

Naivas Limited's Retailer Profile

Headquarters
Kenya

Operating Brands
Naivas

Market Share (Formal Retail Market)¹
18-20%

Geographic Coverage
Nationwide

Type of Ownership
Private

Primary Retail Format
Supermarkets

Primary Consumer Segment
Mass market

Operation Model
Corporate-owned / Centralized

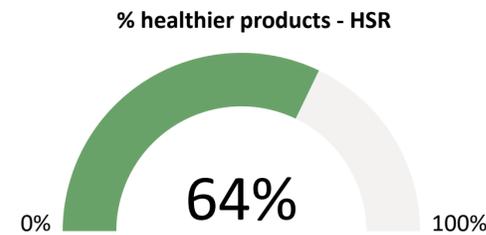
Important - The findings of this Assessment regarding retailers' performance rely to a large extent on information shared by retailers, in addition to information that is available in the public domain. Several factors beyond the retailers' control may impact the availability of information. Therefore, in the case of limited or no engagement by such retailers, this Assessment may not represent the full extent of their efforts.

Footnote:

1. Euromonitor International, Staple Foods Industry edition, 2024

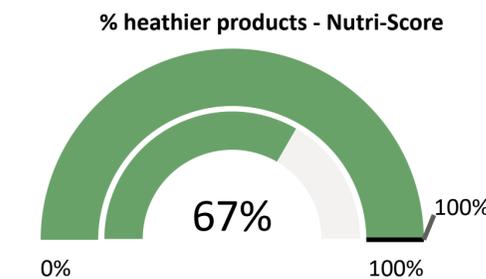
Overall Product Profile Results

The results below show the percentage of "healthier" products, or products passing the model's criteria, for the retailer's overall portfolio, as assessed by different nutrient profiling models.



Of 14 private label products assessed across all applicable categories, 64% are considered healthier based on the **HSR model** and healthier threshold of 3.5 stars or above.

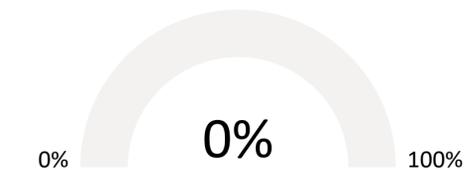
The **Health Star Rating (HSR)** is a front-of-pack interpretive nutrition labelling system designed to help consumers make healthier choices. It scores products from 0.5 (least healthy) to 5 stars (most healthy), based on nutrients to limit (energy, sodium, total sugar, saturated fat) and positive food components (fruit/vegetable content, protein, fiber) on the basis of nutritional composition per 100g or 100mL across one of six categories. Products scoring 3.5 stars or higher are considered 'healthier'. ATNi uses the HSR in its Global Index and Country Spotlight Indexes to enable cross-company comparisons.



Of 12 private label products assessed across all applicable categories, 67% are considered healthier based on the **Nutri-Score** grades of A + B (represented by the inner arch of the graph). When extending the definition to include grade C (A + B + C), 100% of private label products are considered healthier (outer arch), allowing flexibility depending on the context and purpose of comparison.

The **Nutri-Score model** was also used to assess the proportion of products in each retailer's portfolio that receive each of the five categories: from category A (dark green), indicating higher nutritional quality, to category E (dark orange), indicating lower nutritional quality.

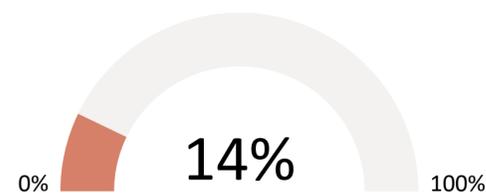
% products low in fat, sugar, salt and do not contain UPF markers (colours/flavours/NNS)



Of 4 private label products assessed across all applicable categories, 0% are **non-HFSS** (so not High in Fat, Salt and Sugar) and **non-UPF** (no colours/flavours/NNS as markers of Ultra-Processed Food) products.

The **HFSS + colours/flavours/NNS approach** (Popkin et al. 2024) combines HFSS (high in fat, sugar, and salt) thresholds with common UPF markers (in this case: colours, flavours, and non-nutritive sweeteners) to flag less healthy food and beverage items.

% products passing KNPM



Of 7 private label products assessed across all applicable categories, 14% pass the **Kenyan Nutrient Profiling Model**.

The **Kenyan Nutrient Profile Model** was developed to underpin front of package labelling requirements in Kenya. It sets thresholds for total fat, saturated fat, total sugars, and sodium across 20+ categories of processed foods.

Findings

☐ Recognition of nutrition

Naivas states that it has completed an ‘ESG priority assessment’, and nutrition was not listed among the priority areas. There is no available evidence of an enterprise risk management (ERM) system in place.

[Link](#)

☐ Addressing & prioritizing nutrition

Naivas’ ‘business mantra’ is “We exist to make other people’s lives better”. Its ‘Impact Strategy’ addresses food safety and hygiene, but no evidence was found on the public domain that the company places a strategic focus on improving nutrition outcomes for its consumers. The company has several philanthropic ‘Corporate Social Responsibility’ initiatives in place, none of which address nutrition.

☐ Nutrition governance & accountability

No evidence of a dedicated nutrition strategy was found for Naivas.

Recommendations

☐ Recognition of nutrition

Naivas is encouraged to explicitly recognize consumer health and nutrition as a material issue within its ESG priority assessment. The company is also encouraged to identify and report nutrition-related risks in the enterprise risk register within its annual reporting. These risks may include potential business impacts arising from changing consumer preferences and health consciousness, reputational risks linked to poor nutrition performance, and the implications of possible future nutrition-related regulations.

☐ Addressing & prioritizing nutrition

To play an active role in addressing and preventing rising rates of overweight and obesity in Kenya, Naivas is strongly encouraged to integrate nutrition considerations across its commercial business and develop a comprehensive strategy to improve its impact on consumer health, in line with ATNi’s recommendations from this Retail Assessment. This should include clear objectives and defined actions. This would help the company meet growing expectations from consumers, regulators, and investors, while differentiating itself from competitors and supporting long-term, sustainable growth.

☐ Nutrition governance & accountability

Naivas is recommended to assign direct responsibility for its nutrition strategy to a named executive, and to formally incentivize progress by linking their remuneration to at least one nutrition-related KPI. The company is also encouraged to ensure that its Board of Directors formally approves and regularly reviews progress on its nutrition strategy. Strong governance and accountability mechanisms embed nutrition into decision-making at the highest levels, driving consistent implementation and signalling to stakeholders that the company is serious about delivering on its commitments.

Findings

☐ Nutrition targets and reporting

No evidence was found on the public domain of targets in place to increase sales of either ‘healthier’ products or fruits and vegetables, or reporting on the proportion of sales derived from such products. Nor were targets or reporting found relating to the reduction levels of key nutrients of concern or increasing levels of positive ingredients in its private label portfolio.

☐ Defining ‘healthier’ products

No information was found regarding whether or how the company defines ‘healthier’ products through the use of a nutrient profiling model (NPM).

☐ Reducing processing levels

No information was found on whether or how the company defines, monitors, or aims to lower levels of food processing across its product portfolio.

Recommendations

☐ Nutrition targets and reporting

Naivas is strongly recommended to track the sales of its private label portfolio that meet a formal definition of ‘healthier’—ideally according to the Kenya Nutrient Profiling Model (KNPM). The results should be published annually, ideally according to ATNi’s proposed NPM reporting guidelines. The company is also strongly encouraged to set an ambitious, timebound target to increase the proportion of total food sales derived from products meeting this definition. Setting targets and transparently reporting in this way not only helps to focus internal efforts, but also builds stakeholder trust by demonstrating accountability and a commitment to promoting healthier consumer choices. [Link](#)

☐ Defining ‘healthier’ products

Naivas is strongly recommended to adopt the KNPM to define ‘healthier’ products in its portfolio in Kenya. It can use this ‘healthier’ definition to guide decisions on stocking, pricing, positioning, promotion, marketing and labelling of products, as well as to develop new healthy products and reformulate existing products to improve their healthiness.

☐ Reducing processing levels

Naivas is encouraged to review the levels of processing in its food offering, expand the availability and promotion of minimally processed and fresh foods and reduce the share of ultra-processed foods.

Findings

☐ **Affordability of healthier products**

According to its website, 'affordability' is one of the company's main selling points. However, no evidence was found of a focus on ensuring, or seeking to increase, the affordability of its 'healthier' products.

☐ **Price promotions & loyalty rewards**

No evidence of a policy or initiative to offer proportionately more price promotions on healthier products was found, nor any loyalty mechanisms to incentivise the purchasing of healthier products specifically.

Recommendations

☐ **Affordability of healthier products**

Building on its overall commitment to affordability, Naivas is encouraged to develop a dedicated strategy to increase the affordability specifically of 'healthier' products, ensuring that these are priced more competitively relative to less healthy options. This should include defining how affordability will be measured in Kenya, and targets to increase the availability and affordability of 'healthier' products.

☐ **Price promotions & loyalty rewards**

Naivas is recommended to develop a program or policy to ensure that a greater share of price promotions are applied to 'healthier' products throughout the year, or to reduce promotions on less healthy products. The company could also consider tracking and publicly reporting quantitative data on these initiatives to demonstrate their reach and impact.

Findings

☐ In-store marketing techniques

No evidence of a policy or initiative to address the positioning of healthier or unhealthy products in prominent in-store locations, improve shelf-space ratios, or adopt in-store promotional techniques (beyond price) to drive sales of healthier products and/or fruits and vegetables was found in the public domain.

☐ Responsible marketing to children

The company's Privacy Policy states that "we do not knowingly accept, request, or solicit information from children or knowingly market to children". However, no specific details about how the company defines 'children' and 'marketing', or how it monitors and enforces compliance with this policy, were found.

[Link](#)

☐ Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

No information was found on the public domain regarding a responsible marketing policy of breastmilk substitutes (BMS) and complimentary foods (CF).

Recommendations

☐ In-store marketing techniques

Naivas encouraged to develop initiatives to increase the proportion of healthier products that are prominently displayed in high-traffic areas of stores, such as end-of-aisle displays, checkout zones, and store entrances, relative to less healthy products. Ideally, these efforts would be complemented by similar practices in online retail environments, ensuring that healthier options are prominently featured in digital promotions, search results, and recommendations.

☐ Responsible marketing to children

Naivas is strongly encouraged to adopt a formal policy to not market products that do not meet a formal definition of 'healthy', ideally based on the KNPM or WHO Regional Model, to children under the age 18, in line with WHO and UNICEF recommendations. This commitment should apply to all products, including treats and seasonal products, and across all marketing channels and techniques, including in-store promotion, digital media, and sponsorships, while being transparent about any exemptions. The company is also encouraged to commission independent third-party audits of this policy on an annual basis, and to publish the results to demonstrate transparency and accountability.

☐ Responsible marketing of breastmilk substitutes (BMS) and complimentary foods (CF)

Naivas is encouraged to explicitly include BMS and CF within its Responsible Marketing Policy.

Findings

☐ Identifying healthier products

No evidence of an initiative in place to assist consumers in identifying ‘healthier’ or ‘unhealthy’ products as they are displayed, either in-store or online, was found.

☐ Responsible use of health and nutrition claims

No evidence was found of a policy to follow Codex Guidelines on the use of health and nutrition claims on its products, or to restrict such claims to products classified as ‘healthier’ according to an NPM.

Recommendations

☐ Identifying healthier products

Naivas is strongly recommended to adopt the Kenya NPM (KNPM) to define ‘healthier’ products in its portfolio in Kenya, or another internationally recognized NPM for its private label portfolio more broadly. It can use this ‘healthier’ definition to guide decisions on stocking, pricing, positioning, promotion, marketing and labelling of products, as well as to develop new healthy products and reformulate existing products to improve their healthiness.

☐ Responsible use of health and nutrition claims

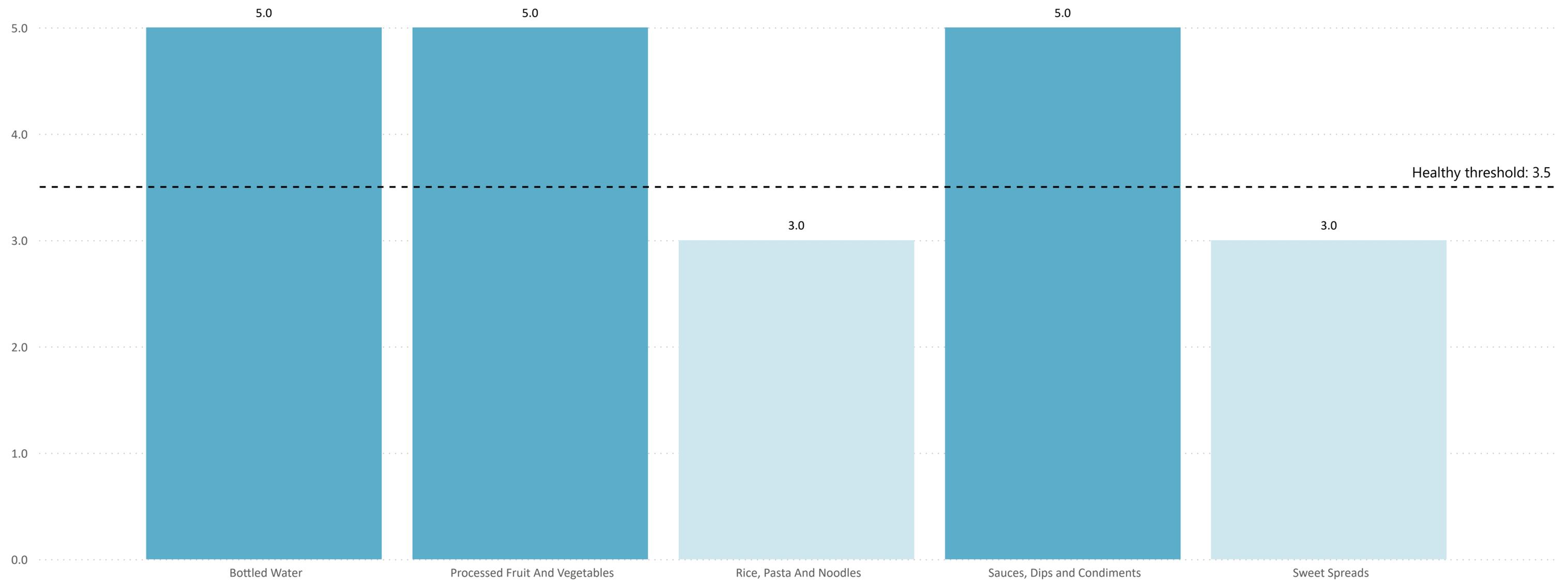
Naivas is encouraged to publicly commit to follow Codex Alimentarius Guidelines on the use of health and nutrition claims on its private label products, and to only place claims on products classified as ‘healthier’ according to the KNPM.

Naivas

Private Label Product Profile Results

The Product Profile for Retail Assessment provides a structured evaluation of the nutritional composition of private label packaged food and beverage products from selected retailers. It employs a range of internationally recognized nutrient profiling models to assess product characteristics, including the Australasian Health Star Rating (HSR), the Nutri-Score model, and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). These models support a consistent and comparative analysis of portfolio healthiness across the retailers. Graph below indicates mean HSR of each categories assessed for Naivas.

Mean HSR by category



Naivas

Private Label Product Profile Results

The table presents an overview of the nutritional quality of products across various food categories, based on HSR, Nutri-Score (A+B and A+B+C) and the HFSS + colours/flavours/NNS approach (Popkin et al. 2024). Each row corresponds to a specific food category, and the percentages reflect the share of products in that category meeting the respective model's criteria. The figures in parentheses indicate the number of products meeting the criteria over the total assessed. Blank cells indicate that data was not available or not applicable for that category and model.

Category	% healthier products: HSR	% healthier products: Nutri-Score (A+B)	% healthier products: Nutri-Score (A+B+C)	% products that are HFSS	% products that are HFSS AND/OR contain UPF markers (colours/flavours/NNS)	% products passing KNPM
Bottled Water	100% (1/1)	100% (1/1)	100% (1/1)			100% (1/1)
Processed Fruit And Vegetables	100% (7/7)	100% (7/7)	100% (7/7)			
Rice, Pasta And Noodles	0% (0/4)	0% (0/4)	100% (4/4)	100% (4/4)	100% (4/4)	
Sauces, Dips and Condiments	100% (1/1)					
Savoury Snacks						0% (0/4)
Sweet Spreads	0% (0/1)					0% (0/2)
Total	64% (9/14)	67% (8/12)	100% (12/12)	100% (4/4)	100% (4/4)	14% (1/7)