



MARKET

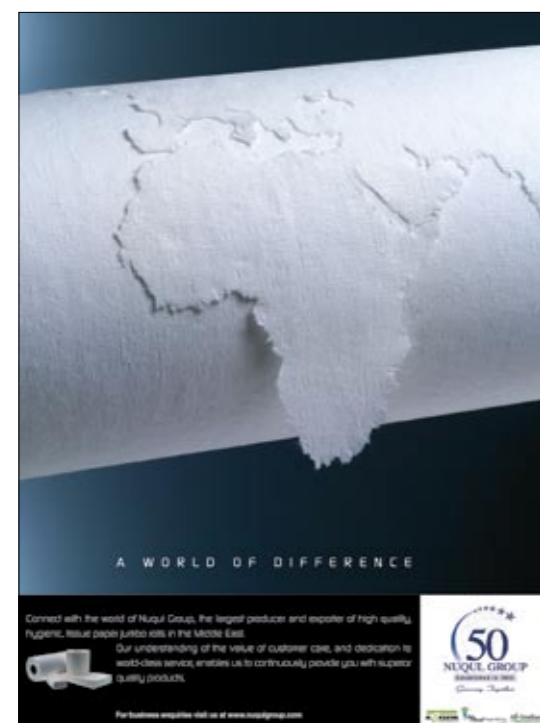
AL Bardi Paper Mill – Fine Egypt is the leading hygienic paper manufacturer in Egypt and is part of the Nuqul Group of companies.

Al Bardi Fine Egypt operates from 6th of October city, Egypt. Established in 1989 the environment friendly facility is equipped with state-of-the-art manufacturing equipment and has a young, highly skilled human resource of over 1,200 employees.

As a corporate brand FINE have been in the Middle East since 1952. FINE is the top selling facial tissue brand in the Middle East, surpassing even global brands. To many expatriate Arabs the brand name 'FINE' invokes nostalgia as, over the years, generations have shown loyalty to the brand.

The Nuqul Group has its headquarters in Amman, Jordan. When FINE Hygienic Paper Co. Ltd. started its operations in the fifties it was true pioneering but, thanks to a blend of the founder's experience and constant injection of new ideas and young talent, the FINE name flourished to its present position of widespread trust.

Brand loyalty is poor in the facial tissue market of the region, mostly due to an overwhelming number of competing brands. This factor though has not affected FINE Tissues, chiefly due to a very clear and ethical product differentiation strategy. Elegance of packaging design - something that gives the first impression to the consumer is only one aspect in this regard. Obsession with hygienic aspects is another and, through the years, end users have come to trust the FINE Tissues brand not only for its unmatched hygiene properties but also due to its unique combination of Smoothness, Strength and Absorbency.



In line with Fine strategy the pulp that is being used for 'FINE Tissues' originates from well-managed forests practicing active re-forestation programs and it is virgin pulp to ensure that that the products are clear and free from any pollutants.



This is proof of the environmentally ethical policies practiced by FINE right from the sourcing stage to the finished product stage. Strict quality control is employed at every stage of the manufacturing process. Excellent customer service ensures that the customer is not forgotten after the sale. Strength of distribution has made the brand easily available in all corners of the market.

Around 60% of the raw material that goes into FINE products comes from Nuqul Group factories located in the region. Even the tissue of some of their competing brands is probably from Fine's own paper mills. Availability of raw material from its own factories has aided their ability to concentrate on niche markets as well as their economies of scale.

FINE are pioneers in educating consumers to use hygienic paper products in the region in several markets, especially Jordan, thus increasing consumption per capita.

As a corporate success story, FINE is a preferred top ten supplier for nearly all retail clients in the region. No other hygienic paper products supplier has a product range as large as FINE.

ACHIEVEMENTS

The Nuqul Group Companies, owners and managers have been the recipients of numerous awards which are testimony to the Group's commitment to providing excellence and quality in all facets of business. Some of the accolades received by FINE are:

- Guinness World Record Certificate:** Awarded to FINE UAE in 2002 for creation of the world's largest tissue box.
- ISO 14001 (Environmental Management System)** Awarded to FINE Egypt in 2000.
- ISO 9001 (Quality Management System)** Awarded to FINE Egypt in 2006 an upgrade of ISO 9001 which was awarded to FINE Egypt in 2002.
- Golden Award of El Rameh (TV commercial competition)** Awarded to FINE Egypt on one of their tissue commercials in 2003.
- OHSAS 18001 (Occupational Health and Safety Assessment Series) Certificates** Awarded to FINE Egypt in 2004. FINE Egypt is the first paper mill company in Egypt achieving this certificate and only eleven companies have it in Egypt.

HISTORY

In a letter to his fiancé founder, Elia Nuqul, wanted to "build a name" that his grandchildren would be proud of – and the FINE name was born.

Initially a modest trading operation importing and distributing food and non-food items, Elia began importing FINE branded bathroom tissue rolls. In 1955 he went to Europe to visit the companies he used to deal with. It was in London that he met with one of the suppliers of bathroom tissue paper. The supplier turned out to import the product from Sweden. So he considered the transportation costs from Sweden to England to Jordan and thought, "Why don't I do that?" It took him two years to discover where he could buy a toilet-paper manufacturing machine!

1958 - Started with one bathroom tissue roll machine in the Souk Al Sukkar, Jordan. After four years without profit he went to a fair to sell the business but instead Elia ended up buying three machines for manufacturing sanitary napkins for ladies, facial tissues and pocket pack tissues. He built a factory through a development fund and started expanding almost immediately.

One reason which forced him to go into the Arab World, is that the Arabs lost the West Bank in 1967 which was a very good market especially for tissue.



Exports to Saudi Arabia began in the early 1960s and manufacturing started early 1970s and whenever Elia bought a machine for Jordan he would buy one for Saudi Arabia as well.

Thereafter FINE steadily expanded to Egypt, Lebanon, UAE, Sudan, Algeria and Morocco.

Today the family are no longer directly involved in day-to-day operations. Instead a corporate structure has been implemented with a board of directors and CEOs at the helm of Nuqul Group's core businesses. In a region where family-owned groups dominate the market the move to corporate governance is a bold one for FINE which will no doubt set the pace for others. An Initial Public Offer – IPO, is planned within the next three years in order to fuel ambitious expansion plans within the MENA region.

Family values lie at the core of FINE's beliefs and this is extremely strong in all Nuqul Group operations. Ties between employees are not



impersonal since so many of the Nuqul family members and close friends and their children work in FINE. Top performers are given scholarships and, once they complete their studies, they come back to serve in Nuqul establishments. Due to this family atmosphere staff turnover is extremely low. The family atmosphere has generated invaluable positive word of mouth for FINE over decades.

The marriage between new blood with the maturity and experience of the older generation has created synergies that have aided FINE to expand and progress at a much faster rate in their industry than others in the region.

Corporate Social Responsibility is more than just a PR exercise for FINE. They conduct annual blood donations through their staff; support special needs centres with free products and, in Jordan, FINE is involved in many national initiatives and programmes related to youth, education, training, mentorship, sponsorships and social activities. At their 50th anniversary the group set up the Nuqul Fund to look at education and act as an incubator for business ideas for people who do not have the means - nearly 200 scholarships in Jordan alone! Additionally FINE have several internship programmes across FINE locations in the region.

PRODUCT

FINE considers itself as a one-stop shop for all hygienic paper needs.

Major Retail products offered by the company in addition to Facial Tissues, Pocket Tissues such as Fine Violet, Fine 4 seasons, Fine Flower, Wet Wipes such as Refine and Fine Look – make-up remover, Toilet Rolls such as; Fine Touch, Fine Collections, Fine Fluffy, Smile & Lido, Kitchen Towels like; Fine Touch, Fine Multi Purpose and Lady Fine. Table Napkins such as Fine Touch, Drinking Straws, Medi-roll Towels and Medi-pads, Baby Diapers such as Finee and Baby Fine, Baby Wipes such as; Finee, Feminine Sanitary Pads such as; Nana & Cinderella, Adult Briefs including Fine Life.

The Hotel and Catering range includes Toilet Rolls, C-Fold Paper Towels, Jumbo Rolls, Liquid Soaps, Coasters, Drinking Straws, Table Napkins and related Dispensers. Further, the Stationery range includes Photocopy Papers, Fax Paper Rolls and Notebooks.

A host of customised orders and special services are also taken up on a regular basis. FINE has developed its current level of equity



primarily due to consistently high quality, offered at affordable prices. For example, when they print 150 pulls of 216x210 mm size with a tolerance of + - 3mm they mean precisely that!

New designs are introduced on a regular basis to offer choice to discerning consumers looking for offerings that best suit their lifestyle and needs for individuality – FINE Flowers, the FINE Oud Scented Tissues for GCC locals, FINE Casuals for the young and trendy and recently FINE Touch for those with refined tastes.

FINE – with you for life (baby diapers – paper tissues of all kinds – feminine sanitary care – adult briefs for incontinence care) is an unspoken, valuable positioning. The value of this name both as a brand name in relation to the products that carry its name and the positive meaning attributed to it conveys so many things – well being, texture, smooth and soft.

RECENT DEVELOPMENTS

Tissues are among the most 'low involvement' products in this part of the world, as very few manufacturers have really focused on their branding but FINE has successfully managed to change this behaviour by being the first in the region to launch regular advertising campaigns, by constant innovation (SteriPro being the best example) and by being the industry spokesperson in the region for hygienic paper.

SteriPro – FINE is the only manufacturer in the region to use a unique process which ensures every tissue is 100% sterilised and eliminated from germs before packing. Finee Diapers, Fine's latest product was developed after extensive research and has three unique features that make it the most comfortable choice for your baby.

Packaged in an attractive colour, each size is numbered and has the added attraction of a different baby's image thus making it easier to identify. Finee unique product features are:

A unique core for greater absorption capacity to capture fluid and keep it locked inside.



Soft breathable textile edges for a softer more comfortable touch on the baby's skin.

Cotton feel back sheet for a softer, more comfortable fit.

Green acquisition layer for better fluid distribution to prevent leakage.

Elastic stretchable tapes for greater fit and comfort and easier movement for the baby.

Anti leakage barrier leg cuffs for greater security.

Beside the 4 Ply pocket

tissue that Fine launched early 2008 in the Egyptian market, giving them a competitive advantage, Fine has launched a new premium product "Pocket Menthol", the innovation behind the pocket menthol is that the menthol micro capsules are embedded between the tissue layers and when scrubbed and inhaled through the nose, the menthol scent finds its way through the stuffed nose. It's not a cold and flu medicine, but you will "breathe easier with Fine Menthol"



PROMOTION

Recent advertising campaigns launched the SteriPro sterilisation process of FINE tissues, through TVC commercial, and radio campaigns concentrating on what is the sterilisation process technology and what is being meant by that.

BRAND VALUES

"Growing Together", the Nuqul Group motto is very much reflected at all FINE operations in the region, extending to its relationships with both internal and external customers. An obsession with hygiene is a way of life at FINE, which is why their middle name, 'Hygienic', is by no means an accident.

Quality-wise the tissues possess an unbeatable combination of smoothness and strength while being highly absorbent.

Elegancy in design is a focus area since the primary decision maker is invariably the woman.

The ring of the brand name 'FINE' has a feeling of perfection around it and this makes its manufacturers strive at all times to ensure the end-users continue to have a 'FINE experience' with the product. The SteriPro process is yet another manifestation of the FINE experience. Building on the above values, FINE is now promoted with the selling line, "By my side."

www.nuqulgroup.com

Things you didn't know about FINE

The Jordan based Nuqul Group, to which FINE belongs, celebrated its 50th anniversary in 2002

Major FINE business units operates in Jordan, Egypt, Dubai, Lebanon, KSA, Yemen, Sudan and recently in Morocco, Algeria and Iran.

Fine set the world record for creating the largest facial tissue box in the world in 2002. The box measured a whopping 2.45 x 1.22 x 0.73 meters!

FINE is considered the largest jumbo rolls producer in the region operating three tissue mills (one in Jordan & two in Egypt)

FINE's main business is baby diapers, not facial tissues.

