

SUSTAINABILITY **REPORT 2024**



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Chairman's Message

"Together, we build a sustainable Uganda, and Africa at large."



DR SIKANDER LALANI
Chairman and Managing Director

GOVERNANCE FOR SUSTAINABILITY

Dear Stakeholders,

Our commitment to sustainability is underscored by our vision, "To be an accelerator for a sustainable Africa." We strive to promote sustainable practices throughout our operations and the supply chain. I am pleased to share with you our sustainability report for **2024**. The report highlights our impact on the environment, people, and the economy.

Contributing to Uganda's Economic Growth

Our value addition in **2024** is UGX **336.6** billion. In **2024**, we continued with the construction works and completed **80%** of two expansion projects at Roofings Rolling Mills. The new state-of-the-art Cold Rolling Mill Complex will bring our total annual production capacity of Roofings Group to **625,000** tons per annum. This is an important development as the current cold rolling mill which is in operation for over a decade contributes **54%** value addition. Doubling the cold rolling mill complex production to **300,000** tons per year, implies a significant potential for Roofings Group to increase the monetary value addition at the same rate of **54%**.

Protecting the Environment

Our factories were audited by environmental sustainability experts and the annual compliance audit reports were

submitted to NEMA. Our environmental management systems were recertified by NEMKO AS and found to be compliant. Our Integrated Management System Policy emphasizes environmental protection and resource conservation. We aim for zero waste to landfill by applying reduce, reuse, and recycle principles. In **2024**, we donated **262,685** tree seedlings to various organizations, bringing the total to over **1.76** million since **2012** in our effort to re-green Uganda. Our target is to achieve **10** million trees by **2030**. At an average cost of a seedling of UGX **1,500** UGX; the value of the seedlings given in **2024** is over UGX **500** million UGX, while over the years, since **2012** this value is over UGX **2.6** billion UGX

Impacting Communities

The two expansion projects created numerous job opportunities, increasing our workforce to **2,224** an **18.8%** rise from the previous year. We invested in impactful health and education projects. We donated **123,212** oxygen cylinders to hospitals since **2021** to date, saving lives in the communities and reducing the cost of healthcare nationwide. Our partnership with a local NGO produced and donated **68** wheelchairs for children in need. Aside, we support several other initiatives in the area of health to include the Sickel Cells Foundation in Uganda, and blood donation mobilisations.

ABOUT THIS REPORT

Scope

This report covers the impact of Roofings Limited and Roofings Rolling Mills Limited in Uganda for the period 1st January to 31st December 2024. We report on annual basis.

Reference Guidelines

This report was prepared with reference to GRI Standards 2021 (Global Reporting Initiative).

External Assurance

The report has not been assured by a third party.

Publication Date

April 2025

Contact

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Disclaimer

This report is for informational purposes only and is not intended to be used as advice or a basis for decision-making. Roofings Group is not liable for decisions made based on this information.



2024 HIGHLIGHTS



Industry Highlights

- Among the Top taxpayers in Uganda's manufacturing industry
- **608,000** MT annual production capacity
- **2.8%** of Uganda's exports to the East African Community
- **0.8%** of Uganda's global exports
- **54%** value addition in flat steel manufacturing



ESG highlights

- Raw material efficiency – **97.6%**
- Recycle, reuse, reduce
- Waste byproducts recycled – **20,355.98** MT
- Trees planted – **262,685**
- Community impact/people – **10,851** impacted by several Roofings CSR activities



Economic Data 2024:

- Total Sales Value Addition: **336.6** billion UGX (**54%** attributed to flat steel manufacturing value addition)
- Gross Export Sales: **264.4** billion UGX
- Taxes Contribution: **179.6** billion UGX
- Value Addition from Export Sales: **61.8** billion UGX
- Power Consumption Costs: **34.8** billion UGX
- NSSF Contributions: **9.3** billion UGX
- Contribution to Uganda's Exports:
 - » To EAC: **2.8%**
 - » To the world: **0.8%**
- Manufacturers Supported with Inputs: **96**
- Jobs Created: **2,224** People





Material Topics covered

- Environmental: Energy consumption, Air quality, Water & Effluent, Waste management, Emissions, Biodiversity, Clean energy usage. (SDGs: **13**, **15**, **12** and **07**)
- Social: Diversity, Equal Opportunity and inclusion, Occupational Health and Safety, Training & Education, Local Communities (Job Creation and Community development), Human rights (SDGs **08**, **03**, **04**, **05** and **17**)
- Governance: Economic Performance, Taxes, Supply chain integrity, Data privacy and cybersecurity (SDGs **08**)



ALIGNMENT WITH SUSTAINABLE DEVELOPMENT GOALS

SDG	Our contribution
	<ul style="list-style-type: none"> • Equal opportunity policy in recruitment • Average annual gross remuneration per capita about 14.5 times the National Per Capita Income • Timely and prudent payment of taxes thus aiding Government in meeting their social objectives. • Timely and prudent social security contributions
	<ul style="list-style-type: none"> • Financing of machinery for local manufacturing of wheelchairs using sustainable materials • Donation of oxygen to hospitals • Support towards sickle cell awareness and screening • Donation of building materials towards construction of health facilities • Manufacturing of products that conform to health and safety standards • Implementation of occupational health and safety, Environment, and Quality management systems • We are ISO certified • Support blood donation drives annually
	<ul style="list-style-type: none"> • Donation of building materials towards construction of schools • Scholarships and support towards the welfare of children in schools • Industrial training for vocational and university students • Industrial studies (tours for secondary school students) • Participation in policy formulation
	<ul style="list-style-type: none"> • Promotion of diversity and equal opportunity in all aspects of our business

SDG	Our contribution
	<ul style="list-style-type: none"> • Improved use of clean energy • Smart systems to regulate efficient use of electricity - SCADA
	<ul style="list-style-type: none"> • Provision of free safe drinking water to schools, health facilities and our staff • Provision of Soap to staff • Hygiene Policies and Procedures in all workplaces, restrooms, and social grounds within the company
	<ul style="list-style-type: none"> • Provision of direct and indirect jobs • Promotion of safe and secure working environments for all workers • Signage for safety Instructions in Plants • Value addition • Payment of taxes • Participate in collective bargaining annually • Contribution to Social Security
	<ul style="list-style-type: none"> • Value chain linkages by providing input materials to other Industries • Supply of quality products for development of quality, reliable, sustainable and resilient mega infrastructure • Use of environmentally friendly technologies.

Alignment With Sustainable Development Goals

SDG	Our contribution
	<ul style="list-style-type: none"> • ISO Certified • Publication of an annual sustainability report • Minimisation of waste generated from our factories • Recycling of steel & plastic waste, byproducts, acid and wastewater • Implementation of minimum paper use policy • Policy on supplier responsibility for packaging materials • Adherence to National and Global Standards
	<ul style="list-style-type: none"> • Donation of tree seedlings to individuals, private and government organisations to support restoration of degraded areas and other greening initiatives. • Minimisation of emissions through air pollution control systems • Treatment and Recycling of wastewater • Reduction, Reuse and Recycle in manufacturing processes
	<ul style="list-style-type: none"> • Effluent from our factories is treated before releasing to the environment. • Donation of tree seedlings to individuals, private and government organisations to support restoration of degraded areas and other greening initiatives.
	<ul style="list-style-type: none"> • Subscription to Business Membership Organisations • Partnership with private and public organisations to implement social investment. • Partnership with Civil Society for Stakeholder Management • Partnership and Member of UMA, UNBS Technical Committee



ORGANIZATIONAL OVERVIEW - ABOUT THE COMPANY

Company Background

Founded by Dr. Sikander Lalani, Roofings Group comprises Roofings Limited and Roofings Rolling Mills Limited. Headquartered in Lubowa Estate, Entebbe Road, it is Uganda's leading construction steel and plastic product manufacturer. We export to Tanzania, Congo, South Sudan, Kenya Burundi, and Rwanda



Vision

To be an Accelerator for a Sustainable Africa.



Mission

Producing sustainable building materials that enrich communities in Africa.



Core Values

- Integrity: Ethical, honest, and genuine in all we do.
- Accountability: Responsible for achieving individual and collective objectives.
- Respect: Valuing our employees for their contributions.
- Sustainability: Prioritizing stakeholder interests and environmental impact.
- Professionalism: Fostering a team-oriented, skilled, and motivated workforce.

ORGANIZATIONAL OVERVIEW - ABOUT THE COMPANY

Our Footprint

Roofings Limited

Launched in **1995**, Roofings Limited was the anchor that helped establish the other subsidiaries that make up the Roofings Group. The Roofings Limited Lubowa factory, which also acts as the group's administrative head office, also hosts Roofings Polypipes, which was commissioned in **2012** to produce construction plastic pipes of various dimensions and PVC, HDPE and PPR fittings used in plumbing, drainage management and in electrical installations.

Roofings Rolling Mills Limited

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 Ugandan market and other African markets.

Outlets

- Banda, Industrial Area, Jinja, Mbarara, Arua Park (outsourced management) and Gulu

Regional markets

- Tanzania, D.R. Congo, South Sudan, Kenya, Burundi, and Rwanda



BOARD OF DIRECTORS



DR SIKANDER LALANI
Chairman and Managing Director



MR. SHEIKH ARIF
Group CEO



MR. NARAYAN IYER
Group CFO

COMPANY PRODUCTS AND PRODUCTION CAPACITIES



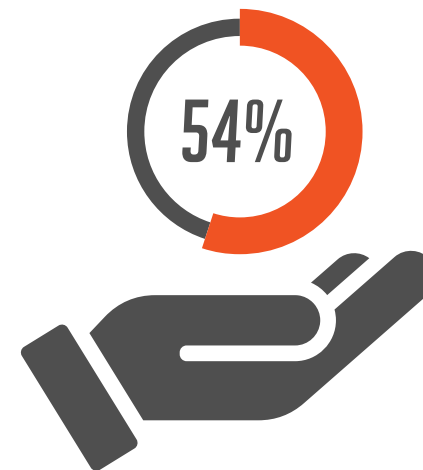
Value addition - Cold Rolling Mill

Our business activities comprise of manufacturing and supplying various quality steel and plastic products, required for diverse applications for sustainable development. Roofings Group business domain stretches from the upstream to the downstream of the steel and plastics value chain.

We have achieved an impressive **54%** value addition from the primary input, to the final product from the cold rolling mill.

Production capacity

Our production capacity is now at **625,000** tons per annum.



Value
Addition

Company's products

LONG PRODUCTS



- Round bars
 - Welded wire mesh
 - BRC
 - Wire nails
 - Binding wire
 - Barbed wire
 - Chain link
 - Plain wire
 - Galvanized wire mesh
 - Guardrails
 - Universal beams
 - C channel
- Reinforcement steel bars (TMX 500c)



FLAT PRODUCTS



- Plain Alzinc coils
- Pre-painted Alzinc coils
- Cold Rolled Annealed coils
- Galvanized wire coils
- Pickled coils
- Hollow sections
- Mild steel plates
- Open profiles
- Mild steel expanded metal
- Mild steel embossed plates
- Door plates
- Angle bars
- Flat bars
- Prepainted profile sheets
- AZ sheets
- Accessories



PLASTIC PRODUCTS



- Pvc pressure pipe
- Pvc drainage pipes
- Pvc plumbing pipes
- Pvc screening and casing pipes
- Pvc conduits
- Pvc fascia boards and gutters,
- HDPE pipes
- PPR pipes
- Accessories



Materials Used

Our manufacturing operations rely on a variety of inputs to produce high-quality steel and plastic products that help meet environmental and social needs.

Primary raw materials used:

- Hot Rolled Coils
- Wire Rods
- Aluminium Silicon Alloy
- Special High-Grade Zinc
- Billets and Local Billets (reuse of internal scrap)
- PVC and HDPE Resins

In **2024**, materials usage was at **274,395** metric tons and our raw materials utilization efficiency reached **97.6%** up from **96%**.

Supply Chain

Our supply chain is structured across midstream and downstream segments to support efficient production and distribution.

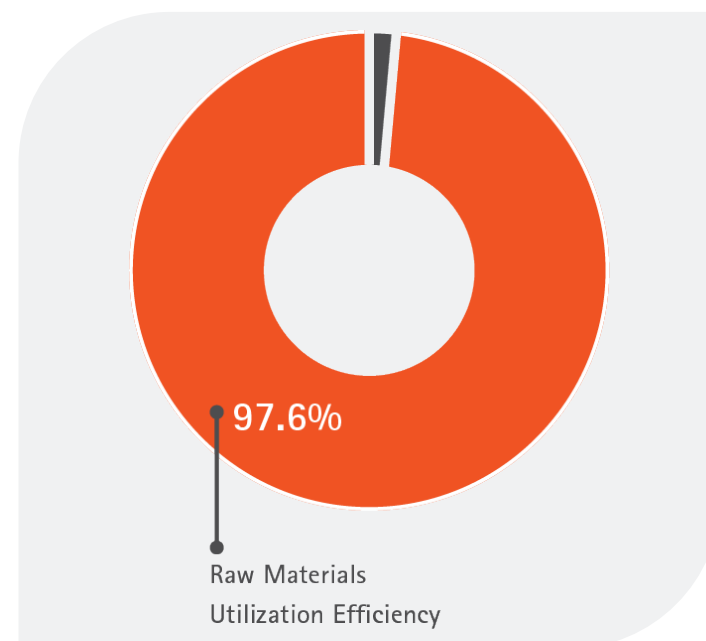
Midstream partners and inputs include:

Intermediary materials such as:

- Hot Rolled Coils
- Wire Rods
- Zinc
- Aluminium and Silicon
- Pickling Acids
- Coolants
- Spares and other consumables
- Service providers:
- Insurers
- Transporters
- Clearing and forwarding agents
- Security service providers
- Banks
- Courier services
- General sanitation service providers

Downstream partners include:

- Manufacturers
- Hardware shops
- Metal fabricators
- Contractors
- Property developers



Our Stakeholders



***Our employees strength for the reporting period comprised of 2,224 jobs created. This includes Locally sourced SME contractors.**



Certifications and Memberships

- ISO 9001:2015 (Quality Management)
- ISO 14001:2015 (Environmental Management)
- ISO 45001:2018 (Occupational Health and Safety)
- Certified Blue Company
- Member of Uganda Manufacturers' Association (UMA), Uganda & Steel Manufacturers' Association (UGISMA), Uganda National Bureau of standards (UNBS) Technical Committee, Private Sector Foundation Uganda (PSFU), East African Business Council (EABC), Chamber of Mines & Petroleum, chamber of commerce (UCMP), Authorised Economic Operator (AEO), Federation of Uganda Employers (FUE) Uganda National Chamber of Commerce and Industry (UNCCI), Construction and Hardware Dealers Association (CHADA), Uganda National Association of Builders, Suppliers & Engineering Contractors

**AND SO
MANY MORE...**



CEO's Message

"Guided by our vision to be an accelerator for a sustainable Africa."



MR. SHEIKH ARIF
Group CEO

SUSTAINABILITY MANAGEMENT

Our corporate philosophy and policy have been formulated in the Vision, Mission and Values, that serve as the guiding principles to all our stakeholders in achieving the environmental, social and economic goals. I am pleased to share Roofings Group's **2024** Sustainability Report, detailed account of how we integrate sustainability into every layer of our operations and value chain.

Guided by our vision "To be an accelerator for a sustainable Africa," this report highlights our growing impact across three critical dimensions: environmental, social and governance. Our sustainability strategy is not only a responsibility but a roadmap for long-term resilience and innovation.

Last year, we advanced key expansion projects, with **80%** of construction completed on two major facilities, like the new cold rolling mill complex (phase **4**) and a wire-rod mill at Roofings Rolling Mills. These projects have already generated new employment, contributing to an **18.8%** increase of jobs created, now totalling **2,224**. Importantly, they position us to meet regional demand more sustainably, with improved efficiency and lower emissions.

In terms of trade, Roofings Group contributed **2.8%** to Uganda's total exports to the East African Community (EAC), and **0.8%** to the country's overall exports,

reinforcing our role as a key industrial player and export champion. This makes Roofings Group a major export powerhouse for Uganda and with the expansion highlighted above, will significantly increase the contribution to exports, going forward.

We are proud of the progress we've made in environmental compliance. Our plants were audited and certified for sustainability performance, and we strengthened our Integrated Management System with a clear focus on resource conservation. Notably, we donated over **262,000** tree seedlings in **2024** alone, a critical step toward our goal of planting **10** million trees by **2030**.

Our social impact continues to grow. We supported healthcare by donating over **23,212** oxygen cylinders in **2024** and our wheelchair partnership produced and donated **68** wheelchairs to children and adults bringing dignity and mobility to those in need. Our continued support to the sickle cells foundation is motivated to reduce the impact of the condition as we continue to impart knowledge about the ailment alongside financial and physical support to avert the spread.

As we expand, we remain deeply grounded in the belief that industrial progress must go hand in hand with social development and environmental protection. I extend my sincere gratitude to our employees, partners, customers, and community stakeholders for supporting our mission and for walking this journey with us.

Strategy and Sustainability Governance

Sustainability Commitment

Sustainability is embedded in Roofings Group's operations, policies, and strategies. Our sustainability approach integrates ISO standards and aligns with Uganda's Vision **2040** and the United Nations Sustainable Development Goals.



Governance and Leadership

The Board of Directors sets the sustainability strategy, and management translates it into actionable policies. The leadership team comprising of mainly the C-Suite ensures consistent execution of these strategies across all business operations.

We are proud to have received the award for being among the top **3** well governed companies in Uganda from the ministry of Trade Industry and cooperatives.

Risk Management and Materiality Assessment

We employ enterprise risk management frameworks across all entities to assess strategic, financial, and operational risks. Stakeholder engagement guides our

materiality assessments and helps identify ESG priorities. We emphasize best practices in all our operations and continue to monitor both the emerging trends and industry benchmarks.

High-Priority Material Topics

- Environmental: Energy consumption, Air quality, Water & Effluent, Waste management, Biodiversity.
- Social: Diversity, Equal Opportunity, Occupational Health and Safety, Training & Education, Local Communities (Job Creation and Community development), Human rights.
- Governance: Economic performance, Supply chain integrity, Data privacy and cybersecurity.

Contribution to the SDGs

Roofings Group aligns its operations with the UN Sustainable Development Goals (SDGs). Key initiatives include:

- Equal opportunity recruitment policies (SDG 5, SDG 10)
- Oxygen donations, sickle cell screening, blood drives (SDG 3)
- Donations to schools and scholarships (SDG 4)
- Free drinking water and sanitation efforts (SDG 6)
- Provision of decent jobs and safe working environments (SDG 8)
- Supporting local industries and infrastructure development (SDG 9)
- Recycling, waste minimization, and green technologies (SDG 12)
- Tree planting and air pollution control (SDG 13, SDG 15)
- Community partnerships and stakeholder collaboration (SDG 17)
- LPG usage increased by **5.2%** in **2024**, promoting cleaner energy use (SDG 07)



1. Environmental Impact (SDG 13, 15, 07 and 12)



Environmental Management System



We continue to implement and maintain an Environmental Management System (EMS) in accordance with the requirements of ISO **14001:2015**. It is audited annually both internally and by NEMKO AS. The EMS includes trained and competent aspect teams responsible for identifying significant environmental aspects and assessing their impacts, ensuring knowledge transfer and accountability across the organization. We are proud to have received the **2024** Environmental Sustainability Award from NEMA, acknowledging our continued commitment to air quality management and environmental protection. This award further affirms our commitment to environmental stewardship and supports national goals for cleaner, safer, and more sustainable industrial development.



Environmental Management Policy

Environmental related issues are dynamic, and this compels us to review and evaluate our environmental management policy annually, to align it with the operating environment. Key focus areas include Compliance to statutory and regulatory requirements, Climate Change related issues, Resource Depletion, and environmental pollution while emphasising circular production.

Energy and Emissions

Our operations are primarily powered by hydroelectric energy, which accounted for **90%** of our total energy consumption in **2024** – a reflection of our commitment to cleaner energy sources. During the year, hydropower usage increased by **30.85%**, reaching **85.136 GWh**, driven by the scale-up of production and expansion projects. In addition, LPG consumption rose by **5.12%**, supporting key operational needs while contributing to cleaner combustion compared to conventional fossil fuels.

Wherever feasible, we prioritize **renewable energy** sources and continue to invest in **energy-efficient technologies** to reduce overall environmental impact. We have also strengthened our air emissions management through the installation of advanced pollution control systems such as **Scrubbers** and **Regenerative Thermal Oxidizers (RTOs)**, which are critical for reducing volatile organic compounds (VOCs) and particulate emissions. As part of our environmental strategy, we continue to develop and implement targets aimed at reducing our carbon footprint, in alignment with national and global climate goals. These initiatives support our broader commitment to **SDG 7** (Affordable and Clean Energy) and **SDG 13** (Climate Action)





Resources & Waste Management

Our approach to resource and waste management is guided by the principles of reduce, reuse, and recycle, with a strong emphasis on material efficiency and responsible disposal. Wherever possible, we prioritize the reuse and recycling of materials to minimize waste generation. For waste that cannot be reused or recycled, we ensure safe and compliant disposal guided by the NEMA regulations and through licensed and NEMA-certified waste management contractors.

In **2024**, the total volume of materials used was **274,395** metric tons. We improved our material efficiency to **97.60%**, up from **96%** in the previous year, reflecting enhanced resource optimization and operational sustainability.

Our continued commitment to efficient resource utilization supports **SDG 12: Responsible Consumption and Production**, while also reducing the environmental footprint of our operations.



By-products Re-used:

By-products like mill scale (**1,502.91** MT), slag (**1,294.14** MT), and red oxide (**1,109.5** MT) were reused in road construction or sent for research in partnership with Makerere university.

97.60%
EFFICIENCY
UP FROM 96%

274,395
METRIC TONS

2024

⚠️♻️ Waste Acid diverted from disposal:

All spent acid from pickling process is regenerated at our Acid Regeneration Plant to produce quality acid for re-use. Such technologies have enabled us to prevent environmental pollution and protect the communities.

♻️ Recycled by-products:

Recycled steel byproducts totalled **20,355.98** metric tonnes and plastic byproduct rose by **71.8%** to **67** MT.

🗑️ Waste directed to disposal:

In **2024**, we disposed of **478.68MT** of domestic waste, **14.2MT** of APC Dust, and **1,109.5MT** of Red Oxide. These serve as byproducts in other value chains and we continuously engage the academia, science and technology to develop value chains using these associated by products.

Water and Effluent Management

💧 Water Consumption:

Water consumption decreased by **2.25%** in **2024** to **237.04** megalitres. This is an indication of improved water efficiency and despite of the increase in production.



Water Discharge:

Effluent discharge reduced by **3.98%**, and we continued expanding our Effluent Treatment Plant (ETP).

We recycle **2,628** megalitres annually in our hot rolling mill, achieving a water use rate of **0.63 m³/ton**—well below the industry average.

Biodiversity and Climate Action

Through our Forever Forestry Programme, we donated **262,685** seedlings in **2024**, bringing the total to over **1.76** million since **2012**. We work with local partners and NGOs to promote regreening and biodiversity conservation. This initiative plays a key role in supporting **reforestation**, **biodiversity conservation**, and **carbon sequestration** across Uganda. We are committed to reaching **10** million tree seedlings by **2030**.

To ensure effectiveness and accountability, we conduct regular monitoring and evaluation of selected reforested sites. These assessments indicate an average seedling survival rate of approximately **70%**, underscoring the programme's strong impact and sustainability.

We operate a seedling nursery situated at our Lubowa factory that produces various species of trees including mangoes, jackfruits, avocados, Markhamia Lutea (Musambya), Maesopsis Eminii (Musizi), Prunus Africana (Entasesa), Terminalia Superba, and Grevillea Robusta.

Our efforts contribute to SDG **13** (Climate Action) and SDG **15** (Life on Land), reinforcing our role in building a greener, more climate-resilient Uganda.



100% EFFLUENT TREATMENT



Hon. Princess Persis Namuganza, the state minister for Lands Housing and Urban Development being shown the variety of trees Roofings is donating to the community at the homes and gardens exhibition.



AND SO
MANY MORE...

2. Social Impact (SDG 08, 03, 04, 05 and 17)





Employment and Labor Practices

We provide full-time employment with no part-time staff. In **2024**, (we employed **2,224** jobs created-rephrase), with **16%** of outsourced workers being female—up from **14%** in **2023**. Our HR policy complies with all labour laws, benefits include healthcare, medical insurance cover, terminal benefits, parental leave, Workman's Compensation (disability and invalidity coverage) and transport allowances. We emphasise equal opportunities and in turn mitigating potential biases fostering a fair and inclusive workplace.



Gender and Age Diversity

Category	Details
Gender Ratio	Male: 90.02% - Female: 9.98% Target: 20% female representation by 2030 Industry Average: 15% (World Steel Association)
Diversity Commitment	Committed to fostering a diverse and inclusive workforce as part of broader sustainability goals. Recognize the need for greater gender balance.
Age Diversity	Under 30 years: 29% - 30–50 years: 69% - Over 50 years: 2% Aligned with Uganda's population where only 2.15% are above 60 years.
Outsourced Labour	Labour is outsourced via contractual agreements in line with labour laws and internal standards.Supports job creation and SME entrepreneurship efforts.



Our efforts in promoting diversity, and equity support SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth).

Occupational Health and Safety

Occupational Health and Safety Management System: We maintain ISO **45001:2018** certification and enforce strict health and safety protocols. The OHSMS covers permanent employees, outsourced workers, customers and suppliers. Aligned to our target of zero fatalities, there were no fatalities reported in **2024**. Our health and safety performance included:



FIRST AID CASES: **107**

LOST TIME INCIDENTS: **44**

TOTAL RECORDABLE INJURIES: **151**

MANHOURS LOST: **0.116%** DOWN FROM **1.01%**

Hazard Identification, Risk Assessment and Incident Investigation:

We conduct HIRA reviews on regular basis and safety awareness trainings. Safety signages and firefighting equipment are installed at designated locations to create more awareness to whoever accesses our facilities. Material Safety Data Sheets (MSDS) from our suppliers are available to employees that have access to and get into contact with hazardous materials at the stores and production operations.

Occupational health services and Employee Well-being:

Our entities maintain well-equipped in-house clinics. We provided free screening, consultation, counselling and welfare services to all employees.

Workers' Participation and Consultation:

We promote workers' participation in health and safety activities across all our entities including the Outlets. We apply Toolbox Talks and planned safety meetings as

essential tools for consultation and communication among the workers. This is coordinated by EHS Officers and Human Resources Department for each of the entities under the Group.

Workers' Training in Occupational Health and Safety:

We maintain an approved annual training plan for all trainings, both internal and external. In **2024**, we selected a team of workers to attend training in Understanding the Implementation of the requirements for ISO **45001:2018**, facilitated by UNBS.

Human Rights

We uphold international human rights standards and enforce zero tolerance for child labour or discrimination. Our HR systems incorporate due diligence to monitor compliance.



Training, Development and Career Advancement

At Roofings Group, we believe that continuous learning and career development are fundamental to building a capable and future-ready workforce. In 2024, we implemented our Annual Staff Training Plan, which included a blend of internal and external trainings focused on key areas such as ISO standards, managerial competencies, and technical upskilling related to machinery installations. These sessions are designed to enhance both operational efficiency and leadership capacity across the organization.



The top management, together with the management team that graduated from the Management Development Program at the prestigious Stellenbosch University Business School – South Africa.

Industry-Based Training & Workforce Empowerment



In February **2024**, Roofings Rolling Mills (RRM) was officially accredited as an Industry-Based Training Institution (Centre No. UVQF/**5822**) by the Directorate of Industrial Training (DIT), Ministry of Education and Sports. This accreditation qualifies RRM as a Training and Assessment Centre under the Uganda Vocational Qualifications Framework (UVQF) for Category IBL – Levels **1** to **5**. Since accreditation, **225** RRM staff have successfully completed competence-based training and assessments across **11** key industrial occupations, including:

This milestone underscores our commitment to capacity building, skills development, and creating a technically empowered workforce aligned with national goals for industrial transformation. All **225** trainees are now ready for graduation, having been assessed and certified within just one year of accreditation.

Our Human Resources policy prioritizes internal career advancement, with clear pathways for promotion and development within the Group. This approach not only motivates our workforce but also ensures institutional knowledge is retained and nurtured.

We also continue to invest in youth empowerment through structured internship programs.

In **2024**, internship enrolment increased by **28.4%**, reaching **131** interns, of which **70** were female , representing a significant **105.88%** increase in female participation compared to the previous year. This reflects our commitment to bridging gender gaps and building an inclusive talent pipeline.



Interns undergoing Industrial training at Roofings Rolling Mills Namanve.

Our investments in training and development directly support SDG 4 (Quality Education) and SDG 8 (Decent Work and Economic Growth), while strengthening the Group's long-term resilience and innovation capacity.

Community Engagement and CSR



Community engagement during the Roofings sponsored Lubowa community day



Third Deputy Prime Minister handing over wheelchairs donated by Roofings to impaired children.

Community Engagement and CSR

- Tree Seedlings: Donated **262,685** in **2024** (over **1.76** million since **2012**).
- Oxygen Cylinders: **23,212** donated in **2024**; total since **2021** of over **123,000**.
- Blood Donation: **378** units in **2024**, up **75%** from **2023**.
- Wheelchairs: **68** produced and donated in partnership with KCDC in **2024**
- Sisters of the Destitute (Cancer Palliative Care Centre): **64** cancer patients benefited in **2024**.
- Sickle Cell Screening: **3,795** screened in **2024**, up from **1,500** in **2023**.
- Factory Tours: **5,208** students from **51** schools.
- St. Peters Nantabulirwa Primary School: Total learners increased to **1007**. Drinking water **52,000** Litres provided to the school in year **2024**.
- Educational Support: Contributions to school construction and various scholarships.
- Internship & Graduate Training: Internship enrolment **131**, up by **28.43%** from **2023**
- Art Infrastructure: Support to **32° East**—Uganda's contemporary art centre.
- Employee Volunteering: **200** staff contributed to the Employee Community Outreach Program.

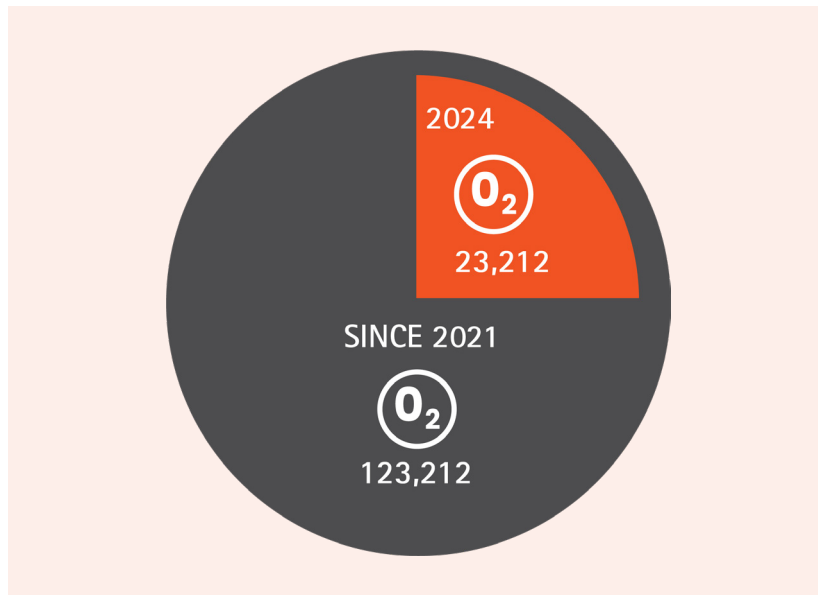


In partnership with the Uganda Sickle Cell Rescue Foundation, Roofings Group supported awareness campaigns and free screening initiatives aimed at identifying sickle cell carriers. an initiative aimed at community well-being.

Healthcare Support

Free Oxygen to hospitals

We refilled **23,212** medical oxygen cylinders in **2024**, positively impacting tens of thousands of lives. Our total cylinder refills since **2021** have now grown to over **123,000** demonstrating our ongoing commitment to providing essential medical support.



3. CORPORATE GOVERNANCE (SDG 08)



SDGs Supported

8 DECENT WORK AND
ECONOMIC GROWTH



Dr. Martin's message



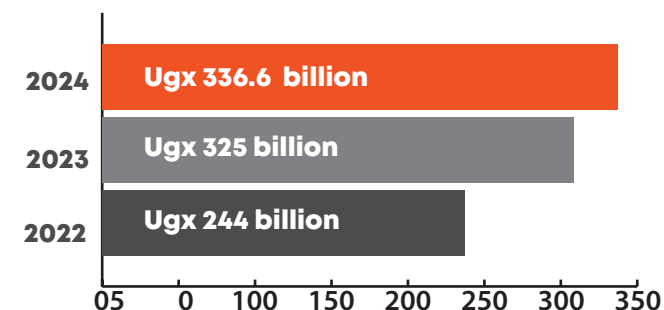
DR. MARTIN KYEYUNE
Chief Corporate Affairs, Roofings Group

Driving Economic Growth

“The steel industry plays a pivotal role in driving Uganda's economic expansion and holds the promise of becoming a cornerstone for its financial well-being. Beyond its fundamental importance in construction and infrastructure, steel serves as a catalyst for diverse manufacturing endeavors, fostering innovation and opening avenues for creative solutions across various sectors. Roofings Group, as the leading steel manufacturing company in Uganda, is proud to contribute **2.8%** of the country's total exports to the East African Community.”

Value addition

In **2024**, our value addition experienced is at UGX **336.6** billion. This can be attributed to Uganda's strategic policy of encouraging Ugandans to appreciate the locally made goods to enhance economic sustenance of local businesses. Additionally, the encouragement for manufacturers to procure intermediary goods and inputs from fellow manufacturers within the value chain has played a significant role. As a result, the composition of goods sold by Roofing Group has enhanced the product and service solutions offered to include fellow manufacturers.



Economic Performance (Table summary...)

Driving Economic Growth

Summary: Economic Contribution to Uganda's Economy

Details	2024
Total Value Addition (Ugx) in billions	336.6
% Value Addition in the Cold Rolling Mill Operations	54
Taxes Paid (Ugx) in billions	179.6
Social Security Contributions (Ugx) in billions	9.3
Gross Export Value (Ugx) in billions	264.4
Value addition From Exports (Ugx) in billions	61.8
Jobs Created (Numbers)	2,224.0
Number of Manufacturers we supply inputs	96.0
Power Consumption (Ugx) in billions	34.8
% Contribution to Uganda's Exports To EACs	2.8
% Contribution to Uganda's Total Exports	0.8

UGX- Uganda Shillings

Roofings Group continues to play a pivotal role in Uganda's economic development. As the leading steel manufacturer, we contribute **0.8%** of the country's total exports. Our value addition in **2024** was UGX **336.6** billion, an increase from UGX **325** billion in **2023**, reflecting a **3.57%** growth. In the Cold Rolling Mill Complex, our value addition is **54%** from the primary input to the final product.

Exports

The gross export value for **2024** stood at UGX **264.4** billion (**2.8%** of EAC and **0.8%** of total exports), contributing significantly to the country's foreign exchange earnings. Export sales generated UGX **61.8** billion in value.



Taxes and Government Revenue

In **2024**, Roofings Group paid UGX **179.6** billion in taxes, maintaining our position as one of the highest taxpayers in the manufacturing industry. We also contributed UGX **9.3** billion to the National Social Security Fund (NSSF), which is a **12%** increase from **8.3** billion of **2023**.



Support to Local Manufacturers

We supplied raw materials and inputs to **96** Ugandan manufacturers in **2024**. This initiative fosters value chain linkages and promotes domestic industrialization.



Power Consumption

Our power consumption for the year was valued at UGX **34.8** billion, emphasizing our scale of production and commitment to contribute to other industries.

Board and Leadership

Our governance structure is anchored in transparency, strategic oversight, and long-term value creation. The Board of Directors, composed of three Board members, comprising of the Chairman, Group Chief Executive Officer and the Group Chief Finance Officer, serves as the highest governing body, guiding the Group's strategic direction and ensuring responsible business conduct.

Dr. Sikander Lalani, our Founder, serves as Chairman of the Board, providing visionary leadership rooted in decades of industrial excellence and sustainability stewardship.

The Senior Executive Team

The senior executive team constitutes the C-suite and includes the Group CEO, Group CFO, Chief Corporate Affairs Officer, Chief Technical Officer and various plant heads. The C-suite headed by the Group CEO oversees the daily operations of the Group and ensures that they are in tandem with the strategic objectives.

Governance and risk management

We uphold high standards of ethics, integrity, and transparency, with policies covering anti-corruption, anti-bribery, and anti-money laundering. Regular internal audits and external audits ensure compliance with internal controls of the business. We have invested substantively in systems that avert any tendencies of cyber-crime and associated risks of transactions. The C-Suite takes responsibility for reviewing and approving the material topics.



We are proud to be a Certified Blue Company, a recognition that reflects our unwavering commitment to ethical business practices, transparency, and responsible corporate conduct. The Blue Company Project is a private-sector-led initiative that promotes integrity by encouraging businesses to voluntarily commit to anti-corruption principles and good governance standards.

As a Blue Company, we align our operations with values that foster a clean business environment and contribute to sustainable economic development.

Learn more about the Blue Company initiative: www.bluecompanyafrica.com

Tax Governance

We uphold a robust tax governance framework, ensuring full compliance with national and international tax regulations. Our commitment to transparency and accountability is reflected in our proactive tax risk management practices, aligning with best practices and contributing to national development. As such we are valued as a highest tax payer in the manufacturing sector, we are also a Regional Authorised Economic Operator for all our companies, as well as recognised as an agent for withholding tax and value added tax.

Stakeholder Engagement

Our stakeholder engagement strategy is integral to our sustainability efforts. Key initiatives include:

- Workers' Union Representation: Facilitating open dialogue and collective bargaining to promote fair labour practices.
- Customer Care Centre and Surveys: Gathering feedback to enhance customer satisfaction and service delivery.
- Membership in Industry Associations: Collaborating with key industry bodies to stay abreast of sector developments and advocate for industry-wide improvements.
- Annual Sustainability Reporting: Demonstrating our commitment to transparency and continuous improvement in our environmental, social, and governance (ESG) performance.

In alignment with our commitment to national development, several of our senior managers actively serve on the boards of various institutions including those of higher learning.



14. APPENDIX

ISO Certificates: Roofings Ltd & Roofings Polypipes



ISO Certification: Roofings Rolling Mills Ltd



Number **900396**

CERTIFICATE

Roofings Limited
Plot 126, Entebbe Road, Lubowa Estate, Kampala, Uganda

has implemented and maintains a Quality Management System which fulfills Nemko's provisions for Management System Certification and the requirements of the following standard

ISO 9001:2015
with the scope described by the organization, 2023-03-14

The certificate covers the following activities:

Manufacturing and Trading of Steel Products

Oslo, 2024-12-19



Helena Vogl
Nemko Scandinavia AS, Certification Department

First time issued	1999-12-04
Expires	2027-11-05

Period without certificate:

2024-11-05 – 2024-12-09
Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO927845687





Number **800714**

CERTIFICATE

Roofings Ltd (Polypipes Division)
Plot 126, Lobowa Estate, Entebbe Road, PO Box – 7169, Kampala, Uganda

has implemented and maintains a Quality Management System which fulfills Nemko's provisions for Management System Certification and the requirements of the following standard

ISO 9001:2015
with the scope described by the organization, 2022-04-22

The certificate covers the following activities:

Production and Marketing of Polypipes and Fittings

Oslo, 2022-12-13

Bente Hallingstad
Bente Hallingstad
Nemko Scandinavia AS, Certification Department

First time issued	2013-12-20
Expires	2025-12-20



Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO927845687

ISO Certification: Roofings Rolling Mills Ltd



Number 907892

CERTIFICATE

Roofings Rolling Mills Limited
Plot 406, Kampala Industrial Business Park, Namanve, Uganda

has implemented and maintains an
Occupational Health and Safety Management System
which fulfills Nemko's provisions for Management System Certification
and the requirements of the following standard

ISO 45001:2018
with the scope described by the organization, 2023-05-15

The certificate covers the following activities:

Manufacture and Distribution of Galvanised and Barbed Wire Rolls

Oslo, 2023-10-02


Helena Vogl
Nemko Scandinavia AS, Certification Department




First time issued 2011-09-02
Expires 2026-09-02

Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO927845687



Number 801057

CERTIFICATE

Roofings Rolling Mills Limited
Plot 406, Kampala Industrial Business Park, Namanve, Uganda

has implemented and maintains an Environmental Management System
which fulfills Nemko's provision for Management System Certification and
the requirements of the following standard

ISO 14001:2015
with the scope described by the organization, 2023-05-15

The certificate covers the following activities:

Manufacture and Distribution of Galvanised and Barbed Wire Rolls

Oslo, 2023-10-02


Helena Vogl
Nemko Scandinavia AS, Certification Department




First time issued 2011-09-02
Expires 2026-09-02

Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO927845687

ISO Certification: Roofings Rolling Mills Ltd



ISO Certification: Roofings Rolling Mills Ltd



Number 907892-1

CERTIFICATE

Roofings Rolling Mills Limited
Phase 02
Plot 406, Kampala Industrial Business Park, Kampala, Uganda

has implemented and maintains an Occupational Health and Safety Management System which fulfills Nemko's provisions for Management System Certification and the requirements of the following standard

ISO 45001:2018
with the scope described by the organization, 2024-04-23

The certificate covers the following activities:

Manufacture and Distribution of steel products and accessories – TMT (Thermo - Mechanical Treated) High Tensile Bars

Oslo, 2024-10-07



Helena Vogl
Nemko Scandinavia AS, Certification Department

First time issued 2012-11-07
Expires 2027-09-15

Period without certificate
204-09-15 – 2024-09-27

Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO627845687





Number 801057-1

CERTIFICATE

Roofings Rolling Mills Limited
Phase 02
Plot 406, Kampala Industrial Business Park, Kampala, Uganda

has implemented and maintains an Environmental Management System which fulfills Nemko's provision for Management System Certification and the requirements of the following standard

ISO 14001:2015
with the scope described by the organization, 2024-04-23

The certificate covers the following activities:

Manufacture and Distribution of steel products and accessories – TMT (Thermo - Mechanical Treated) High Tensile Bars

Oslo, 2024-10-07



Helena Vogl
Nemko Scandinavia AS, Certification Department

First time issued 2012-11-07
Expires 2027-09-15
Period without certificate
204-09-15 – 2024-09-27

Nemko Scandinavia AS, Philip Pedersens vei 11, P.O. Box 91, 1325 Lysaker, Norway - Enterprise Number NO627845687



ISO Certification: Roofings Rolling Mills Ltd



ISO Certification: Roofings Rolling Mills Ltd






ROOFINGS

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