

# ANNUAL REPORT 2025



UGANDA  
DEVELOPMENT  
CORPORATION  
*Driving Industrial Growth*

**Inside cover**



**UDC** | UGANDA  
DEVELOPMENT  
CORPORATION  
Driving Industrial Growth

# ANNUAL REPORT 2025



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Foreword →

## Minister of Trade, Industry and Cooperatives

The 2024/25 financial year marks another important step in Uganda's industrialization agenda, as Government continues to prioritize value addition, enterprise development and export-led growth. Uganda Development Corporation (UDC), as the Government's investment arm, plays a central role in translating national policy directives into concrete industrial and socio-economic outcomes.

Through its expanding portfolio across agro-industry, manufacturing, tourism, health, minerals, and textiles the Corporation continues to advance the objectives of the National Development Plans and the broader mandate of the Ministry of Trade, Industry and Cooperatives (MTIC). I convey appreciation to H.E. Yoweri Kaguta Museveni, President of the Republic of Uganda, for his resolute leadership in championing industrialisation, domestic manufacturing and value addition. His long standing commitment to expanding Uganda's productive capacity continues to shape the direction and priorities of the Corporation and the Ministry.

I further extend gratitude to the Parliament of the Republic of Uganda for the budget appropriations that provided UDC with the financial capacity to sustain ongoing investments and prepare new ones. The continued support of Parliament remains vital to the success of Uganda's industrialisation agenda.



*The year registered notable gains in job creation, domestic raw material sourcing, export-oriented production and private sector engagement across core value chains*

I also acknowledge the Ministry of Finance, Planning and Economic Development (MoFPED) for the timely release of resources during the year under review. Predictable financing enabled UDC to progress key industrial projects, support investee companies' and undertake essential preparatory work for pipeline investments.

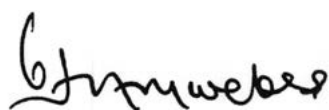
This Annual Report highlights progress made in strengthening industrial capacity, improving access to productive assets and creating opportunities for Ugandans to participate in the country's economic transformation. The year registered notable gains in job creation, domestic raw material sourcing, export-oriented production and private sector engagement across core value chains. These results show the continued confidence that Government places in UDC as a catalyst for industrial development and as a strategic partner in expanding Uganda's productive base.

At the policy level, the Ministry remains committed to ensuring that UDC's investments are aligned with national priorities, including the Parish Development Model, the Industrialisation for Job Creation Strategy, the Buy Uganda Build Uganda (BUBU) policy and regional and global trade frameworks. MTIC will continue to provide strategic guidance, oversight and policy support to strengthen governance

systems and ensure that UDC's interventions deliver measurable impact across all regions.

I commend the Board of Directors, Management and staff of UDC for their commitment throughout the year. I also acknowledge the cooperation of investee companies, local governments, development partners and private sector actors whose efforts are essential to building a competitive and inclusive industrial economy.

As we look ahead, the Ministry reaffirms its commitment to supporting UDC to fast-track high-impact industrial projects, deepen value chains, enhance export competitiveness and expand meaningful participation of Ugandans in productive enterprise. Working together, we shall continue to advance Uganda's vision of a modern and industrialised economy.



**Hon. Francis Mwebesa**  
Minister of Trade, Industry and  
Cooperatives (MTIC)

● ●

*The Ministry remains committed to ensuring that UDC's investments are aligned with national priorities, including the Parish Development Model, the Industrialisation policy, the Buy Uganda Build Uganda (BUBU) policy and other regional and global trade policy frameworks.*



Statement →

## From The Chairperson Board of Directors

This year stands out as a period in which UDC consolidated its strategic role as Government's investment arm, strengthened its contribution to national industrialisation efforts, and advanced initiatives aimed at transforming Uganda into a competitive and resilient production and value based, highly industrialized economy.

It is with great honour that I present the Annual Report of the Uganda Development Corporation for the financial year 2024/25. On behalf of the Board of Directors, I extend heartfelt appreciation to Government, Management and staff, and all investee companies for the continued support and cooperation that enabled the Corporation to deliver on its mandate.



*The Board remains committed to guiding prudent investments that drive inclusive, sustainable industrial growth and strengthen Uganda's long-term economic transformation by expanding productive capacity, improving livelihoods, and building a stronger, more competitive economy.*

During the year, UDC remained firmly aligned with national development priorities, including the industrialisation agenda outlined under Vision 2040, the National Development Plan IV, the Parish Development Model, and various sector strategies aimed at expanding value addition and deepening Uganda's productive capacity. The expansion of the investment portfolio from 17 to 19 companies' illustrates Government's commitment to leveraging UDC as a key driver of structural transformation, job creation, and market development. This growth is part of a deliberate effort to strengthen manufacturing, agro-industry, hospitality, and infrastructure services that support

broader economic development of our country.

The Board's strategic oversight focused on guiding the Corporation to invest in companies' that contribute to long-term national value. Emphasis was placed on capital allocation decisions, governance improvements, and enterprise oversight to ensure that investments support productivity, market access, and competitiveness. The goal has been to create a portfolio that not only delivers economic returns but also strengthens Uganda's capacity to participate effectively in regional and global markets. Board engagement centred on improving the quality of investments, strengthening internal management systems, and ensuring that each enterprise aligns with the broader goals of industrial growth and socio-economic advancement.

Employment creation remained one of the strongest outcomes of the year. UDC-supported companies' sustained 5,504 direct jobs and 24,183 indirect jobs, showing the Corporation's contribution to labour absorption and economic activity across the country. These jobs were generated across agriculture, textiles, fruit processing, hospitality, sugar, construction, and infrastructure services. The indirect jobs created along value chains, especially through local sourcing of raw materials, strengthened rural livelihoods and supported thousands of households. This growing network of suppliers, farmers, transporters,

and service providers highlights the importance of structured value chains as a cornerstone of Uganda's industrialisation strategy.

UDC's investments also supported progress in local content development as companies' increased purchases of domestic raw materials, particularly in fruit, tea, cotton, and textiles. This created stronger linkages between industry and agriculture, improved incomes for farmers, and contributed to the resilience of rural communities. Export performance remained stable, led by textile production, and shows potential for value-added exports under regional and international market frameworks including the African Continental Free Trade Area. These developments point to the importance of strategic investment in industries with clear demand and opportunities for scale. The Board placed significant focus on institutional strengthening and



*UDC's next phase will focus on stronger project preparation, disciplined investment sequencing, and alignment with national priorities. Ongoing tea sector challenges, rising ESG requirements, and the need to improve reporting, support management teams, and ensure compliance with investment plans remain key Board priorities.*

governance improvements within the Corporation. Progress was made in financial management, risk oversight, internal controls, and compliance. Implementation of the Enterprise Resource Planning system advanced, contributing to more efficient procurement, better reporting, and improved performance monitoring. These reforms are part of a broader effort to enhance operational efficiency, strengthen accountability, and support timely decision-making. They also lay a foundation for more effective investor engagement and improved institutional credibility.

Strategic partnerships remained central to the Corporation's work. Collaboration with public agencies, private investors, development partners, and financial institutions to mobilise resources, address operational bottlenecks, and support enterprise growth. These partnerships are essential for strengthening value chains, improving enterprise competitiveness, and enabling projects to move from concept to implementation. As Uganda prepares for large-scale industrial expansion, such cooperation will play an even greater role in unlocking market opportunities and strengthening enterprise sustainability.

**Godfrey R. Ruhurira**  
Chairperson, Board of Directors  
Uganda Development Corporation



Statement →

## From The Executive Director

On behalf of Management and staff, I note that the 2024/25 financial year marked meaningful progress in advancing the mandate of the Uganda Development Corporation. Management concentrated on strengthening the quality of the investment portfolio, supporting better enterprise performance, and improving the systems required to drive Uganda's industrial and economic transformation.

During the year, the number of investee companies under the Corporation increased from 17 to 19, signaling gradual growth in our investment footprint. These enterprises include Soroti Fruits Limited, Mabale Growers Tea Factory, Mpanga Growers Tea Factory, Kayonza Growers Tea Factory, Kigezi Highland Tea, Horyal Investment Holding Company, Bukona Agro Processors, Mutuma Commercial Agencies, Nilezilla Limited, Budadiri Arabica Coffee Mills, Kalangala Infrastructure Services, Nile Hotel International, Munyonyo Commonwealth Resort, Speke Resort Convention Centre, Abubaker Technical Services and General Supplies, East African Medical Vitals, Sanga Vet Limited, Alfasan Uganda Ltd and Pamoja Packaging Company. In FY 2025/26, the Corporation plans to add at least three additional enterprises, particularly in agro-industry, light manufacturing and export-oriented production.

Operational performance across the portfolio improved in several key areas. Operational performance across the portfolio improved. Employment rose from 3,007 jobs three years ago to 4,194 in FY



*This report outlines the progress achieved during the year and the actions undertaken to position the Corporation for sustained impact.*

2023/24 and 5,504 in FY 2024/25, driven mainly by textiles, fruit processing, and construction. Raw material sourcing increased from 14,629 metric tons in FY 2023/24 to 23,161 metric tons in FY 2024/25, strengthening domestic value chains, market access, and household incomes.

Investee companies also increased domestic revenue contributions, remitting over UGX 9 billion in statutory taxes. Abubaker Technical Services and General Supplies Ltd contributed UGX 7.224 billion, followed by East African Medical Vitals at UGX 1.47 billion, with additional payments from Fine Spinners Uganda Ltd, Mabale Growers Tea Factory, Budadiri Arabica Coffee Mills, and Kayonza Growers Tea Factory, reflecting growing economic participation by UDC-supported enterprises.

The Corporation continued to build its investment portfolio across equity, lease financing and project financing instruments, with emphasis on projects that support value addition, regional production capacity and long-term industrial diversification. Feasibility studies, due diligence, business advisory support and investment structuring remained central to project preparation, and we will implement these projects in the near future.

A number of our investee companies operated below target, especially in the tea sector, which continued to face a prolonged interna-

tional market crisis. Reduced global demand, low auction prices and liquidity challenges among major buyers affected production and limited intake of green leaf. The Corporation will continue to work with sector stakeholders, regulators and private actors to support recovery and strengthen competitiveness in this value chain.

Institutional development remained a key priority. Progress was made in strengthening financial management, internal controls, governance and compliance. Implementation of the Enterprise Resource Planning (ERP) system advanced, targeting improvements in procurement, reporting, human resource management and performance monitoring. Staff were trained in investment appraisal, project monitoring, ESG standards and financial analysis as part of ongoing capacity building. Partnerships played a central role in the year's achievements. The Corporation worked closely with Government ministries and agencies, development partners, financial institutions and private sector play-



*The Corporation remains committed to investments that strengthen domestic production, generate employment, support exports and contribute to Uganda's industrial and economic transformation.*

ers to address bottlenecks, support feasibility work, mobilise resources and strengthen value chains. These collaborations remain essential for scaling industrial opportunities across regions.

Looking ahead, the Corporation will focus on advancing project preparation for pipeline investments, accelerating disbursement for approved ventures and improving implementation across the portfolio. New industrial focus areas will include food processing, pharmaceuticals, building materials, textiles, packaging and strategic export oriented manufacturing. Emphasis will also remain on sustainability, value addition, employment creation and building enterprises that contribute meaningfully to Uganda's long-term economic transformation.

I extend appreciation to the Minister of Trade, Industry and Cooperatives for policy guidance, to the Board of Directors for their leadership, and to the Ministry of Finance, Planning and Economic Development for sustained financial support. I also commend UDC staff for their dedication and professionalism, and I acknowledge the contribution of all investee enterprises.

**Dr. Patrick B. Birungi**  
Executive Director  
Uganda Development Corporation

# 1

Year 24/25

# Overview



## Portfolio Growth

Number of investee companies: **17 → 20**

New projects: **Preparatory work completed** for upcoming FY



**+28.8%**  
**Employment**

Jobs created/sustained:  
**4,194 FY23 → 5,504 FY24**

**+58.3%**  
**Local Sourcing**

Local raw materials procured:  
**14,629 MT → 23,161 MT**

**USD 5.7** Billion  
**Export Performance**

Consolidated export earnings:  
Major contributors: **Fine Spinners** (textiles), **Bukona Agro Processors** (ethanol)

**UGX 9.2** Billion  
**Tax Contributions**

Statutory payments:  
Key contributors: **Abubaker Technical Services**, **East African Medical Vitals**



## ➔ Operational Highlights



Projects with significant progress: **Soroti Fruits Ltd, Lake Katwe Salt Project, Mutuma Commercial Agencies, Sanga Vet Chem & Packaging Factory**

## ➔ Institutional Strengthening



**Targeted Staff training** and **specialised personell recruitment**, Implementation of **Enterprise Resource Planning (ERP)** system (procurement, finance, HR, performance monitoring) **ICT upgrades** at Soliz House to enhanced digital readiness.

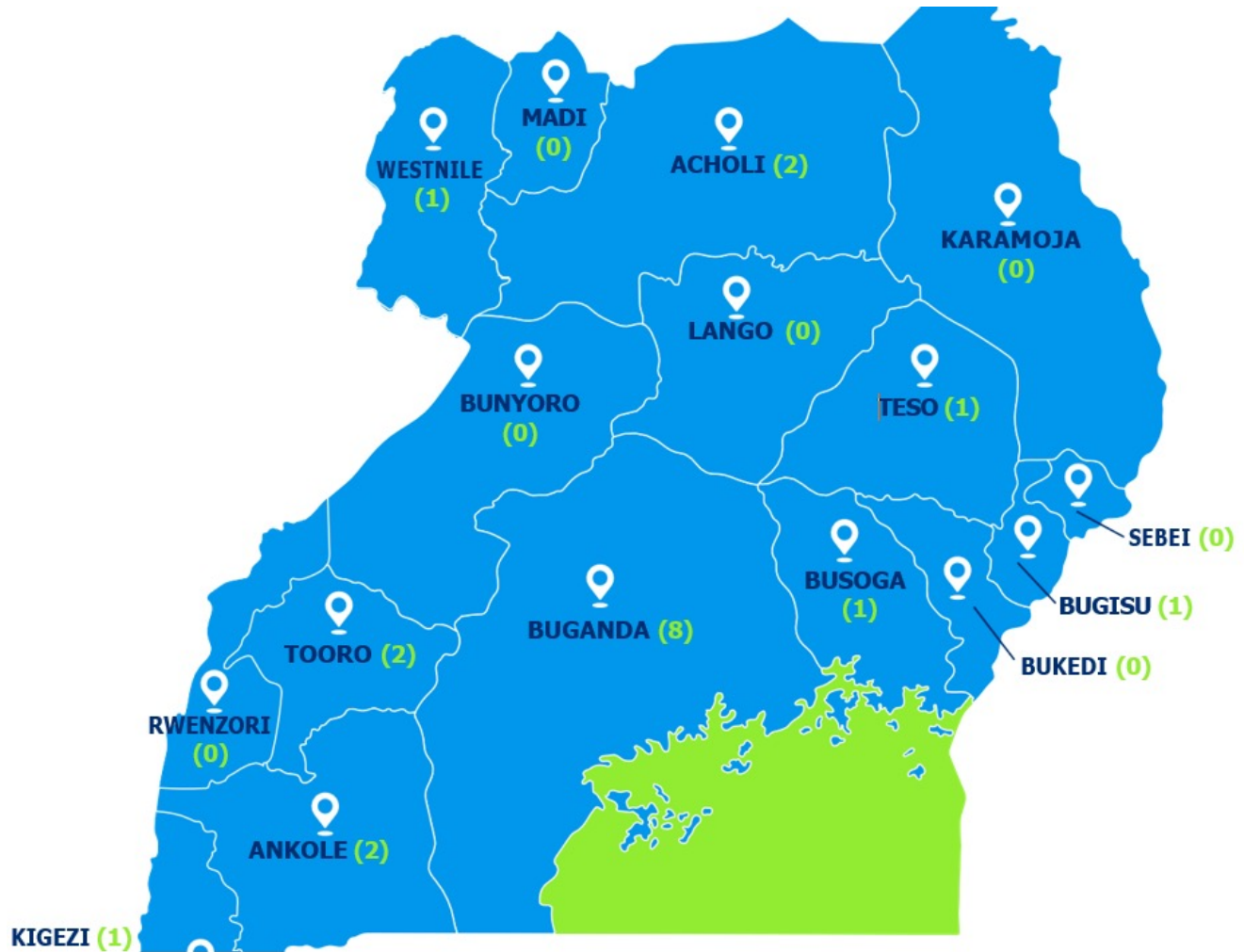
## ➔ Partnerships & Regional Impact



Collaboration with: **MDAs, development partners, financial institutions & private investors**  
Focus areas: **project preparation, value chain development, resource mobilisation**, contributing to balanced industrial development across the country.

*UDC's investee portfolio expanded steadily over the past five financial years, increasing from 8 companies in FY 2020/21 to 20 companies in FY 2024/25. This growth is attributed to sustained investment activity and a deliberate strategy to diversify the Corporation's investment.*

## 1.2 Balanced Regional Development



**Buganda:** Hosts the largest number of UDC investments with eight companies.

**Acholi, Tooro, Ankole:** Each region hosts two investments.

**West Nile, Busoga, Teso, Bugisu, Kigezi:** Each region hosts one investment.

**Lango:** UDC is reviving Lira Spinning Mill, aiming to boost industrial renewal.

**Karamoja:** UDC is exploring a potential cement manufacturing investment.

**Bunyoro & Rwenzori:** Through Nile Hotel International Ltd, UDC is assessing feasibility for luxury hotels to enhance tourism and local economic development.

**Sebei, Rwenzori, Elgon, Bukedi, Bunyoro:** These sub-regions currently have no active UDC-supported projects, highlighting the need for targeted investment mobilisation for balanced regional industrialisation.

## 1.3 Jobs created and sustained

No.	Company	Direct Jobs	Indirect Jobs
01	East African Medical Vitals (EAMV)	313	720
02	Fine Spinners (Uganda) Ltd.	1,200	4,800
03	Soroti Fruits (SOFTE)	119	655
04	Sanga Vet Chem. Ltd.	75	188
05	Nile Hotel International (Serena Concession)	570	2,850
06	Budadiri Arabica Coffee Mills	8	24
07	Kayonza Growers Tea Factory	352	2,464
08	Mabale Growers Tea Factory	300	2,100
09	Mpanga Growers Tea Factory	75	5,25
10	Kigezi Highland Tea Factory	274	1,918
11	Munyonyo Common Wealth Resort Ltd	301	1,505
12	Speke Resort Conference Centre	250	1,250
13	Horyal/Atiak Sugar Factory	501	1,275
14	Mutuma Commercial Agencies	140	700
15	Kalangala Infrastructure Services	68	170
16	Bukona Agro-Processors Ltd	225	1,125
17	Abubaker Technical Services Ltd	662	1,523
18	Nilezilla Ltd (Yumbe Fruit Factory)	71	391
19	Pamoja Packaging & Industrial Solutions	-	-
20	Great Lakes Iron and Steel Company Ltd	-	-
<b>Total</b>		<b>5,504</b>	<b>24,183</b>

During the year, UDC-supported companies continued to play a critical role in national job creation across agro-industrialisation, hospitality, manufacturing, and infrastructure services.

A total of 5,504 direct jobs and 24,183 indirect jobs were sustained across nineteen investee companies, with direct employment covering day-to-day operations and indirect jobs arising along the value chain through suppliers, transporters, out-growers, and service providers.

This performance demonstrates UDC's continued contribution to industrial development, improved household incomes, and broader socio-economic transformation.

Major contributors to employment included Fine Spinners Uganda Ltd, Nile Hotel International (Serena Concession), Horyal/Atiak Sugar Factory, Abubaker Technical Services Ltd, and tea factories, owing to their scale of operations and extensive upstream and downstream linkages.

Agro-processing companies such as Soroti Fruits, Mutuma Commercial Agencies, Bukona Agro-Processors, and Budadiri Arabica Coffee Mills supported rural livelihoods through farmer engagement and value addition. Additionally, hospitality facilities like Igongo Country Hotel, Munyonyo Commonwealth Resort, and Speke Resort Conference Centre maintained strong labour absorption, while infrastructure firms such as Kalangala Infrastructure Services and Abubaker Technical Services sustained a stable workforce through ongoing operations.

## 1.4 Uptake of raw materials →

Metric tonnes

24,375 27,682 16,018 10,090

2022

2023

2024

2025

Raw material uptake; primarily coffee, cotton, green leaf (tea), cassava, and maize, rose between 2022 and 2023 before declining sharply in 2024

Local raw material utilisation among UDC investee companies rose from 24,375 metric tons in 2022 to 27,682 metric tons in 2023, driven by strong performance in fruit processing, coffee, cotton, cassava-to-ethanol conversion, and stable tea operations. However, utilisation fell sharply to 16,018 metric tons in 2024 and further to 10,090 metric tons in 2025, largely due to weakened international tea markets, reduced green leaf intake, and disrupted purchasing patterns that significantly lowered tea-factory throughput.

Although other value chains such as coffee, cotton, cassava, and maize maintained reliance on local sourcing, the scale of decline in the tea segment overshadowed these gains. During the reporting period, Government, through UDC, initiated efforts to stabilise the tea sector by working on modalities that will improve raw material uptake and strengthen market access.

UDC and Government initiated measures to stabilise the tea sector, including exploring new markets in the UAE and strengthening value-chain coordination to restore supply volumes as conditions improve.



1.5 Tax contribution 

Uganda Shillings

6Bn

2022  
/23

7.3Bn

2023  
/24

9.2Bn

2024  
/25

UDC investee companies tax contributions rose from UGX 6 billion in FY 2022/23 to UGX 9.2 billion in FY 2024/25, driven primarily by increased production and major project activity across the portfolio

Tax contributions from UDC investee companies continued to grow over the last three financial years. In FY 2022/23, the portfolio remitted UGX 6 billion in statutory taxes. This increased to UGX 7.3 billion in FY 2023/24, supported by higher production activity in several companies'. In FY 2024/25, total tax remittances rose further to UGX 9.2 billion, the highest level recorded during the period.

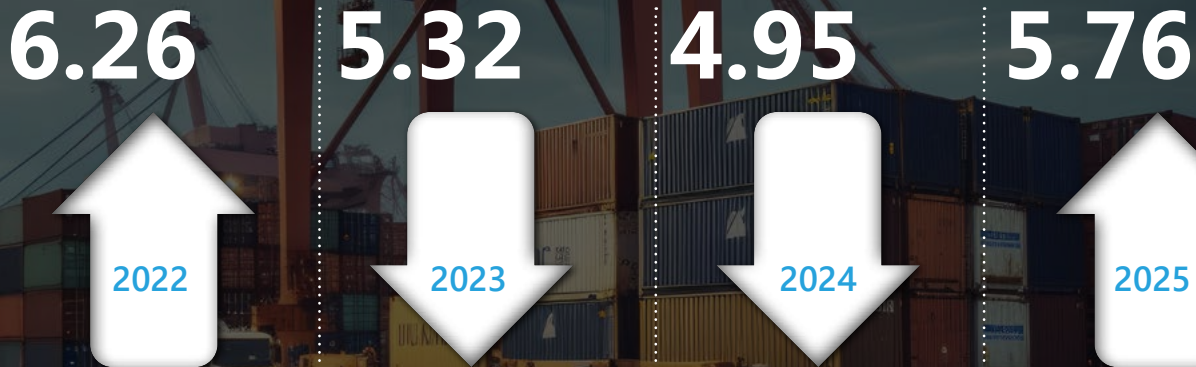
The strong performance in FY 2024/25 was largely driven by Abubaker Technical Services and General Supplies Ltd, which contributed UGX 7.224 billion as a result of increased work on major road construction projects. Fine Spinners Uganda Ltd contributed UGX 730 million, while East African Medical Vitals made an additional contribution as its manufacturing output and market coverage expanded. These payments covered PAYE, VAT, withholding tax, local service tax and other statutory obligations.

The solid increase in tax payments shows the widening formal economic activity within UDC's portfolio and the Corporation's contribution to domestic revenue mobilisation.



## 1.6 Export Earnings

USD Millions



Export earnings from UDC investee companies fluctuated over the four years, due to falling global prices of agro-processed products, ethanol exports and tea. A recovery in FY 2024/25 was registered led by strong textile exports from Fine Spinners Uganda Ltd.

Export earnings from UDC investee companies fluctuated over the four-year period, shaped by changes in international market conditions and the performance of key value chains. In 2022, export receipts amounted to USD 6.26 million, supported mainly by agro-processed products and emerging ethanol exports. In FY 2022/23, earnings stood at USD 5.32 million, driven by tea exports and continued ethanol sales from Bukona Agro-Processors Ltd, although softening global tea prices began to affect overall portfolio performance.

In FY 2023/24, export earnings reduced further to USD 4.95 million. This decline was attributed largely to sustained pressures in international tea markets, which affected export volumes and returns from several tea companies' within the portfolio. Bukona Agro-Processors Ltd remained a key contributor through its regional ethanol exports, helping maintain a portion of the portfolio's foreign exchange inflows. Bukona Agro-Processors maintained its presence in regional markets, while tea exports remained limited due to ongoing market challenges, including low auction prices and reduced demand in traditional export destinations.

A recovery was registered in FY 2024/25, with export earnings increasing to USD 5.76 million. The improvement was driven primarily by Fine Spinners Uganda Ltd, whose textile exports accounted for the largest share of foreign exchange generated during the year.





USD  
**5.76**  
million

Increase in Export  
Earnings in FY 24/25  
from USD 4.95 million in  
FY 23/24

# 02 Who We Are →





## 2.1 About Us

UDC is a corporate entity established under the Uganda Development Corporation Act of 2016 to promote and facilitate Uganda's industrial and economic development. As the government's investment arm, UDC advances growth by creating and managing subsidiary and associate companies, developing and implementing public-private partnerships across commercial, industrial, and agricultural sectors, financing and overseeing strategic projects, and conducting research to inform and strengthen industrial development.

## 2.2 Strategic Objectives



### Our Mandate:

To promote and facilitate industrial and economic development of Uganda.



### Our Vision:

The leading driver of industrial development for the social and economic transformation and prosperity of Uganda.



### Our Mission:

To establish sustainable investments in areas strategic to Uganda's social and economic transformation, and prosperity.



- i] Strengthening internal capacity and processes to enhance UDC's ability to effectively deliver on its mandate.
- ii] Leveraging partnerships and networks to optimize resources and foster collaboration across sectors.
- iii] Investing in strategic and sustainable ventures aimed at driving Uganda's overall economic and industrial development.

## 2.3 Our Values



**Sustainability:** It is our commitment and responsibility for the future to invest in strategic sustainable ventures that strike a balance between benefits and social good.



**Teamwork:** UDC espouses team spirit, togetherness and collective responsibility for all actions, for their intended and unintended outcome.


 <p><b>Adaptability:</b> UDC is flexible to take on new ideas/innovative way of doing work and is proactive to emerging opportunities</p>	 <p><b>Reliability:</b> UDC strives to demonstrate its consistent behavior through meeting and exceeding the expectations of our stakeholders.</p>
 <p><b>Integrity:</b> We subscribe to high ethical and moral standards.</p>	 <p><b>Excellence:</b> We strive for perfection in our processes and systems as well as results.</p>

## 2.3 Our Funding Model

The Corporation applies a diversified funding model designed to stimulate industrial growth, strengthen domestic production capacity and create sustainable value across Uganda’s industrial ecosystem. This model enables UDC to mobilise and deploy capital through a mix of investment instruments tailored to the needs of different companies’, while ensuring prudent use of public resources and long-term commercial viability.

**Lease Financing**

To support technology adoption and enhance production efficiency, the Corporation provides lease financing for industrial equipment and machinery. This instrument enables companies to access modern production assets without the immediate burden of full capital expenditure. Lease financing is particularly suited for agro-industry, manufacturing and processing companies’ seeking to scale operations or upgrade technology.



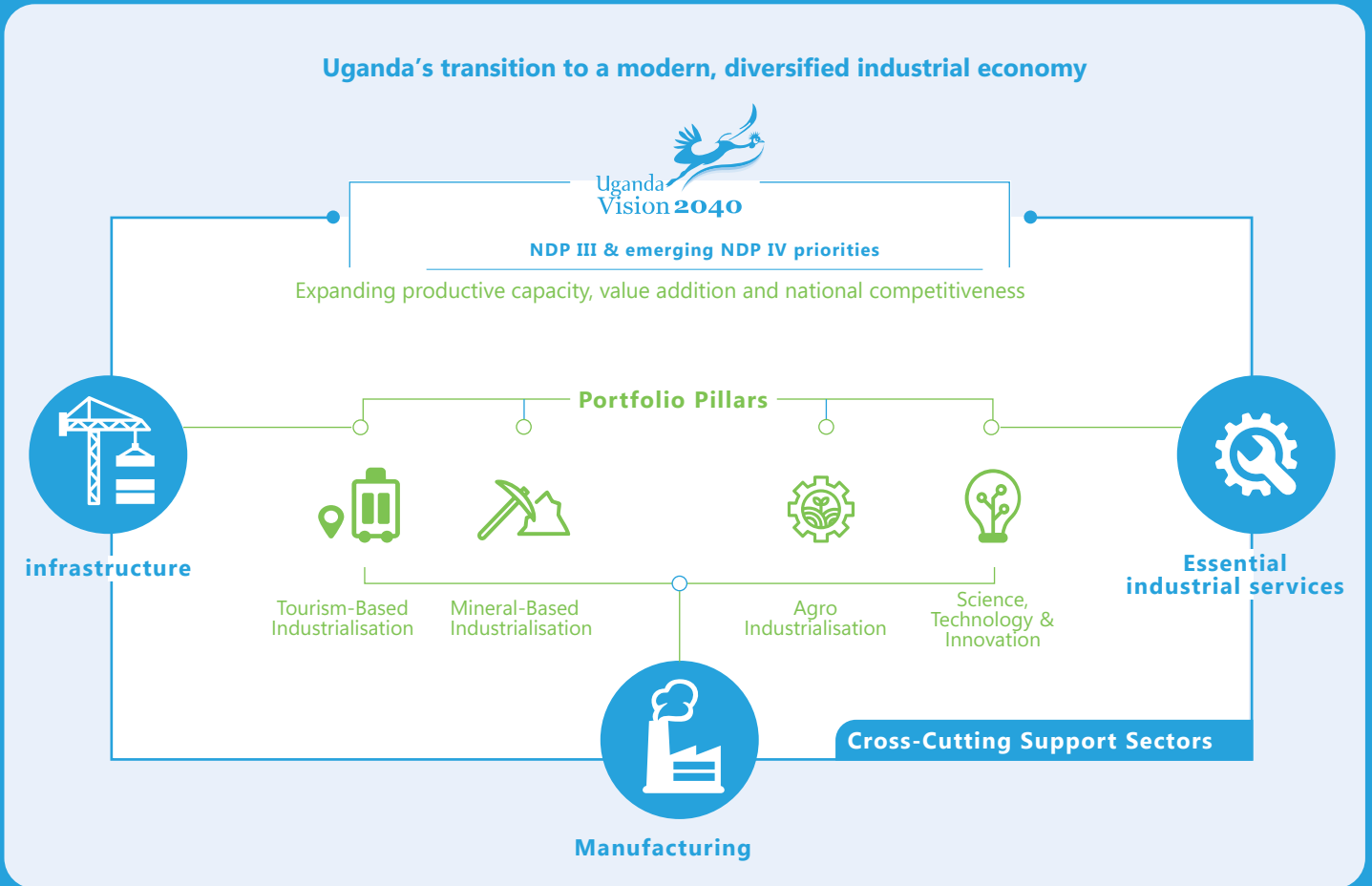
**Shareholder Loan Funding**

UDC extends shareholder loans to joint ventures and subsidiaries to complement equity investment and strengthen working capital, expansion programmes and operational resilience. These loans are structured to align with the financial needs of each enterprise while maintaining the Corporation’s long-term interest as an investor. Shareholder loan funding is essential for supporting business growth, enhancing liquidity, enabling investee companies to meet production and market requirements.

**Equity Financing**

UDC undertakes direct equity participation in commercially viable and strategic projects. Through this instrument, the Corporation acquires an ownership stake and plays an active role in governance, strategic oversight and performance monitoring. Equity financing supports the establishment, revival and expansion of industries that have strong potential for national value addition, job creation and export development.

## 2.4 Strategic focus areas



Agro-Industrialisation remained the most active pillar within UDC's portfolio during FY 2024/25. Investments in Soroti Fruits Ltd, Yumbe Fruits Factory, Bukona Agro Processors Ltd, Mutuma Commercial Agencies, Budadiri Arabica Coffee Mills Ltd, and the tea factories in Kayonza, Mabale, Mpanga and Kigezi Highland Tea stimulated value addition across multiple agricultural value chains.

uptake of  
**Local Raw materials**



### UDC Agro-Industrialisation contribution to economic growth

**8,532 MT**      FY 23/24      FY 24/25  
**14,629MT**      **23,161MT**

+58.3% increase in domestic raw materials uptake

Tourism-Based Industrialisation continued to support the recovery and expansion of Uganda’s hospitality sector. UDC’s investments in Munyonyo Commonwealth Resort, Speke Resort Convention Centre and Nile Hotel International maintained strong performance, anchored by a growing Meetings, Incentives, Conferences and Exhibitions (MICE) market. These facilities strengthened Uganda’s competitiveness as a regional conferencing hub, supported service-sector employment and contributed to foreign exchange earnings during the year. Their continued operation has sustained Uganda’s visibility as an investment and tourism destination.

Mineral-Based Industrialisation remained an important pillar aligned with Uganda’s strategy to increase mineral beneficiation and reduce import dependence. Progress that will result to salt processing continued at the Lake Katwe Salt Project, while preparatory work advanced for pipeline projects in Moroto Cement, limestone processing, iron ore beneficiation. These projects remain central to Uganda’s ambitions to strengthen local supply of industrial inputs, expand production capacity and build a more resilient mineral-based industrial sector.

**Science, Technology and Innovation (STI):**

**East African Medical Vitals** expanded domestic production of medical consumables, supporting import substitution and health security.

**Sanga Vet Chem** strengthened local manufacturing of veterinary pharmaceuticals and animal health products, enhancing biotechnology capability.

**UDC advanced implementation of its ERP system** to improve governance, data management and internal operational efficiency.



FY 22/23	FY 23/24
<b>3,007 jobs</b>	<b>4,194 jobs</b>

**80%** **5,504 jobs** created from fruit processing, cassava to ethanol conversion, tea processing and coffee milling

*Local farmers benefit from the various fruit processing industries by UDC*

## Who We Are

In the cross-cutting area of manufacturing, infrastructure and industrial services, the Corporation maintained investments that enable broader economic activity. Pamoja Packaging Ltd remained in the assembly and installation phase of its manufacturing plant during FY 2024/25, with work focused on machinery integration, facility setup and operational readiness. Once completed, the factory will provide much-needed packaging solutions to agro-processors, manufacturers and exporters.

A significant component of UDC's infrastructure-linked investments was delivered through Abubaker Technical Services and General Supplies, which undertook major national road construction projects during the year. These included Busunju, Kiboga, Hoima Road (145 km), Matugga, Semuto, Kapeeka Road (41 km), and Probase Technology roads totalling 25 km. Once completed, these projects, will improve road connectivity, reduce transport and logistics costs, facilitate movement of agricultural produce, support industrial access and contribute to regional economic development. Their impact has so far extended to employment creation especially to the youth, local contractor engagement and increased demand for industrial materials.

211

*Total kilometres of roads were constructed, providing employment to the youth, local contractor engagement and increased demand for industrial materials.*



*Stone quarry at Buwanba Nakaseke, used to supply stones for the ongoing Matugga -Semuto -Kapeeka Road construction*





*Economic Infrastructure & Beautification in Hoima Municipal Councils  
Under USMID Batch - II Infrastructure Investment Programme*



Road construction equipmen on the ongoing Matugga -Semuto -Kapeeka Road construction



Traffic along a section of the Matugga -Semuto -Kapeeka Road



**03**

**Governance** ➔







*Minister of Trade, Industry and Cooperatives Hon. Francis Mwebesa (seated center), Hon. David Bahati (second right seated), the entire UDC Board and Management, during the inauguration of the Board*

Uganda Development Corporation operates under the Uganda Development Corporation Act, Cap. 208, which provides the legal foundation for its mandate, governance structures and accountability mechanisms. The Act outlines the functions of the Corporation, establishes the governance organs, and defines the principles that guide the management of public investments.

In line with national laws governing public companies', UDC's governance framework promotes transparency, accountability and strategic alignment with Government's industrialisation agenda, including Vision 2040, NDP III and the priorities emerging under NDP IV.. The Corporation is governed by a Board of Directors appointed in accordance with Section 6 of the UDC Act, Cap. 208. A new seven-member Board was inaugurated on 3 April 2025 and inducted on 15–16 April 2025.

The Board provides strategic oversight, approves investment decisions, reviews performance, and ensures that the Corporation fulfils its mandate. Throughout FY 2024/25, the Board held multiple meetings to deliberate on investment modalities, consider the FY 2025/26 work plan and resolve key operational and governance matters. The Board also undertook field visits, including oversight visits to Atiak Sugar Factory, and held engagements with stakeholders to deepen understanding of ongoing investments.

### 3.1 Board of Directors



**Eng. Godfrey R. Ruhurira**  
**BOARD CHAIRPERSON**

**Eng. Godfrey R. Ruhurira** has served as UDC Board Chairperson since 2022, strengthening governance and guiding investment decisions. He is Lead Partner at Associated Financial Services Ltd, specializing in project appraisal, fund mobilization, and project management. He holds a BSc in Civil Engineering and a Master's in Environmental Health Engineering from the University of Nairobi. He has nearly 20 years of senior experience at the East African Development Bank and over 20 years in consulting, with expertise in governance, strategic planning, and institutional management.



**Ms. Lynette Bagonza**  
**MEMBER**

**Ms. Lynette Bagonza**, is the Permanent Secretary of the Ministry of Trade, Industry and Cooperatives, with over 23 years of senior public service experience. Her career spans key roles in the Ministries of Internal Affairs, Public Service, ICT, Tourism, and the Cabinet Secretariat She holds an MBA in Public Services from the University of Birmingham and has led major reforms, including business process digitalization and modernization of passport issuance. She has served in several ministries, with expertise in strategic leadership, financial management, policy development, and governance



**Ms. Maris Wanyera**  
**MEMBER**

**Ms. Maris Wanyera** is a Director of Debt and Cash Policy at MoFPED and UDC Board Member, has over 30 years of public service experience in macroeconomic policy and public debt management. She holds a Master's in Development Economics from the University of Massachusetts and a BA in Economics from Makerere University. Since 2016, she has led external financing negotiations, coordinated development partners, and overseen Uganda's Public Debt Management Strategies and financing frameworks. She has also represented government on several national boards in statistics, capital markets, microfinance and coffee sector development, underscoring her strong technical expertise and national level influence



**Dr. Umar Kakumba**  
**MEMBER**

**Prof. Umar Kakumba**, is a Professor of Public Sector Management at Makerere University, he is former Deputy Vice Chancellor (Academic Affairs) and former Dean of the School of Business. He holds a PhD in Public Affairs from the University of Pretoria, a fellowship from the University of Cambridge, and earlier degrees from Makerere University. He has extensive experience in teaching, research, and consulting, has led major funded research projects, and has served on and chaired several governing boards. He has published widely, led major funded research projects, and served on and chaired several governing boards, establishing him as a leading scholar and practitioner in public sector management. He has chaired governing boards including UBTEB, the Buganda Kingdom Lukiiko's Finance Committee, the Makerere University Endowment Fund, and the Infectious Diseases Institute



**Dr. Edward Nyatia**  
**MEMBER**

**Dr. Edward Nyatia**, is an academic and entrepreneur with over 25 years' experience in skills development across the public and private sectors. He holds a PhD in Neuroscience (University of Cape Town), an MSc in Molecular Biology (University of Edinburgh), and a Bachelor of Veterinary Medicine (Makerere University). He has served as Senior Lecturer and Head of Anatomy at Makerere University and on several boards, including the UDC Board (Chair, Finance and Administration Committee), the Pharmacy Board, the Governing Council of Fins Medical University, and the Makerere University Contracts Committee. He has led major funded projects and supported large scale skills training initiatives.



**Dr. Jacklyn Makaanu Arinaitwe**  
**MEMBER**

**Dr. Jacklyn Makaanu Arinaitwe**, is an economist and policy analyst with 18 years' experience in economic development. She is Founder and Managing Director of the Ace Policy Research Institute and holds a PhD in Economic Policy (University of Kentucky) and a Bachelor's Degree in Economics (University of Alabama at Birmingham). She has advised government and development partners, including UNDP, UNDESA, the World Bank, GIZ, and GGGI. She has served on the Board of Mango Tree and the Education Policy Review Commission and is active in several professional associations.



**Dr. Patrick B. Birungi**  
**EXECUTIVE DIRECTOR**

**Dr. Patrick B. Birungi**, is the Executive Director of the Uganda Development Corporation (UDC) and holds a PhD in Economics from the University of Pretoria. He previously served eight years as Director of Development Planning at the National Planning Authority, leading Vision 2040 and the Second National Development Plan, and served on the Government PPP Committee and several boards. He was Senior National Economist at UNDP Uganda and a Senior Lecturer at Makerere University for fifteen years. He brings extensive experience in national planning, programme management, research, and development consulting.



## 3.2 Management Team

The Executive Director leads the day-to-day operations of the Corporation and provides overall technical and administrative leadership.

UDC's management team comprises directors and managers heading core functions such as Investments & Appraisal, Finance & Administration, Legal Services, Procurement, Human Resource & Administration, Investment Services and Research, Monitoring & Evaluation. The management team drives implementation of the Strategic Plan, manages the investment portfolio, ensures compliance with regulatory frameworks and coordinates performance reporting to the Board and Government.



● **Dr. Patrick B. Birungi**  
**Executive Director**

● **Hope A. Kisitu**  
**Corporation Secretary**



● **Christine Zake,**  
**Director Finance and Administration**

● **Gad Tusiimire Zikehemura**  
**Director Internal Audit**

● **Mildred Barungi, PhD**  
**Ag. Director Research, Monitoring and Evaluation**

● **Pauline Among Ihumuza**  
**Ag. Director Strategy and Corporate Affairs**



● **Andrew Mugerwa**  
**Director Investments, Development and Appraisal**

● **Herbert Bitwire**  
**Human Resource and Administration Manager**

● **Denis Dokoria**  
**Manager Communications**

● **Teo Nanyange**  
**Finance Manager**



● **Dan Atuhaire**  
**Head Procurement**

● **Ollen Wanda Kahurubuka**  
**Manager Investments and Implementation**

● **Yudaya Kadondi**  
**Manager Post Implementation**

● **Tasha Balunywa**  
**Manager Appraisal**

### 3.3 Organizational Structure: ➔

The organisational structure of the Uganda Development Corporation is designed to support efficient and effective delivery of its mandate. UDC operates through six Directorates and the Office of the Executive Director, with clearly defined and aligned roles that enable coordinated execution across the organisation. The structure provides dedicated capacity in investment management, finance, legal and regulatory compliance, corporate governance, ICT, research, and monitoring and evaluation.

To further strengthen institutional capacity, UDC continues to recruit specialised technical staff and offer trainee placements to build a sustainable skills base and ensure the technical expertise required to support Government industrialisation and economic development priorities.



*The Corporation comprises six Directorates, with clearly defined and closely aligned roles that enable coordinated execution across the organisation*

### 3.4 Compliance and Governance Practices ➔



UDC maintains robust compliance and governance frameworks to safeguard public investments and ensure accountability. The Corporation enforces a Code of Conduct and Ethics, conducts regular internal and external audits, and applies strong internal controls. During the year, key initiatives included enterprise risk assessments, Board capacity building, and approval of the Audit Charter.

In parallel, ICT modernisation and business process automation advanced with the procurement of an Enterprise Resource Planning (ERP) system to automate finance, procurement, human resources, and performance management, strengthening operational efficiency, data integrity, and accountability to stakeholders.

## 3.5 Performance Oversight



Performance oversight remains a central component of UDC's governance framework. The Board receives structured performance updates through quarterly reviews, investment assessments, and portfolio oversight engagements. These processes ensure that management targets are clearly linked to national industrialisation objectives and remain aligned with the UDC Strategic Plan.

During the reporting period, the Board and Management conducted field visits to selected investee companies, including tea factories affected by the sector crisis. These engagements provided first-hand insight into operational challenges, validated reporting from investee enterprises and informed responsive actions and strategic interventions undertaken by the Corporation.

In compliance with statutory obligations, the Corporation prepares and submits Annual Performance Reports and Annual Financial Statements to the Ministry of Trade, Industry and Cooperatives (MTIC), the Ministry of Finance, Planning and Economic Development (MoFPED) and Parliament. These submissions reinforce transparency, strengthen accountability for public resources, and support evidence-based oversight.

**04**

# Operating Environment





# Year 24/25 Operating Environment Trends

During the year, the Corporation operated in an environment of gradual macroeconomic recovery, ongoing policy reforms, and evolving global market dynamics, which continued to influence industrial activity and the performance of UDC-backed enterprises.



**Improved**  
industry, agriculture,  
services & construction



**Improved**  
domestic food supplies &  
stable global commodity  
prices



**Increased**  
manufacturing,  
agro-processing, tourism  
and infrastructure  
development



**Stable Inflation**  
3.3% annual average



*Real GDP growth  
up from 6.1 % in  
FY 23/24*



Tourism recorded a strong recovery, with conferencing, hospitality, and meetings (MICE) activities increasing substantially, driven by regional events and improved visitor flows

The policy and regulatory environment remained supportive of industrialisation for which UDC is directly charged to lead. Implementation of NDP III priorities and ongoing preparations for NDP IV provided a framework for value addition, export competitiveness and import substitution. Government continued to implement the National Industrial Policy, the Buy Uganda Build Uganda (BUBU) strategy, and various sector-specific guidelines that supported local sourcing, market access and investment readiness. These frameworks reinforced UDC's investment focus in agro-industry, manufacturing, minerals, tourism and science and technology.

The investment and financial climate registered modest improvement. Foreign Direct Investment (FDI) inflows showed recovery compared to the previous year as investor confidence strengthened in manufacturing, oil and gas-related services, and construction. However, domestic credit conditions remained tight, with commercial bank lending rates averaging 18 to 20 percent, limiting access to affordable financing for some enterprises and contributing to delays in capital-intensive projects. This affected working capital availability for a number of UDC investee companies, particularly in agro-industry and construction-related ventures.

Sectoral activity within Uganda's industrial ecosystem exhibited mixed performance. Manufacturing output improved in textiles, fruit processing, construction materials and pharmaceutical products, supported by increased domestic demand and expanding production capacity. However, the tea subsector faced continued pressure arising from depressed international auction prices and liquidity constraints among major buyers, which affected production volumes and green leaf intake for tea factories in Kayonza, Mabale, Mpanga and Kigezi.

Technology and innovation continued to shape competitiveness. Greater use of digital systems, automation, research and data driven decision making improved efficiency in health manufacturing, agro processing and services. UDC advanced its ERP rollout, strengthening financial reporting, procurement transparency and institutional efficiency, while investee companies adopted new production and quality assurance technologies to enhance performance.

Demographic and labour dynamics influenced the operating environment. Uganda's youthful population sustained demand for jobs and enterprise opportunities, while special interest groups remained active in supply chains. UDC-backed enterprises increased direct employment from 4,194 in FY 2023/24 to 5,504 in FY 2024/25, driven by growth in agro-processing, textiles, pharmaceuticals and infrastructure-linked services.

Environmental, Social and Governance (ESG) considerations gained prominence in national policy and financing. There was greater emphasis on environmental compliance, green investment readiness, responsible resource use and improved governance standards within public enterprises. UDC strengthened oversight of ESG performance across its portfolio, particularly in sectors with material environmental impacts such as agro-industry, construction, mining-linked operations and large-scale manufacturing.



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*The operating environment presented both opportunities and constraints. Macroeconomic stability, policy support, and recovering industrial activity supported investment, while volatile global commodity prices, credit constraints, and sector-specific shocks required adaptation. UDC's strategic focus and institutional strengthening enabled continued delivery of industrial and economic outcomes in FY 2024/25.*

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*Soroti Fruit Factory, one of the UDC investee companies*

Government institutional reforms continued to strengthen public investment management, accountability, and leadership readiness, providing a supportive framework for UDC's operations. Internally, UDC advanced organisational restructuring, strengthened controls, and enhanced compliance and risk management to deliver its mandate in line with national priorities.





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*Sanga Vet Chem strengthened local manufacturing of veterinary pharmaceuticals and animal health products, enhancing national biotechnology capabilities and reducing reliance on imports.*

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**05**

**Risk →  
Management**

Low



R I S K

High



## 5.1 Risk Management Framework

During the FY 2024/25 financial year, the Corporation prioritised the safeguarding of its investments and the promotion of sound governance, financial, and operational controls across the portfolio. Ongoing risk identification, assessment, and mitigation measures were implemented through routine internal and external audits, monitoring and evaluation activities, compliance reviews, and structured oversight by the Board and its Committees.



*Market-related risks were most evident in the tea value chain, where depressed global auction prices adversely affected revenues*

## 5.2 Financial-Risks →

Financial risks remained significant due to the Corporation's exposure to equity and debt-financed projects. Liquidity pressures persisted in some investee companies, particularly tea companies that were affected by reduced demand at the international level. Commercial lending rates, which ranged between 18 and 20 percent during the year, further constrained access to working capital. Market-related risks were most evident in the tea value chain, where depressed global auction prices adversely affected revenues for Kayonza Growers Tea Factory, Mpanga Growers Tea Factory, Mabale Growers Tea Factory and Kigezi Highland Tea Factory, limiting their ability to purchase green leaf, meet operational obligations and maintain production.

## 5.3 Operational-Risks →

Operational risks were driven by project execution delays, supply chain interruptions and production inefficiencies. In several enterprises, delays in equipment delivery, contractor performance challenges and prolonged procurement processes affected project timelines. Some companies also experienced inconsistent raw material availability, particularly those dependent on seasonal supplies. UDC responded by intensifying field monitoring, providing technical support to management teams and promoting closer alignment between procurement and production plans. The continued rollout of the Enterprise Resource Planning (ERP) system strengthened internal controls and improved data accuracy and reporting.



Fruit processing equipment, Nilezilla Ltd (Yumbe Fruit Factory)



20

*Number of UDC investee companies increased from 17 in FY 23/24 to 20 in FY 24/25*

*Workers at East African Medical Vitals*



06

## Partnerships and Visibility





## 6.1 Strengthening Partnerships



During FY 2024/25, the Corporation strengthened partnerships, collaborations and visibility initiatives to mobilise technical, financial and institutional support for strategic investments, supporting capital mobilisation, value chain development and project readiness. Nationally, UDC worked closely with government ministries, departments and agencies to align investments with Vision 2040, NDP III and the emerging strategic direction of NDP IV.

Collaboration with the Ministry of Trade, Industry and Cooperatives, the Ministry of Finance, Planning and Economic Development, the National Planning Authority, Uganda Investment Authority and local authorities supported investment approvals, facilitated policy harmonisation and enhanced coordination of public–private industrial initiatives. These engagements enabled smoother implementation of ongoing projects, strengthened regional outreach and supported the development of investment proposals for pipeline interventions in agro-processing, mineral beneficiation, pharmaceuticals and tourism.

Internationally, UDC expanded cooperation with regional investment bodies and development finance institutions such as the African Development Bank (AfDB). Partnerships with the African Development Bank (AfDB) advanced technical dialogue on industrial value chains, and guided resource mobilisation modalities for strategic sectors. Engagements with the Industrial Development Corporation (IDC) South Africa provided access

to long-standing industrial development experience, particularly in industrial financing, project structuring, governance frameworks, research, monitoring and evaluation, and sector-specific investment models. These exchanges helped sharpen UDC's project preparation capacity and informed the refinement of investment appraisal tools, methodologies, and processes.

These international collaborations are shaping tangible results, including the joint development of investment concepts, refinement of feasibility work for pipeline projects, strengthening resource mobilization capabilities and enhanced understanding of regional industrial development practices. The partnerships also opened opportunities for co-financing discussions and knowledge-sharing on sectors such as pharmaceuticals, agro-industrialisation, infrastructure-linked companies' and mineral value addition.



*UDC actively participated in the African Continental Free Trade Area (AfCFTA) and African Export-Import Bank (Afreximbank)*



UDC participated in the Association of African Development Finance Institutions (AADFI) in Abidjan, Ivory Coast.

Public-private partnerships remained central to UDC's approach to widening investment participation and building resilient industrial ecosystems. The Corporation continued to collaborate with industrial minds and pushers, like Uganda Manufactures Association with the purpose of engaging on supporting investments and strengthen value chain linkages in line with the industrialization agenda. These engagements provided insight into market trends, sector challenges and emerging opportunities that informed the Corporation's investment decisions. They also supported the operational performance of investee companies through coordinated interventions in sourcing, market access, financing and production planning.

*The Corporation worked closely with development partners and technical agencies from other countries such as the IDC, South Africa. These partnerships provided targeted support that strengthened the Corporation's systems, and improved organisational readiness for expanding portfolio oversight.*



UDC was formally admitted to the AADFI membership in May 2025 ●●

## 6.2 Media Engagements, Expositions and Digital Visibility



*The Managing Director New Vision Printing and Publishing Company Mr. Don Wanyama with the Executive Director, UDC, Dr. Patrick B. Birungi, collaboration continues to showcase the UDC outcomes and impact in the country.*

The Corporation strengthened its visibility and stakeholder engagement through targeted media outreach, participation in national and international expos and deliberate enhancement of its digital platforms. UDC featured in a range of print and broadcast media engagements that highlighted major investment milestones, Board and ministerial field visits, and performance achievements across the portfolio. These engagements helped raise public awareness of the Corporation's mandate and showcased progress in strategic sectors such as agro-industrialisation, tourism, pharmaceuticals and infrastructure services.

UDC participated in selected national exhibitions, trade fairs and investment forums during the reporting period. Key events included the Renewable Energy Conference and Expo 2024 (October 31 to November 2, 2024) and the National Workshop on Bioethanol for Clean Cooking in Uganda, convened at Serena Hotel, Kampala (September 12, 2024). The Corporation showcased UDC-supported companies' such as Bukona Agro-Processors, a manufacturer of denatured ethanol; engage potential investors; share insights on industrial development; strengthen partnerships with public and private sector stakeholders. Participation in these expos enhanced UDC's visibility, reinforced investor confidence and positioned the Corporation as a key driver of Uganda's industrialisation agenda.



*UDC staff participated in the national workshop on bioethanol for clean cooking in Uganda*

Digital presence was further strengthened through regular updates to the corporate website, increased activity on social media platforms and the publication of knowledge materials such as investment briefs, project profiles, performance updates and sector insights. These initiatives improved access to information, enhanced transparency and supported continuous engagement with stakeholders across Uganda and beyond. Overall, the enhanced communication and visibility efforts contributed to greater understanding of UDC's contribution to national development and reinforced its role as the Government's strategic investment arm.



*UDC participated in the Economic Business Forum organized by NBS TV, UDC and MoFPED.*

### 6.3 UDC's Role in Industrial Policy and Dialogue

During the reporting year, the Corporation actively engaged in national industrial dialogue and policy processes, providing technical insights and operational evidence to support Uganda's economic transformation. UDC participated in policy consultations, strategic forums and technical working groups, sharing practical experience from investment financing, equity and lease arrangements, research and capacity development.



*The UDC Executive Director, interacting with the Deputy Governor, Bank of Uganda during the Musevenomics Conference*

One of the key events organised during the period was the Musevenomics Conference 2025, hosted by UDC in conjunction with the Uganda Development Forum and other government agencies. This conference provided a strategic platform for dialogue on industrial development, investment opportunities and emerging economic trends, further industrialisation landscape strengthening the Corporation's visibility and thought leadership within Uganda's industrialization landscape.

The Corporation worked closely with the Ministry of Finance, Planning and Economic Development, the Ministry of Trade, Industry and Cooperatives, the National Planning Authority and other agencies to align investments with national priorities, including the Parish Development Model, Import Substitution and Export Promotion, Industrialisation for Job Creation and Vision 2040. Through these engagements, UDC contributed to strengthening value addition, industrial capacity, project financing and the competitiveness of domestic industries.

UDC also engaged actively with private sector associations, academia and development partners to promote inclusive industrial dialogue and support public-private collaboration. The Corporation participated in knowledge-sharing events, investment roundtables and technical consultations that addressed market development, sector competitiveness, skills development, access to finance and innovation. These interactions informed the Corporation's understanding of sector opportunities and constraints and supported the development of investment proposals responsive to national priorities and private sector needs.

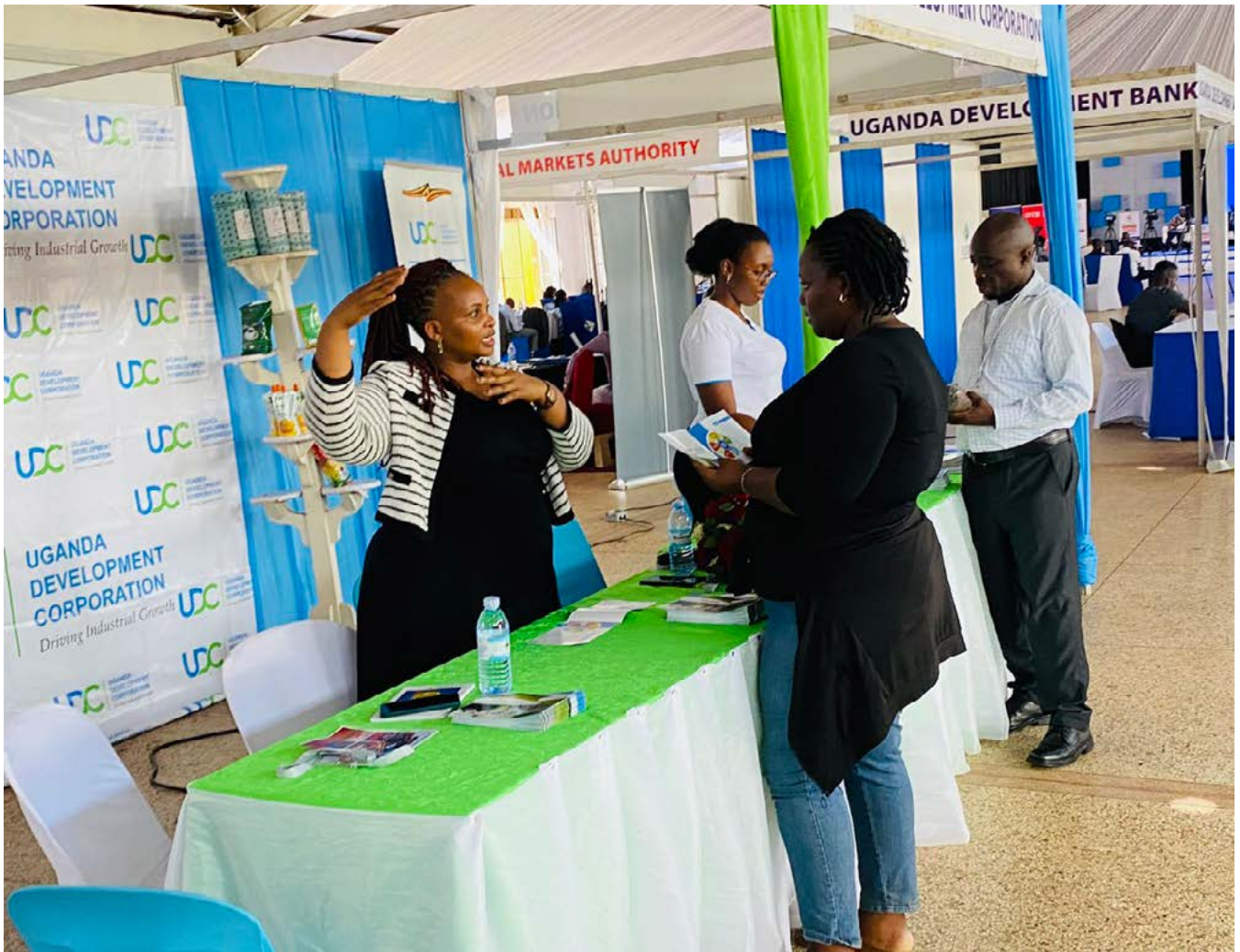
Through its involvement in national forums, UDC continued to advocate for policy and regulatory reforms that support industrial growth, improve business conditions for manufacturers and agro-processors, strengthen export competitiveness and enhance the investment climate. The Corporation's evidence-based submissions, informed by portfolio performance and field engagements, contributed to ongoing policy discussions on local content development, infrastructure readiness, industrial financing and sustainable investment practices.



*Through national forums, UDC advocated for policy and regulatory reforms to support industrial growth, improve business conditions, strengthen export competitiveness and enhance the investment climate.*



*Hope A. Kisitu, UDC Corporation Secretary giving a speech*



UDC participated in the UMA Financial Symposium, to discuss Industrial/Development Financing to promote growth of primary industries.



UDC exhibitions at an Exhibition forum at Namunkekera, Nakaseke District.

In FY 2025/26, the Corporation will continue leveraging its operational insights, partnerships and technical capacity to support a coherent industrialisation agenda and promote inclusive, sustainable economic growth.



**07**

# Strategic Investments





## 7.1 UDC Portfolio

### UDC Investment Portfolio Overview



**Portfolio growth:**

Increase from 17 to 19 active investments, valued at UGX 1.2 trillion



**Geographical spread:**

Investments in East, West, Central, and parts of Northern Uganda



**Infrastructure:** Abubaker Technical Services and General Supplies



**Tea sector:**

Kayonza, Mabale, Mpanga, and Kigezi Highland Tea



**Tourism:** Munyonyo Commonwealth Resort, Speke Resort, Nile Hotel International.



**Pharmaceutical & veterinary:**

East African Medical Vitals, Alfasan Uganda Ltd & Sanga Vet



**Industrial equipment:** Pamoja Packaging Ltd assembly support.



**Agro-industrial investments:**

Soroti Fruits Ltd, Yumbe Fruits Factory, Bukona Agro Processors, Mutuma Commercial Agencies & Budadiri Arabica Coffee Mills



**Overall Impact:** Strengthened industrial capacity, reduced import dependence, supported inclusive regional growth, and advanced Uganda's industrialisation agenda

The 2024/25 financial year marked continued consolidation and growth in UDC's investment portfolio, with a strong focus on high-impact, commercially viable companies that enhance industrial capacity, deepen value addition and support Uganda's long-term structural transformation.

By year-end, the Corporation held nineteen active investments across agro-industrialisation, textiles, tourism, pharmaceuticals, construction and industrial support services, with a cumulative value of about UGX 1.2 trillion. These investments are geographically distributed across Eastern, Western, Central and parts of Northern Uganda, reinforcing balanced regional development and strengthening key industrial corridors.

During the year, UDC expanded its portfolio from seventeen to nineteen companies following rigorous due diligence and alignment with national priorities, including import substitution, export development and agro-industrialisation. Preparatory work also advanced for at least three additional investments expected in FY 2025/26, guided by principles of commercial viability, employment creation and value-chain development.

*The Corporation executed a wide range of investment activities during the financial year aimed at strengthening production, improving operational efficiency and enhancing enterprise resilience.*

<p><b>Agro-industrialisation</b> Fruit processing, cassava-to-ethanol and coffee milling: <i>Supported</i> <i>Stronger farmer engagement and value-chain linkages</i></p>	<p><b>Strategic Focus</b> <i>Strengthened production, operational efficiency and enterprise resilience across priority sectors</i></p>	<p><b>Infrastructure &amp; Construction</b> Major road works by Abubaker Technical Services and General Supplies: <i>Improved connectivity and regional economic activity</i></p>
<p><b>Tea Sector Support</b> Kayonza, Mabale, Mpanga and Kigezi Highland Tea: <i>Supported focus on sustaining operations amid global price declines</i></p>	<p><b>Jobs created/sustained: 4,194</b> FY23 → 5,428 FY24</p>	<p><b>Tourism &amp; Hospitality</b> Continued support to Munyonyo Commonwealth Resort, Speke Resort Convention Centre and Nile Hotel International: <i>Strengthened Uganda's hospitality and MICE sector</i></p>
<p><b>Pharmaceuticals &amp; Veterinary Products</b> Support to East African Medical Vitals, Alfasan Uganda and Sanga Vet: <i>Contribution to import substitution</i></p>	<p><b>Local raw materials procured: 14,629 MT</b> → 23,161 MT</p> <p><b>Consolidated export earnings: USD3.76 Million</b></p>	<p><b>Industrial &amp; Logistics Support</b> Support to Kalangala Infrastructure Services: <i>Ongoing industrial equipment assembly for Pamoja Packaging Ltd</i></p>



## Select Strategic Investments

### Nilezilla Ltd (Yumbe Fruit Factory)



During the reporting period, Nilezilla Ltd (Yumbe Fruit Factory) commenced commercial production of mango puree, marking a key milestone in the operationalisation of the facility and its transition from commissioning to market-oriented production. This development positions the factory to generate revenue, deepen value addition in the mango sub-sector in West Nile and advance the region's agro-industrialisation agenda. The factory provided direct employment to 71 Ugandan nationals. To support commercial readiness, critical inputs and systems were put in place, including procurement of 2,000 conical steel drums (UGX 296 million), calibration of laboratory and production equipment by UNBS (UGX 5.77 million), installation of a stainless steel sink for the microbiology laboratory (UGX 3.09 million) and delivery of a forklift (UGX 78 million) to improve internal logistics. A successful UNBS audit was completed, with certification pending closure of identified non-conformities.

Commercial production commenced during the peak mango season, with an initial target of processing 5,000 tons of mangoes to produce 2,000 tons of puree. During the year, the factory received 483 tons of mangoes, processing 422 tons at an utilisation rate of 87.3 percent, while 12.68 percent was rejected due to quality challenges linked to perishability and post-harvest handling. Processing yielded 192.6 tons of mango puree, of which 9.03 percent was rejected, with rejection rates declining significantly from 20.37 percent in April to 3.29 percent in May following operational improvements.



## Abubaker Technical Services and General Supplies



Abubaker Technical Services and General Supplies Limited (ABTGSL) is a civil engineering and construction company headquartered in Mukono Municipality, providing a wide range of infrastructure development and maintenance services. Its core activities include road construction and maintenance, bridge works, drainage systems, large waterway channels, traffic scheme modifications, concrete works, and building construction and renovation. The company also undertakes mast construction, metal fabrication, machining services and geological investigations. In addition, ABTGSL manufactures key construction materials such as dense bitumen macadam, asphalt concrete, reinforced concrete culvert pipes, paving blocks, slabs, kerb stones and high-quality aggregates, playing a significant role in supporting Uganda's public and private infrastructure projects.

During the reporting period, ABTGSL employed about 3,000 people, although employment levels declined due to demobilisation arising from delayed government payments, particularly affecting the Busunju–Kiboga–Hoima, Matugga–Semuto–Kapeeka and Kafunta–Buwampa road projects. As at the end of June 2025, the company had five ongoing road construction projects at different stages of completion, with progress ranging from 27.8 percent on the 145 km Busunju–Kiboga–Hoima Road to 91.2 percent on the 25 km Probase Technology Roads.





## Select Strategic Investments

### East African Medical Vitals



East African Medical Vitals (EAMV) is a manufacturer of medical consumables located in Namanve Industrial Park, Mukono, specializing in high-quality surgical and examination gloves that meet international standards. The facility has an annual production capacity of 40 million pairs, operates at approximately 5,000 pairs per hour and produces about 3 million gloves per month. In Q4, the company employed 313 staff, with workforce levels fluctuating during the year due to the use of short-term labour engaged during peak production periods, while overall staffing remained broadly stable.

During the year, EAMV generated quarterly sales revenues ranging between UGX 9.9 billion and UGX 14.1 billion, with performance influenced by shifts in product demand. Examination glove sales strengthened in Q4, supporting overall output, while annual revenue peaked in Q3. Beyond commercial performance, EAMV made a significant contribution to import substitution, with estimated import savings of UGX 46.183 billion in FY 2024/25, strengthening Uganda's trade balance and self-sufficiency in essential medical supplies.



## Mabale Growers Tea Factory



Mabale Growers Tea Factory, located in Kyenjojo, operates two Cut, Tear and Curl (CTC) processing lines with a combined installed capacity of 1,200 kg of green leaf per hour. During the year, the factory maintained a relatively stable workforce of about 300 employees, although the ongoing global tea sector crisis constrained operations and limited the ability to sustain higher employment levels.

Green leaf uptake fluctuated during the year, peaking at 1,076.99 tons in Q2 and 997.84 tons in Q1, before declining to 537.95 tons in Q3 and recovering to 874.56 tons in Q4. Supplier payments followed a similar pattern, rising from UGX 249.46 million in Q1 to UGX 292.49 million in Q2, falling to UGX 118.80 million in Q3 and increasing to UGX 382.23 million in Q4. Local sales revenue totalled UGX 500 million, while export earnings amounted to USD 600,000, down from USD 900,000 in the previous year due to weakened global demand. Tax remittances were UGX 35.33 million in Q3 and UGX 27.47 million in Q4, reflecting lower activity toward the end of the year.



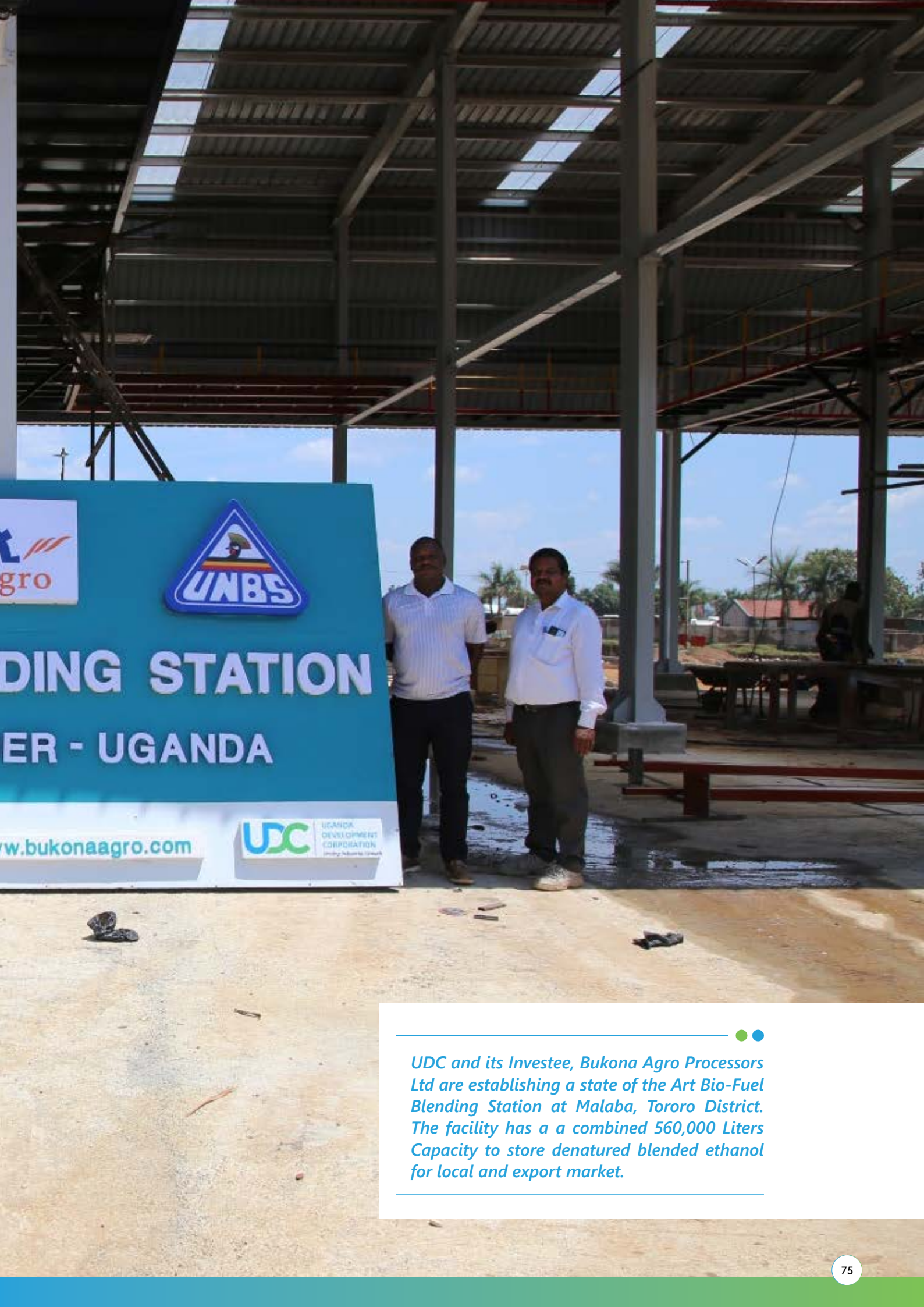


**BIO FUEL BLENDING**

**MALABA BOARD**



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BLENDING STATION  
TORORO - UGANDA

[www.bukonaagro.com](http://www.bukonaagro.com)



UDC and its Investee, Bukona Agro Processors Ltd are establishing a state of the Art Bio-Fuel Blending Station at Malaba, Tororo District. The facility has a a combined 560,000 Liters Capacity to store denatured blended ethanol for local and export market.

**08** Looking Ahead ➔





## 8.1 Key Takeaways

The 2024/25 financial year provided valuable lessons that will shape the Corporation's priorities in the coming period. One key lesson relates to the strong and persistent demand for long-term, affordable capitalization of the Corporation.

Many companies within UDC's mandate require more financing that allows for gradual growth, technology upgrading and stability of operations. However, the limited availability of concessionary financing continues to hinder progress our investments. Addressing this challenge will require broader collaboration with government, development finance institutions and financial partners capable of providing predictable and patient capital.

There is the need to widen the Corporation's funding sources. The investment pipeline continues to grow, and several projects require capital beyond what Government can provide each year. This has created a need to pursue alternative financing, including working with the governance to secure additional financing, and where possible, we will continue to pursue structured partnerships with private investors. Building stronger feasibility studies, improving project appraisal and preparing investment-ready proposals will help attract additional funding for priority projects.

The year also highlighted the importance of strengthening internal capacity to manage a larger portfolio. As investments increase, the Corporation must continue to improve project appraisal skills, financial analysis, risk management, and environmental and social oversight. The ongoing roll out of the Enterprise Resource Planning (ERP) system will support better information flow, stronger internal controls, and timely reporting as the investment portfolio grows.



*UDC will continue to scale up investment opportunities grounded in strong Government commitment and aligned with Vision 2040, the Fourth National Development Plan and the NRM Manifesto.*



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*Many companies within UDC's mandate require more financing that allows for gradual growth, technology upgrading and stability of operations.*

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## 8.2 Strategic Outlook for FY 2025/26

In the coming financial year, the Corporation will focus on investments that reflect national priorities and offer strong potential for long-term development impact. Priority areas include agro-industrialisation with attention to Poultry value addition, fisheries, mineral beneficiation, pharmaceuticals, tourism, and industrial support industries.

Project preparation for new investments will be a major focus, together with faster implementation of already approved projects such as the Cocoa factory in Bundibugyo, and Starch production in Acholi-Bur, Kitgum District, Northern Uganda.

Support to under performing companies, especially those in the tea sector affected by depressed global prices, will remain important. Efforts will focus on improving management systems, strengthening supply chains, and identifying market opportunities that can improve factory operations. Institutionally, UDC will continue building technical skills for staff, improving internal processes, upgrading investment tools, and strengthening portfolio-level governance. As UDC prepares for the next financial year, the Corporation welcomes partnerships with local, regional and international investors who are ready to take part in Uganda's industrial development. The investment pipeline for FY 2025/26 includes opportunities in agro-processing, pharmaceuticals, packaging, mineral value addition, tourism infrastructure, construction services and export manufacturing.

UDC will continue to provide and scale up investment opportunities anchored in strong Government commitment and fully aligned to Vision 2040, the Fourth National Development Plan and the NRM Manifesto. The Corporation will prioritise investments that catalyse industrial growth, deepen value addition and stimulate balanced regional economic development. Through co-investment arrangements, UDC will enable private investors to participate in establishing and expanding industries that generate productive employment, strengthen supply and value chains, enhance export capacity and increase foreign exchange earnings. These investments will play a central role in supporting Uganda's transition into a modern, diversified and competitive economy. To achieve this, UDC will scale up its interventions, strengthen strategic partnerships, promote technological innovation and ensure that all investments contribute directly to national development priorities and measurable development outcomes under the National Development Plan.

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***Project preparation for new investments will be a major focus, along with the accelerated implementation of already approved projects***

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*UDC Supported focus on sustaining operations amid global price declines in the Tea Sector*



## Key highlights in Pictures



UDC participated in the Rotary Cancer Run - in line with our societal social obligations.



Stakeholders-During the Musevenomics Conference at Mestil Hotel, at Mestil Hotel, Kampala, May 2025



UDC staff During the Musevenomics Conference 2025



*Officials at the Musevenomics Conference*

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*Officials at the Musevenomics Conference*

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The Ed, Dr. Patrick B. Birungi, with dignitaries during the Musevenomics week



Delegates arriving the Musevenomics week at Mestil Hotel, Kampala.



The Ed, Dr. Patrick B. Birungi's speech during the Musevenomics week

# 09 Financials →







**UGANDA DEVELOPMENT CORPORATION**

**AUDITED CONSOLIDATED FINANCIAL STATEMENTS**

**30 JUNE 2025**

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

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UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**PRINCIPAL PLACE OF BUSINESS**

Uganda Development Corporation  
5th Floor Soliz House  
Plot 23, Lumumba Avenue  
P. O. Box 7042  
KAMPALA

**BANKERS**

Bank of Uganda  
Plot 37/45, Kampala Road  
P. O. Box 7120  
KAMPALA

Centenary Rural Development Bank Limited  
Plot 44-46 Kampala Road and Plot 2 Burton Street  
P. O. Box 1892  
KAMPALA

Dfcu Bank  
Plot 26, Kyadondo Road, Nakasero  
P. O. Box 70  
KAMPALA

**AUDITORS**

Office of the Auditor General  
P. O. Box 7083  
KAMPALA

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**REPORT OF THE DIRECTORS**

**1.0 MANDATE OF UDC**

The Uganda Development Corporation (UDC) is a body corporate established under the Uganda Development Corporation Act, Cap 208. The Corporation is set up with the primary objective of promoting and facilitating industrial and economic development of Uganda. The Objective of the Corporation shall be met through:

- i. Establishment of subsidiary and associated companies;
- ii. Entering into public private partnerships with any commercial, industrial or agricultural undertaking or enterprises;
- iii. Using public private partnerships, assisting in financing and management of undertakings promoting industrial or economic development; and
- iv. Promoting and facilitating research into industrial development.

**The functions for which the Uganda Development Corporation is set up are to:**

- i. Facilitate Government investment in strategic sectors of the economy for the purposes of industrial and economic development.
- ii. Promote, facilitate and implement public private partnerships in areas related to the objective of the Corporation.
- iii. Enter into joint ventures or other arrangements with any domestic or foreign entity for the purposes of fulfilling the objective of the Corporation.
- iv. Take over the interest of Government in Amber House Limited, Embassy House, Development House, Munyonyo Commonwealth Resort, Nile Hotel Limited, Phenix Logistics, and Tri-Star Apparels Limited; and to manage, promote and facilitate the interest of Government in those entities.
- v. Act as one of the implementing agencies of public private partnerships on behalf of Government.
- vi. Promote, finance or guarantee the financing of any undertaking in Uganda or outside Uganda, where Government is in partnership or joint venture with another entity, and
- vii. Cooperate with research organizations in furtherance of the objective of the Corporation

**2.0 PERFORMANCE AS PER UDC FUNDAMENTAL PRINCIPLES**

The UDC Strategic Plan 2020-2030 envisaged the Corporation's impact to be measured through achievement of high level outcomes anchored upon 5 fundamental principles:

- 1) Creation of both direct and indirect employment with a focus on productive jobs
- 2) Utilization of local raw materials/resources to manufacture for both the domestic and international markets
- 3) Improving the trade balance position as envisaged in the National Export Development Strategy, the National Industrial Development Policy, and the National Investment Policy, among others
- 4) Development of Local Entrepreneurship
- 5) Balanced regional development

This section highlights UDC's contributions and achievements in job creation, trade balance improvement, agro-industrial development, and regional equity over the past five financial years.

**REPORT OF THE DIRECTORS-(Continued)**

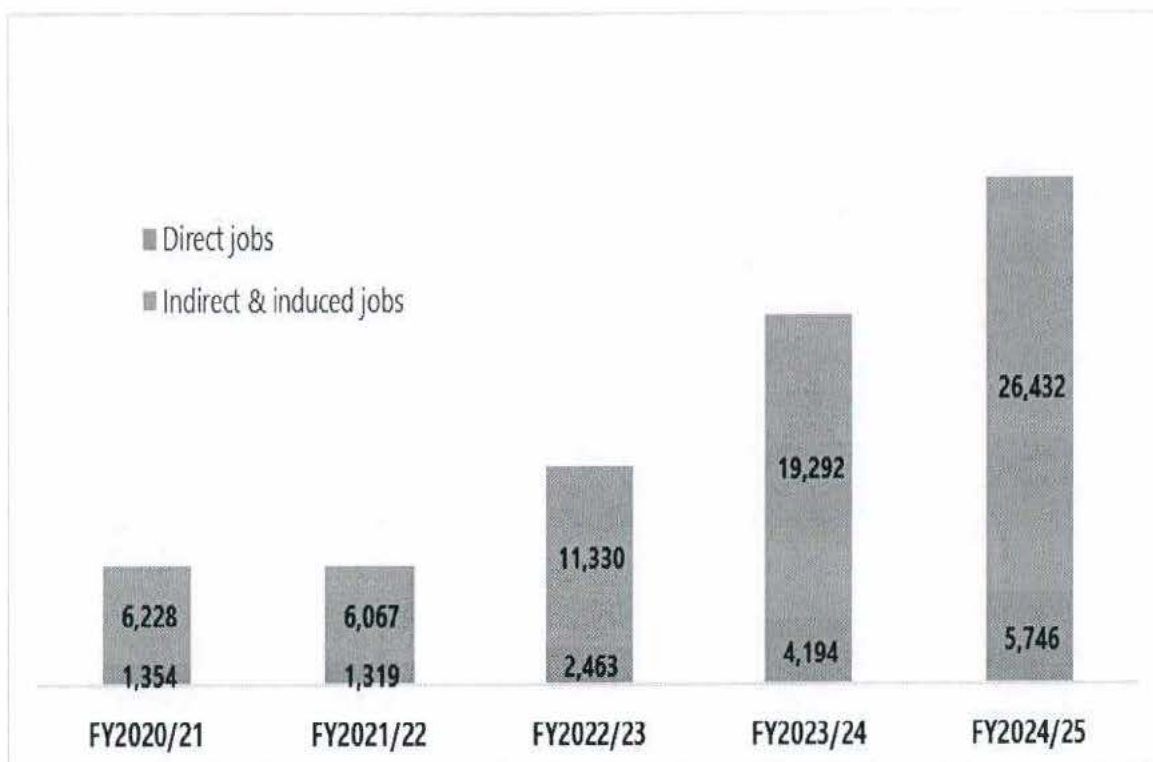
**Job creation/retention**

In line with its mandate to drive industrialisation and inclusive growth, the Uganda Development Corporation (UDC) invests in strategic projects with the goal of creating direct, indirect, and induced jobs. Over the past five financial years, UDC has demonstrated a steadily growing impact on employment creation through its investments in priority sectors of the economy. This impact is evident not only within the enterprises in which UDC has directly invested, but also across their broader value chains—supporting livelihoods in areas such as raw material supply, logistics, distribution, and services.

In FY2020/21, UDC-supported enterprises directly employed 1,354 people. This figure slightly declined to 1,319 in FY2021/22, largely due to operational disruptions and slower post-COVID recovery across some investee companies. However, beginning in FY2022/23, a significant upward trend began to emerge. That year saw direct employment nearly double to 2,463, marking a turning point in UDC’s job creation trajectory.

The growth accelerated further in FY2023/24, with direct jobs rising to 4,194, and reaching 5,746 in FY2024/25—more than four times the number recorded at the start of the five-year period. This impressive rise reflects the commissioning of new investments, scaling of existing operations, and deliberate efforts by UDC to support industrial and agro-industrial enterprises with high labour absorption potential.

Table 7: Job Creation by UDC's Investments



Beyond the factory floor, UDC’s investments have also spurred substantial employment along the value chains. In FY2020/21, an estimated 6,228 people were indirectly or inducedly employed as a result of UDC’s interventions. This number followed a similar trend—rising to 6,067 in FY2021/22, then nearly doubling to 11,330 in FY2022/23. By FY2023/24, this figure had grown to 19,292, and further to 26,432 in FY2024/25, representing a more than fourfold increase over five years.

## REPORT OF THE DIRECTORS-(Continued)

The steady rise in both direct and indirect employment underscores UDC's pivotal role in stimulating inclusive economic growth. Through its investments, UDC is not only creating jobs within enterprises but also supporting thousands of livelihoods across supply chains, logistics, distribution, and service sectors—helping transform Uganda's industrial landscape while contributing meaningfully to national employment targets.

### Utilization of Local Raw Materials/Resources

In line with its core investment principle of utilising locally produced raw materials, UDC has invested in several agro-industrial enterprises that provide a reliable and ready market for farmers' produce—particularly in the tea, coffee, cotton, cassava, and fruit value chains. These investments not only stimulate rural economies but also strengthen the backward linkages between industry and agriculture.

The volume of agricultural produce off-taken by UDC-supported firms increased significantly from 9,772 metric tons in FY 2021/22 to 19,644 metric tons in FY 2022/23, reflecting expanded processing capacity and enhanced farmer engagement. However, this volume declined to 14,629 metric tons in FY 2023/24, primarily due to a depressed international market for made tea at the Mombasa Tea Auction—Uganda's main tea export destination.

Tea remains the largest contributor to export earnings among UDC's investee companies. Therefore, market disruptions have had a direct impact on the Corporation's offtake of farmers' produce, while also undermining broader export promotion efforts. Correspondingly, payments to farmers for the supply of agricultural produce to UDC-supported agro-industries declined significantly—from UGX 19.69 billion in FY 2022/23 to UGX 13.5 billion in FY 2023/24. Despite these challenges, UDC continues to support value chain resilience and is exploring interventions to diversify export markets and stabilise farmer incomes.

### Improving the trade balance position.

#### Contribution to Export Promotion

Through its investee companies, UDC continues to contribute to improving Uganda's balance of trade by promoting exports. The Corporation's key exporting firms include tea factories—notably Kigezi Highland, Kayonza Growers, Mpanga, and Mabale Growers—which primarily export made tea through the Mombasa Tea Auction. In addition, Bukona Agro-Processors Ltd exports denatured ethanol, further contributing to foreign exchange earnings.

Export earnings from UDC-supported enterprises have shown fluctuations over the years. The highest performance was recorded in FY2022/23, with total export earnings reaching USD 4.843 million, up from USD 2.455 million in FY2021/22. However, earnings declined to USD 3.8 million in FY2023/24, largely due to a depressed global market for made tea at the Mombasa auction. This decline was driven by reduced demand from key international buyers affected by economic disruptions and geopolitical conflicts, particularly in major tea-consuming countries.

#### Contribution to Import Substitution

In recent years, UDC has intensified its investments in companies that produce goods which are otherwise imported, yet can be manufactured locally. This strategic focus on import substitution is aimed at reducing Uganda's trade deficit, strengthening local industrial capacity, and enhancing economic resilience.

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**REPORT OF THE DIRECTORS-(Continued)**

A notable example is UDC's investment in East African Medical Vitals, a surgical and medical glove manufacturing firm in which UDC invested in 2023, followed by a 2024 investment in Sanga Vet Chem Ltd, a company engaged in the manufacture of veterinary acaricides. These two investments are directly contributing to the reduction in the importation of gloves and acaricides, which had previously constituted a significant portion of Uganda's pharmaceutical and veterinary imports.

The value of gloves and acaricides sold by these two investee companies has grown significantly over time, rising from UGX 19 billion in FY 2022/23 to UGX 34.217 billion in FY 2023/24, and further to UGX 84.615 billion in FY 2024/25. This upward trend demonstrates the increasing market uptake of locally manufactured products and the growing contribution of UDC-supported enterprises to import savings. It also reflects growing public and private sector confidence in domestically produced industrial goods, further aligning with Uganda's industrialisation agenda.

**Development of Local Entrepreneurship**

During the financial year, UDC made an additional investment of UGX 30bn in Abubaker to strengthen the company with the required working capital. As a result, the company has won contracts to a number of major roads which were previously awarded to foreign companies.

A number of investment partnerships with local entrepreneurs have been made.

**UDC's Commitment to Balanced Regional Development**

One of the fundamental principles guiding the Uganda Development Corporation (UDC) is the promotion of balanced regional development through strategic investments across the country. This principle aims to reduce regional disparities, promote inclusive growth, and stimulate industrial activity in less economically dominant areas.

Uganda is administratively divided into 15 sub-regions, each comprising a group of districts with shared geographic and cultural features. These sub-regions include: Kampala, Acholi, Ankole, Buganda South, Buganda North, Busoga, Bukedi, Elgon, Bunyoro, Karamoja, Kigezi, Lango, Teso, Tooro, and West-Nile. As of FY2024/25, UDC's investment portfolio span 11 out of the 15 sub-regions, covering both industrial and agro-industrial ventures. This distribution reflects notable progress toward geographic equity, though some regions remain underserved. Specifically, four sub-regions—notably Karamoja, Lango, Bukedi, and Bunyoro—remain without active UDC-backed investments. The Corporation has planned projects for implementation in these areas in the medium term, in line with its mandate to promote equitable industrialisation and close regional development gaps.

Overall, the Uganda Development Corporation has made remarkable strides in advancing industrialisation, expanding employment, promoting exports, supporting farmers, and contributing to import substitution across the country. The Corporation's growing footprint across Uganda's regions and value chains reflects a deliberate and strategic effort to build an inclusive and resilient industrial economy. Going forward, UDC remains committed to consolidating these gains, unlocking new investment opportunities, and ensuring that all Ugandans benefit from industrial development.

**1.1.2 Financial Position**

The financial position as at 30th June 2025 is set out on page 10.

**1.1.3 Reserves**

The reserves of the Corporation are set out on page 9.

**1.1.4 Other Remarks**

There is need to expedite Capitalization of the Corporation to enable UDC fulfill the mandate of promoting, spearheading and facilitating the economic and industrial development of Uganda.

**1.1.5 Auditors**

The Office of the Auditor General is the Auditor of UDC as per S.27(1) of the UDC Act.

Executive Director .....

19 DFU

2025

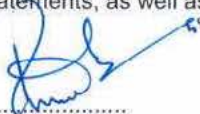
UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**1.1.6 STATEMENT OF DIRECTORS' RESPONSIBILITIES**

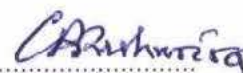
Uganda Development Corporation (UDC) is a body corporate established under the Uganda Development Corporation Act CAP 208. The Corporation is set up with the primary objective of promoting and facilitating industrial and economic development of Uganda.

The Board is responsible for preparing financial statements for a given financial year reflecting a true and fair view of the state of affairs of Uganda Development Corporation. The Board also ensures that the Corporation keep proper accounting records that disclose, with reasonable accuracy, the financial position of the Corporation. The Board is also responsible for safeguarding the assets of the Corporation.

The Board accepts responsibility for the financial statements, which have been prepared using appropriate accounting policies supported by reasonable and prudent judgments and estimates, in conformity with International Financial Reporting Standards. The Board is of the opinion that the financial statements give a true and fair view of the state of the financial affairs of the Corporation and for the period. The Board further accepts responsibility for the maintenance of accounting records that may be relied upon in the preparation of financial statements, as well as adequate systems of internal financial control.



.....  
**Patrick B. Birungi, PhD**  
Executive Director



.....  
**Godfrey R. Ruhurira**  
Chairperson, BOD

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME FOR THE PERIOD  
ENDED 30TH JUNE 2025**

	Note	30 Jun 2025	Re-stated 30 Jun 2024
		Ushs '000	Ushs '000
Revenue	3	3,449,500	1,808,956
Cost of sales	4	(2,663,035)	(1,393,143)
<b>Gross profit</b>	<b>Total</b>	<b>786,464</b>	<b>415,813</b>
Other Income	9	2,895,057	6,896,926
Grant Income	8	13,810,673	14,517,680
Investment Income	6	10,881,337	18,917,396
Operating costs	10	(2,602,644)	(1,611,862)
Sales and Distribution	11	(1,084,903)	(760,648)
Administration Costs	12	(19,884,079)	(14,258,817)
Project Development costs	15	(1,286,126)	(1,393,542)
Grant Expenses	26	-	(875,343)
Concession fees	5	2,219,718	2,372,077
Foreign Exchange losses/gains	17	2,583,523	(234,515)
Depreciation and Amortisation	13	(2,838,441)	(2,869,712)
Impairment Loss /Expected Credit Losses	14	(8,181,456)	(10,017,209)
<b>Operating profit</b>		<b>(2,700,877)</b>	<b>11,098,244</b>
Share of profit (loss) from Associates	23	(29,303,354)	(39,591,299)
<b>Profit before financing and income taxes</b>		<b>(32,004,231)</b>	<b>(28,493,055)</b>
Finance Costs	16	(137,223)	(1,609)
Finance Income	7	2,358,234	2,061,150
<b>Profit (loss) before income taxes</b>		<b>(29,783,220)</b>	<b>(26,433,514)</b>
Income tax	37(a)	(240,287)	(299,416)
<b>Profit (loss) from continuing operations</b>		<b>(30,023,507)</b>	<b>(26,732,930)</b>
<b>Other Comprehensive Income</b>			
<b>Total Profit (Loss) and other Comprehensive Income Attributable to:</b>		<b>(30,023,507)</b>	<b>(26,732,930)</b>
Owners of the Corporation		(28,149,248)	(25,854,603)
Non-controlling interests	36	(1,874,258)	(878,327)
<b>Total</b>		<b>(30,023,507)</b>	<b>(26,732,930)</b>

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT 30TH JUNE 2025**

	Note	30 Jun 2025 Ushs '000	Re-stated 30 Jun 2024 Ushs '000
<b>ASSETS</b>			
<b>Non-Current Assets</b>			
Property, Plant and Equipment	18	38,274,673	39,855,859
Intangible Assets	20	5,958	4,569
Investment Property	21	208,102,299	205,979,240
Right of Use Asset	19	31,195	31,863
Exploration Expenditure	22	2,598,840	2,598,840
Investments in Associates	23	260,709,028	197,130,199
Finance Lease Receivables	25	3,152,214	3,577,379
Loans and Advances	24	149,279,986	136,412,522
Preference Shares	24	410,518,260	381,120,956
		<b>1,072,672,452</b>	<b>966,711,427</b>
<b>Current Assets</b>			
Inventory	32	2,985,471	1,937,134
Finance Lease Receivables	25	857,720	398,769
Restricted Cash	28	-	4,132,437
Amount due from TPS	30	961,416	911,172
Fixed Deposit Investments	31	7,590,056	6,919,959
Trade and Other Receivables	29	24,001,388	25,874,034
Bank and Cash Balances	27	200,224,934	95,574,558
		<b>236,620,985</b>	<b>135,748,063</b>
<b>TOTAL ASSETS</b>		<b>1,309,293,437</b>	<b>1,102,459,490</b>
<b>EQUITY &amp; LIABILITIES</b>			
<b>Equity</b>			
Capitalization Reserves	33(a)	1,189,064,935	973,983,928
Additional Capital for SOFTE	33(b)	20,600,000	-
Revaluation Reserves	33(c)	185,689,291	185,689,291
Accumulated Reserves	34	(115,016,917)	(86,863,840)
<b>Equity Attributable to Owners of the Corporation</b>		<b>1,280,337,309</b>	<b>1,072,809,379</b>
Non-controlling interests	36	5,547,718	7,421,976
<b>Total Equity</b>		<b>1,285,885,027</b>	<b>1,080,231,355</b>
<b>Long-term Liabilities</b>			
Government Grants –non-current portion	26	10,613,591	17,992,776
Deferred Income Tax Liability	37(c)	1	1
		<b>10,613,592</b>	<b>17,992,777</b>
<b>Current Liabilities</b>			
Government Grants -current portion	26	9,193,287	2,041,772
Trade payables & other payables	39	1,657,008	741,706
Income Tax Payable	37(b)	1,154,910	1,103,405
Lease Liability	19	16,462	16,481
Employee Benefits	39	773,151	331,993
		<b>12,794,818</b>	<b>4,235,358</b>
<b>TOTAL EQUITY &amp; LIABILITIES</b>		<b>1,309,293,437</b>	<b>1,102,459,490</b>

These financial statements were approved by the Board of Directors on 19.6.25 2025 and were signed on its behalf by:

Dr. Patrick B. Birungi  
Executive Director

Mr. Godfrey R. Ruhurira  
Chairperson, BOD

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**CONSOLIDATED STATEMENT OF CHANGES IN EQUITY AS AT 30 JUNE 2025**

Attributable to owners of the Corporation

		Revaluation Reserve	Corporation Capitalization	Accumulated Reserves	Total	Non- controlling interest	Total Equity
	Note	Ushs '000	Ushs '000	Ushs '000	Ushs '000	Ushs '000	Ushs '000
As at July 1, 2023		180,689,291	858,864,859	(55,678,504)	983,875,646	8,300,303	992,175,949
Reclassification of Development Investments				(7,958,682)	(7,958,682)		(7,958,682)
Contribution to Assots & Dev Projects (GOU) Revaluation Reserve- NHI	33( c)	5,000,000	115,119,069		115,119,069		115,119,069
Profit for the period-UDC				(21,059,642)	(21,059,642)		(21,059,642)
Profit for the period-NHI				8,184,635	8,184,635		8,184,635
Share of profits for NCI				(3,513,310)	(3,513,310)	(878,327)	(4,391,637)
<b>As at 30 June, 2024</b>		<b>185,689,291</b>	<b>973,983,928</b>	<b>(80,025,503)</b>	<b>1,079,647,716</b>	<b>7,421,976</b>	<b>1,087,069,692</b>
As at July 1, 2024 as originally presented		185,689,291	973,983,928	(80,025,503)	1,079,647,716	7,421,976	1,087,069,692
Additional Capital for SOFTE	33(b)	-	20,600,000	-	20,600,000	-	20,600,000
Prior year adjustment for share of net loss from associates		-	-	(6,838,337)	(6,838,337)	-	(6,838,337)
Prior year adjustments- NHI				(30,388)	(30,388)		(30,388)
Contribution to Assets & Dev Projects (GOU)	33(a)	-	215,081,007	-	215,081,007	-	215,081,007
Profit for the period-UDC		-	-	(24,166,810)	(24,166,810)	-	(24,166,810)
Profit for the period-NHI				3,541,155	3,541,155		3,541,155
Share of profits for NCI		-	-	(7,497,034)	(7,497,034)	(1,874,258)	(9,371,292)
<b>As at 30 June, 2025</b>		<b>185,689,291</b>	<b>1,209,664,935</b>	<b>(115,016,917)</b>	<b>1,280,337,309</b>	<b>5,547,718</b>	<b>1,285,885,026</b>

UGANDA DEVELOPMENT CORPORATION  
AUDITED CONSOLIDATED FINANCIAL STATEMENTS FOR THE PERIOD ENDED 30 JUNE 2025

**CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE PERIOD ENDED 30TH JUNE 2025**

		30 Jun 2025	Re-stated 30 Jun 2024
	Note	Ushs '000	Ushs '000
<b>Cashflows from operating activities</b>			
Net cashflow from operating activities	40	(18,939,262)	57,127,918
<b>INVESTING ACTIVITIES</b>			
Purchase of property, plant and equipment	18	(1,254,200)	(527,628)
Acquisition of Intangible assets	20	(3,960)	(3,945)
Purchase of Investment Property	21	(2,123,059)	-
Purchase of Shares in associates	23	(92,589,716)	(16,699,862)
Development Investments*		-	(80,395,697)
Interest received on bank balance and fixed deposit	7	2,358,234	2,061,150
Payments for Exploration Costs	22	-	(633,578)
Dividends Received from subsidiaries	6	-	75,017
Lease Repayments Received	25	-	107,151
Increase in Preference Shares	24	(20,934,588)	(74,110,000)
Increase in Loans and Advances	24	(11,091,763)	(46,999,998)
<b>Net cash (used in)/from investing activities</b>		<b>(125,639,051)</b>	<b>(217,127,390)</b>
<b>FINANCING ACTIVITIES</b>			
Capital contribution - UDC	33(a)	215,081,007	115,119,069
Capital contribution - SOFTE	33(b)	20,600,000	-
Government Grants received	26	13,583,003	265,990
Government Grant (Ayyu Alali)	26	-	1,600,000
Dividends (WHT to URA)	6	(23,904)	-
<b>Net cash flows from Financing activities</b>		<b>249,240,106</b>	<b>116,985,059</b>
<b>Net increase (decrease) in cash and cash equivalents</b>		<b>104,661,794</b>	<b>(43,014,412)</b>
Cash and cash equivalents at beginning of the year		95,614,685	138,629,097
<b>Cash and cash equivalents at year end</b>	27	<b>200,276,479</b>	<b>95,614,685</b>

\* To note: Development investments was disbanded to the difference classes were the assets belonged. Therefore, distributed and has no particular note to relate to.



INSIDE BACK COVER

**5th Floor** Soliz House | **Plot** 23, Lumumba Avenue  
**P.O.Box** 7042, Kampala (U) | **Tel:** +256 414 258 204  
**Email:** [Info@udc.go.ug](mailto:Info@udc.go.ug) | **Website:** [www.udc.go.ug](http://www.udc.go.ug)

