



FFL Business Overview – H1 2023

DISCLOSURE

All forward – looking statements are management's present expectations of future events and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward – looking statements.

Forward – looking statements should not be relied upon for making investment or other decisions as the statements speak only as of the date they were made



**Unleashing Pakistan's Promise
in everything we touch**



TASTE



CUSTOMERS



EMPLOYEES



SHAREHOLDERS

Key Strengths – Full Spectrum Portfolio & Shareholder Patronage



Extensive Portfolio



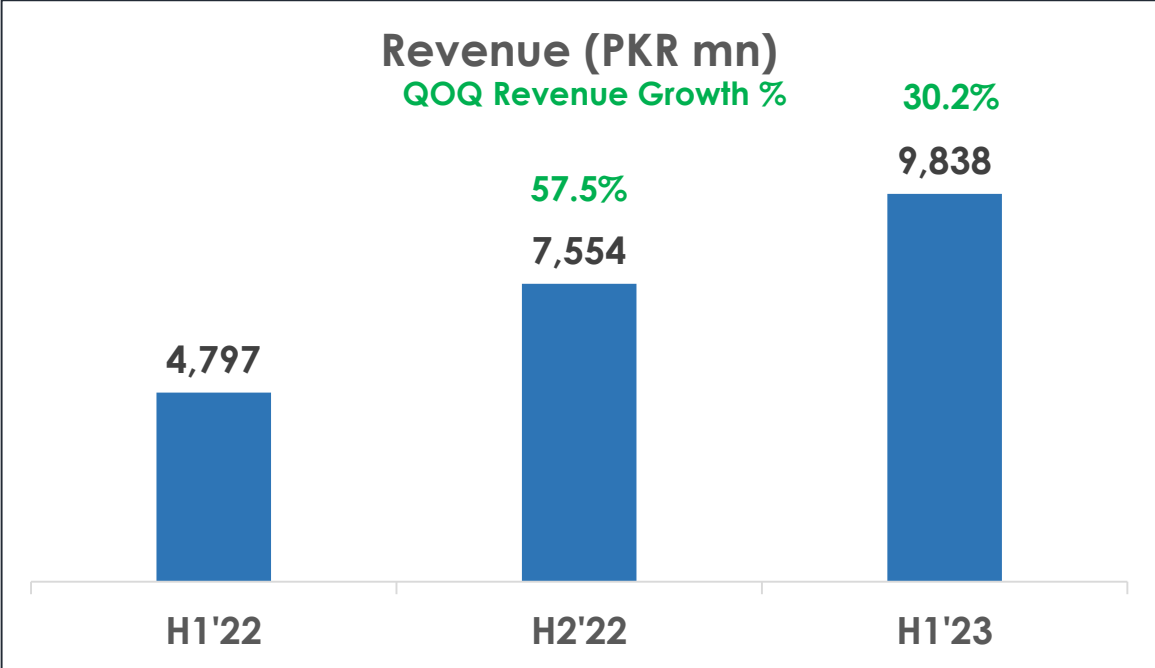
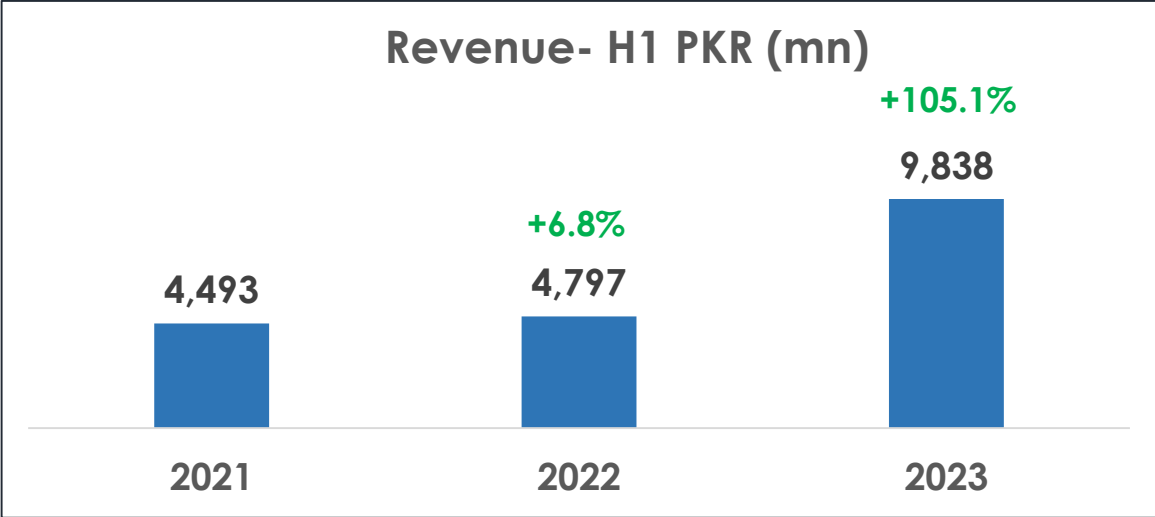
Strong Shareholder Patronage



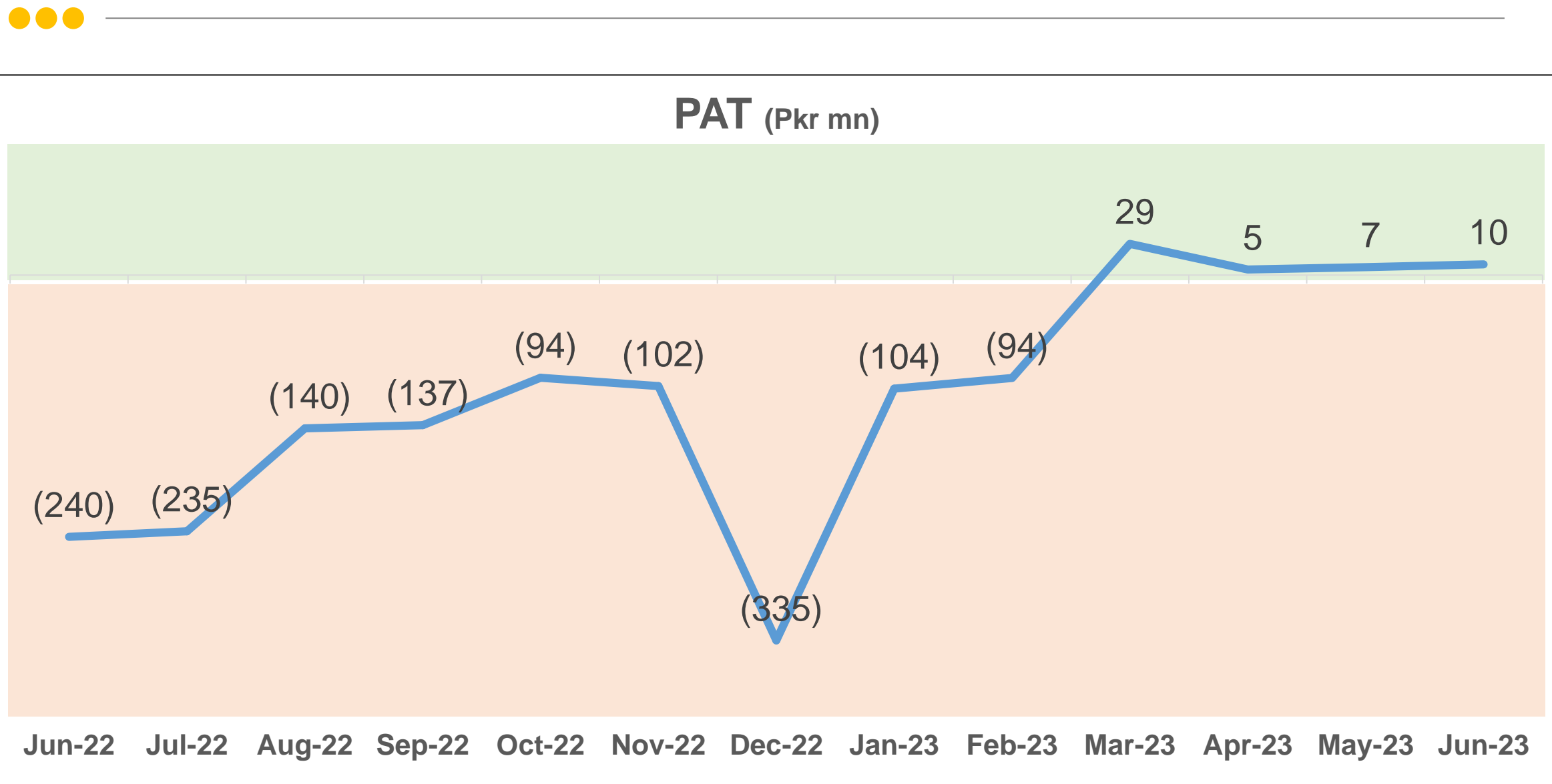
H1 2023 Business Performance



			Variance
	SPLY	2023 H1	SPLY
Revenue (PKR Millions)	4,797	9,838	105.1%
Gross Profit (PKR Millions)	179	1,231	588.4%
EBITDA (PKR Millions)	(465)	448	913
Profit / Loss after Tax (PKR Millions)	(1,254)	(147)	1,106

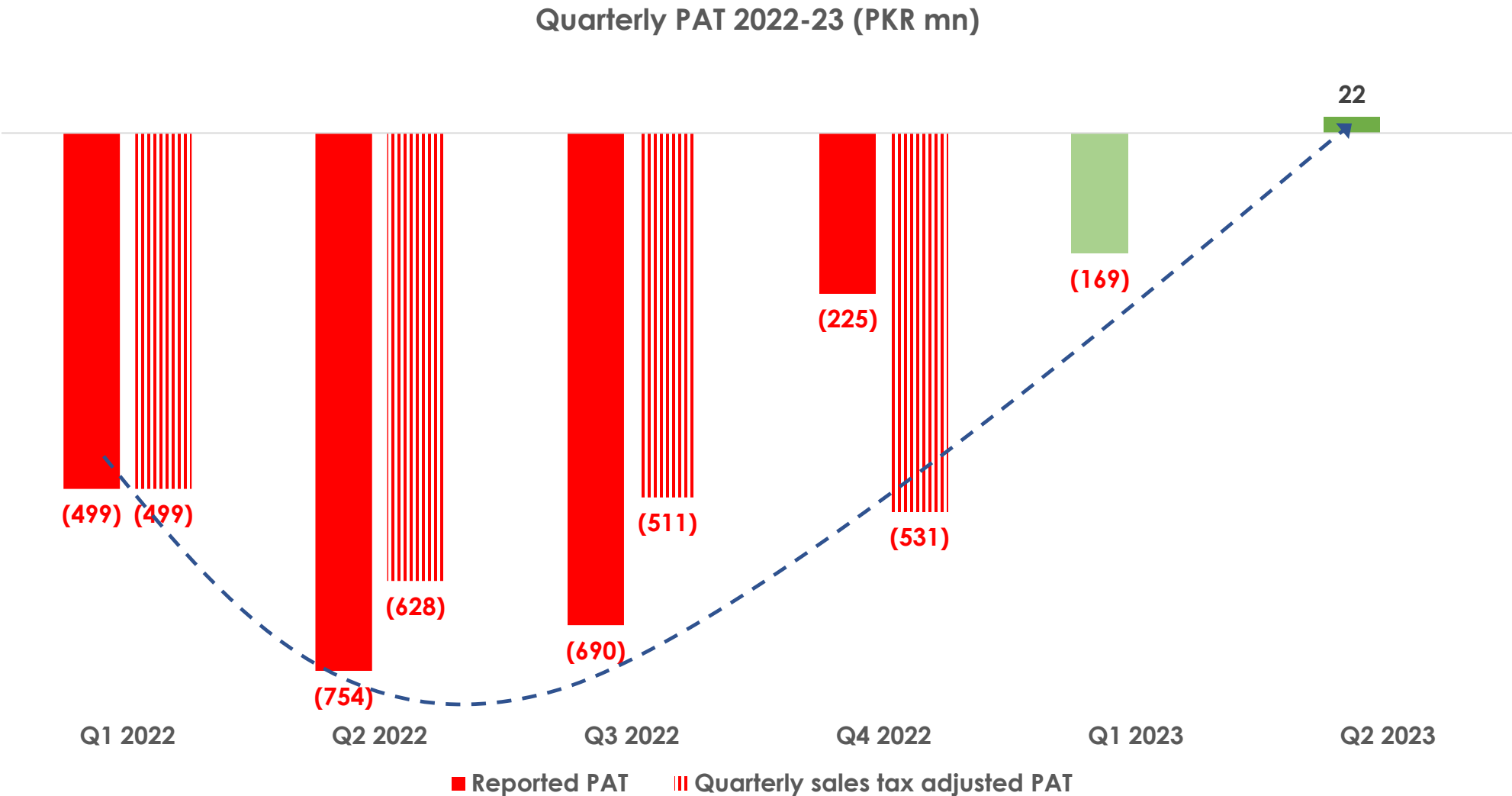


FFL Turnaround Journey | Consecutive 4 months PAT +ive



Note: PAT 2022 results are adjusted for sale tax provision on tea whitener

PAT Evolution| 2022 - 2023



Turnaround strategy



Drive sustainable & profitable growth



Fueling Growth

Value led focus

Key Enablers

Portfolio Pivot

Drive value added portfolio
Margin Accretive launches

Margin Focus

Aggressive price increases

Route to Market

Pivot to value added portfolio



COGS Reduction

Operational excellence

Key Enablers

Energy Efficiencies

Bio Mass & Solar Power

Process Optimization

Minimize process loss

Packaging efficiency

1500ml conversion



Capability

People & Processes

Key Enablers

Automation

Salesflo
Milk Collection

Processes

Milk Collection redesign
Credit Mgmt
SAP & process gap review

Talent Backbone

Transform talent backbone
Skill development
Pay for Performance

Turnaround strategy



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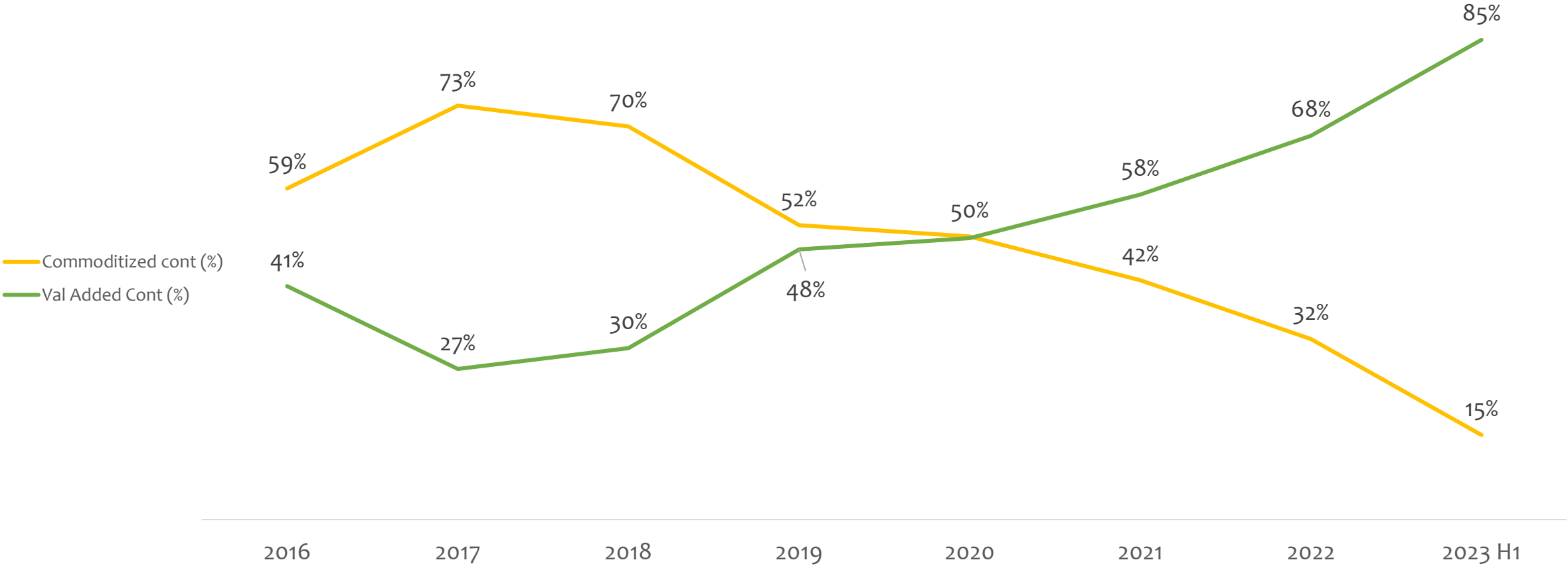
Processes

Milk Collection redesign
Credit Mgmt
SAP & process gap review

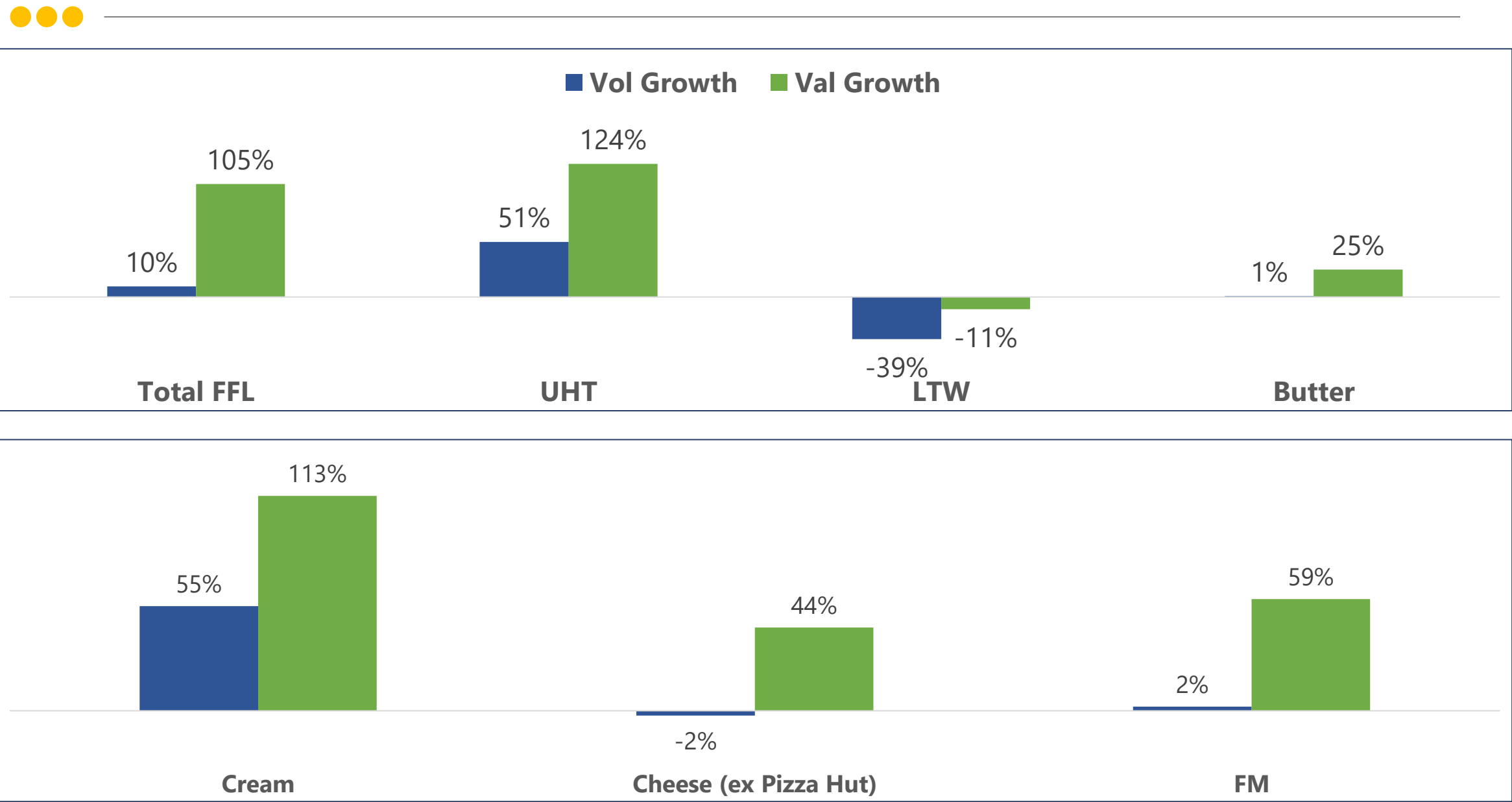
Talent Backbone

Transform talent backbone
Skill development
Pay for Performance

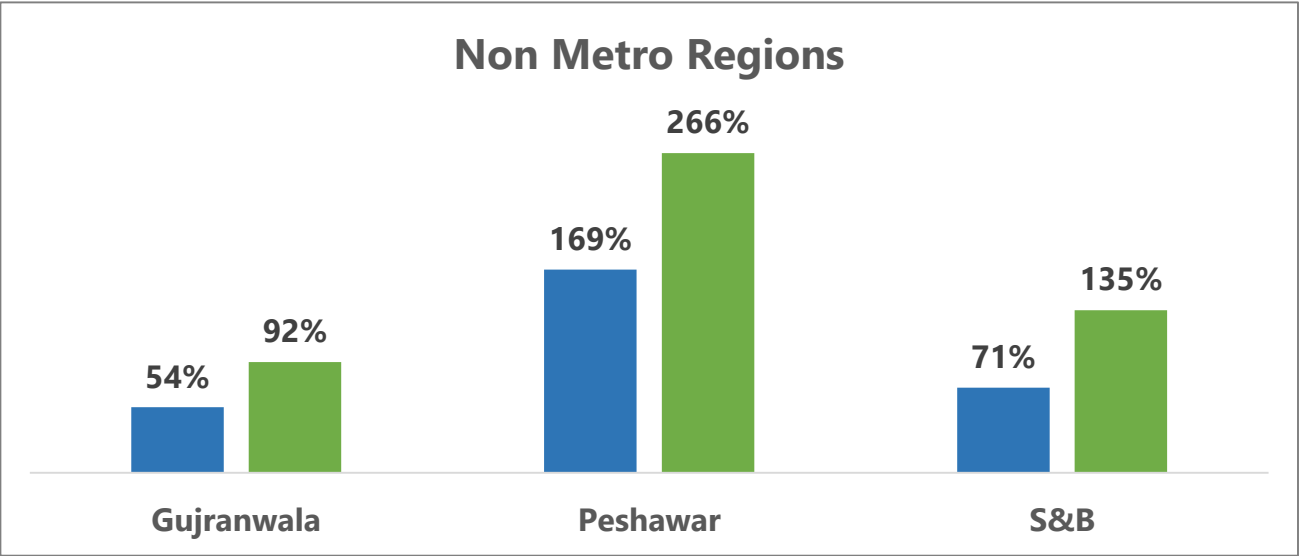
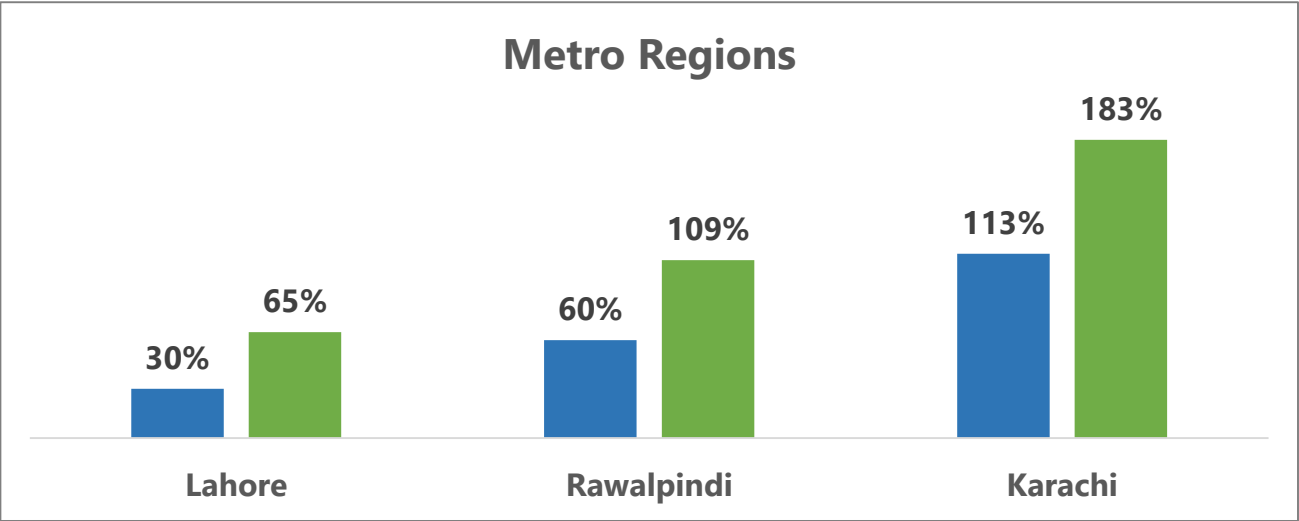
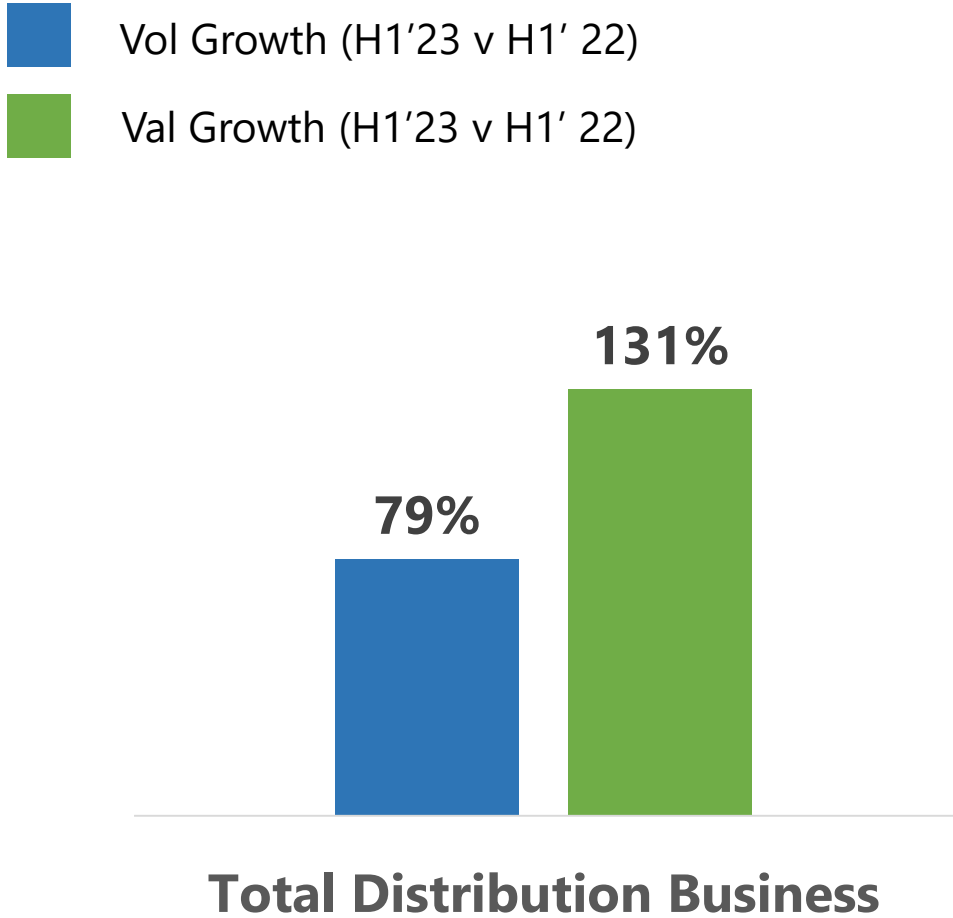
Continued focus on value added portfolio



Volume Growth | H1' 23 v H1' 22



H1' 23 v H1'22 | Value Added Portfolio Growth



Fueling Growth | Geographical focus yielding quick results in distribution expansion



Distribution Pivot from Dostea to Nurpur

269
towns → **91**
towns

Implementation of Secondary sales software

40
Distributions
170
Order Bookers

Outlet mapping & expansion

Q4 2021 **18,000** Outlets → Jun 2023 **33,000** Outlets

A map of India with orange location pins and callout boxes showing outlet counts for various regions:

Region	Count
PWR	4,929
ISB	6,788
GUJ	4,490
LHR	7,338
S&B	3,107
KHI	6,824

Turnaround strategy



Drive sustainable & profitable growth



Fueling Growth

Value led focus

Key Enablers

Portfolio
Pivot

Drive value
added portfolio

Margin
Accretive
launches

Margin
Focus

Aggressive
price increases

Route to
Market

Pivot to value
added portfolio



COGS Reduction

Operational excellence

Key Enablers

Energy
Efficiencies

Bio Mass &
Solar Power

Process
Optimization

Minimize
process loss

Packaging
efficiency

1500ml
conversion



Capability

People & Processes

Key Enablers

Automation

Salesflo
Milk Collection

Processes

Milk Collection
redesign

Credit Mgmt

SAP & process
gap review

Talent
Backbone

Transform
talent backbone

Skill
development

Pay for
Performance



Process Optimization

1MW Solar plant
in production
w.e.f Jan' 23



Energy efficiencies



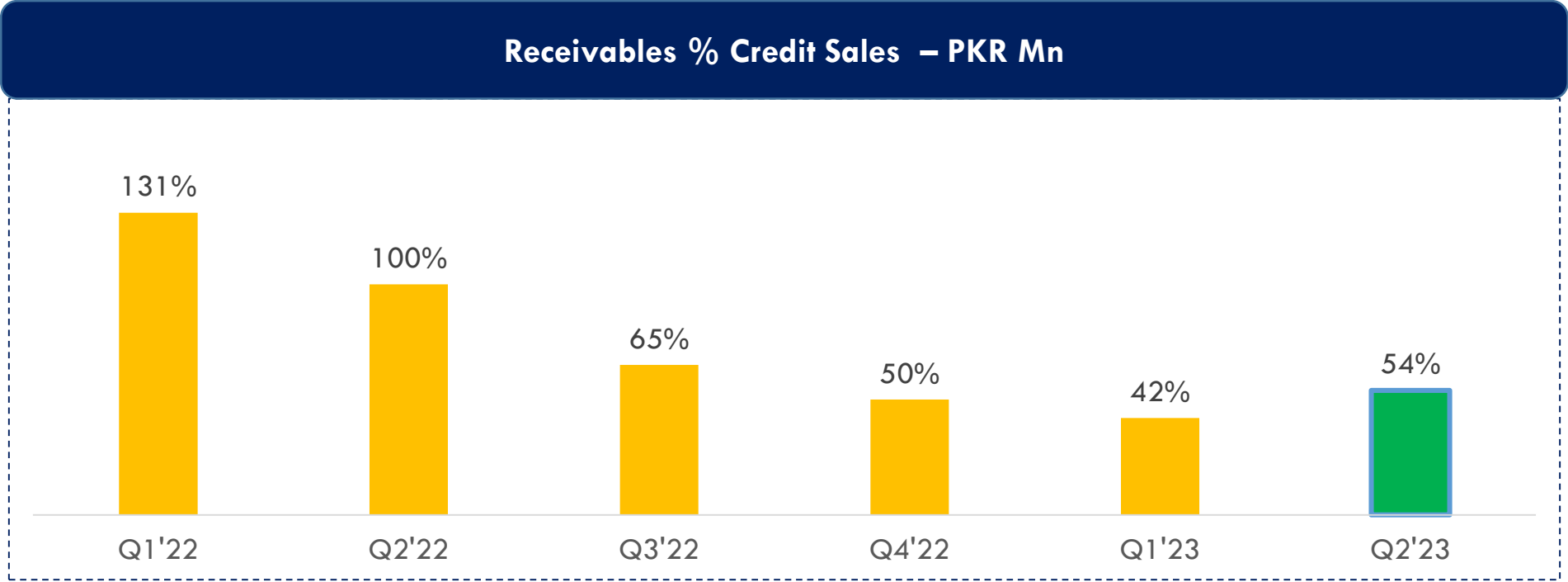
Packaging efficiencies

- Coal usage eliminated
- 100% steam production shifted to biomass w.e.f Jan' 23

2023 exp. savings ~PKR 1bn

Working Capital Improvement

Receivables Improvement

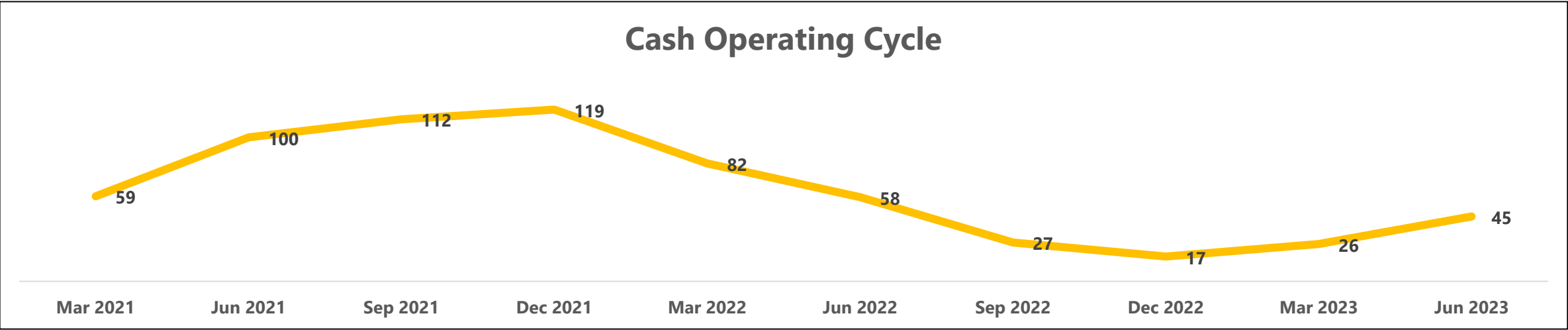


Efficient Cash Recovery + Effective inventory & Creditor Management



Debtors turnover in Days
Inventory turnover in Days
Creditors turnover in Days
Cash Operating cycle

2021				2022				2023	
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
59	87	104	121	96	82	49	32	30	37
37	59	48	38	29	27	20	24	33	49
37	46	39	41	43	51	42	39	37	41
59	100	112	119	82	58	27	17	26	45



NURPUR



RELAUNCH



fauji foods

Thank You