



Analyst Briefing FY 2025

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TODAY'S AGENDA

FrieslandCampina
in Pakistan

2025
Performance

FrieslandCampina in Pakistan

Pakistan's market size and changing consumer trends are a positive base for businesses

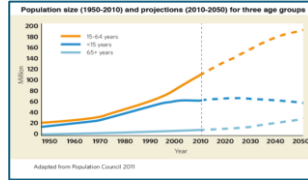
Large Populous Country



240m

Sixth largest country in the world in terms of population

Growing Youth Population



53%

Of the population is below the age of 24 years presenting a large demographic dividend

Untapped Rural Market



40%

population is urban presenting large potential of future urbanization

Rising Mobile & Digital Penetration



110m

Unique Mobile Connections

87m

Internet Users

Upgrading Lifestyle Choices



Young population spending more on Lifestyle categories such as Clothing, Electronics, F&B

While milk is an integral part of the Pakistani diet



100%

Household penetration

*Usage in multiple formats with
Drinking, Tea, Desserts, Milkshakes,
Cream, Yogurt etc.*

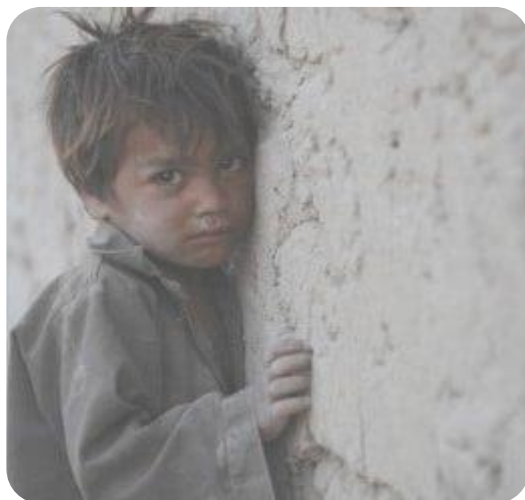
1.5 Ltrs

*Per day consumption of milk per
household*

20%

*Of household food expense is on Dairy
Products*

There is a nutritional gap



17.7%
WASTED

40.2%
STUNTED

28.9%
UNDERWEIGHT

54%
ANEMIA

50%
VIT-D DEFICIENT

Malnutrition is a serious issue in Pakistan

And also, a huge opportunity

8%
PACKAGED MILK



92%
LOOSE MILK



24bn
Litres/Year

4,900bn
PKR/Year

OUR PURPOSE

“We will **transform** the **health and wellbeing** of Pakistanis now and for **generations** to come, by **nourishing** them through unlocking the goodness of milk from **grass to glass**, as well as by enhancing the **livelihood of farmers**.”

2025 Performance

Our Performance in 2025



Highest Ever Market Share

~60%



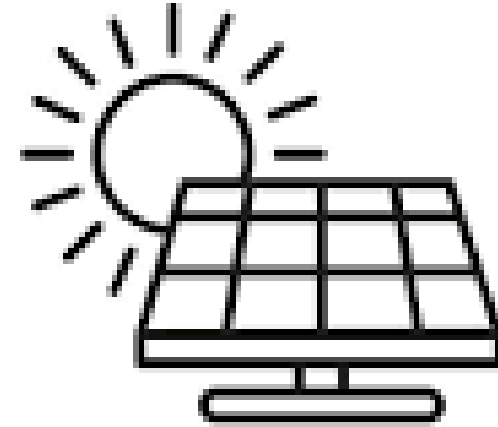
Robust revenue
growth

Our Performance in 2025



Cost optimization

PKR2.5bn



Solar energy

3.4MW

Our Performance in 2025



Milk Production at NARA

Ever highest



OEE

+2.5% vs LY

Our Performance in 2025



Engagement scores

83

Women in senior management

40%

Staying Sustainable

Farmers Trained



41,000+

Farmers trained by experts

Female Farmers Trained



1,500+

Female Farmers Trained

Tree Plantation



17,000+

Trees planted across Sindh & Punjab

Education



Partnered with Indus Resource Center and CARE Pakistan to support 7 Schools in NARA & Sahiwal.

Nourishing Pakistan



150,000+ Students

Milk supplied to multiple schools across Karachi, Bhakkar & Mianwali

Solar Power



Installed Solar at 2 of our distributions, saving **651,000 Units** from Utility Grid and reduced **233.7 tons** of CO2

Our Campaigns

OLPER'S

OLPER'S



In-store Execution Excellence to Propel Brand Leadership and Shopper Loyalty

Consistent story-telling by dialing-up purity credentials

Re-Branded

New CTA | Category Headers | Store Brandings



Capturing higher UHT Share of Display

UHT Category Captaincy



Bigger & Better Displays across Value Added Brands

Creating Relevant Adjacencies



Activating secondary/bulk touchpoints



Additional Displays & Hotspots



Despite Numerous Challenges



Strikes in Sindh
caused supply
disruption – April
2025



War tensions with
India led to
uncertain business
environment – May
2025



Flash floods caused
havoc across
Pakistan – June
2025



Sales tax continues
to impact the
category

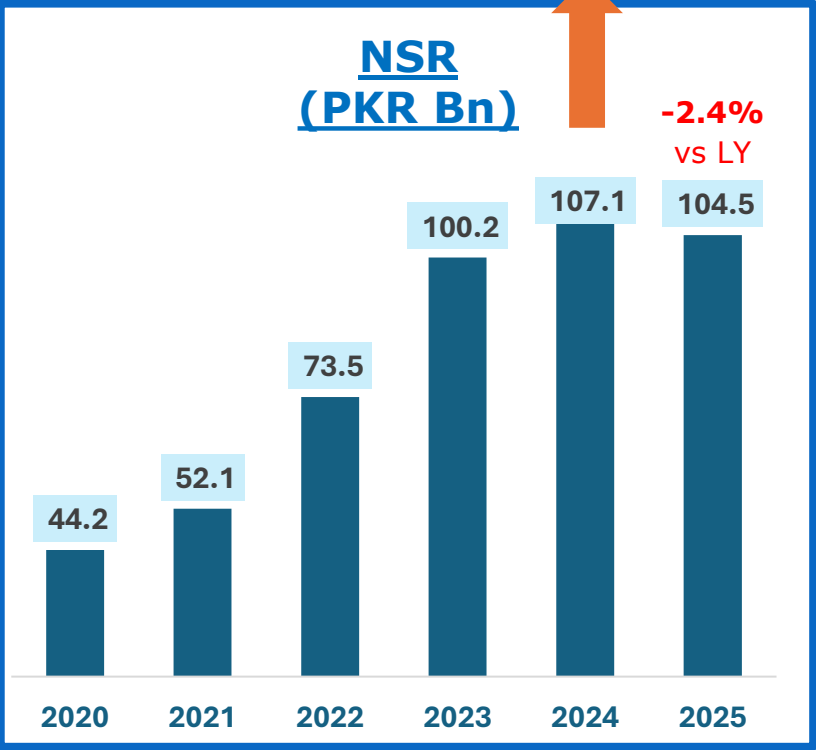
Delivering value to the shareholders

Sales tax
imposition



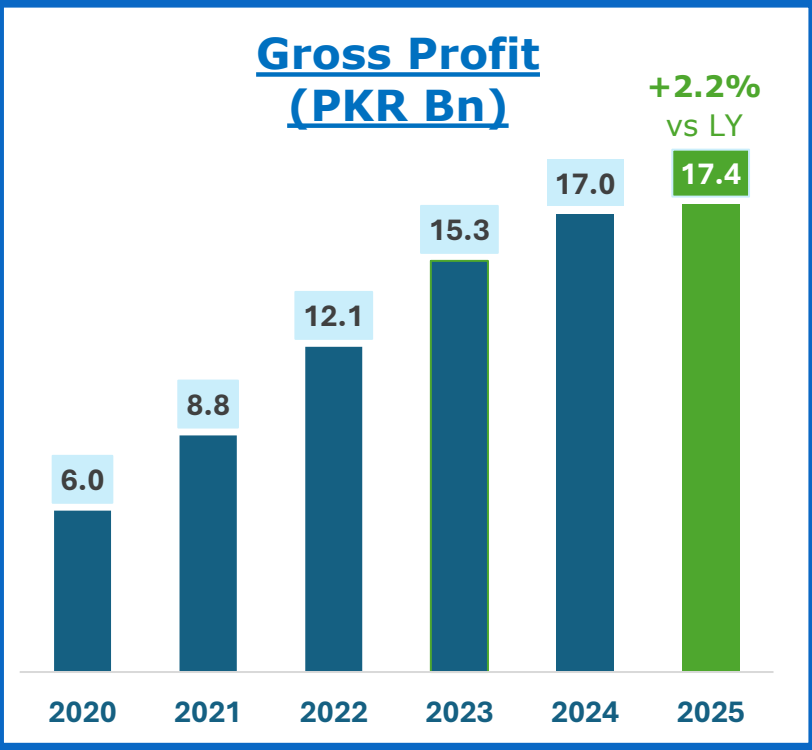
NSR (PKR Bn)

-2.4%
vs LY



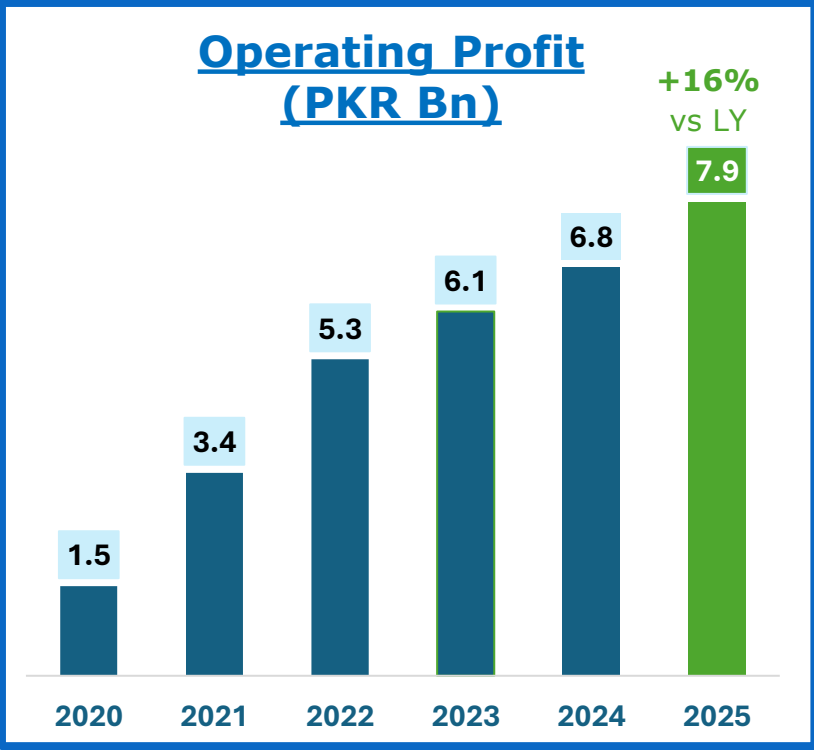
Gross Profit (PKR Bn)

+2.2%
vs LY



Operating Profit (PKR Bn)

+16%
vs LY



While being able to propose
Dividend for our Shareholders of

PKR **2.7** Bn

Rs 3.5/share vs Rs 2.8/share LY
(25% higher than last year)



Thank You
Stay Safe Everyone!