VISION GROUP®

NATIONAL PRIDE•GLOBAL EXCELLENCE

2020/21

ANNUAL REPORT

NATIONAL DEVELOPMENT THROUGH MEDIA EDUCATION

www.visiongroup.co.ug

New Vision Printing and Publishing Co. Ltd

Introduction

New Vision Printing and Publishing Company Limited began operations in 1986 on Plot19/21 First Street, Industrial Area, Kampala-Uganda. It utilized the printing press of the defunct *Uganda Times* to produce a weekly English newspaper every Wednesday.

In 1987 it was incorporated under Statute Number 8 in the Parliament of Uganda and the newspaper became tri-weekly on Mondays, Wednesdays and Friday. By 1990, it was a daily paper and had sister vernacular papers *Orumuri* and *Etop* for the western and eastern regions of Uganda. In 1993 and 1994, the Company inaugurated *Rupiny* and *Bukedde*, the vernacular papers for the northern and central regions of Uganda. In 1998, it was re-designed and launched a website www.newvision.co.ug. In 2002 it launched magazine publication as various titles of leisure and sports. In 2004 it was listed onto the stock exchange and the public acquired 20 percent of the shares. In 2007 it launched an English radio station. In 2008 it launched a vernacular station Bukedde FM and acquired Radio West. Still in 2008 it made a rights issue on the stock exchange to increase the public shareholding to 53 percent. Right now, Television stations and Digital media are in place. It is, therefore, a multimedia and publishing company providing a one- stop business communication solutions centre.

Scope of the report

The report details the performance of the Company in the last year with prior period comparison. The report also shows the future outlook which is derived from the strategic plan, annual budget and the indicative macro-economic factors.
The report details the business status, the status of implementation of the Strategic Plan, the Governance Environment, the Financial Performance and the six capital categories (Financial, Human, Intellectual, Manufactured, Natural and Social).

The theme of this report is "National Development through Media in Education."

The Company has concentrated its efforts in the education of the nation to support the various efforts of national development. This has been achieved through farming news/seminars, business news/seminars, broadcasting of secondary/primary school lessons, distribution of Home Study Materials, civic education and publishing of textbooks, among others.

Whereas these initiatives have contributed to national development, the Company has also opened new revenue frontiers through Education Textbooks Publishing. This, coupled with the planned monetization of Digital Assets, will rejuvenate the Company's performance.

Vision

A trusted content hub of choice.

01

Mission

To generate and distribute content that is valuable to and advances society.

02

Values

Integrity • Innovation
Customer centricity
Courage • Excellence •
Zero tolerance to corruption and
Social responsibility.

03

How We **Create Value**

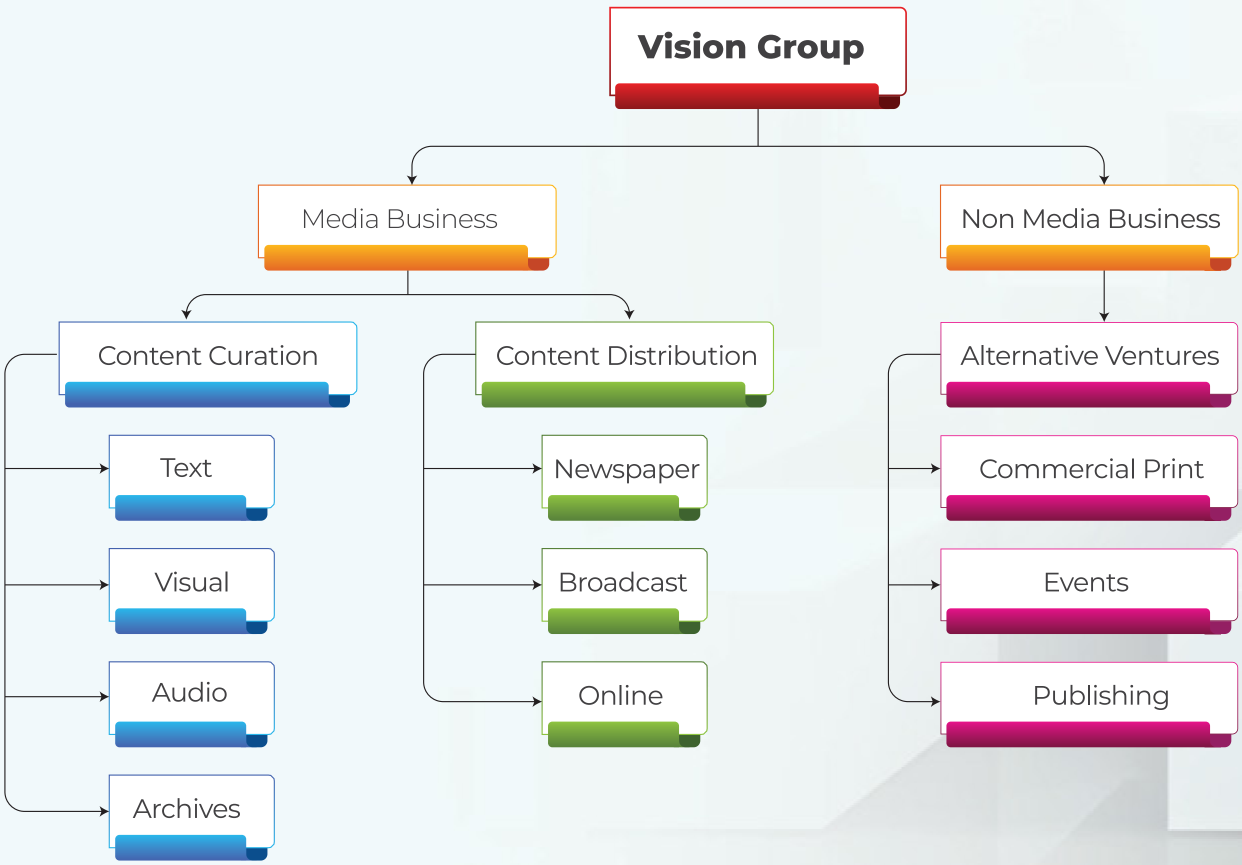


TABLE OF CONTENTS

List Of **Acronyms**

ACME	African Centre for Media Excellence
AGM	Annual General Meeting
API	Application Programming Interface
AR	Augmented Reality
BARC	Board Audit and Risk Committee
CEO	Chief Executive Officer
CMA	Capital Markets Authority
CMS	Content Management System
CRM	Customer Relationship Management
CSI	Crime Scene Investigation
CSR	Corporate Social Responsibility
ERM	Enterprise Risk Management
EXCO	Executive Management Committee (Senior Management)
F.Y	Financial Year
GDP	Gross Domestic Product
GRI	Global Reporting Initiative
HR	Human Resource
IAS	International Accounting Standards
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
IIA	Institute of Internal Auditors
ISA	International Standards on Auditing
KCCA	Kampala Capital City Authority
KPIs	Key Performance Indicators
NFA	National Forest Authority
NSSF	National Social Security Fund
NVPPL	New Vision Printing and Publishing Company Limited
PAYE	Pay as You Earn
PPDA	Public Procurement and Disposal of Public Assets Authority
PPE	Property, Plant and Equipment
SBU	Strategic Business Unit
SOPs	Standard Operating Procedures
Shs Bn	Shillings in Billions
Shs M	Shillings in Millions
TORs	Terms of References
UCC	Uganda Communications Commission
URA	Uganda Revenue Authority
USD	United States Dollars
USE	Uganda Securities Exchange
VAT	Value Added Tax
WAN-IFRA	World Association of Newspapers and News Publishers
WHT	Withholding Tax

FINANCIAL DEFINITIONS

Earnings Per Share (EPS)	Earnings attributable to ordinary shareholders divided by the weighted average number of ordinary shares in issue
Dividends Per Share (DPS)	Total ordinary dividends declared per share in respect to the year
Return on Equity	Earnings as a percentage of average ordinary shareholder funds

EXECUTIVE COMMITTEE

Don Wanyama
Managing Director/Chief Executive Officer

Gervase Ndyanabo
Deputy Managing Director/ Company Secretary

Barbara Kaija
Head of Content Generation/ Editor in Chief

Paul Ikanza
Head of Technology

Augustine Tamale
Chief Finance Officer

Bill Tibingana
Head of Broadcast

Hope Nuwagaba
Head of Sales

Peace Kabatangare
Chief Internal Auditor

Gloria Kaitesi
Chief Human Resources Officer

Umar Luyimbazi
Head of Printing

David Semugga
Chief Engineering Officer

BUSINESS REVIEW

Financial Highlights

Financial Performance Statistics 2017-2021

	2021	2020	2019	2018	2017
	Shs'000	Shs'000	Shs'000	Shs'000	Shs'000
	Statement Of Comprehensive Income				
Turnover	81,924,708	91,755,560	90,156,920	90,592,698	86,061,181
(Loss)/Profit before tax	(927,821)	4,894,782	3,909,242	4,620,769	780,477
(Loss)/Profit after tax	(985,473)	2,661,366	2,128,773	2,393,753	14,685
Net (Loss)/Profit Margin	(1.1%)	5.3%	4.3%	5.1%	0.9%

Satement Of Financial Position

	2021	2020	2019	2018	2017
Property ,Plant & Equipment	36,318,644	44,567,105	43,124,096	46,118,045	47,634,072
Total Assets	89,587,429	102,172,814	90,002,063	86,718,137	83,999,468
Shareholders funds	65,039,065	73,356,762	72,104,103	69,332,177	66,433,604
Gross Profit	22,039,218	24,264,841	21,448,564	22,897,719	20,477,918

Financial Performance Ratios

	2021	2020	2019	2018	2017
Gross profit Margin	26.9%	26.4%	23.8%	25.3%	23.8%
Net Profit margin before tax	(1.1%)	5.3%	4.3%	5.1%	0.9%
Net profit margin (After Tax)	(1.2%)	2.9%	2.4%	2.6%	0.0%
Return on Capital employed	(1.4%)	6.7%	5.4%	6.7%	1.2%
Return on Total Assets	(1.0%)	4.8%	4.3%	5.3%	0.9%
Return on Non Current Assets (PPE)	(2.6%)	11.0%	9.1%	10.0%	1.6%
EPS	(12.9)	34.8	27.8	31	0
	SHARE STATISTICS				
Earnings per share-basic & diluted	**(12.9)**	**34.8**	**27.8**	**31**	**0**
Dividends(proposed) per share	**0**	**20**	**25**	**0**	**50**

Sales Breakdown

	2021	2020	2019	2018	2017
	Shs'000	Shs'000	Shs'000	Shs'000	Shs'000
Circulation	15,564,292	18,531,990	20,819,863	21,347,283	19,683,064
Advertising	53,132,956	53,785,260	58,121,889	56,535,196	56,242,304
Commercial printing	12,176,244	18,323,535	9,910,340	11,552,020	9,369,157
Other sales	1,051,216	1,114,776	1,304,828	1,158,199	766,656
Total Turnover	**81,924,708**	**91,755,561**	**90,156,920**	**90,592,698**	**86,061,181**

Advertising Revenue Breakdown

	2021	2020	2019	2018	2017
Print	44.3%	47.9%	50.6%	57.8%	59.9%
Radio	19.7%	17.3%	16.7%	13.0%	12.5%
Television	33.1%	32.2%	29.5%	26.3%	24.4%
Digital	2.8%	2.7%	3.3%	2.9%	3.2%
	100.0%	**100.0%**	**100.0%**	**100.0%**	**100.0%**

Total Revenue Stream Mix

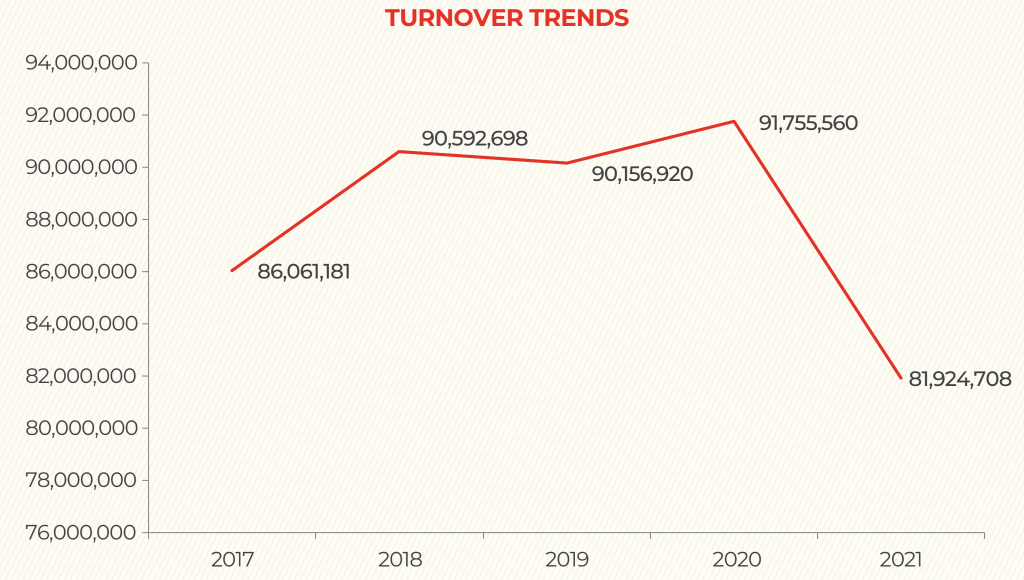
Amounts in (Shs'000)

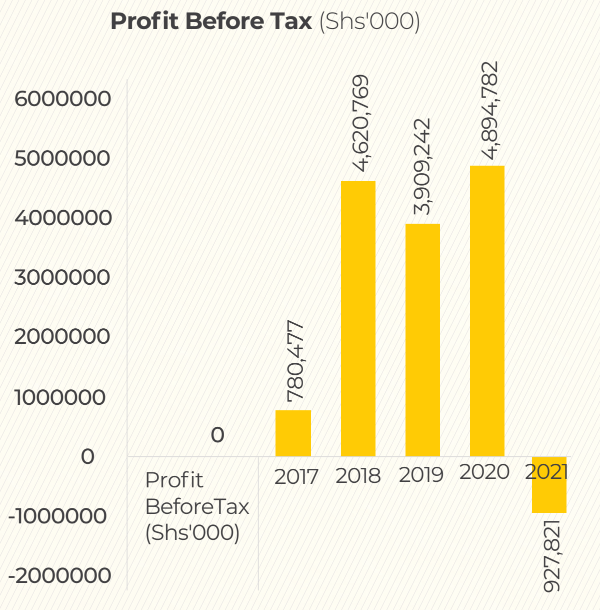
	2021	% of total revenue	2020	% of total revenue	2019	% of total revenue	2018	% of total revenue	2017	% of total revenue
Circulation	15,564,292	19.0%	18,531,990	20.2%	20,819,863	23.1%	21,347,284	23.6%	19,683,064	22.9%
Print Advertising	23,561,714	28.8%	25,746,150	28.1%	29,398,335	32.6%	27,904,251	30.8%	30,110,840	35.0%
Radio & Events	10,484,664	12.8%	9,299,110	10.1%	9,693,838	10.8%	9,631,061	10.6%	8,301,370	9.6%
Television	17,609,961	21.5%	17,294,797	18.8%	17,127,039	19.0%	17,371,361	19.2%	16,101,226	18.7%
Digital	1,476,617	1.8%	1,445,203	1.6%	1,902,678	2.1%	1,628,522	1.8%	1,728,867	2.0%
Commercial printing	12,176,244	14.9%	18,323,535	20.0%	9,910,340	11.0%	11,552,020	12.8%	9,369,157	10.9%
Scrap Sales	1,051,216	1.3%	1,114,776	1.2%	1,304,828	1.4%	1,158,199	1.3%	766,658	0.9%
	81,924,708	100.0%	91,755,561	100.0%	90,156,920	100.0%	90,592,698	100.0%	86,061,181	100%

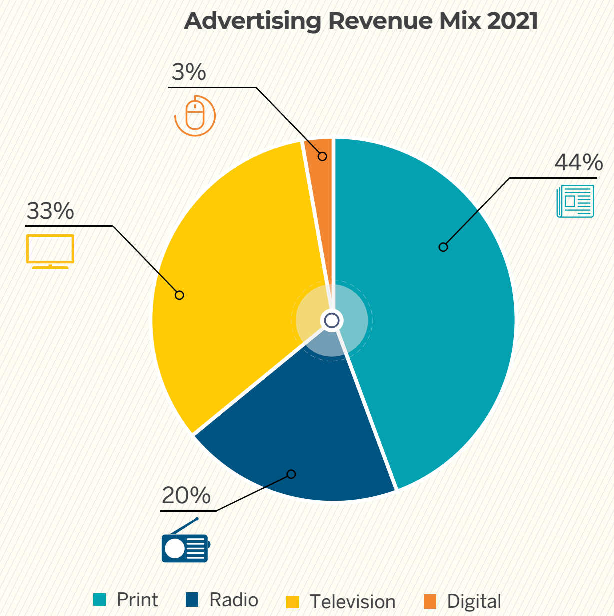
Segmental Reporting

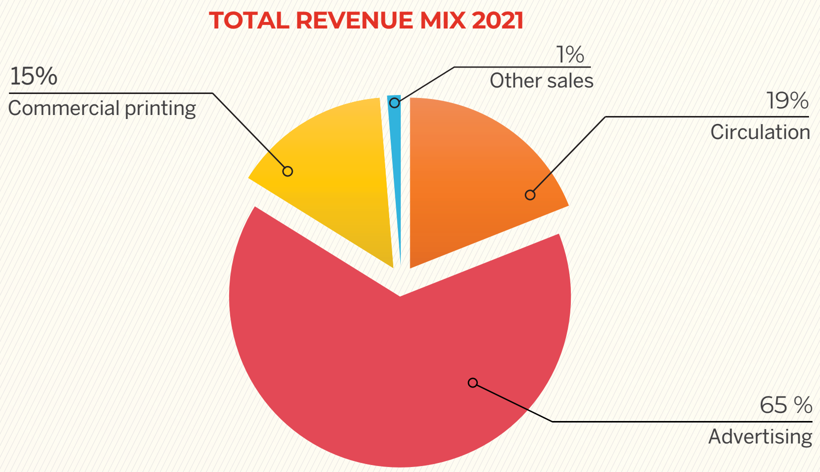
	Newspaper	Radio & Events	Television	Commercial Printing	Digital	Magazines	Other Sales	Total
Total turnover	39,969,183	10,484,664	17,595,128	12,200,698	1,476,617	198,419	1,440,288	83,364,997
Cost of Sales	29,469,405	6,558,986	13,235,296	9,251,855	1,539,477	321,682	-	60,376,701
Gross Profit	10,499,777	3,925,678	4,359,833	2,948,843	(62,860)	(123,263)	1,440,288	22,988,296
Gross Profit margin	26.27%	37.44%	24.78%	24.17%	-4.26%	-62.12%	100.00%	27.58%
Less								
Operational costs	13,487,424	3,893,167	5,966,221	52,197	496,625	20,483	-	23,916,117
Net profit before tax	(2,987,646)	32,511	(1,606,388)	2,896,646	(559,485)	(143,746)	1,440,288	(927,821)
Net profit Margin	(7.47%)	0.31%	(9.13%)	23.74%	(37.89%)	(72.45%)	100.00%	(1.11%)

GRAPHICAL PRESENTATION OF THE PERFORMANCE









Financial Performance

Profit and earnings per share increased compared to Financial Year 2020/21.

	Jun 2021	Jun 2020	Percentage Change
	Shs'000	Shs'000	
Revenue	81,924,708	91,755,560	-10.71%
Cost of sales	(59,885,490)	(67,490,719)	-11.27%
Gross profit	22,039,218	24,264,841	-9.17%
Other income	1,440,289	1,478,864	-2.61%
Distribution costs	(1,747,052)	(1,757,732)	-0.61%
Administrative expenses	(17,814,366)	(14,934,754)	19.26%
Impairment of receivables	(2,608,118)	(1,275,901)	104.41%
Other operating expenses	(1,647,925)	(2,700,256)	-38.97%
Finance charges	(589,867)	(180,280)	227.19%
Profit before taxation	(927,821)	4,894,782	-118.96%
Taxation	(57,652)	(2,233,416)	-97.42%
Profit for the year	(985,473)	2,661,366	-137.03%
Other comprehensive income:			
Impairment on property plant and equipment	(8,745,980)	-	
Deferred tax on impairment on property, plant and equipment	2,623,794	-	
Total other comprehensive income	(6,122,186)	-	
Total comprehensive income for the year	(7,107,659)	2,661,367	-367.07%
Dividends			
Proposed dividends for the year	-	1,377,000	-100%
Earnings per share			
Basic and diluted (Shs per share)	(12.9)	34.8	-137.03%

TV East
The pride of our land
IS HERE
Zuku TV
Channel
061
Tune in and enjoy news, music and entertainment shows from Eastern Uganda on TV East.
Available on the:
NewVision - Digital Experience
GET IT ON
Google Play
Available on the
App Store
zuku
SATELLITE
Life Got Better

CHAIRPERSON'S STATEMENT

We are into the Second Year of implementing our Five-Year Strategic Plan. The Strategy is to be **"A trusted Content Hub of choice."** To this end we are **"To generate and distribute content that is valuable to and advances society."**

Patrick Ayota
Board Chairperson

THE PERFORMANCE:

Turnover was
Shs **81.9bn**
in 2020/21 down from
Shs 91.8 bn
in 2019/20

Net loss was
(Shs **985m**)
in 2020/21 down from a profit of
Shs 2.7 bn
in 2019/20

Content that advances society has been Produced in the following areas:

01

Farm inputs and modern farming methods to improve the yield and quality from Ugandan farms.

02

Business information on tax administration, credit finance and available investment opportunities.

03

Health Education so that nourishment and healthcare are appropriately addressed by individuals and organizations. This results in high productivity from the health bodies.

04

Publishing textbooks We have interpreted the new curriculum for Primary, Secondary and Primary Teacher Colleges. We have developed content from this interpretation and are now the main official publisher of Education Textbooks. This new curriculum is practical oriented and will drive national development.

05

Balanced information: we have covered national and international news accurately to enable both leaders and citizens make informed decisions.

06

Pandemic coverage: We have given unequivocal support to the Ministry of Health to ensure that citizens are aware of prevention methods and management of COVID-19.

07

General Elections coverage: we offered balanced coverage and provided civic education. In this way, we set the agenda for the citizen's manifesto which guided the relevant national debate and the national budget priorities.

Shareholders' funds were Shs **65.0m** in 2020/21 down from Shs 73.4 bn in 2019/20

- The components of the shareholders' funds in 2020/21 were Share Capital worth Shs 1.5 billion, Share Premium worth Shs 27.2 billion, Revaluation Reserve worth Shs 3.4 billion and Retained Earnings worth Shs 32.9 billion.
- The Asset base was Shs 89.6 billion in 2020/21 down from Shs 102.2 billion in 2019/20. This is still sufficient to sustain the Company's manufacturing capacity and more investments in machinery, technology and buildings are underway for the year 2021/22.

Having successfully addressed the development concerns of society, we are benefiting from the developments in the nation though the increased tenders from both private and government entities. The impairment in the financials is now history as the secured tenders are already enhancing the performance of the Company in the new Financial Year 2021/22. Investments in Digital Technology have matured and we are now set for the monetization stage, plus enhancement of process automation.

The strategic objectives addressed above are:

- Improving Business Innovations
- Improving Efficiency
- Enhancing Technology use
- Improving Stakeholder Management
- Improving Corporate Governance

addition to the ones above:

- Improving Profitability
- Improving Customer Satisfaction
- Improving Staff Productivity
- Improving Staff Pay and Reward

Achievement of the above objectives will ensure successful customers, successful suppliers and motivated staff. These will in turn deliver improved return to the shareholder and other stakeholders.

Sustainability

The Company has attended to the medical needs of its staff through the Health Standard Operating Procedures and provision of medical insurance.

Technology is also adequately monitored and upgraded to keep the systems not only operational but enhanced.

The Company has also engaged in environmental protection campaigns to ensure that nature is conserved. In instances where nature was destroyed or compromised, campaigns including tree planting have been undertaken, plus implementation of drives to support the Government to restore the depleted natural resources and enforcement against encroachers. We, in addition, manage our own waste through safe disposal.

Dividends

The Company registered a loss for the first time in its history and therefore, the Board does not recommend the payment of a dividend. However, the diversification into Education Publishing, the resurgent Media communication coupled with Digital and other innovations, will restore profitability and the resumption of dividend payment.

Share Price

The share price fell from Shs 315 in June 2020 to Shs 303 in June 2021. The decline in profitability and the two COVID-19 lockdowns cast a doubt on the stocks. However, the rejuvenated business prospects will provide sufficient momentum for the growth in the share price. A symposium by the Ministry of Finance and Economic Development was convened on 24th August, 2021 involving listed entities and other stock market players. The improvements needed on the market were pointed out and these, when implemented, will make the price more responsive to the realities of improved Company Performance going forward. More engagements are expected with the regulators so that investors benefit from the capital gains besides dividends.

Board Composition

An experienced Board has been key in providing the needed oversight to keep the Company afloat through the troubled waters when most customers were in a COVID-19 lockdown. Borrowing has only been for investment in the Revenue Diversification Projects under execution. Recurrent expenditure was carefully managed to fit in the available reduced resources.

This Board is composed of 11 individuals with skills in Law, Finance, Human Resource, Digital, Quality Assurance and Business Management. They sit on six committees namely: Board Audit and Risk Committee, Human Resources and Remuneration Committee, Nominations and Governance Committee, Finance and Investment Committee, Editorial Committee and the Technology and Innovations Committee. The details of each committee membership and the duties discharged are in the respective committee reports.

This Year, Ms. Patricia Ojangole resigned from the Board Audit and Risk Committee and the Nominations and Governance Committee proposed Ms. Josephine Olok as her replacement. Ms. Olok has vast Board experience and expertise in Computing and Systems Audit.

Conclusion

I thank the Board and Management for ensuring that the Company remains afloat in troubled times and for investing in the ventures that are now bringing in returns to secure the shareholders' wealth. We strongly believe that the innovations and investments undertaken will generate returns and value for the shareholders and all stakeholders.

Patrick Ayota

CEO'S STATEMENT

The pressing needs for the year were to keep the business afloat and invest in opportunities which will turn around the future. To this end, we managed to have sufficient liquidity in the range of 2:1 on the current ratio and also ensured that the revenue did not slump by unsustainable percentages.

Don Wanyama
Managing Director /Chief Executive Officer

The focus for the new year and the years ahead is investment in opportunities that will turn around the performance

The Staff development programme is also to be improved to enable employees realise personal development alongside career growth

The focus for the new year and the years ahead is investment in opportunities that will turn around the performance and rejuvenate profitability, to ensure improved return to shareholders. Investments have been made in Education Publishing and Digital Media Assets. The stage is set for the monetization of the same in addition to the traditional media revenue.

However, with this aggressive investment, the risks move in tandem with the revenue potential and investment horizon. Our exposure to credit risk, financial risk, cyber risk and regulatory risk, among others, has increased. The Company has ensured training for Directors and Staff in the Three Lines Model so that plans include the necessary risk mitigation measures. Appropriate staffing has also been ensured at the three lines of responsibility to tie up all the loose ends. We, therefore, have assurance of achieving the projected improved performance.

We are two years into the new five-year strategy and in spite of the slowing down by the effects of the COVID-19 pandemic, major milestones have been achieved on the technology front, content generation and governance. In the new year, emphasis will be placed on the customer and the people factor to enable returns to flow in from the investments in content and technology.

Key strategic partnerships have been signed off with leading Government Agencies, Corporations and other Organizations to ensure repeat buying, while enhancing their communications plans beyond what they have traditionally been getting in our offering. This will ensure sustainability on both the Company and the Customers' side.

The Staff development programme is also to be improved to enable employees realise personal development alongside career growth. Relevant equipment and process reviews are underway to enable improved turnaround times and improvement in productivity.

Focus has also been placed on contribution to society and national development and this enables multiple players in the economy to develop alongside the Company and National Economic Growth.

Our sales team put up a good fight to retain

90%

of the prior year revenue.

Key strategic partnerships have been signed off with leading Government Agencies, Corporates and other Organizations

Don Wanyama

STRATEGY REPORT

1 Our **Purpose and Ambition**

Our values and culture shape the way we work

To fulfil our performance ambition, we know that we must earn the trust and respect of all our stakeholders. This is why our culture is rooted in a deep sense of our purpose and values. Our values underpin our business and guide how we work:

Our purpose and ambition are at the heart of everything we do.

To generate and distribute content that is useful to and advances society

We are passionate about the role our content plays in advancing society. At the core of our approach is generating content that is useful for society: doing so is good for customers and good for business.

These priorities are inter-related and mutually reinforcing. Together, they drive our company forward. Through them, we deliver the strategic outcomes against which we measure our performance.

2 Our Market Dynamics

Our markets are shaped by long-term customer, economic, cultural and social trends, and the regulatory environment. Notwithstanding COVID-19, the long-term trends for our industry remain extremely attractive.

Global GDP contracted by

3.5%

in 2020, one of the deepest global recessions in history.

Global Economic Growth

Our markets are shaped by long-term customer, economic, cultural and social trends, and the regulatory environment. Notwithstanding COVID-19, the long-term trends for our industry remain extremely attractive.

The COVID-19 pandemic delivered an enormous global economic shock, leading to steep recessions in many countries. In the World Economic Outlook of January 2021, the International Monetary Fund (IMF) estimates that despite unprecedented policy support, global GDP contracted by 3.5% in 2020, one of the deepest global recessions in history. Developing economies suffered from collapses in capital inflows and commodity prices, and from a sharp compression in consumption and investment. Encouraging news on vaccines and improvements in therapeutics have increased the chances of a recovery in 2021, but the global economic outlook remains precarious, because markets fear that more virulent variants of COVID-19 could trigger additional waves of infections. The deep recessions triggered by the pandemic could leave lasting scars in the form of: lower investment by companies; high unemployment levels; increased global debt; and a potential retreat from global trade and supply linkages. There is concern that these effects may well restrict growth in the medium term.

During the reporting period, the Company was faced with a number of issues that had the potential to substantially affect, both positively and negatively, the Company's ability to create value and deliver on its strategy in the short and long-term. Taking into consideration the context of operation, the Company's top risks and opportunities and interests of key stakeholders, the following issues received Management attention and were prioritized, given their potential impact on the business;

Issue	Strategic Impact	Management Response
• Declining advertising revenues due to the impact of COVID-19 and change in government spending priorities. • Inflation increased prices for our major input- imported newsprint, due to the global scarcity of raw materials. • Unfavorable taxation policies affecting customer spending capacity.	• Poor Company performance and reduced profitability. • Decline in shareholder value and negative effect on the market valuation of the company. • Undermines the company's ability to offer competitive rates to its clients.	• Strategic partnerships that generated revenue. • Focused on alternative non-media revenue sources like book publishing • Special supplements and virtual events to boost revenue generation. • Efficient cost reduction strategies pursued.
• Growing cost base • High trade receivables and cost of sales.	• Risk that the costs could outstrip the revenue and create a liquidity crisis. • Undermines the sales effort and ability of the business to finance its obligations as and when they fall due.	• Set cost reduction targets • Undertook special revenue projects, printing educational materials and strategic partnerships to grow revenue.
• Disruptive technologies altering media consumption habits and the operation of the media market. • Emergence of new platforms and technologies. This has facilitated content sharing and audience aggregation. • Inadequate technology and cost of data: The current level of investment in technology does not provide efficiencies required by the Company to favorably compete.	• Loss of market share and competitive strength. • Loss of audiences to digital platforms and legacy media. • Inability to respond to market opportunities and serve customers conveniently at an optimal cost.	• Developed capacity to execute digital marketing. • Re-aligned marketing function to focus on customer needs.
• Complex political environment and greater regulatory and compliance requirements. There has been increased regulation and scrutiny from regulators like UCC, URA, KCCA, and NSSF. Further, UCC is moving to introduce tighter controls on the internet-based media.	• Fines and levies affect the bottom line. • Reputational damage. • Increased cost of doing business in the electronic media segment.	Ensured strong regulatory and compliance practices in all aspects of the business and reliance on guidance from the three lines of defense.
• Libel risk and exorbitant court awards arising from defamation suits.	• Reputational risk • Effect on the bottom line	• Continuous legal training for editorial staff. • Processes for vetting stories for libel. • Prior review by Legal Function of contentious stories. • Continuous training on the editorial policy.

3 Stakeholder Engagement

We aim to maintain open and positive dialogue with all our stakeholders, considering their key interests and communicating with them on a regular basis. This helps us build trust and respect and make choices as a business that help shape the role we play in society

	People	Customers	Distributors
Why we engage	Our people are at the core of our business. We aim to build a trusting, respectful and inclusive culture so every individual feels highly engaged and can be their best. We want our people to feel their human rights are respected and they are treated with dignity. We are committed to creating opportunities for growth and to a continuous learning culture	Understanding our customers is key to growing our business sustainably for the long term. Audience motivations, attitudes and behaviour form the basis of our brand marketing and innovations	Our distribution partners are experts in the products they buy and sell, as well as in the experiences they create and deliver. We work with a wide range of distributors: big and small, on-trade and off, digital and e-commerce. Our passion is to ensure we nurture mutually beneficial relationships that deliver joint value and the best outcome
Our stake holders' interests	• Prioritisation of health, safety and wellbeing • Investment in learning opportunities for employee growth and development • Ways of working, culture and benefits • Contribute to the growth of our brands and our performance	• Innovation in heritage brands and creation of new brands • Great experiences • Product quality • Price	• A portfolio of leading brands that meets evolving customer preferences • Identification of opportunities that offer profitable growth • Insights into consumer behaviour and shopper trends • Innovation, promotional support and merchandising • Availability and reliable supply and stocking • Technical expertise
How we respond	• Company-wide employee engagement surveys • Consistent talent and performance management approach • Extensive online learning and development material • Informative and up-to-date employee communication channels	• Offer a broad portfolio of content across segments • Insightful innovation that satisfies customer preferences • Appealing and engaging content across our digital channels • Content Products that have functional utility like NIE, Pakasa and Harvest money	• Technology to support our vendors and distributors to manager orders and returns • Ongoing dialogue and account management support • Physical visits and merchandising support • Product promotions to boost sales

	Communities	Investors	Government and Regulators
Why we engage	Investing in sustainable growth means supporting and empowering the communities where we live, work, source and sell. By ensuring we make a positive contribution, we can help build thriving communities and strengthen our business.	We want to enable investors to have an in-depth understanding of our strategy and our operational and financial performance, so they can more accurately assess the value of our shares and the opportunities to finance our business.	The regulatory environment is critical to the success of our business. We believe it is important that those who can influence policy, laws and regulation understand our views. We also want to share information and perspectives on areas that can impact our business
Our stake holders' interests	• Prioritisation of health, safety and wellbeing • Developing strong, mutually-beneficial partnerships • Collaborating to realise innovation • Credible and beneficial content that advances society • Transparency and engagement	• Strategic priorities • Financial performance • Corporate governance • Shareholder returns • Environmental and social commitments and progress	• Contribution to national economic and development priorities • Tax, excise and illicit trade • Appealing and relevant content that provides functional utility and support for societies
How we respond	• Ongoing dialogue, annual reviews and partnerships • Support to local programmes in our core CSR areas • Community news with diverse but deep analysis highlighting key issues that impact communities	• Stock exchange announcements • Results announcements • Meetings and calls • Annual General Meeting • Annual Report • Shareholder information on our website	• On-going dialogue • Participation in governments' business and industry advisory groups • Coverage of government programmes

4 Our **Strategic Priorities**

We are determined to build a company that will prosper over the very long term. As a listed company, we have an important role to play in ensuring the communities we are part of, thrive. We are a company built and sustained through innovation, creating new products, categories and experiences for customers.

Our strategic priorities provide the roadmap to achieving our ambition.

These priorities are inter-related and mutually reinforcing. Together, they drive our company forward. Through them, we deliver the strategic outcomes against which we measure our performance.

Efficient growth

We are ensuring our resources are deployed where they are most effective. This means using technology and data analytics to make better, faster decisions and work in a more agile way. It also means simplifying our business so that we can liberate our teams to better meet the needs of our consumers and customers. At the same time as freeing resources to focus on great performance, everyday efficiency enables us to generate savings that we can invest smartly. We are investing in the future success of our business – but that investment needs to be 'smart' to support the delivery of consistent performance and enable sustainable, quality growth.

Customer satisfaction

Our brands are key to our success and we work hard to ensure their long-term health by safeguarding and building their brand equity. In the second half of the year, with COVID-19-related closures in the on-trade taking place, management quickly amended its plans to stay relevant to customers by having all Vision Group brands on the digital platforms, creating an e-learning portal and unveiled measures to support physical distribution.

Improve business innovation

Driving sustainable growth is at the heart of our innovation. Led by our strength in developing customer insights, each innovation either recruits new audiences, re-recruits them by giving them another reason to choose our products, or disrupts a category by changing consumer perceptions. This year, Vision Group set up Wan Luo, a television channel in Northern Uganda to grow its media reach and recruit new audiences and is continuously innovating to improve existing products and user experience.

Enhance technology usage

Across the business, we are developing systems that enable our people to spend less time collecting data and more time on execution. Automated processes and reports are also liberating our people to create value by reducing task time and improving self-sufficiency. This year we automated a key part of our product development process which is the digital platform. By leveraging intelligent automation, we have reduced the time it takes to create the data in the format we need – in some instances, what used to take weeks now takes hours.

Stakeholder management

We aim to maintain open and positive dialogue with all our stakeholders, considering their key interests and communicating with them on a regular basis. This helps us build trust and respect and make choices as a business that help shape the role we play in society. Our purpose and values help guide our engagement.

Staff engagement and productivity

We want all our employees to feel valued to make a meaningful contribution to our purpose and ambition. We want our people to be the best they can be, have the freedom to succeed and feel valued for who they are. This year, given the unique challenges faced by all employees during the COVID-19 pandemic, we have found innovative ways to support and engage our people. As well as increasing opportunities for flexible working and enhancing our employee assistance programme, we have developed specific courses on topics related to health, safety and wellbeing. Key elements of our approach include:

- Engage and empower our people
- Invest in our people's growth through learning and development
- Invest in leadership development to include a focus on fostering an innovative culture

5 Monitoring **Performance and Progress**

In fiscal year 2020/21, our performance was significantly impacted by the COVID-19 pandemic. We took swift and decisive action across the business and this, combined with the changes that have been made over the last two years, provides solid foundations for future progress across the eight areas of performance we measure: profitability, customer satisfaction, technology usage, business innovation, stakeholder engagement, corporate governance, productive and engaged people. We use the following key performance indicators (KPIs) to measure our financial and non-financial performance.

Financial Indicators:

Objective 1: Improve profitability

	FY2019/2020	FY2020/2021
Operating (loss)/profit	Shs 4.9BN	Shs (1.0 BN)
Earnings Per share	Shs 34.8	Shs (12.9)
Net sales	Shs 91.8BN	Shs 81.9BN
EBIDTA	Shs 10.588BN	Shs 2.390BN

Non- Financial Indicators:

Objective 2: Improve customer satisfaction

	FY2019/2020	FY2020/2021
Customer Satisfaction Index	73%	80%
Audience Growth	5%	1%
Online Subscription Growth	125%	147%

Objective 3: Improve Efficiency

	FY2019/2020	FY2020/2021
Turn Around Time	10%	5%
Error rate	2%	1%

Objective 4: Enhance technology usage

	FY2019/2020	FY2020/2021
Technology milestone Index	65%	90%

Objective 5: Improve business Innovation

	FY2019/2020	FY2020/2021
Number of products/services rolled out	3	4

Objective 6: Improve stakeholder management

	FY2019/2020	FY2020/2021
Stakeholder Engagement and satisfaction index	80%	80%

Objective 7: Improve staff satisfaction and productivity

	FY2019/2020	FY2020/2021
Staff engagement score	62%	62%
Staff productivity Index	50%	45%

Objective 8: Improve corporate Governance

	FY2019/2020	FY2020/2021
Governance Index	50%	72%

Looking **ahead**

Vision Group's broad portfolio and geographic footprint, our leading market positions and our ability to execute at scale provide a solid foundation for recovery as we transition from the COVID-19 pandemic to a 'new normal'. Our business continues to act with discipline and invest prudently to deliver high-quality, sustainable growth so that we can emerge stronger as the recovery in consumer demand and global travel takes hold. We remain confident that the long-term trends for our industry are extremely attractive. The Board and executive leadership team will ensure that Vision Group continues to focus on long-term value creation for all our stakeholders and that we actively support our industry and our communities.

Our immediate focus is on emerging from COVID-19 in a stronger position, having built deeper relationships with our customers and the communities in which we operate. Although the trajectory of the recovery is uncertain, with volatility expected to continue into fiscal year 2021-22, we are well-positioned to invest effectively, as shareholders demand returns. Recovery will depend on the success of public health measures, the impact of economic policies and the pace at which lockdown measures are eased.

CORPORATE GOVERNANCE STATEMENT

BOARD OF DIRECTORS

Patrick Ayota
Board Chair Person
Non-Executive Director
Bachelor of Science, Liberty University, Virginia
Master in Business Administration, University of South Carolina, USA
Certified Public Accountant and a Diplomate in Forensic Accounting.
Age: 61 years
Appointed: 2016
Committees: Nominations & Governance

Susan Lubega
Deputy Board Chair Person
Non-Executive Director
Bachelor of Chemistry, Makerere University
Master in Environmental Pollution Control, University of Leeds, UK
Age: 46 years
Appointed: 2018
Committees: Nominations & Governance, Human Resources & Remuneration, Editorial

Don Wanyama
Managing Director/Executive Director
Bachelor of Education degree from Makerere University
Master of Arts in Journalism and Communication from the same university.
Age: 41 years
Appointed: 2021
Committee: Finance & Investment, Human Resources & Remuneration, Technology and Innovations

Michael Nyago
Non-Executive Director
Bachelor of Science in Economics, Makerere University, Master in Development Economics, William College, Massachusetts, U.S.A
Fellow, Association of Chartered & Certified Accountants (UK), Certified Public Accountant, Certified Internal Auditor. Member, Association of Fraud Examiners (ACFE-USA) and Certified Governance IT (CGEIT).
Age: 54 years
Appointed: 2018
Committees: Board Audit & Risk, Finance & Investment, Nominations & Governance

Robinah Kaitiritimba Kitungi
Non-Executive Director
Bachelor of Arts (Sociology and Political Science), Makerere University
Master of Arts in Public Administration and Management, Makerere University
Age: 59 years
Appointed: 2016
Committees: Human Resources & Remuneration, Editorial

Julie Piloya Okiror
Non-Executive Director
Bachelor of Arts, Makerere University
Master of Arts, Ohio University, USA
Age: 47 years
Appointed: 2020
Committees: Human Resources & Remuneration, Editorial

Moses Mwase
Non-Executive Director
Bachelor of Laws, Makerere University
Post Graduate Diploma in Legal Practice, Law Development Centre, Kampala
Master Degree in International Sports Law, ISDE Business Law School, Spain
Master Degree in Science, Finance & Financial Law, University of London
Advocate of the High Court
Age: 45 years
Appointed: 2019
Committee: Finance & Investment, Human Resources & Remuneration, Technology & Innovations

Aéko Ongodia
Non-Executive Director
BSc Quantitative Economics, Makerere University
MSc Applied Mathematics and Statistics, Stony Brook University USA
MSc Mathematical Trading and Finance, CASS Business School, UK
Age: 41 years
Appointed: 2019
Committee: Editorial, Technology & Innovations, Finance & Investment

Sarah Walusimbi
Non-Executive Director
Bachelor of Laws, Makerere University
Diploma in Legal Practice, Law Development Centre
MBA, ESAMI
Age: 63 years
Appointed: 2019
Committees: Board Audit & Risk Committee
Human Resources & Remuneration

Peter Kawumi
Non-Executive Director
BSc (Hons) in Software Engineering, Kingston University
Master of Business Administration, Edinburgh Business School, UK.
Microsoft Certified Systems Engineer (MCSE)
Age: 39 years
Appointed: 2019
Committees: Technology & Innovations, Editorial, Nominations & Governance, Finance & Investments

David Kenneth Mafabi
Non-Executive Director
Bachelor of Political Science and Public Administration/Literature in English, Makerere University Post Graduate Diploma in Political Economy/National Economic Management, Academy of Social Sciences and Management in Sofia, Bulgaria.
.**Age:** 60 years
Appointed: 2020
Committees: Finance & Investment, Editorial

Gervase Ndyanabo
Deputy Managing Director/ Company Secretary
Bachelor Degree in Commerce (Accounting), Makerere University
Master of Business Administration, Edinburgh Business School, UK
Certified Public Accountant, Certified Internal Auditor
Age: 57 years
Appointed: 2016

Gervase Ndyanabo
Deputy Managing Director/
Company Secretary

Good corporate governance is at the core of what we do as a Company. We recognize that to achieve our vision to be a trusted content hub of choice, we need to continue promoting the core principles of governance: **accountability, transparency, fairness,** and **responsibility**. These principles are reflected in our stakeholder inclusive approach to governance.

The Board

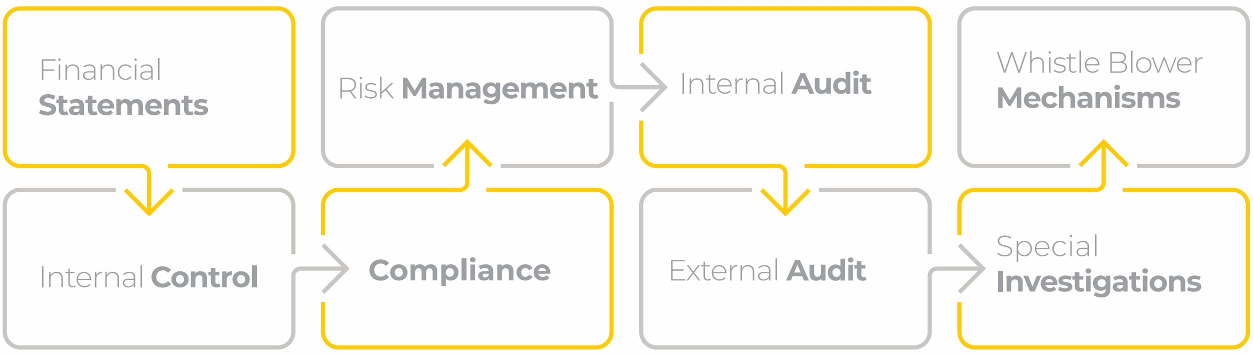
The Board of Directors has ultimate responsibility for the internal control, general affairs, performance and long-term success of the Company. In so doing, the Board exercises leadership, enterprise, integrity and judgment in directing the Company so as to achieve continuing prosperity, whilst meeting the appropriate interest of its shareholders and other stakeholders.

The Board derives its mandate from the Company's Act 2012, the Company's Articles of Association, the Board Charter, Board Manual, the Amended USE Listing Rules and the Capital Markets Authority Act, among others.

Delegation of Authority

The directors delegate responsibility for the internal control to Management. The Directors, through the Board Audit and Risk Committee ensure that standards and systems of internal control are designed and implemented by management to provide reasonable assurance as to the integrity and reliability of the systems and processes. This enables them to adequately safeguard, verify and maintain accountability of the Company's assets.

The Directors have this year reviewed and implemented changes to the Board Audit Committee Charter and the Internal Audit Charter. The Board Audit and Risk Committee Charter spells out the roles of the Committee in the areas of:



In performance of the oversight role on the above matters, assurance is given by the Independent External Auditors, the Risk Function, the Legal Department and the Internal Auditors. The role of the Internal Auditors is spelt out in the Internal Audit Charter in the areas of:

- Evaluating whether the actions of officers, directors, employees, and contractors comply with the Company's policies, procedures, and applicable laws, regulations, and governance standards and whether the systems established to ensure this compliance are effective.
- Reviewing the reliability and integrity of financial and operating information and the means used to identify, measure, classify, and report such information.
- Reviewing the means of safeguarding assets and, as appropriate, verifying the existence of such assets, as well as efficiency with which resources are employed.
- Reviewing operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned.
- Reviewing/investigating specific operations at the request of the Board Audit & Risk Committee or Senior Management, as appropriate.
- Monitoring and evaluating the effectiveness of the Company's risk management system.
- Assessing significant emerging risks and bringing them to the attention of Senior Management and the Board Audit & Risk committee.

Size and Composition

The Board has a total of 11 directors. Of these, one is an Executive Director and the remaining 10 are Non-Executive Directors (NEDs). Five of the NEDs are considered independent.

The directors who held office during the year and to the date of this report were:

Name	Role
Patrick Ayota	Board Chairperson
Susan Lubega	Deputy Board Chairperson /Independent Non- Executive Director
Don Wanyama	Managing Director/CEO
Gervase Ndyanabo	Deputy Managing Director/Company Secretary (Alternate Director for CEO)
Robinah Kaitiritimba Kitungi	Non-Executive Director
Michael Nyago	Independent Non-Executive Director
Peter Kawumi	Independent Non-Executive Director
Moses Mwase	Non-Executive Director
Aéko Ongodia	Independent Non-Executive Director
Sarah Irene Walusimbi	Independent Non-Executive Director
Julie Piloya Okiror	Non-Executive Director
David Kenneth Mafabi	Non-Executive Director
Robert Kabushenga	Managing Director/CEO - Retired on April 30, 2021
Jim Mugunga	Deputy Board Chairperson - Retired November 26, 2020
Charles Tukacungurwa	Non-Executive Director - Retired on November 26, 2020

The following skills sets are represented on the Board as provided for in the Nominations and Governance Committee Guidelines.

Skill/experience/knowledge	Directors
Media	• Don Wanyama
Law	• Moses Mwase • Sarah Walusimbi
Finance and Accounting	• Patrick Ayota • Michael Nyago • Aéko Ongodia • Julie Piloya Okiror
Digital	• Peter Kawumi
Other technical skills	• Robinah Kaitiritimba Kitungi- Health expert • Susan Lubega- Quality Assurance • David Kenneth Mafabi-Public Administration

This composition ensures that the appropriate balance of knowledge, skills, diversity and independence is maintained on the Board and its committees to allow the Board discharge its responsibilities objectively and efficiently.

Board Meetings

The Board met with sufficient regularity to discharge its responsibilities. Meetings were conducted according to the Board meetings schedule and calendar. Altogether the Board met a total of 10 times.

The agenda for Board meetings are set by the chairperson in consultation with the Chief Executive Officer and the Company Secretary in a way that enables the Board discharge its responsibility for the strategy, management, direction and performance of the Company. Directors declare any potential or actual conflict of interest in relation to the agenda items, prior to the meeting. In accordance with the Conflict-of-Interest Policy, the Chairperson determines the materiality of the interest and the potential impact on the independence of the director to participate in the meeting. Annual declaration of conflict-of-interest forms are filled out and returned to the Company Secretary.

Director attendance of meetings during the year was as follows;

	13-Aug-20	6-Oct-20	5-Nov-20	16-Dec-20	29-Jan-21	18-Feb-21	24-Feb-21 Retreat D1	25-Feb-21 Retreat D2	26-Feb-21 Retreat D3	1-Apr-21	13-Apr-21	6-May-21
Patrick Ayota	√	√	√	√	√	√	√	√	√	√	√	√
Jim Mugunga	√	√	√	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Susan Lubega	√	√	√	√	√	√	×	√	√	√	×	√
Moses Mwase	√	√	√	√	√	√	√	√	√	√	√	√
Charles Tukacungurwa	√	√	√	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Robinah Kitungi K	√	√	√	√	√	√	√	√	√	√	√	√
Aéko Ongodia	√	√	√	√	√	√	√	√	√	√	√	×
Peter Kawumi	√	×	√	×	√	√	√	√	√	√	√	√
Sarah Walusimbi	×	√	×	√	√	√	√	√	√	√	√	√
Micheal Nyago	×	×	√	√	√	√	√	√	√	√	√	√
Robert Kabushenga	√	√	√	√	√	√	√	√	√	×	√	N/A
David Mafabi	N/A	N/A	N/A	√	√	√	√	√	√	√	√	√
Julie Piloya Okiror	N/A	N/A	N/A	√	×	√	√	√	√	√	×	√
Don Innocent Wanyama	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	√

Director Evaluation

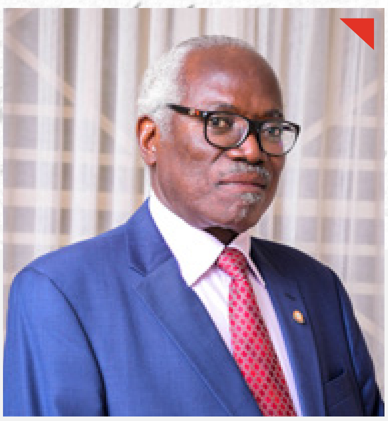
The Board ensured that there was a formal and rigorous evaluation of its own performance, that of its committees, the chair and individual directors. Peer review reports and findings were shared with each director and feedback received for areas of improvement going forward. The Board was generally ranked as an effective Board.

Gervase Ndyanabo

BOARD AUDIT AND RISK COMMITTEE

Michael Nyago
Non-Executive Director
Bachelor of Science in Economics, Makerere University, Master in Development Economics, William College, Massachusetts, U.S.A
Fellow, Association of Chartered & Certified Accountants (UK), Certified Public Accountant, Certified Internal Auditor. Member, Association of Fraud Examiners (ACFE-USA) and Certified Governance IT (CGEIT).

Parity Twinomujuni
Bachelor of Commerce (Accounting), Makerere University
Master of Business Administration (Finance)
Certification in Risk Management Assurance, Certified Internal Auditor



Joseph Baliddawa
Post Graduate Diploma in Management
Fellow, Association of Chartered Certified Accountants (FCCA)
Certified Public Accountant

Josephine Olok
MBA, University of South Wales. MSc Advanced Computing, BSc (Eng) Computer Science, Imperial College London. Company Direction Certificate, Institute of Directors London. Certificates in COBIT, Corporate Governance Best Practice, ITIL. Board Competence Diploma. Certified Prince2 Practitioner. Member Information Systems Audit and Control Association (ISACA)

Sarah Walusimbi
Non-Executive Director
Bachelor of Laws, Makerere University
Diploma in Legal Practice, Law Development Centre
MBA, ESAMI

The Board Audit & Risk Committee (BARC)

Michael Nyago
Chairperson, Board Audit and Risk Committee

The Board Audit and Risk Committee (BARC) executed its duties and responsibilities in accordance with its mandate regarding; oversight of the financial reporting process, internal audit supervision, and oversight of the Company's internal control environment, governance, and risk management as follows:

Financial Reporting

The BARC met on a quarterly basis and reviewed and discussed with Management and the External Auditors the 2020/21 financial statements and related accounting policies before submission to the Board for approval. Considering the Company's performance during the period owing to the tough economic environment, the Committee confirmed the going concern principle as the basis for preparation of the financial statements. The BARC was satisfied that the Financial Statements were prepared in accordance with applicable accounting standards and fairly present the Company's financial position and results for the year ended 30 June 2021. The BARC, therefore, recommended the Financial Statements for the year ended 30 June, 2021 to be approved by the Board.

Internal Audit

The BARC provides oversight over the governance, internal control, and risk management systems of the Company with the assistance of the Internal Audit function. The Internal Audit function provides independent and objective assurance and advisory services designed to add value.

Annually, the BARC reviews and approves the function's annual audit plan, ensuring that appropriate assessments and considerations are given to all pertinent risks, the internal audit function is appropriately resourced and that the internal auditors have unfettered access to all the Company's documents, records, properties, and personnel, including the BARC. The BARC approves the hiring, removal, evaluation, and compensation of the Chief Internal Auditor.

During the period ended, the Internal Audit function applied a systematic risk-based audit approach to focus its resources on the areas of greatest risk. The BARC reviewed the plans and reports of the Internal Audit function and was satisfied with these outputs, and the fact that the approved annual audit plan for the period was achieved to its full extent (100%).

The Internal Audit function generally conforms to the IIA Standards, Code of Ethics, and leading audit practices. An internal self-assessment is completed annually, and an external assessment conducted at least once every three (3) to five (5) years.

External Audit

In compliance with the law, the Group's financial statements are audited annually by the Auditor General. The Auditor General delegated the year's external audit to EY Certified Public Accountants. The BARC oversees the relationship between the External Auditor and the rest of the Company including its reporting to the Board. During the period ended, the BARC reviewed the External Auditor's terms of engagement, assessed their independence, and participated with the Auditor General in setting their remuneration as well as in setting the terms for proposed additional non-audit services.

The Committee reviewed and approved the External Auditors' audit strategy and plan, scope, and approach. The External Auditor's report was presented and discussed with the BARC including the post audit risk assessments and action plans agreed with Management to resolve any audit findings. Where necessary, the committee meets separately with the External Auditors to discuss any matters that the committee or auditors believe should be discussed privately, however, no such matters arose during the year.

For the year ended 30 June 2021, the External Auditor assessed the following as key potential risks and audit considerations; impairment testing at entity level, expected credit losses on trade and other receivables and the going concern assessment of the business.

Legal, regulatory and compliance arrangements

The BARC, through the Company Secretary's Office, obtained updates on the extent of compliance by the Company with its legal, regulatory and compliance requirements and noted that no significant compliance requirement went unattended to. The BARC monitored compliance with all requirements including but not limited to; the UC Act 2013, Companies Act, the USE Listing rules 2021, PPDA Act 2003 and Regulations and all other applicable requirements including efforts to engage the respective regulators.

Risk Management

The BARC comprises of 2 independent directors and 3 other independent professionals with diverse professional disciplines including Risk Management.

In these times of uncertainty, the enterprise-wide risk management efforts of Management and the Board proved integral to ensuring that the business remained resilient. The Board of Directors ensured that risk management was incorporated in the strategy and business planning stage as well as at the execution level. While the ultimate accountability for ensuring that enterprise risks are adequately managed resides with the Board of Directors, the BARC exercised oversight over the Company's enterprise risk management system on behalf of the Board, ensuring robust mechanisms for identifying, evaluating, and managing risks throughout the period. The Company's risk profile was continuously reviewed and monitored and risk reports covering a wide range of parameters were presented and discussed by the BARC.

"...the COVID-19 pandemic continued to disrupt and impact the economy and our business, however, lessons were quickly learnt and applied in ensuring operational resilience"

The five risks that the Group considered high priority during the period are highlighted below:

1. Operational Risk

Following from the year ended 30 June 2020, the COVID-19 pandemic continued to disrupt and impact the economy and our business. However, lessons were quickly learnt and applied in ensuring operational resilience. The Board continued to review with Management, the operational resilience and contingency plans laid out, addressing risks and events as they materialized.

2. Digital and Technological Risk

The Company forged steady on its digital transformation journey with gains made in the revamp of its digital platforms to serve its unique customer needs. The Company is currently undergoing an internal capabilities assessment with several enhancements to its legacy technology systems as well as opportunities for process automation identified and scheduled to leverage technology to increase efficiency and deliver value to our stakeholders.

3. Credit Risk

With the continued impact of the COVID-19 pandemic, the Company continued to subject credit sales to the terms of its Credit Policy and explored all feasible options to manage this risk to acceptable levels. The increasing liquidity and going concern risks for most of the Company's creditors because of the disruption to the economy had a material impact on the provisions for expected credit losses on trade and other receivables of the Company as highlighted in the Financial Statements and accompanying notes.

4. Legal and Compliance risk

The Legal and Compliance function supported the various business units to anticipate and proactively address potential incidents of noncompliance. Through various engagements with the different regulators, it kept compliance risk at an acceptable level of exposure. The BARC also considered the risk of litigation due to libel, owing to the nature of the business and received reports on all potential, threatened and actual litigation cases and exposures to the Company.

5. Information and Cyber Security Risk

As the Company continued to take operations increasingly digital, the risk of loss and disruption from a breach of the integrity and security of the Company's information systems and assets through cyber-attack, insider activity, error or control failure remained high. The BARC discussed efforts to secure the Company's cyber systems' integrity with investment and assurance efforts geared towards providing adequate levels of cyber security.

Meeting attendance

	4-Aug-20	29-Sept-20	27-Oct-20	9-Feb-21	28-Apr-21
Micheal Nyago	√	√	√	√	√
Sarah Walusimbi	√	√	×	√	√
Parity Twinomujuni	√	√	√	√	√
Joseph Baliddawa	×	√	√	√	√
Patricia Ojangole	√	×	√	√	N/A
Robert Kabushenga	√	√	×	√	√
Don Wanyama	N/A	N/A	N/A	N/A	√

Michael Nyago

Nominations & Governance Committee

Patrick Ayota
Chairperson, Nominations and Governance Committee

The Board provides an oversight role on behalf of the shareholders. This role requires independence of the Board from Management.

According to the Company's amended Articles of Association, every director elected serves for a term of three years and retires at the Annual General Meeting held nearest to the end of his or her three year term. A retiring director is eligible for re-election.

At this year's AGM, two directors- Mrs Susan Lubega and Mr. Micheal Nyago will retire by rotation having served three years each but will be eligible for re-election. The two directors were each subjected to a peer review as part of the Board Evaluation exercise for the year and received favorable feedback.

The Nominations & Governance Committee considered the issue and agreed to recommend for Board approval their re-election for a term of three years each. The Board approved the recommendation

During the year, Ms. Patricia Ojangole, resigned from the Board Audit and Risk Committee. The Nominations and Governance Committee agreed to recommend Ms. Josephine Olok to fill the vacancy and the Board approved the recommendation. Ms. Olok has vast Board experience and expertise in Computing and Systems Audit.

In line with good governance practice, the Board has also maintained the frequency of the meetings at a quarterly range for both the Committees and the Main Board. This has kept the Board regularly updated on the developments in the Company performance and Strategic Direction. The independence of the Audit and Risk Committee has also been maintained with independent composition balance, to give assurance on the oversight role.

Meeting attendance

	15-Sept-20	22-Sept-20	14-Dec-20
Patrick Ayota	√	√	√
Susan Lubega	√	√	√
Jim Mugunga	√	×	N/A
Charles Tukacungurwa	√	×	N/A
Peter Kawumi	N/A	N/A	×
Micheal Nyago	N/A	N/A	N/A

Patrick Ayota

Human Resources & Remuneration Committee

Robinah Kaitiritimba Kitungi
Chairperson, Human Resources and Remuneration Committee

Our workforce remains Vision Group's key asset and these have, in very difficult times, sustained the Company as a centre of excellence in the industry.

Our Staff have courageously continued to gather, package and distribute content for Uganda and beyond throughout the COVID-19 pandemic, amid many risks.

This year the Company accelerated implementation of the new strategic shift and areas of focus are skills and staff welfare enhancement, tools to improve performance management for enhanced productivity, staff benefits promotion and the establishment of a provident fund now in the pipeline. The Company will also promote and reward talent. Procurement of equipment for content gathering and better post press machines has been initiated to improve quality of work and turnaround time. The medical benefits are also under review so that healthcare improvements are made to the staff and their immediate family.

On a very sad note, the Company lost two staff members to the pandemic and our sympathies remain with the affected families. The Board is committed to promotion of Staff welfare and productivity, adding value for our investors and all stakeholders.

The Remuneration of the Directors during the year was as below:

	Quarterly retainer	Sitting Allowances
Board Chairperson	3,200,000	1,600,000
Committee Chairperson	2,900,000	1,400,000
Directors	2,700,000	1,350,000

Meeting attendance

	3 Aug 20	26 Oct 20	11 Nov 20	25 Jan 21	2 Mar 21	30 Mar 21	26 Apr 21
Robinah Kitungi	√	√	√	√	√	√	√
Susan Lubega	√	√	√	√	√	×	√
Sarah Walusimbi	√	√	√	√	√	√	√
Moses Mwase	√	√	√	√	√	√	×
Robert Kabushenga	√	√	√	√	√	×	√
Julie Piloya Okiror	N/A	N/A	N/A	√	√	√	√
Peter Kawumi	N/A	N/A	N/A	N/A	√	√	N/A
Aéko Ongodia	N/A	N/A	N/A	N/A	×	√	N/A
Don Wanyama	N/A	N/A	N/A	N/A	N/A	N/A	√

Robinah K. Kaitiritimba

Finance & Investment Committee

Moses Mwase
Chairperson, Finance and Investment Committee

I present to you the report of the Finance and Investment Committee for the FY 2020/2021.

During the year, the Company diversified its offerings, although the anticipated financial returns were adversely impacted by a series of COVID-19 related lockdowns and business disruptions. As a result, the Board did not recommend payment of a dividend for the period under review. We are, however, optimistic about future opportunities and work is underway to deliver value to all stakeholders.

Investments are complete in the Content Publishing Software and the thrust is now on transforming society through digital distribution of content. Content platforms are available for all sections of society and it is well stratified in applicable genres.

We have now entered the monetization phase of the digital assets and the education content. This has started streaming in the cashflows and revenues to recoup the investments undertaken. In this way, there will be considerable improvement in the financial performance of the Company.

We shall continue to provide oversight on achievement of the strategic milestones so that the Annual Budget preparation and implementation remains in tandem with the strategic direction. This will ensure adequate funding for the key activities of Market Research, Information Communication Developments and Staff training among others.

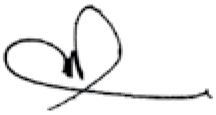
A tight Cost-Income ratio target has been set and more optimal approaches will be devised to ensure efficient input use in the generation of income. This will improve shareholder value and enhance the return on investment.

More than ever before, detailed monitoring of both the National and Global Economic trends will be ensured to facilitate timely adjustments to the strategy and budget whenever macro factors change the tide. This will enable the Company to not only stay afloat, but grow in spite of any adverse occurrences.

> **"A tight Cost-Income ratio target has been set and more optimal approaches will be devised to ensure efficient input use in the generation of income."**

Meeting attendance

	5-Aug-20	28-Oct-20	3-Feb-21	26-Apr-21
Moses Mwase	√	√	√	√
Micheal Nyago	√	√	√	√
Peter Kawumi	√	√	×	N/A
Aéko Ongodia	√	√	√	√
Robert Kabushenga	√	√	√	N/A
David Mafabi	N/A	N/A	N/A	√
Don Wanyama	N/A	N/A	N/A	√



Moses Mwase

Editorial Committee

Susan Lubega
Chairperson, Editorial Committee

Four strategic rejuvenations have occurred at Uganda's one stop media and business communication solution centre. The first thrust was to transform the nation into a better Uganda. This was on the back of the victory attained by the citizens after a protracted liberation war. The ravaged country needed to put the pieces together and become a better democratic and economically growing nation.

The second thrust was to inform, entertain and educate for a better society. This enabled society to regain lost morals, literacy competence and business acumen through:

- Promotion of art and music which placed Ugandan musicians in the dominant position on the market.
- Business and Economic information which enabled farmers and the business society to embrace the shift to a private sector-led economy. This is still work in progress as the middle class is still in infancy.
- Promotion of private education institutions which improved literacy through marketing of the various schools and tertiary institutions across the nation. This greatly improved the literacy levels.

The third thrust was to build patriotism. This involved evoking national pride with citizens prioritizing procurement of locally manufactured goods and services. It was, however, important to emphasize globally excellent standards so that Ugandans enjoy quality products. This was key in import substitution and creation of employment opportunities.

The stage is now set for the fourth thrust of producing content that advances society. We are, therefore, transforming society through media in education. We are now the major education textbook publisher, having interpreted the new curriculum and developed the best content for primary and secondary education in Uganda. We have also developed home study materials that keep the students learning in spite of the lock-down. We have produced revision books to help in testing the comprehension of the students and pupils at home. Distance and E-learning have also been handled through lessons on our countrywide broadcast platforms and the online education portal.

We have gone beyond formal education and are educating society through provision of knowledge appropriate farming methods and technology, promoting quality farm inputs business symposiums, tax education and career guidance. In this regard our content is transforming the society and fostering national development alongside provision of news.

Meeting attendance

	3 Aug-20	26 Oct-20	25 Jan-21	26 APR-21
Jim Mugunga	√	√	N/A	N/A
Peter Kawumi	√	√	√	√
Charles Tukacungurwa	√	√	N/A	N/A
Robinah Kitungi	√	√	√	√
Aéko Ongodia	×	√	N/A	N/A
Susan Lubega	N/A	N/A	√	√
David Mafabi	N/A	N/A	√	√
Julie Piloya Okiror	N/A	N/A	√	√
Robert Kabushenga	√	√	√	√
Don Wanyama	N/A	N/A	N/A	√

Susan Lubega

"We are now the major education textbook publisher having interpreted the new curriculum and developed the best content for primary and secondary education in Uganda."

Technology & Innovations Committee

Peter Kawumi
Technology & Innovations, Editorial, Nominations & Governance, Finance & Investments

There were times when computing and printing capacity needs were growing by leaps and bounds. Every tertiary institution graduate was an addition to the hard copy market demand and so was any entrant to the job and business market.

Times have changed and the growth is tilted to digital consumption of information. This was the centre of rethinking the Company strategy and investments have been made to take advantage of this fast-changing trend.

The traditional consumption of broadcast products has also been modified. The latest news, television and radio stations must be available "on the go", consumed through laptops, tablets and mobile phones worldwide. The digital offering of the Company has accordingly been diversified to cater for this.

The global technological changes are very rapid and this is causing obsolescence to investments at every turn of the year. Proactive planning has become critical to ensuring optimal investment that is easily decommissioned at effluxion moments.

On the one hand, the Company has engaged in acquiring technology to support the income generation. The Digital platforms through which we reach our consumers are now starting to generate income to justify the investment. The Vision Group website and the NewVision - Digital Experience are now a must have for all mobile device gadget holders and desktop users in order to have information and knowledge on the go.

On the other hand, our investments in technology are also aimed at improving our operational efficiency and will simplify work though automations and improved turnaround time.

It is against this background that the Technology Committee has provided policy guidance to ensure establishment of a robust Technology and Digital

> **"...our investments in technology are also aimed at improving our operational efficiency"**

Strategy which has key milestones. Some of these have been attained and are bearing fruit in efficiency and revenue generation. Others are on schedule and the returns will be attained in the next few years.

Meeting attendance

	26-Oct-20	27-Jan-21	27-Apr-21
Peter Kawumi	√	√	√
Robert Kabushenga	√	√	√
Aéko Ongodia	N/A	√	√
Moses Mwase	N/A	√	√
Patricia Ojangole	N/A	√	N/A
Don Wanyama	N/A	N/A	√

Peter Kawumi

SUSTAINABILITY REPORT

Introduction

The Company has been resilient in ensuring that it remains afloat amid the pandemic. Staff were vaccinated and Standard Operating Procedures were implemented to ensure a healthy work force.

On the Business front, careful resource management was ensured to enable operations fit in the available finances. A lot of effort was engaged to earn revenue in spite of the fact that many customers' businesses were locked down twice.

The Company depends on the citizenry for survival. The main activity of the Ugandan citizens is agriculture. Content on reliable farm inputs and modern farming methods to improve the yield and quality from the Ugandan Farms was published, in addition to holding seminars and workshops. This supported the society to progress.

The business community is also key in the economy as the main contributors to the national treasury through payment of taxes. Content on business information, tax administration, credit finance and available investment opportunities, was produced to support the success of enterprises.

The health of the citizens was attended to. Health education content was published so that nourishment and healthcare were appropriately addressed by individuals and organisations. This year there was need to give special emphasis to the COVID-19 pandemic. Unequivocal support to the Ministry of Health was given to ensure that citizens are aware of the prevention and management of the COVID-19 pandemic.

All sectors of the economy need the supply of professionals. The Company offered career guidance and home study materials, which enabled learning at home. Outstanding teachers were also recognised with the support of the Irish Embassy in order to encourage innovation in the Education Sector. We have interpreted the new curriculum for Primary, Secondary and Primary Teacher Colleges. We have developed content from this interpretation and are now the main official publisher of Education Textbooks. This new curriculum is practical oriented and will drive national development.

National peace is key in ensuring tranquility for economic activities. This was supported by covering national and international news accurately to enable both leaders and citizens make informed decisions. The General Elections' coverage came in handy and we offered balanced coverage and provided civic education. In this way, we set the agenda for the citizen's manifesto, which guided the relevant national debate and the national budget priorities.

Objectives

The company has focused on the Millennium Development Goals of:

We have partnered with other players in drives to raise resources for health facilities, environment protection and regulatory enforcement. We have also taken the lead in campaigns for environmental protection, education and farming.

SOCIAL CAPITAL

Barbara Kaija
Head of Content Generation/ Editor in Chief

2020-2021 Highlights for the year

The year **2020/2021 was unforgettable** and **unprecedented.**

The world was hit by a pandemic that turned it upside down, driving nations across the globe to partial or total lockdown, consequently affecting businesses.

The media industry was not spared; the pandemic brought about changes in both media consumption and content delivery, that drastically accelerated the transition to digital. Notable were media consumer habits (readership, viewership and listenership) that seemed to change overnight, with a high preference for mobile phones for swift access to information, goods and services. Advertisers cut their budgets and postponed campaigns, while Circulation was affected by movement restrictions, which impacted newspaper distribution and accessibility.

Nonetheless, the disruption brought about by the pandemic presented an eventful digital transformation opportunity that has pushed it to the forefront of our operations in the Content Hub. This year, we have seen improvements in the NewVision - Digital Experience that have fed into the integrated content collection, production and distribution strategy of the hub as well as the company.

The Content Hub is committed to continue generating and creating content that will inform, educate and entertain our consumers across the different platforms, keeping in mind the changing needs and trends in the industry. With the opportunity created by the digital transformation, we will leverage on the mobile platforms to ensure that consumers have a great experience that inspires them to become repeat consumers, with Vision Group becoming a leader in this space. This will in turn open up avenues to innovate and drive mobile content-related and value-added services, which will be a clear pathway towards monetization of digital content.

Content Hub **2020/2021 Achievements**

Embracing digital to manage the challenges presented by the pandemic

The NewVision - Digital Experience went online on June 15, 2020.

Total downloads grew to **690,000**

with active users at about **475,000**

This was a huge improvement from June 2020

downloads were at 7,500

and users at 2,839

In August 2020, we unveiled the Augmented Reality (AR) functionality of the platform that allows our newspaper readers to access more than just the text in the newspapers, by being able to watch videos of the events written about, right off their newspaper and engage more with print.

Story delivery to digital went up steadily from

5,417 in the first quarter

to

11,614 in quarter four

Content Hub Financial highlights

The Content Hub continues to raise revenue, leveraging mainly on three core avenues; digital revenue, special projects and circulation copy sales.

- Digital contributed 1,476,617,288 for the financial year 2020/2021, registering a 2% growth compared to the previous year 2019/2020. Digital revenue is diverse, however, most of our revenue is currently from Combo sales, through collaboration with clients.
- Special editorial projects contributed sh6,180,270,853 in revenue. With the closure of educational institutions, annual revenue drivers like the University Guide, Schools Guide and Vocational Guide among others, suffered a setback. However, innovative content packaging in regard to; Independence Day, NRM Day and the Presidential Inauguration helped push our revenues up.
- Circulation sales revenue on the other hand contributed 15,564,291,645, registering a 16% decline compared to 2019/2020. The measures rolled out by the government in response to the COVID-19 pandemic, hastened the significant decline in advertising and circulation revenue. Advertisers faced devastating financial challenges, scaled-down operations and held back marketing activities in a fight for survival, and several closed down. Additionally, the general restriction on people's mobility across the markets led to a decline in newspaper copy sales.

Digital contributed **1,476,617,288** for the financial year 2020/2021, registering a **2%** growth

Special editorial projects contributed **sh6,180,270,853** in revenue.

Circulation sales revenue on the other hand contributed **15,564,291,645** registering a **16%** decline compared to 2019/2020.

Though the pandemic has had grave effects on media, it would be remiss not to state that it presented an opportunity to accelerate the digital transition, hence our digital products' growth levels. The Digital Transformation Journey amidst the innumerable challenges occasioned by COVID-19 provided an opportune environment for the official release of the web version of the NewVision - Digital Experience. This marked the beginning of more efficient usage of one content management system to create, manage, and optimize our customers' digital experience for both New Vision and Bukedde.

For product strength and circulation growth, we see the new cities as a growth area. We shall focus on rejuvenating the upcountry network to offer more community news and enterprise content from the regions. Deliberate effort will be made to strengthen our Media in Education offer as well.

In the past few years we have broken some big investigations that have attracted international attention and for continued product strength and exclusivity, we intend to strengthen our investigative journalism and content innovation.

On the revenue side, the special editorial-sales projects have proved a good strategy; accordingly, we shall explore more such innovations. Also, we plan to build on the success of the virtual Harvest Money Expo that brought together a total audience of 8 million people, with 68 million views and simulate it for other projects. The events have the potential to bring in huge audiences and revenue too.

One resource that has pushed us ahead of the pack, has been the WAN-IFRA roundtables for Africa media. Since March 2020, we have participated in 10 or so WAN-IFRA Best Practice Round Tables. These have offered us take-home value that we have applied in the restructuring and setting up of the Digital Hub. We shall continue benchmarking such industry resources.

Our in-house training programme has continued strong through the COVID-19 lockdowns, with most sessions going online and we shall continue with this and also strengthen our benchmarking by engaging with international industry leaders and enlisting with professional associations.

NEW VISION **DIGITAL EXPERIENCE**

We continue to grow the NewVision - Digital Experience. Having gone online on June 15, 2020, just two months into the lockdown, the Experience has revealed Vision Group as an innovative and dynamic market leader. With audience media consumption behavior having migrated online, we innovated to provide the content in a form that they could conveniently consume. With the vast majority of consumers accessing their content via mobile devices, the launch of the Experience was strategically via a mobile App, with a web version planned for a later phase.

With the NewVision - Digital Experience, total downloads to date are at **690,000** with about **475,000 active users.** This is a huge improvement from June 2020 when downloads were at **7,500** and users at **2,839.**

Over the months, we have been able to bring on board several functionalities. We can now host and stream all the Vision Group radio and TV stations: XFM, Bukedde FM – Embutikizi, Etop FM, Radio West, Rupiny FM and Arua One FM as well as Bukedde 1 and 2 TVs, Urban TV, TV West, Wan Luo TV and most recently, TV East. This is a big step in our integration journey that is allowing Vision Group to serve her various audiences on one platform. The audience is now able to find our content (text, audio and video) in one place.

We have also found an innovative way for our audiences to engage with print, in an exciting digital media experience. In August, we unveiled the Augmented Reality (AR) functionality of the platform that allows our newspaper readers to access more than just the text in the newspapers, by being able to watch videos of the events, right off their newspaper. This has not only improved the user experience, but is also projected to increase copy sales as it offers the reader more value for money.

The AR feature is also an opportunity to bring on more advertisers (both corporate and individual), who can now literally talk to their target audience through our newspapers.

More functionalities were added to the App to allow for better engagement via text, photo and audio. These include:

- The E-learning portal that offers education content for all levels from nursery school, through primary to secondary school.
- We also saw the launch of the Citizen Journalism portal that allows our audience to self-publish as well as share tips from their localities across the globe. The aim of this functionality is not only to engage audiences, it also acts as a source of quick and authentic tips for the content generation hub.
- In Quarter 4, we also saw improvement in the Podcasts, for which a more natural home was created under the radio section. This allowed for a smoother user-experience and uninterrupted play of content.
- We continue to grow the titles available in the on-demand section of the app with 9 titles under the TV section and 5 titles under the radio section.

Radio still draws the biggest portion, registering

89%

of the total media audience

New Vision print is currently selling at an average

17,000

and Bukedde print at an average of

25,000

Regarding TV, Star times June 2021 data ranked Bukedde as the number one TV with

44.4%

of the audience.

CUSTOMER/AUDIENCE HIGHLIGHTS

As is the case in other African countries, media customer or audience data in Uganda remains a challenge. However, according to the National Audience Media Survey 2019 conducted by IPSOS, radio still draws the biggest portion, registering 89% of the total media audience, followed by TV and the Internet, while print is on the decline. This trend has significantly been intensified by the restriction on movement due to the pandemic. New Vision print is currently selling at an average of 17,000 copies, and Bukedde print at an average of 25,000 copies daily.

Regarding TV, Star times June 2021 data ranked Bukedde TV 1 as the number one TV with 44.4% of the audience. Bukedde TV 2 was at 28.44%, Urban TV was at 13.08% and TV West at 6.13%. Important to note is that this data is based on Star Time's decoder base, which is representative of the population and the coverage in greater Kampala only.

Current TV Reach in Kampala

BUKEDDE 1	44.40%
NTV UGA	41.74%
NBS	37.71%
SANYUKA TV	33.98%
BUKEDDE 2	28.44%
FACE TV	18.12%
BBS TV	17.54%
KBS	17.04%
SPARK TV	15.66%
MAGIC 1 HD	14.65%
KSTV	14.09%
URBAN TV	13.08%
DELTA TV	10.26%
ABS TV	7.41%
BTM TV	6.98%
TV WEST	6.13%

Source Star times data June 2021

E-PAPER

With the continuous market demand of products following audiences to where they had retreated, we delivered easy-to -access and user-friendly digital copies of our newspapers (New Vision, Bukedde and Kampala Sun), as well as education content, to serve our audiences' education needs during the lockdown.

The user experience has improved continuously and has been refined to optimize it based on user feedback. Further, it has functionality for advertising and the spaces have been activated and demonstrated to the sales team for monetization.

The e-paper was freely accessible from April 1, 2020 as the country underwent a COVID-19 lockdown, with the aim of offering an immediate alternative to our print readers, since access to newspapers was low.

The free access ran up to March 31, 2021, when the paywall was introduced. The free access drive helped us achieve the following:

- We got 18,500 people registering on the e-paper platform, which has grown to more than 24,000 registrations. This is a good pool for conversion into readership.
- We were able to do a test run of the technology and introduce our readers to the e-paper, and adjust to improve the user experience, based on reader feedback.
- It enabled us to gain a startup readership of 800 copies on average, daily.
- On April 1, 2021 we introduced a paywall which used a pricing model of 'pay for Access' not per copy. The paywall started the monetization process for the e-paper.
- We so far have 1,282 e-paper subscriptions with all indication that they are still growing.
- We have been able to break the limits to access during the COVID-19 lockdown and for Ugandans abroad. For instance, our embassies abroad are picking interest in the concept.

"We got 18,500 people registering on the e-paper platform, which has grown to more than 24,000 registrations."

We so far have

1,282

e-paper subscriptions with all indication that they are still growing

Business **status**

At the current subscription numbers, if maintained and grown, we project an annual revenue of

Sh390 Million.

Thus it is an arm of our business with the potential to grow.

Special content engagements to generate revenue

The big content-revenue initiatives included:

- **The 2020 Independence project**, which combined the main **126-page** supplement and the five-day 60-page ICT ministry special pullouts.
- The 48-page Makerere University Innovations magazine.
- The Inauguration supplement published on May 12.
- To continuously support New Vision and Bukedde copy sales and also drive readership, we have leveraged on the home schooling opportunity as a result of the pandemic.

Key circulation projects to generate revenue

- The Election coverage and Educational material were the major circulation drivers for the financial year 2020/2021, which projects significantly pushed the numbers.
- Harvest Money book; The yearly best farmers book was produced in its biggest edition thus far, with 296 pages, featuring over 50 farmers' stories and tips. The quality of the product received commendation, internally and externally.
- Harvest Money magazine; Produced as a supplement to the virtual Harvest Money expo and to support sales, it was delivered under tight deadlines. Value was added with AR videos repurposed from existing content from this year's and last year's expos.
- Makerere Magazine; A revenue and circulation project, the 48-page magazine showcased science and innovation at Makerere University. On the day of insertion circulation picked up by 1,500 copies. The project received both internal and external commendation and the Sales team reported interest from other clients in a similar product.
- Swearing-in Magazine; Special Projects hub revenue and circulation product – a commemorative magazine to mark the swearing-in of the President. The magazine was produced under very tight timelines and was delivered to client satisfaction.
- Uganda in 2021; Magazine came out on December 31 to boost sales and circulation.

Experimentation with online events

- Vision Group held its inaugural online broadcast event on October 5, 2020 in commemoration of the World Teachers' Day. The event was broadcast live simultaneously, on air and online.
- Furthermore, we had a live telecast of the World Food Day dialogue on all Vision Group radio and TV stations as well as online on Friday, October 16, 2020, which repositioned Vision Group as a robust media house, in an emerging space of virtual events.
- We successfully ran the virtual Harvest money Expo. This was aired on all our platforms including radio. The Expo, held between April 5 and 19, 2021 not only attracted large audiences on our multimedia platforms, but also generated revenue to the tune of sh280m and repeat business with a farmer, paying for a live broadcast during the launch, of his shamba in Iganga district.

Operational

- Successful implementation of the integration of news gathering and production. The news and current affairs hub comprising Print (New Vision and Bukedde), Broadcast (TVs and Radios) and online was integrated in May 2020 at a time when the first lockdown had just been announced.
- Successfully embraced multimedia journalism with staff adopting multi-tasking to deliver to several platforms.
- MPs and Presidential candidates' nominations and elections were covered under the integrated hub structure with joint planning meetings and deployment. The integrated operation enabled all the Vision Group media platforms to cover all the big elections stories excellently.

Content drivers

- To optimize content assets, the content generation department made improvements in the fast news desk, syndicated news production and distribution, produced compelling content for podcasts and ran several online events such the Best Teachers' Awards, Best Farmers' Awards and the harvest money expo, whose broadcast reached 8.7 million people, with 68 million impressions on social media and generated sh280m in revenue. (Impressions are the number of times your content is displayed).
- Introduced the New Vision English TV News as a syndicated news bulletin. It airs on Urban, WAN LUO and TV West. This was so we could position ourselves as strong on regional news to drive audience growth.
- Spearheaded the Joint COVID-19 bulletin with other leading stations on May 27, which turned out to be a huge success.

Citizens manifesto stories

- Ahead of elections, Vision Group conducted a survey asking people what issues they wanted the candidates to address. We successfully published a total of 32 Citizen Manifesto stories in New Vision newspaper alone, several in Bukedde newspaper, 37 aired on Bukedde TV and over 20 appeared Online. Most of the presidential and parliamentary candidates used our manifesto stories as a guide for their campaigns.

Opinion polls

During the year, we also ran opinion poll stories across all the platforms, which generated heated public debate and awareness. In most cases our predications were accurate. According to the circulation report, the key stories that were well-received by the audience included;

- Museveni leading in new poll (December 23)
- Anita Among leads in polls for Deputy Speaker race
- Big shots trailing in MP race-survey (December 27
- Leading MP candidates in northern Uganda (December 29)
- MP candidates leading in Western Uganda (December 30)

General elections coverage

With the unveiling of the electoral roadmap in late 2020, the stories surrounding the political parties' activities and the electoral process were a major focus on all our platforms, including political talk shows on our TVs and radios.

MPs and Presidential nominations in October and November respectively, were some of the biggest stories covered by all the platforms in the year, complete with comprehensive coverage of Presidential, MP and local leaders' polls across the country in newspapers, on TV, radio and digital platforms.

Harvest Money Expo, whose broadcast reached

8.7m people,

with **68 million** impressions on social media and generated

sh280m

in revenue

Other **New Programmes** rolled out in this **financial year 2020/2021**

Pakasa on Bukedde TV1; which specifically aims at skilling the youth. This programme brought in over shs 100m and shs 60m for TV and Print, respectively.

Goloofa which talks about real estate, came in with sponsorship from Pearl Marina Estates.

OSOBOLA profiles persons with disabilities who defied the odds and are doing something outstanding for a living.

Kugguka n'Omulimisa gives answers to questions that were raised during the Harvest Money Expo.

Tukole, Bukedde TV1; profiles personalities that are successful in business but had a humble beginning, aimed at inspiring others.

Omudaala has been reinstated. It brings together people with a common cause and airs their plight to the relevant persons.

CROSSFIRE, on Urban TV, is a current affairs show. It started as a daily but now runs once a week after Urban TV was restructured. The programme is consistently gaining viewership. It made a record 10.5k views on Facebook and more than 100 comments. This was remarkable.

PASS PLE and O'LEVEL

Introduced **church service** and other religious programmes.

Impact stories

01

Two stories, a special report and CSI published in May captured President Museveni's attention. In one, an 89-year-old retired policeman from Rwampara failed to access his pension and in the other, a family's 11-year search for justice, were both published on June 13. The second was a story of the late William George Tukurema, whose body was dumped at the President's farm at Kisozi. The president has since intervened and contacted the families, promising action.

02

We ran on all our platforms, a detailed investigation on the **city gangs** on March 6. It revealed how criminals on boda bodas robbed businessmen of over sh2 billion in a week. It gave details of their areas of operation and security tips to residents of Kampala. Several have been arrested.

03

"COVID-19: How traffic officers take bribes" was an investigation story exposing corruption among traffic police officers. It highlighted the different dimensions through which the vice manifested. It was investigative, multiplatform and had impact. The Police Force wrote to New Vision asking for evidence to prosecute the culprits.

04

Covid-19 vaccine on Sale (May 23), was a swift investigation to expose the sale of vaccines at Kiswa Health Centre. A probe was immediately launched.

05

Upcountry investigation: Adjumani government drugs sold in Markets. The Police in Adjumani arrested two health workers weeks after a Sunday Vision investigation story led to the arrest of a mortuary attendant.

06

Oxygen shortage hits regional referral hospitals, Experts warn on more cases - Report from across the country led to a big debate on oxygen supply.

07

Police probe body thefts at Mulago published on April 25. An exclusive story that led to more investigations and arrests of the culprits. Some universities with medical schools were implicated and some officials questioned.

08

Family gets Justice after 11 years: Dr. Ssali paid sh95m to the family of a patient who died in an operation at his fertility hospital. Vision Group had been pursuing the story since 2010.

2020/2021
AWARDS WINNERS

The following won awards for exceptional reporting at the ACME Uganda National Journalism Awards 2020 at a ceremony held in September 2020.

- **Agriculture reporting:** Joshua Kato – Agro-chemicals endanger ecosystem, human life
- **Breaking News:** Betty Amamukirori, New Vision – Armed gangs in Kween forcibly mutilating girls
- **Data journalism:** Runner-up – Lillian Namusoke Magezi, New Vision – Balancing chores – Men need to take part
- **Education reporting:** 1st runner-up – Richard Wetaya, New Vision – Is PLE to blame for low secondary school enrollment?
- **Energy and extractives reporting:** 1st runner-up – Pascal Kwesiga – How much will Ugandans earn from $20b oil projects?
- **Environment reporting:** 1st runner-up – Peter Labeja, Radio Rupiny – Making Charcoal Attractive for Uganda's Supermarket

2nd runner-up – Gerald Tenywa, New Vision – How green technology can cut the cost of running universities

- **Explanatory reporting:** 1st runner-up – Cecilia Okoth, Benjamin Ssebagala, Paul Lubwama and Ismail Nsubuga, Vision Group – Forgery, bribery hit ID project

2nd runner-up – Pascal Kwesiga, New Vision – Why oil is here to stay

Features: WINNER – Richard Wetaya, New Vision – Is fight against teenage pregnancy lost?

1st runner-up – Christopher Bendana, New Vision – Equality: Women decry gaps between policy and reality

Justice, law and order reporting: WINNER – Betty Amamukirori, Edward Muhumuza, Patrick Tumwesigye and Obeid Lutale, New Vision – Officials turn courts into corruption dens

- **Local reporting:** 1st runner-up – George Bita, New Vision – Children at risk as condemned asbestos roofs persist
- **Photo and video journalism:** 2nd runner-up – Richard Sanya, New Vision – Flying to safety
- **National Population Council Media Awards 2020 Journalist of the Year - Agnes Kyotalengerire** - Pregnancies in teens and abortions soaring during lockdown', published in the New Vision of July 13, 2020
- **East African Media awards 2020 best print journalist** - Agnes Kyotalengerire for her story about the treatment of diabetes that was published in New Vision in November 2020
- **East African Media awards 2020** – national category on non-communicable diseases - **Lynn Komugisha,** an anchor with Urban TV and XFM radio

Summary: Staff Exits | July 2020 to date

Staff numbers to date (184)	Female	Male
Staff current status	78	106
	43%	57%
Staff exits (July 2020 to date) (8.9%)	6	12
	34%	66%

Most common reason for leaving

- Greener pasture (better pay, benefits and career growth) – 8
- Further studies – 3 (Received scholarships)
- Politics - 3
- Early retirement – 2
- Contract non-renewal – 2

WAY FORWARD

COVID-19 was disruptive, but everything was done to keep operations on course. The impact of the lockdowns still persists into the new financial year. The restrictions have severely impacted on the content generation operations. Some staff are still operating from home. Others fell sick or lost their relatives to COVID-19, but as the economy reopens, there is hope. We are seeing our products rebounding.

The strategy is to revive and strengthen our legacy media because the bulk of our revenue is here and at the same time, to place considerable energies on new media. Synergizing legacy and new media offers exciting long term prospects for the media business. For example, the epaper may not be a mass sale now, but it has the potential to serve an audience that may not have the time to roam the online streets in search of credible content. Also, the audience revenue model may take long to pick in Africa, but media houses which are courageous enough to stay the course will reap huge benefits.

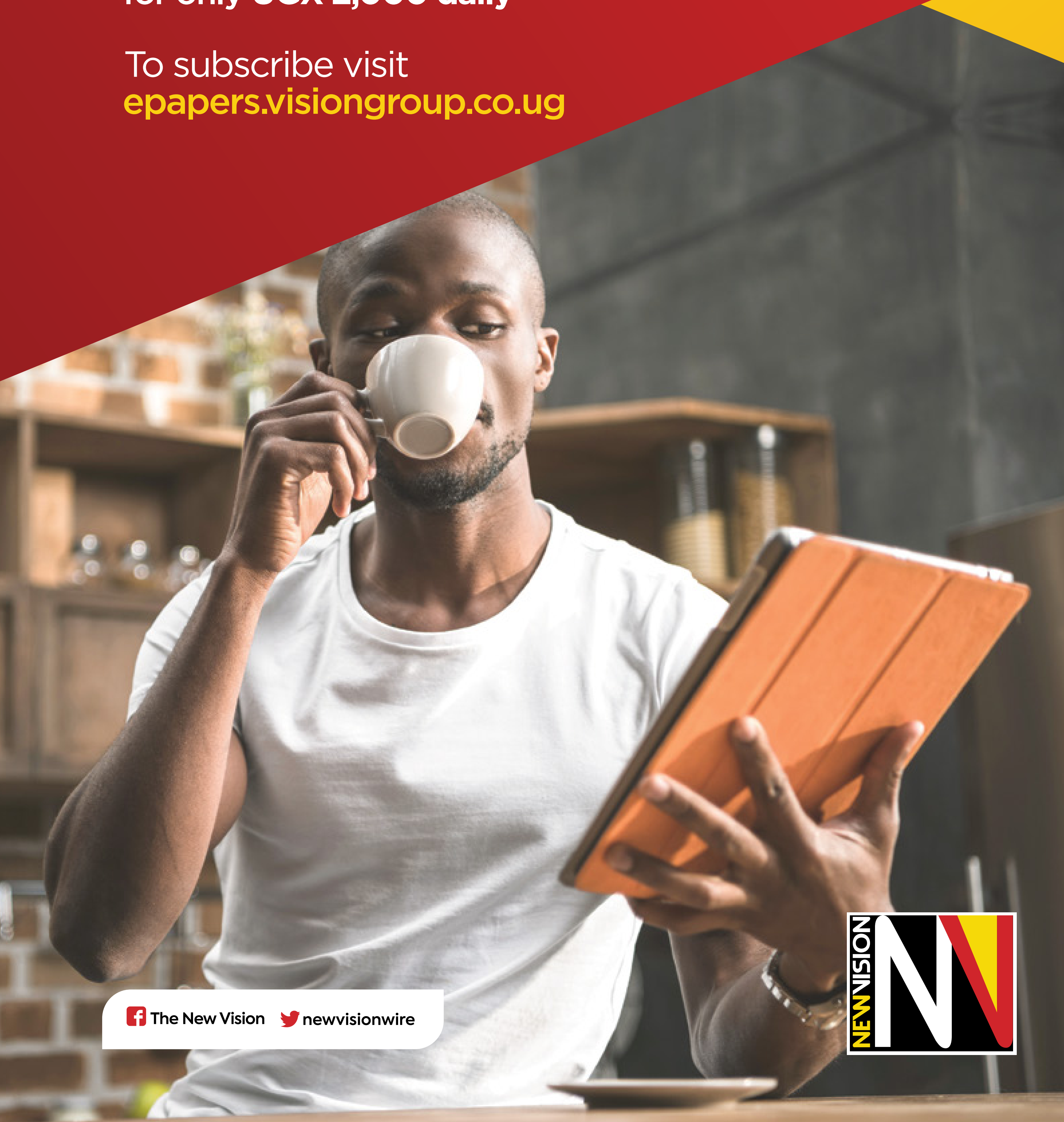
For product strength and circulation growth, we see the new cities as a growth area. We shall focus on rejuvenating the upcountry network to offer more community news and enterprise content from the regions. Deliberate effort will be made to strengthen our Media in Education offer.

In the past few years we have broken some big investigations that have attracted international attention and for continued product strength and exclusivity, we intend to strengthen our investigative journalism and content innovation.

On the revenue side, the special editorial-sales projects have proved a good strategy; accordingly, we shall explore more such innovations. Also, we plan to build on the success of the virtual Harvest Money Expo that brought together a total audience of 8 million people with 68 million views and simulate it for other projects. The events have the potential to bring in huge audiences and revenue too.

One resource that has pushed us ahead of the pack, has been the WAN-IFRA roundtables for Africa media. Since March 2020, we have participated in 10 or so WAN-IFRA Best Practice Round Tables. These have offered us take home value that we have applied in the restructuring and setting up of the Digital Hub. We shall continue benchmarking such industry resources.

Our in-house training programme has continued strong through the COVID-19 lockdowns, with most sessions going online and we shall continue with this and also strengthen our benchmarking by engaging with international industry leaders and enlisting in professional associations.



The New Vision
newvisionwire
NEWVISION

FINANCIAL CAPITAL

Augustine Tamale
Chief Finance Officer

Performance outlook for the FY 2020/2021

2020/21 was a year of business resilience. The Company had to navigate troubled waters and stay afloat. The turnover reduced by 10.71% from Shs 91.8 billion of 2019/20 to Shs 81.9 billion in 2020/21.

The **loss before tax** was ↓ Shs (928M) Compared to a profit of **Shs 4.9bn** the previous year

Cost Management has been prudent because in spite of decline in traditional media revenue, no borrowing was made for operations. This windfall of Home Study Education materials and other Publishing projects were delayed by the lockdowns and will therefore bear fruit in the next Year 2021/22.

The Company is projected to attain a turnover of Shs 121.4 bn

And a profit of Shs 9.7 bn in FY 2021/22

We, therefore, expect to improve profitability because of the numerous contracts secured and already under execution.

The Company has fully developed Digital Assets with E-Commerce embedded. These are now growing the return on investment together with the diversification drive into alternative ventures. The Company's objectives for FY 2020/21 included;

- Improve profitability
- Improve customer satisfaction
- Improve business innovations
- Improve efficiency
- Enhance technology use
- Improve stakeholder management
- Improve corporate governance
- Improve staff engagement and productivity

The profit after tax has reduced from

Shs 4.9 bn

in 2019/20 to a loss of Shs (**985m**) in 2020/21

In 2019/20, dividends worth

Shs 1.9 bn

were paid out which implied a retention of only **40%** for investments.

However, in 2020/21, the Board has not recommended the payment of a dividend because of low performance. All the retained earnings from previous years will be directed to investments in addition to credit finance. These investments will ensure that there is rejuvenation of profitability in spite of the global pandemic.

Profitability margin ratios were mixed with an increase from a gross margin of

26.4% to 26.9%

while net margin reduced from from

5.3% to (1.1%)

which shows an improvement in cost of production management. The net margin was eroded by reduced turn over and impairment.

Management's view on performance

However, in 2020/21, the Board has not recommended the payment of a dividend because of low performance. All the retained earnings from previous years will be directed to investments in addition to credit finance. These investments will ensure that there is rejuvenation of profitability in spite of the Global Pandemic.

The macro-economic environment

The country closed the Fiscal Year 2019/20 with core inflation of 2.7% and headline inflation of 2.0%. The dollar closed at Shs 3,556, higher than what it was for most of the year. The rates have been greatly unstable but the general trend was a strengthening Uganda Shilling. The Global outlook is positive with COVID-19 lockdowns eased as vaccinations are paving way for increased economic activity. In spite of Gross Domestic Product reduction for most economies, the next two years have projected growth, with Uganda projected at 4% for 2021 and 6% for 2022.

The resumption of schools will also bring in a harvest as the Company is now the main official publisher of education textbooks.

Adequacy on capital structure and liquidity

Capital structure refers to the make-up of the 'equity and liabilities' section of a company's statement of financial position. Specifically, it is concerned with the balance between equity (shares and retained earnings) and non-current liabilities. The business strategy and the investment opportunities are the key determinants in defining the existing and future capital structure of the company.

The Company is mindful of the fact that it needs to maintain an optimum mix of funding, bearing in mind the potential impact of the capital structure on the level of risk and the value of the business.

Currently, the Company has a gearing ratio of 7.94% as a credit facility of Shs 5 billion was undertaken to finance printing of Primary School Textbooks. The next year has heavy investments in publishing, machines and construction, which will increase the gearing above 20%.

Key Performance Indicators (KPIs)

KPIs help the business focus on its strategic goals with a view of improving operational performance and making key investment decisions. Other than the Gross margin which improved due to efficiencies in the production process, the rest of the performance indicators declined.

The Company's net earnings have therefore significantly reduced, and this means that the strategic objectives of maximizing returns to our shareholders and improving staff productivity were not met in the year 2020/21.

Indicator	2021	2020	Percentage Change
	Shs'000	Shs'000	
Revenue	81,924,708	91,755,560	-10.71%
Cost of sales	(59,885,490)	(67,490,719)	-11.27%
Gross profit	22,039,218	24,264,841	-9.17%
Other income	1,440,289	1,478,864	-2.61%
Distribution costs	(1,747,052)	(1,757,732)	-0.61%
Administrative expenses	(17,814,366)	(14,934,754)	19.26%
Impairment of receivables	(2,608,118)	(1,275,901)	104.41%
Other operating expenses	(1,647,925)	(2,700,256)	-38.97%
Finance charges	(589,867)	(180,280)	227.19%
Profit before taxation	(927,821)	4,894,782	-118.96%
Taxation	(57,652)	(2,233,416)	-97.42%
Profit for the year	(985,473)	2,661,366	-137.03%
Other comprehensive income:			
Impairment on property plant and equipment	(8,745,980)	-	
Deferred tax on impairment on property, plant and equipment	2,623,794	-	
Total other comprehensive income	(6,122,186)	-	
Total comprehensive income for the year	(7,107,659)	2,661,367	-367.07%
Dividends			
Proposed dividends for the year	-	1,377,000	-100%
Earnings per share			
Basic and diluted (Shs per share)	(12.9)	34.8	-137.03%

Market Place Practices

Sustainable Procurement

The procurement and disposal processes are guided by the internal Procurement Manual and the relevant sections of the PPDA laws.

The Company subscribes to the following principles in procurement of goods, works and services; transparency, accountability, integrity and fairness. All procurements and disposals are conducted in a manner that maximizes competition and achieves value for money; are in compliance with the relevant laws and regulations in the country and best practices and respect confidentiality of information.

Our internal policies and procedures have made company business more competitive. Compliance with existing and relevant legislation has increased stakeholder confidence in the Company.

Vision Group continues to maintain a high level of integrity while conducting business with its various stakeholders. The Company has a nil record of cases against her reported to the PPDA Authority arising from bid processes. The Company has employed skilled personnel at all levels of the procurement and disposal process to ensure compliance during the process, eliminate process flaws and make effective decisions in a timely manner that protect the interest of the Company.

We have achieved more efficiency and effectiveness in service delivery through quality assurance hence satisfying the needs of our User departments.

We offer competitive bidding to all intending suppliers. Even in instances where the pre-qualified suppliers go unreasonably above the market rates, we have opened up to the other players, thereby safeguarding the shareholders' funds with proper value for money transactions.

Vision Group boasts a large base of local providers. The annual prequalification list has over 200 suppliers and of these 90% are local providers. Some of these local providers have been awarded contracts to supply critical items in our business line such as printing inks, newsprint and machine spare parts in form of framework and lump sum agreements. The purpose of this is to build local capacity of our providers to sustain internal needs and demand. In turn, we can cut costs and reduce lead times of imported solutions. The local suppliers handled 90% of the procurement spend in 2020/21.

Summary of **Procurement Spend**

Item	2020/21	2019/20	2018/19
Total procurement spend	29.3 bn	39.3 bn	47.5bn
Amount spent on local suppliers	26.5 bn	33.3bn	41.4bn
Amount spent on foreign suppliers	6 bn	6bn	6bn
Percentage spent on local suppliers	90%	85%	87%
Percentage spent on foreign suppliers	10%	15%	13%

Usually, one of the biggest challenges to long term sustainability is the increased price of our major input, imported newsprint. The newsprint price per metric tonne of $710 rose by more than 10%. However, the Company secured a favourable price of $743 per metric tonne, due to long term contracts.

Taxes

The company understands the importance of paying taxes to Government which will help finance public expenditure and ensure developmental objectives are met. All taxes due were paid in a timely manner. In the FY 2020-21 a total of **Shs 20 bn** was paid to Uganda Revenue Authority for the following tax heads; VAT worth **Shs 10.6bn**, Corporation tax worth Shs **0.5bn**, WHT at **Shs 2.3bn** and PAYE at **Shs 6.4bn**. Customs duties worth **Shs 154m** which are embedded in our raw material and imported assets landed value were also paid during the reporting period. Compliance with the tax regime is good corporate citizenship and Vision Group recognizes the need to contribute to the business environment and ultimately to social development. Such contribution ensures a healthy business environment for the Company to operate for the foreseeable future.

Regulators

A key pillar supporting our sustainability is compliance with the existing legal and regulatory framework.

All regulations were adhered to during the year including; meeting statutory filing deadlines, making payments as they fell due to enable provision of quality regulatory activities and compliance to the law generally. Various regulators in the market were aggressively enforcing their mandate as provided for in the law and every effort has been employed to ensure that compliance breaches that would greatly affect the Company are avoided.

With guidance from the Board through the Board Audit and Risk Committee, the Company remained resilient while operating in a heavily regulated environment, with intensified demands from industry regulators and increased license fees and charges. The Company continued to streamline all its operations in accordance with the law and industry practice.

We continue to pursue regular engagement with our regulators in a bid to resolve any challenges. Engagements were also held with URA, NSSF, UCC, KCCA, PPDA, CMA and USE.

Manufactured **Capital**

The Non-Current Assets increased in value from Shs 45bn to Shs 46.7bn. This was due to acquisitions as per the Company's strategy implementation plan.

On the other hand, the Current Assets decreased by 8% because the Fixed Deposits were reduced to commit the funds to revenue projects. The Assets' value decreased as shown in the table below:

	2021	2020
Assets	**Shs 000'**	**Shs 000'**
Non-Current Assets	37,967,295	45,045,890
Current assets	51,620,134	57,126,924
Total assets	**89,587,429**	**102,172,814**

Shareholder Value

The shareholders of the Company hardly trade their equity and therefore, market forces on the stock exchange have little bearing on the Company's share price. Our focus is on maximizing shareholder wealth which involves growing the Earnings Per Share (EPS) and the Shareholders' funds. This year, the EPS diminished and the shareholders' funds have also reduced from Shs 73.4 bn to Shs 72.3 bn.

Shareholders' Funds in Shs Billions

Year	2017	2018	2019	2020	2021
Amount	67.8	70.1	72.1	73.4	65.0

Our future business strategy, business model and plans

Investments have been made in digital assets and publishing content. It is now time for monetization which will revive the return to shareholders and other stakeholders.

Key investments

The Company has invested over

$400,000

in digital assets

Investment in Non-Current Assets was

Shs 3.2 bn

More investments are lined up to ensure that the revenue base is widened and more profits are made in 2021/22 and subsequent years.

CREDIT RISK MANAGEMENT

Credit risk, or default risk, is the risk that a financial loss will be incurred if a counterparty to a transaction does not fulfil its financial obligations. It arises from cash and short-term investments and trade and other receivables.

The company makes the majority of its sales on credit to a broad spectrum of customers. This exposes the company to significant risk.

The company has credit policies in place that ensure that credit is advanced to customers with an appropriate credit quality.

To mitigate credit risk, the credit control manager assesses the quality of each customer based on the customer's financial position, payment history and past experience. All customers are allocated credit limits and days within which to pay. Customer risk profiling is key in debt management.

The company has an aggressive debt collection unit, whose main task is to follow debtors for payment on a daily basis. Clients who fail to pay their obligations are escalated to external collection agencies and courts of law for recovery.

The trade receivables for the year ended 30th June 2021 were Shs 19.608Bn and 30% lower than June 2020(Shs 27.838Bn). The collection measures employed were effective and helpful in reducing the level of receivables amidst the COVID-19, lockdown economic impact.

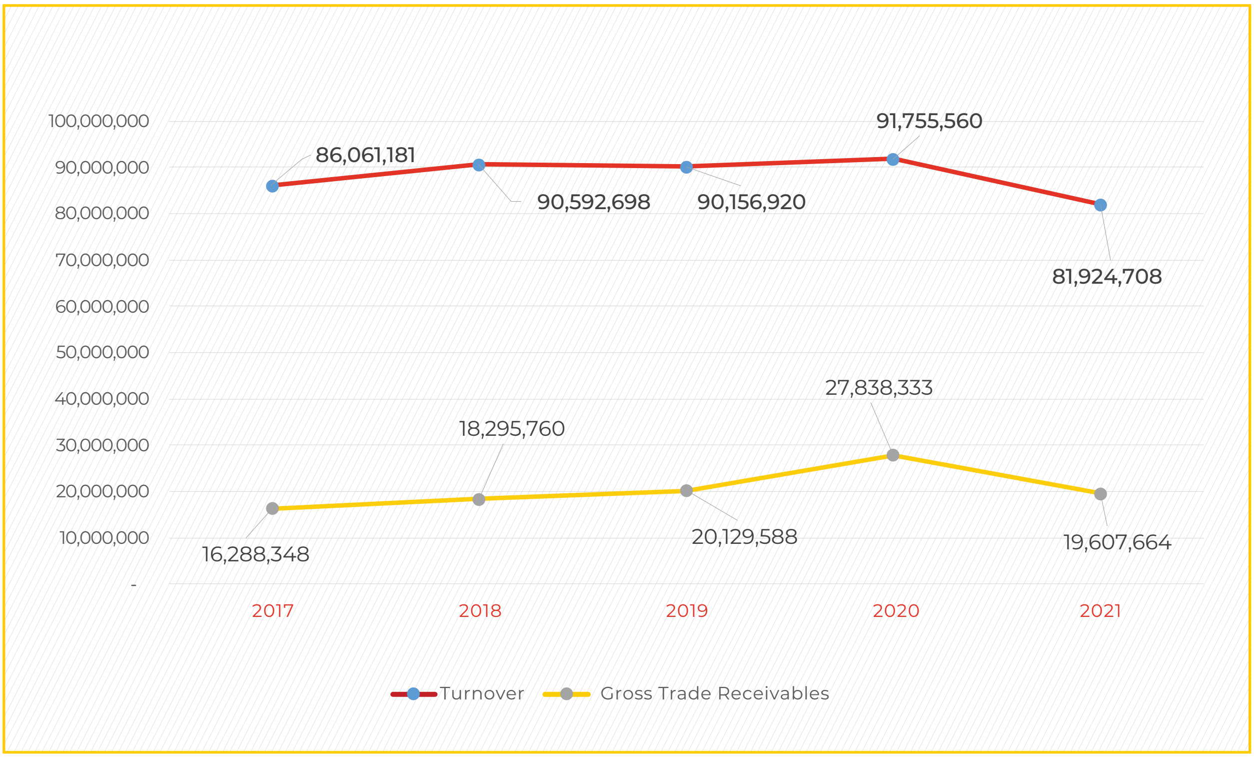
The receivables ageing is as shown below.

As at June 30, 2021	Total	0 to 3 months	3 to 12 months	Over 12 months
Trade receivables Shs'000	19,607,664	10,145,701	4,571,611	4,890,352
		52%	23%	25%
Receivable Days		Vision Group	Other Media Houses (December 2020 Fig)	
		88 Days	250 Days	

	2021 Shs'000	2020 Shs'000	2019 Shs'000	2018 Shs'000	2017 Shs'000
Turnover	81,924,708	91,755,560	90,156,920	90,592,698	86,061,181
Trade Receivables	19,607,664	27,838,333	20,129,588	18,295,760	16,288,348
Receivable days	88 Days	111 Days	82 Days	74 Days	70 Days

The company collects its debts within 90 days. In 2020/21 the collection period improved by 21% from 111 days during the financial year 2019/20. The Company collection period is quite favourable compared to the industry average of 250 days (December 2020 figures).

Turnover and Receivables levels between the periods FY 2017- 2021



HUMAN CAPITAL

Gloria Kaitesi
Chief Human Resources Officer

Human capital is **key for any organisation** and it's no different for Vision Group.

As an organisation we aspire to generate and distribute content that is valuable to and advances our society; to be able to do this adequately, we ensure that our people are supported in every way possible to meet the set strategic objectives of Vision Group.

This year, just like the last year, Vision Group continued to be an agile organisation in spite of the challenges of the COVID-19 pandemic. Our staff showed resilience by continuing to go out every single day, to ensure we are a trusted content hub of choice for our audiences, through producing our newspapers without fail and keeping our broadcast platforms (Radios and Television channels) operational on a twenty four (24) hour cycle.

Impact of COVID-19

Unfortunately, we lost two senior employees to COVID-19 from the Sales department; Monica Okot (Sales supervisor in Gulu) and Samuel Malunda (Sales Manager at head Office) May their souls Rest in Peace.

Safety and welfare

Vision Group continues to maintain a supportive structure for all its employees' welfare and safety.

For our staff, we have todate:

- Carried out regular, random COVID-19 testing; so far over one thousand staff have been tested since last year from the office premises. This is to ensure that at all times, we are aware of the status of our teams and have a proactive system to manage the virus better.
- Our medical providers have given a provision to treat COVID-19 even though it is a global pandemic (usually not covered by insurance)
- We have todate vaccinated over five hundred staff members at the company premises.
- We continue to provide medical and moral support for those that have been ill with COVID-19 until their recovery.
- We consistently communicate protocols in place for prevention and boosting of immunity for all our teams and ultimately treatment when one is ill.
- We provide all necessary protective gear, sanitizers, water and soap to ensure a safe environment.

KCCA team testing staff members for COVID-19

A staff member being vaccinated

Sports

After a lull of almost two years due to the COVID-19 pandemic, we have also resumed our interdepartmental sports.

The 2021 sports season is due to start early September and will be strictly non-contact games with strict observance of COVID-19 SOPs.

The games will include badminton, volleyball, table tennis and pool. In addition this July, 2021 Teqball was also introduced to Vision Group with the donation of a brand new table and ball by the International Teqball Association through the Uganda National Teqball Association.

The resumption of sports has been received with much excitement among staff and we look forward to encouraging staff wellness to manage the current stressful environment.

Business resilience

We continue to implement the Remote Working Policy to ensure social distancing in the offices and this process has consistently improved with time.

However, there are functions that still need physical presence in the office, such as printing, front desk duties, cashiers etc. These teams continue to work from their respective work sites with appropriate safety gear and transport facilities during lockdowns.

Staff Productivity

Following the new strategy, to ensure agility and sustainability, we have implemented performance contracts as a best practice benchmark. This was ratified by the Board.

We have also changed the parameters and tools for performance management through the adoption of the balance scorecard to ably track each individual's performance alongside the performance of strategy of the organisation.

Learning & Development

We have endeavored to maintain a learning environment despite the challenges of virtual learning. However, staff appreciate that this is a new normal and we shall continue to improve on the effectiveness of virtual learning.

Learning and development are imperative to ensure that staff can be their most productive but also learn to improve delivery in the new media and emerging audience preferences.

It, of course, also supports career growth and the ability to innovate. Today's media is dynamic and ever changing. Innovation is key to competitiveness.

Turnover 2020/21

The organization's annual turnover was 8% which is within the acceptable range for this industry as indicated in the table below;

The Board has approved a retention strategy for our talent teams which will be implemented once the business stabilizes from the effects of the COVID-19 lockdown.

Table showing turnover 2020/21

Attrition Category	Count of staff	%age
N/A	4	1%
Non Regrettable	29	5%
Regrettable	14	2%
Grand Total	**47**	**8%**

NATURAL CAPITAL

David Semugga
Chief Engineering Officer

Vision Group's responsibility along the entire value chain includes optimizing our logistics production processes in terms of environmental compatibility and resource efficiency.

Environmental sustainability is not easily solved because of the fossil fuel used in the manufacture of inks and most printing reagents and the fact that paper is a byproduct of trees. However, we believe that the printing industry can make a difference. It is sustainable not just because it uses renewable resources. The collapse of traditional print markets forced widespread consolidation and reinvention. Printers automated and streamlined processes, cutting waste and excess emissions. Survival dictates lean and efficient production based on automation and standardisation. With the advent of new technologies, standards and the printer's skill; media buyers can trust that colours will be accurate in every iteration, from magazines, posters and banners to product labels and packaging. And such efficiency minimises emissions and waste, improving environmental sustainability as well as commercial viability. At Vision Printing, we have taken the route of automation but also sought out more green inputs and the environmentally friendly processes below.

Printing inks

Printing ink is one of the core consumable items we use in printing on both Web and sheetfed presses and as we source for the best inks to use, sustainability is an important aspect. We consume approximately one hundred (100) tonnes of ink per year and that is a lot , so it is important that the inks comply with rules of varying stricture to protect the health and safety of the printers and more importantly, avoid pollution of the environment. Flint Group, our ink suppliers have a sustainability policy approach to the inks they manufacture and that is the reason we partner with them. Their inks are designed to reduce ecological impact in relation to energy consumption, greenhouse gas emissions, water consumption and landfill waste. The inks are ISO14001 certified, the international standard for an effective environmental management system.

WASTE MANAGEMENT

Waste Inks

Zero waste is recorded at the end of the production chain. All inks are consumed on the press while portions that are removed during maintenance are sold to invisible print shops. Nothing is dumped into the environment.

Waste paper

All waste paper generated by the production processes is sold off to customers who subsequently sell it to recycling plants, which make products like toilet tissue, straw boards for hard book covers and egg trays.

Used Plates

All the used plates (aluminium in nature) are sold off to customers who subsequently sell them to smelting/casting plants. The aluminium is then used to make different items in Kisenyi a business hub in Kampala and other places.

Other Chemicals

Plate imaging uses developers and wash off water. This is directed to the dilution underground tank. For each portion of chemical waste generated, over 100 portions of water are added to form a solution. Laboratory tests conducted in the last environmental audit cleared the solution to be discharged into the public drain.

Sustainability is a huge topic for the printing industry and there isn't a single defined path that results in success. But with focus on using environmentally friendly inputs, we believe shall be more sustainable. This is a journey that we share with our customers, suppliers and stakeholders and we encourage a shared commitment to bring about change. We are investing our time to focus on ways of making the printing business greener and in the future we look forward to working with the wider printing industry in Uganda on these efforts.

CORPORATE SOCIAL RESPONSIBILITY (CSR)

We are all in this together

The COVID-19 pandemic was unprecedented in scale and pace of impact. This deepened Vision Group's commitment to Corporate Social Responsibility, an essential part of our culture.

PANDEMIC AWARENESS

Vision Group has played a key role in keeping in touch with our communities during the COVID-19 pandemic. Vision Group continues to use its platforms to sensitise the country on both local and international updates of COVID-19 and it effects, inform on interventions made by key stakeholders in the fight against the spread and this has helped with community awareness and effectiveness of Standard Operating Procedures.

HEALTH SUPPORT

Vision Group offers a platform, for under privileged persons in communities, through free coverage of stories on our different media platforms, to give them an opportunity to reach out to the public and drive responses from our readers who out of empathy are able to partner towards bettering the lives of those in need.

Project 1 (September 2020)

Dinah Babirye, a 28-year-old mother of three from Kamuli district required surgery worth

Shs **10,000,000**

to correct burn scars and contractures that deformed her hands and fingers after she tripped into a sauce pan of boiling beans at her workplace

Amount in donations:

Shs**8,809,000**

Partners: Comprehensive Rehabilitation Services for People with Disability in Uganda (CoRSU) Hospital, staff of Parliament, workmates/ friends of Elvin

Achieved: successful surgeries started September 2020 to May 2021


(left) Babirye displays the burns, (right) staff of Parliament making the handover of their donations towards Babirye surgeries.

Project II (September 2020)

Sofia Namukose, 11, from Seeta required open heart surgery worth	Amount donated:
Shs **25,000,000**	**Shs 18 Million**

Partners: Rotary Club of Muyenga, Mulago Heart Institute (subsidised on operation cost)

Achieved: Had a Successful operation in the month of November 2020.

Rotary Club of Muyenga hands shs 18m to Uganda Heart institute towards Sofia's heart surgery.

Editorial reader contributions

The continued Editorial support through reporting and covering stories on different platforms for the disadvantaged in our communities has provided a platform for them to address their areas of need, which in return attracts good Samaritans who have donated towards the different causes.

Below are some of the stories covered and reader contributions towards their support.

Beneficiary As Per Story	Readers Contribution (Shs)	Needs Request
Abdu Karim Kiryowa	2,191,995	Shelter And Medical Attention
Rebecca Naiga	527,000	Medical Attention
Getrude Naggayi	441,000	Baby Twins Support
Ariana Namata	397,000	Medical Attention
Aisha Musimenta	274,550	Mother Of 1 With Amputated Hand
Moureen Nabuuma	208,100	Mother Of 5 With Amputated Leg
Herman Wosula	164,000	Medical Support
Caroline Kawunde	147,000	Deaf Mum of Baby Triplets
Total	**4,350,645**	

ENVIRONMENTAL PROTECTION

Vision Group continues to show its support towards sustaining our environment through creating awareness on the decline in Uganda's forest cover, ever growing community activities affecting the forest land area and call to action for communities to restore, protect and preserve forest reserves. This is informed by the NFA 2018 report, estimating Uganda forest cover loss at 2.4 million hectares in a span of 25 years with 24% of its total area in 1990 dropping to 12.4% in 2015.

In the month of June 2021, Vision Group, as part of its Corporate Social Responsibility towards environmental Sustainability, partnered with National Forestry Authority (NFA) to have 1300 indigenous tree species planted to enrich Lwamunda Central Forest reserve (CFR)- Mpigi district which suffered from encroachment. The partnership is a continuation of our support to the NFA in the drive to create awareness of the ongoing loss and conversion of primary and secondary natural forests and a call to action to restore and protect uganda's tree cover.

This partnership also saw Vision Group through its regional offices, plant trees in: Mbarara Rwemitongore CFR (Mbarara), Bukedea CFR (soroti), Laura CFR (Arua) and Aber CFR (Gulu).

CUSTOMER SERVICE

Humanizing Customer Service Post - COVID

COVID-19 has been the ultimate stress test for businesses, propelling digital capabilities to top priority status. Although technology and innovation continually transform how consumers and companies interact, the desire for human connection remains strong.

Customer Digital Innovations 2020/2021

01 Epaper

This is a replica of the physical paper: - through Vision Group's e-papers, you can have the news in the palm of your hand. These are digital versions of our popular newspapers that you can read on your computer, tablet and smartphone. e-papers means you can reach audiences from all over the country and beyond. (New vision, and Bukedde.

02 NewVision - Digital Experience

This App was introduced during COVID-19 for customers to access news and entertainment on line for less. With this app, you can enjoy all the latest news updates, stream live TV and radio, share your own news stories, get access to education materials and even buy airtime or data bundles.

03 AR

With augmented reality, content comes to life. Customers can use their smartphones to scan a page in the newspaper or e-paper and they will be able to watch the story in video format. It's a new and exciting way to bring your advertorials and product launches to life.

04 Classified Booking

This was introduced to ease Customers booking of classified adverts

05 Contact Center

In an effort to be more customer centric, we needed to increase our interface with customers so we could enhance our visibility and availability- especially via digital channels. The call center is integrated with email, social media and the telephone exchange.

Strategies of Retaining & Growing Customer Base

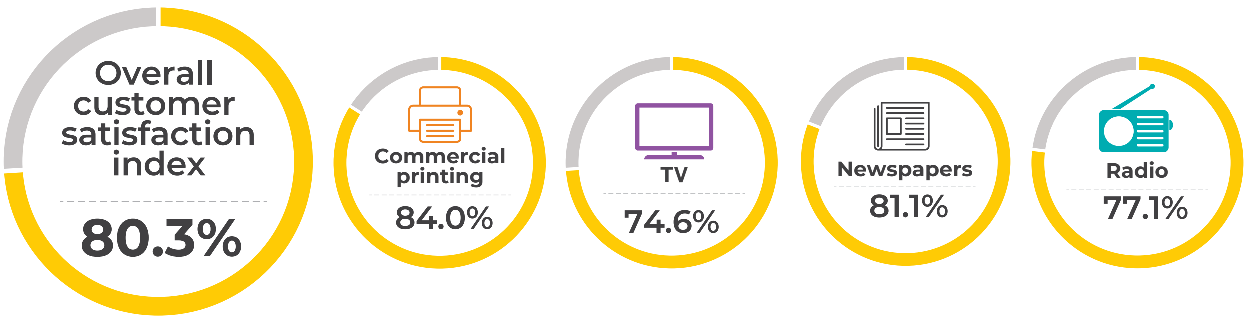
How Vision Group Customers Perceive Our Service Provision

A customer satisfaction survey was commissioned in June 2021 to:

01 Assess the quality of service against customer expectations for television, radio, print and commercial printing

02 Identify key opportunities for improvement and set standards against which to track satisfaction over time

FY 2020/2021 Customer Ratings by Service Category



Results revealed an overall customer satisfaction index of 80.3%. There were commendable performance improvements across the board with commercial printing in the lead. Commercial printing focused on getting the brilliant basics right including standardization of quality control measures for production, competitive pricing, quick turnaround costing time and general improvements in customer lead times. This resulted in repeat business and word-of-mouth referrals. After-sales service training for customer facing teams is ongoing to improve service provision.

The customer service function has prioritized their support efforts to reinforce retention in the growingly competitive advertising market. This implies high revenue generating clients receive preferential and priority support to drive business sustainability.

EVENTS

This year we adopted virtual events to ensure we live our promise of generating and distributing content that is valuable to and advances society. Virtual events work fantastically for content digestion and provide accessible ways for audience participation. This is great value addition for our customers, sponsors, and partners.

E- Harvest Money Expo 2021

The 6th annual edition of the Harvest Money Expo was broadcast on all Vision Group televisions due to pandemic restrictions. The Expo was timely as it ran during planting season.

The event has grown by leaps and bounds thanks to our key sponsors, The Kingdom of the Netherlands, Engsol, Champrisa, Musubi Farm, Fertiplus, Famunera, SR Afro Chicks and Breeders and Davis and Shirtliff.

The Harvest Money Expo is a match making agricultural expo that is organised to bring all stakeholders in agriculture to one place. This provides the opportunity for farmers and suppliers in the agriculture value chain to meet. It also provides for government and private sector to interface with agribusiness entities and farmers, as they share successful experiences, possibilities as well as challenges within the sector. The primary beneficiary are the farmers as well as individuals or businesses within the supply chain.

Training sessions or master classes in various agricultural categories are conducted to impart practical knowledge and skills to farmers, as well as to address general sector challenges. The emphasis in the 2021 Expo was Standards, Processes and Markets as some of the factors that are key to successful commercial farming.

The virtual Expo provided an opportunity for farmers and suppliers to showcase their scientific and technological advances in production, products, and value addition. In contrast with the physical expo, the virtual edition provided a vast and targeted viewing audience of approximately 20 million viewers collectively.

Virtual Expo Objectives:

- Increased awareness of the agricultural potential in Uganda
- Showcased new innovations and technologies within the agricultural sector
- Linked farmers to finance and market opportunities
- Drove interest in commercial agriculture for the youth and the elite
- Provided a facilitated expert platform for learning and debate between value chain players

Sponsor and Exhibitor benefits

- Showcased products and services
- Platform for interaction between suppliers and the target audience through interviews
- Various successful farmers sharing experiences
- Launching new products and services
- Reaching a vast audience, hence new market

Best Farmers Awards (December 2020)

The annual Best Farmers Awards ceremony was held in December 2020, sponsored by The Kingdom of the Netherlands, dfcu Bank, KLM, Koudjis and the New Vision. The overall aim of the Best Farmers Competition is to provide a national platform for the identification and exposure of Ugandans engaged in commercial farming to arouse further interest in commercial agriculture in the country.

The competition targets small and medium scale commercial farmers. It is a national contest structured to have 13 winners from 10 regions (listed below). The best three farmers are selected from the 13 to compete at national level for three top prizes. Of the 13 winners, three are selected from a special category which, this year, was women farmers. Large-scale farmers may be recognized for their contribution to the national economy, but they will not receive cash prizes.

The competition has so far seen over 80 Best Farmer awardees. Every year farmers are nominated, profiled and a panel of judges assesses their performance to select the top 10 based on purposely created regions:

- Central (Buganda minus Greater Kampala Districts)
- Mid Northern (Lango)
- Southwest (Ankole, Kigezi)
- Mid-East (Busia, Tororo, Butaleja, Pallisa, Budaka, Kapchorwa and Bugisu)
- Northeast (Teso, Karamoja)
- East (Busoga)
- Northern (Acholi)
- West (Bunyoro, Toro, Rwenzori)
- Kampala (Kampala, Wakiso and Mukono districts)
- West Nile

Teachers Making a Difference Awards
(November 2020)

The Teachers Making a Difference (TMAD) awards programme recognises excellence in teaching and has been ran by the New Vision since 2005. The award scheme is in line with the Irish Embassy's wider education programme goals. These aim to provide better access to, and completion of, quality education and training in marginalized areas. The programme covers primary, secondary and vocational education.

The programme is funded by the Ireland Embassy of Uganda, Trocaire and Simba Travel Care.

It recognizes the most creative and innovative teachers working in difficult environments. They mobilise their communities to send and keep children in school, are creative in using limited resources to deliver quality education, innovative in integrating low-cost ICT in schools and promote vocational and life skills education. These are all priorities of the wider Irish Aid education programme.

13 winners
were awarded

12 Teachers
from the 2020 TMAD competition and one of the most progressive alumni was recognized.

Each of the 12 TMAD winners received a certificate and a cash prize of

sh **1,500,000**
(about €320)

Besides a certificate and a plaque, the most progressive TMD alumnus received a cash prize of

sh **3,00,000**
(about €640)

In addition, the six most outstanding teachers and a multi-media journalist are set to go for an all-expenses-paid trip to Ireland at the date to be communicated. The 12 schools of the winning teachers also received prizes including desktops and printers. In addition, the teachers travelling to Ireland will participate in an interactive workshop in Kampala with visiting teachers from Ireland, courtesy of Trocaire.

DIGITAL

Paul Ikanza
Head of Technology

> The increasing speed of digitization has shifted the behavioral characteristics of users and the economic models of the world.

Introduction

We live in times where ubiquitous access to the internet has fundamentally changed everything and continues to do so. Increasing internet access has shrunk the world, removed boundaries of competition, democratized information, and commoditized most professions as we know them.

This has shifted business models as we know them and ushered in the Platform economy.

The increasing speed of digitization has shifted the behavioral characteristics of users and the economic models of the world. However, it has come so fast, and most companies are struggling to develop an exponential mindset.

The big shift is how companies that are pivoting have understood that there is a shift from the "economics of scarcity" in the industrial era that drove the production model that still largely prevails today to "economics of abundance" where digital era companies understand that users have choice and increasing choice and your role is to understand the need and solve it, as opposed to selling a product.

As a result, all businesses will be in a race for customer attention, attention they can only get by offering a convenient and simplistic experience and leveraging and understanding data to see if they are resonating with the needs of the user.

The focus is going to be: stay increasingly agile, with the ability to learn and see shifting needs and value propositions and to share value continuously in a world where the user has more say than ever before. This is a world of choice, where democratization of access and content through acceleration of Internet access has led to commoditization of content and a clear disruption of the business model of media companies.

Selling content is no longer a sustainable model when increasingly, users would access content ubiquitously and in an engaging way through every modern social platform available to all at seemingly no cost. The model has continued to shift, and it is no longer optional to stay still. We must evolve into an institution that engages a modern user, shares value and grows the ecosystem to find new pockets of value.

The race is to build our own community of users and customers and continuously increase the ecosystem of value for this community. This focus does not ever stop, and it is imperative that we shift from being the "expert" to co-creating with and learning from the user every single day.

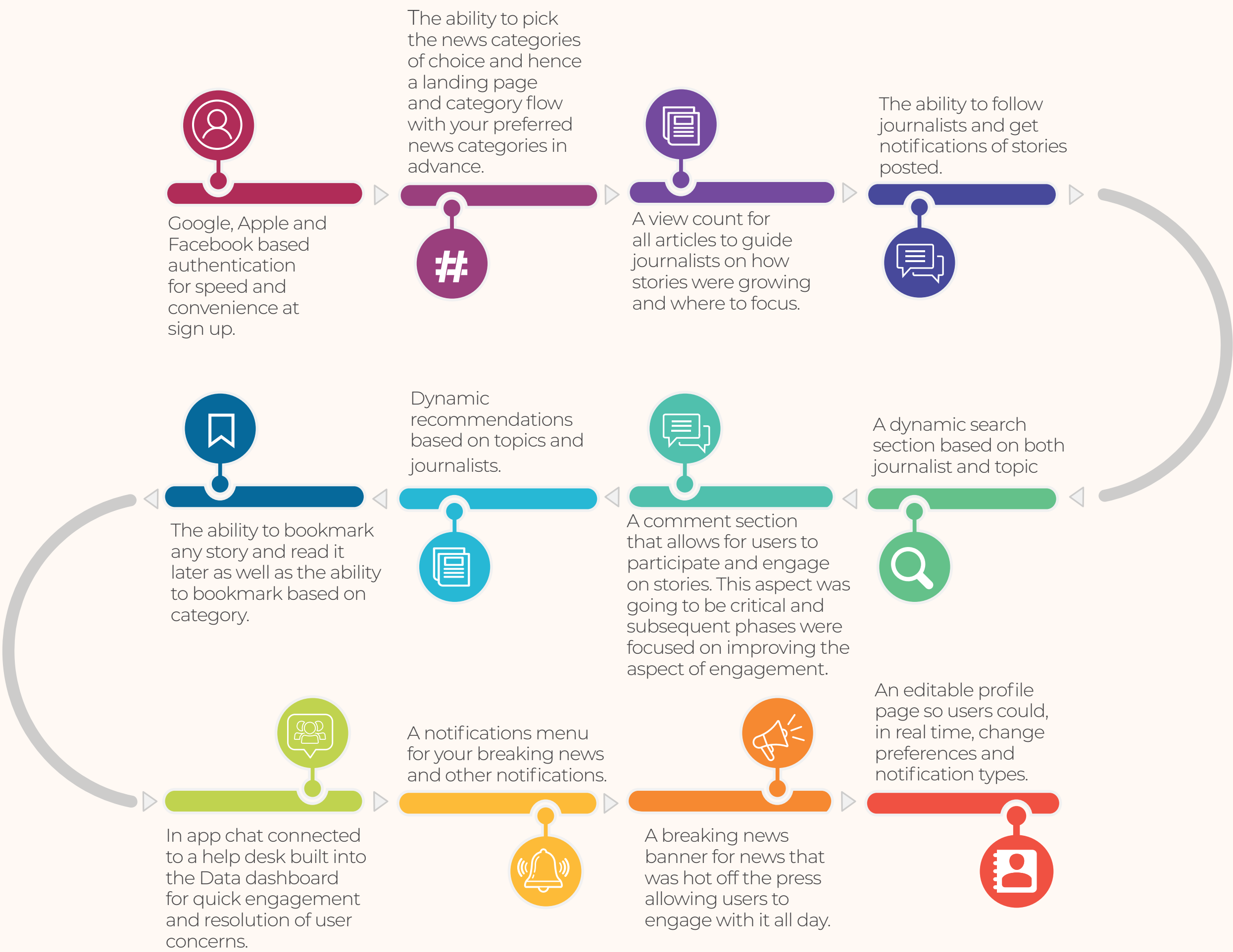
Vision Group Technology Journey 2020-21

In Mid-April 2020 we began to build the digital platform for Vision Group. What many would see in terms of an App on the front end was the foundation of an incredible platform journey for Vision Group that would allow us to seamlessly evolve in the months and years ahead from just a content provider to an ecosystem provider of value. A journey that every modern company that would stay relevant would have to start. A journey we had the privilege to start well ahead of most modern businesses.

April-June 2020

In essence, the first three months were for planting the foundation and included working on and building in this foundation:

- A headless Content Management System (CMS) with flexible power of content types and Data APIs giving Vision Group the possibility of one simplistic touch point for all the content journeys, with the view of one interface for all channels.
- Setting up the platform infrastructure and code base in the world's leading cloud service provider, allowing for endless and cost-effective scalability but near 100% uptime as traffic grows.
- A digital front end (Publishing System) designed with a seamless and simplistic approach to allow for customizable and a personalized set up and an engaging experience. This includes and was not limited to:



It was initially important to allow users to get the news instantly and engage with it all day and customize and engage based on the changing dynamic. This was to ensure we have a chance of notifying them when items of interest come up, to bring them back to our platform.

Simplicity and personalization were prioritized, so was learning from the data.

We created the chance for our products to stay part of the user's day and reach well beyond the previous constraints with the clear understanding that a digital platform has infinite reach.

We were clear that what was important was the right foundation, as the journey was going to keep evolving.

This was the foundation for a real platform ecosystem. We went live in the last week of June 2020.

We built the platform from scratch and in roughly 10 weeks we had launched one of the most dynamic digital experiences to the market.

July-September 2020

Now that we were in market our focus shifted to the reason, we initially built this platform. How could we quickly add new value and make the content base richer?

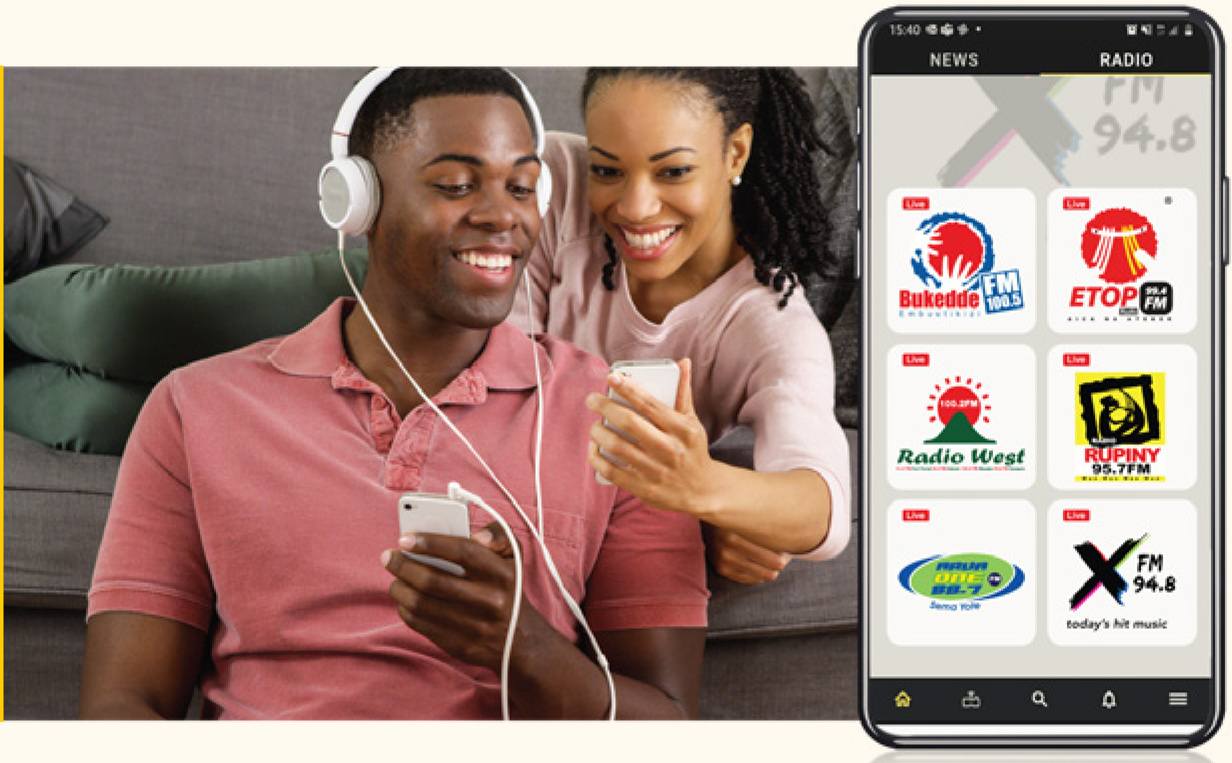
We immediately embarked on the next level functionality, which was building in the radio network into the platform. We also could tell from the platform data that we were failing to continuously engage users and so bringing in the richer media experiences was critical.

We initially worked to bring in the two popular radio stations, Bukedde FM and XFM and then gradually incorporated the entire radio network.

However, we did much more than launch a digital radio interface, we built in an engagement platform so users could chat and share as they listened in. This was to re-enforce the ENGAGEMENT philosophy that we had from the start. The modern user wants to engage and wants to be part of the conversation.

The response from the public was strong. It seemed an incredible innovation to get both the news and radio stations on one platform, but it did more than just excite, it also meant there were no longer boundaries for your stations and the diaspora was quick to appreciate and embrace this.

Based on the response and the need to continuously engage, we then proceeded to integrate the TV stations into the platform and less than two months into market we already had the most holistic end-to-end digital media experience in the market and our user base continued to grow, reaching the **20,000-download** mark in less than two months. However, our biggest innovation in the first quarter in the market was developing and launching the **first commercial augmented reality media experience in Africa.**



The objective was to bring life to the print media by creating an engaging way to bring static images to life in the hard copy through Augmented Reality (AR). This was not only going to bring incredible excitement, but it was merely the foundation of a long-term strategy to introduce incredible innovation in the market.

Augmented reality was launched with awareness of the evolved media experience. We have more innovative plans for augmented reality in 2021 including how we can incorporate it with an e-commerce partnership to revolutionize how users can use AR for a simplistic and seamless ordering process. This is one of the priorities for 2021.

We also added in the sports engagement aspect with a dedicated section to follow premiership matches with notifications and with a long-term aspiration in 2021 to try and develop one of the most engaging platforms for football debates and conversations.

By the end of August 2020, we were the only digital experience in Uganda to offer an end-to-end content play and alerted other media companies to the transformation happening at Vision Group.

We also started to enhance our targeted efforts to continue to innovate for our growing Diaspora community. We had now been downloaded in more than 120 countries worldwide after being in the market less than three months.

The focus remained the same. Build in new value, improve every day, learn from the data and look to continue the momentum.

We also continued to focus on improving the data visualization dashboard as data was going to become the most critical aspect of this journey.

We surpassed the 40,000-download mark in the first three months in the market and the growth was based on the growing ecosystem and the continuous focus on improvement.

We surpassed the

40,000

download mark in the first three months in the market

October-December 2020

As we entered the last quarter of the year and the second quarter of the platform in market it was clear that certain aspects needed to evolve. The growing traffic meant even more responsibility to evolve the user experience.

The foundation also meant that we now needed to explore growth of the ecosystem but also aspects of how we share value with the users to make it a more enriching experience.

With the foundation in place, it was important to start the journey for rapid experimentation as a means of adding new value to the growing community to grow them more.

There was also a need to mirror this experience across the platforms with feedback coming in that the website will also need to evolve.

We also made significant investment of time in building the most interactive electoral portal in Uganda where every candidate had an individualized engagement page from which users could engage with the public.

Our growth of community members stayed consistent, and we passed **100,000** User downloads in over 140 countries. We had now become the most downloaded digital media platform in Uganda.

Jan-March 2021

The focus on growth of communities and growing user numbers was finally beginning to give us the foundation to build in new value for users beyond content, leveraging our size and scale to create a wider ecosystem of value.

- The first aspect of the partner ecosystem with integration into airtel ecosystem to share value with the user.
- Introduction of the eLearning Journey.
- Evolution of Engagement.
- Launch of a redesigned Media Section.
- More engaging Sports function.
- Gamifying the electoral portal and other parts of the Platform
- Introduce Citizen Journalism.
- Broaden partnership and ecosystem including some form of Bill Payment innovations and other aspects.
- Design thinking to drive increasing innovation touch points.
- Increased focus on data to inform more customisation.
- Website improvement.

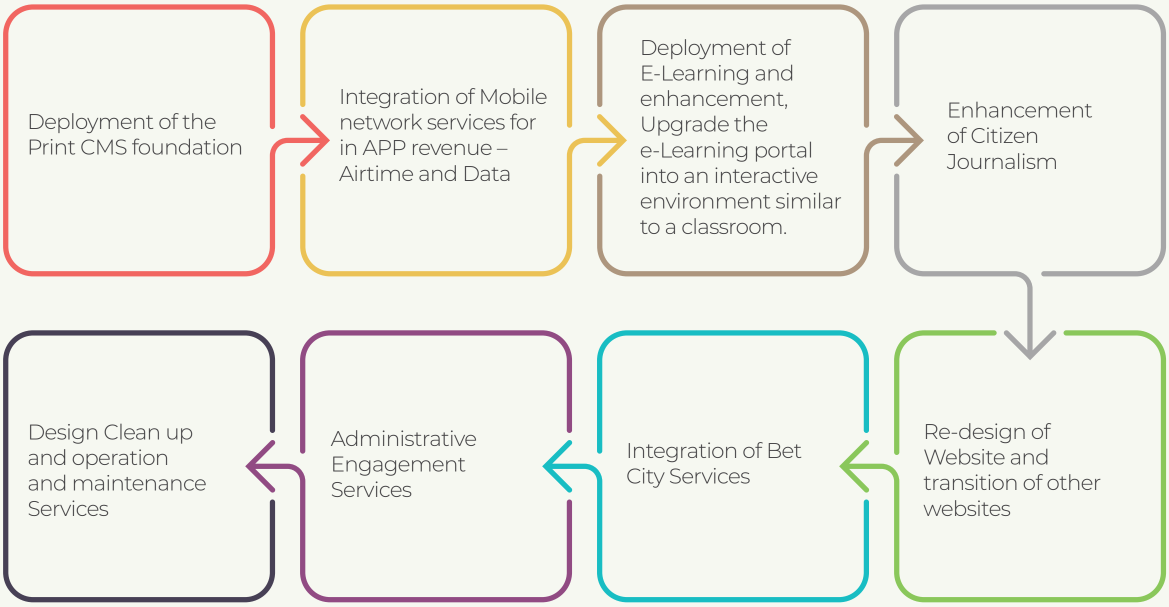
In about 10 months we went close to **300,000 downloads** and were the fastest growing Digital platform in Uganda. This created a lot of possibilities and we were live in **200 countries** across the world. **40%** of our traffic was coming from the **diaspora**.

April-June 2021

The last quarter has seen a traffic surge. The number of downloads has grown to exceed **600,000 downloads** and this has largely been organic growth. We have noticed, though, that the level of engagement on the platform does not match the growth and this is starting to cost us.

Because the platform features have grown considerably, there are areas that are not getting as much attention as others and we now need to be more deliberate with audience engagement. The other key area that has emerged is the need to create awareness about all the different features.

Revenue is now starting to trickle in. We have advertising slots, sponsored content and 6% commission off sale of bundles and airtime. We have also integrated Bet City gaming with 10% of all revenue from this coming back to us. Below are the deliverables for the last quarter:



To enhance its digital footprint, it's only right that this starts at the top.

ePaper

At the onset of the first lockdown, we were faced with the reality of not being able to sell the newspaper on the street (which is a key market) and needed to find a reliable e-option. The ePaper is a duplicate of the street copy but, because it is digital and does not have the limitations faced by the hard copy (marginal costs), we have been able to provide what has been termed ePaper extra-which is additional content on the e-copy.

Back-end processes

Digital Transformation, though, is a lot more than what is seen and engages with the public. There are a lot back-end processes that, if efficiently managed, will significantly improve the customer experience and customer satisfaction in the digital space is gold. It is, therefore, imperative that we place emphasis on some key back-end processes. Significant effort has been expended to create a Technology Strategy that ensures these processes are optimized and add value to the overall customer journey with Vision Group, so as to support the efforts to create revenue avenues. Key emphasis has also been placed on ensuring integration of all these systems so as to create real-time reporting for management on the status of business. These include the systems below;

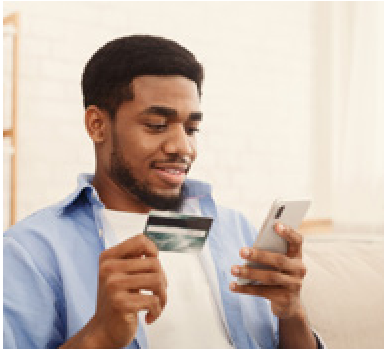
Business Central Upgrade

Financial records keeping is constantly optimized. This has been done by an entirely internal team and gives us independence and flexibility to ensure there is clear visibility of the financials and their reporting. We have done an upgrade to the latest Microsoft Business Central which offers flexible access and execution of financial records as well as allowing for integration across multiple touch points. With increased automation and skills acquisition, the mid to long term plan is to ensure deeper integration detailed Business Intelligence so as to provide real-time visibility of business performance and hence improve decision making and enhance business competitiveness.

Classified Advert System

We have developed and launched an online advert booking system to enable customers to book advertising business with us via online channels. This eliminated geographical boundaries and creates convenient access, further improving the customer experience. All the popular online payment options have been integrated as well: Mobile Money, Card Payments and PayPal among others.

Online Payment systems



Accelerated by the onset of COVID-19, there was a need to continue collecting revenue despite social distancing measures. In addition to already pre-existing bank transfer options, we established reliable Mobile Money and card payment options and embedded them on/in our digital channels including the websites and Digital Experience. We continue to explore partnerships with new payment providers so we have coverage in as many markets as we possibly can. These are facilitating the monetization of our digital assets.

Call Center

A call centre is a customer engagement system at its core. In an effort to be more customer centric, we needed to increase our interface with customers so we could enhance our visibility and availability-especially via digital channels. The call centre is integrated with email, social media and the telephone exchange.

The Digital age operates differently from the industrial age. In the industrial age, it was about 'product push". One had a product or service and they pushed it en masse to capture as many subscribers/consumers as possible. The user hardly had a choice (few providers) and there was minimal variety in the product. In the digital space, there is hardly any exclusivity of anything. Users have choice and the onus is on the provider to create a better experience than the competition so as to attract customers. Worse still, customers are not loyal and one has to constantly engage and create relevance to retain the customers. We, therefore, need to be deliberate about our customer engagement at all times. Sales and Marketing plans to, in the FY 2021/22, acquire a CRM which will complete the customer experience as well as give end-to-end visibility of the customer journey to the business.

Board Process Automation

In an effort to create better visibility by the Board of the Management, a decision was taken to automate the process of handling board-management interactions that culminate into quarterly reporting cycles. This would allow for better documentation of board decisions as well as improve the interface with management. It would also create a digital repository of board documentation that would be useful in inducting new board members, among other things. Given Vision Group has taken the decision to enhance its digital footprint, it's only right that this starts at the top.

Outlook for the next 12-18 months

Plans are underway to automate additional key processes including Sales and Marketing (CRM-Customer Relationship Management), Commercial Printing (Manufacturing Management) as well as the Human Resource Management processes (HRM).

In addition to this, it is key that we enhance data-driven decision making and, as such, there shall be a focus on Business Intelligence (which will be enabled by ensuring integration of all these systems so we can do reporting from a single point of truth).

The Digital Experience will also continue to evolve with new value being created for audiences on a quarterly basis.

SALES

Media Revenue In The Face Of COVID-19

Hope Nuwagaba
Head of Sales

In the last decade, media faced the need for major changes due to digitalization and globalization. Therefore, many of them appeared to be in the process of transformation when the COVID-19 pandemic forced the international community to reconsider its problems and risks in the face of unprecedented COVID-19 lockdowns. In this context, the search for new business decisions and new business models became crucial for many media market actors.

The advent of COVID-19 had a significant impact on the market dynamics and the entire media landscape, creating major shifts in consumer habits, audience patterns and client engagement modalities. This has dictated a big shift in the market approach, client engagement methods, sales tools and an increasing demand for innovative ways of doing business like remote sales calls, interviews both online and TVS, webinars, virtual meetings etc.

The disruptions also demanded for channel overhauls(newspapers) to improve proximity to the customers and creating new outlets based on where the customers were.

These will continue to be a critical element of our client service and engagement in the sales process even without the pandemic.

Advertising spend was heavily cut due to the pandemic, with more focus on essential services and this greatly affected some revenue streams. However, there was a notable growth in broadcast revenue with essential brands/services having to keep engaging their customers using our media but at low-cost budgets and spend.

But important to note is that traditional media will need major and intensive innovative ways to keep alive and get back after the pandemic.

Despite the market shifts, our main focus has been aggregation of our audiences with focus on relevant content, convenience for all our audiences and proximity of service for all our products, as well as ensuring unique sales propositions.

Our media eco-system has continued to be our competitive advantage in the industry and this has greatly supported our readership, viewership and listenership even in the hard times, with over 65% market share, to continue giving value to our customers and audiences.

Our sustainability and business continuity will be determined by how ready we are with the tools and flexibility for remote working to enable us serve clients and ensure no disruptions in our day-to-day working. This calls for focus on sales infrastructure, technologies and processes to serve our customers better, especially when a major life event or public crisis keeps the team away from the office.

The industry shift with a growth in digital audiences will impact the future of media and advertising revenues but we will continue to push for the growth on both broadcast and digital as we innovate and turn around traditional media to adopt to the new market dynamics and challenges.

With increasing demand from the younger generation which is 56% of Uganda's population, the trends that will dominate digital advertising in the next decade have already kicked off.

The tough point is to predict, which of these trends will have the greatest impact on the industry to enable us adopt and innovate for business.

The core service and essential sectors like education, health, food etc will still be dominant even with increasing demand in technology. The only challenge will be finding new means of delivery that will attract spend, value and return on investment.

Key statistics about Uganda that influence media

- Population (2021): - 47,123,531
- Country Area: 242,554 sq km
- Capital City: Kampala - population 1,993,165 (2015)
- GNI (per capita): US$794 (2019) per World Bank.
- Internet users: 18,502,166 in Dec/2020, 39.3% of the population, per UCC.
- Facebook subscribers: 3,328,000 in Dec/2020,
- Market penetration rate 7.1%.

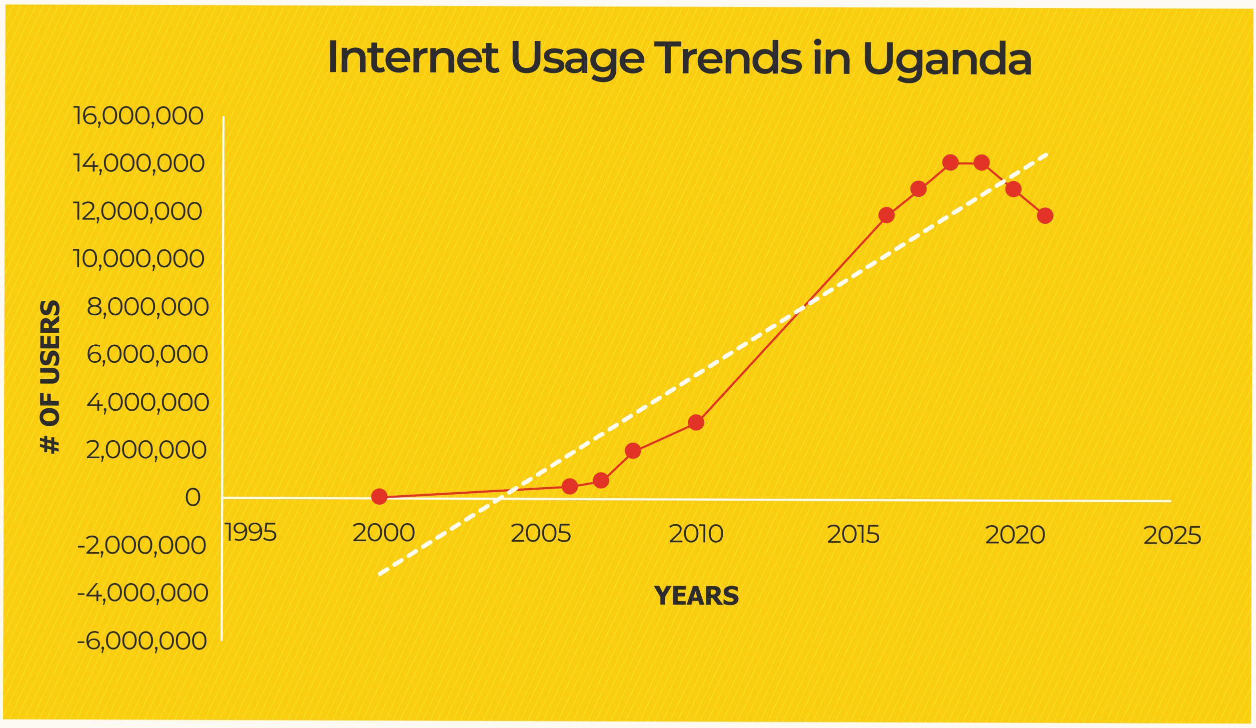
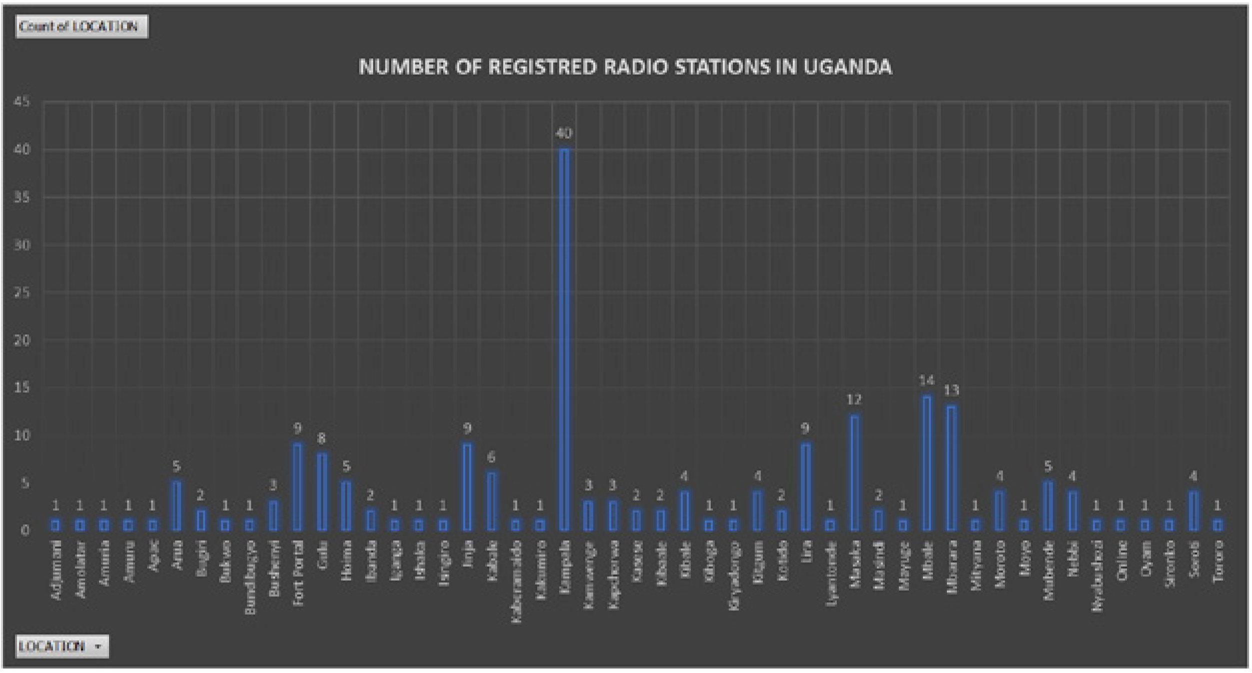


Figure 1: Data Source: UCC (2020)



LIST OF TV STATIONS IN UGANDA

1. BUKEDDE TV 1
2. NBS
3. NTV
4. BBS
5. RECORD TV
6. REST TV
7. SALT TV
8. SMART 24 TV
9. SPARK TV
10. SPORTY TV (TESTING)
11. STV
12. TOP TV
13. TV AFRICA
14. U24
15. UBC STAR TV
16. UBC TV
17. ABS TV
18. APEX
19. BUKEDDE TV2
20. FACE TV
21. KO
22. LIGHT HOUSE TV
23. PEARL MAGIC
24. PLANET
25. SALAM TV
26. SANYUKA TV
27. TV WEST
28. UGANDA CATHOLICS TV
29. URBAN TV

1.0. THE PRINT MEDIA CONVERGENCE:
Overall Trends and the COVID-19 Pandemic Impact in Uganda

- In 2020–2021, the COVID-19 pandemic influenced all parts of human life. It has had an unprecedented impact on the lifestyle, consumer behavior and quality of life, and on business activity in all sectors.
- The international community is now in the “acute” stage of reconsidering its problems and risks, capabilities and coordination in the face of COVID-19 and the Global Recession of 2020.
- The current economic situation is highly challenging for print media which faced the need for major changes in the decades before the pandemic, due to digitalization and globalization.
- Emergency anti-pandemic measures that resulted in reduced incomes of people, as well as financial problems for investors and advertisers, have come as an unexpected and harsh blow to print media, submerged in the process of search for new business decisions and new business models.

1.1. KEY FOCUS FOR RECOVERY

Since early 2020, the COVID-19 pandemic has been accelerating structural challenges and trends that have long faced the media and entertainment (M&E) industry. Print media has been the most hit.

Heading into 2021, for Print Media we have key strategic opportunities both to recover from the COVID-19 crisis and to boldly position print to thrive and survive in the future:

- The Online Strategy will involve renewing the focus on customers' needs by taking a more nuanced approach to customer engagement and by turning around our digital assets to save some print products.
- Monetize the E-Paper; Repositioning to monetize advanced online media through new products, services, and business models. The use of the Internet is a step that we should look at intensifying in order to be more sustainable in the near future.
- There is need to switch to a multi-platform approach and active interaction with the audience for the joint creation of content.
- Converging and remixing entertainment experiences through new service offerings and entertainment—and by adopting new strategies that can enable business agility.
- Identify content funders; This will involve identifying content angles and do funding proposals to Government, NGOS etc for opportunities.

World over, news organisations are being supported to continue informing and educating the public as well as holding power to account and argue that, just as policymakers recognize the need to fund public education or healthcare using taxpayers' monies, journalism should receive similar support.

2.0. RADIO LISTENERSHIP AND TV VIEWERSHIP IN UGANDA

- In 2020, COVID-19 forced many Ugandans to remain in isolation and radio stations stepped up their role as leaders in communication and media during the pandemic.
- Many radio stations were affected as they themselves suffered economic loss due to the closure of businesses.
- Many radio stations reduced the hours for broadcasting because they could not physically go to the station.
- Some began creating broadcast productions from their homes and sent their programmes electronically for broadcasting on radios and TVS

2.1. THE REALITY OF THE BROADCAST INDUSTRY IN UGANDA

- The advantages of relying on the internet to carry out remote Radio and Tv work during the pandemic crisis are clear. However, accessibility to the internet for the audiences is still an issue, especially in areas farthest from urban centres and those which have been systematically and historically marginalized.
- While listeners and viewers are seeking the same information that they typically would have listened to out of home, they are now finding it by streaming audio at home.
- Listening to AM-FM streams is now 60% higher than it was pre-COVID-19.
- Study shows that remote workers are listening to radio at the same rates as employees who were not working remotely.

- Research shows that eight out of ten radio listeners are either listening to radio more or the same amount. What has changed is how and where Ugandans are listening to radio:

26% more are listening from home

19% more are listening on mobile devices

14% more are listening to podcasts

12% more are listening on their computers

10% more are listening on their smart speakers

2.2. KEY STRATEGIES FOR A BOLD RECOVERY OF VISION GROUP RADIO AND TV SECTIONS

- The radio and TV station markets in Uganda are expected to grow by 6.4% in 2021
- The growth will occur if Vision Group focuses on re-arranging her operations and recovering from the COVID-19 impact, which had earlier led to restrictive containment measures involving social distancing, remote working, and the closure of commercial activities that resulted in operational challenges.
- The TV and radio broadcasting market consists of revenues generated from sales of television and radio programmes, from the sale of air time to advertisers, and from donations and subsidies earned by entities (organizations, sole traders and partnerships) that operate broadcast studios and facilities for over-the-air or satellite delivery of radio and television programmes.
- TV and radio sections should look at deploying technologies that allow users to access their content on mobile phones and website portals.
- Access to various platforms and devices has increased over demand for TV and radio broadcasting services.
- The outbreak of the Coronavirus acted as a significant restraint on some of the TV and radio broadcasting markets in 2020 as businesses were disrupted due to lockdowns imposed by governments globally.
- The outbreak is expected to continue to have a negative impact on businesses throughout 2020 and into 2021.
- However, many media markets have been unaffected or benefited from this as they transmit their content remotely through digital channels. It is expected that the TV and radio broadcasting market will recover from the shock across the forecast period as it is a ‘black swan’ event and not related to ongoing or fundamental weaknesses in the market or the global economy.
- Vision Group should adopt virtual reality (VR) for her TV and radio broadcasting programmes to create potential impact on audiences. Live events such as sports and music are expected to boost the demand for VR adoption during the forecast period, by helping audiences to connect with major events through a dynamic environment.

PRINTING

Umar Luyimbazi
Head of Printing

Vision printing has grown in the last 30 years to offer a range of services from newspapers to high volume commercial printing jobs. The commercial printing arm has over time developed to become one of the leading commercial printers in the country and has expanded to serve clients in Rwanda as well as South Sudan.

COVID-19 has been the disruptor of all business in Uganda this Financial Year. There has been reduced economic activity within the economy due to lockdowns and global supply chain disruptions; these have severely impacted revenues and operations.

Our operations have, however, been resilient. We have been able to continue to serve our clients despite the challenges and achieve a modest revenue performance.

Future Outlook/ Prospects

Our challenge is to continue creating value for our shareholders even within the more uncertain environment. We have invested in content development of learning materials and have successfully bid and won tenders to produce, print and distribute education materials.

We will shall continue to invest in our capacity to equip our team with the latest technologies for efficiency and better quality. Our team of skilled and dynamic professional is always ready to offer all the printing solutions to our clients offering the best quality, competitive pricing, creativity and quick turnaround time. We shall also scope growth opportunities in other sectors to further grow our revenue base as traditional revenue streams continue to be decimated by the effects of the COVID-19 pandemic.

With the exciting prospects and opportunities in sight, the next financial shall see better growth and overall financial performance.

OUR PRINTING CAPACITY

01 Pre-Press

The Vision printing Pre-Press has the capacity to output 120 plates online per hour through Kodak CTP Magnus 800Z and Screen CTP PlateRite HD 8900Z.

02 Web-Press (Newspapers) Printing

A Goss Magnum (Web) press that prints a 64 Pages newspaper in a single run at 40,000copies per hour.

03 Flat/Sheet-fed (Commercial) Printing

Ryobi Press machines a 920, that prints 12,000 impressions and Ryobi RMGT, with a UV coating unit at capacity of 12,000 impressions per hour.

These machines feed to a finishing section that has a number of different process machinery right from folding through stitching, binding to trimming/cutting and special effects like Spot UV, Lamination Cold/Hot, Perforation, digital/auto numbering and die-cutting machines.

04 Digital Press & Large Format printing

This is a section for ‘print-on-demand’ jobs.

NEW EQUIPMENT

As we look to the future, we have smartly invested in equipment that will distinguish us from other players in the market in terms of quality and turnaround time but also position ourselves for future business opportunities.

Folding machine

Wire - o- wire Machine (spiral wire binding)

This new machine, the first of its kind in Uganda, is fully automatic and its going to improve on the quality of our calendar, notebooks binding as well as other spiral binding works such as Job aid cards of different sizes, writing pads, etc. It has the capacity to churn out 8000 A2 calendars per hour and 1000 notebooks per hour. In terms of speed, we shall be unmatched.

Spot UV machine

This machine, which is already installed has improved on our efficiency, with its big size of A1. It takes a short time to do UV vanish work and its easy due to the big size capacity and the modern technology it has and several vanish effects can be achieved, giving our client variety of additional value to their print works.

As a business we shall continue to invest in machinery that supports the demands of our clients. We shall source for the best equipment on the market to make us more competitive but also innovative for our client.

Three-knife trimmer

The three-knife trimmer integrates advanced hydraulic, pneumatic, electrical and mechanical technology together to represent the highest level of any single station three knife trimmer. This machine has an excellent feature that will improve our efficiency including fast cutting, short set up time, accurate book trimming and high automation. With the growth in publishing expected, we believe the three-knife trimmer will improve our efficiency by triple folds.

STAKEHOLDER INFORMATION

The Company aims at ensuring consistent financial performance with a view of enhancing shareholder value.

Market Information

New Vision Printing and Publishing Company is listed on the Ugandan Stock Exchange, the Uganda Securities Exchange (U.S.E). The Company first listed its securities in November 2004. A successful Rights Issue was undertaken in September 2008 following approval from shareholders and the regulators.

Share Capital of the Company

Shs **1, 503,990,000** | Divided into **76,500,000** | Ordinary Shares of Shs **19.66** **each**

The Company uses the symbol **NVL** on the exchange for identification purposes.

Shareholders

Description	No. of Investors	No Of Shares Held	Percent Holding
Between 1 and 1,000 Shares	1,710	608,171	0.79%
Between 1,001 and 5,000 Shares	543	1,361,609	1.78%
Between 5,001 and 10,000 Shares	127	987,154	1.29%
Between 10,001 and 1,000,000 Shares	158	11,785,657	15.41%
Above 1,000,001 Shares	6	61,757,409	80.73%
Total	**2,544**	**76,500,000**	**100.00%**

Nationality	Category	No. of Members	No. of Shares	Percent Holding
East African	Corporate	85	68,654,075	89.74%
	Individual	2,375	6,973,589	9.12%
		2,460	**75,627,664**	**98.86%**
Foreign	Corporate	4	48,760	0.06%
	Individual	80	823,576	1.08%
		84	**872,336**	**1.14%**
Grand Totals:		**2,544**	**76,500,000**	**100.00%**

Top Ten Shareholders

Shareholder Name	Shares Held	% shareholding
MINISTER OF FINANCE,PLANNING AND ECONOMIC DEVELOPMENT	20,400,000	26.67%
MINISTER OF STATE FOR FINANCE (PRIVATISATION)	20,400,000	26.67%
NATIONAL SOCIAL SECURITY FUNDS	15,000,000	19.61%
NATIONAL SOCIAL SECURITY FUND-PINEBRIDGE	2,185,857	2.86%
NATIONAL INSURANCE CORPORATION LTD	2,068,172	2.70%
BANK OF UGANDA STAFF RETIREMENT BENEFIT SCHEME AIG	1,703,380	2.23%
BANK OF UGANDA DEFINED BENEFITS SCHEME- GENEAFRICA	979,399	1.28%
INSURANCE COMPANY OF EAST AFRICA UGANDA LIMITED	563,286	0.74%
CENTENARY BANK STAFF DEFINED CONTRIBUTION SCHEME	410,000	0.54%
DFCU BANK LIMITED	359,693	0.47%
Total Number of Shares	**64,069,787**	**83.75%**

Dividend Policy

The dividends paid to ordinary shareholders is a matter of Company policy to be decided by the Board of Directors and ratified by the shareholders. The essence of the corporate dividend policy is the choice between whether to pay dividends now or to invest funds to generate capital gains. Shareholders usually prefer a cash dividend now which is certain to a future capital gain or future dividends. Immediate dividends are valued more highly than future dividends because of the perceived higher risk attached to the future dividends.

The Company recognizes the importance of dividend payments as it enhances shareholder wealth. It is also very mindful that there must be sufficient distributable profits from which to make a dividend payment, in that regard, Management will ensure that the payment of dividends will not damage the liquidity and solvency of the Company.

A cash dividend is income to shareholders and is, therefore, subject to income tax. The Company will therefore withhold 15% tax for Companies and 10% tax for Individuals before payment to a shareholder.

Our policy requires that the level of profits determines the level of dividends which is a range of 50% to75% for the shareholder and 25% to 50% profit retention for the Company and this amount of money can only be paid out of realized profits.

Shareholder Engagement

The Board recognises that The Board recognizes that their legal duties are to the company. The Board therefore has an obligation to keep shareholders well informed about what the company is doing and determine whether the company is able to meet their expectations.

This year, this was done through the first ever virtual Annual General Meeting held on November 26, 2020. Shareholders were able to attend the meeting off-site. We strive to maintain an open dialogue with our esteemed shareholders. Not only does good corporate governance demand of it but this engagement helps shareholders better understand the performance and financial position of the Company.

The Company recognizes that dialogue is an ongoing process and the Board strives to keep in touch with shareholder opinions in the most practical and efficient ways.

We continue to encourage shareholders to attend our Annual General Meetings (AGMs) and to fully participate, offering constructive criticism and feedback for improvement.

The Board Chairperson ensures that all directors are aware of the issues and concerns of its shareholders.

The following directors on the Board represent the various shareholder interests listed below;

a. Moses Mwase – Government of Uganda (majority shareholder)

b. David Kenneth Mafabi – Government of Uganda (majority shareholder)

c. Robinah K. Kaitiritimba – Minority individual shareholders

d. Patrick Ayota – National Social Security Fund (institutional shareholder)

e. Julie Piloya Okiror– Bank of Uganda Staff Retirement Benefit Scheme (institutional shareholder)

The Board is well balanced. The Company strives to ensure equitable treatment of all its shareholders and there is no possibility of a majority shareholder influencing the decision-making process. Directors are mindful of the long-term interests of the Company and its investors during decision making.

Engagement with Regulators

The Company continued to engage with the Uganda Securities Exchange and the Capital Markets Authority. The Company attended the Annual Issuer Forum organized by the Uganda Securities Exchange on December 4, 2020 where various listed companies attended. The forum acts as a platform for interaction, discussion of insights and solutions common to all listed companies with the aim of growing and developing the market. Issuers discussed market resilience and adaptability in a changed business environment.

In the spirit of ensuring continued compliance even in changed times, the Company invited the regulators to attend the virtual Annual General Meeting held on November 26 2020, as observers.

The Company also successfully obtained a Legal Entity Identifier (LEI) as required by the Uganda Securities Exchange. The LEI is a unique code containing information about a listed company and the publicly available LEI data pool can be regarded as a global directory, which greatly enhances transparency in the global marketplace.

Dealing in Securities

The Company restricts dealing in securities by directors and employees during closed periods which are from July 1 of any year to the publication of final results, and from January 1 of any year to the publication of the interim results. According to the amended CMA Act and USE Insider Trading Rules, directors, members of senior management and employees of the Finance Department who usually have access to price-sensitive information by virtue of their office and profession are prohibited from trading or dealing, directly or indirectly, in the shares of the Company during this period. It is an offence to sell or buy shares based on receipt of this information and if found guilty, the Uganda Securities Exchange has power to halt any trade, freeze the securities and issue a fine commensurate with the amount obtained from dealing in the shares.

The Company maintains an Insider Trading Policy that ensures directors and employees who are privy to price-sensitive information do not make use of such information to the detriment of other investors before it is published. The policy requires that notifications of the restriction of dealing in securities during closed periods be communicated to all the relevant stakeholders

The Company Secretary monitors and maintains an updated Insider List of all persons likely to have price-sensitive information and the List is shared with the regulator on request.

Company business is operated in compliance with the legal regime. The company continued to comply with the continuing listing obligations as stipulated in the Listing Rules. We recognize the importance of these continuing obligations that are designed to ensure a fair market with equal access to information by all parties and easy entry and exit from the market. The Company Secretary has a detailed knowledge of the Listing regime and advises the Board appropriately.

During the period, timely disclosures and releases of material information were made to the regulator, USE, shareholders and various stakeholders.

For any enquiries, please contact the Company Secretary or the Investor Relations Office at Pike House, 2nd Floor, Plot 19/21 First Street Industrial Area Kampala.
Company Share Registrars;
Deloitte Uganda Ltd Rwenzori House
1 Lumumba Avenue P.O Box 10314 Kampala

FINANCIAL STATEMENTS

The directors submit their report together with the audited financial statements for the year ended 30 June 2021 which disclose the state of affairs of New Vision Printing and Publishing Company Limited (the Company).

1. PRINCIPAL ACTIVITIES

The principal activities of the Company are publishing, printing and distribution of newspapers and magazines. The Company also engages in television and radio broadcasting, and digital online production.

2. RESULTS

The results for the year are set out on page 14.

3. DIVIDENDS

The directors do not recommend payment of a dividend for the year ended 30 June 2021 (2020: Ushs 1,377 million).

4. RESERVES

The reserves of the Company are set out on page 16.

5. DIRECTORS

The directors who held office during the year and to the date of this report were:

Name	Role
Patrick Ayota	- Board Chairperson
Susan Lubega	- Deputy Board Chairperson
Don Wanyama	- Managing Director/CEO - Appointed on 01 May 2021
Gervase Ndyanabo	- Deputy Managing Director/Company Secretary (Alternate Director for CEO)
Robinah Kaitiritimba Kitungi	- Non-Executive Director
Michael Nyago	- Non-Executive Director
Peter Kawumi	- Non-Executive Director
Moses Mwase	- Non-Executive Director
Aéko Ongodia	- Non-Executive Director
Sarah Irene Walusimbi	- Non-Executive Director
Julie Piloya Okiror	- Non-Executive Director - Appointed on November 26, 2020
David Kenneth Mafabi	- Non-Executive Director - Appointed on November 26, 2020
Robert Kabushenga	- Managing Director/CEO - Retired on 30 April 2021
Jim Mugunga	- Deputy Board Chairperson - Retired November 26, 2020
Charles Tukacungurwa	- Non-Executive Director - Retired on November 26, 2020

All directors are Ugandans.

Members of the Board Audit and Risk Committee

Name	Role
Michael Nyago	Chairman
Joseph Baliddawa	Member
Parity Twinomujuni	Member
Sarah Irene Walusimbi	Member
Patricia Adongo Ojangole	Member – Retired on March 3, 2021

6. GOING CONCERN

The financial statements set out on pages 113 to 176, which have been prepared on the going concern basis, were approved by the Board of Directors on October 28, 2021.

By order of the Board

Company Secretary

The Companies Act, 2012 of Uganda requires the directors to prepare financial statements for each financial year, which give a true and fair view of the state of financial affairs of the Company as at the end of the financial year and of its operating results for that year. It also requires the directors to ensure the Company keeps proper accounting records, which disclose with reasonable accuracy, at any time, the financial position of the Company. They are also responsible for safeguarding the assets of the Company.

The directors are ultimately responsible for the internal control of the Company. The directors delegate responsibility for the internal control to management. Standards and systems of internal control are designed and implemented by management to provide reasonable assurance as to the integrity and reliability of the financial statements and to adequately safeguard, verify and maintain accountability of the Company's assets. Appropriate accounting policies supported by reasonable and prudent judgements and estimates, are applied on a consistent and using the going concern basis. These systems and controls include proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties.

The directors accept responsibility for the financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgement and estimates, in conformity with International Financial Reporting Standards and in the manner required by the Companies Act, 2012 of Uganda. The directors are of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Company and of its operating results. The directors further accept responsibility for the maintenance of accounting records, which may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.

Nothing has come to the attention of the directors to indicate that the Company will not remain a going concern for at least twelve months from the date of this statement.

The financial statements were approved by the Board of Directors on October 28, 2021 and signed on its behalf by:

Director

Director

REPORT OF THE AUDITOR GENERAL ON THE FINANCIAL STATEMENTS OF THE NEW VISION PRINTING AND PUBLISHING COMPANY LIMITED FOR THE YEAR ENDED 30th JUNE 2021

THE RT. HON. SPEAKER OF PARLIAMENT

Opinion

I have audited the financial statements of the New Vision Printing and Publishing Company Limited set out on pages 113 to 176, which comprise the statement of financial position as at 30th June 2021, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In my opinion, the accompanying financial statements present fairly, in all material respects the financial position of New Vision Printing and Publishing Company Limited as at 30th June 2021 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Companies Act of Uganda, 2012.

Basis for opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of my report. I am independent of the Company in accordance with the International Federation of Accountants' Code of Ethics for Professional Accountants (IFAC code) and other independent requirements applicable to performing audits in Uganda. I have fulfilled my other ethical responsibilities in accordance with IFAC Code, and in accordance other ethical requirements applicable to performing the audit of New Vision Printing and Publishing Company Limited. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgment, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

I have fulfilled the responsibilities described in the Auditor's responsibilities for the audit of the Financial Statements section of my report, including in relation to these matters. Accordingly, my audit included the performance of procedures designed to respond to my assessment of the risks of material misstatement of the financial statements. The results of my audit procedures, including the procedures performed to address the matters below, provided the basis for my audit opinion on the accompanying financial statements.

<table>
<tr><th>Key Audit Matter</th><th>How the matter was addressed in the audit</th></tr>
<tr><td colspan="2">1.0 Impairment assessment of non-current assets</td></tr>
<tr><td>
As at 30 June 2021, the Company's market capitalization was Ushs 23,715 million which was lower than the carrying amount of the Company's net assets of Ushs 65,039 million as at that date.
In accordance with IAS 36 Impairment of Assets, this is an impairment indicator that triggers the need for impairment testing.
The test for impairment of assets compares the carrying value of related assets/cash generating unit (CGU) to the higher of their fair value less costs to sell or value-in-use (a 'recoverable amount') using an impairment model.
The recoverable amount of the Company's CGU has been estimated based on the fair value less costs to sell, derived from a market approach which provides an indication of the fair value by comparing the Company with identical and/or comparable companies for which information is readily available.
The level of risk associated with the fair value less costs to sell has increased since the price the Company would receive at the valuation date may be significantly lower than prices or estimates of prices it may have received at previous dates due to the implications of COVID-19 on global asset prices, availability of capital and risk appetites of market participants.
In application of the market approach, the enterprise value to the earnings before interest, taxes, depreciation, and amortization (EV/EBITDA) multiples of comparable companies with adjustments made to relate to the Company's realties were considered most appropriate. Other key assumptions applied in estimation of the fair value less costs to sell included the level of selling costs and the liquidation discount.
I considered this a key audit matter since the impairment assessment involves significant judgment and assumptions as described above. We also considered the sensitivity of the recoverable amount calculation to changes in these key assumptions.
The impairment related disclosures included in the notes to the financial statements are as follows:

The accounting policies for impairment of non-financial assets are disclosed in note 3(h).
The key assumptions and sources of estimation uncertainty as well as sensitivities to changes in those assumptions are disclosed in note 15(b).
The estimated recoverable amount of the cash generating unit based on the fair value less costs to sell is disclosed in note 15(b).

</td><td>
My audit procedures included but were not limited to:

I obtained an understanding and evaluated the design of the budgeting and forecasting process, including assessing the reasonability of the forecasts used in determining the value in use.
Assessed the appropriateness of forecast revenue and gross margin growth rates through comparison with external economic and internal new business acquisition benchmarking data and with reference to historical forecasting accuracy, with consideration of the impact of COVID-19 on those forecasts.
Evaluated the appropriateness of the recoverable amount considering results from both the value in use calculations and fair value less costs to sell calculations.
Evaluated the appropriateness and completeness of information included in the impairment model based on our cumulative knowledge of the business driven by our audit of the financial statements, review of trading plans, strategic initiatives, minutes of the Board of Directors' meetings and Senior Management meetings.
Involved my valuations specialists in assessing the appropriateness of the discount rates in the value in use calculations and market multiples applied in the fair value less costs to sell calculations.
Assessed the mechanical accuracy of the impairment model and the methodology applied by management for consistency with the requirements of IAS 36 Impairment of Assets
Calculated the sensitivity of the impairment testing model to changes in key assumptions.
Assessed the completeness and accuracy of disclosures in the financial statements in accordance with IFRS.

</td></tr>
</table>

<table>
<tr><th>Key Audit Matter</th><th>How the matter was addressed in the audit</th></tr>
<tr><td colspan="2">2.0 Recognition and measurement of retirement and terminal costs</td></tr>
<tr><td>During the year, the Company incurred costs relating to a one-off discretionary retirement package comprised of both cash and in-kind items in recognition of long service to the Company by an exiting employee. Management has measured and recognised costs relating to the retirement package of Ushs 1,956 million and reported these as part of staff costs included in administrative expenses in the statement of profit or loss and other comprehensive income.

I considered this a key audit matter since the amounts involved are significant to the Company's performance and their measurement included judgements in areas such as valuation of non-cash items and consideration of the tax implications.

The relevant disclosures included in the notes to the financial statements are as follows:

• The accounting policies for employee benefits are disclosed in note 3(n)

• The details of the one-off discretionary retirement package and exit costs incurred are disclosed in note 9(c).</td><td>My audit procedures included but were not limited to:

• Obtaining an understanding and evaluating the design of the Company's payroll and employee benefits process, including the governance procedures on discretionary rewards.

• Comparing the benefits granted on exit of the employees to those provided for in their employment contracts and the approved Human Resource Manual.

• Discussing with senior management and those charged with governance to understand the nature and basis of determination of discretionary retirement packages. As part of this, obtaining an understanding of the valuation of the non-cash items and taxation of retirement packages as a whole.

• Agreeing the cash payouts to bank statements and verifying the valuation of the non-cash items for appropriateness for recording in the financial statements.

• Involving my tax experts to consider the related tax judgements.

• Evaluating the completeness of the disclosures on retirement and terminal costs.</td></tr>
</table>

<table>
<tr><th>Key Audit Matter</th><th>How the matter was addressed in the audit</th></tr>
<tr><td colspan="2">3.0 Expected Credit Losses on trade and other receivables</td></tr>
<tr><td>
As at 30 June 2021, the Company had gross trade receivables of Ushs 19,608 million (2020: Ushs 27,838 million) and expected credit losses of Ushs 3,203 million (2020: Ushs 1,428 million) as disclosed in note 19 to the financial statements.
Management performed the impairment assessment of trade receivables considering reasonable and supportable information including, but not limited to: the credit profile of different customers, the aging profiles, their knowledge about the customers, market conditions and past settlement patterns. Management also considered forward looking information on expected macroeconomic conditions including considerations made for possible effects from the COVID-19 pandemic.
Management applied significant judgement and assumptions in customer profiling and segmentation as well as the determination of appropriate macro-economic factors to be utilised in the model and establishing the relationship between those factors and the past settlement patterns. Judgement was also applied in determination of the effects of the pandemic on the credit loss estimation.
I considered this a key audit matter since the estimation of the expected credit losses involves significant judgment and assumptions as described above.
The impairment of trade and other receivables related disclosures included in the notes to the financial statements are as follows:

The accounting policies for impairment of trade and other receivables are disclosed in note 3 (g).
The maximum exposure to credit risk and the resultant expected credit losses computed as at 30 June 2021 are disclosed in note 30(c).

</td><td>
My audit procedures included but were not limited to:

Evaluating the Company's expected credit loss model against the IFRS 9 requirements.
Discussing with management the nature of key assumptions and the expected impact of COVID-19 on these assumptions.
Comparing the Company's inputs into the expected credit loss model to industry, financial and economic data and our own assessment.
Testing that the reported expected credit losses were determined in accordance with the Company's expected credit loss model.
Evaluating the completeness of the disclosures on expected credit losses on the trade receivables.
Obtained management representations for any adjustments made in the Company's financial statements in respect to the expected credit losses.

</td></tr>
</table>

Other Information

The Directors are responsible for the other information. The other information comprises the Company information, the Directors' Report as required by the Companies Act, 2012 of Uganda and the Statement of Directors' Responsibilities, (but does not include the financial statements and my auditor's report thereon), which I obtained prior to the date of the auditor's report and the Annual Report, which is expected to be made available to us after that date.

My opinion on the financial statements does not cover the other information, and I do not express an audit opinion or any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work I have performed, I conclude that there is a material misstatement of this other Information: I am required to report that fact. I have nothing to report in this regard.

Responsibilities of the Directors for the Financial Statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and the requirements of the Companies Act, 2012 of Uganda, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the Financial Statements, the Directors are responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Directors are aware of any intention to either liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the Financial Statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these Financial Statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of Director's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the Directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with him/her all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the Directors, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other Legal Requirements

As required by the Companies Act, 2012 of Uganda, I report based on my audit that;

(i) I have obtained all the information and explanations which to the best of my knowledge and belief were necessary for the purposes of my audit;

(ii) In my opinion, proper books of account have been kept by the Company, so far as appears from my examination of those books; and

(iii) The Company's statement of financial position and statement of profit or loss and other comprehensive income are in agreement with the books of account.

John F.S. Muwanga
AUDITOR GENERAL

November 3, 2021

New Vision Printing and Publishing Company Limited
Financial Statements
For the period ended 30 June, 2021

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Note	2021	2020
		Ushs'000	**Ushs'000**
Revenue from contracts with customers	4.1	81,924,708	91,755,560
Cost of sales	5	(59,885,490)	(67,490,719)
Gross profit		**22,039,218**	**24,264,841**
Other income	6	1,440,289	1,478,864
Distribution costs	7	(1,747,052)	(1,757,732)
Impairment losses on financial assets	8	(2,608,118)	(1,275,901)
Administrative expenses	9	(17,814,366)	(14,934,752)
Other operating expenses	10	(1,647,925)	(2,700,256)
Operating (loss)/ profit		**(337,954)**	**5,075,064**
Finance costs	11	(589,867)	(180,280)
(Loss)/ profit before taxation	12	**(927,821)**	**4,894,784**
Income tax expense	13	(57,652)	(2,233,416)
(Loss)/ profit for the year		**(985,473)**	**2,661,368**
Other comprehensive income			
Impairment of property, plant and equipment		(8,745,980)	-
Deferred tax on impairment of property, plant and equipment		2,623,794	-
		(6,122,186)	-
Total comprehensive (loss)/profit for the year		**(7,107,659)**	**2,661,368**
Basic and diluted (loss)/earnings per share	14(b)	(12.9)	34.8

New Vision Printing and Publishing Company Limited
Financial Statements
As at 30 June, 2021

STATEMENT OF FINANCIAL POSITION

	Note	2021 Ushs'000	2020 Ushs'000
ASSETS			
Non-current assets			
Property, plant and equipment and right-of-use assets	15	36,318,641	44,567,105
Intangible assets	16	1,648,651	478,785
		37,967,292	**45,045,890**
Current assets			
Tax deposit recoverable	17	22,537	2,569,777
Inventories	18	4,880,349	6,578,702
Right of return asset	4.3	1,042	12,728
Trade and other receivables	19	32,407,558	35,344,032
Current income tax recoverable	13(a)	1,220,614	367,726
Deposits with commercial banks	20	10,043,308	9,100,439
Cash and cash equivalents	21	3,044,726	3,153,520
		51,620,134	**57,126,924**
TOTAL ASSETS		**89,587,426**	**102,172,814**
EQUITY AND LIABILITIES			
Capital and reserves			
Share capital	22(a)	1,503,990	1,503,990
Share premium	22(b)	27,158,864	27,158,864
Revaluation reserve		3,435,348	9,947,120
Proposed dividends	14(a)	-	1,377,000
Retained earnings		32,940,863	33,369,785
Total equity		**65,039,065**	**73,356,759**
Non-current liabilities			
Deferred tax liability	13(d)	4,322,335	6,978,320
Lease liability	23(b)	337,543	550,977
		4,659,878	**7,529,297**
Current liabilities			
Contract liabilities	4.2	1,750,304	1,768,338
Refund liability	4.3	1,428	17,926
Trade and other payables	23	7,373,514	9,716,503
Lease liability	25(b)	213,434	173,321
Grant liability	24	81	428,405
Provision for litigations	25	1,739,063	1,108,160
Dividends payable	26	3,810,659	3,074,105
Borrowed funds	27	5,000,000	5,000,000
		19,888,483	**21,286,758**
TOTAL EQUITY AND LIABILITIES		**89,587,426**	**102,172,814**

The financial statements were approved by the Board on October 28, 2021 and signed on its behalf by:

Director **Director**

New Vision Printing and Publishing Company Limited
Financial Statements
For the year ended 30 June 2021

STATEMENT OF CHANGES IN EQUITY

	Share capital	Share premium	Proposed dividend	Revaluation Reserve*	Retained earnings	Total
	Ushs'000	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**
	Note 22 (a)	**Note 22 (b)**	**Note 14 (a)**			
At 1 July 2019	1,503,990	27,158,864	1,912,500	11,122,624	30,406,125	72,104,103
Profit for the year					2,661,368	2,661,368
Transfer of realised revaluation surplus to retained earnings	-	-	-	(1,175,504)	1,175,504	-
Deferred tax effect of transfer (note 13(d))	-	-	-	-	503,788	503,788
Proposed dividends (note 14(a))	-	-	1,377,000	-	(1,377,000)	-
Dividends declared (note 26)	-	-	(1,912,500)	-	-	(1,912,500)
At 30 June 2020	**1,503,990**	**27,158,864**	**1,377,000**	**9,947,120**	**33,369,785**	**73,356,759**
At 1 July 2020	1,503,990	27,158,864	1,377,000	9,947,120	33,369,785	73,356,759
Loss for the year	-	-	-	-	(985,473)	(985,473)
Transfer of realised revaluation surplus to retained earnings	-	-	-	(389,586)	389,586	-
Deferred tax effect of transfer (note 13(d))	-	-		-	166,965	166,965
Impairment loss net of tax (Note 15(b))	-	-	-	(6,122,186)	-	(6,122,186)
Dividends declared (note 26)	-	-	(1,377,000)	-	-	(1,377,000)
At 30 June 2021	**1,503,990**	**27,158,864**	**-**	**3,435,348**	**32,940,863**	**65,039,065**

***Revaluation reserve**

The revaluation reserve arose on revaluation of land and buildings and plant and machinery in 2017. The fair value of the property, plant and equipment was determined as at 30 June 2017 by Adriko & Associates (East Africa) Chartered Consulting Engineers, a Ugandan engineering professional services consulting firm, an accredited and independent valuer. The amounts were incorporated in the Company's books of account on 30 June 2017.The revaluation reserve is not distributable to shareholders.

The company's policy is to revalue the land and buildings and plant and machinery every five years.

		2021	2020
	Note	**Ushs'000**	**Ushs'000**
Net cash flows generated from operating activities	28	**5,693,389**	**1,238,169**
Cash flows generated from investing activities			
Purchase of property, plant and equipment	15	(3,273,026)	(2,925,781)
Additions to right of use assets	15	-	(14,953)
Purchase of intangible assets	16	(1,268,671)	(417,090)
Placements of deposits with commercial banks	20	(18,550,895)	(17,200,000)
Maturities of deposits with commercial banks	20	17,400,000	13,200,000
Interest received from commercial bank deposits	20	913,164	555,619
Proceeds from disposal of property, plant and equipment		219,333	25,525
Net cash used in investing activities		**(4,560,095)**	**(6,776,680)**
Cash flows used in financing activities			
Repayment of principal portion of lease liabilities	23(b)	(173,321)	(108,258)
Dividends paid	26	(640,443)	(879,827)
Proceeds from borrowed funds	27(a)	5,000,000	5,000,000
Repayment of bank loan principal	27(b)	(5,000,000)	-
Net cash (used in) /generated from financing activities		**(813,764)**	**4,011,915**
Net increase/(decrease) in cash and cash equivalents		**319,530**	**(1,526,596)**
Cash and cash equivalents at beginning of year		2,725,115	4,251,711
Cash and cash equivalents at end of year	21	**3,044,645**	**2,725,115**

1. CORPORATE INFORMATION

New Vision Printing and Publishing Company Limited ("the Company") is a public limited liability Company incorporated and domiciled in Uganda. The Company was incorporated on 17 June 2002. The principal activities of the Company are publishing, printing and distribution of newspapers and magazines. The Company also engages in television and radio broadcasting, and digital online production. The Company was listed on the Uganda Securities Exchange in November 2004.

The registered office of the Company is at Plot 19/21, 1st Street, Industrial Area, PO Box 9815, Kampala, Uganda.

The financial statements of the Company for the year ended 30 June 2021 were authorized for issue in accordance with a resolution of the Board of Directors on ....2021.

2. BASIS OF PREPARATION AND SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

2.1. Basis of preparation

The financial statements have been prepared in accordance with International Financial Reporting Standards ('IFRS') as issued by the International Accounting Standards Board ('IASB') and the requirements of the Companies Act, 2012 of Uganda.

The financial statements have been prepared on a historical cost basis, except for land & buildings and plant and machinery that have been held at revalued amounts and are presented in Uganda Shillings ('Ushs'), which is the Company's functional currency. All amounts have been rounded to the nearest thousand, unless otherwise indicated.

The financial statements provide comparative information in respect of the previous period.

2.2 Statement of compliance

The financial statements of the Company have been prepared in accordance with and comply with International Financial Reporting Standards ('IFRS') and the requirements of the Companies Act, 2012 of Uganda.

For purposes of reporting under the Companies Act, 2012 of Uganda, the balance sheet in these financial statements is represented by the statement of financial position and the profit and loss account is represented by the statement of profit or loss and other comprehensive income.

2.3 Going concern

The Company's directors have made an assessment of the Company's ability to continue as a going concern and are satisfied that the Company has the resources to continue in business for the foreseeable future. Furthermore, the directors are not aware of any material uncertainties that may cast doubt upon the Company's ability to continue as a going concern. Therefore, the financial statements continue to be prepared on a going concern basis.

In making its assessments management has considered significant events and transactions as detailed in note 35.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a) Revenue from contracts with customers

The Company is a media enterprise in the business of selling print products, advertising in print and broadcast and printing services. The Company has also entered into the business of events and experiential marketing.

Revenue from contracts with customers is recognised when control of the goods or services are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements.

The disclosures of significant accounting judgements, estimates and assumptions relating to revenue from contracts with customers are provided in Note 3 (r).

Sale of goods and advertising

Revenue from sale of goods and advertising is recognised at the point in time when control of the asset is transferred to the customer, generally on delivery of the goods or airing/publishing of the adverts. The normal credit term is 30 to 90 days upon delivery.

The Company considers whether there are other promises in the contract that are separate performance obligations to which a portion of the transaction price needs to be allocated (e.g., warranties, customer loyalty points). In determining the transaction price for the sale of goods, the Company considers the effects of variable consideration, the existence of significant financing components, non-cash consideration, and consideration payable to the customer (if any).

(i) *Variable consideration*

If the consideration in a contract includes a variable amount, the Company estimates the amount of consideration to which it will be entitled in exchange for transferring the goods to the customer. The variable consideration is estimated at contract inception and constrained until it is highly probable that a significant revenue reversal in the amount of cumulative revenue recognised will not occur when the associated uncertainty with the variable consideration is subsequently resolved. The rights of return and volume rebates give rise to variable consideration. The Company's contracts for circulation sales include a right to return. However, the standard contracts and sales arrangements do not provide for volume rebates.

Rights of return

Certain contracts provide a customer with a right to return the goods within a specified period. The Company uses the most likely amount method to estimate the goods that will not be returned because this method best predicts the amount of variable consideration to which the Company will be entitled. The requirements in IFRS 15 on constraining estimates of variable consideration are also applied in order to determine the amount of variable consideration that can be included in the transaction price. For goods that are expected to be returned, instead of revenue, the Company recognises a refund liability. A right of return asset (and corresponding adjustment to cost of sales) is also recognised for the right to recover products from a customer.

(ii) *Significant financing component*

Generally, the Company receives short-term advances from its customers. Using the practi cal expedient in IFRS 15, the Company does not adjust the promised amount of consideration for the effects of a significant financing component if it expects, at contract inception, that the period between the transfer of the promised good or service to the customer and when the customer pays for that good or service will be one year or less.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

a) Revenue from contracts with customers (Continued)

(iii) *Non-cash consideration*

The Company generally agrees all its contracts settlements to be in cash.

Contract balances

Contract assets

A contract asset is the right to consideration in exchange for goods or services transferred to the customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, a contract asset is recognised for the earned consideration that is conditional. The company did not have contract assets during the year.

Trade receivables

A receivable represents the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in note 3 (g) Financial instruments – initial recognition and subsequent measurement.

Contract liabilities

A contract liability is the obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognised when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognised as revenue when the Company performs under the contract.

Assets and liabilities arising from rights of return

Right of return assets

Right of return asset represents the Company's right to recover the goods expected to be returned by customers. The asset is measured at the former carrying amount of the inventory, less any expected costs to recover the goods, including any potential decreases in the value of the returned goods. The Company updates the measurement of the asset recorded for any revisions to its expected level of returns, as well as any additional decreases in the value of the returned products.

Refund liabilities

A refund liability is the obligation to refund some or all of the consideration received (or receivable) from the customer and is measured at the amount the Company ultimately expects it will have to return to the customer. The Company updates its estimates of refund liabilities (and the corresponding change in the transaction price) at the end of each reporting period. Refer to above accounting policy on variable consideration.

Cost to obtain a contract

The Company pays sales commission for each contract that they obtain for circulation and advertising sales. The Company has elected to apply the optional practical expedient for costs to obtain a contract which allows the Company to immediately expense sales commissions (included under cost of sales) because the amortisation period of the asset that the Company otherwise would have used is one year or less.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

a) Revenue from contracts with customers (Continued)

The following specific recognition criteria must also be met before other income is recognised:

Interest Income

For all financial instruments measured at amortised cost, interest income is recorded using the effective interest rate (EIR) method. The EIR is the rate that exactly discounts the estimated future cash receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset.

Other revenues earned by the Company are recognised as they are earned and include gains from disposal of the Company's assets.

b) Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realised or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realised within twelve months after the reporting period;

Or

- Cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period;

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period;

Or

- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The Company classifies all other liabilities as non-current. Deferred tax assets and liabilities are classified as non-current assets and liabilities.

c) Property, plant and equipment and right-of-use assets

Construction in progress is stated at cost, net of accumulated impairment losses, if any. Equipment are stated at cost excluding the costs of day–to–day servicing, net of accumulated depreciation and/or accumulated impairment losses, if any. Cost includes expenditures that are directly attributable to the acquisition of the asset. The cost of self-constructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the assets to a working condition for their intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property or equipment have different useful lives, they are accounted for as separate items (major components) of property and equipment.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Property, plant and equipment and right-of-use assets (Continued)

Repairs and maintenance are charged to profit or loss during the financial period in which they are incurred. The cost of major renovations is included in the carrying amount of the asset when it is probable that future economic benefits in excess of the most recently assessed standard of performance of the existing asset will flow to the Company and the renovation replaces an identifiable part of the asset. Major renovations are depreciated over the remaining useful life of the related asset.

Changes in the expected useful life are accounted for by changing the depreciation period or methodology, as appropriate, and treated as changes in accounting estimates. Right-of-use assets are presented together with property and equipment in the statement of financial position – refer to Notes 3(r) and 15. Right-of-use assets are depreciated on a straight-line basis over the lease term.

Land, buildings and plant and machinery are measured at fair value less accumulated depreciation and impairment losses recognised after the date of revaluation. Valuations are performed with sufficient frequency to ensure that the carrying amount of a revalued asset does not differ materially from its fair value.

A revaluation surplus is recorded in OCI and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognised in profit or loss, the increase is recognised in profit and loss. A revaluation deficit is recognised in profit or loss, except to the extent that it offsets an existing surplus on the same asset recognised in the asset revaluation surplus.

An annual transfer from the asset revaluation surplus to retained earnings is made for the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the asset's original cost. Additionally, accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the net amount is restated to the revalued amount of the asset. Upon disposal, any revaluation surplus relating to the particular asset being sold is transferred to retained earnings.

Depreciation is calculated to write off the cost or valuation of items of property, plant and machinery and equipment less their estimated residual values using the straight-line basis over their estimated useful lives and is generally recognised in profit or loss.

Depreciation is calculated on a straight-line basis over the estimated useful lives of the assets, as follows;

Nature of assets	Percentage of depreciation
Plant and machinery	4.4%
Furniture and office equipment	12.5%
Motor vehicles and motorcycles	10%
Computers and digital cameras	25%
Pre-press equipment	10%
Transmission and studio equipment (TV & Radio)	8%-20%
Radio electronic equipment	20%
Television transmission equipment	8%
Right of use assets	Straight line over the lease term
• Plant and machinery	• 4years
• Land	• 34-41 years

Depreciation commences once the asset is capitalized and is ready for use as intended by management and ceases on the day when the asset is derecognised.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

c) Property, plant and equipment and right-of-use assets (Continued)

An item of property, plant and equipment and any significant part initially recognised is derecognised upon disposal (i.e., at the date the recipient obtains control or the Company loses control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss when the asset is derecognised.

The residual values, useful lives and methods of depreciation of property, plant and equipment are reviewed at each financial year end and adjusted prospectively, if appropriate.

d) Intangible Assets

Intangible assets acquired separately are measured on initial recognition at cost. The cost of intangible assets acquired in a business combination is their fair value at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and accumulated impairment losses. Internally generated intangibles, excluding capitalised development costs, are not capitalised and the related expenditure is reflected in profit or loss in the period in which the expenditure is incurred. The useful lives of intangible assets are assessed as either finite or indefinite.

Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired.

The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in profit or loss in the expense category that is consistent with the function of the intangible assets.

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-generating unit level. The assessment of indefinite life is reviewed annually to determine whether the indefinite life continues to be supportable. If not, the change in useful life from indefinite to finite is made on a prospective basis.

An intangible asset is derecognised upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss.

Computer software

Computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software. These costs are amortised over their estimated useful lives which are estimated to be 15 years on a straight-line basis. Computer software development costs recognised as assets are amortised over their estimated useful lives which are estimated to be 15 years.

Costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred. Costs that are directly associated with the production of identifiable and unique software products controlled by the Company, and that will probably generate economic benefits exceeding costs beyond one year, are recognised as intangible assets.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

e) Cash and cash equivalents

Cash and cash equivalents in the statement of financial position comprise cash at bank and cash on hand which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash on hand and cash at bank.

f) Cash dividend

The Company recognises a liability to pay a dividend when the distribution is authorised and the distribution is no longer at the discretion of the Company. As per the corporate laws of Uganda, a distribution is authorised when it is approved by the shareholders. A corresponding amount is recognised directly in equity. The approved dividends are recognised as liabilities until when paid. Interim dividends are charged to equity when paid.

g) Financial Instruments

Financial instruments-Initial recognition and subsequent measurement

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortised cost, fair value through other comprehensive income (OCI), and fair value through profit or loss.

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price determined under IFRS 15. Refer to the accounting policies in note 3(a) Revenue from contracts with customers.

In order for a financial asset to be classified and measured at amortised cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognised on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Financial Instruments (Continued)

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortised cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortised cost (debt instruments)

This category is the most relevant to the Company. The Company measures financial assets at amortised cost if both of the following conditions are met:

- The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows;
  And
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial assets at amortised cost are subsequently measured using the effective interest (EIR) method and are subject to impairment. Gains and losses are recognised in profit or loss when the asset is derecognised, modified or impaired.

The Company's financial assets at amortised cost include trade and other receivables, and deposits with banks.

Financial assets at fair value through OCI (debt instruments)

The Company measures debt instruments at fair value through OCI if both of the following conditions are met:

- The financial asset is held within a business model with the objective of both holding to collect contractual cash flows and selling;
  And
- The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognised in profit or loss and computed in the same manner as for financial assets measured at amortised cost. The remaining fair value changes are recognised in OCI. Upon derecognition, the cumulative fair value change recognised in OCI is recycled to profit or loss.

The Company did not have debt instruments at fair value through OCI during the year ended 30 June 2021 (2020: None).

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Financial Instruments (Continued)

Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognised as other income in profit or loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.

The Company did not have equity instruments at fair value through OCI during the year ended 30 June 2021 (2020: None).

Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss include financial assets held for trading, financial assets designated upon initial recognition at fair value through profit or loss, or financial assets mandatorily required to be measured at fair value. Financial assets are classified as held for trading if they are acquired for the purpose of selling or repurchasing in the near term. Derivatives, including separated embedded derivatives, are also classified as held for trading unless they are designated as effective hedging instruments.

Financial assets with cash flows that are not solely payments of principal and interest are classified and measured at fair value through profit or loss, irrespective of the business model. Notwithstanding the criteria for debt instruments to be classified at amortised cost or at fair value through OCI, as described above, debt instruments may be designated at fair value through profit or loss on initial recognition if doing so eliminates, or significantly reduces, an accounting mismatch.

Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognised in profit or loss. This category includes derivative instruments and listed equity investments. Dividends on listed equity investments are also recognised as other income in profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at fair value through profit or loss. Embedded derivatives are measured at fair value with changes in fair value recognised in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the fair value through profit or loss category.

A derivative embedded within a hybrid contract containing a financial asset host is not accounted for separately. The financial asset host together with the embedded derivative is required to be classified in its entirety as a financial asset at fair value through profit or loss.

The Company did not have Financial assets at fair value through profit or loss during the year ended 30 June 2021 (2020: None).

De-recognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognised (i.e., removed from the Company's statement of financial position) when:

- The rights to receive cash flows from the asset have expired;
  Or

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Financial Instruments (Continued)

- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the assets, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

Impairment of financial assets

Further disclosures relating to impairment of financial assets are also provided in the following notes:

Disclosures for significant assumptions	Note 3 (r)
Trade and other receivables	Note 30 (c)
Bank balances	Note 30 (c)

The Company recognises an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original effective interest rate. The expected cash flows will include cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognised in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

For trade receivables, the Company applies a simplified approach in calculating ECLs. Therefore, the Company does not track changes in credit risk, but instead recognises a loss allowance based on lifetime ECLs at each reporting date. In simplified approach, an entity does not have to determine the stage of a financial asset because the impairment loss is measured at lifetime ECL for all assets. The Company is applying a single loss-rate approach to receivables or groups of receivables as might be appropriate based on its historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Depending on the data, the Company applies either of two ways of computing the loss rate per period. A loss rate may be computed as the ratio of outstanding invoice amounts beyond the default period and raised invoices at the beginning of each period.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Financial Instruments (Continued)

In the case where payments data is available, the recovery rate may be computed as a ratio of payments made on bills raised per time period before the default date. The loss rate is then obtained as 1 – Recovery rate. The model utilises monthly billings and collections data. Common approximations are to cap recovery rates at 100% where payments exceed invoice amounts and to cap recovery rates at 0% where there are no collections or credits are experienced rather than collections. The single loss rate is adjusted for forward-looking factors specific to the debtors and the economic environment. The single loss rate estimates are applied to each category of gross receivables. The Company considers whether ECLs should be estimated individually for any period-end receivables, e.g. because specific information is available about those debtors.

The Company considers a financial asset in default when contractual payments are 150 days past due. However, in certain cases, the Company may also consider a financial asset to be in default when internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full before taking into account any credit enhancements held by the Company. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Financial assets are written off either partially or in their entirety only when the Company has no reasonable expectation of recovering a financial asset in its entirety or a portion thereof. If the amount to be written off is greater than the accumulated loss allowance, the difference is first treated as an addition to the allowance that is then applied against the gross carrying amount. Any subsequent recoveries are credited to the statement of profit or loss.

Refer to Note 35 for disclosures on judgements relating to the COVID-19 pandemic.

Financial liabilities

Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, payables, or as derivatives designated as hedging instruments in an effective hedge, as appropriate.

All financial liabilities are recognised initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables, borrowed funds and dividends payable.

Subsequent measurement

The measurement of financial liabilities depends on their classification, as described below:

Financial liabilities at fair value through profit or loss

Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. This category also includes derivative financial instruments entered into by the Company that are not designated as hedging instruments in hedge relationships as defined by IFRS 9. Separated embedded derivatives are also classified as held for trading unless they are designated as effective hedging instruments.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Financial Instruments (Continued)

Gains or losses on liabilities held for trading are recognised in profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied. The Company has not designated any financial liability as at fair value through profit or loss.

Loans and borrowings

Borrowings are initially recognised at fair value, net of transaction costs incurred. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortised cost using the EIR method. Gains and losses are recognised in profit or loss when the liabilities are derecognised as well as through the EIR amortisation process.

Amortised cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortisation is included as finance costs in profit or loss. This category generally applies to interest-bearing loans and borrowings.

Trade and other payables

After initial recognition, trade payables are subsequently measured at amortised cost using the effective interest rate method. Amortised cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the effective interest rate. The amortisation is included in profit or loss.

De-recognition

A financial liability is derecognised when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognised in profit or loss.

Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount is reported in the statement of financial position if there is a currently enforceable legal right to offset the recognised amounts and there is an intention to settle on a net basis, or to realise the assets and settle the liabilities simultaneously. The Company didn't have any offsetting agreements in the years ended 30 June 2021 and 2020

(h) Impairment of non-financial assets

The Company assesses, at each reporting date, whether there is an indication that an asset may be impaired. If any indication exists, or when annual impairment testing for an asset is required, the Company estimates the asset's recoverable amount. An asset's recoverable amount is the higher of an asset's or Cash Generating Unit (CGU)'s fair value less costs of disposal and its value in use. The recoverable amount is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets.

When the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs of disposal, recent market transactions are taken into account. If no such transactions can be identified, an appropriate valuation model is used. These calculations are corroborated by valuation multiples and any other available fair value indicators.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

h) Impairment of non-financial assets (Continued)

Impairment losses are recognised in profit or loss in expense categories consistent with the function of the impaired asset, except for properties previously revalued with the revaluation taken to Other Comprehensive Income (OCI). For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

For all assets, an assessment is made at each reporting date to determine whether there is an indication that previously recognised impairment losses no longer exist or have decreased. If such indication exists, the Company estimates the asset's or CGU's recoverable amount. A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation or amortisation, had no impairment loss been recognised for the asset in prior years.

Such reversal is recognised in profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

(i) Taxation

The income tax expense for the year comprises current and deferred income tax. Income tax expense is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or equity, in which case the income tax expense is also recognised in other comprehensive income or equity, respectively.

Current income tax

Current income tax assets and liabilities for the current and prior periods are measured at the amount expected to be recovered from or paid to Uganda Revenue Authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in Uganda. Current income tax relating to items recognised directly in equity is recognised in equity and not in profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

Deferred income tax

Deferred income tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except:

- When the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

- In respect of taxable temporary differences associated with investments in subsidiaries, associates and interests in joint ventures, where the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

  Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses. Deferred tax assets are recognised to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, and the carry forward of unused tax credits and unused tax losses can be utilised, except:

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i) Taxation (Continued)

- When the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss

- In respect of deductible temporary differences associated with investments in subsidiaries, associates and interests in joint arrangements, deferred tax assets are recognised only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilised.

The carrying amount of deferred income tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

Deferred income tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised, or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred income tax relating to items recognised outside profit or loss is recognised in other comprehensive income or equity. Deferred income tax assets and deferred income tax liabilities are offset, if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognised in profit or loss.

Value Added Tax (VAT)

Revenues, expenses and assets are recognised net of the amount of VAT except:

- Where the VAT incurred on a purchase of goods and services is not recoverable from Uganda Revenue Authority, in which case the VAT is recognised as part of the cost of acquisition of the asset or as part of the expense for the item as applicable; and

The net amount of VAT recoverable from, or payable to, the taxation authority is included as part of other receivables or other payables in the statement of financial position.

j) Foreign currency transactions and balances

The financial statements are presented in Ugandan Shillings (Ushs), which is also the Company's functional currency. Transactions during the year are converted into Uganda Shillings at rates ruling at the transactions dates. Monetary assets and liabilities at the reporting date, which are expressed in foreign currencies, are translated into Uganda Shillings at rates ruling at that date. The resulting differences from conversion and translation are dealt with in profit or loss in the year in which they arise.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

j) Foreign currency transactions and balances (Continued)

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. Non-monetary items measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. The gain or loss arising on translation of non-monetary items measured at fair value is treated in line with the recognition of the gain or loss on the change in fair value of the item (i.e. translation differences on items whose fair value gain or loss is recognised in OCI or profit or loss are also recognised in OCI or profit or loss, respectively).

k) Provisions

General

Provisions are recognised when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation. When the Company expects some or all of a provision to be reimbursed, for example, under an insurance contract, the reimbursement is recognised as a separate asset, but only when the reimbursement is virtually certain. The expense relating to a provision is presented in profit or loss net of any reimbursement.

If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, when appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as a finance cost.

Onerous contracts

If the Company has a contract that is onerous, the present obligation under the contract is recognised and measured as a provision. However, before a separate provision for an onerous contract is established, the Company recognises any impairment loss that has occurred on assets dedicated to that contract.

An onerous contract is a contract under which the unavoidable costs (i.e., the costs that the Company cannot avoid because it has the contract) of meeting the obligations under the contract exceed the economic benefits expected to be received under it. The unavoidable costs under a contract reflect the least net cost of exiting from the contract, which is the lower of the cost of fulfilling it and any compensation or penalties arising from failure to fulfil it.

l) Leases

The company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

Company as a lessee

The company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The company recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The company recognises right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

l) Leases (Continued)

The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

The right-of-use assets are presented within Note 15 Property, equipment and right-of-use assets and are subject to impairment in line with the company's policy as described in Note 3 (h).

Lease liabilities

At the commencement date of the lease, the company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (less any lease incentives receivable), variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the company and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognised as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

The company's lease liabilities are disclosed in Note 23(b).

Short-term leases and leases of low-value assets

The company applies the short-term lease recognition exemption to its short-term leases of machinery and equipment (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). It also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

Company as a lessor

Leases in which the company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Rental income arising is accounted for on a straight-line basis over the lease terms and is included in other income in profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income. Contingent rents are recognised as revenue in the period in which they are earned. The company does not have finance leases

m) Inventories

Inventories are valued at the lower of cost and net realisable value.

Costs incurred in bringing each product to its present location and condition are accounted for, as follows:

- Raw materials: purchase cost on a first-in/first-out basis

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

m) Inventories (Continued)

- Finished goods and work in progress: cost of direct materials and labour and a proportion of manufacturing overheads based on the normal operating capacity, but excluding borrowing costs

Net realisable value is the estimated selling price in the ordinary course of business, less estimated costs of completion and the estimated costs necessary to make the sale. Expired and/or damaged stocks are expensed in the year they are determined.

The Company reviews its inventory to assess loss on account of slow moving, damaged and obsolescence on a regular basis. The Company makes judgment as to whether there is any observable data indicating that there is any future saleability of the product and the net realisable value of such product.

n) Employee benefits

Employee entitlements to long service awards are recognised when they accrue to employees. A provision is made for the estimated liability for such entitlements as a result of services rendered by employees up to the reporting date.

Gratuity expenses are accrued for staff whose contracts contain gratuity benefits in specific contributions as specified by their contracts and payments made after the contract term has elapsed. During the year, gratuity was fully replaced with the defined contribution plan.

The entity operates a defined contribution plan with Stanlib Uganda, for all qualifying employees. The entity contributes on behalf of each employee a set amount of the gross income on a monthly basis and is recorded as an administrative expense under 'Staff Costs' in profit or loss. There are no unpaid contributions by the end of the reported date.

Performance bonus provisions are recognised when it is apparent that the conditions for the bonus have been met and for only staff whose contracts contain a performance benefit clause.

The Company contributes to the statutory National Social Security Fund (NSSF). This is a defined contribution scheme registered under the National Social Security Act. The Company's obligations under the scheme are limited to specific contributions legislated from time to time and are currently 10% of the employees' gross salary. The Company's contributions are charged to profit or loss in the period to which they relate.

o) Government grants

Government grants are recognised where there is reasonable assurance that the grant will be received, and all attached conditions will be complied with. When the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. When the grant relates to an asset, it is recognised as income in equal amounts over the expected useful life of the related asset.

When the Company receives grants of non-monetary assets, the asset and the grant are recorded at nominal amounts and released to profit or loss over the expected useful life of the asset, based on the pattern of consumption of the benefits of the underlying asset by equal annual instalments.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Fair value

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The Company's fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability, or
- In the absence of a principal market, in the most advantageous market for the asset or liability

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 -Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period. External valuers are involved for valuation of significant assets, such as property, plant and machinery.

The fair value of a demand deposit is not less than the amount payable on demand, discounted from the first date on which the amount could be required to be paid. The Company's Committee in charge of Valuation determines the policies and procedures for both recurring fair value measurement, and unquoted financial assets, and for non-recurring measurement, such as assets held for sale in discontinued operations. External valuers are involved for valuation of significant assets, such as Land and buildings and unquoted financial assets, and significant liabilities, such as contingent consideration.

Involvement of external valuers is determined every time the Company's premises are to be revalued by the Valuation Committee after discussion with and approval by the Board of Directors. Selection criteria include market knowledge, reputation, independence and whether professional standards are maintained.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Fair value (Continued)

Valuers assessed and prequalified every 3 years. The Valuation Committee decides, after discussions with the Company's external valuers, which valuation techniques and inputs to use for each case.

At each reporting date, the Valuation Committee analyses the movements in the values of assets and liabilities which are required to be remeasured or re-assessed as per the Company's accounting policies. For this analysis, the Valuation Committee verifies the major inputs applied in the latest valuation by agreeing the information in the valuation computation to contracts and other relevant documents. The Valuation Committee, in conjunction with the Company's external valuers, also compares the change in the fair value of each asset and liability with relevant external sources to determine whether the change is reasonable

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy, as explained above.

Fair-value related disclosures for financial instruments and non-financial assets that are measured at fair value or where fair values are disclosed, are summarised in the following notes:

a) Disclosures for valuation methods, significant estimates and assumptions Note 31

b) Quantitative disclosures of fair value measurement hierarchy Note 31

c) Property, plant and equipment under revaluation model Note 31

q) Segment reporting

Operating segments are identified on the basis of internal reports about components of the Company that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segment and to assess their performance. The Company's reportable segments under IFRS 8 are; therefore, print media, electronic media, commercial printing and others.

All transactions between business segments are conducted on an arm's length basis, with intra-segment revenue and costs being eliminated on consolidation. Income and expenses associated with each segment are included in determining business segment performance. Refer to note 32 for segment reporting.

r) Significant accounting judgments estimates, and assumptions

The preparation of the Company's financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Other disclosures relating to the Company's exposure to risks and uncertainties includes:

- Capital management Note 30
- Financial instruments risk management and policies Note 30
- Sensitivity analyses disclosures Note 30

Judgements

In the process of applying the Company's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated financial statements:

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

r) Significant accounting judgments estimates, and assumptions (Continued)

Revenue from contracts with customers

The Company applied the following judgements that significantly affect the determination of the amount and timing of revenue from contracts with customers:

The Company concluded that it transfers control over its services (i.e., advertisement), at a point in time, upon airing or publishing of the adverts in print and audio and or visual media, because this is when the customer benefits from the Company's advertisement service.

Determining method to estimate variable consideration and assessing the constraint

Certain contracts for the sale of newspapers and magazines include a right of return and volume rebates that give rise to variable consideration. In estimating the variable consideration, the Company is required to use either the expected value method or the most likely amount method based on which method better predicts the amount of consideration to which it will be entitled.

The Company determined that the most likely amount method is the appropriate method to use in estimating the variable consideration for the sale of newspapers and magazines with rights of return, given the large number of customer contracts that have similar characteristics.

Before including any amount of variable consideration in the transaction price, the Company considers whether the amount of variable consideration is constrained. The Company determined that the estimates of variable consideration are not constrained based on its historical experience, business forecast and the current economic conditions. In addition, the uncertainty on the variable consideration will be resolved within a short time frame.

Provisions and contingent liabilities

The company operates in a regulatory and legal environment that, by nature, has a heightened element of litigation risk inherent to its operations. As a result, it is involved in various litigations and arbitration.

When the company can reliably measure the outflow of economic benefits in relation to a specific case and considers such outflows to be probable, the company records a provision against the case. Where the probability of outflow is considered to be remote, or probable, but a reliable estimate cannot be made, a contingent liability is disclosed. However, when the company is of the opinion that disclosing these estimates on a case-by-case basis would prejudice their outcome, then the company does not include detailed, case-specific disclosers in its financial statements.

Given the subjectivity and uncertainty of determining the probability and amount of losses, the company takes into account a number of factors including legal advice, the stage of the matter and historical evidence from similar incidents. Significant judgement is required to conclude on these estimates.

Management has made judgements in determining the provisions presented in Note 25.

Determination of fair value of financial instruments

The fair value of financial instruments is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e., an exit price) regardless of whether that price is directly observable or estimated using another valuation technique. When the fair values of financial assets and financial liabilities recorded in the statement of financial position cannot be derived from active markets, they are determined using a variety of valuation techniques that include the use of valuation models.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

r) Significant accounting judgments, estimates and assumptions (Continued)

Determination of fair value of financial instruments (Continued)

The inputs to these models are taken from observable markets where possible, but where this is not feasible, estimation is required in establishing fair values. Judgements and estimates include considerations of liquidity and model inputs related to items such as credit risk (both own and counterparty), funding value adjustments, correlation and volatility. The details of the fair values of financial assets in note 31.

Revaluation of property, plant and equipment

The Company measures the land and buildings and plant and machinery at revalued amounts, with changes in fair value being recognised in OCI. The land and buildings and plant and machinery were valued by reference to transactions involving properties of a similar nature, location and condition. The Company engaged an independent valuation specialist to assess fair values as at 30 June 2017.

The key assumptions used to determine the fair value of the land and buildings and plant and machinery and sensitivity analyses are provided in Note 31.

Impairment of non-financial assets

Impairment exists when the carrying amount of an asset or cash generating unit exceeds its recoverable amount, which is the higher of its fair value less costs of disposal and its value in use. The fair value less costs of disposal calculation is based on available data from binding sales transactions, conducted at arm's length, for similar assets or observable market prices less incremental costs of disposing of the asset. The value in use calculation is based on a DCF model. The cash flows are derived from the budget for the next five years and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the performance of the assets of the CGU being tested. The recoverable amount is sensitive to the discount rate used for the DCF model as well as the expected future cash-inflows and the growth rate used for extrapolation purposes.

The carrying amounts of the non-financial assets held by the Company as at 30 June 2021 are as indicated in notes 15 and 16.

Refer to details on key assumptions and sources of estimation uncertainty as well as sensitivities to changes in those assumptions in note 15(b).

Effective Interest Rate (EIR) method

The company's EIR method, as explained in Note 3 (a), recognises interest income using a rate of return that represents the best estimate of a constant rate of return over the expected life of the financial instruments. This estimation, by nature, requires an element of judgement regarding the expected behaviour and life-cycle of the instruments and expense that are integral parts of the instrument.

The amounts determined using the EIR method are disclosed in notes 6 and 20.

Impairment losses on financial assets

Provision for expected credit losses of financial assets

The Company applies a single loss-rate approach to receivables or groups of receivables as might be appropriate based on its average historical loss rate. Depending on the data, the Company applies either of two ways of computing the loss rate per period. A loss rate may be computed as the ratio of outstanding invoice amounts beyond the default period and raised invoices at the beginning of each period.

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

r) Significant accounting judgments, estimates and assumptions (Continued)

Provision for expected credit losses of financial assets Continued)

In the case where payments are available, the recovery rate may be computed as a ratio of payments made on bills raised per time period before the default date. The loss rate is then obtained as 1 – Recovery rate. A common approximation is to cap recovery rates at 100% where payments exceed invoice amounts.

The single loss rate is adjusted for forward-looking factors specific to the debtors and the economic environment. The single loss rate estimates are applied to each category of gross receivables.

The Company considers whether ECLs should be estimated individually for any period-end.

The information about the ECLs on the Company's trade and other receivables is disclosed in notes 19 and 30 (c).

Estimating variable consideration for returns

The Company estimates variable considerations to be included in the transaction price for the sale of newspapers and magazines with rights of return. The Company developed a statistical model for forecasting sales returns. The model used the historical return data of each product to come up with expected return percentages.

These percentages are applied to determine the expected value of the variable consideration. Any significant changes in experience as compared to historical return pattern will impact the expected return percentages estimated by the Company.

Details on the right of return assets and refund liability recognised in the financial statements are included in note 4.3.

Current income taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income. The Company establishes provisions, based on reasonable estimates, for possible consequences of audits by the tax authorities. The amount of such provisions is based on various factors, such as experience of previous tax audits and differing interpretations of tax regulations by the Company and the tax authority. Such differences of interpretation may arise on a wide variety of issues depending on the conditions prevailing. As the Company assesses the probability for litigation and subsequent cash outflow with respect to taxes as remote, no provision has been recognized. Details on the current income tax amounts recognised in the financial statements are disclosed in note 13.

Property, plant and equipment

Critical estimates are made by the management in determining the useful lives and residual values to property, plant and equipment based on the intended use of the assets and the economic lives of those assets. Subsequent changes in circumstances or prospective utilisation of the assets concerned could result in the actual useful lives or residual values differing from initial estimates. Details of the Company's property, plant and equipment are disclosed in note 15.

Determination of the lease term for lease contracts with renewal and termination options (Company as a lessee)

The company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised. The company currently has lease contracts that include extension options.

The carrying amounts of the company's lease related balances are disclosed in notes 15 and 23(b).

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

r) Significant accounting judgments, estimates and assumptions (Continued)
Estimating the incremental borrowing rate

The company cannot readily determine the interest rate implicit in the lease. Therefore, it uses its incremental borrowing rate ('IBR') to measure lease liabilities. The IBR is the rate of interest that the company would have to pay to borrow over a similar term, and with a similar security, the funds necessary to obtain an asset of a similar value to the right-of-use asset in a similar economic environment. The IBR therefore reflects what the company 'would have to pay', which requires estimation when no observable rates are or when they need to be adjusted to reflect the terms and conditions of the lease. The company estimates the IBR using observable inputs (such as market interest rates) when available and is required to make certain entity-specific adjustments.

The carrying amounts of the company's lease related balances are disclosed in notes 15 and 23(b).

Refer to Note 35 for disclosures on assumptions and judgements relating to the COVID-19 pandemic.

s) Changes in accounting standards

New and amended standards and interpretations
During the current year, the company has adopted all of the new and revised standards and interpretations issued by the International Accounting Standards Board (IASB) and the International Financial Reporting Interpretation Committee (IFRIC) that are relevant to its operations and effective for annual reporting periods beginning on or after 1 January 2019. The company has not early adopted any standards, interpretations or amendments that have been issued but are not yet effective.

The Company has listed the disclosure of new and amended standards and interpretations that are effective from 1 January 2020, that had an impact on the Company's financial statements.

The adoption of these new and revised standards and interpretations is described below.

Amendments to IFRS 7, IFRS 9 and IAS 39 Interest Rate Benchmark Reform

The amendments to IFRS 9 and IAS 39 Financial Instruments: Recognition and Measurement provide a number of reliefs, which apply to all hedging relationships that are directly affected by interest rate benchmark reform. A hedging relationship is affected if the reform gives rise to uncertainty about the timing and/or amount of benchmark-based cash flows of the hedged item or the hedging instrument. These amendments have no impact on the financial statements of the company as it does not have any interest rate hedge relationships.

Amendments to IFRS 16 COVID–19 related rent concessions

On 28 May 2020, the IASB issued COVID–19–Related Rent Concessions – amendment to IFRS 16 Leases The amendments provide relief to lessees from applying IFRS 16 guidance on lease modification accounting for rent concessions arising as a direct consequence of the COVID–19 pandemic. As a practical expedient, a lessee may elect not to assess whether a COVID–19 related rent concession from a lessor is a lease modification. A lessee that makes this election accounts for any change in lease payments resulting from the COVID–19 related rent concession the same way it would account for the change under IFRS 16, if the change were not a lease modification. The amendment applies to annual reporting periods beginning on or after 1 June 2020. Earlier application is permitted. This amendment had no material impact on the financial statements of the Company

3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

s) Changes in accounting standards (Continued)

Several other amendments and interpretations apply for the first time in 2020, but do not have an impact on the company's financial statements. Below are amendments and interpretations that were effective but had no impacts;

- Amendments to IFRS 3: Definition of a Business
- Amendments to IAS 1 and IAS 8 Definition of Material
- Conceptual Framework for Financial Reporting issued on 29 March 2018
- Amendments to References to the Conceptual Framework in IFRS standards: 1 January 2020

New and revised International Financial Reporting Standards issued but not yet effective

The new and amended standards and interpretations that are issued, but not yet effective, up to the date of issuance of the company's financial statements are not expected to have a significant impact on the company's financial statements.

These standards and interpretations are listed below;

- Definition of Accounting Estimates - Amendments to IAS 8 – effective 1 January 2023
- Disclosure of Accounting Policies - Amendments to IAS 1 and IFRS Practice Statement 2 - effective 1 January 2023
- IFRS 9 Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities - effective 1 January 2022
- Classification of Liabilities as Current or Non-current - Amendments to IAS 1 - effective 1 January 2023
- Amendments to IAS 1: Classification of Liabilities as Current or Non-current - effective 1 January 2023
- Reference to the Conceptual Framework – Amendments to IFRS 3 -effective 1 January 2022
- Property, Plant and Equipment: Proceeds before Intended Use – Amendments to IAS 16 -effective 1 January 2022
- Onerous Contracts – Costs of Fulfilling a Contract – Amendments to IAS 37-effective 1 January 2022
- AIP IFRS 1 First-time Adoption of International Financial Reporting Standards – Subsidiary as a first- time adopter -effective 1 January 2022
- AIP IFRS 9 Financial Instruments – Fees in the '10 per cent' test for derecognition of financial liabilities -effective 1 January 2022
- AIP IAS 41 Agriculture – Taxation in fair value measurements-effective 1 January 2022
- IFRS 17 Insurance Contracts -effective 1 January 2023
- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture - Amendments to IFRS 10 and IAS 28 -postponed indefinitely.
- Amendments to IFRS 9, IAS 39, IFRS 7, IFRS 4 and IFRS 16 – Interest Rate Benchmark Reform – Phase 2: 1 January 2021
- Amendments to IFRS 4 - Applying IFRS 9 Financial Instruments with IFRS 4 Insurance Contracts (including Amendments to IFRS 4 - Extension of the Temporary Exemption from Applying IFRS 9 issued in June 2020):
- Deferred Tax related to Assets and Liabilities arising from a Single Transaction – Amendments to IAS 12 - effective 1 Jan 2023

4 REVENUES FROM CONTRACTS WITH CUSTOMERS

4.1 Disaggregated revenue information

The Company presents disaggregated revenue based on the type of goods/services provided to customers, the nature of customer, nature of supply i.e. good or service and the timing of transfer of goods/services.

Set out below is the disaggregation of the Company's revenue from contracts with customers:

SEGMENTS	2021	2020
(a) Types of goods and services	**Ushs'000**	**Ushs'000**
Print Media		
Advertising	23,548,459	25,569,253
Design House	13,254	63,745
Circulation	15,564,292	18,531,990
Sub total	**39,126,005**	**44,164,988**
Broadcast		
Advertising	27,510,145	24,423,154
TV production	116,005	444,569
Digital	1,476,617	1,450,032
Sub total	**29,102,767**	**26,317,755**
Commercial Printing	**12,176,244**	**18,416,574**
Others		
Events	468,475	1,741,467
Scrap sales	1,051,217	1,114,776
Sub total	**1,519,692**	**2,856,243**
Total revenue from contracts with customers	**81,924,708**	**91,755,560**
(b) Nature of Customer		
Companies	24,685,097	32,159,267
Government departments	12,985,516	17,476,504
Advertising Agencies	7,912,016	9,178,037
Schools and Universities	3,991,387	2,845,722
Other customers*	32,350,692	30,096,030
Total revenue from contracts with customers	**81,924,708**	**91,755,560**

*Other customers include newspaper/ radio agents and individuals with walk in/adhoc sales.

(c) Nature of supply	**2021**	**2020**
	Ushs'000	**Ushs'000**
Sale of goods	16,615,509	19,646,766
Rendering of services	65,309,199	72,108,794
	81,924,708	**91,755,560**

Sale of goods include circulation and scrap sales. The rest of the offerings are sale of services.

4 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4.1 Disaggregated revenue information (Continued)

(d) Timing of revenue recognition

The Company's revenue is entirely made up of sale of goods and services transferred at a point in time and, therefore, it does not have any revenue that is recognised over time.

Set out below, is the reconciliation of the revenue from contracts with customers with the amounts disclosed in the segment information (Note 32).

Year ended 30 June 2021

	Print media Ushs'000	Broadcast Ushs'000	Commercial printing Ushs'000	Others Ushs'000	Total Ushs'000
Revenue					
External customer	40,167,601	29,087,935	12,200,698	468,474	81,924,708
Inter - segment	126,881	106,241	32,279	-	265,401
	40,294,482	**29,194,176**	**12,232,977**	**468,474**	**82,190,109**
Inter-segment adjustments and eliminations	(126,881)	(106,241)	(32,279)	-	(265,401)
Total revenue from contracts with customers	**40,167,601**	**29,087,935**	**12,200,698**	**468,474**	**81,924,708**

Year ended 30 June 2020

	Print media Ushs'000	Broadcast Ushs'000	Commercial printing Ushs'000	Others Ushs'000	Total
Revenue					
External customer	44,164,988	26,317,755	18,416,574	2,856,243	91,755,560
Inter - segment	296,351	246,959	40,789	-	584,099
	44,461,339	26,564,714	18,457,363	2,856,243	92,339,659
Inter-segment adjustments and eliminations	(296,351)	(246,959)	(40,789)	-	(584,099)
Total revenue from contracts with customers	**44,164,988**	**26,317,755**	**18,416,574**	**2,856,243**	**91,755,560**

4.2 Contract balances

	2021	2020
	Ushs'000	Ushs'000
Trade receivables	17,265,075	27,190,593

Trade receivables are non-interest bearing and are generally on credit terms of 30 to 90 days.

Total ECL allowance held as at 30 June 2021 is Ushs 3,203 million (2020: Ushs 1,428 million) Refer to note 19 for the ECLs on trade receivables.

The movements in the trade receivables balances relate to sales, collections and write offs made during the period.

4 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4.2 Contract balances (Continued)

	2021	2020
	Ushs'000	Ushs'000
Contract liabilities	1,750,304	1,768,338

Contract liabilities include short-term advances received to deliver adverts after the reporting date, security deposits by newspaper agents and any other advance payments by customers which are generally short term in nature.

The composition of the contract liabilities at reporting date is analysed as below:

	2021	2020
	Ushs'000	Ushs'000
Advances for advertisements	524,830	732,214
Special deposits and other advances from customers	1,225,474	1,036,124
	1,750,304	**1,768,338**

The amount of revenue recognised from contract liabilities during the year is indicated in reconciliation of movement in the contract liabilities during the year below:

	2021	2020
	Ushs'000	Ushs'000
At the beginning of the year	**1,768,338**	**1,568,681**
Additions	812,272	1,118,026
Revenue recognised during the year	(830,306)	(918,369)
At 30 June	**1,750,304**	**1,768,338**

Information about the Company's performance obligations is summarised in note 3(a).

4.3 Right of return assets and refund liabilities

	2021	2020
	Ushs'000	Ushs'000
Right of return assets	**1,042**	**12,728**

Below is a reconciliation of the movement in the right of return assets during the year:

	2021	2020
	Ushs'000	Ushs'000
At the beginning of the year	12,728	31,929
Actual returns in current year relating to prior year sales	-	(15,537)
Decrease in expected returns	(11,686)	(3,664)
At 30 June	**1,042**	**12,728**

	2021	2020
	Ushs'000	Ushs'000
Refund liabilities	1,428	17,926

4 REVENUE FROM CONTRACTS WITH CUSTOMERS (CONTINUED)

4.3 Right of return assets and refund liabilities (Continued)

Below is a reconciliation of the movement in the refund liabilities during the year:

	2021	2020
	Ushs'000	Ushs'000
At the beginning of the year	17,926	42,573
Actual returns in current year relating to prior year sales	-	(21,884)
Decrease in expected returns	(16,498)	(2,763)
At 30 June	**1,428**	**17,926**

All right of return assets and refund liabilities arise from rights of return of newspapers and magazines.

5. COST OF SALES

	2021	2020
	Ushs'000	Ushs'000
Cost of materials consumed		
Opening stock	6,362,623	8,616,917
Purchases during the year	9,639,313	14,506,613
Closing stock	(4,331,407)	(6,362,623)
	11,670,529	**16,760,907**
Direct costs*	38,647,292	42,801,651
Sales commission	9,471,592	7,860,541
Increase in provision for stock obsolescence	96,077	67,620
	59,885,490	**67,490,719**

*Direct costs are analysed further as indicated below:

	2021	2020
	Ushs'000	Ushs'000
Direct costs		
Production staff salaries	14,966,890	15,354,070
NSSF Company contribution -production staff	1,426,254	1,481,166
Other production staff costs	890,989	971,689
Depreciation on property, plant and equipment and right of use assets	2,162,149	4,049,192
Content contributors' payments	4,420,861	3,975,995
Utilities	709,929	904,770
Other production costs	4,391,215	4,496,564
Repairs and maintenance	2,335,664	1,881,930
TV content	3,244,020	3,471,163
News services & licenses	813,032	719,550
Motor vehicle running costs	884,296	881,321
Insurance	319,381	500,962
Editorial content	557,003	422,656
Event costs	54,065	931,224
Other direct costs*	1,471,544	2,759,399
	38,647,292	**42,801,651**

* Other direct costs consist of promotional, communication and meeting expenses.

6. OTHER INCOME

	2021	2020
	Ushs'000	Ushs'000
Interest income*	705,138	717,409
Gain on disposal of property, plant and equipment	72,717	20,835
Write back of provision for litigations (note 25)	319,000	315,000
Other miscellaneous income	343,434	425,620
	1,440,289	**1,478,864**

*All interest income is calculated using the effective interest method.

7. DISTRIBUTION COSTS

Transportation of newspapers	**1,747,052**	**1,757,732**

8. IMPAIRMENT LOSSES ON FINANCIAL ASSETS

Trade receivables	2,444,564	1,196,619
Staff advances	163,554	79,282
	2,608,118	**1,275,901**

9. ADMINISTRATIVE EXPENSES

		2021	2020
		Ushs'000	Ushs'000
(a)	**Staff costs**		
	Salaries and wages	5,532,887	5,238,304
	National Social Security Fund employer contributions	515,419	500,987
	Other staff costs	640,637	712,526
	Gratuity	-	3,215
	Medical expenses	1,355,444	1,130,748
	Staff training and team building	179,475	286,306
	Company contribution to staff provident fund	966,525	1,023,695
	Retirement and terminal costs (Note 9(c))	1,956,344	-
		11,146,731	**8,895,781**
(b)	**Other administrative expenses**		
	Repairs and maintenance	1,765,253	1,856,422
	Printing and Stationery	160,056	242,224
	Internet and network costs	956,991	907,126
	Motor vehicle running costs	589,537	587,547
	Provision for litigation	1,144,903	696,160
	Communication costs	98,763	94,168
	Bank charges and commission	263,285	137,143
	Listing expenses	141,305	88,022
	Audit fees	111,635	125,676
	Directors' expenses	729,066	532,672
	Other administrative costs	706,841	771,811
		6,667,635	**6,038,971**
		17,814,366	**14,934,752**

9. ADMINISTRATIVE EXPENSES (CONTINUED)

(c) Retirement and terminal costs

	2021	2020
	Ushs'000	Ushs'000
Cash benefits		
Net pay out	1,000,000	-
Tax paid	461,538	
NSSF employee contribution	76,924	
NSSF Company contribution	153,846	-
	1,692,308	-
Non-Cash items		
Motor vehicle	126,963	-
Laptop	3,746	-
Tax paid	107,990	-
	238,699	-
Exit ceremony costs	25,337	-
	1,956,344	-

During the year, the Company incurred costs relating to a one-off discretionary retirement package comprised of both cash and in-kind items in recognition of long service to the Company by an exiting employee.

The cash benefits included a net pay out of Ushs 1,000 million, on which the Company incurred a tax expense (PAYE) of Ushs 462 million and employer contributions to NSSF of Ushs 154 million. The Company also made the 5% employee contribution to NSSF equivalent to Ushs 77 million on behalf of the employee.

The employee was also allowed to take some items that were in his possession, including the official car, office furniture and laptop as part of his exit package. The office furniture had been fully depreciated and as such carried no cost when disposed of. The cost to the Company of the official car and laptop are as indicated in the breakdown above. The Company incurred a tax expense (PAYE and VAT) of Ushs 108 million on the non-cash items on behalf of the former employee.

The Company also incurred costs towards an exit ceremony for the employee of Ushs 25 million.

10. OTHER OPERATING EXPENSES

	2021	2020
	Ushs'000	Ushs'000
Rent and rates*	148,502	164,662
General insurance	100,012	123,033
Electricity and water	482,362	502,527
Security expenses	373,213	389,331
Depreciation and amortisation	565,549	1,464,282
Net foreign exchange (gain)/loss	(21,713)	56,421
	1,647,925	**2,700,256**

*The rental expenses recorded relate to tenancy agreements that have been considered not to convey right of use to the Company because the Company does not have the right to determine how and for what purpose the premises are used. The tenancy agreements average 3 years and are renewable.

11. FINANCE COSTS

	2021	2020
	Ushs'000	Ushs'000
Interest on lease liability (note 23(b))	130,726	119,778
Interest on borrowed funds (note 27)	459,141	60,502
	589,867	**180,280**

All interest expenses are calculated using the effective interest method.

12. PROFIT BEFORE TAXATION

The following items have been charged/(credited) in arriving at the profit before taxation:

	2021	2020
	Ushs'000	Ushs'000
Depreciation of property, plant and equipment and right of use asset	2,628,892	5,488,851
Amortisation of intangible assets	98,805	24,622
Impairment losses on financial assets	2,608,118	1,275,901
Provision for litigation	1,144,903	696,160
Auditors' remuneration	111,635	125,676
Gain on disposal of property, plant and equipment	(72,717)	(20,835)
Directors' expenses	729,066	532,672

13. TAXATION

	2021	2020
	Ushs'000	Ushs'000
a) Current income tax recoverable		
At the beginning of the year	(367,726)	(287,925)
Charge for the year	(77,123)	2,251,593
Under provision in prior years	-	39,568
Tax paid during the year	(775,765)	(2,370,962)
At 30 June	**(1,220,614)**	**(367,726)**

13. TAXATION (CONTINUED)

b) Income tax expense

	2021	2020
	Ushs'000	Ushs'000
Current tax	(77,123)	2,251,593
Under provision in prior years	-	39,568
Deferred tax	134,775	(57,745)
	57,652	**2,233,416**

c) Reconciliation of accounting tax charge

The tax on the profit before tax differs from the theoretical amount that would arise using the basic tax rate as follows:

	2021	2020
	Ushs'000	Ushs'000
Accounting (loss)/profit for the year	(927,821)	4,894,784
Tax at applicable rate of 30%	(278,346)	1,468,435
Expenses not deductible	335,998	781,083
Incomes not taxable	-	(16,102)
	57,652	2,233,416

(d) Deferred tax

Deferred income taxes are calculated on all temporary differences using the liability method at the prevailing corporation tax rate of 30% (2020: 30%) The net deferred income tax liability is attributed to the following;

	As at 1 July 2020	Charge/ (Credit) to Equity	Charge to Profit or loss	As at 30 June 2021
	Ushs'000	Ushs'000	Ushs'000	Ushs'000
Accelerated depreciation	3,729,090	-	776,155	4,505,245
Capital gains/revaluations	4,259,622	(2,790,760)	-	1,468,862
Provision for litigations	(332,448)	-	(189,270)	(521,718)
Provision for impairment loss	(428,451)	-	(532,328)	(960,779)
Gratuity provision	(964)	-	964	-
Provision for slow moving inventory	(246,969)	-	77,810	(169,159)
Refund liability	(5,378)	-	4,950	(428)
Return asset	3,818	-	(3,506)	312
	6,978,320	(2,790,760)	134,775	4,322,335

	As at 1 July 2019	Charge/ (Credit) to Equity	Charge to Profit or loss	As at 30 June 2020
	Ushs'000	Ushs'000	Ushs'000	Ushs'000
Accelerated depreciation	3,594,375		134,715	3,729,090
Capital gains/revaluations	4,763,410	(503,788)		4,259,622
Provision for litigations	(268,950)	-	(63,498)	(332,448)
Provision for impairment loss	(260,654)	-	(167,797)	(428,451)
Gratuity provision	(1,244)	-	280	(964)
Provision for slow moving inventory	(283,891)	-	36,922	(246,969)
Refund liability	(12,772)	-	7,394	(5,378)
Return asset	9,579	-	(5,761)	3,818
	7,539,853	(503,788)	(57,745)	6,978,320

14. DIVIDENDS AND EARNINGS PER SHARE

a. Dividends per share (DPS)

The directors do not recommended payment of a dividend for the year ended 30 June 2021. (2020: Ushs 1,377,000,000).

	2021	2020
Dividend proposed (**Ushs'000)**	-	1,377,000
Number of ordinary shares	76,500,000	76,500,000
DPS (Ushs)	**-**	**18.00**

b. (Loss)/Earnings per share (EPS)

Basic EPS is calculated by dividing the profit for the year attributable to ordinary equity holders by the weighted average number of ordinary shares outstanding during the year. Diluted EPS is calculated by dividing the profit attributable to ordinary equity holders by the weighted average number of ordinary shares outstanding during the year plus the weighted average number of ordinary shares that would be issued on conversion of all the dilutive potential ordinary shares into ordinary shares.

The following table reflects the income and share data used in the basic and diluted EPS calculations:

	2021	2020
Profit attributable to ordinary equity holders (**Ushs'000)**	(985,473)	2,661,368
Weighted average number of ordinary shares for basic EPS	76,500,000	76,500,000
EPS (Ushs)	**(12.9)**	**34.80**

There have been no transactions involving ordinary shares or potential ordinary shares between the reporting date and the date of authorisation of these financial statements.

15.(a) PROPERTY, PLANT & EQUIPMENT AND RIGHT-OF-USE ASSETS

	Land & Buildings	Plant and Machinery	Motor Vehicles & Motor cycles	Furniture and Equipment	TV and Radio Transmission, Studio Equipment & Electronics	Computers	Cameras & Pre-press equipment	Right of Use asset	Capital work in progress*	Total
	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000
COST & VALUATION										
At 1 July 2019	16,190,383	30,422,519	2,862,245	2,896,185	5,676,202	5,856,085	3,624,918	-	-	67,528,537
Effect of adoption of IFRS 16	-	-	-	-	-	-	-	3,163,257	-	3,163,257
Additions to right of use assets- cash	-	-	-	-	-	-	-	14,953	-	14,953
Additions to right of use assets-non- cash	-	-	-	-	-	-	-	832,556	-	832,556
Additions to property and equipment	-	409,716	194,140	43,843	467,652	840,537	398,695	-	571,198	2,925,781
Disposals	-	-	-	(36,669)	-	(130,691)	-	-	-	(167,360)
Adjustments**	-	(11,569)	(46,117)	(71,381)	-	(396,584)	-	-	-	(525,651)
At 30 June 2020	**16,190,383**	**30,820,666**	**3,010,268**	**2,831,978**	**6,143,854**	**6,169,347**	**4,023,613**	**4,010,766**	**571,198**	**73,772,073**
At 1 July 2020	**16,190,383**	**30,820,666**	**3,010,268**	**2,831,978**	**6,143,854**	**6,169,347**	**4,023,613**	**4,010,766**	**571,198**	**73,772,073**
Additions to property and equipment	-	776,685	795,727	109,620	954,606	550,953	85,435	-	-	3,273,026
Disposals	(9,549)	-	(502,862)	(7,473)	(22,714)	(36,289)	-	-	-	(578,887)
At 30 June 2021	**16,180,834**	**31,597,351**	**3,303,133**	**2,934,125**	**7,075,746**	**6,684,011**	**4,109,048**	**4,010,766**	**571,198**	**76,466,212**

*Capital work in progress relates to the on-going construction work at the Namanve land.

**Adjustments related to correction of misclassifications within the different classes of property, plant and equipment. The net effect of the adjustments on the carrying amount was nil.

15.(a) PROPERTY, PLANT & EQUIPMENT AND RIGHT OF USE ASSETS (CONTINUED)

	Land & Buildings	Plant and Machinery	Motor Vehicles & Motor cycles	Furniture and Equipment	TV and Radio Transmission, Studio Equipment & Electronics	Computers	Cameras & Pre-press equipment	Right of Use asset	Capital work in progress*	Total
	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000		Ushs'000
ACCUMULATED DEPRECIATION										
At 1 July 2019	1,762,568	5,392,969	2,244,621	2,603,616	3,950,207	5,181,693	3,268,767	-	-	24,404,441
Elimination on disposal	-	-	-	(34,880)	-	(127,793)	-	-	-	(162,673)
Adjustments**	-	(14,473)	(46,117)	(239,379)	-	(396,582)	170,900	-	-	(525,651)
Charge for the year	895,071	2,672,580	353,878	116,583	469,413	488,627	237,846	254,853	-	5,488,851
At 30 June 2020	**2,657,639**	**8,051,076**	**2,552,382**	**2,445,940**	**4,419,620**	**5,145,945**	**3,677,513**	**254,853**	-	**29,204,968**
At 1 July 2020	2,657,639	8,051,076	2,552,382	2,445,940	4,419,620	5,145,945	3,677,513	254,853	-	29,204,968
Elimination on disposal	(4,562)	-	(378,899)	(7,383)	(20,593)	(20,832)	-	-	-	(432,269)
Charge for the year	269,905	1,023,037	92,297	104,262	485,789	266,912	79,467	307,223	-	2,628,892
Impairment charge***	-	8,745,980	-	-	-	-	-	-	-	8,745,980
At 30 June 2021	**2,922,982**	**17,820,093**	**2,265,780**	**2,542,819**	**4,884,816**	**5,392,025**	**3,756,980**	**562,076**	-	**40,147,571**
NET CARRYING AMOUNT										
At 30 June 2021	**13,257,852**	**13,777,258**	**1,037,353**	**391,306**	**2,190,930**	**1,291,986**	**352,068**	**3,448,690**	**571,198**	**36,318,641**
At 30 June 2020	**13,532,744**	**22,769,590**	**457,886**	**386,038**	**1,724,234**	**1,023,402**	**346,100**	**3,755,913**	**571,198**	**44,567,105**

*Capital work in progress relates to the on-going construction work at the Namanve land.

**Adjustments related to correction of misclassifications within the different classes of property, plant and equipment. The net effect of the adjustments on the carrying amount was nil.

***Non-current assets are reviewed annually for impairment or more frequently when there are indications that impairment may have occurred. There was impairment of Ushs 8,746 million (2020: Nil) on non-current assets in 2021.

15. PROPERTY, PLANT & EQUIPMENT (CONTINUED)

(ii) Net carrying amounts of land, buildings and plant and machinery at cost:

If the land, buildings and plant and machinery were measured using the cost model, the carrying amounts would be as follows:

30 June 2021	Land & buildings	Plant & machinery	Total
	Ushs' 000	Ushs' 000	Ushs' 000
Cost	9,467,867	19,069,775	28,537,642
Accumulated depreciation	(3,072,809)	(16,760,807)	(19,833,617)
Net carrying amount	**6,395,058**	**2,308,968**	**8,704,025**
30 June 2020	**Land & buildings**	**Plant & machinery**	**Total**
	Ushs' 000	**Ushs' 000**	**Ushs' 000**
Cost	9,467,867	18,293,090	27,760,957
Accumulated depreciation	(2,884,152)	(15,235,225)	(18,119,377)
Net carrying amount	**6,583,715**	**3,057,865**	**9,641,580**

Refer to note 31 for the related fair value disclosures.

(iii) Set out below is the make-up of the recognised right of use assets as at:

30 June 2021	Land	Plant & machinery	Total
	Ushs' 000	Ushs' 000	Ushs' 000
Cost	4,181,314	832,556	5,013,870
Accumulated depreciation	(1,257,957)	(307,223)	(1,565,180)
Net carrying amount	**2,923,357**	**525,333**	**3,448,690**

30 June 2021	Land	Plant & machinery	Total
	Ushs' 000	Ushs' 000	Ushs' 000
Cost	4,181,314	832,556	5,013,870
Accumulated depreciation	(1,101,853)	(156,104)	(1,257,957)
Net carrying amount	**3,079,461**	**676,452**	**3,755,913**

The Company has not pledged any item of property, plant and equipment and right of use assets as security as at 30 June 2021 (30 June 2020: Nil).

b. Impairment assessment of non-current assets

The Company considers the relationship between its market capitalisation and carrying amount of net assets, among other factors, when reviewing for indicators of impairment. As at 30 June 2021, the market capitalisation of the Company was below the carrying amount of the net assets, indicating a potential impairment of non-current assets.

Below is the detail of the relationship between its market capitalisation and carrying amount of net assets as at 30 June 2021.

15. PROPERTY, PLANT & EQUIPMENT (CONTINUED)

Details	Source	Amount
Number of shares:	(a) New Vision records and USE	76,500,000
Share price (Ushs):	(b) USE	310
Market capitalisation:	(c) = (a)x(b) (Ushs '000)	23,715,000
Carrying amount of the net assets	(d) New Vision records (Ushs '000)	65,039,065
Market capitalisation Vs Carrying amount of the net assets	**(e) = (c) - (d)**	**(41,324,065)**

In addition, the overall changes in customers' consumption behavior and evolving of the media and entertainment industry, as well as the ongoing economic uncertainty brought about by the COVID-19 pandemic, have led to a decreased demand in both the Company's goods and services. As a result, management performed an impairment test as at 30 June 2021 for the non-current assets since these are considered a single cash generating unit.

Summary of impairment assessment results

	Before impairment	Impairment	After impairment
Recoverable amount (Fair value less costs to sell)	**Ushs'000**	**Ushs'000**	**Ushs'000**
Market multiples determined amount	44,768,039	-	44,768,039
Carrying amount confirmed not impaired	13,098,416	-	13,098,416
Total recoverable amount	**57,866,455**	**-**	**57,866,455**
Carrying amount of CGU	63,988,641	(8,745,980)	55,242,661
Recognition adjustment*	2,623,794	-	2,623,794
Amount subject to impairment	**66,612,435**	**(8,745,980)**	**57,866,455**
Impairment	**(8,745,980)**	**8,745,980**	**-**

* The recognition adjustment relates to the deferred tax on the derecognised revaluation surplus. The adjustment is made to ensure that there is no difference between the carrying amount and recoverable amount after impairment is recognised.

The table below shows details of the CGU before and after impairment.

Composition of the CGU	Before impairment	Impairment	After impairment
ASSETS	**Ushs'000**	**Ushs'000**	**Ushs'000**
Property, plant and equipment and right-of-use assets	45,064,621	(8,745,980)	36,318,641
Intangible assets	1,648,651	-	1,648,651
Inventories	4,880,349	-	4,880,349
Right of return asset	1,042	-	1,042
Trade and other receivables	32,407,558	-	32,407,558
Total assets	**84,002,221**	**(8,745,980)**	**75,256,241**

15. PROPERTY, PLANT & EQUIPMENT (CONTINUED)

Composition of the CGU	Before impairment	Impairment	After impairment
LIABILITIES	**Ushs'000**	**Ushs'000**	**Ushs'000**
Refund liability	(1,428)	-	(1,428)
Trade and other payables	(7,373,514)	-	(7,373,514)
Grant liability	(81)	-	(81)
Contract liabilities	(1,750,304)	-	(1,750,304)
Deferred tax liability directly attributable to the CGU	(8,598,213)	2,623,794	(5,974,419)
Lease liability	(550,977)	-	(550,977)
Provision for litigations	(1,739,063)	-	(1,739,063)
Total liabilities	**(20,013,580)**	**2,623,794**	**(17,389,786)**
Carrying amount of the CGU	**63,988,641**	**(6,122,186)**	**57,866,455**

The recoverable amount of the Company's CGU of Ushs 57,866 million has been estimated based on the fair value less costs to sell, derived from a market approach which provides an indication of the fair value by comparing the company with identical and/or comparable companies for which information is readily available. A valuation of the Company's non-current assets was also done to establish the assets to which any impairment determined was related to and from this exercise it was established that all the impairment related to plant & machinery being the only asset class that returned downward valuation results. The carrying amount of Ushs 13,098 million was confirmed to have no impairment and as such was added to the results from the market multiples to determine the adjusted recoverable amount.

It was concluded that the value in use did not exceed the fair value less costs of disposal. As a result of this analysis, management has recognised an impairment charge Ushs 8,746 million in the current year against revaluation reserve as at 30 June 2021. The impairment charge is recorded as part of the charges against plant and machinery as disclosed in Note 15 (a).

Key assumptions and sources of estimation uncertainty used in the fair value less costs to sell calculations and sensitivity to changes in these assumptions

In application of the market approach when determining the fair value less costs to sell, the enterprise value to the earnings before interest, taxes, depreciation, and amortization (EV/EBITDA) multiples of comparable companies with adjustments made to relate to the Company's realties were considered most appropriate. Those were based on already existing data and as such no subjectivity was involved.

In estimation of the fair value less costs to sell there were two key assumptions applied in estimation i.e the level of selling costs and the liquidation discount. The estimation of fair value less costs to sell for company's cash generating unit is therefore considered most sensitive to these assumptions:

	% used in assessment
Liquidation discount	5
Level of selling costs	5

Liquidation discount: Liquidation discount represents an adjust to the value of a Company for lack of marketability, additional time and risk associated with disposing of an asset or Company.

Level of selling costs: This relates to an estimate of direct costs incurred to sell the Company. These costs could include legal costs, accounting costs, marketing costs and any other incidental costs. An increase in the level of selling costs by 1% would result in a further impairment of Ushs 472 million.

16. INTANGIBLE ASSETS

Computer software	2021	2020
Cost	**Ushs'000**	**Ushs'000**
At the beginning of the year	2,592,102	2,175,012
Additions	1,268,671	417,090
At 30 June	**3,860,773**	**2,592,102**
Amortisation		
At the beginning of the year	(2,113,317)	(2,088,695)
Charge for the year	(98,805)	(24,622)
At 30 June	**(2,212,122)**	**(2,113,317)**
Net carrying amount	**1,648,651**	**478,785**

17. TAX DEPOSIT RECOVERABLE

The Company contested an assessment by Uganda Revenue Authority (URA)amounting to Ushs 8,491 million as unpaid PAYE for sales executives, who URA categorised as employees; and Ushs 75 million as unpaid VAT. A temporary injunction was secured restraining any enforcement of tax collection measures against the Company until determination of the main application. The Company paid Ushs 2,569,777,416, equivalent to 30% of the tax in dispute to URA. This was done pursuant to Section 15 of the Tax Appeals Tribunal Act Cap 345.

In October 2020, a Tax Appeal Tribunal consent order was signed between URA and the Company in which the URA consented to treat Sales Executives as independent contractors and vacated the assessments earlier raised in this regard. Accordingly, the Company withdrew TAT Case No. 12 of 2019 New Vision Printing & Publishing Company Limited Vs URA.

In January 2021, URA refunded the Company Shs 2,547,240,186 for PAYE and advised the Company to offset the VAT balance of Shs 22,537,230 against the monthly VAT returns. The company is waiting for URA formal communication before offset to avoid unnecessary penalties on under declaration.

18. INVENTORIES

	2021	2020
	Ushs'000	**Ushs'000**
Commercial paper	1,504,380	2,448,901
Newsprint	1,882,865	2,942,355
Machine consumables	942,955	874,465
Plates and chemicals	409,063	276,228
Films, inks and materials	345,452	444,536
Computer stationery	169,850	164,844
Work in progress	189,647	250,603
	5,444,212	**7,401,932**
Less: provision for stock obsolescence*	(563,863)	(823,230)
	4,880,349	**6,578,702**

*The movement in the provision for stock obsolescence during the year is analysed below:

At the beginning of the year	823,230	946,304
Increase in provision for stock obsolescence during the year	96,078	67,620
Write-off during the year	(355,445)	(190,694)
At 30 June	**563,863**	**823,230**

19. TRADE AND OTHER RECEIVABLES

	2021	2020
	Ushs'000	Ushs'000
Trade receivables	19,607,664	27,838,333
Staff advances	860,006	780,431
Less: impairment allowance*	(3,202,595)	(1,428,170)
Net trade and other receivables	17,265,075	27,190,594
Prepayments	15,142,483	8,153,438
	32,407,558	35,344,032

*The movement in the impairment allowance during the year is analysed as follows:

	2021	2020
	Ushs'000	Ushs'000
At the beginning and end of the year	1,428,170	868,845
Increase in impairment allowance during the year	2,608,118	1,275,901
Write-off	(833,693)	(716,576)
At 30 June	3,202,595	1,428,170

20. DEPOSITS WITH COMMERCIAL BANKS

At the beginning of the year	9,100,439	4,938,649
Placements	18,550,895	17,200,000
Maturities	(17,400,000)	(13,200,000)
Interest accrued	705,138	717,409
Interest received	(913,164)	(555,619)
	10,043,308	9,100,439

The deposits have been used to secure borrowed funds.

Refer to note 27.

21. CASH AND CASH EQUIVALENTS

Cash and bank balances		
Cash on hand	161,334	113,354
Cash at bank	2,883,392	3,040,166
	3,044,726	**3,153,520**
Amounts not available for the Company's day to day operations		
Grant related balances (note 24)	(81)	(428,405)
	3,044,645	2,725,115

For the purpose of the statement of cash flows, cash and cash equivalents comprise the above balance less amounts held specifically for the running of a project and therefore not available for day to day operations as disclosed in note 24.

22 (a) SHARE CAPITAL

	2021	2020
	Ushs'000	Ushs'000
Authorised, issued and fully paid:		
76,500,000 ordinary shares of Ushs 19.66 each	1,503,990	1,503,990

22 (b) Share premium

The share premium comprises 25,500,000 ordinary shares of Shs 19.66 each which were issued at a premium of Shs 1,080.34 per share less costs of Shs 389,806,000.	27,158,864	27,158,864

23. TRADE AND OTHER PAYABLES

(a) Trade and other payables	2021	2020
	Ushs'000	Ushs'000
Trade payables	3,325,528	7,121,259
Payroll tax liabilities	773,634	515,529
VAT payable	598,496	347,886
WHT payable	140,805	243,254
Other payables	2,535,051	1,488,575
	7,373,514	9,716,503

Generally, trade payables and other payables consist of non-interest-bearing short-term liabilities due to suppliers of supplies and services and are normally settled within twelve months.

(b) Lease liability

Set out below are the carrying amounts of lease liabilities and the movements during the period:

	2021	2020
	Ushs '000	Ushs '000
As at 1 July	724,298	-
Additions	-	832,556
Accretion of interest	130,726	119,778
Repayment of interest portion of lease liabilities	(130,726)	(119,778)
Repayment of principal portion of lease liabilities	(173,321)	(108,258)
As at 30 June	550,977	724,298
Current	213,434	173,321
Non-current	337,543	550,977
	550,977	724,298

The Company had total cash outflows for leases of Ushs 304 million in the year ended 30 June 2021. The Company had no additions to right-of-use assets and lease liabilities in the year ended 30 June 2021.

The company entered into commercial leases for premises and plant and machinery. The leases have an average life of three years.

As at reporting date the company had no leases lease terms of 12 months or less and leases with low value.

23. TRADE AND OTHER PAYABLES (CONTINUED)

The maturity analysis of lease liabilities is disclosed below:

	2021	2020
Maturity period	**Ushs '000**	**Ushs '000**
Due within 1 year	213,434	173,321
Due with 1 to 5 years	337,543	550,977
Total liability	**550,977**	**724,298**

The maturity analysis of the lease liabilities for purposes of IFRS 7 is disclosed in note 30(e).

The following are the amounts recognised in the statement of profit or loss:

	2021	2020
	Ushs '000	**Ushs '000**
Interest expense on lease liabilities	130,726	119,778
Depreciation expense of right-of-use assets	307,223	254,853
	437,949	**374,631**

24. GRANT LIABILITY

	2021	2020
	Ushs'000	**Ushs'000**
Democratic Grant Facility (DGF)	81	428,405
	81	**428,405**

The overall movement in DGF grant liability during the year was as follows:

At beginning of the year		428,405	149,854
Cash received during the year		391,593	902,174
Direct project expenditure	(i)	(481,667)	(397,368)
Service offering charges	(ii)	(338,250)	(226,255)
At 30 June		**81**	**428,405**

Democratic Grant Facility (DGF)

On 01 December 2020, the Company renewed a partnership agreement with the Democratic Grant Facility (DGF) to run a project titled "Amplifying Access to Justice through Media Interventions". Under this project, the Company through its media platforms, increases awareness about people's legal and human rights, and enhances accountability for violation of rights. The project highlights challenges encountered in accessing justice, encourages accountability by duty bearers and ultimately improves access to justice. This project is being implemented by NVPPCL with support from DGF as the Donor.

It is a 22 month project running up to 30 September 2022, with a budget of Ushs 1,513 million. Implementation officially started on 01 December 2020. During the year ended 30 June 2021, the Company received Ushs 391 million (2020: Ushs 902 million).

24. GRANT LIABILITY (CONTINUED)

The Company maintains a project specific bank account where cash is drawn for expenses related to project and these are disbursed majorly in 2 ways below:

i. Costs including project staff salaries and facilitation for reporters working on related stories are met by funds from this project on actual basis. The Company offsets the related income and expense in the profit or loss being the elected policy on accounting for expense grants.

ii. In execution of the project activities the Company also serves the project with its offerings which are billed and recovered from the project. Such offerings include covering and airing stories enhancing respect for human rights and access to justice, conducting of quarterly media surveys and opinion polls on access to justice and human rights observance, conducting of radio Talk-shows and TV Talk shows monthly to increase public awareness of legal and human rights, dissemination of weekly legal and human rights awareness messages online and on social media, production and dissemination of drama skits for radio and skits for TV on human rights and access to justice, conducting outdoor studios (BIMEEZA) and conducting live TV broadcasts. For these the Company recovers cash from the project funds and recognises revenue on the services offered.

25. PROVISION FOR LITIGATIONS

	2021	2020
	Ushs'000	**Ushs'000**
At the beginning and end of the year	1,108,160	896,500
Materialised claims during the year	(195,000)	(169,500)
Provision in the period	1,144,903	696,160
Write back during the year	(319,000)	(315,000)
At 30 June	**1,739,063**	**1,108,160**

The Company is a defendant in several litigation cases majorly relating to libel, defamation and exemplary damage charges, for which judgements had not been reached by the authorisation date of these financial statements.

Provisions were made for estimates of likely pay-outs resulting from the cases for which the Company's chances of success were assessed as remote and moderate. Likelihood of success was based on the entity's lawyers' assessments of the status of litigations.

26. DIVIDENDS PAYABLE

	2021	2020
	Ushs'000	**Ushs'000**
At 1 July	3,074,105	2,041,432
Dividend approved for payment during the year	1,377,000	1,912,500
Dividend paid in the year	(640,446)	(879,827)
At 30 June	**3,810,659**	**3,074,105**

27. BORROWED FUNDS

	2021	2020
	Ushs '000	**Ushs '000**
At 1 July 2020	5,000,000	-
Proceeds during the year	5,000,000	5,000,000
Interest accrued	459,141	60,502
Principal payment	(5,000,000)	-
Interest repayment	(459,141)	(60,502)
At 30 June	**5,000,000**	**5,000,000**

27. BORROWED FUNDS (CONTINUED)

The Company secured a short-term loan facility to an amount up to Ushs 10.4 billion from Stanbic Bank Uganda Limited on 29 April 2021. The short-term loan has a tenor of 12 months from drawdown date which was 18 May 2021. The loan facility was obtained at an interest rate of 12.5% pa for a duration of 12 months.

The loan is secured against the company's fixed deposits with KCB Bank of Ushs 5 billion, which are included in amounts disclosed in note 20.

The Company has utilised Ushs 5 billion of the facility as at 30 June 2021.

The Company had secured a short-term credit facility of Ushs 7 billion from Standard Chartered Bank Uganda Limited in May 2020 to finance the strategic initiatives and mitigate the decline in cash flows occasioned by the impact of COVID-19 on the business operations.

The loan facility had two components: an overdraft of Ushs 2 billion at an interest rate of 12.501% pa and a short-term loan of Ushs 5 billion at an interest rate of 14.303% pa for a duration of 12 months. The loan was repayable in three (3) equal instalments of Ushs 1.7 billion net of interest in October 2020, April 2021 and June 2021.This facility was fully repaid by 30 June 2021.

28. CASH FROM OPERATING ACTIVITIES

		2021	2020
		Ushs'000	**Ushs'000**
(Loss)/Profit before tax **Adjustments for:**	**Note**	**(927,821)**	**4,894,784**
Depreciation of property, plant and equipment and right of use assets	15	2,628,892	5,488,851
Amortisation of intangible assets	16	98,805	24,622
Gain on disposal of property, plant and equipment	6	(72,719)	(20,835)
Interest income on deposits with commercial banks	6	(705,138)	(717,409)
Increase in provision for litigations	9(b)	1,144,903	696,160
Write back of provision for litigations	25	(319,000)	(315,000)
Increase in allowance for expected credit losses	8	2,608,118	1,275,901
Increase in provision for stock obsolescence	5	96,078	67,620
Interest expense on lease liabilities	23(b)	130,726	119,778
Interest expense on borrowed funds	11	459,141	60,502
Working capital changes:			
Decrease in inventories		1,602,275	1,024,290
Decrease/(Increase) in trade and other receivables		328,356	(12,891,999)
Increase in contract liabilities		(18,034)	199,657
Decrease in right of return asset		11,686	19,202
(Decrease) in refund liability		(16,498)	(24,646)
(Decrease) / Increase in trade and other payables		(2,537,989)	3,887,933
		4,511,781	**3,789,411**
Repayment of interest portion of lease liabilities	23(b)	(130,726)	(119,778)
Interest paid on borrowed funds	27	(459,141)	(60,502)
Tax Refund		2,547,240	-
Tax paid	13	(775,765)	(2,370,962)
Net cash flow generated from operating activities		**5,693,389**	**1,238,169**

29. RELATED PARTY TRANSACTIONS

a. Transactions with related parties	2021 Ushs'000	2020 Ushs'000
Government ministries, departments and agencies	12,679,126	23,580,916
National Insurance Corporation Limited	62,693	54,746
National Social Security Fund	243,696	167,591
	12,985,515	**23,803,253**

b. Amounts due from related parties	2021	2020
Government ministries, departments and agencies	6,972,890	15,891,025
National Insurance Corporation Limited	42,960	34,040
National Social Security Fund	70,549	110,802
	7,086,399	**16,035,867**
Less: impairment allowance	181,412	406,813
	6,904,987	**15,629,054**

Movements in the related party balances are analysed further below:

	At 1 July 2020 Ushs'000	Billings Ushs'000	Collections Ushs'000	At 30 June 2021 Ushs'000
Government ministries, departments and agencies	15,891,025	12,679,126	(21,597,261)	6,972,890
National Insurance Corporation Limited	34,040	62,693	(53,773)	42,960
National Social Security Fund	110,802	243,696	(283,949)	70,549
	16,035,867	**12,985,515**	**(21,934,983)**	**7,086,399**

	At 1 July 2019 Ushs'000	Billings Ushs'000	Collections Ushs'000	At 30 June 2020 Ushs'000
Government ministries, departments and agencies	7,826,924	23,580,916	(15,516,815)	15,891,025
National Insurance Corporation Limited	180,568	54,746	(201,274)	34,040
National Social Security Fund	91,614	167,591	(148,403)	110,802
	8,099,106	**23,803,253**	**(15,866,492)**	**16,035,867**

c. Dividend transactions and balances	2021	2020
Dividends declared in the year	**Ushs'000**	**Ushs'000**
National Insurance Corporation Ltd	37,227	51,638
National Social Security Fund	270,000	375,041
Ministry of Finance, Planning & Economic Development	734,400	1,020,000
	1,041,627	**1,446,679**
Dividends paid in the year		
National Insurance Corporation Ltd	37,227	51,704
National Social Security Fund	270,000	375,000
	307,227	**426,704**
Dividends payable		
Ministry of Finance, Planning & Economic Development	3,500,960	2,840,000
	3,500,960	**2,840,000**

29. RELATED PARTY TRANSACTIONS (CONTINUED)

Nature of relationship, transactions and terms and conditions

(i) Government of Uganda

The Government has 53.34% control of the Company. The Company's transactions with the Government relate to sale of newspapers, magazines and adverts through its different plat forms. Credit is issued on normal terms between 30-90 days. The Company also pays to the Government dividends since it is a shareholder.

(ii) National Insurance Corporation Limited

National Insurance Corporation Limited has 2.7% shareholding in the Company. The Company's transactions with National Insurance Corporation Limited relate to sale of newspapers, magazines and adverts through its different plat forms. Credit is issued on normal terms between 30-90 days. The Company also pays to National Insurance Corporation Limited dividends since it is a shareholder.

(iii) National Social Security Fund

National Social Security Fund has 19.61% shareholding in the Company. The Company's transactions with National Social Security Fund relate to sale of newspapers, magazines and adverts through its different plat forms. Credit is issued on normal terms between 30-90 days. The Company also pays to National Social Security Fund dividends since it is a shareholder.

(iv) Terms and conditions

Other than the terms disclosed above, there have been no guarantees provided or received for any of the above related party balances.

d. Key members of management

Mr. Robert Kabushenga (Former Managing Director)
Mr. Don Wanyama (Current Managing Director)
Mr. Ndyanabo Gervase (Deputy Managing Director)

e. Key members of management remuneration

	2021	2020
	Ushs'000	Ushs'000
Salaries	821,388	815,450
Gratuity	-	-
NSSF employer contribution	45,760	58,674
Company contribution to staff provident fund	224,772	223,432
	1,091,920	**1,097,556**

There were no loans to key members of management during the year (2020: Nil)

30. FINANCIAL RISK AND CAPITAL MANAGEMENT

The Company's principal financial liabilities comprise borrowed funds and trade and other payables. The main purpose of these financial liabilities is to finance the Company's operations. The Company's principal financial assets include trade receivables, and cash and short-term deposits that derive directly from its operations. The Company does not hold investments in debt and equity instruments and neither does it enter into derivative transactions.

The Company has exposure to the following risks from its use of financial instruments:

- Liquidity risk
- Interest rate risk
- Foreign currency risk
- Credit risk

Included below is information about the Company's exposure to each of the above risks, the Company's objectives, policies and processes for measuring and managing the risks and the Company's management of capital.

a) Risk management framework

The Company's Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. The Board has established an Audit and Risk Committee, and the Strategy Department, which are responsible for developing and monitoring the risk management policies in their specified areas. All Board committees have non-executive members and report regularly to the Board of Directors on their activities.

The Company's risk management policies are established to identify and analyse the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions, products and services offered. The Company through its training and management standards and procedures, aims to develop a disciplined and constructive control environment, in which all employees understand their roles and obligations.

The Company's Audit and Risk Committee is responsible for monitoring compliance with the Company's risk management policies and procedures, and for reviewing the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit and Risk Committee is assisted in these functions by Internal Audit and Risk functions.

Internal Audit undertakes both regular and adhoc reviews of risk management controls and procedures, the results of which are reported to the Audit and Risk Committee.

b) Foreign currency risk

The Company has transactional and translation currency exposures. Such exposures arise from purchases by the Company in currencies other than its functional currency (Uganda shillings) and holding monetary assets and liabilities at the reporting date. When the need arises for foreign currency, the Company purchases its requirements in the open market, and any exchange gains or losses are immediately posted to profit or loss. The Company does not engage in currency derivatives or other measures of managing foreign currency risk. During the year ended 30 June 2021, the Company had the following significant foreign currency positions and the equivalent stated in Uganda Shillings.

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

b) Foreign currency risk (Continued)

At 30 June 2021

Financial assets	USD'000	Ushs'000	Euro'000	Ushs'000	KES'000	Ushs'000	GBP'000	Ushs'000
Bank balances	480	1,705,978	5	21,857	30	991	-	-
Trade and other receivables	2	6,150	-	-	141	4,654	-	-
	482	1,712,128	5	21,857	171	5,645		
Financial liabilities								
Trade and other payables	(163)	(580,406)	(13)	(54,386)	-	-	(10)	(49,350)
Net position	**318**	**1,131,722**	**8**	**32,529**	**171**	**5,645**	**(10)**	**(49,350)**

At 30 June 2020

Financial assets	USD'000	Ushs'000	Euro'000	Ushs'000	KES'000	Ushs'000	GBP'000	Ushs'000
Bank balances	66	246,180	16	66,864	3,707	129,745	-	-
Trade and other receivables	12	44,760	-	-	965	33,775	-	-
	78	290,940	16	66,864	4,672	163,520	-	-
Financial liabilities								
Trade and other payables	(864)	(3,222,720)	(18)	(75,222)	-	-	-	-
Net position	**(786)**	**(2,931,780)**	**(2)**	**(8,358)**	**4,672**	**163,520**	**-**	**-**

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

b) Foreign currency risk (Continued)

Foreign currency sensitivity

The table below indicates the currencies to which the Company had significant exposure at 30 June on its non-trading monetary assets and liabilities and its forecast cash flows. The analysis shows the effect of a reasonably possible movement of the currency rate against the Uganda Shilling, with all other variables held constant, on profit or loss (due to the fair value of currency sensitive non-trading monetary assets and liabilities). A negative amount in the table reflects a potential net reduction in the profit for the year and equity, while a positive amount reflects a net potential increase. An equivalent decrease in each of the currencies below against the Uganda Shilling would have resulted in an equivalent but opposite impact.

Currency	Change in currency rate in %	Effect on profit/ (loss) before tax	Effect on equity	Change in currency rate in %	Effect on profit/(loss) before tax	Effect on equity
	2021	2021	2021	2020	2020	2020
		Ushs'000	Ushs'000		Ushs'000	Ushs'000
USD	+/-5%	+/- 56,586	+/- 39,610	+/-5%	+/-146,589	+/-102,612
KES	+/-5%	+/- 282	+/-198	+/-5%	+/-8,176	+/-5,723
Euro	+/-5%	+/- 1,626	+/-1,139	+/-5%	+/-418	+/-293
GBP	+/-5%	+/- 2,468	+/-1,727	+/-5%	-	-

c) Credit Risk

Credit risk is the risk that a counter party will not meet its obligations under a financial instrument or customer contract leading to a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade and other receivables) and deposits with banks and financial institutions.

Trade and other receivables

Customer credit risk is managed by each business unit subject to the Company's established policy, procedures and control relating to customer credit risk management. Credit quality of a customer is assessed based on an extensive credit rating scorecard and individual credit limits are defined in accordance with this assessment. Outstanding customer receivables are regularly monitored.

An impairment analysis is performed at each reporting date using a single loss rate approach to measure expected credit losses. Under the loss rate approach, the Company develops loss-rate statistics on the basis of the amounts collected over the life of the financial assets rather than using separate probability of default and loss given default statistics. The Company then adjusts these historical credit loss trends for current conditions and expectations about the future. The loss rates are based on groupings of various customer segments with similar loss patterns (i.e., by nature of customer). The calculation reflects a simple average of all loss rates per period, reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. The Company uses an overlay of measuring and forecasting the level of defaults. Generally, trade receivables are written-off if past due for more than one year and are not subject to enforcement activity. The Company does not hold collateral as security.

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

c) Credit Risk (Continued)

The maximum exposure to credit risk at the reporting date is the carrying amount of each class of financial assets disclosed in the table below:

	2021	2020
	Ushs'000	Ushs'000
Trade and other receivables	16,489,289	26,489,445
Cash and cash equivalents	2,883,392	3,040,166
Deposits with commercial banks	10,043,308	9,100,439
	29,415,989	**38,630,050**

Set out below is the information about the credit risk exposure on the Company's trade and other receivables using a single loss rate approach as at 30 June:

2021	Gross receivable	Loss rates	ECL	Carrying amount
	Ushs' 000		Ushs' 000	Ushs' 000
Companies	8,143,467	5.40%	(439,747)	7,703,720
Government departments	7,086,399	3.62%	(256,528)	6,829,871
Schools and universities	1,410,251	8.51%	(120,012)	1,290,239
Advertising agents	3,062,418	6.26%	(191,707)	2,870,711
Others	765,135	1.43%	(10,941)	754,193
	20,467,670		(1,018,936)	19,448,734
Specific allowance	-		(2,183,659)	(2,183,659)
	20,467,670		**(3,202,595)**	**17,265,075**

2021	Gross receivable	Loss rates	ECL	Carrying amount
	Ushs' 000		Ushs' 000	Ushs' 000
Companies	8,650,195	4.99%	(431,645)	8,218,550
Government departments	15,891,025	2.56%	(406,810)	15,484,215
Schools and universities	1,229,629	7.83%	(96,280)	1,133,349
Advertising agents	1,739,186	4.69%	(81,568)	1,657,618
Others	1,108,729	8.43%	(93,412)	1,015,317
	28,618,764		(1,109,715)	27,509,049
Specific allowance	-		(318,455)	(318,455)
	28,618,764		**(1,428,170)**	**27,190,594**

Set out below is the aging analysis of the gross receivables

	2021	2020
Gross receivables	**Ushs' 000**	**Ushs' 000**
0-30 days	5,790,485	7,229,557
30-90 days	4,701,255	9,181,325
90-150 days	1,619,152	3,347,106
150-240 days	2,019,813	1,987,661
240-365 days	932,644	1,720,797
Above 365	5,404,321	5,152,318
	20,467,670	**28,618,764**

The analysis in the above tables comprise of trade receivables, staff advances and the related ECL

Other financial assets including deposits with commercial banks

Credit risk from balances with banks and financial institutions is managed by the Company's Finance department in accordance with the Company's policy.

The Company's maximum exposure to credit risk for the components of the statement of financial position at 30 June 2021 and 2020 is the carrying amounts as illustrated in above.

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

c) Credit Risk (Continued)

The Company continues to apply a 12-month credit loss to derive ECLs on bank deposits as the Company has utilized the practical expedient and considered these to be low risk instruments and therefore will be considered for 12-month ECLs.

The Exposure at default is the amount of funds held as deposit in each counter party plus any accrued interest income. The loss given default considered was based on the publicly available LGD details based on sectors/industries as disclosed by reputable credit rating agencies including Moody's and S&P. This was done for Cash at bank and deposits with commercial banks.

The probability of default (PD) has been computed using a combination of parameters incorporated in the Company approved counter party model and S & P corporate probability of default rates. The derived probability of default is reviewed on annual basis based on economic and forward-looking information at the Company's disposal.

The ECLs relating to bank deposits were however considered insignificant and were therefore not recognised in the financial statements

d) Interest rate risk

The Company is exposed to interest risk arising from the deposits with commercial banks and short-term borrowing. The maximum exposure to this risk is limited to the carrying amounts of deposits with commercial banks and short term borrowing in notes 21 and 28 respectively. The Company enters into financial agreements at favourable interest rates. The Company currently holds deposits with commercial banks and short term borrowing with interest rates agreed and fixed at placement, as such analysis of interest sensitivity would not be relevant.

e) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations from its financial liabilities when they fall due. The risk is monitored by the monthly debtors' and creditors' analysis and review of the Company's cash flows from operations on a regular basis. Where the Company's cash flows are not adequate to meet creditor demands, the Directors source for financing usually from the Company's banker and own resources.

The table below analyses the Company's financial assets and liabilities into relevant groupings based on the remaining period at 30 June to the contractual maturity dates:

At 30 June 2021	On demand	Due Between 1 and 3 months	Due between 3 to 12 months	Due after 12 months	Total
	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000
Financial assets					
Trade and other receivables	9,014,919	8,250,156	-	-	17,265,075
Deposits with commercial banks	-	10,176,507	-	-	10,176,507
Cash and bank balances	3,044,645	-	-	-	3,044,645
	12,059,564	**18,426,663**	-	-	**30,486,227**
Financial liabilities					
Trade and other payables	1,266,355	4,594,224	-	-	5,860,579
Lease liability	-	76,012	228,035	380,059	684,106
Dividend payable	3,810,659	-	-	-	3,810,659
Borrowed funds	-	1,250,000	3,750,000	-	5,000,000
	5,077,014	**5,920,236**	**3,978,035**	**380,059**	**15,355,344**
Net liquidity gap	**6,982,550**	**12,506,427**	**(3,978,035)**	**(380,059)**	**15,130,883**

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

e) Liquidity risk (Continued)

At 30 June 2020	On demand	Due Between 1 and 3 months	Due between 3 to 12 months	Due after 12 months	Total
	Ushs'000	Ushs'000	Ushs'000	Ushs'000	Ushs'000
Financial assets					
Trade and other receivables (net of provisions)	16,744,587	10,446,007	-	-	27,190,594
Deposits with commercial banks	-	9,220,570	-	-	9,220,570
Cash and bank balances	2,725,115	-	-	-	2,725,115
	19,469,702	**19,666,577**	-	-	**39,136,279**
Financial liabilities					
Trade and other payables	3,839,254	4,770,580	-	-	8,609,834
Lease liability	-	76,012	228,035	684,106	988,153
Dividend payable	3,074,105	-	-	-	3,074,105
Borrowed funds	-	-	5,516,606	-	5,516,606
	6,913,359	4,846,592	5,744,641	684,106	18,188,698
Net liquidity gap	**12,556,343**	**14,819,985**	**(5,744,641)**	**(684,106)**	**20,947,581**

f) Capital management

For the purpose of the Company's capital management, capital includes issued capital, share premium and all other equity reserves attributable to the equity holders. The primary objective of the Company's capital management is to maximise the shareholder value.

The Company manages its capital structure and makes adjustments in light of changes in economic conditions and the requirements of the financial covenants. To maintain or adjust the capital structure, the Company may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. The Company monitors capital using a gearing ratio, which is net debt divided by total capital plus net debt. The Company's policy is to keep the gearing ratio below 20%. The Company includes within net debt, interest bearing loans and borrowings, contract liabilities, trade and other payables, less cash and deposits with commercial banks, excluding discontinued operations.

	2021	2020
	Ushs'000	Ushs'000
Contract liabilities	1,750,304	1,768,338
Trade and other payables	7,373,514	9,716,503
Borrowed funds	5,000,000	5,000,000
Lease liability	550,977	724,298
Less: Cash and short-term deposits	(13,088,034)	(12,253,959)
	1,586,761	**4,955,180**
Net debt	**1,586,761**	**4,955,180**
Equity	65,039,065	73,356,759
Total capital	**65,039,065**	**73,356,759**
Capital and net debt	**66,625,826**	**78,311,939**
Gearing ratio	**2.4%**	**6.3%**

30. FINANCIAL RISK AND CAPITAL MANAGEMENT (CONTINUED)

f) Capital management (Continued)

The Company has a 2.4% (2020: 6.3%) gearing ratio. The Board of Directors, as well as Management, decide on financing options on a case by case basis, guided by the responsibility to act in the best interests of the Company, given the high interest rates and impact on profitability.

The level of gearing is constantly reviewed and considered for investments whose return can sustain the market debt financing costs.

The Company has interest-bearing debt as disclosed in note 28. No changes were made in the objectives, policies or processes for managing capital during the years ended 30 June 2020 and 30 June 2021.

31. FAIR VALUE MEASUREMENT

Determination of fair value and fair value hierarchy

The Company uses the following hierarchy for determining and disclosing the fair value of some assets by valuation technique:

Level 1 – Quoted (unadjusted) prices in active markets for identical assets or liabilities.

Level 2 – Valuation techniques for which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly; and

Level 3 – inputs for the asset or liability that are not based on observable market data (unobservable inputs).

a) Financial instruments

Fair values of cash and deposits with commercial banks, trade and other receivables and trade and other payables reasonably approximate their carrying amounts largely due to the short-term maturities of these instruments and/or because they carry interest rates that reasonably approximate market rates.

The Company did not hold any financial assets or liabilities measured at fair value at the reporting date.

b) Non-financial assets

The following methods and assumptions were used to estimate the fair values:

Property plant and equipment that were revalued include land & buildings, and plant and machinery.

The fair value of the assets was determined using the market comparable method and/or the depreciated replacement cost approach. The valuations were performed by Adriko & Associates (East Africa) Chartered Consulting Engineers, a Ugandan engineering professional services consulting firm, an accredited and independent valuer. The valuation was done with the effective date being 30 June 2017. The exercise resulted in the assets being classified under Level 3 in the fair valuation hierarchy in line with IFRS 13 due to use of significant unobservable inputs. A net gain from the revaluation of the assets of Ushs 19,148 million was recognised in OCI.

The valuation was performed in convention of the American Society of Appraiser's Uniform Standards of Professional Appraisal Practice (USPAP) code.

The valuation for property and plant and equipment returned is fair value in continued use. The valuation exercise as per company policy is performed every 5 years.

31. FAIR VALUE MEASUREMENT (CONTINUED)

b) Non-financial assets (Continued)

Valuation techniques plant and machinery:

The Cost approach was used to arrive at the fair market value. The procedure used was to take the replacement cost and deduct from it for depreciation consisting of 3 elements i.e. Physical wear and tear, functional obsolescence and economic obsolescence.

The replacement cost was arrived at by determining the selling price of a new machine of the same type and adding freight, taxes and installation costs for assets that are not available on local open markets. Replacement cost new for locally available assets was determined from local dealer's prices and adding installation costs appropriately.

Where the cost of a new machine of the same type is not available but historical suppliers' costs are available from corporate records, the original cost was trended to arrive at an estimate of the current replacement cost.

Physical depreciation was measured as a percentage of its condition to the condition of a new asset of the same type. The age-life method was used to get a first approximation of this factor i.e. the ratio of the age of the asset to its economic service life.

This factor was then prudently adjusted downwards or upwards depending on the actual observed physical condition.

Service lines of the equipment were obtained from industry norms.

Functional obsolescence was on the other hand arrived at through one of the 2 ways i.e. employment of replacement cost instead of reproduction cost or comparison of current effective capacity against rated capacity at the time of purchase of the equipment.

Economic obsolesce where applicable was arrived at by applying inutility formula for Company specific obsolescence.

Valuation techniques for buildings

The cost approach was utilised for buildings. The buildings, structures and services were valued at current replacement costs taking into account their depreciation.

Valuation techniques for land

Land was valued by the sales comparison method taking into account the various categories of existing and potential use. Other factors such as location, services, accessibility, and proximity to suppliers, inputs and markets were also taken into account. Attention was paid to the concept of 'Highest and Best use' of property.

Key underlying limitations and assumptions in valuation of land & buildings and plant and equipment included:

- Where market values are assessed, they reflect the full contract value and no account is taken of any liability to taxation on sale or the costs involved affecting the sale
- The values assessed in the valuation report are the subject property and any allocation of values between parts of the property apply only in terms of and for the purpose of the report. The values assessed should not be used in conjunction with any other assessment, as they may prove incorrect if so used.
- Where it is stated in the report that information has been supplied to the Valuer by another party, this information is believed to be reliable, but the Valuer can accept no responsibility if this should prove not to be so
- The market value and any other values referred to in the valuation report exclude Value Added Tax and transfer costs

31. FAIR VALUE MEASUREMENT (CONTINUED)

Significant unobservable input

		Range (weighted average)
Plant and machinery	Estimated service life	10 years – 15 years (12.5 years)
	Freight costs (percentage of prime costs)	0%-12% (6%)
	FOB Costs	7% (7%)
	Insurance costs	1.5% (1.5%)
Property	Price per acre	Ushs. 93 million (Ushs. 93 million)

Refer to note 16 for the carrying amounts of property, plant and machinery asset classes measured subsequently at revalued amounts.

For assets and liabilities that are recognised in the financial statements at fair value on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

There were no transfers between levels 1, 2 and 3 during the year (2020: no transfer).

Sensitivity analysis has not been presented due to the timing difference from the last valuation to the current reporting date. The values have since been depreciated and therefore management has considered that sensitivity analysis would not be reliable with current carrying amounts of the assets.

32. SEGMENT INFORMATION

For management purposes, the Company is organised into business units based on its products and services and has four reportable segments, as follows:

- Print media segment, which produces newspapers and magazines generating circulation and advertising revenue
- Electronic media segment, which deals with the radio and television stations generating advertising revenue from the electronic media platforms.
- Commercial printing segment, which deals with on demand and tailored printing solutions to customers.
- Other segment, which majorly includes events, sale and disposal of non-current assets, interest income and rental income

The Executive Management Committee is the Chief Operating Decision Maker (CODM) and monitors the operating results of its business units separately for the purpose of making decisions about resource allocation and performance assessment. Segment performance is evaluated based on profit or loss and is measured consistently with profit or loss in the financial statements.

For the purposes of monitoring segment performance and allocating resources between segments: all assets are allocated to reportable segments other than tax assets All liabilities are allocated to reportable segments other than current and deferred tax liabilities. Liabilities for which reportable segments are jointly liable are allocated in proportion to segment assets.

Income tax expense is allocated to reportable segments based on their share of profit before tax. The totals presented for the Company`s operating segments reconcile to the key financial figures as presented in its financial statements above.

32. SEGMENT INFORMATION (CONTINUED)

	Print Media	Broadcast	Commercial Printing	Others	Total segments	Adjustments & eliminations	Consolidated
Year ended 30 June 2021	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**
Revenue	40,167,601	29,087,935	12,200,698	468,474	81,924,708	-	81,924,708
External customers	126,881	106,241	32,279	-	265,401	(265,401)	-
Inter Segment	**40,294,482**	**29,194,176**	**12,232,977**	**468,474**	**82,190,109**	**(265,401)**	**81,924,708**
Total revenue							
Cost of sales	(29,361,795)	(21,262,758)	(8,918,491)	(342,446)	(59,885,490)	-	(59,885,490)
Distribution costs	(1,747,052)				(1,747,052)	-	(1,747,052)
Administrative expenses	(2,117,143)	(1,512,245)	(648,105)	(43,207)	(4,320,700)	-	(4,320,700)
Other operating expenses	(807,483)	(576,774)	(247,189)	(16,479)	(1,647,925)	-	(1,647,925)
Intersegmental costs	(126,881)	(106,241)	(32,279)	-	(265,401)	265,401	-
Segment profit	**6,134,128**	**5,736,158**	**2,386,913**	**66,342**	**14,323,541**	-	**14,323,541**
Total Assets	46,780,818	33,876,989	14,209,428	2,223,023	97,090,258	-	97,090,258
Total Liabilities	9,479,994	6,865,071	2,879,498	450,486	19,675,049	-	19,675,049
Other disclosures							
Capital expenditure	1,545,219	1,340,570	293,053	1,362,855	4,541,697	-	4,541,697
Depreciation	681,617	539,650	367,025	1,139,405	2,727,697	-	2,727,697

32. SEGMENT INFORMATION (CONTINUED)

Inter-segment revenues are eliminated upon consolidation and reflected in the 'adjustments and eliminations' column. All other adjustments and eliminations are part of detailed reconciliations presented further below.

	Print Media	Broadcast Media	Commercial Printing	Others	Total segments	Adjustments & eliminations	Consolidated
Year ended 30 June 2020	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**	**Ushs'000**
Revenue							
External customers	44,164,988	26,317,755	18,416,574	2,856,243	91,755,560	-	91,755,560
Inter Segment	296,351	246,959	40,789	-	584,099	(584,099)	-
Total revenue	**44,461,339**	**26,564,714**	**18,457,363**	**2,856,243**	**92,339,659**	**(584,099)**	**91,755,560**
Cost of sales	(32,496,630)	(19,416,052)	(13,490,419)	(2,087,618)	(67,490,719)	-	(67,490,719)
Distribution costs	(1,757,732)				(1,757,732)	-	(1,757,732)
Administrative expenses	(2,109,458)	(1,255,175)	(878,145)	(138,403)	(4,381,181)	-	(4,381,181)
Other operating expenses	(1,300,167)	(776,823)	(539,742)	(83,524)	(2,700,256)		(2,700,256)
Intersegmental costs	(408,869)	(52,569)	(122,661)	-	(584,099)	584,099	-
Segment profit	**6,388,483**	**5,064,095**	**3,426,396**	**546,698**	**15,425,672**	-	**15,425,672**
Total Assets	49,405,075	28,697,476	20,085,534	1,047,226	99,235,311	-	99,235,311
Total Liabilities	10,199,363	5,924,411	4,146,530	843,133	21,113,437	-	21,113,437
Other disclosures							
Capital expenditure	703,373	666,279	313,218	2,507,510	4,190,380	-	4,190,380
Depreciation	1,949,677	1,164,891	809,376	125,248	4,049,192	-	4,049,192

32. SEGMENT INFORMATION (CONTINUED)

Adjustments and eliminations

Finance costs, administration staff costs, certain other administrative costs, impairment of financial assets finance income and other income, are not allocated to individual segments as the underlying instruments are managed on a Company basis.

Current taxes, deferred taxes are not allocated to those segments as they are also managed on a Company basis.

Capital expenditure consists of additions of property, plant and equipment, intangible assets.

Inter-segment revenues are eliminated on consolidation.

	2021	2020
	Ushs' 000	Ushs' 000
Reconciliation of operating profit		
Reported segment profit before tax	14,323,541	15,425,672
Other income	1,440,289	1,478,864
Administrative staff costs	(11,146,731)	(8,895,781)
Other administrative costs	(2,936,802)	(1,838,070)
Impairment on financial assets	(2,608,118)	(1,275,901)
Profit before tax	**(927,821)**	**4,894,784**
Reconciliation of Assets		
Reported segment assets	97,090,258	99,235,311
Tax deposit recoverable	22,537	2,569,777
Current tax recoverable	1,220,614	367,726
	98,333,409	**102,172,814**
Reconciliation of Liabilities		
Reported segment liabilities	19,675,049	21,113,437
Lease liability	550,977	724,298
Deferred tax liability	4,322,335	6,978,320
Total liabilities	**24,548,361**	**28,816,055**

33. CONTINGENT LIABILITIES

The Company is involved in a number of litigations, mainly libel cases, which were yet to be concluded upon by the date of authorisation of these financial statements. Management continually monitors all potential, threatened and actual litigations and assesses the exposure to the Company, if any. Management is confident that any exposure to the Company is adequately covered and those considered as contingencies are assessed as not likely to crystallize.

34. CAPITAL COMMITMENTS

As of 30 June 2021, the Company had no contracted capital expenditure (2020: Nil).

35. COVID-19 PANDEMIC

The World Health Organisation declared COVID-19 a global health emergency on 30 January 2020. On 11th June 2021, the Government of Uganda, to curb the second wave of the COVID-19 surge of infections and related deaths announced a 42-day lockdown period and more restrictions as a measure against the second wave of the COVID-19 pandemic. By the date of approval of these financial statements, some of the lock down and restrictions had been eased. As the Company is an essential service provider, operations continued during the lock down period but with some of the general restrictions arising from the local and global disruptions caused by the pandemic. These include market, services and supply chain disruptions, non-performance by counter parties, inability of client meetings being held, inability to physically reach clients, among others.

The Company's management and directors have assessed that the Company's financial performance was impacted as follows:

- As disclosed in Note 4, most revenue streams have experienced significant reductions since the pandemic's effects became widespread. This was mainly because businesses deemed not to be essential service providers were closed during the lockdown period following government directives in order to contain the pandemic. The Company's key customers were affected by these government directives.

- The slowdown in the economy led to adverse movements in the projected key macro-economic factors including inflation, Gross Domestic Product, foreign exchange rates etc. The effects of these have been considered as part of the macro-economic data refresh in expected credit losses model to incorporate the pandemic effects on the credit risk profile of the debtors. Refer to notes 19 and 30(c) for movements in the expected credit losses.

- Decrease in cash collections rates from 89% as of 30 June 2020 to 86% as of 30 June 2021 due to limitations in implementing cash collection strategies. This affected the probability of default input to the expected credit loss model that is determined dependent on the collection patterns from past data with an upward movement in the loss rate percentages for the different categories of customers. Refer to notes 3(r), 19 and 30(c) for the movements in the expected credit loss rates.

- Increase in expenses resulting from the additional costs arising from operating under lock down and other restrictions, and staff and customer safety measures. However, management as a response took on cost cutting strategies that largely focused on, newsprint and related material input costs and other administrative expenses. Refer to notes 5 and 9 for the movements in related expenses.

- Due to decreases in consumer demand for the Company's products, there was a slowdown in utilization of stock items hence an increase in the stock write offs. This is demonstrated with an increase in the provision as indicated in note 18.

- Due to the decrease in the cash collections, the Company has continued to apply for short-term loans from financial institutions as a way of mitigating the cash flow shortages. Details are disclosed in note 11 and 27.

35. COVID-19 PANDEMIC (CONTINUED)

Use of estimates and judgements

The effects of COVID-19 have required significant judgments and estimates to be made, including:

- Determining the net realisable value of inventory that has become slow moving due to the effects of COVID-19.
- Determining which information obtained subsequent to period end provides evidence of conditions that existed as at the end of the reporting period ('adjusting events after the reporting period') and which do not ('non-adjusting events after the reporting period').
- Estimates of expected credit losses attributable to accounts receivable arising from sales to customers on credit terms, including the incorporation of forward-looking information to supplement historical credit loss rates.

Use of assumptions

The COVID-19 pandemic continues to affect the Company, countries and businesses at the time of issuing these financial statements. The directors expect that considering that the Company is an essential service provider, the Company's operations will continue despite the disruption caused by the pandemic. The directors have also assessed that:

- No adjusting events or conditions existed at the reporting date affecting the financial statements.
- The going concern status of the Company will not be affected by this event in the foreseeable future and the Company will continue to operate as a going concern. The Company's management and directors are closely monitoring the economic developments in the key markets and sectors including undertaking scenario analysis. This enables the Company's management and directors to take appropriate actions where necessary, including enhanced monitoring, amending the Company's risk appetite and/or reducing limits and exposures.
- The impact of the supply chain disruptions will be mitigated by proactive and dynamic inventory management to ensure that there is enough stock of materials to support the capital expenditure and continued production of papers.
- Customer credit risk is not expected to increase further. Management will continue to closely monitor customer segments to ensure that exposures are mitigated.
- There are no conditions that would warrant impairment of non-financial assets. There are no significant financial assets measured at fair values that would materially impact the performance of the Company.

It is reasonably possible, based on existing knowledge, that outcomes within the next financial period that are different from the judgements and assumptions used, could require a material adjustment to the carrying amounts of the assets or liabilities reported in these financial statements. The directors and management will continue to monitor the measures taken by the Government of Uganda and adjust the Company's business strategies and plans accordingly.

36. EVENTS AFTER THE REPORTING DATE

Refer to Note 35 regarding the COVID-19 pandemic.

There were no other events after the reporting period which require adjustment to or disclosure in the financial statements.

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 20th ANNUAL GENERAL MEETING (AGM) of New Vision Printing and Publishing Company Limited will be held by electronic means on Tuesday December 7, 2021 at 2:00pm to conduct the following business:

ORDINARY BUSINESS

1. To receive, consider and if approved, adopt the annual audited financial statements for the year ended June 30, 2021 together with the reports of the Directors and Auditors.

2. To rotate and re-appoint directors.
   - In accordance with Articles 83-86 of the company's Articles of Association, Mrs Susan Lubega retiring by rotation as a director and being eligible, offers herself for re-election.
   - In accordance with Articles 83-86 of the company's Articles of Association, Mr Michael Nyago retiring by rotation as a director and being eligible, offers himself for re-election.

3. To approve fees payable to the Non-Executive Directors for the period until the next Annual General Meeting.

4. To note that the Auditor General is mandated to audit the Company by virtue of Section 17 of the PERD Act and authorize the Directors to negotiate and fix the remuneration of External Auditors delegated by the Auditor General in accordance with Sections 167-169 of the Companies Act 2012.

5. To conduct any other business that may be required at the AGM for which notice will have been duly received.

Dated this November 9, 2021
By Order of the Board

Gervase Ndyanabo
COMPANY SECRETARY

NOTES TO THE AGM NOTICE

i. The AGM will be streamed live via a link which shall be provided to all shareholders who will have registered to participate at the AGM. Duly registered shareholders and proxies will receive an SMS/USSD prompt on their registered mobile numbers and email addresses, 24 hours prior to the AGM.

ii. A member entitled to participate and vote may appoint a proxy to participate and vote on his/her behalf in the manner prescribed in the proxy form. A proxy need not be a shareholder of the Company. A completed form of proxy should be emailed to legal@newvision.co.ug or delivered to the Company Secretary at the Company Head Office at Plot 19/21, 1st Street Industrial Area, P.O Box 9815 Kampala at least 48 hours before the scheduled time for the meeting. In default of this, it shall be treated as invalid.

iii. In order to participate in the virtual Annual General Meeting, shareholders should register by following the instructions below;

a) ***284*34#** (Uganda mobile networks) and follow the prompts, or;

b) Send an email request to be registered to **newvisionagm@image.co.ke**

c) Shareholders with valid email addresses will receive a registration link via email through which they can use to register.

In order to facilitate shareholder verification, a shareholder will be required to submit a valid identification document such as a National Identity card or passport and/or their SCD account details.
For registration support, please call + 254 709 170 000 or send an email to **newvisionagm@image.co.ke**

iv. Registration for the AGM opens on Tuesday, November 9 2021 and will close on Friday, December 3 2021 at 5.00pm. Shareholders will not be able to register after Friday, December 3 2021 at 5.00pm

v. Duly registered shareholders and proxies may follow proceedings of the AGM using the livestream platform and may access the agenda. Duly registered shareholders and proxies will be prompted via SMS to propose and second AGM resolutions as well as vote for the AGM motions.

vi. Shareholders wishing to raise any questions or clarifications regarding the AGM may do so by:

a) Sending their written questions by email to legal@newvision.co.ug

b) Shareholders who will have registered to participate in the meeting shall be able to ask questions via SMS by dialing the USSD code above and selecting the option (Ask Question) on the prompts or via Question Tab on the livestream link during the AGM.

c) To the extent possible, physically delivering their written questions with return physical address or email address to the Company Secretary at the Company Head Office at Plot 19/21, 1st Street Industrial Area, P.O Box 9815 Kampala.

All questions must reach the Company on or before Friday, December 3, 2021 at 5.00 p.m.

Following receipt of the questions, the directors of the Company shall provide written responses to the questions received to the return physical address or email address provided by the Shareholder no later than 12 hours before the start of the General Meeting. A full list of all questions received and the answers thereto will be published on the Company's website within 24 hours following conclusion of the General Meeting.

vii. A poll shall be conducted for all the resolutions put forward in the notice.

viii. Results of the resolutions voted on will be announced before the close of the meeting and thereafter published within 24 hours following conclusion of the AGM, in the New Vision Newspaper and the Company Website. Shareholders who have provided their valid email addresses to the Company will also be notified via the same.

ix. The following documents are available and can be accessed on both the Company's website http://visiongroup.co.ug/shareholders/ i) a copy of this Notice and the proxy form; (ii) the Company's Annual Report and Audited Financial Statements for the year ended June 30, 2021.

The reports may also be accessed upon request by dialing the USSD code above and selecting the Reports option. The reports and agenda can also be accessed on the livestream link.

Proxy Card

For the attention of:
The Company Secretary
New Vision Printing & Publishing Co. Ltd
Plot 19/21 First Street Industrial Area
P.O Box 9815 Kampala

I/We.., of ...., being a shareholder/s of the above mentioned Company, hereby appoint .... of ....(address), as my/our proxy to vote for me/us on my/our behalf at the 20th Annual General Meeting of the Company to be held on Tuesday December 7, 2021 at 2:00pm and at any adjournment thereof.

Signature; ....

Dated this .... day of 2021

Please indicate with an 'X' for each resolution below how you wish your votes to be cast. The 'vote withheld' option below is provided to enable you abstain on any particular resolution. However, it should be noted that a 'vote withheld' is not a vote and will not be counted in the calculation of the proportion of the votes 'for' and 'against' a resolution.

	Resolution	For	Against	Vote Withheld	At discretion
	ORDINARY BUSINESS				
1.	To receive, consider and if approved, adopt the annual audited financial statements for the year ended June 30, 2021 together with the reports of the Directors and Auditors.				
3.	To rotate and re-appoint directors; In accordance with Articles 83 to 86 of the Company's Articles of Association, Mrs Susan Lubega retiring by rotation as a director of the company and being eligible, offers herself for re-election.				
	In accordance with Articles 83 to 86 of the company's Articles of Association, Mr Michael Nyago retiring by rotation as a director of the company and being eligible, offers himself for re-election.				
4.	To approve fees payable to the Non-Executive Directors for the period until the next Annual General Meeting. The Board does not recommend any changes in fees payable to the Non-Executive Directors.				
5.	To note that the Auditor General is mandated to audit the Company by virtue of Section 17 of the PERD Act and authorize the Directors to negotiate and fix the remuneration of External Auditors delegated by the Auditor General in accordance with Sections 167-169 of the Companies Act 2012				

Notes

1. This proxy card is to be physically delivered to the Company Secretary at the physical address stated above, or emailed to **legal@newvision.co.ug** at least 48 (forty eight) hours before the time fixed for the meeting.
2. A proxy appointed need not be a member of the Company.
3. In case of joint holders, the signature of any one holder will be sufficient, but the names of all joint holders should be stated.
4. In case of a shareholder which is a body corporate, the proxy form must be completed by an officer or attorney of the body corporate duly authorized in writing.
5. If this form is returned without any indication as to how the proxy shall vote, the proxy will exercise his discretion as to how to vote.
6. If the appointer is a corporation, this form must be under its common seal or under the hand of some officer or attorney duly authorized in that behalf.

COMPANY PROFILE
2021

VISION GROUP®
NATIONAL PRIDE • GLOBAL EXCELLENCE

English Newspapers

Vision Group dominates the English newspaper market in Uganda with four newspapers.

PASS A'LEVEL
CHEMISTRY, MATHS, ENTREPRENEURSHIP
RUKUTANA CHARGED, SENT TO JAIL
DIGITAL VERIFICATION IS ONLY WAY TO STOP VOTE RIGGING
BUY E-VERIFICATION VOTER SYSTEM, MUSEVENI TELLS EC
UPC SAGA COURT KICKS OUT AKENA
HER VISION BURGOINE SAVING BABIES IN MBALE
News sites, blogs to be registered
ARE UGANDAN LOGISTICS FIRMS READY FOR JOBS?
MUSEVENI FLAGS OFF NRM MOTORCYCLES

THE NEW VISION

Is Uganda's leading English daily newspaper running from Monday to Friday. With various sections making up the whole paper, a strong emphasis is placed on enhancing reader value. The New Vision is dedicated to education and publishes advanced career/study guides and conducts direct school education through its "Newspapers in Education" programme. Toto magazine, released every Wednesday, is a favourite among primary school children.

KABAKA MUTEBI IS WELL!
COVID 19: VIRUS CLAIMS BEBE COOL'S ARTISTE
NRM POLLS:
WINNERS AND LOSERS
Factors that shaped the CEC race
ELECTION WATCH: MP BALYEKU FACES SEVEN RIVALS
JOHN NAGENDA Man proposes, God disposes
PASS A'LEVEL Economics, Literature, Geography and ICT

SATURDAY VISION

An English weekend entertainment newspaper aimed at leisure, entertainment and relaxation for all ages, Saturday Vision offers a variety of news features, sports, and commentary. It comes with magazines like GOAL, Homes and Construction, Intimate and Swagg for the youth.

BIG ON SUNDAYS! MISS IT, MISS OUT!
PASS PLE
TOMORROW: LOOK OUT FOR PASS O'LEVEL
SUNDAY XTRA COVID-19 SURVIVORS NARRATE STIGMA PAGE 25-27
BANK SELLS WIDOW'S SH30B ESTATE AT SH8B
PAGE 3
WHO WILL TAKE RUBAGA SOUTH? PAGE 30
VISION UNVEILS RADIO STREAMING APP PAGE 4
UNDERCOVER TEAM EXPOSES BRIBERY AT KCCA PAGE 10-11

SUNDAY VISION

Provides reading for the whole family and comes with three magazines, Sunday Extra and Pearl of Africa. It comes with a variety of background news, sports, lifestyle, political commentary and entertainment. Sunday Vision also carries several features including Crime, Suspense and Intrigue, and another edition of Toto magazine.

Vernacular Newspapers

Vernacular Newspapers focus on the everyday life and human interest side of the communities in Central, Western, Northern and Eastern Uganda.


ABANENE 100 BAABULIDDE TRUMP -P7

Bukedde

Kitegeeza ki eri kabineti baminisita 15 okugwa - P5

Enteekateeka y'okuggula amasomero

P4 & P5 WORK

ENGLISH: BUYING & SELLING

MATH: FRACTIONS

SST: SYSTEMS OF FARMING

SCIENCE: FOOD PRESERVATION

BALEETA EKYUMA EKIKWATA ABABBA OBULULU MU 2021

Engeri gye kibakwata -P2, 3

BUKEDDE

Is a Luganda daily, which is an integral part of the average working Ugandan's day with both local and international news.

It has a variety of features which include education, farming, crime investigations, business advice, relationship advice, leisure, traditional remedies, women and health, entertainment, art, to mention but a few.


Bukedde LWAMUKAAGA

Asse muganzi we owoolubuto -P7

KAMOGA Alaze pulaani eddako -P7

PASS PLE P6 & P7

REVISION QUESTIONS MATHS, ENGLISH, SST & SCIENCE

KIBI

Avuganya mu NRM akabenje kamusse -P3

Engeri abanene gye basazizzaamu eby'e Ssembabule -Laba P4, 5, 6

BUKEDDE LWAMUKAAGA

Published every Saturday, this covers fashion, homes and construction, analyses, in-depth sports analyses and many other stories.


LEARNING MATERIAL TOP CLASS, P1, P2 & P3

Bukedde KU SSANDE

MATH: ALGEBRA & FRACTIONS

LITERACY: INSECTS & PLANTS

ENGLISH: COMPOUND WORDS

LWAKI ABANENE BA NRM BAGUDDE

ABAPYA ABAMEZZE ABANENE

ABAGUDDE

BUKEDDE KU SSANDE

Rolls off the press every Sunday and has a variety of features that cover family, religious issues, literacy series for children, crime investigative follow-ups, political analyses and Luganda language and culture lessons.

Website Publishing

www.newvision.co.ug
Our flagship website is one of the leading websites in Uganda with over 3.8 million page views and 720,000 users monthly.

www.bukedde.co.ug
Uganda's leading Luganda website keeps you informed with the current news. The website has approximately 1.3 million page views majorly from Uganda, United Kingdom, United States and United Arab Emirates.

www.kampalasun.co.ug
The new website reflects all aspects of life, politics, corporate, sports, gossip and social events. It has approximately 14,000 users, 73% of whom are accessing the website via mobile.

https://epapers.visiongroup.co.ug
You can now buy an electronic version of all our newspapers and magazines via our online platform. It's an easy and convenient way for readers to access their favourite publication wherever they are.

archives.visiongroup.co.ug
The website is a resourceful search engine with over 1 million pages of history from all our publications.

https://www.harvestmoney.co.ug
This new website was created to bring agricultural information closer to every Ugandan. Agriculture is very important to Uganda's economy and Vision Group has taken it upon itself to support farmers with the information they need to do it right. This website gives them access to agricultural news, farming tips, market opportunities for their agricultural products and so much more.

https://ugandahistory.newvision.co.ug
The website is a resourceful search engine with Uganda's history in pictures throughout the years.

www.urbantv.co.ug
The website regularly posts videos from all your favorite television shows and is popular with the audiences between 18 and 54 years, 51% of whom are male.

www.bukeddetv.co.ug
One of the fastest growing, the website is a reflection of the television's features with all your popular shows being shared daily.

www.tvwest.co.ug
The website keeps fans updated with video footage of the news, politics and entertainment for the audience in Western Uganda.

www.radiowest.co.ug
The popular radio station in western Uganda shares its news and programing schedule with its audiences via their website.

www.xfm.co.ug
You can tune into the station live, via their website. Their audience is kept entertained with interests ranging from Sports, News, Education, Employment to Arts & Entertainment.

YOU TUBE

Newvision TV: **https://www.youtube.com/user/newvisioncam**
Bukedde TV: **https://www.youtube.com/user/bukeddetv**

The New Vision Digital Experience App

The New Vision Digital Experience is a mobile application that puts a world of news and entertainment in the palm of your hands. With this app, you can enjoy all the latest news updates, stream live TV and radio, share your own news stories, get access to education materials and even buy airtime or data bundles. It is truly a powerhouse of an app. The New Vision Digital Experience app is available on the Apple AppStore or on the Google Playstore.

Television

Uganda's first Luganda TV station, Bukedde TV1 is the leading station in Uganda. The station enjoys a strong symbiotic relationship with Bukedde newspaper and Bukedde FM and is available on DStv, GOtv, Zuku, Azam, Startimes and Signet.
The station can also be streamed online using the New Vision digital experience app.

Bukedde TV 2 is a Luganda station targeting the male adult aged 18-35 from the middle and lower social class. It airs a wide selection of uninterrupted programming, 70% of which is local content including action movies, music mixes and select soap operas. Bukedde TV2 is available on Zuku TV, Azam, Star Times, GOtv and DStv. The station can also be streamed online using the New Vision digital experience app.

TV West is stationed in Mbarara in western Uganda and is the leading regional station reaching audiences nationwide. It is available on Zuku, GOtv, Startimes, Azam pay TV and DStv. The station can also be streamed online using the New Vision digital experience app.

Urban is a primarily English entertainment TV station that offers news and current affairs programmes. Born out of a need to adequately capture the youth, Urban ensures that Vision Group covers issues affecting them. Urban TV is available on Zuku, GOtv, Startimes, Azam pay TV and DStv. The station can also be streamed online using the New Vision digital experience app.

Wan Luo TV is a TV channel broadcasting in the Luo language covering the greater Northern part of Uganda and some parts of Kenya where the Luo language is predominantly spoken. It is available on Startimes. The channel can also be streamed online using the New Vision digital experience app.

TV East, is a new TV channel, under vision group targeting the Eastern Uganda Audience. That is Busoga, Bugisu, Teso and Karamoja sub-regions are the main target areas. TV East broadcasts in 5 languages with the primary Target Audience being Ateso and Lumasaba taking 60%, and the secondary target audience being Swahili, English and Lusoga take the other 40%. The TV channel is tentatively based in Kampala but with correspondent teams from the targeted areas, providing local content. The Tv is under incubation on the New Vision Digital App. It is also available on Zuku Tv.

Radios

XFM is an English speaking urban youth station targeting 18-28 year olds. Broadcasting on 94.8fm in Kampala, with outstanding radio personalities and a blended mix of hit music. The station can also be streamed online using the New Vision digital experience app.

Broadcasting in Luganda, Bukedde FM is the perfect blend of entertainment and information. The radio station shares a close and beneficial relationship with Bukedde newspaper and Bukedde TV and is a prominent station in the central region. It is available on 100.5 FM in Kampala, 106.8 FM in Masaka and 96.6 FM in Mbarara. The station can also be streamed online using the New Vision digital experience app.

Radio West is the giant of western Uganda's radio stations, offering regional news, music and entertainment. It is available on the following frequencies in the respective areas:-
94.3 FM Kabale, 106.6 FM Masaka, 95.2 FM Kampala and 91.0FM Fort Portal. The station can also be streamed online using the New Vision digital experience app.

Radio Rupiny is based in Gulu for the people of the northern part of Uganda. It stretches from Lira, to Kitgum and Gulu, broadcasting in a mixture of Acholi and Luo with a fusion of politics, news, infotainment, local and international music. The station can also be streamed online using the New Vision digital experience app.

Arua One FM is one of the leading multi-lingual stations in the West Nile region.
The station broadcasts mainly in Lugbara, Swahili and English. Arua One FM's signals reach an extensive area including the districts of Arua, Nebbi, Yumbe, Moyo, Adjumani, Packwach, Koboko, parts of the Democratic Republic of Congo and South Sudan. The station can also be streamed online using the New Vision digital experience app.

Located in Soroti, Etop broadcasts in Ateso for eastern Uganda and is the number one station in the region covering Tororo, Mbale and Soroti. The radio offers a combination of politics, news, infotainment and music. The station can also be streamed online using the New Vision digital experience app.

Printing Services

Vision Printing offers;
Offset printing. Digital Printing. Large Format Printing.
We have equipment for all your finishing needs including Lamination, Varnishing, Foiling, Embossing, and a full-fledged creative design house team to bring your ideas to life! Our range of products include; Books, Reports, Spiral-bound Diaries and Notebooks, Calendars (desk, wall, shipping & plano), Folders, Printed Stationery, Labels, Banners, Magazines, Newsletters, Greeting & invitation cards, Newspapers, cards, Marketing and Promotional Materials like Brochures, Fliers, Leaflets, Posters, Wobblers. Branding; Wall Branding, Car Branding and signage

BENEFITS:
- Timely delivery
- Competitive prices
- Innovation & Creativity
- Guaranteed quality
- Professionalism
- Security & Confidentiality
- After-sales services

Events

A fully-fledged events unit, organizing events that achieve objectives such as strengthening brand image, driving sales and awareness, and reaching out and suitably influencing the sharply-defined target audience, provides a complete experience and avenue for the two-way interaction.

Vision publishing is a business unit with over 37 Government approved titles for Upper Primary, and Lower secondary within its 1st year of inception. Its main objective is to educate the nation affordably. Its foundation is identifying publishing opportunities within the Educational sector, inspirational and creative ideas and monetizing them. These may include school textbooks for both primary and secondary, scholarly works, general books, and any self-interest materials like biographies, novels among others.

Our main clients include both the Government of Uganda, its agencies as well as the private sector.

Visual Central

Specializes in Film & Television Production; Documentaries, Film, TV Commercials, Broadcast Production & Design, multimedia design, and motion graphics.

Advertising Services

We partner with advertisers in order to offer them the best opportunities to reach their target market. We offer a unique combination of print design, radio and television advert production and other customized communication packages.

Advertising services include:-

- Notices & announcements
- Display & classified adverts
- Supplements
- Special reviews
- Job adverts
- Tenders
- Insertions
- Website adverts
- Radio adverts
- Television adverts
- Documentaries

Circulation Distribution Services

Circulation distribution services ensure that our newspapers and magazines are sold and distributed daily to all major towns in Uganda and neighbouring cities like Nairobi, Kigali, Arusha and Juba.

Circulation services aim at getting the newspaper on the market early enough to conveniently serve all readers at a profit. New Vision is a member of the Audit Bureau of Circulations South Africa (ABC).

The New Vision, Saturday Vision, Sunday Vision and Bukedde circulation figures are independently audited twice a year.

ABC registration offers independently audited, accurate, consistent and regular circulation data. In addition, it gives credibility to the circulation data; provides content that aids the advertiser in media planning and buying decisions and aids the publisher in selling advertising.

Promotional Mobile Truck

Vision Group has a top of the range multi-purpose promotional truck. The truck can be used for promotional activity within the city and other towns.

With high quality sound and lighting with versatility for both day and night events, you can reach your potential target audiences across Uganda.

The truck can be used to:

- Drive sales and brand awareness for clients
- Create awareness about new products on the market
- Sample products with audiences
- Strengthen the brands' perceived image in their market segments

Contact Vision Group

HEAD OFFICE
+256 (0)414 337 000, +256 (0)312 337 000

EDITORIAL
editorial@newvision.co.ug
+256 (0)414 337 000, +256 (0)312 337 000

ADVERTISING
advertising@newvision.co.ug
+256 (0)414 337 000, +256 (0)312 337 000

PRINTING
P.O.Box 9815, Kampala
print@newvision.co.ug
+256 (0)414 337 000, +256 (0)312 337 000

WEBSITES
www.newvision.co.ug, www.visiongroup.co.ug

Offices

Kampala
Our head office is located on Plot 19/21, First Street Industrial Area.

Sales and Marketing are situated at Pike House, Plot 17 First Street, Industrial Area.

Western Uganda
• Mbarara - Plot 4, Stanley Road

Eastern Uganda
• Soroti - Plot 14, Engwau Road

Northern Uganda
• Arua - Plot 13/15, Pakwach Road
• Gulu - Plot 9/11, Coronation Road

Nairobi
10th floor, South Wing Bruce House, Standard Street
P.O.Box 13450-00100
Tel: +254 20 22 135 67

Newspapers: The New Vision, Bukedde Websites: www.newvision.co.ug
Radios: XFM, Bukedde FaMa, Radio West, Etop Radio, Radio Rupiny, Arua One
TVs: Urban TV, Bukedde TV, TV East, TV West **APP:** NewVision-Digital Experience
Printing Services: Vision Printing **Publishing Services:** Vision Publishing

Notes

Notes

CORPORATE INFORMATION

PRINCIPAL PLACE OF BUSINESS AND REGISTERED OFFICE

Plot 19/21, First Street
Industrial Area
P.O. Box 9815
Kampala, Uganda

COMPANY SECRETARY

Ndyanabo Gervase
Plot 19/21, 1st Street
Industrial Area
P. O. Box 9815
Kampala, Uganda

INDEPENDENT AUDITOR

Auditor General
Audit House
Plot 2/12, Apollo Kagwa Road
P.O. Box 7983
Kampala, Uganda

DELEGATED AUDITOR

Ernst & Young
Ernst & Young House
Shimoni Office Village
18 Clement Hill Road
P.O. Box 7215
Kampala, Uganda

BANKERS

Standard Chartered Bank Uganda Limited
P.O. Box 7111
Kampala, Uganda

Stanbic Bank of Uganda Limited
P.O. Box 7131
Kampala, Uganda

KCB Bank (Uganda) Limited
P.O. Box 7399
Kampala, Uganda

LEGAL ADVISORS

K&K Advocates
P.O. Box 6160
Kampala, Uganda

Birungyi, Barata & Associates
P.O. Box 21086
Kampala, Uganda

Sozi & Partners
P.O. Box 379
Kampala, Uganda

Bowmans AF Mpanga Advocates
P.O. Box 1520
Kampala, Uganda

VISION GROUP®

NATIONAL PRIDE • GLOBAL EXCELLENCE

NEWSPAPERS

RADIOS

PODCAST

TV STATIONS

PRINTING SERVICES

PUBLISHING

New Vision Printing & Publishing Company Limited.

Plot 19/21 First Street Industrial Area.
P. O. Box 9815 Kampala - UGANDA. General Line: 0414-337 000.

@VisionGrp VisionGroupUG www.visiongroup.co.ug