





The background of the image is a dense field of tall, golden-brown grasses, possibly reeds or tall grasses, with some green blades visible at the base. The grasses are illuminated by warm, golden light, suggesting a sunset or sunrise. A semi-transparent white rectangular box is positioned in the upper right quadrant of the image, containing text. Within this box, the first line "Hi there," is highlighted by a dark grey rectangular background.

Hi there,

thank you for picking me up.  
Turn these pages and let's go  
on a journey together.  
A journey of a driven past,  
committed present and a  
strong future.  
This is the story of the  
strength of a nation.





# Dream**BIG**

Start small, but most of all START

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66-1700  
Employees

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OVER 7  
Branches

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\$2M-\$280M  
Investment

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3000-140,000M<sup>2</sup>  
Occupied

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12

## A heart of steel

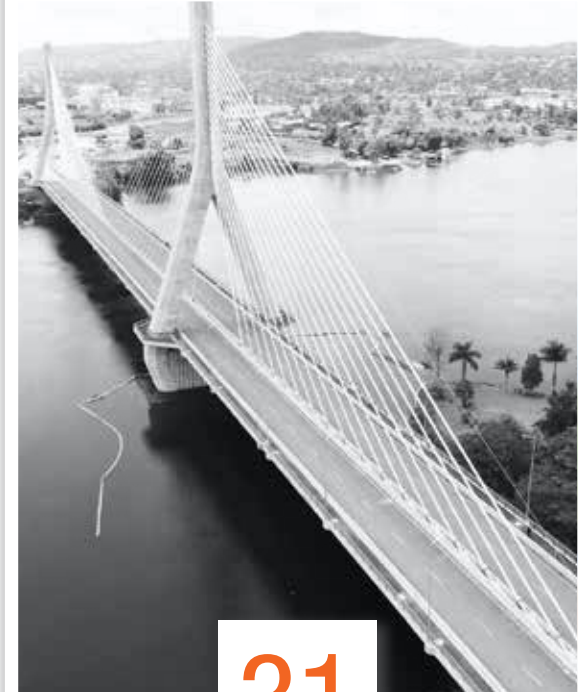
Once upon a time, in Nsambya Hospital, Kampala.



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## People, Profits and Purpose

Roofings is a crown jewel in the manufacturing sector in Uganda.



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## Impact on the economy

We will continue to strengthen the nation in the construction industry.





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## UMA Salutes Roofings

Roofings Group's commitment to UMA cannot be questioned.



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## Pushing Boundaries

Our Customers are our main priority and we are continuously striving to make them feel this way.



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## CSR

Giving back while moving forward.

# Profile

## The steel that builds the nation.

Founded by Dr. Sikander Lalani under license of the Uganda Investment Authority (UIA), Roofings Group launched operations in 1994 and has not looked back ever since.

Roofings group offers a one stop service and diversified product shop for the entire steel and plastic construction materials industry in East and Central Africa.

The world of Roofings Group is one without boundaries – growing, changing and challenging, an environment that embraces different skills, continuous innovation, sustainable growth and a better quality of life.

 Roofings Limited initially invested US\$ 2 million and has continually grown reaching US \$ 280 million.

"I had a dream to build something I could be proud of, decades later, I am a part of something we can all be proud of." – Chairman Lalani at the launch of Roofings Rolling Mills, Namanve.

From the houses we live in; the schools that teach us, the farms that feed us, the bridges we cross, to the protection around our homes; we strive to deliver unparalleled quality through our value-added solutions to make your life easier.

This is made possible by our commitment to a culture of continuous improvement, through which we drive operational excellence in processes, products and people.

We care enough to ask and are courageous enough to do, this is why Roofings group is creating solutions that meet our customers' needs for today and tomorrow.



Launched in 1995, Roofings Limited was the anchor that helped established the other two subsidiaries that make up the Roofings Group.

Roofings Limited is located on plot 126 Entebbe Road, Lubowa estate, and approx. 6km from Kampala city. Roofings Limited mainly engages in cold forming and produces a vast range of steel products for the construction sector. The Lubowa plant is the headquarters for the group.



The factory which was commissioned in 2012 is specifically designed for the production of construction plastic pipes of various dimensions and PYC fittings used in plumbing, drainage management and in electrical installations.

Roofings polypipes is the only construction plastic pipes industry in the country as of now and this sets Roofings group apart from the rest as we think "a one stop Centre for all quality construction materials.



Roofings Rolling Mills (RRM) is one of the largest and most modern steel complexes operating in East and Central Africa. Based in the industrial park, RRM is strategically located to serve both the local Ugandan market and the markets of EAC and COMESA.

The 3 unit complex consists of; Phase (I) Wire galvanizing plant, Phase (ii) Hot rolling (Rebar) mill, Phase (iii) Cold rolling mill with Galvanizing and color-coating lines.



**It's been  
25 years of  
hard work,  
dedication and  
success  
but,**

What started as a small but determined business, turned Roofings into a trusted brand and the market leader of steel and plastic construction products.

Dr. Sikander Lalani our Chairman, together with his team, have worked passionately to uphold high standards in business practices. Our efforts towards producing the best quality products, creating thousands of jobs, investing in new technologies and protecting the environment from pollution, have changed the way Africa looks at Uganda.

But we believe that this is just the beginning, we will continue to strengthen Uganda for many more decades.

**There is so much more to do.**









# A heart c



Once upon a time, in Nsambya Hospital, Kampala, I was born into a family of six children; four brothers and two sisters.

I attained primary and secondary education from Uganda, after which I left for India in 1963 and got my higher certificate. Aside from education, I also went to India to see where my forefathers came from. I am a third generation Ugandan-Indian and my grandchildren are fifth generation. In 1966, I left for the United Kingdom where I received a certificate in medical laboratory technology, specializing in histopathology.



**Dr. Sikander Lalani**  
Chairman/ Managing Director

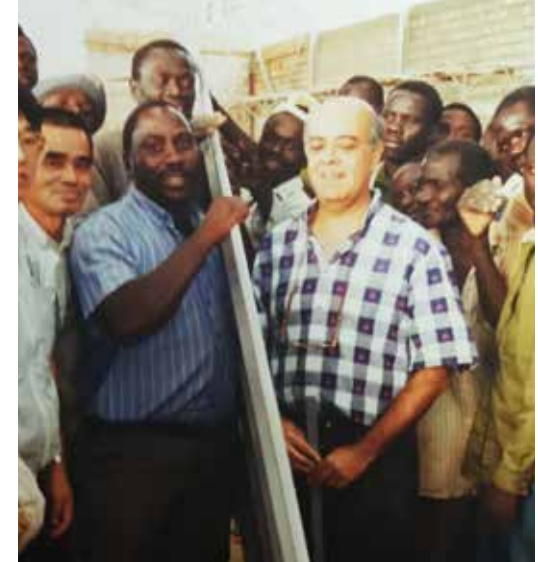


# of steel.

Later on, I joined my parents' business in Rwanda. At the time, my father ran a thriving supermarket and fuel station in Butare, Rwanda. I worked with him for a few years before relocating to Kigali to start my own electronics business in 1969.

Within a short time, our establishment became an agent for Philips domestic appliances. The business grew quite big. It was around this time that we came to learn that the Japanese were looking for an agent of Bridgestone Tyres. Not one to miss out on the opportunity, we met with the Japanese and convinced them to give us the sole agency. We also acquired sole distributorship of several other brands. At this point, I started thinking of venturing into manufacturing. Interestingly, I did not harbour this dream for long and decided to put up an iron sheet manufacturing plant in Kigali, Rwanda. Financially, it looked impossible, but I was determined to have my dream come true.

I sought help from the Rwandese Bank of Development (RDB) which was part of the World Bank. On sharing the intentions of setting up a steel manufacturing plant in Kigali, RDB requested a feasibility study which I presented, and to my surprise, they agreed to finance the project to the tune of US\$1M in 1972. Building the plant came with a lot of difficulties, but I was determined to see it through and in 1976, we started manufacturing iron sheets. Within a short while, we were generating significant revenues. The business became prosperous and we started exporting to neighbouring countries like Uganda, Democratic Republic of Congo and Burundi.



## Relocating to Uganda

Unfortunately, in 1994, during the war in Rwanda, everything came to a standstill. With the unfortunate events that occurred across the country during this time, it was quite a miracle that my plant was spared from plunder. The unrest in Rwanda led me to leave for Europe and greatly consider retirement. However, after a short while of living in Europe, I missed home in Africa and it became more apparent to me that it was where I desired to live and continue working.

I decided to return to motherland Uganda, not only to settle, but to also set up a steel manufacturing plant in Uganda. Starting with a workforce of 60 people and 3000 square meters of covered area in 1995, I contacted Uganda Investment Authority who fast tracked the process and in the same year, we were given a manufacturing license.

We had the first production of iron sheets here in Lubowa, and since then, we have not stopped expansion and manufacturing of steel products for the construction industry in Uganda and the East African Community at large. Under the present Government, People were making great strides in development; buildings, roads, bridges, houses, stadiums were springing up everywhere and all we did was to position ourselves for the challenge. The market was immense.

We started with roofing sheets and then went into hollow sections, barbed wire, chain links, expanded metal mesh, reinforcement fabrics, galvanized and pre-painted roofing sheets, eco tiles, mild steel plates and other steel products for the construction industry. We have since also ventured into the manufacturing of PVC and HDPE pipes of various dimensions.

### Thriving on Quality

When we started, we conducted a market research on roofing houses with iron sheets in Uganda, and the findings were disheartening in terms of quality and price.

With these discoveries, I made it a policy to manufacture iron sheets of the utmost quality worth the clients' hard-earned money. Our priority has always been emphasis on ethical practices and supplying the highest quality steel and plastic products to the population at affordable prices. This policy has stood since – quality or nothing. I am glad that our customers in Uganda and the East African region know and trust this.



Roofings Group has come to be known as a hub of high quality products. It is our reputation and inspiration. We have penetrated markets all over the East African Community courtesy of our quality products. We have achieved this by adopting the most modern technology, employing a professionally-trained workforce and complying with the highest international standards. All our products conform to the DIN 8062:1988, UNBS and ISO international standards. We invest in continually training our personnel.

Our success story has helped to realise the Roofings Group's vision.

### Roofings Rolling Mills

Ever since I started the steel business, it has always been my vision to establish a cold rolling mill complex. The relationship with the Japanese goes back forty years and their involvement as technical and equity partners in Roofings Rolling Mills shows the value of team work and partnerships. The purpose of Roofings Rolling Mills was to engage in backward integration and value addition using world class technology.

On inception of this project, we contacted Uganda Investment Authority and we were apportioned space in Kampala Industrial & Business Park. We were the first plant on the southern part of the park, showing a commitment to industrialisation in Uganda. Though there was virtually no infrastructure, the Government encouraged us to start while they work on the necessary installations.

To date, we have invested US\$ 180 million worth of capital in Roofing Rolling Mills and established it in three phases.

Phase one involved the installation and commissioning of a high-tech wire galvanizing plant unlike any other in Sub-Saharan Africa.



The highly advanced machinery was manufactured and imported from Canada, Italy and Germany, and applies a patented high-turbulence pickling system with ecologically-friendly processes. The galvanizing plant has the capacity to produce 12,000 metric tonnes of galvanized wire per annum. Galvanized steel goes through a zinc-coating process that keeps it from corroding and rusting.

Phase two, involved the commissioning in 2010 of a hot rolling mill with the capacity to produce 72,000 metric tonnes of high tensile TMT reinforced rebars.

Phase three involved the installation of a cold rolling mill complex with a capacity to produce 180,000 metric tonnes of aluminium-zinc (Aluzinc or AZED) galvanized iron sheets and pre-painted AZED iron sheets.

#### Roofings PolyPipes

Previously, we were manufacturing galvanized pipes which became outdated. We saw it right to venture into manufacturing of plastic products for the construction industry. The aim was to wholly serve the construction sector. Our products are made from a plastic and vinyl combination material. The pipes are durable, hard to damage, and long lasting. PVC pipes do not rust, rot, or wear over time. They also have the ability to withstand extreme movement and bending. We manufacture PVC and HDPE pipes of various dimensions and fittings used in plumbing, drainage management and in electrical installations. These range from 20mm to 200mm in diameter and relevant fittings.

Today, we are the largest steel manufacturing plant in Uganda and East Africa Community, we export to Rwanda, Burundi, DR Congo, Kenya, Tanzania and South Sudan. We take the biggest share of the market in Uganda, and earn a lot of foreign exchange for Uganda through these exports.

Our priority has always been emphasis on ethical practices and supplying the highest quality steel and plastic products to the people at affordable prices

All the above could not have been achieved without the support of the Government and people of Uganda, as well as the East African Community, along with our East African partners in business. In the future, we hope and plan to go public. With the trust we have gained over the years, we are confident that the public will be interested in investing in Roofings Group.

#### Involving children

I am blessed with ten children, four of them yet to reach university. My advice to anyone is to educate their children to the highest possible level so as to realize their dreams. Also, give them exposure in all aspects of life to gain the experience that will enable them to take on responsibilities and work diligently with integrity and commitment in life. It is also important for them to appreciate that in life we live as a society, by the old African saying, "I am because we are." – Ubuntu.

#### My Values

The foundation to success lies in the promise you make to the community, the team that you build to realise this promise, and the values you create to guide you towards the promise. Values such as integrity, innovation, commitment and doing business in a sustainable manner.

#### My Journey

For the past 25 years, we have continued to invest in the most modern technology. With the country moving towards middle-income status through agro-processing, mineral-beneficiation and industrialization, we are committed to being a part of this journey that will see Uganda attain this goal, taking her place as a key player in the African marketplace.







## Vision

We plan to be the largest manufacturer of steel and plastic building products within Africa.

Through adopting the most modern technology, employing a professionally trained workforce and complying with the highest international standards to deliver the best quality products to the market.



## Values

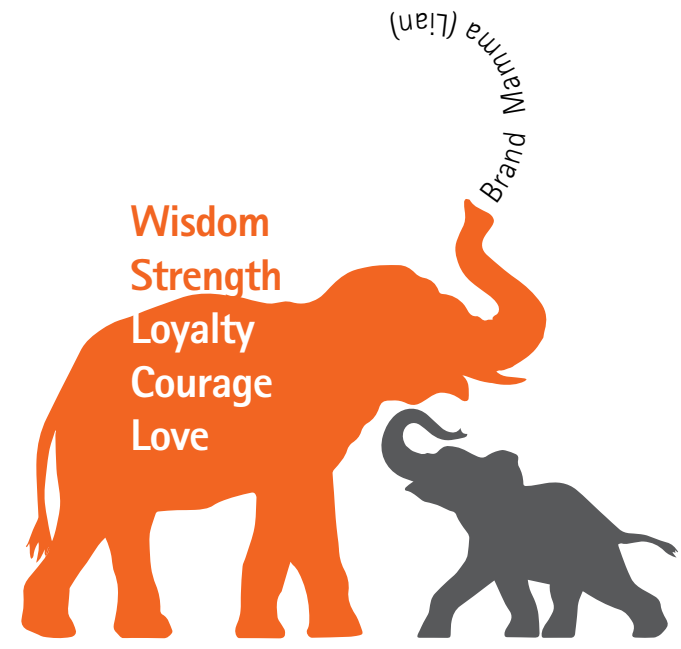
In the pursuit of vision and mission, it is the continual application of set values that determines how successful we can become.

- **Integrity** is not being right all the time, but rather, having the right motives all the time.
- **Quality** shall be maintained at all times. Process and product policies must always synchronize with set standards.
- **Creativity** and Innovation are what keeps us ahead of our competition.
- **Sustainability** is pursued first by applying national and international quality standards for workplace health/safety and environmental awareness.
- **Customer** service and satisfaction is our primary aim. The customer comes first. We research, we invest, and we innovate and produce

## Mission

Success through service.

This is the basis of our management style.



We have created  
thousands of jobs for Ugandans, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.







# Board of Directors



**Dr. Sikander Lalani**  
Chairman





Winnie Lalani  
Executive Director



Anisha Lalani  
Executive Director



Oliver Lalani  
Executive Director



Nashila Lalani  
Executive Director



Sheikh Arif  
Director Technical

# People, Profits

Roofings is a crown jewel in the manufacturing sector in Uganda, having a far reaching influence across the East and Central African steel and plastic market space.

I have been involved with the company since 2009, though I spent a few summers doing some jobs down on the shop floor. This involved stacking steel pipes and Roofing sheets fresh of the production line and learning about the various processes in steel forming and shaping.



Oliver Lalani  
Executive Director



# and Purpose.

I joined the company after doing my Bachelor's Degree in Economics and Management just when the ground breaking at Roofings Rolling Mills, Namanve started. The experience in watching the 3 unique production plants being built from scratch and then gradually operating at higher utilisation levels was one of a lifetime and which I cherish to this day. Most especially, the diversity of nationalities and cultures working together to construct and commission one of Africa's finest steel complexes was inspiring to me. Roofings was able to tap into best practice from the most renowned machine makers across the globe to achieve technological excellence in producing the right quantity with the best quality available on the market.

For a company born in Uganda, this is an unparalleled accomplishment, for which we are all proud.

*You have watched Roofings grow since your childhood, in terms of achieving the mission and vision of Roofings Group, what would be your assessment?*

Roofings has made an immense effort to be the most ethical, quality conscious, reputable, reliable and professional construction material manufacturer in the market. In aiming to be the largest and most diversified steel manufacturer, and being a one stop shop for steel and plastic construction materials, Roofings has continuously invested in additional product streams and most importantly in to backward integration.

RRM was the culmination of this 'promise', creating massive employment opportunity for Ugandans and ensuring domestic value addition, export revenue generation, and import substitution which our country badly needs in wishing to achieve middle income status.

*You are celebrating 25 years, what do you see as your biggest milestone?*

The biggest milestone in my view, though there are quite a couple, is the realisation of RRM, Namanve. This investment is incomparable not only in Uganda but in the entire East and Central African region, perhaps even the continent at large. Uganda's industrial development was severely retarded due to the troubles in the 70's which put it far behind some of its neighbours in manufacturing output. The inception of various industrial parks was a key step to encourage value addition and technological advancement in the manufacturing sector. When Roofings became the first mover into KIBP, Namanve, the doors opened for many other companies to follow suit. When Roofings moved into the park, it was literally bush. No power, marram roads and no connected water. As the project took off, so did infrastructure in the park. Now, it is home to the most technologically advanced steel manufacturer in the region. Roofings has a lot to thank to the government of Uganda, for creating an enabling business environment. The progression of Roofings is synonymous with the growth of the Ugandan economy, which is something every citizen should be proud of and enjoy.

*What are your views on Uganda's construction sector?*

The construction sector is maturing at a very fast pace. Due to the growing rates of urbanisation, industrialisation and infrastructure development, the availability of high quality steel is very important. Private sector growth is picking up in the economy, as witnessed with the growth in the industrial park, where 260 companies are set to move in with dozens having opened up shop already.

The Ugandan population is growing at a very fast rate and life expectancy is also increasing, this means that companies have to cater to more and more demand which is a great opportunity for the private sector. There is a shortage of more than a million homes in the country which will need to be satisfied with time. The continuous investment in infrastructural development by government is another lifeline for the construction sector, especially in anticipation of the oil and gas activities, there is a lot more construction being planned. The construction sector's contribution to Uganda's GDP is set to double by the time oil is flowing, which is mega.

#### What are some of the challenges encountered by Roofings Group in last 25 years of existence?

As is the case with any success story, there have been quite a few challenges which have been faced. Unfair competition, dumping of construction materials from abroad and relative high cost of doing business are a few examples. However, with the help from government agencies, one by one the bottlenecks are being opened up so that the manufacturing sector in general can grow and cater for the ever growing needs of the country.

#### How is Roofings positioning itself to remain the leading steel and plastic manufacturing plant in the region?

Roofings is continuing to invest in technology and modernise its systems and processes in keeping up with the latest trends in global best practice. The equity partnership and technical assistance arrangement with a company like Yodogawa Steel Works is a testimony to the length at which Roofings will go to absorb new and better ways of operating. The company also continues to invest in its people which is key, as they will be the drivers of the growth to come.

Professional governance mechanisms, succession planning and continuous training will be key for the company going forward in the next 25 years.

#### What is your promise to the consumer for the next 25 years and more?

First of all, on behalf of the entire team at Roofings; I would like to thank our staff, clients, the government of Uganda, and all stakeholders for their crucial part in the success story of Roofings. The company could have never reached this milestone without the relentless support from its well-wishers, so this is really a moment for everyone to be proud and feel inspired. As the 25 years campaign slogan reads, "there is so much more to do..", which signifies the intention that everyone at Roofings will continue working hard and keeping on its trajectory of continuous growth and development. The future of Uganda is bright, and Roofings is a star which aims to shine brighter each passing moment on this remarkable story of socio-economic growth in the Pearl of Africa.









# Employees

## Workers' views

Great people make great products.

And we are proud of every staff member that makes up the Roofings family.

Here's a look at what they think makes Roofings a better workplace.



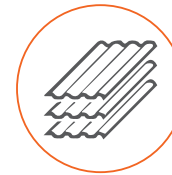
FREE LUNCH



MEDICAL CARE



PAY RAISE



50 IRON SHEETS



**Richard Ssebalamu**  
Senior Mechanic



I joined Roofings Group in 2000. At the time, there was no structure for a garage, we worked in the open, and this came with its own challenges. During the rainy season, the rains muddled the place and the dry season was always too hot and dusty. Though the garage was well equipped, it was understaffed, at the time. I was the only mechanic working there. We had a fleet of two trailers and seven other vehicles.

A well-equipped garage has since been built and the vehicle fleet has since grown to 19 trailers and 45 other vehicles.

It is now 19 years and counting, and this is because Roofings Group is offering me a good working environment. I have seen Roofings grow from a very small company and I feel proud to having been part of this journey.

I congratulate the chairman, the executive directors, and the entire Roofings Group fraternity upon reaching this 25th anniversary.

I look forward to seeing Roofings continue to dominate the market.

**John Bosco Otim**  
Safety officer/ Nail Section



I joined Roofings Group in 1997, when the company was still taking baby steps. I started as an accountant and have risen to safety officer.

Roofings greatly values its human resource. They (managers) have a very good working relationship with workers, and they bring out the best in you. Chances of growing though the ranks are high and they don't discourage us from upgrading our qualifications.

I joined Roofings with a diploma in accountancy; I have since studied my bachelor's and I am now going back for my master's.

They also celebrate workers; notably the 50 iron sheets given to whoever clocks 15 years of service. They give us housing and transport allowances as well as end of the year bonus to celebrate Christmas in a grand way.

I look forward to seeing Roofings grow into the largest steel manufacturing plant in Africa and the world.

**Alfred Onono**  
Mechanical Technician



I joined Roofings in 1997. At the time, we had little machinery. Over the years, the company has been piling more machines. The bays have also increased from two to 10 bays.

At the time I joined, I was the only technician but the number has since increased to six at Roofings Ltd alone. The entire Roofings Group should be having up to 20 mechanical technicians.

I have been working with Roofings for 22 years now. Five years ago, I was recognised as the employee of the year. That remains my most memorable moment in my 22 years.

We are given free lunch, as well as medical care, courtesy of a fully equipped clinic. We are also given 50 iron sheets when we clock 15 years of service to the company. I received my iron sheets seven years ago and I roofed my house in the village.

I congratulate our Chairman and the entire Roofings Group fraternity for reaching this milestone.

**Godfrey Kisale**  
Acting Transport Incharge



I had looked for jobs and failed to get one, I therefore embraced the offer to become a Roofings driver in 2002 with both hands. I started out a driver in the materials department over the years rose up to acting Transport In-charge.

When I had just joined, we had two trailers, three Tatas and a few small vehicles, but the fleet has over time grown and expanded to over 67 vehicles, including 19 trucks and 47 other vehicles. I am very proud to have been part of this journey.

We are given free meals, free medical care, there is a salary increment every year; they give us end of year bonuses, and many other privileges. In 2017, I was given 50 iron sheets, which I used to roof my house.

I want to congratulate Doctor, management and everyone at Roofings for reaching this important milestone. As a transport in-charge, I look forward to seeing my department grow to hundreds of vehicles.

**Nusura Nemwa**  
Cashier



I joined Roofings in October 1999. At the time, I did not have a job and I badly needed one. I joined the company as a cashier and I have since grown through the ranks to become a senior cashier. I started from the Nakasero outlet, went to the Arua Park outlet and back to Nakasero. I was later posted to Banda, then Arua Park and then to the Factory until this year when I was brought back to the Banda outlet.

I have been at Roofings for 20 years now. I earned the trust of my employers, and for the years I have been here, I have not had any problem with either the customers or the employers themselves. But also, they pay us well and on time. We never have arrears, and this is good enough.

Twenty-five years in business is a long time worth celebrating especially in Uganda where businesses rarely last two years. I congratulate the Chairman, the Executive Directors and the entire Roofings fraternity for attaining this feat. I look forward to seeing Roofings become a multinational company serving not only East Africa, but Africa and the whole world – a dream I am sure will come to pass.



We've played a major part  
in Uganda's development, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.









The Source of the Nile Bridge

↔ 525m  
Total length





# Roofings impact on the economy

We will continue to **strengthen** the **nation** in the construction industry. We also promise our customers more **innovative** product ranges and **value** for money.



Dr Martin Kyeyune  
Finance and Economic Advisor



**What does the status of Authorized Economic Operators (AEO) mean for Roofings Group?**

The AEO status means recognition for high level compliance for tax and other regulatory requirements. It is also a regional certification of our products whereby our products are complimented in the East African Community. This status therefore smoothenes and lessens our cost of operation through a number of benefits.

Such benefits include; getting priority status treatment by URA translating into faster clearance of goods (Green Lane), as well as a timely manual clearance of goods in event of system breakdown across borders.

Other benefits include; uninterrupted system (ASCYCUDA) availability to allow timely lodging of assessments and payments as well as dedicated support by relationship officers, allowing for better business facilitation.

**Does this certification in any way translate into efficiency, cost management and savings in your operations?**

This certification comes along with benefits such as cost saving and efficiency, which are key deliverables for this certification. For instance, there is timely clearance of both imports and exports; in addition, we have attained a self-clearance status thereby minimizing third party costs. This is further supported by the Green lane priority treatment.

The certification also comes with reduced financing costs in that we are able to pay import duties at a later time as well as export products in bond since we are also managing the bond. All this translates into improved service delivery for our customers within and beyond the East African Community.

**How do both the economy and your customers benefit from your certification by the tax collector?**

As earlier mentioned, this certification translates into cost effectiveness and efficiency, which is transferred to the customer in the final pricing of the product.

We have also contributed foreign exchange to the economy through Exports worth US\$ 252million and Corporation Tax of about Shs 6bn paid.

**What challenges do you believe will most likely be addressed by the attainment of this AEO status?**

We used to encounter a number of challenges including delays in cargo clearance however; with this status we are able to utilize the single customs system, which is not associated with unnecessary inconveniences.

Other inconveniences included delayed imports occasioned by URA system breakdowns with delayed manual interventions resulting in losses across the production spectrum and high electricity and machine maintenance costs.

There were also challenges of delayed export clearances for goods resulting in demurrage and increased transport charges/surcharges for idle time. All these challenges will reduce by a huge percentage courtesy of the AEO certification.

**What advice do you give to entrepreneurs in regard to tax, transparency and the AEO status?**

Truth be told, this status is all about high level compliance and therefore a responsibility for all citizens and entrepreneurs to pay their taxes and adhere to all regulatory requirements.

**Any support you would need from the government or other stakeholders?**

Not necessarily support, but if we are to ensure a level playing field for all, then it is important that government enforces compliance across all sectors. If this level is attained we can be rest assured to achieve the much needed Uganda 2040 Vision.



What is Roofings' impact on the economy in terms of paying taxes, employment creation, foreign exchange earnings...?

Quite alot. On direct employment for example, Roofings Group is employing over 1,700 men and women of which Roofings Rolling Mills employs 767 men and women. Most of these are engineers and technicians.

We estimate indirect employment to be five times more than the number of direct employees and each employee supports an average of four persons. In the same vein, our products have boosted the fabrication industry in Uganda. We are opening up new service centre in areas such as Mbarara, which will boost more economic activities.

Power consumption for Roofings Group currently stands at about 17 Megawatts at capacity utilization slightly above 50%, at economically viable full capacity; we can consume about 25 Megawatts.

Our exports for the group increased by 25.6% from 50,392 tonnes in 2017 to 63,313 tonnes in 2018. The exports earned Uganda US\$ 60 million in 2017 and US\$ 75 million in 2018, an increase of 25%. The net value addition (net forex earnings) in Uganda at about 36.6% was US\$ 22 million in 2017 and US\$ 27.5 million in 2018. This also implies forex saving for the country.

What do you promise the consumer in the next 25 years and more?

We will continue to strengthen the nation in the construction industry. We also promise our customers more innovative product ranges and value for money.

For the dealers, we promise to give technical and financial assistance so that as we grow they also grow into dominating the market.



Our products have raised the bar  
for quality and set new standards, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.





# UMA salutes Ro



**Daniel Birungi**, is the Executive Director of the Uganda Manufacturers Association, UMA, an industry-association of Ugandan industrialists and manufacturers.



**Daniel Birungi**  
Executive Director, UMA



# Roofings on its 25 year growth

As the Uganda Manufacturers Association, we certainly wish to congratulate one of our key members, Roofings Group, upon attaining this 25 year anniversary milestone. We have come a long way with them, we have watched them, and worked with them over the years, we have been together advocating policies that support the growth of manufacturing in the country and it is heartening to see that these policies are paying off, as seen by the example of Roofings attaining 25 years of service.

Roofings Group's commitment to UMA cannot be questioned, because they have consistently been there to support us, whether through sponsorship, provision of expertise, guidance, or through sitting on various committees including the board over the years, and we anticipate that this will continue, because it is a relationship we find very valuable as an institution.

Uganda operates a private sector led economy and as such, it is the private sector that is expected to take the lead, in a lot of areas, and Roofings has demonstrated this if you look at the number of people they employ, their contribution to tax, the foreign exchange they bring in through exports, you can say that they are definitely contributing quite a lot to our economy.

We have been able to push for BUBU [Buy Uganda Build Uganda], and while it may not be at the level it should be yet, we believe that part of the fruits of BUBU are a result of concerted efforts by organizations like ours, but with assistance from our members such as Roofings to achieve it.

We believe that the sky is not the limit, but the beginning. Going by the statistics, a lot of companies fail in the first two years, and achieving a 25 year anniversary is unique in its own way. We continue to urge Roofings to keep on pushing the boundaries in terms of the product they provide, the initiatives they undertake for we believe they provide a good example for others to follow.

“

...it is the private sector that is expected to take the lead, in a lot of areas, and Roofings has demonstrated this...

”

We have always produced the  
best in class products, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.







# 25 years of pushing the boundaries

About 10 years ago, I graduated from my MBA in Europe and immediately came back home to work for Roofings Group.



Anisha Lalani  
Executive Director



Exciting times lied before me as Roofings Group was still Roofings LTD. I joined the company during the startup of Roofings Rolling Mills which went hand in hand with negotiations, financial planning, construction meetings and problem solving. Our products last longer than any other products in the market. Our promise to deliver quality goods at a correct price makes customers coming back to us. Furthermore, we believe in local content and treat our employees as family. We believe that it is through our workforce who continuously strive for the common cause that we can maintain our qualitative edge.

In the next 25 years, I would like to see Roofings Group on the stock market and branching out to different African countries and regions. Venturing out in different fields would be great too.

We would like to partly automize our loading facilities which would result in handing over the product to the customer quicker.

We would like to optimise our customer relations and service department in order to serve our customers more efficiently.

We will promise to continue innovating to produce the best quality product in sub-Saharan Africa.

We vow to continously impact the lives of individuals and local communities may it be through building schools, drilling water wells in areas where water is scarce or by creating awareness around infectious diseases.



**Our Customers** are our main priority and we are continuously striving to make them feel this way.

#### Life lessons from my father

My father has thought me many life lessons whilst working with him both on a professional and personal level.

But there are two that have molded my life and I still live by it or use them on a daily basis

- Treat people like you want to be treated. If you do good to people things will come back to you. Being a good person is a way of life, and has to be a fundamental basis and the red line throughout life.
- Always ask for the best price without using a third price as leverage. You will then receive the best price without pushing it to a limit and maintaining the best possible relationship with suppliers. Never being pushed in to a sales is a part of this. If a sales man says 'hurry with your decision because someone else is interested' and if you haven't made your choice, pass on it. It's either not meant to be or it is a sales trap.

# One stop Center for quality construction materials

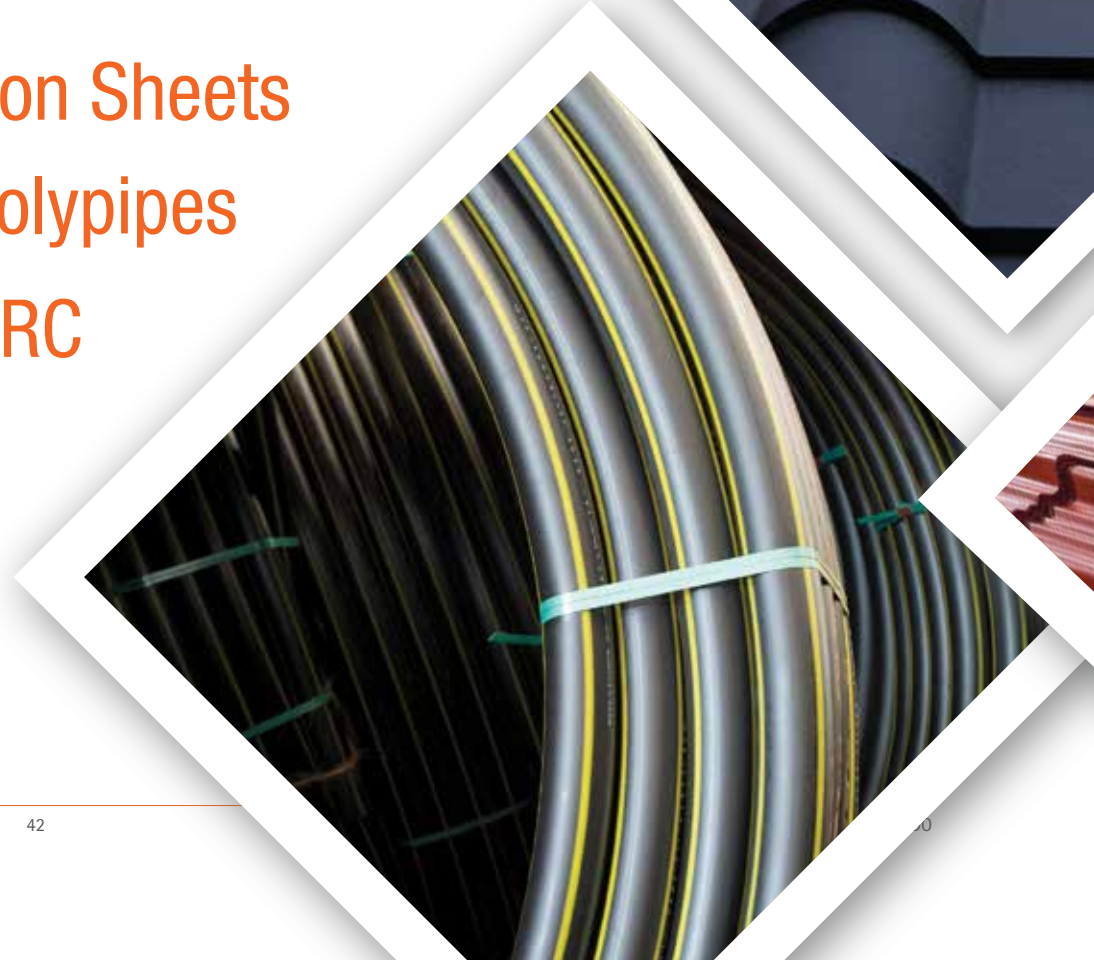
Roofings Group is the largest manufacturer of steel & plastic construction materials in East Africa. We offer a wide range of products that conform to the current ISO Standards and our quality offers long term benefits to consumers.

The steel products include but not limited to; plain galvanized and pre painted coils and roofing sheets, Hollow sections, mild steel plates, open profiles, barbed wire, razor wire, chain link all widely used for domestic, commercial, public and industrial purposes

The Plastic products such as PVC, HDPE & PPR for Plumbing, electricity conduits, Sewerage Pipes among others.

As for services, we promote partners in business by offering transport services and financing options especially for dealers so as to foster their growth. We also build confidence in the public by offering technical support and testing services to our customers.

**Iron Sheets**  
**Polypipes**  
**BRC**









Our education initiative is shaping  
a better future for the next generation, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.







# Giving back while moving forward.

**We believe:**

Corporate social responsibility for sustainability of our company, our employees, our community, our environment and our country. We don't simply think of profitable solutions for this moment, we analyze the impact business decisions of today have on social and environmental results ten years from now.

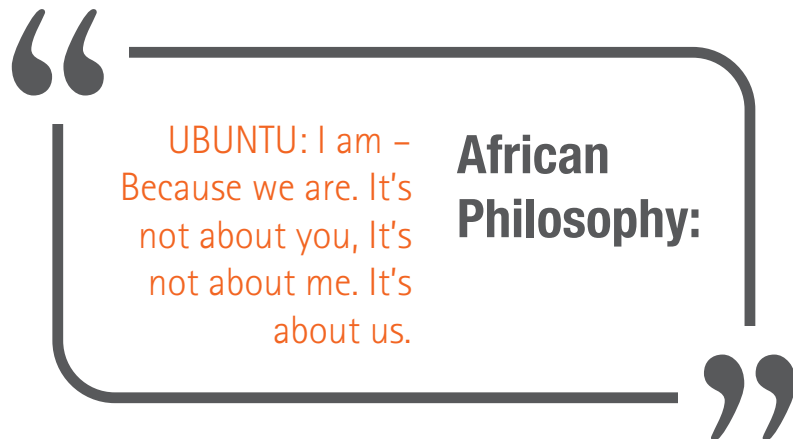


**Nasilah Lalani**  
Executive Director



To tailor for our CSR projects, we have started our Forever Initiatives. Forever, because we believe that we need to manage our environments in such a way that it can last until **FOREVER**. Like anyone reading this book, we cannot say how long that forever will be but we at Roofing's want to make sure that we foresee for the longest time as possible.

And this we want to achieve **together**. Because the impact will be much more visible and effective if we all invest together for a forever Uganda.



What makes your father a successful businessman:

- **His endless energy**

My father is more than 40 years older than me in numbers but younger than me in energy. He is unstoppable. And extremely positive. I seldom see him having a bad day.

- **His determination**

When he is handling something, he will continue until finished. Only then he will sit back and relax.

- **His ability to balance out his work life balance**

He will put as much energy into his business as his family as his sports

- **His organizational talent**

He is very organized. He will know exactly where he filled documents form 50 years ago.

- **His wisdom**

Besides my father I also see him as one of my best friends. If I have a problem, he will be the first person I call. He always has good, well thought through advice. And most importantly he makes the time to listen.

- **He is down to earth**

Doesn't matter who you are or what you do, you will always get his attention

- **He sees problems as challenges not as failure**

#### Promise:

- To keep on focusing on having the right team
- Focusing on customers, try to think like they do, try to listen and to adapt. If we don't take care of our customers, someone else will.
- To compete on services and innovations and quality, not only on price
- To move forward while giving back
- To respect the surroundings and cultures where we grow in.
- To expand our brand not only in regions but also in diversity.



**FOREVER  
EDUCATION**

POWERED BY ROOFINGS GROUP

At the core of Roofings Group values is the continuous improvement in the quality and standards of the communities that build the nation. This value could not be more emphasized and secured than through the education of Uganda's young minds. This initiative started in 2012 when we took on a government aided primary school (St.Peters C.O.U) which we rehabilitated and renovated. This school is our pilot project. Over the years the school grew from 200 pupils to 1000 pupils. We offer sponsorship, medical care, purified drinking water, workshops and sustainable farming. We also inspire the children and the Industrial park environment with setting up small business projects such as baking, healthy rolex stands, sanitary pads, libraries, etc.



**FOREVER  
HEALTH & WELLNESS**

POWERED BY ROOFINGS GROUP

Roofings group has pursued the idea of community health through different projects. Health fairs - Fighting Malaria - Helping sickle cell victims live a better life - Support the deaf community - provide bore holes and drinking water - supporting communities in Northern Uganda and much more. For all the projects we have done in the past, we want to thank our partners in working together. For all the projects that will be in future we want to ask our partners to form a strong team and reach out to us in helping where needed to emphasize the impact.

Please contact us:  
[CSR@roofings.co.ug](mailto:CSR@roofings.co.ug)



**FOREVER  
FORESTRY**

POWERED BY ROOFINGS GROUP

Roofings is helping pioneer the fight of re-forestation initiatives in the region and hopefully in the continent. At our Roofing's group premises we have the capacity to make 45.000 seedlings a month. We believe that this guild shall sow the seeds of sustainable green living in Uganda. Now more than ever we need to take actions. Graphs and figures about global warming and environmental conservation are very worrying.









We have regreened acres  
of land in Uganda, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.





We have invested millions in pollution control  
and preserved the environment, but

**THERE IS SO MUCH  
MORE TO DO.**

Let's strengthen our nation together.









# Going above and beyond for safety.

Roofings Group manufactures steel and most processes involve melting steel scrap at soaring temperatures topping 1400°C.

It is literally fire, which no one can play around with. Therefore, as a company, we have to put in place the very best safety provisions for our staff, Oliver Lalani, the Roofings Group executive director explains.

While the Occupational Health and Safety Act requires all employers in Uganda to provide a safe workplace for workers, Roofings Group has gone beyond that, its meeting international standards. We are an International Standard Organisation [ISO] and International Monetary Organisation [IMO] Policy certified and we have a section that deals with occupational safety and health.

Before a new employee starts work, he or she must attend the safety induction training and get drills in policies, rules and regulation regarding safety at Roofings. We also do accident management, reporting and investigation especially if it involves compensation.

In occupation health and safety, we have three categories of accidents, notably first Aid injuries, reportable injuries and fatal injuries, and we handle each in accordance with the Occupational Health and Safety Act, Akena said.

The company is fully implementing the Occupational Health and Safety Management System (OHSMS) as part of its risk management strategy to address changing legislation and protect the workforce. And the company is implementing the OHSMS through the display of the safety policy for everyone to see and read. The company also provides safety gear like gloves, helmets, coveralls, boots, ear muffs and ear plugs, which are given whenever required.

In our case, noisy sections like nails and corrugation units create more than permissible noise levels. People working in these sections must protect their ears, or else they risk losing part of their hearing. We don't allow anyone to work there without adequate protection. Roofings Group also provides basic training in Emergency firefighting, First aid and for Peer educators who lead fellow workers and help transmit vital information from top to bottom. In case of a fire outbreak, the Group has fire extinguishers, fire hose







reels, emergency exits and designated assembly points. To deal with emergency and ordinary accident reports, we have a well-stocked clinic on the premises, serviced with a full time clinic officer, a full time nurse, a visiting lab technician and a visiting doctor. The clinic also caters for the simple medical needs of the work force as they go about their daily duties.

Serious cases are immediately referred to Nsambya Hospital for advanced analysis.

Each employee is guaranteed insurance in case of risk under the 'Workman's compensation policy' and receives medical cover of up to Shs 300,000 annually. This should be adequate to cover their medical bills.

The company also regularly conducts on job medical checkups designed to maintain a workforce that is always fit enough to handle the rigors of the job.

#### Individual Health

Roofings Group has also initiated a whole course of health and safety programs designed to reach out to individuals even outside the work place.

There's little point in securing our work force's safety and health indoors only for them to step out and live wild, reckless lives. Over indulgence in vice and reckless behavior places the entire population at risk of contracting infections, which could reduce productivity and eventually result in loss of life. We therefore try to deal with this drastically. To deal with this, the company runs clinics for HIV testing and sensitization, blood donation and disease prevention on the premises. In there, employees are helped by designated peer educators who are leaders among workers and who effectively have the mandate and capacity to pass on vital knowledge across the board.

Malaria, which still kills more people in tropical climates than any other disease, is also given priority.

#### Environmental protection

The company is also prioritizing environmental protection in its safety measures. According to Lalani, the company works round-the-clock to ensure that it integrates environmental protection into its investment portfolios.

One area of special focus is ensuring that production noise levels do not exceed the legally acceptable limits.

At Roofings Rolling Mills for example, Lalani says, they invested part of their \$140m investment into environmental protection. According to Lalani, the decision was taken because the company recognizes the important aspect of employee safety and health, as well as the welfare of the community living around their premises.

"We have invested in Namanve about \$7m in environmental protection out the total of \$140m that we invested in the plant. In Namanve, we have an APC unit, which sucks away the fumes of the furnaces that melt scrap and turn that carbon dioxide into a powder which can be disposed of, rather than letting it into the atmosphere. So we have very stringent controls over the environment," Lalani explains.

fire extinguishers, fire hose reels, emergency exits and designated assembly points.

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# Distributor experience

## Director Kyeyune Hardware



I started working with Roofings Group in 2000. Then I had just opened my hardware shop in Katwe. I was impressed with their efficient service and emphasis on quality. Their quality products are on high demand and this has enabled us, the hardware dealers, to grow because whenever you have quality products, you are automatically assured of the market.

I like the fact that they are considerate, they give us goods on credit and ample time to pay, which is not common. They make sure they are in touch with you, and many come all the way to the hardware just to see how things are going.

I congratulate the Chairman and everyone at Roofings for reaching 25 years and wish them better years ahead.



## Managing Director, BuildMax Hardware



We started working with Roofings in 2000 mostly because of their quality.

The workers at Roofings were encouraging, friendly, approachable, and supportive. Another thing that motivated us to work with Roofings Group is that with time, even without cash they were willing to give us goods on credit.

And our partnership has been growing day-by-day. We have seen Roofings grow from one company to three subsidiary companies, and this gives us pride for being part of that journey.

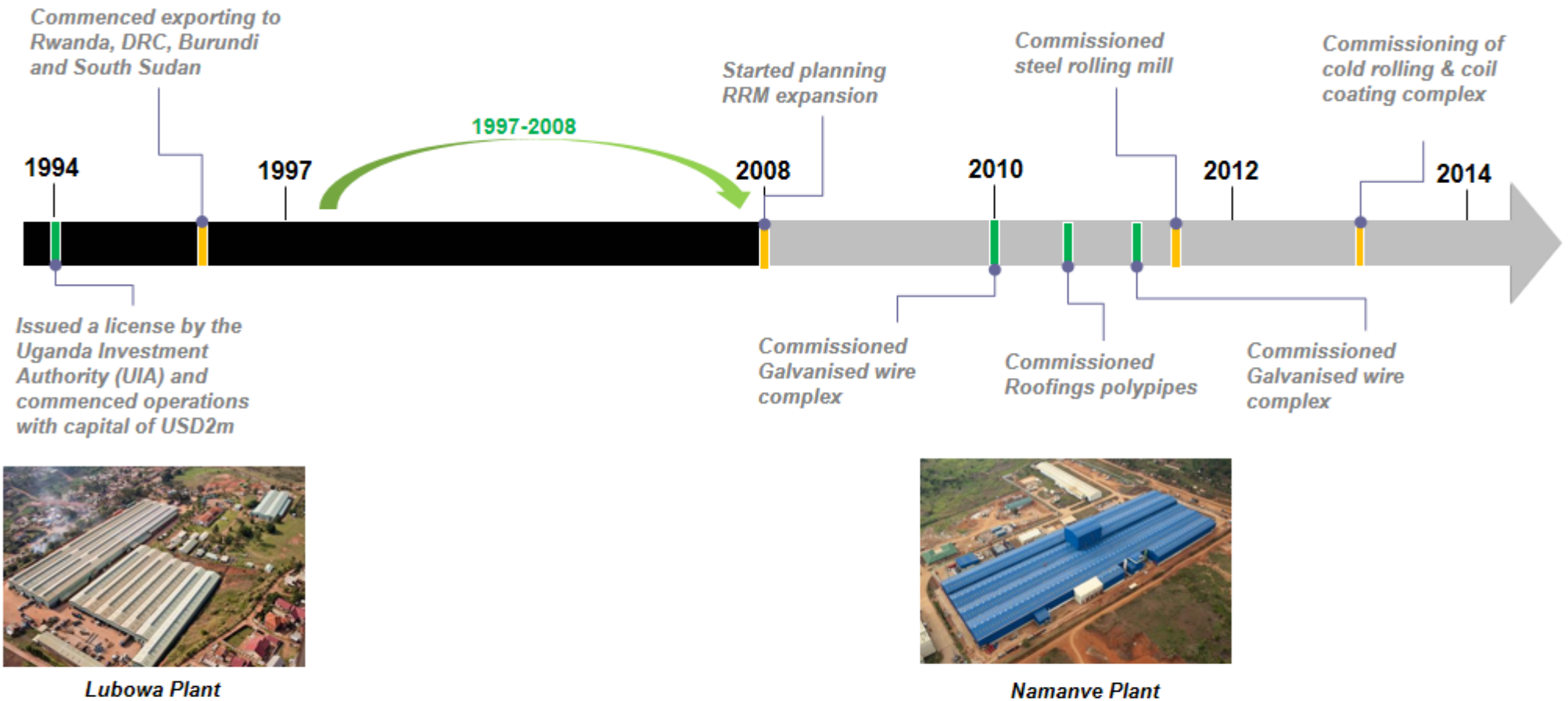
They have grown in terms of product variety, making them a one stop centre for construction products, which makes them a great partner.

We congratulate the chairman, and the entire Roofings fraternity for attaining 25 years of service.





## A time line of key events



2014 → 2019

More investments done at;

- Roofings Rolling Mills (product line and production capacity)
- Roofings Limited production (capacity)
- Roofings Polypipes production (capacity and product)





MEGA  
STRUCTURES

## The Bujagali Power Station

Construction began in 2007 and concluded in 2012.  
The capacity of the power station is 250 MW



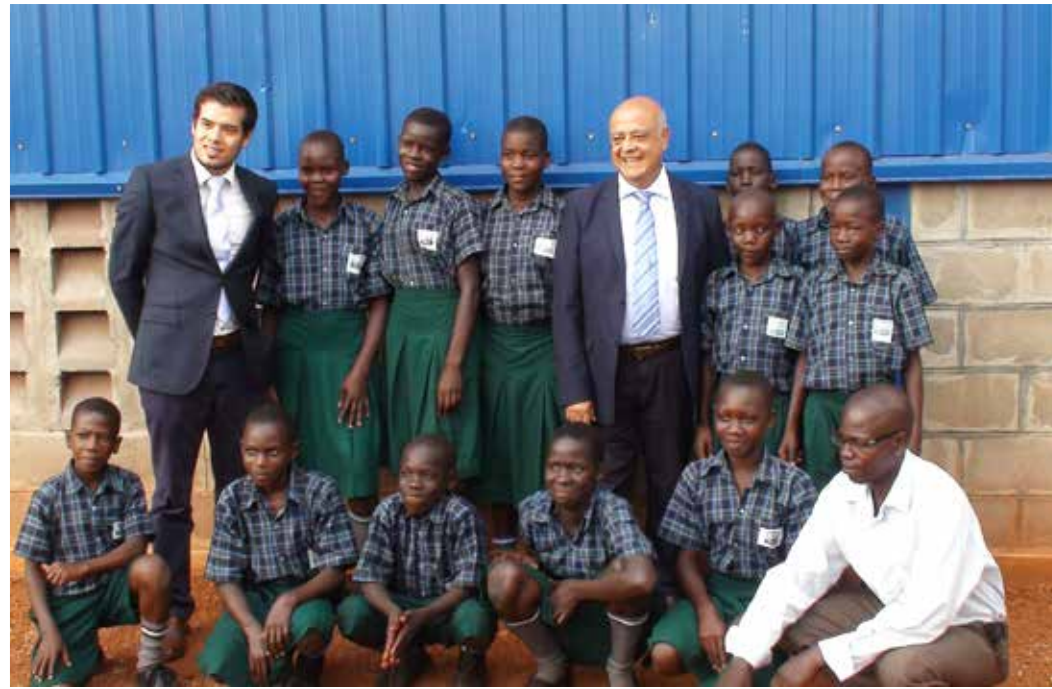


MEGA  
STRUCTURES

### Karuma Hydropower Project

The 600Mw Karuma HPP is located on the Nile River in Kiryandongo District in mid-northern Uganda, its construction begun in 2013  
Project Duration; 60 months









# Strengthening the nation In the next 25<sup>Years</sup>



The last 25 years have been focused on investment, and for the next 25 years, our plan is to go more into innovations, and manufacturing new products. I want to thank the government of Uganda and all Ugandans for supporting us at all times. We are really grateful.

As the 25 years campaign slogan says, "there is so much more to do," we reiterate our intention to work towards the continued growth of this great country.

**Dr. Sikander Lalani**

Chairman





In the 25 years, we should be able to increase on employee satisfaction as well as reducing on rates of labor turnover, we should also be able to increase on clients satisfaction as well as venturing into more construction materials so that when customers come we are able to serve them with the whole package.

**Ms. Winnie Lalani**

Executive Director



Our customers are our main priority and we are continuously striving to make them feel this way.

We also promise to continue to prioritise innovation with the aim of producing the best quality products and services in sub-Saharan Africa.

**Anisha Lalani**

Executive Director



Corporate social responsibility will remain central to us because giving back to the community is part and parcel of Roofings Group.

We vow to continuously impact the lives of individuals and local communities through our FOREVER initiatives

**Nashilah Lalani**

Executive Director



I would like to thank our staff, clients, the government of Uganda, and all stakeholders for their part in the success story of Roofings. The company couldn't have reached this milestone without the relentless support from its well-wishers.

The future of Uganda is bright, and Roofings is a star, which aims to shine brighter each passing moment on this remarkable story of socio-economic growth in the Pearl of Africa.

**Oliver Lalani**

Executive Director



It is indeed an honor when I address our company built with solidarity, outstretched expansion, a vision accomplished, Roofings, a prestigious name built with smiles. Silver jubilee is a milestone achieved by thinking BIG, and hard work.

And as we stand on this threshold, we envisage to expand and continue to strive to make high quality products which can meet beyond expectations to support the dreams of many.

**Sheikh Arif**

Director Technical



To our customers, we promise to continue giving technical and financial assistance so that as we grow they also grow and dominate the market.

**Dr Martin Kyeyune**

Finance and Economic Advisor



We will work together with the whole Roofings team to share our knowledge, quality consciousness and environment friendly the approach.

At the same time, we will extend our hand to the whole community. Whether it be in form of offering a great quality product, a state of the art Roofings Group production facility or thousands of tree seedlings.

There is so much more to do and we will.

**Nicolas Vangramberen**

Project Manager Polypipes