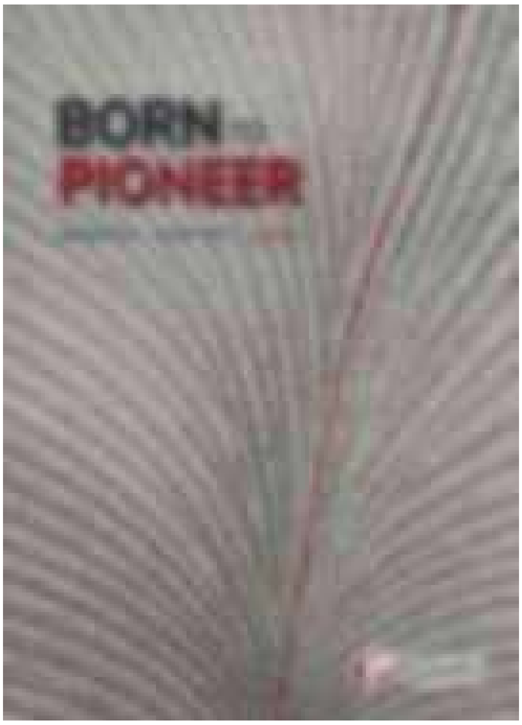
BORN TO PIONEER

ANNUAL REPORT 2026

PIONEER CEMENT



BORN TO PIONEER

At Pioneer Cement, progress is never static. It is a continuous journey of rising above challenges, evolving with change and building with purpose. “Born to Pioneer” represents this enduring spirit, the determination to move forward, embrace new possibilities and create a stronger foundation for the future.

The cover captures this journey through its dynamic cement-inspired form. Emerging from a single strong foundation, the textured lines rise and expand towards new horizons, symbolizing growth, resilience and continuous evolution. Each line contributes to a larger structure, reflecting how collective strength, experience and ambition come together to drive progress. The distinctive red line traces a clear upward path - a symbol of direction, confidence and the courage to move beyond convention.

This Annual Report reflects a period of renewed momentum and purposeful advancement. Evolution does not mean leaving behind the foundations that shaped us. It means building upon them, combining experience with fresh thinking, strength with agility and ambition with responsibility. Reflecting renewed momentum and purposeful advancement, this Annual Report reinforces Pioneer Cement’s commitment to operational excellence, responsible growth and transforming possibilities into lasting progress.

ABOUT THE REPORT

Pioneer Cement Limited (PIOC) Annual Report 2026 covers the reporting period from July 1, 2025, to June 30, 2026. All performance-related data and operational disclosures pertain strictly to PIOC and do not include information for its holding or associated companies, except where explicitly mandated by legal and corporate regulations. The report is structured to present a comprehensive overview of the Company's operations, beginning with core business activities, risk management frameworks, and corporate governance structures, followed by the Board of Directors' Report and the Chairman's Review outlining performance and strategic direction. Performance and future outlook are reported across economic, social, and environmental dimensions to capture both financial and non-financial operations. All economic, social, and environmental information presented in this report relates exclusively to the activities and operations of Pioneer Cement Limited.

CONTENTS


PIONEER
CEMENT

COMPANY INFORMATION

BOARD OF DIRECTORS
Mr. Tariq Sayeed Saigol ....Chairman
Mr. Sayeed Tariq Saigol .... CEO
Mr. Taufique Sayeed Saigol
Mr. Danial Taufique Saigol
Ms. Jahanara Saigol
Syed Mohsin Raza Naqvi
Mr. Tajammal Hussain Bokharee
Mr. Zulfikar Monnoo

KEY MANAGEMENT EXECUTIVES
Mr. Sohail Sadiq .... Chief Operating Officer
Mr. Waqar Naeem............... Chief Financial Officer
Mr. Jan Muhammad............. Chief Internal Auditor
Mr. Talha Saif ....Company Secretary

AUDIT COMMITTEE
Mr. Zulfikar Monnoo ....Chairman
Mr. Tajammal Hussain Bokharee
Mr. Danial Taufique Saigol

HR & REMUNERATION COMMITTEE
Mr. Tajammal Hussain Bokharee ....Chairman
Mr. Zulfikar Monnoo
Mr. Danial Taufique Saigol

BANKERS
Allied Bank Limited
Askari Bank Limited
Bank Al Habib Limited
Bank Islami Pakistan
Dubai Islamic Bank
Faysal Bank Ltd
Habib Bank Limited
Habib Metropolitan Bank
JS Bank Limited
Meezan Bank Limited
MCB Bank Limited
National Bank of Pakistan
Samba Bank
The Bank of Khyber
The Bank of Punjab
United Bank Limited

STATUTORY AUDITORS
KPMG Taseer Hadi & Co.
Chartered Accountants

LEGAL ADVISOR
Hassan & Hassan

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

LOCATIONS

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

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

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

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

LIAISON OFFICE - KARACHI
Lakson Square, Building No. 3,
Sarwar Shaheed Road, Karachi
Email: pclkhi@pioneercement.com

FINANCIAL YEAR 2026
AT A GLANCE

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the **40th Annual General Meeting (AGM)** of Pioneer Cement Limited (the Company) will be held at 64-B/1, Gulberg-III, Lahore on Tuesday, September 15, 2026 at 03:30 p.m. to transact the following business: -

ORDINARY BUSINESS

1. To confirm the minutes of last EOGM held on March 31, 2026.

2. To receive, consider and adopt the audited financial statements together with Directors' Report for the year ended June 30, 2026, Chairman Review Report and auditor's report thereon.

3. To appoint Statutory Auditors of the Company for the year ending June 30, 2027 and to fix their remuneration. The present auditors, M/s KPMG Taseer Hadi & Co., Chartered Accountants, retire and being eligible, have offered themselves for reappointment.

SPECIAL BUSINESS

4. To consider and, if deemed fit, pass the following resolution as a special resolution under Section 199 of the Companies Act, 2017, with or without modification, as recommended by the Directors.

   "RESOLVED by way of special resolution that consent and approval of the members of **Pioneer Cement Limited** (the "Company") be and is hereby accorded and the Company be and is hereby authorized in terms of Section 199 of the Companies Act, 2017 (the "Act") for investment in the form of loans/advances from time to time to **Maple Leaf Cement Factory limited**, the holding company, upto an aggregate sum of **Rs. 4,000 million** (Rupees four thousand million only) for a period of one year commencing September 18, 2026 to September 17, 2027 (both days inclusive) at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.

   RESOLVED FURTHER that Chief Executive Officer and Secretary of the Company be and are hereby authorized **singly** to take all steps necessary, ancillary and incidental, corporate and legal formalities for the completion of transactions in relation to the loans / advances to the holding company but not limited to filing of all the requisite statutory forms and all other documents with the Securities and Exchange Commission of Pakistan, executing documents all such notices, reports, letters and any other document or instrument to give effect to the above resolutions."

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

Lahore
July 28, 2026

By Order of the Board
Talha Saif
Company Secretary

- **Closure of Share Transfer Books**

The share transfer books of the Company shall remain closed from September 09, 2026 to September 15, 2026 (both days inclusive) for the purpose of entitlement of dividend and holding AGM. Transfer requests received at the Company's Registrar office M/s. Corplink (Pvt.) Limited, Wings Arcade, 1-K Commercial, Model Town, Lahore prior to the close of business hours on September 08, 2026 will be treated in time for the purpose of entitlement of dividend and attending the AGM.

- **Participation in the AGM, via physical presence including through proxy**

a. A member entitled to attend and vote at this meeting may appoint another member as his/her proxy to attend, speak and vote on his/her behalf. Proxies in order to be effective must be received by the Company at its Registered Office not later than 48 hours before the meeting.

a. The CDC shareholders are requested to bring original CNIC/Passport for the purpose of identification to attend the meeting.

b. In case of corporate entity, the Board's Resolution or Power of Attorney with specimen signature of the nominee shall be produced at the time of the meeting.

- **E-voting and Postal Ballot**

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

- **E-Voting Procedure**

a. Details of the e-voting facility will be shared through an e-mail with those members of the Company who have their valid CNIC numbers, cell numbers, and e-mail addresses available in the register of members of the Company within due course. Members who intend to exercise their right of vote through E-Voting shall provide their valid cell numbers and e-mail addresses on or before September 08, 2026.

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

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

d. E-Voting lines will start from September 12, 2026, 9:00 a.m., and shall close on September 14, 2026 at 5:00 p.m. Members can cast their votes any time in this period. Once the vote on a resolution has been casted by a member, he / she shall not be allowed to change it subsequently.

- **Postal Ballot**

e. Members may alternatively opt for voting through postal ballot. For convenience of the members, the ballot paper is annexed to this notice and the same is also available on the Company's website www.pioneercement.com to download.

f. The members shall ensure that duly filled and signed ballot paper, along with copy of CNIC should reach the Chairman of the meeting through post at 64-B/1, Gulberg-III, Lahore by Monday, September 14, 2026 before 5:00 p.m. The signature on the ballot paper shall match with the signature on CNIC/record of the Company. A postal ballot received after this time / date shall not be considered for voting.

g. Appointment of Scrutinizer in accordance with regulation 11 of the Companies (Postal Ballot) Regulation, 2018 (the Regulation), for the purpose of conducting and supervising the voting process as defined in regulation 11A of the Regulation in connection with Special Resolution for investment in Associated Companies at the AGM, the Board of Directors has appointed M/s. Abdul Rahman & Co., Chartered Accountants as Scrutinizer.

- **Unclaimed Shares and Dividend**

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

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

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

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

a. Name
b. Registered Folio/ CDC Account No.
c. Email/ Postal address
d. CNIC Number
e. Shareholding
f. Contact Number

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

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

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

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

"I/We, ______ of ____ being a member of Pioneer Cement Limited and holder of ________ordinary shares as per Registered Folio/ CDC Account No.______ hereby opt for video conference facility at _______."

Signature of member

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

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

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

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

- **Online facilitation to Shareholders**

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

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

- **Online facilitation to Shareholders**

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

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

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

https://pioneercement.com/investors/accounts/

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

This statement sets out the material facts pertaining to the special business to be transacted at the forthcoming Annual General Meeting of the Company to be held on September 15, 2026.

AGENDA ITEM NUMBER 4 OF THE NOTICE–INVESTMENT IN MAPLE LEAF CEMENT FACTORY LIMITED IN THE FORM OF LOANS/ADVANCES:

Maple Leaf Cement Factory Limited, having its Registered Office at 42-Lawrence Road, Lahore (the "MLCFL"), is a holding company of the Company and holds 77.38% in the share capital of the Company and is a public listed company engaged in the business of manufacturing and sale of cement and the factory is located at Iskanderabad, District Mianwali.

The Board of Directors of the Company in their meeting held on July 28, 2026 has approved Rs.4,000 million as loans / advances subject to approval of the members. The Company shall extend the facility of loans / advances from time to time for working capital requirements to MLCFL in accordance with an agreement in writing including all relevant terms and conditions as prescribed in the Companies (Investment in Associated Companies or Associated Undertakings) Regulations, 2017.

The Directors have carried out their due diligence for the proposed investment and duly signed recommendations of the due diligence report / undertaking has been kept at the Registered Office of the Company and shall also be available for inspection of members in the general meeting along with the latest audited and interim financial statements of the associated company.

Information under Regulation 3(1) of the Companies (Investment in Associated Companies or Associated Undertakings) Regulations, 2017 (the "Regulations").

3(1)(a) Disclosure for all types of investments

A. Regarding associated company or associated undertaking: -

Ref. No.	REQUIREMENT	INFORMATION		
(i)	Name of associated company or associated undertaking;	**Maple Leaf Cement Factory Limited (the "MLCFL")**		
(ii)	Basis of relationship;	MLCFL is a holding company of the Company and holds 77.38% of the aggregate paid-up capital of the Company.		
(iii)	Earnings per share for the last three years;	**(Rupees)**		
		Year	**Basic**	**Diluted**
		30.06.2024	4.98	4.98
		30.06.2025	16.26	16.26
		30.06.2026	8.06	8.06
(iv)	Break-up value per share, based on latest audited financial statements;	As on June 30, 2026 With revaluation surplus Rs. 73.99 Without revaluation surplus Rs. 70.78		

(v)	Financial position, including main items of statement of financial position and profit and loss account on the basis of its latest financial statements;	Based on the audited financial statements for the financial year ended 30 June 2026 the financial position of MLCFL is as under: -

Particulars	Amount Rs. (000)
Paid up capital	10,475,626
Capital reserves	34,112,261
Revenue reserves: Un-appropriated profits	29,554,437
Surplus on revaluation of fixed assets	3,369,419
Total equity	77,511,743
Current liabilities	27,242,444
Current assets	38,195,300
Revenue	70,731,652
Gross profit	23,942,392
Operating profit	18,876,592
Profit for the year	8,445,631
Earnings per share (Rs.)	8.06

(A) General Disclosures: -

Ref. No.	REQUIREMENT	INFORMATION
(i)	Maximum amount of investment to be made;	Rs. 4,000 million (Rupees four thousand million only).
(ii)	Purpose, benefits likely to accrue to the investing company and its members from such investment and period of investment;	Purpose: To earn income on the loans and/or advances to be provided to MLCFL from time to time for working capital requirements of MLCFL. Benefits: The Company will receive mark up at the rate of one percent above three months KIBOR or one percent above its average borrowing cost, whichever is higher. This shall benefit Company's cash flow by earning profit on idle funds. Period: For a period of one year from September 18, 2026 to September 17, 2027.
(iii)	Source of funds to be utilized for investment and	Loan and/or advance will be given out of own funds of the Company.
	where the investment is intended to be made using borrowed funds, - (I) Justification for investment through borrowings; (II) Detail of collateral, guarantees provided and assets pledged for obtaining such funds; and (III) Cost benefit analysis;	N/A

<table>
<tr><td>(iv)</td><td>Salient features of agreement(s), if any, with associated company or associated undertaking with regards to the proposed investment;</td><td><table>
<tr><td>Nature</td><td>Loan / advance</td></tr>
<tr><td>Purpose</td><td>To earn mark-up / profit on loan / advance being provided to MLCFL which will augment Company's cash flow.</td></tr>
<tr><td>Period</td><td>One Year</td></tr>
<tr><td>Rate of Mark-up</td><td>One percent above three months KIBOR or one percent above the average borrowing cost of Company, whichever is higher.</td></tr>
<tr><td>Repayment</td><td>Principal plus mark-up/ profit upto September 17, 2027</td></tr>
<tr><td>Penalty charges</td><td>@3-months KIBOR plus one percent in addition to the outstanding amount(s).</td></tr>
</table></td></tr>
<tr><td>(v)</td><td>Direct or indirect interest of directors, sponsors, majority shareholders and their relatives, if any, in the associated company or associated undertaking or the transaction under consideration;</td><td>Investing Company is a subsidiary company of MLCFL and 08 Directors including CEO are common in both the companies may be deemed to be interested to the extent of their shareholding.

None of the Directors or their relatives or associates are interested in any of the above resolution in any way except as members of the Company.</td></tr>
<tr><td>(vi)</td><td>In case any investment in associated company or associated undertaking has already been made, the performance review of such investment including complete information/justification for any impairment or write offs; and</td><td>Cross corporate guarantee upto Rs. 75 billion to the bank(s) of MLCFL for a maximum period of 7 years for financing facility.</td></tr>
<tr><td>(vii)</td><td>Any other important details necessary for the members to understand the transaction;</td><td>N/A</td></tr>
<tr><td colspan="3">3(1)(c) Investments in the form of loans, advances:</td></tr>
<tr><td>Ref. No.</td><td>REQUIREMENT</td><td>INFORMATION</td></tr>
<tr><td>(i)</td><td>Category-wise amount of investment;</td><td>Short term loan for working capital requirements for a period of one year as dilated in preamble.</td></tr>
<tr><td>(ii)</td><td>Average borrowing cost of the investing company, the Karachi Inter Bank Offered Rate (KIBOR) for the relevant period, rate of return for Shariah Compliant products and rate of return for unfunded facilities, as the case may be, for the relevant period;</td><td>Average borrowing cost of the Company is 16.86% for the year ended June 30, 2026.</td></tr>
<tr><td>(iii)</td><td>Rate of interest, mark up, profit, fees or commission etc. to be charged by investing company;</td><td>Mark-up will be charged from MLCFL at one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.</td></tr>
<tr><td>(iv)</td><td>Particulars of collateral or security to be obtained in relation to the proposed investment;</td><td>No collateral is considered necessary since MLCFL is a holding company of the Company.</td></tr>
<tr><td>(v)</td><td>If the investment carries conversion feature i.e. it is convertible into securities, this fact along with terms and conditions including conversion formula, circumstances in which the conversion may take place the time when the conversion may be exercisable; and</td><td>N/A</td></tr>
</table>

(vi)	Repayment schedule and terms and conditions of loans or advances to be given to the associated company or associated undertaking.	The loans / advances would be for a period of one year from September 18, 2026 to September 17, 2027 (both days inclusive). MLCFL will pay interest / mark-up on quarterly basis whereas repayment of principal amount shall be on or before September 17, 2027.

Disclosure under Regulation 4(1):

Eight Directors including Sponsors of associated / holding company i.e. MLCFL are also the members of the Company and are interested to the extent of their shareholding as under: -

Name	%age of shareholding in MLCFL	%age of shareholding in the Company
Mr. Tariq Sayeed Saigol	0.0031	0
Mr. Taufique Sayeed Saigol	0.0015	0
Mr. Sayeed Tariq Saigol	0.0010	0
Mr. Danial Taufique Saigol	0.0005	0
Ms. Jahanara Saigol	0.0002	0
Syed Mohsin Raza Naqvi	-	0
Mr. Zulfikar Monnoo	0.0003	0.0001
Mr. Tajammal Hussain Bokharee	0.0002	0.0002

Disclosure under Regulation 4(2):

Name of Investee Company	Maple Leaf Cement Factory Limited
Total Investment Approved:	Cross Corporate Guarantee upto Rs. 75 billion
Amount of Investment Made to date:	Rs. 75 billion
Reasons for not having made complete investment so far where resolution required it to be implemented in specified time:	N/A
Material change in financial statements of associated company or associated undertaking since date of the resolution passed for approval of investment in such company:	At the time of approval of cross corporate guarantee of Rs.75 billion, as per financial statements for the year ended June 30, 2025, the basic earnings per share was Rs.16.26 and breakup value per share (without surplus) was Rs.64.78. As per latest financial statements for the year ended June 30, 2026, the basic earnings per share is Rs.8.06 and breakup value per share (without surplus) is Rs.70.78.

01

ORGANIZATIONAL OVERVIEW AND EXTERNAL ENVIRONMENT

GEOGRAPHICAL PRESENCE

Plant
Chenki, District Khushab.

Head Office
64-B/1, Gulberg-III, Lahore

Regional Office – Karachi
Lakson Square, Building No. 3,
Sarwar Shaheed Road, Karachi

Regional Sales Office – Multan
House No. 218, Naqshband Colony
Khanewal Road, Multan.

Regional Sales Office – Faisalabad
Office No. 5, 3rd Floor, Sitara Tower,
New Civil Lines, Faisalabad.

PRINCIPAL BUSINESS ACTIVITIES

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

MARKETS

Geographically, the plant is ideally located to cater the market needs of Central and South Punjab. The Company operates through distributors, dealers and retailers in the local market.

PRODUCTS

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

VISION & MISSION STATEMENT

OUR VISION

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

OUR MISSION

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

STRATEGIC OBJECTIVES

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

CODE OF BUSINESS CONDUCT
AND ETHICAL GUIDELINES

Code of Business Conduct

- Honest and ethical conduct
  a) Fair dealing
  b) Avoiding conflict of interest
  c) Protection of confidential information

- Applicable laws and regulations
  a) Compliance with laws, rules and regulations
  b) Insider trading laws
  c) Environmental laws

- Protection of employees and resources
  a) Protection of Company's assets
  b) Employee health and safety
  c) Cyber security

Ethical Guidelines

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

CULTURE

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

QUALITY POLICY

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

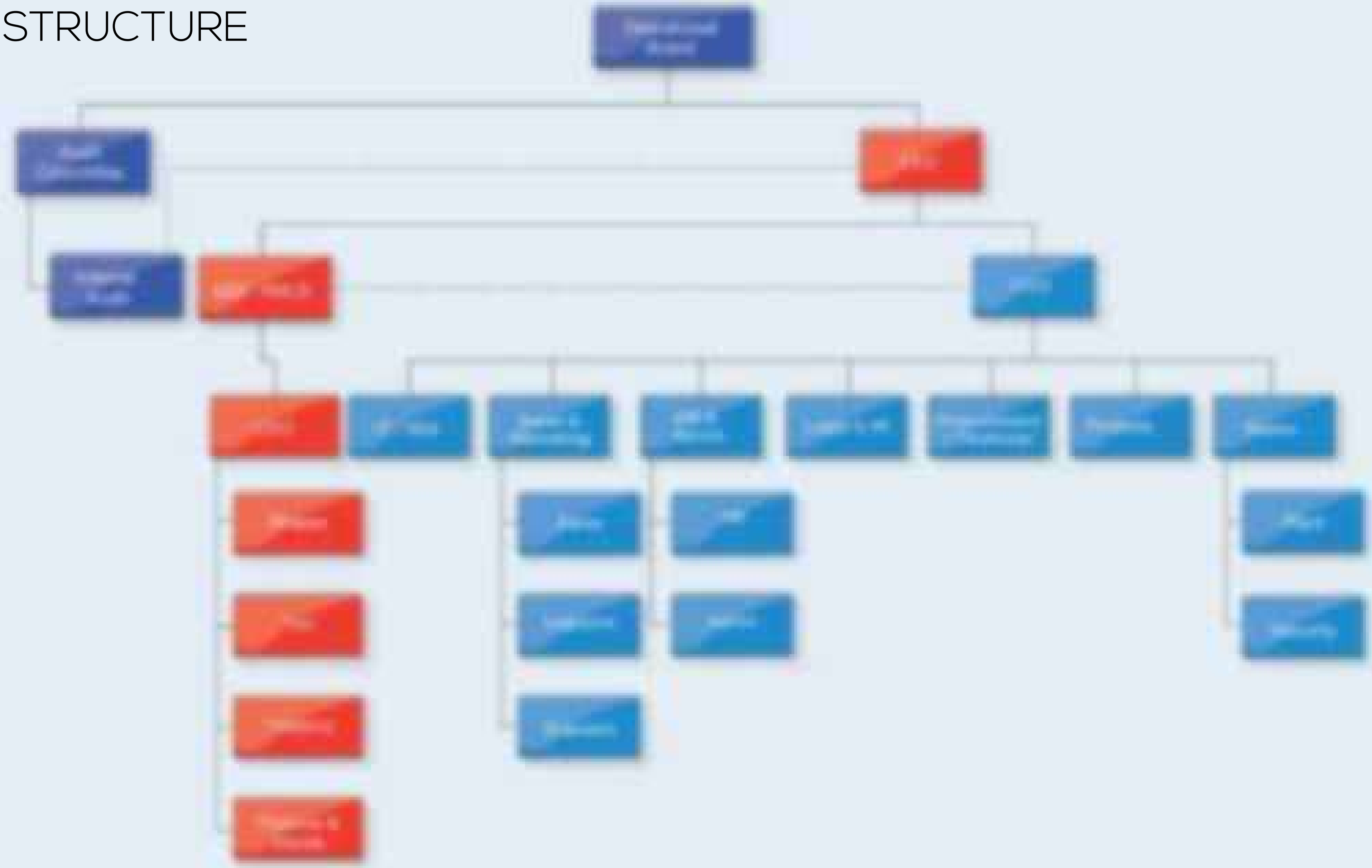
CORE VALUES

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

OWNERSHIP AND OPERATING STRUCTURE

The Company was incorporated in 1986 and its shares are quoted on Pakistan Stock Exchange Limited. Maple Leaf Cement Factory Limited acquired a controlling stake in the Company on 20 February 2026 by acquiring 58.03% shareholding through Share Purchase Agreement. Maple Leaf Cement Factory Limited now cumulatively holds 77.38%. Currently the Company has a free float of 10.78% out of total shares of 227,148,793. Further details regarding holding company and ownership structure are provided in Note 16.1 of the financial statements and Pattern of Shareholding annexed to this report.

ORGANIZATIONAL STRUCTURE



BUSINESS MODEL

OUTCOME


Raw Material
Supplier / Contractor
End Consumer
Up Stream

VALUE CHAIN ANALYSIS

PESTEL ANALYSIS

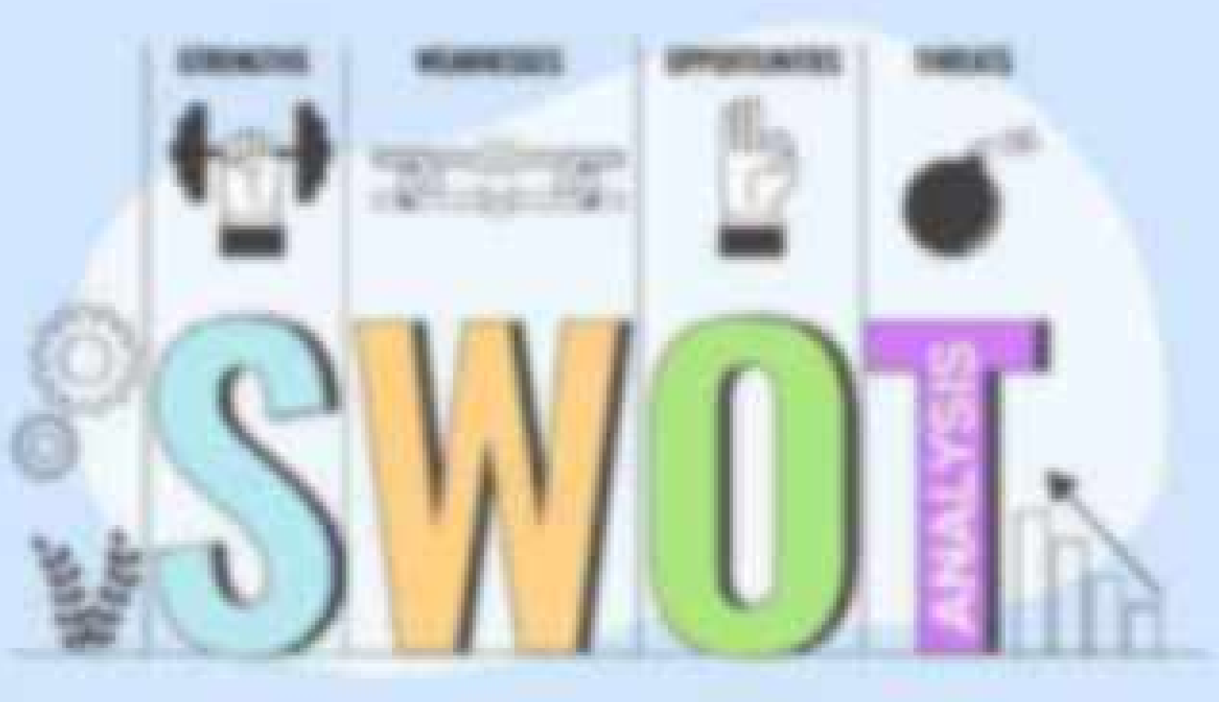
Factors	Description	Our Response
Political	• Political instability together with associated regulatory and policy changes	• PCL regularly monitors the changes for continuous impact on business. • Improve operations and processes to bring efficiency. • Use an optimal blend of local and imported coal.
Economic	• Vulnerability to interest rate hikes due to high leverage • Post commodity super cycle inflation • Price hike in input costs, Exchange rate fluctuations, PSDP allocations	• Rapid reduction in outstanding debt. • Swapping high-cost financing with new low-priced debt. • Cost rationalization drive across the Company. • Leaning towards local coal to shield from adverse effects of exchange rate fluctuations and to bring further efficiency in process.
Social	• Community development • Investment in health • Investment in education	• Responsible and resourceful operating methods, preferential recruitments of local community, continuous CSR drives and activities. • Construction and operations of Medical Center at our plant, free emergency ambulance service, public dispensary in Chenki village and direct financial support to TB Center Foundation. • Establishment of two fully funded primary schools in Chenki village, funding the construction of an additional building in District Public School Jauharabad and Sargodha, enabling enrolment of additional 500 students.
Technological	• Technical obsolescence of production facilities	• Installation of state-of-the-art line III. • Regular BMR activities on old production lines. • Continuous upgradation to remove bottlenecks of production lines. • Maintenance of safety spare parts.
Environmental	• Requirements regarding treatments of wastes and carbon emissions • Sustainable Planet Initiatives	• Clean and green strategy. • Regular plantation campaigns. • Installation of dust collectors. • Water preservation strategies including construction of rain water storage ponds. • LEED-certified HO building.
Legal	• Compliance with applicable laws and regulations	• Company has both inhouse and external legal advisors/tax consultants in order to ensure compliance with all legal / regulatory requirements.

THE LEGITIMATE NEEDS AND INTERESTS OF KEY STAKEHOLDERS

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

Stakeholder	Interest
Shareholder	• Maximization of wealth • Dividend payment • Timely and accurate provision of relevant information
Employee	• Market competitive remuneration • Business continuity • Employee welfare • Performance based reward system
Customer	• Premium quality products • Value for money • Availability of product
Supplier	• Timely payments • Accurate bookkeeping • Business continuity
Financial institutions	• Timely payments • Financial projections and project feasibilities • Business continuity
Regulators	• Adherence to laws and regulations • Periodic submission of reports

SWOT ANALYSIS



SWOT analysis is being used at Pioneer Cement as a strategy formulation tool, in order to match our strengths with perceived opportunities and minimize our weaknesses to avoid market and other threats. Management at Maple Leaf considers the following factors of SWOT analysis relevant to us:

STRENGTHS

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

WEAKNESSES

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

OPPORTUNITIES

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

THREATS

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

COMPETITIVE LANDSCAPE
AND MARKET POSITIONING

The Company's competitive landscape and market positioning in terms of Porter's five-forces model is described below:

THREAT OF NEW ENTRANT: LOW

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

SUBSTITUTE PRODUCT

There is no direct substitute of cement

BARGAINING POWER OF BUYER: LOW

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

BARGAINING POWER OF SUPPLIER: LOW

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

COMPETITIVE RIVALRY: HIGH

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

LEGISLATIVE AND REGULATORY ENVIRONMENT

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

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

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

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

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

ADOPTION OF INTERNATIONAL STANDARDS

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

GLOBAL AND NATIONAL POLITICAL ENVIRONMENT

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

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

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

Seasonality also impacts business in terms of production and sales:

Monsoon Season: Heavy rainfall and flooding disrupt transportation and construction activities, leading to decreased demand for cement.

Winter Weather: Low temperatures, shorter days and foggy conditions slow down construction activities, resulting in reduced offtakes.

SIGNIFICANT CHANGES FROM PRIOR YEARS

During the year Maple Leaf Cement Factory Limited acquired a controlling stake in Pioneer Cement Limited.

HISTORY OF MAJOR EVENTS

02

STRATEGY AND RESOURCE ALLOCATION

STRATEGIES IN PLACE TO ACHIEVE THE STRATEGIC OBJECTIVES

Goal Type	Objective	Strategies to Achieve
Short Term	Improved capacity utilization	• Develop new markets locally and internationally • Target 320+ days run factor on production lines • Ensure uninterrupted supply of raw materials, fuel and power
Short Term	Cost competitiveness	• Effective use of resources • Optimal fuel blend • Efficient power generation mix
Short Term	Corporate social responsibility	• Continuous engagement with local community • Compliance to applicable laws and regulations
Short Term	Exploring economical sources of energy	• Commission the 28.265 MW solar power project to reduce energy costs and enhance operational efficiency.
Medium Term	Economies of scale	• Brownfield expansion • Quantitative sale growth
Medium Term	HR excellence	• Linking HR planning to overall business strategy • Professional training and development • Employee retention policies
Medium Term	Higher return for investor	• Implement cost effective measures • Identification of new local and export markets • Capacity enhancement to cater market demand • Optimum financial management
Medium Term	Modern production facility	• Continuous BMR and preventive plant maintenance
Long Term	Operational excellence & Control	• Eradicating operational inefficiencies via strong control system and ethical values • Improvement of organizational structure

RESOURCE ALLOCATION

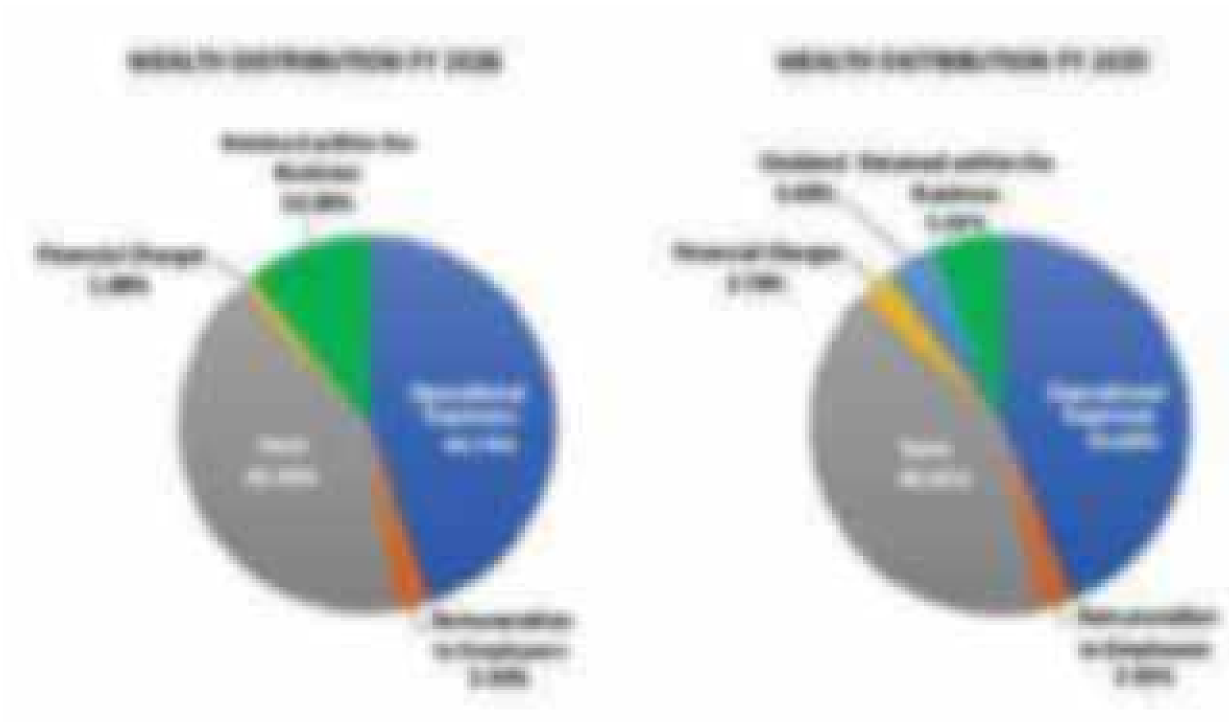
Nature of Capital	Factors Affecting the Availability, Quality and Affordability	Organizational Expectation	Value Created
Human Capital Consists of employee knowledge, skills, knowhow, good health, ethics and education that the Company has invested in to realize their potential as productive members of the Company.	• Number of employees • Diversity • Total investment in training • Injuries per million working hours • Severance rate • Compliance with labor laws	Human capital is greatly valued at the Company. Our people are the strength behind our ability to deliver. Our operations require people with specialized skill sets for which we employ qualified engineering, geology, mining experts along with professional experts for support functions.	• Employee strength: 1,049 • Equal opportunity employer • Training of employees • No major injuries reported • Monitor employee turnover and HR cost per employee
Intellectual Capital Value of a company's employee knowledge, skills, business training, or any proprietary information that provides a competitive advantage.	• Brand awareness • Patents registered	Over the period, the Company has established its premium brand in cement sector "Pioneer Cement".	• Brand "Pioneer Cement" is registered with Intellectual Property Rights Organization, Pakistan.
Social and Relationship Capital Involves the business itself, formal/informal entities, relationships with employees, communities, and stakeholders.	• Number of volunteers • Claims / lawsuits • Involvement in social activities / cultural projects • Customer satisfaction index • Provisions for social projects / philanthropy • Great place to work ranking	As a responsible corporate citizen, the Company constantly contributes towards welfare of the society and is playing an active role in community development programs.	• Construction & maintenance of mosque • Medical dispensaries & local ambulance service • Support for regional educational institutions • Development & maintenance of road infrastructure in plant vicinity • Tree plantation drives & establishment of two fully funded primary schools in Chenki village • Construction of two groundwater tanks and valve pits for restoration of the water supply system in Dadhar Village.

Nature of Capital	Factor Affecting the Availability, Quality and Affordability	Organizational Expectation	Value Created
Natural Capital Natural assets providing resource inputs and environmental services for economic production.	• Carbon emissions • Energy consumption per ton of cement produced • Environmental accidents • Reduced waste • Environmental protection	Mineral resources are key requirements for our operations. Our topmost priority is to utilize these resources in a sustainable and eco-conscious manner. The Company aims to shift towards alternative fuels.	• Environment friendly operations • Waste Heat Recovery Plant produced 53 million KWh • Use of advanced quarry extraction and mining techniques to reduce waste • Commissioning & Installation of 28.265 MW Solar Power Plant to achieve sustainable energy savings.
Financial Capital Economic resource measured in money used to purchase assets to make products or provide services.	• Liquidity • Cash Flow • Financial Arrangements	The Company is committed to maximize its asset utilization and optimize capital allocation, continuing to look for opportunities to further rationalize costs across the board to create greater value.	• CapEx: Rs. 1,016 million • Fixed Assets: Rs. 65,741 million • Cash and Bank balance: Rs. 709 million
Manufactured Capital Material goods and infrastructure owned, leased or controlled contributing to production.	• Infrastructure • Building • Equipment	Our best-in-class machinery and equipment on our manufacturing facilities helps us to deliver to our stakeholders' expectations.	• Cement production capacity: 5,194,500 tons per annum • Varying production capacity lines provide flexibility • Setting up of interlocking concrete paver plant

DISTRIBUTION OF VALUE
CREATED BY BUSINESS

Rupees in million

Line Item / Category	2026	2025
Operational Expenses	26,242	22,234
Taxes	23,675	20,277
Dividend	-	2,271
Remuneration to Employees	1,756	1,483
Financial Charges	633	1,408
Donations	0.25	1.3
Retained within the Business	6,351	2,998
Total Value Created	58,656	50,673



This presentation is intended to fairly reflect the distribution of wealth generated and allocated during the year, while the actual cash outflow is reported separately in the Statement of Cash Flows forming part of the annexed financial statements.


PANalytical
ZETIUM

STRATEGIC OBJECTIVES

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

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

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

SUPPLY CHAIN STRATEGY

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

Factor	Mitigative Strategy
Input	• Captive Power Generation: We prioritize generation of our own electricity, reduc-ing dependence on the National Grid, mitigating potential power outage risks. • Strategic Coal Stockpiling: Sufficient coal reserve ensures continuous operations, safeguarding against supply chain disruptions and market fluctuations. • Secured Raw Material Access: Long-term lease contracts with the Mines and Mineral Department of the Government of Punjab guarantee stable access to essential raw materials, mitigating supply risks and supporting long-term growth.
Process	• Multiple Production Lines: Diversified production capabilities across parallel lines prevent workflow disruption, guaranteeing continuous output.
Outcome	• Extensive Logistics Network: Established relationships with multiple transportation providers. • Expansive Customer Base: Diversified customer portfolio across regions, and markets.

STRATEGIC DECISION MAKING

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

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

1. Identification of problems
2. Gathering of information
3. Identification of possible solution
4. Evaluation and selection of the best option
5. Corrective and preventive measures

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

KEY RESOURCES AND CAPABILITIES

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

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

EFFECT OF TECHNOLOGICAL, SOCIETAL & ENVIRONMENTAL FACTORS

a) Technological Changes

The Company has taken several initiatives for its various processes so as to bring efficiencies and achieve economies of scales. The Company not only ensures that it acquires latest technologies and tools for its state-of-the-art production facility it also implements the newer technologies for its earlier lines as well. These investments in technology allows the Company to reap benefits in terms of efficiencies and lower costs in pursuance of its long and medium terms goals. The management maintains safety inventory of critical spares to ensure plant availability.

b) Societal Issues

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

c) Environmental Challenges

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

KEY PERFORMANCE INDICATORS

KPIs	Unit	FY 2026	FY 2025	Increase / (Decrease)
Sales Volume	Tons	2,444,658	2,072,233	372,425
EBITDA margin	Rs. in million	13,730	12,644	1,086
EBITDA margin	% of revenue	35.59%	37.96%	(2.37%)
Fixed cost of sales - excluding depreciation	Rs. in million	1,636	1,458	178
Fixed cost of sales - excluding depreciation	% of revenue	4.24%	4.38%	(0.14%)
ROCE	%	35.68%	34.99%	0.69%
Free Cash flows	Rs. in million	9,443	10,202	(760)
EPS	Rs.	29.03	21.47	7.56
Debt to Equity	Times	0.00	0.35	(0.35)
Debt Reduction	Rs. in million	8,887	1,616	7,271
Dividend per Share	Rs.	0.00	10.00	(10.00)
Current Ratio	Times	1.13	0.88	0.25

BOARD STATEMENT ON THE FOLLOWING

SIGNIFICANT PLANS AND DECISIONS

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

BUSINESS RATIONALE OF MAJOR CAPITAL EXPENDITURE

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

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

During the year the Board approved the commission of 28 MW Solar project.

SIGNIFICANT CHANGES IN OBJECTIVES AND STRATEGIES FROM PRIOR YEARS

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

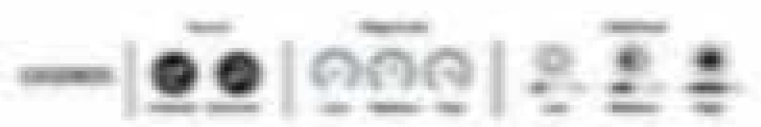
03

RISKS AND OPPORTUNITIES

KEY RISKS AND OPPORTUNITIES
EFFECTING CAPITALS

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

Type of Capital	Risk	Key Risk Source	Opportunity	Mitigation Strategy
Financial	Surge in input cost Source: Magnitude: Likelihood:	Increased fuel and power generation cost causes the cost of production to rise and squeeze margins of the Company.	• Plant designed to operate on varying fuel mix • 48 MW captive power generation capability	• Identification of alternate energy sources • Regular evaluation of coal specifications & prices • Captive power generation to reduce grid reliance • Commission the 28.265 MW solar power project to reduce energy costs and enhance operational efficiency.
	Inconsistent Government Policies & Fiscal Deficit Source: Magnitude: Likelihood:	Changes in public sector development expenditure; fiscal measures like super tax and revision in mineral royalties.	Improved margins by better fixed cost absorption through increased market share.	• Regular monitoring of rules & regulations • Engaging with Government via relevant forums • Strategic planning of capital expenditures
	Policy rate revisions Source: Magnitude: Likelihood: Low	State Bank of Pakistan monetary policy reviews and interest rate hikes managing flow of capital.	Explore new avenues to yield higher rate of return.	• Improve operating cycle • Continuous focus on debt reduction



Type of Capital	Risk	Key Risk Source	Opportunity	Mitigation Strategy
Human	Brain Drain Source: Magnitude: Likelihood:	Key employees and workers leaving the Company causing drain of competent workforce.	• Ensured motivated and skilled workforce retention • Management trainee & apprenticeship programs for young talent	• Value employees as essential capital with congenial environment • Proper succession planning • Empowering culture & continuous training
	Health & Safety Source: Magnitude: Low Likelihood:	Personal health and safety risks at plant site; special focus on under-construction sites.	• Safe work environment for all personnel.	• Periodic review of safety guideline violations • Dedicated Health & Safety department
Manufacturing	Technological Obsolescence Source: Magnitude: Medium Likelihood:	Technological shifts rendering production processes outdated.	• Increase value addition in production lines.	• Regular BMR and capital expenditures for quality & efficiency improvements
	Break-down in operations Source: Magnitude: Medium Likelihood:	Machinery breakdowns affecting production, operational delays, start-up costs, and profitability.	• Well-formulated business continuity plan • Multi-capacity production lines for flexible plant operations	• Operational checks by production team • Early warning systems & technical workforce training • Insurance with top-rated companies
Natural	Environmental Risk Source: Magnitude: Likelihood:	Potential threat of adverse environmental impact arising out of plant operations.	• Eco-friendly designed plants	• Commissioned Waste Heat Recovery Power Plant • Focus on energy conservation & carbon footprint reduction

RISK MANAGEMENT METHODOLOGY

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

ASCERTAINING THE LEVEL OF RISK TOLERANCE

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

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

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

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

THE INITIATIVES TAKEN BY THE COMPANY IN PROMOTING AND ENABLING INNOVATION

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

a) Looking for alternative energy efficient solutions for energy rich processes at kiln and cement mills

b) Investing on IT department to keep its approach proactive by developing and implementing tools like Power BI and dashboards

c) IT enabled sales force and logistic automation

STRATEGY TO OVERCOME LIQUIDITY RISK

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

ADDRESSING THE RISK OF INADEQUACY IN CAPITAL STRUCTURE

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

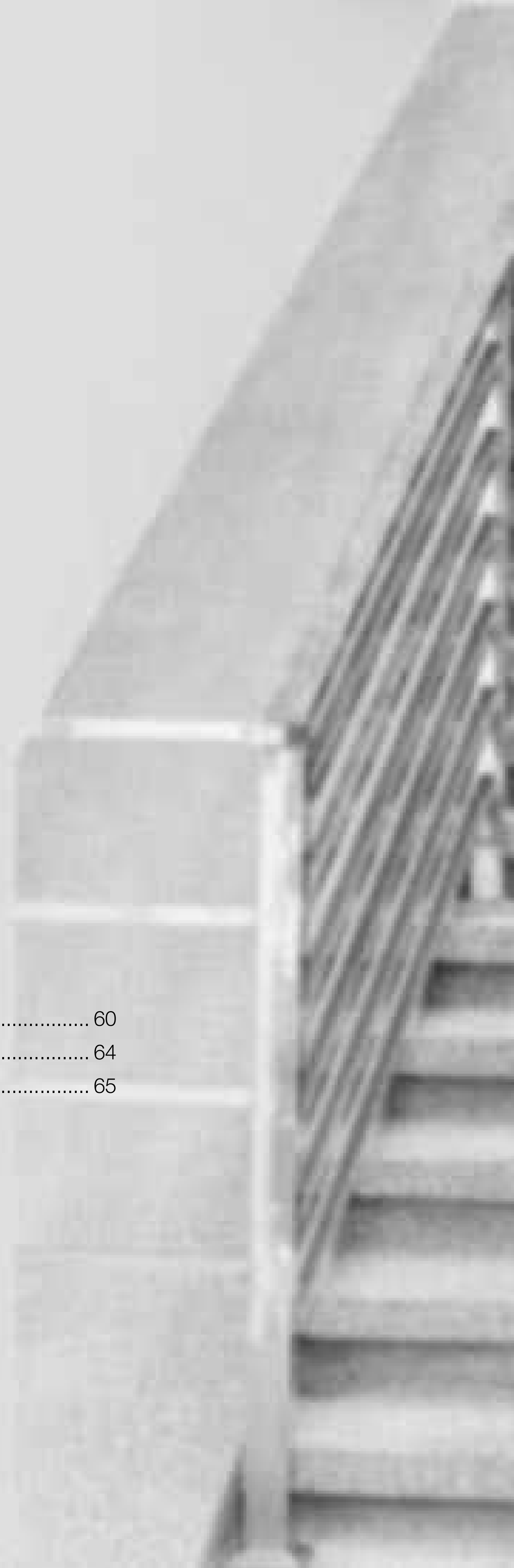
DEBT REPAYMENTS

To maintain an optimal and resilient capital structure, the Company successfully achieved the full and early settlement of its financing during the year. Building upon the aggressive deleveraging strategy of prior years, loan repayments were entirely funded through robust internal cash flows generated from core operations, reflecting strong financial discipline and an enhanced earnings profile (EPS of Rs. 29.03).

Following the acquisition of controlling stake, the Company's balance sheet positioning and credit standing have been further fortified. No default has occurred in the payment of any financial obligation during the year.

04

CORPORATE SOCIAL RESPONSIBILITY



CORPORATE SOCIAL RESPONSIBILITY

CORPORATE SOCIAL RESPONSIBILITY

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

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

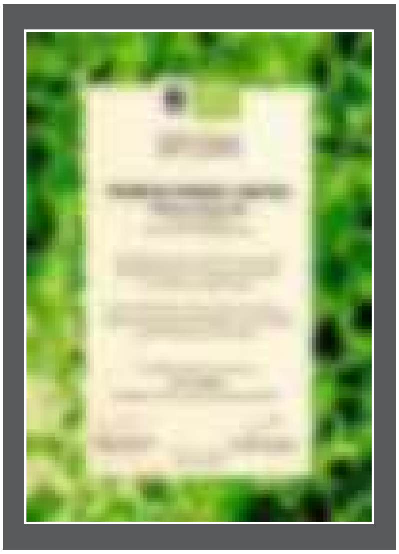
Education

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

Health and Safety

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

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



Local Community Development

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

Environmental Protection

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

Ensuring Environment Friendly Operations, Products and Services

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


SAVE
THE ENVIRONMENT

Life at PIONEER

Pioneer Cement Limited emphasizes greatly on professional growth of its employees as it considers them a key asset. Training and development activities are considered an essential part of the Company's culture as it boosts employee morale and provides an opportunity to increase their knowledge base. Pioneer strongly believes in maintaining a healthy work culture for employees. Several employee engagement activities are put in place for developing a sound work environment. Over the years, the Company has realized, these recreational activities rejuvenate the employees making them more productive and committed towards organizational goals. That's the reason, Pioneer has developed a culture of celebrating every significant event.

As an equal opportunity employer, Pioneer believes in hiring young and enthusiastic graduates. The Company helps them in developing necessary skill set that can enhance their careers and align their goals. Pioneer also advocates gender diversity in our culture; women are employed, valued and promoted on the basis of their talent and achievements.

SUSTAINABILITY REPORTING

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

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

Core Content	Measurement Matrix
Pillar 1: Governance	• Board composition and independence • Executive leadership and accountability • Shareholder rights and engagement • Transparency and disclosure • Compliance with laws and regulations • Board performance evaluation
Pillar 2: Strategy	• Mission, vision, and values • Business model and segmentation • Market analysis and trends • Competitive landscape • Growth and development plans
Pillar 3: Risk Management	• Risk identification and assessment • Risk mitigation and management • Compliance and regulatory risks • Operational and financial risks • Cybersecurity and data protection
Pillar 4: Metrics & Targets	• Key Performance Indicators (KPIs) • Financial metrics (e.g., EPS, EBITDA) • Non-financial metrics (e.g., customer satisfaction, employee engagement) • Progress tracking and reporting

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

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

05

GOVERNANCE

LEADERSHIP STRUCTURE OF THOSE CHARGED WITH GOVERNANCE

Composition of Board and its Committees

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

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

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

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

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

Their active involvement:

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

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

Mr. Sayeed Tariq Saigol is Chief Executive Officer of the Company.

BASIS FOR INDEPENDENCE

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

BRIEF PROFILE
OF DIRECTORS

MR. TARIQ SAYEED SAIGOL
(CHAIRMAN / DIRECTOR)

OTHER ENGAGEMENTS

CHAIRMAN / DIRECTOR

- Kohinoor Textile Mills Limited
- Maple Leaf Cement Factory Limited
- Maple Leaf Power Limited

Mr. Tariq Sayeed Saigol is the Chairman of Kohinoor Maple Leaf Group (KMLG). He is a member of the reputed Saigol Family who pioneered in textile manufacturing after partition and later ventured into the financial sector, chemicals, synthetic fibres, sugar, edible oil refining, civil engineering, construction, cement and energy.

Mr. Saigol was schooled at Aitchison College, Lahore and graduated from Government College University, Lahore, following which he studied Law at University Law College, Lahore. He started his career in 1968 at Kohinoor's Chemical Complex at Kala Shah Kaku. Upon trifurcation of the Group in 1976, he became Chief Executive of Kohinoor Textile Mills Limited, Rawalpindi. Since 1984, he has been Chairman of Kohinoor Maple Leaf Group which has interests in textiles, cement manufacturing and energy.

He remained Chairman of All Pakistan Textile Mills Association from 1992 to 94, President of Lahore Chamber of Commerce and Industry for 1995-97 and Chairman of All Pakistan Cement Manufacturers Association from 2003-2006.

Mr. Saigol was a member of the Federal Export Promotion Board and Central Board of State Bank of Pakistan. He has also served on several Government Commissions and Committees on a number of subjects, including Export Promotion, reorganization of WAPDA and EPB, Right Sizing of State owned Corporations and Resource Mobilization. He is the author of "Textile Vision 2005" which was adopted by the Government in 2000 and also its critique prepared in 2006. He also served as a member of the Central Board of State Bank of Pakistan for a second term in 2007 and was a member of the Prime Minister's Economic Advisory Council established in 2008.

He takes keen interest in the development of education and health care in Pakistan. He has been a member of the Board of Governors of Lahore University of Management Sciences, Founding Chairman of the Board of Governors of Chandbagh School, Founder Trustee of Textile University of Pakistan, member of the Syndicate of University of Health Sciences and Member of Board of Governors of Aitchison College, Lahore. He presently serves on the Managing Committee, Gulab Devi Chest Hospital, Lahore.

In recognition of his contribution, he was conferred with the civilian award, Sitara-e-Isaar by the President of Pakistan in 2006.

He is a keen golfer and has represented Pakistan at Golf in Sri Lanka and Pakistan in 1967.

MR. SAYEED TARIQ SAIGOL
(CHIEF EXECUTIVE OFFICER / DIRECTOR)

OTHER ENGAGEMENTS

CHIEF EXECUTIVE / DIRECTOR
- Maple Leaf Cement Factory Limited
- Maple Leaf Power Limited

DIRECTOR
- Kohinoor Textile Mills Limited
- Maple Leaf Capital Limited
- Agritech Limited
- Novacare Hospitals (Private) Limited

Mr. Sayeed Tariq Saigol is a prominent business leader and he currently serves as the Chief Executive Officer of Pioneer Cement Limited. Mr. Saigol also holds directorships on the boards of Kohinoor Textile Mills Limited, Maple Leaf Cement Factory Limited, Maple Leaf Capital Limited, Maple Leaf Power Limited, Agritech Limited and Novacare Hospitals (Private) Limited. His leadership across these organizations reflects a deep understanding of the cement, power, textiles, healthcare, fertilizers and financial market sectors.

Mr. Saigol holds a degree in International Business and Finance from McGill University. This academic background has provided him with a strong foundation in managing business dynamics, financial management and strategic decision-making skills.

Beyond his current executive roles, Mr. Saigol has amassed several years of valuable experience in the textile industry. His career spans multiple sectors; prior to his tenure at Pioneer Cement Limited, he played a pivotal role in the establishment and management of an apparel dyeing company. This entrepreneurial initiative demonstrates his ability to launch and lead business ventures effectively.

In addition to his operational and management responsibilities, Mr. Saigol is committed to advancing education through his role as a member of the Board of Governors at the Lahore University of Management Sciences (LUMS). This engagement highlights his dedication to shaping future leaders and fostering academic excellence.

MR. TAUFIQUE SAYEED SAIGOL
(DIRECTOR)

OTHER ENGAGEMENTS

CHIEF EXECUTIVE / DIRECTOR
- Kohinoor Textile Mills Limited

CHAIRMAN / DIRECTOR
- Maple Leaf Capital Limited

DIRECTOR
- Maple Leaf Cement Factory Limited
- Maple Leaf Power Limited
- Novacare Hospitals (Private) Limited

Mr. Taufique Sayeed Saigol is the Chief Executive of Kohinoor Textile Mills Limited and Director in all KMLG companies. He is a leading and experienced industrialist of Pakistan. He graduated as an Industrial Engineer from Cornell University, USA in 1974. He has widely travelled and his special forte is in the export business.

He is a businessman of impeccable credibility and vision and has substantial experience of working in different environments.

MR. DANIAL TAUFIQUE SAIGOL
(DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR

- Kohinoor Textile Mills Limited
- Maple Leaf Cement Factory Limited
- Maple Leaf Capital Limited
- Maple Leaf Power Limited

Mr. Danial Taufique Saigol is the younger son of Mr. Taufique Sayeed Saigol, CEO of KTML. Mr. Danial began his career with KMLG in January 2012 as Executive Director. He holds a bachelor's degree in Finance from McGill University, Montreal, Canada and certified Director from the Institute of Chartered Accountants of Pakistan. He is currently posted at Kohinoor Textile Mills, Rawalpindi.

MS. JAHANARA SAIGOL
(DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR

- Maple Leaf Cement Factory Limited
- Maple Leaf Power Limited
- Novacare Hospitals (Private) Limited

Ms. Jahanara Saigol is daughter of renowned industrialist, Mr. Tariq Sayeed Saigol who is the Chairman of Kohinoor Maple Leaf Group. She has completed her PhD in Islamic Art and Architecture at SOAS, University of London. She has also obtained degrees in MA, SOAS, University of London and MSt, University of Oxford.

MR. ZULFIKAR MONNOO
(INDEPENDENT DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR
- Kohinoor Textile Mills Limited
- Maple Leaf Cement Factory Limited
- Unilever Pakistan Foods Limited,
- Rafhan Maize Products Co. Limited
- Security General Insurance Company Limited

DIRECTOR / CHIEF EXECUTIVE
- Pakwest Industries (Pvt.) Limited

Mr. Zulfikar Monnoo joined the Board of Unilever Pakistan Foods Limited when the company was formed. He is past Chairman and now a member of both the Audit and the HR & R Committees.

He is also Director of Rafhan Maize Products Co. Limited since 1990 and a member of both the Audit and the HR & R Committees.
He is the Chief Executive of Pakwest Industries (Pvt.) Ltd., Lahore. He is an alumni of The Wharton School, University of Pennsylvania and Aitchison College, Lahore.

He is a businessman with experience of more than three decades as a director having degree of bachelor in science and economics with a major in finance from University of Pennsylvania - Wharton School. He obtained Directors' Training certification from Pakistan Institute of Corporate Governance in 2012. His special expertise/ specialized skills are Finance & Accounting, Human Resources, sales and has industrial experience in food & textile ingredient manufacturing as well as artificial leather (coated fabrics).

MR. TAJAMMAL HUSSAIN BOKHAREE
(INDEPENDENT DIRECTOR)

DIRECTOR
- Maple Leaf Cement Factory Limited

Mr. Tajammal Hussain Bokharee got his graduate degree from the University of the Punjab. He is a Fellow of the Institute of Bankers, Pakistan and an Associate of the Chartered Institute of Bankers, London.

He started his banking career in 1966 as Management Trainee in Standard Chartered Bank, London, Paris and Rotterdam. Since January 1967 to April 2009, he served in various banks of the country including Standard Chartered Bank and National Bank of Pakistan. His diversified experience spanned over 43 years at leading local and foreign banks including Malaysia and UAE.

Mr. Bokharee has served as Chairman of the Board of Directors of Sindh Bank Limited and as a director in several companies including SIEMENS Pakistan Limited, Pakistan PPTA Limited, Escorts Investment Bank Limited, National Bank Modaraba, Pakistan Electron Limited, Sapphire Textile Mills Limited & Nagina Cotton Mills Limited. He is also a certified director from the Institute of Chartered Accountants of Pakistan.

During his varied banking experience, he played a key role in developing policies, improving strategies together with upgrading the systems and procedures. Presently, he serves as an Independent Director on the Board of Maple Leaf Cement Factory Limited. He is also the Chairman of Audit Committees of Waves Corporation Limited & Waves Home Appliances Limited.

SYED MOHSIN RAZA NAQVI
(DIRECTOR / GROUP DIRECTOR FINANCE / CHIEF FINANCIAL OFFICER)

OTHER ENGAGEMENTS

DIRECTOR / CHIEF FINANCIAL OFFICER
- Kohinoor Textile Mills Limited
- Maple Leaf Capital Limited
- Maple Leaf Power Limited

DIRECTOR
- Maple Leaf Cement Factory Limited
- Agritech Limited
- Novacare Hospitals (Private) Limited

Syed Mohsin Raza Naqvi is a seasoned finance professional. He is a Fellow Member of the Institute of Chartered Accountants of Pakistan and brings over 31 years of extensive experience in financial management. His expertise spans a broad range of areas, including:

- Financial projections
- Forecasting (short-term and long-term cash flows)
- Business strategy development
- Acquisitions and evaluation of business units
- Establishing corporate reporting structures
- Implementing budgetary control procedures
- Deploying financial software solutions
- Organizing finance and treasury functions

Mr. Naqvi currently serves on the Boards of several companies, including Kohinoor Textile Mills Limited, Maple Leaf Cement Factory Limited, Maple Leaf Capital Limited, Maple Leaf Power Limited, Agritech Limited and Novacare Hospitals (Private) Limited. He is also a certified director from the Pakistan Institute of Corporate Governance.

He previously served on the Board of Kohinoor Mills Limited as well as various other reputable international companies. His career includes international assignments in countries such as Saudi Arabia, Kuwait, the Philippines, Morocco, Jordan and Pakistan, contributing to his well-rounded global perspective.

DIVERSITY IN THE BOARD

The members of Board of Directors of the Company have diversified experience, skills and knowledge in the field of finance, operations, banking and corporate sectors.

GOVERNANCE

COMPLIANCE WITH RESPECT TO MAXIMUM NUMBER OF DIRECTORSHIP

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

HOW THE BOARD OPERATES

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

MATTERS DELEGATED TO THE MANAGEMENT

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

ANNUAL EVALUATION OF PERFORMANCE OF THE BOARD AND ITS COMMITTEES

The Board has an evaluation process to assess its own performance particularly governance areas. The

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

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

PERFORMANCE EVALUATION OF CHAIRMAN OF THE BOARD

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

PERFORMANCE EVALUATION OF CEO

CEO is responsible for operations and overall affairs of the Company under the oversight of the Board and its Committees. He is also entrusted with the powers of management of affairs of the Company underlined by applicable laws, guidelines provided by the Board and Memorandum / Article of Association of the Company. He is responsible for setting directions for overall culture of the Company. The performance of the CEO is evaluated by criteria set by the Board comprising operational efficiencies, internal and external customer satisfaction, growth and quantum of value added to the shareholders.

BOARD'S PERFORMANCE EVALUATION BY EXTERNAL CONSULTANT

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

ORIENTATION COURSES FOR DIRECTORS

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

DIRECTORS' TRAINING PROGRAM

Currently 7 out of 8 directors have acquired the certifications under Directors' Training Program or are not required to obtain it as per exemption criteria. One director, Ms. Jahanara Saigol, will acquire certification in due course. The Company has planned to arrange Directors' Training Program certification for female executives and heads of department in due course. In addition to the mandatory training requirement of directors, Mr. Waqar Naeem, Chief Financial Officer of the Company has also completed Directors' Training Program from SECP approved institution.

EXTERNAL OVERSIGHT OF KEY FUNCTIONS OF THE COMPANY

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

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

POLICY FOR RELATED PARTY TRANSACTIONS

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

DETAILS OF ALL RELATED PARTIES TRANSACTIONS

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

DISCLOSURE OF DIRECTORS' INTEREST IN RELATED PARTY TRANSACTIONS

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

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

BOARD POLICIES & DISCLOSURES

a) Governance of Risk and Internal Controls

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

b) Diversity

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

c) Director's Interest in Significant Contracts and Arrangements

No director has any interest in significant contracts and arrangements other than those disclosed in annexed financial statements, if any.

d) Directors' Remuneration

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

e) Retention of Meeting Fee by the Executive Director

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

f) Security Clearance of Foreign Directors

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

g) Board Meetings Held Outside Pakistan

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

h) Human Resource Management and Succession Planning

The Company recognizes its human resources as one of its most valuable assets, essential to driving business excellence. To foster a high-performance culture, we identify and reward exceptional performers through various recognition programs, encouraging innovation, teamwork, and leadership. This approach creates a conducive environment, motivating employees to strive for better performance.

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

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

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

i) Social and Environmental Responsibility

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

j) Communication with Stakeholders

The Company puts special emphasis on meeting and understanding the demand of all the stakeholders through meetings on regular intervals. The Company always pursues a policy of inclusiveness where all the stakeholders are well informed of all material information by timely announcements on stock exchange and website. Frequency of communication with stakeholders is based on corporate and business requirements.

k) Investors' Relationship and Grievances

Investor Grievance Policy has been developed in order to establish guidelines for effectively handling and resolving the grievances of investors and shareholders. The Company also holds corporate briefing session annually and participates in investor conferences.

l) Employee Health, Safety and Protection

As a responsible corporate citizen, the Company gives highest priority to health and safety of its employees. Employees have been equipped with the safety tools and protection devices for protection from inherent noises. A dedicated Safety Department has been developed to promote compliance with safety rules and practices. Such rules and practices are reviewed and evaluated periodically and all necessary measures are taken to avoid any undesired event. Regular training sessions are conducted to promote best practices and ensure a safe work environment.

m) Whistle Blowing Policy

The Company is committed to high standards of ethical, moral and legal business conduct. In line with Company's commitment to open communication, this policy aims to provide an avenue for all the stakeholders to raise concerns and reassurance that they will be protected from reprisals or victimization for whistleblowing in good faith that malpractices exist in the Company, he/she is encouraged to report these immediately on the designated email or landline number. The name of whistleblower is kept under strict confidentiality. All the complaints are addressed; however, priority is given on basis of below criteria:

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

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

n) Safety of Records

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

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

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

p) Dividend Policy

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

BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN

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

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

A BRIEF DESCRIPTION ABOUT ROLE OF THE CHAIRMAN AND THE CEO

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

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

TERMS OF REFERENCE OF BOARD COMMITTEES

Terms of Reference of Audit Committee

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

External Audit

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

Financial Reporting

- Review annual and interim financial statements prior to approval by the Board, focusing on major judgmental areas, significant adjustments resulting from audit, going concern assumption, changes in accounting policies, compliance with accounting standards, CCG Regulations, and related party transactions.
- Review preliminary announcements of results prior to external communication/publication.

Internal Audit & Controls

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

- Monitor and review all material controls (financial, operational, compliance).

Risk & Compliance Oversight

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

Terms of Reference of HR & R Committee

The HR & R Committee shall support the Board in matters relating to human resources, remuneration, performance evaluation, and sustainability oversight, including responsibilities assigned under Regulation 10A of the CCG. The Committee's terms of reference are as follows:

Human Resources & Remuneration

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

Board Nominations & Governance

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

Sustainability & DE&I Role

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

GENDER PAY GAP

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

Measure	Description	Result
Mean Gender Pay Gap	The mean pay for men is 15.31% higher than that of women	15.31%
Median Gender Pay Gap	The median pay for women is 10.77% higher than that of men	-10.77%

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

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

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

Certified on behalf of the Board of Directors.

Sayeed Tariq Saigol
Chief Executive Officer

July 28, 2026

INFORMATION UNDER PSX LISTING REGULATION NO. 5.6.1(D)

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

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

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

During the year ended June 30, 2026, no trading in the shares of the Company by any of the above-mentioned persons or their close relatives was reported to the Company Secretary.

CHAIRMAN'S REVIEW
REPORT

I am pleased to present the Chairman's Review, together with annual report and audited financial statements of Pioneer Cement Limited (the "Company") for the year ended 30 June 2026.

The current year presented a challenging operating environment. While macroeconomic conditions showed signs of gradual stabilization towards domestic economy, however, elevated energy and input costs, coupled with disruptions in global energy markets arising from heightened tensions in the Middle East, continued to exert pressure on input costs. This required sustained focus on operational efficiency, cost management and financial discipline.

Against this backdrop, the Company delivered a strong performance. Profit after tax for the year rose by over 35% to Rs. 6,594 million, translating into earnings per share of Rs. 29.03 (2025: Rs. 21.47) with Company closing the year with a debt-free balance sheet.

A defining development during the year was the change in control of the Company, following which the Board was reconstituted with effect from February 20, 2026. On behalf of the current Board of Directors, I record our appreciation of the outgoing directors and welcome the incoming directors, who bring considerable industry and professional experience. Following its constitution, the Board undertook a comprehensive review of the Company's operations and strategic direction and provided active oversight of the significant arrangements arising from the change of control and are in the best interests of the Company and the protection of shareholders.

The Board remains committed to sound corporate governance, transparency and effective oversight and regularly reviews the Company's performance, strategy, risk profile and internal control environment through the committees. The Board carried out an evaluation of its own performance and that of its committees for the year, covering their role and responsibilities, composition, strategic oversight and effectiveness. I am pleased to report that the overall performance of the Board and its committees was assessed as satisfactory.

Looking ahead, the Company will remain focused on operational excellence, disciplined cost management and prudent financial stewardship. Key priorities include enhancing capacity utilization and cost efficiency, advancing the transition towards renewable energy while preserving strong balance sheet and realizing the synergies arising from the change in ownership. The Board upholds the Company's commitment to sustainability, employee well-being and community development.

On behalf of the Board, I extend my sincere appreciation to the management and employees for their dedication and professionalism, and to our shareholders, customers, lenders, business partners and other stakeholders for their continued trust and confidence in Pioneer Cement Limited.

Tariq Sayeed Saigol
Chairman of the Board

July 28, 2026
Lahore

DIRECTORS' REPORT TO THE SHAREHOLDERS

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

The Directors of your Company are pleased to present their report on the performance of the Company together with the audited financial statements for the year ended June 30, 2026, along with the auditor's report thereon.
Economy

Pakistan's economy during FY 2025-26 presented a mixed picture, with expected official GDP growth of approximately 3.7%, supported by a gradual recovery in services and agriculture. Continued engagement with the IMF under the Extended Fund Facility provided a measure of macroeconomic and exchange-rate stability. However, heightened geopolitical tensions, including disruption to global energy markets and intermittent Pak-Afghan border tensions, contributed to elevated fuel costs and inflationary pressures linked to elevated freights. These developments, coupled with upward revisions in administered energy tariffs, kept the economic environment challenging for energy-intensive and import-dependent industries. Notwithstanding these challenges, the Government's continued focus on infrastructure and housing provided support to domestic economic activity.

Cement Industry

Despite elevated energy tariffs, continued Rs. 4,000 per ton Federal Excise Duty on cement and mineral royalties particularly in Punjab, cement industry witnessed a recovery in volumes during the year driven by improved construction activity and public sector infrastructure spending which continued to weigh on local demand.

Total industry dispatches for the year ended June 30, 2026 amounted to 50.52 million tons compared to 47.12

million tons in the preceding year, an increase of 7.22%. Local dispatches grew by 9.51% to 41.51 million tons (2025: 37.91 million tons), supported by improved domestic demand, while export dispatches declined marginally by 2.19% to 9.01 million tons (2025: 9.21 million tons). Within the North zone, local dispatches grew by 10.88%, whereas exports from North Zone fell sharply by 53.84%, reflecting the logistical and competitive disadvantages faced by north-based producers in export markets.

Company Performance

Production and Sales Volume

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

Tons	FY 2026	FY 2025	Variance %
Installed capacity	5,194,500	5,194,500	-
Cement production	2,447,500	2,086,945	17.28
Cement sales	2,444,658	2,072,234	17.97

During the year under review, cement production and sales volumes stood at 2,447,500 tons and 2,444,658 tons respectively (2025: 2,086,945 tons and 2,072,234 tons), representing growth of 17.28% and 17.97%. Notably, the Company's dispatches grew by 17.97% against overall industry growth of 7.22% accelerated by Company's focus on premium markets to yield 15.82% growth in topline.

Particulars (Rs. in thousand)	FY 2026	FY 2025	Variance %
Net sales	38,578,528	33,308,611	15.82
Cost of sales	26,997,527	22,865,087	18.07
Gross profit	11,581,001	10,443,524	10.89
Gross profit as % of net sales	30.02%	31.35%	(1.33)
Operating profit	10,344,242	9,196,253	12.48
Profit before income tax and final tax	10,191,539	8,104,797	25.75
Profit after taxation	6,594,152	4,876,097	35.23
Earnings per share (Rs.)	29.03	21.47	35.23

Revenue

Gross sales for the year under review amounted to Rs. 59,220 million compared to Rs. 50,858 million in the preceding year. Deductions for the year amounting to Rs. 20,641 million (2025: Rs. 17,549 million) on account of applicable taxes, duties and discounts/ rebates resulted in net sales of Rs. 38,579 million (2025: Rs. 33,309 million), an increase of 15.82%. The growth in net sales was driven by higher sales volume together with selective price revisions undertaken to recover rising input costs and outbound freight.

Cost of Sales

Cost of sales for the current year amounted to Rs. 26,998 million as compared to Rs. 22,865 million during comparative year, an increase of 18.07%. Total manufacturing cost for the year was Rs. 27,966 million (2025: Rs. 22,918 million), reflecting the combined impact of higher volumes and elevated input costs, particularly energy cost. Fuel and power remains the largest component of the cost structure at Rs. 16,588 million, while raw material consumed was Rs. 4,861 million and packing material Rs. 1,982 million. An analysis of manufacturing cost per ton of cement produced is as follows:

- Fuel and power cost per ton of cement manufactured amounted to Rs. 6,778 (2025: Rs. 6,219 per ton). The Company continued to rely on cost-effective local and Afghan-origin coal, together with optimum mix of captive power arrangements comprising Waste Heat Recovery and coal-fired power plants with Wapda, to mitigate the impact of higher electricity tariffs and the sharp rise in international coal and fuel prices during the second half of the year following the closure of the Strait of Hormuz. Afghan coal supplies were, however, intermittently disrupted due to Pak-Afghan border tensions during the year.

- Raw material cost per ton was Rs. 1,986 (2025: Rs. 1,846 per ton), continuing the impact of the provincial government's revision of royalty from Rs. 250 per ton of mineral extracted to 6% of the ex-factory cement sale price. The Company's appeal against the royalty revision remains pending before the Honourable Federal Constitutional Court of Pakistan; meanwhile the Company continues to pay Rs. 182.5 per ton as directed by the Court, with the differential secured through bank guarantees in favour of the Mines & Minerals Department, Punjab. As a prudent measure, full provision has been made in these financial statements.

- Packing material cost per ton was Rs. 810 (2025: Rs. 755 per ton), managed through an optimized poly-to-paper mix.

Operating Profit and Profit After Tax

The Company's focus on premium markets enabling improved pricing, cost-control initiatives and operational efficiencies helped absorb the impact of higher input costs, higher mineral royalty and rising overheads. As a result, operating profit grew by 12.48% to Rs. 10,344 million (2025: Rs. 9,196 million). Finance costs for the year reduced significantly to Rs. 633 million from Rs. 1,408 million in the preceding year, a reduction of approximately 55%, reflecting the Company's complete deleveraging of banking finance facilities. Following early settlement of all financing obligations, the Company's outstanding long-term debt including its current maturity and short-term borrowings was Rs. Nil, resulting in a historic debt-free balance sheet at year end.

The effective tax rate for the year was 35.30% (2025: 39.84%), resulting in a total tax charge of Rs. 3,597 million (2025: Rs. 3,229 million), including the impact of 2% reduction in super tax on closing deferred tax liability. Pursuant to the decision of the

Federal Constitutional Court of Pakistan, resolving a long-standing litigation over super tax, entire liability of the Company up to the Tax Year 2025 was fully discharged.

Owing to the foregoing factors, profit after tax for the year stood at Rs. 6,594 million (2025: Rs. 4,876 million), an improvement of 35.23%, translating into earnings per share of Rs. 29.03 (2025: Rs. 21.47). EBITDA for the year amounted to Rs. 13,730 million (2025: Rs. 12,644 million), underpinning the Company's strong cash generation and its ability to meet obligations ahead of schedule.

Approval of Solar Project

During the year, the Board of Directors approved the installation of a 28.265 MW on-grid Solar Power Plant at the Company's plant site at Chenki, Jauharabad, District Khushab. The project is aimed at diversifying the Company's energy portfolio, enhancing energy security and improving energy cost efficiency. The Solar Power Plant is expected to be commissioned and commence commercial operations during the second quarter of FY 2026-27.

Change of Control and Reconstitution of the Board of Directors

During the year under review, Maple Leaf Cement Factory Limited (MLCF) acquired voting shares and control of the Company. Following a Public Announcement of Intention dated November 13, 2025 and Share Purchase Agreements dated December 17, 2025 with the sponsoring shareholders for approximately 58.03% of the issued ordinary share capital, together with a Public Announcement of Offer dated December 22, 2025 to acquire a further 11.72% (26.62 million shares) from the general public, all acquisition formalities were completed on February 20, 2026, resulting in a change of control of the Company. Consequent to the change of control, the Company became a subsidiary of MLCF, and the ultimate holding company is Kohinoor Textile Mills Limited.

Upon the change of control, the entire previous Board of Directors resigned and a new Board was constituted with effect from February 20, 2026. The Board appointed Mr. Sayeed Tariq Saigol as Chief Executive Officer, and Mr. Sohail Sadiq as Chief Operating Officer, with effect from February 20, 2026.

The Board places on record its sincere appreciation for the valuable services rendered by the outgoing directors, namely Mr. M. Habibullah Khan, Mr. Aly Khan, Ms. Aleeya Khan, Mr. Mohammed Aftab Alam, Mr. Manzoor Ahmed, Mirza Ali Hasan Askari, Mr. Doraib A. Kisat and Sheikh Javed Elahi.

Composition of Board of Directors

The members of the Board as at June 30, 2026, along with their composition are:

Category and Count	Directors
Non-Executive (4)	Mr. Tariq Sayeed Saigol (Chairman) Mr. Taufique Sayeed Saigol Mr. Danial Taufique Saigol Syed Mohsin Raza Naqvi
Independent (2)	Mr. Zulfikar Monnoo Mr. Tajammal Hussain Bokharee
Female – Non Executive (1)	Ms. Jahanara Saigol
Executive (1)	Mr. Sayeed Tariq Saigol (Chief Executive Officer)

Total number of directors including CEO: **8 (Eight)**
Male: **7 (Seven)** Female: **1 (One)**

Meetings of Board of Directors and Committees

During the year under review, five meetings of the Board of Directors were held as per the requirements of the Code of Corporate Governance. Consequent to the change of control, the Board was reconstituted on February 20, 2026; three Board meetings were held under the previous Board and two under the present Board. The attendance of each director in the meetings of the Board and its Committees, held during their respective tenure, is summarized below:

Name of Director	Board of Directors	Audit Committee	HR & R Committee
Previous Board - meetings held during tenure	**3**	**3**	**1**
Mr. M. Habibullah Khan	3	–	1
Mr. Aly Khan	3	3	1
Ms. Aleeya Khan	3	3	1
Mr. Mohammed Aftab Alam	3	3	1
Mirza Ali Hasan Askari	3	–	–
Mr. Doraib A. Kisat	3	–	–
Mr. Manzoor Ahmed	3	3	–
Sheikh Javed Elahi	3	3	–
Present Board — meetings held during tenure	**2**	**1**	**–**
Mr. Tariq Sayeed Saigol	2	–	–
Mr. Sayeed Tariq Saigol	2	–	–
Mr. Taufique Sayeed Saigol	2	–	–
Mr. Danial Taufique Saigol	2	1	–
Ms. Jahanara Saigol	2	–	–
Syed Mohsin Raza Naqvi	2	–	–
Mr. Tajammal Hussain Bokharee	2	1	–
Mr. Zulfikar Monnoo	2	1	–

Leave of absence was granted to the directors not present.

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

Directors' Remuneration

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

Adequacy of Internal Financial Controls

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

Corporate and Financial Reporting Framework

The Board reviews the strategic direction of the Company on a regular basis, together with the business plan and budgetary targets. The Board is committed to maintain high standards of corporate governance and ensuring comprehensive compliance with the Code of Corporate Governance. In this regard, the Board is pleased to confirm the following:

a) The financial statements prepared by the management of the Company fairly present its state of affairs, the results of its operations, its cash flows and changes in equity.

b) Proper books of account of the Company have been maintained.

c) Appropriate accounting policies have been consistently applied in the preparation of the financial statements and accounting estimates are based on reasonable and prudent judgment.

d) International Financial Reporting Standards, as applicable in Pakistan, have been followed in the preparation of the financial statements, and any departure therefrom has been adequately disclosed.

e) The existing system of internal controls and procedures is regularly reviewed by the Audit Committee and updated where required.

f) There is no significant doubt upon the Company's ability to continue as a going concern.

g) The Board has reviewed and approved the Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019. There has been no material departure from the best practices of corporate governance.

h) The Statement of Ethics and Business Practices is prepared and circulated amongst the directors and employees.

i) No default has been made in the payment of any debt.

j) There is no material change adversely affecting the financial position of the Company occurring between the financial year end and the date of the auditor's report or this Directors' report.

k) The Board has adopted a mission statement and a statement of overall corporate strategy.

As required by the Code of Corporate Governance, statements regarding the following are annexed to this report:

(i) Key operating and financial data for the last six years;

(ii) Statement of pattern of shareholding;

(iii) Statement of shares held by associated companies, undertakings and related persons; and

(iv) Statement of other information.

The Board of Directors reviewed and approved the annual audited financial statements for the year under review in accordance with the applicable financial reporting framework. Prior to approval, the CEO and CFO signed the financial statements, confirming their fair presentation. The Audit Committee examined these statements, together with the auditor's report thereon, in detail and recommended them to the Board for approval. The financial statements have accordingly been signed on behalf of the Board by the CEO, the Director and the CFO, and are recommended for presentation to the shareholders for adoption at the forthcoming Annual General Meeting.

The statutory auditors of the Company, in their report on the financial statements for the year under review, have issued an unmodified and clean report of these financial statements. The details of the Company's holding company, as required under the Companies Act, 2017, have been presented in Note 1 to the financial statements.

Related Party Transactions

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

Certain related party transactions, in which a majority of the directors are interested, require members' approval under Sections 207 and/or 208 (to the extent applicable) of the Companies Act, 2017,

read with Regulation 15 of the Listed Companies (Code of Corporate Governance) Regulations, 2019. In compliance with these requirements, such transactions were placed before the shareholders in general meeting for approval to ensure transparency, accountability and oversight.

Investment in Holding Company

In accordance with Section 199 of the Companies Act, 2017, the Board of Directors has approved, subject to shareholders' approval, investment in the form of loans/advances to MLCF, the holding company, up to an aggregate amount of Rs. 4,000 million for a period of one year commencing from September 18, 2026 to September 17, 2027. The loans/advances will carry a mark-up of one percent above three-month KIBOR or one percent above the Company's average borrowing cost, whichever is higher.

Corporate Guarantee and Charge over Fixed Assets

During the year, the Company provided a cross-corporate guarantee in favour of the Security Agent, Habib Bank Limited, acting on behalf of consortium of banks to support the Islamic syndicated financing facility of PKR 75 billion obtained by its holding company, MLCF, in connection with the acquisition of shares of the Company. In this regard, the Company also created a ranking charge, upgradable to a joint pari passu charge, aggregating to Rs. 45 billion over its present and future fixed assets. After evaluating commercial rationale and associated risks, the arrangement was approved by the Board of Directors and ratified by the shareholders in an Extraordinary General Meeting held on March 31, 2026. The relevant disclosures are set out in Note 26.2.2 to the financial statements.

Directors' Training Program

The Code of Corporate Governance for Listed Companies requires listed companies to make appropriate arrangements to carry out orientation and training of directors and key management. All the directors have either obtained certification under the Directors' Training Program or possess requisite qualification and experience of working at board of listed companies and are well conversant with their duties and responsibilities as directors of a listed company. The requisite orientation was however provided to the newly appointed directors following the change of control, in line with the requirements of the Code.

Evaluation of the Board's Own Performance

The Board of Directors has developed a criteria to evaluate and improve its own performance. The criteria, circulated among the directors, emphasizes corporate goals and vision, independence of the Board and the performance and effectiveness of the Board's committees. Feedback and recommendations provided by the Board members are incorporated into future evaluations.

Auditors

M/s. KPMG Taseer Hadi & Co., Chartered Accountants, the external auditors of the Company, will retire at the conclusion of the 40th Annual General Meeting, being eligible, have offered themselves for re-appointment. The firm is registered with the Audit Oversight Board and has been awarded a satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan. On the recommendation of the Audit Committee, the Board has proposed to the shareholders their reappointment as auditors of the Company for the next term.

Dividends

Pursuing a disciplined capital-allocation strategy, the Board has plans to reinvest earnings into high-return projects believing their expected returns exceed the immediate benefit of distribution in the form of dividend, resultantly has not recommended any cash dividend for the year ended June 30, 2026 (2025: 100%, i.e. Rs. 10 per share).

Contribution to National Exchequer

During the year, the Company recorded an amount of Rs. 26,509 million (2025: Rs. 21,117 million) to the Government Treasury on account of income taxes, levies, sales tax, excise duties and royalties.

Pattern of Shareholding

The Company's pattern of shareholding as at June 30, 2026, prepared in compliance with Section 227(2)(f) of the Companies Act, 2017, is annexed to this report.

CORPORATE SOCIAL PERFORMANCE

Health, Safety and Environment

The Company is dedicated to provide its employees and community with a safe, healthy and supportive environment. Certified under ISO 14001:2015 and ISO 45001:2018, the Company adheres to international standards in environmental and occupational health and safety management. The Company was also honored with the Green Office Diploma in recognition of its efforts to minimize the consumption of natural resources. The Company remains fully compliant with all applicable environmental laws and standards. The Company as part of its routine exercise, organized tree plantation drives within the plant's vicinity, while stone pitching, construction of roadside footpaths and continuous water showering are also carried out to control dust dispersion alongside a continued focus on energy conservation and waste reduction.

Gaseous and Dust Emission

The Company is committed to maintain a pollution-free environment. Electrostatic precipitators and dust collectors have been installed across all production lines, and two Waste Heat Recovery Power Plants with a combined capacity of 18 MW effectively minimize the release of waste hot gases during production. The Company's latest production line features state-of-the-art technology designed for highly efficient processes that reduce both fuel and power consumption.

Community Investment and Welfare

As a responsible corporate citizen, the Company remains committed to the welfare of the communities surrounding its plant, through the construction and upkeep of a mosque, medical dispensaries, an ambulance service, availability of a qualified lady doctor at the factory site, and support to primary schools in Chenki and the Divisional Public School in Jauharabad. The Company also contributes to charitable and educational causes, donates cement to underprivileged communities. To facilitate the local community's commute to the main approach road, the Company constructed a 2.1-kilometer link road and it continues to develop and maintain nearby roads, clean drinking water facilities and other critical infrastructure to enhance the living standards of neighboring communities.

Sustainability Risks and Opportunities

The Board is proactively integrating sustainability-related risks into the Company's risk management framework to enhance its Environmental, Social and Governance performance and ensure long-term value creation. The Company monitors industry trends and regulatory developments and is aligning its business towards clean technologies, digitized workflows, optimized waste management and a transition to environmentally friendly energy sources, including the exploration of solar power to reduce reliance on grid electricity and fossil fuels. The Company also cultivates a culture of Diversity, Equity and Inclusion through inclusive, merit-based hiring practices and strong accountability.

EMPLOYEE WELFARE

Human Capital

The Company recognizes its human resource as one of its most valuable assets. High-performing employees are recognized and rewarded to foster a conducive environment and to motivate performance across the organization.

Employee Safety

The Company places the utmost priority on the health and safety of its employees. Employees are equipped with appropriate safety tools and protective devices and a dedicated Safety Department enforces compliance with safety regulations and best practices. Rules and procedures are regularly reviewed, and regular training sessions are conducted to reinforce best practices and maintain a safe working environment.

Provident Fund / Gratuity

The Company operates a funded, registered provident fund for all permanent employees, while all contractual employees below the age of 60 years are entitled to gratuity. The fair value of the investments of the provident fund as on June 30, 2026 was Rs. 606 million (2025: Rs. 451 million).

Medical and Hospitalization

The Company provides comprehensive medical and hospitalization facilities to all eligible employees, along with coverage for their spouses and children, in accordance with Company policy.

Future Outlook

The near-term outlook for the cement industry is shaped by a balance of emerging opportunities and persistent cost pressures. On the cost side, elevated and volatile global energy prices, impaired by the unresolved conflict in the Middle East and continued uncertainty over shipping through the Strait of Hormuz. Higher mineral royalties and supply-chain vulnerabilities remain key risks to margin stability where the industry is expected to pursue measured price adjustments to preserve profitability. In response to structurally high energy costs, the Company is actively exploring renewable energy solutions, including solar power, to reduce its reliance on grid electricity and fossil fuels, which are expected to deliver meaningful cost efficiencies and strengthen the Company's sustainability credentials.

Despite near-term headwinds, the Company enters the next phase of its development with a strengthened ownership structure following the change of control, a debt-free and sound balance sheet, robust operational capabilities and a disciplined approach to cost management. The new Board and management are committed to building on the Company's established foundation, driving operational excellence and pursuing sustainable long-term value creation for all stakeholders.

Acknowledgement

The Board acknowledges the assistance and cooperation of all stakeholders, including financial institutions, customers, creditors and Government departments and places on record its sincere appreciation for the continued dedication and commitment of the Company's employees.

For and on behalf of the Board

Sayeed Tariq Saigol Chief Executive Officer	Tariq Sayeed Saigol Chairman

Lahore
July 28, 2026

AUDIT COMMITTEE
REPORT

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

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

Sr No.	Name of Directors	Status	Attendance
1	Mr. Manzoor Ahmed* (Chairman Audit Committee)	Independent	3
2	Mr. Aly Khan*	Non-Executive	3
3	Ms. Aleeya Khan*	Non-Executive	3
4	Mr. Mohammed Aftab Alam*	Non-Executive	3
5	Sheikh Javed Elahi*	Independent	3
6	Mr. Zulfikar Monnoo** (Chairman Audit Committee)	Independent	1
7	Mr. Tajammal Hussain Bokharee**	Independent	1
8	Mr. Danial Taufique Saigol**	Non-Executive	1
TOTAL NUMBER OF MEETINGS HELD DURING THE YEAR			**4**

* Resigned from the Board on 20 February 2026.

** Appointed to the Board on 20 February 2026 to fill the casual vacancies arising from the resignations.

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

For the financial year ended June 30, 2026, the Committee is pleased to report that:

- The Committee reviewed the quarterly, half yearly and annual financial statement of the Company.

- The Committee was also briefed on operations of the Company compared with comparative period's performance and against budgeted targets. Prior to publication by the Company, the Committee also reviewed preliminary announcements of financial results;

- The annual financial statements for the year ended June 30, 2026 were presented to the Committee. Specific attention was paid to key matters reported in Auditor's report pertaining to revenue recognition. Moreover, at the reporting date, there were multiple tax contingencies pending at different legal/tax authorities. After review of financial statements, the Committee was of the view that the above-mentioned matters have been fairly presented and disclosed for the understanding of users of financial statements. The Committee also expressed its satisfaction on the applicability of the going concern assumption in the preparation of the annual financial statements. The Committee recommended the financial statement for approval of the Board;

- The Committee reviewed all the related party transactions and recommended the same for approval of the Board;

- Appropriate accounting policies have been consistently applied. All core and other applicable International Accounting and Financial Reporting Standards were followed in preparation and presentation of financial statements of the Company;

- Company's system of internal control is sound in design and is continually evaluated;

- The Committee approved the audit plan for the upcoming financial year presented by Head of Internal Audit which ensured that all major systems and operational areas are covered and reviewed periodically;

- The Committee on the basis of the internal audit reports, reviewed the adequacy of controls and compliance shortcomings in areas audited and discussed corrective responses. This has ensured the continual evaluation of controls and improved compliance. The review of internal audit reports also included findings, conclusions, recommendations and action plans agreed with management. Status of follow up on outstanding observations is regularly reviewed;

- The Committee reviewed the Annual Report of the Company and found it fair, balanced and understandable for the users of financial statements;

- The Committee ensured that statutory and regulatory obligations and requirements of best practices of code of corporate governance have been met. Present auditors, M/s. KPMG Taseer Hadi & Co., Chartered Accountants, one of the big four global auditing firms, are registered with Audit Oversight Board and have been given satisfactory rating under QCR program by ICAP;

- The Committee also observed that no cases of material complaints regarding accounting, internal accounting controls or audit matters, or whistle blowing were received by the committee;

- The Head of Internal Audit has direct access to the Chairman of the Committee and the Committee has ensured staffing of personnel with sufficient internal audit acumen and that this function has all necessary access to management and the right to seek information and explanations;

- Performance of the Committee is annually reviewed by the Board as per the set criteria. However, the Committee is devising the checklist for self-evaluation of its performance.

- The Chairman of the Committee was also present at Annual General Meeting held on October 28, 2025 to answer questions raised by shareholders. Appointment of external auditors and the matter related to fixing of their remuneration was reviewed. The Committee recommended to the Board for appointment of auditors for the financial year 2026-27 who shall retire at the conclusion of upcoming Annual General Meeting after completing the term.

Zulfikar Monnoo
Chairman Audit Committee

July 28, 2026

ENTERPRISE RESOURCE PLANNING

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

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

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

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

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

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

Comprehensive ERP Support and Governance

To ensure seamless ERP adoption, we provide:

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

Risk Management and Compliance

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

Robust Access Control and Authorization

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

Streamlined HR and Finance Management

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

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

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

CHAIRMAN'S SIGNIFICANT COMMITMENTS AND ANY CHANGES THERETO

List of Companies in which the Chairman holds directorship has been separately disclosed in the Directors Profile section of the Annual Report. No external search consultancy has been used in the appointment of the Chairman or non-executive director. There is no significant change in his commitment.

GOVERNMENT POLICIES AND IMPACT ON CEMENT SECTOR AND THE COMPANY

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

GOVERNANCE PRACTICES EXCEEDING LEGAL REQUIREMENTS

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

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

a) Implementation of Environmental Protection Policies

It has always been the Company's endeavor to enhance its environment conservation measures, continue to be profitable and sensitive towards societal wellbeing. The Company has been consistently adopting new technologies that are cleaner and greener. The Company's processes are driven to become more energy efficient, given its quest to become better stewards of natural resources. In recognition of these efforts, the

Company has also been awarded Green Office Diploma.

b) **Implementation of Comprehensive Health and Safety Program**

The cornerstone of the Company's compliance philosophy is emphasis on ensuring that the health and safety measures on manufacturing site are in line with best global practices. The Company is committed to provide its staff a safe, healthy and nurturing environment and accordingly has received certification of ISO 14001:2015 and ISO 45001:2018.

c) **Timely Dissemination of Information on PSX and Company's Website**

The Company ensures that all the material information is communicated to the stakeholders through PSX, and the SECP in shortest possible time.

d) **Compliance with Non-mandatory Clauses of Code of Corporate Governance**

The Company encourages that in addition to all those charged with governance, the management of the Company is also certified from Directors' Training Program. Further, the Company has also uploaded key policies on its website.

e) **Disclosure of Financial Ratios, Reviews, Risk Matrices and Graphs**

For better understanding of all the stakeholders of the Company, this annual report comprises of detailed management commentary on key ratios along with visual descriptions in shapes of graphs and tables.

f) **Adoption of International Integrated Reporting**

The Company is in initial stage of adoption of International Integrated Reporting Framework issued by Integrated Reporting Council.

STATEMENT OF COMPLIANCE
WITH LISTED COMPANIES
(CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

Name of Company: Pioneer Cement Limited
Year ended : June 30, 2026

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

1.The total number of directors are 8 as per the following:

a. Male: Seven
b. Female: One

2.The composition of Board is as follows:

a) Independent directors	Mr. Tajammal Hussain Bokharee Mr. Zulfikar Monnoo
b) Non-executive directors	Mr. Tariq Sayeed Saigol Mr. Taufique Sayeed Saigol Mr. Danial Taufique Saigol Syed Mohsin Raza Naqvi
c) Executive directors	Mr. Sayeed Tariq Saigol (CEO)
d) Female director	Ms. Jahanara Saigol

A new Board was constituted on appearance of casual vacancies as previous directors resigned on February 20, 2026. The Board believes that having two independent directors is sufficient and therefore, has not rounded up the fractional number of independent directors.

3. The directors have confirmed that none of them is serving as a director on more than seven listed companies, including the Company;

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

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

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

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

8. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and the Regulations;

9. The following directors of the Company are duly certified or are exempted from Directors' Training Program:

- Mr. Tariq Sayeed Saigol
- Mr. Sayeed Tariq Saigol
- Mr. Taufique Sayeed Saigol
- Mr. Danial Taufique Saigol
- Mr. Syed Mohsin Raza Naqvi
- Mr. Tajammal Hussain Bokharee
- Mr. Zulfikar Monnoo

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

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

12. The Board has formed committees effective from February 20, 2026 comprising the members given below:

Audit Committee	HR & R Committee
Mr. Zulfikar Monnoo (Chairman of Committee) Mr. Tajammal Hussain Bokharee Mr. Danial Taufique Saigol	Mr. Tajammal Hussain Bokharee (Chairman of Committee) Mr. Zulfikar Monnoo Mr. Danial Taufique Saigol

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

14. The frequency of meetings of the committees was as per following;

    a) Audit Committee (quarterly)
    b) HR and Remuneration Committee (yearly);

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

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

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

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

19. Explanations for non-compliance with requirements, other than regulations 3, 6, 7, 8, 27, 32, 33 and 36 are below:

S No.	Requirement	Explanation for Non-Compliance	Reg No.
1	**Nomination Committee** The Board may constitute a separate committee, designated as the nomination committee, of such number and class of directors, as it may deem appropriate in its circumstances.	Considering the magnitude and similarity of the nature of terms of reference (TOR) of this Committee with that of HR and Remuneration Committee, the Board has decided to include the TOR of this Committee in the TOR of the HR and Remuneration Committee.	29
2	**Risk Management Committee** The Board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.	Considering the magnitude and similarity of the nature of TOR of this Committee with that of Audit Committee, the Board has decided to include the TOR of this Committee in the TOR of the Audit Committee.	30
3	**Anti-harassment, Diversity, Equality and Inclusion (DE&I) policies and practices & Sustainability Committee** In order to effectively discharge its sustainability related duties, the Board may establish a dedicated sustainability committee having at least one female director, or assign additional responsibilities to an existing Board committee. The committee shall monitor and review sustainability related risks and opportunities of the Company, ensure anti-harassment and DE&I policies and practices are in effect at the Board, management and workforce levels of the Company, oversee compliance with laws relating to sustainability related considerations and ensure appropriate disclosures. The Committee shall submit to the Board a report, at least once a year, on embedding sustainability principles into the Company's strategy and operations to increase corporate value.	In compliance with Regulation 10A, the Board has assigned sustainability-related responsibilities, including DE&I policies, to the HR&R Committee. An Anti-harassment policy, forming part of the Company's Code of Conduct, has been approved and implemented. The Committee (HR&R Committee), shall monitor sustainability risks and opportunities, ensure compliance with applicable laws and regulations, and submit an annual report to the Board on sustainability integration into the Company's strategy and operations. The report will be presented to the Board after the Committee's review in its next meeting. The HR&R Committee does not include a female director; however, it will be reconstituted when elections are held in upcoming General Meeting.	10 & 10A
4	**Responsibilities of the Board and its members:** The Board is responsible for the adoption of corporate governance practices, and it shall ensure that the complete record of particulars of the significant policies along with their dates of approval or updating is maintained by the company.	Non-mandatory provisions of the CCG Regulations are partially complied. Further, the Company has already implemented several key policies, while the remaining ones are currently under development and will be finalized in due course.	10 & 10(4)

S No.	Requirement	Explanation for Non-Compliance	Reg No.
5	**Directors' Orientation Program** Acquainting the directors with the CCG Regulations, other applicable laws, their duties and responsibilities.	All the Directors are highly qualified and experienced and the Company will arrange their orientation in due course.	18
6	**Directors' Training** Newly appointed directors on the Board may acquire, the directors training program certification within a period of one year from the date of appointment as a director on the Board. 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.	Currently 7 out of 8 directors have acquired the certifications under Directors' Training Program or are not required to obtain it as per exemption criteria. One director, Ms. Jahanara Saigol, will acquire certification in due course. The Company has planned to arrange Directors' Training Program certification for female executives and heads of department in due course.	19
7	**Board's independent evaluation** It is encouraged to have regular independent evaluation of the board's performance at least every three years by an external body	Evaluation of Board's performance will be conducted after the constitution of new Board in upcoming Annual General Meeting.	10(3)

Tariq Sayeed Saigol
Chairman

INDEPENDENT AUDITOR'S REVIEW REPORT

TO THE MEMBERS OF PIONEER CEMENT 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 Pioneer Cement Limited ("the Company") for the year ended 30 June 2026 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

Based on our review, nothing has come to our attention which causes us to believe that the Statement of Compliance does not appropriately reflect the Company's compliance, in all material respects, with the requirements contained in the Regulations as applicable to the Company for the year ended 30 June 2026.

KPMG Taseer Hadi & Co.
Chartered Accountants
UDIN: CR202610114cazlroMN7

Lahore
Date: 20 August 2026

06

ANALYSIS OF THE FINANCIAL INFORMATION

ANALYSIS OF THE FINANCIAL PERFORMANCE

CURRENT YEAR VS PROJECTIONS

Fiscal Year 2026 marked a notable economic recovery for Pakistan, with Real GDP growth accelerating to 3.7% (up from 3.2% in FY2025). As inflationary pressures eased, the State Bank of Pakistan lowered the policy rate. This monetary easing reduced corporate financing costs and spurred construction activity, driving a recovery in domestic cement dispatches. However, the industry continued to face cost headwinds from elevated electricity tariffs, Punjab's revised 6% ad-valorem limestone royalty, and the Federal Excise Duty (FED). Despite these margin pressures, improved market demand enabled the Company to expand dispatch volumes, boost revenues, and deliver stronger profitability through operational efficiencies.

CURRENT YEAR VS LAST YEAR

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

Key Performance KPI's	2026	2025	Increase/ (Decrease)
Financial	----------------------------Rs. in million----------------------------		
Net revenue	38,579	33,309	5,269.92
Finance cost	633	1,408	(775)
Profit before tax	10,192	8,105	2,086.74
Profit after tax	6,594	4,876	1,718
Outstanding total debt	-	8,887	(8,887)
Non-Financial	---------------------------------Tons---------------------------------		
Cement production	2,447,500	2,086,945	360,555
Cement dispatch	2,444,658	2,072,233	372,425
	-------------------------No. of employees-------------------------		
Head count	1,049	1,105	(56)

Dispatches and Net Revenue

The Company recorded a strong topline growth of 15.82%, with net revenue increasing to Rs. 38,579 million during the current year as compared to Rs. 33,309 million in the previous year. During the year, the Company dispatched 2,444,658 tons of cement in the local market, reflecting an increase of approximately 18% compared to 2,072,233 tons dispatched last year.

Net sales per ton decreased marginally to Rs. 15,781 from Rs. 16,074 in the prior year, representing a slight decrease of 1.82%. Despite the minor decline in per-ton revenue, the substantial increase in dispatch volumes more than compensated for the reduction, resulting in a significant improvement in overall revenue for the year.

Finance Cost

The Company's finance cost declined significantly to Rs. 633 million during the current year from Rs. 1,408 million in the previous year, representing a reduction of approximately 55.1%. This substantial decrease was primarily attributable to the Company's continued debt reduction strategy, the complete settlement of outstanding borrowings during the year. As a result, the Company remained debt-free at year end, leading to a significant reduction in financing costs and further strengthening its profitability.

Profitability

The Company recorded a strong improvement in profitability during the year, driven by higher dispatch volumes, increased net revenue and lower finance costs. Profit before taxation increased to Rs. 10,192 million from Rs. 8,105 million, while profit after taxation rose to Rs. 6,594 million from Rs. 4,876 million. Consequently, basic earnings per share (EPS) improved to Rs. 29.03 compared with Rs. 21.47 in the previous year.

Outstanding Total Debt

The Company successfully achieved a debt-free position during the year through strong internal cash flow generation and the full repayment of its outstanding borrowings. Consequently, total outstanding banking debt decreased from Rs. 8,887 million at the end of the previous year to Nil as at the current reporting date. This has also contributed to a significant reduction in finance costs and further strengthened the Company's financial position.

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

FINANCIAL HIGHLIGHTS
SIX YEARS AT A GLANCE

Description	2026	2025	2024	2023	2022	2021
Production and Sales			---------------------------- Tons '000'---------------------------			
Clinker Production	2,198	1,775	2,021	2,409	2,893	2,955
Cement Production	2,448	2,087	2,315	2,741	3,373	3,408
Cement Dispatches						
Domestic Market	2,445	2,072	2,362	2,704	3,388	3,368
International Market	-	-	-	-	-	13
Global Markets	2,445	2,072	2,362	2,704	3,388	3,381
			-------------------------- % --------------------------			
Cement Capacity Utilization (based on installed capacity)	47.12	40.18	44.57	52.78	64.93	65.61
Financial position			-------------------------- Rupees in million--------------------------			
Assets Employed						
Property plant and equipment	65,740.60	74,097.30	76,221.48	77,802.60	63,243.22	42,945.19
Other long term assets	1,164.54	783.15	753.25	439.19	179.50	153.16
Current assets	12,532.46	11,486.41	8,103.22	8,913.58	8,467.82	8,382.55
Total Assets	79,437.60	86,366.86	85,077.94	87,155.37	71,890.53	51,480.90
Financed by						
Shareholders equity	31,909.21	25,174.92	22,313.46	16,921.45	13,593.07	12,481.13
Surplus on revaluation of fixed assets-net of tax	17,612.80	21,952.07	23,358.39	23,599.99	16,178.27	2,618.16
Long term liabilities	18,794.40	26,129.81	24,688.93	27,755.93	24,331.69	18,596.26
Other Current liabilities	11,121.18	13,110.07	14,717.17	18,877.99	17,787.50	17,785.35
Total Funds Invested	79,437.60	86,366.86	85,077.94	87,155.37	71,890.53	51,480.90
Turnover and profit / (Loss)						
Net turnover	38,578.53	33,308.61	35,519.27	36,165.27	31,879.21	21,817.61
Gross profit	11,581.00	10,443.52	11,763.26	9,409.38	7,203.11	4,117.95
Operating profit / (loss)	10,824.33	9,513.06	11,189.18	8,929.31	6,600.83	4,020.72
Profit / (loss) before taxation	10,191.54	8,104.80	8,383.22	5,731.66	3,944.65	2,203.04
Profit / (loss) after taxation	6,594.15	4,876.10	5,176.17	2,611.11	1,050.27	1,974.46
EBITDA	13,729.95	12,644.09	14,143.07	11,587.72	7,762.52	5,001.94
Earnings per share (Rs.)	29.03	21.47	22.79	11.50	4.62	8.69
Breakup value per share (Rs.)	218.02	207.47	201.07	178.39	131.07	66.47
Cash flow summary						
Net cash generated from operating activities	9,666.61	10,690.88	12,633.84	9,199.58	8,191.01	4,399.84
Net cash generated from / (used in) investing activities	1,323.69	(3,711.82)	(968.19)	(1,246.61)	(543.85)	(2,302.17)
Net cash (outflow) / inflow from financing activities	(10,835.74)	(6,839.00)	(11,594.61)	(8,093.63)	(7,500.34)	(2,126.45)
Increase / (Decrease) in cash and cash equivalents	154.56	140.07	71.04	(140.66)	146.82	(28.78)
Cash and cash equivalents at beginning of the year	554.70	414.63	343.60	484.26	337.44	366.21
Cash and cash equivalents at end of the year	709.25	554.70	414.63	343.60	484.26	337.44

FINANCIAL RATIOS

Ratios Description		2026	2025	2024	2023	20228	2021
Profitability Ratios							
Gross Profit ratio	%	30.02	31.35	33.12	26.02	22.60	18.87
Net Profit to Sales	%	17.09	14.64	14.57	7.22	3.29	9.05
EBITDA Margin to Sales	%	35.59	37.96	39.82	32.04	24.35	22.93
Return on Shareholders' Funds	%	20.67	19.37	23.20	15.43	7.73	15.82
Return on Capital employed	%	35.68	34.99	44.18	34.08	23.27	13.52
Shareholders' Funds	%	62.34	54.57	53.68	46.49	41.41	29.33
Return on Equity	%	13.65	10.51	12.01	7.43	4.68	13.99
Liquidity Ratios							
Current ratio	Times	1.13	0.88	0.55	0.47	0.48	0.47
Quick / Acid test ratio	Times	0.43	0.43	0.18	0.15	0.19	0.26
Cash to current liabilities	Times	0.06	0.04	0.03	0.02	0.03	0.02
Cash flow from operations to sales	Times	0.25	0.32	0.36	0.25	0.26	0.20
Operating cash flow to capital expenditures	Times	9.51	10.24	7.73	7.22	8.39	1.89
Cash flow coverage ratio	Times	0.00	1.20	1.20	0.53	0.37	0.16
Investment /Market Ratios							
Earnings per Share	Rs.	29.03	21.47	22.79	11.50	4.62	8.69
Price Earnings ratio	Times	9.76	10.63	7.40	7.54	13.05	15.08
Price to Book ratio	%	129.98	109.96	83.88	48.56	46.03	197.18
Dividend Yield ratio	%	0.00	4.38	8.89	0.00	0.00	0.00
Dividend Payout ratio	%	0.00	46.58	65.83	0.00	0.00	0.00
Cash Dividend per share	Rs.	-	10.00	15.00	-	-	-
Market value per share at the year end	Rs.	283.37	228.13	168.65	86.63	60.33	131.07
Breakup value per share	Rs.						
i. Without Surplus on Revaluation of property, plant and equipment	Rs.	140.48	110.83	98.23	74.49	59.84	54.95
ii. With Surplus on Revaluation of Property plant and equipment including the effect of all Investments	Rs.	218.02	207.47	201.07	178.39	131.07	66.47
Free Cash Flow	Rs. in million	9,443	10,202	12,067	8,710	7,830	4,290
Economic Value Added (EVA)	Rs. in million	1,418	575	(2,128)	(3,044)	(2,485)	(969)
Capital Structure							
Financial leverage ratio	Times	0.00	0.19	0.23	0.43	0.75	1.80
Weighted average cost of debt	%	16.86	14.36	24.02	18.22	10.77	9.05
Debt to Equity ratio	Times	0.00	0.35	0.47	1.03	1.64	2.15
Net assets per share	Rs.	218.02	207.47	201.07	178.39	131.07	66.47
Interest Cover	Times	17.11	8.98	5.04	3.62	2.92	2.75
Activity / Turnover Ratios							
Total Assets turnover ratio	%	46.53	38.86	41.25	45.45	51.64	43.41
Fixed Assets turnover ratio	%	54.49	43.92	45.89	51.21	59.94	51.53
No. of Days in Inventory	Days	92	90	88	76	65	70
No. of Days in Receivables	Days	11	13	14	13	12	13
No. of Days in Payables	Days	119	97	95	97	93	108
Operating cycle	Days	(16)	6	7	(8)	(15)	(26)
Employee Productivity ratios							
Production per Employee	Tons	2333	1889	2114	2380	3001	3110
Revenue per Employee	Rupees in millon	56	46	45	43	40	30
Others							
Spares Inventory as % of Assets Cost	%	4%	3%	3%	3%	3%	4%
Maintenance Cost as % of Operating Expenses	%	1%	1%	1%	1%	0%	1%

ANALYSIS OF STATEMENT OF FINANCIAL POSITION

Description	2026	2025	2024	2023	2022	2021
	--------------------------- Rupees in million---------------------------					
Share capital and reserves	31,909.21	25,174.92	22,313.46	16,921.45	13,593.07	12,481.13
Surplus on revaluation of fixed assets	17,612.80	21,952.07	23,358.39	23,599.99	16,178.27	2,618.16
Long term liabilities	18,794.40	26,129.81	24,688.93	27,755.93	24,331.69	18,596.26
Current liabilities	11,121.18	13,110.07	14,717.17	18,877.99	17,884.99	17,785.35
Total equity and liabilities	79,437.60	86,366.86	85,077.94	87,155.37	71,988.02	51,480.90
Non current assets	66,905.14	74,880.45	76,974.72	78,241.79	63,422.71	43,098.36
Current assets	12,532.46	11,486.41	8,103.22	8,913.58	8,467.82	8,382.55
Total assets	79,437.60	86,366.86	85,077.94	87,155.37	71,890.53	51,480.90
Vertical analysis	%					
Share capital and reserves	40.17	29.15	26.23	19.42	18.91	24.24
Surplus on revaluation of fixed assets	22.17	25.42	27.46	27.08	22.50	5.09
Long term liabilities	23.66	30.25	29.02	31.85	33.80	36.12
Current liabilities	14.00	15.18	17.30	21.66	24.84	34.55
Total equity and liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Non current assets	84.22	86.70	90.48	89.77	88.22	83.72
Current assets	15.78	13.30	9.52	10.23	11.78	16.28
Total assets	100.00	100.00	100.00	100.00	100.00	100.00
Horizontal analysis (i)						
Cumulative						
Share capital and reserves	203.39	139.36	112.16	60.89	29.24	18.67
Surplus on revaluation of fixed assets	466.05	605.50	650.70	658.46	419.94	(15.86)
Long term liabilities	70.37	136.86	123.80	151.60	120.56	68.57
Current liabilities	149.88	194.57	230.68	324.16	299.60	299.61
Total equity and liabilities	172.87	196.68	192.25	199.39	146.95	76.84
Non current assets	190.38	225.00	234.08	239.58	175.27	87.05
Current assets	106.44	89.20	33.48	46.83	39.48	38.08
Total assets	172.87	196.68	192.25	199.39	146.95	76.84
Horizontal analysis (ii)						
Year vs Year						
Share capital and reserves	26.75	12.82	31.86	24.49	8.91	19.81
Surplus on revaluation of fixed assets	(19.77)	(6.02)	(1.02)	45.87	517.93	(3.43)
Long term liabilities	(28.07)	5.84	(11.05)	14.07	30.84	(13.77)
Current liabilities	(15.17)	(10.92)	(22.04)	6.13	0.01	24.03
Total equity and liabilities	(8.02)	1.51	(2.38)	21.07	39.83	4.99
Non current assets	(10.65)	(2.72)	(1.62)	23.37	47.16	3.33
Current assets	9.11	41.75	(9.09)	5.26	1.02	14.42
Total assets	(8.02)	1.51	(2.38)	21.23	39.65	4.99

ANALYSIS OF STATEMENT OF PROFIT OR LOSS

Description	2026	2025	2024	2023	2022	2021
	---------------------------- Rupees in million--------------------------					
Net turnover	38,578.53	33,308.61	35,519.27	36,165.27	31,879.21	21,817.61
Cost of sales	(26,997.53)	(22,865.09)	(23,756.01)	(26,755.88)	(24,676.10)	(17,699.66)
Gross profit	11,581.00	10,443.52	11,763.26	9,409.38	7,203.11	4,117.95
Distribution cost	(156.00)	(147.42)	(171.16)	(141.77)	(119.46)	(118.60)
Administrative expenses	(488.60)	(458.54)	(309.97)	(168.70)	(134.23)	(128.39)
Other income / (charges)	(112.07)	(324.51)	(92.96)	(169.61)	(348.59)	149.76
Operating profit	10,344.24	9,196.25	11,189.18	8,929.31	6,600.83	4,020.72
Finance cost	(632.79)	(1,408.26)	(2,805.96)	(3,197.65)	(2,656.19)	(1,817.68)
Profit before taxation	10,191.54	8,104.80	8,383.22	5,731.66	3,944.65	2,203.04
Taxation	(3,597.39)	(3,228.70)	(3,207.05)	(3,120.55)	(2,894.38)	(228.58)
Profit after taxation	6,594.15	4,876.10	5,176.17	2,611.11	1,050.27	1,974.46
Vertical analysis	---------------------------- %--------------------------					
Net turnover	100	100	100	100.00	100.00	100.00
Cost of sales	(69.98)	(68.65)	(66.88)	(73.98)	(77.40)	(81.13)
Gross profit	30.02	31.35	33.12	26.02	22.60	18.87
Distribution cost	(0.40)	(0.44)	(0.48)	(0.39)	(0.37)	(0.54)
Administrative expenses	(1.27)	(1.38)	(0.87)	(0.47)	(0.42)	(0.59)
Other income / (charges)	(0.29)	(0.97)	(0.26)	(0.47)	(1.09)	0.69
Operating profit	28.06	28.56	31.50	24.69	20.71	18.43
Finance cost	(1.64)	(4.23)	(7.90)	(8.84)	(8.33)	(8.33)
Profit before taxation	26.42	24.33	23.60	15.85	12.37	10.10
Taxation	(9.32)	(9.69)	(9.03)	(8.63)	(9.08)	(1.05)
Profit after taxation	17.09	14.64	14.57	7.22	3.29	9.05
Horizontal analysis (i)						
Cumulative						
Net turnover	281.16	229.09	250.94	257.32	214.97	115.56
Cost of sales	269.29	212.76	224.95	265.99	237.54	142.11
Gross profit	312.04	271.57	318.52	234.77	156.28	46.51
Distribution cost	(6.54)	(11.68)	2.54	(15.07)	(28.43)	(28.94)
Administrative expenses	400.94	370.12	217.79	72.96	37.62	31.63
Other income / (charges)	(53.04)	35.98	(61.05)	(28.93)	46.07	(162.76)
Operating profit	369.08	312.25	384.89	286.96	186.05	74.24
Finance cost	566.82	1,384.00	2,856.87	3,269.63	2,699.05	1,815.45
Profit before taxation	360.60	266.29	278.87	159.04	78.27	(0.44)
Taxation	532.60	467.77	463.96	448.75	408.98	(59.80)
Profit after taxation	301.10	196.60	214.85	58.82	(36.12)	20.10
Horizontal analysis (ii)						
Year vs Year						
Net turnover	15.82	(6.22)	(1.79)	13.44	46.12	247.03
Cost of sales	18.07	(3.75)	(11.21)	8.43	39.42	176.99
Gross profit	10.89	(11.22)	25.02	30.63	74.92	(4,094.36)
Distribution cost	5.82	(13.87)	20.73	18.67	0.72	(53.07)
Administrative expenses	6.56	47.93	83.74	25.68	4.55	18.22
Other income / (charges)	(65.46)	249.10	(45.19)	(51.34)	(332.76)	47.16
Operating profit	13.78	(14.98)	25.31	35.28	64.17	(1,208.78)
Finance cost	(55.07)	(49.81)	(12.25)	20.38	46.13	362.80
Profit / (loss)before taxation	25.75	(3.32)	46.26	45.30	79.06	(391.65)
Taxation	11.42	0.68	2.77	7.81	1,166.24	(141.88)
Profit / (loss) after taxation	35.23	(5.80)	98.24	148.61	(46.81)	(1,041.91)

STATEMENT OF CASH FLOWS
DIRECT METHOD

	2026	2025
	(Rupees in thousands)	
Cash flows from operating activities		
Cash receipt from customers-net	59,324	51,051
Cash paid to suppliers and employees	(43,912)	(37,591)
Cash generated from operation	15,412	13,460
Income tax paid	(5,611)	(2,649)
Final tax paid	(104)	(17)
Long term deposits - net	24	(26)
Gratuity paid	(20)	(30)
Earned leaves paid	(35)	(47)
	(5,746)	(2,769)
Net cash generated from operating activities	9,666	10,691
Cash Flow from Investing Activities		
Capital expenditure incurred	(1,016)	(1,044)
Proceeds from disposal of property, plant and equipment	120	32
Receipt of return on bank deposits	148	73
Dividend income on short-term investments	-	25
Purchase of term deposits	(8,323)	(8,619)
Encashment of term deposits	7,940	-
Purchase of investments at fair value through profit or loss	(3,500)	-
Sale of investments at fair value through profit or loss	5,956	5,823
Cash generated / (used) in investing activities	1,324	(3,712)
Cash Flow from Financing Activities		
Repayment of long-term financing	(4,333)	(5,738)
Proceeds from long-term financing	-	2,000
Repayment of short-term borrowings - net	(4,554)	2,122
Finance cost paid	(817)	(1,833)
Dividend paid	(1,131)	(3,390)
Net Cash used in financing activities	(10,835)	(6,839)
Net increase in cash and cash equivalents	155	140
Cash and cash equivalents at beginning of the year	555	415
Cash and cash equivalents at end of the year	709	555

SHARIAH COMPLIANCE
RATIOS

Shariah Ratios	Benchmark	2026	2025	Status
Interest bearing debt to total assets	<37%	0.00%	8.90%	✓
Illiquid assets to total assets	>25%	93.94%	93.35%	✓
Net liquid assets vs market price per share (MPPS)	> MPPS	-27.76	-32.45	✓

COMMENTARY ON FINANCIAL PERFORMANCE

FINANCIAL POSITION AND PERFORMANCE

Over the six-year period under review (FY2021–FY2026), the Company's asset base has matured into an optimized, highly efficient manufacturing footprint. Major capital additions from prior years—including the commissioning of Line-3, the 24 MW Circulating Fluidized Bed (CFB) power plant, the 12 MW Waste Heat Recovery (WHR) facility, and the new head office building—continued to provide strong operational synergies. During FY2026, the Company focused on operational consolidation, asset optimization, and cash flow maximization rather than large-scale capital expansions.

FY2026 marked a notable turnaround for the cement industry, supported by Pakistan's broader economic recovery, with real GDP growth accelerating to 3.7% and the State Bank's policy rate around to an average of 11.5%, against ~19.5% in FY2025. This monetary easing spurred construction activity and revived domestic cement demand. The Company's sales volumes rose sharply by 17.97%, from 2,072 thousand tons to 2,445 thousand tons. Ex-factory net sales per ton declined marginally, but the strong volumetric recovery more than offset this, resulting in net turnover of Rs. 38,579 million compared to Rs. 33,309 million in FY2025. The gross-to-net deduction reached Rs. 20,641 million, versus Rs. 17,549 million last year. There were no export sales during the year.

Profitability over the six years reflects a consistent improvement from FY2020 onwards, and FY2026 extended this trend with a strong rebound. The industry continued to face cost headwinds from elevated electricity tariffs, Punjab's revised 6% ad-valorem limestone royalty, and the continuation of the Federal Excise Duty. Despite these margin pressures, the sharp recovery in dispatch volumes and improved market demand enabled the Company to grow revenue and deliver stronger profitability through operational efficiencies. Consequently, gross profit rose to Rs. 11,581 million (FY2025: Rs. 10,444 million), while operating profit increased to Rs. 10,824 million (FY2025: Rs. 9,513 million). Gross margin stood at 30.0% (FY2025: 31.4%), EBITDA margin at 35.6% (FY2025: 38.0%), and operating margin at 28.1% (FY2025: 28.6%). The net margin improved to 17.1% (FY2025: 14.6%), highlighting the underlying resilience of the business.

Finance costs, which had eased in FY2025 following the repayment of expansion-related borrowings, declined further and more sharply in FY2026. With the Company achieving a fully debt-free position through internally generated cash flows, finance charges fell to Rs. 633 million from Rs. 1,408 million in the prior year — a reduction of approximately 55%.

Taxation continued to weigh on bottom-line profitability, though to a lesser extent than the growth in pre-tax earnings. The effective tax rate stood at approximately 35.3% (FY2025: 39.8%), reflecting the continuation of super tax alongside the corporate tax rate. The Company recorded a tax charge of Rs. 3,597 million (FY2025: Rs. 3,229 million) against a profit before tax of Rs. 10,192 million (FY2025: Rs. 8,105 million). After tax, profit amounted to Rs. 6,594 million compared to Rs. 4,876 million last year. Earnings per share improved to Rs. 29.03 (FY2025: Rs. 21.47).

CASHFLOWS & LIQUIDITY

Cash generation remained a core strength of the business during FY2026, underpinned by strong operating profitability and disciplined working capital management. Cash generated from operations rose to Rs. 15,412 million from Rs. 13,460 million in FY2025, reflecting the improvement in the Company's underlying profitability. Net cash generated from operating activities, however, eased to Rs. 9,667 million (FY2025: Rs. 10,691 million), as a significantly higher income tax outflow of Rs. 5,611 million (FY2025: Rs. 2,649 million) absorbed a large part of the operating cash generated during the year.

These robust operating cash flows nonetheless enabled the Company to achieve a significant milestone: the complete retirement of its outstanding debt, comprising Rs. 4,333 million of long-term financing and Rs. 4,554 million of short-term borrowings, taking total outstanding debt to nil by year end. Finance cost paid nearly halved to Rs. 817 million (FY2025: Rs. 1,833 million) as a result. Key liquidity indicators improved markedly, with the current ratio strengthening to 1.13x (FY2025: 0.88x) and the quick ratio held at a healthy 0.43x. With a fully de-risked, debt-free balance sheet (Debt-to-Equity-FY 2025:0.35), the Company is well positioned with the financial flexibility to navigate future economic cycles and pursue strategic growth opportunities as they arise.

GOING FORWARD

The six-year trend from FY2021 to FY2026 highlights a successful transformation from post-expansion debt servicing into an operational powerhouse with an unleveraged balance sheet. The complete elimination of financial debt, strong captive power security, disciplined cost controls, and healthy cash yields position the Company at the forefront of industry efficiency. Looking ahead, the Company is well-equipped to sustain value creation, enhance stakeholder returns, and pursue long-term sustainable growth.

ANALYSIS OF FREE CASH FLOWS

Free Cash Flows have strengthened significantly over the past six years, reflecting the Company's improved profitability, disciplined maintenance capital expenditure and effective working capital management. Starting from a modest level of Rs. 443 million in FY2020, Free Cash Flows rose to Rs. 4,290 million in FY2021 as new cement plant and power plants contributed to higher operating cash generation. In FY2022, Free Cash Flows increased further to Rs. 7,830 million and continued to build momentum in FY2023 at Rs. 8,710 million. FY2024 marked the peak of the period with Free Cash Flows of Rs. 12,067 million, supported by robust earnings and efficient cash conversion. In FY2025, Free Cash Flows stood at Rs. 10,202 million, lower than the preceding year mainly due to reduced earnings on account of lower sales volumes and higher charges on account of royalty on minerals. In FY2026, Free Cash Flows remained robust at Rs. 9,443 million. The moderation from FY2025 was primarily attributable to higher cash tax payments during the year alongside substantial cash outflows toward the settlement and repayment of both long-term and short-term borrowings. Despite this the Company continued to generate substantial operating cash flows, supporting its ongoing de-leveraging, debt servicing and capital expenditure. Overall, the trajectory from FY2021 to FY2026 underscores a transformation in the Company's cash generation ability, ensuring financial flexibility and supporting its capacity to sustain shareholder returns and future growth.

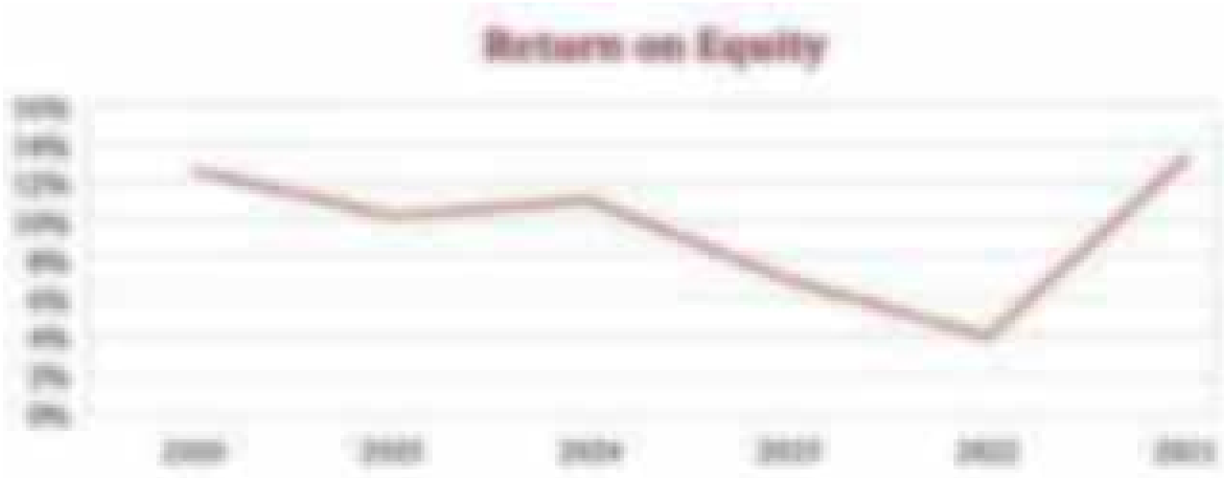
Metric / Year	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026
Free Cash Flow (Rs. Million)	4,290	7,830	8,710	12,067	10,202	9,443

Dupont Analysis

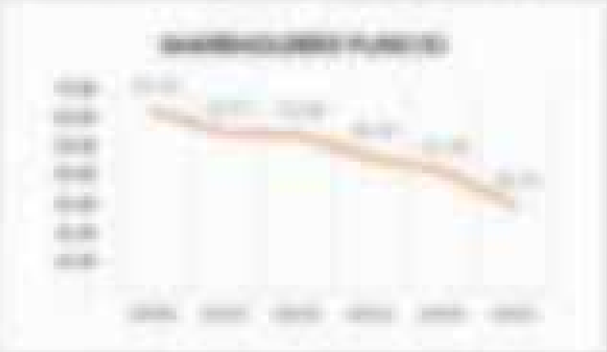
Particulars	Unit	FY2026	FY2025	FY2024	FY2023	FY2022	FY2021
Profit Margin	%	17.09	14.64	14.57	7.22	3.29	9.05
Asset Turnover	Times	0.47	0.39	0.41	0.45	0.52	0.43
Equity Multiplier	Times	1.72	1.83	1.86	2.15	2.41	3.41
Return on Equity (ROE)	%	13.65	10.51	12.01	7.43	4.68	13.99

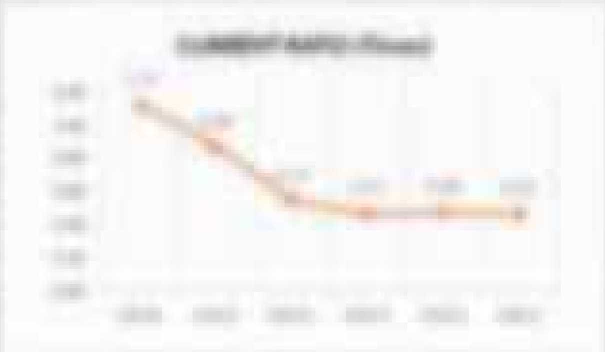
The analysis shows how returns have evolved through distinct phases over the review period. In the early stage (FY2021), returns were high, driven by heavy leverage despite modest margins. This was followed by a sharp contraction in FY2022 as profit margins compressed significantly, softening overall performance despite efficient asset utilization. Performance then staged a strong rebound over FY2023 and FY2024 as margins improved rapidly, delivering double-digit returns and offsetting the impact of ongoing de-leveraging.

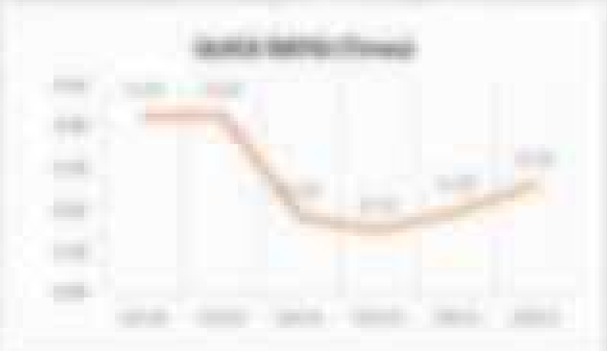
The last three years reflect a shift towards stability and peak profitability. Margins strengthened considerably to reach period highs, while leverage declined further as borrowings were repaid, resulting in healthier and more balanced returns. Profitability is now the main driver, with improved asset efficiency and a lighter capital structure ensuring that performance is less dependent on financial risk. Overall, the trend demonstrates a clear transition from reliance on leverage to sustainable operating strength as the foundation of shareholder returns.

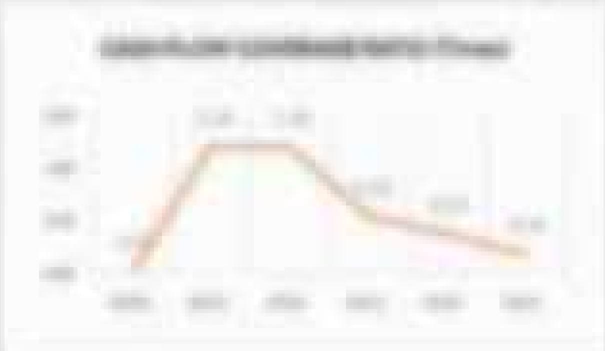


GRAPHICAL
PRESENTATION









QUARTERLY PERFORMANCE ANALYSIS

Particulars	FY 2026 Actual					FY 2025
	Q1	Q2	Q3	Q4	Total	Actual
	-------------------------------------Rs. in million-------------------------------------					
Turnover - Net	8,417	10,262	10,042	9,859	38,579	33,309
Cost of sales	5,910	7,225	7,125	6,737	26,998	22,865
Gross profit	2,507	3,037	2,916	3,121	11,581	10,444
Distribution costs	40	40	42	42	165	147
Admin expense	140	98	124	127	489	459
Other operating expense	115	150	123	196	583	641
Other income	(91)	(168)	(143)	(78)	(480)	(317)
Finance cost	214	179	165	75	633	1,408
Profit before tax	2,089	2,738	2,606	2,759	10,192	8,105
Taxation	815	1,138	1,084	561	3,597	3,229
Profit after tax	1,274	1,600	1,522	2,198	6,594	4,876

METHODS AND ASSUMPTIONS USED IN COMPILING THE INDICATORS

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

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

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

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

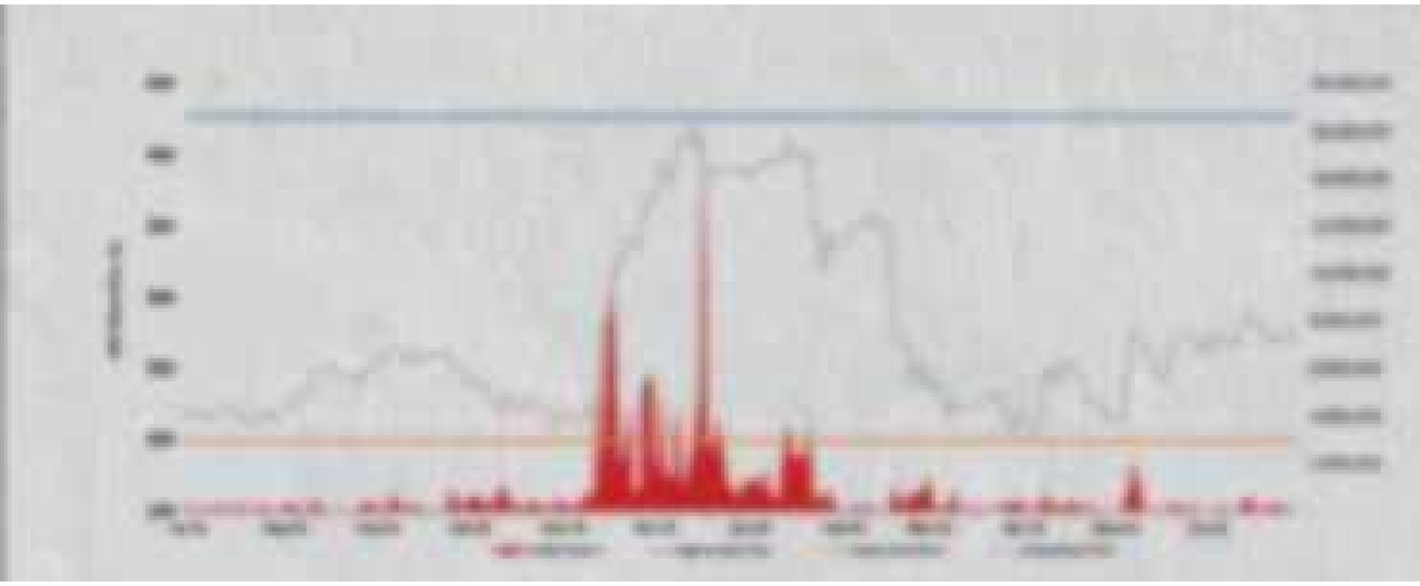
SEGMENTAL REVIEW

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

CONTRIBUTION TO THE NATIONAL EXCHEQUER

The Company being a responsible corporate entity is committed to timely discharge its responsibilities in this regard. Amount payable to statutory authorities, separately disclosed in Note 22.2 of annexed financial statements, represents liability in the normal course of business and is not due yet. The Company in current year has contributed PKR 26,509 million (2025: PKR 21,117 million) into the Government Treasury on account of income taxes, excise duty, sales tax, and other government levies.

SENSITIVITY ANALYSIS
SHARE PRICE



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

Brief synopsis of performance of the Company's share during financial year 2026 is:

	Rs.per share
Highest Share Price	427.50
Lowest Share Price	200.01
Average Share Price	275.32
Closing Share Price - Jun 30, 2026	283.37

The equity profile of the Company on June 30, 2026 is:

Number of Shares	227,148,793
Free Float - Number	24,491,116
Free Float - %	10.78%
Market Capitalization	64,367,153,472

Key Variables / Factors Affecting Share Price are:

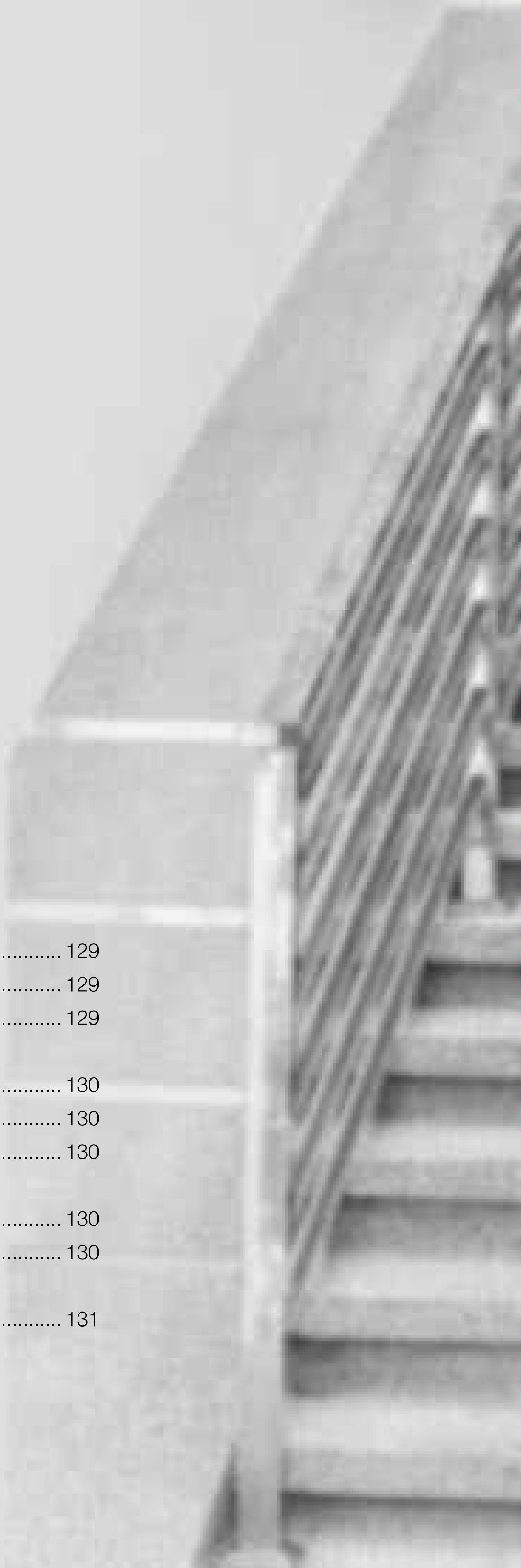
Selling Price
A marginal alteration in the price of a cement bag can exert a substantial influence on the company's overall profitability, potentially leading to notable shifts in its financial performance.

Operational Cost
The company's operations are heavily focused on energy-related activities, with fuel and power accounting for nearly 59% of its manufacturing expenses. To mitigate reliance on the national grid, the company has established its own power generation capacity and also in process of commissioning a 28.265 MW Solar Power Project to reduce cost. Nevertheless, as coal plays a significant role in fuel and power generation, the company is susceptible to fluctuations in international coal prices, which can subsequently affect its stock price.

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

07

IT GOVERNANCE AND CYBERSECURITY



IT GOVERNANCE AND CYBERSECURITY

CYBER RISK AND BOARD'S RESPONSIBILITY

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

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

INFORMATION TECHNOLOGY (IT) GOVERNANCE

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

CYBERSECURITY PROGRAM

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

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

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

OVERSIGHT OF IT GOVERNANCE AND THE CYBERSECURITY RISK BY THE BOARD

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

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

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

EARLY WARNING SYSTEM

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

SECURITY ASSESSMENT OF TECHNOLOGY ENVIRONMENT

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

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

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

DISCLOSURE OF ADVANCEMENT IN DIGITAL TRANSFORMATION

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

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

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

EDUCATION AND TRAINING OF EMPLOYEES TO MITIGATE CYBERSECURITY RISKS

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

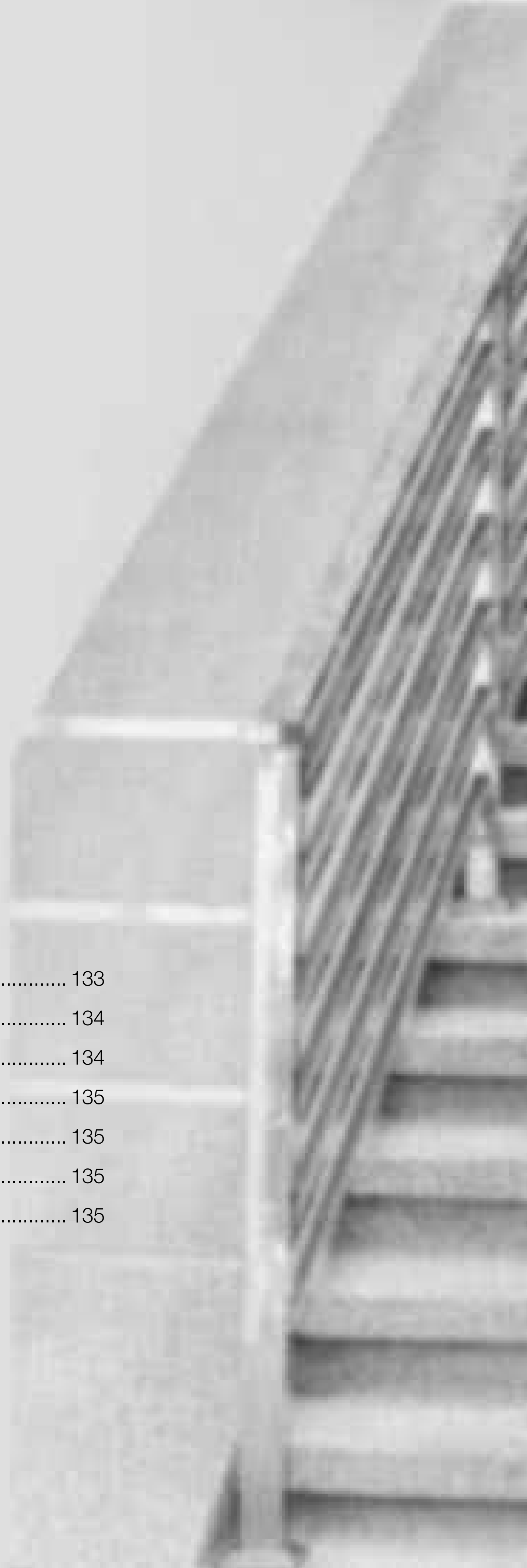
Educate employees in cyber security, especially to:

1. Protect from phishing attacks
2. SOP to use strong passwords and change regularly
3. Use updated versions of software
4. Introduce multifactor authentication for logins
5. Instructions to use secure Wi-Fi and VPN's and
6. Install updated virus protection software and firewall

- Use software to monitor and protect endpoints
- Establish and set up proper data backups.
- Protect sensitive data with encryption.
- Adopt a zero-trust security model.
- Inject cyber security into work culture DNA

08

FUTURE OUTLOOK



FORWARD LOOKING STATEMENT

Global Outlook

The global economic landscape is undergoing a gradual recovery, supported by moderating inflation, easing interest rates in major economies and renewed investment sentiment. Growth prospects remain uneven, as geopolitical uncertainties, volatile commodity markets and supply chain realignments continue to present risks.

In parallel, regulatory pressures for decarbonization and sustainable practices in manufacturing, especially in carbon-intensive industries like cement, are intensifying. Businesses are increasingly required to adopt environmentally responsible models to remain competitive in global markets. At the same time, the rapid integration of artificial intelligence and digitalization into core operations is reshaping efficiency standards, supply chain management and market competitiveness. Companies that effectively leverage these technological shifts while addressing climate-related regulatory challenges will be better positioned to capture growth opportunities.

National Level Outlook

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

Industry Outlook

Cement industry entered a stronger growth phase in FY2026, driven by a revival in domestic demand as easing inflation and interest-rate cuts supported private-sector construction and improved business confidence. The recovery in local demand helped offset some weakness in export volumes and supported an improvement in overall cement dispatches.

Exports remained mixed across regions. Northern producers faced significant disruption due to prolonged border closures affecting land-route exports, while southern producers benefited from their access to seaports and maintained relatively stable seaborne shipments, helping to protect their margins.

Despite the surge in dispatches, the industry continues to face pressure from high taxation, elevated electricity costs and limited public-sector development spending. Structural over capacity also remains a key concern, as the industry has more production capacity than current market demand can absorb. Nevertheless, the available capacity provides room to accommodate future growth in domestic and export demand, while improved capacity utilization could support further gains in efficiency and profitability.

Company Outlook

At the Company level, focus remains on cost optimization, energy efficiency and balance sheet resilience, with the implementation of a solar power plant underway, alongside the transition towards 100% local coal, waste heat recovery, packaging cost optimization (higher PP bag ratio) and other operational efficiency initiatives to support margins and create long-term value for shareholders.

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

Factors	Impacting Area	Type	Outlook
Market demand	Revenue	External	Short Term
High input cost	Revenue	External	Short Term
Reduction in PSDP allocation	Operations	External	Medium Term
Loss of human capital	Resources	Internal	Short Term
Change in technology	Operations	External	Long Term
Environment	Operations	External	Long Term

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

For Each:	Projected Impact on		
	Revenue	Gross Profit	Profit Before Tax
	(Rupees in million)		
10% Increase in Sales Volume	3,858	1,448	1,347
Rs. 10 per Bag Increase in Price	401	401	373
5% Increase in Production Cost	-	(1,205)	(1,121)
1% Increase in Policy Rate (*)	-	-	-

**The Company became debt-free as at June 30, 2026, significantly reducing its exposure to interest rate movements and protecting profitability from potential increases in the policy rate.*

IMPACT OF EXTERNAL ENVIRONMENT ON FUTURE OUTLOOK

Type	Explanation	Tenure	Business Impact
Political	Political stability and importance of construction sector in the country's economy.	Short Term	High
	Taxation - tax rates and incentives	Short Term	High
	Industrial safety regulations in the Industrials sector.	Medium Term	Moderate
Economic	Government intervention in the free market and related Industrial measures	Short Term	Moderate
	Skill level of workforce in Construction and building Materials industry.	Medium Term	Moderate
	Labor costs and productivity in the economy	Long Term	High
	Unemployment rate	Long Term	Low
Social	Demographics and skill level of the population	Medium Term	Moderate
	Culture (gender roles, social conventions etc.)	Long Term	Low
	Leisure interests	Short Term	Low
Technological	Technology's impact on product offering	Short Term	High
	Impact on value chain structure in Industrials sector	Medium Term	Moderate
	Recent technological developments	Short Term	Moderate
Environmental	Climate change	Long Term	High
	Waste management in Industrials sector	Long Term	High
	Attitudes toward “green” or ecological products	Long Term	Moderate

STATUS OF THE PROJECTS IN PROGRESS

During the year, the Company continued to pursue strategic initiatives aimed at improving operational efficiency and reducing energy costs. The Company is in the process of commissioning a 28.265 MW solar power project, which is expected to reduce reliance on conventional energy sources, lower energy costs and enhance the Company’s operational efficiency and sustainability credentials.

DISCLOSURE AGAINST PREVIOUS YEAR'S OUTLOOK

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

ASSUMPTIONS & INFORMATION SOURCES

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

In addition to these external reference points, management has made several operating assumptions that underpin the outlook. It is assumed that production facilities, including kiln and captive power plants, will continue operations without material unplanned disruptions, other than routine maintenance and planned stoppages on account of sufficient stock levels.

Efficiency initiatives already underway, such as optimization of fuel mix through local and Afghan-origin coal, greater reliance on captive power plant and further improvement in poly-to-paper packaging mix, are expected to deliver targeted cost savings.

The financial projections assume timely servicing of existing debt obligations and continued access to liquidity, with no unexpected tightening of financing. Major liabilities under litigation, including royalty on minerals and super tax, are assumed to remain within estimated provisioning, without any sudden adverse judgments.

Management also expects that human resource continuity will be maintained, supported by stable industrial relations and retention of skilled employees. Further, the outlook is premised on the Company's continued ability to maintain its premium market positioning through prudent pricing, controlled distribution and selective capital investment projects executed within allocated timelines and budgets.

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

THE COMPANY'S ABILITY TO RESPOND TO THE CHALLENGES

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

Following are the Capitals that enhance Company's ability to respond to new challenges:

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

COMPANY'S RESEARCH AND DEVELOPMENT INITIATIVES

As part of our cost optimization and sustainability strategy, the Company is currently implementing solar energy plant to reduce its reliance on conventional energy sources. Given the significant contribution of energy costs to overall production expenses, this initiative is expected to generate cost savings while reducing the Company's environmental footprint. The transition to solar energy is expected to lower energy costs, reduce greenhouse gas emissions, enhance energy independence and support the Company's long-term sustainability objectives.

09

STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT

STAKEHOLDERS' RELATIONSHIP AND ENGAGEMENT

STAKEHOLDERS' ENGAGEMENT POLICY

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

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

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

STAKEHOLDERS' ENGAGEMENT PROCESS AND THE FREQUENCY

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

VALUE CREATION & STRATEGIC OUTCOMES

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

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

ENCOURAGE THE MINORITY SHAREHOLDERS TO ATTEND THE GENERAL MEETINGS

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

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

INVESTORS' RELATIONS SECTION ON THE CORPORATE WEBSITE

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

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

The Company maintains regular communication with its shareholders through various channels. The inclusive approach ensures that shareholders are kept well-informed about the business's current status. The most recent AGM took place on October 28, 2025.

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

CORPORATE BRIEFING SESSIONS (CBS) AND ANALYST BRIEFINGS

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

The most recent CBS for general public was conducted on November 10, 2025, with invitations extended to all stakeholders through announcements on the PSX portal and the Company's website. To enhance accessibility and flexibility for participation, the session was conducted via a video link facility. During this session, the Company's management provided participants with insights into the financial performance and future prospects of both the Company and the industry. Towards the conclusion of the session, there was an interactive Q&A segment to encourage active engagement from stakeholders.

INVESTORS' COMPLAINTS

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

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

CORPORATE BENEFIT TO THE SHAREHOLDERS

The Company remains committed to maximizing shareholder benefits through effective management and governance practices. Our efforts have yielded outstanding results, demonstrated by a remarkable Rs. 55.24 year-on-year share price appreciation, reflecting the Company's strong financial performance and growth prospects.

The new management of PIOC is pursuing a disciplined capital allocation strategy by reinvesting earnings into high return projects e.g. solar (28 MW installation is in progress and we are evaluating BESS based on Solar Energy) Alternative Fuel system procurement, plus other cost reducing initiatives like Pert coke usage. These investments are expected to enhance profitability, strengthen cash flows, and create superior long-term shareholder value of PIOC.

The Board believes that the expected return on these investments exceeds the immediate benefit of a cash dividend.

10

STRIVING FOR EXCELLENCE IN CORPORATE REPORTING

STRIVING FOR EXCELLENCE IN CORPORATE REPORTING

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

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

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

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

a) The financial statements prepared by the management present fairly its state of affairs, the result of its operations, its cash flows position and changes in its equity

b) Proper books of account have been maintained

c) Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment

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

i) IFRS issued by the International Accounting Standards Board as notified under the Companies Act, 2017 (the Act)

ii) Provisions of and directives issued under the Act. Where provisions of and directives issued under the Act differ from the IFRSs, the provisions of and directives issued under the Act have been followed.

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

ADOPTION OF INTEGRATED REPORTING FRAMEWORK

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

11

FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

INDEPENDENT AUDITOR'S REPORT

To the members of Pioneer Cement Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the annexed financial statements of Pioneer Cement Limited ("the Company"), which comprise the statement of financial position as at 30 June 2026, and the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity, the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of material accounting policies and other explanatory information, and we state that we have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of the audit.

In our opinion and to the best of our information and according to the explanations given to us, the statement of financial position, the statement of profit or loss, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes forming part thereof conform with the accounting and reporting standards as applicable in Pakistan and give the information required by the Companies Act, 2017 (XIX of 2017), in the manner so required and respectively give a true and fair view of the state of the Company's affairs as at 30 June 2026 and of the profit, and other comprehensive loss, the changes in equity and its cash flows for the year then ended.

Basis for Opinion

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

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters.

Following are the key audit matters:

Sr. No.	Key audit matters	How the matter was addressed in our audit
1	**Revenue** Refer to notes 4.13 and 27 to the financial statements. The Company recognized revenue of Rs. 38,578 million from sale of cement to domestic customers during the year ended 30 June 2026. Revenue is a key performance indicator and therefore in internal and external stakeholders' focus. Consequently, there might be pressure to achieve forecasted results. This could lead to an increased audit risk relating to revenues recorded near year-end. We identified recognition of revenue as a key audit matter because revenue is one of the key performance indicators of the Company and gives rise to an inherent risk that revenue may be recognized without transferring the control near year end	Our audit procedures to assess the recognition of revenue, amongst others, included the following • Obtaining an understanding of the process relating to recognition of revenue and testing the design and implementation of relevant internal controls identified in such process; • Assessing the appropriateness of the Company's accounting policy for revenue recognition and compliance of the policy with applicable accounting standards; • Verifying a sample of revenue transactions recorded near year end with sales orders, sales invoices, delivery challans and other relevant underlying documents; • Verifying on sample basis, that specific revenue transactions recorded just before and just after the financial year end date have been recognized in the appropriate financial period by comparing with sales orders, sales invoices, delivery challans and other relevant underlying documents; • Assessing the appropriateness of journal entries posted to the revenue account during the year by drawing a sub-population meeting certain specific risk-based criteria and comparing the details of such journal entries with the underlying documentation and accounting records; and • Assessing the adequacy of presentation and disclosures related to the revenue as required under the accounting and reporting standards as applicable in Pakistan

2	**Revaluation of property, plant and equipment** Refer to notes 4.1, 18 and 46 to the financial statements. The Company has a policy of recording certain operating fixed assets i.e., freehold land, factory building on freehold land, plant and machinery, waste heat recovery plants and coal power plants at revalued amounts. Valuations are performed by independent valuer with sufficient frequency. Latest revaluation was undertaken as at 20 February 2026 and consequently, revaluation loss – net of deferred tax amounting to Rs. 3,644 million has been recognized in the financial statements and the closing balance of revaluation surplus – net of deferred tax on property, plant and equipment at the year-end amounts to Rs. 17,613 million. We have identified revaluation of property, plant and equipment and as key audit matter due to its financial magnitude and judgement involved in the assessment of the revalued amounts of these assets. The judgement relates to the valuation methodologies used and the assumptions included in each of these methodologies.	Our audit procedures to assess the revaluation, amongst others, included the following: • Obtaining and inspecting the valuation reports prepared by the external valuation expert engaged by the Company and on which the management assessment of valuation of property, plant and equipment was based; • Evaluating the information provided by the Company to the external valuation specialist by inspecting the relevant underlying documentation; • Assessing whether the change in revalued amounts is correctly accounted for within the revaluation reserve and statement of comprehensive income; • Involving our own valuation specialist to assist in evaluating the methodology used by management's expert in determining the revalued amount and to assist us in evaluating the reasonableness of key estimates and assumptions adopted in the valuation report by the management's expert; • Reviewed the work performed by our specialist to evaluate reasonableness of the methodology, assumptions and data used by the management's expert; • Ensuring that the revaluation surplus is recorded in the financial statements as per applicable accounting and reporting standards; and • Reviewing the adequacy of disclosure made in the financial statements in accordance with the requirements of the applicable accounting and reporting standards including disclosures of key assumptions, judgements and sensitivities.

Information Other than the Financial Statements and Auditors' Report Thereon

Management is responsible for the other information. Other information comprises the information included in the annual report for the year ended 30 June 2026, 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.

Auditors' 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, the statement of comprehensive income, the statement of changes in equity and the statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
d) Zakat deductible at source under the Zakat and Ushr Ordinance (XVIII of 1980) was deducted by the Company and deposited in the Central Zakat Fund established under section 7 of that Ordinance.

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

KPMG Taseer Hadi & Co.

Lahore
Date: 20 August 2026
UDIN: AR202610114sAm6eBTEd

KPMG Taseer Hadi & Co.
Chartered Accountants

STATEMENT OF FINANCIAL POSITION
As at 30 June 2026

Rupees in thousands	Note	2026	2025
ASSETS			
Non Current Assets			
Property, plant and equipment	5	65,740,598	74,097,303
Investment property	6	1,081,995	676,133
Long-term advances and deposits	7	82,548	107,018
		66,905,141	74,880,454
Current assets			
Stores, spares and loose tools	8	5,278,637	4,366,181
Stock-in-trade	9	2,520,745	1,487,404
Trade receivables	10	1,771,149	1,786,302
Loans and advances	11	224,244	124,948
Short-term prepayments		10,497	10,018
Sales tax Recoverable - net		103,532	21,525
Advance Tax- Net		611,541	-
Other receivables	12	60,884	61,687
Short-term investments	13	1,241,980	3,073,644
Cash and bank balances	14	709,252	554,696
		12,532,461	11,486,405
TOTAL ASSETS		79,437,602	86,366,859

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

CHIEF FINANCIAL OFFICER

CHIEF EXECUTIVE OFFICER

DIRECTOR

STATEMENT OF FINANCIAL POSITION
As at 30 June 2026

Rupees in thousands	Note	2026	2025
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Authorized share capital	15	**3,500,000**	3,500,000
Issued, subscribed and paid up share capital	16	**2,271,489**	2,271,489
Capital reserves			
Share premium	17	**197,517**	197,517
Surplus on revaluation of property, plant and equipment - net of tax	18	**17,612,804**	21,952,065
		17,810,321	22,149,582
Revenue reserve - unappropriated profit		**29,440,204**	22,705,910
		49,522,014	47,126,981
LIABILITIES			
Non Current Liabilities			
Long-term financing	19	**-**	3,500,000
Long-term deposits	20	**41,471**	41,956
Deferred liabilities	21	**18,752,933**	22,587,850
		18,794,404	26,129,806
Current Liabilities			
Trade and other payables	22	**10,856,169**	6,760,157
Retention money payable		**77,148**	75,884
Provision for taxation - net		**-**	487,938
Contract liabilities	27.2	**53,969**	84,990
Accrued mark-up / profit on financing	23	**38,045**	222,137
Short-term borrowings	24	**-**	4,554,150
Current portion of long-term financing	19	**-**	833,333
Unclaimed / unpaid dividend	25	**95,853**	91,483
		11,121,184	13,110,072
		29,915,588	39,239,878
Contingencies and commitments	26	**-**	-
TOTAL EQUITY AND LIABILITIES		**79,437,602**	86,366,859

CHIEF FINANCIAL OFFICER

CHIEF EXECUTIVE OFFICER

DIRECTOR

STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 30 JUNE 2026

Rupees in thousands	Note	2026	2025
Revenue from contracts with customers - net	27	**38,578,528**	33,308,611
Cost of sales	28	**(26,997,527)**	(22,865,087)
Gross profit		**11,581,001**	10,443,524
Distribution cost	29	**(155,996)**	(147,418)
(Allowance) / reversal for expected credit losses	10.1	**(8,977)**	9,631
Administrative expenses	30	**(488,604)**	(458,542)
Other expenses	31	**(583,182)**	(650,942)
		(1,236,759)	(1,247,271)
Operating profit		**10,344,242**	9,196,253
Other income	32	**486,691**	252,189
Remeasurement (loss) / gain on assets held at fair value - net	33	**(6,605)**	64,614
Finance costs	34	**(632,789)**	(1,408,259)
		(152,703)	(1,091,456)
Profit before income tax and final tax		**10,191,539**	8,104,797
Final tax	35	**(104,232)**	(17,281)
Profit before taxation		**10,087,307**	8,087,516
Taxation	36	**(3,493,155)**	(3,211,419)
Profit after taxation		**6,594,152**	4,876,097
Earnings per share - basic and diluted (Rs.)	37	**29.03**	21.47

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

CHIEF FINANCIAL OFFICER

CHIEF EXECUTIVE OFFICER

DIRECTOR

STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

Rupees in thousands	Note	2026	2025
Profit after taxation		**6,594,152**	4,876,097
Items that may be reclassified to statement of profit or loss subsequently		**-**	-
Items that will not be reclassified to statement of profit or loss subsequently:			
Adjustment to surplus on revaluation of property, plant and equipment	18	**(6,023,516)**	-
Related deferred tax	18	**2,379,329**	-
Adjustment due to change in tax rate	18	**539,155**	-
		(3,105,032)	-
Adjustment to surplus on transfer from property, plant and equipment to investment property	18	**88,360**	-
Related deferred tax	18	**(34,460)**	-
Revaluation loss due to change in tax rate	18	**1,767**	-
		55,667	-
Re-measurement loss on defined benefit plan	21.2.4	**(22,966)**	(22,497)
Related deferred tax	21.1	**8,957**	8,774
		(14,009)	(13,723)
Other comprehensive loss for the year		**(3,063,374)**	(13,723)
Total comprehensive income for the year		**3,530,778**	4,862,374

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

CHIEF FINANCIAL OFFICER

CHIEF EXECUTIVE OFFICER

DIRECTOR

STATEMENT OF CHANGES IN EQUITY
FOR THE YEAR ENDED 30 JUNE 2026

	Issued, subscribed and paid-up capital	Reserves			Sub-Total	Total Equity
		Capital		Revenue		
		Share premium	Surplus on revaluation of property, plant and equipment and investment property - net of tax	Accumulated profits		
	.........Rupees in thousands.........					
Balance as at July 01, 2024	2,271,489	197,517	23,358,385	19,844,450	43,400,352	45,671,841
Profit after taxation for the year	-	-	-	4,876,097	4,876,097	4,876,097
Other comprehensive loss for the year	-	-	-	(13,723)	(13,723)	(13,723)
	-	-	-	4,862,374	4,862,374	4,862,374
Revaluation surplus realized through incremental depreciation - net of tax	-	-	(1,406,320)	1,406,320	-	-
Final cash dividend at Rs. 10 per share for the year ended 30 June 2024	-	-	-	(2,271,489)	(2,271,489)	(2,271,489)
Interim cash dividend at Rs. 5 per share for the year ended 30 June 2025	-	-	-	(1,135,745)	(1,135,745)	(1,135,745)
Balance as at June 30, 2025	2,271,489	197,517	21,952,065	22,705,910	44,855,492	47,126,981
Profit after taxation for the year	-	-	-	6,594,152	6,594,152	6,594,152
Other comprehensive loss for the year	-	-	(3,049,365)	(14,009)	(3,063,374)	(3,063,374)
	-	-	(3,049,365)	6,580,143	3,530,778	3,530,778
Revaluation surplus realized through incremental depreciation - net of tax	-	-	(1,289,896)	1,289,896	-	-
Final cash dividend at Rs. 5 per share for the year ended 30 June 2025	-	-	-	(1,135,745)	(1,135,745)	(1,135,745)
Balance as at June 30, 2026	**2,271,489**	**197,517**	**17,612,804**	**29,440,204**	**47,250,525**	**49,522,014**

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

CHIEF FINANCIAL OFFICER

CHIEF EXECUTIVE OFFICER

DIRECTOR

STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

Rupees in thousands	Note	2026	2025
Cash flows from operating activities			
Cash generated from operations	38	15,411,913	13,460,081
Income tax paid - net		(5,610,626)	(2,648,993)
Final tax paid	35	(104,232)	(17,281)
Employees' compensated absences paid	22.5	(34,876)	(46,691)
Gratuity paid		(19,556)	(29,898)
Increase / (decrease) in long-term deposits		23,985	(26,335)
Net cash generated from operating activities		9,666,608	10,690,883
Cash flows from investing activities			
Capital expenditure incurred		(1,016,322)	(1,044,274)
Proceeds from disposal of property, plant and equipment		120,000	31,658
Receipt of return on bank deposits		147,652	72,819
Dividend income on short-term investments		-	24,711
Purchase of term deposits		(8,322,980)	(8,619,335)
Encashment of term deposits		7,939,534	-
Purchase of investments at fair value through profit or loss		(3,500,000)	-
Sale of investments at fair value through profit or loss		5,955,803	5,822,598
Net cash generated from / (used in) investing activities		1,323,687	(3,711,823)
Cash flows from financing activities			
Repayment of long-term financing		(4,333,333)	(5,737,957)
Proceeds from long-term financing		-	2,000,000
(Decrease) / increase in short-term borrowings - net		(4,554,150)	2,122,413
Finance cost paid		(816,881)	(1,833,107)
Dividend paid		(1,131,375)	(3,390,344)
Net cash used in financing activities		(10,835,739)	(6,838,995)
Net increase in cash and cash equivalents		154,556	140,065
Cash and cash equivalents - at the beginning of the year		554,696	414,631
Cash and cash equivalents - at the end of the year	39	709,252	554,696

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

CHIEF FINANCIAL OFFICER CHIEF EXECUTIVE OFFICER DIRECTOR

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2026

1. LEGAL STATUS AND NATURE OF BUSINESS

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

2 STATEMENT OF COMPLIANCE

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

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

- 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.

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

2.1.1 There are certain amendments and interpretations to the accounting and reporting standards which are mandatory for the Company's annual accounting period which began on 01 July 2025. However, these do not have any material impact on the Company's financial statements.

2.1.2 The following International Financial Reporting Standards (IFRS Standards) as notified under the Companies Act, 2017 and the amendments and interpretations thereto will be effective for accounting periods beginning on or after 01 July 2026:

- Amendments to the Classification and Measurement of Financial Instruments – Amendments to IFRS 9 Financial Instruments and IFRS 7 Financial Instruments: Disclosures:

- Financial Assets with Enviromental Social Governance (ESG) -Linked features:

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

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

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

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

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

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

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

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

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

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

  Other related amendments:

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

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

- Disclosures on investments in equity instruments:

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

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

- Adoption of IFRS 18: Presentation and Disclosure in Financial Statements

  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 "IFRS-19, Subsidiaries without Public Accountability: Disclosures", and shall be followed for the preparation of financial statements for annual reporting periods beginning on or after January 01, 2027.

  IFRS 18 aims to provide greater consistency in presentation of the income and cash flow statements, and more disaggregated information. It has introduced three new categories of income and expenses, two defined income statement subtotals and one single note on management-defined performance measures.

- **Annual Improvements to IFRS Accounting Standards – Amendments to:**

  - IFRS 7 Financial Instruments: Disclosures and it's accompanying Guidance on implementing IFRS 7;
  - IFRS 9 Financial Instruments;
  - IFRS 10 Consolidated Financial Statements; and
  - IAS 7 Statement of Cash flows

- The amendments to IFRS 9 address:

  - a conflict between IFRS 9 and IFRS 15 Revenue from Contracts with Customers over the initial measurement of trade receivables:

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

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

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

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

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

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

The above amendments are effective from annual periods beginning on or after 1 July 2026 and are not likely to have material impact on the Company's financial statements.

3 BASIS OF PREPARATION

3.1 Basis of measurement

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

3.2 Presentation currency

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

3.3 Accounting judgments, estimates and assumptions

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

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

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

	Note
Significant estimate	
- Revaluation of property, plant and equipment	4.1.3
Other estimates	
- Useful lives of property, plant and equipment	4.1
- Fair value of investment property	4.3
- Provision for obsolescence and slow moving stores	4.4.1
- Net realizable value of stock in trade	4.4.2
- Present value of defined benefit plans (gratuity);	4.7
- Provision for taxation;	4.9
- Impairment of financial assets	4.15
Other estimates and judgements	
- Provisions and contingent liabilities.	4.8

4. SUMMARY OF MATERIAL ACCOUNTING POLICIES

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

4.1 Property, plant and equipment

4.1.1 Operating property, plant and equipment

a) Measurement

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

Subsequent costs are included in the asset's carrying amount or recognized as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Company and the cost of the item can be measured reliably. All other repair and maintenance costs are charged to statement of profit or loss during the period in which they are incurred.

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

b) Depreciation

Depreciation is calculated at the rates specified in note 5.1 to these financial statements on straight line method. Depreciation on additions is charged when the asset is available for use. Assets' residual values and useful lives are reviewed and adjusted, if appropriate at each reporting date.

c) De-recognition

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

4.1.2 Capital work in progress

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

4.1.3 Surplus on revaluation of fixed assets

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

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

4.2 Borrowing costs

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

4.3 Investment property

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

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

4.4 Inventories

4.4.1 Stores, spare parts and loose tools

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

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

4.4.2 Stock in trade

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

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

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

4.5 Contract balances

a) Trade receivables

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

b) Contract liabilities

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

4.6 Cash and bank balances

Cash and bank balances are carried in the statement of financial position at cost. Cash and bank balances comprise cash in hand, cash at banks in current, savings and deposit accounts. For the purpose of the statement of cash flows, cash and cash equivalents consist of cash and bank balances, as defined above, and net of outstanding bank overdrawn as they are considered an integral part of the Company's cash management.

4.7 Employees' benefits

4.7.1 Defined contribution plan

A defined contribution plan is a post-employment benefit plan under which an entity pays fixed contribution into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution plans are recognized as an employee benefit expense in the statement of profit and loss when they are due. The Company operates an approved contributory provident fund for all its permanent employees and equal monthly contributions are made both by the Company and the employees at the rate of 10 percent of basic salary. The Company's contributions are recognized as employee benefit expense when they are due.

4.7.2 Defined benefit plan – contractual workers

The Company operates an unfunded gratuity scheme covering its contractual workers with one or more years of service with the Company. Provision for gratuity is made to cover obligations under the scheme in respect of employees who have completed the minimum qualifying period. The Company has valued provision for gratuity using the projected unit credit method in accordance with IAS - 19. Experience adjustments are recognized in statement of comprehensive income when they occur. Amounts recorded in statement of profit or loss are limited to current and past service cost, gains or losses on settlements and interest income/expense. All other changes in net defined benefit liability are recognized in statement of comprehensive income with no subsequent recycling to statement of profit or loss.

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

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

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

Further details about gratuity obligations are provided in note 21.2.

Compensated absences

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

4.8 Provisions and contingencies

a) Provisions

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

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

b) Contingencies

A contingent liability is disclosed when the Company has a possible obligation as a result of past events, whose existence will be confirmed only by the occurrence or non-occurrence, of one or more uncertain future events not wholly within the control of the Company; or the Company has a present legal or constructive obligation that arises from past events, but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation, or the amount of the obligation cannot be measured with sufficient reliability. The assessment of the contingencies inherently involves the exercise of significant judgment as the outcome of the future events cannot be predicted with certainty. The Company, based on the availability of the latest information, estimates the value of contingent assets and liabilities which may differ on the occurrence / non-occurrence of the uncertain future events.

4.9 Taxation and levies

4.9.1 Income tax

The income tax expense or credit for the period is the tax payable on the current period's taxable income based on the applicable income tax rate adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses. The charge for income tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years.

a) Current tax

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 an entity concludes it is probable that the taxation authority will accept an uncertain tax treatment, the entity shall determine 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 filings.

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.

b) Deferred tax

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

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

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

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

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

Judgment is required in determining the income tax expenses and corresponding provision for tax. There are many transactions and calculations for which the ultimate tax determination is uncertain as these matters are being contested at various legal forums. The Company recognizes liabilities for anticipated tax issues based on estimates of whether additional taxes will be due.

Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred tax assets and liabilities in the period in which such determination is made. Further, the carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to reflect the current assessment of future taxable profits. If required, carrying amount of deferred tax asset is reduced to the extent that it is no longer probable that sufficient taxable profits to allow the benefit of part or all of that recognized deferred tax asset to be utilized. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

4.9.2 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.

4.9.3 Sales tax

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

- When receivables and payables are stated with the amount including the sales tax; and

- When the sales tax incurred on a purchase of assets or services is not recoverable from the taxation authority, the sales tax is recognized as part of the cost of acquisition of the asset or as part of the expense item, as applicable.

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

4.10 Operating segments

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

4.11 Foreign currency translations

Transactions in foreign currencies are translated into Pakistani Rupee at the rates of exchange approximating those ruling on the date of transactions. Monetary assets and liabilities denominated in foreign currencies are retranslated into Pakistani Rupee at the rates of exchange ruling at the reporting date. Any resulting gain or loss arising from changes in exchange rates is taken to statement of profit or loss. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rates at the dates of the initial transactions. In determining the spot exchange rate to use on initial recognition of the related asset, expense or income (or part of it) on the derecognition of a non-monetary asset or non-monetary liability relating to advance consideration, the date of the transaction is the date on which the Company initially recognizes the non-monetary asset or non-monetary liability arising from the advance consideration.

If there are multiple payments or receipts in advance, the Company determines the transaction date for each payment or receipt of advance consideration.

4.12 Financial instruments

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

4.12.1 Financial assets

Initial recognition and measurement

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

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

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

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

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

Subsequent measurement

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

- Financial assets at amortized cost (debt instruments)

- Financial assets at fair value through OCI with recycling of cumulative gains and losses (debt instruments)

- Financial assets designated at fair value through OCI with no recycling of cumulative gains and losses upon derecognition (equity instruments)

- Financial assets at fair value through profit or loss .

Financial assets at amortized cost (debt instruments)

The Company measures financial assets at amortised cost if both of the following conditions are met

The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows; and

The contractual terms of the financial asset give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

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 includes receivables, long term and short term deposits and cash and bank balances.

Financial assets at fair value through OCI (debt instruments)

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.

The Company does not have any financial assets measured at fair value through OCI.

Financial assets designated at fair value through OCI (equity instruments)

Upon initial recognition, the Company can elect to classify irrevocably its equity investments 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. The Company has not elected to classify any financial assets under this category.

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.

The Company has no financial assets at fair value through profit at year end.

4.12.2 Financial liabilities

Initial recognition and measurement

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

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

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

Subsequent measurement

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

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

Financial liabilities at fair value through profit or loss

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

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

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

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

Financial liabilities at amortized cost (loans and borrowings)

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

Amortized cost is calculated by taking into account any discount or premium on acquisition and fees or costs that are an integral part of the EIR. The EIR amortization is included as finance costs in the statement of profit or loss. Interest accrued on financial liabilities measured at amortised cost is presented separately in the statement of financial position. Such accrued interest is included in the amortised cost of the respective instruments for the purposes of IFRS 9.

.

4.12.3 Derecognition

a) Financial assets

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

- The rights to receive cash flows from the asset have expired; or

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

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

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

b) Financial liabilities

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

4.12.4 Offsetting of financial instruments

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

4.13 Revenue recognition

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

a) Sale of goods

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

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

b) Other Revenue

- Profit on bank deposits is recognized on time proportion basis using effective interest method.
- Scrap sales are recognized on transfer of control to customer.
- Rental income arising from investment property is accounted for on accrual basis over the lease period and is included in revenue due to its operating nature.
- Dividend income is recognized when the Company's right to receive establishes.
- Other revenues are accounted for on accrual basis.

4.14 Dividend and appropriation reserves

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

4.15 Impairment of financial and non-financial assets

4.15.1 Impairment of financial assets

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

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

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

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

Expected credit losses are measured for the maximum contractual period over which the entity is exposed to credit risk. ECLs are recognized in two stages. For credit exposures for which there has not been a significant increase in credit risk since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). For those credit exposures for which there has been a significant increase in credit risk since initial recognition, a loss allowance is required for credit losses expected over the remaining life of the exposure, irrespective of the timing of the default (a lifetime ECL).

4.15.2 Impairment of non-financial assets

Assets that have an indefinite useful life, for example freehold land, are not subject to depreciation and are tested annually for impairment. Assets that are subject to depreciation are reviewed for impairment at each reporting date, or whenever events or changes in circumstances indicate, that the carrying amount may not be recoverable. Carrying amounts of other non-financial assets are also reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated. An impairment loss is recognized, equal to the amount by which the asset's carrying amount exceeds its recoverable amount. An asset's recoverable amount is the higher of its fair value less costs to sell and value-in-use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows. Non-financial assets that suffered impairment are reviewed for possible reversal of the impairment at each reporting date. Reversals of the impairment loss are restricted to the depreciated cost of the asset. An impairment loss, or the reversal of an impairment loss, is recognized in the statement of profit or loss for the year.

The Company's corporate assets do not generate separate cash inflows. If there is an indication that a corporate asset may be impaired, then the recoverable amount is determined for the CGU to which the corporate asset belongs. An impairment loss is recognized if the carrying amount of an asset or its CGU exceeds its estimated recoverable amount. Impairment losses are recognized in statements of profit or loss. Impairment loss recognized in prior periods is assessed at each reporting date for any indications that the loss has decreased or no longer exists. An impairment loss is reversed if there has been a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortization, if no impairment loss had been recognized.

4.16 Earnings per share

The Company presents basic and diluted earnings per share (EPS) data for its ordinary shares. Basic EPS is calculated by dividing the profit after tax attributable to ordinary shareholders of the Company by the total number of ordinary shares outstanding during the year.

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

4.17 Current versus non-current classification

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

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

All other assets are classified as non-current.

A liability is current when:

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

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

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

4.18 Events after the reporting period

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

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

4.19 Fair value measurement

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

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

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

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

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

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

- Level 1 — Quoted (unadjusted) market prices in active markets for identical assets or liabilities

- Level 2 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable

- Level 3 — Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable

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

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

Rupees in thousands	Note	2026	2025

5. PROPERTY, PLANT AND EQUIPMENT

Operating fixed assets	5.1	62,044,121	71,143,539
Capital work in progress	5.2	3,348,810	2,606,097
Capital spares		347,667	347,667
		65,740,598	74,097,303

5.1 Operating fixed assets

2026

	COST/REVALUATION						DEPRECIATION					Written Down Value	Depreciation rate
	As at July 01, 2025	Additions / Transfers	Adjustment due to transfer to investment property	Revaluation surplus/ (deficit)	Disposals	As at June 30, 2026	As at July 01, 2025	Disposals / Transfers	For the year	Revaluation surplus/ (deficit)	As at June 30, 2026	As at June 30, 2026	
	(Rupees in thousand)												%
Owned													
Freehold land	705,296	-	-	77,328	-	782,624	-	-	-	-	-	782,624	-
Factory building on freehold land	10,414,589	-	-	2,287,332	-	12,701,921	6,531,786	-	318,589	1,475,731	8,326,106	4,375,815	4
Head Office Building	2,030,629	-	(442,903)	88,360	-	1,676,086	118,008	(30,436)	88,964	-	176,536	1,499,550	4-10
Leasehold improvements	-	-	-	-	-	-	-	-	-	-	-	-	33
Roads and quarry development	158,129	-	-	-	-	158,129	76,432	-	1,702	-	78,134	79,995	20
Plant and machinery line I	12,807,702	-	-	(172,004)	-	12,635,698	10,064,388	-	163,633	(136,607)	10,091,414	2,544,284	2.86
Plant and machinery line II	15,831,669	-	-	(2,662,469)	-	13,169,200	7,650,832	-	768,223	(1,379,184)	7,039,871	6,129,329	4.00
Plant and machinery line III	45,630,870	215,360	-	(4,035,783)	-	41,810,447	5,476,728	-	1,062,744	(546,674)	5,992,798	35,817,649	2.86
Waste heat recovery plant (WHR) - II	3,577,819	1,200	-	(480,153)	-	3,098,866	508,814	-	92,172	(76,679)	524,307	2,574,559	3.33
WHR & coal power plant - I	4,096,850	-	-	(441,864)	-	3,654,986	1,252,459	-	97,045	(142,145)	1,207,359	2,447,627	3.33
Coal power plant - II	7,947,467	7,490	-	(1,635,482)	-	6,319,475	995,868	-	201,362	(234,018)	963,212	5,356,263	3.33
Furniture and fixtures	363,343	46,168	-	-	-	409,511	72,052	-	32,998	-	105,050	304,461	10
Office equipment	110,411	978	-	-	-	111,389	69,283	-	6,512	-	75,795	35,594	10
Computers and accessories	49,204	1,957	-	-	-	51,161	40,128	-	4,668	-	44,796	6,365	33
Vehicles	547,889	456	-	-	(217,778)	330,567	271,550	(98,000)	67,011	-	240,561	90,006	20
	104,271,867	273,609	(442,903)	(6,974,735)	(217,778)	96,910,060	33,128,328	(128,436)	2,905,623	(1,039,576)	34,865,939	62,044,121	

2025

	COST/REVALUATION						DEPRECIATION					Written Down Value	Depreciation rate
	As at 01 July 2021	Additions / transfers	Adjustment due to transfer to investment property	Revaluation surplus/ (deficit)	Disposals / Transfers	As at 30 June 2025	As at 01 July 2021	Disposals / Transfers	For the year	Revaluation surplus/ (deficit)	As at 30 June 2025	As at 30 June 2025	
	(Rupees in thousand)												%
Owned													
Freehold land	705,296	-	-	-	-	705,296	-	-	-		-	705,296	-
Factory building on freehold land	10,271,390	143,199	-	-	-	10,414,589	6,243,921	-	287,865		6,531,786	3,882,803	4
Head Office Building	2,030,056	573	-	-	-	2,030,629	40,038	-	77,970		118,008	1,912,621	4-10
Leasehold improvements	-	-	-	-	-	-	-	-	-		-	-	33
Roads and quarry development	56,008	102,121	-	-	-	158,129	56,008	-	20,424		76,432	81,697	20
Plant and machinery line I	12,807,702	-	-	-	-	12,807,702	9,864,943	-	199,445		10,064,388	2,743,314	2.86
Plant and machinery line II	15,895,106	-	-	-	(63,437)	15,831,669	6,771,009	(32,452)	912,275		7,650,832	8,180,837	4.00
Plant and machinery line III	45,196,565	434,305	-	-	-	45,630,870	4,383,904	-	1,092,824		5,476,728	40,154,142	2.86
Waste heat recovery plant (WHR) - II	3,577,819	-	-	-	-	3,577,819	411,011	-	97,803		508,814	3,069,005	3.33
WHR & coal power plant - I	4,096,850	-	-	-	-	4,096,850	1,150,860	-	101,599		1,252,459	2,844,391	3.33
Coal power plant - II	7,947,467	-	-	-	-	7,947,467	776,015	-	219,853		995,868	6,951,599	3.33
Furniture and fixtures	282,107	81,236	-	-	-	363,343	42,967	-	29,085		72,052	291,291	10
Office equipment	107,633	2,778	-	-	-	110,411	62,759	-	6,524		69,283	41,128	10
Computers and accessories	45,737	3,604	-	-	(137)	49,204	36,386	(125)	3,867		40,128	9,076	33
Vehicles	537,217	17,100	-	-	(6,428)	547,889	191,763	(1,715)	81,502		271,550	276,339	20
	103,956,953	784,916	-	-	(70,002)	104,271,867	30,031,584	(34,292)	3,131,036	-	33,128,328	71,143,539	

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

Rupees in thousands	Cost	Net book value 2026	Net book value 2025
Freehold land	208,856	208,856	208,856
Factory building on freehold land	4,655,659	1,182,085	1,376,426
Plant and machinery line I	7,775,392	1,881,153	1,701,826
Plant and machinery line II	6,587,135	3,033,894	3,017,785
Plant and machinery line III	23,828,996	20,196,191	20,427,441
WHR & coal power plant - I	1,898,782	1,159,388	1,182,373
Waste heat recovery plant (WHR) - II	1,609,408	1,312,825	1,340,401
Coal power plant - II	4,207,563	3,522,264	3,606,683
	50,771,791	32,496,656	32,861,791

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

	Rupees in thousands
Freehold land	182,209
Factory building on freehold land	3,605,579
Plant and machinery line I	2,080,238
Plant and machinery line II	5,077,946
Plant and machinery line III	28,788,982
WHR & coal power plant - I	1,983,358
Waste heat recovery plant - II	2,083,190
Coal power plant - II	4,327,053
	48,128,555

5.1.3 Depreciation for the year has been allocated as follows:

Rupees in thousands	Note	2026	2025
Cost of sales	28	2,411,628	2,613,919
Cost of sales (fuel and power)		328,349	349,577
Distribution cost	29	6,367	6,402
Administrative expenses	30	159,279	161,138
		2,905,623	3,131,036

5.1.4 The operating fixed assets include fully depreciated assets having cost of Rs. 1,771.79 million (2025: Rs. 1,760.64 million).

5.1.5 Particulars of immovable fixed assets

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

5.1.6 Particulars of rented premises

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

5.1.7 Disposal of property, plant and equipment

Description of Assets	Name of Buyer	Cost	Accumulated depreciation	Net Book Value	Sales proceeds	Gain / (loss)	Mode of Disposal and Basis of Relationship
Range Rover - P440e	Inshipping Pvt Ltd	217,778,443	98,000,299	119,778,144	120,000,000	221,856	Negotiation - Third party
		217,778,443	98,000,299	119,778,144	120,000,000	221,856	

Rupees in thousands		Note	2026	2025
5.2	**Capital work in progress**			
	Balance as at 01 July		**2,606,097**	2,636,467
	Additions during the year		**742,713**	522,199
	Transferred to operating fixed assets		**-**	(550,869)
	Projects abandoned, charged to profit or loss		**-**	(1,700)
	Balance as at 30 June		**3,348,810**	2,606,097
	Represented by:			
	Civil work at factory including non plant building		**2,142,284**	2,136,567
	Other plant and machinery items		**1,119,798**	429,220
	Other civil works		**86,728**	40,310
			3,348,810	2,606,097

6. INVESTMENT PROPERTY

Rupees in thousands	Note	2026	2025
Balance as at 01 July	6.1	**676,133**	669,541
Transferred from property, plant and equipment during the year	6.2	**412,467**	-
Net (loss) / gain due to fair value adjustment at year end		**(6,605)**	6,592
Balance as at 30 June		**1,081,995**	676,133

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

6.2 On 20 February 2026, the Company transferred a portion of the ground floor and the entire sixth floor from owner-occupied property to investment property following the commencement of a lease arrangement with a third party. The transferred investment has been revalued which resulted in recognition of revaluation gain amounting to Rs. 88,360 thousands in the statement of other comprehensive income. Accordingly, the carrying amount of the transferred portion amounting to Rs. 412,467 thousands was reclassified from Property, Plant and Equipment to Investment Property.

.6.3 The latest valuation of investment properties was conducted as of 20 February 2026 by professional valuers using a sales comparison approach. The forced sale value of investment properties, based on valuation at year end, is Rs. 915.52 million (2025: Rs. 568.02 million).

Rupees in thousands		Note	2026	2025
6.4	Breakup of net profit arising from investment property is as follows:			
	Rental income		**54,226**	48,681
	Operating expenses		**(5,233)**	(4,699)
	Net profit		**48,993**	43,982

7. LONG-TERM ADVANCES AND DEPOSITS

	Note	2026	2025
Advances		**-**	24,470
Security deposits against utilities		**36,716**	36,716
Others		**45,832**	45,832
	7.2	**82,548**	107,018

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

Rupees in thousands		Note	2026	2025
8.	**STORES, SPARES AND LOOSE TOOLS**			
	Stores		2,436,027	1,439,684
	Spare parts		2,790,095	2,871,810
	Loose tools		20,368	20,418
			5,246,490	4,331,912
	Stores in transit		80,141	82,263
			5,326,631	4,414,175
	Provision for slow moving stores and spare parts	8.1	(47,994)	(47,994)
			5,278,637	4,366,181
8.1	Set out below is the movement of slow moving stores and spare parts			
	Balance as at 01 July		47,994	47,994
	Allowance for the year		-	-
	Balance as at 30 June		47,994	47,994
9.	**STOCK-IN-TRADE**			
	Raw materials		111,358	70,587
	Packing materials		145,047	121,337
	Work in process		1,921,132	989,869
	Finished goods		343,208	305,611
			2,520,745	1,487,404
10.	**TRADE RECEIVABLES**			
	Trade receivables		1,936,955	1,943,131
	Allowance for expected credit losses	10.1	(165,806)	(156,829)
			1,771,149	1,786,302
10.1	Set out below is the movement of the allowance for expected credit losses of trade receivables:			
	Opening balance		156,829	166,460
	Allowance / (Reversal) for expected credit losses		8,977	(9,631)
	Closing balance		165,806	156,829

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

Rupees in thousands		Note	2026	2025
11.	**LOANS AND ADVANCES**			
	Loans to employees	11.1	4,006	7,003
	Banks' margin against letter of credit		6,203	9,996
	Advances to:			
	Suppliers		91,465	21,367
	Contractors		117,185	80,663
	Service providers		5,385	5,919
		11.2	214,035	107,949
			224,244	124,948

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

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

Rupees in thousands		Note	2026	2025
12.	**OTHER RECEIVABLES**			
	Receivable from WAPDA	12.1	19,381	19,381
	Others		63,857	64,660
			83,238	84,041
	Less: allowance for expected credit losses		(22,354)	(22,354)
			60,884	61,687

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

Rupees in thousands		Note	2026	2025
13.	**SHORT-TERM INVESTMENTS**			
	At fair value through profit or loss (FVTPL)			
	Investments with Shariah compliant funds			
	NBP Islamic Stock Fund Nil (June 30, 2025: Units 58,649)		-	1,122
			-	1,122
	Investments with Conventional Funds			
	JS Fund of Funds Nil (June 30, 2025: Units 16,595,367)		-	2,213,988
			-	2,213,988
	At amortised cost			
	Term Deposit Receipts	13.1 & 13.2	1,241,980	858,534
			1,241,980	3,073,644

13.1 This represents monthly, semi-annually and yearly term deposits with banks, bearing markup at rates of 6.3% - 19%, maturing latest by 23 February 2027 (2025: 6% - 20%).

13.2 This includes an amount of Rs. 192.65 million (2025: Rs. 192.65 million) deposited with Shariah-compliant Islamic banks.

Rupees in thousands		Note	2026	2025
14.	**CASH AND BANK BALANCES**			
	Cash in hand		1,934	1,636
	Balance with banks in:			
	- Deposit accounts	14.1	156,358	346,982
	- Current accounts		550,960	206,078
		14.2	707,318	553,060
			709,252	554,696

14.1 These deposits earn profit at rates ranging from 6.6% to 9% p.a. (2025: 2.9% to 9.5% p.a.).

14.2 This includes an aggregate amount of Rs. 25.09 million (2025: Rs. 55.50 million) deposited with Shariah-compliant Islamic banks.

		2026	2025	2026	2025
		Shares in thousands		Rupees in thousands	
15.	**AUTHORIZED SHARE CAPITAL**				
	Ordinary shares of Rs.10/- each	300,000	300,000	3,000,000	3,000,000
	Preference shares of Rs.10/- each	50,000	50,000	500,000	500,000

		350,000	350,000	**3,500,000**	3,500,000

	Note	**2026**	2025	**2026**	2025
		Shares in thousands		Rupees in thousands	
16. ISSUED, SUBSCRIBED AND PAID UP SHARE CAPITAL					
Issued for cash ordinary shares of Rs.10/- each	16.1	**184,464**	184,464	**1,844,642**	1,844,642
Issued for consideration other than cash					
Ordinary shares of Rs.10/- each	16.2	**23,223**	23,223	**232,228**	232,228
Ordinary shares of Rs.10/- each	16.3	**4,394**	4,394	**43,937**	43,937
		27,617	27,617	**276,165**	276,165
Issued as fully paid bonus shares					
Ordinary shares of Rs.10/- each		**15,068**	15,068	**150,682**	150,682
		227,149	227,149	**2,271,489**	2,271,489

16.1 Maple Leaf Cement Factory Limited acquired a controlling stake in the Company pursuant to a Share Purchase Agreement. The change in control became effective on 20 February 2026, when Maple Leaf Cement Factory Limited acquired 58.03% shareholding through Share Purchase Agreement, followed by a public offer amount to 11.72%. Maple Leaf Cement Factory Limited now cumulatively holds 77.38% (2025: 7.63%).

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

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

17. SHARE PREMIUM

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

Rupees in thousands	Note	**2026**	2025
18. SURPLUS ON REVALUATION OF PROPERTY, PLANT AND EQUIPMENT - NET OF TAX			
Gross surplus			
Balance as at 01 July		**35,669,595**	37,975,037
Adjustment to surplus on revaluation carried out during the year		**(6,023,516)**	-
Revaluation gain on transfer from property, plant and equipment to investment property	6.2	**88,360**	-
Transferred to accumulated profits in respect of incremental depreciation charged during the year		**(2,114,583)**	(2,305,442)
	18.1	**27,619,856**	35,669,595

Rupees in thousands	Note	2026	2025
Less: Deferred tax liability			
Balance as at 01 July		**13,717,530**	14,616,652
Increase/(decrease) on revaluation of:			
- property, plant and equipment		**(2,379,329)**	-
- transfer from property, plant and equipment to investment property		**34,460**	
Decrease in deferred tax liability due to change in tax rate on:			-
- property, plant and equipment		**(539,155)**	-
- transfer from property, plant and equipment to investment property		**(1,767)**	
Incremental depreciation charge on related assets		**(824,687)**	(899,122)
		10,007,052	13,717,530
Balance of surplus on revaluation - net of tax as at 30 June		**17,612,804**	21,952,065

18.1 This includes surplus on revaluation of freehold land amounting to Rs. 573.768 million (2025: Rs. 496.44 million).

Rupees in thousands	Note	2026	2025

19. LONG-TERM FINANCING

Conventional long-term financing arrangements

	Note	2026	2025
National Bank of Pakistan - Bilateral facility		-	1,000,000
Allied Bank Limited - facility I		-	500,000
Allied Bank Limited - facility II		-	833,333
Allied Bank Limited - facility III		-	2,000,000
Total long-term financing		-	4,333,333
Less: current portion		-	(833,333)
Non-current portion	19.1	-	3,500,000

19.1 These loans have been repaid during the year

20 LONG-TERM DEPOSITS

	2026	2025
Security deposits payable in respect of:		
- Goods and services	**36,457**	36,942
- Office building	**5,014**	5,014
	41,471	41,956

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

Rupees in thousands	Note	2026	2025

21. DEFERRED LIABILITIES

	Note	2026	2025
Deferred tax liability	21.1	**18,334,702**	22,247,442
Defined benefits obligation	21.2	**418,231**	340,408
		18,752,933	22,587,850

21.1 Deferred tax liability

	Opening Deferred tax liability / (asset)	Deferred tax expense / (income) Charged to statement of profit or loss	Charged to OCI	Closing Deferred tax liability / (asset)
As at 30 June 2026	----------------------------------Rupees in thousands-------------------------------			
Taxable temporary differences				
Accelerated depreciation for tax purposes	9,041,962	(148,880)	-	8,893,082
Unrealised gain on short-term investments	20,308	(20,308)	-	-
Revaluations of property, plant and equipment	13,717,530	(824,687)	(2,885,791)	10,007,052
	22,779,800	(993,875)	(2,885,791)	18,900,134
Deductible temporary differences				
Post-employment benefits	(163,590)	(15,029)	(8,957)	(187,576)
Provision for slow moving stores and spare parts	(18,718)	960	-	(17,758)
Expected credit losses of debt instruments	(69,881)	262	-	(69,619)
Others	(280,169)	(10,310)	-	(290,479)
	(532,358)	(24,117)	(8,957)	(565,432)
	22,247,442	(1,017,992)	(2,894,748)	18,334,702
As at 30 June 2025				
Taxable temporary differences				
Accelerated depreciation for tax purposes	8,493,060	548,902	-	9,041,962
Unrealised gain on short-term investments	-	20,308	-	20,308
Revaluations of property, plant and equipment	14,616,653	(899,123)	-	13,717,530
	23,109,713	(329,913)	-	22,779,800
Deductible temporary differences				
Post-employment benefits	(138,647)	(16,169)	(8,774)	(163,590)
Provision for slow moving stores and spare parts	(18,718)	-	-	(18,718)
Expected credit losses of debt instruments	(73,637)	3,756	-	(69,881)
Unabsorbed depreciation losses available for offsetting against future taxable income	(569,220)	569,220	-	-
Alternate corporate tax recoverable against tax charge in future years	(484,643)	484,643	-	-
Minimum tax recoverable against tax charge in future years	(566,071)	566,071	-	-
Others	(194,359)	(85,810)	-	(280,169)
	(2,045,295)	1,521,711	(8,774)	(532,358)
	21,064,418	1,191,798	(8,774)	22,247,442

Rupees in thousands	Note	2026	2025
21.2 Defined benefits obligation	21.2.1	418,231	340,408

21.2.1 The amounts recognized in the statement of financial position are as follows:

	Note	2026	2025
Present value of defined benefit obligation	21.2.2	414,708	340,322
Benefit payable		3,523	86
		418,231	340,408

21.2.2 Movements in the present value of defined benefit obligation:

	2026	2025
Balance as at 01 July	340,322	277,998
Current service cost	35,859	30,626
Past service cost	-	-
Interest cost on defined benefit obligation	38,632	38,820
Benefits due but not paid (payables) / adjustment for prior year	(3,515)	279
Benefits paid	(19,556)	(29,898)
Actuarial losses from changes in financial assumptions	18,168	12,868
Experience adjustments	4,798	9,629
Balance as at 30 June	414,708	340,322

Rupees in thousands	Note	2026	2025

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

Current service cost		35,859	30,626
Past service cost		-	-
Interest cost on defined benefit obligation		38,632	38,820
Expense recognized in cost of sales		74,491	69,446

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

Actuarial losses from changes in financial assumptions		18,168	12,868
Experience adjustments		4,798	9,629
Re-measurement loss charged to other comprehensive income		22,966	22,497

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

	Rupees in thousands
Current service cost	35,859
Interest cost on defined benefit obligation	38,632
Amount chargeable to statement of profit or loss	74,491

21.2.6 Significant assumptions

Qualified actuaries have carried out the valuation as at 30 June 2026. The projected unit credit method, based on the following significant assumptions, is used for valuation of the scheme:

	2026	2025
Discount rate for interest cost in profit or loss charge	11.75%	14.75%
Discount rate for obligation	12.25%	11.75%
Expected rates of salary increase in future years	12.25%	11.25%
Mortality rates	SLIC 2001-2005 Setback 1 year	
Retirement age assumption	Age 60	Age 60

The discount rate used in the last actuarial valuation as on 30 June 2025 was 11.75%. However, in the current investment environment, where there is an upward trend in the interest rate structure, the discount rate has been increased to 12.25%.

Due to increase in inflationary expectations, the rate of increase in eligible salary has been increased from 11.25% to 12.25%.

21.2.7 Sensitivity analysis

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

Sensitivity level	Assumption	2026 Defined benefit obligation	2025 Defined benefit obligation
+100 bps	Discount rate	380,806	312,348
-100 bps	Discount rate	453,886	372,673
+100 bps	Expected increase in salary	454,018	372,956
-100 bps	Expected increase in salary	380,072	311,602

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

The average duration of the defined benefit plan obligation at the end of the reporting period is 9 years.

21.2.8 Maturity profile of the defined benefit obligation

	Rupees in thousands
Expected benefit payment for the next 10 years and beyond	
FY 2027	**23,973**
FY 2028	**40,351**
FY 2029	**47,135**
FY 2030	**49,127**
FY 2031	**39,182**
FY 2032	**53,295**
FY 2033	**57,366**
FY 2034	**66,267**
FY 2035	**85,131**
FY 2036	**95,247**
FY 2037 onwards	**5,873,491**

Rupees in thousands	Note	2026	2025
22. TRADE AND OTHER PAYABLES			
Creditors	22.1	**4,014,070**	3,138,005
Payable to statutory authorities	22.2	**4,946,489**	2,225,656
Accrued expenses	22.3	**896,850**	485,878
Deposits	22.4	**5,870**	4,650
Employees' compensated absences	22.5	**88,730**	79,055
Worker related funds	22.6	**785,078**	718,381
Others		**119,082**	108,532
		10,856,169	6,760,157

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

Rupees in thousands	Note	2026	2025
22.2 Payable to statutory authorities			
Excise duty on cement		**776,288**	634,600
Royalty and excise duty	22.2.1	**3,995,882**	1,444,622
Income tax deducted at source		**174,319**	146,434
		4,946,489	2,225,656

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

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

22.3 This includes provision amounting to Rs. 285.17 million (2025: 246.06 million) recorded in respect of marking fee under Pakistan Standards and Quality Control Authority (PSQCA) Act, 1996. The Company is under an industry-wide dispute on the basis of calculation and chargeability of marking fee. The Company has challenged the applicability of the marking fee on the production of the cement at the rate of 0.1 percent as levied by PSQCA Act, 1996 in the Honourable Lahore High Court on the grounds that this fee is charged without any nexus with services. However, the Company on prudence grounds has provided for the above payable fee in these financial statements.

22.4 These include security obtained from suppliers and scrap dealer to safeguard the Company against default in payment and other disputes. Further, the Company has obtained written agreement from parties to use these deposits in normal course of the business.

Rupees in thousands	Note	2026	2025
22.5 Employees' compensated absences			
Opening balance		79,055	77,141
Charge for the year		44,551	48,605
		123,606	125,746
Payments made during the year		(34,876)	(46,691)
Closing balance		88,730	79,055
22.6 Worker related funds			
Workers' profit participation fund	22.6.1	13,145	164,724
Workers' welfare fund	22.6.2	771,933	553,657
		785,078	718,381
22.6.1 Workers' profit participation fund - net			
Balance as at 01 July		164,724	105,080
Charge for the year		346,420	256,224
		511,144	361,304
Payments made during the year		(497,999)	(196,580)
Closing balance		13,145	164,724

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

Rupees in thousands	2026	2025
22.6.2 Workers' welfare fund		
Balance as at 01 July	553,657	393,279
Charge for the year	228,277	170,378
	781,934	563,657
Payments made during the year	(10,001)	(10,000)
Closing balance	771,933	553,657

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

Rupees in thousands	2026	2025
23. ACCRUED MARKUP / PROFIT ON FINANCING		
Accrued profit on financing from islamic banks		
Short-term borrowing	-	29,474
Accrued mark-up on financing from conventional banks		
Long-term financing	-	130,755
Short-term borrowing	38,045	61,908
	38,045	192,663
	38,045	222,137

Rupees in thousands	Note	2026	2025
24. SHORT-TERM BORROWINGS			
Islamic Banks			
Meezan Bank Limited - Running Musharaka	24.1	-	1,201,644
Conventional Banks			
Allied Bank Limited	24.2	-	406,385
National Bank of Pakistan	24.3	-	999,441
MCB Bank Limited	24.4	-	46 5,374
Bank Al Habib Limited	24.5	-	33,789
Habib Bank Limited	24.6	-	1,004,262
The Bank of Punjab	24.7	-	443,255
		-	3,352,506
		-	4,554,150

24.1 The Company renewed a Running Musharakah (RM) facility from Meezan Bank Limited amounting to Rs. 2,000 million for participation in business through Shirkat-ul-Aqd. The facility carries a markup of 3-month KIBOR plus 0.20% per annum, with profit payable on a quarterly basis and KIBOR reset also on a quarterly basis. The facility is secured by a first joint pari passu charge over the current assets of the Company with a 25% risk margin. For drawdowns exceeding Rs. 550 million, disbursement is allowed against a ranking charge, which is required to be upgraded to a joint pari passu charge within 180 days of first drawdown. The facility is available for a tenure of one year and will expire on December 31, 2026.

24.2 The Company obtained short-term facilities from Allied Bank Limited, including a Running Finance (RF) facility of Rs. 500 million along with sub-limits comprising Money Market Line (MML), Letter of Credit (LC) and Finance Against Trust Receipt (FATR) each amounting to Rs. 500 million. The markup on the RF facility is 3-month KIBOR plus 0.35% per annum, while the FATR carries markup at 3-month KIBOR plus 0.50% per annum, with markup payable quarterly. The LC facility carries commission at 0.035% per quarter. The facilities are secured by hypothecation charge over current assets of the Company with a 25% margin. All facilities are repayable through internal cash generation and are available up to June 30, 2026. The facility has been temporarily extended by the bank till 30 September 2026.

24.3 The Company renewed short-term working capital facilities from National Bank of Pakistan, comprising a Running Finance (RF) facility of Rs. 1,000 million and an Import Letter of Credit (LC) Sight facility of Rs. 500 million. The RF facility carries markup at the rate of 3-month KIBOR plus 0.85% per annum, subject to prompt payment rebate, with markup payable on a quarterly basis and KIBOR reset quarterly. The LC facility carries commission at 0.40% per quarter. The RF facility is secured by a first joint pari passu charge over present and future current assets of the Company with a 25% margin, whereas the LC facility is secured against lien over import documents. The facilities are repayable through internal cash generation of the Company. During the year, the Company availed Rs. 1000 million facility and repaid it in full before 20 February 2026. This facility expired on 31 May 2026. The facility has been temporarily extended by the bank till 29 August 2026.

24.4 The Company renewed short-term credit facilities from MCB Bank Limited, including a Running Finance (RF) facility amounting to Rs. 500 million and non-funded Letter of Credit (LC) facilities aggregating to Rs. 600 million. The RF facility carries a markup of 3-month KIBOR plus 0.20% per annum, with markup payable on a quarterly basis and subject to periodic reset as per bank policy. The facility is secured by a first joint pari passu hypothecation charge over current assets of the Company with a 25% margin. The LC facilities carry a commission of 0.05% per quarter on establishment and retirement and are secured against lien on import documents. These facilities are primarily utilized to finance working capital requirements, including procurement of raw materials, and are repayable through internal cash generation of the Company. The facilities are available for a tenor of one year and were valid up to March 31, 2026. The facility has been temporarily extended by the bank till 31 July 2026.

24.5 The Company obtained short-term facilities from Bank AL Habib Limited, including a Finance Against Trust Receipt (FATR) facility of Rs. 500 million along with sub-limits comprising Running Finance (RF) and Short-Term Finance (STF) of Rs. 250 million each, and a Letter of Credit (LC) Sight facility of Rs. 500 million. The markup on FATR, RF and STF is based on 3-month KIBOR plus 0.50% per annum, with markup payable on a quarterly basis (or at maturity where applicable), while the LC facility carries a commission of 0.05% per quarter. The RF operates as a revolving facility repayable on demand, whereas FATR (up to 120 days) and STF (up to 45 days per disbursement) are repayable through internal cash generation. The facilities are secured by a first joint pari passu charge over current assets, along with trust receipts, lien over shipping documents and other ancillary securities. The total exposure under FATR, LC and RF is maintained within a composite limit of Rs. 500 million, with RF utilization not exceeding Rs. 250 million at any point in time. The facilities are available up to August 31, 2027.

24.6 The Company had obtained running finance/letter of credit sight facility/FATR facility/STA of Rs. 950 million. The facility was secured against joint pari passu charge over current assets of the Company with 25% margin. LC facility also carried lien on import documents / Trust receipts. In addition to the above mentioned facility, the Company also obtained a STA Facility amounting to Rs. 550 million. The facility was secured against Joint first pari passu charge over present and future current assets. The running finance/letter of credit sight facility/FATR facility carries markup at the rate of 3 months KIBOR plus 0.35% (2025: 1 month / 3 months KIBOR plus 0.50%) per annum payable on quarterly basis while STA carries pricing to be decided on case to case basis. This facility expired on 28 February 2026. This facility was renewed during the period and the renewed facility will expire on 31 October 2026.

24.7 The Company obtained short-term facilities from The Bank of Punjab, including a Finance Against Trust Receipt (FATR) facility of Rs. 500 million along with sub-limits comprising a Letter of Credit (LC) Sight facility of Rs. 500 million and a Running Finance (RF) facility of Rs. 500 million. The markup on FATR and RF facilities is 3-month KIBOR plus 0.30% per annum, with markup payable on a quarterly basis in respect of RF and at maturity for FATR transactions. The LC facility carries a commission of 0.05% per quarter, while markup on PAD, if created, is charged at 3-month KIBOR plus 1.00% per annum. The facilities are secured by a first joint pari passu charge over present and future current assets of the Company with a 25% margin, along with lien over import documents and trust receipt arrangements where applicable. The FATR facility has a tenor of up to 120 days, while RF is repayable on demand or at maturity, and the facilities are utilized for working capital requirements and import of raw materials, with repayments made through internal cash generation.

24.8 The Company obtained short-term facilities from Askari Bank Limited, including a Short-Term Finance (STF) facility of Rs. 1,000 million, a Running Finance (RF) facility of Rs. 500 million, and a Money Market (MM) facility of Rs. 500 million along with sub-limits comprising Letter of Credit (LC) Sight, Shipping Guarantee (SG) and Financing Against Trust Receipt (FATR) facilities each amounting to Rs. 1,000 million. The markup on STF, RF and FATR (local currency) is charged at 1 month KIBOR plus 0.30% per annum, while the MM facility carries markup at the relevant tenor KIBOR plus 0.05% per annum, payable on maturity or rollover basis. The LC and LG facilities carry commission at 0.10% per quarter, while other charges are applicable as per schedule of charges. The facilities are secured by a first joint pari passu charge over current assets of the Company with a 25% margin, along with trust receipts and lien over import documents where applicable. The facilities are repayable through internal cash generation or rollover arrangements and are available up to December 31, 2026.

24.9 The Company obtained short-term Islamic financing facilities from Habib Metropolitan Bank Limited, including a Working Capital Musharakah (WCM) / Murabaha facility of Rs. 800 million along with sub-limits comprising a Letter of Credit (LC) Sight facility of Rs. 500 million and Letter of Guarantee (LG) facility of Rs. 200 million. The WCM/Murabaha facility carries profit at the rate of KIBOR plus 0.25% per annum (effective from October 1, 2025), while the LC facility carries a commission of 0.05% per quarter. The WCM facility has a tenor of one year, whereas Murabaha transactions have a tenor of up to 180 days. The facilities are secured by a first joint pari passu charge over current assets of the Company with a 25% margin, while the LC facility is secured against lien over import documents. The facilities are repayable through internal cash generation.During the year, the Company availed Rs. 800 million facility and repaid it in full before year end. This facility has been renewed and will expire on 28th February 2027.

Rupees in thousands	2026	2025
25. UNCLAIMED DIVIDEND		
Balance as at 01 July	**91,483**	74,593
Final cash dividend issued @ Rs. 5 (2025: Rs. 10) per share	**1,135,745**	2,271,489
Interim cash dividend issued @ Rs. 5 per share	**-**	1,135,745
Payments made during the year	**(1,131,375)**	(3,390,344)
Balance as at 30 June	**95,853**	91,483

25.1 This amount has been placed in a deposit account maintained with a Shariah-compliant bank, carrying profit at the rate of 14% per annum (2025: 14% per annum)..

26. CONTINGENCIES AND COMMITMENTS

26.1 Contingencies

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

Income Tax Matters

26.1.1 The Company filed an online application for refund of excess tax paid for the Tax Year 2020 of Rs. 756 million. Assistant/Deputy Commissioner Inland Revenue (A/DCIR) passed an order dated 05 August 2022 acknowledging tax collection/deduction under various sections of the Ordinance to the tune of Rs. 719 million. The said acknowledged refunds were consented for adjustment against sales tax, income tax and advance income tax liabilities. Being aggrieved with the rejection of refunds amounting to Rs. 37 million, the Company has filed an appeal before the Commissioner Inland Revenue (Appeals) - I (CIR-A) and the same is pending adjudication.

26.1.2 The Company filed an online application for refund of excess tax paid for the Tax Year 2019 amounting to Rs. 292 million. The learned officer passed an order dated 15 August 2020 acknowledging tax collection/deduction under various sections of the Ordinance while rejecting the claim of tax deduction/collection to the tune of Rs. 243 million which resulted into issuance of refund of Rs. 49 million. Being aggrieved from the above Order, the Company filed an appeal before CIR-A who through order dated 17 September 2021 annulled the aforesaid order and remanded the case back to the tax officer which is pending adjudication.

26.1.3 The DCIR Lahore has imposed additional tax of Rs. 20.98 million in respect of tax year 2016 for default on payment of advance tax. The Company challenged the order before CIR (A). The learned CIR(A) vide order dated 28 January 2021 by accepting the stance of the Company reduced the amount of the additional tax to Rs. 16.11 million. The Company and department being aggrieved have filed appeals against the order dated 6 June 2022 which is pending adjudication.

26.1.4 The ADCIR passed an amended order dated 25 November 2016 under section 122(5A) of the Ordinance for tax year 2015, wherein certain additions amounting to Rs. 1,036 million were made which resulted into income tax demand of Rs. 514 million. Being aggrieved, the Company filed an appeal before CIR(A) who deleted all the additions except the addition made under section 18(1)(d) amounting to Rs. 550 million. Being aggrieved with the Order of CIR(A), both the Company and tax department filed appeals before the ATIR, wherein the ATIR vide its combined order dated 13 September 2017 upheld the decision of CIR(A). The Addl. CIR passed appeal effect order dated 13 November 2020 raising demand of Rs. 7 million.

Multiple appeal effect orders issued by the Addl. CIR ignored the relief of WPPF paid against which the company filed appeal before CIR-A which was decided in company's favor. The CIR, being dissatisfied from the aforesaid appellate Order, has filed an appeal before ATIR dated 17 May 2017. However, the case has not been fixed for hearing till date. The Company also filed rectification applications before the Addl. CIR which were rejected and the Company preferred appeals before CIR-A. The appeal filed against the 2nd appeal effect order resulted in the CIR-A passing the order dated 31 January 2020, wherein the decision of Addl. CIR for proration of the statutory allowance of WPPF amounting to Rs. 280 million between NTR & FTR Income was upheld. The Company being dissatisfied from the same, preferred an appeal on 17 April 2020 before ATIR, which has not been heard yet.

26.1.5 The Company's case was selected under section 214C/177 of the Ordinance by the FBR for audit of its income tax affairs for the tax year 2014. Audit proceedings were finalized by the DCIR and passed an order dated 09 September 2017 under section 122(1) of the Ordinance, wherein certain additions were made which resulted into taxable income at Rs. 1,304 million and income tax demand at Rs. 347 million.

Being aggrieved with the said order, the Company filed an appeal on 08 December 2017 before the CIR(A) wherein the CIR(A) vide order dated 24 April 2020 granted partial relief to the Company.

Being aggrieved with the order of CIR(A), both the Company and CIR filed appeals before the ATIR, the Company's appeal is decided in its favour thereby deleting additions made into the taxable income of the Company. The ATIR decided the case vide order dated 12 May 2026, upheld the direction of Learned CIR (A) allowing initial allowance and normal depreciation on capitalized markup and remanded back other disallowances related to Section 13(2)(c) for recomputation. No further correspondence has been received from tax department till date.

26.1.6 ADCIR passed an amended order dated 28 June 2019 under section 122(5A) of the Ordinance for tax year 2013, wherein certain additions were made which resulted into taxable income of Rs. 1,849 million and income tax demand of around Rs. 3 million. Being aggrieved with the said order, the Company filed an appeal before CIR(A), wherein the CIR(A) vide order dated 26 December 2019 granted substantial relief to the Company. CIR being dissatisfied filed an appeal before the ATIR which is pending adjudication.

26.1.7 The Company was selected for Tax Audit u/s 177 through a random Ballot conducted by the FBR for the audit of the Income Tax affairs for Tax Year 2012. DCIR, through its Order dated 26 March 2014 passed u/s 122(1)/122(5) of the Ordinance that resulted into the impugned addition of Rs. 1,043 million whereby the amount of balance carried forward losses were reduced to Rs. 826 million. The Company filed an Appeal before CIR-A against the impugned Order passed u/s 122(1)/122(5) of the Ordinance. The CIR-A vide its Order no. 17 dated 22 June 2015, granted substantial relief of Rs. 758 million against the above mentioned impugned addition. The Company being dissatisfied from the aforesaid order by CIR(A) filed an appeal before ATIR. The main hearing of the case was heard on 16 January 2024 and the Honourable ATIR remanded the case back to CIR(A) vide order no. 2213/2015 dated 29 January 2024 The CIR also filed appeal before ATIR against the aforesaid relief by CIR(A) being provided. After hearing of the main case, an order no. 2276/2015 dated 29 January 2024 was passed which dismissed the departmental appeal. No further correspondence has been received as of yet.

26.1.8 The ACIR finalized proceedings u/s 122(5A) for Tax Year 2011 and passed the impugned Order on 13 June 2017 wherein certain additions were made which resulted into taxable income of Rs. 338 million and created demand of Rs. 90 million. The Company filed appeal before CIR-A against the aforesaid impugned Order in respect of certain additions and disallowances. The CIR-A vide its Order dated 21 September 2017 remanded the case back to the department for certain points, while the remaining points were upheld. The ACIR initiated set aside proceedings u/s 124/129 vide notice dated 20 May 2019. The Company through its authorised representative (AR) duly complied the aforesaid proceedings. However, no further correspondence has been received from the tax department till date.

The Company also being dissatisfied from the disallowance of the tax deduction pertaining to statutory allowance of WWF and WPPF amounting to Rs. 5 million in the CIR-A Order preferred to file an appeal on 24 November 2017 before the ATIR. The main hearing of the case was heard on 23 February 2024 and the Honourable ATIR decided the case vide order no. ITA 3533/2017 dated 23 February 2024 by accepting the contention regarding WWF and remanded the case in respect of WPPF to the Officer Inland Revenue (OIR). The OIR re-initiated the remand back proceedings vide notice bearing reference No. LTO/ADC-R-VII, Z-III dated 15 May 2024 issued under section 122(9) of the Ordinance. The Company duly complied with the said notice vide its letter dated 25 June 2025, and the proceedings were finalized by the OIR vide Order No. 08 dated 27 June 2025, wherein the explanation tendered by the Company was duly accepted.

26.1.9 The ACIR finalized proceedings u/s 122(5A)/122(4) of the Ordinance for Tax Year 2010 and passed Order dated 29 June 2016 wherein certain additions were made which resulted into payable demand of Rs. 12 million. The Company being dissatisfied from the aforesaid Order filed an appeal before CIR-A who deleted additions of Rs. 285 million while certain points were upheld and the remaining points were remanded back through Order dated 06 October 2016. ACIR initiated set aside proceedings in compliance with the directions of the CIR-A and were finalized by passing Appeal Effect Order u/s 124/129 of the Ordinance dated 30 June 2018 which resulted into refund of Rs. 9,278.

This Appeal Effect Order/computation, however, ignored the relief of initial allowance on exchange loss capitalized as part of machinery and accordingly a rectification was filed on 30 July 2018 against the Appeal Effect Order. The Company being aggrieved from the Appeal Effect Order also filed appeal before CIR-A on 13 August 2018.

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

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

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

The Addl. CIR accepted the Company's contentions except for certain issues relating to "short inadmissible deductions" and "refund adjustments" from prior years, resulting in a tax demand of Rs. 449.58 million. Being dissatisfied with the order, the Company filed an appeal before the Honorable Appellate Tribunal Inland Revenue (ATIR) on 30 May 2025. The latest case was heard on 25 August 2025 and the order is awaited. Additionally, the Company filed an application for rectification of apparent mistakes under section 221(1) of the Ordinance. No further communication has been received from the tax authorities to date.

Sales Tax Matters

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

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

26.1.14 The DCIR passed an order dated 15 October 2019 under section 11(2) of the Act for the tax year 2017, wherein the sales tax demand of Rs. 20 million was created. However, being aggrieved with the said order, the Company filed an appeal before CIR(A). The CIR (A) passed an order dated 16 November 2020 under section 11(2) of the Act for the tax year 2017, wherein the sales tax demand of Rs. 20 million was upheld after deleting penalty. However, being aggrieved with the said order, both the company and CIR filed an appeal before ATIR. The ATIR after considering the facts of the case dismissed the departmental appeal via order dated 15 January 2026.

26.1.15 Proceedings under Section 11(2) of the Sales Tax Act, 1990 were initiated by the DCIR for Tax Periods July, 2019 to November, 2021 which were finalized by passing the Order dated 04 November 2022 u/s 11(2) of the Act raising demand of Rs. 322 million along with default surcharge (to be calculated at the time of payment) and penalty amounting to Rs. 16 million u/s 33(5) of the Act. Being aggrieved from the aforesaid order, the Company filed appeal before the CIR (A), which was finalized by passing the order dated 03 April 2023 u/s 45B wherein the case in respect of input pertaining to the installation of plant and machinery was remanded back and the demand in respect of remaining goods and services was confirmed. The Company being dissatisfied from the aforesaid Appellate Order, preferred appeal before ATIR. The said appeal has not been fixed for hearing till date. During the previous year, the DCIR initiated remand back proceedings, which concluded on 29 June 2024, issuing an order under Section 11(2) of the Act, raising a demand of Rs. 48 million along with default surcharge (to be calculated upon payment) and a penalty of Rs. 2 million under Section 33(5) of the Act.

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

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

26.1.17 The DCIR passed an order dated 09 February 2024 under section 11(2) of the Act for the tax year 2022, wherein the sales tax demand of Rs. 10 million along with the default surcharge (to be calculated at the time payment) and penalty amounting to Rs. 0.5 million u/s 33(5). Being aggrieved from the aforesaid order, the Company filed appeal in terms of section 45B of the Act before CIR (A). The proceedings against the said Appeal were finalized by CIR (A) by passing the order dated 15 May 2024 u/s 45B of the Act granting partial relief to the extent of Rs. 8 million and penalty u/s 33(5) of the Act, and confirming the sales tax demand of Rs 1.8 million along with default surcharge (to be calculated at the time ·of payment) u/s 34(1)(a) of the Act. However, being aggrieved with the said order, the Company and DCIR filed an appeal before ATIR u/s 46. The said appeals have not been fixed for hearing till date.

26.1.18 The DCIR passed an order dated 03 August 2024 under section 11E of the Act for the tax periods August 2023 to October 2023, wherein a sales tax demand of Rs. 85.13 million was raised along with an equivalent penalty and default surcharge (to be calculated at the time of payment). Being aggrieved from the aforesaid order, the Company filed an appeal before the Honorable Appellate Tribunal Inland Revenue (ATIR), Lahore. The proceedings against the said appeal were finalized by the ATIR by passing order No. STA-1838/LB/2024, whereby the order of the DCIR was upheld and the appeal was dismissed. However, being dissatisfied with the said order, the Company filed a reference before the Honorable Lahore High Court, which is pending adjudication.

26.1.19 The DCIR passed an order dated 26 December 2025 under section 11E of the Act for the tax year 2023, wherein sales tax demand of Rs. 442.3 million along with default surcharge of Rs. 107.7 million was raised. Being aggrieved from the aforesaid order, the Company filed an appeal before CIR (A). The proceedings against the said appeal were finalized by CIR (A) by passing order dated 27 February 2026 by providing partial relief by deleting impugned demand to the extent of scrap sales, disposal of vehicles, penalty/default surcharge on FED and restricting the penalty on account of late filing of sales tax returns.

However, default surcharge and penalty on imposed late payment of sales tax were confirmed resulting in amended demand of Rs. 226.8 million. However, the Company being dissatisfied with the said order, filed an appeal before Appellate Tribunal Inland Revenue. The said appeal has not been fixed for hearing till date.

26.1.20 The DCIR passed an order dated 30 June 2025 under section 14 of the Federal Excise Act, 2005 for the tax period April 2022 and June 2022. The company responded to the said notice by submitting documentary evidence, reconciliations, and detailed explanations substantiating accuracy of FED payments made via letter dated 15 October 2025. The proceedings against the said appeal were finalized by DCIR by passing order dated 20 November 2025 by raising demand of Rs. 7.9 million along with penalty of Rs. 0.4 million and default surcharge. However, the Company being dissatisfied from the said order, filed an appeal before CIR (A) under section 45B. The said appeal has not been fixed for hearing till date.

26.1.21 The DCIR passed an order dated 04 April 2026 under section 14 of the FED Act 2005 for the tax periods July 2020 to June 2021. The proceedings against the said appeal were finalized by the DCIR by passing order dated 30 June 2026 by raising demand of default surcharge of Rs 20 million and penalty of Rs 66.94 million. The Company is in process of filing appeal before CIR (A) under the said order. No further correspondence has been received from the tax department till date.

Other Matters

26.1.22 During the year ended 30 June 2013, one of the shareholders filed a suit in the Honorable High Court of Sindh against the parties involved in the public announcement dated 22 May 2012, pursuant to the Listed Companies (Substantial Acquisition of Voting Shares and Take-Overs) Ordinance, 2002, including the Company and its CEO, raising objections regarding the legality of the transaction. The management considers that the transfer of shares was valid and in accordance with the applicable laws and regulations. The case was transferred from the Honorable High Court of Sindh to the Court of the Senior Civil Judge IX, Karachi (West), in light of Sindh Act No. VI of 2025, and is now listed as Suit (Received from HC) No. 1304 of 2025. The matter has not yet been fixed for hearing.

26.1.23 On 31 August 2009, the Competition Commission of Pakistan (CCP) imposed a penalty on the Company via an order dated 27 August 2009 amounting to Rs. 364 million, which is 7.5 percent of the turnover as reported in the last published financial statements as of 30 June 2009. CCP has also imposed penalties on 19 other cement manufacturing companies against alleged cartelization by cement manufacturers under the platform of All Pakistan Cement Manufacturers Association (APCMA) to increase cement prices by artificially restricting production. The penalized cement companies jointly filed a petition in the Honorable Lahore High Court challenging the imposition of penalties by the CCP and any adverse action against the cement companies has been stayed by the Honorable Lahore High Court. The management of the Company believes that it has no adverse consequence to the Company, and accordingly, no provision has been made against the above in these financial statements.

26.1.24 The Commissioner Social Security raised a demand of Rs. 0.7 million for non-payment of social security during the year 1994. An appeal was filed against above mentioned decision and the case is pending in the Labor Court, Lahore.

26.1.25 The issue pertaining to interpretation of sub-section (2) of section 4 of the Central Excise Act, 1944 (the "1944 Act") has been adjudicated by the Honorable Supreme Court of Pakistan vide judgment dated 15 February 2007 (the "Supreme Court Judgment") in appeal nos. 1388 and 1389 of 2002, 410 to 418 of 2005, 266, 267 & 395 of 2005 (the "Appeal"). By way of background it is pointed out that the controversy between the Department and the Company pertained to whether in view of the words of sub-section (2) of section 4 of the 1944 Act "duty shall be charged on the retail price fixed by the manufacturer, inclusive of all charges and taxes, other than sales tax. retail prices would include the excise duty leviable on the goods. "The Honorable Lahore High Court as well as the Honorable Peshawar High Court held that excise duty shall not be included as a component for determination of the value (retail price) for levying excise duty (the "Judgments"). The department being aggrieved of the Judgments impugned the same before the Supreme Court of Pakistan vide the Appeals, in pursuance whereof leave was granted to determine in the aforesaid issue. The Honorable Supreme Court of Pakistan vide the Supreme Court Judgment upheld the Judgments and the Appeals filed by the department were dismissed. In the Supreme Court Judgment it has been categorically held that excise duty is not to be included as a component for determination of the value (retail price) for levying excise duty under sub-section (2) of section 4 of the 1944 Act.

In view of the above, during the year ended 30 June 2008, the Company had filed a refund claim amounting to Rs. 734.06 million before Collector, Sales Tax and Federal Excise Duty, Government of Pakistan (the Department). During the year ended 30 June 2010, the aforesaid refund claim has been rejected by the Department, however, the Company filed an appeal before Commissioner (Appeals) Inland Revenue, Lahore which has been decided in Favor of the Company.

Later on, tax department filed an appeal to the Appellate Tribunal Inland Revenue where case has also been decided in favor of the Company. However, the refund will be accounted for at the time of its realization.

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

Rupees in thousands	2026	2025
26.2 Commitments		
26.2.1 Commitments in respect of:		
Outstanding letters of credit	**1,041,470**	97,529
Issued letters of guarantees favouring Collector of Customs - Karachi	**78,860**	78,860
Letters of guarantees favoring Mines & Minerals Department, Punjab	**2,152,727**	317,152
	3,273,057	493,541

26.2.2 Corporate guarantee

During the year, the Company provided a cross corporate guarantee in favour of the security agent acting on behalf of a consortium of financial institutions to support financing obtained by its holding company, Maple Leaf Cement Factory Limited, in connection with the acquisition of shares of the Company. In connection therewith, the Company also created a ranking charge, upgradable to a joint pari passu charge, aggregating to Rs. 45 billion over its present and future fixed assets. The arrangement was approved by the Board of Directors and subsequently by the shareholders of the Company in an Extraordinary General Meeting held on March 31, 2026.

27. REVENUE FROM CONTRACTS WITH CUSTOMERS - NET

27.1 Disaggregated revenue information

Set out below is the disaggregation of the Company's revenue from contracts with customers:

Rupees in thousands	Note	2026	2025
Revenue from contracts with customers - gross		**59,219,939**	50,858,109
Less:			
Sales Tax		**10,298,980**	8,759,097
Federal Excise Duty		**9,778,633**	8,288,933
Discount and rebate		**563,798**	501,468
		20,641,411	17,549,498
Total revenue from contracts with customers - net		**38,578,528**	33,308,611
Geographical Markets			
All sales are made in Pakistan		**59,219,939**	50,858,109
Timing of revenue recognition			
Goods transferred at a point in time		**59,219,939**	50,858,109

27.2 Contract balances

	Note	2026	2025
Trade receivables	27.2.1	**1,771,149**	1,786,302
Contract liabilities	27.2.2	**(53,969)**	(84,990)
		1,717,180	1,701,312

27.2.1 Trade receivables are non-interest bearing, and credit terms for customers are as per sale order.

27.2.2 Contract liabilities represent short-term advances received from customers against delivery of goods in future. Contract liabilities as at the beginning of the year, aggregating to Rs 84.99 million (2025: Rs 65.87 million), have been recognized as revenue upon dispatch of goods

Rupees in thousands	Note	2026	2025
28. COST OF SALES			
Raw material consumed	28.1	4,860,511	3,852,370
Packing material consumed		1,982,499	1,575,112
Fuel and power		16,588,174	12,977,942
Stores and spare parts consumed		466,037	423,474
Salaries, wages and benefits	28.2	1,126,472	986,669
Travelling and conveyance		84,177	74,902
Insurance		73,510	74,109
Repairs and maintenance		171,099	149,028
Depreciation	5.1.3	2,411,628	2,613,919
Communication		6,204	6,162
Entertainment		12,405	8,678
Fee and subscription		44,630	42,804
Legal and professional charges		3,164	6,446
Printing and stationery		2,664	2,764
Rent, rates and taxes		68,764	53,802
Vehicle running expenses		41,832	33,440
Other manufacturing expenses		22,617	36,514
Total manufacturing cost		27,966,387	22,918,135
Work in process			
Opening balance		989,869	1,072,895
Closing balance	9	(1,921,132)	(989,869)
		(931,263)	83,026
Cost of goods manufactured		27,035,127	23,001,161
Finished goods			
Opening balance		305,611	169,537
Closing balance	9	(343,208)	(305,611)
		(37,597)	(136,074)
Cost of Sales		26,997,527	22,865,087

28.1 Raw material consumed

Balance as at 01 July		70,587	84,134
Royalty & Excise duty on the extraction of limestone and clay		3,327,690	2,729,109
Quarrying / transportation / purchases and other overheads		1,573,592	1,109,714
		4,971,869	3,922,957
Balance as at 30 June	9	(111,358)	(70,587)
		4,860,511	3,852,370

28.2 Includes amount pertaining to employee benefits as follows:

Provident fund	25,437	20,385
Gratuity	74,491	69,446
Compensated absences	32,697	19,710
	132,625	109,541

Rupees in thousands		Note	2026	2025
29.	**DISTRIBUTION COST**			
	Salaries, wages and benefits	29.1	91,689	78,210
	Travelling and conveyance		2,800	2,840
	Vehicle running expenses		8,501	9,533
	Communication		1,808	2,212
	Printing and stationery		1,314	1,864
	Rent, rates and taxes		2,110	2,165
	Utilities		10,960	11,225
	Repairs and maintenance	29.2	20,821	20,659
	Legal and professional charges		156	250
	Insurance		2,422	3,140
	Fee and subscription		880	3,686
	Advertisements / sales promotion		1,389	584
	Entertainment		4,779	4,648
	Depreciation	5.1.3	6,367	6,402
			155,996	147,418
29.1	**Includes amount pertaining to employee benefits as follows:**			
	Provident fund		3,509	3,283
	Compensated absences		4,146	5,303
			7,655	8,586

29.2 This includes head office building operations and maintenance cost amounting to Rs. 19.6 million (2025: Rs. 19.2 million) paid to Imperial Developers and Builders (Private) Limited.

Rupees in thousands		Note	2026	2025
30.	**ADMINISTRATIVE EXPENSES**			
	Salaries, wages and benefits	30.1	191,013	162,120
	Travelling and conveyance		3,262	3,305
	Vehicle running expenses		14,496	13,034
	Communication		3,056	2,854
	Printing and stationery		1,266	2,366
	Rent, rates and taxes		7,698	8,548
	Utilities		13,449	12,150
	Repairs and maintenance		42,903	52,160
	Legal and professional charges		20,640	19,521
	Insurance		5,231	5,889
	Auditors' remuneration	30.2	10,814	4,860
	Fee and subscription		14,143	10,235
	Depreciation	5.1.3	159,279	161,138
	Entertainment		569	339
	Others		785	23
			488,604	458,542
30.1	**Includes amount pertaining to employee benefits as follows:**			
	Provident fund		7,805	6,966
	Compensated absences		7,709	6,843
			15,514	13,809
30.2	**Auditors' remuneration**			
	Annual audit fee for statutory audit		3,300	3,000
	Fee for reporting to group auditors			
	- special purpose financial statements		3,500	-
	- others		1,000	-
	Fee for half yearly review		660	600
	Other certifications		1,325	900
	Out of pocket expenses		1,029	360
			10,814	4,860

Rupees in thousands	Note	2026	2025

31. OTHER OPERATING EXPENSES

Workers' profit participation fund	22.6.1	346,420	256,224
Workers' welfare fund	22.6.2	228,277	170,378
Business development and technical fee		-	213,071
Loss on disposal of fixed assets		-	4,052
Donations	31.1	245	1,325
Others		8,240	5,892
		583,182	650,942

31.1 None of the Directors of the Company or his / her spouse has any interest in any of the donees.

Rupees in thousands	Note	2026	2025

32. OTHER INCOME

Income from financial assets:			
Profit on banks	32.1	147,652	72,819
Dividend Income on short-term investments		-	24,711
Realized gain on sale of short-term investments		240,693	55,233
		388,345	152,763
Income from non-financial assets:			
Scrap sales		43,898	49,435
Gain on disposal of fixed assets		222	-
Rental income arising from investment property		54,226	48,681
Rental income		-	1,310
		98,346	99,426
		486,691	252,189

32.1 This includes profit on term deposit receipts amounting to Rs. 135.69 million (2025: Rs. 62.69 million), out of which Rs. 14.08 million (2025: Rs. 19.72 million) relates to Shariah-compliant deposits.

Rupees in thousands	Note	2026	2025

33. REMEASUREMENT (LOSS) / GAIN ON ASSETS HELD AT FAIR VALUE - NET

Fair value (loss) / gain on investment property carried at fair value		(6,605)	6,592
Unrealized gain on re-measurement to fair value on short-term investments		-	58,022
		(6,605)	64,614

34. FINANCE COSTS

Mark-up on conventional finances:			
Mark-up on long-term financing from conventional banks		365,205	768,832
Mark-up on short-term borrowings from conventional banks		144,947	283,947
		510,152	1,052,779
Mark-up on islamic finances:			
Mark-up on long-term financing from Islamic banks		-	121,918
Mark-up on short-term borrowings from Islamic banks		99,742	218,547
		99,742	340,465
Bank charges and commission		22,895	15,015
		632,789	1,408,259

35. FINAL TAX

Final tax	35.1	104,232	17,281

35.1 This includes final tax paid under section 5 of the Income Tax Ordinance, 2001 under section 37A on capital gains on sale of mutual funds.

Rupees in thousands	Note	2026	2025

36. TAXATION

Current tax			
- for the year		4,385,389	2,021,787
- for prior year		125,758	(2,166)
		4,511,147	2,019,621
Deferred tax	21.1	(1,017,992)	1,191,798
		3,493,155	3,211,419

36.1 Relationship between tax expense and accounting profit

Profit before taxation		10,087,307	8,087,516
Tax calculated at the rate of 39%		3,934,050	3,154,131
Tax effect of:			
- Prior year adjustment		125,758	(2,166)
- Difference due to final tax regime		(11,912)	(1,975)
- Permanent difference on restricted cost of vehicle		(44,600)	(2,784)
- Difference due to allowance on investment property income		(4,230)	(1,912)
- Difference due to change in tax rate	36.2	(450,144)	-
- Others		(55,767)	66,125
		3,493,155	3,211,419

36.2 In accordance with the Finance Act 2026, in addition to the corporate tax rate of 29%, super tax for tax year 2027 and onwards has been reduced to 8% from 10% in the prior year. Accordingly, the Company has recorded deferred tax at 37% in accordance with applicable accounting and reporting standards..

	2026	2025

37. EARNINGS PER SHARE - BASIC AND DILUTED

37.1 Basic earnings per share

Profit attributable to ordinary shareholders - Rupees in thousands	6,594,152	4,876,097
Weighted average number of ordinary shares - in thousands	227,149	227,149
Basic earnings per share - Rupees	29.03	21.47

37.2 Diluted earnings per share

Diluted earnings per share has not been presented as the Company does not have any convertible instruments in issue as at 30 June 2026 (2025: Nil).

Rupees in thousands	Note	2026	2025

38. CASH GENERATED FROM OPERATIONS

	Note	2026	2025
Profit before taxation		10,087,307	8,087,516
Adjustment for			
Depreciation	5.1.3	2,905,623	3,131,036
Allowance / (reversal) for expected credit losses	10.1	8,977	(9,631)
Projects abandoned, charged to profit or loss	5.2	-	1,700
Provision for gratuity	21.2.3	74,491	69,446
Provision for compensated absences	22.5	44,551	48,605
Finance cost	34	632,789	1,408,259
(Gain) / loss on disposal of property, plant and equipment	31 & 32	(222)	4,052
Fair value loss / (gain) on investment property carried at fair value	33	6,605	(6,592)
Profit on bank deposits	32	(147,652)	(72,819)
Dividend Income on short-term investments	32	-	(24,711)
Final Tax	35	104,232	17,281
Realized gain on sale of short-term investments	32	(240,693)	(55,233)
Unrealized gain on re-measurement of fair value of short-term investments	33	-	(58,022)
Cash flow before working capital changes		13,476,008	12,540,887
Working capital changes			
(Increase) / decrease in current assets			
Stores, spares and loose tools		(912,456)	(353,521)
Stock in trade		(1,033,341)	(83,885)
Trade receivables		6,176	87,515
Loans and advances		(99,296)	60,167
Sales tax Recoverable - net		(82,007)	(21,525)
Short term prepayments		(479)	(1,088)
Other receivables		803	(11,162)
		(2,120,600)	(323,499)
Increase/ (decrease) in current liabilities			
Trade and other payables		4,086,262	1,376,806
Contract liabilities		(31,021)	19,118
Sales tax payable		-	(150,566)
Retention money		1,264	(2,665)
		4,056,505	1,242,693
Cash generated from operations		15,411,913	13,460,081

39. CASH AND CASH EQUIVALENT

	Note	2026	2025
Cash and bank balances	14	709,252	554,696

40. REMUNERATION OF DIRECTORS, CHIEF EXECUTIVE OFFICER AND EXECUTIVES

The aggregate amounts charged in the financial statements for the year are as follows:

	Chief Executive Officer		Executives		Total	
	2026	2025	2026	2025	2026	2025
Number:	1	1	90	77	91	78
Basic Salary	-	-	242,114	188,051	242,114	188,051
Contribution to Provident Fund Trust	-	-	22,325	19,101	22,325	19,101
Allowances & benefits:						
- House Rent	-	-	108,951	84,623	108,951	84,623
- Utilities	-	-	24,211	18,805	24,211	18,805
- Others	-	-	101,434	76,303	101,434	76,303
	-	-	499,035	386,883	499,035	386,883

40.1 No remuneration has been paid to Chief Executive Officer during the year. All the executives of the Company have been provided with free use of the Company owned and maintained cars and other benefits in accordance with their entitlements as per rules of the Company.

40.2 No remuneration is being paid / payable to the directors of the Company except meeting fee which is paid to all non-executive directors including chairman at the rate of Rs. 50,000 to 125,000 per meeting attended.

41. TRANSACTIONS WITH RELATED PARTIES

The related parties of the Company comprise of the associated companies and undertakings having directors in common, directors and key management personnel. Amounts due from and to related parties, remuneration of directors and key management personnel are disclosed in the relevant notes. The transactions with the related parties are carried out at arm's length. Transactions with related parties other than those disclosed elsewhere in the financial statements are as follows:

Name of Related Party	Relationship	Nature of Transaction	2026	2025
			Rupees in thousand	
Imperial Developers and Builders (Private) Limited (up till 20th February 2026)	Common Directorship	Operations and Maintenance charges	**88,714**	138,000
Haleeb Foods Limited (up till 20th February 2026)	Common Directorship	Rental income	**22,330**	34,596
		Reimbursement of expenses:		
		- Operations and Maintenance charges	**44,357**	69,000
		- Others	**17,020**	28,562
Maple Leaf Cement Factory	Holding Company	Purchase of goods	**3,213**	-
		Expenses paid on behalf of company	**31,835**	-
Provident Fund Trust	Staff retirement benefit	Contribution to staff provident fund	**36,751**	35,246
Period end balances				
Payable to Maple Leaf Cement Factory			**3,213**	-

	2026	2025
42. NUMBER OF EMPLOYEES		
Number of employees at year end including permanent and contractual - total	**1,049**	1,105
Average number of employees during the year - total	**1,084**	1,107
Number of employees at year end including permanent and contractual - factory	**953**	1,008
Average number of employees during the year - factory	**989**	1,009

	2026	2025
43, PRODUCTION CAPACITY (300 Days Basis)	Metric tons	
Rated capacity - cement	**5,194,500**	5,194,500
Actual production - cement	**2,447,500**	2,086,945

43.1 Difference is due to supply and demand situation in the market.

44. CAPITAL RISK MANAGEMENT

The Company's objective when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefit for other stake holders and to maintain an optimal capital structure to reduce the cost of capital. The Company closely monitors the return on capital along with the level of distributions to ordinary shareholders.

The Company manages its capital structure and makes adjustment to it, in light of changes in economic conditions. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policy and processes during the year ended 30 June 2026.

The Company's strategy is to ensure compliance with the Prudential Regulations issued by the State Bank of Pakistan and is in accordance with agreements executed with financial institutions so that the total short and long-term borrowings to equity ratio does not exceed the lender covenants.

Consistent with others in the industry and the requirements of the lenders, the Company monitors the capital structure on the basis of gearing ratio. This ratio is calculated as net borrowings divided by total capital employed. Net borrowings represent long-term financing, and short-term borrowings obtained by the Company, less cash and bank balances. Total capital employed includes 'total equity' plus 'borrowings'. Gearing ratio at the year end is as follows:

Rupees in thousands	**2026**	2025
Long-term financing - current and non-current	**-**	4,333,333
Short-term borrowing	**-**	4,554,150
Total borrowings	**-**	8,887,483
Less: cash and bank balances	**(709,252)**	(554,696)
Net borrowings	**(709,252)**	8,332,787
Share capital	**2,271,489**	2,271,489
Reserves	**47,250,525**	44,855,492
Total equity	**49,522,014**	47,126,981
Total capital employed	**48,812,762**	55,459,768
Gearing ratio	**0.00%**	15.02%

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

The management of the Company continuing with operational and infrastructure rehabilitation program with the objective of maintaining the Company into profitable entity and has taken financial measures to support such rehabilitation program. Further, in order to improve liquidity and profitability of the Company, the management is planning to take certain appropriate steps such as increase sales including export of cement to neighbouring countries, cost control and curtailing financing cost by means of debt management.

In order to achieve this overall objective, the Company's capital management, among other things, aims to ensure that it meets financial covenants attached to the interest-bearing loans and borrowings that define capital structure requirements. During the year, the Company was in compliance with covenants in respect of long-term facilities.

45. FINANCIAL RISK MANAGEMENT

The Company's activities expose it to a variety of financial risks: market risk (including currency risk, interest rate risk and other price risk), credit risk and liquidity risk. The Company's overall risk management programme focuses on having cost efficient funding as well as to manage financial risk to minimize earnings volatility and provide maximum return to shareholders. Risk management is carried out by the Company's Finance Department under policies approved by the Senior Management. The Board provides principles for overall risk management, as well as policies covering specific areas such as foreign exchange risk, interest rate risk, credit risk and investment of excess liquidity.

45.1 Market risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. Market prices comprise three types of risk: interest rate risk, currency risk and other price risk, such as equity risk. Financial instruments affected by market risk include loans, borrowings and investments. The Company is exposed to interest rate risk, liquidity risk, credit risk and equity risk. The sensitivity analysis in the following sections relate to the position as at 30 June 2026 and 30 June 2025.

a) Foreign currency risk

Foreign currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions or receivables and payables that exist due to transactions in foreign currencies. The Company is not exposed to any foreign exchange risk at reporting date.

b) Equity price risk

The Company is exposed to equity price risk, which arises from investments measured at fair value. The management of the Company monitors the proportion of equity securities in its investment portfolio based on market indices. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by the authorized individual in the management of the company. The Company is exposed to equity price risk as the Company holds following investments classified at fair value through profit or loss:

Rupees in thousands	2026	2025
Short term investments	-	2,215,110

If Net Asset Value (NAV) at the year end date, fluctuates by 2% higher / lower with all other variables held constant, profit after taxation for the year would have been changed as following:

Rupees in thousands	Changes in NAV	2026	2025
	+2%	-	27,024
	-2%	-	(27,024)

45.2 Liquidity risk

Liquidity risk represents the risk that the Company will encounter difficulties in meeting obligations associated with financial liabilities. Prudent liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities. Due to dynamic nature of the business, the Company maintains flexibility in funding by maintaining committed credit lines available. The Company's liquidity management involves projecting cash flows and considering the level of liquid assets necessary to meet these, monitoring balance sheet liquidity ratios against internal and external regulatory requirements and maintaining debt financing plans.

The table below analyses the Company's financial liabilities into relevant maturity groupings based on the remaining period at the balance sheet date to contractual maturity dates. The amounts disclosed in the table are the contractual undiscounted cash flows.

	Carrying amount	Contractual cash flows	Up to 1 years	Between 1 to 5 years	5 years and above
			Rupees in thousands		
At 30 June 2026					
Long-term deposits	41,471	41,471	-	41,471	-
Unclaimed dividend	95,853	95,853	95,853	-	-
Retention money	77,148	77,148	77,148	-	-
Trade and other payables	5,035,871	5,035,871	5,035,871	-	-
Accrued mark-up / profit on financing	38,045	38,045	38,045	-	-
	5,288,388	5,288,388	5,246,917	41,471	-

	Carrying amount	Contractual cash flows	Up to 1 years	Between 1 to 5 years	5 years and above
			Rupees in thousands		
At 30 June 2025					
Long-term financing	4 ,333,333	5,677,534	1,323,743	4,173,619	180,172
Long-term deposits	41,956	41,956	-	41,956	-
Unclaimed dividend	91,483	91,483	91,483	-	-
Retention money	75,884	75,884	75,884	-	-
Trade and other payables	3,737,065	3,737,065	3,737,065	-	-
Accrued mark-up / profit on financing	222,137	222,137	222,137	-	-
Short-term borrowings	4,554,150	4,554,150	4,554,150	-	-
	13,056,008	14,400,209	10,004,462	4,215,575	180,172

45.3 Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's interest rate risk arises from short and long-term borrowings and bank balance in deposit accounts. These are benchmarked to variable rates which expose the Company to cash flow interest rate risk. The Company analyze its interest rate exposure on a regular basis by monitoring interest rate trends to determine whether they should enter into hedging alternatives.

At the reporting date, the Company's interest bearing financial instruments at variable rate instruments is:

Rupees in thousands	Note	2026	2025
Financial assets:			
Deposits with banks	14	**156,358**	346,982
Financial liabilities			
Long-term financing	19	**-**	(4,333,333)
Short-term borrowings	24	**-**	(4,554,150)
		-	(8,887,483)
Financial liabilities at variable rate instruments - net		**156,358**	(8,540,501)

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in mark-up / interest rates at the reporting date would have increased / (decreased) profit for the year by the amounts shown below. This analysis assumes that all other variables, remain constant. The analysis is performed on the same basis for 2025.

	Increase / decrease in basis points	2026	2025
		Effects on profit before tax Rupees in thousands	
Cash flow sensitivity - variable rate instruments			
	+1%	**1,564**	(85,405)
	-1%	**(1,564)**	85,405

Fair value sensitivity analysis for fixed rate instruments

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

45.4 Credit risk

Credit risk is the risk which arises with the possibility that one party to a financial instrument will fail to discharge its obligation and cause the other party to incur a financial loss. The Company is exposed to credit risk from its operating activities (primarily trade receivables and other financial assets as listed below) and from its financing activities, including deposits with banks and financial institutions, and other financial instruments. Concentration of credit risk arises when a number of counterparties are engaged in similar business activities or have similar economic features that would cause their ability to meet contractual obligations to be similarly affected by changes in economic, political or other conditions. The Company attempts to control credit risk by monitoring credit exposures, limiting transactions with specific counterparties and continually assessing the creditworthiness of counterparties. The Company does not believe it is exposed to major concentration of credit risk, however to manage any possible exposure the Company applies approved credit limits to its customers.

The management monitors and limits the Company's exposure to credit risk through monitoring of client's credit exposure review and conservative estimates of allowance for expected credit losses (ECL), if any.

Concentration of credit risk indicates the relative sensitivity of the Company's performance to developments affecting a particular industry. The Company seeks to minimize the credit risk exposure through having exposures only to customers and counter parties considered credit worthy and obtaining securities where applicable. The maximum exposure to credit risk at the reporting date is:

Rupees in thousands	Note	2026	2025
Long-term deposits	7	82,548	107,018
Trade receivables	10	1,771,149	1,786,302
Loans to employees	11	4,006	7,003
Other receivables	12	60,884	61,687
Short-term investments	13	1,241,980	3,073,644
Bank balances	14	707,318	553,060
		3,867,885	5,588,714

a) Financial assets with financial institutions

The credit risk on liquid funds is limited because the counter parties are banks and mutual funds of asset management companies with reasonably high credit ratings. The credit quality of financial assets held with banking companies that are neither past due nor impaired can be assessed by reference to external credit ratings or to historical information about counterparty default rate:

	Rating			2026	2025
i) Bank balances	Short-term	Long-term	Agency	Rupees in thousands	
Allied Bank Limited	A1+	AAA	PACRA	425,940	40,219
Askari Bank Limited	A1+	AA+	PACRA	11,461	8,658
Bank Al-Habib Limited	A1+	AAA	PACRA	667	31,936
Habib Bank Ltd.	A1+	AAA	PACRA	1,967	33,956
Habib Metropolitan Bank	A1+	AAA	PACRA	1,015	968
Faysal Bank Ltd.	A1+	AA+	PACRA	107	-
Samba Bank Ltd.	A1+	AA	PACRA	599	-
Dubai Islamic Bank	A1+	AA	JCR-VIS	48	45
JS Bank Limited	A1+	AA	PACRA	4,094	15,798
Meezan Bank Ltd.	A1+	AAA	JCR-VIS	23,460	90,598
National Bank of Pakistan	A1+	AAA	JCR-VIS	967	5,591
United Bank Ltd.	A1+	AAA	JCR-VIS	60,627	66,340
Bank Islami Pakistan Ltd.	A1	AA-	PACRA	111	53
The Bank of Punjab	A1+	AA+	PACRA	114,186	216,112
Muslim Commercial Bank	A1+	AAA	PACRA	62,065	42,786
Bank of Khyber	A1	AA-	PACRA	4	-
				707,318	553,060
ii) Short-term investments					
- Bank Al-Habib Limited	A1+	AAA	PACRA	100,000	100,000
- Habib Metropolitan Bank Limited	A1+	AAA	PACRA	192,653	192,653
- The Bank of Punjab	A1+	AA	PACRA	184,881	565,881
- Askari Bank Limited	A1+	AA+	PACRA	764,446	-
				1,241,980	858,534
Unrated (equity based funds)				-	2,215,110
				1,241,980	3,073,644

Due to the Company's long standing business relationships with these counterparties and after giving due consideration to their strong financial standing, the management does not expect non-performance by these counterparties on their obligations to the Company. Further, the Company has assessed that the ECL on bank balances is immaterial and hence, has not been recognized.

b) Trade receivables

Credit risk related to trade receivables is managed by established procedures and controls relating to customers' credit risk management. Outstanding receivables are regularly monitored. There are no major customers with balances accounting for over 10% of the total amounts of receivable as at 30 June 2026 and 2025. Further, an impairment analysis is performed at each reporting date using a provision matrix to measure expected credit losses. The provision rates are based on days past due for groupings of various customer segments with similar loss patterns (i.e., by geographical region, product type, customer type and rating). The calculation reflects the probability-weighted outcome, the time value of money and reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions. During the year ended 30 June 2026, trade receivables were lower by Rs. 6.17 million as compared to the previous year. In addition, the Company recognized a charge to provision for expected credit losses of Rs. 8.9 million, primarily due to worsening macroeconomic factors. Generally, trade receivables are written off if past due for more than three years and are not subject to enforcement activity.

Set out below is the information about the credit risk exposure on the Company's trade receivables using a provision matrix:

	At 30 June 2026			At 30 June 2025		
	Expected credit loss rate (%)	Estimated total gross carrying amount at default	Expected credit loss	Expected credit loss rate (%)	Estimated total gross carrying amount at default	Expected credit loss
			Rupees in thousands			
Upto 30 Days	**0.05%**	**1,675,964**	**804**	0.02%	1,656,222	358
31 to 90 Days	**1.11%**	**53,381**	**590**	5.45%	77,639	4,229
91 to 180 Days	**2.14%**	**36,653**	**785**	18.21%	29,313	5,337
More than 181 Days	**2.44%**	**7,513**	**183**	33.53%	48,809	16,367
Between 1 to 2 years	**100.00%**	**40,368**	**40,368**	97.11%	17,296	16,796
Between 2 to 3 years	**100.00%**	**11,312**	**11,312**	99.58%	25,952	25,842
More than 3 years	**100.00%**	**111,764**	**111,764**	100.00%	87,900	87,900
Total trade receivables		**1,936,955**	**165,806**		1,943,131	156,829

The Company's exposure to credit risk is influenced mainly by the individual characteristics of each customer. However, management also considers the factors that may influence the credit risk of its customer base, including the default risk associated with the customer. In monitoring customer credit risk, customers are grouped according to their credit characteristics, including whether they are an individual or a legal entity, their trading history with the Company and existence of previous financial difficulties.

c) Other financial assets

Other financial assets mainly comprise of Long-term deposits, loan to employees and other receivables. The Company has provided for provision for ECL in full for other receivable past due more than one year. For other financial assets, the Company has assessed, based on historical experience, that the ECL associated with these financial assets is trivial and therefore, no ECL has been recognized on these financial assets.

45.5 Other price risk

Price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk. Whether those factors are caused by factors specific to individual financial instruments or its issuer, or all factors effecting all similar financial instruments trading in the market.

46. FAIR VALUE MEASUREMENT

The following table shows the carrying amounts and fair values of assets according to their respective category, including their levels in the fair value hierarchy for financial instruments measured at fair value / revalued amount. It does not include fair value information for financial assets not measured at fair value if the carrying amount is reasonable approximation of fair value.

	Level 1	Level 2	Level 3	Total
		Rupees in thousands		
At 30 June 2026				
Short-term investments - at fair value	-	-	-	-
Operating fixed assets:				
Freehold land	-	-	**782,624**	**782,624**
Factory building on freehold land	-	-	**4,375,815**	**4,375,815**
Head Office Building	-	-	**1,499,550**	**1,499,550**
Plant and machinery line I	-	-	**2,544,284**	**2,544,284**
Plant and machinery line II	-	-	**6,129,329**	**6,129,329**
Plant and machinery line III	-	-	**35,817,649**	**35,817,649**
Waste heat recovery plant - II	-	-	**2,574,559**	**2,574,559**
WHR & coal power plant - I	-	-	**2,447,627**	**2,447,627**
Coal power plant - II	-	-	**5,356,263**	**5,356,263**
Investment property	-	-	**1,081,995**	**1,081,995**
	-	-	**62,609,695**	**62,609,695**

	Level 1	Level 2	Level 3	Total
		Rupees in thousands		
At 30 June 2025				
Short-term investments	2,215,110	-	-	2,215,110
Operating fixed assets:				
Freehold land	-	-	705,296	705,296
Factory building on freehold land	-	-	3,882,803	3,882,803
Head office building	-	-	1,912,621	1,912,621
Plant and machinery line I	-	-	2,743,314	2,743,314
Plant and machinery line II	-	-	8,180,837	8,180,837
Plant and machinery line III	-	-	40,154,142	40,154,142
WHR & coal power plant - I	-	-	3,069,005	3,069,005
Waste heat recovery plant - II	-	-	2,844,391	2,844,391
Coal power plant - II	-	-	6,951,599	6,951,599
Investment property	-	-	676,133	676,133
	2,215,110	-	71,120,141	73,335,251

There are no transfers between levels 1, 2 and 3 during the year and there were no changes in valuation techniques during the years.

46.1 Valuation techniques used to derive fair values

a) Level 1

The level 1 fair value of short-term investments has been determined using their respective redemption Net Assets Value, published by Mutual Funds Association of Pakistan (MUFAP) on its website, at the reporting date.

b) Level 3

The Company obtains independent valuations for its freehold land and investment property. The management updates its assessment of the fair value of these assets, taking into account the most recent independent valuation. Level 3 fair value of freehold land and investment property has been derived using a sales comparison approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as location and size of the property. Further, the Company obtains independent valuations for its factory building on freehold land and plant and machinery (collectively includes "plant line I, II & III, waste heat recovery plant I & II and coal power plant I & II"). The management updates its assessment of the fair value of each asset mentioned above, taking into account the most recent independent valuation. The management determines an asset's value within a range of reasonable fair value estimates. Level 3 fair value of building on freehold land and plant and machinery has been determined using cost approach (often referred to as current replacement cost method) under IFRS 13 which reflects the amount required currently to replace service capacity of an asset. The valuer determined the construction cost per square feet of a similar building in a similar location to arrive at replacement value which had been adjusted using a suitable depreciation rate. The valuer calculated specific investment costs of production plant lines based on estimated replacement value of comparable production plant lines using research from the market. Other inputs includes technological advancement and present operational condition and age of plant and machinery etc.

46.2 Valuation inputs and relationship to fair value

Description	Significant unobservable inputs	Quantitative data / range and relationship to the fair value
Buildings on freehold land	Cost of construction of a new similar building. Suitable depreciation rate to arrive at depreciated replacement value.	The market value had been determined by using a suitable depreciation factor on cost of constructing a similar new building. Higher, the estimated cost of construction of a new building, higher the fair value. Further, higher the depreciation, the lower the fair value of the building.
Plant and machinery	Cost of acquisition of similar plant and machinery with similar level of technology. Suitable depreciation rate to arrive at depreciated replacement value.	The market value had been determined by using cost of acquisition of similar plant and machinery with similar level of technology and applying a suitable depreciation factor based on remaining useful lives of plant and machinery. The higher the cost of acquisition of similar plant and machinery, higher the fair value of plant and machinery. Further, higher the depreciation rate, the lower the fair value of plant and machinery.

47. RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES.

	For the year ended June 30, 2026				
	Liabilities				
	Long term finances	Short term borrowings	Accrued mark-up / profit on financing	Unclaimed Dividend	Total
	Rupees in thousand				
Balance as at July 01, 2025	4,333,333	4,554,150	222,137	91,483	9,201,103
Changes from financing activities					
Repayment of long term finances - secured -net	(4,333,333)	-	-	-	(4,333,333)
Repayment of short term borrowings - net	-	(4,554,150)	-	-	(4,554,150)
Finance cost paid	-	-	(816,881)	-	(816,881)
Dividend paid	-	-	-	(1,131,375)	(1,131,375)
Total changes from financing cash flows	(4,333,333)	(4,554,150)	(816,881)	(1,131,375)	(10,835,739)
Other changes					
Finance cost	-	-	632,789	-	632,789
Final dividend declared for the year ended 2025	-	-	-	1,135,744	1,135,744
Finance cost capitalized	-	-	-	-	-
Total liability related other changes	-	-	632,789	1,135,744	1,768,533
Balance as at June 30, 2026	-	-	38,045	95,852	133,897

	For the year ended June 30, 2025				
	Liabilities				
	Long term finances	Short term borrowings	Accrued mark-up / profit on financing	Unclaimed Dividend	Total
	Rupees in thousand				
Balance as at July 01, 2024	8,071,290	2,431,737	646,985	74,593	11,224,605
Changes from financing activities					
Repayment of long term finances - secured	(3,737,957)	-	-	-	(3,737,957)
Disbursement of short term borrowings - net	-	2,122,413	-	-	2,122,413
Finance cost paid	-	-	(1,833,107)	-	(1,833,107)
Dividend paid	-	-	-	(3,390,344)	(3,390,344)
Total changes from financing cash flows	(3,737,957)	2,122,413	(1,833,107)	(3,390,344)	(6,838,995)
Other changes					
Finance cost	-	-	1,408,259	-	1,408,259
Final dividend declared	-	-	-	3,407,234	3,407,234
Total liability related other changes	-	-	1,408,259	3,407,234	4,815,493
Balance as at June 30, 2025	4,333,333	4,554,150	222,137	91,483	9,201,103

48. FINANCIAL INSTRUMENTS-FAIR VALUES

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

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The fair value of financial assets and liabilities traded in active markets i.e. listed equity shares are based on the quoted market prices at the close of trading on the period end date. The quoted market prices used for financial assets held by the Company is current bid price. A financial instrument is regarded as quoted in an active market if quoted prices are readily and regularly available from an exchange, dealer, broker, industry group, pricing service or regulatory agency and those prices represent actual and regularly occurring market transactions on an arm's length basis.

IFRS 13, 'Fair Value Measurements' requires the Company to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date (level 1).
  - Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (level 2).
  - Unobservable inputs for the asset or liability (level 3).

The following table shows the carrying amounts and fair values of financial instruments and non-financial instruments including their levels in the fair value hierarchy:

		Carrying Amount					Fair Value		
		Fair value through other comprehensive income	Fair value through profit and loss	Financial Assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3
On-Balance sheet financial instruments	Note	Rupees in thousand							
June 30, 2026									
Financial assets measured at fair value									
Short term investments		-	-	-	-	-	-	-	-
Financial assets at amortised cost									
Long term deposits		-	-	82,548	-	82,548	-	-	-
Short term Investment		-	-	1,241,980	-	1,241,980	-	-	-
Trade debts - unsecured, considered good		-	-	1,771,149	-	1,771,149	-	-	-
Loans to employees		-	-	4,006	-	4,006	-	-	-
Other receivables		-	-	60,884	-	60,884	-	-	-
Cash and bank balances		-	-	709,252	-	709,252	-	-	-
	48.1	-	-	3,869,819	-	3,869,819	-	-	-
Financial liabilities measured at fair value		-	-	-	-	-	-	-	-
Financial liabilities measured at amortised cost									
Long term financing	6	-	-	-	-	-	-	-	-
Long term deposits		-	-	-	41,471	41,471	-	-	-
Unclaimed dividend		-	-	-	95,853	95,853	-	-	-
Retention money		-	-	-	77,148	77,148	-	-	-
Trade and other payables	8	-	-	-	5,035,871	5,035,871	-	-	-
Accrued mark-up / profit on financing		-	-	-	38,045	38,045	-	-	-
	48.1	-	-	-	5,288,388	5,288,388	-	-	-

		Carrying Amount					Fair Value		
		Fair value through other comprehensive income	Fair value through profit and loss	Financial Assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3
On-Balance sheet financial instruments	Note	Rupees in thousand							
June 30, 2025									
Financial assets measured at fair value									
Short term Investments			2,215,110	-	-	2,215,110	2,215,110	-	-
Financial assets at amortised cost									
Short term Investments		-	-	858,534	-	858,534	-	-	-
Long term deposits	14	-	-	107,018	-	107,018	-	-	-
Trade debts - unsecured, considered good		-	-	1,786,302	-	1,786,302	-	-	-
Loans to employees		-	-	7,003	-	7,003	-	-	-
Other receivables		-	-	61,687	-	61,687	-	-	-
Cash and bank balances		-	-	554,696	-	554,696			
	48.1	-	-	3,375,240	-	3,375,240	-	-	-
Financial liabilities measured at fair value_		-	-	-	-	-	-	-	-
Financial liabilities measured at amortised cost									
Long term financing	6	-	-	-	4,464,088	4,464,088	-	-	-
Long term deposits		-	-	-	41,956	41,956	-	-	-
Unclaimed dividend	8	-	-	-	91,483	91,483	-	-	-
Retention money		-	-	-	75,884	75,884	-	-	-
Trade and other payables		-	-	-	3,737,065	3,737,065	-	-	-
Short term borrowings		-	-	-	4,645,532	4,645,532	-	-	-
	48.1	-	-	-	13,056,008	13,056,008	-	-	-

48.1 The Company has not disclosed the fair values of these financial assets and liabilities as these are for short term or are repriced over short term. Therefore, their carrying amounts are reasonable approximation of fair value.

49. DISCLOSURE REQUIREMENT FOR COMPANIES NOT ENGAGED IN SHARIAH NON-PERMISSIBLE BUSINESS ACTIVITIES

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	Explanation	Note	2026	2025
			Rupees in thousand	
Statement of Financial Position - Liability Side				
Accrued markup / profit on financing as at June 30th, 2026	Accrued on conventional loans	23	**38,045**	192,663
Statement of Financial Position - Asset Side				
Shariah Compliant Bank Deposits	Investment made under shariah permissible arrangement-TDR	14.2	**25,092**	55,497
Statement of Comprehensive Income				
Revenue from contracts with customers - net	Earned from Shariah compliant transactions	27	**38,578,528**	33,308,611
Profit earned from Shariah-compliant Bank Deposits, Bank Balances or TDRs	Profit earned under shariah permissible arrangement-TDR	32	**14,080**	19,720
Profit paid on Islamic mode of Financing	Profit paid under Shariah compliant transactions	34	**99,742**	218,547
Total Interest Earned on any Conventional loan or advance	Earned from non-Shariah compliant transactions - Bank Saving accounts	32	**147,652**	72,819
Source and detailed break up of other income				
Income from financial assets - Non-Shariah compliant				
Profit on banks	Profit earned under shariah permissible arrangement-TDR	32	**133,572**	53,099
Dividend Income on short-term investments	Earned from Shariah compliant transactions	32	**-**	24,709
Realized gain on sale of short-term investments	Earned from Shariah compliant transactions	32	**240,268**	54,644
Income from financial assets - Shariah compliant				
Gain on short-term investments at fair value through profit or loss	Earned from Shariah compliant transactions	33	**-**	64,614
Profit on banks	Profit earned under shariah permissible arrangement-TDR	32	**14,080**	19,720
Dividend Income on short-term investments	Earned from Shariah compliant transactions	32	**-**	2
Realized gain on sale of short-term investments	Earned from Shariah compliant transactions	32	**425**	589
Income from non-financial assets - Shariah compliant				
Scrap sales	Earned from Shariah compliant transactions	32	**43,898**	49,435
Gain on disposal of fixed assets	Earned from Shariah compliant transactions	32	**222**	-
Rental income arising from investment property	Earned from Shariah compliant transactions	32	**54,226**	48,681
Rental income	Earned from Shariah compliant transactions	32	**-**	1,310

50. PROVIDENT FUND TRUST

The investments out of Provident Fund have been made in accordance with the provisions of section 218 of the Companies Act 2017 and the conditions specified thereunder.

51. CORRESPONDING FIGURES

Corresponding figures have been re-arranged and reclassified, wherever considered necessary, for the purpose of comparison, the effects of which are not material.

52. NON-ADJUSTING EVENTS AFTER REPORTING DATE

Subsequent Event - Approval of Loan to Holding Company

The Board of Directors in its meeting held on July 28, 2026 has approved investment upto Rs. 4,000 million as loan / advance to Maple Leaf Cement Factory Limited, the Holding Company, in terms of Section 199 of the Companies Act, 2017 (the "Act"), subject to approval of shareholders for a period of one year commencing from September 18, 2026 to September 17, 2027 at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.

53. DATE OF AUTHORIZATION FOR ISSUE

These financial statements were authorized for issuance by the Board of Directors of the Company on 28 July 2026.

CHIEF FINANCIAL OFFICER | **CHIEF EXECUTIVE OFFICER** | **DIRECTOR**

12

OTHER INFORMATION

PATTERN OF SHAREHOLDING
AS ON JUNE 30, 2026

No. of Shareholders	Shareholdings		Total Number of Shares Held
	From	From	
3388	1	100	100,787
2367	101	500	591,023
1240	501	1,000	898,751
1129	1,001	5,000	2,431,364
173	5,001	10,000	1,257,245
61	10,001	15,000	752,103
25	15,001	20,000	445,180
22	20,001	25,000	502,038
23	25,001	30,000	638,901
10	30,001	35,000	325,340
13	35,001	40,000	489,254
3	40,001	45,000	128,681
10	45,001	50,000	480,351
4	50,001	55,000	210,799
5	55,001	60,000	291,477
4	60,001	65,000	246,202
3	65,001	70,000	205,523
1	70,001	75,000	72,879
4	75,001	80,000	309,557
3	80,001	85,000	251,338
3	85,001	90,000	268,595
2	95,001	100,000	195,894
1	100,001	105,000	100,235
3	105,001	110,000	319,321
3	115,001	120,000	352,073
1	120,001	125,000	124,731
2	125,001	130,000	251,021
2	145,001	150,000	295,500
1	150,001	155,000	152,000
3	155,001	160,000	475,912
1	165,001	170,000	168,390
1	180,001	185,000	180,176
2	185,001	190,000	372,042
1	225,001	230,000	226,682
1	260,001	265,000	263,299
1	270,001	275,000	274,468
1	285,001	290,000	286,755
1	360,001	365,000	363,116
2	435,001	440,000	875,157
1	440,001	445,000	442,521
2	560,001	565,000	1,124,018
2	570,001	575,000	1,146,019

No. of Shareholders	Shareholdings		Total Number of Shares Held
	From	From	
1	595,001	600,000	600,000
1	650,001	655,000	652,080
1	755,001	760,000	756,254
1	800,001	805,000	804,522
1	930,001	935,000	931,194
1	1,015,001	1,020,000	1,016,863
1	3,125,001	3,130,000	3,127,465
1	24,605,001	24,610,000	24,609,001
1	175,760,001	175,765,000	175,764,696
8,534			**227,148,793**

CATEGORIES OF SHAREHOLDERS

CATEGORIES OF SHAREHOLDERS	SHARES HELD	%
2.3.1 Directors, Chief Executive Officer, and their spouse and minor children	660	0.0003%
2.3.2 Associated Companies, undertakings and related parties. (Parent Company)	200,373,697	88.2125%
2.3.3 NIT and ICP	35,900	0.0158%
2.3.4 Banks Development Financial Institutions, Non Banking Financial Institutions.	5,641,363	2.4836%
2.3.5 Insurance Companies	208,315	0.0917%
2.3.6 Modarabas and Mutual Funds	5,627,067	2.4773%
2.3.7 Shareholders holding 10% or more	200,373,697	88.2125%
2.3.8 General Public		
a) Local	12,150,074	5.3489%
b) Foreign	29,290	0.0129%
2.3.9 Others (to be specified)		
1- Leasing Companies	6,802	0.0030%
2- Investment Companies	2,308	0.0010%
3- Joint Stock Companies	2,382,380	1.0488%
4- Pension Funds	207,854	0.0915%
5- Foreign Companies	100,347	0.0442%
6- Others	382,736	0.1685%

CATEGORIES OF SHAREHOLDING REQUIRED UNDER CODE OF CORPORATE GOVERNANCE (CCG)
As on June 30, 2026

SR. #	CATEGORIES	SHARES HELD	%
	ASSOCIATED COMPANIES, UNDERTAKINGS AND RELATED PARTIES:		
1	MAPLE LEAF CAPITAL LIMITED (CDC)	24,609,001	10.8339
2	MAPLE LEAF CEMENT FACTORY LTD (CDC)	175,764,696	77.3787
	MUTUAL FUNDS		
1	CDC - TRUSTEE AKD INDEX TRACKER FUND (CDC)	14,719	0.0065
2	CDC - TRUSTEE AL-AMEEN ISLAMIC ASSET ALLOCATION FUND (CDC)	28,032	0.0123
3	CDC - TRUSTEE AL-AMEEN SHARIAL STOCK FUND (CDC)	436,771	0.1923
4	CDC - TRUSTEE ALFALAH ASSET ALLOCATION FUND (CDC)	263,299	0.1159
5	CDC - TRUSTEE ALFALAH GHP ALPHA FUND (CDC)	574,817	0.2531
6	CDC - TRUSTEE ALFALAH GHP DEDICATED EQUITY FUND (CDC)	34,000	0.0150
7	CDC - TRUSTEE ALFALAH GHP ISLAMIC DEDICATED EQUITY FUND (CDC)	16,130	0.0071
8	CDC - TRUSTEE ALFALAH GHP ISLAMIC STOCK FUND (CDC)	562,996	0.2479
9	CDC - TRUSTEE ALFALAH GHP ISLAMIC FUND (CDC)	1,016,863	0.4477
10	CDC - TRUSTEE ALFALAH MTS FUND - MT (CDC)	757	0.0003
11	CDC - TRUSTEE ALFALAH STOCK-II (CDC)	84,348	0.0371
12	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND (CDC)	185,024	0.0815
13	CDC - TRUSTEE ALHOF-DIVIDEND STRATEGY PLAN (CDC)	187,018	0.0823
14	CDC - TRUSTEE ATLAS ISLAMIC BUILDING MATERAIALS FUND (CDC)	22,184	0.0098
15	CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND (CDC)	7,986	0.0035
16	CDC - TRUSTEE GOLDEN ARROW STOCK FUND (CDC)	97	0.0000
17	CDC - TRUSTEE HBL IPF EQUITY SUB FUND (CDC)	15,496	0.0068
18	CDC - TRUSTEE HBL ISLAMIC ASSET ALLOCATION FUND (CDC)	17,913	0.0079
19	CDC - TRUSTEE HBL MULTI - ASSET FUND (CDC)	2,214	0.0010
20	CDC - TRUSTEE HBL PF EQUITY SUB FUND (CDC)	10,545	0.0046
21	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND (CDC)	804,522	0.3542
22	CDC - TRUSTEE MCB PAKISTAN DIVIDEND YIELD PLAN (CDC)	117,000	0.0515
23	CDC - TRUSTEE MCB PAKISTAN STOCK MARKET FUND (CDC)	52,966	0.0233
24	CDC - TRUSTEE MEEZAN ISLAMIC FUND (CDC)	442,521	0.1948
25	CDC - TRUSTEE NBP STOCK FUND (CDC)	25,000	0.0110
26	CDC - TRUSTEE UBL ASSET ALLOCATION FUND (CDC)	46,518	0.0205
27	CDC - TRUSTEE UBL STOCK ADVANTAGE FUND (CDC)	571,202	0.2515
28	CDC - TRUSTEE AL-AMEEN ISLAMIC RET. SAV. FUND-EQUITY SUB FUND (CDC)	58,215	0.0256
29	CDC-TRUSTEE HBL ISLAMIC STOCK FUND (CDC)	14,702	0.0065
30	DCCL - TRUSTEE AKD ISLAMIC STOCK FUND (CDC)	10,000	0.0044
	DIRECTORS AND THEIR SPOUSE AND MINOR CHILDREN:		
1	MR. SAYEED TARIQ SAIGOL (CEO)	-	0.0000
2	MR. TARIQ SAYEED SAIGOL	1	0.0000
3	MIAN TAUFIQUE SAYEED SAIGOL	1	0.0000
4	MR. DANIAL TAUFIQUE SAIGOL	1	0.0000
5	MS. JAHANARA SAIGOL	1	0.0000
6	SYED MOHSIN RAZA NAQVI	1	0.0000
7	MR. TAJAMAL HUSSAIN BOKHAREE (CDC)	535	0.0002
8	MR. ZULFIQAR MONNOO (CDC)	120	0.0001
	EXECUTIVES:	250	0.0001
	PUBLIC SECTOR COMPANIES & CORPORATIONS:	-	-
	BANKS, DEVELOPMENT FINANCE INSTITUTIONS, NON BANKING FINANCE COMPANIES, INSURANCE COMPANIES, TAKAFUL, MODARABAS AND PENSION FUNDS:	6,067,546	2.6712%
	SHAREHOLDERS HOLDING FIVE PERCENT OR MORE VOTING INTEREST		
1	MAPLE LEAF CEMENT FACTORY LTD (CDC)	175,764,696	77.3787
2	MAPLE LEAF CAPITAL LIMITED (CDC)	24,609,001	10.8339

ALL TRADES IN THE SHARES OF THE LISTED COMPANY, CARRIED OUT BY ITS DIRECTORS, EXECUTIVES AND THEIR SPOUSES AND MINOR CHILDREN ARE AS FOLLOWS:

	Sales	Purchase
NIL	-	-

پائنیر سیمنٹ لمیٹڈ

FORM OF PROXY

AFFIX
CORRECT
POSTAGE

Company Secretary
Pioneer Cement Limited
64-B/1, Gulberg-III, Lahore
Tel: +92 (42) 37503570 & 72
Email: pioneer@pioneercement.com

PIONEER
CEMENT

www.pioneercement.com

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

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