



CORPORATE BRIEFING SESSION

BESTWAY CEMENT LIMITED

2025

Conducted by
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(CFO)

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Facilitated by
Ms. NADIA SALEEM
(HOD BUDGETING)

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**Bestway
Group**



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Highlights**



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Key Financial Data**



BESTWAY GROUP

BESTWAY GROUP – FAST FACTS



13th

Largest private business
in the UK

7th

Largest family business
in the UK

Workforce



50,000+
Global workforce



12m+
customers

2024 Financial results



Revenue **\$6.5bn**

Profit before Tax **\$592m**



EBITDA **\$812m**

Bestway Wholesale

Revenue **\$3.8bn**



No. 1
Independent food
Wholesaler in the
UK



**15% market
share**

Well Pharmacy

Revenue **\$1.7bn**



No.2
2nd Largest UK
Retail Pharmacy
chain



5% Pharmacy
sector market
share

Real Estate



\$1.3bn
Portfolio Value



56%
In London and
South East

Bestway Cement Limited

Revenue **\$595m**



No. 1
Largest cement manufacturer
in Pakistan

15.3 Mt capacity per
annum



14.8% market share

United Bank Limited



No. 1
Bank in Pakistan by
market capitalization



\$39bn
asset base



Bestway Packaging Limited



Bestway Renewable Technologies Limited



Bestway Consultancy Services

BESTWAY PAKISTAN – FAST FACTS



No. 1

By Group Equity

\$3.62bn

No. 2

Market Capitalisation
Value

\$4.5bn



United Bank Limited

No. 1

Bank in Pakistan by market
capitalization



\$39bn

asset base



**22% market share of
digital banking**



1,400+ branches



20,000+ Employees

Credit Rating

AAA



Bestway Cement Limited



15.3 MT annual capacity



Certifications

ISO 14001-2004
(Environment)



ISO 45001 (Safety)



ISO 9001

Quality Management
System



Product Certifications

OPC: PS 232:2008-R 53/ 43 Grade

ASTM C150/C150M-19 Type I

EN-197-1:2011CEM I 42, 5N

Credit Rating

AA-

LARGEST CEMENT PRODUCER IN PAKISTAN



15.3 million

tonnes cement per annum
production capacity

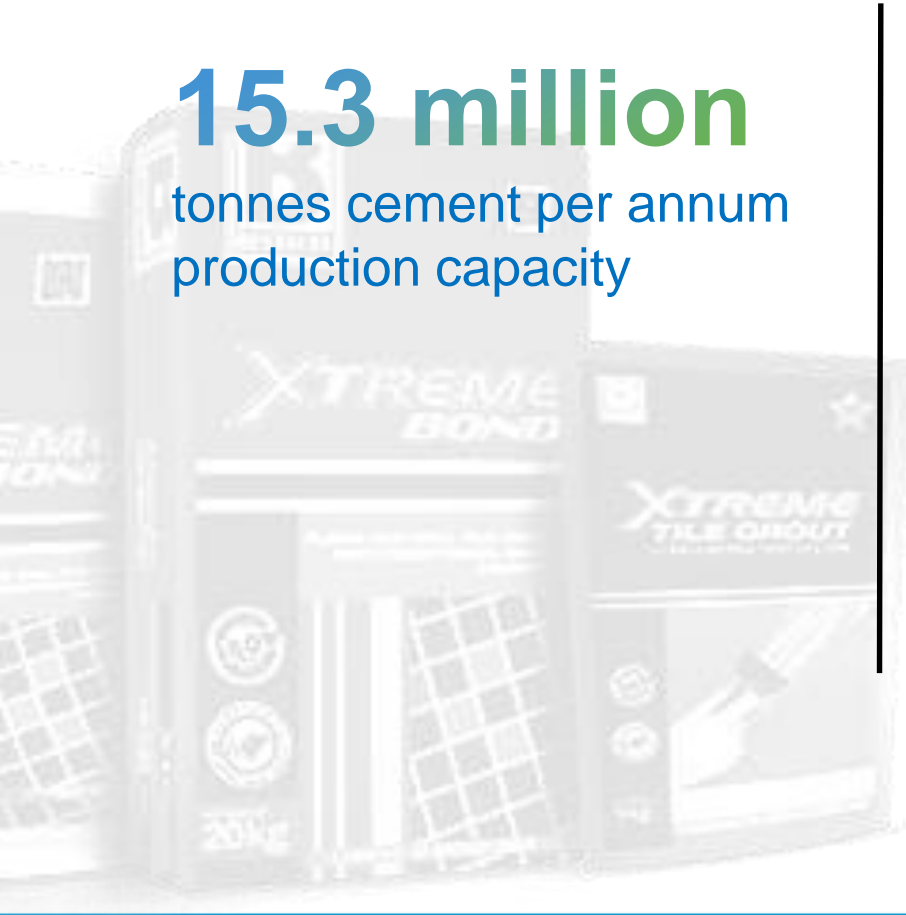
8

State-of-the-art production
lines at five locations;

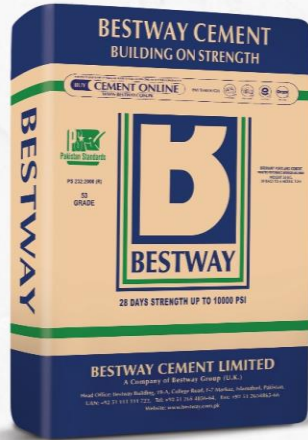
1. HATTAR (LINE 1 & 2)
2. FAROOQIA (LINE 1 & 2)
3. CHAKWAL (LINE 1 & 2)
4. KALLAR KAHAR
5. MIANWALI

Bestway offers the widest
range of products for
domestic and international
markets including tile
adhesives and grouts. Our
products are also sold

online



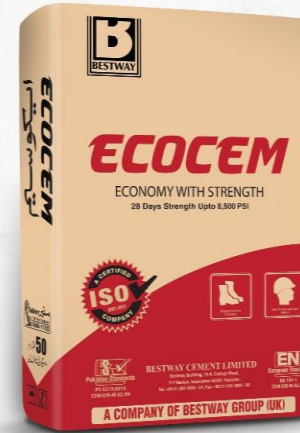
PRODUCT PORTFOLIO



BESTWAY
ORDINARY PORTLAND CEMENT
ALL PURPOSE CEMENT



PAKCEM
ORDINARY PORTLAND CEMENT
ALL PURPOSE CEMENT



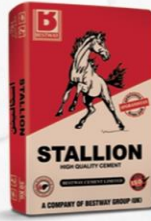
ECOCEM
ECONOMY WITH STRENGTH
ALL PURPOSE CEMENT



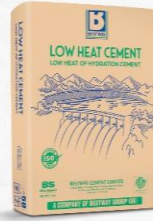
XTREME TILE BOND **XTREME TILE GROUT**
SUPERIOR TILE ADHESIVE FOR
FLOOR AND WALL TILES
LONG LASTING,
FAST COLORS



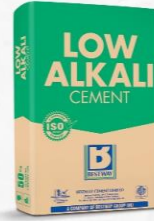
BUZKASH
CEMENT
STRONG, DURABLE, ECONOMICAL,
ALL PURPOSE CEMENT



STALLION
HIGH QUALITY CEMENT
ALL PURPOSE CEMENT



LOW HEAT CEMENT
LOW HEAT OF HYDRATION CEMENT
FOR MASS CONCRETING & DAMS



LOW ALKALI
INFRASTRUCTURE PROJECTS
ESPECIALLY FOR DAMS & BRIDGES



DURA CEM
ORDINARY PORTLAND CEMENT
ASTM C150 (TYPE I)



SRC
SULPHATE RESISTANT CEMENT
PROTECTS AGAINST
WATER LOGGED & SALINE SOILS



STALLION
EARLY SETTING CEMENT
FOR PRE-CAST



LION
LOW CHROME CEMENT



KEY HIGHLIGHTS

KEY HIGHLIGHTS



Strong financial performance despite reduction in volumes

Despite a 1.7% reduction in volumes, the Company delivered strong profitability, with operating profit rising 12.8% to PKR 31.8 Bn, and higher dividend payout of 340% compared to 260% last year.

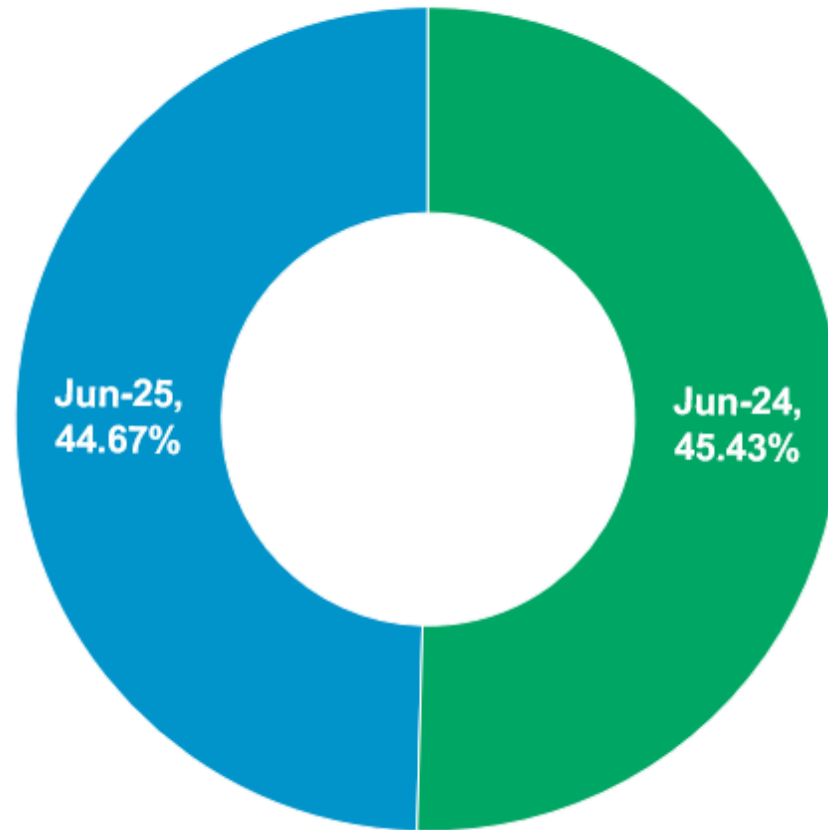
Further expansion in solar power generation

From
105.45 MW (June 2024) to
112.23 MW (June 2025)

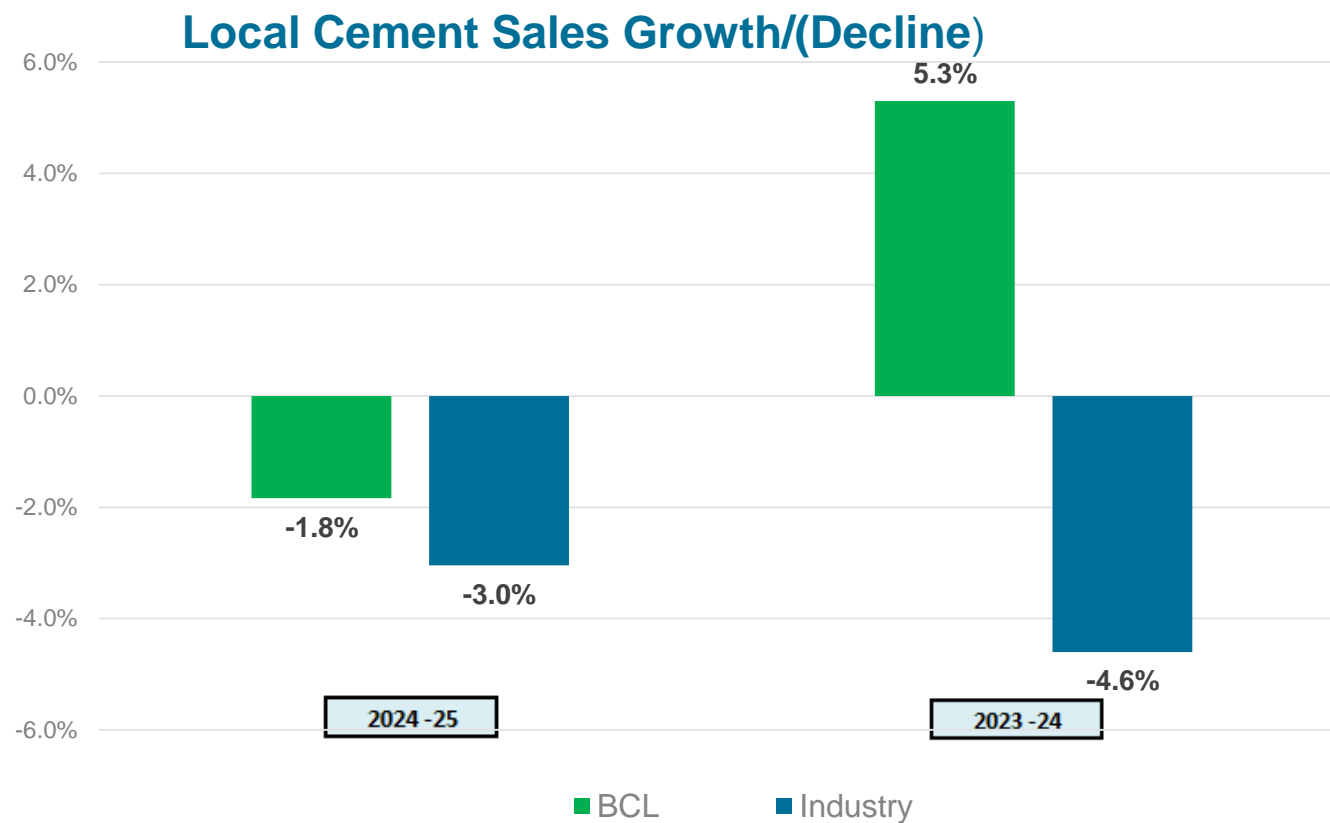
Focus on innovation, efficiency and financial discipline

resulted in Bestway retaining its position as the market leader in 2025, despite the economically challenging environment.

CAPACITY UTILISATION- CEMENT



INDUSTRY GROWTH (BCL VS INDUSTRY)



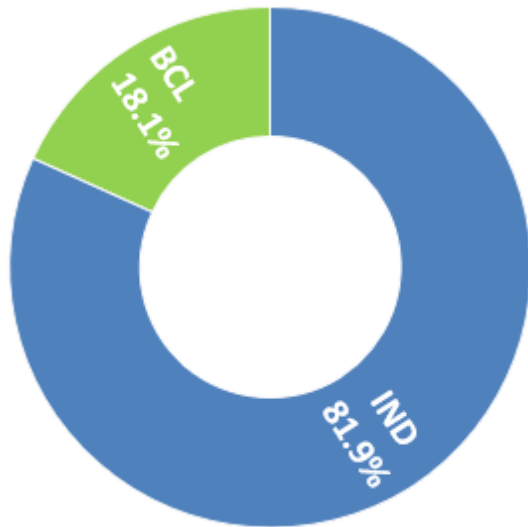
BESTWAY CEMENT MARKET SHARE - LOCAL

(BASED ON DISPATCHES)



BCL VS INDUSTRY

JUN 2025

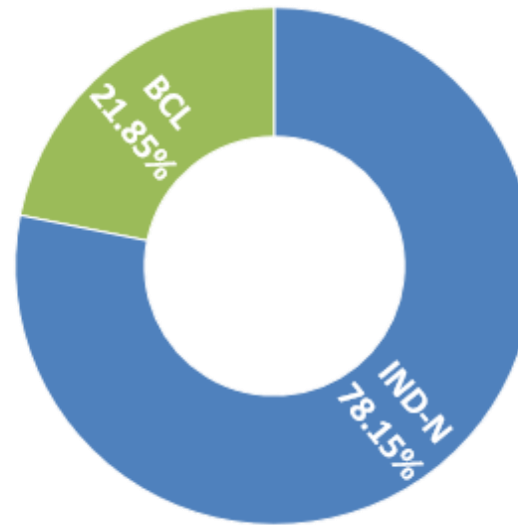


JUN 2024

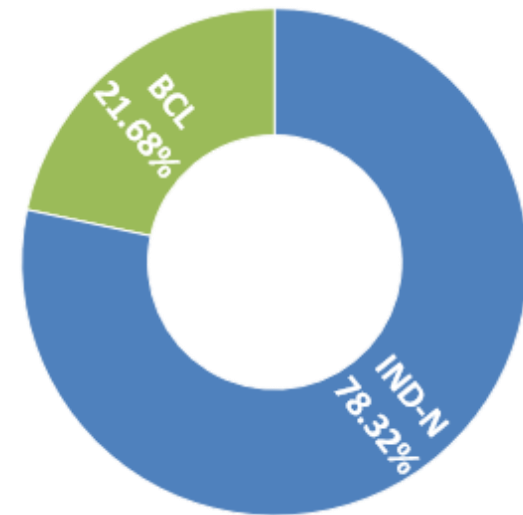


BCL VS IND-NORTH

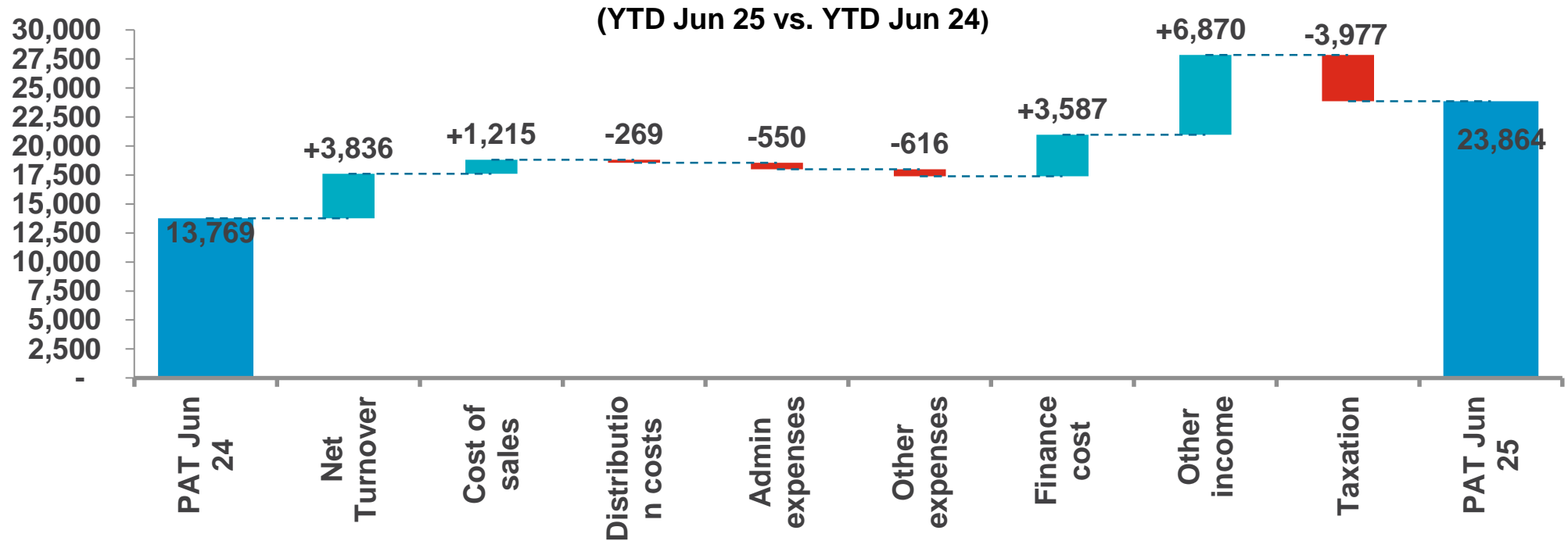
JUN 2025



JUN 2024



FINANCIAL PERFORMANCE



- **Net revenue** increased by 3.8 billion i.e. 4%.
 - Volume Impact: Sales volumes decreased by 0.12MT (-2%)
 - Retention Impact: Net retention increased by 5%.
- **Cost of sales:** Cost per ton remained same. Decrease in cost is due to decrease in sales volume by 2%.
- **Gross profit:** Our GP % increased to 35% vs 31% for the same period last year.
- **Finance cost** decreased due to significant decrease in interest rates and lower borrowings.
- **Other income** primarily increased due to increase in share of profit from associated company(**FY25:9.61%** **FY24:8.17%**)
- **Income tax expense** increase is profit based.

KEY FINANCIAL HIGHLIGHTS



Financial Measure	2024-25	2023-24
Debt : Equity Ratio	32:68	51:49
Dividend Payout	340%	260%
Operating Profit	Rs. 32 Billion	Rs. 28 Billion
Cash from Operating activities	Rs. 25 Billion	Rs. 24 Billion
CAPEX	Rs. 6 Billion	Rs. 4 Billion
Contribution to Exchequer	Rs. 71 Billion	Rs. 43 Billion



CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY

(THROUGH BESTWAY FOUNDATION, BESTWAY'S CHARITABLE ARM)



PKR 410m spent on CSR initiatives – among the largest in the country

Education

- 1,899 students (including 955 girls) enrolled at 5 schools and 1 girls college
- Bestway Scholarship Endowment Funds of Rs. 105 million with three most prestigious universities in Pakistan
- 16 fully funded scholarships offered in the UK

Health

- Free essential medical care provided to thousands in local communities
- 60,000+ patients treated at 5 medical centers across Bestway plants

Others

- 473 widows & indigents supported through monthly stipends
- Hundreds of jobs created for skilled and unskilled individuals
- 100 trainee engineers, 34 MTOs, 117 apprentices and 24 interns are undergoing training at Company's various locations



FUTURE OUTLOOK

FUTURE OUTLOOK



Opportunities

- Economy stabilizing; cement outlook cautiously optimistic
- Recovery expected with lower interest rates, easing inflation & better sentiment
- Govt housing & infrastructure to boost domestic demand
- Industry dispatches up 21% in 2M FY26 (Local +14%, Exports +51%)

Challenges

- High taxes, duties, royalties & energy costs weighing on profitability
- Export uncertainty, particularly due to border issues with Afghanistan
- Recent floods likely to put pressure on the economy

Bestway Strategic Positioning

- Financially resilient & operationally efficient to sustaining profitability under pressure
- Better positioned to withstand headwinds and capture growth opportunities



QUESTION & ANSWER SESSION



APPENDICES

SALES VOLUMES



DESCRIPTION	INDUSTRY			BESTWAY CEMENT LIMITED		
	JUN 2025	JUN 2024	YOY	JUN 2025	JUN 2024	YOY
Domestic-North	30,727,179	31,544,689	-2.6%	6,714,689	6,840,278	(2%)
Domestic- South	6,294,947	6,640,472	-5.2%	-	-	0%
Domestic- Total	37,022,125	38,185,161	-3.0%	6,714,689	6,840,278	(2%)
Exports-North	1,684,491	1,458,650	15.5%	130,161	121,262	7%
Exports- South	7,526,297	5,652,436	33.2%	-	-	0%
Exports- Total	9,210,788	7,111,086	29.5%	130,161	121,262	7%
Grand Total	46,232,913	45,296,246	2.1%	6,844,850	6,961,540	(2%)

KEY FINANCIAL DATA

HISTORICAL DATA



OPERATING RESULTS (PKR Millions)	2025	2024	2023	2022	2021	2020	2019
Net turnover	107,759	103,922	87,742	72,370	56,864	37,129	53,602
Cost of sales	(70,480)	(71,695)	(60,426)	(49,377)	(40,261)	(36,012)	(37,557)
Gross profit	37,278	32,227	27,316	22,993	16,603	1,117	16,045
Operating profit	31,840	28,224	24,325	19,144	14,691	(26)	13,290
Finance cost	(7,625)	(11,212)	(6,828)	(1,480)	(1,071)	(2,152)	(1,498)
Profit before tax	36,450	22,377	22,598	19,347	15,538	(506)	13,246
Profit for the year	23,864	13,769	11,892	10,239	11,578	49	10,097
STATEMENT OF FINANCIAL POSITION (PKR Millions)	2025	2024	2023	2022	2021	2020	2019
Share capital and reserves	128,234	63,060	61,846	60,757	60,123	54,653	57,606
Property, plant and equipment	190,365	113,482	115,529	85,670	55,007	55,789	57,242
Long term financing	29,794	40,683	46,338	21,982	11,872	11,542	-
Net current (liabilities) / assets	(26,650)	(11,469)	(9,071)	(9,811)	6,366	(1,441)	(9,680)

KEY FINANCIAL DATA

HISTORICAL DATA



SIGNIFICANT FINANCIAL RATIOS (%)	2025	2024	2023	2022	2021	2020	2019
Gross profit ratio	34.59	31.01	31.13	31.77	29.20	3.01	29.93
Net profit ratio	22.15	13.25	13.55	14.15	20.36	0.13	18.84
Interest coverage ratio	5.78	3.00	4.31	14.07	15.51	0.76	9.84
Return on equity	18.61	21.82	19.23	16.85	19.26	0.09	17.53
Earnings per share	40.02	23.09	19.94	17.17	19.42	0.08	16.93
Dividend	340	260	210	160	140	30	110
Despatches (Thousand Metric Tonnes)	2025	2024	2023	2022	2021	2020	2019
Cement and Xtreme bond	6,845	6,962	6,573	7,839	8,664	7,311	8,126