

PEOPLECARE

KJAER GROUP · VOL 2 · 2024



“CELEBRATING MADS KJAER’S 40TH ANNIVERSARY
IN DENMARK AND MOZAMBIQUE”

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Dear Colleagues,

A heartfelt thank you for the wonderful recognition of my 40 years in the business – 1984 to 2024. It has been an incredible journey of learning, teamwork, and growth across Denmark and Africa. I'm excited about the path ahead, filled with new opportunities and solutions.

As 2024 draws to a close, I want to acknowledge the challenges we've faced in Uganda and Mozambique. While the year has tested us, it also highlights the opportunities awaiting us in 2025 to strengthen our business, grow market share, and remain relevant to our customers. There's important work ahead, and I have full confidence in our team to rise to the occasion.

Amid the challenges, there have been remarkable successes. KJAER & KJAER had a strong year, driven by significant Honda motorcycle orders, which helped offset the downturn in vehicle sales. Well done!

In Uganda, we earned Nissan's recognition for Customer Satisfaction, and MOTORCARE was named the 2023 Sub-Saharan Overall Winner for Sales & Service. Bravo, team Uganda!



Our joint venture with Nexus Green in Uganda on 2W e-boda scooters is paving the way for sustainable transport in Africa. Since June, 25 e-bodas (iQube from TVS) have achieved impressive milestones, with 250,000 kilometers on electricity expected by December. This is a powerful testament to the future of green mobility, supported by the Danish Government and Embassy via Danida Green Business Partnerships (DGBP) funding.

Each year, December 9 reminds us of the critical role we play in marking International Anti-Corruption Day. Corruption not only impacts youth and development but also worsens global crises like climate change. Let's continue to be part of the solution—every day, every year.

On a personal note, I'm incredibly proud to see the 3rd generation stepping into the business. Our son, Hans-Emil, and his partner Cecillie recently moved to Uganda. Hans-Emil has joined us as Business & Development Director, bringing fresh energy to telematics, green initiatives, new OEMs for our MOTORCARE businesses, Green-Hub, and exciting new projects like 3W e-tuk tuks.

As the year ends, I want to extend my warmest wishes to you and your families for a joyful and energizing holiday season. Let's look forward to 2025 with optimism, ready to improve and innovate in serving our markets.

Warm regards,

Mads Kjær
KJAER GROUP Owner



Board member Hanne Kjær and Ann Nazzawi - a proud Boda Boda rider, at our charging and battery swapping station at Kitgum House.

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CORRUPTION-FREE

By Sheba Mugenui, MOTORCARE HR Team in Uganda

December 9th marks the start of the yearlong Anti-corruption Day 2024 (IACD) campaign; **Uniting with Youth Against Corruption: Shaping Tomorrow’s Integrity.**

The framework of our society relies on the courage of individuals to speak against injustice. The emphasis of this year’s Anti-corruption theme emphasizes the importance of young voices in highlighting the injustices in our communities.

MOTORCARE is actively participating in Anti-corruption day activities in our respective offices.

In Uganda some of the activities taking place includes a presentation from UNIDO/UNDP on the origins of Anti-corruption day and how to fight corruption in our everyday environments. Other activities include interactive workshops led by the youth, aimed at reminding staff of MOTORCARE’s Whistleblower policy. Digital quizzes and card games shall be opportunities for laughter and learning, educating all staff on MOTORCARE’s diligence in fostering a unified, anti-corrupt workplace.

In Mozambique, the event will feature activities such as small group discussions and presentations, a ‘One Word Phrase’ campaign, and the symbolic signing of a commitment statement to mark the occasion.



Tech-savvy youth can lead changes

#UnitedAgainstCorruption

Young people’s dreams and aspirations are often hindered by corruption, which erodes societal progress, limits access to education, jobs, healthcare, and public participation, and contributes to environmental destruction. Despite these challenges, young people have immense potential to drive change. Their tech-savviness enables them to harness tools like blockchain, AI, social media, and innovative apps to promote transparency, enhance access to information, and enable anonymous reporting of corruption. By engaging with and listening to youth, we can tap into their innovative ideas and energy to uncover effective solutions, ensuring a future that prioritizes integrity and sustainable progress for all.



WHISTLEBLOWING

KJAER GROUP is committed to conducting business with integrity and doing the right thing for our customers, colleagues and society. We encourage all those who

have serious concerns they wish to report, to make use of our Whistleblowing Scheme, where they can report in confidence and – if they choose to do so – anonymously.

REPORT HERE

WE'RE ELECTRIFYING A BIT MORE EVERY DAY!

By Moa Rydell, Chief Strategy Officer, GREENHUB, Kampala



Watch Ann Nazziwa - the female Boda Boda rider in Uganda

In addition to the TVS iQube, we have recently started trialing the NIUs for commercial usage under a swapping model for riders doing food deliveries across Kampala. We're especially proud to announce the completion of Green Hub's first battery swap station at Kitgum House, alongside our existing charging station, as part of our NIU swapping model pilot. We're electrifying a bit more every day!

This year, our fleet has, to date, collectively saved 10,016 kg of CO2 emissions—equivalent to planting 406 trees—and covered a remarkable 183,422 kilometers.

These achievements wouldn't have been possible without the invaluable support from the Danish Foreign Ministry and the Royal Danish Embassy in Kampala. We've had the honor of hosting several visits from them during October and November. Notably, Ambassador Signe and Danish comedian and TV personality Melvin Kakooza visited us, even taking our electric scooters for a spin. Signe rated Melvin's ride with 5 stars in customer feedback!

In addition, the official launch of Uganda's E-mobility Association took place in October and was inaugurated by Honorable Minister Monica. MOTORCARE/KJAER GROUP has funded the associations first year to help support the e-mobility industry by bringing all stakeholders together to push for improved policy and tax incentives from the Government of Uganda.



Visitors from the Ministry of Danish Foreign Affairs and Danidas Green Business Partnership Program (DGBBP)

We've had an incredibly busy and exciting period at Green Hub! We're delighted to share that we've successfully moved our offices to Kitgum House in Kampala, now sharing our location with Ford and Hyundai.

Green Hub's pilot program continues to make significant progress in electrifying and greenifying Kampala's boda sector. Currently, we have a total of 36 e-boda riders in our fleet, all comprising of women and young men, who every day help reduce CO2 emissions in Africa's most polluted city.



See the video with the Danish comedian Melvin visiting us in Uganda (Starting at 33:33 minutes)



Visit by the Minister for Science, Technology and Innovation, the Honorable Dr. Monica Masanza (riding our Boda Boda).

AidEx 2024

GREEN IDEAS SHINE BRIGHT!

By Kirsten Winther, Sales Director, KJAER & KJAER

What a sight! This year's Danish Pavilion at AidEx Geneva was not only the largest but also the greenest. Danish companies highlighted their commitment to innovation and sustainability in the humanitarian sector, showcasing eco-friendly solutions that reinforce Denmark's role as a global leader in driving positive change.

The Confederation of Danish Industry (DI) hosted several engaging events and networking sessions throughout the exhibition. The Danish Pavilion was officially opened by Mr. Ib Petersen, Danish Ambassador to the UN Permanent Mission in Geneva, alongside Marie Gad, Director of Global Development and Sustainability at DI.



The KJAER & KJAER team; Mads, Bo & Kirsten together with Paul Jansen (in green), Director of Fleet Forum

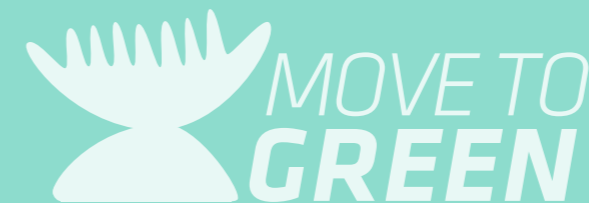


Bo participates in panel on sustainable infrastructure and more

Marie Gad played a pivotal role during AidEx, participating in multiple panel discussions. As a passionate advocate for sustainability, she emphasized the need for governments and donors to impose stricter sustainability requirements. She also urged the largest UN agencies to set ambitious environmental targets, pushing the green agenda forward.

In a dynamic panel discussion, Bo Linnebjerg joined experts from UNHCR, UNITAR, and South Pole on sustainable infrastructure, highlighting the balance between environmental goals and community needs.

At the KJAER & KJAER stand, the Nissan Ariya took center stage, showcasing our commitment to sustainable transport. The EV drew attention, sparking insightful conversations about the future of mobility and leading to exciting opportunities, including a new long-term agreement with a UN agency.



Mads welcomes WHO representative to our stand

THE 2024 FLEET FORUM SUSTAINABILITY SUMMIT

By Kirsten Winther, Sales Director, KJAER & KJAER



In October, around 30 Fleet Forum member organizations came together in Geneva to discuss actionable steps toward sustainable fleet management in the aid and development sector. The Summit served as a platform to review progress made during the previous year and set new objectives for reducing fleet-related emissions. This year, three Fleet Forum supplier members made commitments to support the sector’s sustainability goals. KJAER & KJAER’s commitment was presented by Bo Linnebjerg:

“We, KJAER & KJAER, commit to supporting humanitarian organizations in reducing their environmental impact by offering a range of lower emission vehicles, including those that meet or exceed Euro 3 standards.

Additionally, by January 2025, we will ensure that all products in our portfolio are accompanied by detailed energy consumption data to enable more informed, sustainable fleet management decisions.”

Bo also highlighted the strong interest among delegates to actively reduce emissions by profiling their fleet according to market conditions and actual transport needs.

However, implementing cleaner vehicles presents challenges, particularly in planning transport operations by member organizations. Often, little consideration is given to specific requirements, leading to the purchase of “one-size-fits-all” vehicles, such as large SUVs or 4WD Double Cabins.



To address this issue, the Summit participants agreed to develop an operational needs analysis methodology, a tool designed to guide organizations in selecting the right vehicle for the right environment.

This shift signals a growing demand for smaller, cleaner vehicles, including hybrids, plug-in hybrids, and electric vehicles, as part of a broader effort to align fleet choices with both environmental and operational needs.

eCarExpo

EUROPE’S LARGEST EXHIBITION OF ELECTRIC CARS

By Kirsten Winther, Sales Director, KJAER & KJAER

This year’s eCarExpo in Copenhagen smashed records, drawing nearly 25,000 visitors and showcasing 150 electric cars from 24 different brands. Over the course of three days, the event transformed into a hub of innovation and excitement, with the opening day buzzing as well-known Danish journalists, camera crews, and industry professionals mingled with the crowd.

The interactive format of the expo proved a big hit, offering attendees the unique opportunity to test drive several of the latest models—a hands-on way to experience the future of sustainable mobility.

standout vehicles, including the latest models from BYD, Polestar, Tesla, and Ford. It’s not every day you get to explore such cutting-edge technology up close, and the atmosphere was as electric as the cars themselves!

A Showstopper on Wheels

One car, however, stole the show—the Tesla Cybertruck. This colossal, futuristic truck drew crowds like a magnet, sparking heated debates and plenty of double takes. Love it or loathe it, the Cybertruck’s bold, angular design is impossible to ignore.

Whether you admire its rugged charm or question its aesthetics, the Cybertruck proved one thing: it knows how to dominate the spotlight.

Bo, Mads, and I joined the queue to test drive some

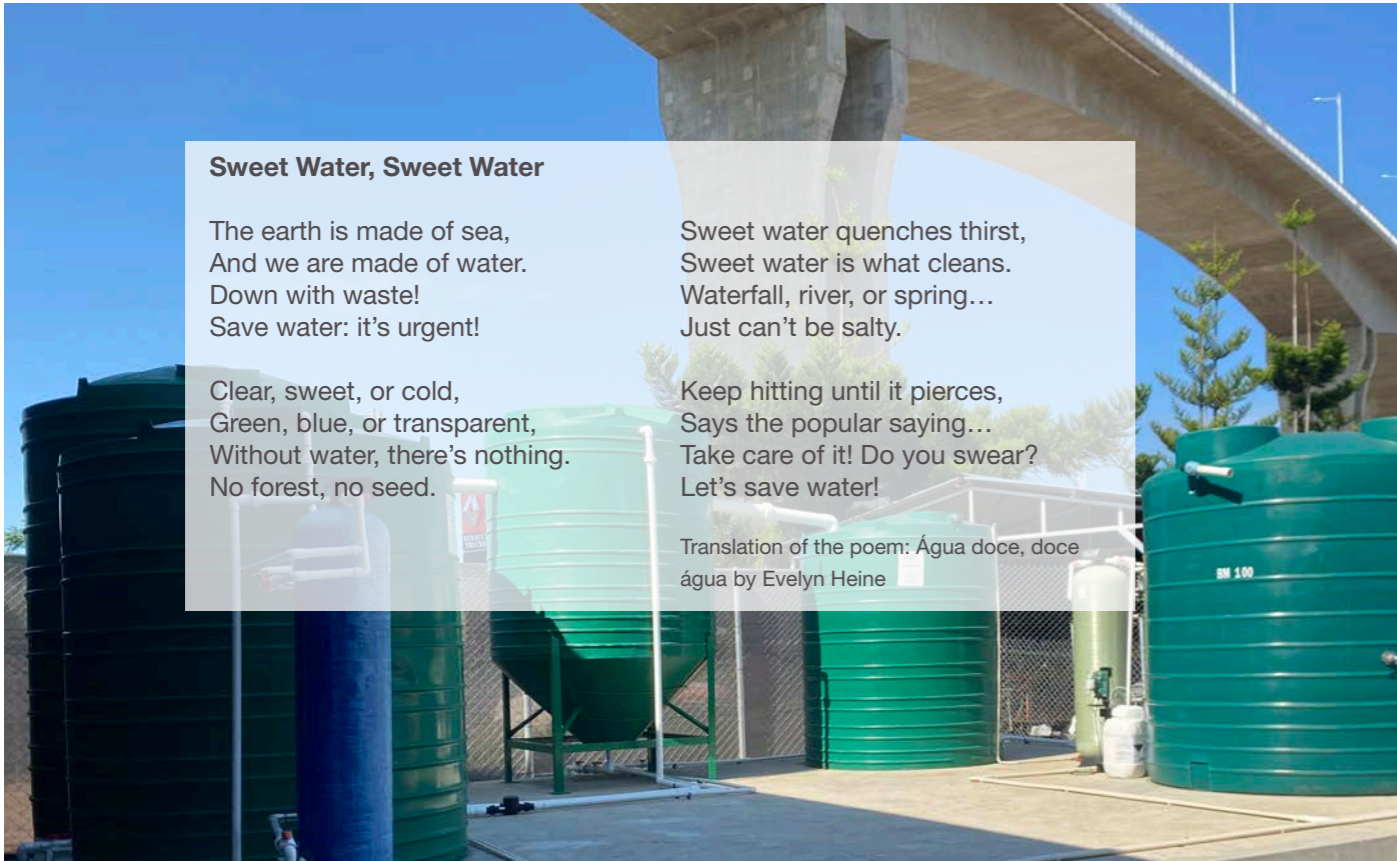


As one attendee humorously put it, “The Cybertruck is the automotive equivalent of that eccentric uncle who wears Hawaiian shirts to weddings—it may not be everyone’s taste, but it sure knows how to make an impression!”



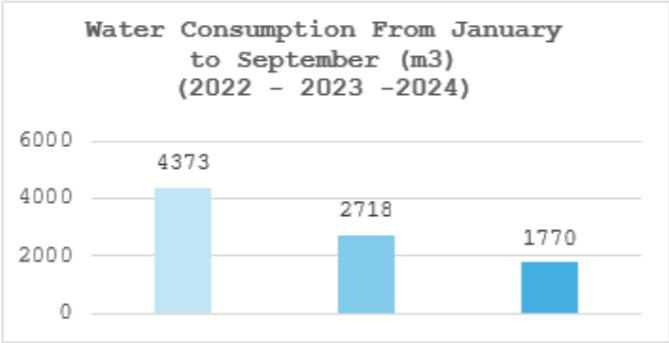
WATER IS LIFE

By Jose Vembana, Administrative & HSEQ Coordinator, MOTORCARE, Maputo



Almost two years after implementing a water treatment plant at the Maputo Branch, we can say that we are turning the key question of the above poem into reality.

Comparing the period from January to September in 2022, 2023, and 2024, we have recorded a reduction of 2,603 m³ of water consumption, which represents a 60% decrease.



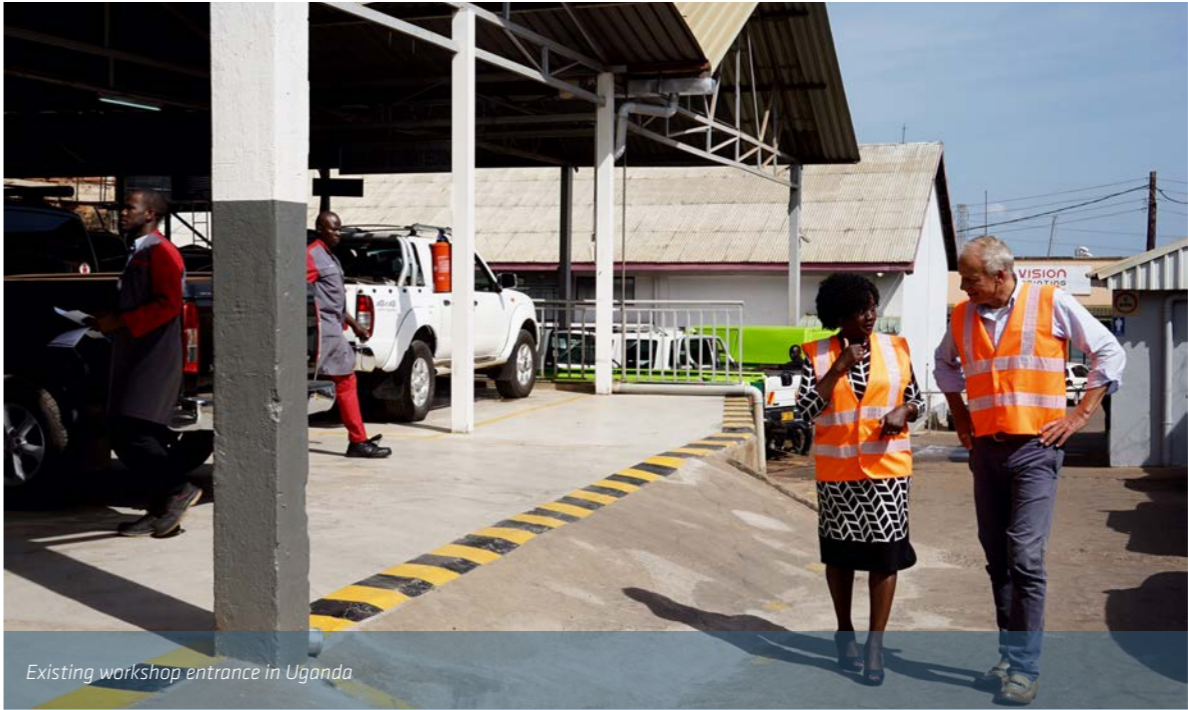
WE ARE VERY CLOSE TO THE COMMENCEMENT OF THE WORKSHOP EXPANSION AT JINJA ROAD

By Christabell Akidi, HR and HSEQ Admin, MTC Uganda

The Jinja Road workshop has always been a hive of operations for Nissan Vehicles. With the increasing number of daily intakes and increased need for space, the need for a floor on top of the existing structure was inevitable. The expansion will cater for repairs, service, space for TVS EV Boda Boda and extra parking space among other activities.

Following approvals of the Development Permit by KCCA and the environmental certificate from NEMA for the proposed works, Motorcare (U) applied for a building permit that has finally been approved and the works shall commence as soon as possible. This is an exciting opportunity for Motorcare Uganda's future business operations.

Artistic Impression of the Motorcare Jinja Road Workshop



MOTORCARE (U) THREE-TIME CSI AWARD WINNER

By David Nyoike, Aftersales Manager, MTC Uganda

Motorcare Uganda has again won the Customer Satisfaction Awards for Sales and Service and overall winner in sub-Saharan Africa. The company has consistently been recognized and awarded in the past three years for exhibiting high levels of customer satisfaction endeavors across sales and aftersales by Nissan South Africa.

The awards that took place mid-2024, have sparked further encouragement to always prioritize our customer needs. This is an honor to carry as a team and we look forward to more awards in future.

| NISSAN CUSTOMER SATISFACTION AWARD | | |
|--------------------------------------|--------------------------------------|---------------------------------------|
| NIMA Best CS: Sales | NIMA Best CS: Service | NIMA Best Overall CS: Sales & Service |
| Motorcare Limited - UGANDA | Japan Motors Trading Company - GHANA | Stallion Motors - NIGERIA |
| Stallion Motors - NIGERIA | Motorcare Limited - UGANDA | Japan Motors Trading Company - GHANA |
| Japan Motors Trading Company - GHANA | ABC Motors - MAURITIUS | Motorcare Limited - UGANDA |
| Winner: Motorcare Limited - UGANDA | Winner: Motorcare Limited - UGANDA | Winner: Motorcare Limited - UGANDA |



Patrick (sales), David (service) and Benon (sales)



MOTORCARE OPEN DAY: CONNECTING CLIENTS AND SERVICES

I CAN'T AFFORD SERVICE AT A DEALERSHIP

By Celso Doane, Marketing Coordinator, MTC Mozambique

On two Saturdays in 2024, Motorcare Mozambique opened its workshops and exhibition stands across all branches in the country for the Motorcare Open Day event, offering visitors the opportunity to explore Motorcare's services and products in a practical and interactive way.

The event, which debuted on October 12th, had as one of its main goals the provision of free check-ups for all Nissan vehicles. Additionally, participants could perform maintenance, schedule revisions, take test drives, admire the vehicles on display, and purchase parts at promotional prices. Another major goal was to attract potential customers who had never visited a dealership, breaking the stereotype of "I can't afford service at a dealership."

During the two Saturdays of the event, customers had the chance to actively participate in activities, interacting with mechanics who clearly and educationally explained the procedures being carried out on their vehicles. For those who preferred not to watch the process, it was possible to enjoy the waiting lounge, relax, or even test-drive the vehicles on display. This flexibility allowed each customer to experience the event in a personalized and comfortable way, according to their preferences. Across the two Saturdays, combining data from all branches, we conducted 95 check-ups, issued 70 quotes, and facilitated 27 test drives.



Collaboration Behind the Success

The success of the Motorcare Open Day would not have been possible without the collective effort of all the teams involved. From preparation to execution, every department played a vital role in ensuring a positive experience for our clients. Collaboration among teams was key to delivering quality service, breaking down barriers, and fostering stronger relationships with the public.

This event reflects Motorcare's collective commitment to providing excellent service and marks just the beginning of many future initiatives aimed at strengthening our relationships with clients.

FEEDBACK FROM CLIENTS



BEIRA: To the right: Calisto Muchanga from Sales in Mootize greeting a client

“The initiative is commendable, and I propose it be held regularly. Excellent initiative.”

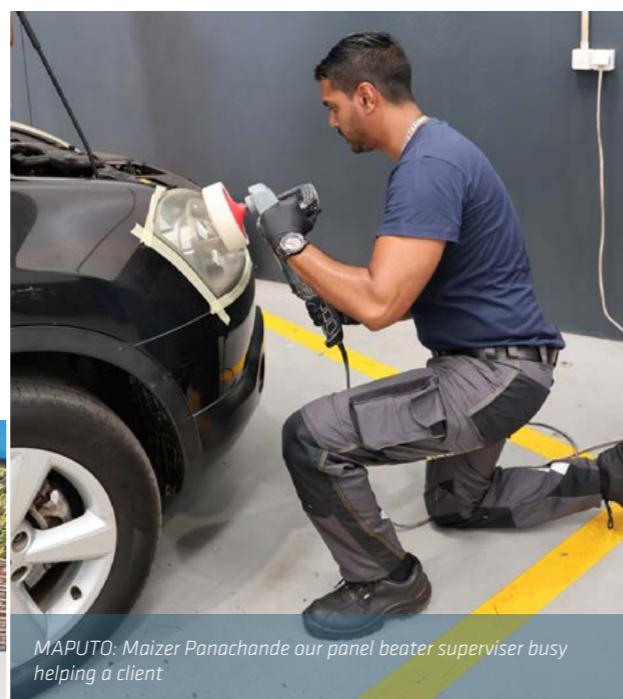
Levy Marrengula, from Maputo

“Next time, it would be better to hold the activities during the week.”

Baptista Muchaiabande, from Nampula

“Great initiative; you should continue until the end of the year.”

A client from the Beira



MAPUTO: Maizer Panachande our panel beater supervisor busy helping a client

“I recommend continuing this event.”

Armando Júnior from Nampula



PEMBA: Francisco Matequenha from Sales with a client

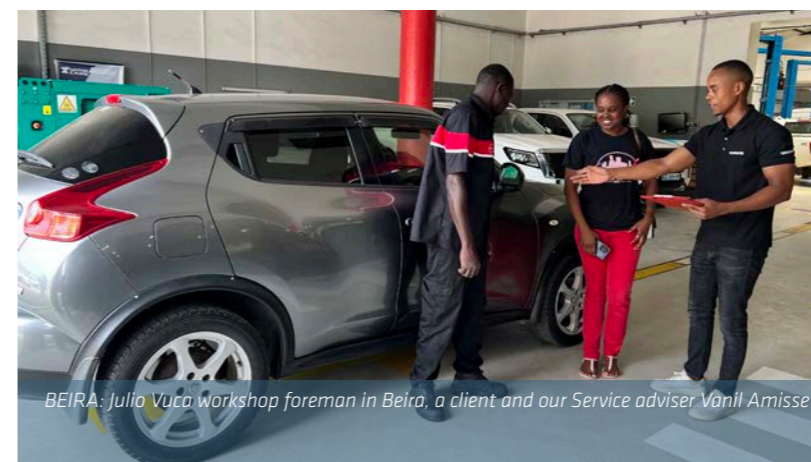
FEEDBACK FROM COLLEAGUES

“It was a great and enriching experience. I felt more engaged and committed. Having the opportunity to show clients how we work was very important. I suggest we organize this type of event more often, at least once per semester.”

Dario Hownana

“It was great working closely with clients, providing reassurance and explaining the work being done. Clients had the chance to see how we work and will certainly recommend others to our workshops.”

Manuel Nhamahango, Maputo



BEIRA: Julio Vuca workshop foreman in Beira, a client and our Service adviser Vanil Amisse



Maputo: Our technician Penina busy helping a client



Fernando Goa - Sales Executive and a client

“It was the first time I worked so closely with clients. It wasn't easy due to the pressure, the questions, and the constant interruptions for explanations. However, it was an enriching experience because, by engaging with the client, we had the chance to clarify the seriousness of the detected problem and its implications for them and their family's safety on the road. When the client sees the issue and understands what is being explained, it becomes easier to authorize the repair.”

Penina Zandamela

CELEBRATING 40 YEARS OF VISIONARY LEADERSHIP

By Kirsten Winther, Sales Director, KJAER & KJAER

In September, we celebrated an extraordinary milestone: Mads Kjær’s 40th anniversary with the company! It’s been an incredible journey of bold ambitions, innovative ideas, and a strong commitment to sustainability.

The day was filled with surprises, starting with a warm welcome where the entire team stood at attention, holding golf clubs high in salute – a nod to his passion for the sport. The gesture brought a big smile to his face and set the tone for a celebration full of appreciation and joy.

To mark the occasion, we also presented two special gifts. First, a neon-green sign in the shape of our iconic company symbol, Beowulf, symbolizing his vision and dedication to a greener future. Second, a supersized

card cut in the shape of a Renault 4 – the very first car the company exported to Africa. The card was filled with personal messages from the team, sharing gratitude, memories, and best wishes.

Over four decades, our CEO has led the company from local beginnings to a global leader in sustainable transport. Known for inspiring teams, spotting opportunities, and embracing innovation, he continues to guide us with energy, focus, and a steady hand.

Congratulations on this incredible milestone – here’s to many more achievements and, hopefully, plenty of birdies along the way!



SOMEONE WHO ACHIEVES THEIR GOALS WITH DETERMINATION AND INTEGRITY

By Timeika Mucambe, HR Coordinator, MTC Maputo

In a memorable moment for Motorcare, we had the privilege of celebrating Mads Kjaer’s 40th work anniversary during his visit to Maputo, Mozambique, as part of his remarkable journey with the company. This milestone was not only a professional achievement but also a testament to his unwavering dedication and exceptional service.

To express our gratitude and recognition, we organised a special celebration to honour his inspiring career. To make the occasion even more memorable, we presented him with a piece of art by Gonçalo Mabunda.

The artwork, carefully selected, represents an individual who consistently delivers on their promises—symbolising someone who achieves their goals with determination and integrity. This thoughtful gift encapsulates the qualities that define Mads’s leadership and commitment, making it a fitting tribute to his exceptional journey. This celebration served as a heartfelt acknowledgment of the respect and admiration the team holds for Mads, whose leadership continues to inspire and motivate us all. May this occasion remain a cherished memory as we look forward to many more shared successes!



Gonçalo Mabunda | AKKA Project Contemporary African Art Gallery

CELEBRATING 30 YEARS OF EXCELLENCE WITH MALENE

By Kirsten Winther, Sales Director, KJAER & KJAER

We pulled out all the stops to celebrate our incredible colleague Malene’s 30th anniversary—a milestone worthy of a grand **joie de vivre**!

The office was transformed into a scene straight out of Paris, decked in blue, white, and red. To complete the French vibe, every colleague put on a classic French beret, while some of the guys took it a step further with “authentic” French mustaches that could have made even a Parisian jealous.

As Malene arrived, she was greeted with a spirited baguette salute from her colleagues, setting the tone for a day of fun and celebration. The highlight was a delicious lunch featuring an assortment of French specialties, adding a magnifique touch to the festivities.

Malene, known for her passion for sustainability, fitness, and her love for all things “nyt, nyt,” has been a guiding star for 30 years. Her energy, enthusiasm, and creativity inspire us all, and this celebration was a testament to how much she means to us.

Here’s to Malene and her remarkable journey—merci for everything you do!



THE 1ST INAUGURAL GOLF OPEN HOSTED IN UGANDA 2024

By Ashley Kiconco, Marketing Assistant Kampala

The American Chamber of Commerce (AmCham) held their first successful golf tournament in Uganda in October at the Lake Victoria Serena Golf Resort and Spa in Kigo. The event that was attended by some of the large corporates and organizations in Uganda, offered participants the perfect setting to network, share experiences, and create lasting connections within the Ugandan and international business community, in a relaxed and enjoyable environment. The tournament attracted over 200 attendees from various companies, offering a unique experience for both experienced golfers and newcomers.

Motorcare (U) was not only participating, but also sponsored a standard Hole was attended by the sales team from all brands and the sales and aftersales managers. The team got to show-off their golfing skills as well as product portfolio with our sleek various brands on display at the Golf Course. This eye caching scenery attracted various enquiries from the participating companies creating a lasting impression of our brands.



Left to right: Benon Mascot- Deputy General Manager Sales & Marketing & David Nyoike-National Aftersales Manager with guests from Sheraton Hotel Kampala



Left to right: Elizabeth Karungi-SAM, Mutebi Muzafaru-SAM, David Nyoike, National Aftersales Manager, Ashley Myra, Marketing Assistant, Patrick Kayizzi, Sales Manager Ford

IT’S NOT JUST A WALL–IT’S A STATEMENT

By Christabell Akidi, HR and HSEQ Admin, MTC Uganda

As we moved into our rebranding according to the new CI, the marketing team took this opportunity to display a bold and vibrant approach in the office space.

“Transforming the office space into a photobooth fostering a sense of pride and unity among the team, blending professionalism with those lighter, joyful moments of who we are and our shared vision.”

A statement wall within the workstation has turned into a creative and attractive site with the company’s vision and mission at the center of employees’ minds. Doubling as a centerpiece, the vibrant touch and unique addition

has transformed office space into a photobooth fostering a sense of pride and unity among the team, blending professionalism with those lighter, joyful moments of who we are and our shared vision.



This picture from left is Christabell Akidi-HR, Josephine Batamba-Sales Admin, Judith Nantege- Parts Inventory Auditor, Ratchell Baguma- Parts Purchasing Coordinator



Allan Kaggwa-Logistics Assistant, David Nyoike- National Aftersales Manager, Allan Sekadde- Accountant, Benon Mascot-Deputy General Manager Sales and Marketing

VISION

MOVE TO GREEN

It's our ambition to be a green company and
move people to green transportation solutions

PART OF KJAER GROUP



www.kjaergroup.com