



Annual Report 2025
KSB Pumps Company Limited



Solutions. For Life.

KSB Profile

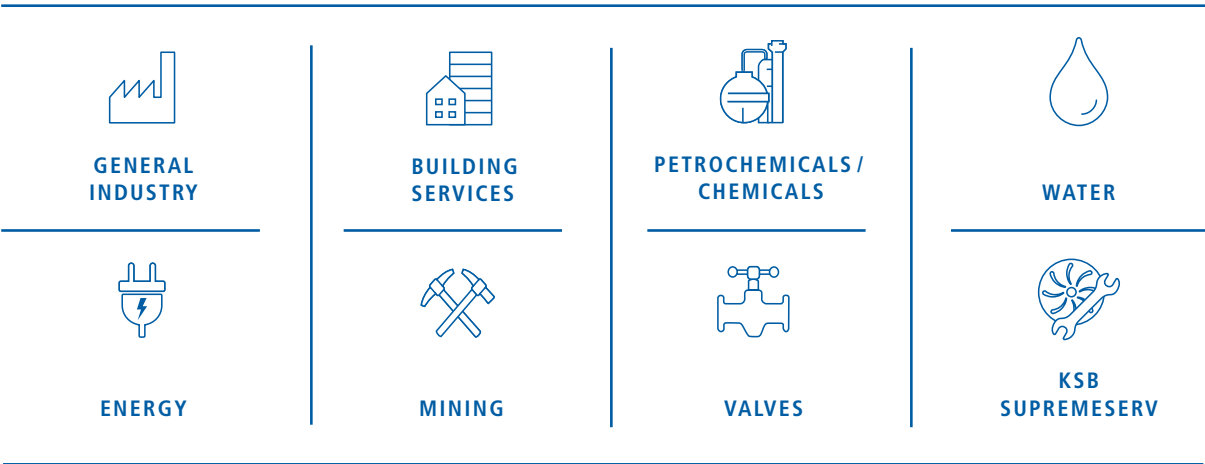
Wherever there are fluids to be transported, controlled or shut off, customers globally rely on our expertise and products. The KSB brand promises them competent advice, excellent quality and to reliability along with guaranteed after sales service that they can count on, worldwide.

In 1959, "The KSB Group" established its first Asian subsidiary in Lahore – Pakistan, while built its first factory in Hassanabdal in 1964. After becoming a Public Limited Company in 1979, KSB Pakistan received its first ISO Certification in 1997, and moved on to become the First Foundry based Engineering Company in Pakistan that was QHSE Certified for ISO 9001, ISO 14001 & ISO 18001 Certifications for complete Integrated Management System Certification by TUV, Germany. Continuing its commitment to quality and excellence, KSB Pakistan has successfully completed its six decades of operations in Pakistan.

KSB Pumps Company Limited is a leading international supplier of pumps, valves and related systems for industrial applications, building services, process engineering, energy conversion, water treatment, water transport, solids transportation and other related applications. This approach means that KSB is close to its customers, providing them with pumps, valves and service for almost all applications involving the transportation of liquids.

Over the years, KSB Pakistan has developed a diversified and motivated pool of human resource and today the Company employs more than 300 proficient people that operates through its sales offices in Lahore, Karachi, Rawalpindi and Multan. To enable easy access to its customers, KSB Pakistan has a nationwide operating network of alternate channel business too. In addition to these, the Company has an efficient Customer Service Department comprising of qualified and experienced personnel: KSB's comprehensive service includes bespoke solutions for all customer applications which ensures the running of pumps & systems efficiently.

Today KSB Pakistan stands as a market leader in its line of business and is a benchmark for new entrants. The Company's products, quality standards, people, business partners and leadership have all contributed to imprint this company's score in the history of Pakistan.



Digital Annual Report

Online Annual Report with additional functions:
<https://www.ksb.com/en-pk/investor-relations/annual-reports>

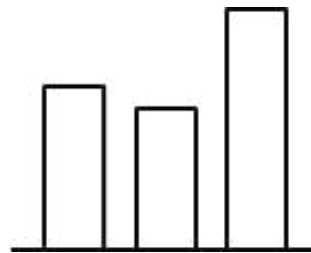
2025 in Figures

Order intake



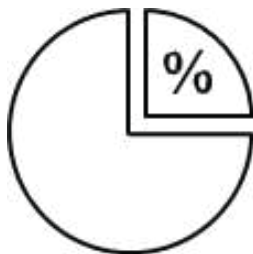
PKR **8,214** million

Sales



PKR **6,584** million

EBIT



PKR **298** million

Employees



282 as on 31st December 2025

Global Presence

Backed up by production and assembly sites around the world, as well as a tight-knit sales and service network, KSB staff are always close at hand.

EUROPE

- | | |
|------------------|------------------|
| ■ Austria | ■ Netherlands |
| ■ Belarus | ■ Norway |
| ■ Belgium | ■ Poland |
| ■ Croatia | ■ Portugal |
| ■ Czech Republic | ■ Russia |
| ■ Estonia | ■ Serbia |
| ■ Finland | ■ Slovakia |
| ■ France | ■ Slovenia |
| ■ Germany | ■ Spain |
| ■ Hungary | ■ Sweden |
| ■ Italy | ■ Switzerland |
| ■ Latvia | ■ Ukraine |
| ■ Lithuania | ■ United Kingdom |
| ■ Luxembourg | |

MIDDLE EAST / AFRICA

- | |
|------------------------|
| ■ Algeria |
| ■ Angola |
| ■ Egypt |
| ■ Ghana |
| ■ Kenya |
| ■ Morocco |
| ■ Namibia |
| ■ Nigeria |
| ■ Oman |
| ■ Qatar |
| ■ Saudi Arabia |
| ■ South Africa |
| ■ Turkey |
| ■ United Arab Emirates |
| ■ Zambia |

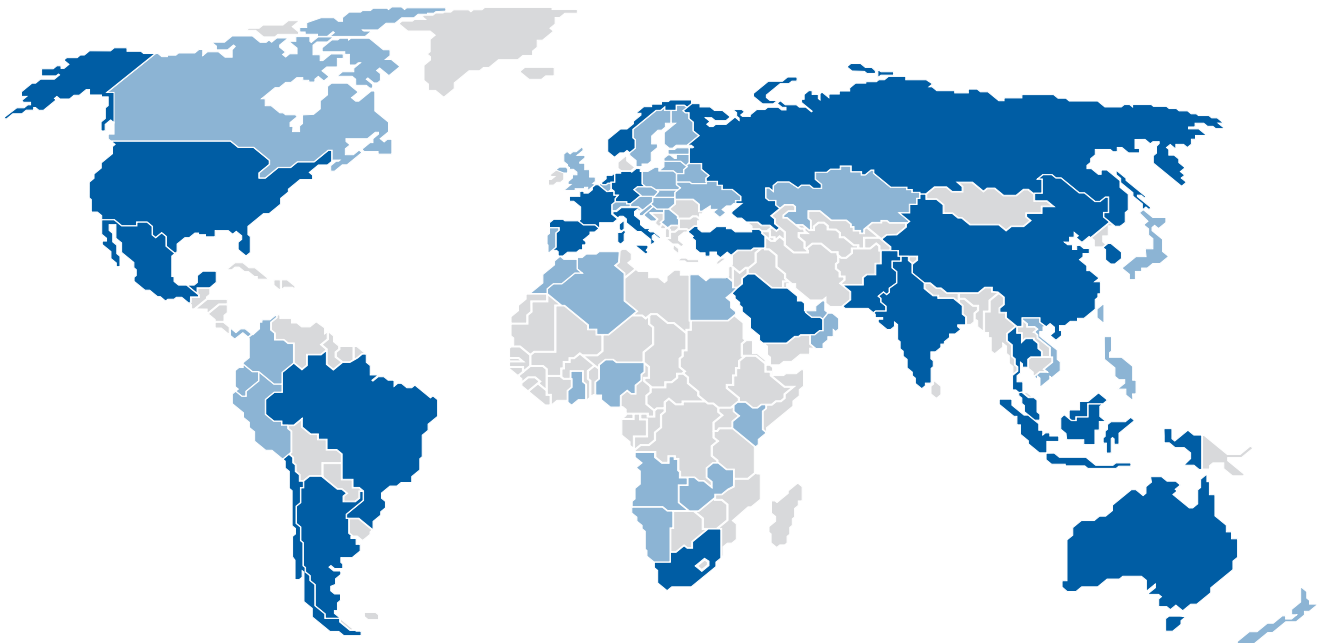
ASIA / PACIFIC

- | |
|---------------|
| ■ Australia |
| ■ China |
| ■ India |
| ■ Indonesia |
| ■ Japan |
| ■ Kazakhstan |
| ■ Malaysia |
| ■ New Zealand |
| ■ Pakistan |
| ■ Philippines |
| ■ Singapore |
| ■ South Korea |
| ■ Taiwan |
| ■ Thailand |
| ■ Vietnam |

AMERICAS

- | | |
|-------------|------------|
| ■ Argentina | ■ Columbia |
| ■ Brazil | ■ Ecuador |
| ■ Canada | ■ Mexico |
| ■ Chile | ■ Panama |
| | ■ Peru |
| | ■ USA |

- | |
|---------------------------------|
| ■ KSB production/assembly sites |
| ■ KSB sales /service sites |



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Corporate Objectives

07	Vision
07	Mission Statement
07	Strategic Objective
08	Values
09	Quality Guidelines
10	Environmental Protection, Occupational Health & Safety Guidelines

Vision

KSB provides the best solution worldwide through technology to make its mark.

Mission Statement

We aim to manufacture and market a wide range of standard and engineered pumps and castings of world class quality. Our efforts are directed to have delighted customers in the water, sewage, oil, energy, industry and construction sectors. In line with the Group's strategy, we are committed to develop into a center of excellence in water application pumps and be a strong regional player. We want to market valves, complete system solutions and foundry products including patterns for captive, automotive and other industries. We will develop a world class human resource with highly motivated and empowered employees. The measure of our success is, being a clear market leader, achieving quantum growth and providing attractive returns to stakeholders.

Strategic Objective

To defend high market share in a growing but competitive market area & continuously expand product & service offerings in order to strengthen the position as a complete solution provider in the market.



Values

Trust

Trust has to be earned. It requires a level of credibility, which each of us should seek to achieve and actively develop through reliability and professionalism in our day - to - day work.

Honesty

The overall interest of the Company has top priority in our work and ranks ahead of departmental and individual interests. What we do therefore should not serve to gain advantage at the expense of others. Integrity and appropriate level of modesty are defining elements of the way we present ourselves.

Responsibility

Responsibility means accepting the consequences of one's actions. This especially applies to each and every one of us in our work. And it also applies to our Company in its business and social relations.

Professionalism

We have a good command of the techniques and methods we need for our work, and seek to continually acquire further knowledge to improve our effectiveness and efficiency. In the search of solutions to problems we apply due care and act with foresight.

Appreciation

We are attentive to others and further our cooperation by showing respect and appreciation. Remaining receptive and open to other people and ideas enables us to learn from each other and develop together.



The solar power installations reflect the company's commitment to carbon-neutral initiatives and align seamlessly with one of the key strategic global pillars defined by the KSB Group, i.e., Sustainability. Regarding supporting a sustainable economy, the belief is evident with “no compromises”. KSB believes in taking responsibility for the environment and its people, as demonstrated by our energy-efficient products, resource-saving manufacturing and high social engagement. That’s why customers worldwide choose our superior pump and valve solutions to save energy and reduce carbon emissions.

By harnessing clean, renewable energy from the sun, KSB Pakistan is making a tangible contribution to reducing its carbon footprint and environmental impact. It helps curb greenhouse gas emissions and positions itself as an industry leader committed to responsible environmental stewardship. This initiative echoes the company's dedication to meeting the needs of the present without compromising the ability of future generations for their needs.

Quality Guidelines

Achieve maximum customer satisfaction

Our customers set the standard for the quality of our products and services. We satisfy their wishes in full and on time.

Promote quality awareness

We ensure that all our employees are highly qualified by providing them with ongoing training and comprehensive information. Each of our managers champions a high-quality mindset.

All employees are focused on their customers

The principle of customer-supplier relations also applies internally: Colleagues further along the work process are also customers; work completed for them must be impeccable.

Avoid mistakes instead of remedying them

We establish causes so that we can prevent errors and put a stop to them.

Improve quality

The continuous improvement of work processes methods of work and the work environment secures our leading position in the market.

Involve suppliers

In fair and open partnership we support our suppliers in the pursuit of shared quality objectives.



Environmental Protection, Occupational Health and Safety Guidelines

Publicise environmental relevance

We talk about the environmental relevance of our products, processes and services.

Promote awareness of environmental issues, occupational health and safety

To protect the environment and our employees we implement measures that go beyond what is required by law.

Strengthen our employees' sense of responsibility

Our employees are quick to recognise situations that could harm the environment or jeopardise safety and pass on the appropriate information.

Recognise and avoid risks

We constantly and systematically review the impact of our production processes on people and the environment. By recognising risks, we can take any

preventive action that may be necessary in good time. We review the environmental impact of new production processes and products right from the development stage and minimise or avoid this as far as technologically and economically feasible. In the process, we take account of both occupational health and safety.

Comply with requirements

Using the procedures defined in the Integrated Management System, we monitor our activities to ensure compliance both with national legislation and our own policies for the environment, occupational health and safety.

Ensure third-party firms meet obligations

We require third-party firms working at our sites to observe country-specific laws in the areas of environmental protection, occupational health and safety and to comply with our own provisions and specifications.





Management

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KSB - the brand standing for quality, expertise, reliability and a global perspective

KSB is a leading international supplier of pumps, valves and related systems for the Industrial applications, building services, process engineering, energy conversion, water treatment, water transport, solids transport and other areas of application. KSB combines innovative technology and excellent service to provide intelligent solutions. This approach means that KSB employees are close to customers all over the world, providing them with pumps, valves and systems for almost all applications involving the transportation of liquids. A comprehensive range of services rounds off this customer-focused portfolio.

KSB has been growing continuously since it was founded in 1871. Today, the Group has a presence all over the globe with its own sales and marketing companies, manufacturing facilities and service operations. KSB Pumps Company Limited, established in July 1959 in Lahore, Pakistan, is also a proud subsidiary of KSB Group. KSB Pakistan runs the largest state of the art manufacturing facility in the country in Hassanabdal and a full-fledged Foundry. The Company is ISO 9001 certified since 1994 and lately has added ISO-14001 and 45001 certifications for complete Integrated Management System certified by TUV, Germany. A range of global certifications of the company's products and locations is a proof that KSB's work in all areas is in compliance with the very latest quality standards - from energy engineering to building services.

Over the years KSB Pakistan has developed a diversified and motivated pool of human resources and today the Company employs around 300 plus proficient people and operates through its Sales offices in Lahore, Karachi, Rawalpindi and Multan. To enable easy access to its customers, KSB Pakistan has started operating through a Franchise network, KSB Partners, across the country and a widespread dealer network alongside. In addition, the Company has full-fledged Service Department and state of the art service facility comprising qualified and experienced personnel: KSB's comprehensive service includes bespoke solutions for all customer applications, and ensures that pumps and systems are running efficiently. KSB offers professional services under the brand name **KSB SupremeServ** at a global scale, for products by KSB but also other manufacturers. The main advantage in this is our widespread network of easy-to-reach service centre.



KSB pumps are produced strictly in accordance with the design and specifications of KSB SE & Co. KGaA, Germany, in order to maintain standards of the highest quality. Comprehensive inspection and latest test bed facilities are available at Works, Hassanabdal to ensure compliance with the global quality standards. The production facilities are also being regularly modernized and extended to cope with the challenges of new product technology. One among few KSB manufacturing facilities, our plant at Hassanabdal is MbK (Made by KSB) certified. This is the feature that ensure consistent KSB processes and products to its customers not only in Pakistan but around the globe as well. During the last 35 years, the Company has rapidly expanded its product portfolio to include a large number of pumps and valves according to the changing market needs in various segments.

KSB believes in continuous innovation; adding new products and business ideas to strengthen the portfolio and help to open up new markets. Keeping in view increasing market demand and modernization requirement, a major project of Foundry expansion has been carried out in year 2017. The newly established hilly automated state-of-the-art Foundry, with enhanced capacity, is capable of producing sophisticated automotive parts along with pump & valve castings and is a leading supplier of tractor/ automobile castings in the country.

At KSB Pumps Company Limited, Pakistan, we see Corporate Social Responsibility as the link that joins the Organization, including internal and external stakeholders to a brighter future of Pakistan. Working under the name of KSB Care, our Corporate Social Responsibility program is focused to provide a sustainable infrastructure and basic amenities to underprivileged students at schools in the rural areas of Pakistan. Our commitment towards our Country shines through the efforts we put in our business and our corporate social responsibility.

KSB Pakistan has received Merit Trophies for exports of the Federation of Pakistan Chambers of Commerce and industry (FPCCI) and Top Company Award for exemplary payment to the shareholders by Karachi Stock Exchange. Corporate & Environmental Excellence Awards have also been bestowed on the Company.

With a 62 years journey of successful operations in the country, today KSB Pakistan stands as a market leader in its line of business and is a benchmark for new entrants. The Company's products, quality standards, people, business partners and leadership have all contributed to imprint this company's score in the history of Pakistan.

Board of Directors



Dr. Sven Baumgarten

Chairman Board of Directors

Dr. Sven Baumgarten joined KSB Aktiengesellschaft (now KSB SE & Co. KGaA) in 1997 and started his career in the R&D division for Engineered Pumps in Frankenthal / Germany. After various management positions in the Global Project Business organization of KSB (Vice President Sales Energy & Desalination, 2010 - 2015), Dr. Baumgarten became Managing Director of KSB Pumps and Valves (Pty) Ltd. in South Africa as well as Vice President Sub-Saharan Africa from 2015 to 2019. Since 2019 he is MD of KSB Middle East FZE in Dubai (UAE) and in charge for the entire KSB Region Middle East, Africa & Russia as Regional President.



Imran Ghani

Chief Executive Officer / MD

Mr. Imran Ghani serves as the Managing Director & CEO of KSB Pumps Company Limited, Pakistan, while also holding the additional responsibility of Head of Central Asia.

Mr. Ghani has effectively articulated his engineering and business experience, spanning over 33 years, in leading multinational organizations within Pakistan and leading businesses in Middle East & Africa. His leadership skills have been sharpened by attending multiple leadership & management courses, workshops and seminars globally. He is a certified Trainer of Situational Leadership from Ken Blanchard which helps him to be an example of Servant Leadership.

Mr. Ghani is serving as the Vice President Pakistan Foundry Association as well as the Senior Vice President of German Pakistan Chamber of Commerce & Industry (GPCCI).



Dieter Antonius Pott

Director

Mr. Dieter Antonius Pott is a member of Board of Directors of KSB Pakistan and also a member of its Audit Committee. After serving various senior positions of Finance & Accounting in different organizations, he joined KSB SE & Co. KGaA, Germany, in 2017 as Global Executive Officer Finance/Accounting.



Ayesha Aziz

Director

Ayesha Aziz has more than 30 years of financial sector experience in leadership positions and is a qualified Chartered Financial Analyst (CFA).

Her area of expertise is strategy and financial engineering and her functional roles have been in Investment Banking, Treasury, and Credit. As founding Managing Director of Pak Brunei Investment Company, Ms. Aziz helped position the company as a leading investment bank with a focus on project finance, SME and distress asset financing. Over the course of her career, she oversaw the establishment of two new DFIs as well as non-banking finance companies for microfinance, asset management, Islamic finance, and SME leasing. Apart from KSB Pakistan, Ms. Aziz also serves on the Board of Trading Corporation of Pakistan, E-Processing (Pvt.) Ltd., Haleon Pakistan Ltd., AlFalsh Asset Management Company, Engro Polymer & Chemicals, Exim Bank of Pakistan, Privatization Commission of Pakistan, White Clover Consulting (Pvt.) Ltd., Clovertek (Pvt.) Ltd. (single purpose project vehicle), Pakistan Corporate Restructuring Company and Empowering Communities for Change (NPO)

Hasan Aziz Bilgrami

Director



Mr. Hasan A. Bilgrami is Chief Executive Officer of BioMasdar (Pakistan) Limited, a biotechnology start up that focuses on processing of natural products for applications in food, pharmaceuticals and cosmetic industries. Earlier in his career he worked as founding President & CEO of BankIslami Pakistan Limited. He has also been the President of Institute of Cost & Management Accountants between 2009-2011. He is also a member of the Board of Mehran Sugar Mills, Education Committee of Institute of Bankers in Pakistan & Quality Assurance Board of Institute of Chartered Accountants of Pakistan. Mr. Bilgrami is a commerce graduate of Karachi University as well as Fellow member of Institute of Cost & Management Accountants of Pakistan and CPA Australia

Asif Malik

Director



A mechanical engineer with advance management studies, and having over 32 years of professional journey spans a diverse spectrum of fields, including manufacturing, sales, marketing, sustainability, human resources, and business management. His career has involved intricate petrochemical facilities, complex trading and distribution networks, and diverse organizations such as Engro Chemicals, ICI/AkzoNobel, Midas Safety Inc., and US Apparel & Textiles.

Mr. Malik is an alumnus of the INSEAD Business School and is privileged to have participated in the Technical Development Program at the prestigious Oxford University. He possess an unwavering passion for driving positive change, business transformation, and combining profit with purpose and takes pride in championing diversity and inclusion, firmly believing that diverse and empowered teams drive innovation and ultimately leading to business success.

Asim Rafiq

Director



Mr. Asim Rafiq is a Fellow member of the Institute of Chartered Accountants of Pakistan (ICAP). He has over 27 years of diversified experience in accounting & audits, strategy and financial planning, taxation, software/ERP development and implementation, corporate affairs & Regulators' dealings in leading private and public sector organizations. He has also been a Director (Independent/Nominee) in diversified listed companies for over a decade. He completed his Chartered Accountancy from ICAP with training from A F Ferguson & Co. Chartered Accountants (PwC Pakistan); certification in International Financial Reporting Standards (IFRS) from the Institute of Chartered Accountants in England & Wales and certification in Internal Audit from the Institute of Internal Auditors, USA. He has also attended various national and international seminars & conferences. Also, he is a Certified Director from ICAP.

Shahid Mahmood

Director



Mr. Shahid Mahmood has worked at senior levels in heavy process industry and power plants. He is a Mechanical and Marine Engineer and holds the title of 'Professional Engineer' with Pakistan Engineering Council. In the recent past he has been working as an independent consultant for Power Projects, Heavy Process Plants, Operations & Maintenance, Team Development, Project Development, and is acting as a Technical Expert for Arbitration at International Courts of Arbitration. He also holds an MBA from Heriot Watt University(UK) and a PGD in Management Sciences from University of York (UK). At present he is Managing Director & CEO of GENCO Holding Company Limited since March 2023.

Chairman's Review Report

Dr. Sven Baumgarten

Chairman Board of Directors
KSB Pumps Company Limited - Pakistan.



I am pleased to present the Chairman's Review for the year ended December 31, 2025.

The year 2025 unfolded in a complex global environment marked by moderating inflation, evolving monetary policies, and continued geopolitical uncertainty. While supply chains improved, economic conditions remained cautious. In Pakistan, macroeconomic indicators showed gradual stabilization supported by fiscal discipline and IMF-backed reforms, although structural challenges such as high financing costs and energy sector inefficiencies persisted.

Within this context, the Board is satisfied with the Company's overall performance and resilience. KSB Pumps Company Limited delivered solid financial results, with order intake of PKR 8,215 million and revenue of PKR 6,584 million. Profitability improved significantly, with profit after tax rising to PKR 210 million, reflecting disciplined execution and strengthening operational fundamentals.

From a governance perspective, the Board remained focused on ensuring robust oversight, effective risk management, and alignment with long-term strategic priorities. Key areas of attention during the year included operational efficiency, capital discipline, and the ongoing digital transformation under SAP S/4HANA. Investments in plant modernization and sustainability initiatives further reinforce the Company's long-term competitiveness.

The Board also reviewed the continued expansion of the Company's aftermarket and service capabilities, as well as its growing role within the KSB Group network, particularly in specialized areas such as reverse engineering. These developments are aligned with the Company's strategic direction and value creation objectives.

Human capital remains central to sustainable performance. The Board acknowledges management's continued efforts in strengthening leadership capabilities, technical expertise, and employee engagement, ensuring that the organization remains well-positioned to respond to evolving market demands.

Looking ahead, the Board maintains a cautiously optimistic outlook. Demand across water infrastructure, industrial, and energy-related sectors is expected to support growth, while the Company's strong fundamentals and Group support provide a solid platform for future progress.

On behalf of the Board, I extend our appreciation to shareholders, customers, business partners, and regulators for their continued confidence. We also commend the management team and employees for their commitment and professionalism throughout the year.



Dr. Sven Baumgarten
Chairman
Lahore: March 26, 2026

From the desk of CEO

Imran Ghani

Chief Executive Officer & MD
KSB Pumps Company Limited - Pakistan.



The year 2025 was marked by resilience, disciplined execution, and continued progress for KSB Pakistan. Despite operating in a dynamic and often challenging economic environment, our teams remained focused on delivering value to our customers while strengthening the Company's operational and financial foundations. I am proud of the commitment and professionalism demonstrated by our employees as we navigated these conditions and continued to reinforce our market position.

During the year, the Company recorded order intake of PKR 8,215 million and sales revenue of PKR 6,584 million, achieving an EBIT margin of 4.5%. These results reflect the strength of our product portfolio, the reliability of our service offerings, and the dedication of our teams who consistently support our customers and business partners.

Our strategic priorities remained firmly aligned with the broader objectives of the KSB Group. Export sales continued to grow through close collaboration with KSB Group companies and international customers, further strengthening Pakistan's role within the global KSB network. In parallel, SupremeServ continued to be a significant contributor to our business by delivering reliable service solutions, spare parts, and technical expertise to our customers. Both areas remain important pillars of our long-term growth strategy.

Beyond financial performance, the Company continued to focus on strengthening its operational framework and sustainability practices. During 2025, initiatives aimed at improving operational efficiency and energy utilization were further advanced, supporting our broader sustainability objectives and reinforcing our commitment to responsible and efficient operations.

Equally important is the continued development of our people and organizational culture. Over the past years, we have invested in fostering a performance-driven and collaborative environment where employees are encouraged to contribute ideas, take ownership, and grow professionally. The steady improvement in employee engagement reflects the dedication and shared commitment of our teams across the organization.

Looking ahead, we remain mindful that macroeconomic uncertainties may continue to influence the business environment. Nevertheless, supported by a strong operational foundation, a capable workforce, and the continued backing of the KSB Group, we remain confident in our ability to pursue opportunities and deliver sustainable value for our stakeholders.

I would like to express my sincere appreciation to our employees, customers, shareholders, and business partners for their continued trust and support.



Imran Ghani
Chief Executive Officer / MD
Lahore: March 26, 2026

Service Awards - Valuing your commitment!



Dr. Stephan Timmermann, Group CEO KSB Company visit's KSB Pakistan



Glimpses From MEA-Regional Coordination Meeting Pakistan



Company Information

Board of Directors

Dr. Sven Baumgarten	Chairman
Imran Ghani	Chief Executive Officer / MD
Asif Malik	
Dieter Antonius Pott	
Ayesha Aziz	
Hasan Aziz Bilgrami	
Shahid Mahmood	
Sheikh Asim Rafiq	

Company Secretary

Faisal Aman Khan

Management

Imran Ghani	Chief Executive Officer /MD
M. Imran Malik	Chief Commercial Officer
Imran Ahmed	Chief Financial Officer
Fida Hussain	Chief Manufacturing Officer

Auditors

KPMG Taseer Hadi & Co. Chartered Accountants

Internal Auditors

Tariq Abdul Ghani Chartered Accountants
Maqbool & Co.

Legal Advisors

Mandviwala & Zafar

Bankers

Allied Bank Limited
BankIslami Pakistan Limited
Bank Alfalah Limited
Deutsche Bank AG
Habib Bank Limited
MCB Bank Limited
National Bank of Pakistan
Meezan Bank Limited
Bank Al Habib Limited
Bank of Punjab

Audit Committee

Ayesha Aziz	Chairperson
Dieter Antonius Pott	Member
Shahid Mahmood	Member

HR & R Committee

Asif Malik	Chairman
Imran Ghani	Member
Hasan Aziz Bilgrami	Member

Registered Office

16/2 Sir Aga Khan Road, Lahore - 54000.
Ph: (042) 36304173, 36370969
Fax: (042) 36368878, 36366192
Email: info@ksb.com.pk
Website: <https://www.ksb.com/en-pk>

Manufacturing Facility

Hazara Road, Hassanabdal
Ph: (057) 2520236
Fax: (057) 2520237
Email: info@ksb.com.pk
Website: <https://www.ksb.com/en-pk>

Share Registrar

CDC Share Registrar Services Limited
CDC House, 99-B, Block B, SMCHS
Shahra-e-Faisal, Karachi-74000
Tel: (021) 111-111-500
Fax: (021) 34326053

Sales Offices

Lahore

16/2 Sir Aga Khan Road Lahore.
Ph: (042) 111 572 786, 36304173
Fax: (042) 36366192, 36368878
Email: info@ksb.com.pk

Rawalpindi

Racecourse Landmark, 299-A, Main
Peshawar Road, Rawalpindi Cantt
Tel: +92 51 5491481-82 Fax: +92 51 5491237
Email: info@ksb.com.pk

Multan

Office # 15 & 16, 3rd Floor, Bomanji Square
84/2-Nusrat Road, Bomanji Chowk Multan Cantt
Ph: (061) 111 572 786 Fax: (061) 4541784
Email: info@ksb.com.pk

Karachi

Plot No. 6, Sector 24, Main Korangi Road,
Korangi Industrial Area, Karachi
Ph: (021) 111 572 786 Fax: (021) 34388302
Email: info@ksb.com.pk



Notice of Annual General Meeting

Notice is hereby given that the 69th Annual General Meeting (AGM) of the members of KSB Pumps Company Limited (the company), will be held on Wednesday on 22nd April, 2026 at 1130 hours at the Registered office of the Company 16/2 Sir Agha Khan Road, Lahore (physical and virtual meeting) to transact the following business:

Ordinary Business:

1. To confirm the minutes of the 68th Annual General Meeting held on April 23, 2025.
2. To consider and adopt the audited accounts of the Company for the year ended December 31, 2025, together with the Auditor's Report, Directors' Report and Chairman's Review Report thereon.

The Annual Report including the Financial Statements and related reports / documents has been uploaded on website of the Company, which can be downloaded from the following web-link and QR enabled code:

<https://www.ksb.com/en-pk/investor-relations/annual-reports>



3. To approve and declare dividend of 10% for the financial year ended December 31, 2025 as recommended by the Directors
4. To appoint auditors for the year 2026 and fix their remuneration. M/s. KPMG Taseer Hadi & Co., Chartered Accountants, the retiring auditors offer themselves for re-appointment as auditors of the Company.
5. To elect seven (7) Directors as fixed by the Board, in accordance with the provisions of the Companies Act, 2017, for a period of three years commencing from April 22, 2026 in place of the following retiring Directors.

- Mr. Sven Baumgarten
- Mr. Imran Ghani
- Mr. Dieter Antonius Pott
- Ms. Ayesha Aziz
- Mr. Asif Malik
- Mr. Shahid Mahmood
- Mr. Hasan Aziz Bilgrami

Any Other Business

To consider any other business with the permission of the chair.

BY ORDER OF THE BOARD
Faisal Aman Khan
Company Secretary

Lahore : March 31, 2025

NOTES:

1. The Share Transfer Books of the Company will remain closed from 15th April, 2026 to 22nd April, 2026 (both days inclusive). Transfers received in order at Company's Registrar, M/s. CDC Share Registrar Services Limited, CDC House, 99-B, Block B, S.M.C.H.S., Main Shahrah-e-Faisal, Karachi-74400, by the close of business on 14th April, 2026 will be in time to be passed for payment of cash dividend entitlement to the transferees.
2. A member entitled to attend and vote at this meeting is entitled to appoint another member as proxy. Proxies in order to be effective must be received not later than 48 hours before the time appointed for the meeting. If a member appoints more than one proxy and more than one instruments of proxy are deposited by a member with the Company, all such instruments of proxy shall be rendered invalid. Every proxy shall have the right to attend, speak and vote in place of the member appointing him/her at the meeting.
3. The CDC account/sub account holders and/or the persons whose securities are in group account and their registration details are up-loaded as per the

- regulations, shall for identification purpose have to produce their original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.

In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced at the time of the meeting.

- As per SECP circular 4 of 2021 dated February 15, 2021, the Company is providing a video link facility for participation in the AGM. This facility is in addition to holding a physical AGM at a designated venue. Members or their proxy holders who wish to attend the AGM through the Video-Link are required to register themselves by providing the following information, along with a valid CNIC / Passport (both sides) copy, board resolution, or power of attorney as applicable, via email at companysecretary@ksb.com.pk, by the close of business hours on Monday, April 20, 2026.

Name of Shareholders/ Proxy	CNIC / Passport No.	Folio No./ CDC Participant ID No.	Cell No.	Registered Email Address

Video-Link details and login credentials will be shared with those Members whose emails containing all the above particulars are received on or before April 20, 2026.

The shareholders, who wish to send comments/ suggestions on the agenda of AGM, can email the Company at companysecretary@ksb.com.pk and the same will be discussed in the meeting and made part of the minutes of the meeting.

5. WITHHOLDING TAX ON DIVIDENDS

The Government of Pakistan through Finance Act, 2019 has made certain amendments in the Income Tax Ordinance, 2001 whereby different rates are prescribed for deduction of withholding Tax on the amount of dividend paid by the companies/banks. These tax rates are as follows:

- (a) For filers of income tax returns 15.0%
- (b) For non-filers of income tax returns 30.0%

To enable the Company to make tax deduction on the amount of cash dividend @15% instead of 30 % all shareholders whose names are not entered into the Active Tax- payers list (ATL) provided on the website of FBR, despite the fact that they are filers, are advised to make sure that their names are entered into ATL before the date of payment of the cash dividend, otherwise tax on their cash dividend will be deducted @ 30 % instead of 15%.

The joint shareholders are requested to provide shareholding proportions of principal shareholders & joint shareholders as withholding tax will be determined separately on Filer/Non-filer status based on their shareholding proportions otherwise it will be assumed that shares are equally held.



The Corporate shareholders having CDC account are required to have their National Tax Number (NTN) updated with their respective participants, whereas physical shareholders should send a copy of their NTN Certificate to the Company or Company's Share Registrar, M/s. CDC Share Registrar Services Limited. The shareholders while sending NTN or NTN Certificate, as the case may be, must quote Company name and their respective folio numbers.

For any query/clarification/information, the shareholders may contact the Company, and/or the Share Registrar.

6. UNCLAIMED DIVIDEND/SHARES

Shareholders who could not collect their dividend / physical shares are advised to contact our Share Registrar to collect / enquire about their unclaimed dividend or shares, if any. In compliance with Section 244 of the companies Act 2017, after having completed the stipulated procedure, all such dividend and shares outstanding for a period of three (3) years or more from the date due and payable shall be deposited to the credit of the Federal Government in case of unclaimed dividend and in case of shares, shall be delivered to the SECP.

7. ELECTRONIC DIVIDEND MANDATE

Under section 242 of the Companies Act 2017, it is mandatory for all listed Companies to pay cash dividend to its shareholders only through electronic mode directly into the bank account designated by the entitled shareholders.

In order to receive dividend directly into their bank account, shareholders are requested (if not already provided) to fill in Bank Mandate Form for Electronic Credit of Cash Dividend available in the Annual Report and also on the Company's website and send it duly signed along with a copy of CNIC to the Share Registrar of the Company, CDC House, 99-B, Block 'B', S.M.C.H.S, Main Sharah-e-Faisal, Karachi-74400, in case of physical shares.

In case shares are held in CDC, electronic dividend mandate form must be directly submitted to

shareholder's brokers/participant/CDC account services.

In case of non-receipt of information, the Company will be constrained to withhold payment of dividend to shareholders till provision of prescribed details.

8. AUDITED FINANCIAL STATEMENT OF THE COMPANY

As required under Section 223 (7) of the Companies Act 2017, audited Financial Statements of the Company have been uploaded on website of the Company. In accordance to the S.R.O. 389 (I) / 2023 dated March 21, 2023, the financial statements of the Company can also be accessed through the weblink and QR enabled code.

The Securities and Exchange Commission of Pakistan (SECP) through S.R.O. 389(I)/2023 dated March 21, 2023 has also provided an option for shareholders to receive Annual Report along with the notice of Annual General Meeting electronically through E-mail and in hard copy. Hence, members who are interested in receiving the Annual Reports and notice of Annual General meeting electronically in future are requested to send their request on the prescribed form placed on the Company's website. The consent form for electronic transmission could be downloaded from the Company Website: www.ksb.com.pk.

9. CONVERSION OF PHYSICAL SHARES INTO BOOK-ENTRY FORM

The shareholders having physical shareholding may open CDC sub-account with any of the brokers or Investor Account directly with CDC to place their physical shares into script-less form. This will facilitate them 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 Stock Exchange. Further, Section 72 of the Companies Act, 2017 (the Act), states that every company shall be required to replace its physical shares with book-entry form in a manner s may be specified and from the date notified by SECP.

Directors' Report to the Shareholders

The Directors of KSB Pumps Company Limited are pleased to present the Annual Report together with the Audited Financial Statements for the year ended December 31, 2025, along with the Auditor's Report thereon.

THE ECONOMY

Global Economy

The global economy in 2025 continued to face a complex environment characterized by moderating inflation, evolving monetary policies, and geopolitical uncertainties. While several advanced economies maintained stable growth, tight financial conditions and cautious fiscal policies continued to influence investment and consumer spending.

Global supply chains improved compared to previous years, helping stabilize trade flows and reduce logistical disruptions. However, geopolitical tensions and regional conflicts remained sources of uncertainty, affecting commodity prices and energy markets.

Technological transformation, particularly in digitalization, artificial intelligence, and renewable energy, continued to drive long-term structural changes in global industries. Investments in green technologies and infrastructure remained a central focus for many economies, providing opportunities for industrial growth and innovation.

According to international financial institutions, global GDP growth remained moderate in 2025, supported by improving consumer demand and gradual normalization of inflation levels. Nonetheless, policymakers across the world continue to balance economic growth with financial stability.

Pakistan's Economy

Pakistan's economy in 2025 showed signs of gradual stabilization following a challenging macroeconomic period in previous years. Inflation declined significantly compared to earlier peaks, while fiscal consolidation measures and IMF-supported reforms contributed to improving macroeconomic indicators.

Foreign exchange reserves improved modestly, supported by remittances, export growth in selected sectors, and disciplined fiscal management. However, structural challenges, including energy sector inefficiencies, high financing costs, and limited foreign investment, continued to constrain broader economic expansion.

Industrial activity began to recover slowly as inflationary pressures eased and interest rates gradually moderated. Infrastructure development initiatives, particularly in water management, agriculture modernization, and CPEC Phase-II projects, created new opportunities for industrial and engineering sectors.

Despite ongoing challenges, the overall economic outlook improved moderately during 2025. Continued structural reforms, policy consistency, and improved investment confidence remain essential for sustainable long term growth.

THE COMPANY

Financial Results

The Company demonstrated resilience and operational strength during 2025, achieving significant growth in order intake and revenue and profitability despite the challenging economic environment.

The comparative results for two years are given below;

Balance sheet	Rupees in '000	
	2025	2024
Sales	6,584,360	5,775,531
Gross Profit	1,567,761	1,181,694
Profit Before Interest and Tax	298,131	437,682
Profit Before Tax	278,793	142,574
Profit / (Loss) for the year	210,213	55,914
Earnings per share (EPS)	6.80	2.85

Pumps & Valves

The Pumps & Valves business remained the core revenue driver during 2025. Demand from the water market, general industry, petrochemical sector, and infrastructure projects contributed to improved order intake.

Public sector infrastructure initiatives, particularly in water supply, wastewater treatment, and municipal services, generated new opportunities for high-value engineered pumps and system solutions.

The Alternate Channel Network (Authorized Partners and Distributors) continued to play a vital role in strengthening market coverage and ensuring availability of standard products for customers across the country.

Additionally, the Projects & Applications Department continued to strengthen its capabilities in water filtration and treatment solutions, further expanding the Company's technical expertise in this growing sector.

Our Authorized Partners have been given the opportunity to use our e-Sales platform in 2025 and this has been a great success; 10% sales achieved via e-Sales in the very first year.



We speak valves. Fluently.



Production

KSB Pakistan continued its commitment to operational excellence, efficiency, and digitization during 2025.

3,903
NUMBER OF PUMPS
PRODUCED

The transition from SAP P14 to SAP S/4HANA, led by KSB Germany, progressed further during the year, enhancing integration with global systems and improving operational transparency.

As part of the Global Operations initiative, investments in plant modernization and equipment upgrades continued under the “Substance Preservation” program to ensure long-term operational sustainability.

KSB Pakistan also strengthened its Reverse Engineering capabilities, delivering specialized solutions for non-KSB pumps in both domestic and international markets.

Environmental sustainability remained a key focus area. Following the successful completion of the Solar Expansion Phase-II project, the Company continued implementing energy-efficient initiatives aimed at reducing its carbon footprint and improving energy utilization.

Sand reclamation project in the foundry is one of the important initiatives taken which has not only saved cost but contributed significantly to the sustainability drive.

Quality, Environment, Occupational Health & Safety

KSB Pakistan remains committed to maintaining the highest standards of quality, environmental protection, and occupational health and safety.

The Company continues to operate under an Integrated Management System certified to ISO 9001, ISO 14001, and ISO 45001 standards. Preparations toward ISO 50001 Energy Management certification also progressed during the year.

Regular internal and external audits ensure continuous improvement in processes and products while maintaining alignment with global KSB standards.

Environmental monitoring programs are conducted regularly to ensure compliance with National Environmental Quality (NEQ) standards across all Company facilities.



KSB SupremeServ

The SupremeServ aftermarket business continued to grow in 2025, supported by strong demand for spare parts, maintenance services, and reverse engineering solutions.

Significant opportunities emerged in the Oil & Gas, Fertilizer, and Industrial sectors, while the Company also expanded its service capabilities for non-KSB pumps.

The Company aims to further strengthen its position as the MEA region's hub for reverse engineering services, targeting new international orders and expanding its global customer base.



Human Resource

The Human Resources function remained focused on talent development, employee engagement, and leadership capability building during 2025.

Key initiatives included:

- Structured leadership development programs
- Expanded technical training and skill enhancement initiatives
- Continued improvement in employee engagement platforms
- Strengthening diversity and inclusion initiatives

3,661
MAN HOURS
OF LEARNING

The Company continued investing in learning and development programs, ensuring that employees remain well-equipped to meet evolving business challenges.

Gender PayGap statement:

Under SECP circular 10 of 2024 following is gender pay gap calculated for the year ended Dec 31, 2025.

- Mean Gender Pay gap: 28.24%
- Median Gender Pay gap: -0.03%

Enterprise Risk Management

KSB Pakistan maintains a structured Enterprise Risk Management (ERM) framework designed to identify, evaluate, and mitigate potential risks affecting business objectives.

The Company actively manages risks related to:

- Market volatility
- Currency fluctuations
- Interest rate movements
- Credit exposure
- Liquidity management

KSB Pakistan maintains a structured Enterprise Risk Management (ERM) framework designed to identify, evaluate, and mitigate potential risks affecting business objectives.

Regulatory and Compliance Matters

During the year, certain reviews and audit procedures were undertaken as part of the Company's ongoing governance, compliance, and internal control processes. These reviews are consistent with the Company's commitment to maintaining high standards of transparency, accountability, and regulatory compliance.

Where observations or control enhancement opportunities have been identified, appropriate corrective measures and process improvements have been initiated to further strengthen the Company's governance and internal control framework.

The Board remains confident that the Company continues to operate in compliance with applicable laws, regulations, and internal policies, and remains committed to maintaining the highest standards of corporate governance and ethical conduct.

Corporate Social Responsibility - KSB CARE

Under the KSB CARE initiative, the Company continued contributing to community development through programs in:

- Education and student development
- Health awareness initiatives
- Environmental sustainability programs
- Technical training and internships

These initiatives reflect the Company's commitment to creating long-term value for society while supporting sustainable development.

FUTURE OUTLOOK

The outlook for 2026 remains cautiously optimistic.

Demand for pumps and valves is expected to grow across key sectors including:

- Water infrastructure and wastewater treatment
- Industrial manufacturing
- Petrochemical and fertilizer sectors
- Municipal development projects

Public sector infrastructure spending and private sector investments are expected to support increased demand for engineered solutions.

KSB Pakistan will continue to focus on:

- Expanding market share in core sectors
- Strengthening aftermarket services
- Increasing export revenues
- Enhancing operational efficiency through digitization and modernization

With a strong product portfolio, skilled workforce, and customer-centric strategy, the Company remains well positioned to achieve sustainable growth in the coming years.

APPROPRIATION

RESULT FOR THE YEAR

Rupees in '000

Profit for the year before providing for taxation	277,793
Provision for taxation	(67,580)
Profit after taxation	210,213
Other comprehensive income/(loss) for the year - Net of Tax	2,860
Un-appropriated profit brought forward	281
Available for appropriation	213,353
Appropriated as under	
- Transfer to general reserve	182,000
- Proposed dividend @ Rs. 0.00 per share	30,900
Un appropriated profit carried forward	453

AUDITORS

The present auditors, KPMG Taseer Hadi & Co., Chartered Accountants, retire and offer themselves for reappointment. As suggested by the Audit Committee the Board of Directors has recommended their reappointment as auditors of the Company for the year ending December 31, 2026.

CODE OF CONDUCT

The Board of Directors has already adopted a Code of Conduct. The compliance with the Code of Conduct is compulsory for all employees at all levels. The Code has also been placed on the Company's website.

MATERIAL CHANGES

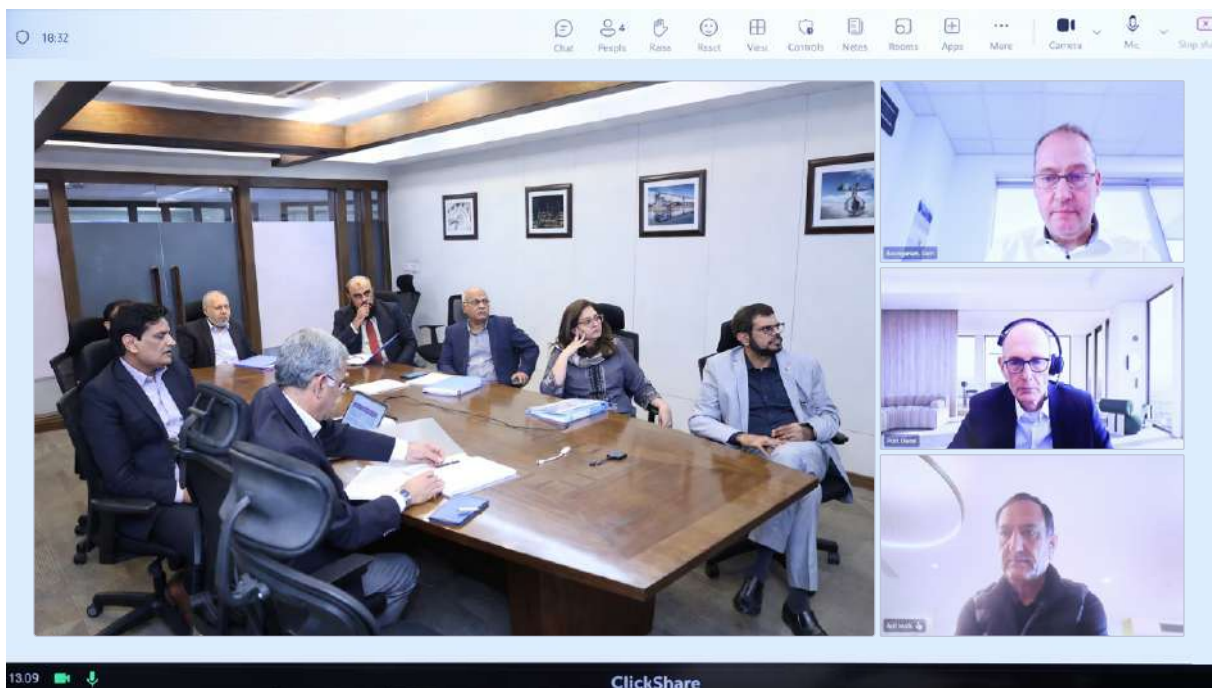
There have been no material changes since December 31, 2025 and the company has not entered into any commitment, which would affect its financial position at the balance sheet date.

HOLDING COMPANY

The Company's holding company is KSB SE & Co. KGaA Germany.

BOARD OF DIRECTORS

The Board of Directors presently comprises eight individuals out of which one executive, three are non-executive, three are independent directors, including one female director and one director is nominated by NIT.



The Chairman of the Board is other than the CEO and non-executive Director.

BOARD OF DIRECTORS MEETING

During the year, four Board Meetings were held and the number of Meetings attended by each Director is given hereunder:

S. No.	Name of Director	No. of Meetings Attended
01.	Dr. Sven Baumgarten	3
02.	Mr. Imran Ghani	4
03.	Mr. Dieter Antonius Pott	4
04.	Ms. Ayesha Aziz	4
05.	Mr. Hasan Aziz Bilgrami	4
06.	Mr. Shahid Mahmood	4
07.	Mr. Asim Rafiq	4
08.	Mr. Asif Malik	4

Leave of absence was granted to Directors who could not attend the Board Meetings.

AUDIT COMMITTEE

An Audit Committee of the Board has been in existence since the enforcement of the Code of Corporate Governance which comprises three non-executive Directors. The Members of the Board Audit Committee and attendance by each member was as follows:

S. No.	Name of Director	No. of Meetings Attended
1.	Ms. Ayesha Aziz - Chairperson	4
2.	Mr. Dieter Antonius Pott - Member	4
3.	Mr. Shahid Mahmood - Member	4

During the year, four meetings of the Committee were held. The Committee has its terms of reference which were determined by the Board of Directors in accordance with the guidelines provided in the listing regulations.



HUMAN RESOURCE & REMUNERATION COMMITTEE

The Board of Directors has constituted the Human Resource and Remuneration Committee (HR&R), which comprises three Directors. The members of the HR&R Committee and attendance by each member was as follows:

S. No.	Name of Director		No. of Meetings Attended
1.	Mr. Asif Malik	- Chairperson	2
2.	Mr. Hasan Aziz Bilgrami	- Member	2
3.	Mr. Imran Ghani	- Member	2



Directors' Remuneration Policy - For Attending Meetings of the Board

1. No Director shall determine his own remuneration.
2. Meeting fee of each Director other than regularly paid Managing Director or full time working Director for attending meetings of the Board shall be determined by Board of Directors.
3. Remuneration shall be sufficient to encourage value addition.
4. Remuneration shall be sufficient to attract and retain Directors needed to govern the Company successfully.
5. Remuneration shall not be at a level that could be perceived to compromise their independence.
6. The Directors shall be entitled for travelling, boarding and lodging and other expenses for attending Board Meetings.

CORPORATE AND FINANCE REPORTING FRAME WORK

- The financial statements together with the notes thereon have been drawn up by the Management in conformity with the Companies Act, 2017. These statements present fairly the Company's state of affairs, the results of its operations, cash flow and changes in equity.

- Proper books of accounts of the Company have been maintained.
- Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgement.
- The International Accounting Standards, as applicable in Pakistan, have been followed in preparation of financial statements and any departures therefrom has been adequately disclosed and explained.
- The system of internal control is sound in design and has been effectively implemented and monitored.
- There are no significant doubts upon the Company's ability to continue as a going concern.
- There has been no material departure from the Best Practices of Corporate Governance, as detailed in the Listing Regulations.
- There has been no departure from the best practices of transfer pricing.
- The key operating and financial data for the last six years is annexed.
- The value of investments including accrued interest based on respective un-audited accounts of funds are as follows:
 1. Provident Fund 31-12-2024 : Rs. 216.23 Million.
 2. Gratuity Fund 31-12-2024 : Rs. 163.36 Million.
- To the best of our knowledge, no trading of shares of the Company by CEO, Directors, Company Secretary, CFO, their spouses and minor children has been carried out.

PATTERN OF SHAREHOLDING

The statement of pattern of the shareholding of the Company as at December 31, 2025 is annexed with the report.

PERFORMANCE REVIEW OF CHIEF EXECUTIVE OFFICER

The performance of CEO is assessed through the evaluation system developed by the KSB Group. The evaluation is conducted on financial and non-financial parameters including the KSB Values.

ACKNOWLEDGEMENT

The Board of Directors expresses its sincere gratitude to shareholders, customers, suppliers, bankers, dealers, franchise partners, and regulatory authorities for their continued trust and support.

The Board also acknowledges the valuable guidance and cooperation of our parent company, KSB SE & Co. KGaA, Germany.

Most importantly, the Board appreciates the dedication and hard work of the entire KSB Pakistan team, whose commitment and professionalism continue to drive the Company's success.

On behalf of the Board

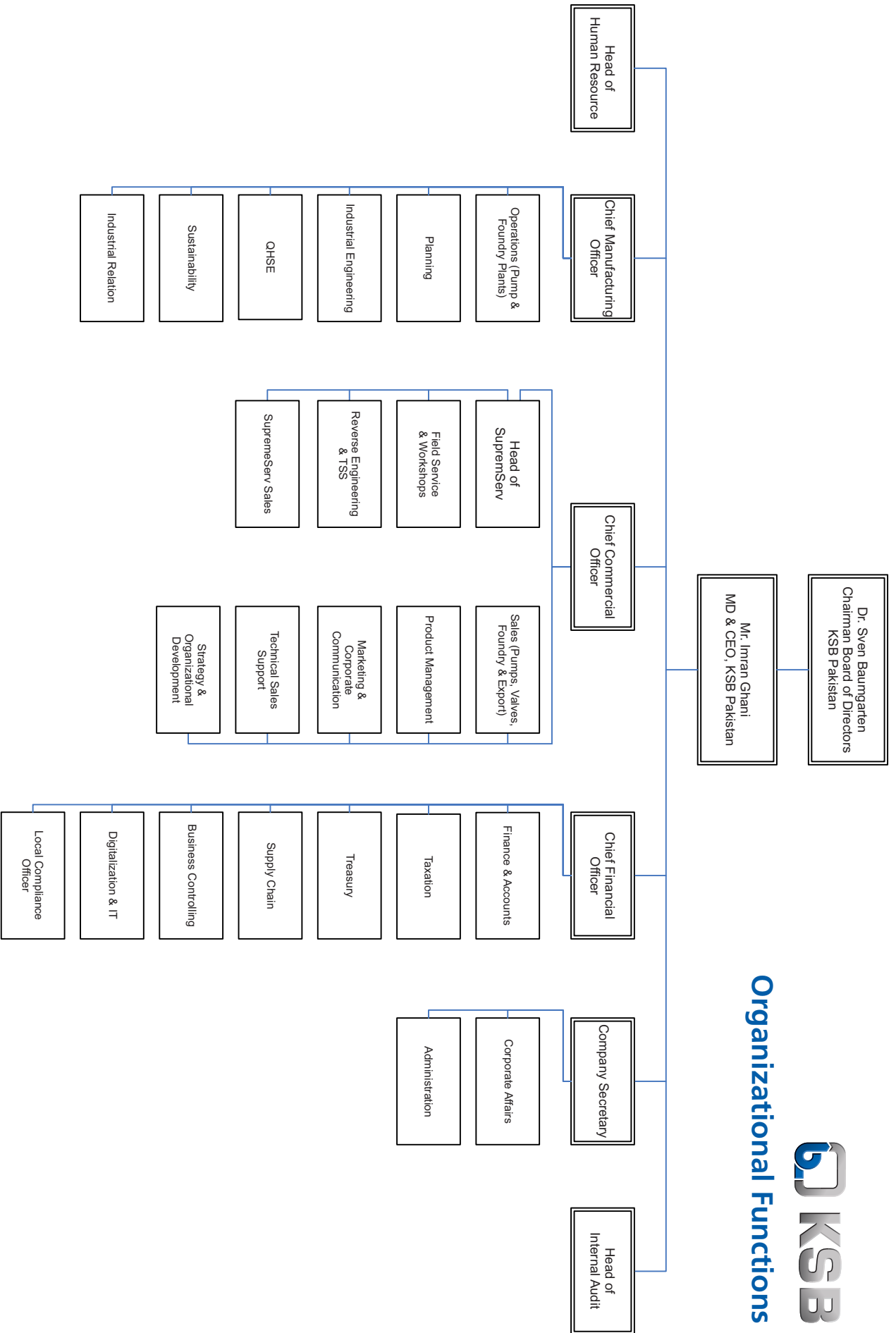
March 26, 2026
Lahore



Imran Ghani
Chief Executive Officer / MD



Hasan Aziz Bilgrami
Director



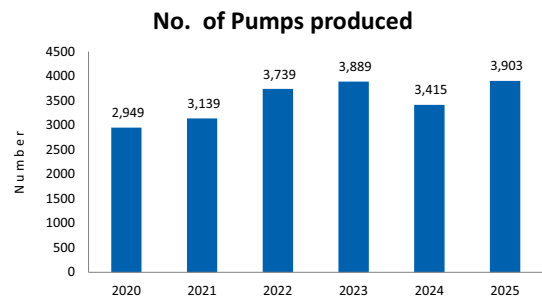
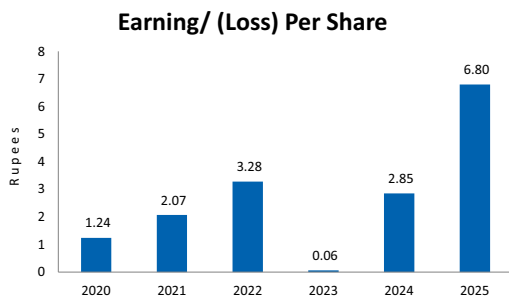
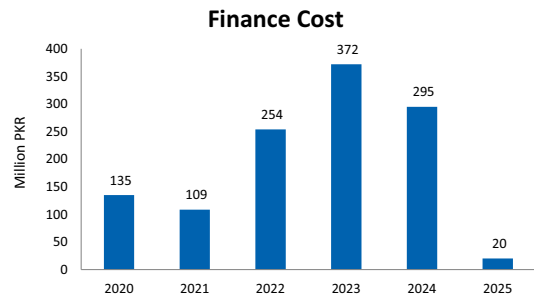
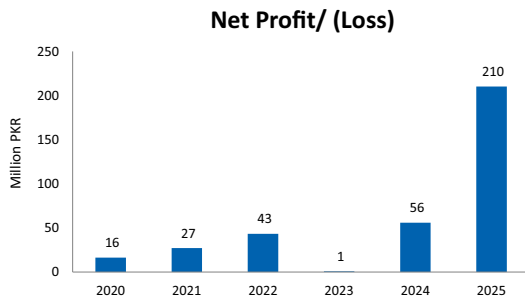
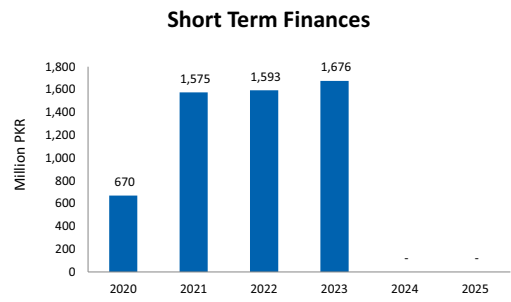
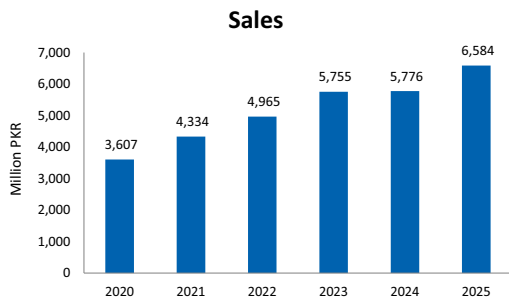
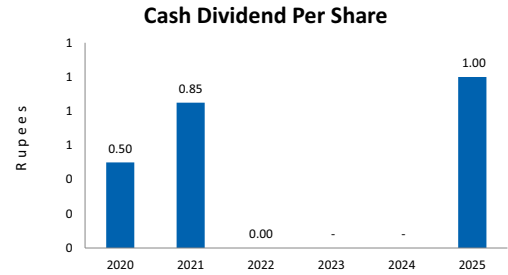
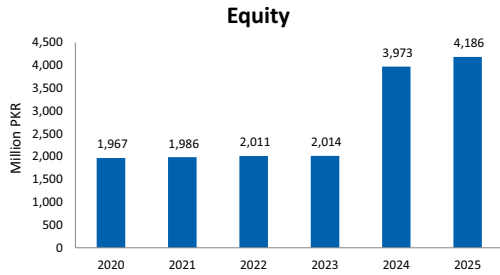
KSB Organizational Functions

3

Stakeholders' Information

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Six-years Financial Summary



Vertical Analysis

Balance sheet		Rupees in '000				
	2025	%age	2024	%age	2023	%age
Net worth / shareholders equity	4,186,375	44.72%	3,973,302	54.20%	2,014,373	32.24%
Non current liabilities	119,494	1.28%	106,959	1.46%	88,105	1.41%
Short term running finances / bank borrowings	-	0.00%	-	0.00%	1,676,112	26.83%
Creditors, accrued and other liabilities	5,054,705	54.00%	3,250,808	44.34%	2,469,084	39.52%
Total liabilities and equity	9,360,574	100.00%	7,331,069	100.00%	6,247,674	100.00%
Fixed Assets	1,137,964	12.16%	1,007,867	13.75%	1,095,647	17.54%
Long Term Loans and Deposits	61,635	0.66%	1,529	0.02%	2,419	0.04%
Deferred Taxation	184,768	1.97%	110,571	1.51%	123,666	1.98%
Current Assets	7,976,207	85.21%	6,211,102	84.72%	5,025,942	80.45%
Total Assets	9,360,574	100.00%	7,331,069	100.00%	6,247,674	100.00%
Profit and Loss Account						
Sales	6,584,359	100.00%	5,775,531	100.00%	5,755,040	100.00%
Cost of sales	(5,016,599)	-76.19%	(4,593,836)	-79.54%	(4,581,411)	-79.61%
Gross Profit / (Loss)	1,567,760	23.81%	1,181,695	20.46%	1,173,629	20.39%
Distribution and marketing costs	(863,071)	-13.11%	(516,901)	-8.95%	(584,580)	-10.16%
Administrative expenses	(441,150)	-6.70%	(350,906)	-6.08%	(286,469)	-4.98%
Other operating expenses	(100,141)	-1.52%	(10,567)	-0.18%	(9,246)	-0.16%
Other operating income	134,734	2.05%	134,361	2.33%	91,187	1.58%
Operating Profit / (Loss)	298,132	4.53%	437,682	7.58%	384,521	6.68%
Finance Cost	(20,339)	-0.31%	(295,108)	-5.11%	(372,267)	-6.47%
Profit / (Loss) before tax	277,793	4.22%	142,574	2.47%	12,254	0.21%
Taxation	(67,580)	-1.03%	(86,660)	-1.50%	(11,411)	-0.20%
Profit / (Loss) for the year	210,213	3.19%	55,914	0.97%	843	0.01%

Balance sheet

Rupees in '000

	2022	%age	2021	%age	2020	%age
Net worth / shareholders equity	2,011,662	35.03%	1,986,568	33.80%	1,967,112	41.91%
Non current liabilities	85,214	1.48%	76,772	1.31%	344,785	7.35%
Short term running finances / bank borrowings	1,592,954	27.74%	1,835,706	31.23%	904,448	19.27%
Creditors, accrued and other liabilities	2,053,505	35.75%	1,978,836	33.67%	1,476,941	31.47%
Total liabilities and equity	5,743,335	100.00%	5,877,882	100.00%	4,693,286	100.00%
Fixed Assets	995,971	17.34%	999,375	17.00%	1,088,677	23.20%
Long Term Loans and Deposits	1,736	0.03%	13,306	0.23%	70,909	1.51%
Deferred Taxation	65,986	1.15%	31,899	0.54%	-	0.00%
Current Assets	4,679,642	81.48%	4,833,302	82.23%	3,533,700	75.29%
Total Assets	5,743,335	100.00%	5,877,882	100.00%	4,693,286	100.00%

Profit and Loss Account

Sales	4,965,061	100.00%	4,334,458	100.00%	3,606,605	100.00%
Cost of sales	(4,190,313)	-84.40%	(3,740,097)	-86.29%	(3,012,089)	-83.52%
Gross Profit / (Loss)	774,748	15.60%	594,361	13.71%	594,516	16.48%
Distribution and marketing costs	(377,181)	-7.60%	(335,515)	-7.74%	(303,269)	-8.41%
Administrative expenses	(233,314)	-4.70%	(227,029)	-5.24%	(205,732)	-5.70%
Other operating expenses	(6,379)	-0.13%	(1,691)	-0.04%	(11,771)	-0.33%
Other operating income	169,659	3.42%	110,295	2.54%	84,849	2.35%
Operating Profit / (Loss)	327,533	6.60%	140,421	3.24%	158,593	4.40%
Finance Cost	(254,342)	-5.12%	(108,696)	-2.51%	(134,957)	-3.74%
Profit / (Loss) before tax	73,191	1.47%	31,725	0.73%	23,636	0.66%
Taxation	(29,849)	-0.60%	(4,435)	-0.10%	(7,254)	-0.20%
Profit / (Loss) for the year	43,342	0.87%	27,290	0.63%	16,382	0.45%

Horizontal Analysis

Balance sheet			Rupees in '000			
	2025	2024	Change (%)	2024	2023	Change (%)
Net worth / shareholders equity	4,186,375	3,973,302	5.36%	3,973,302	2,014,373	97.25%
Non current liabilities	119,494	106,959	11.72%	106,959	88,105	21.40%
Short term running finances / bank borrowings	-	-	-	-	1,676,112	-100.00%
Creditors, accrued and other liabilities	5,054,705	3,250,808	55.49%	3,250,808	2,469,084	31.66%
Total liabilities and equity	9,360,574	7,331,069	27.68%	7,331,069	6,247,674	17.34%
Fixed Assets	1,137,964	1,007,867	12.91%	1,007,867	1,095,647	-8.01%
Long Term Loans and Deposits	61,635	1,529	3931.07%	1,529	2,419	-36.79%
Deferred Taxation	184,768	110,571	67.10%	110,571	123,666	-10.59%
Current Assets	7,976,207	6,211,102	28.42%	6,211,102	5,025,942	23.58%
Total Assets	9,360,574	7,331,069	27.68%	7,331,069	6,247,674	17.34%
Profit and Loss Account						
Sales	6,584,359	5,775,531	14.00%	5,775,531	5,755,040	0.36%
Cost of sales	(5,016,599)	(4,593,836)	9.20%	(4,593,836)	(4,581,411)	0.27%
Gross Profit / (Loss)	1,567,760	1,181,695	32.67%	1,181,695	1,173,629	0.69%
Distribution and marketing costs	(863,071)	(516,901)	66.97%	(516,901)	(584,580)	-11.58%
Administrative expenses	(441,150)	(350,906)	25.72%	(350,906)	(286,469)	22.49%
Other operating expenses	(100,141)	(10,567)	847.68%	(10,567)	(9,246)	14.29%
Other operating income	134,734	134,361	0.28%	134,361	91,187	47.35%
Operating Profit / (Loss)	298,132	437,682	-31.88%	437,682	384,521	13.83%
Finance Cost	(20,339)	(295,108)	-93.11%	(295,108)	(372,267)	-20.73%
Profit / (Loss) before tax	277,793	142,574	94.84%	142,574	12,254	1063.49%
Taxation	(67,580)	(86,660)	-22.02%	(86,660)	(11,411)	659.44%
Profit / (Loss) for the year	210,213	55,914	275.96%	55,914	843	6532.74%

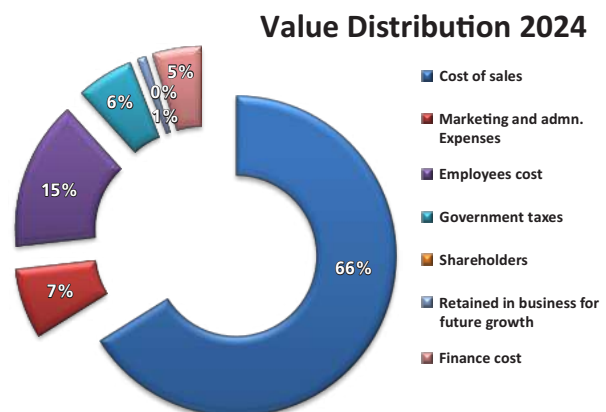
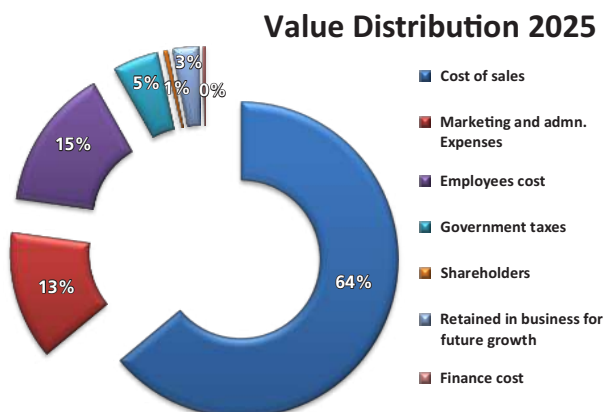
Rupees in '000

2023	2022	Change (%)	2022	2021	Change (%)	2021	2020	Change (%)
2,014,373	2,011,662	0.13%	2,011,662	1,986,568	1.26%	1,986,568	1,967,112	0.99%
88,105	85,214	3.39%	85,214	76,772	11.00%	76,772	344,785	-77.73%
1,676,112	1,592,954	5.22%	1,592,954	1,835,706	-13.22%	1,835,706	904,448	102.96%
2,469,084	2,053,505	20.24%	2,053,505	1,978,836	3.77%	1,978,836	1,476,941	33.98%
6,247,674	5,743,335	8.78%	5,743,335	5,877,882	-2.29%	5,877,882	4,693,286	25.24%
1,095,647	995,971	10.01%	995,971	999,375	-0.34%	999,375	1,088,677	-8.20%
2,419	1,736	39.34%	1,736	13,306	-86.95%	13,306	70,909	-81.24%
123,666	65,986	87.41%	65,986	31,899	107%	31,899	-	0%
5,025,942	4,679,642	7.40%	4,679,642	4,833,302	-3.18%	4,833,302	3,533,700	36.78%
6,247,674	5,743,335	8.78%	5,743,335	5,877,882	-2.29%	5,877,882	4,693,286	25.24%
5,755,040	4,965,061	15.91%	4,965,061	4,334,458	14.55%	4,334,458	3,606,605	20.18%
(4,581,411)	(4,190,313)	9.33%	(4,190,313)	(3,740,097)	12.04%	(3,740,097)	(3,012,089)	24.17%
1,173,629	774,748	51.49%	774,748	594,361	30.35%	594,361	594,516	-0.03%
(584,580)	(377,181)	54.99%	(377,181)	(335,515)	12.42%	(335,515)	(303,269)	10.63%
(286,469)	(233,314)	22.78%	(233,314)	(227,029)	2.77%	(227,029)	(205,732)	10.35%
(9,246)	(6,379)	44.94%	(6,379)	(1,691)	277.23%	(1,691)	(11,771)	-85.63%
91,187	169,659	-46.25%	169,659	110,295	53.82%	110,295	84,849	29.99%
384,521	327,533	17.40%	327,533	140,421	133.25%	140,421	158,593	-11.46%
(372,267)	(254,342)	46.36%	(254,342)	(108,696)	133.99%	(108,696)	(134,957)	-19.46%
12,254	73,191	-83.26%	73,191	31,725	130.70%	31,725	23,636	34.22%
(11,411)	(29,849)	-61.77%	(29,849)	(4,435)	573.03%	(4,435)	(7,254)	-38.86%
843	43,342	-98.06%	43,342	27,290	58.82%	27,290	16,382	66.59%

Statement of Value Addition & Distribution

Rupees in '000

	2025	%age	2024	%age
Value Addition				
Net sales	6,584,359	97.99	5,775,531	97.73
Other income	134,734	2.01	134,361	2.27
	6,719,093	100.00	5,909,892	100.00
Value Distribution				
Cost of sales (excluding employees' cost)	4,296,354	63.94	3,907,798	66.12
Marketing, admin. & other expenses (excluding employees' cost)	890,069	13.25	418,372	7.08
Employees cost				
- Salaries, wages, amenities and staff welfare	965,553	14.37	881,605	14.92
- Workers' profit participation fund	14,924	0.22	7,657	0.13
	980,477	14.59	889,262	15.05
Government				
- Taxes & Duties	313,282	4.66	340,278	5.76
- Workers' welfare fund	5,671	0.08	3,160	0.05
	318,953	4.75	343,438	5.81
Shareholders				
- Dividend	30,900	0.46	-	0.00
- Bonus shares	-	0.00	-	0.00
	30,900	0.46	-	0.00
Retained in business for future growth				
- Retained profit	182,000	2.71	55,914	0.95
Finance cost	20,339	0.30	295,108	4.99
	6,719,093	100.00	5,909,892	100.00



Key Financial Data for 6 Years

Balance sheet	Rupees in '000					
	2025	2024	2023	2022	2021	2020
Paid up capital	309,000	309,000	132,000	132,000	132,000	132,000
Reserves	3,877,375	3,664,302	1,882,373	1,879,662	1,854,569	1,835,112
Net worth / shareholders equity	4,186,375	3,973,302	2,014,373	2,011,662	1,986,569	1,967,112
Non current liabilities	119,494	106,959	88,105	85,214	76,772	344,785
Short term running finances / bank borrowings	-	-	1,676,112	1,592,954	1,835,707	904,447
Creditors, accrued & other liabilities	5,054,706	3,250,808	2,469,084	2,053,505	1,978,835	1,476,942
Current liabilities	5,054,706	3,250,808	4,145,196	3,646,459	3,814,542	2,381,389
Total liabilities	5,174,199	3,357,767	4,233,301	3,731,673	3,891,314	2,726,174
Total Liabilities & Equity	9,360,574	7,331,069	6,247,674	5,743,335	5,877,883	4,693,286
Fixed assets	1,137,964	1,007,867	1,095,647	995,971	999,375	1,088,677
Long term loans and deposits	61,635	1,529	2,419	1,736	13,306	70,909
Deferred taxation	184,768	110,571	123,666	65,986	31,899	-
Current assets	7,976,207	6,211,102	5,025,942	4,679,642	4,833,303	3,533,700
Total assets	9,360,574	7,331,069	6,247,674	5,743,335	5,877,883	4,693,286
Inventory	3,839,491	2,232,408	1,542,693	1,322,924	1,564,143	792,327
Trade debts and contract assets	2,110,697	2,242,873	2,271,998	2,295,584	2,157,015	2,088,249
Trade and other payables and contract liabilities	4,938,982	3,139,072	2,388,102	1,965,687	1,893,607	1,396,106
Material consumption	3,315,644	2,979,750	3,213,316	2,952,236	2,438,882	1,895,940
Profit and loss						
Sales	6,584,359	5,775,531	5,755,040	4,965,061	4,334,458	3,606,605
Cost of goods sold	(5,016,599)	(4,593,836)	(4,581,411)	(4,190,313)	(3,740,098)	(3,012,089)
Gross Profit	1,567,760	1,181,695	1,173,629	774,748	594,360	594,516
Distribution and marketing cost	(863,071)	(516,901)	(584,580)	(377,182)	(328,098)	(303,269)
Administrative expenses	(441,150)	(350,906)	(286,469)	(233,314)	(227,029)	(205,732)
Other operating expenses	(100,141)	(10,567)	(9,246)	(6,379)	(1,691)	(11,771)
Other operating income	134,734	134,361	91,187	169,660	102,879	84,849
Operating Profit	298,132	437,682	384,521	327,533	140,421	158,593
Finance Cost	(20,339)	(295,108)	(372,267)	(254,342)	(108,697)	(134,957)
Profit before tax	277,793	142,574	12,254	73,191	31,724	23,636
Taxation	(67,580)	(86,660)	(11,411)	(29,849)	(4,434)	(7,254)
Net Profit	210,213	55,914	843	43,342	27,290	16,382

Key Performance Indicators

Gross Margin

		2025	2024	2023	2022	2021	2020
Gross Margin	%	23.81	20.46	20.39	15.60	13.71	16.48
Net profit to Sales	%	3.19	0.97	0.01	0.87	0.63	0.45
Return on equity	%	5.02	1.41	0.04	2.15	1.37	0.83
Return on capital employed	%	6.92	10.73	18.29	15.62	6.81	6.86
Return on assets	%	2.25	0.76	0.01	0.75	0.46	0.35
EBITDA	Rupees in '000	493,300	611,597	545,423	482,337	296,946	317,942
EBITDA margin	%	7.49	10.59	9.48	9.71	6.85	8.82
Inventory turnover ratio	Times	0.86	1.33	2.08	2.23	1.56	2.39
Inventory turnover in number of days	Days	423	273	175	164	234	153
Debtor Turnover ratio	Times	3.12	2.58	2.53	2.16	2.01	1.73
Collection period (Days)	Days	117	142	144	169	182	211
Creditor turnover	Times	1.02	1.46	1.92	2.13	1.98	2.16
Credit turnover in number of days	Days	359	249	190	171	185	169
Operating cycle	Days	180	166	129	161	231	195
Total assets turnover ratio	Times	0.70	0.79	0.92	0.86	0.74	0.77
Fixed assets turnover ratio	Times	5.79	5.73	5.25	4.99	4.34	3.31
Price earning ratio	Times	29	-	-	118	187.89	313.00
Cash dividend per share	Rupees	1.00	0	0	0.85	0.85	0.50
Bonus shares	%	-	-	-	-	-	-
Dividend yield ratio	Times	0.01	-	-	0.00	0.00	0.00
Dividend pay out ratio	Times	0.15	-	-	0.26	0.41	0.40
Dividend cover ratio	Times	6.80	-	-	3.86	2.43	2.48
Earnings Per Share	Rupees	6.80	2.85	0.06	3.28	2.07	1.24
Number of Shares	Number	30,900	19,586	13,200	13,200	13,200	13,200
Debt Equity Ratio		0 : 1	0 : 1	0.83 : 1	0.79 : 1	0.92 : 1	0.59 : 1
Interest Cover ratio	Times	14.66	1.48	1.03	1.29	1.29	1.18
Current Ratio	Times	1.58	1.91	1.21	1.28	1.27	1.48
Acid test ratio	Times	0.82	1.22	0.84	0.92	0.86	1.15
Break up value per share	Rupees	135.48	128.59	152.60	152.40	150.50	149.02
Market Value of shares - year end	Rupees	196.33	151.98	0	109.99	388.45	388.45
Market Value of shares - high	Rupees	262.17	168.46	0	186.45	402.17	402.17
Market Value of shares - low	Rupees	139.72	103.08	0	74.27	109.67	109.67

Summary of cash flow statement

		2025	2024	2023	2022	2021	2020
Operating activities	Rupees in '000	226,851	219,267	123,905	334,388	(413,140)	127,114
Investing activities	Rupees in '000	(356,799)	(82,879)	(254,071)	(142,973)	(64,148)	(45,362)
Financing Activities	Rupees in '000	-	1,905,809	-	(262,659)	(234,732)	217,906
Cash and cash equivalent- closing balance	Rupees in '000	394,626	524,574	(1,517,623)	(1,387,458)	(1,316,214)	(604,194)

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Corporate Governance

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Pattern of Shareholding

As at December 31, 2025

Number of Shareholders	Shareholdings' Slab			Total Shares Held
872	1	to	100	29,031
639	101	to	500	191,081
443	501	to	1000	332,211
458	1001	to	5000	1,085,163
80	5001	to	10000	607,941
31	10001	to	15000	393,255
16	15001	to	20000	292,687
9	20001	to	25000	209,629
4	25001	to	30000	116,022
3	30001	to	35000	100,837
5	35001	to	40000	188,934
1	40001	to	45000	43,984
2	45001	to	50000	100,000
4	55001	to	60000	225,202
1	70001	to	75000	74,213
1	80001	to	85000	81,931
1	135001	to	140000	137,288
1	140001	to	145000	143,000
1	225001	to	230000	227,000
1	275001	to	280000	276,613
1	295001	to	300000	300,000
1	330001	to	335000	334,300
1	685001	to	690000	690,000
1	1015001	to	1020000	1,016,848
1	1285001	to	1290000	1,288,436
1	22410001	to	22415000	22,414,394
2579				30,900,000

Categories of Shareholders	Shareholders	Shares Held	Percentage
Directors, Chief Executive Officer and their spouse(s) and minor children			
NIL	-	-	-
Associated Companies, undertakings and related parties			
M/S. KSB SE & CO. KGaA	1	22,414,394	72.54
NIT and ICP	-	-	-
Banks Development Financial Institutions, Non-Banking Financial Institutions	3	1,289,571	4.17
Insurance Companies	1	227,000	0.73
Modarabas and Mutual Funds	2	1,159,848	3.75
General Public			
a. Local	2,483	5,189,543	16.79
b. Foreign	61	166,165	0.54
Foreign Companies	-	-	-
Others	28	453,479	1.47
Total	2,579	30,900,000	100.00

Shareholders Holding 10% or more Voting Interest	Shares Held	Percentage
M/S. KSB SE & CO. KGaA	22,414,394	72.54

Statement of Compliance

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

For the Year Ended December 31, 2025

KSB Pumps Company Limited has complied with the requirements of the Regulations in the following manner: -

1. The total number of directors is 8 as per the following:
 - i. Male : 7
 - ii. Female : 1
2. The composition of Board is as follows:

Independent Director

 - i. Mr. Asif Malik
 - ii. Ms. Ayesha Aziz
 - iii. Mr. Shahid Mahmood

Non-Executive Directors

 - i. Dr. Sven Baumgarten
 - ii. Mr. Dieter Antonius Pott
 - iii. Mr. Hasan Aziz Bilgrami

Executive Director

 - i. Mr. Imran Ghani

Female Director

 - i. Ms. Ayesha Aziz

Nominee Director (NIT)

 - i. Sheikh Asim Rafiq
3. The Directors have confirmed that none of them is serving as a Director in more than seven listed companies, including this Company;
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision / mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of significant policies along with their date of approval or updating is maintained by the Company;
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board/ Shareholders as empowered by the relevant provisions of the Act and these Regulations;
7. The meetings of the Board were presided over by the Chairman and, in his absence, by a director elected by the Board for this purpose. The Board has complied with the requirements of Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of Board;

8. The Board of Directors has a formal policy and transparent procedures for remuneration of Directors in accordance with the Act and these Regulations;
9. The majority of the Directors have either completed the Director's Certification from authorised institutions or have the prescribed qualification and experience pursuant to Regulation 19 of the CCG.
10. The Board has approved appointment of Chief Financial Officer, Company Secretary and Head of Internal Audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations;
11. Chief Financial Officer and Chief Executive duly endorsed the financial statements before approval of the Board;
12. The Board has formed committees comprising of members given below, -

a) **Audit Committee**

- | | |
|----------------------------|-------------|
| • Ms. Ayesha Aziz | Chairperson |
| • Mr. Dieter Antonius Pott | Member |
| • Mr. Shahid Mahmood | Member |

b) **HR and Remuneration Committee**

- | | |
|---------------------------|----------|
| • Mr. Asif Malik | Chairman |
| • Mr. Hasan Aziz Bilgrami | Member |
| • Mr. Imran Ghani | Member |

13. The 'Terms of Reference' of the aforesaid committees have been formed, documented and advised to the committees for compliance;
14. The frequency of meetings (quarterly/half yearly/ yearly) of the committees were as per following;

- | | |
|---|----|
| a) Audit Committee | 04 |
| b) HR and Remuneration Committee | 02 |

15. The Board has outsourced the internal audit function to Tariq Abdul Ghani Maqbool & Co. Chartered Accountants who are considered suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company
16. The statutory auditors of the company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the Company;

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

Sr. No.	Regulation No.	Comments	Reg No.
1	<p>Anti-harassment, Diversity, Equality and Inclusion (DE&I) policies and practices & Sustainability Committee</p> <p>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.</p>	The Board will ensure that the Company has addressed sustainability-related risk and opportunities. Also, it will ensure that Company's sustainability and DE&I related strategies are periodically reviewed and monitored in future. Further, the Board has not constituted a separate Sustainability Committee, and the functions will be performed by the Board of Audit Committee. Also, The Company's Code of Conduct covers the element of workplace harassment. Nevertheless, the management is reviewing this amendment and will ensure compliance in due course.	10 & 10A
2	<p>Board Annual Evaluation</p> <p>A formal and effective mechanism is put in place for an annual evaluation of the board's own performance, members of the Board and of its committees.</p>	The annual evaluation of the Board was carried out during 2025 by a professional consultant; however, the related evaluation report had not been finalized as at 31 December 2025.	10(3)
3	<p>Directors' Training</p> <p>It is encouraged that by June 30, 2022 all the directors on their Boards have acquired the prescribed certification under any director training program offered by institutions, local or foreign, that meet the criteria specified by the Commission and approved by it.</p> <p>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.</p>	The Company has two foreign directors on the Board who had not acquired the Directors' Training Program as at 31 December 2025. Further, the Company will take adequate measures to arrange the Directors' Training Program for the female executive and the Head of Department.	19(1) & (3)
4	<p>Nomination Committee</p> <p>The Board may constitute a separate committee designated as the Nomination Committee, of such number and class of directors as it may deem appropriate.</p>	Current, the Board has not constituted a separate Nomination Committee, and functions are being performed by the board itself.	29(1)

5	Risk Management Committee The Board may constitute a separate committee designated as the Risk Management Committee, of such number and class of directors as it may deem appropriate.	Current, the Board has not constituted a separate Risk Management Committee, and functions are being performed by the board itself.	30(1)
6	Directors' Report The Company has not disclosed the total number of directors (male and female), the composition of the Board including independent directors, non-executive directors and executive directors, the names of members of the Board's committees, and the remuneration policy for non-executive and independent directors in the Directors' Report forming part of the quarterly financial statements for the periods ended 31 March 2025, 30 June 2025, and 30 September 2025.	The Company shall comply with this requirement in future quarterly reports.	34(2)
7	Disclosure of Significant Policies on Website The company may post significant policies on its website.	The requirement to disclose significant policies on its website is optional, hence the company has uploaded some policies in this respect on the official website. The Company is however,	35(1)

For and on behalf of the Board.

March 26, 2026
Lahore



Imran Ghani
Chief Executive Officer / MD



Hasan Aziz Bilgrami
Director



KPMG Taseer Hadi & Co.
Chartered Accountants
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Independent Auditor's Review Report

To the Members of KSB Pumps Company Limited

Review Report on the Statement of Compliance contained in Listed Companies (Code of Corporate Governance) Regulations, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 ("the Regulations") prepared by the Board of Directors of KSB Pumps Company Limited ("the Company") for the year ended 31 December 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 noncompliance 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 of 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 31 December 2025.

KPMG Taseer Hadi & Co.

KPMG Taseer Hadi & Co.
Chartered Accountants
Lahore

Date: March 31, 2026

UDIN: CR202510114P49soKgbA

KPMG Taseer Hadi & Co., a Partnership firm registered in Pakistan and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

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Financial Statements

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INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF KSB PUMPS COMPANY LIMITED REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

Opinion

We have audited the annexed financial statements of KSB Pumps Company Limited (the Company), which comprise the statement of financial position as at 31 December 2025, and the statement of profit or loss and other 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 policy information and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, statement of profit or loss and other 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 31 December 2025 and of the profit, and other comprehensive income, 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 Matter

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 Matter	How the matter was addressed in our audit
(i)	<p>Revenue Recognition</p> <p>Refer to notes 4.14 and 25 to the financial statements.</p> <p>The Company generates revenue from sale of pumps, valves, castings and related parts and provision of after-market services. Some customer contracts comprise of pumps, valves and related systems installed at customer's premises and the whole project is considered as a single performance obligation under a contract.</p>	<p>the design and implementation of relevant internal controls identified in such process;</p> <p>·Evaluating the accounting policy for revenue recognition adopted by the Company for consistency with the requirements for the accounting and reporting standards as applicable in Pakistan .</p> <p>·Performing test of details on a sample basis by comparing revenue transactions recorded near the reporting date with sales orders, sales invoices, delivery challans and other relevant underlying documents to assess whether the control has been transferred for related revenue ;</p>
(ii)	<p>Revenue is recognized either at a point in time or over time, when the Company satisfies performance obligations by transferring the promised goods or services to its customers. Revenue is recognized at transaction price, which represents the fair value of the consideration received or receivable excluding Government indirect taxes.</p>	<p>·Performing test of details on a sample basis by comparing specific revenue transactions recorded just before and just after the financial year end date with sales orders, sales invoices, delivery challans and other relevant underlying documents to assess whether the related revenue was recorded in the correct reporting period;</p>
(iii)	<p>The Company's revenue for the year ended 31 December 2025 was Rs. 6,584 million. Out of this Rs. 6,540 million was recognized at a point in time and Rs. 44 million was recognized at a point over time.</p>	<p>·Assessing the reasonableness of management's judgements and estimates relating to total contract costs and stage of completion by comparing the actual results of the delivered projects with the estimates previously made.</p>
(iv)	<p>Revenue is a key performance indicator and therefore in internal and external stakeholders' focus. Consequently, there might be pressure to achieve forecasted results. We identified recognition of revenue at a point in time as a key audit matter because of the risk that revenue may be recognized without transferring the control near the reporting period.</p>	<p>·Recalculating the percentage of completion at the reporting date by comparing contract costs incurred for work performed upto the reporting date as per the Company's accounting records to the estimated total costs of the projects at the reporting date.</p>
(v)	<p>Further, revenue from certain contracts is recognized over time using the percentage of completion method, on the basis of the proportion that contract costs incurred for work performed up to the reporting date bear to the estimated total contract costs at the reporting date. We identified recognition of revenue over time as a key audit matter because this requires significant judgment and estimate, in determining total contract costs and stage of completion at the reporting date.</p>	<p>·Recalculating the revenue recorded during the year to assess mathematical accuracy of revenue in accordance with stage of completion.</p> <p>·Testing the supporting evidence for journal entries posted to revenue accounts meeting specific risk based criteria.</p> <p>·Evaluating the adequacy of disclosures related to revenue in the financial statements in accordance with the requirements of accounting and reporting standards as applicable in Pakistan</p>



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 31 December 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:

- a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- b) the statement of financial position, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- d) a)no Zakat was deductible at source under the Zakat and Ushr Ordinance, 1980 (XVIII of 1980)..

Other Matter relating to comparative information

The financial statements of the Company as at and for the year ended 31 December 2024 were audited by another auditor who expressed an unmodified opinion on those financial statements on 28 March 2025.

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

KPMG Taseer Hadi & Co.

KPMG Taseer Hadi & Co.

Chartered Accountants

Lahore

Date: March 31, 2026

UDIN: AR202510114qGstRBFk5

KPMG Taseer Hadi & Co., a Partnership firm registered in Pakistan and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Statement of Financial Position

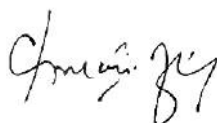
As at December 31, 2025

	Note	2025 Rupees	2024 Rupees
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
45,000,000 (2024: 45,000,000)			
ordinary shares of Rs 10 each	5	450,000,000	450,000,000
Issued, subscribed and paid up capital			
30,900,000 (2024: 30,900,000)			
ordinary shares of Rs 10 each	5	309,000,000	309,000,000
Capital reserve-Share Premium	6	-	1,728,921,152
Revenue reserves	6	3,877,374,681	1,935,381,271
		4,186,374,681	3,973,302,423
NON-CURRENT LIABILITIES			
Employees' retirement and other benefits	7	119,493,712	106,959,233
CURRENT LIABILITIES			
Trade and other payables	8	4,034,022,767	2,469,041,988
Contract liabilities	9	904,959,699	670,029,778
Short term finances - secured	10	-	-
Provisions for other liabilities and charges	11	95,303,789	87,822,709
Unclaimed dividend		10,532,545	10,532,545
Due to provident fund	12	9,886,750	13,380,439
		5,054,705,550	3,250,807,459
CONTINGENCIES AND COMMITMENTS			
	13	9,360,573,943	7,331,069,115

The annexed notes from 1 to 46 form an integral part of these financial statements.



Chief Executive Officer



Chief Financial Officer

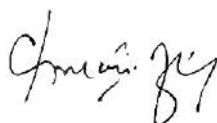


Director

	Note	2025 Rupees	2024 Rupees
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment			
- Operating assets	14	1,051,716,595	994,473,544
- Capital work-in-progress	15	83,404,514	11,246,393
Intangible assets	16	2,843,354	2,146,835
Long term loans and advances	17	61,634,741	1,529,059
Deferred tax asset	18	184,768,579	110,571,343
		1,384,367,783	1,119,967,174
CURRENT ASSETS			
Stores, spares and loose tools	19	184,727,724	221,420,329
Stock-in-trade	20	3,654,763,836	2,010,987,258
Trade debts	21	1,671,558,043	1,796,842,948
Contract assets	22	439,139,159	446,030,433
Advances, deposits, prepayments and other receivables	23	1,142,870,428	745,421,248
Income tax recoverable		488,520,835	465,826,180
Cash and bank balances	24	394,626,135	524,573,545
		7,976,206,160	6,211,101,941
		9,360,573,943	7,331,069,115



Chief Executive Officer



Chief Financial Officer



Director

Statement of Profit or Loss and Other Comprehensive Income

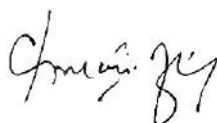
For the year ended December 31, 2025

	Note	2025 Rupees	2024 Rupees
Revenue from contracts with customers - net	25	6,584,359,505	5,775,531,455
Cost of sales	26	(5,016,598,890)	(4,593,836,616)
Gross profit		1,567,760,615	1,181,694,839
Distribution and marketing expenses	27	(589,542,817)	(521,720,053)
Net impairment (loss)/gain on trade debts	21.2	(267,761,672)	31,504,306
Net impairment loss on contract assets	22.1	(5,766,468)	(26,685,317)
Administrative expenses	28	(441,150,324)	(350,905,992)
Other operating expenses	29	(100,141,417)	(10,566,696)
Operating profit		163,397,917	303,321,087
Other income	30	134,733,906	134,360,901
Finance costs	31	(20,338,667)	(295,108,173)
Profit before levy and taxation		277,793,156	142,573,815
Levy	32	(26,867,025)	(48,140,121)
Profit before taxation		250,926,133	94,433,694
Income tax expense	32	(40,713,414)	(38,519,599)
Profit for the year		210,212,719	55,914,095
Other comprehensive income/(loss):			
Items that will not be subsequently reclassified in profit or loss:			
Remeasurement of defined benefit plans - net of tax		2,859,539	(2,905,648)
Items that may be subsequently reclassified in profit or loss		-	-
		2,859,539	(2,905,648)
Total comprehensive income for the year		213,072,258	53,008,447
Earnings per share - basic & diluted	33	6.80	2.85

The annexed notes from 1 to 46 form an integral part of these financial statements.



Chief Executive Officer



Chief Financial Officer



Director

Statement of Changes in Equity

For the year ended December 31, 2025

	Capital Reserve		Revenue Reserves		Total
	Share Capital	Share Premium	General Reserves	Unappropriated Profit	
	Rupees	Rupees	Rupees	Rupees	
Balance as at January 1, 2024	132,000,000	-	1,879,100,000	3,272,824	2,014,372,824
Transfer to general reserve	-	-	-	-	-
Profit for the year ended December 31, 2024	-	-	-	55,914,095	55,914,095
Other comprehensive loss for the year	-	-	-	(2,905,648)	(2,905,648)
Transactions with owners in their capacity as owners:					
Right Issue of Ordinary Shares	177,000,000	1,770,000,000	-	-	1,947,000,000
Share Issuance cost	-	(41,078,848)	-	-	(41,078,848)
Total comprehensive income for the year	-	-	-	53,008,447	53,008,447
Balance as at December 31, 2024	309,000,000	1,728,921,152	1,879,100,000	56,281,271	3,973,302,423
Transfer to general reserve	-	-	56,000,000	(56,000,000)	-
Profit for the year ended December 31, 2025	-	-	-	210,212,719	210,212,719
Other comprehensive income for the year	-	-	-	2,859,539	2,859,539
Total comprehensive income for the year	-	-	-	213,072,258	213,072,258
Balance as at December 31, 2025	309,000,000	1,728,921,152	1,935,100,000	213,353,529	4,186,374,681

The annexed notes from 1 to 46 form an integral part of these financial statements.


Chief Executive Officer


Chief Financial Officer


Director

Statement of Cash Flows

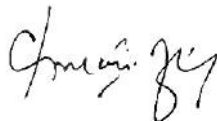
For the year ended December 31, 2025

	Note	2025 Rupees	2024 Rupees
Cash flows from operating activities			
Cash generated from operations	34	415,167,208	366,699,086
Taxes paid		(165,640,310)	(115,519,438)
Employees' retirement benefits paid		(22,675,537)	(32,803,357)
		(188,315,847)	(148,322,795)
Net cash generated from operating activities		226,851,363	218,376,291
Cash flows from investing activities			
Fixed capital expenditure including capital work in progress		(330,339,011)	(90,304,706)
Purchase of intangible assets		(1,686,743)	(1,127,303)
(Decrease)/Increase in long term loans and advances - net		(60,105,682)	890,378
Sale proceeds from disposal of property, plant and equipment		35,332,663	8,553,315
Net cash used in investing activities		(356,798,773)	(81,988,316)
Cash flows from financing activities			
Proceeds from issuance of right shares		-	1,947,000,000
Payment for transaction cost for issuance of right shares		-	(41,078,848)
Dividend paid		-	(111,799)
Net cash generated from financing activities		-	1,905,809,353
Net (decrease)/increase in cash and cash equivalents		(129,947,410)	2,042,197,328
Cash and cash equivalents at the beginning of the year		524,573,545	(1,517,623,783)
Cash and cash equivalents at the end of the year	35	394,626,135	524,573,545

The annexed notes from 1 to 46 form an integral part of these financial statements.



Chief Executive Officer



Chief Financial Officer



Director

Notes to the Financial Statements

For the year ended December 31, 2025

1. Legal status and nature of business

- 1.1** KSB Pumps Company Limited (the Company) was incorporated in Pakistan on July 18, 1959 under the Companies Act, 1913 (now Companies Act, 2017) and is listed on the Pakistan Stock Exchange Limited. The Company is a subsidiary of KSB SE & Co. KGaA and principally engaged in the manufacture and sale of industrial pumps, valves, castings and related parts and provision of after market services. The geographical location and address of Company's business units, are as follow:

Business unit	Geographical location
Head Office/ Registered office	KSB Building, 16/2 Sir Agha Khan road, Lahore
Factory building	RPG9+CHH, Hazara Rd, Hassan Abdal, 43730
Regional offices	Rececourse Landmark, 299-A, Main Peshawar road, Rawalpindi Cantt.
	Plot No. 6, Sector 24, Main Korangi Road, Korangi Industrial Area, Karachi
	Office # 15 & 16, 3rd Floor, Bomanji Square 84/2- Nusrat Road, Bomanji Chowk Multan Cantt

2. Statement of compliance

- 2.1** **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:**

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

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

2.2 Initial application of standards, amendments or an interpretation to existing standards

The following amendments to existing standards have been published that are applicable to the Company's financial statements covering annual periods, beginning on or after the following dates:

2.2.1 Standards, amendments and interpretations to existing standards that are not yet effective and have not been early adopted by the Company

There are certain standards, amendments to the accounting standards and interpretations that are mandatory for the Company's accounting periods beginning on or after January 1, 2026 but are considered not to be relevant to the Company's operations and are, therefore, not detailed in these financial statements, except for the following:

(a) **Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments:**

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

(b) Annual Improvements to IFRS Accounting Standards – Amendments to:

- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- 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.

(c) Adoption of IFRS 18

The Securities and Exchange Commission of Pakistan (SECP), vide S.R.O. 2444(I)/2025 dated December 12, 2025 has notified that “IAS-1, Presentation of Financial Statements”, as referred to in the earlier notification S.R.O. No. 633(I)/2014, shall be replaced with “IFRS-18, Presentation and Disclosure in Financial Statements” and shall be followed for the preparation of financial statements for annual reporting periods beginning on or after January 01, 2027.

(d) International Financial Reporting Standard (IFRS) S1, 'General requirements for disclosure of sustainability-related financial information' and International Financial Reporting Standard (IFRS) S2, 'Climate-related disclosures' (effective for annual period beginning on January 1, 2024)

The International Sustainability Standards Board (ISSB) issued its first two sustainability reporting standards on June 26, 2023, applicable on reporting periods beginning on or after January 01, 2024, subject to endorsement of the standards by local jurisdictions.

These standards include the core framework for the disclosure of material information about sustainability-related risks, opportunities across an entity's value chain and set out the requirements for entities to disclose information about climate-related risks and opportunities.

IFRS S1 requires entities to disclose information about its sustainability-related risks and opportunities that is useful to primary users of general purpose financial reporting in making decisions relating to providing resources to the entity. The standards provide guidance on identifying sustainability-related risks and opportunities, and the relevant disclosures to be made in respect of those sustainability-related risks and opportunities.

The Company is in the process of assessing the impact of this amendment on the Company's financial statements.

Other than the aforementioned standards, interpretations and amendments, IASB has also issued the following standards and interpretations, which have not been notified locally or declared exempt by SECP as at December 31, 2024:

- IFRS 1 (First Time Adoption of International Financial Reporting Standards)
- IFRIC 12 (Service concession arrangements)

The standards, amendments and interpretations to existing standards that are not yet effective are expected to primarily affect the structure of the statement of profit or loss and other comprehensive income, the statement of cash flows, and the related disclosure requirements in the financial statements and, in certain cases, the derecognition of financial liabilities. At this stage, the impact of the above amendments or interpretations is not yet known or reasonably estimable for the Company.

3. Basis of preparation

3.1 Basis of measurement

These financial statements have been prepared under the historical cost convention except as otherwise stated.

3.1.1 Key judgments and estimates

The Company's material accounting policies are stated in note 4. Not all of these material accounting policies require the management to make difficult, subjective or complex judgments or estimates. The following is intended to provide an understanding of the policies the management considers critical because of their complexity, judgment of estimation involved in their application and their impact on these financial statements.

Estimates and judgments are continually evaluated and are based on historical experience, including expectations of future events that are believed to be reasonable under the circumstances. These judgments

involve assumptions or estimates in respect of future events and the actual results may differ from these estimates.

The areas involving a higher degree of judgments or complexity or areas where assumptions and estimates are relevant to the financial statements, are as follows:

	Note
- Useful lives and residual values of Property, Plant and Equipment	4.1
- Provision for taxation	4.2
- Employees' retirement and other benefits	4.3
- Inventory	4.4
- Impairment of trade receivables and contract assets	4.11.1.5
- Revenue recognition	4.14

3.2 Functional and presentation currency

The financial statements are presented in Pak Rupees which is the Company's functional and presentation currency.

4. Summary of material accounting policy information

The material accounting policies set out below have been applied consistently to all periods presented in these financial statements.

4.1 Property, plant and equipment

4.1.1 Operating assets

Property, plant and equipment except freehold land are stated at cost less accumulated depreciation and any identified accumulated impairment loss. Freehold land is stated at cost less any identified impairment loss. Cost in relation to Company's manufactured assets includes direct cost of materials, labour and applicable manufacturing overheads.

Depreciation on property, plant and equipment is charged to the statement of profit or loss using the straight line method so as to write off the depreciable amount of the assets over their estimated useful lives at the rates mentioned in note 14 after taking into account their residual values.

The assets' residual values and useful lives are reviewed at each financial year end, and adjusted if impact on depreciation is significant. The Company's estimate of the residual value and useful life of its operating fixed assets as at December 31, 2025 has not required any adjustment.

Depreciation on additions to operating assets is charged when the item becomes available for use whereas it is discontinued when the asset is retired from active use. An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable 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 year in which they are incurred.

The Company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired. If such indication exists, the carrying amounts of such assets are reviewed to assess whether they are recorded in excess of their recoverable amounts. Where carrying values exceed the respective recoverable amounts, assets are written down to their recoverable amounts and the resulting impairment loss is recognized in income currently. The recoverable amount is the higher of an asset's fair value less costs to sell and value-in-use. Where an impairment loss is recognized, the depreciation charge is adjusted in the future periods to allocate the asset's revised carrying amount over its estimated useful life.

An item of property, plant and equipment is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognized in the statement of profit or loss.

4.1.2 Capital work in progress

All expenditure connected with specific assets incurred during installation and construction period and/or in transit are carried under capital work in progress. These are transferred to specific assets as and when assets are available for use. Capital work in progress is stated at cost, less any identified impairment loss.

4.2 Taxation

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

4.2.1 Current tax

Provision of current tax is based on the taxable income for the year determined in accordance with the prevailing law for taxation of income. The charge for current tax is calculated using prevailing tax rates or tax rates expected to apply to the profit for the year, if enacted after taking into account tax credits, rebates and exemptions, if any. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years.

Where there is uncertainty in income tax accounting, the Company assesses whether it is probable that the relevant taxation authority will accept the uncertain tax treatment. If the Company concludes it is probable that the taxation authority will accept an uncertain tax treatment, the Company determines the taxable profit / (tax loss), tax bases, unused tax losses, unused tax credits or tax rates consistently with the tax treatment used or planned to be used in its income tax return.

Where, at the assessment stage, the taxation authorities have adopted a different tax treatment and Company considers that the most likely outcome will be in the favor of the Company, the amounts are shown as contingent liability.

Where it is not probable that the tax authorities will accept the treatment, the Company reflects the effect of the uncertainty in determining taxable profit / (tax loss), tax bases, unused tax losses, unused tax credits or tax rates. The impact of the uncertainty is measured using either the most likely amount method or the expected value method, depending on which method better predicts the resolution of the uncertainty. Such judgements are reassessed when facts and circumstances change or when new information becomes available. In making a judgment and/or estimate relating to the probability of outcome, management considers laws, statutory rules, regulations and their interpretations.

4.2.2 Deferred tax

Deferred tax is accounted for using the liability method in respect of all temporary differences arising from differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of the taxable profit.

Deferred tax liabilities are generally recognized for all taxable temporary differences and deferred tax assets are recognized to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and tax credits can be utilized.

Deferred tax assets and liabilities are calculated at the rates that are expected to apply to the period when the asset is realized or the liability is settled, based on the tax rates and tax laws that have been enacted or substantively enacted by the reporting date. Deferred tax is charged or credited to the profit or loss, except in the case of items charged or credited to equity or other comprehensive income, in which case it is included in the statement of changes in equity or other comprehensive income as the case may be.

4.2.3 Levy

Final taxes

In accordance with the provisions of income tax ordinance 2001, computation of final taxes are not based on taxable income, therefore final taxes fall under levy within the scope of IFRIC 21/IAS 37.

Minimum taxes

Minimum taxes are of a 'hybrid nature'. Accordingly, the amount calculated on taxable income using the notified tax rates is designated as 'income taxes' within the scope of IAS 12 'income taxes'. Any excess over the amount designated as income tax, is recognized as a levy falling under the scope of IFRIC 21/IAS 37.

4.3 Employees' retirement and other benefits

The Company uses the valuation performed by an independent actuary as the present value of its retirement benefit obligations. The valuation is based on various assumptions which are mentioned below. Any changes in these assumptions in future years might affect gains and losses in those years.

The main features of the schemes operated by the Company for its employees are as follows:

4.3.1 Defined benefit plans

- 4.3.1.1** The latest actuarial valuation for the approved funded gratuity scheme was carried out as at December 31, 2025 by an independent valuer using the Projected Unit Credit Method keeping in view the following significant assumptions for valuation of the scheme:

	2025	2024
Discount rate per annum	11.25%	12.00%
Expected rate of increase in salary level per annum	11.25%	12.00%
Average duration of the defined benefit obligation	7 years	7 years
Basis of mortality rates used	SLIC 2001 - 2005 Setback 1 Year	SLIC 2001 - 2005 Setback 1 Year

4.3.1.2 The Company operates an un-funded benefit scheme (ex-gratia) for its unionized staff. Under the scheme, members who have completed prescribed years of service with the Company are entitled to receive 20 days last drawn basic pay for each completed year of service.

Provision has been made to cover the obligation on the basis of actuarial valuation. The amount recognized in the statement of financial position represents the present value of defined benefit obligation adjusted for unrecognized actuarial gains and losses.

The latest actuarial valuation for the un-funded gratuity scheme (ex-gratia) was carried out as at December 31, 2025 by an independent valuer using the Projected Unit Credit Method keeping in view the following significant assumptions for valuation of the scheme:

	2025	2024
Discount rate per annum	11.25%	12.00%
Expected rate of increase in salary level per annum	11.25%	12.00%
Average duration of the defined benefit obligation	2 years	2 years
Basis of mortality rates used	SLIC 2001 - 2005 Setback 1 Year	SLIC 2001 - 2005 Setback 1 Year

4.3.2 Other long term employee benefits

The Company provides for the expected cost of accumulated compensated absences, when the employee renders the service that increases the entitlement to future compensated absences. Provision has been made to cover the obligation on the basis of actuarial valuation and charged to statement of profit or loss. The amount recognized in the statement of financial position represents the present value of defined benefit obligation. Actuarial gains/losses are recognized immediately under IAS 19 "Employee benefits" in statement of profit or loss. Projected unit credit method, using the following significant assumptions, is used for valuation of the scheme:

The latest actuarial valuation was carried out as at December 31, 2025 by an independent valuer using Projected Unit Credit Method keeping in view the following significant assumptions for valuation of the scheme:

	2025	2024
Discount rate per annum	11.25%	12.00%
Expected rate of increase in salary level per annum	11.25%	12.00%
Average duration of the defined benefit obligation	7 years	7 years
Basis of mortality rates used	SLIC 2001 - 2005 Setback 1 Year	SLIC 2001 - 2005 Setback 1 Year

4.3.2 Defined contribution plans

The Company operates an approved contributory provident fund for all employees. Equal monthly contributions are made by the Company and employees to the fund at the rate of 10% of basic salary. Retirement benefits are payable to staff on completion of prescribed qualifying period of service under these schemes.

4.4 Inventory

4.4.1 Stores, spares and loose tools

Stores, spares and loose tools are valued at the lower of moving weighted average cost and net realizable value. Items in transit are valued at cost comprising invoice value plus any other charges associated with buying the inventory for its intended use.

4.4.2 Stock-in-trade

Stock of raw materials except for those in transit and work-in-process are valued principally at the lower of moving weighted average cost and net realizable value. The net realizable value of stock-in-trade is assessed for any diminution in their respective values.

Cost of work-in-process and finished goods comprise cost of direct materials, labour and appropriate manufacturing overheads. Materials in transit are stated at cost comprising invoice value and other charges paid thereon.

Net realizable value signifies the estimated selling price in the ordinary course of business less costs necessary to be incurred in order to make the sale. If the expected net realizable value is lower than the carrying amount, a write-down is recognized for the amount by which the carrying amount exceeds its net realizable value. Provision is made in the financial statements for obsolete and slow moving stock in trade based on management's best estimate.

4.5 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of statement of cash flows, cash and cash equivalents comprise cash in hand, bank balances, and deposits held at call with banks that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

4.6 Borrowings

Borrowings are recognized initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortized cost, any difference between the proceeds (net of transaction costs) and the redemption value is recognized in the statement of profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a prepayment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial

liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

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

4.7 Trade debts and other receivables

Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case such are recognised at fair value. The Company holds the trade debts with the objective of collecting the contractual cash flows and therefore measures the trade debts subsequently at amortized cost using the effective interest rate method. The normal credit period of the trade debtors is 60 to 90 days.

The Company writes off trade debts, in whole or in part, when it has exhausted all practical recovery efforts and has concluded there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. Subsequent recoveries of amounts previously written off will result in impairment gains.

4.8 Trade and other payables

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

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

4.9 Impairment of non-financial assets

The carrying amounts of non-financial assets, other than inventories, contract assets and deferred tax assets, are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated. An impairment loss is recognized if the carrying amount of an asset or Cash Generating Unit (CGU) exceeds its recoverable amount. The recoverable amount of an asset or CGU is the higher of its fair value less costs of disposal and its value in use. At the reporting date, management assessed whether there were any indicators of impairment and concluded that no such indicators existed. Accordingly, no impairment testing was required and no impairment loss was recognized.

4.10 Provisions

Provisions are recognized when the Company has a present legal or constructive obligation as a result of past events and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate.

4.11 Financial instruments

4.11.1 Financial assets

Initial recognition and measurement

Financial assets are classified, at initial recognition, as subsequently measured at amortized cost, fair value through other comprehensive income (OCI), 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 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 into 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) ; and
- Financial assets at fair value through profit or loss

4.11.1.1 Financial assets at amortized cost

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.

The Company's financial assets at amortized cost include long term loan and advances, trade receivables, contract assets, advances, deposits and cash and bank balances.

4.11.1.2 Financial assets at fair value through other comprehensive income (equity instrument)

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.

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.

4.11.1.3 Financial assets at fair value through other comprehensive income (debt instrument)

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.

4.11.1.4 Financial assets at fair value through profit or loss

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.

4.11.1.5 Impairment of trade receivables and contract assets

The Company assesses on a forward looking basis the expected credit losses associated with its financial assets carried at amortized cost and fair value through other comprehensive income. The Company computes historical loss rates using the historical credit losses which are then adjusted to reflect current and forward looking information on macroeconomic factors affecting the ability of the customers to settle the receivables. For trade debts (other than related party receivables) and contract asset, the Company applies the simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure of default.

The assessment of probability of default and loss given default is based on available historical data adjusted by forward looking information (Gross domestic product, unemployment, interest rate and Consumer Price Index - CPI) and an assessment of both the current as well as the forecast direction of such factors at the reporting date. As for the exposure at default, this is represented by the assets' gross carrying amount at the reporting date.

The Company has established a provision matrix for determining loss allowance on such balances that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment. In case of related party receivables, the Company does not record impairment loss since there is no history of default against such balances and these are normally recovered within the credit period. The Company recognises in statement of profit or loss, as an impairment gain or loss, the amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- 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.

The Company writes off financial assets, in whole or in part, when it has exhausted all practical recovery efforts and has concluded that there is no reasonable expectation of recovery. The assessment of no reasonable expectation of recovery is based on unavailability of debtor's sources of income or assets to generate sufficient future cash flows to repay the amount. The Company may write-off financial assets that are still subject to enforcement activity. Subsequent recoveries of amounts previously written off will result in impairment gains.

4.11.2 Financial liabilities

Initial recognition and measurement

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) 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 ; and
- Financial liabilities at amortized cost.

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 unconsolidated 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

This is the category most relevant to the Company. After initial recognition, these 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 unconsolidated statement of profit or loss.

4.12 Borrowing costs

General and specific 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. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalization.

4.13 Foreign currency transactions and translation

Foreign currency transactions are translated into Pakistan Rupees (functional and presentation currency) using the exchange rates prevailing at the dates of the transactions. All monetary assets and liabilities in foreign currencies are translated into Pakistan Rupees at the rates of exchange prevailing at the reporting date. Foreign exchange gains and losses on translation are recognised in the statement of profit or loss. All non-monetary items are translated into Pakistan Rupees at exchange rates prevailing on the date of transaction or on the date when fair values are determined.

4.14 Revenue recognition

Company generates sales revenue from the sales of goods particularly pumps, valves and castings. The company also provides after market services. Some customer contracts comprise of pumps, valves and related systems installed at customer's premises under the contract and the whole project is considered as a single performance obligation under a contract.

Revenue is measured based on consideration specified in a contract with customer and is recognised when the Company transfers control over goods or services to a customer. The customers obtain control when the goods are either dispatched or delivered to them. In case of export sale, revenue is recognized when the control of goods is transferred to the customer depending on the incoterms. Depending on the type of performance and contractual structure, sales revenue is recognised either over time or at a point in time in line with satisfaction of the performance obligation by the Company.

If a performance obligation meets the criteria for recognising sales revenue over time under IFRS 15 and the progress towards completion and expected consideration can be reliably estimated, the revenue is recognised based on progress towards complete satisfaction of the performance obligation. Company applies input oriented method to determine progress that is measured by the factors used. The percentage of completion of contracts is determined on the basis of the proportion that contract costs incurred for work performed up to the reporting date bear to the estimated total contract costs at the reporting date.

Project costs are recognized when incurred. When the outcome of a project cannot be estimated reliably, project revenue is recognized only to the extent of project costs incurred that are likely to be recoverable. When the outcome of a project can be estimated reliably and it is probable that the contract will be profitable, project revenue is recognized over time. When it is probable that total project costs will exceed total project revenue, the expected loss is recognized as an expense immediately in statement of profit or loss.

Where the consideration received or the unconditional right to receive the consideration is in excess of the amount of performance obligations satisfied, the differential is recognized as "contract liabilities". In case the performance obligations are satisfied before the consideration is received or the right to consideration is

established, the Company recognizes either a contract asset or a receivable in its statement of financial position, depending on whether something other than the passage of time is required before the consideration is due.

Revenue is recognised at a point in time for performance obligations that do not meet the criteria for recognising revenue over time under IFRS 15. This typically applies in particular to the sale of products including industrial pumps, valves, castings and related parts without any material customer-specific characteristic thus these can be redirected to other customers without any significant cost of rework. as well as after market services that includes stand alone repair/replacement of non-operational products. For repairs, the customer benefits from the service and obtains control once the repair is completed. Revenue for repairs is recognized at the point of customer acceptance.

At the time of revenue recognition receipt of the consideration must be probable and amount of sales revenue must be reliably measurable. The Company does not offer discounts or right of return on sale of products.

The Company provides only standard-type warranties, accounted for under IAS 37. Extended-type warranties, which are treated as separate performance obligations under IFRS 15, are not provided. When determining the nature of warranty-related promises, the Company considers:

- whether the customer has the option to separately purchase the warranty; and
- whether all or part of the warranty provides the customer with an additional service beyond the basic assurance that it will perform in accordance with published specifications.

Return on bank deposits is accrued on a time proportion basis, by reference to the principal outstanding, at the applicable rate of return.

4.15 Offsetting of financial assets and financial liabilities

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

4.16 Contingencies and commitments

Contingent liability is disclosed when:

- there is a possible obligation that arises from past events and 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
- there is present 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.

4.17 Dividend and other appropriations

Dividend distribution to the Company's shareholders is recognized as a liability in the period in which the dividends are approved. Appropriations of profit are reflected in the statement of changes in equity in the period in which such appropriations are approved.

4.18 Share capital

Ordinary shares are classified as equity. Incremental costs directly attributable to the issue of ordinary shares are recognized as a deduction from equity, net of any related taxes.

5. Share capital

5.1 Authorised share capital

	2025 (Number of shares)	2024 (Number of shares)	2025 Rupees	2024 Rupees
Ordinary shares of Rs 10 each fully paid in cash	45,000,000	45,000,000	450,000,000	450,000,000

5.2 Issued, subscribed and paid - up share capital

	2025 (Number of shares)	2024 (Number of shares)	2025 Rupees	2024 Rupees
Ordinary shares of Rs 10 each fully paid in cash	18,673,100	18,673,100	186,731,000	186,731,000
Ordinary shares of Rs 10 each issued for consideration other than cash	8,000	8,000	80,000	80,000
Ordinary shares of Rs 10 each issued as fully paid bonus shares	12,218,900	12,218,900	122,189,000	122,189,000
	30,900,000	30,900,000	309,000,000	309,000,000

5.2.1 As at December 31, 2025, the holding Company KSB SE & Co. KGaA, having its registered office at 67227 Johann-Klein-Street 09, Frankenthal, Germany, held 22,414,394 (2024: 22,414,394) shares of the Company of Rs 10 each representing 72.54% (2024: 72.54%) of the issued, subscribed and paid up share capital of the Company. The Chief Executive Officer of KSB SE & Co. KGaA is Dr.-Ing. Stephan Timmermann and holding Company is operational as at December 31, 2025.

5.2.2 Shares issued for consideration other than cash were issued against property.

5.2.3 The shareholders are entitled to receive all distributions including dividends and other entitlements in the form of bonus and right shares as and when declared by the Company. All shares carry one vote per share without restriction.

6. Reserves

	Note	2025 Rupees	2024 Rupees
Composition of reserves is as follows:			
Capital Reserve			
Share Premium	6.1	1,728,921,152	1,728,921,152
Revenue Reserve			
General Reserve		1,879,100,000	1,879,100,000
Unappropriated profit		269,353,529	56,281,271
		3,877,374,681	3,664,302,423

- 6.1** This represents share premium net of issuance cost amounting to Rs. Nil (2024: 1,728.92 million) in respect of 17,700,000 shares of Rs 10 each, issued to shareholders at a premium of Rs 100 per share in the year 2024.

7. Employees' retirement and other benefits

	Note	2025 Rupees	2024 Rupees
These are composed of:			
Ex-gratia	7.1	18,197,026	17,502,670
Gratuity	7.2	35,934,006	26,812,700
Accumulated compensated absences	7.3	65,362,680	61,511,727
		119,493,712	105,827,097

7.1 Ex-gratia

The amounts recognized in Statement of Financial Position is as follows:

	Note	2025 Rupees	2024 Rupees
Present value of defined benefit obligation	7.1.1	18,197,026	17,502,670
Closing net liability		18,197,026	17,502,670

7.1.1 The movement in the present value of the defined benefit obligation is as follows:

	Note	2025 Rupees	2024 Rupees
Present value of defined benefit obligation as at start of the year		17,502,670	18,916,416
Current service cost		863,669	824,421
Interest cost		1,901,425	2,506,770
Benefits paid		(3,314,931)	(6,498,207)
Remeasurement adjustments charged to other comprehensive loss/(income):			
- Actuarial loss from changes in financial assumptions		-	287,366
- Experience adjustment		1,244,193	1,465,904
		1,244,193	1,753,270
Present value of defined benefit obligation as at year end		18,197,026	17,502,670
The amounts recognized in the statement of profit or loss are as follows:			
Current service cost		863,669	824,421
Net interest cost for the year		1,901,425	2,506,770
Total included in salaries, wages and amenities		2,765,094	3,331,191
The amounts recognized in the other comprehensive loss/(income) are as follows:			
Actuarial loss from changes in financial assumptions		-	287,366
Experience adjustments		1,244,193	1,465,904
Total remeasurements chargeable in other comprehensive loss		1,244,193	1,753,270

Present value of defined benefit obligation as at start of the year	17,502,670	18,916,416
Expense chargeable to statement of profit or loss	2,765,094	3,331,191
Remeasurements chargeable in other comprehensive loss/(income)	1,244,193	1,753,270
Benefits paid	(3,314,931)	(6,498,207)
Present value of defined benefit obligation as at year end	18,197,026	17,502,670

7.1.2 Actuarial gain from changes in demographic assumptions amounts to Nil (2024: Nil).

7.1.3 Sensitivity analysis - Ex-gratia

Significant assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

Year end sensitivity analysis (\pm 100 bps) on defined benefit obligation

	Impact on closing defined benefit obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		Rupees	Rupees
Discount Rate	1.00%	17,870,114	18,559,189
Salary Rate	1.00%	18,555,792	17,867,295

7.1.4 Risk exposure

The Company is exposed to a number of risks, the most significant of which are detailed below:

Final salary risk (linked to inflation risk) – the risk that the final salary at the time of cessation of service is greater than what we assumed. Since the benefit is calculated on the final salary (which will closely reflect inflation and other macroeconomic factors), the benefit amount increases as salary increases.

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

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

7.2	Gratuity	Note	2025 Rupees	2024 Rupees
	Present value of defined benefit obligation	7.2.1	243,337,737	215,033,162
	Fair value of plan assets	7.2.2	(207,403,731)	(188,220,462)
	Liability as at December 31		35,934,006	26,812,700
	Liability as at January 1		26,812,700	23,050,075
	Charged to statement of profit or loss		28,193,258	22,923,433
	Contribution by the Company		(13,800,240)	(21,500,000)
	Remeasurement income/loss chargeable in other comprehensive loss		(5,271,712)	2,339,192
	Liability as at December 31		35,934,006	26,812,700

7.2.1 The movement in the present value of defined benefit obligation is as follows:

Present value of defined benefit obligation as at start of the year		215,033,162	167,397,051
Current service cost		25,803,748	20,955,421
Interest cost		24,238,058	25,233,527
Benefits paid		(19,281,680)	(19,375,009)
Remeasurement adjustments charged to other comprehensive loss:			
- Actuarial gain from changes in financial assumptions		(265,944)	13,441,394
- Experience adjustment	7.2.1.1	(2,189,607)	7,380,778
		(2,455,551)	20,822,172
Present value as at year end		243,337,737	215,033,162

7.2.1.1 Actuarial gain from changes in demographic assumptions amounts to Nil (2024: Nil).

7.2.1.2 The Company is expected to contribute Rs 13.80 million to the gratuity fund for the year ending December 31, 2025.

7.2.2 The movement in fair value of plan assets is as follows:

	Note	2025 Rupees	2024 Rupees
Balance of plan assets as at December 31, 2024		188,220,462	144,346,976
Total Company's contribution during the year		13,800,240	21,500,000
Interest income during the period		21,848,548	23,265,515
Benefits paid		(19,281,680)	(19,375,009)
Return on plan assets, excluding interest income		2,816,161	18,482,980
Balance of plan assets as at December 31, 2025		207,403,731	188,220,462
The amounts recognized in the statement of profit or loss are as follows:			
Current service cost		25,803,748	20,955,421
Interest cost on defined benefit obligation		24,238,058	25,233,527
Less: Interest income on plan assets		(21,848,548)	(23,265,515)
Total included in salaries, wages and amenities		28,193,258	22,923,433
Total remeasurement chargeable to other comprehensive loss			
Actuarial gain from changes in financial assumptions		(265,944)	13,441,394
Experience adjustments		(2,189,607)	7,380,778
		(2,455,551)	20,822,172
Return on plan asset, excluding interest income		(2,816,161)	(18,482,980)
Total remeasurement chargeable to other comprehensive (income)/loss		(5,271,712)	2,339,192

7.2.2.1 Plan assets are comprised of as follows:

Mutual fund		199,347,154	168,552,579
Balance at bank		8,056,577	19,667,883
		207,403,731	188,220,462

7.2.3 The present value of defined benefit obligation, the fair value of plan assets and the surplus or deficit of gratuity fund is as follows:

As at December 31	2025	2024	2023	2022	2021
	Rupees				
Present value of defined benefit obligation	243,337,737	215,033,162	167,397,051	159,172,581	166,669,411
Less:					
Fair value of plan assets	207,403,731	188,220,462	144,346,976	140,979,101	153,263,136
Deficit	35,934,006	26,812,700	23,050,075	18,193,480	13,406,275
Experience adjustment on obligation	0.90%	3.43%	5.89%	0.20%	0%
Experience adjustment on plan assets	1.06%	3.92%	6.83%	0.25%	2%

7.2.4 Sensitivity analysis - Gratuity

Significant assumptions for the determination of the defined benefit obligations are discount rate and expected salary increase as disclosed in note 4.3.1. The sensitivity analysis below has been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

	Impact on closing defined benefit obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		Rupees	Rupees
Discount Rate	1.00%	226,769,309	262,075,163
Salary Rate	1.00%	262,269,834	226,288,595

7.2.5 Risk exposure

Though its defined benefit gratuity scheme, the Company is exposed to a number of risks, the most significant of which are detailed below:

Changes in market yields on Government bonds - The discount rate used to compute the plan liabilities is based on the Government bond yields. A decrease in Government bond yields will increase the plan liabilities.

Inflation risk - The Company's gratuity obligation is linked to the salary of the members of the scheme. Therefore, increase in the salaries due to higher inflation will increase the plan liabilities.

Employee turnover - The plan obligations are to provide benefits for the period of employment of the members. Therefore, lower employee turnover will increase the plan liabilities.

Life expectancy - The plan obligations are to provide benefits for the period of employment of the members, so increases in life expectancy will result in an increase in plan liabilities.

7.3 Accumulated compensated absences

	Note	2025 Rupees	2024 Rupees
The amounts recognized in Statement of Financial Position is as follows:			
Present value of defined benefit obligation	7.3.1	65,362,680	61,511,727
Closing net liability		65,362,680	61,511,727

7.3.1

The movement in the present value of the defined benefit obligation is as follows:

	2025 Rupees	2024 Rupees
Present value of defined benefit obligation as at start of the year	62,643,863	46,138,745
Current service cost	983,848	1,112,347
Interest cost	7,119,178	6,907,216
Benefits paid	(5,560,366)	(4,805,150)
Actuarial gain from changes in financial assumptions	-	3,863,558
Experience adjustment	176,157	9,427,147
Present value of defined benefit obligation as at year end	65,362,680	62,643,863
The amounts recognized in the statement of profit or loss are as follows:		
Current service cost	983,848	1,112,347
Net interest cost for the year	7,119,178	6,907,216
Actuarial gain from changes in financial assumptions	-	3,863,558
Experience adjustment	176,157	9,427,147
Total included in salaries, wages and amenities	8,279,183	21,310,268
Present value of defined benefit obligation as at start of the year	62,643,863	46,138,745
Expense chargeable to profit and loss	8,279,183	21,310,268
Benefits paid	(5,560,366)	(4,805,150)
Present value of defined benefit obligation as at year end	65,362,680	62,643,863

7.3.2 **Sensitivity Analysis - Accumulated compensated absences**

Significant assumptions for the determination of the defined obligation are discount rate and expected salary increase. The sensitivity analysis below have been determined based on reasonably possible changes of the respective assumptions occurring at the end of the reporting period, while holding all other assumptions constant.

Year and sensitivity analysis (\pm 100 bps) on defined benefit obligation	Impact on closing defined benefit obligation		
	Change in Assumption	Increase in Assumption	Decrease in Assumption
		Rupees	Rupees
Discount Rate	1.00%	61,006,067	70,305,437
Salary Rate	1.00%	70,258,579	60,969,268

7.3.3 **Risk exposure**

The Company is exposed to a number of risks, the most significant of which are detailed below:

Final salary risk (linked to inflation risk) – the risk that the final salary at the time of cessation of service is greater than what we assumed. Since the benefit is calculated on the final salary (which will closely reflect inflation and other macroeconomic factors), the benefit amount increases as salary increases.

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

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

8 Trade & Other Payables

	Note	2025 Rupees	2024 Rupees
Trade creditors	8.1	3,658,268,986	2,088,832,174
Accrued liabilities		344,841,951	355,554,369
Workers' profits participation fund	8.2	14,924,180	7,657,026
Workers' welfare fund	8.3	8,580,843	3,159,760
Other liabilities		7,406,807	13,838,659
		4,034,022,767	2,469,041,988

8.1 Trade creditors include amount due to holding Company of Rs. 1,696.30 million (2024: Rs. 1,057.44 million) and associated undertakings of Rs 319.46 million (2024: Rs 256.42 million).

8.2 Workers' profit participation fund

	Note	2025 Rupees	2024 Rupees
Balance at beginning of the year		7,657,026	658,131
Allocation for the year	29	14,924,180	7,657,026
Interest for the year	31	553,368	-
		23,134,574	8,315,157
Less: Amount paid during the year		(8,210,394)	(658,131)
Balance at the end of the year		14,924,180	7,657,026

8.3 Workers' welfare fund

Balance at beginning of the year		3,159,760	250,090
Allocation for the period	29	5,671,188	2,909,670
		8,830,948	3,159,760
Less: Amount paid during the period		(250,105)	-
Balance at the end of the period		8,580,843	3,159,760

9 Contract liabilities

Advances from customers -other than projects	9.1	804,741,813	556,765,947
Advances from customers -Projects	9.2	100,217,886	113,263,831
		904,959,699	670,029,778

9.1 Advances from customers -other than projects

	Note	2025 Rupees	2024 Rupees
Balances as at 01 January		556,765,947	346,411,071
Advances received during the year		2,137,427,640	2,706,888,959
Revenue recognised during the year		(1,889,451,774)	(2,496,534,083)
Balances as at 31 December	9.1.1	804,741,813	556,765,947

9.1.1 This represents advances received from customers relating to product sales against which revenue is recognized at a point in time. Contract liabilities as at the beginning of the year, aggregating to Rs. 556.77 million (2024: Rs. 346.41 million), was recognized as revenue, during the year.

9.2	Advances from customers -Projects	Note	2025 Rupees	2024 Rupees
	Balances as at 01 January		113,263,831	9,139,484
	Contract liabilities arising during the year		-	113,263,831
	Revenue recognised during the year		(13,045,945)	(9,139,484)
	Balances as at 31 December	9.2.1	100,217,886	113,263,831

9.2.1 This represents contract liabilities related to projects for which revenue is recognized over a period of time. Contract liabilities as at the beginning of the year, aggregating to Rs. 13.045 million (2024: Rs. 9.14 million), was recognized as revenue, during the year.

10 Short term finances - secured

The credit facilities available to the Company from various commercial banks aggregate to Rs 3,850 million (2024: Rs 4,200 million). These include letters of guarantee, letters of credit and cash finance facilities, which can be used interchangeably. As at December 31, 2025, the Company has unutilized credit facilities amounting to Rs 1,444.48 million (2024: Rs 2,514.05 million).

The credit facilities are secured by way of first pari passu charge over all present and future current assets of the Company amounting to Rs 4,393 million (2024: Rs 4,393 million).

11 Provisions for other liabilities and charges

	Note	2025 Rupees	2024 Rupees
Bonus to employees	11.1 & 11.2	95,303,789	87,822,709
		95,303,789	87,822,709

11.1 Movement in provisions for other liabilities and charges during the year is as follows:

Balance as at 01 January	87,822,709	57,914,053
Provisions made during the year	100,363,905	101,001,438
Less: Payments made during the year	(92,882,825)	(71,092,782)
Balance as at 31 December	95,303,789	87,822,709

11.2 This provision represents bonus to unionized and management staff as approved by the Board of Directors.

12 Due to provident fund

	Note	2025 Rupees	2024 Rupees
Balance at beginning of the year		13,380,439	12,423,456
Contribution due		74,844,087	62,735,798
Less: Amount paid during the year		(78,337,776)	(61,778,815)
Balance at the end of the year	12.1	9,886,750	13,380,439

12.1 Investments out of provident fund have been made in accordance with the provision of the section 218 of the Companies Act, 2017 and the rules formulated for this purpose.

13 Contingencies and commitments

13.1 Contingencies

13.1.1 The Company has obtained bank guarantees of Rs 1,835.88 million (2024: Rs 1,334.95 million) against the performance of various contracts.

13.1.2 The Deputy Commissioner Inland Revenue ('DCIR') has issued order relating to tax year 2017 and raised demands, including default surcharge aggregating to Rs 35.60 million against the Company under sections 161 of Income Tax Ordinance 2001 ('ITO 2001') on account of non-withholding of taxes while making certain payments. Being aggrieved the Company filed appeals with the Commissioner Inland Revenue Appeals, which were remanded back to DCIR for fresh proceedings vide order dated May 14, 2019. The management and the taxation expert of the Company believe that there are meritorious ground available to defend the foregoing remaining demand. Consequently, no provision has been recorded in these financial statements.

13.1.3 The Deputy Commissioner Inland Revenue ('DCIR') has issued various orders relating to tax year 2015, 2016 and raised demands, including default surcharge aggregating to Rs 14.112 million against the Company under sections 161 of Income Tax Ordinance 2001 ('ITO 2001') on account of non-withholding of taxes while making certain payments. Being aggrieved the Company filed appeals with the Commissioner Inland Revenue Appeals, which were partially decided in favour of the Company and certain issues have been remanded back vide orders dated November 27, 2020 and January 29, 2021 relating to tax year 2015 and 2016 respectively. The department has also filed appeal before ATIR for tax year 2016 on the issues decided in the favor of the company. These appeals are currently pending disposal. The management and the taxation expert of the Company believes that there are meritorious ground available to defend the foregoing demand. Consequently, no provision has been recorded in these financial statements.

13.1.4 The additional Commissioner Inland Revenue raised demand of Rs 352.80 million vide order dated January 12, 2021 in respect of Tax year 2015 under section 122 of ITO 2001 on account of disallowances of certain expenditures and proration of expenses. Being aggrieved the Company filed an appeal before Commissioner Inland Revenue (Appeals). Consequently, the Commissioner Inland Revenue (Appeals) annulled order in the Company's favour vide order dated August 13, 2021. Being aggrieved, the tax department filed an appeal before the Appellate Tribunal Inland Revenue (Appeals) which is still pending. The management and the taxation expert of the Company believe that there are meritorious ground available to defend the position of the Company. Consequently, no provision has been recorded in these financial statements.

13.1.5 The Deputy Commissioner Inland Revenue ('DCIR') issued order under section 161 for the tax year 2018 vide order dated November 26, 2021 and raised demand of Rs 69.18 million, including default surcharge aggregating to Rs 18.30 million against the Company under sections 161 of Income Tax Ordinance 2001 ('ITO 2001') on account of non-withholding of taxes while making certain payments. The Company filed an appeal with the Commissioner Inland Revenue Appeals ('CIR-A'), which was remanded back to the Tax Department. The management and the taxation expert of the Company believe that there are meritorious ground available to defend the foregoing demand. Consequently, no provision has been recorded in these financial statements.

13.2 Commitments

Letters of credit other than for capital expenditure approximately Rs 569.64 million (2024: Rs 340.98 million).

14 Property, plant and equipment

		Rupees										
		Freehold land	Buildings on freehold land	Plant and machinery	Tools, jigs and attachments	Patterns	Other equipment	Furniture and fixtures	Office machines and appliances	Vehicles	Total	
Net carrying value basis												
Period ended December 31, 2025												
Opening net book value (NBV)	1,372,521	199,000,002	360,846,046	4,511,317	71,449,122	245,773,017	7,211,044	55,114,220	49,196,258	994,473,547		
Additions (at cost)	132,570,794	-	66,678,212	1,521,879	8,482,067	18,158,683	2,562,325	21,258,182	6,948,748	258,180,890		
Disposals (at NBV)	-	-	(2,319,176)	-	-	-	-	(247,355)	(4,193,374)	(6,759,905)		
Depreciation charge	-	(9,151,819)	(84,146,141)	(975,043)	(19,174,963)	(47,929,846)	(1,776,763)	(18,495,973)	(12,527,389)	(194,177,937)		
Closing net book value (NBV)	133,943,315	189,848,183	341,058,941	5,058,153	60,756,226	216,001,854	7,996,606	57,629,074	39,424,243	1,051,716,595		
Gross carrying value basis												
As at December 31, 2025												
Cost	133,943,315	305,706,954	1,123,230,558	64,182,617	257,246,883	489,208,215	41,062,885	157,726,777	93,136,085	2,665,444,289		
Accumulated depreciation	-	(115,858,771)	(782,171,617)	(59,124,464)	(196,490,657)	(273,206,361)	(33,066,279)	(100,097,703)	(53,711,842)	(1,613,727,694)		
Net book value (NBV)	133,943,315	189,848,183	341,058,941	5,058,153	60,756,226	216,001,854	7,996,606	57,629,074	39,424,243	1,051,716,595		
Depreciation rate % per annum	-	3.33	6.67 - 10.00	10.00	16.67	12.50	12.50	20.00	25.00	-		
Net carrying value basis												
Year ended December 31, 2024												
Opening net book value (NBV)	1,372,521	208,216,057	392,456,908	5,620,856	57,230,862	172,814,555	6,363,856	42,430,010	60,616,007	947,121,632		
Additions (at cost)	-	-	48,520,425	-	31,764,245	109,233,958	2,613,434	28,012,755	5,997,480	226,142,297		
Disposals (at NBV)	-	-	-	-	-	-	-	(227,689)	(5,069,794)	(5,297,483)		
Depreciation charge	-	(9,216,055)	(80,131,287)	(1,109,539)	(17,545,985)	(36,275,496)	(1,766,246)	(15,100,856)	(12,347,437)	(173,492,901)		
Closing net book value (NBV)	1,372,521	199,000,002	360,846,046	4,511,317	71,449,122	245,773,017	7,211,044	55,114,220	49,196,256	994,473,545		
Gross carrying value basis												
As at December 31, 2024												
Cost	1,372,521	305,706,954	1,072,096,068	62,660,737	248,764,817	471,821,037	38,500,560	142,791,900	94,825,977	2,438,540,571		
Accumulated depreciation	-	(106,706,952)	(711,250,022)	(58,149,420)	(177,315,695)	(226,048,020)	(31,289,516)	(87,677,680)	(45,629,722)	(1,444,067,027)		
Net book value (NBV)	1,372,521	199,000,002	360,846,046	4,511,317	71,449,122	245,773,017	7,211,044	55,114,220	49,196,255	994,473,544		
Depreciation rate % per annum	-	3.33	6.67 - 10.00	10.00	16.67	12.50	12.50	20.00	25.00	-		

14.1 The cost of fully depreciated property, plant and equipment which are still in use as at December 31, 2025 is Rs 633,2.5 million (2024: Rs 585.26 million).

14.2 The depreciation charge for the year has been allocated as follows:

	Note	2025 Rupees	2024 Rupees
Cost of sales	26	169,188,721	151,092,892
Distribution and marketing expenses	27	7,881,180	6,350,575
Administration expenses	28	17,108,034	16,049,434
		194,177,935	173,492,901

14.3 Freehold land and building on owned land represents 89,157 square meters of factory land situated at Hazara Road, Hassanabdal and 1,163 square meters of head office situated at 16/2 Sir Agha Khan Road, Lahore.

14.4 Disposal of certain items of property, plant and equipment

Year ended December 31, 2025

Particulars of assets	Sold to	Cost	Accumulated depreciation	Book value	Sale proceeds	Gain/(Loss) on disposal	Mode of Disposal
Fixed assets sold having book value greater than Rs 500,000							
Puma 230 Machine 4 Axis Turning Centre	Khalil ur Rehman and Brothers - Scrap Dealer	2,854,605	1,460,144	1,394,461	3,016,289	1,621,828	Bidding
Hot Box Core Shooter Machine Core Shop Foundry	Khalil ur Rehman and Brothers - Scrap Dealer	852,546	390,750	461,796	900,834	439,038	Bidding
Hot Box Core Shooter Machine Core Shop Foundry	Khalil ur Rehman and Brothers - Scrap Dealer	852,546	390,750	461,796	900,834	439,038	Bidding
Suzuki Cultus RIB-12-460	Khuram Imtiaz	1,013,525	506,763	506,762	1,287,000	780,238	Bidding
Toyota Corolla Gli-Ri-11-448	Khuram Motors	1,502,000	751,000	751,000	2,579,000	1,828,000	Bidding
Toyota Corolla 1.6 GLI-AZY-131	Khuram Motors	1,868,500	934,250	934,250	2,721,000	1,786,750	Bidding
Fixed assets sold having book value less than Rs 500,000							
Office machines and appliances	Khalil ur Rehman and Brothers - Scrap Dealer	6,323,304	6,074,825	248,479	957,362	708,883	Bidding
Vehicles	Ashraf and Brothers	4,254,618	2,253,257	2,001,361	4,628,300	2,626,939	Bidding
Data Logger for Services department	EFU Insurance	771,504	771,504	-	2,660,000	2,660,000	Insurance Claim
Plant and machinery	Khalil ur Rehman and Brothers - Scrap Dealer	10,991,492	10,991,492	-	15,682,044	15,682,044	Bidding
		31,284,640	24,524,735	6,759,905	35,332,663	28,572,758	
Year ended December 31, 2024							
Particulars of assets							
Fixed assets sold having book value greater than Rs 500,000							
Hyundai Tucson ALU-629	Omer Seljouk (employee)	7,143,400	2,276,959	4,866,441	5,026,000	159,559	Company Policy
Fixed assets sold having book value less than Rs 500,000							
Office machines and appliances	Khalil ur Rehman and Brothers - Scrap Dealer	10,722,954	10,495,266	227,688	481,510	253,822	Bidding
Vehicles	Sheikh Abdul Rehman - Third Party	666,384	463,030	203,354	860,000	656,646	Bidding
Patterns	Disposed off	1,924,700	1,924,700	-	-	-	-
Plant and machinery	Khalil ur Rehman and Brothers - Scrap Dealer	3,942,338	3,942,338	-	2,185,805	2,185,805	Bidding
		24,399,776	19,102,293	5,297,483	8,553,315	3,255,832	

15 Capital work-in-progress

	Note	2025 Rupees	2024 Rupees
Plant & Machinery		70,901,805	768,979
Others		12,502,709	10,477,414
	15.1	83,404,514	11,246,393

15.1 Reconciliation of the carrying amount of capital work in progress to following:

2025				
	Balance as at December 31,2024	Additions	Transfers to PPE	Balance as at December 31,2025
	Rupees	Rupees	Rupees	Rupees
Plant & Machinery	768,979	136,811,038	(66,678,212)	70,901,805
Patterns	-	-	-	-
Advance for vehicles	-	6,784,000	(6,784,000)	-
Advance for land	229,800	-	(229,800)	-
Others	10,247,614	42,932,204	(40,677,109)	12,502,709
Balance as at December 31	11,246,393	186,527,242	(114,369,121)	83,404,514

2024				
	Balance as at December 31,2023	Additions	Transfers to PPE	Balance as at December 31,2024
	Rupees	Rupees	Rupees	Rupees
Plant & Machinery	1,175,629	48,113,775	(48,520,425)	768,979
Patterns	-	31,764,245	(31,764,245)	-
Advance for vehicles	-	5,874,000	(5,874,000)	-
Advance for land	229,800	-	-	229,800
Others	145,828,556	4,279,205	(139,860,147)	10,247,614
Balance as at December 31	147,233,985	90,031,225	(226,018,817)	11,246,393

16 Intangible Assets

	Note	2025 Rupees	2024 Rupees
- Computer software	16.1	1,662,884	1,426,835
- Work in process	16.2	1,180,470	720,000
		2,843,354	2,146,835

16.1 Intangibles - Computer software

Net carrying value basis			
Net book value (NBV) as at 01 January		1,426,834	721,320
Additions (at cost)		1,226,273	1,127,303
Amortization charge	16.1.1	(990,223)	(421,789)
Net book value (NBV) as at 31 December		1,662,884	1,426,834
Gross carrying value basis			
Cost		45,346,158	44,119,885
Accumulated amortisation		(43,683,272)	(42,693,050)
Net book value (NBV)		1,662,886	1,426,835
Amortization Rate % per annum		33.33%	33.33%

16.1.1 The amortization charge for the year has been allocated as follows:

Cost of sales	26	186,853	15,571
Administration expenses	28	803,370	406,218
		990,223	421,789

16.1.2 The cost of fully amortized software which are still in use as at December 31, 2025 is Rs 42.38 million (2024: Rs 42.06 million).

16.2 Intangible - Work In Process

Balance as at 01 January		720,000	570,000
Additions during the year		1,686,743	1,277,303
Transfers to intangible		(1,226,273)	(1,127,303)
Balance as at 31 December		1,180,470	720,000

17 Long term loans and advances

Loans to employees - considered good			
Executives	17.1	2,899,955	676,107
Others		4,183,039	3,276,473
		7,082,994	3,952,580
Less: Receivable within one year	23	(3,574,071)	(2,423,521)
		3,508,923	1,529,059
Long term advances	17.2	58,125,818	-
		61,634,741	1,529,059

17.1 Reconciliation of the carrying amount of loans to executives:

	Executives	
	2025 Rupees	2024 Rupees
Balance as at January 1	676,107	479,735
Disbursements during the year	4,014,705	500,000
Less: Repayments during the year	(1,790,857)	(303,628)
Balance as at December 31	2,899,955	676,107

17.1.1 These represent interest free loans to Executives. Loans are given for house building, purchase of vehicles and for use in marriages of employees and their dependents. These are repayable in monthly installments over a period of maximum 24 months.

17.1.2 The maximum aggregate amount due from Executives at any time during the year was Rs 0.628 million (2024: Rs 0.676 million) respectively.

17.2 This represents advance given to vendor for purchase of car.

18 Deferred tax assets

	2025			
	As at 01-Jan	Charged / (credited) to profit or loss	Charge to other comprehensive income	As at 31-Dec
	Rupees	Rupees	Rupees	Rupees
Taxable temporary differences on:				
Accelerated tax depreciation	83,964,893	(11,340,911)	-	72,623,982
Less: Deductible temporary differences				
Allowance for ECL on trade receivables	(50,459,847)	(82,839,387)	-	(133,299,234)
Provisions for employee retirement benefits	(23,242,495)	(629,004)	(1,167,981)	(22,703,518)
Unused tax loss	(120,833,894)	19,444,085	-	(101,389,809)
	(194,536,236)	(64,024,306)	(1,167,981)	(257,392,561)
	(110,571,343)	(75,365,217)	(1,167,981)	(184,768,579)
2024				
	As at 01-Jan	Charged / (credited) to profit or loss	Charge to other comprehensive income	As at 31-Dec
	Rupees	Rupees	Rupees	Rupees
Taxable temporary differences on:				
Accelerated tax depreciation	64,302,633	19,662,260	-	83,964,893
Less: Deductible temporary differences				
Allowance for ECL on trade receivables	(60,612,740)	10,152,893	-	(50,459,847)
Provisions for employee retirement benefits	(18,088,234)	(3,967,447)	(1,186,814)	(23,242,495)
Unused tax loss	(109,268,239)	(11,565,656)	-	(120,833,894)
	(187,969,213)	(5,380,210)	(1,186,814)	(194,536,236)
	(123,666,580)	14,282,050	(1,186,814)	(110,571,343)

- 18.1** The Company has not recognized deferred tax asset amounting to Rs 141.08 million (2024: Rs 204.93 million) in respect of minimum tax under section 113 of the Income Tax Ordinance, 2001, as sufficient taxable profits may not be available to set off these tax credits before they expire in tax year 2027. The Company has recognized deferred tax asset amounting to Rs. 101.39 million (2024: Rs.120.83 million) on unabsorbed depreciation and amortization losses. These losses have no expiry date under the Income Tax Ordinance, 2001, and can be utilized over a longer time horizon.

19	Stores, spares and loose tools	Note	2025 Rupees	2024 Rupees
	Stores, spares and loose tools	19.1	184,727,724	221,420,329

- 19.1** Most of the items of stores, spare parts and loose tools are of inter-changeable nature and can be used as machine spares or consumed as stores. Accordingly, it is not practical to distinguish stores from spares until their actual usage.

20	Stock-in-trade	Note	2025 Rupees	2024 Rupees
	Raw materials	20.1	2,434,857,474	1,260,442,495
	Work in process		1,097,781,748	622,468,650
	Finished goods		142,745,602	146,032,116
			3,675,384,824	2,028,943,261
	Less: Provision for obsolescence	20.2	(20,620,988)	(17,956,003)
			3,654,763,836	2,010,987,258

- 20.1** This includes stock in transit amounting to Rs 466.07 million (2024: Rs 241.75 million).

20.2	Movement in provision for obsolescence is as follows:	Note	2025 Rupees	2024 Rupees
	Opening provision		17,956,003	17,956,003
	Provision for the year		2,664,985	-
	Closing provision		20,620,988	17,956,003

21	Trade debts	Note	2025 Rupees	2024 Rupees
	Secured			
	Others		189,953,634	-
	Unsecured - Considered good			
	Considered good			
	Related parties - KSB group companies	21.1	750,071,406	504,863,522
	Others		731,533,004	1,291,979,427
			1,481,604,410	1,796,842,949
	Considered doubtful		439,144,548	177,505,142
			2,110,702,591	1,974,348,090
	Less: Allowance for expected credit losses	21.2	(439,144,548)	(177,505,142)
			1,671,558,043	1,796,842,948

21.1 Due from related parties - considered good

	Note	2025 Rupees	2024 Rupees
Related parties - KSB group companies			
KSB Finland Oy		-	28,984,772
KSB ITUR ,Spain		2,767,341	-
KSB Pumps And Valves (Pty), South Africa		17,936,306	65,138,922
KSB Italia		14,863,444	-
KSB Taiwan Co., Limited		2,215,196	756,288
KSB SE & Co. KGaA, Germany		64,616,713	26,795,098
KSB Nederland B.V.		10,305,840	-
KSB Service GmbH		1,965,234	8,405,039
KSB Malaysia Pumps & Valves Sdn Bhd		12,854,295	5,218,106
KSB Service LLC		9,128,476	28,926,503
KSB Pumps and valves L.t.d.		62,012,840	22,892,112
KSB BOMBAS E VÁLVULAS (ANGOLA), LDA		40,792,083	
KSB (Schweiz) AG		63,553,174	
KSB Norge AS		5,198,669	
KSB Pumps Arabia Ltd.		7,869,405	11,081,987
KSB ZAMBIA LIMITED		1,129,442	56,975,536
KSB Singapore (Asia Pacific), Singapore		116,627,103	1,583,181
KSB Pumps Co. Ltd.		50,135,951	50,794,907
KSB Pompes et Robinetteries		1,430,851	-
KSB Polska Sp.		1,005,623	53,189,317
KSB Shanghai Pump Co., Ltd.		4,057,632	1,419,202
PT KSB Indonesia		129,259,878	22,450,593
KSB Australia		40,339,522	16,209,674
KSB Ecuador S.A.		48,067,782	-
KSB Chile S.A.		29,433,815	13,535,039
KSB Pompa, Armatür Sanayi, Turkey		-	60,092,201
PT. KSB Sales Indonesia		-	23,414,221
KSB Colombia SAS		3,220,575	-
KSB New Zealand Limited		9,284,216	-
KSB PHILIPPINES, INC.		-	7,000,824
		750,071,406	504,863,522

21.1.1 The maximum aggregate amount of trade receivable from related parties at the end of any month during the year was Rs 750.07 million (2024: Rs 724.87 million). No interest has been charged on the amounts due from related parties.

21.1.2 These customers have no history of default.

21.2 Movement of loss allowance recognized in profit or loss during the year is as follows:

	Note	2025 Rupees	2024 Rupees
Opening as at January 1		177,505,142	209,009,448
Increase/(decrease) during the year		267,761,672	(31,504,306)
Less: Write offs during the year		(6,122,266)	-
Closing as at December 31		439,144,548	177,505,142

21.2.1 For age analysis of trade debts refer to note 41.1.2.1.1.

21.3 Included in trade debts is an amount of Rs 101.20 million (2024: Rs 101.20 million) receivable from Punjab Saaf Pani Company (PSPC). The Company had filed writ petition in the Honorable Lahore High Court on September 16, 2020 for recovery of the outstanding balances from PSPC. The Honourable Lahore High Court in its order dated 24 October 2025 has directed the PSPC to make payment of admitted liability amounting to Rs. 225 million and for remaining claim, refer the matter to arbitration in terms of the contract.

22 Contract assets

	Note	2025 Rupees	2024 Rupees
Contract assets		565,435,711	566,560,517
Less: Loss allowance	22.1	(126,296,552)	(120,530,084)
	22.2	439,139,159	446,030,433

22.1 The closing loss allowances for contract assets as at December 31, 2025 reconcile to the opening loss allowances as follows:

	Note	2025 Rupees	2024 Rupees
Opening loss allowance as at January 1		120,530,084	93,844,767
Increase/(decrease) during the year		5,766,468	26,685,317
Closing loss allowance as at December 31		126,296,552	120,530,084

22.2 This represents contract assets related to long term government projects.

22.3 Included in contract assets is an amount of Rs 206.15 million (2024: Rs 206.15 million) receivable from Punjab Saaf Pani Company (PSPC), as explained in note 21.3 of these financial statements.

23 Advances, deposits, prepayments and other receivables

	Note	2025 Rupees	2024 Rupees
Current portion of long term loans to employees	17	3,574,071	2,423,521
Short term advances to employees -			
considered good	23.1 & 23.2	9,002,721	5,504,776
Advances to suppliers and contractors			
Considered good		507,301,407	257,028,703
Considered doubtful		3,199,225	2,596,250
		510,500,632	259,624,953

Due from related parties	23.3	31,867,823	35,532,659
Prepayments		3,999,690	4,350,115
Trade deposits			
- Considered good		77,237,912	77,018,371
- Considered doubtful		18,248,621	18,911,596
		95,486,533	95,929,967
Letters of credit, deposits and opening charges		-	3,030,822
Claims Recoverable from Government			
Sales tax receivable		513,460,875	360,514,521
Other receivables			
Considered good		-	17,760
Considered doubtful		-	-
		-	17,760
		1,164,318,274	766,929,094
Less: Provision for doubtful amounts	23.4	(21,447,846)	(21,507,846)
		1,142,870,428	745,421,248

23.1 Short term advances to employees are given without any collateral security. These represent interest free advances to employees for the purpose of the site expenses, local travels and foreign tours. Included in advances is an amount of Rs 1.85 million, which was paid to Mr. Ahmed Afeen (Leading Application Center & PM) in 2024, which exceeded the statutory disclosure limit of one million rupees as per the Companies Act, 2017 and the the outstanding amount as on December 31, 2025 amount to Rs 1.70 million.

23.2 Short term advances to employees includes the amount due from executives is Nill (2024: Rs 1.93 million).

23.3 Due from related parties

	Note	2025 Rupees	2024 Rupees
Holding Company			
KSB SE & Co. KGaA, Germany		6,464,226	17,884,412
Associated undertakings			
KSB SAS, France		5,499,103	4,271,899
KSB Middle East FZE, UAE		7,327,364	7,778,341
KSB Service LLC		3,070,956	3,051,551
KSB ITUR SPAIN SA		707,350	621,651
KSB Service GmbH		736,302	1,924,805
		17,341,075	17,648,247
		23,805,301	35,532,659

23.4 Provision for doubtful advances and deposits

Opening balance		21,507,846	21,507,846
Provision made against advances to suppliers		602,975	-
(Reversal) against trade deposits		(662,975)	-
		21,447,846	21,507,846

24 Cash and bank balances

	Note	2025 Rupees	2024 Rupees
At banks			
Saving accounts	24.1	324,984,556	162,176,364
Current accounts	24.2	69,638,217	362,370,936
		394,622,773	524,547,300
Cash in hand		3,362	26,245
		394,626,135	524,573,545

24.1 The balances in saving accounts bear mark-up which ranges from 9.5% to 11.5% (2024: 13.5% to 20.50%) per annum.

24.2 Included in the balance are Shariah compliant Term deposit receipts having maturity of upto 3 months from date of purchase amounting Rs 20.00 million (2024: Rs 20.00 million) bearing profit rate from 6.11% to 8.32% (2024: 9.02% to 10.04%) per annum.

25 Revenue from contracts with customers

	Note	2025 Rupees	2024 Rupees
Local Sales	25.1	5,528,335,733	5,015,803,464
Less: Sales tax		(841,685,408)	(752,781,070)
		4,686,650,325	4,263,022,394
Export sales	25.2	1,897,709,180	1,512,509,061
		6,584,359,505	5,775,531,455

25.1 This represents revenue from contracts with customers.

25.2 Disaggregation of revenue

25.2.1 The details of export sales made in each foreign jurisdiction along with break up into significant categories are as follows:

	Export sales via contract	
	2025 Rupees	2024 Rupees
Foreign jurisdiction wise sales:		
Asia	682,502,234	423,306,179
Australia	74,386,084	21,537,509
Africa	174,973,036	262,906,368
Europe	401,677,195	724,429,083
South America	551,281,369	56,762,539
North America	12,889,262	23,567,383
	1,897,709,180	1,512,509,061

25.2.2 The Company's net revenue disaggregated by pattern of revenue recognition is as follows:

	Note	2025 Rupees	2024 Rupees
Revenue recognized at a point in time		6,540,051,821	5,667,694,467
Revenue recognized over time		44,307,684	107,836,988
		6,584,359,505	5,775,531,455

25.2.3 The Company's net revenue disaggregated by major product lines is as follows:

Product Sales			
Pumps and valves		4,784,581,859	4,064,019,022
Castings		926,559,694	789,670,194
		5,711,141,553	4,853,689,216
Services		828,910,268	814,005,251
Project sales - revenue recognized over time		44,307,684	107,836,988
		6,584,359,505	5,775,531,455

25.3 The following aggregated amounts of transaction prices relate to the performance obligations from existing contracts that are unsatisfied or partially unsatisfied as at December 31, 2025:

	2026 Rupees	2027 Rupees	2028 Rupees	Total Rupees
Revenue expected to be recognised	230,000,000	100,000,000	60,000,000	390,000,000

26 Cost of sales

	Note	2025 Rupees	2024 Rupees
Raw material consumed		3,309,671,035	2,733,121,741
Salaries, wages, amenities and staff welfare	26.1	470,425,623	431,773,820
Staff training		1,427,190	647,262
Electricity and power		178,479,964	217,815,494
Stores and spares consumed		477,999,336	426,879,220
Insurance		8,960,729	25,818,737
Travelling and conveyance		82,064,903	83,040,272
Postage and telephone		5,401,642	5,989,406
Printing and stationery		5,072,735	2,899,998
Rent, rates and taxes		5,938,098	6,850,507
Repairs and maintenance		44,027,210	51,554,054
Legal & professional charges		1,386,070	7,793,052
SAP user license fee & other IT services		93,867,847	71,945,655
Packing expenses		56,963,489	43,754,788
Outsourced services		546,494,240	478,392,132
Depreciation on property, plant and equipment	14.2	169,188,721	151,092,892
Provision for obsolete stores & stocks	20.2	2,664,985	-
Amortization of intangible assets	16.1.1	186,853	15,571

Warranties		17,377,084	20,455,708
Other expenses		11,027,720	14,247,404
		5,488,625,474	4,774,087,713
Opening work-in-process		622,468,650	510,026,948
Less: Closing work-in-process		1,097,781,748	622,468,650
Less: Increase in work-in-process		(475,313,098)	(112,441,702)
Cost of goods manufactured		5,013,312,376	4,661,646,011
Opening stock of finished goods		146,032,116	78,222,721
Less: Closing stock of finished goods		142,745,602	146,032,116
Less: Increase in finished goods		3,286,514	(67,809,395)
		5,016,598,890	4,593,836,616

26.1 Salaries, wages, amenities and staff welfare

Salaries, wages, amenities and staff welfare include following in respect of retirement and other benefits:

	Note	2025 Rupees	2024 Rupees
Gratuity fund			
Current service cost		12,695,118	10,309,802
Interest cost		11,924,818	12,414,352
Expected return on plan assets		(10,749,209)	(11,446,154)
		13,870,727	11,278,000
Ex-gratia			
Current service cost		863,669	824,421
Interest cost		1,901,425	2,506,770
		2,765,094	3,331,191
Accumulated compensated absences			
Current service cost		484,068	547,291
Interest cost		3,502,431	3,398,152
Actuarial loss arising on present value of defined benefit obligation		86,664	6,538,631
		4,073,163	10,484,074

26.1.1 In addition to above, salaries, wages, amenities and staff welfare include Rs 14.98 million (2024: Rs 11.81 million) in respect of provident fund contribution by the Company.

27 Distribution and marketing expenses

	Note	2025 Rupees	2024 Rupees
Salaries, wages, amenities and staff welfare	27.1	284,204,831	260,969,212
Staff training		186,612	131,250
Insurance		696,946	2,008,124
Travelling, conveyance and representations		54,172,057	55,270,027

Rent, rates and taxes		7,613,035	9,968,393
Publicity charges		11,043,867	9,917,946
Electricity, gas and water		5,929,906	5,012,507
Postage and telephone		2,513,108	2,593,547
Printing and stationery		5,584,781	1,658,915
Repairs and maintenance		12,230,523	9,329,486
Legal and professional charges			5,139,113
SAP user license fee and other IT services		40,390,640	30,957,683
Contract services		14,653,500	10,910,150
Forwarding expenses		84,661,081	58,254,071
Depreciation on property, plant and equipment	14.2	7,881,180	6,350,575
Royalty and trademark	27.2	51,994,455	48,226,142
Other expenses		5,786,295	5,022,912
		589,542,817	521,720,053

27.1 Salaries, wages, amenities and staff welfare

Salaries, wages, amenities and staff welfare include following in respect of retirement and other benefits:

	Note	2025 Rupees	2024 Rupees
Gratuity fund			
Current service cost		7,671,781	6,230,312
Interest cost		7,206,282	7,502,471
Expected return on plan assets		(6,495,850)	(6,917,317)
		8,382,213	6,815,466
Accumulated compensated absences			
Current service cost		292,483	330,684
Interest cost		2,116,736	2,053,714
Actuarial loss arising on present value of defined benefit obligation		52,377	3,951,722
		2,461,596	6,336,120

27.1.1 In addition to above, salaries, wages, amenities and staff welfare include Rs 10.03 million (2024: Rs 9.88million) in respect of provident fund contribution by the Company.

27.2 This represents amount due to KSB SE & Co. KGaA, having its registered office situated at 67227 Johann-Klein-Street 09, Frankenthal, Germany, on account of royalty and trademark fee. Under the trademark agreement KSB SE & Co. KGaA grants exclusive rights to the Company for use of its brand name with certain terms and conditions.

28. Administration expenses

	Note	2025 Rupees	2024 Rupees
Salaries, wages, amenities and staff welfare	28.1	208,240,467	184,877,890
Staff training		1,068,355	3,205,083
Insurance		298,691	860,624
Travelling, conveyance and representations		36,178,855	32,780,034
Rent, rates and taxes		636,062	576,003
Electricity, gas and water		6,879,536	3,681,429

Postage and telephone		9,253,066	9,137,348
Printing and stationery		4,736,462	2,105,880
Repairs and maintenance		19,970,088	8,660,124
Contract services		11,641,278	9,389,487
Regional service charges		40,730,331	24,931,078
Legal and professional charges	28.2	39,492,442	23,466,790
SAP user licence fee & other IT services		27,304,072	20,927,394
Depreciation on property, plant and equipment	14.2	17,108,034	16,049,434
Amortization of Intangible assets	16.1.1	803,370	406,218
Other expenses		16,809,215	9,851,176
		441,150,324	350,905,992

28.1 Salaries, wages, amenities and staff welfare

Salaries, wages, amenities and staff welfare include following in respect of retirement and other benefits:

	Note	2025 Rupees	2024 Rupees
Gratuity fund			
Current service cost		5,436,849	4,415,307
Interest cost		5,106,959	5,316,704
Expected return on plan assets		(4,603,489)	(4,902,044)
		5,940,319	4,829,967
Accumulated compensated absences			
Current service cost		207,297	234,372
Interest cost		1,500,010	1,455,350
Actuarial loss arising on present value of defined benefit obligation		37,116	2,800,352
		1,744,423	4,490,074

28.1.1 In addition to above, salaries, wages, amenities and staff welfare include Rs 8.210 million (2024: Rs 6.996 million) in respect of provident fund contribution by the Company.

28.2 Audit and taxation services

	Note	2025 Rupees	2024 Rupees
The professional services include the following amounts relating to audit and taxation services:			
Statutory audit		4,500,000	1,886,598
Review of half yearly financial statements		750,000	614,250
Audit of funds, consolidation forms and sundry services		-	1,540,350
Taxation services		-	413,965
Out of pocket expenses		650,000	585,763
		5,900,000	5,040,926

29. Other operating expenses

Workers' profits participation fund		14,924,180	7,657,026
Workers' welfare fund		5,671,188	2,909,670
Donations		65,000	-
Exchange loss - net		79,481,049	-
		100,141,417	10,566,696

30 Other income

	Note	2025 Rupees	2024 Rupees
Income from financial assets - Non-Shariah compliant			
Profit on bank accounts		14,870,080	8,284,009
Income from financial assets - Shariah compliant			
Profit on TDRs	30.1	2,065,589	3,615,104
Exchange gain - net		-	10,019,286
		16,935,669	21,918,399
Income from non-financial assets - Shariah compliant			
Indenting commission		3,109,489	18,352,742
Sale of scrap		19,757,511	51,223,793
Gain on disposal of property, plant and equipment		28,572,758	3,255,832
Liabilities no longer payable written back		54,045,404	
Sundry income		12,313,075	39,610,135
		117,798,237	112,442,502
		134,733,906	134,360,901

30.1 This includes profit earned on Shariah complaint Term deposit receipts amounting to Rs 2.07 million (2024: Rs 3.62 million).

31 Finance cost

	Note	2025 Rupees	2024 Rupees
Mark-up on short term finances - secured	31.1	-	154,460,972
Profit on Islamic mode of financing	31.2	-	120,053,201
Interest on workers' profit participation fund	8.2	553,368	-
Bank and other charges		19,785,299	20,594,000
		20,338,667	295,108,173

31.1 This represents mark-up paid under conventional mode of financing arrangements.

31.2 This represents profit paid under Islamic mode of financing arrangements.

32 Levy and Taxation

	Note	2025 Rupees	2024 Rupees
Levy			
- Minimum Tax		26,835,930	47,956,594
- Final Tax		31,095	183,527
		26,867,025	48,140,121
Income Tax expense			
- Current year		116,078,630	24,237,549
-Deferred tax		(75,365,216)	14,282,050
		40,713,414	38,519,599
		67,580,439	86,659,720

32.1 Tax expense on items recognized in other comprehensive loss

Remeasurements of defined benefit liability		1,167,981	1,186,814
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32.2 This represents portion of minimum tax paid under section 113 of Income Tax Ordinance (ITO, 2001), representing levy in terms of requirements of IFRIC 21/IAS 37.

32.3 Relationship between tax expense and accounting profit

	2025	2024
Profit before Tax	250,926,133	94,433,694
Applicable tax rate	29.00%	29.00%
Tax calculated at the rate of 29% (2024 : 29%)	72,768,579	27,385,771
Effect of Super Tax @10% (2024: N/A)	60,610,066	-
Effect of previously unrecognized business losses adjusted	(69,712,312)	(35,899,167)
Effect of deferred tax recognized on b/f depreciation losses	(50,557,221)	-
Effect of minimum tax in excess of normal tax	26,835,930	47,956,594
Permanent differences and others	768,372	(923,599)
Average tax expense charged to the statement of profit or loss	40,713,414	38,519,599

32.4 Reconciliation between current tax and levy

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

	Note	2025 Rupees	2024 Rupees
Current tax liability for the year as per applicable laws		142,945,655	72,377,670
Less:			
Portion of current tax liability as per tax laws, representing income tax under IAS 12		116,078,630	24,237,549
Portion of current tax liability as per tax laws, representing levy in terms of requirements of IFRIC 21/ IAS 37		26,867,025	48,140,121
		-	-

33 Earnings per share - Basic and Diluted

Basic and diluted earnings per share are same because the Company has not issued any convertible bonds, convertible preference shares, options, warrants or employee share options. Thus, earnings per share of the Company are as follows:

33.1 Basic and diluted earnings per share		Note	2025 Rupees	2024 Rupees
Profit for the year	Rupees		210,212,719	55,914,095
Weighted average number of ordinary shares	Numbers		30,900,000	19,585,919
Earnings per share	Rupees		6.80	2.85

34 Cash generated from operations		Note	2025 Rupees	2024 Rupees
Profit before levy and taxation			277,793,156	142,573,815
Adjustment for:				
Depreciation of property, plant and equipment	14.2		194,177,935	173,492,901
Amortization of intangible assets	16.1.1		990,223	421,789
Provision/(Reversal) of allowance for expected credit losses			273,528,140	(4,818,989)
Gain on sale of property, plant and equipment	30		(28,572,758)	(3,255,832)
Provision for obsolete and slow moving stock	20.2		(2,664,985)	-
Exchange loss / (gain) - net	29 & 30		79,481,049	(10,019,286)
Finance cost	31		20,338,668	295,108,173
Provision for employees' retirement benefits			39,237,535	47,564,892
Working capital changes	34.1		(439,141,755)	(274,368,377)
			415,167,208	366,699,086

34.1 Working capital changes

		Note	2025 Rupees	2024 Rupees
Decrease / (increase) in current assets:				
Decrease / (increase) in current assets:				
Stores, spares and loose tools			36,692,605	(57,156,925)
Accrued finance cost			(20,338,668)	(397,776,914)
Stock-in-trade			(1,641,111,593)	(632,557,254)
Trade debts			(148,243,235)	(28,438,928)
Contract asset			6,891,274	37,313,095
Advances, deposits, prepayments and other receivables			(397,449,180)	(115,343,968)
			(2,163,558,797)	(1,193,960,894)
(Decrease) / increase in current liabilities:				
Trade and other payables			1,485,499,730	574,247,655
Contract liabilities			234,929,921	314,479,223
Due to provident fund			(3,493,689)	956,983
Provisions for other liabilities and charges			7,481,080	29,908,656
			1,724,417,042	919,592,517
			(439,141,755)	(274,368,377)

39.1 Transactions with related parties

		Note	2025 Rupees	2024 Rupees
Relationship with the Company	Nature of Transactions			
Holding Company	Sale of products		179,152,088	164,683,362
	Purchase of products		1,030,921,454	649,585,252
	Commission income		888,712	11,114,307
	Royalty and Trademark		51,994,456	48,226,142
	SAP user fee		161,562,559	123,830,732
Associated Companies	Sale of products		1,706,901,225	1,347,213,091
	Purchase of products		322,023,660	327,886,184
	Commission income		2,220,777	7,238,435
	Regional service cost		40,730,331	24,931,078
Staff retirement benefits	Expense charged in respect of			
	Ex-gratia scheme	7.1	2,765,094	3,331,191
	Gratuity fund	7.2	28,193,258	22,923,433
	Accumulated compensated absences	7.3	8,279,183	21,310,268
	Provident fund		33,446,455	28,709,528

39.2 Related parties incorporated outside Pakistan

Information about the related parties incorporated outside Pakistan with whom the Company had entered into transactions during the year is as follows:

39.2.1 Associated Companies

Name of Company	Country of incorporation	Basis of Association	Aggregate percentage of shareholding
KSB SE & Co. KGaA	Germany	Holding Company	72.54%
KSB Service LLC	United Arab Emirates	Common Control	Nil
KSB Pumps Inc.	Canada	Common Control	Nil
KSB BV	Netherlands	Common Control	Nil
KSB Pumps Co. Ltd.	Thailand	Common Control	Nil
KSB-Pumpy+Armatyry s.r.o., Koncern		Common Control	Nil
KSB Pumps Arabia Ltd.	Saudi Arabia	Common Control	Nil
KSB Taiwan Co., Ltd.	Taiwan	Common Control	Nil
KSB Hungary Kft.	Hungary	Common Control	Nil
KSB Limited	Great Britain	Common Control	Nil
KSB Pompy I Armatyry Sp. z o.o	Poland	Common Control	Nil
KSB Service GmbH	Germany	Common Control	Nil
KSB-Pompa, Armatür Sanayi	Turkey	Common Control	Nil
KSB Philippines, Inc.	Philippines	Common Control	Nil
PT. KSB Indonesia	Indonesia	Common Control	Nil

Name of Company	Country of incorporation	Basis of Association	Aggregate percentage of shareholding
KSB Italia S.p.A.	Italy	Common Control	Nil
KSB Pumps and Valves (Pty) Ltd.	South Africa	Common Control	Nil
KSB Chile S.A.	Chile	Common Control	Nil
KSB Australia Pty Ltd	Australia	Common Control	Nil
KSB Sverige AB	Sweden	Common Control	Nil
KSB Singapore	Singapore	Common Control	Nil
KSB Middle East FZE	United Arab Emirates	Common Control	Nil
KSB Algérie Eurl	Algeria	Common Control	Nil
KSB Malaysia Pumps & Valves Sdn Bhd	Malaysia	Common Control	Nil
KSB Pumps and valves L.t.d.	Slovenia	Common Control	Nil
KSB Vietnam Co., Ltd.	Vietnam	Common Control	Nil
KSB SA Chateouroux France	France	Common Control	Nil
KSB S.A.S.	France	Common Control	Nil
KSB Shanghai Pump Co., LTD	China	Common Control	Nil
KSB ITUR Spain S.A.	Spain	Common Control	Nil
KSB Bombas Hidraulicas S.A.	Brazil	Common Control	Nil
Dalian KSB Amr'l	China	Common Control	Nil
KSB Valves (Changzhou) Co.,Ltd.	China	Common Control	Nil
KSB Australia Pty Ltd	Australia	Common Control	Nil
KSB Bolivia S.R.L.	Bolivia	Common Control	Nil

40 Remuneration of Chief Executive, Directors and Executives

40.1 The aggregate amount charged in the financial statements for the year for remuneration, including certain benefits, to the Chief Executive, full time working Director and Executives of the Company is as follows:

	Chief Executive		Executives	
	2025 Rupees	2024 Rupees	2025 Rupees	2024 Rupees
Managerial remuneration				
Short term employee benefits				
Managerial remuneration	42,336,000	35,280,000	189,126,124	183,499,452
Bonus / sales incentive	16,553,280	14,602,000	39,300,902	37,856,992
Leave fare assistance	3,528,000	2,940,000	17,068,196	15,291,621
House rent	-	-	85,106,767	82,574,756
Utilities	1,950,467	1,900,710	18,912,661	18,350,000
Medical and other expenses	2,360,920	2,323,084	29,231,502	25,960,914
	66,728,667	57,045,794	378,746,152	363,533,735
Post employment benefits				
Contribution to gratuity and provident fund	7,761,600	6,468,000	34,673,123	33,641,566
	74,490,267	63,513,794	413,419,275	397,175,301
Number of persons	1	1	81	84

- 40.2** The Company also provides its Chief Executive and some of its Executives, Company maintained cars and mobile phones.
- 40.3** Furthermore, the Company provides security guards, insurance and leave fare assistance benefits to the Chief Executive Officer of the Company.
- 40.4** Bonus was paid to the Chief Executive Officer amounting to Rs 16.55 million (2024: Rs 14.6 million million), which was duly approved by the Board of Directors of the Company.
- 40.5** The company has charged Rs. 1.10 million (2024: Rs. 1.06 million) to the directors as fee for attending board and Committee meetings.

41 Financial risk management objectives and policies

41.1 Financial risk factors

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, other price risk and interest rate risk), credit risk and liquidity risk. The Company's overall risk management program focuses on the unpredictability of financial markets and seeks to minimize potential adverse effects on the financial performance.

Risk management is carried out by the Board of Directors (the Board). The Board has the overall responsibility for the establishment of a financial risk governance frame work. They provide assurance that the financial risk-taking activities are governed by appropriate policies and procedures and that financial risks are identified, measured and managed in accordance with the Company's risk management policies.

The Company's overall risk management procedures to minimise the potential adverse effects of financial market on the Company's performance are as follows:

41.1.1 Market risk

41.1.1.1 Foreign exchange risk

Foreign exchange risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

The Company operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar and the Euro. Foreign exchange risk arises from future commercial transactions and recognized assets and liabilities.

	2025	2024
Trade and other payables - AED	(58,268)	(43,304)
Net exposure - AED	(58,268)	(43,304)
Trade debts - USD	2,050,883	1,244,367
Trade and other payables - USD	(4,024,446)	(1,667,786)
Net exposure - USD	(1,973,563)	(423,419)
Trade and other payables - CNY	(3,672,394)	(1,287,079)
Net exposure - CNY	(3,672,394)	(1,287,079)

	2025	2024
Trade debts - EURO	532,569	536,268
Trade and other payables - EURO	(3,374,823)	(2,646,134)
Net exposure - EURO	(2,842,254)	(2,109,866)
Trade and other payables - CAD	-	-
Net exposure - CAD	-	-
Trade and other payables - GBP	(2,132)	428
Net exposure - GBP	(2,132)	428

The following significant exchange rates were applied during the year:

Rupees per AED	2025 Rupees	2024 Rupees
Average rate	76.54	75.82
Reporting date rate	76.27	76.53

If the functional currency, at reporting date, had fluctuated by 5% against the AED with all other variables held constant, the impact on profit after tax for the year would have been Rs 157,765 (2024: Rs 117,648) higher/ lower, mainly as a result of exchange gains/ losses on translation of foreign exchange denominated financial instruments. Currency risk sensitivity to foreign exchange movements has been calculated on a symmetric basis.

Rupees per USD	2025 Rupees	2024 Rupees
Average rate	281.14	278.50
Reporting date rate	280.12	278.85

If the functional currency, at reporting date, had fluctuated by 5% against the USD with all other variables held constant, the impact on profit after tax for the year would have been Rs. 40.02 million (2024: Rs 16.51 million) higher/ lower, mainly as a result of exchange gains/ losses on translation of foreign exchange denominated financial instruments. Currency risk sensitivity to foreign exchange movements has been calculated on a symmetric basis.

Rupees per CNY	2025 Rupees	2024 Rupees
Average rate	39.21	38.67
Reporting date rate	40.07	38.19

If the functional currency, at reporting date, had fluctuated by 5% against the CNY with all other variables held constant, the impact on profit after tax for the year would have been Rs 5.22 million (2024: Rs 1.74 million) higher/ lower, mainly as a result of exchange gains/ losses on translation of foreign exchange denominated financial instruments. Currency risk sensitivity to foreign exchange movements has been calculated on a symmetric basis.

Rupees per EURO	2025 Rupees	2024 Rupees
Average rate	317.88	300.24
Reporting date rate	328.85	289.66

If the functional currency, at reporting date, had fluctuated by 5% against the Euro with all other variables held constant, the impact on profit after tax for the year would have been Rs 34.59 million (2024: Rs 27.21 million) higher/ lower, mainly as a result of exchange gains/ losses on translation of foreign exchange denominated financial instruments. Currency risk sensitivity to foreign exchange movements has been calculated on a symmetric basis.

Rupees per GBP	2025 Rupees	2024 Rupees
Average rate	370.58	354.84
Reporting date rate	377.17	348.64

If the functional currency, at reporting date, had fluctuated by 5% against the GBP with all other variables held constant, the impact on profit after tax for the year would have been Rs 28,546 (2024: Rs.(5,297) higher/ lower, mainly as a result of exchange gains/ losses on translation of foreign exchange denominated financial instruments. Currency risk sensitivity to foreign exchange movements has been calculated on a symmetric basis.

41.1.1.2 Other price risk

Other price risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market. The Company is not exposed to equity price risk since there are no investments in equity securities. The Company is also not exposed to commodity price risk since it has a diverse portfolio of commodity suppliers.

41.1.1.3 Interest rate risk

Interest rate risk represents 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 has no significant long term interest-bearing assets, long term and short term borrowings. The Company's interest rate risk arises mainly from variable rate bank balances which expose the Company to cash flow interest rate risk.

At the reporting date the interest rate profile of the Company's significant interest bearing financial instruments was as follows:

	Effective rate		Carrying amount	
	2025	2024	2025	2024
	--- (Percentage) ---		Rupees	Rupees
Variable rate instruments				
Financial assets				
Bank balances - saving	9% to 11.5%	13.5% to 20.5%	324,984,556	162,176,364
Fixed rate instruments				
Financial assets				
Term deposit receipt	6.11% to 8.32%	10.04% to 9.02%	20,000,000	20,000,000

Fair value sensitivity analysis for variable rate instruments

A change of 100 basis points in interest rates at the reporting date would have increased / (decreased) profit after tax for the year by the amounts shown below. This analysis assumes that all other variables, in particular foreign currency rates, remain constant.

	Effect on profit after taxation	
	2025 Rupees	2024 Rupees
Increase of 100 basis points	2,307,390	1,151,452
Decrease of 100 basis points	(2,307,390)	(1,151,452)

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

Fair value sensitivity analysis for fixed rate instruments

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

41.1.2 Credit risk

Credit risk represents the risk of financial loss being caused if counter party fails to discharge an obligation. Credit risk arises from deposits with banks and other receivables.

Credit risk of the Company arises from cash and cash equivalents with banks and financial institutions and deposits, as well as credit exposures to customers, including outstanding receivables. The management assesses the credit quality of the customers, taking into account their financial position, past experience and other factors. Individual risk limits are set based on internal or external ratings in accordance with limits set by the Board. The utilization of credit limits is regularly monitored and major sales to retail customers are settled in cash. For banks and financial institutions, only independently rated parties with a strong credit rating are accepted.

41.1.2.1 Exposure to credit risk

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at the reporting date was as follows:

	Note	2025 Rupees	2024 Rupees
Financial assets at amortized cost - unsecured			
Long term loan to employees		7,082,994	3,952,580
Trade debts - unsecured		1,920,748,957	1,974,348,090
Contract assets		565,435,711	566,560,517
Deposits and other receivables		77,237,913	77,036,131
Bank balances		394,622,773	524,547,300
		2,570,505,575	2,621,897,318

41.1.2.2 Concentration risk

Concentration of credit risk exists when the changes in economic or industry factors similarly affect groups of counterparties whose aggregate credit exposure is significant in relation to the Company's total credit exposure. The Company's portfolio of financial assets is limited to certain sectors, however all transactions are entered into with credit-worthy counterparties there-by mitigating any significant concentrations of credit risk.

The Company identified classification of credit risk by reference to type of counter party. Maximum exposure to credit risk by type of counter party is as follows:

	Note	2025 Rupees	2024 Rupees
Customers		2,486,184,668	2,540,908,607
Others		84,320,907	80,988,711
		<u>2,570,505,575</u>	<u>2,621,897,318</u>

Impairment of financial assets

The Company's financial assets including bank balances, loans, deposits and other receivables are also subject to the impairment requirements of IFRS-9. The Company has not recognized an expected credit loss allowance on loan to employees and cash and bank balances as at 31 December 2025 (2024: Nil) as the impact was immaterial.

During the year ended December 31, 2025, the Company recorded net impairment (gain)/losses on financial assets amounting to Rs 272.87 million (2024: Rs (4.74) million). The breakup of impairment loss is as follows:

	Note	2025 Rupees	2024 Rupees
(Reversal)/Loss allowance on trade debts			
Loss / (Reversal) allowance on trade debts	21.2	267,761,672	(31,504,306)
Loss allowance on contract assets	22.1	5,766,468	26,685,317
(Reversal) / Provision charged against trade deposits	23	(662,975)	79,869
		<u>272,865,165</u>	<u>(4,739,120)</u>

41.1.2.1.1 Counterparties without external credit ratings

The age of trade debts and related impairment loss at statement of financial position date is as follows:

The aging of trade debts other than related party was determined as follows:

	2025			2024		
	Expected loss rate %	Gross carrying amount Rupees	Loss Allowance Rupees	Expected loss rate %	Gross carrying amount Rupees	Loss Allowance Rupees
Not yet overdue	0.52%	89,926,478	565,706	2.51%	116,388,789	2,925,687
0 - 30 days	0.60%	266,061,877	1,591,873	3.01%	396,706,675	11,957,401
31 - 90 days	0.99%	105,145,638	1,038,865	2.31%	234,556,035	5,417,828
91 - 180 days	6.05%	29,953,565	1,813,087	5.20%	79,080,982	4,113,670
181 - 360 days	11.77%	288,785,031	33,990,282	2.54%	36,471,205	925,245
over 360 days	69.00%	580,758,594	400,144,735	25.10%	606,280,883	152,165,312
		<u>1,360,631,183</u>	<u>439,144,548</u>		<u>1,469,484,569</u>	<u>177,505,143</u>

The aging of trade debts other than related party was determined as follows:

	2025	2024
	Gross carrying Rupees	Amount Rupees
Not yet overdue	503,567,483	317,386,897
0 - 30 days	116,362,166	55,113,804
31 - 90 days	1,413,310	116,072,877
91 - 180 days	121,792,079	8,581,099
181 - 360 days	5,814,399	251,457
over 360 days	1,121,971	7,457,388
	750,071,408	504,863,522

The related party balances have not been impaired since these are expected to be recovered within next six months and there is no history of default against these balances. Consequently, no loss allowance has been recorded in the financial statements.

41.1.2.1.2 The age of loans, deposits and other receivables and related impairment loss at statement of financial position date is as follows:

	2025 Rupees	2024 Rupees
The age of loans, deposits and other receivables		
- Past due 0 - 180 days	9,969,944	10,922,298
- Past due 181 - 365 days	35,197,605	32,710,580
- Over 365 days	39,153,358	37,355,833
	84,320,907	80,988,711
The age of impairment loss against loans, deposits and other receivables		
- Over 365 days	21,447,846	21,507,846
	21,447,846	21,507,846
The age of loans, deposits and other receivables from related parties		
- Past due 0 - 180 days	5,982,749	11,806,605
- Past due 181 - 365 days	2,574,367	1,498,093
- Over 365 days	23,310,707	22,227,961
	31,867,823	35,532,659

41.1.2.1.3 Credit quality of major financial assets

The credit quality of major financial assets that are neither past due nor impaired can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rate:

	Rating		Rating Agency	2025	2024
	Short term	Long term		Rupees	Rupees
National Bank of Pakistan	A1+	AAA	VIS	83,687	357,657
MCB Bank Limited	A1+	AAA	PACRA	12,393,687	18,043,840
Meezan Bank Limited	A1+	AAA	PACRA	31,363,283	28,431,393
United Bank Limited	A1+	AAA	VIS	476,862	439,222
Deutsche Bank A.G.	A-2	A-	S&P's	8,136,703	1,027,915
Habib Bank Limited	A1+	AAA	VIS	301,188,546	136,013,492
Bank Islami Limited	A1	AA-	PACRA	35,752,642	297,432,518
Bank of Punjab	A1+	AA+	PACRA	609,091	1,606,207
Bank Al-Habib	A1+	AAA	PACRA	2,923,330	39,941,639
Allied Bank Limited	A1+	AAA	PACRA	475,088	30,201
Bank AL Falah Limited	A1+	AAA	PACRA	1,223,216	1,223,216
				394,626,135	524,547,300

Due to the Company's long standing business relationships with these counterparties and after giving due consideration to their strong financial standing, management does not expect non-performance by these counterparties on their obligations to the Company. Accordingly, the credit risk is minimal.

41.1.3 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, the availability of funding through an adequate amount of committed credit facilities. Due to the dynamic nature of the Company's businesses, the Company's finance department maintains flexibility in funding by maintaining availability under committed credit lines.

Management monitors the forecasts of the Company's cash and cash equivalents on the basis of expected cash flow. This is generally carried out in accordance with practice and limits set by the Company. These limits vary by location to take into account the liquidity of the market in which the entity operates. In addition, the Company's liquidity management policy involves projecting cash flows in each quarter and considering the level of liquid assets necessary to meet its liabilities; monitoring statement of financial position 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 statement of financial position to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows as the impact of discounting is not significant.

The following are the contractual maturities of financial liabilities as at December 31, 2025

	Carrying amount	Contractual Cashflows	0-6 months	6-12 months	more than 12 months
	Rupees	Rupees	Rupees	Rupees	Rupees
Trade and other payables	4,034,022,767	4,034,022,767	4,034,022,767	-	-
Unclaimed dividends	10,532,545	10,532,545	10,532,545	-	-
	4,044,555,312	4,044,555,312	4,044,555,312	-	-

The following are the contractual maturities of financial liabilities as at December 31, 2024:

	Carrying amount	Contractual Cashflows	0-6 months	6-12 months	more than 12 months
	Rupees	Rupees	Rupees	Rupees	Rupees
Trade and other payables	2,469,041,988	2,469,041,988	2,469,041,988	-	-
Unclaimed dividends	10,532,545	10,532,545	10,532,545	-	-
	2,479,574,533	2,479,574,533	2,479,574,533	-	-

41.2 Fair values of financial assets and liabilities

The carrying values of all financial assets and liabilities reflected in the financial statements approximate their fair values. Fair value is determined on the basis of objective evidence at each reporting date.

41.3 Financial instruments by categories

	Financial assets at amortized cost	
	2025 Rupees	2024 Rupees
Assets as per statement of financial position		
Long term loans	3,508,923	1,529,059
Trade debts - unsecured	1,671,558,043	1,796,842,948
Deposits and other receivables*	590,698,787	437,550,652
Cash and bank balances	394,626,135	524,573,545
	2,660,391,888	2,760,496,204

* Other receivables including advances paid to suppliers and prepayments that are not financial assets are not included.

	Financial liabilities at amortized cost	
	2025 Rupees	2024 Rupees
Liabilities as per statement of financial position		
Trade and other payables*	4,010,517,744	2,458,225,202
Unclaimed dividends	10,532,545	10,532,545
Short term finances - secured	-	-
	4,021,050,289	2,468,757,747

41.4 Fair value estimation

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.

Specific valuation techniques used to value financial instruments include:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

As of reporting date, there are no Level 1, 2 or 3 assets or liabilities during the current year.

42 Subsequent events after reporting date

42.1 There were no other subsequent events other than those disclosed elsewhere in these financial statements.

43 Capital risk management

The primary objective of the Company's capital management is to ensure that it maintains a strong credit rating and healthy capital ratios in order to support its business and maximize shareholders' value. The Company manages its capital structure and makes adjustments to it in the light of changes in economic conditions. Capital includes ordinary share capital and reserves.

The Company monitors capital using a gearing ratio, which is total debt divided by total capital plus debt. Debt is calculated as total loans and borrowings including any finance cost thereon. Capital signifies equity as shown in the statement of financial position.

	2025 Rupees	2024 Rupees
Short term finances - secured	-	-
Accrued finance cost	153,526	153,526
Total Debt	153,526	153,526
Share capital	309,000,000	309,000,000
Reserves	3,877,374,681	3,664,302,423
Total Equity	4,186,374,681	3,973,302,423
Total equity and liability	4,186,528,207	3,973,455,949
Gearing ratio	0%	0%

44 Number of employees

	2025	2024
Number of employees at year end	283	286
Average number of employees during the year	283	297

45 Disclosure requirement for companies not engaged in Shariah non-permissible business activities

Following information has been disclosed as required under Part 1 Clause VII of the Fourth Schedule to the Companies Act, 2017 as amended via S. R. O.1278(I)/2024 dated August 15, 2024:

Description	Note	2025	2024
Statement of Financial Position - Asset Side			
Shariah Compliant Bank Deposits, Bank Balances and TDRs	24	20,000,000	20,000,000
Statement of Comprehensive Income			
Revenue earned for the year ended December 31, 2025	25	6,584,359,505	5,775,531,455
Late payments/Liquidated damages for the year ended December 31, 2025		-	1,232,210
Profit earned from Shariah-compliant Bank Deposits, Bank Balances or TDRs	30	2,065,589	3,615,104
Profit paid on Islamic mode of Financing	31	-	120,053,201
Total Interest Earned on any Conventional loan or advance	30	14,870,080	8,284,009
Source and detailed break up of other income			
Income from financial assets - Non-Shariah compliant			
Profit on bank accounts	30	14,870,080	8,284,009
Income from financial assets - Shariah compliant			
Profit on TDRs	30	2,065,589	3,615,104
Exchange gain - net	30	-	10,019,286
Income from non-financial assets - Shariah compliant			
Commission	30	3,109,489	18,352,742
Sale of scrap	30	19,757,511	51,223,793
Profit on sale of property, plant and equipment	30	28,572,758	3,255,832
Sundry income	30	12,313,075	39,610,135
Liabilities no longer payable written back	30	54,045,404	-

45.1 Relationship with Shariah Compliant Institutions:

The Company has an Islamic relationship with the following institutions:

- i) Meezan Bank Limited,
- ii) BankIslami Pakistan Limited, and
- iii) The Bank of Punjab.

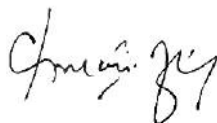
Furthermore, The company does not engage any Takaful operator for coverage; all relevant policies are secured through conventional insurance.

46 Date of authorization for issue

These financial statements were authorized for issue on March 26, 2026 by the Board of Directors of the Company.



Chief Executive Officer



Chief Financial Officer



Director

Dividend Bank Mandate Form

I, Mr. / Mrs. / Ms. _____ s/o., w/o., d/o. _____ hereby authorize KSB Pumps Company Limited to directly credit cash dividend declared by it, if any, in the below mentioned bank account:

i) Personal Information

Name of Shareholder	
Folio No./CDC Participant ID A/c. No.	
CNIC No.	
Passport No. (in case of foreign shareholder)	
Land Line Phone Number	
Cell Number	
Email Address	

ii) Bank Details

Title of Bank Account	
Name of Bank	
Branch Name & Address	
IBAN	
ISO Country Code	
IBAN Check Digit	
BBAN	
Bank Identifier	
Account Number	
SEPA Member	

Signature of shareholder

Date

KSB PUMPS COMPANY LIMITED

FORM OF PROXY ANNUAL GENERAL MEETING

The Company Secretary
 KSB Pumps Company Limited
 16/2, Sir Aga Khan Road
 Lahore-54000.

I/We of being a member of
KSB Pumps Company Limited (the Company) and holder of (No.) Ordinary shares as per
Share Register Folio No. and/or **CDC Participant I.D. No.** and **Sub Account**
No. hereby appoint of, another member of the Company having
Folio No. and/or **CDC Participant I.D. No.** and **Sub Account No.**
 (or upon failing him of having **Folio No.** and/or **CDC**
Participant I.D. No. and **Sub Account No.** as my/our proxy to attend and vote
 for me/us and on my/our behalf at the Annual General Meeting of the Company to be held on
 (date) at (time) at the registered office of the Company, (name)
 (address) and at any adjourned meeting thereof.

Signed this _____ day of _____ 2026. Signature: _____

Witnesses:

Witnesses:

1 Signature: _____ Name: _____ Address: _____ CNIC _____ or Passport No: _____	2 Signature: _____ Name: _____ Address: _____ CNIC _____ or Passport No: _____
--	--

Please affix
 Rupees Ten
 revenue stamp

Note:

1. In order to be effective, a proxy, duly stamped and signed, and the power of attorney or other authority (if any) under which it is signed or a notarially certified copy of the power of attorney or authority must be deposited at the Head Office of the Company, _____ (address) not later than 48 hours (excluding non-working days) before the time of the meeting. No person shall be appointed as a proxy who is not a member of the Company qualified to vote except that a Company/ Corporation being a member may appoint a person who is not a member for attending and voting at the meeting.
2. Shareholders and their proxies are requested to attach an attested photocopy of their CNIC or Passport with this proxy form before submission to the company.

پراکسی فارم

کمپنی سیکریٹری
کے ایس بی پیپس کمپنی لمیٹڈ

16/2 سر آغا خان روڈ، لاہور۔ 54000

میں/ہم

ساکن

بجائے رکن KSB پیپس کمپنی لمیٹڈ (دی کمپنی) اور حامل عام حصص برطابق شیئر رجسٹر فوئیو نمبر _____ اور/یا

سی ڈی سی پارٹنیشنپٹ آئی ڈی نمبر _____ اور سب اکاؤنٹ نمبر _____ بذریعہ ہذا

محترم/محترمہ _____ ساکن _____ کمپنی کے دیگر رکن حامل فوئیو نمبر _____

اور/یا سی ڈی سی پارٹنیشنپٹ آئی ڈی نمبر _____ اور سب اکاؤنٹ نمبر _____

(یا اسکی غیر موجودگی میں محترم/محترمہ _____ ساکن _____ فوئیو نمبر _____

اور/یا سی ڈی سی پارٹنیشنپٹ آئی ڈی نمبر _____ اور سب اکاؤنٹ نمبر _____

کو اپنے/ہمارے ایماہ پر مورخہ 2026ء، بجے

کمپنی کے رجسٹرڈ دفتر بمقام _____

منعقد ہونے والے سالانہ اجلاس عام میں حق رائے دہی استعمال کرنے، تقرر یا دیگر شرکت کرنے یا کسی بھی التواء کی صورت میں اپنا/ہمارا بطور مختار (پراکسی) مقرر کرتا ہوں/کرتے ہیں۔

آج بروز بتاریخ 2025ء کو میرے/ہمارے دستخط سے گواہوں کی تصدیق سے جاری ہوا۔

براہ مہربانی
دس (10 روپے)
کارسیدی ٹکٹ
چسپاں کریں

گواہان

2-

دستخط:

نام:

پتہ:

کمپیوٹرائزڈ قومی شناختی کارڈ یا پاسپورٹ نمبر:

1-

دستخط:

نام:

پتہ:

کمپیوٹرائزڈ قومی شناختی کارڈ یا پاسپورٹ نمبر:

اہم نوٹ:

- 1- تاکہ موثر ہو سکیں، باقاعدہ مہر اور دستخط شدہ پراکسی، اور پاور آف اٹارنی یا دیگر اتھارٹی (اگر کوئی ہے) جس کے نیچے دستخط کیے گئے ہوں یا پاور آف اٹارنی یا اتھارٹی کی نوٹریلی تصدیق شدہ کاپی کمپنی کے ہیڈ آفس، _____ (پتہ) پر اجلاس کے وقت سے کم از کم 48 گھنٹے (علاوہ غیر یوم کار) قبل جمع کرانا ضروری ہے۔ کسی بھی ایسے شخص کو پراکسی مقرر نہیں کیا جائے گا جو ووٹ دینے کے لئے کمپنی کا اہل رکن نہیں ہے سوائے اس کے کہ ممبر کمپنی/کارپوریشن کسی ایسے شخص کو مقرر کر سکتی ہے جو اجلاس میں شرکت اور ووٹ دینے کے لئے اہل رکن نہیں ہے۔
- 2- شیئر ہولڈرز اور ان کے پراکسیز سے درخواست ہے کہ کمپنی کو جمع کرانے سے قبل اس پراکسی فارم کے ہمراہ اپنے CNIC یا پاسپورٹ کی مصدقہ کاپی منسلک کریں۔

سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) نے اپنے نوٹیفکیشن S.R.O. 389(I)/2023 مورخہ 21 مارچ 2023ء کے ذریعے حصص داران کو سالانہ رپورٹ معنوٹس سالانہ اجلاس عام الیکٹرونیکلی بذریعہ ای میل اور ہارڈ کاپی میں وصول کرنے کا اختیار بھی فراہم کیا ہے۔ ارکان جو مستقبل میں سالانہ رپورٹس اور نوٹس سالانہ اجلاس عام الیکٹرونیکلی وصول کرنے کے خواہشمند ہیں سے درخواست ہے کہ کمپنی کی ویب سائٹ پر پڑے مجوزہ فارم پر اپنی درخواست ارسال کریں۔ الیکٹرانک ترسیل کے لئے رضامندی فارم کمپنی کی ویب سائٹ www.ksb.com.pk سے ڈاؤن لوڈ کیا جاسکتا ہے۔

9- فزیکل شیئرز کی بک انٹری شکل میں تبدیلی:

فزیکل شیئرز ہولڈنگ رکھنے والے شیئرز کسی بھی بروکر کے ہاں سی ڈی سی ڈی سی ذیلی اکاؤنٹ یا براہ راست سی ڈی سی کے ہاں سرمایہ کار اکاؤنٹ کھول سکتے ہیں تاکہ ان کے فزیکل شیئرز کو اسکرپٹ لیس شکل میں رکھا جاسکے۔ اس سے انہیں کئی طریقوں سے سہولت ملے گی جس میں محفوظ تحویل اور حصص کی فروخت جب وہ چاہیں، بھی شامل ہے، کیونکہ اسٹاک ایکسچینج کے موجودہ قواعد و ضوابط کے مطابق فزیکل حصص کی تجارت کی اجازت نہیں ہے۔ مزید برآں کمپنیز ایکٹ 2017 (ایکٹ) کے سیکشن 72 میں کہا گیا ہے کہ ہر کمپنی کو اپنے فزیکل شیئرز کو SECP کی جانب سے اعلان کردہ طریقے اور تاریخ سے بک انٹری فارم میں تبدیل کرنا ضروری ہوگا۔

KSB ہیمس کمپنی لمیٹڈ

16/2 سر آغا خان روڈ لاہور

فون (042) 36304173

فیکس (042) 36366192, 36368878

ای میل info@ksb.com.pk

NTN/NTN شیفٹ کیٹ بھیجتے وقت، جیسا بھی معاملہ ہو، کمپنی کا نام اور اپنے متعلقہ فولیو نمبروں کا حوالہ دینا ہوگا۔ کسی بھی سوال/وضاحت/معلومات کے لئے، حصص دار کمپنی، اور/یا شیئر رجسٹرار سے رابطہ کر سکتے ہیں۔

6- غیر دعویٰ دار ڈیویڈنڈ/حصص

شیئر ہولڈرز جو اپنے ڈیویڈنڈ/فزیکل حصص حاصل نہیں کر سکے ہیں انہیں ہدایت کی ہے کہ وہ اپنے غیر دعویٰ دار ڈیویڈنڈ یا حصص، اگر کوئی ہوں حاصل کرنے/کے بارے میں دریافت کے لئے ہمارے شیئر رجسٹرار سے رابطہ کریں کمپنیز ایکٹ 2017ء کی دفعہ 244 کی تعمیل میں مقررہ طریقہ کار مکمل کرنے کے بعد ایسے تمام ڈیویڈنڈ اور شیئرز جو واجب الادا اور قابل ادائیگی تاریخ سے تین (3) سال یا اس سے زائد کی مدت کے لئے واجب الادا غیر دعویٰ دار ڈیویڈنڈ کی صورت میں وفاقی حکومت کے کریڈٹ میں جمع کرائے جائیں گے اور اور حصص کی صورت میں اسے SECP کے حوالے کر دیا جائے گا۔

7- الیکٹرانک ڈیویڈنڈ مینڈیٹ

کمپنیز ایکٹ 2017 کی دفعہ 242 کے تحت تمام لسٹڈ کمپنیوں کے لیے لازمی ہے کہ وہ اپنے شیئر ہولڈرز کو نقد منافع کی ادائیگی صرف الیکٹرانک طریقے سے براہ راست اہل شیئر ہولڈرز کی جانب سے نامزد کردہ بینک اکاؤنٹ میں کریں۔

اپنے بینک اکاؤنٹ میں براہ راست ڈیویڈنڈ حاصل کرنے کے لئے، شیئر ہولڈرز کو ہدایت کی جاتی ہے سالانہ رپورٹ اور کمپنی کی ویب سائٹ پر دستیاب نقد ڈیویڈنڈ کے الیکٹرانک کریڈٹ کے لئے بینک مینڈیٹ فارم پُر کر کے اسے شناختی کارڈ کی کاپی کے ساتھ کمپنی کے شیئر رجسٹرار، فزیکل شیئرز کی صورت میں سی ڈی سی ہاؤس، 99-بی، بلاک 'بی'، ایس ایم سی ایچ ایس، مین شارع فیصل، کراچی-74400 کو بھیجیں (اگر پہلے فراہم نہیں کیا گیا ہے)۔

اگر حصص سی ڈی سی میں رکھے گئے ہیں تو، الیکٹرانک ڈیویڈنڈ مینڈیٹ فارم براہ راست شیئر ہولڈرز کے بروکرز/پارٹنیشن/سی ڈی سی اکاؤنٹ سروسز کو جمع کرانا ہوگا۔

معلومات کی عدم وصولی کی صورت میں کمپنی مقررہ تفصیلات کی فراہمی تک شیئر ہولڈرز کو ڈیویڈنڈ کی ادائیگی روکنے پر مجبور ہوگی۔

8- کمپنی کے نظر ثانی شدہ مالیاتی گوشوارے

کمپنیز ایکٹ 2017 کی دفعہ (7) 223 کے تحت درکار، کمپنی کے نظر ثانی شدہ مالیاتی گوشوارے کمپنی کی ویب سائٹ پر اپ لوڈ کیے گئے ہیں۔ S.R.O. / 2023 (I) / 389 بتاریخ 21 مارچ 2023 کے مطابق، کمپنی کے مالی گوشواروں تک ویب لنک اور کیو آر فعال کوڈ کے ذریعے بھی رسائی حاصل کی جاسکتی ہے۔

ای میل ایڈریس	موبائل نمبر	فلو نمبر / سی ڈی سی پارٹیسپنٹ آئی ڈی نمبر	CNIC / پاسپورٹ نمبر	شیر ہولڈر / پراکسی کا نام

ویڈیولنک کی تفصیلات اور لاگ ان اسنادان اراکین کے ساتھ شیر کی جائیں گی جن کی ای میلز تمام بالا کوائف کے بشمول 20 اپریل 2026 کو یا اس سے پہلے موصول ہو چکی ہوگی۔

شیر ہولڈرز، جو AGM کے ایجنڈے پر تبصرے/تجاویز بھیجنا چاہتے ہیں companysecretary@ksb.com.pk پر کمپنی کو ای میل کر سکتے ہیں اور ان پر اجلاس میں تبادلہ خیال کیا جائے گا اور اجلاس کی کارروائی کا حصہ بنایا جائے گا۔

5۔ ڈیویڈنڈز پر ود ہولڈنگ ٹیکس کی کٹوتی

حکومت پاکستان نے فنانس ایکٹ 2019 کے ذریعے انکم ٹیکس آرڈیننس 2001 میں کچھ ترامیم کی ہیں جس کے تحت کمپنیوں/بینکوں کی جانب سے ادا کیے جانے والے ڈیویڈنڈز کی رقم پر ود ہولڈنگ ٹیکس کی کٹوتی کے لیے مختلف شرحیں مقرر کی گئی ہیں۔ ٹیکس کی یہ شرحیں درج ذیل ہیں:

(الف) انکم ٹیکس گوشوارے جمع کرانے والوں کے لیے 15.0 فیصد

(ب) انکم ٹیکس گوشوارے جمع نہ کرانے والوں کے لئے 30.0 فیصد

کمپنی کو نقد ڈیویڈنڈ کی رقم پر ٹیکس کٹوتی 30 فیصد کے بجائے 15 فیصد کرنے کے قابل بنانے کے لئے تمام شیر ہولڈرز جن کے نام ایف بی آر کی ویب سائٹ پر فراہم کردہ ایکٹو ٹیکس دہندگان کی فہرست (ATL) میں درج نہیں ہیں، اس حقیقت کے باوجود کہ وہ فائلرز ہیں، کو مشورہ دیا جاتا ہے کہ وہ نقد ڈیویڈنڈ کی ادائیگی کی تاریخ سے پہلے ATL میں اپنے ناموں کا اندراج یقینی بنائیں۔ بصورت دیگر ان کے نقد ڈیویڈنڈ پر ٹیکس 15 فیصد کے بجائے 30 فیصد کی شرح سے منہا کیا جائے گا۔

جو آئٹ شیر ہولڈرز سے درخواست کی جاتی ہے کہ وہ پرنسپل شیر ہولڈرز اور جو آئٹ شیر ہولڈرز کے شیر ہولڈنگ تناسب فراہم کریں کیونکہ وہ ہولڈنگ ٹیکس کا تعین فائلر/نان فائلر اسٹیٹس پر ان کے شیر ہولڈنگ تناسب کی بنیاد پر الگ سے کیا جائے گا بصورت دیگر یہ فرض کیا جائے گا کہ شیر ہولڈرز برابر ہیں۔

سی ڈی سی اکاؤنٹ رکھنے والے کارپوریٹ شیر ہولڈرز کو اپنے متعلقہ پارٹیسپنٹ کے ہاں اپنے نیشنل ٹیکس نمبر (NTN) کو اپ ڈیٹ کرنا ضروری ہے، جبکہ فزیکل شیر ہولڈرز کو اپنے NTN شوقیٹ کی کاپی کمپنی یا کمپنی کے شیر رجسٹرار، میسرزی ڈی سی شیر رجسٹرار سروسز لمیٹڈ کو بھیجنا چاہئے۔ شیر ہولڈرز کو



<https://www.ksb.com/en-pk/investor-relations/annual-reports>

بحکم بورڈ
فیصل امان خان لودھی
کمپنی سیکرٹری

لاہور: 31 مارچ 2026ء

نوٹس:

1- کمپنی کے حصص منتقلی کھاتے 15 اپریل 2026 تا 22 اپریل 2026 تک (بشمول دونوں ایام) بند رہیں گے۔ کمپنی کے رجسٹرار، میسرز سی ڈی سی شیئرز رجسٹرار سروسز لمیٹڈ، سی ڈی سی ہاؤس، 99 بی، بلاک بی، ایس ایم سی ایچ ایس، مین شاہراہ فیصل، کراچی-74400 پر 14 اپریل 2026 کو کاروبار کے اختتام تک موصول ہونے والی منتقلیاں ٹرانسفریز کوڈ یو ایڈینڈ کی ادائیگی کے لیے بروقت تصور کی جائیں گی۔

2- اجلاس ہذا میں شرکت اور ووٹ دینے کا اہل رکن کسی دیگر رکن کو اپنا پراکسی مقرر کرنے کا اہل ہے۔ پراکسیز تا نکلہ مؤثر ہو سکیں اجلاس کے مقررہ وقت سے کم از کم 48 گھنٹے پہلے موصول ہو جانی چاہئیں۔ اگر کوئی رکن ایک سے زیادہ پراکسی مقرر کرتا ہے اور کسی رکن کی طرف سے پراکسی کے ایک سے زیادہ آلات کمپنی کے ہاں جمع کروائے جاتے ہیں تو پراکسی کے ایسے تمام آلات غیر قانونی قرار دیئے جائیں گے۔ ہر پراکسی کو اجلاس میں اسے مقرر کرنے والے رکن کی جگہ شرکت، بولنے اور ووٹ دینے کا حق ہوگا۔

3- سی ڈی سی اکاؤنٹ/ذیلی اکاؤنٹ ہولڈرز اور/یا وہ افراد جن کی سیکورٹیز گروپ اکاؤنٹ میں ہیں اور قواعد و ضوابط کے مطابق ان کی رجسٹریشن کی تفصیلات اپ لوڈ کی گئی ہیں، شناخت کے مقصد کے لئے اجلاس میں شرکت کے وقت اپنا اصل کمپیوٹرائزڈ قومی شناختی کارڈ (سی این آئی سی) یا اصل پاسپورٹ پیش کرنا ہوگا۔

کارپوریٹ ادارہ کی صورت میں، بورڈ آف ڈائریکٹرز کی قرارداد/پاور آف اٹارنی جس پر نامزد کے نمونہ دستخط ہوں، اجلاس کے وقت پیش کیا جائے گا۔

4- SECP کے سرکلر 4 آف 2021 مورخہ 15 فروری 2021 کے مطابق، کمپنی AGM میں شرکت کے لئے ووڈ یولنک سہولت فراہم کر رہی ہے۔ یہ سہولت مقررہ مقام پر فزیکل AGM کے انعقاد کے علاوہ ہے۔ ممبران یا ان کے پراکسی ہولڈرز، جو ووڈ یولنک کے ذریعے AGM میں شرکت کے خواہاں ہیں، وہ اپنے مؤثر CNIC / پاسپورٹ (دونوں اطراف) کی کاپی، بورڈ کی قرارداد، یا مختار نامہ جو قابل اطلاق ہو کے ہمراہ مندرجہ ذیل معلومات 21 اپریل 2025ء بروز سوموار کاروبار کے اختتام تک companysecretary@ksb.com.pk پر ای میل کے ذریعے بھیج کر خود کو رجسٹر کروائیں۔

سالانہ اجلاس عام کی اطلاع

بذریعہ نوٹس ہذا ممبران کو مطلع کیا جاتا ہے کہ KSB پیپس کمپنی لمیٹڈ (کمپنی) کا 69 واں سالانہ اجلاس عام (AGM) 22 اپریل 2026ء کو صبح 11:30 بجے کمپنی کے رجسٹرڈ دفتر 16/2 سر آغا خان روڈ، لاہور میں (فزیکل اور وچول اجلاس) مندرجہ ذیل امور کی انجام دہی کے لئے منعقد ہوگا:

عام امور:

- 1- 23 اپریل 2025 کو منعقدہ 68 ویں سالانہ اجلاس عام کی کارروائی کی توثیق کرنا۔
- 2- 31 دسمبر 2025 کو ختم ہونے والے سال کے لئے کمپنی کے نظر ثانی شدہ اکاؤنٹس اور آڈیٹرز اور ڈائریکٹرز کی رپورٹ اور اس پر چیئرمین کی جائزہ رپورٹ پر غور و خوض اور منظوری دینا۔
- سالانہ رپورٹ بشمول مالی گوشوارے اور متعلقہ رپورٹس / ڈسٹاویزات کمپنی کی ویب سائٹ پر اپ لوڈ کر دی گئی ہیں، جو درج ذیل ویب لنک اور کیو آر فعال کوڈ سے ڈاؤن لوڈ کی جاسکتی ہیں۔

<https://www.ksb.com/en-pk/investor-relations/annual-reports>

- 3- ڈائریکٹرز کی سفارش کے مطابق 31 دسمبر 2025 کو ختمہ مالی سال کے لئے 10% منافع منقسمہ کی منظوری اور اعلان کرنا۔
- 4- سال 2026 کے لیے آڈیٹرز کی تقرری اور ان کے معاوضے کا تعین کرنا۔ میسرز KPMG تاثر ہادی اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ریٹائر ہو گئے ہیں اور خود کو کمپنی کے آڈیٹرز کے طور پر دوبارہ تقرری کے لیے پیش کرتے ہیں۔
- 5- کمپنیز ایکٹ 2017 کی دفعات کے مطابق، 22 اپریل 2026 سے شروع ہونے والی تین سالہ مدت کے لیے درج ذیل ریٹائر ہونے والے ڈائریکٹرز کی جگہ، بورڈ کی جانب سے مقرر کردہ سات (7) ڈائریکٹرز کا انتخاب کرنا:

- ڈاکٹر سون بگرارٹن
- جناب عمران غنی
- جناب ڈیپٹنٹو نیوس پوٹ
- محترمہ عائشہ عزیز
- جناب آصف ملک
- جناب شاہد محمود
- جناب حسن عزیز بلگرامی

کوئی دیگر امور

چیئرمین کی اجازت سے کسی بھی دیگر امور پر غور کرنا۔

- گذشتہ چھ سالوں کا کلیدی اور مالی اعداد و شمار رپورٹ کے ہمراہ منسلک ہے۔
- فنڈز سے متعلقہ نظر ثانی شدہ حسابات پر مبنی مجموعی سود سمیت سرمایہ کاری کی قدر حسب ذیل ہے:
 - 1- پراویڈنٹ فنڈ 31 دسمبر 2025: 216.23 ملین روپے
 - 2- گریجویٹ فنڈ 31 دسمبر 2025: 163.36 ملین روپے
- ہمارے بہترین علم کے مطابق، سی ای او، ڈائریکٹرز، کمپنی سیکرٹری، سی ایف او اور ان کے زوج اور نابالغ بچوں کی طرف سے کمپنی کے حصص کی کوئی ٹریڈنگ نہیں کی گئی ہے۔

نمونہ حصص داری

31 دسمبر 2025ء کو کمپنی کے نمونہ حصص داری کی وضاحت رپورٹ کے ہمراہ منسلک ہے۔

چیف ایگزیکٹو آفیسر کی کارکردگی کا جائزہ

سی ای او کی کارکردگی کا تعین KSB گروپ کی طرف سے جدید تشخیصی نظام کے ذریعے کیا جاتا ہے۔ تشخیص KSB اقدار سمیت مالی اور غیر مالی پیرامیٹرز پر کی جاتی ہے۔

اظہار تشکر

بورڈ آف ڈائریکٹرز شیئر ہولڈرز، صارفین، سپلائرز، بینکرز، ڈیلرز، فرنیچر پارٹنرز اور ریگولیٹری اداروں کا ان کے مسلسل اعتماد اور تعاون پر دلی شکر یہ ادا کرتا ہے۔

بورڈ ہماری پیرنٹ کمپنی KGSB & SEKSB، جرمنی کی قیمتی رہنمائی اور تعاون کو بھی سراہتا ہے۔ بالخصوص، بورڈ KSB پاکستان کی پوری ٹیم کی محنت، لگن اور پیشہ ورانہ صلاحیتوں کی قدر کرتا ہے، جن کی مسلسل وابستگی کمپنی کی کامیابی کو آگے بڑھا رہی ہے۔

منجانب بورڈ

Hasan Ali Khan

حسن عزیز بلگرامی
ڈائریکٹر

Imran Ghani

عمران غنی
چیف ایگزیکٹو

26 مارچ 2026ء

لاہور

نمبر شمار	نام ڈائریکٹر	حاضری کی تعداد
1	جناب آصف ملک - چیئر مین	2
2	جناب حسن عزیز بلگرامی - رکن	2
3	جناب عمران غنی - رکن	2

بورڈ کے اجلاسوں میں شرکت کے لئے ڈائریکٹرز کی معاوضہ پالیسی

- 1- کوئی ڈائریکٹر اپنا خود کا مشاہرہ تعین نہیں کرے گا۔
- 2- بورڈ کے اجلاسوں میں شرکت کے لئے باقاعدہ پیڈ مینجنگ ڈائریکٹر یا کل وقتی کام کرنے والے ڈائریکٹر کے علاوہ ہر ایک ڈائریکٹر کی اجلاس فیس بورڈ آف ڈائریکٹر کی طرف سے متعین کی جائے گی۔
- 3- مشاہرہ ویلویو ایڈیشن کی حوصلہ افزائی کے لئے کافی ہوگا۔
- 4- مشاہرہ کمپنی کو کامیابی سے چلانے کے لئے ضروری ڈائریکٹر کو اپنی طرف متوجہ کرنے اور برقرار رکھنے کے لئے کافی ہوگا۔
- 5- مشاہرہ ایسی سطح پر نہیں ہوگا جو ان کی آزادی کو سلب کرنے کے قابل تصور کیا جاسکے۔
- 6- ڈائریکٹر ز اجلاس میں شرکت کے لئے سفری، بورڈنگ اور رہائشی اور دیگر اخراجات کے حقدار ہوں گے۔

کارپوریٹ اور مالیاتی رپورٹنگ فریم ورک

- کمپنی کی انتظامیہ نے مالی حسابات اور ان کی وضاحت کمپنیز ایکٹ 2017 کی توثیق میں تیار کئے ہیں۔ یہ حسابات کمپنی کے امور، آپریشنز کے نتائج، نقدی بہاؤ اور ایکویٹی میں تبدیلیوں کو منصفانہ طور پر ظاہر کرتے ہیں۔
- کمپنی کے کھاتہ جات بالکل صحیح طور سے بنائے گئے ہیں۔
- مالی حسابات کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کو تسلسل کے ساتھ لاگو کیا گیا ہے اور اکاؤنٹنگ کے تخمینہ جات مناسب اور دانشمندانہ فیصلوں پر مبنی ہیں۔
- مالی حسابات کی تیاری میں پاکستان میں لاگو بین الاقوامی اکاؤنٹنگ معیارات کی پیروی کی گئی ہے، اور کسی بھی انحراف کا موزوں انکشاف اور وضاحت کی گئی ہے۔
- اندرونی کنٹرول کے نظام کا ڈیزائن مستحکم ہے اور اسکی مؤثر طریقے سے عملدرآمد اور نگرانی کی جاتی ہے۔
- کمپنی کے گونگ کنسرن ہونے کی صلاحیت پر کوئی قابل ذکر شکوک و شبہات نہیں ہیں۔
- فہرستی قواعد و ضوابط میں تفصیلی کارپوریٹ گورننس کے بہترین عوامل سے کوئی مادی انحراف نہیں ہے۔
- قیمت کی منتقلی کے بہترین عوامل سے کوئی انحراف نہیں ہے۔

نمبر شمار	نام ڈائریکٹر	تعداد حاضری
01	ڈاکٹر سون بگارتھن	3
02	جناب عمران غنی	4
03	جناب ڈیٹر انتونیوس پوٹ	4
04	محترمہ عائشہ عزیز	4
05	جناب حسن عزیز بلگرامی	4
06	جناب شاہد محمود	4
07	جناب عاصم رفیق	4
08	جناب آصف ملک	4

آڈٹ کمیٹی

کارپوریٹ گورننس کے ضابطہء اخلاق کے نفاذ کے تحت بورڈ کی آڈٹ کمیٹی تشکیل دی گئی جو تین نان ایگزیکٹو ڈائریکٹرز پر مشتمل ہے۔ بورڈ کی آڈٹ کمیٹی کے ارکان اور ہر رکن کی حاضری حسب ذیل تھی:

نمبر شمار	نام ڈائریکٹر	حاضری کی تعداد
1	محترمہ عائشہ عزیز - چیئر پرسن	4
2	جناب ڈیٹر انتونیوس پوٹ - رکن	4
3	جناب شاہد محمود - رکن	4

سال کے دوران کمیٹی کے چار اجلاس منعقد ہوئے۔ کمیٹی نے فہرستی قواعد و ضوابط میں فراہم کی گئی ہدایات کے مطابق بورڈ آف ڈائریکٹرز کی طرف سے مقرر ریفرنس کی شرائط کا تعین کیا۔

انسانی وسائل اور معاوضے کی کمیٹی

بورڈ آف ڈائریکٹرز نے انسانی وسائل اور معاوضہ کمیٹی (ایچ آر & آر) تشکیل دی ہے، جو تین ڈائریکٹرز پر مشتمل ہے۔ HR & R کمیٹی کے ارکان اور ہر رکن کی حاضری حسب ذیل تھی:

محاسب

موجودہ محاسب، KPMG ٹاٹیر اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، ریٹائر ہو گئے اور دوبارہ تقرری کے لئے خود کو پیش کرتے ہیں۔ آڈٹ کمیٹی کی تجویز کے مطابق بورڈ آف ڈائریکٹرز نے 31 دسمبر 2026 کو ختم ہونے والے سال کے لئے کمپنی کے محاسب کے طور پر نامزد کیا ہے۔

ضابطہ اخلاق

بورڈ آف ڈائریکٹرز پہلے ہی ضابطہ اخلاق پر عمل کرتے ہیں۔ ہر سطح پر تمام ملازمین کے لئے ضابطہ اخلاق کی تعمیل لازمی ہے۔ ضابطہ اخلاق کمپنی کی ویب سائٹ پر بھی رکھ دیا گیا ہے۔

مادی تبدیلیاں

31 دسمبر 2025 تک کوئی مادی تبدیلیاں نہیں ہوئی ہیں اور کمپنی نے کوئی وعدہ نہیں کیا جو میلنس شیٹ کی تاریخ تک اس کی مالی پوزیشن کو متاثر کر سکتی ہیں۔

ہولڈنگ کمپنی

کمپنی کی ہولڈنگ کمپنی KSB SE & Co. KGaA جرمنی ہے۔

مجلسِ نظاماء

موجودہ مجلسِ نظاماء آٹھ افراد پر مشتمل ہے جس میں سے ایک خاتون ڈائریکٹر سمیت، ایک ایگزیکٹو، تین نان ایگزیکٹو، تین آزاد ڈائریکٹرز اور ایک ڈائریکٹر NIT کے نامزد ہیں۔

بورڈ کے چیئرمین سی ای او اور نان ایگزیکٹو ڈائریکٹر کے علاوہ ہیں۔

مجلسِ نظاماء کے اجلاس

سال کے دوران، بورڈ کے چار اجلاس منعقد ہوئے اور ہر ایک ڈائریکٹر کی حاضری کی تعداد حسب ذیل میں دی گئی ہے:

پمپس اور والوز کی طلب میں درج ذیل اہم شعبوں میں اضافے کی توقع ہے:

- واٹر انفراسٹرکچر اور ویسٹ واٹر ٹریٹمنٹ
 - صنعتی پیداوار
 - پیٹر و کیمیکل اور فریٹیلائزر سیکٹرز
 - میونسپل ڈولپمنٹ پروجیکٹس
- سرکاری شعبے کے انفراسٹرکچر اخراجات اور نجی شعبے کی سرمایہ کاری سے انجینئر ڈسٹریبیوٹرز کی طلب میں اضافے کی توقع ہے۔

KSB پاکستان درج ذیل امور پر توجہ جاری رکھے گا:

- بنیادی شعبوں میں مارکیٹ شیئر میں اضافہ
 - آفٹر مارکیٹ سروسز کو مضبوط بنانا
 - ایکسپورٹ ریونیو میں اضافہ
 - ڈیجیٹلائزیشن اور جدید کاری کے ذریعے آپریشنل کارکردگی کو بہتر بنانا
- مضبوط پراڈکٹ پورٹ فولیو، ماہر افرادی قوت، اور صارف مرکوز حکمت عملی کے ساتھ، کمپنی آئندہ برسوں میں پائیدار نمو حاصل کرنے کے لیے بھرپور طور پر مستعد ہے۔

تصرفات

روپے '000'	سالانہ نتائج
277,793	قبل از ٹیکس سالانہ منافع
(67,580)	ٹیکس کی فراہمی
210,213	بعد از ٹیکس منافع
2,860	دیگر مجموعی سالانہ آمدن / (نقصان)۔ ٹیکس کے بغیر
281	غیر تصرفاتی منافع جو آگے آیا
213,353	تصرفات کی دستیابی
	تصرف
182,000	عام ریزرو کے لئے منتقل
30,900	تجویز کردہ منافع منقسمہ بشرح 0.0 روپے فی شیئر
453	غیر موزوں منافع جو آگے گیا

بورڈ آف ڈائریکٹرز سب مینجمنٹ پالیسیوں کی نگرانی کرتا ہے، جبکہ فننس ڈیپارٹمنٹ گروپ گائیڈ لائنز اور ریگولیٹری تقاضوں کے مطابق ان کے نفاذ کو یقینی بناتا ہے۔

ریگولیٹری اور کمپلائنس معاملات

سال کے دوران، کمپنی کے جاری گورننس، کمپلائنس اور داخلی کنٹرول کے عمل کے تحت مختلف جائزے اور آڈٹ طریقہ کار انجام دیے گئے۔ یہ جائزے کمپنی کے شفافیت، جوابدہی اور ریگولیٹری تقاضوں کی پابندی کے عزم کے عین مطابق ہیں۔

جہاں کہیں مشاہدات یا کنٹرول میں بہتری کے مواقع سامنے آئے، وہاں مناسب اصلاحی اقدامات اور پراسیس میں بہتری کے اقدامات شروع کیے گئے تاکہ کمپنی کے گورننس اور داخلی کنٹرول فریم ورک کو مزید مضبوط بنایا جاسکے۔

بورڈ کو اس بات کا مکمل اعتماد ہے کہ کمپنی قابل اطلاق قوانین، ضوابط اور داخلی پالیسیوں کے مطابق کام جاری رکھے ہوئے ہے، اور اعلیٰ معیار کی کارپوریٹ گورننس اور اخلاقی طرز عمل برقرار رکھنے کے لیے پرعزم ہے۔

کارپوریٹ سوشل ذمہ داری - KSB کیئر

KSB کیئر اقدام کے تحت، کمپنی نے درج ذیل شعبوں میں پروگرامز کے ذریعے کمیونٹی کی ترقی میں اپنا کردار جاری رکھا:

- تعلیم اور طلبہ کی ترقی
- صحت سے متعلق آگاہی پروگرامز
- ماحولیاتی پائیداری کے اقدامات
- تکنیکی تربیت اور انٹرن شپ پروگرامز

یہ اقدامات معاشرے کے لیے طویل مدتی قدر پیدا کرنے اور پائیدار نمو کے فروغ کے لیے کمپنی کے عزم کی عکاسی کرتے ہیں۔

مستقبل کا لائحہ عمل (Future Outlook)

سال 2026 کے لیے منظر نامہ محتاط اُمید پر مبنی ہے۔

اہم اقدامات میں شامل تھے:

- منظم لیڈرشپ ڈویلپمنٹ پروگرامز
- تکنیکی تربیت اور مہارتوں میں اضافے کے اقدامات میں توسیع
- ملازمین کی شمولیت کے پلیٹ فارمز میں مسلسل بہتری
- تنوع اور شمولیت کے اقدامات کو مزید مضبوط بنانا

کمپنی نے زرننگ اینڈ ڈویلپمنٹ پروگرامز میں سرمایہ کاری جاری رکھی، تاکہ ملازمین کو بدلے ہوئے کاروباری چیلنجز کا مؤثر طور پر مقابلہ کرنے کے لیے مکمل طور پر تیار رکھا جاسکے۔

صنعتی تنخواہوں میں فرق کا بیان:

ایس ای سی پی کے سرکلر 10 آف 2024 کے تحت 31 دسمبر 2025 کو ختم ہونے والے سال کے لیے صنعتی تنخواہوں میں فرق کا حساب حسب ذیل میں دیا گیا ہے۔

- اوسط (Mean) صنعتی تنخواہ کا فرق: 28.24%
- اوسط (Median) صنعتی تنخواہ کا فرق: -0.03%

انٹرنیشنل رسک مینجمنٹ

KSB پاکستان ایک منظم انٹرنیشنل رسک مینجمنٹ (ERM) فریم ورک برقرار رکھتا ہے، جو کاروباری مقاصد کو متاثر کرنے والے ممکنہ خطرات کی نشاندہی، جائزہ اور تدارک کے لیے ڈیزائن کیا گیا ہے۔

کمپنی درج ذیل خطرات کا فعال طور پر انتظام کرتی ہے:

- مارکیٹ میں اتار چڑھاؤ
- کرنسی کی قدر میں تبدیلی
- شرح سود میں ردوبدل
- کریڈٹ ایکسپوزر
- لیکویڈٹی مینجمنٹ

معیار، ماحولیات، پیشہ ورانہ صحت اور تحفظ

KSB پاکستان کوالٹی کے اعلیٰ معیار، ماحولیاتی تحفظ، اور پیشہ ورانہ صحت اور حفاظت کو برقرار رکھنے کے لئے پُر عزم ہے۔

کمپنی ISO 9001, ISO 14001 اور ISO 45001 معیارات کے تحت تصدیق شدہ ایک مربوط مینجمنٹ سسٹم کے تحت اپنی سرگرمیاں جاری رکھے ہوئے ہے۔ ISO 50001 انرجی مینجمنٹ سرٹیفیکیشن کے حصول کے لیے تیاریوں میں بھی سال کے دوران پیش رفت ہوئی۔

باقاعدہ اندرونی اور بیرونی آڈٹس کے ذریعے پراسیسز اور مصنوعات میں مسلسل بہتری کو یقینی بنایا جاتا ہے، جبکہ عالمی KSB معیارات کے ساتھ ہم آہنگی برقرار رکھی جاتی ہے۔

ماحولیاتی نگرانی کے پروگرامز باقاعدگی سے منعقد کیے جاتے ہیں تاکہ کمپنی کی تمام سہولیات میں نیشنل انوائرنمنٹل کوالٹی (NEQ) معیارات کی تعمیل کو یقینی بنایا جاسکے۔

KSB SupremeServ

SupremeServ آفٹر مارکیٹ کاروبار نے 2025 کے دوران نمو کا سلسلہ جاری رکھا، جس کی بنیاد اسپینر پارٹس، مینٹیننس سروسز اور ریورس انجینئرنگ سروسز کی مضبوط طلب رہی۔

آئل اینڈ گیس، فرٹیلائزر اور صنعتی شعبوں میں نمایاں مواقع سامنے آئے، جبکہ کمپنی نے نان-KSB پمپس کے لیے اپنی سروس صلاحیتوں کو بھی وسعت دی۔

کمپنی کا ہدف MEA ریجن میں ریورس انجینئرنگ سروسز کے مرکز (Hub) کے طور پر اپنی پوزیشن کو مزید مضبوط بنانا ہے، جس کے تحت نئے بین الاقوامی آرڈرز حاصل کرنے اور عالمی کسٹمر بیس کو وسعت دینے پر توجہ دی جا رہی ہے۔

انسانی وسائل

ہیومن ریسورسز فنکشن سال 2025 کے دوران ٹیلنٹ ڈویلپمنٹ، ملازمین کی شمولیت، اور قیادت کی صلاحیتوں کو مضبوط بنانے پر مرکوز رہا۔

سلوشنز کے لیے نئے مواقع پیدا کیے۔

آلٹرنیٹ چینل نیٹ ورک (مجاز پارٹنرز اور ڈسٹری بیوٹرز) نے مارکیٹ کوریج کو مضبوط بنانے اور ملک بھر میں صارفین کے لیے معیاری مصنوعات کی دستیابی کو یقینی بنانے میں اہم کردار ادا کیا۔

مزید برآں، پروجیکٹس اینڈ اپیلیکیشنز ڈیپارٹمنٹ نے واٹر فلٹریشن اور ٹریٹمنٹ سلوشنز میں اپنی صلاحیتوں کو مزید مستحکم کیا، جس سے اس تیزی سے بڑھتے ہوئے شعبے میں کمپنی کی تکنیکی مہارت میں اضافہ ہوا۔

ہمارے مجاز پارٹنرز کو سال 2025 میں ہماری ای سیلز پلیٹ فارم استعمال کرنے کا موقع فراہم کیا گیا، جو ایک بڑی کامیابی ثابت ہوا؛ پہلے ہی سال میں کل فروخت کا 10% ای سیلر کے ذریعے حاصل کیا گیا۔

پیداوار

KSB پاکستان نے سال 2025 کے دوران آپریشنل برتری، کارکردگی اور ڈیجیٹلائزیشن کے لیے اپنے عزم کو برقرار رکھا۔

SAP S/4HANA سے SAP P14 کی جانب منتقلی، جو KSB جرمنی کی قیادت میں جاری ہے، سال کے دوران مزید آگے بڑھی، جس سے عالمی سسٹمز کے ساتھ انضمام میں بہتری اور آپریشنل شفافیت میں اضافہ ہوا۔

گلوبل آپریشنز اقدام کے تحت، پلانٹ کی جدید کاری اور آلات کی اپ گریڈیشن میں سرمایہ کاری "Substance Preservation" پروگرام کے تحت جاری رہی تاکہ طویل مدتی آپریشنل پائیداری کو یقینی بنایا جاسکے۔

KSB پاکستان نے ریورس انجینئرنگ کی صلاحیتوں کو بھی مزید مضبوط کیا، جس کے ذریعے ملکی اور بین الاقوامی مارکیٹس میں نان-KSB پمپس کے لیے خصوصی حل فراہم کیے گئے۔

ماحولیاتی پائیداری بدستور ایک اہم توجہ کا مرکز رہی۔ سولر ایکسیپیشن فیئر-II منصوبے کی کامیاب تکمیل کے بعد، کمپنی نے توانائی کے مؤثر استعمال اور کاربن فٹ پرنٹ میں کمی کے لیے مختلف اقدامات جاری رکھے۔

فاؤنڈری میں سینڈر ٹیکنالوجی پر پروجیکٹ ایک اہم اقدام ہے، جس نے نہ صرف لاگت میں بچت کی بلکہ پائیداری کے اہداف کے حصول میں بھی نمایاں کردار ادا کیا۔

صنعتی سرگرمیوں میں بتدریج بحالی شروع ہوئی، کیونکہ مہنگائی کے دباؤ میں کمی اور شرح سود میں نرمی دیکھنے میں آئی۔ انفراسٹرکچر کی ترقی کے اقدامات، خصوصاً پانی کے انتظام، زرعی جدید کاری، اور سی پیک فیئر-II منصوبوں نے صنعتی اور انجینئرنگ شعبوں کے لیے نئے مواقع پیدا کیے۔ مسلسل مشکلات کے باوجود، 2025 کے دوران مجموعی اقتصادی منظر نامہ معتدل حد تک بہتر ہوا۔ پائیدار طویل مدتی نمو کے لیے مسلسل ساختی اصلاحات، پالیسی میں تسلسل، اور سرمایہ کاری کے اعتماد میں بہتری ناگزیر رہے گی۔

کمپنی مالیاتی نتائج

کمپنی نے سال 2025 کے دوران مشکل معاشی ماحول کے باوجود نمایاں استقامت اور آپریشنل مضبوطی کا مظاہرہ کیا، اور آرڈر انٹیک، آمدن اور منافع میں نمایاں اضافہ حاصل کیا۔

دو سالوں کے تقابلی نتائج ذیل میں دیئے گئے ہیں:-

سال 2024 روپے، 000، میں	سال 2025 روپے، 000، میں	
5,775,531	6,584,360	فروخت
1,181,694	1,567,761	مجموعی منافع
437,682	298,131	سود اور ٹیکس سے پہلے منافع
142,574	278,793	ٹیکس سے پہلے منافع
55,914	210,213	سالانہ منافع / (نقصان)
2.85	6.80	فی شیئر آمدنی (EPS)

پیمپس اور والوز کاروبار

سال 2025 کے دوران پیمپس اینڈ والوز کا کاروبار آمدن کا بنیادی ذریعہ برقرار رہا۔ واٹر مارکیٹ، جنرل انڈسٹری، پیٹر و کیمیکل سیکٹر اور انفراسٹرکچر منصوبوں سے طلب میں اضافہ ہوا، جس کے نتیجے میں آرڈر انٹیک میں بہتری آئی۔

سرکاری شعبے کے انفراسٹرکچر اقدامات، خصوصاً پانی کی فراہمی، ویسٹ واٹر ٹریٹمنٹ اور میونسپل سروسز کے منصوبوں نے ہائی ویلیو انجینئرڈ پیمپس اور سسٹم

حصص داران کے لئے مجلس نظماء کی رپورٹ

KSB ایمپس کمپنی لمیٹڈ کے نظماء 31 دسمبر 2025 کو ختم ہونے والے سال کی سالانہ رپورٹ معہ نظر ثانی شدہ مالیاتی کھاتوں اور اس پر محاسب کی رپورٹ پیش کرتے ہوئے خوشی محسوس کرتے ہیں۔

معیشت

عالمی اقتصادی منظر نامہ:

سال 2025 میں عالمی معیشت ایک مشکل ماحول سے دوچار رہی، جس کی نمایاں خصوصیات میں مہنگائی میں بتدریج کمی، بدلتی ہوئی مانیٹری پالیسیاں، اور جغرافیائی و سیاسی غیر یقینی صورتحال شامل تھیں۔ اگرچہ کئی ترقی یافتہ معیشتوں نے مستحکم نمو برقرار رکھی، تاہم سخت مالیاتی حالات اور محتاط مالیاتی پالیسیاں سرمایہ کاری اور صارفین کے اخراجات کو متاثر کرتی رہیں۔

عالمی سپلائی چینز میں گزشتہ برسوں کے مقابلے میں بہتری آئی، جس سے تجارتی بہاؤ مستحکم ہوا اور لاجسٹک رکاوٹوں میں کمی واقع ہوئی۔ تاہم، جغرافیائی کشیدگی اور علاقائی تنازعات بدستور غیر یقینی کے عوامل رہے، جنہوں نے اجناس کی قیمتوں اور توانائی کی منڈیوں کو متاثر کیا۔

ٹیکنالوجی میں تبدیلی، خصوصاً ڈیجیٹلائزیشن، مصنوعی ذہانت، اور قابل تجدید توانائی کے شعبوں میں پیش رفت، عالمی صنعتوں میں طویل مدتی ساختی تبدیلیوں کا سبب بنتی رہی۔ گرین ٹیکنالوجیز اور انفراسٹرکچر میں سرمایہ کاری کئی معیشتوں کے لیے مرکزی توجہ رہی، جس نے صنعتی ترقی اور جدت کے نئے مواقع فراہم کیے۔

بین الاقوامی مالیاتی اداروں کے مطابق، 2025 میں عالمی جی ڈی پی کی شرح نمو معتدل رہی، جسے صارفین کی بہتر ہوتی طلب اور مہنگائی میں بتدریج استحکام کی حمایت حاصل رہی۔ اس کے باوجود، دنیا بھر کے پالیسی ساز معاشی نمو اور مالیاتی استحکام کے درمیان توازن برقرار رکھنے کی کوشش کرتے رہے۔

پاکستان کی معیشت

سال 2025 میں پاکستان کی معیشت نے گزشتہ برسوں کے مشکل میکرو اکنامک دور کے بعد بتدریج استحکام کے آثار دکھائے۔ مہنگائی میں نمایاں کمی آئی، جبکہ مالیاتی استحکام کے اقدامات اور آئی ایم ایف کی معاونت سے جاری اصلاحات نے میکرو اکنامک اشاریوں میں بہتری پیدا کی۔

زرمبادلہ کے ذخائر میں معمولی بہتری آئی، جس کی حمایت ترسیلات زر، بعض شعبوں میں برآمدات میں اضافہ، اور مالیاتی نظم و ضبط نے کی۔ تاہم، ساختی چیلنجز، جن میں توانائی کے شعبے کی غیر موثر کارکردگی، زیادہ مالیاتی لاگت، اور محدود غیر ملکی سرمایہ کاری شامل ہیں، وسیع تر معاشی نمو کی راہ میں رکاوٹ بنے رہے۔

چیئر مین کی جائزہ رپورٹ

مجھے 31 دسمبر 2025 کو ختم ہونے والے سال کے لیے چیئر مین کا جائزہ پیش کرتے ہوئے خوشی ہو رہی ہے۔

سال 2025 ایک پیچیدہ عالمی ماحول میں گزرا، جس میں مہنگائی میں تدریجی کمی، بدلتی ہوئی مانیٹری پالیسیاں اور مسلسل جغرافیائی و سیاسی غیر یقینی صورتحال شامل تھیں۔ اگرچہ سپلائی چین میں بہتری آئی، تاہم معاشی حالات محتاط رہے۔ پاکستان میں، مالیاتی نظم و ضبط اور آئی ایم ایف کی معاونت سے جاری اصلاحات کے باعث میکرو اکنامک اشاریوں میں بتدریج استحکام دیکھا گیا، تاہم زیادہ مالیاتی لاگت اور توانائی کے شعبے کی غیر موثر کارکردگی جیسی ساختی مشکلات برقرار ہیں۔

ان حالات کے تناظر میں، بورڈ کمپنی کی مجموعی کارکردگی اور اس کی استقامت سے مطمئن ہے۔ KSB پمپس کمپنی لمیٹڈ نے مضبوط مالی نتائج فراہم کیے، جن میں 8,215 ملین روپے کے آرڈرز اور 6,584 ملین روپے کی آمدن شامل ہے۔ منافع میں نمایاں بہتری آئی، اور بعد از ٹیکس منافع بڑھ کر 210 ملین روپے ہو گیا، جو منظم ملد درآمد اور مضبوط ہونی آپریشنل بنیادوں کی عکاسی کرتا ہے۔

گورننس کے نقطہ نظر سے، بورڈ نے مؤثر نگرانی، جامع رسک مینجمنٹ، اور طویل مدتی اسٹریٹجک ترجیحات کے ساتھ ہم آہنگی کو یقینی بنانے پر توجہ مرکوز رکھی۔ سال کے دوران اہم توجہ کے شعبوں میں آپریشنل کارکردگی، سرمایہ کے مؤثر استعمال، اور SAP S/4HANA کے تحت جاری ڈیجیٹل ٹرانسفارمیشن شامل تھے۔ پلانٹ کی جدید کاری اور پائیداری سے متعلق اقدامات میں سرمایہ کاری نے کمپنی کی طویل مدتی مسابقت کو مزید مضبوط کیا ہے۔

بورڈ نے کمپنی کی آفٹر مارکیٹ اور سروس صلاحیتوں، خاص طور پر ریورس انجینئرنگ جیسے خصوصی شعبوں میں مسلسل توسیع، نیز KSB گروپ نیٹ ورک میں اس کے بڑھتے ہوئے کردار کا بھی جائزہ لیا۔ یہ پیش رفتیں کمپنی کی اسٹریٹجک سمت اور ویلیو کری ایشن کے مقاصد کے عین مطابق ہیں۔

انسانی وسائل پائیدار کارکردگی کے لیے مرکزی حیثیت رکھتے ہیں۔ بورڈ انتظامیہ کی ان مسلسل کوششوں کو سراہتا ہے جن کے ذریعے قیادت کی صلاحیتوں، تکنیکی مہارت اور ملازمین کی شمولیت کو مضبوط بنایا جا رہا ہے، تاکہ تنظیم بدلتی ہوئی مارکیٹ ضروریات کے مطابق مؤثر رد عمل دے سکے۔

آگے بڑھتے ہوئے، بورڈ محتاط اُمید کے ساتھ مستقبل کو دیکھتا ہے۔ پانی کے انفراسٹرکچر، صنعتی اور توانائی سے متعلق شعبوں میں طلب میں اضافہ متوقع ہے، جبکہ کمپنی کی مضبوط بنیادیں اور گروپ کی حمایت مستقبل کی ترقی کے لیے ایک مستحکم پلیٹ فارم فراہم کرتی ہیں۔

بورڈ کی جانب سے، میں شیئر ہولڈرز، صارفین، کاروباری شراکت داروں اور ریگولیٹرز کا اُن کے مسلسل اعتماد پر شکریہ ادا کرتا ہوں۔ ہم انتظامیہ اور ملازمین کی سال بھر کی محنت، عزم اور پیشہ ورانہ صلاحیتوں کو بھی سراہتے ہیں۔



ڈاکٹر سون بگارٹن

چیئر مین

لاہور: 26 مارچ 2026ء



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