



## MARKET

Masafi – one of the region's leading FMCG brands – today enjoys market leadership across all its growing range of product offerings. Being the premium reference for bottled mineral water across the Gulf and Middle East over the last three decades, the company has taken the natural evolution process and ventured into tissues, juices, flavoured water and gourmet food.

As a forward-looking company aimed at becoming a complete FMCG company by 2011, Masafi has focused its future on innovation and business excellence. The company's popularity in the region is largely due to its philosophy to deliver superior quality products and strict adherence to international quality standards. Masafi has gained this enviable reputation by providing world-class products renowned for their pure natural freshness.

## ACHIEVEMENTS

Masafi has successfully retained its market leadership in the UAE mineral water segment with around 40% market share.

On the other hand Masafi Tissues lead the UAE market in Brand Equity Index according to a study conducted in August 2008. Masafi Tissues enjoy the number one share of heart across the UAE with a brand equity index of 5.8, followed by the nearest competitor with an index rating of 5.2. The Brand Equity Index is based on consumers' responses across three basic criteria – willingness to pay a price premium; favourite brand and the recommended brand.

Masafi Tissues are already the UAE market leaders in value terms, according to the latest study by research firm AC Nielsen – the world's leading market research agency.

Masafi also leads the market in the Flavoured Water category. The first UAE-based company to enter the segment, Masafi currently enjoys 34.02% market share (AC Nielsen, May 2008) with its strawberry, lemon and peach as well as its unique and indigenous-to-region mint-lemon flavoured water.

The company achieved the number one status in the segment in the UAE supermarkets channel having edged out local and international players

– a feat achieved within ten months of the launch of the category.

Similarly, Masafi Juice is among the top five juice brands in the UAE within two years of its launch, with a total market share of 4.1% among all brands. In the plastic bottle segment, Masafi Juice enjoys a market share of 7.9%. Overall the juice category market share in packages is as follows: Plastic bottles 54%, Tetra Pak cartons 32%, Glass pouches and tins 14%.

## HISTORY

Established in 1976, with a paid-up capital of approximately \$5.5 million, Masafi has invested heavily in projects that benefit the community and has always laid great importance to relationship and support with all partners and associates.

Over the years, in line with its market

leadership, the company has built an extremely strong distribution network to consistently deliver to dynamic market requirements and has continuously upgraded its equipment to keep pace with technological advances around the globe.



## PRODUCT

The company has extended its range of top quality products, coupled with innovative packaging, to meet the individual needs of the consumer. Being a leading brand that delivers to consumer needs, Masafi's wide product portfolio includes Masafi mineral water; Masafi Tissues, Masafi Juices, Masafi Flavoured Water and the newly-launched Masafi Gourmet.

The mineral water product line comes in bottles of 1.5 litres, 1 litre, 500ml, 330ml (regular and sports) 4 gallon bottles, 330ml kids packaging (regular and sports); mineral water cups in sizes of 250ml, 200ml and 125ml. The 4-gallon bottles are 100% recyclable and only for one-time-use.

The tissue line includes boutique fragrant tissues in three scents, floral tissues in purple, pink and green colors, car tissue boxes and recently launched its new boutique tissues -- Sense of Spring.

The hugely popular Masafi Juices come in an array of original flavours and rich blends available in 2 litre, 1 litre and 200ml bottles. Masafi also offers the juice in Tetra Pak in distinct flavours. For the vitalising effect, Masafi offers Apple, Peach, Passion Fruit, Grape, Apricot; while Rejuvenating Effect is provided by Mango and Pomegranate, Raspberry, Cranberry and Acai.

The boost of energy is provided by Orange and Guava, Lychee and Pear flavours. The tetra pak

come in three different sizes, including one litre, 200ml and 200ml special package for kids.

The flavoured water is available in five flavours -- strawberry, lemon, peach, jasmine and mint and lemon in 500ml sizes.

Masafi Gourmet potato chips come in three flavours – sea salt, sweet chilly and 'four cheese'.

## RECENT DEVELOPMENTS

In December 2008 Masafi announced its entry into the gourmet food business. The launch of Masafi Gourmet – the company's food division – is a pivotal step towards the group's objective to provide a premium comprehensive food and beverage portfolio and become a complete FMCG company by 2011 in a sustainable manner.

Masafi Gourmet marks its foray into the gourmet food business with the launch of premium and healthier potato chips. The company has earmarked AED10 million for the first year towards the development and promotion of the gourmet potato chips.

Masafi potato chips come in three flavours – sea salt, sweet chilly and 'four cheese', which are all 100% natural and free of additives. One of the unique aspects about Masafi chips is that they have 65% less saturated fat content compared to other chips available in the market.

The chips are fried in High Oleic oil – the premium reference in oils which have the lowest levels of saturated fat content among all oils (25% of that of normal oils) and the highest mono saturates (approximately double of any other oil).

Masafi launched the Tetra Pak for its juice line in December last, following up on the success of Masafi juices in PET bottles. Currently Masafi Juices' growth is outpacing the category growth by a whopping 22.5% year-on-year. Masafi Juices PET bottles make up 52% of packaging while the cartons constitute 34%.

The company has earmarked AED12.5 million towards the development and promotion of the Tetra Pak juices. Coming in seven distinct flavours and three different sizes, the Masafi Tetra Pak juices have the benefit of storage. While most low acid foods need a refrigerated warehouse to store their product, Tetra Pak juices can be stored at room temperature which is a major energy saver.

Masafi Juices' in both Tetra Pak and PET bottles are derived from the company's philosophy to deliver superior quality products and strict adherence to international quality standards. The juices contain no preservatives, no added sugar, no artificial sweeteners, are 100% natural and the first in the Middle East to be packaged with 'hot fill' technology that enables retaining the juice's distinct freshness for the period it is stored.

Continuing its policy of innovation and excellence, the company unveiled its 4-gallon water bottles in 2007 which completely revolutionised the gallon mineral water bottling segment in the Middle East. The one-time-use mineral water bottles are 100% recyclable – the first-of-its-kind in Middle East. The company committed \$30 million to the production, distribution, sales and marketing of the gallon bottles during the launch.

The bottles ensure a hygienic and safer option to refillable water gallon bottles that risk containing impurities or chemical residue as a result of the cleaning process before being filled or refilled. The four-gallon one-way bottles use

less resin (18g/L) than the regular 1.5L bottle (vs.32g/L) to package the same amount of water.

The 4G bottles do not utilise water, electricity or chemicals for cleaning purposes compared to the returnable bottles. After water use, the bottles are collected by Masafi personnel and later recycled for non-food applications, making it 100% environmental friendly.

The redemption rate for the 4G bottles has gone up by 30%, which reflects how Masafi consumers are becoming more environmentally aware and are disposing of the 4G responsibly i.e. giving it back to Masafi Sales Team so that they can send it back to the factory for recycling purposes.

## BRAND VALUES

Masafi is a socially responsible corporate citizen and is committed to the environment in which it operates. It has always cared for the environment and is ready to go the extra mile towards a better tomorrow for the people and society. Its products are recyclable and the company is committed to furthering the cause of recycling.

As part of furthering the cause and encouraging other corporates to participate in the ongoing efforts led by Masafi, the company launched its corporate recycling service – a unique initiative aimed at reducing the environmental impact of plastic bottles.

As part of the initiative Masafi has requested UAE-based companies employing 200-plus people to hand over plastic bottles for recycling purposes. Masafi has engaged an Environmental Executive to collect the plastic bottles, which are sent to Fujairah for recycling into non-food plastic applications. Masafi has dedicated a toll free number, 800 5455, to facilitate the collection process.

The Environmental Executive also visits various educational institutions and centres where the company has already installed recycling cages.

Masafi also adopted the Carbon Action Plan to measure and reduce carbon emissions and move towards a carbon negative environment. The company launched the Brown Carton Box – a revolutionary new packaging concept, which significantly reduced the amount of corrugated carton used in terms of grammage and coverage.



The company has also installed energy-efficient non-CFC chillers at its bottling plant in RAK as a major step towards safeguarding the environment.

Keeping up to its core values, Masafi won the prestigious ISO 14001 certification for Environmental Management. It is the first mineral water company in the UAE, and among the first in the region, to be awarded this certification.

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

## Things you didn't know about masafi

Masafi is part of the UN Global Compact Local Network for GCC States – a global corporate citizenship initiative related to sustainable development.

The first mineral water company in the UAE, and among the first in the region, to be awarded prestigious ISO 14001 certification for Environmental Management.

The first and currently only mineral water company to have an in house recycling facility.

The first and currently only mineral water company to own a custom built truck wholly dedicated to collecting plastic for the purpose of recycling.

Masafi internally collects the plastic that its 1,000 employees use. Its internal systems – processing, logistics and recycling – have been designed to reuse and conserve. This has helped Masafi save on its energy needs by more than 25%.

The company has installed recycling stations (dispensers) at over eighteen schools in the UAE to encourage the concept of recycling among children and parents.

The Masafi brand enjoys 95% spontaneous recall awareness levels (according to AC Nielsen's Winning Brands Index as on April 2007) considerably higher than most major brands.

As part of its social commitment it has partnered Dubai 2003 – the Annual Meetings of the Boards of Governors of World Bank Group and International Monetary Fund, Dubai Desert Classic, Dubai Tennis Open, Dubai International Arabian Horse Championship, Tedad (Census) 2005, Dubai Shopping Festival and Dubai Summer Surprises over the years.

Superbrands