It’s been an amazing launch year…Thank you… A few facts and figures from Nai to you…

LAUNCH IN MIDDLE EAST
MARCH 2017

FIRST ACCOUNT "WON" IN KSA
DARAT AL QAHWA

FIRST ACCOUNT "WON" IN UAE
CHEZ SUSHI + PINZA (SAME DAY!)

FIRST ACCOUNT "WON" IN CANADA
ADONIS SUPERMARKET

FIRST SAMPLING EVENT
BILBAREED DUBAI ART WEEK

PRODUCTION OF 4TH ICED TEA FLAVOUR
DECEMBER 2017

FIRST SUPERMARKET ACCOUNT IN UAE
ZERO!!!

COMPLETED FORMULATION OF SNACK BAR RANGE
MAY 2017

NO. OF CITIES NAI TEAM MEMBERS ARE BASED IN
5

CSR INITIATIVES HIGHLIGHTED/SUPPORTED

NO. OF BRANDS WE MET WITH WHO TURNED US DOWN (Silly Rabbits!)
7

FUNNIEST (AND SADDEST) TEAM MOMENT
TRYING TO SET UP MICROSOFT OFFICE 365 ON OUR LAPTOPS… WE FAILED MISERABLY…

PROUDEST MOMENT
SEEING THE KIDS’ FACES WHEN WE FINISHED PAINTING THE WALLS OF THE SYRIAN REFUGEE CENTRE IN NORTHERN LEBANON
ESTIMATED NUMBER OF CALORIES SAVED

8,571,429 calories  2,142,857 grams  2,142 kgs

EQUIVALENT TO THE WEIGHT OF...

39 PEOPLE

1.5 MID-SIZE SEDANS

NO. OF ICED TEA SAMPLES HANDED OUT

= 100 bottles

NO. OF SOCIAL MEDIA LIKES

20K... and growing!!

NO. OF INDIVIDUAL LOCATIONS NAI IS SOLD IN

942 across 4 countries

NO. OF PRODUCTS LAUNCHED:

NO. OF PRODUCTS DEVELOPED (AND ABOUT TO LAUNCH!)

7) 13)

NO. OF NAI TEAM MEMBERS (NEW ADDITIONS TO THE TEAM)

MOST UNEXPECTED PLACE TO HAVE SOLD NAI

Tennessee, USA
### NAMES OF OUR AMAZING DESIGN INTERNS

- SMAHER GHAZZAWI
- MANAR DAHLAWI

### FUN FACT

- **Dude, like for real, it’s the bomb!**
- **This bottle is more beautiful than my wardrobe!**
- **What a beautiful scent... Smells like perfume!**

### Phobia of anything sharp... including pencils, forks and scissors! Hasn’t been to a barber in over 25 years!

### Breaks out into a dance every time we nail a Nai recipe (the dance rhymes with ‘work’)...

### Leftie tree-hugger, total adoration for a football team that keeps on letting him down, irrational fear of the Incredible Hulk...

### Even though he has a serious fear of flying, he loves travelling! Brushes his teeth over 4 times a day...

### Loves sleeping inside his car and has a serious fear of rollercoasters!!

### VALUE OF FIRST EVER NAI SALE

- **216 SR/AED**

### EST. NUMBER OF NAI CONFERENCE CALL MINUTES SINCE INCEPTION

- **788,400**

### LONGEST NO. OF DAYS A NAI CONTAINER WAS HELD AT PORT

- **48!!**

### AVERAGE NUMBER OF SNACKS PER TEAM MEMBER

- **3 snacks a day**
- **The outliers:**
  - 0.25: Fouad Anbari
  - 9: Fouad Dajani

### A FEW FUN FACTS ABOUT OUR TEAM...

<table>
<thead>
<tr>
<th>Name</th>
<th>Fun Fact</th>
<th>Social Media Feedback Comment</th>
<th>Cartoon Character</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hisham</td>
<td>Phobia of anything sharp... including pencils, forks and scissors! Hasn’t been to a barber in over 25 years!</td>
<td>Dude, like for real it's the bomb!</td>
<td><img src="image" alt="Hulk" /></td>
</tr>
</tbody>
</table>
| Azza       | Breaks out into a dance every time we nail a Nai recipe (the dance rhymes with ‘work’)...
|            | Wanted to be a journalist in her pre-mama era...                         | This bottle is more beautiful than my wardrobe!      | ![Dance](image)  |
| Fouad D.   | Leftie tree-hugger, total adoration for a football team that keeps on letting him down, irrational fear of the Incredible Hulk... | What a beautiful scent... Smells like perfume!        | ![Football](image) |
| Ahmed      | Even though he has a serious fear of flying, he loves travelling! Brushes his teeth over 4 times a day... | احتاج!!                                               | ![Popeye](image) |
| Fouad A.   | Tech and Gadget Guru... Nibbler Extraordinaire...                         | A Nai a day keeps the doctor away!                   | ![Nail](image)    |
| Tala       | Irrational fear of cats, biggest foodie around town, enjoys playing FIFA... | عصيكم! مرتا ورامعتا احسن الى اصبر حسبية وود لا اشرب رجد نمسي كبيير كبير لكم على هذا النصي الجميل! | ![FIFA](image)    |
| Radwan     | Loves sleeping inside his car and has a serious fear of rollercoasters!! | It’s taken Jeddah by storm!!                         | ![Rollercoaster](image) |
Nai’s only just launched, but it’s taken us all of 5 years to get here.

an Arabian moment
An Araboan moment ...
Made in California?!

"Everyone has a plan until they get punched in the face" — Mike Tyson

We get asked this question a lot, so here’s the full (unedited) story...

When we came up with the concept behind naı, our hope was to make one product that was 100% from the region, so... We did a lot of research on the locations on which to build a factory. We went in some local cities and towns in California to figure out what’s possible. And the first step was to look at lease agreements which I learned on the job that we were about to spend millions upon millions on equipment. So we talked to the region industries and we had a couple of products in which the region’s categories would work or what our solutions would be. It’s one thing to build an oilless tea blending factory, it’s another whole other thing to build a facility in which you process palm fruits into palm bio diesel and a bunch of other categories. What type of models do we want to produce? Do we even expect revenues? Did we need a filling line? And, did we even have an extraction machine? Did we need an extraction machine at all? We did not want to build a filling line, about an extraction machine... We lost a lot asking questions to which there would be none of the answers. And that’s just on the production side because, when building a factory with dozens of employees you also have to plan the creation of a site and expanding churning organization (which cost millions and millions more). We quickly realized that we would have very many, many mistakes to make.

Oh... so we want it? It’s ours, but there must be crimes in the region who can beat us? Wrong! We’re not like you are building the factory. We needed, collectively, what we want to make, it’s an Araboan version of products we see in Western supermarkets all the time, but we can’t figure out a way to get the product?

What clicked? One day — as with everything else in this modern digital age — we found the answer on the internet, specifically on our LinkedIn Premium account (one boot — whatever the internet) — we asked any online company to come to us, a lot of people use us as a medium or an online tool, we found to it should be a great source for (expert advisors). We sent out a few messages with the headline: "Looking for Natural, Araboan Flavors and want to be paid." The following morning, waiting for us in our office, was a response from California that began: "Natural food is what we do... how can we help?"

Why California? And why the LB?
Because the US natural and organic food segment is a $62 billion industry (source: Natural Foods 2010 Market Overview), representing nearly 20% of overall grocery sales and growing at a 10% rate over the past 5 years. There is an intense industry of quality, well-sophisticated suppliers, manufacturers and service providers readily available and accounted for. You want to produce an authentic (tasting) Moroccan tea with natural propofol and rose that is slightly sweetened using real honey... It can be done, and we would like to help you make premium Moroccan flower tea from flowers — Finally, we figure no one can even beat us for producing products from California, especially if talking about a Naı.

So, where are you going to be a product? And how do you make sure that what you are tasting is 100% inspired by Asia? It’s 1009,10,000,000,000 by people from the region. Our forest is from the Middle East and it will always take to the region from which we come. Finally, I know that there initial dream was of consuming wildflowers growing from Egypt, terpenes from Jordan, rose petals from China and honey from the farm that provide all the food and it was found in Israel (I would love to, but cannot be made in this country which is so very, very far). We would love to...
February 2017 is a special month for us at nai!

It's an extremely exciting time as we have begun to roll out our first product category – a range of iced teas – in not only KSA and the UAE, but also in the US and in Canada. You can say that this month marks the birth of our brand. Just like the proud parents of any newborn child we have pledged to do our very best to nurture this gift and to ensure it grows to become a healthy, good, creative and kind-hearted child. We don’t know what the future holds but we are hopeful and have promised to be dedicated custodians.

Yet – in many ways – this month also marks the 5th birthday of nai. For while we literally just launched, the truth is that we have been working hard on this brand since January 2012. That’s where we first sat down with a regional food & beverage consulting group and commissioned a study on the regional snacking industry. We wanted to understand the overall market, snacking habits and major trends across the region. That 6-month study was the first step towards building nai.

Has the journey thus far been easy... in a word... no! We’ve been faced—and continue to face—what seem like a never-ending series of challenges and questions. It’s not easy trying to launch the region’s first natural, healthier food snack and beverage brand. Forget facing off against major, well-funded global and regional brands or trying to inform and raise awareness on issues like nutritional attributes or the quality of ingredients in a product. Thousands upon thousands of individual decisions and obstacles need to be made along the way. A few examples...

So many names have been registered out there that naming our brand took the combined effort of three different agencies, the review of thousands of names, the attempted registration of numerous alternative suggestions—from “Dama” to “Lana”—before we were finally able to—20 months later—register “nai”.

Even then someone in France tried to oppose our trademark, an issue that's been finally put to bed (we hope!)

We spent 6 months speaking with over 20 different factories across the region to produce on our behalf but could find no one able to manufacture at the quality or standards we sought ("no I can’t brew tea for you," I can only add a tea concentrate to water", "no I can’t use honey, I can only use sugar", etc.). Now there may be players out there who could (and still can) support our strict recipe requirements but we unfortunately didn’t find them, causing us to shift our focus to the US and specifically California.

We told ourselves that shifting manufacturing to California, the leading global natural, organic, health-ecosystem, would simplify things... and it did—in numerous ways—but it also complicated things in others... be it the 11-hour time difference (midnight conferences calls have become a nai norm) as have been regular visits to the regional Food & Drug Administrations to ensure—for the nth time—that our US compliant labels adhere to local standards. Oh—and for any aspiring beverage entrepreneurs—it’s VERY VERY hard (let’s just say near impossible) to get a beverage sample from the region into the US. It may be easier to just walk there, sample bottle in hand.

You might ask how we decided on which iced tea flavours to launch? Easy, we spent four full days in an apartment kitchen testing over 100+ flavour combinations and we used over 250kg of fruit! It took a further four days to clean up the mess.

Shall we use honey, sugar or one of ten other types of sweetener in our tea? Easy, let’s use honey... and whilst type of honey... there are literally hundreds of varieties... so let’s taste about 40!

Shall we use a glass or plastic bottle (and what shape and size)? Not sure, here are over 60 options!

We can go on and on...

So when you see nai on the shelf of your local supermarket and you (hopefully) think to yourself “interesting new brand”, remember that you are not only celebrating the start of our journey but also our 5th year anniversary (and those 20,395 decisions that were made along the way).

Enjoy...
Creating a brand from scratch is hard!

“A brand is a story that is always being told”
Scott Bedbury

How do you build a brand from scratch? What will it look like? What will people feel when they see your product on the shelf? How do you build a brand that works the richness, diversity and culture of all of Arabia? How do you build a singular unified brand when every member of your team may have a different interpretation and view of what the final outcome will look like?

It’s not easy... but here’s how we did it...

Time: building a brand is a process and it can be a painstakingly slow burn. We developed the imagery, packaging and concept behind nai over a period of 18 months, and have collectively devoted thousands of hours on the effort. We are constantly working on it and are nowhere near done... So don’t get frustrated if it doesn’t come to you instantly...

Pull ideas down on paper: the first brand building exercise we conducted was the creation of individual mood boards. Side note: mood boards are fun! What we looked for were images that we felt represented our vision of nai and what the brand should feel and look like. One recommendation: be picky and filter through your selections... it’s very easy to put everything under the sun onto your board. This will make future steps that much harder.

Identity Common Likes: Once individual mood boards were completed these were discussed and debated as a team. Reviewing dozens upon dozens of images, we tried to identify those themes we all agreed on - eliminating numerous directions in the process - until we were left with a final ‘nai team’ mood board.

Creating Options: Based on the final team mood board our design partners – Taurus – developed a series of possible directions showcasing how what our packaging, communication, etc. design would look under each option. Again these were discussed at length, and several rounds of tweaks were made before we settled on one design direction.

Setting Rules: Throughout the process of creating our brand – be it our logo, nai’s backgrounds, imagery etc. – we consistently asked ourselves how and when we would use certain elements and how and when we would not. Our hope was not only to create content but to also develop a set of guidelines that would ultimately allow us to showcase both a distinctive yet consistent brand.

Get Help: Throughout nai’s brand building process we consistently sought inspiration and support from external parties, be it branding companies like Taurus and Aboub in Saudi Arabia and Mind the Gap in Lebanon, design schools (Dar Al Hilma) or graphic design interns. We also spent countless hours looking at the wealth of ideas freely available online (Facebook, Instagram, Pinterest, Shutterstock) or at regional art & cultural shows. There is genuinely so much talent out there available to inspire you.

Work Hard: just as with everything in life, it takes hard work and a lot of effort. over days, weeks and months to create anything memorable, be it a logo, a label or a brand like nai.