VISION GROUP®

NATIONAL PRIDE • GLOBAL EXCELLENCE

2022-2023

ANNUAL REPORT

Media Innovations and Business Diversification

New Vision Printing & Publishing Company Limited.
Plot 19/21 First Street Industrial Area.
P. O. Box 9815 Kampala - UGANDA.
General Line: 0414-337 000,
Fax: 0414-235 843.

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List of **Acronyms**

AGM	Annual General Meeting
BARC	Board Audit and Risk Committee
CEO	Chief Executive Officer
CMA	Capital Markets Authority
CSR	Corporate Social Responsibility
ERM	Enterprise Risk Management
EXCO	Executive Management Committee (Senior Management)
FY	Financial Year
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
KPIs	Key Performance Indicators
NFA	National Forest Authority
NSSF	National Social Security Fund
PPDA	Public Procurement and Disposal of Public Assets Authority
PPE	Property, Plant and Equipment
SBU	Strategic Business Unit
Shs Bn	Shillings in Billions
Shs Mn	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

Definitions

Earnings Per Share (EPS)	Earnings attributable to ordinary shareholders divided by the weighted average number of ordinary shares in issue
Dividend Per Share (DPS)	Total ordinary dividends declared per share in respect to the year
Return on Equity	Earnings as a percentage of average ordinary share of New Vision Printing and Publishing Company Ltd.

NEW VISION PRINTING AND PUBLISHING COMPANY LIMITED

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 22nd ANNUAL GENERAL MEETING (AGM) of New Vision Printing & Publishing Company Limited will be held as a **hybrid meeting (partly physical and partly virtual using electronic means)** at the Company's head office on Plot 19/21, First Street, Industrial area, Kampala on **Thursday November 23, 2023 at 2:00pm** to conduct the following business:

1. To receive, consider and if approved, adopt the annual audited financial statements for the year ended June 30, 2023 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, the following director retiring by rotation as director of the Company and being eligible, offers himself for re-election;
   i. Mr. David Kenneth Mafabi
3. To appoint directors
   i. In accordance with Articles 68 and 70 of the Company's Articles of Association, Dr. Patricia Litho Kevine be appointed a director.
   ii. In accordance with Articles 68 and 70 of the Company's Articles of Association, Dr. Sengonzi Edward Damulira be appointed a director.
4. To approve fees payable to the Non-Executive Directors for the period until the next Annual General Meeting.
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.
6. To conduct any other business that may be required at the AGM for which notice will have been duly received.

Dated this November 1, 2023
By Order of the Board

Gervase Ndyanabo
COMPANY SECRETARY

NOTES ON THE ANNUAL GENERAL MEETING

1. New Vision Printing and Publishing Co. Ltd (the Company) has convened and is conducting the AGM as a hybrid meeting, in accordance with the provisions of the Company's Articles of Association.

   Shareholders should register to attend the AGM either physically or electronically by 2:00pm of November 22, 2023 as described further below:

2. Shareholders wishing to participate in the AGM should register by doing the following;
   a. Dialing *284*32# (Uganda mobile networks) and following the prompts, or;
   b. Sending an email request to be registered to newvisionagm@image.co.ke
   c. Shareholders with email addresses will receive a registration link via email through which they can use to register

   In order to complete the registration process, shareholders will need to have their National ID/passport numbers and/or their SCD Account number at hand.

   For assistance, shareholders should dial the following helpline number: +256 762 260 804 /+254 709 170 000 from 8:00 a.m. to 5:00 p.m. from Monday to Friday.

   Shareholders are requested to indicate at the point of registration, if they will attend the meeting physically, at the Company's head office.

3. Registration for the AGM opens on Wednesday, November 1, 2023 at 8:00 am East Africa Time (GMT+3) and will close on Wednesday, November 22, 2023 at 2:00 pm East Africa Time (GMT+3).

4. The following documents may be viewed on the Company's website https://visiongroup.co.ug/shareholders/
   (i) a copy of this Notice and the Proxy form;
   (ii) the Company's Audited Financial Statements for the year ended June 30, 2023.
   (iii) the Company's annual report FY 2022-2023

5. The reports may also be accessed in hard copy from the Company's head office or the offices of the Company's Registrar whose address is **Image Registrars - U Ltd, Jubilee Insurance Centre, Plot 14, Parliament Avenue, 1st Floor Kampala Uganda.** 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.

6. 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 or newvisionshares@image.co.ke
   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;
   c. In the event that the above is not possible, written questions should be physically delivered to the Company's head office addressed to the Company Secretary.

   Shareholders must provide their full details (full names, national ID/Passport Number/ SCD Account Number) when submitting their questions and clarifications.

   Any questions and clarifications must reach the Company on or before Wednesday, November 22, 2023 at 2:00 pm.

   Limited questions may be responded to from the floor of the meeting during the AGM.
   A full list of all questions received, and the answers thereto will be published on the Company's website not later than 24 hours after the start of the AGM.

7. Shareholders entitled to attend and vote at the AGM are entitled to appoint a proxy to vote on their behalf. A proxy need not be a member of the Company.

   A proxy form is available on the Company's website via this link: https://visiongroup.co.ug/shareholders/ Physical copies of the proxy form are also available at the

Company's head office and at the offices of the Company's Registrar whose address is **Image Registrars - U Ltd, Jubilee Insurance Centre, Plot 14, Parliament Avenue, 1st Floor Kampala Uganda.** They are also available as tear-out proxy cards in the Company's annual report.

A proxy must be signed by the appointor or his attorney duly authorized in writing. If the appointor is a body corporate, the instrument appointing the proxy shall be given under its common seal or under the hand of an officer or duly authorized attorney of such body corporate.

A completed form of proxy should be emailed to legal@visiongroup.co.ug or to **Image Registrars - U Ltd** at newvisionshares@image.co.ke, so as to be received not later than 24 hours before the time of holding the meeting.

Physical copies of completed proxy forms may also be delivered to the Company's head office addressed to the Company Secretary or delivered to the office of the Company's Registrar whose address is **Image Registrars - U Ltd, Jubilee Insurance Centre, Plot 14, Parliament Avenue, 1st Floor Kampala Uganda.**

8. The AGM will be streamed live via a link which shall be provided to all shareholders who will have registered to participate in the general meeting.

   Duly registered shareholders and proxies will receive a short message service (SMS/USSD) prompt on their registered mobile numbers, 24 hours prior to the AGM acting as a reminder of the AGM.

   A second SMS/USSD prompt shall be sent one hour ahead of the AGM, reminding duly registered shareholders and proxies that the AGM will begin in an hour's time and providing a link to the live stream.

9. Duly registered shareholders and proxies may follow the proceedings of the AGM using the live stream platform and may access the agenda. Duly registered shareholders and proxies may vote when prompted by the Chairman.

10. A poll shall be conducted for all the resolutions put forward in the notice.

11. Results of the poll shall be published within 48 hours following the conclusion of the AGM on the Company's website.

12. Shareholders are encouraged to continuously monitor the Company's website https://visiongroup.co.ug/shareholders/ for updates relating to the AGM.
    Please report any challenges or issues that you may face to us immediately for quick resolution using the email address newvisionshares@image.co.ke or our helpline +256 762 260 804 /+254 709 170 000 from 8:00 a.m. to 5:00 p.m. from Monday to Friday.

13. The Company offices are open during normal business hours on all working days (except Saturday, Sunday and public holidays excluded), unless closed for any other legal or legitimate reason. Unless stated otherwise, all timings quoted in this notice are East Africa Time (GMT+3).

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 22nd Annual General Meeting of the Company to be held on Thursday November 23, 2023 at 2:00pm and at any adjournment thereof.

Signature; ....

Dated this .... day of 2023

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, 2023 together with the reports of the Directors and Auditors.				
2.	To rotate and re-appoint directors; In accordance with Articles 83 to 86 of the Company's Articles of Association, Mr. David Kenneth Mafabi retiring by rotation as a director of the company and being eligible, offers himself for re-election.				
3.	To appoint directors: In accordance with Articles 68 and 70 of the Company's Articles of Association, Dr. Patricia Litho Kevine be appointed a director.				
	In accordance with Articles 68 and 70 of the Company's Articles of Association, Dr. Sengonzi Edward Damulira be appointed a director.				
4.	To approve fees payable to the Non-Executive Directors for the period until the next Annual General Meeting.				
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 when completed should be emailed to **legal@newvision.co.ug** or to **Image Registrars - U Ltd** at **newvisionshares@image.co.ke**, so as to be received not later than 24 (twenty four) hours before the time of holding the meeting.
2. Physical copies of completed proxy forms may also be delivered to the Company's head office addressed to the Company Secretary or delivered to the office of the Company's Registrars whose address is **Image Registrars - U Ltd, Jubilee Insurance Center, Plot 14, Parliament venue, 1st Floor Kampala Uganda.**
3. A proxy appointed need not be a member of the Company.
4. In case of joint holders, the signature of any one holder will be sufficient, but the names of all joint holders should be stated.
5. 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.
6. 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.
7. 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.

ANNUAL REPORT 2022 2023

Media Innovations and Business Diversification

Introduction

Vision Group whose vision is to be "A trusted content hub of choice" with a mission to "Generate and distribute content that is valuable and advances society" is the leading business communication solution centre in Uganda. The communication can be made through its print media platforms, broadcast media platforms, digital media platforms, outdoor advertising platforms or commercial printing works. The Communication is tailored to motivate our customers to take up products or to give guidance on product use with product packaging/ branding material.

Vision Group is a listed Company and does not only address the business communication but handles the needs of any organization or person for religious, social or political purposes. We do not only offer the communication platform but advise on the appropriate communication to make, in addition to designing communication plans that can turn around the fortunes of the client organizations.

Having evolved from being a newspaper company to a multimedia and business communications solution centre, we are an example of business innovation diversification that other entities can borrow a leaf from to become more resilient and resurgent during strenuous economic circumstances.

Scope of the report

In this report Vision Group details how it has used the six capitals (Financial, Human, Intellectual, Manufactured, Natural and Social) to innovate and diversify its operations. In addition, the report also details how Vision Group has used its media platforms to support Business innovation and diversification (for suppliers and customers), livelihood/household income diversification, plus environmental protection for sustainable business operations and wellbeing for the long run.

Our strategy

This is the fourth year of our five-year strategy hinged on a vision to be "A trusted content hub of choice." This we are attaining by implementing our mission to "Generate and distribute content that is valuable and advances society." As a one-stop business communications solutions centre, we are advancing society by promoting the earnings that boost the Gross Domestic Product.

We tailor our content to address good business practices, economic opportunities and educational content which contributes to the holistic development of our audiences.

FINANCIAL PERFORMANCE

	2022 Shs'000	2023 Shs'000
Revenue	111,403,223	87,626,047
Gross profit	22,966,855	16,953,184
Gross profit margin (%)	21%	19%
Profit/(loss) for the year	988,712	(5,460,200)
Net profit margin (%)	0.9%	(6.23%)
Net assets	65,673,037	59,757,415
Return on capital employed (%)	6.15%	(9.52%)

EXECUTIVE **COMMITTEE**

(L-R)

Umar Luyimbazi
Head of Printing

Barbara Kaija
Head of Content Generation/ Editor in Chief

Gloria Kaitesi
Chief Human Resources Officer

Don Wanyama
Managing Director/ Chief Executive Officer

Gervase Ndyanabo
Deputy Managing Director/Company Secretary

Augustine Tamale
Chief Finance Officer

Peace Kabatangare
Chief Internal Auditor

Paul Ikanza
Head of Technology

Lorraine Tukahirwa
Head of Marketing and Communications

Hope Nuwagaba
Head of Sales

Kasajja Ateng Moses
Head of Distribution

CHAIRPERSON'S STATEMENT

The Board provided the necessary oversight and guidance to Management in strategy, risk management, diversification and stakeholder engagement.

PATRICK AYOTA
Board Chairperson

This marked the fourth year of our five-year strategy. We are still focused on our mission "To generate and distribute content that is valuable to and advances society". This is the centre piece in attaining our Vision to be "A trusted Content Hub of choice." We have lived true to this focus in business communication innovations that have helped our clients to stay afloat and recover from the extended effects of the Global Economic downturn. In the process, we were able to stay afloat as well because our communication was relevant to the advertisers and audiences.

Although we stayed afloat, there was a big dip in our revenue, yet inflation had increased the cost base. This resulted in a loss position and a stretch on our liquidity since we are in a period of investing in our publishing, packaging, digital and outdoor business arms. Having undertaken these investments, we are set for improved performance and the contained inflation will help to have a brighter outlook.

Our Editorial Output has been key in supporting the national agenda, giving the relevant coverage of key actions on resource allocation, security updates, economic opportunities and the fight against graft.

We kept the following as strategic driving factors during the year:

Business innovations
01

Media diversification
02

In the new year 2023/24 and the subsequent years, the following strategic objects will be prioritized in addition to the ones above:

Returning to Profitability
01

Enhancing Customer Engagement and Satisfaction
02

Improving Staff Productivity and welfare.
03

We are optimistic that the achievement of the above objectives will ensure happy customers, happy suppliers, and motivated staff. These will in turn deliver an improved return to the shareholder and other stakeholders.

SUSTAINABILITY

Our partnership with Government Agencies in reclaiming wetlands and preservation of water bodies was impeccable, not to mention deterring forest cover encroachment.

DIVIDENDS

The Board does not recommend the payment of a dividend due to the loss position but our efforts to return to profitable ways will ensure future distribution to the shareholders.

SHARE PRICE

The share price dropped from UGX 160 in June 2022 to UGX 155 in June 2023. The decline was due to our delayed recovery to the high profit levels previously experienced. We expect that the returns from our investments and diversification drive will bear fruit in restoring the stock price to an increasing trend.

THE SHARE PRICE DROPPED

From UGX **160** in June 2022 → To UGX **155** in June 2023

BOARD OF DIRECTORS

The Board provided the necessary oversight and guidance to Management in strategy, risk management, diversification and stakeholder engagement.

The Board is composed of 11 individuals with skills in Law, Finance, Human Resource, Digital, Media and Business Management. They sit on six committees namely: 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.

In the financial year 2022/23, Mr. Moses Mwase and Mrs. Susan Lubega retired from the board. Mr. Joseph Baliddawa and Mr. Parity Twinomujuni also retired from the Board Audit and Risk Committee having honorably served a total of nine years each. The Board thanks each and every single one of them for their contribution to the Company.

Board meetings

The Board and its committees conducted regular hybrid meetings during the year to discharge their responsibilities. Director attendance of board meetings during the year is as below:

		11-Aug-22	4-Oct-22	3-Nov-22	17-Nov-23 Pre-Strategy Retreat	22-Feb-23 Retreat Day1	23-Feb-23 Retreat Day2	24-Feb-23 Retreat Day3	7-Mar-23	4-May-23	22-Jun-23
1.	**Patrick Ayota**	√	X	√	√	√	√	√	X	√	X
2.	**Don Innocent Wanyama**	√	√	√	√	X	X	X	√	√	√
3.	**Aéko Ongodia**	X	√	√	X	X	X	X	√	√	√
4.	**David Mafabi**	√	√	√	√	√	X	√	√	√	√
5.	**Dr. Edward Damulira**	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	√	√
6.	**Dr. Patricia Litho**	N/A	N/A	N/A	N/A	√	√	√	√	√	√
7.	**Julie Piloya Okiror**	√	√	√	√	√	√	√	√	√	√
8.	**Micheal Nyago**	√	√	√	√	√	√	√	√	√	√
9.	**Peter Kawumi**	√	X	√	X	√	√	√	X	√	X
10.	**Robinah Kitungi K**	√	√	√	√	√	√	√	√	√	√
11.	**Sarah Walusimbi**	√	√	√	√	√	√	√	√	√	√
12.	**Moses Mwase**	X	√	√	√	N/A	N/A	N/A	N/A	N/A	N/A
13.	**Susan Lubega**	√	√	√	X	N/A	N/A	N/A	N/A	N/A	N/A

CONCLUSION

I thank the Board and Management for keeping the Company afloat. We continue to work even harder for a return to profitability. We strongly believe that the innovations and investments undertaken will improve financial performance and result into returns and value for the shareholders and all stakeholders.

106.9 FM
Kabalega
Emanzi Yawe

HELLO BUNYORO,
THE KING IS HERE!

Tune in for the latest community news, talk shows and entertainment on **Kabalega FM.**

CEO'S STATEMENT

> We shall continue with innovations and diversifications to enable us to have a wide income base and exceptional quality products that enable customer retention plus market share growth.

DON WANYAMA
Managing Director/
Chief Executive Officer

We made
A LOSS of

UGX **5.5** **BILLION**

Had a significant
REVENUE DROP

From UGX **111.4 billion**

To UGX **87.6 billion**

Financial year 2022/23 can be defined as another year of keeping the Company afloat.

We had hoped that this was in the past when we posted profits in 2021/22. However, it is clear that the effects of both the COVID-19 pandemic and the war in Ukraine are still constraining business performance. As such, we made a loss of UGX 5.5 billion after tax and had a significant revenue drop from UGX 111.4 billion to UGX 87.6 billion. This was occasioned by high inflation and constrained customer businesses. As the graphic print input prices more than doubled, it became key to keep the company afloat and that was the drive for 2022/23.

Having kept the business afloat in the Financial Year 2022/23, the main aim in Financial Year 2023/24 is to return to a profit-making level and consistency in revenue and profit growth. Our take now is to commence the harvest from the investments undertaken in Outdoor Advertising, Digital Assets, and packaging.

We shall continue with innovations and diversifications to enable us to have a wide income base and exceptional quality products that enable customer retention plus market share growth.

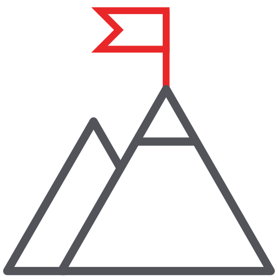
The focus for the new year is adequate revenue generation to ensure an inflow of significant returns to the shareholders. We shall complete the factory construction at Namanve which will materially enhance both the turnaround time and capacity of our Commercial Printing arm of business. We shall occupy additional media spaces in broadcast to increase our earnings in the electronic media segment.

With the drive going forward hinging a lot on investments, risks are envisaged, and the robustness of our risk management framework will be key in mitigating the gaps posed by our business adventures. This will help to generate an ample level of certainty of return on investment. Despite the challenges, we were still able to put our people first and meet their health and training needs. We shall attend to the rest as the financial performance improves.

We are hopeful that our innovations, diversifications, and customer care will pay off in the new Financial Year 2023/24.

the **main aim in Financial Year 2023/24** is to return to a profit-making level and consistency in revenue and profit growth.

“Our Vision, Mission, and Values provide direction for everything that happens at Vision Group. They keep staff focused on where the organization is going, what it is trying to achieve, and define the core values of the organization and how its staff are expected to behave.



MISSION

To generate and distribute content that is valuable and advances society

VISION

A trusted content hub of choice

VALUES

Intergrity, Innovation, Customer centricity, Courage Excellence, Zero Tolerance to corruption, Social Responsibility

STRATEGY
REPORT

STRATEGIC PRIORITIES IN THE FY 2022/23

BUSINESS PERFORMANCE

The national economic environment was a harsh one, what with the extended effects of the Covid-19 pandemic, bad weather conditions affecting food production and driving up costs and inflation. High fuel prices which only begun to ease towards the middle of the calendar year, amid an economic downturn that affected most sectors, forced the Government to greatly reduce its spending, marking an average annual growth rate of 3%. Against that background, our performance against our strategic priorities in the FY2022/23 was as follows:

Improve Profitability

Despite the escalation in costs due to inflation, shipping difficulties and global economic instability, the company was able to grow in the broadcast space with the launch of Radio Kabalega in Hoima, strategically located to take advantage of opportunities presented by developments in the oil and gas sector. Vision Group conducted symposiums, exhibitions and championed causes that supported revenue growth, launched outdoor advertising and conducted brand and client-focused events which grew by over 200%. We also deployed several cost management measures to counter the rising cost of doing business.

Vision Group conducted symposiums, exhibitions and championed causes that supported revenue growth, launched outdoor advertising and conducted brand and client-focused events which grew by over 200%.

conducted brand and client-focused events which grew by over

200%

Customer Satisfaction

Our brands have stood the test of time and continue to appeal to audiences across the country. According to the last National Audience Measurement Survey (NAMS), Vision Group controls 56% of market share in Uganda for all the media platforms. Bukedde TV1 reclaimed its Number 1 position as the Most Viewed TV station in Uganda according to the NAMS survey, while TV West was named market leader in Western Uganda (rated against the national TV stations) and Etop Radio the most-listened to radio in Eastern Uganda, as is the case for Radio West in Western Uganda.

We shall undertake audience engagement through brand events to sustain retention and loyalty.

Our brands have stood the test of time and continue to appeal to audiences across the country.

Vision Group controls

56%

of **market share** in Uganda for all the media platforms.

Improve Efficiency

Focus has been on opportunities to enhance internal efficiencies that affect the customer experience, for instance, the Radio and Television signal stability which improved towards the end of the financial year, with barely any disruptions in the last quarter. We shall continue to carry out preventive maintenance to increase machine availability and reliability, identify more manufacturers for service parts and allocate funds for the experimental renewable energy project to counter the Umeme outages that affect the smooth running of our operations.

Improve Business Innovation

As we continue to evolve and adapt new technologies to overcome the challenges of the rapidly changing business environment, we will innovate around content venture partnerships that will boost production of TV channel content at low cost.

Improve Technology Use

We have leveraged technology to improve business efficiency by simplifying tasks and expanding content offerings through the use of AI. For instance, all our websites are being merged into a single codebase for more efficient monetization and we now have entire editions being done on the CMS. Through astute deployment of technology, our app, ViDE, has matured into a stable platform; a flagship product for our Digital audiences with increased visibility.

Improve Stakeholder Management

With our stakeholder engagement index at 80%, a lot has been done to maintain open and positive dialogue with all our stakeholders, considering their key interests and communicating with them on a regular basis.

our stakeholder engagement index at

80%

Improve Staff Satisfaction and productivity

A lot has gone into ensuring that our people enjoy a workplace that encourages growth (through training opportunities for different departments and at all levels), rewards and innovation. This has seen staff satisfaction grow from 65% to 70% in the last financial year.

LOOKING AHEAD

Having kept the business afloat in the Financial Year 2022/23, the main aim in Financial Year 2023/24 is to return to a profit-making level and consistency in revenue and profit growth. Our take now is to commence the harvest from the investments undertaken in Outdoor Advertising, Digital Assets, and packaging.

We shall continue with innovations and diversification to enable us to have a wide income base and produce exceptional quality products that enable customer retention plus market share growth.

The focus for the new year is adequate revenue generation to ensure an inflow of significant returns to the shareholders. We shall complete the factory construction at Namanve which will materially enhance both the turnaround time and capacity of our Commercial Printing arm of business. We shall occupy additional media spaces in broadcast to increase our earnings in the electronic media segment.

With the drive going forward hinging a lot on investments, risks are envisaged, and the robustness of our risk management framework will be key in mitigating the gaps posed by our business ventures. This will help to generate an ample level of certainty of return on investment.

Our five-year Strategy that was launched in 2019, comes to an end this financial year 2023/24. We are documenting the key learnings from the last strategy and deliberating on key strategic priorities for the next five years.

We are hopeful that our innovations, diversifications, and customer care will pay off in the new Financial Year 2023/24.

CORPORATE GOVERNANCE REPORT

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: 63 years
Appointed: 2016
Committees: Nominations & Governance

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: 43 years
Appointed: 2021
Committee: Finance & Investment, Human Resources & Remuneration, Technology and Innovations

Robinah K. Kitungi

Non-Executive Director
Bachelor of Arts (Sociology and Political Science), Makerere University
Master of Arts in Public Administration and Management, Makerere University
Age: 61 years
Appointed: 2016
Committees: Human Resources & Remuneration, Editorial

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: 62 years
Appointed: 2020
Committees: Finance & Investment, Editorial

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: 41 years
Appointed: 2019
Committees: Technology & Innovations, Editorial, Nominations & Governance

Sarah Irene Walusimbi

Non-Executive Director
Bachelor of Laws, Makerere University
Diploma in Legal Practice, Law Development Centre
MBA, ESAMI
Age: 65 years
Appointed: 2019
Committees: Board Audit & Risk Committee
Human Resources & Remuneration

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: 56 years
Appointed: 2018
Committees: Board Audit & Risk, Finance & Investment, Nominations & Governance

Julie Piloya Okiror

Non-Executive Director
Bachelor of Arts, Makerere University
Master of Arts, Ohio University, USA
Age: 49 years
Appointed: 2020
Committees: Human Resources & Remuneration, Editorial

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: 43 years
Appointed: 2019
Committee: Technology & Innovations, Finance & Investment

Patricia Litho

Non-Executive Director
PhD, University of East London, UK
Masters in Communications, Schiller International University, London
Post graduate Diploma in Journalism and Media Management-Uganda Management Institute, Kampala
Bachelor of Arts (Arts)- Makerere University Kampala
Age: 48 years
Appointed: 2023
Committees: Editorial and Technology & Innovations

Sengonzi Edward Damulira

Non-Executive Director
Ph.D, Makerere University, Kampala
Administration Officers Law Course- Law Development Centre
Masters in Economic Policy and Planning, Makerere University, Kampala
Age: 50 years
Appointed: 2023
Committees: Finance & Investment, Human Resources & Remuneration

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: 59 years
Appointed: 2016

CORPORATE GOVERNANCE STATEMENT

GERVASE NDYANABO
**Deputy Managing Director/
Company Secretary**

Our Board exercised leadership, enterprise, integrity and judgment in directing the Company.

"We are what we repeatedly do..."
—***Aristotle***

In the challenging period that marked FY 2022/2023, our good corporate governance practices anchored us.

Our Board exercised leadership, enterprise, integrity and judgment in directing the Company. At all times, the Board was mindful of the likely consequences of their decisions in the long term; the interests of the company's employees; the need to foster the company's business relationships with suppliers, customers and others; the impact of the company's operations on the community and the environment; the desirability of the company maintaining a reputation for high standards of business conduct; and the need to act fairly as between members of the company.

Board structure, size, and composition

Our Board is composed of eleven directors, one of whom is an executive director and the remaining ten are non-executive directors. Five of these non-executive directors are considered independent.

The size of our board is appropriate given our company size, the structure of our shareholding, the number of board committees and our business needs.

Our Board discharges its obligations through the following six committees: the Human Resources and Remunerations Committee; the Editorial Committee; the Board Audit and Risk Committee; the Technology and Innovations Committee, the Nominations & Governance Committee and the Finance & Investments Committee.

These committees deal with specific areas that are assigned to them for either final decision making or giving appropriate recommendations to the Board. The mandate of each Committee is found in its specific Terms of Reference (ToRs), which ToRs are periodically reviewed and approved by the Board.

During the year, our board maintained the appropriate mix of knowledge, skills, experience, diversity and independence including the business, commercial and industry experience needed to govern the Company.

The classification, director shareholding and the balance of skills-set on our board is represented below:

Classification of directors

Patrick Ayota	Board Chairperson/ Non-Executive Director
Don Wanyama	Managing Director/Chief Executive Officer
Michael Nyago	Independent Non-Executive Director
Peter Kawumi	Independent Non-Executive Director
Aéko Ongodia	Independent Non-Executive Director
Sarah Irene Walusimbi	Independent Non-Executive Director
Patricia Litho	Independent Non-Executive Director
Robinah K. Kitungi	Non-Executive Director
Julie Piloya Okiror	Non-Executive Director
David Kenneth Mafabi	Non-Executive Director
Sengonzi Edward Damulira	Non-Executive Director

Balance of skills sets on the board

Media	**Law**
1. Don Wanyama	1. Sarah Walusimbi
2. Patricia Litho	
Finance and Accounting	**Digital**
1. Patrick Ayota	1. Aéko Ongodia
2. Michael Nyago	2. Peter Kawumi
3. Sengonzi Edward Damulira	
Any other technical skills	
1. Robinah Kitungi- Health expert	
2. Susan Lubega- Quality Assurance	
3. David Mafabi-Public Administration	
4. Julie Piloya Okiror- Banking	

Director shareholding in the company

Robinah K. Kitungi

Number of shares

42,992

Percentage shareholding

0.0562%

This mix ensured that the board supported media innovations and business diversification in the Company.

Board Evaluation.

During the year, the board and BARC underwent an externally facilitated formal process of evaluation. The Board engages an independent external resource once every three years to conduct a detailed performance evaluation exercise. The rest of the time, evaluation is conducted internally.

The Board, its committees, individual directors and BARC members were each evaluated based on an approved criterion. The outcomes of the evaluation were discussed and areas of improvement either acted upon immediately or a plan drawn up to address the issues raised.

The Board, its committees, individual directors and BARC members were each evaluated based on an approved criterion.

ATTENDANCE OF BOARD MEETINGS DURING THE YEAR

Name	11-Aug-22	4-Oct-22	3-Nov-22	17-Nov-23 Pre-Strategy Retreat	22-Feb-23 Retreat Day 1	23-Feb-23 Retreat Day 2	24-Feb-23 Retreat Day 3	7-Mar-23	4-May-23	22-Jun-23
Patrick Ayota	√	X	√	√	√	√	√	X	√	X
Don I. Wanyama	√	√	√	√	X	X	X	√	√	√
Aéko Ongodia	X	√	√	X	X	X	X	√	√	√
David Mafabi	√	√	√	√	√	X	√	√	√	√
Dr. Damulira E.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	√	√
Dr. Patricia Litho	N/A	N/A	N/A	N/A	√	√	√	√	√	√
Julie P.Okiror	√	√	√	√	√	√	√	√	√	√
Micheal Nyago	√	√	√	√	√	√	√	√	√	√
Peter Kawumi	√	X	√	X	√	√	√	X	√	X
Robinah Kitungi	√	√	√	√	√	√	√	√	√	√
Sarah Walusimbi	√	√	√	√	√	√	√	√	√	√
Moses Mwase	X	√	√	√	N/A	N/A	N/A	N/A	N/A	N/A
Susan Lubega	√	√	√	X	N/A	N/A	N/A	N/A	N/A	N/A

Shareholder Engagement

As part of ensuring inclusive participation of shareholders, the Company held its first ever hybrid AGM during the year. Shareholders were asked to rate their satisfaction with the AGM and they returned a satisfaction rate of 79%

The Company appointed new registrars - M/s Image Registrars (U) Ltd, following the expiry of term of the previous registrars and following a rigorous and transparent procurement process. We have since commenced the process of updating our shareholder information as part of improving our service delivery to our shareholders in particular and stakeholders as a whole.

Shareholders were asked to rate their satisfaction with the AGM and they returned

a satisfaction Rate Of

79%

UPDATING SHAREHOLDER INFORMATION

New Vision Printing and Publishing Company Limited hereby calls on its shareholders to update their contact information with the Company and any future changes thereto.

This is intended to enable the Company to effectively communicate important information to shareholders and to maintain an up-to-date Shareholder Register in accordance with the provisions of the Companies Act, 2012.

Shareholders are requested to update their contact information through any of the following means:

1. Visit your respective stockbroker for shareholders with SCD accounts.
2. Visit the office of the Company's Share Registrar, Image Registrars - U Ltd at the address below:

   Jubilee Insurance Centre

   Plot 14, Parliament Avenue, Upper Podium

   Kampala, Uganda

3. Complete the attached form and return the completed form via email newvisionshares@image.co.ke or deliver it to Image Registrars - U Ltd office.

   Or

4. Follow the link below to update your contact information and prefered mode of dividend payment https://mandate.azurewebsites.net/

   For assistance, call or email Image Registrars - U Ltd at the contacts given below:

   Telephone: +256 762 260 804 /+256 758 336 660

   Email: newvisionshares@image.co.ke

We thank you for your co-operation as we endeavor to serve you better.

Image Registrars - U Ltd

To: **Image Registrars - U Ltd**
Jubilee Insurance Centre,
Plot 14, Parliament Avenue,
1st Floor Kampala Uganda

Re: New Vision Printing & Publishing Company Ltd - Dividend Payment Mandate
I/We hereby instruct you to change / update my details in the New Vision shareholder register as indicated below:

NAME OF SHAREHOLDER	
CERTIFICATE NUMBER	
TELEPHONE NO.	
EMAIL	
ADDRESS	
BANK NAME	
BRANCH	
ACCOUNT NAME	

Please forward until further notice, all dividends that may become payable to me/us to the bank account whose details are indicated above. Compliance with this request will discharge the Company from liability in respect of such dividends or other monies.

I hereby agree to indemnify the Company against all claims, demands, losses, damages, monies, costs or expenses which may be brought against or be paid, incurred or sustained by the Company by reason or in consequence of New Vision honoring my/our above transactions.

DATE: ....

SIGNATURE: ....

To: **The Company Secretary**
New Vision Printing & Publishing Co. Ltd
Plot 19/21 First Street Industrial Area
P.O Box 9815
Kampala.

RE: MOBILE MONEY DIVIDEND PAYMENT FORM

I/We .... (Full names)
of P.O Box .... (Address)
Telephone Number ....
Share Certificate Number..

being a shareholder/s of New Vision Printing & Publishing Co. Ltd (the Company) hereby instruct you to pay any dividends due to me through mobile money transfer to the phone number indicated below.

TELECOM NETWORK	TELEPHONE NUMBER	CONFIRM NUMBER

Terms and Conditions:

1. You warrant that the information provided herein is true and accurate and that the telephone number belongs to you.
2. You agree to indemnify the Company against all claims, demands, losses, monies, costs or expenses whether foreseen or unforeseen which may be brought against or be, incurred as a result of honoring my/our above instructions.
3. No mandate will be honored where the particulars on this form differ from the particulars held by the Company or Mobile Money telecom operator.
4. The telecom network operator's terms and conditions shall apply to the payment.
5. Costs for withdrawal of the dividend shall be borne by the shareholder.
6. This mandate supersedes any other dividend mandate given to the Company and the instructions on this form will remain valid unless otherwise instructed by me in writing. Any changes to the particulars on this form should be communicated to the Company as soon as possible.

I certify that the information provided above is true to the best of my knowledge and belief and agree to be bound by the terms and conditions herein.

SIGNATURE: .... DATE: ....

BOARD AUDIT & 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).

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

Josephine Olok
MBA, University of South Wales. MSc Advanced Computing, BSc (Eng) Computer Science, Imperial College London. Company Directors 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)

Juanita Kakyubya Karamagi
Masters in Financial Management, Vlerick Gent Management School, Katholieke Universiteit, Belgium
Bachelor of Commerce (Finance), Makerere University Kampala
Certified Information Systems Auditor (CISA)
Project Management Professional (PMP)
Chartered Financial Analyst, Level 1 certified

Paul Banadda Kiyingi
MBA-the Cyprus Institute of Marketing
Association of Chartered Certified Accountants of UK (ACCA)
Institute of Chartered Secretaries and Administrators of UK (GradICSA)
Institute of Certified Public Accountants of Uganda [CPA(U)]

BOARD AUDIT AND RISK COMMITTEE REPORT

MICHAEL NYAGO
Committee Chairperson

> **BARC provided oversight of the Company's financial reporting practices and supervised the Internal Audit, Risk Management and Compliance functions.**

The role of the Board Audit and Risk Committee (BARC) is articulated in a Charter duly approved by the Board of Directors and reviewed regularly to take into account changes in the operating environment.

The Board Audit and Risk Committee (BARC) supports the Board to execute its duties and oversight responsibilities in accordance with its mandate regarding; oversight of the Company's internal control system as well as consideration of ethics and compliance matters, governance, and enterprise-wide risk management processes including the Company's controls over financial reporting.

During the period ended 30 June 2023, the BARC provided oversight of the Company's financial reporting practices and supervised the Internal Audit, Risk Management and Compliance functions and reports as follows:

Financial Reporting

Over the period, the BARC caused the review of the Company's internal controls over financial reporting by the Internal Audit function and satisfied itself that the Company's financial reporting framework was robust. The BARC considered and discussed with Management and the External Auditors the 2022/23 financial statements and related accounting policies including Management's responses to the auditor's recommendations. The BARC was satisfied that the Financial Statements were prepared in accordance with applicable accounting standards and fairly presented the Company's financial position and results for the year ended 30 June, 2023. Considering this assessment, the BARC, recommended that the Financial Statements for the year ended 30 June, 2023 be approved by the Board.

Internal Audit

The BARC executes its mandate to provide 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 Head of Internal Audit.

RISK MANAGEMENT AND COMPLIANCE FUNCTIONS

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 and approved the audit plan for the year 2022/23. The BARC also received and reviewed key findings contained in reports of the Internal Audit function including the status of implementing agreed recommendations and management action plans to these findings.

The BARC reviewed and was satisfied by the functioning of the Internal Audit Function and work outputs. The Internal Audit function successfully executed the approved Internal Audit annual plan to its full extent (100%). The Internal Audit function has a well-articulated quality assurance and improvement programme that includes, inter alia, an internal self-assessment which is completed annually, and an external assessment conducted at least once every three (3) to five (5) years. The last external assessment confirmed that the Internal Audit Function generally conforms to the IIA Standards, Code of Ethics, and leading practices of internal auditing.

The Internal Audit function successfully executed the approved Internal Audit annual plan to its full extent

100%

The BARC was therefore satisfied with the level of objectivity and independence of PKF and the value they added to Vision Group.

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 PKF Uganda. The BARC oversees the relationship between the External Auditor and the rest of the Group 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 plan including its 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. The BARC also assessed the effectiveness of the external auditor. 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. The BARC was therefore satisfied with the level of objectivity and independence of PKF and the value they added to Vision Group.

For the year ended 30 June 2023, the External Auditor assessed the following as key potential risks and audit considerations; adequacy of impairment provisions, contextualization of the going concern of the business and assessment of its solidity, assessment of its compliance with regulatory frameworks and the general control environment.

Legal, regulatory and compliance considerations

The BARC, through the Office of the Company Secretary, monitored the performance of the Company regarding the extent of its compliance with its legal, regulatory and compliance requirements both statutory and voluntary. The Company upheld the highest level of compliance as reasonably possible and was committed to effective compliance management principles. The Company effectively engaged with the respective regulators and as such, there were no significant and reportable compliance matters during the period.

Risk Management

The enterprise-wide risk management efforts of Management and the Board have been focused on creating long term sustainable value for our shareholders and other stakeholder groups. 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 across the business throughout the period.

The Group's risk management framework was reviewed and refreshed to ensure more agile, proactive, and robust mechanisms to identify and mitigate risks. The Company's risk profile was continuously monitored and risk reports covering a wide range of parameters discussed by the BARC.

Such reviews inform the direction of Risk Management which must remain agile and foreword-looking whilst upholding basic Risk Management practices and standards such as ISO 31000 and The Institute of Risk Management's framework.

Key to this process is the recently approved Risk Management Policy and Risk Management Appetite to provide for the changing times that we live in.

Through this, Vision Group was able to keep track of key risks and provided for mitigation measures to these risks. The risk universe was assessed under five (5) principal risk categories of; Strategic, Operational, Financial, ICT, Legal Regulatory and Compliance risks as detailed in the main body of this report.

Through the reporting period the group was largely affected by Strategic and Financial Risks resulting from the current ongoing inflation contagion affecting businesses coupled with reduced government spending which are the largest sources of revenue for the group. These risks continue to be assessed and prioritized based on their potential impact on our business, and we take appropriate measures to mitigate or transfer whenever possible. To mitigate some of these risks, Vision group continues to put innovation at the heart of everything we do and within this year we witnessed the launch of Billboard advertisement among other initiatives. The outlook is a paradigm shift in our offering to clients, for whom we are constantly striving to give value.

In conclusion, the BARC fully complied with their governance responsibilities as set out in the BARC Charter.

Committee members attended scheduled meetings during the year as below:

	Name	2-Aug-22	27-Sept-22	25-Oct-22	28-Feb-23	27-Apr-23
1.	Micheal Nyago	√	√	√	√	√
2.	Josephine Olok	√	√	√	√	√
3.	Sarah Walusimbi	√	√	√	√	X
4.	Juanita Karamagi	N/A	N/A	N/A	√	√
5.	Paul Kiyingi	N/A	N/A	N/A	√	√
6.	Joseph Baliddawa	√	√	√	N/A	N/A
7.	Parity Twinomujuni	√	√	√	N/A	N/A

Michael Nyago

> **Our succession planning enabled us to maintain the appropriate balance of skills and expertise needed on the Board and its Committees.**

NOMINATIONS & GOVERNANCE COMMITTEE REPORT

PATRICK AYOTA
Committee Chairperson

We continued with our duties to the Company of due care and diligence. In that spirit, we ensured that Company policies were refreshed to keep them relevant to the current business realities.

Our succession planning enabled us to maintain the appropriate balance of skills and expertise needed on the Board and its Committees.

Two of our directors (Susan Lubega and Moses Mwase) and two members of our Board Audit and Risk Committee (BARC), (Joseph Baliddawa and Parity Twinomujuni) retired during the year, having each served the Company honorably. We thank them for their dedicated service to the Company.

In line with its mandate, the Nominations and Governance Committee identified candidates to fill the ensuing vacancies and made recommendations to the Board. Following a formal, rigorous, and transparent procedure, Sengonzi

Edward Damulira and Patrica Litho were appointed to fill the casual vacancies on the board, while Paul Kiyingi Banadda and Ms Juanita Karamagi were appointed to fill the vacancies on the BARC.

The respective appointments took into account a variety of attributes relevant for promoting better decision making and governance such as stakeholder interests, field of knowledge, skills, experience and gender representation.

In line with our Articles of Association, Edward and Patricia shall present themselves for re-appointment at the AGM of November 24, 2023. This is because according to our Articles of Association, any director appointed to fill a casual vacancy shall hold office only until the next following Annual General Meeting, and shall then be eligible for re-election.

Edward is a seasoned economist with over 26 years of experience. He represents the majority shareholder and currently serves as the Undersecretary/Accounting Officer at the Ministry of Finance, Planning and Economic Development.

Patricia is an academician, researcher and media practitioner with a wealth of experience spanning over 24 years. She has skills and experience in journalism, mass communication, social work, public & media relations and gender main streaming. She is considered an independent director.

The newly appointed directors and BARC members undertook induction and were assigned to serve on two committees each.

At this year's Annual General Meeting, the following director will retire by rotation and being eligible will present himself for re-election: David Kenneth Mafabi.

The Nominations and Governance Committee held scheduled meetings during the year whose attendance was as follows:

		13-Sep-22	**7-Dec-22**	**24-Feb-23**
1.	**Patrick Ayota**	√	√	√
2.	**Micheal Nyago**	√	√	√
3.	**Peter Kawumi**	√	√	√
4.	**Susan Lubega**	√	N/A	N/A

P. M. J

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Patrick Ayota

BOARD HUMAN RESOURCES AND REMUNERATIONS COMMITTEE

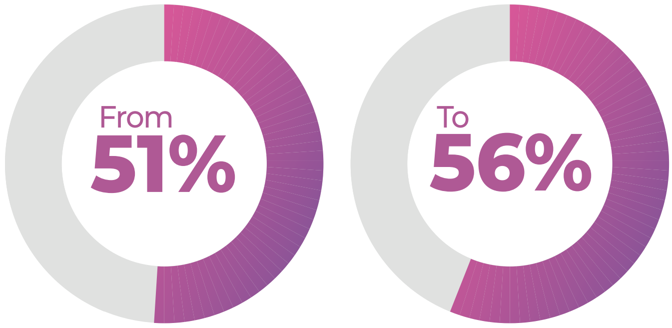
ROBINAH KAITIRITIMBA KITUNGI
Committee Chairperson

> **our manpower remains the drive behind our resilient performance**

With the current global economic uncertainty, our manpower remains the drive behind our resilient performance as a leader and center of excellence in the media industry. After enduring a mixture of half pay and unpaid leave, our employees are fully back on duty and their efforts have kept the Company afloat.

We right now have a market share that has grown from 51% to 56%. The Vision Group platforms are the most consumed media in Uganda. This is because of the quality and developmental content that advances society.

> We right now have a market share that has grown



Having navigated the bend of keeping the Company afloat, our employees are focused on business diversification and innovations which are expected to keep the Company profitable continually. We have guided Management to ensure that appropriate training is availed to the staff alongside the work tools to enable them deliver value to the Company. This will enable us to address the remuneration improvements to enhance the wellbeing of the employees.

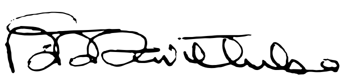
In the meantime, other welfare aspects of medical care and workplace safety were maintained in place and we worked on a better performance review tool that enriches the ability of our teams to review and deliver better performance.

The Board maintained director remuneration at the same level as follows:

	BOARD CHAIRPERSON	COMMITTEE CHAIRPERSON	DIRECTORS
Quarterly Retainers	3,200,000	2,900,000	2,700,000
Sitting Allowances	1,600,000	1,400,000	1,350,000

Meeting attendance by Committee members during the year was as below:

		1-Aug-22	24-Oct-22	17-Jan-23	23-Jan-23	24-April-23
1.	Don Innocent Wanyama	√	√	√	√	√
2.	Dr. Edward Damulira	N/A	N/A	N/A	N/A	√
3.	Julie Piloya Okiror	√	√	√	√	√
4.	Robinah Kitungi	√	√	√	√	√
5.	Sarah Irene Walusimbi	√	√	√	√	√
6.	Susan Lubega	√	√	N/A	N/A	N/A



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Robinah Kaitiritimba Kitungi

FINANCE AND INVESTMENT COMMITTEE

AÉKO ONGODIA
Committee Chairperson

Specifically, we have committed resources to our new factory at Namanve, venturing into the outdoor advertising business and as well as investment in new Broadcast stations.

I present to you the report of the Finance and Investment Committee for the FY 2022/2023.

This was the first fiscal year of uninterrupted economic activity without any lockdown. This has bolstered the Company's focus on laying a firm foundation for long-term value-creation for the shareholders. Specifically, we have committed resources to our new factory at Namanve, venturing into the outdoor advertising business and as well as investment in new Broadcast stations. These have been undertaken alongside the ongoing investments in publishing education textbooks.

However, despite the uninterrupted economic activity, we operated in an environment buffeted by significant headwinds namely: persistently high inflation, high-interest rates that pushed up the cost of funding, exchange rate pressures that increased input costs, and sluggish

demand from customers coming out of the pandemic. Altogether, these factors tempered the growth in our topline revenue while structural constraints left us with little room to adjust our cost base relative to the revenue trajectory.

During the year, the team balanced the tradeoffs of financial prudence given the reduced topline revenue against investing today to diversify the revenue drivers and create significant shareholder value. Bold actions have been taken to steady our fundamentals but also lay a firm foundation for the company in the medium term.

Towards the end of the fiscal year, we noted early tailwinds which we took as positive signals, specifically a tempering of the inflation level, and a surprise strengthening of the Uganda shilling which had the welcome effect of reducing input prices.

This committee continues to ensure that Management exercises prudence in investing the company resources, is sufficiently ambitious in pursuing revenue growth, and assigns adequate attention to the cost base to achieve a sustainable growth trajectory that will deliver a reasonable growth shareholder value.

The attendance by directors of Committee meetings during the year was as below:

		3-Aug-22	18-Aug-23	26-Oct-23	25-Jan-23	26-April-23	2-May-23	15-Jun-23
1.	**Aéko Ongodia**	√	√	√	√	√	√	√
2.	**David Mafabi**	√	√	√	√	√	√	√
3.	**Edward Damulira**	N/A	N/A	N/A	N/A	√	√	√
4.	**Don Wanyama**	√	√	√	√	√	√	√
5.	**Micheal Nyago**	√	√	X	X	√	√	√
6.	**Moses Mwase**	√	√	√	N/A	N/A	N/A	N/A

....
Aéko Ongodia

BOARD TECHNOLOGY AND INNOVATIONS COMMITTEE REPORT

PETER KAWUMI
Committee Chairperson

> **Our role as a committee will continue to be the provision of the governance oversight in the implementation of these initiatives.**

We are in the final stages of the current five-year strategy that hinged heavily on technological enhancements. I am pleased to report that the majority of our enhancement plans have been successfully executed. Most of the Company processes are now automated and efforts continue to close the remaining gaps.

Our oversight role is now focused on policy guidance to ensure greater efficiency gains from the process automations in place to support improvements in turnaround time, quality output and greater return on investment.

We have broken the barriers in the monetization of Digital Assets journey. We will now focus on ensuring continual increase in returns on the investment.

We have embarked on the journey of exploring further investments in the next five-year strategy to ensure optimal technology use as the media audiences continue to change their consumption patterns and platforms. This exploration will balance investments in existing platforms and emerging technologies.

Our traditional media platforms are still the main media options in Uganda, and we shall continue to invest in and maintain the attendant technology in these operations. The migration will be gradual.

Our role as a committee will continue to be the provision of the governance oversight in the implementation of these initiatives.

Committee members attended scheduled meetings during the year as below:

		2-Aug-22	1-Nov-22	24-Jan-23	25-April-23
1.	**Peter Kawumi**	√	√	√	√
2.	**Aéko Ongodia**	√	√	√	√
2.	**Don Innocent Wanyama**	√	√	√	√
4.	**Moses Mwase**	√	√	N/A	N/A
5.	**Patricia Litho**	N/A	N/A	N/A	√

....
Peter Kawumi

BOARD EDITORIAL COMMITTEE REPORT

DAVID KENNETH MAFABI
Committee Chairperson

"The recovery is in progress and both the sector players plus the regulators have found our partnership impeccable.

The economy was getting acquainted with the effects of the COVID-19 pandemic and businesses were implementing recovery strategies that were rejuvenating the businesses. The onset of the Ukrainian war has prolonged the recovery process of businesses. As such, it has been our pertinent content generation priority to avail our audiences with the information necessary for business recovery.

These new realities have cemented the fact that recovery is faster in diversified businesses as one business arm can provide resouces for another arm that is taking long to recover. We have advised greatly on upstream and downstream integration in agriculture and manufacturing enterprises.

We have demonstrated how forestry can help in agricultural integration and farms are diversifying from agronomy to embrace agroforestry. In the end the farm incomes are improving but the environment is being preserved as well. The preservation of the environment has linkages to other sectors as well and this will pay off in the long run like for tourism.

We have also partnered with the sectors that were hit hard by lockdowns like tourism and intentionally promoted them. The recovery is in progress and both the sector players plus the regulators have found our partnership impeccable.

We shall continue to support business recovery and diversification as we implement it I our business as Vision Group. Our own recovery and the recovery of other businesses is helping and will continue to drive national economic growth.

As a committee we have reviewed and guided the policy plus governance controls to foster this important economic support though relevant content agenda setting.

Committee members attended scheduled meetings during the year as below:

		1-Aug-22	24-Oct-22	23-Jan-23	24-APR-23
1.	**David Mafabi**	√	√	√	√
2.	**Don Innocent Wanyama**	√	√	√	√
3.	**Patricia Litho**	N/A	N/A	N/A	√
4.	**Julie Piloya Okiror**	√	√	√	√
5.	**Peter Kawumi**	√	X	√	√
6.	**Robinah Kitungi**	√	√	√	√
7.	**Susan Lubega**	√	√	N/A	N/A

....

David Kenneth Mafabi

SUSTAINABILITY REPORT

SUSTAINABILITY **REPORT**

Most of the market leaders in waste and environmental management in the printing industry are at the larger end of the market. Larger companies have more resources to invest in identifying and implementing efficiency gains. The printing industry is no different from many other industry sectors, with a sharp difference between waste management practices of large and small printers. An efficient printer actions on waste management and minimization principals at every step of the printing process. Many printers are between these two extremes. For example, many printers recycle large quantities of recoverable paper from the printing operation but ignore the wastes from the other processes.

Waste minimization assists in reducing commercial pressures by:

- Cutting disposal costs
- Lifting the environmental image of the company and therefore attracting new environmentally sensitive customers
- Improving staff morale, therefore productivity
- Reducing regulatory pressures on Vision Group and the industry
- Improving public perception of the printing industry as green and clean

At Vision Group, printing waste is categorized into:

Waste inks

The modern printing presses both at the newspaper production line and commercial printing facility are configured to consume printing ink to totality, thus a zero-waste configuration. Residual ink generated in the maintenance process is sold to invisible print shops. Nothing is dumped into the environment

Paper Waste

Wastepaper generated in the print production process is categorized and sold off to different customers who subsequently sell it to specialized factories that make egg trays, chipboard, sanitary tissues, straw boards and other products.

Used Metal substrates

Lithographic printing requires aluminum metal plates to transfer printing images to the paper. The metal plates are used once and sold off to customers who use them in the construction, foundry, and agricultural industries.

DAVID SEMUGA
Chief Engineering Officer

> The Engineering department offers a support function to all other departments, with an aim of achieving company set strategic objectives.

The chemicals used in the production process are held into dilution tanks and neutralized to safe levels before disposal.

The Engineering department offers a support function to all other departments, with an aim of achieving company set strategic objectives. For the concluded financial year 2022/2023, Engineering handled various activities and achieved several achievements through notable challenges.

Achievements:

Technically supported service and maintenance of company plant and machinery while monitoring life of several components to achieve availability and reliability.

Carried out upgrades on some ancillary equipment to support main plant and machinery and avoid disruption of operations.

Supported civil, mechanical, electrical and electronics works to successfully install and launch Kabalega FM radio in Hoima, operating on 106.9 Megahertz.

Supported engineering works in progress to local operations of Wan Luo TV based in Gulu.

Identified a suitable solution to electrical power backup systems to critical functions e.g. ICT server rooms, thus implementing installation of maintenance free Victron Energy inverters to replace the obsolete and expensive Uninterrupted systems (UPS)

Installed timers in the main air-conditioning plant and sequential replacement of discharge-based lighting systems with LED lighting to achieve energy efficiency.

Ventured into Renewable energy options, beginning with Solar for remote Radio transmission sites where mains grid power is unreliable and of poor quality, beginning with Arua One Radio. The project is at implementation stage.

Conceptualized the next generation dual printing press in response to the current newspaper circulation trends. The proposed press will print newspapers and commercial printing jobs and replace the current press that has been degraded by technological obsolescence.

Installed new bindery equipment in commercial printing to build capacity and efficiency.

Supported the construction of a new commercial printing factory at Kampala industrial business park at Namanve to enhance capacity to produce a wide variety of packaging materials for diverse industries. The project has achieved 70% physical progress. The expected date of completion is December 2023.

OUTLOOK FOR YEAR 2023/24

Completion of the new commercial printing factory and installation of equipment to build packaging capacity.

Completion of the renewable energy project for Arua One radio and roll it out to other transmission sites.

Conclude transition of power protection equipment from UPS units to maintenance free inverters.

Identify suitable suppliers of the next generation dual press that will replace the current newspaper printing press.

Sustainable Development

The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are a universal agenda for sustainable development, calling on all nations to pursue a holistic strategy that combines economic development, social inclusion and environmental sustainability.

The SDGs present a strategic opportunity for Vision Group because they represent the most pressing challenges and opportunities of our time, by reflecting the interests and demands of key stakeholders, such as regulators, employees, customers and communities. By aligning our business strategy with the SDGs, we demonstrate our commitment to social and environmental responsibility, enhance reputation and trust, which has improved our competitive edge in the market. Below are some of the projects we have engaged in, in regard to the goals, particularly in the areas of climate change and social inclusion, education and health.

EDUCATION

In our bid to ensure inclusive and equitable quality education for all, we have ventured into different activities including the Pass PLE revision material to help P7 pupils prepare for their final exams and the study materials that we publish during the week for secondary school students and through our Newspapers in Education partnerships.

Our Newspapers in Education component is an exciting and innovative way of using the newspaper as a teaching/learning aid. Every issue offers fresh information, thus breaking the monotony of the traditional textbook, yet offering something of interest to everyone - sports, fashion, farming, education, cartoons, world news, events, women, health and business, among others, and so has the advantage of appealing to learners at any level of education. A well-researched newspaper like New Vision provides children with the opportunity to access a broad range of social, political and economic issues that would positively impact on their academic work, through its simple everyday language, colourfully designed pages with attractive pictures, which simulate the real world in the classroom by naming people, places and events which the learners are familiar with.

Local and international research has shown that students who use newspapers have better achievement levels than those who rely solely on textbooks. In a three-year study of NiE in Florida, USA, students who read newspapers showed significantly superior spelling and vocabulary skills and had a superior understanding of social issues to their counterparts who did not use newspapers. In another six-week newspaper reading programme with 13-year-old American students, two thirds of the 743 students with reading problems showed an improvement in performance by more than a grade.

New Vision has experimented with NiE in four rural schools, with amazing results. Under the Adopt a School Project, New Vision supported disadvantaged schools in their localities, implementing the NIE and supplying revision questions. The adopted schools had spent at least a decade without a single candidate passing the Primary Leaving Examinations in Division One but on implementing the project, all the adopted schools registered tremendous improvement in PLE performance. For instance, Osokotoit emerged the best-performing school in Serere district in the 2016 PLE, while Punoluru was the 5th best performing in Lira district in 2017. The project not only improved academic performance in national examinations of the four schools, but there was also more parental involvement in school affairs, leading to increased enrolment. NiE, therefore, is a solution to the poor reading culture among students. It also offers teachers a great opportunity to read and keep abreast with the affairs of the world. The use of newspapers in the classroom heightens teachers' interest in new teaching techniques and gives teachers and parents an opportunity to work together for the benefit of the students. We have continued to support these efforts through partnerships with organisations like Save the Children and Huawei Technologies, as well as individuals supporting different schools.

As a corporate citizen, Vision Group has for years been a source of revision materials to primary school children preparing for their final exams, through the Pass PLE content that runs in the Bukedde newspaper. This was enhanced with the free learning material that was first published during the Covid lockdown in the New Vision newspaper, that kept secondary school students abreast with the syllabus, even though they were out of school for two years. The school study materials are still being published, even though the students are physically back in school.

ENVIRONMENT

In our effort to raise awareness on climate change, we launched the Green Schools Initiative in 2022. It is a cross-platform project, implemented in partnership with the UN Food and Agriculture Organisation (FAO), that comes with sh1.74b funding from the Swedish Embassy. The aim of the project is to tackle climate change by raising awareness through the school system and the adjunct communities. In a weekly pull-out that runs in the Sunday Vision, we offer educational content and also feature students' articles. It has impacted over 100,000 learners and 200 teachers in 100 secondary schools across the country, over a 15-month period.

1.74b
FUNDING
From **Swedish Embassy**
FOR THE GREEN SCHOOLS PROECT

The **Green Schools Project has impacted over 100,000 learners** and 200 teachers in 100 secondary schools across the country, over a 15-month period.

The Green Schools project also has a big NiE component that delivers up to 5,000 sponsored copies of the Sunday Vision to 100 schools every week, Radio /TV climate change talk shows (at national and regional level), climate change mini-features and documentaries. Some school activities include: NiE reading and writing activities, teacher and student training sessions, as well as school artistic compositions and debates on climate change.

Some of our past CSR activities have centred around the planting of trees in different regions of the country as a way to give back, given the amount of paper that we use as an organisation.

As a printing company, Vision Group produces three type of waste: waste ink, paper waste and used metal substrates. Residual ink is sold to invisible print shops and we ensure nothing is dumped into the environment, while waste paper is sold to specialized factories that make products like egg trays, chipboard, sanitary tissues and straw boards.

Meanwhile, the metal plates are used once and sold off to customers who use them in the construction, foundry, and agricultural industries, and the chemicals used in the production process are held in dilution tanks and neutralized to safe levels before disposal.

To protect the environment for sustainable development, Vision Group realises the need to deliver the best overall environmental outcomes, with the least negative impact on the ecosystem, taking into consideration the best available technologies and environmental practices. We intend to do this by continuing to drive awareness and influence and empower stakeholders to take action. We are targeting partnerships with manufacturers of plastics and plastic packaging material and policy makers to find lasting solutions to the plastic waste threat.

GENDER, EQUALITY, DIVERSITY & INCLUSION

We partnered with WIN to pilot new approaches to accelerate improvements and balance in gender, equality, diversity and inclusion (GENDI) in content. The objective was to empower people by showing respect through our content, of the things that make them different like: ethnicity, religion, disability, age, gender, education and nationality, etc.

The first project ran from September to November 2022 with a focus on the plight of persons with disability and the second from May to July 2023 on gender balance in content.

When groups of people are excluded, they become vulnerable because they are kept out of the decision-making process, for instance in the formulation of health and labour policies and laws. By running content that highlights their challenges, we tackle innate biases that hinder society from appreciating the unique challenges these groups face.

The campaign on persons with disabilities raised awareness on the legal framework governing PWDs, as well as their rights and privileges that were unknown to many, which helped unite the several disjointed efforts that had previously been undertaken to resolve the challenges they face in accessing public spaces. The National Building Review Board, a government agency which is responsible and mandated to monitor buildings constructed in Uganda, plegded to continuously conduct audits to assess ease of accessibility by PWDs.

In efforts to improve adherence to editorial guidelines, the SIRI projects have, therefore, endeavoured to ensure that reporters use more balance in the experts and sources quoted in the stories, and veer away from the traditional format of displaying women as victims, while presenting men as experts, or problem solvers. Deliberate focus on inclusion of women and marginalized groups in sourcing is gradually improving content quality, especially for news and political stories.

HEALTH

We won the bid to be the Event Manager of the HIV/AIDS Symposium that took place on November 8-10, 2022, which opened the door to handling external events. We partnered with the Uganda AIDS Commission at this annual conference turned symposium at the MUBS Playground in Nakawa, Kampala.

The symposium ran under the theme: “Ending Inequalities among Adolescent Girls, Young women and Boys”, which built on the global commitment to end inequalities in the national handling of HIV and AIDS concerns. The theme focused on adolescent girls, boys and young women because of their complexity and vulnerability coupled with the impact of COVID-19 on this population sub group. The purpose was to share achievements made in the attainment of the country targets towards HIV epidemic control as enshrined in the 2030 SDG goals. It also provided a platform for scientists and other stakeholders to share current breakthroughs in HIV treatment and care.

PRINTING

UMAR LUYIMBAZI
Head of Printing

Printing concluded the financial year with a revenue of Shs16.2bn, surpassing our projected budget of Shs13.5bn by an impressive 21%.

The Printing Strategic Business Unit has had an exciting performance through the financial year 2022/23. This period has been marked by substantial achievements, significant challenges, and exciting prospects that collectively inform how we tackle 2023/24.

Celebrating Our Achievements:

The Printing Business Unit had an outstanding performance across the key performance metrics during the FY2022/23.

Printing concluded the financial year with a revenue of Shs16.2bn, surpassing our projected budget of Shs13.5bn by an impressive 21%. The revenue performance was a growth of 2% from Shs15.9bn in FY2021/22. This achievement is a testament to our team's collective dedication and market acumen, driving this revenue growth.

The profitability during this period has exceeded expectations as well. With a profit of Shs3.2bn against a budget of Shs2.3bn, our profit performance outperformed the FY2022/23 budget by a significant 39%. In addition, the profit performance was an impressive 52% year-on-year growth as profit improved from Shs2.1bn [FY21/22] to Shs3.2bn [FY22/23]. This exceptional profit growth is a testament to our operational efficiency.

The customer satisfaction index improved from 87.5% rating for 2022 to 97.2% in 2023. This is a further highlight of how our clients truly recognize and value our consistent commitment to providing exceptional value for money, timely product delivery, and a relentless pursuit of innovation that consistently surpasses their expectations.

Navigating Challenges and Learning Opportunities:

While we celebrate our achievements, it is important to acknowledge the challenges we faced during the year. Government spending reductions and inflationary pressures created a complex business environment, impacting customer spending patterns. However, in the face of these challenges, our team exhibited remarkable resilience and adaptability, adjusting our sales strategies.

Focus for the FY2023/24

The directive from His Excellency the President of Uganda for Government Agencies and Ministries to allocate a significant portion of their printing budget to Vision Group has greatly benefitted us. Moving forward, we plan to actively engage agencies and ministries to further increase the allocation of their printing budgets to Vision Group.

Production Facility in Namanve:

There has been significant progress in the construction of our production facility located in Namanve. With progress currently at 70%, we anticipate occupancy and equipment installation to be finalized by December 2023. This facility represents a pivotal addition to our client services, equipping us with enhanced capacity to produce a wide array of packaging materials catering to diverse industries.

We are committed to diversifying our offerings and embracing innovation, ensuring that we remain at the forefront of industry trends and customer preferences. We have added office branding to our product offering and this will further boost our revenues. In addition, we intend to acquire an object printer to give us a presence in branding office items such as diaries, notebooks, mugs, umbrellas and other corporate gift items.

Understanding the evolving needs of our customers will remain paramount, driving us to provide exceptional value and tailored solutions.

Operational Excellence: Our commitment to operational efficiency will remain unwavering, bolstering our ability to deliver consistent results and maintain excellent financial performance.

Our pursuit of elevating production capacity remains steadfast as we actively integrate cutting-edge technologies to optimize efficiency. Notably, we've incorporated a gatherer and a high-speed perfect binder into our equipment portfolio, further fortifying our operational capabilities. The gatherer and the nine-clamp perfect binder significantly boosted our book binding process efficiency. The two pieces of equipment enhanced our capability to binding over 40,000 books per day making us the most efficient in the country.

We have a dedicated team whose hard work has made these achievements possible. We are, therefore, looking forward to an exciting year of building on our achievements.

Our key focus this year was on diversifying and engaging audiences to build a resilient brand presence that responds to the diverse needs of the market

MARKETING AND COMMUNICATIONS

TUKAHIRWA LORRAINE
Ag. Head of Marketing

EVENTS

We organized a series of prestigious events and also launched new events with the objective of generating and distributing content that fits into the needs of our advertisers, printers and customers. These events were hugely effective in building brand awareness and starting valuable conversations with our customers. The positive word of mouth generated from these successful events and engagements provided a better return on marketing spend as well.

Some of the notable events that were used to engage the niche audiences are as follows;

Education EXPO 2023

Vision Group held the inaugural New Vision Education Expo from Friday 27th to Sunday 29th January 2023, at Uganda Institute of Information and Communications Technology (UICT) grounds, Nakawa, under the theme: Where education and the world of employment meet.

The Education Vision Expo aimed at increasing Education sector stakeholder collaboration to improve the quality and outcomes of education in Uganda. The Expo offered a platform for institutions and businesses to exhibit their products and services while offering an opportunity for different stakeholders to dialogue, create linkages and partnerships with different development partners. It will be recalled that the COVID-19 pandemic disrupted the education sector in Uganda for about two years, locking the majority of learners out of the school system. Recovering the lost time and creating opportunities for learners at all levels required innovative approaches, some of which were showcased at the Education Vision Expo. Vision Group has in the past spearheaded innovations like use of Newspapers in Education and Home Study materials, during the lockdown, among others. Through this Expo, we created a convergence point for education and the world of work.

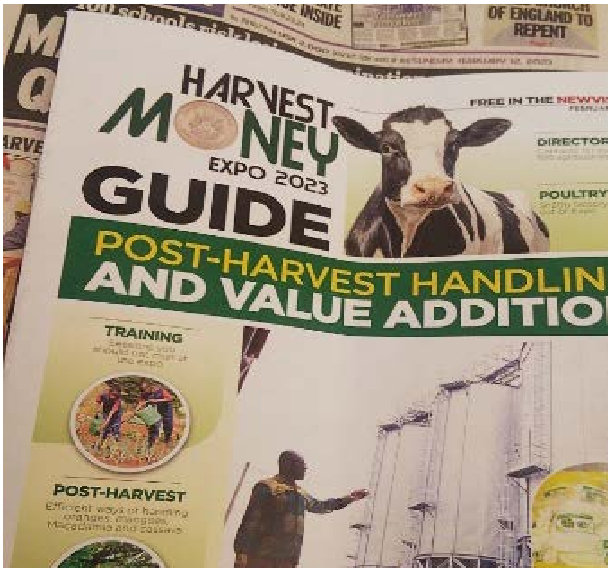
The Expo served as a crucial platform for engaging stakeholders in the education sector, fostering valuable opportunities for learners to nurture their aspirations. Furthermore, it facilitated prominent figures within the education industry to reach Vision Group audiences, resulting in significant impacts such as heightened sales, increased visibility, and market share expansion, among other benefits.

The event successfully facilitated a comprehensive exploration of the competence-based curriculum, thanks to insights provided by Ministry of Education experts. It also provided a crucial platform for policymakers to engage with education sector stakeholders, gaining valuable feedback on government programs. Attendees were able to take advantage of enticing back-to-school deals from our exhibitors and gather information about school fees and financing options for both students and institutions. Moreover, the event served as a dynamic platform for institutions and businesses to showcase their products and services, fostering productive dialogues among diverse stakeholders and creating opportunities for valuable partnerships and linkages.

Harvest Money Expo

This year's Harvest Money Expo was held from 10th to 12th February 2023 under the theme; Farming as a business. The three-day interactive expo was held at Kololo Ceremonial Grounds and brought together all players of the sector ranging from farmers led by Vision Group's best farmers, agro-input dealers in seed, fertilisers, drugs, breeders, machinery, post-harvest handling, value addition and markets, among others. The expo was sponsored by the Embassy of the Netherlands, Champrisa International and Engineering Solutions (ENGSOL), who have sponsored the events since its inception.

The expo also included 27 training sessions that targeted improving value addition, post-harvest handling and crop marketing for farmers. The sessions were organised to be more practical than previous trainings, with value addition for small scale farmers, management of indigenous poultry, growing fruits like oranges and rearing beef cattle. Others sessions were on goats, cattle, piggery, poultry and fish farming, vegetable farming, urban farming, trees growing, hass avocado and macadamia production.



Bride & Groom Expo 2023

This year's Bride & Groom Expo 2023 took place from 23rd to 25th June 2023, under the theme: Love is in the details, as a wedding planning event whose major target group are couples intending to get married. The event included daily draws where one couple won a destination honeymoon, one lucky winner won a wedding gown and another winner walked away with 2-nights-stay at a hotel. The expo also featured spin-the-wheel draws where participants won instant prizes from some of the sponsors and partners.

The event was sponsored by Uganda Airlines, Aquafina, Penny Bold Bridal, Alko Vintages Fragolino to mention but a few. There were over 100 exhibitors displaying a variety of items/ services such as wedding gowns, honeymoon packages, tour and travel, hotels and reception venues, wines and beverages, photography etc. There were also fashion shows in the evenings on all the three (3) days, where exhibitors displayed their items, musicians entertained the audience, and counsellors advised the audience on various marriage related topics.

Launch of Vision Outdoor

Vision Group officially launched outdoor digital advertising on Friday 21st July 2023. The chief guest was the Archbishop of the Church of Uganda, Dr. Stephen Kaziimba Mugalu who commended Vision Group for outstanding work and commitment to innovation. This initiative promises a revolutionary digital advertising experience that will take the advertising industry by storm, with an innovative approach beyond traditional media channels existing in the market. The event was held at the Vision Group head office.

This initiative is another highlight of the Company's dedication to staying at the forefront of technological advancements and its commitment to deliver professional, affordable and high-quality services to stakeholders in the areas of marketing and advertisement.

Vision Group is now able to give its stakeholders a new platform to engage on the digital billboards which are located at Church House on Kampala Road, Kisaasi traffic lights junction, Bakuli traffic lights junction, Seeta - Namilyango junction, Nkumba traffic lights junction, Jinja - Main Street and Damanico opposite Mutaasa Kafeero.

Embuutu Y'embutikizi Bwaguga

Last year, Bukedde Fama celebrated 14 years of broadcasting and held an event on 19th November 2022 in a grand fete dubbed Embuttu Y'embutikizi Bwaguga at the Vision Group Head Office. It was an activity filled day that drew thousands of revelers, radio fans and well-wishers from all over Kampala. The event was preceded by on-air audience engagement, bar activations and Rig truck activations. Notably, this event had not been held for the last two years due to the lockdown resulting from the Covid-19 pandemic. Since the lifting of the lockdown, there was an overwhelming demand to hold the event by fans. To most people in this region, their annual entertainment calendar not complete without Embuttu Y'embutikizi Concert.

HIV/AIDS symposium 2022

Uganda AIDS Commission in partnership with Vision Group organized the first national HIV/AIDS Symposium from 8th to 10th November 2022 at Makerere University Business School playground with the theme: ending inequalities among adolescent girls, young women and boys.

By bringing together top executives and people of influence, we were able to keep the conversation around HIV/AIDS in the headlines and as a key agenda item for the country and all stakeholders, including donors, to tackle in this decade.

The symposium featured a series of activities namely: The Annual Joint AIDS Review, Scientific Conference, Philly Lutaaya Lecture, Partnership Forum, HIV Financing Dialogue and Exhibitions. Uganda AIDS Commission partnered with Vision Group to execute this Symposium.

The Right Honorable Prime Minister , officially opened the three-day symposium, in the presence of U.S. Ambassador Natalie E. Brown.

The symposium reintroduced the conversation on HIV/AIDS, facilitated the sensitisation and awareness to end AIDS.

CORPORATE Social Responsibility (CSR)

We continue to strive to accomplish our goals for the people and the communities we operate in. By aligning our values with our customers' values, we are able to open doors for customer loyalty and retention, while attracting customers and having greater engagement opportunities.

We carried out activities that touched the lives of ordinary people in the following ways;

A total number of 100 expectant mothers in Katakwi received free mosquito nets and sensitization on the effects and prevention of malaria, in a partnership between Etop Radio and Pilgrim Africa to commemorate World Malaria Day. The partnership also saw the use of radio platforms to create mass awareness on malaria.

Women and support team pose for a picture after receiving free mosquito nets.

In an effort to encourage and empower the community to make conscious choices that reduce the carbon footprint, conserve resources, protect ecosystems and promote biodiversity for environmental sustainability, Etop radio collaborated with the National Forestry Authourity (NFA)-Soroti branch on a tree planting drive. The drive was aimed at creating awareness on environmental sustainability. A donation of 1,000 free tree seedlings twas made to Serere town council, health centres and Primary schools.

Some of the representatives from Etop radio, NFA and Serere town council being shown how to plant trees.

In commemoration of International Women's Day, Etop FM in partnership with Bethesda Hospital organised a health camp aimed at sensitizing vulnerable women on women related health challenges and also provide free breast cancer screening, sexual reproductive health, Blood pressure and diabetes screening. A total of 492 women attended and benefitted from the services offered.

Women attend a free health camp and educative session on health challenges and recieve free doctor consultation.

Arua One Fm in partnership with Joint Medical Stores (JMS) and Kuluva Hospital carried out a free health camp aimed at providing comprehensive healthcare services to the community. These services included eye checkups, HIV/AIDS counselling and testing, cervical cancer screening, family planning services and doctors consultations. This camp saw more than 380 vulnerable people benefit from these free services.

Women and men waiting to receive free medical services at the Joint Medical Stores (JMS) premises.

Radio Rupiny in partnership with St Mary's Hospital Lacor organised a two-day women's health camp in commemoration of Women's Day towards vulnerable women and children in the sub county of Guru Guru and Mutema in Amuru district. The camp was aimed at providing free health services in the area of antenatal health, measles, Rota virus, PCV vaccinations, cervical cancer screening and oral polio vaccination.

(In picture) Mothers receive free vaccination and antenatal services.

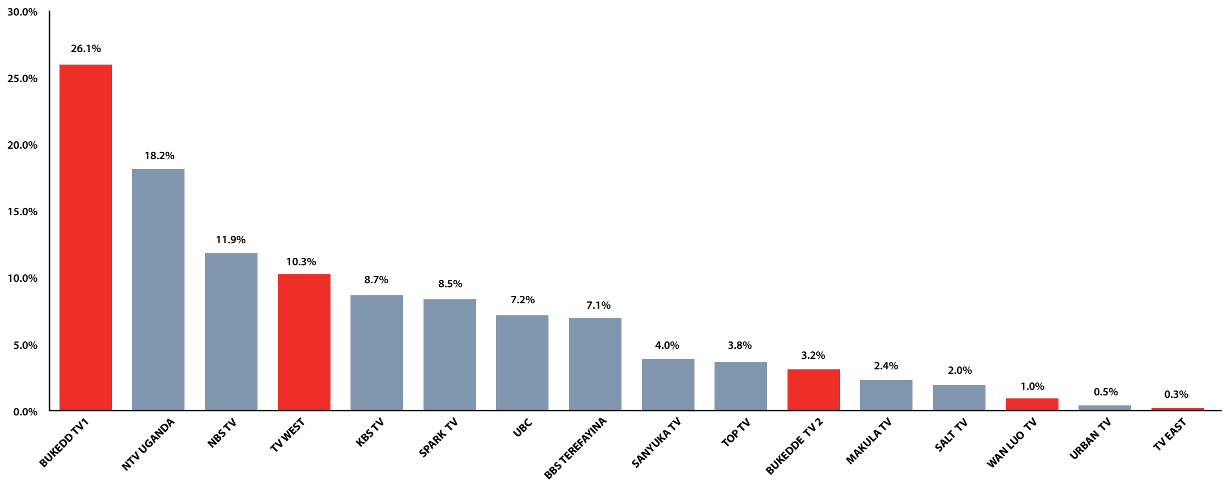
Branding Position

Ipsos, a global market research company released the National Audience Measurement Survey (NAMS) report for the first half of this year 2023, (Wave 1) which highlighted performance of the different platforms nationwide and regionally.

Bukedde TV 1 has positioned itself as the TV station for the local/ common people in the country with a programming target to meet their needs such as Akagaliiko Nfuunfu, Katandiika Batandisi, Abanoonya, translated TV soaps and more, making it the most viewed station in Uganda. Bukedde TV commands the biggest reach, nationwide with 26.1% followed by NTV and NBS TV with 18.2% and 11.9% respectively.

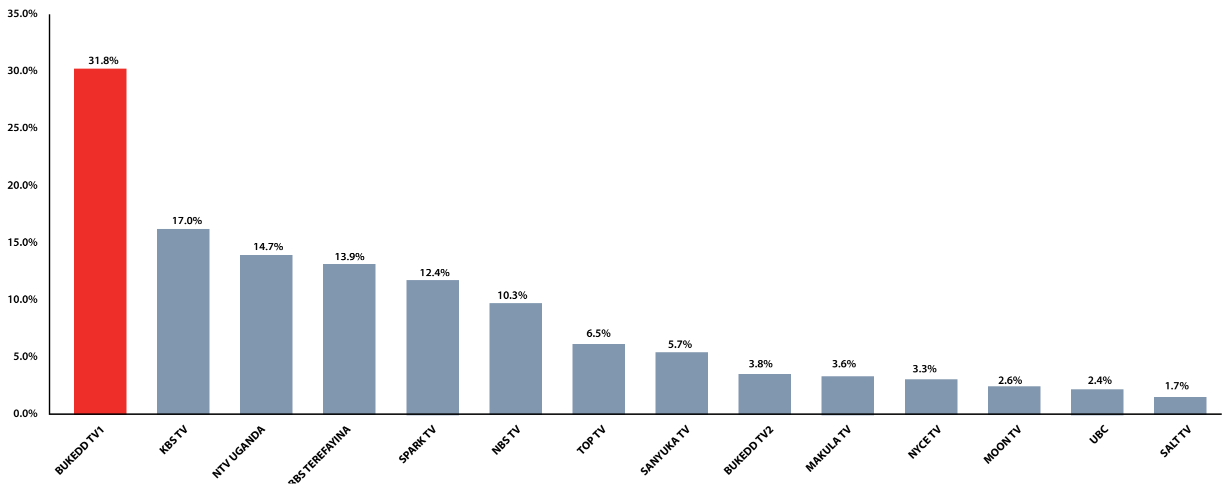
Below is a summary of the performance of the Vision Group brands;

Overall TV Viewership – Wave1, 2023

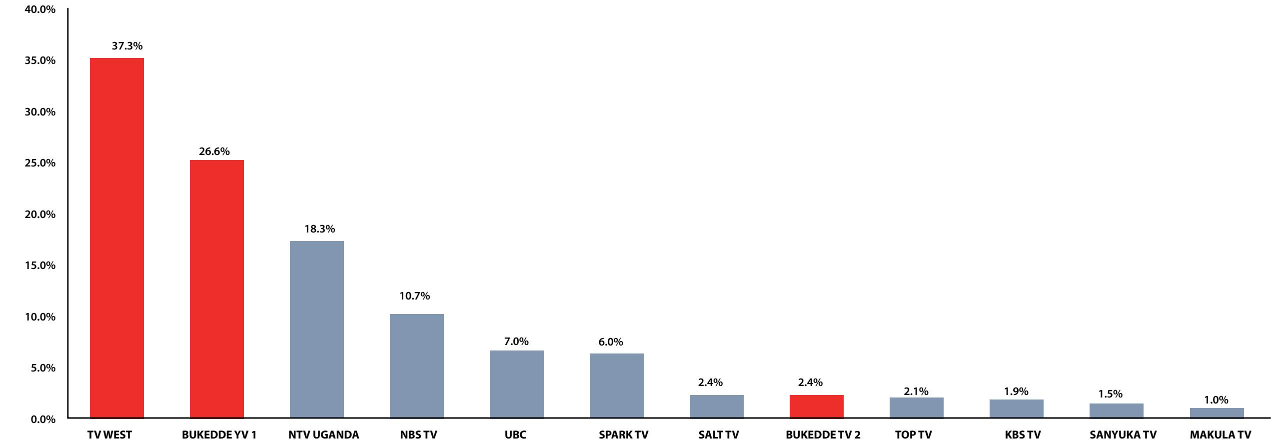


Bukedde TV1 celebrated 15 years of being the most watched television in Uganda, following the recently released report by IPSOS.

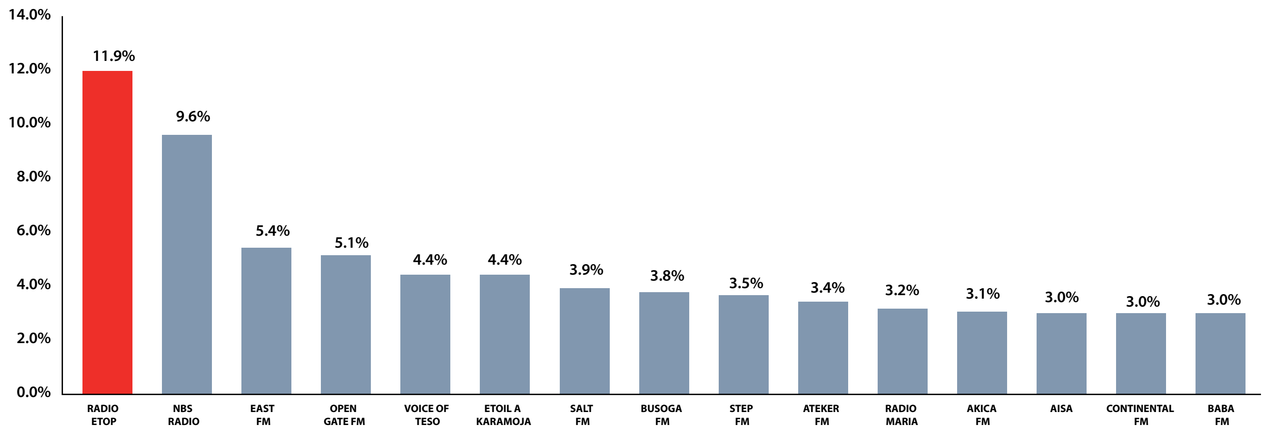
Viewership in Central Uganda



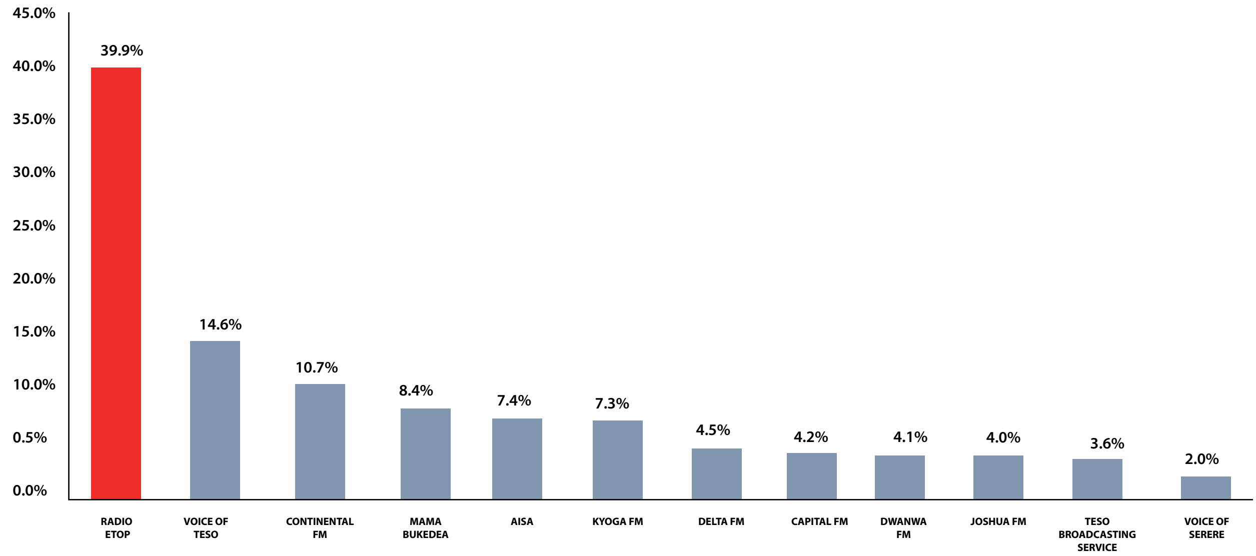
Viewership in Western Uganda



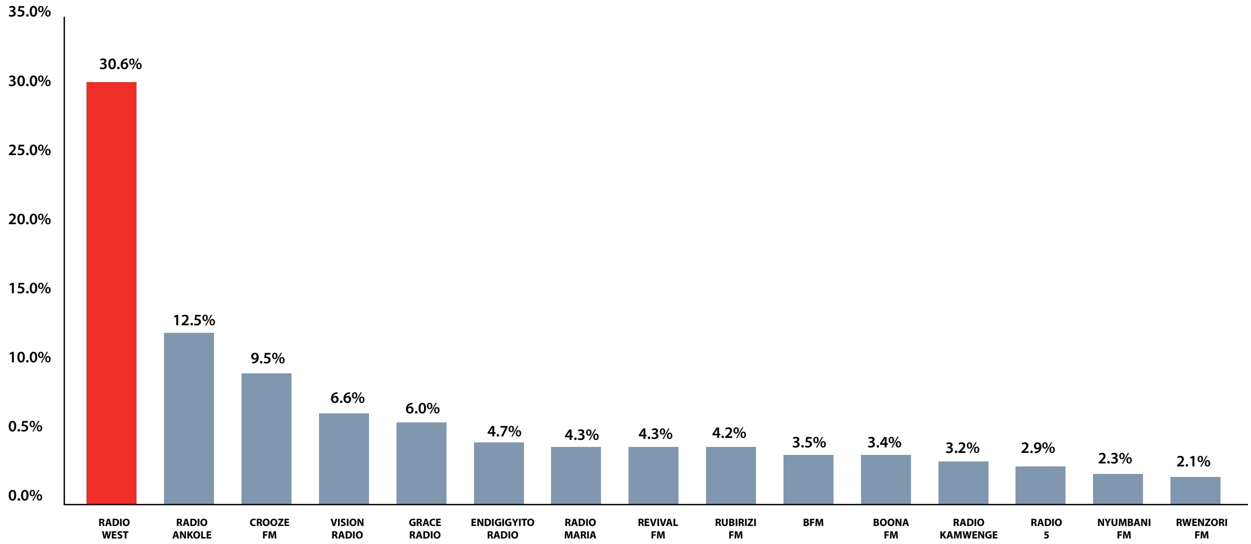
Radio listenership in the Eastern Region – Wave1, 2023



Radio Listenership in the Teso Sub-Region – Wave1, 2023



Radio Listenership in the Ankole Sub-Region – Wave1, 2023



SOCIAL CAPITAL

BARBARA KAIJA
Editor In Chief

Financially the year 2022/2023 was challenging. The aftermath of the COVID-19 lockdown led to a slowdown in the economy. Our media platforms managed to deliver readers, audiences and advertisers expectations..

Special revenue projects

We Implemented several special revenue projects which contributed Shs6.2Bn in FY 2022-2023. Approximately Shs3.5Bn was raised in the first two Quarters of the 2022/2023 Financial Year. The biggest revenue earner was the October 9, 2023, Independence Day project which raised Shs 996Mn.

In the third quarter, the biggest print revenue earner was the January 26, NRM Liberation Day project which brought in Shs 599Mn.

In the fourth Quarter of FY 2023/2024, we restructured the special projects Hub to cover Broadcast. We managed to produce six broadcast projects which brought in sh214m. These included Emyooga sh80m, Mak@100 (sh34m), Victoria University (sh37m), SM Cathan (sh21m), Kyampiringiisa Chicken Farming (sh26m) and Engsol Agricultural Inputs (sh16m). This will continue being a major focus area.

The Sports hub secured Shs492m for sponsorships of TV sports show on Bukedde (1 and 2) and Urban TV by 1XBet for our weekly broadcast shows Firimbi.

Circulation Revenue

Circulation achieved Shs11.87Bn against a target of sh13.94b which is 83% of the target with a shortfall of Sh2.07Bn. Compared to the previous FY 2021/22, this was a 12.6% drop in the total circulation revenue. All the newspapers did not meet the revenue target. Noteworthy, were the huge strides made with the Newspaper in Education (NIE) programme. It boosted the Sunday Vision circulation with 7,600 sponsored copies every week during the school term; Save the Children sponsored 2,600 copies and the Swedish Embassy, through FAO, sponsored 5,000 copies.

On the African continent, all newspaper sales dropped drastically. The Daily Sun and Sun (daily) had the highest drop of 28% and 23% respectively. In East Africa, newspaper circulation dropped by 10% on average. Sunday Vision had a 6%, New Vision a 9% and Daily Nation dropped by 10%. Bukedde dropped by 13%.

IMPACT STORIES TO GROW CIRCULATION

We published a number of impactful stories that sustained readership and circulation sales.

Iron sheets saga. On February 13, New Vision broke the story of the arrest of relatives of the Karamoja Affairs Minister Goretti Kitutu over the sale of relief items meant for Karamoja. The national scandal led to the arrest of three ministers; Goretti Kitutu, Agnes Nandutu, the Minister of State for Karamoja and Amos Lugoloobi, the state minister for planning. Another 10 ministers and technical staff of the OPM were also investigated. President Yoweri Museveni ordered the accused individuals to return the diverted iron sheets. Investigations are still ongoing making it the biggest story in the year.

Exposed; Girls circumcised in Kampala clinic. The undercover investigation published on December 25, unearthed illegal circumcision that had been going on within the heart of Kampala city for years. The owner of the clinic who doubles as a minister admitted owning the clinic but denied being behind the vice. There are ongoing investigations.

How Ugandan government drugs end up in DRC. The investigation revealed that Ugandan drugs, which are supposed to be given out free, were stolen and sold in the DR Congo. After publication of the stores, the State house Health Monitoring Unit and Police launched investigations into the matter and some were arrested.

Mobile money outlets: New drug trafficking spots. The investigation published on January 21, 2023 exposed the underworld of drug trafficking in Kampala. It also exposed security personnel who protect drug dealers. Following this story, Police commenced investigations into the crime.

Who is behind the vandalism of multi-billion power lines? The special investigation published on December 3 followed rampant vandalism of power lines in different parts of the country. Our investigations uncovered the people behind the thefts and where the power lines were stored. Following our story, security carried out raids and arrested several people over the vandalism.

Who is vandalising streetlights, CCTV Cameras; published January 8.

The special investigation followed rampant theft of solar batteries recorded by KCCA. We uncovered the people behind the thefts. Following our story, security officials carried out raids and arrested several people over the vandalism.

Bukedde newspaper DNA story was arguably one of the biggest societal stories. It impacted many rich and famous families. The story that we broke on June 2 revealed that there was a big issue of parenthood. Many had carried out DNA tests and a number of children had been disowned. Other media houses and social media jumped on the story. The matter was also discussed in Parliament and the Health Ministry released a statement endorsing only two accredited firms for DNA tests. The story is still the talk of the country!

SERIES:

During the year we published 44 out of the expected 52 series. We have acquired a collection of books, which provided us with series to transition the readers to the weekend.

The book series were blended with feature/ special report series. These drew attention to the weekend newspapers. One of our avid readers for the series is President Museveni. Once in a while we get his feedback on particular articles/stories.

KEY EDITORIAL REVENUE PARTNERSHIPS

Five editorial partnerships were signed during the year. The combined partnerships together brought a gross revenue of about Shs2.3b. The partnerships contributed up to 155,311 copies to New Vision sales and 1,600 copies to Bukedde. The five major partnerships signed during the year were:

WAN-IFRA Women in News Social Impact Reporting Initiative. New Vision won two competitive grants from WAN-IFRA to support the cost of journalism. The grants were for a three-month cross-platform story project on the plight of persons with disabilities from a gender perspective and the second was a project on Gender Equality, Diversity and Inclusion (GEDI), with a specific focus on teenage pregnancy and parenting.

The Green Schools Project: This 15-month project signed in October 2022 is being implemented in partnership with FAO with financing from the Swedish Embassy, to sensitise the public on climate change through the school system. The project is being implemented in 100 secondary schools across the country and has directly impacted 107,000 learners and teachers. So far, teacher training and regional schools' climate change debates have been concluded. The national debate championship is slated for August/September in Kampala. Under the project, each of the beneficiary schools receives 50 sponsored copies of Sunday Vision every week of the school term. A total of 197 headteachers and teachers from the project schools were trained on climate change and on how to deliver the curriculum using newspapers. A new product **Green Ug** with climate change content, is published in Sunday Vision every week. Bukedde newspaper has also consistently published a climate change page every week. The broadcast platforms – the six TV and the six radio stations – also carry weekly bulletins on climate change. The project has elevated Vision Group's profile in conservation circles.

The Uganda Skills Development project: This partnership between the Ministry of Education and Sports and the World Bank-funded Uganda Skills Development Project was implemented between December 5, 2022, and March 2023. It was a cross-platform project, involving the profiling of successful TVET graduates as a strategy to inspire more people to take up technical and vocational education programmes.

Save the Children International Media in Education project: This partnership agreement was renewed on March 12, 2023. The project is a media-based approach to improve literacy and numeracy among pupils, while at the same time empowering them with information to advocate for their rights. The project boosted Sunday Vision's weekly circulation by 2,600 copies during the school term.

Teachers Making a Difference: The project recognises and rewards teachers who have gone beyond the call of duty to impact their learners and the communities as a strategy to inspire more teachers to be more innovative. The 12 most innovative teachers and their schools receive prizes at a national event in Kampala while the six most outstanding of them are taken on a week long all-expenses-paid professional development programme in Ireland.

KEY AUDIENCE DRIVERS

The following projects were key Audience drivers during the year.

Harvest Money Expo – Overall, sh1.05b gross was raised from this Expo held at Kololo Independence grounds on February 10-12, 2023. There were 12 sponsors and 220 exhibitors. The expo was attended by 15,500 people including over 200 children.

Harvest Money Expo magazine and book - The 50-page magazine generated sh88m in advertising. Additionally, from the profiles published/broadcast in 2022, we produced a book that was sold together with the videos created/produced at the Expo. This book is used by farmers as a guide.

Best farmers' competition. The competition focused on profiling the winners between 2014-2018 highlighting the changes they had made on their farms. The objective was to gauge the impact of the competition on the communities where these farmers come from. Since 2014 when the competition started there have been

85 winners. The Netherlands Embassy signed a memorandum of understanding to sponsor the Best Farmers and Harvest Money Expo for the next 3 years.

Bride and Groom. The expo took place June 23-25 and was a successful venture both in revenue and customer activation.

***New Era*:** The New Era, a monthly pull-out that highlights the China- Uganda relationship was effectively delivered through the year. The content was produced in collaboration with the Chinese Embassy, which contributed to the monthly production.

In addition, we rolled out **My China Story,** an essay competition, in August, and it ran until early December. The Chinese Embassy funded the competition.

Broadcast content Sales

We started monitizing content distribution and we were able to sale upto 1538 radio bulletins that generated about Shs60Mn. This opens an opportunity for a subscriber portal where users can pay for both audio and video bulletins.

Digitization of New Vision Archives

The Resource Centre recorded a steady rise in the use of the e-archive. We expect to cover these users into active paidup subscribers once the payment gateway and access rights are stream lined.

Audience Outreach/engagement initiatives

Broadcast Documentaries

Several documentaries were produced during the year. These included documentaries on the 1972 Asian expulsion, Karuma hydro Power Dam, Energy, Poverty, Oil and Gas, Teachers Making a Difference, Best Farmers, Environmental Degradation in Nakasongola, Uganda @60, Martrys Day, PDM and Emyooga.

Audience activations

Other audience activations included; Harvest Money master classes, Top 40 under 40 competition, World AIDS Day build-up campaign (November-December) and Uganda in 2023 magazine-a free magazine inserted in the New Vision issue of December 30, 2022 issue to boost circulation.

Broadcast audience growth initiatives

All Vision Group vernacular radios registered growth.

Launched Kabalega FM 106.9 on June 30, 2023. It officially went on air on May 7, 2023, pushing 500Watts power broadcasting over a radius of 60kms. We have applied for a power upgrade to 1KW power which we hope will actualize in the first half of FY 23/24 and boost its signal coverage to a radius of 100kms.

We held a successful reality TV show dubbed Mr. and Ms. Bukedde for Bukedde TV 1. This show, among other initiatives, helped to improve the channel's reach from 23% to 26.1% and share from 11% to 13.9%.

Replaced all the non-compliant transmitters for Radio West, Bukedde Fama, and Arua One with 1KW transmitters.

Executed the Digital Audio Broadcast pilot with UCC. The project provides a learning opportunity ahead of FM migration to Digital in the near future. We now know what is required to deliver digital radio broadcasts under DAB+. Once it is opened up, we will adapt. The technology makes it possible to access radio anywhere and the opportunity to open more radio stations. That spectrum is more unlimited.

Successfully shifted Urban TV from a lower power Signet transmitter to a higher-power transmitter that will allow access to Free-to- Air. The shift will improve the reach of the channel to match the competition reach among the likes of NTV and NBS.

Engaged Multichoice on how to use their GoTV and Dstv eye data to inform programming decisions for the group's channels. The eye data shows viewer patterns and engagement levels for all local channels on either GoTV or Dstv.

We entered into swap content ventures with content creators and partnered with compelling content creators under a revenue share arrangement.

Concluded with the Ganda Boys and Bukedde TV 1 partnership on the Ekitibwa kya Buganda contest. We anticipate that this would provide Bukedde TV 1 with unique reality content to keep the audiences engaged and also provide a content monetization opportunity for the channel.

New Products Launched

The following new products were launched during the year for both audience engagement and circulation growth:

THE HOUSE: Launched on February 21, 2023, as a free insert in Saturday Vision to cover parliamentary issues. Since its launch, the pull-out has not only stemmed Saturday circulation decline but has grown it by 2,000 copies. Additionally, Parliament was only subscribing to 149 e-paper and 78 hard copies of New Vision Monday to Friday but has now added Saturday to their weekly subscription because of The House.

THE PLASTICS WASTE CAMPAIGN: This campaign was conducted as a CSR activity between May and June 5, 2023. The project generated public interest and led to New Vision being recognised by the National Environment Authority (NEMA) during the World Environment Day June 5.

COMPETENCE-BASED CURRICULUM LEARNING MATERIALS: Realigned the learning materials to the competence-based curriculum. Publication of the educational revision exercises for the various levels (primary and secondary) added on average 1,300 to 2,000 copies in circulation weekly.

LIVE COVERAGE OF EVENTS

To be more competitive on the market we scaled up live coverage of big breaking stories and events. In April, Urban TV started doing live broadcasts of events. The first broadcasts were the court sessions of ministers who were charged over the diversion of iron sheets meant for Karamoja and the murder of state minister for Gender Charles Engola.

Across the TVs we covered over 50 Live events during the year, including;

Improve efficiency

Newsroom integration

This year marked three years since the integration of Newsroom operations started in May 2020. We have seen more coordinated planning and execution of assignments and efficient use of resources. Joint meetings allow for real-time review and feedback on all products. Several members of the team ended the year with additional skills, continued to deliver in skills sets outside their core areas of responsibility or were redeployed to serve in new areas outside their initial tasks. Daily, at least 40 staff writers, 10 producers and many freelance contributors work across platforms (Print, Radio, TV and Online) to ensure the audiences are well served. We shall be improving this process with more deliberate adjustments.

FUTURE OUTLOOK

Our vision is to grow Vision Group into a trusted content hub of choice.

We shall continue to streamline and improve processes at generation, production and distribution so we can deliver world-class appealing, relevant and usable content.

INTELLECTUAL CAPITAL

PAUL IKANZA
Head of Technology

ViDE (Vision Digital Experience), which is our flagship digital product, has matured into a stable recognizable platform with all its relevant metrics meeting target growth projections.

The financial years 2022/23 has been the final year of the Technology & Digital Strategy which is aligned to the Corporate Strategy. As such, there has been a deliberate effort to conclude several of the milestones therein. Below are some of the highlights of the financial year.

Automation has grown to about 72%. This had been expected to be higher but has slowed down owing to a tough economic environment and the need to rationalize expenditure budgets. A few planned automation areas have had to be suspended.

ViDE (Vision Digital Experience), which is our flagship digital product, has matured into a stable recognizable platform with all its relevant metrics meeting target growth projections. ViDE and the New Vision website are the key digital assets supported by social media.

The key numbers over the last 12 months, are below:

Significant growth was witnessed in ViDE's performance metrics, with downloads surging from 3.6 million to approximately 7 million, showcasing an impressive 11.45% increase in monthly active users, reaching around 400,000. The cumulative Online Audience Growth Index on Socials soared by 28.4%, while the Website's cumulative Online Audience Growth Index registered a noteworthy 16.8% rise. Moreover, ViDE's online subscription growth demonstrated substantial success, boasting an impressive 89.2% increase. These outstanding results reflect the platform's growing popularity and its ability to engage and retain a larger audience.

The primary purpose of the growth on these metrics is to provide options for Digital revenue growth. In that respect, two key initiatives were undertaken to create the necessary roadmap. A benchmarking was conducted with Media24 in South Africa that has had relative success in Digital revenue on various levels including Reader revenue, eCommerce, and partnerships among others. We also undertook a three-month fellowship with The Financial Times, a renown UK media house. The project was code named "Digital Revenues Launchpad" where we further refined our understanding of Digital revenue, giving birth to an initiative we are calling the North Star, whose mandate is meant to shape our digital revenue journey.

Another key focus of the last FY has been an effort to improve governance of processes and controls with a consistent focus on key emerging issues. To support this, a Technology Steering Committee has been formulated, whose mandate is to provide enhanced assurance to the Technology setup at Vision Group. Relatedly, an Innovation Committee has also been setup to help manage, nurture and reward the process of innovation across the entire organization. These are critical especially because Technology is increasingly becoming a key tool of trade and if not paid deliberate attention, could become a bottleneck.

Future Outlook

For the next 12, months we shall continue to focus on growth and consolidation of our Digital offering. More specifically, we shall pursue the "North Star". We shall Increase the level of automation to at least 80% and pursue benefits realization on this automation for the users. This should enable us to realize the efficiencies and related savings whether cost or time related.

There was a big drive to automate and create the required momentum for Digital transformation and the teams now have significantly more clarity on what is needed. We shall, therefore, pursue synergies between the various stakeholders so we can collectively actualize this transformation and ensure it translates into business value.

FINANCIAL CAPITAL

AUGUSTINE TAMALE
Chief Finance Officer

> **Cost Management has been the centerpiece as we needed to contain the threat of a huge loss. We optimized the raw material usage and support function costs.**

The company's objectives for **FY 2023/24 Include;**

- Improving Profitability
- Increasing Customer Satisfaction
- Increased diversification
- Improving Stakeholder Management
- Enhancing Good Governance
- Increasing Staff Productivity
- Enhanced Technology Usage

PERFORMANCE OUTLOOK FOR THE FY 2022/2023

Business sustenance was the key issue this year 2022/23 because the trading fundamentals set a tide against the Company's sail. More than doubled input prices coupled with delayed customer business recovery and unfavourable foreign exchange rates could not enable a positive return on investment. Nonetheless, more investments were undertaken as waiting for a rainy day could cause the loss of the fast mover advantage. As such, we have rolled out more investments in packaging, outdoor advertising, digital, commercial printing, and broadcast. In essence, the business has the technological capacity to harness the resurgent economic growth.

Cost Management has been the centerpiece as we needed to contain the threat of a huge loss. We optimized the raw material usage and support function costs. In this way, despite the revenue dropping by 21% (UGX23.8 billion) from UGX 114 billion in 2021/22 to UGX 87.6 billion in 2022/23, the bottom line declined by UGX 3.8 billion from a profit before tax of UGX 1.7 billion in 2021/22 to a loss of UGX 5.5 billion in 2022/23.

21% drop in revenue

from UGX **114**bn in 2021/22 to UGX **87.6** bn in 2022/23

Having cashed in on the Government textbook orders for two years now, we have a full set of open market textbooks, and we expect to drive more inflows from the private buyers since the new curriculum will be running up to senior four. We shall commence cashing in on our investments in outdoor advertising as most of the digital screens are up and running. We also expect to complete the construction at Namanve and installation of machines this year 2023/24. This will boost the commercial printing revenue potential. The broadcast investments, specifically in Kabalega FM, will also commence revenue generation as we undertake additional investments in other stations, especially Television, for future returns.

> **We also expect to complete the construction at Namanve and installation of machines this year 2023/24.**
> **This will boost the commercial printing revenue potential.**

Management's view on performance

The gross profit margin dropped from 20.6% to 19.3%. This was on the backdrop of the price escalation for the main raw material, newsprint from $743 per metric ton to $1,590 per metric ton. Other raw materials had increases varying from 50% to 80%. This caused a critical need of optimal raw material usage to avoid eroding the gross margin completely.

However, since this gross margin is based on a lower revenue figure, it was insufficient to cover all the operational costs. This was the key cause of the 2022/23 loss.

The macro-economic environment

The country closed the Fiscal Year 2022/23 with core inflation of 4.8% (June 2022 was 5.5%) and headline inflation of 4.9% (June 2021 was 6.8%). It is important to note that for a considerable portion of the year (September 2022 to January 2023), the inflation was double digit, which put pressure on operational costs. The dollar closed at UGX 3,664 which is lower than the year's average of UGX 3,750. The rates have been greatly unstable and unfavourably high, leading to high expenses on the imported inputs.
The Global outlook is positive with most economies expected to grow. The Ugandan economy is projected to grow by 5.6% in 2023 and 6.1% in 2024.

We shall, however, exercise all the necessary frugal precautions as the Central Bank continues with its contraction stance that will limit money flow and Government expenditure. So, all revenue gains must be carefully invested for sustained returns.

The Ugandan economy is projected to grow by

5.6% IN 2023

and

6.1% IN 2024

Adequacy on capital structure and liquidity

Our Capital structure (the make-up of the 'equity and liabilities' section of a company's statement of financial position) is carefully managed to ensure solvency for sustainable investments and operations. The Company considers debt to beneficial levels and with repayment capacity in view. Credit Finance has been sought from our bankers for the major projects of construction, plant acquisition and major printing contracts. Moderate projects and operations are funded by retained earnings.

Currently, the Company has a gearing ratio of 6% in 2022/23 compared to 15% in 2021/22. The reduction is due to the fact that we have settled our obligations as they mature.

No.	Financial Ratios	June '2022	June '2023
1	Gross profit margin	21%	19%
2	Operating profit margin	3.63%	-6.49%
3	Net profit margin (after tax)	0.89%	-6.23%
4	Return on Capital Employed	6.15%	-9.72%
5	Return on Total assets	0.97%	-4.78%
6	Return on Non-current assets (PPE)	2.87%	-12.79%
7	Interest cover (times)	2	-5
8	Earnings per Share (EPS)	12.9	-71.4
9	Price/Earnings Ratio (P/E ratio)	12.4	-2.2

Indicator	`Jun 2023	`Jun 2022	Percentage Change
	Shs'000	Shs'000	
Revenue	87,626,047	111,403,223	-21.34%
Cost of sales	(70,672,863)	(88,436,368)	-20.09%
Gross profit	16,953,184	22,966,855	-26.18%
Other operating income	2,546,671	1,675,021	52.04%
Impairment losses on non current assets	(1,707,325)	-	-
Distribution costs	(2,449,325)	(1,797,858)	36.24%
Administrative expenses	(17,407,310)	(16,185,850)	7.55%
Expected credit losses on financial assets	(1,762,974)	(761,368)	131.55%
Other operating expenses	(1,863,515)	(1,848,513)	0.81%
Operating profit	(5,690,595)	4,048,287	-240.57%
Finance charges	(1,083,569)	(2,329,629)	-53.49%
Profit /(Loss) before taxation	(7,774,164)	1,718,658	-494.15%
Taxation charge	1,313,964	(729,949)	-280.01%
(Loss)/Profit for the period	(5,460,200)	988,709	-652.25%
Proposed dividends (Shs per share)	-	494,190	
Earnings per share	(71.4)	12.9	-652.25%

The Company's net earnings dropped to a loss position and plans have been created to return to consistent profit levels.

MARKET PLACE PRACTICES

Sustainable Procurement

We have continued to follow the internal Procurement Manual and the relevant sections of the PPDA laws. This regulatory framework has 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 the company business more competitive because we have quality raw materials and machines at the right price. This enables us to achieve market leadership in Commercial Printing, Broadcast and Print Media. So, complying with the laws does not only keep us on the right side with regulators but is also a business efficiency measure that gives a market edge to our earnings.

Our stakeholders also have confidence in the equitable approach used in the Company as a result, the business community has confidence in responding to Vision Group's call for bids.

The Company has 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 protects the interests of the Company. In addition, the feedback mechanism enables better efficiency and effectiveness in service delivery through quality assurance, hence satisfying the needs of our user departments.

We have continued to prioritize local providers and they dominate the supplies to Vision Group. There was a reduction in their comparative supplies due to machinery and imported inputs for the investment projects that are underway. Nonetheless, the local suppliers commanded 78% of the supplies to Vision Group in 2022/23.

Summary of Procurement Spend

ITEM	2022/23	2021/22	2020/21
Total procurement spend	42.8bn	27.7 bn	29.3 bn
Amount spent on local suppliers	33.2bn	26 bn	26.5 bn
Amount spent on foreign suppliers	9.7bn	1.8bn	6 bn
Percentage spent on local suppliers	78%	94%	90%
Percentage spent on foreign suppliers	22%	6%	10%

Our current challenge has been the 114% increase in Newsprint price per metric tonne from $743 to $1,590. Only optimal raw material usage has kept us afloat as this input cost sends performance to huge loss levels if not counterchecked. However, the prices have begun coming down and our print media business will return to profitable ways with cost management initiatives in other areas supporting the revenue innovations.

Taxes

Businesses like other citizens, thrive on national infrastructure social services. These public goods can only be in place from good tax revenue. Vision Group has continued to play its part in paying taxes which is a noble cause in national governance and development. In the FY 2022/23, a total of UGX 14.99bn was paid to Uganda Revenue Authority for the following tax heads; VAT worth UGX 6.4bn, Corporation tax worth UGX 0.2bn, WHT at UGX 1.9bn and PAYE at UGX 6.3bn. 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.

TAX TYPE	2019/20	2020/21	2021/22	2022/23
Customs	361,781,241	154,367,964	80,896,172	192,565,496
PAYE	5,841,089,315	6,447,097,539	6,275,873,133	6,314,069,785
VAT	10,261,669,777	10,634,522,961	9,239,904,734	6,408,044,569
WHT	1,787,360,544	2,265,297,304	2,459,351,051	1,858,740,280
Corporation & Rental tax	2,149,739,469	513,251,145	1,076,348,376	216,041,780
Total domestic	20,039,859,105	19,860,168,949	19,051,477,294	14,796,896,414
Total Taxes	20,401,640,346	20,014,536,913	19,132,373,466	14,989,461,910

Regulators

Besides legal guidance, regulators offer advisory on business sustainability. We have a healthy relationship with our regulators on the stock market, media, tax, and local government. This has helped in the exchange of ideas for industry and business growth. Compliance to all regulations was ensured 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. There were various changes to the regulatory framework and our Legal Team kept us abreast.

We are indebted to the insights from namely: Uganda Revenue Authority, National Social Security Fund, Uganda Communications Commission, Kampala Capital City Authority, Local Governments, Public Procurement and Disposal of Public Assets Authority, Capital Markets Authority and Uganda Securities Exchange.

Manufactured Capital

The Non-Current Assets increased in value from UGX 52.5bn to UGX 62.5bn. This was due to acquisitions as per the Company's strategy implementation plan of capacity enhancements and process automation.

Likewise, Current Assets increased due to the stocking of raw materials for print contract jobs and stocking of education textbooks for open market sales.

The changes are shown in the table below:

	2022/23	2021/22
ASSETS	UGX 000'	UGX 000'
Non-Current Assets	62,537,552	52,546,767
Current assets	53,314,569	49,586,809
Total assets	115,852,121	102,133,576

Shareholder value

The Company's share price is yet to recover since market forces do not rapidly correct the effects of the forced devaluation from UGX 330 to UGX 155. Now that we have made a loss, it will take much longer to return to the previous share price levels. Our focus is therefore on maximizing shareholder wealth, which involves growing the Earnings Per Share (EPS) and the Shareholders' funds. We did not attain this in the current year and the EPS decreased from UGX 12.9 to UGX (71.4). The shareholders' funds have also decreased from UGX 65.7 bn to UGX 59.8 bn.

	2023	2022	2021	2020	2019
	Shs'000	Shs'000	Shs'000	Shs'000	Shs'000
SHAREHOLDERS' FUNDS	59,757,415	65,673,037	65,039,065	73,356,762	72,104,103

Our future business strategy, business model and plans

Despite the loss position and constrained liquidity, we have continued to prioritize investments as shown in the growth of both raw material stocks plus Plant and Machinery. This is the anchor of our strategy, to have process automations and capacity enhancement as well as continue with the shift to digital media spaces.

We shall continue rolling out more online interfaces coupled with monetization for a return to the shareholders. We shall cushion the economic shocks using the diversification in place for each business arm to draw the other along in times of uncertainty when a unit is constrained.

Key investments

The Company has invested over UGX 12.4 billion in Broadcast, Printing Equipment and Computer Technology to harness the opportunities ahead and diversify the revenue streams.

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 a 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 the capacity of each customer is assessed 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, 2023 were Shs 24.88bn, 0.32% lower than June 2022 (Shs 24.97bn). This was mainly because of the reduction in the sales turnover as businesses are struggling from the Covid-19 economic impact.

The receivables ageing is as shown below.

As at June 30, 2023	Total	0 to 3 months	3 to 12 months	Over 12 months
Trade receivables Shs'000	24,883,623	13,366,561	6,156,238	5,360,823
		54%	25%	22%
Receivable Days	Vision Group		Other Media Houses (December 2022 Fig)	
	100 Days		**219 Days**	

	2023 Shs'000	2022 Shs'000	2021 Shs'000	2020 Shs'000	2019 Shs'000
Turnover	89,958,251	111,403,221	81,924,708	91,755,560	90,156,920
Trade Receivables	24,883,623	24,965,886	19,607,664	27,838,333	20,129,588
Receivable days	100 days	82Days	88 Days	111 Days	82 Days

The company collects its debts within 100 days. In 2022/23 the **collection period declined by 21%** from 82 days during the financial year 2021/22. The Company collection period is quite favourable compared to the industry average of 219 days (December 2022 figures).

SALES

HOPE NUWAGABA
Head of Sales

Post COVID-19 effects and the war in Ukraine began to reflect in the general economic performance and this in turn affected communication budgets across all sectors. This has posed high demand on innovations on media to enable grow audiences and sustain business.

Advertising revenues are highly correlated with the performance of the economy. As the world has become more globalized, countries' macroeconomic performances have gradually grown more connected. This has made the world better and more prosperous; but has also increased volatility and inherent risks.

The better response to risk and volatility is diversification, which is why several commercial broadcasters and Media companies have tried to diversify their revenues away from advertising and towards other funding sources such as subscriptions, content licensing and in our case to other alternative business ventures. However, advertising still accounts for a large share of the media industry's revenue.

Government, multinationals and Non Government Organisations (NGOs) funding was downsized for different projects and this in turn affected communication budgets. This reduced spending has had a trickledown effect on all sectors of the economy.

According to the most recent global press trends, the business climate in media and entertainment has deteriorated amid several media and economic obstacles.

According to the most recent global press trends, the business climate in media and entertainment has deteriorated amid several media and economic obstacles.

Diversifying into new revenue streams and editorial ventures, however, offers reasons and hope for a rebound.

Diversifying into new revenue streams and editorial ventures, however, offers hope for a rebound.

To target current and future consumers, we must reimagine our established business models and innovate around new consumption patterns in order to stay current and relevant. The main emphasis will be on embracing these trends, building closer connections with our audiences, coming up with new sales models , adopting to market dynamics and differentiating ourselves from competition.

MEDIA INSIGHTS

The latest Ipsos report recorded 218 Radio stations, 78 TVs stations, 35 Free to Air (FTA), 7 pay TVs ,34 hybrid and 2 online TVs

The struggle for market share to survive has become the norm as a result of audience fragmentation and instances of copy and paste in programming, making media planning and purchasing with limited budgets more challenging.

Broadcasters are under increasing pressure to engage their audiences in fresh and engrossing ways with distinctive offerings in all facets of their programming during the post-Covid period, which saw a paradigm shift in broadcast media. This, combined with digital migration, led to significant fragmentation and duplication, which in turn increased competition and raised the price of advances.

A struggle for market share to survive has become the norm as a result of audience fragmentation.

AUDIENCE SCENE TODAY

218
RADIO STATIONS

78
TV STATIONS

35 FTA
07 PAY TV
34 HYBRID
02 ONLINE

29.947km
FIBRE DISTANCE

Source: *UCC Market performance report 4Q22*

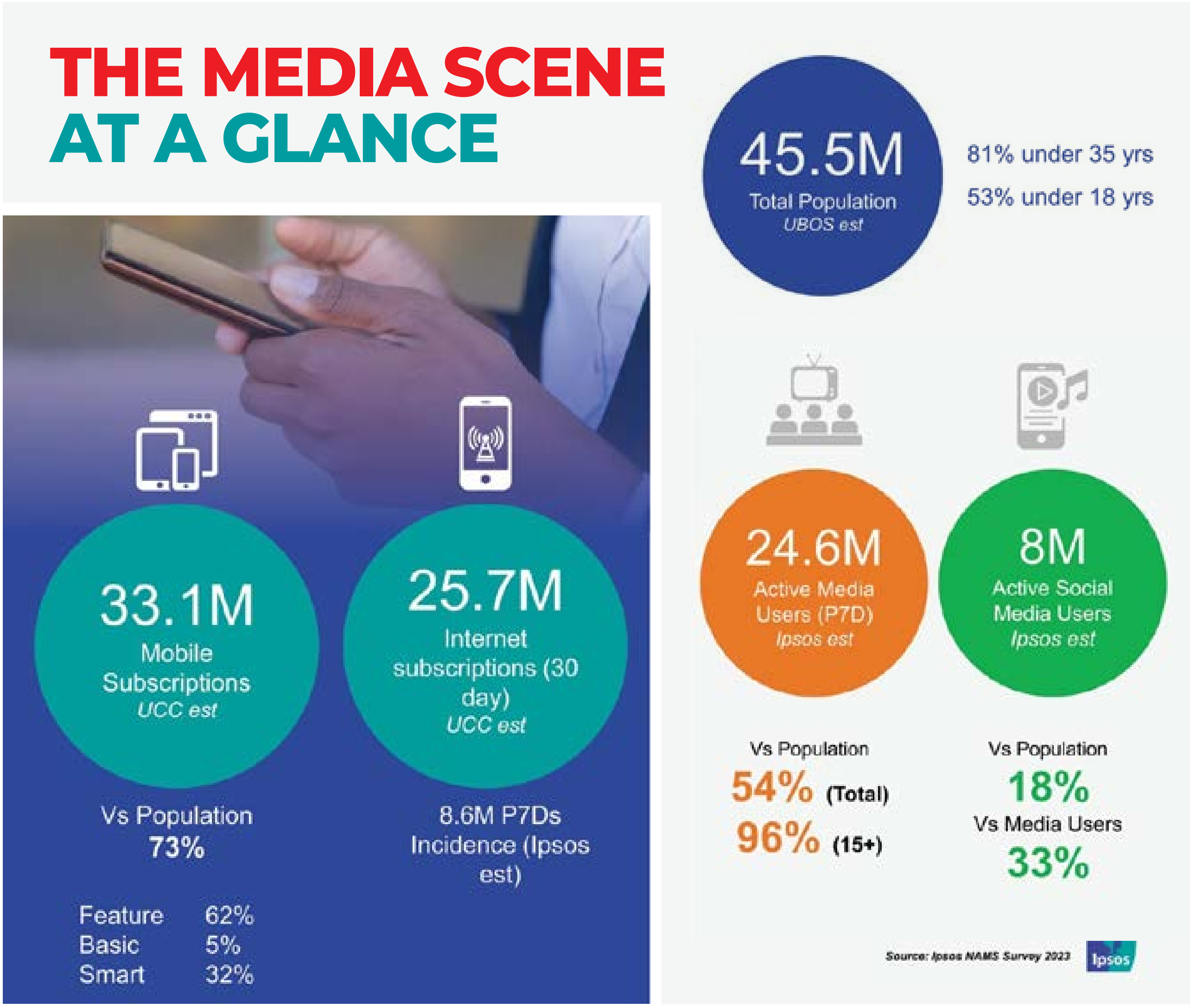
THE FUTURE OF MEDIA

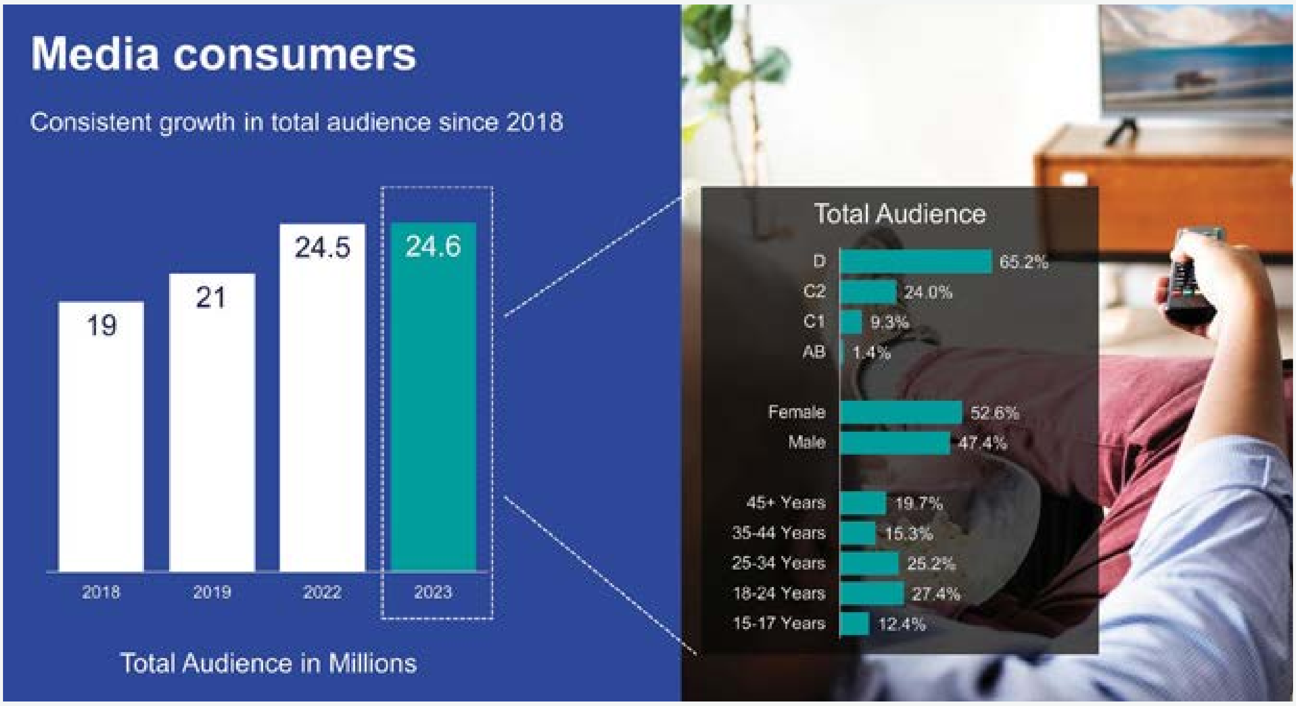
Key predictions for the media in 2023 and 2024 include an increase in digital marketing with a rise in influencer marketing, the use of Artificial Intelligence (AI) to power social media marketing, a shift to niche platforms, the emergence of more focused communities, the dominance of streaming services in television viewing, and the importance of data-driven content strategies for all audiences.

As we innovate around conventional and existing media, we'll keep taking advantage of new and promising media opportunities. With tailored and pertinent offers, innovations will concentrate on potential in the areas of out-of-home, publishing & printing, broadcast, digital, and print. For the sake of our readers, we will keep enhancing the timeliness of delivery, the accessibility of our products, and the reader value of products that are captivating and pertinent.

Mobile will continue to be a critical player in media with increasing internet penetration. Currently 33.1 million out of 45.5 million people which is 73% of the population have mobile subscription while 25.7 million have internet subscriptio. Of the internet subscribers, 24.6million are active media users while 8 million are active social media users .

With 27% of the population being under 18, and 25.2% of the population being between 25 and 34, the young are still the majority. This significant figure highlights the need for media to adapt both now and in the future with targeted programming, sales pitches, and R&D to consciously target the 18-to-34 age group in producing attractive content and media advances.





According to Forbes media trends 2023, 14 communication experts confirmed that social media with its many platforms and wide reach has become one of the most powerful marketing tools for businesses of all sizes in recent years. In order to promote and encourage the adoption of the existing audiences and to attract niche audiences, media outlets must stay current on new trends and best practices and incorporate them into their own strategies.

Key predictions for the media in 2023 and 2024 include an increase in digital marketing with a rise in influencer marketing, the use of AI to power social media marketing, a shift to niche platforms, the emergence of more focused communities, the dominance of streaming services in television viewing, and the importance of data-driven content strategies for all audiences.

We hope to generate more engagement and business-to-business opportunities through events and experiential marketing. In addition to sector-based events, we have also dabbled in customized events. Clients schedule appointments for these events, and the benefit they provide is immediate. Some of these have developed into anticipated calendar events that present tremendous prospects for sponsorships and display.

Church House

DIGITAL OUT OF HOME (DOOH)

We entered digital out of home (DOOH) – Billboard advertising as a new vibrant media. With busy lifestyles and out-of-home interaction, there is a growing trend that will see higher uptake of out of home and this will become a major media target.

DOOH offers the benefits of OOH with more control over targeting, measurement, and attribution. Plus, you can incorporate it into your omnichannel strategy and tie your campaigns to real business results.

The rise of machine learning and the ability to ingest and react to this real-time mobile location data will transform the way media is targeted and used in digital out-of-home advertising. Predictive algorithms based on mobile audience segments that show the possibility of your audience being close to the display will be used.

Real-time purchase, real-time creative optimization, and contextual relevance to both the physical site and environment based on targeted impressions will all be used to power digital OOH as a media channel.

Damanico

Kisaasi

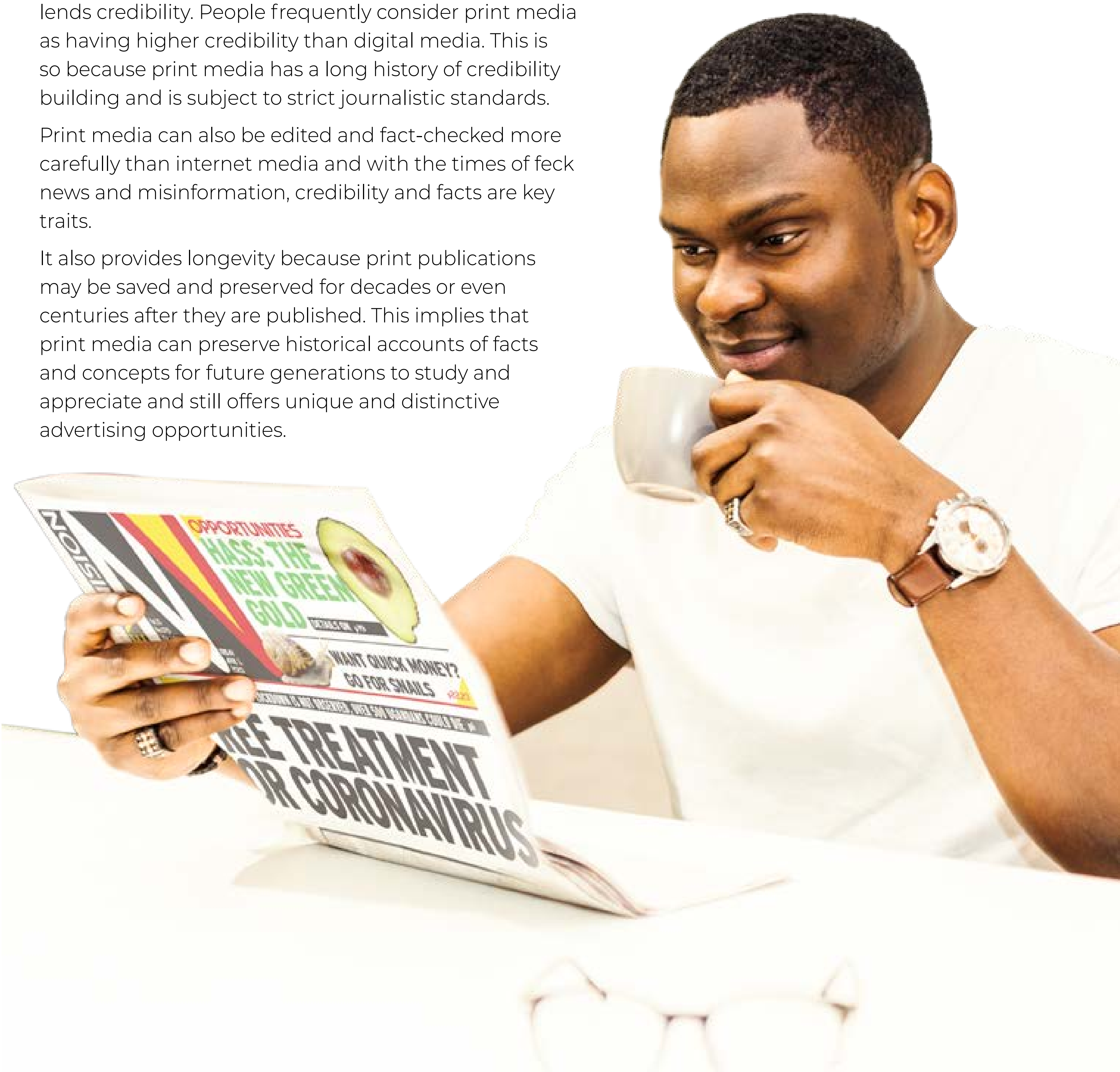
PRINT MEDIA

Print media continues to show declining trends though it will continue to exist but this necessitates superior execution strategies and an awareness of audience characteristics to enable delivery and recruitment amidst the changing media trends.

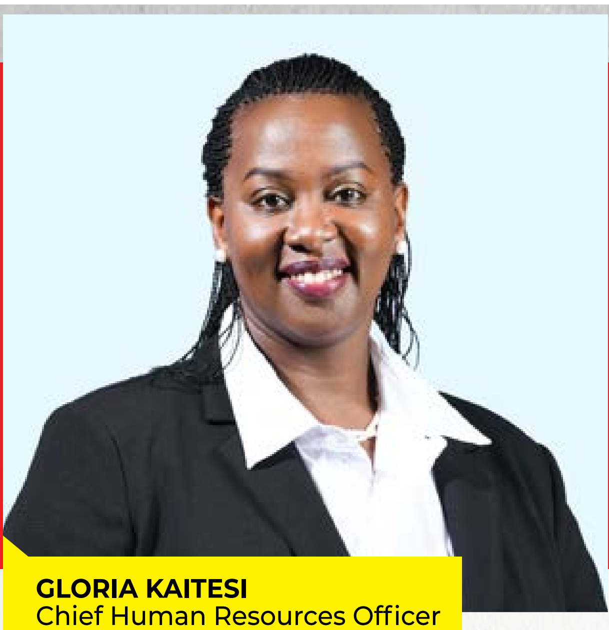
Print still offers distinctive and powerful deliverables that are unmatched in the modern world. Print still lends credibility. People frequently consider print media as having higher credibility than digital media. This is so because print media has a long history of credibility building and is subject to strict journalistic standards.

Print media can also be edited and fact-checked more carefully than internet media and with the times of feck news and misinformation, credibility and facts are key traits.

It also provides longevity because print publications may be saved and preserved for decades or even centuries after they are published. This implies that print media can preserve historical accounts of facts and concepts for future generations to study and appreciate and still offers unique and distinctive advertising opportunities.



HUMAN CAPITAL



GLORIA KAITESI
Chief Human Resources Officer

> The Human Resources function has this year focused on ensuring that our teams are able to operate in a highly competitive and dynamic environment.

To be a trusted hub of content of choice calls for a major reliance on Human capital being the enablers of positive impact on society and the environment.

New Vision's focus on human capability solutions is intended to address the business challenges of the day and days to come, perpetually. The constant factor in enhancing long-term business performance, mitigating risks and creating value is our people.

It is no surprise that the HR strategies are integral to the business whose communication mandate/Mission is generating and distributing content that is valuable and advances society; this in turn ensures that the society in which we operate, the whole, is educated through our platforms to meet their own needs without compromising the ability of future generations to meet their own needs.

The HR strategies right from; Talent acquisition which has evolved to address present and future needs, to developing our teams with the requisite skills to work in an ever-changing and dynamic environment; to ensuring welfare of our teams; HR is integral to the business success because our staff are the cornerstone that execute the business mandate sustainably.

The Human Resources function has this year focused on ensuring that our teams are able to operate in a highly competitive and dynamic environment. We have been able to do this in a two-approach system;

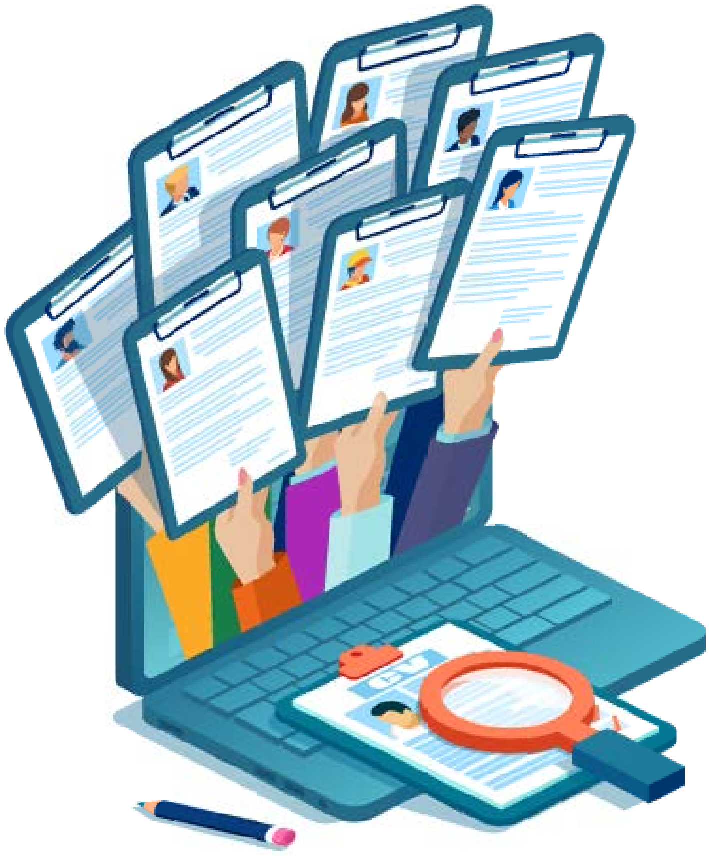
Recruitments

We have consistently differentiated ourselves by seeking out the most suitably qualified talent to meet organizational requirements in order to achieve our business objectives.

Internally we have focused on reviewing the teams to address competence gaps where they are identified.

Currently the process of recruitments is a transitional phase where automation is concerned and a consistent phased move from paper to paperless processes. With support of the Technology unit, our sourcing has moved to our online platforms mostly and considerable reduction from the newspaper print adverts; to shortlisting being automated based on minimum requirements of a role and the shortlist filtered automatically to that minimum specification and subsequently some technical assessments carried out online.

This is key in the management of previous costs on paper, transport for interviewees among other things. We intend to have the entire recruitment process automated in two years.



Capacity building

Learning & Development

This function has had consistent and considerable effort deployed to ensure organizational capabilities.

The HR team conducted training activities on the business strategy which does have a focus on business innovations and on the performance management tool, the "'balanced scorecard". Our teams were able to review and understand their individual role's contribution to the wider strategic objectives achieved as a whole.

The Balanced scorecard has been deployed to execute business objectives and track progress of goals throughout the financial year. It has allowed for a higher level of accountability at individual, sectional and departmental levels.

Engagements throughout the year have enabled higher alignment of the individual employee deliverables to the corporate strategy, which is a critical factor for organizational success.

It has also enabled us to equitably reward those that have created tangible value for the business and ensured that we ring fence valuable talent against possible attrition. The tool has helped us to connect the dots between investment in talent and subsequent job performance.

Staff from various departments attending the Strategy and Perfomance Management Training at Head Office

Reskilling and upskilling our teams is a continuous strategy that has prepared them to not only innovate but ably manage/support the different aspects of diversification of our business; from traditional media to multimedia roles, from print advertising to outdoor digital media and events management.

We have redeployed staff members to utilise their skills to bridge identified gaps where the business has necessitated this. The redeployments were made from the aspect of the organisation that has a track record under print e.g subediting desk to support production work on Urban TV; rotation of producers to cover skills needs at the Special projects (Broadcast) and Business desks.

HR keenly supported skilling for new products: Kabalega FM, TV East and Wan Luo TV: Training sessions were conducted in Bunyoro, Northern and Eastern regions before onboarding freelance reporters from Hoima, Masindi, Bugungu, Sebei region, Mbale, Teso, Arua, Gulu and Yumbe for Kabalega FM, Wan Luo and TV East stations.

A section of the Radio Rupiny team attend the Strategy & PM Training

Staff from various departments attending the Strategy & PM Training at Head Office

Professional certification

Our teams are supported with professional club memberships across the business to ensure they benchmark with world class standards.

Our organizational capability directly translates into how well we deliver on the business outcomes for all our stakeholders.

Internship

Vision Group has always carried out internship twice a year; intakes are for July and January of every year, this provides opportunities for the students to interact with professionals and impact their learning outside of the classroom setup; however, it is an opportunity for the organisation to identify potential future recruits as well.

Flexi working terms

We have continued to adapt to the changing face of work, offering flexibility of remote work options, technological solutions that support employees both in physical locations as well as those based in remote locations. Looking at technology as an enabler of performance, the recently installed Content Management System is a case in point which offers flexibility in the manner in which content is processed and tracked in the most effective manner for delivery of business results.

This supports in the management of transport costs and flexibility of work to allow our staff members a holistic approach of work-life balance experience. The well-being of our staff is always prioritized and this greatly contributes to sustainability outcomes.

Governance & Employee rights

The HR function sees to all members of staff being compliant with regulations to do with Print and Broadcasting ensuring responsible reporting through editorial policy training and ensuring our content is valuable and advancing our society.

Through our platforms, our society is informed and educated on environmental and social issues.

There is strict adherence to the employment act 2006 and ensuring we operate within the guidelines of the employment act and recent court precedents. We can confidently boast of our organisation being a compliant organisation and continuously improving on aspects of labour laws.

All these have and continue to enable Vision Group to be a sustainable business.

Staff welfare

The organisation is committed to providing medical cover to its employees and their dependants and at a minimum maintaining previous parameters covered despite the challenges of the economic tough times we find ourselves in.

We have maintained wellness talks by medical doctors on key issues affecting our wellness in the workplace and programmes such as aerobics and interdepartmental games. All this is aimed at ensuring our human capital is well, engaged and finds New Vision a place of inclusion, trust, and purpose and a basis for a high-performance culture.

FINANCIAL
STATEMENTS

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

COMPANY INFORMATION

BOARD OF DIRECTORS

: Patrick Ayota	-	Chairperson (Non Executive Director) (Re-elected on 24th November 2022)
: Don Innocent Wanyama	-	Managing Director/Executive Director
: Gervase Ndyanabo	-	Deputy Managing Director/Company Secretary
: Michael Nyago	-	Non-Executive Director
: Julie Piloya Okiror	-	Non-Executive Director
: David Kenneth Mafabi	-	Non-Executive Director
: Susan Lubega	-	Non-Executive Director (Retired on 24th November 2022)
: Moses Mwase	-	Non-Executive Director (Retired on 24th November 2022)
: Robinah Kaitiritimba Kitungi	-	Non-Executive Director (Re-elected on 24th November 2022)
: Aéko Ongodia	-	Non-Executive Director (Re-elected on 24th November 2022)
: Sarah Irene Walusimbi	-	Non-Executive Director (Re-elected on 24th November 2022)
: Peter Kawumi	-	Non-Executive Director (Re-elected on 24th November 2022)
: Dr. Patricia Kevine Litho	-	Non-Executive Director (Appointed on 22nd February 2023)
: Dr.Sengonzi Edward Damulira	-	Non-Executive Director (Appointed on 1st April 2023)

BOARD AUDIT AND RISK COMMITTEE

: Michael Nyago	-	Chairman
: Sarah Irene Walusimbi	-	Member
: Josephine Olok	-	Member
: Joseph Baliddawa	-	Member (Retired on 21st February 2023)
: Parity Twinomujuni	-	Member (Retired on 21st February 2023)
: Juanita Kyakyubya Karamagi	-	Member (Appointed on 22nd February 2023)
: Paul Banadda Kiyingi	-	Member (Appointed on 22nd February 2023)

REGISTERED OFFICE

: Plot 19/21, First Street
: Industrial Area
: P. O. Box 9815
: Kampala, Uganda

INDEPENDENT AUDITOR

: Auditor General
: Audit House
: Plot 2/12, Apollo Kaggwa Road
: P. O. Box 7983
Kampala, Uganda

DELEGATED AUDITOR

: PKF Uganda
: Certified Public Accountants
: P. O. Box 24544
: Plot 1B, Kira Road
: Kampala, Uganda

COMPANY SECRETARY

: Ndyanabo Gervase
: Plot 19/21, 1st Street
: Industrial Area
: P. O. Box 9815
: Kampala, Uganda

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

COMPANY INFORMATION (CONTINUED)

LEGAL ADVISORS	: K&K Advocates : P. O. Box 6160 : Kampala, Uganda
	: Sozi & Partners : P. O. Box 379 : Kampala, Uganda
PRINCIPAL BANKER	: Stanbic Bank Uganda Limited : P. O. Box 7131 : Kampala, Uganda
	: Standard Chartered Bank Uganda Limited : P. O. Box 7111 : Kampala, Uganda
	: KCB Bank Uganda Limited : P. O. Box 7399 : Kampala, Uganda
	: ABSA Bank Uganda Limited : Hannington Road : P. O. Box 7101 : Kampala, Uganda

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

REPORT OF THE DIRECTORS

The directors submit their report and the audited financial statements for the year ended 30 June 2023, which disclose the state of affairs of New Vision Printing And Publishing Company Limited.

INCORPORATION

The Company was incorporated on 17th June 2002.

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.

BUSINESS REVIEW

	2023 Shs'000	2022 Shs'000
Revenue	87,626,047	111,403,223
Gross profit	16,953,184	22,966,855
Gross profit margin (%)	19%	21%
(Loss)/profit for the year	(5,460,200)	988,709
Net (loss)/profit margin (%)	-6.23%	0.89%
Net assets	59,757,415	65,673,037
Return on capital employed (%)	-9.52%	6.15%

SHARE CAPITAL

The authorised, issued and paid up share capital of the Company is Shs 1,503,990,000 (2022: Shs 1,503,990,000) representing 76,500,000 (2022: 76,500,000) ordinary shares of Shs 19.66 per share.

PRINCIPAL RISKS AND UNCERTAINTIES

The overall business environment continues to remain challenging and this has a resultant effect on overall demand of the Company's services. The Company's strategic focus is to enhance revenue growth whilst maintaining profit margins, the success of which remains dependent on overall market conditions and other factors.

The current risks and uncertainties facing the Company are:

In addition to the business risk discussed above, the Company's activities expose it to a number of financial, operational, strategic, information technology and legal, regulatory & compliance risks, which are described in detail in Note 33 to the financial statements. In summary these are listed below;

- unpredictable changes in labour costs;
- possibility that the Company runs low on cash;
- increase in inflation;
- increase in expected credit loss provision;
- increasing costs of raw materials;
- reputational risk;
- unfavorable macroeconomic changes.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

REPORT OF THE DIRECTORS (CONTINUED)

DIVIDEND

The directors do not recommend the declaration of a dividend for the year (2022:Shs 494,190,000).

DIRECTORS

The directors who held office during the year and to the date of this report are shown on page 1.

The following directors retired by rotation in accordance with the Company's Articles of Association.

1. Susan Lubega
2. Moses Mwase

The following directors joined in accordance with the Company's Articles of Association.

1. Sengonzi Edward Damulira
2. Patricia Kevine Litho

STATEMENT AS TO DISCLOSURE TO THE COMPANY'S AUDITOR

With respect to each director at the time this report was approved:
(a) there is, so far as the director is aware, no relevant audit information of which the Company's auditor is unaware; and
(b) the director has taken all the steps that the he/she ought to have taken so as to be aware of any relevant audit information and to establish that the Company's auditor is aware of that information.

TERMS OF APPOINTMENT OF THE AUDITOR

PKF Uganda was appointed, 'delegated auditor' by the office of the Auditor General during the year and continues in office in accordance with Chapter 98, Section 17 of the Public Enterprises Reform and Divestiture Act, 1993. The Auditor General monitors the effectiveness, objectivity and independence of the auditor.

BY ORDER OF THE BOARD

COMPANY SECRETARY
KAMPALA

OCTOBER 10, 2023

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The Uganda Companies Act, 2012 requires the directors to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Company as at the end of the financial year and of its profit or loss for that year. It also requires the directors to ensure that the Company keeps proper accounting records that are sufficient to show and explain the transactions of the Company; and that disclose, with reasonable accuracy, the financial position of the Company and that enables them to prepare financial statements of the Company that comply with International Financial Reporting Standards and the requirements of the Uganda Companies Act, 2012. The directors are also responsible for safeguarding the assets of the Company and for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The directors accept responsibility for the preparation and fair presentation of the financial statements in accordance with International Financial Reporting Standards and in the manner required by the Uganda Companies Act, 2012. They also accept responsibility for:

i. Designing, implementing and maintaining such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error;
ii. Selecting and applying appropriate accounting policies; and
iii. Making accounting estimates and judgements that are reasonable in the circumstances;

The Directors are of the opinion that the financial statements give a true and fair view of the financial position of the Company as at 30 June 2023 and of Company's financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and the requirements of the Uganda Companies Act, 2012.

Having made an assessment of the company's ability to continue as a going concern, the directors are not aware of any material uncertainties related to events or conditions that may cast doubt upon the company's ability to continue as a going concern.

The directors acknowledge that the independent audit of the financial statements does not relieve them of their responsibilities.

Approved by the board of directors on OCTOBER 10 2023 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 2023

THE RT. HON. SPEAKER OF PARLIAMENT

Opinion

I have audited the financial statements of New Vision Printing and Publishing Company Limited set out on pages 116 to 165 which comprise the statement of financial position as at 30 June 2023, and the statement of profit or loss and other comprehensive (loss)/ income, statement of changes in equity, 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 give a true and fair view of the financial position of the Company as at 30th June 2023 and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Uganda Companies Act, 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 Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to my audit of the financial statements in Uganda, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. 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. For each matter below, the description of how my audit addressed the matter is provided in that context.

1.0 Review of non-current assets

Key Audit Matter	How my audit addressed the key audit matter
Impairment of non-current assets	
As of 30th June 2023, the Company conducted an impairment assessment of its non-current assets in accordance with International Accounting Standard 36 (IAS 36) - Impairment of Assets. The test for impairment of assets	My audit procedures included but were not limited to: i. Evaluating the appropriateness of management's assumptions used in the calculation of the value in use (VIU) and the fair value less costs to sell (FVLCS), including revenue growth rates, operating expenses, and discount rates.

Key Audit Matter	How my audit addressed the key audit matter
compares the carrying value of Cash Generating Units (CGU) to the higher of their fair value less costs to sell or value in use (recoverable amount) which involves significant judgement and assumptions. This was therefore considered a Key audit matter. Having examined the impairment assessment made by management and the strategic plan to address the company's constraints, there were no further reportable exceptions.	ii. Assessing the reasonableness of the cash flow projections prepared by management, considering historical performance and market conditions. iii. Verifying the mathematical accuracy of the cash flow projections and the terminal value calculation with the requirements of IAS 36 Impairment of assets. iv. Testing the selection and application of the discount rate to ensure it is in accordance with relevant accounting standards and reflects the specific risks associated with the asset or CGU. v. Evaluating the adequacy of the disclosures in the financial statements related to the impairment assessment, including the presentation of key assumptions and the management's assessment of recoverable amounts. vi. Performing subsequent events reviews
Useful life of intangible assets	
Management determined a 15-year useful life for its intangible assets, primarily the content development related to instructional materials used in primary and secondary education. I considered this a key audit matter because of the significance and subjectivity of this estimation. Having examined the determination process followed by management and review of subsequent events, I found no reportable exceptions.	My audit procedures included but were not limited to: i. Reviewing Company's documentation and justification for selecting a 15-year useful life. This included an examination of historical data, company policies, and factors cited by the Company, such as the extended duration of curriculum changes and government contracts. ii. Verifying the accuracy of historical data regarding curriculum changes by reviewing records and reports to ascertain the actual duration of past curriculum cycles. iii. Assessing the subjective elements within the determination of useful life, recognizing that factors such as the Company's internal policy introduce a degree of subjectivity. I evaluated whether these subjective elements were consistent with accounting standards and best practices. iv. Given the Company's expectation that open market sales will play a significant role, I examined sales records and market conditions to assess the likelihood of this expectation being realized. v. Performing subsequent events review.

Emphasis of Matter

Without qualifying my opinion, I would like to draw the readers' attention to the following matters which have been disclosed in note 23 of the financial statements.

2.0 Lapses in the credit risk assessment and collection process

During my audit of trade receivables, I noted trade receivables amounting to UGX.2. 9 billion that have been long outstanding for over 2 years. The current receivables management approach, assuming a 5-month clearance period, does not reflect the reality of collections. This implies that the credit risk assessment is not aligned with the company's credit policy of 45 days, and therefore, the existing model lacks a detailed assessment of receivables at different aging stages.

Long outstanding receivables pose the risk of incomplete or non- collection, leading to substantial financial losses. Additionally, they can hinder profitability by tying up essential working capital and potentially create liquidity problems when used to meet short-term financial obligations.

Management explained that they recognise the risk of default and profile clients while assessing and granting credit to minimise risk exposure. The company has a debt collection team whose day-to-day role is to collect outstanding debts. Clients that fail to respond to internal collection efforts are cut off and referred to external debt collectors and the company Legal department for recovery through prosecution.

Management further explained that the majority of UGX.2.9 billion debts accrued in the period 2020 - 2021 when debt collection efforts were hampered by the COVID 19 pandemic economic shut down. Management therefore decided to offer flexibility and allows granting of additional credit where a client has a repayment plan that is acceptable in line with Section 9.4.1.5 of The Finance and Accounting manual (Amended).

Currently, management has an elaborate debt collection escalation procedure under section 3.2.0 of the credit policy where debts are managed according to the debt progression and client responsiveness. Debts that are proven uncollectible are provided for and written off upon approval by the Board but collection efforts continue all the same.

I advised management to continue strengthening its credit policies by enhancing the credit risk assessment process, setting clear credit limits, and closely monitoring, receivables.

Other Matters

In addition to the matters raised above, I consider it necessary to communicate the following matters other than those presented or disclosed in the financial statements:

3 .0 Non-performance of supplier statement reconciliations

During the audit of the payable balances, I noted that the finance department does not carry out reconciliations on a regular basis between suppliers' statements and the underlying accounting records. .,

Reconciled supplier statements can lead to payment errors, duplicate payments, and potential fraud.

Management explained that they circularise and reconcile supplier accounts on a quarterly basis. Supplier responses vary from quarter to quarter. Normally the company achieves 80% average feedback from major suppliers although this financial year the responses were exceptionally low.

I advised management to implement a robust supplier statement reconciliation process by assigning responsibility for reconciliations to specific individuals or departments. Management was further advised to regularly review and reconcile supplier statements to ensure accuracy and investigate any discrepancies and resolve them promptly.

Other information

The directors are responsible for the other information. The other information comprises the directors' report, the schedule of cost of sales and other operating expenditure but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and I do not express 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 of financial statements that give a true and fair view in accordance with International Financial Reporting Standards and the Uganda Companies Act, 2012, and for such internal control as management determines 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 eitherBintend to liquidate the Company or to cease operations or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditors' 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 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 skepticism 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 Directors' 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 the relevant ethical requirements regarding independence, and to communicate with them 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;

1. 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;
2. In my opinion, proper books of account have been kept by the company, so far as appears from my examination of those books; and
3. The company's statement of financial position and statement of profit or loss and other comprehensive are in agreement with the books of account.

John F.S. Muwanga
AUDITOR GENERAL
Kampala

1st November, 2023

New Vision Printing and Publishing Company Limited
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For the year ended 30 June 2023

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Notes	2023 Shs'000	2022 Shs'000
Revenue from contracts with customers	3	87,626,047	111,403,223
Cost of sales		(70,672,863)	(88,436,368)
Gross profit		16,953,184	22,966,855
Other operating income	4	2,546,671	1,675,021
Impairment losses on non current assets	20	(1,707,325)	-
Expected credit losses on financial assets	23	(1,762,974)	(761,368)
Distribution costs		(2,449,325)	(1,797,858)
Administrative expenses		(17,407,311)	(16,185,850)
Other operating expenses		(1,863,515)	(1,848,513)
Operating (loss)/profit		(5,690,595)	4,048,287
Finance costs	7	(1,083,569)	(2,329,629)
(Loss)/profit before tax		(6,774,164)	1,718,658
Tax credit/(charge)	8	1,313,964	(729,949)
(Loss)/profit for the year		(5,460,200)	988,709
Other comprehensive (loss)/income:			
Items that will not be reclassified subsequently to profit or loss:			
Gain on revaluation of freehold land		-	55,000
Loss on revaluation of property, plant and equipment		-	(651,234)
Deferred tax relating to items that will not be subsequently reclassified		-	195,370
		-	(400,864)
Total comprehensive (loss)/ income for the year attributable to owners of the Company, net of tax		(5,460,200)	587,845
Earnings per share			
Basic and diluted earnings/(loss) per share	11	(71.4)	12.9
Dividends			
Proposed dividends Shs per share	10	-	6.46

The notes on pages 120 to 165 form an integral part of these financial statements.

Report of the independent auditor - pages111 - 115.

New Vision Printing and Publishing Company Limited
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For the year ended 30 June 2023

STATEMENT OF FINANCIAL POSITION

CAPITAL EMPLOYED	Notes	2023 Shs'000	2022 Shs'000
Share capital	12	1,503,990	1,503,990
Share premium		27,158,864	27,158,864
Revaluation reserves	13	2,836,392	2,926,853
Retained earnings		28,258,169	33,589,140
Proposed dividend	10	-	494,190
Equity attributable to shareholders		59,757,415	65,673,037
Non-current liabilities			
Deferred tax	15	3,073,732	4,561,895
Lease liability	16	-	105,735
		3,073,732	4,667,630
		62,831,147	70,340,667
REPRESENTED BY			
Non-current assets			
Property, plant and equipment	18	44,392,300	34,426,332
Right of use asset	19	2,840,576	3,173,135
Intangible assets	20	10,582,184	10,218,758
Other financial assets	21(b)	4,722,492	4,728,542
		62,537,552	52,546,767
Current assets			
Inventories	22	21,438,965	10,376,513
Trade and other receivables	23	26,928,440	32,835,315
Cash and cash equivalents	24	2,217,691	2,532,816
Right of return asset	29	2,398	6,583
Deposits with commercial banks	21(a)	192,424	1,514,206
Tax recoverable	9	2,534,651	2,321,376
		53,314,569	49,586,809
Current liabilities			
Lease liability	16	81,957	264,540
Provision for litigations	17	2,557,865	2,142,228
Trade and other payables	25	38,245,041	11,218,251
Refund liability	29	3,086	8,333
Grant liability	28	-	34,053
Pension obligation	27	436,471	-
Contract liabilities	26	1,865,456	2,332,608
Dividends payable	30	4,063,219	3,795,800
Borrowings	14	5,767,879	11,997,096
		53,020,974	31,792,909
Net current assets		293,595	17,793,900
		62,831,147	70,340,667

The financial statements which appear on pages 116 to 165 were approved and authorised for issue by the Board of Directors on OCTOBER 10, 2023 and were signed on its behalf by:

DIRECTOR **COMPANY SECRETARY**

The notes on pages 120 to 165 form an integral part of these financial statements.

Report of the independent auditor - pages 111 to 115.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

STATEMENT OF CHANGES IN EQUITY

	Share capital Shs '000	Share Premium Shs '000	Proposed dividends Shs '000	Revaluation reserve Shs '000	Retained earnings Shs '000	Total Shs '000
Year ended 30 June 2023						
At start of year	1,503,990	27,158,864	494,190	2,926,853	33,589,140	65,673,037
Profit for the year	-	-	-	-	(5,460,200)	(5,460,200)
Transfer of excess depreciation	-	-	-	(129,229)	129,229	-
Deferred tax on excess depreciation	-	-	-	38,769	-	38,769
Transactions with owners						
- Final dividend for 2022	-	-	(494,190)	-	-	(494,190)
At end of year	1,503,990	27,158,864	-	2,836,392	28,258,169	59,757,415

	Share capital Shs '000	Share Premium Shs '000	Proposed dividends Shs '000	Revaluation reserve Shs '000	Retained earnings Shs '000	Total Shs '000
Year ended 30 June 2022						
At start of year	1,503,990	27,158,864	-	3,435,348	32,940,863	65,039,065
Profit for the year	-	-	-	-	988,709	988,709
Transfer of excess depreciaion to retained earnings	-	-	-	(153,758)	153,758	-
Deferred tax on excess depreciation	-	-	-	46,127	-	46,127
Other comprehensive income						-
Revaluation gain on freehold land	-	-	-	55,000	-	55,000
Revaluation loss on plant and machinery and buildings	-	-	-	(651,234)	-	(651,234)
Deferred tax effect on revaluation	-	-	-	195,370	-	195,370
Transactions with owners						
- proposed dividends	-	-	494,190	-	(494,190)	-
At end of year	1,503,990	27,158,864	494,190	2,926,853	33,589,140	65,673,037

The notes on pages 120 to 165 form an integral part of these financial statements.

Report of the independent auditor - pages 111 to 115.

New Vision Printing and Publishing Company Limited
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STATEMENT OF CASH FLOWS

	Notes	2023 Shs'000	2022 Shs'000
Operating activities			
Cash generated by operations	31	21,187,029	5,167,561
Interest on lease liabilities	16	(45,729)	(93,230)
Interest paid on borrowed funds	14	(1,037,840)	(1,851,657)
Tax paid		(348,706)	(1,327,120)
Net cash from operating activities		19,754,754	1,895,554
Cash flows used in investing activities			
Cash paid for purchase of property, plant and equipment	18	(12,423,173)	(4,328,755)
Cash paid for purchase of intangible assets	20	(3,008,551)	(9,287,330)
Placements of deposits with commercial banks	21(a)	(1,426,724)	(2,251,635)
Maturities of deposits with commercial banks	21(a)	2,748,506	10,594,396
Interest received from commercial bank deposits	21(a)	757	1,085,109
Proceeds from disposal of property, plant and equipment		61,194	19,422
Interest received on treasury bonds	21b)	722,417	-
Cash paid for purchase of treasury bond	21(a)	-	(5,000,090)
Net cash used in investing activities		(13,325,574)	(9,168,883)
Cash flows used in financing activities			
Repayments of principal portion of the lease liabilities	6	(288,318)	(220,817)
Dividends paid	29	(226,771)	(14,859)
Proceeds from borrowings	14	9,260,580	28,182,820
Repayments of borrowings	14	(15,489,796)	(21,185,724)
Net cash (used in)/ from financing activities		(6,744,305)	6,761,419
(Decrease) in cash and cash equivalents		(315,125)	(511,910)
Movement in cash and cash equivalents			
At start of year		2,532,816	3,044,726
(Decrease)		(315,125)	(511,910)
At end of year	23	2,217,691	2,532,816

The notes on pages 120 to 165 form an integral part of these financial statements.

Report of the independent auditor - pages 111 to 115.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
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NOTES

1. **GENERAL INFORMATION**

New Vision Printing And Publishing Company Limited is a public limited liability Company incorporated and domiciled in Uganda under the Uganda Companies Act, 2012. The address of its registered office is Plot 19/21, First Street,Industrial Area, P.O Box 9815, Kampala, Uganda. 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 the Uganda Securities Exchange in November 2004.

2. **SIGNIFICANT ACCOUNTING POLICIES**

The principal accounting policies adopted in the preparation of the financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

These financial statements comply with the requirements of the Uganda Companies Act, 2012. The statement of profit or loss represents the profit and loss account referred to in the Act. The statement of financial position represents the balance sheet referred to in the Act.

a) **Basis of preparation**

The financial statements of New Vision Printing And Publishing Company Limited have been prepared under the historical cost convention, except as indicated otherwise below and are in accordance with International Financial Reporting Standards (IFRS). The historical cost convention is generally based on the fair value of the consideration given in exchange of assets. 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, regardless of whether that price is directly observable or estimated using another valuation technique. In estimating the fair value of an asset or liability, the Company takes into account the characteristics of the asset or liability if market participants would take those characteristics into when pricing the asset or liability at the measurement date. Fair value for measurement and/or disclosure purposes in these financial statements is determined on such a basis, except for measurements that have some similarities to fair value but are not fair value, such as net realizable value in IAS 2 - Inventories or value in use in IAS 36 -Impairment of Assets.

In addition, for financial reporting purposes, fair value measurements are categorized into level 1,2 or 3 based on the degree to which the inputs to the fair value measurements are observable and the significance of the inputs to the fair value measurement in its entirety, which are described as follows:

- Level 1 inputs are quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date;
- Level 2 inputs are inputs, other than quoted prices included within Level 1, that are observable for the asset or liability, either directly or indirectly; and
- Level 3 inputs are unobservable inputs for the asset or liability.

Transfer between levels of the fair value hierarchy are recognized by the directors at the end of the reporting period during which the change occurred.

Going concern

The financial performance of the Company is set out in the director's report and in the statement of profit or loss and other comprehensive income. The financial position of the Company is set out in the statement of financial position. Disclosures in respect of risk management and capital management are set out in notes 33 and 34 respectively.

Based on the financial performance and position of the Company and its risk management policies, the directors are of the opinion that the Company is well placed to continue in business for the foreseeable future and as a result the financial statements are prepared on a going concern basis.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

a). **Basis of preparation (continued)**

New standards, amendments and interpretations adopted by the Company

The Company applied for the first time certain standards and amendments, which are effective for annual periods beginning on or after 1 January 2022. The Company has not early adopted any other standard, interpretation or amendment that has been issued but is not yet effective.

Amendments to IAS 16 'Property, Plant and Equipment: Proceeds before Intended Use'

The amendments prohibit entities from deducting from the cost of an item of property, plant and equipment, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognises the proceeds from selling such items, and the costs of producing those items, in profit or loss.

These amendments had no impact on the financial statements of the company as there were no sales of such items produced by property, plant and equipment made available for use on or after the beginning the earliest period presented.

Amendments to IAS 37 'Onerous Contracts – Costs of Fulfilling a Contract'

The amendments specify that when assessing whether a contract is onerous or loss-making, an entity needs to include costs that relate directly to a contract to provide goods or services including both incremental costs of fulfilling that contract and an allocation of other costs that relate directly to fulfilling contracts.

These amendments had no impact on the financial statements of the company as the company did not identify any contracts as being onerous at the beginning and end of the reporting period.

Amendment to IFRS 9 Financial Instruments 'Fees in the '10 per cent' test for derecognition of financial liabilities.

The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability.These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.

The amendment had no impact on the financial statements of the company as there were no modifications of the company's financial instruments during the period.

New standards, amendments and interpretations issued but not effective

At the date of authorisation of these consolidated financial statements, the following standards and interpretations, which have not been applied in these financial statements, were in issue but not yet effective for the year presented:

- **Amendments to IAS 1 'Classification of Liabilities as Current or Non-current (issued in January 2020, amended in October 2022)**, effective for annual periods beginning or after 1 January 2024, clarify a criterion in IAS 1 for classifying a liability as non-current: the requirement for an entity to have the right to defer settlement for at least 12 months after the reporting date.

  The company is currently assessing the impact the amendments will have on current practice and whether existing loan agreements may require renegotiation.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

a) **Basis of preparation (continued)**

New standards, amendments and interpretations issued but not effective(continued)

- **Amendments to IAS 1 'Non-current Liabilities with Covenants' (issued in October 2022) effective for annual periods beginning on or after 1 January 2024,** improve the information an entity provides about liabilities arising from loan arrangements for which an entity's right to defer settlement of those liabilities for at least twelve months after the reporting period is subject to the entity complying with conditions specified in the loan arrangement.

- **Amendments to IAS 1 and IFRS Practice Statement 2 - Disclosure of Accounting Policies (issued in February 2021)**

  The amendments provide guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendments aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures. The amendments to IAS 1 are applicable for annual periods beginning on or after 1 January 2023 with earlier application permitted. Since the amendments to the Practice Statement 2 provide non-mandatory guidance on the application of the definition of material to accounting policy information, an effective date for these amendments is not necessary.

  The company is currently revisiting their accounting policy information disclosures to ensure consistency with the amended requirements.

- **Amendments to IAS 8 'Definition of Accounting Estimates' (issued in February 2021**), effective for annual reporting periods beginning on or after 1 January 2023, introduce a definition of 'accounting estimates' and clarify the distinction between changes in accounting estimates and change in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.

  The amendments are not expected to have a material impact on the Company's financial statements.

- **Amendments to IAS 12 'Deferred Tax Related to Assets and Liabilities arising from a Single Transaction (issued in May 2021), effective for annual periods beginning on or after 1 January 2023,** narrowed the scope of the recognition exemption in paragraphs 15 and 24 of IAS 12 (recognition exemption) so that it no longer applies to transactions that, on initial recognition, give rise to equal taxable and deductible temporary differences.

  The company is currently assessing the impact of the amendments.

- **Amendment to IFRS 16 'Lease Liability in a Sale and Leaseback' (issued in September 2022),** effective for annual periods beginning on or after 1 January 2024, requires a seller-lessee to subsequently measure lease liabilities arising from a leaseback in a way that it does not recognise any amount of the gain or loss.

  The directors do not expect that adoption of these standards and interpretations will have a material impact on the financial statements in future periods. The Company plans to apply the changes above, if applicable, from their effective dates.

b) **Significant accounting judgements, estimates and assumptions**

In the application of the accounting policies, the directors are required to make judgements,estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other relevant factors. Such estimates and assumptions are reviewed on an ongoing basis. Revisions to estimates are recognised prospectively.

The directors have made the following assumptions that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

b) **Significant accounting judgements, estimates and assumptions(continued)**

- **Measurement of expected credit losses (ECL):**

The measurement of the expected credit loss allowance for financial assets measured at amortised cost and FVTOCI is an area that requires the use of complex models and significant assumption about future economic conditions and credit behaviour.

A number of significant judgements are also required in applying the accounting requirements for measuring ECL, such as:

- Determining criteria for significant increase in credit risk;
- Choosing appropriate models and assumptions for the measurement of ECL;
- Establishing the number and relative weightings of forward-looking scenarios for each type of product/market and associated ECL; and
- Establishing Companies of similar financial assets for the purposes of measuring ECL.

ECLs are measured as the probability-weighted present value of expected cash over the remaining expected life of the financial instrument.

The measurement of ECLs are based primarily on the product of the instrument's Probability of Default (PD), Loss Given Default (LGD), and Exposure At Default (EAD).

The ECL model applied for financial assets, other than trade receivables, contains a three-stage approach that is based on the change in the credit quality of assets since initial recognition.

- Stage 1 - If, at the reporting date, the credit risk of non-impaired financial instruments has not increased significantly since initial recognition, these financial instruments are classified in Stage 1, and a loss allowance that is measured, at each reporting date, at an amount equal to 12-month expected credit losses is recorded.

- Stage 2 - When there is a significant increase in credit risk since initial recognition,these non-impaired financial instruments are migrated to Stage 2, and a loss allowance that is measured, at each reporting date, at an amount equal to lifetime expected credit that is measured, at each reporting date, at an amount equal to lifetime expected credit losses is recorded. In subsequent reporting periods, if the credit risk of the financial instrument improves such that there is no longer a significant increase in credit risk since initial recognition, the ECL model requires reverting to recognition of 12-month expected credit losses.

- When one or more events that have a detrimental impact on the estimated future cash flows of a financial asset have occurred, the financial asset is considered credit-impaired and is migrated to Stage 3, and an allowance equal to lifetime expected losses continues to be recorded or the financial asset is written off.

Assessment of significant increase in credit risk: The determination of a significant increase in credit risk takes into account many different factors including a comparison of a financial instruments credit risk or PD at the reporting date and the credit or PD at the date of initial recognition. IFRS 9 however includes rebuttable presumptions that contractual payments that are overdue by more than 30 days will represent a significant increase in credit risk (stage 2) and contractual payments that are more than 90 days overdue will represent credit impairment (stage 3). The Company uses these guidelines in determining the staging of its financial assets unless there is persuasive evidence available to rebut these presumptions.

For trade receivables, the Company has applied the simplified model under IFRS 9 where lifetime expected credit loss allowance is recognised on the basis of a provisioning matrix.

The carrying amounts of the Company's financial assets that are subject to impairment assessment are disclosed in notes 23.

New Vision Printing and Publishing Company Limited
Annual report and financial statements
For the year ended 30 June 2023

NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

b) **Significant accounting judgements, estimates and assumptions(continued)**

- Useful lives, depreciation methods and residual values of property, plant and equipment, intangible assets and right-of-use assets : Management reviews the useful lives, depreciation methods and residual values of the items of property, plant and equipment, intangible assets and right-of-use assets on a regular basis. During the financial year, the directors determined no significant changes in the useful lives and residual values. The carrying amounts of property, plant and equipment, right-of-use assets and intangible assets are disclosed in notes 18, 19 and 20, respectively.

- Accounting for leases under IFRS 16

Management has made various judgements and estimates under IFRS 16 as detailed below:

Incremental borrowing rate: To determine the incremental borrowing rate, the Company:
- where possible, uses recent third-party financing received as a starting point,adjusted to reflect changes in financing conditions since third party financing was received;
- uses a build-up approach that starts with a risk-free interest rate adjusted for credit risk, which does not have recent third party financing;and
- makes adjustments specific to the lease, e.g. term, country, currency and security.

Lease term/period: In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option,or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated).

For leases of equipment, the following factors are normally the most relevant:

If there are significant penalties to terminate (or not extend), the Company is typically reasonably certain to extend (or not terminate).
If any leasehold improvements are expected to have a significant remaining value,the Company is typically reasonably certain to extend (or not terminate).
Otherwise, the Company considers other factors including historical lease durations and the costs and business disruption required to replace the leased asset.

Most extension options in offices and vehicles leases have not been included in the lease liability, because the Company could replace the assets without significant cost or business disruption.

The lease term is reassessed if an option is actually exercised (or not exercised) or the Company becomes obliged to exercise (or not exercise) it. The assessment of reasonable certainty is only revised if a significant event or a significant change in circumstances occurs, which affects this assessment, and that is within the control of the lessee.

The carrying amounts of lease liabilities and right-of-use assets are disclosed in notes 15 and 18, respectively.

- 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 Comapny 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 property, plant and equipment, right-of-use assets and intangible assets are disclosed in notes 18, 19 and 20, respectively.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

c) **Revenue recognition**

(i) **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. The Company recognises revenue as and when it satisfies a performance obligation by transferring control of a product or service to a customer. The amount of revenue recognised is the amount the Company expects to receive in accordance with the terms of the contract, and excludes amounts collected on behalf of third parties, such as Value Added Tax.

i)(a) **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 practical 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.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

c) **Revenue recognition (continued)**

(i) **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 2 (h) 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.

(ii) **Other income**

- Rental income from operating leases is recognized on a straight-line basis over the period of the lease.
- Interest income is recognised on a time proportion basis using the effective interest method.Once a financial asset is identified as credit-impaired, the effective interest rate is applied to the amortised cost (net of impairment losses) in subsequent reporting periods.

NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

d) **Translation of foreign currencies**

i) Transactions and balances

Transactions in foreign currencies during the year are converted into Uganda Shillings (the functional currency), at the rates ruling at the transaction dates. At the end of each reporting period, monetary items denominated in foreign currencies are translated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are translated at the rates prevailing at the date when the fair value was determined.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.The resulting differences from settlement and translation of monetary items are dealt with in profit or loss in the year in which they arise except for:

• exchange differences on foreign currency borrowings relating to assets under construction for future productive use, which are included in the cost of those assets when they are regarded as an adjustment to interest costs on those foreign currency borrowings;

Translation differences on non-monetary financial assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss. Translation differences on non-monetary financial assets, such as equities classified as FVOCI, are included in other comprehensive income.

e) **Property, plant and equipment**

All property, plant and equipment is initially recorded at cost and thereafter stated at historical cost less accumulated depreciation (except as stated below). Historical cost comprises expenditure initially incurred to bring the asset to its location and condition ready for its intended use.

Freehold, buildings and plant and machinery are subsequently measured at fair value, based on periodic valuations, less subsequent depreciation.

Revaluations are performed with sufficient regularity such that the carrying amounts do not differ materially from those that would be determined using fair values at the end of each reporting period.

Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the asset, and the net amount is restated to the revalued amount of the asset.

Increases in the carrying amount arising on revaluation are recognised in other comprehensive income and credited to revaluation reserve in equity except to the extent that the increase reverses a revaluation decrease for the same asset previously recognised in profit or loss, in which case the increase is credited to profit or loss to the extent of the decrease previously expensed. Decreases that offset previous increases of the same asset are charged to other comprehensive income. All other decreases are charged to profit or loss. Each year, the difference between depreciation based on the revalued carrying amount of the asset (the depreciation charged to profit or loss) and depreciation based on the asset's original cost is transferred from the revaluation reserve to retained earnings.

Subsequent costs are included in the asset’s carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost can be reliably measured. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial year in which they are incurred.

Freehold land is not depreciated.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

e) **Property, plant and equipment (continued)**

Depreciation on all other assets is calculated on the straight line method to write down the cost of each asset, or the revalued amount, to its residual value over its estimated useful life using the following annual rates:

	Rate
Buildings	2%
Plant and machinery	4.4%
Motor vehicles and motorcycles	10%
Furniture and fittings	12.5%
TV and radio transmission,studio equipment and electronics	8%-20%
Computers	25%
Cameras and pre press equipment	10%-33.3%

The assets' residual values, useful lives and methods of depreciation are reviewed at the end of each reporting period and adjusted prospectively.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future future economic benefits are expected from its use or disposal. Gains and losses on disposal of property, plant and equipment are determined by comparing the proceeds with the carrying amount and are taken into account in determining operating profit/loss. On disposal of revalued amounts in the revaluation reserve relating to the particular assets being disposed of are transferred to retained earnings in the statement of changes in equity.

f) **Intangible assets**

Intangible assets with finite useful lives that are acquired separately are carried at cost less accumulated amortisation and accumulated impairment losses. Amortisation is recognised on a straight-line basis over their estimated useful lives. The estimated useful life and amortisation method are reviewed at the end of each reporting period, with the effect of any changes in estimate being accounted for on a prospective basis. Intangible assets with indefinite useful lives that are acquired separately are carried at cost less accumulated impairment losses. Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cash-

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.

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.

i) **Computer software**

Computer software licences 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.

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.

NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

f) **Intangible assets (continued)**

ii) **Licences and development costs**

Licences and development costs are shown at historical cost and have a finite useful life. Licences are carried at cost less accumulated amortisation. Amortisation is calculated using the straight-line method over a period of 15 years to allocate the cost of licences over their estimated useful lives.

g) **Impairment of non-financial assets other than goodwill**

At the end of each reporting period, the Company reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Assets that have an indefinite useful life are not subject to amortisation and are tested for impairment annually.

An impairment loss is recognised for the amount by which the carrying amount of an asset or a cash generating unit (CGU) exceeds its recoverable amount. The recoverable amount of an asset or a CGU is the higher of its fair value less costs of disposal and 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. In this case, management determines the recoverable amount of the CGU to which the asset belongs.

A CGU is the smallest identifiable group of assets that generates cash flows that are largely independent of cash inflows from other assets or groups of assets.

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, quoted share prices for publicly traded companies or other available fair value indicators.

Impairment losses of continuing operations 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 surplus taken to OCI. For such properties, the impairment is recognised in OCI up to the amount of any previous revaluation.

For assets excluding goodwill, 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 the statement of profit or loss unless the asset is carried at a revalued amount, in which case, the reversal is treated as a revaluation increase.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

h) **Financial instruments**

- **Financial assets**

All financial assets are recognised initially using the trade date accounting which is the date the Company commits itself to the purchase or sale.

The Company classifies its financial assets into the following categories:

i) Amortised cost;

Financial assets that are held within a business model whose objective is to hold assets in order to collect contractual cash flows, and for which the contractual terms of the financial asset give rise on specified dates to cash flows that are Solely Payments of Principal and Interest (SPPI) on the principal amount outstanding and are not designated at Fair Value Through Profit or Loss (FVTPL), are classified and measured at amortised cost;

The carrying amount of these assets is adjusted by any expected credit loss allowance measured and recognised.

ii) Fair Value Through Other Comprehensive Income (FVTOCI):

Financial assets that are held for collection of contractual cash flows where these cash flows comprise SPPI and also for liquidating the assets depending on liquidity needs and that are not designated at FVTPL, are classified and measured at value through other comprehensive income (FVTOCI). Movements in the carrying amount are taken through OCI, except for recognition of impairment gain or losses, interest revenue and foreign exchange gains and losses. Gains and losses previously recognised in OCI are reclassified from equity to profit or loss on disposal of such instruments. Gains and losses related to equity instruments are not reclassified.

iii) Fair Value Through Profit or Loss (FVTPL):

Financial assets that do not meet the criteria for amortised cost or FVTOCI are measured at FVTPL. A gain or loss on a debt investment that is subsequently measured at fair value through profit or loss and is not part of a hedging relationship is recognised in profit or loss and presented in the statement of profit or loss and other comprehensive income.

Notwithstanding the above, the Company may:

- on initial recognition of an equity investment that is not held for trading, irrevocably elect to classify and measure it at fair value through other comprehensive income.

- on initial recognition of a debt instrument, irrevocably designate it as classified and measured at fair value through profit or loss if doing so eliminates or significantly reduces a measurement or recognition inconsistency.

At initial recognition of a financial asset, the Company determines whether newly recognised financial assets are part of an existing business model or whether they reflect the commencement of a new business model. The Company reassess its business models each reporting period to determine whether the business models have changed since the preceding period. For the current and prior reporting period, the Company has not identified a change in its business models.

Derecognition/write off

Financial assets are derecognised when the rights to receive cash flows from the financial asset asset have expired, when the Company has transferred substantially all risks and rewards of ownership, or when the Company has no reasonable expectations of recovering the asset.

When a debt instrument measured at FVTOCI is derecognised, the cumulative gain/loss previously recognised in OCI is reclassified from equity to profit or loss. In contrast, for an equity investment designated as measured at FVTOCI, the cumulative gain/loss previously recognised in OCI is not subsequently reclassified to profit or loss but transferred within equity.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

h) **Financial instruments (continued)**

- **Financial assets (continued)**

Impairment

Debt instruments that are subsequently measured at amortised cost or at impairment assessment. No impairment loss is recognised on investments measured at FVTPL.

The Company recognises loss allowances for Expected Credit Losses (ECLs) on the following financial instruments that are measured at amortised cost or at fair value through other comprehensive income (FVTOCI):

- Cash and cash equivalents
- Trade and other receivables
- Other financial assets

The loss allowance is measured at an amount equal to the lifetime expected credit losses for trade receivables and for financial instruments for which:

- the credit risk has increased significantly since initial recognition; or
- there is observable evidence of impairment (a credit-impaired financial asset).

If, at the reporting date, the credit risk on a financial asset other than a trade receivable has not increased significantly since initial recognition, the loss allowance is measured for that financial instrument at an amount equal to 12-month expected credit losses. All changes in the loss allowance are recognised in profit or loss as impairment gains or losses.

Lifetime expected credit losses represent the expected credit losses that result from all possible default events over the expected life of a financial instrument. 12-month expected credit losses represent the portion of lifetime expected credit losses that result from default events on a financial asset that are possible within 12 months after the reporting date.

Expected credit losses are measured in a way that reflects an unbiased and probability-weighted amount determined by evaluating a range of possible outcomes, the time value of money, and reasonable and supportable information that is available without undue cost or effort at the reporting about past events, current conditions and forecasts of future economic conditions.

All financial assets are classified as non-current except those that are held for trading, those with maturities of less than 12 months from the reporting date, those which management has the express intention of holding for less than 12 months from the reporting date or those that are required to be sold to raise operating capital, in which case they are classified as current assets.

- **Financial liabilities**

Financial liabilities that are held for trading (including derivatives), financial guarantee contracts, or commitments to provide a loan at a below-market interest rate are classified and measured at fair value through profit or loss. The Company may also, on initial recognition,irrevocably designate a financial liability as at fair value through profit or loss if doing so eliminates or significantly reduces a measurement or recognition inconsistency.

All other financial liabilities are classified and measured at amortised cost.

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

All financial liabilities are classified as non-current except those held for trading, those 'expected to be settled in the Company's normal operating cycle, those payable or expected to be paid within 12 months of the reporting date and those which the Company does not have an unconditional right to defer settlement for at least 12 months after the reporting date.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

h) **Financial instruments (cotinued)**

- **Financial liabilities (continued)**

Derecognition

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 the 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 financial instruments

Financial assets and liabilities are offset and the net amount presented in the statement of financial position when there is a currently enforceable legal right to offset the amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.

i) **Inventories**

Inventories are stated at the lower of cost and net realisable value. Cost is determined by the first-in-first-out (FIFO) method. The cost of finished goods and work-in-progress comprises raw materials, direct labour, other direct costs and related production overheads (based on normal operating capacity), but excludes borrowing costs. Net realisable value is the estimate of the selling price in the ordinary course of business, less the costs of completion and selling

j) **Cash and cash equivalents**

For the purposes of the statement of cash flows, cash and cash equivalents comprise cash in hand and at bank. All fixed deposits are regarded as financial assets.

k) **Share capital**

Ordinary shares are classified as equity.

l) **Dividends**

Proposed dividends are disclosed as a separate component of equity until declared.

Dividends are recognised as a liabilities in the period in which they are approved by the Company's shareholders.

m) **Taxation**

The tax expense for the period comprises current and deferred tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in the other comprehensive income or in equity. In this case, the tax is also recognised in other comprehensive income or equity.

Current tax

Current tax is provided on the results for the year, adjusted in accordance with tax legislation.

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NOTES (CONTINUED)

2. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

m) Taxation (continued)

Deferred tax

Deferred tax is provided using the liability method for all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date. Deferred 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 at the reporting date. Deferred tax assets are recognised for all deductible temporary differences, the carry forward of unused tax credits and any unused tax losses to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, the carry forward of unused tax credits and tax credits and unused tax losses can be utilised.

For the purposes of measuring deferred tax liabilities and deferred tax assets for investment properties that are measured using fair value model, the carrying amounts of such properties are presumed to be recoverable entirely through sale unless presumption is rebutted. The presumption is rebutted when the investment property is depreciable and held within a business model whose objective is to consume substantially all its economic benefits embodied in it over time rather than through sale.

The carrying amount of deferred 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 re-assessed at each reporting date and are recognised to the extent that it has become probable that future taxable profits will allow the deferred tax asset to be recovered.

The Company offsets deferred tax assets and deferred tax liabilities if, and only if, it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority.

n) Accounting for 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.

The Company as lessee

On the commencement date of each lease (excluding leases with a term, on commencement,'of 12 months or less and leases for which the underlying asset is of low value) the Company recognises a right-of-use asset and a lease liability.

The lease liability is measured at the present value of the lease payments that are not paid on that date. The lease payments include fixed payments, variable payments that depend on an index or a rate, amounts expected to be payable under residual value guarantees, and the exercise price of a purchase option if the Company is reasonably certain to exercise that option.

The lease payments are discounted at the interest rate implicit in the lease. If that rate cannot be readily determined, the Company’s incremental borrowing rate is used.

For leases that contain non-lease components, the Company allocates the consideration payable to the lease and non-lease components based on their relative stand-alone components.

The right-of-use asset is initially measured at cost comprising the initial measurement of the lease liability, any lease payments made on or before the commencement date, any initial direct costs incurred, and an estimate of the costs of restoring the underlying asset to the condition required under the terms of the lease.

Subsequently the lease liability is measured at amortised cost, subject to remeasurement to reflect any reassessment, lease modifications, or revised fixed lease payments.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

n) **Accounting for leases (continued)**

Depreciation is calculated using the straight-line method to write down the cost of each asset to its residual value over its estimated useful life. If ownership of the underlying asset is not expected to pass to the Company at the end of the lease term, the estimated useful life would not exceed the lease term.

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.

The Company as lessee

Increases in the carrying amount arising on revaluation are recognised in other comprehensive income and accumulated in equity under the heading of revaluation surplus. Decreases that offset previous increases of the same asset are recognised in other comprehensive income. All other decreases are recognised in profit or loss. Annually, the difference between the depreciation charge based on the revalued carrying amount of the asset recognised in profit or loss and depreciation based on the asset's original cost (excess depreciation) is transferred from the revaluation reserve to the retained earnings.

For leases with a term, on commencement, of 12 months or less and leases for which the underlying asset is of low value, the total lease payments are recognised in profit or loss on a straight-line basis over the lease period.

The Company as lessor

Leases that transfer substantially all the risks and rewards of ownership of the underlying asset to the lessee are classified as finance leases. All other leases are classified as operating leases.

Payments received under operating leases are recognised as income in profit or loss on a straight-line basis over the lease term.

Amounts due from lessees under finance leases are recognised as receivables at the amount of the Company's net investment in the leases. Finance lease income is allocated to accounting periods so as to reflect a constant periodic rate of return on the group's net investment outstanding in respect of the leases.

Assets leased to third parties under operating leases are included in property, plant and equipment in the statement of financial position.

o) **Provisions**

Provisions for environmental restoration, restructuring costs and legal claims are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions for future operating losses are not recognised.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligation may be small.

The amount recognised as a provision is the best estimate of the present value of expenditures expected to be incurred to settle the obligation using a pre-tax rate that reflects the current market assessments of time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense in profit or loss under finance costs.

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NOTES (CONTINUED)

2. **SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)**

p) **Employee entitlements**

The estimated monetary liability for employees' accrued annual leave entitlement at the reporting date is recognised as an expense accrual.

q) **Retirement benefit obligations**

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.

r) **Borrowing costs**

Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the asset based either on actual cost on specific borrowings or, in the case of general borrowings, based on a weighted average cost.

Capitalisation of borrowing costs ceases when all activities necessary to prepare the asset for its intended use are complete. All other borrowing costs are recognised in profit or loss.

s) **Comparatives**

Where necessary, comparative figures have been adjusted to conform with changes in presentation in the current year.

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NOTES (CONTINUED)

3. Revenue from contracts with customers

3.1 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

	2023 Shs'000	2022 Shs'000
(a) **Types of goods and services**		
News paper circulation	11,885,421	13,588,624
Advertising	51,211,208	54,162,164
Commercial printing	16,109,280	15,848,986
Publishing	7,489,111	26,919,320
Scrap sales	931,027	884,129
Total revenue	87,626,047	111,403,223
(b) **Nature of customer**		
Companies	42,133,437	38,313,260
Government departments	27,127,354	34,429,036
Advertising agencies	11,625,512	11,008,491
Schools and universities	3,075,316	10,472,563
Other customers*	3,664,429	17,179,872
	87,626,047	111,403,223

*Other customers include newspaper/radio agents and individuals with walk in/adhoc sales

(c) **Nature of supply**	2023 Shs'000	2022 Shs'000
Sale of goods	12,816,448	14,472,753
Rendering services	74,809,599	96,930,470
	87,626,047	111,403,223

Sale of goods include circulation and scrap sales.The rest of the offerings are rendering of services.

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NOTES (CONTINUED)

	2023 Shs'000	2022 Shs'000
4. Other operating income		
Other income	369,369	361,207
Rental income	210,629	169,971
Interest income	717,123	898,768
Write off provision for litigations	137,500	245,075
Gain on disposal of property,plant and equipment	52,561	-
Bad debts recovered	561,725	-
Net forex gain	497,764	-
	2,546,671	1,675,021
5. Operating profit		
The following items have been charged/(credited) in arriving at operating profit/(loss):		
Depreciation on property, plant and equipment	2,448,569	2,117,024
Amortisation on right-of-use assets	332,559	315,669
Amortisation of intangible assets	937,799	717,223
Auditor's remuneration		
-current year	76,100	76,100
Impairment losses on finacial assets	1,762,974	761,368
Net (gain)/loss on disposal of property, plant and equipment	(52,561)	39,694
Directors' expenses	942,258	780,248
Staff costs (Note 6)	9,729,589	9,381,298
6. Staff costs		
	6,198,027	5,790,311
Salaries and wages	543,399	532,504
NSSF Company contribution	1,107,608	1,160,796
Medical expenses	274,688	268,167
Staff training and team building	868,686	871,756
Company contribution to staff provident fund	-	5,922
Retirement and terminal costs	737,181	751,842
Other staff costs		
	9,729,589	9,381,298
7. Finance costs		
Net foreign exchange loss/(gain)	-	58,625
Interest expense		
- bank short term loan	1,037,840	1,851,657
- lease liablity	45,729	93,230
- treasury bond amortization	-	326,117
	1,083,569	2,329,629

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NOTES (CONTINUED)

8. **Tax**

	2023 Shs'000	2022 Shs'000
Current tax	-	-
Under provision	-	125,661
Rental income tax	63,189	50,991
Withholding tax expenses	72,242	72,242
Deferred tax (Note 15)	(1,449,394)	481,055
	(1,313,964)	729,949

The tax on the Company's profit/(loss) before tax differs from the theoretical amount that would arise using the basic rate as follows:

	2023 Shs'000	2022 Shs'000
(Loss)/profit before tax	(6,774,164)	1,718,658
Tax calculated at a tax rate of 30% (2022: 30%)	(2,032,249)	515,597
Tax effect of:		
- expenses not deductible for tax purposes	862,767	358,836
- 20% difference on treasury bond tax	(144,483)	(144,484)
Tax	(1,313,964)	729,949

9. **Tax (recoverable)/payable**

	2023 Shs'000	2022 Shs'000
At start of year	(2,321,376)	(1,220,613)
Charge for the period	63,189	50,991
Tax on bond	72,242	72,242
Paid during the year	(348,706)	(1,223,996)
At end of year	(2,534,651)	(2,321,376)

10. **Dividends**

The directors do not recommend the declaration of a dividend for the year (2022: Shs 494,190,000).

Payment of dividend is subject to a withholding tax at the rate of 10% for residents and 15% for non-residents.

11. **(Loss)/earnings per share**

- Basic

(Loss)/basic earnings per share is calculated by dividing the profit/(loss) attributable to equity holders of the parent Company by the weighted average number of ordinary shares in issue during the year.

	2023 Shs'000	2022 Shs'000
(Loss)/profit attributable to equity holders		
- continuing operations	(5,460,200)	988,708
Weighted average number of ordinary shares	76,500	76,500
(Loss)/basic earnings per share	(71.38)	12.9

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NOTES (CONTINUED)

12. **Share capital**

	2023 Shs'000	2022 Shs'000
Authorised, issued and fully paid:		
76,500,000 (2022:76,500,000) ordinary shares of Shs 19.66 (2022:Shs 19.66 each)	1,503,990	1,503,990

13. **Revaluation reserve**

The Company's land and buildings, plant and machinery were professionally revalued on 12th May 2022 by White knights valuers Uganda, an engineering professional services consulting firm, an accredited and independent valuer. The amounts were incorporated in the Company's books of account on 30 June 2022.The book values of the assets were adjusted to the revaluations and the resultant surplus net of deferred tax was credited to other comprehensive income. 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.

	2023 Shs'000	2022 Shs'000
At start of year	2,926,853	3,435,348
- excess depreciation	(90,461)	(153,758)
- Deferred tax impairment loss on property, plant and equipment	-	46,127
- revaluation deficit on plant and machinery and buildings	-	(596,234)
- deferred tax effect on revaluation	-	195,370
At end of year	2,836,392	2,926,853

	Land and buildings Shs'000	Plant and machinery Shs'000	Total Shs'000
As at start of year	1,864,176	1,062,677	2,926,853
Excess depreciation	(53,606)	(75,623)	(129,229)
Deferred tax on excess depreciation	16,082	22,686	38,768
	1,826,652	1,009,740	2,836,392

14. **Borrowings**

	2023 Shs'000	2022 Shs'000
The borrowings are made up as follows:		
Current		
Bank borrowings	5,767,879	11,997,096
Reconciliation of liabilities arising from financing activities:		
At start of year	11,997,096	5,000,000
Interest charged to profit or loss	1,037,840	1,851,657
Cash flows:		
- Proceeds from borrowings	9,260,580	28,182,820
- Repayments of borrowings	(15,489,797)	(21,185,724)
- Interest payment	(1,037,840)	(1,851,657)
At end of year	5,767,879	11,997,096

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14. **Borrowings (continued)**

The Company secured short term loan facilities from Stanbic Bank Uganda Limited.The loans have a tenure of 12 months with an interest rate of 11.75% pa + 3% pa.The loans disbursed in the year were Shs 2.891billion, Shs 2.247billion, Shs 1.679billion , Shs 1.934 billion and an ABSA invoice discounting facility amounting to Shs 507 million; the loan repayments were Shs 15,489,769,000 and the interest attributed to them was Shs 1,037,840,000. The loans mature between 17th October 2022 and 30 November 2023.

The borrowings are secured by the following:

- A pledge and cession over the fixed deposit funds of the customer.
- Any security currently whether stated herein or not held by the bank in relation to the Company.
- A legal mortgage in favour of the bank on land,buildings and machinery comprised of LRV 233 Folio 6 known as Plot 2 second street,Kampala, LRV 3477 Folio 1 known as Plot 19-21 First street, Industrial area, Unit 001 Condominium Plan No.0078 LRV 4188 Folio 7 known as Plot 17A street, Industrial area and LRV 774 Folio 11 known as Plot 4 3rd street for USD 2,896,246.
- All asset debenture documents over the fixed and floating assets of the customer for USD 2,896,246.

The borrowing facilities are subject to review at various dates during the next financial year.

The exposure of the Company's borrowings to interest rate changes and the contractual repricing dates at the reporting date are as follows:

Weighted average effective interest rates at the reporting date were:	2023 Shs'000	2022 Shs'000
Bank borrowings	11.10%	11.75%

Management expects to meet all contractual obligations in the future.

15. **Deferred tax**

Deferred tax is calculated, in full, on all temporary differences under the liability method using a principal tax rate of 30% (2022: 30%). The movement in the deferred tax account is as follows:

	2023 Shs'000	2022 Shs'000
At start of year	4,561,895	4,322,335
(Credit)/charge to profit or loss	(1,449,394)	481,055
(Credit) to equity	(38,769)	(241,496)
At end of year	3,073,732	4,561,895

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NOTES (CONTINUED)

15. **Deferred tax (continued)**

Deferred tax liabilities, deferred tax in the statement of profit and loss is attributable to the following items:

Year ended 30 June 2023	**At start of the year Shs'000**	**Charge to profit or loss Shs'000**	**(Credit) to equity Shs'000**	**At end of the year Shs'000**
Deferred tax liabilities				
Property and equipment				
- historical cost	5,253,463	580,769	-	5,834,232
Right of use asset	87,553	(70,042)	-	17,511
Revaluation deficit - 2022	(195,369)	-	-	(195,369)
Revaluation surplus - 2017	2,139,617	-	-	2,139,617
Provision for impairment loss	(1,013,486)	(123,084)	-	(1,136,570)
Excess depreciation	(716,882)	-	(38,769)	(755,651)
Right of return asset	1,975	(1,256)	-	719
	5,556,872	386,386	(38,769)	5,904,489
Deferred tax assets				
Provision for litigations	(642,668)	(124,691)	-	(767,359)
Provision for slow moving inventory	(158,652)	70,419	-	(88,233)
Refund liability	(2,500)	1,574	-	(926)
Lease liability	(111,083)	86,496	-	(24,587)
Tax losses	(85,763)	(2,002,558)	-	(2,088,321)
Net unrealised foreign exchange differences	5,688	132,980	-	138,668
Deferred tax assets	(994,977)	(1,835,781)	-	(2,830,759)
Net deferred tax liability	4,561,895	(1,449,394)	(38,769)	3,073,732
Year ended 30 June 2022				
Deferred tax liabilities				
Property and equipment				
- historical cost	4,530,044	723,419	-	5,253,463
Right of use asset	140,494	(52,941)	-	87,553
Revaluation deficit - 2022	-	-	(195,369)	(195,369)
Revaluation surplus - 2017	2,139,617	-	-	2,139,617
Excess depreciation	(670,754)	-	(46,127)	(716,882)
Right of return asset	313	1,662	-	1,975
	6,139,714	672,140	(241,496)	6,570,358
Deferred tax assets				
Provision for litigations	(521,718)	(120,950)	-	(642,668)
Provision for impairment loss	(960,779)	(52,707)	-	(1,013,486)
Provision for slow moving inventory	(169,159)	10,507	-	(158,652)
Refund liability	(428)	(2,072)	-	(2,500)
Lease liability	(165,293)	54,210	-	(111,083)
Tax losses	-	(85,763)	-	(85,763)
Net unrealised foreign exchange differences	-	5,688	-	5,688
Deferred tax assets	(1,817,379)	(191,085)	-	(2,008,463)
Net deferred tax liability	4,322,335	481,055	(241,496)	4,561,895

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NOTES (CONTINUED)

16. **Lease liabilities**

	2023 Shs'000	2022 Shs'000
Non-current	-	105,735
Current	81,957	264,540
	81,957	370,275
The total cash outflow for leases in the year was:		
Payments of principal portion of the lease liability	(334,047)	(314,047)
Interest paid on lease liabilities	45,729	93,230
	(288,318)	(220,817)
Reconciliation of lease liabilities arising from financing activities:		
At start of year	370,275	550,977
Interest charged to profit or loss	45,729	93,230
Cash flows:		
- Additions	-	40,115
- Payments under leases	(334,047)	(314,047)
At end of year	81,957	370,275

The exposure of the Company's leases to interest rate changes and the contractual repricing dates at the reporting date are as follows:

	2023 Shs'000	2022 Shs'000
6 - 12 months	1.75%	1.75%

Leases from the lessor amounted to Shs 82 million (2022:Shs 370 million) as at 30 June 2023. Management expects to meet all contractual obligations in the future.

The Company leases commercial premises and plant and machinery under non-cancellable lease agreements. The lease terms are between 2 and 4 years, and ownership of the assets lie within the Company.

As at reporting date the Company had leases with lease terms of 12 months or less.

For more information on the nature of the leases entered into and the related right-of-use assets, see Note 19.

17. **Provision for litigation**

	2023 Shs'000	2022 Shs'000
At start of year	2,142,228	1,739,063
Utilised	(187,486)	(80,000)
Additional provisions	740,623	728,240
Write back during the year	(137,500)	(245,075)
At end of year	2,557,865	2,142,228
Analysed as		
- current portion	2,557,865	2,142,228

The Company is defendant in several litigation cases majorly relating to Libel, defamation and exemplary damage charges, for which judgments had not been reached by the authorisation date of these fiancial 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 sucess was based on the entity's lawyers' assessments of the status litigations.

NOTES (CONTINUED)

18. **Property, plant and equipment**

Year ended 30 June 2023

	Land Shs'000	Buildings Shs'000	Plant and Machinery Shs'000	Motor vehicle and motor cycles Shs'000	Furniture and fittings Shs'000	TV and radio trasmission, equipment and studio Shs'000	Computers Shs'000	Cameras and pre-press equipment Shs'000	Work in progress Shs'000	Total Shs'000
Cost or valuation										
At start of year	90,000	12,415,951	14,266,697	3,644,424	3,167,831	7,514,871	7,212,582	4,071,196	1,706,913	54,090,466
Additions	-	15,681	234,513	692,966	61,111	1,561,602	725,998	-	9,131,302	12,423,173
Disposals	-	-	-	(345,717)	-	-	(5,400)	-	-	(351,117)
At end of year	90,000	12,431,632	14,501,210	3,991,673	3,228,942	9,076,473	7,933,180	4,071,196	10,838,215	66,162,521
Depreciation										
At start of year	-	-	198	2,368,971	2,686,653	5,051,685	5,768,830	3,787,794	-	19,664,132
Charge for the year	-	258,718	694,006	214,976	129,447	523,164	519,086	109,171	-	2,448,569
Disposals	-	-	-	(337,080)	-	-	(5,400)	-	-	(342,480)
At end of year	-	258,718	694,204	2,246,867	2,816,101	5,574,850	6,282,516	3,896,966	-	21,770,221
Carrying value	90,000	12,172,914	13,807,007	1,744,807	412,841	3,501,623	1,650,664	174,231	10,838,215	44,392,300

The Company has not pledged any item of property, plant and equipment and right of use assets as security as at 30 June 2023 (30 June 2022: Nil).

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NOTES (CONTINUED)

18. **Property, plant and equipment (continued)**

Year ended 30 June 2022

	Land Shs'000	Buildings Shs'000	Plant and Machinery Shs'000	Motor vehicle& motor cycles Shs'000	Furniture and fittings Shs'000	TV and radio trasmission, studio equipment Shs'000	Computers Shs'000	Cameras and pre-press and equipment Shs'000	Capital work in progress Shs'000	Total Shs'000
Cost or valuation										
At start of year	35,000	16,145,834	31,597,351	3,303,133	2,934,125	7,075,746	6,684,011	4,109,048	571,198	72,455,446
Additions	-	-	1,285,735	362,904	233,706	739,127	533,847	37,722	1,135,715	4,328,755
Disposals	-	(7,165)	(142,575)	(21,613)	-	(300,002)	(5,276)	(75,574)	-	(552,203)
Revaluation surplus/(deficit)	55,000	(532,333)	(118,899)	-	-	-	-	-	-	(596,231)
Reversal of accumulated depreciation on revaluation	-	(3,190,386)	(18,354,915)	-	-	-	-	-	-	(21,545,301)
At end of year	90,000	12,415,951	14,266,697	3,644,424	3,167,831	7,514,871	7,212,582	4,071,196	1,706,913	54,090,466
Depreciation										
At start of year	-	2,922,982	17,820,093	2,265,780	2,542,819	4,884,816	5,392,025	3,756,980	-	39,585,495
Charge for the year	-	269,854	658,124	124,803	143,834	433,794	380,460	106,155	-	2,117,024
Disposals	-	(2,450)	(123,104)	(21,613)	-	(266,925)	(3,655)	(75,340)	-	(493,086)
Reversal of accumulated depreciation on revaluation	-	(3,190,386)	(18,354,915)	-	-	-	-	-	-	(21,545,301)
At end of year	-	-	198	2,368,971	2,686,653	5,051,685	5,768,830	3,787,794	-	19,664,134
Carrying value	90,000	12,415,951	14,266,500	1,275,454	481,177	2,463,186	1,443,752	283,402	1,706,913	34,426,332

The Company has not pledged any item of property, plant and equipment and right of use assets as security as at 30 June 2022 (30 June 2021: Nil).

Freehold land, buildings and plant and machinery were professionally revalued in 2022 by White knights valuers, Uganda Engineering Professional Services consulting firm on the basis of fair market value.The carrying amounts of the properties were adjusted to the revalued amounts and the resultant surplus net of deferred tax was credited to other comprehensive income.The date of revaluation has been considered to be 1st July 2022.The revaluation gain/loss was incorporated in the Company's books of account on 30th June 2022.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.

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NOTES (CONTINUED)

18. **Property, plant and equipment (continued)**

determining the valuations for land and buildings and plant and machinery, the valuer refers to current market, fair ıd insurance value conditions including recent sales transactions of similar properties - assuming the highest and ɜst use of the properties. There has been no change in the valuation technique used during the year compared to ior periods.

Depreciation and amortisation expense has been charged in profit or loss as follows:

	2023 Shs'000	2022 Shs'000
Cost of sales	3,016,702	2,512,339
Operating expenses	702,226	637,577
	3,718,928	3,149,916

Impairment assessment of non-current assets

As of 30 June 2023, the overall changes in customers' consumption behaviour and evolving of the media and entertainment industry, the ongoing economic uncertainty has led to a decreased demand in both the Company's goods and services. Management performed an impairment assessment as at 30 June 2023 for its non current assets since the company is considered as a single cash generating unit.

As of 30 June 2023, the Company conducted an impairment assessment of its non current assets in accordance with International Accounting Standard 36 (IAS 36) - Impairment of Assets. The recoverable amount was determined using the Value in Use (VIU) approach. The VIU calculation is based on the following key assumptions and methodologies:

1. Cash Flow Projections: Management prepared detailed cash flow projections for a period of 5 years, reflecting the expected future cash inflows and outflows associated with the non current assets. These projections considered [5% GDP growth, inflation rate of between 3.9% and 5.0%, revenue and costs trend analysis and were derived from management's best estimates, historical performance, and market conditions.

2. Discount Rate: The discount rate applied to the projected future cash flows is 22.78%. This rate reflects the time value of money and the specific risks associated with the non current assets. The discount rate was determined based on the weighted average cost of capital (WACC).

3. Terminal Value: A terminal value was calculated at the end of the forecast period, representing the perpetuity beyond the forecast period. The terminal value was determined using the perpetuity growth model, with key assumptions including terminal growth rate/long term growth rate of 4.45%.

From the assessment, the recoverable amount of the assets was determined to be Shs 59,757,417,554, based on a thorough assessment in accordance with IAS 36 – Impairment of Assets. The carrying amount of these assets as of June 30, 2023, was Shs 61,464,743,000, which exceeded their recoverable amount.

As a result of this assessment, the Company recognized an impairment loss amounting to Shs 1,707,325,180 in the financial statements for the year ended June 30, 2023. The impairment loss is considered a non-cash expense and has been reflected accordingly in the financial statements.

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NOTES (CONTINUED)

18. **Property, plant and equipment (continued)**

Impairment assessment of non-current assets (continued)

The impairment loss are considered non-cash expenses and have been reflected accordingly in the financial statements.

The Company will continue to monitor the recoverable amount of these assets in subsequent reporting periods for any further impairment indicators and adjust the carrying amount and revaluation gains as necessary in accordance with International Financial Reporting Standards.

19. **Right of use assets**

	2023 Shs'000	2022 Shs'000
Lease hold land		
Cost		
At start and end of year	4,181,314	4,181,314
Depreciation		
At start of year	1,300,023	1,200,938
Depreciation charge for the year	99,085	99,085
At end of year	1,399,107	1,300,023
Net book value	2,782,207	2,881,291
Details of leasehold land:		
(i) LRV 2418 Folio15, Mbarara	196,000	196,000
(ii) Plot 19, Industrial Area, Kampala	141,788	141,788
(iii) Plot 2, Industrial Area, Kampala	223,029	223,029
(iv) Plot 2, Picfare, Kampala	1,682,804	1,682,804
(v) Plot 4, Industrial Area, Kampala	519,867	519,867
(vi) Namanve land	1,417,825	1,417,825
	4,181,313	4,181,313
Leased printers		
Cost		
At start of year	872,671	832,556
Additions	-	40,115
	872,671	872,671
Depreciation		
At start of year	580,827	364,243
Depreciation charge for the year	233,474	216,584
At end of year	814,302	580,827
Net book value	58,369	291,844
Total net book value right of use assets	2,840,576	3,173,135

The Company has not pledged any right of use assets as security as at 30 June 2023 (30 June 2022: Nil).

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NOTES (CONTINUED)

20. **Intangible assets**

Year ended 30 June 2023	**Computer software and websites Shs '000**	**Developer licence Shs '000**	**Development costs Shs'000**	**Total Shs'000**
Cost				
At start of year	4,929,030	160,578	8,058,494	13,148,102
Additions	208,386	-	2,800,165	3,008,551
At end of year	5,137,416	160,578	10,858,659	16,156,653
Amortization:				
At start of year	2,373,377	18,734	537,233	2,929,344
Charge for the year	203,183	10,705	723,911	937,799
Impairment charge	-	-	1,707,325	1,707,325
At end of year	2,576,560	29,439	2,968,469	5,574,468
Net book value	2,560,856	131,139	7,890,190	10,582,184

Year ended 30 June 2022	**Computer software and websites Shs '000**	**Developer licence Shs '000**	**Development costs Shs'000**	**Total Shs'000**
Cost				
At start of year	3,700,194	160,578	-	3,860,772
Additions	1,228,836	-	8,058,494	9,287,330
At end of year	4,929,030	160,578	8,058,494	13,148,102
Amortization:				
At start of year	2,204,092	8,029	-	2,212,121
Charge for the year	169,285	10,705	537,233	717,223
At end of year	2,373,377	18,734	537,233	2,929,344
Net book value	2,555,653	141,844	7,521,261	10,218,758

21. **Other financial assets**

Financial assets comprise the following:

a) **Deposits with commercial banks**

These deposits include fixed deposits and bid bonds or bank guarantees deposited in various banks as per bid requirements.

	2023 Shs'000	**2022 Shs'000**
Reconciliation of fixed deposits		
At start of year	1,514,206	10,043,308
Placements during the year	1,426,724	2,251,635
Maturities	(2,748,506)	(10,594,396)
Accrued interest	757	898,768
Interest received	(757)	(1,085,109)
At end of year	192,424	1,514,206

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NOTES (CONTINUED)

	2023 Shs'000	2022 Shs'000
21. Other financial assets (continued)		
b) Financial assets measured at amortized cost		
Treasury bonds		
At start of year	4,728,542	-
Additions	-	5,000,090
Amortisation	-	(326,117)
Interest received	(722,417)	-
Accrued interest	716,367	54,569
At end of year	4,722,492	4,728,542
22. Inventories		
Commercial paper	5,089,752	1,967,294
Plates & chemicals	608,063	206,272
Films,inks & materials	168,288	545,113
Newsprint	4,195,298	4,482,374
Computer stationary	17,885	170,878
Machine consumables	1,037,300	983,562
Publishing stock	10,235,201	2,140,487
Work in progress	381,287	409,375
Less: provision for stock obsolescence*	(294,109)	(528,842)
	21,438,965	10,376,513
*The movement in the provision for stock obsolescence during the year is analysed below:		
At start of year	528,842	563,863
Increase in provision for stock obsolescence during the year	81,201	152,746
Consumption during the year	(315,934)	(187,767)
At end of year	294,109	528,842
23. Trade and other receivables		
Trade receivables	12,635,529	13,141,765
Staff advances	556,741	839,749
Other receivables*	2,170,141	2,448,020
Receivables from related parties (Note 30(i))	12,248,092	11,824,121
Less: expected credit losses	(3,788,567)	(3,378,286)
	23,821,936	24,875,369
Prepayments	1,113,762	4,861,800
Creditors with debit balances	1,992,742	3,098,146
Total trade and other receivables	26,928,440	32,835,315

*Other receivables relate to sundry debtors -freelancers & sales representatives.

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NOTES (CONTINUED)

23. **Trade and other receivables (continued)**

	2023 Gross amount Shs'000	2023 ECL allowance Shs'000	2023 Carrying amount Shs'000	2022 Gross amount Shs'000	2022 ECL allowance Shs'000	2022 Carrying amount Shs'000
Trade and other receivables	12,635,529	(756,045)	11,879,484	13,141,765	(714,656)	12,427,109
Staff advances	556,741	(52,113)	504,628	839,749	(24,432)	815,317
Other receivables*	2,170,141	(2,666,857)	(496,716)	2,448,020	(2,336,500)	111,520
Receivables from related parties (Note 30(i))	12,248,092	(313,551)	11,934,541	11,824,121	(302,698)	11,521,424
Prepayments	1,113,762	-	1,113,762	4,861,800	-	4,861,800
Creditors with debit balances	1,992,742	-	1,992,742	3,098,146	-	3,098,146
	30,717,007	(3,788,567)	26,928,440	36,213,601	(3,378,286)	32,835,315

Movement in expected credit loss provision

	2023 Shs'000	2022 Shs'000
At start of year	3,378,286	3,202,595
Additions	1,762,974	761,368
Write offs	(1,352,693)	(585,677)
	3,788,567	3,378,286

In the opinion of the directors, the carrying amounts of trade and other receivables approximate to their fair value.

24. **Cash and cash equivalents**

	2023 Shs'000	2022 Shs'000
Cash at hand	117,258	203,714
Cash at bank	2,100,433	2,329,102
	2,217,691	2,532,816

The carrying amounts of the Company's cash and cash equivalents are denominated in the following currencies:

	2023 Shs'000	2022 Shs'000
Uganda shillings	2,099,602	2,154,400
Kenya shillings	15,743	13,687
Euro	2,042	279,042
US Dollar	100,304	85,687
	2,217,691	2,532,816

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25. **Trade and other payables**

	2023 Shs'000	2022 Shs'000
Trade payables	29,585,679	6,092,221
Accruals	747,977	855,181
Provisions	1,739,689	1,403,074
Other payables	6,171,696	2,867,775
	38,245,041	11,218,251

In the opinion of the directors, the carrying amounts of trade and other payables approximate their fair value.

The carrying amounts of the Company's trade and other payables are denominated in the following currencies:

	2023 Shs'000	2022 Shs'000
UgandaShillings	19,503,292	10,775,580
South African Rand	49,699	-
Euro	472,093	-
US Dollar	18,199,435	388,670
Pound	20,522	54,001
	38,245,041	11,218,251

The maturity analysis of the Company's trade and other payables is as follows:

Year ended 30 June 2023	0 to 1 month Shs	2 to 3 months Shs	4 to 12 months Shs	Total Shs
Trade payables	3,360,177	4,805,585	21,419,918	29,585,679
Accruals	747,977	-	-	747,977
Provisions	1,739,689	-	-	1,739,689
Other payables	6,171,696	-	-	6,171,696
	12,019,539	4,805,585	21,419,918	38,245,041

Year ended 30 June 2022	0 to 1 month Shs	2 to 3 months Shs	4 to 12 months Shs	Total Shs
Trade payables	3,583,307	1,024,051	1,484,862	6,092,221
Accruals	855,181	-	-	855,181
Provisions	1,403,074	-	-	1,403,074
Other payables	2,867,775	-	-	2,867,775
	8,709,337	1,024,051	1,484,862	11,218,251

26. **Contract liabilities**

	2023 Shs'000	2022 Shs'000
Contracts	2,332,608	1,750,304
Additions	698,617	704,570
Recognized during the year	(1,165,768)	(122,266)
	1,865,456	2,332,608

These represent amounts invoiced to customers in excess of revenue recognised based on inputs.There were significant changes during the year.

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27. **Pension obligation**	**2023 Shs'000**	**2022 Shs'000**
At start of year	-	-
Current year charge	868,686	871,756
Payments	(432,215)	(871,756)
At end of year	436,471	-

Pension entitlements for employees are recognized when they accrue. During the period, the Company incurred pension expenses for managers employed on contract terms. Provision for pension is made under the assumption that all entitled employees were terminated at the reporting date.

28. **Grant liability**

Democratic Grant Facility (DGF)	-	34,053

The overall movement in DGF grant liability during the year was as follows:

At start of year	34,053	81
Cash received during the year	-	320,929
Direct project expenditure	(34,053)	(286,957)
At end of year	-	34,053

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 30th September 2022, with a budget of Ushs 1,513 million. Implementation officially started on 01 December 2020.

29. **Right of return assets and refund liabilities**	**2023 Shs'000**	**2022 Shs'000**
Right of return assets		
At start of year	6,583	1,042
Increase	2,398	5,541
Decrease in expected returns	(6,583)	-
At end of year	2,398	6,583
Refund liability		
At start of year	8,333	1,428
Increase	3,086	6,905
Decrease in expected returns	(8,333)	-
At end of year	3,086	8,333

All rights of return assets and refund liabilities result from the existence of return obligations associated with the sale of newspapers and magazines in accordance with IFRS 15.

30. **Dividends payable**	**2023 Shs'000**	**2022 Shs'000**
At start of year	3,795,800	3,810,659
Dividend declared in the year	494,190	-
Dividend paid in the year	(226,771)	(14,859)
	4,063,219	3,795,800

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NOTES (CONTINUED)

31. **Cash flows from operating activities**

	Notes	2023 Shs'000	2022 Shs'000
(Loss)/profit before tax		(6,774,164)	1,718,658
Adjustments for:			
Depreciation of property, plant and equipment	18	2,448,569	2,117,024
Depreciation of right of use assets	19	332,559	315,669
Amortisation of intangible assets	20	937,799	717,223
Net loss/(gain) on disposal of property, plant and equipment		(52,561)	39,694
Amortisation of treasury bond	21b)	-	326,117
Accrued interest on treasury bond	21b)	(716,367)	(54,569)
Accrued iterest income on deposits with commercial banks	21a)	(757)	(898,768)
Increase in provision for litigations	17	740,623	728,240
Write back of provision for litigations	17	(324,986)	(325,075)
Increase in allowance for expected credit losses	23	1,762,974	761,368
Increase in provision for stock obsolescence	22	234,733	35,021
Interest expense on lease liabilities	16	45,729	93,230
Interest expense on borrowed funds	14	1,037,840	1,851,657
Impairment loss on non current assets		1,707,325	-
Changes in working capital			
- inventories		(11,297,185)	(5,531,185)
- trade and other receivables		4,143,901	(1,189,125)
- contract liabilities		(467,152)	582,304
- trade and other payables		27,463,265	3,844,743
- right of return asset		4,185	(5,541)
- refund liability		(5,247)	6,905
- grant liability		(34,053)	33,972
Cash from operations		21,187,029	5,167,561

32. **Related party transactions and balances**

The Company is controlled by Government of Uganda which owns 53% of the Company's shares.The remaining 47% of the shares are widely held by the public.

Nature of relationship, transactions and terms and conditions

(i) Government of Uganda

The Government has 53% 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 dividends to the Government in its capacity as 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 dividends to National Insurance Corporation Limited in its capacity as 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 platforms. Credit is issued on normal terms between 30-90 days.The Company also pays dividends to National Social Security Fund in its capacity as a shareholder.

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32. **Related party transactions and balances (continued)**

(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.

The following transactions were carried out with related parties:

a) **Sale of goods and services**	**2023 Shs'000**	**2022 Shs'000**
Government ministries, departments and agencies	20,969,355	25,379,224
National Insurance Corporation Limited	57,370	53,339
National Social Security Fund	269,530	294,004
	21,296,256	25,726,567
b) **Outstanding balances arising from sale of goods and services**		
i) **Receivables from related parties (Note 23)**		
Government ministries, departments and agencies	12,118,885	11,610,317
National Insurance Corporation Limited	62,555	45,805
National Social Security Fund	66,652	168,000
	12,248,092	11,824,121
Less: impairment allowance	(313,551)	(302,698)
	11,934,541	11,521,424

Movements in the related party balances are analysed further below:

Year ended 30 June 2023

	At start of year Shs'000	**Billings Shs'000**	**Collections Shs'000**	**Expected credit loss**	**At end of year Shs'000**
Government ministries, departments and	11,610,317	20,969,355	(20,460,787)	-	12,118,885
National Insurance Corporation Limited	45,805	57,370	(40,620)	-	62,555
National Social Security Fund	168,000	269,530	(370,878)	-	66,652
Less: impairment allowance	(302,698)	-	-	(313,551)	-
	11,521,424	21,296,256	(20,872,284)	(313,551)	12,248,092

Year ended 30 June 2022

Government ministries, departments and	6,972,890	25,379,224	(20,741,797)	-	11,610,317
National Insurance Corporation Limited	42,960	53,339	(50,494)	-	45,805
National Social Security Fund	70,549	294,004	(196,553)	-	168,000
Less: impairment allowance	(181,412)	-	-	(302,698)	-
	6,904,987	25,726,566	(20,988,844)	(302,698)	11,824,121

The receivables from related parties are interest free, have no specific dates of repayment and are unsecured.

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32. **Related party transactions and balances (continued)**	**2023 Shs'000**	**2022 Shs'000**
c) **Dividend transactions and balances**		
Dividends declared in the year		
National Insurance Corporation Ltd	13,343	-
National Social Security Fund	96,911	-
Ministry of Finance, Planning & Economic Development	261,921	-
	372,174	-
d) **Key management compensation (including directors' remuneration)**		
Key members of management		
Mr. Don Wanyama (Managing Director)		
Mr. Ndyanabo Gervase (Deputy Managing Director)		
Key members of management remuneration		
Salaries	886,724	836,816
NSSF employer contribution	46,534	43,187
Company contribution to staff provident fund	215,267	204,225
	1,148,525	1,084,227

There were no loans to key members of management during the year (2022: Nil)

None of the related party balances is either past due or impaired.

33. Risk management objectives and policies

Financial risk management

The Company's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, interest rate risk and price risk), credit risk and liquidity risk.

The Company's overall risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance.

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.

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33. **Risk management objectives and policies (continued)**

Financial risk management (continued)

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.

a) **Market risk**

- Foreign exchange risk

The Company is exposed to foreign exchange risk arising from various currency exposures primarily with respect to the US Dollar, Euro, KES, GBP.The risk arises from future transactions, assets and liabilities in the statement of financial position date.

The table below summarises the effect on post-tax profit and components of equity had the Uganda Shilling weakened by 10% against each currency, with all other variables held constant. If the Uganda shilling strengthened against each currency, the effect would have been the opposite.

Year ended 30 June 2023

Company	**Zar Shs'000**	**US $ Shs'000**	**Euro Shs'000**	**Pound Shs'000**	**Kes Shs'000**
Effect on profit in Shs (Decrease)	(3,479)	(1,266,939)	(32,904)	(1,437)	(2,377)

Year ended 30 June 2022

Company					
Effect on profit in Shs (Decrease)/increase		(21,209)	19,533	(3,780)	958

A 10% sensitivity rate is being used when reporting foreign risk internally to key management personnel and represents managements assessment of the reasonably possible change in foreign exchange rates.

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33. **Risk management objectives and policies (continued)**

Financial risk management(continued)

a) **Market risk (continued)**

- Interest rate risk

The Company's exposure to interest rate risk arises from the current borrowings and interest bearing financial assets. Financial assets and liabilities obtained at different rates expose the Company to interest rate risk. Financial assets and liabilities obtained at fixed rates expose the Company to fair value interest rate risk, except where the instruments are carried at amortised costs. The Company maintains adequate ratios of borrowings when compared to total borrowings in fixed interest rates.

The table below summarises the effect on post-tax profit and equity had interest rates been 1 percentage point higher, with all other variables held constant. If the interest rates were lower by 1 percentage point, the effect would have been the opposite.

	2023 Shs'000	2022 Shs'000
Effect on profit		
(Decrease)	(39,028)	(73,380)

b) **Credit risk**

Credit risk arises from cash and cash equivalents, derivative financial instruments and deposits with banks and financial institutions, as well as credit exposures to customers, including outstanding receivables.

If customers are independently rated, these ratings are used. Otherwise, if there is no independent rating, management assesses the credit quality of the customer, taking into account their financial position, past experience and other factors.

Individual limits are set based on internal or external information in accordance with limits set by the management. The utilisation of credit limits is regularly monitored.

In assessing whether the credit risk on a financial asset has increased significantly, the Company compares the risk of default occurring on the financial asset as at the reporting date with the risk of default occurring on that financial asset as at the date of initial recognition. In doing so, the Company considers reasonable and supportable information that is indicative of significant increases in credit risk since initial recognition and that is available without undue cost or effort. There is a rebuttable assumption that the credit risk on a financial asset has increased significantly since initial recognition when contractual payments are more than 30 days past due.

For this purpose, default is defined as having occurred if the debtor is in breach of contractual obligations, or if information is available internally or externally that suggests that the debtor is unlikely to be able to meet its obligations. However, there is a rebuttable assumption that that default does not occur later than when a financial asset is 90 days past due.

If the Company does not have reasonable and supportable information to identify significant increases in credit risk and/or to measure lifetime credit losses when there has been a significant increase in credit risk on an individual instrument basis, lifetime expected credit losses are recognised on a collective basis. For such purposes, the Company financial assets on the basis of shared credit risk characteristics, such as:

- type of instrument;
- industry in which the debtor operates; and
- nature of collateral.

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33. **Risk management objectives and policies (continued)**

(b) **Credit risk(continue)**

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of the financial asset have occurred. Evidence that a financial asset is credit impaired include observable data about the following events:

- significant financial difficulty of the debtor
- a breach of contract
- it is probable that the debtor will enter bankruptcy
- the disappearance of an active market for the financial asset because of financial difficulties.

The gross carrying amount of financial assets with exposure to credit risk at the reporting date using a single loss rate approach was as follows:

Basis for measurement of loss allowance	**Gross receivables**	**Loss rates**	**ECL**	**Carrying amount**
As at 30 June 2023	**Shs'000**	**%**	**Shs'000**	**Shs'000**
Companies	7,937,954	5.14%	(407,653)	7,530,302
Schools and Universities	1,214,479	8.79%	(106,795)	1,107,684
Advertising agents	2,745,605	6.21%	(170,478)	2,575,127
Others (Newspaper/Radio agents and individuals)	737,491	9.64%	(71,120)	666,371
Government departments	12,248,092	2.56%	(313,551)	11,934,541
Prepayments	1,113,762	0%	-	1,113,762
Creditors with debit balances	1,992,742	0%	-	1,992,742
	27,990,125		(1,069,596)	26,920,529
Specific allowance				
Staff advances	556,741		(52,113)	504,628
Other receivables*	2,170,141		(2,666,857)	(496,716)
	30,717,007		(3,788,567)	26,928,440

As at 30 June 2022	**Gross receivables Shs'000**	**Loss rates %**	**ECL Shs'000**	**Carrying amount Shs'000**
Companies	8,356,552	4.71%	(393,260)	7,963,292
Schools and Universities	3,352,844	6.50%	(213,756)	3,139,088
Advertising agents	496,070	6.38%	(46,821)	449,249
Others (Newspaper/Radio agents and individuals)	11,824,121	9.44%	(302,698)	11,521,424
Government departments	936,299	2.56%	(60,820)	875,480
Prepayments	4,861,800	0%	-	4,861,800
Creditors with debit balances	3,098,146	0%	-	3,098,146
	32,925,832		(1,017,354)	31,908,478
Specific allowance				
Staff advances	839,749		(24,432)	815,317
Other receivables*	2,448,020		(2,336,500)	111,520
	36,213,601		(3,378,286)	32,835,316

Financial assets for which the loss allowance has been measured at an amount equal to lifetime expected credit losses have been analysed above based on their credit risk ratings as follows:

a) financial assets for which credit risk has increased significantly since initial recognition but that are not credit impaired;

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33. **Risk management objectives and policies (continued)**

(b) **Credit risk (continued)**

b) financial assets that are credit impaired at the reporting date;
c) trade receivables, contract assets and lease receivables for which the loss allowance is always measured at an amount equal to lifetime expected credit losses, based, as a practical expedient, on provision matrices.

The age analysis of the trade receivables at the end of each year was as follows:

	Not past due Shs'000	30 to 150 days past Shs'000	150 to 365 days past Shs'000	Over 365 days past Shs'000	Total Shs'000
As at 30 June 2023	8,267,612	7,123,230	4,131,955	5,360,823	24,883,621
As at 30 June 2022	5,688,659	10,165,545	3,832,026	5,279,656	24,965,886

(c) **Liquidity risk**

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities. Cash flows forecasting is performed by the finance department of the Company by monitoring the Comapny's liquidity requirements to ensure it has sufficient cash to meet operational needs while maintaining sufficient headroom on its undrawn committed borrowing facilities at all times so that the Company does not breach borrowing limits or covenants on any of its borrowing facilities.

Prudent liquidity risk management implies maintaining sufficient cash and marketable securities,the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses,the Company's management maintains flexibility in funding by maintaining availability under committed credit lines.

Notes 14 and 25 disclose the maturity analysis of borrowings and trade and other payables.

The tables below disclose the undiscounted maturity profile of the Company's financial liabilities:

Year ended 30 June 2023

	Interest rate %	1 - 3months Shs	3 months - 1 year Shs	1 - 5 years Shs	Total Shs
Interest bearing liabilities					
- Borrowings	14.75%	-	5,767,879	-	5,767,879
- Lease liabilities	21%	-	81,957	-	81,957
Non-interest bearing liabilities					
- Trade and other payables	0%	16,825,123	21,419,918	-	38,245,041
		16,825,123	27,269,754	-	44,094,877

Year ended 30 June 2022

	Interest rate	1 - 3 months Shs'000	3 months - 1 year Shs'000	1 - 5 years Shs'000	Total Shs
Interest bearing liabilities					
- Borrowings	14.75%	2,999,274	8,997,822	-	11,997,096
- Lease liabilities	21%	-	264,540	105,735	370,275
Non-interest bearing liabilities					
- Trade and other payables	0%	8,709,337	2,508,913	-	11,218,251
		11,708,611	11,771,275	105,735	23,585,622

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34. **Capital management**

Internally imposed capital requirements

The Company's objectives when managing capital are:

- to provide an adequate return to shareholders by pricing products and services commensurate with the level of risk;
- to comply with the capital requirements set out by the Company's bankers;
- to safeguard the entity's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders; and
- to maintain a strong asset base to support the development of business.
- to maintain an optimal capital structure to reduce the cost of capital.

The Company sets the amount of capital in proportion to risk. The Company manages the capital structure and makes adjustments to it in the light of changes in economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares, or sell assets to reduce debt. Consistently with others in the industry, the company monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided capital. Net debt is calculated as total debt (as shown in the statement of financial position) less cash and cash equivalents. Capital comprises all components of equity (i.e. share capital, share premium, other reserves, retained earnings, and revaluation surplus).

Internally imposed capital requirements

The gearing ratios at 30 June 2023 and 2022 were as follows:	2023 Shs'000	2022 Shs'000
Total borrowings, including lease liabilities (Note 13 and Note 15)	5,849,837	12,367,371
Less cash and cash equivalents (Note 23)	(2,217,691)	(2,532,816)
Net debt	3,632,146	9,834,555
Total equity	59,757,415	65,673,037
Gearing ratio	0.06	0.15

Externally imposed capital requirements

The Company's bankers have established certain guidelines for the management of capital and working capital. These are;

- dividend pay-outs and any changes in the capital structure of the Company must first be approved in writing by the bankers; and
- total borrowings must not exceed the total of inventories and debtors (within 90 days)

The ratios at 30 June 2023 and 30 June 2022 were as follows:	2023 Shs'000	2022 Shs'000
Total borrowings (Note 14)	5,767,880	11,997,096
Debtors (within 90 days)	13,366,561	11,831,630
Inventories	21,438,965	10,376,513
	34,805,526	22,208,143
Ratio	0.17	0.54

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35. **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.

36. **Segment information**

For management purposes, the Company is organised into business units based on its products and services and has five 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.
- Publishing segment which deals with publication of government and open market books.
- 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 each 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.

The totals presented for the Company's operating segments reconcile to the key financial figures as presented in its financial statements above.

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.

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36. **Segment information (continued)**

Year ended 30 June 2023	**Print media Shs'000**	**Electronic media Shs'000**	**Commercial printing Shs'000**	**Publishing Shs'000**	**Others Shs'000**	**Total segments Shs'000**
External customers	34,599,241	26,849,955	16,230,453	7,367,937	2,578,461	87,626,048
Other operating income	-	-	-	-	2,546,671	2,546,671
Total revenue	34,599,241	26,849,955	16,230,453	7,367,937	5,125,132	90,172,719
Cost of sales	(28,688,819)	(21,511,285)	(12,921,468)	(6,266,820)	(2,473,961)	(71,862,353)
Administrative expenses	(11,585,953)	(8,583,917)	(519,118)	-	(824,700)	(21,513,688)
Other operating expenses	(68,489)	(754,975)	(19,420)	(1,020,631)	-	(1,863,515)
Income tax credit	504,169	391,248	236,504	107,363	74,681	1,313,965
Profit after taxation	(5,239,851)	(3,608,974)	3,006,952	187,849	1,901,152	(3,752,871)
Other information						
Segment assets	44,186,954	34,290,281	20,728,035	9,409,649	6,545,345	115,160,263
Segment liabilities	20,396,109	15,827,936	9,567,785	4,343,368	3,021,244	53,156,442
Capital expenditure	204,685	2,273,534	43,604	2,800,165	978,434	6,300,421
Depreciation & amortisation expense	329,242	775,548	161,016	723,911	1,729,208	3,718,926

New Vision Printing and Publishing Company Limited
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NOTES (CONTINUED)

36. **Segment information(continued)**

Year ended 30 June 2022	Print media Shs'000	Electronic media Shs'000	Commercial printing Shs'000	Publishing Shs'000	Others Shs'000	Total segments Shs'000
External customers	37,548,513	30,017,032	15,885,233	26,883,073	1,069,372	111,403,223
Other operating income	-	-	-	-	1,675,021	1,675,021
Total revenue	37,548,513	30,017,032	15,885,233	26,883,073	2,744,393	113,078,244
Cost of sales	(30,820,857)	(21,935,484)	(13,279,166)	(24,497,167)	-	(90,532,675)
Administrative expenses	(11,417,300)	(8,039,429)	(450,318)	-	-	(19,907,046)
Other operating expenses	(101,975)	(716,405)	(37,205)	(24,583)	(39,697)	(919,865)
Income tax expense	(242,386)	(193,768)	(102,543)	(173,537)	(17,716)	(729,950)
Profit after taxation	(5,034,005)	(868,054)	2,016,001	2,187,786	2,686,980	988,708
Other information						
Segment assets	33,914,252	27,111,731	14,347,726	24,281,103	2,478,767	102,133,579
Segment liabilities	12,107,006	9,678,583	5,121,977	8,668,080	884,892	36,460,537
Capital expenditure	1,143,586	1,164,260	1,190,823	8,058,494	963,323	12,520,486
Depreciation & amortisation expense	266,193	622,286	280,513	537,233	1,443,692	3,149,917

In addition, other operating segments are combined under others. The main source of revenue for this segment is the other income, events, sale and disposal of non current assets, interest income and rental income.

For the purposes of monitoring segment performance and allocating resources between segments:

- All assets are allocated to reportable segments other than tax assets. Goodwill is also allocated to the applicable reportable segment.
- 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.

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For the year ended 30 June 2023

NOTES (CONTINUED)

37. **Commitments**

At the reporting date, the commitments were as follows:

	2023 Shs'000	2022 Shs'000
Imported items	-	617,436
Purchase of equipment	6,038,150	2,532,253
Namanve factory	2,061,947	-
Outdoor advertising	1,497,830	-
	9,597,927	3,149,689

As at 30 June 2023, the outstanding balance on billboards was USD 331,425, while the installation costs for the remaining 3 sites amounted to USD 77,022(outdoor advertising). Additionally, for the Namanve Factory project, the contract price is UGX 5,598,661,340, with payments of UGX 3,536,714,193 made for completed work the uncompleted work has been disclosed above. Furthermore, a Colour Perfector (purchase of equipment) with an LPO issued costs USD 1,646,560 for Plant & Machinery.The exchange rate used for this calculation is Shs 3,667.13.

38. **Incorporation**

New Vision Printing and Publishing Company Limited is incorporated in Uganda under the Companies Act as a public limited liability Company and is domiciled in Uganda.

39. **Presentation currency**

The financial statements are presented in Uganda Shillings rounded off to the nearest thousand (Shs '000).

New Vision Printing and Publishing Company Limited
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For the year ended 30 June 2023

MANUFACTURING ACCOUNT

		2023 Shs'000	2022 Shs'000
1.	**COST OF SALES**		
	Cost of raw and packing materials consumed (1.1)	14,001,145	12,387,621
	Production costs (1.2)	56,671,718	76,048,747
		70,672,863	88,436,368
1.1)	**Cost of raw and packing materials consumed**		
	Opening stock	9,750,915	4,331,407
	Purchases	24,634,010	17,807,129
	Closing stock	(20,383,780)	(9,750,915)
		14,001,145	12,387,621
1.2)	**Production costs**		
	Staff salaries	15,181,403	15,734,478
	NSSF Company contribution	1,414,877	1,488,787
	Free lancers payment	4,304,141	4,858,046
	Sales commission	11,036,061	10,907,460
	Other production staff costs	1,233,790	1,080,805
	Outsourcing expenses	6,234,701	24,925,890
	Depreciation on property, plant and equipment and right of use assets	3,016,702	2,512,339
	Utilities	707,915	661,867
	Repairs and maintenance	2,110,479	2,121,361
	TV content	2,378,033	4,190,640
	News services & licenses	908,981	863,227
	Insurance	372,871	353,203
	Editorial content	130,772	122,545
	Event costs	1,687,566	733,894
	Rent and rates	369,056	-
	Other production costs	1,999,792	2,257,471
	Stock loss adjustment	81,201	152,746
	Fuel and vehicle run	920,821	878,279
	Communication	413,938	438,031
	Promotional	2,168,618	1,767,677
		56,671,718	76,048,747
1.3)	**Distribution costs**	2,449,325	1,797,858

New Vision Printing and Publishing Company Limited
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SCHEDULE OF OTHER OPERATING EXPENDITURE

	2023 Shs'000	2022 Shs'000
1. ADMINISTRATIVE EXPENSES		
Employment costs		
Salaries and wages	6,198,027	5,790,311
NSSF Company contribution	543,399	532,504
Medical expenses	1,107,608	1,160,796
Staff training and team building	274,688	268,167
Company contribution to staff provident fund	868,686	871,756
Retirement and terminal costs	-	5,922
Other staff costs	737,181	751,842
Total employment costs	9,729,589	9,381,298
Other administrative expenses:		
Repairs and maintenance	2,047,559	1,809,984
Printing and stationery	177,283	176,644
Internet and network	1,389,047	1,295,780
Motor vehicle running	613,881	585,520
Provision for litigation	791,450	720,345
Communication	103,485	109,508
Bank charges and commission	310,242	346,389
Listing expenses	129,999	102,380
Audit fees	76,100	76,100
Directors' expenses	942,258	780,248
Other administrative expenses	1,096,419	801,655
Total other administrative expenses	7,677,722	6,804,552
Total administrative expenses	17,407,311	16,185,850
2. OTHER OPERATING EXPENSES		
Rent and rates	155,491	149,672
General insurance	149,984	130,479
Electricity and water	473,266	519,413
Security expenses	382,548	371,678
Depreciation and amortisation	702,226	637,577
Loss on asset disposal	-	39,694
Total other operating expenses	1,863,515	1,848,513
3. FINANCE COSTS		
Net foreign exchange (gain)/loss	-	58,625
Interest on loans	1,037,840	1,851,657
Treasury bond amortisation	-	326,117
Interest on leases	45,729	93,230
Total net finance costs	1,083,569	2,329,629

COMPANY PROFILE
2023

Vision Group®

NATIONAL PRIDE • GLOBAL EXCELLENCE

Who are we?

Vision Group is one of Uganda's biggest and respected media group. Since its establishment in 1986, the company has grown to become home to some of Uganda's most loved media brands, making it a dominant force in the industry. With an unwavering commitment to delivering top-quality content and services, Vision Group caters to the diverse information and entertainment needs of millions of Ugandans.

Services: Vision Group is dedicated to providing high-caliber content across various media platforms, including:

Print Media: Vision Group prides itself in promoting high standards of journalism in our newspapers. These newspapers offer comprehensive coverage of national and international news, business, sports, and more, ensuring readers access reliable and extensive information. Some of our newspaper products include New Vision and Bukedde Newspapers.

Broadcasting: In the broadcast field we serve audiences all over Uganda across different ages, tribes and interests. We operate numerous radio and television stations like Bukedde TV, Urban TV, and Radio West, TV West, TV East, Wan Luo, Radio Rupiny, Arua One FM, Bukedde Fama etc. These broadcast platforms provide a rich blend of news, entertainment, and educational content.

Digital Media: In the digital age, Vision Group maintains a robust online presence, boasting a user-friendly website and our state of the art mobile apps, the Vision Digital Experience. This ensures global accessibility to our content.

Events and Sponsorships: Vision Group actively participates in organizing and sponsoring various cultural, social, and sporting events and initiatives across Uganda. These provide not only entertainment but also educational value to our clients. These events include The Harvest Money Expo, The Bride and Groom Expo, Embuutu Y'Embuutikizi, Ekinihiiro among others.

In conclusion, Vision Group remains an integral pillar of Uganda's media industry, offering an extensive range of services and products that have informed, educated, and entertained the nation for decades."

English Newspapers

Vision Group dominates the English newspaper market in Uganda with four newspapers.

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.

NEW VISION

PASS A'LEVEL

CHEMISTRY, MATHS, ENTREPRENEURSHIP

RUKUTANA CHARGED, SENT TO JAIL

DIGITAL VERIFICATION IS ONLY WAY TO STOP VOTE RIGGING

UPC SAGA COURT KICKS OUT AKENA

BUY E-VERIFICATION VOTER SYSTEM, MUSEVENI TELLS EC

HER VISION BURGOINE SAVING BABIES IN MBALE

News sites, blogs to be registered

OLUGAS ARE UGANDAN LOGISTICS FIRMS READY FOR JOBS?

MUSEVENI FLAGS OFF NRM MOTORCYCLES

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.

SATURDAY VISION

KABAKA MUTEBI IS WELL!

COVID 19: VIRUS CLAIMS BEBE COOL'S ARTISTE

NRM POLLS:

WINNERS AND LOSERS

ELECTION WATCH MP BALYEKU FACES SEVEN RIVALS

Factors that shaped the CEC race

JOHN NAGENDA Man proposes, God disposes

PASS A'LEVEL Economics, Literature, Geography and ICT

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.

BIG ON SUNDAYS! MISS IT, MISS OUT!

PASS PLE

TOMORROW: LOOK OUT FOR PASS O'LEVEL

SUNDAY VISION

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

Vernacular Newspapers

Vernacular Newspapers focus on the everyday life and human interest side of the communities in Central, Western, Northern and Eastern Uganda.

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.


ABANENE 100 BAABULIDDE TRUMP -P7
Bukedde
Kitegeeza ki eri kabineti baminisita 15 okugwa - P5
-Laba P6
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 LWAMUKAAGA

Published every Saturday, this covers fashion, homes and construction, analyses, in-depth sports analyses and many other stories.


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 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.


LEARNING MATERIAL TOP CLASS, P1, P2 & P3
Buked
KU SSANDE
MATH: ALGEBRA & FRACTIONS
LITERACY: INSECTS & PLANTS
ENGLISH: COMPOUND WORDS
LWAKI ABANENE BA NRM BAGUDDE
ABAPYA ABAMEZZE ABANENE
ABAGUDDE

Radios

today's hit music

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.

Bukedde FM 100.5 Embuutikizi

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.

ETOP Radio 99.4 FM — AICA NA ATEKER

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.

Arua One FM 88.7 — Sema Yote

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.

Radio Rupiny 95.7FM — Wun Wan Wun Wun

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.

106.9 FM Kabalega

Radio Kabalega is an up and starting radio station that is being launched by Vision Group to serve the people of Bunyoro region. The primary purpose of the station is to tap into the opportunities in the region that have been created due to the oil exploration as well as also providing content that caters for the people in the region.

Radio West 100.2FM

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.

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.

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 favorite 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://ugandahistory.newvision.co.ug
The website is a resourceful search engine with Uganda's history in pictures throughout the years.

YOU TUBE

Newvision TV:
https://www.youtube.com/user/newvisioncam
Bukedde TV:
https://www.youtube.com/user/bukeddetv

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.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.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.

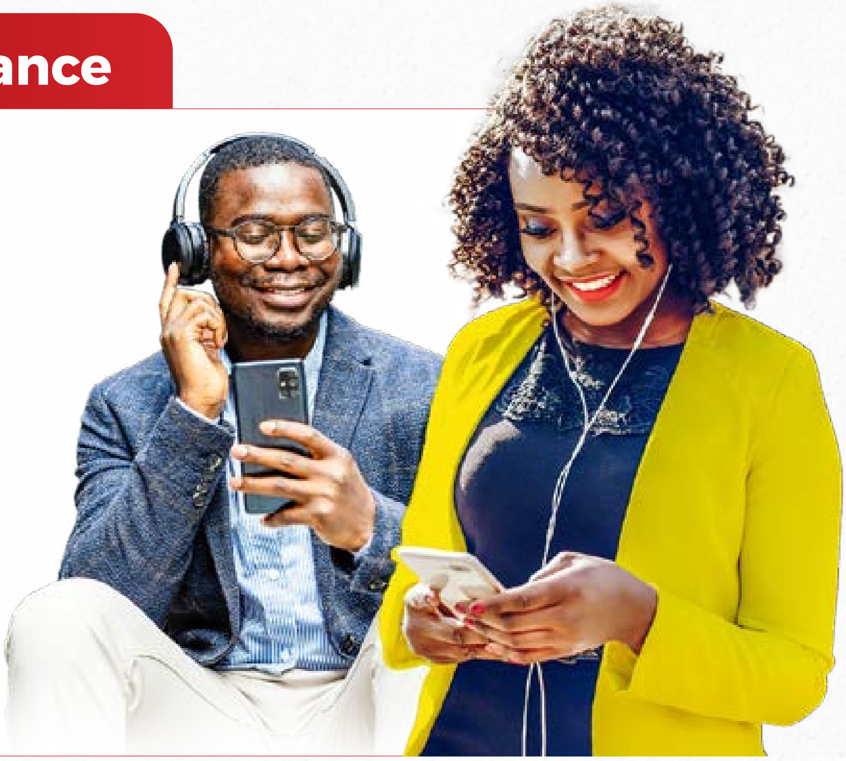
www.xfm.co.ug
You can tune into the station live, via their website. Their audience is kept entertained with interests ranging from Sports, News, Education, Employment to Arts & Entertainment.

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.

Vision Digital Experiance

Vision
Digital Experience

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.



Digital Outdoor

VISION OUTDOOR®

Let the world see you

Digital outdoor is a dynamically served visual medium that reaches consumers on the move, with advertising that is, unskippable, targeted, re-targeted, and always above the fold. With high quality displays, your business will enjoy stopping power guided attention, and structured high traffic exposure.

BENEFITS

- Instant communication across large scale digital screens.
- Targeted digital advertising for effective product and service promotions
- Effective communication to targeted audiences
- Instant editing and broadcasting of content
- Dynamic and instant nationwide visibility
- Allows display of multiple communications per Brand
- Flexibility of when to communicate when not to
- Maximization of communication during high traffic impact hours
- Ability to accommodate programmatic buying

OUR SITES | Church House - Kampala Road | Kisaasi - Traffic Lights Junction | Bakuli - Traffic Lights Junction | Seeta - Namilyango Junction | Nkumba - Traffic Lights Junction | Jinja - Main Street | Damanico - opposite Mutaasa Kafeero

Vision Printing

VISION® PRINTING
delivering value

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

Vision Publishing

VISION® — PUBLISHING —

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.

Events and Media Production

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.

Advertising Sevices

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

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

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.

Contact Vision Group

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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

www.visiongroup.co.ug

VISION GROUP®

NATIONAL PRIDE • GLOBAL EXCELLENCE

NEWSPAPERS

RADIOS

PODCAST

TV STATIONS

PRINTING SERVICES

PUBLISHING

MOBILE APP

OUTDOOR ADVERTISING

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