



Century Paper & Board Mills Limited

Rooted, Resilient and Renewed





Century Paper & Board Mills Limited

This year has been a journey of reflection, endurance, and transformation. As we look back, We are reminded that our greatest strength lies in our roots – the values and principles that have guided us for decades. These roots have kept us steady even when the winds of uncertainty blew strongest.

Yet, it was our resilience that carried us forward. Together, we navigated challenges with courage, embraced innovation, and found strength in one another. Resilience was not just about enduring—it was about rising above and continuing to deliver value with determination.

Now, we turn towards renewal. This is our promise to adapt, to evolve, and to shape a brighter future for our people, our partners, and our community. Renewal is not just about change—it is about growth, sustainability, and leaving a lasting impact.

As we move forward, I am confident that our deep roots, our proven resilience, and our spirit of renewal will continue to guide us toward greater possibilities.

Rooted

Our Foundation of Strength

Our journey begins with our roots — the principles, values, and history that have shaped us. Like the roots of a tree, they reach deep into the ground, unseen yet unshakable. These roots represent the strength of our people, the trust of our partners, and the timeless commitment to serve with integrity. They remind us of where we came from and anchor us as we grow.

Resilient

Weathering the Storms

This year tested us in unprecedented ways. Markets shifted, challenges arose, and uncertainty lingered. Yet, our resilience stood tall. We adapted, we innovated, and we persevered. Resilience is not just surviving the storm — it is learning to dance in the rain. Through our products, our people, and our partnerships, we proved that challenges can be the stepping stones to new opportunities.

Renewed

A Promise for Tomorrow

Every storm clears the skies for a new dawn. Renewal is that dawn for us. It is the courage to reimagine, the hope to rebuild, and the determination to move forward with purpose. Renewal defines the next chapter of our story — one where challenges become catalysts for change, and today's perseverance shapes tomorrow's growth. With renewal, we promise transformation, sustainability, and a brighter path ahead.

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Overview & Strategy



Core Values



Code of Ethics

Our core business is to manufacture paper, paperboard and packaging products to provide local businesses and individuals quality products of international standard. We are very strong believer of the fact that Ethics and Good Practices play a vital role in advancement and betterment of the Company. To support our belief, we endeavor our best to follow these ethical and good practices.

Corporate Governance

We as a responsible corporate citizen strongly adhere to Corporate Governance principles and comply with regulatory obligations enforced by regulatory agencies for improving corporate performance. We believe in uprightness of performance and expect it to be a fundamental responsibility of our employees to act in the Company's best interest while holding confidential information. We expect our employees to neither solicit internal information from others nor disclose Company's figures, data or any material information to any unauthorized persons/body.

Human Resource Development

We believe in individual respect and growth. Our employment and Human Resource policies develop individuals without race, religion, gender or any other discriminative factors. We provide equal opportunities with a team based management style employing incessant training and development programs for employees. These continuous improvement policies enhance efficiencies and knowledge and create a constructive and affirmative environment.

Transparent Financial Policies

We develop fair and transparent financial policies for conducting business. We ensure transparency and integrity and follow the principles of accounting and finance as approved by regulations and contemporary accounting codes. Any unsupportive or false entry, infringement of accounts for individual or company gain is strongly incoherent with our business codes and ethics.

Marketing and Industry Practices

We believe in free and fair business practices and open competitive markets. Developing any

association within the segment, industry or with competitors to distort the pricing and availability is contradictory to our business code of conduct. Any anti-trust activity such as price fixing, monopolization or forming cartel of suppliers is prohibited. Our marketing policies are customer focussed, placing high values in satisfying their requirements with emphasis on quality, service and product development. As a long term marketing strategy, we vision to diversify and add value to our products while maintaining close liaisons with markets, customers and their needs.

Business Risk Management

Our risk management policies are geared to enhance shareholders worth, improve credit worthiness and minimize credit risk while diversifying income, supplier and customer bases and maintaining relationships with financial institutions.

Social and Community Commitments

We believe in community development without political affiliations with any persons or group of persons working for gains. We contribute our resources for better environment with an unprejudiced approach. Our Safety, Health and Environment (SHE) policies are geared towards unbiased employees' betterment. Our positive contribution towards Community Related Services especially in health and education adds to economic development.

Environmental Management System – EMS

We invest in environmental projects with environment friendly policies to improve Health and Safety standards of employees, communities and surroundings. Our EMS continuously improves in light of advancement in technology and new understandings in Safety, Health and Environmental science. We are driving towards zero waste generation at the source and materials will be reused and recycled to minimize the need for treatment or disposal and to conserve resources and environment. We are working for the conservation of natural resources, energy and biodiversity by continuously improving our processes, practices and products.





Company Profile

At Century Paper & Board Mills Limited, known as “Century Paper,” we proudly stand as one of Pakistan’s largest integrated pulp and paperboard units. As a valued member of the Lakson Group of Companies – a prominent conglomerate in our nation, our journey began in 1984. Since then, we have been dedicated to advancing the field of Paper and paperboard.



Legacy of Excellence

Century Paper was incorporated in 1984 as a publicly listed company, and its shares are actively traded on the Pakistan Stock Exchange Limited. Our core expertise lies in the manufacturing and marketing of paper, board, and related products.

Strategic Location

Our plant is positioned along the National Highway (N-2), just 62 kilometers from Lahore, a major industrial hub in Pakistan. Our vast 175-acre (71-hectare) facility proudly fronts the highway. The registered office of our company is situated at Lakson Square Building No.2, Sarwar Shaheed Road, where the headquarters of different Lakson Group companies convene. We also maintain a liaison office in Lahore to ensure we are closely connected to this vibrant city.

Journey of Evolution

Our journey commenced in 1990 with the launch of three paper machines (PMs), with indigenous straw pulp mill, featuring an initial capacity of 30,000 TPY. Over the years, we have expanded our capacities and diversified into manufacturing quality corrugated cartons in 2003. By 2006, our production capacity had surged to an impressive 110,000 metric tons, supported by six paper and paperboard machines, and a box-making capacity that continues to grow.

Remarkable Expansion

In 2006, Century Paper embarked on a mega-expansion project. We introduced a state-of-the-art board machine (PM-7) with an astounding capacity of 130,000 TPY. Simultaneously, we acquired a cutting-edge gas-fired cogeneration plant, infusing 18 MW of power into our operations. The project reached its zenith in 2008 when we proudly unveiled our expanded production capacity of 240,000 tons. The economies of scale and the superior quality of our packaging board enabled us not only to compete but also to replace imported products, preserving precious foreign exchange reserves.

Scaling up for the Future

Over the past few years, the Company has undertaken extensive upgradation of its production facilities, primarily financed through concessionary financing under the SBP Schemes. With the successful completion of all Balancing, Modernization, and Replacement (BMR) projects, the revised production capacity now stands at approximately 280,000 TPY. This enhanced capacity further strengthens the Company's ability to consistently deliver high-quality products, support the nation's import substitution efforts, and better serve its valued customers.



Company Profile

Powering Progress

Fueling our operations is a robust power generation infrastructure, featuring three cogeneration plants:

- A 9MW HFO-fired cogeneration plant
- An 18MW gas-fired cogeneration plant
- An 18MW coal-based cogeneration plant

In 2016, we acquired a coal-fired power plant to address acute gas outages that were adversely affecting our operations. This strategic move proved pivotal, establishing the coal-fired power plant as the most cost-effective energy source for our operations. Moreover, Company also has 3.7 MW Solar Panel capacity.

We also had a 132KV grid station and in a bid to fortify our energy security, we recently upsized our grid from 5MW to 16MW, enhancing our energy mix amid the unpredictability of energy prices.

Reputation Built on Quality

Century Paper has long enjoyed a market leadership position in quality packaging boards and it maintains a strong presence in the paper and corrugated box segments. We successfully cater to the demands of quality-conscious indigenous consumers, with some of our products surpassing imported alternatives in certain variants. Our commitment to delivering quality products at competitive prices, maintaining close customer relationships, and responsive feedback handling has earned us exceptional rapport with leading MNCs, FMCGs, and printers/converters across the country.

Product Portfolio for Every Need

Our product range caters to a diverse customer base, including:

- **Multi-ply one-side clay-coated packaging boards** and uncoated boards, catering to the folding carton needs of various consumer and industrial products.
- **Machine-finished writing and printing papers**, serving publishing, exercise books, computer stationery, photocopying, inkjet/laser printing, and general printing market segments.
- **Machine-glazed papers designed** for foil/poly lamination and wrapping applications.
- **Corrugated boxes** for secondary packaging needs.



Empowering Through People

Our sponsor Director, Mr. Iqbal Ali Lakhani is Chairman of the Board of Directors and Mr. Aftab Ahmad is Chief Executive Officer of the Company. Our management team comprises seasoned professionals, each excelling in their respective fields. A clear and structured hierarchy is in place for delegating responsibilities across various functions within the distinct management levels. We prioritize fair compensation for our 1,550 employees and provide continuous training opportunities to nurture their development.

Driving Digital Transformation

Century Paper remains committed to driving innovation by embracing cutting-edge technologies that transform its systems and processes. The adoption of Oracle E-Business Suite in 2008 laid a strong foundation by streamlining operations and strengthening management information and financial reporting. Today, the Company is considering advancement to the next level by transitioning to Oracle Fusion – a modern, cloud-based platform offering seamless integration, enhanced agility, and AI-powered insights to support smarter decision-making. Beyond enterprise systems, the Company continues to digitize its machine-level operations in collaboration with leading local and international consultants, enabling real-time data analysis, improved precision, and greater efficiency. These initiatives reinforce Century Paper's vision to remain at the forefront of digital transformation within the industry.

Commitment to Excellence and Sustainability

Century Paper proudly holds an FSC certification and is certified for Integrated Management Systems (IMS), including ISO 9001:2015 QMS, ISO 14001:2015 EMS, ISO 45001:2018 OHSM and recently achieved Certification on Lab Quality. Additionally, we are actively pursuing certifications for IT and Cybersecurity (ISO 27000), and ESG. Our unwavering commitment to best practices and adherence to the Code of Corporate Governance remains the cornerstone of our operations. We are dedicated to advancing our journey towards SDG targets, with a special focus on those highlighted in our sustainability report. Our engagement with local communities includes charitable contributions and volunteer efforts, reflecting our belief that collaboration can create a positive impact on the world around us. The Company got recognition for its endeavors for SHQ and CSR by different forums.

Contribution to the Economy

Century Paper makes multifaceted contributions to the economy. During the Financial Year 2025, Century Paper made a notable contribution of Rs 8,734 million to the National Exchequer through Duties and Taxes. Additionally, Century Paper's utilization of agricultural residue (wheat straw/biomass) and recycled paper creates opportunities for individuals engaged in the supply chain of these materials to earn a decent livelihood. Furthermore, with its high-quality products and enhanced capabilities, Century Paper is increasing its contribution towards substituting imports and preserving the Country's precious foreign exchange reserves.



JOURNEY OF ASPIRATION

Century Paper remains steadfast in its vision:

“To be the market leader and an enduring force in the paper, board, and packaging industry”.

Century Paper is moving ahead by following its slogan of “Strive Together for Excellence” and its motto of “Clean, Green, Sustainable” to continuously offer its contribution towards a better and sustainable future for our stakeholders, society, and our nation.





Milestones

Production

1990

Commenced commercial production with three machines having capacity of 30,000 Metric Tons per annum.

2005

Enhanced un-bleached and bleached straw pulp capacities.

2010

Added a new Corrugator with capacity of 24,000 Metric Tons per annum.

1997

- Enhanced production capacity to 50,000 Metric Tons through addition of a three layers Board Machine (PM-4).
- Added an Offline Coating Machine (CM-2).

2006

- Enhanced production capacity to 110,000 Metric Tons per annum after installation of Paper Machine (PM-6).
- Added Online Coating facility to three layers Board Machine (PM-4).

2011

Enhanced Box Making capacity to 30,000 Metric Tons per annum after a New Box Machine is added with capacity of 8,000 Metric Tons per annum.

2003

- Enhanced production capacity to 80,000 Metric Tons per annum after installation of twin layer Board Machine (PM-5).
- Added a Corrugated Boxes Manufacturing Plant with capacity of 22,000 Metric Tons per annum.

2009

Enhanced production capacity to 240,000 Metric Tons per annum as Coated Board Duplex Plant (PM-7) started its commercial operations.

2021

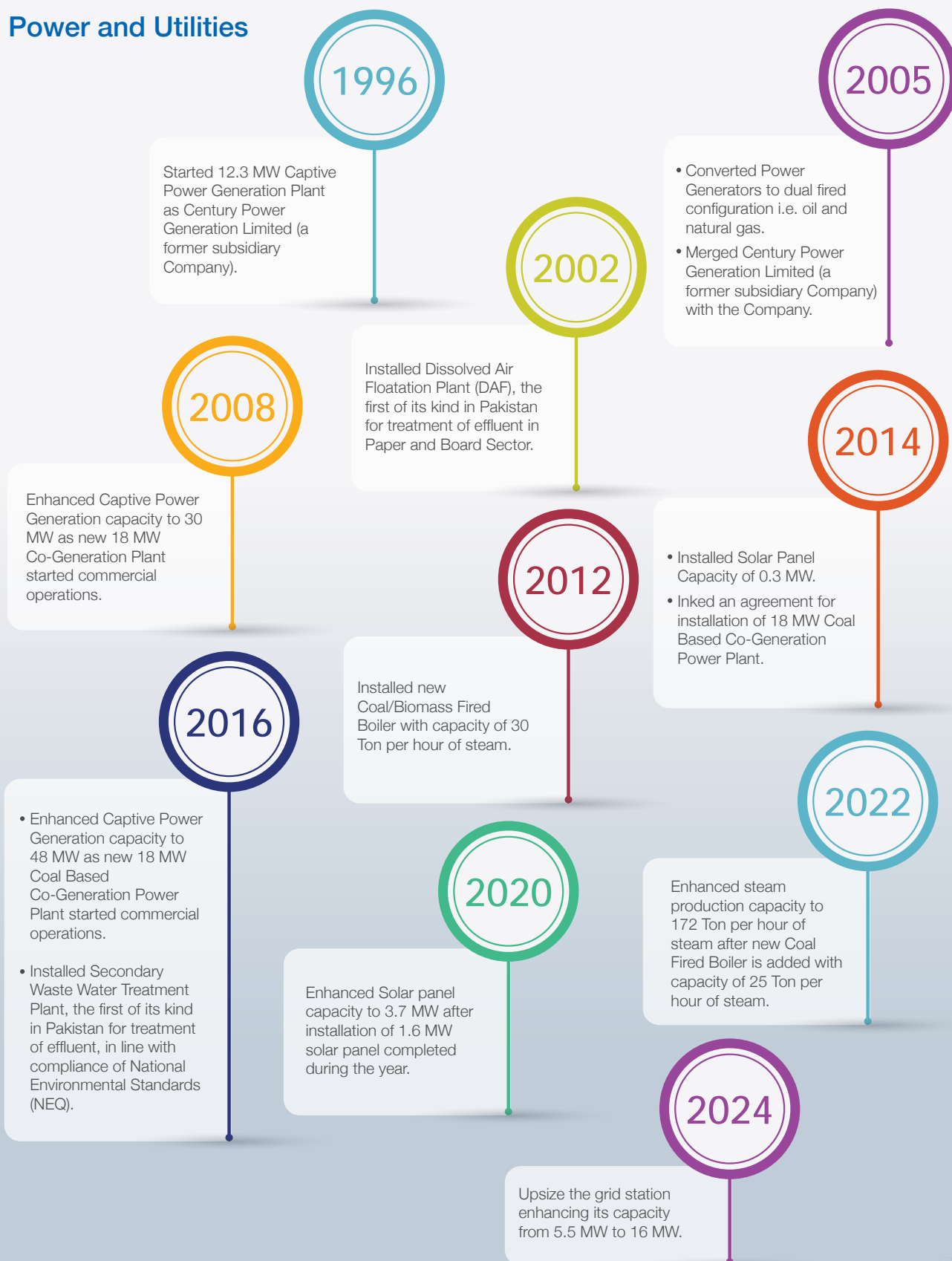
Enhanced production capacity from 240,000 to 265,000 Metric Tons per annum through BMR projects.

2025

Enhanced production capacity from 265,000 to 280,000 Metric Tons per annum through BMR projects.



Power and Utilities



Certifications & Awards

2025

Awarded "Fire Safety Award" by National Forum for Environment & Health.

Awarded "CSR Summit and Awards (Conference on Sustainable Pakistan)" by National Forum for Environment & Health (NFEH).

Awarded "Environment Excellence Award" by National Forum for Environment & Health (NFEH).

Awarded "Environment, Health & Safety Award" by the Professional Network.

39th Corporate Excellence Awards by Management Association of Pakistan

39th Corporate Excellence Awards by Management Association of Pakistan



11th International Environment, Health & Safety Award by the Professional Network



22nd Annual Environment Excellence Awards and Conference by NFEH



14th Annual Fire Safety Award by NFEH



- Awarded "38th Corporate Excellence Award" by Management Association of Pakistan.
Awarded "Best Corporate Award" on Annual Report for the year 2022.
- 2024** Awarded "Environment Excellence Award 2024" by National Forum for Environment & Health (NFEH).
Awarded "Environmental Sustainability Initiative Award 2024" by National Forum for Environment & Health (NFEH).
Awarded "Fire Safety Award" by National Forum for Environment & Health.
- Awarded 9th International Award on Environment, Health & Safety by The Professional Network.
Awarded "Environment Excellence Award 2023" by National Forum for Environment & Health (NFEH).
2023 Awarded "Environmental Sustainability Initiative Award 2023" by National Forum for Environment & Health (NFEH).
Awarded "Fire Safety Award" by National Forum for Environment & Health.
Awarded Lab Quality System ISO/IEC 17025 Accreditation.
- Awarded 10th position in Pakistan Stock Exchange (PSX) Award for Top Companies for the year 2020.
2022 Awarded "Environment Excellence Award 2022" by National Forum for Environment & Health (NFEH).
Awarded "Energy Performance Award for Industry 2022" by United Nations Industrial Development Organization (UNIDO).
- Awarded "Sustainability Initiative Award 2021" by National Forum for Environment & Health (NFEH).
2021 Awarded "Best Sustainable Packaging Award" by Future Forum.
Awarded "Fire Safety Award" by National Forum for Environment & Health.
- 2020** Awarded "Environment Excellence Award 2020" by National Forum for Environment & Health (NFEH).
Awarded the Forest Steward Council – Chain of Custody (FSC-COC) certification.
- 2019** Awarded "Environment Excellence Award 2019" by National Forum for Environment & Health (NFEH).
- 2018** Awarded "Environment Excellence Award 2018" by National Forum for Environment & Health (NFEH).
- 2015** Awarded "Environment Excellence Award 2015" by National Forum for Environment & Health (NFEH).
- 2012** Awarded "Best Corporate Award" on Annual Report for the year 2010.
- 2011** Awarded the certification on "Integrated Management System (IMS)" which consists of:
· Quality Management System (QMS) ISO 9001:2015;
· Environmental Management System (EMS) ISO 14001:2015 and
· Occupational Health and Safety Assessment Series (OHSAS) 18001:2007.
- 2008** Awarded "Best Corporate Award" on Annual Report for the year 2007.
Awarded "Best Environmental Reporter" in ACCA-WWF Pakistan Environmental Reporting Awards 2007 in the Local Listed Company Category.
- 2007** Awarded "Best Corporate Award" on Annual Report for the year 2005.
- 2006** Recognized by Karachi Stock Exchange (KSE) as one of the Top 25 Companies for the year 2004.
- 2004** Recognized by Karachi Stock Exchange (KSE) as one of the Top 25 Companies for the years 2002 and 2003.



Key Processes

Customer Needs

Inputs



Financial Capital



Human Capital



Manufacturing Capital



Natural Capital



Intellectual Capital



Social & Relational Capital

Customer Satisfaction Sustainability

Output



Efficient Procurement



Sustainable Practices



Safe Storage



Processing



Value Addition



Punctuality & Reliability

Sharing

Value Distribution



Return to Shareholders



Payment to Suppliers



Community Investments



Duties & Taxes to Government



Salaries & Wages to Employees



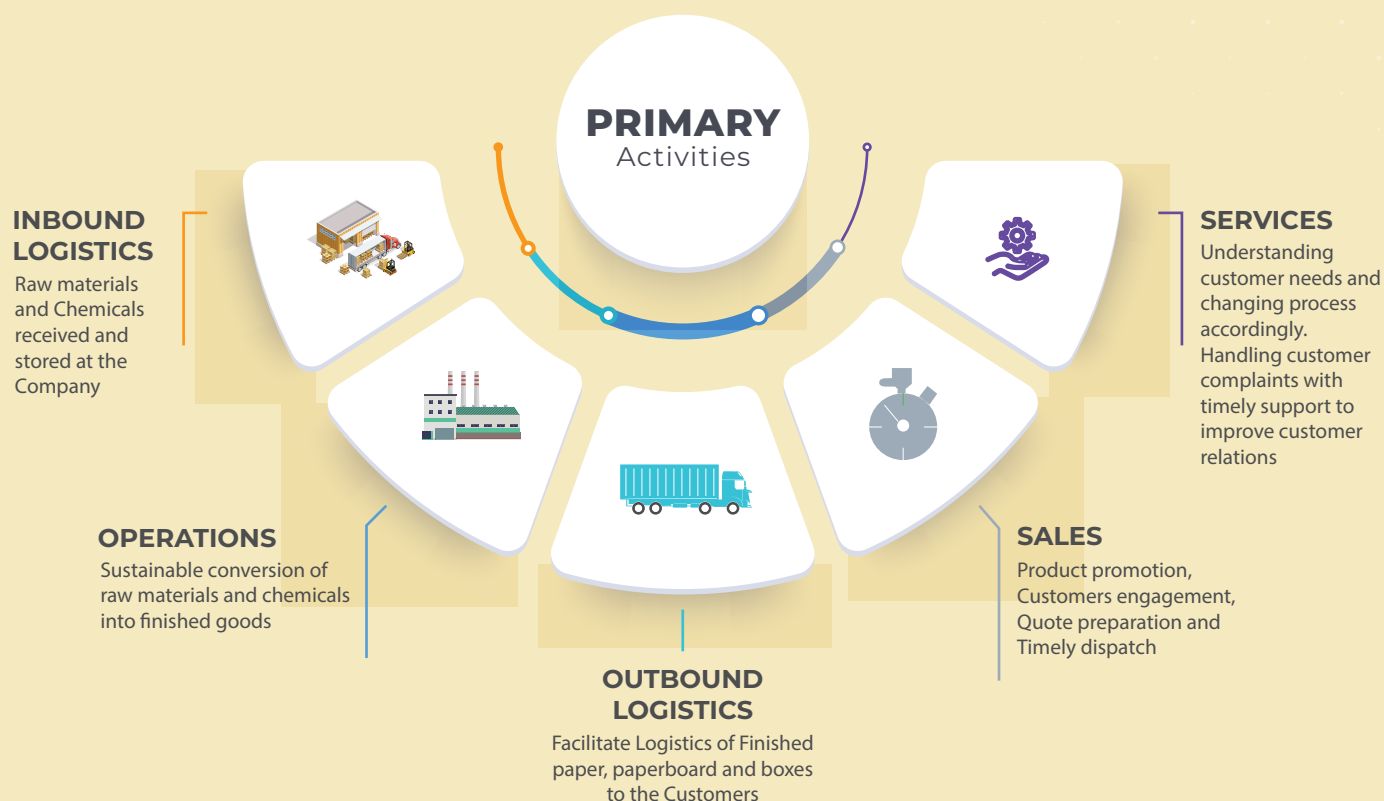
Reserve



Value Chain Analysis

Support Activities

- MARKETING
- SUPPLY CHAIN
- ENGINEERING
- POWER & UTILITY
- FINANCE
- ADMINISTRATION
- HUMAN RESOURCE
- CORPORATE EXCELLENCE
- QUALITY ASSURANCE



Geographical Presence



HEAD OFFICE AND REGISTERED OFFICE

Lakson Square, Building No.2, Sarwar Shaheed Road, Karachi.

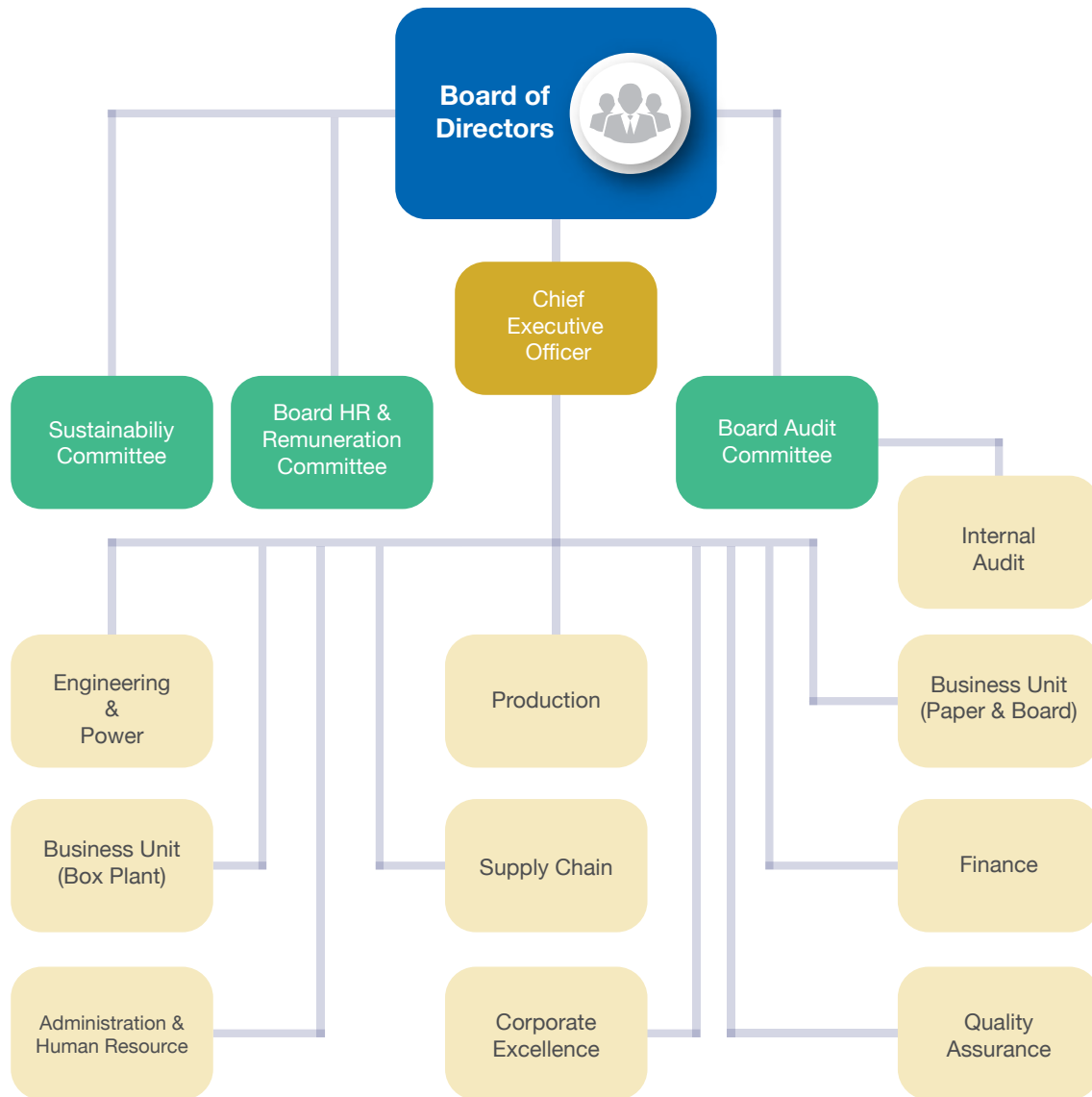
MILLS

62 KM, Lahore-Multan Highway, N-5, District Kasur.

LAHORE OFFICE

14-Ali Block, New Garden Town, Lahore.

Organogram



Integrated Management System Policy

CENTURY IS COMMITTED TO:

1. Continual customer satisfaction by providing quality Paper, Paperboard and Corrugated Boxes produced in environment-friendly, Healthy and Safe working conditions.
2. Maintain and update IMS for Quality, Environment and Safety by fulfilling the requirements of International Standards: (ISO 9001, ISO 14001, and OHSAS 18001).
3. Set the IMS objectives and targets for continuously improving the operational efficiencies, resources conservation and mitigation of risks.
4. Take lead in social role and responsibilities towards the surrounding community.
5. Follow and abide by all the applicable Laws and Legal requirements.
6. Implement Century Value System and to endeavour that its employees are the best citizens following ethical values and good practices in advancement and betterment of the Company and the Society.



ENVIRONMENT POLICY

- Ensure environment friendly operations, products and services.
- Mitigate environmental impacts through effective implementation of ISO 14001 in order to achieving conformance to applicable laws and regulations.
- Promote environmental awareness to all employees and the community.
- Establish objectives and targets for continual improvement in resource conservation by waste control and safe operating practices.



SAFETY POLICY

- Improve Occupational Health and Safety (OHS) performance continuously in all areas of operations.
- Implement necessary controls and measures for mitigation of accidents and associated risk by setting objectives and following applicable legal and other requirements.
- Promote OHS practices through training of employees for healthy and safe work environment.
- Communicate Safety Policy to all stakeholders and review it periodically for ensuring adequacy and compliance with OHSAS 18001 standards.



QUALITY POLICY

- Century excels in manufacturing of quality Paper, Paperboard and Corrugated Boxes for packaging.
- Century, a customer focussed Company, is always ready to accept challenges for achieving its mission.
- Century's quality objectives are designed for enhancing customer satisfaction and operational efficiencies.
- Century is committed to building Safe, Healthy and Environment friendly atmosphere.
- Century, with its professional and dedicated team, ensures continual improvement in quality and productivity through effective implementation of Quality Management System.
- Century values the social and economic well being of its partners and strives for a harmonious environment conducive to team performance.





LONG-TERM AA – (AA MINUS)

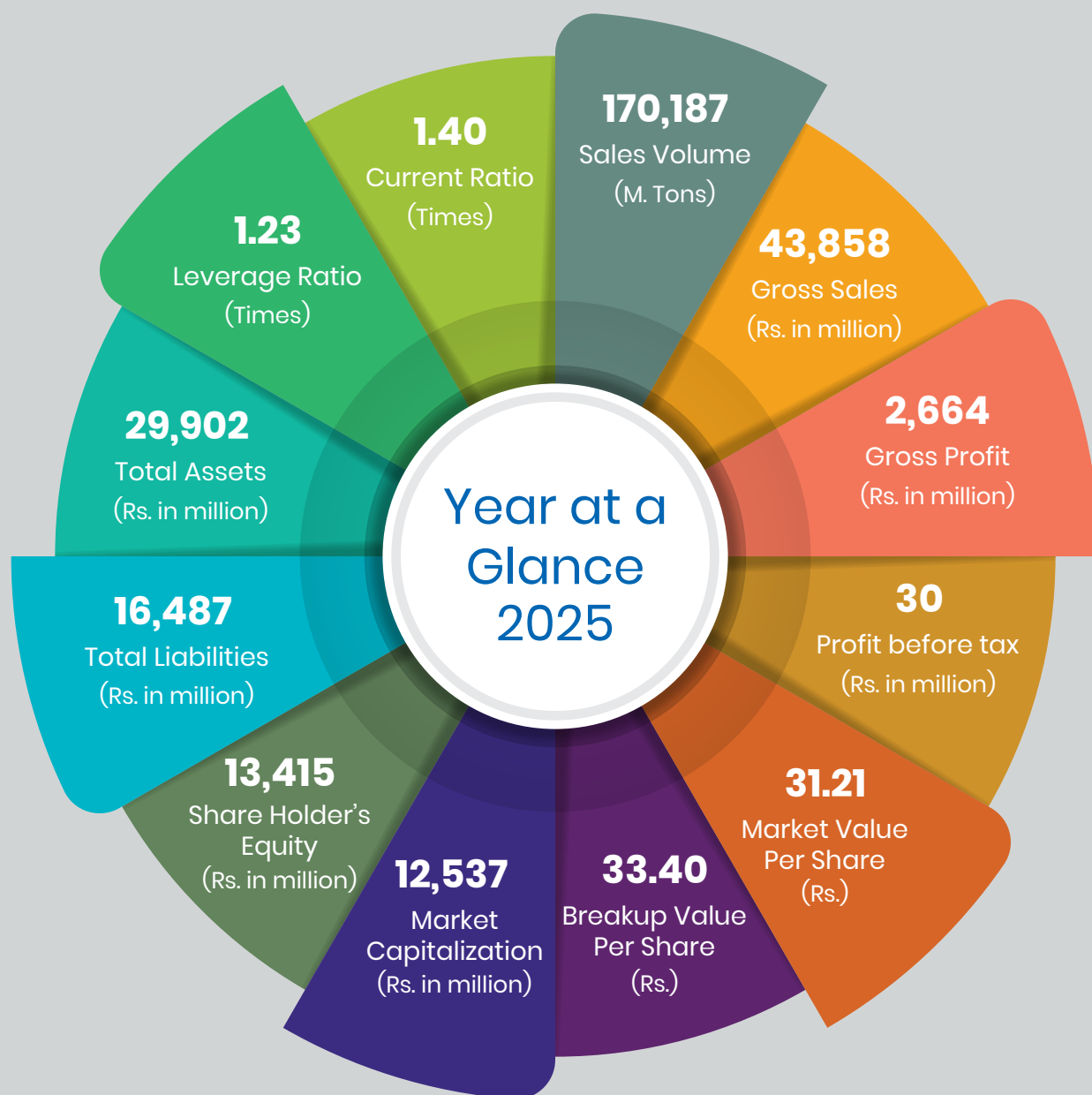
- High credit quality.
- 'A' ratings denote expectations of modest credit risk.
- Protection factors are strong.
- Risk factors may vary slightly from time to time with possible changes in the economy.



SHORT-TERM A-1 (A MINUS ONE)

- High certainty of timely payment.
- Liquidity factors are excellent and supported by good fundamental protection factors.
- Risk factors are minor.





Statement of Value Added

2025 %age 2024 %age
-----Rupees in thousands -----

WEALTH GENERATED

Gross Turnover	43,858,153		49,396,381	
Purchased material and services	(37,044,715)		(40,601,422)	
Value Added	6,813,438		8,794,959	
Other Income	427,951		339,875	
TOTAL	7,241,389	100	9,134,834	100

WEALTH DISTRIBUTED

To Employees

Salaries, benefits and related costs	2,216,362	31	2,055,134	23
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To Government

Income Tax, Sales Tax, Import Duty and Workers' Welfare Fund	2,553,853	35	3,543,670	39
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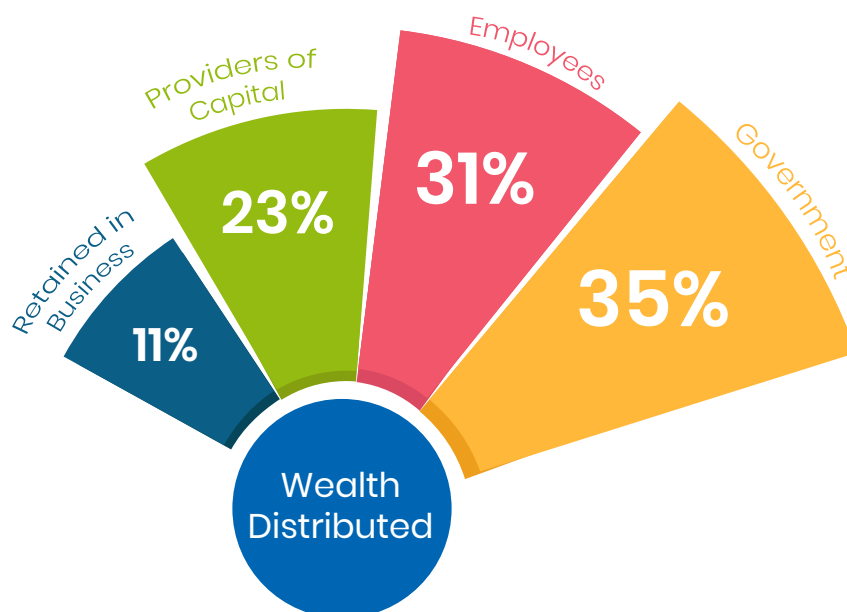
To providers of Capital

Finance cost on borrowed funds	1,647,931	23	1,847,834	20
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Retained in Business

Depreciation, amortization and retained profit	823,243	11	1,688,196	18
TOTAL	7,241,389	100	9,134,834	100

Note 1: Income tax includes current and deferred tax expense as per statement of profit or loss.



Dupont Analysis



Statement Of Cash Flows

2025 2024
(Rupees in thousands)

CASH FLOWS – DIRECT METHOD

FROM OPERATING ACTIVITIES

Cash received from customers – Net	37,143,867	42,261,618
Cash paid to suppliers / service providers and employees	(34,566,461)	(37,153,145)
Cash generated from operations	2,577,406	5,108,473
Finance cost paid	(1,595,008)	(2,061,992)
Taxes paid	(1,288,400)	(839,527)
Other Operating outflows	(169,968)	(164,213)
Net cash (used in) / generated from operating activities	(475,970)	2,042,741

FROM INVESTING ACTIVITIES

(355,404) (1,063,535)

FROM FINANCING ACTIVITIES

(1,561,014) (1,224,747)

Net (decrease) in cash and cash equivalents	(2,392,388)	(245,541)
Cash and cash equivalents at the beginning of the year	(3,515,668)	(3,270,127)
Cash and cash equivalents at the end of the year	(5,908,057)	(3,515,668)

CASH AND CASH EQUIVALENTS

Cash and bank balances	865,791	788,493
Short term highly liquid investment	321,044	-
Short-term borrowings	(7,094,892)	(4,304,161)
	(5,908,057)	(3,515,668)

FREE CASH FLOWS

(Loss) / Profit Before Income Tax	(409,606)	963,045
Adjustment for Non-Cash Items	3,206,594	3,222,015
Finance cost paid	(1,595,008)	(2,061,992)
Taxes paid	(1,288,400)	(839,527)
Other Operating outflows	(169,968)	(164,213)
Working Capital Changes	(219,582)	923,413
Net Cash (used in) / generated from operating activities	(475,970)	2,042,741
Capital Expenditure	(399,941)	(1,083,241)
Free Cash Flows	(875,911)	959,500



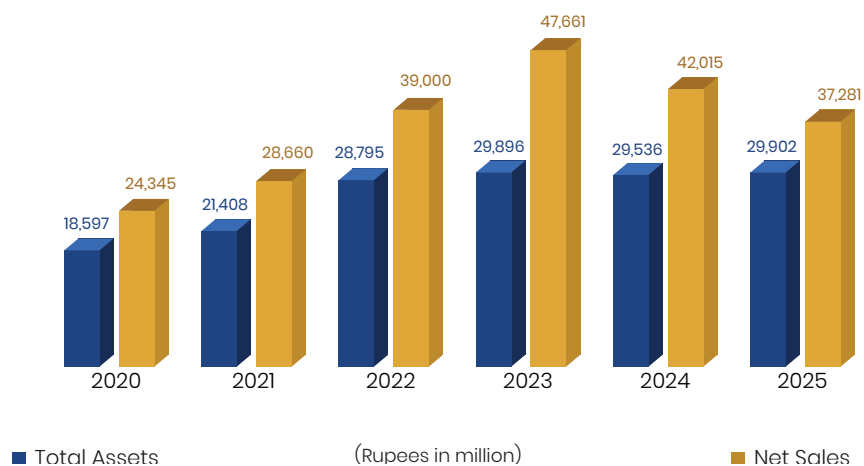
Summarized Six Year Data

Rupees in million

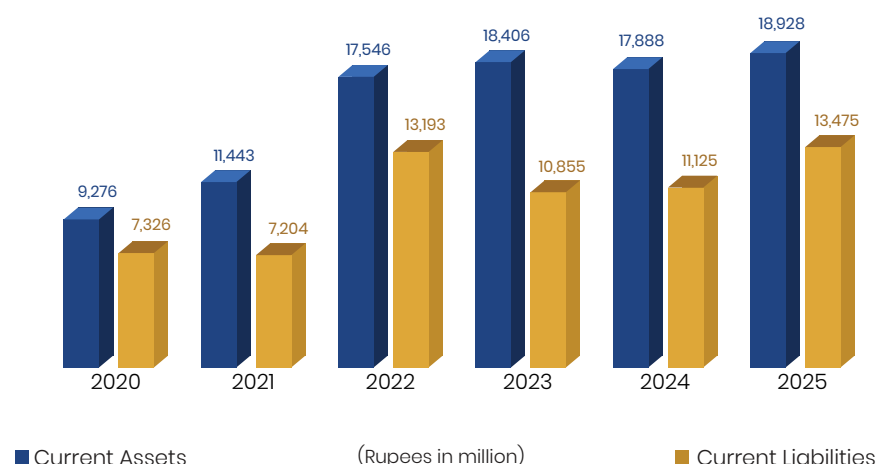
	2025	2024	2023	2022	2021	2020
Statement of Financial Position						
Share Capital						
Ordinary shares	4,017	4,017	4,017	2,028	1,764	1,470
Reserves	9,398	9,665	9,095	10,198	8,558	6,112
Shareholders' equity	13,415	13,682	13,112	12,226	10,322	7,582
Long-term financing (including current portion)	3,975	5,522	6,734	2,892	3,273	2,901
Deferred taxation – Liability	526	819	791	976	1,095	1,189
Capital employed	18,031	20,046	20,674	16,143	14,785	12,025
Property, plant and equipment	10,932	11,616	11,718	11,204	9,946	9,290
Other non-current assets	41	33	45	46	18	30
Net current assets / Working capital	5,453	6,763	7,551	4,353	4,291	1,950
Statement of Profit or Loss						
Sales – gross	43,858	49,396	55,790	45,561	33,481	28,440
Sales – net	37,281	42,015	47,661	39,000	28,660	24,345
Gross profit	2,664	4,066	4,442	4,973	5,695	3,936
Operating profit	1,678	3,021	3,437	3,933	4,652	3,143
Profit before tax	30	1,174	1,422	3,257	4,246	2,156
(Loss) / Profit after tax	(345)	524	905	2,212	2,960	1,522
EBITDA	2,847	4,140	4,550	5,008	5,765	4,231
Statement of Cash Flows						
Net cash flow from operating activities	(476)	2,043	1,226	(1,882)	3,060	2,895
Net cash flow from investing activities	(355)	(1,064)	(1,573)	(2,532)	(1,511)	(949)
Net cash flow from financing activities	(1,561)	(1,225)	3,830	(654)	145	(1,431)
Changes in cash and cash equivalents	(2,392)	(246)	3,483	(5,067)	1,694	516
Cash and cash equivalents – Year end	(5,908)	(3,516)	(3,270)	(6,753)	(1,686)	(3,380)
Others						
Number of Employees	1,550	1,605	1,661	1,666	1,646	1,640
Number of shares (in million)						
Ordinary shares	402	402	402	203	176	147



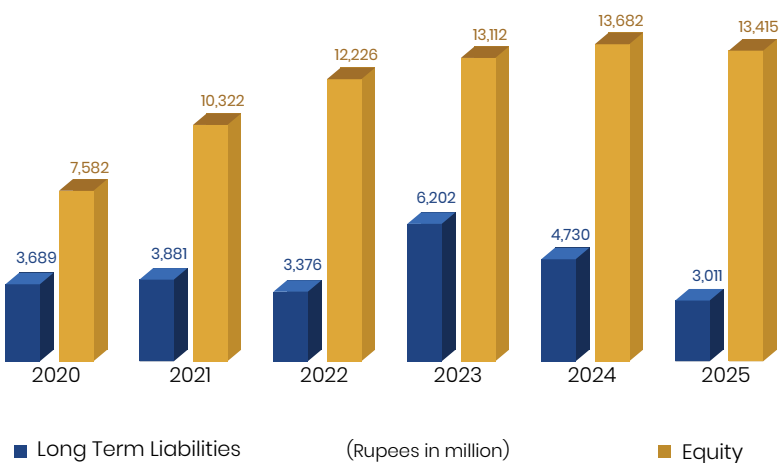
Total Assets and Net Sales



Current Assets and Current Liabilities



Long Term Liabilities and Equity

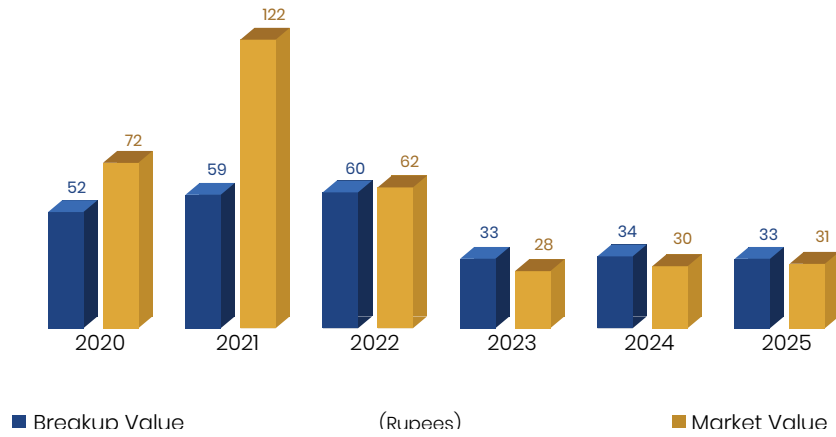


Financial Performance

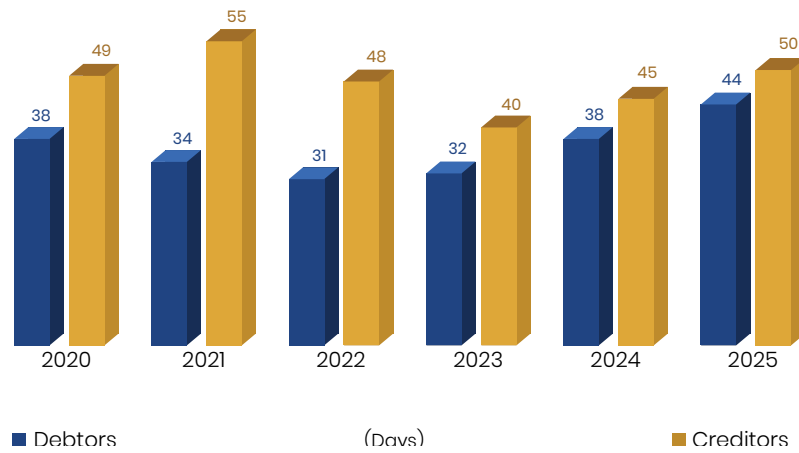
		2025	2024	2023	2022	2021	2020
Profitability							
Gross profit margin	%	7	10	9	13	20	16
EBITDA margin to sales	%	8	10	10	13	20	17
(Loss) / Profit before tax margin	%	-	3	3	8	15	9
Net (Loss) / Profit margin	%	(1)	1	2	6	10	6
Return on equity	%	(3)	4	7	18	29	20
Return on capital employed	%	4	11	10	21	30	22
Operating Performance / Liquidity							
Total assets turnover (excl. CWIP)		1.26 : 1	1.48 : 1	1.67 : 1	1.50 : 1	1.42 : 1	1.32 : 1
Fixed assets turnover		3.53 : 1	3.95 : 1	4.60 : 1	4.63 : 1	3.29 : 1	2.66 : 1
Debtors turnover		7.13 : 1	9.59 : 1	11.45 : 1	11.65 : 1	10.86 : 1	9.55 : 1
Debtors days		44	38	32	31	34	38
Inventory turnover		5.17 : 1	4.85 : 1	5.04 : 1	5.01 : 1	5.15 : 1	5.66 : 1
Inventory days		71	75	73	73	71	65
Creditors turnover		7.26 : 1	8.10 : 1	9.08 : 1	7.62 : 1	6.64 : 1	7.53 : 1
Creditors days		50	45	40	48	55	49
Operating cycle days		65	68	65	56	50	54
Return on assets (excl. CWIP)	%	(1.17)	1.83	3.17	8.50	14.68	8.24
Current ratio		1.4 : 1	1.61 : 1	1.71 : 1	1.33 : 1	1.60 : 1	1.27 : 1
Quick / Acid test ratio		0.46 : 1	0.54 : 1	0.57 : 1	0.40 : 1	0.52 : 1	0.43 : 1
Capital Market / Capital Structure Analysis							
Market value per share	Rs	31.21	29.95	28.24	61.80	122.07	71.57
Breakup value / (Net assets/shares)	Rs	33.40	34.06	32.64	60.26	58.51	51.57
Earnings per share (pre tax)	Rs	0.07	2.92	3.54	8.11	10.57	5.37
(Loss) / Earnings per share (post tax)	Rs	(0.86)	1.30	2.25	5.51	7.37	3.79
Market price to breakup value		0.93 : 1	0.88 : 1	0.87 : 1	1.03 : 1	2.09 : 1	1.39 : 1
Debt equity ratio		23 : 77	29 : 71	34 : 66	19 : 81	24 : 76	28 : 72
Weighted average cost of debt	%	11.65	18.37	16.39	8.97	7.06	12.60
Interest coverage ratio		1.02 : 1	1.64 : 1	1.71 : 1	5.82 : 1	11.46 : 1	3.18 : 1



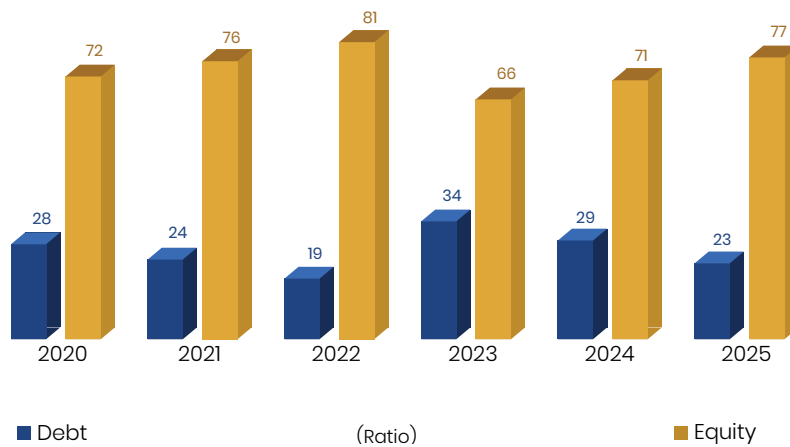
Breakup Value and Market Value



Debtors and Creditors



Debt and Equity



Horizontal Analysis

Rupees in million

STATEMENT OF FINANCIAL POSITION

ASSETS

NON-CURRENT ASSETS

	2025 Amount	25 vs 24 %	2024 Amount	24 vs 23 %	2023 Amount	23 vs 22 %
Property, plant and equipment						
Operating fixed assets	10,412	98	10,649	103	10,367	123
Capital Spares	163	147	111	100	-	-
Capital work in progress	357	42	856	63	1,351	49
Intangible assets	15	100	15	107	14	82
Long-term loans and advances	11	138	8	67	12	57
Long-term deposits	15	150	10	53	19	238

CURRENT ASSETS

Stores and spares	3,757	95	3,949	143	2,758	80
Stock in trade	6,524	95	6,857	78	8,755	104
Trade debts	5,378	106	5,086	98	5,182	114
Loans and advances	50	37	134	60	222	93
Trade deposits and short-term prepayments	640	157	407	142	286	1,430
Other receivables	137	979	14	39	35	-
Tax refunds due from Government	564	87	651	318	205	209
Taxation-net	692	-	-	-	163	-
Short-term investment	321	-	-	-	-	-
Cash and bank balances	866	110	788	98	801	106

TOTAL ASSETS

29,902	29,537	30,169
--------	--------	--------

EQUITY AND LIABILITIES

SHARE CAPITAL AND RESERVES

Issued, subscribed and paid-up capital						
Ordinary shares	4,017	100	4,017	100	4,017	198
Reserves	9,398	97	9,665	106	9,095	89

NON-CURRENT LIABILITIES

Long-term financing	2,298	61	3,741	73	5,135	252
Lease liabilities	98	891	11	48	23	62
Deferred taxation	526	64	819	103	792	81
Deferred capital grant	89	56	159	63	252	77

CURRENT LIABILITIES

Trade and other payables	4,587	93	4,951	101	4,881	99
Interest and mark-up accrued	188	82	228	42	541	292
Short-term borrowings	7,095	165	4,304	106	4,071	54
Taxation – net	-	-	6	-	-	-
Un-claimed dividend	2	100	2	100	2	100
Current portion of lease liabilities	16	133	12	87	14	125
Current portion of Government grant	69	74	93	85	110	96
Current portion of long-term financing	1,519	99	1,529	124	1,237	298

TOTAL EQUITY AND LIABILITIES

29,902	29,537	30,169
--------	--------	--------

STATEMENT OF PROFIT OR LOSS

Sales – net	37,281	89	42,015	88	47,661	122
Cost of sales	(34,617)	91	(37,950)	88	(43,220)	127
Gross profit	2,664	66	4,066	92	4,442	89
General and administrative expenses	(1,054)	108	(977)	113	(863)	122
Selling and distribution expenses	(321)	111	(289)	103	(281)	117
Other operating expense	(39)	33	(119)	88	(136)	48
Other operating income	428	126	340	124	275	147
Operating profit	1,678	56	3,021	88	3,437	87
Finance cost	(1,648)	89	(1,848)	92	(2,016)	298
Profit before taxation	30	3	1,174	83	1,422	44
Taxation	(375)	58	(650)	126	(517)	49
(Loss) / Profit after taxation	(345)	(66)	524	58	905	41



Vertical Analysis

Rupees in million

STATEMENT OF FINANCIAL POSITION

ASSETS

NON CURRENT ASSETS

Property, plant and equipment

Operating fixed assets

Capital Spares

Capital work in progress

Intangible assets

Long-term loans and advances

Long-term deposits

CURRENT ASSETS

Stores and spares

Stock in trade

Trade debts

Loans and advances

Trade deposits and short-term prepayments

Other receivables

Tax refunds due from Government

Taxation-net

Short-term investment

Cash and bank balances

TOTAL ASSETS

EQUITY AND LIABILITIES

SHARE CAPITAL AND RESERVES

Issued, subscribed and paid-up capital

Ordinary shares

Reserves

NON CURRENT LIABILITIES

Long-term financing

Lease liabilities

Deferred taxation

Deferred capital grant

CURRENT LIABILITIES

Trade and other payables

Interest and mark-up accrued

Short-term borrowings

Taxation – net

Un-claimed dividend

Current portion of lease liabilities

Current portion of Government grant

Current portion of long-term financing

TOTAL EQUITY AND LIABILITIES

2025		2024		2023	
Amount	%	Amount	%	Amount	%
10,412	35	10,649	36	10,367	35
163	-	111	-	-	-
357	1	856	3	1,351	4
15	-	15	-	14	-
11	-	8	-	12	-
15	-	10	-	19	-
3,757	13	3,949	13	2,758	9
6,524	22	6,857	23	8,755	29
5,378	18	5,086	17	5,182	17
50	-	134	1	222	1
640	2	407	1	286	1
137	1	14	-	35	-
564	2	651	2	205	1
692	2	-	-	163	1
321	1	-	-	-	-
866	3	788	3	801	3
29,902	100	29,537	100	30,169	100

STATEMENT OF PROFIT OR LOSS

Sales – net

Cost of sales

Gross profit

General and administrative expenses

Selling and distribution expenses

Other operating expense

Other operating income

Operating profit

Finance cost

Profit before taxation

Taxation

(Loss) / Profit after taxation

37,281	100	42,015	100	47,661	100
(34,617)	93	(37,950)	90	(43,220)	91
2,664	7	4,066	10	4,442	9
(1,054)	3	(977)	2	(863)	2
(321)	1	(289)	1	(281)	-
(39)	-	(119)	-	(136)	-
428	1	340	1	275	-
1,678	4	3,021	7	3,437	7
(1,648)	4	(1,848)	4	(2,016)	4
30	-	1,174	3	1,422	3
(375)	1	(650)	2	(517)	1
(345)	(1)	524	1	905	2





Sustainability Report

In today's rapidly changing world, the true measure of a company extends far beyond financial success. It lies equally in its contribution to society and its responsibility toward the environment. At Century Paper & Board Mills Limited, we are devoted to embedding sustainability and corporate social responsibility (CSR) into every layer of our business. This report reflects our consistent journey of balancing profitability with environmental protection and social well-being, underscoring our determination to create lasting value for all stakeholders.



At Century Paper & Board Mills Limited, we believe that progress is meaningful only when it uplifts people, protects the planet, and ensures prosperity for generations to come. The year 2025 marks another step forward in embedding sustainability into our business DNA—whether through conserving water, advancing renewable energy, fostering inclusive growth, or empowering communities through education and equality. While challenges remain, our resolve is unwavering: to innovate responsibly, to act transparently, and to strengthen the trust of all who place their confidence in us. Together with our stakeholders, we look ahead to a future where resilience, renewal, and responsibility remain the pillars of our journey.

Our Vision: A Balanced Tomorrow

We aspire to lead with a business model that thrives on both commercial strength and social responsibility, while safeguarding the environment for future generations. Guided by the philosophy of the triple bottom line—people, planet, and profit—we strive to achieve enduring success by cultivating trust, fairness, and ethical practices that benefit employees, customers, communities, and ecosystems alike.

Our Strategic Framework: From Intent to Action

For us, sustainability is not a separate agenda—it is a fundamental principle of our business strategy. Our framework rests on three pillars: environmental care, social fairness, and economic durability. Inspired by the United Nations Sustainable Development Goals (SDGs), our initiatives are designed to respond directly to pressing global challenges, ensuring that our progress aligns with international priorities for a sustainable world.

Environment



Clean Water and Sanitation (SDG 6)

Water scarcity remains a critical issue in Pakistan, and we are committed to playing our role in addressing it.

- **Efficiency & Technology:** We continue to upgrade our systems to reduce freshwater dependency through innovative processes.
- **Access for All:** Clean drinking water and sanitation facilities are provided to employees, while nearby communities also benefit from these efforts.
- **Replenishing Resources:** In collaboration with the Pakistan Council of Research in Water Resources (PCRWR), we have expanded our rainwater harvesting injection wells to recharge groundwater, an important step given the shifting climate and erratic monsoons.
- **Our Aim:** Ongoing reduction of freshwater withdrawals and greater efficiency in sustainable water management.





Affordable and Clean Energy (SDG 7)

Transitioning to clean energy is at the heart of our climate strategy.

- **Solar Expansion:** Our 3.7 MW solar facility continues to cut down dependence on fossil fuels.
- **Efficiency Measures:** Energy conservation remains a focus through waste heat recovery, modernized equipment, and advanced Variable Frequency Drives (VFDs).
- **Renewable Alternatives:** Biomass boilers are adding to our clean energy mix, and we are evaluating options to further scale this sustainable source.
- **Our Aim:** To reduce emissions and maximize energy efficiency while moving towards a low-carbon future.

Economy



Decent Work and Economic Growth (SDG 8)

Ethical business practices form the backbone of our operations.

- **Core Values:** Fair pay, human working hours, voluntary employment, and equality remain non-negotiable.
- **Safe & Empowered Workforce:** We promote a workplace where health, safety, and employee rights are safeguarded, and where fair grievance procedures are respected.
- **Our Aim:** To nurture a workplace culture that fuels sustainable growth and inclusivity.



Industry, Innovation and Infrastructure (SDG 9)

We are laying the foundation for an industrial ecosystem that is modern, efficient, and resilient.

- **Digitalization:** Greater use of technology is streamlining our processes.
- **Resource Management:** Wastewater recycling, energy recovery, and precise metering are helping optimize resource use.
- **Our Aim:** To be recognized as a leader in sustainable industrial growth, blending innovation with responsibility





Responsible Consumption and Production (SDG 12)

We are steadily transitioning to a circular economy model, where waste is seen as a resource.

- **Waste Conversion:** Wheat straw fines are used as biofuel, fiber waste supports other mills, coal ash contributes to cement and brick production, and organic waste becomes fertilizer.
- **Water Recycling:** Our advanced wastewater treatment ensures clean recycling, reducing reliance on freshwater.
- **Emissions Standards:** Strict compliance with national and international emission limits remains a priority.
- **Cultural Awareness:** World Environment Day and World Sustainability Day serve as platforms to foster awareness among employees and stakeholders.
- **Our Aim:** To minimize waste and maximize reuse, embracing a truly circular approach to production.

Society



Quality Education (SDG 4)

Education is one of the most powerful tools for social progress, and we remain committed to bridging the gap.

- **Smart Schools:** In collaboration with NGOs, one-room schools have been launched to provide education and digital literacy for out-of-school children, currently reaching 800 students across Lahore, Kasur, and Neelum Valley.
- **Employee Support:** We provide annual English and computer literacy training for employees' children.
- **Our Aim:** To ensure quality education opportunities that uplift both individuals and communities.



Gender Equality (SDG 5)

Empowering women is central to our social responsibility agenda.

- **Inclusive Workforce:** Women are increasingly part of our workforce across Production, Engineering, QA, HR, and even Utilities.
- **Safe Environment:** Strict zero-tolerance policies against harassment and discrimination remain firmly enforced.
- **Leadership Development:** We are dedicated to nurturing women leaders at every level, including the Board.
- **Our Aim:** To create a safe, equal, and empowering workplace for all genders.



Our Commitment

Shared Responsibility, Lasting Change

True progress cannot be achieved in isolation. We continuously engage with stakeholders—employees, customers, suppliers, investors, and local communities—to understand their needs and design inclusive solutions. Collaborating with peers, NGOs, and public institutions multiplies our impact.

Transparency and accountability guide everything we do. This report is our open commitment to sharing achievements, acknowledging challenges, and striving for continuous improvement as we pursue a future that is both sustainable and just.



Training on "ESG & Sustainability for Board of Directors and Executives"



Youth Leadership and Communication Training for Workers' Children at Century



Training on "Excel and Power BI for Data Analysis"



Century Paper Toastmasters Annual Convention "Inspiring Learning & Leadership"



Governance & Compliance





Corporate Information

Board of Directors

Non-Executive Directors

Iqbal Ali Lakhani (Chairman)
Amin Mohammed Lakhani
Babar Ali Lakhani
Anushka Lakhani

Independent Directors

Asif Qadir
Ali Aamir

Executive Director

Aftab Ahmad (Chief Executive Officer)

Advisor to the Board

Sultan Ali Lakhani

Board's Committees

Audit Committee

Ali Aamir (Chairman)
Amin Mohammed Lakhani
Babar Ali Lakhani

Human Resource & Remuneration Committee

Asif Qadir (Chairman)
Amin Mohammed Lakhani
Anushka Lakhani
Aftab Ahmad

Sustainability Committee

Asif Qadir (Chairman)
Anushka Lakhani
Aftab Ahmad

Key Management Personal

Tanveer Ahmed Khalid (Chief Operating Officer)
Jehanzeb Ali Akhtar (Director Production)
Sheikh Nadeem Ullah (Director Engineering / Power & Utilities)

Officers

Chief Financial Officer

Muhammad Rashid Dastagir

Email:

rashid-dastagir@centurypaper.com.pk

Company Secretary

Mansoor Ahmed

Email:

mansoor-ahmed@centurypaper.com.pk



Shares Registrar

FAMCO Share Registration Services (Private) Limited

8-F, Near Hotel Faran, Nursery
Block-6, P.E.C.H.S.
Shahra-e-Faisal, Karachi.
Phone: (021) 34380101-5, 34384621-23
Fax: (021) 34380106
Email: info.shares@famcosrs.com
Website: www.famcosrs.com

External Auditors

BDO Ebrahim & Co.

Chartered Accountants
Email: info@bdoebrahim.com.pk

Bankers

Conventional

Allied Bank Limited
Bank Al-Falah Limited
Habib Bank Limited
Habib Metropolitan Bank Limited
JS Bank Limited
MCB Bank Limited
National Bank of Pakistan
Soneri Bank Limited
Standard Chartered Bank (Pakistan) Limited
The Bank of Punjab
Industrial & Commercial Bank of China
United Bank Limited

Islamic

Meezan Bank Limited
Faysal Bank Limited
Dubai Islamic Bank Limited
MCB Islamic Bank Limited
Bank Islami (Pakistan) Limited

Offices & Mills

Head Office and Registered Office

Lakson Square, Building No.2,
Sarwar Shaheed Road,
Karachi - 74200, Pakistan.
Phone: (021) 38400000
Fax: (021) 35684336, 35683410
Email: info@centurypaper.com.pk
Website: www.centurypaper.com.pk

Lahore Office

14-Ali Block, New Garden Town,
Lahore - 54600, Pakistan.
Phone: (042) 35886801-4
Fax: (042) 35830338

Mills

62 KM, Lahore-Multan Highway,
N-5, District Kasur, Pakistan.
Phone: (049) 4511464-5, 4510061-2
Fax: (049) 4510063



Directors' Profile

Iqbal Ali Lakhani (Chairman – Non Executive)

Mr. Iqbal Ali Lakhani is the Chairman of the Lakson Group of Companies, one of the Pakistan's large and most diversified business groups. Under his visionary leadership, the Lakson Group has grown into a conglomerate with interests in various sectors, including fast-moving consumer goods, paper and board, printing and packaging, surgical instruments, software development, insurance, media, and telecommunications. Mr. Lakhani has been instrumental in establishing new ventures and steering the group towards continuous growth and innovation.

Mr. Lakhani holds a degree in Business Administration from the University of California, Berkeley, and has over four decades of experience in managing and leading businesses in Pakistan. He has served on the boards of various companies and is an active participant in several business forums. He is also actively involved in philanthropic activities and currently serves as the Vice Chairman of the Layton Rehmatullah Benevolent Trust (LRBT) and as a trustee of the Lakson Medical Trust. In recognition of his philanthropic services, he was honored with the Sitara-e-Imtiaz by the Government of Pakistan in 2019.

Amin Mohammed Lakhani (Director – Non Executive)

Mr. Amin Mohammed Lakhani is a generous philanthropist and a member of the Lakson Group Executive Team. He is the CEO of SIZA Foods, the franchise holder of McDonald's in Pakistan, which has grown to 73 restaurants across the country under his able leadership. He is the recipient of the prestigious Golden Arches Award from McDonald's Corporation in 2011 – the highest award an owner-operator can receive from McDonald's.

He is the Honorary Consul General of Singapore in Pakistan and has been awarded the Public Service Star by the Republic of Singapore and "Tamgha-e-Imtiaz" by Government of Pakistan for his services. He is a founder member of the Young Presidents' Organization in Pakistan and an active alumnus of Stanford University and The Wharton School of Business. He is passionate about sports and enjoys riding, polo, tennis, and golf. He is well-traveled and interested in international affairs.

Babar Ali Lakhani (Director – Non Executive)

Mr. Babar Ali Lakhani is the CEO of Lakson Investments Limited. He has over 25 years of investment and portfolio management experience in Domestic and International Equity & Fixed-income Markets. Babar most recently served as the CIO of Century Insurance; a Public Limited company listed on the Pakistan Stock Exchange (PSX). His prior experience includes working at a Hedge Fund and at Credit Suisse. He currently serves on the boards of Bagallery, Book.Me, Roomy, and OMI Hospital.

He is a member of the Young Presidents Organization Pakistan where he was a Chapter Chair from 2014-2015. He is a volunteer at Special Olympics Pakistan where he helped found an annual marathon in 2016 and a member of the Alumni Trustee Committee of Brandeis University from where he received his MBA. He completed his B.A. in Finance at Bentley College.



Anushka Lakhani (Director – Non Executive)

Ms. Anushka Lakhani is a key member of the executive leadership team of Lakson Group of Companies, one of the largest and most diversified conglomerates in Pakistan. She serves as a Director on the Corporate Boards of three Listed Companies of the Group, namely Century Paper & Board Mills Limited, Merit Packaging Limited, and Century Insurance Company Limited. She also serves as a director in six Public Unlisted and Private Companies of the group.

She is a graduate of two of the most prestigious business schools in the world. She has a BSE from Wharton School of Business, University of Pennsylvania, and an MBA from Harvard Business School.

Ali Aamir (Director – Independent)

Mr. Ali Aamir is a senior Chartered Accountant with over 15 years of combined Board/ Company Secretarial experience with a specific focus on Corporate Governance matters and 40 years of diverse achievements in Public Accounting, Auditing, Banking, Treasury, Taxation, Corporate Governance, and Information Technology, mostly with Multinational Financial Services and Manufacturing Industries in Pakistan.

Asif Qadir (Director – Independent)

Mr. Asif Qadir holds a degree in Chemical Engineering from Columbia University, New York. He joined Exxon Chemical Pakistan Ltd. in 1978 as a Process Engineer and held various assignments in the manufacturing and marketing of fertilizers.

He has served as Chairman of Inbox Business Technologies Ltd., President of the Management Association of Pakistan, and Director & Senior Vice President at Engro Corp. Ltd., the Chairman and Chief Executive of Engro Polymer Trading (Private) Limited, and Chief Executive Officer & Executive Director at Engro Polymer & Chemicals Limited (both are subsidiaries of Engro Corp. Limited).

He is currently serving as Director of Indus Motor Company Limited, Cherat Cement Company Limited, Tripack Films Limited, Descon Oxychem Limited, Thal Limited, Unicol. He also serves on the governing body of Liaquat National Hospital.

Aftab Ahmad (Director & Chief Executive Officer)

Mr. Aftab Ahmad is presently the Chief Executive Officer of Century Paper & Board Mills Limited and serving as a Director of Merit Packaging Limited and Century Insurance Company Limited. He is also member of Audit Committee of Century Insurance Company Limited. He joined Lakson Group of Companies in 1984 as Deputy General Manager (Technical) of Century Paper & Board Mills Limited. He has also served as the General Manager (Operations) and Director (Operations) of the Company. Prior to joining Lakson Group, he worked at Packages Limited in Pakistan, Saigal Brothers and Azzawya Oil Refinery in Libya. Under his Dynamic Leadership, Century Paper & Board Mills Limited became a Market Leader in the field of Packaging. With his engineering background, he successfully implemented the mega project of Century Paper's new board machine PM-7, thereby building CPBM's brand image for quality and reliability in the market.



Shareholders' Information

The Company

The Century Paper & Board Mills Limited ("the Company") is listed on Pakistan Stock Exchange Limited (PSX) and the stock code for dealing in equity shares of the Company at PSX is "CEPB". The Registered office of the Company is located at Lakson Square Building No. 2, Sarwar Shaheed Road, Karachi, Pakistan. Phone: (021) 38400000 and Fax: (021) 35684336 and 35683410.

Ownership

On June 30, 2025 the Company has 4,082 (LY 4,337) shareholders. The Pattern of Shareholding is given on the page 152 of the annual report.

Distribution to Shareholders

The following table shows the cash & stock dividend distributed by the Company during last five years (2019 to 2023).

Rupees in thousand

	2019	2020	2021	2022	2023
Cash Dividend	110,264	147,018	220,528	264,633	-
Stock Dividend	-	-	294,037	264,633	1,988,275
Total	110,264	147,018	514,565	529,266	1,988,275

The details of stock dividends (bonus issues) and the corresponding increase in share capital are outlined below:

Rupees in thousand

Years	Nature of dividend	Stock dividend	Movement of Share capital
Share Capital as at July 1, 2020			1,470,184
2021	Issued bonus shares in the proportion of one (1) share for every five (5) shares held.	294,037	1,764,221
2022	Issued bonus shares in the proportion of three (3) shares for every twenty (20) shares held.	264,633	2,028,854
2023	Issued bonus shares in the proportion of one (1) share for every ten (10) shares held.	202,885	4,017,129
	Issued bonus shares in the proportion of four (4) shares for every five (5) shares held.	1,785,390	
Share capital as at June 30, 2025			4,017,129

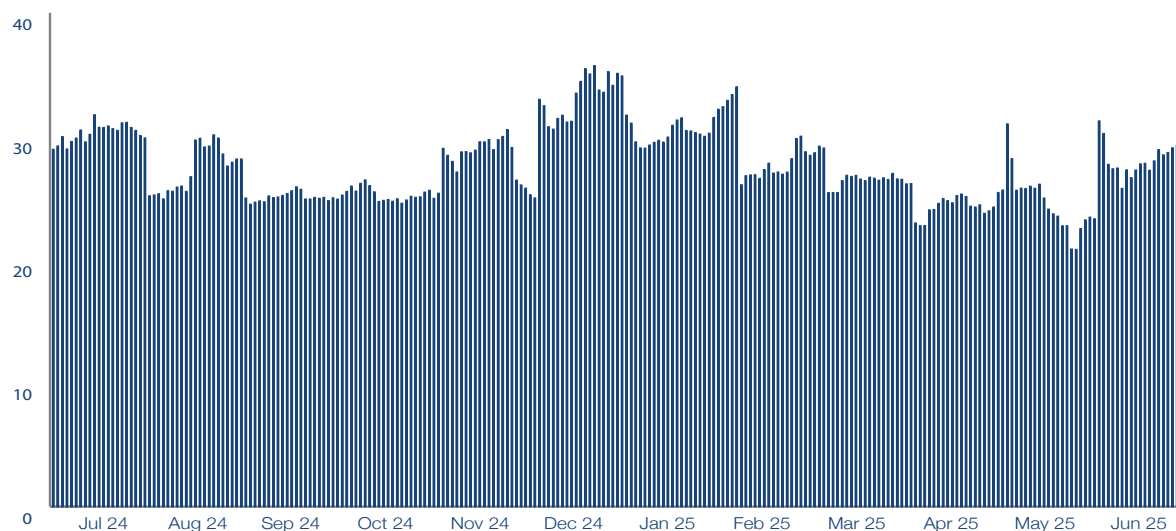
Share Price Sensitivity Analysis

The overall stock market performance and Company's financial and operational performance impact the share price of the Company. The prevailing economic and political environment affects the Stock Market Performance. Prevailing economic conditions, products' market tendency and cost of borrowing affected both financial results and the share price of the Company during the year ended June 30, 2025.



Share Price and Trading Volumes

Period	Share Price (Rupees)			Daily Average of Trading Volume
	High	Low	Closing	
First Quarter (Jul-Sep-24)	34.00	24.13	24.98	417,737
Second Quarter (Oct-Dec-24)	36.80	24.42	31.03	839,188
Third Quarter (Jan-Mar-25)	34.50	25.01	26.13	321,084
Fourth Quarter (Apr-Jun-25)	32.09	20.25	28.64	881,359
Full Year (Jul-24 to Jun-25)	36.80	20.25	28.64	617,528



Financial Results

The tentative timelines of the financial results for the year 2025-26 for approval in the Board of Directors meetings are as follows:

First Quarter ending on September 30, 2025	October 2025
Second Quarter ending on December 31, 2025	January 2026
Third Quarter ending on March 31, 2026	April 2026
For the year ending on June 30, 2026	July 2026

Web Presence

Annual/Quarterly financials reports are regularly placed at the Company's website, www.centurypaper.com.pk.

As required by Company act 2017, the annual Financials Statement of the Company can be downloaded from the QR enable code which will be circulated with the notice of annual general meeting

Change of Address

All registered shareholders should send information on changes of address to: FAMCO Share Registration Services (Private) Limited, 8-F, Near Hotel Faran, Nursery Block-6, P.E.C.H.S. Shakra-e-Faisal, Karachi.



Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 42nd Annual General Meeting of CENTURY PAPER & BOARD MILLS LIMITED will be held on Tuesday, October 28, 2025 at 03:00 p.m. at ICAP Auditorium, Chartered Accountants Avenue, Block 8, Clifton, Karachi as well as electronically through Video link facility to transact the following business:

ORDINARY BUSINESS

1. 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.

As required under Section 223(6) of the Companies Act, 2017 (the "Act"), Financial Statements of the Company have been uploaded on the website of the Company, which can be downloaded from the following link and/or QR enabled code:

<https://centurypaper.com.pk/annual/2025.pdf>



2. To appoint Auditors and fix their remuneration.

SPECIAL BUSINESS

3. To consider and if deemed fit to pass the following resolutions as special resolution:
 - a) **"RESOLVED THAT** the transactions carried out in normal course of business with associated companies/related parties as disclosed in Note No. 46 of the audited financial statements for the year ended June 30, 2025 be and are hereby ratified and approved."
 - b) **"RESOLVED THAT** the Chief Executive Officer of the Company be and is hereby authorized to approve all the transactions carried out and to be carried out in normal course of business with associated companies/related parties during the ensuing year ending June 30, 2026 and in this connection the Chief Executive Officer be and is hereby also authorized to take any and all necessary actions and sign/execute any and all such documents/indentures as may be required in this regard on behalf of the Company."

Statement under Section 134 of the Companies Act, 2017 in the above matter mentioned in item No.3 is annexed.

By Order of the Board



(MANSOOR AHMED)

Company Secretary

Karachi: September 29, 2025



NOTES:

1. Closure of Share Transfer Books

The share transfer books of the Company will remain closed from October 21, 2025 to October 28, 2025 (both days inclusive). Transfers received in order by the Shares Registrar of the Company, M/s. FAMCO Share Registration Services (Private) Limited, 8-F, near Hotel Faran, Nursery, Block-6, P.E.C.H.S., Shahr-e-Faisal, Karachi up to the close of business on October 20, 2025 will be treated in time for the purpose of attending the annual general meeting 'AGM'.

2. Electronic transmission of Annual Report:

In compliance with Section 223(6) of the Act, the Company has electronically transmitted the Annual Report 2025 through email to Shareholders whose email addresses are available with the Company's Shares Registrar, M/s. FAMCO Share Registration Services (Private) Limited. In those cases, where email address is not available with the Company's Shares Registrar, printed notice of AGM along with the weblink and QR enabled code to download the said Annual Report have been dispatched. However, the company will provide hard copies of the Annual Report to any Member on their demand, at their registered address, free of cost, within one week of receiving such request.

Annual Report 2025 shall also be available electronically on PUCARS system of Pakistan Stock Exchange and the Company's website.

3. Participation in the AGM via physical presence or through video link facility

- a. A member, who has deposited his/her shares into Central Depository Company of Pakistan Limited (CDC), must bring his/her participant's ID number and CDC account/sub-account number along with original Computerized National Identity Card (CNIC) or original Passport at the time of attending the meeting.
- b. To facilitate our members who want to attend AGM through Zoom application - a video conference facility will be provided for which undernoted procedure will be followed:
 - i. Shareholders interested in attending the AGM through Zoom application are hereby requested to get themselves registered with the Company Secretary's office by providing the following details at the earliest but not later than 24 hours before the time of AGM (i.e., before 03:00 p.m. on October 27, 2025) through following means:
 - a. Mobile/WhatsApp: 0315 5008228
 - b. E-mail: comsec@centurypaper.com.pk

Shareholders are advised to mention their Name, CNIC Number, Folio/CDC Account Number, cell number and email ID for identification and sending login credential.

Upon receipt of the above information from the interested shareholders, the Company will send the login credentials at their e-mail address. On the date of AGM, shareholders will be able to login and participate in the AGM proceedings through their smartphone/computer devices.

Shareholders can also provide their comments/suggestions for the proposed agenda items of the AGM by using the aforesaid means.

4. Requirements for appointing Proxies

- a. A member entitled to attend and vote at the AGM may appoint another member as his/her proxy to attend, speak and vote on his/her behalf, and a proxy so appointed shall have such rights, as respects attending, speaking and voting at the meeting as are available to a member. A proxy must be a member of the Company.
- b. Form of proxy, in order to be valid must be properly filled-in/executed and received at the registered office of the Company situated at Lakson Square, Building No.2, Sarwar Shaheed Road, Karachi not later than 48 hours before the time of the meeting excluding holidays.
- c. The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form.



- d. Copies of CNIC or the valid passport of the beneficial owners and the proxy shall be furnished along with the proxy form.
- e. The proxy holders shall produce their original CNIC or original valid passport at the time of the Meeting.
- f. A corporate entity, being a member, may appoint any person, regardless whether a member or not, as its proxy. In this respect, a resolution of the Board of Directors/Power of Attorney with specimen signature of the person nominated to represent and vote on behalf of the corporate entity, shall be submitted to the Company along with a completed proxy form.

5. Updation of Shareholder Addresses/Email & Cell Numbers:

Members holding shares in physical form are requested to promptly notify M/s FAMCO Share Registration Services (Pvt.) Limited (the Share Registrar of the Company) of any change in their addresses or any other particulars. Shareholders maintaining their shares in electronic form should have their address updated with their participant or CDC Investor Accounts Service.

6. Conversion of Physical Shares into CDC Account

The Securities and Exchange Commission of Pakistan has issued a letter No. CSD/ED/Misc./2016-639-640 dated March 26, 2021 addressed to all listed companies drawing attention towards the provision of Section 72 of the Companies Act, 2017 (Act) which requires all companies to replace shares issued in physical form with shares in the Book-Entry-form within a period not exceeding four years from the date of the promulgation of the Act in 2017.

In order to ensure full compliance with the provisions of the aforesaid Section 72 and to benefit from the facility of holding shares in the Book-Entry-Form, the shareholders who still hold shares in physical form are requested to convert their shares in the Book-Entry-Form, as soon as possible.

7. Unclaimed Dividend / Shares under Section 244 of the Companies Act, 2017

An updated list of unclaimed dividend/shares of the Company is available on the Company's website www.centurypaper.com.pk. These are unclaimed dividend/shares which have remained unpaid or unclaimed for a period of three years or more from the date these have become due and payable. Claims can be lodged by shareholders on Claim Forms as are available on the Company's website. Claims Forms must be submitted to the Company's Shares Registrar for receipt of dividend/shares.

8. E-Voting:

In accordance with the Companies (Postal Ballot) Regulation, 2018, as amended, the right to vote through electronic voting facility will be provided by the Company in respect of the Special Business. Details of e-voting facility will be shared through 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. The member may alternatively opt for voting through postal ballot which is being published with this notice and is also available on Company's website.

9. Members can exercise their right to demand a poll subject to meeting requirements of Section 143 to Section 145 of the Companies Act, 2017.

10. Prohibition on grant of gifts to Shareholders

The Securities and Exchange Commission of Pakistan (the "SECP"), through its Circular 2 of 2018, dated February 9, 2018, has strictly prohibited companies from providing gifts or incentives, in lieu of gifts (tokens/coupons/lunches/takeaway packages) in any form or manner, to shareholders at or in connection with general meetings. Under Section 185 of the Act, any violation of this directive is considered an offense, and companies failing to comply may face penalties and accordance with the directive issued by the SECP, vide its S.R.O.452(i)/2025 dated 17 March 2025 the Company would like to inform all the shareholders that no gifts will be distributed at the AGM.

11. Proxy Form and Postal Ballot:

Form of Proxy and Postal Ballot Paper are enclosed and are also available on Company's website: www.centurypaper.com.pk.



Statement Of Material Facts

STATEMENT OF MATERIAL FACTS CONCERNING SPECIAL BUSINESS PURSUANT TO SECTION 134 OF THE COMPANIES ACT, 2017

This statement sets out the material facts concerning the Special Business item No. 3 of the Notice which will be considered to be passed by the members.

Agenda Item No.3(a)– Transactions carried out with associated companies/related parties during the year ended June 30, 2025 to be passed as a Special Resolution.

The transactions carried out in normal course of business with associated companies/related parties were being approved by the Board as recommended by the Audit Committee on quarterly basis pursuant to Clause 15 of Listed Companies (Code of Corporate Governance) Regulations, 2019.

During the Board meeting it was pointed out by the Directors that as some of Company Directors were interested in these transactions, the quorum of directors seemingly could not be formed for approval of some of these transactions which resultantly have to be approved by the shareholders in the general meeting.

In view of the above, the transactions conducted during the financial year ended June 30, 2025 with associated companies/related parties shown in Note No. 45 of the financial statements for the year ended June 30, 2025 are being placed before the shareholders for their consideration and approval/ratification.

Agenda Item No. 3(b)– Authorization to the Chief Executive Officer for the transactions carried out and to be carried out with associated companies during the ensuing year ending June 30, 2026 to be passed as a Special Resolution.

The Company would be conducting transactions with associated companies/related parties in the normal course of business. The majority of Directors are interested in these transactions, therefore, such transactions with associated companies/related parties have to be approved by the shareholders.

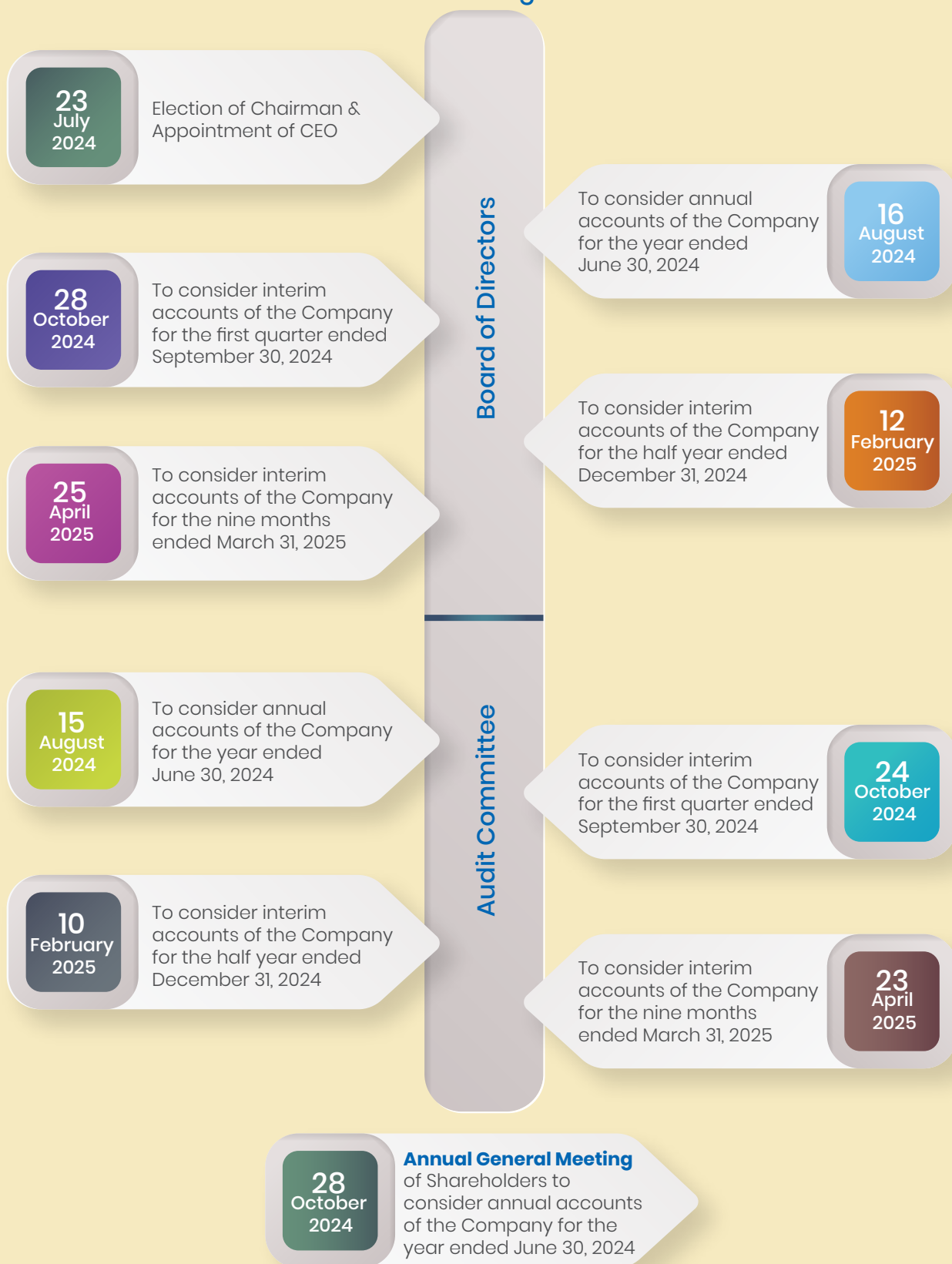
In order to comply with the provisions of Clause 15 of Listed Companies (Code of Corporate Governance) Regulations, 2019, the shareholders may authorize the Chief Executive Officer to approve transactions carried out and to be carried out in normal course of business with associated companies/related parties during the ensuing year ending June 30, 2026.

The Directors are interested in the resolutions to the extent of their common directorships and shareholding in the associated companies and the privileges attached thereto only.



Corporate Calendar

Meetings




Review Report By The Chairman

As required under the Listed Companies (Code of Corporate As required under the Listed Companies (Code of Corporate Governance) Regulations, 2019 an annual evaluation of the Board of Directors of Century Paper & Board Mills Limited is carried out. The purpose of this evaluation is to ensure that the Board's overall performance and effectiveness is measured and benchmarked against expectations in the context of objectives set for the Company.

For the financial year ended June 30, 2025, the Board's overall performance and effectiveness has been assessed as satisfactory. Improvements are an ongoing process leading to action plans. The above overall assessment is based on an evaluation of integral components, including vision, mission and values; engagement in strategic planning; formulation of policies; monitoring the organization's business activities; monitor financial resource management; effective fiscal oversight; equitable treatment of all employees and efficiency in carrying out the Board's responsibility.

The Board of Directors of your Company received agendas and supporting written material including follow up materials in sufficient time prior to the board and its committee meetings. The board meets frequently enough to adequately discharge its responsibilities. The non-executive and independent directors are equally involved in important decisions.



Iqbal Ali Lakhani
Chairman

Dated: August 19, 2025



Directors' Report

On behalf of the Board of Directors (BOD), we are pleased to present the Annual Report of Century Paper & Board Mills Limited (CPBM) for the year ended June 30th, 2025 along with the audited financial statements and Auditors' Report thereon.

MACROECONOMIC OVERVIEW

In FY2025, Pakistan's economy recorded a GDP growth of 2.68%, marking an improvement from the contraction of the previous year. This recovery was supported by prudent fiscal management, improved external balances, and a sharp deceleration in inflation to 4.5% from 23.4% in FY2024. The current account posted a surplus of USD 2.1 billion and Foreign Exchange reserves rose to USD 19.9 billion by mid-July 2025. The exchange rate remained stable, closing at PKR 283.4 per USD by year-end. On the fiscal side, the deficit narrowed to 3.7% of GDP (Jul-May), and a primary surplus of 3.1% of GDP was achieved. Monetary policy remained supportive of recovery, with the policy rate easing cycle started last year continued and the policy rate gradually reduced to 11% in May 2025 (Sources: Pakistan Economic Outlook – July 2025 / SBP Monetary Policy Statement – July 2025).

Industry, which had contracted by 3.8% in FY2024, grew by 1.2% in FY2025. This improvement reflected better energy availability, rising private sector credit, and a measured revival in manufacturing, particularly in export-oriented and consumer durable segments. Large Scale Manufacturing (LSM) performance in FY2025 showed signs of stabilization but remained uneven. Cumulatively, LSM output for the year contracted by 0.74%, compared to a mild 0.03% contraction in the same period last year. The food sector which carries the significant weight in the LSM and has direct impact on demand for paper & Board products contracted even higher by 1.83% (Sources: Pakistan Economic Outlook – July 2025 / SBP Monetary Policy Statement – July 2025).





PAPER & BOARD (P&B) INDUSTRY

The performance of the Paper & Board (P&B) industry in FY2025 remained subdued, reflecting the uneven recovery in Large-Scale Manufacturing (LSM). Demand from key downstream sectors including FMCG was held back by soft domestic consumption and weaker industrial activity. At the same time, the industry continued to face intense pressure from cheaper imported substitutes. Adding to the challenge, segments of the unorganized local sector operated outside the tax net, placing compliant players at a cost disadvantage. These structural headwinds, combined with muted demand in packaging-intensive LSM sectors, constrained the industry's output growth. Looking ahead, a sustained revival will hinge on a broader recovery in industrial demand, effective enforcement of trade remedies, and the creation of a level playing field within the domestic market. The specific challenges from imports and the unorganized sector are detailed below.

Pressure from Imports

Over the years, the domestic industry has invested heavily to expand capacity and enhance capabilities, enabling it to fully meet national demand for Coated Boards, particularly premium grades like Coated Bleached Board (Folding Box Board). This progress could have significantly reduced reliance on imports and established the local industry as a reliable supplier of high-quality products. Despite this strength, the sector continues to grapple with the influx of cheaper imported alternatives, a challenge that has deepened amid slowing demand in recent years.



Directors' Report

While an anti-dumping duty is already in place on Coated Bleached Board, importers have increasingly resorted to misclassification tactics to bypass the levy. To counter this, the industry pursued regulatory and legal remedies – securing a 10% Regulatory Duty from July to December 2024 and filing an anti-circumvention petition with the National Tariff Commission (NTC). Unfortunately, the Regulatory Duty lapsed on 31st December 2024 and couldn't be extended despite industry efforts. On the other side, legal delays slowed NTC's process.

The absence of effective tariff protections has left the market vulnerable, unleashing a wave of underpriced imports that are eroding the competitiveness of domestic producers across all coated packaging segments. For an industry that creates employment across wide segments of society, drives value through use of agricultural residue and recycled paper, and contributes substantially to the national exchequer, this situation is unsustainable. It is therefore critical that NTC concludes its investigations without delay and imposes anti-circumvention duties to safeguard the long-term viability of the domestic industry.

Challenges from the Unorganized Sector

The organized, tax-compliant segment of the Paper & Board industry continues to face mounting pressure from unorganized manufacturers operating outside the formal tax net. Their contribution to income and sales taxes remains negligible, while compliant players not only shoulder the full tax burden but also face additional strain from rising withholding taxes – particularly on recycled paper purchases and outsourced plant services. This disparity places compliant companies at a clear cost disadvantage, enabling unorganized players to undercut prices and capture market share.

Despite repeated representations by the industry to the relevant authorities, meaningful corrective measures have yet to be seen. Unless firm action is taken to enforce tax compliance across the sector, the competitive imbalance will persist, undermining the efforts of responsible players who adhere to regulatory obligations and contribute significantly to the national exchequer.



OPERATION REVIEW

In alignment with these market realities, the Company adopted a targeted production strategy focused on maximizing operational efficiency. This approach resulted in total production of 157,834 MT, compared to 179,964 MT in the previous year. The Company also continued outsourcing material for corrugated box production to maintain flexibility in meeting customer requirements.

Operational execution was closely aligned with cost optimization and energy efficiency objectives. Targeted machine operations enabled the optimal use of economical energy sources, with maximum reliance on coal and natural gas. Concurrently, procurement strategies emphasized the use of cheaper, locally available raw materials to achieve cost efficiencies without compromising product quality.

Throughout the year, the Company maintained its commitment to operational excellence, upholding the highest standards in quality, health, safety, and environmental protection. The Company also actively participated in supplier-driven sustainability initiatives, such as Carbon Disclosure Project (CDP), underscoring its dedication to responsible and sustainable business practices despite a challenging market environment.

SALES PERFORMANCE

The Company achieved sales volumes of 170,187 MT, representing an 8% decline from last year's 184,908 MT. Within this, the Paper & Board segment recorded a decrease reflecting weaker domestic demand and heightened competition from imports. In contrast, sales volumes of corrugated boxes improved supported by targeted customer engagement and flexible outsourcing arrangements.

Faced with stiff competition from imported alternatives, the Company adjusted its selling prices during the year to minimize market share erosion. Overall selling prices declined by 4% compared to last year, with an even greater reduction in selling prices of Paper & Board products. The Coated Bleached board segment, virgin wood pulp being major constituent of it, bore the greatest impact, experiencing a significant erosion in product margins. Despite these pricing pressures, the Company sustained reasonable margins in Recycled Paper based Coated Duplex Board, straw based paper products, and corrugated boxes. This resilience in selected product lines was instrumental in achieving a break-even profit, even under challenging market conditions.



Directors' Report

FINANCIAL PERFORMANCE ANALYSIS

Summarized financial performance is as follows:

	Rupees in million	
	2025	2024
Sales	37,281	42,015
Cost of Sales	(34,617)	(37,949)
Gross profit	2,664	4,066
Admin and Selling Expenses	(1,374)	(1,266)
Other Operating Expenses	(39)	(118)
Other Income	428	340
Operating profit	1,678	3,022
Financial Charges	(1,648)	(1,848)
Profit before income tax and minimum tax differential	30	1,173
Minimum tax differential	(440)	(210)
(Loss) / Profit before income tax	(410)	963
Income tax	64	(439)
Net (loss) / profit after tax	(345)	524
Earnings per share – Rupees	(0.86)	1.30

The operational and sales dynamics discussed earlier, marked by lower production, reduced sales volumes, and downward price adjustments, were directly reflected in the Company's financial results for FY2025. Net sales declined by 11% compared to last year, driven by an 8% reduction in sales volumes and a 4% decrease in average selling prices.

Cost of sales decreased by 9%, with per-ton costs remaining broadly unchanged. Raw material trends were mixed: while international pulp prices remained elevated for most of the year before easing towards the end, recycled paper prices remained relatively



favorable. Energy costs were contained, benefitting from lower coal and gas rates. Despite these efficiencies, gross profit declined to Rs. 2,664 million from Rs. 4,066 million last year, with the gross margin narrowing to 7.14% from 9.68%.

Administrative and selling expenses increased by 8.5%, largely due to inflationary pressures and higher fuel costs, while other income improved by 24%. Consequently, operating profit (EBIT) stood at Rs. 1,678 million, compared to Rs. 3,022 million in the prior year. Finance costs decreased from Rs. 1,848 million to Rs. 1,648 million, reflecting monetary easing, although elevated working capital requirements partially offset this benefit.

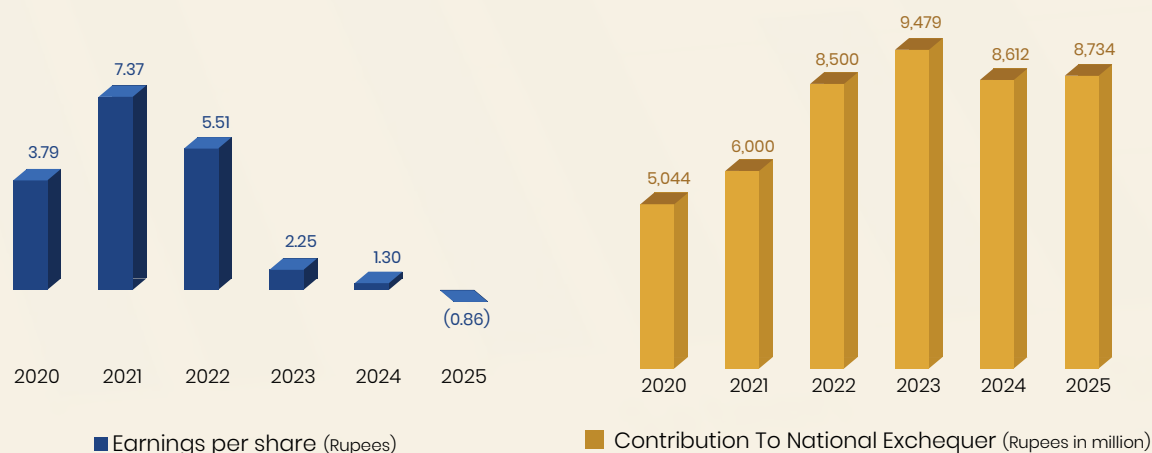
After finance costs, the Company recorded a profit before tax of Rs. 30 million (last year: Rs. 1,173 million). However, after taxation, the Company posted a net loss of Rs. 345 million, compared to a net profit of Rs. 524 million in the prior year. The year's aggregate levy & tax charge of Rs. 376 million (last year: Rs. 649 million) included Rs. 349 million relating to minimum taxes for 2013–2017. These amounts, previously recognized as a benefit under provisions of the Income Tax Ordinance, 2001, had to be reversed during the year following an adverse decision by the Supreme Court on a long-standing litigation. This one-off adjustment is explained in Note 38.2 of the financial statements.

EARNINGS PER SHARE (EPS)

For the year under review, your Company reports the basic earnings per share of Rs. (0.86) as against last year earnings per share of Rs. 1.30, calculated on the fully paid-up ordinary shares totaling 401,712,926. There is no dilution effect on EPS for the period under review and the corresponding period of last year.

CONTRIBUTION TO THE NATIONAL EXCHEQUER

Your Company's contribution to the national exchequer for the year stood at Rs. 8,734 million as compared to Rs. 8,612 million for the last year.



Directors' Report

APPROPRIATION

The following is the movement of Unappropriated profit for the year:

	Rupees in million
Total Comprehensive Loss for the year	(345)
Unappropriated Profit brought forward	791
Available for appropriation	446

CASH FLOWS AND LIQUIDITY MANAGEMENT

As on June 30, 2025, the Company's total borrowings stood at Rs. 11,071 million (FY2024: Rs. 9,826 million). This includes long-term financing of Rs. 3,975 million (FY2024: Rs. 5,522 million) and capital grants of Rs. 159 million (FY2024: Rs. 252 million), classified separately in the statement of financial position. Long-term borrowings represented 36% of total borrowings, compared to 56% last year.

During the year, cash used in operations amounted to Rs. 476 million, against cash generation of Rs. 2,043 million in FY2024. The decline primarily reflected lower profitability and unfavorable changes in working capital, with operating cash turning negative after interest and tax payments. Tax deduction at source also increased significantly following the changes in income tax laws for exemption certificate. However, an amendment introduced through the Finance Act 2025 has restored exemption certificates for listed companies, which is expected to have a favorable impact on tax deductions at source in the ensuing year.

After accounting for net cash outflows of Rs. 355 million from investing activities (FY2024: Rs. 1,064 million) and Rs. 1,561 million from financing activities (FY2024: Rs. 1,225 million), the Company reported a net decrease in cash and cash equivalents of Rs. 2,392 million (FY2024: Rs. 246 million). Consequently, short-term borrowings rose to Rs. 7,095 million (FY2024: Rs. 4,304 million).

The effective borrowing cost followed the trend of monetary easing, averaging 12.81% (FY2024: 18.37%), including short-term borrowing cost of 14.25% (FY2024: 22.18%). The Company continued to utilize an optimal mix of borrowing facilities to minimize financing costs. With policy rates reduced to 11% by year-end and



improved working capital management initiatives, management remains confident of a considerable reduction in finance costs in the ensuing year.

The Treasury function manages the Company's liquidity, funding, and investments, ensuring financial flexibility while optimizing costs/returns and mitigating risks. All treasury activities are carried out under Board-approved policies and counterparty limits.

BALANCING, MODERNIZATION & REPLACEMENT (BMR) AND DIGITIZATION

During the year under review, the Company incurred capital expenditure of Rs. 400 million (FY2024: Rs. 1,083 million). The Company successfully completed BMR projects totaling Rs. 601 million (FY2024: Rs. 1,222 million), which were capitalized during the year. These projects focused on essential upgrades to production and power facilities, aimed at improving reliability, efficiency, and cost competitiveness.

In parallel, the Company continued to pursue digitization of its production processes in collaboration with industry experts, enabling quicker data collection, improved analysis, and enhanced decision-making to optimize plant operations. The Company is also evaluating the migration of its ERP system (Oracle eBusiness Suite) to Oracle Fusion, which offers integrated business processes, real-time analytics, enhanced automation, and cloud-based scalability tailored for modern manufacturing needs.

MARKET CAPITALIZATION

In FY2025, Pakistan's stock market continued its upward trajectory, with the KSE-100 Index rising by approximately 60% during the year, closing at 125,627 points, its highest ever level to date. This strong performance was driven by improved macroeconomic stability, policy rate cuts, easing inflation, and the continued confidence in the IMF-supported program.

Turning to our Company, as of June 30, 2024, our share price stood at Rs. 29.95. Throughout FY2025, it traded within a range of Rs. 20.25 (low) at 9th May 2025 and Rs. 36.80 (high) at 5th December 2024. By June 30, 2025, our share price had held steady at 31.21, translating into a market capitalization of Rs. 12,537 million that is slightly improved from June 2024 figure of Rs. 12,031 million.



Directors' Report

RISK MITIGATION

The Board of Directors, Board's Audit Committee, and the senior management team led by the Chief Executive Officer are responsible for oversight of your Company's operations and to evolve proactive strategies to mitigate any potential adverse impact of major risks duly categorized into Strategic Risk, Operation Risks and Financial Risks. The information about these risks and their mitigants is provided below:

Risk factors	Mitigants
a) Strategic Risk	
<ul style="list-style-type: none"> Changes in global and local economic trends & competition threats. Technology and product innovations disrupting the acceptability of the Company's products. Market shift towards the substitute products. Changes in the Legal requirements. 	Your Company regularly keeps track of the changing market trends and seeks feedback from its regular and prospective customers. Your Company also ensures that its products are best suited for the customers' current and future needs at competitive prices with the finest quality as a measure to counter the competition and to retain and improve its market share.
b) Operational Risks	
<ul style="list-style-type: none"> Upkeep of production machines. Rising raw material/fuel and other operating costs. Supply chain disruptions and increased lead time. Scarcity of Materials/Fuels disrupting the production. Dearth of Skilled human resources. 	Your Company has a well-diversified supplier base for domestic and imported materials. Energy sufficiency is ensured by putting in place different power/steam generation facilities running on alternate fuels. Human resources are developed by providing appropriate in-house and external training opportunities.



Risk factors	Mitigants
c) Cybersecurity Risks	
<ul style="list-style-type: none"> • Ransomware Attacks • Phishing and Social Engineering • Insider Threats • IoT Vulnerabilities • Physical Security Breaches 	<p>The Company has following system in place to mitigate the cybersecurity risks:</p> <ul style="list-style-type: none"> • Security Software Solution • Firewall Solutions • Secure WIFI Connectivity • Use of Licensed Software <p>Moreover, Company is also in process of implementation of ISO/IEC 27001 standard "Information Security Management System".</p>
d) Financial Risks	
<ul style="list-style-type: none"> • Credit Risk • Liquidity Risk • Interest rates Risk • Foreign Exchange Risk 	<p>These risks are explained in note 48 of the financial statements.</p>

CAPITAL MANAGEMENT

Your Company's policy is to maintain a strong capital base and preserve investors, creditors, and market confidence to safeguard its ability to continue as a going concern. Your Company manages its capital structure and makes appropriate adjustments to move with economic changes and the risks associated with safeguarding its asset base. Your Company's management believes in maintaining an appropriate debt-equity ratio and optimal mix of long and short-term debts. As of June 30, 2025, Shareholder Equity stood at Rs. 13,415 million (L.Y. Rs. 13,682 million). Simultaneously, the Company's net debt increased from Rs. 9,826 million at the end of last year to Rs. 11,071 million. Consequently, the gearing ratio as of June 30, 2025, edged up to 0.45:1 from 0.41:1 at the end of last year.



Directors' Report

CREDIT RATING:

In June 2025, the company received a stable and favorable credit rating of "AA - (AA Minus)" for Long-Term and "A-1 (A Minus One)" for Short-Term from VIS Credit Rating Company Limited. The rating agency's assessment, categorized as "Stable," reflects the company's strong creditworthiness and its robust capacity for timely repayment.

PROVIDENT AND GRATUITY FUNDS

Your Company provides terminal benefits to its employees in the shape of a provident fund and a gratuity scheme. These funded benefits are maintained by two separate duly approved trusts. These trusts are managed by trustees who get the funds audited each year.

The trustees of the respective funds have informed the Company that the values of the investments of the two funds as of the year-end were as follows:

	Rupees in million	
	2025	2024
Provident Fund	1,342.71	1,159.11
Gratuity Fund	1,314.60	1,106.82

AUDITORS

The present Auditors, BDO Ebrahim & Company, Chartered Accountants, are the retiring auditors of the Company and have offered their services for re-appointment. They 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 the firm is fully compliant with the International Federation of Accountants (IFAC) guidelines on code of ethics, as adopted by ICAP. On the recommendation of the Board's Audit Committee, the Board of Directors proposed their re-appointment by the shareholders at the forthcoming Annual General Meeting, as auditors of the Company for the year ending June 30, 2026, at a fee to be mutually agreed upon.



CORPORATE INFORMATION

Board of Directors

Composition of the Board

During the year, after expiry of the three-year term of Board of Director on July 17, 2024, an Extra-Ordinary General Meeting (EOGM) of your Company was held on July 12, 2024 to elect the directors for a new term of three (3) years commencing from July 17, 2024 and following seven directors were elected: -

Mr. Iqbal Ali Lakhani (Chairman – Non-Executive Director)

Mr. Amin Mohammed Lakhani (Non-Executive Directors)

Mr. Babar Ali Lakhani (Non-Executive Directors)

Ms. Anushka Lakhani (Non-Executive Directors)

Mr. Aftab Ahmad (Chief Executive Officer)

Mr. Ali Aamir (Independent Director)

Mr. Asif Qadir (Independent Director)

Subsequent to election of directors, Mr. Iqbal Ali Lakhani was re-elected as Chairman of the Board and Mr. Aftab Ahmed was re-appointed as Chief Executive Officer of the Company for the term of next 3 years.

During the year, the Board consisted of seven (7) members. The composition of the Board during the year is given below: -

Male	6
Female	1
Independent Directors	2
Non-Executive Directors	4
Executive Director	1

Board Meetings

Five meetings of the Board of Directors were held during the year ended June 30, 2025. Attendance by each Director was as under:

Name of Directors	Meetings Attended
Non-Executive Directors	
Mr. Iqbal Ali Lakhani (Chairman)	5
Mr. Amin Mohammed Lakhani	5
Mr. Babar Ali Lakhani	5
Ms. Anushka Lakhani	5



Directors' Report

Name of Directors	Meetings Attended
Independent Directors	
Mr. Ali Aamir	5
Mr. Asif Qadir	4
Executive Director	
Mr. Aftab Ahmad (CEO)	5

Audit Committee

An Audit Committee was set up by the Board as per the requirements of the Code of Corporate Governance. An independent Director is its chairman and two Non-Executives Directors are members. Four meetings of the Committee were held during the year ended June 30, 2025. Attendance of each Director is as under:

Name of Directors	Role in Committee	Director Type	Meetings Attended
Mr. Ali Aamir	Chairman	Independent	4
Mr. Amin Mohammed Lakhani	Member	Non-Executive	4
Mr. Babar Ali Lakhani	Member	Non-Executive	3

The terms of reference of the Audit Committee have been duly prescribed by the Board including those specified in the Code of Corporate Governance. In addition, the Audit Committee is free to ask for any information and explanation to satisfy itself regarding the financial statements and internal controls. The committee met at least once a quarter to review the financial statements and any major judgmental areas concerning the Company's business. The Audit Committee gives its recommendations to the Board for the approval of financial statements which are duly endorsed by the CEO and CFO.

Human Resource & Remuneration Committee

The Board, following the Code of Corporate Governance, has also constituted a Human Resource and Remuneration Committee. It comprises of the following members:

Name of Directors	Role in Committee	Director Type
Mr. Asif Qadir	Chairman	Independent
Mr. Amin Mohammed Lakhani	Member	Non-Executive
Ms. Anushka Lakhani	Member	Non-Executive
Mr. Aftab Ahmad	Member	Executive



A meeting of the Committee was held during the year which was attended by all the members. The terms of reference of the Committee include but are not limited to those mentioned in the Code of Corporate Governance.

Sustainability Committee

The Board, following the Code of Corporate Governance, has also constituted a Sustainability Committee. It comprises of the following members:

Name of Directors	Role in Committee
Mr. Asif Qadir	Chairman
Ms. Anushka Lakhani	Member
Mr. Aftab Ahmed	Member

Directors' Remuneration

The remuneration of the Board members is approved by the Board. However, in following the Code of Corporate Governance, it is ensured that no Director takes part in deciding his/her remuneration. Please refer to note 45 of the Financial Statements for information on the remuneration of the Chief Executive Officer and Directors for the year ended June 30, 2025.

Directors' Training Program

All the Directors on the Board are fully aware of their duties and responsibilities as Directors of your Company. The Company has fully complied with the requirements of the CCG as out of seven (7) directors, four (4) Directors of your Company have completed the Director Training Program and three (3) directors are exempted from the requirement of the Directors' Training program.

Directors' Evaluation

The Board of Directors has put in place an effective mechanism to review its performance on a self-assessment basis. The Board duly provides valuable guidance and ensures effective corporate governance.

INTERNAL FINANCIAL CONTROLS

The directors are aware of their responsibility with respect to internal financial controls. Through discussion with the management and auditors (both internal and external), they confirm that adequate controls have been implemented by the Company.

CORPORATE AND FINANCIAL REPORTING

Your Company is committed to good corporate governance. The Board acknowledges its responsibility in respect of the Corporate and Financial Reporting Framework. The Directors confirm that:

- The Financial Statements prepared by the management of the Company present its state of affairs fairly, the results of its operations, cash flows, and changes in equity.
- Proper books of accounts have been maintained by the Company;



Directors' Report

- Appropriate accounting policies have been consistently applied in the preparation of the financial statements and accounting estimates are based on reasonable and prudent judgment;
- There are no doubts upon the Company's ability to continue as a going concern;
- There has been no material departure from the best practices of the Code of Corporate Governance, as detailed in the listing regulations of the Pakistan Stock Exchange;
- Significant deviations from last year's operating results of the Company have been highlighted and reasons have been explained in the Directors report;
- The system of internal control is sound in design and has been effectively implemented and monitored;
- International Financial Reporting Standards, as applicable in Pakistan and the requirements of the Companies Act, 2017 have been followed in the preparation of the financial statements; and any departure thereof has been adequately disclosed and explained;
- Summary of key operational and financial data for the last six years is annexed to the annual report.
- Information about taxes and levies is given in the notes to, and forming part of, financial statements.
- The number of board and committees' meetings held during the year and attendance by each director is annexed.
- The pattern of shareholding is annexed on page 152.

RELATED PARTY TRANSACTIONS

In accordance with the relevant regulations, your Company has devised a Related Party Transactions Policy approved by the Board of Directors which governs how arm's length and non-arm's length transactions are dealt with. All related party transactions carried out during the year are disclosed in note 46 of the Financial Statements.

COMPLIANCE WITH THE CODE OF CORPORATE GOVERNANCE

The Statement of Compliance with the Code of Corporate Governance is annexed to the report.

MATERIAL CHANGES

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

CHANGE IN THE NATURE OF BUSINESS

No significant changes have occurred during the year concerning the nature of the business of the Company.



PATTERN OF SHAREHOLDING

The pattern of shareholding of the Company as of June 30, 2025, along with the necessary information is annexed to this report. There were 4,082 (L.Y. 4,337) shareholders on the record of the Company as of June 30, 2025. There was no purchase / sale of shares by Directors / Chief Executive Officer / Company Secretary / Chief Financial Officer / Executives and their minor children during the year.

The Board has determined a threshold in respect of trading of your Company's shares by executives and employees belonging to the manager and above categories irrespective of their salaries.

DIVERSITY, EQUITY AND INCLUSION (DE&I)

At your Company, promoting Diversity, Equity, and Inclusion (DE&I) is a top priority, as we are committed to being an equal opportunity employer that fosters a culture of fairness, respect, and inclusivity. We have implemented measures such as recruitment policies that emphasize diversity, gender inclusion programs, and training initiatives aimed at fostering an inclusive culture. We have created a flexible opportunity for local women to engage in raw material sorting on their own schedule, offering transport, free lunch, and personal hygiene materials, empowering them with financial freedom and greater autonomy at home. Through mentorship and leadership development programs, we ensure equitable career advancement opportunities for all employees.

GENDER PAY GAP

we are deeply committed to fostering an inclusive and equitable workplace, ensuring that all employees are fairly compensated for their contributions, regardless of gender. Our Gender Pay Gap Report Provides a transparent analysis of mean and median pay differences between male and female employees.

Following is the Gender Pay Gap Calculated for the year ended June 2025:

Gender Pay Gap - Mean	-4.86%
Gender Pay Gap - Median	12.83%

The above ratios reflect the overall employee gender pay gap across the organization. There is no difference in pay scale based on gender. However, employee remuneration may vary depending on factors such as education, experience, and other relevant qualifications.

CUSTOMER FOCUS AND EMPLOYEE ENGAGEMENT

Our business success is anchored in two key pillars: a deep commitment to our customers and a strong harmonious relationship with our employees. By placing customers at the heart of every strategic decision, we continuously refine our understanding of their needs, ensuring that our offerings earn their loyalty and trust. Simultaneously, our supportive work environment, characterized by low turnover and mutual respect, fosters a sense of belonging and enhances employee engagement and performance, driving overall excellence in our company.





Directors' Report

SUSTAINABILITY AND CSR

The company remains committed to achieving in excellence in Health, safety and Environment (HSE) Standards aligning its operations with international certifications such as ISO 9001:2015 QMS, ISO 14001:2015 EMS, ISO 45001:2018 OSHM, FSC COC, and ISO/IEC 17025. The comprehensive HSE manual, applicable across all locations, is central to the company's safety culture. Competent HSE teams are tasked with implementing and continuously improving systems, supported by regular internal audits.

As a part of the Laskson group, Sustainability is integral to our operations. We focus on climate action, environmental awareness, and the UN's Sustainable Development Goals, with significant achievements in energy efficiency, workplace safety, and community welfare. Our efforts have earned us awards such as the Sustainability Initiative Award 2024 and the Environment Excellence Award 2023.

In social responsibility, we prioritize education, clean water, and support for vulnerable groups, collaborating with NGOs and foundations. This year, we contributed Rs 10.96 million to various philanthropic initiatives.

For detailed insights, please refer to our separate Sustainability and CSR report published on pages from 32 to 37 of the annual report .

SUSTAINABILITY RELATED RISKS

At your Company, sustainability-related risks, such as climate change, resource depletion, and regulatory challenges, are managed through proactive strategies. These include investment in renewable energy, water conservation efforts, and optimizing production processes to reduce environmental impacts. We adopt a circular economy approach, reusing treated effluent water and reducing waste to improve resource efficiency. Additionally, we comply with international standards like ISO 14001 and FSC COC to ensure that our environmental management systems align with global best practices. The major sustainability risks and mitigating strategies are outlined in the table below:-

S. No.	Risk Category	Description of Risk	Mitigating Strategies
1	Energy Consumption, GHG Emissions, and Climate Change	High dependency on non-renewable energy sources, contributing to greenhouse gas emissions and climate change.	Implementing comprehensive energy conservation measures such as installing a 3.7 MW solar power plant, utilizing waste heat recovery systems, upgrading to modern air compressors, applying Variable Frequency Drives (VFDs), and incorporating Biomass Boilers.
2	Circular Economy Pressures	Missing opportunities for recycling and reuse, that decreases resource dependency and waste generation.	We are committed to advancing circular economy practices by incorporating recycled paper and agricultural residues as primary fibrous materials. We implement comprehensive water stewardship strategies, including water recycling and groundwater replenishment through rainwater harvesting. Waste reduction is achieved by treating wastewater using Dissolved Air Flotation (DAF) and biological processes, converting wheat straw fines into biofuel, and repurposing coal ash for use in cement and brick manufacturing.
3	Health and Safety of Employees	Suboptimal working conditions may pose health risks and reduce workforce safety.	Accident and fire risks are eliminated through regular fire drills, maintaining up-to-date firefighting equipment, external evaluations and conducting thorough incident investigations.
4	Gender Diversity, Equity & Inclusion (DE&I)	Bias in hiring, training, and career advancement.	To uphold the commitment outlined in the DE&I policy, the organization provides regular training sessions on diversity and inclusion. Job advertisements are free from gender bias, ensuring inclusivity at the hiring stage. Additionally, managerial promotions are approved by the Board's HR committee, which includes a female member to foster balanced decision-making.



Directors' Report

OUTLOOK FOR THE YEAR 2026

FY2026 is expected to bring measured yet promising improvement, with GDP growth target set at 4.2% by the Government and at 3–4% growth projected by multilateral Institutions. Inflation is anticipated to ease to 7–9% while the rupee remains stable. Fiscal discipline should reinforce revenue gains, while the cut in the policy rate to 11% is set to revive credit flows, reduce financing costs, and stimulate investment. With planned spending in infrastructure, energy, and digital transformation, the broader industrial sector is positioned to regain momentum and restore business confidence.

Within this backdrop, the Paper & Board industry is poised to benefit from lower financing costs, currency stability, and more predictable input prices, helping to restore competitiveness and margins. Sustained recovery, however, depends on domestic demand revival, effective trade enforcement, and consistent policies. Specifically, the Industry will look forward to:

- Swift conclusion of the Anti-Circumvention Duty determination by the National Tariff Commission.
- Strong enforcement against the unorganized sector to ensure a level playing field.
- Continued policy protection to counter unfair imports.

Your Company is well-positioned to seize opportunities with its upgraded capacities and capabilities, which can deliver the improved cost efficiencies and competitiveness at optimal plant operations. However, to navigate the current challenges, management will maintain a balanced marketing strategy, aligning volumes with margins and driving savings through local sourcing and tighter inventories. With these levers in place, FY2026 could mark a turning point toward growth, resilience, and improved performance.

ACKNOWLEDGEMENT

The Directors wish to acknowledge the devotion of the employees of all cadres and are appreciative of their dedication and commitment. They also extend heartfelt appreciation to the Company's suppliers, customers, and bankers for their continued confidence and support.

On Behalf of the Board of Directors



Iqbal Ali Lakhani

Chairman



Aftab Ahmad

Chief Executive Officer

Karachi: August 19, 2025



اعتراف

ڈائریکٹرز تمام شعبے کے ملازمین کی لگن کو سراہتے ہیں اور ان کی محنت اور عزم کی قدر کرتے ہیں۔ وہ کمپنی کے سپلائرز، صارفین، اور بینکوں کو ان کے مسلسل اعتماد اور تعاون کے لیے نہایت مشکور ہیں۔

بورڈ آف ڈائریکٹرز کی جانب سے



آفتاب احمد

چیف ایگزیکٹو آفیسر



اقبال علی لاکھانی

چیئر مین

کراچی : 19 اگست 2025ء



صارفین پر توجہ اور ملازمین سے تعلقات

ہماری کاروباری کامیابی کے دو اہم اور بنیادی جز ہیں: اپنے صارفین کے ساتھ گہری وابستگی اور ہمارے ملازمین کے ساتھ مضبوط ہم آہنگی۔ صارفین کو ہر اسٹریٹجک فیصلے کے موقع میں مد نظر رکھ کر، ہم ان کی ضروریات کے بارے میں آگاہ رہتے ہیں اور اس بات کو یقینی بناتے ہیں کہ ہماری مصنوعات ان کا بھروسہ اور اعتماد حاصل کریں۔ اسی کے ساتھ ساتھ، ہمارے کام کا پرسکون ماحول باہمی احترام اور احساس جیسی خصوصیات ملازمین کی کارکردگی کو بڑھاتی ہیں، جس سے ہماری کمپنی کی کارکردگی پر مثبت اثرات مرتب ہوتے ہیں۔

سال 2026 کا منظر نامہ

مالی سال 2026 میں معتدل مگر امید افزا بہتری متوقع ہے۔ حکومت نے جی ڈی پی کی شرح نمو 4.2 فیصد مقرر کی ہے جبکہ کثیرالاجتی اداروں کے مطابق 3-4 فیصد نمو متوقع ہے۔ مہنگائی کی شرح 7-9 فیصد تک رہنے کی توقع ہے اور روپے میں استحکام رہے گا۔ مالیاتی نظم و ضبط آمدنی کو بہتر کرے گا جبکہ پالیسی ریٹ 11 فیصد تک کم ہونے سے قرضوں کے بہاؤ میں اضافہ، مالیاتی اخراجات میں کمی اور سرمایہ کاری میں تیزی آئے گی۔ انفراسٹرکچر، توانائی اور ڈیجیٹل ٹرانسفارمیشن میں مجوزہ اخراجات صنعت کو دوبارہ متحرک کریں گے اور کاروباری اعتماد بحال ہوگا۔

ان حالات میں پیپر اینڈ بورڈ انڈسٹری کم مالیاتی اخراجات، کرنسی کے استحکام اور خام مال کی قیمتوں میں استحکام کے سبب مسابقت اور منافع بحال کرنے کے قابل ہوگی۔ تاہم پائیدار بحالی مقامی طلب میں اضافے، تجارتی اقدامات کے مؤثر نفاذ اور مستقل پالیسیوں پر منحصر ہوگی۔ خاص طور پر انڈسٹری درج ذیل امور کی توقع رکھتی ہے:

- نیشنل ٹیرف کمیشن کی جانب سے ہنٹی سرکومینشن ڈیوٹی کے فیصلے کا جلد اجراء۔

- غیر منظم شعبے کے خلاف کارروائی تاکہ مساوی مواقع میسر ہوں۔

- غیر منصفانہ درآمدات کے مقابلے کے لیے پالیسی تحفظ کا تسلسل

آپ کی کمپنی اپ گریڈ کی گئی صلاحیتوں کے ساتھ بہتر لاگت کی بچت اور مسابقت حاصل کرنے کی پوزیشن میں ہے۔ موجودہ چیلنجز سے نمٹنے کے لیے مینجمنٹ متوازن مارکیٹنگ حکمت عملی اختیار کرے گی، جس میں مقدار اور منافع کا امتزاج، مقامی خام مال کا استعمال اور انویسٹری میں کمی شامل ہوگی۔ ان اقدامات کے ذریعے مالی سال 2026 ترقی، اور بہتر کارکردگی کی جانب ایک اہم سنگ میل ثابت ہو سکتا ہے۔



سیریل نمبر	خطرے کا زمرہ	خطرے کی تفصیل	تحقیف کی حکمت عملی
3	ملازمین کی صحت اور حفاظت	کام کی جگہ پر حفاظتی اقدامات کا ناکافی ہونا ملازمین کی صحت اور حفاظت کے لیے خطرناک ہو سکتا ہے۔	حادثات اور آگ کے خطرات کو باقاعدہ فائر ڈرلز، تازہ ترین آگ بجھانے والے آلات کو برقرار رکھنے، بیرونی تشخیص اور واقعے کی مکمل تحقیقات کے ذریعے ختم کیا جاتا ہے۔
4	صنعتی تنوع، مساوات اور شمولیت (DE&I)	ملازمین کی بھرتی، تربیت، اور کیریئر کی ترقی میں تعصب۔	DE&I پالیسی میں بیان کردہ عزم کو برقرار رکھنے کے لیے ادارہ صنعتی تنوع، اور شمولیت پر باقاعدہ تربیتی سیشن فراہم کرتا ہے۔ ملازمت کے اشتہارات صنعتی تعصب سے پاک ہیں، ملازمین کے چناؤ کے عمل میں صنعتی تنوع اپنانے کو یقینی بناتے ہیں۔ مزید برآں، کلیدی عہدوں پر ترقیوں کو بورڈ کی HR کمیٹی سے منظور کیا جاتا ہے، جس میں متوازن فیصلہ سازی کو فروغ دینے کے لیے ایک خاتون رکن شامل ہیں۔

صنعتی تنوع، مساوات اور شمولیت (DE&I)

آپ کی کمپنی میں صنعتی تنوع، مساوات، اور شمولیت (DE&I) کو فروغ دینا اولین ترجیح ہے، کیونکہ ہم ایک مساوی مواقع فراہم کرنے والے آجر ہونے کے لیے پرعزم ہیں جو انصاف، احترام اور شمولیت کے کلچر کو فروغ دیتا ہے۔ ہم نے ایسے اقدامات نافذ کیے ہیں جیسے بھرتی کی پالیسیاں جو تنوع پر زور دیتی ہیں، صنعتی شمولیت کے پروگرام، اور تربیتی اقدامات جن کا مقصد ایک جامع ثقافت کو فروغ دینا ہے۔ ہم نے مقامی خواتین کے لیے خام مال کی چھانٹی کا مناسب روزگار فراہم کیا اور ساتھ ہی ان کو ٹرانسپورٹ، مفت لنچ، اور ذاتی حفظان صحت کا مواد بھی فراہم کیا جاتا ہے، اس طرح انہیں مالی آزادی اور خود مختاری کے قابل بنایا جاتا ہے۔ رہنمائی اور قائدانہ ترقی کے پروگراموں کے ذریعے، ہم تمام ملازمین کے لیے کیریئر میں ترقی کے مساوی مواقع کو یقینی بناتے ہیں۔



ماحولیاتی استحکام سے متعلق خطرات

آپ کی کمپنی میں، ماحولیاتی استحکام سے متعلق خطرات، جیسے موسمیاتی تبدیلی، وسائل کی کمی، اور ریگولیٹری چیلنجز، کو فعال حکمت عملیوں کے ذریعے منظم کیا جاتا ہے۔ ان میں قابل تجدید توانائی میں سرمایہ کاری، پانی کے تحفظ کی کوششیں، اور ماحولیاتی اثرات کو کم کرنے کے لیے پیداواری عمل کو بہتر بنانا شامل ہے۔ ہم ایک سرکلر اکانومی اپروچ اپناتے ہیں، ٹریٹ شدہ پانی کا دوبارہ استعمال کرتے ہیں اور وسائل کی کارکردگی کو بہتر بنانے کے لیے فضلہ کو کم کرتے ہیں۔ مزید برآں، ہم بین الاقوامی معیارات جیسے ISO 14001 اور FSC COC کی تعمیل کرتے ہیں تاکہ یہ یقینی بنایا جاسکے کہ ہمارے ماحولیاتی نظم و نسق کے نظام عالمی بہترین طریقوں سے ہم آہنگ ہیں۔ پائیداری کے بڑے خطرات اور تحقیف کی حکمت عملیوں کا خاکہ ذیل کے جدول میں دیا گیا ہے:

سیریل نمبر	خطرے کا زمرہ	خطرے کی تفصیل	تحقیف کی حکمت عملی
1	توانائی کی کھپت، GHG کا اخراج، اور موسمیاتی تبدیلی	غیر قابل تجدید توانائی کے ذرائع پر زیادہ انحصار، گرین ہاؤس گیسوں کے اخراج اور موسمیاتی تبدیلیوں میں حصہ ڈالتا ہے۔	توانائی کے تحفظ کے جامع اقدامات جیسے کہ 3.7 میگاواٹ کا سولر پاور پلانٹ لگانا، اضافی حرارت کو قابل استعمال بنانے کا نظام، لیئر کمپریسرز کو آپ گریڈ کرنا، ویری ایبل فریکوئنسی ڈرائیوز (VFDs) کا اطلاق، اور بائو ماس بوائلرز کو شامل کرنا۔
2	سرکلر اکانومی پریشرز	ری سائیکلنگ اور دوبارہ استعمال کے ایسے مواقع کی عدم دستیابی، جس سے وسائل پر انحصار اور صنعتی فضلہ کی پیداوار میں کمی واقع ہو۔	ہم ری سائیکل شدہ کاغذ اور زرعی باقیات کو بنیادی خام مال کے طور پر شامل کر کے سرکلر اکانومی کے طریقوں کو آگے بڑھانے کے لیے پرعزم ہیں۔ ہم پانی کی ذخیرہ اندوزی کی جامع حکمت عملیوں پر عمل درآمد کرتے ہیں، بشمول پانی کی ری سائیکلنگ اور بارش کے پانی کی ذخیرہ اندوزی کے ذریعے زمینی پانی کو بھرنا۔ تحلیل شدہ لیئر فلوٹیشن (DAF) اور حیاتیاتی عمل کا استعمال کرتے ہوئے گندے پانی کو قابل استعمال بنا کر، گندم کے بھوسے کے ذرات کو بائو فیول میں تبدیل کر کے، اور کونکے کی راکھ کو سیمینٹ اور اینٹوں کی تیاری میں استعمال کر کے صنعتی فضلے میں کمی کی جاتی ہے۔



ڈائریکٹر رپورٹ

کاروباری نظم و ضبط کے ضوابط کی تعمیل (Code Of Corporate Governance)

کاروباری نظم و ضبط کے ضوابط کی تعمیل کا بیان رپورٹ کے ساتھ منسلک ہے۔

نمایاں تبدیلیاں

مالیاتی سال کے اختتام اور اس رپورٹ کی تاریخ کے درمیان ایسی کوئی نمایاں تبدیلیاں یا معاہدے نہیں ہوئے جو آپ کی کمپنی کی مالیاتی پوزیشن پر اثر انداز ہو سکیں۔

کاروبار کی نوعیت میں تبدیلی

سال کے دوران کمپنی کے کاروبار کی نوعیت میں کوئی نمایاں تبدیلی نہیں ہوئی۔

حصص داری کی تفصیل (Pattern of shareholding)

30 جون 2025 تک کمپنی میں شیئر ہولڈرز کا پیٹرن، ضروری معلومات کے ہمراہ اس رپورٹ کے ساتھ منسلک ہے 30 جون 2025 تک کمپنی میں شیئر ہولڈرز کی تعداد 4,082 تھی (گزشتہ سال 4,337)۔ سال کے دوران ڈائریکٹرز، سی ای او، کمپنی سیکرٹری، سی ایف او، ایگزیکٹوز یا ان کے نابالغ بچوں کی جانب سے کوئی خرید و فروخت نہیں کی گئی۔ بورڈ نے مینیجر اور اس سے زائد کیٹیگریز سے تعلق رکھنے والے ایگزیکٹوز اور ملازمین کی طرف سے ان کی تنخواہوں سے قطع نظر آپ کی کمپنی کے شیئرز کی لین دین کے حوالے سے ایک حد طے رکھی ہے۔

ماحولیاتی استحکام اور سماجی ذمہ داری (CSR)

کمپنی صحت، حفاظت اور ماحولیات (HSE) کے عالمی معیار کو اپنانے کیلئے پر عزم اور، ISO 9001:2015 QMS، ISO 14001:2015 EMS، ISO 45001:2018 OSHM، FSC COC جیسے سرٹیفیکیشن کے مطابق کام کر رہی ہے۔ کمپنی کی جامع HSE مینوئل تمام مقامات پر نافذ ہے، جس پر ماہر ٹیمیں عمل درآمد یقینی بناتی ہیں اور داخلی آڈٹ سے اسے مزید بہتر بنایا جاتا ہے۔

لیکن گروپ کا حصہ ہونے کے ناطے ماحولیاتی استحکام ہمارے کاروبار کا بنیادی جز ہے۔ ہم ماحولیاتی تحفظ، موسمیاتی تبدیلی سے نمٹنے، توانائی کی بچت اور کمیونٹی فلاح پر توجہ دیتے ہیں۔ اس ضمن میں ہمیں (Sustainability Initiative Award 2024) اور (Environment Excellence Award 2023) سے نوازا گیا۔

سماجی ذمہ داری کے تحت ہم تعلیم، صاف پانی اور پسماندہ طبقات کی مدد کو ترجیح دیتے ہیں۔ اس سال ہم نے مختلف فلاحی منصوبوں پر 10.96 ملین روپے خرچ کیے۔

تفصیلات کے لیے براہ کرم ہماری ماحولیاتی استحکام اور سماجی ذمہ داری رپورٹ CSR صفحہ نمبر 32 سے 37 پر ملاحظہ کریں۔



کارپوریٹ اور مالیاتی رپورٹنگ

- آپ کی کمپنی کاروباری نظم و ضبط کے ضابطے کی تعمیل کے عہد پر کاربند ہے۔ بورڈ کارپوریٹ اور فنانشل رپورٹنگ فریم ورک کے حوالے سے اپنی ذمہ داری کا اقرار کرتا ہے۔ ڈائریکٹرز تصدیق کرتے ہیں کہ:
- کمپنی کی انتظامیہ کی جانب سے تیار کردہ مالیاتی گوشوارے اس کے معاملات کی کیفیت، بشمول اس کی کاروباری سرگرمیاں، (CashFlows) اور لیکویٹی (Equity) میں تبدیلیوں کی منصفانہ عکاسی کرتے ہیں۔
- کمپنی نے اپنے اکاؤنٹس کے کھاتے درست انداز میں رکھے ہوئے ہیں؛
- کمپنی نے مالیاتی گوشواروں کی تیاری میں اکاؤنٹنگ کی مناسب پالیسیوں کی مسلسل پیروی کی ہے اور شماریاتی تخمینے مناسب اور معقول نظریات پر مبنی ہیں۔
- کمپنی کی کاروباری سرگرمیوں کو جاری رکھنے کی صلاحیت کے بارے میں کوئی شکوک و شبہات نہیں ہیں؛
- اسٹاک ایکسچینج لسٹنگ ریگولیشنز میں تفصیلاً درج کاروباری نظم و ضبط کی اعلیٰ ترین روایات سے کوئی انحراف نہیں کیا گیا ہے۔
- ڈائریکٹرز رپورٹ میں کمپنی کے پچھلے سال کے آپریٹنگ نتائج میں نمایاں تبدیلیوں اور ان کی وجوہات کی وضاحت کی گئی ہے۔
- اندونی ضوابط کا نظام مستحکم ہے اور اس کی موثر انداز میں نفاذ اور نگرانی کی جاتی ہے۔
- مالیاتی گوشواروں کی تیاری میں بین الاقوامی فنانشل رپورٹنگ اسٹینڈرڈز جو پاکستان میں قابل اطلاق ہیں اور کمپنیز ایکٹ 2017 کے تقاضوں کی پیروی کی گئی ہے اور ان سے کسی بھی انحراف کی مناسب انداز میں وضاحت دی گئی ہے۔
- گزشتہ چھ سالوں کے اہم آپریشنل اور فنانشل معلومات کا خلاصہ سالانہ رپورٹ کے ساتھ منسلک ہے۔
- ٹیکس اور محصولات کے بارے میں معلومات مالیاتی گوشواروں کا حصہ ہیں۔
- سال کے دوران منعقد ہونے والے بورڈ اور کمیٹیوں کے اجلاسوں کی تعداد اور ہر ڈائریکٹر کی حاضری تفصیل ڈائریکٹرز رپورٹ میں درج ہے۔
- شیئر ہولڈنگ کا بیژن صفحہ نمبر 152 پر منسلک کیا گیا ہے۔

متعلقہ فریق سے لین دین (Related Party)

متعلقہ قواعد و ضوابط کے مطابق، آپ کی کمپنی کی متعلقہ پارٹی سے لین دین کی پالیسی ہے جو بورڈ آف ڈائریکٹرز کی جانب سے منظور کی گئی ہے جو کہ لین دین کے طریقہ کار کو کنٹرول کرتی ہے۔ سال کے دوران مطلقہ پارٹی سے کئے گئے تمام لین دین مالیاتی گوشواروں کے نوٹ 46 میں ظاہر کئے گئے ہیں۔



ڈائریکٹرز رپورٹ

سسٹین ایبلٹی کمیٹی

بورڈ نے کاروباری نظم و ضبط کے ضابطے کی پیروی کرتے ہوئے ایک سسٹین ایبلٹی کمیٹی بھی تشکیل دی ہے جو مندرجہ ذیل اراکین پر مشتمل ہے:

ڈائریکٹرز کے نام	کمیٹی میں کردار
جناب آصف قادر	چیئر مین
محترمہ انوشکا لاکھانی	ممبر
جناب آفتاب احمد	ممبر

ڈائریکٹرز کا مشاہرہ

بورڈ ممبران کے مشاہرے کی منظوری خود بورڈ کی جانب سے کی جاتی ہے۔ تاہم، کاروباری نظم و ضبط کے ضابطے (Code Of Corporate Governance) پر عمل کرتے ہوئے، اس بات کو یقینی بنایا جاتا ہے کہ کوئی بھی ڈائریکٹر اپنے مشاہرے کا فیصلہ کرنے میں شریک نہ ہو۔ 30 جون 2025 کو ختم ہونے والے سال کے لیے چیف ایگزیکٹو آفیسر اور ڈائریکٹرز کے مشاہرے کے بارے میں معلومات کے لیے برائے کرم مالیاتی گوشواروں کے نوٹ 45 ملاحظہ کریں۔

ڈائریکٹرز کا تربیتی پروگرام

بورڈ کے تمام ڈائریکٹرز آپ کی کمپنی کے ڈائریکٹر کی حیثیت سے اپنے فرائض اور ذمہ داریوں سے پوری طرح آگاہ ہیں۔ کمپنی نے کاروباری نظم و ضبط کے ضابطے کی ضروریات کی پوری طرح تعمیل کی ہے کیونکہ سات (7) ڈائریکٹرز میں سے، آپ کی کمپنی کے چار (4) ڈائریکٹرز نے ڈائریکٹر ٹریننگ پروگرام مکمل کر لیا ہے اور تین (3) ڈائریکٹرز کو ڈائریکٹر ٹریننگ پروگرام سے مستثنیٰ حاصل ہے۔

ڈائریکٹرز کی کارکردگی کا جائزہ

بورڈ آف ڈائریکٹرز نے سیلف اسسمنٹ (Self-Assessment) کی بنیاد پر اپنی کارکردگی کا جائزہ لینے کے لیے ایک موثر طریقہ کار قائم کیا ہے۔ بورڈ مناسب طریقے سے قیمتی رہنمائی فراہم کرتا ہے اور کارپوریٹ گورننس کو یقینی بناتا ہے۔

اندرونی ضوابط کا نظام

ڈائریکٹرز اپنی ذمہ داری سے آگاہ ہیں۔ مینجمنٹ آڈیٹرز (اندرونی اور بیرونی) کے ساتھ مشاورت کے بعد وہ اس بات کی تصدیق کرتے ہیں کہ کمپنی نے مناسب اندرونی ضوابط کے نظام نافذ کیے ہیں:



آڈٹ کمیٹی

کاروباری نظم و ضبط کے ضابطے کے مطابق بعد بورڈ نے ایک آڈٹ کمیٹی تشکیل دی ہے۔ جس کا ایک خود مختار ڈائریکٹر اس کا چیئرمین ہے اور سال کے دوران دو نان ایگزیکٹو ڈائریکٹرز بطور رکن شامل رہے۔ 30 جون 2025 کو ختم ہونے والے سال کے دوران کمیٹی کے 4 اجلاس منعقد ہوئے۔ ہر ڈائریکٹر کی حاضری حسب ذیل ہے۔

ڈائریکٹرز کے نام	کمیٹی میں کردار	ڈائریکٹرز کی قسم	اجلاس میں شرکت
جناب علی عامر	چیئرمین	خود مختار	4
جناب امین محمد لاکھانی	ممبر	نان ایگزیکٹو	4
جناب بابر علی لاکھانی	ممبر	نان ایگزیکٹو	3

آڈٹ کمیٹی کے قواعد و ضوابط وہی ہیں جو کاروباری نظم و ضبط کے ضابطے میں طے کئے گئے مزید براں آڈٹ کمیٹی مالیاتی گوشواروں اور اندرونی کنٹرول کے حوالے سے خود کو مطمئن کرنے کے لئے کسی بھی طرح کی معلومات یا وضاحت طلب کرنے کے لئے آزاد ہے۔ کمیٹی مالیاتی گوشواروں اور کمپنی کے کاروبار کے حوالے سے کوئی بڑا فیصلہ صادر کرنے کے لئے ہر سہ ماہی میں کم از کم ایک بار اجلاس منعقد کرتی ہے۔ آڈٹ کمیٹی سے منظور شدہ مالیاتی گوشواروں کی منظوری کے لئے بورڈ کو اپنی تجاویز دیتی ہے جس کی سی ای او اور سی ایف او کی طرف سے توثیق کی جاتی ہے۔

افرادى وسائل و مشاہرہ کمیٹی

بورڈ نے کاروباری نظم و ضبط کے ضابطے کی پیروی کرتے ہوئے ایک افرادی وسائل اور معاوضہ کمیٹی بھی تشکیل دی ہے جو مندرجہ ذیل اراکین پر مشتمل ہے:

ڈائریکٹرز کے نام	کمیٹی میں کردار	ڈائریکٹرز کی قسم
جناب آصف قادر	چیئرمین	خود مختار
جناب امین محمد لاکھانی	ممبر	نان ایگزیکٹو
محترمہ انوشکا لاکھانی	ممبر	نان ایگزیکٹو
جناب آفتاب احمد	ممبر	ایگزیکٹو

سال کے دوران کمیٹی کا ایک اجلاس منعقد ہوا جس میں تمام اراکین نے شرکت کی۔ کمیٹی کے فرائض کاروباری نظم و ضبط میں بیان کردہ ذمہ داریوں کے ساتھ دیگر معاملات پر بھی محیط ہیں۔



ڈائریکٹرز رپورٹ

سال کے دوران، بورڈ آف ڈائریکٹرز کی تین سالہ مدت کے اختتام (17 جولائی 2024) کے بعد، آپ کی کمپنی کا ایک غیر معمولی اجلاس (EOGM) مورخہ 12 جولائی 2024 کو منعقد ہوا، جس میں آئندہ تین سالہ مدت (یعنی 17 جولائی 2024 سے شروع ہونے والی) کے لیے بورڈ آف ڈائریکٹرز کے انتخابات منعقد کیے گئے۔ سال کے دوران بورڈ سات (7) ممبران پر مشتمل تھا۔ سال کے دوران بورڈ کی تشکیل ذیل میں دی گئی ہے:

• جناب اقبال علی لاکھانی (چیئرمین - نان ایگزیکٹو ڈائریکٹر)
• جناب امین محمد لاکھانی (نان ایگزیکٹو ڈائریکٹر)
• جناب بابر علی لاکھانی (نان ایگزیکٹو ڈائریکٹر)
• محترمہ انوشکا لاکھانی (نان ایگزیکٹو ڈائریکٹر)
• جناب آفتاب احمد (چیف ایگزیکٹو آفیسر)
• جناب علی عامر (خود مختار ڈائریکٹر)
• جناب آصف قادر (خود مختار ڈائریکٹر)

ڈائریکٹرز کے انتخاب کے بعد، جناب اقبال علی لاکھانی کو دوبارہ بورڈ کا چیئرمین منتخب کیا گیا، جبکہ جناب آفتاب احمد کو آئندہ تین سال کی مدت کے لیے دوبارہ کمپنی کا چیف ایگزیکٹو آفیسر مقرر کیا گیا۔

بورڈ میٹنگز

30 جون 2025 کو ختم ہونے والے سال کے دوران بورڈ آف ڈائریکٹرز کے 5 اجلاس منعقد ہوئے۔ جس میں ڈائریکٹر کی حاضری حسب ذیل تھی۔

ڈائریکٹرز کے نام	اجلاس میں شرکت
نان ایگزیکٹو ڈائریکٹرز	
جناب اقبال علی لاکھانی (چیئرمین)	5
جناب امین محمد لاکھانی	5
جناب بابر علی لاکھانی	5
محترمہ انوشکا لاکھانی	5
خود مختار ڈائریکٹرز	
جناب علی عامر	5
جناب آصف قادر	4
ایگزیکٹو ڈائریکٹر	
جناب آفتاب احمد (چیف ایگزیکٹو آفیسر)	5



پروویڈنٹ اور گریجویٹ فنڈز:

آپ کی کمپنی اپنے ملازمین کو پروویڈنٹ فنڈ اور گریجویٹ فنڈ اسکیم کی صورت میں ٹرمینل فوائد فراہم کرتی ہے۔ ان فنڈز فوائد کو دو الگ الگ منظور شدہ ٹرسٹ کے ذریعے برقرار رکھا جاتا ہے۔ ان ٹرسٹوں کا انتظام ٹرسٹیز کرتے ہیں جو ہر سال فنڈز کا آڈٹ کرواتے ہیں۔ متعلقہ فنڈز کے ٹرسٹیز نے کمپنی کو مطلع کیا ہے کہ سال کے اختتام پر دونوں فنڈز کی سرمایہ کاری کی مالیت درج ذیل ہیں:

2024	2025	
	ملین روپے	
1,159.11	1,342.71	پروویڈنٹ فنڈ
1,106.82	1,314.60	گریجویٹ فنڈ

آڈیٹرز:

موجودہ آڈیٹرز، BDO ابراہیم اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، کمپنی کے ریٹائر ہونے والے آڈیٹرز ہیں اور انہوں نے دوبارہ تقرری کے لیے اپنی خدمات پیش کی ہیں۔ انہوں نے اس بات کی تصدیق کی ہے کہ انہیں انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان (ICAP) کے کوالٹی کنٹرول ریویو پروگرام کے تحت تسلی بخش درجہ بندی دی گئی ہے اور یہ ادارہ انٹرنیشنل فیڈریشن آف اکاؤنٹنٹس (IFAC) ضابطہ اخلاق سے متعلق رہنما اصولوں کی مکمل تعمیل کرتا ہے جیسا کہ ICAP کی طرف سے اپنایا گیا ہے۔ بورڈ کی آڈٹ کمیٹی کی تجویز پر، بورڈ آف ڈائریکٹرز نے 30 جون 2026 کو ختم ہونے والے سال کے لئے کمپنی کے آڈیٹر کے طور پر آئندہ سالانہ جنرل میٹنگ میں شیئر ہولڈرز کی جانب سے تقریری تجویز پیش کی ہے۔

کارپوریٹ انفارمیشن

بورڈ آف ڈائریکٹرز

بورڈ کی تشکیل

سال کے دوران بورڈ سات (7) ممبران پر مشتمل تھا۔ سال کے دوران بورڈ کی تشکیل ذیل میں دی گئی ہے:

6	مرد
1	خاتون
2	خود مختار ڈائریکٹرز
4	نان ایگزیکٹو ڈائریکٹرز
1	ایگزیکٹو ڈائریکٹر



تحقیقات	خطرے کے عوامل
(ج) سائبر سیکیورٹی کے خطرات	
<p>سائبر سیکیورٹی کے خطرات کو کم کرنے کے لیے کمپنی کے پاس درج ذیل نظام موجود ہے:</p> <ul style="list-style-type: none"> • سیکورٹی سافٹ ویئر • فائر وال • محفوظ وائی فائی (WIFI) رابطے کا نظام • لائسنس یافتہ سافٹ ویئر کا استعمال <p>مزید برآں، کمپنی میں ISO/IEC 27001 «انفارمیشن سیکیورٹی مینجمنٹ سسٹم» کے نفاذ کے عمل کا آغاز ہو گیا ہے۔</p>	<ul style="list-style-type: none"> • رینسم ویئر (Ransomware) کے حملے • فیشنگ اور سوشل انجینئرنگ • اندرونی خطرات • آئی او ٹی (IOT) کمزوریاں • حفاظتی اقدامات کی خلاف ورزیاں • سائبر سیکیورٹی (Cyber Security)
مالیاتی خطرات	
<p>ان خطرات کی وضاحت مالی گوشوارے کے نوٹ 48 میں کی گئی ہے۔</p>	<ul style="list-style-type: none"> • قرض کا خطرہ • لیکویڈیٹی خطرہ • شرح سود کا خطرہ • غیر ملکی زر مبادلہ کا خطرہ

سرمایہ کا انتظام

آپ کی کمپنی کی پالیسی سرمایہ کاروں، قرض دہندگان، اور مارکیٹ کے اعتماد کو برقرار رکھنے کے لئے ایک مضبوط سرمایہ کی بنیاد کو برقرار رکھنا ہے۔ آپ کی کمپنی اپنے سرمائے کے ساخت کو بہتر بنانے کا اہتمام کرتی ہے اور معاشی تبدیلیوں کے ساتھ اپنے اثاثوں کو بنیادی حفاظت سے وابستہ خطرات کے سدباب کے لئے مناسب ردوبدل کرتی ہے۔ کمپنی قرضوں اور سرمائے کا موزوں تناسب برقرار رکھنے پر یقینی رکھتی ہے۔ 30 جون 2025 کو شیئر ہولڈرز کی ایکویٹی 13,415 ملین روپے رہی، جو گزشتہ سال 13,682 ملین روپے تھی۔ اسی عرصے میں کمپنی کا خالص قرضہ 9,826 ملین روپے سے بڑھ کر 11,071 ملین روپے ہو گیا۔ اس کے نتیجے میں قرض اور سرمایہ کا تناسب 0.41:1 کے مقابلے میں معمولی اضافے کے ساتھ 0.45:1 ہو گیا۔

کریڈٹ ریٹنگ (Credit Rating)

جون 2025 میں، کمپنی کو VIS کریڈٹ ریٹنگ کمپنی لمیٹڈ کی جانب سے طویل المدتی درجہ بندی میں "AA - (AA Minus)" اور قلیل المدتی درجہ بندی میں "A-1 (A Minus One)" کی مستحکم اور سازگار کریڈٹ ریٹنگ دی گئی۔ ریٹنگ ایجنسی کی یہ درجہ بندی "مستحکم" (Stable) زمرے میں آتی ہے، جو کمپنی کی مضبوط مالی ساکھ اور بروقت ادائیگی کی صلاحیت کو ظاہر کرتی ہے۔



شیر کی قیمت 5 دسمبر 2024 کو 36.80 روپے کی بلند ترین سطح اور 9 مئی 2025 کو 20.25 روپے کی کم ترین سطح پر ریکارڈ کی گئی۔ 30 جون 2025 کو، کمپنی کا شیر پرائس 31.21 روپے رہا، جس کے نتیجے میں مارکیٹ کمیٹیٹلائزیشن 12,537 ملین روپے رہی، جو گزشتہ سال جون 2024 کی 12,031 ملین روپے کی سطح سے معمولی بہتر ہے۔

خطرات کی تحقیف:

بورڈ آف ڈائریکٹرز، بورڈ کی آڈٹ کمیٹی، اور چیف ایگزیکٹو آفیسر کی سربراہی میں سینئر مینجمنٹ ٹیم پر مشتمل اسٹیرنگ کمیٹی کمپنی کے کاروباری امور کی نگرانی اور متوقع خطرات کے کسی ممکنہ منفی اثر کو کم کرنے کے لئے فعال حکمت عملی واضح کرنے کی ذمہ دار ہے۔ ان بڑے خطرات اور انہیں کم کرنے کے اقدامات کے بارے میں معلومات ذیل میں پیش کی گئی ہے۔

تحقیفات	خطرے کے عوامل
الف) اسٹریٹجک خطرات	
آپ کی کمپنی باقاعدگی سے مارکیٹ کے بدلتے ہوئے رجحانات پر نظر رکھتی ہے اور اپنے باقاعدہ اور متوقع صارفین سے رائے طلب کرتی ہے۔ آپ کی کمپنی اس بات کو بھی یقینی بناتی ہے کہ اس کی مصنوعات مسابقتی قیمتوں پر صارفین کی موجودہ اور مستقبل کی ضروریات کے لیے بہترین معیار کے ساتھ مسابقت کا مقابلہ کرنے اور اپنے مارکیٹ شیر کو برقرار رکھنے اور مستحکم بنانے کے لیے بہترین ہیں۔	<ul style="list-style-type: none"> • عالمی اور مقامی اقتصادی رجحانات اور مسابقت کے خطرات میں تبدیلیاں۔ • ٹیکنالوجی اور مصنوعات کی اختراعات کی وجہ سے کمپنی کی مصنوعات کی طلب میں خلل۔ • متبادل مصنوعات کی طرف مارکیٹ کا رجحان۔ • قانونی تقاضوں میں تبدیلیاں۔
ب) عملیاتی خطرات	
آپ کی کمپنی کے پاس اندرونی اور بیرونی درآمد شدہ خام مال کے لیے ایک متنوع سپلائر کی بنیاد موجود ہے۔ متبادل ایندھن پر چلنے والی منفرد پاور/بھاپ پیدا کرنے والی سہولیات کے موزوں امتزاج سے توانائی کی کفایت کو یقینی بنایا جاتا ہے۔ انسانی وسائل کو اندرونی اور بیرونی تربیت کے مناسب مواقع فراہم کر کے تیار کیا جاتا ہے۔	<ul style="list-style-type: none"> • پیداواری مشینوں کی جدت طرازی۔ • خام مال / ایندھن اور دیگر مالیاتی اخراجات میں اضافہ۔ • سپلائی چین میں رکاوٹیں خام مال کی دستیابی میں تاخیر کا سبب بنتی ہے۔ • ہنرمند انسانی وسائل کی کمی۔



ڈائریکٹر رپورٹ

کو آئندہ سال میں فنانس لاگت میں خاطر خواہ کمی کی توقع ہے۔

کمپنی کا ٹریڈری ڈیپارٹمنٹ لیکویڈیٹی، فنانسنگ اور سرمایہ کاری کے تمام امور کو منظم کرتا ہے، تاکہ مالیاتی لچک کو برقرار رکھتے ہوئے اخراجات اور منافع کے درمیان مؤثر توازن قائم رکھا جاسکے اور ممکنہ خطرات کو کم سے کم کیا جاسکے۔ تمام سرگرمیاں بورڈ سے منظور شدہ پالیسیوں اور کاؤنٹر پارٹی حدود کے دائرہ کار میں انجام دی جاتی ہیں۔

فی شیئر آمدنی (EPS)

زیر جائزہ مالی سال کے لیے، کمپنی کی بنیادی فی شیئر آمدنی (0.86) روپے رہی، جبکہ گزشتہ سال یہ 1.30 روپے رہی تھی۔ یہ حساب کتاب 401,712,926 مکمل ادا شدہ عام حصص کی بنیاد پر کیا گیا ہے۔ زیر جائزہ مدت اور گزشتہ سال کے دوران فی شیئر آمدنی پر کمزور پڑنے کے کوئی آثار نہیں ہے۔

قومی خزانے میں حصہ

کمپنی نے مالی سال 2025 کے دوران قومی خزانے کو 8,734 ملین روپے کی شراکت فراہم کی، جو گزشتہ سال کی 8,612 ملین روپے کی شراکت کے مقابلے میں معمولی اضافہ ظاہر کرتی ہے۔

توازن، جدت، تبدیلی اور ڈیجیٹائزیشن (BALANCING, MODERNIZATION & REPLACEMENT AND DIGITIZATION)

زیر جائزہ سال کے دوران، کمپنی نے 400 ملین روپے (2024: 1,083 ملین روپے) کے سرمائے کے اخراجات کیے ہیں۔ کمپنی نے کامیابی کے ساتھ BMR منصوبوں کو مکمل کیا جس کی کل لاگت 601 ملین روپے (2024: 1,222 ملین روپے) تھی، ان منصوبوں نے پیداوار اور بجلی کی سہولیات کے لیے ضروری اپ گریڈ پر توجہ مرکوز کی، جس کا مقصد کارکردگی، اور لاگت کی مسابقت کو بہتر بنانا ہے۔ متوازی طور پر، کمپنی نے صنعت کے ماہرین کے ساتھ مل کر اپنے پیداواری عمل کی ڈیجیٹائزیشن کی پیروی جاری رکھی، تیزی سے ڈیٹا اکٹھا کرنے، بہتر تجزیہ کرنے، اور پلانٹ کی کارروائیوں کو بہتر بنانے کے لیے بہتر فیصلہ سازی کو ممکن بنایا۔ کمپنی اپنے ERP سسٹم (Oracle business Suite) کی اوریکل فیوژن (Oracle Fusion) میں منتقلی کا بھی جائزہ لے رہی ہے، جو مربوط کاروباری عمل، بہتر آٹومیشن، اور جدید مینوفیکچرنگ ضروریات کے لیے تیار کردہ کلاؤڈ بیسڈ اسکیلر سہولتی پیش کرتا ہے۔

مجموعی بازاری مالیت: (Market Capitalization)

مالی سال 2025 کے دوران، پاکستان اسٹاک مارکیٹ نے اپنی ترقی کا تسلسل برقرار رکھا، اور KSE-100 انڈیکس میں تقریباً 60 فیصد اضافہ ہوا۔ انڈیکس 125,627 پوائنٹس پر بند ہوا، جو کہ اس کی تاریخی بلند ترین سطح ہے۔ اس مضبوط کارکردگی کی بنیاد معاشی استحکام، شرح سود میں کمی، مہنگائی میں نرمی، اور آئی ایم ایف پروگرام پر سرمایہ کاروں کے اعتماد پر رکھی گئی۔ جہاں تک کمپنی کے شیئر کی کارکردگی کا تعلق ہے، 30 جون 2024 کو کمپنی کا شیئر 29.95 روپے تھا۔ مالی سال کے دوران،



تخصیص (Appropriation)

سال کے دوران غیر تخصیص شدہ منافع میں تبدیلیاں درج ذیل ہیں:

سال کے مجموعی آمدنی	ملین روپے
گزشتہ غیر مختص شدہ منافع	(345)
مجموعی غیر مختص شدہ منافع	791
	<hr/>
	446

کیش فلو اور سرمائے کا انتظام (Cash flow and Liquidity Management)

30 جون 2025 تک کمپنی کے کل قرضہ جات 11,071 ملین روپے رہے، جو گزشتہ مالی سال 2024 کے 9,826 ملین روپے کے مقابلے میں زائد ہیں۔ طویل مدتی فنانسنگ میں 3,975 ملین روپے کی اصل رقم شامل ہے (2024: 5,522 ملین روپے)، جس میں 159 ملین روپے کے سرمایہ جاتی گرانٹس شامل ہیں (2024: 252 ملین روپے) جو مالیاتی گوشواروں میں علیحدہ سے ظاہر کی گئی ہیں۔ طویل مدتی قرضہ کل قرضہ کا 36 فیصد رہے، جبکہ گزشتہ سال یہ تناسب 56 فیصد تھا۔

زیر جائزہ سال کے دوران، آپریٹنگ سرگرمیوں میں کیش استعمال کی مقدار 476 ملین روپے رہی، جو کہ گزشتہ سال کے 2,043 ملین روپے کی مثبت کیش کے مقابلے میں واضح کمی کو ظاہر کرتی ہے۔ اس کمی کی بنیادی وجوہات میں کم منافع اور ورکنگ کیپیٹل میں غیر سازگار تبدیلیاں شامل رہیں۔ سود اور ٹیکس کی ادائیگی کے بعد آپریٹنگ کیش فلو منفی ہو گیا۔ اس کے علاوہ، ٹیکس قوانین میں حالیہ ترامیم کے نتیجے میں ایگزیمپشن سرٹیفکیٹ کے فقدان کی وجہ سے ٹیکس کٹوتی میں نمایاں اضافہ ہوا۔ تاہم، فنانس ایکٹ 2025 کے تحت کی گئی ترمیم کے ذریعے لسٹڈ کمپنیوں کے لیے یہ سرٹیفکیٹس بحال کر دیے گئے ہیں، جس سے آئندہ سال اس ضمن میں بہتری کی توقع ہے۔

سرمایہ جاتی سرگرمیوں میں 355 ملین روپے کا کیش (2024: 1,064 ملین روپے) اور فنانسنگ سرگرمیوں میں 1,561 ملین روپے کا کیش فلو (2024: 1,225 ملین روپے) استعمال ہوا۔ ان تمام عوامل کے نتیجے میں، کیش اور کیش فلو کے مساوی اثاثوں میں 2,392 ملین روپے کی کمی (2024: 246 ملین روپے) رپورٹ کی گئی۔ نتیجتاً، مختصر مدتی قرضہ بڑھ کر 7,095 ملین روپے ہو گئے، جو گزشتہ سال 4,304 ملین روپے تھے۔

مجموعی طور پر، قرضہ جات پر لاگت میں مالیاتی پالیسی میں نرمی کے سبب واضح بہتری دیکھنے میں آئی۔ اوسط قرضہ لاگت 12.81 فیصد رہی (2024: 18.37 فیصد)، جبکہ مختصر مدتی قرضوں کی لاگت 14.25 فیصد (2024: 22.18 فیصد) رہی۔ کمپنی نے قرضہ جاتی سہولیات کے مؤثر امتزاج کے ذریعے مالیاتی اخراجات کو کم کرنے کی حکمت عملی برقرار رکھی۔ سال کے اختتام پر پالیسی ریٹ 11 فیصد تک کم ہونے اور ورکنگ کیپیٹل مینجمنٹ میں بہتری کے اقدامات کے پیش نظر، انتظامیہ



جیسا کہ گزشتہ حصوں میں بیان کردہ آپریشنل اور تجارتی رجحانات سے ظاہر ہے۔ جن میں پیداوار، فروخت کے حجم، اور اوسط فروخت قیمتوں میں کمی شامل ہے۔ ان تمام عوامل کا براہ راست اثر کمپنی کے مالیاتی نتائج پر ہوا۔

مالی سال 2025 کے دوران، کمپنی کی خالص فروخت میں 11 فیصد کمی واقع ہوئی، جو 8 فیصد کمی شدہ فروختی حجم اور 4 فیصد کم اوسط فروخت قیمتوں کا نتیجہ تھی۔

اگرچہ فروخت کی لاگت میں 9 فیصد کمی ریکارڈ کی گئی، تاہم فی ٹن لاگت تقریباً مستحکم رہی۔ خام مال کی قیمتوں کا رجحان ملا جلا رہا: بین الاقوامی پلپ کی قیمتیں سال بھر بلند سطح پر رہیں اور صرف اختتام سال کے قریب نرمی آئی، جبکہ ری سائیکل شدہ کاغذ کی قیمتیں عمومی طور پر سازگار رہیں۔ توانائی کے شعبے میں، کونکے اور قدرتی گیس کی قیمتوں میں کمی کے باعث لاگت کو مؤثر طریقے سے کنٹرول کیا گیا۔ اس کے باوجود، مجموعی منافع گزشتہ سال کے 4,066 ملین روپے سے کم ہو کر 2,664 ملین روپے پر آگیا، جبکہ مجموعی منافع کا مارجن 9.68 فیصد سے کم ہو کر 7.14 فیصد تک ہو گیا۔

دوسری جانب، انتظامی اور فروختی اخراجات میں 8.5 فیصد اضافہ ہوا، جو بنیادی طور پر افراط زر اور ایندھن کی بلند قیمتوں کی وجہ سے تھا۔ تاہم، دیگر آمدنی میں 24 فیصد اضافہ ہوا، جس نے جزوی طور پر اخراجات کے اثرات کو متوازن کیا۔ نتیجتاً، عملیاتی منافع 1,678 ملین روپے رہا، جو پچھلے سال کے 3,022 ملین روپے کے مقابلے میں نمایاں کمی ہے۔

مالیاتی اخراجات میں بھی بہتری آئی، جو شرح سود میں نرمی کے باعث 1,848 ملین روپے سے کم ہو کر 1,648 ملین روپے ہو گئے، اگرچہ ورکنگ کپیٹل کی بلند ضروریات نے اس فائدے کو کسی حد تک محدود کیا۔

مالیاتی اخراجات کے بعد، کمپنی نے قبل از ٹیکس 30 ملین روپے کا منافع رپورٹ کیا (گزشتہ سال: 1,173 ملین روپے)، بعد از ٹیکس نتیجہ 345 ملین روپے نقصان کی صورت میں سامنے آیا، جو کہ گزشتہ سال کے 524 ملین روپے منافع کے برعکس ہے۔

مالی سال 2025 میں کمپنی پر کل ٹیکس اور لیوی کا بوجھ 376 ملین روپے رہا (گزشتہ سال: 649 ملین روپے)، جس میں سے 349 ملین روپے کا تعلق مالی سال 2013 تا 2017 کے کم از کم ٹیکس سے ہے۔ جنہیں انکم ٹیکس آرڈیننس 2001 کے تحت بطور فائدہ تسلیم کیا گیا تھا، لیکن ایک طویل عرصے سے زیر التواء قانونی چارہ جوئی کے ضمن میں سپریم کورٹ کے حالیہ فیصلے کے بعد انہیں سال کے دوران واپس لینا پڑا۔ اس غیر معمولی نوعیت کی ایڈجسٹمنٹ کی تفصیل مالیاتی گوشواروں کے نوٹ نمبر 38.2 میں دی گئی ہے۔



کرنے اور پیداوار میں باقائے گی برقرار رکھنے کے لیے، کمپنی نے کارٹن باکسز کی تیاری کے ضمن میں مواد کی آؤٹ سورسنگ کی پالیسی کو جاری رکھا۔

کمپنی کی آپریشنل سرگرمیوں کو لاگت میں کمی اور توانائی کے مؤثر استعمال جیسے اہم مقاصد کے ساتھ ہم آہنگ کیا گیا۔ مشینوں کی فعالیت کو اس انداز میں منظم کیا گیا کہ توانائی کے نسبتاً کم لاگت والے ذرائع، جیسے کونہ اور قدرتی گیس، کا زیادہ سے زیادہ استعمال ممکن ہو سکے۔ اسی تسلسل میں، خریداری سے متعلق حکمت عملیوں میں بھی مقامی سطح پر دستیاب اور نسبتاً سستے خام مال کو ترجیح دی گئی تاکہ مصنوعات کے معیار پر سمجھوتہ کیے بغیر پیداواری اخراجات کو کم سے کم رکھا جاسکے۔

مالیاتی کارکردگی کا تجزیہ

مالیاتی کارکردگی کا خلاصہ درج ذیل ہے:

2024	2025	ملین روپے
42,015	37,281	فروخت
(37,949)	(34,617)	قیمت فروخت
4,066	2,664	مجموعی منافع
(1,266)	(1,374)	انتظامی اور فروخت کے اخراجات
(118)	(39)	دیگر مدوں میں اخراجات
340	428	دیگر آمدن
3,022	1,678	آپریٹنگ منافع
(1,848)	1,648	مالیاتی اخراجات
1,173	30	منافع قبل از انکم ٹیکس اور کم از کم ٹیکس کا فرق
(210)	(440)	کم از کم ٹیکس کا فرق
963	(410)	قبل از ٹیکس نقصان / منافع
(439)	64	انکم ٹیکس
524	(345)	خالص بعد از ٹیکس نقصان / منافع
1.30	(0.86)	آمدنی فی شیئر-روپے



درآمدات کا دباؤ

گزشتہ سالوں کے دوران، ملکی صنعت نے صلاحیت میں اضافہ کرنے اور معیاری مصنوعات کی فراہمی کے لیے بہت زیادہ سرمایہ کاری کی ہے، جس سے کوئٹہ بورڈز بالخصوص پریمیم گریڈز جیسے کوئٹہ بلیچ بورڈ (فولڈنگ باکس بورڈ) کی ملکی ضروریات پوری کرنے کے لیے ملک کی صلاحیت میں اضافہ ہوا ہے۔ اس پیش رفت کے باوجود، صنعت سستی درآمدات کے متبادل سے نمٹنے میں مشکلات کا سامنا کر رہی ہے، اور حالیہ برسوں میں کم طلب کے باعث یہ چیلنج مزید بڑھ گیا ہے۔ اگرچہ کوئٹہ بلیچ بورڈ پر ہنٹی ڈپنگ ڈیوٹی پہلے ہی عائد ہے، درآمد کنندگان نے اس ڈیوٹی کو نظر انداز کرنے کے لیے درآمدی اشیاء کی غلط درجہ بندی کی حکمت عملی اپنائی ہے۔ اس کا مقابلہ کرنے کے لیے صنعت نے ضابطہ اور قانونی اقدامات کی کوشش کی، جس کے نتیجے میں جولائی 2024 سے دسمبر 2024 تک 10 فیصد ریگولیٹری ڈیوٹی حاصل کی گئی اور نیشنل ٹیرف کمیشن (این ٹی سی) کے ساتھ ہنٹی سرکومینشن کی درخواست دائر کی گئی۔ بد قسمتی سے، ریگولیٹری ڈیوٹی 31 دسمبر 2024 کو ختم ہو گئی اور اس میں توسیع نہیں ہو سکی، حالانکہ صنعت نے بھرپور کوششیں کی۔ دوسری طرف ایمپورٹرز کی طرف سے عدالتوں میں دائر کئے گئے کیسز این۔ٹی۔سی کی کارروائی میں رکاوٹ بنے ہوئے ہیں۔

موثر ٹیرف نفاذ کی عدم دستیابی سے درآمدات کی ایک لہر آئی ہے جو مقامی صنعت کی مسابقتی صلاحیت کو متاثر کر رہی ہے۔ ایسی صنعت کے لیے جو معاشرے کے مختلف حصوں میں روزگار پیدا کرتی ہے، زرعی باقیات اور ری سائیکل شدہ کاغذ کو استعمال کرتی ہے، اور قومی خزانے میں خاطر خواہ حصہ ڈالتی ہے، یہ صورتحال انتہائی ناسازگار ہے۔ اس لیے یہ ضروری ہے کہ این ٹی سی اپنی تحقیقات میں جلدی کرے اور ہنٹی سرکومینشن ڈیوٹیز عائد کرے تاکہ ملکی صنعت کی طویل مدتی پائیداری کا تحفظ کیا جاسکے۔

غیر منظم شعبے سے چیلنجز

کاغذ اور بورڈ کی منظم شدہ، ٹیکس کی پابند صنعت کو غیر منظم مینوفیکچررز کے دباؤ کا سامنا ہے جو ٹیکس نیٹ سے باہر کام کر رہے ہیں۔ ان کا آمدنی اور سیلز ٹیکس میں حصہ بہت کم ہے، جبکہ منظم ادارے مکمل ٹیکس بوجھ برداشت کرتے ہیں اور اضافی بوجھ جیسے کہ ری سائیکل شدہ کاغذ کی خریداری اور بیرونی خدمات پر بڑھتے ہوئے ود ہولڈنگ ٹیکس کا سامنا کرتے ہیں۔ یہ فرق منظم صنعت کی لاگت میں اضافے کا سبب ہے اور غیر منظم اداروں سے مسابقت میں مشکلات پیدا کرتا ہے۔

صنعت نے متعلقہ حکام کو متعدد بار درخواستیں پیش کیں، تاہم موثر اصلاحات ابھی تک سامنے نہیں آئیں۔ جب تک اس شعبے میں ٹیکس کی پابندی پر سخت اقدامات نہیں کیے جاتے، یہ مسابقتی عدم توازن برقرار رہے گا اور ذمہ دار اداروں کے لیے مشکلات پیدا کرتا رہے گا جو ضابطے کی تعمیل کرتے ہیں اور قومی خزانے میں خاطر خواہ حصہ ڈالتے ہیں۔

آپریشنل جائزہ

مارکیٹ کی موجودہ صورت حال کو مد نظر رکھتے ہوئے، کمپنی نے اپنی پیداواری حکمت عملی کو آپریشنل کارکردگی کے موزوں حصول پر مرکوز رکھا۔ اس حکمت عملی کے تحت مالی سال کے دوران کمپنی کی کل پیداوار 157,834 میٹرک ٹن رہی، جو گزشتہ سال کی 179,964 میٹرک ٹن کی پیداوار کے مقابلے میں کم تھی۔ صارفین کی ضروریات کو موثر طریقے سے پورا



ڈائریکٹرز رپورٹ

بورڈ آف ڈائریکٹرز (BOD) کی طرف سے، 30 جون 2025 کو ختم ہونے والے سال کے لیے سینیچری پیپر اینڈ بورڈ ملز لمیٹڈ (CPBM) کی سالانہ رپورٹ مع آڈٹ شدہ مالیاتی گوشوارے اور آڈیٹرز کی رپورٹ پیش کرنا ہمارے لئے باعث مسرت ہے۔

اقتصادی جائزہ

مالی سال 2025 میں، پاکستان کی معیشت نے جی ڈی پی کی شرح نمو 2.68 فیصد ریکارڈ کی، جو گزشتہ سال کے مقابلے میں بہتری کی نشاندہی کرتا ہے۔ اس بہتری کو بہتر مالیاتی انتظام، بہتر بیرونی توازن، اور افراط زر کی شرح 4.5 فیصد تک کی کمی سے مدد ملی جو مالی سال 2024 میں 23.4 فیصد تھی۔ کرنٹ اکاؤنٹ میں 2.1 بلین ڈالر کا سرپلس آیا اور جولائی 2025 کے وسط تک زر مبادلہ کے ذخائر 19.9 بلین ڈالر تک پہنچ گئے۔ تبادلہ کی شرح مستحکم رہی اور مالی سال کے اختتام پر 283.4 پاکستانی روپے فی امریکی ڈالر رہی۔ مالیاتی محاذ پر، بجٹ خسارہ جی ڈی پی کے 3.7 فیصد تک کم ہو گیا (جولائی تا مئی) اور جی ڈی پی کے 3.1 فیصد کا بنیادی سرپلس حاصل کیا گیا۔ مانیٹری پالیسی ریکوری میں معاون رہی، گزشتہ سال شروع ہونے والی پالیسی ریٹ میں نرمی کا سلسلہ جاری رہا اور مئی 2025 میں پالیسی ریٹ بتدریج 11 فیصد تک کم ہو گیا۔ (ذرائع: پاکستان اکنامک آؤٹ لک - جولائی 2025 / SBP مانیٹری پالیسی اسٹیٹمنٹ - جولائی 2025)۔

صنعت جو مالی سال 2024 میں 3.8 فیصد کمی کا شکار ہوئی تھی، مالی سال 2025 میں 1.2 فیصد بڑھ گئی۔ یہ بہتری توانائی کی بہتر دستیابی، نجی شعبے کے قرضوں میں اضافے اور خاص طور پر برآمدات پر مرکوز اور صارفین کی پائیدار اشیاء کے شعبوں میں صنعت کی تدریجی بحالی کی عکاسی کرتی ہے۔ مالی سال 2025 میں بڑے پیمانے کی صنعت (LSM) کی کارکردگی میں استحکام کے آثار نظر آئے لیکن یہ غیر متوازن رہی۔ مجموعی طور پر، مالی سال کے دوران (LSM) کی پیداوار 0.74 فیصد کم ہوئی، جو گزشتہ سال کی اسی مدت میں 0.03 فیصد کی معمولی کمی کے مقابلے میں زیادہ تھی۔ فوڈ سیکٹر جس کا (LSM) میں اہم تناسب ہے اور جو پیپر اینڈ بورڈ کے مصنوعات کی مانگ پر براہ راست اثر ڈالتا ہے، میں 1.83 فیصد کی زیادہ کمی آئی۔ (ذرائع: پاکستان اکنامک آؤٹ لک - جولائی 2025 / اسٹیٹ بینک آف پاکستان مانیٹری پالیسی بیان - جولائی 2025)۔

کاغذ اور بورڈ (P&B) صنعت

مالی سال 2025 میں کاغذ اور بورڈ (P&B) کی صنعت کی کارکردگی کم رہی، جس کی وجہ بڑے پیمانے کی صنعت (LSM) میں غیر مساوی بحالی کا رجحان ہے۔ FMCG سمیت اہم نچلے سطح کے شعبوں کی مانگ میں کمی رہی جس کا سبب اندرونی صارفین کی کمزور طلب اور صنعتی سرگرمیوں میں سست روی تھی۔ اس کے ساتھ ساتھ، صنعت کو سست طلب کے ساتھ سستی درآمد شدہ متبادل مصنوعات سے بھی شدید دباؤ کا سامنا رہا۔ مزید برآں، غیر منظم مقامی شعبہ ٹیکس کے نیٹ سے باہر کام کر رہا ہے، جس کی وجہ سے منظم شعبہ کو لاگت کا نقصان ہو رہا ہے۔ مندرجہ بالا مشکلات اور پیکیجنگ سے وابستہ LSM کے شعبوں میں کمزور مانگ نے صنعت کی پیداواری ترقی کو محدود کیا۔ مزید برآں، ایک مستحکم تجارتی اقدامات کے مؤثر نفاذ، مصنوعات کی طلب میں بہتری اور مقامی مارکیٹ میں برابر کے مواقع پر انحصار کرے گی۔ درآمدات اور غیر منظم شعبے سے متعلق مخصوص چیلنجز نیچے تفصیل سے بیان کیے گئے ہیں۔



Statement of Compliance

with Listed Companies (Code of Corporate Governance) Regulations, 2019 For the Year Ended June 30, 2025

The Company has complied with the requirements of the Regulations in the following manner:

1. Total number of Directors is seven as per the following:

Male: Six (6)
Female: One (1)

2. The composition of the Board is as follows:

Independent Directors	Mr. Ali Aamir Mr. Asif Qadir
Other Non-executive Directors	Mr. Iqbal Ali Lakhani – Chairman Mr. Amin Mohammed Lakhani Mr. Babar Ali Lakhani Ms. Anushka Lakhani
Executive Director	Mr. Aftab Ahmad
Female Director	Ms. Anushka Lakhani

Note: The Board of the Company comprises of seven elected Directors and one-third works out to be 2.33. The fractional requirement has not been rounded up, as two (2) Independent Directors elected by the shareholders in terms of Section 166 of the Companies Act, 2017 who have the requisite competencies, skills, knowledge, and experience are considered adequate to discharge and execute their duties competently as per laws and regulations.

3. The Directors have confirmed that none of them is serving as a Director on more than seven 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 a complete record of particulars of the 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 Act 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 Act and the 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 Act and these Regulations.
9. The Company is compliant with Regulation 19 of the CCG as out of seven Directors of the Company, four Directors have completed the Director's Certification from authorized institutions and three Directors have been exempted from the requirement of Regulation.
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:

Audit Committee	Mr. Ali Aamir – Chairman Mr. Amin Mohammed Lakhani – Member Mr. Babar Ali Lakhani – Member
HR and Remuneration Committee	Mr. Asif Qadir - Chairman Mr. Amin Mohammad Lakhani – Member Ms. Anushka Lakhani – Member Mr. Aftab Ahmad – Member
Sustainability Committee	Mr. Asif Qadir - Chairman Ms. Anushka Lakhani – Member Mr. Aftab Ahmad – Member

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committee for compliance.
14. The frequency of meetings of the committees were as per following:
 - a. Audit Committee 4 Quarterly meetings
 - b. HR and Remuneration Committee 1 Annual meeting
15. The board has set up an effective internal audit function comprising of personnel who are 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 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 Institute of Chartered Accountants of Pakistan and they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or 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 Act, 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 other requirements of Regulations 3, 6, 7, 8, 10(6), 27, 32, 33 and 36 of the Regulations have been complied with.
19. Explanation for non-compliance with requirements, other than regulations 3,6,7,8,10(6),27,32,33 and 36 is as follows:

S. No.	Non-Mandatory requirement	Reg. No.	Explanation
1.	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 its circumstances.	29 (1)	Currently, the board has not constituted a separate Nomination Committee and the function are being performed by the Board.
2.	The Board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.	30 (1)	Currently, the board has not constituted a separate Risk Management Committee and the functions are being performed by the Board.



Iqbal Ali Lakhani
Chairman



Aftab Ahmad
Chief Executive officer

Karachi: August 19, 2025





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INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF CENTURY PAPER & BOARD MILLS LIMITED ON THE STATEMENT OF COMPLIANCE CONTAINED IN 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 Century Paper & Board Mills 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 that 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..

KARACHI
DATED: October 02, 2025
UDIN: CR2025101661C2u4wOyd

BDO Ebrahim & Co.
CHARTERED ACCOUNTANTS
Engagement Partner: Tariq Feroz Khan





Century Paper & Board Mills Limited

Financial Statements

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF CENTURY PAPER & BOARD MILLS LIMITED

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of CENTURY PAPER & BOARD MILLS 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 cash flows, the statement of changes in equity for the year then ended, and notes to the financial statements, including material accounting policy information and other explanatory information, 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, statement of profit or loss, statement of comprehensive income, the statement of cash flows, and the statement of changes in equity 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, its other comprehensive income, its cash flows and the changes in equity for the year then ended.

Basis for Opinion

We conducted our audit in accordance with 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 the 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.



The following are the Key audit matters:

S. No	Key audit matters	How the matter was addressed in our audit
1.	Capital Expenditures	
	<p>The Company has made a significant addition to operating fixed assets amounting Rs.941.74 million including transfers from capital work in progress amounting Rs. 601.32 million as disclosed in note 6 to the annexed financial statements.</p> <p>The capital expenditure made during the year constitute a substantial transaction and the recognition and measurement of such additions involve management judgment in areas such as capitalization of directly attributable costs, determination of appropriate asset categories, and estimation of useful lives.</p> <p>Due to the significance of the transaction and related judgment involved related to recognition and measurement of such transaction, we considered this as a key audit matter.</p>	<p>Our audit work includes number of procedures, among others:</p> <ul style="list-style-type: none"> • Evaluated the useful economic lives assigned with reference to the Company's historical experience, including assessing the level of fully depreciated assets held by the Company; • Reviewed the minutes of the Company's Board of Directors and Board's Audit Committee to evaluate the completeness of management's consideration of any events that warranted changes to the useful economic lives; • Tested a sample of additions to verify that the costs capitalized were supported by underlying documentation and met the criteria for capitalization under IAS 16 Property, Plant and Equipment; • Reviewed the nature of expenditures to ensure only directly attributable costs were capitalized; • Visited the sites where significant capital projects are ongoing to understand the nature of the projects; • We evaluated the adequacy of the disclosures presented in the financial statements regarding property, plant, and equipment in accordance with the applicable financial reporting framework.



S. No	Key audit matters	How the matter was addressed in our audit
2.	Existence and valuation of stock in trade and Stores and spares	
	<p>The Company has stores and spares and stock in trade amounts to 3,757.04 million and 6,523.94 million respectively as disclosed in note 10 and 11 to the financial statements respectively. The stock in trade and stores and spares constitutes 34.14% of the total assets.</p> <p>As described in notes 5.5 and 5.6 to the financial statements, stores and spares and stock-in-trade are measured at moving average method and lower of cost and net realizable value respectively. The cost of work-in-process and finished goods is determined using average manufacturing cost basis including a proportion of production overheads, and assessment of provision for slow moving and obsolete stock in trade and stores and spares. There is an element of judgement involved in determining an appropriate costing basis, assessing its valuation including assessment of provision of slow moving and obsolete stock in trade and stores and spares.</p> <p>Due to the significance of stock in trade and stores and spares balances and related estimations involved in valuing these, we considered this as a key audit matter.</p>	<p>Our audit procedures, amongst others, included the following:</p> <ul style="list-style-type: none"> • Evaluated the design, implementation and operating effectiveness of the relevant key controls over valuation of stock in trade; • Assessed the appropriateness of the Company's accounting policy for valuation of stock in trade and stores and spares. Check the compliance of the policy with International Accounting Standard (IAS-2) "Inventories"; • Attended and observed physical inventory counts for raw material, finished goods and stores and spares performed by the Company and assessed the reasonableness of the management's process of measurement of raw materials, work in process, finished goods, and stores and spares to perform physical inspection of raw material and finished goods held at Company's premises; • Tested the valuation of specific items of raw materials, work in progress, finished goods and stores and spares at year end; • Assessed net realizable value (NRV) by comparing management's estimation of future selling prices for the products with the selling prices achieved subsequent to the reporting period; • Assessed the adequacy of the obsolescence provision and the management judgement used; • Assessed the appropriateness of the disclosures made in financial statements in accordance with the requirements of the accounting and reporting standards as applicable in Pakistan.



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

Management is responsible for the other information. The other information comprises the information included 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. 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 skepticism 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:

- proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of cash flows, and the statement of changes in equity 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;
- investments made, expenditures incurred and guarantees extended during the year were for the purpose of the Company's business; and
- no zakat was deductible at source under the Zakat and Ushr Ordinance, 1980.

The engagement partner on the audit resulting in this independent auditor's report is Tariq Feroz Khan.

KARACHI
DATED: October 02, 2025
UDIN: AR202510166iQhFMtacy



BDO EBRAHIM & CO.
CHARTERED ACCOUNTANTS
Engagement Partner: Tariq Feroz Khan



STATEMENT OF FINANCIAL POSITION

As at June 30, 2025

ASSETS

NON CURRENT ASSETS

	Note	2025 (Rupees in thousands)	2024
Property, plant and equipment	6	10,932,307	11,615,912
Intangible assets	7	15,390	14,692
Long term advances	8	11,176	8,599
Long term deposits	9	14,753	9,831
		<u>10,973,626</u>	<u>11,649,034</u>

CURRENT ASSETS

Stores and spares	10	3,757,040	3,949,412
Stock-in-trade	11	6,523,944	6,857,445
Trade debts	12	5,378,407	5,086,269
Advances	13	49,513	133,793
Trade deposits and short term prepayments	14	639,504	407,107
Other receivables	15	137,459	14,045
Tax refunds due from government	16	563,589	651,333
Taxation - net	17	691,893	-
Short term investment	18	321,044	-
Cash and bank balances	19	865,791	788,493
		<u>18,928,184</u>	<u>17,887,897</u>
		<u>29,901,810</u>	<u>29,536,931</u>

TOTAL ASSETS

EQUITY AND LIABILITIES

SHARE CAPITAL AND RESERVES

Authorized share capital			
1,000,000,000 (2024: 1,000,000,000) ordinary shares of Rs. 10 each		10,000,000	10,000,000
Issued, subscribed and paid-up capital	20	4,017,129	4,017,129
Reserves	21	9,398,268	9,664,757
		<u>13,415,397</u>	<u>13,681,886</u>

NON-CURRENT LIABILITIES

Long term financing	22	2,298,013	3,741,044
Lease liabilities against right of use assets	23	98,159	11,276
Deferred taxation	24	525,845	818,660
Deferred capital grant	25	89,200	158,609
		<u>3,011,217</u>	<u>4,729,589</u>

CURRENT LIABILITIES


Trade and other payables	26	4,587,226	4,950,854
Interest and mark-up accrued	27	187,612	227,900
Current portion of long-term financing	22	1,519,004	1,529,357
Current portion of lease liabilities against right of use assets	23	15,507	12,170
Current portion of deferred capital grant	25	69,409	93,211
Short-term borrowings	28	7,094,892	4,304,161
Taxation - net	17	-	6,160
Un-claimed dividend		1,546	1,643
		<u>13,475,196</u>	<u>11,125,456</u>
		<u>29,901,810</u>	<u>29,536,931</u>

TOTAL EQUITY AND LIABILITIES

CONTINGENCIES AND COMMITMENTS

29

The annexed notes from 1 to 54 form an integral part of these financial statements.



Iqbal Ali Lakhani
Chairman / Director



Aftab Ahmad
Chief Executive Officer



Muhammad Rashid Dastagir
Chief Financial Officer



STATEMENT OF PROFIT OR LOSS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
Turnover - net	30	37,280,573	42,015,480
Cost of sales	31	(34,617,073)	(37,949,651)
Gross profit		2,663,500	4,065,829
General and administrative expenses	32	(1,053,629)	(976,706)
Selling and distribution expenses	33	(320,605)	(289,162)
Other operating expenses	34	(39,248)	(118,505)
Other income	35	427,951	339,875
Operating profit		1,677,969	3,021,331
Finance cost	36	(1,647,931)	(1,847,834)
Profit before income tax and levy		30,038	1,173,497
Levy	38	(439,644)	(210,452)
(Loss) / Profit before income tax		(409,606)	963,045
Taxation	38	64,184	(439,152)
(Loss) / Profit for the year		(345,422)	523,893
(Loss) / Earnings per share - basic and diluted (Rupees)	39	(0.86)	1.30

The annexed notes from 1 to 54 form an integral part of these financial statements.



Iqbal Ali Lakhani
Chairman / Director



Aftab Ahmad
Chief Executive Officer



Muhammad Rashid Dastagir
Chief Financial Officer



STATEMENT OF COMPREHENSIVE INCOME

For the year ended June 30, 2025

	2025	2024
Note	(Rupees in thousands)	
(Loss) / Profit for the year	(345,422)	523,893

Other comprehensive income


Items that will not be subsequently reclassified to statement of profit or loss

Income on re-measurement of defined benefit obligation.	117,811	64,825
Tax impact on remeasurement of defined benefit liability	(38,878)	(18,799)
Other comprehensive income	78,933	46,026
Total comprehensive (loss) / income for the year	(266,489)	569,919

The annexed notes from 1 to 54 form an integral part of these financial statements.


Iqbal Ali Lakhani
Chairman / Director


Aftab Ahmad
Chief Executive Officer


Muhammad Rashid Dastagir
Chief Financial Officer

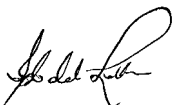


STATEMENT OF CASH FLOWS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	42	2,577,406	5,108,473
Finance cost paid	42.2	(1,595,008)	(2,061,992)
Taxes paid		(1,288,400)	(839,527)
Gratuity paid		(77,480)	(81,040)
Workers' Profit Participation Fund paid		(62,774)	(75,999)
Workers' welfare fund paid		(22,215)	(19,734)
Long term advances - net		(2,577)	3,210
Long term deposits - net		(4,922)	9,350
Net cash (used in) / generated from operating activities		(475,970)	2,042,741
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchases of property, plant and equipment		(399,941)	(1,083,241)
Proceeds from disposal of operating fixed assets		44,537	19,706
Net cash (used) in investing activities		(355,404)	(1,063,535)
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of long term financing from banking companies		(1,546,594)	(1,210,984)
Lease rentals paid		(14,420)	(13,763)
Net cash (used) in financing activities		(1,561,014)	(1,224,747)
Net decrease in cash and cash equivalents		(2,392,388)	(245,541)
Cash and cash equivalents at the beginning of the year		(3,515,668)	(3,270,127)
Cash and cash equivalents at the end of the year	44	(5,908,057)	(3,515,668)

The annexed notes from 1 to 54 form an integral part of these financial statements.



Iqbal Ali Lakhani
Chairman / Director



Aftab Ahmad
Chief Executive Officer



Muhammad Rashid Dastagir
Chief Financial Officer



STATEMENT OF CHANGES IN EQUITY

For the year ended June 30, 2025

Issued, subscribed and paid-up capital	Reserves							Total	
	Capital reserves			Revenue reserves		Other Components of Equity	Total Reserves		
	Share premium	Merger reserve	Redemption reserve	Total	General reserve				Unappropriated profit
						Actuarial gain / (loss) on defined benefit plan - net of deferred tax			
	(Rupees in thousands)								
4,017,129	1,822,122	7,925	1,070,913	2,900,960	5,800,000	267,838	126,040	9,094,838	13,111,967
-	-	-	-	-	-	523,893	-	523,893	523,893
-	-	-	-	-	-	-	46,026	46,026	46,026
-	-	-	-	-	-	523,893	46,026	569,919	569,919
4,017,129	1,822,122	7,925	1,070,913	2,900,960	5,800,000	791,731	172,066	9,664,758	13,681,886
-	-	-	-	-	-	(345,422)	-	(345,422)	(345,422)
-	-	-	-	-	-	-	78,933	78,933	78,933
-	-	-	-	-	-	(345,422)	78,933	(266,489)	(266,489)
4,017,129	1,822,122	7,925	1,070,913	2,900,960	5,800,000	446,309	250,999	9,398,269	13,415,398

The annexed notes from 1 to 54 form an integral part of these financial statements.



Iqbal Ali Lakhani
Chairman / Director



Aftab Ahmad
Chief Executive Officer



Muhammad Rashid Dastagir
Chief Financial Officer



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

1 STATUS AND NATURE OF BUSINESS

Century Paper & Board Mills Limited ("the Company") was incorporated in Pakistan as a public limited company on August 2, 1984 under the repealed Companies Ordinance, 1984 (now Companies Act 2017) and its ordinary shares are listed on Pakistan Stock Exchange (PSX). The Company is engaged in manufacturing and marketing of paper, board and related products.

2 GEOGRAPHICAL LOCATION AND ADDRESSES OF BUSINESS UNITS

The geographical location and addresses of the Company's business units / immovable assets are as under:

Business Unit	Address
---------------	---------

- | | |
|---------------------|---|
| - Registered office | Lakson Square Building No. 2, Sarwar Shaheed Road, Karachi, Pakistan. |
| - Mills (Plant) | 62 KM, Lahore-Multan Highway, N-5, District Kasur, Pakistan. |
| - Regional office | 14-Ali Block, New Garden Town, Lahore, Pakistan. |

3 BASIS OF PREPARATION

3.1 Statement of compliance

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

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

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

3.2 Basis of measurement

These financial statements have been prepared under the historical cost convention, except for recognition of certain staff retirement benefits at present value of defined benefit obligation net of fair value of plan assets determined through actuarial valuation.

These financial statements have been prepared following accrual basis of accounting except for cash flow information.

3.3 Functional and presentation currency

The financial statements are presented in Pakistani Rupees (the Rupees), which is the Company's functional and presentation currency.

3.4 Use of estimates and judgements:

The preparation of these financial statements in conformity with approved accounting standards requires the management to make estimates, assumptions and use judgments that affect the application of policies and reported amounts of assets and liabilities and income and expenses. Estimates, assumptions and judgments are continually evaluated and are based on historic experience and other factors including reasonable expectations of future events. Revisions to accounting estimates are recognised prospectively commencing from the period of revision.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Judgments and estimates made by the management that may have a significant risk of material adjustments to the financial statements in next financial year are provided below:

3.4.1 Significant accounting judgments and critical accounting estimates / assumptions

The preparation of financial statements in conformity with approved accounting standards requires the management to:-

- exercise its judgment in process of applying the Company's accounting policies, and
- use of certain critical accounting estimates and assumptions concerning the future.

The management has exercised judgment in applying the Company's accounting policies for classification of Post Employment Benefits as Defined Benefits Plan and Defined Contribution Plan (refer note 5.19, note 40 and 41) that have the most significant effects on the amounts recognized in the financial statements.

The areas involving critical accounting estimates and significant assumptions concerning the future are discussed below:-

a) Income taxes

The Company takes into account relevant provisions of the prevailing income tax laws while providing for current and deferred taxes as explained in note 5.9 of these financial statements.

b) Defined benefits plan

Certain actuarial assumptions have been adopted as disclosed in note 40 to these financial statements for valuation of present value of defined benefit obligation and fair value of plan assets. Any changes in these assumptions in future years might affect actuarial gains / losses recognized in those years with corresponding effect on carrying amount of defined benefit plan liability / asset.

c) Property, plant and equipment

Management has made estimates of residual values, useful lives and recoverable amounts of certain items of property, plant and equipment. Any change in these estimates in future years might affect the carrying amounts of the respective items of property, plant and equipment with corresponding effect on the depreciation charge and impairment loss.

d) Stock in trade and stores and spares

The Company reviews the Net Realizable Value (NRV) of stock-in-trade and stores and spares to assess any diminution in the respective carrying values. NRV is estimated with reference to the estimated selling price in the ordinary course of business less the estimated costs of completion and estimated costs necessary to make the sale.

Provision for obsolete and slow moving stores, spares and loose tools is determined based on management's estimate regarding their future usability.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

e) Contingencies

The assessment of the contingencies inherently involves the exercise of significant judgement as the outcome of the future events cannot be predicted with certainty. The Company, based on the availability of the latest information, estimates the value of contingent assets and liabilities which may differ on the occurrence / non-occurrence of the uncertain future events.

f) Impairment of financial assets

The Company recognizes loss allowance for Expected Credit Losses (ECLs) on financial assets measured at amortized cost and contract assets. The Company measures loss allowance at an amount equal to lifetime ECLs.

Lifetime ECLs are those that result from all possible default events over the expected life of a financial instrument. The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk.

At each reporting date, the Company assesses whether the financial assets carried at amortized cost are credit-impaired. A financial asset is credit-impaired when one or more events that have detrimental impact on the estimated future cash flows of the financial assets have occurred.

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets. The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

4 APPLICATION OF NEW STANDARDS, AMENDMENTS AND INTERPRETATIONS TO PUBLISHED APPROVED ACCOUNTING AND REPORTING STANDARDS

4.1 New accounting standards, amendments and IFRS interpretations that are effective for the year ended June 30, 2025

The following standards, amendments and interpretations are effective for the year ended June 30, 2025. These standards, amendments and interpretations are either not relevant to the Company's operations or did not have significant impact on the financial statements other than certain additional disclosures.

	Effective date (annual periods beginning on or after)
Amendments to IFRS 7 'Financial Instruments: Disclosures' - Supplier finance arrangements	January 01, 2024
Amendments to IFRS 16 'Leases' - Amendments to clarify how a seller-lessee subsequently measures sale and leaseback transactions	January 01, 2024
Amendments to IAS 1 'Presentation of Financial Statements' - Classification of liabilities as current or non-current	January 01, 2024
Amendments to IAS 1 'Presentation of Financial Statements' - Non-current liabilities with covenants	January 01, 2024
Amendments to IAS 7 'Statement of Cash Flows' - Supplier finance arrangements	January 01, 2024



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

4.2 New accounting standards, amendments and interpretations that are not yet effective

The following standards, amendments and interpretations are only effective for accounting periods, beginning on or after the date mentioned against each of them. These standards, amendments and interpretations are either not relevant to the Company's operations or are not expected to have significant impact on the Company's financial statements other than certain additional disclosures.

**Effective date
(annual periods
beginning on or
after)**

Amendments to IFRS 7 'Financial Instruments: Disclosures' - Amendments regarding the classification and measurement of financial instruments January 01, 2026

Amendments to IFRS 9 'Financial Instruments' - Amendments regarding the classification and measurement of financial instruments January 01, 2026

Amendments to IAS 21 'The Effects of Changes in Foreign Exchange Rates' - The amendment clarify when a currency is exchangeable into another currency; and how a Company estimates a spot rate when a currency lacks exchangeability. January 01, 2025

IFRS 17 Insurance Contract establishes the principles for the recognition, measurement, presentation and disclosure of Insurance contracts within the scope of the Standard. The objective of standard is to ensure that an entity provides relevant information that faithfully represents those contracts. The SECP has notified the timeframe for adoption of IFRS 17 that shall be adopted by January 01, 2027. January 01, 2027

The management anticipates that the adoption of the above standards and amendments in future periods, will have no material impact on the financial statements other than in presentation / disclosures.

Other than the aforementioned standards and amendments, IASB has also issued the following new standards which have not yet been adopted locally by the Securities and Exchange Commission of Pakistan.

IFRS 1 First time adoption of International Financial Reporting Standards	July 01, 2009
IFRS 18 Presentation and Disclosures in Financial Statements	January 01, 2027
IFRS 19 Subsidiaries without Public Accountability: Disclosures	January 01, 2027

5 MATERIAL ACCOUNTING POLICIES INFORMATION

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

5.1 Property, plant and equipment

a) Operating fixed assets

These are stated at historical cost less accumulated depreciation and impairment losses, if any, except for freehold land which is stated at cost. Cost includes expenditure that is directly attributable to the acquisition of the item including borrowing costs (refer note 5.12).





NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

The cost of self constructed assets includes the cost of materials, direct labor and any other costs directly attributable to bringing the asset to a working condition for its intended use. Purchased software that is integral to the functionality of the related equipment is capitalized as part of that equipment.

Subsequent costs are included in an asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognized, if any. The cost of the day to day servicing of property, plant and equipment are recognized in statement of profit or loss during the financial year in which they are incurred.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

The spare parts, stand-by equipments and servicing equipments are qualify as an asset under property, plant and equipment when the Company expects to use them during more than one year. Transfers are made of these stand-by equipments to plant and machinery as and when such items are intend to use. These are depreciated over their useful lives, or the remaining life of principle asset, whichever is lower.

Depreciation on operating fixed assets other than freehold land is provided on a straight line basis and charged to profit or loss to write off the depreciable amount of each asset over its estimated useful life. Full month's depreciation is charged on addition, while no depreciation is charged in the month of disposal or deletion of assets. Rates of depreciation, which are disclosed in note 6, are determined to allocate the cost of an asset less estimated residual value, if not insignificant, over its useful life. No depreciation is charged if the asset's residual value exceeds its carrying amount.

The assets' residual values, depreciation method and useful lives of each part of property, plant and equipment are reviewed at each financial year end, and any change in estimates in future years might affect the carrying amounts of the respective items of property, plant and equipment with a corresponding effect on depreciation charges, if impact on depreciation is significant.

Disposal of assets is recognized when significant risks and rewards incidental to the ownership have been transferred to buyers. Gains and losses on disposal are determined by comparing the proceeds with the carrying amount and are recognized in the statement of profit or loss.

b) Capital work-in-progress

Capital work-in-progress and stores held for capital expenditures are stated at cost and consists of expenditure incurred, advances made and other costs directly attributable to operating fixed assets in the course of their construction and installation. Cost also includes applicable borrowing costs. Transfers are made to relevant operating fixed assets category as and when assets are available for use intended by the management.

5.2 Intangible assets

Intangible assets are recognized when it is probable that the expected future economic benefits will flow to the Company and the cost of the asset can be measured reliably. Intangible assets are measured at cost less accumulated amortization and accumulated impairment losses, if any. The cost of the intangible asset (i.e. computer softwares) includes purchase cost and directly attributable expenses incidental to bring the asset for its intended use.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Expenditure which enhances the performance of computer software beyond its original specification and useful life is recognized as a capital improvement and added to the original cost of the software.

Amortization is provided on a straight line basis over the estimated useful life of the asset at the rates disclosed in note 7 to the financial statements. Amortization on addition to intangible assets is charged from the month of addition while no amortization is charged for the month of disposal or deletion of assets. Costs associated with maintaining computer softwares are recognized as an expense as and when incurred.

The useful lives of intangible assets are reviewed, at each statement of financial position date and adjusted if the impact of amortization is significant.

5.3 Impairment of non-financial assets

The carrying values of non-financial assets other than inventories, are reviewed at each reporting date to determine whether there is any indication of impairment and when event or changes in circumstances indicate that the carrying value may not be recoverable. If any such indication exists, assets or cash generating units (CGU) are tested for impairment.

An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its recoverable amount. A CGU is the smallest identifiable asset group that generates cash flows that is largely independent from other assets and group. Impairment losses are recognized as expense in statement of profit or loss. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. Where an impairment loss is recognized, the depreciation charge is adjusted in the future periods to allocate the asset's revised carrying amount over its estimated useful life.

Value in use is estimated as the present value of estimated future cash flows from the continuing use of an asset / cash generating unit and from its disposal at the end of its useful life. A pre-tax discount rate reflects current market assessments of the time value of money and risks specific to the asset for which the estimates of future cash flows have not been adjusted.

The Company's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs.

Impaired assets are reviewed for possible reversal of the impairment at each statement of financial position date. Reversal of the impairment losses are restricted to the extent that asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation, if no impairment losses had been recognized. A reversal of impairment loss is recognized in the statement of profit or loss.

5.4 Leases

The Company assesses whether a contract is or contains a lease at inception of the contract. If the Company assesses contract contains a lease and meets requirements of IFRS 16, the Company recognises a right-of use asset and a lease liability at the lease commencement date.

a) Right of use assets

The right of use asset is measured at cost, as the amount equal to initially measure lease liability adjusted for lease prepayments made at or before the commencement date and initial direct cost incurred less any lease incentives received.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

The right of use asset is subsequently depreciated using straight line method from the date of recognition to the earlier of the end of useful life of the right of use asset or the end of the lease term. The estimated useful lives of the right of use assets are determined on the same basis as those of property and equipment. In addition, the right of use asset is periodically reduced by the impairment losses, if any, and adjusted for certain remeasurement of the lease liability. The right-of-use assets are disclosed in the property, plant and equipment.

b) Lease liability

The lease liability was measured upon initial recognition at the present value of the future lease payments over the lease term, discounted at incremental borrowing rate.

Subsequently lease liabilities are measured at amortized cost using the effective interest rate method. It is remeasured when there is a change in future lease payments arising from a change in the rate, if there is a change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option.

When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in statement of profit or loss if the carrying amount of the right-of-use asset has been reduced to zero.

The Company has opted not to recognize right of use assets for short-term leases i.e. leases with a term of twelve (12) months or less. The payments associated with such leases are recognized in statement of profit or loss when incurred.

5.5 Stores and spares

Stores and spares are stated at cost less provision for slow moving and obsolete items. Cost is determined by using the moving average method. Items in transit are valued at cost comprising invoice value plus other charges incurred thereon.

The Company reviews the carrying amount of stores and spares on a periodic basis and provision is made for slow moving and obsolescence periodically on the basis of ageing analysis prepared on an item-by-item basis.

5.6 Stock-in-trade

Stock-in-trade are valued at the lower of cost and estimated net realizable value. Cost of raw material is determined by using the monthly weighted average method.

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

Stock-in-transit is valued at cost comprising invoice value plus other charges incurred thereon.

Work-in-process and finished goods consist of the direct materials costs, fuel and power cost and an appropriate proportion of manufacturing overheads including labour cost, depreciation and maintenance etc.

Net realizable value signifies the estimated selling price in the ordinary course of business less the estimated cost of completion and estimated costs necessary to be incurred in order to make the sale.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

5.7 Trade debts

Trade debts are recognised initially at fair value and subsequently measured at amortized cost less loss allowance, if any. The Company applies IFRS 9 simplified approach to measures the loss allowance for trade debts at an amount equal to lifetime expected credit losses (ECL) that result from all possible default events over the expected life of trade debts. Trade debts are written-off when the Company has no reasonable expectations of recovering a trade receivable in its entirety or a portion thereof.

5.8 Trade deposits and other receivables

Trade deposits and other receivables are recognized at cost, which is the fair value of the consideration given. Based on historical experience and available securities, the Company assesses the expected credit loss associated with these financial assets and if it is significant, the Company applies the IFRS 9 to measure the expected credit losses.

5.9 Taxation

Income tax expense comprises current and deferred tax. Income tax expense is recognized in statement of profit or loss, except to the extent that it relates to items recognized in other comprehensive income or directly in equity, in which case it is also recognized in other comprehensive income or directly in equity respectively.

a) Current

Current tax is the expected tax payable on the taxable income for the year determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using tax rates enacted or substantively enacted at the reporting date after taking into account tax credits and tax rebates. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years.

b) Levy

The Company accounted for current tax calculated on taxable income using the notified tax rate as an income tax and any tax charged under the income tax laws which is not based on the taxable income recorded as a levy in accordance with the Guidance on Accounting for Minimum Taxes and Final taxes issued by the Institute of Chartered Accountants of Pakistan. The minimum tax and final taxes which are not calculated on the 'taxable profit' but calculated on turnover or other basis are recognized as a levy in the Statement of profit or loss under the scope of IFRIC 21/IAS37.

c) Deferred

Deferred tax is accounted for using the Balance Sheet liability method on all temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the corresponding tax bases used in the computation of taxable profit.

Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized to the extent that it is probable that taxable profit will be available in future years to utilize deductible temporary differences, unused tax losses and tax credits. Deferred tax is not recognized on temporary differences arising from the initial recognition of assets or liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

The carrying amount of deferred tax asset is reviewed at each statement of financial position date and reduced to the extent that is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilized.

Deferred tax is calculated based on tax rates that have been enacted or substantively enacted up to the statement of financial position date and are expected to apply to the periods when the differences reverse.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different taxable entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

- d) The Company takes into account decisions taken by the taxation authorities. For instance where the Company's view differs from the income tax department at the assessment stage and where the Company considers that its view on items of material nature is in accordance with law, the disputed amounts are shown as contingent liabilities.

e) **Sales tax**

Expenses and assets are recognised net of the amount of sales tax, except:

- (i) When the sales tax incurred on a purchase of goods or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the goods or as part of the expense item, as applicable.
- (ii) When receivables and payables include amount of sales tax, the net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the statement of financial position.

5.10 Deferred Capital Grant

The Company recognises benefit of a government loan at a below-market rate of interest as a government grant provided there is a reasonable assurance that the grant will be received and Company will comply with all attached conditions.

The deferred capital grant is measured upon initial recognition as the difference between fair value of the loan and loan proceeds. The fair value of the loan is the present value of the loan proceed received, discounted using the prevailing market rates of interest for a similar instrument. In subsequent periods, the loan amount would be accredited using the effective interest method.

When the grant relates to expense, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed-out. When the grant relates to an asset, it is recognized as income in equal amounts over the expected useful life of the related asset.

5.11 Borrowings

Borrowings are recognised initially at fair value net of transaction cost incurred. Borrowings are subsequently carried at amortised cost. Any difference between the proceeds received (net of transaction cost) and the redemption value is recognised in the statement of profit or loss over the period of the borrowings using the effective interest method.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Finance cost are accounted for on accrual basis and are shown as interest and markup is accrued to the extent of the amount remaining unpaid.

Short term borrowings are classified as current liabilities unless the Company has unconditional right to defer settlement of the liability for twelve months after the statement of financial position date.

5.12 Borrowings cost

Borrowing cost on long term finances and short term borrowings which are obtained for the acquisition of qualifying assets are capitalized as part of cost of that asset. All other borrowing costs are charged to statement of profit or loss in the period in which these are incurred. Borrowing cost also includes exchange differences arising from foreign currency borrowings to the extent that they are regarded as an adjustment to interest cost as allowed under IAS 23 "Borrowing cost".

5.13 Trade and other payables

Liabilities for trade and other amounts payable are carried at cost which is the fair value of the consideration to be paid in the future for goods and services received, whether or not billed to the Company and subsequently measured at amortised cost.

Trade and other payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is due within one year. If not, they are presented as non-current liabilities.

5.14 Provisions

A provision is recognized in the statement of financial position when the Company has a present legal or constructive obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and amount of that obligation can be measured reliably. Provisions are not recognised for future operating losses. Provisions are reviewed at each statement of financial position date and adjusted to reflect current best estimates.

5.15 Contingencies

A contingent liability is disclosed when the Company has a possible obligation as a result of past events, existence of which 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. Where the outflow of resources associated with a contingent liability is assessed as probable, and if the size of the outflow can be reliably estimated, a provision is recognized in the financial statement.

5.16 Financial instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

5.16.1 Financial assets

Classification

The Company classifies its financial assets in the following measurement categories:

- a) Amortized cost
- b) Fair value through other comprehensive income
- c) Fair value through profit or loss

The classification of financial assets is based on the entity's business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

The financial assets are classified at initial recognition, and subsequently measured at amortized cost, fair value through other comprehensive income or fair value through profit or loss.

a) Amortized cost

A financial asset is measured at amortized cost if it meets both the following conditions and is not designated as at fair value through statement of profit or loss:

- (i) it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- (ii) its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

b) Fair value through other comprehensive income

A financial asset is measured at fair value through other comprehensive income if it meets both of the following conditions and is not designated as a fair value through profit or loss:

- (i) the financial asset is held within a business model whose objective is achieved by both collecting contractual cash flows and selling the financial assets; and
- (ii) the contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

c) Fair value through profit or loss

Fair value through profit or loss - Financial assets, that are not measured at amortized cost or at fair value through other comprehensive income on initial recognition, are classified as at fair value through profit or loss.

Impairment

The Company recognizes loss allowance for Expected Credit Losses (ECLs) on financial assets measured at amortized cost and contract assets. The Company measures loss allowance at an amount equal to lifetime ECLs.

Lifetime ECLs are those that result from all possible default events over the expected life of a financial instrument. The maximum period considered when estimating ECLs is the maximum contractual period over which the Company is exposed to credit risk.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

At each reporting date, the Company assesses whether the financial assets carried at amortized cost are credit-impaired. A financial asset is credit-impaired when one or more events that have detrimental impact on the estimated future cash flows of the financial assets have occurred.

Loss allowances for financial assets measured at amortized cost are deducted from the gross carrying amount of the assets. The gross carrying amount of a financial asset is written off when the Company has no reasonable expectations of recovering a financial asset in its entirety or a portion thereof.

5.16.2 Financial liabilities

Financial liabilities are initially recognized at fair value, net of transaction costs incurred and subsequently carried at amortized cost using the effective interest method.

Financial liabilities are classified as current liabilities unless the Company has an unconditional/contractual right to defer settlement of the liability for at least twelve months after the statement of financial position date.

5.16.3 Recognition and measurement

All financial assets and liabilities are initially measured at cost, which is the fair value of the consideration given and received respectively. These financial assets and liabilities are subsequently measured at fair value, amortized cost or cost, as the case may be. The particular measurement methods adopted are disclosed in the individual policy statements associated with each item.

5.16.4 Derecognition

The financial assets are de-recognized when the Company loses control of the contractual rights that comprise the financial assets. The financial liabilities are de-recognized when they are extinguished i.e. when the obligation specified in the contract is discharged, cancelled or expired.

5.17 Offsetting of financial assets and financial liabilities

Financial assets and financial liabilities are offset and the net amount is reported in the financial statements only when the Company has a legally enforceable right to set-off the recognized amounts and the Company intends to settle either on a net basis or realize the asset and settle the liability simultaneously.

5.18 Foreign currency translation

Transactions in foreign currencies are converted into functional currency (the Rupees) at the exchange rates prevailing on the transaction dates. Monetary assets and liabilities in foreign currencies are translated into functional currency at the exchange rate prevailing at the statement of financial position date. Foreign exchange gains and losses resulting from the settlement of such transactions and translation thereof at the statement of financial position date exchange rate are recognized in the statement of profit or loss.

5.19 Employees benefits

The Company's employees benefits comprise of provident fund, gratuity scheme, compensated absences and medical benefits for eligible employees.





NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

5.19.1 Staff retirement benefits

a) Defined benefit plan

The Company has a gratuity scheme for all its permanent employees who attain the minimum qualification period for entitlement to gratuity. The Gratuity Fund is maintained by a trust created and duly approved. Contributions to the fund are made based on actuarial recommendations using Projected Unit Credit Method. The most recent actuarial valuation was carried out at June 30, 2025 (refer note 40).

The remeasurement gains/losses as per actuarial valuation at the reporting date, are recognized immediately in other comprehensive income and all other expenses are recognized in accordance with IAS 19 "Employee Benefits" in the statement of profit or loss.

Calculation of gratuity requires assumptions to be made of future outcomes which mainly include increase in remuneration, expected long-term return on plan assets and the discount rate used to convert future cash flows to current values. Calculations are sensitive to changes in the underlying assumptions.

b) Defined contribution plan

The Company contributes to an approved contributory provident fund scheme for all its permanent employees. Equal monthly contributions, both by the Company and the employees are made to the fund, at the rate of 10% of the basic salary plus cost of living allowance. All regular employees are eligible for provident fund upon their confirmation. Obligation for contributions to defined contribution plan by the Company is recognized as an expense in the statement of profit or loss. Prepaid contribution are recognized as an asset to the extent that cash refund or reduction in future payment is available.

5.19.2 Compensated absences

The Company accounts for compensated absences of its employees on the basis of un-availed earned leaves balance of each employee at the statement of financial position date. The related expected cost thereof, is charged to statement of profit or loss.

5.19.3 Medical benefits

The Company maintains a health insurance policy for its entitled employees, their respective spouses and dependent children. The Company contributes premium to the policy annually. Such premium is recognized as an expense in the statement of profit or loss in the period to which it relates.

5.20 Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable and can be measured reliably.

Revenue from contracts with customers

Sale of goods

Sale of goods is recognized when the Company has transferred control of the products to the customers and there is no unfulfilled obligation that could affect the customer's acceptance of the products. Sale of goods give rise to contract assets and liabilities as explained below.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Contract assets

Contract assets arise when the Company performs its performance obligations by transferring goods to a customer before the customer pays its consideration or before payment is due.

Contract liabilities

Contract liability is the obligation of the Company to transfer goods to a customer for which the Company has received consideration from the customer. When customer pays consideration before the Company transfers goods, a contract liability is recognized. Contract liabilities are recognized as revenue when the Company performs its performance obligations under the contract.

Others

- The gains and losses on short-term investment arising from changes in fair value are included in the statement of profit or loss in the period in which they occur.
- Scrap sales are recognized on delivery to customers at realized amounts.
- Return on deposit is accrued on time proportion basis by reference to the principal outstanding using effective interest method.
- All other income is recognized on accrual basis.

5.21 Cash and cash equivalents

Cash and cash equivalents comprise of cash in hand, bank deposit, cheques in hand, short term highly liquid investments that are readily convertible to known amounts of cash and balances with banks. Short-term borrowing facilities which are payable on demand, are included as part of cash and cash equivalents for the purpose of statement of cash flows.

5.22 Share capital

Share capital is classified as equity and recognized at the face value. Incremental costs net of tax and directly attributable to the issue of new shares are shown as a deduction in equity.

5.23 Earnings per share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

5.24 Dividend and appropriation to reserves

Dividend is recognized as a liability in the period in which it is declared and approved by the Company's shareholders at the Annual General Meeting, while interim dividend distributions are recognised in the period in which the dividends are declared by the Board of Directors. Appropriations of profit are reflected in the statement of changes in equity in the period in which such appropriations are approved. Movement in reserves is recognized in the year in which it is approved.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

5.25 Related party transactions

Transactions with related parties are based on normal commercial rates at the same terms and conditions as applicable to third party transactions.

	Note	2025 (Rupees in thousands)	2024
6 Property, plant and equipment			
Operating fixed assets	6.1	10,412,750	10,648,823
Capital work-in-progress	6.2	357,038	856,358
Capital spares	6.3	162,519	110,731
		<u>10,932,307</u>	<u>11,615,912</u>

6.1 OPERATING FIXED ASSETS

Description	Freehold land (note 6.1.1)	Buildings on freehold land	Leasehold improvements	Plant and machinery (note 6.1.2 & 6.1.3)	Furniture and fixtures	Vehicles	Electrical and other equipments	IT equipments	Right of use asset	Total
(Rupees in thousands)										

Year ended June 30, 2025

Net carrying value basis

Opening net book value (NBV)	447,920	1,718,254	-	8,114,319	5,325	243,446	33,789	69,073	16,696	10,648,822
Additions (at cost)	71,250	7,176	-	673,044	-	66,499	10,265	8,866	104,640	941,742
Disposals (NBV)	-	-	-	(4,036)	-	(14,771)	-	(15)	-	(18,822)
Depreciation charge	-	(115,630)	-	(937,169)	(2,110)	(45,415)	(12,672)	(30,058)	(15,939)	(1,158,992)
Closing net book value (refer note 6.1.5)	<u>519,170</u>	<u>1,609,800</u>	<u>-</u>	<u>7,846,158</u>	<u>3,215</u>	<u>249,759</u>	<u>31,382</u>	<u>47,866</u>	<u>105,397</u>	<u>10,412,750</u>

Gross carrying value basis

Cost	519,170	2,909,544	18,714	22,804,295	32,060	411,093	129,202	258,133	169,889	27,252,100
Accumulated depreciation / impairment	-	(1,299,744)	(18,714)	(14,958,137)	(28,845)	(161,334)	(97,820)	(210,267)	(64,492)	(16,839,350)
Net book value	<u>519,170</u>	<u>1,609,800</u>	<u>-</u>	<u>7,846,158</u>	<u>3,215</u>	<u>249,759</u>	<u>31,382</u>	<u>47,866</u>	<u>105,397</u>	<u>10,412,750</u>

Year ended June 30, 2024

Net carrying value basis

Opening net book value (NBV)	447,920	1,676,045	-	7,928,712	4,968	201,032	44,191	36,345	27,954	10,367,166
Additions (at cost)	-	151,616	-	1,089,636	2,110	95,268	3,218	62,919	-	1,404,768
Disposals (NBV)	-	-	-	-	-	(11,281)	(470)	(731)	-	(12,482)
Depreciation charge	-	(109,406)	-	(904,030)	(1,753)	(41,573)	(13,151)	(29,460)	(11,258)	(1,110,630)
Closing net book value (refer note 6.1.5)	<u>447,920</u>	<u>1,718,254</u>	<u>-</u>	<u>8,114,319</u>	<u>5,325</u>	<u>243,446</u>	<u>33,789</u>	<u>69,073</u>	<u>16,696</u>	<u>10,648,823</u>

Gross carrying value basis

Cost	447,920	2,902,367	18,714	22,144,745	32,060	387,666	118,938	251,085	65,246	26,368,741
Accumulated depreciation / impairment	-	(1,184,113)	(18,714)	(14,030,426)	(26,735)	(144,220)	(85,149)	(182,012)	(48,550)	(15,719,918)
Net book value	<u>447,920</u>	<u>1,718,254</u>	<u>-</u>	<u>8,114,319</u>	<u>5,325</u>	<u>243,446</u>	<u>33,789</u>	<u>69,073</u>	<u>16,696</u>	<u>10,648,823</u>

Depreciation rate (% per annum)	-	2.5 to 10	20	5 to 20	10 to 20	20	10 to 33	20 to 33	14 to 17	-
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NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

- 6.1.1** This freehold land of 175 acre (2024: 170.6 acre) is located at Village Jumber Khurd, Tehsil Pattoki, District Kasur.
- 6.1.2** Plant and machinery includes gas pipeline installations with a cost of Rs. 16.87 million (written down value: Nil) [2024: Rs. 16.87 million (written down value: Nil)] that installed outside the premises of the factory but which are under the possession and control of the Sui Northern Gas Pipelines Limited. However, the economic benefits associated with these assets are flowing to the Company.
- 6.1.3** Plant and machinery includes capital spares amounting to Rs. 447.04 million (written down value Rs. 172.76 million) [2024: Rs. 303.74 million (written down value Rs. 44.09 million)].
- 6.1.4** This includes transfer from capital work-in-progress amounting to Rs. 601.32 million (2024: Rs. 1,221.884 million).
- 6.1.5** The cost of fully depreciated assets which are still in use as at June 30, 2025 are Rs. 9,135 million and written down value are Rs. 16.48 million (2024: Rs. 8,469 million and written down value is Rs. 15.01 million).

	Note	2025 (Rupees in thousands)	2024
6.1.6 The depreciation charge for the year has been allocated as follows:			
Cost of sales	31	1,054,871	1,010,757
General and administrative expenses	32	98,005	95,164
Selling and distribution expenses	33	6,116	4,709
		<u>1,158,992</u>	<u>1,110,630</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

6.1.7 The following operating fixed assets were disposed off during the year:

Description	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain / (loss)	Mode of disposal	Relationship with buyers	Particulars of buyers
(Rupees in thousands)								
Vehicles								
Items having book value exceeding Rs. five hundred thousand								
Toyota Corolla Altis (LEF-19-6627)	2,579	1,728	851	1,113	262	As per company policy (Note 6.1.8)	Employee	Mr. Muhammad Akhtar
Honda City Prosmetic 1.5 (LEA-19A-2529)	2,495	1,672	823	882	59	--do--	--do--	Mr. Sohail Akhtar
Honda City I-Vtec Manual (LEA-19A-2523)	2,315	1,551	764	759	(5)	--do--	--do--	Mr. Javed Iqbal Janjua
Suzuki Cultux Vxr (LEA-90-9025)	1,745	1,169	576	755	179	--do--	--do--	Mr. Ali Shan
Suzuki Cultux Vxr (LEA-90-9024)	1,745	1,169	576	1,425	850	--do--	--do--	Mr. Muhammad Munir
Honda Civic Cvt 1.8 (LEA-20-4717)	3,868	2,591	1,276	1,267	(9)	--do--	--do--	Mr. Aftab Ahmed
Suzuki Cultux Vxr (LEA-20-9405)	1,745	1,169	576	760	184	--do--	--do--	Mr. Zulfikar Ali
Suzuki Alto Vxl (AGS) (LEA-19-2216)	1,518	1,017	501	1,256	755	--do--	--do--	Mr. Khalid Mehmood
Honda BRV I-Vtec (BH-4182)	3,117	2,088	1,029	1,184	155	--do--	--do--	Mr. Abdul Shakoor
Suzuki Alto Vxl (AGS) (BRB-713)	1,518	1,017	501	1,256	755	--do--	--do--	Mr. Muhammad Nadeem
Honda Brv I-Vtec (LEH-18-5456)	2,353	1,577	776	1,226	450	--do--	--do--	Mr. Ghazanfar Madni
Suzuki Alto Vxl (AGS) (LEA-19A-2218)	1,518	1,017	501	1,256	755	--do--	--do--	Mr. Muhammad Waqas
Suzuki Wagonr Vxr (LEA-20-9026)	1,605	1,075	530	615	85	--do--	--do--	Mr. Ajmal Siddiqui
Hond Civic I-Vtec (BQP -836)	3,514	2,354	1,160	1,303	143	--do--	--do--	Mr. Mansoor Ahmed
Toyota Corolla GLI (LEH-18A-8929)	2,129	1,426	703	1,275	573	--do--	--do--	Mr. Farooq Qureshi
Toyota Corolla Grande (LEH-18-8790)	2,669	1,788	881	875	(6)	--do--	--do--	Mr. Khalid Hayat
Suzuki Cultux Vxr (BWR - 985)	1,781	736	1,045	1,745	700	Negotiation	Outgoing Employee	Mr. Muhammad Kashif Javed
	38,214	25,144	13,069	18,952	5,885			
Items having book value upto Rs. five hundred thousand	4,859	3,156	1,703	3,013	1,310	As per company policy (Note 6.1.8)	Employee	Various (Note 6.1.8)
	43,073	28,300	14,772	21,965	7,195			
Plant & Machinery								
Items having book value exceeding Rs. five hundred thousand	6,055	2,018	4,036	10,193	6,156	Negotiation	Service provider	M/s. Assafa Enterprises
Wheel Loader								
Items having book value upto Rs. five hundred thousand	7,440	7,440	-	12,308	12,307	--do--	--do--	--do--
	13,495	9,458	4,036	22,501	18,463			
IT equipments								
Items having book value upto Rs. five hundred thousand	1,822	1,807	15	71	56	Scrap Dealer	-	-
Total - 2025	58,389	39,565	18,823	44,536	25,714			
Total - 2024	34,094	21,613	12,482	19,706	7,224			

6.1.8 The vehicles were transferred to employees at maturity of the Company's car scheme.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

2025
(Rupees in thousands)

2024

6.2 CAPITAL WORK-IN-PROGRESS

This comprises of:

Building	8,350	14,542
Plant and machinery	348,688	841,816
	<u>357,038</u>	<u>856,358</u>

6.2.1 Movement of carrying amount

Year ended June 30, 2025

	Building	Plant and machinery	Total
Opening balance	14,542	841,816	856,358
Additions (at cost)	984	101,015	101,999
Transferred to operating fixed assets	(7,176)	(594,143)	(601,319)
Closing balance	<u>8,350</u>	<u>348,688</u>	<u>357,039</u>

Year ended June 30, 2024

Opening balance	17,163	1,333,394	1,350,556
Additions (at cost)	148,995	578,690	727,686
Transferred to operating fixed assets	(151,616)	(1,070,268)	(1,221,884)
Closing balance	<u>14,542</u>	<u>841,816</u>	<u>856,358</u>

Note
2025
(Rupees in thousands)

2024

6.3 CAPITAL SPARES

Opening	110,731	95,486
Addition	119,168	95,586
Transfer to PPE	(67,380)	(80,341)
Closing	<u>162,519</u>	<u>110,731</u>

7 INTANGIBLE ASSETS

Intangible assets	7.1	15,031	14,692
Software under development		359	-
		<u>15,390</u>	<u>14,692</u>

7.1 Net carrying value basis

Opening net book value	14,692	13,663
Additions (at cost)	10,013	8,676
Amortization charge	(9,674)	(7,647)
Closing net book value	<u>15,031</u>	<u>14,692</u>

Gross carrying value basis

Cost	112,165	102,152
Accumulated amortization	(97,134)	(87,460)
Net book value	<u>15,031</u>	<u>14,692</u>

Amortization rate (% per annum) 20 – 33.33 20 – 33.33

7.1.1 Amortization charge for the year has been allocated to administrative expenses (refer note 33).



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

		2025 (Rupees in thousands)	2024
8	LONG TERM ADVANCES		
	Unsecured - considered good		
	Long term advances to supplier	11,176	8,599
8.1	This represents advances to suppliers against purchase of vehicles in the normal course of business and does not carry any interest or mark-up. These advances are not carried at amortized cost as the impact of discounting is immaterial.		
9	LONG TERM DEPOSITS		
	Long term deposits	14,753	9,831
9.1	This represents deposits in the normal course of business and does not carry any interest or mark-up. These advances are not carried at amortized cost as the impact of discounting is immaterial.		
10	STORES AND SPARES	Note	2025 (Rupees in thousands)
	In hand		2024
	Stores	1,609,229	1,623,592
	Spares	908,631	940,666
	Fuel	845,862	1,168,310
		3,363,722	3,732,568
	Provision for slow moving stores and spares	(58,810)	(58,810)
		3,304,912	3,673,758
	In transit - Fuel/Spares	452,128	275,654
		3,757,040	3,949,412
11	STOCK-IN-TRADE		
	Raw materials		
	in hand	4,051,733	3,614,432
	in transit	1,144,532	1,814,422
		5,196,265	5,428,854
	Work-in-process	37,526	139,428
	Finished goods	1,290,153	1,289,163
		6,523,944	6,857,445
12	TRADE DEBTS		
	Unsecured - considered good		
	Due from associated undertakings	12.1	1,025,392
	Others		821,118
			4,304,187
		12.2	5,417,443
	Provision for expected credit losses	12.3	5,125,305
			(39,036)
			5,086,269
12.1	This comprises of amounts receivable from:		
	Merit Packaging Limited	897,469	735,952
	Colgate Palmolive (Pakistan) Limited	127,923	85,166
		1,025,392	821,118



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

- 12.1.1** The ageing of balances due from associated undertakings at the statement of financial position date is as follows:

	2025 (Rupees in thousands)	2024
Not past due	643,729	501,981
Past due upto one month	109,295	306,710
Past due one to three months	271,044	11,766
Past due over three months	1,324	661
	<u>1,025,392</u>	<u>821,118</u>

- 12.1.2** The maximum amount due from related parties at the end of any month during the year was Rs. 1,259.10 million (2024: Rs. 1,160.13 million).

- 12.2** These are in the normal course of business and are interest free.

- 12.3** This expected credit losses (ECL) have been provided in accordance with the ECL model under IFRS 9 and the Company considers that the allowance for expected credit loss is adequate to cover any default in recoverability of balances in future.

	Note	2025 (Rupees in thousands)	2024
13 ADVANCES			
Unsecured - considered good			
Advances			
to employees	13.1	1,471	1,480
to suppliers	13.2	48,042	132,313
		<u>49,513</u>	<u>133,793</u>

- 13.1** This includes advances provided to employees to meet business expenses and are settled as and when the expenses are incurred. These advances does not carry any interest or mark-up.

- 13.2** This represents advances paid to suppliers in the normal course of business against goods and services to be received in future and it does not carry any interest or mark-up.

	Note	2025 (Rupees in thousands)	2024
14 TRADE DEPOSITS AND SHORT TERM PREPAYMENTS			
Unsecured - considered good			
Deposits	14.1 & 14.2	184,810	186,605
Prepayments	14.3	15,050	10,050
Minimum tax - levy	5.9	439,644	210,452
		<u>639,504</u>	<u>407,107</u>

- 14.1** This includes an amount of Rs. 182.36 million (2024: Rs. 182.36 million) to Universal Gas Distribution Company (Private) Limited as security deposit against contract for supply of gas at concessional rate.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

14.2 This represents short term deposits in the normal course of business and does not carry any interest or mark-up.

14.3 This represents prepaid insurance premium of Rs. 15.05 million (2024: Rs. 10.05 million) to Century Insurance Company limited, an associated undertaking.

15	OTHER RECEIVABLES	Note	2025 (Rupees in thousands)	2024
	Unsecured - considered good			
	Due from associated undertakings	15.1	1,094	1,344
	Margin held against imports	15.2	21,388	10,373
	Gratuity receivable	40.4	71,541	-
	Others		43,436	2,328
		15.3	137,459	14,045
15.1	This comprises of amounts receivable from:			
	Century Insurance Company Limited		221	605
	Cyber Internet Services (Private) Limited		-	104
	Siza Food (Private) Limited		873	595
	Siza Services (Private) Limited		-	40
			1,094	1,344

15.1.1 The ageing of related parties' balances at the statement of financial position date is as follows:

Not past due	1,094	1,344
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15.1.2 The maximum amount due from related parties at the end of any month during the year was Rs. 4.75 million (2024: Rs. 19.67 million).

15.2 This represents margin held by bank for endorsement of shipping documents.

15.3 These are in the normal course of business and are interest free.

16	TAX REFUNDS DUE FROM GOVERNMENT	Note	2025 (Rupees in thousands)	2024
	Income tax	16.1	438,464	555,270
	Sales tax	16.2	125,125	96,063
		16.3	563,589	651,333

16.1 This includes tax refund for tax years 2019, 2023 and 2024 of Rs. 10.85 million (Rs. 10.85 million), Rs. 366.74 million (Rs. 366.74 million), and Rs. 194.60 million (2024: Rs. Nil) respectively and leftover refunds for the tax year 2009 to 2017 of Rs. 25.35 million (2024: Rs. 25.35 million). Moreover, tax payable for the tax year 2020 as per assessment orders aggregating to Rs. 159.55 million (2024: Rs. 159.55 million) is netted off with above tax refund. Year wise status of assessment is as follows:-



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

- (a) For the tax year 2018, a refund of Rs. 215.40 million was claimed in the income tax return filed by the Company. In his order dated March 4, 2019, the Additional Commissioner of (Audit) Inland Revenue - LTU has determined the net tax payable of Rs. 67.74 million by disallowing the adjustment of minimum tax of Rs. 214.93 million for prior years and certain other expenses. The Company has paid the tax demand of Rs. 67.74 million.

The Company has filed an appeal before the Commissioner Inland Revenue(CIR) - Appeals against the said order.

- (b) For the tax year 2019, a refund of Rs. 364.92 million was claimed in the income tax return filed by the Company. In his order dated February 19, 2020, the Additional Commissioner of (Audit) Inland Revenue - LTU determined the net tax payable of Rs. 13.78 million by disallowing the adjustment of previous years' minimum tax of Rs. 293.11 million and added-back GIDC charges of prior years amounting to Rs. 207 million and certain other expenses. The Company has paid the tax demand of Rs. 13.78 million.

The Company filed an appeal before the Commissioner Inland Revenue (Appeals) against the said order and the Commissioner Inland Revenue (Appeals) in his order upheld the disallowances of minimum tax and add back of GIDC charge and remanded back certain disallowances. The Company has filed an appeal before Appellate Tribunal Inland Revenue (ATIR) against the disallowances confirmed by the Commissioner Appeals.

During the year 2023, Additional Commissioner issued Appeal Effect Order on disallowances remanded back by Commissioner (Appeal) and created the refund of Rs. 11.13 million. Resultantly, net tax refundable of Rs. 10.85 million is appearing as at the reporting date.

- (c) For the tax year 2020, a refund of Rs. 16.31 million was claimed in the Income Tax return filed by the Company. In his order dated March 31, 2021, Additional Commissioner of (Audit) Inland Revenue - LTU determined the net tax payable of Rs. 233.96 million by disallowing the adjustment of previous years' Minimum Tax / Alternative Corporate Tax (ACT) of Rs. 137.82 million and added-back GIDC charges of prior years' of Rs. 191 million along with certain other expenses.

The Company has filed an appeal before the Commissioner Inland Revenue (Appeals) against the said order and has paid Rs. 23.40 million along with appeal as required under the law. The Commissioner Inland Revenue (Appeals), vide his order dated July 13, 2023, remanded back disallowance of tax credit under Section 65B and upheld the disallowances of Minimum Tax / ACT and certain other disallowances. The Company has filed Appeal against above said order before Income Tax Appellate Tribunal. A net tax payable of Rs.159.56 million is appearing as at statement of financial position date in the financial statements.

- (d) Subsequent to the Supreme Court order dated February 16, 2023 relating to Super tax payable for tax year 2022, Company has duly paid Rs. 40.29 million during the year after adjusting the tax refundable of Rs. 96.48 million as per duly filed tax return. Super tax liability of Rs. 136.77 million has already been provided in the respective financial year.

- (e) During the year income tax assessments proceedings of the Company for tax year 2023 and 2024 has been completed resulting in tax refund of Rs. 366.74 million and Rs. 194.60 million respectively .

- (f) Moreover, Income tax authorities have made certain disallowances for expenses for tax years 2009 and 2011 to 2017 which resulted in reduction of tax losses available to the Company for respective years.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

For the Tax Year 2009, 2011, 2012 Appellate Tribunal Inland Revenue has passed the orders confirming partial disallowances and granting certain reliefs by remanding back the issues. For Tax Year 2012, the Company has filed a reference application before High Court of Sindh against the order of Appellate Tribunal Inland Revenue which is pending for hearing.

For Tax Year 2015, the tax department's appeal is pending before Appellate Tribunal Inland Revenue in respect of issues decided in favor of the Company by Commissioner Inland Revenue (CIR) - Appeals and for Tax Year 2016, the Company's appeal is pending before Commissioner Inland Revenue (Appeals).

16.2 It includes the carry-forward of input sales tax as on statement of financial position date amounting to Rs. 26 million and amount paid in relation to following cases:

- a) The Company has paid Rs. 80 million against demand raised by Deputy Commissioner (IR), Federal Board of Revenue in respect of sales tax input disallowance on certain coal purchases from December 2021 to September 2023 as more fully explained in note 29.1.2(a).
- b) This also includes Rs. 10.02 million paid against demand raised by Assistant Commissioner - IR (Audit) in respect of sales tax input not allowed as result of audit of sales tax returns for tax year 2015. The Company has filed an appeal against this order before the Commissioner Inland Revenue (Appeals - I) under Section 45B of the Sales Tax Act, 1990.
- c) For the period from July 2018 to September 2018, the demand of Rs. 6.04 million was raised by Assistant Commissioner - IR (Audit) by disallowing certain sales tax inputs on certain items. The Company filed an appeal against the demand before the Commissioner Inland Revenue (Appeals - I) under Section 45B of the Sales Tax Act. The Commissioner Inland Revenue (Appeals - I) retained the decision of the Assistant Commissioner - IR (Audit). The Company filed an appeal before the Appellate Tribunal Inland Revenue against the order of Commissioner (Appeals) in respect of which decision is pending.

The Company believes that the above cases will be decided in favor of the Company and the legal adviser of the Company has also concurred with the management's view.

17 TAXATION - NET

17.1 It includes net tax position for the tax year 2025 and advance tax paid for the tax year 2026.

The Company has made adequate provisions in these financial statements for the year ended June 30, 2025 (Tax year 2025) (Note 37 and 38).

	2025	2024
	(Rupees in thousands)	

18 SHORT-TERM INVESTMENT

Market Treasury bills

	321,044	-
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18.1 This represents Market Treasury Bills having a maturity period of three months, carrying a profit at the rate of 11.5% per annum. It is held as security for open-ended bank guarantees in favor of Habib Bank Limited (refer to note 29.1.1).



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
19 CASH AND BANK BALANCES			
Cash at bank			
Current account		317,991	151,914
Term deposit	19.1	440,000	386,768
		<u>757,991</u>	<u>538,682</u>
Cheques in hand		104,800	245,653
Cash in hand		3,000	4,158
		<u>865,791</u>	<u>788,493</u>

- 19.1** This represents term deposits under lien with various banks as security for bank guarantees (Open Ended) as referred to in note 29.1.1 and carries profit at the rate from 7% to 10.15% (2024: 10.15% to 18%) per annum.

20 ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

	2025	2024		2025	2024
Number of ordinary shares of Rs. 10/- each				(Rupees in thousands)	
	77,678,857	77,678,857	Fully paid in cash	776,790	776,790
	298,237,082	298,237,082	Issued as bonus shares	2,982,370	2,982,370
	25,089,437	25,089,437	Issued due to conversion of preference shares	250,894	250,894
	707,550	707,550	Issued under scheme of amalgamation	7,075	7,075
	<u>401,712,926</u>	<u>401,712,926</u>		<u>4,017,129</u>	<u>4,017,129</u>
	276,136,970	276,136,970	Shares held by associated companies and related parties	2,761,370	2,761,370

- 20.1** Percentage of shares held by Directors, Chief Executive Officer and their spouses as at June 30, 2025 is 0.08 (2024: 0.08).

- 20.2** The Shareholders' rights and privileges are governed through Company's Memorandum and Articles of Association and there is no specific shareholder's agreement executed for voting rights, board selection, right of first refusal and block voting.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
21 RESERVES			
Capital			
Share premium	22.1	1,822,122	1,822,122
Capital redemption reserve	22.2	1,070,913	1,070,913
Merger reserve	22.3	7,925	7,925
		<u>2,900,960</u>	<u>2,900,960</u>
Revenue			
General reserve	22.4	5,800,000	5,800,000
Actuarial gain on defined benefit plan - net of deferred tax		250,999	172,066
Un-appropriated profit		446,309	791,731
		<u>6,497,308</u>	<u>6,763,797</u>
		<u>9,398,268</u>	<u>9,664,757</u>
22.1	This reserve can be utilized by the Company only for the purposes specified in Section 81(3) of the repealed Companies Ordinance, 1984 (now Companies Act, 2017).		
22.2	This represents reserve created for preference shares redeemed through cash to comply with Section 85(c) of the repealed Companies Ordinance, 1984 (now Companies Act, 2017).		
22.3	This represents amount created under scheme of arrangement for amalgamation of former Company Century Power Generation Limited, a subsidiary.		
22.4	This is created by keeping aside a part of profit earned by the Company during the course of an accounting period for purpose of covering liabilities and unforeseen contingencies, improving the company's financial position, offsetting particular future losses, and providing dividends to shareholders etc.		
22 LONG-TERM FINANCING	Note	2025 (Rupees in thousands)	2024
From banking companies - secured			
Utilized under mark-up arrangements financed by:			
Term Loan under State Bank financing schemes			
Islamic mode			
Faysal Bank Limited - Musharaka	22.1	255,685	359,274
Bank Islami Pakistan Limited	22.1	176,112	189,207
		<u>431,797</u>	<u>548,481</u>
Conventional mode			
Syndicated - Consortium of Banks	22.2	700,989	952,928
Habib Metropolitan Bank Limited	22.2	109,145	123,253
JS Bank Limited	22.2	299,186	327,614
Allied Bank Limited - Term loan	22.3	25,900	68,125
		<u>1,135,220</u>	<u>1,471,920</u>
Other Term Loan			
Islamic mode - Meezan Bank Limited	22.4	2,250,000	3,250,000
		<u>3,817,017</u>	<u>5,270,401</u>
Current portion shown under current liabilities			
Islamic mode		(1,130,805)	(1,123,449)
Conventional mode		(388,199)	(405,908)
		<u>(1,519,004)</u>	<u>(1,529,357)</u>
		<u>2,298,013</u>	<u>3,741,044</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Borrowed Rs. in million	Banks	Purpose	Rate of Mark-up	Tenor	Repayment installments	Principal Outstanding
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Islamic mode

22.1 Islamic Temporary Economic Refinance Facility (ITERF) Schemes of the State Bank of Pakistan

500	Faysal Bank Ltd.	Balancing, Modernization and Replacement (BMR) of plant and machinery	2.20%	7 Years	20 Quarterly	270,740
250	Bank Islami Pak. Ltd.		3.05%	10 Years	32 Quarterly	207,419

The finance facility is secured by way of mortgage of immovable properties and / or First Pari Passu Hypothecation Charge over the Fixed Assets of the Company along with 25% Margin.

Conventional mode

22.2 Temporary Economic Refinance Facility (TERF) Schemes of the State Bank of Pakistan

1,500	Syndicated - Consortium of Banks	Balancing, Modernization and Replacement (BMR) of plant and machinery	2.20%	7 Years	20 Quarterly	750,268
200	Habib Metropolitan Bank Ltd.		4.50%	10 Years	32 Quarterly	127,216
400	JS Bank Ltd.		5%	10 Years	32 Quarterly	344,082

The finance facility is secured by way of mortgage of immovable properties and / or First Pari Passu Hypothecation Charge over the Fixed Assets of the Company along with 25% Margin.

22.3 Renewable energy finance facility scheme of the State Bank of Pakistan

400	Allied Bank Ltd.	Solar Grid Panels	2.75% to 4.50%	7 Years	28 Quarterly	25,900
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This term loan is secured by way of first hypothecation charge over all assets belonging to the Company with 25% margin.

22.4 Diminishing Musharaka Financing

4,000	Meezan Bank Ltd.	To rationalize use of short term working capital limits.	3 months KIBOR + 0.15%	5 Years	16 Quarterly	2,250,000
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The finance facility is secured by way of First Pari Passu Hypothecation Charge over all present and future movable fixed assets (including Plant & Machinery) of the Company with 25% margin. The effective markup rate was 16.56% (June 30, 2024 : 22.43%).



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	2025	2024
	(Rupees in thousands)	
23 LEASE LIABILITIES AGAINST RIGHT OF USE ASSETS		
Lease liabilities	113,666	23,446
Current portion shown under current liabilities	(15,507)	(12,170)
	<u>98,159</u>	<u>11,276</u>

23.1 These lease liabilities were recognised against right of use assets (Note 6). The Company discounted lease payments using its incremental borrowing rate ranging from 9% to 14% (2024: 9% to 14%) per annum.

23.2 The future minimum lease payments to which the Company is committed under the agreement will be due as follows:

Particulars	Upto one year	One to Five year	Total
	(Rupees in thousands)		
2025			
Minimum lease payments	28,131	137,757	165,887
Finance cost allocated to future periods	(12,624)	(39,598)	(52,221)
Present value of minimum lease payment	<u>15,507</u>	<u>98,159</u>	<u>113,666</u>
2024			
Minimum lease payments	13,756	11,925	25,681
Finance cost allocated to future periods	(1,586)	(649)	(2,235)
Present value of minimum lease payment	<u>12,170</u>	<u>11,276</u>	<u>23,446</u>

	Note	2025	2024
		(Rupees in thousands)	
24 DEFERRED TAXATION			
Deferred tax liability - net	24.1	<u>525,845</u>	<u>818,660</u>
24.1 The net balance for deferred taxation in respect of following temporary differences:			
Deferred tax liabilities			
Accelerated tax depreciation allowance		1,538,195	1,570,548
Deferred tax assets			
Turnover tax / Alternative Corporate tax		(962,373)	(660,004)
Others		(49,977)	(91,884)
		<u>(1,012,350)</u>	<u>(751,888)</u>
	24.3	<u>525,845</u>	<u>818,660</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
24.2	The gross movement in the deferred tax liability during the year is as follow:		
		818,660	791,724
	38	(331,693)	8,136
	40.9	38,878	18,799
		525,845	818,659
24.3	The Company has recognized deferred tax assets and liabilities at enacted applicable rate.		
25	DEFERRED CAPITAL GRANT		
	Note	2025 (Rupees in thousands)	2024
	25.1	158,609	251,820
		(69,409)	(93,211)
		89,200	158,609
25.1	Following is the movement in capital grant during the year:		
		251,820	361,873
		(93,211)	(110,053)
	25.1.1	158,609	251,820
25.1.1	This represents government grant recognized on long term financing facilities obtained under SBP Refinance Scheme from certain banks under "Islamic / Temporary Economic Refinance Facility (I/ TERF)" (refer note 23). These deferred capital grants have been recorded in accordance with the IAS-20 "Government Grants" and are being amortized on a systematic basis over the term of loans.		
26	TRADE AND OTHER PAYABLES		
	Note	2025 (Rupees in thousands)	2024
	26.1	1,743,833	1,625,178
		542,984	1,153,739
		1,311,654	1,180,109
		-	144,802
	26.2	71,260	57,320
	40.4	-	58,251
		125,139	122,336
	26.3	1,691	62,774
		71,276	91,402
		439,644	210,452
		13,016	12,552
		266,729	231,939
		4,587,226	4,950,854
26.1	This includes aggregate amount of the outstanding balance due to associated undertakings as at June 30, 2025 is Rs. 28.58 million (2024: Rs. 14.47 million).		
26.2	This represents the amount of consideration received from customers before the related goods are transferred. During the year, contract liabilities as at June 30, 2024 have been recognized as revenue.		



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
26.3 Workers' Profit Participation Fund			
Balance as at July 01		62,774	75,999
Interest on funds utilized in Company's business	36	2,492	4,183
Allocation for the year	34	1,691	62,774
		<u>66,957</u>	<u>142,956</u>
Amount paid during the year		(65,266)	(80,182)
Balance as at June 30		<u>1,691</u>	<u>62,774</u>
27 INTEREST AND MARK-UP ACCRUED			
Long term financing from banks			
Islamic mode		5,292	12,672
Conventional mode		8,750	9,969
		<u>14,042</u>	<u>22,641</u>
Short term borrowings from banks			
Islamic mode		74,710	46,061
Conventional mode		98,860	159,198
		<u>173,570</u>	<u>205,259</u>
		<u>187,612</u>	<u>227,900</u>
28 SHORT TERM BORROWINGS			
From banking companies - secured			
Running finances			
Islamic mode		2,323,519	332,387
Conventional mode		3,621,373	971,774
	28.1	<u>5,944,892</u>	<u>1,304,161</u>
Money market loans			
Islamic mode		450,000	-
Conventional mode		700,000	3,000,000
	28.2	<u>1,150,000</u>	<u>3,000,000</u>
		<u>7,094,892</u>	<u>4,304,161</u>
28.1	The Company has available aggregate short term running finance facilities amounting to Rs. 15,000 million (2024: Rs. 15,500 million). Markup rates are linked with KIBOR from one to three months plus spreads ranging from 0.05% to 1.50% per annum (2024: KIBOR from one to three months plus spreads ranging from 0.05% to 1.50% per annum).		
28.2	These loans have been arranged as a sub-limit of the running finance facilities.		
28.3	The Company has available aggregate sub-limits for Foreign Exchange (FE) loans under facilities for running finance and letters of credit amounting to Rs. 10,430 million (2024: Rs. 10,430 million).		
28.4	The Company has available aggregate facilities for opening of letters of credit and guarantees amounting to Rs. 14,350 million (2024: Rs. 14,350 million).		
28.5	These arrangements are secured by way of pari passu hypothecation charge created on stock-in-trade, stores & spares and trade debts of the Company.		



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

29 CONTINGENCIES AND COMMITMENTS

29.1 Contingencies

29.1.1 Guarantees

Guarantees have been issued by banks on behalf of the Company in the normal course of business aggregating to Rs. 1,566.96 million (2024: Rs. 1,367.19 million) including guarantee relating to Sindh Infrastructure Cess amounting to Rs. 850 million (2024: Rs. 650 million) furnished to Excise and Taxation Department.

29.1.2 Sales tax

- a) The Deputy Commissioner has adjudicated amounts of Rs. 299.99 million and Rs.230.611 million as inadmissible input tax adjustments on the ground of fake and flying invoices along with 100% penalty vide his order-in-original no. 14/07 and 15/07 dated February 26, 2024 and February 27, 2024 respectively. These orders were issued in response to show cause notices issued dated January 22, 2024 pertaining to input tax claimed on coal purchases from December 2021 to September 2023. This was despite the fact that the Company had provided all necessary information and evidence for the purchase, receipt, and consumption of coal during the period mentioned in the show cause notices.

Aggrieved with the orders passed by the Deputy Commissioner, the Company lodged an appeal before the Commissioner (Appeals) dated March 21, 2024 with the plea that the orders were unfairly decided, without considering the facts, evidence, and explanations provided by the Company. However, the Company has paid Rs. 80 million (refer to note 16.2) under section 48 of Chapter-IX of the Sales Tax Act 1990, in response to the order. The case stood transferred to Appellate Tribunal Inland Revenue on January 06, 2025 in accordance with the changes introduced through Finance Act 2024.

Based on the advice of the legal advisor, the management believes that the decision is likely to be in favor of the Company. Therefore, no provision has been provided in these financial statements against the demand adjudicated in the orders.

- b) The Appellate Tribunal, Punjab Revenue Authority has issued an Order No. PRA 10/2023 dated February 14, 2023 upholding the demand of Rs. 30 million as previously determined by the Commissioner (Appeals) vide his Order No. PRA 328/2018 dated November 06, 2019. However, the Company has filed a reference application before the Honorable Lahore High Court against the decision with the plea that order by the Appellate Tribunal was passed without comprehensive concluding the evidence and explanation provided by the Company. The Company has already paid Rs. 12.85 million and no provision has been made for the balance amount in these financial statements as the management is of the opinion, based on advice of tax advisor, that the decision is likely to be in the favor of the Company.
- c) Five cases of inadmissible input sale tax amounting to Rs. 94.45 million were adjudicated against the Company by Deputy Commissioner Inland Revenue. The appeals were filed by the Company against these orders at respective forum. These cases were remanded back to the adjudicating authorities by the Appellate Authorities with the direction to verify the compliance of the Company with the relevant provisions of the Sales Tax Act, 1990. No provision has been made in these financial statements as the management is of the opinion, based on advice of tax advisor, that the decision is likely to be in the favor of the Company.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

29.1.3 Income Tax

During the year, an order under Section 161(1) of the Income Tax Ordinance, 2001, dated May 9, 2025, was passed by the Assistant/Deputy Commissioner Inland Revenue, raising a demand of Rs. 55.95 million, inclusive of penalty and default surcharge, for the tax year 2023. The demand was raised on the grounds that the Company failed to deduct/collect tax at source on certain payments relating to local purchases of imported coal.

The Company has filed an appeal before the Commissioner (Appeals), contending that the order was concluded without due consideration of the fact that the goods were procured from commercial importer on which income tax had already been collected at the import stage under Section 148 of the Income Tax Ordinance, 2001, and therefore fall outside the scope of withholding tax under Section 153 of the Ordinance.

Based on the advice of the legal advisor, the management believes that the decision is likely to be in favor the Company. Therefore, no provision has been provided in these financial statements against the demand adjudicated in the orders.

29.2 Commitments

Letters of credit other than for capital expenditure at the end of the year amounted to Rs. 900.06 million (2024: Rs. 2,245.61 million).

	Note	2025 (Rupees in thousands)	2024
30 TURNOVER - NET			
Gross turnover			
Local		43,760,410	49,112,779
Export	30.1	97,743	283,602
		<u>43,858,153</u>	<u>49,396,381</u>
Sales tax		(6,577,580)	(7,380,901)
		<u>37,280,573</u>	<u>42,015,480</u>
30.1 Information by geographical area			
Afghanistan		97,743	276,279
Uzbekistan		-	7,323
		<u>97,743</u>	<u>283,602</u>

31 COST OF SALES

Raw materials consumed		22,950,805	25,592,617
Fuel and power		6,665,879	7,656,917
Depreciation on property, plant and equipment	6.1.6	1,054,871	1,010,757
Salaries, wages and other benefits	31.1	1,550,000	1,491,789
Stores and spares consumption		1,006,257	1,135,933
Repairs and maintenance		199,470	165,644
Packing expenses		952,303	996,059
Insurance		126,345	131,915
Rent, rates and taxes		10,231	9,146
Manufacturing cost		<u>34,516,161</u>	<u>38,190,777</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
Work-in-process			
Opening stock		139,428	130,390
Closing stock		(37,526)	(139,428)
		101,902	(9,038)
Cost of goods manufactured		34,618,063	38,181,739
Finished goods			
Opening stock		1,289,163	1,057,075
Closing stock		(1,290,153)	(1,289,163)
		(990)	(232,088)
		34,617,073	37,949,651
31.1 Salaries, wages and other benefits include Rs. 103.87 million (2024: Rs. 102.77 million) in respect of staff retirement benefits.			
32 GENERAL AND ADMINISTRATIVE EXPENSES			
Salaries and other benefits	32.1	636,679	577,826
Depreciation on property, plant and equipment	6.1.6	98,005	95,164
Information technology charges		93,452	71,019
Rent, rates and taxes		17,509	13,815
Amortization on intangible assets	7.1	9,674	7,647
Security service charges		97,149	92,490
Repairs and maintenance		19,879	17,615
Travelling and conveyance		11,136	9,880
Electricity		27,948	31,362
Printing, stationery and periodicals		12,232	15,282
Business promotion expenses		3,211	4,167
Fees and subscription		14,864	30,568
Telephone and postage		4,747	5,262
Insurance		5,973	4,059
Advertisement		1,171	550
		1,053,629	976,706
32.1 Salaries and other benefits include Rs. 32.32 million (2024: Rs. 32.63 million) in respect of staff retirement benefits.			
	Note	2025 (Rupees in thousands)	2024
33 SELLING AND DISTRIBUTION EXPENSES			
Selling expenses			
Salaries and other benefits	33.1	100,619	91,171
Insurance		1,189	1,124
Electricity		1,056	166
Depreciation on property, plant and equipment	6.1.6	6,116	4,709
Export related expenses		254	1,967
Travelling and conveyance		1,355	1,318
Rent, rate and taxes		2,508	2,367
Telephone and postage		150	183
		113,247	103,005
Distribution expenses			
Outward freight		207,358	186,157
		320,605	289,162



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

33.1 Salaries and other benefits include Rs. 7.27 million (2024: Rs 7.15 million) in respect of staff retirement benefits.

34	OTHER OPERATING EXPENSES	Note	2025 (Rupees in thousands)	2024
	Legal and professional charges		12,693	14,742
	Auditor's remuneration			
	Statutory audit		2,100	1,850
	Half yearly review		300	300
	Fee for other certification		445	315
	Reimbursement of expenses		215	195
			3,060	2,660
	Workers' profit participation fund	26.3	1,691	62,774
	Workers' welfare fund - current year		1,906	22,032
	Workers' welfare fund - prior year		183	(2,831)
	Net exchange loss		1,117	-
	Donation	34.1 & 34.2	10,964	11,914
	Others		7,634	7,214
			39,248	118,505

34.1 The Company has paid donations to donees as mentioned below:

Name of Donee

Million Smile Foundation	3,193	5,154
Smile Foundation	2,552	2,391
Institute of Rural Management	1,998	2,075
District Assistant Commissioner - Pattoki	-	493
Government Girl High School - Kasur	1,573	570
The Layton Rahmatulla Benevolent Trust (LRBT)	-	1,000
The Kidney Centre Post Graduate Training Institute	1,000	-
Others	648	231
	10,964	11,914

34.2 Mr. Iqbal Ali Lakhani is the Trustee of The Layton Rahmatulla Benevolent Trust (LRBT). None of the other directors or their spouses held any interest in the recipients of donations.

35	OTHER INCOME	Note	2025 (Rupees in thousands)	2024
	Income from non-financial assets			
	Sale of scrap - net		155,432	150,445
	Gain on sale of operating fixed assets		25,715	7,224
	Amortization of deferred income - Government Grants	25.1	93,211	98,627
	Others		1,198	649
			275,556	256,945
	Income from financial assets			
	Profit on bank deposits - Conventional		54,789	57,069
	Profit on investments		97,606	22,127
	Net exchange gain		-	3,734
			152,395	82,930
			427,951	339,875



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Note	2025 (Rupees in thousands)	2024
36 FINANCE COST			
Long term financing from banks			
Islamic mode		485,135	898,219
Conventional mode		114,231	110,667
	36.1	599,366	1,008,886
Short term borrowings			
Islamic mode		311,123	220,705
Conventional mode		709,380	593,177
		1,020,503	813,882
Workers' Profit Participation Fund	26.3	2,492	4,183
		1,622,361	1,826,951
Bank charges and commission		17,550	17,393
Finance cost on leases		8,020	3,490
		<u>1,647,931</u>	<u>1,847,834</u>

36.1 These include financial charges at commercial rate on loan availed under State Bank of Pakistan under Temporary Economic Refinance (TERF) (refer note 22).

37 LEVY

Minimum tax differential	<u>439,644</u>	<u>210,452</u>
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This represents portion of minimum tax paid under Section 113 of Income Tax Ordinance (ITO, 2001), representing levy in terms of requirements of IFRIC 21/IAS 37.

	Note	2025 (Rupees in thousands)	2024
38 TAXATION			
For the year			
Current	38.1	44,928	421,035
Prior	38.2	222,581	9,981
Deferred	38.2	(331,693)	8,136
		<u>(64,184)</u>	<u>439,152</u>

38.1 Reconciliation of current tax charged as per tax laws for the year, with current tax recognised in the statement of profit or loss, is as follows:

	Note	2025 (Rupees in thousands)	2024
Income tax under IAS 12		44,928	421,035
Income tax levy under IFRIC 21/IAS 37		439,644	210,452
Current tax liability as per Income Tax Ordinance	38.2	<u>484,572</u>	<u>631,487</u>

The provision of current tax liability for the year contains minimum tax at 1.25% of the net turnover for the year and final tax regime at 1% of export proceeds. Accordingly, tax rate reconciliation has not been presented in these financial statements



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

38.2 The Company had previously recognized an aggregate deferred tax asset of Rs. 349 million in respect of minimum turnover tax of Rs. 645.86 million (Section 113) paid during tax years 2013 to 2017, based on its treatment as adjustable against future tax liabilities. This adjustment was reflected in the income tax returns of subsequent tax years from 2018 to 2020. However, the tax authorities disallowed such adjustments in its assessment proceedings, citing a legal anomaly in the relevant provisions and Company's appeals against these assessment orders are pending at different Appellant Forum.

Although the anomaly was addressed through an explanation inserted in Section 113 via the Finance Act, 2021, the Supreme Court of Pakistan, in its recent judgment dated 2 May 2025, held that the amendment is prospective in nature and not applicable to prior tax years and clarified that the carry forward of turnover tax is only permissible where a positive tax liability exists in the year of payment of minimum tax.

As a result of the Supreme Court's decision, the Company has recognized a prior year tax charge of Rs. 349 million in the current year's statement of profit or loss and Corresponding adjustment has been made in the statement of financial position under the left over balance of deferred tax asset of Rs. 134.67 million and reversal of already recognized tax refund amounting to Rs. 214.93 million.

	2025 (Rupees in thousands)	2024
39 (LOSS) / EARNINGS PER SHARE - BASIC AND DILUTED		
The (loss) / earnings per share as required under IAS 33 "Earnings per share" is given below:		
(Loss) / Profit for the year	<u>(345,422)</u>	<u>523,893</u>
Weighted average number of ordinary shares (in thousands)	<u>401,713</u>	<u>401,713</u>
(Loss) / Earnings per share attributable to ordinary shareholders (Rupees)	<u>(0.86)</u>	<u>1.30</u>

There is no dilutive effect on the basic (loss) / earnings per share of the Company.

40 DEFINED BENEFIT PLAN

40.1 General description

The scheme provides for terminal benefits for all its permanent employees who attain the minimum qualifying period at varying percentages of last drawn basic salary. The percentage depends on the number of service years with the Company. Annual charge is based on actuarial valuation carried out as at June 30, 2025 using the Projected Unit Credit Method.

The Company faces the following risks on account of gratuity:

Final salary risk - The risk that the final salary at the time of cessation of service is greater than what the Company has assumed. Since the benefit is calculated on the final salary, the benefit amount would also increase proportionately.

Mortality risk - The risk that the actual mortality experience is different than the assumed mortality. This effect is more pronounced in schemes where the age and service distribution are on the higher side.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Withdrawal risk - The risk of actual withdrawals experience is different from assumed withdrawal probability. The significance of the withdrawal risk varies with the age, service and the entitled benefits of the beneficiary.

Asset volatility - Most assets are invested in risk free investments i.e. Government Bonds / Market Treasury Bills. However, investments in equity instruments are subject to adverse fluctuations as a result of change in the market price.

Discount rate fluctuation - The plan liabilities are calculated using a discount rate set with reference to corporate bond yields. A decrease in corporate bond yields will increase plan liabilities, although this will be partially offset by an increase in the value of the current plans' bond holdings.

Investment risks - The risk of the investment underperforming and not being sufficient to meet the liabilities.

Risk of insufficiency of assets - This is managed by making regular contribution to the Fund as advised by the Actuary.

40.2 Principal actuarial assumptions

Following are a few important actuarial assumptions used in the valuation:

	2025 %age	2024 %age
Discount rate	11.75	14.75
Expected rate of return on plan assets	14.75	16.25
Expected rate of increase in salary	11.75	14.75
	SLIC 2001 - 2005 Setback 1 Year	SLIC 2001-2005 Setback 1 Year
Mortality rate		
	Note	2025 (Rupees in thousands)

40.3 Reconciliation of balance due to defined benefit plan

Present value of defined benefit obligation	1,243,099	1,165,074
Fair value of plan assets	(1,314,640)	(1,106,824)
Closing net Receivable / liability	<u>(71,541)</u>	<u>58,250</u>

40.4 Movement of the liability recognized in the statement of financial position

Opening net liability		58,250	134,786
Charge for the year	40.8	65,499	69,329
Remeasurement chargeable to other comprehensive income	40.9	(117,811)	(64,825)
Contribution made during the year		(77,480)	(81,040)
Closing net Receivable / liability	26	<u>(71,541)</u>	<u>58,250</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

		2025 (Rupees in thousands)	2024
40.5 Fair value of plan assets at year end	Note		
Government securities		228,284	197,679
Term Finance Certificates / Certificates of Investment		73,695	145,760
Mutual funds / Shares		1,011,254	760,611
Cash at banks		8,164	4,779
Others		(6,757)	(2,005)
		<u>1,314,640</u>	<u>1,106,824</u>
40.6 Movement in present value of defined benefit obligations			
Opening present value of defined benefit obligations		1,165,074	1,001,556
Current service cost for the year	40.8	63,120	54,174
Interest cost for the year	40.8	164,037	158,545
Benefits due but not paid during the year		(6,757)	(2,005)
Benefits paid during the year		(99,155)	(49,785)
Remeasurement loss on obligation	40.9	(43,221)	2,590
Closing present value of defined benefit obligations		<u>1,243,098</u>	<u>1,165,075</u>
40.7 Movement in fair value of plan assets			
Opening fair value of plan assets		1,106,824	866,769
Remeasurement loss on plan assets	40.9	74,590	67,414
Contributions during the year		77,480	81,040
Benefits paid during the year		(99,155)	(49,785)
Benefits due but not paid during the year		(6,757)	(2,005)
Expected return on plan assets	40.8	161,658	143,390
Closing fair value of plan assets		<u>1,314,640</u>	<u>1,106,823</u>
40.8 Charge for the year			
Current service cost		63,120	54,174
Interest cost		164,037	158,545
Expected return on plan assets		(161,658)	(143,390)
Charge for the year		<u>65,499</u>	<u>69,329</u>
40.9 Remeasurement chargeable to other comprehensive income			
Remeasurement loss on defined benefit obligation		(43,221)	2,590
Remeasurement loss on plan assets		(74,590)	(67,414)
		<u>(117,811)</u>	<u>(64,825)</u>
Tax impact on remeasurement of defined benefit liability		38,878	18,799
		<u>(78,933)</u>	<u>(46,026)</u>
40.10 Sensitivity analysis			

The impact of 1% change in following variables on defined benefit obligation is as follows:

	Increase in assumption	Decrease in assumption
Discount rate	(73,684)	84,811
Salary increase	84,950	(75,145)



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

2025
(Rupees in thousands)

2024

40.11 Maturity Profile

Time in year		
1	313,866	285,149
2	98,653	100,785
3	104,194	105,701
4	116,732	116,319
5-10	1,010,523	1,005,425
Weighted average duration	6 years	6 years

40.12 The charge in respect of defined benefit plan for the year ending June 30, 2026 is estimated to be Rs. 65.50 million.

41 DEFINED CONTRIBUTION PLAN

41.1 The Company has contributory provident fund scheme for benefit of all its permanent employees under the title of "Century Paper & Board Mills Limited - Employees Contributory Provident Fund". The Fund is maintained by the Trustees and all decisions regarding investments and distribution of income etc. are made by the Trustees independent of the Company.

41.2 The Trustees have intimated that the size of the Fund at year end was Rs. 1,381.74 million (2024: Rs. 1,182.08 million).

41.3 As intimated by the Trustees, the cost of the investments made at year end was Rs. 1,322.15 million (2024: Rs. 1,122.12 million) which is equal to 94% of the total fund size. The fair value of the investments was Rs. 1,342.71 million (2024: Rs. 1,159.11 million) at that date.

41.4 All investments out of the provident fund made in Government securities and collective investment schemes including listed equity-based funds, listed debt securities funds & Money Market funds have been made in accordance with the provision of section 218 of the Companies Act 2017 and the rules formulated for this purpose.

Note
2025
(Rupees in thousands)

2024

42 CASH GENERATED FROM OPERATIONS

(Loss) / profit before income tax		(409,606)	963,045
Adjustment for non-cash charges and other items:			
Depreciation on property, plant and equipment	6.1.6	1,158,992	1,110,630
Amortization of intangible assets	7	9,674	7,646
Gain on sale of operating fixed assets	6.1.7	(25,715)	(7,224)
Provision for gratuity	40.8	65,499	69,329
Workers' Profit Participation Fund	34	1,691	62,774
Workers' Welfare Fund	34	2,089	19,201
Minimum tax differential	38.1	439,644	210,452
Finance cost	36	1,647,931	1,847,834
Amortization of deferred income - Government Grants	35	(93,211)	(98,627)
Working capital changes	42.1	(219,582)	923,413
		<u>2,577,406</u>	<u>5,108,473</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	2025	2024
	(Rupees in thousands)	
42.1 Changes in working capital		
(Increase) / decrease in current assets:		
Stores and spares	192,372	(1,190,939)
Stock-in-trade	333,501	1,897,985
Trade debts	(292,138)	95,693
Advances	84,280	87,935
Trade deposits and short term prepayments	(232,397)	(121,338)
Other receivables	(51,870)	20,559
Tax refunds due from Government	(29,062)	(80,000)
	<u>4,686</u>	<u>709,895</u>
Increase in current liabilities:		
Trade and other payables	(224,268)	213,518
	<u>(219,582)</u>	<u>923,413</u>

42.2 Finance cost paid includes an amount of Rs.774.98 million (2024: Rs. 1,395.73 million) paid on Islamic mode of financing.

43 RECONCILIATION OF MOVEMENT OF LIABILITIES AND EQUITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES

Description	Long term Financing	Government Grant	Lease Liabilities	Equity reserves	Total
(Rupees in thousands)					
Balance as at July 1, 2024	5,270,400	251,820	23,446	9,664,757	15,210,423
Repayment to Banking Companies	(1,453,383)	(93,211)	-	-	(1,546,594)
Repayment of lease	-	-	(14,420)	-	(14,420)
Total comprehensive income for the year	-	-	-	(266,489)	(266,489)
Balance as at June 30, 2025	<u>3,817,017</u>	<u>158,609</u>	<u>9,026</u>	<u>9,398,268</u>	<u>13,382,920</u>

	Note	2025	2024
		(Rupees in thousands)	
44 CASH AND CASH EQUIVALENTS			
Cash and bank balances	19	865,791	788,493
Short term highly liquid investment	18	321,044	-
Short-term borrowings	28	(7,094,892)	(4,304,161)
		<u>(5,908,057)</u>	<u>(3,515,668)</u>



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

45 REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

- a) The aggregate amount charged in the financial statements for remuneration, including all benefits to Chief Executive, Directors and Executives of the Company is as follows:

	2025				2024			
	Chief Executive	Director	Executives	Total	Chief Executive	Director	Executives	Total
(Rupees in thousands)								
Managerial remuneration	22,416	49,677	266,078	338,171	19,934	39,497	216,171	275,602
Housing	9,170	20,323	100,462	129,955	8,155	14,503	81,007	103,665
Fixed bonuses	3,556	-	32,706	36,262	3,525	-	30,687	34,212
Staff retirement benefits	5,974	-	42,040	48,014	5,683	-	38,922	44,605
Utilities	-	11,288	-	11,288	-	13,240	-	13,240
Others	8	-	5,890	5,898	8	-	4,030	4,038
Total	41,124	81,288	447,176	569,588	37,305	67,240	370,817	475,362
Number of persons	1	1	98	100	1	1	78	80

- b) Aggregate amount charged in these financial statements in respect of Directors' fee for attending Board, Audit Committee and HR & Remuneration Committee meetings amounted to Rs. 360,000 (2024: Rs. 160,000), Rs. 320,000 (2024: Rs. 320,000) and Rs. 60,000 (2024: Rs. 60,000) respectively. The Directors fee for attending Board, HR & Remuneration Committee and Audit Committee meetings were paid as prescribed in The Articles of Association.
- c) The Chief Executive Officer (CEO) and certain executives are provided with cars for business and personal use in accordance with the Company car scheme.
- d) Remuneration to Non-Executive Director relates to amount paid for part time involvement in the Company.
- e) As required by Companies Act 2017, executive means an employee whose basic salary exceeds Rs 1,200 thousand (2024: Rs 1,200 thousand) during the year.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

46 TRANSACTIONS AND BALANCES WITH RELATED PARTIES

The related parties and associated undertakings comprise group companies, other associated companies, staff retirement funds, directors and key management personnel. Transactions with related parties and associated undertakings other than those disclosed elsewhere in these financial statements are as follows:

Nature of transaction	Nature of Relation	Basis of Relation / Shareholding in the Company	Note	2025 (Rupees in thousands)	2024
Sale of goods, services and reimbursement of expenses					
Merit Packaging Limited	Associated company	Common Director		2,646,738	2,942,264
Colgate Palmolive (Pakistan) Limited	Associated company	Common Director		1,300,299	1,093,080
Century Insurance Company Limited	Associated company	Common Director and 0.43% shares held		18,919	19,967
Cyber Internet Services (Private) Limited	Associated company	Common Director		3,461	6,004
SIZA Foods (Private) Limited	Associated company	Common Director		285	595
Sybird (Private) Limited	Associated company	Common Director		246	484
SIZA Services (Private) Limited	Associated company	Common Director and 22.18% shares held		208	131
Siza (Pvt.) Limited	Associated company	Common Director and 27.31% shares held		79	-
Purchase of goods, services and reimbursement of expenses					
Century Insurance Company Limited	Associated company	Common Director and 0.43% shares held		225,272	220,855
Merit Packaging Limited	Associated company	Common Director		146,490	173,134
Cyber Internet Services (Private) Limited	Associated company	Common Director		45,940	25,295
Lakson Business Solutions Limited	Associated company	Common Director		4,050	14,877
Hassanali and Gulbanoo Lakhani Foundation	Associated undertaking	Trustee		7,511	6,783
Princeton Travels (Private) Limited	Associated company	Common Director		6,284	5,861
SIZA Services (Private) Limited	Associated company	Common Director and 22.18% shares held		6,435	5,762
Sybird (Private) Limited	Associated company	Common Director		2,743	4,849
Express Publications (Private) Limited	Associated company	Common Management		1,465	1,547
SIZA (Private) Limited	Associated company	Common Director and 27.31% shares held		180	382
Colgate Palmolive (Pakistan) Limited	Associated company	Common Director		102	237
Rent and other allied charges					
Hassanali and Gulbanoo Lakhani Foundation	Associated undertaking	Trustee		9,483	9,107
SIZA (Private) Limited	Associated company	Common Director and 27.31% shares held		5,686	4,994
SIZA Services (Private) Limited	Associated company	Common Director and 22.18% shares held		990	914
SIZA Commodities (Private) Limited	Associated company	Common Director and 9.76% shares held		224	210
Donation					
The Layton Rahmatulla Benevolent Trust	Donee	Trustee		-	1,000
Purchase of short term investments					
Lakson Investment Company Limited	Associated company	Common Director		3,500,000	-
Sale proceeds on redemption of short term investments					
Lakson Investment Company Limited	Associated company	Common Director		3,578,556	-
Others					
Contribution to Staff Retirement Benefit Plans	Employees Fund			154,974	152,747
Remuneration and other benefits	Key Management Personnel		46.2	569,588	475,362

46.1 Year end balances

Receivable from related parties	1,026,486	822,462
Payable to related parties	28,578	14,467
Prepayment to related parties	15,050	10,050
Due from / (to) Retirement Benefit Plan	58,525	(70,802)



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

46.2 The details of compensation paid to key management personnel are shown under the heading of "Remuneration of Chief Executive, Directors and Executives (note 46)". There are no transactions with key management personnel other than under their terms of employment.

46.3 All transactions with related parties have been carried out on commercial terms and conditions as approved by the Board of Directors.

47 CAPACITY AND PRODUCTION - TONNES

	2025		2024	
	Annual capacity on three shifts	Actual production	Annual capacity on three shifts	Actual production
Paper and paper board produced	265,000	157,285	265,000	179,326
Paper and paper board conversion	35,000	24,353	35,000	21,776

47.1 The Capacity and production represent the output of the paper & paper board machines. The actual production was as per market demand.

48 FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

48.1 Risk management policies

The Company's objective in managing risks is the creation and protection of shareholders' value. Risk is inherent in the Company's activities, but it is managed through a process of ongoing identification, measurement and monitoring, subject to risk limits and other controls. The process of risk management is critical to the Company's continuing profitability. The Company is exposed to credit risk, liquidity risk and market risk (which includes interest rate risk and price risk) arising from the financial instruments it holds.

The Board of Directors / Audit Committee oversees how management monitors compliance with the Company's risk management policies and procedures, and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. The Audit Committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and adhoc reviews of risk management controls and procedures, the results of which are reported to the Audit Committee.

The Company finances its operations through equity, borrowings and management of working capital with a view to maintaining an appropriate mix between various sources of finance to minimize risk.

48.2 Credit risk

Credit risk represents the accounting loss that would be recognized at the reporting date if counter parties fail to perform as contracted and arises principally from trade and other receivables. The Company's policy is to enter into financial contracts with reputable counter parties in accordance with the internal guidelines and regulatory requirements.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Exposure to credit risk

The carrying amounts of the financial assets represent the maximum credit exposures. Out of total financial assets of Rs. 6,869.76 million (2024: Rs. 6,124.28 million), the financial assets which are subject to credit risk amounted to Rs. 6,866.76 million (2024: Rs. 6,120.12 million). The carrying amounts of financial assets exposed to credit risk at reporting date are as under:

	2025	2024
	(Rupees in thousands)	
Deposits	199,563	196,436
Trade debts	5,417,443	5,125,305
Other receivables	65,918	14,045
Short-term investment	321,044	-
Bank balances	862,791	784,335
	<u>6,866,759</u>	<u>6,120,121</u>

The aging of trade receivable at the reporting date is:

Not past due	3,852,497	4,225,470
Past due 1-30 days	931,035	759,882
Past due 30-90 days	554,552	73,653
Past due 90 days	79,359	66,300
	<u>5,417,443</u>	<u>5,125,305</u>

To manage exposure to credit risk in respect of trade receivables, management performs credit reviews taking into account the customer's financial position, past experience and other factors. Where considered necessary, advance payments are obtained from certain parties. The exposure to banks is managed by dealing with variety of major banks and monitoring exposure limits on continuous basis. The ratings of banks ranges from A to AAA.

Concentration of credit risk

Concentration of credit risk arises when a number of counter parties are engaged in similar business activities or have similar economic features that would cause their abilities to meet contractual obligation to be similarly affected by the changes in economic, political or other conditions. The Company believes that it is not exposed to major concentration of credit risk.

48.3 Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting its financial obligations 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 stress 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, if any:



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

Carrying amount	Contractual Cash Flows	Six months or less	Six to Twelve months	One to two years	Two to five years	Over five years
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(Rupees in thousands)

2025

Long-term financing	11,846,276	3,975,626	762,423	756,570	1,508,524	672,640	275,469
Lease liabilities	113,666	165,888	13,583	14,548	21,472	72,138	44,147
Trade and other payables	2,556,591	2,556,591	2,556,591	-	-	-	-
Interest and mark-up accrued	187,612	187,612	187,612	-	-	-	-
Short-term borrowings	7,094,892	7,094,892	7,094,892	-	-	-	-
	21,799,037	13,980,609	10,615,101	771,118	1,529,996	744,778	319,616

2024

Long-term financing	5,270,401	6,761,083	1,100,967	1,067,347	1,941,390	2,294,399	356,980
Lease liabilities	23,446	25,681	8,934	4,822	10,205	1,720	-
Trade and other payables	3,151,116	3,151,116	3,151,116	-	-	-	-
Interest and mark-up accrued	227,900	227,900	227,900	-	-	-	-
Short-term borrowings	4,304,161	4,304,161	4,304,161	-	-	-	-
	12,977,024	14,469,941	8,793,078	1,072,169	1,951,595	2,296,119	356,980

48.4 Price risk

Price risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in market prices (other than those arising from interest 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 similar financial instruments traded in the market. The Company has no investments subject to price risk as at June 30, 2025.

48.5 Market risk

Market risk is the risk that changes in market price, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The Company is not exposed to price risk.

a) Currency risk

Foreign currency risk is the risk that the future cash flow of financial asset or a liability will fluctuate due to a change in foreign exchange rates. It arises mainly where receivables and payables exist due to transactions entered into in foreign currencies. The Company's exposure to foreign currency risk is as follows:

	2025	2024
	(Rupees in thousands)	
Foreign bills payable	542,984	1,153,739
Outstanding letter of credits	900,060	2,245,610
Net exposure	1,443,044	3,399,349

The following significant exchange rates have been applied.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	Average rate		Reporting date rate	
	2025	2024	2025	2024
	Rupees			
USD to PKR	279.73	283.84	284.10	279.10

At reporting date, if the PKR had strengthened by 10% against the US Dollar with all other variables held constant, post-tax profit for the year would have been higher by the amount shown below, mainly as a result of net foreign exchange gain on net foreign currency exposure at reporting date.

	Average rate		Reporting date rate	
	2025	2024	2025	2024
	(Rupees in thousands)			
Effect on profit	113,341	245,450	115,112	241,354

The weakening of the PKR against US Dollar would have had an equal but opposite impact on the post-tax profit.

The sensitivity analysis prepared is not necessarily indicative of the effects on profit for the year and assets / liabilities of the Company.

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 long term loans and short term borrowings. At the Statement of Financial Position date the interest rate profile of the Company's interest - bearing financial instruments is as follows:

2025	2024
Carrying amount	
(Rupees in thousands)	

Financial liabilities

Variable rate instruments		
Long term loans	11,846,276	5,270,401
Short term borrowings	7,094,892	4,304,161

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have increase / (decrease) profit for the year by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant. The analysis is performed on the same basis for the prior year.

	Profit or loss (post tax)	
	100 bps increase	100 bps decrease
	(Rupees in thousands)	
As at June 30, 2025		
Cash flow sensitivity - Variable rate financial liabilities	(134,482)	134,482
As at June 30, 2024		
Cash flow sensitivity - Variable rate financial liabilities	(67,979)	67,979

The sensitivity analysis prepared is not necessarily indicative of the effects on profit for the year and assets / liabilities of the Company.



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

	2025	2024
	(Rupees in thousands)	
48.6 Financial instruments by category		
Financial assets at amortized cost		
Loans and deposits	199,563	196,436
Trade debts	5,417,443	5,125,305
Other receivables	65,918	14,045
Short-term investment	321,044	-
Cash and bank balances	865,791	788,493
	6,869,759	6,124,279
Financial liabilities at amortized cost		
Long term financing	11,846,276	5,270,401
Lease liabilities	113,666	23,446
Trade and other payables	2,556,591	3,151,116
Interest and mark-up accrued	187,612	227,900
Short-term borrowings	7,094,892	4,304,161
	21,799,037	12,977,024

49 FAIR VALUE MEASUREMENT OF FINANCIAL INSTRUMENTS

IFRS 13 - 'Fair Value Measurement' establishes a single source of guidance under IFRS for all fair value measurements and disclosures about fair value measurement where such measurements are required as permitted by other IFRSs. It defines fair value as 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 (i.e. an exit price).

Financial assets which are tradable in an open market are revalued at the market prices prevailing on the statement of financial position date. The estimated fair value of all other financial assets and financial liabilities is considered not significantly different from book value.

The following table shows financial instruments recognised at fair value, analysed between those whose fair value is based on:

- Level 1: Quoted prices (unadjusted) in active markets for identical assets or liabilities
- Level 2: those involving inputs other than quoted prices included in Level 1 that are observable for the asset or liability, either directly (as prices) or indirectly (derived from prices); and
- Level 3: those with inputs for the asset or liability that are not based on observable market data (unobservable inputs).

As at June 30, 2025, the Company held the following financial instruments measured at fair values:



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

2025

Financial assets measured at fair value
-Market Treasury Bills.

Level 1	Level 2	Level 3	Total
(Rupees in thousands)			
-	321,044	-	321,044

2024

Financial assets measured at fair value
-Market Treasury Bills.

Level 1	Level 2	Level 3	Total
(Rupees in thousands)			
-	-	-	-

50 CAPITAL MANAGEMENT

The Board'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 Board of Directors monitor the return on capital, which the Company defines as net profit after taxation divided by total shareholders' equity. The Board of Directors also monitor the level of dividend to ordinary shareholders. There were no changes to the Company's approach to capital management during the year and the Company is not subject to externally imposed capital requirements.

The Company's objectives when managing capital are:

- (i) to safeguard the entity's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders, and
- (ii) to provide an adequate return to shareholders.

The Company manages the capital structure in the context of economic conditions and the risk characteristics of the underlying assets. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, issue new shares, or sell assets to reduce debt.

The management at all times seeks to earn returns higher than its weighted average cost of capital, by increasing efficiencies in operations, so as to increase profitability.

The proportion of debt to equity at the year end was:

	2025 (Rupees in thousands)	2024 (Rupees in thousands)
Total borrowings (notes 22 & 28)	10,911,909	9,574,562
Balances with banks (note 19)	(317,991)	(151,914)
Net debt	10,593,918	9,422,648
Total equity	13,415,397	13,681,886
Total capital	24,009,315	23,104,534
Gearing ratio	0.44	0.41



NOTES TO THE FINANCIAL STATEMENTS

For the year ended June 30, 2025

51 OPERATING SEGMENTS

These financial statements have been prepared on the basis of a single reportable segment. Revenue from external customers for products of the Company is disclosed in note 31 to the financial statements.

52 NUMBER OF EMPLOYEES

The number of employees as at year end were 1,550 (2024: 1,605) and average number of employees during the year were 1,569 (2024: 1,632).

53 GENERAL

53.1 Amounts have been rounded off to the nearest thousands of rupees.

53.2 These corresponding figures have been reclassified and rearranged where necessary to facilitate comparison, however there has been no significant reclassification except for the following:

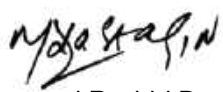
Description	Note	From	To	Rupees in thousands
Reclassification of stores and spares into capital spares	10	Stores and Spares	Capital Spares	110,731

54 DATE OF AUTHORIZATION FOR ISSUE

These financial statements were authorized for issue on August 19, 2025 by the Board of Directors of the Company.


Iqbal Ali Lakhani
Chairman / Director


Aftab Ahmad
Chief Executive Officer


Muhammad Rashid Dastagir
Chief Financial Officer



PATTERN OF SHAREHOLDING

As at June 30, 2025

Incorporation Number K-54/8182 of 1984
CUIN Registration No. 0012021

No. of Shareholders	Shareholding		Total Shares Held
	From	To	
696	1	100	18,755
665	101	500	224,661
473	501	1,000	413,372
1,165	1,001	5,000	3,168,725
389	5,001	10,000	3,032,352
179	10,001	15,000	2,288,516
113	15,001	20,000	2,033,374
72	20,001	25,000	1,666,472
36	25,001	30,000	1,006,449
34	30,001	35,000	1,125,390
12	35,001	40,000	459,759
23	40,001	45,000	986,248
35	45,001	50,000	1,690,008
11	50,001	55,000	572,566
6	55,001	60,000	351,736
9	60,001	65,000	557,794
15	65,001	70,000	1,010,077
4	70,001	75,000	294,816
6	75,001	80,000	462,768
4	80,001	85,000	335,721
6	85,001	90,000	526,590
3	90,001	95,000	278,518
7	95,001	100,000	692,224
6	100,001	105,000	611,859
2	105,001	110,000	216,500
4	110,001	115,000	447,693
2	115,001	120,000	235,406
1	120,001	125,000	123,000
5	125,001	130,000	645,422
1	135,001	140,000	136,600
2	140,001	145,000	285,054
4	145,001	150,000	593,385
3	150,001	155,000	458,982
2	155,001	160,000	320,000
2	160,001	165,000	323,077
1	165,001	170,000	170,000
3	170,001	175,000	517,237
1	175,001	180,000	177,150
1	185,001	190,000	186,891
1	190,001	195,000	191,285
3	195,001	200,000	600,000
4	200,001	205,000	816,159
2	210,001	215,000	423,337
1	215,001	220,000	217,000
1	220,001	225,000	222,720
1	230,001	235,000	235,000
1	235,001	240,000	240,000
1	245,001	250,000	250,000
3	250,001	255,000	759,348
2	260,001	265,000	521,987
1	275,001	280,000	275,205

No. of Shareholders	Shareholding		Total Shares Held
	From	To	
1	295,001	300,000	300,000
1	305,001	310,000	309,886
1	345,001	350,000	347,855
1	350,001	355,000	350,639
1	360,001	365,000	364,843
2	385,001	390,000	776,959
1	390,001	395,000	394,800
1	395,001	400,000	400,000
1	400,001	405,000	403,000
1	405,001	410,000	409,860
1	420,001	425,000	425,000
1	430,001	435,000	430,500
1	445,001	450,000	450,000
1	455,001	460,000	457,074
1	495,001	500,000	500,000
1	510,001	515,000	510,229
1	560,001	565,000	563,101
2	570,001	575,000	1,147,732
1	655,001	660,000	655,152
1	670,001	675,000	672,000
1	675,001	680,000	678,062
3	680,001	685,000	2,047,370
2	695,001	700,000	1,399,746
1	735,001	740,000	738,242
1	790,001	795,000	790,850
2	795,001	800,000	1,593,509
1	905,001	910,000	909,889
1	910,001	915,000	911,792
2	940,001	945,000	1,883,663
1	995,001	1,000,000	1,000,000
1	1,575,001	1,580,000	1,575,172
1	1,720,001	1,725,000	1,720,031
1	1,910,001	1,915,000	1,914,141
1	1,920,001	1,925,000	1,920,056
1	2,025,001	2,030,000	2,025,957
1	2,745,001	2,750,000	2,748,794
1	3,090,001	3,095,000	3,092,880
1	3,595,001	3,600,000	3,599,773
1	3,760,001	3,765,000	3,763,520
1	3,810,001	3,815,000	3,814,548
1	3,965,001	3,970,000	3,968,053
1	4,455,001	4,460,000	4,456,407
1	4,795,001	4,800,000	4,796,792
1	6,745,001	6,750,000	6,745,093
1	7,690,001	7,695,000	7,694,175
1	8,885,001	8,890,000	8,889,962
1	9,685,001	9,690,000	9,689,523
1	36,035,001	36,040,000	36,036,658
1	39,215,001	39,220,000	39,218,187
1	89,115,001	89,120,000	89,117,116
1	109,705,001	109,710,000	109,707,147
4,082			401,712,926



CATEGORIES OF SHAREHOLDING

As at June 30, 2025

SHAREHOLDERS' CATEGORY	Shares Held	Percentage
Directors, CEO, and their spouse and minor children	317,041	0.08
Associated Companies, undertakings and related parties	275,819,929	68.66
NIT and ICP	819	0.00
Banks, Development Financial Institutions, Non Banking Financial Institutions	11,081,422	2.76
Modarabas and Mutual Funds	30,826,457	7.67
Insurance Companies	9,612,744	2.39
Shareholders holding 10% or more	198,824,263	49.49
General Public	54,728,673	13.62
Others	19,325,841	4.81

Note: Some of the Shareholders are reflected in more than one category.



DETAIL OF PATTERN OF SHAREHOLDING

As at June 30, 2025

SHAREHOLDERS' CATEGORY	SHARES HELD
ASSOCIATED COMPANIES/UNDERTAKINGS AND RELATED PARTIES	
SIZA Services (Private) Limited	89,117,116
SIZA (Private) Limited	109,707,147
Premier Fashions (Private) Limited	36,036,658
SIZA Commodities (Private) Limited	39,218,187
Century Insurance Company Limited	1,720,031
Sultan Ali Lakhani	4,825
Shaista Sultan Ali Lakhani	824
Fatima Lakhani	511
Bilal Ali Lakhani	410
Danish Ali Lakhani	7,786
Natasha Lakhani	3,043
Anika Amin Lakhani	3,391
MUTUAL FUNDS	
CDC - TRUSTEE AL MEEZAN MUTUAL FUND	3,763,520
CDC - TRUSTEE AL-AMEEN ISLAMIC ASSET ALLOCATION FUND	148,566
CDC - TRUSTEE AL-AMEEN ISLAMIC RET. SAV. FUND-EQUITY SUB FUND	911,792
CDC - TRUSTEE AL-AMEEN SHARIAH STOCK FUND	3,814,548
CDC - TRUSTEE GOLDEN ARROW STOCK FUND	425,000
CDC - TRUSTEE MEEZAN ISLAMIC FUND	4,796,792
CDC - TRUSTEE MEEZAN TAHAFFUZ PENSION FUND - EQUITY SUB FUND	2,025,957
CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST	9,689,523
CDC - TRUSTEE NBP ISLAMIC STOCK FUND	430,500
CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND	699,746
CDC - TRUSTEE UBL STOCK ADVANTAGE FUND	3,599,773
DCCL - TRUSTEE AKD ISLAMIC STOCK FUND	500,000
M/S. FIRST CAPITAL MUTUAL FUND LIMITED	1,240
DIRECTORS,CEO,THEIR SPOUSES AND MINOR CHILDREN	
Iqbal Ali Lakhani	5,914
Amin Mohammed Lakhani	4,386
Babar Ali Lakhani	51,643
Anushka Lakhani	6,395
Aftab Ahmad	116,721
Ali Aamir	1,137
Asif Qadir	2,277
Ronak Iqbal Lakhani W/o Iqbal Ali Lakhani	511
Saira Amin Lakhani W/o Amin Mohammed Lakhani	511
Roohi Aftab W/o Aftab Ahmad	127,546
EXECUTIVE	Nil
PUBLIC SECTOR COMPANIES AND CORPORATIONS	8,889,962
BANKS,DEVELOPMENT FINANCE INSTITUTIONS, NON-BANKING FINANCE COMPANIES, INSURANCE COMPANIES, TAKAFUL, MODARABA AND PENSION FUNDS	14,410,345
SHAREHOLDERS HOLDING 5% OR MORE VOTING RIGHTS	
SIZA Services (Private) Limited	89,117,116
SIZA (Private) Limited	109,707,147
Premier Fashions (Private) Limited	36,036,658
SIZA Commodities (Private) Limited	39,218,187



FORM OF PROXY

I/We _____
of _____
a member of **CENTURY PAPER & BOARD MILLS LIMITED**
hereby appoint _____
of _____
or failing him/her _____
of _____

to act as my/our proxy and to vote for me/us and on my/our behalf at the Annual General Meeting of the Shareholders of the Company to be held on October 28, 2025 and at any adjournment thereof.

Signed this _____ day of _____ 2025.

Folio No.	CDC Participant ID No.	CDC Account/ Sub-Account No.	No. of shares held	Signature

Witness 1

Signature _____
Name _____
CNIC No. _____
Address _____

Witness 2

Signature _____
Name _____
CNIC No. _____
Address _____

- Notes:
1. The Proxy must be a member of the Company.
 2. The signature must tally with the specimen signature/s registered with the Company.
 3. If a proxy is granted by a member who has deposited his/her shares into Central Depository Company of Pakistan Limited, the proxy must be accompanied with participant's ID number and account/sub-account number alongwith attested photocopies of Computerized National Identity Card (CNIC) or the Passport of the beneficial owner. Representatives of corporate members should bring the usual documents required for such purpose.
 4. The instrument of Proxy properly completed should be deposited at the Registered Office of the Company situated at Lakson Square, Building No. 2, Sarwar Shaheed Road, Karachi not less than 48 hours before the time of the meeting excluding holidays.

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AFFIX
CORRECT
POSTAGE

TO,
THE COMPANY SECRETARY
CENTURY PAPER & BOARD MILLS LIMITED
LAKSON SQUARE, BUILDING NO. 2,
SARWAR SHAHEED ROAD,
KARACHI-74200.

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مختارنامہ (پراکسی فارم)

میں/ہم _____ ساکن
 بحیثیت رکن (ممبر) سیچری پیپرائنڈ بورڈ ملز لمیٹڈ مقرر کرتا / کرتی ہوں / کرتے ہیں مسئلہ / مسماۃ _____ ساکن
 کو یا ان کی غیر حاضری میں مسئلہ / مسماۃ _____ ساکن
 کو جو خود بھی سیچری پیپرائنڈ بورڈ ملز لمیٹڈ کا رکن ہے کہ وہ بطور میرا / ہمارا مختارنامہ (پراکسی) سیچری پیپرائنڈ بورڈ ملز لمیٹڈ کے سالانہ اجلاس عام جو ۲۸ اکتوبر ۲۰۲۵ کو منعقد ہو رہا ہے یا اس کے کسی ملتوی شدہ اجلاس میں شرکت کرے اور وہ میری / ہماری جگہ میری / ہماری طرف سے حق رائے دہی استعمال کرے۔

مورخہ _____ ۲۰۲۵ کو میرے / ہمارے دستخط سے جاری ہوا۔

فولیو نمبر	سی ڈی سی کھاتہ نمبر	حصص کی تعداد

دستخط

گواہ نمبر _____ گواہ نمبر ۲
 دستخط _____ دستخط
 نام _____ نام
 کمپیوٹرائزڈ قومی شناختی کارڈ نمبر _____ کمپیوٹرائزڈ قومی شناختی کارڈ نمبر
 پتہ _____ پتہ

ہدایات:

- ۱۔ مختار (پراکسی) کا کمپنی کا رکن (ممبر) ہونا ضروری ہے۔
- ۲۔ ممبر (رکن) کے دستخط، نمونہ شدہ دستخط / اندراج شدہ دستخط سے مماثلت ہونا ضروری ہے۔
- ۳۔ سی ڈی سی اکاؤنٹ ہولڈر یا سب اکاؤنٹ ہولڈر کو مختارنامہ (پراکسی فارم) کے ہمراہ کمپیوٹرائزڈ قومی شناختی کارڈ یا پاسپورٹ کی مصدقہ نقل منسلک کرنا ضروری ہے۔ کارپوریٹ ادارے کے نمائندوں کو معمول کے مطابق دستاویزات ساتھ لانا ضروری ہے۔
- ۴۔ مختارنامہ (پراکسی فارم) مکمل پُر شدہ کمپنی کے رجسٹرڈ آفس میں اجلاس کے مقرر وقت سے کم از کم ۴۸ گھنٹے قبل علاوہ چھٹی کے دنوں کے جمع کرانا ضروری ہے۔

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AFFIX
CORRECT
POSTAGE

TO,
THE COMPANY SECRETARY
CENTURY PAPER & BOARD MILLS LIMITED
LAKSON SQUARE, BUILDING NO. 2,
SARWAR SHAHEED ROAD,
KARACHI-74200.

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CENTURY PAPER & BOARD MILLS LIMITED

Registered Office: Lakson Square, Building No.2, Sarwar Shaheed Road, Karachi-74200

Ph: + 92 21 3840 0000 **Fax No.** + 92 21 3568 3410

Email: mansoor-ahmed@centurypaper.com.pk

website: https://www.centurypaper.com.pk

Ballot Paper for Voting Through Post

For poll to be held at the 42nd Annual General Meeting of Century Paper & Board Mills Limited on Tuesday, October 28, 2025 at 03:00 p.m. at ICAP Auditorium, Chartered Accountants Avenue, Block 8 Clifton, Karachi as well as through electronic means/Video link facility.

Contact Details of Chairman, where ballot paper may be sent:

Business Address: The Chairman, Century Paper & Board Mills Limited, Lakson Square, Building No.2, Sarwar Shaheed Road Karachi-74200, Pakistan,

Attention: Company Secretary Designated email address: chairman@centurypaper.com.pk

Name of shareholder/joint shareholders	
Registered address of shareholder(s)	
Number of shares held (on October 20, 2025)	
Folio number / CDC Account	
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.)	

INSTRUCTION FOR POLL
1. Please indicate your Vote by ticking (✓) the relevant box.
2. In case both the boxes are marked as (✓), your ballot paper shall be treated as "Rejected".
I/we hereby exercise my/our vote in respect of the below resolutions through ballot by conveying my/our assent or dissent to the resolution(s) by placing tick (✓) mark in the appropriate box below.

Special Business/Resolution	No. of Ordinary shares for which vote cast	I/We assent to the Resolution (FOR)	I/We dissent to the Resolution (AGAINST)
a) "RESOLVED THAT the transactions carried out in normal course of business with associated companies/related parties as disclosed in Note No. 46 of the audited financial statements for the year ended June 30, 2025 be and are hereby ratified and approved."			
b) "RESOLVED THAT the Chief Executive Officer of the Company be and is hereby authorized to approve all the transactions carried out and to be carried out in normal course of business with associated companies/related parties during the ensuing year ending June 30, 2026 and in this connection the Chief Executive Officer be and is hereby also authorized to take any and all necessary actions and sign/execute any and all such documents/indentures as may be required in this regard on behalf of the Company."			

Signature of Shareholder(s)

Place

Date

Stamp in case of Corporate Shareholder

NOTES/PROCEDURE FOR SUBMISSION OF BALLOT PAPER:

1. Duly filled and signed original postal ballot should be sent to the Chairman, at above-mentioned postal or email address.
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 27, 2025 during working hours (i.e. by 5:00 p.m.). Any postal ballot received after this date, will not be considered for voting.
4. Signature on postal ballot should match the signature on CNIC/Passport (in case of foreigner).
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated, over written ballot papers will be rejected.
6. In case of representative of Body Corporate and Corporation, postal ballot must be accompanied with copy of CNIC of authorized person, along with a duly attested copy of Board Resolution, Power of Attorney, or Authorization Letter in accordance with Section(s) 138 or 139 of the Companies Act, 2017, as applicable, unless these have already been submitted alongwith the Proxy Form. In case of foreign body corporate, all documents must be attested from the Counsel General of Pakistan having jurisdiction over the member.
7. Ballot paper has also been placed on the website of the Company www.centurypaper.com.pk. Members may download the ballot paper from the website or use original/photocopy as published in newspapers.



سینچری پیپر اینڈ بورڈ ملز لمیٹڈ

رجسٹرڈ آفس: لیکسن اسکوائر بلڈنگ نمبر 2، سرورشیپر روڈ، کراچی - 74200

ای میل: mansoor-ahmed@centurypaper.com.pk ویب سائٹ: www.centurypaper.com.pk

بیلٹ پیپر برائے ووٹنگ بذریعہ ڈاک

برائے ووٹنگ بابت انتخابات، بموقع 42 واں سالانہ اجلاس عام برائے سینچری پیپر اینڈ بورڈ ملز لمیٹڈ جو کہ الیکٹرانک ذرائع روڈ یونٹ بیلٹ کے ذریعہ بھی ہوگا۔ بروز منگل، 28 اکتوبر 2025 کو بوقت سہ پہر 03:00 بجے بمقام آئی سی اے پی آڈیٹوریم، چارڈا کاؤنٹنس ایونیو، بلاک 8 کلکٹن، کراچی۔

چیزمین کا متعلقہ ای میل ایڈریس جس پر باقاعدہ شدہ بیلٹ پیپر بھیجے جاسکتے ہیں:

کاروباری پتہ: چیزمین، سینچری پیپر اینڈ بورڈ ملز لمیٹڈ، لیکسن اسکوائر بلڈنگ نمبر 2، سرورشیپر روڈ، کراچی - 74200، پاکستان۔

معرفت: کمپنی سیکرٹری/مختص شدہ ای میل ایڈریس: chairman@centurypaper.com.pk

شیر ہولڈرز/جو انٹیشن شیر ہولڈرز کے نام	
شیر ہولڈرز (ز) کارچرڈ ایڈریس	
شیرز کی تعداد (بتاریخ 20 اکتوبر 2024)	
تحویل میں موجود شیرز کی تعداد (بتاریخ 20 اکتوبر 2025)	
فولیو نمبر سی ڈی سی اکاؤنٹ نمبر	
CNIC/پاسپورٹ نمبر (غیر ملکی ہونے کی صورت میں کاپی منسلک کی جائے)	
اضافی معلومات اور متعلقہ دستاویزات (ہاڈی کارپوریٹ، کارپوریٹن یا فیڈرل گورنمنٹ کے نمائندے کی صورت میں)	

پول کے لیے ہدایات

1. براہ کرم متعلقہ پاس پر (✓) کا نشان لگا کر اپنے ووٹ کی نشاندہی کریں۔

2. اگر دونوں خانوں پر (✓) کا نشان لگایا گیا ہے، تو آپ کے بیلٹ پیپر کو "مسترد" سمجھا جائے گا۔

میں/ہم ذیل کی قراردادوں کے سلسلے میں اپنی رضامندی/اختلاف کا اظہار بیلٹ پیپر کے متعلقہ خانے میں (✓) کا نشان لگا کر کرتے ہیں۔

نمبر شمار	قرارداد کا عنوان اور متن	آرڈینری شیرز کی تعداد کہ جن کی بنیاد پر ووٹ ڈالا گیا	میں ہم قرارداد کے حق میں ہیں (رضامند)	میں ہم قرارداد کے حق میں نہیں ہیں (خلاف)
1	(الف) "قرارداد جاتا ہے کہ منسلک کمپنیوں/متعلقہ فریقوں کے ساتھ کاروبار کی معمول کی سرگرمیوں کے دوران کیے گئے لین دین، جیسا کہ 30 جون 2025 کو ختم ہونے والے مالی سال کے آڈٹ شدہ مالیاتی گوشواروں کے نوٹ نمبر 46 میں بیان کیا گیا ہے، کی توثیق اور منظوری دی جاتی ہے۔"			
	(ب) "قرارداد جاتا ہے کہ کمپنی کے چیف ایگزیکٹو آفیسر کو اختیار دیا جاتا ہے کہ وہ منسلک کمپنیوں/متعلقہ فریقوں کے ساتھ معمول کی کاروباری سرگرمیوں کے دوران کیے گئے لین دین کو ختم کرنے اور تمام لین دین کو 30 جون 2026 کو ختم ہونے والے مالی سال تک منظور کریں، اور اس سلسلے میں چیف ایگزیکٹو آفیسر کو یہ بھی اختیار دیا جاتا ہے کہ وہ کمپنی کی جانب سے تمام ضروری اقدامات کریں اور ایسے تمام دستاویزات/معاہدوں پر دستخط یا عمل درآمد کریں۔"			

کارپوریٹ شیر ہولڈر ہونے کی صورت میں مہر

تاریخ

جگہ

دستخط شیر ہولڈر

نوٹس: بیلٹ پیپر جمع کرانے کا طریقہ کار

1. باضابطہ طور پر مکمل کردہ، دستخط شدہ اور تہیہ شدہ بیلٹ پیپر، چیزمین کے اوپر دیے گئے پوسٹل یا ای میل ایڈریس پر بھیجے ہوئے۔

2. بیلٹ پیپر فارم کے ساتھ CNIC پاسپورٹ (غیر ملکی ہونے کی صورت میں) کی کاپی منسلک کی جائیگی۔

3. پوسٹل بیلٹ فارم اجلاس کے چیزمین کے پاس اوقات کار کے دوران 127 اکتوبر 2025 (ش 5:00 بجے تک) یا اس سے قبل پہنچ جانا چاہیے۔ اس وقت اور تاریخ کے بعد موصول ہونے والے پوسٹل بیلٹ ووٹنگ کے لئے کارآمد نہیں ہوں گے۔

4. پوسٹل بیلٹ پیپر پر موجود دستخط CNIC پاسپورٹ (غیر ملکی ہونے کی صورت میں) پر موجود دستخط جیسے ہونے چاہئیں۔

5. نامکمل، دستخط کے بغیر، غلط، خراب، پھٹے ہوئے، کٹے ہوئے یا مٹے ہوئے یا مٹا کر لکھے ہوئے بیلٹ پیپر منسوخ سمجھے جائیں گے۔

6. ہاڈی کارپوریٹ یا کارپوریٹن کے نمائندے کی صورت میں پوسٹل بیلٹ پیپر کے ساتھ مجاز شخص کے CNIC کی کاپی، بورڈ کی قرارداد کی تصدیق شدہ کاپی، پاور آف اتارنی، مختار نامہ وغیرہ کی تصدیق شدہ کاپی (جیسی ضرورت ہو اس کے تحت)

کمپنیز ایکٹ 2017 کے سیکشن 138 یا 139 کے تحت منسلک ہونا ضروری ہے۔ غیر ملکی کارپوریٹ ہاڈی ہونے کی صورت میں تمام دستاویزات ممبران کے قانونی اختیار کے دائرے میں آنے والے کو تسلیم کرنا چاہئے۔

شدہ ہونا لازمی ہیں۔

7. بیلٹ پیپر کمپنی کی ویب سائٹ <https://www.centurypaper.com.pk> پر موجود ہیں۔ ممبران ویب سائٹ سے بیلٹ پیپر ڈاؤن لوڈ کر سکتے ہیں یا اخبارات میں شائع کردہ اصل یا اسکی فوٹوکاپی بھی استعمال کی جاسکتی ہے۔



CENTURY PAPER & BOARD MILLS LIMITED

**Head Office, Registered Office,
Corporate/Shares Office & Regional Sales Office (South)**

Lakson Square, Building No.2, Sarwar Shaheed Road,
Karachi - 74200, Pakistan.

Phone: (021) 38400000 Fax: (021) 35684336, 35683410

Regional Sales Office (North)

14-Ali Block, New Garden Town, Lahore - 54600, Pakistan.

Phone: (042) 35886801-4 Fax: (042) 35830338

Mills

62 KM, Lahore-Multan Highway, N-5, District Kasur, Pakistan.

Phone: (049) 4511464-5, 4510061-2 Fax: (049) 4510063

Email: info@centurypaper.com.pk

Website: www.centurypaper.com.pk