ULL LOOKING TO THE FUTURE WITH OPTIMISM

COVER STORY

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

MARK OCITTI

UGANDA BREWERIES LIMITED

Anniversary Magazine, 2016
discover
fine drinking
CONTENTS

OUR 70 YEAR PREVIEW

I am excited to be working with a wonderful team

We are because our people are
In proud celebration of our employees.

Career growth
Longest serving employees speak out

My 43-year association with Uganda Breweries Limited
The longest serving Board Chairman narrates his Uganda Breweries’ memories

70 year resilience
An interview with our Marketing Director in celebration of innovation that is core to our DNA.

Success born of resilience
Despite the challenges that Uganda Breweries faced during the 70s, the company grew to become one of Uganda’s most respected entities. The history of the company provides insights into the challenges and the opportunities of corporate Uganda.

MORE CONTENT

52

Shaping our future
Following a remarkable 70-year history, Uganda Breweries Limited now sets its eyes on its 100th anniversary

56 products, an offering for every adult.
With a rich portfolio of 56 brands of beers and spirits, Uganda Breweries is undoubtedly #1 alcoholic beverages company.

Our CSR strategy: Transforming Ugandan lives one at a time

70 facts about Uganda Breweries
Uganda Breweries Limited in facts and figures

76

Uganda Breweries in the media:
Uganda Breweries’ 70 years as seen through the eyes of the media

78

From Grass to Glass: Know how your beer is made
Did you know that your favourite beer was once a grain seed?

48

52

48

76

70 FACTS ABOUT UBL THAT YOU DIDN’T KNOW

FUTURE WITH OPTIMISM

UBL LOOKING TO THE CELEBRATING RESILIENCE FOR THE LAST 70 YR

THE ROLE OF INNOVATION

OUR BRANDS

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28

70 facts about Uganda Breweries
Uganda Breweries Limited in facts and figures

76

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Uganda Breweries’ 70 years as seen through the eyes of the media

78

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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

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

100YRS

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 a central 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 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
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.

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 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.

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.

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 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 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.
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 spans corporate leadership, strategy development, operational management as well as sales and marketing. Andrew joined Diageo in 2006 as Commercial Director for Northern Ireland and was appointed to the role of Commercial Director in the Republic of Ireland a year later. In 2011 he returned to GB and 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 sectors 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.

Dr. György Geiszl
EABL Group Finance Director
He joined Diageo in 2006 as Finance Director Corporate Region and Diageo Business services Centre (DRBC). 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 holds a Doctor of Economics Degree from the University of Janus Pannonius, Hungary.

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.
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
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 Kago 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.

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 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 Chairman Uganda Breweries would now control the financial aspects of the company that had been running these companies.

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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
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 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 1981/1984 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.

After lobbying and negotiations by the East African Breweries, in 1984 the government announced that it would return Uganda Breweries to its original owners, East African Breweries and Ind Coope and City Breweries of the UK.

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 Kyeiyune 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 Kimumu 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 bureaux started cropping up in Kampala. It was the first time since independence that foreign currencies were permitted to be used in transactions.

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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.
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.
‘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 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? A decade 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
When I talk about equity, people are still endorsing our portfolio. Lager and Uganda Waragi are in very good health in terms of volume increase which has been a strategic growth pillar for every many companies. One of the reasons this company has remained viable for 70 years is that we are passionate about your customers, you have got to adapt with them as they move along.

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: 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 commercialized, it will be up to the winners really. Every time you pop open a bottle, 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 important to mention UBL’s stand point. Yes our aspiration is to see 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.

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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 which 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.

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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.
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 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 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 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 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.

Ngule
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.

Senator Lager
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 & 330ml hence the 4 offers to the market; - Senator Extra 500ml, the flagship brand; Senator Extra 300ml, Senator Stout 500ml and Senator Stout 330ml.
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 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 truly 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; 500ml-RRP at Ushs 15,000; 350ml-RRP at Ushs 12,500; 100ml PET bottle at Ushs 4,600; 100ml PET bottle at Ushs 2,600 and 100ml sachet Ushs100, 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 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.

**BOND 7** is a very aromatic whiskey with hints of peat and fruit. The whisky’s nose 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 whisky 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.

**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.

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 aromas 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 flavors fill the senses with a juicy noble 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.
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-style blended whisky manufactured by William Sanderson and Son Limited of South Queensferry, Scotland, now part of Diageo. 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 and grains 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 a 15-year-old 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.

GLENKINCHIE

Glenkinchie is Diageo’s only producing lowland distillery. Founded in 1825, the Glenkinchie Distillery Co. Ltd was later purchased and renamed 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 fermentations, 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 1.5 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.

In 1879, 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 entice the flavour. The strength of the juniper gives Gordon’s the classic gin taste.

In 1920 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.

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 robbing 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 Sir Samuel Whistler purchased the Captain Morgan Rum Company in 1994, Captain Morgan Black rum has serious depth of flavour, recalling the navy “rum rations” which were seen down as well with sailors, seafaring adventurers and convicts 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.

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 1769, Alexander Gordon founded his world-famous distillery in the Southwark area of London. It became such a popular gin throughout the world that a license to produce it in the United States was granted in 1938.

Today Gordon’s is the world’s best-selling premium gin.
Cragganmore Single Malt Scotch Whisky was launched in 1899 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, immersed heath and flowers with some honey and vanilla with a firm body and mally taste, a long mah—driven finish with delicate aromas and light smokes.

Cragganmore Scotch Whisky is known as ‘the most complex aroma of any malt—astonishingly fresh and delicate’.

Launched in 1974, Baileys Original Irish Cream is a unique marriage of fresh, creamy creme, Irish whiskey, finest spirits and natural flavors. It is the perfect balancing act of aged Irish whiskey, cream 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 whiskey 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 100 markets globally, Baileys is ranked as the world’s most powerful flavored spirit brand of any kind in the world. 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 record for the highest number of medals won at the San Francisco World Spirits Competition in the Creams Category.

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, 1889–1917 and to 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 colorless, neutral nose, soft grain flavor alcohol gives a slight sting of warmth. The Smirnoff brand began with a vodka distillery founded in Moscow by Pyotr Arsenievich Smirnoff (1831–1898). It is now distributed in 130 countries. It is produced in several countries including 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 Squeezed Lemonade and Lemon Pledge, with a vibrant acidity, substantial 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 330ml can.

SMIRNOFF ICE FAMILY

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.

SMIRNOFF VODKA

SMIRNOFF ICE

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 bright, bracing 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 oranges, 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 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.

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CAOL ILA

Caol Ilia 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 Ilia (pronounced “Cull Eela”) distillery sent its whisky to market by sea for over a hundred years. Caol Ilia 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 Ilia whiskies, led by the 12 year old Caol Ilia Single Malt Scotch Whisky.

Fresh, sweetly fruity and smooth-bodied, Caol Ilia 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 smoothness and a sweet-smoky, lingering finish.

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.
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
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.

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 gist. The key is to crush the grain well enough to expose the starch center. If crushing is insufficient, gist 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, gist 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 boil kettle. The major aim is to sterilize the wort. Boiling also helps improve colour and aroma. Different kinds of beer have different boiling durations that are brand specific.

**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.

**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 7 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 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 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.

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

Turning 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 Mondie 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 Kyemba, 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 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 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.

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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 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.
UgL A R E W I E L S T H E R E A R N S

Former EABL Managing Director Seni Adetu and Tusker Project Fame 4 Winner Davis Pose with Parents and Friends at Welcome party in Kampala December 2010

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

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

Former UBL Head of Corporate Relations Sandor Walusimbi (L) and former UBL Marketing Manager Emerging Brands Innocent Tibayeita Pose with the CECAFA 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.

Winner of a V&A Valentine’s promotion receives a dummy cheque.

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

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

Bell Lager launches thematic campaign ‘Live Life Confidently’.

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.

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

Uganda Breweries Launch ‘Don’t Drink and Drive’ Taxi Ad Campaign in Kampala.

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Uganda Breweries Launch ‘Don’t 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 (EABL). 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 say for her is because she represents continuity. Continuity of the legacy of Barack Obama and therefore I would support Clinton for that.

Qn: If you were to be marooned on an island, what is that one thing that you would wish to have 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 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 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 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.
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 10% 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 (RTD), 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 study. 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 preferred 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.”

As a result of these efforts, UBL is ranked second best employer in the country by Federation of Uganda Employers.

But what makes this company tick?

Emma Onyango reports
Our longest serving employees speak out

BY SAMUEL SANYA

‘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.

Robert Namara, 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.

Joseph Ssekamwa, Technical Operator

‘SET THE TONE IN TASTE’

BY SAMUEL SANYA

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EXCESSIVE CONSUMPTION OF ALCOHOL IS HARMFUL TO YOUR HEALTH. STRICTLY NOT FOR SALE TO PERSONS UNDER 18 YEARS.
Margaret Awori
Materials Planner
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.
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, paid trip to London, Regional Sales Manager of the year, UBL is part of me; my children know that ‘mummy works for UBL’.

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 Limited. As a blender, I was transferred to the spirits side for two years and then I moved on to a bigger position. I did that would be days before I moved excited at the time; I knew it is an even bigger role for me here. My entire career has been within the company. 

Judith Ezaru
Division Sales Manager
North and Eastern Uganda

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, paid trip to London, Regional Sales Manager of the year, UBL is part of me; my children know that ‘mummy works for UBL’.

NEVER A BORING MOMENT AT UBL.

‘TEAM SPIRIT HAS KEPT ME GOING’

‘CAREER GROWTH KEPT ME GOING’
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.

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.”

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.”

CHAIRMAN ALIKER
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 the job was 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!
UBL CSR strategy is about uplifting community livelihoods

By Jonathan Adengo

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 Ush100,000.

“Season this year 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...
“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 Onuke. 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 NaSABIR for easy access to new varieties.

Water Aid Uganda receives Ush600 million for a water project in Bulagira district from Uganda Breweries Limited. Mbarara Hospital receives a cheque of 630 million for water project to benefit 600,000 people.
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.

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<th>Year</th>
<th>Fact</th>
<th>Description</th>
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<td>1950</td>
<td>UBL</td>
<td>The first brewery was called Bell Lager.</td>
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<td>1954</td>
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<td>Uganda Breweries Ltd was registered in Nairobi on December 24, 1954.</td>
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<td>1955</td>
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<td>In 1955, UBL acquired a 60% stake in Uganda Breweries Limited.</td>
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<td>1956</td>
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<td>In 1956, its bottling plant in Mombasa was completed.</td>
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<td>1957</td>
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<td>In 1957, UBL introduced a new standard wine bottle, which doubled the brewery’s capacity and improved bottling versatility.</td>
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<td>1958</td>
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<td>In 1958, UBL introduced a new brand called Black Bell.</td>
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<td>1959</td>
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<td>In 1959, Dr. Martin Aliker was appointed to the Uganda Breweries Limited board.</td>
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<td>In 1960, the company was nationalized.</td>
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<td>In 1962, the company was listed on the Uganda Stock Exchange.</td>
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<td>In 1963, the company was listed on the London Stock Exchange.</td>
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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 Bukumuhwe**

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 atEntebbe 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 Zamba, Goretti 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 regional. We stormed Sombreros nightclub, and while it was a full house that split 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 freelance 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.

**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.

**Timothy Kalleygira**

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.

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.
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 fit 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.

*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**
- 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.
EXCESSIVE CONSUMPTION OF ALCOHOL IS HARMFUL TO YOUR HEALTH.
STRICTLY NOT FOR SALE TO PERSONS UNDER 18 YEARS. PLEASE DRINK RESPONSIBLY.
COOL. CRISP. THIS ONE’S FOR YOU

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