

HIGHLANDS[®] Times

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**Mt. Kenya 10 to 4
Mountain Bike Challenge**
6 Races, 3 days of Mountain
Bike Competition

Nyeri 7s
Competitive Rugby
Tournament

Team Building
Fostering Interdepartmental
Relationships

Brand Building
Understand your Business

Introducing...



Spice up your day with the

1.25 litre pack

Now available in leading supermarkets

Message from the Board

Dear all,

We would like to officially inform our customers of the change in management at Highlands Mineral Water Company Limited. TBL Mirror Fund and other investors have recently acquired the majority of the shareholding of the Padia family in Highlands Mineral Water Company Limited. TBL Mirror Fund has been an investor in Highlands since 2011 and understands the business very well. While the Padia family will no longer be involved in the running of the business in a management capacity, Ashwin Padia will remain involved in the Board of Directors, which will also see two new Directors appointed, both with significant bottling experience. Paul Chege, formerly Deputy Chief Executive Officer and Chief Financial Officer, is appointed to the position of Chief Executive Officer of Highlands Mineral Water Company Limited. Paul will subsequently announce several changes to the management team as approved by the Board of Directors. We appreciate your support and our continued business relationship and look forward to further enriching it. We believe that Highlands is a very good company and that with the new focus that TBL and the management team will bring to the running of the business, Highlands will grow into a 'Great' company.

On Behalf of the Board,

Paul Chege



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Celebration of Life




We are very sad to inform you that away on 19th March 2016. He had funeral took place the following week. Mr. Karsandas Padia was part of most of Highlands Mineral Water's history and we would like to thank him and will continue appreciating his great contribution to the company.

Mr. Karsandas Tribhovan Padia passed been hospitalized for a while and his


In our Highlands Times Issue 2, we had an interview with Mr. Karsandas Padia where he shared memories of Highlands in previous years as well as his view of the current changes in the company.

We send our sincere condolences to the family and will remember him as a man of great vision and leadership. We wish the Padia family strength and comfort in coping with their loss.

Interview with Karsandas Tribhovan Padia.



Q My fondest memory was driving my truck and getting stuck in the mud during the rainy season. We persisted through these difficulties and that was how we actually created and developed the Highlands brand name.



A Karsandas Tribhovan Padia is son to the founder of Highlands Mineral Water Co. Ltd. He has held many roles in the company over time from being a driver and a salesman to being the Managing Director and later the Chairman of the company, a role which he stepped down in 2011. He joins us today to give us insights on how Highlands came to being and how he views the changes the company has made.

Q Mr. Padia, it is an honor having you with us today. You are one of the milestones of Highlands. Tell us how it all began.

A The company was started in 1947 as Padia Stores by my father, the late Tribhovan Padia in a very small facility with a hand operated machine in Nyeri. In 1954, we built a new factory with an automatic plant and the company name changed to Highlands. Later in 1977, we built a second factory and this is where the company's plant has been till date.

Q I joined the business in 1948 with my brother the late Jamnadas Tribhovan Padia. We had all kinds of roles in the company including drivers, salesmen, helpers and we would deliver product from door to door. The roads were dry weather roads and during the rainy season, it was impossible to navigate through.

Q What was your Vision for Highlands back then

A Our vision back then was to develop the business and put up various plants in different areas. The vision has of course changed with time and right now we're focusing on becoming a total beverage company that is the first choice for all refreshment needs in East Africa through innovative products that deliver a great taste and quality experience.

Q Please share with us the key memories from these early years? Any key achievements or major challenges?


A My fondest memory was driving my truck and getting stuck in the mud during the rainy season. We persisted through these difficulties and that was how we actually created and developed the Highlands brand name. The key achievement is having built a truly Kenyan company that produces high quality soft drinks. This was accomplished with the help of my family. In terms of challenges, competition was tough even back then but we survived by adapting and developing new products through innovation which is very critical to satisfying the changing customer needs and wants.

Q Over the recent years, the Company has greatly evolved as one of the top beverage companies in East Africa. How do you see these changes?


A The changes are very positive and I feel proud to see the company succeed despite all the difficulties. It is a good legacy to leave behind.

Q Any Final Words to share with our readers?

A I'm happy and proud of our new range, Club Sodas and its continued success in penetrating the market. It is amazing that after all these years our customers are still loyal and we are constantly getting new customers. It reaffirms our presence in the market and I would like truly to thank our customers for their continued support.



Death and Funeral Announcement



Karsandas Tribhovan Padia
1933 - 2016

It is with deep regret we announce the sad demise of Karsandas Tribhovan Padia of Highlands Mineral Water Co Ltd Nyeri.

Husband of the late Manorama Padia. Brother of Late Jamnadas (babu) UK, Nanoo Bhai (Nyeri), Bachoo (USA) Rajni (UK), the late Jayprakash, Hemlata (UK) and Kanchan (USA). Father of Mahendra, Ashwin, Dipak (USA) Kirtik, the late Rajesh and Preeti (UK). Father-in-law of Bharati, Swati (USA), Kajal and Kalpa, Grand Father of Toral, Jay, Tanvee, Hirna, Mikhail, Pratik, Kavita, Janaki, Madhvi, Anil, Parth and Manav.

Funeral will be held at the Nyeri Hindu and Sikh Crematorium at 11.30am on 21st March 2016.

The Cortege leaves from K.T.Padia's Residence on Baden Powell Road Nyeri at 11:00a.m

Prayers will be held today 21st March, 2016 at the Hindu Temple Nyeri at 8 pm.

May his soul rest in eternal peace.

Om Shanti Shanti Shanti

Mount Kenya 10 to 4 Mountain Bike Challenge

As has been tradition, Highlands Mineral Water Co. Ltd sponsored the 10 to 4 Mountain bike challenge. The event was held on 12th – 14th February 2016. The event consists of 6 races which include:

- **The Hardcore Race** which is held on which is held on Day 1 that is designed to challenge both the fitness as well as the technical prowess of hardcore mountain bikers and elite teams.



- **The Classic Race** which is held on day 2 and starts from 10,000 feet and end at 6400 feet above sea level.

- **The Extreme Race** is a combination of both Hardcore and Extreme and is held on both days.



- **The Rush Race** is a less arduous 56km race suitable for mid-level cyclists.



- **The Slide Race** is a gently undulating and pleasant 39km ride, suitable for all.



- **The Children's Races** held on Sunday at the Borana Race Village which is open to children of ages 4 - 12.



Highlands provides its world class beverages to ensure that all participants are well hydrated and energized to complete the races. Each participant raises the minimum entry donation for each race they would wish to participate in. All funds are raised to support the Mount Kenya Trust Conservation projects. Supporting this event is in line with the Highlands Vision which ensures that; we are a company where all round conservation is a state of mind and we conduct activities that build and support sustainable communities.

Riverwood Awards

This year, Highlands supported the 3rd Riverwood Academy Awards Gala. The event was held on 12th March 2016 at the Louis Leakey Auditorium, Kenya National Museum. The Riverwood Awards was launched in 2014 and was organized by the Riverwood Ensemble. The Ensemble is a group of over 200 film producers from all over Kenya. The awards are organized to celebrate low budget film making by recognizing local film and television content producers. Highlands being a Kenyan company is keen to supporting local talent from Kenya.



Youth and Success Conference

At Highlands, we believe that we can only be as strong as the society we operate in. With that in mind, investing in the young generation is critical to shaping and moulding them to become productive people in the future as they are the future of the nation. The youth and success conference was held with an aim to offer guidance to the youth on the different fields to invest in and how they can access funds to finance the businesses they would like to venture into.



Highlands supported this conference that was held on 12th February 2016 at Africa Nazarene University. The event was organized by the Youth and Success association which is a non-profit membership association set forth by the youth to empower the young generation through mentorship, entrepreneurship and initiatives that promote their well-being and nurture leadership.



Our Website Relunched

We are pleased to announce the relaunch of the Highlands Mineral Water Company website with new and exciting features aimed at giving visitors a great experience.

Visit us on:

www.highlandske.com

Nyeri 7s

Highlands has a culture of supporting sporting activities by nurturing youth & talent and ensuring we keep both the participants and spectators hydrated throughout. During Easter, Highlands was among the main sponsors of Nyeri 7s, a Rugby Tournament held at Kabiruini Grounds where 12 teams were competing for the Cash Prize of Kshs. 100,000 and Kshs. 50,000 for the runners up. Some of the participating teams were Kenya Methodist University (KeMU), Karatina University, Kiambu RFC, Dedan Kimathi University (DKU), Aberdare RFC, Kirinyaga University College, Thika RFC, Mt Kenya University (MKU), Kamrose RFC, Nanyuki RFC among others. Wavuvi, comprising students from Kenyatta and Strathmore universities, showed power, pace and the ability to win, when they defeated tournament favourites KEMU 12 - 0 in the finals. Wavuvi's captain Mark Ongayo touched down twice in the Main Cup final and Lennox Oduor converted to seal victory. Wavuvi conceded only two tries in the two-day tournament, which was attributed to their water-tight defence coupled with an organised play. Benjamin Ayimba, the national 7s coach had this to say, "These tournaments will be a good breeding ground."



Activation at the National Drama Festivals

The National Drama festivals 2016 was held in Kaaga Girls, Meru County. This is an annual festival where schools showcase their acting and dancing prowess. The festival involves schools from all over the country in Primary, Secondary and Tertiary school levels.

This year, Highlands has teamed up with a renowned teens activation agency to introduce and sample our great tasting and affordable Club Soda to the High School teens. With Amplify the Moment as the activation's theme, teens were given an opportunity to play games which included pool, cards and Play station as well as sing karaoke. The excitement among the teens for having this experience was incredible.



taste iko juu



bei iko down

300 ml
30

500 ml
50

1.25 litres
80

2 litres
120



HR Corner - What's New

Welcome TO THE TEAM!

We are pleased to welcome Paul Obiero as Chief Operating Officer. Paul has an extensive and rich background in driving operational excellence in various organizations and will be a great asset to the company. Paul Obiero had this to say about his

new role in Highlands. "Exciting times ahead, that is how I sum up my time at Highlands so far. At a personal level, I see increasing opportunity to drive continuous improvement across the business and therefore lock in benefits not just now and into the future for our customers, shareholders, staff and community at large. I leave you with this quote: ***If your dreams don't scare you, they aren't BIG enough...***"

Paul Obiero,
Chief Operating Officer.



We are also happy to welcome Innocent Obwino who will take up the role of Head of Finance. Innocent has an extensive background in finance and operations having held senior roles with several multinational companies and will be a core member of the leadership team.

Innocent had this to say, "It's exciting to be in this company which has lots of opportunities. As they say "cash is king" and this is something to look at in the future. I would leave you with a quote from Warren Buffet: ***if you do not feel comfortable owning something for ten years, then do not own it for ten minutes.***"

Innocent Obwino,
Head of Finance.



In the same spirit, we are pleased to welcome Kenneth Gitonga as Head of Sales and Marketing. Kenneth has an extensive background in Sales and Marketing in several multinational companies and will be a valuable asset to the company.

Kenneth had this to say, "***To be successful in this business, our people, customer relationships and brands must be our core focus areas.*** I look forward to further developing these aspects to take us all and the business to full potential."

Kenneth Gitonga,
Head of Sales and Marketing.



Team Building

In January 2016, The Highlands Human Resource Department organized a team building for the Highlands Sales & Marketing team managers together with heads of the other business units of the company. The team building was held at Lukenya Gateway. The team in attendance shared ideas on areas of development in the organization. The team was also able to interact and know each other better which is key to fostering interdepartmental relationships.



Farewell Sotiris Romanos...

Highlands held a farewell dinner for Sotiris Romanos in March 2016. Sotiris had been in Highlands for over 2 years. During his time as Head of Sales and Marketing, there was a significant impact in the growth of the company. His role in the growth was building of brands in line with the consumers' needs and wants, as well as development of a professional and customer centric sales and marketing team that is results oriented. We would like to thank him for his service and wish him all the best in his future endeavors.



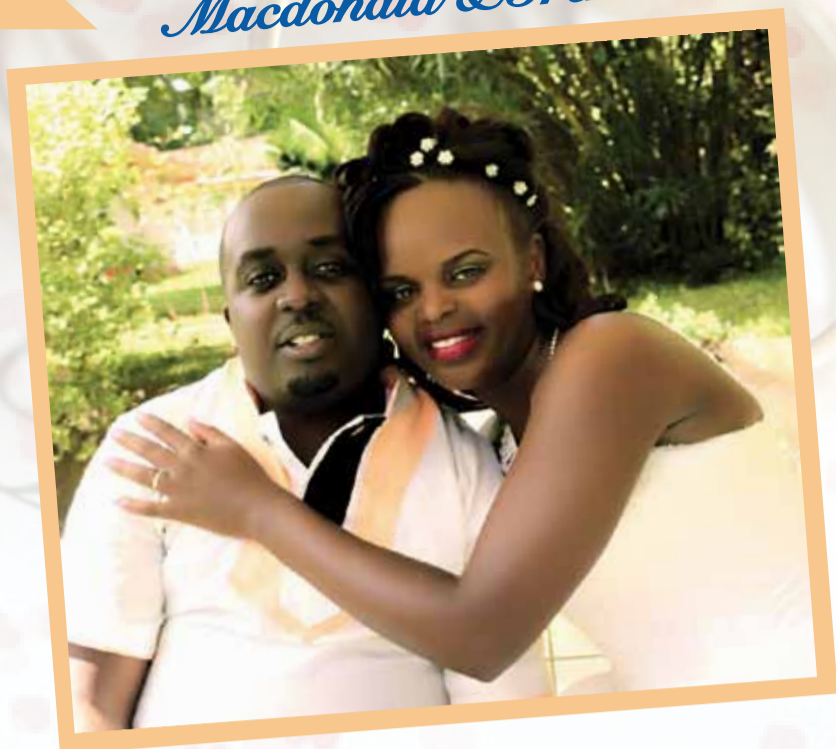
Congratulations on your wedding!

Macdonald & Irene

Marriage is not just an auspicious bond.

It is a journey that lasts until the end of eternity.

The Highlands family witnessed the two hearts unite as one on 13th February 2016 and we pray their unity will always remain strong by letting the chords of love that bind them strengthen over time. We wish Mac and Irene many warm wishes.



Business Quote: "All lasting business is built on friendship" - Alfred A. Montapert -

THE PORTRAIT OF A DEAR FRIEND

I cannot give solution to all of your life's
Problems, doubts or fears,
But I can listen to you and together
We will search for the answers.

I can't change your past
With all its heartaches and pains,
Nor the future with all its untold stories,
But I can be there when you need me to care.

I can't keep your feet from stumbling
I can only offer my hand that you
May grasp it and not fall.

Your joy, triumphs, successes and happiness
Are not mine;
Yet,
I can share in your happiness and laughter.

Your decisions in life are not mine
To make or judge,
I can only support, encourage and help you
when you ask

I can't help you from falling away from
My friendship,
From your values or from me
I can only pray for you, talk to you and
Wait for you.

I can't give boundaries that I have
Destined for you,
But I can give you room to change;
room to grow; room to be yourself.

I can't keep your heart from breaking and hurting,
But I can cry with you and help you pick up
The pieces and put them back in place.

I can't tell who you are,
I can only love you
And be your friend!

Definitely,
I will be there for you,
As long as you allow me to.

-- POEM BY: JULIA MURAGURI --

BUSINESS ANALYST,
HIGHLANDS MINERAL WATER CO. LTD

BRAND Building

Branding is one of the most important aspects of any business, large or small, retail or B2B. An effective brand strategy gives you a major edge in increasingly competitive markets. But what exactly does "branding" mean? How does it affect a business like yours?



Branding is a way of defining your business to yourself, your team and your external audiences. Simply put, your brand is your promise to your customer. It tells them what they can expect from your products and services, and it differentiates your offering from your competitors'. Your brand is derived from who you are, who you want to be and who people perceive you to be.

Are you the innovative maverick in your industry? Or the experienced, reliable one? Is your product the high-cost, high-quality option, or the low-cost, high-value option? You cannot be both, and you cannot be all things to all people. Who you are should be based on who your target customers are as well as who they want and need you to be.

The first step in building your brand is to actually know what your brand equals or what you want it to equal. Understand the business niche you are in and how you differ from competitors. You will also need to know your target audience to the core. In addition, you need to fully grasp how your product and services hit the sweet spot of your target audience's needs. This step is coupled with a lot of research. The benefits that a strategically defined brand can lead to higher sales, better brand differentiation as well as loyalty and advocacy among your target audience.

The second step is to make Your Employees Brand Ambassadors. Make sure your employees know what the brand stands for and are true to the brand in everything they do. Often the owner and management know what the brand equals, but the people actually interacting with customers do not fully grasp the brand and its intent. It is important that everyone is reading from the same playbook and knows what the brand stands for and how to represent it properly. Fully capture what your brand equals in an easily digestible format.

You should train your employees to embody the brand and what it equals. The key is keeping your employees engaged, informed and empowered. Capture the brand so that they understand it and know what you want to convey. Once they are trained and understand the brand, put in a system to encourage them to support the brand message and reward them for acting in your brand's best interests. The systems and protocols should help reinforce the importance of representing your brand. This is less about what they are saying to customers and more about how they are acting and embodying the brand. For example, if the brand is all about precision and cleanliness, then untucked and soiled uniforms are not properly displaying the brand.



The third step is to Communicate Your Brand to the Public. This step takes knowing and living the brand as a company, as well as communicating to others. Communicating your brand positioning is not just about the adjectives you choose to support what the brand equals. It also involves the methods and manner in which you are communicating the brand to the general public and, more importantly, to your target consumers.



To effectively do this, you should:

1. Devise the manner in which employees should interact with customers.
2. Put together a check and balance system to ensure employee-to-customer messaging stays on brand.
3. Carefully consider the first and last impression you want to make when communicating the brand with the public.

To aid yourself and your employees, you can create phrases, copy and descriptions that hit the bull's-eye when communicating with customers or clients. Create a checklist of points to touch on while engaging with customers, to stay in line with the brand and what it represents. It should include situational encounters where a customer makes a request or has a question and the employee has a guide to the appropriate answer or response. Also make sure there is a set opening and exit when communicating to punctuate the brand and its positioning so the first and last impressions are always on brand.

The fourth step is to get Target Customers to Amplify Your Brand. In this step, your target consumers understand the nuances of your brand and can distinguish how your brand differs from the competition.

**To effectively do this, you should:**

1. Make sure all communications, individual or mass, are consistent and in line with brand positioning.
2. Have one person/group review all outside messaging and any brand associations.
3. Reward loyal customers and fans with perks and special treatment to show your appreciation. You should have a brand filter or a systematic questionnaire to ensure all communications and associations are consistent with the brand.

This filter needs to have questions that help you determine whether or not your brand is being properly communicated and represented. For example, one question could be, "Is the vehicle or manner of communication consistent with how the brand is perceived?" If you are selling pizza dough, you may not want to promote it in a restaurant review magazine that is more targeted to people who dine, whereas a baking, cooking or trade publication may make more sense, depending on your brand filter.

Another example question in the brand filter: "Does the association help or hinder the brand?" Using the same example of the pizza dough, you do not want to sell your dough in a bakery that has terrible reviews. Sure, the fact that it is a bakery provides relevance, but their terrible reviews could assist in eroding your brand. Also remember, it is always best when one person or group is in charge of determining the relevance of the association, to keep the interpretation of the brand filter more consistent.

If you communicate your brand message to your target audience properly and your brand positioning is easy to understand, not only will your employees be great brand ambassadors, but your most avid consumers will be as well. When your consumers are fans of your brand and identify with it, they, too will become vocal in spreading your brand's message. Word of mouth marketing has always been important in extending a company's brand and offerings, but it is even more crucial in this age of social media. You want your consumers singing your praise across the various social media platforms, not only in the form of "Likes" but also in sharing their positive experiences and pictures. Their endorsement is more powerful than any commercial or copy you could produce.



**taste
iko juu**



**bei iko
down**



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