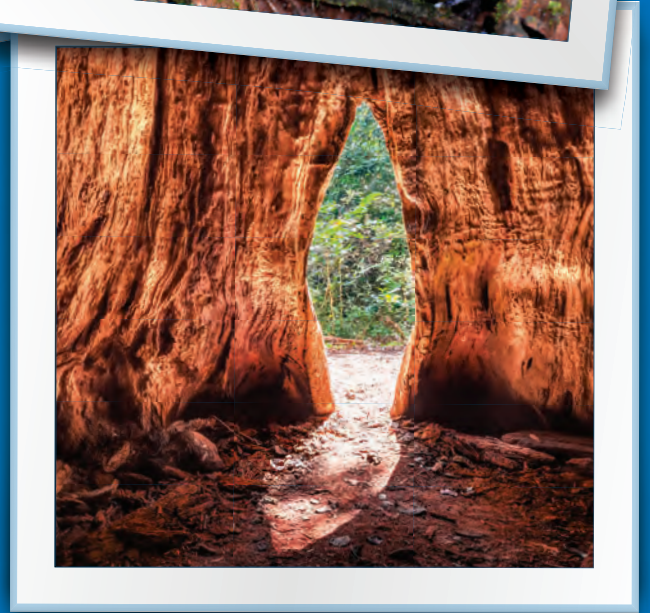


Fanaka

MRM MAGAZINE JULY 2018 - MARCH 2019



MRM Eye in the Wild

Winning Photographs



MRM
MABATI ROLLING MILLS

WE NAILED IT!

Here at MRM, we are super excited to announce that we have scooped six awards at the Company of the Year Awards:

- Customer Orientation and Marketing
- Innovation, ICT and Knowledge Management
 - Productivity and Quality
 - Best Overall Company of the Year

In addition to these, we were the First Runner's Up in the categories below:

- Human Resource
- Corporate Citizenship and Environment

We wish to thank our leaders for creating innovative methods to drive us further and for our staff for working hard to give our customers the best. Most of all, we would like to thank our loyal customers, without whom we would not be able to get this far. We truly cherish and thank everyone that made this possible.



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Editor: Angela Masha

CEO's Note



First and foremost we wish to warmly welcome Mr Anders Lindgren as Chief Executive, Safal Group. We are excited to have him on board and look forward to walking this journey of excellence and innovation together.

As you all know the market in Kenya and the region is evolving rapidly and for MRM, we have embarked on a journey of adapting accordingly.

Disruption is occurring across many levels as our customers demand a new experience in terms of solutions, digital partnering, service and overall collaboration. With this in mind, we embarked on the Beyond#1 programme in 2018 and despite the initial trepidation, I am really excited about the changes that have taken place across the Business Units as we focus on “putting customers first in everything that we do”. The number of clusters, interactions and execution activities we now have in place speak

Welcome to our first Fanaka of 2019 and what an exciting Edition it is !

for themselves. Please keep them alive and keep sharing your experiences with each other every day.

As a business we continue to focus on innovations that will both ensure we maintain our leadership position in the market as well as continue to drive internal efficiency improvements. On this front we are pleased to introduce the RAIN GAIN Water Harvesting solution to Kenya and the region. At the same time, I am extremely excited to introduce our SAFBUILD light pre-engineered steel building solutions which will utilize MRM's custom design software and lightweight high strength steel products to provide customers with a superior total building solution across many sectors.

Our Coils team did a fantastic job in January and worked extremely hard to fully replace the main part of our Metal Coating Line Furnace with a new state of the art solution which will bring a better quality product to the market and will improve our output and efficiency.

MRM's EYE IN THE WILD programme, dubbed ‘Stop the Chop’ was very successful for the second year running and I am pleased to say that MRM is being recognized for its efforts in driving the conversation

on conservation. We all need to play our part in protecting the resources we have for our future generations. To improve our Customer reach, we successfully opened our Nakuru Service Centre and will shortly open Showrooms in Gikomba and a Centre in Meru.

Safal Group launched the exciting ERP project dubbed ‘SAFAL UMOJA’ with the first implementation being in Kenya. Across the Group, we will adopt SAPS4 as our primary ERP system further enhancing our customer experience and improving internal efficiencies. We are sure the project team will deliver a great outcome. Combined with this, our focus across the business is on re-inventing our digital space and is something to look forward to as 2019 moves on.

As always the MRM family is the ‘glue’ that holds everything together and ultimately it is because of your hardwork, determination and teamwork that MRM was not only able to win the Kenya Institute of Management Company of the Year award 2018 but to continue our market leadership in excellence and innovation.

Enjoy the read and STAY SAFE !
Andrew Heycott

Appointment of Safal Chief Executive



Anders Lindgren
Safal Chief Executive.

On 1st February 2019, Mr. Anders Lindgren took up his new appointment as Safal Chief Executive. Anders is a seasoned Managing Director with over 30 years' experience working within the fields of international sales, marketing and general management. He has broad experience working in matrix led organizations and in cross functional and cross cultural teams.

His career has spanned Europe, Middle East, India and Africa. Previously he was the MD of Tetra Pak Egypt and Cluster Head Sales for GMEA (Middle East, Africa, Turkey, Pakistan and Iran). He holds a Bachelor's Degree in Business Administration specializing in Economics from the International Marketing University of Lund, Sweden. "After touring the SAFAL business units during the first weeks, I can see a great potential in continuing to work closely across borders, and exchange best practices and leverage

on synergies within the group. I can also see potential in working more with the portfolio, which can bring us from a roofing company, to a building solutions company. This will add more value and competitiveness to the group," said Anders Lindgren.

This new appointment demonstrates the progression in leadership as Safal Group is determined to remain at the helm of being the leading manufacturer of roofing and building solutions in Eastern, Central and Southern Africa.

In his spare time and recreationally Anders enjoys playing squash, windsurfing and skiing. In addition he also likes reading, travelling, good food and wine.

"Finally I must say that I'm very proud to join the group. We have great people, high quality products, advanced manufacturing facilities, solid processes and systems in place, and we take good care of communities and the environment."

We wish Anders a successful stay with the Safal Group.



Mabati Rolling Mills: Eye in the Wild: Stop the Chop: Save Our Forests

“There comes a time when humanity is called upon to shift to a new level of consciousness that time is now.” Wangari Maathai



Mabati Rolling Mills (MRM) has continuously developed a systematic and structured approach to Corporate Social Investment (CSI) based on its core values. On the premise of the mantra: “Our Communities are our Homes”, we have constantly sought to be at the fore front in playing an active role at tending to the communities in which we operate. MRM as a company and as a family of committed individuals seeks to ensure that all its staff, and their families, are part of the global community doing their part to protect the environment and reduce their collective carbon footprint.

For more than 30 years, the message of climate change has been around with little more than lip service paid to it. The majority of us are generally

oblivious to the state of our country’s natural environment. Early last year, reality checked in when a photograph doing the rounds on social media got Kenyans’ attention about the state of the country’s natural forests. The photo depicted Kenya as having the least amount of forest cover in the East African region at about 6.2%. This sparked a conversation, with the Government of Kenya imposing a 90 day ban on logging, and pledging to increase forest cover to 10% by 2020.

With this in mind, the company launched the 2nd edition of the annual photography campaign ‘MRM EYE IN THE WILD’. The competition was an initiative to create awareness on conservation through the art of photography. The premise of the campaign was not only to

invite amateur photographers to submit images, but to empower people to think differently about Kenya’s declining forest cover and their contribution individually with reference to the same. The theme: ‘STOP THE CHOP’ aimed to draw the public eye, through the lens of a camera, to the state of flora and fauna conservation in Kenya and spark the conversation to action change.

Harry Njagi, the Safal Group Regional Marketing Head for East Africa, echoed “Climate action is a duty for all. It’s an honour to be part of an initiative that will drive the conversation around conservation while appreciating the beauty of Mother Nature.”

The result; 538 submissions of beautiful images depicting Kenya’s current state in all its glory and obscurity alike. The campaign with a reach of over one million on Facebook served to stir up conversations and pledges from Kenyans across all age brackets and social classes, with a majority committing to join the movement, plant trees and share with the online community for accountability.

Among the winning images was that of a sprouting shoot off of a tree stump, a photo that served to re-ignite hope that all is not lost. A photo that told

the tale of the resilience of nature and the urgency of climate action to that effect.

We owe it to our children and grandchildren to protect the natural environment in every way possible. We owe it to them to preserve and conserve the environment we currently have. Every action that we take, no matter how small it is, will definitely go a long way in making a difference. So today, make a conscious decision to play your part.



www.mabati.com



QUALITY THAT NEVER RUSTS

We guarantee a quality roofing product that lasts unlike ordinary coloured mabati. Our range of mabatis now comes in a variety of colours and brand profiles. Every Aluminum Zinc Steel base is enhanced using **ColorPlus®** and **Optima®** superior colour coating technologies for added aesthetics and extra endurance making our mabatis resistant to rusting, fading or peeling.



Safal Group ERP Project 'SAFAL UMOJA'



The primary objectives for SAFAL GROUP in its ERP journey is:

- To have a single standardized ERP platform that is rolled out to all Safal Group companies
- To have one single source of truth
- To have a common data structure across Safal Group which improves reporting requirements
- Enable adherence to best practice Standard Operating Procedures (SOPs) across the Group which will enforce controls
- Have up-to-date and accurate financial and business information including a consolidated view of Safal Group
- The ERP application should enable a Shared Services model which can save cost and lead to fewer systems which in the end reduces the overall cost of IT services

Every organization manages people, purchases products and services, sells something and accounts for money. The way each activity is handled will vary, but every enterprise performs these basic functions. In most cases, it is more effective to handle these processes through an integrated software platform than through multiple applications never designed to work together. That's where enterprise resource planning (ERP) systems come in.

While ERPs were originally designed for manufacturing companies, they have expanded to service industries, higher education, hospitality, health care, financial services, and government. Each industry has its own peculiarities.

The evolution of the ERP journey at Safal Group has been one fraught by many challenges; it is however the hallmark of any innovative business to always try new technologies & alternatives to enable them to achieve their business goals.

Today all Safal Group companies are using standalone ERP systems managed in-house by each company. This created an environment where information flow has been lacking or in some instances has been non-existent. All data/information for group purposes is extracted, re-worked & then submitted to group for consolidation. Today we have no measure of how accurate the data is & this allows for failure of controls and slow decision making.

The Safal group in 2018 chose to adopt SAP as its primary ERP across the group; the group has also chosen to partner with an ERP vendor who has specialized mill industry experience, EOH-ACRON.

On February 11th 2019, the project 'SAFAL UMOJA' was launched in Nairobi; we had a representation from most of the group companies during the launch.



Launch of the SAFAL UMOJA Group ERP Project in Nairobi.

Safal Group selected the newest SAP S/4 HANA as the product of choice which can be classified as a Next-Generation ERP Software. It is capable of running an on-premise or cloud solution, enabling users to run complex analytics and integrate with other digital environments. It is expected that with all the new features and user experiences, this new product will drive an increase in productivity and efficiencies.

This is will be a 2 year project with the first year being about design and building a conducive solution which can be used across all group companies. The second year we will be rolling out the solution to all group companies. The group has also selected a knowledgeable team of process owners & process analysts to work with the consultants over the project period & help deliver a system

that will move Safal Group to the next era of digital adoption.

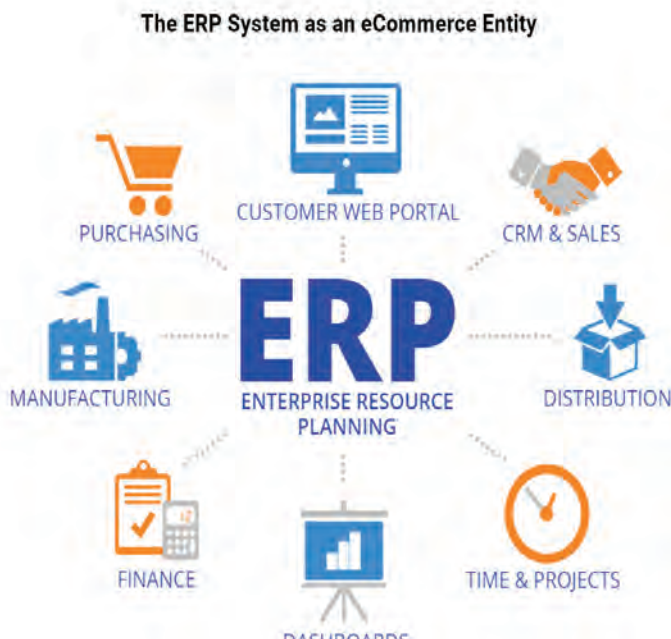
What is in it for me @ MRM?

MRM has been working on an older version of SAP for a number of years, which allows them to capitalize on all the newest and greatest futures which SAP has build into their SAP S/4 Hana platform. This includes a new database structure which is faster to run transactions and less complex; new Fiori user interfaces which should be much easier to use; enhanced business processes which will allow for improved system utilization.

Secondly, the new ERP will be built to align to the group standard operating procedures which have been aligned to adopt the best practices.

The group & company leadership is committed to a successful project & we in the ERP project team do truly look forward to your cooperation in this journey.

By Lincoln Du Plessis & John Wachira



Safal Pre Engineered Steel Buildings: A New Paradigm!

S AFAL BUILDING SYSTEMS now offers a comprehensive range of branded Pre-engineered steel building solutions. Safal's Pre-Engineered Building Solutions (PEB) are readymade steel buildings: These are unique light weight pre-engineered building solutions that allow for easy and quick installation. The frame is manufactured from high strength galvanized steel members in the shape of C (CEE) and Z (ZED) sections forming portals and purlins/girts. This allows design flexibilities to add any architectural features to your building and offers more open area to work inside the building.

Safal PEB solution is a light-structure, which is easy to transport and saves on foundation cost. The solution comes with MRM's range of roofing and wall cladding solutions like Maxcover®, Covermax® and TEKDEK IT5® manufactured from high strength ZINCAL® steel and/or COLORPLUS® steel which adds strength, life and aesthetics to your building.

These buildings are designed on a unique customized software to the latest engineering standards. Safal's PEB design Software is customized to deal with numerous design and sizes and produces optimized designs in a matter of hours. The software is Safal's latest acquisition and helps in automating the otherwise cumbersome process of designing

the buildings manually. The software also assists the builders and installers to obtain installation drawings with part marks for identification of building parts and easy assembly at building sites.

The Safal PEB solution comes with each and every member duly marked and are fixed by a nut and bolt system. All members are pre galvanized and sizes vary from 100mm deep to 300mm deep and suitable thicknesses from 1mm to 3.00mm.

This ensures easy installation of the structure by even less skilled workers. The superior design methodology

makes the structure wind and earthquake resistant and longer lasting than conventional building system.

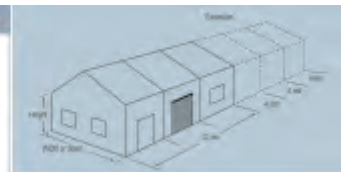
The Safal PEB solution is available in standard options or supplied as a customized solution. The standard options are designed for extreme conditions and can be used anywhere on the African continent. The solution is commonly used for small industrial units, warehouses, flower farms, agricultural sheds, site offices, cabins, residential buildings, packing sheds and animal husbandry.

Safal PEB solution can be customized to end customer requirements with max spans up-to 25 meters, max height up-to 6M and max collateral load of 0.5 KN/sqm.

Some of the standard options are:

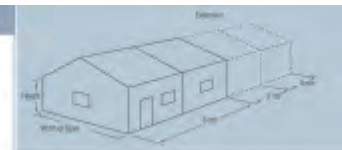
1) PEB -4M

Building Type	Length	Width	Height	Extension
Warehouse	12 m	12 m	5 m	4 m
Small Processing Unit 1	12 m	12 m	6 m	4 m
Small Processing Unit 2	12 m	12 m	4 m	4 m
Community Hall	12 m	12 m	5 m	4 m
Open Storage Shed	12 m	12 m	6 m	4 m



2) PEB-3M

Building Type	Length	Width	Height	Extension
Small Processing Unit 3	6 m	6 m	3 m	3 m
Parking Shed	9 m	6 m	4 m	3 m
Car Garage	3 m	6 m	3 m	3 m
Site Office	6 m	3 m	3 m	3 m



3) PEB- Kit

Application	Length	Width	Height
Guard Hut	1.20 m	1.80 m	2.28 m
Toll Booth/Security Booth - Two Persons	1.20 m	2.50 m	2.28 m
Milk/Newspaper Booth	1.80 m	2.50 m	2.28 m



By Manish Garg

Going Over and Beyond Number 1:



For over 50 years, Mabati Rolling Mills has been the leading manufacturer of roofing solutions in Kenya. However, over the past couple of years digitisation and the changing nature of the Kenyan market required that MRM re-invent itself so as to stay ahead of the pack and to stay relevant.

The solution to this is the Beyond Number One campaign. This is a program designed to keep MRM relevant and ensure that as the industry evolves, we maintain our number one spot. The program is focused around the customer at both the internal and external levels.

“There is no doubt that as we continue on this journey together there will be some DISRUPTION in the way we operate every day but I am determined to ensure we succeed and integrate the Customer Experience Philosophy in to each and every corner of MRM and in to each and every one of our Employee’s.

It is time to get excited about the next chapter in MRM’s proud history as we move BEYOND # ONE,” said Andrew Heycott.

Ambassadors from across MRM were chosen and they were expected to be the catalysts of the transformation. They were the ones to take the message of the MRM Experience and ensure that it permeates the entire organization.

To address communication issues/ challenges that would emerge, clusters were formed.

People from different background and different levels in the organization have found their common interest clusters and communication is now happening with ease. With common-interest clusters ranging from swimming, healthy living, Golden Oldies and rhumba, travelling, brain crackers, cricket, food and wining, football clubs among others, there is actually something for everybody; and the clusters just keep on growing!

Beyond #1 approach has been an all-inclusive customer focus initiative and has been fashioned to impact on everything – from our employees, processes, products to customer service experience. With Beyond #1, all MRM employees are now required to breathe the customer experience philosophy & be deliberate in practising it. So far, the results we have witnessed since the launch of the campaign include improved communication in teams & across departments, increased workforce candidness in raising operational concerns and lapses, enhanced team-spirit & synergy built around Beyond #1 clusters & execution activities, improved workforce understanding of processes & policies, heightened culture of high standards & expectations, increased employee understanding of their bosses & expectations as well as enhanced ownership & accountability culture on operational challenges.

Taken together, we firmly believe that as we get caught up in the glamour & excitement that Beyond #1 has brought, all of us need to redouble and sustain the efforts that have been triggered by this project. It is only this way that we will realize customer lifetime value and the real benefits of being an MRM’s employee and experience long-term fruits of Beyond #1.

Building Partnerships with Distributors – CECYPO Limited



The two day events kicked off with a trade dinner for Cecypo's retail partners on 20th July 2018 at the Yacht Club in Kisumu. It was here that MRM and Cecypo presented a gazebo to the Club's management showcasing possibilities with MRM's light coated steel structural and building solutions. The gazebo was designed to resemble the existing gazebos at the Club and it was a hit with the management who are now interested in reroofing with MRM. There was general excitement on the Gazebo and Ultraspan possibilities by the traders.

During dinner, Cecypo launched the Cecypo – MRM retail incentive scheme dubbed 'Imarika na Cecypo na MRM promotion', with traders being issued communication detailing modalities of the promotion.

The following day saw golfers, MRM staff and Cecypo converge at the Nyanza Club for the tournament. A total of 72 golfers participated bringing the total number of participants for the two events to 122.

Mittun Patel, a Director at Cecypo said, "We at Cecypo are happy to have partnered with MRM for these two events. Thank you for supporting us and I do believe that this partnership will only continue to grow and prosper in the coming years."

As one Bruce C. Hafen said, "Equal partnerships are not made in heaven- they are made on earth, one choice at a time, one conversation at a time, one threshold crossing at a time."

Mabati Rolling Mills LTD prides itself in having a robust distribution network with various distributors across Kenya. One of MRM's key distributors in the western region of Kenya is Cecypo Limited. They are a distributor of building material across the Western Region and has been MRM's exclusive distributor for over 30 years.



As part of building engagement events for its partners, MRM decided to host a trade dinner and a golf tournament for Cecypo's retail partners from the 20th- 21st July 2018.

"Having joined hands with MRM many years back, we've been a witness to the many innovations that the company has introduced and it's our delight to host these two events for

our loyal customers and to reaffirm to them the quality products MRM has to offer," mentions Mr. Ravi Patel, the Managing Director of Cecypo. Mr. Andrew Heycott, CEO MRM added, "Business relations, like a building, are built brick by brick. During my tenure at MRM, I have seen our business growing primary due to the support of loyal partners such as Cecypo and today we gather to put another brick into that partnership."

Upgrading of Metal Coating Line Furnace and Line Upgrade



for better performance and effectively drive sustainable process improvement.

The new non oxidizing furnace design is innovative with an optimal heating solution capable of meeting advanced requirements for production flexibility, operational efficiency and better coated strip quality. It comprises of state of the art burners that agitate the furnace atmosphere effectively by use of a high speed flame suitable for uniform and rapid heating. In addition to this, there is extremely low generation of free oxygen which reduces combustion. These burners makes the burners suitable for oxidation free heating application which guarantees better coated strip quality. Due to the high efficiency and high capacity burners, MCL throughput has increased by 25% following increase in process speeds on all thicknesses above 0.25mm.

Overall energy efficiency has improved and this will have a positive impact on the overall cost of production . After the furnace revamp, MCL was able to achieve the highest ever daily production of 625mt which is an indication of better performance in the coming days. With all the improvements done in MCL, Beyond #1 philosophy is live. We are putting our Customers first in everything that we do to ensure right quality, timely delivery and in the right volumes.

By John Murage

There is no place in competitive manufacturing for equipment that breaks down often, doesn't perform its job, or requires more than a normal amount of maintenance. The cost of downtime doesn't only impact production output. The cost of repair, maintenance, spare parts and staff idle time, contributes significantly to operational costs.

Money that could have been better spent on machine upgrades is instead ploughed into the ongoing revival of inefficient equipment that is more than likely using up more energy than it needs to, at the same time causing generation of defective material and always operating at below capacity due to operational inefficiencies. In a human body, all organs are equally important but some are more important than others. The same case applies to any processing facility. When one of the critical organs fails,

the whole system is incapacitated. This is what the Non-oxidizing furnace is to the Metal Coating Line.

The Non-oxidizing furnace is a section of the furnace where strip thermal cleaning takes place prior to metal coating. The revamp was necessitated by inefficient combustion systems, deteriorated shell and refractory linings which contributed largely to energy losses and overall equipment inefficiency. Implementation of the furnace upgrade came at a time when competition in the market is stiff calling for cost effective production processes so as to remain relevant in the market. In addition to this, the modern customer is fully enlightened about product quality and therefore focusing on value for money. The MCL furnace upgrade project is a quality and productivity improvement drive where large sums of money have been spent on new equipment and systems using the latest technology

Make Every Last Drop Count!



EVERY LAST DROP



**EVERY
LAST DROP**

*Introducing Rain Gain,
the water harvesting
Solution from MRM.*

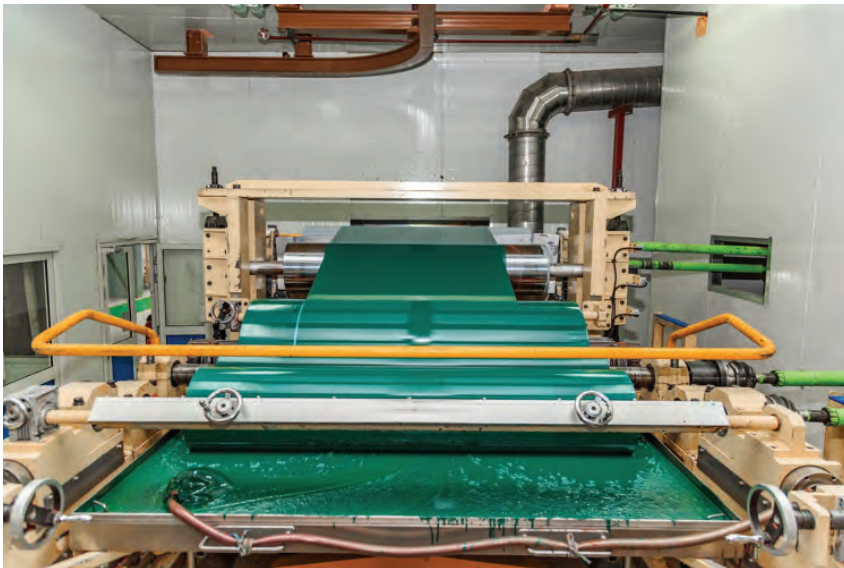
Make every last drop count with RAIN GAIN; the new rain water harvesting solution by Mabati Rolling mills. Through this new solution, Mabati Rolling Mills seeks to inspire Kenyans to adopt a Rain Water Harvesting culture. Kenya's rainwater potential is more than 350 billion cubic meters. If captured and managed, this water is enough to support a population of 233 million people or close to five times the current population of Kenya. (Daily Nation, April 2017).

Rain Water harvesting leads to reduced costs in purchasing water, collectively it augments environmental conservation by reducing water wastage and utilizing rain; a natural resource in its bare state. In addition, Rain Water Harvesting has a positive impact on local sewage and drainage systems. Gutter systems often lead rain water into appropriate channels hence reducing the flooding of drainage systems.

The Rain Gain water harvesting solution encourages home owners to make every drop count. The system goes a step ahead to facilitate the protection of your investment. Did you know that rain downpour stands to erode your walls and foundations over long periods of time? Protect your investment and install the Rain Gain water harvesting solution to crown your home.

By Florence Nicole

MRM's Colour Coating Line Sets Industry Benchmarks



Lines in the world.

This state of the art line is run by highly qualified, experienced and talented professionals which has enabled the line to continuously generate high quality products. One thing that always resonates and is key for success is proper communication and an almost flawless team-work dynamic.

Team building activities, meetings and endless shop floor team talks has created an environment where everyone feels involved in day to day running of the line and able to relay their thoughts.

Such activities have created high levels of motivation, and ownership. The process will always have its challenges but the team continuously embraces teamwork spirit, constant communication, quick feedback and other tools initiated by management such as RCAs, 7CS and 5K not forgetting assistance from management thus resolving everything that comes on the way.

Emphasis on team work, motivation and guidance from good leadership and everyone's individual effort continues to be key in achieving better results. Aim is to constantly sustain the good gains and work towards even greater achievements.

By Henry Kiogora

With the continuous increasing competitive nature of the current market, commissioning a brand new high investment Continuous Colour Coating Line, with state of the art innovation technology was a step that ensured MRM continues to stay two steps ahead. The line produces a range of colours with over 30 different colours currently in the market and

more new colours in the pipeline. Products from the line not only find their end use in domestic roofing but also industrial purposes.

The new line can produce 100,000 MT per annum but importantly does so in an environmentally friendly manner. It is equipped with a modern energy saving and air purification technology which is rare in other Colour Coating

The Lions Club of Mombasa Pwani, Annual Mega Medical Camp



A trainee doctor from the University of Antwerp, Belgium, provides treatment to a patient.

Every year, the Lions Club of Mombasa Pwani, in partnership with Mabati Rolling Mills organizes the Mega Medical Camp at Mabati Medical Centre. This annual camp has become a haven for those who can't afford health care and 2018 was proof of this. This annual event saw the highest number of patients in its history thus far. Below are the statistics of the camp.

Due to the high number of patients, there were several clinicians attending to the crowds. Apart from treating patients, the Mega Camp also offered learning opportunities for a group of trainee medical doctors from the University of Nairobi and University of Antwerp in Belgium. The range of ailments seen was a reflection of the needs of the

population, from common colds to the confirmation of stage 4 cancers that were recorded. Dr Farooki stated that at least 30% of ultrasounds revealed cancer.

The Eye testing and identification of patients that need cataract surgery was a significant activity on the day. Of the 843 patients who had their eyes tested, 36 were then shuttled to Mombasa for free surgery. Dental services were also highly sought out on the day and the team was presented with a lot of complicated cases. These were then referred for treatment at the Coast General Hospital.

Volunteering at the event were students and staff from the Mabati Technical Training Institute and well-wishers. They assisted with registering the patients and directing them to the various stations for consultations and medication.

The success of this event is a reflection of pulling together for the good of a community. The different medical needs continue to challenge individuals in the community. With support from the organizers and sponsors, this community is sure that they do not have to face them alone.

	2018
General Patients	900
Eyes	861
Ears, Nose & Throat	78
Dental	80
Diabetes	30
Ultrasound	25
Cataracts	35
TOTAL	2009

By Clara Shuma

Chandaria Youth Empowerment Program



In Kenya, the rate of unemployed youth has been growing over the past years. Thousands of youth who graduate from either high schools, colleges, polytechnics and universities are unable to seek formal or informal employment or start their own businesses. It is with this in mind, that Chandaria Foundation has launched the Chandaria Youth Empowerment Program.

The Chandaria Youth Empowerment (CYEP) is an initiative of the Chandaria Foundation in partnership with Mabati Rolling Mills Ltd that seeks to build Public and Private partnerships with relevant Institutions, corporations and organizations. The program will be founded on key pillars of economic empowerment, driven by relevant skills development, strong business innovation and entrepreneurial skills that will enable the youth to realize their full potential.

The Partnership will seek to collaborate with the Ministry of Youth Affairs under the State Department of Public Affairs and Youth. With the aim of accomplishing youth economic empowerment as envisioned in the Big 4 Agenda. The program seeks to directly impact over 100, 000 youth in Kenya by 2022 and is in line with the United Nation's Sustainable Development Goal (SDG) of decent work and economic growth.

The CYEP will comprise of two main programs: Training and Mentorship opportunities for start-ups. The first training took place at Mabati Rolling Mills Athi River from the 5th of November – 22nd November 2018. The training began with the Training of Trainers program. Thereafter the training continued for 2 weeks with training of 120 youth from Mlolongo, training of 120 youth in Kasarani and training of 180 in Embakasi. Each youth in the class covered 20 hours in a week.

A total of 412 youths have successfully completed the 20hrs of training. They were further handed over to the Youth Officers in the respective locations for Mentorship and guidance in Business Groups registration and application of Youth Funds to enable the teams actualize their business ventures.

Most of the youth who attended the training had no knowledge of ICT skills. The main objective of the training therefore was to promote access to ICT skills as an enabler to entrepreneurship.

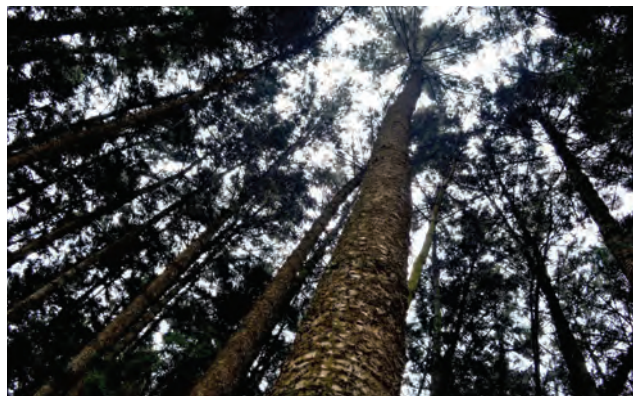
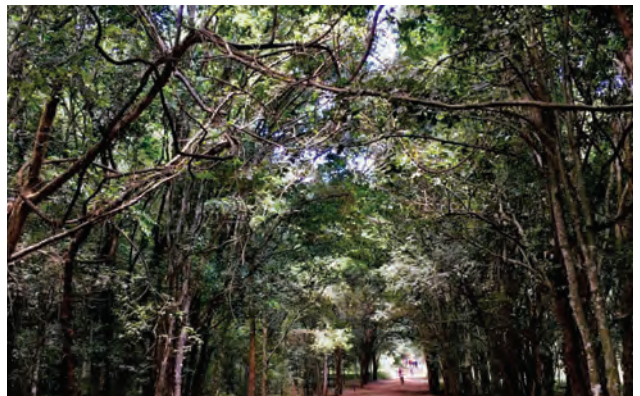
Following a successful training, the program in partnership with like-minded stakeholders will seek to launch the Chandaria Entrepreneurship Challenge. The challenge will facilitate innovation of social impact projects by youth in various communities across Kenya.

Over the sessions conducted, the common factor is that the youth are thirsty for opportunities to better their livelihoods. The youth have the basic skill that lacks the financial and/or mentoring support it needs to propel them to the next level. Essentially, the program has so far impacted more than 400 families with the potential to improve the livelihoods of these families.

The program seeks to not only empower the youth in Nairobi but also across Kenya. In the near future, the training will train the youth in Dagoretti and then proceed to Meru.

“The youth is the hope of our future,” Jose Rizal.

MRM Eye in the Wild Gallery





Listen Up: We Want to Keep Your Ears Safe at Work and at Home

Many people assume that hearing loss is associated with people who have worked in high noise environments without hearing protection. While that is often true, hearing loss can occur in many different environments if protection is not in place.

Here at MRM hearing loss is a risk associated while working in the plant i.e. (Pickling entry, Cold Rolled Mill 4HI & 6HI mills, Taiyo Combination Line /Cut to Length Line, Metal Coating Line, Roll former bay, Gas plant, Scrap Yard, Colour Coating Line, Fabrication workshops and Generator rooms). Do you know how to wear your ear plugs/muffs correctly? Are you taking every precaution to protect your hearing?

What is the cause?

Noise Induced Hearing Loss: Also known as occupational deafness and industrial hearing loss, damage to the inner ear can cause temporary or permanent hearing loss. ... Acoustic shock syndrome: Repairable or irreparable damage to the ears caused by an isolated incident involving loud noise.

Signs of hearing loss

Hearing loss is rarely painful, which is why people can fail to notice the danger of noise. Symptoms can include vague feelings of pressure or fullness in the ears, speech that seems to be muffled or far away, and a ringing sound in the ears that you notice when you are in quiet places. The first sign of noise induced hearing loss is not being able to hear high pitched sounds, like the singing of

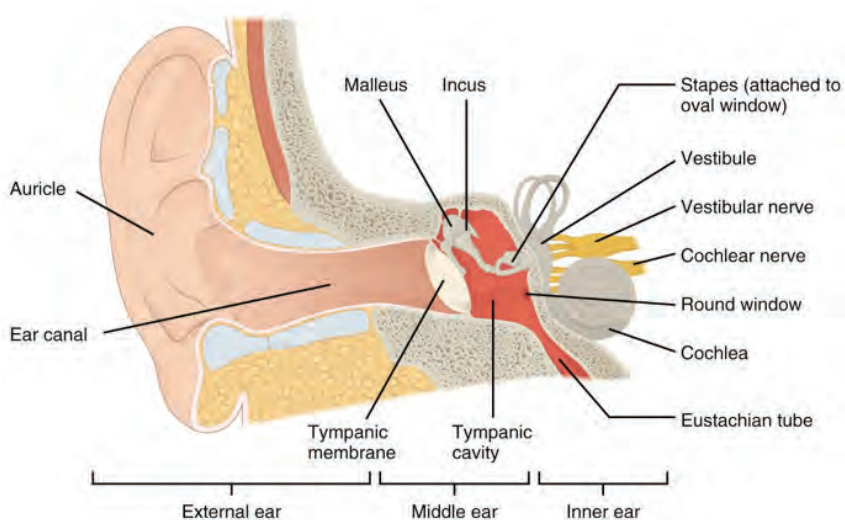
birds or not understanding speech in an area with a lot of background noise. If hearing declines further, lower pitched sounds become hard to understand.

Care must be taken outside of work too. Everyday exposures to sound levels above 85(decibels) include:

- Working with tools or around machines generating excess noise e.g. grinders
- Listening to loud music through headphones
- Attending a rock concert
- Mowing the lawn
- Using a table saw
- Driving on the highway with the windows open
- Playing a musical instrument

MRM has the following top tips for prevention of hearing loss:

- Limit the amount of time you spend on activities that are extremely noisy
- Keep your car and home audio at enjoyable but safe levels
- Schedule some quiet time if you experience temporary hearing loss or tinnitus after work or other activities.
- Give your ears a chance to recover fully.



By Fledrick Atogo

The Drivers of Crime and Dishonesty



Crime is defined as

- a. An act committed in violation of a law prohibiting it, or
- b. An act omitted in violation of a law ordering it.

Commercial enterprises, by virtue of their assets, are obvious targets of crime, perpetrated by both outsiders and insiders. Insiders, also, commit acts of misconduct – offences against the rules of the enterprise.

In general, crimes can be broken down into two broad types:

- Acquisitive crimes (acts of dishonesty, for example theft and fraud).
- Expressive crimes (acts of criminal damage, violence, terrorism etc.).

From a business perspective, perpetrators may be grouped into:

1. Outsiders (professional and opportunist).

2. Insiders.
3. Former insiders (eg. ex-employees with a grudge).
4. Outsiders working in collusion with insiders.

The last category is of particular concern. They can be not only involved in the theft of tangible assets through activities such as organised product diversion, but also in information theft.

From an individual perspective, what constitutes dishonesty or unacceptable behaviour may vary according to an individual's boundaries and sense of moral code. A workgroup may adopt so-called "accepted practices", such as routinely feigning sick days, falsifying business expenses or fuel theft.

Reasons why people commit crimes are obviously many, varied and sometimes complex, however when the three elements of opportunity, motivated offender and absence of a capable guardian

coincide in time and space, the conditions for a crime occur

Opportunity is the most influential of all but motivation is also of crucial importance. Most people when presented with the opportunity do not commit acts of dishonesty.

Motivation may take the form of carrying out an act of violence to impress others, rationalisation on the part of an employee who feels they have earned the right to take company property, or the big company excuse – "it's a big company so they won't miss it". Motivation to steal information is often a characteristic of employees who have access to sensitive data and who are facing redundancy or planning to leave.

Are some people born with a criminal or deviant behavioural inclination, can an inclination to dishonesty or violence be genetically inherited, or does one become inclined towards dishonesty or violence by virtue of his or her upbringing and surroundings?

The reasons why people commit crime are varied, and may include any of the following:

- i. Rules:-Rules are unclear, poorly communicated, not enforced or accepted practices are tolerated. The employee has not been effectively inducted and no employee socialisation has taken place.
- ii. Opportunities:-There are opportunities that create temptation. Valuable assets have to be accessible to employees and customers in order for business to take place. There is great scope for fraud and embezzlement. Thieves see this as a way to generate extra benefits. Ready markets also stimulate opportunities.



- iii. Disaffection: - Employees, for whatever reason, are generally disaffected with their employer or there is no loyalty.
- iv. Disparities and Perceived Discrimination:-There are huge and resented disparities between working conditions, salaries, hours worked, promotion opportunities, etc. Discrimination may also take place.
- v. Personal Financial Situation: - An employee may be in debt and sees the company as a means to relieve the debt, or may be living above his means.
- vi. Company Situation: - Thieves usually exploit assets of companies which are believed to be heading towards insolvency.
- vii. Employment Stability:-Those warned for redundancy, planning to resign, or who have ambitions outside their present employment may be more tempted to steal.

- viii. Ineffective Detection, Investigation and Punishment:- Thieves know that they are unlikely to be caught, and if so, unlikely to be punished too severely. It is a fact that the overwhelming majority of workplace thieves go undetected.
- ix. Big Company Syndrome:-The perception that it is a big company with big pockets, spending huge sums of money here and there, so taking small items isn't really theft.
- x. Boundaries:-The perception that it isn't wrong. For example, the majority of people still insist that sharing copyright-protected (music, pirated DVDs) data isn't theft. The same faulty mentality extends to theft of pens and stationery, and small violations of business expenses.
- xi. Weak Protection:-There are flaws in line management supervision or flaws in the security programme, which may be based on the

perceptions, strengths and preferences of the security manager, and not a detailed crime risk analysis.

- xii. Upbringing:-The perpetrator has been conditioned by his upbringing (family, friends, community, environment) to have poor moral values.
- xiii. Self-Esteem and Peer Pressure:- The crime is committed to raise self-esteem or to impress peers.
- xiv. Group Behaviour Group behaviour, depending on the circumstances, may reinforce both good and bad behaviour. Can be peer pressure or mob behaviour.
- xv. Infiltration:-The person may have been infiltrated, or fallen under the influence of outside criminals.
- xvi. Background Screening: - The lack of an effective background screening programme has failed to weed out those with criminal tendencies.
- xvii. Short Fuse and Tendency to Violence: - It is a fact that some people are more violent than others!
- xviii. Ability:-"I do it because I can".
- xix. Thrill:-some people "feed" on the thrill of violence, criminal damage or theft.

There are many more reasons or excuses that people give to justify crimes and dishonesty in society and the above are a few pointers to these deviant behaviors all around us.

By Martin Njogu

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Beyond #1 Unleashing the Power of Teamwork



When looking for people who have the potential to deliver, many seasoned leaders believe in people who are able to move beyond an understanding of how to be personally powerful, and embrace the ability to support others. The key to embodying this quality on the job isn't just thinking about how to motivate or advance others. It's about experiencing circumstances with them that foster a spirit of trust.

Fostering a spirit of trust is crucial for drawing out the best in any one. Discovering one another's power styles and how they interact in various situations can be a learning experience for everyone — and it's the first step towards tremendous growth in organizations.

Beyond #1 – Anew initiative in MRM that has everyone on board.

I am reminded that when flying in a V formation, one bird serves as a leader to minimize wind resistance for the birds behind them. When the lead bird tires it rotates to {a different} position so that a different bird will assume the responsibility of leading the flock. If every individual bird set out on this long journey by itself, most, if not all, would undoubtedly fail. In contrast, once all the birds work together as a flock, as a Team – they reach their goal and reach their final destination. Beyond #1 has taken such position in MRM.

It's an initiative that puts everyone on board. An 'All Inclusive' way of working that makes people think together, reason together, understand one another for positive growth of the organization, listen and be listened to – it's synergy packaged differently - the cooperation of more people working together to produce a combined result that is greater

than the sum of the results achieved separately.

One very important key area where Beyond #1 has managed well is enabling team Members who get positive criticism to detach the criticism from the environment in which it was given. It's normal to be happy when praised and defensive when criticized. Members now try to dispassionately look at what's being said and see if there are clues for personal growth embedded in the praise or the criticism.

The ultimate goal of Beyond #1 is to harness the power of effective teamwork to achieve sustainability, improved individual and team performance, higher output, greater personal satisfaction, less stress, and a safer workplace.

By Dan Ongatta

Still Haven't Set Your 2019 Goals? ...

This year I have chosen to try something a little bit different. Instead of writing down resolutions, I have decided to set goals for the year.

So why should you pick goals over resolutions?

Goals are more proactive, they are a determination to achieve something. They are aims to achieve specific results.

Resolutions really don't seem to last that long into the year and are usually founded on some displeasure with your current state of being/ living.

Now don't get me wrong, there isn't anything wrong with setting out resolutions. More often than not people seem to struggle to keep them or even remember them by mid-January.

So, how do you set our goals for the year?

1. Write it down!

If you write your goals down somewhere you can see them every day and this helps you stick to them. A constant reminder isn't to make you feel bad but to remind you what you are working towards.

2. Think of the short term and long term

Set out goals that you want to achieve by the end of the year, by a certain month/ date.

This means you can work on consistent goals and have bursts of success throughout the year



that will continue to motivate you to achieve your long term goals.

3. Categorize your goals

Personal and professional goals are the obvious categories that we can turn to but do not forget other aspects of your life that can give you joy.

4. Put in the work

Each goal you set out is going to require a lot of work and determination by your part. What is important in realizing your goals is identifying what you have to do to achieve them.

5. Be realistic

Don't set out goals that are too ambitious or far-fetched. It is also not time to sit back but rather to set yourself in aspects that matter.

You don't want to run yourself into the ground trying to achieve your goals. They are not meant to tear you down or make you feel worse about yourself.

6. Reap the rewards

I do not know about you but sometimes I need an incentive to work on something.

And considering there is no one to hand out badge saying "Well done", it's up to you to set out your rewards.

By Joash Sasita

2018 Skills & Competency Matrix Program



As part of our continuous improvement measures, we implemented a company-wide Skills and Competency Matrix Program. This was in line with the need to identify the competency strengths and gaps in an effort to optimize our efficiencies and workforce performance across departments.

The 2018 Skill & Competency Matrix model we put in place was a systematic capability assessment tool that identified the key skills and attributes, both technical and behavioral, needed in each job role and identified members of various department for their level of competency against the skills areas. By collecting and combining competency information in different

functions, a standardized framework that outlined the skills sets required in a job role in line with MRM's goals was developed. With Heads of Departments & Line Managers' involvement, each employee was then evaluated for their level of competency against the mapped out skills areas. Part of the process involved conversations around an employee's confidence with the tasks in their job role & the potential to improve on the actual set of skills critical for a job.

Employees were then rated in three different categories, namely: those with high-level competency, those that are good but require improvement, and employees with low-level competency who require urgent support. Consequently, an

intervention framework, including a more customized training plan, to address the competency gaps was initiated & implemented.

A skills improvement training session on Trouble Shooting in September 2018.

The 2018 skill matrix was important as it focused on key skill sets needed in a job role and a road map on improvement. We plan to continue supporting other areas with gaps in 2019 in line with our commitment of BEYOND #1 and our CUSTOMERS being the key focus in all our operations. We hope to see more fruition as a result of this project even as we monitor its impact.

By Dickens Okoth

MRM's Donation of Roofing Sheets Offers Hope to Residents of Ndeiya Village



The Wells of Hope Technical Institute, a brain child of Mr. and Mrs. Stephen Mugambi who together with the local Ndeiya community and support from the Kiambu County Government rehabilitates men of ages 20 to 45 years who have fallen into alcohol addiction and wish to reform and better their lives. The Institute was inaugurated last year and offers technical training in areas such as plumbing, carpentry, masonry, roofing, and mechanics amongst other trades. It has certification for the courses by the Kenya National Examination Council.

Alcohol addiction has ravaged families within Central Kenya, with victims being unable to work in gainful employment, support their families or even raise kids. Various groups including NGO's, government and individuals are spearheading various initiatives to reverse the trend, among these being the Kikuyu Council of Elders whom some of their members sit on the board of trustees.

As part of its CSR initiatives, MRM donated Dumurangi Bahari Blue sheets to the Institute and also went out of its way to offer consultancy during the roofing process. During the inauguration of the Institute, MRM

was recognized for its roofing support and a request was made to assist the Institute in training more artisans in roofing sector in the future.

Through its donation, MRM has ensured that the Institute will be a safe haven for the residents of this village and that in the long run, it will change many lives for the better.

By Justus Mwangi

Mabati Technical Training Institute Making a Difference in Mariakani.



Mabati Technical Training Institute, a project of Safal MRM Foundation has been continuously identifying vulnerable youth by following a selection criteria that gives preference to those who are orphans, from single parent families and large poor families.

The Institute has become a beacon of hope for the youth in the community. The skills acquired help the students to be self-empowered to make the right choices for their future. Below are some of the skills offered at the Institute:

- Life Skills Training: This is conducted after registration and at the commencement of the course. It is intended to prepare the trainees for learning & the study environment. This is to enable them to deal effectively with the demands & challenges of everyday life.
- Classroom Training: Technical curriculum delivery is

done through trade theory, workshop calculations, and technical drawings in the classroom, practical training & demonstrations in the various workshops. Students are assigned practical projects which are assessed by their instructors & their competencies gauged. Basic IT, Entrepreneurship, health & safety are cross cutting topics delivered to all trainees. Entrepreneurship module is offered to those youth wanting to start their own micro businesses.

- Work Readiness Training: This a training conducted to prepare the trainees for the world of work & includes topics such as team work, grooming, work place behavior, resume writing, interviewing, etc. These topics are delivered by our experienced partners & mentors from the industry, namely one of them being the MRM Human Resource department.

- Industrial Attachment: Through linkages with industrial partners, we assist trainees to get one to three month internship opportunities in industries like Car & General, Transeast Ltd, Buzeki Enterprise Ltd, Brollo Kenya Ltd, Pwani Oil Ltd & Springtec Kenya Ltd. Some of these have been offered jobs for those who opt for employment.
- Self-Employment: The Institute empowers/supports the trained youth to start & grow their own small businesses. The major entrepreneurship partners & mentors are PostBank, KCB (who have offered financial literacy & savings training), Youth Development Fund, Uwezo Fund & Women's Development Fund and Cooperative bank who give them access to credit & MRM who has supported them by placing orders with them.

On top this, our graduates are linked with alumni networks, who helps them to get jobs or establish businesses.

Youth flocking to our Institute for admissions each year is a testimony that we are relevant and are making a difference in the lives of these unfortunate youth by assisting them in coming out of extreme poverty by imparting them with employable & entrepreneurial skills.

By Norman D'souza

Don't Confuse Work with Exercise



One of my good friend from Eldoret who is a long distance runner recently bought a farm. After few months of being out of sight, we met on the streets of Nairobi. I asked him how he was feeling. He answered “out of shape”.

He said, he has been working so hard in the farm but he isn't exercising. Albeit this sounds strange as he wakes up early in the morning, feeds the animals, milks the cows, plows the land and piles bales of hay. By the end of the day, he was exhausted..... Yet he didn't feel exercised.

Remember, very few calories are used during any exercise, be it aerobics, Zumba or weightlifting but, exercise changes us. It increases the metabolic rate, increases the amount of muscles, raises the level of calorie-consuming enzymes inside a muscle, and increases the burning of fats. Sustained exercises at the rate

of 80 percent maximum heart rate is very efficient at bringing about these changes.

Most jobs involve short bursts of energy which are inefficient at bringing these changes. Yes, physical work is a form of exercise, but like weightlifting, it's not effective in weight control.

A frequent complain I get from women is “Why should I exercise? My house chores are more than enough!” When I tell them they are not doing enough, they want to beat me up.

I realize this might sound confusing but look at it this way: Suppose the muscle in your arm was capable of lifting 20kg, now all day long, you are working that muscle_ laundry, gardening, ironing etc., but no time during the day have you put sustained demand on the body. To the muscle, this is just work. You are tired at the end of the day but the

muscle has only been worked at 50 percent of its capacity

The work you do may cause the heart to beat faster, but you rarely sustain it long enough to get any benefits. Work should be put in a weightlifting or sprinting category as its non-aerobic. It is either too intense or low for a very short time hence not being enough to produce the desired metabolic changes.

Work usually impacts one set of muscles. Aerobic exercises on the other hand put a demand on all the muscles of the body, including the heart muscle. You may not think your arms are getting any exercise when you are running, but metabolically they are get getting conditioned.

“Exercise will get you in condition for work, but work won't get you in any condition for exercise.”

By Eric Opembe

Staff Profile

Fred Oyugi Achola



Kindly tell us about yourself?

Fred Oyugi Achola is my name and I am currently a Production Supervisor based at Nairobi Service Centre.

When did you join the company?

I joined MRM on March 15 2005 and over the years I have experienced a tremendous growth in my career. One thing I am passionate about is change.

What's your day to day role?

My role is to ensure that there is online execution/ production of orders. I also oversee that the products are produced safely and are of the highest quality standards.

What's most rewarding about your job?

Reducing of lead time, standardising processes and continuous improvement in our operations.

What are your biggest achievements to date – personal or professional?

Ensuring safety for my team whilst working in the factory and personally I offer mentorship.

What have been your biggest professional challenges?

Helping individuals to anticipate change and adopt appropriately within the given timelines.

What would you be doing had you decided earlier not to follow this career path?

I would have been a motivational speaker sharing my personal experience and insights on life.

How do you relax away from work?

I love listening to gospel music for spiritual growth and I enjoy spending time with my family and members of my church.

Given a chance, who would you like to be for a day?

An entrepreneur in business world.

Any advice especially to the young GTs joining employment at MRM?

It is a fact that people communicate based on their generational backgrounds. Each generation has distinct attitudes, behaviour's, expectations, habits and motivational buttons. Learning how to communicate with the different generations can eliminate in major confrontations and misunderstandings in the workplace and the world of business.

Last comments?

Everybody can be great, because anybody can serve, you only need a heart full of grace and soul generated by love.

Mabati Medical Centre Continues to be a Safe Haven in Mariakani

In 2018 Mabati Medical Centre's provision of primary healthcare was as per the table below:-

	Patients			Mother & Child Clinic				Eye	Dental	Total Attendance	
	Over 5		Under 5	Total							
	M	F			A.N.C	C.W.C	P.N.C				F.P
Total YTD 31st Dec MMC	9572	16716	7499	33787	207	791	4	217	73	129	33787

Patients were treated for ailments such as Malaria as well as infections, resulting from poor sanitation. These continue to plague the low income population in Mariakani and its environs. There was also a significant number of individuals treated for lifestyle related illnesses such as diabetes and high blood pressure. The increase in these conditions is partly as a result of food choices.

In view of this, Mabati Medical Centre intends to focus on preventative measures that will reduce the occurrence of lifestyle illnesses. The aim is to offer wellbeing classes to the community in the form of Nutrition and Fitness Classes which hopefully will have a positive impact on their lives.

Going forward, the hope is to focus on prevention rather than cure. This will be achieved through education, and encouraging individuals to implement measures that will help them to be healthy and productive members of society.

It is also important to note that the diagnostics center continues to go from strength to strength. The laboratory carried out over 10,000 tests, and was vital to several individuals who needed pre surgery tests that could not be carried out at the local sub-county hospital.

One of the key challenge at the Centre has been the lack of a suitably skilled radiographer to run the Ultrasound and X-ray department daily.

These services have been running intermittently and we hope that we come 2019, we will offer them daily.

We are truly grateful to all our donors and patrons who continue to support the work we are able to carry out in service to the Mariakani community. We reach out to all who may be willing and able to support this worthy endeavor.

By Clara Shuma



To enquire about making or to make a donation:

Contact person: Clara Shuma, Mabati Medical Centre

Cell: 0797 164 001 **Email:** clara.shuma@safalmrmfoundation.org

Make Cheques Payable to the Initiative of your choice:

Mabati Medical Centre, P.O Box 590 – 80113, Mariakani, Kenya.

My Style: Colorplus Textured Product



Palaver:

Imagine waking up early in the morning, preparing for your early morning routine, it's a Thursday, and that demands you prepare that 'egg bread sandwich' that is always yummy but delicate to prepare. You'd obviously start with the base, preparing that flat pan-caked egg treated with that hot layer of oil, this will be the base in-between the other layers, the next step would be peanut butter or any toppings of your choice. As this will be your primer the better the choice, the better the final product, after some freshly cut vegies, now you finish with the top layer, that fresh, coarse bread pressed above these unique layers

and you have the final product, the only thing left to do is to test it and make sure it conforms to agreed standards, in this case the standards are the taste buds in your salivating mouth and that hungry groaning stomach. I assure you a product can't get much better than that.

In my job as a QA Technician in CCL, preparation for textured products is always delicate and demanding, and fortunately as a team, we embrace this and always get it right and the end result is a brand unlike any other, something that you can feel; the Textured Finish. I can only describe it as; 'a course feel layer protected by a one of a kind base metal, the ZincAl, treated with a chrome layer and

topped up with a primer bond that assures you the top coat will never let go'.

But beyond the coarseness, using an Objectra, one of the unique machines we have, I can go deeper and reveal an even more beautiful, elegant, mesmerising pattern, a structure that is both unique and engineered for perfection. As unique as it is, and with a large variety of colours to choose from, I believe that we can all relate to such a style. On the outside things may look and feel coarse but yet beautiful, demanding, delicate, smart and stylish. Even deep down, where the backbone lives; peering further, we are amazed by an intricate structure of an endless entanglement that holds the whole thing together. Always pushing it to reveal its perfection.

That's our Colorplus Textured product, and that's my Style: towards perfection.

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PROJECT SHOWCASE

Completion Date	APRIL 2019
Project	FAIR FIELD GARDENS
GPS / location	KATANI ROAD-SYOKIMAU
Architect	KUJENGA GROUP
Roofing Contractor	LEPTON GROUP
Roofing Material	LIFESTYLE WAVE
Developer	MANSION AND GENERAL
Project Management	PROPERTY DEVELOPMENT MANAGEMENT (PDM)
Profile	LIFESTYLE WAVE
Colour	DARK GREY
Special Feature	<p>Fairfield Gardens, located 13KM away from Nairobi, in Syokimau is set on 5 acres of land with 70 units of 4 bedroomed town houses. The architecture, inspired by Italians went for a unique roof solution in a shed of grey stone coated steel tiles from Mabati Rolling Mills to complement its interior Italian finishing.</p> <p>The luxurious semi-detached town houses were carefully planned to deliver high quality housing hence the choice for MRM's Lifestyle wave – premium stone coated steel tiles that demonstrate heritage as well as the Lifetime promise, arising from their reliability as a trust worthy partner with long standing relationships.</p>



Special Feature: The development comprises of 70 luxury town houses with a living space of 190 square meters and when completed will feature a 15-meter-long swimming pool, children`s playground and a fully equipped gymnasium proving the perfect environment for the modern family.

For further information, or for permission to use this photograph, please contact: marketing.mrmroofing@safalgroup.com Call: 0788202020
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