

# Annual Report for the Year 2024-2025

SHAPING THE FUTURE



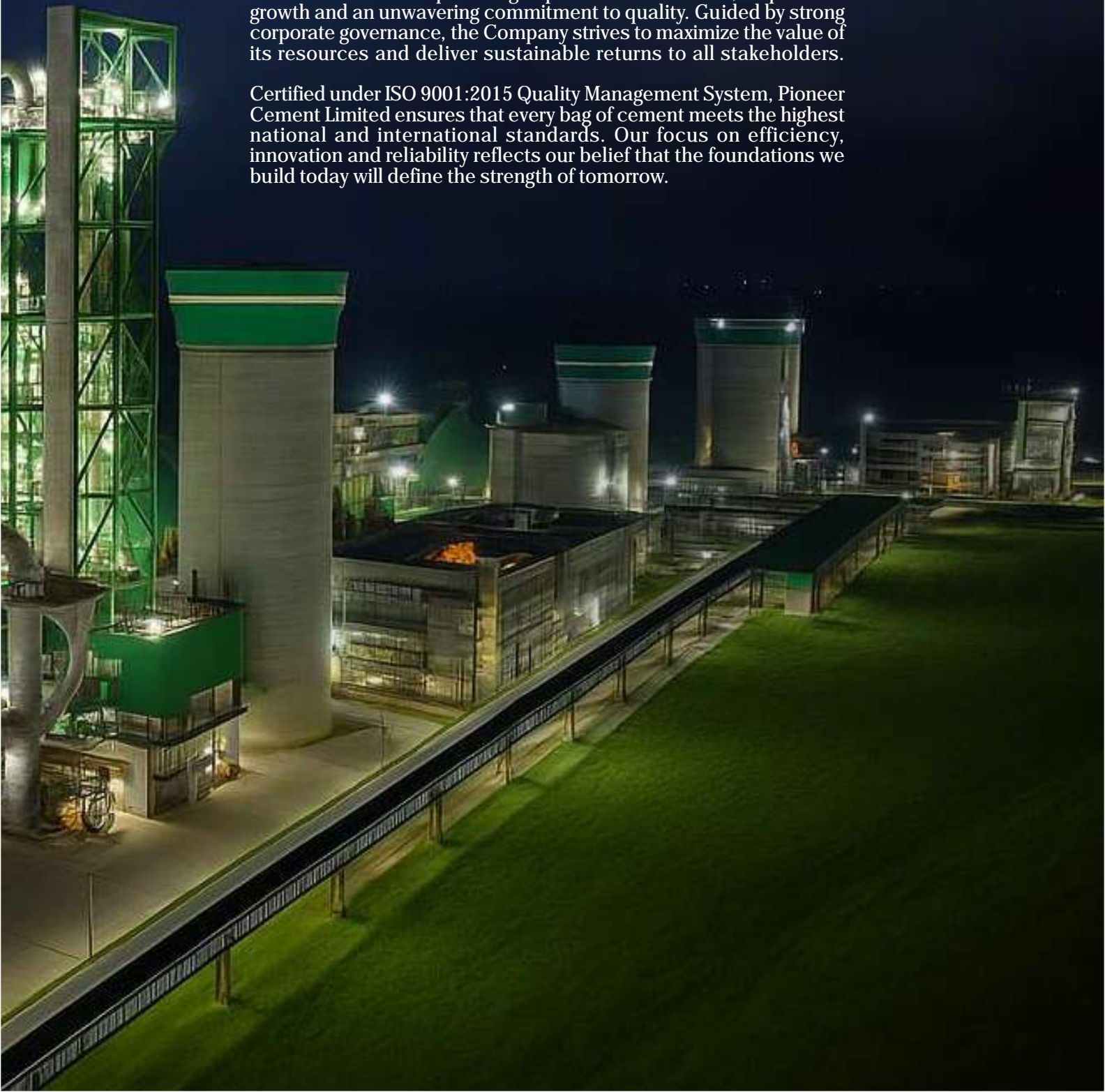




# SHAPING THE FUTURE

Pioneer Cement Limited continues to shape the future of Pakistan's construction landscape through operational excellence, responsible growth and an unwavering commitment to quality. Guided by strong corporate governance, the Company strives to maximize the value of its resources and deliver sustainable returns to all stakeholders.

Certified under ISO 9001:2015 Quality Management System, Pioneer Cement Limited ensures that every bag of cement meets the highest national and international standards. Our focus on efficiency, innovation and reliability reflects our belief that the foundations we build today will define the strength of tomorrow.



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# COMPANY INFORMATION

## Board of Directors

Mr. Aly Khan [Chairman]  
Mr. M. Habibullah Khan [CEO]  
Ms. Aleeya Khan  
Mr. Mohammed Aftab Alam  
Mirza Ali Hasan Askari  
Mr. Doraib A Kisat  
Mr. Manzoor Ahmed  
Sheikh Javed Elahi

## Chief Financial Officer

Mr. Waqar Naeem

## Chief Internal Auditor

Mr. Jan Muhammad

## Company Secretary

Mr. Talha Saif

## Audit Committee

Mr. Manzoor Ahmed [Chairman]  
Mr. Aly Khan  
Ms. Aleeya Khan  
Mr. Mohammed Aftab Alam  
Sheikh Javed Elahi

## Statutory Auditors

KPMG Taseer Hadi & Co.  
Chartered Accountants

## Legal Advisor

Hassan & Hassan

## HR & Remuneration Committee

Sheikh Javed Elahi [Chairman]  
Mr. M. Habibullah Khan [CEO]  
Mr. Aly Khan  
Ms. Aleeya Khan  
Mr. Mohammed Aftab Alam

## Bankers

Allied Bank Limited  
Askari Bank Limited  
Bank Al Habib Limited  
BankIslami Pakistan  
Dubai Islamic Bank  
First Credit and Investment Bank  
Habib Bank Limited  
Habib Metropolitan Bank  
JS Bank Limited  
Meezan Bank Limited  
MCB Bank Limited  
National Bank of Pakistan  
Samba Bank  
The Bank of Khyber  
The Bank of Punjab  
United Bank Limited

## Share Registrar

Corplink (Pvt.) Limited,  
Wings Arcade, 1-K Commercial,  
Model Town, Lahore  
Tel: +92 (42) 35839182, 35916714  
Email: shares@corplink.com.pk  
shares@pioneerement.com

## Locations

REGISTERED OFFICE  
64-B/1, Gulberg-III, Lahore  
Tel: +92 (42) 37503570 & 72  
Email: pioneer@pioneerement.com

FACTORY  
Chenki, District Khushab  
Tel: +92 (454) 724500  
Email: factory@pioneerement.com

### REGIONAL OFFICES

MULTAN  
House No. 218, Naqshband Colony  
Khanewal Road, Multan  
Tel: +92 (61) 6355051

FAISALABAD  
Office No. 5, 3rd Floor, Sitara Tower,  
New Civil Lines, Bilal Road, Faisalabad  
Tel: +92 (41) 2630030, 2630029

### LIAISON OFFICE

KARACHI  
F-54 Block 7, Clifton, Karachi  
Tel: +92 (21) 38899693  
Email: pckhi@pioneerement.com





## FINANCIAL YEAR 2025 AT A GLANCE



NET REVENUE  
Rs. **33,309** Million



TOTAL ASSETS  
Rs. **86,367** Million



GROSS PROFIT  
Rs. **10,444** Million



MARKET CAPITALIZATION  
Rs. **51,819** Million



OPERATING PROFIT  
Rs. **9,196** Million



EBITDA  
Rs. **12,644** Million



PROFIT AFTER TAX  
Rs. **4,876** Million



BREAKUP VALUE PER SHARE  
Rs. **207.47**



EARNINGS PER SHARE  
Rs. **21.47**



MARKET PRICE PER SHARE  
Rs. **228.13**



EMPLOYEES  
**1,105**



DIVIDEND PER SHARE  
Rs. **10**  
Including Rs. 5 final dividend



# NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 39<sup>th</sup> Annual General Meeting (AGM) of Pioneer Cement Limited (the Company) will be held at 64-B/1, Gulberg-III, Lahore on Tuesday, October 28, 2025 at 10:00 a.m. to transact the following business: -

## ORDINARY BUSINESS

- 1 To confirm the minutes of last AGM held on October 28, 2024.
- 2 To receive, consider and adopt the audited financial statements together with Directors' Report for the year ended June 30, 2025, Chairman Review Report and auditor's report thereon.
- 3 To consider and approve cash dividend on ordinary shares of the Company. The directors have recommended 50% final cash dividend i.e. Rs.5/- per share for the year ended June 30, 2025. This is in addition to the interim dividend of 50% i.e. Rs.5/- per share already paid. Total dividend will be 100% i.e. Rs.10/- per share.
- 4 To appoint Statutory Auditors of the Company for the year ending June 30, 2026 and to fix their remuneration. The present auditors, M/s KPMG Taseer Hadi & Co., Chartered Accountants, retire and being eligible, have offered themselves for reappointment.

## SPECIAL BUSINESS

- 5 To consider and if deemed fit, ratify and approve (as the case may be), the following resolutions, as special resolutions, with respect to related party transactions, in terms of Sections 207 and / or 208 of the Companies Act, 2017, with or without modification:

"RESOLVED THAT the transactions carried out by the Company with related parties, during the year ended June 30, 2025, as disclosed in Note 41 of the financial statements of the Company for the said period and specified in the Statement of Material Information under Section 134(3), be and are hereby ratified, confirmed and approved.

FURTHER RESOLVED THAT the Board of Directors of the Company is authorized to approve the related party transactions for the year ending June 30, 2026. These related party transactions shall be deemed to have been approved by the members and shall subsequently be placed before the members in the next Annual General Meeting for ratification and confirmation."

- 6 To transact any other business as may be placed before the meeting with the permission of the Chairman.

By Order of the Board

Lahore  
September 26, 2025

Talha Saif  
Company Secretary

## NOTES:

- **Closure of Share Transfer Books**  
The share transfer books of the Company shall remain closed from October 21, 2025 to October 28, 2025 (both days inclusive) for the purpose of entitlement of dividend and holding AGM. Transfer requests received at the Company's Registrar office M/s. Corplink (Pvt.) Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore prior to the close of business hours on October 20, 2025 will be treated in time for the purpose of entitlement of dividend and attending the AGM.
- **Participation in the AGM, via physical presence including through proxy**  
A member entitled to attend and vote at this meeting may appoint another member as his/her proxy to attend, speak and vote on his/her behalf. Proxies in order to be effective must be received by the Company at its Registered Office not later than 48 hours before the meeting.
  - a. The CDC shareholders are requested to bring original CNIC/Passport for the purpose of identification to attend the meeting.
  - b. In case of corporate entity, the Board's Resolution or Power of Attorney with specimen signature of the nominee shall be produced at the time of the meeting.
- **Payment of Cash Dividend Electronically**  
Under the provisions of Section 242 of the Companies Act, 2017 and Circular No.18/2017, it is mandatory for a listed Company to pay cash dividend to its shareholders ONLY through electronic mode directly into bank account designated by the entitled shareholders. In order to receive dividends directly into their bank account, shareholders are requested to fill in Electronic Credit Mandate Form available on Company's website and send it (duly signed) along with a copy of CNIC to:



- a) The Registrar of the Company, M/s. Corplink (Pvt.) Limited, Wings Arcade, I-K Commercial, Model Town, Lahore in case of physical shareholders.
- b) The Broker/Participant/CDC account services in case the shares are held in CDC.

Shareholders having physical shares are requested to immediately notify the change in address, if any. Shareholders who have not yet submitted copy of their CNIC/NTN Certificate to the Company are requested to send the same at the earliest.

#### ● **E-voting and Postal Ballot**

It is hereby notified that pursuant to the Companies (Postal Ballot) Regulations, 2018 and its amendments notified vide SRO 2192(1)/2022 dated December 5, 2022, members will be allowed to exercise their right to vote for the special business in the AGM, in accordance with the conditions mentioned in the aforesaid Regulations. The Company shall provide its members with the following options for voting:

##### i) **E-Voting Procedure**

- (a) Details of the e-voting facility will be shared through an e-mail with those members of the Company who have their valid CNIC, cell numbers, and e-mail addresses available in the register of members of the Company within due course. Members who intend to exercise their right of vote through E-Voting shall provide their valid cell numbers and e-mail addresses on or before October 20, 2025.
- (b) The web address, login details, will be communicated to members via email.
- (c) Identity of the members intending to cast vote through E-Voting shall be authenticated through login.
- (d) E-Voting lines shall start from October 25, 2025 at 9:00 a.m., and shall close on October 27, 2025 at 5:00 p.m. Members can cast their votes any time in this period. Once the vote on a resolution has been cast by a member, he / she shall not be allowed to change it subsequently.

##### ii) **Postal Ballot**

- (a) Members may alternatively opt for voting through postal ballot. For convenience of the members, the ballot paper is annexed to this notice and the same is also available on the Company's website [www.pioneeracement.com](http://www.pioneeracement.com) to download.
- (b) The members shall ensure that duly filled and signed ballot paper, along with copy of CNIC should reach the Chairman of the meeting through post at 64-B/1, Gulberg-III, Lahore by Monday, October 27, 2025 before 5:00 p.m. The signature on the ballot paper shall match with the signature on CNIC/record of the Company.

A postal ballot received after this time / date shall not be considered for voting.

#### ● **Withholding tax on Dividend**

According to clarification by FBR, withholding tax will be deducted separately on 'Filer' and 'Non-Filer' status of Principal shareholder as well as joint holder(s) based on their shareholding proportions.

In the light of above, kindly arrange to provide us shareholding proportions of yourself as principal shareholder and your joint holder(s) in respect of ordinary shares held, enabling us to compute withholding tax on each shareholder accordingly.

Additionally, shareholders are informed that the rates of deduction of income tax from dividend payments under section 150 of the Income Tax Ordinance 2001 are as follows:

(a) Filer of income tax returns	15 %
(b) Non-filer of income tax returns	30 %

Where the required documents are not submitted, the Company will be constrained to treat the non-complying shareholders as non-filer thereby attracting a higher rate of withholding tax.

#### ● **Unclaimed Shares and Dividend**

As per Section 244 of the Act, any shares issued, or dividend declared by the Company that remained unclaimed and/or unpaid for a period of three (03) years from the due date are required to be deposited with Securities and Exchange Commission of Pakistan for credit of Federal Government after issuance of notices to the Shareholders to file their claim.

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

#### ● **Distribution of Annual Report and Notice of Meetings Through Email (Optional)**

Shareholders who wish to receive annual reports and notice of the general meetings through email are requested to provide the following particulars through a letter duly signed by them containing:

- Name
- Registered Folio/ CDC Account No.
- Email/ Postal address
- CNIC Number
- Shareholding
- Contact Number

Shareholders are also requested to notify any change in their email/postal addresses to the Share Registrar of the Company.

#### ● **Prohibition on Grant of Gifts to Shareholders**

In adherence to the regulatory requirements set forth by the SECP, it is hereby stated that no gifts will be distributed at the meeting.



- **Participation in the AGM Proceeding via the Video Conference Facility**

In compliance with Section 134(1)(b) of the Companies Act, 2017, if the Company receives request from members holding aggregate 10% or more shareholding, residing at a geographical location to participate in the meeting through video link facility, at least 10 days prior to the date of general meeting, the Company will arrange video link facility in that city.

To avail this facility, please provide following information and submit to Registered Office of the Company.

*"I/We, \_\_\_\_\_ of \_\_\_\_\_ being a member of Pioneer Cement Limited and holder of \_\_\_\_\_ ordinary shares as per Registered Folio/ CDC Account No. \_\_\_\_\_ hereby opt for video conference facility at \_\_\_\_\_."*

*Signature of member*

The Company will intimate members regarding venue of video conference facility at least 5 days before the date of the general meeting along with complete information necessary to enable them to access the facility.

- **Conversion of Physical Shares into Book-Entry Form (i.e. CDC Account).**

Section 72 of the Companies Act, 2017 requires every company to replace its physical shares with book-entry form within the period to be notified by the SECP.

The shareholders having physical shareholding are accordingly encouraged to open their account with

Investor Account Services of CDC or Sub-account with any of the brokers and convert their physical shares into scripless form. This will facilitate the shareholders in many ways, including safe custody and sale of shares, any time they want, as the trading of physical shares is not permitted as per existing regulations of the Pakistan Stock Exchange Limited.

- **Online Facilitation to Shareholders**

In order to facilitate our shareholders, the Company shall also provide online facility for participation in AGM. Shareholders interested in attending the AGM online are hereby requested to get themselves registered with the Company Secretary office by sending an e-mail on [shares@pioneercement.com](mailto:shares@pioneercement.com) with subject: "Registration for AGM" at the earliest but not later than Seventy Two (72) hours before the meeting along with a valid copy of CNIC, Folio/CDC Account Number, and cell number.

After due verification, the Company shall share relevant details with the shareholders through email.

- **Circulation of Annual Report through QR Code and through Weblink**

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.

[www.pioneercement.com/investors/accounts](http://www.pioneercement.com/investors/accounts)



## STATEMENT OF MATERIAL FACTS UNDER SECTION 134(3) OF THE COMPANIES ACT, 2017

This Statement sets out the material facts pertaining to the Special Business item to be transacted at the AGM of the Company.

Agenda Item Number 5 of the notice - Ratification and approval (to the extent applicable) of the related party transactions / arrangements conducted / to be conducted by the Company

The Company in the ordinary course of business enters into arrangements and carries out transactions with its related parties in accordance with its policies and the applicable laws and regulations. Certain related party transactions, in which a majority of the Directors are interested, would require members' approval under Sections 207 and / or 208 (to the extent applicable) of the Companies Act, 2017, read with Regulation 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.

As some/majority of the Directors of the Company may be deemed to be interested in certain arrangements / transactions with related parties, including due to their shareholding or common directorships in related entities/parties. All the related party transactions have been disclosed in Note 41 to the financial statements for the year ended June 30, 2025. Such transactions are to be placed before the members in upcoming AGM for their ratification / confirmation. Accordingly, these transactions are being placed before the AGM for ratification / confirmation by the members.

Relationship / Name	Nature of transactions	Rupees in thousand
<b>Common Directorship</b>		
Imperial Developers and Builders (Private) Limited	- Operations and Maintenance charges	138,000
	- Rent charged	34,596
Haleeb Foods Limited	- Reimbursement of:	
	• Operations and Maintenance Charges	69,000
	• Others	28,562

The Company carries out transactions and enters into arrangements with its related parties as per the approved policy with respect to 'transactions with related parties' in the normal course of business. All transactions / arrangements entered into with related parties require the approval of the Board Audit Committee, which is chaired by an Independent Director of the Company. Upon the recommendation of the Board Audit Committee, such arrangements / transactions are placed before the Board of Directors for approval.

The nature of relationship with these related parties has also been indicated in the Note 41 to the financial statements of the Company for the year ended June 30, 2025. The Directors are interested in the resolution only to the extent of their common directorships and shareholdings (to the extent applicable) in such related parties.

Accordingly, the members are requested to ratify and confirm the transactions with related parties as disclosed in the financial statements of the Company for the year ended June 30, 2025.

Furthermore, the Company will be entering into arrangements and conducting transactions with its related parties in the ordinary course of business, during the year ending June 30, 2026. As some or a majority of the Directors of the Company may be deemed to be interested in certain arrangements or transactions, inter alia, due to their shareholding or common directorships in related entities, and in order to promote transparent business practices, an approval from the members is being sought to authorize the Company to conduct such related party transactions and enter into arrangements with related parties, and further to authorize and grant power to the Board of Directors to approve related party transactions to be conducted by the Company during the financial year ending June 30, 2026 (irrespective of composition of the Board and interest of the Directors). The related party transactions as aforesaid for the year ending June 30, 2026 shall be deemed to have been approved by the members.





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# GEOGRAPHICAL PRESENCE





**Plant**

Chenki, District Khushab

**Registered Office**

64-B/1, Gulberg-III, Lahore

**Liaison Office - Karachi**

F-54 Block 7, Clifton, Karachi

**Regional Office – Multan**

House No. 218, Naqshband Colony  
Khanewal Road, Multan

**Regional Office – Faisalabad**

Office No. 5, 3rd Floor, Sitara Tower,  
New Civil Lines, Bilal Road, Faisalabad





## PRINCIPAL BUSINESS ACTIVITIES

Pioneer Cement Limited (the Company) was incorporated in 1986. Its main business activity is manufacturing, marketing and sale of cement and clinker. Installed cement manufacturing capacity of the Company is 5,194,500 tons per annum. The plant is located at Chenki, District Khushab, Punjab province. The Company's shares are quoted on Pakistan Stock Exchange.



## MARKETS

Geographically, the plant is ideally located to cater the market needs of Central and South Punjab. The Company operates through distributors, dealers and retailers in the local market. The Company has also established its foothold in export markets, mainly in Afghanistan and India.

## PRODUCTS

The Company produces and sells cement under brand "Pioneer Cement". The Company as part of its vertical integration strategy is also manufacturing interlocking concrete pavers. The Company also sells clinker based on local and international demand.



# ORGANIZATION OVERVIEW



## OUR VISION

To be the preferred provider of cement and building solutions in Pakistan.

## OUR MISSION

To surpass stakeholder expectations by providing best in class products and solutions through safe, sustainable and innovative operations.

## STRATEGIC OBJECTIVES

- Customers' satisfaction
- Maximize shareholders' value
- Efficient deployment of resources
- Research and development
- Environmental initiatives



# CODE OF BUSINESS CONDUCT

- Honest and ethical conduct
  - a) Fair dealing
  - b) Avoiding conflict of interest
  - c) Protection of confidential information
- Applicable laws and regulations
  - a) Compliance with laws, rules and regulations
  - b) Insider trading laws
  - c) Environmental laws
- Protection of employees and resources
  - a) Protection of Company's assets
  - b) Employee health and safety
  - c) Cyber security



# ETHICAL GUIDELINES

- Transparency and justice
- Sound business policies
- Judicious use of Company's resources
- Integrity at all levels
- Zero tolerance for harassment & discrimination
- Zero tolerance for abuse and violence





## CULTURE

Our culture focuses on empowering people to be passionate and innovative in a reverential and inclusive way. It is free, fair, open, performance driven and collaborative. Contributing to a safe, healthy and sustainable future for the communities and the environment is a fundamental part of our business ideology. We are driven by the goal of achieving the highest level of governance and building a sustainable brand for all stakeholders.

## QUALITY POLICY

We are committed to produce high quality cement as per the national and international standards. The management ensures that products of the Company always exceed product quality requirements to achieve customer satisfaction. We are committed to abide by all applicable laws and regulations and actively strive for continual improvement including prevention of pollution by establishing and monitoring our quality and environmental objectives. The Company is committed to communicate and maintain this policy at all levels and to achieve continual improvement through teamwork.

## CORE VALUES

- Professional ethics
- Respect and courtesy
- Recognition of human asset
- Teamwork
- Innovation and improvement

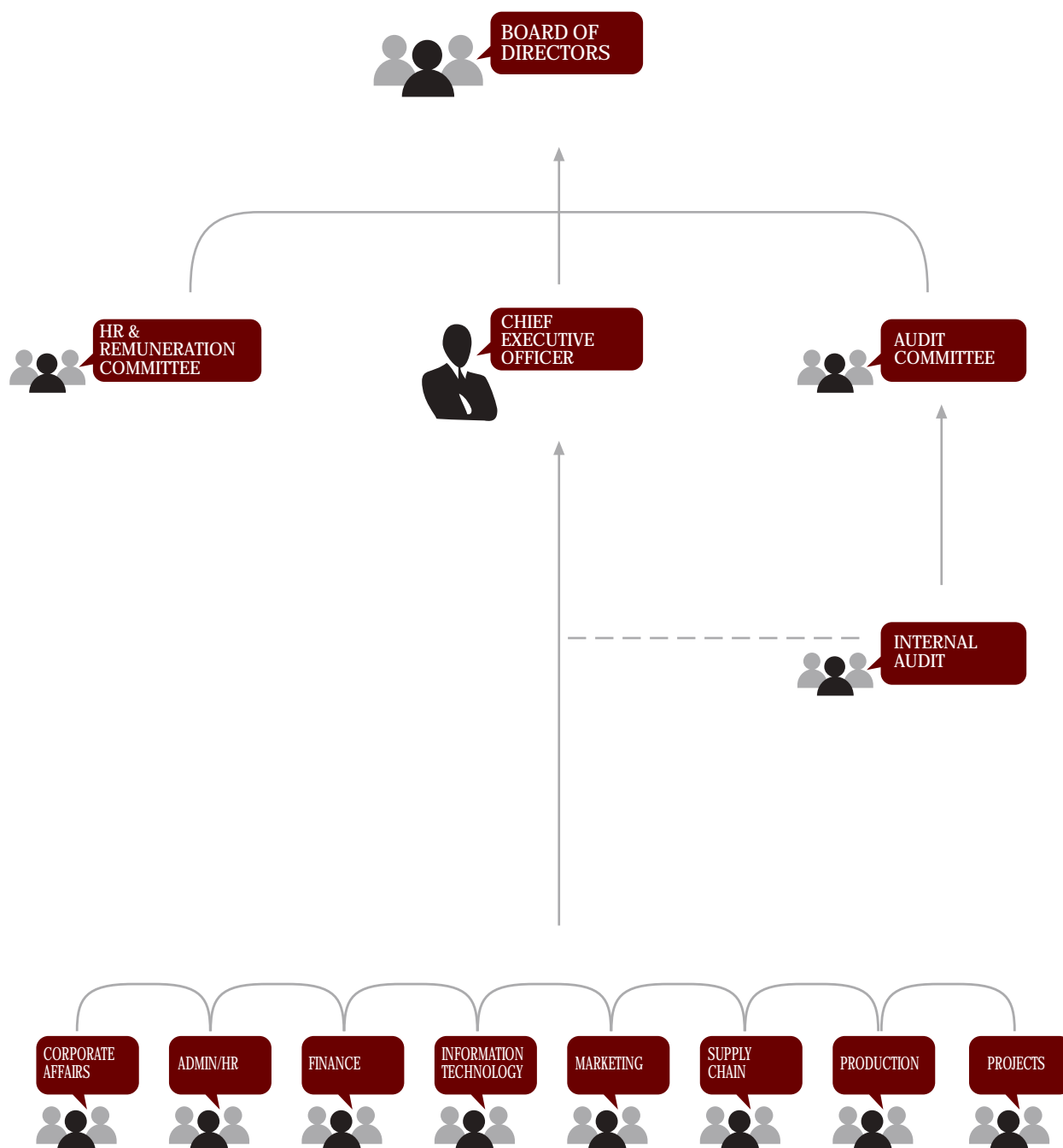


## OWNERSHIP AND OPERATING STRUCTURE

The Company was incorporated in 1986 and its shares are quoted on Pakistan Stock Exchange Limited. Vision Holding Middle East Limited, holds 47% shares of the Company. Currently the Company has a free float of 45% out of total shares of 227,148,793. Further details regarding holding company and ownership structure are provided in Note 16.1 of the financial statements and Pattern of Shareholding annexed to this report.



# ORGANIZATIONAL STRUCTURE



## LEGENDS:

- Functional Reporting
- - - - - Administrative Reporting



# BUSINESS MODEL

## CAPITALS AS INPUT

### HUMAN

The knowledge, skills and experience of employees and managers.

### INTELLECTUAL

Research and development, patents, licenses, innovation and systems.

### SOCIAL AND RELATIONSHIP

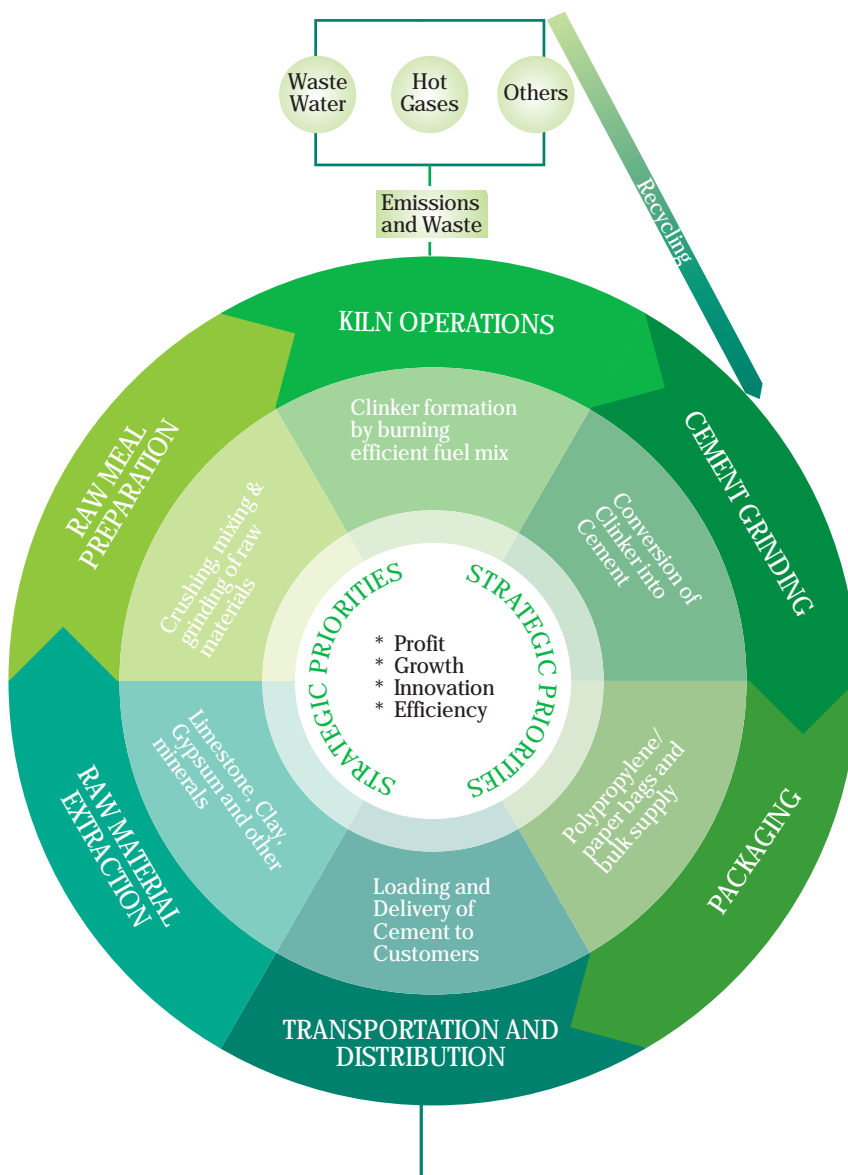
The Company's relationships with internal and external stakeholders, such as shared values, credibility or loyalty.

### NATURAL

Natural resources used by the Company in its operations, such as minerals, fuel, air and water.

### MANUFACTURED

Raw materials, plant and infrastructure necessary for production.



## OUTPUT



## OUTCOME

### SUPPLIERS

- \* Income
- \* Training
- \* Sound Relationships

### EMPLOYEES

- \* Safe workplaces
- \* Salaries
- \* Professional Development

### CUSTOMER

- \* Increased well-being and quality of life
- \* Innovation

### SHAREHOLDERS

- \* Returns
- \* Dividends

### SOCIETY

- \* Jobs
- \* Taxes paid
- \* Healthcare economics
- \* Community Relationships

OUR CAPITALS

VALUE ADDITION ACTIVITIES THAT CREATE

VALUE FOR OUR STAKEHOLDERS



# VALUE CHAIN ANALYSIS

Raw Material



Supplier / Contractor



End Consumer

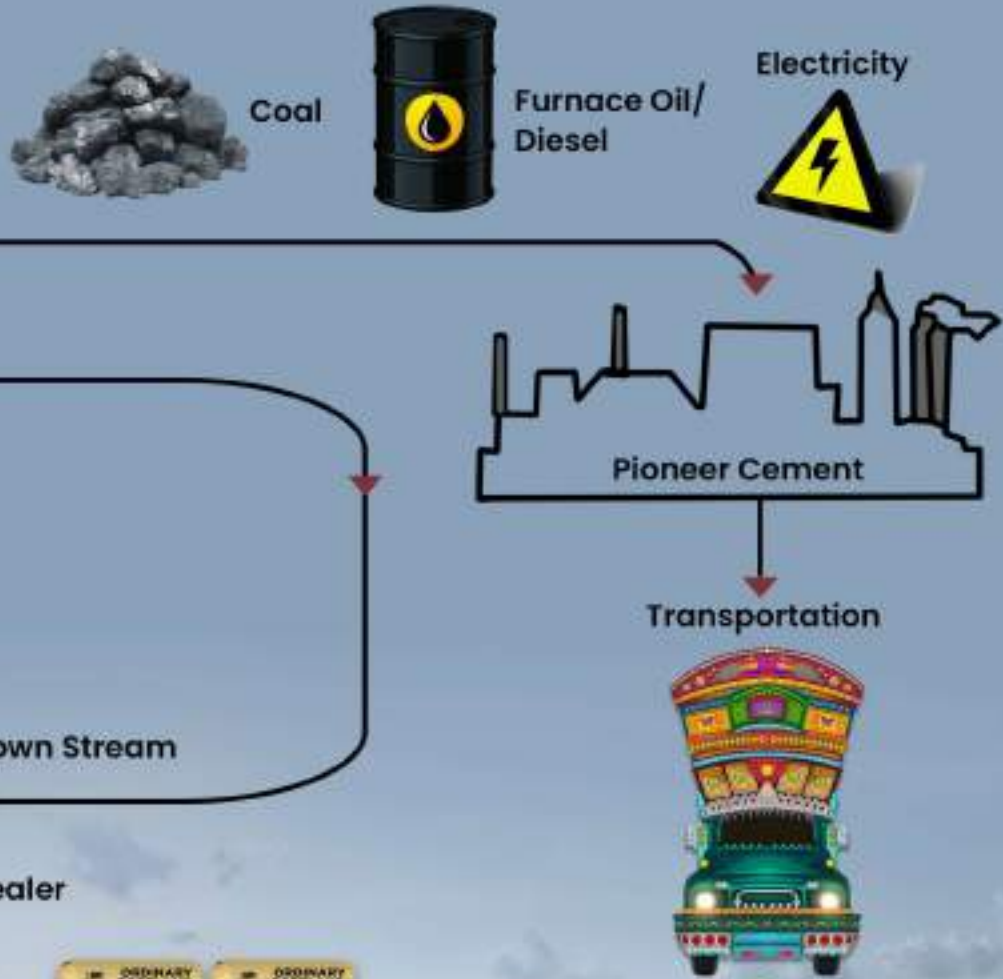


Up Stream

Retailer









# PESTEL ANALYSIS

Factors	Description	Our Response
Political	Political instability together with associated regulatory and policy changes	<ul style="list-style-type: none"> <li>PCL regularly monitors the changes for continuous impact on business</li> </ul>
Economic	Price hike in input costs Exchange rate fluctuations PSDP allocations	<ul style="list-style-type: none"> <li>Improve operations and processes to bring efficiency.</li> <li>Use an optimal blend of local and imported coal.</li> <li>Leaning towards local coal to shield from adverse effects of exchange rate fluctuations and to bring further efficiency in process.</li> </ul>
	Vulnerability to interest rate hikes due to high leverage	<ul style="list-style-type: none"> <li>Rapid reduction in outstanding debt.</li> <li>Swapping high-cost financing with new low-priced debt.</li> </ul>
	Post commodity super cycle inflation	<ul style="list-style-type: none"> <li>Cost rationalization drive across the Company.</li> </ul>
Social	Community development	<ul style="list-style-type: none"> <li>Responsible and resourceful operating methods</li> <li>Preferential recruitments of local community</li> <li>Continuous CSR drives and activities</li> </ul>
	Investment in health	<ul style="list-style-type: none"> <li>Construction and operations of Medical Center at our plant</li> <li>Free emergency ambulance service</li> <li>Public dispensary in Chenki village and provision of direct financial support to TB Center Foundation</li> </ul>
	Investment in education	<ul style="list-style-type: none"> <li>Establishment of two fully funded primary schools in Chenki village</li> <li>Funding the construction of an additional building in District Public School Jauharabad and Sargodha, enabling enrolment of additional 500 students</li> </ul>
Technological	Technical obsolescence of production facilities	<ul style="list-style-type: none"> <li>Installation of state of the art line III</li> <li>Regular BMR activities on old production lines</li> <li>Continuous upgradation to remove bottlenecks of production lines</li> <li>Maintenance of safety spare parts</li> </ul>
Environmental	Requirements regarding treatments of wastes and carbon emissions Sustainable Planet Initiatives	<ul style="list-style-type: none"> <li>Clean and green strategy</li> <li>Regular plantation campaigns</li> <li>Installation of dust collectors</li> <li>Water preservation strategies including construction of rain water storage ponds</li> <li>LEED-certified HO building.</li> </ul>
Legal	Compliance with applicable laws and regulations	<ul style="list-style-type: none"> <li>Company has both inhouse and external legal advisors / tax consultants in order to ensure compliance with all legal /regulatory requirements</li> </ul>

## THE LEGITIMATE NEEDS AND INTERESTS OF KEY STAKEHOLDERS



The Company gives special focus to identify, comprehend and fulfill the needs and interest of our valuable stakeholders. A list of the key stakeholders with their respective needs is tabulated below:

Stakeholder	Interest
Shareholder	<ul style="list-style-type: none"> <li>• Maximization of wealth</li> <li>• Dividend payment</li> <li>• Timely and accurate provision of relevant information</li> </ul>
Employee	<ul style="list-style-type: none"> <li>• Market competitive remuneration</li> <li>• Business continuity</li> <li>• Employee welfare</li> <li>• Performance based reward system</li> </ul>
Customer	<ul style="list-style-type: none"> <li>• Premium quality products</li> <li>• Value for money</li> <li>• Availability of product</li> </ul>
Supplier	<ul style="list-style-type: none"> <li>• Timely payments</li> <li>• Accurate bookkeeping</li> <li>• Business continuity</li> </ul>
Financial institutions	<ul style="list-style-type: none"> <li>• Timely payments</li> <li>• Financial projections and project feasibilities</li> <li>• Business continuity</li> </ul>
Regulators	<ul style="list-style-type: none"> <li>• Adherence to laws and regulations</li> <li>• Periodic submission of reports</li> </ul>

# SWOT ANALYSIS



## STRENGTHS

- Ideally catered to access Central and South Punjab markets
- Modern and state of the art plant and machinery
- Competent and committed management team
- Reliable distribution network
- Multiple production lines providing manufacturing flexibility



## WEAKNESS

- Limited product range which limits our ability to attract different cadre of customers
- Relatively homogeneous product limiting pricing strategies
- Distant location from ports



# SWOT



## OPPORTUNITIES

- PSDP allocations
- Demographic composition driving housing demand
- Lower cement consumption per capita in Pakistan compared to global standards



## THREATS

- Higher Energy and other input cost
- Higher interest rates
- Political and economic instability
- Highly competitive global market makes export growth challenging





# COMPETITIVE LANDSCAPE AND MARKET POSITIONING



## THREAT OF NEW ENTRANTS: LOW

- a) Capital and technology intensive industry
- b) Distribution channels already engaged

## SUBSTITUTE PRODUCT: LOW

There is no direct substitute of cement

## BARGAINING POWER OF BUYERS: LOW

Cement in Pakistan is not usually sold to end consumers directly. Manufacturers sell the product through a network of distributors, dealers and retailers who further supply to the end consumers.

## BARGAINING POWER OF SUPPLIERS: LOW

Raw material is obtained through long term lease contracts with Mines and Mineral Department, Government of the Punjab. Fuel is purchased after detail evaluation from different sources.

## COMPETITIVE RIVALRY: HIGH

The cement companies are geographically situated all over Pakistan producing homogenous products that results in intensified competition as far as market share and charging the price is concerned. However, the Company has established itself as a reputable brand in local markets due to its superior quality.

# LEGISLATIVE AND REGULATORY ENVIRONMENT



The Company usually operates in a tightly regulated environment due to nature of the sector and by virtue of being a public listed company. There is a list of regulatory compliances that have to be met which the government authorities closely monitor. Following are the applicable laws and regulations to which the Company is required to comply with:

- a) Companies Act and related rules
- b) Income Tax Ordinance and related rules
- c) Sales Tax Act and related rules
- d) Federal Excise Act and related rules
- e) Code of Corporate Governance for Listed Companies and related rules
- f) Competition Act
- g) Federal and Provincial laws pertaining to protection of environment
- h) PSX regulations and guidelines
- i) Foreign Exchange Regulation Act

In addition to compliance with above laws, the Company also complies with statutory financial reporting framework as disclosed in note 2 and 3 of accompanied financial statements.

## STATEMENT ON ADOPTION OF AND COMPLIANCE WITH SECP'S CSR GUIDELINES

The Company has voluntarily adopted the Corporate Social Responsibility (Voluntary) Guidelines, 2013 issued by SECP and is in the initial stages of its compliance.



## ADOPTION OF INTERNATIONAL STANDARDS

Corporate Social Responsibility remains pivotal to Company's overall strategy and mission. In this regard, the Company is evaluating best CSR and sustainability practices in light of guidance provided by international standards. Certifications acquired and international standards adopted for best sustainability and CSR practices.

# GLOBAL AND NATIONAL POLITICAL ENVIRONMENT



The growth of the cement sector in Pakistan is greatly influenced by the political environment, primarily contingent on government expenditure and development initiatives. Over the past few years, the sector has faced significant challenges due to a widening fiscal deficit, which has led to a substantial reduction in PSDP spending.

Furthermore, on a regional scale, trade restrictions were imposed by both India and Pakistan following heightened border tensions, resulting in the loss of a crucial export market coupled with squeezed demand from Afghanistan. Additionally, imposition of new and increased taxes and upward revision of royalty by the Punjab Government have dampened the future outlook of the cement industry, adding to the sector's woes.

Pakistan's heavy reliance on imported fuel to meet its energy needs has also come under strain due to external factors such as the ongoing Russia- Ukraine clash and the threat of potential regional conflict growing on a larger scale placing considerable pressure on the country's economy. These developments have had a direct impact on the input costs incurred by companies operating in the sector.

Seasonality also impacts business in terms of production and sales.

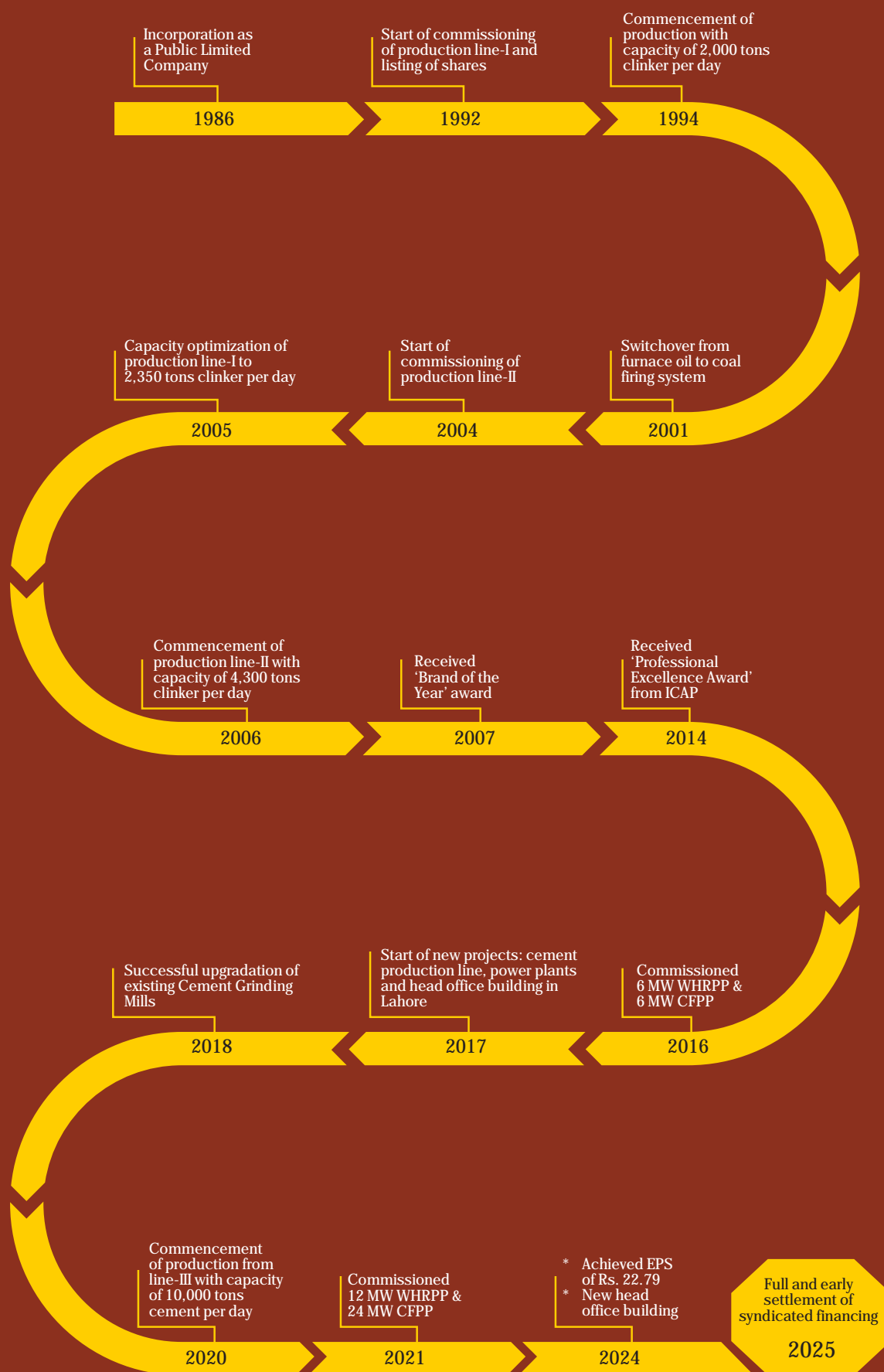
- **Monsoon Season:** Heavy rainfall and flooding disrupt transportation and construction activities, leading to decreased demand for cement.
- **Winter Weather:** Low temperatures, shorter days and foggy conditions slow down construction activities, resulting in reduced offtakes.

## SIGNIFICANT CHANGES FROM PRIOR YEARS

There is no significant change from prior year's organizational and external environment



# HISTORY OF MAJOR EVENTS



# 2 STRATEGY AND RESOURCE ALLOCATION

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## STRATEGIES IN PLACE TO ACHIEVE THE STRATEGIC OBJECTIVES

Goal Type	Objective	Strategies to Achieve
Short Term	Improved capacity utilization	<ul style="list-style-type: none"> <li>• Develop new markets locally and internationally</li> <li>• Target 320+ days run factor on production lines</li> <li>• Ensure uninterrupted supply of raw materials fuel and power</li> </ul>
	Cost competitiveness	<ul style="list-style-type: none"> <li>• Effective use of resources</li> <li>• Optimal fuel blend</li> <li>• Efficient power generation mix</li> </ul>
	Corporate social responsibility	<ul style="list-style-type: none"> <li>• Continuous engagement with local community</li> <li>• Compliance to applicable laws and regulations</li> </ul>
Medium Term	Economies of scale	<ul style="list-style-type: none"> <li>• Brownfield expansion</li> <li>• Quantitative sale growth</li> </ul>
	HR excellence	<ul style="list-style-type: none"> <li>• Linking HR planning to overall business strategy</li> <li>• Professional training and development</li> <li>• Employee retention policies</li> </ul>
	Higher return for investor	<ul style="list-style-type: none"> <li>• Implement cost effective measures</li> <li>• Identification of new local and export markets</li> <li>• Capacity enhancement to cater market demand</li> <li>• Optimum financial management</li> </ul>
Long Term	Modern production facility	<ul style="list-style-type: none"> <li>• Continuous BMR and preventive plant maintenance</li> <li>• Eradicating operational inefficiencies via strong control system and ethical values</li> <li>• Improvement of organizational structure</li> </ul>
	Exploring economical sources of energy	<ul style="list-style-type: none"> <li>• Exploring new sources for economical energy like local coal, solar, wind energy etc.</li> <li>• Environment friendly operations</li> </ul>



## RESOURCE ALLOCATION

Nature of Capital	Factors Affecting the Availability, Quality and Affordability	Organizational Expectation	Value Created
Human Capital consists of employee knowledge, skills, knowhow, good health, ethics and education that the Company has invested in to realize their potential as productive members of the Company	<ul style="list-style-type: none"> <li>Number of employees</li> <li>Diversity</li> <li>Total investment in training</li> <li>Injuries per million working hours</li> <li>Severance rate</li> <li>Compliance with labor laws</li> </ul>	<ul style="list-style-type: none"> <li>Human capital is greatly valued at the Company. Our people are the strength behind our ability to deliver. Our operations require people with specialized skill sets for which we employ qualified engineering, geology, mining experts along with professional experts for support functions</li> </ul>	<ul style="list-style-type: none"> <li>Employee strength 1,105</li> <li>Equal opportunity employer</li> <li>Training of employees</li> <li>No major injuries reported</li> <li>Monitor employee turnover and HR cost per employee</li> </ul>
Intellectual Capital is the value of a company's employee knowledge, skills, business training, or any proprietary information that may provide the company with a competitive advantage	<ul style="list-style-type: none"> <li>Brand awareness</li> <li>Patents registered</li> </ul>	<ul style="list-style-type: none"> <li>Over the period, the Company has established its premium brand in cement sector "Pioneer Cement"</li> </ul>	<ul style="list-style-type: none"> <li>Brand "Pioneer Cement" is registered with Intellectual Property Rights Organization, Pakistan</li> </ul>
Social and Relationship Capital involves the business itself, formal and informal entities and institutions associated with it, as well as the relationships with and among employees, communities and other stakeholders	<ul style="list-style-type: none"> <li>Great place to work ranking</li> <li>Number of volunteers</li> <li>Claims/lawsuits</li> <li>Involvement in social activities</li> <li>Involvement in cultural projects</li> <li>Customer satisfaction index</li> <li>Provisions for social projects</li> <li>Social investment (money spent on philanthropy)</li> </ul>	<ul style="list-style-type: none"> <li>As a responsible corporate citizen, the Company constantly contributes towards welfare of the society and is playing an active and continuous role in various community development programs</li> </ul>	<ul style="list-style-type: none"> <li>Construction and maintenance of mosque</li> <li>Medical dispensaries</li> <li>Local ambulance service</li> <li>Financial and practical support towards regional educational institutions</li> <li>Development and maintenance of road infrastructure in plant vicinity</li> <li>Tree plantation drives</li> <li>Establishment of two fully funded primary schools in Chenki village</li> </ul>

Nature of Capital	Factor Affecting the Availability, Quality and Affordability	Organizational Expectation	Value Created
Natural Capital are natural assets in their role of providing natural resource inputs and environmental services for economic production	<ul style="list-style-type: none"> <li>Carbon emissions</li> <li>Energy consumption per ton of cement produce</li> <li>Environmental accidents</li> <li>Reduced waste</li> <li>Environmental protection</li> </ul>	<ul style="list-style-type: none"> <li>Mineral resources are key requirements for our operations. Our topmost priority is to utilize these resources in a sustainable and eco-conscious manner.</li> <li>The Company aims to shift towards alternative fuels</li> </ul>	<ul style="list-style-type: none"> <li>Environment friendly operations</li> <li>Waste Heat Recovery Plant produced 46 million KWh</li> <li>Use of advance quarry extraction and mining techniques to reduce waste</li> </ul>
Financial Capital is an economic resource measured in terms of money used by entrepreneurs and businesses to buy what they need to make their products or to provide their services to the sector of the economy upon which their operation is based	<ul style="list-style-type: none"> <li>Liquidity</li> <li>Cash Flow</li> <li>Financial Arrangements</li> </ul>	<ul style="list-style-type: none"> <li>The Company is committed to maximize its asset utilization and optimize capital allocation.</li> <li>The Company continue to look for opportunities to further rationalize costs across the board, so as to create greater value for all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Capex: Rs. 1,044 million</li> <li>Fixed Assets: Rs. 74,097 million</li> <li>Cash and Bank balance: Rs. 555 million</li> </ul>
Manufactured Capital refers to material goods and infrastructure owned, leased or controlled by an organization that contribute to production or service provision, but do not become embodied in its output	<ul style="list-style-type: none"> <li>Infrastructure</li> <li>Building</li> <li>Equipment</li> </ul>	<ul style="list-style-type: none"> <li>Our best-in-class machinery and equipment on our manufacturing facilities helps us to deliver to our stakeholders' expectations</li> </ul>	<ul style="list-style-type: none"> <li>Cement production capacity: 5,194,500 tons per annum</li> <li>Varying production capacity lines provide flexibility</li> <li>Setting up of interlocking concrete paver plant</li> </ul>

# BUILDING A SUSTAINABLE BUSINESS



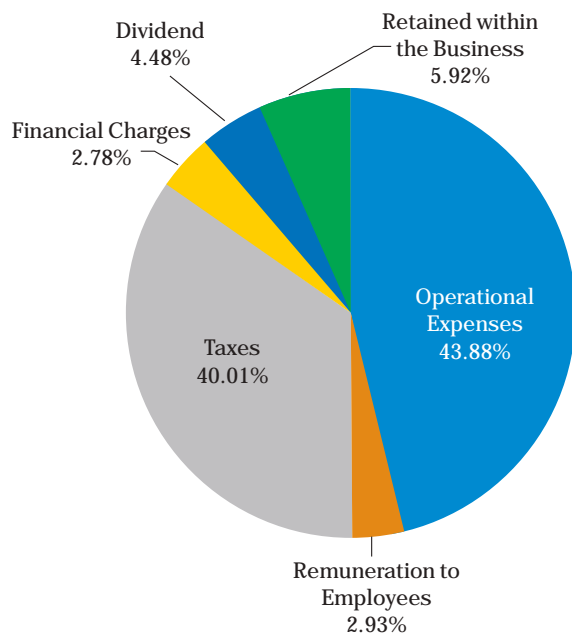


## DISTRIBUTION OF VALUE CREATED BY BUSINESS

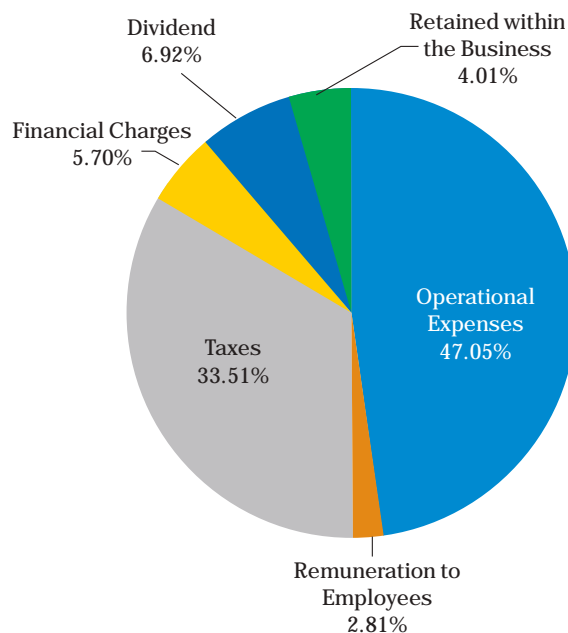
Rupees in million	2025	2024
Operational Expenses	22,234	23,172
Taxes	20,277	16,505
Dividend	2,271	3,407
Remuneration to Employees	1,483	1,385
Financial Charges	1,408	2,806
Donations	1.3	0.2
Retained within the Business	2,998	1,976
Total Value Created	50,673	49,251

## WEALTH DISTRIBUTION

2025



2024



Note: Dividend allocation in the Wealth Generation and Distribution Statement represents the dividend declared for the year, whether paid during the year or payable subsequent to year-end upon shareholders' approval. This presentation is intended to fairly reflect the distribution of wealth generated and allocated during the year, while the actual cash outflow is reported separately in the Statement of Cash Flows forming part of the annexed financial statements.

# STRATEGIC OBJECTIVES

The Company's strategic objectives are carefully crafted to support and advance our overarching mission, vision and values. Our mission is to be a preferred provider of high-quality cement products, delivering exceptional customer experiences and contributing to the nation's infrastructure development. This guiding principle informs every strategic initiative, ensuring alignment with our core purpose.

Our strategic objectives also propel us toward our vision of building a sustainable future, fostering innovation, operational excellence and community engagement. This vision serves as a beacon, guiding our decisions and actions toward a brighter future for our stakeholders.

To achieve our mission and vision, we have identified key strategic objectives, including enhancing customer satisfaction and maximizing shareholder value, expanding market share through targeted growth initiatives, fostering strategic partnerships and collaborations and strengthening corporate social responsibility and sustainability. By linking strategic objectives to our mission, vision and values, we ensure clear direction and focus.

## SUPPLY CHAIN STRATEGY

The risk of supply chain disruption in the cement sector is relatively low. However, the Company proactively monitors all risks and is adequately equipped to respond to challenges presented.

Factor	Mitigative Strategy
Input	<ul style="list-style-type: none"><li>• Captive Power Generation: We prioritize generation of our own electricity, reducing dependence on the National Grid, mitigating potential power outage risks</li><li>• Strategic Coal Stockpiling: Sufficient coal reserve ensures continuous operations, safeguarding against supply chain disruptions and market fluctuations</li><li>• Secured Raw Material Access: Long-term lease contracts with the Mines and Mineral Department of the Government of Punjab guarantee stable access to essential raw materials, mitigating supply risks and supporting long-term growth</li></ul>
Process	<ul style="list-style-type: none"><li>• Multiple Production Lines: Diversified production capabilities across parallel lines prevent workflow disruption, guaranteeing continuous output</li></ul>
Outcome	<ul style="list-style-type: none"><li>• Extensive Logistics Network: Established relationships with multiple transportation providers</li><li>• Expansive Customer Base: Diversified customer portfolio across regions, and markets</li></ul>

## STRATEGIC DECISIONS MAKING

Strategic decisions are usually taken after detailed discussion and brainstorming. These are long term in nature and have implication on various tactical and operational areas.

Management team presents identified problems to the Board, and the Board then approves methodologies to counter the problem and minimize the impact. Following specific steps are normally used:

- Identification of problems
- Gathering of information
- Identification of possible solution
- Evaluation and selection of the best option
- Corrective and preventive measures

The Board after considering all available options, takes a decision which is implemented by management.

## KEY RESOURCES AND CAPABILITIES

Following key resources and capabilities of the Company enable it to enjoy competitive advantage to place it in a favorable business position.

- Ideal location of our plant provides access to local markets in Central and South Punjab
- Modern and state of the art machinery
- Competent and professional management team
- Varying production capacity lines provide flexibility

### EFFECT OF:

#### a) Technological Changes

The Company has taken several initiatives for its various processes so as to bring efficiencies and achieve economies of scales. The Company not only ensures that it acquires latest technologies and tools for its state-of-the-art production facility it also implements the newer technologies for its earlier lines as well. These investments in technology allows the Company to reap benefits in terms of efficiencies and lower

costs in pursuance of its long and medium terms goals. The management maintains safety inventory of critical spares to ensure plant availability.

#### b) Societal issues

Pioneer Cement believes in giving back to the society and accordingly the societal issues relating to education, health and poverty alleviation are part of its strategic plans. For the employees, the Company has adequate health, safety and environment related policies and procedures. For the society at large, Company takes part in various philanthropic activities for betterment of society at large.

#### c) Environmental challenges

The Company acknowledges that our environment faces several problems and many of these seem to be worsening with time. The issues are creating environmental imbalances impacting our society as a whole. It is therefore increasingly important to raise awareness of the existence of these issues, as well as taking practical steps to reduce their negative impact.



## KEY PERFORMANCE INDICATORS

KPI's	Unit	2025	2024	Increase/ (Decrease)
Sales Volume	Tons	2,072,233	2,362,216	(289,983)
EBITDA margin	Rs. in million	12,644	14,143	(1,499)
	% of revenue	37.96%	39.82%	(1.86%)
Fixed cost of sales - excluding depreciation	Rs. in million	1,458	1,454	4
	% of revenue	4.38%	4.09%	0.29%
ROCE	%	34.99%	44.18%	(9.19%)
Free Cash flows	Rs. in million	10,202	12,067	(1,865)
EPS	Rs.	21.47	22.79	(1.32)
Debt to Equity	Times	0.35	0.47	(0.12)
Debt Reduction	Rs. in million	1,616	6,980	(5,364)
Dividend per Share	Rs.	10.00	15.00	(5.00)
Current Ratio	Times	0.88	0.55	0.33

## BOARD STATEMENT ON:

### a) SIGNIFICANT PLANS AND DECISIONS

The Company always pursues a policy of inclusiveness where all the stakeholders are well informed of all material information by timely announcements on stock exchange and website. The Company does not have any plans for corporate restructuring or discontinuation of any business unit operations. However, the Company is continuously assessing new avenues for diversification and business ventures including green and brown field expansions.



## b) BUSINESS RATIONALE OF MAJOR CAPITAL EXPENDITURE

Apart from regular BMR activities the Company is also evaluating alternative green energy sources. This will help in reducing carbon footprint as well as adding value to the shareholders.

The Company's recently completed new head office building is LEED-certified. It now serves as the corporate identity of the Company.

## SIGNIFICANT CHANGES IN OBJECTIVES AND STRATEGIES FROM PRIOR YEARS

There is no significant change from prior year's organizational strategy.














# 3









## RISKS AND OPPORTUNITIES
















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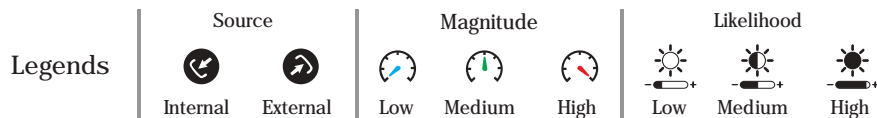
## KEY RISKS AND OPPORTUNITIES AFFECTING CAPITALS

The Company and industry at large, is facing major risk of constant increase in raw material cost as a direct consequence of royalty charges and an increase fuel & power generation cost. The increase in electricity cost from national grid is substantially attributable to transmission losses and fixed charges on account of under-utilized sanctioned load and capacities. The Company has responded to this by relying mainly on captive power generation using a blend of imported and local coal to reduce the adverse impact of high international prices. Further reliance on local coal consumption and substitution of cost effective packing mix have yielded the benefit of reducing overall cost.

Type of Capital	Risk	Key Risk Source	Opportunity	Mitigation Strategy
Financial	Surge in input cost Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Increased fuel and power generation cost causes the cost of production to rise and squeeze margins of the Company</li> </ul>	<ul style="list-style-type: none"> <li>The plant is designed to operate on varying fuel mix</li> <li>48 MW captive power generation capability</li> </ul>	<ul style="list-style-type: none"> <li>Identification of alternate sources of energy</li> <li>Evaluation and analysis of coal specifications and prices of various origins and suppliers on a regular basis</li> <li>Captive power generation to reduce reliance on national grid</li> </ul>
	Inconsistent Government Policies Bulging fiscal deficit Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Changes in Government policies with respect to public sector development expenditure</li> <li>Fiscal measures to increase tax revenue such as imposition of super tax</li> <li>Revision in royalty on minerals</li> </ul>	<ul style="list-style-type: none"> <li>Improved margins by better fixed cost absorption through increased market share</li> </ul>	<ul style="list-style-type: none"> <li>Regular monitoring of change in rules and regulation</li> <li>Engaging with Government through relevant forums to ensure stabilized policies</li> <li>Planning of capital expenditures</li> </ul>
	Policy rate revisions Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>State Bank of Pakistan regularly conducts monetary policy reviews and accordingly revises policy rates to manage flow of capital</li> </ul>	<ul style="list-style-type: none"> <li>Explore new avenues to yield higher rate of return</li> </ul>	<ul style="list-style-type: none"> <li>Improve the Company's operating cycle</li> <li>Debt reduction remains key focus of the management</li> </ul>

Legends		Source			Magnitude			Likelihood		
										
		Internal	External		Low	Medium	High	Low	Medium	High

Type of Capital	Risk	Key Risk Source	Opportunity	Mitigation Strategy
Human	Brain Drain Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Key employees and workers leave the Company causing drain of competent workforce</li> </ul>	<ul style="list-style-type: none"> <li>Ensured motivated and skilled work force retention</li> <li>Management trainee and apprenticeship programs to induct young blood</li> </ul>	<ul style="list-style-type: none"> <li>The Company values its employees as the most essential capital</li> <li>Provides congenial environment and growth opportunities</li> <li>The Company has proper succession plan in place. Promote conducive and professional culture through employee empowerment and trainings</li> </ul>
	Health & Safety Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Personal health and safety risks at plant site</li> <li>Special focus on under construction sites</li> </ul>	<ul style="list-style-type: none"> <li>Safe work environment</li> </ul>	<ul style="list-style-type: none"> <li>Periodic review of safety guidelines violations</li> <li>Dedicated health and safety department</li> </ul>
Manufacturing	Technological Obsolescence Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Technological shift rendering the Company's production process inefficient</li> </ul>	<ul style="list-style-type: none"> <li>Increase value addition in production lines</li> </ul>	<ul style="list-style-type: none"> <li>BMR and major capital expenditures are incurred regularly to continuously improve product quality and process efficiency</li> </ul>
	Break-down in operations Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Machinery breakdown/ stoppages adversely affect the profitability of the entity as it hampers production and causes operational delays in addition to start-up costs</li> </ul>	<ul style="list-style-type: none"> <li>Well formulated business continuity plan</li> <li>Production lines with varying capacities ensure flexible plant operations</li> </ul>	<ul style="list-style-type: none"> <li>Production team has set up number of operational checks to ensure smooth operations and avoid breakdown</li> <li>Installation of early warning systems</li> <li>Periodic training of technical workforce</li> <li>Insurance from top rated companies</li> </ul>
Natural	Environmental Risk Source:  Magnitude:  Likelihood: 	<ul style="list-style-type: none"> <li>Potential threat of adverse effects on environment arising out of the plant operation</li> </ul>	<ul style="list-style-type: none"> <li>Eco-friendly designed plants</li> </ul>	<ul style="list-style-type: none"> <li>Waste heat recovery power plant has been commissioned reducing environmental degradation. The Company focuses on energy conservation, operational efficiencies and reducing carbon footprint</li> </ul>







# RISK MANAGEMENT METHODOLOGY

There are many potential disruptive threats which can occur at any time and affect the normal business process. The Company has considered a wide range of potential threats and has specifically examined each potential environmental disaster and emergency situation. The focus remained to ascertain the level of business disruption which could arise from each type of disaster.

## ASCERTAINING THE LEVEL OF RISK TOLERANCE

The Board of Directors provides the strategic direction for effective risk management and ensures that a robust risk management system remains in place. As per the Board's directions, the Company has formulated a comprehensive risk management system, to help in integration of risk management practices across all the functions.

The Company manages the risk through Risk Management Team which is tasked to devise policies and oversee risk management function. The key objective of the risk management system is to support business success and ensure operations as a going concern.

## STATEMENT BY THE BOARD ON ASSESSMENT OF THE COMPANY'S PRINCIPAL RISKS

The Board of Directors has overall responsibility to ensure that an effective risk management process is in place. This includes identifying and prioritizing strategic, financial, operational, legal and external risks and establishing controls to mitigate those risks. The Risk Management Team investigates potential risks by reviewing both internal and external indicators and challenges, and the key factors that may impact the business in the context of the environment in which the Company operates. The Board of Directors is regularly informed of risks towards future performance, solvency and liquidity of the Company.

## THE INITIATIVES TAKEN BY THE COMPANY IN PROMOTING AND ENABLING INNOVATION

With an aim to promote and enable innovation, the Company is carrying out the following initiatives:

- a) Looking for alternative energy efficient solutions for energy rich processes at kiln and cement mills
- b) Investing on IT department to keep its approach proactive by developing and implementing tools like Power BI and dashboards
- c) IT enabled sales force and logistic automation

## STRATEGY TO OVERCOME LIQUIDITY RISK

The Company has a robust treasury management system that ensures effective cash flow management, safeguarding against any related risks. Cash flow forecasting and periodic evaluations of planned revenues are carried out to ensure smooth operations. Sufficient working capital facilities are also negotiated to bridge any financing gap.

## ADDRESSING THE RISK OF INADEQUACY IN CAPITAL STRUCTURE

The prime objective of the Company is to maximize the value to its shareholders. In this regard, the Company ensures that an optimal mix of debt and shareholder equity is utilized to yield better return on financial capital. Any inadequacy in capital structure is primarily managed through internal cash flow generation, i.e., reduced operating cycle, improve margins and rationalize operating costs.

## DEBT REPAYMENTS

To maintain optimal capital structure, the Company has accumulated short term investments of Rs. 3,074 million and reduced its outstanding total debt by Rs. 1,616 million from the debt level reported at the end of last year. The loan repayments have been mainly sourced through cash flows that the Company has generated, despite the challenging circumstances in the current financial year. The aforesaid steps have improved the capital structure of the Company.

No default has been made in payment of any debt during the year. Moreover, the Company faces no risk of default in payment of any obligation. In addition, the Company has made early repayments of principal loans during the current year.

# 4

## CORPORATE SOCIAL RESPONSIBILITY AND SUSTAINABILITY REPORTING

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# CORPORATE SOCIAL RESPONSIBILITY

At Pioneer Cement, we recognize the vital role which Corporate Social Responsibility (CSR) plays in driving long-term sustainability, business excellence, and positive impact on our stakeholders. The Board of Directors reaffirms its commitment to adopting CSR best practices, ensuring our organization's continued success and contribution to societal well-being. Our CSR initiatives are strategically devised and effectively implemented to have a positive impact on health, education and environment.

We recognize the significance of sustainability-related risks and opportunities on our financial performance and long-term success. We are committed to transparency and proactive management of these factors.

## EDUCATION

Reaffirming our strong commitment to contribute in progressive and educated Pakistan, we have proactively sponsored a number of initiatives. We have established two primary schools in Chenki village, where our plant is located. These fully funded schools are well equipped with resources to provide quality education to children. Other initiatives include funding the construction of an additional building in District Public School Jauharabad and District Public School Sargodha, enabling the schools to enroll an additional 500 students. Furthermore, we provide ongoing support to SOS Schools and Vocational Training Institute of Quaidabad. We are also working with Pakistan's premier business school IBA to ensure the quality and relevance of their business curriculum. The Company has contributed in the construction of a residential facility for its faculty members. The Company demonstrates its dedication to philanthropic investments. Notably, we collaborate with Ghulam Ishaq Khan Institute to promote educational excellence, supporting various Olympiads that cultivate academic achievement and innovation.

## HEALTH AND SAFETY

Our healthcare initiatives reflect our commitment to continuously give back to the community by supporting those in need. The Pioneer Medical Center at our plant provides free medical and emergency ambulance services not just to our employees but also to the local community. We have established a public dispensary in Chenki village and have also provided financial support to TB Center Foundation. Health, safety and wellbeing of people is of utmost importance to us.









Our Health Safety and Environment (HSE) department is committed to provide and maintain healthy working conditions, equipment and systems at work, along with effective information, instruction, training and supervision. HSE department is responsible for promoting the health and safety of all the employees through effective occupational and environmental management practices.

### LOCAL COMMUNITY DEVELOPMENT

To strengthen ties with the communities where we operate, we have rolled out several development initiatives like the construction and maintenance of Chenki village mosque and the development and maintenance of a 15 km stretched road connecting Chenki village to Jabbi village, which provides convenience to thousands of commuters. The ongoing construction of 2.1-kilometer link road aims to alleviate traffic congestion in the local village, helping to reduce noise and dust pollution.

### ENVIRONMENTAL PROTECTION

The future of our environment is deeply connected to what we do today. At Pioneer Cement, we use responsible and resourceful methods in all our operations. Our initiatives to reduce our environmental footprint include the installation of energy-efficient coal firing burners, which reduce the gaseous emissions, and Waste heat recovery power plants that generate electricity from these emissions.

### ENSURING ENVIRONMENT FRIENDLY OPERATIONS, PRODUCTS AND SERVICES

The Company believes that acting in a sustainable manner in all our operations is not only a business imperative but also a competitive advantage in the long run. Our new plant is equipped with technologically advanced extensive dust collection equipment, which controls stack emissions and also reduces our carbon footprint. We are consistently adopting the latest technologies that are cleaner and greener. Our plants and processes are constantly improving to become more energy efficient. The Green Office Diploma by WWF Pakistan is an authentication of our quest towards a resource-efficient entity. HSE department at our plant plays a pivotal role in ensuring that we abide by international standards of having an ecofriendly and safe working environment. Pioneer Cement is ISO 9001:2015 certified for Quality Management Systems, ISO 14001:2015 certified for Environmental Management Systems and ISO 45001:2018. Our management systems were comprehensively audited by TUV Austria and we were awarded these qualifications.



## LIFE AT PIONEER

Pioneer Cement Limited emphasizes greatly on professional growth of its employees as it considers them a key asset. Training and development activities are considered an essential part of the Company's culture as it boosts employee morale and provides an opportunity to increase their knowledge base. Pioneer strongly believes in maintaining a healthy work culture for employees. Several employee engagement activities are put in place for developing a sound work environment. Over the years, the Company has realized, these recreational activities rejuvenate the employees making them more productive and committed towards organizational goals. That's the reason, Pioneer has developed a culture of celebrating every significant event. As an equal opportunity employer, Pioneer believes in hiring young and enthusiastic graduates. The Company helps them in developing necessary skill set that can enhance their careers and align their goals. Pioneer also advocates gender diversity in our culture; women are employed, valued and promoted on the basis of their talent and achievements.



# SUSTAINABILITY REPORTING

Key Risks	Key opportunities
Supply chain disruptions due to environmental factors	Cost savings from energy efficiency and resource optimization
Fluctuations in energy prices	Enhanced brand reputation and stakeholder trust
Resource depletion and water scarcity impacting operations	Access to new markets and partnerships
Strategic obsolescence due to technological advancements	Increased investor confidence, improved credit rating and access to capital
Climate change-related litigation and reputational damage	Enhanced community relationships & better health and safety conditions for employees and customers
	Contribution to societal well-being and development

Our performance framework consists of four key pillars, which are:

Core Content	Measurement Matrix
Pillar 1: Governance	<ul style="list-style-type: none"> <li>- Board composition and independence</li> <li>- Executive leadership and accountability</li> <li>- Shareholder rights and engagement</li> <li>- Transparency and disclosure</li> <li>- Compliance with laws and regulations</li> <li>- Board performance evaluation</li> </ul>
Pillar 2: Strategy	<ul style="list-style-type: none"> <li>- Mission, vision, and values</li> <li>- Business model and segmentation</li> <li>- Market analysis and trends</li> <li>- Competitive landscape</li> <li>- Growth and development plans</li> </ul>
Pillar 3: Risk Management	<ul style="list-style-type: none"> <li>- Risk identification and assessment</li> <li>- Risk mitigation and management</li> <li>- Compliance and regulatory risks</li> <li>- Operational and financial risks</li> <li>- Cybersecurity and data protection</li> </ul>
Pillar 4: Metrics & Targets	<ul style="list-style-type: none"> <li>- Key Performance Indicators (KPIs)</li> <li>- Financial metrics (e.g., EPS, EBITDA)</li> <li>- Non-financial metrics (e.g., customer satisfaction, employee engagement)</li> <li>- Progress tracking and reporting</li> </ul>

Climate change also significantly impacts the cement industry in numerous ways:

- Rising temperatures leading to greater energy consumption for operations.
- High moisture carries the risk of harming clinker quality leading to greater costs in storage facilities and moisture control systems.
- Supply chain disruptions caused by fog and seasonal rains.





# 5

## GOVERNANCE

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# LEADERSHIP STRUCTURE OF THOSE CHARGED WITH GOVERNANCE

## Composition of Board and its Committees

The Board is composed in line with the best corporate governance requirements and guidelines. Our Board of Directors is deliberately structured to leverage a rich tapestry of expertise, experience and perspectives, fostering a culture of informed decision-making and strategic governance. The Board's composition ensures diversity in:

- Industry expertise
- Leadership experience
- Regional representation
- Functional skills
- Gender and cultural background

To maintain independence and objectivity, the Board comprises of non-executive and independent directors. These directors bring fresh perspectives, unbiased by operational responsibilities, ensuring that the Company's interests are prioritized.

Non-executive and independent directors play an integral role in Board deliberations, participating equally in:

- All Board meetings
- Committee meetings (Audit, HR & R)
- Strategic planning sessions
- Key decision-making processes

Their active involvement:

- Encourages robust discussions and constructive debate
- Provides balanced oversight and guidance
- Fosters a culture of accountability and transparency
- Ensures alignment with stakeholder interests

By combining diverse expertise with independent oversight, our Board is well-equipped to navigate complex business challenges, drive sustainable growth and create long-term value for stakeholders.

Mr. M. Habibullah Khan is Chief Executive Officer of the Company.

## Basis for Independence

Independent director means a director of company, not being a whole-time director and who is neither a promoter nor belongs to a promoter group. Here, promoter means a person or persons who are in over-all control of a company. Mr. Manzoor Ahmed and Sheikh Javed Elahi do not bear any executive role, nor are in any way related to the promoters. They are acting as independent directors in accordance with Code of Corporate Governance Regulations.

## PROFILE OF DIRECTORS



Mr. M. Habibullah Khan is the Founder and Chairman of Mega Conglomerate. The Mega & Forbes Group of Companies (Mega Group - MFG) is a diversified conglomerate, with business holdings including two of the largest container terminals in the country, third largest dairy producer, top tier cement manufacturing company, vertically integrated shipping & logistic company, majority ownership of Pakistan's largest independent power producer / energy utility, mining, oil & gas / E & P sector, fintech, a progressive real-estate developer responsible for the first LEED-certified commercial building in Pakistan and a new line of business of new energy vehicles with BYD Auto Industry Limited in Pakistan.

As a prolific philanthropist, Mr. Khan has been a patron of many social and environmental initiatives over the last four decades and is strongly associated with various CSR/charitable causes in the country.

Renowned global industrialist & businessman, especially with the expertise in operating large JV with several fortune 500 companies in the country's infrastructure. He operates several of the largest listed companies in the Pakistan Stock Exchange.



Mr. Aly Khan holds a Master of Sciences from Boston College and a Bachelor of Sciences from Northeastern University.

Over the course of the last decade, he has cultivated his professional career working in London, Singapore and New York for various global institutions including Citi Group and Yang Ming Marine Transport Corporation in several management and training capacities.

In Pakistan, Mr. Khan has extended valuable contributions to multiple ventures through key management roles including spearheading the construction and operation of Pakistan's first commercial LEED-certified building, setting up a state-of-the-art 10,000 ton per day cement plant, and growing one of the country's largest dairy businesses' sales to 600,000 liters per day. Additionally, he has been instrumental in partnering with BYD for the widespread adoption of NEVs in Pakistan.

He is the Chairman of Pioneer Cement Limited, Haleeb Foods Limited and a Director of Qasim International Container Terminal and HUBCO. He is a SECP certified director in corporate governance.



Ms. Aleeya Khan holds a Master's in Architecture from Columbia University and a Bachelor's in Urban Design & Architecture from New York University.

Aleeya spent time at New York-based award-winning-practice, Beyer Blinder Belle renowned for pioneering a different approach to design, during the wake of the urban renewal movement in the United States. After finishing her formal education, Aleeya Khan worked at Only - If Architecture specializing in facade and other architectural design techniques for projects in an urban metropolitan landscape. She returned to Pakistan in 2017, to explore the local real estate market (amidst a boom in development) within her family business as an Executive Director at Imperial Builders & Developers (Pvt.) Ltd. ("IDBL"), the construction and development arm of one of Pakistan's largest business groups - Mega Conglomerate.

As a female executive, Aleeya has led multi-disciplinary teams from design to project completion. Her passion for entrepreneurship and desire to disrupt stigmas around women-led practices in her region led to the creation of Aleeya. design studio (A.). Whilst cultivating her personal design philosophy, Aleeya Khan remains committed to achieving design excellence. Through her exposure and deep understanding of technical design, her firm's involvement in landmark project's combined with a women-led team - Aleeya Khan brings an alternate perspective and distinct identity, with a vision to leave a lasting impact on her region.

She also serves as a Director of HUBCO and Haleeb Foods Ltd. and is an SECP certified director in corporate governance.



Mr. Mohammed Aftab Alam has over thirty years of diversified management experience. While working at companies such as Coca Cola and Hutchison Port Holdings, he has managed roles across several functions including strategic business planning, finance and accounts, audit, corporate affairs, legal affairs, taxation, investment and business development.

Mr. Alam is a fellow member (FCA) of Institute of Chartered Accountants of Pakistan and also a fellow member (FICS) of Institute of Chartered Secretaries of Pakistan. Currently he is also serving as chairman of the board of Sindh Bank Limited.



Mirza Ali Hasan Askari is a graduate in Marketing Management from American College Paris, France. He possesses more than thirty years of vast professional experience in various companies including Faysal Investment Bank, Societe Generale and Bank of Credit & Commerce International (BCCI). He is member of the Board and a SECP certified director in corporate governance.





Mr. Doraib A Kisat has over 30 years' experience in Finance, Audit and Administration and has held many senior management positions within Finance, Audit and Administration across a range of industries including aviation, services, gas and shipping. He has strong product knowledge of the industries he has worked in, nationally and internationally. Single-handedly, he has spearheaded many initiatives which demonstrate his leadership skills, a candid attitude, and the ability to manage a strong team. He is also SECP certified director in corporate governance.



Mr. Manzoor Ahmed is Acting Managing Director of National Investment Trust Limited (NIT). He has been successfully managing the operations and investment portfolio worth over Rs. 213 billion. He has experience of over 33 years of the Mutual Fund industry and has been placed at many key positions within NIT including capital market operations, investment management, research and liaising with the regulatory authorities. In the past, he has also served NIT as its Managing Director (Acting) twice from May 2013 to May 2014 and September 2017 to February 2019. He is M.B.A. and also holds D.A.I.B.P. He has also been the Council Member of "The Institute of Bankers Pakistan". Presently, he is pursuing Chartered Financial Analyst (CFA) level III.

Mr. Manzoor Ahmed has vast experience of serving on the boards of various top-ranking companies in Pakistan, belonging to the diverse sectors of economy.

Mr. Ahmed has also attended various training courses organized by institutions of international repute like London Business School (LBS) UK, Institute of Directors, London and Financial Markets World, New York (USA).

He also represents NIT as Nominee Director on the Board of Directors of many leading national and multinational companies of Pakistan. Mr. Ahmed is also a Certified Director from Pakistan Institute of Corporate Governance.

Mr. Manzoor Ahmed is a member of the Defense Authority, Country and Golf Club - Karachi and the Rotary Club of Karachi.



Sheikh Javed Elahi is a seasoned mechanical engineer with over 40 years of experience in the national and international cement industry. He graduated with distinction in BSc Engineering from the University of Engineering & Technology, Lahore.

He has played pivotal role in various phases of cement plant operations and overall management. Since joining the Cement industry, he has steadily progressed within the Sector. He is also a SECP-certified director in Corporate Governance.

## GOVERNANCE



### COMPLIANCE WITH RESPECT TO MAXIMUM NUMBER OF DIRECTORSHIP

Listed Companies (Code of Corporate Governance) Regulations, 2019 require that subject to the requirements of section 155 of the Companies Act, 2017, that no person shall be elected or nominated or hold office as a director of a listed Company including as an alternate director of more than seven listed companies simultaneously. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including this Company.

### HOW THE BOARD OPERATES

The Board sets the overall strategy and direction for the management to run the Company. The Board oversees the conduct of the business and takes on the role of governance to make decisions about the direction of the Company, oversight of the business, strategic planning, decision-making, risk and control framework, regulatory compliance and financial planning to protect and enhance Company's long term and strategic value.

### MATTERS DELEGATED TO THE MANAGEMENT

The Board through Chief Executive Officer has assigned routine matters to management and oversees the progress through periodic meetings. Procurement, production, sales and marketing are the key functions delegated by the Board to management team. To support these functions, cash flow management is also a part of delegated tasks. Board has also entrusted management with implementation of such internal controls required for the preparation of financial statements in compliance with Board regularly meets to approve those financial statements.

### ANNUAL EVALUATION OF PERFORMANCE OF THE BOARD AND ITS COMMITTEES

The Board has an evaluation process to assess its own performance particularly governance areas. The Board is committed to ensure high standards of Corporate Governance and Ethical Values to preserve and maintain stakeholders' value. Both the Company and the Board are committed to create a culture of respect and inclusivity for all the Board members. The performance of Board and its Committees is evaluated on annual basis and is measured considering following criteria:

- Conduct of meeting and participation by each member
- Formation of Committees
- Establishment of internal control system
- Review of financial statements and performance
- Competencies of Board members and knowledge of economic and business environment

### PERFORMANCE EVALUATION OF CHAIRMAN OF THE BOARD

The Board has clearly defined the roles and responsibilities of the Chairman. The Chairman is responsible for leadership and ensures that the Board plays an effective role in fulfilling its responsibilities. He encourages an inclusive environment that enables directors to carry out Board's business in line with legal and regulatory requirements. The performance of Chairman of the Board is evaluated through criteria set by the Board itself.

### PERFORMANCE EVALUATION OF CEO

CEO is responsible for operations and overall affairs of the Company under the oversight of the Board and its Committees. He is also entrusted with the powers of management of affairs of the Company underlined by applicable laws, guidelines provided by the Board and Memorandum / Article of Association of the Company. He is responsible for setting directions for overall culture of the Company.

The performance of the CEO is evaluated by criteria set by the Board comprising operational efficiencies, internal and external customer satisfaction, growth and quantum of value added to the shareholders.

### BOARD'S PERFORMANCE EVALUATION BY EXTERNAL CONSULTANT

The performance of the Board is subject to internal evaluation as well as through an independent consultant. Internal evaluation of the Board's performance is performed annually. However, as per the applicable regulations, the Company is required to carry out evaluation by external consultant once in three-year period.

### ORIENTATION COURSES FOR DIRECTORS

The Company arranges orientation session for newly elected directors in order to equip them with better understanding of applicable laws, regulations and best corporate practices. Orientation courses also acquaint directors with necessary understanding on operations of the Company so they can effectively perform their duties and responsibilities on behalf of shareholders.

### DIRECTORS' TRAINING PROGRAM

All the Directors of the Company are duly certified or are exempted from Director's Training Program.

In addition to the mandatory training requirement of directors, Mr. Waqar Naeem, Chief Financial Officer of the Company has also completed Directors' Training Program from SECP approved institution.

### EXTERNAL OVERSIGHT OF KEY FUNCTIONS OF THE COMPANY

The Company ensures the efficiency, effectiveness and credibility of its key functions through regular

monitoring, benchmarking and assessment of progress against goals assigned to respective functions. All the processes and functions are subject to review by the internal audit department. However, the Company also seeks expertise from external local and foreign consultants namely on:

- Cement manufacturing processes with respect to technological advancements and process improvements
- Power generation units to bring improvement and efficiency
- The information systems and network security for technological advancements and safeguard against potential security breaches
- Accounting and financial reporting function of the Company is also subject to review by external experts

### POLICY FOR RELATED PARTY TRANSACTIONS

All transactions with the related parties require the approval of the Audit Committee of the Company, which is chaired by an Independent Director. Upon the recommendation of the Audit Committee, these transactions are placed before the Board of Directors for their approval. The transactions are disclosed in the financial statements, including the name, basis of the relationship, nature and amounts in line with the requirements of the 4th Schedule to the Companies Act, 2017 and applicable International Financial Reporting Standards.

### DETAILS OF ALL RELATED PARTIES TRANSACTIONS

The Company reviews all transactions with related parties of the Company. All such transactions are reported in light of applicable laws and regulations and disclosed in Note 41 of the attached financial statements and are placed before the Board for approval.

### DISCLOSURE OF DIRECTORS' INTEREST IN RELATED PARTY TRANSACTIONS

As per Code of Corporate Governance applicable to listed companies, related party transactions where majority of the directors are interested shall be placed before the Annual General Meeting for shareholders' approval in compliance with the law ensuring transparency, accountability and oversight to prevent potential conflicts of interest.

Transactions during the year with related parties are disclosed in attached financial statements and are presented in Annual General Meeting for approval of members. Certain related party transactions, in which a majority of the Directors are interested, would require members' approval under Sections 207 and / or 208 (to the extent applicable) of the Companies Act, 2017, read with Regulation 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019.





## DISCLOSURE OF BOARD'S POLICY ON:

### a) **Governance of Risk and Internal Controls**

The Board of Directors has established an effective system of internal controls to ensure that business is conducted efficiently, assets of the Company are protected and financial statements are reliably presented. The Company has a competent and independent internal audit team that evaluates the application of financial controls periodically. The Company's risk management team is tasked to assess and reduce risks in order to safeguard shareholders' interests. Risk assessment is performed regularly to create a good understanding of the Company's key risks and take any relevant measures to address them.

### b) **Diversity**

The Board of Directors of the Company continues to have a firm commitment in promoting diversity, equal opportunity and talent development at every level in the Company, including the Board and the management level. The Board has set clear guidelines to seek, attract and recruit highly qualified candidates for all positions in the Company. The Board of Directors firmly believes that the diverse mix of gender, knowledge, expertise and skill sets of the members enhances the effectiveness of the Board.

### c) **Director's Interest in Significant Contracts and Arrangements**

No director has any interest in significant contracts and arrangements other than

those disclosed in annexed financial statements, if any.

### d) **Directors' Remuneration**

Remuneration Policy for Directors is approved by the Board of Directors. In addition, no remuneration is being paid / payable to the Directors of the Company except meeting fee which is paid to all non-executive directors including Chairman at the rate of Rs. 50,000 to 125,000 per meeting attended. The breakup of which is disclosed in Note 40 of the annexed the financial statements.

### e) **Retention of Meeting Fee by the Executive Director**

All the elected directors are non-executive or independent. However, the CEO not being elected director is deemed to be a director and is not entitled to receive meeting fee for any board meeting he attends.

### f) **Security Clearance of Foreign Directors**

No foreign director was on Board of Directors of the Company during the year.

### g) **Board Meetings Held Outside Pakistan**

No meeting of the Board of Directors of the Company was held abroad during the year.

### h) **Human Resource Management and Succession Planning**

The Company recognizes its human resources as one of its most valuable assets, essential to driving business excellence. To foster a high-performance culture, we

identify and reward exceptional performers through various recognition programs, encouraging innovation, teamwork, and leadership. This approach creates a conducive environment, motivating employees to strive for better performance.

Comprehensive succession planning is another critical aspect of our human resource management strategy. We identify key positions critical to business operations and develop succession plans, which are regularly reviewed and updated by the HR & Remuneration Committee. This ensures continuity and minimizes disruption, with prioritized placement of selected candidates into key roles.

To prepare future leaders, we provide ongoing development support through Individual Development Plans (IDPs) tailored to critical exposures. This includes strategic assignments, special projects, training, and coaching by professional experts, as well as mentorship programs and leadership development initiatives. Employees identified for succession benefit from regular feedback, coaching, exposure to diverse business functions, networking opportunities and career progression guidance.

The HR & Remuneration Committee oversees succession planning and talent development, reviewing and approving IDPs, monitoring progress and providing guidance to ensure alignment with business objectives. By investing in our people and planning for the future, we ensure business continuity, foster a culture of growth and development, attract and retain top talent, and drive long-term success and sustainability.

- i) **Social and Environmental Responsibility**  
The Company is committed to environment protection and conservation. Accordingly, has successfully achieved certification of ISO 14001:2015 and ISO 45001:2018. Further, the Company has also been awarded Green Office Diploma after complying with the criteria of reducing consumption of natural resources. The Company continues to comply with all the applicable environmental laws and standards.

- j) **Communication with Stakeholders**  
The Company puts special emphasis on meeting and understanding the demand of all the stakeholders through meetings on regular intervals. The Company always pursues a policy of inclusiveness where all the stakeholders are well informed of all material information by timely announcements on stock exchange and website. Frequency of communication with stakeholders is based on corporate and business requirements.
- k) **Investors' Relationship and Grievances.**  
Investor Grievance Policy has been developed in order to establish guidelines for effectively handling and resolving the grievances of investors and shareholders. The Company also holds corporate briefing session annually and participates in investor conferences.
- l) **Employee Health, Safety and Protection**  
As a responsible corporate citizen, the Company gives highest priority to health and safety of its employees. Employees have been equipped with the safety tools and protection devices for protection from inherent noises. A dedicated Safety Department has been developed to promote compliance with safety rules and practices. Such rules and practices are reviewed and evaluated periodically and all necessary measures are taken to avoid any undesired event. Regular training sessions are conducted to promote best practices and ensure a safe work environment.
- m) **Whistle Blowing Policy**  
The Company is committed to high standards of ethical, moral and legal business conduct. In line with Company's commitment to open communication, this policy aims to provide an avenue for all the stakeholders to raise concerns and reassurance that they will be protected from reprisals or victimization for whistleblowing in good faith that malpractices exist in the Company, he/she is encouraged to report these immediately on the designated email or landline number. The name of whistleblower is kept under strict confidentiality. All the complaints are addressed, however priority is given on basis of below criteria:

- The seriousness of the issue raised
- The credibility of the concern and
- The likelihood of confirming the allegation from credible sources

This policy also provides a platform for employees to call out behavior that violates the Company's policies. At Pioneer Cement, employees are encouraged to freely communicate their concerns in case they suspect anybody going against the Company's Code of Conduct.

#### n) **Safety of Records**

The objective of this Policy is to safeguard Company's record by taking effective actions pertaining to the creation, management, retention and disposal of record. This policy also provides the Company's employees with guidance on the use and retention of Company's record. The Company safely retains the record in order to fulfil minimum record keeping time period stipulated under corporate and tax laws.

#### o) **Providing Reasonable Opportunity to the Shareholder for Participation in the AGM**

Company encourages all shareholders to participate in AGM. In order to facilitate participation from shareholders of distant locations, Company also arranged video link facility for their convenience and flexibility.

#### p) **Dividend policy**

The aim of this policy is to maintain a consistent and sustainable dividend payout that balances the interests of shareholders, supports long-term growth and reflects the Company's financial performance.

### **BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN**

The Board recognize the importance of business continuity and disaster recovery plans and accordingly has devised these plans as per the best global practices. These plans prescribe the recommended procedures in the event of an actual emergency situation. The principal objective of these plans is to develop, test and document a well-structured and easily understood plan which will help the Company in avoiding any interruptions in the business operations and recover as quickly and effectively as possible from an unforeseen disaster or emergency.

Further, the Company has comprehensive insurance cover in case of any catastrophic incident to indemnify it against any loss.

### **A BRIEF DESCRIPTION ABOUT ROLE OF THE CHAIRMAN AND THE CEO**

Roles and responsibilities of the Chairman and CEO are in line with the legal and regulatory requirements. The Chairman of the Board and CEO of the Company have well defined, separate but complementary roles. The Chairman is responsible for leadership and ensures that the Board plays an effective role in fulfilling its responsibilities. He encourages an inclusive environment that enables directors to carry out Board's business.

CEO is responsible for operations and overall affairs of the Company under the oversight of the Board and its Committees. He is also entrusted with the powers of management of affairs of the Company underlined by applicable laws, guidelines provided by the Board and Memorandum / Article of Association of the Company. He is responsible for setting directions for overall culture of the Company.

### **TERMS OF REFERENCE OF BOARD COMMITTEES**

#### **Terms of Reference of Audit Committee**

The Audit Committee shall assist the Board in fulfilling its oversight responsibilities relating to financial reporting, internal control, risk management, compliance, and Board nominations. The Audit Committee shall recommend appointment of external auditors, consider any question on resignation or removal of external auditors, audit fees and provision by external auditors of any service to the Company in addition to audit of its financial statements, and the following matters:

#### **External Audit**

- Recommend appointment, removal or resignation of external auditors, their fees, and provision of permissible non-audit services.
- Facilitate external audit and discuss major observations arising from interim and final audits (in absence of management where necessary).
- Review management letter issued by external auditors and management's response thereto.
- Ensure coordination between internal and external auditors.

#### **Financial Reporting**

- Review annual and interim financial statements prior to approval by the Board, focusing on:





- major judgmental areas;
- significant adjustments resulting from the audit;
- going concern assumption;
- changes in accounting policies and practices;
- compliance with applicable accounting standards;
- compliance with CCG Regulations and statutory requirements; and
- all related party transactions.
- Review preliminary announcements of results prior to external communication/publication.

### Internal Audit & Controls

- Review the scope and extent of internal audit, audit plan, reporting framework and adequacy of resources.
- Consider major findings of internal investigations involving fraud, corruption or abuse of power and management's response.
- Ascertain adequacy and effectiveness of internal control systems, including timely and appropriate recording of financial transactions.
- Review the Company's statement on internal control systems prior to endorsement by the Board and internal audit reports.
- Monitor and review all material controls (financial, operational, compliance).

### Risk & Compliance Oversight

- Ensure risk mitigation measures are robust and the integrity of financial information is maintained.
- Ensure appropriate disclosure of the Company's risk framework and internal control system in the Directors' Report.
- Determine compliance with statutory requirements and monitor violations of CCG Regulations.
- Review arrangements for staff and management to report concerns in confidence about actual or potential improprieties, and recommend remedial measures.
- Institute special projects, value-for-money studies, or other investigations as specified by the Board, in consultation with the CEO.
- Consider any other matter as may be assigned by the Board.

### Terms of Reference of HR & R Committee

The HR & R Committee shall support the Board in matters relating to human resources, remuneration, performance evaluation, and

sustainability oversight, including responsibilities assigned under Regulation 10A of the CCG. The Committee's terms of reference are as follows:

### Human Resources & Remuneration

- Recommend policy and framework for appointment and remuneration of Directors, CEO and Senior Management.
- Recommend selection, evaluation, development, and compensation for CEO, CFO, CS and Head of Internal Audit.
- Consider and approve CEO's recommendations regarding key management positions.
- Approve appointment of HR consultants, if required.
- Oversee human resource management policies.

### Board Nominations & Governance

- Make recommendations to the Board on composition and chairmanship of Board Committees.
- Keep the structure, size and composition of the Board under review and recommend necessary changes.
- Conduct annual evaluation of the Board and its Committees.

### Sustainability & DE&I Role

- Oversee sustainability-related responsibilities, including Diversity, Equity & Inclusion (DE&I) matters.
- Support the Board in setting sustainability strategies, priorities and targets to create long-term corporate value.
- Monitor sustainability risks and opportunities, including environmental, social and governance (ESG) considerations, climate-related risks, and recommend mitigation strategies.
- Ensure policies to promote DE&I are in place to encourage gender mainstreaming, gender equality and women's participation at Board, management and workforce levels.
- Ensure sustainability and DE&I strategies, priorities and targets are periodically reviewed and monitored.
- Ensure sustainability and DE&I practices are embedded across Board Committees.
- Submit at least an annual report to the Board on embedding sustainability principles into the Company's strategy and operations, in compliance with SECP's ESG Disclosure Guidelines and
- Consider any other matter as may be assigned by the Board.

# GENDER PAY GAP

In compliance with the requirements of the Securities and Exchange Commission of Pakistan's Circular No. 10 of 2024 dated April 17, 2024, it is hereby certified that the gender pay gap data for the reporting year has been compiled, reviewed, and is fairly presented below:

Measure	Description	Result
Mean Gender Pay Gap	The mean pay for men is 25.62% higher than that of women	25.62%
Median Gender Pay Gap	The median pay for women is 1.53% higher than that of men	-1.53%

Note: The mean figure reflects the influence of higher representation of men in senior leadership positions, which raises the overall average. The median figure, however, indicates that at the "typical" employee level, women's pay is marginally higher than men's, reflecting a more balanced distribution across comparable roles.

The above disclosure represents the difference in average and median pay between male and female employees across the Company and is true and correct to the best of my knowledge and belief.

The Company remains firmly committed to promoting an environment of inclusivity and fairness, where employees are respected and rewarded without bias. Pay structures are determined objectively, taking into account the nature of the role, level of responsibility, skills, experience, individual performance and are not influenced by gender. It is our constant endeavor to minimize and eventually eliminate any gender-related pay disparity, ensuring that all employees feel equally valued for their contributions to the success of the organization.

Certified on behalf of the Board of Directors.



M Habibullah Khan  
Chief Executive Officer  
September 26, 2025

# INFORMATION UNDER PSX LISTING REGULATION NO. 5.6.1(D)

In compliance with Regulation 5.6.1(d) of the PSX Listing Regulations, the Company has to maintain a framework to monitor and disclose any trading in its shares by Directors, the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary, executives, and their spouses and minor children. The Company Secretary is responsible for reporting such transactions to the Pakistan Stock Exchange and presenting them before the Board of Directors.

To ensure comprehensive coverage, the Board of Directors annually reviews and approves thresholds to identify “other designated persons” whose dealings, if any, are also reportable. The approved categories include:

- **Statutory office holders:** Chief Executive Officer, Chief Financial Officer, Head of Internal Audit and Company Secretary;
- **Senior management officials:** Personnel at the level of General Manager and above;
- **Officers with access to price-sensitive information:** Those designated staff, performing functions within the Finance, Accounts, Corporate and Internal Audit Departments;
- **Compensation threshold:** Any official drawing an annual gross salary of Rs. 5 million or above.

During the year ended June 30, 2025, no trading in the shares of the Company by any of the above-mentioned persons or their close relatives was reported to the Company Secretary.



# CHAIRMAN'S REVIEW REPORT

The past year has been a period of cautious stabilization for Pakistan's economy. Inflation, long entrenched in double digits, eased to single-digit levels for the first time in many years. Growth, while modest, returned on the back of continuing reforms and fiscal indicators reflected early signs of improvement. The Rupee remained under pressure, yet the broader operating environment was measurably more stable than in recent memory.

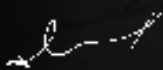
In this evolving landscape, Pioneer Cement Limited sustained its hallmark resilience. Through unwavering cost discipline, productivity enhancements across our operations and prudent financial stewardship, the Company delivered steady results despite subdued market demand. The sharp escalation of Punjab's royalty on minerals weighed heavily on costs, creating structural disadvantages for plants located in the province and narrowing industry margins. Nonetheless, our teams remained focused on efficiency and innovation, reinforcing Pioneer's ability to compete and endure. The devastating floods that struck Pakistan earlier this year have once again brought about a grave humanitarian crisis in the country. Even as we join the national response in solidarity with affected communities, we recognize that reconstruction will, in time, generate incremental cement demand. Pioneer is well-positioned to contribute meaningfully to this rebuilding phase, ensuring that our capacity and expertise support the nation's recovery.

Throughout the year, the Board of Directors, specifically the Group Chairman, remained actively engaged in guiding strategy, strengthening governance frameworks and ensuring accountability at every level of the organization. Parallel to financial and operational progress, the Company advanced its long-term sustainability agenda. Initiatives in digital transformation, energy efficiency and environmental stewardship continued to shape our future-ready foundation.

I extend my deepest appreciation to the management team for their commitment and professionalism in executing the Board's vision, often under demanding circumstances. I also wish to acknowledge the Group Chairman for his continued guidance, and our shareholders for their enduring trust, which forms the bedrock of our progress and ambition.

Pioneer Cement remains steadfast in upholding the highest standards of corporate governance and full compliance with all applicable laws and regulations. At the same time, we embrace our broader responsibility to society and the environment, advancing initiatives that enhance community welfare, foster sustainability, and minimize our ecological footprint.

With a clear strategic focus on efficiency, governance, and sustainability, Pioneer Cement is well placed to navigate the challenges ahead, while seizing opportunities to deliver long-term value for our stakeholders and contribute to Pakistan's continued growth.



Aly Khan  
Chairman  
September 26, 2025





# DIRECTORS' REPORT TO THE SHAREHOLDERS

In the name of Allah, the most Gracious, the most Merciful.

The Directors of the Company are pleased to present their report on performance of the Company together with audited financial statements for the year ended June 30, 2025, along with auditor's report thereon.

## Economy

Pakistan's economy recorded a modest recovery in FY 2025, with GDP growth estimated at 2.7%, supported mainly by services and a rebound in agriculture sector. Fiscal discipline and improvements in the external account helped bring a measure of stability, though persistent political uncertainty, tight monetary conditions and inefficiencies in the energy sector continued to weigh on industrial activity. An agreement with the IMF, coupled with stronger remittances, helped improve foreign exchange buffers, although pressures on the Rupee persisted.

## Cement Industry

During the year, the cement industry faced a challenging operating environment. Subdued private sector demand, reduced government development spending, doubling of Federal Excise Duty on cement to Rs. 4,000 per ton, together with sluggish real estate activity and constrained domestic growth. Exports, however, improved - benefiting mainly south-based producers with sea-borne access, while north zone plants remained disadvantaged due to higher logistics costs. Rising energy tariffs and increased royalty levies, particularly in Punjab, further weighed on industry margins.

Cement industry dispatched a total of 46.23 million tons during FY 2025 compared to 45.29 million tons during last year. Local dispatches declined to 37.02 million tons (2024: 38.19 million tons), while exports increased to 9.21 million tons (2024: 7.11 million tons).





## Business Performance Production and Sales Volume

A quantitative summary of the production and sales is given below:

Tons	Year ended June 30,		Variance %
	2025	2024	
Installed Capacity	5,194,500	5,194,500	-
Cement production	2,086,945	2,315,214	(9.86)
Cement sales	2,072,233	2,362,216	(12.28)

## Financial Performance

The financial performance of the Company is as follows:

Rupees in thousand	Year ended June 30,		Variance %
	2025	2024	
Net sales	33,308,611	35,519,271	(6.22)
Cost of sales	22,865,087	23,756,014	(3.75)
Gross profit	10,443,524	11,763,257	(11.22)
Operating profit	9,196,253	10,755,668	(14.50)
Profit before taxation	8,104,797	8,383,220	(3.32)
Profit after taxation	4,876,097	5,176,168	(5.80)
Earnings per share (Rs.)	21.47	22.79	(5.80)

## Revenue

Gross sales for the year under review amounted to Rs. 50,858 million compared to Rs. 49,235 million in corresponding year. Deductions for the year amounting to Rs. 17,549 million (2024: Rs. 13,715 million) on account of applicable taxes, duties and commission/discounts, have resulted in net sales of Rs. 33,309 million (2024: Rs. 35,519 million); decline of 6.22%. This is mainly attributable to 12.28% quantitative decline which is majorly offset by cost-driven increase in sale price.

## Cost of Sales

Cost of sales for the current year amounted to Rs. 22,865 million as compared to Rs. 23,756 million during last year: a decrease of 3.75%. Total manufacturing cost for the year under review was Rs. 23,001 million compared to Rs. 23,339 million during comparative year: a decrease of 1.45%. The decline was a net result of lower production resulting from reduced demand in the local market and increase in production costs. Analysis of manufacturing cost per ton of cement produced for the year is as follows:

- The Company switched to cost-effective local and Afghan origin coal resulting in improvement in per ton cost. With respect to power sourcing, the Company has largely relied upon captive power plants comprising Waste Heat Recovery and Coal Fired Power Plants. This helped offset the adverse impact of higher electricity tariffs and volatile fuel adjustments. These measures have reduced fuel and power cost per ton of cement manufactured amounted to Rs. 6,219 from Rs. 6,731 during last year.
- Raw material cost per ton increased to Rs. 1,846 (2024: Rs. 869), primarily due to the provincial government's revision of royalty from Rs. 250 per ton of mineral extracted to 6% of ex-factory cement sale price. The Company's writ petition against this revision was dismissed by the Honorable Lahore High Court, and an appeal is currently pending before August Supreme Court of Pakistan. Meanwhile, the Company continues to pay Rs. 182.5 per ton as directed by the Court, with the differential secured through a bank guarantee in favor of Mines & Minerals Department, Punjab. As a prudent measure, full provision has been made in these financial statements.
- Packing material cost for the current year decreased to Rs. 755 per ton (2024: Rs. 802 per ton). To counter the adverse impact of craft paper prices in international market, the Company proactively managed its poly to paper mix.

## Operating profit and profit after tax

The Company's strategic focus on premium markets, coupled with improved pricing, cost-control initiatives and efficiency gains, helped mitigate pressures from higher input costs (particularly substantially higher royalty on mineral) along with rising overheads and lower sales volumes. As a result, operating profit stood at Rs. 9,196 million (2024: Rs. 10,756 million).



Early settlement of financing obligations, together with a decline in the monetary policy rate, reduced finance costs to nearly half of last year's level. Outstanding long-term debt including its current maturity now stands at Rs. 4,333 million.

Higher effective tax rate of 39.84% resulted in a charge of Rs. 3,228 million, bringing Profit after Tax to Rs. 4,876 million (2024: Rs. 5,176 million), equivalent to an EPS of Rs. 21.47 (2024: Rs. 22.79).

EBITDA for the year amounted to Rs. 12,644 million (2024: Rs. 14,143 million) which supported the Company's ability to meet financing obligations ahead of schedule.

### Composition of Board of Directors Total number of directors including CEO

a) Male	7
b) Female	1

### Composition

i) Independent Director	2
ii) Non-Executive Directors	5
iii) Chief Executive Officer (CEO)	1

The members of the Board along with their composition are:

i) Independent directors	Mr. Manzoor Ahmed Sheikh Javed Elahi*
ii) Non-executive directors	Mr. Aly Khan Mr. Mohammed Aftab Alam Mirza Ali Hasan Askari Mr. Doraib A Kisat
iii) Female director	Ms. Aleeya Khan
iv) Executive director	Mr. M. Habibullah Khan (CEO)

Except for the CEO, who is deemed to be director of the Company, all the other members of the Board are non-executive including two independent directors. Roles of Chairman of the Board and CEO are kept separate in line with the requirements of the Code of Corporate Governance.

### Meetings of Board of Directors and Committees

During the year under review, meetings of Board of Directors and its Committees were held as per the requirements of Code of Corporate Governance. Attendance of each director in the meetings is summarized as follows:

Sr. No.	Name of Directors	Attendance		
		Board of Directors	Audit Committee	HR & R Committee
1	Mr. Aly Khan Chairman of Board	4	4	1
2	Mr. M. Habibullah Khan Chief Executive Officer	4	-	1
3	Ms. Aleeya Khan	2	2	1
4	Mr. Mohammed Aftab Alam	4	4	1
5	Mirza Ali Hasan Askari	4	-	-
6	Mr. Doraib A Kisat	4	-	-
7	Mr. Manzoor Ahmed Chairman Audit Committee	4	4	-
8	Sheikh Javed Elahi* Chairman HR & R Committee	-	-	-
9	Mr. Shafiuddin Ghani Khan*	3	3	1
TOTAL NUMBER OF MEETING HELD DURING THE YEAR		4	4	1

\* Sheikh Javed Elahi was appointed from June 20, 2025 as Independent Director of the Company to fill the casual vacancy caused after resignation of Mr. Shafiuddin Ghani Khan from the Board on March 28, 2025.





### Directors' Remuneration

The Company does not provide any remuneration to its Executive Director, Non-Executive Directors, or Independent Directors, other than the meeting fee. The meeting fee is determined by the Board in line with the approved policy. The detailed breakup of remuneration paid to members of the Board is disclosed in Note 40 to these financial statements.

### Adequacy of Internal Financial Controls

The Board of Directors has established an effective system of internal controls to ensure business efficiency, assets of the Company are protected and financial statements present a true and fair view. The Company has a competent and independent internal audit team that periodically evaluates the application of financial controls.

### Corporate and Financial Reporting Framework

The Board reviews the strategic direction of the Company on a regular basis. The business plan and budgetary targets set by the Board are also reviewed regularly. The Board is committed to maintain a high standard of corporate governance and ensures comprehensive compliance to the Code of Corporate Governance.

In this regard, the Board is pleased to confirm the following:

- a) The financial statements prepared by the management present fairly its state of affairs, the result of its operations, its cash flows position and changes in its equity.
- b) Proper books of account have been maintained.
- c) Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment.
- d) International Financial Reporting Standards as applicable in Pakistan have been followed in preparation of the financial statements and any departure from the Standards, if any, has been adequately disclosed.
- e) The existing system of internal controls and procedures is regularly reviewed by Audit Committee and updated when required.
- f) There is no significant doubt upon Company's ability to continue as a going concern.
- g) The Board has reviewed and approved the Statement of Compliance with Listed Companies (Code of Corporate Governance) Regulations, 2019. There has been no material departure from the best practices of corporate governance.
- h) The Statement of Ethics and Business Strategy is prepared and circulated amongst the directors and employees.
- i) No default has been made in payment of any debt.
- j) There is no material change adversely affecting the financial position of the Company occurring between financial year end and date of audit report or Directors' report.
- k) The Board has adopted a mission statement and a statement of overall corporate strategy.

- l) As required by the Code of Corporate Governance, statements regarding the following are annexed:

- i. Key operating and financial data for last six years
- ii. Statement of Pattern of Shareholding
- iii. Statement of shares held by associated companies, undertakings and related persons
- iv. Statement of other information

The Board of Directors reviewed and approved annual audited financial statements for year under review in accordance with applicable financial reporting framework. Prior to approval, CEO and CFO signed these financial statements, confirming their fair presentation. The Audit Committee has examined these statements along with Auditors Report thereon in detail and recommended these to the Board for approval. The financial statements have accordingly been signed on behalf of the Board by CEO, Chairman of the Board and CFO. These financial statements are recommended for presentation to the shareholders for adoption at forthcoming AGM.

Statutory Auditor of the Company in its report on the financial statements for the year under review have issued a clean report, confirming that the statements present fairly, in all material respects, these financial position, performance and cash flows of the Company in accordance with the applicable financial reporting framework.

The details of the Company's holding entity, as required under Companies Act, 2017, have been presented in Note 16.1 to the financial statements.

### Related Party Transactions

The Board of Directors reviews all transactions with related parties. All these transactions require review and approval of the Audit Committee, which is chaired by an Independent Director. Upon recommendation of Audit Committee, these transactions are placed before Board for their approval. The transactions are disclosed in Note 41 of financial statements, including the name, basis of the relationship, nature and amounts, in line with the requirements of the 4th Schedule to the Companies Act, 2017 and applicable International Financial Reporting Standards. The Board reviewed and approved the transactions and arrangements held with related parties during the year under review.

Certain related party transactions, in which a majority of the Directors are interested, require members' approval under Sections 207 and/or 208 (to the extent applicable) of the Companies Act, 2017, read with Regulation 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019. In compliance with these legal and governance requirements, related party transactions where a



majority of directors are interested were placed before AGM for shareholders' approval to ensure transparency, accountability and oversight to prevent potential conflicts of interest.

#### Directors' Training Program

Code of Corporate Governance requires all listed companies to make appropriate arrangements to conduct orientations and training courses for Directors and key management. The Company has carried out necessary trainings of the Board members as per the requirements of Code of Corporate Governance.

#### Evaluation of Board's Own Performance

Board of Directors has developed criteria to evaluate and improve its own performance. The criteria circulated among the directors emphasizes on corporate goal and vision, independence of board and evaluation of board's committees. Feedbacks and recommendations are provided by the board members and are then incorporated for future evaluations.

### CORPORATE SOCIAL PERFORMANCE

#### Health, Safety and Environment

The Company is dedicated to providing its employees and community with a safe, healthy, and supportive environment. In line with this commitment, we have achieved ISO 14001:2015 and ISO 45001:2018 certifications, demonstrating adherence to international standards in environmental and occupational health and safety management. Additionally, the Company was honored with the Green Office Diploma in recognition of its efforts to minimize the consumption of natural resources.

The Company remains fully compliant with all applicable environmental laws and standards. During the year, tree plantation drives were organized within the plant's vicinity, while stone pitching, construction of roadside footpaths and continuous water showering were carried out to control dust dispersion and maintain a cleaner workplace environment. These initiatives, together with a continued focus on energy conservation and waste reduction, reflect the Company's proactive approach to environmental sustainability.

#### Gaseous and Dust Emission

The Company is committed to maintaining a pollution-free environment, and in line with this, electrostatic precipitators and dust collectors have been installed across all production lines. To further reduce emissions, the Company has also set up two Waste Heat Recovery Power Plants with a combined generation capacity of 18 MW, effectively minimizing the release of waste hot gases during the production process. Moreover, the latest cement production plant features state-of-the-art technology, designed with highly efficient processes that significantly reduced both fuel and power consumption.

#### Employee Safety

The Company places the utmost priority on the health and safety of its employees. To ensure occupational safety, employees are equipped with appropriate safety tools and protective devices. A dedicated Safety Department has been established to enforce compliance with safety regulations and best practices. These rules and procedures are regularly reviewed and evaluated, with necessary measures taken to prevent any undesirable incidents. Additionally, the Company conducts regular training sessions to reinforce best practices and maintain a safe and secure work environment.

#### Community Investment and Welfare Scheme

As a responsible corporate citizen, the Company is deeply committed to the welfare of society, actively participating in a wide range of community development and maintenance programs. These efforts include the construction and upkeep of a mosque, medical dispensaries, an ambulance service, availability of a qualified lady doctor at the factory site for both the staff and local community, and primary schools in Chenki, as well as financial support to the Divisional Public School in Jauharabad. Additionally, the Company actively contributes to charitable causes and educational development purposes. The Company also regularly donates cement to underprivileged communities ensuring that those in need receive essential building materials for shelter and infrastructure improvements.

The Company consistently engages with the communities surrounding the plant to address their socio-economic needs. Residents in the vicinity have continued to benefit from the Company, particularly through the creation of job opportunities. To facilitate timely and comfortable commute of local community to main approach road, the Company has recently constructed a 2.1-kilometer link road. In addition, the Company is maintaining and developing nearby roads and other critical infrastructure in the area, aiming to enhance the overall living standards of neighboring communities. Multiple clean drinking water facilities have also been installed to ensure residents have access to safe water, further demonstrating our commitment to improving quality of life in the region.

#### Sustainability Risks and Opportunities

The Board is proactively integrating sustainability-related risks into the Company's comprehensive risk management framework, thereby enhancing our ability to deliver best Environmental, Social and Governance (ESG) performance and ensuring long-term value-added success.

The Company proactively monitors the impact of sustainability-related risks on its strategy and operations by tracking industry trends and regulatory developments. To mitigate these risks, we are strategically aligning our business to leverage clean

technologies, digitize workflows, optimize waste management, restore biodiversity and transition to environmentally friendly sources of energy. The Company prioritizes impactful CSR initiatives, meaningful community engagements, and strategic social investments to create lasting value for all the stakeholders, fostering a more equitable and sustainable work environment.

The Company cultivates a culture of Diversity, Equity, and Inclusion (DE&I) by implementing inclusive hiring practices, promoting cultural awareness, and ensuring strong accountability and swift action in response to any incidents of discrimination, harassment or misconduct. Our workforce sports diverse educational backgrounds, experiences, and perspectives, brought together through merit-based selection and tailored to specific job roles. Our employees celebrate the differences and leverage their unique strengths to drive innovation, collaboration, and business success.

### EMPLOYEE WELFARE

#### Human Capital

The Company recognizes its human resource as one of the most valuable assets. High-performing employees are recognized and awarded to create a conducive environment and to motivate other employees for better performance.

#### Medical and Hospitalization

To ensure peace of mind and enable employees to focus on their professional responsibilities more productively, the Company provides comprehensive medical and hospitalization facilities to all eligible employees, along with coverage for their spouses and children, in accordance with Company policy.

#### Provident Fund / Gratuity

The Company operates a funded registered provident fund for all permanent employees while all contractual employees below the age of 60 years are entitled to gratuity. The fair value of the investments of the provident fund as on June 30, 2025 was Rs. 372 million (2024: Rs. 288 million).

### AUDITORS

M/s. KPMG Taseer Hadi & Co., Chartered Accountants, the external auditors of the Company, will retire at the conclusion of 39th Annual General Meeting and, being eligible, have offered themselves for re-appointment. The firm is registered with Audit Oversight Board and has been awarded a satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan.

On the recommendation of the Audit Committee, the Board has proposed to the shareholders the re-appointment of M/s. KPMG Taseer Hadi & Co., Chartered Accountants, as auditors of the Company for the next tenure along with their remuneration.

### DIVIDENDS

Keeping in view the exceptional financial performance together with timely and early settlement of ongoing debt servicing, the Board has recommended 50% final dividend of Rs. 5 per share. This is in addition to 50% interim dividend of Rs. 5 per share already announced in their meeting held on February 28, 2025.

### CONTRIBUTION TO NATIONAL EXCHEQUER

The Company paid an amount of Rs. 21,117 million (2024: Rs. 15,580 million) into the Government Treasury on account of income taxes, levies, sales tax, excise and custom duties and royalties.

### PATTERN OF SHAREHOLDING

Company's pattern of shareholding as at June 30, 2025 is in compliance with Section 227 (2) (f) of the Companies Act, 2017 and the relevant detail is annexed to the report.

### FUTURE OUTLOOK

Cement industry capacity utilization has remained below potential, reflecting muted demand and restrained private sector activity. Sustained pressure on input costs, particularly energy tariffs and royalty on minerals, continues to weigh on margins. At the same time, declining interest rates have begun to ease borrowing costs and are expected to support construction activity.

Looking ahead, reconstruction requirements following the recent floods are anticipated to stimulate incremental cement demand in the near to medium term. While uncertainties remain around the outcome of the ongoing royalty litigation and broader fiscal measures, the Company's strong cash flows and strengthened balance sheet provide resilience against external shocks. Your Company remains committed to driving operational efficiencies and pursuing cost optimization to safeguard margins. With financial flexibility and prudent risk management, the Company is well positioned to respond to emerging opportunities including, where market dynamics justify, carefully phased scalable options to support long-term growth.

### ACKNOWLEDGEMENT

The Board acknowledges the assistance and cooperation of all stakeholders including financial institutions, customers, creditors, Government departments and all others who strengthened the Company. The Board also places on record its gratitude for the dedication of employees of the Company.

For and on behalf of the Board



M Habibullah Khan  
Chief Executive Officer  
September 26, 2025



Aly Khan  
Chairman  
September 26, 2025





# AUDIT COMMITTEE REPORT

In compliance with the requirements of Code of Corporate Governance Regulations 2019, the Board has formed Audit Committee (the Committee) to primarily assist the Board in briefing on financial performance of the Company, status of legal compliances and suggestions for appropriate measures to safeguard the Company's assets. The Board has developed a mechanism for identification of risks and assigning appropriate measures which are regularly monitored and implemented by the management across all the major functions of the Company and are presented to the Committee for review. The Board ensures that majority members of each committee are financially literate as defined in Companies (Code of Corporate Governance) Regulations, 2019.

The composition of the Committee along with number of meetings held and members' attendance summary is tabulated below:

Sr No.	Name of Directors	Status	Attendance
1	Mr. Manzoor Ahmed (Chairman Audit Committee)	Independent	4
2	Mr. Aly Khan	Non-Executive	4
3	Ms. Aleeya Khan	Non-Executive	2
4	Mr. Mohammed Aftab Alam	Non-Executive	4
5	Sheikh Javed Elahi*	Independent	-
6	Mr. Shafiuddin Ghani Khan*	Independent	3
TOTAL NUMBER OF MEETINGS HELD DURING THE YEAR			4

\* Sheikh Javed Elahi was appointed from June 20, 2025 as Independent Director of the Company to fill the casual vacancy caused after resignation of Mr. Shafiuddin Ghani Khan from the Board on March 28, 2025.

The Audit Committee has appointed Chief Internal Auditor as secretary of the Committee. CEO and CFO attended the meetings on invitation of Chairman of the Committee. External auditors also attended the meetings of the audit committee where matters related to accounts and audit were discussed.

For the financial year ended June 30, 2025, the Committee is pleased to report that:

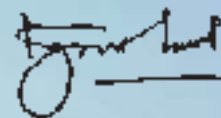
- The Committee reviewed the quarterly, half yearly and annual financial statement of the Company.
  - The Committee was also briefed on operations of the Company compared with comparative period's performance and against budgeted targets. Prior to publication by the Company, the Committee also reviewed preliminary announcements of financial results;
  - The annual financial statements for the year ended June 30, 2025 were presented to the Committee. Specific attention was paid to key matters reported in Auditor's report pertaining to revenue recognition. Moreover, at the reporting date, there were multiple tax contingencies pending at different legal/tax authorities. After review of financial statements, the Committee
- was of the view that the above-mentioned matters have been fairly presented and disclosed for the understanding of users of financial statements. The Committee also expressed its satisfaction on the applicability of the going concern assumption in the preparation of the annual financial statements. The Committee recommended the financial statement for approval of the Board;
  - The Committee reviewed all the related party transactions and recommended the same for approval of the Board;
  - Appropriate accounting policies have been consistently applied. All core and other applicable International Accounting and Financial Reporting Standards were followed in preparation and presentation of financial statements of the Company;
  - Company's system of internal control is sound in design and is continually evaluated;
  - The Committee approved the audit plan for the upcoming financial year presented by Head of Internal Audit which ensured that all major systems and operational areas are covered and reviewed periodically;

- The Committee on the basis of the internal audit reports, reviewed the adequacy of controls and compliance shortcomings in areas audited and discussed corrective responses. This has ensured the continual evaluation of controls and improved compliance. The review of internal audit reports also included findings, conclusions, recommendations and action plans agreed with management. Status of follow up on outstanding observations is regularly reviewed;
- The Committee reviewed the Annual Report of the Company and found it fair, balanced and understandable for the users of financial statements;
- The Committee ensured that statutory and regulatory obligations and requirements of best practices of code of corporate governance have been met. Present auditors, M/s. KPMG Taseer Hadi & Co., Chartered Accountants, one of the big four global auditing firms, are registered with Audit Oversight Board and have been given satisfactory rating under QCR program by ICAP;
- The Committee also observed that no cases of material complaints regarding accounting, internal accounting controls or audit matters, or whistle blowing were received by the committee;





- The Head of Internal Audit has direct access to the Chairman of the Committee and the Committee has ensured staffing of personnel with sufficient internal audit acumen and that this function has all necessary access to management and the right to seek information and explanations;
- Performance of the Committee is annually reviewed by the Board as per the set criteria. However, the Committee is devising the checklist for self-evaluation of its performance.
- The Chairman of the Committee was also present at Annual General Meeting held on October 28, 2024 to answer questions raised by shareholders.
- Appointment of external auditors and the matter related to fixing of their remuneration was reviewed. The Committee recommended to the Board for appointment of auditors for the financial year 2025-26 who shall retire at the conclusion of upcoming Annual General Meeting after completing the term.



Manzoor Ahmed  
Chairman Audit Committee  
September 26, 2025





# ENTERPRISE RESOURCE PLANNING

The Company has deployed Oracle Systems' cutting-edge Enterprise Resource Planning (ERP) solution, empowering management to make informed decisions with timely, accurate, and structured data. This modular, fully integrated system streamlines our entire operations landscape, encompassing:

- Attendance and payroll management
- Customer order fulfillment and invoicing
- Procurement to payment processing
- Asset tracking and management
- Inventory and cost management
- Financial reporting

By leveraging Oracle ERP's comprehensive capabilities, we have optimized our business processes, enhanced operational efficiency and improved decision-making capabilities.

Our Management Information Systems (MIS) department comprises a skilled team of professionals dedicated to driving innovation and delivering exceptional support. Their expertise enables seamless day-to-day operations and facilitates strategic developments. Key responsibilities include:

- Implementing cutting-edge technological advancements
- Addressing evolving business needs through system enhancements
- Ensuring seamless integration and optimal performance

The MIS department receives unwavering support from management, guaranteeing access to necessary resources. This synergy empowers the team to stay ahead of the curve, leveraging the latest technologies to fuel business growth and excellence.

## Comprehensive ERP Support and Governance

To ensure seamless ERP adoption, we provide:

- Orientation courses for new users
- Focused sessions for existing users on module updates and changes

#### Risk Management and Compliance

- A risk matrix is maintained, regularly audited and updated as part of system audits
- Process changes/developments are thoroughly tested on a cloned system before live implementation

#### Robust Access Control and Authorization

- Formal user authorization matrix grants role-based access
- Changes in user roles require department head approval
- Periodic reviews ensure authorization matrix accuracy and compliance

#### Streamlined HR and Finance Management

The Company has developed in house HRMS software, a cutting-edge, all-in-one digital solution, to unify human resources and financial processes on a single platform. This innovative system:

- Automates daily HR functions with precision
- Enhances organizational efficiency
- Saves valuable time, money and effort

By leveraging HRMS, we optimize resource allocation, focusing on core business activities and driving strategic growth.



# CHAIRMAN'S SIGNIFICANT COMMITMENTS AND ANY CHANGES THERETO

Mr. Aly Khan, Chairman of the Board has cultivated his professional career working in London, Singapore and New York for various global institutions including Citi Group and Yang Ming Marine Transport Corporation in several management and training capacities. He is also serving on board of Hub Power Company Limited, Haleeb Foods Limited and Qasim International Container Terminal. Additionally, he has been instrumental in partnering with BYD for the widespread adoption of NEVs in Pakistan. There is no significant change in his commitment from last year.



# GOVERNMENT POLICIES AND IMPACT ON CEMENT SECTOR AND THE COMPANY

In Pakistan, cement demand is closely linked to the overall economic growth, particularly the infrastructure and housing sector. Pakistan's Public Sector Development Projects (PSDP) allocation plays an important role in driving the demand of cement. Annual allocation of PSDP by Federal and Provincial governments plays a vital role in demand for cement locally. Historical data related to the financial performance of the sector depicts a strong correlation with changes in economic environment. Slowdown in economic activity in the country affects cement demand on the back of slowdown in construction and development activities. The increase in FED on cement and royalty on mineral extraction by the Government of Punjab has put further pressure on the margins of companies operating in cement sector.

# STATEMENT OF COMPLIANCE

## In accordance with Listed Companies (Code of Corporate Governance) Regulations, 2019

Name of the Company                      Pioneer Cement Limited  
Year ending                                  June 30, 2025

The Company has complied with the requirements of Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) in the following manner: -

1. The total number of directors are 8 as per the following, -
  - a. Male:                                  Seven (07)
  - b. Female:                              One (01)
2. The composition of the Board is as follows:
  - a) Independent Directors              Mr. Manzoor Ahmed  
    Sheikh Javed Elahi\*
  - b) Non-executive Directors            Mr. Aly Khan  
    Mr. Mohammed Aftab Alam  
    Mirza Ali Hasan Askari  
    Mr. Doraib A Kisat
  - c) Executive Director                      Mr. M. Habib Ullah Khan (CEO)
  - d) Female Director                        Ms. Aleeya Khan

\*During the year, Mr. Shafiuddin Ghani Khan resigned from the Board on 28 March 2025 in accordance with section 166(2)(g) of the Companies Act, 2017 (the "Act"), which restricts an individual from serving more than three consecutive terms on the Board.

Sheikh Javed Elahi has been appointed as Independent Director, to fill the casual vacancy on 20 June 2025 and has complied with requirement 6(1) of the Regulations which states that a listed company shall have at least two or one third members of the Board, whichever is higher, as independent directors. The Board believes that having two independent directors is sufficient and, therefore, has not rounded up the fractional number of independent directors.

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including the Company;
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of 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 the Regulations;
7. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board;
8. The Board has a formal policy and transparent procedure for remuneration of directors in accordance with the Act and the Regulations;

9. All the directors of the Company are duly certified or exempted from Director's Training Program;
10. The Board has approved appointment of Chief Financial Officer, Head of Internal Audit and Company Secretary, including their remuneration, terms and conditions of employment under compliance 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:

a) Audit Committee      Mr. Manzoor Ahmed (Chairman)  
                                      Mr. Aly Khan  
                                      Ms. Aleeya Khan  
                                      Mr. Mohammed Aftab Alam  
                                      Sheikh Javed Elahi

b) HR & R Committee      Sheikh Javed Elahi (Chairman)\*  
                                      Mr. Aly Khan  
                                      Ms. Aleeya Khan  
                                      Mr. Mohammed Aftab Alam  
                                      Mr. M. Habibullah Khan (CEO)

\*Sheikh Javed Elahi has replaced Mr. Shafiuddin Ghani Khan as chairman of the HR & Remuneration Committee (HR & R Committee) for the reasons explained in point 2 of this Statement of Compliance.

c) Nomination Committee  
     Considering the magnitude and similarity of the nature of terms of reference (TOR) of this Committee with that of HR & R Committee, the Board has decided to include the TOR of this Committee in the TOR of the HR & R Committee.

d) Risk Management Committee  
     Considering the magnitude and similarity of the nature of TOR of this Committee with that of Audit Committee, the Board has decided to include the TOR of this Committee in the TOR of the Audit Committee.

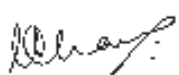
e) Sustainability Committee  
     Considering the magnitude and similarity of the nature of TOR of this Committee with that of HR & R Committee, the Board has decided to include the TOR of this Committee in the TOR of the HR & R Committee.

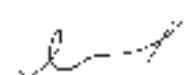
13. The TOR of the aforesaid committees have been formed, documented and advised to the committee for compliance;
14. The frequency of meetings of the committee was as per following:
  - a) Audit Committee (quarterly)
  - b) HR & R Committee (yearly);
15. The Board has set up an effective internal audit function which is considered suitably qualified and experienced for the purpose and is 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 are registered with the Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on the Code of Ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not close relatives (spouse, parent, or dependent/non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or a Director of the Company;



17. The statutory auditors or persons associated with them have not been appointed to provide other services except in accordance with the Act, the Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard.
18. We confirm that all requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with; and
19. Explanations for non-compliance with requirements, other than regulations 3, 6, 7, 8, 27, 32 and 36 are below:

Sr. No.	Regulation No.	Comments	Reg No.
1	<b>Anti-harassment, Diversity, Equality and Inclusion (DE&amp;I) policies and practices &amp; Sustainability Committee</b> In order to effectively discharge its sustainability related duties, the Board may establish a dedicated sustainability committee having at least one female director, or assign additional responsibilities to an existing Board committee. The committee shall monitor and review sustainability related risks and opportunities of the Company, ensure anti-harassment and DE&I policies and practices are in effect at the Board, management and workforce levels of the Company, oversee compliance with laws relating to sustainability related considerations and ensure appropriate disclosures. The Committee shall submit to the Board a report, at least once a year, on embedding sustainability principles into the Company's strategy and operations to increase corporate value.	In compliance with Regulation 10A, the Board has assigned sustainability-related responsibilities, including DE&I policies, to the HR & R Committee. An Anti-harassment policy, forming part of the Company's Code of Conduct, has been approved and implemented. The Committee (HR & R Committee), which includes a female director, shall monitor sustainability risks and opportunities, ensure compliance with applicable laws and regulations, and submit an annual report to the Board on sustainability integration into the Company's strategy and operations. The report will be presented to the Board after the Committee's review in its next meeting.	10 & 10A
2	<b>Directors' Training</b> Companies are encouraged to arrange training for at least one female executive each year under the Directors' Training Program, commencing from July 2020, and at least one head of department each year, commencing from July 2022.	The Company has planned to arrange training program certification over the next year.	19(3)
3	<b>Directors' Report</b> The Company has not disclosed the remuneration policy for non-executive and independent directors in directors' report forming part of the quarterly financial statements for the periods ended 30 September 2024, 31 December 2024 and 31 March 2025.	The remuneration policy for non-executive and independent director is part of directors' report in the annual report of the Company. The Company shall also include this in directors' report of the subsequent quarterly financial statements.	34(2)

  
M Habibullah Khan  
Chief Executive Officer  
September 26, 2025

  
Mr. Aly Khan  
Chairman of the Board  
September 26, 2025

# INDEPENDENT AUDITOR'S REVIEW REPORT ON THE STATEMENT OF COMPLIANCE

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 Pioneer Cement Limited ("the Company") for the year ended 30 June 2025 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

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

Further, we highlight below instances of non-compliance with the requirements of the Regulations as reflected in the paragraph reference where it is stated in the Statement of Compliance:

Paragraph reference	Description
2 & 12	<p>During the year, Mr. Shafiuddin Ghani Khan, an Independent Director, resigned from the Board on 28 March 2025. Mr. Shafiuddin Ghani Khan was initially appointed on the Board in October 2011 and was subsequently re-elected in the year 2014, 2017, 2020 and 2023.</p> <p>Accordingly, having served more than three consecutive terms, Mr. Shafiuddin Ghani Khan became ineligible for re-election as an independent director in terms of section 166(2)(g) of The Companies Act 2017, which prohibits appointment of a person as an independent director for the fourth consecutive term. Consequently, the Company was in non-compliance of:</p> <ul style="list-style-type: none"><li>(a) regulation 6(1) of the Regulations which requires that a listed company shall have two or one third members of the Board, whichever is higher, as independent directors; and</li><li>(b) regulation 28(2) of the Regulations which requires that the HR and Remuneration Committee be chaired by an independent director.</li></ul> <p>Mr. Shafiuddin Ghani Khan resigned on 28 March 2025 and Sheikh Javed Elahi has been appointed as independent director to fill the casual vacancy on 20 June 2025.</p>

Place: Lahore  
Date: 01 October 2025  
UDIN: CR202510114t9YbC0mGs



KPMG Taseer Hadi & Co.  
Chartered Accountants



# GOVERNANCE PRACTICES EXCEEDING LEGAL REQUIREMENTS

A robust compliance process is a part of the management philosophy and it includes, but is not limited to, compliance program administration, communication, continuous education and training of employees and periodic oversight by the Board to adhere to the best governance practices.

The Company ensures that, in addition to compliance with all mandatory legal requirements, it also carries out the other practices that are one step ahead of statutory requirements. Following is the set of examples of management philosophy of compliance beyond legal requirements:

- a) **Implementation of Environmental Protection Policies**  
It has always been the Company's endeavor to enhance its environment conservation measures, continue to be profitable and sensitive towards societal wellbeing. The Company has been consistently adopting new technologies that are cleaner and greener. The Company's processes are driven to become more energy efficient, given its quest to become better stewards of natural resources. In recognition of these efforts, the Company has also been awarded Green Office Diploma.
- b) **Implementation of Comprehensive Health and Safety Program**  
The cornerstone of the Company's compliance philosophy is emphasis on ensuring that the health and safety measures on manufacturing site are in line with best global practices. The Company is committed to provide its staff a safe, healthy and nurturing environment and accordingly has received certification of ISO 14001:2015 and ISO 45001:2018.
- c) **Timely Dissemination of Information on PSX and Company's Website**  
The Company ensures that all the material information is communicated to the stakeholders through PSX, and the SECP in shortest possible time.
- d) **Compliance with Non-mandatory Clauses of Code of Corporate Governance**  
The Company encourages that in addition to all those charged with governance, the management of the Company is also certified from Directors' Training Program. Further, the Company has also uploaded key policies on its website.
- e) **Disclosure of Financial Ratios, Reviews, Risk Matrices and Graphs**  
For better understanding of all the stakeholders of the Company, this annual report comprises of detailed management commentary on key ratios along with visual descriptions in shapes of graphs and tables.
- f) **Adoption of International Integrated Reporting**  
The Company is in initial stage of adoption of International Integrated Reporting Framework issued by Integrated Reporting Council.



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# ANALYSIS OF THE FINANCIAL PERFORMANCE

## CURRENT YEAR VS PROJECTIONS

Fiscal Year 2025 demonstrated a modest economic recovery, with GDP growth stabilizing at an estimated 2.7%, primarily supported by a rebound in the agriculture sector and resilient performance in services. While the environment retains uncertainties, there is cautious optimism regarding enhanced economic stability. The industrial sectors, particularly cement manufacturing, continued to navigate significant headwinds, including elevated input costs stemming from the hike in royalty rates in Punjab and increased Federal Excise Duty (FED). Despite these pressures, there was a marginal increase in cement industry dispatches. The Company effectively cushioned the financial impact through optimized cost strategies and robust market retention efforts.

## CURRENT YEAR VS LAST YEAR

Brief extracts of key performance indicators' results for current year compared with the last year's performance are tabulated below:

Key Performance	2025	2024	Variance
Rupees in million			
<b>Financial</b>			
Net revenue	33,309	35,519	(2,210)
Finance cost	1,408	2,806	(1,398)
Profit before tax	8,105	8,383	(278)
Profit after tax	4,876	5,176	(300)
Outstanding total debt	8,887	10,503	(1,616)
Tons			
<b>Non - Financial</b>			
Cement production	2,086,945	2,315,214	(228,269)
Cement dispatch	2,072,233	2,362,216	(289,983)
No. of employees			
Head count	1,105	1,095	10

## Dispatches and Net Revenue

The Company's topline contracted by 6.22% amounting to Rs. 33,309 million in the current year compared to Rs. 35,519 million in the previous year. During this period, the Company dispatched 2,072,233 tons of cement in local market, reflecting a decline of over 12% compared to 2,362,216 tons dispatched last year. However, net sales per ton increased to Rs. 16,074 from Rs. 15,036 in the prior year; marking a 6.90% rise. This increase in per-ton revenue has largely offset the impact of the quantitative decline.

## Finance cost

Persistent debt reduction policy, decline in State Bank of Pakistan's monetary policy rate and early debt settlements has resulted in reduced finance cost for the year which in comparison with last year figure of Rs. 2,806 million was Rs. 1,408 million.

## Profitability

Despite challenging operating conditions, the management's emphasis on improving cost efficiencies in cement production has delivered substantial results. EPS for the current year stands at Rs. 21.47 in comparison with last year EPS of Rs. 22.79

## Outstanding Total Debt

The Company has achieved a successful reduction in outstanding debt by 15.38%, primarily through the generation of internal cash flows. Net debt reduction has also resulted in reduced finance cost. Total outstanding banking debt as of current reporting date amounted to Rs. 8,887 million, reflecting a net reduction of Rs. 1,616 million compared to the prior year's level of Rs. 10,503 million.

A more detailed analysis on current year's performance is made part of Directors' Report.



# FINANCIAL HIGHLIGHTS

## SIX YEARS AT A GLANCE

	2025	2024	2023	2022	2021	2020
-----Tons '000'-----						
<b>Production and Sales</b>						
Clinker Production	1,775	2,021	2,409	2,893	2,955	1,540
Cement Production	2,087	2,315	2,741	3,373	3,408	1,737
<b>Cement Dispatches</b>						
Domestic Market	2,072	2,362	2,704	3,388	3,368	1,723
International Market	-	-	-	-	13	12
Global Market	2,072	2,362	2,704	3,388	3,381	1,735
----- % -----						
Cement Capacity Utilization (based on installed capacity)	40.18%	44.57%	52.78%	64.93%	65.61%	50.42%
-----Rupees in million-----						
<b>Financial position</b>						
<b>Assets Employed</b>						
Property plant and equipment	74,097.30	76,221.48	77,802.60	63,243.22	42,945.19	41,557.94
Other long term assets	783.15	753.25	439.19	179.50	153.16	150.45
Current assets	11,486.41	8,103.22	8,913.58	8,467.82	8,382.55	7,326.13
<b>Total Assets</b>	<b>86,366.86</b>	<b>85,077.94</b>	<b>87,155.37</b>	<b>71,890.53</b>	<b>51,480.90</b>	<b>49,034.52</b>
<b>Financed by</b>						
Shareholders equity	25,174.92	22,313.46	16,921.45	13,593.07	12,481.13	10,417.09
Surplus on revaluation of fixed assets-net of tax	21,952.07	23,358.39	23,599.99	16,178.27	2,618.16	2,711.13
Long term liabilities	26,129.81	24,688.93	27,755.93	24,331.69	18,596.26	21,566.66
Other Current liabilities	13,110.07	14,717.17	18,877.99	17,787.50	17,785.35	14,339.63
<b>Total Funds Invested</b>	<b>86,366.86</b>	<b>85,077.94</b>	<b>87,155.37</b>	<b>71,890.53</b>	<b>51,480.90</b>	<b>49,034.52</b>
<b>Turnover and profit / (Loss)</b>						
Net turnover	33,308.61	35,519.27	36,165.27	31,879.21	21,817.61	6,286.95
Gross profit / (loss)	10,443.52	11,763.26	9,409.38	7,203.11	4,117.95	(103.09)
Operating profit / (loss)	9,513.06	11,189.18	8,929.31	6,600.83	4,020.72	(362.63)
Profit / (loss) before taxation	8,104.80	8,383.22	5,731.66	3,944.65	2,203.04	(755.38)
Profit / (loss) after taxation	4,876.10	5,176.17	2,611.11	1,050.27	1,974.46	(209.62)
EBITDA	12,644.09	14,143.07	11,587.72	7,762.52	5,001.94	62.64
Earnings per share (Rs.)	21.47	22.79	11.50	4.62	8.69	(0.92)
Breakup value per share (Rs.)	207.47	201.07	178.39	131.07	66.47	57.80
<b>Cash flow summary</b>						
Net cash generated from operating activities	10,690.88	12,633.84	9,199.58	8,191.01	4,399.84	524.52
Net cash used in investing activities	(3,711.82)	(968.19)	(1,246.61)	(543.85)	(2,302.17)	(5,854.15)
Net cash (outflow) / inflow from financing activities	(6,839.00)	(11,594.61)	(8,093.63)	(7,500.34)	(2,126.45)	5,484.93
Increase / (Decrease) in cash and cash equivalents	140.07	71.04	(140.66)	146.82	(28.78)	155.29
Cash and cash equivalents at beginning of the year	414.63	343.60	484.26	337.44	366.21	210.92
Cash and cash equivalents at end of the year	554.70	414.63	343.60	484.26	337.44	366.21





# FINANCIAL RATIOS

		2025	2024	2023	2022	2021	2020
Profitability Ratios							
Gross Profit/(Loss) ratio	%	31.35	33.12	26.02	22.60	18.87	(1.64)
Net Profit/(Loss) to Sales		14.64	14.57	7.22	3.29	9.05	(3.33)
EBITDA Margin to Sales		37.96	39.82	32.04	24.35	22.93	1.00
Return on Shareholders' Funds		19.37	23.20	15.43	7.73	15.82	(2.01)
Return on Capital employed		34.99	44.18	34.08	23.27	13.52	(1.26)
Shareholders' Funds		54.57	53.68	46.49	41.41	29.33	26.77
Return on Equity		10.51	12.01	7.43	4.68	13.99	(1.59)
Liquidity Ratios							
Current ratio	Times	0.88	0.55	0.47	0.48	0.47	0.51
Quick / Acid test ratio		0.43	0.18	0.15	0.19	0.26	0.30
Cash to current liabilities		0.04	0.03	0.02	0.03	0.02	0.03
Cash flow from operations to sales		0.32	0.36	0.25	0.26	0.20	0.08
Operating cash flow to capital expenditures		10.24	7.73	7.22	8.39	1.89	0.09
Cash flow coverage ratio		1.20	1.20	0.53	0.37	0.16	0.02
Investment /Market Ratios							
Earnings/(Loss) per Share	Rs.	21.47	22.79	11.50	4.62	8.69	-0.92
Price Earnings ratio	Times	10.63	7.40	7.54	13.05	15.08	-68.31
Price to Book ratio	%	109.96	83.88	48.56	46.03	197.18	109.07
Dividend Yield ratio		4.38	8.89	0.00	0.00	0.00	0.00
Dividend Payout ratio		46.58	65.83	0.00	0.00	0.00	0.00
Cash Dividend per share		10.00	15.00	-	-	-	-
Market value per share at the year end	Rs.	228.13	168.65	86.63	60.33	131.07	63.04
Breakup value per share							
i. Without Surplus on Revaluation of property, plant and equipment		110.83	98.23	74.49	59.84	54.95	45.86
ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments		207.47	201.07	178.39	131.07	66.47	57.80
Free Cash Flow	Rs. in million	10,202	12,067	8,710	7,830	4,290	443
Economic Value Added (EVA)	million	575	(2,128)	(3,044)	(2,485)	(969)	(4,401)
Capital Structure							
Financial leverage ratio	Times	0.19	0.23	0.43	0.75	1.80	2.06
Weighted average cost of debt	%	14.36	24.02	18.22	10.77	9.05	14.41
Debt to Equity ratio	Times	0.35	0.47	1.03	1.63	2.15	2.55
Net assets per share	Rs.	207.47	201.07	178.39	131.07	66.47	57.80
Interest Cover	Times	8.98	5.04	3.62	2.92	2.75	0.16
Activity / Turnover Ratios							
Total Assets turnover ratio	%	38.86	41.25	45.48	51.68	43.41	13.77
Fixed Assets turnover ratio		43.92	45.89	51.21	59.94	51.53	16.15
No. of Days in Inventory	Days	90	88	76	65	70	150
No. of Days in Receivables		13	14	13	12	13	18
No. of Days in Payables		97	95	97	93	108	210
Operating cycle		6	7	(8)	(15)	(26)	(42)
Employee Productivity ratios							
Production per Employee	Tons	1889	2114	2380	3001	3110	1589
Revenue per Employee	Rs. in million	46	45	43	40	30	14
Others							
Spares Inventory as % of Assets Cost	%	3%	3%	3%	3%	4%	4%
Maintenance Cost as % of Operating Expenses		1%	1%	1%	0%	1%	1%



# ANALYSIS OF STATEMENT OF FINANCIAL POSITION

	2025	2024	2023	2022	2021	2020
-----Rupees in million-----						
Share capital and reserves	25,174.92	22,313.46	16,921.45	13,593.07	12,481.13	10,417.09
Surplus on revaluation of fixed assets	21,952.07	23,358.39	23,599.99	16,178.27	2,618.16	2,711.13
Long term liabilities	26,129.81	24,688.93	27,755.93	24,331.69	18,596.26	21,566.66
Current liabilities	13,110.07	14,717.17	18,877.99	17,787.50	17,785.35	14,339.63
<b>Total equity and liabilities</b>	<b>86,366.86</b>	<b>85,077.94</b>	<b>87,155.37</b>	<b>71,890.53</b>	<b>51,480.90</b>	<b>49,034.52</b>
Non current assets	74,880.45	76,974.72	78,241.79	63,422.71	43,098.36	41,708.39
Current assets	11,486.41	8,103.22	8,913.58	8,467.82	8,382.55	7,326.13
<b>Total assets</b>	<b>86,366.86</b>	<b>85,077.94</b>	<b>87,155.37</b>	<b>71,890.53</b>	<b>51,480.90</b>	<b>49,034.52</b>
-----%-----						
Share capital and reserves	29.15	26.23	19.42	18.91	24.24	21.24
Surplus on revaluation of fixed assets	25.42	27.46	27.08	22.50	5.09	5.53
Long term liabilities	30.25	29.02	31.85	33.85	36.12	43.98
Current liabilities	15.18	17.30	21.66	24.74	34.55	29.24
<b>Total equity and liabilities</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Non current assets	86.70	90.48	89.77	88.22	83.72	85.06
Current assets	13.30	9.52	10.23	11.78	16.28	14.94
<b>Total assets</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>	<b>100.00</b>
Horizontal analysis (i)						
Cumulative						
Share capital and reserves	139.36	112.16	60.89	29.24	18.67	(0.95)
Surplus on revaluation of fixed assets	605.50	650.70	658.46	419.94	(15.86)	(12.87)
Long term liabilities	136.86	123.80	151.60	120.56	68.57	95.50
Current liabilities	194.57	230.68	324.16	299.66	299.61	222.19
<b>Total equity and liabilities</b>	<b>196.68</b>	<b>192.25</b>	<b>199.39</b>	<b>146.95</b>	<b>76.84</b>	<b>68.44</b>
Non current assets	225.00	234.08	239.58	175.27	87.05	81.02
Current assets	89.20	33.48	46.83	39.48	38.08	20.68
<b>Total assets</b>	<b>196.68</b>	<b>192.25</b>	<b>199.39</b>	<b>146.95</b>	<b>76.84</b>	<b>68.44</b>
Horizontal analysis (ii)						
Year vs Year						
Share capital and reserves	12.82	31.86	24.49	8.91	19.81	(0.84)
Surplus on revaluation of fixed assets	(6.02)	(1.02)	45.87	517.93	(3.43)	(3.73)
Long term liabilities	5.84	(11.05)	14.07	30.84	(13.77)	11.93
Current liabilities	(10.92)	(22.04)	6.13	0.01	24.03	48.02
<b>Total equity and liabilities</b>	<b>1.51</b>	<b>(2.38)</b>	<b>21.23</b>	<b>39.65</b>	<b>4.99</b>	<b>15.98</b>
Non current assets	(2.72)	(1.62)	23.37	47.16	3.33	15.07
Current assets	41.75	(9.09)	5.26	1.02	14.42	21.49
<b>Total assets</b>	<b>1.51</b>	<b>(2.38)</b>	<b>21.23</b>	<b>39.65</b>	<b>4.99</b>	<b>15.98</b>

# ANALYSIS OF STATEMENT OF PROFIT OR LOSS

	2025	2024	2023	2022	2021	2020
-----Rupees in million-----						
Net turnover	33,308.61	35,519.27	36,165.27	31,879.21	21,817.61	6,286.95
Cost of sales	(22,865.09)	(23,756.01)	(26,755.88)	(24,676.10)	(17,699.66)	(6,390.05)
Gross profit/(loss)	10,443.52	11,763.26	9,409.38	7,203.11	4,117.95	(103.09)
Distribution cost	(147.42)	(171.16)	(141.77)	(119.46)	(118.60)	(252.70)
Administrative expenses	(458.54)	(309.97)	(168.70)	(134.23)	(128.39)	(108.60)
Other income / (charges)	(324.51)	(92.96)	(169.61)	(348.59)	149.76	101.77
Operating profit/(loss)	9,513.06	11,189.18	8,929.31	6,600.83	4,020.72	(362.63)
Finance cost	(1,408.26)	(2,805.96)	(3,197.65)	(2,656.19)	(1,817.68)	(392.75)
Profit/(loss) before taxation	8,104.80	8,383.22	5,731.66	3,944.65	2,203.04	(755.38)
Taxation	(3,228.70)	(3,207.05)	(3,120.55)	(2,894.38)	(228.58)	545.76
Profit/(loss) after taxation	4,876.10	5,176.17	2,611.11	1,050.27	1,974.46	(209.62)
-----%-----						
Vertical analysis						
Net turnover	100.00	100.00	100.00	100.00	100.00	100.00
Cost of sales	(68.65)	(66.88)	(73.98)	(77.40)	(81.13)	(101.64)
Gross profit/(loss)	31.35	33.12	26.02	22.60	18.87	(1.64)
Distribution cost	(0.44)	(0.48)	(0.39)	(0.37)	(0.54)	(4.02)
Administrative expenses	(1.38)	(0.87)	(0.47)	(0.42)	(0.59)	(1.73)
Other income / (charges)	(0.97)	(0.26)	(0.47)	(1.09)	0.69	1.62
Operating profit/(loss)	28.56	31.50	24.69	20.71	18.43	(5.77)
Finance cost	(4.23)	(7.90)	(8.84)	(8.33)	(8.33)	(6.25)
Profit/(loss) before taxation	24.33	23.60	15.85	12.37	10.10	(12.02)
Taxation	(9.69)	(9.03)	(8.63)	(9.08)	(1.05)	8.68
Profit/(loss) after taxation	14.64	14.57	7.22	3.29	9.05	(3.33)
Horizontal analysis (i)						
Cumulative						
Net turnover	229.09	250.94	257.32	214.97	115.56	(37.88)
Cost of sales	212.76	224.95	265.99	237.54	142.11	(12.59)
Gross profit/(loss)	271.57	318.52	234.77	156.28	46.51	(103.67)
Distribution cost	(11.68)	2.54	(15.07)	(28.43)	(28.94)	51.40
Administrative expenses	370.12	217.79	72.96	37.62	31.63	11.34
Other income / (charges)	35.98	(61.05)	(28.93)	46.07	(162.76)	(142.65)
Operating profit/(loss)	312.25	384.89	286.96	186.05	74.24	(115.71)
Finance cost	1,384.00	2,856.87	3,269.63	2,699.05	1,815.45	313.88
Profit/(loss) before taxation	266.29	278.87	159.04	78.27	(0.44)	(134.14)
Taxation	467.77	463.96	448.75	408.98	(59.80)	(195.97)
Profit/(loss) after taxation	196.60	214.85	58.82	(36.12)	20.10	(112.75)
Horizontal analysis (ii)						
Year vs Year						
Net turnover	(6.22)	(1.79)	13.44	46.12	247.03	(35.41)
Cost of sales	(3.75)	(11.21)	8.43	39.42	176.99	(15.91)
Gross profit/(loss)	(11.22)	25.02	30.63	74.92	(4,094.36)	(104.83)
Distribution cost	(13.87)	20.73	18.67	0.72	(53.07)	38.55
Administrative expenses	47.93	83.74	25.68	4.55	18.22	(24.09)
Other income / (charges)	249.10	(45.19)	(51.34)	(332.76)	47.16	(147.27)
Operating profit/(loss)	(14.98)	25.31	35.28	64.17	(1,208.78)	(122.75)
Finance cost	(49.81)	(12.25)	20.38	46.13	362.80	45.09
Profit/(loss) before taxation	(3.32)	46.26	45.30	79.06	(391.65)	(157.09)
Taxation	0.68	2.77	7.81	1,166.24	(141.88)	(202.42)
Profit/(loss) after taxation	(5.80)	98.24	148.61	(46.81)	(1,041.91)	(126.52)





# DIRECT METHOD STATEMENT OF CASH FLOWS

Rupees in million	2025	2024
<b>Cash flows from operating activities</b>		
Cash receipt from customers-net	51,045	49,282
Cash paid to suppliers and employees	(37,585)	(35,242)
<b>Cash generated from operations</b>	<b>13,460</b>	<b>14,040</b>
Income tax paid	(2,649)	(1,597)
Final tax paid	(17)	-
Long term deposits - net	(26)	264
Gratuity paid	(30)	(18)
Earned leaves paid	(47)	(56)
	(2,769)	(1,406)
<b>Net cash generated from operating activities</b>	<b>10,691</b>	<b>12,634</b>
<b>Cash Flow from Investing Activities</b>		
Capital expenditure incurred	(1,044)	(1,634)
Proceeds from disposal of property, plant and equipment	32	148
Receipt of return on bank deposits	73	30
Proceeds from redemption of short term investment	5,847	652
Short term investment made	(8,619)	(164)
<b>Net Cash used in investing activities</b>	<b>(3,712)</b>	<b>(968)</b>
<b>Cash Flow from Financing Activities</b>		
Repayment of long-term financing	(5,738)	(6,450)
Proceeds from long-term financing	2,000	1,000
Proceeds from / (repayment of) short-term borrowings - net	2,122	(1,530)
Finance cost paid	(1,833)	(3,493)
Dividend paid	(3,390)	(1,122)
<b>Net Cash used in financing activities</b>	<b>(6,839)</b>	<b>(11,595)</b>
<b>Net increase in cash and cash equivalents</b>	<b>140</b>	<b>71</b>
<b>Cash and cash equivalents at beginning of the year</b>	<b>415</b>	<b>344</b>
<b>Cash and cash equivalents at end of the year</b>	<b>555</b>	<b>415</b>

## SHARIAH COMPLIANCE RATIOS

Shariah Ratios	Benchmark	2025	2024	Status
Interest bearing debt to total assets	<37%	8.90%	9.76%	✓
Illiquid assets to total assets	>25%	93.35%	96.74%	✓
Net liquid assets vs market price per share (MPPS)	> MPPS	38.23	48.80	✓



# COMMENTARY ON SIX YEARS FINANCIAL PERFORMANCE

## FINANCIAL POSITION AND PERFORMANCE

Over the six-year period under review the Company's asset base expanded significantly as major capital projects were completed and brought onstream. The new production line (Line-3) was capitalized in 2020, followed by the commissioning of a 24 MW Circulating Fluidized Bed (CFB) power plant and a 12 MW Waste Heat Recovery (WHR) plant in 2021. The new head office building was completed and capitalized in 2024, further strengthening the Company's administrative infrastructure. During the current year, the Company did not undertake any large-scale capital additions, focusing instead on consolidation and cash generation.

In FY2025, the cement industry witnessed a decline of around 3% in local sales volumes. The Company's sales volumes fell more sharply by 12.28%, from 2,362 thousand tons to 2,072 thousand tons. While ex-factory prices remained broadly stable, the doubling of Federal Excise Duty widened the gross-to-net gap despite lower sales volumes, resulting in net turnover of Rs. 33,309 million compared to Rs. 35,519 million in FY2024. The gross-to-net deduction reached Rs. 17,549 million, versus Rs. 13,716 million last year. There were no export sales during the year.

Profitability over the six years reflects a consistent improvement from FY2020 onwards, though FY2025 marked some easing of margins. The shift in mineral royalty from Rs. 250 per ton to 6% of ex-factory price materially increased raw material costs, while the decline in production volumes created under-absorption of fixed costs. These adverse factors were partly offset by reliance on captive power plants, which reduced exposure to higher national grid tariffs and fixed charges. In addition, greater use of local coal cushioned the impact of volatility in imported coal. Consequently, gross profit declined to Rs. 10,444 million (FY2024: Rs. 11,763 million), while operating profit reduced to Rs. 9,513 million (FY2024: Rs. 11,189 million). Gross margin stood at 31.4% (FY2024: 33.1%), EBITDA margin at 38.0% (FY2024: 39.8%), and operating margin at 28.6% (FY2024: 31.5%). The net margin remained broadly steady at 14.6%, highlighting the underlying resilience of the business.

Finance costs, which had risen in earlier years due to expansion-related borrowings and elevated interest rates, showed a marked decline in FY2025. With the Company fully repaying loans associated with its prior expansion project through internally generated cash flows, and with a reduction in the monetary policy rate providing further relief, finance charges decreased to Rs. 1,408 million from Rs. 2,806 million in the prior year — a reduction of nearly one-half. Taxation continued to weigh heavily on bottom-line profitability. The effective tax rate stood at approximately 39.8%, reflecting the continuation of super tax at 10% in addition to the corporate tax rate of 29%. The Company recorded a tax charge of Rs. 3,229 million (FY2024: Rs. 3,207 million) against a profit before tax of Rs. 8,105 million (FY2024: Rs. 8,384 million). After tax, profit amounted to Rs. 4,876 million compared to Rs. 5,176 million last year. Earnings per share were Rs. 21.47 (FY2024: Rs. 22.79).

## CASHFLOWS & LIQUIDITY

Cash flows over the six years remained closely aligned with profitability, enabling investments in production capacity, power generation facilities, and the head office building, as well as the repayment of debt. In FY2025, strong operating cash flows were achieved through profitability and effective working-capital management, including just-in-time practices that reduced inventory exposure and lowered associated holding costs. This, in turn, enabled both debt retirement and dividend distribution without compromising liquidity. Liquidity indicators improved further during the year, supported by a lower debt burden and healthy operating cash inflows. The balance sheet is now significantly less leveraged, providing greater financial flexibility and capacity to withstand cyclical pressures.

## DISTRIBUTION OF PROFITS

Shareholders continued to benefit from sustained distributions, though in line with reduced earnings, the Board approved a dividend of Rs. 10 per share for FY2025, compared with Rs. 15 per share in the prior year. The payout ratio of 46.6% (FY2024: 65.8%) reflects a balance between rewarding shareholders and maintaining prudent capital reserves.

## GOING FORWARD

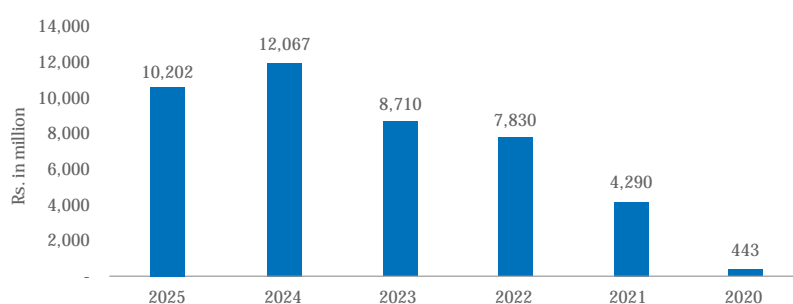
Taken together, the six-year journey demonstrates the Company's ability to transform from the challenging conditions of FY2020 into a position of financial strength and operational efficiency. Despite the contraction in volumes and rising statutory costs in FY2025, profitability was preserved at healthy levels, finance costs were sharply reduced, and the balance sheet was further de-risked. With fundamentals in place and financial flexibility restored, the Company is well-positioned to navigate industry cycles and sustain value creation for its stakeholders.



# ANALYSIS OF FREE CASH FLOWS

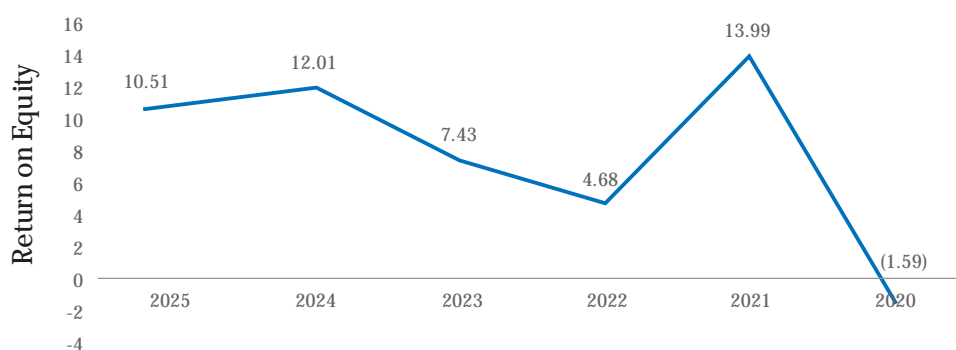
Free Cash Flows have strengthened significantly over the past six years, reflecting the Company's improved profitability, disciplined maintenance capital expenditure and effective working capital management. Starting from a modest level of Rs. 443 million in FY2020, Free Cash Flows rose to Rs. 4,290 million in FY2021 as new cement plant and power plants contributed to higher operating cash generation. In FY2022, Free Cash Flows increased further to Rs. 7,830 million and continued to build momentum in FY2023 at Rs. 8,710 million. FY2024 marked the peak of the period with Free Cash Flows of Rs. 12,067 million, supported by robust earnings and efficient cash conversion. In FY2025, Free Cash Flows stood at Rs. 10,202 million, lower than the preceding year mainly due to reduced earnings on account of lower sales volumes and higher charges on account of royalty on minerals. Despite this moderation, the Company continued to generate strong cash flows, comfortably funding debt repayments and dividend distributions.

Overall, the trajectory from FY2020 to FY2025 underscores a transformation in the Company's cash generation ability, ensuring financial flexibility and supporting its capacity to sustain shareholder returns and future growth.



## DUPONT ANALYSIS

Particulars	Unit	2025	2024	2023	2022	2021	2020
Profit Margin	%	14.64	14.57	7.22	3.29	9.05	(3.33)
Asset Turnover	Times	0.39	0.41	0.45	0.52	0.43	0.14
Equity Multiplier	Times	1.83	1.86	2.15	2.41	3.41	3.74



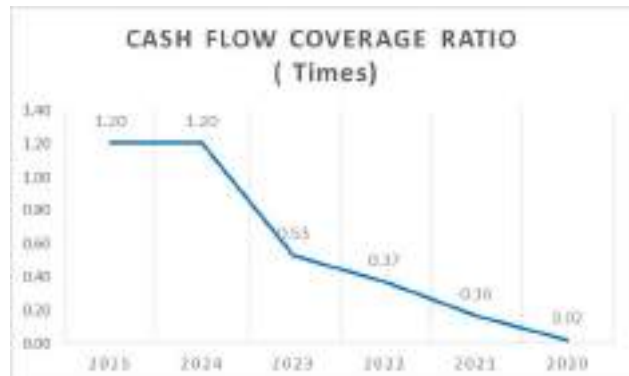
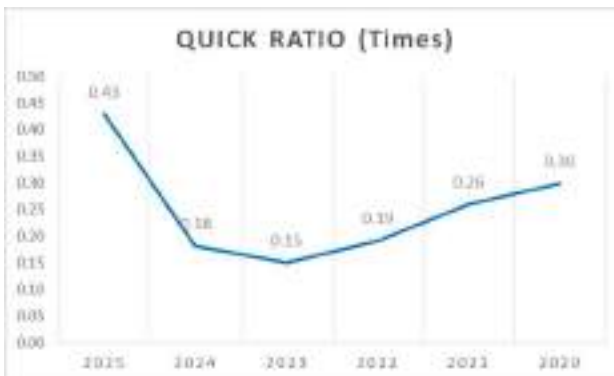
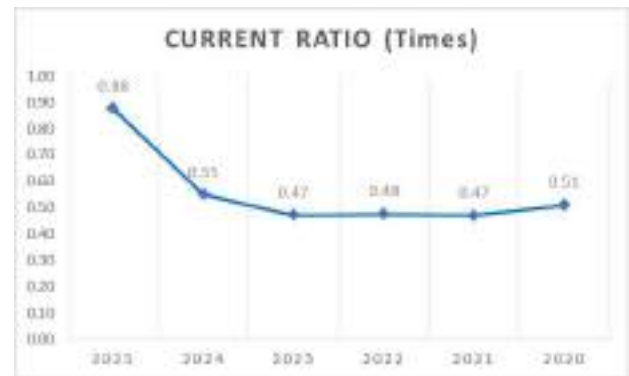
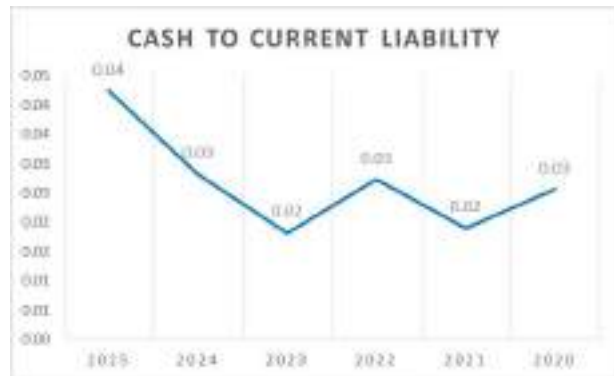
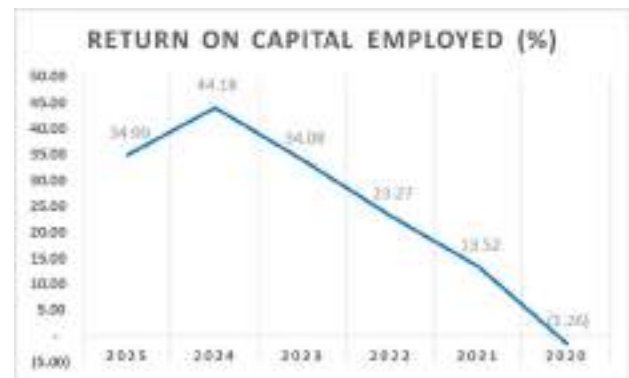
The analysis shows how returns have evolved through distinct phases over the review period. In the early stage, negative margins translated into a loss position, despite high leverage. This was followed by a strong rebound as margins improved and financial gearing amplified results, delivering double-digit returns. Subsequent performance moderated when profitability came under pressure, and although asset utilization remained efficient, returns softened.

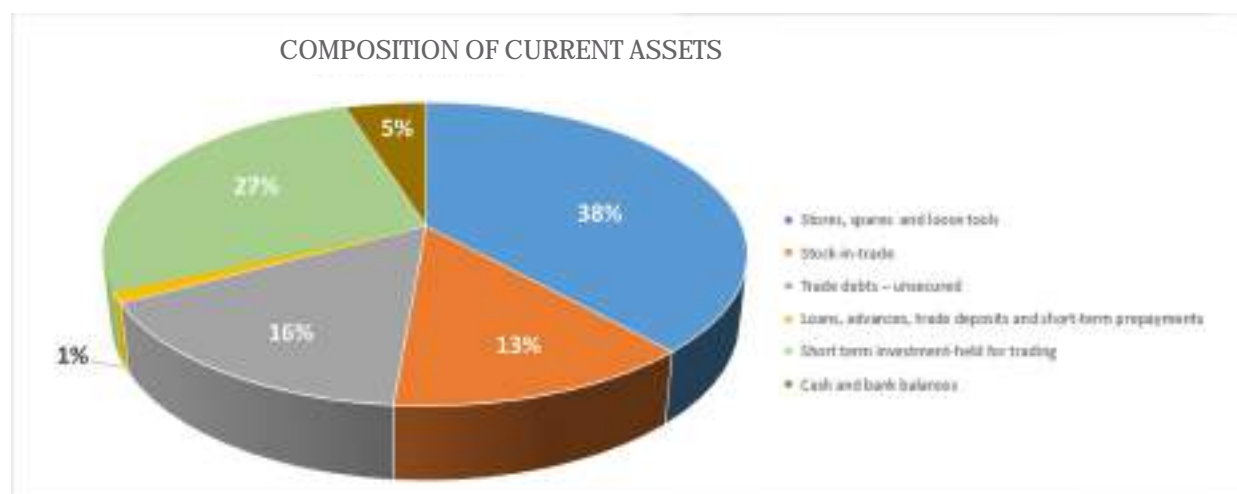
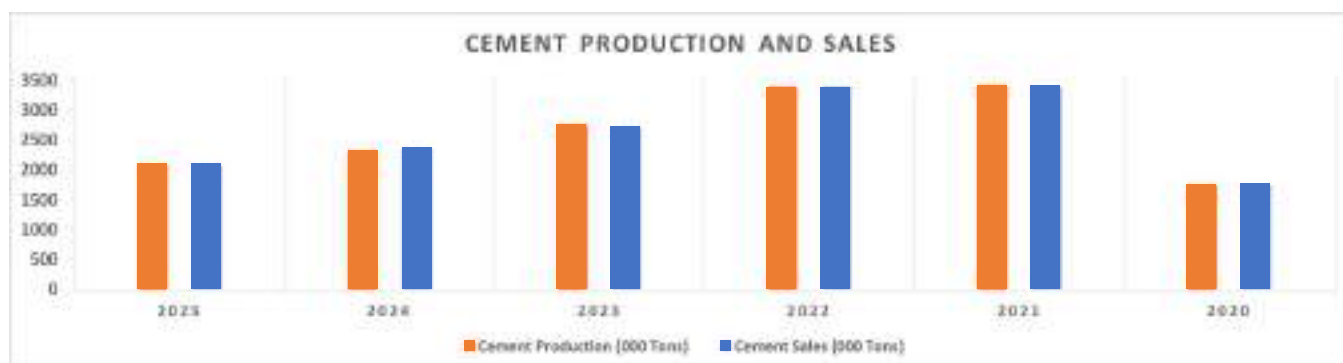
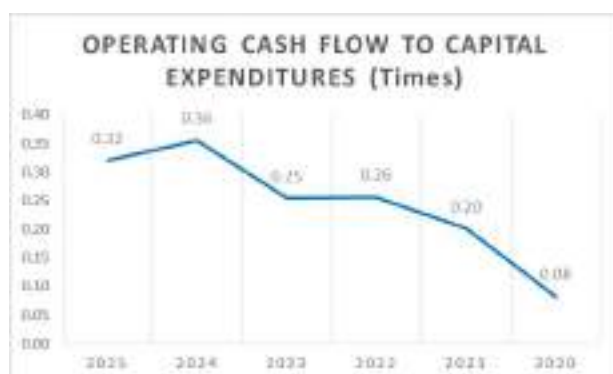
Last two years reflects a shift towards stability. Margins strengthened considerably, while leverage declined as borrowings were repaid, resulting in healthier but more balanced returns. Profitability is now the main driver, with efficiency and a lighter capital structure ensuring that performance is less dependent on financial risk. Overall, the trend demonstrates a transition from reliance on leverage to sustainable operating strength as the foundation of shareholder returns.





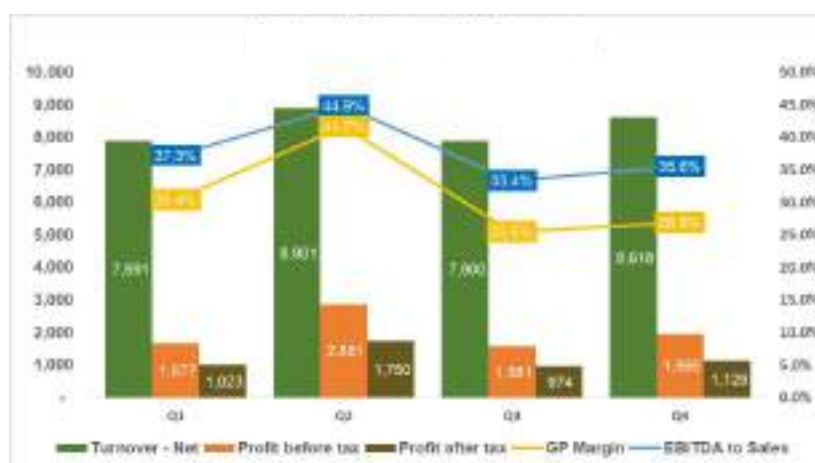
# GRAPHICAL PRESENTATION





# ANALYSIS OF QUARTERLY PERFORMANCE

Rupees in million	FY 2025 Actual					FY 2024 Actual
	Q1	Q2	Q3	Q4	Total	
Turnover - Net	7,891	8,901	7,900	8,618	33,309	35,519
Cost of sales	5,490	5,190	5,884	6,300	22,865	23,756
Gross profit	2,401	3,710	2,015	2,317	10,444	11,763
Distribution costs	41	37	40	30	147	171
Admin expense	137	113	120	88	459	310
Other operating expense	106	365	101	70	641	526
Other income	(53)	(33)	(112)	(119)	(317)	(434)
Finance cost	493	347	286	282	1,408	2,806
Profit before tax	1,677	2,881	1,581	1,966	8,105	8,383
Taxation	654	1,131	607	837	3,229	3,207
Profit after tax	1,023	1,750	974	1,129	4,876	5,176



## METHODS AND ASSUMPTIONS USED IN COMPILING THE INDICATORS

Key Performance Indicators (KPI's) are the vital indicators of progress toward an intended result. KPI's provide a direction for strategic and operational improvement, create an analytical basis for decision making and help priorities on what matters the most.

Following is the step-by-step methodology used by management in compiling the indicators:

- 1) Select and design performance measures that are meaningful
- 2) Bring measures to business in a consistent way using the right data
- 3) Design insightful and actionable KPI's that are focused on improvement
- 4) Convincingly hit performance targets and make measurement about transformation

As a general rule of thumb, the best KPI's are related to revenue and GP margin. The Company has ranked revenue and GP margin related KPI's as the best indicator of performance.

## SEGMENTAL REVIEW

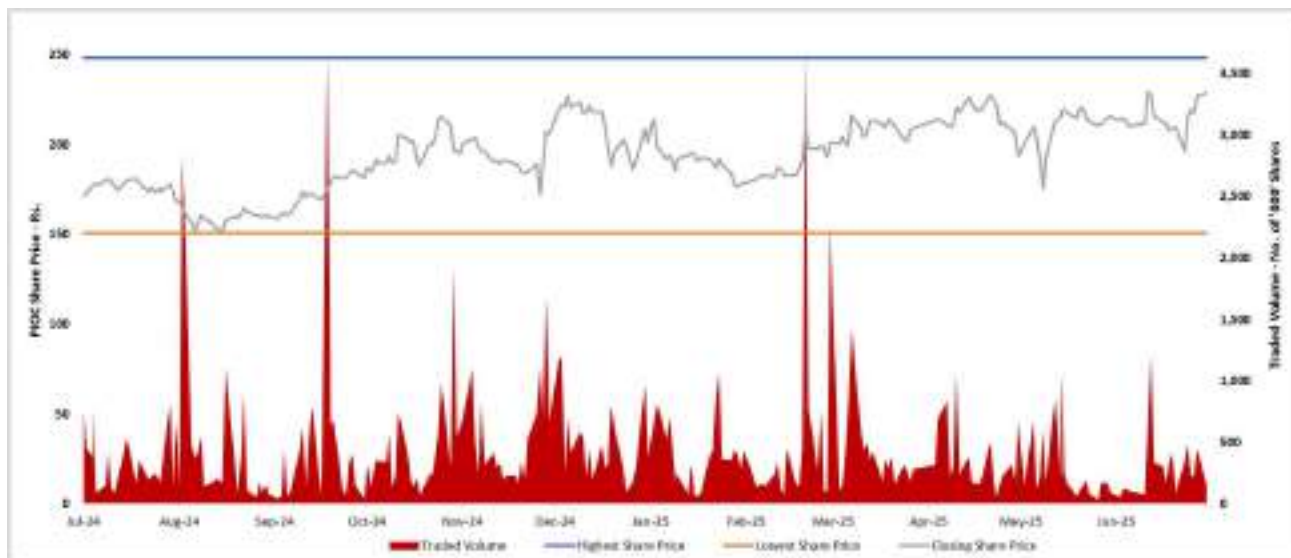
An operating segment is a component of the Company that engages in business activities from which it earns revenues and incurs expenses and whose operating results are regularly reviewed by the management to make decisions. However, the activities of Pioneer Cement Limited are classified into one operating segment, therefore, the Company is not subject to reporting under segment review.

## CEO'S PRESENTATION ON THE COMPANY'S BUSINESS PERFORMANCE

The CEO's briefing on business performance of the Company and future outlook is uploaded on website of the Company under investor information section. Below is the link of section;  
<http://pioneercement.com/about-us/investors-information>



# SENSITIVITY ANALYSIS OF SHARE PRICE



## SHARE PRICE SENSITIVITY ANALYSIS

Pioneer Cement Limited was incorporated in Pakistan as a public company limited by shares on February 09, 1986. The shares of the Company are quoted on Pakistan Stock Exchange. Share price in general is effected by number of factors. Primary factors that immediately impact share price is financial performance of Company and general public sentiment towards political environment of the country. In compliance with laws and regulations issued by competent authority, the Company disseminates price sensitive information timely on designated data portals and website.

Brief synopsis of performance of the Company's share during financial year 2025 is:

	Rs. per share
Highest Share Price	248.00
Lowest Share Price	150.50
Average Share Price	194.18
Closing Share Price - Jun 30, 2025	228.13

The equity profile of the Company on June 30, 2025 is:

Number of Shares	227,148,793
Free Float - Number	102,216,957
Free Float - %	45%
Total Market Capitalization (Rs.)	51,819,454,147

Key Variables / Factors effecting share price are:

### SELLING PRICE

A marginal alteration in the price of a cement bag can exert a substantial influence on the Company's overall profitability, potentially leading to notable shifts in its financial performance.

### OPERATIONAL COST

The Company's operations are heavily focused on energy-related activities, with fuel and power accounting for nearly 57% of its total manufacturing expenses. To mitigate reliance on the national grid, the Company has established its own power generation plants. Nevertheless, as coal plays a significant role in fuel and power generation, the Company is susceptible to fluctuations in international coal prices, which can subsequently affect its stock price.

### INTEREST RATE

The cement industry is highly capital-intensive, requiring significant upfront investment as well as continuous expenditure for maintenance and capacity expansion. Pioneer Cement Limited, similar to other players in the sector, historically carried a considerable debt burden. However, through the early settlement of its financing obligations, the Company has reduced its exposure to interest rate volatility. As a result, any movement in policy interest rates, whether upward or downward, will directly influence its profitability.

# 7

## IT GOVERNANCE AND CYBER SECURITY

Cyber Risk and Board's Responsibility	103	Contingency and Disaster	
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# IT GOVERNANCE AND CYBER SECURITY

## CYBER RISK AND BOARD'S RESPONSIBILITY

Cyber security attacks are among the gravest risks that businesses face today, therefore, stakeholders want to better understand how companies are preparing for and responding to cyber security incidents. The management and the Board have a clear understanding of potential cyber threats. In order to evaluate and implement the appropriate response plan, the Board has formed the Risk Management Team through which they apprehend the legal and regulatory implications related to cyber risks, cyber security and data protection. Since the Board is steward of the Company therefore it ensures that adequate policies and related guidelines are in place.

The Board is fully aware of the fact that any failure to provide appropriate oversight might result in damage to the corporate reputation along with the potential liability through litigation from stakeholders, especially investors. Best practices are adopted continuously with an aim to adequately manage and monitor cyber risks. Risk Management Team closely monitors technological advancements to keep the Board updated. There was no breach of cyber security during the year.

## INFORMATION TECHNOLOGY (IT) GOVERNANCE

Comprehensive IT policies and procedures are in place to regulate quality assurance, data and system ownership, information security and responsibility segregation. The Risk Management Team ensures that IT related investments are evaluated, selected and funded effectively in accordance with business needs. MIS department is involved in pertinent decision-making processes to ensure that business requirements are met on time. Management is focused on establishing a framework for IT governance by aligning IT strategy with overall business strategy in order to manage risk effectively and optimize resource utilization.

## CYBER SECURITY PROGRAM

While overseeing cyber security plans, the Board applies the same approach that they apply to other business risks. A risk preparedness oversight approach addresses issues related to culture that cyber security risk is not only an IT concern but also an enterprise-wide business issue. When establishing an oversight framework, the Board has established the right structure, hires the right people and inculcates a culture to address issues related to policies and processes. The MIS department of the Company has separately prepared IT related disaster recovery and business continuity plan, this is to make sure that in case cyber incidents occur, the Company has the right team to respond with planned protocols to reduce any negative consequences.

Specific to cement sector, the Central Control Room (CCR) integrates the advanced technologies to control complete manufacturing process and to monitor equipment performance. Therefore, protection from Cyber Security attacks is of paramount importance.

On the industry trend, manufacturing companies are seeing an increase in cyber-related risks associated with the control systems used to manage operations. These systems can range from programmable logic controllers and distributed control systems to industrial IoT devices. Collectively, these control systems make up the operational technologies that allow facilities to operate.

## OVERSIGHT OF IT GOVERNANCE AND THE CYBER SECURITY RISK BY THE BOARD

The Board is charged with overseeing the Company's cyber security risk. In response to new challenges, the Board has a charter which includes following:

1. That cyber security risk is not only an IT concern but also an enterprise-wide business issue
2. Directors need to be familiar with the legal implications of cyber risks related to the Company
3. Board should be equipped with adequate access to cyber security expertise
4. Discussions about cyber-risk management should be given regular and adequate time on board meeting agenda
5. Management should be provided with the guidelines to establish an enterprise-wide cyber risk management framework with adequate staffing and budget

### OVERSIGHT OF IT GOVERNANCE AND CYBER SECURITY BY THE BOARD

The Board manages the oversight of IT governance and cyber security risks through Risk Management Team which is tasked to devise policies. In this regard, the Board has specifically delegated its powers to the CEO of the Company to look after the matters.

### EARLY WARNING SYSTEM

Global trends have shown that cyber criminals typically attack private institutions with the goal of acquiring data, primarily targeting personal data and intellectual property. In order to protect Company's and employee's data, the Risk Management Team regularly conducts the training and education programs for awareness of employees regarding early signs of cyber security breach. In this regard, a comprehensive manual is designed which features early signs such as slow browser, an unexplainable increase in popup messages, sudden computer or program crashes, and suspicious anti-virus warnings. Employees are advised to immediately contact designated helpdesk established for the purpose.

### SECURITY ASSESSMENT OF TECHNOLOGY ENVIRONMENT

With ever-increasing importance of data and related cyber security breaches, The Companies across the globe are giving special emphasis on data security. The Board is well aware of its responsibilities to support and participate in the development, implementation and enforcement of information security policies. In this regard, the Board has tasked Risk Management Team to carry out comprehensive security assessment internally prior to hiring independent expert. The team is currently in process of evaluating the security assessment internally.

### CONTINGENCY AND DISASTER RECOVERY PLAN FOR POSSIBLE IT FAILURE OR CYBER BREACH

The Board recognize the importance of business continuity and disaster recovery plans and accordingly has devised these plans as per the best global practices. These plans prescribe the recommended procedures in the event of an actual emergency situation. The MIS department of the Company has separately prepared IT related disaster recovery and business continuity plan, this is to make sure that in case cyber incidents occur, the Company has the right team to respond with planned protocols to reduce any negative consequences.

### DISCLOSURE OF ADVANCEMENT IN DIGITAL TRANSFORMATION

The Fourth Industrial Revolution heralds an era of tremendous potential for innovation and growth. Digital transformations are revolutionizing all aspects of business operations. The right application of technology leads to more informed decision making, new opportunities for upskilling and cross-functional collaboration. Depending on needs and based on cost versus benefit analysis, the Company is using a mix of cloud based and onsite system.

The Company is using weigh bridge linked dispatch recording system to mitigate the chances of human error by eliminating manual data input.

After the evolvement of artificial intelligence in businesses particularly manufacturing sector, The Company is also evaluating the use of RPA, block chain and other techniques of artificial intelligence to further streamline its processes.

### EDUCATION AND TRAINING OF EMPLOYEES TO MITIGATE CYBER SECURITY RISKS

The Company encourages employees to follow cyber security protocols and for this purpose has develop a comprehensive training program. Key points of the program are listed as follows:

- Educate employees in cyber security, especially to:
  1. Protect from phishing attacks
  2. SOP to use strong passwords and change regularly
  3. Use updated versions of software
  4. Introduce multifactor authentication for logins
  5. Instructions to use secure Wi-Fi and VPN's and
  6. Install updated virus protection software and firewall
- Use software to monitor and protect endpoints
- Establish and set up proper data backups.
- Protect sensitive data with encryption.
- Adopt a zero-trust security model.
- Inject cyber security into work culture DNA



# 8 FUTURE OUTLOOK

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# FORWARD LOOKING STATEMENT

## Global Outlook

The global economic landscape is undergoing a gradual recovery, supported by moderating inflation, easing interest rates in major economies and renewed investment sentiment. Growth prospects remain uneven, however, as geopolitical uncertainties, volatile commodity markets and supply chain realignments continue to present risks. In parallel, regulatory pressures for decarbonization and sustainable practices in manufacturing, especially in carbon-intensive industries like cement, are intensifying. Businesses are increasingly required to adopt environmentally responsible models to remain competitive in global markets.

At the same time, the rapid integration of artificial intelligence and digitalization into core operations is reshaping efficiency standards, supply chain management and market competitiveness. Companies that effectively leverage these technological shifts while addressing climate-related regulatory challenges will be better positioned to capture growth opportunities.

## National Outlook

Pakistan's economy remains closely tied to global commodity prices and inflation trends. Vulnerability persists due to fiscal imbalances, reliance on IMF programs and external account pressures. Domestic challenges including high energy costs, currency depreciation and political uncertainties, continue to weigh on industrial activity. Sustainable economic recovery requires structural reforms, private sector-led growth and better fiscal discipline.

## Industry Outlook

The cement industry continues to operate under a challenging environment, marked by the doubling of Federal Excise Duty on cement, higher royalty charges on mineral extraction only for Punjab-based plants, elevated energy tariffs, constrained PSDP allocations and sluggish private sector demand. These factors collectively suppressed domestic growth during the year. Exports provided some relief, particularly to south-based producers with seaport access, but the sector overall remains under significant cost pressures and policy uncertainty.

## Company Outlook

Despite external headwinds, the Company maintains a positive outlook. Focus will remain on cost optimization, energy efficiency, and strengthening balance sheet resilience. The Company is also pursuing options for alternative energy sources (such as solar and waste heat recovery), packaging cost reduction (higher PP bag ratio) and operational efficiency measures to safeguard margins and generate value for shareholders.

Following are factors that will affect the operations of the Company in future:

Factors	Impacting Area	Type	Outlook
Market Demand	Revenue	External	Short Term
High Input Cost	Revenue	External	Short Term
Reduction in PSDP allocation	Operations	External	Medium Term
Loss of Human Capital	Resources	Internal	Short Term
Change in Technology	Operations	External	Long Term
Environment	Operations	External	Long Term

The impact of afore mentioned factors, particularly of short-term kind, on key financial indicators is quantified below:

(Rupees in million)	Projected Impact on		
	Revenue	Gross Profit	Profit Before Tax
For each			
10% Increase in Sales Volume	3,331	1,429	1,329
Rs. 10 per Bag Increase in Price	340	340	316
5% Increase in Production Cost	-	(951)	(884)
1% Increase in Policy Rate	-	-	(89)

## IMPACT OF EXTERNAL ENVIRONMENT ON FUTURE OUTLOOK OF THE COMPANY

Type	Explanation	Tenure Impact	Business
Political	<ul style="list-style-type: none"> <li>Political stability and importance of Construction sector in the country's economy.</li> <li>Taxation - tax rates and incentives</li> <li>Industrial safety regulations in the Industrials sector.</li> </ul>	Short Term Short Term Medium Term	High High Moderate
Economic	<ul style="list-style-type: none"> <li>Government intervention in the free market and related Industrial measures</li> <li>Skill level of workforce in Construction and building Materials industry.</li> <li>Labor costs and productivity in the economy</li> <li>Unemployment rate</li> </ul>	Short Term Medium Term Long Term Long Term	Moderate Moderate High Low
Social	<ul style="list-style-type: none"> <li>Demographics and skill level of the population</li> <li>Culture (gender roles, social conventions etc.)</li> <li>Leisure interests</li> </ul>	Long Term Long Term Long Term	Moderate Low Low
Technological	<ul style="list-style-type: none"> <li>Technology's impact on product offering</li> <li>Impact on value chain structure in Industrials sector</li> <li>Recent technological developments</li> </ul>	Long Term Short Term Short Term	High Moderate Moderate
Environmental	<ul style="list-style-type: none"> <li>Climate change</li> <li>Waste management in Industrials sector</li> <li>Attitudes toward "green" or ecological products</li> </ul>	Medium Term Short Term Long Term	High High Moderate

### STATUS OF THE PROJECTS IN PROGRESS

The Company has completed its new head office building in Lahore, the LEED-certified building of its kind. The Company continues to explore renewable energy initiatives to reduce reliance on fossil fuels and improve sustainability credentials.

### DISCLOSURE AGAINST PREVIOUS YEAR'S OUTLOOK

Last year's projections highlighted pressures from coal price volatility, electricity tariff hikes, and inflation-driven cost increases. These challenges largely persisted during the current year. However, the Company's proactive cost-control measures, sales retention efforts, and shift towards efficient energy sources helped mitigate adverse impacts, keeping actual performance broadly aligned with projections.

### ASSUMPTIONS & INFORMATION SOURCES

This forward-looking statement is based on a combination of historical performance, current progress, industry benchmarks and management's professional judgment. In preparing projections, both internal and external information sources were considered, including cross-departmental operational data, market intelligence, competitor activity, regulatory developments and macroeconomic indicators such as interest rate trends, exchange rate movements and energy price forecasts.

In addition to these external reference points, management has made several operating assumptions that underpin the outlook. It is assumed that production facilities, including kiln and captive power plants, will continue operations without material unplanned disruptions, other than routine maintenance and planned stoppages on account of sufficient stock levels. Efficiency initiatives already underway, such as optimization of fuel mix through local and Afghan-origin coal, greater reliance on captive power plant and further improvement in poly-to-paper packaging mix, are expected to deliver targeted cost savings.

The financial projections assume timely servicing of existing debt obligations and continued access to liquidity, with no unexpected tightening of financing. Major liabilities under litigation, including royalty on minerals and super tax, are assumed to remain within estimated provisioning, without any sudden adverse judgments. Management also expects that human resource continuity will be maintained, supported by stable industrial relations and retention of skilled employees. Further, the outlook is premised on the Company's continued ability to maintain its premium market positioning through prudent pricing, controlled distribution and selective capital investment projects executed within allocated timelines and budgets.

These assumptions reflect management's considered view of foreseeable risks and opportunities, while recognizing that actual results may differ materially due to external uncertainties outside the Company's control.

### THE COMPANY'S ABILITY TO RESPOND TO THE CHALLENGES

Economic and political difficulties are part and parcel of operations in developing markets and ours is no exception. The Company will forge ahead with a renewed emphasis on how to be better at every process. The management of the Company is fully aware of challenging circumstances going forward and is confident of its abilities, sufficiency and availability of its capitals to face uncertainty and future risks. Following are the Capitals that enhance Company's ability to respond to new challenges.

Human Capital:	Skilled workforce of over 1,000 employees.
Intellectual Capital:	Strong brand recognition in the market.
Social and Relationship Capital:	Active CSR engagement in local communities.
Natural Capital:	Environmentally responsible operations.
Financial Capital:	Stable cash flow generation and balance sheet.
Manufactured Capital:	Flexible and efficient production lines.

### COMPANY'S RESEARCH AND DEVELOPMENT INITIATIVES

As part of our cost optimization and sustainability strategy, the Company is actively exploring renewable energy options to reduce dependence on fossil fuels. With fuel and energy costs making up a significant portion of our production expenses, this initiative aims to achieve substantial cost savings while minimizing our environmental footprint. By transitioning to these alternatives, we expect to reduce our energy costs, lower greenhouse gas emissions, enhance energy independence and improve our brand reputation.





# 9

## STAKEHOLDERS RELATIONSHIP AND ENGAGEMENT

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# STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT




























## STAKEHOLDERS' ENGAGEMENT POLICY

The stakeholders' engagement policy provides direction on identification and how to engage stakeholders. It facilitates gaining stakeholders inputs and responding to their needs. It supports coherence in engagement of stakeholders with the aim to improve transparency and accountability, build trust and ownership, draw on stakeholders' expertise and enhance delivery of results. The Company acknowledges and honors the trust reposed by our stakeholders. The Company strives to enforce a transparent relationship with them. For this purpose, the Company conducts frequent interactions to communicate its financial and operational performance, outlook, regulatory and economic environment. The key objectives of stakeholder policy are:

- Increase participation in sessions
- Enhance contribution to the design, implementation, monitoring and evaluation
- Facilitate understanding of policies and priority action points
- Enable the Company to understand and respond to their perceptions and interests

Stakeholders are identified through stakeholder analysis tools on the basis of their interest and influence in business.

## STAKEHOLDERS' ENGAGEMENT PROCESS AND THE FREQUENCY

Stakeholder	Category	Communication Mode	Interest	Influence	Expectation	Frequency
Institutional Investor	External	   	●	●	Return on investment	Quarterly, Annually, Need Basis
General Shareholder	Internal	  	●	●	Return on investment	Annually, Need Basis
Sponsor	Internal	  	●	●	Return on capital employed, Payback period	Daily, Monthly, Quarterly, Annually
Customer	External	 	●	●	Higher product quality, Order fulfillment	Need Basis
Supplier	External	 	●	●	Timely payments, Contract compliance	Need Basis
Financial Institution	External	  	●	●	Debt servicing	Monthly, Need Basis
Statutory Bodies	External	 	●	●	Fair presentation, Timely compliance	Need Basis
Employees	Internal	 	●	●	Health & Safety, Market based remuneration, Job security, Personal development	Daily, Monthly, Quarterly, Annually
Community	External		●	●	Environmental safety, Corporate social responsibility, Growth & innovation	Need Basis
Media	External	 	●	●	Public announcements	Need Basis
Analyst	External	  	●	●	New developments, Performance reviews	Annually, Need Basis

### LEGENDS



Phone



Email



In Person Meeting



General Meeting



Investor Road Show



Press Release



Web Portal



High



Moderate



Low

Aforementioned relationship with stakeholders provides the Company with vital insight regarding not only on current best practices in the corporate environment but also helps the Company in deriving its future strategies. Apart from this, managing these relationships leads to better outcomes as effective stakeholder engagement warrants value creation and process improvement in shape of:

- Improved decision-making
- Greater transparency and therefore understanding of decision-making processes
- Improved collaboration and opportunities for partnership
- Opportunities to leverage existing community skills and expertise
- Increased capacity to innovate
- Greater community understanding and sector reforms
- Formalized, open, consistent and transparent communication channels
- Align the Company's initiatives to their need, resulting in better planned, targeted and informed commissioning activities

#### ENCOURAGE THE MINORITY SHAREHOLDERS TO ATTEND THE GENERAL MEETINGS

The Company values its shareholders' who are providers of equity finance to the Company. The Company also encourages minority shareholders to participate meetings and corporate briefing sessions. The Company takes numerous steps to encourage its minority shareholders to attend the general meetings, namely:

- Sending notice of the meetings to all the shareholders at least twenty-one days before the general meeting and at least seven days prior to holding of corporate briefing session
- Publication of notice for general meetings in newspapers having country-wide circulation
- Notices are also posted on the Company's website and disseminated to stock exchange for better reach to the shareholders
- Providing printed proxy forms to every shareholder to enable them to nominate any other shareholder to attend and vote in the meeting on his/her behalf
- Postal ballot/e-voting

#### INVESTORS' RELATIONS SECTION ON THE CORPORATE WEBSITE

For ease of investors and to keep them updated about price sensitive information and performance, the Company has created a specific section on its corporate website <http://www.pioneer cement.com> namely "Investors' Information".

#### ISSUES RAISED IN THE LAST AGM, DECISIONS TAKEN AND THEIR IMPLEMENTATION STATUS

The Company maintains regular communication with its shareholders through various channels. The inclusive approach ensures that shareholders are kept well-informed about the business's current status. The most recent AGM took place on October 28, 2024.

During the previous general meeting, the questions posed by shareholders were inquisitive in nature and were addressed satisfactorily by the Chairman. None of the questions raised necessitated any immediate action.

#### CORPORATE BRIEFING SESSIONS (CBS) AND ANALYST BRIEFINGS

As part of the Company's commitment in keeping its stakeholders well-informed about its business operations, the Company regularly organizes investor briefing sessions, including the mandatory CBS.

The most recent CBS for general public was conducted on November 26, 2024, with invitations extended to all stakeholders through announcements on the PSX portal and the Company's website. To enhance accessibility and flexibility for participation, the session was conducted via a video link facility. During this session, the Company's management provided participants with insights into the financial performance and future prospects of both the Company and the industry. Towards the conclusion of the session, there was an interactive Q&A segment to encourage active engagement from stakeholders.

#### INVESTORS' COMPLAINTS

The Company values its relationship with all its stakeholders, and strives to protect and safeguard their interests. The Company recognizes the importance of timely and fair disclosure of all material information to all stakeholder to enable them in making timely and informed decisions.

The Company values the feedback of its stakeholder and for this purpose has a designated email address where the shareholders can lodge their complaints or queries. A dedicated section has been formed to handle shareholders' queries. The policy ensures that grievances notified by the shareholders are handled and resolved efficiently. The proper record is maintained along with respective actions taken for resolution. The Company's contact details are disclosed in the 'Investor Relations' section on its website and mentioned in the 'Company Information' section of this Report.

#### CORPORATE BENEFIT TO THE SHAREHOLDERS

The Company remains committed to maximizing shareholder benefits through effective management and governance practices. Our efforts have yielded outstanding results, demonstrated by a remarkable Rs. 59.48 year-on-year share price appreciation, reflecting the Company's strong financial performance and growth prospects.

In recognition of our shareholders' trust, the Company distributed an interim dividend of Rs. 5 per share and a final dividend of Rs. 5 per share, consequently, total payout amounts to Rs. 10 per share. This dividend payment demonstrates our commitment to sharing our success with shareholders and providing attractive returns on investment, consistent dividend income, and significant capital appreciation.

# 10

## STRIVING FOR EXCELLENCE IN CORPORATE REPORTING

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# STRIVING FOR EXCELLENCE IN CORPORATE REPORTING



## BOARD'S STATEMENT ON COMPLIANCE WITH INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

The Board has established effective oversight on Company's compliance with IFRS. The compliance is ensured through:

- Team of finance and accounting professionals
- Through inclusion of finance literate members on the Board. Finance literate members of the Board are qualified from recognized body of professional accountants
- Qualified members from reputable professional body and institutions on the Board
- Compliance is also ensured through regular audits of accounting and cost record by external audit firms

In this regard, the Board is pleased to confirm the following:

- a) The financial statements prepared by the management present fairly its state of affairs, the result of its operations, its cash flows position and changes in its equity
- b) Proper books of account have been maintained
- c) Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment
- d) The financial statements have been prepared in accordance with the accounting and reporting standards as applicable in Pakistan. The accounting and reporting standards applicable in Pakistan comprise of:
  - i) IFRS issued by the International Accounting Standards Board as notified under the Companies Act, 2017 (the Act)
  - ii) Provisions of and directives issued under the Act Where provisions of and directives issued under the Act differ from the IFRSs, the provisions of and directives issued under the Act have been followed.
- e) 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.

## ADOPTION OF INTEGRATED REPORTING FRAMEWORK

The Company has adopted the Integrated Reporting Framework by applying the fundamental concepts, content elements and guiding principles as described in the IR Framework.

# 11

## FINANCIAL STATEMENTS

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# INDEPENDENT AUDITOR'S REPORT

## To the members of Pioneer Cement Limited Report on the audit of the Financial Statements

We have audited the annexed financial statements of Pioneer Cement Limited ("the Company"), which comprise the statement of financial position as at 30 June 2025, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies 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, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at 30 June 2025 and of the profit, and other comprehensive loss, the changes in equity and its cash flows 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 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.

Following is the key audit matter:

Sr. No.	Key audit matters	How the matter was addressed in our audit
1	<p><b>Revenue</b></p> <p>Refer to notes 4.13 and 27 to the financial statements.</p> <p>The Company recognized revenue of Rs. 33,308 million from sale of cement to domestic customers during the year ended 30 June 2025.</p> <p>Revenue is a key performance indicator and therefore in internal and external stakeholders' focus. Consequently, there might be pressure to achieve forecasted results. This could lead to an increased audit risk relating to revenues recorded near year-end.</p> <p>We identified recognition of revenue as a key audit matter because revenue is one</p>	<p>Our audit procedures to assess the recognition of revenue, amongst others, included the following:</p> <ul style="list-style-type: none"><li>• Obtaining an understanding of the process relating to recognition of revenue and testing the design and implementation of relevant internal controls identified in such process;</li><li>• Assessing the appropriateness of the Company's accounting policy for revenue recognition and compliance of the policy with applicable accounting standards;</li><li>• Verifying a sample of revenue transactions recorded near year end with sales orders, sales invoices, delivery challans and other relevant underlying documents;</li><li>• Verifying, on a sample basis, that specific revenue transactions recorded just before and</li></ul>

Sr. No.	Key audit matters	How the matter was addressed in our audit
	of the key performance indicators of the Company and gives rise to an inherent risk that revenue may be recognized without transferring the control near year end.	<p>just after the financial year end date have been recognized in the appropriate financial period by comparing with sales orders, sales invoices, delivery challans and other relevant underlying documents; and</p> <ul style="list-style-type: none"> <li>Assessing the appropriateness of journal entries posted to the revenue account during the year by drawing a sub-population meeting certain specific risk based criteria and comparing the details of such journal entries with the underlying documentation and accounting records; and</li> <li>Assessing the adequacy of presentation and disclosures related to the revenue as required under the accounting and reporting standards as applicable in Pakistan</li> </ul>

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

Management is responsible for the other information. Other information comprises the information included in the annual report for the year ended 30 June 2025 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 changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- Zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980) was deducted by the Company and deposited in Central Zakat Fund established under section 7 of that Ordinance.

The engagement partner on the audit resulting in this independent auditor's report is Bilal Ali.

Lahore  
Date: 01 October 2025  
UDIN: AR202510114Hnywe6XJN



KPMG Taseer Hadi & Co.  
Chartered Accountants

# STATEMENT OF FINANCIAL POSITION

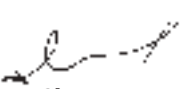
AS AT JUNE 30, 2025

Rupees in thousand	Note	2025	2024
<b>ASSETS</b>			
Non current assets			
Property, plant and equipment	5	74,097,303	76,221,475
Investment property	6	676,133	669,541
Long-term advances and deposits	7	107,018	83,708
		<b>74,880,454</b>	<b>76,974,724</b>
Current assets			
Stores, spares and loose tools	8	4,366,181	4,012,660
Stock-in-trade	9	1,487,404	1,403,519
Trade receivables	10	1,786,302	1,864,186
Loans and advances	11	124,948	185,115
Short-term prepayments		10,018	8,930
Sales tax Recoverable - net		21,525	-
Other receivables	12	61,687	50,525
Short-term investments	13	3,073,644	163,652
Cash and bank balances	14	554,696	414,631
		<b>11,486,405</b>	<b>8,103,218</b>
<b>TOTAL ASSETS</b>		<b>86,366,859</b>	<b>85,077,942</b>

The annexed notes 1 to 53 form an integral part of these financial statements.

  
Chief Financial Officer

  
Chief Executive Officer

  
Chairman



# STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2025

Rupees in thousand	Note	2025	2024
<b>EQUITY AND LIABILITIES</b>			
Share capital and reserves			
Authorized share capital	15	3,500,000	3,500,000
Issued, subscribed and paid up share capital	16	2,271,489	2,271,489
Capital reserves			
Share premium	17	197,517	197,517
Surplus on revaluation of property, plant and equipment - net of tax	18	21,952,065	23,358,385
		22,149,582	23,555,902
Revenue reserve - unappropriated profit		22,705,910	19,844,450
		47,126,981	45,671,841
<b>LIABILITIES</b>			
Non current liabilities			
Long-term financing	19	3,500,000	3,301,167
Long-term deposits	20	41,956	44,981
Deferred liabilities	21	22,587,850	21,342,780
		26,129,806	24,688,928
Current liabilities			
Trade and other payables	22	6,760,157	5,381,438
Retention money payable		75,884	78,549
Provision for taxation - net		487,938	1,117,310
Contract liabilities	27.2	84,990	65,872
Sales tax payable - net		-	150,566
Accrued mark-up / profit on financing	23	222,137	646,985
Short-term borrowings	24	4,554,150	2,431,737
Current portion of long-term financing	19	833,333	4,770,123
Unclaimed / unpaid dividend	25	91,483	74,593
		13,110,072	14,717,173
		39,239,878	39,406,101
Contingencies and commitments	26	-	-
<b>TOTAL EQUITY AND LIABILITIES</b>		<b>86,366,859</b>	<b>85,077,942</b>



Chief Financial Officer



Chief Executive Officer



Chairman



# STATEMENT OF PROFIT OR LOSS

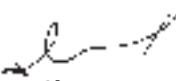
FOR THE YEAR ENDED JUNE 30, 2025

Rupees in thousand	Note	2025	2024
Revenue from contracts with customers - net	27	33,308,611	35,519,271
Cost of sales	28	(22,865,087)	(23,756,014)
Gross profit		10,443,524	11,763,257
Distribution cost	29	(147,418)	(171,155)
Reversal / (allowance) for expected credit losses	10.1	9,631	(47,879)
Administrative expenses	30	(458,542)	(309,970)
Other expenses	31	(650,942)	(478,585)
		(1,247,271)	(1,007,589)
Operating profit		9,196,253	10,755,668
Other income	32	252,189	433,103
Remeasurement gain on assets held at fair value - net	33	64,614	405
Finance costs	34	(1,408,259)	(2,805,956)
		(1,091,456)	(2,372,448)
Profit before income tax and final tax		8,104,797	8,383,220
Final tax	35	(17,281)	-
Profit before taxation		8,087,516	8,383,220
Taxation	36	(3,211,419)	(3,207,054)
Profit after taxation		4,876,097	5,176,166
Earnings per share - basic and diluted (Rs.)	37	21.47	22.79

The annexed notes 1 to 53 form an integral part of these financial statements.

  
Chief Financial Officer

  
Chief Executive Officer

  
Chairman





# STATEMENT OF COMPREHENSIVE INCOME


FOR THE YEAR ENDED JUNE 30, 2025

Rupees in thousand	Note	2025	2024
Profit after taxation		4,876,097	5,176,166
Items that may be reclassified to statement of profit or loss subsequently		-	-
Items that will not be reclassified to statement of profit or loss subsequently:			
Adjustment to surplus on revaluation of property, plant and equipment		-	1,822,578
Related deferred tax		-	(710,805)
		-	1,111,773
Re-measurement loss on defined benefit plan	21.2.4	(22,497)	(2,950)
Related deferred tax	21.1	8,774	1,151
		(13,723)	(1,799)
Other comprehensive (loss) / income for the year		(13,723)	1,109,974
Total comprehensive income for the year		4,862,374	6,286,140

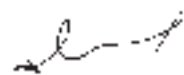
The annexed notes 1 to 53 form an integral part of these financial statements.



Chief Financial Officer



Chief Executive Officer



Chairman



# STATEMENT OF CHANGES IN EQUITY

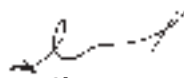
FOR THE YEAR ENDED JUNE 30, 2025

Rupees in thousand	Reserves					
	Issued, subscribed and paid-up capital	Share premium	Capital		Revenue	Sub-Total
			Surplus on revaluation of property, plant and equipment	Accumulated profits		
Balance as at July 01, 2023	2,271,489	197,517	23,599,990	14,452,447	38,249,954	40,521,443
Profit after taxation for the year	-	-	-	5,176,168	5,176,168	5,176,168
Other comprehensive income for the year	-	-	1,111,773	(1,799)	1,109,974	1,109,974
	-	-	1,111,773	5,174,369	6,286,142	6,286,142
Revaluation surplus realized through incremental depreciation - net of tax	-	-	(1,353,378)	1,353,378	-	-
Interim Cash dividend at Rs. 5 per share for the year ended 30 June 2024	-	-	-	(1,135,744)	(1,135,744)	(1,135,744)
Balance as at June 30, 2024	2,271,489	197,517	23,358,385	19,844,450	43,400,352	45,671,841
Profit after taxation for the year	-	-	-	4,876,097	4,876,097	4,876,097
Other comprehensive income for the year	-	-	-	(13,723)	(13,723)	(13,723)
	-	-	-	4,862,374	4,862,374	4,862,374
Revaluation surplus realized through incremental depreciation - net of tax	-	-	(1,406,320)	1,406,320	-	-
Final cash dividend at Rs. 10 per share for the year ended 30 June 2024	-	-	-	(2,271,489)	(2,271,489)	(2,271,489)
Interim cash dividend at Rs. 5 per share for the year ended 30 June 2025	-	-	-	(1,135,745)	(1,135,745)	(1,135,745)
<b>Balance as at June 30, 2025</b>	<b>2,271,489</b>	<b>197,517</b>	<b>21,952,065</b>	<b>22,705,910</b>	<b>44,855,492</b>	<b>47,126,981</b>

The annexed notes 1 to 53 form an integral part of these financial statements.

  
Chief Financial Officer

  
Chief Executive Officer

  
Chairman



# STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2025

Rupees in thousand	Note	2025	2024
<b>Cash flows from operating activities</b>			
Cash generated from operations	38	13,460,081	14,040,227
Income tax paid - net		(2,648,993)	(1,596,931)
Final tax paid	35	(17,281)	-
Employees' compensated absences paid	22.5	(46,691)	(55,825)
Gratuity paid		(29,898)	(17,789)
(Decrease) / increase in long-term deposits		(26,335)	264,153
Net cash generated from operating activities		10,690,883	12,633,835
<b>Cash flows from investing activities</b>			
Capital expenditure incurred		(1,044,274)	(1,634,118)
Proceeds from disposal of property, plant and equipment		31,658	147,707
Receipt of return on bank deposits		72,819	29,713
Dividend income on short-term investments		24,711	-
Proceeds from redemption of short term investment		5,822,598	652,161
Short term investment made		(8,619,335)	(163,652)
Net cash used in investing activities		(3,711,823)	(968,189)
<b>Cash flows from financing activities</b>			
Repayment of long-term financing		(5,737,957)	(6,450,089)
Proceeds from long-term financing		2,000,000	1,000,000
Increase / (decrease) in short-term borrowings - net		2,122,413	(1,530,108)
Finance cost paid		(1,833,107)	(3,492,679)
Dividend paid		(3,390,344)	(1,121,735)
Net cash used in financing activities		(6,838,995)	(11,594,611)
Net increase in cash and cash equivalents		140,065	71,035
Cash and cash equivalents - at the beginning of the year		414,631	343,596
<b>Cash and cash equivalents - at the end of the year</b>	<b>39</b>	<b>554,696</b>	<b>414,631</b>


The annexed notes 1 to 53 form an integral part of these financial statements.



Chief Financial Officer



Chief Executive Officer



Chairman



# NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2025

## 1 LEGAL STATUS AND NATURE OF BUSINESS

Pioneer Cement Limited (the Company) was incorporated in Pakistan as a public company limited by shares on February 09, 1986. Its shares are quoted on Pakistan Stock Exchange. The principal activity of the Company is manufacturing and sale of cement. The registered office of the Company is situated at 64-B/1 Gulberg-III, Lahore. The Company's production facility is situated at Chenki, District Khushab in Punjab Province.

## 2 STATEMENT OF COMPLIANCE

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

- International Financial Reporting Standards (IFRSs) 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 IFRSs, the provisions of and directives issued under the Act have been followed.

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

#### 2.1.1 There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Company's annual accounting period which began on 01 July 2024. However, these do not have any material impact on the Company's financial statements.

#### 2.1.2 The following International Financial Reporting Standards (IFRS Standards) as notified under the Companies Act, 2017 and the amendments and interpretations thereto will be effective for accounting periods beginning on or after 01 July 2025:

- Sale or Contribution of Assets between an Investor and its Associate or Joint Venture (Amendments to IFRS 10 and IAS 28) amend accounting treatment on loss of control of business or assets. The amendments also introduce new accounting for less frequent transaction that involves neither cost nor full step-up of certain retained interests in assets that are not businesses. The effective date for these changes has been deferred indefinitely until the completion of a broader review. Early adoption continues to be permitted.
- Lack of Exchangeability (amendments to IAS 21) clarify:
  - when a currency is exchangeable into another currency; and
  - how a company estimates a spot rate when a currency lacks exchangeability.

Further, companies will need to provide new disclosures to help users assess the impact of using an estimated exchange rate on the financial statements. These disclosures might include:

- the nature and financial impacts of the currency not being exchangeable;
- the spot exchange rate used
- the estimation process; and
- risks to the Company because the currency is not exchangeable.

The amendments apply for annual reporting periods beginning on or after 1 January 2025. Earlier application is permitted.

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures:
  - Financial Assets with ESG-Linked features:

Under IFRS 9, it was unclear whether the contractual cash flows of some financial assets with ESG-linked features represented SPPI. This could have resulted in financial assets with ESG-linked features being measured at fair value through profit or loss.

Although the new amendments are more permissive, they apply to all contingent features, not just ESG-linked features. While the amendments may allow certain financial assets with contingent features to meet the SPPI criterion, companies may need to perform additional work to prove this. Judgement will be required in determining whether the new test is met.

The amendments introduce an additional SPPI test for financial assets with contingent features that are not related directly to a change in basic lending risks or costs – e.g., where the cash flows change depending on whether the borrower meets an ESG target specified in the loan contract.





The amendments also include additional disclosures for all financial assets and financial liabilities that have certain contingent features that are:

- not related directly to a change in basic lending risks or costs; and
- are not measured at fair value through profit or loss.

The amendments apply for reporting periods beginning on or after 1 January 2026. Companies can choose to early-adopt these amendments (including the associated disclosure requirements), separately from the amendments for the recognition and derecognition of financial assets and financial liabilities.

- Recognition / Derecognition requirements of Financial Assets / liabilities by Electronic Payments

The amendments to IFRS 9 clarify when a financial asset or a financial liability is recognized and derecognized and provide an exception for certain financial liabilities settled using an electronic payment system. Companies generally derecognize their trade payables on the settlement date (i.e., when the payment is completed). However, the amendments provide an exception for the derecognition of financial liabilities. The exception allows the company to derecognize its trade payable before the settlement date, when it uses an electronic payment system that meets all of the following criteria:

- no practical ability to withdraw, stop or cancel the payment instruction;
- no practical ability to access the cash to be used for settlement as a result of the payment instruction; and
- the settlement risk associated with the electronic payment system is insignificant

The amendments apply for reporting periods beginning on or after 1 January 2026. Earlier application is permitted.

Other related amendments:

- Contractually linked instruments (CLIs) and non-recourse features:

The amendments clarify the key characteristics of CLIs and how they differ from financial assets with non-recourse features. The amendments also include factors that a company needs to consider when assessing the cash flows underlying a financial asset with non-recourse features (the 'look through' test).

- Disclosures on investments in equity instruments:

The amendments require additional disclosures for investments in equity instruments that are measured at fair value with gains or losses presented in other comprehensive income (FVOCI).

The amendments apply for reporting periods beginning on or after 1 January 2026. Earlier application is permitted.

- Annual Improvements to IFRS Accounting Standards – Amendments to:
- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash flows
- The amendments to IFRS 9 address:
- a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

Under IFRS 15, a trade receivable may be recognized at an amount that differs from the transaction price – e.g. when the transaction price is variable. Conversely, IFRS 9 requires that companies initially measure trade receivables without a significant financing component at the transaction price. The IASB has amended IFRS 9 to require companies to initially measure a trade receivable without a significant financing component at the amount determined by applying IFRS 15; and

- how a lessee accounts for the derecognition of a lease liability under paragraph 23 of IFRS 9:

When lease liabilities are derecognized under IFRS 9, the difference between the carrying amount and the consideration paid is recognized in profit or loss.

The amendment on trade receivables may require some companies to change their accounting policy.

The amendments apply for annual reporting periods beginning on or after 1 January 2026. Earlier application is permitted.

The amendment on derecognition of lease liabilities applies only to lease liabilities extinguished on or after the beginning of the annual reporting period in which the amendment is first applied.

The above amendments are effective from annual periods beginning on or after 1 July 2025 and are not likely to have material impact on the Company's financial statements.

### 3 BASIS OF PREPARATION

#### 3.1 Basis of measurement

The financial statements have been prepared under the 'historical cost convention' except for freehold land, factory building, plant and machinery, waste heat recovery plants, coal power plants, investment property, short term investments and certain other financial instruments which are carried at revalued amounts / fair value and retirement benefit obligations which are measured at present value.

#### 3.2 Presentation currency

These financial statements are presented in Pak Rupees, which is the Company's functional currency. All figures have been rounded off to the nearest thousand rupees, unless otherwise stated.

#### 3.3 Accounting judgments, estimates and assumptions

The preparation of financial statements in conformity with accounting and reporting standards, as applicable in Pakistan, requires management to make judgments, estimates and assumptions that affect the application of accounting policies and reported amounts of assets and liabilities, income and expenses. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making judgment about carrying value of assets and liabilities that are not readily available from other sources. Actual results may differ from these estimates. The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which estimates are revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Judgments and estimates made by the management in the application of accounting and reporting standards, as applicable in Pakistan that are relevant to financial statements are documented in the following accounting policies and notes, and relate primarily to:

	Note
- Useful lives of property, plant and equipment	4.1
- Fair value of investment property	4.3
- Provision for obsolescence and slow moving stores	4.4.1
- Net realizable value of stock in trade	4.4.2
- Present value of defined benefit plans (gratuity);	4.7
- Provisions and contingent liabilities.	4.8
- Provision for taxation;	4.9
- Impairment of financial assets	4.15

### 4 SUMMARY OF MATERIAL ACCOUNTING POLICIES

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

#### 4.1 Property, plant and equipment

##### 4.1.1 Operating property, plant and equipment

###### a) Measurement

All operating fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses, if any, except for, freehold land, factory building on freehold land, plant and machinery, waste heat recovery plants and coal power plants, which are stated at revalued amount less subsequent accumulated depreciation and subsequent accumulated impairment losses, if any, and freehold land is stated at revalued amount. Valuations are performed by independent valuer with sufficient frequency to ensure that fair value of a revalued asset does not differ materially from its carrying amount.

Subsequent costs are included in the 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. All other repair and maintenance costs are charged to statement of profit or loss during the period in which they are incurred.

Residual value and the useful life of assets are reviewed at each financial year end and if expectations differ from previous estimates, the change is accounted for as change in accounting estimate in accordance with IAS 8 - Accounting Policies, Changes in Accounting Estimates and Errors.

###### b) Depreciation

Depreciation is calculated at the rates specified in note 5.1 to these financial statements on straight line method.

Depreciation on additions is charged when the asset is available for use. Assets' residual values and useful lives are reviewed and adjusted, if appropriate at each reporting date.

c) De-recognition

An item of operating fixed assets is de-recognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on de-recognition of the asset is included in statement of profit or loss in the year the asset is de-recognized.

4.1.2 Capital work in progress

These are stated at cost less impairment loss, if any including capitalization of borrowing cost. It consists of expenditure incurred and advances paid to acquire fixed assets in course of their construction and installation. Cost also includes applicable borrowing cost, if any. Transfers are made to relevant operating fixed assets category as and when assets are available for use as intended by the management.

4.1.3 Surplus on revaluation of fixed assets

A revaluation surplus is recorded in statement of comprehensive income and credited to the asset revaluation surplus in equity. However, to the extent that it reverses a revaluation deficit of the same asset previously recognized in profit or loss, the increase is recognized in profit or loss. A revaluation deficit is recognized in the statement of profit or loss, except to the extent that it offsets an existing surplus on the same asset recognized in the asset revaluation surplus.

An annual transfer from the asset revaluation surplus to retained earnings is made for the difference between depreciation based on the revalued carrying amount of the asset and depreciation based on the assets' original cost. Cost and accumulated depreciation of assets till the date of revaluation are grossed up with the rate of revaluation (proportionate restatement), calculated on the basis of net book value before revaluation and fair value of respective assets.

4.2 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. All other borrowing costs are charged to statement of profit or loss as and when incurred.

4.3 Investment property

Property not held for own use or leased out under operating lease is classified as investment property. Investment properties are initially measured at cost, including transaction cost. Subsequent to initial recognition, investment properties are stated at fair value. Gains or losses arising from change in fair value of properties are included in profit or loss in the year in which they arise. Fair values are determined based on an annual valuation performed by an independent valuer.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Company accounts for such property in accordance with the policy stated under property, plant and equipment up to the date of change in use.

4.4 Inventories

4.4.1 Stores, spare parts and loose tools

These are valued at lower of weighted average cost and net realizable value, except items in transit, which are stated at invoice amount plus other charges paid thereon. Provision for obsolescence and slow moving stores and spares is based on parameters set out by the management of the Company, which includes ageing, expected use and realizable values. Value of items is reviewed at each statement of financial position date to record provision for any slow moving items, damaged and obsolete items. Provision for slow moving, damaged and obsolete items are charged to statement of profit or loss.

Spare parts of capital nature which can be used only in connection with an item of property, plant and equipment are shown separately as capital spare parts and are carried at cost less accumulated impairment, if any.

4.4.2 Stock in trade

These are stated at the lower of cost and Net Realizable Value. The methods used for the calculation of cost are as follows:

- |  |  |
|--|--|
| i) Raw and packing materials           | - at weighted average cost comprising of purchase price, transportation and other overheads.   |
| ii) Work in process and finished goods | - at weighted average cost comprising quarrying cost, transportation, non recoverable government levies, direct cost of raw material, labor and other manufacturing overheads. |

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

#### 4.5 Contract balances

##### a) Trade receivables

A receivable is recognized if an amount of consideration that is unconditional is due from the customer (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in Note 4.12. "Financial instruments".

##### b) Contract liabilities

A contract liability is recognized if a payment is received from a customer before the Company transfers the related goods. Contract liabilities are recognized as revenue when the Company performs under the contract (i.e., transfers control of the related goods to the customer).

#### 4.6 Cash and bank balances

Cash and bank balances are carried in the statement of financial position at cost. Cash and bank balances comprise cash in hand, cash at banks in current, savings and deposit accounts and other short-term highly liquid instruments that are readily convertible into known amounts of cash and which are subject to an insignificant risk of changes in value.

For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and bank balances, as defined above, and net of outstanding bank overdrawn as they are considered an integral part of the Company's cash management.

#### 4.7 Employees' benefits

##### 4.7.1 Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contribution into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognized as an employee benefit expense in the statement of profit and loss when they are due.

The Company operates an approved contributory provident fund for all its permanent employees and equal monthly contributions are made both by the Company and the employees at the rate of 10 percent of basic salary. The Company's contributions are recognized as employee benefit expense when they are due.

##### 4.7.2 Defined benefit plan - contractual workers

The Company operates an unfunded gratuity scheme covering its contractual workers with one or more years of service with the Company. Provision for gratuity is made to cover obligations under the scheme in respect of employees who have completed the minimum qualifying period. The Company has valued provision for gratuity using the projected unit credit method in accordance with IAS - 19.

Experience adjustments are recognized in statement of comprehensive income when they occur. Amounts recorded in statement of profit or loss are limited to current and past service cost, gains or losses on settlements and interest income/expense. All other changes in net defined benefit liability are recognized in statement of comprehensive income with no subsequent recycling to statement of profit or loss.

The cost of the defined benefit gratuity plan are determined using actuarial valuations. An actuarial valuation involves making various assumptions that may differ from actual developments in the future. These include the determination of the discount rate, future salary increases and mortality rates. Due to the complexities involved in the valuation and its long-term nature, a defined benefit obligation is highly sensitive to changes in these assumptions. All assumptions are reviewed at each reporting date.

The parameter most subject to change is the discount rate. Discount rate is determined by reference to market yields on government bonds, since the long-term private sector bond market is not deep enough in Pakistan. The term of the assumed yield of the government bonds is consistent with the estimated term of the post-employment benefit obligations.

Mortality rates are based on State Life Corporation (SLIC) 2001 - 2005 ultimate mortality rates with 1 year setback as per recommendation of Pakistan Society of Actuaries ("PSOA"). These mortality tables tend to change only at intervals in response to demographic changes. Future salary increases are based on expected future inflation rates for the respective countries.

Further details about gratuity obligations are provided in note 21.2.

##### Compensated absences

All permanent and contractual workers are entitled for compensated absences plan. Accrual for compensated absences is made to the extent of the value of accrued absences of the employees at the reporting date using their current salary levels.

#### 4.8 Provisions and contingencies

##### a) Provisions

Provisions are recognized in the statement of financial position when the Company has a legal or constructive obligation as a result of past events and it is probable that outflow of resources embodying economic benefits will be required



to settle the obligation and a reliable estimate of the amount can be made. However, provisions are reviewed at each statement of financial position date and adjusted to reflect current best estimate.

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

b) Contingencies

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

The assessment of the contingencies inherently involves the exercise of significant judgment 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.

## 4.9 Taxation

### 4.9.1 Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. The charge for income 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.

a) Current tax

The current income tax charge is calculated on the basis of the tax laws enacted at the end of the reporting period and is based on:

- taxable income at the current rate of taxation after taking into account applicable tax credits, tax losses, rebates and exemptions available, if any, or
- minimum taxation at the specified applicable rate for the turnover or
- Alternative Corporate Tax, whichever is higher; and
- Super tax based on applicable tax rates.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

b) Deferred tax

Deferred income tax is provided using the balance sheet liability method for all temporary differences at the reporting date between tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liability is recognized for all taxable temporary differences and deferred tax asset is recognized for all deductible temporary differences and carry forward of unused tax losses and unused tax credits, if any, to the extent it is probable that future taxable profits will be available against which these can be utilized. The Company recognizes deferred tax liability on surplus on revaluation of fixed assets which is adjusted against the related surplus.

Deferred income tax assets and liabilities are measured at the tax rate that is expected to apply to the periods when the asset is realized or the liability is settled, based on tax rates that have been enacted or substantively enacted at the reporting date. In this regard, the effects on deferred taxation of the portion of income expected to be subject to final tax regime is adjusted in proportion to the respective revenues.

The Company offsets deferred tax assets and deferred tax liabilities if and only if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Current and deferred tax 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 this case, the tax is also recognized in other comprehensive income or directly in equity, respectively.

Judgment is required in determining the income tax expenses and corresponding provision for tax. There are many transactions and calculations for which the ultimate tax determination is uncertain as these matters are being contested

at various legal forums. The Company recognizes liabilities for anticipated tax issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred tax assets and liabilities in the period in which such determination is made.

Further, the carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to reflect the current assessment of future taxable profits. If required, carrying amount of deferred tax asset is reduced to the extent that it is no longer probable that sufficient taxable profits to allow the benefit of part or all of that recognized deferred tax asset to be utilized. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

#### 4.9.2 Final Tax

Final taxes includes tax charged / withheld / paid on certain income streams under various provisions of Income Tax Ordinance, 2001 (Ordinance). Final tax is charged / computed under the Ordinance, without reference to income chargeable to tax at the general rate of tax and final tax computed / withheld or paid for a tax year is construed as final tax liability for the related stream of Income under the Ordinance. Final tax paid is considered to be full and final discharge of the tax liability for the Company for a tax year related to that income stream.

#### 4.9.3 Sales tax

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

- When receivables and payables are stated with the amount including the sales tax; and
- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, as applicable.

The net amount of sales tax recoverable from, or payable to, the taxation authority is included as part of current assets or current liabilities in the statement of financial position.

#### 4.10 Operating segments

For management purposes, the activities of the Company are organized into one operating segment i.e., manufacturing, marketing and sale of cement. The Company operates in the said reportable operating segment based on the nature of the products, risks and returns, organizational and management structure and internal financial reporting systems. Accordingly, the figures reported in the financial statements are related to the Company's only reportable segment.

#### 4.11 Foreign currency translations

Transactions in foreign currencies are translated into Pakistani Rupee at the rates of exchange approximating those ruling on the date of transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated into Pakistani Rupee at the rates of exchange ruling at the reporting date. Any resulting gain or loss arising from changes in exchange rates is taken to statement of profit or loss.

Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Company initially recognizes the non-monetary asset or non-monetary liability arising from the advance consideration. If there are multiple payments or receipts in advance, the Company determines the transaction date for each payment or receipt of advance consideration.

#### 4.12 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.

##### 4.12.1 Financial assets

###### Initial recognition and measurement

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

The classification of financial assets at initial recognition depends on the financial asset's contractual cash flow characteristics and the Company's business model for managing them. With the exception of trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient, the Company initially measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss, transaction costs. Trade receivables that do not contain a significant financing component or for which the Company has applied the practical expedient are measured at the transaction price.

In order for a financial asset to be classified and measured at amortized cost or fair value through OCI, it needs to give rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level. Financial assets with cash flows that are not SPPI are classified and measured at fair value through profit or loss, irrespective of the business model.

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both. Financial assets classified and measured at amortized cost are held within a business model with the objective to hold financial assets in order to collect contractual cash flows while financial assets classified and measured at fair value through OCI are held within a business model with the objective of both holding to collect contractual cash flows and selling.

Purchases or sales of financial assets that require delivery of assets within a time frame established by regulation or convention in the market place (regular way trades) are recognized on the trade date, i.e., the date that the Company commits to purchase or sell the asset.

#### Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments)
- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)
- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)
- Financial assets at fair value through profit or loss

Financial assets at amortized cost (debt instruments)	<p>The Company measures financial assets at amortised cost if both of the following conditions are met:</p> <p>The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and</p> <p>The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.</p> <p>Financial assets at amortized cost are subsequently measured using the effective interest rate (EIR) method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.</p> <p>The Company's financial assets at amortized cost includes receivables, long term and short term deposits and cash and bank balances.</p>
Financial assets at fair value through OCI (debt instruments)	<p>For debt instruments at fair value through OCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss.</p> <p>The Company does not have any financial assets measured at fair value through OCI.</p>
Financial assets designated at fair value through OCI (equity instruments)	<p>Upon initial recognition, the Company can elect to classify irrevocably its equity investments as equity instruments designated at fair value through OCI when they meet the definition of equity under IAS 32 Financial Instruments: Presentation and are not held for trading. The classification is determined on an instrument-by-instrument basis.</p> <p>Gains and losses on these financial assets are never recycled to profit or loss. Dividends are recognized as other income in the statement of profit or loss when the right of payment has been established, except when the Company benefits from such proceeds as a recovery of part of the cost of the financial asset, in which case, such gains are recorded in OCI. Equity instruments designated at fair value through OCI are not subject to impairment assessment.</p> <p>The Company has not elected to classify any financial assets under this category.</p>
Financial assets at fair value through profit or loss	<p>Financial assets at fair value through profit or loss are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss.</p> <p>The Company's financial assets at fair value through profit or loss include short term investments in mutual funds.</p>

#### 4.12.2 Financial liabilities

##### Initial recognition and measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at fair value through profit or loss, loans and borrowings, or payables, as appropriate.

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company's financial liabilities include trade and other payables (excluding due to statutory authorities), long-term loans, short-term borrowings, mark-up accrued on borrowings, retention money payable and unclaimed dividend.

##### Subsequent measurement

For the purposes of subsequent measurement, financial liabilities are classified in two categories:

- Financial liabilities at fair value through profit or loss
- Financial liabilities at amortized cost (loans and borrowings)

**Financial liabilities at fair value through profit or loss** Financial liabilities at fair value through profit or loss include financial liabilities held for trading and financial liabilities designated upon initial recognition as at fair value through profit or loss.

Financial liabilities are classified as held for trading if they are incurred for the purpose of repurchasing in the near term. Gains or losses on liabilities held for trading are recognized in the statement of profit or loss.

Financial liabilities designated upon initial recognition at fair value through profit or loss are designated at the initial date of recognition, and only if the criteria in IFRS 9 are satisfied.

The Company has not designated any financial liability as at fair value through profit or loss.

**Financial liabilities at amortized cost (loans and borrowings)** This is the category most relevant to the Company. After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the Effective Interest Rate (EIR) method. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit or loss.

Interest accrued on financial liabilities measured at amortised cost is presented separately in the statement of financial position. Such accrued interest is included in the amortised cost of the respective instruments for the purposes of IFRS 9.

#### 4.12.3 Derecognition

##### a) Financial assets

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the statement of financial position) when:

- The rights to receive cash flows from the asset have expired; or
- The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Company also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.



b) Financial liabilities

A financial liability is derecognized when the obligation under the liability is discharged or cancelled or expires. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as the derecognition of the original liability and the recognition of a new liability. The difference in the respective carrying amounts is recognized in the statement of profit or loss.

4.12.4 Offsetting of financial instruments

Financial assets and financial liabilities are offset and the net amount presented in the statement of financial position when, and only when, the entity currently has a legally enforceable right to set off the amounts and it intends either to settle them on a net basis or to realize the asset and settle the liability simultaneously.

4.13 Revenue recognition

Revenue from contracts with customers is recognized when control of the goods are transferred to the customer at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods. The Company has generally concluded that it is the principal in its revenue arrangements, because it typically controls the goods before transferring them to the customer.

a) Sale of goods

The Company sells cement and revenue from sale of which is recognized at the point in time when the performance obligations arising from the contract with a customer is satisfied and the amount of revenue that it expects to be entitled to can be determined. This usually occurs when control of the asset is transferred to the customer, which is when goods are handed over to the customer. The normal credit terms for customers is as per sale order.

The Company also receives advance payments from certain customers for the sale of goods with a delivery lead time of up to 30 days after receipt of payment. The Company applies the practical expedient for short-term advances received from customers. That is, the promised amount of consideration is not adjusted for the effects of a significant financing component if the period between the transfer of the promised good or service and the payment is one year or less.

b) Other Revenue

- Profit on bank deposits is recognized on time proportion basis using effective interest method.
- Scrap sales are recognized on transfer of control to customer.

Rental income arising from investment property is accounted for on accrual basis over the lease period and is included in revenue due to its operating nature.

- Dividend income is recognized when the Company's right to receive establishes.
- Other revenues are accounted for on accrual basis.

4.14 Dividend and appropriation reserves

Dividend and other appropriation to reserves are recognized in the financial statements in the year in which these are approved.

4.15 Impairment of financial and non-financial assets

4.15.1 Impairment of financial assets

The Company recognizes an allowance for expected credit losses (ECLs) for all debt instruments not held at fair value through profit or loss. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive. The shortfall is then discounted at an approximation to the asset's original effective interest rate.

The Company measures the expected credit losses of a financial instrument in a way that reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money, if applicable; and
- reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is an estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions.

Expected credit losses are measured for the maximum contractual period over which the entity is exposed to credit risk. ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next

12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

#### 4.15.2 Impairment of non-financial assets

Assets that have an indefinite useful life, for example freehold land, are not subject to depreciation and are tested annually for impairment. Assets that are subject to depreciation are reviewed for impairment at each reporting date, or whenever events or changes in circumstances indicate, that the carrying amount may not be recoverable. Carrying amounts of other non-financial assets are also reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognized, equal to the amount by which the asset's carrying amount exceeds its recoverable amount.

An asset's recoverable amount is the higher of its fair value less costs to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows. Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date. Reversals of the impairment loss are restricted to the depreciated cost of the asset. An impairment loss, or the reversal of an impairment loss, is recognized in the statement of profit or loss for the year.

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. An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in statements of profit or loss.

Impairment loss recognized in prior periods is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

#### 4.16 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 after tax attributable to ordinary shareholders of the Company by the total number of ordinary shares outstanding during the year.

Diluted EPS is calculated by adjusting basic EPS with weighted average number of ordinary shares that would be issued on conversion of all dilutive potential ordinary shares into ordinary shares and post-tax effect of changes in profit or loss attributable to ordinary shareholders of the Company that would result from conversion of all dilutive potential ordinary shares into ordinary shares.

#### 4.17 Current versus non-current classification

The Company presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:

- Expected to be realized or intended to be sold or consumed in the normal operating cycle;
- Held primarily for the purpose of trading;
- Expected to be realized within twelve months after the reporting period; or
- Cash or bank balances unless restricted from being exchanged or used to settle a liability for at least twelve months after the reporting period.

All other assets are classified as non-current.

A liability is current when:

- It is expected to be settled in the normal operating cycle;
- It is held primarily for the purpose of trading;
- It is due to be settled within twelve months after the reporting period; or
- There is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

The terms of the liability that could, at the option of the counterparty, result in its settlement by the issue of equity instruments do not affect its classification.

The Company classifies all other liabilities as non-current. Deferred tax liabilities are classified as non-current assets and liabilities.

#### 4.18 Events after the reporting period

If the Company receives information after the reporting period, but prior to the date of authorization for issue, about conditions that existed at the end of the reporting period, the Company will assess if the information affects the amounts that it recognizes in the financial statements.

The Company will adjust the amounts recognized in its financial statements to reflect any adjusting events after the reporting period and update the disclosures that relate to those conditions in the light of the new information. For non-adjusting events after the reporting period, the Company will not change the amounts recognized in its financial statements but will disclose the nature of the non-adjusting event and an estimate of its financial effect, or a statement that such an estimate cannot be made, if applicable.

#### 4.19 Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities
- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable
- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

For assets and liabilities that are recognized in the financial statements at fair value on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

As at reporting date, the Company has fair value modelling for financial or non-financial assets as mentioned in Note 46.

Rupees in thousand	Note	2025	2024
<b>5 PROPERTY, PLANT AND EQUIPMENT</b>			
Operating fixed assets	5.1	71,143,539	73,525,369
Capital work in progress	5.2	2,606,097	2,636,467
Capital spares		347,667	59,639
		<b>74,097,303</b>	<b>76,221,475</b>

5.1 Operating fixed assets

5.1 Operating fixed assets	2025												
	C O S T / R E V A L U A T I O N						D E P R E C I A T I O N				Written Down Value		
	As at July 01, 2024	Additions/ transfers	Adjustment	Revaluation surplus	Disposals/ Transfers	As at June 30, 2025	As at July 01, 2024	Disposals	For the year	Revaluation surplus	As at June 30, 2025	Depreciation rate %	
	(note 6.1.9)												
	(Rupees in thousand)												
Owned	705,296	-	-	-	-	705,296	-	-	-	-	-	705,296	-
Freehold land	10,271,390	143,199	-	-	-	10,414,589	6,243,921	-	287,865	-	6,531,786	3,882,803	4
Factory building on freehold land	2,030,056	573	-	-	-	2,030,629	40,038	-	77,970	-	118,008	1,912,621	4-10
Head Office Building	56,008	102,121	-	-	-	158,129	56,008	-	20,424	-	76,432	81,697	20
Roads and quarry development	12,807,702	-	-	-	-	12,807,702	9,864,943	-	199,445	-	10,064,388	2,743,314	2.86
Plant and machinery line I	15,895,106	-	-	-	(63,437)	15,831,669	6,771,009	(32,452)	912,275	-	7,650,832	8,180,837	4.00
Plant and machinery line II	45,196,565	434,305	-	-	-	45,630,870	4,383,904	-	1,092,824	-	5,476,728	40,154,142	2.86
Plant and machinery line III	3,577,819	-	-	-	-	3,577,819	411,011	-	97,803	-	508,814	3,069,005	3.33
Waste heat recovery plant (WHR) - II	4,096,850	-	-	-	-	4,096,850	1,150,860	-	101,599	-	1,252,459	2,844,391	3.33
WHR & coal power plant - I	7,947,467	-	-	-	-	7,947,467	776,015	-	219,853	-	995,868	6,951,599	3.33
Coal power plant - II	282,107	81,236	-	-	-	363,343	42,967	-	29,085	-	72,052	291,291	10
Furniture and fixtures	107,633	2,778	-	-	-	110,411	62,759	-	6,524	-	69,283	41,128	10
Office equipment	45,737	3,604	-	-	(137)	49,204	36,386	(125)	3,867	-	40,128	9,076	33
Computers and accessories	537,217	17,100	-	-	(6,428)	547,889	191,763	(1,715)	81,502	-	271,550	276,339	20
Vehicles	103,556,953	784,916	-	-	(70,002)	104,271,867	30,031,584	(34,292)	3,131,036	-	33,128,328	71,143,539	-

	C O S T / R E V A L U A T I O N						D E P R E C I A T I O N						Written Down Value
	2024						2024						As at June 30, 2024
	As at July 01, 2023	Additions/ transfers	Adjustment	Revaluation surplus	Disposals/ Transfers	As at June 30, 2024	As at July 01, 2023	Disposals	For the year	Revaluation surplus	As at June 30, 2024		
	(Rupees in thousand)												
Owned													
Freehold land	699,693	5,603	-	-	-	705,296	-	-	-	-	-	705,296	
Factory building on freehold land	10,149,656	121,734	-	-	-	10,271,390	5,931,461	-	312,460	-	6,243,921	4,027,469	
Head Office Building		2,030,056	-	-	-	2,030,056	-	-	40,038	-	40,038	1,990,018	
Leasehold improvements	10,833	-	-	-	(10,833)	-	10,833	(10,833)	-	-	-	33	
Roads and quarry development	56,008	-	-	-	-	56,008	56,008	-	-	-	56,008	20	
Plant and machinery line I	12,757,440	50,262	-	-	-	12,807,702	9,693,976	-	170,967	-	9,864,943	2,942,759	
Plant and machinery/ line II	15,873,386	131,364	-	-	(109,644)	15,895,106	5,957,479	(47,521)	861,051	-	6,771,009	9,124,097	
Plant and machinery/ line III	45,048,839	147,726	(1,822,578)	1,822,578	-	45,196,565	3,297,567	-	1,086,337	-	4,383,904	40,812,661	
Waste heat recovery plant (WHR) - II	3,577,819	-	-	-	-	3,577,819	313,417	-	97,594	-	411,011	3,166,808	
WHR & coal power plant - I	4,087,642	9,208	-	-	-	4,096,850	1,049,297	-	101,563	-	1,150,860	2,945,990	
Coal power plant - II	7,881,080	66,387	-	-	-	7,947,467	557,980	-	218,035	-	776,015	7,171,452	
Furniture and fixtures	42,173	239,934	-	-	-	282,107	33,749	-	9,218	-	42,967	239,140	
Office equipment	81,040	26,593	-	-	-	107,633	58,018	-	4,741	-	62,759	44,874	
Computers and accessories	37,867	8,581	-	-	(711)	45,737	36,031	(711)	1,066	-	36,386	9,351	
Vehicles	182,615	377,938	-	-	(23,336)	537,217	164,273	(23,337)	50,827	-	191,763	345,454	
	100,486,091	3,215,386	(1,822,578)	1,822,578	(144,524)	103,556,953	27,160,089	(82,402)	2,953,897	-	30,031,584	73,525,369	





5.1.1 The carrying value if carried at cost would have been as follows:

Rupees in thousand	Cost	Net book value	
		2025	2024
Freehold land	208,856	208,856	208,856
Factory building on freehold land	4,655,659	1,376,426	1,409,983
Head office building	2,030,629	1,912,621	1,990,018
Plant and machinery line I	7,775,392	1,701,826	1,554,109
Plant and machinery line II	6,587,135	3,017,785	3,100,536
Plant and machinery line III	23,613,636	20,427,441	20,378,795
WHR & coal power plant - I	1,898,782	1,182,373	1,207,416
Waste heat recovery plant (WHR) - II	1,608,208	1,340,401	1,369,060
Coal power plant - II	4,200,073	3,606,683	3,692,739
	52,578,370	34,774,412	34,911,512

5.1.2 Forced Sale Values of the assets under revaluation at the date of revaluation were as follows:

Freehold land	594,739
Factory building on freehold land	3,374,559
Plant and machinery line I	2,450,347
Plant and machinery line II	7,933,146
Plant and machinery line III	33,400,930
WHR & coal power plant - I	2,430,675
Waste heat recovery plant - II	2,611,522
Coal power plant - II	5,858,479
	58,654,397

Rupees in thousand	Note	2025	2024
5.1.3 Depreciation for the year has been allocated as follows:			
Cost of sales	28	2,613,919	2,389,604
Cost of sales (fuel and power)		349,577	480,338
Distribution cost	29	6,402	3,542
Administrative expenses	30	161,138	80,413
		3,131,036	2,953,897

5.1.4 The operating fixed assets include fully depreciated assets having cost of Rs. 1,760.64 million (2024: Rs. 1,757.27 million).

5.1.5 Particulars of immovable fixed assets

Description of asset	Location	Area of Land
Head office building	Plot No. 64, Block B1, Gulberg-3, Lahore	3.859 Kanals
Manufacturing plant	Mouza Chenki Shumali, District Khushab	2,429.45 Kanals

5.1.6 Particulars of rented premises

Description of asset	Location
Sales office	House No. 218, Naqshband Colony, Khanewal Road, Multan
Sales office	Office No. 5, 3rd Floor, Sitara Tower, Bilal Chowk, New Civil Lines, Faisalabad
Liaison office	F-54 Block 7, Clifton, Karachi

5.1.7 Disposal of property, plant and equipment

Rupees in thousand							
Description of Assets	Name of Buyer	Cost	Accumulated depreciation	Net Book Value	Sale Proceeds	Gain	Mode of Disposal and Basis of Relationship
Apron Feeder	Faiq Engineering & Co.	10,673	5,531	5,142	15,753	10,611	Negotiation - Third party
VSI Crusher	Faiq Engineering & Co.	52,764	26,921	25,843	9,687	(16,156)	Negotiation - Third party
Hyundai Elantra							
- AQS-257	Atlas Insurance Limited	6,428	1,715	4,713	6,200	1,487	Insurance Claim
Others		137	125	12	18	6	Negotiation - Third party
		70,002	34,292	35,710	31,658	(4,052)	

Rupees in thousand	Note	2025	2024
5.2 Capital work in progress			
Balance as at 01 July		2,636,467	4,416,961
Additions during the year		522,199	1,336,680
Transferred to operating fixed assets			
- Head office building		-	(2,030,056)
- Others		(550,869)	(506,716)
Transferred to investment property		-	(574,210)
Projects abandoned, charged to profit or loss		(1,700)	(6,192)
Balance as at 30 June		2,606,097	2,636,467
Represented by:			
Civil work at factory including non plant building		2,136,567	2,399,320
Other plant and machinery items		429,220	229,333
Other civil works		40,310	7,814
		2,606,097	2,636,467

## 6 INVESTMENT PROPERTY

Balance as at 01 July		669,541	94,926
Transferred from capital work in progress			574,210
Net gain from fair value adjustment		6,592	405
Balance as at 30 June	6.1	676,133	669,541

6.1 This includes property reclassified from owner-occupied property to investment property during the year ended 30 June 2013 and comprises an office building in Karachi leased out under an operating lease agreement, including Office No. 701, 702, 703, and 704, 7th Floor, Lackson Square Building No. 3, Karachi, having a total covered area of 9,630 square feet. This also includes the second and third floors of the head office building, capitalized during the year ended 30 June 2024, and leased to a related party under an operating lease agreement, having a combined covered area of 18,894 square feet.

6.2 The latest valuation of investment properties was conducted as at 30 June 2025 by professional valuers using a market/sales comparison approach. The forced sale value of investment properties, based on valuation at year end, is Rs. 568.02 million (2024: Rs. 566.58 million).

6.3 Breakup of net profit arising from investment property is as follows:

Rupees in thousand	Note	2025	2024
Rental income		48,681	47,043
Operating expenses		(4,699)	(4,434)
Net profit		43,982	42,609

## 7 LONG-TERM ADVANCES AND DEPOSITS

Advances		24,470	-
Security deposits against utilities		36,716	36,716
Others		45,832	46,992
	7.1	107,018	83,708

7.1 These are non-interest bearing and cover terms of more than one year in the ordinary course of business.

Rupees in thousand	Note	2025	2024
8 STORES, SPARES AND LOOSE TOOLS			
Stores		1,439,684	1,327,026
Spare parts		2,871,810	2,709,304
Loose tools		20,418	20,955
		4,331,912	4,057,285
Stores in transit		82,263	3,369
		4,414,175	4,060,654
Provision for slow moving stores and spare parts	8.1	(47,994)	(47,994)
		4,366,181	4,012,660

Rupees in thousand	Note	2025	2024
8.1 Set out below is the movement of slow moving stores and spare parts			
Balance as at 01 July		47,994	47,994
Allowance for the year		-	-
Balance as at 30 June		47,994	47,994

## 9 STOCK-IN-TRADE

Raw materials		70,587	84,134
Packing materials		121,337	76,953
Work in process		989,869	1,072,895
Finished goods		305,611	169,537
		1,487,404	1,403,519

## 10 TRADE RECEIVABLES

Trade receivables		1,943,131	2,030,646
Allowance for expected credit losses	10.1	(156,829)	(166,460)
		1,786,302	1,864,186

10.1 Set out below is the movement of the allowance for expected credit losses of trade receivables:

Rupees in thousand	2025	2024
Opening balance	166,460	118,581
(Reversal) / allowance for expected credit losses	(9,631)	47,879
Closing balance	156,829	166,460

The aging analysis of these trade receivables and their credit risk exposure using a provision matrix is disclosed in Note 45.4.

Rupees in thousand	Note	2025	2024
11 LOANS AND ADVANCES			
Loans to employees	11.1	7,003	7,765
Banks' margin against letter of credit		9,996	27,193
Advances to:			
Suppliers		21,367	26,161
Contractors		80,663	118,727
Service providers		5,919	5,269
	11.2	107,949	150,157
		124,948	185,115

11.1 The loans are granted to the employees of the Company in accordance with the Company's employment terms with each eligible employee. These loans are for maximum period of 10 and 18 months. The loan is secured against salary. The loans are interest free and are repayable in cash in accordance with the predefined repayment schedule.

11.2 These are non interest bearing and are generally for a term of less than 12 months.

Rupees in thousand	Note	2025	2024
<b>12 OTHER RECEIVABLES</b>			
Receivable from WAPDA	12.1	19,381	19,381
Others		64,660	53,498
		84,041	72,879
Less: allowance for expected credit losses		(22,354)	(22,354)
		61,687	50,525

- 12.1 This represents rebate claim under incentive package for industries from Water and Power Development Authority (WAPDA) in accordance with their letter no. 677-97 / GMCS / DG (C) / DD (R&CP) / 57000 dated 19 September 2001. The Company continues to pursue for recovery. However, allowance for expected credit losses of full amount has already been made in these financial statements.

Rupees in thousand	Note	2025	2024
<b>13 SHORT-TERM INVESTMENTS</b>			
At fair value through profit or loss (FVTPL)			
Investments with Shariah compliant funds			
NBP Islamic Stock Fund		1,122	-
Units 58,649 (June 30, 2024: Nil)		1,122	-
Investments with Conventional Funds			
JS Fund of Funds		2,213,988	-
Units 16,595367 (June 30, 2024: Nil)		2,213,988	-
At amortised cost			
Term Deposit Receipts	13.1 & 13.2	858,534	163,652
		3,073,644	163,652

- 13.1 This represents monthly, semi-annually and yearly term deposits with banks, bearing markup at rates of 6% - 20%, maturing latest by 12 May 2026 (2024: 18% - 21%).

- 13.2 This includes an amount of Rs. 192.65 million (2024: Rs. 163.65 million) deposited with Shariah-compliant Islamic banks.

Rupees in thousand	Note	2025	2024
<b>14 CASH AND BANK BALANCES</b>			
Cash in hand		1,636	4,590
Balance with banks in:			
- Deposit accounts	14.1	346,982	197,926
- Current accounts	14.2	206,078	212,115
		553,060	410,041
		554,696	414,631

- 14.1 These deposits earn profit at rates ranging from 2.9% to 9.5% p.a. (2024: 7.2% to 22.4% p.a.).

- 14.2 This includes an aggregate amount of Rs. 55.50 million (2024: Rs. 62.02 million) deposited with Shariah-compliant Islamic banks.



		2025	2024	2025	2024
	Note	Share in thousand		Rupees in thousand	
<b>15</b>	<b>AUTHORIZED SHARE CAPITAL</b>				
	Ordinary shares of Rs.10/- each	300,000	300,000	3,000,000	3,000,000
	Preference shares of Rs.10/- each	50,000	50,000	500,000	500,000
		350,000	350,000	3,500,000	3,500,000

**16 ISSUED, SUBSCRIBED AND PAID UP SHARE CAPITAL**

	Issued for cash ordinary shares of Rs.10/- each	184,464	184,464	1,844,642	1,844,642
	Issued for consideration other than cash				
	Ordinary shares of Rs.10/- each	16.2 23,223	23,223	232,228	232,228
	Ordinary shares of Rs.10/- each	16.3 4,394	4,394	43,937	43,937
		27,617	27,617	276,165	276,165
	Issued as fully paid bonus shares				
	Ordinary shares of Rs.10/- each	15,068	15,068	150,682	150,682
		227,149	227,149	2,271,489	2,271,489

16.1 Vision Holding Middle East Limited (VHME), a company incorporated and operating in British Virgin Island, having postal address of P.O. Box 728, 38 Esplanade, St. Helier, Jersey JE4 8ZT, Channel Islands, held 106.863 million (2024: 106.863 million) ordinary shares of Rs. 10 each as on 30 June 2025 comprising 47% of paid up share capital. William Gordan Rodgers is authorized agent of VHME.

16.2 During the year ended 30 June 2010, the Company issued 23,222,813 ordinary shares to National Bank of Pakistan (NBP) with a face value of Rs.10/- each under restructuring arrangement against outstanding loan liabilities at the rate of Rs.15/- per share. The arrangement was approved by shareholders in their general meeting held on 31 October 2009. The premium of Rs.5/- per share has been shown under capital reserve account in the statement of changes in equity.

16.3 During the year ended 30 June 2011, the Company issued 3,006,187 ordinary shares and 1,387,503 ordinary shares having face value of Rs.10/- each under restructuring arrangement against outstanding loan liabilities at the rate of Rs.15/- per share to National Bank of Pakistan (NBP) and the Bank of Punjab (BOP) respectively. The arrangement was approved by the shareholders in their general meeting held on 25 October 2010. The premium of Rs.5/- per share has been shown under capital reserve account in the statement of changes in equity.

**17 SHARE PREMIUM**

This reserve can be utilized only for the purpose specified in section 81 (2) of the Companies Act, 2017.

**18 SURPLUS ON REVALUATION OF PROPERTY, PLANT AND EQUIPMENT - NET OF TAX**

Rupees in thousand	Note	2025	2024
Gross surplus			
Balance as at 01 July		37,975,037	38,371,112
Adjustment to / Surplus on revaluation carried out during the year		-	1,822,578
Transferred to accumulated profits in respect of incremental depreciation charged during the year		(2,305,442)	(2,218,653)
	18.1	35,669,595	37,975,037
Less: Deferred tax liability			
Balance as at 01 July		14,616,652	14,771,122
Increase in surplus revaluation carried out during the year		-	710,805
Incremental depreciation charge on related assets		(899,122)	(865,275)
		13,717,530	14,616,652
Balance of surplus on revaluation - net of tax as at 30 June		21,952,065	23,358,385

18.1 This includes surplus on revaluation of freehold land amounting to Rs. 496.44 million (2024: Rs. 496.44 million).



Rupees in thousand	Note	2025	2024
<b>19 LONG-TERM FINANCING</b>			
Islamic long-term financing arrangements			
Meezan Bank Limited - IV	19.1	-	475,000
Meezan Bank Limited - Syndicate	19.1	-	1,296,431
National Bank of Pakistan - Syndicate I	19.1	-	429,236
		-	2,200,667
Conventional long-term financing arrangements			
National Bank of Pakistan - Syndicate I	19.1	-	3,120,623
National Bank of Pakistan - Bilateral facility	19.2	1,000,000	1,000,000
Allied Bank Limited - facility I	19.3	500,000	750,000
Allied Bank Limited - facility II	19.4	833,333	1,000,000
Allied Bank Limited - facility III	19.5	2,000,000	-
		4,333,333	5,870,623
Total long-term financing		4,333,333	8,071,290
Less: current portion		(833,333)	(4,770,123)
Non-current portion		3,500,000	3,301,167

19.1 These loans have been repaid / prepaid during the year.

19.2 The Company has obtained a long term loan facility of Rs. 1,000 million from National Bank of Pakistan. This facility carries markup at 3 months KIBOR plus 0.75% per annum payable quarterly whereas the principal is repayable in eight years including grace period of two year ending on 30th June 2031. The facility is secured against first pari passu charge by way of MOCTD (Memorandum of Constructive Title Deed) of Rs. 1,334 million with 25% margin over head office land and building

19.3 The Company has obtained a long term loan facility of Rs. 1,000 million from Allied Bank Limited. This facility carries markup at 3 months KIBOR plus 0.70% per annum payable quarterly whereas the principal is repayable in five years including grace period of one year ending on 25th May 2027. The facility is secured against first pari passu charge over existing waste heat recovery power plant of the Company with 25% margin.

19.4 The Company has obtained a long term loan facility of Rs. 1,000 million from Allied Bank Limited to finance the construction of head office building. This facility carries markup at 3 months KIBOR plus 0.70% per annum payable quarterly whereas the principal is repayable in eight years including grace period of two years ending on 30th June 2030. The facility is secured against first pari passu mortgage charge with 25% margin over the head office building.

19.5 During the year Company has obtained a long term loan facility of Rs. 2,000 million from Allied Bank Limited. This facility carries markup at 3 months KIBOR plus 0.20% per annum payable quarterly whereas the principal is repayable in five years (including grace period of one year) starting from 29th December 2024 and ending on 21st December 2029. The facility is secured against first pari passu mortgage charge with 25% margin over the existing plant and machinery.

Rupees in thousand	2025	2024
<b>20 LONG-TERM DEPOSITS</b>		
Security deposits payable in respect of:		
- Goods and services	36,942	39,967
- Office building	5,014	5,014
	41,956	44,981

20.1 As per the terms of the agreement, these deposits can be utilized in normal course of business.

Rupees in thousand	Note	2025	2024
<b>21 DEFERRED LIABILITIES</b>			
Deferred tax liability	21.1	22,247,442	21,064,418
Defined benefits obligation	21.2	340,408	278,362
		22,587,850	21,342,780

Rupees in thousand		Note	Opening Deferred tax liability/ (asset)	Deferred tax expense/(income)		Closing Deferred tax liability/ (asset)
				Charged to statement of profit or loss	Charged to OCI	
21.1	Deferred tax liability					
	As at 30 June 2025					
	Taxable temporary differences					
	Accelerated depreciation for tax purposes		8,493,060	548,902	-	9,041,962
	Unrealised gain on short-term investments		-	20,308	-	20,308
	Revaluations of property, plant and equipment		14,616,653	(899,123)	-	13,717,530
			23,109,713	(329,913)	-	22,779,800
	Deductible temporary differences					
	Post-employment benefits		(138,647)	(16,169)	(8,774)	(163,590)
	Provision for slow moving stores and spare parts		(18,718)	-	-	(18,718)
	Expected credit losses of debt instruments		(73,637)	3,756	-	(69,881)
	Unabsorbed depreciation losses available for offsetting against future taxable income	21.1.1	(569,220)	569,220	-	-
	Alternate corporate tax recoverable against tax charge in future years	21.1.2	(484,643)	484,643	-	-
	Minimum tax recoverable against tax charge in future years	21.1.2	(566,071)	566,071	-	-
	Others		(194,359)	(85,810)	-	(280,169)
			(2,045,295)	1,521,711	(8,774)	(532,358)
			21,064,418	1,191,798	(8,774)	22,247,442
	As at 30 June 2024					
	Taxable temporary differences					
	Accelerated depreciation for tax purposes		7,790,590	702,470	-	8,493,060
	Revaluations of property, plant and equipment		14,771,122	(865,274)	710,805	14,616,653
			22,561,712	(162,804)	710,805	23,109,713
	Deductible temporary differences					
	Post-employment benefits		(122,620)	(14,876)	(1,151)	(138,647)
	Provision for slow moving stores and spare parts		(18,718)	-	-	(18,718)
	Expected credit losses of debt instruments		(54,965)	(18,672)	-	(73,637)
	Unabsorbed depreciation losses available for offsetting against future taxable income		(1,869,264)	1,300,044	-	(569,220)
	Alternate corporate tax recoverable against tax charge in future years		(394,853)	(89,790)	-	(484,643)
	Minimum tax recoverable against tax charge in future years		(566,071)	-	-	(566,071)
	Others		(85,066)	(109,293)	-	(194,359)
			(3,111,557)	1,067,413	(1,151)	(2,045,295)
			19,450,155	904,609	709,654	21,064,418

21.1.1 This represents deferred tax asset on unused tax losses (depreciation loss) amounting to Rs. Nil (2024: Rs. 569.22 million) recognized on the basis of future expected taxable profits.

21.1.2 This represents deferred tax credits on minimum and alternate corporate tax amounting to Rs. Nil (2024: Rs. 1,050.71 million) available for adjustment against normal tax liability in tax years ranging from 2025 to 2034.

Rupees in thousand		Note	2025	2024
21.2	Defined benefits obligation	21.2.1	340,408	278,362
21.2.1	The amounts recognized in the statement of financial position are as follows:			
	Present value of defined benefit obligation	21.2.2	340,322	277,998
	Benefit payable		86	364
			340,408	278,362



Rupees in thousand	2025	2024
<b>21.2.2 Movements in the present value of defined benefit obligation:</b>		
Balance as at 01 July	277,998	229,822
Current service cost	30,626	25,362
Past service cost	-	460
Interest cost on defined benefit obligation	38,820	35,998
Benefits due but not paid (payables) / adjustment for prior year	279	(94)
Benefits paid	(29,898)	(16,500)
Actuarial losses / (gains) from changes in financial assumptions	12,868	(808)
Experience adjustments	9,629	3,758
Balance as at 30 June	340,322	277,998

**21.2.3 The amounts recognized in the statement of profit or loss are as follows:**

Current service cost	30,626	25,362
Past service cost	-	460
Interest cost on defined benefit obligation	38,820	35,998
Expense recognized in cost of sales	69,446	61,820

**21.2.4 The amounts chargeable to other comprehensive income are as follows:**

Actuarial losses / (gains) from changes in financial assumptions	12,868	(808)
Experience adjustments	9,629	3,758
Re-measurement loss charged to other comprehensive income	22,497	2,950

**21.2.5 Estimated expense to be charged to statement of profit or loss in next year**

Current service cost	35,859
Interest cost on defined benefit obligation	38,961
Amount chargeable to statement of profit or loss	74,820

**21.2.6 Significant assumptions**

Qualified actuaries have carried out the valuation as at 30 June 2025. The projected unit credit method, based on the following significant assumptions, is used for valuation of the scheme:

Discount rate for interest cost in profit or loss charge	14.75%	16.25%
Discount rate for obligation	11.75%	14.75%
Expected rates of salary increase in future years	11.25%	13.75%
Mortality rates	SLIC 2001-2005	
	Setback 1 year	
Retirement age assumption	Age 60	Age 60

Discount rate used in last actuarial valuation was 14.75% per annum. However, in the current investment environment, where there is an downward trend in the interest rate structure, discount rate has been decreased to 11.75% per annum.

Correspondingly, due to decrease in inflationary expectations, the rate of increase in eligible salary has been decreased to 11.25% from 13.75%.



### 21.2.7 Sensitivity analysis

A quantitative sensitivity analysis for significant assumptions on defined benefit obligation is as shown below:

Rupees in thousand		2025	2024
Sensitivity level	Assumption	Defined benefit obligation	
+100 bps	Discount rate	312,348	256,473
-100 bps	Discount rate	372,673	302,775
+100 bps	Expected increase in salary	372,956	303,133
-100 bps	Expected increase in salary	311,602	255,795

The sensitivity analyses above have been determined based on a method that extrapolates the impact on defined benefit obligation as a result of reasonable changes in key assumptions occurring at the end of the reporting period.

The average duration of the defined benefit plan obligation at the end of the reporting period is 9 years (2024: 8 years).

### 21.2.8 Maturity profile of the defined benefit obligation

Expected benefit payment for the next 10 years and beyond

		Rupees in thousand
FY 2026		17,485
FY 2027		29,848
FY 2028		40,557
FY 2029		44,790
FY 2030		45,472
FY 2031		35,820
FY 2032		49,490
FY 2033		51,505
FY 2034		59,657
FY 2035		78,245
FY 2036 onwards		4,476,114

Rupees in thousand		Note	2025	2024
<b>22</b>	<b>TRADE AND OTHER PAYABLES</b>			
	Creditors	22.1	3,138,005	3,607,700
	Payable to statutory authorities	22.2	2,225,656	648,590
	Accrued expenses	22.3	485,878	510,020
	Deposits	22.4	4,650	6,607
	Employees' compensated absences	22.5	79,055	77,141
	Worker related funds	22.6	718,381	498,359
	Others		108,532	33,021
			<b>6,760,157</b>	<b>5,381,438</b>

22.1 These are non-interest bearing and generally have payment terms of up to 90 days.

Rupees in thousand		Note	2025	2024
<b>22.2</b>	<b>Payable to statutory authorities</b>			
	Excise duty on cement		634,600	377,986
	Royalty and excise duty	22.2.1	1,444,622	203,172
	Income tax deducted at source		146,434	67,432
			<b>2,225,656</b>	<b>648,590</b>



- 22.2.1 This represents royalty and excise duty payable to the Department of Mines and Minerals (M&MD), Government of Punjab, for the extraction of limestone and clay.

Pursuant to notification no. SOT(M&MD)5-3/2007(Vol-II) dated 01 August 2024 (effective from 01 July 2024), issued by the M&MD, the royalty rate on limestone and clay was revised from Rs. 250 per metric ton of extracted quantity to 6% of the ex-factory sale price of cement or clinker. The Company challenged this revision and filed Writ Petition before the Honourable Lahore High Court, the Honourable Court, vide its judgment dated 16 June 2025, dismissed the Writ Petition and upheld the validity of the revised royalty rate. Being aggrieved, the Company has filed an appeal before the Honourable Supreme Court of Pakistan, which is currently pending adjudication.

Previously, under interim relief granted by the Honourable Lahore High Court through an order dated 25 July 2023, the Company was paying Rs. 182.5 per metric ton (including 50% of the increased amount from Rs. 115 to Rs. 250 per metric ton), while the remaining Rs. 67.5 per metric ton recorded as payable and was secured through a bank guarantee. At present, as per the directions of the Honourable Supreme Court of Pakistan the Company continues to pay Rs. 182.5 per metric ton instead of 6% of ex-factory sale price, with the remaining amount is payable and secured against bank guarantee.

- 22.3 This includes provision amounting to Rs. 246.06 million (2024: 213.2 million) recorded in respect of marking fee under Pakistan Standards and Quality Control Authority (PSQCA) Act, 1996. The Company is under an industry-wide dispute on the basis of calculation and chargeability of marking fee. The Company has challenged the applicability of the marking fee on the production of the cement at the rate of 0.15 percent as levied by PSQCA Act, 1996 in the Honourable Lahore High Court on the grounds that this fee is charged without any nexus with services. However, the Company on prudence grounds has provided for the above payable fee in these financial statements.
- 22.4 These include security obtained from suppliers and scrap dealer to safeguard the Company against default in payment and other disputes. Further, the Company has obtained written agreement from parties to use these deposits in normal course of the business.

Rupees in thousand		Note	2025	2024
22.5	Employees' compensated absences			
	Opening balance		77,141	83,028
	Charge for the year		48,605	49,938
			125,746	132,966
	Payments made during the year		(46,691)	(55,825)
	Closing balance		79,055	77,141
22.6	Worker related funds			
	Workers' profit participation fund	22.6.1	164,724	105,080
	Workers' welfare fund	22.6.2	553,657	393,279
			718,381	498,359
22.6.1	Workers' profit participation fund			
	Balance as at 01 July		105,080	(8,877)
	Charge for the year		256,224	271,707
			361,304	262,830
	Payments made during the year		(196,580)	(157,750)
	Balance as at 30 June		164,724	105,080

- 22.6.1.1 The Company retains Workers' Profit Participation Fund on its business operations till the date of allocation to workers. Interest is paid at prescribed rate under the Punjab Companies Profit (Workers Participation) Act, 2021 on funds utilized by the Company till the date of allocation to workers.

Rupees in thousand	2025	2024
<b>22.6.2 Workers' welfare fund</b>		
Balance as at 01 July	393,279	226,994
Charge for the year	170,378	176,285
	563,657	403,279
Payments made during the year	(10,000)	(10,000)
Balance as at 30 June	553,657	393,279

The Company has not paid the amount of Workers' welfare fund until it is ascertained as to whether the same is required to be paid to Federal Government or Provincial Government. The Company has filed writ petition on 07 December 2021 with Lahore High Court, on the above matter, which is pending adjudication.

Rupees in thousand	Note	2025	2024
<b>23 ACCRUED MARKUP / PROFIT ON FINANCING</b>			
Accrued profit on financing from Islamic banks			
Long-term financing		-	146,469
Short-term borrowing		29,474	-
		29,474	146,469
Accrued mark-up on financing from conventional banks			
Long-term financing		130,755	369,188
Short-term borrowing		61,908	131,328
		192,663	500,516
		222,137	646,985

## 24 SHORT-TERM BORROWINGS

Islamic Banks			
Meezan Bank Limited - Running Musharaka	24.1	1,201,644	-
Conventional Banks			
Allied Bank Limited	24.2	406,385	368,742
National Bank of Pakistan	24.3	999,441	986,302
MCB Bank Limited	24.4	465,374	451,627
Bank Al Habib Limited	24.5	33,789	14,961
Habib Bank Limited	24.6	1,004,262	410,441
The Bank of Punjab	24.7	443,255	199,664
Habib Metropolitan Bank Limited	24.8	-	-
		3,352,506	2,431,737
		4,554,150	2,431,737

24.1 During the year, the Company obtained short-term facilities from Meezan Bank Limited, including an LC Sight facility under MSFA of Rs. 550 million and a Rs. 7,000 million Running Musharakah (RM) facility. The RM facility can be fully utilized as a one-time Running Musharakah (OTT) split into a Rs. 2,000 million regular RM facility and Rs. 5,000 million as OTT but the total short term funded exposure including regular RM facility and RM-OTT facility not to exceed Rs 5,000 million at any given point of time. The markup on the regular RM is 3-month KIBOR + 0.20% per annum, while the OTT carries a markup of 3-month KIBOR per annum, payable quarterly. The facility to the tune of regular RF is secured by a first joint pari passu charge on current assets, while the OTT facility (if utilized) is secured by a ranking charge on plant and machinery with a 25% margin. During the year, the Company availed the entire Rs. 5,000 million RM-OTT facility and repaid it in full before 30 June 2025. The balance outstanding as at 30 June 2025 pertains only to the regular RM facility.

24.2 The Company has obtained short term running finance / Money market line / Letter of credit facility and FATR from Allied Bank Limited amounting to Rs. 500 million in aggregate. Running finance facility carries markup at the rate of 3 months KIBOR plus 0.35% per annum whereas applicable rate for FATR facility is 3 months KIBOR plus 0.5% per annum (2024: 3 months KIBOR plus 0.35% and 0.50% per annum respectively) payable on quarterly basis, while markup in respect of money market loan transaction would be advisable at the time of transaction. The facility is secured by First Pari Passu charge over current assets of the Company with 25% of margin. Letter of credit facility also carries lien on import documents / Bill of exchange / Trust receipts. The facility expired on 30 June 2025; however, it is currently under extension. Until the new facility letter is issued, the previous one remains valid.



- 24.3 The Company has obtained a running finance facility amounting to Rs. 1,000 million. The facility is secured against joint pari passu charge over current assets of the Company with 25% margin. This carries markup at the rate of 3 months KIBOR plus 0.35% per annum (2024: 3 months KIBOR plus 0.35% per annum) subject to rebate linked to actual markup payment date payable on quarterly basis. In addition, the Company has also obtained a Letter of Credit facility of Rs. 500 million for import of coal, stores and machinery parts which is secured by lien over import documents. This facility will expire on 31st May 2026.
- 24.4 The Company has obtained a running finance facility amounting to Rs. 500 million. The facility is secured against joint pari passu charge on the current assets of the Company with 25% margin. This carries markup at the rate of 3 months KIBOR plus 0.20% per annum (2024: 3 months KIBOR plus 0.20% per annum) payable on quarterly basis. This facility also has a Letter of Credit sub limit of Rs. 500 million to import coal, packing material, stores and machinery parts which is secured by lien over import documents. The facility expired on 31st March 2025; however, it is currently under extension. Until the new facility letter is issued, the previous one remains valid.
- 24.5 The Company has obtained running finance/letter of credit sight facility/FATR facility of Rs. 500 million. This facility carries markup at the rate of 3 months KIBOR plus 0.75% per annum (2024: 3 months KIBOR plus 1.25% per annum) payable on quarterly basis. The facility is secured against joint pari passu charge over current assets of the Company with 25% margin. LC facility also carries lien on import documents / Bill of exchange / Trust receipts. Although this facility is set to expire on 31st August 2027, it is repayable on demand. Since individual drawdowns are required to be settled within 12 months, irrespective of the overall facility tenure, it is classified as short-term.
- 24.6 The Company has obtained running finance/letter of credit sight facility/FATR facility/STA of Rs. 950 million. The facility is secured against joint pari passu charge over current assets of the Company with 25% margin. LC facility also carries lien on import documents / Trust receipts. In addition to the above mentioned facility, the Company has also obtained a STA Facility amounting to Rs. 550 million. The facility is secured against Joint first pari passu charge over present and future current assets. The running finance/letter of credit sight facility/FATR facility carries markup at the rate of 3 months KIBOR plus 0.35% (2024: 1 month / 3 months KIBOR plus 0.50%) per annum payable on quarterly basis while STA carries pricing to be decided on case to case basis. This facility will expire on 28 February 2026.
- 24.7 The Company has obtained a running finance facility of Rs. 500 million from The Bank of Punjab. This facility carries markup at 3 months KIBOR plus 0.50% per annum payable quarterly. The facility is secured against joint pari passu mortgage charge over the current assets with 25% margin. This facility will expire on 30 September 2025.
- 24.8 The Company has obtained letter of credit sight facility/FATR facility/Musharakah of Rs. 800 million. The facility carries markup at the rate of 3 month KIBOR plus 0.25% per annum payable on quarterly basis. The facility is secured against Joint pari passu charge over current assets of the Company with 25% margin. LC facility also carries lien on import documents / Bill of exchange / Trust receipts. During the year, the Company availed Rs. 800 million facility and repaid it in full before 30 June 2025. This facility will expire on 31 March 2026.

Rupees in thousand	2025	2024
<b>25 UNCLAIMED / UNPAID DIVIDEND</b>		
Balance as at 01 July	74,593	60,584
Final cash dividend issued @ Rs. 10 per share	2,271,489	-
Interim cash dividend issued @ Rs. 5 per share	1,135,745	1,135,744
Payments made during the year	(3,390,344)	(1,121,735)
Balance as at 30 June	91,483	74,593

- 25.1 This amount has been placed in a deposit account maintained with a Shariah-compliant bank, carrying profit at the rate of 14% per annum (2024: 18% per annum).

## 26 CONTINGENCIES AND COMMITMENTS

### 26.1 Contingencies

Based on the advice of legal consultant and assessment of facts of the cases, the Company expects favorable outcome in the matters described below. Accordingly no provision has been recognized for the following cases:

#### Income Tax Matters

- 26.1.1 The Company filed an online application for refund of excess tax paid for the Tax Year 2020 of Rs. 756 million. Assistant/Deputy Commissioner Inland Revenue (A/DCIR) passed an order dated 05 August 2022 acknowledging tax collection/deduction under various sections of the Ordinance to the tune of Rs. 719 million. The said acknowledged refunds were consented for adjustment against sales tax, income tax and advance income tax liabilities.

Being aggrieved with the rejection of refunds amounting to Rs. 37 million, the Company has filed an appeal before the Commissioner Inland Revenue (Appeals) - I (CIR-A) and the same is pending adjudication.





- 26.1.2 The Company filed an online application for refund of excess tax paid for the Tax Year 2019 amounting to Rs. 292 million. The learned officer passed an order dated 15 August 2020 acknowledging tax collection/deduction under various sections of the Ordinance while rejecting the claim of tax deduction/collection to the tune of Rs. 243 million which resulted into issuance of refund of Rs. 49 million. Being aggrieved from the above Order, the Company filed an appeal before CIR-A who through order dated 17 September 2021 annulled the aforesaid order and remanded the case back to the tax officer which is pending adjudication.
- 26.1.3 The A/DCIR passed an amended order dated 29 January 2019 under section 122(5A) of the Ordinance for tax year 2017, wherein certain additions were made which resulted into increase in taxable income of Rs. 4.42 million and income tax demand of Rs. 1.09 million. Being aggrieved with the said order, the Company filed an appeal before CIR(A), wherein the CIR(A) vide order dated 26 December 2019 decided the appeal against the Company. Being aggrieved with the said order, the Company filed an appeal before the ATIR which is pending adjudication.
- 26.1.4 The DCIR Lahore has imposed additional tax of Rs. 20.98 million in respect of tax year 2016 for default on payment of advance tax. The Company challenged the order before CIR (A). The learned CIR(A) vide its order dated 28 January 2021 by accepting the stance of the Company reduced the amount of the additional tax to Rs. 16.11 million. The department being aggrieved has filed appeal against the order dated 6 June 2022 which is pending adjudication.
- 26.1.5 The ADCIR passed an amended order dated 25 November 2016 under section 122(5A) of the Ordinance for tax year 2015, wherein certain additions amounting to Rs. 1,036 million were made which resulted into income tax demand of Rs. 514 million. Being aggrieved, the Company filed an appeal before CIR(A) who deleted all the additions except the addition made under section 18(1)(d) amounting to Rs. 550 million. Being aggrieved with the Order of CIR(A), both the Company and tax department filed appeals before the ATIR, wherein the ATIR vide its combined order dated 13 September 2017 upheld the decision of CIR(A). The Addl. CIR passed appeal effect order dated 13 November 2020 raising demand of Rs. 7 million.
- Multiple appeal effect orders issued by the Addl. CIR ignored the relief of WPPF paid against which the company filed appeal before CIR-A which was decided in company's favor. The CIR, being dissatisfied from the aforesaid appellate Order, has filed an appeal before ATIR dated 17 May 2017. However, the case has not been fixed for hearing till date. The Company also filed rectification applications before the Addl. CIR which were rejected and the Company preferred appeals before CIR-A. The appeal filed against the 2nd appeal effect order resulted in the CIR-A passing the order dated 31 January 2020, wherein the decision of Addl. CIR for proration of the statutory allowance of WPPF amounting to Rs. 280 million between NTR & FTR Income was upheld. The Company being dissatisfied from the same, preferred an appeal on 17 April 2020 before ATIR, which has not been heard yet.
- 26.1.6 The Company's case was selected under section 214C/177 of the Ordinance by the FBR for audit of its income tax affairs for the tax year 2014. Audit proceedings were finalized by the DCIR and passed an order dated 09 September 2017 under section 122(1) of the Ordinance, wherein certain additions were made which resulted into taxable income at Rs. 1,304 million and income tax demand at Rs. 347 million. Being aggrieved with the said order, the Company filed an appeal on 08 December 2017 before the CIR(A) wherein the CIR(A) vide order dated 24 April 2020 granted partial relief to the Company. Being aggrieved with the order of CIR(A), both the Company and CIR filed appeals before the ATIR, the Company's appeal is decided in its favor thereby deleting additions made into the taxable income of the Company, whereas appeal filed by the CIR is a pending adjudication.
- 26.1.7 ADCIR passed an amended order dated 28 June 2019 under section 122(5A) of the Ordinance for tax year 2013, wherein certain additions were made which resulted into taxable income of Rs. 1,849 million and income tax demand of around Rs. 3 million. Being aggrieved with the said order, the Company filed an appeal before CIR(A), wherein the CIR(A) vide order dated 26 December 2019 granted substantial relief to the Company. CIR being dissatisfied filed an appeal before the ATIR which is pending adjudication.
- 26.1.8 The Company was selected for Tax Audit u/s 177 through a random Ballot conducted by the FBR for the audit of the Income Tax affairs for Tax Year 2012. DCIR, through its Order dated 26 March 2014 passed u/s 122(1)/122(5) of the Ordinance that resulted into the impugned addition of Rs. 1,043 million whereby the amount of balance carried forward losses were reduced to Rs. 826 million. The Company filed an Appeal before CIR-A against the impugned Order passed u/s 122(1)/122(5) of the Ordinance. The CIR-A vide its Order no. 17 dated 22 June 2015, granted substantial relief of Rs. 758 million against the above mentioned impugned addition. The Company being dissatisfied from the aforesaid order by CIR(A) filed an appeal before ATIR. The main hearing of the case was heard on 16 January 2024 and the Honourable ATIR remanded the case back to CIR(A) vide order no. 2213/2015 dated 29 January 2024. The CIR also filed appeal before ATIR against the aforesaid relief by CIR(A) being provided. After hearing of the main case, an order no. 2276/2015 dated 29 January 2024 was passed which dismissed the departmental appeal. No further correspondence has been received as of yet.
- 26.1.9 The ACIR finalized proceedings u/s 122(5A) for Tax Year 2011 and passed the impugned Order on 13 June 2017 wherein certain additions were made which resulted into taxable income of Rs. 338 million and created demand of Rs. 90 million. The Company filed appeal before CIR-A against the aforesaid impugned Order in respect of certain additions and disallowances. The CIR-A vide its Order dated 21 September 2017 remanded the case back to the department for certain points, while the remaining points were upheld. The ACIR initiated set aside proceedings u/s 124/129 vide notice dated 20 May 2019. The Company through its authorised representative (AR) duly complied the aforesaid proceedings. However, no further correspondence has been received from the tax department till date.

The Company also being dissatisfied from the disallowance of the tax deduction pertaining to statutory allowance of WWF and WPPF amounting to Rs. 5 million in the CIR-A Order preferred to file an appeal on 24 November 2017 before the ATIR. The main hearing of the case was heard on 23 February 2024 and the Honourable ATIR decided the case vide order no. ITA 3533/2017 dated 23 February 2024 by accepting the contention regarding WWF and remanded the case in respect of WPPF to the Officer Inland Revenue (OIR). The OIR re-initiated the remand back proceedings vide notice bearing reference No.

LTO/ADC-R-VII, Z-III dated 15 May 2024 issued under section 122(9) of the Ordinance. The Company duly complied with the said notice vide its letter dated 25 June 2025, and the proceedings were finalized by the OIR vide Order No. 08 dated 27 June 2025, wherein the explanation tendered by the Company was duly accepted.

26.1.10 The ACIR finalized proceedings u/s 122(5A)/122(4) of the Ordinance for Tax Year 2010 and passed Order dated 29 June 2016 wherein certain additions were made which resulted into payable demand of Rs. 12 million. The Company being dissatisfied from the aforesaid Order filed an appeal before CIR-A who deleted additions of Rs. 285 million while certain points were upheld and the remaining points were remanded back through Order dated 06 October 2016. ACIR initiated set aside proceedings in compliance with the directions of the CIR-A and were finalized by passing Appeal Effect Order u/s 124/129 of the Ordinance dated 30 June 2018 which resulted into refund of Rs. 9,278. This Appeal Effect Order/computation, however, ignored the relief of initial allowance on exchange loss capitalized as part of machinery and accordingly a rectification was filed on 30 July 2018 against the Appeal Effect Order. The Company being aggrieved from the Appeal Effect Order also filed appeal before CIR-A on 13 August 2018.

The CIR-A have passed the Order dated 16 November 2020 and provided relief by allowing initial allowance as well as depreciation on capitalized exchange loss. The Company, however, preferred to file a second appeal before the ATIR on the legal issue of the charge of Minimum Tax u/s 113. The case was heard on 01 February 2024 and the Honourable ATIR decided the case vide order no. ITA 2676/LB/2016 dated 20 May 2024 and upheld the decision of CIR(A). CIR also being aggrieved from the aforesaid appellate Order filed an Appeal before the ATIR. The case was heard on 02 July 2024 and the Honourable ATIR decided the case vide order no. ITA 2713/LB/2016 dated 02 July 2024 and dismissed the departmental appeal.

26.1.11 The ACIR finalized proceedings u/s 122(5A) for Tax Year 2008 and passed the impugned Order dated 30 June 2014 wherein, certain additions were made which resulted into demand of Rs. 7 million was created against the Company. The Company filed an Appeal before CIR-A against the aforesaid impugned Order who vide its Order dated 17 September 2014 annulled the impugned Order passed u/s 122(5A) of the Ordinance. An application for appeal effect Order has been filed through letter dated 19 September 2014. The CIR, being dissatisfied from the aforesaid appellate Order has filed an appeal before the ATIR. However, no notice for hearing has been received till date.

26.1.12 Multiple petitions, including one by the Company, bearing writ petition no. 8349/2022 were filed before Honourable Lahore High Court against application of Section 4C of the Ordinance whereby super tax at the rate of 10% were levied on certain industries in Finance Act 2022. The Honourable LHC through its order dated 27 June 2023 partially allowed the petition and declared super tax exceeding 4% on cement sector as confiscatory and unlawful while the provisions of section 4C were declared intra vires.

The Company has filed an intra-court appeal No. 49450/2023 on 26 July 2023 before Honourable Islamabad High Court against levy of 4% super tax on the Company which has been allowed in terms of order dated 16th May 2024 by holding that the provisions of section 4C shall not apply to Tax Year 2022. The department filed a Civil Petition for Leave to Appeal No. 1616-L/2024 with the Supreme Court of Pakistan on 06 August 2024, against the above order and the matter is pending adjudication.

26.1.13 Multiple petitions, including one by the company, bearing Writ petition no. 85255/2023 was filed before Honourable Lahore High Court to assail the provisions of section 4C of the Income Tax Ordinance, 2001 through Finance Act, 2023 whereby super tax at the rate of 10% were levied on certain industries. The petition was heard on 26 December 2023 and was admitted for hearing. However the same was transferred to Division Bench in terms of order dated 16 January 2024. The main petition is however pending decision. The Company deposited under protest with the tax authorities 50% of the liability claimed against the Company under the impugned provisions of the Finance Act 2023 which is in line with aforementioned Honourable LHC order. Later on the petition was transferred to Constitutional bench of the Supreme Court by order and the matter is pending adjudication.

26.1.14 During the year, the Additional Commissioner Inland Revenue, Range-8, Zone-III, Large Taxpayers Office, Lahore ("Addl. CIR") initiated proceedings under section 122(5A) of the Income Tax Ordinance, 2001 vide notice dated 21 November 2024. The Addl. CIR proposed to amend the assessment order for the Company's income tax return for Tax Year 2022. The Company responded to the notice and the proceedings were finalized vide order bearing barcode No. 100000239650518 dated 5 May 2025.

The Addl. CIR accepted the Company's contentions except for certain issues relating to "short inadmissible deductions" and "refund adjustments" from prior years, resulting in a tax demand of Rs. 449.58 million. Being dissatisfied with the order, the Company filed an appeal before the Honourable Appellate Tribunal Inland Revenue (ATIR) on 30 May 2025. The latest case was heard on 25 August 2025 and the order is awaited.

Additionally, the Company filed an application for rectification of apparent mistakes under section 221(1) of the Ordinance. No further communication has been received from the tax authorities to date.

#### Sales Tax Matters

26.1.15 The DCIR passed an order dated 18 October 2019 under section 11(2) of the Act for the tax year 2018, wherein the sales tax demand of Rs. 42 million was created. However, being aggrieved from the aforesaid order, the Company filed appeal in terms of section 45B of the Act before CIR (A). The CIR (A) passed an order dated 16 November 2020 under section 11(2) of the Act for the tax year 2018, wherein the sales tax demand of Rs. 42 million was raised after deleting penalty. However, being aggrieved with the said order, the Company filed an appeal before ATIR which is pending adjudication.

26.1.16 The Company's case was selected for the audit of its sales tax affairs under section 25 of Sales Tax Act, 1990 (the Act) for the tax year 2017. The Company filed an appeal against order of DCIR. CIR (A) finalized the proceedings through its order dated 27 April 2021 wherein the sales tax demand of Rs 24.89 million was created. However, being aggrieved with the said order, both the company and CIR filed an appeal before ATIR which is pending adjudication.



26.1.17 The DCIR passed an order dated 15 October 2019 under section 11(2) of the Act for the tax year 2017, wherein the sales tax demand of Rs. 20 million was created. However, being aggrieved with the said order, the Company filed an appeal before CIR(A). The CIR(A) passed an order dated 16 November 2020 under section 11(2) of the Act for the tax year 2017, wherein the sales tax demand of Rs. 20 million was upheld after deleting penalty. However, being aggrieved with the said order, both the company and CIR filed an appeal before ATIR which is pending adjudication.

26.1.18 Proceedings under Section 11(2) of the Sales Tax Act, 1990 were initiated by the DCIR for Tax Periods July, 2019 to November, 2021 which were finalized by passing the Order dated 04 November 2022 u/s 11(2) of the Act raising demand of Rs. 322 million along with default surcharge (to be calculated at the time of payment) and penalty amounting to Rs. 16 million u/s 33(5) of the Act. Being aggrieved from the aforesaid order, the Company filed appeal before the CIR (A), which was finalized by passing the order dated 03 April 2023 u/s 45B wherein the case in respect of input pertaining to the installation of plant and machinery was remanded back and the demand in respect of remaining goods and services was confirmed. The Company being dissatisfied from the aforesaid Appellate Order, preferred appeal before ATIR. The said appeal has not been fixed for hearing till date.

During the previous year, the DCIR initiated remand back proceedings, which concluded on 29 June 2024, issuing an order under Section 11(2) of the Act, raising a demand of Rs. 48 million along with default surcharge (to be calculated upon payment) and a penalty of Rs. 2 million under Section 33(5) of the Act.

The Company, being dissatisfied with the aforesaid order, has preferred an appeal under Section 46 of the Act before the learned ATIR. The Learned ATIR decided the appeal against the Company vide STA No. 1605/LB/2024 dated 26 December 2024. Aggrieved by the aforesaid order, the Company has filed a reference before the Honourable Lahore High Court through its legal counsel, which is pending adjudication.

26.1.19 Demands of sales tax including additional tax and penalty on lime stone and clay amounting to Rs. 4.5 million and Rs. 8.3 million were raised respectively. The case for Rs. 4.5 million is pending in the Lahore High Court, (LHC) whereas case for Rs. 8.3 million was decided by the Collector of Sales Tax (Appeal) on 3 February 2007 partially reducing the value of sales tax amount from Rs. 8.3 million to Rs. 2.8 million. The Company has deposited Rs. 2.2 million and filed an appeal against the order of Collector Sales Tax (Appeal) in Sales Tax Tribunal, Lahore which is pending adjudication.

26.1.20 The DCIR passed an order dated 09 February 2024 under section 11(2) of the Act for the tax year 2022, wherein the sales tax demand of Rs. 10 million along with the default surcharge (to be calculated at the time payment) and penalty amounting to Rs. 0.5 million u/s 33(5). Being aggrieved from the aforesaid order, the Company filed appeal in terms of section 45B of the Act before CIR (A).

The proceedings against the said Appeal were finalized by CIR (A) by passing the order dated 15 May 2024 u/s 45B of the Act granting partial relief to the extent of Rs. 8 million and penalty u/s 33(5) of the Act, and confirming the sales tax demand of Rs 1.8 million along with default surcharge (to be calculated at the time of payment) u/s 34(1)(a) of the Act. However, being aggrieved with the said order, the Company and DCIR filed an appeal before ATIR u/s 46. The said appeals have not been fixed for hearing till date.

26.1.21 The DCIR passed an order dated 03 August 2024 under section 11E of the Act for the tax periods August 2023 to October 2023, wherein a sales tax demand of Rs. 85.13 million was raised along with an equivalent penalty and default surcharge (to be calculated at the time of payment). Being aggrieved from the aforesaid order, the Company filed an appeal before the Honorable Appellate Tribunal Inland Revenue (ATIR), Lahore. The proceedings against the said appeal were finalized by the ATIR by passing order No. STA-1838/LB/2024, whereby the order of the DCIR was upheld and the appeal was dismissed. However, being dissatisfied with the said order, the Company filed a reference before the Honourable Lahore High Court, which is pending adjudication.

#### Other Matters

26.1.22 During the year ended 30 June 2013, one of the shareholders filed a suit in the Honourable High Court of Sindh against the parties involved in the public announcement dated 22 May 2012, pursuant to the Listed Companies (Substantial Acquisition of Voting Shares and Take-Overs) Ordinance, 2002, including the Company and its CEO, raising objections regarding the legality of the transaction. The management considers that the transfer of shares was valid and in accordance with the applicable laws and regulations. The case was transferred from the Honourable High Court of Sindh to the Court of the Senior Civil Judge IX, Karachi (West), in light of Sindh Act No. VI of 2025, and is now listed as Suit (Received from HC) No. 1304 of 2025. The matter has not yet been fixed for hearing.

26.1.23 On 31 August 2009, the Competition Commission of Pakistan (CCP) imposed a penalty on the Company via an order dated 27 August 2009 amounting to Rs. 364 million, which is 7.5 percent of the turnover as reported in the last published financial statements as of 30 June 2009. CCP has also imposed penalties on 19 other cement manufacturing companies against alleged cartelization by cement manufacturers under the platform of All Pakistan Cement Manufacturers Association (APCMA) to increase cement prices by artificially restricting production.

The penalized cement companies jointly filed a petition in the Honourable Lahore High Court challenging the imposition of penalties by the CCP and any adverse action against the cement companies has been stayed by the Honourable Lahore High Court. The management of the Company believes that it has no adverse consequence to the Company, and accordingly, no provision has been made against the above in these financial statements.

26.1.24 The Commissioner Social Security raised a demand of Rs. 0.7 million for non-payment of social security during the year 1994. An appeal was filed against above mentioned decision and the case is pending in the Labor Court, Lahore.

26.1.25 The issue pertaining to interpretation of sub-section (2) of section 4 of the Central Excise Act, 1944 (the "1944 Act") has been adjudicated by the Honourable Supreme Court of Pakistan vide judgment dated 15 February 2007 (the "Supreme Court Judgment") in appeal nos. 1388 and 1389 of 2002, 410 to 418 of 2005, 266, 267 & 395 of 2005 (the "Appeal"). By way of background it is pointed out that the controversy between the Department and the Company pertained to whether in view of the words of sub-section (2) of section 4 of the 1944 Act "duty shall be charged on the retail price fixed by the manufacturer, inclusive of all charges and taxes, other than sales tax..." retail prices would include the excise duty leviable on the goods.

The Honourable Lahore High Court as well as the Honourable Peshawar High Court held that excise duty shall not be included as a component for determination of the value (retail price) for levying excise duty (the "Judgments"). The department being aggrieved of the Judgments impugned the same before the Supreme Court of Pakistan vide the Appeals, in pursuance whereof leave was granted to determine in the aforesaid issue. The Honourable Supreme Court of Pakistan vide the Supreme Court Judgment upheld the Judgments and the Appeals filed by the department were dismissed. In the Supreme Court Judgment it has been categorically held that excise duty is not to be included as a component for determination of the value (retail price) for levying excise duty under sub-section (2) of section 4 of the 1944 Act.

In view of the above, during the year ended 30 June 2008, the Company had filed a refund claim amounting to Rs. 734.06 million before Collector, Sales Tax and Federal Excise Duty, Government of Pakistan (the Department). During the year ended 30 June 2010, the aforesaid refund claim has been rejected by the Department, however, the Company filed an appeal before Commissioner (Appeals) Inland Revenue, Lahore which has been decided in Favor of the Company. Later on, tax department filed an appeal to the Appellate Tribunal Inland Revenue where case has also been decided in favour of the Company. However, the refund will be accounted for at the time of its realization.

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

Rupees in thousand	2025	2024
26.2 Commitments		
26.2.1 Commitments in respect of:		
Outstanding letters of credit	97,529	333,018
Contracts registered with banks	-	9,955
Issued letters of guarantees favouring Collector of Customs - Karachi	78,860	185,063
Letters of guarantees favouring Mines & Minerals Department, Punjab	317,152	202,134
	493,541	730,170
26.2.2 Contracts for capital expenditure	-	809,783

## 27 REVENUE FROM CONTRACTS WITH CUSTOMERS - NET

### 27.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

Rupees in thousand	Note	2025	2024
Revenue from contracts with customers - gross		50,858,109	49,235,020
Less:			
Sales Tax		8,759,097	8,573,748
Federal Excise Duty		8,288,933	4,724,432
Discount and rebate		501,468	417,569
		17,549,498	13,715,749
Total revenue from contracts with customers - net		33,308,611	35,519,271
Geographical Markets			
All sales are made in Pakistan		50,858,109	49,235,020
Timing of revenue recognition			
Goods transferred at a point in time		50,858,109	49,235,020
27.2 Contract balances			
Trade receivables	27.2.1	1,786,302	1,864,186
Contract liabilities	27.2.2	(84,990)	(65,872)
		1,701,312	1,798,314





27.2.1 Trade receivables are non-interest bearing, and credit terms for customers are as per sale order. The decrease in trade receivables pertains to a decrease in overall revenue from customers during the year.

27.2.2 Contract liabilities represent short-term advances received from customers against delivery of goods in future. Contract liabilities as at the beginning of the year, aggregating to Rs 28.91 million (2024: Rs 42.07 million), have been recognized as revenue upon dispatch of goods.

Rupees in thousand	Note	2025	2024
<b>28 COST OF SALES</b>			
Raw material consumed	28.1	3,852,370	2,012,843
Packing material consumed		1,575,112	1,857,313
Fuel and power		12,977,942	15,583,016
Stores and spare parts consumed		423,474	373,188
Salaries, wages and benefits	28.2	986,669	906,638
Travelling and conveyance		74,902	79,348
Insurance		74,109	64,210
Repairs and maintenance		149,028	219,675
Depreciation	5.1.3	2,613,919	2,389,604
Communication		6,162	5,943
Entertainment		8,678	8,195
Fee and subscription		42,804	43,178
Legal and professional charges		6,446	5,634
Printing and stationery		2,764	4,586
Rent, rates and taxes		53,802	51,795
Utilities		29,744	35,189
Vehicle running expenses		33,440	38,503
Other manufacturing expenses		6,770	10,279
Total manufacturing cost		22,918,135	23,689,137
Work in process			
Opening balance		1,072,895	722,507
Closing balance	9	(989,869)	(1,072,895)
		83,026	(350,388)
Cost of goods manufactured		23,001,161	23,338,749
Finished goods			
Opening balance		169,537	586,802
Closing balance	9	(305,611)	(169,537)
		(136,074)	417,265
Cost of sales		22,865,087	23,756,014
<b>28.1 Raw material consumed</b>			
Balance as at 01 July		84,134	73,514
Royalty & Excise duty on the extraction of limestone and clay		2,729,109	777,241
Quarrying / transportation / purchases and other overheads		1,109,714	1,246,222
		3,922,957	2,096,977
Balance as at 30 June	9	(70,587)	(84,134)
		3,852,370	2,012,843
<b>28.2 Includes amount pertaining to employee benefits as follows:</b>			
Provident fund		20,385	19,262
Gratuity		69,446	61,820
Compensated absences		19,710	35,501
		109,541	116,583

Rupees in thousand	Note	2025	2024
<b>29 DISTRIBUTION COST</b>			
Salaries, wages and benefits	29.1	78,210	102,316
Travelling and conveyance		2,840	3,692
Vehicle running expenses		8,075	9,974
Communication		2,212	2,050
Printing and stationery		1,864	1,971
Rent, rates and taxes		2,165	5,520
Utilities		11,225	3,862
Repairs and maintenance	29.2	20,659	23,666
Legal and professional charges		250	435
Insurance		3,140	1,723
Fee and subscription		3,686	2,698
Advertisements / sales promotion		584	363
Freight and handling charges		1,458	4,914
Entertainment		4,648	4,429
Depreciation	5.1.3	6,402	3,542
		<b>147,418</b>	<b>171,155</b>

29.1 Includes amount pertaining to employee benefits as follows:

Provident fund	3,283	4,177
Compensated absences	5,303	5,605
	<b>8,586</b>	<b>9,782</b>

29.2 This includes head office building operations and maintenance cost amounting to Rs. 19.2 million (2024: Rs. 22.4 million) paid to Imperial Developers and Builders (Private) Limited.

Rupees in thousand	Note	2025	2024
<b>30 ADMINISTRATIVE EXPENSES</b>			
Salaries, wages and benefits	30.1	162,120	103,905
Travelling and conveyance		3,305	5,098
Vehicle running expenses		13,034	13,955
Communication		2,854	3,679
Printing and stationery		2,366	4,863
Rent, rates and taxes		8,548	6,917
Utilities		12,150	14,680
Repairs and maintenance	30.2	52,160	49,505
Legal and professional charges		19,521	5,992
Insurance		5,889	5,709
Auditors' remuneration	30.3	4,860	4,000
Fee and subscription		10,235	9,021
Depreciation	5.1.3	161,138	80,413
Entertainment		339	840
Others		23	1,393
		<b>458,542</b>	<b>309,970</b>

30.1 Includes amount pertaining to employee benefits as follows:

Provident fund	6,966	4,360
Compensated absences	6,843	5,973
	<b>13,809</b>	<b>10,333</b>



30.2 This includes head office building operations and maintenance cost amounting to Rs. 40.2 million (2024: Rs. 45.4 million) paid to Imperial Developers and Builders (Private) Limited.

Rupees in thousand	Note	2025	2024
30.3 Auditors' remuneration			
Annual audit fee		3,000	2,500
Fee for half yearly review		600	500
Other certifications		900	500
Out of pocket expenses		360	500
		4,860	4,000

### 31 OTHER EXPENSES

Workers' profit participation fund	22.6.1	256,224	271,707
Workers' welfare fund	22.6.2	170,378	176,285
Business development and technical fee	31.1	213,071	-
Loss on disposal of fixed assets		4,052	-
Donations	31.2	1,325	246
Others		5,892	30,347
		650,942	478,585

31.1 This represents the cost incurred during the year on due diligence of the project related to a prospective investment that was ultimately not pursued.

31.2 None of the Directors of the Company or his / her spouse has any interest in any of the donees.

Rupees in thousand	Note	2025	2024
32 OTHER INCOME			
Income from financial assets:			
Profit on banks	32.1	72,819	29,713
Dividend Income on short-term investments		24,711	-
Realized gain on sale of short-term investments		55,233	190,659
		152,763	220,372
Income from non-financial assets:			
Scrap sales		49,435	79,455
Gain on disposal of fixed assets		-	85,583
Rental income arising from investment property		48,681	47,043
Rental income		1,310	650
		99,426	212,731
		252,189	433,103

32.1 This includes profit on term deposit receipts amounting to Rs. 62.29 million (2024: Rs. 12.90 million), out of which Rs. 19.72 million (2024: Rs. 1.03 million) relates to Shariah-compliant deposits.

Rupees in thousand	2025	2024
33 REMEASUREMENT GAIN ON ASSETS HELD AT FAIR VALUE - NET		
Fair value gain on investment property carried at fair value	6,592	405
Unrealized gain on re-measurement to fair value on short- term investments	58,022	-
	64,614	405

Rupees in thousand	Note	2025	2024
<b>34 FINANCE COSTS</b>			
Mark-up on conventional finances:			
Mark-up on long-term financing from conventional banks		768,832	1,693,090
Mark-up on short-term borrowings from conventional banks		283,947	569,118
		1,052,779	2,262,208
Mark-up on Islamic finances:			
Mark-up on long-term financing from Islamic banks		121,918	518,688
Mark-up on short-term borrowings from Islamic banks		218,547	9,671
		340,465	528,359
Bank charges and commission		15,015	15,389
		1,408,259	2,805,956

### 35 FINAL TAX

Final tax	35.1	17,281	-
35.1 This includes final tax paid under section 5 of the Income Tax Ordinance, 2001 on dividend income and under section 37A on capital gains from mutual funds.			

Rupees in thousand	Note	2025	2024
<b>36 TAXATION</b>			
Current tax			
- for the year		2,021,787	2,291,608
- for prior year		(2,166)	10,837
		2,019,621	2,302,445
Deferred tax	21.1	1,191,798	904,609
		3,211,419	3,207,054

### 36.1 Relationship between tax expense and accounting profit

Profit before taxation		8,087,516	8,383,220
Tax calculated at the rate of 29%		2,345,380	2,431,134
Tax effect of:			
- super tax @ 10%		939,409	898,873
- Prior year adjustment		(2,166)	10,837
- Permanent difference on final tax		(22,916)	-
- Permanent difference on restricted cost of vehicle		(2,784)	(61,014)
- Permanent difference on investment property		(1,912)	(117)
- Realized gain on mutual funds - Exempt		(271)	(55,291)
- Others		(43,322)	(17,368)
		3,211,419	3,207,054

### 37 EARNINGS PER SHARE - BASIC AND DILUTED

	2025	2024
<b>37.1 Basic earnings per share</b>		
Profit attributable to ordinary shareholders - Rupees in thousands	4,876,097	5,176,166
Weighted average number of ordinary shares - in thousands	227,149	227,149
Basic earnings per share - Rupees	21.47	22.79

### 37.2 Diluted earnings per share

Diluted earnings per share has not been presented as the Company does not have any convertible instruments in issue as at 30 June 2025 (2024: Nil).





Rupees in thousand	Note	2025	2024
<b>38 CASH GENERATED FROM OPERATIONS</b>			
Profit before taxation		8,087,516	8,383,220
Adjustments for non-cash and other items:			
Depreciation	5.1.3	3,131,036	2,953,897
(Reversal) / allowance for expected credit losses	10.1	(9,631)	47,879
Projects abandoned, charged to profit or loss	5.2	1,700	6,192
Provision for gratuity	21.2.3	69,446	61,819
Provision for compensated absences	22.5	48,605	49,938
Finance cost	34	1,408,259	2,805,956
Loss / (gain) on disposal of property, plant and equipment	31 & 32	4,052	(85,583)
Fair value gain on investment property carried at fair value	33	(6,592)	(405)
Profit on bank deposits	32	(72,819)	(29,713)
Dividend Income on short-term investments	32	(24,711)	-
Final Tax	35	17,281	-
Realized gain on sale of short-term investments	32	(55,233)	(190,659)
Unrealized gain on re-measurement of fair value of short-term investments	33	(58,022)	-
Cash flow before working capital changes		12,540,887	14,002,541
Working capital changes			
(Increase) / decrease in current assets			
Stores, spares and loose tools		(353,521)	422,989
Stock in trade		(83,885)	228,055
Trade receivables		87,515	(86,417)
Loans and advances		60,167	14,512
Sales tax Recoverable - net		(21,525)	-
Short term prepayments		(1,088)	(2,903)
Other receivables		(11,162)	(40,573)
		(323,499)	535,663
Increase/ (decrease) in current liabilities			
Trade and other payables		1,376,806	169,543
Contract liabilities		19,118	(42,597)
Sales tax payable		(150,566)	140,472
Retention money		(2,665)	(765,395)
		1,242,693	(497,977)
Cash generated from operations		13,460,081	14,040,227

### 39 CASH AND CASH EQUIVALENT

Cash and bank balances	14	554,696	414,631
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### 40 REMUNERATION OF DIRECTORS, CHIEF EXECUTIVE OFFICER AND EXECUTIVES

The aggregate amounts charged in the financial statements for the year are as follows:

Rupees in thousand	Chief Executive Officer		Executive		Total	
	2025	2024	2025	2024	2025	2024
Number:	1	1	77	64	78	65
Basic Salary	-	-	188,051	155,491	188,051	155,491
Contribution to Provident Fund Trust	-	-	19,101	15,549	19,101	15,549
Allowances & benefits:						
- House Rent	-	-	84,623	69,971	84,623	69,971
- Utilities	-	-	18,805	15,549	18,805	15,549
- Others	-	-	76,303	67,944	76,303	67,944
	-	-	386,883	324,504	386,883	324,504



- 40.1 No remuneration has been paid to Chief Executive Officer during the year. All the executives of the Company have been provided with free use of the Company owned and maintained cars and other benefits in accordance with their entitlements as per rules of the Company.
- 40.2 No remuneration is being paid / payable to the directors of the Company except meeting fee which is paid to all non-executive directors including chairman at the rate of Rs. 50,000 to 125,000 per meeting attended.

#### 41 TRANSACTIONS WITH RELATED PARTIES

The related parties of the Company comprise of the associated companies and undertakings having directors in common, directors and key management personnel. Amounts due from and to related parties, remuneration of directors and key management personnel are disclosed in the relevant notes. The transactions with the related parties are carried out at arm's length. Transactions with related parties other than those disclosed elsewhere in the financial statements are as follows:

Rupees in thousand				
Name of Related Party	Relationship	Nature of Transaction	2025	2024
Imperial Developers and Builders (Private) Limited	Common Directorship	Operations and Maintenance charges	138,000	135,600
		Project supervision and consultancy fee	-	150,000
Haleeb Foods Limited	Common Directorship	Rental income	34,596	34,596
		Reimbursement of expenses		
		- Operations and Maintenance charges	69,000	67,800
		- Others	28,562	34,650
Provident Fund Trust	Staff retirement benefit	Contribution to staff provident fund	35,246	36,894
Period end balances Haleeb Foods Limited		Receivable	29,027	30,667

#### Numbers

#### 42 NUMBER OF EMPLOYEES

Number of employees at year end including permanent and contractual - total	1,105	1,095
Average number of employees during the year - total	1,107	1,071
Number of employees at year end including permanent and contractual - factory	1,008	999
Average number of employees during the year - factory	1,009	980

#### Tons

#### 43 PRODUCTION CAPACITY (300 DAYS BASIS)

Rated capacity - cement	5,194,500	5,194,500
Actual production - cement	2,086,945	2,315,214

- 43.1 Difference is due to supply and demand situation in the market.

#### 44 CAPITAL RISK MANAGEMENT

The Company's objective when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefit for other stake holders and to maintain an optimal capital structure to reduce the cost of capital. The Company closely monitors the return on capital along with the level of distributions to ordinary shareholders.



The Company manages its capital structure and makes adjustment to it, in light of changes in economic conditions. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policy and processes during the year ended 30 June 2025.

The Company's strategy is to ensure compliance with the Prudential Regulations issued by the State Bank of Pakistan and is in accordance with agreements executed with financial institutions so that the total short and long-term borrowings to equity ratio does not exceed the lender covenants.

Consistent with others in the industry and the requirements of the lenders, the Company monitors the capital structure on the basis of gearing ratio. This ratio is calculated as net borrowings divided by total capital employed. Net borrowings represent long-term financing, and short-term borrowings obtained by the Company, less cash and bank balances. Total capital employed includes 'total equity' plus 'borrowings'. Gearing ratio at the year end is as follows:

Rupees in thousand	2025	2024
Long-term financing - current and non-current	4,333,333	8,071,290
Short-term borrowing	4,554,150	2,431,737
Total borrowings	8,887,483	10,503,027
Less: cash and bank balances	(554,696)	(414,631)
Net borrowings	8,332,787	10,088,396
Share capital	2,271,489	2,271,489
Reserves	44,855,492	43,400,351
Total equity	47,126,981	45,671,840
Total capital employed	55,459,768	55,760,236
Gearing ratio	15.02%	18.09%

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

The management of the Company continuing with operational and infrastructure rehabilitation program with the objective of maintaining the Company into profitable entity and has taken financial measures to support such rehabilitation program. Further, in order to improve liquidity and profitability of the Company, the management is planning to take certain appropriate steps such as increase sales including export of cement to neighbouring countries, cost control and curtailing financing cost by means of debt management.

In order to achieve this overall objective, the Company's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. During the year, the Company was in compliance with covenants in respect of long-term facilities.

## 45 FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on having cost efficient funding as well as to manage financial risk to minimize earnings volatility and provide maximum return to shareholders. Risk management is carried out by the Company's Finance Department under policies approved by the Senior Management. The Board provides principles for overall risk management, as well as policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity.

### 45.1 Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk: interest rate risk, currency risk and other price risk, such as equity risk. Financial instruments affected by market risk include loans, borrowings and investments. The Company is exposed to interest rate risk, liquidity risk, credit risk and equity risk. The sensitivity analysis in the following sections relate to the position as at 30 June 2025 and 30 June 2024.

#### a) Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions or receivables and payables that exist due to transactions in foreign currencies. The Company is not exposed to any foreign exchange risk at reporting date.

b) Equity price risk

The Company is exposed to equity price risk, which arises from investments measured at fair value. The management of the Company monitors the proportion of equity securities in its investment portfolio based on market indices. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by the authorized individual in the management of the company. The Company is exposed to equity price risk as the Company holds following investments classified at fair value through profit or loss:

Rupees in thousand	2025	2024
Short term investments	2,215,110	-

If Net Asset Value (NAV) at the year end date, fluctuates by 2% higher / lower with all other variables held constant, profit after taxation for the year would have been changed as following:

Rupees in thousand	Changes in NAV %	2025	2024
	+2%	27,024	-
	-2%	(27,024)	-

#### 45.2 Liquidity risk

Liquidity risk represents the risk that the Company will encounter difficulties in meeting obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities. Due to dynamic nature of the business, the Company maintains flexibility in funding by maintaining committed credit lines available. The Company's liquidity management involves projecting cash flows and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows.

Rupees in thousand	Carrying amount	Contractual cash flows	Up to 1 year	Between 1 to 5 years	5 years and above
At June 30, 2025					
Long-term financing	4,333,333	5,677,534	1,323,743	4,173,619	180,172
Long-term deposits	41,956	41,956	-	41,956	-
Unclaimed dividend	91,483	91,483	91,483	-	-
Retention money	75,884	75,884	75,884	-	-
Trade and other payables	3,737,065	3,737,065	3,737,065	-	-
Accrued mark-up / profit on financing	222,137	222,137	222,137	-	-
Short-term borrowings	4,554,150	4,554,150	4,554,150	-	-
	13,056,008	14,400,209	10,004,462	4,215,575	180,172
At June 30, 2024					
Long-term financing	8,071,290	10,811,935	6,452,859	4,269,249	89,827
Long-term deposits	44,981	44,981	-	44,981	-
Unclaimed dividend	74,593	74,593	74,593	-	-
Retention money	78,549	78,549	78,549	-	-
Trade and other payables	4,157,348	4,157,348	4,157,348	-	-
Accrued mark-up / profit on financing	646,985	646,985	646,985	-	-
Short-term borrowings	2,431,737	2,431,737	2,431,737	-	-
	15,505,483	18,246,128	13,842,071	4,314,230	89,827



### 45.3 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. The Company's interest rate risk arises from short and long-term borrowings and bank balance in deposit accounts. These are benchmarked to variable rates which expose the Company to cash flow interest rate risk. The Company analyses its interest rate exposure on a regular basis by monitoring interest rate trends to determine whether they should enter into hedging alternatives.

At the reporting date, the Company's interest bearing financial instruments at variable rate instruments is:

Rupees in thousand	Note	2025	2024
Financial assets:			
Deposits with banks	14	346,982	197,926
Financial liabilities			
Long-term financing	19	(4,333,333)	(8,071,290)
Short-term borrowings	24	(4,554,150)	(2,431,737)
		(8,887,483)	(10,503,027)
Financial liabilities at variable rate instruments - net		(8,540,501)	(10,305,101)

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in mark-up / interest rates at the reporting date would have increased / (decreased) profit for the year by the amounts shown below. This analysis assumes that all other variables, remain constant. The analysis is performed on the same basis for 2023.

Rupees in thousand	Increase / decrease in basis points	2025 Effects on profit before tax	2024
Cash flow sensitivity - variable rate instruments			
	+1%	(85,405)	(103,051)
	-1%	85,405	103,051

Fair value sensitivity analysis for fixed rate instruments

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

### 45.4 Credit risk

Credit risk is the risk which arises with the possibility that one party to a financial instrument will fail to discharge its obligation and cause the other party to incur a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables and other financial assets as listed below) and from its financing activities, including deposits with banks and financial institutions, and other financial instruments. Concentration of credit risk arises when a number of counterparties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. The Company attempts to control credit risk by monitoring credit exposures, limiting transactions with specific counterparties and continually assessing the creditworthiness of counterparties. The Company does not believe it is exposed to major concentration of credit risk, however to manage any possible exposure the Company applies approved credit limits to its customers.

The management monitors and limits the Company's exposure to credit risk through monitoring of client's credit exposure review and conservative estimates of allowance for expected credit losses (ECL), if any.

Concentration of credit risk indicates the relative sensitivity of the Company's performance to developments affecting a particular industry. The Company seeks to minimize the credit risk exposure through having exposures only to customers and counter parties considered credit worthy and obtaining securities where applicable. The maximum exposure to credit risk at the reporting date is:

Rupees in thousand	Note	2025	2024
Long-term deposits	7	107,018	83,708
Trade receivables	10	1,786,302	1,864,186
Loans to employees	11	7,003	7,765
Other receivables	12	61,687	50,525
Short-term investments	13	3,073,644	163,652
Bank balances	14	553,060	410,041
		5,588,714	2,579,877

a) Financial assets with financial institutions

The credit risk on liquid funds is limited because the counter parties are banks and mutual funds of asset management companies with reasonably high credit ratings. The credit quality of financial assets held with banking companies that are neither past due nor impaired can be assessed by reference to external credit ratings or to historical information about counterparty default rate:

Rupees in thousand		Rating			2025	2024
		Short-term	Long-term	Agency		
i)	Bank balances					
	Allied Bank Limited	A1+	AAA	PACRA	40,219	-
	Askari Bank Limited	A1+	AA+	PACRA	8,658	27,963
	Bank Al-Habib Limited	A1+	AAA	PACRA	31,936	4,516
	Bank Islami Pakistan Limited	A1+	AA+	PACRA	53	50
	Dubai Islamic Bank Limited	A1+	AA+	VIS	45	177
	Habib Bank Limited	A1	AA-	VIS	33,956	33,593
	MCB Limited	A1+	AAA	PACRA	42,786	18,761
	Meezan Bank Limited	A1+	AA	VIS	90,598	141,134
	National Bank of Pakistan	A1+	AAA	PACRA	5,591	8,313
	The Bank of Punjab	A1+	AA	PACRA	216,112	97,115
	United Bank Limited	A1+	AAA	VIS	66,340	72,324
	JS Bank Limited	A1+	AAA	PACRA	15,798	5,186
	Habib Metropolitan Bank Limited	A1+	AAA	PACRA	968	909
					553,060	410,041
ii)	Short-term investments					
	Term Deposit Receipts					
	- Bank Al-Habib Limited	A1+	AAA	PACRA	100,000	100,000
	- Habib Metropolitan Bank Limited	A1+	AAA	PACRA	192,653	63,652
	- The Bank of Punjab	A1+	AA	PACRA	565,881	-
					858,534	163,652
	Unrated (equity based funds)				2,215,110	-
					3,073,644	163,652

Due to the Company's long standing business relationships with these counterparties and after giving due consideration to their strong financial standing, the management does not expect non-performance by these counterparties on their obligations to the Company. Further, the Company has assessed that the ECL on bank balances is immaterial and hence, has not been recognized.

b) Trade receivables

Credit risk related to trade receivables is managed by established procedures and controls relating to customers' credit risk management. Outstanding receivables are regularly monitored. There are no major customers with balances accounting for over 10% of the total amounts of receivable as at 30 June 2025 and 2024. Further, an impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. During the year ended 30 June 2025, trade receivables were lower by Rs. 87.52 million as compared to the previous year. In addition, the Company recognised a reversal of expected credit losses of Rs. 9.6 million, primarily due to improved macroeconomic factors. Generally, trade receivables are written off if past due for more than three years and are not subject to enforcement activity.

Set out below is the information about the credit risk exposure on the Company's trade receivables using a provision matrix:

Rupees in thousand	At June 30, 2025			At June 30, 2024		
	Expected credit loss rate(%)	Estimated total gross carrying amount at default	Expected credit loss	Expected credit loss rate(%)	Estimated total gross carrying amount at default	Expected credit loss
Upto 30 Days	0.02%	1,656,222	358	0.02%	1,717,016	336
31 to 90 Days	5.45%	77,639	4,229	8.48%	47,505	4,028
91 to 180 Days	18.21%	29,313	5,337	26.07%	17,621	4,594
More than 181 Days	33.53%	48,809	16,367	37.29%	47,427	17,685
Between 1 to 2 years	97.11%	17,296	16,796	44.30%	109,217	48,384
Between 2 to 3 years	99.58%	25,952	25,842	98.32%	19,357	19,032
More than 3 years	100.00%	87,900	87,900	99.86%	72,503	72,401
Total trade receivables		1,943,131	156,829		2,030,646	166,460

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the customer. In monitoring customer credit risk, customers are grouped according to their credit characteristics, including whether they are an individual or a legal entity, their trading history with the Company and existence of previous financial difficulties.

c) Other financial assets

Other financial assets mainly comprise of Long-term deposits, loan to employees and other receivables. The Company has provided for provision for ECL in full for other receivable past due more than one year. For other financial assets, the Company has assessed, based on historical experience, that the ECL associated with these financial assets is trivial and therefore, no ECL has been recognized on these financial assets.

45.5 Other price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk. Whether those factors are caused by factors specific to individual financial instruments or its issuer, or all factors effecting all similar financial instruments trading in the market.

46 FAIR VALUE MEASUREMENT

The following table shows the carrying amounts and fair values of assets according to their respective category, including their levels in the fair value hierarchy for financial instruments measured at fair value / revalued amount. It does not include fair value information for financial assets not measured at fair value if the carrying amount is reasonable approximation of fair value.

Rupees in thousand	Level 1	Level 2	Level 3	Total
At June 30, 2025				
Short-term investments - at fair value	2,215,110	-	-	2,215,110
Operating fixed assets:				
Freehold land	-	-	705,296	705,296
Factory building on freehold land	-	-	3,882,803	3,882,803
Head Office Building	-	-	1,912,621	1,912,621
Plant and machinery line I	-	-	2,743,314	2,743,314
Plant and machinery line II	-	-	8,180,837	8,180,837
Plant and machinery line III	-	-	40,154,142	40,154,142
Waste heat recovery plant - II	-	-	3,069,005	3,069,005
WHR & coal power plant - I	-	-	2,844,391	2,844,391
Coal power plant - II	-	-	6,951,599	6,951,599
Investment property	-	-	676,133	676,133
	2,215,110	-	71,120,141	73,335,251
At June 30, 2024				
Short-term investments	-	-	-	-
Operating fixed assets:				
Freehold land	-	-	705,296	705,296
Factory building on freehold land	-	-	4,027,469	4,027,469
Head Office Building	-	-	1,990,018	1,990,018
Plant and machinery line I	-	-	2,942,759	2,942,759
Plant and machinery line II	-	-	9,124,097	9,124,097
Plant and machinery line III	-	-	40,812,661	40,812,661
WHR & coal power plant - I	-	-	2,945,990	2,945,990
Waste heat recovery plant - II	-	-	3,166,808	3,166,808
Coal power plant - II	-	-	7,171,452	7,171,452
Investment property	-	-	669,541	669,541
	-	-	73,556,091	73,556,091

There are no transfers between levels 1, 2 and 3 during the year and there were no changes in valuation techniques during the years.

46.1 Valuation techniques used to derive fair values

a) Level 1

The level 1 fair value of short-term investments has been determined using their respective redemption Net Assets Value, published by Mutual Funds Association of Pakistan (MUFAP) on its website, at the reporting date.



b) Level 3

The Company obtains independent valuations for its freehold land and investment property. The management updates its assessment of the fair value of these assets, taking into account the most recent independent valuation. Level 3 fair value of freehold land and investment property has been derived using a sales comparison approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as location and size of the property. Further, the Company obtains independent valuations for its factory building on freehold land and plant and machinery (collectively includes "plant line I, II & III, waste heat recovery plant I & II and coal power plant I & II"). The management updates its assessment of the fair value of each asset mentioned above, taking into account the most recent independent valuation. The management determines an asset's value within a range of reasonable fair value estimates. Level 3 fair value of building on freehold land and plant and machinery has been determined using cost approach (often referred to as current replacement cost method) under IFRS 13 which reflects the amount required currently to replace service capacity of an asset. The valuer determined the construction cost per square feet of a similar building in a similar location to arrive at replacement value which had been adjusted using a suitable depreciation rate. The valuer calculated specific investment costs of production plant lines based on estimated replacement value of comparable production plant lines using research from the market. Other inputs includes technological advancement and present operational condition and age of plant and machinery etc.

46.2 Valuation inputs and relationship to fair value

Description	Significant unobservable inputs	Quantitative data / range and relationship to the fair value
Buildings on freehold land	Cost of construction of a new similar building.  Suitable depreciation rate to arrive at depreciated replacement value.	The market value had been determined by using a suitable depreciation factor on cost of constructing a similar new building. Higher, the estimated cost of construction of a new building, higher the fair value. Further, higher the depreciation, the lower the fair value of the building.
Plant and machinery	Cost of acquisition of similar plant and machinery with similar level of technology.  Suitable depreciation rate to arrive at depreciated replacement value.	The market value had been determined by using cost of acquisition of similar plant and machinery with similar level of technology and applying a suitable depreciation factor based on remaining useful lives of plant and machinery. The higher the cost of acquisition of similar plant and machinery, higher the fair value of plant and machinery. Further, higher the depreciation, the lower the fair value of plant and machinery.

47 RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES

Rupees in thousand	For the year ended June 30, 2025				
	Liabilities				Total
	Long term finances	Short term borrowings	Accrued mark-up/ profit on financing	Unclaimed Dividend	
Balance as at 01 July 2024	8,071,290	2,431,737	646,985	74,593	11,224,605
Changes from financing activities					
Repayment of long term finances					
- secured -net	(3,737,957)	-	-	-	(3,737,957)
Repayment of short term borrowings - net	-	2,122,413	-	-	2,122,413
Finance cost paid	-	-	(1,833,107)	-	(1,833,107)
Dividend paid	-	-	-	(3,390,344)	(3,390,344)
Total changes from financing cash flows	(3,737,957)	2,122,413	(1,833,107)	(3,390,344)	(6,838,995)
Other changes					
Finance cost	-	-	1,408,259	-	1,408,259
Interim dividend declared	-	-	-	1,135,744	1,135,744
Finance cost capitalized	-	-	-	-	-
Total liability related other changes	-	-	1,408,259	1,135,744	2,544,003
Balance as at 30 June 2025	4,333,333	4,554,150	222,137	(2,180,007)	6,929,613



Rupees in thousand	For the year ended June 30, 2024				
	Liabilities				Total
	Long term finances	Short term borrowings	Accrued mark-up/ profit on financing	Unclaimed Dividend	
Balance as at July 01, 2023	13,521,379	3,961,845	952,532	60,584	18,496,340
Changes from financing activities					
Repayment of long term finances - secured	(5,450,089)	-	-	-	(5,450,089)
Disbursement of short term borrowings - net	-	(1,530,108)	-	-	(1,530,108)
Repayment of loan from related party	-	-	-	-	-
Finance cost paid	-	-	(3,492,679)	-	(3,492,679)
Dividend paid	-	-	-	(1,121,735)	(1,121,735)
Total changes from financing cash flows	(5,450,089)	(1,530,108)	(3,492,679)	(1,121,735)	(11,594,611)
Other changes					
Finance cost	-	-	2,805,956	-	2,805,955
Interim dividend declared	-	-	-	1,135,744	1,135,744
Finance cost capitalized	-	-	381,176	-	381,176
Total liability related other changes	-	-	3,187,132	1,135,744	4,322,876
Closing as at June 30, 2024	8,071,290	2,431,737	646,985	74,593	11,224,605

#### 48 FINANCIAL INSTRUMENTS-FAIR VALUES

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

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The fair value of financial assets and liabilities traded in active markets i.e. listed equity shares are based on the quoted market prices at the close of trading on the period end date. The quoted market prices used for financial assets held by the Company is current bid price.

A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis.

IFRS 13, 'Fair Value Measurements' requires the Company to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date (level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (level 2).
- Unobservable inputs for the asset or liability (level 3).

The following table shows the carrying amounts and fair values of financial instruments and non-financial instruments including their levels in the fair value hierarchy:

Rupees in thousand	Carrying Amount				Level 1			
	Fair value through other comprehensive income	Fair value through profit and loss	Financial Assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3
On-Balance sheet financial instruments								
June 30, 2025								
Financial assets measured at fair value								
Short term Investments	-	2,215,110	-	-	2,215,110	2,215,110	-	-
Financial assets at amortised cost								
Long term deposits	-	-	107,018	-	107,018	-	-	-
Short term Investment	-	-	858,534	-	858,534	-	-	-
Trade debts - unsecured, considered good	-	-	1,786,302	-	1,786,302	-	-	-
Loans to employees	-	-	7,003	-	7,003	-	-	-
Other receivables	-	-	61,687	-	61,687	-	-	-
Cash and bank balances	-	-	554,696	-	554,696	-	-	-
Note 48.1	-	-	3,375,240	-	3,375,240	-	-	-
Financial liabilities measured at fair value								
-	-	-	-	-	-	-	-	-
Financial liabilities measured at amortised cost								
Long term financing	-	-	-	4,464,088	4,464,088	-	-	-
Long term deposits	-	-	-	41,956	41,956	-	-	-
Unclaimed dividend	-	-	-	91,483	91,483	-	-	-
Retention money	-	-	-	75,884	75,884	-	-	-
Trade and other payables	-	-	-	3,737,065	3,737,065	-	-	-
Short term borrowings	-	-	-	4,645,532	4,645,532	-	-	-
Note 48.1	-	-	-	13,056,008	13,056,008	-	-	-
On-Balance sheet financial instruments								
June 30, 2024								
Financial assets measured at fair value								
Short term Investments	-	-	-	-	-	-	-	-
Financial assets at amortised cost								
Short term Investment	-	-	163,652	-	163,652	-	-	-
Long term deposits	-	-	83,708	-	83,708	-	-	-
Trade debts - unsecured, considered good	-	-	1,864,186	-	1,864,186	-	-	-
Loans to employees	-	-	7,765	-	7,765	-	-	-
Other receivables	-	-	50,525	-	50,525	-	-	-
Cash and bank balances	-	-	414,631	-	414,631	-	-	-
Note 48.1	-	-	2,584,467	-	2,584,467	-	-	-
Financial liabilities measured at fair value								
-	-	-	-	-	-	-	-	-
Financial liabilities measured at amortised cost								
Long term financing	-	-	-	8,586,947	8,586,947	-	-	-
Long term deposits	-	-	-	44,981	44,981	-	-	-
Unclaimed dividend	-	-	-	74,593	74,593	-	-	-
Retention money	-	-	-	78,549	78,549	-	-	-
Trade and other payables	-	-	-	4,157,348	4,157,348	-	-	-
Short term borrowings	-	-	-	2,563,065	2,563,065	-	-	-
Note 48.1	-	-	-	15,505,483	15,505,483	-	-	-



48.1 The Company has not disclosed the fair values of these financial assets and liabilities as these are for short term or are repriced over short term. Therefore, their carrying amounts are reasonable approximation of fair value.

**49 DISCLOSURE REQUIREMENT FOR COMPANIES NOT ENGAGED IN SHARIAH NON-PERMISSIBLE BUSINESS ACTIVITIES**

Securities Exchange Commission of Pakistan (SECP) vide its S.R.O. 1287(1)12024 dated August 15, 2024 has notified an amendment in the Fourth Schedule of Companies Act, 2017 requiring listed companies and their subsidiaries to disclose certain information if they are not engaged in Shariah non-permissible business activities. Following information is disclosed pursuant to the amendment:

Rupees in thousand	Note	2025	2024
Financing as per Islamic Mode			
Long-term financing	19	-	2,200,667
(including current portion)			
Short-term borrowings	24	1,201,644	-
Interest or mark-up accrued on conventional loans			
Accrued markup / profit on financing	23	192,663	500,516
Shariah Compliant Investments			
Short-term investments at fair value through profit or loss (FVTPL)	13	1,122	-
Short-term investments at amortised cost - (TDRs)	13.2	192,653	63,653
Shariah Compliant bank balances			
Bank Balances	14.2	55,497	62,016
Revenue earned from Shariah-compliant business segment			
Revenue from contracts with customers - net	27	33,308,611	35,519,271
Gain or loss or dividend earned from Shariah compliant investments			
Gain on short-term investments at fair value through profit or loss	33	64,614	405
Profit earned on short-term investments at amortised cost - (TDRs)	32	19,718	1,027
Profit earned from Shariah-compliant bank deposits			
Profit on bank deposits	32	1,837	4,838
Profit paid on Islamic mode of financing			
Finance cost paid	34	457,461	651,806
Source and detailed breakup of other income	32	-	-
Shariah Compliant			
Profit on banks		21,555	5,865
Dividend Income on short-term investments		2	-
Realized gain on sale of short-term investments		589	190,659
Scrap sales		49,435	79,455
Gain on disposal of fixed assets		-	85,583
Rental income arising from investment property		48,681	47,043
Rental income		1,310	650
Non-Shariah Compliant			
Profit on banks		51,264	23,848
Dividend Income on short-term investments		24,709	-
Realized gain on sale of short-term investments		54,644	-

**Relationship with Shariah-compliant financial institutions**

Name	Relationship
Meezan Bank Limited	Funded Facility, Bank Balance & Mutual Funds
National Bank of Pakistan	Funded Facility & Mutual Funds
Habib Metropolitan Bank Limited	Funded Facility & TDRs
Dubai Islamic Bank Limited	Bank Balance
Bank Islami Limited	Bank Balance

**50 PROVIDENT FUND TRUST**

The investments out of Provident Fund have been made in accordance with the provisions of section 218 of the Companies Act 2017 and the conditions specified thereunder.

**51 CORRESPONDING FIGURES**

Corresponding figures have been re-arranged and reclassified, wherever considered necessary, for the purpose of comparison, the effects of which are not material.

**52 NON-ADJUSTING EVENTS AFTER REPORTING DATE**

The Board of Directors recommended final cash dividend for the year ended 30 June 2025 at the rate of Rs 5 per share amounting to Rs 1,136 million in its meeting held on 26 September 2025.

**53 DATE OF AUTHORIZATION FOR ISSUE**

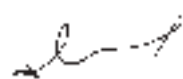
These financial statements were authorized for issuance by the Board of Directors of the Company on 26 September 2025.



Chief Financial Officer



Chief Executive Officer



Chairman



# 12

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# PATTERN OF SHAREHOLDING

## As on June 30,2025

No. of Shareholders	----- Shareholdings -----		Total Shares Held
	From	To	
2,569	1	100	79,102
2,016	101	500	502,759
1,178	501	1,000	860,523
1,113	1,001	5,000	2,429,639
190	5,001	10,000	1,397,706
53	10,001	15,000	659,453
41	15,001	20,000	754,683
24	20,001	25,000	550,286
14	25,001	30,000	395,381
12	30,001	35,000	402,131
12	35,001	40,000	447,514
1	40,001	45,000	43,081
10	45,001	50,000	494,864
10	50,001	55,000	529,678
3	55,001	60,000	172,970
9	60,001	65,000	566,707
7	65,001	70,000	482,620
2	70,001	75,000	143,696
7	75,001	80,000	546,153
2	80,001	85,000	165,198
6	85,001	90,000	528,431
2	90,001	95,000	181,761
4	95,001	100,000	400,000
5	100,001	105,000	509,479
4	105,001	110,000	424,788
1	110,001	115,000	112,706
4	115,001	120,000	471,568
1	125,001	130,000	125,771
3	135,001	140,000	412,550
4	145,001	150,000	592,870
2	150,001	155,000	305,078
3	155,001	160,000	475,400
3	160,001	165,000	489,828
1	165,001	170,000	168,930
1	170,001	175,000	171,000
1	175,001	180,000	178,543
1	185,001	190,000	190,000
1	190,001	195,000	190,976
3	195,001	200,000	598,941
3	210,001	215,000	633,796
1	220,001	225,000	222,390
1	225,001	230,000	226,682
2	245,001	250,000	500,000
1	250,001	255,000	255,000
1	260,001	265,000	264,497
1	275,001	280,000	277,000
1	280,001	285,000	284,393
1	285,001	290,000	286,755
1	320,001	325,000	322,353
1	355,001	360,000	359,743
1	365,001	370,000	370,000
1	370,001	375,000	374,840
2	395,001	400,000	796,972
1	435,001	440,000	438,187
1	460,001	465,000	460,650
1	570,001	575,000	572,457
1	605,001	610,000	605,134
1	655,001	660,000	655,842
1	680,001	685,000	680,749
1	725,001	730,000	726,935
1	745,001	750,000	748,777
1	830,001	835,000	831,457
1	895,001	900,000	898,500
1	1,215,001	1,220,000	1,215,554



# PATTERN OF SHAREHOLDING

## As on June 30,2025

No. of Shareholders	----- Shareholdings -----		Total Shares Held
	From	To	
1	1,295,001	1,300,000	1,300,000
1	1,325,001	1,330,000	1,329,938
1	1,330,001	1,335,000	1,331,447
1	1,395,001	1,400,000	1,398,410
1	1,495,001	1,500,000	1,500,000
1	1,550,001	1,555,000	1,552,156
1	1,710,001	1,715,000	1,711,283
1	2,305,001	2,310,000	2,309,749
1	3,160,001	3,165,000	3,161,392
1	3,340,001	3,345,000	3,342,000
1	3,410,001	3,415,000	3,410,570
1	3,745,001	3,750,000	3,750,000
1	3,995,001	4,000,000	4,000,000
1	4,445,001	4,450,000	4,447,374
1	4,690,001	4,695,000	4,690,100
1	7,955,001	7,960,000	7,959,707
1	17,320,001	17,325,000	17,321,046
1	24,605,001	24,610,000	24,609,001
1	106,860,001	106,865,000	106,863,193
7,371			227,148,793

Categories of Shareholders	Shares Held	Percentage
Directors, Chief Executive Officer, and their spouse and minor children	41,016	0.0181%
Associated Companies, undertakings and related parties.	123,860,847	54.5285%
NIT and ICP	36,000	0.0158%
Banks Development Financial Institutions, Non Banking Financial Institutions.	7,449,437	3.2795%
Insurance Companies	986,159	0.4341%
Modarabas and Mutual Funds	12,868,948	5.6654%
Shareholders holding 10% or more	131,472,194	57.8793%
<b>General Public</b>		
a. Local	18,213,711	8.0184%
b. Foreign	4,682,539	2.0614%
<b>Others</b>		
a- Leasing Companies	6,802	0.0030%
b- Investment Companies	3,816	0.0017%
c- Joint Stock Companies	47,004,492	20.6933%
d- Pension Funds	711,250	0.3131%
e- Foreign Companies	10,624,161	4.6772%
f- Others	659,615	0.2904%

# CATEGORIES OF SHAREHOLDING REQUIRED UNDER CODE OF CORPORATE GOVERNANCE As on June 30,2025

Sr. No.	Name	Shares Held	Percentage
Associated Companies, Undertakings and Related Parties:			
1	VISION HOLDING MIDLE EAST LIMITED (CDC)	106,863,193	47.0455
2	FORBES SHIPPING COMPANY (PRIVATE) LIMITED (CDC)	1,215,554	0.5351
3	INSERVEY PAKISTAN (PVT) LTD. (CDC)	3,342,000	1.4713
4	INSHIPPING (PRIVATE) LIMITED (CDC)	3,750,000	1.6509
5	SEALOG (PVT) LTD. (CDC)	4,000,000	1.7610
6	IMPERIAL DEVELOPERS AND BUILDER (PRIVATE) LIMITED (CDC)	4,690,100	2.0648
Mutual Funds			
1	CDC - TRUSTEE ABL STOCK FUND (CDC)	212,563	0.0936
2	CDC - TRUSTEE AKD INDEX TRACKER FUND (CDC)	33,700	0.0148
3	CDC - TRUSTEE AL HABIB ASSET ALLOCATION FUND (CDC)	7,985	0.0035
4	CDC - TRUSTEE AL HABIB ISLAMIC STOCK FUND (CDC)	726,935	0.3200
5	CDC - TRUSTEE AL HABIB STOCK FUND (CDC)	370,000	0.1629
6	CDC - TRUSTEE AL-AMEEN ISLAMIC ASSET ALLOCATION FUND (CDC)	43,081	0.0190
7	CDC - TRUSTEE ALFALAH MTS FUND (CDC)	2,216	0.0010
8	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND (CDC)	748,777	0.3296
9	CDC - TRUSTEE ALHOF-DIVIDEND STRATEGY PLAN (CDC)	277,000	0.1219
10	CDC - TRUSTEE APF-EQUITY SUB FUND (CDC)	87,650	0.0386
11	CDC - TRUSTEE APIF - EQUITY SUB FUND (CDC)	103,250	0.0455
12	CDC - TRUSTEE ATLAS ISLAMIC DEDICATED STOCK FUND (CDC)	52,000	0.0229
13	CDC - TRUSTEE ATLAS ISLAMIC STOCK FUND (CDC)	572,457	0.2520
14	CDC - TRUSTEE ATLAS STOCK MARKET FUND (CDC)	1,711,283	0.7534
15	CDC - TRUSTEE AWT ISLAMIC STOCK FUND (CDC)	91,503	0.0403
16	CDC - TRUSTEE AWT STOCK FUND (CDC)	21,900	0.0096
17	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND (CDC)	116,316	0.0512
18	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND-II (CDC)	11,671	0.0051
19	CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND (CDC)	5,000	0.0022
20	CDC - TRUSTEE HBL FINANCIAL SECTOR INCOME FUND PALN I - MT (CDC)	393	0.0002
21	CDC - TRUSTEE HBL IPF EQUITY SUB FUND (CDC)	52,300	0.0230
22	CDC - TRUSTEE HBL ISLAMIC ASSET ALLOCATION FUND (CDC)	100,549	0.0443
23	CDC - TRUSTEE HBL MULTI - ASSET FUND (CDC)	15,300	0.0067
24	CDC - TRUSTEE HBL PF EQUITY SUB FUND (CDC)	34,792	0.0153
25	CDC - TRUSTEE JS ISLAMIC FUND (CDC)	54,470	0.0240
26	CDC - TRUSTEE JS LARGE CAP. FUND (CDC)	359,743	0.1584
27	CDC - TRUSTEE JS PENSION SAVINGS FUND - EQUITY ACCOUNT (CDC)	18,170	0.0080
28	CDC - TRUSTEE KSE MEEZAN INDEX FUND (CDC)	284,393	0.1252
29	CDC - TRUSTEE LAKSON EQUITY FUND (CDC)	655,842	0.2887
30	CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND (CDC)	26,008	0.0114
31	CDC - TRUSTEE LAKSON TACTICAL FUND (CDC)	23,836	0.0105
32	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND (CDC)	78,750	0.0347
33	CDC - TRUSTEE MAHAANA ISLAMIC INDEX EXCHANGE TRADED FUND (CDC)	17,563	0.0077
34	CDC - TRUSTEE MCB PAKISTAN ASSET ALLOCATION FUND (CDC)	22,100	0.0097
35	CDC - TRUSTEE MCB PAKISTAN DIVIDEND YIELD PLAN (CDC)	460,650	0.2028
36	CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND (CDC)	3,161,392	1.3918
37	CDC - TRUSTEE MDAAF - MEEZAN DIVIDEND YIELD PLAN (CDC)	112,706	0.0496



Sr. No.	Name	Shares Held	Percentage
38	CDC - TRUSTEE MEEZAN ISLAMIC FUND (CDC)	680,749	0.2997
39	CDC - TRUSTEE NBP SAVINGS FUND - MT (CDC)	1	0.0000
40	CDC - TRUSTEE PAKISTAN CAPITAL MARKET FUND (CDC)	16,800	0.0074
41	CDC - TRUSTEE PAK-QATAR ISLAMIC STOCK FUND (CDC)	55,000	0.0242
42	CDC - TRUSTEE UBL ASSET ALLOCATION FUND (CDC)	210,700	0.0928
43	CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND (CDC)	65,916	0.0290
44	CDC - TRUSTEE UBL STOCK ADVANTAGE FUND (CDC)	5,000	0.0022
45	CDC - TRUSTEE UNIT TRUST OF PAKISTAN (CDC)	210,533	0.0927
46	CDC - TRUSTEE AL-AMEEN ISLAMIC RET. SAV. FUND-EQUITY SUB FUND (CDC)	105,500	0.0464
47	CDC-TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND (CDC)	120,000	0.0528
48	CDC - TRUSTEE HBL ISLAMIC STOCK FUND (CDC)	145,917	0.0642
49	CDC - TRUSTEE JS PENSION SAVINGS FUND - EQUITY SUB FUND (CDC)	6,780	0.0030
50	MC FSL - TRUSTEE JS GROWTH FUND	438,187	0.1929
51	MCBFSL - TRUSTEE ABL ISLAMIC STOCK FUND	89,409	0.0394
52	MCBFSL - TRUSTEE PAK OMAN ADVANTAGE ASSET ALLOCATION FUND (CDC)	20,000	0.0088
53	MCBFSL - TRUSTEE PAK OMAN ISLAMIC ASSET ALLOCATION FUND (CDC)	20,000	0.0088

**Directors and their Spouse and Minor Children:**

1	MR. M. HABIBULLAH KHAN (CEO)	1	0.0000
2	MRS. NUSRAT KHAN W/O M. HABIBULLAH KHAN	11	0.0000
3	MR. ALY KHAN	1	0.0000
4	MS. ALEEYA KHAN	11	0.0000
5	MRS. FATIN ALY KHAN W/O ALY KHAN	11	0.0000
6	MR. MOHAMMAD AFTAB ALAM (CDC)	100	0.0000
7	MIRZA ALI HASAN ASKARI (CDC)	100	0.0000
8	MR. DORAIB A KISAT	8	0.0000
9	MR. MANZOOR AHMED (CDC)	10	0.0000
10	SHEIKH JAVED ELAHI (CDC)	40,763	0.0179

Executives: 250 0.0001

Public Sector Companies & Corporations: - -

Banks, Development Finance Institutions, Non Banking Finance Companies, Insurance Companies, Takaful, Modarabas and Pension Funds: 9,157,860 4.0317%

Shareholders holding five percent or more voting interest in the listed company (name wise detail)

1	VISION HOLDING MIDLE EAST LIMITED (CDC)	106,863,193	47.0455
2	MAPLE LEAF CAPITAL LIMITED (CDC)	24,609,001	10.8339
3	MAPLE LEAF CEMENT FACTORY LTD (CDC)	17,321,046	7.6254

Trades in the shares of the listed company, carried out by its Directors, Executives and their spouses and minor children:

Name	Sale	Purchase
No trades in the Company's shares were undertaken by the aforementioned Directors, Executives, or their spouses and minor children	-	-

کمپنی ان تمام ممبران کو اجلاس سے 5 دن قبل وڈیو کانفرنس کی سہولت سے متعلق بمع تمام ضروری معلومات مطلع کر دے گی۔

## ۹۔ کانغذی حصص کی سی ڈی سی میں منتقلی

کمپنیز ایکٹ 2017 کی شق 72 کے تحت تمام کمپنیز کے لئے یہ لازم ہے کہ وہ حصص کو ایس ای سی پی کے متعین کردہ وقت کے مطابق بک انٹری فارم میں تبدیل کر لیں۔

وہ ممبران جن کے پاس کانغذی حصص موجود ہیں ان سے گزارش کی جاتی ہے کہ وہ جلد از جلد سی ڈی سی میں انوسٹر اکاؤنٹ یا کسی بھی بروکر کے پاس سب اکاؤنٹ کھولوائیں اور اپنے حصص کو فزیکل فارم سے بک انٹری فارم میں تبدیل کروائیں۔ اس طرح حصص داران کو اپنے حصص محفوظ رکھنے اور خرید و فروخت میں آسانی ہوگی کیونکہ پاکستان سٹاک ایکسچینج کے ریگولیشنز کے مطابق اب کانغذی حصص کی خرید و فروخت کی اجازت نہیں ہے۔

## ۱۰۔ آن لائن سہولت

اپنے حصص داران کی سہولت کو مد نظر رکھتے ہوئے کمپنی نے وڈیولنک کے ذریعے اجلاس میں شرکت کے خصوصی انتظامات کئے ہیں۔ وڈیولنک کے ذریعے اجلاس میں شرکت کے متعلق ممبران سے گزارش ہے کہ وہ پہلے خود کو کمپنی سیکرٹری کے آفس میں اجلاس کے شروع ہونے سے کم از کم 72 گھنٹے قبل [shares@pioneeracement.com](mailto:shares@pioneeracement.com) پر رجسٹر کروائیں اور اپنا نام، فوٹیو، سی ڈی سی اکاؤنٹ نمبر، شناختی کارڈ نمبر، ای میل اور فون نمبر بھی فراہم کریں۔ تصدیق کرنے کے بعد کمپنی حصص داران کو بذریعہ ای میل متعلقہ معلومات فراہم کر دے گی۔

## ۱۱۔ تحائف کی ممانعت

ایس ای سی پی کی جانب سے مقرر کردہ قانونی تقاضوں کی تعمیل کرتے ہوئے کمپنی سالانہ اجلاس عام میں کوئی تحائف تقسیم نہیں کرے گی۔

## ۱۲۔ سالانہ رپورٹ بذریعہ کیو آر کوڈ اور ویب لنک

کمپنیز ایکٹ 2017 کی شق 223 (6) کے مطابق کمپنی نے اپنے آڈٹ شدہ مالیاتی گوشوارے اپنی ویب سائٹ پر اپ لوڈ کر دئے ہیں جو کہ درج ذیل لنک اور کیو آر کوڈ کے ذریعے ڈاؤن لوڈ کیے جاسکتے ہیں۔

[www.pioneeracement.com/investors/accounts](http://www.pioneeracement.com/investors/accounts)



۵۔ منافع منقسمہ پرنیکس

مزید برآں شیئر ہولڈرز کو مطلع کیا جاتا ہے کہ منافع کی ادائیگی پر انکم ٹیکس آرڈیننس 2001 کی دفعہ 150 کے تحت انکم ٹیکس کی کوٹہ کی شرح درج ذیل ہے۔

- ۳۔ ٹیکس ریٹرن فائل نہ کرنے والے 30%

اگر مطلوبہ پانچ اخراجات جمع نہ کرائے گئے تو سمیٹی ایسے حصص داران کو ٹیکس ریٹرن فائل نہ کرنے والوں میں شمار کرے گی اور 30% ٹیکس کی سٹوٹی کی جائے گی۔

۶۔ غیر دعویٰ شدہ حصص اور منافع

کمپنیز ایکٹ کی شق 244 کے مطابق اگر کمپنی حصص یا منافع جات جاری کرے اور وہ تین سال سے زیادہ عرصہ تک غیر دعویٰ شدہ ہیں تو وہ سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے پاس جمع کروائے جائیں گے تاکہ وہ وفاقی حکومت کے اکاؤنٹ میں جمع کروائے جاسکیں۔

حصص داران سے درخواست ہے کہ وہ غیر دعویٰ شدہ حصص اور منافع کی وصولی کیلئے کمپنی کے پاس اپنا دعویٰ بروقت جمع کروائیں۔ دیے گئے وقت میں دعویٰ جمع نہ کروانے کی صورت میں کمپنی اخبار میں اشتہار دینے کے بعد کمپنیز ایکٹ کی شق (2) 244 کے تحت غیر دعویٰ شدہ حصص اور منافع کی رقم وفاقی حکومت کے پاس جمع کروانے کی پابند ہوگی۔

۷۔ سالانہ رپورٹ اور نوٹس کی ترسیل بذریعہ ای میل

وہ ممبران جو سالانہ رپورٹ اور اجلاس عام کا نوٹس بذریعہ ای میل حاصل کرنا چاہتے ہیں ان سے گزارش ہے کہ وہ اپنا نام، پتہ، فوٹو نمبر ای میل ایڈریس اور رابطہ نمبر کمپنی کے ہئیر رجسٹرار کو بذریعہ خط ارسال کریں۔

ممبران سے التماس ہے کہ وہ اپنے ای میل اور ڈاک کے جتوں میں اگر کوئی تبدیلی ہو تو اس سے فوری مطلع کریں۔

۸۔ سالانہ اجلاس عام میں شرکت بذریعہ وڈیو کانفرنس

کمپنیز ایکٹ 2017 کی شق (ب) (1) 134 کے مطابق اگر 10 فیصد یا اس سے زیادہ حصص رکھنے والے ممبران جو کسی ایک جغرافیائی مقام سے بذریعہ وڈیولنک شرکت کرنے کی درخواست کمپنی کو اجلاس سے 10 دن قبل کرتے ہیں تو کمپنی اس متعلقہ شہر میں وڈیولنک کی سہولت کا بندوبست کرے گی۔

اس سہولت سے مستفید ہونے کیلئے مندرجہ ذیل معلومات کمپنی کے رجسٹرڈ ایجنٹ پر جمع کروائیں۔

میں درہم۔۔۔۔۔ سکندر۔۔۔۔۔ پائیر سینٹ لیمینڈ کے ممبر کی حیثیت سے ملکیتی۔۔۔۔۔ عام ص

[illegible]

سہولت لینا چاہتا ہوں رچا ہے میں۔

دستخط ممبر

## نوٹس :

### ۱۔ حصص منتقلی کی کتابوں کی بندش

کھپنی حصص کی منتقلی کی کتابیں 21 اکتوبر 2025 تا 28 اکتوبر 2025 (بشمول دونوں ایام) بغرض انعقاد سالانہ اجلاس عام میں شرکت کرنے اور منافع منقسمہ کے استحقاق کا تعین کرنے کے لیے بند رہیں گی۔ 20 اکتوبر 2025 کو دفتری اوقات کے خاتمہ تک کھپنی کے شیئر رجسٹرار میسرز کارپ لنک (پرائیویٹ) لمیٹڈ، ونگز آرکیڈ، K-1 کمرشل، ماڈل ٹاؤن لاہور کو منتقلی کے لیے موصول ہونے والے حصص کو سالانہ اجلاس میں شرکت اور حتمی منافع کی ادائیگی کیلئے بروقت تصور کیا جائے گا۔

### ۲۔ سالانہ اجلاس عام میں شرکت

کوئی بھی حصص دار جو اجلاس ہذا میں شرکت کرنے اور ووٹ دینے کا رکی حقدار ہے وہ اپنی جگہ اجلاس میں شرکت کرنے کیلئے اپنا نمائندہ مقرر کرنے کا رکی بھی حقدار ہے۔ نمائندہ کی فارم کیلئے ضروری ہے کہ وہ اجلاس کے انعقاد کیلئے مقرر کردہ وقت سے کم از کم ۳۸ گھنٹے قبل کھپنی کے رجسٹرار آفس میں موصول ہو جائے۔ (الف) سی ڈی سی اکاؤنٹ ہولڈرز کو ہدایت کی جاتی ہے کہ وہ اجلاس میں شرکت کے وقت اپنی شناخت کی تصدیق کے لئے اپنا اصل کمپیوٹرائزڈ قومی شناختی کارڈ یا پاسپورٹ ساتھ لائیں۔

(ب) کھپنی کی صورت میں بورڈ کی قرارداد یا مختار نامہ مع نامزد فرد کے صوبہ دستخط اجلاس میں شرکت کیلئے وقت مقررہ تک پیش کرنا ہوگا۔

### ۳۔ منافع منقسمہ کی ادائیگی بذریعہ الیکٹرانک موڈ

کمپنیز ایکٹ 2017 کی شق 242 کی دفعات اور سرکلر نمبر 18/2017 کے تحت لفظ کھپنی کے لئے ضروری ہے کہ وہ اپنے حصص داران کو زر نقد منافع منقسمہ کی ادائیگی صرف اہل حصص داران کے مخصوص بینک اکاؤنٹ میں براہ راست الیکٹرانک طریقہ سے کرے۔ منافع منقسمہ کی براہ راست بینک اکاؤنٹ میں وصولی کیلئے حصص داران سے گزارش کی جاتی ہے کہ وہ کھپنی کی ویب سائٹ پر دستیاب الیکٹرانک کریڈٹ مینڈیٹ فارم پر کر کے باضابطہ طور پر دستخط کر کے شناختی کارڈ کی فوٹو کاپی کے ساتھ کھپنی کے رجسٹرار میسرز کارپ لنک پرائیویٹ لمیٹڈ، ونگز آرکیڈ، اے کے کمرشل، ماڈل ٹاؤن، لاہور کو بھیج دیں۔ جبکہ سی ڈی سی حصص داران اپنے بروکر کے پاس جمع کروائیں۔

### ۴۔ ای ووٹنگ اور ووٹنگ بذریعہ ڈاک

کمپنیز پوسٹل بیلٹ ریگولیشن 2018 اور بذریعہ 2025(1) SRO 2192 تاریخ 5 دسمبر 2022 کو کی گئی ترامیم کے مطابق سالانہ اجلاس عام میں خصوصی کارروائی کی صورت میں الیکٹرانک ووٹنگ اور پوسٹل بیلٹ کے ذریعے ووٹ دینے کا حق کھپنی کے ممبران کو فراہم کیا جائے گا۔ کھپنی اپنے ممبران کو مندرجہ ذیل اختیار دیتی ہے:

(i) ای ووٹنگ کا طریقہ کار

الف۔ الیکٹرانک ووٹنگ کی تفصیلات کھپنی کے ان ممبران کو ای میل کے ذریعے فراہم کی جائیں گی جن کے شناختی کارڈ نمبرز اور موبائل نمبرز ای میل ایڈریس کھپنی کے حصص داران کے رجسٹر میں 20 اکتوبر 2025 تک موجود ہوں گے۔

ب۔ ویب ایڈریس، لاگ ان کی تفصیل ممبران کو بذریعہ ای میل بھجوا دی جائیں گی۔

ج۔ ای ووٹنگ کے ذریعے ووٹ ڈالنے والے ممبران کی شناخت الیکٹرانک دستخط یا لاگ ان کے ذریعے کی جائے گی۔

د۔ ممبران 25 اکتوبر 2025 کی صبح 9 بجے سے 27 اکتوبر 2025 شام 5 بجے تک آن لائن ووٹ ڈال سکیں گے۔ ووٹنگ 27 اکتوبر 2025 شام 5 بجے بند ہوگی۔ ایک بار جب کسی رکن کی طرف سے قرارداد پر ووٹ ڈال دیا جائے تو اسے بعد میں تبدیل کرنے کی اجازت نہیں ہوگی۔

(ii) بیلٹ پیپر

الف۔ ممبران متبادل طور پر پوسٹل بیلٹ کے ذریعے ووٹ ڈالنے کا انتخاب کر سکتے ہیں۔ ممبران کی سہولت کیلئے بیلٹ پیپر ڈاؤن لوڈ کرنے کے لئے کھپنی کی ویب

سائٹ [www.pioneerement.com](http://www.pioneerement.com) پر دستیاب ہوگا۔



# پائئیر سیمنٹ لمیٹڈ

رجسٹرڈ آفس: 64-B/1 گلبرگ - III، لاہور

## اطلاع برائے سالانہ اجلاس عام

بذریعہ نوٹس ہذا اطلاع دی جاتی ہے کہ پائیر سیمنٹ لمیٹڈ کے ممبران کا انتخاب سالانہ اجلاس عام بروز منگل مورخہ 28 اکتوبر 2025 صبح 10:00 بجے مندرجہ ذیل امور کی انجام دہی کے لیے بمقام 64-B/1 گلبرگ - III، لاہور میں منعقد ہوگا:

### عمومی کارروائی:

- 1۔ سالانہ اجلاس عام منعقدہ 28 اکتوبر 2024 کی کارروائی کی توثیق۔
- 2۔ 30 جون 2025 کو ختم ہونے والے سال کے لیے کمپنی کے آڈٹ شدہ حسابات اور ان پر آڈیٹران اور ڈائریکٹران کی رپورٹوں پر غور کرنا اور انہیں منظور کرنا۔
- 3۔ کمپنی کے حصص پر نقد منافع کی منظوری، ڈائریکٹران نے قسمی نقد منافع 50 فیصد یعنی فی حصص 5 روپے کی سفارش کی ہے۔ یہ 50 فیصد عبوری منافع یعنی 5 روپے فی حصص جو پہلے ہی ادا کیا جا چکا ہے کے علاوہ ہے۔ اس طرح مجموعی طور پر 100 فیصد یعنی 10 روپے فی حصص منافع ہوگا۔
- 3۔ آئندہ 30 سال 30 جون 2026 کے لیے کمپنی کے آڈیٹران کا تقرر اور ان کے مشاہرہ کا تعین کرنا۔ سبکدوش ہونے والے ممبرز کے پی ایم جی، تاثیر ہادی اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) نے مدت معاہدہ ختم ہونے کے بعد اور اہلیت کی بنا پر خود کو دوبارہ ترقی کے لئے پیش کیا ہے۔

### خصوصی کارروائی:

- 5۔ کمپنیز ایکٹ 2017 کی شق 207 اور ایڈ 208 کے لحاظ سے متعلقہ فریق کے لین دین کے حوالے سے مندرجہ ذیل خصوصی قراردادوں پر غور کرنا اور ان کی توثیق اور ترمیم یا ترمیم کے بغیر (جیسا کہ معاملہ ہو) منظوری دینا۔
- قرار پایا کہ 30 جون 2025 کو ختم ہونے والے سال کے دوران متعلقہ فریقین کے ساتھ کمپنی کی جانب سے کئے گئے کاروباری معاملات، جیسا کہ مذکورہ مدت کے لئے کمپنی کے مالیاتی حسابات کے نوٹ 41 میں ظاہر کیا گیا ہے اور کمپنیز ایکٹ 2017 کی دفعہ (3) 134 کے تحت سیمنٹ آف مینیر مل انفارمیشن میں ظاہر کیا گیا ہے اس کی توثیق اور تصدیق کی جاتی ہے۔
- مزید قرار پایا کہ کمپنی کے بورڈ آف ڈائریکٹرز 30 جون 2026 کو ختم ہونے والی مدت کے لئے متعلقہ فریقین کے لین دین کی منظوری دینے کے مجاز ہوں گے اور اس لین دین کو اراکین کے ذریعے منظور شدہ تصور کیا جائے گا اور بعد ازاں توثیق اور تصدیق کے لئے اگلے سالانہ اجلاس عام میں اراکین کے سامنے رکھا جائے گا۔
- 6۔ صدر اجلاس کی اجازت سے اجلاس میں پیش کیے جانے والے دیگر امور انجام دینا۔

حسب احکم بورڈ

طلحہ سیف

کمپنی سیکرٹری

لاہور۔

26 ستمبر 2025

## قومی خزانے میں شراکت

کمپنی نے قومی خزانے میں اس سال 21,117 ملین روپے (15,580:2024 ملین روپے) انکم ٹیکس، محصولات، سیلز ٹیکس، ایکسائز ڈیوٹی، کسٹمز ڈیوٹی اور رائلٹی کی مد میں جمع کرائے۔

## حصص داری کی ترتیب

کمپنی کی 30 جون 2025 کی حصص داری کی ترتیب کمپنیز ایکٹ 2017 کی شق (f)(2) کے مطابق ہے اور رپورٹ کے ساتھ منسلک ہے۔

## مستقبل کا نقطہ نظر

سینٹ صنعت کی پیداوار کی صلاحیت اور استعمال کی شرح اپنی ممکنہ سطح سے کم رہی ہے جو کہ کمزور مانگ اور نجی شعبہ کی محدود سرگرمی کو ظاہر کرتی ہے۔ پیداواری لاگت، خاص کر توانائی پر محصولات اور معدنیات پر بڑھتی ہوئی رائلٹی، منافع پر مزید بوجھ ڈال رہے ہیں۔ اسی دوران سود کی شرح میں کمی نے قرض کی لاگت کو کم کرنا شروع کر دیا ہے اور توقع ہے کہ یہ تعمیراتی سرگرمیوں کے لئے سود مند رہے گا۔

مزید برآں یہ کہ حالیہ سیلاب کے بعد کی تعمیر نو کی ضروریات سے قریبی تادریسیاتی مدت میں سینٹ کی طلب میں اضافہ متوقع ہے۔ اگرچہ زیر سماعت رائلٹی کے مقدمہ کے نتائج اور دیگر قومی مالیاتی اقدامات کے حوالے سے غیر یقینی صورتحال باقی ہے۔ کمپنی کے مضبوط کیش فلو اور بیلنس شیٹ بیرونی اتار چڑھاؤ کے خلاف مزاحمت فراہم کرتے ہیں۔ آپ کی کمپنی اپنی موثر کاروباری کاروائیوں میں بہتری پیدا کرنے اور اخراجات کی احسن منصوبہ بندی کے ذریعے منافع کو بڑھانے رکھنے کے لئے پرعزم ہے۔ خطرات سے نمٹنے کے انتظامات اور مالی اتار چڑھاؤ کے ساتھ کمپنی ایسے ابھرتے ہوئے مواقع کا فائدہ اٹھانے کے لئے اچھی پوزیشن میں ہے جہاں پر مارکیٹ کے حالات محتاط اور مرحلہ وار توسیع کے قابل اختیارات کو جواز فراہم کریں تاکہ طویل مدتی ترقی کی حمایت کی جاسکے۔

## اعتراف

بورڈ مالیاتی اداروں، صارفین، قرض دہندگان، سرکاری محکموں اور کمپنی کو مضبوط بنانے والے تمام دیگر اسٹیک ہولڈرز کی معاونت اور تعاون کو تسلیم کرتا ہے۔ بورڈ کمپنی کے ملازمین کی محنت اور لگن پر ان کا شکریہ ادا کرتا ہے۔

علی خان

چیرمین

26 ستمبر 2025

ایم حبیب اللہ خان

چیف ایگزیکٹو آفیسر

26 ستمبر 2025

رہی ہے۔ جس کا مقصد پڑوسی آبادیوں کے مجموعی معیار زندگی کو بہتر کرنا ہے۔ پینے کے صاف پانی کی متعدد سہولیات بھی فراہم کی گئی ہیں تاکہ اس بات کو یقینی بنایا جاسکے کہ کمپنیوں کو صاف پانی تک رسائی حاصل ہو۔ جو خطے میں معیار زندگی کو بہتر بنانے کے لئے ہمارے عزم کو مزید تقویت بخشتی ہے۔

### احتکام کے خطرات اور مواقع

بورڈ کے پائیداری سے متعلق خطرات کو کمپنی کے جامع رسک مینجمنٹ فریم ورک میں فعال طور پر ضم کرنے کی بدولت بہترین ماحولیاتی، سماجی اور انضباطی کارکردگی فراہم کرنے کی ہماری صلاحیت میں اور طویل مدتی ویلیو ایڈ کا میانی کو یقینی بنایا ہے۔

کمپنی قانون سازی میں پیش رفت اور صنعتی رجحانات کی فعال انداز میں نگرانی کر کے احتکام کے خدشات، اپنی منصوبہ بندی اور عملی کاروائیوں کے اثرات کا تخمینہ لگاتی ہے۔ ان خطرات کو کم کرنے کے لئے ہم اپنے کاروبار کو ماحول دوست ٹیکنالوجی سے بہرہ مند کرنے، ورک فلو کو ڈیجیٹل بنانے، کچر کے انتظام کو بہتر بنانے، حیاتیاتی تنوع کی بحالی اور توانائی کے ماحول دوست ذرائع کی طرف منتقلی کے لئے حکمت عملی کے ساتھ ترجیح دے رہے ہیں۔ کمپنی نہ صرف اپنے تمام فریقین کے ذریعہ فائدے کے لئے موثر کاروباری سماجی خدمات، باہمی کیونٹی مصروفیات، اور سماجی سرمایہ کاری کو ترجیح دیتی ہے بلکہ زیادہ مساوی اور پائیدار کام کے ماحول کو پروان چڑھاتی ہے۔

کمپنی بھرتی کے جامع طریقوں کو نافذ کر کے، ثقافتی بیداری کو فروغ دے کر، اور امتیازی سلوک، ایذا رسانی یا بدتمیزی کے کسی بھی واقعے کے رد عمل میں مضبوط جوابدہی اور فوری کاروائی کو یقینی بن کر تنوع، مساوات اور شمولیت (DE&I) کی ثقافت کو فروغ دیتی ہے۔ ہماری افرادی قوت متنوع تعلیمی پس منظر، تجربات اور نقطہ نظر رکھتی ہے جو قابلیت کی بنیاد پر انتخاب کے ذریعے آتے ہیں اور مخصوص ملازمت کے لئے موزوں ہوتے ہیں۔ ہمارے ملازمین اپنے اختلافات ایک طرف رکھ کر جدت، تعاون اور کاروباری کامیابی کو آگے بڑھانے کے لئے اپنی منفرد صلاحیتوں سے فائدہ اٹھاتے ہیں۔

### بہبود ملازمین

#### انسانی سرمایہ

کمپنی اپنے انسانی وسائل کو سب سے قیمتی اثاثوں میں شمار کرتی ہے۔ اعلیٰ کارکردگی کے حامل ملازمین کی قدر اور تعریف کرتی ہے۔ ان ملازمین کو مراعات دی جاتی ہیں تاکہ دوسرے ملازمین کی حوصلہ افزائی ہو اور کام کا ماحول مثبت اور مددگار ہو۔

#### پروایڈنٹ فنڈ گرہ بنی

کمپنی اپنے تمام مستقل ملازمین کے لئے رجسٹرڈ پروایڈنٹ فنڈ سکیم جبکہ تمام معاہدہ جاتی ملازمین جن کی عمر 60 سال سے کم ہے، گرہ بنی کے حق دار ہیں۔ پروایڈنٹ فنڈ کی سرمایہ کاری کی آڈٹ شدہ منصفانہ رقم 30 جون 2025 کو 372 ملین روپے (288:2024 ملین روپے) ہے۔

#### طبی سہولیات

کمپنی پالیسی کے تحت تمام اہل ملازمین کو بشمول اہل و عیال علاج معالجہ کی جامع طبی سہولیات فراہم کی گئی ہیں تاکہ وہ اپنے کارمندی کے طبی مسائل سے ادا کر سکیں اور پیشہ ورانہ ذمہ داریوں کو زیادہ موثر طریقے سے نبھاسکیں۔

### آڈیٹرز

میسرز کے پی ایم جی تا شیر ہادی اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) آڈیٹرز، 39 ویں سالانہ اجلاس عام کے اختتام کے موقع پر ریٹائر ہو جائیں گے اور اہل ہونے کے سبب دوبارہ تقرری کے لئے خود کو پیش کرتے ہیں۔ یہ فرم آڈٹ اور رسائی بورڈ سے رجسٹرڈ ہے اور انسٹیٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان کے کوآپریٹو کنٹرول ریولیو پروگرام کے تحت اسے اطمینان بخش درجہ بندی دی گئی ہے۔ آڈٹ کمپنی کی سفارش کے تحت بورڈ میسرز کے پی ایم جی تا شیر ہادی اینڈ کمپنی (چارٹرڈ اکاؤنٹنٹس) کی بطور آڈیٹر دوبارہ تقرری کی تجویز کرتا ہے۔

### منافع منقسمہ

قرضوں کی بروقت اور جلد ادائیگی کے ساتھ ساتھ غیر معمولی مالی کارکردگی کو مد نظر رکھتے ہوئے بورڈ نے 50% حتمی منافع کی سفارش کی ہے یہ منافع اس 50% یعنی 51 روپے فی حصصہ داری منافع کے علاوہ ہے جو بورڈ نے اپنی 28 فروری 2025 کو ہونے والے اجلاس میں دیا تھا۔



## بورڈ کی اپنی کارکردگی کا جائزہ

بورڈ آف ڈائریکٹران نے اپنی کارکردگی کا جائزہ لینے اور اسے بہتر بنانے کے لئے معیار مرتب کیا ہے۔ ڈائریکٹران کے درمیان جاری کردہ معیار کارپوریٹ اہداف اور دور اندیشی، بورڈ کی خود مختاری اور بورڈ کی کمیٹیوں کی تشکیص پر زور دیتا ہے۔ آراء اور سفارشات بورڈ کے اراکین کی طرف سے فراہم کی جاتی ہیں اور پھر مستقبل کے جائزوں کے لئے شامل کی جاتی ہیں۔

## کارپوریٹ سماجی کارکردگی

صحت، تحفظ اور ماحول

کمپنی پلانٹ سے ملحقہ آبادی اور اپنے تمام لوگوں کے تحفظ اور صحت مندانہ ماحول کی فراہمی کو ترجیح دیتی ہے۔ کمپنی انتظامیہ اپنے شاف کو ایک محفوظ، صحت مند اور مددگار ماحول دینے کیلئے پرعزم ہے اور اس کے مطابق ISO 14001:2015 اور ISO 45001:2018 کے سرٹیفکیٹ بھی حاصل کر چکی ہے۔ مزید برآں قدرتی ذرائع کے بے دریغ استعمال میں کمی کی بدولت کمپنی کو گرین آفس ڈپلومہ بھی مل چکا ہے۔ کمپنی ماحول دوست معیار کو قائم رکھنے کے اقدامات جاری رکھے ہوئے ہے۔ مزید یہ کہ ہم تمام قابل اطلاق ماحولیاتی قوانین اور معیار کی پوری طرح تعمیل کرتے ہیں۔ سرسبز اور صاف ستھرے ماحول کو فروغ دینے کیلئے پلانٹ کے آس پاس اور اندر درخت لگانے کی مہمات کا انعقاد کیا گیا ہے۔ اقدامات توانائی کے تحفظ اور آلودگی میں کمی پر ہماری مسلسل توجہ کے ساتھ ساتھ ماحولیاتی پائیداری کے لئے ہمارے فعال نقطہ نظر کی نشاندہی کرتے ہیں۔

## گیس اور گرہن کا اخراج

کمپنی آلودگی سے پاک ماحول کو برقرار رکھنے کیلئے کوشاں ہے اور اس کیلئے ماحول جمع کرنے والے آلات کمپنی کے پیداواری مقام پر لگائے ہیں۔ کمپنی نے 2 ویسٹ ہیٹ ریکوری پلانٹ بھی لگائے ہیں جن کی استعداد کار 18 میگا واٹ ہے جو کہ پیداواری عمل کے دوران پیدا شدہ گرم ہواؤں کو استعمال کرتے ہوئے بجلی پیدا کرتے ہیں۔ ہمارا نیا تعمیر شدہ سینٹ پلانٹ جدید ترین ٹیکنالوجی کا حامل ہے جس میں ایندھن اور بجلی کی کھپت کم ہے۔

## ملازمین کا تحفظ

کمپنی اپنے ملازمین کی صحت اور تحفظ کو اولین ترجیح دیتی ہے۔ ملازمین کو موزوں اور مطلوبہ حفاظتی آلات فراہم کئے گئے ہیں تاکہ وہ بحفاظت اپنی پیشہ ورانہ خدمات سرانجام دے سکیں۔ ایک علیحدہ حفاظتی شعبہ بھی قائم کیا گیا ہے جو کہ حفاظتی قواعد و ضوابط کی تعمیل کو یقینی بناتا ہے۔ وقتاً فوقتاً قواعد و ضوابط کی جانچ پڑتال اور ان پر نظر ثانی کی جاتی ہے تاکہ کسی بھی ناخوشگوار واقعے سے بچنے کے لئے ضروری اقدامات کئے جاسکیں۔ مزید برآں کمپنی ہر قاعدہ تربیتی کورسز کا انعقاد کرتی ہے تاکہ بہترین اور محفوظ ماحول کا قیام یقینی بنایا جاسکے۔

## کیونٹی سرمایہ کاری اور علاقائی سکیم

کمپنی ایک ذمہ دار کارپوریٹ شہری کے طور پر معاشرہ کی فلاح و بہبود کیلئے اپنا کردار ادا کرتی رہتی ہے۔ کمپنی علاقائی ترقی اور علاقائی پروگراموں میں بڑھ چڑھ کر حصہ لیتی ہے جس میں جنگی گاؤں کے علاقے کی مسجد، طبی ڈسپنسری، ایجوکیشن سروس، مقامی پرائمری سکول اور جوہر آباد میں ڈویژنل پبلک سکول کی تعمیر اور مالی امداد شامل ہے۔ مزید برآں کمپنی علاقائی کاموں میں فعال طور پر حصہ لیتی ہے۔ جس میں تعلیمی ترقی کو فروغ دینے کے لئے غلام اسحاق خان انسٹیٹیوٹ کے تحت منعقدہ مختلف منصوبوں میں شمولیت بھی شامل ہے۔ کمپنی پسماندہ طبقات کو سینٹ کا علیہ بھی دیتی ہے تاکہ اس بات کو یقینی بنایا جاسکے کہ ضرورت مندوں کو پناہ گاہ اور بنیادی ڈھانچے کی بہتری کیلئے ضروری تعمیراتی سامان میسر ہو سکے۔

کمپنی پلانٹ سے ملحقہ آبادیوں کے ساتھ ان کی سماجی اور اقتصادی ضروریات کو پورا کرنے کے لئے مسلسل کوشاں رہتی ہے۔ علاقہ مکین کمپنی کے اقدامات سے فائدہ اٹھا رہے ہیں خاص طور پر ملازمت کے مواقع کی فراہمی، مقامی رہائشیوں کے لئے مرکزی شاہراہ تک بروقت اور آرام دہ سفر کے لئے کمپنی نے 2.1 کلومیٹر طویل لنک رو تعمیر کی ہے۔ اس کے علاوہ کمپنی ملحقہ علاقوں کے مکینوں کی طرز زندگی کو بہتر بنانے کا عزم لئے سڑکوں کی تعمیر مرمت اور اہم بنیادی ڈھانچہ کی دیکھ بھال کی ذمہ داری احسن طریقے سے نبھا



- مالی حسابات کی تیاری میں اکاؤنٹنگ پالیسیز کا خیال رکھا گیا ہے اور اکاؤنٹنگ کے اندازے مناسب اور محتاط ہیں۔
- مالی حسابات کی تیاری میں پاکستان میں مروجہ بین الاقوامی اکاؤنٹنگ کے معیار کا خیال رکھا جاتا ہے اور اگر ان میں کوئی تبدیلی ہو تو باقاعدہ ظاہر کیا جاتا ہے۔
- آڈٹ کمیٹی اندرونی کنٹرول اور ضابطوں کے موجودہ نظام کا باقاعدگی سے جائزہ لیتی ہے۔ اور بوقت ضرورت تبدیلی بھی تجویز کرتی ہے۔
- مستقبل میں کمپنی کی کاروباری قابلیت پر کوئی اہم شکوک و شبہات نہیں ہیں۔
- کارپوریٹ گورننس کے بہترین طریقوں سے کسی قسم کا قابل ذکر اختلاف نہیں پایا جاتا۔
- اخلاقی اور کاروباری ضابطہ بنایا گیا ہے اور ڈائریکٹرز اور کارکنان میں بھی تقسیم کیا گیا ہے۔
- کسی قرض کی ادائیگی میں کوئی کوتاہی نہیں کی گئی۔
- مالی سال کے اختتام اور آڈٹ رپورٹ کی تاریخ کے درمیان ہونے والی کمپنی کی مالی حالت کے لئے نقصان دہ کوئی مادی تبدیلی نہیں ہے
- بورڈ نے مشن شیٹنٹ اور کاروباری حکمت عملی کی شیٹنٹ بھی بنائی ہے۔
- کوڈ آف کارپوریٹ گورننس کے تحت مندرجہ ذیل بیانیہ لف بند ہیں۔

- (۱) چھ سالہ مالیاتی اور کاروباری اعداد کا خلاصہ۔
- (۲) حصص داری کی ترکیب۔
- (۳) ایسوی ایف، کمپنیز، انڈر ٹیکنگ اور متعلقہ اشخاص کے حصص کی ترکیب۔
- (۴) دیگر معلومات کا بیانیہ۔

بورڈ آف ڈائریکٹرز نے زیر جائزہ سال کے سالانہ آڈٹ شدہ مالیاتی گوشواروں کا، قابل اطلاق مالیاتی رپورٹنگ فریم ورک کے مطابق جائزہ لیا اور ان کی منظوری دی۔ منظوری سے پہلے سی ای او اور سی ایف او نے ان مالیاتی گوشواروں پر دستخط کئے اور ان کی تصدیق کی۔ آڈٹ کمیٹی نے ان گوشواروں کے ساتھ آڈیٹرز کی رپورٹ کا تفصیلی جائزہ لیا ہے۔ اور ان کی منظوری کیلئے بورڈ کو سفارش کی ہے۔ اس کے مطابق مالیاتی گوشواروں پر بورڈ کی جانب سے سی ای او، بورڈ کے چیئر مین اور سی ایف او نے دستخط کئے ہیں۔ ان مالیاتی گوشواروں کو آئندہ سالانہ اجلاس عام میں حصص داران کی منظوری کے لئے پیش کیا جائے گا۔

کمپنی کے آڈیٹرز نے زیر نظر سال کے مالیاتی گوشواروں پر اپنی مثبت رپورٹ جاری کی ہے جس میں اس بات کی تصدیق کی گئی ہے کہ گوشوارے منصفانہ طور پر تمام مادی لحاظ سے کمپنی کی مالی پوزیشن، کارکردگی اور کیش فلو قابل اطلاق مالیاتی رپورٹنگ فریم ورک کے مطابق ہیں۔

کمپنیز ایکٹ 2017 کے تحت کمپنی کی ہولڈنگ کمپنی کی تفصیلات مالیاتی گوشواروں کے نوٹ نمبر 16.1 میں پیش کی گئی ہیں۔

### متعلقہ پارٹی لین دین

بورڈ آف ڈائریکٹرز متعلقہ فریقین کے ساتھ تمام لین دین کا جائزہ لیتا ہے، ان تمام لین دین کے لئے آڈٹ کمیٹی کا جائزہ اور منظوری درکار ہوتی ہے جس کی صدارت ایک آزاد ڈائریکٹر کرتا ہے۔ آڈٹ کمیٹی کی سفارش پر یہ لین دین بورڈ کے سامنے منظوری کے لئے پیش کیا جاتا ہے۔ لین دین کا انکشاف بشمول نام، تعلق کی بنیاد، نوعیت اور رقم، کمپنیز ایکٹ 2017 کے چوتھے شیڈول اور قابل اطلاق بین الاقوامی مالیاتی رپورٹنگ معیارات کے تقاضوں کے مطابق مالیاتی بیانات کے نوٹ 4.1 میں کیا گیا ہے۔ بورڈ نے زیر جائزہ سال کے دوران متعلقہ فریقوں کے ساتھ ہونے والے لین دین اور انتظامات کا جائزہ لیا اور اس کی منظوری دی۔

کچھ متعلقہ پارٹی لین دین جن میں ڈائریکٹرز کی اکثریت دلچسپی رکھتی ہے کمپنیز ایکٹ 2017 کی دفعہ 207 اور 208 (قابل اطلاق حد تک) اور کوڈ آف کارپوریٹ گورننس کی دفعہ 15 کے تحت ممبران کی منظوری کی ضرورت ہوتی ہے۔ متعلقہ فریق کے لین دین یا معاملات جہاں ڈائریکٹرز کی اکثریت دلچسپی رکھتی ہے کو سالانہ اجلاس عام میں حصص داران کی منظوری کے لئے پیش کیا گیا تاکہ شفافیت، احتساب اور نگرانی کو یقینی بنایا جاسکے اور مفادات کے ممکنہ تصادم کو روکا جاسکے۔

### ڈائریکٹران کا تربیتی پروگرام

کوڈ آف کارپوریٹ گورننس تمام کمپنیوں سے مطالبہ کرتا ہے کہ وہ ڈائریکٹران اور کلیدی انتظام کے لئے واقفیت اور تربیتی کورسز کے انعقاد کے لئے مناسب انتظامات کریں۔ کمپنی نے کوڈ آف کارپوریٹ گورننس کے تقاضوں کے مطابق بورڈ ممبران کی ضروری تربیت کی ہے۔

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## بورڈ آف ڈائریکٹران اور کمیٹیز کے اجلاس

زیر جائزہ سال کے دوران بورڈ آف ڈائریکٹران اور کمیٹی مینٹلز کوڈ آف کارپوریٹ گورننس کے تحت منعقد ہوئیں۔ حاضری کی تفصیل درج ذیل ہے۔

نمبر شمار	نام	عہدہ	بورڈ	آڈٹ کمیٹی	ایچ آر کمیٹی
۱۔	جناب علی خان (چیئرمین)	نان ایگزیکٹو	۳	۳	۱
۲۔	جناب ایم حبیب اللہ خان	چیف ایگزیکٹو آفیسر	۳	-	۱
۳۔	محترمہ عالیہ خان	نان ایگزیکٹو	۲	۲	۱
۴۔	جناب محمد آفتاب عالم	نان ایگزیکٹو	۳	۳	۱
۵۔	مرزا علی حسن عسکری	نان ایگزیکٹو	۳	-	-
۶۔	جناب دوریب اے کیست	نان ایگزیکٹو	۳	-	-
۷۔	جناب منگھو احمد	آزاد	۳	۳	-
۸۔	شیخ جاوید الہی *	آزاد	-	-	-
۹۔	جناب شفیق الدین فنی خان *	آزاد	۳	۳	۱
	سال کے دوران کل اجلاس کی تعداد		۳	۳	۱

\* دوران سال بطور آزاد ڈائریکٹر جناب شفیق الدین فنی خان صاحب نے استعفیٰ دے دیا اور شیخ جاوید الہی صاحب کا بقیہ مدت کے لئے بطور آزاد ڈائریکٹر تقرر کیا گیا۔

## ڈائریکٹران کا معاوضہ

کمپنی اپنے ایگزیکٹو ڈائریکٹرز، نان ایگزیکٹو ڈائریکٹرز بشمول آزاد ڈائریکٹرز کو مینٹلز فیس کے علاوہ کوئی معاوضہ ادا نہیں کرتی ہے جس کا تعین بورڈ نے منظور شدہ پالیسی کے تحت کیا ہے۔ بورڈ کے اراکین کو ملنے والے معاوضے کی تفصیل مالی گوشواروں کے نوٹ 40 میں درج ہے۔

## اندرونی مالیاتی کنٹرول کی قابلیت

بورڈ آف ڈائریکٹرز نے اندرونی معاملات کی نگرانی کیلئے ایک موثر نظام تشکیل دیا ہے تاکہ کاروباری معاملات بہتر طریقے سے سرانجام پائیں، کمپنی کے اثاثے محفوظ رہیں اور مالی گوشوارے شفافیت سے پیش کئے جائیں۔ پائیر سیسٹ نے ایک قابل اعتماد اور خود مختار داخلی آڈٹ ٹیم بنائی ہے جو کہ باقاعدہ بنیادوں پر مالی معاملات کا جائزہ لیتی ہے۔

## کارپوریٹ اور مالی رپورٹنگ کا طریقہ کار

بورڈ باقاعدگی سے کمپنی کی حکمت عملی کی سمت کا جائزہ لیتا رہتا ہے۔ کاروباری منصوبہ جات اور تجدید کے اہداف کے حصول کیلئے بھی باقاعدہ تجزیہ کیا جاتا ہے۔ بورڈ کارپوریٹ گورننس کے اعلیٰ معیار کو برقرار رکھنے کیلئے پرعزم ہے اور سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے نافذ کردہ کوڈ آف کارپوریٹ گورننس کی جامع تعمیل کو یقینی بناتا ہے۔ بورڈ مندرجہ ذیل امور کی تصدیق کرتا ہے:

➤ پائیر سیسٹ کی انتظامیہ کے تیار کردہ مالی حسابات، کاروباری نتائج، کیش فلو کی صورت حال اور سرمایہ میں اتار چڑھاؤ کا قابل

اعتبار جائزہ پیش کرتے ہیں۔

➤ حساب کتاب کی مناسب کتب کو باقاعدہ برقرار رکھا گیا ہے۔

خارج کر دیا تھا اور فی الحال ایک دائرہ نظر جانی اپیل سپریم کورٹ آف پاکستان میں زیر التوا ہے۔ فی الحال کمپنی عدالت کے حکم پر 182.50 روپے فی ٹن ادا کر رہی ہے جبکہ اقلیہ رقم کو ماسٹریٹ منسٹرز نے پارٹنر شپ کے حق میں بینک گارنٹی کے ذریعے محفوظ کیا گیا ہے۔ مطابق اقدام کے طور پر ان مالیاتی گوشواروں میں رائلٹی کی مکمل رقم کو تسلیم کیا گیا ہے۔

رواں سال بینکنگ منیجر ٹیل کی لاگت کم ہو کر 755 روپے فی ٹن (802:2024) روپے فی ٹن) ہو گئی۔ بین الاقوامی منڈی میں کانڈ کی قیمتوں کے گراؤ کی اثرات کم کرنے کے لئے کمپنی نے کم لاگت والے پولی بیگ کے استعمال کو ترجیح دی۔

### آپریٹنگ اور بعد از ٹیکس منافع

قریبی مارکیٹوں میں ترجیحی فروخت، قیمت فروخت میں بہتری، لاگت پر قابو پانے کی فعال پالیسیوں اور بہتر پیداواری کارکردگی کے سبب کمپنی نے پیداواری اخراجات میں اضافے سے درپیش مسائل کا موثر طریقے سے مقابلہ کر لیا ہے اور 9,196 ملین روپے (10,756:2024 ملین روپے) کا بنیادی کاروباری منافع کمایا ہے۔ مالیاتی ذمہ داریوں کی قبل از وقت ادائیگی، مالیاتی پالیسی کی شرح میں کمی کے ساتھ مالیاتی اخراجات کو گزشتہ سال کی نسبت تقریباً نصف تک کم کر دیا۔ بھاری طویل مدتی قرض اب 4,333 ملین روپے ہے۔

39.84% کی موثر شرح ٹیکس کی بنا پر 3,228 ملین روپے کا کل ٹیکس لگایا گیا اس کے نتیجے میں بعد از ٹیکس منافع 4,876 ملین روپے رہا جو کہ گزشتہ سال 5,176 ملین روپے تھا۔ اس کے نتیجے میں موجودہ سال کے دوران کمپنی کو فی حصص 21.47 روپے کا منافع ہوا جبکہ پچھلے سال اس عرصہ کے دوران فی حصص منافع 22.79 روپے تھا۔ موجودہ سال کے لئے EBITDA 12,644 ملین روپے (Rs.14,143:2024) جس نے مقررہ وقت سے پہلے مالیاتی ذمہ داریوں کو پورا کرنے کے لئے کمپنی کو معاونت فراہم کی۔

### بورڈ آف ڈائریکٹران

بورڈ ارکان کی کل تعداد بشمول چیف ایگزیکٹو آفیسر آٹھ ہے جن میں ایک ایگزیکٹو اور سات نان ایگزیکٹو (منتخب) ڈائریکٹران شامل ہیں۔ مندرجہ ذیل سات ڈائریکٹران منتخب شدہ ہیں۔

۱۔	جناب علی خان	(چیرمین)	نان ایگزیکٹو
۲۔	محترمہ عالیہ خان		نان ایگزیکٹو (خاتون)
۳۔	جناب محمد آفتاب عالم		نان ایگزیکٹو
۴۔	جناب منظور احمد		آزاد
۵۔	جناب شیخ جاوید الہی		آزاد
۶۔	جناب دوریب اے کیست		نان ایگزیکٹو
۷۔	مرزا علی حسن مسکری		نان ایگزیکٹو

محترم ایم حبیب اللہ خان کمپنی کے چیف ایگزیکٹو آفیسر ہیں۔

کمپنی کے تمام منتخب ڈائریکٹران نان ایگزیکٹو ہیں جن میں دو آزاد ڈائریکٹران بھی شامل ہیں۔ کوڈ آف کارپوریٹ گورننس 2019 کے تحت چیرمین اور چیف ایگزیکٹو کے عہدے الگ الگ ہیں۔

کل ارکان بشمول چیف ایگزیکٹو آفیسر

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خاتون	۱



## ڈائریکٹران رپورٹ برائے حصص داران

اللہ کے نام سے شروع جو بڑا مہربان اور نہایت رحم والا ہے

کمپنی کے ڈائریکٹران 30 جون 2025 کو ختم ہونے والے مالیاتی سال پر کمپنی کی کارکردگی بابت سالانہ رپورٹ بمع آڈٹ شدہ مالی گوشوارے اور آڈیٹرز رپورٹ بخوشی پیش کر رہے ہیں۔

### معیشت

پاکستان کی معیشت میں مالی سال 2025 میں معمولی بحالی دیکھی گئی، خدمات کے شعبے میں بہتری اور زراعت میں بہتر پیداوار کے باعث شرح نمو 2.7 فیصد رہی۔ مالیاتی نظم و ضبط اور بیرونی کھاتوں میں بہتری نے معیشت میں کسی حد تک استحکام لانے میں مدد کی۔ تاہم غیر یقینی سیاسی صورتحال اور کمزور شعبہ توانائی صنعتی سرگرمیوں کو متاثر کرتے رہے۔ آئی ایم ایف کے معاہدے اور مضبوط ترسیلات زر کے باعث زرمبادلہ کے ذخائر میں اضافہ ہوا اگرچہ روپے کی قدر پر دباؤ برقرار رہا ہے۔

### سینٹ کی صنعت

زیر نظر سال کے دوران سینٹ کی صنعت کو سخت مشکلات کا سامنا کرنا پڑا، نجی شعبے کی طلب میں کمی، حکومتی ترقیاتی اخراجات میں کٹوتی، دوگنی وفاقی ایکسائز ڈیوٹی (4,000 روپے فی ٹن) اور تعمیرات میں سست روی نے ملکی سطح پر سینٹ کی مانگ کو قدرے محدود رکھا تاہم جنوب میں موجود کارخانوں کی بحری راستے سے بین الاقوامی منڈیوں تک رسائی کی وجہ سے برآمدات میں اضافہ ہوا۔ شمال میں واقع سینٹ کے کارخانے حاصل سمندر سے دور ہونے کی وجہ سے برآمدات میں اضافہ نہ کر سکے۔ توانائی کے بڑھتے ہوئے محاصل اور حکومت پنجاب کی معدنیات میں بڑھتی ہوئی رائلٹی کے باعث صوبہ پنجاب میں موجود کارخانوں کے منافع محدود رہے۔

سینٹ کی صنعت نے مالی سال 2025 کے دوران کل 46.23 ملین ٹن سینٹ فروخت کیا جبکہ گزشتہ سال 45.29 ملین ٹن سینٹ فروخت کیا گیا تھا۔ مقامی سطح پر سینٹ کی ترسیل 37.02 ملین ٹن رہی جو کہ گزشتہ سال 38.19 ملین ٹن تھی۔ برآمدات 9.21 ملین ٹن رہیں جو کہ گزشتہ سال اسی عرصہ کے دوران 7.11 ملین ٹن تھیں۔ مالیاتی کارکردگی

### آمدن

مالی سال 2025 کے دوران کمپنی کی مجموعی فروخت 50,858 ملین روپے رہی جو کہ گزشتہ سال 49,235 ملین روپے تھی رواں سال کنوئیں کی رقم 17,549 ملین روپے جبکہ گزشتہ سال 13,715 ملین روپے تھی۔ مجموعی طور پر قابل اطلاق ٹیکس، محصولات اور کمیشن کی مد میں ان کنوئیں کے نتیجے میں خالص فروخت 33,309 ملین روپے جو کہ گزشتہ سال کی 35,519 ملین روپے کے مقابلے میں 6.22% کم ہے۔ یہ کمی بنیادی طور پر 12.28% مقدار کی کمی کی وجہ سے ہے جسے جزوی طور پر قیمت فروخت میں اضافے سے پورا کیا گیا۔

### فروخت کی لاگت

رواں سال فروخت کی لاگت 22,865 ملین روپے رہی جو کہ گزشتہ سال اسی عرصہ کے دوران 23,756 ملین روپے تھی (% 3.75 کی کمی)۔ زیر نظر سال کی کل پیداواری لاگت 23,001 ملین روپے رہی جبکہ گزشتہ سال کے دوران یہ 23,339 ملین روپے تھی (% 1.45 کی کمی)۔ یہ کمی مقامی منڈی میں طلب کم ہونے کی وجہ سے کم پیداوار کے نتیجے میں ہوئی۔ رواں سال کے لئے فروخت کی لاگت کا فی ٹن تجزیہ مندرجہ ذیل ہے:

فروخت ہونے والے سینٹ میں ایجنٹ اور بجلی کی لاگت 6,219 روپے فی ٹن رہی جبکہ گزشتہ سال یہ 6,731 روپے فی ٹن تھی۔ درآمدی کوئلے کے متبادل کے طور پر کمپنی نے کم لاگت کے حامل مقامی اور افغان کوئلے کے استعمال کو ترجیح دی جس کے نتیجے میں فی ٹن لاگت میں کمی واقع ہوئی۔ بجلی کے ذرائع کے حوالے سے کمپنی نے بڑی حد تک ویسٹ ہیٹ ریکوری اور کوئلے سے چلنے والے پاور پلانٹس پر انحصار کیا ہے اس سے کمپنی کو بجلی کی لاگت میں اضافے کے منفی اثرات کم کرنے میں مدد ملی ہے۔

خام مال کی فی ٹن لاگت 1,846 روپے رہی جبکہ گزشتہ سال یہ 869 روپے تھی۔ یہ خاطر خواہ اضافہ صوبائی حکومت کی طرف سے معدنیات کی کان کنی پر رائلٹی کو 250 روپے فی ٹن سے بڑھا کر کارخانہ جاتی قیمت فروخت کے 6% پر متعین کرنے سے ہوا۔ اس ترمیم کے خلاف کمپنی کی تالش کو معزز لاہور ہائی کورٹ نے



# FORM OF PROXY

Registered Folio / CDC Account No. \_\_\_\_\_

I/We \_\_\_\_\_

(Name)

of \_\_\_\_\_

(Address)

being a member of Pioneer Cement Limited hereby appoint

\_\_\_\_\_

(Name)

of \_\_\_\_\_

(Address)

or failing him \_\_\_\_\_

(Name)

of \_\_\_\_\_

(Address)

(also being a member of the Company) as my/ our proxy to attend, act and vote for me/ us and on my/ our behalf, at the 39<sup>th</sup> Annual General Meeting of the Company to be held on Tuesday October 28, 2025 at 64-B/1, Gulberg-III, Lahore and at any adjournment thereof.

As witness my hand this \_\_\_\_\_ day of October 2025.

\_\_\_\_\_  
Signature of the Shareholder / Appointer

## WITNESSES

1 Name \_\_\_\_\_  
Address \_\_\_\_\_  
CNIC # \_\_\_\_\_

2 Name \_\_\_\_\_  
Address \_\_\_\_\_  
CNIC # \_\_\_\_\_

Revenue  
Stamp

Note: Proxies in order to be effective must reach the Company's Registered Office not later than 48 hours before the time for holding the meeting and must be duly stamped, signed and witnessed. Proxies of the Members through CDC should be accompanied with attested copies of their CNIC.





AFFIX  
CORRECT  
POSTAGE

**Head office:**

64-B/1, Gulbe g-III, Lahore

Phone: (+92-42) 3750 3570 & 72

Email: [pioneer@pioneercement.com](mailto:pioneer@pioneercement.com)



## PIONEER CEMENT

**Head Office:**

64-B/1, Gulbe g-III, Lahore, Pakistan.  
Phone: (+92-42) 3750 3570 & 72  
Email: [pioneer@pioneercement.com](mailto:pioneer@pioneercement.com)

**Factory:**

P-B. No. 50, Jouharabad,  
District Khushab, Pakistan.  
Email: [factory@pioneercement.com](mailto:factory@pioneercement.com)

[www.pioneercement.com](http://www.pioneercement.com)

