

Omore – Reshaping the Brand Universe

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Abstract

This case discusses key insights about the ice-cream industry in Pakistan and it focuses on the brand, Omore ice-cream, its demand and supply, consumers' preferences and behavior, competition and war among the major rivals including local and global brands. It faced fierce competition from the market leader, Walls, owned by Unilever Pakistan. Omore is owned by Engro Foods company which later partnered and merged with Friesland Campina Netherlands and was renamed as Friesland Campina Engro Pakistan Limited (FCEPL). The major issue was declining brand performance, causing a dip in market share, especially in non-metropolitan areas, declining net profits or loss of PKR (955) million in 2019, and declining earnings per share for stockholders with a slight recovery in 2020. The data was garnered from primary and secondary sources. Nine interviews were taken, three each from industry experts, dealers, and consumers respectively. The data was analyzed and interpreted for a better understanding of the market dynamics and the core issue.

Keywords: Brand performance; consumer behavior; marketing strategy; Omore ice-cream.

JEL Classification:M31

1. Introduction

In November 2020, Ali Bilawal Khan joined Friesland Campina Engro Pakistan Limited (FCEPL) as a Head of Shopper Marketing and Operations. While taking over from his predecessor, he analyzed some of the reports of the company along with the Brand Manager Omore, Sidra Azam and Assistant Manager, Maha Shariq. He was shocked to see the brand performance and market share, especially in non-metropolitan areas, declining net

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profits or loss of PKR (955) million in 2019 and declining earnings per share for stockholders with a slight recovery in 2020. Friesland Campina Engro was one of the leading dairy companies. Ali said, *“I have seen the sales figures. Although, our sales could not meet our targets over time, the marketing department has not supported the brand since share of spend (SOS) also declined, which is an alarming situation. Why did the brand, Omore not obtain support during its crucial time? Why did it switch to the digital media so late?”*

Sidra explained:

“We are spending a lot on marketing like running ads on TV, radio channels, billboards, banners, and on every other OOH (Out-of-Home) visibility type. Friesland have high-end media but we are unable to sell as much as we are investing in advertisement.”

Maha added:

“Surely, Omore has a high expenditure on marketing but the ratio of return to marketing expenses is not satisfactory. We are unable to capture potential large customers.”

After deep thinking, Ali compared their marketing approach with that of competitors and he found out that their marketing strategy needed to be redesigned.

Ali contemplated:

“Omore is using a traditional marketing technique called above-the-line-marketing (ATL), which is not letting us focus on our target audience. TV and OOH are mass media strategies, which help capture large portions of the population, but do not let us focus on our targeted people. Our aim is not to appeal to the whole market, instead we only have to capture specific audiences that are middle and lower classes (i.e., socio-economic class [SEC] B and C). Since we are short of funds, we need to use our limited sources through-the-line-marketing to target our exact customers in our relatively weak territories including Hyderabad, Sukkur, Gujranwala, Faisalabad, Multan, and Sahiwal using digital and social marketing. We can also do effective marketing through digital marketing.”

Omore-Friestl and Campina Engro Pakistan Limited

Friesland Campina Engro Pakistan Limited was one of Pakistan’s leading dairy companies. Its parent company is a Dutch-based multinational corporate firm, Royal Friesland

Campina. In 2005, Engro Foods was launched in Sukkur, Pakistan. When entered into the market, Engro introduced its first three brands. Starting with the ultra-high temperature (UHT) milk brand, Olpers. Next was in the category of tea whitening., i.e., Tarang, introduced in 2007. Subsequently, in 2009, Omore was launched into the ice-cream market as a brand.

Friesland Campina Engro made a strategic partnership in 2016 with Friesland Campina of the Netherlands. This partnership ascended further benefits which helped them in gaining 150 years of dairy expertise, technology, and research and development (R&D) capabilities. Friesland Campina Engro was also experiencing sustainable growth. The company aimed to make sure that its processes remain natural and hygienic. It launched a Dairy Development Program. Knowledge, skills, and standardized practices were shared with dairy farmers to enhance farming productivity.

Training sessions about animals' health and behavior were provided including knowledge about feed and water, milk hygiene, calf nurture, farm economies, and designing a dairy farm. Farmers were also facilitated by providing small loans, so that their production did not get disturbed because of poverty reasons. This program was specially developed for growth and profitability of the dairy farmers. Ali thought, "Our agricultural sector is our main sector of the economy, but due to absence of modern technologies of production, supply chain, and sustainable growth strategies, we are unable to advance in the field."

Friesland Campina Engro believed that entrepreneurs are the real change makers, with an entrepreneurial mindset anything can be achieved. This is why the staff considered their company like their own, and the company also empowered each individual to transform the business with their productive ideas. Most of the new business segments that the company operated were just ideas that were pitched by the employees. The leadership conducted "new venture competition" every year amongst employees, which was called "The Panther's Pitch", where each team either proposed a new and efficient way for conducting existing business or innovated a completely new business segment (Friesland Campina Engro Pakistan Limited, 2023).

All the employees of Friesland Campina Engro had entrepreneurial instinct. They recognized that each individual was different and unique in his/her own way, therefore, every person in the company contributed uniquely towards its success. Diversity and equality were two of the most fundamental values of the company by which every employee lived by. Employees themselves took several initiatives to cascade this journey of diversity and inclusion. "Lean in circles" concept was introduced where small groups of women in the company were brought together on a platform to share their feelings and issues, support each other and acquire new skills. The human resources department embedded diversity as one of the key objectives during the recruitment process. Culture in the company promoted young talent, hence, the company was filled with young leaders. Even the general manager

ice-cream was the youngest PLT (Pakistan Leadership Team) member that Friesland Campina Engro ever had. The Young Leader's Program was launched in 2019, where every year, young and bright-minded individuals from diverse backgrounds were hired.

Launching Omore

Engro Foods decided to launch an ice-cream brand named as "Omore" (see Exhibit 1) with a tagline "Khushi ki Bite", which meant happiness in every bite. Introduction of Omore started from Lahore, Punjab. It seemed quite difficult to launch it from Karachi, Sindh at the outset, because Walls and Igloo already had a huge share in the ice-cream market and it seemed impossible for a new brand to compete with such big brands. After presenting Omore ice-cream in Lahore's market, the demand scale boosted around 40%-60% for different products within a year. But through Lahore only the whole Punjab region could not be covered, therefore, they started their sales and distribution network in Islamabad, Rawalpindi, and other cities. Gradually, they covered the entire country.

When Omore was successfully spread in the province/ region of Punjab, they launched it in the Karachi region that covered the entire Sindh province. It was their weakest region because Karachi was the strongest region of Walls, as it catered to the whole Sindh region. Before launching their brands, Engro Foods spent a huge sum on marketing in Karachi with their advertising campaigns comprising jingles. But they could not capture a significant market share and in 2016, Omore was operated and controlled by FrieslandCampina. Friesland Campina Engro started flourishing in terms of sales, market share, and profit but unfortunately, the growth of Omore remained unsatisfactory. In 2019, Engro's earnings per share stood negative (Standard Capital, 2022), (see Exhibit 2).

Dare to Lead

The ice-cream team comprised of the marketing team, sales team, and cold-chain team that reported directly to the General Manager Ice-cream division. The marketing team was led by Sidra Azam, as the brand manager of Omore, who looked after the core marketing strategies, which included both communicating the brand proposition to the customers via various marketing media, and developing new and exciting innovations (new products) based on customer preference and buying behavior.

Next came the sales team, led by Ali Bilawal Khan and four Regional Sales Managers who along with their Areas Sales Managers and Territory Sales Managers deployed freezers in the market and ensured timely supplies to make the product available for the consumers. Ali Bilawal Khan also served as a Head of Shopper Marketing and Operations. The cold chain team was playing the most crucial role in ice-cream's internal environment. An ice-cream that is not frozen is no ice-cream at all. The cold chain team was responsible for

ensuring temperature maintenance throughout the supply chain. From the ice-cream plant to the distribution, and from the distribution to the market, the cold chain team made sure that a certain temperature was maintained, so that ice-cream could reach the consumers in the best quality. Maintenance of temperature controlled primary and secondary vehicles (big vans to supply ice-cream to the distributors and dealers and small vehicles to supply ice cream to consumers in streets) along with the timely maintenance of freezers in the market was the core responsibility of the cold chain team (**see Exhibit 3**). To ensure quality and hygiene, Omore also received ISO 14001 certifications for its plant in Sahiwal and dairy farms in Nara.

Khushi Ki Bites (Happiness in Bites)

Omore fell under the frozen dessert category which had 69 stock keeping units (SKUs) in total of different forms. The forms included sticks, cones, cups, tubs, bricks, and bulk packs. Each form had its own specific packaging as per the product's use and temperature requirement (**see Exhibit 4**). When Omore was launched back in 2009, the market was highly monopolized by the market leader, Walls. They had built a sturdy brand name with their marketing and business strategies. Hence, to enter the market, Omore used the penetration pricing strategy to take a slice of the market share.

Once Omore made a strong retail footprint nationally, they started using a competitive pricing strategy where prices of all SKUs exactly matched with that of the competitors. Most of the time, Omore followed the price movements of the market leader. Every freezer in the market had a price card pasted on the top that also played the role of communicating product range to the customer. No one knew what was inside a freezer until they opened it, hence, the price card was a very significant tool that helped generate impulse demand for the product. Huge sums were spent every year to provide retailers with updated price cards every time a price increase or decrease took place. Omore was promoted through two major streams, advertisements and trade marketing. Advertising led by the brands' team was usually done via Television, billboards, and Out-of-home (OOH) visibility tools, which were considered as the most effective advertising media for the ice-cream category. Trade marketing led by the sales team involved targeting the shoppers at point-of-sale using POSMs (point-of-sale materials), such as buntings, danglers, product cutouts, posters, stickers, standees, banners, etc. These tools generated impulse demand for the category of ice-cream. As per the latest research of the company, 25% of shoppers changed their brand preferences based on in-store stimuli, which clearly showed the importance of POSMs in the ice-cream category (**see Exhibit 5**).

The supply chain journey of ice-cream started from the Sahiwal ice-cream factory from where temperature-controlled primary vehicles delivered the stock to distribution points. The sales distribution network was spread across four regions which included Karachi, Lahore, Faisalabad, and Islamabad with a total of twelve distributions nationally.

Each distribution setup covered a major city and adjoining towns and villages or peripheries. When the stock reached at the distributors, it was stored in cold stores which were available in every distribution. From there, secondary vehicles delivered the stock to individual retailers in the market, where Omore freezers were already deployed by the sales team at various selected locations. Small vehicles of Omore supplied ice creams to individual consumers while moving around every street and road of the cities and towns. The trend was to attract kids and target consumers by playing jingles and music of Omore.

Stability of Business in Pakistan

Friesland Campina Engro aspired that reasonable nutrition was available for everyone. Where they were concerned about the production and distribution of the food products, finances also played a major role in the stability of the company i.e., having stable operations. Comparing the financial position of different years in 2019, the revenue of the company stood at PKR 38.9 billion (equivalent to US\$ 237,542,745.48 as US\$ 1 was equivalent to PKR 163.76 in 2019). The revenue of 2019 showed that 90% of the income was generated by dairy, beverages, and other food products. Whereas, almost 10% of the revenue was generated by the ice-cream category including frozen desserts, which made PKR 3.9 billions' revenue (US\$ 23,754,274.54) only (Engro Corporation Limited, 2019), (see **Exhibit 6**). However, Wall Street Journal (2023) provides slightly different figures (see **Exhibit 8.1**).

The revenue figures of 2020 showed that Friesland Campina had boosted up its income from last year. In 2020, they generated a revenue of PKR 44.2 billion (equivalent to US\$ 265,944,645 as US\$ 1 was equivalent to PKR 164.60 in 2020) i.e., an increase of PKR 5.3 billion (equivalent to US\$ 32,199,270.95) from 2019. It increased its revenue by 11.9%, which was a good sign for its long-run growth and stability (Engro Corporation Limited, 2020). Almost 92% of the gross profit was generated by dairy, beverages, and other products that made PKR 40.5 billion (equivalent to US\$ 24,605,103.28). And only 8% revenue was generated by ice-cream and frozen desserts, which was PKR 3.7 billion (equivalent to US\$ 18,651,275.82). The sales revenue of the ice-cream category did not grow and even slightly declined from last year. The company's percentage of sales had increased, but its major reason was growth in dairy and beverages sales, but not for the ice-cream and frozen desserts that incurred some loss in 2018, which increased in 2019, but gained some profit in 2020 (Engro Corporation Limited, 2020), (see **Exhibits 7 and 8**).

The Consumers and Macro Environment

Majority of the consumer base for Omore ice-cream included kids, teenagers, and youth. Most of them could not buy ice-cream products for themselves, so they relied on the breadwinners of their families, which in fact were the customers who bought the products, but may or may not consume it. Pakistan has very hot weather in most of its regions and

almost all the year except winters. Ice-cream is a tasty food that is eaten and loved by children, youth, adults, and entire families. Quality and variety matter especially, for quality-conscious and affluent consumers. Ice-cream had no direct substitute except a local food called kulfa or kulfi, but it was itself an ice-cream. Usually, ice-cream was made of rich milk, cream, sugar, and other ingredients, but with the intention to cut cost per unit and please the price-conscious consumers, companies started making ice-cream from non-milk ingredients such as vegetable oil sources. People consumed it during different time intervals of the day and it was also served as a dessert taken after lunch or dinner. Children would consume it in schools and neighborhoods. Thus, the demand for ice-cream was ever-growing.

As most of the people in Pakistan fell in the bottom of the pyramid (BoP) segment of the society with limited budgets to think of spending beyond staple foods, most of the consumers did not consider eating ice-cream with milk, cream, and pure ingredients or green and organic ingredients. According to one study, people in Pakistan spent about 40+% of their monthly income on food (Qureshi et al., 2016). However, people in the BoP market also had desires to buy non-essential products such as ice-creams for inner satisfaction and social identity (Raza et al., 2021). Ice-cream and frozen desserts category comprised non-essential products, and hence, were mostly purchased and consumed by the upper class and middle class households. Since Omore was the second most important player in the market after Walls, and did not develop premium brands, it targeted the upper-middle, middle, and lower-class households from socioeconomic classes (*SEC A, B, and C*). *These consumers mostly had clerical, junior-managerial or professional staff to intermediate-level managerial positions. As Ali stated, "Omore targeted people (SEC A-C and in the age bracket of 12-45 years), who wanted a little buzz or excitement in everyday moments but end up living life in the same predictable way."*

Every SKU of Omore targeted a certain consumer. Omore brands came in six forms/formats. The sticks and cups portfolio is often referred to as the kid's portfolio, since it came in exciting shapes and flavors, specifically targeted for kids such as Cool Emoji, Vroom, Orange Pop, and so on. The cones were mostly targeted towards the youth and were categorized as the youth portfolio. It comprised flavors such as chocolate, caramel, and strawberry, which were usually preferred by young individuals. Lastly, the bricks and tubs format were referred to as the family/adults' portfolio, also known as in-home SKUs, which were usually consumed at home with family (**see Exhibit 9**).

The government was always supporting the dairy industry including, ice-cream sector, and encouraged the entrepreneurs in the sector to modernize and upscale their operations with state-of-the-art technology. However, due to legal-political instability in the country, inflation, taxes, and price hikes in utility bills, the cost of doing business seemed to be always rising. There were economic periods of prosperity to slumps. The pandemic, COVID-19 further affected the ice-cream sector, because of frequent lock-downs. Ice-cream

was supplied to children and adults in streets by special vehicles of the big ice-cream companies, but due to lockdowns, their supplies were affected.

Omore and the Competition

In Pakistan, the competition between the ice-cream and frozen desserts markets was gradually intensifying. There was a huge demand coming from all the socio-economic classes (SEC, A-C). The upper-upper class contained very rich people who usually preferred imported or special-quality ice-cream and frozen desserts. To cater to the demand, the classification of target audience was done in three different segments: kids, youth, and adults. Omore also targeted these three segments. Its positioning was a high-quality brand with a huge variety. According to a national-level study, the market share of Walls was 60% and Engro Foods had 16%. Walls entered the country in 1995, tried to acquire Polka, the biggest player at that time, which later merged with Walls. Walls had a controlling stake in Polka (Arifeen, 2012). The recent figures indicated that market share of Walls was 68% and Friesland Campina Engro Pakistan Limited had 19% (Friesland Campina Engro Pakistan Limited, 2022).

One of the most important reasons for intense competition was that there were a large number of suppliers in the market. Every one of them was trying their best to provide a product, which matched customers' needs and wants at affordable prices for the sake of having satisfied and loyal customers. To cater to this rising demand, there were numerous suppliers, such as Walls by Unilever, Omore, Igloo, Hico, Yummy, and other small local players having various brands with different market shares (see **Exhibit 10**).

National and Global Players

The global market of ice-cream contained major premium brands such as, Baskin-Robbins, Ben & Jerry's, Breyers, Cold Stone, DelFrio, Haagen-Daz, Movenpick, Swensens, and many others that sell ice-cream through their outlets. Their products were also expensive as compared to ice-cream producers selling products in packaged form and not in their own retail outlets, such as Walls, Igloo, Omore, Hico, and Yummy. The price per pack of ice-cream and per liter ice-cream box of the global brands having their own outlets globally were approximately three to five times higher than those available in Pakistan by national or global brands without their own outlets. However, the brand-conscious consumers believed that they paid a high-price because of high-quality, purity of ingredients including organic ingredients in individual brands and offerings, a wide variety, the ambiance of the outlet with music played, availability of the brands globally, services, enjoying the treat with similar consumers, and the brand image and identity.

The market leader, Walls competed with the global brands (having their outlets) through its premium brands like Vanilla Hazelnut and Magnum as well as rolled ice-cream.

They all were suppliers of the frozen desserts and ice-creams, making the competition tougher and complex in the market. The retail sales of ice-cream and frozen desserts were the highest in Asia, while the region was called Asia Pacific region. The sales in Asia in 2020 stood US\$ 21,812 million. In Pakistan, Walls was the market leader followed by Friesland Campina Engro and others (Friesland Campina Engro Pakistan Limited, 2022), (see **Exhibit 11 and 12**). The global sales of ice-cream and frozen desserts is estimated to grow till 2025 (see **Exhibit 13**).

Omoro suppliers had twelve main distributors in twelve different cities including Karachi, Sukkur, Lahore, Gujranwala, Rawalpindi, Faisalabad, Multan, Sahiwal, Sargodha, Peshawar, Quetta, and Islamabad. These distributors supplied products to the sub-distributors and dealers in nearby cities and towns, which let Omoro expand its supplying network. But Omoro was facing severe challenges in demand and supply, because its economies of scale were declining. The consumers in the non-urban areas included the people who were not brand-conscious. Compared to other regions like Sindh and Punjab, it was weak in getting sales revenues in Balochistan and Khyber Pakhtoon Khawah (KPK) regions. However, the market leader, Walls, had a competitive advantage of the widest coverage of the national market.

The Game Plan

Omoro's had traditional marketing approaches. Its objective was to drive its 'rich' and 'creamy' ice-cream brands with one communication for all audiences. They heavily advertised on leading TV channels by partnering with multiple media channels. Their target audience comprised the masses or population of all the regions in the country. They captured peak air times, worked with celebrities, and made them their brand ambassadors. Omoro also spent heavily on out-of-home (OOH) visibility such as billboards and banners, but it was yet not able to capture the desired market share. These media were above-the-line (ATL) tools, which covered mass audiences (see **Exhibit 14**).

Before communicating its value proposition to the core target market, Omoro redesigned its tagline from "Kushi ki Bite (happiness in bite)" to "WOW Bhara Bite (Vow, what a bite!)" with a redesigned logo. It was an effort to rebrand it with a superior position in consumers' minds. Ali and his team realized that it was the time to focus on below-the-line (BTL) and through-the-line (TTL) as well, because these strategies will enable it to target specific groups of consumers all over the country. Moreover, most of the young people in the country spend several hours a day on the internet and particularly, social media. According to a study, out of the population of 223 million people in Pakistan in 2021, 61+ million had internet connections, and 46 million were active on social media (Shahid & Qureshi, 2022). Omoro became active on social media posts on its Facebook page, YouTube, and Instagram. These posts were geographically targeted along with other filters like targeting certain age

groups to reach the core target market (see **Exhibit 15 and 16**). A redirection link (shop now button) was also attached in these posts for people who wanted to order ice-cream via e-commerce channels like Panda Mart, Airlift, Cheetay, etc. Omore became very active in digital marketing, which included short teaser advertisements, Facebook videos, Instagram stories, stuff on Snapchat, etc.

Omore's digital marketing analytics team analyzed the results of digital marketing campaigns and identified characteristics of people who were responding to such posts. These people were highly active on Tiktok. Omore team partnered with leading Tiktok influencers on starting a trend on Tiktok with #Wow Bhara Bite (Vow, what a bite!), and it became viral with millions of posts. Some of the consumers even had a chance to win the latest iPhone. This was a breakthrough and Omore was all over Tiktok and sales on e-commerce platforms provided it an upward spike (see **Exhibit 17**). Along with this trade, marketing team heavily spent on improving the in-store visibility of the brand to support advertisements that were running on digital media, TV, radio, and print media through flyers, etc. Thematic-based merchandizing tool were deployed in stores nationally with special focus on areas where these digital marketing ads were airing.

Winning the Battle

During the past five years, Friesland Campina Engro initiated major projects and strategies to retain the market share of Omore in the ice-cream industry. **Exhibit 2** shows the declining stage of Friesland Campina. Its earning per share (EPS) rate dropped from 4.13 in 2015 to subsequent years and eventually fell down to -1.25 in 2019, due to traditional marketing problems faced by the company. The competitors of Omore, especially Walls, were gaining great market share during these years except in 2019, which affected every major player due to frequent lockdowns amid the pandemic, COVID-19.

Ali Bilawal Khan, the Head of Shopper Marketing and Operations was highly worried about the demand, sales revenue and financial downfall, because they were continually investing in the company and Omore brand, but the returns were not the desired ones. Ali thought, *“We started Omore (Khushi ki bites / happiness in bites) with a mass marketing approach and unfortunately, we were unable to target our audience so, now we start the usage of digital marketing campaigns with a new tagline ‘Wow bhara bite (Vow, what a bite!)’ to achieve our goals with rebranding moves and digital marketing campaigns.”*

Ali questioned himself:

“How can we improve our brand performance for more market share especially in semi-urban and rural markets, accomplish sales and profit targets of Omore, and decent earnings for stockholders? How can we take

the best results from our digital marketing campaigns? Which other customer segments should we focus on? What techniques could create differentiation from that of the competitors' brands? Which new brands can be created for niche markets? How can we ensure future growth of the company with a sustainable competitive advantage?"

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Annexes

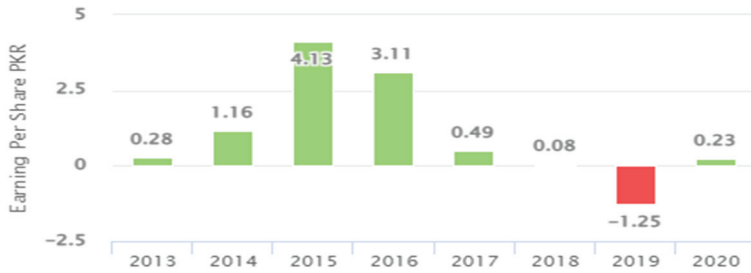
Exhibit 1: Launching Omore as a First Engro Ice-cream Brand



Engro Foods - Omore Signature | Launch TVC

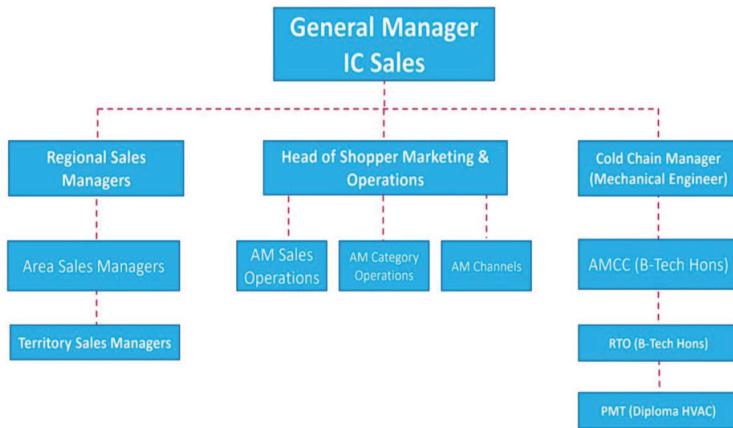
Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 2: Declining Stage of Engro



Source: Standard Capital (2022)

Exhibit 3: Hierarchy of Sales Team

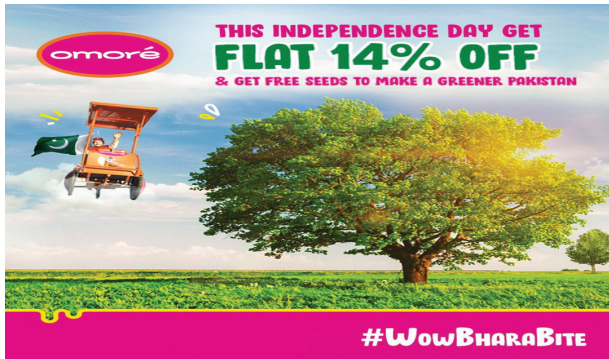


Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 4: Frozen Desserts Formats

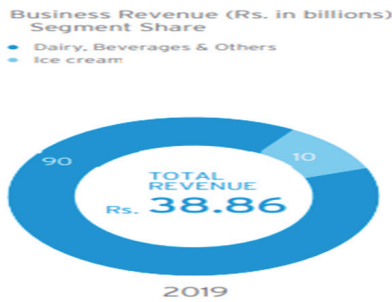


Exhibit 5: Promotional Deals of Omore



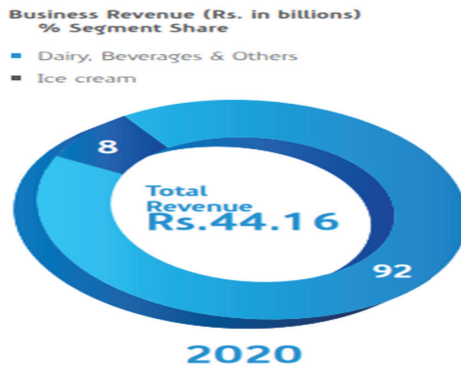
Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 6: Business Revenue in 2019



Source: Engro Corporation Limited (2019)

Exhibit 7: Business Revenue in 2020



Source: Engro Corporation Limited (2020)

Exhibit 8: Profit / Loss Before Tax

Profit / Loss Before Tax (Rs. in millions)



Profit / Loss After Tax (Rs. in millions)



Source: Engro Corporation Limited (2020)

Exhibit 8.1: 5 Years' Comparative Financial Highlights					
Fiscal year in January - December (All Values in PKR Million)	2022	2021	2020	2019	2018
Sales Revenue	73,474	52,094	44,155	38,567	32,439
Sales Growth	41.04%	17.98%	14.49%	18.89%	
COGS Inc. D&A	62,135	43,916	38,611	34,071	27,424
COGS Excluding D&A	60,391	41,621	36,349	31,800	25,536
Depreciation & Amortization Expense	1,744	2,295	2,262	2,271	1,888
Depreciation	1,717	2,265	2,233	2,242	1,919
Amortization of Intangible	27	29	28	29	27
Amortization of deferred charges					-57
COGS Growth	41.49%	13.74%	13.33%	24.24%	
Gross Income	11,339	8,178	5,544	4,496	5,015
Gross Income Growth	38.65%	47.51%	23.31%	-10.35%	
Gross Profit Margin	15.43%				
SG&A Expense	7080	5357	4403	4518	4914
Research & Development	36	24	80	33	6
Other SG&A	7044	5333	4323	4485	4908
SG&A Growth	32.16%	21.67%	-2.55%	-8.06%	
Other Operating Expense	110	80	78	107	-21

Table to be Continued

EBIT	4,149	2,741	1,063		122
Unusual Expense	-925	-473	-284	-291	-365
Non-operating Income/Expense	35	106	123	-49	16
Non-operating Interest income	206	82	15	9	2
Interest Expense	1,380	861	1,239	1,222	675
Interest Expense Growth	60.28 %	- 30.51 %	1.39%	81.04%	
Gross Interest Expense	1,380	861	1,239	1,222	675
Pretax Income	3951	2580	268	-1,100	-170
Pretax Income Growth	53.14 %	862.6 9%	- 124.36 %	547.06 %	
Pretax Margin	5.38%				
Income Tax	1,485. 00	776	91	-145	-234
Income Tax - Current Domestic	1259	155	723	645	437
Income Tax - Deferred Domestic	227	621	-632	-791	-671
Consolidated Net Income	2466	1804	177	-955	64
Net Income	2466	1804	177	-955	64
Net Income Growth	37%	919%	-119%	-1592 %	
Net Margin	3.36%				
Net Income After Extraordinaries	2466	1804	177	-955	64
Net Income Available to common	2466	1804	177	-955	64
EPS (Basic)	3.22	2.35	0.23	-1.25	0.08
EPS (Basic) Growth	37.02 %	921.7 4%	- 118.40 %	1662.5 %	
Basic Share Outstanding	767	767	767	767	767
EPS (Diluted)	3.22	2.35	0.23	-1.25	0.08
EPS (Diluted) Growth	37.02 %	921.7 4%	- 118.40 %	1662.5 %	
Diluted Share Outstanding	767	767	767	767	767
EBITDA	5892	5037	3325	2141	2011
EBITDA Growth	16.97 %	51.49 %	55.30%	6.46%	
EBITDA Margin	8.02%				
EBIT	4,148. 00	2742	1063		122

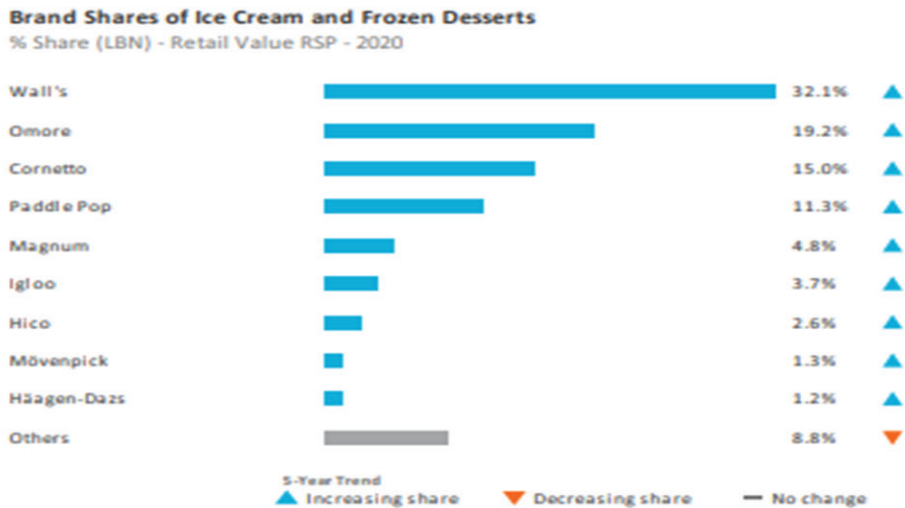
Source: Wall Street Journal (2023)

Exhibit 9: In-Home SKUs

Class	Social Status	Position of Head of the Household
A	Upper Middle	Higher Managerial, Administrative or Professional
B	Middle	Intermediate Managerial, Administrative or Professional
C1	Lower Middle	Superiors or Clerical or Junior Managerial, Administrative or Professional
C2	Skilled Workers	Skilled Manual Workers
D	Working Class	Semi-skilled or Unskilled Manual Workers
E	Persons at the Lowest Level of Subsistence	State Prisoners or Widows Casual or Lower Grade Workers

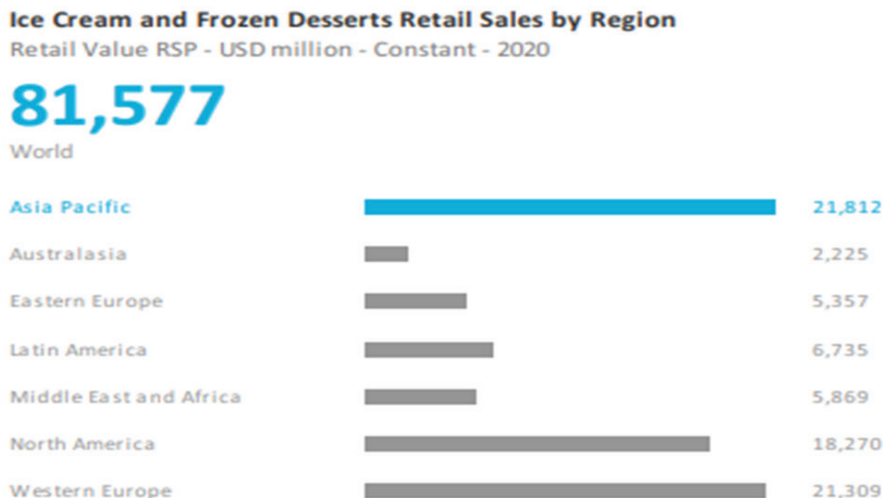
Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 10: Brand Shares of Ice Cream and Frozen Desserts



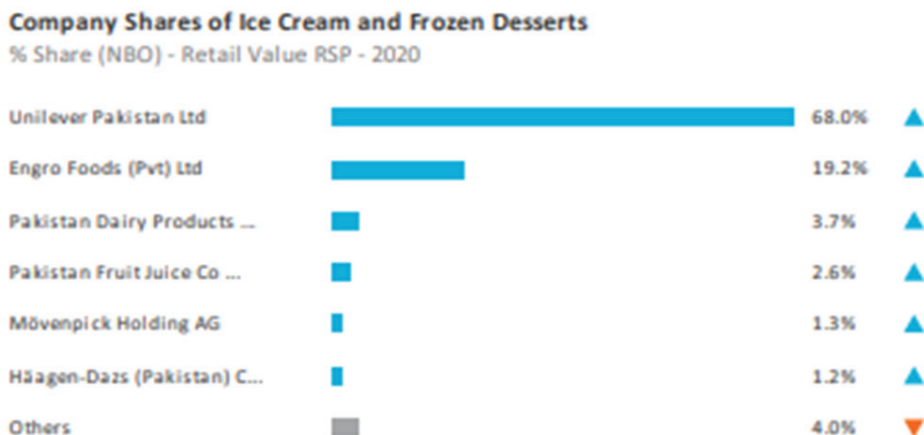
Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 11: Ice Cream and Frozen Desserts Retail Sales by Region



Source: Friesland Campina Engro Pakistan Limited (2022)

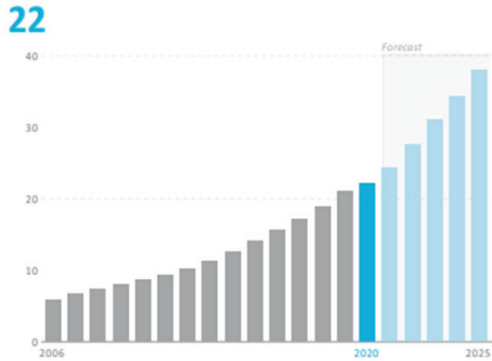
Exhibit 12: Company Shares of Ice Cream and Frozen Desserts



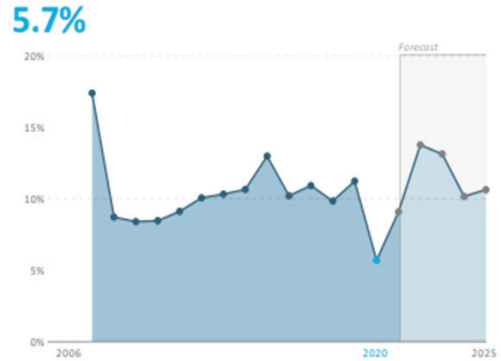
Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 13: Sales of Ice Cream and Frozen Desserts (2006-2025 Estimates)

Sales of Ice Cream and Frozen Desserts
Retail Value RSP - PKR billion - Current - 2006-2025



Sales Performance of Ice Cream and Frozen Desserts
% Y-O-Y Retail Value RSP Growth 2006-2025



Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 14: Traditional Marketing of Ice Creams



Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 15: Redesigning Logo



Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 16: Social Media Platforms

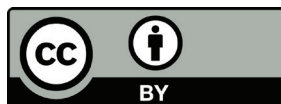


Source: Friesland Campina Engro Pakistan Limited (2022)

Exhibit 17: Tik-Tok Platform



Source: Friesland Campina Engro Pakistan Limited (2022)



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