FECTO CEMENT LIMITED

Cementing a Greener Future

Annual Report

2025


Cementing a Greener Future
FECTO
CEMENT
FECTO
CEMENT

Contents

COMPANY INFORMATION

BOARD OF DIRECTORS

Mr. Aamir Ghani	Chairman
Mr. Mohammed Yasin Fecto	Chief Executive
Mrs. Lubna Yasin	
Mr. Juwad Saboor	
Mr. Jamil Ahmed Khan	
Mr. Rohail Ajmal	
Mr. Mohammed Anwar Habib	

CHIEF FINANCIAL OFFICER

Mr. Abdul Wahab, FCA

COMPANY SECRETARY

Mr. Tariq Iqbal Bawani, FCCA

LEGAL ADVISOR

Abid & Khan Advocates and Legal Advisor
House # 303-D, Street # 29
Sector F-11/2
Islamabad

REGISTERED OFFICE

Plot # 60-C, Khayaban-e-Shahbaz,
Phase VI, Defence Housing Authority,
Karachi-75500, Pakistan
Phone Nos.(+ 9221) 35248921-24.
Fax: (+ 9221) 35248925

MARKETING OFFICE

339, Main Peshawar Road
Chairing Cross Service Road
Westridge-1
Rawalpindi
Phone Nos. (+ 9251) 5467111-13

AUDIT COMMITTEE

Mr. Mohammed Anwar Habib	Chairman
Mr. Rohail Ajmal	
Mr. Jamil Ahmed Khan	

HUMAN RESOURCE & REMUNERATION COMMITTEE

Mr. Mohammed Anwar Habib	Chairman
Mr. Aamir Ghani	
Mr. Jamil Ahmed Khan	

AUDITORS

Rahman Sarfaraz Rahim Iqbal Rafiq,
Chartered Accountants

SHARE REGISTRAR

F. D. Registrar Services (Pvt) Ltd.
1705, 17th Floor, Saima Trade Tower-A
I. I. Chundrigar Road
Karachi-74000
Phone Nos. (+ 9221) 32271905-6

FACTORY

Sangjani, Islamabad
Phone Nos. (+ 9251) 2296065-88

BANKERS

Askari Bank Limited
United Bank Limited
National Bank of Pakistan
Allied Bank Limited
MCB Bank Limited
The Bank of Khyber

WEBSITE

www.fectogroup.com

Vision Statement

To compete in tough and competitive market, focusing on "Satisfaction" of customers, and stakeholders with challenging spirit and flexibility, striving hard to make profit, creating value for our customers and to continue as a successful Company.

Mission Statement

To manage and operate the company in a manner that allows growth and profitability without high risk for stakeholders and the company by offering quality product to our customers, while striving to improve our product to meet our customers needs.

Corporate Strategy

Our Corporate Strategy and objectives for the future are to find new and improved means of cost reduction, fuel economy and to acquire advanced manufacturing capabilities to support our product development efforts and product line expansion and stand ready to leverage our debts and be responsive to the changing economic scenario. We believe in harnessing the inherent strengths of available human resource and materials to the utmost and a commitment for building a solid foundation poised for sustainable growth for the long-term benefit of our shareholders and our employees.

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 44th Annual General Meeting ("AGM") of the Members of **FECTO CEMENT LIMITED** will be held on Monday, October 27, 2025, at 12.00 p.m. at The Southend Club situated at, 24th Street, Khayaban-e-Rahat, Phase VI, Defence Housing Authority, Karachi to transact the following business:

1) To confirm the minutes of last AGM held on Monday October 28, 2024.

2) To receive, consider and adopt the Audited Financial Statements of the Company for the year ended June 30, 2025, together with the Directors' and Auditors' Reports thereon.

   https://fectogroup.com/financials/

3) To approve the payment of final cash dividend @ 20% i.e. Rs. 2/- per share.

4) To appoint Auditors for the year ending June 30, 2026, and fix their remuneration. The Board of Directors, on the recommendation of Audit Committee, has proposed the appointment of M/s. BDO Ebrahim & Co. Chartered Accountants, as External Auditors of the Company for the financial year 2025-26.

5) To consider and if deemed fit, to pass with or without modification, the following resolution as special resolutions under Section 183(3)(a) of Companies Act, 2017:

   RESOLVED THAT the offer received from Faisal Town private limited for the purchase of the Company's Investment property, comprising land measuring 124.625 kanals situated near Islamabad International Airport, Airport Avenue Road, Laundi, Thalian, Rawalpindi, at a price of PKR 3,200,000 per kanal, aggregating to total consideration of PKR 398,800,000/-, be and is hereby accepted.

   FURTHER RESOLVED THAT Chief Executive Officer, Executive Director, Chief Financial Officer and Company Secretary of the Company be and hereby authorized to negotiate, finalize and execute all necessary documents and agreements including any amendments thereto in relation to the foregoing resolutions including agreement to sell, and other related documents and including all other matters incidental thereto, and carry out any other act or step which may be ancillary or incidental to do the above and necessary to fully achieve the object of the foregoing resolutions. Board is also authorized to sub delegate all or any of the aforesaid authorizations to one or more the members of the board or management.

   (A statement under section 134(3) of the Companies Act, 2017 pertaining to the material facts is given along with this notice)

6) To transact any other business with the permission of the Chair.

By Order of the Board

(TARIQ IQBAL)
COMPANY SECRETARY

Karachi: October 06, 2025

Notes:

1) Closure of Share Transfer Books

The Share Transfer Books of the Company will remain closed from Friday, October 17, 2025, to Monday, October 27, 2025 (both days inclusive). Transfers received in order by our Shares Registrar FD Registrar Services (Private) Limited 17th Floor Saima Trade Centre, Tower I. I. Chundrigar Road, Karachi by the close of business on Thursday, October 16, 2025, shall be treated as being in time for the purpose of attending, and voting at, the AGM.

2) Participation in Annual General Meeting (AGM), via physical presence including through proxy

A member of the Company entitled to attend and vote at this meeting may appoint another member as a proxy to attend, speak and vote instead of him/her. An instrument appointing a proxy must be received at the Registered Office of the Company not later than forty-eight hours before the time of holding the Meeting. The proxy shall produce his/her CNIC or passport to prove his/her identity. In case of proxy by corporate entity Board of Director's resolution or Power of attorney and specimen signature of the nominee proxy is to be submitted along with proxy form. CDC Account Holders will have to further follow the guidelines as laid down in Circular No. 1 dated January 26, 2000, issued by the Securities and Exchange Commission of Pakistan ("SECP"). The proxy form is annexed to this notice and is also available on the company's website.

3) Participation in AGM through electronic means:

a. SECP through its Circular No. 4 dated February 15, 2021 has directed the listed companies to ensure the participation of members in general meeting through electronic means as a regular feature in addition to holding physical meetings.

b. The members who wish to attend the meeting through video-link are hereby requested to share following information for obtaining video-link and login credentials, with the Company Secretary at email address: agm@fectogroup.com with the subject line "Registration for 44th AGM of Fecto Cement Limited" at earliest but no later than forty-eight hours before the time of holding of AGM:

Full Name	CNIC No	Folio/ CDC Account No.	No. of Shares Held	Cell No.	E-mail Address

c. Members will be registered, after necessary verification as per the above requirement and will be provided a video-link by the Company via email.

d. Only those members will be accepted at the AGM via video-link whose names match the details shared with the Company for registration.

e. In accordance with section 132(2) of the Act, if the Company receives consent from members holding in aggregate 10% or more shareholding, residing in a geographical location to participate in the meeting through video conference at least seven (7) days prior to the date of AGM, the Company will arrange video conference facility in that city subject to availability of such facility in that city. To avail this facility a request is to be submitted addressed to the Company Secretary at the following address:

Fecto Cement Limited
60-C, Khayaban-e-Shahbaz, DHA Phase VI, Karachi

4) E- voting and Postal Ballot

It is hereby notified that pursuant to the Companies (Postal Ballot) Regulations, 2018 and its amendments notified vide SRO 2192(1)/2022 dated December 5, 2022, members will be allowed to exercise their right to vote, in the AGM, in accordance with the conditions mentioned in aforesaid regulations. The Company shall provide its members with the following options for voting, in case voting is required under Companies Act, 2017 in respect of agenda item no.5 of the notice:

i. E-Voting Procedure

a. Details of the e-voting facility will be shared through an e-mail with those members of the Company who have their valid CNIC numbers, cell numbers, and e-mail addresses available in the register of members of the Company within due course. Members who intend to exercise their right of vote through E-Voting shall provide their valid cell numbers and e-mail addresses on or before October 16, 2025 at the email address mentioned in clause b of note 3 above.

b. The web address, login details, will be communicated to members via email.

c. Identity of the members intending to cast vote through e-Voting shall be authenticated through authentication for login.

d. E-voting lines will start from October 23, 2025, 9:00 a.m. and shall close on October 26, 2025 at 5:00 p.m. Members can cast their votes anytime during this period. Once the vote on the resolution is casted by a member, he/she shall not be allowed to change it subsequently.

ii. Postal Ballot

a. Members may alternatively opt for voting through postal ballot, which shall be circulated to members at least seven (7) days before the meeting and will also be uploaded on the website of the Company.

b. The members shall ensure that duly filled and signed ballot paper along with copy of Computerized National Identity Card (CNIC) should reach the Chairman of the meeting through post at Plot # 60-C, Khayaban-e-Shahbaz, Phase VI, Defence Housing Authority Karachi-75500 (Attention of the Company Secretary) at least one working day before the AGM i.e. by Friday, October 24, 2025, before 5:30 p.m. Alternatively, members may opt to send the duly completed postal ballot with all the required details via email to the email address mentioned in clause b of note 3 above, within the same timeline. The signature on the ballot paper shall match with the signature on CNIC. A postal ballot received after this time / date shall not be considered for voting.

5) Appointment of Scrutinizer

In accordance with regulation 11 of the Companies (Postal Ballot) Regulation, 2018, the Board of the Company has appointed M/s S.M. Sohail and Co, Chartered Accountants, a QCR rated audit firm, to act as scrutinizer of the Company for agenda no.5 sale of investment property in the AGM and to undertake other responsibilities as defined in regulation 11A of the said regulation.

6) Intimation for Change in Address

Members holding shares in physical form are requested to notify any change in their address to our share registrar immediately. Members holding shares in CDS system are requested to have their addresses updated with participant or CDC Investor Account Service.

7) Payment of Cash Dividend through Electronic Mode

As per provisions of Section 242 of the Companies Act, 2017 dividend payable in cash shall be paid through electronic mode directly into the bank accounts designated by the entitled shareholders. Therefore, for making compliance with the provisions of the law, all those physical shareholders who have not yet submitted their International Bank Account Number (IBAN No.) and CNIC details to the Company, are requested to provide the same on the Dividend Mandate Form available on Company's website. The shareholders of the Company in CDC are requested to provide the same to their Participants in CDC who maintain their accounts in CDC and ensure that their IBAN details are updated. In case of unavailability of IBAN and valid CNIC, the Company would be constrained to withhold dividend in accordance with the Companies (Distribution of Dividends) Regulations, 2017.

8) Deduction of Income Tax from Dividend and Exemptions from Deduction

The current prescribed rates for the deduction of withholding tax under Section 150 of the Income Tax Ordinance, 2001 from payment of dividend by the companies are as under:

For filers of income tax returns	: 15%
For non-filers of income tax returns	: 30%

The income tax is deducted from the payment of dividend according to the Active Tax-Payers List (ATL) provided on the website of Federal Board of Revenue (FBR). All those shareholders who are filers of income tax returns are therefore advised to ensure that their names are entered into ATL to enable the Company to withhold income tax from payment of cash dividend @ 15% instead of 30%.

The corporate shareholders of the Company in CDC are advised to ensure that their National Tax Numbers (NTNs) have been updated with their respective participants, whereas corporate physical shareholders must send a copy of their NTN Certificate with their Folio Numbers mentioned thereon to the Company or its Shares Registrar on the mentioned addresses.

The shareholders, who want to avail exemption u/s 150 of the Income Tax Ordinance 2001, must provide valid Tax Exemption Certificate to our Shares Registrar before commencement of book closure otherwise tax will be deducted on dividend as per applicable rates.

9) Unclaimed Dividend

As per the provision of section 244 of the Companies Act, 2017, any shares issued or dividend declared by the company which remained unclaimed/unpaid for the period of three years from the date on which it was due and payable are required to be deposited with SECP for the credit of Federal Government after issuance of notices to the Shareholders to file their claim. The details of the shares issued and dividend declared by the Company which have remained due for more than three years were sent to Shareholders.

Shareholders are requested to ensure that their claims for unclaimed dividend and shares are lodged promptly. In case no claim is lodged with the Company in the given time, the Company shall, after giving the notice in the newspaper, proceed to deposit the unclaimed/ unpaid amount and shares with the Federal Government pursuant to the provision of Section 244(2) of the Companies Act, 2017.

10) Availability of Financial Statements and Reports

The Company has circulated annual audited financial statements to its members through email at provided registered email addresses. However, printed copy of the above referred statements will be provided to the members upon their request. Request form is available on the website of the company.

Further, in accordance with section 223(6) of the Companies Act, 2017 read with SRO 389(1)/2023 dated March 21,2023 and SRO 787(1)/2014 dated September 08,2014, the above referred statements have also been uploaded on the website of the Company which can be downloaded by using following weblink and QR enabled code:

https://fectogroup.com/financials/

11) Restriction on Distribution of Gifts to Members

The SECP, vide Circular No. 2 of 2018 dated February 9, 2018, read with section 185 of Companies Act, 2017 and S.R.O. 452(I)/2025 dated March 17, 2025, has strictly prohibited companies from offering, distributing or arranging gifts, incentives, or any similar benefits to Members at or in connection with general meetings. Accordingly, no gifts or incentives shall be distributed at the AGM. Shareholders are respectfully requested to refrain from bringing, presenting or demanding any gifts during the meeting.

Special Note for Conversion of Physical shares into Book-entry Form:
In compliance with section 72 of the Companies Act, 2017 and SECP's letter no. CSD/ED/Misc.2016-639-640 dated March 26, 2021, listed companies are required to replace existing physical shares issued by them into Book-entry form. In view of the above requirement, shareholders of the Company having physical shares are requested to convert their physical shares into Book-entry form as soon as possible.

Conversion of physical shares into Book-entry form would facilitate the shareholders in many ways i.e. safe custody of shares, readily available market for instant sale and purchase of shares, eliminate risk of loss and damage, easy and safe transfer with lesser formalities as compared to physical shares, can be pledged for financing facilities, are entitled for instant credit of bonus and right shares. The shareholders of the Company may contact Share Registrar of the Company for assistance in conversion of physical shares into Book-entry form.

For any query/problem/information, members may contact the Company's Share Registrar at the following address:

F.D. Registrar Services Private Limited
17th Floor, Saima Trade Tower-A
I.I. Chundrigar Road Karachi
Phone no. 021-32271905-6
Email: fdregistrar@yahoo.com

Statement of Material Facts Under Section 134(3) of the Companies Act, 2017
Agenda item 5 – Sale of Investment Property

This Statement sets out the material facts relating to the Special Business under Agenda Item 5 of the Notice of AGM of the Company.

The Company has received an offer from M/s Faisal Town (Private) Limited for the purchase of its investment property at a price of PKR 3,200,000 per kanal, for a total consideration of PKR 398,800,000, against land measuring 124.625 kanals.

The property is located near Islamabad International Airport, Airport Avenue Road, Laundi, Thalian, and has been classified as Investment Property in the Company's Audited Financial Statements. An independent valuation of the land was carried out by M/s KGT (Private) Limited on September 01, 2025, which determined the fair market value of the property at PKR 336.50 million.

The Board of Directors, in its meeting held on September 25, 2025, resolved to place the matter before the members in the AGM for their approval as required under Section 183(3)(a) of the Companies Act, 2017.

Asset Details

Particulars	Details
Nature of Asset	Open residential land, classified as Investment Property
Total Area	124.625 kanals
Location	Near Islamabad International Airport, Airport Avenue Road, Laundi, Thalian
Cost / Book Value	PKR 102,260,000
Latest Valuation (Fair Value)	PKR 336,500,000
Date of Valuation	September 01, 2025
Valuer	M/s KGT (Private) Limited
Offer Received From	M/s Faisal Town (Private) Limited
Offer Amount	PKR 398,800,000

Utilization of Proceeds

The proceeds will be utilized for future prospective expansions and balancing, modernization, and replacement (BMR) projects. These projects are expected to enhance the Company's production capacity, improve efficiency, and increase profitability.

Benefits

The property, originally acquired for capital appreciation, is now proposed to be sold at nearly three times its book value, allowing the Company to realize significant gains. The reinvestment of these proceeds into expansion and BMR initiatives will strengthen the Company's long-term growth and shareholder value.

CHAIRMAN'S REVIEW
FOR THE YEAR ENDED JUNE 30, 2025

CHAIRMAN'S REVIEW REPORT
on the Board's Overall Performance under Section 192(4) of the Companies Act, 2017.

ECONOMIC ENVIRONMENT

During FY 2024–25, Pakistan's economy showed signs of stabilization under IMF-supported reforms, with GDP growth improving slightly to 2.7% (FY24: 2.5%). Inflation fell sharply to an average of 4.6%, enabling the State Bank of Pakistan to cut the policy rate from 20% to 11%, significantly easing financing costs. The current account turned to a surplus of USD 2.1 billion, the first in 14 years, supported by 27% higher remittances and improved exports. While macroeconomic indicators improved, construction and infrastructure activity remained subdued due to fiscal constraints and limited private sector spending, which directly impacted cement demand.

INDUSTRY PERFORMANCE

The cement industry delivered a mixed performance in FY25. Domestic dispatches declined by 3.1% to 37 million tons, while exports surged by 29.5% to 9.2 million tons, led by South Zone manufacturers. Overall industry dispatches increased modestly by 2.1% to 46.2 million tons, but capacity utilization remained around 50–60%. Softer local demand, coupled with pricing pressures, constrained domestic margins, though lower coal and energy costs supported profitability across the sector.

COMPANY PERFORMANCE

Your Company recorded total dispatches of 713,644 tons, a decline of 1.6% compared to FY24. Local sales fell by 3.1%, in line with industry trends, while exports grew sharply by 88.2%, reflecting a stronger international footprint. Despite lower volumes, profitability improved due to higher average retention prices (+3.4%) and cost optimization (-1.0% per ton). Gross profit margin strengthened to 16.5% (FY24: 13.1%), while net profit nearly doubled to PKR 609 million, resulting in an EPS of PKR 12.14 compared to PKR 7.18 last year.

BOARD'S OVERALL PERFORMANCE

The Board of Directors (the "Board") of Fecto Cement Limited (the "Company") complies with all requirements set out in the Companies Act, 2017, the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the "COCG, 2019"), and the Rule Book of the Pakistan Stock Exchange (the "Rule Book") with respect to the composition, procedures, and meetings of the Board of Directors and its Committees. In line with the COCG, 2019, the Company conducts an annual evaluation of the Board's performance to ensure its effectiveness in achieving the Company's objectives. The purpose of this evaluation is also to identify areas requiring improvement, with appropriate action plans developed to address them.

For the purpose of Board evaluation, a comprehensive set of criteria has been developed. The Board has recently completed its annual self-evaluation for the year ended June 30, 2025, and I report that the overall performance of the Board, measured on the basis of approved criteria, was satisfactory. This assessment is based on the following key components:

1. Diversity and Mix: The Board maintained a balanced composition of independent, non-executive, and executive directors, with female representation on the Board. Members contributed diverse experience and professional expertise, enabling effective deliberation on strategic and operational matters. Independent and non-executive directors actively participated in Board and Committee discussions, ensuring objectivity and independence of judgment.

2. Engagement in Strategic Planning: The Board remained actively engaged in providing strategic direction

to the Company. It reviewed and endorsed long-term goals and objectives, monitored progress on cost optimization initiatives, renewable energy projects, and operational efficiency improvements, and ensured that management's annual plans were aligned with the vision and mission of the Company.

3. Diligence: Board members diligently performed their fiduciary duties by thoroughly reviewing and approving business strategies, budgets, financial statements, and corporate policies. The Board discharged its responsibilities through timely meetings supported by comprehensive agendas and relevant documentation, enabling informed decision-making.

4. Monitoring of Business Activities: The Board remained regularly apprised of the Company's operational and financial performance through management presentations, reports from internal and external auditors, and independent assessments. This enabled the Board to provide appropriate guidance, ensure effective oversight of key business activities, and support the implementation of ERP and other internal efficiency initiatives.

5. Governance and Control Environment: The Board continued to set the tone-at-the-top by promoting transparency, accountability, and ethical conduct. It ensured compliance with applicable laws, regulations, and best practices of corporate governance, while strengthening the internal control framework and risk oversight processes to safeguard the interests of shareholders and stakeholders.

AAMIR GHANI
Chairman of the Board of Directors

Karachi: September 25, 2025

DIRECTORS' REPORT TO THE MEMBERS

DEAR MEMBERS

The Directors of your Company are pleased to present before you the Annual Report of your Company along with the Audited Financial Statements for the year ended June 30, 2025.

This report has been prepared in accordance with Section 227 of the Companies Act, 2017 and Listed Companies (Code of Corporate Governance) Regulations, 2019 ('COCG, 2019') and will be submitted to the shareholders at the Forty fourth (44th) Annual General Meeting ('AGM') of the Company to be held on October 27, 2025.

ECONOMIC OVERVIEW

During FY 2024–25, Pakistan's economy continued its journey toward stabilization, underpinned by improving macroeconomic fundamentals, disciplined fiscal management, and concerted structural reforms. GDP growth moderated to approximately 2.7%, slightly above last year's 2.5%, albeit below original targets reflecting both resilience and persistent economic challenges.

External Sector & Current Account:

Pakistan achieved its first full-year current account surplus in 14 years, totalling USD 2.1 billion, a standout reversal from the previous year's USD 2.07 billion deficit. This turnaround was driven by a 27% surge in remittances, which crossed the USD 38 billion mark, strengthened export performance especially in textiles and IT, and rigorous import management. The inflow helped build foreign exchange reserves to around USD 14.5 billion increased from USD 9.4 billion a year earlier, enhancing external buffers.

Inflation and Monetary Policy:

Inflation saw a sharp deceleration from a peak of nearly 38% in mid-2023 to nearly 25% in FY 2024 and finally to an average of 4.6% in FY 2025, with year-on-year CPI easing to just 3.5% in May 2025.

The monetary policy stance also played a crucial role in reinforcing macroeconomic stability. During the year, the State Bank of Pakistan (SBP) executed an aggressive monetary easing cycle, reducing the policy rate from 20% to just 11%, reflecting easing inflationary pressures. This monetary easing contributed to restoring investor confidence and lowering the cost of borrowing for businesses, which supported economic activity. The moderation in interest rates, along with exchange rate stability and a buildup in foreign exchange reserves, have contributed to improved macroeconomic stability.

Economic Outlook & Structural Reforms:

Under the IMF-supported program, including the Extended Fund Facility (EFF) and the Resilience and Sustainability Facility (RSF), Pakistan strengthened its policy credibility, and achieving sovereign rating upgrades. The government has committed to structural reforms focused on increasing tax revenue by broadening the tax base, energy pricing reforms, and privatization of state-owned enterprises, while also advancing climate action through dedicated initiatives.

Moreover, the Uraan Pakistan Economic Transformation Plan (2024–29) has been launched, committing substantial investments in infrastructure, energy, technology (including Quantum Valley), and social sectors, underscored by clear governance and monitoring frameworks.

Additionally, the World Bank's ten-year, US $20 billion financing package deepens development support across health, energy, and climate resilience. Yet external vulnerabilities remain, evident from renewed debt rollovers from China, indicating continued reliance on bilaterals to shore up reserves.

Implications for Fecto Cement Limited:

The macroeconomic cure lower borrowing costs, external stability, easing inflation, and reforms create a supportive environment for cost optimization and resilience. However, domestic demand, particularly in construction and infrastructure, remains soft due to high private sector costs and sluggish public infrastructure disbursement. In this context, your Company's leadership continues to prioritize strategies around operational efficiency, risk mitigation, and innovative cost controls to navigate the challenging demand backdrop and leverage emerging macroeconomic tailwinds. We remain firmly committed to creating sustainable value for our stakeholders and are confident in the strength and resilience of our business to navigate current challenges and adapt seamlessly to economic challenges.

INDUSTRY PERFORMANCE

Despite these positive macro indicators, the overall performance of the cement industry remained mixed. Domestic cement dispatches for the FY 2024-25 declined by 3.05%, decreasing to 37.021 million tons from 38.185 million tons last year, reflecting a broad slowdown across both the North and South Zones.

Weakness in domestic demand was underpinned by persistent headwinds. The private housing sector remained constrained by elevated construction costs, limited credit availability, and a slower revival of real estate investment. On the public sector side, restrained fiscal space and slower disbursements under development programs curtailed infrastructure-related demand. Together, these factors kept local consumption subdued despite broader improvements in economic indicators.

Conversely, export volumes recorded significant growth of 29.54%, increasing to 9.210 million tons from 7.110 million tons during last year. South-based manufacturers capitalized effectively on international demand, with export dispatches comprising 54.45% of total dispatches of the South Zone, as compared to 5.20% of the total dispatches of the North Zone, while last year these percentages were 45.98% and 4.42% respectively, evidencing the increase in export-based approach in the market.

Capacity utilization across the sector remained well below optimal levels, averaging between 50% and 60%, reflecting persistent excess capacity particularly in the North. On the cost side, reduced coal prices and enhanced energy efficiencies supported industry margins, partially offsetting the impact of softening local retention prices. Total industry dispatches during the year stood at 46.231 million tons as compared to 45.295 million tons reflecting a 2.07% year-on-year increase, primarily due to strong export growth.

In the North Zone, total dispatches for the year were 32.410 million tons as compared to 33.002 million tons, showing a marginal decrease of 1.79% compared to last year. Domestic sales in the North decreased by 2.60% to 30.726 million tons from 31.545 million tons, while exports increased significantly by 15.55% to 1.684 million tons from 1.457 million tons.

The South Zone registered robust growth, with total dispatches rising by 12.43% increasing to 13.821 million tons from 12.293 million tons as compare to last year. This was driven by a 33.15% increase in export dispatches to 7.526 million tons from 5.652 million tons, while domestic sales declined by 5.20% to 6.295 million tons from 6.641 million tons.

PRODUCTION AND SALES VOLUME PERFORMANCE OF THE COMPANY

Production and sales volume performance of your Company for the year ended June 30, 2025 as compared to last year is presented below:

Particulars	FY 2025	FY 2024	Growth / (Decline) %
Clinker Production (Tons)	**612,026**	651,048	(5.99%)
Cement Production (Tons)	**713,739**	724,209	(1.45%)
Local Dispatches (Tons)	**690,987**	713,014	(3.09%)
Export Dispatches (Tons)	**22,657**	12,040	88.18%
Total Dispatches (Tons)	**713,644**	725,054	(1.57%)
Capacity Utilization	**71.37%**	72.42%	(1.45%)
Market share	**1.54%**	1.60%	(3.57%)
Market share from North region	**2.20%**	2.20%	0.22%

During FY 2025, the Company's operational performance reflected a mixed trend in production and dispatches. Cement production stood at 713,739 tons, marginally lower by 1.45% compared to 724,209 tons in FY 2024. Clinker production declined by 5.99%, reaching 612,026 tons against 651,048 tons in the preceding year. On the sales front, total cement dispatches were recorded at 713,644 tons, a decline of 1.57% from 725,054 tons last year. Local dispatches decreased by 3.09% to 690,987 tons (FY 2024: 713,014 tons), reflecting subdued demand conditions in the domestic market. Conversely, export dispatches posted a remarkable growth of 88.18%, increasing to 22,657 tons from 12,040 tons in FY 2024.

As a result, the Company's overall capacity utilization decreased to 71.37% compared to 72.42% in the prior year. Correspondingly, the Company's market share declined to 1.54% from 1.60%, whereas market share in the North region remained stable at 2.20%.

Despite the decline in volumes, the Company achieved an improvement in profitability metrics. The average retention price increased to PKR 15,550 per ton from PKR 15,045 per ton, reflecting improved pricing power particularly in domestic market. At the same time, the average cost per ton reduced to PKR 12,981 from PKR 13,073, driven by process efficiencies and cost optimization initiatives. This combination of higher retention and lower cost positively contributed to gross margins and partially offset the impact of lower sales volumes on the bottom line.

FINANCIAL PERFORMANCE OF THE COMPANY

The Financial performance of your Company for the year ended June 30, 2025 as compared to last year is presented below:

Particulars	FY 2025	FY 2024	Growth / (Decline) %
Local Sales	**10,849,405**	10,767,088	0.76%
Export Sales	**247,519**	141,030	75.51%
Total Sales	**11,096,924**	10,908,118	1.73%
Cost of sales	**9,263,606**	9,478,553	(2.27%)
Gross Profit	**1,833,318**	1,429,565	28.24%
Gross Profit as % of Sales	**16.52%**	13.11%	26.06%
Operating Profit/ EBIT	**1,332,640**	1,107,120	20.37%
Net Profit	**608,692**	359,967	69.10%
Earnings per Share (EPS)	**12.14**	7.18	69.10%

Sales Revenue:

During the year, your Company achieved a 1.73% increase in overall sales revenue compared to last year. Local sales revenue increase slightly by 0.76% whereas export sales revenue experienced major growth, surging by 75.51%. As stated earlier, this significant growth in exports was driven by improved international demand. The increase in sales revenue during the year was primarily driven by 3.36% increase in average retention rate to PKR 15,550 per ton from PKR 15,045 per ton as compare to last year, this translate to positive price variance of PKR 360.469 million. This offsets the negative quantity variance of PKR 171.663 million due to decrease in dispatch volumes during the year.

The contribution of export volumes to total dispatches increased to 3.17% during the year, up from 1.66% in the previous year. While the overall share of exports in sales volume improved, the average retention rate on export sales declined sharply by 6.73%, falling to PKR 10,925 per ton from PKR 11,713 per ton. This decline reflects continued pressure on international market prices, particularly in the Company's export destination of Afghanistan.

Cost of Sales:

The Company's cost of sales decreased by 2.27% during the year, primarily due to lower dispatch volumes, which resulted in a positive quantity variance of PKR 149.165 million. On a per ton basis, the cost of cement sold declined by PKR 92 per ton, generating a positive price variance of PKR 65.782 million. This improvement was largely attributable to enhanced efficiency in fuel and power consumption, with related expenses reducing by 14.57%, to PKR 5.938 million from PKR 6.951 million last year.

The impact of cost optimization measures is further reflected in the decline of fuel and power expenses as a proportion of total cost of sales, which fell to 64.10% from 73.34% in the prior year. A key contributor to this efficiency was improved coal utilization, with coal cost per ton of clinker produced decreasing to PKR 6,420 from PKR 7,278 last year.

As a result of these factors, the Company achieved a 28.24% increase in gross profit, with the gross profit margin improving significantly to 16.52% from 13.11% in the previous year.

Net Profit Analysis:

The Company's net profit increased significantly by 69.10%, rising by PKR 248.725 million to PKR 608.692 million from PKR 359.967 million last year. Consequently, the net profit margin improved sharply to 5.49% from 3.30% last year. This growth was primarily driven by:

- Improved gross profit margin as stated above.
- Reduction in finance cost by 37.65%, following a more than 20% decrease in debt liabilities.

However, these positive factors were partially offset by higher administrative and distribution expenses as well as increased levies and taxation and share of loss on associate, with a combined adverse impact of PKR 279.334 million. Administrative and distribution expenses rose by 26.17% to PKR 572.165 million from PKR 453.473 million, primarily due to a 35.44% increase in salaries and wages, which amounted to PKR 375.750 million from PKR 277.431 million last year.

Similarly, levies and taxation increased by 17.15% to PKR 551.759 million from PKR 470.979 million. This was attributable to a 40.01% increase in current tax, rising to PKR 291.806 million from PKR 208.425 million, coupled with a significant increase in provisions for WWF and WPPF, which rose by 82.95% to PKR 72.379 million from PKR

39.563 million on account of higher profitability.

Earnings per share (EPS):

The Earnings per Share (EPS) of the Company for the year ended June 30, 2025, stood at PKR 12.14, reflecting a substantial improvement compared to PKR 7.18 reported in the previous year.

Financial Management:

Your Company's balance sheet as on June 30, 2025, reflects a strong financial position, with total assets amounting to PKR 7.967 billion from PKR 7.873 billion. The Company maintained a healthy liquidity profile, with a current ratio of 1.77 (2024: 1.43) and a quick ratio of 0.39 (2024: 0.30), underscoring its ability to meet short-term obligations in a timely manner.

Cash flow Management:

Your Company continues to follow an efficient cash flow management framework that regularly projects and monitors cash inflows and outflows. Our approach is to maintain adequate liquidity to support capital expenditures, strategic investments, modernization initiatives, working capital requirements, and contingencies, in line with the evolving business environment and macroeconomic outlook.

During the year under review, major cash allocations included:

- Capital expenditure of approximately PKR 322.173 million,
- Income tax payments of PKR 248.980 million, and
- Repayment of long-term debt and finance cost amounting to PKR 447.361 million.

Capital Structure and reserves:

While the Company remains primarily equity-financed, it continues to prudently utilize financing schemes obtained in prior years to support long-term requirements. A key strength of the Company is its ability to generate strong internal liquidity, which enables management to fund growth initiatives, pursue cost-efficiency measures, and reinforce the confidence of stakeholders.

As a result of improved profitability and effective financial management, the Company's reserves increased by 17.63%, reaching PKR 4.048 billion as of June 30, 2025 from PKR 3.441 billion last year. This growth reflects the successful execution of cost optimization strategies and sustainable value creation for shareholders.

Credit Rating:

Your Company continues to maintain its "investment grade" credit rating assigned by The Pakistan Credit Rating Agency Limited (PACRA). As per the latest review dated February 21, 2025, PACRA reaffirmed Fecto Cement Limited's ratings at:

- Long-Term Rating: A-
- Short-Term Rating: A2
- Outlook: Stable

These ratings reflect the Company's sustained operational performance, efficient utilization of its manufacturing facility, improved margins, and stable cash flows. The reaffirmation also considers the Company's moderately leveraged capital structure, captive energy sources, and its focus on cost optimization and plant efficiency. PACRA has removed the rating watch placed in earlier years, citing improved operational performance and enhanced profitability during FY2025. The assigned ratings recognize the Company's resilience in a challenging macroeconomic and industry environment, where overall cement demand has remained under pressure.

ENVIRONMENTAL, SOCIAL, GOVERNANCE (ESG), SUSTAINABILITY, DIVERSITY AND CORPORATE RESPONSIBILITY

Your Company remains fully committed to embedding sustainability, environmental stewardship, social responsibility, and strong governance practices into its long-term strategy and day-to-day operations. Guided by the principles of the COCG, 2019, and in line with emerging global best practices, the Board of Directors provides oversight of sustainability-related risks and opportunities, including environmental performance, social impact, and diversity, equity & inclusion (DE&I).

During the year, the Company continued to strengthen its sustainability framework through targeted initiatives in renewable energy, environmental protection, health and safety, and corporate social responsibility. At the same time, conscious efforts have been made to foster inclusivity and diversity within the workforce and leadership.

These initiatives are not only aimed at ensuring compliance with applicable regulations but also at creating long-term stakeholder value, enhancing resilience against climate and operational risks, and promoting equitable growth. The Company remains committed to setting measurable targets for DE&I and sustainability, and to gradually align its disclosures with recognized international standards.

Renewable Energy Initiatives of Fecto Cement:

The Company remains deeply committed to energy conservation and integration of sustainable green energy solutions.

At present, approximately 43% of the Company's power requirement for self-consumption is met through renewable energy sources, comprising a 5 MW solar portfolio, a 6 MW of Waste Heat Recovery (WHR) system installed at our plant.

These strategic investments not only reinforce our commitment to carbon neutrality but also translate into meaningful cost efficiencies and long-term operational resilience.

Contribution to National Exchequer:

During the year under review, your Company contributed approximately PKR 5,920 million to the national exchequer in the form of sales tax, federal excise duty, and income tax.

In addition, the Company generated valuable foreign exchange inflows of around USD 0.88 million through cement exports.

Furthermore, in its capacity as a withholding agent, the Company facilitated the collection and deposit of income tax and sales tax on behalf of the revenue authorities from its vendors and employees, thereby supporting both national and provincial fiscal revenues.

Environmental Compliance and Sustainability Initiatives:

Your Company remains fully committed to environmental stewardship, regulatory compliance, and sustainable operations. Regular environmental testing is conducted to ensure that Fecto Cement's plant consistently operates within the permissible limits set by the National Environmental Quality (NEQ) Standards.

Our plant is equipped with state-of-the-art technology and emission control systems, ensuring efficient dust collection and reduction of particulate matter emissions in line with both national and international benchmarks of quality control. Preventive maintenance programs further enhance compliance and minimize environmental impact.

In addition, the Company has undertaken extensive tree plantation and green belt development within and around its plant facilities. These initiatives not only reinforce our commitment to eco-friendly practices but also contribute to a healthier ecosystem and safer community for future generations.

Through these efforts, Fecto Cement continues to align its operations with global best practices, reflecting our focus on sustainability, responsibility, and innovation in the cement industry.

Health and Safety:

Your Company places the highest priority on Health and Safety as an integral part of its operations. We remain committed to providing a safe and secure workplace for our employees, contractors, and stakeholders, while ensuring that our business activities are conducted in full compliance with environmental regulations and best practices.

To promote a strong health and safety culture, the Company regularly conducts job safety analyses, risk assessments, and hazard identification exercises for all critical and non-routine tasks. These measures are supported by regular health and safety talks, training sessions, and awareness programs aimed at cultivating a culture where health, safety, and environmental responsibility are regarded as a collective duty of all employees.

During the year under review, your Company maintained a strong safety track record with no major injuries or accidents reported, reflecting the effectiveness of our health and safety monitoring, periodic audits, and preventive safety initiatives. This achievement demonstrates our commitment to maintaining a Zero Loss Workday Injury environment and ensuring the well-being of our workforce.

Through these integrated efforts, Fecto Cement continues to strengthen its health and safety framework, ensuring that safety, sustainability, and compliance remain at the forefront of our business priorities.

Corporate Social Responsibility:

As a responsible corporate citizen, your Company remains committed to contributing positively to the welfare of its employees, neighbouring communities, and society at large. During the year, a number of initiatives were undertaken to support education, community development, and social welfare, including:

- Education: Construction, renovation, provision of water supply, and ongoing maintenance of girls' and a boys' school in a nearby village to promote access to quality education.
- Community Infrastructure: Participation with the local administration in the cleaning of Khanpur Dam canal, by providing cement and manpower support.
- Clean Water Supply: Provision of safe drinking water to nearby villages through the construction of a reservoir, installation of an electric pump, and laying of a dedicated pipeline network.
- Manpower support: Providing livelihood to the people of nearby village by giving employment and training at the factory premises.
- Donation: Donating 74 kanals of land, purchased at PKR 1,500,000/- for the construction of a link road connecting nearby village with G.T road.

- Renovation: Renovating and supplying essentials to the nearby masjid in the nearby village.
- Green belt innovation: Planting approximately 50,000 saplings in the Margalla hills.
- Health and Welfare Support: Donation of Rs. 7.6 million during the year towards health, social welfare, and education initiatives.

Through these efforts, Fecto Cement continues to demonstrate its commitment to improving the quality of life of communities around its operations and contributing to sustainable social development in Pakistan.

Sustainability Risks & Mitigation:

The Company recognizes that sustainability-related risks, particularly those linked to climate change, energy availability, and regulatory requirements, can significantly impact long-term operations and competitiveness. Key risks include rising energy costs, carbon emission regulations, environmental compliance obligations, and the potential impact of climate variability on raw material supply chains.

To mitigate these risks, Fecto Cement has invested in renewable energy solutions, including solar and waste heat recovery systems, which currently meet a significant portion of the Company's power requirements. Continuous monitoring of emissions, adoption of energy-efficient technologies, and preventive maintenance practices further ensure compliance with environmental standards and reduction of the Company's carbon footprint.

The Board of Directors regularly reviews these risks as part of its governance responsibilities and remains committed to integrating sustainability considerations into the Company's long-term strategy. Going forward, the Company aims to establish formal sustainability targets covering renewable energy share, energy efficiency, and carbon intensity reduction, with progress to be periodically monitored and disclosed in line with emerging regulatory and global best practices.

Diversity, Equity & Inclusion (DE&I):

The Board strongly believes that diversity, equity, and inclusion are essential for fostering innovation, strengthening governance, and enhancing organizational performance. The board currently overseas sustainability and DE&I matters directly through its collective oversight, after receiving regular updates from the management. While a formal DE&I policy and structure is under development, the Company has already taken practical steps to promote inclusivity, including:

- Hiring employees from diverse professional, educational, and regional backgrounds, ensuring a balanced mix of skills and experiences within the workforce.
- Maintaining female representation on the Board of Directors, in compliance with applicable laws.
- Encouraging a culture of merit-based opportunities, where promotions, responsibilities, and leadership roles are assigned on the basis of performance and capabilities rather than gender or background.

Going forward, the Board is working towards developing a formal DE&I framework that will include clear targets for gender representation, workforce diversity, and inclusivity initiatives, together with periodic monitoring and disclosure of progress.

DIGITAL TRANSFORMATION AND ERP IMPLEMENTATION

Recognizing the critical role of technology in driving business growth, efficiency, and informed decision-making, your Company has successfully completed the implementation of a modern Enterprise Resource Planning (ERP) system. This achievement marks a significant milestone, as the financial statements for the year ended June 30, 2025, have been prepared for the first time using the new ERP platform.

The transition from the legacy information system to the ERP system was made possible through the dedication and hard work of our teams, ensuring seamless integration across all business functions. The new system provides enhanced data accuracy, process efficiency, real-time reporting, and stronger internal controls, thereby strengthening the Company's overall governance and operational effectiveness.

In addition, the Company has also upgraded its connectivity infrastructure between various sites to support improved collaboration and faster access to business-critical information.

The successful ERP implementation represents a major step forward in the Company's digital transformation journey and will continue to play a vital role in enabling strategic decision-making and sustainable growth.

CODE OF CORPORATE GOVERNANCE

The Directors of your Company are aware of their responsibilities under COCG, 2019 and the Rule book of Pakistan Stock Exchange. Your Company has taken all necessary steps to ensure good corporate governance and full compliance with the Code and we confirm the following:

1. The financial statements, prepared by the management of the Company, present fairly its state of affairs, the result of its operations, cash flows and changes in equity;
2. Proper books of account of the Company have been maintained in accordance with requirements of law;
3. Chief Executive Officer and Chief Financial Officer duly endorsed the financial statements before the approval of the Board;
4. Appropriate accounting policies have been consistently applied in preparation of the financial statements and accounting estimates are based on reasonable and prudent judgment;
5. International Financial Reporting Standards, as applicable in Pakistan, have been followed in preparation of the financial statements and any departure therefrom has been adequately disclosed and explained;
6. The system of internal control is sound in design and has been effectively implemented and monitored;
7. There are no significant doubts about the company's ability to continue as a going concern;
8 Statement of the pattern of shareholding has been included as part of this Annual Report with shares held by associated undertakings and related persons disclosed separately;
9. There is no outstanding statutory payment due on account of taxes, levies and charges except normal and routine nature and as disclosed in attached financial statements.

*Key operating and financial highlights for six years is annexed to this annual report.

Composition of the Board:

The diverse mix of gender, knowledge, expertise and skill sets of the members enhances the effectiveness of our Board. Our Board composition represents the interests of all categories of shareholders and it consists of:

Total number of Directors		
a)	Male	6
b)	Female	1

Composition			Names of Directors
a)	Independent Directors	2	Mr. Aamir Ghani Mr. Mohammed Anwar Habib
b)	Non-executive Director	3	Mr. Rohail Ajmal Mr. Jamil Ahmed Khan Ms. Lubna Yasin Fecto (Female)
c)	Executive Director	2	Mr. Mohammed Yasin Fecto Mr. Juwad Saboor

Meetings of the Board:

During the year, four (4) meetings of the Board of Directors were held in compliance with the requirements of the Companies Act, 2017 and the COCG, 2019. The attendance of each Director is presented below:

S. No.	Name of Directors		No. of meetings attended
1	Mr. Aamir Ghani (Chairman)	Independent Director	1
2	Mr. Mohammed Yasin Fecto (CEO)	Executive Director	4
3	Mr. Rohail Ajmal	Non-Executive Director	4
4	Mr. Mohammed Anwar Habib	Independent Director	4
5	Mr. Jamil Ahmed Khan	Non-Executive Director	3
6	Mr. Juwad Saboor	Executive Director	2
7	Ms. Lubna Yasin Fecto	Non-Executive Director	2

The leave of absence was granted to the Directors who could not attend the meetings due to their preoccupation or health reasons.

Mr. Juwad Saboor and Ms. Lubna Yasin Fecto were appointed as Directors on October 28, 2024, while Mr. Khalid Yacoob and Ms. Saira Ibrahim Bawani retired from the Board on October 31, 2024.

Committees of the Board:

Alternatively, members may opt to send the duly completed postal ballot with all the required details via email to the email address mentioned in clause b of note 3 above, within the same timeline.

1) Audit Committee:
The Board of Directors of your Company has constituted an Audit Committee in compliance with the requirements of Regulation 27 of the COCG, 2019. The Terms of Reference of the Committee have been duly approved and communicated to its members by the Board.

During the year, four (4) meetings of the Audit Committee were held. The attendance of the members is given below:

S. No.	Name of Directors		No. of meetings attended
1	Mr. Mohammed Anwar Habib (Chairman)	Independent Director	4
2	Mr. Rohail Ajmal	Non-Executive Director	4
3	Mr. Jamil Ahmed Khan	Non-Executive Director	3

2) Human Resource and Remuneration Committee:

In compliance with the requirements of Regulation 28 of the COCG, 2019, the Board of Directors has constituted a Human Resource & Remuneration Committee. The Terms of Reference of the Committee were duly approved and communicated to the members by the Board.

During the year, one (1) meeting of the Committee was held, which was attended by all members except Mr. Aamir Ghani.

Evaluation criteria for the Board:

In compliance with the requirements of the COCG, 2019 the Company has developed a comprehensive framework to evaluate the performance of the Board of Directors. The evaluation criteria cover areas such as:

- Ability to provide effective guidance on the Company's vision, long-term strategy, and key operational priorities.
- Commitment to maintaining the highest standards of corporate governance, transparency, and regulatory compliance.
- Oversight of financial reporting, audit processes, risk management, and safeguarding the Company's assets.
- Active participation in Board and Committee meetings, constructive debate, and timely decision-making in the best interest of stakeholders.
- Ability to identify and evaluate major risks affecting the business, including market, operational, financial, and reputational exposures.
- Oversight of succession plans for key management positions and contribution to developing leadership talent.
- Safeguarding shareholder interests and balancing the expectations of employees, customers, regulators, and the broader community.
- Contribution towards improving policies and practices relating to health, safety, environment, energy efficiency, and social responsibility.
- Upholding ethical standards, integrity, independence of judgment, and accountability in discharging fiduciary duties

Performance evaluation of the Board:

The Board of Directors carried out its annual self-evaluation for the year under review. The results of the evaluation indicated that the Board has been effective in fulfilling its responsibilities by providing strategic direction, ensuring regulatory compliance, and safeguarding the interest of all stakeholders. The Directors demonstrated active participation in Board deliberations and contributed constructively in setting the Company's vision, approving strategic initiatives, and monitoring financial and operational performance. The Board remains committed to further strengthening its governance processes and enhancing its effectiveness through continuous learning, periodic reviews, and adoption of global best practices.

CEO Performance Review:

The Board of Directors maintains a robust and structured process for evaluating the CEO's performance, anchored in a comprehensive framework of financial, operational and strategic KPIs established at the beginning of the year. For the year under review, the Board has thoroughly assessed the CEO's leadership and execution against these benchmarks and expresses its strong appreciation for his continued commitment, resilience, and results driven approach. The board remains fully confident in his ability to steer your Company effectively in a challenging business environment. In addition to overseeing overall performance, the CEO is instrumental in implementing the Board's corporate strategy, setting clear objectives for the senior management team, and ensuring their alignment with the Company's long-term vision. Regular performance updates are provided to the Board, ensuring accountability and strategic cohesion across the organization.

Directors' Remuneration:

The Board of Directors has approved a Remuneration Policy for Directors and Members of Senior Management, the key features of which are as follows:

Non-executive Directors are not paid any remuneration other than a meeting fee for attending meetings of the Board and its Committees. In line with this policy, Directors are entitled to a fee of PKR 15,000 for each meeting of the Board or its sub-committees attended.

- The level of meeting fees is determined and approved by the Board of Directors, ensuring fairness, transparency, and alignment with market practices.
- Directors are entitled to reimbursement of reasonable expenses incurred in connection with attending meetings of the Board, its Committees, and/or General Meetings of the Company. Such expenses may include travel, boarding, lodging, and other incidental costs.
- The remuneration of the Chief Executive Officer (CEO) is reviewed and approved by the Board of Directors in their meetings, in line with applicable laws, regulations, and the Company's governance framework.
- The details of remuneration paid to the Chief Executive Officer and Non-Executive Directors during the year are disclosed in Note 41 to the financial statements.

This policy ensures that Directors and the CEO are compensated fairly for the time and effort required in discharging their fiduciary responsibilities, while remaining fully compliant with the provisions of the Companies Act, 2017 and the COCG, 2019.

Vision, Mission, and overall corporate strategy approval by the Board:

The Board of Directors has carefully reviewed and approved the vision, mission, and overall corporate strategy of your Company, which reflect the founding ideology of Fecto Cement Limited. These guiding principles set the direction of our long-term strategy and shape the future journey of the Company. The vision and mission are deeply embedded across all levels of the organization, ensuring that every function and decision is aligned with our purpose. They serve as the cornerstone for our day-to-day operations and as the key criterion for strategic decision-making, driving sustainable growth and value creation for all stakeholders.

Training of the Board:

Your Company takes a keen interest in the professional development of its Board members and regularly updates its Board members with any changes in corporate laws or Code of corporate governance. It ensures that all the Directors of the Board comply with the requirements of Directors Training Certification.

Qualification of CFO and Head of Internal Audit:

The Chief Financial Officer and Head of Internal Audit possess the requisite qualifications and experience as prescribed in the COCG, 2019.

Related Party Transactions:

All related party transactions carried out during the year were conducted at arm's length terms, ensuring fairness and transparency in line with the provisions of the Companies Act, 2017 and the COCG, 2019.

These transactions were reviewed by the Audit Committee and subsequently duly approved by the Board of Directors, in accordance with the Company's internal policies and applicable regulatory requirements.

The detailed disclosure of related party transactions, along with their respective balances, is provided in Note 42 to the financial statements.

RISK MANAGEMENT AND INTERNAL CONTROL FRAMEWORK

Effective risk management and a sound internal control framework are integral to Fecto Cement Limited's governance structure and are essential for achieving sustainable business growth. The Board of Directors has the overall responsibility of overseeing the Company's risk management and internal control processes, while Senior Management is responsible for implementation, monitoring, and continuous assessment of controls to safeguard assets, ensure business continuity, and protect stakeholder interests.

The Company follows a structured approach to risk identification and mitigation, supported by a system of internal financial controls designed to ensure effective operations, compliance with applicable laws and regulations, safeguarding of assets, and reliable financial reporting. The independent Internal Audit function regularly evaluates the adequacy and effectiveness of internal controls, while the Audit Committee reviews their implementation and reports its findings to the Board on a quarterly basis.

Key risk areas relevant to the Company include:

- **Strategic Risks**
  - Economic volatility, high inflation, and exchange rate fluctuations.
  - Rising cost of key inputs such as coal, power, and other fuels.
  - Intense competition and cyclical nature of the cement industry.
  - Policy and regulatory changes impacting demand, pricing, or taxation.
  - Climate change and environmental regulations influencing industry dynamics.

- **Operational Risks**
  - Disruptions in production or supply chain due to raw material availability.
  - Reliance on energy cost stability and uninterrupted power supply.
  - Plant maintenance and asset reliability risks.
  - Cybersecurity, ERP system continuity, and information security.
  - Occupational health, safety, and environmental compliance.
  - Talent retention and succession planning for critical roles.

- **Financial Risks**
  - Foreign exchange and interest rate volatility.
  - Liquidity and working capital management challenges.
  - Credit risk relating to receivables and counterparties.
  - Dependence on domestic demand and fluctuations in export markets.
  - Compliance and Legal Risks
  - Adherence to laws, regulations, and corporate governance standards.
  - Litigation, contractual disputes, and potential reputational risks.
  - Regulatory compliance related to taxation, environment, and labour laws.

STATEMENT OF UNRESERVED COMPLIANCE WITH IFRS ISSUED BY IASB

The Board of Directors of your Company has reviewed the Financial Reporting process. The Financial statements has been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The approved accounting standards consist of International Financial Reporting Standards (IFRSs) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 and the provisions of and directives issued under the Act.

PATTERN OF SHAREHOLDING

The pattern of shareholding of the Company in accordance with Section 227 (2) (f) of the Companies Act, 2017 and rule 5.19.11 of the PSX Rule Book as at June 30, 2025, is annexed to this report.

AUDITORS

The financial statements of the Company for the year ended June 30, 2025, were audited by M/s. Rahman Sarfaraz Rahim Iqbal Rafiq, Chartered Accountants. The term of their appointment will conclude at the forthcoming AGM. In line with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019, and best practices of corporate governance, the Board of Directors, on the recommendation of the Audit Committee, has resolved to propose the appointment of BDO Ebrahim & Co. chartered Accountants, as the external auditors of the Company for the financial year ending June 30, 2026, at a remuneration to be mutually agreed, subject to the approval of the shareholders at the Annual General Meeting scheduled to be held on October 27, 2025. The proposed change is intended to align with best corporate governance practices by rotation of audit firm at regular intervals, thereby strengthening auditor independence and introducing a fresh perspective after nearly a decade-long association with the retiring auditors. The Board places on record its appreciation for the professional services rendered by M/s. Rahman Sarfaraz Rahim Iqbal Rafiq, Chartered Accountants during their tenure.

SUBSEQUENT EVENTS

No material changes or commitments affecting the financial position of the Company have occurred between the end of the financial year of the Company and the date of this report.

DIVIDEND AND APPROPRIATION

Your Company remains committed to creating long-term value for its shareholders through prudent financial management and a focus on sustainable growth. Over the years, careful deployment of resources, emphasis on cost efficiencies, and strategic investments have enabled the Company to strengthen its financial position and enhance returns to its stakeholders.

In line with this commitment, and keeping in view the current financial performance and future investment priorities, the Board of Directors has recommended a final cash dividend of 20% (i.e. PKR 2/- per share) for the year ended June 30, 2025, subject to the approval of shareholders at the forthcoming AGM scheduled to be held on October 27, 2025.

FUTURE OUTLOOK

As we move into FY 2025–26, Pakistan's macroeconomic environment reflects cautious optimism, underpinned by easing inflation, stable exchange rates, and an improved external account position. The current account has turned to surplus, foreign exchange reserves continue to strengthen, and inflation has moderated to low single digits, creating room for further monetary easing by the State Bank of Pakistan. These developments, coupled with the government's reform agenda under the IMF Extended Fund Facility, are expected to provide greater macroeconomic stability, reduce borrowing costs, and stimulate private sector activity. However, challenges persist in the form of a low tax-to-GDP ratio, fiscal constraints, political volatility, and uncertainties in the global geopolitical and trade environment, all of which may affect demand and business sentiment going forward.

For the cement industry, the outlook remains positive, with early signs of recovery in both domestic and export markets. Domestic cement dispatches in July 2025 rose by over 18% compared to same period last year, reflecting a gradual revival in private construction and public infrastructure spending, while exports surged by nearly 84% on the back of improved international demand. Industry forecasts indicates that momentum may continue in the coming months, supported by declining interest rates, easing input cost pressures, and renewed government focus on housing and infrastructure projects. Nevertheless, persistent energy price volatility, excess capacity, and competitive pricing pressures will remain key challenges for cement manufacturers.

In this evolving landscape, Fecto Cement Limited remains strategically positioned to leverage opportunities and mitigate risks. The Company continues to focus on operational efficiencies, cost optimization, and disciplined financial management to protect margins in a competitive environment. Energy management, including efficient coal usage and alternate energy initiatives, will remain a priority to counter rising fuel costs. Export markets, particularly Afghanistan and regional demand centres, will continue to be developed as a strategic avenue to improve plant utilization and enhance revenue diversification. With a strong emphasis on product quality, customer service, and prudent financial stewardship, the Company is confident in its ability to sustain profitability, deliver value to stakeholders, and contribute positively to Pakistan's industrial growth.

ACKNOWLEDGMENT

The Board of Directors would like to place on record its sincere appreciation for the continued support and trust of all stakeholders. We extend our gratitude to our employees for their dedication and hard work, our customers and suppliers for their loyalty, our shareholders for their confidence, our financial institutions for their trust, and the regulators for their valuable guidance and support.

The confidence and goodwill of all stakeholders have played a pivotal role in enabling Fecto Cement Limited to sustain, grow, and deliver value over the years.

We pray to Almighty Allah for the continued success of the Company and the prosperity of all our stakeholders and the country at large.

On behalf of the Board

MOHAMMED YASIN FECTO	**ROHAIL AJMAL**
CHIEF EXECUTIVE	DIRECTOR

Karachi: September 25, 2025

KEY OPERATING AND FINANCIAL HIGHLIGHTS
For Six Years from Year 2020 to Year 2025

	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
	Quantity in Ton					
Clinker:						
- Production	612,026	651,048	632,116	618,559	734,323	599,016
- Capacity Utilization	68%	72%	70%	69%	89%	72%
Cement:						
- Production	713,739	724,209	646,530	712,757	729,167	640,576
- Sales	713,644	725,054	641,956	712,644	731,069	641,450

	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
	Rupees in '000'					
Financial Position						
Assets Employed				As reported in respective year		
Property, plant and equipment	**3,140,182**	2,934,475	2,708,837	3,067,900	2,270,083	1,792,313
Intangibles	**12,691**	-	-	-	-	-
Right of use assets	**25,260**	46,248	76,812	108,442	106,020	51,730
Investment Property	**102,260**	102,260	102,260	-	-	-
Long term investments	**199,862**	362,834	345,732	330,850	318,009	284,350
Long term deposits	**10,901**	10,101	10,101	10,273	5,321	6,294
Long term loans and advances	**2,965**	12,391	8,466	8,776	6,722	10,757
Deferred tax asset	**-**	-	157,257	-	29,821	-
Current Assets	**4,472,800**	4,404,899	3,904,906	3,424,013	3,297,031	2,688,362
Total Assets	**7,966,921**	7,873,208	7,314,371	6,950,254	6,033,007	4,833,806
Financed By				As reported in respective year		
Shareholders' Equity	**4,549,417**	3,942,816	3,584,647	3,750,774	3,467,062	3,508,011
Long-term liabilities						
Long term financing	**562,558**	678,308	860,641	1,017,637	520,529	87,217
Lease liabilities	**139**	12,285	48,398	67,173	61,605	24,809
Deferred Grant Income	**69,630**	102,067	140,528	184,544	69,343	10,476
Deferred Liabilities	**253,308**	65,734	-	33,874	-	33,430
Current Liabilities	**2,531,869**	3,071,998	2,680,157	1,896,252	1,914,468	1,169,863
Total Equity and Liabilities	**7,966,921**	7,873,208	7,314,371	6,950,254	6,033,007	4,833,806
Turnover & Profit						
Sales			As reported in respective year			
Sales - Gross	**16,768,272**	14,863,390	11,549,441	9,243,510	7,059,214	5,437,681
Less : Excise duty	**(2,763,268)**	(1,425,537)	(1,040,271)	(1,029,161)	(1,014,506)	(1,142,212)
Sales tax	**(2,908,080)**	(2,529,735)	(1,826,987)	(1,439,782)	(1,083,333)	(831,565)
Sales - Net	**11,096,924**	10,908,118	8,682,183	6,774,567	4,961,375	3,463,904
Profitability			As reported in respective year			
Gross Profit / (Loss)	**1,833,318**	1,429,565	312,420	873,621	287,499	(715,437)
EBITDA	**1,470,752**	1,234,842	421,572	786,507	150,898	(893,286)
EBIT	**1,332,641**	1,107,120	130,274	584,095	12,434	(1,005,673)
Profit / (Loss) before levies and tax	**1,160,451**	830,946	(172,929)	428,860	(63,381)	(1,034,246)
Provision for levies and taxation	**(551,759)**	(470,979)	39,684	(142,157)	(3,906)	264,175
Profit / (Loss) after tax	**608,692**	359,967	(133,245)	286,703	(67,287)	(770,071)
Cash Flow			As reported in respective year			
Net Cash from/(used in) Operating Activities	**905,103**	1,050,418	(194,635)	835,314	(259,341)	(735,513)
Net Cash (used in)/from Investing Activities	**(171,647)**	(262,473)	42,387	(873,374)	(541,910)	56,134
Net Cash from/(used in) Financing Activities	**(411,396)**	(668,544)	(237,301)	313,595	554,941	351,681
Increase / (Decrease) in Cash and Bank Balance	**322,060**	119,401	(389,549)	275,535	(246,310)	(327,698)
Cash and Bank Balance at beginning of the Year	**(404,266)**	(523,667)	(134,118)	(409,653)	(163,343)	164,355
Cash and Bank Balance at end of the Year	**(82,206)**	(404,266)	(523,667)	(134,118)	(409,653)	(163,343)

ANALYSIS OF FINANCIAL RATIOS
For Six Years from Year 2020 to Year 2025

Ratios Description	UoM	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
					As reported in respective year		
Profitability Ratios:							
Gross Profit Margin	percent	**16.52%**	13.11%	3.60%	12.90%	5.79%	-20.65%
EBITDA Margin to Sales	percent	**13.25%**	11.32%	4.86%	11.61%	3.04%	-25.79%
EBIT Margin to Sales	percent	**12.01%**	10.15%	1.50%	8.62%	0.25%	-29.03%
Net Profit Margin	percent	**5.49%**	3.30%	-1.53%	4.23%	-1.36%	-22.23%
Return on Equity	percent	**13.38%**	9.13%	-3.72%	7.64%	-1.94%	-21.95%
Return on Capital Employed	percent	**29.29%**	28.08%	3.63%	15.57%	0.36%	-28.67%
Effective Tax Rate	percent	**-47.55%**	-56.68%	-22.95%	-33.15%	-6.16%	25.54%
Liquidity Ratios:							
Current ratio	times	**1.77**	1.43	1.46	1.81	1.72	2.30
Quick / Acid test ratio	times	**0.39**	0.30	0.22	0.27	0.33	0.51
Cash to Current Liabilities	times	**0.10**	0.09	0.07	0.07	0.04	0.10
Cash from Operations to Sales	times	**0.08**	0.10	(0.02)	0.12	(0.05)	(0.21)
Activity / Turnover Ratios:							
Inventory turnover ratio	times	**4.53**	4.99	5.41	4.05	3.22	3.30
No. of Days in inventory	days	**80.55**	73.18	67.49	90.21	113.19	110.67
Debtors turnover ratio	times	**21.17**	34.88	78.24	113.90	144.52	74.57
No. of Days in Receivables	days	**17.24**	10.47	4.66	3.20	2.53	4.89
Creditors turnover ratio	times	**5.49**	6.62	8.31	7.40	10.63	19.22
No. of Days in Creditors	days	**66.54**	55.16	43.95	49.30	34.32	18.99
Operating Cycle	days	**31.26**	28.48	28.21	44.12	81.40	96.58
Total Assets turnover ratio	times	**1.39**	1.39	1.19	0.97	0.82	0.72
Fixed Assets turnover ratio	times	**3.49**	3.66	3.12	2.13	2.09	1.88
Investment Valuation Ratios:							
Earnings / (Loss) per share (EPS / (LPS))	rupees	**12.14**	7.18	(2.66)	5.72	(1.34)	(15.35)
Price / Earning ratio	times	**1.62**	2.73	(7.39)	3.43	(24.78)	(1.36)
Market value per share as on June 30	rupees	**92.91**	29.72	19.90	19.62	33.24	20.88
Breakup value per share	rupees	**90.70**	78.60	71.46	74.78	69.12	69.94
Price to book ratio	percent	**102.44%**	37.81%	27.85%	26.24%	48.08%	29.85%
Dividend Yield	percent	**0.00%**	0.00%	0.00%	0.00%	0.00%	0.00%
Dividend Payout ratio	percent	**0.00%**	0.00%	0.00%	0.00%	0.00%	0.00%
Dividend Cover ratio	times	-	-	-	-	-	-
Capital Structure Ratios:							
Financial leverage ratio	times	**1.75**	2.00	2.04	1.85	1.74	1.38
Net Borrowing / EBITDA	times	**0.20**	0.36	0.54	0.40	0.42	0.17
Debt to Equity Ratio	times	**0.75**	1	1.04	0.85	0.74	0.38
Av. Operating Working Capital to Sales Ratio	percent	**19.74%**	19.64%	22.81%	27.17%	35.43%	50.43%
Interest Cover ratio	times	**7.74**	4.01	0.43	3.76	0.16	(35.20)

VERTICAL ANALYSIS - SIX YEARS

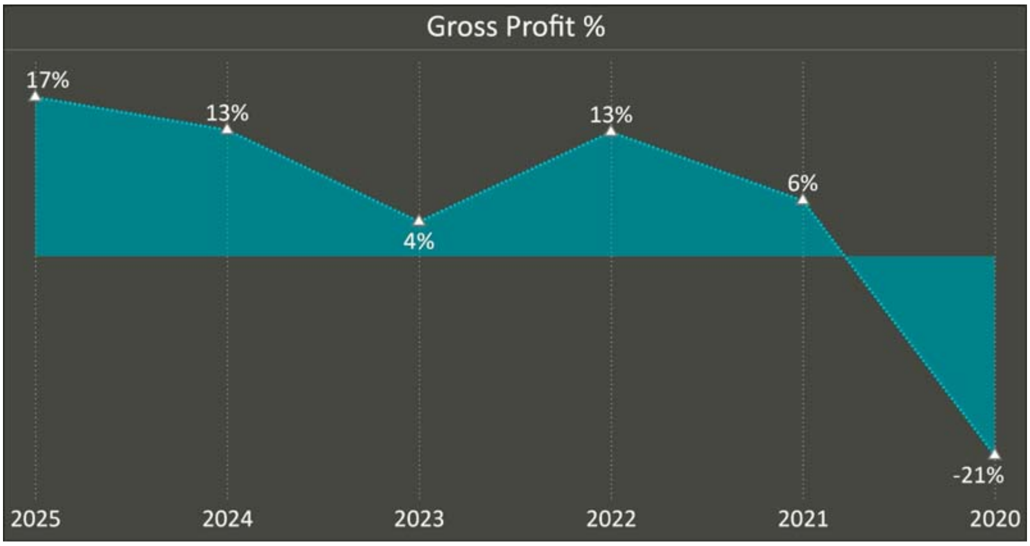
	FY 2025		FY 2024		FY 2023		FY 2022		FY 2021		FY 2020	
	Rs. '000'	%	Rs. '000'	%	Rs. '000'	%	Rs. '000'	%	Rs. '000'	%	Rs. '000'	%
Balance Sheet							As reported in respective year					
Total equity	**4,549,417**	**57.10**	3,942,816	50.08	3,584,647	49.01	3,750,774	53.97	3,467,062	57.47	3,508,011	72.57
Total non-current liabilities	**885,635**	**11.12**	858,394	10.90	1,049,567	14.35	1,303,228	18.75	651,477	10.80	155,932	3.23
Total current liabilities	**2,531,869**	**31.78**	3,071,998	39.02	2,680,157	36.64	1,896,252	27.28	1,914,468	31.73	1,169,863	24.20
Total equity and liabilities	**7,966,921**	**100.00**	**7,873,208**	**100.00**	**7,314,371**	**100.00**	**6,950,254**	**100.00**	**6,033,007**	**100.00**	**4,833,806**	**100.00**
Tangible Fixed assets	3,178,133	39.89	2,980,723	37.86	2,785,649	38.08	3,176,342	45.70	2,376,103	39.39	1,844,043	38.15
Other non-current assets	315,988	3.97	487,586	6.19	623,816	8.53	349,899	5.03	359,873	5.97	301,401	6.24
Total current assets	4,472,800	56.14	4,404,899	55.95	3,904,906	53.39	3,424,013	49.26	3,297,031	54.65	2,688,362	55.62
Total assets	**7,966,921**	**100.00**	**7,873,208**	**100.00**	**7,314,371**	**100.00**	**6,950,254**	**100.00**	**6,033,007**	**100.00**	**4,833,806**	**100.00**
Profit and Loss Account					As reported in respective year							
Sales - net	11,096,924	100.00	10,908,118	100.00	8,682,183	100.00	6,774,567	100.00	4,961,375	100.00	3,463,904	100.00
Cost of sales	(9,263,606)	(83.48)	(9,478,553)	(86.89)	(8,369,763)	(96.40)	(5,900,946)	(87.10)	(4,673,876)	(94.21)	(4,179,341)	(120.65)
Gross profit	1,833,318	16.52	1,429,565	13.11	312,420	3.60	873,621	12.90	287,499	5.79	(715,437)	(20.65)
Administrative expenses	(432,391)	(3.90)	(346,335)	(3.18)	(309,741)	(3.57)	(263,905)	(3.90)	(228,678)	(4.61)	(241,909)	(6.98)
Distribution cost	(139,774)	(1.26)	(107,138)	(0.98)	(92,564)	(1.07)	(81,390)	(1.20)	(88,039)	(1.77)	(94,164)	(2.72)
Other operating expenses	(9,823)	(0.09)	(2,953)	(0.03)	(5,315)	(0.06)	(22,572)	(0.33)	-	-	-	-
Other operating income	142,272	1.28	115,080	1.05	225,474	2.60	78,341	1.16	41,652	0.84	45,837	1.32
Profit / (Loss) from operations	1,393,602	12.56	1,088,219	9.98	130,274	1.50	584,095	8.62	12,434	0.25	(1,005,673)	(29.03)
Share of profit / (loss) from associate	(60,961)	(0.55)	18,901	0.17	-	-	-	-	-	-	-	-
Finance Cost	(172,190)	(1.55)	(276,174)	(2.53)	(303,203)	(3.49)	(155,235)	(2.29)	(75,815)	(1.53)	(28,573)	(0.82)
Profit / (Loss) before levies and taxation	1,160,451	10.46	830,946	7.62	(172,929)	(1.99)	428,860	6.33	(63,381)	(1.28)	(1,034,246)	(29.86)
Levies and taxation	(551,759)	(4.97)	(470,979)	(4.32)	39,684	0.46	(142,157)	(2.10)	(3,906)	(0.08)	264,175	7.63
Profit / (Loss) after levies and taxation	**608,692**	**5.49**	**359,967**	**3.30**	**(133,245)**	**(1.53)**	**286,703**	**4.23**	**(67,287)**	**(1.36)**	**(770,071)**	**(22.23)**

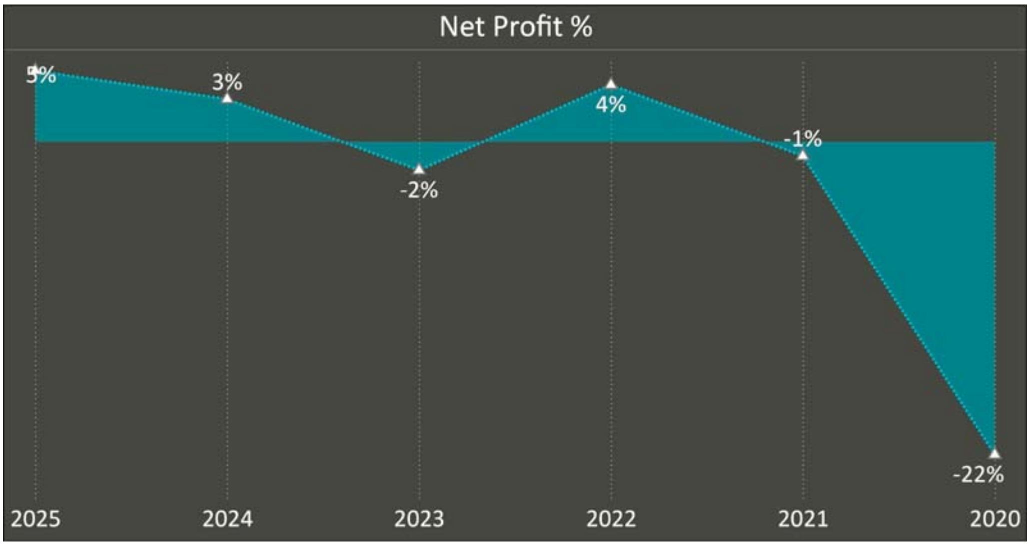
HORIZONTAL ANALYSIS - SIX YEARS

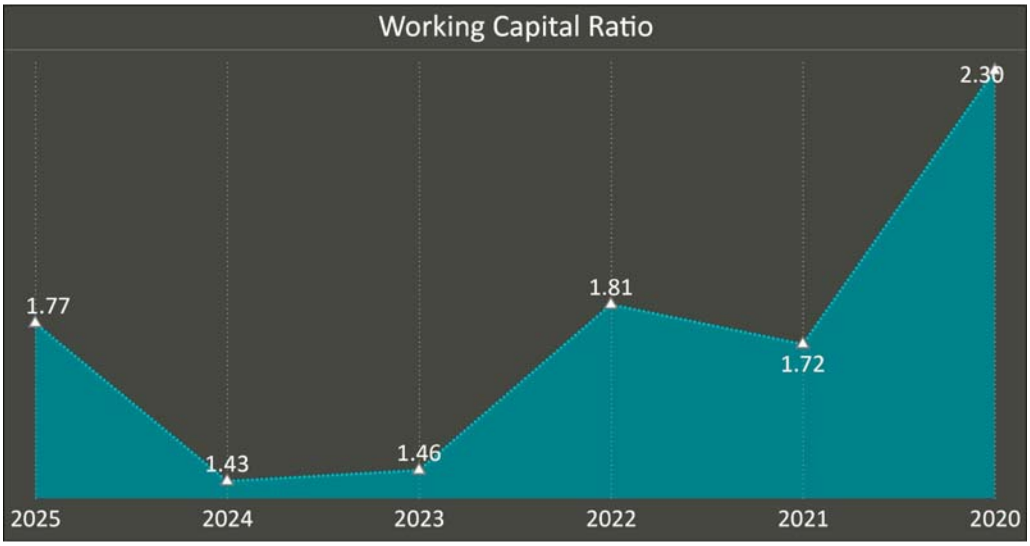
	FY 2025 Rs. '000'	25 vs 24 %	FY 2024 Rs. '000'	24 vs 23 %	FY 2023 Rs. '000'	23 vs 22 %	FY 2022 Rs. '000'	22 vs 21 %	FY 2021 Rs. '000'	21 vs 20 %	FY 2020 Rs. '000'	20 vs 19 %	FY 2019 Rs. '000'
Balance Sheet							As reported in respective year						
Total equity	**4,549,417**	15.38	3,942,816	9.99	3,584,647	(4.43)	3,750,774	8.18	3,467,062	(1.17)	3,508,011	(19.01)	4,331,567
Total non-current liabilities	**885,635**	3.17	858,394	(18.21)	1,049,567	(19.46)	1,303,228	100.04	651,477	317.80	155,932	(60.04)	390,214
Total current liabilities	**2,531,869**	(17.58)	3,071,998	14.62	2,680,157	41.34	1,896,252	(0.95)	1,914,468	63.65	1,169,863	239.31	344,782
Total equity and liabilities	**7,966,921**	**1.19**	**7,873,208**	**7.64**	**7,314,371**	**5.24**	**6,950,254**	**15.20**	**6,033,007**	**24.81**	**4,833,806**	**(4.59)**	**5,066,563**
Total non-current assets	**3,494,121**	0.74	3,468,309	1.73	3,409,465	(3.31)	3,526,241	28.88	2,735,976	27.52	2,145,444	(6.11)	2,285,176
Total current assets	**4,472,800**	1.54	4,404,899	12.80	3,904,906	14.04	3,424,013	3.85	3,297,031	22.64	2,688,362	(3.34)	2,781,387
Total assets	**7,966,921**	**1.19**	**7,873,208**	**7.64**	**7,314,371**	**5.24**	**6,950,254**	**15.20**	**6,033,007**	**24.81**	**4,833,806**	**(4.59)**	**5,066,563**
Profit and Loss Account									As reported in respective year				
Sales - net	**11,096,924**	1.73	10,908,118	25.64	8,682,183	28.16	6,774,567	36.55	4,961,375	43.23	3,463,904	(26.93)	4,740,496
Cost of sales	**(9,263,606)**	2.27	(9,478,553)	(13.25)	(8,369,763)	(41.84)	(5,900,946)	(26.25)	(4,673,876)	(11.83)	(4,179,341)	(0.80)	(4,146,193)
Gross profit	**1,833,318**	28.24	1,429,565	357.58	312,420	(64.24)	873,621	203.87	287,499	140.19	(715,437)	(220.38)	594,303
Administrative expenses	**(432,391)**	(24.85)	(346,335)	(11.81)	(309,741)	(17.37)	(263,905)	(15.40)	(228,678)	5.47	(241,909)	16.72	(290,472)
Distribution cost	**(139,774)**	(30.46)	(107,138)	(15.74)	(92,564)	(13.73)	(81,390)	7.55	(88,039)	6.50	(94,164)	53.64	(203,122)
Other operating expenses	**(9,823)**	-	(2,953)	-	(5,315)	-	(22,572)	-	-	-	-	100.00	(11,400)
Other operating income	**142,272**	23.63	115,080	(48.96)	225,474	187.81	78,341	88.08	41,652	(9.13)	45,837	(1.24)	46,411
Profit / (Loss) from operations	**1,393,602**	28.1	1,088,219	735.3	130,274	(77.7)	584,095	4,597.6	12,434	101.24	(1,005,673)	(840.99)	135,720
Share of profit / (loss) from associate	**(60,961)**	422.53	18,901	1.00	-	-	-	-	-	-	-	-	-
Finance Cost	**(172,190)**	37.65	(276,174)	8.91	(303,203)	(95.32)	(155,235)	(104.75)	(75,815)	(165.34)	(28,573)	(431.39)	(5,377)
Profit / (Loss) before levies and taxation	**1,160,451**	(39.65)	830,946	580.51	(172,929)	140.32	428,860	776.64	(63,381)	93.87	(1,034,246)	(893.48)	130,343
Levies and taxation	**(551,759)**	(17.2)	(470,979)	1,286.8	39,684	127.9	(142,157)	(3,539.5)	(3,906)	(101.48)	264,175	738.60	(41,368)
Profit / (Loss) after levies and taxation	**608,692**	**(69.10)**	**359,967**	**370.15**	**(133,245)**	**146.47**	**286,703**	**526.09**	**(67,287)**	**91.26**	**(770,071)**	**(965.49)**	**88,975**

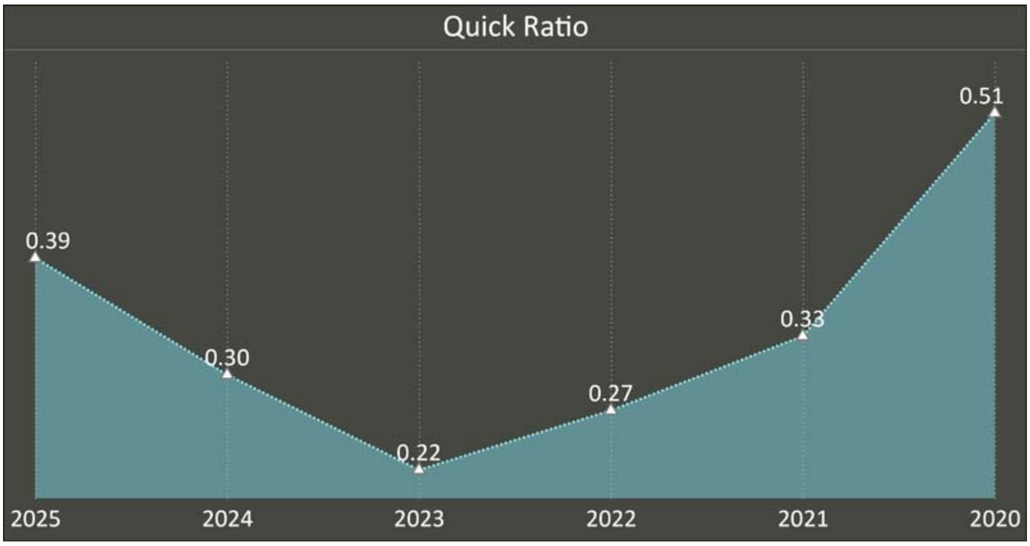
QUARTERLY PERFORMANCE

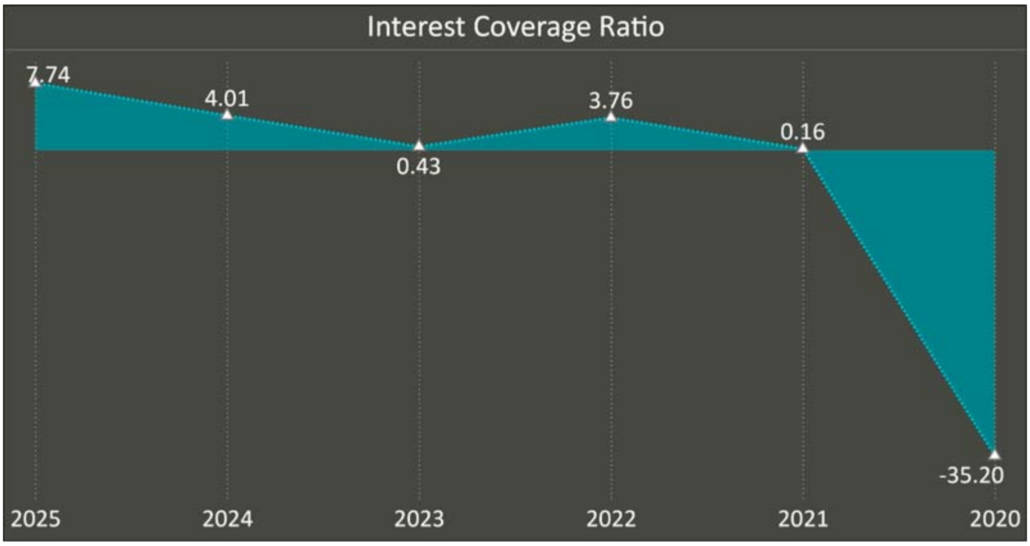
Particulars	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	Quantity in Ton				
Clinker:					
- Production	186,767	146,649	97,535	181,075	612,026
- Capacity Utilization	83%	65%	43%	80%	68%
Cement:					
- Production	165,606	173,591	171,797	202,745	713,739
- Sales	170,093	171,020	171,873	200,658	713,644
	Rupees in '000'				
Sales - net	2,875,038	2,727,164	2,541,603	2,953,119	11,096,924
Cost of sales	(2,212,342)	(2,193,323)	(2,376,472)	(2,481,469)	(9,263,606)
Gross profit	662,696	533,841	165,131	471,650	1,833,318
Administrative expenses	(110,206)	(120,675)	(96,100)	(105,410)	(432,391)
Distribution expenses	(35,894)	(30,766)	(33,036)	(40,078)	(139,774)
Other operating income & expenses	(9,810)	18,382	62,282	61,595	132,449
	(155,910)	(133,059)	(66,854)	(83,893)	(439,716)
Operating profit	506,786	400,782	98,277	387,757	1,393,602
Share of (loss) / profit of associate	-	-	-	(60,961)	(60,961)
Finance cost	(53,169)	(54,997)	(37,037)	(26,987)	(172,190)
Profit before levies and tax	453,617	345,785	61,240	299,809	1,160,451
Levies and Taxation	(203,596)	(124,936)	(12,181)	(211,046)	(551,759)
Profit after levies and tax	**250,021**	**220,849**	**49,059**	**88,763**	**608,692**

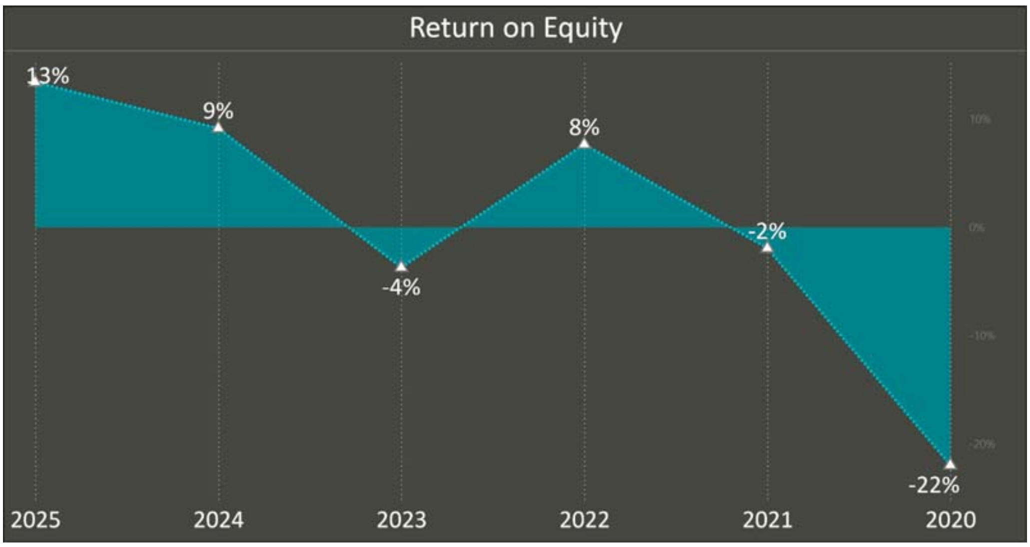

Gross Profit %
17%
13%
4%
13%
6%
-21%
2025
2024
2023
2022
2021
2020

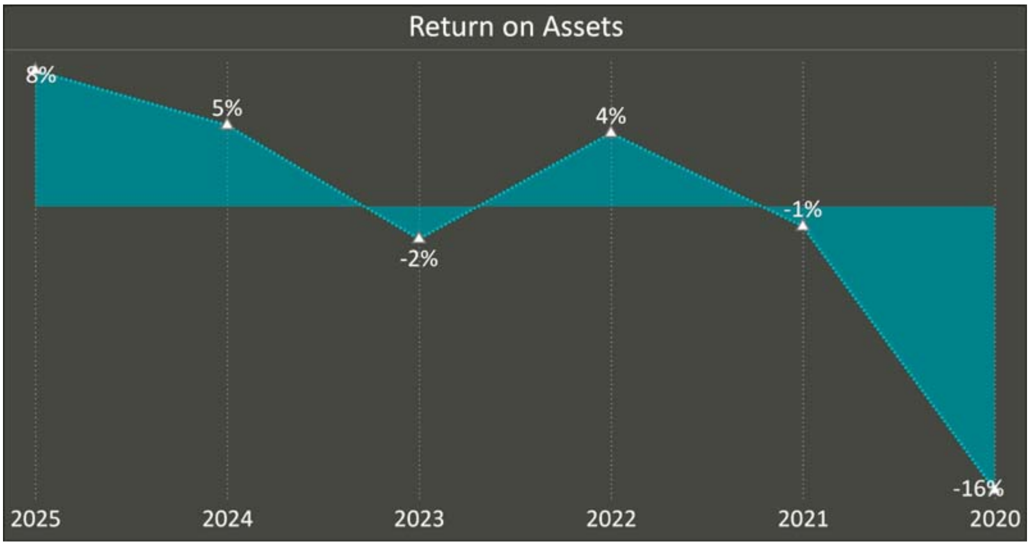

Net Profit %
5%
3%
-2%
4%
-1%
-22%
2025
2024
2023
2022
2021
2020

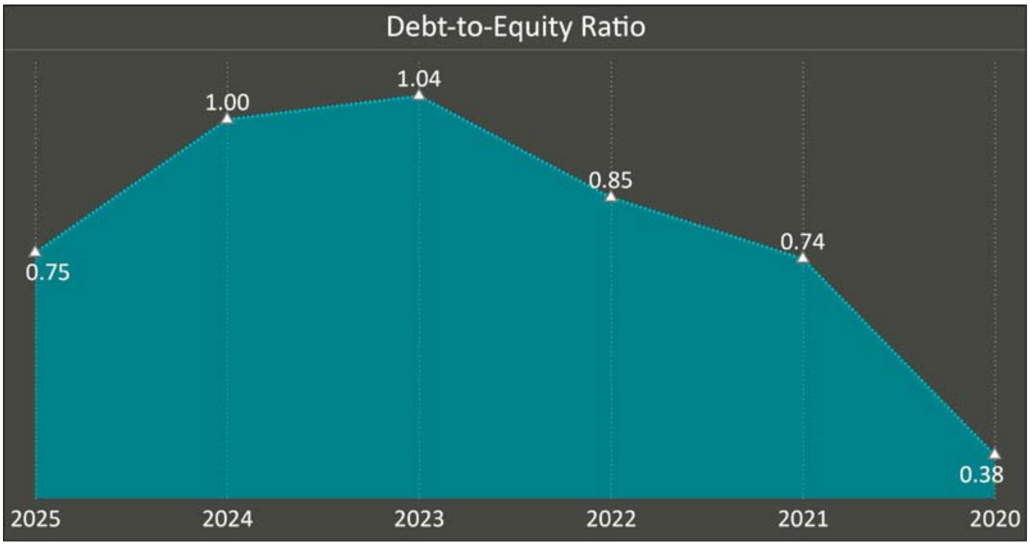

Working Capital Ratio
1.77
1.43
1.46
1.81
1.72
2.30
2025
2024
2023
2022
2021
2020

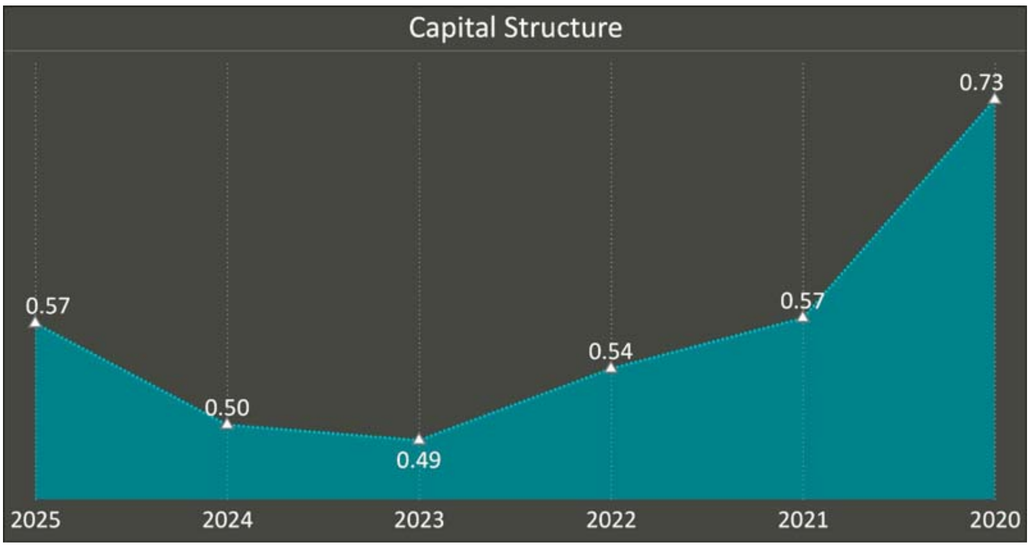

Quick Ratio
0.39
0.30
0.22
0.27
0.33
0.51
2025
2024
2023
2022
2021
2020

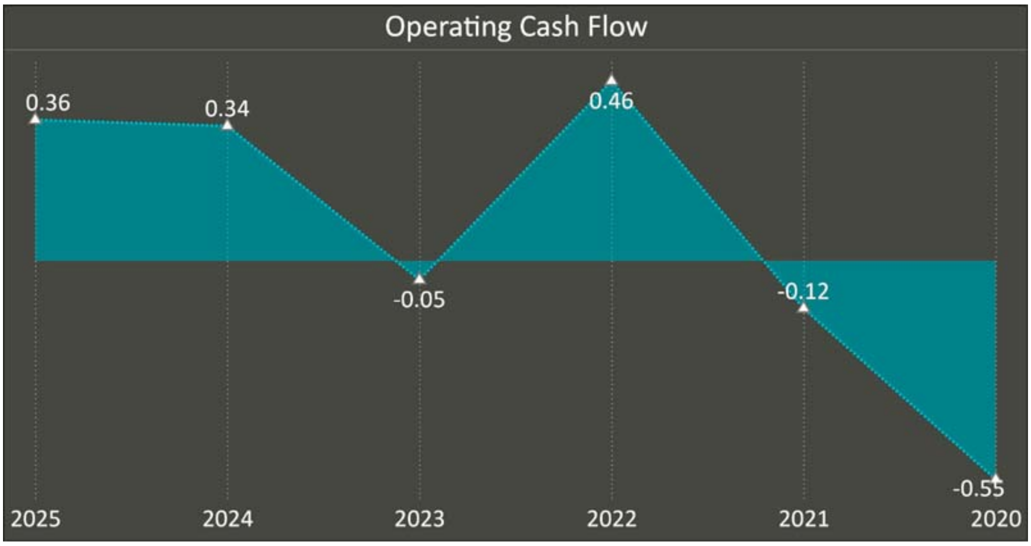

Interest Coverage Ratio
7.74
4.01
0.43
3.76
0.16
-35.20
2025
2024
2023
2022
2021
2020

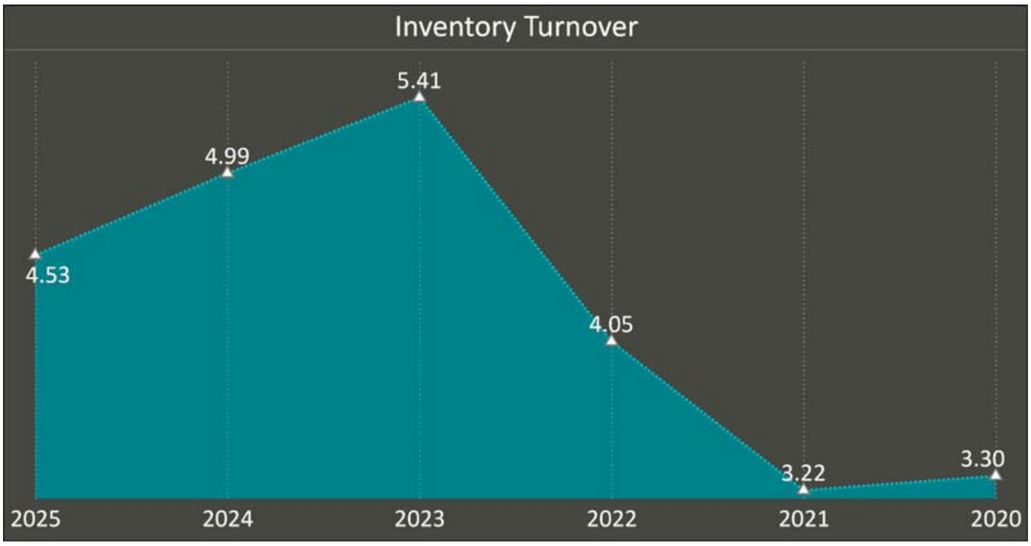

Return on Equity
13%
9%
-4%
8%
-2%
-22%
2025
2024
2023
2022
2021
2020

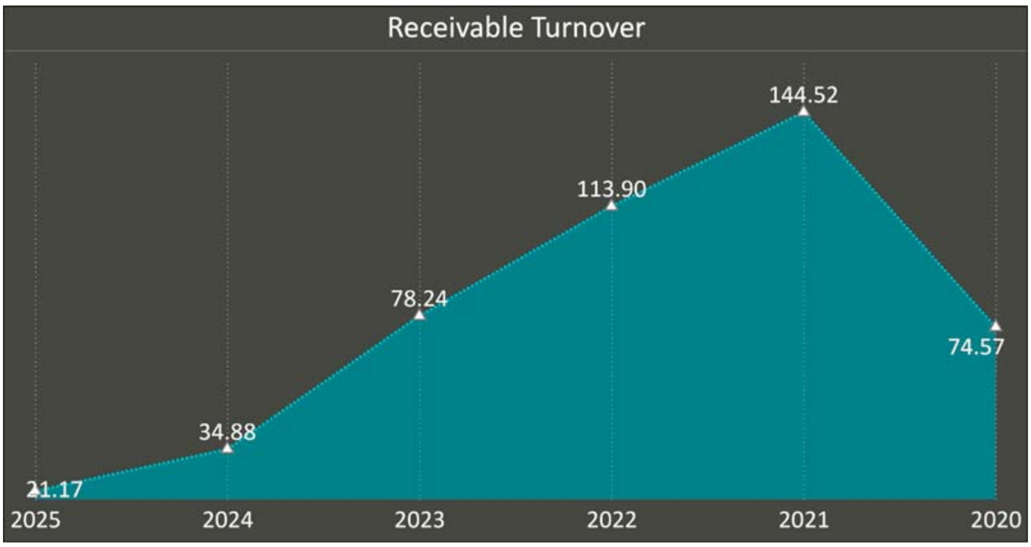

Return on Assets
8%
5%
-2%
4%
-1%
-16%
2025
2024
2023
2022
2021
2020

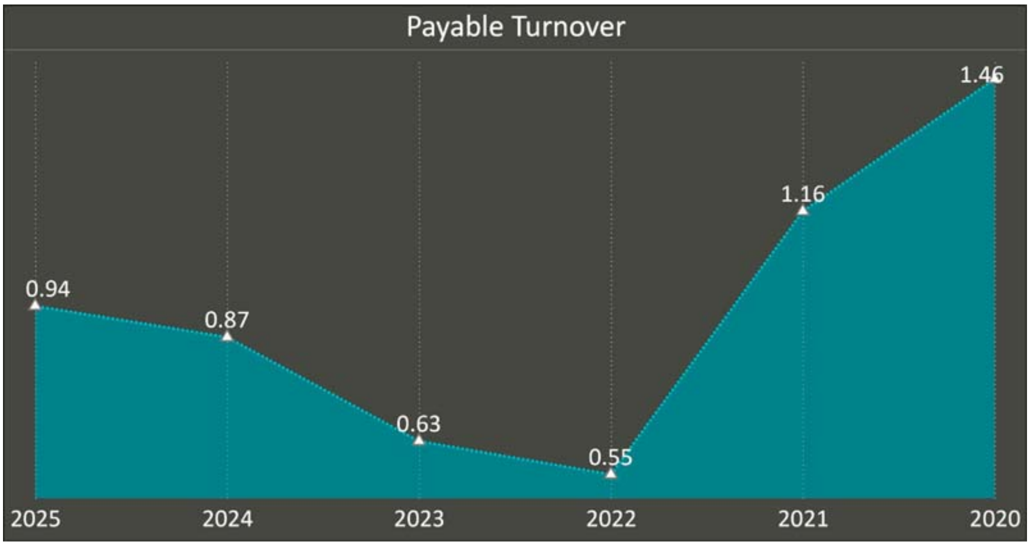

Debt-to-Equity Ratio
0.75
1.00
1.04
0.85
0.74
0.38
2025
2024
2023
2022
2021
2020

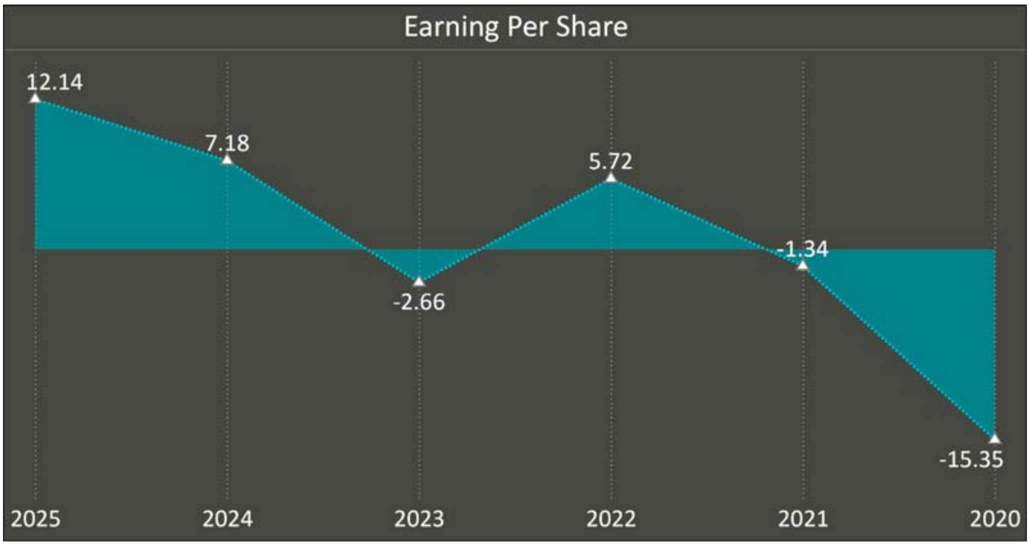

Capital Structure
0.57
0.50
0.49
0.54
0.57
0.73
2025
2024
2023
2022
2021
2020

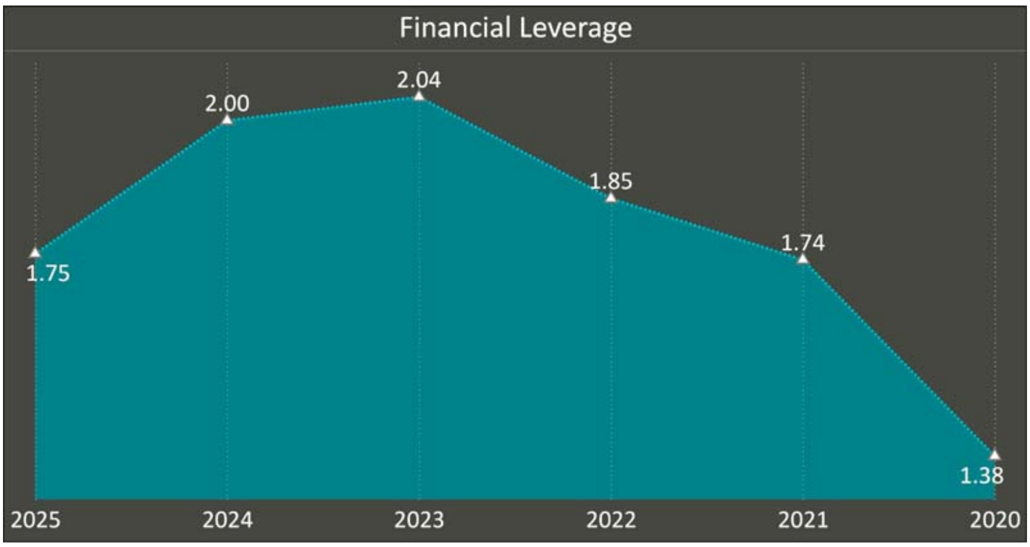

Operating Cash Flow
0.36
0.34
-0.05
0.46
-0.12
-0.55
2025
2024
2023
2022
2021
2020


Inventory Turnover
4.53
4.99
5.41
4.05
3.22
3.30
2025
2024
2023
2022
2021
2020


Receivable Turnover
21.17
34.88
78.24
113.90
144.52
74.57
2025
2024
2023
2022
2021
2020

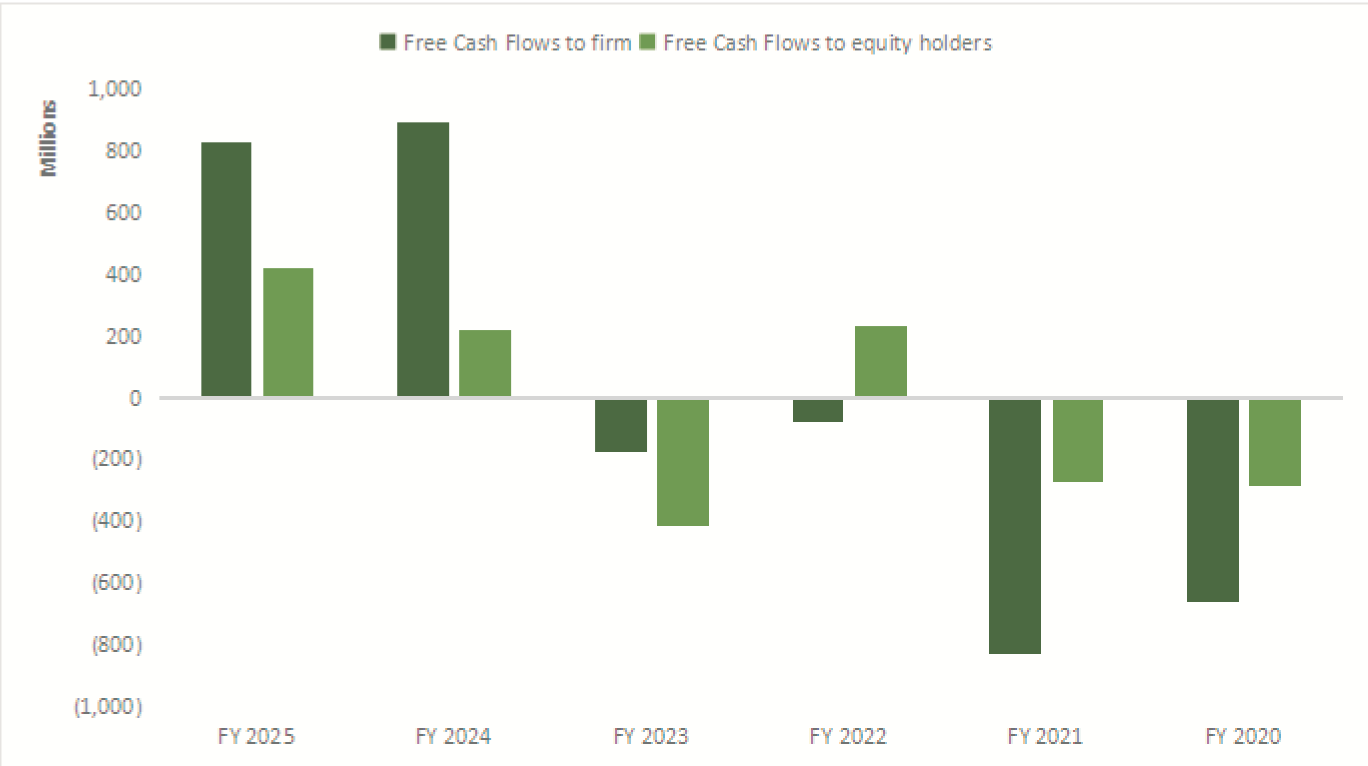

Payable Turnover
0.94
0.87
0.63
0.55
1.16
1.46
2025
2024
2023
2022
2021
2020


Earning Per Share
12.14
7.18
-2.66
5.72
-1.34
-15.35
2025
2024
2023
2022
2021
2020


Financial Leverage
1.75
2.00
2.04
1.85
1.74
1.38
2025
2024
2023
2022
2021
2020

FREE CASH FLOWS

	FY 2025	FY 2024	FY 2023	FY 2022	FY 2021	FY 2020
	---------- Rupees in '000' ----------					
Profit / (Loss) before taxation	1,160,451	830,946	(172,929)	428,860	(63,381)	(1,034,246)
Adjustment for non-cash items	283,183	295,188	434,710	315,924	174,572	118,456
Working capital changes	(288,325)	112,890	(391,795)	119,485	(343,183)	266,577
Net Cash generated from / (used in) - operating activities	1,155,309	1,239,024	(130,014)	864,269	(231,992)	(649,213)
Capital expenditure	(326,423)	(347,516)	(43,269)	(942,139)	(596,298)	(10,031)
Free Cash flows to firm	**828,886**	**891,508**	**(173,283)**	**(77,870)**	**(828,290)**	**(659,244)**
Net borrowing (repaid) / obtained	(243,047)	(417,508)	(11,914)	443,415	610,896	391,325
Interest payments	(168,349)	(251,020)	(225,354)	(129,803)	(55,933)	(14,623)
Free Cash flows to equity holders	**417,490**	**222,980**	**(410,551)**	**235,742**	**(273,327)**	**(282,542)**

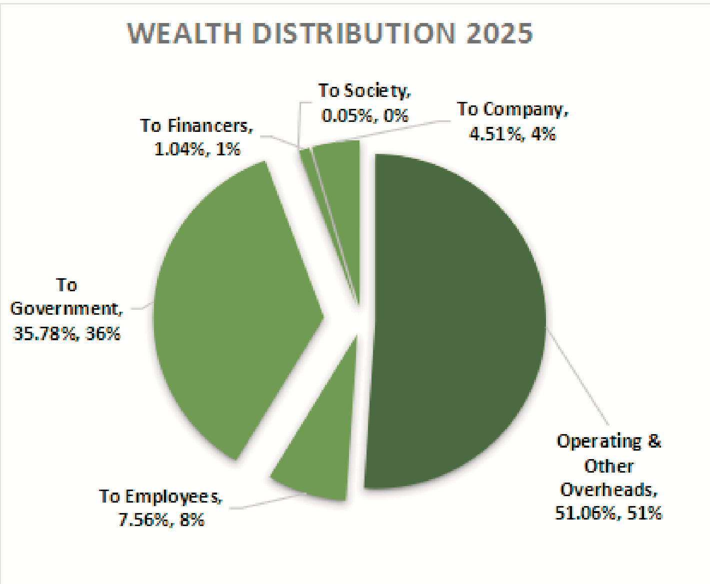


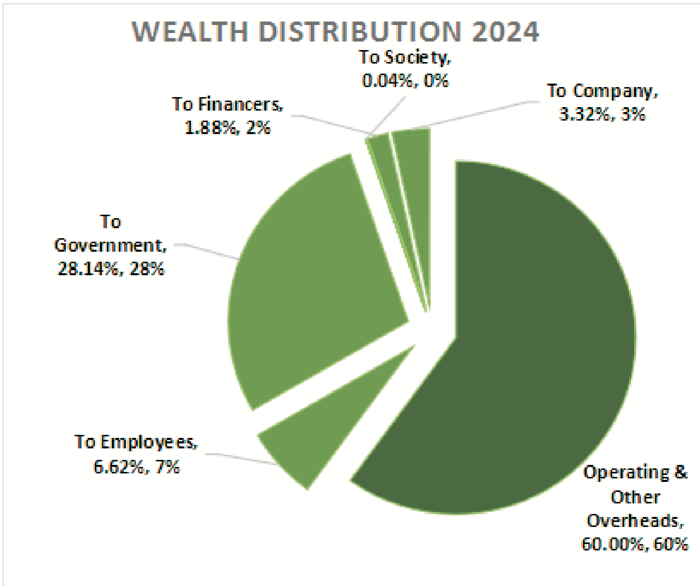
Analysis on Free Cash Flows

Free cash flows represent the cash a company can generate after required investment to maintain or expand its assets base. It is a measurement of a Company's financial performance and health.

STATEMENT OF VALUE ADDITION AND HOW WEALTH DISTRIBUTED

	FY 2025		FY 2024	
	Rs. '000'	%	Rs. '000'	%
Wealth Generated				
Sales (including taxes)	16,768,272	99.16%	14,863,390	99.23%
Other operating income	142,272	0.84%	115,080	0.77%
Total Wealth generated during the year	**16,910,544**	**100%**	14,978,470	100%
Distribution of Wealth				
Operating costs and other general expenses	8,449,333	51.06%	8,827,204	60.00%
To Employees as Remuneration	1,250,522	7.56%	973,610	6.62%
To Government as Taxes	5,920,328	35.78%	4,139,953	28.14%
To Society as Donations	7,628	0.05%	6,443	0.04%
To Finance Providers as Finance Cost	172,190	1.04%	276,174	1.88%
Retained within the Company	746,803	4.51%	487,689	3.32%
Total Wealth distributed during the year	**16,546,804**	**100%**	14,711,073	100%





DEFINITIONS AND GLOSSARY OF TERMS

Gross Profit Ratio

The relationship of the gross profit made for a specified period and net sales achieved during that period.

Net Profit Ratio

Net profit ratio is the ratio of net profit (after taxes) to net sales.

Earnings Before Interest, Tax, Depreciation & Amortization (EBITDA)

The EBITDA ratio indicates how much profit a company makes before paying for Interest, Tax, Depreciation & Amortization.

Current Ratio

A company's current assets divided by its current liabilities. This ratio gives you a sense of a company's ability to meet short-term liabilities, and is a measure of financial strength in the short term. A ratio of 1 implies adequate current assets to cover current liabilities: the higher above 1, the better.

Debt-Equity Ratio

The ratio of a company's liabilities to its equity. The higher the level of debt, the more important it is for a company to have positive earnings and steady cash flow. For comparative purposes, debt-equity ratio is most useful for companies within the same industry.

Earnings per Share (EPS)

The portion of a company's profit allocated to each outstanding share of ordinary shareholders. Earnings per share serve as an indicator of a company's profitability

Profit Margin

Determined by dividing net income by net sales during a time period and is expressed as a percentage. Net profit margin is a measure of efficiency and the higher the margin, the better. Trends in margin can be attributed to rising/falling production costs or rising/falling price of the goods sold.

Return on Capital Employed (ROCE)

The amount of profits earned (before interest and taxes), expressed as a percentage of total equity. This is a widely followed measure of profitability, thus the higher the number the better. ROCE tells you the amount of profit a company is generating per one rupee of capital employed.

Return on Equity (ROE)

A percentage that indicates how well common stockholders' invested money is being used. The percentage is the result of dividing net earnings by common stockholders' equity. The ROE is used for measuring growth and profitability. You can compare a company's ROE to the ROE of its industry to determine how a company is doing compared to its competition.

stockholders' invested money is being used. The percentage is the result of dividing net earnings by common stockholders' equity. The ROE is used for

measuring growth and profitability. You can compare a company's ROE to the ROE of its industry to

Cash from Operations to Sales

The cash flow from operations to sales ratio reveals the ability of a business to generate cash flow in proportion to its sales. It is the ratio of operating cash flows to net sales.

PATTERN OF SHAREHOLDING
AS AT JUNE 30, 2025

No. of Shareholders	Shareholding From		To	Total shares
667	1	-	100	18,303
648	101	-	500	180,737
698	501	-	1000	457,169
512	1001	-	5000	1,169,001
107	5001	-	10000	802,878
35	10001	-	15000	431,385
21	15001	-	20000	364,989
7	20001	-	25000	156,838
7	25001	-	30000	202,721
5	30001	-	35000	167,901
2	35001	-	40000	76,336
2	40001	-	45000	88,930
3	45001	-	50000	149,667
2	55001	-	60000	117,640
2	60001	-	65000	124,410
1	65001	-	70000	67,400
2	70001	-	75000	148,000
3	75001	-	80000	230,199
2	85001	-	90000	176,534
2	120001	-	125000	244,201
1	130001	-	135000	132,177
1	155001	-	160000	157,937
1	195001	-	200000	200,000
1	200001	-	205000	205,000
1	230001	-	235000	235,000
1	290001	-	295000	294,500
1	345001	-	350000	350,000
1	355001	-	360000	355,071
1	365001	-	370000	369,810
1	645001	-	650000	645,100
1	1125001	-	1130000	1,127,255
1	3035001	-	3040000	3,039,700
1	10190001	-	10195000	10,191,536
1	27480001	-	27485000	27,481,675
2,742				**50,160,000**

CATEGORIES OF SHAREHOLDERS
AS AT JUNE 30, 2025

Shareholder's Category	Number of Shareholders/Shares Folio	Number of Shares held
Associated Companies, undertakings and related parties	_	_
NIT and ICP	**2**	**1,129,855**
Directors		
Mr. Mohammed YasinFecto	2	37,673,211
Mr. Jamil Ahmed Khan	1	2,500
Mr. Rohail Ajmal	1	1,000
Mr. Aamir Ghani	1	2,750
Mr. Mohammad Anwar Habib	1	2,750
Ms. Lubna Yasin Fecto	1	1,500
Mr. Juwad Saboor	1	500
	8	**37,684,211**
Banks, Development Financial Institutions, Non-Banking Finance Companies, and Insurance	**7**	**3,761,371**
Modaraba and Mutual Funds		
CDC - Trustee NBP Stock Fund	1	121,700
CDC - Trustee NBP Islamic Sarmaya Izafa Fund	1	77,200
First Crescent Modaraba	1	880
	3	**199,780**
OTHERS		
Institutions (Joint Stock Companies)	27	886,741
Others	5	216,225
Individuals - Local	1,804	6,281,817
	2,722	**7,384,783**
Total:	**2,742**	**50,160,000**

Detail of trading in shares by the Directors, Chief Financial Officers, Company Secretary and their spouse and Minor Children

Purchase
Sale

Shareholders holding 5% or more voting interest

Mr. Mohammed Yasin Fecto	37,673,211
Muslim Commercial Bank Limited - Treasury	3,039,700

STATEMENT OF COMPLIANCE WITH LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019 FOR THE YEAR ENDED JUNE 30, 2025

M/s. Fecto Cement Limited ('the Company') has complied with the requirements of the Listed Companies (Code of Corporate Governance) Regulations 2019, ('the Regulations) in the following manner:

1. The total number of directors are 7 as per the following:

Male	6
Female	1

2. The Composition of board is as follows:

Independed Directors	Mr. Aamir Ghani Mr. Mohammed Anwar Habib
Non-Executive Directors	Mr. Rohail Ajmal Mr. Jamil Ahmed Khan Ms. Lubna Yasin Fecto (Female)
Executive Directors	Mr. Mohammed Yasin Fecto Mr. Juwad Saboor

3. The Directors have confirmed that none of them is serving as a Director on more than seven (7) listed companies including this company;

4. The Company has prepared a “Code of Conduct” and has ensured that appropriate steps have been taken to disseminate it throughout the company along with its supporting policies and procedures;

5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of significant policies along with their date of approval or updating is maintained by the Company;

6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board/shareholders as empowered by the relevant provisions of the Companies Act, 2017 and these Regulations;

7. The meetings of the Board were presided over by the Chairman, and in his absence, by a Director elected by the Board for this purpose. The Board has complied with the requirements of the Companies Act, 2017 and Regulations with respect to frequency, recording and circulating minutes of meetings of the Board.

8. The Board has a formal policy and transparent procedures for remuneration of Directors in accordance with the Companies Act, 2017 and these Regulations;

9. Up to the date of reporting period (i.e. June 30, 2025), following Directors have attended Directors training program:

   (i) Mr. Jamil Ahmed Khan
   (ii) Mr. Mohammed Anwar Habib
   (iii) Mr. Rohail Ajmal
   (iv) Mr. Aamir Ghani

   One Director Mr. Mohammed Yasin Fecto, meets the criteria of exemption from Directors Training Program. The remaining Directors, Mr. Juwad Saboor and Ms. Lubna Yasin Fecto, being newly appointed Directors, will obtain certification under the Directors Training Program within a period of one (1) year as encouraged under the Regulations.

10. The Board has approved appointment of Chief Financial Officer, Company Secretary and Head of Internal Audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations;

11. Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board;

12. The Board has formed committees comprising of members given below. All members of the Committees are Non-Executive Directors and at least one member is independent Director and Chairman of the committees is the Independent Director;

	AUDIT COMMITTEE	
(i)	Mr. Mohammed Anwar Habib	Chairman
(ii)	Mr. Rohail Ajmal	Member
(iii)	Mr. Jamil Ahmed Khan	Member

	HR and REMUNERATION COMMITTEE	
(i)	Mr. Mohammed Anwer Habib	Chairman
(ii)	Mr. Jamil Ahmed Khan	Member
(iii)	Mr. Aamir Ghani	Member

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committees for compliance.

14. The frequency of meetings of the committees were as per following:

i.	Audit Committee	Quarterly
ii.	HR and Remuneration Committee	Annual

15. The Board has set-up an effective internal audit function which is considered suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company;

16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the quality control review program of the Institute of Chartered Accountants of Pakistan (ICAP) and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the ICAP and that they and their partners of the firm involved in the audit are not close relative (spouse, parent, dependent and non dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or a Director of the company;

17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Companies Act 2017, these Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.

18. We confirm that all requirements of the regulations 3,6,7,8,27,32,33 and 36 of the Regulations have been complied with

    The company currently has two elected independent directors out of a total of seven directors on the Board. Both independent directors possess the requisite competencies, skills, knowledge, and experience to competently discharge their duties in accordance with applicable laws and regulations, thereby fulfilling the necessary requirements for their roles. However, following the completion of their three consecutive terms, their independence has been impaired and therefore, Audit Committee is not being chaired by an independent director. In light of this, the company intends to appoint new independent directors by the end of December 2025.

19 We confirm that all other requirements of the Regulation have been complied with except as explained below:

- As per Regulation 10A, the Board is responsible for governance and oversight of sustainability-related risks and opportunities. In line with this requirement, the Board of Directors of the Company already exercises regular oversight of sustainability considerations and promotes diversity, equity, and inclusion (DE&I) in its decision-making framework. While a formalized policy and governance structure for sustainability and DE&I has not yet been fully documented, the Board is actively working on drafting and introducing such policies and structures, together with defined targets for DE&I and sustainability strategies and appropriate reporting mechanisms. Once finalized, these will provide a structured framework for identifying, managing, and disclosing principal and emerging sustainability risks and opportunities, as well as monitoring performance against set priorities and targets. The Board remains committed to gradually aligning the Company's sustainability and DE&I framework with best practices and recognized international standards, and to ensuring that future disclosures adequately reflect progress in these areas.

- The Board recognizes the importance of a formal and effective mechanism for conducting an annual evaluation of the Board's own performance, that of its members, and of its committees as required under Regulation 10(3)(v) of the Regulations. While the Board and its committees already review and discuss their functioning and provide feedback and suggestions for improvement on a regular basis, such evaluations have not yet been carried out through a formal documented process nor discussed comprehensively at Board meetings. In order to address this gap, the management has recently developed an updated evaluation mechanism under which structured evaluation forms covering the performance of the Board, its committees, and individual members will be circulated annually to all directors. The results will be consolidated, formally reviewed, and discussed by the Board starting from the next financial year. This will ensure systematic, transparent, and continuous improvement in governance effectiveness, in line with the requirements of the Regulations.

- The company currently has two elected independent directors out of a total of seven directors on the Board. Both independent directors possess the requisite competencies, skills, knowledge, and experience to competently discharge their duties in accordance with applicable laws and regulations, thereby fulfilling the necessary requirements for their roles. However, following the completion of their three consecutive terms, their independence has been impaired and therefore, Human Resource Committee is not being chaired by an independent director. In light of this, the company intends to appoint new independent directors by the end of December 2025.

- The Board of Directors has not constituted a separate Nomination Committee at this stage. Matters relating to nominations, Board composition, and committee structures are presently addressed directly by the Board on the recommendation of the Human Resource and Remuneration (HR&R) Committee, as these responsibilities fall within its approved terms of reference. The Board, supported by its members' diverse expertise and experience, remains fully capable of managing nomination-related matters effectively without the need for a standalone committee at this time. However, the Company acknowledges the increasing importance of structured oversight in this area and, as part of its commitment to good corporate governance, will consider establishing a dedicated Nomination Committee in the future if and when the governance framework evolves, or the complexity of operations warrants a more formalized structure.

- The Board of Directors has not constituted a separate Risk Management Committee. Oversight of the Company's risk management framework, including review of financial, operational, and compliance controls, is presently undertaken by the Audit Committee in accordance with its approved terms of reference. The Audit Committee regularly reviews the adequacy and effectiveness of risk management procedures and reports its findings and recommendations to the Board. In addition, the Company has provided a separate disclosure of its risk management and internal control framework in the Directors' Report, ensuring appropriate transparency as required under the Regulations. The Board believes that this arrangement sufficiently addresses the requirements of risk oversight without necessitating a standalone committee at this stage. However, the Company remains open to establishing a separate Risk Management Committee in the future should the governance framework or scale of operations warrant more specialized oversight.

On behalf of the Board of Directors

AAMIR GHANI
Chairman of the Board of Directors

Karachi: September 25, 2025

INDEPENDENT AUDITORS' REVIEW REPORT TO THE MEMBERS OF FECTO CEMENT LIMITED

REVIEW REPORT ON THE STATEMENT OF COMPLIANCE CONTAINED IN THE LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 ('the Regulations') prepared by the Board of Directors of M/s. Fecto Cement Limited ('the Company') for the year ended June 30, 2025 in accordance with the requirements of regulation 36 of the Regulations.

The responsibility for compliance with the Regulations is that of the Board of Directors of the Company. Our responsibility is to review whether the Statement of Compliance reflects the status of the Company's compliance with the provisions of the Regulations and report if it does not and to highlight any non-compliance with the requirements of the Regulations. A review is limited primarily to inquiries of the Company's personnel and review of various documents prepared by the Company to comply with the Regulations.

As a part of our audit of the financial statements we are required to obtain an understanding of the accounting and internal control systems sufficient to plan the audit and develop an effective audit approach. We are not required to consider whether the Board of Directors' statement on internal control covers all risks and controls or to form an opinion on the effectiveness of such internal controls, the Company's corporate governance procedures and risks.

The Regulations require the Company to place before the Audit Committee, and upon recommendation of the Audit Committee, place before the Board of Directors for their review and approval, its related party transactions. We are only required and have ensured compliance of this requirement to the extent of the approval of the related party transactions by the Board of Directors upon recommendation of the Audit Committee.

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended June 30, 2025.

Further, we highlight below instances of non-compliance with the requirements of the Regulations as stated in the below-referred paragraphs of the Statement of Compliance:

S. No.	Nature of the Requirement	Paragraph No.	Description of the Non-Compliance
(1)	Mandatory	18	As per Regulation no. 06 of the Regulations, a listed company shall have at least two or one-third members of the Board of Directors ('the Board'), whichever is higher, as independent directors. In this relation, the proviso to Section 166(2) of the Companies Act, 2017 lists down the various circumstances in which a director is not considered as independent and goes on to state that, if a director has served on the Board for more than three consecutive terms from the date of his first appointment, he shall not be regarded as an independent director. In its last elections of directors held on October 28, 2024, Mr. Aamir Ghani and Mr. Mohammad Anwar Habib were elected as independent directors notwithstanding the fact that they had already served on the board for three consecutive terms and were therefore no longer eligible for election as independent directors

			Furthermore, in terms of the Regulation no. 27(1) of the Regulations, the Audit Committee shall comprise of three members at least one of whom shall be an independent director. In addition, the said committee shall also be chaired by an independent director. However, since the Audit Committee of the Company is chaired by Mr. Mohammed Anwar Habib, this was hence also in contravention of the requirements of the regulation 27(1). In this relation, as stated in paragraph 18 of the Statement of Compliance, the Company intends to rectify the above non-compliances by appointing new independent directors on the Board by the end of December 2025.
(2)	Explanation for non- compliance is required (Non- Mandatory)	19	As per the Regulation 10A, the Board is responsible for governance and oversight of sustainability risks and opportunities and, for this purpose, is required / encouraged to take a number of measures including, in particular, implementation of policies to promote diversity, equity and inclusion (DE&I); taking steps to proactively understand and address the principal as well as emerging sustainability risks and opportunities; ensuring that the Company's sustainability and DE&I related strategies, priorities and targets as well as performance against these targets are periodically reviewed and monitored; and establishment of dedicated sustainability committee having at least one female director, or assignment of additional responsibilities to an existing board committee. In accordance with Regulation 10A, the process of compliance is currently underway, and the matter remains under consideration by the Board. Upon finalization, the Board will assume and discharge all responsibilities prescribed under Regulation 10A until it deems it appropriate to establish a dedicated Sustainability Committee.
(3)	Explanation for non- compliance is required (Non- Mandatory)	19	As required under Regulation 10(3)(v), a formal and effective mechanism for the annual evaluation of the Board, its members, and committees is to be in place. While the Board and its committees regularly review their performance, formal documented evaluations have not yet been carried out or comprehensively discussed. To address this, management has developed a structured evaluation framework, under which annual assessments will be conducted and formally reviewed by the Board from the next financial year to strengthen governance effectiveness in line with regulatory requirements.
(4)	Explanation for non- compliance is required	19	As per Regulations 28(1) and 28(2), the Human Resource and Remuneration Committee ('HR&R Committee') must comprise at least three members, including at least one independent director, and must be chaired by an independent director. However, the Company's HR&R Committee is currently chaired by Mr. Mohammed Anwer Habib, which is not in compliance with the requirements of Regulation 28.

(5)	Explanation for non- compliance is required (Non- Mandatory)	19	As per the Regulation no. 29 of the Regulations, the Board may constitute a separate committee, designated as the Nomination Committee, of such number and class of directors, as it may deem appropriate in the circumstances. As disclosed in paragraph 19 of the Statement of Compliance, the Company has not established a separate Nomination Committee. The Board is of the view that the responsibilities of such a committee are being effectively discharged by the Board itself, based on the recommendations of the Human Resource and Remuneration (HR&R) Committee. The Board comprises members with substantial expertise in the areas for which a Nomination Committee is required under Regulation 29(2). Accordingly, the Board believes that the immediate formation of a separate Nomination Committee is not necessary at this stage.
(6)	Explanation for non- compliance is required (Non- Mandatory)	19	As per the Regulation no. 30 of the Regulations, the Board may constitute a separate committee, designated as the Risk Management Committee, of such number and class of directors, as it may deem appropriate in the circumstances. As stated in paragraph 19 of the Statement of Compliance, the Company has not setup a separate Risk Management Committee and is of the view that the Audit committee currently includes individuals with extensive expertise in the areas for which a Risk Management Committee is responsible in terms of Regulation 30(2) and, as such, the immediate formation of a separate Risk Management Committee is not deemed necessary at this stage.

RAHMAN SARFARAZ RAHIM IQBAL RAFIQ
Chartered Accountants

Karachi.
Date: September 26, 2025
UDIN: CR202510210mGE9sI1HU

INDEPENDENT AUDITORS' REPORT
TO THE MEMBERS OF FECTO CEMENT LIMITED

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the annexed financial statements of Fecto Cement Limited ('the Company'), which comprise the statement of financial position as at June 30, 2025, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including Material Accounting Policy Information and other explanatory information ('the financial statements'), and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and, respectively, give a true and fair view of the state of the Company's affairs as at June 30, 2025 and of the profit, total comprehensive income, changes in equity and its cash flows for the year then ended.

Basis for Opinion

We conducted our audit in accordance with the International Standards on Auditing (ISAs) as applicable in Pakistan. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. However, we have determined that there are no key audit matters to communicate in our report.

Information Other than the Financial Statements and Auditor's Report Thereon

Management is responsible for the other information. The other information comprises the information in the annual report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. However, we have nothing to report in this regard.

Responsibilities of Management and Board of Directors for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with the accounting and reporting standards as applicable in Pakistan and the requirements of Companies Act, 2017 (XIX of 2017) and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Board of Directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs as applicable in Pakistan, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the Board of Directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Based on our audit, we further report that in our opinion:

(a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);

(b) the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;

(c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and

(d) no zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980).

The engagement partner on the audit resulting in this independent auditor's report is Mr. Muhammad Rafiq Dosani.

RAHMAN SARFARAZ RAHIM IQBAL RAFIQ
Chartered Accountants

Karachi
Date: September 26, 2025
UDIN: AR202510210qxyO7jTd6

STATEMENT OF FINANCIAL POSITION
AS AT JUNE 30, 2025

	Note	2025	(Restated) 2024	(Restated) 2023
		Rupees in '000'		
EQUITY AND LIABILITIES				
Share capital and reserves				
Authorized capital				
75,000,000 (2024: 75,000,000) ordinary shares of Rs. 10/- each		**750,000**	750,000	750,000
Issued, subscribed and paid up capital				
50,160,000 (2024: 50,160,000) ordinary shares of Rs.10/- each		**501,600**	501,600	501,600
Revenue reserves				
General reserve		**550,000**	550,000	550,000
Unappropriated profit		**3,499,930**	2,891,238	2,531,271
		4,049,930	3,441,238	3,081,271
Capital Reserve				
Share of other comprehensive income of associate		**(2,113)**	(22)	1,776
		4,549,417	3,942,816	3,584,647
Non-current liabilities				
Long term financing from a banking company - secured	5	**562,558**	678,308	860,641
Lease liability	6	**139**	12,285	48,398
Deferred income - Government grant	7	**69,630**	102,067	140,528
Deferred taxation	8	**253,308**	65,734	-
		885,635	858,394	1,049,567
Current Liabilities				
Trade and other payables	9	**1,862,023**	1,955,084	1,346,954
Short term borrowing - secured	10	**384,412**	735,513	954,052
Accrued mark-up	11	**6,917**	38,699	54,205
Unclaimed dividend		**14,473**	14,473	14,489
Unpaid dividend		**185**	185	185
Taxation-net	27	**21,384**	-	-
Current maturity of long term financing - secured	12	**194,533**	262,238	238,355
Current maturity of lease liabilities	6	**15,512**	27,335	27,900
Current maturity of government grant	7	**32,430**	38,471	44,017
		2,531,869	3,071,998	2,680,157
Contingencies and commitments	13			
Total equity and liabilities		**7,966,921**	7,873,208	7,314,371
ASSETS				
Non-current assets				
Property, plant and equipment	14	**3,140,182**	2,934,475	2,708,837
Intangibles	15	**12,691**	-	-
Right-of-use assets	16	**25,260**	46,248	76,812
Investment property	17	**102,260**	102,260	102,260
Long term investments	18	**199,862**	362,834	345,732
Long term deposits	19	**10,901**	10,101	10,101
Long term loans and advances	20	**2,965**	12,391	8,466
Deferred taxation		**-**	-	157,257
		3,494,121	3,468,309	3,409,465
Current assets				
Stores and spares	21	**1,388,382**	1,487,308	1,508,972
Stock-in-trade	22	**2,089,158**	1,999,639	1,800,895
Trade debts - unsecured	23	**569,636**	478,780	146,735
Short term investment - unsecured	24	**49,930**	-	-
Short term loan to a related party	25	**19,990**	19,990	70,895
Loans, advances, deposits, prepayments and other receivable	26	**88,763**	96,200	68,911
Tax refunds due from government	27	**14,735**	41,735	109,833
Cash and bank balances	28	**252,206**	281,247	198,665
		4,472,800	4,404,899	3,904,906
Total assets		**7,966,921**	7,873,208	7,314,371

The annexed notes from 1 to 49 form an integral part of these financial statements.

MOHAMMED YASIN FECTO	ROHAIL AJMAL	ABDUL WAHAB
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED JUNE 30, 2025

	Note	2025	(Restated) 2024
		Rupees in '000'	
Sales revenue - net	29	**11,096,924**	10,908,118
Cost of sales	30	**(9,263,606)**	(9,478,553)
Gross profit		**1,833,318**	1,429,565
Administrative expenses	31	**(432,391)**	(346,335)
Distribution costs	32	**(139,774)**	(107,138)
		(572,165)	(453,473)
Finance costs	33	**(172,190)**	(276,174)
Other expenses	34	**(9,823)**	(2,953)
Operating Profit		**1,079,140**	696,965
Share of (loss) / profit of associate	18	**(60,961)**	18,901
Other income	35	**142,272**	115,080
Profit before levies and taxation		**1,160,451**	830,946
Levies	36	**(72,379)**	(118,174)
Profit before taxation		**1,088,072**	712,772
Taxation	37	**(479,380)**	(352,805)
Profit after taxation		**608,692**	359,967
		--------- (Rupees) ---------	
Earning per share - basic and diluted		**12.14**	7.18

The annexed notes from 1 to 49 form an integral part of these financial statements.

MOHAMMED YASIN FECTO	**ROHAIL AJMAL**	**ABDUL WAHAB**
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED JUNE 30, 2025

	2025	(Restated) 2024
	Rupees in '000'	
Profit after taxation	**608,692**	359,967
Other comprehensive income		
Item that will not be subsequently reclassified to profit or loss (net of tax):		
Share of other comprehensive income of associate	**(2,091)**	(1,798)
Total comprehensive income for the year	**606,601**	358,169

The annexed notes from 1 to 49 form an integral part of these financial statements.

MOHAMMED YASIN FECTO	ROHAIL AJMAL	ABDUL WAHAB
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30, 2025

	Issued, Subscribed & Paid up capital	Revenue reserves		Capital reserve		Total
		General Reserve	Unappropriated Profit	Surplus on Revaluation of investment in unquoted shares	Share of other comprehensive income of associate	
	Rupees in '000'					
Balance as at June 30, 2023 (as previously reported)	501,600	550,000	2,438,236	106,919	-	3,596,755
Effect of correction of prior period errors (refer note 43)	-	-	93,035	(106,919)	1,776	(12,108)
Balance as at June 30, 2023 (as restated)	501,600	550,000	2,531,271	-	1,776	3,584,647
Total comprehensive income / (loss) for the year ended June 30, 2024						
- Profit after taxation (as restated)	-	-	359,967	-	-	359,967
- Other comprehensive income (as restated)	-	-	-	-	(1,798)	(1,798)
	-	-	359,967	-	(1,798)	358,169
Balance as at June 30, 2024 (as restated)	501,600	550,000	2,891,238	-	(22)	3,942,816
Total comprehensive income / (loss) for the year ended June 30, 2025						
- Profit after taxation	**-**	**-**	**608,692**	**-**	**-**	**608,692**
- Other comprehensive income	**-**	**-**	**-**	**-**	**(2,091)**	**(2,091)**
	-	**-**	**608,692**	**-**	**(2,091)**	**606,601**
Balance as at June 30, 2025	**501,600**	**550,000**	**3,499,930**	**-**	**(2,113)**	**4,549,417**

The annexed notes from 1 to 49 form an integral part of these financial statements.

MOHAMMED YASIN FECTO	**ROHAIL AJMAL**	**ABDUL WAHAB**
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2025

	Note	2025	(Restated) 2024
		Rupees in '000'	
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before levies and taxation		**1,160,451**	830,946
Adjustments for:			
- Finance costs	33	**172,190**	276,174
- Depreciation on property, plant and equipment	14.1	**115,712**	102,066
- Depreciation on right-of-use assets	16	**20,988**	25,656
- Amortization	15	**1,411**	-
- Provision for expected credit loss		**-**	230
- Provision against slow moving obsolete spares		**-**	2,723
- Share of profit / loss from associate	18.2	**60,961**	(18,901)
- Amortization of deferred government grant	35	**(38,478)**	(44,007)
- Store Write off	34	**4,265**	-
- Interest income	35	**(48,519)**	(44,870)
- Gain on disposal of property, plant and equipment	35	**(5,347)**	(3,883)
		283,183	295,188
Cash generated from operating activities before working capital changes		**1,443,634**	1,126,134
Effect on cash flow due to working capital changes			
(Increase) / decrease in current assets			
- Stores and spares		**94,661**	35,583
- Stock-in-trade		**(89,519)**	(198,744)
- Trade debts		**(90,856)**	(332,275)
- Loans, advances, deposit and prepayment		**(42,729)**	(4,595)
- Sales tax refundable		**5,558**	13,307
Increase / (decrease) in current liabilities			
- Trade and other payables		**(165,440)**	599,614
		(288,325)	112,890
Cash generated from operations		**1,155,309**	1,239,024
- Income tax paid		**(248,980)**	(184,681)
- Long term deposits		**(800)**	-
- Long term loan and advances		**(426)**	(3,925)
Net cash generated from operating activities		**905,103**	1,050,418
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure incurred		**(322,173)**	(347,516)
Additions to intangible assets		**(4,250)**	-
Repayment of principal from short term investment		**49,990**	-
Repayment of short term loan by related party		**-**	50,905
Interest received		**98,685**	22,177
Proceeds from disposal of operating fixed asset		**6,101**	11,961
Net cash used in investing activities		**(171,647)**	(262,473)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of lease liability (principal portion)		**(23,969)**	(36,678)
Dividend paid		**-**	(16)
Long term financing received		**59,936**	-
Repayment of long term financing (principal portion)		**(279,014)**	(199,110)
Finance cost paid		**(168,349)**	(251,020)
Short term borrowings - net		**-**	(181,720)
Net cash used in financing activities		**(411,396)**	(668,544)
Net increase / (decrease) in cash and cash equivalents		**322,060**	119,401
Cash and cash equivalents as at beginning of the year		**(404,266)**	(523,667)
Cash and cash equivalents as at end of the year	39	**(82,206)**	(404,266)

The annexed notes from 1 to 49 form an integral part of these financial statements.

MOHAMMED YASIN FECTO	**ROHAIL AJMAL**	**ABDUL WAHAB**
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED JUNE 30, 2025

1. INTRODUCTION

1.1 Legal status of the Company

Fecto Cement Limited ('the Company') was incorporated in Pakistan on February 28, 1981 as a public limited company under the repealed Companies Act, 1913 (repealed with the enactment of the Companies Ordinance, 1984 on October 8, 1984 and subsequently by the Companies Act, 2017 on May 30, 2017). The shares of the Company are quoted on Pakistan Stock Exchange Limited.

1.2 Location of the registered office and the manufacturing facilities

Registered office:

The Company's registered office is situated at Plot # 60-C, Khayaban-e-Shahbaz, Phase-VI, Defense Housing Authority, Karachi-75500.

Manufacturing facility:

The Company's manufacturing facility is situated at Sangjani Village Sangjani, Islamabad-4400.

Marketing office:

The company's marketing office, is situated at , 339, Main Peshawar Road, Chairing Cross Service Road, Westridge-1, Rawalpindi.

1.3 Principal business activity

The principal activity of the Company is production and sale of ordinary Portland cement.

2. BASIS OF PREPARATION

2.1 Statement of compliance

These financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. Accounting and reporting standards comprise of:

- International Financial Reporting Standards (IFRS Standards) issued by the International Accounting Standards Board (IASB) as notified under the Companies Act, 2017 (the Act);

- Provisions of, and directives issued under, the Companies Act, 2017.

Where the provisions of, and directives issued under, the Companies Act, 2017 differ from the IFRS Standards, the provisions of, and directives issued under the Companies Act, 2017 have been followed.

2.2 Basis of measurement

Items in these financial statements have been measured at their historical cost except for:

(a) Long term investment in unquoted ordinary shares of M/s. Frontier Paper Products (Private) Limited which is carried under the equity method of accounting.

2.3 Functional and presentation currency

Items included in these financial statements are measured using the currency of the primary economic environment in which the Company operates. These financial statements are presented in Pak Rupees which is the Company's functional and presentation currency.

2.4 Use of estimates and judgments

In preparing these financial statements, management has made judgements and estimates that affect the application of the Company's accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to estimates are recognized prospectively.

(a) Judgements

Judgements made in applying accounting policies that have the most significant effects on the amounts recognized in these financial statements are as follows:

Area of judgement	Brief description of the judgement applied
Property, plant and equipment	Whether the consumption of future economic benefits embodied in the Company's fixed assets is reduced over time and, accordingly, whether it is appropriate to use 'straight line method' as the depreciation method.
Provision for taxation	Refer Note 3.18
Timing of revenue recognition	Whether control of the promised goods is transferred to the customer when the goods are dispatched from the Company's premises.
Financing for payment of REF / TERF	Discount rate used to determine the value of government grant element embedded in the long term finance received from a commercial bank under the SBP Refinance Scheme for Payment of Renewable Energy Scheme and Temporary Economic Refinance Scheme.

(b) Assumptions and other major sources of estimation uncertainty

Assumptions and estimation uncertainties at the reporting date that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the next financial year is included are as follows:

Area of estimation uncertainty	Brief description of the assumption or the source of estimation uncertainty
Property, plant and equipment	Estimation of useful lives and residual values of the operating fixed assets
Deferred taxation	Recognition of deferred tax asset on unused tax credits - availability of future taxable profit against which such deductible temporary differences on unused tax losses and credits can be utilised.

2.5 CHANGES IN ACCOUNTING STANDARDS, INTERPRETATIONS AND AMENDMENTS TO PUBLISHED APPROVED ACCOUNTING STANDARDS

2.5.1 Amendments to existing standards that became effective during the year

The following new or amended standards and interpretations became effective for the financial year and are considered relevant to the Company's financial statements:

- IAS 1 – Classification of Liabilities as Current or Non-current (Amendments issued January 2020 and October 2022, effective January 1, 2024):

  Under the previous requirements of IAS 1, a liability was classified as current if the Company did not had an unconditional right to defer settlement for at least twelve months after the reporting date. Following the amendments, the requirement for the right to be "unconditional" has been removed. Instead, the amendments specify that the right to defer settlement must be substantive and must exist as of the reporting date. Such a right may depend on the Company's compliance with conditions (covenants) set out in a loan agreement.

  In October 2022, the IASB clarified that only covenants that the Company is required to comply with on or before the reporting date affect whether a liability is classified as current or non-current. Covenants that are tested after the reporting date (i.e., future covenants) do not impact classification at that date. However, if non-current liabilities are subject to future covenants, the Company must provide additional disclosures to enable users to understand the risk that such liabilities could become repayable within twelve months after the reporting date.

- IFRS 16 – Lease Liability in a Sale and Leaseback (Amendments issued September 2022, effective January 1, 2024):

  The amendments affect how a seller-lessee accounts for variable lease payments arising from a sale-and-leaseback transaction. At the time of initial recognition, the seller-lessee is required to include variable lease payments when measuring the lease liability. Subsequently, the seller-lessee applies the general requirements for lease liability accounting in a way that ensures no gain or loss is recognised in relation to the right-of-use asset it retains. These amendments introduce a new accounting model for variable lease payments and may require seller-lessees to reassess and, in some cases, restate previously recognised sale-and-leaseback transactions.

  The above standards, amendments to approved accounting standards and interpretations have not been early adopted by the Company and do not have any material impact on the Company's financial statements.

2.5.2 Standards, interpretations and amendments to published approved accounting standards that are not yet effective

The following standards and amendments have been issued but are not effective for the financial year beginning July 1, 2024 and have not been early adopted by the Company:

IAS 21 – The Effects of Changes in Foreign Exchange Rates (Amendments: Lack of Exchangeability, effective January 1, 2025):

Amendments to IAS 21 The Effects of Changes in Foreign Exchange Rates address circumstances where a currency is not exchangeable, often due to government restrictions. In such cases, entities are required to estimate the spot exchange rate that would apply in an orderly transaction at the measurement date. The amendments permit flexibility by allowing the use of observable exchange rates without adjustment or other estimation methods, provided these meet the overall estimation objective. When assessing this, entities should consider factors such as the existence of multiple exchange rates, their intended use, nature, and frequency of updates. The amendments also introduce new disclosure requirements, including details of the non-exchangeability, its financial impact, the spot rate applied, the estimation approach used, and related risks.

Amendments to IFRS 9 and IFRS 7 – Classification and Measurement of Financial Instruments (effective January 1, 2026):

Amendments to IFRS 7 Financial Instruments: Disclosures and IFRS 9 Financial Instruments – Classification and Measurement provide clarifications and updates in several areas. They refine the requirements around the timing of recognition and derecognition of certain financial assets and liabilities, introducing a new exception for financial liabilities settled via electronic cash transfer systems. The amendments also clarify and expand the guidance on assessing whether a financial asset meets the “solely payments of principal and interest” (SPPI) criterion. In addition, new disclosure requirements are introduced for instruments with contractual terms that can alter cash flows, such as those linked to environmental, social, and governance (ESG) targets. Further updates are also made to the disclosure requirements for equity instruments designated at fair value through other comprehensive income (FVOCI).

IFRS 17 – Insurance Contracts (effective January 1, 2026 in Pakistan, as directed by SECP vide SRO 1715(I)/2023):

IFRS 17 Insurance Contracts establishes the principles for the recognition, measurement, presentation and disclosure of Insurance contracts within the scope of the Standard. The objective of IFRS 17 is to ensure that an entity provides relevant information that faithfully represents those contracts. This information gives a basis for users of financial statements to assess the effect that insurance contracts have on the entity’s financial position, financial performance and cash flows. SECP vide its SRO 1715(I)/2023 dated November 21, 2023 has directed that IFRS 17 shall be followed for the period commencing January 1, 2026 by companies engaged in insurance / takaful and re-insurance / re-takaful business.

Annual Improvements – Volume Eleven (effective January 1, 2026):

- Hedge Accounting by a First-time Adopter (Amendments to IFRS 1) - The amendments are intended to address potential confusion arising from an inconsistency between the wording in IFRS 1 and the requirements for hedge accounting in IFRS 9.

- Gain or Loss on Derecognition (Amendments to IFRS 7) - To update the language on unobservable inputs and to include a cross reference to paragraphs 72 and 73 of IFRS 13 Fair Value Measurement.

- Introduction (Amendments to Guidance on implementing IFRS 7) - To clarify that the guidance does not necessarily illustrate all the requirements in the referenced paragraphs of IFRS 7, nor does it create additional requirements.

- Disclosure of Deferred Difference between Fair Value and Transaction Price (Amendments to Guidance on implementing IFRS 7) - Paragraph IG14 of the Guidance on implementing IFRS 7 has been amended mainly to make the wording consistent with the requirements in paragraph 28 of IFRS 7 and with the concepts and terminology used in IFRS 9 and IFRS 13.

- Credit Risk Disclosures (Amendments to Guidance on implementing IFRS 7) - Paragraph IG20B of the Guidance on implementing IFRS 7 has been amended to simplify the explanation of which aspects of the IFRS requirements are not illustrated in the example.

- Transaction Price (Amendments to IFRS 9) - Paragraph 5.1.3 of IFRS 9 has been amended to replace the reference to 'transaction price as defined by IFRS 15 Revenue from Contracts with Customers' with 'the amount determined by applying IFRS 15'. The use of the term "transaction price' in relation to IFRS 15 was potentially confusing and so it has been removed. The term was also deleted from Appendix A of IFRS 9.

- Determination of a 'De Facto Agent' (Amendments to IFRS 10) - The amendment is intended to remove the inconsistency with the requirement in paragraph B73 for an entity to use judgement to determine whether other parties are acting as de facto agents.

- Cost Method (Amendments to IAS 7) - Paragraph 37 of IAS 7 has been amended to replace the term 'cost method' with 'at cost', following the prior deletion of the definition of 'cost method'.

The above standards, amendments to approved accounting standards and interpretations have not been early adopted by the Company and are not likely to have any material impact on the Company's financial statements.

Other than the aforesaid standards, interpretations and amendments, IASB has also issued the following standards and interpretation, which have not been notified locally or declared exempt by the SECP as at June 30, 2025:

IFRS 18 – Presentation and Disclosure in Financial Statements

The new standard on presentation and disclosure in financial statements, IFRS 18, focuses on updates to the statement of profit or loss. It introduces key concepts such as the structure of the statement of profit or loss, required disclosures for certain profit or loss performance measures reported outside the financial statements (management-defined performance measures), and enhanced principles on aggregation and disaggregation applicable to the primary financial statements and notes.

Major Impact on Companies' Financial Statements:

IFRS 18 will require the Company to restructure their statement of profit or loss into operating, investing, and financing categories, which may alter familiar subtotals such as operating profit. This standard focuses on disaggregation will expand disclosures, requiring more detailed breakdowns of income, expenses, and significant transactions, rather than broad groupings. Adoption will also demand updates to reporting systems and processes, increasing compliance effort, but ultimately enhancing transparency, comparability, and investor confidence.

IFRS 19 – Subsidiaries without Public Accountability: Disclosures

IFRS 19 – Subsidiaries without Public Accountability: Disclosures introduces reduced disclosure requirements for eligible subsidiaries that apply IFRS Accounting Standards. It applies to subsidiaries without public accountability whose parent prepares publicly available consolidated IFRS financial statements. Recognition and measurement remain fully aligned with IFRS, while disclosures are significantly simplified. The standard aims to ease the reporting burden without compromising the usefulness of information, and adoption is voluntary.

3. MATERIAL ACCOUNTING POLICY INFORMATION

The material accounting policies applied in the preparation of these financial statements are set out below. These policies have been consistently applied to all the years presented.

3.1 Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognises lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

A - Leases other than short-term leases and leases of low-value assets

(a) Right-of-use assets

The Company recognises right-of-use assets at the commencement date of the lease (i.e. the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the assets.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset.

The right-of-use assets are also subject to impairment.

(b) Lease liabilities

At the commencement date of the lease, the Company recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed payments (including in substance fixed payments) less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects the Company exercising the option to terminate.

Variable lease payments that do not depend on an index or a rate are recognised as expenses (unless they are incurred to produce inventories) in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments (e.g., changes to future payments resulting from a change in an index or rate used to determine such lease payments) or a change in the assessment of an option to purchase the underlying asset.

B - Short-term leases and leases of low-value assets

The Company applies the short-term lease recognition exemption to those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option. It also applies the lease of low-value assets recognition exemption to those leases where the nature of the underlying asset is such that, when new, the asset is typically not of low value. Lease payments on short-term leases and leases of low-value assets are recognised as expense on a straight-line basis over the lease term.

3.2 Government grants

Government grants are not recognised until there is reasonable assurance that the Company will comply with the conditions attaching to them and that the grants will be received.

The benefit of a government loan at a below-market rate of interest is treated as a government grant, measured as the difference between proceeds received and the fair value of the loan based on prevailing market interest rates.

Government grants are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as expenses the related costs for which the grants are intended to compensate.

3.3 Provisions and contingent liabilities

Provisions

A provision is recognised in the statement of financial position when the Company has a legal or constructive obligation as a result of a past event and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management’s best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

As the actual outflows can differ from estimates made for provisions due to changes in laws, regulations, public expectations, technology, prices and conditions, and can take place many years in the future, the carrying amounts of provisions are reviewed at each reporting date and adjusted to take account of such changes. Any adjustments to the amount of previously recognised provision is recognised in the statement of profit or loss unless the provision was originally recognised as part of cost of an asset.

Contingent liabilities

A contingent liability is disclosed when the Company has a possible obligation as a result of past events, whose existence will be confirmed only by the occurrence or non-occurrence, of one or more uncertain future events not wholly within the control of the Company; or the Company has a present legal or constructive obligation that arises from past events, but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability.

3.4 Financial liabilities

Financial liabilities are classified as measured at amortized cost or 'at fair value through profit or loss' (FVTPL). A financial liability is classified as at FVTPL if it is classified as held for trading, it is a derivative or it is designated as such on initial recognition. Financial liabilities at FVTPL are measured at fair value and net gains and losses, including any interest expense, are recognized in the statement of profit or loss.

Other financial liabilities are subsequently measured at amortized cost using the effective interest method. Interest expense and foreign exchange gains and losses are recognized in the statement of profit or loss. Any gain or loss on de-recognition is also recognized in the statement of profit or loss.

Financial liabilities are derecognized when the contractual obligations are discharged or cancelled or have expired or when the cash flows relating to the financial liability have been substantially modified.

3.5 Property, plant and equipment and Investment property

Operating assets

Operating assets are stated at cost (including where relevant related borrowing cost) less accumulated depreciation and impairment losses, if any, except for free hold land and capital spare which are stated at cost. Depreciation on additions is charged for the month the asset is put to use and no depreciation is charged in the month of disposal.

Maintenance and repairs are charged to profit and loss as and when incurred. Major renewals and improvements are capitalized. Gains and losses on disposal of assets, if any, are included in income currently.

Depreciation is charged to profit and loss applying the straight line method using the useful lives and residual values specified below:

Asset class	Useful lives (Years)	Residual values (% of cost)
Factory building	21.5 - 23.5	-
Non-factory building	21.5 - 23.5	-
Plant, machinery and equipment	25-43	5
Quarry transport equipment	8 - 10	5
Furniture, fixtures and equipment	3 - 10	0 - 5
Motor vehicles	5	10

Useful lives, depreciation methods and residual values are reassessed annually and change, if any, is applied prospectively.

Capital work in progress

Capital work in progress is stated at cost including, where relevant, related financing costs less impairment losses, if any. These costs are transferred to operating fixed assets as and when they are available for use.

Capital spares

Items of spare parts are classified as capital spares when they meet in the definition of property, plant and equipment provided in the International Accounting Standard (IAS) 16 Property, Plant and Equipment. Such items are transferred to operating fixed assets when they are commissioned into the corresponding item of plant or machinery (i.e. when they are replaced against worn out, obsolete or damaged parts).

Investment property

Investment properties are stated at cost less accumulated depreciation and impairment losses, if any.

Subsequent expenditures including major renewals and improvements are capitalised only when it is probable that respective future economic benefits associated with the expenditure will flow to the Company and the cost of the asset can be measured reliably, while maintenance and normal repairs are charged to the statement of profit or loss, as and when incurred.

Investment property is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Disposal of investment property is recognised when significant risk and rewards, incidental to the ownership of that asset, have been transferred to the buyer. Gains and losses are determined by comparing proceeds with the carrying amount of the relevant assets. These are included in the statement of profit or loss in the period in which they arise. Gains or losses on disposal of investment properties, if any, are included in other income in the statement of profit or loss.

The carrying values of investment properties are reviewed at each reporting date for indications that an asset may be impaired and carrying values may not be recovered. If such indications exist and where the carrying values exceeds the estimated recoverable amounts, the asset is written down to the recoverable amounts. The recoverable amount of investment properties is the greater of fair value less cost to sell and value in use.

A previously recognised impairment loss is reversed only if there has been a change in the assumptions used to determine the recoverable amount of investment properties since the last impairment loss was recognised. The reversal is limited so that the carrying amount of the investment properties does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the investment properties in prior years. Such reversal is recognised in the statement of profit or loss.

3.6 Long term investments

Investment in subsidiary

In these financial statements, investment in subsidiary is carried at its cost less accumulated impairment loss recognized thereon (if any).

Investment in associates

The Company accounts for its investments in associates using the equity method. Under this method, the investment is initially recognized at cost, being the fair value of consideration given and includes acquisition charges associated with such investments. Subsequently, the Company's share in profit / loss of the investee is recognized in the statement of profit or loss. Distributions received from the investee reduce the carrying amount of the investment. Adjustment to the carrying amount are also made for changes in the Company's proportionate interest in the investee arising from changes in the investee's other comprehensive income.

Where the Company's share of loss of an associates equals or exceeds its interest in the associates, the Company discontinues to recognize its share of further losses except to the extent that Company has incurred legal or constructive obligation to make payment on behalf of the associates. If the associate subsequently reports profits, the Company resumes recognizing its share of those profits only after its share of the profit equals the share of losses not recognized.

3.7 Intangible assets - Computer software

These are stated at cost less accumulated amortization and impairment losses, if any. Amortization is computed using the straight-line method over asset's estimated useful life at the rates stated in note 15.1

Amortization is charged from the date the assets are available for use while no amortization is charged after the date when the assets are disposed off.

Gain and losses on disposal of such assets, if any, are included in the statement of profit or loss.

3.8 Stores and spares

These are valued under the moving average cost method (less impairment loss if any) other than stores and spares in transit which are valued at cost comprising invoice value plus other charges paid thereon less impairment loss if any.

Provisions are made in the financial statements for obsolete and slow moving inventory based on management's best estimate regarding their future usability.

3.9 Stock-in-trade

Basis of valuation

All items of stock-in-trade are valued at the lower of cost and their net realizable value as of the reporting date.

Determination of cost

The cost of inventories comprise all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The costs of purchase of inventories comprise the purchase price, import duties and other taxes (other than those subsequently recoverable by the entity from the taxing authorities), and transport, handling and other costs directly attributable to the acquisition of finished goods, materials and services. Trade discounts and other similar items are deducted in determining the costs of purchase.

The costs of conversion of inventories include costs directly related to the quantity of production, such as direct labour. They also include a systematic allocation of fixed and variable production overheads that are incurred in converting materials into finished goods. The allocation of fixed production overheads to the costs of conversion is based on the normal operating capacity of the production facilities (which is the production expected to be achieved on average over a number of days under normal circumstances, taking into account the loss of capacity resulting from planned maintenance).

The cost of the items consumed or sold and those held in stock at the reporting date is determined as follows:

Item of stock in trade	Method of valuation
Raw Materials	First-in-first-out (FIFO) method
Packing materials	First-in-first-out (FIFO) method
Work-in-process	Weighted average cost determined on a quarterly basis
Finished goods	Weighted average cost determined on a quarterly basis

Determination of net realizable value

Net realisable value is the estimated selling price in the ordinary course of business less the estimated costs of completion and the estimated costs necessary to make the sale. The cost of inventories may not be recoverable if those inventories are damaged, if they have become wholly or partially obsolete, or if their selling prices have declined. The cost of inventories may also not be recoverable if the estimated costs of completion or the estimated costs to be incurred to make the sale have increased.

The Company estimates the net realisable value of inventories based on the most reliable evidence available, at the reporting date, of the amount the inventories are expected to realise. These estimates take into consideration fluctuations of price or cost directly relating to events occurring after the end of the reporting period to the extent that such events confirm conditions existing at the end of the reporting period.

Raw materials and other supplies held for use in the production of inventories are not written down below cost if the finished product in which they will be incorporated are expected to be sold at or above cost. However, when a decline in the price of materials indicates that the cost of the finished product exceeds net realisable value, the materials are written down to net realisable value. In such circumstances, the replacement cost of the materials is used as the measure of their net realisable value.

A new assessment is made of net realisable value in each subsequent period. When the circumstances that previously caused inventories to be written down below cost no longer exist or when there is clear evidence of an increase in net realisable value because of changed economic circumstances, the amount of the write-down is reversed (i.e. the reversal is limited to the amount of the original write-down) so that the new carrying amount is the lower of the cost and the revised net realisable value.

3.10 Trade debts

These are carried at their transaction price less any allowance for lifetime expected credit losses. A receivable is recognized when the goods are delivered to dealers as this is the point in time that the consideration is unconditional because only the passage of time is required before the payment is due.

3.11 Cash and cash equivalents

Cash and cash equivalents are carried at cost. For the purpose of the statement of cash flows, cash and cash equivalents comprise cash in hand, bank balances and short term borrowings from banks which are repayable on demand and form an integral part of the Company's cash management.

3.12 Financial assets

3.12.1 Initial recognition, classification and measurement

The Company recognizes a financial asset when and only when it becomes a party to the contractual provisions of the instrument evidencing investment. The Company classifies its financial assets into either of following three categories:

(a) financial assets measured at amortized cost.
(b) fair value through other comprehensive income (FVOCI);
(c) fair value through profit or loss (FVTPL); and

(a) Financial assets measured at amortized cost

A financial asset is measured at amortized cost if it is held within business model whose objective is to hold assets to collect contractual cash flows, and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on principal amount outstanding.

Such financial assets are initially measured at fair value plus transaction costs that are directly attributable to the acquisition or issue thereof.

(b) Financial assets at FVOCI

A financial asset is classified as at fair value through other comprehensive income when it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets and its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Such financial assets are initially measured at fair value plus transaction costs that are directly attributable to the acquisition or issue thereof.

(c) Financial assets at FVTPL

A financial asset shall be measured at fair value through profit or loss unless it is measured at amortised cost or at fair value through other comprehensive income, as aforesaid. However, for an investment in equity instrument which is not held for trading, the Company may make an irrevocable election to present in other comprehensive income subsequent changes in the fair value of the investment.

Such financial assets are initially measured at fair value.

3.12.2 Subsequent measurement

(a) Financial assets measured at amortized cost

These assets are subsequently measured at amortized cost (determined using the effective interest method) less accumulated impairment losses.

Interest / markup income, foreign exchange gains and losses and impairment losses arising from such financial assets are recognized in profit or loss.

(b) Financial assets at FVOCI

These are subsequently measured at fair value less accumulated impairment losses.

A gain or loss on a financial asset measured at fair value through other comprehensive income in accordance is recognised in other comprehensive income, except for impairment gains or losses and foreign exchange gains and losses, until the financial asset is derecognised or reclassified. When the financial asset is derecognised the cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment. Interest is calculated using the effective interest method and is recognised in profit or loss.

(c) Financial assets at FVTPL

These assets are subsequently measured at fair value.

Net gains or losses arising from remeasurement of such financial assets as well as any interest income accruing thereon are recognized in the statement of profit or loss. However, for an investment in equity instrument which is not held for trading and for which the Company has made an irrevocable election to present in other comprehensive income subsequent changes in the fair value of the investment, such gains or losses are recognized in other comprehensive income. Further, when such investment is disposed off, the cumulative gain or loss previously recognised in other comprehensive income is not reclassified from equity to profit or loss.

3.12.3 Impairment

The Company recognises a loss allowance for expected credit losses in respect of financial assets measured at amortised cost.

For trade receivables, the Company applies the IFRS 9 'Simplified Approach' to measuring expected credit losses which uses a lifetime expected loss allowance.

For other financial assets, the Company applies the IFRS 9 'General Approach' to measuring expected credit losses whereby the Company measures the loss allowance for a financial instrument at an amount equal to the lifetime expected credit losses if the credit risk on that financial instrument has increased significantly since initial recognition. However, if, at the reporting date, the credit risk on a financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12 month expected credit losses.

The Company measures expected credit losses on financial assets in a way that reflects an unbiased and probability-weighted amount, time value of money and reasonable and supportable information at the reporting date about the past events, current conditions and forecast of future economic conditions. The Company recognises in profit or loss, as an impairment loss, the amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date.

Loss allowances for financial assets measured at amortised cost are deducted from the gross carrying amount of the assets.

3.12.4 De-recognition

Financial assets are derecognized when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership.

The Company directly reduces the gross carrying amount of a financial asset when the Company has no reasonable expectations of recovering the financial asset in its entirety or a portion thereof. A write-off constitutes a derecognition event.

3.13 Offsetting of financial assets and financial liabilities

Financial assets and liabilities are offset when the Company has a legally enforceable right to offset and intends to settle either on a net basis or to realise the asset and settle liability simultaneously.

3.14 Revenue

Revenue from local sales

Revenue from sale of goods (cement) is recognized when the customer obtains control of the goods, being when the goods are delivered to the dealer, the dealer has full discretion over the selling price of the goods subject to maximum retail price printed on bag and there is no unfulfilled obligation that could affect the dealer's acceptance of the goods. Delivery occurs when the goods have been dispatched from the Company premises, the risk of loss has been transferred to the dealer, and either the dealer has accepted the goods in accordance with the sales contract, the acceptance provisions have elapsed, or the Company has objective evidence that all criteria for acceptance have been satisfied.

The Company does not expect to have contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Company does not adjust any of the transaction prices for the time value of money.

Revenue from export sales

Revenue from sale of goods to foreign customers is recognized when those customers obtain control of the exported goods.

The Company does not expect to have contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. As a consequence, the Company does not adjust any of the transaction prices for the time value of money.

3.15 Other income

Interest income

Mark-up on TFC's, loans and bank deposits are recognized on a time proportion basis on the principal amount outstanding and at the rate applicable.

Dividend income

Dividends received from investment measured using the equity method of accounting are recognized in profit or loss when the right to receive payment is established, it is probable that the economic benefits associated with the dividend will flow to the Company and the amount of the dividend can be measured reliably.

3.16 Employee benefits

Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contributions into a separate fund and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods. As a consequence, actuarial risk (that benefits will be less than expected) and investment risk (that assets will be insufficient to meet expected benefits) fall, in substance, on the employee.

The Company operates a funded provident scheme for its employees which is classified as a defined contribution plan. Equal monthly contributions are made by the Company and the employees to the plan at the rate equal to 10% of their basic salary plus cost of living allowance.

When an employee has rendered service to the Company during a period, the Company recognises the contribution payable to a defined contribution plan in exchange for that service as an expense in profit or loss and as a liability in the statement of financial position (payable to provident fund), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the end of the reporting period, the Company recognises that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund.

Compensated absences

The Company recognizes provision for compensated absences on an undiscounted basis as the impact of discounting is not material and are expensed as the related services are provided. A liability is recognised for the amount expected to be paid under compensated absences if the Company has a present legal or constructive obligation to pay this amount as a result of past service provided by the employee, and the obligation can be estimated reliably.

The un-availed leaves are payable to employees at the time of retirement/termination of service. The provision is determined on the basis of last drawn salary and accumulated leaves balance at the reporting date.

3.17 Foreign currency translation

Transactions in foreign currencies are converted into Rupees at the rate of exchange ruling on the date of transaction. Monetary assets and liabilities in foreign currencies are translated into Rupees at the rate of exchange ruling at the statement of financial position date. All exchange differences arising on transaction are charged to the statement of profit or loss in that period.

3.18 Levies and Taxation

Levies

A levy is an outflow of resources embodying economic benefits imposed by the government that does not meet the definition of income tax provided in the International Accounting Standard (IAS) 12 'Income Taxes' because it is not based on taxable profit.

In these financial statements, levy includes minimum tax under section 113 or other sections of Income tax ordinance, Income tax under final tax regime, provison for workers' welfare fund and workers' profit participation fund. The corresponding effect of levy other than worker's welfare fund expense and workers

' profit participation, advance tax paid has been netted off and the net position is shown in the statement of financial position.

Current tax

In these financial statements , minimum tax on local sales revenue is recognized as levy under section 113 of the Income Tax Ordinance and other sections of the said ordinance. Any excess charged under the normal tax regime is recognized as current tax.

In these financial statements , Income tax under final tax regime is recognized as levy and the excess amount charged is recognized as current tax.

Deferred tax

Deferred tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill. Deferred income tax is also not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred tax assets are recognised for deductible temporary differences and unused tax losses and credits only if it is probable that future taxable amounts will be available to utilise those temporary differences and unused tax losses and credits.

Offsetting

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets and liabilities and when the deferred tax balances relate to the same taxation authority. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

3.19 Dividend distribution

Dividend distribution recognised as a liability in the period in which the dividends are approved by the Company's shareholders.

4. ISSUED, SUBSCRIBED AND PAID UP CAPITAL

2025	2024		2025	2024
(Number of Shares)			Rupees in '000'	
45,600,000	45,600,000	Ordinary shares of Rs.10/- each issued as fully paid in cash	**456,000**	456,000
4,560,000	4,560,000	Ordinary shares of Rs.10/- each issued as fully paid bonus shares	**45,600**	45,600
50,160,000	50,160,000		**501,600**	501,600

4.1 There are no agreements among shareholders in respect of voting rights, board selection, right of first refusal and block voting.

	Note	2025	2024
		Rupees in '000'	
5. LONG TERM FINANCING FROM A BANKING COMPANY - secured			
Financing under SBP schemes			
Financing Scheme for Renewable Energy	5.1	**204,148**	271,903
Temporary Economic Refinance Facility (TERF)	5.2	**322,781**	373,585
		526,929	645,488
Other financing arrangements			
Term Finance II		**-**	32,820
Diminishing Musharka Facility	5.3	**35,629**	-
		35,629	32,820
		562,558	678,308

5.1 Financing Scheme for Renewable Energy - secured

	Note	2025	2024
Opening balance		**370,083**	439,329
Interest recognized on unwinding of the liability	33	**30,634**	37,250
Loan installments paid during the year		**(102,398)**	(106,496)
Closing carrying amount - net of deferred grant		**298,319**	370,083
Less: Current maturity shown under current liabilities	12	**(94,171)**	(98,180)
Non-current maturity		**204,148**	271,903

5.1.1 In the year 2021, the Company availed a long term financing facility amounting to Rs. 500.212 million from M/s. Askari Bank Limited under the State Bank of Pakistan (SBP's) Financing Scheme for Renewable Energy notified vide IH & SMEFD Circular No. 10 of 2019 dated July 26, 2019. The facility is secured by first pari passu charge, of Rs. 673.33 million, over all fixed assets of the Company, at 25% margin.

The principal terms and conditions of the facility are as follows:

(a) The applicable markup rate is 5% per annum;

(b) The tenor of each tranche of the facility is 8 years (including 2-year grace period commencing from the date of the disbursement of the funds); and

(c) Each tranche of the loan is to be repaid in 24 equal quarterly instalments.

5.1.2 Since the facility carries an interest rate which is well below the market interest rate prevailing as on the date of disbursement of funds, the financing is considered to contain an element of government grant as per the IAS 20 'Accounting for Government Grants and Disclosure of Government Assistance'. Accordingly, the Company measured the loan liability at its fair value (determined on a present value basis) and recognized the difference between the disbursement proceeds received from the bank and the said fair value as deferred income in the statement of financial position. This deferred income is being recognized as other income in profit or loss in proportion to the recognition of interest cost on the outstanding loan balance (based on the effective interest rate method).

	Note	2025	2024
		Rupees in '000'	
5.2 Temporary Economic Refinance Facility (TERF)			
Opening balance		**469,022**	489,605
Interest on unwinding of liability	33	**46,117**	51,093
Payment during the year		**(99,900)**	(71,676)
		415,239	469,022
Less: Current maturity shown under current liabilities	12	**(92,458)**	(95,437)
Non-current maturity		**322,781**	373,585

5.2.1 This represents long term financing facility amounting to Rs. 622.786 million from M/s. Askari Bank Limited under the SBP's Temporary Economic Refinance Facility (TERF) notified vide IH & SMEFD Circular No. 1 of 2020 dated March 17, 2020. The facility is secured by first pari passu charge amounting to Rs 1,460 million over present and future current and fixed assets of the Company (including land, building, plant and machinery) located at plant Sangjani District, Islamabad @ 25% margin.

The principal terms and conditions of the facility are as follows:

(a) The applicable markup rate is 4% per annum;

(b) The tenor of the each tranche of the facility is 10 years (including 2-year grace period commencing from the date of disbursement of the funds); and

(c) Each tranche of the loan is to be repaid in 32 equal quarterly instalments.

5.2.2 Since the facility carries the markup rate below the prevailing market interest rate, in accordance with a technical opinion issued by the Accounting Standards Board of the Institute of Chartered Accountants of Pakistan (ICAP) in November 2020, the financing is considered to contain an element of government grant as per the IAS 20 'Accounting for Government Grants and Disclosure of Government Assistance'. Accordingly, at initial recognition, the Company measured the loan liability at its fair value (determined on a present value basis) and recognized the difference between the disbursement proceeds received from the bank and the said fair value as deferred government grant in the statement of financial position. This deferred grant is being recognized as income in profit or loss in proportion to the recognition of interest cost on the outstanding loan balance (based on the effective interest rate method).

	Note	2025	2024
		Rupees in '000'	
5.3 Diminishing Musharka Facility			
Opening carrying amount		**-**	-
Facilities received during the year		**59,936**	-
Less: Installments paid during the year		**(16,403)**	-
		43,533	-
Non-current maturity		**35,629**	-
Current maturity shown under current liabilities	12	**7,904**	-
		43,533	-

5.3.1 The Company entered into a diminishing musharka of Rs. 50 million (2024: nil) for purchase of non-commercial vehicles with the non-banking financial institution . The arrangement carries profit at the rate of 3M KIBOR + 2% with monthly rental repayments. The arrangement is for a tenure of five years from the date of disbursement.

The arrangement is secured against the following:

- Vehicles to be registered in the name of Financial institution.

6. LEASE LIABILITY

	Note	2025	2024
		Rupees in '000'	
Opening balance		**39,620**	76,298
Interest on unwinding of the liability	33	**3,705**	9,931
Lease rentals paid during the year		**(27,674)**	(46,609)
		15,651	39,620
Less: Current maturity shown under current liabilities		**(15,512)**	(27,335)
Non-current maturity		**139**	12,285

7. DEFERRED INCOME - GOVERNMENT GRANT

	Note	2025	2024
Opening balance		**140,538**	184,545
Less: Amortized for the year	35	**(38,478)**	(44,007)
		102,060	140,538
Less: Current maturity shown under current liability		**(32,430)**	(38,471)
Non-current maturity		**69,630**	102,067

8. DEFERRED TAXATION - net

The deferred tax assets and the deferred tax liabilities relate to income tax in the same jurisdiction, and the law allows net settlement. Therefore, they have been offset in the statement of financial position as follows:

	Note	2025	(Restated) 2024
		Rupees in '000'	
Deferred tax liability arising in respect of :			
- Accelerated tax depreciation		**565,951**	391,402
- Financing under SBP refinance scheme		**38,934**	40,332
- Right-of-use assets and related lease liability		**3,555**	1,897
		608,440	433,631
Deferred tax asset arising in respect of :			
- Provision against slow moving and obsolete spares		**(6,558)**	(5,073)
- Provision for expected credit losses		**(411)**	-
- Deferred government grant		**(37,762)**	(40,228)
- Minimum tax		**(254,041)**	(183,632)
- Alternate corporate tax		**(56,418)**	-
- Unused business tax losses		**58**	-
- Unabsorbed tax depreciation losses		**-**	(138,964)
		(355,132)	(367,897)
		253,308	65,734

8.1 Deferred tax asset in respect of minimum tax

Deferred tax asset amounting to Rs. nil (2024: Rs. 199.049 million) has not been recognized in respect of the minimum tax under section 113 because it is not probable that future taxable profit will be available against which the Company can use the benefits therefrom.

	Note	2025	2024
		Rupees in '000'	
9. TRADE AND OTHER PAYABLES			
Creditors for goods and services:			
-Creditors other than associated company		**928,695**	1,282,424
-Associated company		**29,736**	75,443
		958,431	1,357,867
Accrued expenses		**43,770**	11,629
Provision for marking fee	9.1	**97,781**	86,243
Provision for compensated absences	9.2	**56,082**	25,816
Payable to provident fund		**-**	5,351
Worker's Profit Participation Fund payable	9.3	**58,023**	39,563
Worker's Welfare Fund payable	9.4	**14,356**	-
Advances from customers and dealers - unsecured	9.5	**159,301**	132,210
Token money	9.6	**200,000**	-
Security deposits payable	9.7	**11,290**	10,515
Excise duty payable		**96,667**	136,874
Sales tax payable		**156,205**	94,881
Withholding income tax		**8,613**	12,088
Other liabilities		**1,504**	42,047
		1,862,023	1,955,084

9.1 This represents an amount payable to Pakistan Standards & Quality Control Authority (PSQCA) under the PSQCA Act, 1996. The Company is in an industry-wide dispute on the basis of calculation of marking fee and has not made payments against marking fee for the period from July 2007 till the reporting date.

	Note	2025	2024
		Rupees in '000'	
9.2 Provision for compensated absences			
Opening balance		**25,816**	29,071
Charge for the year - net of reversals		**35,261**	3,991
Payments made during the year		**(4,995)**	(7,246)
Closing balance		**56,082**	25,816
9.3 Worker's Profit Participation Fund payable			
Opening balance		**39,563**	-
Payments made during the year		**(39,563)**	-
Charge for the year	36	**58,023**	39,563
Closing balance		**58,023**	39,563

		Note	2025	2024
			Rupees in '000'	
9.4	**Worker's Welfare Fund payable**			
	Opening balance		**-**	31,047
	Less: adjusted against prior period income tax refunds		-	(31,047)
	Charge for the year		**14,356**	-
	Closing balance		**14,356**	-

9.5 During the year, the performance obligations underlying the opening contract liability of Rs. 132.21 million were satisfied in full. Accordingly, the said liability was recorded as revenue during the year.

9.5.1 Information regarding the timing of satisfaction of performance obligations underlying the closing contract liability of Rs. 159.3 million is not presented since the expected duration of all the contracts entered into with the customers is less than one year.

9.6 This represents interest free deposit received as token money with an offer to purchase the investment property. The company has not accepted the offer till the close of the year. The offer is expected to be considered in the meeting of the Board to be held in the following year.

9.7 The Company has not utilized any amount from the security deposits collected from cement dealers for its business purposes.

		Note	2025	2024
			Rupees in '000'	
10.	**SHORT TERM BORROWINGS - secured**			
	Running Finance	10.1	**334,412**	685,513
	Export Re-Finance	10.2	**50,000**	50,000
			384,412	735,513

10.1 The Company has a total finance facility of Rs. 810 million (2024: Rs. 810 million) from various banks. These arrangements are secured by way of first pari passu charge over all the Company's movable and immovable properties and hypothecation of Company's stock-in-trade, stores and spares, book debts, machinery. The rate of mark-up ranges from 3-Month KIBOR plus 1% to 3-Month KIBOR plus 2% (2024: 3-Month KIBOR plus 1% to 3-Month KIBOR plus 1.5%) per annum. The validity of these facilities ranges from September 28, 2025 to March 31, 2026.

10.2 The Company has obtained Export Refinance Facility of Rs. 50 million (2024: Rs. 200 million) from a commercial bank. The facility is secured by way of first pari passu charge on current and fixed assets (including land and building, plant and machinery) of the Company inclusive of 25% margin located at Sangjani plant, District Islamabad. The facility carries mark-up at State Bank of Pakistan (SBP) policy rate minus 3.00% per annum (2024: SBP rate plus 1.00%). The facility is valid upto upto February 28, 2026.

10.3 As of reporting date, the Company had unutilized facilities for short term borrowings available from various banks amounting to Rs. 875.588 Million including FATR (2024: Rs. 624.486 million).

		Note	2025	2024
11.	**ACCRUED MARK-UP**		Rupees in '000'	
	- Short term borrowing		**6,917**	32,537
	- Long term borrowing		**-**	6,051
	- Lease liability		**-**	111
			6,917	38,699

		Note	2025	2024
			Rupees in '000'	
12.	**CURRENT MATURITY OF LONG TERM FINANCING - Secured**			
	Financing under SBP schemes			
	Financing Scheme for Renewable Energy	5.1	**94,171**	98,180
	Temporary Economic Refinance Facility (TERF)	5.2	**92,458**	95,437
			186,629	193,617
	Other financing facilities			
	Term Finance II		**-**	68,621
	Diminishing Musharka Facility	5.3	**7,904**	-
			7,904	68,621
			194,533	262,238

13. CONTINGENCIES AND COMMITMENTS

13.1 Contingencies

13.1.1 Contingent liabilities existing as at the reporting date

(a) The Competition Commission of Pakistan (CCP) passed an order on August 27, 2009 and imposed a penalty on all cement manufacturers of the country on the alleged ground of formation of cartel for marketing arrangement. The amount of penalty imposed on the Company was Rs. 174.063 million. The Company challenged the constitutionality of the Competition Act, 2010 before the Honorable Lahore High Court (LHC) and the order dated August 27, 2009 passed by the CCP on merits.

The LHC vide its order dated October 26, 2020 dismissed the petitions filed by the Company together with other petitioners and declared the competition law intra vires. The LHC, however, struck down the constitution of Competition Appellate Tribunal (CAT) as being unconstitutional. The Judgment of the Lahore High Court has been challenged by the Company as well as the CCP before the Supreme Court of Pakistan. The Supreme Court has been pleased to grant leave in the petitions and have converted them in Civil Appeals. The Appeals remain pending adjudication before the Supreme Court.

The constitution of CAT has also been challenged by the Company before the High Court of Sindh (SHC), which had earlier, via order dated January 02, 2018, restrained CAT from passing any final order in the Appeals filed against the CCP's order dated August 27, 2009. Subsequently, on February 24, 2025, the Honorable SHC vacated the interim stay order previously granted on petitions filed by various cement manufacturers and the All Pakistan Cement Manufacturers Association in relation to the penalties imposed by the CCP. The Company, along with other cement manufacturers, continues to actively pursue its defense. Based on the legal opinion obtained, management believes that there are reasonable grounds to contest the matter, and accordingly, no provision has been recognized in these financial statements.

(b) Certain matters other than those disclosed in these financial statements, are pending at various authorities and courts of law. The management is of the view that the outcome of those is expected to be favourable and a liability, if any, arising at the conclusion of those cases is not likely to be material.

		Note	2025	2024
			Rupees in '000'	
13.2	**Commitments**			
	As of the reporting date, the outstanding financial commitments of the company were as follows:			
	- In respect of import of stores and spares		**79,549**	69,842
	- Letter of guarantee in favour of Sui Northern Gas Pipeline Limited (SNGPL)		**-**	110,000
			79,549	179,842

	Note	2025	2024
		Rupees in '000'	

14. PROPERTY, PLANT AND EQUIPMENT

	Note	2025	2024
Operating Assets	14.1	**2,698,268**	2,370,613
Capital Work in Progress	14.2	**45,633**	140,903
Capital Spares	14.3	**396,281**	422,959
		3,140,182	2,934,475

14.1 Operating assets

	Freehold Land	Factory building	Non-factory building	Plant and machinery	Quarry transport equipments	Furniture, fixtures & equipments	Motor Vehicles	Total
	Rupees in 000							
As at June 30, 2023								
Cost	83,651	327,715	243,635	4,709,822	131,860	76,076	78,120	5,650,879
Accumulated depreciation	-	(286,985)	(131,747)	(2,616,817)	(124,794)	(63,739)	(67,828)	(3,291,910)
	83,651	40,730	111,888	2,093,005	7,066	12,337	10,292	2,358,969
For the year ended June 30, 2024								
Opening net book value	83,651	40,730	111,888	2,093,005	7,066	12,337	10,292	2,358,969
Additions during the year								
Transfer from capital spares	-	-	-	51,578	-	9,577	-	61,155
Other additions	-	-	-	54,082	-	1,508	135	55,725
	-	-	-	105,660	-	11,085	135	116,880
Transfer from Right of use asset								
-Cost	-	-	-	-	-	-	38,958	38,958
-Accumulated depreciation	-	-	-	-	-	-	(34,050)	(34,050)
	-	-	-	-	-	-	4,908	4,908
Disposals:								
-Cost	-	-	-	(21,834)	-	-	(12,147)	(33,981)
-Accumulated depreciation	-	-	-	15,983	-	-	9,920	25,903
	-	-	-	(5,851)	-	-	(2,227)	(8,078)
Depreciation for the year	-	(5,177)	(8,305)	(82,532)	(684)	(4,832)	(536)	(102,066)
Closing net book value	83,651	35,553	103,583	2,110,282	6,382	18,590	12,572	2,370,613
As at June 30, 2024								
Cost	83,651	327,715	243,635	4,793,648	131,860	87,161	105,066	5,772,736
Accumulated depreciation	-	(292,162)	(140,052)	(2,683,366)	(125,478)	(68,571)	(92,494)	(3,402,123)
	83,651	35,553	103,583	2,110,282	6,382	18,590	12,572	2,370,613
For the year ended June 30, 2025								
Opening net book value	83,651	35,553	103,583	2,110,282	6,382	18,590	12,572	2,370,613
Additions during the year								
Transfer from CWIP	-	-	-	324,411	-	-	-	324,411
Transfer from capital spares	-	-	-	21,623	-	-	-	21,623
Other additions	-	-	-	8,082	-	19,699	70,306	98,087
	-	-	-	354,116	-	19,699	70,306	444,121
Disposals:								
-Cost	-	-	-	-	-	-	(7,532)	(7,532)
-Accumulated depreciation	-	-	-	-	-	-	6,778	6,778
	-	-	-	-	-	-	(754)	(754)
Depreciation for the year	-	(5,177)	(8,305)	(88,503)	(102)	(6,155)	(7,470)	(115,712)
Closing net book value	83,651	30,376	95,278	2,375,895	6,280	32,134	74,654	2,698,268
As at June 30, 2025								
Cost	83,651	327,715	243,635	5,147,764	131,860	106,860	167,840	6,209,325
Accumulated depreciation	-	(297,339)	(148,357)	(2,771,869)	(125,580)	(74,726)	(93,186)	(3,511,057)
	83,651	**30,376**	**95,278**	**2,375,895**	**6,280**	**32,134**	**74,654**	**2,698,268**
Useful life (in years)		**21.5 - 23.5**	**21.5 - 23.5**	**25-43**	**8 - 10**	**3 - 10**	**5**	

	Note	2025	2024
		Rupees in '000'	
14.1.1 Allocation of depreciation expense			
Manufacturing costs	30.1.3	**100,392**	93,459
Administrative expenses	31	**9,739**	3,320
Distribution costs	32	**5,581**	5,287
		115,712	102,066

14.1.2 Freehold land represents 237.64 acres of land situated at Sangjani Village Sangjani, Islamabad on which factory and non factory buildings are constructed. The property is utilized as manufacturing facility for the production of cement.

Further, it comprises land of 1,598.33 sq. yds. situated at House # 339, West Ridge 1, Peshawar road, Rawalpindi. The property is utilized as marketing office of the Company.

	Note	2025	2024
		Rupees in '000'	
14.2 Capital work in progress			
Opening Balance		**140,903**	-
Additions during the year			
- Transfers from capital spares	14.3.1	**54,819**	84,799
- Other additions		**174,322**	56,104
		229,141	140,903
Transfer to operating fixed assets	14.1	**(324,411)**	-
Closing Balance		**45,633**	140,903
14.3 Capital Spares			
Capital spares	14.3.1	**383,401**	422,959
Capital spares in-transit		**12,880**	-
		396,281	422,959
14.3.1 Capital Spares			
Opening Balance	48	**422,959**	333,226
Additions during the year		**36,884**	235,687
		459,843	568,913
Transfers to capital work in progress	14.2	**(54,819)**	(84,799)
Transfers to operating fixed assets	14.1	**(21,623)**	(61,155)
		(76,442)	(145,954)
Closing Balance		**383,401**	422,959
15. INTANGIBLE ASSETS - Computer software			
Addition during the year		**14,102**	-
Amortization for the year		**(1,411)**	-
Closing net book values	15.1	**12,691**	-

	Note	2025	2024
		Rupees in '000'	

15.1 Breakup of book value

		2025	2024
Cost		**14,102**	-
Accumulated amortization		**(1,411)**	-
Net book value		**12,691**	-
Annual rates of amortisation		**10%**	-

16. Right-of-use-Assets

	Rented property in Karachi	Leased vehicles (Note 16.2)	Total
As at June 30, 2023			
Cost	69,636	78,187	147,823
Accumulated depreciation	(28,422)	(42,589)	(71,011)
	41,214	35,598	76,812
Movement during the year ended June 30, 2024			
Opening net book value	41,214	35,598	76,812
Disposal:			
Cost	-	(38,958)	(38,958)
Accumulated depreciation	-	34,050	34,050
	-	(4,908)	(4,908)
Depreciation for the year	(13,927)	(11,729)	(25,656)
Closing net book value	27,287	18,961	46,248
As at June 30, 2024			
Cost	69,636	39,229	108,865
Accumulated depreciation	(42,349)	(20,268)	(62,617)
	27,287	18,961	46,248
Movement during the year ended June 30, 2025			
Opening net book value	**27,287**	**18,961**	**46,248**
Depreciation for the year	**(13,928)**	**(7,060)**	**(20,988)**
Closing net book value	**13,359**	**11,901**	**25,260**
As at June 30, 2025			
Cost	**69,636**	**39,229**	**108,865**
Accumulated depreciation	**(56,277)**	**(27,328)**	**(83,605)**
WDV as at June 30, 2025	**13,359**	**11,901**	**25,260**
Depreciation rate (per annum)	**20%**	**20%**	

16.1 The terms and conditions of the lease contracts entered into for rented properties are as follows:

Particulars	Rented property in Karachi
Lease agreement date	5-Mar-21
Lease commencement date	15-Jul-21
Initial contracted term of the lease	11 Months
Availability of extension option	Yes
Assessed lease term	5 years

16.2 The terms and conditions of the lease contracts entered into for vehicles are as follows:

Lease contract no.	Lessor name	Availability of extension option	First installment payable on	Last installment payable on	Total number of installments	Rental payment frequency	Mark up rate	Nuture of the leased assets	Number of the leased assets
122010500002	Askari Bank Limited	No	29-Nov-20	29-Oct-25	60	Monthly	6 month KIBOR + 2%	Motor Vehicles	1
122012500002	Askari Bank Limited	No	21-Jan-21	21-Dec-25	60	Monthly	6 month KIBOR + 2%	Motor Vehicles	3
122104500006	Askari Bank Limited	No	23-Jul-21	23-Jun-26	60	Monthly	6 month KIBOR + 2%	Motor Vehicles	8
122107500005	Askari Bank Limited	No	30-Aug-21	30-Jul-26	60	Monthly	6 month KIBOR + 2%	Motor Vehicles	1
122107500004	Askari Bank Limited	No	30-Aug-21	30-Jul-26	60	Monthly	6 month KIBOR + 2%	Motor Vehicles	1

	Note	2025	2024
		Rupees in '000'	
16.3 Allocation of depreciation expense			
Manufacturing costs	30.1.3	**3,476**	3,519
Administrative expenses	31	**15,614**	19,792
Distribution costs	32	**1,898**	2,346
		20,988	25,657

17. INVESTMENT PROPERTY

	Note	2025	2024
Freehold land	17.1	**102,260**	102,260

17.1 This represents cost of 124.625 Kanals land located at Thalian near Airport Avenue Road Rawalpindi. The latest valuation of the property was carried out by an independent valuer namely M/s. K.G Traders Private Limited on September 4, 2025 and the cut-off date was June 30, 2025. As per the valuation report, the fair value and forced sales value of the property were as follows:

	Fair value	Forced sales
	Rupees in '000	
Freehold land	**336,500**	286,025

	Note	2025	2024
		Rupees in '000'	

18. LONG TERM INVESTMENT

	Note	2025	2024
Fecto Cement Nooriabad (Private) Limited (subsidiary)	18.1	**1,000**	1,000
Frontier Paper Products (Private) Limited (associate)	18.2 & 43.1	**198,862**	261,914
Term Finance Certificates (TFCs)		**-**	99,920
		199,862	362,834

18.1 Investment in Fecto Cement Nooriabad (Private) Limited - a subsidiary

2025	2024		2025	2024
(Number of Shares)			Rupees in '000'	
100,000	100,000	Ordinary shares of Rs. 10/-	**1,000**	1,000

18.1.1 In February 2020, the Company got its new subsidiary company incorporated in the name and style of M/s. Fecto Cement Nooriabad (Private) Limited ('FCNL'). The authorized and paid up capital of FCNL is Rs. 2 million and Rs. 1 million, respectively, which is presently wholly owned by the Company. The principal activity of FCNL is to produce and deal in all kinds of cement and its allied products. The registered office of FCNL Plot # 60-C, Khayaban-Shahbaz, Phase-VI, Defense Housing Authority, Karachi-75500. Mr. Mohammad Yasin Fecto, the majority shareholder and director of the Company, also serves on the Board of Directors of FCNL.

18.1.2 By the reporting date, FCNL had not yet commenced its operations which was principally due to delay evidenced in granting of mining lease by the regulatory authorities. However, the management of FCNL has been endeavouring to finalize its ongoing negotiations with the concerned government officials and is hopeful that the said license will be issued in due course of time.

18.1.3 In accordance with the provisions of section 228(1) of the Companies Act, 2017, the Company would be required to prepare, consolidated financial statements of the group (comprising the Company and the aforementioned subsidiary company) for the year ended June 30, 2023. However, keeping in view the fact that FCNL has not yet commenced its business operations and, at the reporting date, it had no material assets or liabilities, the Company, under section 228(7) of the Companies Act, 2017, applied to the Securities and Exchange Commission of Pakistan (SECP) for seeking exemption from the requirement to prepare consolidated financial statements. The said exemption has been granted by the SECP vide its letter SMD/PRDD/Comp/(2)/2021/42 dated June 17, 2025 issued to the Company.

18.1.4 As per unaudited financial statements of FCNL for the year ended June 30, 2025, as of the reporting date, FCNL had cash balance held in a bank account, amounting to Rs. 1.529 million (2024: Rs. 1.394 million) (mainly representing the initial capital injection made by the Company in the form of equity) and accrued liabilities amounting to Rs. 0.28 million (2024: Rs. 0.20 million). Further, during the year ended June 30, 2025, FCNL earned mark-up on bank deposit amounting to Rs. 0.159 million (2024: 0.259 million) and incurred administrative and taxation expenses of Rs. 0.077 million (2024: Rs. 0.125 million) and Rs. 0.024 million (2024: 0.039 million), respectively.

18.1.5 The unaudited financial statements of FCNL for the year ended June 30, 2025, as well as the unaudited financial statements of FCNL for the year ended June 30, 2024, shall be available for inspection at the registered office of the Company and shall be sent to the members on request without any cost.

18.2 Investment in Frontier Paper Products (Private) Limited - an associate

18.2.1 In 2019, the Company made an investment in 15 million unquoted ordinary shares of M/s. Frontier Papers Products (Private) Limited (FPPL), its associated company in terms of section 2(4) of the Companies Act, 2017, at a par value of Rs. 10 each. This investment gives the Company 49.21% voting power in FPPL. The Company's arrangement with the associate entails diversification of business activities, and is part of its strategic investment. FPPL is principally engaged in the manufacture and sale of polypropylene bags used for packing cement. The registered office is situated at Plot # 60-C, Khayaban-Shahbaz, Phase-VI, Defense Housing Authority, Karachi.

	2025	2024
	Rupees in '000'	
(a) Carrying amount of the investment and changes therein		
Cost of investment: 15,000,000 shares of Rs.10/- each	**150,000**	150,000
Accumulated share of profit / (loss):		
Opening balance	**111,914**	94,811
Share of other comprehensive income of associate - net of tax	**(2,091)**	(1,798)
Share of profit / (loss) for the year	**(60,961)**	18,901
	48,862	111,914
Carrying amount as of the reporting date	**198,862**	261,914

(b) Summarized financial information of the associate

Based on its audited financial statements for the year ended June 30, 2025, the summarized financial information of M/s. Frontier Paper Products (Private) Limited is as under:

	2025	2024
	Rupees in '000'	
Current assets	**348,483,574**	505,860,277
Non-current assets	**843,909,327**	902,788,626
Current liabilities	**438,610,455**	487,560,638
Non-current liabilities	**175,415,601**	214,599,733
Revenue	**924,140,000**	1,232,056,100
(Loss) / profit after tax for the year	**(123,871,965)**	38,409,511
Other comprehensive loss for the year	**(4,249,726)**	(3,652,889)
Total comprehensive (loss) / income for the year	**(128,121,691)**	34,756,622

18.2.2 During the year ended June 30, 2025, FPPL did not declare any dividends (2024: None).

	Note	2025	2024
		Rupees in '000'	

19. LONG TERM DEPOSITS

Long term deposits	19.1	**10,901**	10,101

19.1 This includes security deposits maintained with certain government authorities and suppliers / vendors of the Company.

	Note	2025	(Restated) 2024
		Rupees in '000'	

20. LONG TERM LOANS AND ADVANCES

Long term loan - unsecured, considered good			
Employees - interest free		**3,507**	4,342
Executives - interest free	20.1	**2,189**	1,005
		5,696	5,347
Advance to software house		**-**	9,852
Advance to dealers - secured, considered good		**500**	500
		6,196	15,699
Less: Current maturity shown under current assets		**(3,231)**	(3,308)
		2,965	12,391

20.1 The loans to executives and employees are in accordance with the terms of their employment. The maximum aggregate amount due from executives of the Company (by reference to month-end balances) amounted to Rs. 2.561 million (2024: Rs. 1.708 million).

	Note	2025	2024
		Rupees in '000'	

21. STORES AND SPARES

Stores - in hand	21.1 & 48	**619,367**	684,371
- in transit		**1,442**	4,232
		620,809	688,603
Spares		**785,296**	816,428
Provision against slow moving and obsolete spares		**(17,723)**	(17,723)
		767,573	798,705
		1,388,382	1,487,308

21.1 As of the reporting date, no inventory is pledged with the Financial Institutions (2024: Nil).

	Note	2025	2024
		Rupees in '000'	

22. STOCK IN TRADE

	Note	2025	2024
Raw material	48 & 30.1.1	**1,701,674**	1,239,330
Packing material	30.1.2	**60,057**	68,930
		1,761,731	1,308,260
Work-in-process	48	**231,432**	597,139
Finished goods	30	**95,995**	94,240
		2,089,158	1,999,639

22.1 As of the reporting date, no inventory is pledged with the Financial Institutions (2024: Nil).

23. TRADE DEBTS - unsecured

Local receivables

	Note	2025	2024
		Rupees in '000'	
Total trade debts outstanding - gross		**570,746**	479,890
Provision for expected credit losses		**(1,110)**	(1,110)
		569,636	478,780

24. SHORT TERM INVESTMENTS - unsecured

	Note	2025	2024
Unquoted debt securities			
Term Finance Certificates (TFCs)	24.1 & 48	**49,930**	-
		49,930	-

24.1 This represents investment in 20,000 unsecured, privately placed Term Finance Certificates (TFCs), @ 6-month KIBOR plus 1.85%, issued by M/s. Silk Bank Limited, on August 8th, 2007.

25. SHORT TERM LOAN TO A RELATED PARTY

Loan to Frontier Paper Products (Private) Limited

	Note	2025	2024
		Rupees in '000'	
Opening balance		**19,990**	70,895
Loan repaid during the year		**-**	(50,905)
		19,990	19,990

25.1 In their Extra Ordinary General Meeting held on December 01, 2018, the shareholders of the Company resolved that an unsecured short term running finance facility (subject to the maximum limit of Rs. 100 million) be provided by the Company to M/s. Frontier Paper Products (Private) Limited (FPPL), its related party.

25.2 Further, as required by the Companies (Investment in Associated Companies or Associated Undertakings) Regulations, 2017, the rate of return on the above financing facility is the higher of the applicable KIBOR rate and the borrowing cost of the Company.

25.3 Maximum loan outstanding during the year with reference to month-end balances amounted to Rs. 19.99 million (2024: Rs. 70.895 million).

		Note	2025	(Restated) 2024
			Rupees in '000'	
26.	**LOANS, ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLE**			
	Advances	26.1	**47,669**	24,821
	Other receivable - accrued markup	26.2	**5,364**	55,530
	Deposit - margin against bank Guarantee		**-**	11,000
	Current portion of long term loans -unsecured, considered good	20	**3,231**	3,308
	Prepayments		**32,499**	1,541
			88,763	96,200
26.1	**Advances**			
	Advance to suppliers of goods		**46,344**	24,585
	Others		**1,325**	236
			47,669	24,821
26.2	**Other receivable - accrued markup**			
	Markup receivable on loan to associated company		**1,144**	4,051
	Markup receivable on term finance certificates		**2,842**	51,479
	Markup receivable on bank deposits		**1,378**	-
			5,364	55,530
27.	**TAX REFUNDS DUE FROM GOVERNMENT**			
	Income tax (payable) / refundable	27.1	**-**	21,442
	Un-adjusted input sales tax carried forward		**14,735**	20,293
			14,735	41,735

	Note	2025	2024
		Rupees in '000'	

27.1 Income tax (payable) / refundable

	Note	2025	2024
Opening balance		**21,442**	76,233
Provision for current tax	37	**(291,806)**	(208,425)
Taxes deducted at source		**62,025**	21,353
Tax paid during the year		**186,955**	132,281
Closing balance		**(21,384)**	21,442

27.2 The income tax assessments of the Company have been finalized up to, and including, the tax year 2024. Tax returns filed by the Company are deemed to be assessed under section 120 of the Income Tax Ordinance, 2001 unless selected for re-assessment or audit by the taxation authorities. However, at any time during a period of five years from the date of filing of a return, the taxation authorities may select an income tax return filed by the Company for the purpose of re-assessment.

28. CASH AND BANK BALANCES

	Note	2025	2024
		Rupees in '000'	
In hand		**851**	975
Cash at bank			
With banks in saving & deposit accounts	28.1	**146,755**	191,708
With banks in current accounts		**104,600**	88,564
		251,355	280,272
		252,206	281,247

28.1 The return on these balances ranges from 9% to 14% (2024: 17% to 19%) per annum on daily product basis.

29. SALES REVENUE - net

	Note	2025	2024
		Rupees in '000'	
Revenue from Local Sales	29.1	**10,849,405**	10,767,088
Revenue from Export Sales		**247,519**	141,030
		11,096,924	10,908,118

29.1 Revenue from Local Sales

	2025	2024
Sales of goods to local customers - gross	**16,724,412**	14,857,636
Less: Trade Discount	**(203,659)**	(135,276)
Excise duty	**(2,763,268)**	(1,425,537)
Sales tax	**(2,908,080)**	(2,529,735)
	(5,875,007)	(4,090,548)
	10,849,405	10,767,088

	Note	2025	2024
		Rupees in '000'	

30. COST OF SALES

	Note	2025	2024
Opening stock of finished goods		**94,240**	104,221
Cost of goods manufactured	30.1	**9,265,361**	9,468,572
		9,359,601	9,572,793
Closing stock of finished goods	22	**(95,995)**	(94,240)
		9,263,606	9,478,553

30.1 Cost of goods manufactured

	Note	2025	2024
Raw materials consumed	30.1.1	**782,249**	610,976
Packing materials consumed	30.1.2	**560,413**	594,988
Conversion cost incurred	30.1.3	**7,556,992**	8,242,169
		8,899,654	9,448,133
Change in work-in-process inventory:			
Opening work-in-process		**597,139**	617,578
Closing work-in-process	22	**(231,432)**	(597,139)
		365,707	20,439
		9,265,361	9,468,572

30.1.1 Raw materials consumed

	Note	2025	2024
Opening stock		**1,239,330**	1,045,308
Purchases		**1,244,593**	804,998
		2,483,923	1,850,306
Closing stock	22	**(1,701,674)**	(1,239,330)
		782,249	610,976

30.1.2 Packing materials consumed

	Note	2025	2024
Opening stock		**68,930**	33,788
Purchases		**551,540**	630,130
		620,470	663,918
Closing stock	22	**(60,057)**	(68,930)
		560,413	594,988

		Note	2025	2024
			Rupees in '000'	
30.1.3	**Conversion cost incurred**			
	Fuel and power	30.1.3.1	**5,938,321**	6,951,199
	Salaries, wages and benefits	30.1.3.2	**874,772**	696,179
	Depreciation on operating fixed assets	14.1.1	**100,392**	93,459
	Stores and spares consumed		**394,834**	272,013
	Vehicle running expenses		**60,202**	65,424
	Insurance		**67,705**	55,885
	Repairs and maintenance		**23,410**	13,696
	Loading charges		**21,614**	16,240
	Depreciation on right-of-use assets	16.3	**3,476**	3,519
	Amortization	15	**705**	-
	Other manufacturing overheads		**71,561**	74,555
			7,556,992	8,242,169

		2025	2024
30.1.3.1	**Fuel and power**		
	Coal Charges	**3,929,133**	4,738,022
	Electricity Charges	**1,877,290**	2,061,194
	Diesel Charges	**92,252**	118,707
	Lubricant Charges	**39,646**	32,734
	Others	**-**	542
		5,938,321	6,951,199

30.1.3.2 This includes Company's contribution to provident fund amounting to Rs. 21.66 million (2024: Rs. 19.519 million).

		Note	2025	2024
			Rupees in '000'	
31.	**ADMINISTRATIVE EXPENSES**			
	Salaries, wages and benefits	31.1	**289,894**	212,331
	Depreciation on right-of-use assets	16.3	**15,614**	19,792
	Vehicles running expenses		**23,254**	20,661
	Utilities		**18,426**	18,260
	Legal and professional charges		**11,284**	21,098
	Initial expenditure on new project		**2,074**	8,657
	Donations	31.2	**7,628**	6,443
	Repairs and maintenance		**5,672**	3,738
	Depreciation on operating fixed assets	14.1.1	**9,739**	3,320
	Amortization	15	**416**	-
	Traveling and conveyance		**7,281**	9,289
	Communications		**4,791**	4,667
	Printing and stationery		**3,331**	3,006
	Rent, rates and taxes		**1,089**	1,336
	Entertainment		**3,797**	2,400
	Fees and subscription		**5,021**	2,387
	Auditors' remuneration	31.3	**2,420**	2,200
	Insurance		**312**	309
	Miscellaneous		**20,348**	6,441
			432,391	346,335

31.1 This includes Company's contribution to provident fund amounting to Rs. 7.727 million (2024: Rs. 6.921 million).

31.2 None of the directors or their spouses have any interest in the donee institutions. There is no single party to whom the donation exceeds the higher of 10% of the Company's total amount of donation expense for the year or Rs. 1 million.

		Note	2025	2024
			Rupees in '000'	
31.3	**Auditors' remuneration**			
	Audit fee		**1,650**	1,500
	Half yearly review		**550**	500
	Other services		**220**	200
			2,420	2,200

32. DISTRIBUTION COSTS

	Note	2025	2024
Salaries, wages and benefits	32.1	**85,856**	65,100
Marking fee		**11,538**	11,062
Depreciation on operating fixed assets	14.1.1	**5,581**	5,287
Vehicles running expenses		**5,702**	5,818
Depreciation on right-of-use assets	16.3	**1,898**	2,346
Amortization	15	**290**	-
Printing and stationary		**2,702**	4,067
Fuel and power		**3,969**	3,518
Communications		**1,684**	2,040
Entertainment		**3,551**	1,932
Rent, rates and taxes		**2,495**	2,458
Export expenses		**-**	1,368
Repairs and maintenance		**1,154**	1,142
Spares and general items consumed		**1,026**	80
Traveling and conveyance		**1,008**	419
Transportation expense		**10,652**	-
Insurance		**260**	223
Advertisement		**-**	99
Fees and subscription		**307**	56
Miscellaneous		**101**	123
		139,774	107,138

32.1 This includes Company's contribution to provident fund amounting to Rs. 3.116 million (2024: Rs.2.679 million) .

	Note	2025	2024
		Rupees in '000'	
33. FINANCE COSTS			
Markup on short term borrowings:			
- Running finance		**37,196**	106,814
- Cash Finance		**24,256**	21,866
- Export Refinance Scheme		**7,139**	14,189
		68,591	142,869
Markup on long term borrowing:			
SBP Refinance Scheme for TERF II	5.2	**46,117**	51,093
SBP Refinance Scheme for Renewable Energy	5.1	**30,634**	37,250
Markup on Term Finance II		**10,130**	31,152
Diminishing Musharka Facility		**5,435**	-
		92,316	119,495
Markup on leases	6	**3,705**	9,931
Bank commission and charges		**7,578**	3,879
		172,190	276,174

34. OTHER EXPENSES			
Provision against expected credit loss		**-**	230
Provision against slow moving obsolete spares		**-**	2,723
Stock written off		**4,265**	-
Unadjustable input tax written-off		**5,558**	-
		9,823	2,953

	Note	2025	(Restated) 2024
		Rupees in '000'	
35. OTHER INCOME			
Scrap sales		**1,244**	22,320
Amortization of deferred government grant	7	**38,478**	44,007
Markup income	35.2 & 43	**48,519**	44,870
Insurance claim		**6,752**	-
Gain on sale of operating fixed assets		**5,347**	3,883
Liabilities no longer payable	35.1	**41,907**	-
Miscellaneous		**25**	-
		142,272	115,080

35.1 Liabilities written off during the year represent stale cheques and long-outstanding payable balances over five years old, which are no longer payable. The write-off is based on the lapse of the statutory limitation period, making these obligations legally unenforceable.

	Note	2025	(Restated) 2024
		Rupees in '000'	

35.2 Markup income

		2025	2024
Markup on term finance certificates		**15,562**	23,743
Markup on loan to associated company		**3,388**	10,774
Markup on bank deposits		**29,569**	10,353
		48,519	44,870

36. LEVIES

	Note	2025	2024
Excess of minimum tax over normal tax		-	77,213
Income tax - Final tax regime		-	1,398
		-	78,611
Provision for Worker's Welfare Fund	9.4	**14,356**	-
Provision for Workers' Profit Participation Fund	9.3	**58,023**	39,563
		72,379	118,174

37. TAXATION

	Note	2025	2024
Current		**291,142**	123,836
Prior		**664**	5,978
		291,806	129,814
Deferred	43	**187,574**	222,991
		479,380	352,805

37.1 Relationship between income tax expense and accounting profit:

	2025	2024
Profit before taxation	**1,160,451**	830,946
Tax at the applicable rate of 29%	**336,531**	240,974
Tax effect of:		
- permanent difference	**(5,820)**	(16,649)
- income subject to taxation under final tax regime	-	(2,033)
- super tax under section 4C	**95,806**	65,917
- excess of minimum tax over corporate tax	**2,587**	77,213
- excess of alternate corporate tax over corporate tax	**56,609**	-
- prior year charge	**664**	5,978
Others	**(18,637)**	(18,595)
	479,380	352,805

	Note	2025	(Restated) 2024
		Rupees in '000'	

38. EARNING PER SHARE

38.1 Earnings per share - basic

Earning after taxation		**608,692**	359,967
		Numbers in '000'	
Weighted average number of ordinary shares		**50,160**	50,160
		Rupees	
Earnings per share - basic		**12.14**	7.18

38.2 Diluted earnings per share

There is no dilutive effect on the basic earning per share of the Company, since there were no potential ordinary shares in issue as at June 30, 2025 and June 30, 2024.

	Note	2025	2024
		Rupees in '000'	

39. CASH AND CASH EQUIVALENTS

	Note	2025	2024
Cash and bank balances	28	**252,206**	281,247
Short term borrowings - running finance	10	**(334,412)**	(685,513)
		(82,206)	(404,266)

40. SEGMENT INFORMATION

These financial statements have been prepared on the basis of single reportable segment i.e. sale and manufacturing of cement. The entity-wide disclosures required by IFRS 8 'Operating Segments' are given below:

(a) Revenue from sale of cement represents 100% (2024 : 100%) of the total revenue of the Company.

(b) 98% (2024: 99%) gross sales of the Company were made to customers based in Pakistan.

(c) As at June 30, 2025 and June 30, 2024 all non-current assets of the Company were located in Pakistan.

(d) Revenue earned from two major customers having sales excluding sales tax and federal excise duty of more than 10% of total sales amounted to Rs. 2,818.98 million (2024: Rs. 2,698.56 million). The major customer resides in Pakistan.

41. REMUNERATION OF THE CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

41.1 The aggregate amounts charged in these financial statements in respect of remuneration, including benefits, to the Chief Executive Officer, Directors and executives of the Company are given below:

	June 30, 2025				June 30, 2024			
		Director				Director		
	Chief Executive	Executive	Non-Executive	Executives	Chief Executive	Executive	Non-Executive	Executive
	Rupees in '000'							
Managerial remuneration	**74,121**	**26,276**	**-**	**300,227**	40,356	-	-	270,813
Retirement benefits	**-**	**1,812**	**-**	**15,332**	-	-	-	15,240
Reimbursable perquisites	**6,676**	**1,630**	**-**	**16,348**	2,284	-	-	15,162
Meeting fee	**-**	**-**	**300**	**-**	-	-	340	-
	80,797	**29,718**	**300**	**331,907**	42,640	-	340	287,495
Number of persons	**1**	**1**	**5**	**70**	1	-	6	62

41.2 The Chief Executive, and certain Executives are provided with the use of Company cars and the operating expenses are borne by the Company to the extent of their entitlement.

42. TRANSACTIONS AND BALANCES WITH RELATED PARTIES

The related parties comprise of Frontier Papers Products (Private) Limited, Fecto Cement Nooriabad (Private) Limited, key management personnel of the Company, directors and their close family members and staff provident fund. Transactions entered into, and balances held with, the related parties during the year other than those disclosed elsewhere in these financial statements are as follows:

Name of the related party	Basis of relationship with the party	Particulars	2025 (Rupees)	2024 (Rupees)
Frontier Paper Products (Private) Limited	Associate	Purchases made during the year	**650,817**	743,553
		Payments made during the year	**696,525**	715,900
		Payable against purchases	**29,736**	75,443
		Loan repaid during the year	**-**	50,905
		Interest charged on loan	**3,388**	10,774
		Interest outstanding at year end	**1,144**	4,050
		Loan outstanding at the end of the year	**19,990**	19,990
Staff retirement benefit plan - Provident fund	Other related party	Contribution for the year	**32,505**	29,120
		Balance payable at year end	**-**	5,351

43. CORRECTION OF PRIOR PERIOD ERRORS

Recognition of Income from Term Finance Certificates (TFCs)

In the financial year ended June 30, 2022, M/s. Silk Bank Limited suspended the payment of markup on its Term Finance Certificates (TFCs) held by the Company, pursuant to clause 28 of the trust deed executed between the two parties. This suspension was triggered by a Lock-in Event (LIE) under the State Bank of Pakistan's Basel III Implementation (BPRD Circular No. 06 of 2013), which restricts redemption of principal or payment of markup if such actions would create or increase a shortfall in the issuer's Minimum Capital Requirement (MCR) or Capital Adequacy Ratio (CAR).

Although the Lock-in Event occurred in August 2021, the Company continued to recognize markup income until June 30, 2023, and reported both markup receivable and principal as current assets. This was based on management's expectation that the lock-in clause would be lifted once Silk Bank's capital ratios improved, supported by its ongoing banking operations and the launch of REIT projects approved by the Commission. In the year ended June 30, 2024, management reassessed these balances, reclassified the principal and markup to non-current assets, and did not record any impairment loss on the investment. However, markup income for 2024 on the said investment was not accrued.

In the financial year ended June 30, 2025, Silk Bank was acquired by United Bank Limited (UBL), leading to the deactivation of the lock-in clause. Following this development, partial redemption of principal was received in May 2025, and the remaining principal along with accrued markup was realized in August 2025. In light of these subsequent events, the Company determined that the non-recognition of impairment was appropriately accounted for however the markup income was not recorded. As the effect of this error is material, the correction has been applied retrospectively in the financial statements in accordance with the requirements of applicable accounting standards.

Accounting for Investment in Frontier Papers Products (Private) Limited

In 2019, the Company made an investment in 15 million unquoted ordinary shares of M/s. Frontier Papers Products (Private) Limited (FPPL), its associated company in terms of section 2(4) of the Companies Act, 2017), at a par value of Rs. 10 each. This investment gives the Company 49.21% voting power in FPPL. Mr. Mohammad Yasin Fecto holds the remaining voting power (i.e. 50.79%) in FPPL and also exercises control over the Company (by virtue of his majority shareholding in the Company). The Company, in accordance with the International Financial Reporting Standard (IFRS) 9 Financial Instruments, elected to designate the investment at fair value through other comprehensive income since it is in the nature of a long-term strategic investment made with a view to further strengthen the existing customer-supplier relationship with FPPL.

However, The Company received a Show Cause Notice from SECP wherein it required the Company, to recognize Frontier Paper Products (Private) Limited ("FPPL") as an associated company and follow the equity method of accounting. Based on this notice and subsequent order from SECP has adopted the equity method of accounting to treat its investment in FPPL. The Company, has filed an appeal against this order with the Commission and the matter is currently pending before the SECP Appellate Tribunal.

Accordingly, in these financial statements, all the above restatements have been made retrospectively.

In these financial statements, equity method has been applied retrospectively in accordance with the requirements of the International Accounting Standard (IAS) 8 'Accounting Policies, Changes in Accounting Estimates and Errors' and all the corresponding figures affected thereby have been restated. Further, since these restatements have material effects on the statement of financial position as at the beginning of the earliest period presented (i.e. June 30, 2023), the said statement has also been presented in these financial statements in accordance with the requirements of the IAS 1 'Presentation of Financial Statements'.

The retrospective effects on the corresponding figures presented in these financial statements are as follows:

Effects on the statement of financial position

	June 30, 2024			June 30, 2023		
	As previously reported	As restated	Change	As previousy reported	As restated	Change
	---- (Rupees in '000') ----					
Assets						
Loans, advances, deposits, prepayments and other receivable	44,721	68,465	23,744	68,911	68,911	-
Long term investments	327,720	362,834	35,114	401,511	345,732	(55,779)
Deferred taxation	-	-	-	113,586	157,257	43,671
Liabilities						
Deferred taxation	88,006	65,734	22,272	-	-	-
Share capital and reserves						
Unappropriated profits	2,755,559	2,891,239	135,680	2,438,236	2,531,271	93,035
Share of other comprehensive income of associate	-	(22)	(22)	-	1,776	1,776
Surplus on revaluation of investment in unquoted shares	54,527	-	(54,527)	106,919	-	(106,919)

Effects on the statement of profit or loss / statement of comprehensive income

	For the year ended June 30, 2024		
	As previously reported	As restated	Change
	---- (Rupees) ----		
Sales revenue - net	10,908,118	10,908,118	-
Cost of sales	(9,478,553)	(9,478,553)	-
Gross profit	1,429,565	1,429,565	-
Administrative expenses	(346,335)	(346,335)	-
Distribution costs	(107,138)	(107,138)	-
	(453,473)	(453,473)	-
Finance costs	(276,174)	(276,174)	-
Other expenses	(2,953)	(2,953)	-
	(279,127)	(279,127)	-
Operating profit	696,965	696,965	-
Other income	91,337	115,080	23,743
Share of profit of associate	-	18,901	18,901
Profit before levies and taxation	788,302	830,946	42,644
Levies	(118,174)	(118,174)	-
Profit before taxation	670,128	712,772	42,644
Taxation	(352,805)	(352,805)	-
Profit after taxation	317,323	359,967	42,644
	---- (Rupees) ----		
Earning per share - basic and diluted	6.33	7.18	0.85
Increase in other comprehensive income			50,594
Increase in total comprehensive income			93,238

44. FINANCIAL INSTRUMENTS

44.1 Financial risk analysis

The Board of Directors of the Company has overall responsibility for the establishment and oversight of the Company's risk management framework. The Company has exposure to the following risks from its use of financial instruments:

- Credit risk
- Liquidity risk
- Market risk

44.1.1 Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

A financial asset is regarded as credit impaired as and when it falls under the definition of a 'defaulted' financial asset. For the Company's internal credit management purposes, a financial asset is considered as defaulted when it is past due for 90 days or more.

The Company writes off a defaulted financial asset when there remains no reasonable probability of recovering the carrying amount of the asset through available means.

Maximum exposure to credit risk

The maximum exposure to credit risk at the reporting date is as follows:

		June 30, 2025		June 30, 2024	
		Carrying amount	Maximum exposure	Carrying amount	Maximum exposure
		---------- Rupees in 000 ----------			
At amortised cost					
- Long term deposits		**10,901**	**10,901**	10,101	10,101
-Long term loans and advance		**6,196**	**6,196**	5,847	5,847
-Trade debts	(a)	**569,636**	**569,636**	478,780	478,780
-Investment in TFC		**49,930**	**49,930**	99,920	99,920
-Short term loan to a related party		**19,990**	**19,990**	19,990	19,990
-Loans, deposit and other receivable		**5,364**	**5,364**	66,530	66,530
-Bank balances	(b)	**251,355**	**251,355**	280,272	280,272
		913,372	**913,372**	961,440	961,440

Note (a) - Credit risk exposure on trade debts

To reduce the exposure to credit risk the Company has developed a policy of obtaining advance payments from its customers. Except for customers relating to the Government and certain small and medium sized enterprises, the management strictly adheres to this policy. For any balances receivable from such small and medium sized enterprises, the management continuously monitors the credit exposure towards them and makes provisions against those balances considered doubtful of recovery.

As of the reporting date, the ageing analysis of trade debts was as follows:

	June 30, 2025		June 30, 2024	
	Gross carrying amount	Provision for expected credit losses	Gross carrying amount	Provision for expected credit losses
1-90 days	**565,977**	**-**	463,438	-
More than 90 days	**4,769**	**1,110**	16,452	1,110
	570,746	**1,110**	479,890	1,110

Note (b) - Credit risk exposure on bank balances

The Company's credit risk on liquid funds is limited because the counter parties are banks with reasonably high credit ratings. As of the reporting date, the external credit ratings of the Company's bankers were as follows:

	Note	2025	2024
		Rupees in '000'	
Short term rating			
AAA		**207,795**	-
AA+		**7,765**	-
AA		**78**	-
A1+		**6**	237,243
A-1+		**-**	10,203
A1		**-**	25,712
A-2		**-**	10
A-1		**7,093**	7,104
A+		**28,618**	-
		251,355	280,272

Concentration of credit risk

Concentration of credit risk arises when a number of financial instruments or contracts are entered into with the same party, or when counter parties are engaged in similar business activities, or activities in the same geographic region, or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. Concentrations of credit risk indicate the relative sensitivity of the Company's performance to developments affecting a particular industry. As of the reporting date, the Company was exposed to the following concentrations of credit risk:

	June 30, 2025			June 30, 2024		
	Total exposure	Concentration	% of total exposure	Total exposure	Concentration	% of toal exposure
	---- (Rupees in '000') ----					
Trade debts	**569,636**	**506,800**	**89%**	478,780	418,785	87%
Investment in TFC	**49,930**	**49,930**	**100%**	99,920	99,920	100%
Accrued markup	**5,364**	**2,842**	**53%**	55,530	51,479	100%
Short term loan to a related party	**19,990**	**19,990**	**100%**	19,990	19,990	100%
Bank balances	**251,355**	**195,101**	**78%**	280,272	262,222	94%
		774,663			852,396	

44.1.2 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset. Liquidity risk arises because of the possibility that the Company could be required to pay its liabilities earlier than expected or difficulty in raising funds to meet commitments associated with financial liabilities as they fall due. The Company's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Company's reputation. The following are the contractual maturities of financial liabilities, including interest payments:

	June 30, 2025					
	Carrying amount	Contractual cash flows	Six months or less	Six to twelve months	One to five years	More than five years
	---- (Rupees in '000') ----					
Long term financing	**757,091**	**925,405**	**102,814**	**96,602**	**695,073**	**30,916**
Lease liability	**15,651**	**17,422**	**13,071**	**4,190**	**161**	**-**
Short term borrowings-secured	**384,412**	**384,412**	**384,412**	**-**	**-**	**-**
Accrued markup	**6,917**	**6,917**	**6,917**	**-**	**-**	**-**
Trade and other payables	**1,014,995**	**1,014,995**	**1,014,995**	**-**	**-**	**-**
	2,179,066	**2,349,151**	**1,522,209**	**100,792**	**695,234**	**30,916**

	June 30, 2024					
	Carrying amount	Contractual cash flows	Six months or less	Six to twelve months	One to five years	More than five years
	---- (Rupees in '000') ----					
Long term financing	940,546	1,245,161	147,211	141,028	844,381	112,541
Lease liability	39,620	46,463	5,597	22,859	18,007	-
Short term borrowings-secured	735,513	735,513	735,513	-	-	-
Accrued markup	38,699	38,699	38,699	-	-	-
Trade and other payables	1,422,058	1,422,058	1,422,058	-	-	-
	3,176,436	3,487,894	2,349,078	163,887	862,388	112,541

The contractual cash flows relating to the above financial liabilities have been determined on the basis of mark-up rates effective as at June 30, 2025 (and includes both principal and interest payable thereon).

44.1.3 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

(a) Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Foreign Currency risk arises mainly where receivables and payables exist due to transactions entered into foreign currencies.

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Majority of the interest rate exposure arises from short and long term borrowings from banks and term deposits with banks. At the balance sheet date the interest rate profile of the Company's interest-bearing financial instruments was as follows:

	Note	2025	2024
		Rupees in '000'	
Financial assets			
Variable rate instruments			
Bank balances - saving and deposit accounts		**146,755**	191,708
Short term loan to related party		**19,990**	19,990
Investment in TFC		**49,930**	99,920
Financial liabilities			
Variable rate instruments			
Long term financing - Term Finance II		**-**	101,441
Lease liability		**15,651**	17,281
Short term borrowings - secured		**384,412**	735,513

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial assets and liabilities at fair value through profit and loss. Therefore, a change in interest rates at the reporting date would not affect the profit or loss and equity of the Company.

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have decreased/increase profit before tax by Rs. 1.83 million (2024: Rs. 5.43 million). This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for last year.

(c) Price risk

Other price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in the market prices (other than those arising from interest/ mark up rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all or similar financial instruments traded in the market. As at June 30, 2025, the Company was not exposed any price risk.

		Note	2025	(Restated) 2024
			Rupees in '000'	
45	**FINANCIAL INSTRUMENTS BY CATEGORIES**			
45.1	**Financial assets:**			
	At amortized cost			
	Long term deposits		**10,901**	10,101
	Long term loans and advances		**6,196**	5,847
	Investment in TFC		**49,930**	99,920
	Trade debts		**569,636**	478,780
	Short term loan to a related party		**19,990**	19,990
	Loans, deposit and other receivable		**5,364**	66,530
	Cash and bank balances		**252,206**	281,247
			914,223	962,415

		Note	2025	2024
			Rupees in '000'	
45.2	**Financial liabilities:**			
	At amortized cost			
	Long term financing - secured		**757,091**	940,546
	Lease liability		**15,651**	39,620
	Trade and other payables		**1,014,995**	1,422,058
	Short term borrowings		**384,412**	735,513
	Accrued mark-up		**6,917**	38,699
			2,179,066	3,176,436

46. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date.

The carrying amounts of all financial assets and liabilities reflected in these financial statements approximate their fair values.

The Company measures fair value of all assets and liabilities using the following fair value hierarchy that reflects the significance of the inputs used in making the measurements:

Level 1: Fair value measurements using quoted prices (unadjusted) in active markets for identical assets or liabilities.

Level 2: Fair value measurements using inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.

Level 3: Fair value measurements using inputs for the asset or liability that are not based on observable market data (i.e. unobservable inputs).

Fair values of assets that are traded in active markets are based on quoted market prices. For all other assets the Company determines fair values using valuation techniques unless the instruments do not have a market \ quoted price in an active market and whose fair value cannot be reliably measured.

The table below analyses the assets measured at fair value at the end of the reporting period by the level in the fair value hierarchy into which the fair value measurement is categorised:

	June 30, 2025		
	Level 1	**Level 2**	**Level 3**
		Rupees in '000'	
Investment in privately placed TFCs	**-**	**49,930**	**-**
Investment property	**-**	**-**	**336,500**

	June 30, 2024		
	Level 1	**Level 2**	**Level 3**
		Rupees in '000'	
Investment in privately placed TFCs	-	99,920	-
Investment property	-	-	286,025

47. CAPITAL MANAGEMENT

The management's policy is to maintain a strong capital base so as to maintain investor, creditor and market confidence and to sustain future development of the business. The management closely monitors the return on capital along with the level of distributions to ordinary shareholders. The management seeks to maintain a balance between higher returns that might be possible with higher levels of borrowings and the advantages and security afforded by a sound capital position.

The Company is not subject to any externally imposed capital requirement.

Following is the quantitative analysis of what the Company manages as capital:

	Note	2025	2024
		Rupees in '000'	
Borrowing:			
Long term financing		**757,091**	940,546
Shareholders' equity:			
Issued, subscribed and paid up capital		**501,600**	501,600
General reserve		**550,000**	550,000
Unappropriated profit		**3,499,930**	2,891,238
		4,551,530	3,942,838
Total capital managed by the Company		**5,308,621**	4,883,384

48. RECLASSIFICATION OF CORRESPONDING FIGURES

In these financial statements, the following corresponding figures have been rearranged and reclassified, for the purposes of comparison and better presentation.

Reclassified from component	Reclassified to component	Note	Rupees
Raw and packing material consumed (Cost of sales)	Packing material consumed (Cost of sales)	30.1.2	594,988
Raw and packing materials consumed (Cost of sales)	Closing work-in-process (Cost of sales)	30.1	8,613
Raw Material (Stock in trade)	Work-in-process (Stock in trade)	22	8,613
Capital Spares (Property, plant And equipment)	Stores - in hand (Stores and spares)	21	16,642

49. GENERAL

49.1 Material non adjusting events after the reporting date

After the year end, the Company has declared three ex gratia bonuses for each employee. All employees that were in service for the financial year 2024-25 and were still in service till August 2025.

During the year, the Company was approached by a prospective buyer expressing interest in acquiring the land of the Company classified as investment property. In this regard, the buyer has deposited token money. The proposal will be discussed in the Board meeting and if deemed feasible shall be recommended for the shareholders' approval in the upcoming AGM.

49.2 Investments made by the provident fund

The investments out of the provident fund have been made in accordance with the provisions of Section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

	2025	2024
	Metric Tons	
49.3 Plant capacity and actual production		
Production capacity - Ordinary Portland Cement (OPC)	**1,000,000**	1,000,000
Production capacity - Clinker	**900,000**	900,000
Actual production - Ordinary Portland Cement (OPC)	**713,739**	724,209
Actual production - Clinker	**612,026**	651,048

49.3.1 The present normal capacity of the Company's manufacturing facility is to produce 3,000 metric tons of Clinker per day. The above disclosed annual production capacity of 900,000 metric tons of Clinker is based on 300 operating days a year.

49.3.2 Actual production is less than the installed capacity due to planned maintenance shut down and gap between market demand and supply.

		2025	2024
49.4	**Number of employees**		
	Total number of employees as at June 30	**337**	330
	Average number of employees during the year	**334**	333

49.5 Date of authorization of these financial statements

These financial statements were authorised for issue by the Board of Directors of the Company in their meeting held on September 25, 2025.

49.6 Level of rounding

Figures in these financial statements have been rounded off to the nearest thousand rupees.

MOHAMMED YASIN FECTO	**ROHAIL AJMAL**	**ABDUL WAHAB**
CHIEF EXECUTIVE	DIRECTOR	CHIEF FINANCIAL OFFICER

ترجیحی اقدامات میں شامل رہیں گے تاکہ بڑھتی ہوئی فیول لاگت پر قابو پایا جاسکے۔ برآمدی منڈیوں، خصوصاً افغانستان اور خطے کے دیگر مراکز کو مزید ترقی دی جائے گی تاکہ پلانٹ کی استعداد کو بہتر بنایا جاسکے اور آمدنی کے ذرائع کو متنوع بنایا جاسکے۔ معیاری مصنوعات، کسٹمر سروس اور دانشمندانہ مالی نظم پر توجہ کے ساتھ، کمپنی پر اعتماد ہے کہ وہ منافع کو برقرار رکھے گی، اسٹیک ہولڈرز کو ویلیو فراہم کرے گی اور پاکستان کی صنعتی ترقی میں مثبت کردار ادا کرے گی۔

شکریہ (Acknowledgment)

بورڈ آف ڈائریکٹرز تمام اسٹیک ہولڈرز کی مسلسل حمایت اور اعتماد پر دلی تشکر ادا کرتا ہے۔ ہم اپنے ملازمین کی محنت اور لگن، صارفین اور سپلائرز کی وفاداری، حصص یافتگان کے اعتماد، مالیاتی اداروں کے بھروسے اور ریگولیٹرز کی رہنمائی اور معاونت کے شکرگزار ہیں۔

تمام اسٹیک ہولڈرز کے اعتماد اور تعاون نے فیکٹو سیمنٹ لمیٹڈ کو سالوں سے اپنے سفر میں قائم رہنے، ترقی کرنے اور قدر فراہم کرنے کے قابل بنایا ہے۔

ہم اللہ تعالیٰ سے دعا گو ہیں کہ وہ کمپنی کو مزید کامیابیاں عطا فرمائے اور تمام اسٹیک ہولڈرز اور وطنِ عزیز کو خوشحالی بخشے۔

منجانب بورڈ

محمد یسین فیکٹو	روحیل اجمل
چیف ایگزیکیٹو	ڈائریکٹر

کراچی: 25 ستمبر 2025

COCG 2019 اور بہترین کارپوریٹ گورننس پریکٹسز کے مطابق، بورڈ آف ڈائریکٹرز نے آڈٹ کمیٹی کی سفارش پر فیصلہ کیا ہے کہ کمپنی کے مالی سال ختم شدہ جون 30 2026 کے لیے M/S BDO ابراہیم اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس کو بیرونی آڈیٹرز مقرر کیا جائے، جس کی فیس باہمی اتفاق رائے سے طے ہوگی، اور یہ تقرری 27 اکتوبر 2025 کو ہونے والی AGM میں شیئر ہولڈرز کی منظوری سے مشروط ہوگی۔

یہ تبدیلی اس مقصد سے کی جارہی ہے کہ آڈٹ فرم کی باقاعدہ روٹیشن کے ذریعے آزادی کو مزید یقینی بنایا جاسکے اور تقریباً ایک دہائی طویل وابستگی کے بعد ایک نیا نقطہ نظر شامل ہو۔ بورڈ ان خدمات کو سراہتا ہے جو M/S رحمان سرفراز رحیم اقبال رفیق، چارٹرڈ اکاؤنٹنٹس نے اپنے دورانیہ میں فراہم کیں۔

بعد از مالی سالہ واقعات

مالی سال کے اختتام اور اس رپورٹ کی تاریخ کے درمیان کمپنی کی مالی حالت کو متاثر کرنے والی کوئی اہم تبدیلی یا وعدہ سامنے نہیں آیا۔

منافع کی تقسیم اور مختصات

آپ کی کمپنی اپنے حصص یافتگان کے لیے طویل المدتی قدر پیدا کرنے کے لیے پرعزم ہے، جس کے لیے محتاط مالی نظم و نسق اور پائیدار ترقی پر توجہ دی جاتی ہے۔ برسوں سے وسائل کے دانشمندانہ استعمال، لاگت کی بچت، اور حکمتِ عملی پر مبنی سرمایہ کاری نے کمپنی کو اپنی مالی پوزیشن مضبوط بنانے اور اپنے اسٹیک ہولڈرز کے منافع میں اضافہ کرنے کے قابل بنایا ہے۔

اسی عزم کے تحت، اور موجودہ مالی کارکردگی اور مستقبل کی سرمایہ کاری کی ترجیحات کو مدنظر رکھتے ہوئے، بورڈ آف ڈائریکٹرز نے سال ختم شدہ 30 جون 2025 کے لیے 20% (یعنی فی حصص 2 روپے) کی حتمی کیش ڈیویڈنڈ کی سفارش کی ہے، جو 27 اکتوبر 2025 کو منعقدہ ہونے والی آنے والی عام اجلاس (AGM) میں حصص یافتگان کی منظوری سے مشروط ہوگی۔

مستقبل کا لائحہ عمل (Future Outlook)

مالی سال 2025–26 میں داخل ہوتے ہوئے پاکستان کا معاشی ماحول محتاط پرامیدی کی عکاسی کرتا ہے، جسے کم ہوتی مہنگائی، مستحکم زرِمبادلہ کی شرح، اور بہتر بیرونی کھاتوں کی پوزیشن نے سہارا دیا ہے۔ کرنٹ اکاؤنٹ سرپلس میں بدل گیا ہے، زرمبادلہ کے ذخائر میں مزید اضافہ ہو رہا ہے، اور مہنگائی سنگل ڈیجٹ تک کم ہو چکی ہے، جس نے اسٹیٹ بینک آف پاکستان کے لیے مزید مانیٹری ایزنگ کی گنجائش پیدا کر دی ہے۔ یہ پیش رفتیں، آئی ایم ایف کے "ایکسٹینڈڈ فنڈ فسیلٹی (EFF)" پروگرام کے تحت حکومتی اصلاحاتی ایجنڈے کے ساتھ مل کر، زیادہ معاشی استحکام، کم قرض لینے کی لاگت، اور نجی شعبے کی سرگرمی کو فروغ دینے کا باعث بننے کی توقع ہے۔ تاہم، کم ٹیکس-ٹو-GDP شرح، مالیاتی دباؤ، سیاسی غیر یقینی صورتحال، اور عالمی جغرافیائی و تجارتی ماحول میں غیر یقینی جیسے چیلنجز برقرار رہیں گے، جو طلب اور کاروباری اعتماد کو متاثر کر سکتے ہیں۔

سیمنٹ کی صنعت کے لیے نقطہ نظر مثبت ہے، کیونکہ مقامی اور برآمدی دونوں مارکیٹوں میں بحالی کے آثار ظاہر ہو رہے ہیں۔ جولائی 2025 میں گھریلو سیمنٹ ترسیلات گزشتہ سال کی اسی مدت کے مقابلے میں 18% سے زائد بڑھے، جو نجی تعمیرات اور عوامی ترقیاتی منصوبوں میں بتدریج بحالی کی علامت ہیں، جبکہ برآمدات تقریباً 84% بڑھ گئیں، جو بہتر بین الاقوامی طلب کی عکاسی کرتی ہیں۔ صنعت کی پیشن گوئیاں اشارہ دیتی ہیں کہ یہ رفتار آنے والے مہینوں میں بھی برقرار رہ سکتی ہے، جسے کم ہوتی سود کی شرح، کم ہوتی لاگت کا دباؤ، اور حکومتی منصوبہ جات کی مدد حاصل ہے۔ تاہم، توانائی کی قیمتوں میں اتار چڑھاؤ، زائد پیداواری صلاحیت، اور مسابقتی قیمتوں کا دباؤ صنعت کے لیے بڑے چیلنجز رہیں گے۔

اس بدلتے ہوئے ماحول میں، فیکٹو سیمنٹ لمیٹڈ حکمت عملی کے تحت مواقع سے فائدہ اٹھانے اور خطرات کو کم کرنے کی پوزیشن میں ہے۔ کمپنی آپریشنل کارکردگی، لاگت کی بچت، اور محتاط مالی نظم و نسق پر توجہ جاری رکھے گی تاکہ مسابقتی ماحول میں منافع کے مارجن کو محفوظ رکھا جاسکے۔ توانائی کے انتظام میں مؤثر کوئلے کے استعمال اور متبادل توانائی کے منصوبے

چیف فنانشل آفیسر اور ہیڈ آف انٹرنل آڈٹ کے پاس COCG 2019 میں درج شدہ مطلوبہ قابلیت اور تجربہ موجود ہے۔

متعلقہ فریقوں کے ساتھ لین دین

سال کے دوران ہونے والے تمام متعلقہ فریقوں کے ساتھ لین دین بازاری شرائط پر انجام دیے گئے، تاکہ شفافیت اور انصاف کو یقینی بنایا جا سکے، جیسا کہ کمپنیز ایکٹ 2017 اور COCG 2019 کی دفعات کے مطابق ہے۔

ان لین دین کا جائزہ آڈٹ کمیٹی نے لیا اور بعد ازاں بورڈ آف ڈائریکٹرز نے کمپنی کی اندرونی پالیسیوں اور متعلقہ ریگولیٹری تقاضوں کے مطابق اس کی باقاعدہ منظوری دی۔

متعلقہ فریقوں کے ساتھ ہونے والے لین دین کی تفصیلات اور متعلقہ بقایا جات مالی بیانات کے نوٹ 42 میں درج ہیں۔

رسک مینجمنٹ اور اندرونی کنٹرول کا فریم ورک

موثر رسک مینجمنٹ اور ایک مضبوط اندرونی کنٹرول فریم ورک، فیکٹو سیمنٹ لمیٹڈ کی گورننس کا بنیادی حصہ ہیں اور پائیدار کاروباری ترقی کے لیے ضروری ہیں۔ بورڈ آف ڈائریکٹرز کو مجموعی طور پر کمپنی کے رسک مینجمنٹ اور اندرونی کنٹرول کے عمل کی نگرانی کی ذمہ داری حاصل ہے، جبکہ سینئر مینجمنٹ عمل درآمد، نگرانی اور کنٹرولز کی مسلسل جانچ کی ذمہ دار ہے تاکہ اثاثوں کا تحفظ، کاروباری تسلسل اور اسٹیک ہولڈرز کے مفادات محفوظ رہیں۔

کمپنی ایک منظم طریقہ کار پر عمل کرتی ہے جس میں رسک کی نشاندہی اور اس کے اثرات کو کم کرنے کے اقدامات شامل ہیں، جسے اندرونی مالیاتی کنٹرول کے نظام سے سپورٹ کیا جاتا ہے۔ اس کا مقصد آپریشنز کو مؤثر بنانا، قوانین اور ضوابط کی تعمیل کرنا، اثاثوں کی حفاظت اور مالیاتی رپورٹنگ کی درستگی کو یقینی بنانا ہے۔

آزاد اندرونی آڈٹ کا محکمہ باقاعدگی سے اندرونی کنٹرولز کی مؤثریت کا جائزہ لیتا ہے، جبکہ آڈٹ کمیٹی اس کے نتائج کو دیکھتی ہے اور بورڈ کو سہ ماہی بنیاد پر رپورٹ کرتی ہے۔

بورڈ کا غیر مشروط بیان برائے IFRS کی تعمیل

آپ کی کمپنی کے بورڈ آف ڈائریکٹرز نے مالیاتی رپورٹنگ کے عمل کا جائزہ لیا ہے۔ مالی بیانات پاکستان میں لاگو اکاؤنٹنگ اور رپورٹنگ اسٹینڈرڈز کے مطابق تیار کیے گئے ہیں۔ ان منظور شدہ اسٹینڈرڈز میں انٹرنیشنل فنانشل رپورٹنگ اسٹینڈرڈز (IFRSs) شامل ہیں جو انٹرنیشنل اکاؤنٹنگ اسٹینڈرڈز بورڈ (IASB) کی جانب سے جاری کیے گئے ہیں، جیسا کہ کمپنیز ایکٹ 2017 کے تحت نوٹیفائی کیا گیا ہے اور ایکٹ کے تحت جاری ہدایات و دفعات کے مطابق ہے۔

حصص داری کا پیٹرن

کمپنی کی حصص داری کا پیٹرن کمپنیز ایکٹ 2017 کی سیکشن 227(2)(f) اور PSX رول بک کے قاعدہ 5.19.11 کے مطابق، جون 30، 2025 کو اس رپورٹ کے ساتھ منسلک ہے۔

آڈیٹرز

کمپنی کے مالی بیانات برائے سال ختم شدہ جون 30، 2025 کا آڈٹ M/S رحمان سرفراز رحیم اقبال رفیق، چارٹرڈ اکاؤنٹنٹس نے کیا۔ ان کی تقرری کی مدت آئندہ AGM میں مکمل ہو رہی ہے۔

مجموعی کارکردگی کی نگرانی کے ساتھ ساتھ، سی ای او بورڈ کی اسٹریٹجک پالیسیوں کو نافذ کرنے، سینئر مینجمنٹ ٹیم کے لیے واضح اہداف مقرر کرنے اور ان کے مقاصد کو کمپنی کے طویل مدتی وژن سے ہم آہنگ کرنے میں بھی کلیدی کردار ادا کرتے ہیں۔

سی ای او باقاعدگی سے بورڈ کو کارکردگی کی تازہ ترین رپورٹس فراہم کرتے ہیں، جس سے تنظیم کے اندر احتساب (Accountability) اور اسٹریٹجک ہم آہنگی (Strategic-Cohesion) کو یقینی بنایا جاتا ہے۔

ڈائریکٹرز کا معاوضہ

بورڈ آف ڈائریکٹرز نے ڈائریکٹرز اور سینئر مینجمنٹ کے اراکین کے لیے ایک معاوضہ پالیسی کی منظوری دی ہے، جس کی اہم خصوصیات درج ذیل ہیں:

* غیر ایگزیکٹو ڈائریکٹرز کو کسی قسم کی معاوضہ ادا نہیں کیا جاتا، سوائے بورڈ اور اس کی کمیٹیوں کے اجلاسوں میں شرکت کے لیے میٹنگ فیس کے۔ اس پالیسی کے مطابق ڈائریکٹرز ہر بورڈ یا اس کی ذیلی کمیٹی کے اجلاس میں شرکت پر فی اجلاس 15,000 روپے کے حقدار ہیں۔
* میٹنگ فیس کی سطح بورڈ آف ڈائریکٹرز کی منظوری سے مقرر کی جاتی ہے تاکہ یہ شفافیت، انصاف پسندی اور مارکیٹ کے رائج طریقہ کار کے مطابق ہو۔
* ڈائریکٹرز کو ان معقول اخراجات کی ادائیگی کا حق حاصل ہے جو انہوں نے بورڈ، اس کی کمیٹیوں یا کمپنی کے جنرل اجلاسوں میں شرکت کے سلسلے میں کیے ہوں۔ ان اخراجات میں سفری، رہائشی، قیام و طعام اور دیگر ضمنی اخراجات شامل ہو سکتے ہیں۔
* چیف ایگزیکٹو آفیسر (سی ای او) کی معاوضہ بورڈ آف ڈائریکٹرز اپنے اجلاسوں میں مقررہ قوانین، ضوابط اور کمپنی کے گورننس فریم ورک کے مطابق باقاعدگی سے جائزہ لے کر منظور کرتا ہے۔
* سی ای او اور غیر ایگزیکٹو ڈائریکٹرز کو سال کے دوران ادا کی گئی تفصیلات مالی بیانات کے نوٹ 41 میں ظاہر کی گئی ہیں۔

یہ پالیسی اس بات کو یقینی بناتی ہے کہ ڈائریکٹرز اور سی ای او کو ان کی ذمہ داریوں کی ادائیگی کے لیے مناسب اور منصفانہ معاوضہ دیا جائے، جبکہ کمپنیز ایکٹ 2017 اور COCG، 2019 کی دفعات کی مکمل تعمیل برقرار رہے۔

ویژن، مشن اور کارپوریٹ حکمتِ عملی کی بورڈ سے منظوری

بورڈ آف ڈائریکٹرز نے آپ کی کمپنی کے ویژن، مشن اور مجموعی کارپوریٹ حکمتِ عملی کا بغور جائزہ لیا اور اسے منظور کیا ہے، جو کہ فیکٹو سیمنٹ لمیٹڈ کی بانی نظریے کی عکاسی کرتی ہے۔ یہ رہنما اصول ہماری طویل مدتی حکمتِ عملی کی سمت متعین کرتے ہیں اور کمپنی کے مستقبل کا تعین کرتے ہیں۔

ویژن اور مشن تنظیم کے ہر سطح پر گہرائی سے راسخ ہیں، جس سے یہ یقینی بنایا گیا ہے کہ ہر فیصلہ اور ہر عمل ہمارے مقصد کے مطابق ہو۔ یہ اصول روزمرہ کے کاموں کے لیے بنیادی ستون ہیں اور اسٹریٹجک فیصلوں کے لیے بنیادی معیار کے طور پر کام کرتے ہیں، جو تمام اسٹیک ہولڈرز کے لیے پائیدار ترقی اور قدر میں اضافے کو یقینی بناتے ہیں۔

بورڈ کی تربیت

آپ کی کمپنی اپنے بورڈ ممبران کی پیشہ ورانہ ترقی میں گہری دلچسپی رکھتی ہے اور انہیں کارپوریٹ قوانین یا کارپوریٹ گورننس کے ضابطے میں ہونے والی تبدیلیوں سے باخبر رکھتی ہے۔ کمپنی اس بات کو یقینی بناتی ہے کہ بورڈ کے تمام ڈائریکٹرز بورڈ آف ڈائریکٹرز ٹریننگ سرٹیفیکیشن کی ضروریات پر مکمل عمل کریں۔

چیف فنانشل آفیسر اور ہیڈ آف انٹرنل آڈٹ کی اہلیت

2) ہیومن ریسورس اور معاوضہ کمیٹی:

لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس 2019) کے ضابطہ نمبر 28 کی ضروریات کے مطابق بورڈ آف ڈائریکٹرز نے ہیومن ریسورس اور معاوضہ کمیٹی تشکیل دی ہے۔ کمیٹی کے ضوابطِ کار بورڈ کی جانب سے باقاعدہ طور پر منظور کر کے اراکین کو بتا دیے گئے ہیں۔ سال کے دوران کمیٹی کا ایک (1) اجلاس منعقد ہوا، جس میں تمام اراکین نے شرکت کی سوائے جناب عامر غنی کے۔

بورڈ کی کارکردگی کے جائزے کے معیار

لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس 2019) کی ضروریات کے مطابق کمپنی نے بورڈ آف ڈائریکٹرز کی کارکردگی کے جائزے کے لیے ایک جامع فریم ورک تیار کیا ہے۔ یہ جائزہ درج ذیل پہلوؤں کا احاطہ کرتا ہے:

* کمپنی کے وژن، طویل مدتی حکمتِ عملی اور کلیدی عملی ترجیحات پر مؤثر رہنمائی فراہم کرنے کی صلاحیت۔
* کارپوریٹ گورننس، شفافیت اور ریگولیٹری تعمیل کے اعلیٰ ترین معیارات کو برقرار رکھنے کا عزم۔
* مالی رپورٹنگ، آڈٹ کے عمل، رسک مینجمنٹ اور کمپنی کے اثاثوں کے تحفظ کی نگرانی۔
* بورڈ اور کمیٹی اجلاسوں میں فعال شرکت، تعمیری بحث ومباحثہ، اور بروقت فیصلے جو اسٹیک ہولڈرز کے بہترین مفاد میں ہوں۔
* کاروبار کو متاثر کرنے والے بڑے خطرات کی شناخت اور جانچنے کی صلاحیت، بشمول مارکیٹ، آپریشنل، مالیاتی اور ساکھ کے خطرات۔
* کلیدی انتظامی عہدوں کے جانشینی منصوبوں کی نگرانی اور لیڈرشپ ٹیلنٹ کو فروغ دینے میں شراکت۔
* شیئر ہولڈرز کے مفادات کا تحفظ اور ملازمین، صارفین، ریگولیٹرز اور وسیع تر کمیونٹی کی توقعات میں توازن قائم کرنا۔
* صحت، حفاظت، ماحولیات، توانائی کی بچت اور سماجی ذمہ داری سے متعلق پالیسیوں اور طریقہ کار کو بہتر بنانے میں تعاون۔
* اخلاقی اقدار، دیانت داری، آزادانہ رائے اور امانت داری کو برقرار رکھتے ہوئے اپنی ذمہ داریاں ادا کرنا۔

بورڈ کی کارکردگی کا جائزہ

بورڈ آف ڈائریکٹرز نے زیرِ جائزہ سال کے دوران اپنی سالانہ خود جانچ (Self-Evaluation) مکمل کی۔ اس جانچ کے نتائج سے ظاہر ہوا کہ بورڈ نے اپنی ذمہ داریاں مؤثر طریقے سے انجام دی ہیں، جس میں اسٹریٹجک سمت کا تعین، ریگولیٹری تقاضوں کی تعمیل اور تمام اسٹیک ہولڈرز کے مفادات کا تحفظ شامل ہے۔
ڈائریکٹرز نے بورڈ کی بحث وتمحیص میں فعال شرکت کی اور کمپنی کے وژن کی تشکیل، اسٹریٹجک اقدامات کی منظوری اور مالی وعملی کارکردگی کی نگرانی میں تعمیری کردار ادا کیا۔
بورڈ اپنی گورننس کے طریقہ کار کو مزید مضبوط بنانے اور اپنی مؤثریت میں بہتری لانے کے لیے پرعزم ہے، جس کے لیے وہ مسلسل سیکھنے، وقتاً فوقتاً نظرِ ثانی اور عالمی بہترین طریقوں (GlobalBestPractices) کو اپنانے پر توجہ دے رہا ہے۔

سی ای او کی کارکردگی کا جائزہ

بورڈ آف ڈائریکٹرز نے چیف ایگزیکٹو آفیسر (سی ای او) کی کارکردگی کے جائزے کے لیے ایک جامع اور منظم طریقہ کار اختیار کر رکھا ہے، جو سال کے آغاز میں طے کردہ مالی، عملی اور اسٹریٹجک کارکردگی کے اشاریوں (KPIs) پر مبنی ہے۔
زیرِ جائزہ سال کے دوران، بورڈ نے سی ای او کی قیادت اور ان اشاریوں کے مطابق عملدرآمد کا تفصیلی جائزہ لیا اور ان کی مسلسل وابستگی، استقامت اور نتائج پر مبنی حکمتِ عملی کو سراہا۔
بورڈ کو ان کی قائدانہ صلاحیت پر مکمل اعتماد ہے کہ وہ مشکل کاروباری ماحول میں بھی کمپنی کو مؤثر انداز میں آگے لے کر جائیں گے۔

* محترمہ لبنیٰ یاسین فیکٹو (خاتون)

ج) ایگزیکٹوڈائریکٹرز 2 - (ExecutiveDirectors)

* جناب محمد یاسین فیکٹو

* جناب جواد صبور

بورڈ کے اجلاس

سال کے دوران، بورڈ آف ڈائریکٹرز کے چار (4) اجلاس منعقد ہوئے جو کمپنیز ایکٹ، 2017 اور لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) 2019 کی ضروریات کے مطابق تھے۔ ہر ڈائریکٹر کی حاضری درج ذیل ہے:

شمار نمبر	ڈائریکٹرز کے نام	عہدہ	شریک اجلاسوں کی تعداد
1	جناب عامر غنی (چیئرمین)	آزاد ڈائریکٹر	1
2	جناب محمد یاسین فیکٹو (چیف ایگزیکٹو آفیسر)	ایگزیکٹو ڈائریکٹر	4
3	جناب روحیل اجمل	نان ایگزیکٹو ڈائریکٹر	4
4	جناب محمد انور حبیب	آزاد ڈائریکٹر	4
5	جناب جمیل احمد خان	نان ایگزیکٹو ڈائریکٹر	3
6	جناب جواد صبور	ایگزیکٹو ڈائریکٹر	2
7	محترمہ لبنیٰ یاسین فیکٹو	نان ایگزیکٹو ڈائریکٹر	2

وہ ڈائریکٹرز جو اپنے ذاتی مشاغل یا صحت کی وجوہات کی بنا پر اجلاس میں شریک نہیں ہو سکے، انہیں چھٹی کی باقاعدہ اجازت دی گئی۔

جناب جواد صبور اور محترمہ لبنیٰ یاسین فیکٹو کو 28 اکتوبر 2024 کو ڈائریکٹرز کے طور پر مقرر کیا گیا، جبکہ جناب خالد یعقوب اور محترمہ سائرہ ابراہیم باوانی 31 اکتوبر 2024 کو بورڈ سے ریٹائر ہوئے۔

بورڈ کی کمیٹیاں

1) آڈٹ کمیٹی:

کمپنی کے بورڈ آف ڈائریکٹرز نے لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس 2019) کے ضابطہ نمبر 27 کی ضروریات کے مطابق آڈٹ کمیٹی تشکیل دی ہے۔ کمیٹی کے ضوابطِ کار بورڈ کی جانب سے باقاعدہ طور پر منظور کر کے اراکین کو بتا دیے گئے ہیں۔ سال کے دوران آڈٹ کمیٹی کے چار (4) اجلاس منعقد ہوئے۔ اراکین کی حاضری درج ذیل ہے:

شمار نمبر	ڈائریکٹرز کے نام	عہدہ	شریک اجلاسوں کی تعداد
1	جناب محمد انور حبیب (چیئرمین)	آزاد ڈائریکٹر	4
2	جناب روحیل اجمل	نان ایگزیکٹو ڈائریکٹر	4
3	جناب جمیل احمد خان	نان ایگزیکٹو ڈائریکٹر	3

کارپوریٹ گورننس کا ضابطہ

آپ کی کمپنی کے ڈائریکٹرز اپنی ذمہ داریوں سے بخوبی آگاہ ہیں جو کہ کارپوریٹ گورننس کے ضابطہ (COCG,2019) اور پاکستان اسٹاک ایکسچینج کے رول بک کے تحت آتی ہیں۔ آپ کی کمپنی نے اچھی کارپوریٹ گورننس کو یقینی بنانے اور ضابطے کی مکمل تعمیل کے لیے تمام ضروری اقدامات کیے ہیں اور ہم درج ذیل کی تصدیق کرتے ہیں:

1. کمپنی کے مالیاتی بیانات، جو مینجمنٹ نے تیار کیے ہیں، درست طور پر اس کی مالی حالت، آپریشنز کے نتائج، کیش فلو اور ایکویٹی میں تبدیلیوں کو ظاہر کرتے ہیں۔
2. کمپنی کی طرف سے قانون کے تقاضوں کے مطابق درست بکس آف اکاؤنٹس (کتابچے) برقرار رکھے گئے ہیں۔
3. چیف ایگزیکٹو آفیسر اور چیف فنانشل آفیسر نے بورڈ کی منظوری سے پہلے مالیاتی بیانات کی توثیق کی۔
4. مناسب اکاؤنٹنگ پالیسیز کو مسلسل مالیاتی بیانات کی تیاری میں لاگو کیا گیا ہے اور اکاؤنٹنگ تخمینے مناسب اور محتاط فیصلے پر مبنی ہیں۔
5. پاکستان میں قابلِ اطلاق انٹرنیشنل فنانشل رپورٹنگ اسٹینڈرڈز (IFRSs) کو مالیاتی بیانات کی تیاری میں فالو کیا گیا ہے اور کسی بھی انحراف کو مناسب طریقے سے ظاہر اور وضاحت کیا گیا ہے۔
6. اندرونی کنٹرول کا نظام بہتر ڈیزائن کے ساتھ مؤثر طریقے سے نافذ اور مانیٹر کیا گیا ہے۔
7. کمپنی کی بطور "کاروباری بقا کا تصور" جاری رکھنے کی صلاحیت پر کوئی نمایاں شبہ نہیں ہے۔
8. شیئر ہولڈنگ کے پیٹرن کا بیان اس سالانہ رپورٹ کا حصہ بنایا گیا ہے، جس میں ایسوسی ایٹڈ انڈرٹیکنگز اور متعلقہ افراد کے زیر ملکیت حصص الگ الگ ظاہر کیے گئے ہیں۔
9. ٹیکسز، لیویز اور چارجز کے حوالے سے کوئی بھی بقایا واجبات موجود نہیں ہیں سوائے ان کے جو معمولی نوعیت کے ہیں اور جنہیں مالیاتی بیانات میں ظاہر کیا گیا ہے۔

چھ سالوں کے کلیدی آپریٹنگ اور مالیاتی ہائی لائٹس اس سالانہ رپورٹ کے ساتھ منسلک ہیں۔

بورڈ کی تشکیل

بورڈ کے اراکین کی صنفی تنوع (GenderDiversity)، علم، مہارت اور تجربے کا امتزاج بورڈ کی کارکردگی کو مزید مؤثر بناتا ہے۔ ہمارا بورڈ تمام کیٹیگریز کے شیئر ہولڈرز کے مفادات کی نمائندگی کرتا ہے اور اس کی تشکیل درج ذیل ہے:

ڈائریکٹرز کی کل تعداد

* مرد: 6 (Male)
* خاتون: 1 (Female)

ترکیب - (Composition) ڈائریکٹرز کے نام

الف) آزاد ڈائریکٹرز 2 - (Independent Directors)

* جناب عامر غنی
* جناب محمد انور حبیب

ب) نان ایگزیکٹو ڈائریکٹرز 3 - (Non-Executive Directors)

* جناب روحیل اجمل
* جناب جمیل احمد خان

ہے کہ قابلِ تجدید توانائی کے حصے، توانائی کے استعمال کی مؤثریت اور کاربن میں کمی کے لیے باضابطہ اہداف مقرر کیے جائیں گے، جن کی پیش رفت وقتاً فوقتاً مانیٹر کی جائے گی اور عالمی معیارات کے مطابق افشا (Disclosure) کی جائے گی۔

تنوع، مساوات اور شمولیت (Diversity, Equity & Inclusion-DE&I)

بورڈ پُرعظم ہے کہ تنوع، مساوات اور شمولیت کو فروغ دینا، گورننس کو مضبوط کرنے اور تنظیمی کارکردگی کو بہتر بنانے کے لیے ضروری ہیں۔

بورڈ فی الحال پائیداری اور DE&I کے معاملات کی نگرانی اجتماعی طور پر کرتا ہے اور مینجمنٹ سے باقاعدہ اپ ڈیٹس وصول کرتا ہے۔ اگرچہ ایک باضابطہ DE&I پالیسی اور ڈھانچہ ابھی تیار کیا جا رہا ہے، کمپنی نے عملی طور پر شمولیت کو فروغ دینے کے اقدامات کیے ہیں، جن میں شامل ہیں:

* مختلف پیشہ ورانہ، تعلیمی اور علاقائی پس منظر رکھنے والے ملازمین کو بھرتی کرنا، تاکہ افرادی قوت میں متوازن مہارتیں اور تجربات موجود ہوں۔
* خواتین کی نمائندگی کو بورڈ آف ڈائریکٹرز میں برقرار رکھنا، جیسا کہ قانون کے مطابق لازمی ہے۔
* میرٹ پر مبنی کلچر کو فروغ دینا، جس میں ترقی، ذمہ داریاں اور قیادت کے عہدے کارکردگی اور صلاحیت کی بنیاد پر دیے جاتے ہیں، نہ کہ جنس یا پس منظر پر۔

آگے چل کر، بورڈ ایک باضابطہ DE&I فریم ورک تیار کرنے پر کام کر رہا ہے، جس میں واضح اہداف شامل ہوں گے۔

ساتھ ہی پیش رفت کو وقتاً فوقتاً مانیٹر کیا جائے گا اور اس پر رپورٹ بھی شائع کی جائے گی۔

ڈیجیٹل ٹرانسفارمیشن اور ERP کا نفاذ

کاروباری ترقی، مؤثریت اور درست فیصلہ سازی میں ٹیکنالوجی کے اہم کردار کو تسلیم کرتے ہوئے، آپ کی کمپنی نے ایک جدید انٹرپرائز ریسورس پلاننگ (ERP) سسٹم کامیابی سے نافذ کیا ہے۔ یہ سنگ میل ایک اہم کامیابی کی حیثیت رکھتا ہے کیونکہ 30 جون 2025 کو ختم ہونے والے سال کے مالیاتی بیانات پہلی بار نئے ERP پلیٹ فارم کے ذریعے تیار کیے گئے ہیں۔

پرانے (لیگیسی) انفارمیشن سسٹم سے ERP سسٹم کی منتقلی ہمارے ملازموں کی محنت اور لگن سے ممکن ہوئی، جس نے کاروباری افعال میں بامعنی انضمام کو یقینی بنایا۔ نیا سسٹم درج ذیل فوائد فراہم کرتا ہے:

* بہتر ڈیٹا کی درستگی،
* زیادہ مؤثر عمل،
* ریئل ٹائم رپورٹنگ، اور
* مضبوط اندرونی کنٹرولز۔

یہ فوائد کمپنی کی مجموعی گورننس اور آپریشنل مؤثریت کو مزید بہتر بناتے ہیں۔

اس کے ساتھ ہی، کمپنی نے اپنی مختلف سائٹس کے درمیان کنیکٹیویٹی انفراسٹرکچر کو بھی اپ گریڈ کیا ہے تاکہ تعاون کو بہتر بنایا جاسکے اور بزنس کریٹیکل معلومات تک تیز رسائی ممکن ہو۔

ERP کا کامیاب نفاذ کمپنی کے ڈیجیٹل ٹرانسفارمیشن کے سفر میں ایک بڑا قدم ہے، جو مستقبل میں اسٹریٹجک فیصلہ سازی اور پائیدار ترقی کے قابل بنانے میں اہم کردار ادا کرے گا۔

پرعزم ہیں۔

کمپنی باقاعدگی سے رسک اسیسمنٹ، خطرات کی نشاندہی، ملازمتی حفاظت کے تجزیے انجام دیتی ہے۔ اس کے ساتھ صحت اور حفاظت کے لیکچرز، ٹریننگ سیشنز اور آگاہی پروگرام بھی منعقد کیے جاتے ہیں۔

سال کے دوران کمپنی نے ایک شاندار سیفٹی ریکارڈ برقرار رکھا، جس میں کوئی بڑا حادثہ یا انجری رپورٹ نہیں ہوئی۔ یہ ہماری زیرو لاس ورک ڈے انجری کے ہدف کے عزم کو ظاہر کرتا ہے۔

کارپوریٹ سماجی ذمہ داری (CSR)

کمپنی ملازمین، قریبی کمیونٹیز اور معاشرے کی فلاح و بہبود کے لیے مثبت کردار ادا کرنے کی پابند ہے۔ سال کے دوران اہم اقدامات میں شامل تھے:

* **تعلیم:** نزدیکی گاؤں میں لڑکوں اور لڑکیوں کے اسکول کی تعمیر، تزئین و آرائش، پانی کی فراہمی اور دیکھ بھال۔
* **کمیونٹی انفراسٹرکچر:** خانپور ڈیم نہر کی صفائی میں تعاون۔
* **صاف پانی:** نزدیکی دیہات کو پینے کا پانی فراہم کرنے کے لیے ریزروائر اور پائپ لائن کی تنصیب۔
* **روزگار:** مقامی افراد کو فیکٹری میں ملازمت اور تربیت دینا۔
* **عطیہ:** 74 کنال زمین (15 لاکھ روپے میں خریدی گئی) قریبی گاؤں کو جی ٹی روڈ سے جوڑنے کے لیے سڑک کی تعمیر کے لیے عطیہ کی۔
* **مذہبی معاونت:** نزدیکی مسجد کی تزئین و آرائش اور ضروری اشیاء کی فراہمی۔
* **ماحولیاتی شجرکاری:** مارگلہ پہاڑیوں میں تقریباً 50,000 پودے لگائے گئے۔
* **صحت اور فلاح:** 7.6 ملین روپے صحت، فلاحی اور تعلیمی منصوبوں کے لیے عطیہ کیے۔

پائیداری سے متعلق خطرات اور ان کی روک تھام

کمپنی اس حقیقت کو تسلیم کرتی ہے کہ پائیداری سے متعلق خطرات، بالخصوص ماحولیاتی تبدیلی، توانائی کی دستیابی اور ریگولیٹری تقاضوں سے منسلک خطرات، طویل مدتی آپریشنز اور مسابقت پر نمایاں اثر ڈال سکتے ہیں۔ اہم خطرات میں شامل ہیں:

* توانائی کی بڑھتی ہوئی لاگت،
* کاربن اخراج سے متعلق ضوابط،
* ماحولیاتی تعمیل کے تقاضے، اور
* خام مال کی سپلائی چین پر موسمیاتی تبدیلی کے اثرات۔

ان خطرات کو کم کرنے کے لیے فیکٹو سیمنٹ نے قابلِ تجدید توانائی کے منصوبوں میں سرمایہ کاری کی ہے، جن میں سولر اور ویسٹ ہیٹ ریکوری (WHR) سسٹمز شامل ہیں، جو اس وقت کمپنی کی توانائی کی ضروریات کا ایک بڑا حصہ پورا کرتے ہیں۔

اخراجات کی مستقل نگرانی، توانائی مؤثر ٹیکنالوجی کو اپنانا اور احتیاطی دیکھ بھال کے طریقے مزید یہ یقینی بناتے ہیں کہ ماحولیاتی معیارات پر عمل درآمد ہو اور کمپنی کے کاربن فٹ پرنٹ میں کمی واقع ہو۔

بورڈ آف ڈائریکٹرز باقاعدگی سے ان خطرات کا جائزہ لیتا ہیں اور طویل مدتی حکمتِ عملی میں پائیداری کو شامل کرنے کے لیے پرعزم ہے۔ آئندہ برسوں میں، کمپنی یہ منصوبہ رکھتی

سال کے دوران کمپنی نے پائیداری کے فریم ورک کو مزید مضبوط کیا، جس میں قابلِ تجدید توانائی، ماحولیاتی تحفظ، صحت وحفاظت اور کارپوریٹ سماجی ذمہ داری کے منصوبے شامل تھے۔ ساتھ ہی، ملازمین اور قیادت میں شمولیت اور تنوع کو فروغ دینے کے لیے شعوری اقدامات کیے گئے۔

یہ اقدامات نہ صرف قانونی تقاضوں کی تکمیل کے لیے ہیں بلکہ طویل مدتی اسٹیک ہولڈر ویلیو پیدا کرنے، ماحولیاتی اور آپریشنل خطرات کے خلاف مدافعت بڑھانے اور مساوی ترقی کو فروغ دینے کے لیے بھی کیے گئے ہیں۔ کمپنی پائیداری اور (DE&I) کے لیے قابلِ پیمائش اہداف طے کرنے اور بین الاقوامی معیارات کے مطابق اپنی رپورٹنگ کو بتدریج ہم آہنگ کرنے کے لیے پرعزم ہے۔

فیکٹو سیمنٹ میں قابلِ تجدید توانائی کا استعمال

کمپنی توانائی کے تحفظ اور سبز توانائی کے پائیدار حل کے انضمام کے لیے پرعزم ہے۔

اس وقت، کمپنی کی خود استعمال کے لیے توانائی کی تقریباً 43 فیصد ضرورت قابلِ تجدید ذرائع سے پوری ہو رہی ہے، جس میں 5 میگاواٹ کا سولر پورٹ فولیو اور 6 میگاواٹ کا ویسٹ ہیٹ ریکوری (WHR) سسٹم شامل ہے جو پلانٹ میں نصب ہے۔

یہ اسٹریٹیجک سرمایہ کاریاں نہ صرف کاربن نیوٹرلٹی کے عزم کو مضبوط کرتی ہیں بلکہ لاگت کی بچت اور طویل مدتی آپریشنل مضبوطی میں بھی مدد دیتی ہیں۔

قومی خزانے میں شراکت

جائزہ سال کے دوران، کمپنی نے تقریباً 5,920 ملین روپے قومی خزانے میں سیلز ٹیکس، فیڈرل ایکسائز ڈیوٹی اور انکم ٹیکس کی مد میں ادا کیے۔

مزید برآں، کمپنی نے تقریباً 0.88 ملین امریکی ڈالر کے قیمتی زرمبادلہ کی آمدنی بھی حاصل کی، جو سیمنٹ کی برآمدات سے ہوئی۔

اسی کے ساتھ، کمپنی نے بطور وِدہولڈنگ ایجنٹ، اپنے سپلائرز اور ملازمین سے انکم ٹیکس اور سیلز ٹیکس کی کٹوتی اور جمع کروانے میں بھی سہولت فراہم کی، جس سے قومی اور صوبائی محصولات کو تقویت ملی۔

ماحولیاتی تعمیل اور پائیداری کی پہل

کمپنی ماحولیاتی تحفظ، قانونی تقاضوں کی تعمیل اور پائیدار آپریشنز کے لیے پرعزم ہے۔ باقاعدگی سے ماحولیاتی ٹیسٹ کیے جاتے ہیں تاکہ یہ یقینی بنایا جا سکے کہ فیکٹو سیمنٹ کا پلانٹ قومی ماحولیاتی معیار (NEQ) کے دائرے میں کام کرتا ہے۔

پلانٹ جدید ٹیکنالوجی اور اخراج کو کنٹرول کرنے والے نظاموں سے لیس ہے، جس سے دھول کے اخراج اور ذرات کی مقدار میں کمی یقینی بنائی جاتی ہے۔ اس کے علاوہ، احتیاطی دیکھ بھال پروگرام ماحول پر منفی اثرات کو کم کرتے ہیں۔

مزید برآں، کمپنی نے اپنے پلانٹ کے اندر اور ارد گرد بڑے پیمانے پر درخت لگانے اور گرین بیلٹ کی ترقی کے منصوبے شروع کیے۔ یہ اقدامات ماحول دوست طرزِ عمل کو فروغ دیتے ہیں اور کمیونٹی کے لیے بہتر ماحول فراہم کرتے ہیں۔

صحت اور حفاظت

آپ کی کمپنی صحت اور حفاظت کو اپنی سرگرمیوں کا سب سے اہم حصہ سمجھتی ہے۔ ہم اپنے ملازمین، ٹھیکیداروں اور اسٹیک ہولڈرز کے لیے ایک محفوظ ورک پلیس فراہم کرنے کے لیے

کیش فلو مینجمنٹ (Cash Flow Management)

کمپنی کیش فلو کو منظم انداز میں استعمال کرتی ہے، جس کے تحت باقاعدگی سے کیش آمد اور اخراج کا تخمینہ لگایا اور نگرانی کی جاتی ہے۔ تاکہ کیش لیکویڈیٹی کی ایسی سطح برقرار رکھی جائے جو کیپٹل اخراجات، اسٹریٹجک سرمایہ کاری، جدیدیت کے منصوبے، ورکنگ کیپیٹل کی ضروریات اور غیر متوقع حالات کو پورا کر سکے۔

جائزہ سال کے دوران کیش کے بڑے استعمال درج ذیل رہے:

* کیپیٹل اخراجات تقریباً 322.173 ملین روپے کے،
* انکم ٹیکس ادائیگیاں 248.980 ملین روپے، اور
* طویل مدتی قرضوں اور فنانس کاسٹ کی ادائیگی کی مد میں 447.361 ملین روپے۔

سرمایہ جاتی ڈھانچہ اور ریزروز (Capital Structure and Reserves)

کمپنی بنیادی طور پر ایکویٹی فنانسنگ پر انحصار کرتی ہے لیکن طویل مدتی ضروریات کے لیے ماضی میں حاصل کردہ فنانسنگ اسکیموں کو بھی محتاط انداز میں استعمال کرتی ہے۔ کمپنی کی ایک بڑی طاقت یہ ہے کہ یہ مضبوط اندرونی لیکویڈیٹی پیدا کرنے کی صلاحیت رکھتی ہے، جو مینجمنٹ کو ترقیاتی اقدامات، لاگت میں بچت کے اقدامات اور اسٹیک ہولڈرز کے اعتماد کو مزید مضبوط کرنے کی اجازت دیتی ہے۔

بہتر منافع اور مؤثر مالیاتی نظم و نسق کے نتیجے میں کمپنی کے ریزروز 30 جون 2025 تک 17.63 فیصد سے بڑھ کر 3.441 ارب روپے سے 4.048 ارب روپے ہو گئے۔ یہ اضافہ لاگت میں بچت کی حکمت عملیوں اور شیئر ہولڈرز کے لیے پائیدار قدر پیدا کرنے کی کامیاب عکاسی کرتا ہے۔

کریڈٹ ریٹنگ (Credit Rating)

کمپنی نے اپنی "انویسٹمنٹ گریڈ" کریڈٹ ریٹنگ برقرار رکھی ہے جو پاکستان کریڈٹ ریٹنگ ایجنسی لمیٹڈ (PACRA) نے دی ہے۔ تازہ ترین جائزہ 21 فروری 2025 کو کیا گیا، جس میں PACRA نے فیکٹو سیمنٹ لمیٹڈ کی ریٹنگ کی تصدیق کی:

* طویل مدتی ریٹنگ: A-
* قلیل مدتی ریٹنگ: A2
* آؤٹ لک: مستحکم (Stable)

یہ ریٹنگ کمپنی کی پائیدار آپریشنل کارکردگی، پیداواری سہولت کے مؤثر استعمال، بہتر منافع کے مارجن اور مستحکم کیش فلو کی عکاسی کرتی ہے۔

PACRA نے پچھلے برسوں میں لگائی گئی "ریٹنگ واچ" بھی ہٹا دی ہے، اس کی بنیاد کمپنی کی بہتر آپریشنل کارکردگی اور مالی سال 2025 میں بڑھتے ہوئے منافع پر ہے۔ یہ ریٹنگز کمپنی کی متاثر کن کارکردگی کو تسلیم کرتی ہیں، جو مشکل میکرو اکنامک اور انڈسٹری ماحول میں بھی مضبوطی کے ساتھ قائم رہی، حالانکہ مجموعی سیمنٹ کی طلب دباؤ کا شکار رہی۔

ماحولیاتی، سماجی، گورننس (ESG)، پائیداری، تنوع اور کارپوریٹ ذمہ داری

آپ کی کمپنی مکمل طور پر اس بات کے لیے پرعزم ہے کہ پائیداری، ماحولیاتی تحفظ، سماجی ذمہ داری اور مضبوط گورننس کے اصولوں کو طویل مدتی حکمت عملی اور روزمرہ کے کاموں میں شامل کیا جائے۔ بورڈ آف ڈائریکٹرز، لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس ریگولیشنز 2019) کے اصولوں اور عالمی بہترین عملی معیارات کے مطابق، پائیداری سے متعلق خطرات اور مواقع، بشمول ماحولیاتی کارکردگی، سماجی اثرات اور تنوع، مساوات اور شمولیت (DE&I) کی نگرانی کرتا ہے۔

یہ بہتری زیادہ تر ایندھن اور توانائی کے استعمال میں بچت کی وجہ سے ممکن ہوئی، کیونکہ ایندھن اور بجلی کے اخراجات 14.57 فیصد کم ہو کر 5.938 ملین روپے رہے جبکہ گزشتہ سال 6.951 ملین روپے تھے۔

کل لاگت فروخت میں ایندھن اور بجلی کے اخراجات کا حصہ 73.34 فیصد سے کم ہو کر 64.10 فیصد رہا۔ اس کی بڑی وجہ کوئلے کے بہتر استعمال کی حکمت عملی تھی، جس سے فی ٹن کلنکر پر کوئلے کی لاگت 6,420 روپے رہی جبکہ گزشتہ سال 7,278 روپے تھی۔

ان عوامل کے نتیجے میں کمپنی کا مجموعی منافع (Gross Profit) 28.24 فیصد بڑھا اور مجموعی منافع کا تناسب 13.11 فیصد سے بہتر ہو کر 16.52 فیصد ہو گیا۔

خالص منافع (Net Profit Analysis):

کمپنی کا خالص منافع 69.10 فیصد سے بڑھا اور 359.967 ملین روپے سے بڑھ کر 608.692 ملین روپے ہو گیا۔ اس کے نتیجے میں خالص منافع کا مارجن 3.30 فیصد سے بڑھ کر 5.49 فیصد ہو گیا۔

یہ اضافہ بنیادی طور پر درج ذیل وجوہات سے ہوا:

* مجموعی منافع کے تناسب میں بہتری۔
* قرضوں میں 20 فیصد سے زیادہ کمی جس کی وجہ سے فنانس کاسٹ میں 37.65 فیصد کمی آئی۔
* تاہم، یہ مثبت عوامل جزوی طور پر انتظامی و ترسیلی اخراجات میں اضافے، ٹیکسوں اور لیوی میں اضافے، اور ایسوسی ایٹ میں حصے کے نقصان کی وجہ سے متاثر ہوئے جن کا مجموعی منفی اثر 279.334 ملین روپے رہا۔
* انتظامی اور ترسیلی اخراجات 26.17 فیصد سے بڑھ کر 572.165 ملین روپے ہو گئے (گزشتہ سال 453.473 ملین روپے)۔ اس میں بڑی وجہ تنخواہوں اور اجرتوں میں 35.44 فیصد اضافہ تھا جو 277.431 ملین روپے سے بڑھ کر 375.750 ملین روپے ہو گیا۔
* اسی طرح لیوی اور ٹیکسوں میں 17.15 فیصد اضافہ ہوا جو 470.979 ملین روپے سے بڑھ کر 551.759 ملین روپے ہو گیا۔ اس کی بنیادی وجہ کرنٹ ٹیکس میں 40.01 فیصد اضافہ تھا جو 208.425 ملین روپے سے بڑھ کر 291.806 ملین روپے ہو گیا، جبکہ WWF اور WPPF کی مد میں پروویژنز میں 82.95 فیصد اضافہ ہوا جو 39.563 ملین روپے سے بڑھ کر 72.379 ملین روپے ہو گئے۔

فی حصص آمدنی (EPS)

کمپنی کی فی حصص آمدنی (EPS) مالی سال 2025 کے لیے 12.14 روپے رہی، جو گزشتہ سال 7.18 روپے کے مقابلے میں نمایاں بہتری ہے۔

مالیاتی نظم و نسق (Financial Management)

30 جون 2025 کو کمپنی کی بیلنس شیٹ ایک مضبوط مالی پوزیشن کی عکاسی کرتی ہے، جس میں کل اثاثے 7.873 ارب روپے سے بڑھ کر 7.967 ارب روپے ہو گئے۔ کمپنی نے ایک صحت مند لیکویڈیٹی پروفائل برقرار رکھا، جس کا موجودہ تناسب 1.77 رہا (2024: 1.43) جبکہ فوری تناسب 0.39 رہا (2024: 0.30)، جو قلیل مدتی واجبات کو بروقت پورا کرنے کی صلاحیت کو ظاہر کرتا ہے۔

کمپنی کی مالی کارکردگی

مالی سال 2025 کے دوران کمپنی کی مالی کارکردگی گزشتہ سال کے مقابلے میں درج ذیل رہی:

مدات (Particulars)	مالی سال 2025 (ہزار روپے)	مالی سال 2024 (ہزار روپے)	اضافہ/ (کمی)%
مقامی فروخت (Local Sales)	10,849,405	10,767,088	0.76%
برآمدی فروخت (Export Sales)	247,519	141,030	75.51%
مجموعی فروخت (Total Sales)	11,096,924	10,908,118	1.73%
فروخت کی لاگت (Cost of Sales)	9,263,606	9,478,553	(2.27%)
مجموعی منافع (Gross Profit)	1,833,318	1,429,565	28.24%
مجموعی منافع بطور% فروخت	16.52%	13.11%	26.06%
عملی منافع/ ای بی آئی ٹی (EBIT/ Operating Profit)	1,332,640	1,107,120	20.37%
خالص منافع (Net Profit)	608,692	359,967	69.10%
فی حصص آمدنی (EPS)	12.14	7.18	69.10%

فروخت کی آمدنی (Sales Revenue):

سال کے دوران کمپنی نے اپنی مجموعی فروختی آمدنی میں 1.73 فیصد اضافہ کیا۔

* مقامی فروختی آمدنی میں 0.76 فیصد معمولی اضافہ ہوا۔

* برآمدی فروختی آمدنی میں 75.51 فیصد کا نمایاں اضافہ ہوا، جو کہ بین الاقوامی طلب میں بہتری کی وجہ سے ممکن ہوا۔

سال کے دوران آمدنی میں اضافہ بنیادی طور پر ریٹینشن ریٹ میں اوسط 3.36 فیصد اضافے کی بدولت رہا جو 15,550 روپے فی ٹن رہا جبکہ گزشتہ سال 15,045 روپے فی ٹن تھا۔ اس اضافہ نے 360.469 ملین روپے کا مثبت اثر مرتب کیا۔ جسکی بدولت ترسیلات میں کمی کے باعث آنے والے 171.663 ملین روپے کے منفی اثر کو کافی حد تک سہارا دیا۔

کل ترسیلات میں برآمدات کا حصہ 3.17 فیصد رہا، جو گزشتہ سال 1.66 فیصد تھا۔ اگرچہ فروختی حجم میں برآمدات کا حصہ بڑھا، تاہم برآمدی فروخت پر اوسط ریٹینشن ریٹ میں 6.73 فیصد کمی آئی اور یہ 10,925 روپے فی ٹن رہا جبکہ گزشتہ سال 11,713 روپے فی ٹن تھا۔ اس کمی کی وجہ افغانستان کی برآمدی منڈی میں قیمتوں پر دباؤ تھا۔

لاگت فروخت (Cost of Sales):

کمپنی کی لاگت فروخت میں 2.27 فیصد کمی آئی۔

* کم ترسیلات میں کمی کے باعث کمپنی کی لاگت فروخت میں بھی 149.165 ملین کی آئی۔

* لاگت فروخت فی ٹن لاگت میں 92 روپے کی کمی آئی جس نے 65.782 ملین روپے کا مثبت پرائس اثر پیدا کیا۔

کمپنی کی پیداوار اور فروخت کا حجم:

30 جون 2025 کو ختم ہونے والے سال کے لئے آپ کی کمپنی کی پیداوار اور فروخت کے حجم کی کارکردگی گزشتہ سال کے مقابلے میں درج ذیل ہے:

جدول: پیداواری اور ترسیلاتی کارکردگی:

مدات (Particulars)	مالی سال 2025	مالی سال 2024	اضافہ/(کمی) %
کلنکر پیداوار (ٹن)	612,026	651,048	(5.99%)
سیمنٹ پیداوار (ٹن)	713,739	724,209	(1.45%)
مقامی ترسیلات (ٹن)	690,987	713,014	(3.09%)
برآمدی ترسیلات (ٹن)	22,657	12,040	88.18%
کُل ترسیلات (ٹن)	713,644	725,054	(1.57%)
صلاحیت کے استعمال کا تناسب	71.37%	72.42%	(1.45%)
مارکیٹ شیئر	1.54%	1.60%	(3.57%)
شمالی خطے سے مارکیٹ شیئر	2.20%	2.20%	0.22%

کمپنی کی پیداواری اور فروخت کی کارکردگی مالی سال 2025 کے دوران ملی جلی رہی۔

* سیمنٹ کی پیداوار 713,739 ٹن رہی، جو گزشتہ سال 724,209 ٹن کے مقابلے میں 1.45 فیصد کم ہے۔
* کلنکر کی پیداوار میں 5.99 فیصد کمی ہوئی اور یہ 612,026 ٹن رہی جبکہ گزشتہ سال 651,048 ٹن تھی۔
* کل سیمنٹ ترسیلات 713,644 ٹن رہیں، جو گزشتہ سال 725,054 ٹن کے مقابلے میں 1.57 فیصد کم ہیں۔
* مقامی ترسیلات میں 3.09 فیصد کمی آئی اور یہ 690,987 ٹن رہیں (گزشتہ سال 713,014 ٹن)۔
* برآمدات میں نمایاں اضافہ ہوا اور یہ 88.18 فیصد بڑھ کر 22,657 ٹن تک پہنچ گئیں (گزشتہ سال 12,040 ٹن)۔

اس طرح کمپنی کی مجموعی استعداد کار کا استعمال 71.37 فیصد رہا جو گزشتہ سال 72.42 فیصد تھا۔ کمپنی کا مارکیٹ شیئر بھی 1.54 فیصد رہا جو گزشتہ سال 1.60 فیصد تھا۔ شمالی ریجن میں مارکیٹ شیئر 2.20 فیصد پر مستحکم رہا۔

اگرچہ فروخت کے حجم میں کمی آئی، کمپنی نے منافع کے اعداد و شمار میں بہتری حاصل کی۔

* اوسط ریٹینشن پرائس بڑھ کر 15,550 روپے فی ٹن ہوگئی (گزشتہ سال 15,045 روپے فی ٹن)۔
* اوسط لاگت فی ٹن 12,981 روپے رہی جو گزشتہ سال 13,073 روپے تھی۔

اس امتزاج (زیادہ ریٹینشن + کم لاگت) نے مجموعی منافع (Gross Margins) کو بہتر بنایا اور کم فروخت کے اثرات کو کافی حد تک زائل کیا۔

مزید برآں، "اُڑان پاکستان اکنامک ٹرانسفارمیشن پلان 2024–29" کا آغاز کیا گیا ہے جس میں توانائی، ٹیکنالوجی (بشمول "کوانٹم ویلی") اور سماجی شعبوں میں سرمایہ کاری شامل ہے۔

عالمی بینک نے بھی دس سالہ 20 ارب امریکی ڈالر کا پیکج دیا ہے جو صحت، توانائی اور ماحولیاتی بہتری پر خرچ ہوگا۔ تاہم بیرونی قرضوں پر انحصار اور قرض رول اوور اب بھی چیلنج ہے۔

فیکٹو سیمنٹ لمیٹڈ پر اثرات:

شرح سود میں کمی، بیرونی کھاتوں میں بہتری، افراط زر میں کمی اور بنیادی اصلاحات کمپنی کے لیے ایک سازگار ماحول پیدا کرتی ہیں۔ تاہم تعمیرات اور انفراسٹرکچر کی مقامی مانگ اب بھی کمزور ہے۔ اس تناظر میں، کمپنی اپنی حکمتِ عملی میں آپریشنل کارکردگی، رسک مینجمنٹ اور لاگت میں کمی پر توجہ مرکوز رکھے ہوئے ہے۔

انڈسٹری کی کارکردگی

ان مثبت معاشی اشاریوں کے باوجود سیمنٹ کی صنعت کی مجموعی کارکردگی ملی جلی رہی۔ مالی سال 25-2024 کے دوران ملک میں سیمنٹ کی مقامی ترسیلات میں 3.05 فیصد کمی واقع ہوئی جو 37.021 ملین ٹن رہیں، جبکہ گزشتہ سال 38.185 ملین ٹن تھیں۔ یہ کمی شمالی اور جنوبی دونوں زونز میں دیکھی گئی۔

مقامی طلب میں کمی کی بنیادی وجوہات میں پرائیویٹ ہاؤسنگ سیکٹر میں بلند تعمیراتی اخراجات، محدود قرضوں کی دستیابی، اور ریئل اسٹیٹ میں سرمایہ کاری کی سست روی شامل ہیں۔ عوامی شعبے میں محدود مالی وسائل اور ترقیاتی منصوبوں کے تحت سست رفتار ادائیگیوں نے بھی انفراسٹرکچر سے متعلق طلب کو دبا ہے رکھا۔

اس کے برعکس، برآمدات میں نمایاں اضافہ ہوا۔ برآمدی حجم 29.54 فیصد بڑھ کر 9.210 ملین ٹن تک پہنچ گیا جو گزشتہ سال 7.110 ملین ٹن تھا۔ جنوبی زون کے کارخانے بین الاقوامی طلب سے بہتر طور پر فائدہ اٹھانے میں کامیاب رہے۔ برآمدات، جنوبی زون کی کل ترسیلات کا 54.45 فیصد رہیں جبکہ شمالی زون میں یہ تناسب صرف 5.20 فیصد رہا۔ گزشتہ سال یہ بالترتیب 45.98 فیصد اور 4.42 فیصد تھے۔ یہ ظاہر کرتا ہے کہ برآمدات پر انحصار بڑھ رہا ہے۔

صنعت کی استعداد کار (CapacityUtilization) اوسطاً 50 سے 60 فیصد کے درمیان رہی جو خاص طور پر شمالی زون میں اضافی صلاحیت (ExcessCapacity) کی وجہ سے ہے۔ اخراجات کے پہلو میں، کوئلے کی قیمتوں میں کمی اور توانائی کی بچت کے اقدامات نے صنعت کے منافع کو سہارا دیا، تاہم مقامی ریٹیلنگ پرائسز میں کمی نے اس فائدے کو جزوی طور پر ختم کیا۔ کل صنعتی ترسیلات مالی سال کے دوران 46.231 ملین ٹن رہیں، جو گزشتہ سال 45.295 ملین ٹن تھیں یعنی 2.07 فیصد کا اضافہ، جو زیادہ تر برآمدات کی بدولت ممکن ہوا۔

شمالی زون میں کل ترسیلات 32.410 ملین ٹن رہیں، جو گزشتہ سال 33.002 ملین ٹن تھیں یعنی 1.79 فیصد کمی۔ شمال میں مقامی فروخت 2.60 فیصد کم ہو کر 30.726 ملین ٹن رہی، جبکہ برآمدات 15.55 فیصد بڑھ کر 1.684 ملین ٹن تک پہنچ گئیں۔

جنوبی زون میں کل ترسیلات میں 12.43 فیصد اضافہ ہوا جو بڑھ کر 13.821 ملین ٹن ہو گئیں، جبکہ گزشتہ سال 12.293 ملین ٹن تھیں۔ یہ اضافہ برآمدات میں 33.15 فیصد اضافے کی وجہ سے تھا جو 7.526 ملین ٹن ہو گئیں (گزشتہ سال 5.652 ملین ٹن)، تاہم مقامی فروخت میں 5.20 فیصد کمی آئی جو 6.295 ملین ٹن رہیں۔

ڈائریکٹرز کی رپورٹ برائے اراکین
برائے سال ختم شدہ 30 جون 2025

محترم اراکین،

آپ کی کمپنی کے ڈائریکٹرز کو یہ سالانہ رپورٹ بمعہ آڈٹ شدہ مالی بیانات برائے سال ختم شدہ 30 جون 2025 پیش کرنے میں خوشی محسوس ہو رہی ہے۔

یہ رپورٹ کمپنیز ایکٹ 2017 کی دفعہ 227 اور لسٹڈ کمپنیز کوڈ آف کارپوریٹ گورننس ریگولیشنز ("COCG 2019") کے مطابق تیار کی گئی ہے اور اسے کمپنی کے چوالیسویں (44 ویں) سالانہ عام اجلاس ("AGM") میں پیش کیا جائے گا جو 27 اکتوبر 2025 کو منعقد ہوگا۔

معاشی جائزہ

مالی سال 25-2024 کے دوران پاکستان کی معیشت نے استحکام کی جانب اپنا سفر جاری رکھا، جو بہتر میکرواکنامک بنیادوں، مالیاتی نظم وضبط او بنیادی اصلاحات سے مستحکم ہوئی۔

جی ڈی پی کی شرح نمو تقریباً 2.7 فیصد رہی جو گزشتہ سال کے 2.5 فیصد سے کچھ زیادہ تھی لیکن ہدف سے کم رہی، جو لچک اور چیلنجز دونوں کو ظاہر کرتی ہے۔

بیرونی شعبہ اور کرنٹ اکاؤنٹ:

پاکستان نے 14 سال بعد پہلی مرتبہ کرنٹ اکاؤنٹ سرپلس حاصل کیا جو 2.1 ارب امریکی ڈالر رہا، جبکہ گزشتہ سال 2.07 ارب ڈالر خسارہ تھا۔ یہ کامیابی ترسیلاتِ زر میں 27 فیصد اضافے جو 38 ارب ڈالر سے زائد ہوگئیں، برآمدات میں بہتری خصوصاً ٹیکسٹائل اور آئی ٹی کے شعبوں میں اور درآمدات پر سخت لگام کے باعث ممکن ہوئی۔ زرمبادلہ کے ذخائر بھی بڑھ کر 14.5 ارب ڈالر تک جا پہنچے جو گزشتہ سال 9.4 ارب ڈالر تھے۔

افراطِ زر اور مانیٹری پالیسی:

افراطِ زر کی شرح میں نمایاں کمی آئی۔ جون 2023 میں یہ شرح 38 فیصد کے قریب تھی جو مالی سال 2024 میں 25 فیصد اور مالی سال 2025 میں اوسطاً 4.6 فیصد پر آ گئی۔ مئی 2025 میں سال بہ سال افراطِ زر مزید کم ہو کر صرف 3.5 فیصد رہ گیا۔

اسٹیٹ بینک آف پاکستان شرح سود کو 20 فیصد سے کم کر کے 11 فیصد تک لے آیا، جس نے سرمایہ کاروں کا اعتماد بحال کرنے اور قرض لینے کی لاگت کم کرنے میں مدد دی۔ اس کا فائدہ کاروباری سرگرمیوں میں بہتری کی صورت میں ظاہر ہوا۔

مستقبل کی معاشی سمت اور اصلاحات:

آئی ایم ایف کے پروگرام (EFF اور RSF) کے تحت پالیسی کی ساکھ میں بہتری آئی اور پاکستان کی خودمختار کریڈٹ ریٹنگ میں اضافہ ہوا۔ حکومت نے ٹیکس بیس بڑھانے، توانائی قیمتوں میں اصلاحات، سرکاری اداروں کی نجکاری اور ماحولیات پر اقدامات کے لیے اصلاحاتی پروگرام شروع کیے۔

کی سہولت، بونس اور رائٹ شیئرز کا فوری کریڈٹ وغیرہ۔

اسٹیٹمنٹ آف میٹریل فیکٹس (دفعہ 134 (3) کے تحت)

ایجنڈا نمبر 5– سرمایہ کاری جائیداد کی فروخت

کمپنی کو ایم/ایس فیصل ٹاؤن پرائیویٹ لمیٹڈ کی طرف سے سرمایہ کاری جائیداد کی خریداری کی پیشکش موصول ہوئی ہے:

* فی کنال قیمت 3,200,000 روپے
* کل رقبہ 124.625 کنال
* کل رقم 398,800,000 روپے

یہ جائیداد اسلام آباد انٹرنیشنل ایئرپورٹ، ایئرپورٹ ایونیو روڈ، لُنڈی، تھلیاں، راولپنڈی کے قریب واقع ہے اور کمپنی کے آڈٹ شدہ مالیاتی گوشواروں میں بطور Investment Property درج ہے۔

ایک آزاد ویلیوایشن ایم/ایس کے جی ٹی پرائیویٹ لمیٹڈ نے 1 ستمبر 2025 کو کی جس میں فیئر ویلیو 336.5 ملین روپے مقرر کی گئی۔

بورڈ آف ڈائریکٹرز نے 25 ستمبر 2025 کی میٹنگ میں فیصلہ کیا کہ اس معاملے کو AGM میں ممبران کی منظوری کے لیے پیش کیا جائے۔

اثاثے کی تفصیل:

* نوعیت: اوپن رہائشی زمین (Investment Property)
* کل رقبہ 124.625 کنال
* مقام: اسلام آباد انٹرنیشنل ایئرپورٹ کے قریب، ایئرپورٹ ایونیو روڈ، لُنڈی، تھلیاں
* لاگت/کتابی قیمت: 102,260,000 روپے
* تازہ ترین ویلیوایشن (فیئر ویلیو): 336,500,000 روپے
* ویلیوایشن کی تاریخ: 01 ستمبر 2025
* ویلیوایٹر: ایم/ایس کے جی ٹی پرائیویٹ لمیٹڈ
* پیشکش دینے والا: ایم/ایس فیصل ٹاؤن پرائیویٹ لمیٹڈ
* پیشکش کی گئی قیمت: 398,800,000 روپے

رقم کا استعمال:

یہ رقم مستقبل کے توسیعی منصوبوں اور BMR (Balancing, Modernization, Replacement) پروجیکٹس کے لیے استعمال کی جائے گی تاکہ پیداواری صلاحیت، کارکردگی اور منافع میں اضافہ ہو۔

فائدے:

یہ جائیداد جسے سرمایہ کاری کے لیے خریدا گیا تھا، اب کتابی قیمت سے تقریباً تین گنا زیادہ پر فروخت کی جا رہی ہے، جس سے کمپنی کو نمایاں منافع حاصل ہوگا۔ ان رقوم کی از سر نو سرمایہ کاری کمپنی کی طویل مدتی ترقی اور شیئر ہولڈرز کی ویلیو میں اضافہ کرے گی۔

(6) پتے کی تبدیلی کی اطلاع

فزیکل فارم میں شیئرز رکھنے والے ممبران سے درخواست ہے کہ وہ اپنے پتوں کی تبدیلی فوراً شیئر رجسٹرار کو مطلع کریں۔ جبکہ CDS سسٹم میں شیئرز رکھنے والے ممبران اپنے پتے متعلقہ پارٹیسپنٹ یا CDC انویسٹر اکاؤنٹ سروس کے ذریعے اپ ڈیٹ کریں۔

(7) نقد ڈیویڈنڈ کی ادائیگی برقی ذرائع سے

کمپنیز ایکٹ 2017 کی دفعہ 242 کے تحت، نقد ڈیویڈنڈ صرف بینک اکاؤنٹس (IBAN) کے ذریعے ادا کیا جائے گا۔ لہٰذا ایسے فزیکل شیئر ہولڈرز جنہوں نے ابھی تک اپنا IBAN اور CNIC فراہم نہیں کیا، انہیں کمپنی کی ویب سائٹ پر دستیاب **Dividend Mandate Form** پر یہ تفصیلات فراہم کرنا ہوں گی۔ CDC شیئر ہولڈرز اپنے پارٹیسپنٹ کے ذریعے یہ معلومات اپ ڈیٹ کریں۔ بصورت دیگر ڈیویڈنڈ روک لیا جائے گا۔

(8) ڈیویڈنڈ پر آمدنی ٹیکس کی کٹوتی اور استثنیٰ

آمدنی ٹیکس آرڈیننس 2001 کی دفعہ 150 کے تحت موجودہ شرح درج ذیل ہے:

* انکم ٹیکس ریٹرن فائلرز کے لیے **15%**
* نان فائلرز کے لیے **30%**

ٹیکس کٹوتی ایف بی آر کی **ATL (Active Taxpayers List)** کے مطابق کی جائے گی۔ لہٰذا فائلرز یہ یقینی بنائیں کہ ان کا نام ATL میں شامل ہے۔

کارپوریٹ شیئر ہولڈرز کو اپنا NTN اپ ڈیٹ کرنا ہوگا۔ جو شیئر ہولڈرز دفعہ 150 کے تحت استثنیٰ چاہتے ہیں، انہیں بک کلوزر شروع ہونے سے پہلے درست **ٹیکس استثنیٰ سرٹیفکیٹ** فراہم کرنا ہوگا۔

(9) غیر کلیم شدہ ڈیویڈنڈ

کمپنیز ایکٹ 2017 کی دفعہ 244 کے مطابق، کوئی بھی ڈیویڈنڈ یا شیئر جو 3 سال تک کلیم یا ادا نہ کیا گیا ہو، اسے وفاقی حکومت کے کریڈٹ میں جمع کرایا جائے گا۔

(10) مالیاتی گوشواروں اور رپورٹس کی دستیابی

کمپنی نے آڈٹ شدہ مالیاتی گوشوارے ممبران کو ای میل کے ذریعے بھیجے ہیں۔ پرنٹ شدہ کاپی درخواست پر دستیاب ہوگی۔ یہ گوشوارے کمپنی کی ویب سائٹ پر بھی اپ لوڈ ہیں:

https://fectogroup.com/financials/

(11) ممبران کو تحائف کی تقسیم پر پابندی

ایس ای سی پی سرکلر نمبر 2 مورخہ 9 فروری 2018 اور SRO 452 (I) 2025 کے تحت، AGM میں کسی بھی قسم کے تحائف یا مراعات دینا سختی سے ممنوع ہے۔

خصوصی نوٹ: فزیکل شیئرز کو بک انٹری فارم میں تبدیل کرنے کے بارے میں

کمپنیز ایکٹ 2017 کی دفعہ 72 اور ایس ای سی پی کے خط مورخہ 26 مارچ 2021 کے مطابق، تمام فزیکل شیئرز کو بک انٹری (CDC) فارم میں تبدیل کرنا لازمی ہے۔ اس سے شیئر ہولڈرز کو بہت سے فوائد حاصل ہوں گے جیسے محفوظ تحویل، فوری خرید و فروخت، نقصان یا ضائع ہونے کے خطرے سے محفوظ رہنا، آسان ٹرانسفر، فنانسنگ کے لیے گروی رکھنے

ہیں اور کسی جغرافیائی مقام پر مقیم ہیں، تو کمپنی اس شہر میں ویڈیو کانفرنس سہولت کا انتظام کرے گی بشرطیکہ اس شہر میں یہ سہولت دستیاب ہو۔ اس سہولت سے فائدہ اٹھانے کے لیے ایک درخواست کمپنی سیکریٹری کو درج ذیل پتے پر جمع کرائی جائے:

Fecto Cement Limited

C-60، خیابانِ شہباز، ڈی ایچ اے فیز **VI**، کراچی

(4) ای ووٹنگ اور پوسٹل بیلٹ

یہاں مطلع کیا جاتا ہے کہ کمپنیز (PostalBallot) ریگولیشنز 2018 اور اس میں ترمیم شدہ SRO2192 (1)/2022 مورخہ 5 دسمبر 2022 کے تحت، ممبران کو AGM میں ووٹ دینے کا حق دیا جائے گا۔ کمپنی اپنے ممبران کو درج ذیل ووٹنگ کے اختیارات فراہم کرے گی اگر کمپنیز ایکٹ 2017 کے تحت ایجنڈا آئٹم نمبر 5 پر ووٹنگ درکار ہو:

(i) ای ووٹنگ کا طریقہ کار:

الف) ای ووٹنگ سہولت کی تفصیلات ان ممبران کو ای میل کے ذریعے بھیجی جائیں گی جن کے درست CNIC نمبر، موبائل نمبر اور ای میل ایڈریس کمپنی کے ممبران کے رجسٹر میں موجود ہوں۔ جو ممبران ای ووٹنگ کے ذریعے ووٹ ڈالنا چاہتے ہیں وہ اپنا درست موبائل نمبر اور ای میل ایڈریس 16 اکتوبر 2025 تک فراہم کریں۔

ب) ویب ایڈریس اور لاگ ان تفصیلات ممبران کو ای میل کے ذریعے بھیجی جائیں گی۔

ج) ووٹ ڈالنے والے ممبران کی شناخت لاگ ان کے وقت تصدیق کے ذریعے کی جائے گی۔

د) ای ووٹنگ لائنز 23 اکتوبر 2025 صبح 09:00 بجے سے کھلیں گی اور 26 اکتوبر 2025 شام 05:00 بجے بند ہو جائیں گی۔ ووٹ ڈالنے کے بعد ممبر اسے تبدیل نہیں کر سکے گا۔

(ii) پوسٹل بیلٹ:

الف) ممبران پوسٹل بیلٹ کے ذریعے بھی ووٹ ڈال سکتے ہیں، جو اجلاس سے کم از کم 7 دن پہلے ممبران کو بھیج دی جائے گی اور کمپنی کی ویب سائٹ پر بھی اپلوڈ ہوگی۔

ب) ممبران یہ یقینی بنائیں کہ مکمل طور پر پُر کیا ہوا اور دستخط شدہ بیلٹ پیپر CNIC کی کاپی کے ساتھ بذریعہ ڈاک چیئرمین اجلاس کو درج ذیل پتے پر 24 اکتوبر 2025 شام 05:30 بجے تک پہنچ جائے:

Plot# C-60، خیابانِ شہباز، فیز **VI**، ڈیفنس ہاؤسنگ اتھارٹی، کراچی-**75500**

(برائے توجہ کمپنی سیکریٹری)

متبادل کے طور پر، ممبران یہ بیلٹ پیپر ای میل کے ذریعے بھی بھیج سکتے ہیں، لیکن وقت کی پابندی وہی ہوگی۔ بیلٹ پیپر پر دستخط CNIC کے دستخط سے مطابقت رکھنے چاہئیں۔ اس تاریخ اور وقت کے بعد موصول ہونے والا پوسٹل بیلٹ ووٹنگ کے لیے شمار نہیں کیا جائے گا۔

(5) اسکروٹینائزر کی تقرری

کمپنیز (PostalBallot) ریگولیشنز 2018 کے ریگولیشن 11 کے مطابق، کمپنی کے بورڈ نے ایم/ایس ایس ایم سہیل اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس (QCR ریٹڈ آڈٹ فرم) کو AGM میں ایجنڈا نمبر 5 (سرمایہ کاری جائیداد کی فروخت) کے اسکروٹینائزر کے طور پر مقرر کیا ہے۔

نوٹس (اہم ہدایات):

(1) شیئر ٹرانسفر بکس کی بندش

کمپنی کی شیئر ٹرانسفر بکس جمعہ، 17 اکتوبر 2025 سے پیر، 27 اکتوبر 2025 تک بندرہیں گی (دونوں دن شامل ہیں)۔ شیئرز کی ٹرانسفرز جو ہمارے شیئر رجسٹرار ایف ڈی رجسٹرار سروسز (پرائیویٹ) لمیٹڈ، 17 ویں منزل، سائما ٹریڈ سینٹر، ٹاور، آئی آئی چندریگر روڈ، کراچی میں جمعرات 16 اکتوبر 2025 کے کاروباری دن کے اختتام تک وصول ہوں گی، انہیں AGM میں شرکت اور ووٹنگ کے مقصد کے لیے بروقت سمجھا جائے گا۔

(2) سالانہ اجلاس عام (AGM) میں شرکت، بذریعہ جسمانی موجودگی بشمول پراکسی

کمپنی کا کوئی بھی رکن جو اس اجلاس میں شرکت اور ووٹ دینے کا حقدار ہے، وہ کسی دوسرے رکن کو پراکسی کے طور پر مقرر کرسکتا ہے تاکہ وہ اس کے بجائے شریک ہو، بات کرے اور ووٹ دے۔ پراکسی فارم کمپنی کے رجسٹرڈ آفس میں اجلاس کے وقت سے کم از کم 48 گھنٹے پہلے موصول ہونا چاہیے۔ پراکسی اپنی شناخت ثابت کرنے کے لیے اپنا شناختی کارڈ (CNIC) یا پاسپورٹ پیش کرے گا۔ اگر پراکسی کسی کارپوریٹ ادارے کی طرف سے ہو تو بورڈ آف ڈائریکٹرز کی قرارداد یا پاور آف اٹارنی اور نامزد پراکسی کے دستخط کی نمونہ کی کاپی پراکسی فارم کے ساتھ جمع کرانی ہوگی۔ سی ڈی سی اکاؤنٹ ہولڈرز کو مزید ان رہنما اصولوں پر عمل کرنا ہوگا جو ایس ای سی پی (Securities and Exchange Commission of Pakistan) نے 26 جنوری 2000 کے سرکلر نمبر 1 میں بیان کیے ہیں۔ پراکسی فارم اس نوٹس کے ساتھ منسلک ہے اور کمپنی کی ویب سائٹ پر بھی دستیاب ہے۔

(3) AGM میں برقی ذرائع سے شرکت

الف) ایس ای سی پی نے اپنے سرکلر نمبر 4 مورخہ 15 فروری 2021 کے ذریعے ہدایت دی ہے کہ فہرست شدہ کمپنیاں جسمانی اجلاس کے ساتھ ساتھ برقی ذرائع سے ممبران کی شرکت کو باقاعدہ خصوصیت کے طور پر یقینی بنائیں۔

ب) وہ ممبران جو ویڈیو لنک کے ذریعے اجلاس میں شرکت کرنا چاہتے ہیں، ان سے گزارش ہے کہ درج ذیل معلومات کمپنی کے ای میل ایڈریس "agm@fectogroup.com" پر "Registration for 44th AGM of Fecto Cement Limited" سبجیکٹ لائن کے ساتھ زیادہ سے زیادہ جلد از جلد لیکن AGM کے وقت سے کم از کم 48 گھنٹے پہلے بھیج دیں تاکہ ویڈیو لنک اور لاگ ان کریڈنشل حاصل کیے جاسکیں:

* پورا نام
* شناختی کارڈ نمبر (CNIC No.)
* فولیو/سی ڈی سی اکاؤنٹ نمبر
* رکھے گئے شیئرز کی تعداد
* موبائل نمبر
* ای میل ایڈریس

ج) ممبران کی ضروری تصدیق کے بعد ان کی رجسٹریشن کی جائے گی اور انہیں ای میل کے ذریعے کمپنی کی طرف سے ویڈیو لنک فراہم کیا جائے گا۔

د) AGM میں ویڈیو لنک کے ذریعے صرف وہی ممبران قبول کیے جائیں گے جن کے نام کمپنی کے ساتھ رجسٹریشن کے وقت فراہم کردہ تفصیلات سے مطابقت رکھتے ہوں۔

ہ) ایکٹ کی دفعہ 132 (2) کے مطابق، اگر کمپنی کو اجلاس کی تاریخ سے کم از کم 7 دن پہلے ایسے ممبران سے رضامندی موصول ہو جو مجموعی طور پر 10% یا زیادہ حصص رکھتے

اعلان برائے سالانہ اجلاس عام

اطلاع عرض ہے کہ فیکٹو سیمنٹ لمیٹڈ کے اراکین کی 44 ویں سالانہ اجلاس عام ("AGM") بروز پیر، 27 اکتوبر 2025 کو دوپہر 12:00 بجے **ساؤتھ اینڈ کلب، 24 ویں اسٹریٹ، خیابانِ راحت، فیز VI، ڈیفنس ہاؤسنگ اتھارٹی، کراچی** میں منعقد کی جا رہی ہے تا کہ درج ذیل امور انجام دیے جاسکیں:

ایجنڈا:

1. پچھلی سالانہ عام میٹنگ کے منٹس کی توثیق کرنا جو بروز پیر، 28 اکتوبر 2024 کو منعقد ہوئی تھی۔
2. کمپنی کے 30 جون 2025 کو ختم ہونے والے سال کے آڈٹ شدہ مالیاتی گوشواروں کو ڈائریکٹرز اور آڈیٹرز کی رپورٹس سمیت وصول کرنا، غور کرنا اور منظور کرنا۔

https://fectogroup.com/financials/

3. فی حصص 20% یعنی 2 روپے کی حتمی نقد ڈیویڈنڈ کی ادائیگی کی منظوری دینا۔
4. 30 جون 2026 کو ختم ہونے والے سال کے لیے آڈیٹرز کا تقرر اور ان کی فیس مقرر کرنا۔ بورڈ آف ڈائریکٹرز نے، آڈٹ کمیٹی کی سفارش پر، ایم/ایس بی ڈی او ابراہیم اینڈ کمپنی چارٹرڈ اکاؤنٹنٹس کو مالی سال 2025-26 کے لیے کمپنی کے بیرونی آڈیٹرز کے طور پر تجویز کیا ہے۔
5. غور کرنا اور اگر مناسب سمجھا جائے تو کمپنیز ایکٹ 2017 کی دفعہ 183 (3) (a) کے تحت درج ذیل خصوصی قرارداد منظور کرنا:

خصوصی قرارداد:

یہ منظور کیا جاتا ہے کہ ایم/ایس فیصل ٹاؤن پرائیویٹ لمیٹڈ کی جانب سے کمپنی کی سرمایہ کاری جائیداد (InvestmentProperty) جو 124.625 کنال رقبہ پر مشتمل ہے، واقع نزد اسلام آباد انٹرنیشنل ایئرپورٹ، ایئرپورٹ ایونیو روڈ، لُنڈی، تھلیاں، راولپنڈی، کو فی کنال 3,200,000 روپے (کل رقم 398,800,000 روپے) میں خریدنے کی پیشکش کو قبول کیا جاتا ہے۔

مزید یہ کہ کمپنی کے چیف ایگزیکٹو آفیسر، ایگزیکٹو ڈائریکٹر، چیف فنانشل آفیسر اور کمپنی سیکریٹری کو اختیار دیا جاتا ہے کہ وہ مذکورہ بالا قرارداد پر عمل درآمد کے لیے تمام ضروری دستاویزات اور معاہدے بشمول فروخت کے معاہدے اور متعلقہ کاغذات پر بات چیت، حتمی شکل دینا اور دستخط کریں، اور اس سے متعلق تمام دیگر اقدامات کریں۔ بورڈ کو یہ اختیار بھی حاصل ہوگا کہ وہ ان اختیارات کو بورڈ یا مینجمنٹ کے کسی ایک یا ایک سے زیادہ اراکین کو تفویض کر سکے۔

(کمپنیز ایکٹ 2017 کی دفعہ 134 (3) کے تحت مادی حقائق سے متعلق بیان اس نوٹس کے ساتھ منسلک ہے)

6. چیئرمین کی اجازت سے کوئی اور ایجنڈا زیرِ غور لانا۔

بذریعہ حکمِ بورڈ

(طارق اقبال)
کمپنی سیکریٹری

کراچی: 06 اکتوبر 2025

BALLOT PAPER FOR VOTING THROUGH POST

Ballot paper for voting through post to be held on Monday, October 27, 2025, at 12.00 noon at Southend Club situated at, 24th Street, Khayaban-e-Rahat, Phase VI, Defence Housing Authority, Karachi, as well as through video link.

Contact Details and email address of the Chairman at which the duly filled in ballot paper may be sent:
The Chairman, Fecto Cement Limited, Plot no. 60-C, Khayaban-e-Shahbaz, DHA Phase VI, Karachi. Attention of the Company Secretary
Email address: agm@fectogroup.com

Name of shareholder/joint shareholders	
Registered Address	
Number of Ordinary Shares held	
Folio Number/CDC Account Number	
CNIC No./Passport No. (in case of foreigner) (copy to be attached)	
Additional Information and enclosures (in case of representative of body corporate, corporation and Federal Government.)	

Election of Directors: I/we hereby cast my/our votes in favor of following candidates as indicated below:

S. No.	Nature of Description of Special Resolution	No. of ordinary shares for which votes casted	I/We assent to the Special Resolution (FOR)	I/We assent to the Special Resolution (AGAINST)
1	Agenda no.5: To consider and if deemed fit, to pass with or without modification, the following resolution as special resolutions under Section 183(3)(a) of Companies Act, 2017. RESOLVED THAT the offer received from Faisal Town private limited for the purchase of the Company's Investment property, comprising land measuring 124.625 kanals situated near Islamabad International Airport, Airport Avenue Road, Laundi, Thalian, Rawalpindi, at a price of PKR 3,200,000 per kanal, aggregating to total consideration of PKR 398,800,000/-, be and is hereby accepted. FURTHER RESOLVED THAT Chief Executive Officer, Executive Director, Chief Financial Officer and Company Secretary of the Company be and hereby authorized to negotiate, finalize and execute all necessary documents and agreements including any amendments thereto in relation to the foregoing resolution including agreement to sell, and other related documents and including all other matters incidental thereto, and carry out any other act or step which may be ancillary or incidental to do the above and necessary to fully achieve the object of the foregoing resolution. Board is also authorized to sub delegate all or any of the aforesaid authorizations to one or more of the members of the board or management.			

Signature of shareholder(s) **Place:** **Date:**

NOTES/PROCEDURE FOR SUBMISSION OF BALLOT PAPER:

1. Duly filled postal ballot should be sent to **The Chairman, Fecto Cement Limited,** Plot # 60-C, Khayaban-e-Shahbaz, Phase VI, Defence Housing Authority Karachi-75500.
2. Copy of CNIC/Passport (in case of foreigner) should be enclosed with the postal ballot form.
3. Postal ballot forms should reach chairman of the meeting on or before October 24, 2025 during working hours. Any postal ballot received after this date will not be considered for voting.
4. Signature on postal ballot should match with signature on CNIC/Passport (in case of foreigner).
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated and over written ballot paper will be rejected.
6. Ballot Paper has also been placed at the website of the Company www.fectogroup.com. Members may download the ballot paper from the website or use original/photocopy published in newspapers.

PROXY FORM

The Company Secretary
The Fecto Cement Limited
Plot # 60-C, Khayaban-e-Shahbaz
Phase VI, Defence Housing Authority
Karachi-75500

I/We ____
of (full address)______________________________________
____
being member of **FECTO CEMENT LIMITED** holding______________________ordinary shares
as per Share Register Folio No. ______________ and/or CDC Participant I.D.No. ______________ and
Sub-Account No. ______________ hereby appoint ______________
of (full address)______________________________________
or failing him/her ______________________________________
of (full address)______________________________________who is
also a member of **Fecto Cement Limited,** as my/our proxy in my/our absence to attend and vote for me / us and on my / our behalf at annual general meeting of the company to be held on Monday, October 27, 2025 at 12:00 noon and/or any adjournment thereof.

Signature this ______________ ______________ year 2025.
(day) (date, month)

Witnesses:

1. Signature: ______________
   Name ______________
   Address ______________
   CNICNo. ______________

2. Signature: ______________
   Name ______________
   Address ______________
   CNICNo. ______________

Signature

Signature of members should match with the specimen signature registered with the company.

Important:

1. In order to be effective, this form of proxy duly completed, stamped, signed and witnessed along with power of attorney, or other instruments (if any), must be deposited at the registered office of the company at Plot # 60-C, Khayaban-e-Shahbaz, Phase VI, Defence Housing Authority, Karachi-75500 at least 48 hours before the time of the meeting.

2. If a member appoints more than one proxy and more than one form of proxy are deposited by a member with the company, all such forms of proxy shall be rendered invalid.

3. In case of proxy for an individual beneficial owner of shares from CDC, attested copies of beneficial owner's computerized national identity card (CNIC) or passport, account and participant's ID numbers must be deposited along with the form of proxy. In case of proxy for representative of corporate members from CDC, board of directors'resolution and power of attorney and the specimen signature of the nominee must be deposited along with the form of proxy. The proxy shall produce his/her original CNIC or passport at the time of meeting.

Plot # 60-C, Khayaban-e-Shahbaz, Phase VI, Defence Housing Authority
Karachi-75500, Pakistan.
Phone Nos. (+ 92 21) 35248921-24 | Fax: (+ 92 21) 35248925
website: www.fectogroup.com