

HIGHLANDS[®] Times

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Rhino Charge

Charging at the Mara

The Lewa Marathon

Run Wild for the Wild

Rugby Tournaments

Blackrock Rugby Festival
Maasai 7s

Growing our People

Employee Growth through
Performance Management

Business 101

Corporate Governance



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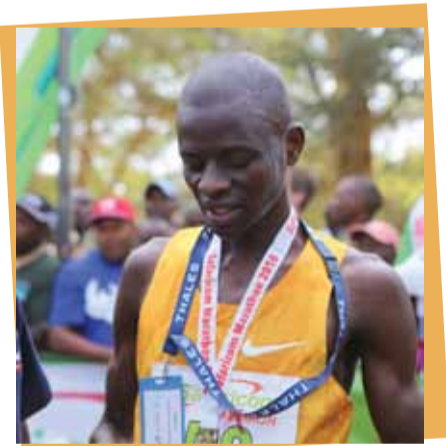


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Highlands had a team participating in this year's half marathon. The team included participants from across various departments in the company including sales, human resource, dispatch and production among others... **Story on page 5**



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Rhino Charge

As part of the Highlands commitment to maintain a sustainable environment, Highlands is privileged to continue supporting the Rhino charge. During the event, Highlands ensures all organizers, competitors, sponsors, and spectators are well hydrated.

As part of our partnership with the Rhino charge, Highlands also collects all the plastic bottles used in the course of the event for recycling to ensure that the environment is kept clean.



The 2016 Rhino charge raised Kshs. 139 Million. The event raises funds to support the Rhino Ark Charitable Trust, an NGO committed to saving the dwindling Rhino population in the Aberdare National Park. It also mitigates human-wildlife conflicts around the National Park through conservation and protections of Kenya's mountain range ecosystem. This year Car No. 62, the Magnate chargers won in the fund-raiser category where they raised Kshs. 14,500,000.



The Lewa Marathon

On 25th June 2016, the 17th annual Lewa Marathon took place at the Lewa wildlife Conservancy. This year, Highlands ensured that all the 1,256 half-marathon participants, 148 full-marathon participants and 183 children who participated in the 5km race were properly hydrated through all the water points located around the course.

Through our partnership with the organizers of the Lewa Marathon, the event raises funds for a wide range of conservation and community programs including improved security for both people and wildlife North of Lewa, Classrooms and improved facilities for several schools and initiatives around the rhino and elephant conservation of Lewa.



Highlands had a team participating in this year's half marathon. The team included participants from across various departments in the company including sales, human resource, dispatch and production among others. This participation ensures that the employees are engaged in the company's corporate social responsibility activities as well as brings employees from different departments together for bonding.



New Production Line in Factory



*Mwenda Ruona Kageenu
Head of Supply Chain - Project Lead.*

“

A

great milestone was achieved in 2014 when Highlands Mineral Water Company Limited launched the Club range of carbonated soft drinks that took the beverage market by storm. To meet the growing consumer demand for Club soda this year, Highlands invested in a new PET line that will support the current growth and assure our loyal and valued customers of our quality Club soda at an arm's length.



This project was made a success by our Valued Investors, dedicated Engineers, Operators, Employees, Contractors, Suppliers and Stakeholders and we do take this opportunity to thank them for their continued support. We are committed as a Company to deliver our promise of a “Quality product at arm's length”

Thank you. ”

Regional Distribution Centres

Given the feedback received from our customers, Highlands is introducing regional distribution centres through our warehouses in Nairobi, Mombasa and Kisumu. This involves devolving the dispatch team and delivery trucks to the different warehouses. The centers are aimed at improving the speed at which our customer orders are delivered. With a dedicated resource per region, the resolution of customer issues across the regions will be quicker.

We are now LIVE!

Visit us on: www.highlandske.com



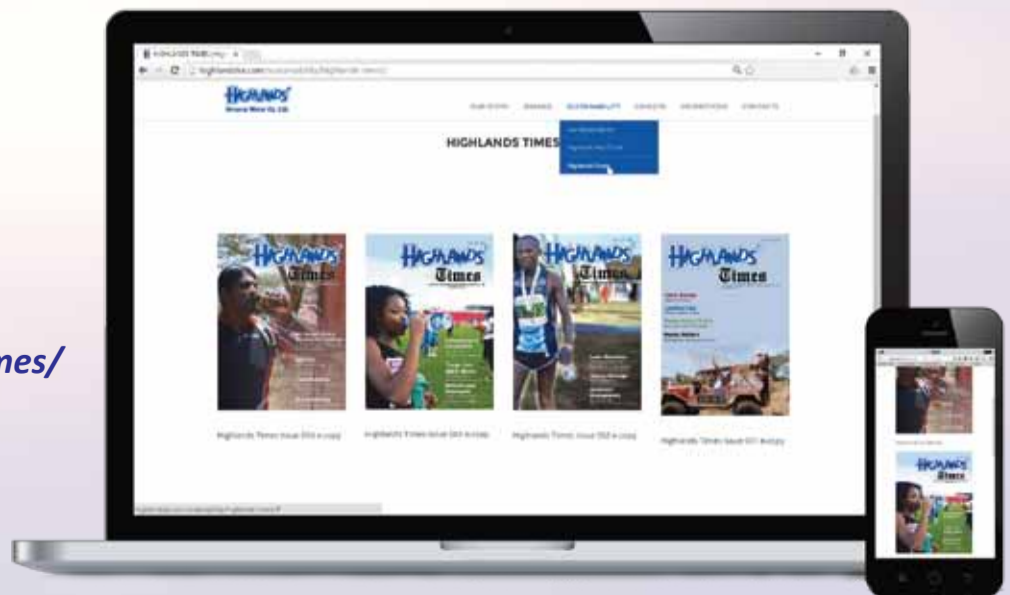
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Our Highlands Times newsletter is Now Available for download as an eCopy (pdf).



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Blackrock Rugby Festival

Blackrock Rugby Festival at St. Mary's School on 28th May 2016. A high school rugby 7s competition that has seen several



St. Paul's University Sports Day

St. Paul's University Sports Day in Limuru on 11th June 2016



Talent Show

Talent Show at Alliance High School in Kikuyu on 9th July 2016



Weekend Challenge

Weekend Challenge at Mururia High School on 10th July 2016



Kenyan rugby stars born including Collins Injera, Allan Hicks, Michael Makaka, Biko Adema and David Ambunya.



Maasai 7s

It was 'all systems go' during the inaugural Maasai Sevens rugby tournament held on July 23rd - 24th at the Champagne Park, Kipeto Village in Kiserian, Kajiado County. Nine teams participated in the tournament for the first place prize money of Ksh. 250,000. This is; the recently crowned Masaku Sevens champions Homeboyz RFC, Mean Machine, Bungoma RFC, Catholic Monks, Comras RFC, Webuye RFC, Kilunda RFC and Kajiado combined. National schools sevens champions Laiser Hill, Ngong Hills Academy and Comras competed in the age-group category as Maasai Warriors, Maasai Newcomers and Tusker Ndovu took part in the touch rugby category.



1.

1. Maasai Sevens 2016 champions Kenya Harlequins after beating Mean Machine at Champagne Park, Kajiado on Sunday July 24, 2016



2.

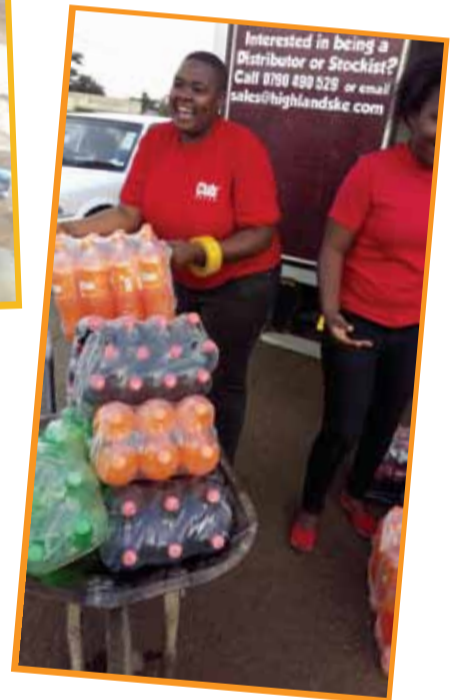
2. Impala Saracens walked away with the NTV Kajiado 7s trophy after a 10-5 win against homeboyz rfc

Speaker of the National Assembly (SNA) Golf Tournament

The Speaker of the National Assembly (SNA) Golf Tournament held at Nyeri Golf Club on 23rd July 2016.



Activations in Trade: Trade Developers in action and Regional Market Storms



HR Corner - What's New

Growing our people to professional excellence

Highlands is committed to all the employees as stated in the vision statement by “providing a supportive workplace where our people grow and evolve to personal and professional excellence.” Across all departments, employee growth is done through performance management. Meet some of our employees who have grown professionally in Highlands.

“

Name: Fredrick Kilonzo.

Position and year you joined Highlands: I joined Highlands in Aug 2007 as a casual worker at the yard loading products from the warehouses to the trucks.

Current Position: I am now a Truck Driver.

What you enjoy most about working in Highlands: Delivery of products to customers and distributors in different regions as I get to travel and meet new people.

Skills gained over the years you have worked in Highlands: I have sharpened my driving skills and also improved my communication skills as I get to interact with diverse people on a day-to-day basis.

Most memorable experience in Highlands: The events that Highlands has sponsored like Rhino Charge



“

Name: Seth O. Opiyo

Position and year you joined Highlands: I joined Highlands in July 2014 as a Merchandizer in Key Accounts Nairobi region.

Current Position: Currently am the CDE and Events Executive, custodian of all marketing material and responsible for all the cold drink equipments and all the events within the organization.

What you enjoy most about working in Highlands: Apart from taking a well locally produced soda “COLA,” Highlands will give you room and support to grow and will always appreciate one’s effort.

Skills gained over the years you have worked in Highlands: It is a place that molds you to a well rounded individual in this fast growing social-economical world I have gained skills both in Sales and marketing.

Most memorable experience in Highlands: Climbing the ladder of growth, from merchandizing to an Executive - CDE & Events. Basically, every single day in Highlands is memorable to me.



“

Name: Caroline Nduku

Position and year you joined Highlands: In May 2013, I joined as a Merchandiser working in Machakos, Wote, Masii then moved to Matuu and Mwingi in the same position. Later on, I was promoted to a Trade Developer Matuu, Mwingi, Kitui then DSD Supervisor Nairobi East and Eastern.

Current Position: I am the General Trade Supervisor in Eastern Region

What you enjoy most about working in Highlands: Everyday at Highlands is exciting. I also love the fact that whenever potential in someone is realized, that person is nurtured to explore it in full. I am glad my potential was realized early enough and have had room to grow professionally and in my personal life as well.

Skills gained over the years you have worked in Highlands: I have gained numerous skills over the years especially selling skills, marketing skills and interpersonal skills just to mention a few.

Most memorable experience in Highlands: Quite a number of memorable experience the most recent ones being memorable Campolympics which was at Nyayo stadium, the Nairobi ASK Show in 2015 and Leadership training by the Raiser resource group.



“

Name: David Gitonga

Position and year you joined Highlands: I came to Highlands in Feb 2013 as a loader on casual basis working at the yard.

Current Position: I am now a Fleet Driver.

What you enjoy most about working in Highlands: I like the fact that Highlands provides an environment that encourages growth. Personally, I have grown position wise; from a loader to a truck helper and I am now a driver. I have gained a lot of exposure in the industry and also interacted with different people within and outside Nyeri.

Skills gained over the years you have worked in Highlands: I have become adept at driving including defensive driving and maintenance of vehicles.

Most memorable experience in Highlands: On 2nd May 2015, the fleet manager took me for a driving test and I passed. I was confirmed as a driver and a permanent employee.





Name: Jonnah Kariuki

Position and year you joined Highlands: I started working in Highlands in June 2003 as a 'yard-boy' and after 6 months I was promoted to a 'turn-boy' (truck helper). My work was to help the truck driver in loading and off-loading products and delivering to various distributors. In 2011, I became a Salesman till this year in February when I decided to invest.

Current Position: I have evolved from employee to entrepreneur through the Direct Sales model.

What you enjoy most about working in Highlands: My tremendous personal and professional growth, Selling Highlands range of products as they are fast moving and therefore enjoy doing it.

Skills gained over the years you have worked in Highlands: I have improved my marketing and selling skills and my driving skills.

Most memorable experience in Highlands: I still remember the first time I travelled to Uganda. It was an awesome experience. Not forgetting the sports events like Safari Rally and 10to4 Mountain Bike Challenge that Highlands has sponsored.



Name: Molly Kirigo

Position and year you joined Highlands: I joined Highlands in March 2015 as a Finance intern.

Current Position: In 2016, I moved to the Production department as a Production Assistant and now currently working as a Dispatch Executive in the Supply Chain department.

What you enjoy most about working in Highlands: Working with Highlands is an opportunity to be a part of something with a great impact in society. The company provides every person the opportunity to create a long and successful career. With its full catalog of development programs, the growth opportunities in Highlands are boundless.

Skills gained over the years you have worked in Highlands: A pragmatic and commercial mindset that understands the challenge of sustainability of the industry; A spirit of collaboration where you thrive when you work with a diverse range of people with different views, perspectives and priorities.

Most memorable experience in Highlands: There are many memorable moments for me in Highlands with the major one being participating in the Lewa Marathon which the company sponsors. Lewa is one of the most epic marathons giving you the opportunity to give back to society by running in the wild.



Name: Humphrey Ng'ang'a

Position and year you joined Highlands: I came to Highlands in May 2007. I started on as a Quality Controller and later promoted to the Senior Blender (syrup room). I also led the Quality Team in 2013/2014 before the promotion in 2014 to the current position.

Current Position: Lead-Production Unit as well as acting as the Manufacturing Manager.

What you enjoy most about working in Highlands: Highlands provides a very enabling environment for both professional and personal growth.

Skills gained over the years you have worked in Highlands: Leadership and management skills, New product development and teamwork as I interact with different departments.

Most memorable experience in Highlands: The inception of the Carbonated Soft Drinks in the year 2014



Name: Mary Wambui

Position and year you joined Highlands: I joined Highlands in November 2012 as a Dispatch Clerk in the dispatch department.

Current Position: I am currently working as a Dispatch Executive, as well as the acting Dispatch Coordinator.

What you enjoy most about working in Highlands: Working in a fast paced company as this gives me the experience needed to deliver in any working environment

Skills gained over the years you have worked in Highlands: I have built my communication and marketing skills through constant interaction with different customers.

Most memorable experience in Highlands: I remember one day we were implementing a new system and had to work for over 20 hours continuously. I am proud to have been part of the team that ensured the success of the project.



Congratulations on your wedding!



Christine weds James

Love recognizes no barriers. It jumps hurdles, leaps fences, penetrates walls to arrive at its destination full of hope. The Highlands family witnessed the two hearts unite as one on 28th May 2016. We wish Christine and James many warm wishes.

BUNDLE OF JOY
CONGRATULATIONS ANNE



New life, new potential, and many new discoveries are coming. Congratulations on your newest family member. May you cherish this special time and we all hope that it's filled with lots of wonderful memories.

“ Inspirational Quote: “Every job is a self-portrait of the person who does it. Autograph your work with Excellence.”
- Compiled by Kevin Sanare - ”

FOR MY COUNTRY KENYA

Dreams and visions is all we see
Our beautiful lands all we care about
Our rightful inheritance from our fathers
Paid for it by their very life
The price for us to enjoy our freedom
This is Kenya, My country

Let's take a sense of ownership
Patriotism to foster in each and all
The pride of our land, treasure we shall
Together united together we stand
And glory to the Father, forget not one
For my country Kenya, my pride

Oh great people, our name is Kenyan
Responsibility to all to maintain our name
Let's not taint this name, with corruption mud
Equal rights equal justice that's our right
Rich or poor, all must thrive
The name is Kenya, and Kenyan I Am

Why we Kenyan_ All must ask
Peace, love and unity _our anthem sings
Why the hate, why the envy, why divide
If Kenyans we are, let's unite
Tribal linings, tribal wars, we all denounce
Peace unto Kenya, let's all embrace.

GOD BLESS KENYA, GOD BLESS KENYANS

-- POEM BY --

ANN MBURU & DAN THARI - FINANCE DEPT,
HIGHLANDS MINERAL WATER CO. LTD

With the increasing complexity of the modern global market, there arose a need to come up with a set of standards that would dominate through-out all industries. The International Organization for Standardization (ISO) defines a standard as a document that provides requirements, specifications, guidelines or characteristics that can be used consistently to ensure that materials, products, processes and services are fit for their purpose. Interest in the corporate governance practices relation to accountability, collapses of a number of large of which involved accounting of modern corporations, particularly in increased following the high-profile corporations during 2001–2002, most fraud; and then again after the financial crisis in 2008 in the United States of America.



Corporate governance has been defined as a system of law and sound approaches by which corporations are directed and controlled focusing on the internal and external corporate structures with the intention of monitoring the actions of management and directors and thereby, mitigating agency risks which may stem from the misdeeds of corporate officers. The Cadbury report (U.K 1992) and Organization for Economic Co-operation and Development (OECD) report of 1999, 2004 and 2015 presented the general principles around which businesses are expected to operate to assure proper governance. Some of the principles recommended include: Rights and equitable treatment of shareholders, Interests of other stakeholders, Role and responsibilities of the board, Integrity and ethical behavior and Disclosure and transparency.

The **three** main drivers and expectations that have intensified the need for improved governance include: **Growth, Size and complexity and Regulations which have proliferated.** The governance operating model consists of **four** major components: **Structure, Oversight responsibilities, Talent and culture, Infrastructure.**

Companies may benefit from an effective governance operating model in the following ways:

- The board and management face the challenge of translating governance principles into practices by clearly defining the roles, responsibilities, accountabilities, information flows, and guidelines that people need in order to implement governance.
- Greater visibility: clear lines of sight into management's decision-making and risk-management processes.
- Improved coordination: balancing considerations regarding centralization versus decentralization and considering local business, customer, compliance, legal, and other stakeholder needs.
- Increased effectiveness; specifies the information that the board and its committees require to assist the board in executing governance more effectively.

Since corporate governance is dynamic and diverse and despite substantial progress towards convergence, there is still areas of divergence and differentiation. For effective running of the corporation, some internal and external controls have to be put in place and they include: **Internal corporate governance** and **external corporate governance.** In our domestic market, the Capital Markets Authority (CMA), the regulator for the capital markets industry, is developing a corporate governance code for listed companies. The codes are often meant to promote the adoption of corporate governance standards and ultimately positively influence how corporations are directed, controlled and held to account as they discharge their duties and responsibilities with powers bestowed to them by society.

The Financial Reporting Council (FRC) of the UK states that high quality corporate governance helps to underpin long-term company performance which makes the market attractive to new investments. To foster the conditions for sustainable long term investment it is vital that the market has confidence in the quality of corporate governance and standards of professional practice. All companies, not just listed ones, need to embrace corporate governance standards. This will only be possible if corporate governance standards are developed and widely disseminated as codes.

Article compiled by
Highlands Finance Team

**taste
iko juu**

**bei iko
down**



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