



SHARE FOOD, SHARE LOVE

NFL/CORP/2025/0204
October 17, 2025

Mr. Muhammad Ghufraan
Deputy General Manager — Operations
Pakistan Stock Exchange Limited
Stock Exchange Building
Karachi.

SUB: CORPORATE BRIEFING SESSION

Dear Sir,

This is to inform you that the Corporate Briefing Session of National Foods Limited (“the Company”) for the investors, analysts and shareholders, will be held on **Tuesday, 21st October 2025 at 11:00 a.m., through/via MS Teams App link (Virtual)**. Wherein the Company’s Senior Management shall brief the analyst community and shareholders about the Company’s performance, its financials and future outlook as at June 30, 2025. The session will be moderated by **Optimus Capital Management**.

In order to connect through the video link facility, the registering shareholder and analysts have to mention the name while entering the meeting ID as follows,

1. Full Name - Institution’ (in case of Analyst) Full Name — Folio Number’ (in case of member)

The details for accessing the registration link are as follows. After registration, an automatic email with the meeting link will be sent to the designated email address of the registered holder:

Microsoft Registration Link for attendance	Corporate Briefing Session (CBS)
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As per the requirement of PSX Notice No. PSX/N-1120 dated November 02, 2023, please also find enclosed presentation in respect of the Corporate Briefing Session (CBS), which has also been uploaded on our company website.

We would appreciate your assistance in communicating this information to the TRE Certificate Holders of the Exchange.

Thanking you,

FOR NATIONAL FOODS LIMITED



(FAZAL UR REHMAN HAJANO)
COMPANY SECRETARY



SHARE FOOD, SHARE LOVE

Invitation to attend Corporate Briefing Session of National Foods Limited

National Foods Limited is holding its Corporate Briefing Session on Tuesday October 21, 2025 at 11:00 A.M. through/via MS Teams App link. The Analyst community, Shareholders and other Stake Holders are cordially invited to attend the session.

Executive management of the Company will brief the audience on the Company's financial performance for the year ended June 30, 2025 and its future outlook.

Dated: Tuesday, October 21, 2025

Mode: through MS Teams App

Presentation: 11:00 A.M.

Q & A: 12:00 NOON

Interested participants are requested to please confirm their participation through email **Investor.relations@nfoods.com** latest by Monday, October 20, 2025 before 5:00 P.M.

GUIDELINES FOR ONLINE PARTICIPATION:

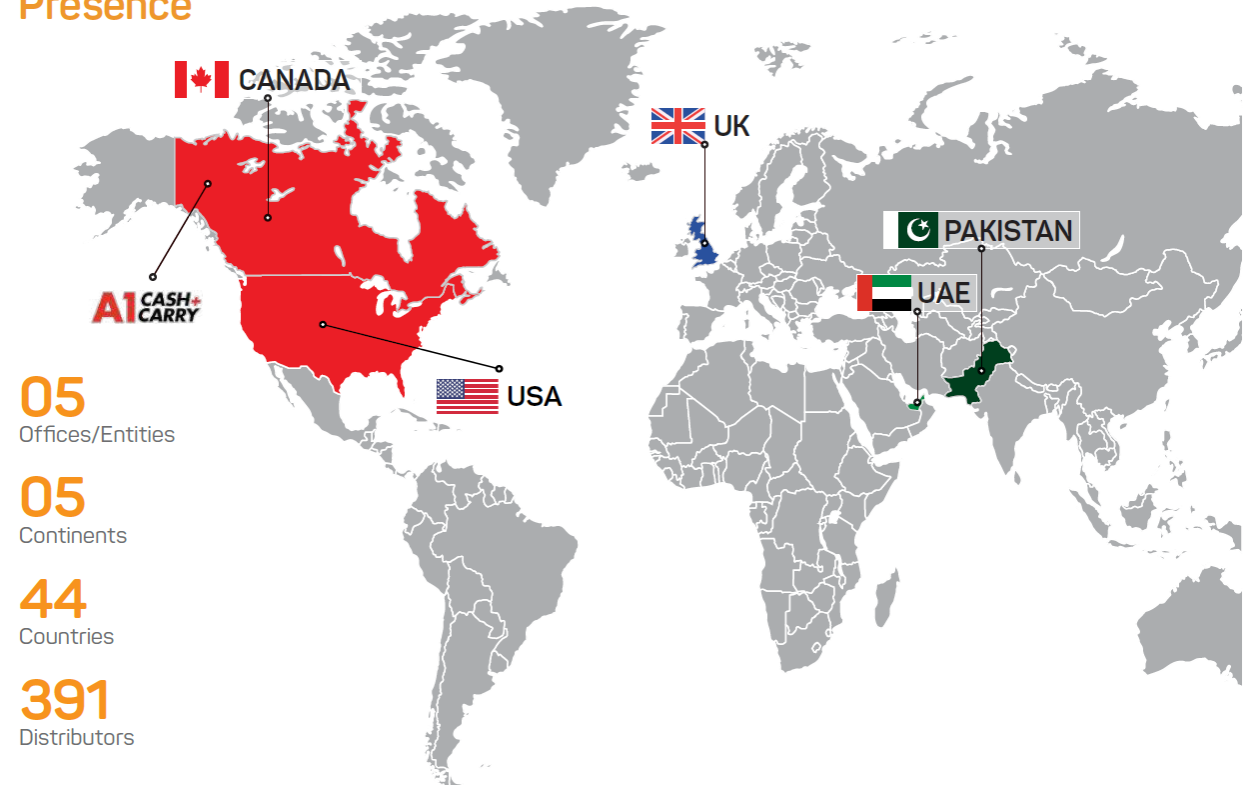
- The participants will be able to login and participate in the CBS proceedings through their smartphones or computer devices from their homes or any convenient location after completing all the formalities required for the verification and identification of the respective participant.
- A registration link has been provided above. If you would like to receive the link via email, please contact us at **Investor.relations@nfoods.com**. After registration, an automatic email with the meeting link will be sent to the designated email address of the registered holder. Please ensure that the correct details are entered during registration.
- We would request you to dial-in 10 Minutes in advance of the meeting.
- Please make sure that while entering the Meeting ID, kindly enter your name and Institution name in the following format 'Full Name - Institution' (in case of Analyst) and 'Full Name — Folio Number' (in case of member). Only then would you be allowed to attend the meeting.
- Participants are requested to stay on 'Mute' and 'off Camera' mode during presentation by NFL Management.
- In case of any question or comment, participant is either requested to type in a question in the chat box or raise his/her hand which will appear on the participants list.



INVESTOR BRIEFING FY25

Pakistan's #1 food solutions company, scaling global growth with resilience and discipline.

Geographical Presence



Link to Group Financial Report → <https://www.nfoods.com/investor-relations/#FinancialReport>

info@nfoods.com | nfoods.com
12/CL-6, Claremont Road, Civil Lines, Karachi - Pakistan

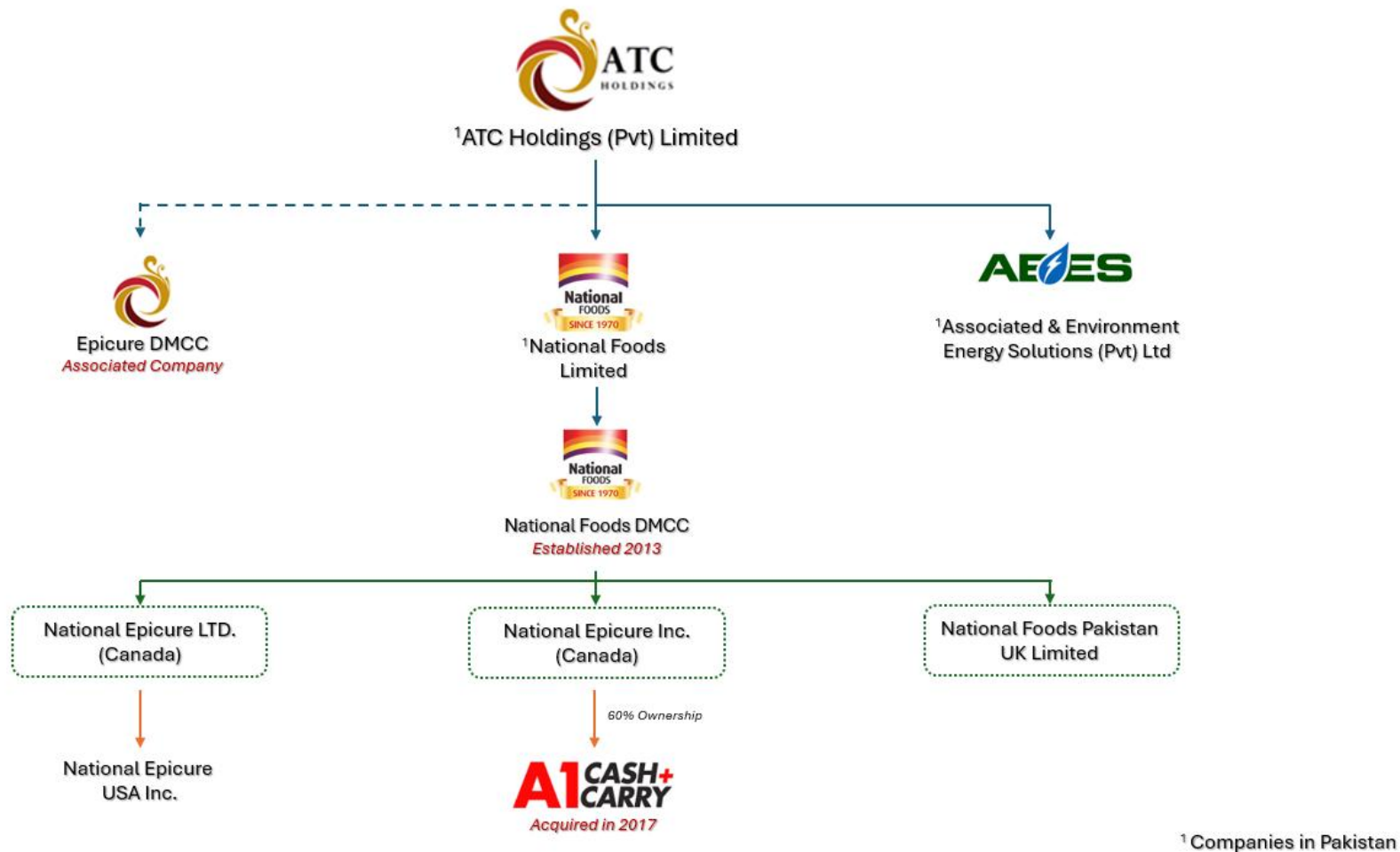


AN ENRICHED LEGACY

- A leading multinational and one of **Pakistan's largest** food companies, with a global portfolio across **11 categories**.
- **Market leader in 5 categories** in Pakistan: Recipe Mixes, Ketchup, Pickles, Salt and Jams & Jellies.
- Market Capitalization of **PKR 85 Bn** with YoY increase of **+100%**.
- **3 Manufacturing Sites** | State-of-the-art manufacturing plant of Faisalabad commissioned in 2024.
- **Sustained Growth:** 5-year topline CAGR of **26%**.
- **Balanced Focus:** 50%+ revenue generated from international markets.
- Disciplined **capital allocation** driving long-term value



Group Structure | Vision | Mission | Values



VISION

Creating food that enriches the lives of people everywhere.



MISSION

We will achieve our vision by designing and manufacturing food and related products, conforming to international standards and guidelines for nutrition, health, wellness and quality, bringing joy and happiness to people everywhere.

VALUES



Passion

Go Above
& Beyond



**Customer
Centric**

Prioritise Customer
Experience
(Internal & External)



Teamwork

Trust Each Other &
Achieve Together



**Excellence
in Execution**

Lead, Commit &
Deliver the Best



Ownership

Own It &
Deliver It



THE BOARD: Translating Strategy into Shareholder Value



Mr. Zahid Majeed

Chairman



Mr. Abrar Hasan

Chief Executive Officer



Mrs. Noreen Hasan

Non-Executive Director



Mrs. Saadia Naveed

Non-Executive Director



Mr. Zouhair Abdul Khaliq

Independent Director



Mr. Ali H. Shirazi

Independent Director



Mr. Adam Fahy Majeed

Executive Director



International Division Board

Board Audit
Committee

Human Resource and
Remuneration Committee

A1 Cash & Carry (Canada)
Board

Through active participation across key Board Committees, our members play a pivotal role in shaping strategy, overseeing performance, and upholding the highest standards of governance and accountability.

Their collective expertise drives impact across all business verticals while ensuring alignment with our long-term vision.

Portfolio Leadership | Our Facilities

As a trusted market leader, National Foods is deeply embedded in kitchens across the country and plays a vital role in enriching the everyday culinary experiences of its customers.



Recipe
Mixes



Mayo

Ketchup



Jam &
Jellies



Pickles



Salt



Seasonings

Spices &
Ingredients



Desserts

Chinese

Drizz'l
Sauces



From adding authentic flavor through expertly crafted seasonings and spice blends to providing convenient, high-quality condiments, sauces, and desserts, each product is designed to bring taste, tradition, and ease to daily meals.



Port Qasim

Serving both international markets and Southern Pakistan, the facility is a multi-category food manufacturing hub, to meet regional and global demand.



NCOE

The National Centre of Excellence is a state-of-the-art R&D facility, established to foster creativity and accelerate the pace for innovation.



Nooriabad

Offers the scale and infrastructure to support the expansion of our core categories, playing a pivotal role in enabling sustained growth across the business.



Canada HUB

Distribution warehouse set up in Canada to serve our customers and improve speed to market. This is a critical facility to enhance our distribution network in Canada.



Faisalabad

Our largest and most advanced facility, this state-of-the-art plant offers a monthly production capacity of 6,000 tons across a diverse range of categories.





THE INTERNATIONAL PRODUCT PORTFOLIO



FOLLOW US ON @NATIONALFOODSGLOBAL

National

Introducing
OUR RECIPE MIXES

Developed by a panel of experts, using the finest aromatic spices in exactly the right measure, enabling you to cook delicious meals right from the comfort of your kitchen

FOLLOW US ON @NATIONALFOODSGLOBAL

National

TASTE THAT TRANSPORTS YOU

OUR CHILLI SAUCES BRING TOGETHER THE DELICIOUS FLAVORS FROM THE BUSTLING STREETS OF SOUTH-ASIA. THESE RICHLY SPICED SAUCES TRANSPORT RICH AND VIBRANT AND MANY FLAVORS TO YOUR TABLE AND ARE PERFECT FOR SPICING UP BIRNIES OR ADDING A SURPRISING TWIST TO YOUR FAVORITE SNACKS.

SCAN FOR A BURST OF INSPIRATION

FOLLOW US ON @NATIONALFOODSGLOBAL

National

PERFECTLY CHOPPED AND PACKED WITH OUR SIGNATURE SPICE KICK! THIS RANGE OFFERS THE IDEAL BALANCE OF FLAVOR. USE IT AS AN INGREDIENT, SPREAD IT, OR PAIR IT WITH YOUR FAVOURITE MEALS, IT'S THE PERFECT COMPLIMENT TO ANY PLATE.

Awarded by the world's best Chefs

"Exceptional Taste" "Extraordinary Taste" "Remarkable Taste"

Judged by over 200 professional taste experts, including Michelin-starred chefs and sommeliers affiliated with prestigious institutions like Le Guide Michelin and Gault & Millau

FOLLOW US ON @NATIONALFOODSGLOBAL

A PINCH OF MAGIC FROM THE HIMALAYAS

National Pink Himalayan SALT

Net Wt.: 800 g (28.36 oz) / 1.76 lb e

FOLLOW US ON @NATIONALFOODSGLOBAL

MASALA UP YOUR GRILL

Our Masala Seasoning range offers a delicious fusion, uniting a balanced mix of herbs and spices with the signature punch and heat of South Asian flavor



Our Commitment to Environment, Social Responsibility & Governance



AAGAH - WOMEN'S EMPOWERMENT

In partnership with TCF, driving the empowerment of women through this adult literacy program. 220 learning centers, enabling 3,500+ women



CONTRIBUTING TO ESG SUSTAIN BY SECP

Proudly contributed to ESG Sustain as well as appreciated the launch of the portal. The Effluent Treatment Plant at Port Qasim was showcased as a success story on ESG Sustain.



NUTRITION AND HEALTH

in partnership with Allah Walay Trust, providing daily meals to two underserved schools covering 750+ students



BOOKS FOR CHILDREN

National Foods supported the printing of One Plastic Bag - A Story by GoRead.pk. 4,000 copies were printed and distributed in English and Urdu



INTERNATIONAL RECOGNITION

Grabbed a Green Environmental Stewardship Award for the Effluent Treatment Plant at Port Qasim, as well as the Responsible Investment Award for Sustainability initiatives.



ENRICHING YOUNG MINDS

21 students from Rahnuma Public School visited PQ facility for an interactive learning session on food safety, processing, and packaging, offering valuable exposure.



LIGHTING THE WAY – POWERING INCLUSION

Supported the Ida Rieu Welfare, a school for individuals with visual and hearing impairment, by installing solar panels to provide clean, reliable energy.



INVESTING IN YOUTH DEVELOPMENT

National Foods supports male and female students from underprivileged backgrounds, as well as remote areas, to get exposure at Youth Leadership Conferences and trainings.



Group Financial Position FY25



GROUP

5Y CAGR
% NSV

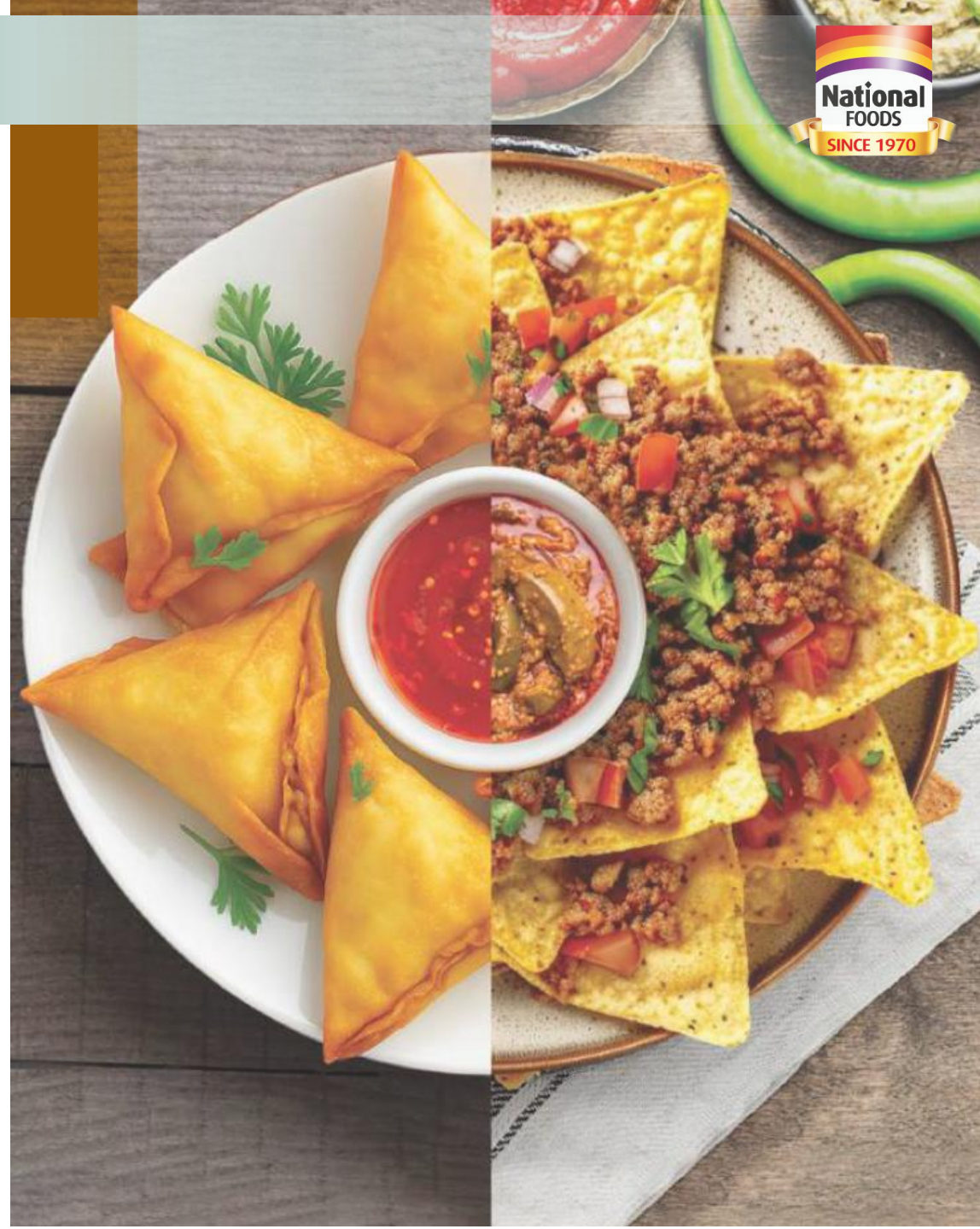
Revenue	Operating Profit	Profit *	Cash Operating CF
Rs 125 B 26%	Rs 9 B 27%	Rs 4 B 22%	Rs 7 B
\$447 M	\$30 M 8%	\$15 M 4%	\$24 M 7%

INT'L BUSINESS

Revenue	Operating Profit	Profit *	Cash Operating CF
\$234 M 26%	\$13 M 20%	\$5 M 9%	\$8 M
	6%	2%	4%

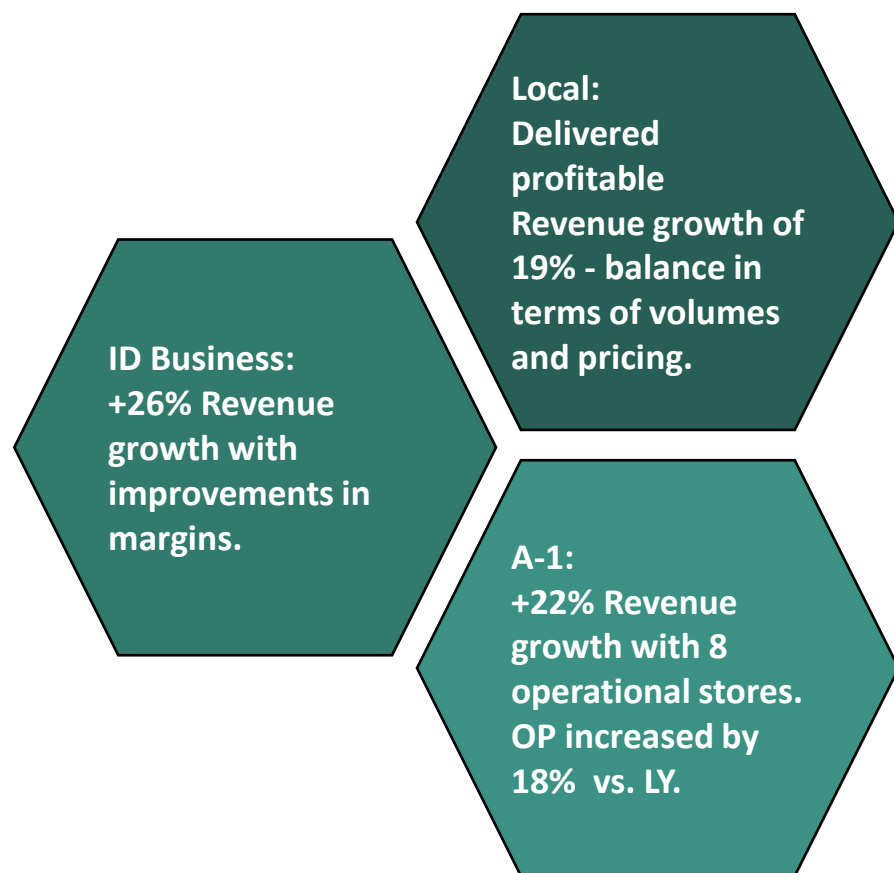
* Including Minority Share

Link to Group Financial Report → <https://www.nfoods.com/investor-relations/#FinancialReport>



Group Highlights – FY25

Continued growth momentum and consumer trust – Amounts in PKR Million unless stated otherwise

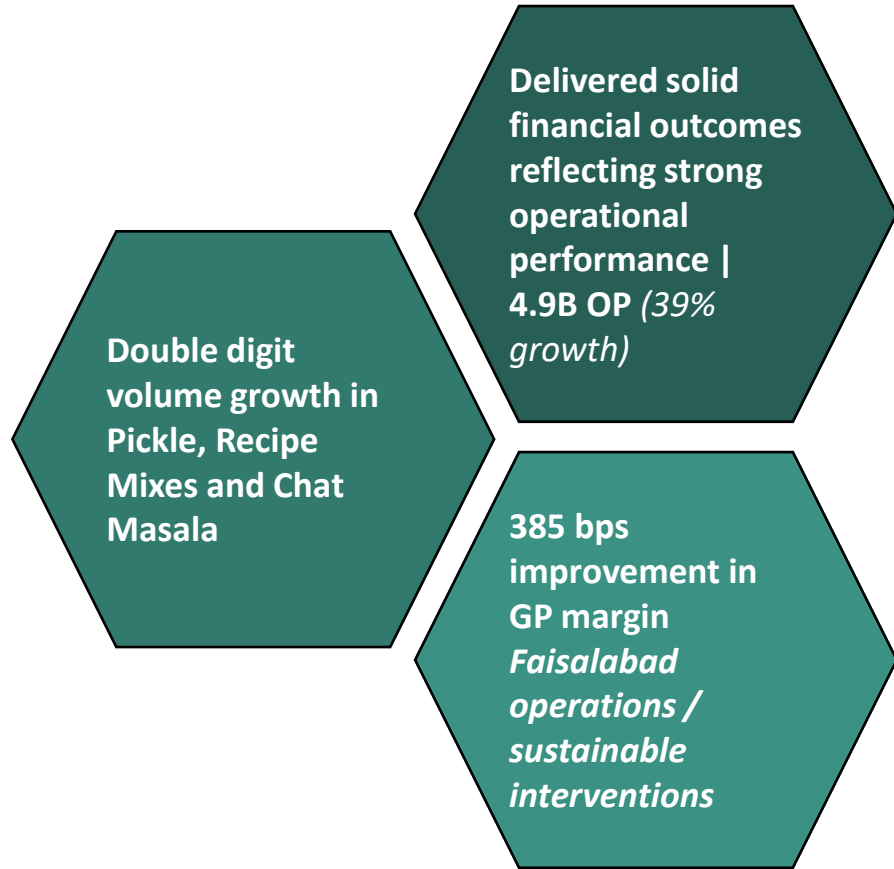


	FY20	FY21	FY22	FY23	FY24	FY25	5Y-CAGR
EBITDA	3,283	3,612	5,060	8,018	7,971	10,486	26%
Operating CF	3,348	2,847	1,839	3,710	8,744	8,177	20%

		FY20	FY21	FY22	FY23	FY24	FY25	%g vs LY	5Y-CAGR
Financials	Revenue	39,292	46,592	58,864	79,451	105,867	124,750	18%	26%
	NSV	28,713	34,588	45,526	64,322	86,375	101,307	17%	29%
	GP	8,367	9,752	12,979	18,194	23,570	29,140	24%	28%
	OP	2,651	2,946	4,079	6,119	6,230	8,488	36%	26%
	PBT	2,308	2,631	3,615	4,960	3,633	5,859	61%	20%
	PAT	1,650	1,975	2,717	3,795	2,795	4,419	58%	22%
Profitability Ratios	GP to NSV	29%	28%	29%	28%	27%	29%		
	OP to NSV	9%	9%	9%	10%	7%	8%		
	PAT to NSV	6%	6%	6%	6%	3%	4%		
	ROCE	34%	27%	32%	33%	26%	34%		
	ROE	27%	27%	29%	29%	20%	28%		
	Earnings / Share	6.3	7.5	10.4	13.6	8.2	14.9		
Other Ratios	Dividend / Share	5.0	5.0	5.0	2.5	6.5	9.0		
	Payout Ratio	79%	66%	48%	18%	79%	61%		
	Price / Earning	39.8	30.4	13.9	7.2	21.3	22.0		
	Gearing Ratio	22%	34%	37%	42%	43%	37%		
	Current Ratio	1.2	1.2	1.1	1.2	1.3	1.4		
	Price / Share	250.5	229.0	144.8	98.4	174.7	327.2		

NFL Corporate level – FY25 Closure Drives Momentum

Continued growth momentum and consumer trust – Amounts in PKR Million unless stated otherwise



	FY20	FY21	FY22	FY23	FY24	FY25	5Y-CAGR
EBITDA	2,276	2,418	3,391	3,988	3,805	6,302	23%
Operating CF	2,443	2,298	1,128	1,815	5,957	5,669	18%

		FY20	FY21	FY22	FY23	FY24	FY25	%g vs LY	5Y-CAGR
Financials	Revenue	27,573	32,194	38,864	42,548	53,684	64,681	20%	19%
	NSV	19,258	23,116	26,843	29,603	37,377	44,587	19%	18%
	GP	6,108	7,036	8,968	10,242	11,836	15,836	34%	21%
	OP	1,752	1,850	2,762	2,672	2,859	4,869	70%	23%
	PBT	1,588	1,714	2,581	2,657	1,387	3,736	169%	19%
	PAT	1,104	1,265	1,965	2,131	1,269	3,181	151%	24%
Profitability Ratios	GP to NSV	32%	30%	33%	35%	32%	36%		
	OP to NSV	9%	8%	10%	9%	8%	11%		
	PAT to NSV	6%	5%	7%	7%	3%	7%		
	ROCE	27%	19%	27%	20%	18%	29%		
	ROE	22%	23%	31%	29%	17%	37%		
	Earnings / Share	5.9	6.8	8.4	9.2	5.4	13.7		
Other Ratios	Dividend / Share	5.0	5.0	5.0	2.5	6.5	9.0		
	Payout Ratio	84%	74%	59%	27%	119%	66%		
	Price / Earning	42.3	33.8	17.2	10.7	32.1	24.0		
	Gearing Ratio	25%	42%	44%	53%	55%	49%		
	Current Ratio	1.2	1.1	1.0	1.1	1.2	1.3		
	Price / Share	250.5	229.0	144.8	98.4	174.7	327.2		

NATF Group strategy

All amounts in PKR Million unless stated otherwise



Local Business

Portfolio premiumization & innovation

- Leveraging brand equity
- Launch premium sub lines targeting urban millennials
- Product leadership through R&D and consumer insights

Cost and efficiency discipline

- Optimize supply chain with import substitution (ingredients and packaging) | Agility for export business
- Adopt green manufacturing: targeted 20% energy savings and waste reduction by 2027.
- Route to market modernization

International Business

Deepen penetration beyond Ethnic boundaries

- Aggressive drive leadership among Ethnic consumers
- Generate penetration into Mainstream outlets.

Optimize RTM – swifter serviceability

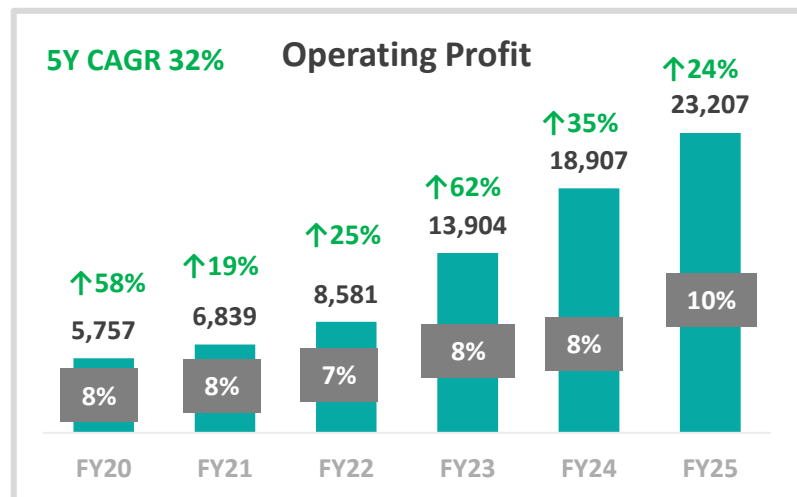
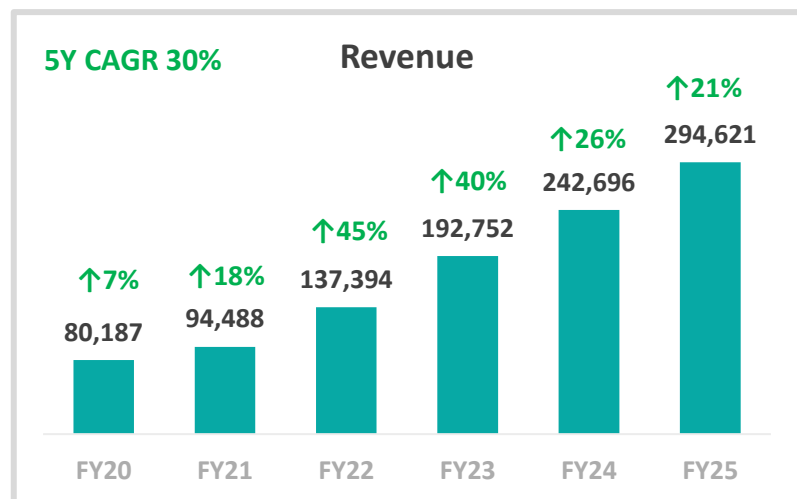
- Getting closer to the markets to improve serviceability and turn around times.

Strategic inorganic expansions

- Strategic international alliances for inorganic expansions.

A-1 Cash & Carry journey proves NFL's formula — insight-led innovation, operational excellence, and brand trust — works at scale

NATF acquired A-1 in 2017 with an investment of CAD 6 M.



All amounts in CAD'000 unless stated otherwise

Way Forward



NFL believes that the business has grown to scale attracting global competitors



To continue growth at accelerated pace, significant market investment and footprint increase would be required.



Given the non-core business area, the decision is to keep 10% to 20% non controlling interest



Group forecast the valuation to increase multifold if right investment with sound business strategy deployed, hence divestment opted.

Disclaimer



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NFL is scaling beyond Pakistan, with resilience, discipline, and innovation — building long-term value for investors

Thank You



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