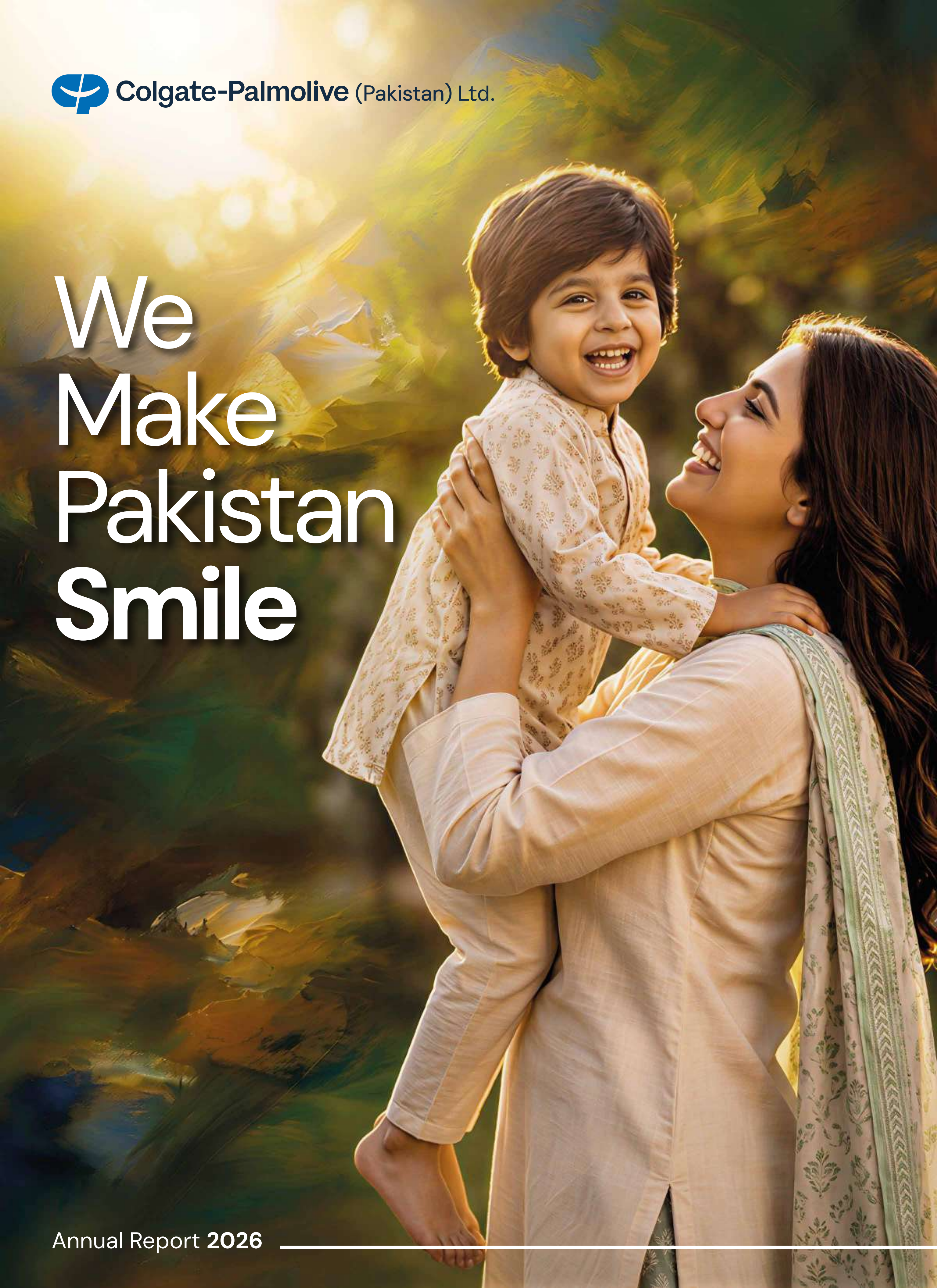
Colgate-Palmolive (Pakistan) Ltd.

We Make Pakistan **Smile**



Annual Report **2026**

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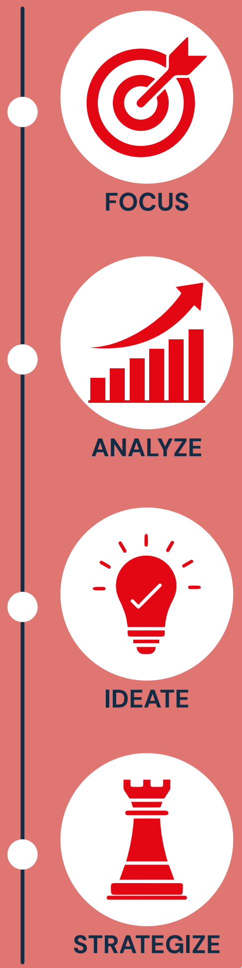
OVERVIEW & STRATEGY



COMPANY INFORMATION

BOARD OF DIRECTORS
Iqbal Ali Lakhani - Chairman
Amin Mohammed Lakhani
Syed Shahid Ali Bukhari
Danish Zuberi
Aqueel E Merchant
Peter John Graylin
Xuan Dai
Zulfiqar Ali Lakhani - Chief Executive

ADVISOR
Sultan Ali Lakhani

AUDIT COMMITTEE
Aqueel E Merchant - Chairman
Iqbal Ali Lakhani
Amin Mohammed Lakhani
Danish Zuberi

HUMAN RESOURCE & REMUNERATION COMMITTEE
Danish Zuberi - Chairperson
Iqbal Ali Lakhani
Zulfiqar Ali Lakhani
Syed Shahid Ali Bukhari

SUSTAINABILITY COMMITTEE
Danish Zuberi – Chairperson
Iqbal Ali Lakhani
Zulfiqar Ali Lakhani

CHIEF FINANCIAL OFFICER
Mudassir Iqbal

COMPANY SECRETARY
Mansoor Ahmed

EXTERNAL AUDITORS
A. F. Ferguson & Co.
Chartered Accountants

INTERNAL AUDITORS
BDO Ebrahim & Co.
Chartered Accountants

SHARES REGISTRAR
FAMCO Share Registration Services (Pvt.) Ltd.
8-F, Near Hotel Faran, Nursery,
Block-6, P.E.C.H.S., Shahra-e-Faisal,
Karachi

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

MANUFACTURING FACILITIES
G-6, S.I.T.E., Kotri District
Jamshoro (Sindh)

H-36 (B), S.I.T.E., Kotri District
Jamshoro (Sindh)

217, Sundar Industrial Estate,
Raiwind Road, Lahore

WEBSITE
www.colgate.com.pk

CORE VALUES

WE are Caring

We are caring. We are united in making the world a better place. We believe everyone deserves a healthier life. We lead with empathy, respect and gratitude. We act with integrity, doing things the right way, for the right reasons, no matter what. We support others by generously sharing our resources and talents. We work every day to earn the trust of all our stakeholders.

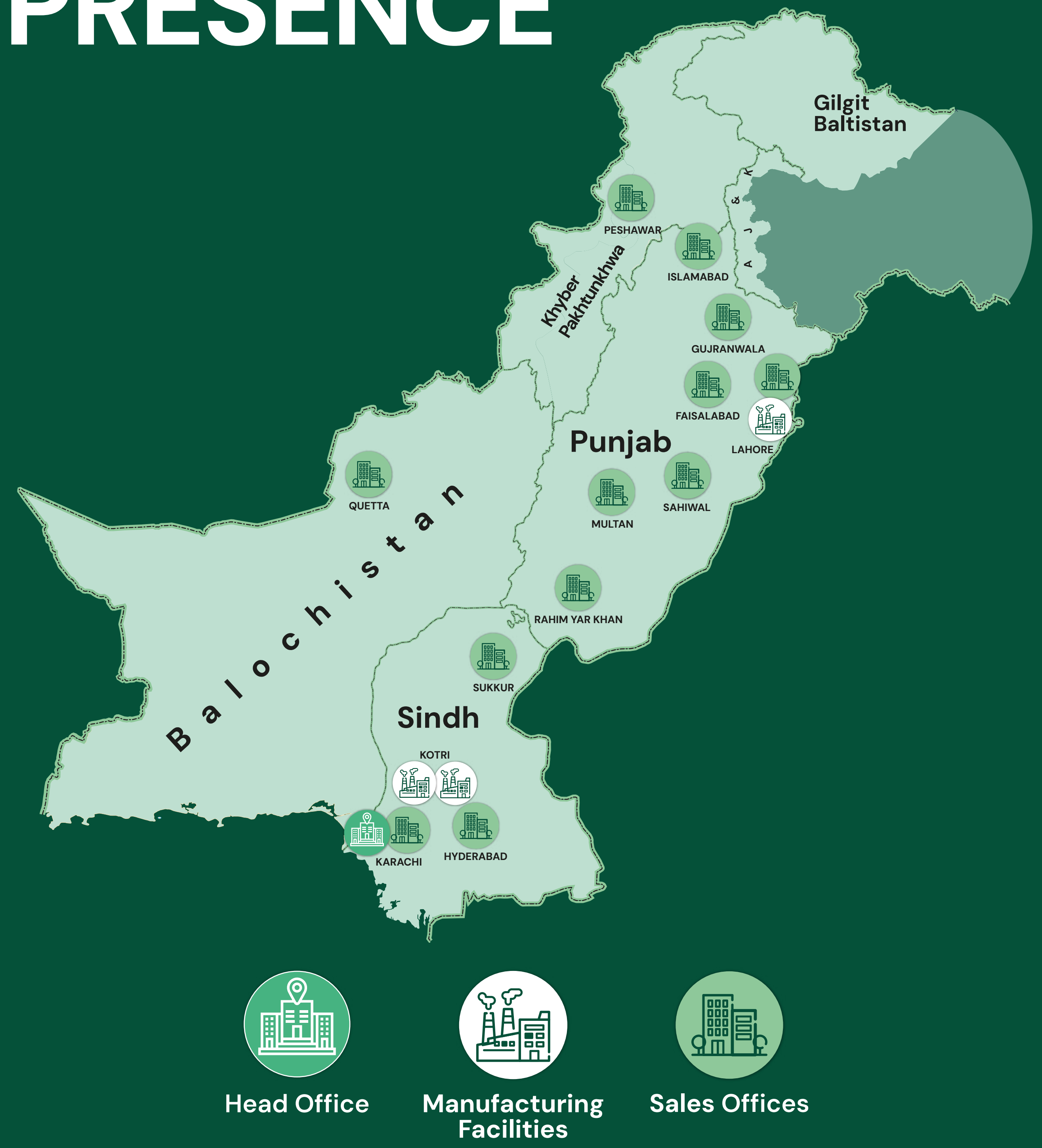
WE are Inclusive

We are inclusive. We create a sense of belonging for all. We cultivate an environment where people can be their authentic selves. We foster a culture of belonging where everyone feels valued, part of a global team, and empowered to do extraordinary things. We design the best solutions by embracing the unique talents, perspectives and backgrounds of our diverse workforce. We form the strongest teams and create powerful pathways for our people & communities that break through everyday barriers to equity of opportunity.

WE are Courageous

We are courageous. We drive change and get things done. We think BIG! We are infinitely curious, constantly searching for better ways of working. We challenge each other and how we do things, unafraid to disrupt the status quo, boldly and intentionally innovating, exploring, and reaching for what is possible. We recognize, that to grow and thrive, we must build on the power of our legacy, scale and reach for good and for all.

GEOGRAPHICAL PRESENCE



OUR TIMELINE /MILESTONES

2026	100% Recyclable Toothpaste Portfolio
2025	Turnover crossed Rs. 150 billion
2024	Market capitalization exceeded $1 billion and net profit crossed Rs. 17 billion
2023	Turnover crossed Rs. 100 billion and net profit crossed Rs. 10 billion
2021	Net profit crossed Rs. 5 billion
2020	Turnover crossed Rs. 50 billion
2016	Launched Palmolive Shampoo
2015	Started local production of toothbrushes
2011	Sundar and Kotri Laminate Tube Factories made operational Launched Colgate Sensitive base
2010	Net profit crossed Rs. 1 billion
2009	Implemented SAP ERP
2007	Launched Colgate MaxFresh
2006	Launched Colgate Misvak
1977	Incorporated as a Public Limited Company named as National Detergents Limited
1981	Launched first product – Double Action Brite
1983	Launched Express Power – Pakistan's first poly-bag packed detergent
1984	Listed on Pakistan Stock Exchange
1985	Entered into licensing agreement with Colgate-Palmolive Company U.S.A Launched Max Dishwash Liquid
1986	Launched Palmolive Soap
1988	Launched Colgate Toothpaste
1990	Colgate-Palmolive Company U.S.A. acquired 30% equity Name changed to Colgate-Palmolive (Pakistan) Limited
1992	Launched Bonus – first economical detergent powder
1995	Launched Max Dishwash Bar
1996	Turnover crossed Rs. 1 billion
2001	Acquired Sparkle Toothpaste
2003	Launched Colgate Herbal Toothpaste
2004	Sulphonic Acid Plant made operational

AWARDS

MAP Corporate Excellence Award

The Company was presented with its 14th consecutive "Corporate Excellence Award" at the 40th Corporate Excellence Awards Ceremony organized by the Management Association of Pakistan. The Company was also awarded Corporate Excellence Certificates on six earlier occasions in recognition of its achievements and overall performance.

PSX top 25 Companies Award

Most recently in 2025, the Company was recognized as one of the Top 25 Listed Companies by the Pakistan Stock Exchange (PSX), marking the 17th time it has achieved this prestigious distinction since 2004. PSX evaluates nominees across stringent quantitative and qualitative parameters, including financial performance, liquidity, corporate governance, ESG practices, risk management, and diversity.

REVIEW REPORT BY THE CHAIRMAN

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

For the financial year ended June 30, 2026, the Board's overall performance and effectiveness have been assessed as Satisfactory. Improvements are an ongoing process leading to action plans. The above overall assessment is based on an evaluation of integral components, including vision, mission and values; engagement in strategic planning; formulation of policies; monitoring the organization's business activities; monitoring financial resource management; effective fiscal oversight; equitable treatment of all employees and efficiency in carrying out the Board's responsibility.

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

Dated: July 31, 2026

IQBAL ALI LAKHANI
Chairman

DIRECTORS' REPORT

The Directors of your Company are pleased to present the Annual Report together with the audited financial statements of the Company for the year ended June 30, 2026.

Financial Performance at a Glance

A brief financial analysis is presented below:

Operating Results	2025–2026	2024–2025	Increase/ Decrease
	Amount in PKR million		
Gross Revenue	169,946	156,693	8.46%
Net Revenue	125,220	116,001	7.95%
Gross Profit	43,840	40,721	7.66%
Gross Profit %	35.01%	35.10%	(9 bps)
Selling and Distribution Costs	13,370	11,991	11.50%
Administrative Expenses	1,496	1,369	9.28%
Profit from Operations (excluding other income)	26,872	25,349	6.01%
Other Income	3,541	3,939	-10.10%
Profit After Tax	18,629	18,397	1.26%
Earnings per Share - Rupees	76.74	75.78	1.26%

Financial Highlights

The Company achieved top-line growth of 8.46%, driven primarily by volume growth and a favorable brand mix. Despite rising raw material costs linked to ongoing regional tensions, gross profit margin remained stable year-on-year, supported by strategic cost optimization initiatives and inventory secured at pre-war prices, which buffered margins in the last quarter. Operating profit from core business operations grew by 6% year-on-year, reflecting underlying operational efficiency. Other income declined by Rs. 398 million (down 10.10%), largely due to the prevailing lower interest rate environment. Overall, net profit after tax increased by 1.26% compared to the prior year.

Appropriation of Profit

	2025–2026 PKR In '000'
Profit after tax	18,629,297
Un-appropriated profit brought forward	947
Profit available for appropriation	18,630,244

Appropriations:

Proposed Final Cash Dividend @ 350%, i.e., PKR 35 per share (2025: @ 295%, i.e., PKR 29.5 per share)	8,497,065
Interim Cash Dividend @ 290%, i.e., PKR 29 per share. (2025: 320%, i.e., PKR 32 per share)	7,040,425
Transfer to General Reserve	3,092,000
Un-appropriated profit carried forward	752

Principal Risks and Uncertainties

The Company is exposed to certain inherent risks and uncertainties. However, we consider the following as key risks:

- Geopolitical situation, energy and supply chain instability
- Levy of new taxes
- Forex market unpredictability and fiscal policy risks due to excessive debt burden.

The Company works with internal and external stakeholders to mitigate the likely impact of the aforesaid risks.

Business Performance Highlights

Colgate further solidified its market leadership this year through a series of strategic campaigns and oral health initiatives. The brand reinforced its core preventive oral care credentials by driving high-equity advertising for Colgate Maximum Cavity Protection, focusing on 24-hour cavity protection with brushing twice a day. This vital message was extended to the grassroots level through the 'Bright Smiles, Bright Futures' school program, successfully instilling healthy oral hygiene habits in children from an early age. Building on these initiatives, Colgate Herbal successfully engaged natural-wellness consumers with a targeted campaign highlighting its unique gum-health and teeth-strengthening formulation.

Additionally, the successful relaunch of Colgate MaxFresh, powered by innovative 'Ultrafreeze' technology for enhanced freshness, was supported by a robust 360-degree campaign featuring revamped packaging, television and digital advertising, and aggressive in-store visibility drives.

Palmolive strengthened its equity as a premier player in the personal care sector, driving continued market share gains in the beauty soap segment through a successful brand relaunch. The relaunch of Palmolive Soap introduced an improved bar shape and modernized packaging that prominently featured the new Palmolive logo, emphasizing the brand's natural ingredient extracts narrative. This refreshed visual identity, characterized by vibrant colors and supported by the "new packaging" announcement TVC, created significant shelf excitement and maximized on-shelf visibility for shoppers. In parallel, the shampoo business accelerated its growth trajectory, powered by the relaunch with an attractive new packaging design for Palmolive Shampoo and backed by sustained media support. Together, these new packaging designs successfully refreshed the overall brand aesthetic across both categories, significantly enhancing consumer appeal and driving stronger retail engagement.

The Home Care category navigated a challenging operating environment this year, characterized by intensifying competition from local and regional players rapidly expanding their market footprint through aggressive trade spending. This external pressure was further compounded in the latter half of the year by substantial volatility in raw material costs and supply chain challenges, which placed pressure on margins. In response to these headwinds, we remained resilient, prioritizing strategic investments in our core brands to maintain product quality and preserve consumer trust. Our sustained advertising and promotional campaigns protected and expanded our consumer franchise, ensuring we remain the preferred partner for retailers and the trusted name in households across the country.

Sustainability

Sustainability is embedded across the Company's operations and remains integral to long-term value creation. By applying insights from prior years and refining our targets, we have sharpened our strategic focus on areas with the greatest impact—namely, environmental preservation, sustainable packaging, water stewardship, climate action, and EHS excellence.

On the environmental front, we have achieved 100% transition of our toothpaste portfolio to recyclable tubes and reduced manufacturing water intensity by 20% against our 2015 baseline, targeting Net Zero Water at sites in water-stressed areas by 2030. Our climate strategy has delivered a 26% reduction in energy consumption since 2015, with plans to scale renewable energy share from 7% to 10% by 2030. We also partner with provincial EPAs on tree plantation drives and engage employees through programs like the Energy Treasure Hunt to drive continuous improvement.

Equally critical is our EHS framework, anchored in the "Zero Harm" ambition. Through leadership engagement, operational excellence, and the Human & Organisational Performance (HOP) approach, we proactively identify and mitigate critical risks. Our digital EHS tracking system enables rigorous monitoring of audits, incidents, and compliance, ensuring we protect both our people and the planet across all operations.

Diversity, Equity, and Inclusion (DE&I)

The Company is committed to fostering a safe, respectful, and inclusive workplace. We evaluate and advance our talent based purely on merit and capability, ensuring equal opportunity across all levels. By prioritizing belonging and empowering our workforce with the right tools for growth, we drive both individual career progress and long-term business success.

Sustainability-Related Risks & Management

The Company recognizes that sustainability-related risks are increasingly material to long-term performance, particularly within the country's evolving regulatory, environmental, and socio-economic landscape. Key exposure areas such as climate change, water scarcity, energy insecurity, and supply chain volatility present direct operational and sourcing challenges. Additionally, heightened consumer and regulatory expectations around environmental stewardship require continuous strategic adaptation.

To mitigate these risks and secure long-term value creation, the Company is embedding sustainability into its core strategy. Key focus areas include expanding sustainable sourcing, reducing our carbon footprint, strengthening value-chain resilience, and aligning with emerging global ESG standards.

Corporate Social Responsibility

As a pioneer of oral health education and awareness in Pakistan, Colgate continues to spearhead sustainable habit-formation and hygiene awareness through its flagship school program, "Bright Smiles, Bright Futures". This multifaceted initiative is designed to educate children on the critical importance of oral care and instill lifelong healthy brushing habits from an early age.

Since its inception, this impactful program has reached over 18.3 million children across Pakistan. Through the dedication of Colgate-trained educators, the initiative's scope expanded further this year, successfully widening its footprint to cover more than 80 towns nationwide.

Complementing this educational outreach, the "My Bright Smile" Global Art Contest continues to provide a unique platform for young artists to showcase their creativity while deepening their awareness of preventive oral health practices. This year, the contest received an overwhelming response with over 120,000 artworks submitted from across Pakistan. Highlighting the exceptional caliber of local talent, a Pakistani student's submission secured the global cover artwork for the second consecutive year, bringing pride and international recognition to the country.

Future Outlook

Pakistan's economy is showing signs of stabilization under the IMF Extended Fund Facility, with a stable currency and improving FX reserves. However, the operating environment remains challenging. Regional conflicts have escalated commodity prices and disrupted supply schedules, particularly given our sourcing reliance on the GCC, which poses a direct threat to margins in the upcoming quarters.

Looking ahead, these volatile input costs, energy tariff revisions, and informal market distortions present ongoing operational headwinds. To navigate these pressures, the Company is focusing on supply chain optimization, digital efficiency and cost discipline to manage near-term margin pressures and ensure business continuity.

Internal Financial Controls

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

Financial & Corporate Reporting Framework

In compliance with the provisions of the listing regulations of the Pakistan Stock Exchange, the Board members are pleased to place the following statements on record:

- The financial statements prepared by the management of the Company present its state of affairs fairly, the results of its operations, cash flows and changes in equity.
- The Company maintains proper books of accounts.
- Appropriate accounting policies have been consistently applied in the preparation of financial statements and accounting estimates are based on reasonable and prudent judgment.
- International Financial Reporting Standards, as applicable in Pakistan, have been followed in the preparation of financial statements.
- The system of internal control is sound in design and has been effectively monitored and implemented.
- There are no doubts about the Company's ability to continue as a going concern.
- There has been no material departure from the best practices of corporate governance, as detailed in the listing regulations.
- A summary of key operational and financial data for the last six years is annexed in this annual report.
- Information about taxes and levies is given in the notes to and forming part of the financial statements.
- The valuation of investments made by the staff retirement funds based on their respective accounts is as follows:

	2025–2026 PKR In '000'
CPPL Staff Provident Fund	1,588,495
CPPL Staff Gratuity Fund	1,934,131

- The Board held six (6) meetings during the year. Attendance by each director was as follows:

Directors' Names	Attendance
Mr. Iqbal Ali Lakhani	5
Mr. Zulfiqar Ali Lakhani	6
Mr. Amin Mohammed Lakhani	6
Mr. Peter John Graylin – Nominee of CP – USA	6
Ms. Xuan Dai – Nominee of CP – USA	5
Ms. Danish Zuberi	6
Mr. Syed Shahid Ali Bukhari	5
Mr. Aqueel E Merchant (from 10 March 2026)	3
Mr. Kamran Yousuf Mirza (up to 10 March 2026)	2

Leave of absence was granted to the members who could not attend the meeting.

- The Audit Committee held four (4) meetings during the year. Attendance by each member was as follows:

Members' Names	Attendance
Mr. Kamran Yousuf Mirza (up to 10 March 2026)	3
Mr. Iqbal Ali Lakhani	4
Mr. Amin Mohammed Lakhani	4
Ms. Danish Zuberi	4
Mr. Aqueel E Merchant (from 10 March 2026)	1

- The HR Committee held one (1) meeting during the year. Attendance by each member was as follows:

Members' Names	Attendance
Ms. Danish Zuberi	1
Mr. Syed Shahid Ali Bukhari	1
Mr. Iqbal Ali Lakhani	1
Mr. Zulfiqar Ali Lakhani	1

- The Sustainability Committee held one (1) meeting during the year. Attendance by each member was as follows:

Members' Names	Attendance
Ms. Danish Zuberi	1
Mr. Iqbal Ali Lakhani	1
Mr. Zulfiqar Ali Lakhani	1

Composition of Board

The Board consists of 6 male and 2 female directors with the following composition:

Independent Directors (including 1 female director)	3
Other Non-Executive Directors	4
Executive Director	1
Total number of Directors	**8**

Remuneration Policy of Non-Executive Directors

The fee of the Non-Executive and Independent Directors for attending the Board and Committee meetings of the Company is determined by the Board from time to time.

Remuneration Package of Chief Executive and Directors

The remuneration package of the Chief Executive and other directors is disclosed in note 37 to the financial statements.

Auditors

The Auditors, Messrs. A. F. Ferguson & Co., Chartered Accountants, retire at the conclusion of the 48th Annual General Meeting. Being eligible, they have offered themselves for re-appointment and the Board's Audit Committee has also recommended their re-appointment, which has been endorsed by the Board.

Pattern of Shareholding

A statement showing the pattern of shareholdings of the Company and additional information as of June 30, 2026 is included in the report.

The Board has determined a threshold in respect of the trading of the Company's shares by executives and employees who are drawing an annual basic salary of PKR 1.5 million or more.

Subsequent Events

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

Acknowledgement

We would like to extend our sincere gratitude to our consumers for their trust in our brands. We are thankful to our bankers, shareholders, customers, distributors and supply chain partners for their continued support. We also appreciate our employees for their relentless dedication and immense contribution to the Company.

On behalf of the Board of Directors

Iqbal Ali Lakhani
Chairman

Zulfiqar Ali Lakhani
Chief Executive

Karachi: July 31, 2026

KEY FINANCIAL PERFORMANCE INDICATORS

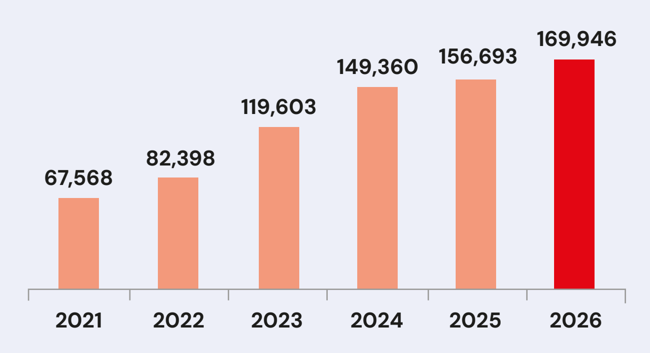
KPIs

170	**35%**	**29**	**83%**	**74%**
Turnover (Rs. in billion)	Gross Margin	EBITDA (Rs. in billion)	Dividend Payout	Return on Capital Employed

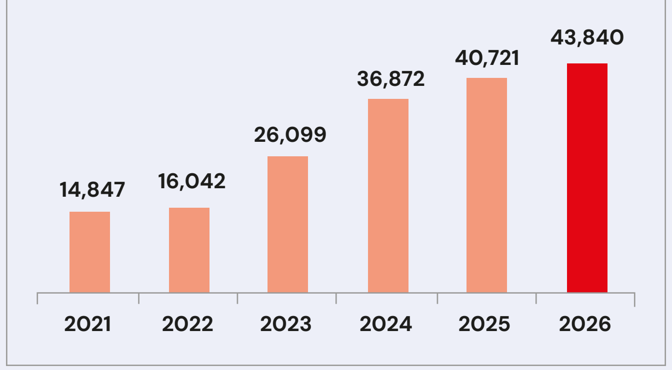
FINANCIAL SUMMARY

For the year ended June 30, 2026

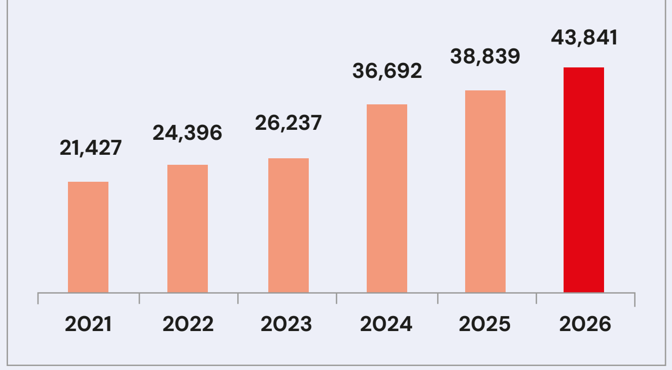
Gross Turnover (PKR MN)



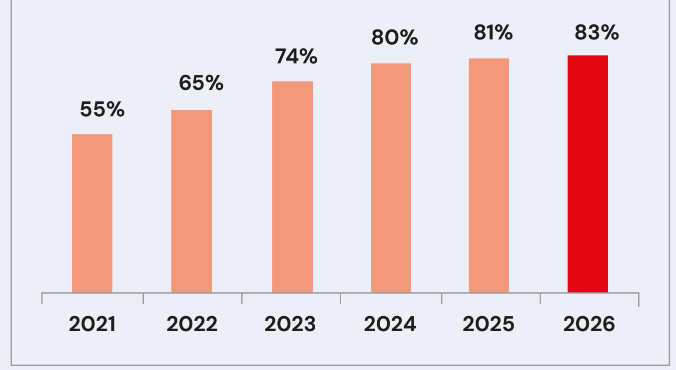
Gross Profit (PKR MN)



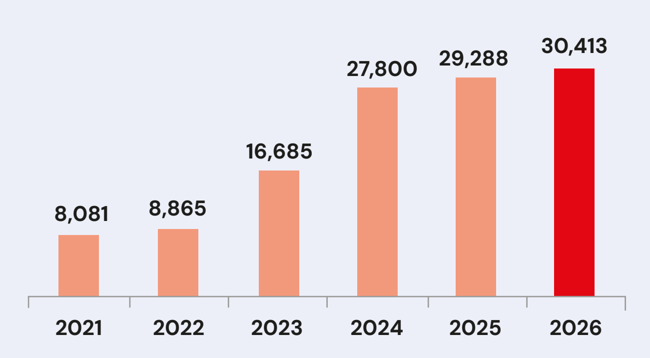
Total Assets Employed (PKR MN)



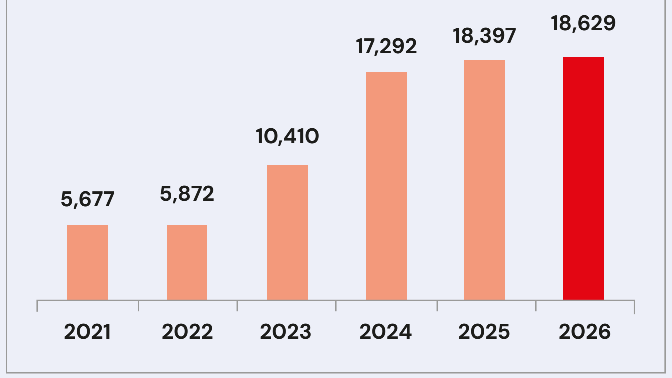
Cash Dividend Payout



Operating Profit (PKR MN)

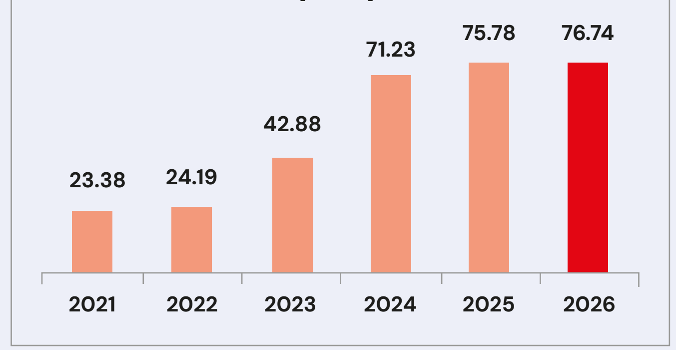


Net Profit (PKR MN)



Break-up Value Per Share (PKR)

Earnings Per Share - Basic/Dilutive (PKR)



6 YEARS AT A GLANCE

	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
			(Rupees in '000)			
STATEMENT OF FINANCIAL POSITION						
Property, plant and equipment	10,055,043	9,869,015	8,933,914	7,836,920	7,623,422	6,714,324
Intangible assets	65,862	8,634	4,040	7,198	3,505	8,662
Long-term loans, security deposits & deferred asset	133,627	129,826	114,395	97,440	98,965	110,860
	10,254,532	10,007,475	9,052,349	7,941,558	7,725,892	6,833,846
Current assets	53,872,926	46,813,272	47,609,617	39,504,996	25,279,273	21,304,813
Current liabilities	20,286,394	17,981,310	19,969,957	21,209,360	8,609,153	6,711,793
	33,586,532	28,831,962	27,639,660	18,295,636	16,670,120	14,593,020
TOTAL ASSETS EMPLOYED	43,841,064	38,839,437	36,692,009	26,237,194	24,396,012	21,426,866
REPRESENTED BY						
Equity						
Paid-up capital	2,427,733	2,427,733	2,427,733	2,427,733	727,956	633,005
Reserves	39,460,275	35,033,215	32,780,365	22,164,400	22,022,222	19,548,297
Remeasurement on post retirement benefits obligation	(277,613)	(244,430)	(318,188)	(275,285)	(201,936)	(168,676)
	41,610,395	37,216,518	34,889,910	24,316,848	22,548,242	20,012,626
Non-Current liabilities						
Long-term loans, deposits, deferred tax, leases and deferred liability	2,230,669	1,622,919	1,802,099	1,920,346	1,847,770	1,414,240
	2,230,669	1,622,919	1,802,099	1,920,346	1,847,770	1,414,240
	43,841,064	38,839,437	36,692,009	26,237,194	24,396,012	21,426,866
STATEMENT OF PROFIT OR LOSS						
Turnover	169,945,792	156,693,453	149,360,078	119,603,270	82,398,332	67,567,680
Sales tax, trade and other discounts	(44,725,742)	(40,692,752)	(36,129,301)	(28,143,766)	(20,068,106)	(17,004,658)
Net turnover	125,220,050	116,000,701	113,230,777	91,459,504	62,330,226	50,563,022
Cost of sales	(81,380,308)	(75,279,791)	(76,358,808)	(65,360,062)	(46,288,481)	(35,715,642)
Gross profit	43,839,742	40,720,910	36,871,969	26,099,442	16,041,745	14,847,380
Administrative, selling, distribution and other expenses	(16,967,668)	(15,371,868)	(14,176,828)	(11,568,140)	(8,276,432)	(7,622,316)
Other income	3,541,114	3,938,740	5,104,428	2,153,316	1,099,519	855,784
	(13,426,554)	(11,433,128)	(9,072,400)	(9,414,824)	(7,176,913)	(6,766,532)
Profit from operations	30,413,188	29,287,782	27,799,569	16,684,618	8,864,832	8,080,848
Finance cost and bank charges	(176,876)	(166,266)	(165,476)	(150,682)	(142,810)	(118,175)
Profit before taxation and levy	30,236,312	29,121,516	27,634,093	16,533,936	8,722,022	7,962,673
Taxation and levy	(11,607,015)	(10,724,243)	(10,341,863)	(6,123,942)	(2,850,442)	(2,285,924)
Profit after taxation and levy	18,629,297	18,397,273	17,292,230	10,409,994	5,871,580	5,676,749
STATEMENT OF CASH FLOWS						
Cash flows from operating activities	16,032,815	13,989,999	16,537,416	16,929,909	1,913,685	7,691,814
Cash flows from investing activities	(1,014,386)	936,530	(7,311,244)	(8,141,438)	(568,929)	(6,123,234)
Cash flows from financing activities	(14,452,510)	(16,369,328)	(9,687,720)	(6,274,270)	(3,174,212)	(1,987,651)
Net (decrease)/increase in cash and cash equivalents	565,919	(1,442,799)	(461,548)	2,514,201	(1,829,456)	(419,071)
Cash and cash equivalents at the beginning of the year	3,588,162	5,030,961	5,492,509	2,978,308	4,807,764	5,226,835
Cash and cash equivalents at the end of the year	4,154,081	3,588,162	5,030,961	5,492,509	2,978,308	4,807,764

HORIZONTAL ANALYSIS

STATEMENT OF FINANCIAL POSITION	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Non-Current Assets	2.5%	10.6%	14.0%	2.8%	13.1%	32.2%
Current Assets	15.1%	-1.7%	20.5%	56.3%	18.7%	22.9%
Total Assets	12.9%	0.3%	19.4%	43.8%	17.3%	25.0%
Share Capital and Reserves	11.8%	6.7%	43.5%	7.8%	12.7%	16.0%
Non-Current Liabilities	37.4%	-9.9%	-6.2%	3.9%	30.7%	65.2%
Current Liabilities	12.8%	-10.0%	-5.8%	146.4%	28.3%	52.5%
Total Equity and Liabilities	12.9%	0.3%	19.4%	43.8%	17.3%	25.0%
STATEMENT OF PROFIT OR LOSS						
Net turnover	7.9%	2.4%	23.8%	46.7%	23.3%	16.2%
Cost of sales	8.1%	-1.4%	16.8%	41.2%	29.6%	15.5%
Gross profit	7.7%	10.4%	41.3%	62.7%	8.0%	17.7%
Selling and distribution cost	11.5%	8.7%	20.4%	33.8%	8.2%	15.1%
Administrative expenses	9.3%	17.4%	27.4%	30.1%	8.8%	11.1%
Other expenses	4.5%	1.6%	32.8%	105.8%	12.6%	-11.2%
Other income	-10.1%	-22.8%	137.0%	95.8%	28.5%	-14.4%
Profit from operations	3.8%	5.4%	66.6%	88.2%	9.7%	18.7%
Finance cost and bank charges	6.4%	0.5%	9.8%	5.5%	20.8%	23.3%
Profit before taxation and levy	3.8%	5.4%	67.1%	89.6%	9.5%	18.6%
Taxation and levy	8.2%	3.7%	68.9%	114.8%	24.7%	23.8%
Profit after taxation and levy	1.3%	6.4%	66.1%	77.3%	3.4%	16.7%

VERTICAL ANALYSIS

STATEMENT OF FINANCIAL POSITION	2025-2026	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Non-Current Assets	16.0%	17.6%	16.0%	16.7%	23.4%	24.3%
Current Assets	84.0%	82.4%	84.0%	83.3%	76.6%	75.7%
Total Assets	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Share Capital and Reserves	64.9%	65.5%	61.6%	51.3%	68.3%	71.1%
Non-Current Liabilities	3.5%	2.9%	3.2%	4.1%	5.6%	5.0%
Current Liabilities	31.6%	31.7%	35.2%	44.7%	26.1%	23.9%
Total Equity and Liabilities	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
STATEMENT OF PROFIT OR LOSS						
Net turnover	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Cost of sales	65.0%	64.9%	67.4%	71.5%	74.3%	70.6%
Gross profit	35.0%	35.1%	32.6%	28.5%	25.7%	29.4%
Selling and distribution cost	10.7%	10.3%	9.7%	10.0%	11.0%	12.5%
Administrative expenses	1.2%	1.2%	1.0%	1.0%	1.1%	1.3%
Other expenses	1.7%	1.7%	1.8%	1.6%	1.2%	1.3%
Other income	2.8%	3.4%	4.5%	2.4%	1.8%	1.7%
Profit from operations	24.3%	25.3%	24.6%	18.2%	14.2%	16.0%
Finance cost and bank charges	0.1%	0.1%	0.2%	0.2%	0.2%	0.2%
Profit before taxation and levy	24.2%	25.1%	24.4%	18.1%	14.0%	15.8%
Taxation and levy	9.3%	9.2%	9.1%	6.7%	4.6%	4.5%
Profit after taxation and levy	14.9%	15.9%	15.3%	11.4%	9.4%	11.2%

KEY FINANCIAL RATIOS

RATE OF RETURN		2025-2026	2024-2025	2023-2024	2022-2023	2021-2022	2020-2021
Pre-tax return on equity	%	**73**	78	79	68	39	40
Post-tax return on equity	%	**45**	49	50	43	26	28
Return on average capital employed	%	**74**	78	88	66	39	41
Interest cover	times	**172**	176	168	111	62	68
PROFITABILITY							
Gross profit margin	%	**35**	35	33	29	26	29
Operating profit to sales	%	**24**	25	25	18	14	16
Pre-tax profit to sales	%	**24**	25	24	18	14	16
Post-tax profit to sales	%	**15**	16	15	11	9	11
Operating leverage ratio	times	**0.5**	2.2	2.8	1.9	0.4	1.2
LIQUIDITY							
Current ratio	ratio	**2.7**	2.6	2.4	1.9	2.9	3.2
Quick ratio	ratio	**1.7**	1.6	1.6	1.1	1.4	2.1
Cash to current liabilities	ratio	**0.21**	0.27	0.25	0.26	0.34	0.32
Cash flow from operations to sales	ratio	**0.13**	0.12	0.15	0.19	0.03	0.15
Cash flow coverage ratio	ratio	**22.7**	16.5	16.6	15.3	1.3	5.8
Operating cash flow ratio	ratio	**0.8**	0.8	0.8	0.8	0.2	1.1
FINANCIAL GEARING							
Debt equity ratio	ratio	**0.02**	0.02	0.03	0.05	0.07	0.07
Gearing ratio	times	**0.54**	0.53	0.62	0.95	0.46	0.41
Net assets per share	Rs.	**171**	153	144	100	93	82
CAPITAL EFFICIENCY							
Debtors turnover	days	**4**	5	6	8	8	8
Average inventory turnover	days	**81**	82	76	79	80	69
Payables turnover	days	**89**	86	89	92	63	61
Operating cycle	days	**(4)**	1	(7)	(5)	25	16
Total assets turnover	times	**2**	2	2	2	2	2
Property, plant and equipment turnover	times	**12**	12	13	12	8	8
NON-FINANCIAL RATIOS							
Revenue per employee	Rs. in Mn	**132**	123	121	101	72	60
INVESTMENT MEASURES PER ORDINARY SHARE							
Earnings per share - restated	Rs.	**76.74**	75.78	71.23	42.88	24.19	23.38
Break-up value per share - restated	Rs.	**171**	153	144	100	93	82
Market value - low	Rs.	**1,058**	1,107	1,167	1,047	1,900	2,150
Market value - high	Rs.	**1,335**	1,548	1,718	2,480	2,600	3,745
Market value - year end	Rs.	**1,245**	1,335	1,220	1,123	2,248	2,500
Market capitalization	Rs. in Mn	**302,136**	324,102	296,164	272,591	163,644	158,251
Price-earning ratio	times	**16**	18	17	26	28	28
Price-to-book value ratio	times	**7.3**	8.7	8.5	11.2	7.3	7.9
Dividend payout (including bonus)	%	**83**	81	80	90	67	56
Dividend - Cash	%	**640**	615	570	650	525	490
Dividend - Bonus shares	%	**-**	-	-	145	15	15
Dividend yield (cash)	%	**5.1**	4.6	4.7	2.8	2.3	2.0
Sustainable Growth Rate	%	**7.7**	9.3	10.0	4.3	8.6	12.3

DIRECT CASH FLOW

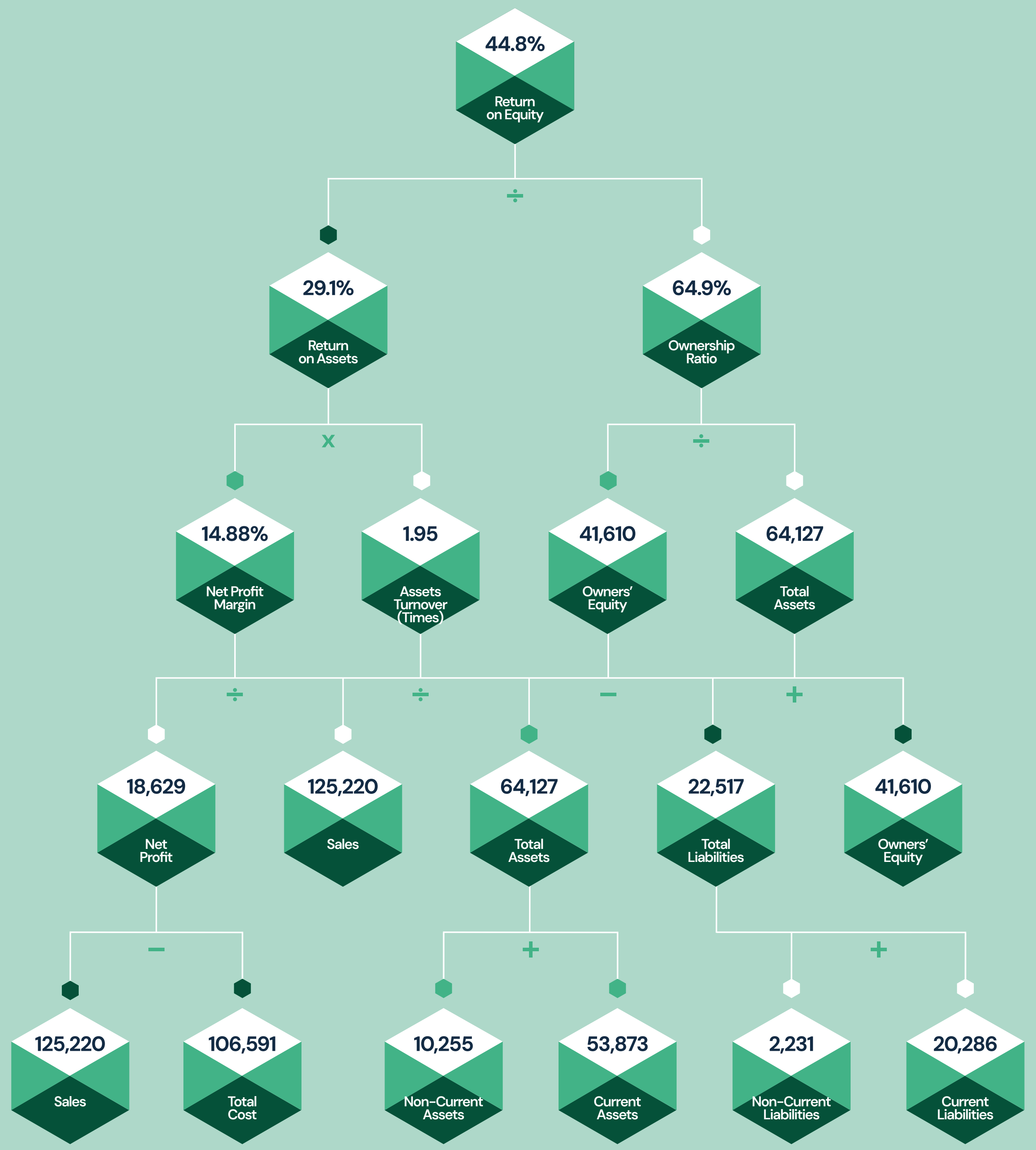
	2026	2025
	-------(Rupees in '000)-------	
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash received from customers	**153,533,215**	142,403,210
Cash paid to suppliers and employees	**(123,780,025)**	(115,511,280)
Finance cost paid	**(122,891)**	(122,724)
Taxes and levy paid	**(13,482,530)**	(12,618,090)
Long-term loans (assets)	**(13,630)**	(3,288)
Long-term security deposits (assets)	**(583)**	(1,731)
Staff retirement gratuity paid	**(104,231)**	(163,185)
Long-term deposits	**3,490**	7,087
Net cash generated from operating activities	**16,032,815**	13,989,999
CASH FLOWS FROM INVESTING ACTIVITIES		
Payments for property, plant and equipment	**(1,689,768)**	(2,157,512)
Purchase of intangible assets	**(64,584)**	(9,262)
Short-term investments made during the year	**(19,600,000)**	(9,700,000)
Proceeds from sale of property, plant and equipment	**125,382**	123,859
Profit received on savings accounts	**497,520**	594,697
Restricted cash on account of lien	**1,185,427**	(1,269,827)
Profit received on term deposit receipts	**4,498**	105,174
Sale proceeds on disposal of short-term investments	**18,527,139**	13,249,401
Net cash (used in)/generated from investing activities	**(1,014,386)**	936,530
CASH FLOWS FROM FINANCING ACTIVITIES		
Payment of lease liabilities	**(94,074)**	(102,883)
Long-term financing repaid	**(142,464)**	(144,707)
Dividend paid	**(14,215,972)**	(16,121,738)
Net cash used in financing activities	**(14,452,510)**	(16,369,328)
NET SUMMARY		
Net increase/(decrease) in cash and cash equivalents	**565,919**	(1,442,799)
Cash and cash equivalents at beginning of the year	**3,588,162**	5,030,961
Cash and cash equivalents at end of the year	**4,154,081**	3,588,162

FREE CASH FLOW

	2026	2025
Net cash generated from operating activities	**16,032,815**	13,989,999
Less: capital expenditures	**(1,754,352)**	(2,166,774)
Free cash flows to the Company	**14,278,463**	11,823,225
Less: net debt	**(142,464)**	(144,707)
Free cash flows to the equity holders	**14,135,999**	11,678,518

DUPONT ANALYSIS

Rs. in Million

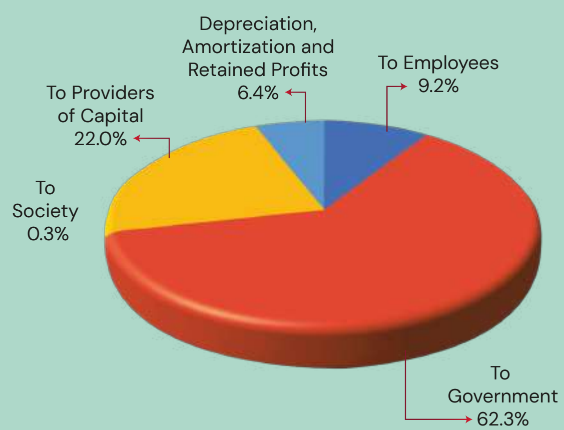


STATEMENT OF WEALTH GENERATION AND ITS DISTRIBUTION

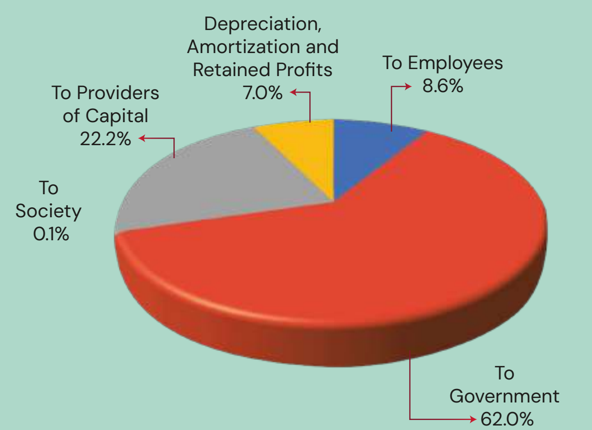
For the year ended June 30, 2026

	Year ended June 30 2026	2025
	Rs. in '000	
Wealth Generated		
Total revenue net of discount and allowances	**157,087,046**	146,030,863
Bought-in-material and services	**85,633,275**	78,025,561
	71,453,771	68,005,302
Wealth Distributed		
To Employees		
Salaries, benefits and other costs	**6,548,827**	5,847,536
To Government		
Income tax, sales tax, customs and regulatory duty, WPPF, WWF, SIDC and stamp duty	**44,523,549**	42,185,491
To Society		
Donations and CSR programs	**109,714**	99,082
To Providers of Capital		
Dividend to shareholders	**15,537,490**	14,930,557
Mark up/interest expenses on borrowed funds	**176,876**	166,266
Retained for Reinvestment and Growth		
Depreciation, Amortization and Retained Profits	**4,557,315**	4,776,370
	71,453,771	68,005,302

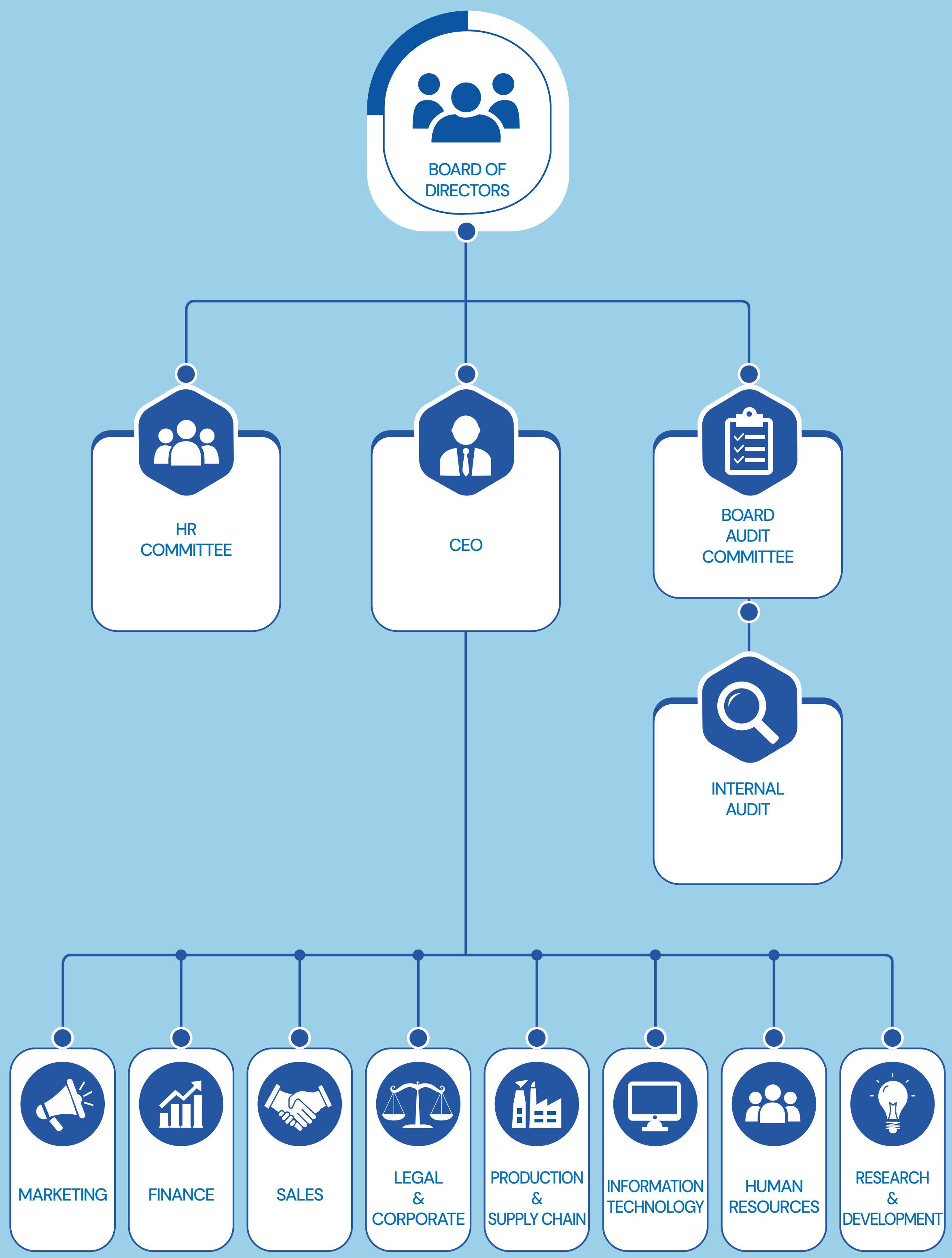
2026



2025



ORGANIZATION CHART



INFORMATION TECHNOLOGY, CYBERSECURITY & STRATEGIC AI CAPABILITIES

IT Governance & Strategic Oversight

We tie our technology strategy directly to our business goals, building resilience right into our daily work. Through active Board oversight, we enforce clear accountability and risk standards that safeguard our assets, intellectual property, and stakeholder trust.

Cybersecurity Programs & Regulatory Compliance

To navigate an increasingly complex cyber threat landscape, we enforce comprehensive data privacy and access control standards across the entire organization. We continuously benchmark our security policies against industry-specific regulatory mandates and validate our posture through periodic internal and independent third-party audits. As part of our long-term defense strategy, we are actively advancing toward a Zero-Trust architecture, ensuring that every access request is continuously authenticated, authorized, and validated prior to granting entry.

Identity & Access Management Modernization

Modernizing our perimeter defenses served as a primary infrastructure milestone this year through the deployment of Okta as our enterprise Identity and Access Management (IAM) platform, alongside enhanced authentication controls across key systems and remote access points. Unifying single sign-on (SSO) capabilities and user lifecycle governance has neutralized identity-based threats, substantially mitigating operational, financial, and reputational breach risks. Beyond threat reduction, this streamlined access model has optimized workforce workflows, lowered IT administrative overhead, and reinforced our regulatory compliance framework to safeguard critical customer data and sustain stakeholder confidence.

Threat Detection & Incident Early Warning System

Operational resilience is driven by an enterprise Early Warning System engineered to detect, evaluate, isolate, and report cyber threats instantly. We utilize LogRhythm as our integrated Security Information and Event Management (SIEM) and Security Orchestration, Automation, and Response (SOAR) platform, enabling centralized log correlation and automated threat mitigation. This infrastructure is reinforced by an outsourced 24/7 managed Security Operations Center (SOC) that delivers continuous threat hunting and real-time monitoring. Standardized escalation protocols ensure that critical vulnerabilities are rapidly contained and briefed directly to Executive Leadership and the Board of Directors.

Human Risk Management & Security Culture

Recognizing that enterprise security relies on workforce vigilance, we maintain a continuous security education and awareness program. We conduct annual cybersecurity training programs across all divisions to equip our employees with essential risk-mitigation skills. To sustain engagement and keep emerging cyber threats top-of-mind, we regularly deliver targeted awareness communications and guidance to all end-users, fostering a strong, security-conscious culture across the organization.

Enterprise Core Modernization

In February 2026, we initiated a transformational transition to SAP S/4HANA. This strategic milestone replaces legacy infrastructure with a high-performance Enterprise Resource Planning (ERP) platform, establishing a unified, real-time data core across our global operations.

By consolidating critical workflows, this transition will streamline operations, enhance cross-functional visibility, and accelerate reporting cycles for faster, data-driven decision-making. Crucially, SAP S/4HANA provides a scalable, cloud-ready foundation built to support enterprise automation, advanced analytics, and emerging AI technologies. This strategic investment creates a resilient digital core to drive sustainable growth and shareholder value.

Strategic AI Capability & Future Readiness

We are actively advancing the enterprise-wide adoption of Artificial Intelligence (AI) to transform daily workflows, accelerate decision-making, and drive long-term competitiveness. Rather than treating AI as an isolated initiative, we embed it as a core strategic capability, anchored by the integration of Google Enterprise and its suite of AI tools into our corporate ecosystem.

Through a structured enablement roadmap, we equip our workforce with practical skills to integrate these intelligent tools into their daily routines, boosting productivity, execution speed, and output quality. Operating under a rigorous framework of corporate governance, data privacy, and security protocols, this deployment ensures proprietary information remains fully protected while establishing a scalable foundation for sustained operational efficiency and long-term enterprise value.

Looking to the future, we are accelerating our broader digital transformation strategy by expanding enterprise digitization initiatives and embedding advanced AI systems across core business workflows. By integrating cloud-native digital platforms, automated decisioning tools, and resilient cybersecurity controls, we are building a modern, hyper-efficient, and data-driven organization. Executive Leadership and the Board remain committed to deploying scalable AI solutions and modernizing our digital ecosystem, driving operational excellence, preserving stakeholder trust, and securing long-term competitive advantage.

BUSINESS PERFORMANCE

Colgate Maximum Cavity Protection solidified its market leadership in the core Family Anti-Cavity segment through the high-impact "Cavity-Proof" campaign. Addressing the daily challenge of managing children's junk food habits, the campaign highlighted the efficacy of the clinically proven Fluoride + Calcium formulation. This dual-action formula provides 24-hour cavity protection*, giving mothers the confidence to dismiss children's "fake" toothache excuses. By shifting the communication focus toward functional assurance, the narrative reaffirmed that Colgate Maximum Cavity Protection's science-backed care is the bedrock for parents' trust and family oral health. Crucially, the campaign reclaimed the professional "dentist-endorsement" space to build clinical credibility.

The initiative paired mass media reach with high-impact out-of-home advertising to drive widespread awareness across broad audience touchpoints. Relevant shelf placement and enhanced in-store branding ensured that high media visibility directly translated into strong sales conversion at retail locations.

*with regular brushing twice a day

To further strengthen Colgate's cavity protection credentials, the campaign was supported through partnerships with dental professionals, as well as dental camps and on-ground activations through a mobile dental van, reaching consumers across different areas and providing access to oral health education and professional engagement. Together, these initiatives helped strengthen the brand equity, reinforced its cavity protection superiority, and deepen trust among consumers.

Colgate Herbal – Refreshing Gum Health with Gillu

Colgate Herbal refreshed its brand presence with a new campaign that placed a stronger focus on gum health, while bringing back its long-standing and much-loved mascot, Gillu. Staying true to the brand's identity, the campaign showed how gum discomfort and pain hold people back from their favorite foods—costing them the small moments of joy that make life smile-worthy. Through its refreshed communication and distinctive brand assets, Colgate Herbal strengthened its relevance among consumers while reinforcing its role in supporting healthy gums.

Colgate Max Fresh – Uplifting the Ultimate Freshness Experience

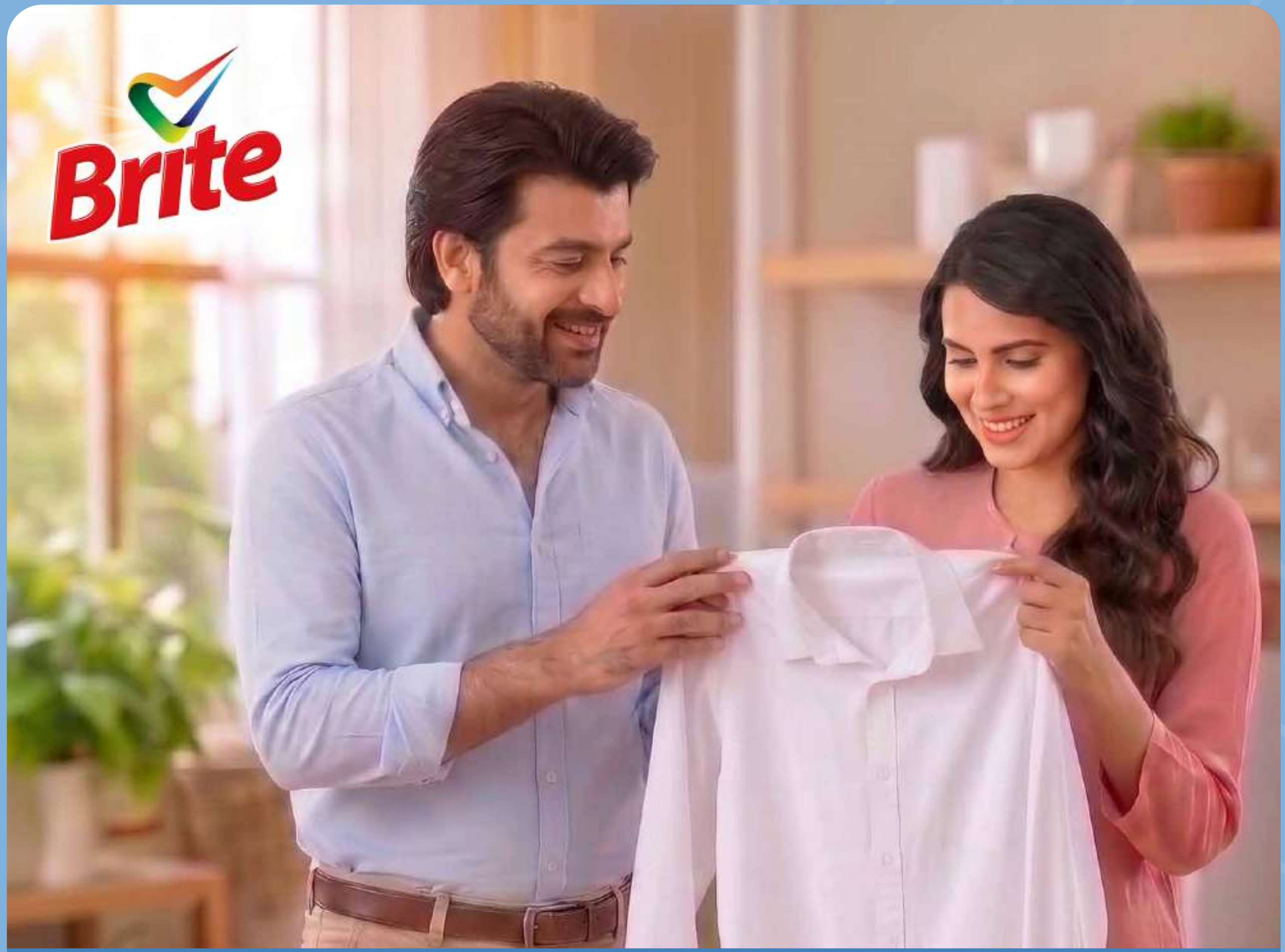
Colgate Max Fresh elevated its brand presence with a refreshed campaign built around its UltraFreeze technology and stronger product superiority claims, including 10X longer-lasting freshness*. Featuring strong star power, Sajal Aly, the campaign aimed to elevate Max Fresh's imagery as the ultimate cooling experience in the freshness segment. Amplified through mass media, OOH, and impactful in-store visibility, the campaign strengthened brand desirability, enhanced shelf standout, and reinforced Max Fresh's ambition to lead and dominate the freshness segment.

10x Longer-Lasting Cooling*
*vs fluoride toothpaste

Despite the challenging socio-economic landscape and an ever-competitive environment, the Personal Care category has continued to demonstrate strong resilience and growth. This performance has been driven by sustained investment behind the Palmolive brands, with impactful ATL and BTL campaigns, stronger distribution and visibility, and continued focus on building consumer equity.

This year, Palmolive Soap has continued to strengthen its position in the beauty soap segment, building on the strong equity established around its "Soft, Glowing Skin Naturally" platform. The refreshed packaging, improved bar shape and prominent Palmolive branding have further enhanced shelf standout and consumer appeal, while the natural ingredient extracts narrative continues to differentiate the brand in a competitive market.

Palmolive Shampoo has strengthened its market position. Building on its relaunch and refreshed packaging, the brand remains focused on delivering on its distinctive promise of "beautiful hair ready with a finger-comb." Sustained media support, coupled with BTL initiatives, has aided wider distribution and increased visibility. This has helped reinforce the brand's proposition and drive continued consumer engagement and trial.



Brite continued to grow share in the premium laundry segment, with its strong stain removal performance reinforcing its position in tackling tough, oily food stains. Powered by an advanced formulation designed to effectively remove even the most stubborn food stains, the brand continued to build equity around its promise, 'Brite Sab Right Kardega'.

This was supported by a consistent mix of traditional and digital media, complemented by on-ground and in-store initiatives focused on strengthening brand equity, increasing household penetration and driving consumer trials. Through sustained investment across multiple touchpoints, Brite continues to reinforce its commitment to making stain removal easier and more effective than ever.

Express Power continued to strengthen its position in the mid-tier detergent segment, offering powerful stain removal at an affordable price. This year, the brand stepped up its presence with a contemporary packaging revamp and a refreshed campaign, "Daag Gone, Bachat On!" The integrated campaign highlighted Express Power's powerful cleaning performance while reinforcing its value proposition of delivering effective results with greater savings. Rolled out across Pakistan, the campaign brought the new pack and proposition to life, helping Express Power push the bar higher in the mid-tier segment.

Bonus Tristar continued to strengthen its position in the value washing powder segment by delivering on its promise of More Foam, More Powder, and More Value. Through robust media airing, complemented by relevant on-ground activities across urban and suburban markets, the brand expanded its consumer base while staying true to its core ethos. This consistent presence reinforced its promise of effective cleaning and greater value, strengthening its position as a trusted choice for smart households across Pakistan.

Lemon Max, the leading player in Pakistan's dishwashing category, further strengthened its position with the launch of a new campaign for its premium sub-brand, Max Liquid. The campaign focused on driving awareness of Max Liquid's superior efficacy, highlighting its ability to 'Wash 3X More Dishes'* versus ordinary liquid, while addressing the growing presence of loose and imitation products. The mass media campaign was further amplified through digital influencer campaigns, in-store visibility initiatives and on-ground activations.

*Compared to ordinary dishwash liquid based on lab test

SUSTAINABILITY REPORTING

SUSTAINABILITY & SOCIAL IMPACT STRATEGY

Preserving Our Environment

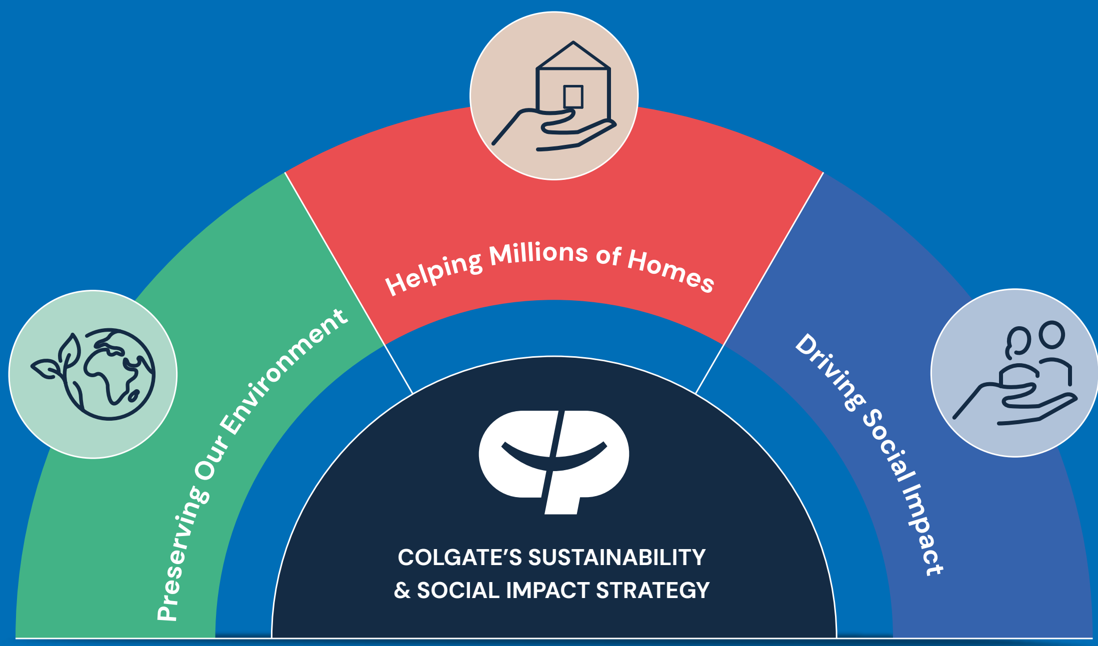
Accelerate actions on climate change and reduce our environmental footprints. Eliminate waste, mitigate plastic consumption, save water, and conserve natural resources by collaborating with our partners and optimizing operations.

Driving Social Impact

Commitment to the well-being of all people and to fostering an equitable and inclusive culture that enables equal opportunities for everyone, both within our organization and in the wider community.

Helping Millions of Homes

Empower people to develop healthier habits by choosing sustainable products that improve their lives and homes, from oral and personal care to home care.



ACTIONS TOWARD A SUSTAINABLE TOMORROW

Climate Change

We are focused on reducing carbon emissions not only from our own operations but also from those of our suppliers. Our goal is to minimize carbon emissions by increasing the proportion of renewable energy used in our operations.

Plastic Waste Reduction

We are determined to develop and deliver minimum plastic waste solutions for our products.
We aim to achieve virgin plastic reduction through optimum package design, use of recycled streams, use of alternate materials, and new product formats.

Lead with Minimum Waste Facilities

We operate with high-efficiency, low-impact facilities and achieve minimum waste from our operations.

Water Stewardship

We work for water resilience across our facilities by protecting ecosystems and supporting water access. Our goal is to achieve net zero water at our manufacturing sites in water-stressed areas.

Drive Sustainable Sourcing

We engage with our key suppliers to secure our sustainable sourcing goal and strive for net zero deforestation, prioritizing palm oil.

We Inspire Our People to Make a Difference

We motivate and enable our people to reach their full potential and perform at their best every day by valuing people for their contributions and sharing in the success we create together.

We Create a More Inclusive World

We ensure that all our people feel a sense of belonging and are supported well to achieve their potential.

Health & Safety

We are committed to improving safety through continuous learning. Our goal is to avoid injuries, which is why we emphasize the importance of risk assessment and mindfulness at work.

We delved deep into understanding our employees' perspectives on how tasks are performed, allowing us to offer practical solutions to ensure safety is operationalized. In the past, we focused on establishing and communicating appropriate controls to reduce and mitigate critical risks and incidents. This year, we integrated these expectations into our EHS Management System and Audit Program.

ENVIRONMENT

Value Every Resource, Preserve the Planet

At Colgate-Palmolive (Pakistan) Ltd., embedding sustainability into our core strategy is essential for driving long-term value, organizational resilience, and sustainable growth. This commitment empowers us to proactively mitigate operational risks such as extreme weather, water scarcity, and supply chain disruptions while seizing strategic business opportunities. By prioritizing sustainability, we continuously innovate, enhance our brand reputation, cultivate an inclusive workplace culture, and meet the evolving expectations of our consumers.

During fiscal year 2025-26, we successfully concluded our sustainability strategy, focusing on our core ambition: Preserving Our Environment. This commitment was supported by dedicated actions and measurable targets addressing the material issues affecting the Company. We are partnering across our value chain to reduce waste, plastic use, and conserve vital natural resources.

As we advance our 2030 sustainability strategy, we are leveraging key insights from recent years to proactively navigate emerging challenges and seize new opportunities. By refining our targets, we have sharpened our strategic focus on the areas where we can achieve optimal performance and deliver the measurable impact.

In pursuit of our 2025 sustainability targets, Colgate-Palmolive (Pakistan) Ltd. has achieved significant milestones by advancing climate action and sustainable sourcing. Through these targeted efforts, we have successfully minimized our environmental footprint across three critical areas: packaging, water consumption, and operational waste.

Accelerating Our Clean Energy Transition

To build a healthier and more sustainable future, we are actively tackling climate change through improved energy efficiency, lower emissions, and a steady transition to renewable power. These efforts seamlessly align with our business goals while ensuring strict compliance with all environmental standards.

During fiscal year 2025-26, we continued to strengthen our on-ground execution and focus on efficiency and advanced transition to support long-term growth and resilience by embedding environmental stewardship into our operations.

Colgate-Palmolive (Pakistan) Ltd. has successfully reduced its manufacturing energy consumption by 26% against a 2015 baseline, significantly lowering associated carbon emissions. Looking ahead, we are committed to further greening our operations by expanding our share of renewable energy.

We continue to actively engage our workforce through Colgate's Energy Treasure Hunt program, empowering operational teams to proactively identify opportunities and brainstorm innovative solutions for continuous improvement.

Digital Energy Optimization & Decarbonization

To advance our operational efficiency and decarbonization goals, our manufacturing facility deployed an integrated energy management system. This project entailed the installation of advanced energy analyzers, flow transmitters, and customized software to establish a unified portal for continuous, online monitoring across all energy utilities (electricity, natural gas, steam, and compressed air). This initiative delivered significant energy savings and reduced our carbon footprints.

Affordable & Clean Energy 7 | Industry, Innovation & Infrastructure 9 | Responsible Consumption & Production 12 | Climate Action 13

Growing a Greener Future: Our Carbon-Offset Plantation Drive

As part of our commitment to sustainable industrial leadership, decarbonizing our manufacturing operations stands at the core of our Environmental, Social, and Governance (ESG) strategy. While our primary focus remains on aggressive operational decarbonization driven by energy efficiency and renewable energy integration, we simultaneously invest in nature-based solutions to restore and protect the essential ecosystems that support our local communities.

At Colgate-Palmolive (Pakistan) Ltd., our commitment to climate action extends beyond our manufacturing facilities to create a tangible environmental impact. We continue annual tree plantation drive activities that actively sequester atmospheric carbon.

Simultaneously, we have overhauled and optimized our operational logistics to drive end-to-end supply chain efficiency. By streamlining distribution routes, improving load consolidation, and enhancing fleet management, we significantly reduced fuel consumption. This direct intervention eliminated additional carbon emissions from our transport footprint, demonstrating the impact of operational efficiency and environmental stewardship.

We are committed to ethical and responsible sourcing at every step of our value chain. During the year, our palm oil and palm derivatives were sourced exclusively from RSPO-certified producers. To catalyze lasting transformation across the industry, we actively enforce strict sustainability mandates, requiring all suppliers of palm oil, PKO, and derivatives to strictly adhere to rigorous RSPO standards.

Climate Action 13 | Life on Land 15

Advancing Water Security & Stewardship

Effective water stewardship and risk management are key to our sustainability strategy and business resilience. Originally, our 2026 Sustainability & Social Impact Strategy focused on net zero water for our manufacturing sites in water-stressed areas. In the intervening years, we implemented new assessment and monitoring tools that have improved our understanding of water risk at our facilities. This has prompted us to pursue a more tailored approach that focuses on water security and resilience throughout our value chain, which we believe will deliver greater business value and positive environmental outcomes.

Water stewardship and proactive risk management remain cornerstones of our sustainability agenda and long-term business resilience. Our sustainability strategy originally centered on minimizing water consumption at manufacturing facilities. We are now pursuing a highly tailored strategy focused on broader water security and operational resilience across our entire value chain.

Our water conservation initiatives continue to yield measurable results. During the year, we conserved a significant volume of water through active reuse and recycling programs. To accelerate this momentum, we are currently in the process of developing an advanced water recycling system at our facilities.

Clean Water & Sanitation 6 | Climate Action 13 | Life Below Water 14 | Life on Land 15

Responsible for Waste Management – Plastic Reduction/Waste Recycle

Colgate-Palmolive (Pakistan) Ltd. continues to advance its sustainable packaging and plastics roadmap through innovative design development specifically by optimizing package dimensions and re-engineering product structures. Guided by our strategic framework, we achieve these milestones by prioritizing responsible sourcing and delivering highly efficient, environmentally friendly packaging solutions.

In line with our strategic commitment to making all packaging recyclable or reusable, the Company has successfully transitioned 100% of its toothpaste portfolio to recyclable tubes. This eco-friendly packaging innovation has now been rolled out nationwide. Furthermore, our ongoing sustainability initiatives have driven a reduction of 673,000 kgs in plastic consumption since the launch of initiative.

World Earth Day 2026

World Earth Day is celebrated annually on 22nd April to raise awareness of environmental sustainability and reinforce the commitment of protecting the Earth.

This year's theme, "Our Power, Our Planet" focuses on community impact and continues the emphasis on renewable energy and sustainable innovation.

Both our manufacturing facilities celebrated the Earth day with engagement and awareness activities. In alignment with our environmental stewardship and corporate social responsibility goals, Colgate-Palmolive (Pakistan) Ltd. also partnered with the Environmental Protection Agency (EPA) for the public awareness campaign to educate communities on the impact of single-use plastics and promote sustainable consumer habits.

Environment, Health & Safety

At Colgate-Palmolive (Pakistan) Ltd., protecting our people and the planet is a foundational priority. We focus on active leadership, operational excellence, and proactive risk identification to stop incidents before they happen. Across all our operations, we bring this EHS strategy to life through targeted training, routine site inspections, comprehensive risk assessments, and structured corrective action plans.

We elevated our safety culture and operational excellence by continuously embedding the Human & Organizational Performance (HOP) framework into our daily operations. Our audit programs are underpinned by a robust EHS Management System, which we evaluated against industry benchmark standards this year. To support these programs, we leverage a comprehensive digital EHS tracking platform that provides centralized visibility over site audits, inspections, incident data, industrial hygiene metrics, and compliance deliverables.

We continuously elevate safety protocols from the shop floor to our logistics networks. Our core focus remains on proactively identifying and mitigating critical risks to prevent injuries, and environmental consequences. In addition, our manufacturing sites are performing risk assessments on a periodic basis to identify risk and to implement appropriate control measures for prevention.

In our pursuit of continuous operational improvement and energy resilience, our facilities have been assessed comprehensively by the International Electrical Assessor. This rigorous diagnostic evaluated our entire electrical power distribution infrastructure which enabled us to identify technical vulnerabilities and remediate operational issues. By proactively addressing these opportunities, we are developing a targeted modernization roadmap to upgrade electrical system reliability, optimize power efficiency, minimize electrical distribution losses and lay the groundwork for a smarter, more sustainable energy network.

Advancing EOHS Competencies

At Colgate-Palmolive (Pakistan) Ltd., we believe that a resilient safety culture is built on continuous learning and employee empowerment. Our EOHS capability building framework is designed to empower employees at all levels from, shop-floor operators to senior leadership with knowledge, technical competencies, and proactive risk awareness to maintain an incident-free operational environment.

We believe that safety is a shared responsibility and our philosophy is simple: every employee must be empowered with the knowledge, tools, and authority to stop unsafe operations. To support this philosophy, we prioritize rigorous training around our critical risks and key training focus areas include Machine Guarding, Work at Height, Hazardous Energy, Ergonomics, Road Safety, Basic Firefighting & First Aid and much more.

3 Good Health & Well-Being | 8 Decent Work & Economic Growth | 11 Sustainable Cities & Communities

SOCIETY

Colgate Pakistan continues to strengthen its market leadership by combining deep consumer understanding with purposeful innovation, ensuring we remain relevant to evolving consumer needs over the next three to five years.

Additionally, it also launched a Night-Time Brushing campaign on mass media, encouraging twice-daily brushing habits, increasing category consumption while improving oral health outcomes across Pakistan.

Sustainability is another key pillar of our long-term strategy. Colgate Pakistan became the first oral care brand in Pakistan to transition its entire toothpaste portfolio to 100% recyclable tubes, reinforcing our commitment to responsible innovation and environmental stewardship while responding to growing consumer demand for more sustainable products.

Beyond commercial growth, Colgate continues to invest in long-term brand equity through impactful community initiatives. Programs such as Bright Smiles, Bright Futures (BSBF), which targets 1.8 million children nationwide, My Bright Smile Global Art Contest, "Parho aur Barho" Scholarship Initiative and Dental Student Scholarship programs demonstrate our commitment to improving oral health, supporting education, and building stronger communities.

3 Good Health & Well-Being | 4 Quality Education | 11 Sustainable Cities & Communities

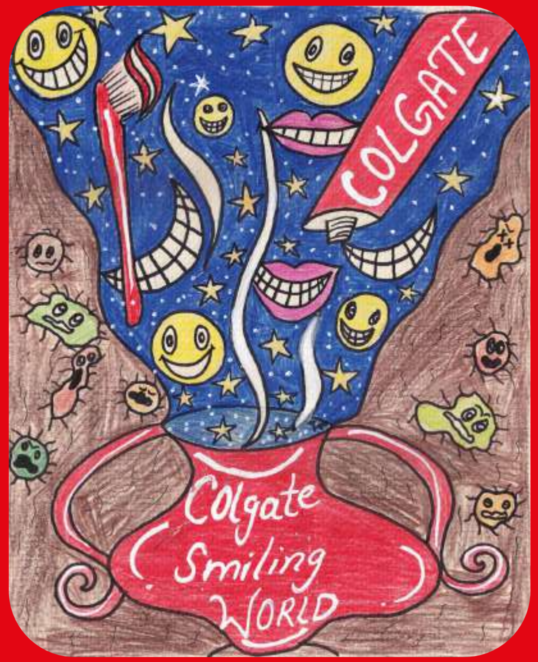
Bright Smiles, Bright Futures (BSBF) Program

Through its flagship Bright Smiles, Bright Futures (BSBF) program, Colgate Pakistan continued its mission of improving children's oral health by reaching 1.8 million children across the nation.

Delivered through schools, the program equips children with the knowledge and habits needed to maintain good oral hygiene from an early age. By combining engaging oral health education with practical demonstrations and the distribution of oral care products, BSBF encourages lifelong healthy habits while helping prevent oral diseases.

As one of Colgate's most impactful global initiatives, BSBF reflects the Company's unwavering commitment to creating healthier smiles and brighter futures for children. By reaching 1.8 million children across Pakistan, the program continues to make a meaningful and lasting contribution to improving oral health awareness and fostering healthier communities nationwide.

Global Art Contest



Colgate Pakistan proudly continued its participation in the annual **'My Bright Smile' Global Art Contest** - a creative initiative that encourages children aged 6 to 9 years to express the importance of good oral hygiene through art.

In 2026, the contest achieved another remarkable milestone, receiving an overwhelming response with more than **117,795 entries** submitted through schools and online platforms. An exceptional young artist from Pakistan was awarded a **US $500 scholarship**, while her respective school received **US $1000** grant in recognition of her achievement. Her winning artwork was also featured in the globally distributed **'My Bright Smile 2026'** calendar as the cover page.

Through this initiative, Colgate continues to nurture creativity in young minds while reinforcing the importance of good oral health and hygiene in an engaging and inspiring way.

Colgate Scholarship Program

As part of Colgate's **"Parho aur Barho"** initiative under the **Bright Smiles, Bright Futures (BSBF)** program, Colgate Pakistan continued its commitment to supporting education by awarding **40 scholarships** to deserving students last year.

Rooted in Colgate's belief that every child deserves a future they can smile about, the initiative extends beyond promoting oral health awareness by empowering children through access to education and greater opportunities for personal growth.

Through the **"Parho aur Barho"** Scholarship Program, Colgate Pakistan continues to make a meaningful and lasting impact, helping young students unlock their potential and build brighter futures for themselves and their communities.

These initiatives deepen consumer trust and strengthen Colgate's position as a purpose-led brand. Together, these investments in consumer insights, innovation, sustainability, and community engagement ensure that Colgate Pakistan is well positioned to anticipate changing customer needs, strengthen market responsiveness, and deliver sustainable growth in the years ahead.

OUR PEOPLE

Independence Day Celebration 2025

Colgate-Palmolive marked Pakistan's Independence Day with enthusiasm and camaraderie across the organization.

Celebrations included an engaging and competitive **'Fun Charades'** trivia game, live performances of patriotic songs, and the collective singing of the national anthem. The festive atmosphere gave the employees a wonderful opportunity to connect and celebrate together.

Sports Fest

The eagerly anticipated Sports Fest 2025 brought Colgate-Palmolive employees together for a vibrant celebration of team spirit and friendly competition. The tournament expanded to feature seven disciplines: Cricket, Table Tennis, Badminton, Tug of War, Darts, Foosball, and the newly introduced Chess, which added an engaging strategic dimension to the event. The enthusiasm of participants and spectators alike reinforced a strong culture of wellness and unity across the organization.

Cricket League 2025

At the Cricket League 2025, Colgate-Palmolive achieved a decisive win, emerging as champions. Competing against ten corporate teams, the Company capped off a strong performance by securing the championship title and sweeping key individual honors, including Best Player and Best Bowler.

Good Health & Well-Being 3 | Reduced Inequalities 10 | Sustainable Cities & Communities 11

Pinktober and Wellness Session

In observance of Breast Cancer Awareness Month, Colgate-Palmolive conducted a dedicated health education and wellness session for its female workforce across all locations. The program featured medical awareness sessions delivered by a Consultant Breast and General Surgeon. To promote holistic well-being, employees engaged in a creative tote bag painting session designed for mindfulness, stress relief, and team bonding.

Good Health & Well-Being 3 | Gender Equality 5 | Decent Work & Economic Growth 8 | Reduced Inequalities 10

Learning and Development at Colgate-Palmolive Pakistan

Colgate-Palmolive remains dedicated to fostering a dynamic Learning and Development (L&D) framework designed to align with strategic business objectives and cultivate a culture of continuous learning.

The organization integrates virtual and classroom learning, cross-functional exposure, and practical on-the-job development. Interactive e-learning platforms, internal and external workshops, leader-led mentorship, and cross-location rotations provide employees with opportunities to build core competencies and gain broader business insights.

Globally aligned flagship programs, including Lead Your Change Journey, Colgate Money Matters, Coaching Essentials, and Interviewing Excellence, focus on driving change leadership, financial acumen, and managerial capabilities. In partnership with Global Marketing and Global Learning, the recently launched Marketing Academy Accelerator equips the marketing team with core brand-building frameworks and collaborative strategies. Looking ahead, upcoming initiatives such as the CD Academy will expand capability building for the Customer Development team.

Complementing this global curriculum, the local Supply Chain Capability Building Program addresses critical operational safety and technical competencies.

Our Commitment to Provide a Safe Harassment-Free Workspace

Colgate-Palmolive remains steadfast in providing a safe, respectful, and harassment-free workplace for every employee. Our internal guidelines comply with the **Protection Against Harassment of Women at the Workplace Act, 2010,** and explicitly prohibit Abuse of Authority, Creation of a Hostile Work Environment, and Retaliation. The policy is communicated to all employees.

Our balanced Inquiry Committee, comprising three female and two male employees, is responsible for investigating all formal and informal complaints with complete confidentiality and fairness.

Employees are also refreshed on the policy through Workplace Harassment Awareness Sessions. We also continuously reinforce a safe workplace through the mandatory annual Ethics and Compliance mandates.

HR & ERP Integration

Colgate-Palmolive continues to optimize its workforce operations through a synergy between HR and IT, driven by SAP SuccessFactors. By centralizing employee data, we ensure governance, real-time workforce analytics, and operational accuracy across the organization.

This integrated framework digitizes the end-to-end employee lifecycle. Furthermore, the platform's Performance Management and Goal Management (PMGM) module fosters a high-performance culture through structured goal alignment, continuous tracking, and evaluations that directly connect individual contributions to the Company's strategic objectives.

Gender Pay Gap Statement Under SECP Circular 10 of 2024

Following is the gender pay gap calculated for the year ended 30th June 2026:

(i) Mean Gender Pay Gap: -4.10
(ii) Median Gender Pay Gap: -11.52

Chief Executive
Date: 30 June 2026

CORPORATE SOCIAL RESPONSIBILITY (CSR)

Empowering Women Through Sport

31st Palmolive Sindh Women's Swimming Championship

The 31st Palmolive Sindh Women's Swimming Championship brought together over 400 talented female swimmers from 20 leading schools and institutions for two days of spirited competition. Organized by the Karachi Women's Swimming Association (KWSA) and proudly supported by Colgate-Palmolive (Pakistan) Ltd. as title sponsor, the championship featured 67 events across six age categories.

The swimmers delivered exceptional performances throughout the competition, setting 10 new records. From promising young athletes to recognized national and international medalists, the event showcased the remarkable talent, determination, and growing potential of women's swimming in Pakistan.

Through its continued association with this prestigious championship, Colgate-Palmolive reinforces its commitment to advancing women's sports and creating opportunities for female athletes to excel. The initiative reflects the Company's broader focus on promoting health, inclusion, empowerment, and stronger communities across Pakistan.

Good Health & Well-Being 3
Reduced Inequalities 10
Sustainable Cities & Communities 11

Advancing Women's Health Through Awareness

Breast Cancer Awareness Seminar – October 2025

Reinforcing its commitment to women's health and community well-being, Colgate-Palmolive (Pakistan) Ltd. supported a Breast Cancer Awareness Seminar held at Iqra University. Organized in collaboration with Iqra University, the Syed Foundation and the Pakistan Olympic Association, the initiative aimed to promote greater understanding of breast cancer, its warning signs and the importance of early detection.

The seminar featured an informative session by renowned surgeon Prof. Dr. Rufina Soomro, who highlighted the growing incidence of breast cancer among younger women in Pakistan and the barriers that often prevent timely diagnosis and treatment. Her discussion also stressed the importance of extending awareness beyond women to families and communities.

Through initiatives such as this, Colgate-Palmolive continues to use education and collaboration to encourage preventive healthcare and informed action. The seminar reflected Palmolive's wider commitment to supporting women, strengthening communities and creating a meaningful, lasting social impact.

Good Health & Well-Being 3
Reduced Inequalities 10
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Building a More Inclusive Future Through Sport

Special Olympics Pakistan Partnership

Colgate-Palmolive (Pakistan) Ltd. marked the 19th year of its partnership with Special Olympics Pakistan (SOP), reaffirming a shared commitment to advancing inclusion and creating meaningful opportunities for individuals with intellectual disabilities to participate, compete and be recognized for their achievements.

As the official hygiene partner of the SOP Marathon, Colgate-Palmolive supported events in Karachi and Lahore that celebrated athletic ability, perseverance and community spirit. The Karachi event brought together 4,200 participants, while the Lahore event welcomed 2,000 participants. Through its support, Colgate-Palmolive continues to champion inclusion and create meaningful impact across communities.

Good Health & Well-Being 3
Reduced Inequalities 10
Sustainable Cities & Communities 11

Blood Donation Camp 2026

As part of our overarching Corporate Social Responsibility (CSR) and employee engagement framework, our Sundar Plant collaborated with the Fatimid Foundation in June 2026 to organize a blood donation drive.

Demonstrating exemplary empathy and active corporate citizenship, our employees stepped forward to donate blood. This collective effort provides vital, lifesaving medical support to vulnerable thalassemia patients across the region, reinforcing our dedication to safeguarding and uplifting the communities in which we operate.

Good Health & Well-Being 3
Sustainable Cities & Communities 11

FINANCIAL STATEMENTS

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INDEPENDENT AUDITOR'S REPORT

To the members of Colgate-Palmolive (Pakistan) Limited

Report on the Audit of the Financial Statements

Opinion

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

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

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

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Following is the Key audit matter:

S. No.	Key audit matter	How the matter was addressed in our audit
i.	**Revenue recognition** **Refer note 2.12 to the annexed financial statements** The principal activity of the Company is the manufacture and sale of detergents, personal care and other related products. Revenue from sale of goods is recognized as or when performance obligations are satisfied by transferring control of promised goods to customer, and control is transferred at a point in time either upon shipment or delivery of goods to customer. Revenue is recognized at transaction price (which excludes estimates of variable consideration), which represents the fair value of the consideration received or receivable excluding discount, rebates and government levies and the payment is typically due on the satisfaction of performance obligation. We considered revenue recognition as a key audit matter due to revenue being one of the key performance indicators of the Company. In addition, revenue was also considered as an area of significant audit risk as part of the audit process.	Our audit procedures included the following: • Assessed the design, implementation and operating effectiveness of the key internal controls involved in revenue recognition. • Understood and evaluated the accounting policy with respect to revenue recognition. • Performed testing of revenue transactions on a sample basis with underlying documentation including dispatch documents and sales invoices. • Tested on a sample basis, specific revenue transactions recorded before and after the reporting date with underlying documentation to assess whether revenue was recognized in the correct period. • Performed audit procedures to analyse variation in the price and quantity sold during the year. • Assessed the adequacy of disclosures made in the financial statements related to revenue.

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

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

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

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

Responsibilities of Management and Board of Directors for the Financial Statements

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

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

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

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

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

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

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

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

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

Report on Other Legal and Regulatory Requirements

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

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

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

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

(d) zakat deductible at source under the Zakat and Ushr Ordinance, 1980 (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 Syed Muhammad Hasnain.

A. F. Ferguson & Co.
Chartered Accountants
Karachi

Date: August 28, 2026

UDIN: AR202610073gCIGrOEsd

STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2026

	Note	2026	2025
		(Rupees in '000)	
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	4	**10,055,043**	9,869,015
Intangible assets		**65,862**	8,634
Long-term loans	5	**106,775**	93,145
Long-term security deposits	6	**26,852**	26,269
Deferred asset	19	**-**	10,412
		10,254,532	10,007,475
CURRENT ASSETS			
Stores and spares	7	**1,323,985**	1,222,936
Stock in trade	8	**18,748,438**	17,247,130
Trade debts	9	**1,465,129**	1,612,412
Loans and advances	10	**303,026**	383,915
Trade deposits and short-term prepayments	11	**69,905**	140,587
Other receivables	12	**1,445,577**	243,505
Accrued profit		**2,061**	3,392
Taxation - net		**2,947,772**	903,081
Short-term investments	13	**23,328,552**	20,198,325
Cash and bank balances	14	**4,238,481**	4,857,989
		53,872,926	46,813,272
TOTAL ASSETS		**64,127,458**	56,820,747
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Issued, subscribed and paid-up share capital	15	**2,427,733**	2,427,733
Reserves	16	**39,460,275**	35,033,215
Remeasurement of post retirement benefits obligation		**(277,613)**	(244,430)
		41,610,395	37,216,518
LIABILITIES			
NON-CURRENT LIABILITIES			
Deferred taxation - net	17	**775,972**	628,011
Long-term deposits	18	**60,292**	56,802
Deferred liability	19	**43,918**	-
Sindh Infrastructure Development Cess Payable	23	**591,784**	-
Long-term financing	20	**435,992**	528,553
Deferred grant	20	**127,976**	177,879
Lease liabilities	21	**194,735**	231,674
		2,230,669	1,622,919
CURRENT LIABILITIES			
Trade and other payables	22	**19,771,993**	17,682,236
Accrued markup		**4,567**	5,509
Current portion of Sindh Infrastructure Development Cess Payable	23	**243,000**	-
Current portion of long-term financing	20	**142,464**	142,464
Current portion of lease liabilities	21	**61,442**	74,438
Unclaimed dividend		**62,928**	76,663
		20,286,394	17,981,310
TOTAL LIABILITIES		**22,517,063**	19,604,229
CONTINGENCIES AND COMMITMENTS	24		
TOTAL EQUITY AND LIABILITIES		**64,127,458**	56,820,747

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

Iqbal Ali Lakhani	**Zulfiqar Ali Lakhani**	**Mudassir Iqbal**
Chairman/Director	Chief Executive	Chief Financial Officer

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		-------(Rupees in '000)-------	
Turnover		**169,945,792**	156,693,453
Sales tax		**(28,325,882)**	(26,091,422)
Trade and other discounts		**(16,399,860)**	(14,601,330)
Net turnover		**125,220,050**	116,000,701
Cost of sales	25	**(81,380,308)**	(75,279,791)
Gross profit		**43,839,742**	40,720,910
Selling and distribution cost	26	**(13,370,197)**	(11,991,368)
Administrative expenses	27	**(1,495,673)**	(1,368,584)
Other expenses	28	**(2,101,798)**	(2,011,916)
Other income	29	**3,541,114**	3,938,740
Profit from operations		**30,413,188**	29,287,782
Finance cost and bank charges	30	**(176,876)**	(166,266)
Profit before levy and taxation		**30,236,312**	29,121,516
Levy	31	**(6,482)**	(2,857)
Profit before taxation		**30,229,830**	29,118,659
Taxation	31	**(11,600,533)**	(10,721,386)
Profit after levy and taxation		**18,629,297**	18,397,273
Other comprehensive (loss)/income for the year - net of tax			
Item that will not be reclassified subsequently to profit or loss			
Remeasurement of post retirement benefits obligation		**(54,398)**	120,915
Impact of tax		**21,215**	(47,157)
		(33,183)	73,758
Total comprehensive income for the year		**18,596,114**	18,471,031
		-----------(Rupees)-----------	
Earnings per share - basic and dilutive	32	**76.74**	75.78

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

Iqbal Ali Lakhani	Zulfiqar Ali Lakhani	Mudassir Iqbal
Chairman/Director	Chief Executive	Chief Financial Officer

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30, 2026

	Issued, subscribed and paid-up share capital	Reserves				Remeasurement on post retirement benefits obligation - net of tax	Total Equity
		Capital reserve - share premium	Revenue reserves		Sub total - reserves		
			General reserve	Unappropriated profit			
	(Rupees in '000)						
Balance as at July 1, 2024	2,427,733	13,456	20,918,000	11,848,909	32,780,365	(318,188)	34,889,910
Transactions with owners							
Final dividend for the year ended June 30, 2024 at the rate of Rs. 34.5 per share	-	-	-	(8,375,678)	(8,375,678)	-	(8,375,678)
Interim dividend for the year ended June 30, 2025 at the rate of Rs. 32 per share	-	-	-	(7,768,745)	(7,768,745)	-	(7,768,745)
Total transactions with owners	-	-	-	(16,144,423)	(16,144,423)	-	(16,144,423)
Comprehensive income for the year							
Profit after taxation for the year ended June 30, 2025	-	-	-	18,397,273	18,397,273	-	18,397,273
Other comprehensive loss	-	-	-	-	-	73,758	73,758
Total comprehensive income for the year ended June 30, 2025	-	-	-	18,397,273	18,397,273	73,758	18,471,031
Transfer to general reserve	-	-	3,415,000	(3,415,000)	-	-	-
Balance as at June 30, 2025	2,427,733	13,456	24,333,000	10,686,759	35,033,215	(244,430)	37,216,518
Balance as at July 1, 2025	2,427,733	13,456	24,333,000	10,686,759	35,033,215	(244,430)	37,216,518
Transactions with owners							
Final dividend for the year ended June 30, 2025 at the rate of Rs. 29.5 per share	-	-	-	(7,161,812)	(7,161,812)	-	(7,161,812)
Interim dividend for the year ended June 30, 2026 at the rate of Rs. 29 per share	-	-	-	(7,040,425)	(7,040,425)	-	(7,040,425)
Total transactions with owners	-	-	-	(14,202,237)	(14,202,237)	-	(14,202,237)
Comprehensive income for the year							
Profit after taxation for the year ended June 30, 2026	**-**	**-**	**-**	**18,629,297**	**18,629,297**	**-**	**18,629,297**
Other comprehensive income	**-**	**-**	**-**	**-**	**-**	**(33,183)**	**(33,183)**
Total comprehensive income for the year ended June 30, 2026	**-**	**-**	**-**	**18,629,297**	**18,629,297**	**(33,183)**	**18,596,114**
Transfer to general reserve	**-**	**-**	**3,524,000**	**(3,524,000)**	**-**	**-**	**-**
Balance as at June 30, 2026	**2,427,733**	**13,456**	**27,857,000**	**11,589,819**	**39,460,275**	**(277,613)**	**41,610,395**

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

Iqbal Ali Lakhani
Chairman/Director

Zulfiqar Ali Lakhani
Chief Executive

Mudassir Iqbal
Chief Financial Officer

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		-------(Rupees in '000)-------	
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	33	29,753,190	26,891,930
Finance cost paid		(122,891)	(122,724)
Taxes and levy paid		(13,482,530)	(12,618,090)
Long-term loans (assets)		(13,630)	(3,288)
Long-term security deposits (assets)		(583)	(1,731)
Staff retirement gratuity paid		(104,231)	(163,185)
Long-term deposits		3,490	7,087
Net cash generated from operating activities		16,032,815	13,989,999
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for property, plant and equipment		(1,689,768)	(2,157,512)
Purchase of intangible assets		(64,584)	(9,262)
Short-term investments made during the year		(19,600,000)	(9,700,000)
Proceeds from sale of property, plant and equipment		125,382	123,859
Profit received on savings accounts		497,520	594,697
Restricted cash on account of lien		1,185,427	(1,269,827)
Profit received on term deposit receipts		4,498	105,174
Sale proceeds on disposal of short-term investments		18,527,139	13,249,401
Net cash (used in)/generated from investing activities		(1,014,386)	936,530
CASH FLOWS FROM FINANCING ACTIVITIES			
Payment of lease liabilities		(94,074)	(102,883)
Long-term financing repaid		(142,464)	(144,707)
Dividend paid		(14,215,972)	(16,121,738)
Net cash used in financing activities		(14,452,510)	(16,369,328)
Net increase/(decrease) in cash and cash equivalents during the year		565,919	(1,442,799)
Cash and cash equivalents at beginning of the year		3,588,162	5,030,961
Cash and cash equivalents at end of the year	34	4,154,081	3,588,162

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

Iqbal Ali Lakhani
Chairman/Director

Zulfiqar Ali Lakhani
Chief Executive

Mudassir Iqbal
Chief Financial Officer

NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

1. THE COMPANY AND ITS OPERATIONS

1.1 Colgate-Palmolive (Pakistan) Limited (the Company) was incorporated in Pakistan on December 5, 1977 as a public limited company with the name of National Detergents Limited. The name of the Company was changed to Colgate-Palmolive (Pakistan) Limited on March 28, 1990 when the Company entered into a Participation Agreement with Colgate-Palmolive Company, USA.

The Company is listed on Pakistan Stock Exchange. The registered office of the Company is situated at Lakson Square, Building No. 2, Sarwar Shaheed Road, Karachi, Pakistan. The Company has three production facilities; two at Kotri, District Jamshoro in Sindh and the one at Sundar Industrial Estate, Raiwind Road in Lahore. Further, the Company's warehousing facility is situated at Kotri, District Jamshoro in Sindh.

The Company is mainly engaged in the manufacture and sale of home care, personal care and other related products.

1.2 During the year, the Board of Directors of the Company in its meeting has approved to negotiate and enter into Asset Purchase Agreement with Procter and Gamble (Pakistan) Limited for the acquisition of land, manufacturing facility and assets located at Port Qasim, Karachi. To date, the Company has not entered into any agreement with Procter & Gamble (Pakistan) Limited.

2. MATERIAL ACCOUNTING POLICY INFORMATION

2.1 Basis of preparation

2.1.1 Basis of measurement

These financial statements have been prepared under the historical cost convention unless otherwise specifically stated.

2.1.2 Statement of compliance

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

2.1.3 Initial application of a standard, amendment or an interpretation to an existing standard

2.1.3.1 Amendments to published accounting and reporting standards which are effective for the year ended June 30, 2026

There were certain amendments to published accounting and reporting standards that became applicable for the Company during the year but are not considered to be relevant or did not have any significant effect on the Company's operations and have therefore not been disclosed in these financial statements.

2.1.3.2 Standard, amendments to published accounting and reporting standards and interpretations that are not yet effective and have not been early adopted by the Company

There are certain new standards and amendments to published accounting and reporting standards that will be applicable to the Company for its annual periods beginning on or after July 1, 2026. The new standards include IFRS 18 Presentation and Disclosure in Financial Statements with applicability date of January 1, 2027 as per IASB. The overall amendments include those made to IFRS 7 and IFRS 9 which clarify the date of recognition and derecognition of a financial asset or financial liability which are applicable for period beginning on or after January 1, 2026. The Company's management at present is in the process of assessing the full impacts of the new standard and the amendments to IFRS 7 and IFRS 9 and is expecting to complete the assessment in due course.

2.2 Property, plant and equipment

2.2.1 Operating fixed assets

Operating fixed assets are stated at cost less accumulated depreciation and accumulated impairment losses, if any. Cost includes expenditures directly attributable to the acquisition of the asset.
Assets having cost exceeding the minimum threshold as determined by the management are capitalised. All other assets are charged to profit or loss in the year when acquired.

Depreciation is charged to profit or loss applying the straight line method by applying rates (as stated in note 4.1.1). Depreciation on additions is charged from the month in which the asset is put to use and on disposal up to the month of disposal.

No depreciation is charged if the asset's residual value exceeds its carrying amount.

Residual values and the useful lives are reviewed at each date of statement of financial position and adjusted if expectations differ significantly from previous estimates.

Residual values are determined by the management as the amount it expects it would receive currently for an item of property, plant and equipment if it was already of the age and in the condition expected at the end of its useful life based on the prevailing market prices of similar assets already at the end of their useful lives.

Useful lives are determined by the management based on the expected usage of assets, physical wear and tear, technical and commercial obsolescence, legal and similar limits on the use of the assets and other similar factors.

The carrying values of property, plant and equipment are reviewed at each reporting date for indications that an asset may be impaired and carrying values may not be recovered. If any such indication exists and where the carrying value exceeds the estimated recoverable amount, the asset or cash generating unit is written down to its recoverable amount. The recoverable amount of property, plant and equipment is the greater of fair value less cost to sell and value in use.

Normal repairs and maintenance are charged to profit or loss as and when incurred. Major renewals and improvements, if any, are capitalised, when it is probable that future economic benefits will flow to the Company.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Gains and losses on disposals are determined by comparing proceeds with carrying amount of the relevant assets. These are included in profit or loss.

2.2.2 **Capital work in progress**

All expenditure connected with specific assets incurred during installation and construction period are carried under capital work in progress. These are transferred to specific assets as and when assets are available for use.

2.2.3 **Right-of-use assets**

Right-of-use assets are initially measured at cost being the present value of lease payments, initial direct costs, any lease payments made at or before the commencement of the lease as reduced by any incentives received. These are subsequently measured at cost less accumulated depreciation and accumulated impairment losses, if any.

Depreciation is charged on straight line basis over the shorter of the lease term or the useful life of the asset. Where the ownership of the asset transfers to the Company at the end of the lease term or if the cost of the asset reflects that the Company will exercise the purchase option, depreciation is charged over the useful life of asset.

2.3 **Stores and spares**

These are valued at lower of weighted average cost and net realizable value, except items in transit, which are stated at cost. Provision for slow moving, damaged and obsolete items are charged to the profit or loss. Ageing and value of items of stores and spares are reviewed at each reporting date to record provision for any slow moving, damaged and obsolete items.

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

2.4 **Stock in trade**

Stock in trade is valued at the lower of cost and estimated net realisable value. Cost is determined as follows:

Stages of stock in trade	**Basis of valuation**
Raw and packing material	Moving average cost
Raw and packing material in bonded warehouse and in transit	Cost accumulated upto the date of statement of financial position
Work in process and finished goods	Cost of direct materials and appropriate portion of production overheads
Trading goods	Moving average cost

Net realisable value is determined on the basis of estimated selling price of the product in the ordinary course of business less estimated costs of completion and the estimated costs necessary to be incurred to make the sale.

2.5 **Trade debts and other receivables**

Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case such are recognised at fair value. The Company holds the trade debts with the objective of collecting the contractual cash flows and therefore measures the trade debts subsequently at amortised cost using the effective interest method. Impairment of trade debts and other receivables is described in note 2.15.1.

2.6 **Taxation-levy and income tax**

In accordance with the Income Tax Ordinance, 2001, computation of final taxes is not based on taxable income. Therefore, as per IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes issued by the ICAP, these fall within the scope of IFRIC 21 / IAS 37 and accordingly have been classified as levy in these financial statements.

The charge for current taxation is based on taxable income at the current rates of taxation in accordance with the Income Tax Ordinance, 2001, after taking into account tax credit available, if any.

Deferred income tax

Deferred tax is recognised using the balance sheet liability method, on all temporary differences arising at the reporting date between the tax base of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that the future taxable profits will be available against which the assets may be utilized. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realized.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realized or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at reporting date.

2.7 **Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the statement of cash flows, cash and cash equivalents consist of cash and bank balances, cheques in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, running finance under mark-up arrangements and short-term loans which form an integral part of the Company's cash management.

2.8 **Provisions**

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

2.9 **Trade and other payables**

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

2.10 Deferred grant

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

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

Grants related to long-term finances are recognised in profit or loss on a systematic basis over the periods in which the Company recognises as finance cost related to long-term finances at market rate of interest.

2.11 Staff retirement benefits

Defined benefit plan

The Company operates a defined benefit plan, i.e., an approved funded gratuity scheme for all its permanent employees subject to attainment of retirement age and minimum service of prescribed period. Contributions are made to the fund on the basis of actuarial recommendations. Actuarial valuation is carried out using the projected unit credit method.

All actuarial gains and losses (i.e. remeasurements) are recognised in 'other comprehensive income' as they occur.

Defined contribution plan

The Company operates an approved funded provident fund scheme for all its permanent employees. Equal monthly contributions are made, both by the Company and its employees, to the fund at the rate of 9 percent of the basic salaries of employees.

Compensated absences

The liability in respect of compensated absences of employees is accounted for in the period in which the absences accrue. As the component of liability involved is not material, the Company does not carry out actuarial valuation for the said liability.

2.12 Revenue and other income

- Revenue from sale of goods is recognised as or when performance obligations are satisfied by transferring control of promised goods to customer, and control is transferred at a point in time either upon shipment or delivery of goods to customer. The company gives normal credit terms to its customers without any significant financing component.

- Revenue is recognised at transaction price (which excludes estimates of variable consideration), which represents the fair value of the consideration received or receivable excluding discount, rebates and government levies and the payment is typically due on the satisfaction of performance obligation.

- Interest income is recognised on a time proportion basis on the principal amount outstanding and at the applicable rate.

- Gains/(losses) arising on disposal of investments are included in profit or loss and are recognised on the date when the transaction takes place.

- Unrealised gains/(losses) arising on revaluation of securities classified as 'fair value through profit or loss' are included in profit or loss in the period in which they arise.

2.13 **Foreign currency transactions**

Transactions in foreign currencies are translated in Pakistan rupees (functional and presentation currency) at the exchange rate prevailing on the date of transaction. Monetary assets and liabilities in foreign currencies are translated into Pakistan rupees at the rates of exchange approximating those prevalent at the date of statement of financial position. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translations of monetary assets and liabilities denominated in foreign currencies are recognised in the profit or loss.

2.14 **Dividend and other appropriations**

Dividend is recognised as a liability in the period in which it is declared. Appropriations of profit are reflected in the statement of changes in equity in the period in which such appropriations are approved.

2.15 **Financial instruments**

2.15.1 **Financial assets**

The Company classifies its financial assets at amortised cost, fair value through other comprehensive income or fair value through profit or loss on the basis of the Company’s business model for managing the financial assets and the contractual cash flow characteristics of the financial asset.

a) **Financial assets at amortised cost**

Financial assets at amortised cost are held within a business model whose objective is 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. Interest income from these financial assets, impairment losses, foreign exchange gains and losses, and gain or loss arising on derecognition are recognised directly in profit or loss.

b) **Financial assets at fair value through other comprehensive income**

Financial assets at fair value through other comprehensive income are held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets 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.

c) **Financial assets at fair value through profit or loss**

Financial assets at fair value through profit or loss are those financial assets which are either designated in this category or not classified in any of the other categories. A gain or loss on debt investment that is subsequently measured at fair value through profit or loss is recognised in profit or loss in the period in which it arises.

Financial assets are initially measured at cost, which is the fair value of the consideration given and received respectively. These financial assets and liabilities are subsequently remeasured to fair value, amortised cost or cost as the case may be. Any gain or loss on the recognition and de-recognition of the financial assets and liabilities is included in the profit or loss for the period in which it arises.

Equity instrument financial assets/mutual funds are measured at fair value at and subsequent to initial recognition. Changes in fair value of these financial assets are normally recognised in profit or loss. Dividends from such investments continue to be recognised in profit or loss when the Company's right to receive payment is established. Where an election is made to present fair value gains and losses on equity instruments in other comprehensive income there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment.

Financial assets are derecognised when the rights to receive cash flows from the assets have expired or have been transferred and the Company has transferred substantially all risks and rewards of ownership. Assets or liabilities that are not contractual in nature and that are created as a result of statutory requirements imposed by the Government are not the financial instruments of the Company.

The Company assesses on a forward looking basis the expected credit losses associated with its financial assets carried at amortised cost and fair value through other comprehensive income. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade receivables, the Company applies the simplified approach, which requires expected lifetime losses to be recognised from initial recognition of the receivables. The Company recognises in profit or loss, as an impairment gain or loss, the amount of expected credit losses (or reversal) that is required to adjust the loss allowance at the reporting date.

2.15.2 **Financial liabilities**

All financial liabilities are recognised at the time when the Company becomes a party to the contractual provisions of the instrument. Financial liabilities at amortised costs are initially measured at fair value minus transaction costs. Financial liabilities at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in the profit or loss.

Financial liabilities, other than those at fair value through profit or loss, are subsequently measured at amortised cost using the effective yield method.

A financial liability is derecognised when the obligation under the liability is discharged, cancelled or expired. Where 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 and modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in respective carrying amounts is recognised in the profit or loss.

2.15.3 **Off-setting of financial assets and financial liabilities**

A financial asset and a financial liability is offset and the net amount is reported in the financial statements if the Company has a legally enforceable right to set-off the transaction and also intends either to settle on a net basis or to realise the asset and settle the liability simultaneously.

2.16 **Contingent liabilities**

Contingent liability is disclosed when:

- there is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non occurrence of one or more uncertain future events not wholly within the control of the Company; or

- there is present obligation that arises from past events but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

3. CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

The preparation of financial statements in conformity with the accounting and reporting standards requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the Company's accounting policies. Estimates and judgements are continually evaluated and are based on historic experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances. In the process of applying the Company's accounting policies, the management has made the following estimates and judgements which are significant to the financial statements:

a) Assumptions and estimates used in determining the recoverable amount, residual values and useful lives of operating fixed assets (note 4.1);

b) Assumptions and estimate used in provision for current tax and recognition of deferred tax (note 31);

c) Assumptions and estimates used in assessment of discount rates; and

d) Assumptions and estimates used in calculating expected credit losses.

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectation of future events that are believed to be reasonable under the circumstances.

4. PROPERTY, PLANT AND EQUIPMENT

	Note	**2026**	2025
		-------(Rupees in '000)-------	
Operating fixed assets	4.1	**9,234,531**	9,446,348
Capital work in progress	4.2	**696,227**	232,097
Right-of-use assets	4.3	**124,285**	190,570
		10,055,043	9,869,015

4.1 Operating fixed assets

4.1.1 The following is a statement of operating fixed assets:

	Leasehold land	Building on leasehold land	Plant and machinery	Fittings and installations	Furniture and fixtures	Tools and equipment	Vehicles	Computers and accessories	Office equipment	Total
	---	---	---	---	(Rupees in '000)	---	---	---	---	---
At July 1, 2024										
Cost	467,255	2,737,458	9,373,636	970,303	241,007	1,084,154	1,191,453	317,345	264,849	16,647,460
Accumulated depreciation	-	(1,233,330)	(4,982,331)	(430,162)	(182,893)	(636,969)	(492,668)	(257,124)	(158,452)	(8,373,929)
Net book value	467,255	1,504,128	4,391,305	540,141	58,114	447,185	698,785	60,221	106,397	8,273,531
Year ended June 30, 2025										
Additions	861	11,160	85,469	5,892	4,563	52,452	369,816	47,449	6,276	583,938
Transfers from capital work in progress during the year (note 4.2.1)	-	86,536	1,176,899	128,529	10,020	373,466	42,184	2,397	2,305	1,822,336
Disposals (note 4.1.4)										
Cost	-	(374)	(81,077)	(32,091)	(3,011)	(24,960)	(147,800)	(80,825)	(1,416)	(371,554)
Depreciation	-	374	81,077	31,893	3,011	24,956	96,002	80,663	1,416	319,392
Net book value	-	-	-	(198)	-	(4)	(51,798)	(162)	-	(52,162)
Write offs										
Cost	-	-	(24)	-	(616)	(655)	-	(1,352)	(3,124)	(5,771)
Depreciation	-	-	24	-	616	655	-	1,352	3,123	5,770
Net book value	-	-	-	-	-	-	-	-	(1)	(1)
Depreciation charge for the year (note 4.1.5)	-	(124,431)	(547,726)	(94,811)	(16,030)	(147,377)	(177,576)	(41,861)	(31,482)	(1,181,294)
Net book value as at June 30, 2025	468,116	1,477,393	5,105,947	579,553	56,667	725,722	881,411	68,044	83,495	9,446,348
Year ended June 30, 2026										
Additions	**-**	**12,359**	**107,609**	**2,313**	**527**	**60,455**	**451,191**	**43,402**	**5,024**	**682,880**
Transfers from capital work in progress during the year (note 4.2.1)	**-**	**148,975**	**251,903**	**2,166**	**3,195**	**48,900**	**29,444**	**5,340**	**52,835**	**542,758**
Disposals (note 4.1.4)										
Cost	**-**	**(3,344)**	**(36,040)**	**(368)**	**-**	**(240)**	**(153,433)**	**(15,621)**	**(5,490)**	**(214,536)**
Depreciation		**1,185**	**34,522**	**304**	**-**	**240**	**101,868**	**15,504**	**5,490**	**159,113**
Net book value	**-**	**(2,159)**	**(1,518)**	**(64)**	**-**	**-**	**(51,565)**	**(117)**	**-**	**(55,423)**
Depreciation charge for the year (note 4.1.5)		**(144,495)**	**(643,427)**	**(103,418)**	**(14,252)**	**(169,505)**	**(224,533)**	**(48,043)**	**(34,359)**	**(1,382,032)**
Net book value as at June 30, 2026	**468,116**	**1,492,073**	**4,820,514**	**480,550**	**46,137**	**665,572**	**1,085,948**	**68,626**	**106,995**	**9,234,531**
At June 30, 2025										
Cost	468,116	2,834,780	10,554,903	1,072,633	251,963	1,484,457	1,455,653	285,014	268,890	18,676,409
Accumulated depreciation	-	(1,357,387)	(5,448,956)	(493,080)	(195,296)	(758,735)	(574,242)	(216,970)	(185,395)	(9,230,061)
Net book value	468,116	1,477,393	5,105,947	579,553	56,667	725,722	881,411	68,044	83,495	9,446,348
Annual rates of depreciation (%) 2025	-	5 to 20	7 to 33	10 to 33	15 & 33	15 to 33	20 & 33	33	15 & 33	
At June 30, 2026										
Cost	**468,116**	**2,992,770**	**10,878,375**	**1,076,744**	**255,685**	**1,593,572**	**1,782,855**	**318,135**	**321,259**	**19,687,511**
Accumulated depreciation	**-**	**(1,500,697)**	**(6,057,861)**	**(596,194)**	**(209,548)**	**(928,000)**	**(696,907)**	**(249,509)**	**(214,264)**	**(10,452,980)**
Net book value	**468,116**	**1,492,073**	**4,820,514**	**480,550**	**46,137**	**665,572**	**1,085,948**	**68,626**	**106,995**	**9,234,531**
Annual rates of depreciation (%) 2026	**-**	**5 to 20**	**7 to 33**	**10 to 33**	**15 & 33**	**15 to 33**	**20 & 33**	**33**	**15 & 33**	

4.1.2 Tools and equipments include cost of moulds held by third parties, for manufacturing certain products of the Company, as follows:

	2026	2025
	(Rupees in '000)	
Nimir Industrial Chemicals Limited	**10,385**	2,050
Techno Plast	**1,400**	-
Naveed Company	**113**	113
Afeef Packages (Private) Limited	**2,796**	2,796
Transpak (Private) Limited	**23,481**	23,481
Rizwan Enterprises	**1,997**	1,997
Sunrise Plastic Industries (Private) Limited	**5,900**	5,900
Synthetic Product Enterprise Limited	**39,097**	36,357
Agar Plastic (Private) Limited	**4,608**	4,608
	89,777	77,302

These assets are free of lien and the Company has full right of repossession.

4.1.3 Particulars of immovable property (i.e. land and building) in the name of the Company are as follows:

	Location	Usage of immovable property	Total area (Square metres)	* Covered area (Square metres)
a)	G-6, S.I.T.E., Kotri, District Jamshoro (Sindh)	Manufacturing facility	51,719	48,657
b)	H-36(B), S.I.T.E., Kotri, District Jamshoro (Sindh)	-do-	21,220	7,333
c)	217, Sundar Industrial Estate, Raiwind Road, Lahore	-do-	33,314	19,657
d)	Plot # A-1, S.I.T.E. Area, Kotri, District Jamshoro (Sindh)	Warehousing Facility	20,234	7,001

** The covered area includes multi-storey buildings.*

4.1.4 The following operating fixed assets with a net book value exceeding Rs. 500,000 were disposed off during the year:

Particulars	Mode of disposal	Cost	Accumulated depreciation	Net book value	Sale proceeds	Gain/ (loss)	Particulars of buyers	Relationship of buyer with Company or director, if any
		--------------	(Rupees in '000)			--------------		
Plant and Machinery:								
	Bidding	29,243	25,723	3,520	10,000	6,480	Nimir Industrial Chemicals Limited	N/A
Vehicles:								
	Negotiation	3,736	1,196	2,540	3,000	460	Princeton Travel Pvt Ltd	Related Party
	Bidding	1,570	900	670	2,180	1,510	Farooq & Sons	N/A
	--do--	2,790	1,377	1,413	2,577	1,164	Anees Motors	N/A
	--do--	2,791	1,228	1,563	2,615	1,052	Hoorain Cars	N/A
	--do--	2,647	1,129	1,518	2,280	762	Uraiba Enterprises	N/A
	--do--	2,649	1,165	1,484	2,320	836	Farooq & Sons	N/A
	--do--	3,317	1,858	1,459	3,743	2,284	Anees Motors	N/A
	--do--	2,791	1,526	1,265	2,725	1,460	Uraiba Enterprises	N/A
	--do--	2,286	1,279	1,007	2,725	1,718	Anees Motors	N/A
	As Per Company Policy	3,201	1,750	1,451	2,970	1,519	Muhammad Kazim	Employee
	--do--	2,598	1,201	1,397	1,789	392	Umair Shakeel	--do--
	--do--	2,790	1,414	1,376	2,338	962	Muhammad Shahbaz	--do--
	--do--	4,139	2,783	1,356	1,356	-	Agha Waliullah	--do--
	--do--	3,977	2,775	1,202	1,534	332	Suhail Razvi	--do--
	--do--	2,362	1,179	1,183	1,566	383	Muhammad Ather	--do--
	--do--	1,979	870	1,109	1,255	146	Rameez Ul Haq	--do--
	--do--	1,987	917	1,070	1,254	184	Aadil Shahzad	--do--
	--do--	1,979	977	1,002	1,196	194	Muhammad Tauseef	--do--
	--do--	2,004	1,016	988	1,936	948	Kashif Awan	--do--
	--do--	3,753	2,885	868	2,029	1,161	Junaid Imam	--do--
	--do--	2,655	1,847	808	996	188	Mujtaba Hussain	--do--
	--do--	2,647	1,858	789	1,029	240	Asif Iqbal	--do--
	--do--	2,647	1,858	789	1,029	240	Azam Ali Khan	--do--
	--do--	3,490	2,792	698	3,023	2,325	Hassan Muhammad	--do--
	--do--	1,679	1,007	672	1,880	1,208	Mujeeb Nawaz	--do--
	--do--	4,420	2,240	2,180	2,862	682	Rafay Siddiqui	--do--
	--do--	4,378	2,213	2,165	3,619	1,454	Hassan Raza	--do--
	--do--	3,315	2,652	663	2,665	2,002	Israr Ul Haq	--do--
	--do--	2,467	1,884	583	1,270	687	Arif Kamran	--do--
	--do--	1,958	1,386	572	1,950	1,378	Faisal Afzal	--do--
	--do--	2,407	1,835	572	1,234	662	Khurram Ali	--do--
	--do--	2,407	1,835	572	1,234	662	Muzzammil Pasha	--do--
	--do--	1,679	1,119	560	1,688	1,128	Shahzad Ahmed	--do--
	--do--	2,775	2,220	555	2,275	1,720	Amir Saeed	--do--
	--do--	2,713	2,170	543	2,340	1,797	Shahzad Noor	--do--
	Insurance Claim	2,004	882	1,122	2,025	903	Century Insurance Co. Ltd.	Related Party
Other items having net book value of less than Rs.	Various	86,306	74,167	12,139	40,875	28,736		
2026		**214,536**	**159,113**	**55,423**	**125,382**	**69,959**		
2025		371,554	319,392	52,162	123,859	71,697		

4.1.5 Depreciation charge for the year has been allocated as follows:

	Note	2026	2025
		-------(Rupees in '000)-------	
Cost of sales	25.1	**1,142,629**	982,270
Selling and distribution costs	26	**176,565**	145,410
Administrative expenses	27	**62,838**	53,614
		1,382,032	1,181,294

4.2 Capital work in progress

	Note	2026	2025
Advances to suppliers		**261,389**	112,194
Others	4.2.1	**434,838**	119,903
		696,227	232,097

4.2.1 The following is a statement of capital work in progress:

	Building on leasehold land	Plant and machinery	Fittings and installations	Other assets	Total
	------------------(Rupees in '000)------------------				
Balance as at July 1, 2024	45,013	205,475	36,703	53,042	340,233
Capital expenditure incurred during the year (note 4.2.2)	134,435	975,906	93,265	412,032	1,615,638
Transfers to operating fixed assets (note 4.1.1)	(86,536)	(1,176,899)	(128,529)	(430,372)	(1,822,336)
Transfers within class	-	-	3,287	(3,287)	-
Charge off	(4,801)	(1,156)	(1,585)	(6,090)	(13,632)
Balance as at June 30, 2025	88,111	3,326	3,141	25,325	119,903
Capital expenditure incurred during the year (note 4.2.2)	**388,797**	**344,634**	**951**	**126,630**	**861,012**
Transfers to operating fixed assets (note 4.1.1)	**(148,975)**	**(251,903)**	**(2,166)**	**(139,714)**	**(542,758)**
Charge off	**(887)**	**(555)**	**-**	**(1,877)**	**(3,319)**
Balance as at June 30, 2026	**327,046**	**95,502**	**1,926**	**10,364**	**434,838**

4.2.2 This includes items in transit aggregating Rs. 71.005 million (2025: Rs. 0.282 million).

4.3 RIGHT-OF-USE ASSETS

4.3.1 The following is a statement of right of use assets:

	Note	Buildings	Tools and equipment	Total
		-----------(Rupees in '000)-----------		
As at July 1, 2024				
Cost		**402,493**	**58,237**	460,730
Accumulated depreciation		**(245,836)**	**(35,370)**	(281,206)
Net book value		**156,657**	**22,867**	179,524
Year ended June 30, 2025				
Additions		**76,507**	**-**	76,507
Impact of termination of lease				
Cost		**(15,870)**	**-**	(15,870)
Accumulated depreciation		**15,870**	**-**	15,870
		-	**-**	-
Depreciation charge for the year		**(55,295)**	**(10,166)**	(65,461)
Net book value as at June 30, 2025		**177,869**	**12,701**	190,570
Year ended June 30, 2026				
Additions		**-**	**-**	-
Modification of lease		**-**	**8,890**	8,890
Depreciation charge for the year	4.3.2	**(56,120)**	**(19,055)**	(75,175)
Net book value as at June 30, 2026		**121,749**	**2,536**	124,285
As at June 30, 2025				
Cost		**463,130**	**58,237**	521,367
Accumulated depreciation		**(285,261)**	**(45,536)**	(330,797)
Net book value		**177,869**	**12,701**	190,570
Annual rate of depreciation (%) 2025		10-33	15-25	
As at June 30, 2026				
Cost		**463,130**	**67,127**	530,257
Accumulated depreciation		**(341,381)**	**(64,591)**	(405,972)
Net book value		**121,749**	**2,536**	124,285
Annual rate of depreciation (%) 2026		10-33	15-25	

4.3.2 Depreciation charge for the year has been allocated as follows:

	Note	**2026**	2025
		-------- (Rupees in '000) --------	
Cost of sales	25.1	**21,462**	12,572
Selling and distribution costs	26	**37,338**	36,514
Administrative expenses	27	**16,375**	16,375
		75,175	65,461

5. LONG-TERM LOANS

	Note	2026	2025
		(Rupees in '000)	
Considered good			
- due from executives	5.1	**156,299**	135,917
- due from other employees	5.1	**6,262**	18,013
		162,561	153,930
Recoverable within one year	10	**(55,786)**	(60,785)
		106,775	93,145

5.1 These loans are interest free and have been given to executives and other employees of the Company for purchase of house, vehicles or for personal use in accordance with their terms of employment. These loans are to be repaid over a period of one to five years in equal monthly installments. Any outstanding loan due from an employee at the time of leaving the service of the Company is adjustable against final settlement of staff provident fund.

5.2 Long-term loans have been carried at cost as the effect of carrying these balances at amortised cost is not considered to be material.

6. LONG-TERM SECURITY DEPOSITS

	Note	2026	2025
		(Rupees in '000)	
Long-term security deposits	6.1	**26,852**	26,269

6.1 These include Rs. 13.519 million (2025: Rs. 12.936 million) representing amount deposited with Water and Power Development Authority (WAPDA) for enhancement in electricity load for detergent unit at Kotri.

7. STORES AND SPARES

	Note	2026	2025
		(Rupees in '000)	
Stores		**282,015**	230,735
Spares	7.1	**1,078,993**	1,022,667
		1,361,008	1,253,402
Less: Provision for obsolete stores and spares	7.2	**(37,023)**	(30,466)
		1,323,985	1,222,936

7.1 These include spares in transit amounting to Rs. 16.369 million (2025: Rs. 49.350 million).

7.2 Provision for obsolete stores and spares

	Note	2026	2025
		(Rupees in '000)	
Opening balance		**30,466**	22,644
Add: charge for the year		**6,557**	7,822
Closing balance		**37,023**	30,466

8. STOCK IN TRADE

	Note	2026	2025
		(Rupees in '000)	
Raw materials			
- in hand		**8,663,021**	8,811,671
- with third parties		**7,503**	3,257
- in transit		**3,408,947**	2,064,710
		12,079,471	10,879,638
Packing materials			
- in hand		**1,589,550**	1,303,039
- with third parties		**15,813**	8,365
- in transit		**183,091**	81,638
		1,788,454	1,393,042
Work in process	25.1	**1,180,337**	1,445,017
Finished goods			
- in hand		**3,187,075**	3,138,391
- in transit		**-**	559
	25	**3,187,075**	3,138,950
Trading goods			
- in hand		**609,649**	483,772
- in transit		**20**	-
	25	**609,669**	483,772
Less: Provision for obsolete inventory	8.1	**(96,568)**	(93,289)
		18,748,438	17,247,130

8.1 Provision for obsolete inventory

	2026	2025
Opening balance	**93,289**	65,055
Add: charge for the year	**18,793**	51,813
Less: Write off against provision	**(15,514)**	(23,579)
Closing balance	**96,568**	93,289

9. TRADE DEBTS

	Note	2026	2025
Considered good			
- due from related parties	9.1, 9.2 & 9.3	**3,863**	3,218
- others	9.4	**1,461,266**	1,609,194
		1,465,129	1,612,412
Considered doubtful			
- others		**101,121**	24,254
		1,566,250	1,636,666
Less: Allowance for expected credit losses	9.5	**(101,121)**	(24,254)
		1,465,129	1,612,412

9.1 Trade debts include the following amounts due from related parties:

	2026	2025
	(Rupees in '000)	
The Aga Khan Hospital and Medical College Foundation	**3,830**	3,109
Television Media Network (Private) Limited	**22**	1
SIZA Foods (Private) Limited	**11**	108
	3,863	3,218

9.2 The ageing analysis of trade debts due from related parties is as follows:

	2026	2025
	(Rupees in '000)	
Upto 1 month	**3,863**	3,218

9.3 The maximum aggregate amount of receivable due from related parties at the end of any month during the year was Rs. 12.655 million (2025: Rs. 23.533 million).

9.4 As at June 30, 2026, trade receivables of Rs. 664.394 million (2025: Rs. 670.659 million) were past due but not impaired. These relate to a number of independent customers for whom there is no recent history of default. The ageing analysis of these trade receivables is as follows:

	2026	2025
	(Rupees in '000)	
Upto 1 month	**485,301**	464,476
1 to 6 months	**63,963**	84,714
More than 6 months	**115,130**	121,469
	664,394	670,659

9.5 Allowance for expected credit losses

	2026	2025
Opening balance	**24,254**	16,962
Add: charge for the year	**80,000**	7,292
Less: Write off against provision	**(3,133)**	-
Closing balance	**101,121**	24,254

10. LOANS AND ADVANCES

	Note	2026	2025
		(Rupees in '000)	
Considered good			
Current portion of long-term loans			
- due from executives		**52,715**	53,476
- due from other employees		**3,071**	7,309
	5	**55,786**	60,785
Advances			
- to employees	10.1	**9,736**	7,206
- to contractors and suppliers		**178,836**	202,630
- to collector of customs		**58,668**	113,294
		247,240	323,130
		303,026	383,915

10.1 Advances to employees are provided to meet business expenses and are settled as and when the expenses are incurred.

11. TRADE DEPOSITS AND SHORT-TERM PREPAYMENTS

	Note	2026	2025
		(Rupees in '000)	
Security deposits		**17,270**	20,585
Prepayment	11.1	**52,635**	120,002
		69,905	140,587

11.1 This includes prepaid insurance to Century Insurance Company Limited amounted to Rs. 10.937 million (2025: Rs. 79.102 million).

12. OTHER RECEIVABLES

	Note	2026	2025
		(Rupees in '000)	
Receivable from related parties	12.1, 12.2 & 12.3	**5,112**	11,422
LC margin on imports		**171,875**	218,911
Sales tax receivable		**1,255,418**	-
Others	12.4	**13,172**	13,172
		1,445,577	243,505

12.1 Other receivables include the following amounts due from related parties:

	2026	2025
Century Insurance Company Limited	**3,705**	10,039
Cyber Internet Services (Private) Limited	**156**	117
Colgate-Palmolive Company, USA	**1,173**	1,173
Nayapay (Pvt) Limited	**78**	78
Siza Foods (Pvt) Ltd.	**-**	15
	5,112	11,422

12.2 The ageing analysis of other receivables due from related parties is as follows:

	2026	2025
Upto 1 month	**3,939**	7,169
1 to 6 months	**-**	3,080
More than 6 months	**1,173**	1,173
	5,112	11,422

12.3 The maximum aggregate amount of receivable due from related parties at the end of any month during the year was Rs. 14.627 million (2025: Rs. 11.422 million).

12.4 These include pay orders issued in favour of Collector of Customs for clearance of tooth brushes shipments amounting to Rs. 12.844 million (2025: Rs. 12.844 million).

13. Short-term investments

	Note	2026	2025
At amortised cost	13.1	**51,747**	51,747
At fair value through profit or loss	13.2	**23,276,805**	20,146,578
		23,328,552	20,198,325

13.1 This includes profits on these term deposits range between 5.73% and 7.23% per annum (2025: between 6.68% and 10.16% per annum) having maturity within one year.

13.2 Investments - Fair value through profit or loss

Name of the investee	As at July 01, 2025	Purchase during the year	Units reinvested during the year	Sale/ Redemption during the year	As at June 30, 2026	Average cost as at June 30, 2026	Fair Value as at June 30, 2026	Unrealised gain/(loss) as at June 30, 2026	Fair Value as at June 30, 2025
	(Number of units in '000)					(Rupees in '000)			
Lakson Income Fund	36,238	83,064	29	(81,650)	37,681	3,861,529	3,862,776	1,247	3,708,203
Lakson Money Market Fund	1,461	48,569	2	(47,985)	2,047	210,519	210,519	-	938,215
Atlas Income Fund	634	429	-	(1,063)	-	-	-	-	335,730
Atlas Money Market Fund	158	3,963	1	(3,368)	754	392,522	387,337	(5,185)	80,828
AL Habib Money Market Fund	15,567	19,744	-	(19,447)	15,864	1,598,609	1,603,915	5,306	1,563,605
ABL Financial Sector Plan - I	381,783	252,036	163	(429,289)	204,693	2,023,367	2,050,288	26,921	3,823,178
ABL Islamic Money Market Plan	-	249,097	111	(144,234)	104,974	1,029,948	1,052,041	22,093	-
Alfalah GHP MMF	190	15,057	-	(9,853)	5,394	534,842	536,138	1,296	21,489
Alfalah Cash Fund II - A	7,954	-	-	(7,954)	-	-	-	-	815,957
Alfalah Cash Fund II - C	-	9,459	-	(4,520)	4,939	507,458	508,586	1,128	-
Alfalah Islamic MMF	-	7,331	-	(4,815)	2,516	253,125	253,145	20	-
Alfalah MMF II	-	57	-	-	57	5,885	5,898	13	-
HBL Cash Fund	11,348	9,013	-	(11,391)	8,970	928,135	930,408	2,273	1,172,983
MCB Cash Management Optimizer	1,000	30,595	-	(21,765)	9,830	1,006,113	1,008,377	2,264	102,257
MCB Government Securities Plan 1	18,138	13,146	-	(30,064)	1,220	122,994	122,994	-	1,820,249
MCB Investments Savings Plan	-	41,816	-	(19,776)	22,040	2,212,903	2,219,031	6,128	-
MCB DCF Fixed Return III Plan 8	5,032	-	-	(5,032)	-	-	-	-	2,164,786
NIT Money Market Fund	82,113	187,250	-	(149,614)	119,749	1,166,997	1,169,250	2,253	801,634
UBL Money Market Fund	18,395	18	-	(18,413)	-	-	-	-	1,860,380
UBL Al-Ameen Fund Islamic Soverign Plan	-	14,425	-	(6,962)	7,463	761,553	763,583	2,030	-
UBL Liquidity Plus Fund	1	12,867	-	-	12,868	1,292,640	1,295,298	2,658	-
Meezan Cash Fund (MCF)	4,826	21,500	-	(26,326)	-	-	-	-	248,190
Meezan Fixed Term Fund – MPM XXI	4,061	-	-	(4,061)	-	-	-	-	203,074
Meezan Fixed Term 45	-	38,569	-	-	38,569	1,928,434	1,928,434	-	-
Meezan Fixed Term 49	-	29,651	-	-	29,651	1,482,529	1,482,529	-	-
NBP Money Market Fund	48,423	48,179	-	(96,602)	-	-	-	-	485,820
NBP Islam Money Market Fund	-	157,997	-	(75,574)	82,423	838,658	840,191	1,533	-
NBP Islamic Mustahkam Fund	-	52,569	-	-	52,569	525,692	529,082	3,390	-
Faysal Islamic Mehdood Muddat Plan-XXIII	-	10,277	-	(5,141)	5,136	516,309	516,985	676	-
	637,322	**1,356,678**	**306**	**(1,224,899)**	**769,407**	**23,200,761**	**23,276,805**	**76,044**	**20,146,578**

13.3 Lakson Income Fund and Lakson Money Market Fund are managed by Lakson Investment Limited.

14. CASH AND BANK BALANCES

	Note	2026	2025
		-------- (Rupees in '000) --------	
With banks in current/savings accounts			
- Local currency			
- Current accounts		**193,860**	292,336
- Savings accounts	14.1	**3,798,157**	4,117,470
		3,992,017	4,409,806
- Foreign currency			
- Current accounts		**245,477**	232,115
Cheques in hand		**-**	215,309
Cash in hand		**987**	759
		4,238,481	4,857,989

14.1 The rate of profit on savings accounts ranges between 7.50% and 10.75% (2025: 7.5% and 9.75%) per annum.

15. SHARE CAPITAL

15.1 Authorised share capital

2026	2025		2026	2025
Number of shares			-------- (Rupees in '000) --------	
250,000,000	250,000,000	Ordinary shares of Rs. 10 each	**2,500,000**	2,500,000

15.2 Issued, subscribed and paid-up share capital

2026	2025		2026	2025
Number of shares			-------- (Rupees in '000) --------	
5,882,338	5,882,338	Ordinary shares of Rs. 10 each fully paid in cash	**58,824**	58,824
236,890,934	236,890,934	Ordinary shares of Rs. 10 each issued as fully paid bonus shares	**2,368,909**	2,368,909
242,773,272	242,773,272		**2,427,733**	2,427,733

15.3 Colgate-Palmolive Company, an associate incorporated under the laws of State of Delaware, USA, owns 30% (2025: 30%) of the Company's share capital. The controlling shareholders of the Company have a right of first refusal in the event that Colgate-Palmolive Company should divest their shares.

15.4 All ordinary shares rank equally with regard to the Company's residual assets. Holders of these shares are entitled to dividends as declared from time to time and are entitled to one vote per share at general meetings of the Company.

16. RESERVES

	Note	2026	2025
		(Rupees in '000)	
Capital reserve			
- Share premium reserve	16.1	**13,456**	13,456
Revenue reserve			
- General reserve		**27,857,000**	24,333,000
- Unappropriated profit		**11,589,819**	10,686,759
		39,446,819	35,019,759
		39,460,275	35,033,215

16.1 This reserve can be utilised by the Company only for the purpose specified in section 81 of the Companies Act, 2017.

17. DEFERRED TAXATION - NET

	Note	2026	2025
		(Rupees in '000)	
Credit/(debit) balances arising in respect of timing differences relating to:			
Taxable temporary difference			
Accelerated tax depreciation allowance		**741,638**	822,163
Right-of-use assets		**45,985**	74,322
Intangibles		**-**	110
Short-term investments		**25,352**	2,976
Cess payable		**200,620**	-
		1,013,595	899,571
Deductible temporary difference			
Provision for compensated absences		**(55,938)**	(51,357)
Provision for obsolete inventory and stores and spares		**(49,429)**	(48,264)
Intangibles		**(56)**	-
Provision for impairment of trade debts		**(37,415)**	(9,459)
Deferred asset		**-**	(43,096)
Lease liabilities		**(94,785)**	(119,384)
		(237,623)	(271,560)
		775,972	628,011

17.1 The movement in temporary differences is as follows:

	Balance as at July 1, 2024	Recognised in profit or loss	Balance as at June 30, 2025	Recognised in profit or loss	Balance as at June 30, 2026
	--------------------(Rupees in '000)--------------------				
Deferred tax debits:					
Accelerated tax depreciation allowance	637,389	184,774	822,163	(80,525)	741,638
Right-of-use assets	69,314	5,008	74,322	(28,337)	45,985
Short-term investments	8,734	(5,758)	2,976	22,376	25,352
Sindh Infrastructure Development Cess payable	-	-	-	200,620	200,620
	715,437	184,024	899,461	114,134	1,013,595
Deferred tax credits:					
Provision for compensated absences	(44,239)	(7,118)	(51,357)	(4,581)	(55,938)
Provision for obsolete inventory and stores and spares	(33,861)	(14,403)	(48,264)	(1,165)	(49,429)
Intangibles	(34)	144	110	(166)	(56)
Provision for impairment of trade debts	(6,549)	(2,910)	(9,459)	(27,956)	(37,415)
Deferred liability	(18,107)	(24,989)	(43,096)	43,096	-
Lease liabilities	(111,180)	(8,204)	(119,384)	24,599	(94,785)
	501,467	126,544	628,011	147,961	775,972

17.2 Due to change of super tax at the rate of 8%, the applicable rate has decreased from 39% to 37%. Accordingly, the Company has recorded deferred tax at 37% in accordance with applicable accounting and reporting standards.

18. LONG-TERM DEPOSITS

	2026	2025
	------- (Rupees in '000) -------	
Deposits obtained from:		
- Distributors	**57,799**	54,309
- Transporters	**500**	500
- Others	**1,993**	1,993
	60,292	56,802

18.1 As per the requirements of section 217 of the Companies Act, 2017 deposits amounting to Rs. 17.041 million (2025: Rs. 17.041 million) are utilised for the purpose of business as per the written agreements and deposits amounting to Rs. 40.758 million (2025: Rs. 37.268 million) are kept in a separate bank account.

19. DEFERRED LIABILITY/(ASSET)

	Note	2026	2025
		------- (Rupees in '000) -------	
Staff retirement gratuity	19.1	**43,918**	(10,412)

19.1 The Company offers a defined post-employment gratuity benefit to its employees. The gratuity fund is governed under the Sindh Trusts Act, 2020, Trust Deed and Rules of Fund, Companies Act, 2017, the Income Tax Ordinance, 2001 and the Income Tax Rules, 2002. Responsibility for governance of plan, including investment decisions and contribution schedule lie with Board of Trustees of the Fund.

Defined benefit plan (staff retirement gratuity)

	Note	**2026**	2025
		------- (Rupees in '000) -------	
- funded	19.5	**43,918**	(10,412)

19.2 As stated in note 2.11, the Company operates a defined benefit plan i.e. an approved funded gratuity scheme for all its permanent employees subject to attainment of retirement age and minimum service of prescribed period. Actuarial valuation of the scheme is carried out every year and the latest actuarial valuation was carried out as at June 30, 2026. The disclosures made in notes 19.3 to 19.17 are based on the information included in the actuarial report.

19.3 The actuarial valuation of gratuity plan was carried out as at June 30, 2026. The projected unit credit method using the following significant assumptions was used for this valuation:

	2026	2025
	------- (Rupees in '000) -------	
- Discount rate-per annum compound	**11.75**	11.75
- Expected rate of increase in salaries - per annum		
For next year	**14.00**	15.00
For subsequent years	**11.75**	11.75

19.4 Mortality rate

The rates assumed were based on the SLIC (2001-2005) mortality table.

19.5 Statement of financial position reconciliation

	Note	**2026**	2025
		------- (Rupees in '000) -------	
Present value of defined benefit obligation	19.6	**1,978,049**	1,711,682
Fair value of plan assets	19.7	**(1,934,131)**	(1,722,094)
		43,918	(10,412)

19.6 Movement in defined benefit obligation

	2026	2025
Present value of defined benefit obligation as at July 1	**1,711,682**	1,482,749
Current service cost	**111,578**	99,273
Interest cost	**196,257**	212,794
Remeasurement on obligation from changes in financial assumption	**34,624**	43,255
Remeasurement on obligation from experience adjustments	**6,734**	(46,238)
Benefits paid	**(81,669)**	(69,248)
Benefits due but not paid	**(1,157)**	(10,903)
Present value as at June 30	**1,978,049**	1,711,682

19.7 Movement in fair value of plan assets

	Note	2026	2025
		------- (Rupees in '000) -------	
Fair value as at July 1		**1,722,094**	1,319,564
Expected return on plan assets		**203,672**	201,564
Remeasurement on fair value of plan assets		**(13,040)**	117,932
Contributions made to the fund		**104,231**	163,185
Benefits paid		**(81,669)**	(69,248)
Benefits due but not paid		**(1,157)**	(10,903)
Fair value as at June 30		**1,934,131**	1,722,094

19.8 Movement in net liability in the statement of financial position is as follows:

	Note	2026	2025
Balance of net liability as at July 1		**(10,412)**	163,185
Charge for the year	19.10	**104,163**	110,503
Contributions made to the fund		**(104,231)**	(163,185)
Net remeasurement for the year		**54,398**	(120,915)
Balance of net liability/(asset) as at June 30		**43,918**	(10,412)

19.9 Amounts charged to profit or loss:

	2026	2025
Current service cost	**111,578**	99,273
Net interest cost	**(7,415)**	11,230
	104,163	110,503

19.10 Charge for the year has been allocated as under:

	Note	2026	2025
Cost of sales	25.1	**42,607**	45,231
Selling and distribution costs	26	**40,895**	43,303
Administrative expenses	27	**20,661**	21,969
		104,163	110,503

19.11 Actual return on plan assets

	2026	2025
Expected return on plan assets	**203,672**	201,564
Remeasurement on fair value of plan assets	**(13,040)**	117,932
Actual return on plan assets	**190,632**	319,496

19.12 Plan assets comprise of the following:

	2026		2025	
	(Rs in '000)	**Percentage**	(Rs in '000)	Percentage
Shares and units of mutual funds	**1,702,035**	**88.00**	1,251,962	72.70
Debt instruments	**193,413**	**10.00**	339,253	19.70
Cash at Banks	**38,683**	**2.00**	130,879	7.60
	1,934,131	**100.00**	1,722,094	100.00

19.13 Expected contribution to defined benefit plan for the year ending June 30, 2027 is Rs. 127.387 million.

19.14 The sensitivity of the defined benefit obligation to changes in the weighted principal assumptions is:

	Impact on defined benefit obligation		
	Change in assumption	**Increase in assumption**	**Decrease in assumption**
	-------- (Rupees in '000) --------		
Discount rate	**1%**	**(119,046)**	133,451
Salary growth rate	**1%**	**131,867**	(119,770)

19.15 The above sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions may be correlated. When calculating the sensitivity of the defined benefit obligation to significant actuarial assumptions the same method (present value of the defined benefit obligation calculated with the projected unit credit method at the end of the reporting period) has been applied as when calculating the staff retirement gratuity recognised within the statement of financial position.

19.16 The average duration of the defined benefit obligation is 6 years.

19.17 The Company faces the following risks on account of defined benefit plan:

Mortality risks - The risk that the actual mortality experience is different. The effect depends on the beneficiaries service/age distribution and the benefit.

Final salary risks - The risk that the final salary at the time of cessation of service is different than what was assumed. Since the benefit is calculated on the final salary, the benefit amount increases as salary increases.

Withdrawal risks – The risk of higher or lower withdrawal experience than assumed. The final effect could go either way depending on the beneficiaries' service/age distribution and the benefit.

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

20. LONG-TERM FINANCING

	Note	**2026**	2025
		------- (Rupees in '000) -------	
Financing under:			
- temporary economic refinance facility	20.2	**684,979**	818,406
- renewable energy finance facility	20.3	**21,453**	30,490
		706,432	848,896
Less: reclassified to deferred grant	20.4	**(127,976)**	(177,879)
Less: current maturity of financing under:			
- temporary economic refinance facility		**(133,427)**	(133,427)
- renewable energy finance facility		**(9,037)**	(9,037)
		(142,464)	(142,464)
		435,992	528,553

20.1 Following are the changes in the long-term finances for which cash flows have been classified as financing activities in the statement of cash flows.

	2026	2025
	------- (Rupees in '000) -------	
Balance as at July 1, 2025/2024	**848,896**	993,603
Less: Long-term financing repaid during the year	**(142,464)**	(144,707)
Less: Amount recognised as deferred grant	**(127,976)**	(177,879)
Less: Current portion shown under current liability	**(142,464)**	(142,464)
Balance as at June 30	**435,992**	528,553

20.2 The long-term financing has been obtained under temporary economic refinance facility scheme of State Bank of Pakistan for a term of 10 years with grace period of 24 months from disbursement and carry mark-up at the rate of 2.5% per annum payable quarterly in arrears. The principal repayment will take place in 32 quarterly installments which commenced from March 2023.

20.3 The long-term financing has been obtained under Renewable energy scheme of State Bank of Pakistan for a term of 6.75 years from disbursement and carry mark-up at the rate of 3.75% per annum payable quarterly in arrears. The principal repayment will take place in 27 quarterly installments which have commenced from April 2021.

20.4 These loans have been recognised at fair value (present value of loan receipts discounted using prevailing market interest rates for a similar instrument) and the differential amount has been recorded as deferred grant. The loan amount is being accreted using the effective interest rate method with the corresponding effect on the interest expenses for the year in the profit or loss.

20.5 These loan facilities have been secured by way of charge over 'stocks & book debts' and 'machinery & equipment' of the Company to the extent of Rs. 1,640 million and Rs. 1,866.67 million respectively (2025: Rs. 1,640 million and Rs. 1,866.67 million respectively).

21. LEASE LIABILITIES

	Note	2026	2025
		------- (Rupees in '000) -------	
Present value of minimum lease payments	21.1	**256,177**	306,112
Less: current portion of lease liabilities		**(61,442)**	(74,438)
		194,735	231,674

21.1 Set out below is carrying amount of lease liabilities and the movement during the year:

	Note	2026	2025
As at July 1		**306,112**	287,956
Lease payment made		**(58,825)**	(58,351)
Modification/Addition during the year		**8,890**	76,507
Accretion of interest	30	**35,249**	44,532
Interest payments (presented in cashflow)		**(35,249)**	(44,532)
As at June 30		**256,177**	306,112

21.2 The Company enters into lease arrangement for lease of registered office, sale offices and warehouses and vehicles.

21.3 The Company has total cash outflows for leases of Rs. 94.074 million (2025: Rs. 102.883 million).

22. TRADE AND OTHER PAYABLES

	Note	2026	2025
		------- (Rupees in '000) -------	
Trade creditors	22.1	**5,822,701**	4,227,786
Accrued liabilities	22.2	**5,930,270**	4,561,959
Accrued Sindh Infrastructure Development Cess		**-**	1,459,078
Bills payable	22.3	**4,572,282**	3,917,748
Contract liabilities-unsecured	22.4	**255,209**	252,634
Sales tax payable		**-**	300,400
Royalty payable to Colgate-Palmolive Co., USA		**830,556**	757,341
Workers' Profits Participation Fund	22.5	**1,457,885**	1,366,289
Workers' Welfare Fund		**638,286**	567,735
Retention money payable		**18,240**	8,218
Others	22.6	**246,564**	263,048
		19,771,993	17,682,236

22.1 These include the following amounts due to related parties:

	2026	2025
Century Paper & Board Mills Limited	**66,571**	93,914
Century Insurance Company Limited	**32,342**	35,522
Merit Packaging Limited	**66,607**	290,495
Television Media Network (Private) Limited	**34,961**	11,253
Sybrid (Private) Limited	**5,537**	2,684
Princeton Travels (Private) Limited	**-**	747
Cyber Internet Services (Private) Limited	**6,427**	6,420
TPL Insurance Limited	**5**	26
	212,450	441,061

22.2 These include the following amounts accrued in respect of related parties:

	2026	2025
Century Paper & Board Mills Limited	**16,988**	3,136
Merit Packaging Limited	**11,019**	36,807
Caraway (Private) Limited	**-**	4,545
Sybrid (Private) Limited	**164**	390
Television Media Network (Private) Limited	**51,191**	23,742
Cyber Internet Services (Private) Limited	**748**	636
Century Insurance Company Limited	**-**	50
	80,110	69,306

22.3 These include the following amounts due to related parties:

	2026	2025
Colgate-Palmolive Asia Pacific Ltd.	**13,673**	5,672
Colgate-Palmolive (China) Co. Ltd.	**237,234**	155,376
Colgate-Palmolive Industrial LTDA	**5,961**	-
Colgate-Palmolive Company, USA	**144,149**	238,076
Colgate-Palmolive (Thailand) Ltd.	**-**	6,175
	401,017	405,299

22.4 The entire advance from customers outstanding as at June 30, 2025 has been fully recognised as revenue during the year.

	Note	**2026**	2025
22.5 Workers' Profits Participation Fund		**------- (Rupees in '000) -------**	
Balance at beginning of the year		**1,366,289**	1,478,463
Allocation for the year	28	**1,457,885**	1,366,289
		2,824,174	2,844,752
Less: Payments during the year		**(1,366,289)**	(1,478,463)
Balance at end of the year		**1,457,885**	1,366,289

22.6 These include the following amounts payable to related parties:

CPPL Employees Contributory Provident Fund		**27,019**	22,400
Colgate-Palmolive (China) Co. Ltd. Guangzhou		**51**	51
		27,070	22,451

23. Sindh Infrastructure Development Cess (SIDC)

This pertains to the levy of Infrastructure Cess under the Sindh Finance Act, 1994 and subsequently the Sindh Development and Maintenance of Infrastructure Cess Act, 2017. In the year 2021, the appeal filed by the Company before the Honourable Sindh High Court (SHC) in respect of the Development and Maintenance of Infrastructure Cess was dismissed by the SHC on 4 June 2021 in favour of the Government of Sindh. An appeal was thereafter filed before the Honourable Supreme Court of Pakistan (SCP) on 28 July 2021. Subsequently, the matter was transferred to the Honourable Federal Constitutional Court of Pakistan (FCCP). Leave to appeal and stay order were granted by the SCP on 1 September 2021, subject to furnishing bank guarantees to the minimum extent of the amount involved therein.

During the period, the Government of Sindh (GoS) enacted the Sindh Development and Maintenance of Infrastructure Cess (Amendment) Act, 2026. The Company opted to avail the settlement framework under sections 10A to 10F of the amended Act and signed the agreement with GoS under which 15% of the outstanding liability is payable by 2 April 2026, 15% by 15 October 2026, 15% by 15 July 2027, and the remaining balance in forty-eight equal quarterly installments commencing from 15 July 2028. As required under the settlement framework, (1) the Company has withdrawn all pending litigation and waived related claims against the GoS and the previously furnished bank guarantees have been released and (2) paid the first instalment. Resultantly, thereafter, the reduced rate of 0.85% is applicable on the Company as per the settlement framework.

The Company has re-measured its previously undiscounted liability at its present value using the pre-tax rate that reflects current market assessment of the time value of the money and risk specific to the liability, giving due consideration to the latest available information and the expected timing of the settlement. This resulting gain of Rs. 561.894 million represents the difference between the carrying amount of the liability and the discounted value of the settlement liability. Thereafter, the liability is measured at amortised cost using the effective interest method.

23.1 The movement of SIDC is as follows:

	2026	2025
	------- (Rupees in '000) -------	
Balance as at 1 July	**-**	-
Payable as per the agreement	**1,620,000**	-
Remeasurement gain on initial recognition	**(561,894)**	-
Finance cost	**19,678**	-
Less: Payments made during the period	**(243,000)**	-
Balance as at 30 June	**834,784**	-
Less: Current portion	**(243,000)**	-
Non-current portion	**591,784**	-

24. CONTINGENCY AND COMMITMENTS

24.1 Contingency

24.1.1 As of the reporting date, there is no material contingency to report in these financial statements.

24.2 Commitments

24.2.1 Commitments in respect of capital expenditure and inventory items amounted to Rs. 559.797 million and nil (2025: Rs. 104.837 million and Rs. 334.990 million) respectively.

24.2.2 Outstanding letters of credit amounted to Rs. 9,410.041 million (2025: Rs. 3,461.403 million).

24.2.3 Outstanding duties leviable on clearing of stocks amounted to Rs. 0.872 million (2025: Rs. 3.036 million).

25. COST OF SALES

	Note	**2026**	2025
		------- (Rupees in '000) -------	
Opening stock of finished goods (including trading goods)		**3,622,722**	3,353,763
Cost of goods manufactured	25.1	**68,031,595**	63,113,767
Purchases of trading goods		**13,522,735**	12,434,983
		85,177,052	78,902,513
Less: Closing stock of finished goods (including trading goods)	8	**(3,796,744)**	(3,622,722)
		81,380,308	75,279,791

25.1 Cost of goods manufactured	Note	2026	2025
		------- (Rupees in '000) -------	
Opening stock of work in process		**1,445,017**	1,092,784
Raw materials consumed		**49,236,883**	45,691,319
Packing materials consumed		**10,543,314**	10,216,021
Stores and spares consumed		**371,907**	395,571
Provision for obsolete inventory		**18,793**	51,812
Provision for obsolete stores and spares		**6,557**	7,822
Salaries, wages and other benefits		**3,379,995**	3,040,266
Staff retirement gratuity	19.10	**42,607**	45,231
Provident fund	25.1.1	**47,231**	39,925
Power and fuel		**1,723,629**	1,929,061
Repairs and maintenance		**114,187**	98,339
Rent, rates and taxes		**204,630**	141,182
Insurance		**147,821**	158,124
Laboratory expenses		**41,044**	29,518
Cartage		**428,845**	351,561
Depreciation on operating fixed assets	4.1.5	**1,142,629**	982,270
Depreciation on right-of-use assets	4.3.2	**21,462**	12,572
Amortisation		**2,940**	962
Other manufacturing expenses		**292,441**	274,444
		69,211,932	64,558,784
Less: Closing stock of work in process	8	**(1,180,337)**	(1,445,017)
		68,031,595	63,113,767

25.1.1 The investments by the provident fund in collective investment schemes, listed equity and debts securities have been made in accordance with the conditions specified in section 218 of the Companies Act, 2017 and rules specified thereunder.

26. SELLING AND DISTRIBUTION COST

Salaries, wages and other benefits		**2,117,560**	1,855,198
Staff retirement gratuity	19.10	**40,895**	43,303
Provident fund	25.1.1	**68,901**	57,920
Travelling and conveyance		**104,719**	85,402
Vehicle running expenses		**399,851**	337,474
Advertising and sales promotion		**4,489,091**	4,577,600
Royalty on sale of licensed products	26.1	**829,814**	756,600
Software license and maintenance		**24,853**	20,561
Postage, telephone and internet charges		**39,679**	36,650
Rent, rates and taxes	26.2	**262,942**	230,406
Allowance for expected credit losses		**80,000**	7,292
Legal and professional		**10,674**	8,313
Freight		**4,523,723**	3,646,579
Electricity		**20,703**	23,562
Insurance		**78,908**	73,397
Security service charges		**18,989**	17,278
Depreciation on operating fixed assets	4.1.5	**176,565**	145,410
Depreciation on right-of-use assets	4.3.2	**37,338**	36,514
Amortisation		**1,340**	1,508
Other expenses		**43,652**	30,401
		13,370,197	11,991,368

26.1 Details of royalty paid during the year are as follows:

Name of Recipient	Relationship with the Company	Registered Address	**2026**	2025
			(Rupees in '000)	
Colgate-Palmolive Company, USA	Associate	300 Park Avenue, New York 10022-7499 USA	**756,600**	676,084

26.2 Expense in respect of short-term leases amounted to Rs. 3.157 million (2025: Rs. 4.593 million).

27. ADMINISTRATIVE EXPENSES

	Note	**2026**	2025
		(Rupees in '000)	
Salaries, wages and other benefits		**802,116**	719,021
Staff retirement gratuity	19.10	**20,661**	21,969
Provident fund	25.1.1	**28,861**	24,703
Travelling and conveyance		**25,267**	22,052
Repairs and maintenance		**8,817**	12,347
Vehicle running expenses		**47,523**	44,742
Postage, telephone and internet charges		**22,484**	26,419
Rent, rates and taxes		**1,645**	1,805
Software license and maintenance		**277,671**	267,159
Printing and stationery		**12,652**	13,040
Subscription and membership		**23,302**	16,687
Legal and professional		**11,939**	14,909
Electricity		**17,559**	18,972
Insurance		**69,253**	61,622
Security service charges		**13,224**	11,593
Depreciation on operating fixed assets	4.1.5	**62,838**	53,614
Depreciation on right-of-use assets	4.3.2	**16,375**	16,375
Amortisation		**3,076**	2,198
Others		**9,748**	1,904
		1,475,011	1,351,131
Charge from related parties		**20,662**	17,453
		1,495,673	1,368,584

28. OTHER EXPENSES

	Note	**2026**	2025
Workers' Profits Participation Fund	22.5	**1,457,885**	1,366,289
Workers' Welfare Fund	28.1	**582,290**	527,766
Auditors' remuneration	28.2	**9,235**	10,326
Property, plant and equipment - written off	4.1.1	**-**	1
Donations	28.3	**30,968**	26,410
Exchange loss - net		**21,341**	77,832
Others		**79**	3,292
		2,101,798	2,011,916

28.1 Workers' Welfare Fund

	2026	2025
Charge for the year	**603,972**	546,557
Prior year	**(21,682)**	(18,791)
	582,290	527,766

28.2 Auditors' remuneration

	Note	**2026**	2025
Audit fee		**2,405**	2,185
Fee for half yearly review		**1,002**	911
Statutory certifications		**1,001**	730
Others	28.2.1	**3,590**	5,700
		7,998	9,526
Sales tax on services		**363**	289
Out of pocket expenses		**874**	511
		9,235	10,326

28.2.1 This includes services relating to taxation.

28.3 Donations include the following in which certain directors are interested or where single party exceeds 10% of total donations made during the year:

Name of director	Interest in donee	Name of donee	2026	2025
			(Rupees in '000)	
Mr. Zulfiqar Ali Lakhani, Mr. Amin Mohammed Lakhani and Mr. Iqbal Ali Lakhani	Trustees	Hasanali and Gulbanoo Lakhani Foundation	22,200	21,000
Mr. Iqbal Ali Lakhani	Trustee	Benevolent Layton	144	2,588
Mr. Iqbal Ali Lakhani	Spouse is the chairperson	Special Olympics Pakistan	3,000	1,000

29. OTHER INCOME

	Note	2026	2025
		(Rupees in '000)	
Income from financial assets			
Profit on savings accounts		496,640	595,236
Profit on a term deposit receipt		4,047	61,586
Dividend income		18,520	8,162
Unrealised gain on investments classified as fair value through profit or loss	13.2	76,044	11,905
Gain on disposal of short term investments		1,981,322	3,012,902
Gain on remeasurement of Sindh Infrastructure Development Cess liability (SIDC)	23.1	561,894	-
		3,138,467	3,689,791
Income from non-financial assets			
Insurance claim		-	19,818
Gain on disposal of items of property, plant and equipment	4.1.4	69,959	71,697
Sale of scrap		69,990	75,160
Liabilities no longer payable written back		254,101	64,660
Others		8,597	17,614
		402,647	248,949
		3,541,114	3,938,740

30. FINANCE COST AND BANK CHARGES

		2026	2025
Guarantee commission		7,986	4,368
Interest on lease liabilities		35,249	44,532
Interest on long-term financing		19,806	23,382
Bank commission and other charges		94,157	93,984
Finance cost on SIDC		19,678	-
		176,876	166,266

31. LEVY AND TAXATION

	Note	2026	2025
Levy	31.2	6,482	2,857
Taxation			
Current - for the year		11,445,159	10,809,807
- for prior year		7,413	(214,965)
		11,452,572	10,594,842
Deferred tax	17.1	147,961	126,544
		11,600,533	10,721,386

31.1 Reconciliation between the average effective tax rate and the applicable tax rate.

	2026	2025
	(Percentage)	
Applicable tax rate	**29.00**	29.00
Tax effect of income assessed under reduced rate	**(0.91)**	(1.48)
Tax effect due to impact of super tax	**9.92**	10.00
Tax effect due to change at tax rate	**(0.11)**	-
Others	**0.45**	0.05
	38.35	37.57
Tax effect of income tax reversal relating to prior years	**0.02**	(0.74)
	38.37	36.83

31.2 This represents final taxes paid under section 150 of Income Tax Ordinance, 2001, representing levy in terms of requirements of IFRIC 21/IAS 37.

32. EARNINGS PER SHARE

	2026	2025
	------- (Rupees in '000) -------	
Profit after taxation	**18,629,297**	18,397,273

	2026	2025
	(Number of shares)	
Weighted average number of ordinary shares outstanding during the year	**242,773,272**	242,773,272
Earnings per share	**76.74**	75.78

32.1 There are no dilutive potential ordinary shares outstanding as at June 30, 2026 and 2025.

33. CASH GENERATED FROM OPERATIONS

	Note	2026	2025
		------- (Rupees in '000) -------	
Profit before levy and taxation		**30,236,312**	29,121,516
Adjustment for non-cash charges and other items:			
Depreciation on operating fixed assets	4.1.5	**1,382,032**	1,181,294
Depreciation on right-of-use assets	4.3.2	**75,175**	65,461
Provision for doubtful trade debts	9.5	**80,000**	7,292
Amortisation expense		**7,356**	4,668
Gain on disposal of items of property, plant and equipment	29	**(69,959)**	(71,697)
Staff retirement gratuity	19.10	**104,163**	110,503
Profit on savings accounts	29	**(496,640)**	(595,236)
Profit on a term deposit receipt	29	**(4,047)**	(61,586)
Unrealised gain on investments classified as fair value through profit or loss	29	**(76,044)**	(11,905)
Gain on disposal of short term investments	29	**(1,981,322)**	(3,012,902)
Gain on remeasurement of Sindh Infrastructure Development Cess liability	29	**(561,894)**	-
Liabilities no longer payable written back	29	**(254,101)**	(64,660)
Finance cost and bank charges	30	**176,876**	166,266
Liabilities no longer payable written back			
Provision for obsolete inventory	8.1	**18,793**	51,813
Provision for slow moving stores and spares	7.2	**6,557**	7,822
Property, plant and equipment written off	28	**-**	1
Working capital changes	33.1	**1,109,933**	(6,720)
		29,753,190	26,891,930

33.1 Working capital changes

	Note	2026	2025
		-------- (Rupees in '000) --------	
(Increase)/decrease in current assets:			
Stores and spares		**(107,606)**	(252,293)
Stock in trade		**(1,520,101)**	(675,147)
Trade debts		**67,283**	318,379
Loans and advances		**80,889**	60,690
Trade deposits and short-term prepayments		**70,682**	(81,535)
Other receivables		**(1,202,072)**	1,521,790
		(2,610,925)	891,884
(Decrease)/Increase in current liabilities:			
Trade and other payables		**2,343,858**	(898,604)
Sindh Infrastructure Development Cess		**1,377,000**	-
		1,109,933	(6,720)

34. CASH AND CASH EQUIVALENTS

	Note	2026	2025
Cash and bank balances	14	**4,238,481**	4,857,989
Restricted cash on account of lien		**(84,400)**	(1,269,827)
		4,154,081	3,588,162

35. PROPOSED DIVIDEND

The Board of Directors in its meeting held on July 31, 2026 have proposed a cash dividend of Rs. 35 per share (2025: Rs. 29.5 per share) aggregating Rs. 8,497.065 million (2025: Rs. 7,161.812 million) for the year ended June 30, 2026. This is in addition to the interim cash dividend of Rs. 29 (2025: Rs. 32) per share aggregating Rs. 7,040.425 million (2025: Rs. 7,768.745 million). Further, the Board has proposed a transfer of unappropriated profit to general reserve amounting to Rs. 3,092 million (2025: Rs. 3,524 million). The dividend and transfer are subject to the approval of members at the annual general meeting. The effect of such dividend and transfer shall be accounted for in the financial statements for the year ending June 30, 2027.

36. RELATED PARTY DISCLOSURES

36.1 Disclosure of transactions between the Company and related parties

The related parties comprise associated companies, staff retirement funds, directors and other key management personnel. Key management personnel represents directors, chief executive officer, chief financial officer and head of departments. The Company in the normal course of business carries out transactions with various related parties. The Company enters into transactions with related parties on the basis of mutually agreed terms. Significant balances and transactions with related parties are as follows:

Nature of transactions	Relationship with the Company	2026	2025
		-------- (Rupees in '000) --------	
Sale of goods, services provided and reimbursement of expenses	Associate	**90,961**	136,036
Purchase of goods, services received and reimbursement of expenses	Associate	**4,826,745**	5,994,484
Rent, allied and other charges	Associate	**56,725**	57,593
Purchase of short term investments	Associate	**4,100,000**	2,200,000
Sale proceeds on redemption of short term investments	Associate	**2,200,000**	2,500,000
Profit on short term investments	Associate	**623,645**	782,093
Royalty charges	Associate	**829,814**	756,600
Sale of property, plant and equipment	Associate	**3,000**	2,800
Purchase of property, plant and equipment	Associate	**-**	64,118
Expense in relation to staff retirement gratuity fund	Employees fund	**104,231**	108,456
Expense in relation to provident fund	Employees fund	**144,993**	122,548
Donations	Associate	**25,344**	24,588
Compensation paid to key management personnel	Key management personnel	**628,524**	536,493
Dividend paid to directors	Key management personnel	**6,062**	2,885
Insurance claims received	Associate	**38,070**	53,723
Dividend paid	Associate	**12,526,267**	14,256,568
Dividend received on mutual funds	Associate	**4,591**	-

36.2 The related party status of outstanding balances as at June 30, 2026 are included in trade debts (note 9), trade deposits and short-term prepayments (note 11), other receivables (note 12), investments (note 13) and trade and other payables (note 22). These are to be settled in the ordinary course of business. The receivables and payables are primarily unsecured in nature and bear no interest.

36.3 Following are the related parties with whom the Company had entered into transactions or have arrangements/agreements in place.

S.No.	Company Name	Country of incorporation	Basis of relationship	Aggregate % of shareholding in the Company
1	Colgate-Palmolive Company, USA	USA	Associate	30.00%
2	Colgate-Palmolive PNG Ltd.	Papua New Guinea	Associate	N/A
3	Colgate-Palmolive (Hongkong) Ltd.	Hong Kong	Associate	N/A
4	Colgate-Palmolive Asia Pacific Ltd.	--do--	Associate	N/A
5	Colgate-Palmolive (Thailand) Ltd.	Thailand	Associate	N/A
6	Colgate Sanxiao Co. Ltd.	China	Associate	N/A
7	Colgate-Palmolive (China) Co. Ltd., Guangzhou	--do--	Associate	N/A
8	Colgate-Palmolive Industrial LTDA	Brazil	Associate	N/A
9	SIZA Services (Private) Limited	Pakistan	Common Director	25.06%
10	SIZA (Private) Limited	--do--	Common Director	17.38%
11	Premier Fashions (Pvt) Ltd.	--do--	Common Director	12.18%
12	SIZA Commodities (Private) Limited	--do--	Common Director	3.43%
13	Century Insurance Co. Ltd.	--do--	Common Director	0.04%
14	Century Paper & Board Mills Limited	--do--	Common Director	N/A
15	Merit Packaging Limited	--do--	Common Director	N/A
16	Lakson Business Solutions Limited	--do--	Common Director	N/A
17	Lakson Investments Limited	--do--	Common Director	N/A
18	Cyber Internet Services (Private) Limited	--do--	Common Director	N/A
19	Princeton Travels (Private) Limited	--do--	Common Director	N/A
20	SIZA Foods (Private) Limited	--do--	Common Director	N/A
21	Sybrid (Private) Limited	--do--	Common Director	N/A
22	Caraway (Private) Limited	--do--	Associate	N/A
23	Ajinomoto Lakson Pakistan (Private) Limited	--do--	Common Director	N/A
24	Express Publication (Private) Limited	--do--	Associate	N/A
25	Television Media Network (Private) Limited	--do--	Associate	N/A
26	Pakistan Special Olympics	--do--	Associate	N/A
27	Hasanali & Gulbanoo Lakhani Foundation	--do--	Trustee	N/A
28	LRBT (Layton Rehmatullah Benevolent Trust)	--do--	Trustee	N/A
29	CPPL Employees Contributory Provident Fund	--do--	Trustee	N/A
30	CPPL Employees Gratuity Fund	--do--	Trustee	N/A
31	The Aga Khan Hospital and Medical College Foundation	--do--	Common Director	N/A
32	Pakistan Women's Swimming Association	--do--	Associate	N/A
33	ICE Animations (Private) Limited	--do--	Common Director	N/A
34	Al Meezan Investment Management Limited	--do--	Common Director	N/A
35	Nayapay (Private) Limited	--do--	Common Director	N/A
36	TPL Insurance Limited	--do--	Common Director	N/A

37. REMUNERATION OF CHIEF EXECUTIVE, EXECUTIVE DIRECTOR AND EXECUTIVES

37.1 The aggregate amount charged in these financial statements for remuneration, including certain benefits to the chief executive, the director and executives of the Company, are as follows:

	2026	2025	2026	2025
	(Rupees in '000)			
	Chief Executive		Executives	
Managerial remuneration	**74,483**	57,931	**1,488,544**	1,176,853
Bonus/commission	**-**	-	**402,663**	325,274
Staff retirement gratuity	**-**	-	**294,154**	254,768
Provident fund	**-**	-	**121,334**	94,967
Housing	**33,517**	26,069	**670,148**	529,729
Utilities	**4,859**	6,132	**-**	-
Motor vehicles	**2,970**	3,309	**106,236**	83,769
Others	**-**	244	**258,123**	235,871
	115,829	93,685	**3,341,202**	2,701,231
Number of persons	**1**	1	**534**	441

37.2 The Chief Executive and the executives of the Company are also provided with Company maintained cars.

37.3 Aggregate amount charged in these financial statements in respect of fees to three independent directors is Rs. 3.850 million (2025: Rs. 2 million). No remuneration is paid to any non-executive director. There are no executive directors other than Chief Executive Officer.

38. FINANCIAL INSTRUMENTS BY CATEGORY

	2026	2025
	(Rupees in '000)	
FINANCIAL ASSETS		
Financial assets at amortised cost		
Long-term loans	**106,775**	93,145
Long-term security deposits	**26,852**	26,269
Trade debts	**1,465,129**	1,612,412
Loans	**55,786**	60,785
Trade deposits	**17,270**	20,585
Other receivables	**1,445,577**	243,226
Accrued profit	**2,061**	3,392
Short-term investments	**51,747**	51,747
Cash and bank balances	**4,238,481**	4,857,989
	7,409,678	6,969,550
Financial assets at fair value through profit or loss	**23,276,805**	20,146,578
	30,686,483	27,116,128
FINANCIAL LIABILITIES		
Financial liabilities at amortised cost		
Long-term deposits	**60,292**	56,802
Long-term financing	**578,456**	671,017
Lease liabilities	**256,177**	306,112
Trade and other payables	**17,420,613**	13,736,100
Unclaimed dividend	**62,928**	76,663
Accrued mark up	**4,567**	5,509
	18,383,033	14,852,203

39. FINANCIAL INSTRUMENTS AND RELATED DISCLOSURES

39.1 The Company's activities expose it to certain financial risks. Such financial risks emanate from various factors that include, but not limited to, market risk, credit risk and liquidity risk. The Company's overall risk management focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the Company's financial performance. Risks measured and managed by the Company are explained in notes 39.1.1, 39.1.2 and 39.1.3 below:

39.1.1 Credit risk and concentration of credit risk

Credit risk represents the accounting loss that would be recognised at the reporting date if counter parties fail to perform as contracted.

Out of the total financial assets of Rs. 30,686.483 million (2025: Rs. 27,116.128 million), the financial assets that are subject to credit risk aggregated Rs. 7,408.691 million (2025: Rs. 6,968.981 million).

The analysis below summarises the credit quality of the Company's financial assets as at June 30, 2026.

The bank balances along with credit ratings are tabulated below:

Credit ratings	**2026**	2025
	-------(Rupees in '000)	**-------**
A-1+	**4,235,825**	4,640,964
Others	**1,669**	957
	4,237,494	4,641,921

Long term security deposits are held with parties which have long association with the Company and have a good credit history.

Other receivables includes Rs. 171.875 million (2025: Rs. 218.911 million) against LC margin on imports which are held with banks having A-1+ rating.

For trade debts, internal risk assessments process determines the credit quality of the customer, taking into account its financial position, past experience and other factors. Individual risk limits are fixed by the management based on internal or external ratings. The utilisation of credit limits is regularly monitored. Accordingly the credit risk is minimal and the Company also believes that it is not exposed to major concentration of credit risk.

The Company considers a financial asset to be in default when contractual payments are 365 days past due and internal or external information indicates that the Company is unlikely to receive the outstanding contractual amounts in full and it is subsequently written off, if required.

The break up of amount due from customers other than related parties as stated in note 9 is presented below:

Due from customers other than related parties	**2026**	2025
	------- (Rupees in '000) -------	
Institutional customers	**1,354,948**	1,383,374
Distributors	**169,878**	195,132
Others	**37,561**	54,942
	1,562,387	1,633,448

Out of Rs. 1,562.387 million (2025: Rs. 1,633.448 million), the Company has provided Rs. 101.121 million (2025: Rs. 24.254 million) being considered doubtful of recovery.

The balances of financial assets held with related parties other than short term investments are as follows:

	Note	**2026**	2025
		------- (Rupees in '000) -------	
Trade debts	9.1	**3,863**	3,218
Other receivables	12.1	**5,112**	11,422
		8,975	14,640

Concentration of credit risk exists when changes in economic and industry factors affect the group of counter parties whose aggregated credit exposure is significant in relation to the Company's total credit exposure. The Company's financial assets are broadly diversified and transactions are entered into with diverse credit worthy parties thereby mitigating any significant concentration risk. Therefore, the Company believes that it is not exposed to major concentration of credit risk.

39.1.2 Liquidity risk

Liquidity risk is the risk that an enterprise will encounter difficulties in raising funds to meet commitments associated with financial instruments. The management believes that it is not exposed to any significant level of liquidity risk.

The management forecasts the liquidity of the Company on the basis of expected cash flow considering the level of liquid assets necessary to meet such risk.

Financial liabilities in accordance with their contractual maturities are presented below:

	Contractual cash flows		
	Maturity within one year	**Maturity after one year**	**Total**
	June 30, 2026		
	---------------------(Rupees in '000)---------------------		
Financial liabilities			
Long-term deposits	**-**	**60,292**	**60,292**
Long-term financing	**159,347**	**587,393**	**746,740**
Lease liabilities	**125,639**	**206,259**	**331,898**
Trade and other payables	**17,420,613**	**-**	**17,420,613**
Unclaimed dividend	**62,928**	**-**	**62,928**
Accrued mark up	**4,567**	**-**	**4,567**
	17,773,094	**853,944**	**18,627,038**

	Contractual cash flows		
	Maturity within one year	Maturity after one year	Total
	June 30, 2025		
	----------(Rupees in '000)----------		
Financial liabilities			
Long-term deposits	-	56,802	56,802
Long-term financing	161,947	755,651	917,598
Lease liabilities	93,502	279,444	372,946
Trade and other payables	13,736,100	-	13,736,100
Unclaimed dividend	76,663	-	76,663
Accrued mark up	5,509	-	5,509
	14,073,721	1,091,897	15,165,618

39.1.3 Market Risk

Currency Risk

Currency risk arises mainly where receivables and payables exist due to transactions entered into foreign currencies. The Company primarily has foreign currency exposures in US Dollars (USD) and Euro.

At June 30, 2026, had Pakistan rupee weakened/strengthened by 5% against the USD and Euro with all other variables held constant, profit before taxation for the year would have been lower/higher by Rs. 217.408 million (2025: Rs. 174.995 million). This will mainly result due to foreign exchange gains/losses on translation of USD and Euro denominated creditors, bills payable, receivables and bank balances.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows from a financial instrument will fluctuate due to changes in market interest rates.

- Fair value risk-Presently, fair value risk to the Company arises from lease liabilities, term deposit receipts and cash with banks in savings accounts which are based on fixed interest rates. As at June 30, 2026, had there been increase/decrease in interest rates by 1%, with all other variables held constant, profit before tax for the year would have been higher/lower by Rs. 35.937 million (2025: Rs. 38.631 million).

- Future cash flow risk-Presently, the Company is not exposed to future cash flow risk.

Other price risk

Other price risk is the risk of changes in the fair value of investment in mutual funds as a result of changes in the levels of net asset value of units held by the Company. As at June 30, 2026, had there been increase/decrease in net asset value by 1%, with all other variables held constant, the profit before tax for the year would have been higher/lower by Rs. 232.768 million (2025: Rs. 201.466 million).

39.1.4 Fair value of financial instruments

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions (i.e. an exit price) regardless of whether that price is directly observable or estimated using another valuation technique.

As at June 30, 2026, all financial assets and financial liabilities are carried at amortised cost except for investment in mutual funds which are carried at their fair values.

The Company classifies 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:

a) Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).

b) Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

c) Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

The following table analyses within the fair value hierarchy of the Company's financial assets (by class) measured at fair value at June 30, 2026:

	2026			
Financial assets	**Level 1**	**Level 2**	**Level 3**	**Total**
	----------------------(Rupees in '000)----------------------			
Financial investments: Fair value through profit or loss	**-**	**23,276,805**	**-**	**23,276,805**

	2025			
Financial assets	Level 1	Level 2	Level 3	Total
	----------------------(Rupees in '000)----------------------			
Financial investments: Fair value through profit or loss	-	20,146,578	-	20,146,578

There were no transfers between level 1, 2 or 3 of the fair value hierarchy during the year.

The fair values of investments in units of mutual funds are determined based on their net asset values as published at the close of each business day.

40. SHARIAH-COMPLIANT DISCLOSURE

	2026	2025
	(Rupees in '000)	
Statement of Financial Position-Liability side		
- Financing obtained as per Islamic mode	-	-
- Mark-up accrued on conventional loans	4,567	5,509
Statement of Financial Position-Asset side		
- Short-term Shariah-compliant investments	7,365,990	451,264
- Shariah-compliant bank deposits, bank balances	263,526	225,645
Statement of comprehensive income		
- Turnover earned from a Shariah-compliant business segment	169,945,792	156,693,453
- Break-up of late payments or liquidated damages	-	-
- Gain on disposal of Shariah-compliant investments	295,478	38,483
- Dividend on Shariah-compliant investments	2,267	-
- Profit earned from Shariah-compliant bank deposits, bank balances	19,393	35,014
- Exchange gain earned from actual currency	-	-
- Exchange gains earned using conventional derivative financial instruments	Not applicable	Not applicable
- Profit paid on Islamic mode of financing	Not applicable	Not applicable
- Total Interest earned on any conventional loan or advance	Not applicable	Not applicable
- Break-up of other income excluding profits from bank deposits and TDRs		
Shariah-compliant income		
Unrealised gain on investment classified as fair value through profit or loss	33,134	4,139
Gain on disposal of items of property, plant and equipment	69,959	71,697
Sale of scrap	69,990	75,160
Gain on remeasurement of SIDC	561,894	-
Liabilities no longer payable written back	254,101	64,660
Others	8,597	17,614
Non-compliant income		
Dividend income	16,253	8,162
Unrealised gain on investment classified as fair value through profit or loss	42,910	7,766
Gain on disposal of short-term investments	1,685,844	2,974,419
Insurance claim	-	19,818
Profit on savings accounts	477,247	560,222
Profit on a term deposit receipt	4,047	61,586
- Relationship with Shariah-compliant financial institutions		

Islamic banks

The Company has facilities with Islamic Banks for running finance and letter of Credit amounting to Rs. 275 million and Rs. 7,350 million respectively.

Takaful operators

The Company has Takaful relationship with Century Insurance Company Limited.

41. CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard the Company's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure.

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 or sell assets to reduce debt.

Consistent with others in the industry, the Company manages its capital risk by monitoring its liquid assets and keeping in view future investment requirements and expectation of the shareholders.

As at June 30, 2026 and 2025, the Company had surplus reserves to meet its requirements. The total long term borrowings to equity ratio as at June 30, 2026 and 2025 are as follows:

	2026	2025
	------- (Rupees in '000) -------	
Debt	**706,432**	848,896
Equity	**41,610,395**	37,216,518
Total capital	**42,316,827**	38,065,414
Gearing ratio	**0.017**	0.022

42. ENTITY-WIDE INFORMATION

42.1 The Company constitutes of a single reportable segment, the principal classes of products of which are Personal Care, Home Care and Others.

42.2 Information about products

The Company's principal classes of products accounted for the following breakup of sales:

	2026	2025
	------- (Rupees in '000) -------	
Home Care	**87,335,479**	81,446,829
Personal Care	**31,543,959**	28,818,292
Others	**6,340,612**	5,735,580
	125,220,050	116,000,701

42.3 Information about geographical areas

The Company does not hold non-current assets in any foreign country.

42.4 Information about major customers

The Company does not have transactions with any external customer which amount to 10 percent or more of its revenue.

43. PLANT CAPACITY AND ACTUAL PRODUCTION

	2026	2025
	(Quantities in tons)	
Capacity	**332,745**	332,745
Production	**282,870**	280,718

Actual production includes production from toll manufacturer. Moreover, actual production was sufficient to meet the demand.

44. NUMBER OF EMPLOYEES

The total and average number of employees during the year and as at June 30, 2026 and 2025 respectively are as follows:

	2026	2025
	No. of employees	
Average number of employees during the year	**1,289**	1,272
Number of employees as at June 30	**1,280**	1,262

45. DATE OF AUTHORIZATION FOR ISSUE

45.1 These financial statements were authorised for issue on July 31, 2026 by the Board of Directors of the Company.

46. GENERAL

46.1 These financial statements are presented in Pakistan Rupee which is the Company's functional currency. Amounts presented in the financial statements have been rounded off to the nearest of thousand of Pakistan Rupee unless otherwise stated.

46.2 Wherever considered necessary, corresponding figures have been reclassified for the purpose of comparison and improved presentation. However, the impacts are not material.

Iqbal Ali Lakhani	**Zulfiqar Ali Lakhani**	**Mudassir Iqbal**
Chairman/Director	Chief Executive	Chief Financial Officer

GOVERNANCE AND COMPLIANCE

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INDEPENDENT AUDITOR'S REVIEW REPORT

To the members of Colgate-Palmolive (Pakistan) 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 Colgate-Palmolive (Pakistan) Limited (the Company) for the year ended June 30, 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 June 30, 2026.

A. F. Ferguson & Co.
Chartered Accountants
Karachi

Dated: August 28, 2026

UDIN: CR202610073JTMOHWDoG

A. F. FERGUSON & CO., Chartered Accountants, a member firm of the PwC network, State Life Building No. 1-C, I. I. Chundrigar Road, P.O. Box 4716, Karachi-74000, Pakistan
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STATEMENT OF COMPLIANCE WITH LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

For the 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 is eight as per the following:

a.	Male	6
b.	Female	2

2. The composition of the Board is as follows:

Independent Directors	Mr. Syed Shahid Ali Bukhari Ms. Danish Zuberi Mr. Aqueel E Merchant
Non-executive Directors	Mr. Iqbal Ali Lakhani-Chairman Mr. Amin Mohammed Lakhani Mr. Peter John Graylin Ms. Xuan Dai
Executive Director	Mr. Zulfiqar Ali Lakhani
Female Directors	Ms. Danish Zuberi Ms. Xuan Dai

3. The Directors have confirmed that none of them are serving as a Director on more than seven listed companies, including this Company.

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

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

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

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

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

9. All the Directors of the Company have completed or are exempted from the requirement of the Directors' Training Program. However, the Company endeavors to apply to Securities and Exchange Commission of Pakistan for approval of Directors' Training Certificate where such trainings have been attained by Directors from foreign institutions.

10. The Board has approved appointment of Chief Financial Officer and Head of Internal Audit, including their remuneration and terms and conditions of employment and complied with relevant requirements of the Regulations. Mr. Mansoor Ahmed was assigned the responsibilities of Company Secretary of the Company in addition to his responsibilities in other group companies.

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

12. The Board has formed committees comprising of members given below:

Audit Committee	Mr. Aqueel E Merchant-Chairman Mr. Iqbal Ali Lakhani-Member Mr. Amin Mohammed Lakhani-Member Ms. Danish Zuberi-Member
HR and Remuneration Committee	Ms. Danish Zuberi-Chairperson Mr. Iqbal Ali Lakhani-Member Mr. Zulfiqar Ali Lakhani-Member Mr. Syed Shahid Ali Bukhari-Member
Sustainability Committee	Ms. Danish Zuberi-Chairperson Mr. Iqbal Ali Lakhani-Member Mr. Zulfiqar Ali Lakhani-Member

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

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

a.	Audit Committee	4 quarterly meetings
b.	HR and Remuneration Committee	1 annual meeting
c.	Sustainability Committee	1 annual meeting

15. The Board has outsourced the internal audit function of the Company to a firm of Chartered Accountants, who are considered suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company.

16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the chief executive officer, chief financial officer, head of internal audit, company secretary or director of the Company.

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

18. We confirm that all other requirements of Regulations 3,6,7,8,10(6),27,32,33 and 36 of the Regulations have been complied with.

19. Explanation for non-compliance with requirements, other than regulations 3,6,7,8,10(6), 27,32,33 and 36 is as follows:

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

Iqbal Ali Lakhani
Chairman

Zulfiqar Ali Lakhani
Chief Executive

Karachi: July 31, 2026

Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 48th Annual General Meeting of COLGATE-PALMOLIVE (PAKISTAN) LIMITED will be held on Thursday, September 24, 2026 at 03:00 p.m. at Dr. Shamshad Akhtar Auditorium, Pakistan Stock Exchange Building, Stock Exchange Road, Karachi as well as electronically through video link facility to transact the following business:

1. To receive, consider and adopt the audited financial statements of the Company for the year ended June 30, 2026 together with the Directors' and Auditors' reports thereon.

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

   https://colgate.com.pk/for-investors/financial-reports/.

2. To declare final cash dividend for the year ended June 30, 2026 at Rs.35.00 per share i.e., 350%. This is in addition to interim cash dividend already paid at Rs.29.00 per share i.e., 290%.

3. To appoint Auditors and fix their remuneration.

By Order of the Board

(MANSOOR AHMED)
Company Secretary

Karachi: August 28, 2026

NOTES:

1. The share transfer books of the Company will remain closed from September 17, 2026 to September 24, 2026 (both days inclusive). Transfers received in order by the Shares Registrar of the Company, M/s. FAMCO Share Registration Services (Private) Limited, 8-F, Near Hotel Faran, Nursery, Block-6, P.E.C.H.S., Shahra-e-Faisal, Karachi (FSR) up to the close of business on September 16, 2026 will be treated in time for attending the AGM and entitlement to the dividend.

2. Participation in the AGM Proceedings Via Physical Presence or Through Video Link Facility:

   1. A member, who has deposited his/her shares into Central Depository Company of Pakistan Limited, must bring his/her participant's ID number and CDC account/sub-account number along with original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.

2. To facilitate our members who want to attend AGM through Zoom application-a video conference facility will be provided for which undernoted procedure will be followed:

   Shareholders interested in attending the AGM through Zoom application are hereby requested to get themselves registered with the Company Secretary office by providing the following details at the earliest but not later than 24 hours before the time of AGM (i.e., before 03:00 p.m. on September 23, 2026) through following means:

   a) Mobile/WhatsApp: 0315 5008228
   b) Email: mansoor@lakson.com.pk

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

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

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

3. Electronic Transmission of the Annual Report:

In compliance with Section 223(6) of the Act, the Company has electronically transmitted the Annual Report 2026 through email to Shareholders whose email addresses are available with the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited. In those cases where email address is not available with the Company's Share Registrar, printed notices of AGM along with the weblink and QR-enabled code to download the said Annual Report have been dispatched. However, the Company will provide hard copies of the Annual Report to any Member on their demand, at their registered address, free of cost, within one week of receiving such a request.

Annual Report 2026 shall also be available electronically on PUCARS system of Pakistan Stock Exchange and the Company's website.

4. Requirements for Appointing Proxies:

1. A member entitled to attend and vote at the Annual General Meeting may appoint another member as his/her proxy to attend, speak and vote instead of him/her, and a proxy so appointed shall have such rights, as respects attending, speaking and voting at the meeting as are available to a member. A proxy must be a member of the Company.

2. A corporate entity, being a member, may appoint any person, regardless whether a member or not, as its proxy. In this respect, a resolution of the Board of Directors/Power of Attorney with specimen signature of the person nominated to represent and vote on behalf of the corporate entity, shall be submitted to the Company along with a completed proxy form.

3. The proxy holders shall produce their national CNICs or original passports at the time of the meeting.

4. Form of proxy, in order to be valid must be properly filled-in/executed and received at the registered office of the Company situated at Lakson Square, Building No. 2, Sarwar Shaheed Road, Karachi not later than 48 hours before the time of the meeting, excluding holidays.

5. The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be mentioned on the form. Copies of CNIC or the valid passport of the beneficial owners and the proxy shall be furnished along with the proxy form.

5. Updation of Shareholder Addresses/Other Particulars:

Members holding shares in physical form are requested to promptly notify Shares Registrar of the Company of any change in their addresses or any other particulars. Shareholders maintaining their shares in electronic form should have their address updated with their participant or CDC Investor Accounts Service.

6. Updation of Email/Cell Numbers:

Further, to comply with requirements of Section 119 of the Companies Act, 2017 and Regulation 47 of the Companies Regulations, 2024, all CDC and physical shareholders are requested to kindly provide their valid email address and cell number, quoting their folio/CDC account number, as the case may be, (along with a copy of valid CNIC) to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited, if the member hold shares in physical form or to the member's respective Participant/Investor Account Services, if shares are held in Book-entry form.

7. Electronic Dividend Mandate:

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

In order to receive dividends directly into their bank account, shareholders holding shares in physical form are requested to fill in Electronic Credit Mandate Form available on Company's website and send it duly signed along with a copy of CNIC to the Shares Registrar of the Company, M/s. FAMCO Share Registration Services (Private) Limited.

In case shares are held in CDC then Electronic Credit Mandate Form must be submitted directly to shareholder's broker/participant/CDC account services. No further action is required if IBAN has already been incorporated/updated in the CDC account or physical folio of the shareholder.

In case of non-receipt of IBAN information, the Company will be constrained to withhold payment of dividend to shareholders.

8. Income Tax on Dividend Payments:

The rates of deduction of income tax from dividend payments under Section 150 of the Income Tax Ordinance, 2001 shall be as follows:

1. Shareholders appearing in Active Taxpayers List (ATL) 15%
2. Shareholders not appearing in Active Taxpayers List (ATL) 30%

(i) To enable the Company to make tax deduction on the amount of cash dividend @ 15% instead of 30%, shareholders whose names are not entered into the Active Taxpayers List (ATL) provided on the website of FBR, despite the fact that they are filers, are advised to make sure that their names are entered in ATL before the first day of book closure, otherwise tax on their cash dividend will be deducted @ 30% instead of 15%.

(ii) Withholding Tax exemption from the dividend income shall only be allowed if copy of valid tax exemption certificate or stay order from a competent court of law is made available to M/s. FAMCO Share Registration Services (Private) Limited, by the first day of Book Closure.

(iii) Further, according to clarification received from Federal Board of Revenue (FBR), withholding tax will be determined separately on 'Filer/Non-Filer' status of Principal shareholder as well as Joint-holder(s) based on their shareholding proportions, in case of joint accounts.

In this regard all shareholders who hold shares jointly are requested to provide shareholding proportions of Principal shareholders and Joint-holder(s) in respect of shares held by them (only if not already provided) to our Shares Registrar, in writing as follows:

Company Name	Folio/CDS Account #	Total Shares	Principal Shareholder		Joint Shareholder	
			Name and CNIC #	Shareholding Proportion (No. of Shares)	Name and CNIC #	Shareholding Proportion (No. of Shares)

The required information must reach our Shares Registrar within 10 days of this notice; otherwise, it will be assumed that the shares are equally held by Principal shareholder and Joint-holder(s).

(iv) For any query/problem/information, the investors may contact the Company Secretary at phone: 021-3840 0000 and email address: mansoor@lakson.com.pk and/or M/s. FAMCO Share Registration Services (Private) Limited at 8-F, Near Hotel Faran, Nursery, Block-6, P.E.C.H.S. Shahra-e-Faisal, Karachi, phone: 021-3438 0101-5, 021-3438 4621-3 and email address: info.shares@famcosrs.com.

(v) Corporate shareholders having CDC accounts are required to have their National Tax Number (NTN) updated with their respective participants, whereas corporate physical shareholders should send a copy of their NTN certificate to the Company or M/s. FAMCO Share Registration Services (Private) Limited.

(vi) Shareholders while sending NTN or NTN certificates, as the case may be, must quote Company name and their respective folio numbers. Without the NTN, the Company would not be in a position to check filer status on the ATL and hence higher tax of 30% may be applied in such cases.

9. Zakat Exemption:

Zakat will be deducted from the dividends at source at the rate of 2.5% of the paid-up value of the share (Rs. 10/- each) and will be deposited within the prescribed period with the relevant authority. In order to claim exemption from compulsory deduction of zakat, shareholders who hold Company's shares in physical form, are requested to deposit before the first day of book closure, a notarized copy of their Zakat Declaration on Form CZ-50 executed on NJSP of Rs. 200/- with Company's Shares Registrar duly mentioning Folio No. and Name. Shareholders who hold Shares in book entry shall deposit their zakat declaration on Form CZ-50 with CDC Investor Account Services/CDC Participant/Stock brokers duly mentioning CDS Account No. and name of shareholder for uploading on the CDS in the CDC account of the shareholder.

Further, non-Muslim shareholders are also required to file Solemn Affirmation available on (https://famcosrs.com/downloads) with the Share Registrar of the Company in case of shares held in physical form and with CDC Participant/Investor Account Services in case shares are in scripless form. No exemption will be allowed unless the above documents are made available complete in all respects.

10. Unclaimed Dividend:

An updated list of unclaimed dividends/shares of the Company is available on the Company's website www.colgate.com.pk. These are unclaimed dividend/shares which have remained unclaimed or unpaid for a period of three years or more from the date these have become due and payable.

Claims can be lodged by shareholders on Claim Forms as are available on the Company's website. Claim Forms must be submitted to the Company's Shares Registrar for receipt of dividend/shares. In case no claim is lodged with the Company in the given time, the Company shall, after giving notice in the newspaper, proceed to deposit the unclaimed dividend/shares with the Federal Government in compliance with provisions of Section 244(2) of the Act.

11. Conversion of Physical Shares into CDC Account

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

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

12. Prohibition on Grant of Gifts to Shareholders

The SECP, vide Circular No. 2 of 2018, dated February 9, 2018, and S.R.O.452(I)/2025 dated March 17, 2025 has strictly prohibited companies from offering or distributing gifts, incentives or any similar benefits (including but not limited to tokens, coupons, meals, or takeaway packages) to Members at or in connection with general meetings. In accordance with Section 185 of the Companies Act, 2017, any non-compliance with these directives constitutes a punishable offence, and companies found in violation may be subject to enforcement actions and penalties.

13. Form of Proxy is enclosed and also appears on Company's website www.colgate.com.pk.

Incorporation Number KAR - 5010 OF 1977-78
CUIN Registration No. 005832

PATTERN OF SHAREHOLDING

AS AT JUNE 30, 2026

No. of Shareholders	Shareholdings From	To	Total Shareholders
4097	1	100	112,421
1160	101	500	281,366
300	501	1000	226,930
400	1001	5000	951,675
93	5001	10000	657,572
31	10001	15000	395,217
11	15001	20000	199,858
10	20001	25000	230,730
7	25001	30000	194,272
4	30001	35000	134,853
4	35001	40000	147,638
2	40001	45000	82,288
7	45001	50000	332,446
4	50001	55000	216,172
1	55001	60000	56,000
1	65001	70000	67,916
2	70001	75000	144,260
2	80001	85000	167,096
3	85001	90000	266,047
1	90001	95000	91,276
1	95001	100000	97,450
1	100001	105000	101,000
2	110001	115000	221,066
1	120001	125000	123,734
2	125001	130000	260,000
1	150001	155000	150,008
2	160001	165000	324,761
2	165001	170000	334,000
1	190001	195000	190,900
1	195001	200000	200,000
1	200001	205000	201,179
1	215001	220000	215,426
1	250001	255000	251,000
1	295001	300000	300,000
3	500001	505000	1,506,000
1	815001	820000	817,066
1	1005001	1010000	1,005,020
1	2515001	2520000	2,520,000
1	3540001	3545000	3,544,511
1	5820001	5825000	5,825,000
1	5855001	5860000	5,858,934
1	8320001	8325000	8,322,904
1	29570001	29575000	29,571,740
1	42190001	42195000	42,194,234
1	60845001	60850000	60,849,396
1	72830001	72835000	72,831,910
6,172			**242,773,272**

Categories of Shareholders	Shares Held	Percentage
Directors, Chief Executive Officer, and their spouses and minor children	112,214	0.05
Associated Companies, undertakings and related parties	153,564,938	63.25
NIT and ICP	-	-
Banks, Development Financial Institutions, Non-Banking Financial Institutions, Insurance Companies	3,535,222	1.46
Modarabas and Mutual Funds	286,845	0.12
Shareholders holding 10%	205,447,280	84.63
General Public		
a. Local	5,236,956	2.12
b. Foreign	-	-
Others	76,492,586	31.51

NOTE: Some of the shareholders are reflected in more than one category.

Zulfiqar Ali Lakhani
Chief Executive

DETAILS OF PATTERN OF SHAREHOLDING

AS AT JUNE 30, 2026

				SHARES HELD
i)	**ASSOCIATED COMPANIES, UNDERTAKINGS AND RELATED PARTIES**			
	1.	SIZA Private Limited		42,194,234
	2.	SIZA Services Private Limited		60,849,396
	3.	SIZA Commodities Private Limited		8,322,904
	4.	Premier Fashions Private Limited		29,571,740
	5.	Century Insurance Company Limited		89,290
	6.	Sultan Ali Lakhani		1,698
	7.	Shaista Sultan Ali Lakhani		2,708
	8.	Babar Ali Lakhani		14,574
	9.	Bilal Ali Lakhani		5,794
	10.	Danish Ali Lakhani		8,406
	11.	Anushka Lakhani		5,858,934
	12.	Anika Amin Lakhani		3,194
	13.	Natasha Lakhani		817,066
	14.	Aleezeh Zulfiqar Lakhani		5,825,000
ii)	**MUTUAL FUND**			
	CDC-Trustee AKD Index Tracker Fund			9,946
	AFC Umbrella Fund			53,740
	CDC-Trustee Atlas Stock Market Fund			201,179
	CDC-Trustee APF -Equity Sub Fund			10,461
	CDC-Trustee Mahaana Islamic Index Exchange Traded Fund			11,519
iii)	**DIRECTORS AND THEIR SPOUSES AND MINOR CHILDREN**			
	1.	Iqbal Ali Lakhani	Chairman/Director	6,870
	2.	Zulfiqar Ali Lakhani	Director/Chief Executive	67,916
	3.	Amin Mohammed Lakhani	Director	26,624
	4.	Syed Shahid Ali Bukhari	Director	2,104
	5.	Danish Zuberi	Director	1,000
	6.	Aqueel E Merchant	Director	500
	7.	Peter John Graylin	Nominee of Colgate-Palmolive Company, USA	-
	8.	Xuan Dai	Nominee of Colgate-Palmolive Company, USA	-
	9.	Ronak Iqbal Lakhani w/o Iqbal Ali Lakhani		2,514
	10.	Fatima Lakhani w/o Zulfiqar Ali Lakhani		1,566
	11.	Saira Amin Lakhani w/o Amin Mohammed Lakhani		3,120
iv)	**EXECUTIVES**			5,264
v)	**PUBLIC SECTOR COMPANIES AND CORPORATIONS**			NIL
vi)	**BANKS, DEVELOPMENT FINANCE INSTITUTIONS** NON-BANKING FINANCE COMPANIES, INSURANCE COMPANIES, TAKAFUL, MODARABAS AND PENSION FUNDS AND: Other than those reported at I (5)			3,535,222
vii)	**SHAREHOLDERS HOLDING 5% OR MORE** Colgate-Palmolive Co., USA.			72,831,910
viii)	**INDIVIDUALS AND OTHERS THAN THOSE MENTIONED ABOVE**			12,436,879
	Total			242,773,272

نان ایگزیکٹو ڈائریکٹرز کی معاوضہ پالیسی

کمپنی کے بورڈ اور کمیٹی کے اجلاسوں میں شرکت کے لئے نان ایگزیکٹو اور آزاد ڈائریکٹرز کی فیس کا تعین بورڈ وقتاً فوقتاً کرتا ہے۔

چیف ایگزیکٹو اور ڈائریکٹرز کے معاوضے کا پیکج

چیف ایگزیکٹو اور دیگر ڈائریکٹرز کے معاوضے کے پیکیج کو مالیاتی گوشواروں کے نوٹ 37 میں ظاہر کیا گیا ہے۔

آڈیٹرز

آڈیٹرز، میسرز اے ایف فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، 48ویں سالانہ عام اجلاس کے اختتام پر ریٹائر ہو رہے ہیں۔ اہل ہونے کی وجہ سے انہوں نے دوبارہ تقرری کے لیے خود کو پیش کیا ہے اور بورڈ کی آڈٹ کمیٹی نے بھی ان کی دوبارہ تقرری کی سفارش کی ہے، جس کی بورڈ نے توثیق کر دی ہے۔

شیئر ہولڈنگ کا نمونہ

رپورٹ میں 30 جون 2026ء تک کمپنی کے شیئر ہولڈنگ پیٹرن اور اضافی معلومات کو ظاہر کرنے والا ایک بیان شامل کیا گیا ہے۔

جو ایگزیکٹوز اور ملازمین سالانہ 1.5 ملین روپے یا اس سے زیادہ بنیادی تنخواہ لے رہے ہیں، بورڈ نے ان کی جانب سے کمپنی کے حصص کی خرید و فروخت کے سلسلے میں ایک حد کا تعین کر دیا ہے۔

بعد میں رونما ہونے والے واقعات

مالیاتی سال کے اختتام اور اس رپورٹ کی تاریخ کے درمیان کوئی ایسی اہم تبدیلی اور معاہدہ جات نہیں ہوئے، جو کمپنی کی مالیاتی حالت پر اثر انداز ہو سکیں۔

اظہار تشکر

ہم اپنے برانڈز پر اعتماد کرنے پر صارفین کا تہہ دل سے شکریہ ادا کرنا چاہتے ہیں۔ ہم اپنے بینکرز، شیئر ہولڈرز، صارفین، ڈسٹری بیوٹرز اور سپلائی چین پارٹنرز کے مسلسل تعاون پر ان کے ممنون ہیں۔ ہم انتھک لگن اور کمپنی کے ساتھ بے حد تعاون پر اپنے ملازمین کو بھی سراہتے ہیں۔

منجانب بورڈ آف ڈائریکٹرز

اقبال علی لاکھانی	**ذوالفقار علی لاکھانی**
چیئرمین	چیف ایگزیکٹو

کراچی: 31 جولائی 2026

- سال کے دوران آڈٹ کمیٹی کے چار (4) اجلاس ہوئے، ان میں ہر رکن کی شرکت حسب ذیل تھی:

رکن کا نام	شرکت
جناب کامران یوسف مرزا (10 مارچ 2026ء تک)	3
جناب اقبال علی لاکھانی	4
جناب امین محمد لاکھانی	4
محترمہ دانش زبیری	4
جناب عقیل ای مرچنٹ (10 مارچ 2026ء سے)	1

- سال کے دوران ایچ آر کمیٹی کا ایک (1) اجلاس منعقد ہوا، جس میں ہر رکن کی شرکت حسب ذیل تھی:

رکن کا نام	شرکت
محترمہ دانش زبیری	1
جناب سید شاہد علی بخاری	1
جناب اقبال علی لاکھانی	1
جناب ذوالفقار علی لاکھانی	1

- سال کے دوران سسٹین ایبلٹی کمیٹی کا ایک (1) اجلاس ہوا، جس میں ہر رکن کی شرکت حسب ذیل تھی:

رکن کا نام	شرکت
محترمہ دانش زبیری	1
جناب اقبال علی لاکھانی	1
جناب ذوالفقار علی لاکھانی	1

بورڈ کی تشکیل

بورڈ 6 مرد اور 2 خواتین ڈائریکٹرز پر مشتمل ہے، جس کی ساخت حسب ذیل ہے:

آزاد ڈائریکٹرز (بشمول 1 خاتون ڈائریکٹر)	3
دیگر نان ایگزیکٹو ڈائریکٹرز	4
ایگزیکٹو ڈائریکٹر	1
ڈائریکٹرز کی کل تعداد	**8**

- داخلی کنٹرول کا نظام اپنے ڈیزائن میں درست ہے اور اس کی مؤثر طریقے سے نگرانی اور عمل درآمد کیا گیا ہے۔
- کمپنی کی اپنی موجودہ کاروباری سرگرمیوں کو جاری رکھنے کی صلاحیت کے بارے میں کوئی شک نہیں ہے۔
- کارپوریٹ گورننس کے بہترین طور طریقوں سے کوئی مادی انحراف نہیں کیا گیا، جو کہ لسٹنگ ریگولیشنز میں تفصیل سے بیان کیے گئے ہیں۔
- گزشتہ چھ سالوں کے کلیدی آپریشنل اور مالیاتی اعداد و شمار کا خلاصہ اس سالانہ رپورٹ کے ساتھ منسلک کیا گیا ہے۔
- ٹیکسوں اور لیویز کے بارے میں معلومات نوٹس کی شکل میں دی جاتی ہیں اور مالی بیانات کا حصہ ہیں۔

- عملے کے ریٹائرمنٹ فنڈز کے ذریعہ ان کے متعلقہ اکاؤنٹس کی بنیاد پر کی گئی سرمایہ کاری کی تفصیل مندرجہ ذیل ہے:

	2025–2026 (روپے '000 میں)
سی پی پی ایل اسٹاف پراویڈنٹ فنڈ	1,588,495
سی پی پی ایل اسٹاف گریجویٹی فنڈ	1,934,131

- سال کے دوران بورڈ کے چھ (6) اجلاس ہوئے، ان میں ہر ڈائریکٹر کی شرکت حسب ذیل تھی:

ڈائریکٹر کا نام	شرکت
جناب اقبال علی لاکھانی	5
جناب ذوالفقار علی لاکھانی	6
جناب امین محمد لاکھانی	6
جناب پیٹر جان گریلن، سی پی۔امریکا کے نامزد کردہ	6
محترمہ زاؤن ڈائی، سی پی۔امریکا کی نامزد کردہ	5
محترمہ دانش زبیری	6
جناب سید شاہد علی بخاری	5
جناب عقیل ای مرچنٹ (10 مارچ 2026ء سے)	3
جناب کامران یوسف مرزا (10 مارچ 2026ء تک)	2

جو ارکان اجلاس میں شرکت نہ کر سکے، انہیں غیر حاضری پر رخصت دے دی گئی۔

اپنے آغاز سے لے کر اب تک، یہ موثر پروگرام پاکستان بھر میں 18.3 ملین سے زائد بچوں تک پہنچ چکا ہے۔ کولگیٹ کے تربیت یافتہ اساتذہ کی لگن کی بدولت، اس کے دائرہ کار میں اس سال مزید توسیع ہوئی اور اس نے کامیابی کے ساتھ ملک بھر کے 80 سے زائد شہروں اور قصبوں کا احاطہ کیا۔

اس تعلیمی رابطہ کاری کی تکمیل کرتے ہوئے "مائی برائٹ اسمائل" عالمی مقابلہ مصوری نوجوان فنکاروں کو اپنی تخلیقی صلاحیتوں کے اظہار کے لیے ایک منفرد پلیٹ فارم فراہم کر رہا ہے، جبکہ منہ اور دانتوں کی صحت کے حفاظتی طور طریقوں کے بارے میں ان کی آگاہی کو بھی بڑھا رہا ہے۔ اس سال مقابلہ مصوری کو زبردست پذیرائی ملی اور پاکستان بھر سے 120,000 سے زائد فن پارے جمع کرائے گئے۔ مقامی ٹیلنٹ کی غیر معمولی صلاحیتوں کو اجاگر کرتے ہوئے، ایک پاکستانی طالب علم کے فن پارے نے مسلسل دوسرے سال عالمی کور آرٹ ورک کا اعزاز حاصل کیا، جو ملک کے لیے فخر اور بین الاقوامی سطح پر پہچان کا سبب بنا۔

مستقبل کا منظر نامہ

پاکستان کی معیشت آئی ایم ایف (IMF) کی توسیعی فنڈ سہولت کے تحت استحکام کے آثار دکھا رہی ہے، جس میں کرنسی مستحکم ہے اور غیر ملکی زر مبادلہ کے ذخائر میں بہتری آرہی ہے۔ تاہم، کاروباری ماحول اب بھی مشکلات کا شکار ہے۔ علاقائی تنازعات نے اجناس کی قیمتوں میں اضافہ کر دیا ہے اور سپلائی کے نظام الاوقات کو متاثر کیا ہے، خاص طور پر خلیجی تعاون کونسل (GCC) کے ممالک سے ہماری درآمدات پر انحصار کے باعث آنے والی سہ ماہیوں میں منافع کے مارجن کو بڑا خطرہ لاحق ہے۔

مستقبل پر نظر ڈالیں تو لاگت میں یہ اتار چڑھاؤ، توانائی کے نرخوں میں تبدیلیاں اور غیر دستاویزی (انفارمل) مارکیٹ کی خرابیاں مسلسل آپریشنل مشکلات پیدا کر رہی ہیں۔ اس دباؤ کا مقابلہ کرنے کے لیے کمپنی سپلائی چین کو بہتر بنانے، ڈیجیٹل کارکردگی اور لاگت میں نظم و ضبط پر توجہ مرکوز کر رہی ہے تاکہ قلیل مدتی مارجن کے دباؤ سے نمٹا جا سکے اور کاروباری تسلسل کو یقینی بنایا جا سکے۔

داخلی مالیاتی کنٹرول

ڈائریکٹرز داخلی مالیاتی کنٹرول کے سلسلے میں اپنی ذمہ داری سے آگاہ ہیں۔ مینجمنٹ اور آڈیٹرز (انٹرنل اور ایکسٹرنل) کے ساتھ بات چیت کے ذریعے، وہ تصدیق کرتے ہیں کہ کمپنی کی طرف سے مناسب کنٹرول نافذ کیے گئے ہیں۔

فنانشل اور کارپوریٹ رپورٹنگ فریم ورک

پاکستان اسٹاک ایکسچینج کے لسٹنگ ریگولیشنز کی شقوں کی تعمیل میں، بورڈ کے ممبران کے لیے مندرجہ ذیل بیانات کو ریکارڈ پر لانا باعث مسرت ہے:

- کمپنی کی مینجمنٹ کی طرف سے تیار کردہ مالیاتی گوشوارے اس کے معاملات کی صورت حال، اس کے آپریشنز کے نتائج، کیش فلو اور ایکویٹی میں تبدیلیوں کی درست عکاسی کرتے ہیں۔
- کمپنی تمام اکاؤنٹ بکس درست حالت میں رکھتی ہے۔
- مالیاتی گوشواروں کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کو مستقل طور پر لاگو کیا گیا ہے اور اکاؤنٹنگ کے تخمینے معقول اور دانشمندانہ فیصلوں پر مبنی ہیں۔
- مالیاتی گوشواروں کی تیاری میں بین الاقوامی مالیاتی رپورٹنگ کے معیارات، جو کہ پاکستان میں لاگو ہوتے ہیں، پر عمل کیا جاتا ہے۔

پانی کے ضیاع کو صفر (Net Zero Water) پر لانا ہے۔ ہماری کلائمیٹ اسٹریٹیجی کے نتیجے میں 2015 کے بعد سے توانائی کے استعمال میں 26% کمی واقع ہوئی ہے اور ہمارا منصوبہ ہے کہ 2030 تک قابلِ تجدید توانائی (Renewable Energy) کا حصہ 7% سے بڑھا کر 10% کیا جائے۔ ہم شجرکاری کی مہمات کے لیے تحفظِ ماحول کے صوبائی اداروں (EPAs) کے ساتھ شراکت داری بھی کرتے ہیں اور مسلسل بہتری لانے کے لیے ''انرجی ٹریژر ہنٹ'' جیسے پروگراموں کے ذریعے ملازمین کو متحرک کرتے ہیں۔ اسی طرح ہمارا 'ای ایچ ایس' (EHS) فریم ورک بھی انتہائی اہم ہے، جس کی بنیاد ''زیرو ہارم'' (کسی قسم کا نقصان نہ پہنچنے دینے) کے عزم پر ہے۔ قیادت کی شمولیت، آپریشنل کارکردگی اور ہیومن اینڈ آرگنائزیشنل پرفارمنس (HOP) کے طریقہ کار کے ذریعے، ہم فعال طور پر سنگین خطرات کی نشاندہی اور ان کا ازالہ کرتے ہیں۔ ہمارا ڈیجیٹل EHS ٹریکنگ سسٹم آڈٹ، حادثات اور قواعد کی تعمیل کی سخت نگرانی کو ممکن بناتا ہے، اس بات کو یقینی بناتے ہوئے کہ ہم اپنے تمام آپریشنز میں اپنے ملازمین اور کرہ ارض... دونوں کا تحفظ کریں۔

تنوع، برابری اور شمولیت

کمپنی ایک محفوظ، قابلِ احترام اور سب کو ساتھ لے کر چلنے والے (انکلوسیو) کام کے ماحول کو فروغ دینے کے لیے پرعزم ہے۔ ہم اپنے باصلاحیت ملازمین کی جانچ اور انہیں آگے بڑھانے کا فیصلہ مکمل طور پر میرٹ اور قابلیت کی بنیاد پر کرتے ہیں تاکہ تمام سطحوں پر یکساں مواقع کو یقینی بنایا جا سکے۔ کام کی جگہ پر اپنائیت کے احساس کو ترجیح دے کر اور اپنی افرادی قوت کو ترقی کے لیے درست ٹولز فراہم کر کے ہم انفرادی کیریئر کی ترقی اور طویل المدت کاروباری کامیابی، دونوں کو آگے بڑھاتے ہیں۔

پائیداری سے متعلق خطرات اور ان کا تدارک

کمپنی اس بات کو تسلیم کرتی ہے کہ پائیداری سے متعلق خطرات طویل مدتی کارکردگی کے لیے تیزی سے اہمیت اختیار کر رہے ہیں، خاص طور پر ملک کے بدلتے ہوئے ریگولیٹری، ماحولیاتی اور سماجی و اقتصادی منظرنامے کے تناظر میں۔ موسمی تبدیلی، پانی کی قلت، توانائی سے متعلق عدم تحفظ اور سپلائی چین میں اتار چڑھاؤ جیسے اہم خطرات براہِ راست آپریشنل اور خام مال کے حصول (سورسنگ) کے چیلنجز پیش کرتے ہیں۔ اس کے علاوہ ماحولیاتی تحفظ کے حوالے سے صارفین اور ریگولیٹری اداروں کی بڑھتی ہوئی توقعات مسلسل مطابقت کا تقاضا کرتی ہیں۔

ان خطرات کو کم کرنے اور طویل مدتی قدر کی تخلیق کو یقینی بنانے کے لیے، کمپنی پائیداری کو اپنی بنیادی حکمتِ عملی کا حصہ بنا رہی ہے۔ توجہ کے حامل اہم شعبوں میں پائیدار سورسنگ کو وسعت دینا، اپنے کاربن فٹ پرنٹ کو کم کرنا، ویلیو چین میں لچک کو بڑھانا اور ابھرتے ہوئے بین الاقوامی ای ایس جی (ESG) معیارات کے ساتھ ہم آہنگ ہونا شامل ہے۔

کارپوریٹ سماجی ذمہ داری

پاکستان میں منہ اور دانتوں کی صحت کی تعلیم و شعور کے علمبردار کے طور پر کولگیٹ اپنے فلیگ شپ اسکول پروگرام ''برائٹ اسمائلز، برائٹ فیوچرز'' کے ذریعے پائیدار عادات کی تشکیل اور حفظانِ صحت سے متعلق آگاہی کو آگے بڑھا رہا ہے۔ یہ کثیر جہتی اقدام بچوں کو منہ اور دانتوں کی نگہداشت کی انتہائی اہمیت سے آگاہ کرنے اور انہیں چھوٹی عمر سے ہی برش کرنے کی صحت بخش عادت ڈالنے کے لیے ڈیزائن کیا گیا ہے۔

کاروباری کارکردگی کی جھلکیاں

کولگیٹ نے اس سال اسٹریٹجک مہمات اور منہ و دانتوں کی صحت سے متعلق اقدامات کے ذریعے اپنی مارکیٹ لیڈرشپ کو مزید مستحکم کیا۔ برانڈ نے ''کولگیٹ میکسیمم کیویٹی پروٹیکشن'' کے لیے اعلیٰ معیار کی تشہیری مہم چلا کر منہ اور دانتوں کی پیشگی نگہداشت کے اپنے بنیادی حفاظتی پیغام کو اجاگر کیا، جس میں دن میں دو بار برش کرنے سے 24 گھنٹے کیویٹی سے تحفظ پر توجہ مرکوز کی گئی۔ اس اہم پیغام کو ''برائٹ اسمائلز، برائٹ فیوچرز'' اسکول پروگرام کے ذریعے نچلی سطح تک پہنچایا گیا، جس سے بچوں میں چھوٹی عمر سے ہی منہ اور دانتوں کی صفائی کی صحت مند عادات پیدا ہوئیں۔ ان اقدامات کو آگے بڑھاتے ہوئے، ''کولگیٹ ہربل'' نے قدرتی تندرستی کے شائق صارفین کو ایک ٹارگٹڈ مہم کے ذریعے راغب کیا، جس میں مسوڑھوں کی صحت اور دانتوں کی مضبوطی کے منفرد فارمولے کو اجاگر کیا گیا تھا۔ اس کے علاوہ ''کولگیٹ میکس فریش'' کو بہتر تازگی کے لیے جدید ''الٹرا فریز'' ٹیکنالوجی کے ساتھ کامیابی سے دوبارہ متعارف کرایا گیا، جسے ایک جامع 360 ڈگری مہم کی معاونت حاصل تھی، اس مہم میں نئی پیکجنگ، ٹیلی ویژن اور ڈیجیٹل اشتہارات اور اسٹورز کے اندر بھرپور نمائش (ڈسپلے) شامل تھی۔

پامولیو نے پرسنل کیئر کے شعبے میں ایک ممتاز برانڈ کے طور پر اپنی پوزیشن کو مضبوط کیا اور کامیاب برانڈ ری لانچ کے ذریعے بیوٹی سوپ کی کیٹیگری میں اپنے مارکیٹ شیئر میں مسلسل اضافہ کیا۔ 'پامولیو سوپ کی ری لانچنگ میں صابن کی بہتر شکل اور جدید پیکجنگ متعارف کرائی گئی، جس پر نئے پامولیو لوگو کو نمایاں کیا گیا، جو برانڈ کے قدرتی اجزاء کے استعمال کے بیانیے پر زور دیتا ہے۔ شوخ رنگوں پر مبنی اس نئی بصری شناخت اور جدید پیکجنگ کے اعلان پر مبنی ٹی وی اشتہار (TVC) نے دکانوں کے شیلفس پر گاہکوں کے لیے نمایاں کشش پیدا کی۔ اس کے ساتھ ساتھ، شیمپو کے کاروبار نے بھی اپنی ترقی کی رفتار کو تیز کیا، ''پامولیو شیمپو'' کو ایک نئے پرکشش پیکجنگ ڈیزائن کے ساتھ ری لانچ کیا گیا، جسے مسلسل میڈیا سپورٹ بھی حاصل تھی۔ مجموعی طور پر، ان نئے پیکجنگ ڈیزائنز نے دونوں کیٹیگریز میں برانڈ کے جمالیاتی حسن کو کامیابی سے نکھارا، جس سے صارفین کی دلچسپی اور دکانوں پر فروخت میں نمایاں اضافہ ہوا۔

ہوم کیئر کیٹیگری نے اس سال ایک مشکل کاروباری ماحول کا سامنا کیا، جس کی وجہ مقامی اور علاقائی برانڈز کی طرف سے بڑھتی ہوئی مسابقت تھی، جو مارکیٹنگ پر بھاری اخراجات کے ذریعے مارکیٹ میں اپنے قدم تیزی سے جما رہے تھے۔ سال کے دوسرے نصف حصے میں خام مال کی لاگت میں شدید اتار چڑھاؤ اور سپلائی چین کے چیلنجز نے اس بیرونی دباؤ کو مزید بڑھا دیا، جس سے منافع کے مارجن پر اثر پڑا۔ ان مشکلات کے جواب میں، ہم ثابت قدم رہے اور مصنوعات کے معیار کو برقرار اور صارفین کا اعتماد بحال رکھنے کے لیے اپنے بنیادی برانڈز میں اسٹریٹجک سرمایہ کاری کو ترجیح دی۔ ہماری مسلسل اشتہاری اور پروموشنل مہمات نے ہماری کنزیومر بیس کو تحفظ دیا اور اسے وسعت دی، اس بات کو یقینی بناتے ہوئے کہ ہم ریٹیلرز کے لیے ترجیحی شراکت دار اور ملک بھر کے گھرانوں میں ایک قابل اعتماد نام رہیں گے۔

پائیداری

کمپنی کے تمام تر آپریشنز میں پائیداری سرایت کر گئی ہے اور یہ طویل مدتی قدر کی تخلیق کے لیے انتہائی اہم جزو ہے۔ گزشتہ سالوں کے تجربات سے حاصل شدہ بصیرت کو بروئے کار لاتے ہوئے اور اپنے اہداف کو مزید بہتر بناتے ہوئے، ہم نے ان شعبوں پر اپنی اسٹریٹجک توجہ کو مزید مرکوز کیا ہے جہاں سب سے زیادہ اثر ڈالا جا سکتا ہے یعنی ماحولیاتی تحفظ، پائیدار پیکجنگ، پانی کا ذمّہ دارانہ انتظام، موسمی اقدامات اور ای ایچ ایس (EHS) میں اعلیٰ کارکردگی۔

ماحولیات کے محاذ پر، ہم نے اپنے ٹوتھ پیسٹ پورٹ فولیو کو 100% ری سائیکل ہونے والی ٹیوبز پر کامیابی سے منتقل کر دیا ہے اور پروڈکشن کے دوران پانی کے استعمال کو 2015 کے بنیادی اشاریے کے مقابلے میں 20% تک کم کیا ہے، جبکہ ہمارا ہدف 2030 تک پانی کی قلت کے شکار علاقوں میں واقع فیکٹریوں میں

منافع کا تصرف

	2025–2026 (روپے '000 میں)
بعداز ٹیکس منافع	18,629,297
غیر مختص شدہ منافع (براٹ فارورڈ)	947
تصرف کے لیے دستیاب منافع	18,630,244

تصرفات:

مجوزہ حتمی کیش ڈیویڈنڈ @350% یعنی 35 روپے فی شیئر (2025: @295% یعنی 29.5 روپے فی شیئر)	8,497,065

عبوری کیش ڈیویڈنڈ @290% یعنی 29 روپے فی شیئر (2025: @320% یعنی 32 روپے فی شیئر)	7,040,425

جنرل ریزرو میں منتقلی	3,092,000
غیر مختص منافع (کیریڈ فارورڈ)	752

بنیادی خطرات اور غیر یقینی صورتحال

کمپنی کو کچھ دیرینہ خطرات اور غیر یقینی صورتحال کا سامنا ہے۔ تاہم، ہم مندرجہ ذیل کو کلیدی خطرات کے طور پر دیکھتے ہیں:

- جغرافیائی سیاسی صورتحال، توانائی اور سپلائی چین کا عدم استحکام
- نئے ٹیکسوں کا نفاذ
- فاریکس مارکیٹ کی غیر یقینی صورتحال اور قرضوں کے زائد بوجھ کی وجہ سے مالیاتی پالیسی کے خطرات

مذکورہ خطرات کے ممکنہ اثرات کو کم کرنے کے لئے کمپنی اندرونی اور بیرونی اسٹیک ہولڈرز کے ساتھ کام کرتی ہے۔

ڈائریکٹرز رپورٹ

آپ کی کمپنی کے ڈائریکٹرز 30 جون 2026 کو اختتام پذیر ہونے والے سال کے لیے سالانہ رپورٹ مع کمپنی کے آڈٹ شدہ مالیاتی گوشوارے بمسرت پیش کرتے ہیں۔

مالیاتی کارکردگی پر ایک نظر

ایک مختصر مالیاتی تجزیہ ذیل میں پیش کیا جاتا ہے:

کاروباری کارکردگی کے نتائج	2025-2026	2024-2025	اضافہ / (کمی)
	(رقم ملین روپے میں)		
مجموعی آمدنی	169,946	156,693	8.46%
خالص آمدنی	125,220	116,001	7.95%
مجموعی منافع	43,840	40,721	7.66%
مجموعی منافع (%)	35.01%	35.10%	(9 بی پی ایس)
فروخت اور ترسیل کے اخراجات	13,370	11,991	11.50%
انتظامی اخراجات	1,496	1,369	9.25%
آپریشنز سے منافع (دیگر آمدنی کے بغیر)	26,872	25,349	6.01%
دیگر آمدنی	3,541	3,939	-10.10%
منافع بعد از ٹیکس	18,629	18,397	1.26%
آمدنی فی شیئر۔ روپے	76.74	75.78	1.26%

مالیاتی جھلکیاں

کمپنی نے بنیادی طور پر فروخت کے حجم میں اضافے اور برانڈز کے بہتر امتزاج (برانڈ مکس) کی بدولت مجموعی آمدنی میں 8.46% کی نمو (اضافہ) حاصل کی۔ جاری علاقائی کشیدگی کے باعث خام مال کی بڑھتی ہوئی لاگت کے باوجود، مجموعی منافع کا مارجن (Gross Profit Margin) سال بہ سال مستحکم رہا، جسے ایک حکمت عملی کے تحت لاگت میں کمی کی کوششوں اور جنگ سے پہلے کی قیمتوں پر حاصل کردہ انوینٹری (اسٹاک) سے مدد ملی، جس نے آخری سہ ماہی میں منافع کے مارجن کو سہارا دیا۔ بنیادی کاروباری سرگرمیوں سے حاصل ہونے والے آپریٹنگ منافع میں سال بہ سال 6% کا اضافہ ہوا، جو بہتر آپریشنل کارکردگی کی عکاسی کرتا ہے۔ دیگر آمدنی میں 398 ملین روپے (10.10%) کی کمی آئی، جس کی بڑی وجہ شرح سود کی موجودہ کم سطح ہے۔ مجموعی طور پر، بعد از ٹیکس خالص منافع میں گزشتہ سال کے مقابلے میں 1.26% کا اضافہ ریکارڈ کیا گیا۔

چیئرمین کی جائزہ رپورٹ

جیسا کہ لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ریگولیشنز 2019 کے تحت مطلوب ہے، کولگیٹ - پامولو (پاکستان) لمیٹڈ کے بورڈ آف ڈائریکٹرز کا سالانہ جائزہ لیا جاتا ہے۔ جائزے کا مقصد اس امر کو یقینی بنانا ہے کہ بورڈ کی مجموعی کارکردگی اور افادیت کو کمپنی کے مختص کردہ مقاصد کے تناظر میں پرکھا جاسکے۔

مالی سال مختتمہ 30 جون 2026 کے لیے، بورڈ کی مجموعی کارکردگی اور افادیت اطمینان بخش قرار پائی ہے۔ بہتری ایک مستقل جاری رہنے والا عمل ہے، جس کی مدد سے عملی منصوبہ بندی کو ممکن بنایا جاتا ہے۔ مندرجہ بالا مجموعی جائزہ، متعدد لازمی اجزاء کی جانچ پر مبنی ہے، جن میں وژن، مشن اور اقدار؛ تزویراتی منصوبہ بندی میں مشغولیت؛ پالیسیوں کی تشکیل؛ ادارے کی کاروباری سرگرمیوں کی نگرانی؛ مالی وسائل کے نظم ونسق کی نگرانی؛ مؤثر مالیاتی نگرانی؛ تمام ملازمین کے ساتھ مساوی سلوک اور بورڈ کی ذمہ داریوں کی موثر انجام دہی شامل ہیں۔

آپ کی کمپنی کے بورڈ آف ڈائریکٹرز کو بورڈ اور اس کی کمیٹی کے اجلاسوں سے کافی وقت پہلے ایجنڈا اور معاون تحریری لوازمات بشمول فالو اپ مواد موصول ہوئے۔ بورڈ اپنی ذمہ داریوں کو موثر طریقے سے انجام دینے کے لیے کافی تعداد میں اجلاس منعقد کرتا ہے۔ نان ایگزیکٹو اور آزاد ڈائریکٹرز بھی اہم فیصلوں میں برابری کی بنیاد پر شامل ہوتے ہیں۔

اقبال علی لاکھانی

چیئرمین

بتاریخ: 31 جولائی 2026

MAJOR CORPORATE EVENTS DURING THE YEAR

31 July 2025
Announcement of 2025 Annual Financial Results Final Dividend Proposed @ 295%

26 September 2025
Annual General Meeting 2025

29 September 2025
Corporate Briefing Session

2 October 2025
Disbursement of Final Dividend

28 October 2025
Announcement of 2026 Q1 Results

30 January 2026
Announcement of 2026 Half Yearly Results, Interim Dividend Announced @ 290%

18 Febuary 2026
Disbursement of Interim Dividend

29 April 2026
Announcement of 2026 Q3 Results

FORM OF PROXY

I/We ____

of

____

a member of COLGATE-PALMOLIVE (PAKISTAN) LIMITED

hereby appoint ______________________________________

of ____

or failing him/her ___________________________________

of ____

who is/are also member/s of Colgate-Palmolive (Pakistan) Limited to act as my/our proxy and to vote for me/us and on my/our behalf at the Annual General Meeting of the shareholders of the Company to be held on the 24th day of September 2026 and at any adjournment thereof.

Signed this _________ day of _______________ 2026.

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

Signature

Witness 1

Signature _______________________

Name _______________________

CNIC No. _______________________

Address _______________________

____

Witness 2

Signature _______________________

Name _______________________

CNIC No. _______________________

Address _______________________

____

Notes:

1. The proxy must be a member of the Company.
2. The signature must tally with the specimen signature/s registered with the Company.
3. If a proxy is granted by a member who has deposited his/her shares in Central Depository Company of Pakistan Limited, the proxy must be accompanied with participant's ID number and CDC account/sub-account number along with attested photocopies of Computerized National Identity Card (CNIC) or the Passport of the beneficial owner. Representatives of corporate members should bring the usual documents required for such purpose.
4. The instrument of Proxy properly completed should be deposited at the Registered Office of the Company not less than 48 hours before the time of the meeting excluding holidays.

Fold Here

AFFIX
CORRECT
POSTAGE

The Company Secretary
COLGATE-PALMOLIVE (PAKISTAN) LIMITED
Lakson Square, Building No. 2,
Sarwar Shaheed Road,
Karachi 74200.
Phone: 38400000

Fold Here

Fold Here

Fold Here

Fold Here

Fold Here

مختارنامہ (پراکسی فارم)

میں/ہم ______________________________

ساکن ______________________________

بحیثیت رکن (ممبر) کولگیٹ - پامولیو (پاکستان) لمیٹڈ مقرر کرتا/کرتی ہوں/کرتے ہیں مسمّٰی/مسماۃ ______________________________

ساکن ______________________________

کو یا ان کی غیر حاضری میں مسمّٰی/مسماۃ ______________________________

ساکن ______________________________

کو جو خود بھی کولگیٹ - پامولیو (پاکستان) لمیٹڈ کا رکن ہے کہ وہ بطور میرا/ہمارا مختار (پراکسی) کولگیٹ - پامولیو (پاکستان) لمیٹڈ کے سالانہ اجلاس عام میں جو ۲۴ ستمبر ۲۰۲٦ کو منعقد ہو رہا ہے یا اس کے کسی ملتوی شدہ اجلاس میں شرکت کرے اور وہ میری/ہماری جگہ میری/ہماری طرف سے حق رائے دہی استعمال کرے۔

مورخہ ______________ ۲۰۲٦ کو میرے/ہمارے دستخط سے جاری ہوا۔

فولیو نمبر	سی ڈی سی پارٹیسپنٹ آئی ڈی نمبر	سی ڈی سی اکاؤنٹ/سب اکاؤنٹ نمبر	حصص کی تعداد

دستخط

گواہ نمبر ۱

دستخط ______________________________

نام ______________________________

کمپیوٹرائزڈ قومی شناختی کارڈ نمبر ______________________________

پتہ ______________________________

گواہ نمبر ۲

دستخط ______________________________

نام ______________________________

کمپیوٹرائزڈ قومی شناختی کارڈ نمبر ______________________________

پتہ ______________________________

ہدایات:

۱۔ مختار (پراکسی) کا کمپنی کا رکن (ممبر) ہونا ضروری ہے۔

۲۔ دستخط، کمپنی کے پاس رجسٹرڈ نمونہ دستخط/دستخطوں سے مماثل ہونے چاہئیں۔

۳۔ اگر کوئی رکن، جس نے اپنے حصص سینٹرل ڈپازٹری کمپنی آف پاکستان لمیٹڈ میں جمع کرائے ہیں، اپنا مختار (پراکسی) نامزد کرتا ہے تو پراکسی کے پاس لازماً پارٹیسپنٹ کا آئی ڈی نمبر اور سی ڈی سی اکاؤنٹ/سب اکاؤنٹ نمبر مع بینیفیشل اونر کے کمپیوٹرائزڈ قومی شناختی کارڈ (سی این آئی سی) یا پاسپورٹ کی مصدقہ نقول موجود ہونی چاہئیں۔ کارپوریٹ ممبرز کے نمائندوں کو اس مقصد کے لیے درکار معمول کی دستاویزات ساتھ لانا ہوں گی۔

۴۔ مختار نامہ (پراکسی فارم) مکمل پُر شدہ، کمپنی کے رجسٹرڈ آفس میں اجلاس کے مقررہ وقت سے کم از کم ۴۸ گھنٹے قبل جمع کرانا ضروری ہے، ماسوائے تعطیلات کے۔

Colgate-Palmolive (Pakistan) Ltd.

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Sarwar Shaheed Road, Karachi-74200.
Tel.: +9221-38400000