back or build the nation of which we are a part. So that in itself has ensured our sustainability. Yes, we are here to make profit, but we are also here to build brands that are profitable but at the same time sustainable.

In order to sustain a business, you've got to make sure that the society in which you operate is also sustainable. Our corporate citizenship extends as far as processing, the purification of water in the communities in which we operate, enhancement of the supply of water to the less privileged communities, among others. On our brands, most of them are about the age of UBL. So when we celebrate 70 years, Bell Lager is 60+ years, Uganda Waragi clocked 50. Internally we have a philosophy and model which we operate against which is simply we are standing on the shoulders of giants. This business is totally dependent on the giants, which are our brands; Bell Lager, Guinness, Tusker, basically our

portfolio is a rich one. Guinness is centuries old, Smirnoff, Johnnie Walker are also very time-tested brands, spanning as far back as 1880. Who are we to last less than a century when the brands that we are custodians of are centuries old? So it is our duty to at least be here a century plus.

Q: You talked about corporate citizenship. How far have you moved with the issue of locally sourcing raw materials?

That is work that started a little over a decade ago. With the improvement of our locally produced raw materials, we were able to source quality products locally. We are sourcing sorghum, cassava which we use for Ngule and other raw materials. Our aspiration is to at least clock 70% and above of locally sourced raw materials in our production in the next couple of years.

Q: Apart from sorghum and cassava, what other raw materials are you thinking of sourcing locally?



We are looking at sugarcane for the manufacture of spirits. It is work in progress. We are looking at establishing partnerships with the likes of Kakira Sugar Works and Sugar Corporation of Uganda Lugazi (SCOUL).

Q: Tell us a bit more about your brands. How are they segmented and categorized?

We have four categories of brands and we pride ourselves in knowing that no one else in the market has that wide a portfolio. We are beer producers primarily but are also in the business of spirits production. The third category is the RTD (Ready To Drink); a cross between a beer and spirit. These include Smirnoff Ice and recently we introduced Smirnoff Guarana, which is basically an RTD with a herbal element of Guarana. This is a very exciting proposition for the younger generation.

And then the fourth category we have is that of non-alcoholics, Alvaro in this case.

Q: How is your non-alcoholic segment performing in light of the several soft drink manufacturers that have sprung up?

Alvaro is an adult non-alcoholic drink. Our direct competition for Alvaro is therefore not the soft drinks manufacturers. The drinking occasion for Alvaro is actually alcoholic; beer and spirit occasion. We are offering adults who do not want to drink alcohol, a malt drink that is zero percent alcohol. A number of people in this country do not drink alcohol and that is our target market. It is doing relatively well. Alvaro has been around since 2005 and

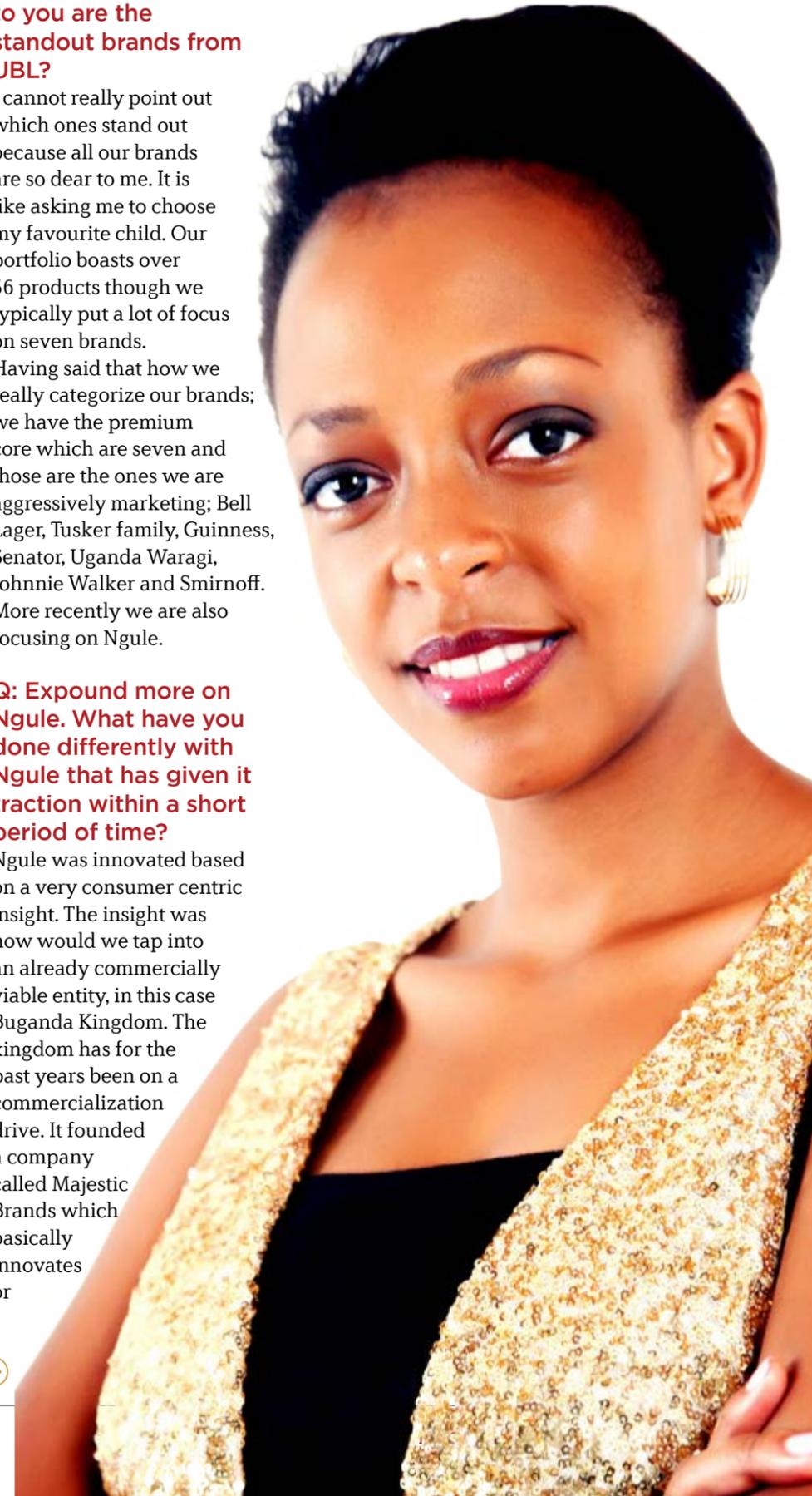
has shown that it is a viable product.

Q: Which, according to you are the standout brands from UBL?

I cannot really point out which ones stand out because all our brands are so dear to me. It is like asking me to choose my favourite child. Our portfolio boasts over 56 products though we typically put a lot of focus on seven brands. Having said that how we really categorize our brands; we have the premium core which are seven and those are the ones we are aggressively marketing; Bell Lager, Tusker family, Guinness, Senator, Uganda Waragi, Johnnie Walker and Smirnoff. More recently we are also focusing on Ngule.

Q: Expound more on Ngule. What have you done differently with Ngule that has given it traction within a short period of time?

Ngule was innovated based on a very consumer centric insight. The insight was how would we tap into an already commercially viable entity, in this case Buganda Kingdom. The kingdom has for the past years been on a commercialization drive. It founded a company called Majestic Brands which basically innovates or



introduces brands that are being produced and sold by the kingdom. Ngule's success is because it was founded for the Buganda Kingdom and being commercialized by it. Its tagline, "Ogwaffe" gives people a sense of ownership. We are using their local raw materials, selling through their distributor chain and selling it at a very affordable, attractive consumer price. So they are getting bottled, certified beer that they contributed to from their own soil. That is why Ngule has been as effective as you have seen, plus it also tastes great.

In the last three to four months, we have taken a reasonable volume share within the value consumer segment because of Ngule.

Q: What is the performance of your brands in terms of Market share and volume?

I can comment on Bell Lager and Uganda Waragi that have had tremendous growth over the last quarter especially. We have seen great share gains driven primarily in the value segment as I had earlier on hinted by Ngule. Bell Lager has remained relatively stable which we are very proud of because within mainstream, it has remained the leader in F16.(Financial year) by Uganda Waragi has also grown in leaps and bounds. It could have been driven by the fact that we revised our price downwards in March on the sachets. From then, we have seen Uganda Waragi increase its volumes. All in all, our flagship brands, Bell Lager and Uganda Waragi are in very good health in terms of volume.

When I talk about equity, people are still endorsing our brands. We do research on a monthly basis and that is the

“One of the reasons this company has remained viable for 70 years is that we are passionate and if you are passionate about your customers, you have got to adapt with them as they move along.”



Juliana Kagwa during the interview

response we have received. Saliency; Bell Lager is scoring over 90% as is Uganda Waragi. So literally, every Ugandan of legal drinking age knows Bell Lager and Uganda Waragi. There's that top of mind awareness which we are very proud of.

In terms of penetration and distribution, that is work that is still ongoing and so we recognize the need for growth in that area. A lot of our focus in the coming years strategically is to drive our penetration and footprint even further...so from urban into the rural areas.

Q: How has your affiliation with Diageo and EABL strengthened your product portfolio?

I think there is a wealth of experience in this kind of organization. Diageo is globally renowned for building great brands like Johnnie Walker, Smirnoff that are centuries old. We have leveraged on that intellectual property, both on the brands and also the knowledge which we have applied, to grow and build our own brands.

UBL is synonymous with great marketing and advertising in this market place. So a lot of people look up to us for guidance in marketing. When Bell Lager for instance takes a certain direction, some also take the same. We have gone as far as exchanging talent, who then pick up new skills along the way. There is a lot of cross exchange of talent and learnings and upskilling of Ugandans because of this affiliation.

Q: Talk about innovations and how they are a big part of why UBL continues to dominate →

the market?

Not just for Diageo Plc or UBL, innovation is a strategic growth pillar for very many companies. One of the reasons this company has remained viable for 70 years is that we are passionate and if you are passionate about your customers, you have got to adapt with them as they move along. Whether they are moving into a different demographic age, social class, you have got to innovate to remain relevant. Very many companies are founded on innovation; Apple, Nike, Unilever, all the global giants, speak to consumer needs. Innovation is the heart and core of remaining relevant in the market. Marketing cannot work in isolation from innovation because you have to keep up with consumer needs, trends, attitudes among others. It is essential to our marketing. Our resilience over the past 70 years has been in innovating and renovating of our brands.

Q: You spoke about the success of your brands and we all know that whenever success is mentioned, recognition follows soon after. What recognitions have your brands received?

For the past three years, Bell Lager has been winning the Monde Selection Gold quality award and was also the first beer to win it in Uganda. Every year we submit our samples and we get the results back. Pilsner Lager is also a gold winner. Monde Selection Awards mean that our beers tick all the necessary boxes required for a beer to be regarded as great; quality, colour, taste, etc are all

‘WE ARE STANDING ON THE SHOULDERS OF GIANTS, WHICH ARE OUR BRANDS.’

checked. Uganda Waragi has also won House of Gold. We are in the top 15 Super Brands, last year we were the second best employer...which speaks to the people who are producing and selling these brands.

Q: Tell us about the Tubbaale promotion and how it fits into UBL@70 celebrations

That is a good one because Tubbaale is a Luganda word meaning celebration. So it is already connected. Tubbaale really is a culmination of the 70 years' celebration and an avenue for us to reward our consumers. You notice that, as we rarely do, this time we are combining our beer portfolio. Typically when we do under the



checked. crown, it's for separate beers. What we have done here is bring together the strength of our portfolio and reward every consumer who drinks UBL products. It ceases to be about beers now, it is about UBL and the strength of our portfolio. To give out UGX3billion in the space of eight weeks is something that has not been done before in this country. Only UBL can do that. It's about rewarding consumers and giving them life changing solutions; Land, Boda Boda, Matatus can either be used for personal undertakings or

commercialized, it will be up to the winners really. Every time you pop open a crown, a consumer will win; it could be something as small as UGX2,000 airtime or the matatu. We are also giving out TV screens which is leisure, UGX1 billion worth of airtime. Every time you open a bottle of Bell Lager, Guinness, Tusker Malt Lager, and send the code 6050, it is likely that you get back UGX2,000 or more.

Q: Any final remarks

It is important to mention UBL's standpoint. Yes our aspiration is to be the number one in the alcohol category. We are also passionate about our vision which is to be the most respected and most celebrated company. You have seen all that we are doing around the 70 year celebration. But most important to note is that we must market these brands and bring them to consumers responsibly.

We do not support people below the LPA (Legal Purchasing Age) to consume. So we do not advertise and promote to people who are underage.

We have also gone out very clearly on an anti-drink driving campaign.

Which again speaks to our responsible drinking agenda. Our advertising speaks to 25+. We are not even talking above 18 now. All our communication features interactions at 25 years and above. And the reason we stress on this so much is because the reason we have been in business for 70 years is because people have been alive and well to consume these brands. If we compromise on that, then we wouldn't have a business in the next five years.

56 PRODUCTS

AN OFFERING FOR EVERY ADULT.

The UBL product portfolio boasts of 56 products, all expertly brewed to international standards. It also includes some of the world's leading whiskies, stouts, beers and gins.

OUR BEER PORTFOLIO



BELL LAGER

LIVE EVERY MOMENT

Bell Lager was the first Ugandan beer to be brewed in Uganda in 1950. It gets its name from the Port Bell pier where it is located along the shores of Lake Victoria. It has been expertly brewed there ever since. It was also the first beer in Uganda to win the coveted gold medal in the international Monde Selection Quality award in 1992 and has consistently maintained its high quality standard from that time. It is currently Uganda Breweries Limited's flagship beer and the number one premium lager in Uganda.



GUINNESS

MADE OF MORE

Guinness Foreign Extra Stout was first brewed by Arthur Guinness in Dublin in 1759, Guinness has since become the number one stout in the world.

Guinness Foreign Extra Stout is the most full-flavored of all, singular and striking, uniquely satisfying, brewed with extra hops and roasted barley for a natural bite. Bitter and sweet. Refreshingly crisp. Always rewarding. Pure beauty. Pure Guinness. Guinness Foreign Extra Stout comes in a 300ml and 500ml dark colored bottle.



PILSNER LAGER

IMARA KAMA SIMBA

Pilsner Lager like its tagline 'Imara kama Simba' is a beer that is as resolute as a lion. Its style of brewing is inspired by the original process of brewing the first Pilsner in Eastern Europe.

Through the years, East African brew masters have maintained this unique process which involves cold filtering the beer giving it that superior liquid clarity and authentic taste. Pilsner Lager comes in a brown 500ml bottle.



TUSKER FAMILY

The name Tusker came about as a memorial following the death of George Hurst a co-founder of Kenya Breweries Limited who was killed by an elephant during a hunting expedition in 1922. His brother Charles decided to name the first beer brewed by the company "Tusker".

Tusker Lager
Tusker Lager is brewed from 100% African ingredients that are all locally sourced in Kenya; the barley is from the Savannah and the Maasai Mara, the spring water is from the Aberdare Mountains and all the yeast is developed locally which means that you feel closely connected to the brand's origins and roots.

Tusker Lager is available in a 500ml bottle and 330/500ml can.

Tusker Malt Lager
Tusker Malt Lager is 100% Malt Brewed. As a premium brand, Tusker Malt Lager was initially launched in the Kenyan market in 1996 after years as an export only brand. Tusker Malt Lager is brewed for longer than other contemporary lagers giving it that unmistakably rich, smooth premium taste that is widely recognized and that consumers have grown to love. It comes in a 330ml green bottle that has the name TUSKER embossed four times on its sides.

Tusker Lite
Tusker Lite was introduced into the East African market in 2011 as a low carb beer uniquely brewed with natural ingredients. It delivers an easy drinking experience. It's time to take it easy. Easy going is all about a true enthusiasm for life, which enhances shared experiences and camaraderie, a good sense of humour, always has a positive outlook on things. An easy drinking experience is enjoying a fulfilling lifestyle and relaxing with friends after a day's work over a cold bottle of Tusker Lite. Tusker Lite comes in a green coloured 330ml bottle.



SENATOR LAGER

FINEST TASTE OF OUR LAND

Senator was first brewed in Uganda in 2005. A masterpiece that Ugandans have enjoyed for the last 10 years brewed here at Port Bell pier. Senator is distinctively brewed from the finest ingredients of the land (Cassava, Sorghum, Barley), carefully grown by Uganda farmers. With this, Senator manages to engage and support hundreds of families in the country by providing ready market for their produce and this has helped improve their standards of living. The best of Lager's smooth full bodied taste and the Stout's well rounded dark liquid aroma that stands out from other dark beers with a deep rich and smoky aroma. The two Senator variants are each presented in two Stock Keeping Units – 500ml & 300ml hence the 4 offers to the market; - Senator Extra 500ml, the flagship brand; Senator Extra 300ml, Senator Stout 500ml and Senator Stout 300ml.



NGULE

THE ROYAL TASTE

Ngule is a truly local beer, made from ingredients from the soils of Buganda to deliver a fine taste that is fit for Royalty at 6% ABV for UGX 1,500 only. Ngule is inspired by the best of local Buganda culture and expertise, manufactured to high international quality standard. It is made using a core ingredient "Muwogo" or Cassava from the fertile soils of Buganda, to deliver an attractive product with a smooth and pleasant taste and royal finish.

OUR SPIRITS PORTEFOLIO

Uganda Breweries Limited (UBL) is proud to be the custodian of leading global spirit brands; many of them have stood the test of time, spanning several centuries. We offer single grain, single malt and blended whiskies, gins, brandies, rum, among others. Our global reach is matched by our broad portfolio of international and local brands. We are custodians of the top two largest spirits brands in the world, Johnnie Walker and Smirnoff, and 20 of the world's top 100 spirits brands.



UGANDA WARAGI

THE SPIRIT OF UGANDA

Uganda Waragi is the only Gin in the world to use the unique combination of Botanicals including lime peel, nutmeg and cassia bark! Known as 'The Spirit of Uganda', Uganda Waragi, is a bold, vibrant Gin that has over the years taken a leading role in bringing people together. Since 1965, it is the spirit that binds Ugandans in celebration; so much so that it proudly and organically took on the colors of the Uganda Flag as it is an authentic representation of the Ugandan People. As a symbol of this change, the Crested Crane, a beautiful bird was chosen to be the representation of these newly found freedoms. Uganda Waragi like the crested crane is distinct because of its ability to bring out the unity in her people. The Crested Crane is known to move only in pairs and has unrivalled solidarity just like the Uganda Waragi drinker. Uganda Waragi continues to create quality and represent a world class spirit having won the Monde Selection for 4 consecutive years and with an intention to continue this legacy of submission and victory. Uganda waragi comes in glass packaging of 750ml-RRP at Ushs 20,000; 350ml- RRP at Ushs 10,500; 200ML PET bottle at Ushs 4,600; 100ml PET bottle at Ushs 2,600 and 100ml sachet Ush100, ABV 40%. The most recent addition to the Uganda Waragi Family is the exciting flavors- Sweet Coconut & Rich Coffee only in the 750 ml bottle and 100ml Sachet, ABV 37.5%



THE SPIRIT FOR EVERY MOMENT

NEW LOOK SAME SPIRIT



JOHNNIE WALKER

The story of Johnnie Walker starts in 1819 in the local town of Kilmarnock. A young John who had just lost his dad was given a kick-start by his family; he had gotten his own grocery store.

As they say, the rest is history. Today, Johnnie Walker is the biggest whisky brand in the world and its slogan has been adopted and embraced everywhere, as a rallying cry for progress, as encouragement in adversity, as a joyful expression of optimism and as the best piece of advice you're ever likely to hear. Johnnie Walker comes in different whisky blends;

RED LABEL

Sweet malt and spice with a smoky finish.

BLACK LABEL

Full and complex with signature smokiness.

DOUBLE BLACK

Black Label Amplified. Vanilla & deep smoke.

GOLD RESERVE

Multi-layered with sweet and creamy finish.

PLATINUM LABEL

Subtle smokiness. Rich and intense flavor.

BLUE LABEL

Rare and exclusive smoothness. Perfect balance of honey and smoke. True smokiness.



Richot Brandy is a premium, full bouquet, well matured grape brandy meant for the discerning consumer who does not compromise on quality. Matured in single oak casks in Italy, Richot Brandy is rated 'Perfect Blend' meaning it is a blend of the best grapes matured in wood for at least 5 years. Richot Brandy's unmatched standard stems from its Italian heritage and its maturation process, all carefully done to be enjoyed with friends.

The rich, amber-coloured drink undergoes a 5 year maturation process in oak casks by world acclaimed Bonollo Distillery, whose legacy dates back to 1918. The process represents the most advanced technology in the area of distillery in and out of Italy.

RICHOT

BOND 7

Bond 7 is a very aromatic whiskey with hints of peat and fruit. The whiskey's scent combines rich, balanced notes of both holiday spice and dark caramel. Robust malt and grain are the two main players on the palate whilst hints of sweet spices and ginger can also be tasted. The whiskey finishes with extended island smokiness and a quick flash of peat. Overall Bond 7 takes the drinker on a journey from sweet toffee, through to peat and leaves them with a drying finish.



First launched in Uganda in 1995, V&A Sherry is currently available in 750ml and 200 ml clear bottles. It is a rich blend of the finest fruity aroma giving a smooth fulfilling taste, which is unsurpassed in its class.

The imperial fine liqueur borrows from the royalty of Victoria and Albert. Its lush bodied flavours fill the senses with a juicy subtle mouthful and crisp refreshing finish. V&A Sherry is red in colour considered mainly a female drink because of its mild, smooth taste and sweet aroma.

V & A



A classic juniper-led London Dry Gin from Gilbey's. The brand was founded in London in 1857 by brothers Walter and Albert Gilbey in the basement of a retail shop on Oxford Street. The famous recipe for Gilbey's Gin was born in nineteenth century England. It became such a popular gin throughout the world that a license to produce it in the United States was granted in 1938.

In making a fine London Dry Gin such as Gilbey's, the fermentation process is similar to whisky production. The fundamental difference is that the congeners, the natural taste elements that are so necessary to Bourbon and Scotch are absent. Instead, gin's flavor is introduced to the alcohol when it is in a vaporous form and made to pass through a "filter" of juniper berries, herbs and spices.

12 ingredients create a smooth, dry, refreshing gin with a hint of citrus and the freshness of a cottage garden. Because this is such an aromatic Gin it works really well in Martinis.

GILBEY'S GIN



CÎROC

Cîroc vodka was launched in 2003 and is the world's most sophisticated vodka. Cîroc comes from a combination of two French words: cime, meaning peak and roche meaning rock. Made exclusively from top-quality Mauzac Blanc and Ugni Blanc grapes for an exquisitely smooth, fresh and innovative vodka experience, Cîroc vodka uses cold maceration, cold fermentation and cold storage and is distilled five times over at the Distillerie de Chevanceaux in southwest France in a traditional, custom-made copper pot still. Unlike grain-based vodka, Cîroc Vodka blends traditional techniques with contemporary processes to create a spirit of exceptional quality and taste. Cîroc enthusiasts embrace celebration from the sundrenched private beaches of Ibiza to the star-studded hotspots of Los Angeles, from the pink beaches of Jamaica to the cultural rich party rooms of Kampala.



In 1882, William Sanderson prepared one hundred casks of blended whisky and hired a panel of experts to taste them. The batch from the cask (or "vat") with number 69 was judged to be the best, and this provided the whisky's brand name. Vat 69 is a Scotch blended whisky manufactured by William Sanderson and Son Limited of South Queensferry, West Lothian, Scotland, now part of Diageo. The whisky was at first bottled in Port bottles. The first creation of the Vat 69 blend came to be in 1882. The typical Vat 69 bottle was introduced to the market and was not changed for the next hundred years. Despite the name, it is not a vatted malt but a blend of about 40 malt and grain whiskies. The different malts are blended with each other at the optimal ripening stage to ensure the best blend. This means that a light malt of eight years, having reached its ripening summit and coming from the Lowlands adds the same result to the blend as an 18-year-ripened peat malt from Islay. Therefore Vat 69 Reserve carries no standard age statement. If you're looking for a dependable blend, this is an excellent choice.

VAT 69



Glenkinchie is Diageo's only producing lowland distillery. Founded in 1825, the Glenkinchie Distillery Co. Ltd was later purchased and restored by an association of whisky merchants and blenders from Edinburgh in the 1890s. Tradition has its place here; for example, six wooden washbacks are still used for fermentation, two made from Oregon Pine and four from Canadian Larch. Glenkinchie's two fat old copper pot stills are also a distinctive feature, among the largest in the industry and together producing an impressive 1.3 million litres annually. A single cast-iron worm tub cools the spirit, in preference to a more modern condenser, giving a whisky of greater character and depth.

GLENKINCHIE

Glenkinchie Single Malt Scotch Whisky's light character is borne from its distillation in some of Scotland's largest stills; matured for 12 years, the result is a light, floral whisky with a fresh, creamy taste. It is a light, delicate whisky; Sweet and creamy with a subtle floral fragrance. This subtly sophisticated Lowland single malt is a superb pre-dinner drink; try it taken straight from the freezer. This pale gold whiskey has a light, sweet nose with fresh, slightly sweet flavours of grass, fruits and malt giving way to an intense smoky-dry, spice-filled finish Pale gold.



GORDON'S GIN

In 1769, Alexander Gordon founded his world famous distillery in the Southwark area of London. Happily, the exacting standards which Alexander Gordon set are maintained to this day. Gordon's is triple distilled to guarantee the purity of the gin, and the exact blend of botanicals has remained a closely guarded secret. The finest juniper, coriander and other botanicals give Gordon's gin its special taste and flavour. Gordon's contains juniper berries, carefully selected from the pick of each year's crop. These are gently shaken from the tree and then stored for two years to intensify the oils and mellow the flavours. The strength of the juniper gives Gordon's the classic gin taste. In 1925 Gordon's Gin was awarded its first Royal Warrant by King George V. The years 1941 and 1952 saw Gordon's receive two more Royal Warrants from His Majesty King George VI and Her Majesty Queen Elizabeth II respectively. Today Gordon's is the world's best-selling premium gin.



CAPTAIN MORGAN

In 1654 a young Henry Morgan left his native Wales for the West Indies. He never looked back. A born leader, he was quickly made Captain and became famous as a legal pirate or Buccaneer, defending British interests and generally rocking the Caribbean. His awesome exploits on the high seas earned him a knighthood and by 1680 Sir Henry Morgan was a plantation owner and Governor of Jamaica. When Sam Bronfman, President and CEO of Seagram's drinks company, arrived in the Caribbean in the 1940s, he was mesmerized by the opportunities presented by spiced rum. He founded the Captain Morgan Rum Company in 1945. Captain Morgan Black rum has serious depth of flavour, recalling the navy "rum rations" which went down so well with sailors, swashbuckling adventurers and connoisseurs alike. It is a blend of pot and continuous still rums from Jamaica, Guyana & Barbados and is aged in oak and has a dark, full-bodied colour and distinctive rich taste that are unmistakable.



Cragganmore Single Malt Scotch Whisky was launched in 1869 when the Cragganmore Distillery was founded by John Smith, who is said to have been the most experienced distiller of his day. The Cragganmore 12 year old, Distillers' Edition has a gold appearance with sweet floral fragrances, riverside herbs and flowers with some honey and vanilla with a firm body and malty taste, a long malt- driven finish with delicate aromas and light smoke. Cragganmore Single Malt Scotch Whisky is known as 'the most complex aroma of any malt - astonishingly fresh and delicate'.

CRAGGANMORE



Launched in 1974, Baileys Original Irish Cream is a unique marriage of fresh, dairy cream, Irish whisky, finest spirits and natural flavours. It is the perfect balancing act of aged Irish whisky woven with fresh Irish dairy cream, a hint of cocoa and vanilla. More than 275 million litres of fresh Irish milk are used annually to produce Baileys. Only the finest ingredients are used in the Original Irish Cream liqueur. The Irish whisky is sourced from a number of quality distilleries including the famous Old Bushmills Distillery, County Antrim. Every bottle of Baileys is produced and bottled exclusively in Ireland. Sold in over 160 markets globally, Baileys is ranked as the world's most powerful cream liqueur and the second most powerful flavoured spirit brand of any kind in the world. But Baileys isn't just hugely popular, it is award winning too. The San Francisco World Spirits Competition in 2012 awarded Gold to Baileys Original Irish Cream Liqueur and Double Gold in 2011. In fact, Baileys holds the records for the highest number of medals won at the San Francisco World Spirits Competition in the Creams Category.

BAILEYS



A Blended Scotch whisky, J&B's story dates back to 1749 when a young Italian by the name of Giacomo Justerini fell madly in love with an opera singer, Margherita Bellino and followed her to London. Although the love affair came to nothing, he made use of a number of recipes he brought with him created by his uncle, a distiller. A mix of over 40 whiskies carefully blended together produce a smooth and complex flavour. Its unique taste and distinctive character, and the world's 'party whisky', are its predominant brand characteristics. The heart of J&B RARE is formed by Speyside Malt Whiskies. They provide the fruity, fresh quality you can taste, and give J&B its light colour. Speyside is recognised as the superior area in Scotland for making malt. Added to that are some of the finest grain whiskies Scotland has to offer. They help reveal the individual flavours of the various malts, unveiling the pleasant, smooth character of J&B.

J&B



SMIRNOFF VODKA

Smirnoff is a brand of vodka owned and produced by Diageo. The production of Smirnoff Vodka as we know it wasn't started in the US until 1934. The world's best-selling premium distilled spirit continues the traditions of Pierre Smirnoff, purveyor to the Imperial Russian Court, 1886-1917 and is a classic Russian style vodka with a clean taste, light fragrance and cool finish. Smirnoff vodka is created by a unique process involving three distillations and ten stages of filtration to deliver smoothness and clarity. Smirnoff Vodka's clear and colourless, neutral nose, soft grain flavour alcohol gives a slight sting of warmth. The Smirnoff brand began with a vodka distillery founded in Moscow by Pyotr Arsenievich Smirnov (1831-1898). It is now distributed in 130 countries. It is produced in several countries including India, Ireland, Italy, the United Kingdom, United States and Uganda. Smirnoff products include vodka, flavoured vodka and malt beverages.

SMIRNOFF ICE

Light and refreshing, Smirnoff Ice is a great alternative to beer, utilizing Smirnoff's over 100 years of alcohol expertise to create a citrus flavored malt. Smirnoff Ice comes in two brands; Smirnoff Red and Smirnoff Black Ice. With fresh, grapefruit, lemon verbena notes, initially Smirnoff Ice comes across as a cross between Squirt and Lemon Pledge, with a vibrant acidity, abundant effervescence, a grapefruit aroma that grows with every sip, and considerable sweetness. There is a faint bitterness to the finish. Smirnoff Ice comes in a 300ml bottle and 300ml can.

SMIRNOFF ICE FAMILY

SMIRNOFF ICE DOUBLE BLACK
Smirnoff Ice Double Black is a strong blend of Smirnoff Vodka with a citrus mixer and a hit of Guarana for that extra boost. Smirnoff Ice Double Black cans are modern tribute to the traditional standards established by Smirnoff and perfect for parties or sharing with great friends.

Smirnoff Double Black comes in 330ml cans.



It starts with the man, Charles Tanqueray, the bold spirit who traded the church for the still and in the process, created one of the world's most awarded gins. We toast to the bold spirit worthy of its seal and 180 years of distilling excellence. Crafted in the small No. 10 still, Tanqueray No. TEN is distilled with fresh citrus for a brighter taste. A gin like no other, Tanqueray No. TEN elevates every cocktail. The only gin made using whole citrus fruit, including white grapefruit, lime, and orange, along with juniper, coriander, and a hint of chamomile flowers, No. TEN has a unique, full-bodied character and citrus undertone. Upon its launch, No. TEN was crowned 'Best White Spirit' three times in a row at the San

TANQUERAY NO. TEN

Francisco World Spirits Competition, at which point it was retired from the competition into the Hall of Fame, where it remains the only white spirit.



Caol Ila is the Gaelic name for the Sound of Islay, which separates the island from Jura in one of the most remote and beautiful parts of Scotland's West Coast. Nestled in a hidden cove near Port Askaig, the Caol Ila (pronounced "Cull Eela") distillery sent its whisky to market by sea for over a hundred years. Caol Ila has remained undiscovered by many but has become much-prized by malt lovers across the world. Those lucky enough to visit us will have experienced the wonderful Islay setting that is brought to life through the range of Caol Ila whiskies, led by the 12 year old Caol Ila Single Malt Scotch Whisky.

Fresh, sweetly fruity and smooth-bodied, Caol Ila 12 year old single malt Scotch whisky is the colour of pale straw, with a delicate balance of tastes. The clean, appetising nose shows subtle citrus fruit with just a puff of smoke. Firm and smooth, it begins sweetly then yields a fragrant smokiness and a sweet-smoky, lingering finish.

CAOL ILA

ALVARO

Introduced in Uganda in March 2008, Alvaro is a unique refreshing natural malt drink. It is packaged in a stylish embossed green bottle with contemporary metallic labeling giving it that sophisticated and outstanding look.

Barely four months after the launch, Uganda Breweries celebrated production of the seven millionth bottle of Alvaro, a clear demonstration of how much consumers adored the brand.

Alvaro is packaged in a 330ml green bottle and comes in three variants, Pineapple, Pear and Passion fruit.



John Walker & Sons

THE RARE BLEND

A TRULY RARE GIFT

ONLY 1 IN 10,000 CASKS ARE HAND SELECTED FOR BLUE LABEL, MAKING IT A HOLIDAY GIFT AS RARE AS THE MAN WHO RECEIVES IT.



PLEASE DRINK RESPONSIBLY.
JOHNNIE WALKER BLUE LABEL Blended Scotch Whisky.
40% Alc/Vol. Imported by Diageo, Norwalk, CT.



JOHNNIE WALKER.
KEEP WALKING.



UBL IN

NUMBERS

Compilation of Uganda Breweries Limited's statistics on performance, quality, community engagement over the years.

UGX. 110 Billion

Estimated Annual tax paid out

UGX. 28 Billion

F15- F16 spend on industrial waste Management

UGX. 8.1 Billion

2012 Investment in the installation of a mash filter to support the use of local raw material

2 Million people

Water of Life programme beneficiaries

35,000 trees

Estimated amount of trees planted since 2005

17,000

Number of Farmers in the Local Raw Material sourcing program

65% (192/296)

Current Full time employees that have worked over five years

41 Awards

Total Number of Monde Quality Selection Awards won. (Gold- 15, Silver-22, Bronze-4)

UGX. 44 Billion

2010 Investment in new state of the art bottling line

UGX. 20 Billion

Estimated annual spend on local raw material sourcing

UGX. 500 Million

Estimated Annual Investment in responsible drinking initiatives

1.4 million Hectoliters

Production capacity

22,000 Employees

Direct and Indirect number of employees at UBL

58

Number of distributor locations across the country

70 years

Number of years of existence

Number 2

Position as employer of choice in Uganda 2015

RICH COFFEE OR SMOOTH COCONUT

TRY THE NEW FLAVOURS



FROM GRASS TO GLASS; KNOW HOW YOUR BEER IS MADE

BY LINDA KABUZIRE

You probably enjoy popping that crown off your favorite beer. However, you may have never known the 'behind' the scenes processes that go into crafting that beer. In this article, we expose the 'behind the scenes' processes.



Whilst it is obvious that many of us love our beer, it is also a fact

that few of us know the 'behind the scenes' processes that our beloved drink goes through before we pop off its crown. I too was one of those in the 'dark' until one clear Thursday morning when a rare opportunity presented itself. I was privileged to be taken on a guided tour of Uganda Breweries Limited (UBL) plant in Luzira by Brewing Manager, Paul Bwamiki and Packaging Manager, Geoffrey Tushabe. I give it to them! Those two have mastered the art of the brewing process. They took me through the processes of brewing and packaging of UBL's signature beers. The two hour tour of the plant gave me an education like no other. I got to understand the different ingredients used to produce beer and the several steps involved in brewing the perfect beer.

Stages of brewing a beer

According to Bwamiki, Beer was traditionally brewed using four basic ingredients; malt, water, hops and yeast. However, UBL has now ventured into using local raw materials like sorghum, barley, corn starch and cassava.

Stage 1: Grain Cleaning

The first thing a brewer needs to do before getting down to making beer is to ensure that their brewing grain is ready to go. The grain is usually, malt, barley or sorghum. The grain has to be clean and of especially high quality. The brewery uses a magnet to remove metal impurities, a de-stoner to remove any stones and a classifier to remove light weight impurities such as paper, polythene among other foreign objects.

For Bell Lager, the key raw materials are malt, barley and corn starch whereas Tusker Malt Lager is 100% malt. Ngule beer is predominantly cassava and some little sorghum which are locally sourced from the Buganda Kingdom.

Stage 2: Milling

This is the second stage and basically involves crushing grain into grist. The key is to crush the grain well enough to expose the starchy center. If crushing is insufficient, grist will be too coarse and less starch will be exposed for conversion to fermentable sugars in the subsequent mashing stage.

Stage 3: Mashing

"From milling, grist is conveyed into a mash conversion vessel where it is mixed with brewing water, enzymes and salts, then allowed to rest at various temperatures, for durations that are brand specific. This converts starch into fermentable sugars," Bwamiki says adding that releasing the fermentable sugars is vital given that sugars are the substrate that yeast uses later on during fermentation to produce alcohol. Different brands of beer have different mashing profiles.

Stage 4: Mash Separation

A mash filter is the equipment UBL uses to perform this operation. The outcome is separation of the liquid known as wort from the solid known as the spent grain. Wort is sent for further processing while spent grain is a by-product sold to farmers as animal feed.

Stage 5: Wort Boiling

From the mash filter, wort is transferred to and boiled in a wort kettle. The major aim is to sterilize the wort. Boiling also helps improve colour to the required shade. "It is also at this point that bittering and aroma hops are added. During boiling, hops impart bitterness and release characteristic flavor components," he explains. The brewer uses this knowledge to finely craft the profile of the beer. Explaining what hops are, Bwamiki says they are the small, green cone-

"THE STAGE AT WHICH THE HOPS ARE ADDED MAKES A DIFFERENCE TO THE FINAL CHARACTER OF THE BEER. HOPS ADDED AT THE BEGINNING OF THE BOIL WOULD HAVE A DIFFERENT EFFECT FROM THOSE ADDED TOWARDS THE END."

like fruit of a vine plant. They provide desired bitterness and rich aroma or flavor. They also act as a natural preservative, which is what their original purpose was anyway.

Stage 6: Wort Clarification

This happens in a whirl pool. As wort is allowed to stand in the whirl pool, solid proteins and other materials that may have escaped through the mash filter settle in the middle leaving a clear liquid.

Stage 7: Wort Cooling and Pitching

Here, wort is run through a heat exchanger to cool it. Yeast is introduced or 'pitched' at this point. "If it is added when the wort is still very hot, the heat will denature the yeast. That is why wort is cooled down to a temperature that the yeast can handle," Bwamiki emphasized. It is here that the brewer must pay careful attention to sanitation because the wort is no longer at extreme temperatures and is extremely susceptible to contamination from any micro-organisms that may be around. Oxygen is usually added to facilitate multiplication of the yeast.

Stage 8: Fermentation

Although most of the hard work is done by this time, this is also a very crucial stage. During fermentation, yeast consumes the fermentable sugars that were released and converts them into alcohol and carbon dioxide. The fermenter is a huge cylindro-conical vessel that is sealed off from the external environment. A long narrow vent pipe allows carbon dioxide to escape from the fermenter. This carbon dioxide is recovered and purified at the carbon dioxide recovery plant, while the alcohol stays in the beer. Fermentation also involves production of desired flavors. Most of the yeast will start to settle at the bottom of the cone shaped fermenter towards the end of this stage, and when fermentation has finally progressed to completion. The beer is cooled to about 2 degrees centigrade. This helps the remaining yeast settle at the bottom of the fermenter, making it easier to crop off.

Stage 9: Maturation

During maturation, beer is chilled to negative 1 degree centigrade. This helps the remaining yeast settle at the bottom of the fermenter along with other undesirable proteins that come out of solution at this lower temperature. Maturation enables improvement of beer clarity and flavor development. The beer needs to be adequately stored at low temperature in order to allow both full development of flavors and a sparkingly bright experience for the consumer later on.

Stage 10: Filtration

Bwamiki says that no yeast cell should pass this stage. In addition, beer is chilled to negative 2 degrees centigrade to precipitate excess protein so that more of it gets separated out at the filter machine. Blending to correct alcohol content and carbon dioxide fixation is done as the now 'bright beer' gets transferred to the bright beer tank. Final quality checks are performed to ensure that the beer meets product quality specifications before release. The beer is then ready for packaging.

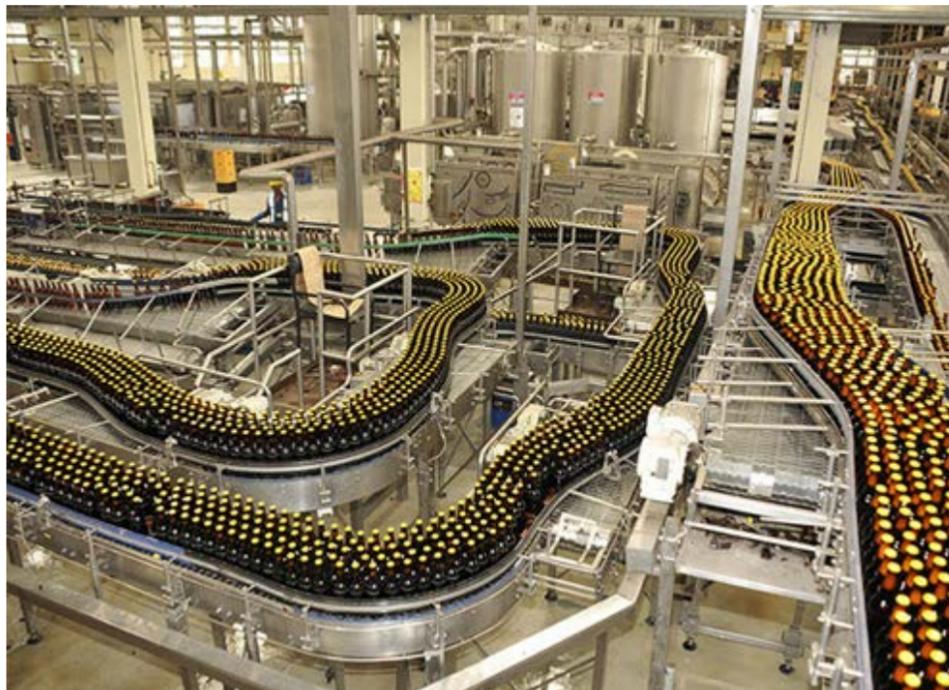
11: Beer Packaging

Because beer is best when served fresh, it is packaged quickly, efficiently and in the most immaculate of containers. The first and most important concern when packaging beer is preventing contamination by three of the main culprits that reduce the shelf-life of beer; wild yeasts, micro-organisms and exposure to oxygen, Tushabe explains.

The first step during packaging involves cleaning bottles with chemicals and heat treatment through an appropriate temperature profile and are then rinsed with chlorinated water. This process is handled by a very efficient bottle washer.

The work of the bottle washer is then complemented by an Electronic Bottle Inspector (EBI) which ensures that only bottles fit for purpose are used in packaging beer. This equipment kicks out "foreign" bottles; bottles that do not much the brand on plan for packaging. It also kicks out all bottles that have any faults; cracks, scratches, spots and residual fluids. Again, the most unblemished containers move from bottle washer discharge, through the EBI to the filler in feed; this process is facilitated by a covered conveyor system which ensures that no bottle contamination happens after the bottle cleaning process.

At the filler, very clean bottles meet the carefully processed beer from the brewing department; more precisely, from the filtration team. The filling process takes place in about seven seconds. During this time, a clean bottle enters the filler, pre-evacuated to remove oxygen in the bottle, flushed with carbon dioxide to chase out the residual oxygen that would otherwise support micro-organism growth and causes oxidation; this is not desirable in packaged beer as it leads to bad order, otherwise known as off flavor. Then second pre-



evacuation takes place to remove the carbon dioxide. At this point, there is no further oxygen ingress. At this stage the bottle is ready to receive beer.

Filling takes place in two phases; fast filling, then slow filling to achieve the required precision so that the prospective customer gets the right quantity as prescribed on the labels that are on the bottles at the labelling station. Both filling phases are supported by the difference between the low pressure in the bottle (remember second evacuation?) and the high pressure in an airtight filling bowl. This pressure (about 2.5 bar) is exerted by carbon dioxide on top of the bowl.

When filling is done, sniffling takes; this process balances the pressure in the filled bottle (about 2.5 bar) with atmospheric pressure (1.01 bar) to prevent beer from over foaming and spilling from the bottle between filler discharge and the capping machine. Only a small depth of foam settles on top of a filled bottle to limit air ingress. The beer is said to be stabilized. Between these two close points (filler discharge and capping machine), the stabilized beer in the bottle receives a short span strike of

a high pressure, fine, very hot water jet to chase out any oxygen picked during this short open distance. Then within less than a second, the bottle is crowned (capped) to seal off further air ingress.

The filled bottles are then treated with a pasteurization process to kill off any possibly remaining micro-organisms that would shorten beer shelf life. This process involves heating and cooling of beer using water (sprinkling on the surface of the filled and capped bottle) of an appropriate temperature profile. After this pasteurization, the bottles are labelled to give them a sleek look that also serves as a distinction between brands. These labels spell out the ingredients of a particular beer. Bottles are conveyed to a packer, a machine that puts them in crates. They later are carefully washed to sustain the packaging standards of UBL. These filled crates are conveyed to a palletizer where they are put on pallets and shipped off to the customer using forklifts and trucks.

And there, you have a perfect fresh beer!
Cheers!



BAKUWE



3 SENATORS @ 5000/=

Come and enjoy Senator, games and music. Also win exciting goodies such as; T-shirts, Solar lamps, gumboots at a bar in your town!

EXCESSIVE CONSUMPTION OF ALCOHOL IS HARMFUL TO YOUR HEALTH.
STRICTLY NOT FOR SALE TO PERSONS UNDER 18 YEARS. PLEASE DRINK RESPONSIBLY.



UBL staff launch Senator Stout in 2014

Having turned 70, Uganda Breweries Limited (UBL) has now placed its eyes firmly on its 100th anniversary. Dr. Alan Shonubi, the UBL Chairman says that the company's legacy that rests on its people will be instrumental in the brewery's undertakings.

Shaping our future: **TOWARDS BECOMING THE MOST TRUSTED, MOST RESPECTED AND MOST CELEBRATED COMPANY**

T

urning 70 years for Uganda Breweries Limited (UBL) is a triple opportunity- to celebrate the joys of today, the past memories, but more

importantly, the hopes of tomorrow. According to Mark Ocitti, the UBL Managing Director, the 70 years' heritage has bequeathed the company, not only a strong legacy, but also a solid footing on which to build the next 30 years, as it eyes its 100th Anniversary. "The last seven decades of our operations in Uganda have been as challenging as they were exciting but most importantly we have a solid business- on which our ambition to be the best performing, most trusted and respected consumer products company in the country

firmly rests," he says. Ocitti who has just assumed the mantle of leadership at Uganda Breweries, adds that being the oldest brewery in Uganda with some of Uganda's legacy brands such as Uganda Waragi and Bell Lager, "gives meaning to our purpose- Celebrating Life Every day, Everywhere." "On top of being the oldest alcohol business in the country, UBL is arguably the biggest alcoholic beverages company with the richest brand portfolio consisting of 10 beer brands, 42 spirit brands, 3 ready to drink brands and 1 non-alcoholic

beverage," asserts Ocitti with pride. "We are the fourth biggest tax payer, having paid Shs110 billion in 2015 alone. We are also the second best employer of choice according to a survey by Federation of Uganda Employers- employing 22,000 people directly and indirectly. Additionally 17,000 Ugandan farmers are engaged on our Local Raw Material (LRM) sourcing program where we invested 20 Billion annually. Dr. Alan Shonubi, the Chairman Board of Directors says that with such "high quality brands, backed by a rich local and global experience, we are poised for a great future." He adds; "UBL will continue to consolidate its position as an integral player in building our economy, returning solid value to our investors, but more importantly celebrating lives every day, everywhere in the true Ugandan style like only a truly Ugandan brand."

Innovation-driven ambition

Juliana Kagwa, the Marketing and Innovations Director at UBL says that as the company looks to the future, UBL brands will continue to redefine the landscape for the alcohol industry in Uganda, with an offering that meets varying taste preferences as well as the various levels of affordability. "Our brands have earned respect both locally and internationally. We are the most awarded company in the internationally acclaimed Monde Selection Quality Awards, scooping a total of

15 gold, 22 silver and 4 bronze awards since 1992," she says. Kagwa says that the company will continue to study the market and understand consumer needs and wants as well as how best to satisfy them. Her words echo those of Charles Ireland, the former Group Managing Director East African Breweries Limited (EABL)- the mother company for UBL. While announcing EABL's financial results for the year ended June 30, 2016, Mr. Ireland said; "We still have a host of opportunities to unlock, not least in tapping an increasingly discerning customer base. I am confident that the investment we have made in our systems, brands and people will help us to take full advantage of these opportunities. He added: "We will continue to focus on innovation and prudent cost management and remain flexible to anticipate and respond to external factors in the region."

Great people, great culture

Underpinning this innovation, according to Florence Bamwine, the Human Resources Director, is a team of motivated women and men, with a deeply rooted corporate culture. "Uganda Breweries was founded and is sustained by people of extraordinary character. Sustaining this rich fabric is an equally precious value system. They (values) form a critical element of our corporate strategy - influencing the way we work every day

and everywhere. We look at our corporate values as a boundary, a sphere within which each one of us takes individual responsibility to nurture growth," she says. She further explains that UBL's future will be dependent on its people who are "passionate about being the best and are proud of what they do and how they do it," adding: "We value each other and strive to give ourselves and each other the freedom to succeed. We are also very passionate about our consumers."

Doing good is good for business

According to Charity Kiyemba, the UBL Corporate Relations and Legal Director, the company is committed to continuing to play a positive role in society especially through sustainable social investments. "As a business we are keen on an all-inclusive growth- for both us and the communities in which we operate. We are committed to enriching lives and livelihoods through a community investment strategy that supports a wider holistic approach to local economic development that among others includes: access to clean water, educational projects, Local Raw Material sourcing and the environment. She says that for example under the water of life program, 2 million Ugandans have gotten access to clean water while 38 Ugandans have been beneficiaries of the Skills for Life programme that targets bright but needy students who, in spite of excelling in their studies, cannot afford university education. 19 out of

"We will continue to focus on innovation and prudent cost management and remain flexible to anticipate and respond to external factors in the region."



choose to drink; the company is also fully cognizant of the fact that misuse of alcohol, can cause serious problems for individuals, communities and society. "That is why we care passionately about helping to reduce alcohol related harm in society, through our own programmes and through partnership and collaboration with others. Annually we spend over approximately 500 million in various initiatives that provide consumers with the information and tools they need to make informed choices about drinking responsibly - or not drinking at all," she says.

Kiyemba also adds that the company adheres to the Diageo Marketing Code (DMC), an internal Diageo Group self-regulation policy that ensures responsible marketing and selling of all UBL products. On top of self-regulation, the company has also gone ahead to carry out awareness and behavioral change campaigns so as to promote responsible use of alcohol

"We have a committee that approves all materials before we share to the public to ensure they adhere to the code. All staff, agencies and partners that are responsible for any form of communication are taken through DMC training to ensure compliance to the code," she says.

The Future

Ocitti says that as the company looks to the future, they shall remain a "revolutionary business that we have always been – a business called upon to lead innovation and pioneer contemporary initiatives in Uganda, both within and without the beverage industry."

"We invite all our stakeholders that have gracefully walked with us for the last 70 years, to yet again join us on the journey to the future- a journey built on mutual celebration, powered by respect and sustained by performance by trust," he concludes.

Annually we spend over approximately 500 million in various initiatives that provide consumers with the information and tools they need to make informed choices about drinking responsibly - or not drinking at all

the 38 beneficiaries, have been female students in support of the Girl Child Education agenda. The Local Raw Materials sourcing program that guarantees farmers ready market for brewing inputs such as barley, sorghum, corn starch (maize) and tapioca

has directly benefitted 17,000 farmers and in turn benefitted over 25,000 households countrywide. "In 2012 we invested Shs8.1 billion in the installation of a mash filter to support the use of local raw materials- which will allow us to purchase and use over 2,000 metric

tons of barley, 4,500 of sorghum, 3,000 of cornstarch and 3,208 of high quality cassava flour, thus infuse about Ushs 20 billion into farming households annually" affirms UBL Agriculture Manager Joseph Kawuki. Under the programme, the company supplies farmers with quality seeds, modern farming equipment and trainings throughout the seasons for

improved productivity. More importantly, according to Kawuki, 50% of the materials are grown by women or women groups. "We are glad that the initiative has bettered farmers' lives and the people around them. We are not about to stop," says

Kawuki.

Leadership in alcohol in society

Kiyemba adds that , while UBL brands are made with pride and indeed alcohol can be part of a balanced lifestyle, when consumed moderately and responsibly by adults who

UBL THROUGH THE YEARS



EABL Executive pose with Bell Lager at the Launch of new production line in 2012



Pilsner Lager Spin-master contest Rocks Kampala in 2010



Former EABL Managing Director Seni Adetu and Tusker Project Fame & Winner Davis Pose with Parents and Friends at Welcome party in Kampala December 2010



Kampala Spin Master! Innocent Tibayeita (R) spins with a disk jockey during the Pilsner Spin Master promotion in 2010



Tusker Malt new look Unveiled in Kampala 2009



Former UBL Head of Corporate Relations Sandor Walusimbi (L) and former UBL Marketing Manager Imering Brands Tibayeta Pose with the CECAA TUSKER CUP



Uganda E-green Team Members in Lugazi



Uganda Waragi's UG MIX a million Rocks Kampala!

Former UBL MD Alasdair Musselwhite, former Uganda Cranes Coach, Hon. Minister of State for Sports Pose with the Uganda Cranes football players for a group Photo at UBL Offices in Luzira.



UBL staff celebrate 100th edition of Lifestyle Magazine



Bell Lager launches thematic campaign 'Live Life Confidently'



Freddie Master Brewer and UBL's Kebba Moses at the Launch of Windhoek Lager in Kampala

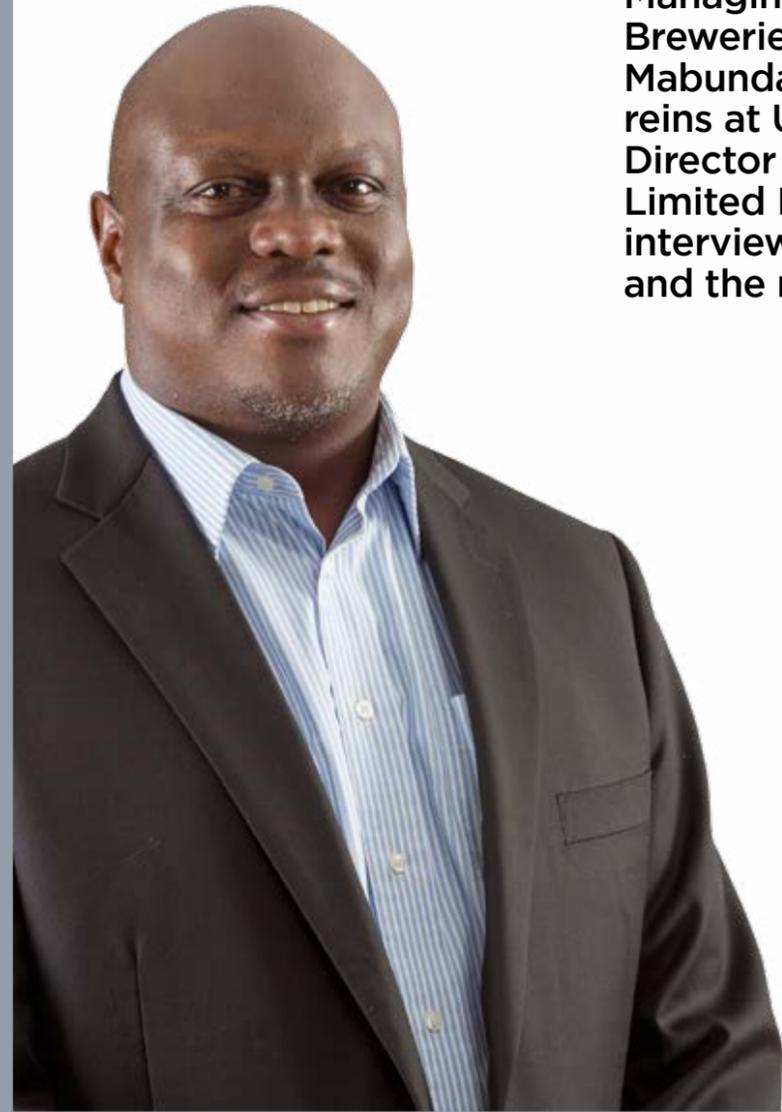


Winner of a V&A valentine's promotion receives a dummy cheque.

Former UBL Marketing Director Marion Muyobo (2R) poses for a photo with the winning Team at the Tusker Quiz Night in Kampala



Uganda Breweries Launch 'Dont Drink and Drive' Taxi Ad Campaign in Kampala!



Mark Ocitti P'ongom is the new Managing Director at Uganda Breweries Limited, replacing Nyimpini Mabunda. Prior to taking over the reins at UBL, Ocitti was the Managing Director of East African Breweries Limited International (EABLi). In this interview, he summarises his business and the not-so business side of him.

Qn: Growing up, who was your role model?

Mohammed Ali. Ali, because he represented an era where the minority fought for their rights and he did it quite well. He was a world champion in his chosen sport and could have decided to go out and bask in the glory of being world champion. Instead, he used his fame to champion the rights of the underprivileged.

Qn: Did you envisage yourself one day managing Uganda's oldest and biggest brewery?

To be honest, I didn't think so. I always knew that I had an ambitious career goal and this was to play a role in an organization that would spur economic growth in Uganda. I didn't know that it would be Uganda Breweries Limited, but I had a feeling that it would be a company of a size, scale and influence of UBL.

Qn: The current US elections pits a former first lady against a billionaire businessman. Quick question, Trump or Clinton? Why?

I would say Hillary Clinton. The reason I would opt for her is because she represents continuity. Continuity of the legacy of Barack Obama and therefore I would support Clinton for that.

#Excited to Be Working With the Wonderful Team at Uganda Breweries



Qn: Is there a chance that one day you will run for political office?

No! I am not into politics, so, NO chance.

Qn: A night out with the boys or movies at home, where do you fall?

If you had asked me this question a year ago, I would have said, 'movies at home.' But today, I think it is a night out with the boys and mainly just to see how our products are being consumed out there by our consumers.

Qn: How would you describe your management style?

I consider myself as a General that acts but leads from the front. So I like to be out in the trade, I like to interact with the people that make our company great and that is all our employees.

Qn: If you were to be marooned on an island, what is that one thing that you would wish to have had with you?

A bottle of Johnnie walker- Black Label.

Qn: Being the MD of Uganda's biggest and oldest brewery, I believe everyone wonders what drink you consume. What would that be?

My favorite spirit is Johnnie walker-Black Label. In terms of beer, I love to consume Bell Lager. However, of recent, I discovered Tusker Lite and I think that will now

MY HANDICAP IS 6. (A GOLF HANDICAP IS A NUMERICAL MEASURE OF A GOLFER'S LACK OF ABILITY. THE HIGHER THE HANDICAP OF A PLAYER, THE POORER THE PLAYER IS RELATIVE TO THOSE WITH LOWER HANDICAPS.

slowly start to take over as my favorite beer.

Qn: Away from office, how do you spend your free time?

I like to play golf. So I spend quite a lot of time playing the sport but I also spend a lot of my free time with my family.

Qn: What is your handicap?

My handicap is 6. (A golf handicap is a numerical measure of a golfer's lack of ability. The higher the handicap of a player, the poorer the player is relative to those with lower handicaps. A golfer whose handicap is zero is called a "scratch golfer." A golfer whose handicap is approximately 18 is called a "bogey golfer")

Qn: What is your typical day like?

I get out of bed at about 5:30am so that I am in office by 7am. When I get into office, I spend a bit of private time between 7am and 8am going through my e-mails and reading the day's newspapers.

From 8am, I interact with members of my office, go into meetings, and engage with my directors and the rest of the organization until about 6pm when I leave office. My evening time varies so as to create a work life balance. So some evenings I will go out for a trade visit, other times I go home to spend time with my family.

Qn: UBL was last year named second best employer by Federation of Uganda Employers. In a market where talent acquisition and retention is a big challenge, how has UBL addressed this?

What is admirable about UBL is the fact they have paid a lot of attention and focus on people development. When you look at programs like the 'Amazing people Manager' that was rolled out the whole of last year, we now see that the all UBL Managers have become Amazing people Managers and are therefore leading their people in much better ways than they were before. UBL has also focused a lot on competence building especially on the sales force and supply chain. The sales team has had to go through a Sales Accreditation program; Sales Managers have also had to go through accreditation to enable them lead their people. The sales people on the ground have also had to go through a similar accreditation program that has enabled them to go out and sell our products in a much better way. So we have paid a lot of attention on competence building and will continue to do that.

Qn: You are the second



WHEN YOU LOOK AT PROGRAMS LIKE THE 'AMAZING PEOPLE MANAGER' THAT WAS ROLLED OUT THE WHOLE OF LAST YEAR, WE NOW SEE THAT ALL UBL MANAGERS HAVE BECOME AMAZING PEOPLE MANAGERS AND ARE THEREFORE LEADING THEIR PEOPLE IN MUCH BETTER WAYS THAN THEY WERE BEFORE. UBL HAS ALSO FOCUSED A LOT ON COMPETENCE BUILDING ESPECIALLY ON THE SALES FORCE AND SUPPLY CHAIN.

Ugandan to manage UBL since Diageo Plc acquired majority shareholding in East Africa Breweries Limited. Does this put extra pressure on your shoulders?

Yes it does. The expectations of a shareholder are quite high and therefore there is a lot of pressure that comes from that. However, at the same time, I am excited at the prospect of leading this great company to the next level. Excited at the prospect of growing the business to a level where it has not been before. But also, most importantly, I am excited at the prospect of working with the wonderful people within this organization.

Qn: As the Managing Director of one of Uganda's biggest companies, what is that one thing that you would like to achieve during your tenure?

I think for me, it is a cultural shift in the organization. A shift towards the belief that we can win and hence our theme this year of 'Winning Everyday.' I think that this is a very powerful theme. It is a natural follow through of the themes that we have had before where we became Fighting Fit and then we executed well everyday. I think it is a theme that will enable us to propel into the future, with winning hearts and minds of an organization of this stature.

Qn: Any final remarks?

I would just like to say I am proud to be part of this great organization and I hope and trust that the people I lead will work with me in growing this organization to the level where it should be.

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We Are Because Of [Our People]

OUR PEOPLE

Uganda Breweries is no doubt a great place to work. It is ranked second best employer in the country by Federation of Uganda Employers. But what makes this company tick? Emma Onyango reports

Deeply woven into our 70 years legacy, is a strong base made of people; both our founders and those after them, of extraordinary character-

men and women who took and continue to take limited resources and with them, build a brand that continues to be a part of almost every Ugandan today. This, according to Rosemary Nakuya, the Human Resource Business Partner at UBL has not been by accident, but rather a result of a deliberate policy that ensures that employees come first in everything the company does.

and those after them, of extraordinary character-

Nakuya adds that the company has a clear performance ambition that helps everyone at UBL work towards achieving the same goals, to create best performing, trusted and respected consumer products in Uganda.

“Here, employees are at the center of everything the company does and they work as a team to ensure that we win every day- remaining at the forefront of the beverage/alcohol industry through creating the best performing, trusted and respected products, she says, adding: “We define clear and specific expectations for what success looks like in any given job and we then give our employees the freedom to succeed and how best to get their work accomplished.”

Little wonder therefore that UBL was recently ranked the second best employer in Uganda by the Federation of Uganda Employers (FUE). It is also not surprising that the current full time employees who have worked for over five years are 192 out of the 296; translating into 65% of the full time employee workforce at UBL.

Nakuya says that the company is committed to becoming the number one employer of choice in Uganda and also building a sustainable business for generations to come. “Our culture is rooted in a deep sense of our five core values that guide how we work as individuals and how we should work together. Every year, we carry out a values survey to measure how well we are living the values and ensuring UBL remains a great work place,” Nakuya adds.

Another aspect that makes UBL a great employer is the employee centered value proposition that is unique, relevant and compelling and a key driver for reward and talent attraction, engagement and retention.

“At the heart of our employee value proposition is diversity with 30% of our executive team roles occupied by our female talent in a male dominated industry. Our employees are given a stake in the company’s success in form of profit sharing, stock options or bonuses tied to performance,” she further states.

Aspects that would ideally be under looked by other businesses are critically assessed at UBL. For instance, the human resource desk constantly checks on the mood of employees to ensure that they are always engaged, listened to and given feedback.

They also have a variety of communication channels that foster transparency and ease information sharing across functionally. Even then, the employees are encouraged to act like owners, be restless, agile and bold in execution and obsessed with winning through selling and helping to sell.

Mark Ocitti, the Managing Director at UBL explains that UBL has paid a lot of attention and focus on people development and this has made it an ideal place to work. “Programs like the ‘Amazing People Manager’ that was rolled out the whole of last year, is focusing on ensuring that our managers are in constant search of how to lead their teams in much better ways than yesterday,” he says.

He adds that UBL has also focused on competence building especially on the sales and supply chain teams. The sales team has had to go through a sales accreditation program; sales managers have also had to go through accreditation to enable them lead their people.

Mark Mugisha, UBL’s Head of Beer and Ready-To-Drink (RTDs), says investing in their employees through trainings in leadership and growth enables them to lead teams professionally.

“I do believe that my success as a manager depends on the success of my people. It is therefore critical for me to create an environment where all my teams feel included and are able to perform at their best. I must therefore ensure a work environment where my people can learn, grow and have fun,” he says.

Robert Muhumuza, UBL’s Head of Logistics and Planning adds that UBL gives employees an opportunity to practice what they studied. He notes that each day has its own challenges, thus giving staff an opportunity to explore further.

Celebrating our people, every day, everywhere

“As a business, we have a guiding purpose – to celebrate life every day, everywhere; to deliver this, our employees must first of all feel that we celebrate, respect and trust them,” reiterates Ocitti whose professed management style is that of a hands-on general who leads from the front.

“We believe everyone is unique and we therefore must explore, harness, recognize and reward this uniqueness. We want our people to thrive and remain committed to their professional and personal development and for this to happen, we must maintain UBL as a great place to work,” he concludes.

According to Nakuya, the company builds and nurtures talent through employee growth opportunities in all parts of the world, management development and ongoing employee recognition.

“Our employees are provided with opportunities and incentives to learn, develop and grow, both in establishing new job-specific hard skills, as well as softer skills that serve them well as individuals and as managers and leaders.”

Nakuya adds that the company’s human resource team understands that “employees do not leave a company, they leave their managers”, meaning an individual’s line manager has a significant impact on their engagement. An inspiring and fun work environment is another aspect that makes UBL stand out.

Nakuya explains that their work environment is designed to focus on the physical, emotional and mental needs of the staff in order to inspire them.

“We have modern offices, canteen, rooftop bar, a mothers’ nursing room, cars and equipment, flexible working hours, employee fitness clubs as well as an employee savings and credit group. These are geared towards driving employee satisfaction.”

“The management tries to ensure that our work environment is safe, comfortable and appealing,” says Andrew Ojok, a Quality Technician at UBL.

Catherine Twesigye, a Marketer at UBL says: “Our managers treat us with respect and care. Although they are our bosses, they treat us as colleagues. They stand by us at all times and correct us when we go wrong.”

Former UBL Managing Director, Nyimpini Mabunda interacts with employees during an evening team session at the UBL Rooftop Bar



Our longest Serving employees Speak out

BY SAMUEL SANYA



Robert Namara,
Technical Operator

'I AM INSPIRED BY A GOOD WORK ENVIRONMENT

I joined Uganda Breweries Limited (UBL) as a process operator in 1987. At that time, I had just completed a diploma at the Uganda College of Business Studies. Everything was manual. We even cleaned the tanks manually using brooms, detergent and water.

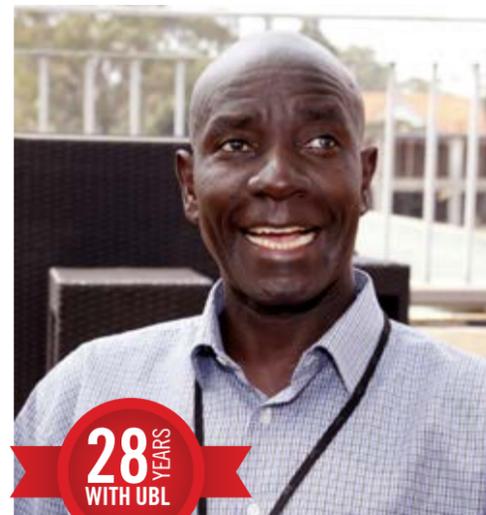
We had small tanks that could take only 160 hectoliters. As a result, our production was small. But today, things have changed. The brewing plant is fully automated and we monitor it with computers. Production increased after the installation of large tanks that take up to 1,000 hectoliters.

In 1987, we were over 600 people working in the brewery in shifts but

because of automation, we are now more efficient and production has increased three-fold.

I have been able to work for a long time at UBL because of the company's conducive working environment, a good salary and other incentives. I remember a time when we were taken to Mombasa on holiday; it was one of my best times ever.

I have also seen many of my colleagues leave the company and come back after getting disappointed at their new workplaces. Personally, I love the company and I believe it is the best place to work.



Joseph Ssekamwa,
Technical Operator

'FRIENDLY MANAGERS, HIGH STANDARDS GOOD FOR WORK.'

I joined UBL in 1988 as a process minder. I had just completed my Ordinary Levels (O'Level) and I had some financial troubles, so I couldn't do my A 'Levels right away. After 10 years here, I went to an institute to further my education. I am now in my forth role with the company.

Everything was very manual back then; we had about 40 people working three shifts per day in a 24 hour cycle. Right now, the process is very modern and automated; there are only two shifts now with less than 20 people. Employees are so intelligent, they get educated

and come back. There are so many trainings. UBL is the best company, people here are so friendly.

When I had joined the company at 22 years it was easy to get along with employees that were 50 years old. I like the managers and the managers like me. UBL has modernized and we maintain the highest standards. When I leave this place and go home, I want them to keep high standards as well. I am fond of this company and I intend to be here for more years to come.



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Andrew Ojok,
Quality Technician - Safety

I started working with East African Distilleries in 1989 as a blender. At the time, it was run by the government under the Uganda Development Corporation. In 1992, it changed to International Distilleries

'TEAM SPIRIT HAS KEPT ME GOING'

Uganda Ltd, before merging with UBL in 1998.

For the 27 years I have worked at UBL, I have seen a lot of changes in our operations, the volumes produced and the workforce, with all of them registering a lot of expansion.

For example, when I had just started working at UBL, we used to have only two packaging lines; one for plastic and the other for glass. They have since grown to six lines, with three for sachets; two for plastic and one for glass. The workforce has also grown. We were only 25 workers in the distillery section and working in only one shift, but today, we are over 60 staff, with day and night shifts.

UBL is a big company and their incentives are exciting. We, for example, have medical insurance which covers the employee, their spouse and six children. The

company also emphasizes safety. They ensure we avoid accidents through massive sensitization and provision of personal protection equipment such as overalls, safety shoes and gloves. This is important to me since I work in a high-risk area.

Other incentives such as free lunch and the roof top bar, where one can have free drinks in the evening, makes working at UBL appealing. We also have flexible working hours, as well as an employee savings group, which has helped me pay my children's school fees with ease. The bosses are wonderful people and my colleagues are fun to work with. The company encourages team building with the view that you cannot succeed alone; it is the team that succeeds.



Margaret Awori
Materials Planner

I started working at UBL in 2000 as a casual worker in my Senior Six vacation at the spirits plant. I always knew that being a casual worker was not all that I could do. In 2005, I was confirmed as a process assistant. I was very excited at the time; I knew it would be days before I moved on to a bigger position. I did that for two years and then I moved on to the stores on the spirits side of UBL as an Assistant Stores Manager. In April 2009, I was appointed Materials Clerk for the brewing side of UBL till 2014 when I became Materials Planner. In

'CAREER GROWTH KEPT ME GOING'

2015, my role was expanded when the spirits and the brewing sides were merged. UBL is one company where their agenda is career growth. When I was a Process Assistant, I was really motivated when I saw colleagues leave process jobs to get office jobs. Uganda Breweries Limited does everything to ensure its employees are comfortable. I have managed to educate my siblings using my earnings from here. My entire career has been with UBL. I still feel that my future is bright with UBL. I believe there is an even bigger role for me within the company.



Judith Ezaru
Division Sales Manager
North and Eastern
Uganda

NEVER A BORING MOMENT AT UBL.

I joined Uganda Breweries Limited (UBL) as an Account Manager for West Nile in 2006. I have since gone through seven roles to my current role. At the time, I was the only lady working upcountry. There was political instability in Northern Uganda due to the Joseph Kony insurgency and life was quite hard. Initially, my plan was to work in UBL for six years, but I stayed longer since this job suits my personality. UBL celebrates life every day, everywhere; if we are not enjoying life, then why live? I am an outgoing person, I meet

different people with different lifestyles every day – not many jobs enable someone to do this. I spend two years in a role on average, so I do not get bored. I have managed to build my own house; I also learnt how to drive while working with UBL. My happiest moment with UBL was in my first two years when I was given an all-expenses paid trip to London for a week. Since then, I have won several accolades with the company such as Employee of the year, and Regional Sales Manager of the year. UBL is part of me; my children know that 'mummy works for UBL.'

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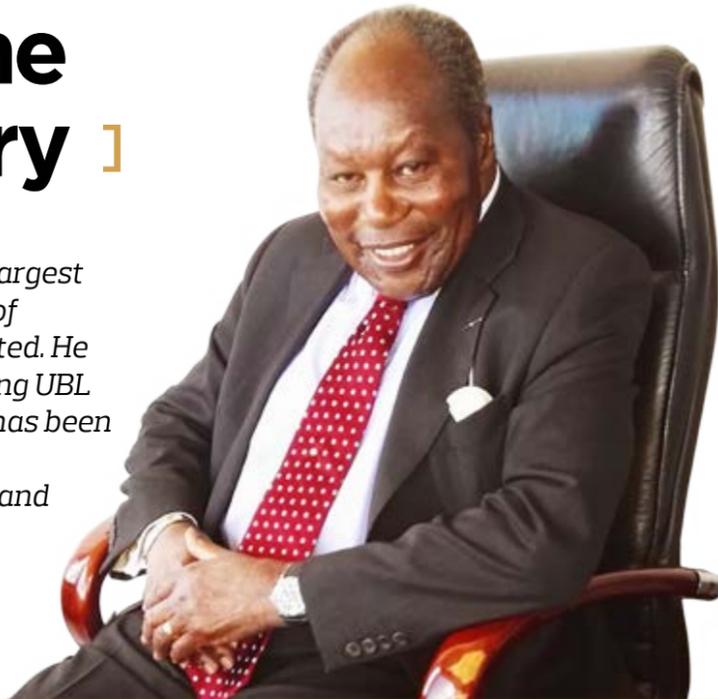
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[My 43 Year Association with the brewery]

Dr. Martin Aliker is the largest individual shareholder of Uganda Breweries Limited. He is also the longest serving UBL Board Chairperson. He has been part of UBL since 1962. We caught up with him and below are the excerpts.



CHAIRMAN ALIKER

QN: What are your memories of Uganda Breweries?

I recall that the official building of Uganda Breweries was built around 1945, that was soon after World War 2 and its construction was financed by Kenya Breweries Limited. Production at Uganda Breweries then commenced the following year, in 1946. I was still a child in school and therefore not drinking beer.

I also recall that the first General Manager was a Dane who had lived in Kenya but was married a Ugandan girl hailing from Toro. All the directors at the time were appointed by Kenya Breweries and were all white people. At that time, Africans were not allowed to drink alcoholic beverages; they could not officially buy it but the Indian shop keepers sold to them anyway.

When it became obvious that independence was coming to Uganda, the owners of the brewery quickly decided to appoint Ugandans as directors. I was thus appointed in 1962. There were already two Ugandans on the board and so I became third and the youngest. The Chairman of the Board was Sir. Michael Glandle.

QN: Why were you chosen to join the board at such a tender age?

There were not many Ugandans who were self-employed at the time which was a prerequisite. Most of the Ugandan graduates were comfortably employed in the government jobs. They (Uganda Breweries) also approached me partly because at the time, I was also the Chairman of Cooper Motor Corporation.

QN: What privileges did you have as a Director?

In addition to being paid a director's fee, I was also given a car which I used for six months before another would be issued. The one I used would then be sold as a demonstration car. My wife was also given a car. When that car clocked 5000 kilometres, she was given a new one.

QN: How did you and Michael Glandle meet?

In 1965, he and his wife visited me for a weekend at my home in Kololo. I had met him before, but never as a house guest. After that visit, Glandle somehow believed that I was the person he would be comfortable leaving the company to when he retired. He had no intention of leaving the company in the hands of a white man. He had friends here in Uganda who had put together a list of people they felt were qualified enough to hold certain leadership positions and my name appeared on that list. Glandle was the true definition of a gentleman. He for instance knew that Africans would eventually rule themselves; something that he respected and actually openly supported. This of course made him very unpopular among his white folks.

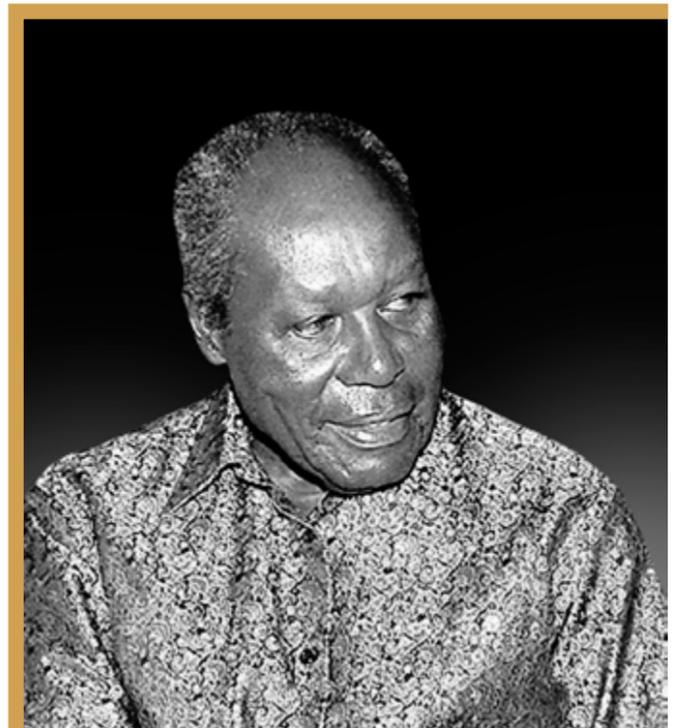
QN: How was the business environment at the time?

Back then, for one to buy a crate of beer, they had to go to a minister to get a letter, granting them permission to buy! However, we also had really challenging times when the company was partially nationalized, first by Obote, then again by Idi Amin. In 1984 though, Obote returned these partially nationalized companies to their original owners. Uganda Breweries was thus returned to East African Breweries. The factory equipment was in a very sorry state and not been replaced, the quality of the beer was poor and the whole plant was in a despicable state. The debts in the banks were piling by the day. Guinness then bought majority shareholding

from Allied Breweries because originally it was the majority shareholder in the East African Breweries. Individuals were then also invited to buy shares but they bought few shares mostly because they did not have money and also, they did not understand what investing in shares was.

QN: Did the overall shareholding structure change when Uganda Breweries was handed back to EABL by Obote?

Yes it did. The Finance Director took all share certificates to the Kenya Breweries Managing Director. The only thing those shareholders had requested for, was their original investment and not profit. So the (Kenya Breweries) Managing Director asked me whether I was interested in all these shares that had been returned and I replied in affirmative. Since I had the money, I bought all the East African community shares. They lay useless from 1976 to 1992 when suddenly they became big money. So today I am the largest individual shareholder in the brewery, and when dividends are declared, I say, "Christmas just came early."



QN: Did Uganda Breweries have a spirit portfolio at the time?

No! At the time, we didn't. We later on picked interest in the East African distillery because it was just next door, so we bought it and picked interest in spirits. But originally there were no spirits sold.

QN: Where does Diageo's connection with Uganda Breweries come in?

Guinness bought majority shareholding from Allied Breweries who originally was the majority shareholder in the East African Breweries. Diageo owned Guinness and with the UBL affiliation to EABL, they automatically become part of Diageo.

QN: What happens from the year 2000?

For the first time, a Ugandan was made Chairman in 2000 and that was me. Decisions were now being made in Uganda and not Kenya.

QN: Were there more Ugandans employed at Uganda Breweries at the time?

If we are to look at the overall number, then there were always more Ugandans working at the brewery at any given time. Even the brewers were mostly Ugandan. As for me, from 1961, that's for 43 years, I had been associated with the brewery. I was Chairman for 10 years, and when they were bidding me farewell, I simply told them that if had I known that the job was

In the last 10 years, I was the Chairman, spending a total of 43 years with the brewery. And when they were saying farewell to me, I told them that if I'd known the job was temporary, I wouldn't have taken it.

temporal, I wouldn't have taken it.

QN: What are your fondest memories of Uganda Breweries?

In 1966, I was appointed Director of East African Breweries representing Uganda Breweries on the main board. At the same time, I was also appointed on Allied Breweries Investment Company in Africa. This therefore entitled me, whenever I travelled to England, to a first class ticket on the plane. When I got to London, there would be a Rolls Royce waiting for me. I would also be housed in an apartment within a hotel.

QN: What would you say is the difference between the Uganda Breweries of today and that of yesteryears?

A lot has changed. There is more

automation which has of course increased efficiency. Back then, everything was manually done. We also have more capacity at Uganda Breweries now compared to the early years. Then there is the aspect of advertising. Back then, advertising was minimal. The product actually sold by itself. Today, we see a lot more advertising. And the company has gotten better over the years, they have an unbeatable product portfolio with world renowned brands, they were named a top tax payer in the country, they have been recognized for their efficient Human resource practices and for their involvement in the community. Uganda breweries has gotten better and wiser with age!



OGWAFFE

UGX

2,000

ZOKKA



BY JONATHAN ADENGO

UBL CSR strategy is about uplifting community livelihoods



Women fetching water out of 15 boreholes that were donated in Lamwo district.



Fish Cleansing Slub at Luzira Landing site



Uganda Breweries Limited (UBL) under the East African Breweries Limited (EABL) Foundation runs different corporate social responsibility projects including the 'Water of life' project that seeks to provide clean drinking water to communities and institutions such as hospitals. The company also runs the 'skills for life' project that gives back to communities through the education pillar; offering university scholarships. The Skills for life program has so far awarded over 40 scholarships to bright but needy students to advance to their University education. Through the Local Raw Materials program, UBL works with farmers to provide them with quality seeds, modern farming equipment and training through the seasons for improved productivity and output. UBL injects about 2 billion shillings annually into farming communities and value chains to obtain locally

grown material.

WATER OF LIFE PROGRAMME

The Uganda Breweries Foundation has partnered with various communities to provide clean, safe and sustainable water supply to communities living in water-stressed areas. Through the Water of Life programme, UBL supports projects that help to improve access to clean drinking water and sanitation. Some of these water projects have been in hospitals.

Hospitals

In 2014, UBL funded the construction of a water reservoir system at Mbarara Referral Hospital to serve about 600,000 people. The Ush630 million project has a 200,000 litre under-ground tank and two overhead tanks each with 24,000 litre capacity, water treatment and filtration, pumping and distribution systems across the hospital. The foundation also provided water harvesting tanks to Entebbe and Jinja Referral Hospitals in 2013 and 2012

respectively.

In Entebbe, **UBL** donated three water harvesting tanks of 10,000 litres worth Ush15 million and, in 2014, an underground water reservoir of 200,000 litres worth Ush290 million. This project currently benefits 20,000 people.

At the Jinja Referral Hospital Water Project in 2012, UBL donated a water harvesting system consisting of a central water reservoir of 100,000 litres and two overhead water tanks of 24,000 litres each. This project was worth Ushs360 million and benefits over 360,000 people.

Boreholes

Under this initiative, the foundation sank 20 bore holes in the Northern districts of Apac, Lamwo, Pader and Kitgum. The Ush14million project today serves over 15,000 people, providing a clean water source.

THE SKILLS FOR LIFE INITIATIVE

Supporting Education

Through the Skills for Life initiative UBL supports communities through the awarding of university scholarships to bright but needy students who, in spite of excelling in their studies, cannot afford university education. Successful scholars receive a complete university scholarship package inclusive of tuition, books, accommodation and a monthly stipend. The programme partners with both private and public universities in the region including Strathmore University in Kenya, Makerere University in Uganda and Mzumbe University in Tanzania. Since inception in 2001, the Skills for Life programme has awarded over 200 university scholarships to bright but needy students across East Africa, with 40 of them hailing from Uganda.

Andrew Bwonyo - Beneficiary

A saying goes that fortune favours a prepared mind. And the story of Andrew Bwonyo is not any short of being prepared, at the same time working hard. While many students jubilated upon finishing high school, it was yet another hurdle for Bwonyo. Having studied through high school on scholarships, he was not sure of what university life had in store for him. "The beauty of it is that it made everything seem very possible at every stage but the unfortunate bit was you are always pondering, asking, what next," he explains. But what saved him was the Uganda Breweries scholarship that he sat for at the last minute and as fate would have it, scored highly. The scholarship catered for his

tuition, accommodation and study travel. The scholarship, he says, gave him ample time to focus on his studies and not worry about where he was to get tuition for the next semester. The greatest achievement for him was pursuing his day dream job while at the same time do what he loved most. After graduation, Bwonyo was employed by Hima Cement as a Junior engineer. He worked at Hima for close to two years before being promoted to a systems engineer. In 2012, he found his footing at UBL where he joined as an Instrumentation engineer. He advises graduates to make the best of every situation and always work hard no matter their situation. Much as he did electrical engineering, he got involved in a sub of it, which was in automation. Bwonyo was recently promoted to Head of Engineering at UBL, a portfolio he has held since July 2016.

Agriculture

LOCAL RAW MATERIAL PROGRAM DENIS OGUTA - SORGHUM-GROWING FARMER IN DOKOLO

Sorghum growing has brought smiles to the faces of many youth at Agwata Sub-county in Dokolo District. Denis Oguta, a teacher of Bardyang Primary School in Agwata is among the few youth whose livelihoods have improved greatly because of sorghum-growing. The 31-year-old began growing sorghum in 2012, and is now among the farmers supplying sorghum to UBL. Last year, he supplied eight tonnes of sorghum to the brewery.

Oguta says the proceeds from sorghum-growing have enabled him pay fees for three of his brother's children, two of whom are in Senior two, and the other in Senior One. Prior to his sorghum growing, he had engaged in illegal charcoal burning to raise school fees, which was not only risky but also tiresome. "In 2012, I bought six kilograms of sorghum corn and planted in my small garden, and that year alone I got Ush1.8m. I haven't looked back since," he says. In 2015, Oguta got Shs6m yet had only invested Ush300,000. "This season I want to increase production because my plan is to earn about Ushs50m. Right now, I am almost harvesting the one I planted in my four acres farm." At Agwata, sorghum is sold at Ush11,000 a sachet (two kilograms). After harvest, farmers sell the crop to the buyers including UBL, and the least price is Ush800 per kilogram. "Sorghum-growing has improved our livelihoods a lot. Right now we are able to educate ourselves and also sponsor the education of our relatives," adds Moses Akora, another farmer. "People in the community admire our lifestyle and this has encouraged others to also grow sorghum," he adds. Oguta is currently constructing a permanent house at his Odeye village in Agwata, as is his colleague Akora. More than 40 farmers from Odeye village alone, are engaged in sorghum growing. The UBL support officer in charge of Lango Sub-region, Paul Okello says UBL provides agricultural extension services to farmers, mainly in the



Mbarara Hospital receives cheque of 630 million for water project to benefit 600,000 people



A UBL sales representative handing over water filter to the Secretary Health services in Kabale for Rugarama Health Centre.

area of training and value-chain linkages. “We provide training in the area of best farming practices in the production of sorghum and partner with other institutions so that we add value to the trainings that we provide,” Mr Okello said. UBL is currently working with over 17,000 small-holder farmers in Lango Sub-region that consists of eight districts: Dokolo, Amolatar, Apac, Oyam, Kole, Lira, Alebtong and Otuke. Sorghum is grown mainly in the southwestern highland and in the lowland areas of the eastern and northern regions of Uganda. A survey conducted in 2001 showed that sorghum was widely grown in Uganda, but that the annual tonnage had been declining for some time as a result of lack of ready market. Initially, sorghum was used only for food and brewing at household level, and at the time, the dominant varieties were red sorghum, which is not suitable for beer production.

CHRISTINE AKELLO EKENYU, CASSAVA FARMER IN SERERE

The adage that fortune favours the brave finds resonance in the life of 58 year old Christine Akello Ekenyu. She has beaten odds to earn a decent living from Cassava farming, a crop rather seen as an ordinary food crop; but for this widow from Abuket village, Kyere sub county, Serere district, it is the reason she can afford

a smile. Ekenyu has cultivated cassava for over 40 years mostly for food consumption. Her breakthrough came in 2013 when UBL reached out to her to benefit from its extension agricultural services. This has since elevated this mother of six to a cassava processor of fine white cassava flour which is used in the brewing process.

Today any visitor in Abuket village can see Ekenyu’s passion for cassava from the well tended leafy gardens of the latest cassava varieties from National Agricultural Research Organisation (NARO) around her home. This has earned her the nickname, ‘Mama Cassava.’

According to Ekenyu, because of the land constrains, she grows between six to ten acres that translate to about 20 tons of fine processed cassava. This she supplements to match UBL demand by enabling other farmers to take advantage of her processing machines in order to realise value for their hard earned cassava production. She says the secret in cassava farming lays much in the latest cassava varieties Nasse 14 & 19, saying; “They yield much and for now they remain less susceptible to Cassava Mosaic.”

Better days ahead

Prior to her breakthrough, Ekenyu recounts that her family survived on peanuts in a poverty stricken family. “We grew ordinary cassava but it was cheaply bought at Ush100 a

kilogram and for every one acre, we only realized Ush100,000. This was exploitation that we had ignorantly accepted until UBL came to our rescue through their extension agricultural services,” she explains. Ekenyu has registered a significant change in her family life, not just in monetary terms. She is today a peer educator whose visitors book speaks volumes of high ranking officers from all regions, reaching out for knowledge on how to cultivate and process cassava to the standards that UBL requires.

From her cassava proceeds, Ekenyu has managed to have four children graduate in various disciplines. Her last two have also recently enrolled at ‘campus’; Makerere and Uganda Christian University on private sponsorship. Apart from education as an investment, she has managed to construct herself a modern home; two furnished houses, kitchen and resting shade for visitors. Besides selling value added flour, Ekenyu is also a certified multiplier of the latest cassava and orange sweet Potato varieties that are on high demand.

Other than that, Okello adds that UBL has helped farmers in Teso and Lango regions, through organizations like SOSPA, Arapai Farmers Multipurpose Cooperative Society, Acila Enterprise and Landmark Millers; linking them to agriculture product service and input providers, NARO and NaSSARI for easy access to new varieties.



YOUR NIGHT, YOUR CHOICES, YOUR CONSEQUENCES. **DON'T DRINK AND DRIVE.**



70 INTERESTING FACTS ABOUT UBL

Do you know Uganda Breweries Limited very well? Below are interesting facts about Uganda's oldest and largest brewery that you probably did not know.

1 Uganda Breweries is a subsidiary of East Africa breweries limited (EABL) which in itself, is a subsidiary of Diageo plc.	2 In 1945, a feasibility study was conducted by EABL on the creation of a new beer brewery in Uganda.	3 The official building of UBL was started in 1945 soon after WW2 and was financed by Kenya Breweries Limited.	4 On 27th July 1946, Uganda Breweries was officially registered in Uganda.	5 The first General Manager of UBL was a Dane called Aden who had lived in Kenya and was married to a Mutoro from Uganda.	6 In 1950, Macclesfield Brewery of Chesire in England acquired an interest in UBL.
7 1950; the year the very first beer was brewed not only by UBL but also in Uganda.	8 The first beer to be brewed was called Bell Brand, which is now known as Bell Lager.	9 The "Bell Brand" label of UBL was registered in Nairobi on December 21, 1954 as Trade Mark No. 6154 in Class 43 of the company that produced "Fermented liquors and spirits excluding brandies and whiskies."	10 In the 50's, a beer bottle was the size of a standard wine Bottle!	11 The beer was sold in its brown bottles which had no logos or labels of any sort. Because of scarcity in the economy, beer bottles had become general utility items; for collecting and keeping paraffin, cooking oil, etc.	12 In 1959, EABL acquired a 60% stake in Uganda Breweries Limited.
13 In the 60's, for one to buy a crate of beer, they had to go to a minister to get a letter granting them permission to buy.	14 In the 1960's, a bottle of Bell Lager was selling for only 1.20 cents (one shilling and 20 cents).	15 In 2011, Uganda Breweries installed a new packaging line with capacity of 50,000 bottles per hour.	16 During the 1960s, UBL barely did any advertising. Beer, it was assumed, should and would sell itself.	17 Life Board Chairman, Dr. Martin Alier was first appointed to the Board of UBL in 1962.	18 Dr. Martin Alier is the largest individual shareholder of UBL.
19 The first ever Ugandan brewer was called Drake Juuko, who was appointed in 1962.	20 1965; the year Uganda Waragi was first Distilled by East African Distillers. It was later acquired by UBL.	21 In 1967, UBL was one of the largest companies in Uganda with a market capitalisation of £600,000 and about 800 shareholders.	22 Juniper Berries is the ingredient that gives Uganda Waragi its unique taste and aroma.	23 In 2016 UBL introduced a bold, dynamic, trendy beer called Black Bell	24 In addition to Bell Lager, Uganda Breweries also produced Pilsner in the early 1970s.
25 Pilsner Lager, was the second beer to be produced by UBL.	26 The earliest labels on the bottles of Pilsner were olive green in colour and the lettering of the words "Uganda Breweries Ltd" and "Pilsner" were printed in light red with white boundaries.	27 Uganda Breweries was first nationalized in 1970 during the Obote I Government that gave a 60 % stake of the Brewery to the Government.	28 On December 9, 1971, UBL announced it would adopt the metric system and start packaging its beer in 500 ml bottles.	29 In 1972, UBL embarked on an extension of Ush1.5 million (about \$200,000 at the official exchange rate of the time). This was aimed at increasing capacity from 110,000 cases of beer per month to 185,000.	30 Drake Juuko was the first ever Ugandan to be named Managing Director of UBL.
31 Uganda Breweries was again nationalized in 1976 during the rule of Gen Idi Amin	32 Before the government announced its complete takeover of the company in 1976, UBL had been producing just over 50,000 cases of beer a month. After the takeover, production fell to about 5,000 cases a month.	33 In the 1970s, UBL produced special quotas of beer for the army. The beer came bottled with caps that had "UAAF" inscribed on them.	34 In 1984, Government announced it was returning return all UBL shares to its original owners.	35 One of the first companies that Uganda's new president in 1986, Yoweri Museveni visited was UBL.	36 In 1987, UBL was producing only 2,000 crates of beer per week.

37 In the 80's and 90's UBL had a football team, Bell FC that was managed by Charles Bakabulindi, the current state minister for sports.	38 Bell F.C. ended the 1982-1983 National Football League in fifth position, its highest place finish ever.	39 In the early 90's Uganda Breweries had a company magazine called 'The Bell Times'	40 Bell Lager was the first Ugandan Beer to be awarded a Gold Medal at the Monde Selection Awards in 1992.	41 In 1995 Guinness was introduced onto the Ugandan Market	42 In 1995 UBL introduced a new Beer brand called The President
43 Tusker Malt Lager was introduced onto the Ugandan market in 1996.	44 2014 Uganda Breweries top brands, Bell Lager and Uganda Waragi were recognized by the Private Sector Foundation as part of Uganda's Top 52 brands.	45 Nekemia Matembe, husband of one of Uganda's most famous politicians, Miria Matembe was once the Head Brewer at UBL until his retirement in the early 2000's	46 In 2000, Diageo Plc officially acquired majority shareholding in EABL, the majority shareholder of UBL.	47 In 2004, Baker Magunda was appointed Managing Director of UBL, the first Ugandan to be appointed to this position since Diageo Plc took over majority stake in EABL.	48 In 2007, Alvaro, UBL's first non-alcoholic natural malt drink is successfully launched in East Africa and records consumption of over eight Million bottles within the first three months.
49 In 2010 UBL invested Ush44 Billion in a new state-of-the art bottling line, which doubled the brewery's capacity and improved bottling versatility.	50 UBL has restored 1900 hectares of forest cover to the Navugulu Forest Reserve, in Mpigi District.	51 In 2011, Bell Lager received a resounding nod from Uganda consumers as the best quality beer brand in the market as verified by the Uganda National Bureau of Standards (UNBS)	52 In 2012, Bell Lager signed up to become the main sponsor of the Kampala City Festival and has sponsored it every year since	53 In 2013, UBL celebrates 2,000 days (almost 7 years) of no Lost Time Accident at the International Distilleries Uganda.	54 Uganda Breweries Limited Employs over 22,000 people directly and indirectly.
55 In 2014, UBL was named second best employer by the Federation of Uganda Employers (FUE).	56 UBL was named fourth largest taxpayer in Uganda in 2015 paying over Ush110 Billion in taxes annually.	57 Uganda Breweries Limited injects over Ush20 billion annually into farming communities, working with over 17,000 farmers.	58 In 2015, Uganda Waragi turned 50 years, unveiling a new, sleek bottle and two new flavors of Coconut and Coffee	59 In 2015, Bell Lager rebrands to a new, fresh, modern bottle and branding	60 UBL recently stopped adding sugar to all beers produced at the brewery in Port Bell
61 UBL's production capacity is 1,200,000 Hectoliters daily	62 UBL supplies over 2,000 units of spirits' volumes per day	63 UBL boasts of a product portfolio of 56 brands.	64 UBL runs a responsible drinking campaign every year dubbed the 'Red card campaign' that pushes for zero tolerance to drink-driving and underage drinking	65 In On 31st December 2015, UBL introduced a beer called Ngule in partnership with the business arm of Buganda Kingdom; Majestic brands.	66 Currently, Uganda Breweries Limited produces 27,000 cases per day.
67 UBL has to date given access to clean and safe water to over 2 million Ugandans	68 On July 27th 2016, UBL celebrated 70 years in Business in Uganda	69 To commemorate the occasion, UBL launched a Ush3 billion consumer promotion dubbed 'Tubbaale.'	70 On August 1, 2016 Mr. Mark Ociti P'ongom became only the second Ugandan MD at UBL since Diageo Plc acquired majority shareholding in Uganda Breweries.		

UBL THROUGH THE EYES OF THE MEDIA

The media has always been a big part of Uganda Breweries Limited. From the 1950s to date, the media has been an important player in UBL's journey thus far. As we commemorate our 70th birthday, it is our turn to point our 'pens' towards them.



Timothy Bukumunhe
 In early 2000, Uganda Breweries Limited (UBL) was on a roll. It's almost as if they had been given a new lease of life. They were sponsoring Miss Uganda and went on to sponsor PAM Awards. It was a period for me that rocked. I was working at WBS Television at the time as producer

of ShowTime Magazine which, was sponsored by Carlsberg and came under their docket and later by Bell beer. We were off to Sun City in South Africa to cover Miss Universe and then, Charles Muhoozi, who was the Communications Manager, was the most approachable and easy to talk to person. I sold him the idea of us going with

two crates of Bell to Sun City so that throughout the show, Tilly Muwonge, the presenter was always seen drinking Bell. He loved the idea – though immigration at Entebbe didn't like it – insisting we needed written permission from UBL to take the crate with us. In the end we settled for a few bottles. But it was the trips up country that were really unique. We in the media became part of the UBL family. Marion Adengo, Sandor Walusimbi, Richard Zampa, Goretta Massedde and others brought us into fold and made us feel at par with them. And because of that,

we went out of our way to produce good quality work for them and supported everything that they were involved in. From a media standpoint, we felt that UBL had gotten it right. They had edged past their competition simply because of the rapport that they had with us. One of the most memorable nights we had up-country was in Jinja after Miss Uganda regionals. We stormed Sombreros nightclub, and while it was a full house that spilt out into the streets, there was never a moment when warm beers were served. Whatever 'threats' Ms. Adengo gave the owners, it truly

did sink in. Perhaps and like one of their campaigns went – 'Great Night, Good Morning', working with UBL was always just that. They pushed the boat out and it was all too evident in the days when they sponsored Miss Uganda and PAM Awards. It's not quite the same today. The zeal has been muted. Nevertheless, if I could go back and relive the period between 2000 – 2005, I would jump at the chance without a moment's hesitation for there are certain aspects of my life that were shaped by UBL and for the better.



Moses Serugo

It has been a pleasure working with UBL and attending their events. The first UBL event I covered was Miss Uganda where they were partnering with MTN, we went all over the country, and

memorably Jinja. I also need to mention that there was a time they sponsored my trip to the KORA awards in Durban South Africa which was really nice of them.

They have kept up the momentum over the years but I would love to draw their attention to the Arts. I think UBL should cover more arts and culture events. It would be good if they financed theatre development and publishing. There is more activity on the literature side and cinema these days.

Paul Busharizi

My professional interaction with UBL goes almost 20 years ago when as a university student freelancing for the New Vision, I used to run a daily compilation of interesting facts called 'Believe it or not.'

UBL were kind enough to support the feature by offering a copy of the Guinness Book of Records annually for the duration of the period I was working on the feature.

With some of the biggest brands in the country, our local business community would do well to study the company's progress over the years to ensure their own longevity.



It's great that the brewery has incorporated brands that use locally sourced materials among its line. The next step would be for them to list on the stock exchange and spread their prosperity more widely.



Timothy Kalyegira

Since they started in July 1946 to date, 70 years later, the one common thing I

can say is; from the earliest days to the present, UBL has been one of Uganda's most important companies. Even in its darkest days of struggle and nationalization, UBL was one of those mentioned. When it came to the government giving back property after 1984, from Obote to their owners, UBL was one of those mentioned again.



Crystal Newman

Over the years I have had the pleasure of working with very many of the UBL staff on different functions and also got invited to different events. The level of professionalism

has always stood out. The beauty of all the products, and the consistency they have is exceptional, what you expect is what you will always get.

That can only be summed up with a really good team and basically a company surrounding its self with consistency and standards and always living up to those standards.

Recently I have been on the Jonnie Walker tastings and that has been very exciting.

There are three periods in UBL's history;

Period one is that first history between 1946 to 1970; a fully private company running its own affairs. It was not particularly keen on advertising. There was a presumption in the 1950's and 60's that the beer sold itself because people just liked it.

In 1970's, the government take over of 60 percent of the revenues but the management remains intact. It gets on again there was this warning bell that the companies could come under government control. The peak of it comes in 1976 when it gets fully nationalized and the steep decline began. Part of the reasons for this decline is because of government's poor management.

It goes through bleak years from 1976 to 1992. The UBL

that you see today starts in 1992 when an Irish man George Sutton was brought in as a Managing Director taking over management. It made its first profit in 1992 and from then it's been upward trend for UBL.

In the 2000's UBL became this company that was aggressive; sponsoring Miss Uganda, organising boat cruises, golf tournaments and much more.

After 2000 it has gone overboard with branding, with presence on social media and many other platforms. We had the famous adverts that ended with the word 'Bell', - incredi-bell, unbelieva-bell most of the adverts around bell.

Now UBL is at its best ever, competition has worked for it and it has done quite well.

FASHION POLICE

OUR LENSES SNAP OUT UBL STAFF IN 70S OUTFITS; WHO WORE IT BEST? WE HAVE THE VERDICT.

The event that kicked off with a cocktail was well-served with food and refreshments. From the 70s music, the speeches and the audience, one thing was clear, it was a night of recollections. The guests were treated to a variety of drinks that flowed endlessly. The theme was not just about the dress code but also the way people conducted themselves at the event. The night was highlighted by two ladies who hit the red carpet for a photo-shoot and posed for the camera while seated down as if on a village mat. UBL Board chairman Dr Martin Aliker, sent the audience laughing when

he told a story of how he was rejected by a girl because he couldn't afford beer. It was back in the late 1940s when taking beer had just become an in-thing. He approached a beautiful girl in a nightclub, but the lady would only have time for him if he could buy her a bottle of beer. "She rejected me because I couldn't afford a beer but now I have a brewery. That night was my inspiration to be part of a brewery business. I vowed that one day I had to be involved in making beer," he said. Speaking during the dinner, Former UBL Managing Director Nyimpini Mabunda said "we

are celebrating all that have made the brewery what it is today. We are proud that Uganda Breweries has become one of the greatest truly Ugandan iconic brands dedicated to celebrating and transforming lives in Uganda, East Africa and internationally." It was also a night to reward some of the best performing staff and best dressed at the event.



Juliana looking like she stepped right out of the 70's



What the 70's Bonnie & Clyde would have looked like. Mau & Roy on point.



Did Diana Ross crash the staff party? Calm your horses. That's Corporate Affairs' Rhona Arinaitwe just nailing the look.



Bringing back some of our old traditions.



David The Time Traveler: We almost fell for it until we saw the cell phones in his pocket. Way ahead of your time.



A little more flair on the plaid pants and we would have had a home run



Clothes, Check, Hair, On Point. The swag. Terrific. Here is Mr. 70's.



Robert Nsibirwa, the same OL' G



Bye bye Uganda. Hello 70's. Outgoing MD, Nyimpini Mabunda just nailed it.



Best dressed? Very well deserved. Knocking off just a point for the shoes which were not a fashion statement during the 70's



Cool stepping out without his gang



One of the dream girls? No, just Rhona Namanya, Brand Manager of Uganda Waragi, but you would never know



I guess some people did not get the memo. You, You & You ruined that 70's acapella group's picture.

List of Awards and Winners:

STRENGTHEN AND ACCELERATE CORE BRANDS
Winner Rhona Namanya
WINNING IN RESERVE
Emmanuel Miiro
INNOVATE AT SCALE TO MEET CONSUMER NEEDS
Ngule Innovations Team
BUILD AND EXTEND ROUTE TO CONSUMER
Peter Mugisha and Paul Rwandekeye
DRIVING OUT COST
Jacinta Kabarwani

GUARANTEE OUR PLANS (TALENT)
David Byabashaija
ACTING LIKE AN OWNER
Rogers Kisekka
BOLD IN EXECUTION
Alfred Onyango
BEST DRESSED TODAY
Joshua Mwema (Male), Deborah Kitui (Female)
OBSESSED WITH WINNING
Inventory Management Team
RESERVE CHALLENGE
Ronald Bogere
REPUTATION
UBL Safety Team.



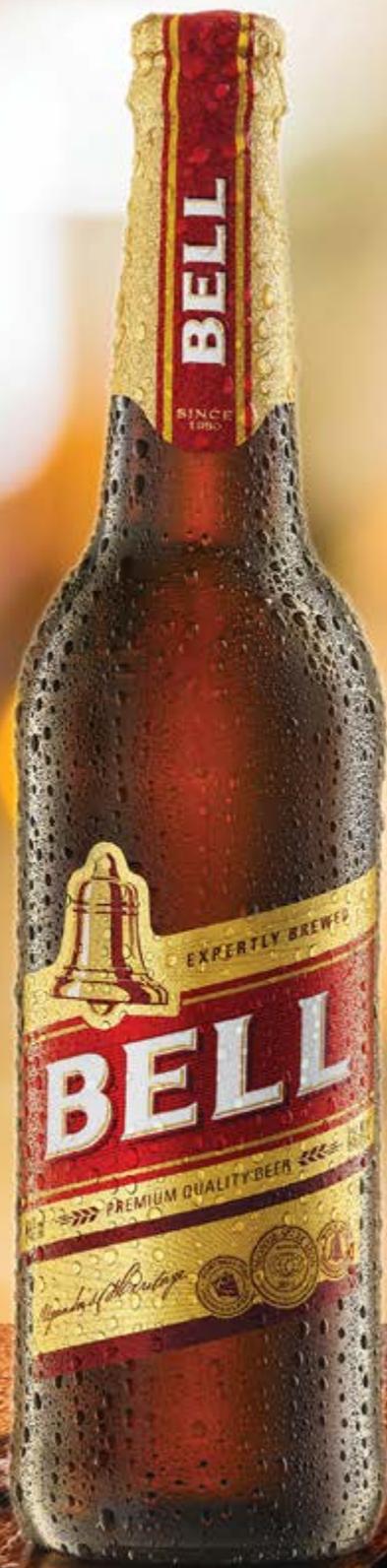
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ADDED



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