



THE MARKET

Maize is a staple food in East Africa and one of the leading cash crops in the regions agriculture driven economies, providing a source of livelihood to hundreds of thousands of farmers.

The Jogoo (Swahili word for cockerel) brand is synonymous with the popular ugali - sometimes called sima or posho - a staple starch component of many meals across the East African region. There are two main products under the Jogoo brand: Jogoo maize meal and Jogoo Extra maize meal. The products are targeted at the whole family particularly in the A, B, C1 and C2 market segments.

Jogoo products are commonly used to prepare white porridge and ugali. Jogoo maize meal is rich in carbohydrates and fibre, while Jogoo Extra is fortified with eight vitamins including A, B1, B2, B6, Folic Acid, Nicotinamide, Iron and Zinc. Jogoo Extra is targeted at family members with active lifestyles, as vitamins aid in faster conversion of food to energy and boost immunity.

As the flagship brand, Jogoo Maize Meal accounts for about 57 percent of the total national sales volumes and controls a market share of 23.2 percent - according to recent retail audit figures. The most significant gains in market share are from the Jogoo Maize Meal brand, with Jogoo Extra contributing minimally.

Jogoo brands are present in major retail supermarkets outlets in the region. They account for over 55 percent of the total flour sales in key retail chains (according to data from retail outlets).

Jogoo brand is currently available in five pack sizes: 1kg and 2kg packets and 5kg, 10kg, 50kg

and 90kg bags. Jogoo Extra is currently being packaged in convenient 2kg packets.

In the medium term, the brand is working on growing its sales through key retail channels, where the B, C1, and C2 markets shop. As consumers focus more on healthy living, product research and development has confirmed that the health foods platform is the future of food products. The company is developing products to meet growing needs and demands in this arena, including value added products like the fortified Jogoo Extra.

The company projects improved turnover and market share that will be achieved through consumer education about Jogoo value added products and heightened marketing support activities.

ACHIEVEMENTS

In December 2008, the milling operation - and Jogoo holding company - Unga Ltd will celebrate one hundred years of existence. The Jogoo brands are therefore supported by the company's strong heritage, brand equity and a captive market.

In 2003, the Jogoo brand was re-launched with a new attractive white paper packaging, making it the first maize meal brand to change from the traditional brown paper packaging that most maize brands still use. Jogoo Extra was also launched at the same time, at a ceremony attended by the then Kenyan Minister of Trade and Industry, Dr. Mukhisa Kituyi. Extensive media coverage was given to Jogoo and Unga.

Unga Ltd is a Hazard Analysis and Critical Control Points (HACCP) certified organisation, meaning the company ensures food safety control

measures are observed and maintained at all times. These have also been incorporated into the ISO 9001 Quality Management System which further ensures that consumers of Unga brands are guaranteed of food products manufactured under the highest hygienic standards.

HISTORY

Unga Group Ltd. was born exactly one century ago, with the aim of serving the milling needs of the fledgling wheat growing industry that had established itself in the Rift Valley region of Kenya. The first mill was built in Nairobi on what is now known as Koinange Street (formerly Sadler Street).

Since 1956, Unga Group has been a publicly listed company with shares traded at the Nairobi Stock Exchange (NSE). In the early 1980s the company was restructured into Unga Ltd., Unga Maize Millers Ltd. and Unga Feeds Ltd. (currently Unga Farm Care East Africa) to handle wheat, maize, and animal feeds products respectively.

Unga Maize Millers Ltd. - which later merged with Unga Ltd. - came into being in 1983 as a natural extension of Unga Ltd. to expand and develop the growing markets for sifted maize meal, with mills located in Nairobi and Eldoret. Primary products at that time were the high quality maize meal brands marketed under the popular brand names - Jogoo, Hodari, Hostess and two other now discontinued brands, Simba and Tiger.

THE PRODUCT

Jogoo is the leading high quality - and only truly national, sifted maize flour brand in Kenya. It

**After a hard
day's work
Nguvu na Starehe**



After a hard day's work



Nguvu na Starehe

is rich in carbohydrates and fibre, offers good value for money to its consumers and is available countrywide.

The company's brands are packaged in attractive white packets with graphics that offer directions on how to use the products. In the supermarket channel, the products stand out because of their high quality packaging and hygiene, factors that increase visual impact and boost demand and product take-up.

RECENT DEVELOPMENTS

Unga Ltd also manufactures Famila Porridge Mixes that are made from a maize flour base enriched with other ingredients like finger millet, soya and sorghum, then fortified with vitamins.

The company currently manufactures three Famila variants: Famila Infant Weaning Flour, Famila Pure Wimbi Flour and Famila Uji Mix Flour. These are available in 500g and 1kg packs. They are market leaders in their category, commanding over 50 percent of the market share.

PROMOTION

The brand plans to implement an aggressive trade marketing strategy in 2008 that will incorporate all media channels. Recently one of Kenya's leading supermarket chains, Nakumatt, ran a price slash promotional offer on all Unga Ltd brands during the holy month of Ramadan, in addition to other consumer offerings during the 2007 festive season.

The company has also undertaken vehicle branding on its sales and distribution fleet which promotes the Jogoo brands. The product's slogan: "After a hard day's work . . . Nguvu na starehe" has been very successful. "Nguvu Na starehe" means that Jogoo brands offer strength and relaxation, for the entire family, at all times.

As part of its promotion Unga recently placed more emphasis on in-store shelf branding and activation, which is expected to enhance brand visibility and boost demand. The company is also working closely with key retail chains for all its products to occupy at least 60 percent of the available shelf space, since it is the market leader in the maize, wheat and porridges flour category.

BRAND VALUES

The Jogoo brand embodies the words superior, premium, consistence, quality, value and availability. The brand is proud to be the number one

sifted maize-flour in Kenya, rich in carbohydrates and fibre. Jogoo Extra offers enhanced nutritional value as an enriched product with eight essential vitamins and minerals required by the body.

The brand is committed to:

- Quality - it has invested in the best machinery and a fully equipped quality control and assurance laboratory
- Value - offers customers value for money at all times
- Range - gives its consumers variety and choice
- Innovation - new fortified products, continual improvements and in store activations and design techniques command market leadership and keep Jogoo ahead of the pack

The Jogoo brand logo is seen as a "symbol of quality, products you can trust", with consumers knowing that products that are always available countrywide.

Various quality control procedures are consistently implemented: Through HACCP, hazard analysis and controls begin with the purchasing of raw materials. Controls continue through raw materials receipts, the milling process, packaging of the product, right up to dispatch, giving management easy product traceability.

Jogoo's First In, First Out (FIFO) policy from its own warehouses through to distributor's

warehouses and retail outlets ensures that only the freshest Jogoo products are available to consumers at all times.



THINGS YOU DIDN'T KNOW ABOUT JOGOO

- Jogoo is a Swahili word for cockerel - a bird that feeds on maize grains and milling by-products like maize germ, among other foods
- Jogoo also stands for supremacy or champion. Communities in some parts of Kenya hold village cock fights and the winning cock is a source of pride to the owner and their family. Should they wish to sell the champion cock it goes for a premium price
- The cock is also known as a "village alarm clock" that religiously wakes people in the morning, with consistency and loyalty