HUBCO

EXPANDING HORIZONS

INTEGRATED ANNUAL REPORT 2026

EXPANDING HORIZONS

For HUBCO, “Expanding Horizons” reflects a journey shaped by ambition, transformation and the courage to look beyond what is familiar. Built on a strong foundation in power, HUBCO has continued to broaden its perspective, explore new avenues and build a diversified portfolio spanning power, mining, oil and gas, new energy vehicles (NEVs) and NEV charging infrastructure.

As our business evolves, so does our vision for what lies ahead. We are strengthening established businesses, forging strategic partnerships and creating new platforms for growth, while remaining grounded in the experience, resilience and relationships that have shaped our journey.

In this spirit, HUBCO continues to look beyond the immediate, expanding its reach, deepening its capabilities and building a more resilient and future-ready portfolio.

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INTEGRATED REPORTING APPROACH

This Integrated Report explains how HUBCO creates long-term value by integrating sustainability into its strategy, governance and business activities. It presents our performance and approach to managing the economic, environmental, social, and governance matters that are material to our business and stakeholders.

Unless otherwise stated, the non-financial information disclosed in this report covers the consolidated operations of HUBCO and the businesses over which we exercise significant operational and management control.

Organization Details

Legal Name	The Hub Power Company Limited
Nature of Ownership and Legal Form	Public Limited Listed Company
Location of Head Office	Karachi, Pakistan

Reporting Period

HUBCO prepares and publishes its Integrated Annual Report on an annual basis. This report covers the period from July 1, 2025 to June 30, 2026 for both financial and sustainability disclosures.

Reporting Methodology

This report has been developed through a structured reporting process involving cross-functional contributions and oversight from the relevant business functions. The information disclosed has been prepared using methodologies consistent with the applicable reporting frameworks, internationally recognized standards and industry best practices.

Reporting Content

This integrated report is aligned with the following legal, regulatory and reporting frameworks:

- Companies Act & related pronouncements
- Listed Company (Code of Corporate Governance) Regulations, 2019
- Applicable International Financial Reporting Standards (IFRS), S1 and S2
- Global Reporting Initiative (GRI) Standards 2021
- SECP ESG Disclosure Guidelines
- PSX Rule Book
- Best Corporate Report Guidelines by ICAP & ICMA

Audience

This Integrated Report is intended for HUBCO's stakeholders, including regulators, shareholders, investors, business partners, employees, communities, and other individuals and entities that are directly or indirectly influenced by the Company's activities. Through ongoing stakeholder engagement, HUBCO seeks to understand and respond to stakeholder priorities and expectations. This report provides a comprehensive view of how the Company creates long-term value through its Economic, Environmental, Social and Governance (EESG) performance.

MANAGEMENT REPORT

COMPANY PROFILE

The Hub Power Company Limited (HUBCO) is Pakistan's first and one of the largest Independent Power Producers (IPPs) with a combined power generation capacity of 2,289 MW, and now a diversified group with investments in power, mining, oil & gas and New Energy Vehicles (NEVs) & NEV Charging Infrastructure.

VISION

"Fueling lives through energy."

MISSION

"To be a growth-oriented company recognized for international standards in safety and environment in providing reliable and affordable energy; serving the country, its stakeholders and local community as a responsible corporate citizen."

CODE OF CONDUCT

General Principles

1. As a general rule, HUBCO employees are expected to promote the Company's best interests whilst maintaining the highest standards of personal integrity and business practice.

2. HUBCO's employees must act at all times in the interests of the Company's shareholders and must abide by the Company's stated standards of environmental, safety and management practices.

3. No employee should ever commit an illegal or unethical act or instruct or encourage another employee to do so. The known laws and regulations of the country should always be observed.

4. Employees should also be aware that the way in which others perceive our business relationships can be equally important; even perfectly ethical acts may be open to misinterpretation.

5. Therefore, in everything we do, we should always ask ourselves whether any of our actions, if known publicly in the locality and in the country as a whole, could be damaging to HUBCO in any way. If your proposed action appears to fail this test, it should not be progressed, and further line management advice should be sought.

6. The key to achieving the necessary standards of conduct is likely to be openness, with transparent recording of actions, and full declarations of all interests and concerns to line management.

7. Compliance is also required with the various policies, procedures and control guidelines issued from time to time by the Company.

Specific Requirements

Relations with Officials and Prospective Business Partners

1. These relationships should be conducted ethically and within the law. Unethical or unlawful payments should neither be made nor received, directly or indirectly, regardless of the amount.

2. We should strive at all times to avoid practices that might be construed to promote our own or the Company's interests by other than legitimate means.

   Integrity in our dealings is a prerequisite for successful and sustained business relationships.

3. It is Company policy not to make political donations. Some of the issues likely to give rise to difficult decisions or uncertainty as to the proper course of action are:

Laws of Pakistan

The laws of Pakistan should be obeyed. The traditions, culture and conventions of the Country should also be respected.

Commissions, Fees and Similar Payments

1. Commissions, consultants' fees, retainers, loans, or similar payments should be clearly related to, and commensurate with, the services being performed. Should this clear relationship do not exist, or could such payments be regarded as an improper inducement, they should not be made or accepted.

2. Agents or advisers, acting on our behalf should be made aware of our ethical values and expectations.

Public Activities

Where its experience can be useful, the Company is encouraged to co-operate with governments, individuals, agencies and other organizations in the development of proposed legislation and other regulations, which may affect such legitimate interests.

HUBCO is also encouraged to respond to requests from governments and other agencies for information, observation or opinions on issues relevant to business and the community in which they operate.

Political Activities

The Company does not support any political party or activity. Employees may have their own opinions. However, these must not be used to influence the Company's way of doing business.

Corporate Affairs

In order to defend and promote its legitimate interests, HUBCO has adopted the strategy of strengthening its corporate affairs activities. Corporate affairs are conducted under the direction of the Board through the CEO.

No employee is allowed to take a representative role vis-à-vis government bodies, trade associations or the media unless authorized by the CEO for specific instances.

The following are some examples, which conflict with the above principle:

- Media statements
- Participation in non-HUBCO conferences, seminars etc. on behalf of HUBCO
- Membership of trade associations

Corrupt Business Practices

HUBCO does not give or receive bribes in order to retain or bestow business or financial advantages. HUBCO employees are directed that any demand for or offer of such bribe must be immediately rejected and reported to the Management.

Relations with Suppliers and Customers

1. All the guidelines above, which are designed to promote ethical conduct with business partners, apply.

2. The Company's policy is that competitive tendering should be adopted wherever possible. HUBCO cannot afford to show partiality towards any company with whom it does business. This is especially true of any company which is seeking to secure a supply contract.

3. The establishment of long-term and close relations between purchasers and suppliers is recognized, in the right context, as having the potential to benefit both the parties to such an arrangement and those with whom they deal. However, HUBCO employees and representatives are required to avoid relationships, whether with suppliers or others, which are, or might have the appearance of being contrary to the principles of fair competition.

Proper Control and Accounting

1. The Company must maintain an adequate system of internal control and strict compliance with Company policies.

2. Prescribed accounting systems and rules should be set in place to ensure that all transactions are accurately recorded and that no secret or other assets are established or maintained.

3. If, regardless of HUBCO's efforts in this regard, standards are not applied in companies in which the Company has an interest, HUBCO's representative should refer the matter to the Management Committee.

Reports and Periodic Reviews

1. Any employee who is requested to engage in any activity which is or may be contrary to this Policy will promptly report such information to the manager whom the individual reports, or, if the employee was so directed by the manager, then to assigned Company legal counsel.

2. Any employee who acquires information that gives the employee reason to believe that any other employee is engaged in conduct forbidden by the Policy will promptly report such information to the manager to whom the employee reports, or, if the manager is engaged in such conduct, then to the assigned Company legal counsel.

KEY HIGHLIGHTS

Philanthropy
209 MN
PKR

Revenue
71 BN
PKR

Power Generation Capacity
2,289 MW

Net Profit
56 BN
PKR

Gas Processing Plant Capacity
10.6 MMBOE

PRINCIPAL BUSINESS ACTIVITIES & MARKETS

The Hub Power Company Limited

Subsidiaries

1. Hub Power Holdings Limited (HPHL)
2. Hub Power Services Limited (HPSL)
3. Laraib Energy Limited (LEL)
4. Narowal Energy Limited (NEL)
5. Thar Energy Limited (TEL)
6. Ark Metals (Pvt.) Limited (AMPL)
7. HUBCO Green (Pvt.) Limited (HGL)

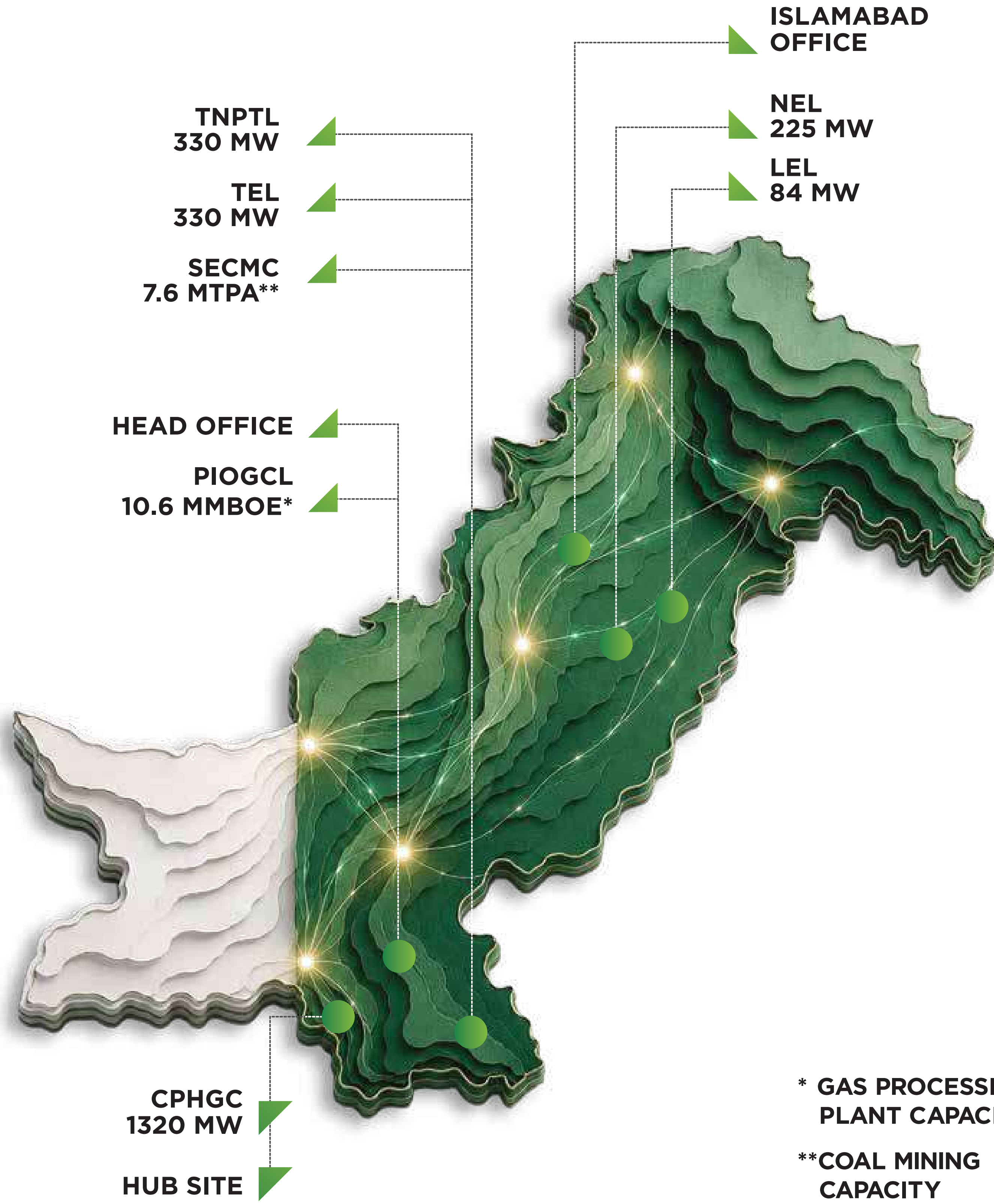
Associates & Joint Ventures

1. China Power Hub Generation Company (Pvt.) Limited (CPHGC)
2. ThalNova Power Thar (Pvt.) Limited (TNPTL)
3. Mega Motor Company (Pvt.) Limited (MMCPL)
4. Prime International Oil & Gas Company Limited (PIOGCL)
5. China Power Hub Operating Company (Pvt.) Limited (CPHOC)

Others

Sindh Engro Coal Mining Company Limited (SECMC)

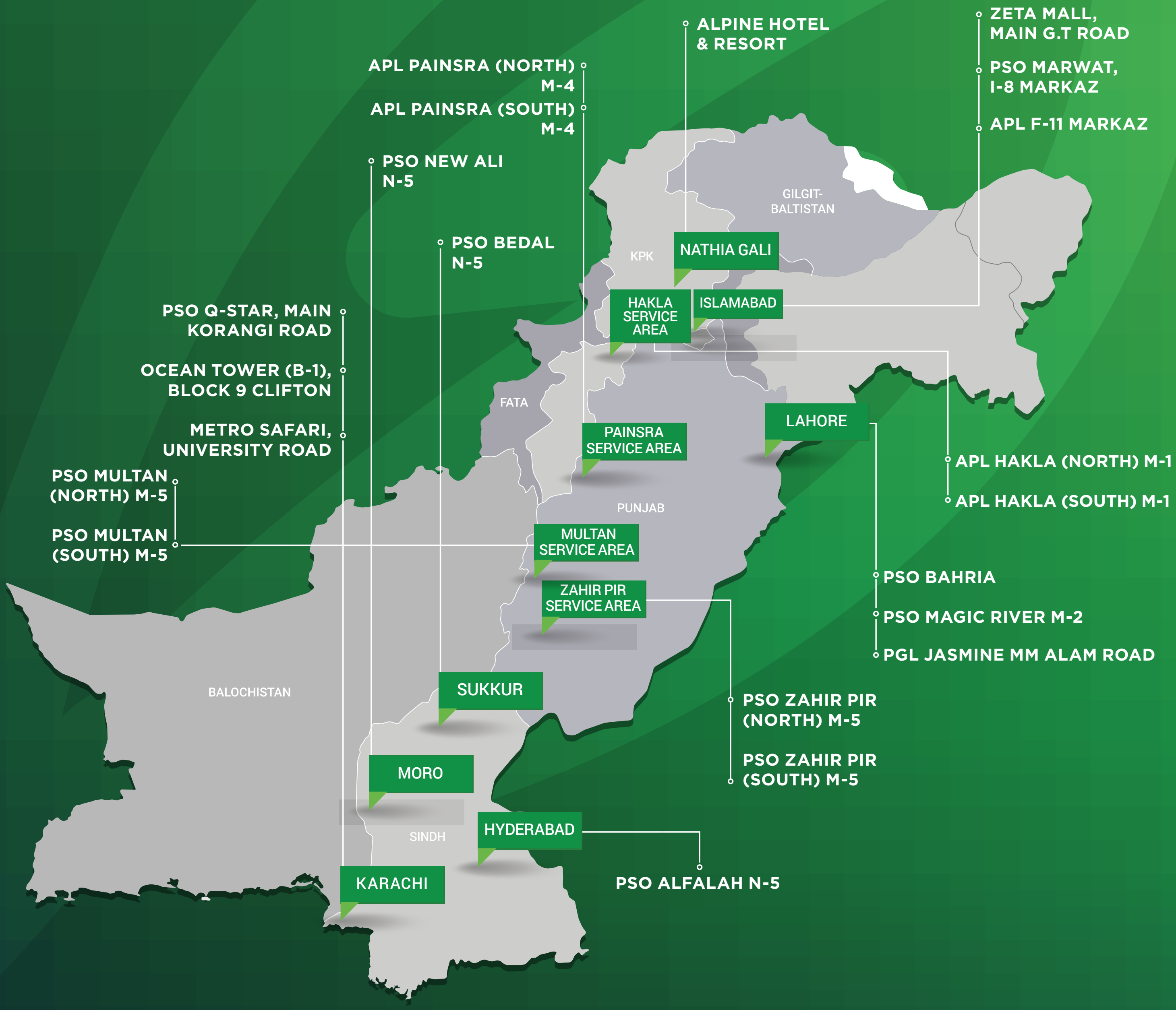
GEOGRAPHICAL PRESENCE



* GAS PROCESSING PLANT CAPACITY

**COAL MINING CAPACITY

HUBCO GREEN FOOTPRINT



COMPANY INFORMATION

Board of Directors

Mr. M. Habibullah Khan	Chairman
Mr. Kamran Kamal	Chief Executive Officer
Mr. Aly Khan	Member
Ms. Aleeya Khan	Member
Mr. Manzoor Ahmed	Member
Ms. Samina Mumtaz Zehri	Member (GOB Nominee)
Mr. Syed Bakhtiyar Kazmi	Member
Mr. Saad Iqbal	Member
Mr. Shafiuddin Ghani Khan	Member

Company Secretary

Ms. Faiza Kapadia Raffay

Board Audit & Risk Committee (BA&RC)

Mr. Saad Iqbal	Chairman
Mr. Manzoor Ahmed	Member
Mr. Aly Khan	Member
Mr. Syed Bakhtiyar Kazmi	Member
Ms. Farayha Sohail	Secretary

Board Nomination Compensation & Sustainability Committee (BNC&SC)

Mr. Shafiuddin Ghani Khan	Chairman
Mr. Manzoor Ahmed	Member
Mr. Aly Khan	Member
Ms. Aleeya Khan	Member
Mr. Aiman Hussaini	Secretary

Principal Bankers

1. Albaraka Bank Limited
2. Askari Bank Limited
3. Bank of Punjab
4. Faysal Bank Limited
5. Habib Bank Limited
6. MCB Bank Limited
7. Meezan Bank Limited
8. National Bank of Pakistan
9. Pak Brunei Investment Company Limited
10. Pak Kuwait Investment Company (Pvt.) Ltd.
11. Saudi Pak Industrial & Agricultural Investment Company Limited
12. United Bank Limited
13. Allied Bank Ltd.
14. Bank Al Habib Ltd.
15. Bank Alfalah Ltd.
16. China Development Bank Ltd.
17. China Minsheng Bank
18. China Zheshang Bank
19. Pak China Investment Company
20. Sindh Bank Ltd.
21. Soneri Bank Ltd.
22. Standard Chartered Bank (Hong Kong) Ltd.
23. Standard Chartered Bank (Pakistan) Ltd.

Legal Advisor	Auditors	Registrar
Syed Jamil Shah	A.F. Ferguson & Co. Chartered Accountants	FAMCO Share Registration Services (Pvt) Ltd.

Addresses of all Business Units

Hub Plant & CPHGC Plant
Mouza Kund, Post Office Gaddani,
District Lasbela, Balochistan

Narowal Plant
Mouza Poong, 5 Km from Luban Pulli
Point on Mureedkay-Narowal Road,
District Narowal, Punjab

Laraib Plant
New Bong Escape Hydro-Electric
Power Complex, Village Lehri,
Tehsil & District Mirpur, Azad Jammu & Kashmir

TEL Plant
Block-II, Thar Coalfield, Islamkot
(Dist. Tharparkar), Sindh

TN Plant
Block-II, Thar Coalfield, Islamkot
(Dist. Tharparkar), Sindh

HUBCO Head Office
9th floor, Ocean Tower, Block-9, Clifton, Karachi

PIOGCL Head Office
5th Floor, The Fourm G-20, Block-9,
Khayaban-e-Jami, Clifton, Karachi

Islamabad Head Office
Office No. 12, 2nd Floor, Executive Complex,
G-8 Markaz, Islamabad

CPHGC Head Office
10th Floor, Ocean Tower, Block-9, Clifton, Karachi

CPHOC Head Office
10th floor, Ocean Tower, Block-9, Clifton, Karachi

MMCPL Head Office
9th Floor, Ocean Tower, Block-9, Clifton, Karachi

HGL Head Office
9th floor, Ocean Tower, Block-9, Clifton, Karachi

Ark Metals Head Office
F402, Daudabad, Sasoli Street, Opposite Deputy
Commissioner Office, Dalbandin, District Chagai,
Balochistan

MAJOR MILESTONES

1985

Government of Pakistan and World Bank developed a strategy for private investment in Pakistan's Power Sector

1988

Completion of Feasibility Study of 1292MW Oil Fired Power Project in area near the Hub River Estuary

1991

The Hub Power Company Limited (HUBCO) incorporated in Pakistan as a Limited Liability Company to undertake the Project

1995

Financial Close of Hub Power Plant, 1st Project funded by World Bank

1997

Hub (1292MW) Construction Completion of Oil Fired IPP – 1st in the history of Pakistan

2011

Narowal (225MW) HUBCO-Narowal Power Plant, Thermal Power Project Narowal

2013

Laraib (84MW) Run-of-the-river Hydel Plant at Mirpur AJ&K – 1st Hydel IPP of Pakistan

2015

Subsidiaries Established:

a. Hub Power Services Ltd (HPSL)
b. Hub Power Holdings Ltd (HPHL)
c. Narowal Energy Limited (NEL)

HUBCO (HPSL) undertakes O&M of Hub Plant on August 1, 2015

2016

HUBCO (HPSL) undertakes O&M of Narowal Plant (225MW) on April 22, 2016

2018

Acquisition of 330MW ThalNova Power Thar (Pvt.) Ltd. in Thar Block II

HUBCO (HPSL) undertakes O&M of Laraib Energy Limited on March 23, 2018

2019

Increase of shareholding in 1320MW China Power Hub Generation Company Limited (CPHGC) from 26% to 47.5%

SECMC started Commercial Operations for Phase-I of mine with output capacity of 3.8 MTPA

HUBCO (HPSL) sign a contract for the mobilization, operations, maintenance and overhauling of TEL (330MW) & TNPTL (330MW)

2020

HUBCO achieves Financial Close of 330MW Thar Energy Limited and ThalNova Power Thar (Pvt.) Ltd

2021

Investment in Prime International Oil & Gas Company Limited (PIOGCL) which is 50:50 JV to acquire ENI Pakistan's business

2022

HUBCO undertakes the O&M of CPHGC through CPHOC

COD of 330MW lignite coal-fired power plant, Thar Energy Limited

SECMC started Phase-II of mine with output capacity increased to 7.6 MTPA

Transaction Completion of ENI Pakistan's acquisition by PIOGCL

2023

COD of 330MW lignite coal- fired power plant, ThalNova

Project Completion of CPHGC

2024

Incorporation of Mega Motor Company (Private) Limited through HPHL

Incorporation of HUBCO Green (Private) Limited through HPHL

Investment in Ark Metals (Private) Limited (AMPL) through HPHL

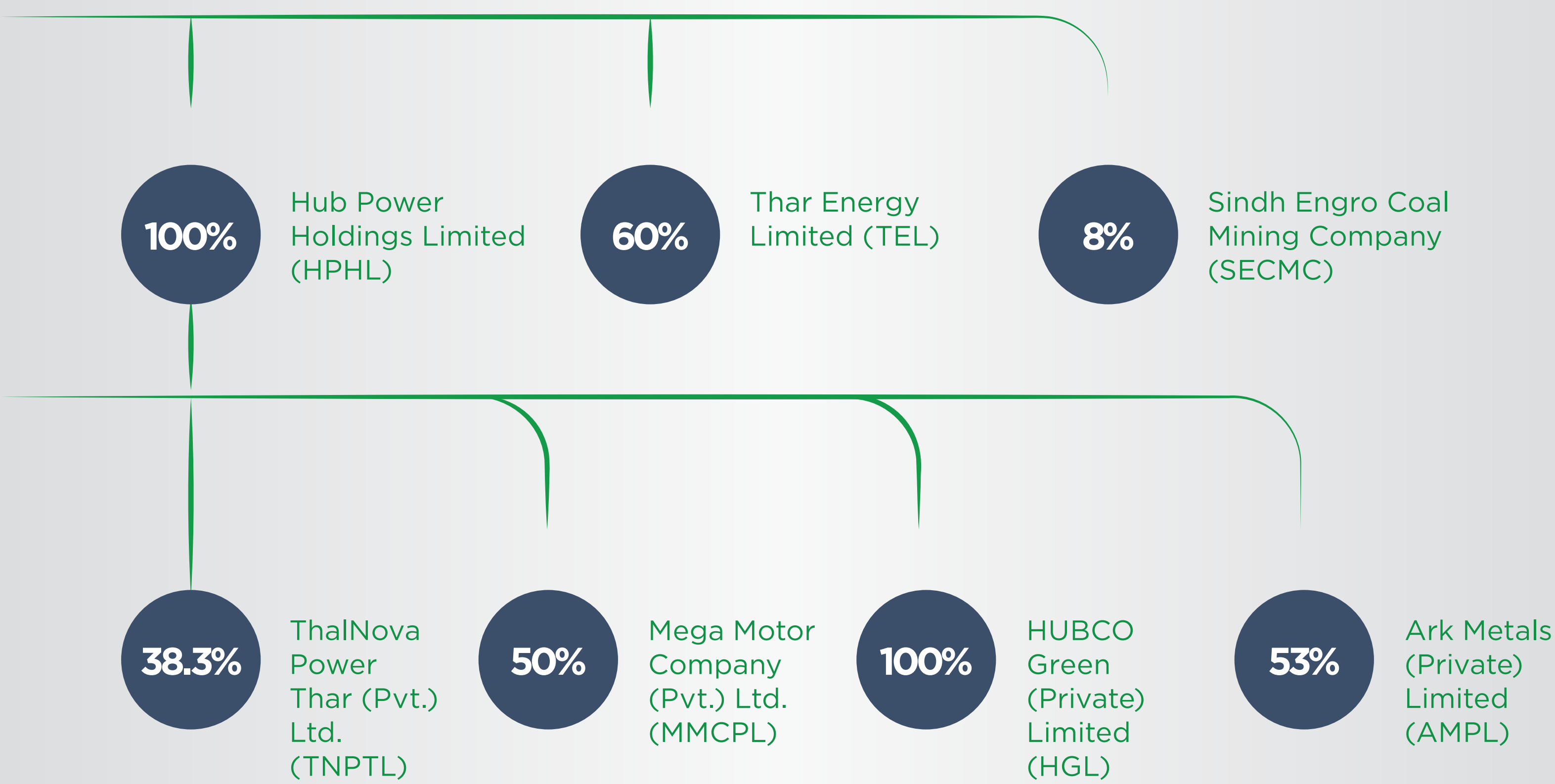
2025

Project Completion Date (PCD) achieved for TEL & TNPTL

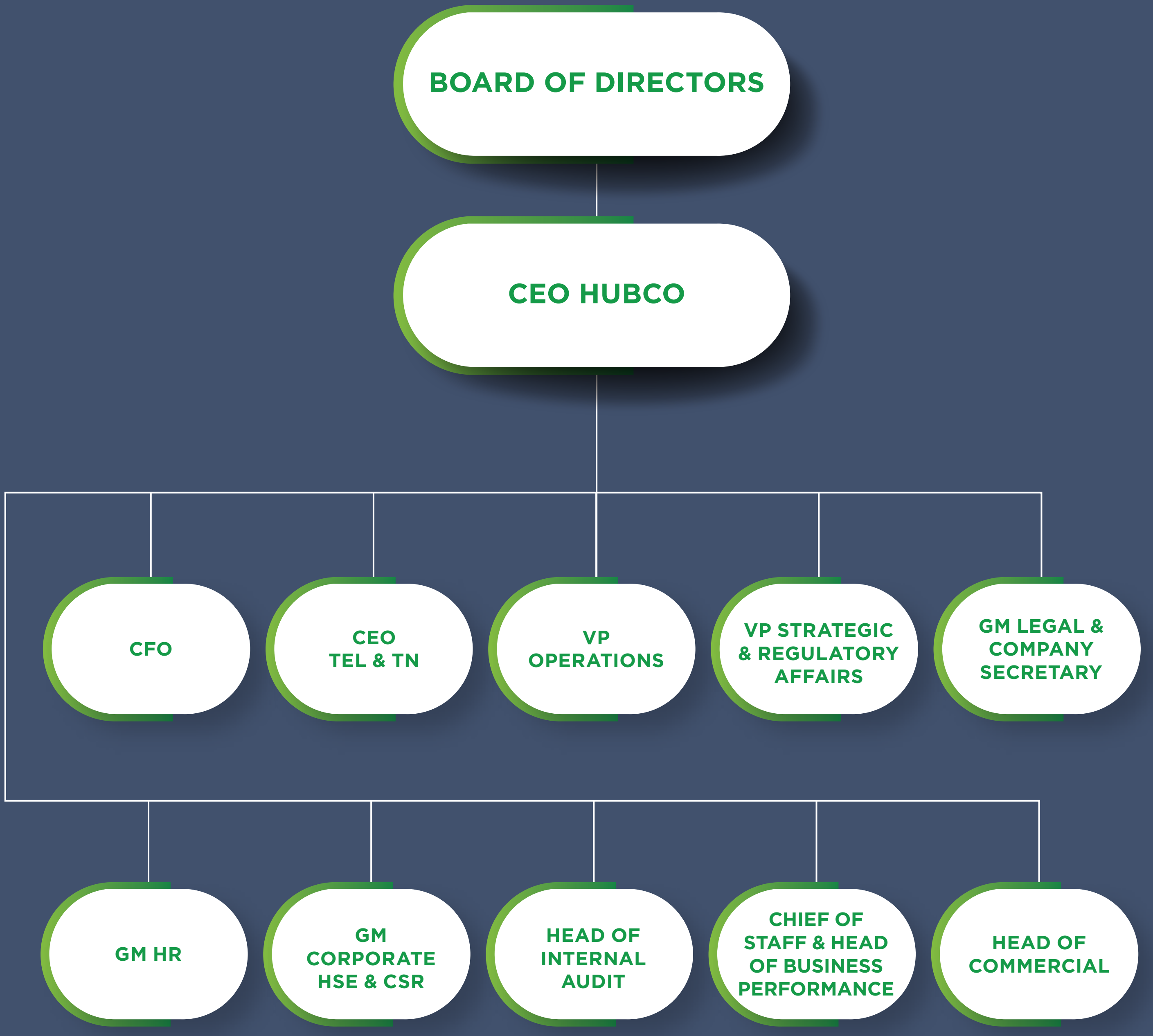
GROUP STRUCTURE

THE HUB POWER COMPANY LIMITED

- 74.95% Laraib Energy Limited (LEL)
- 100% Narowal Energy Limited (NEL)
- 100% Hub Power Services Limited (HPSL)
- 47.5% China Power Hub Generation Company (CPHGC)
- 49% China Power Hub Operating Company (CPHOC)
- 50% Prime International Oil & Gas Company Limited (PIOGCL)
  - 100% Entities Holding E&P Concessions

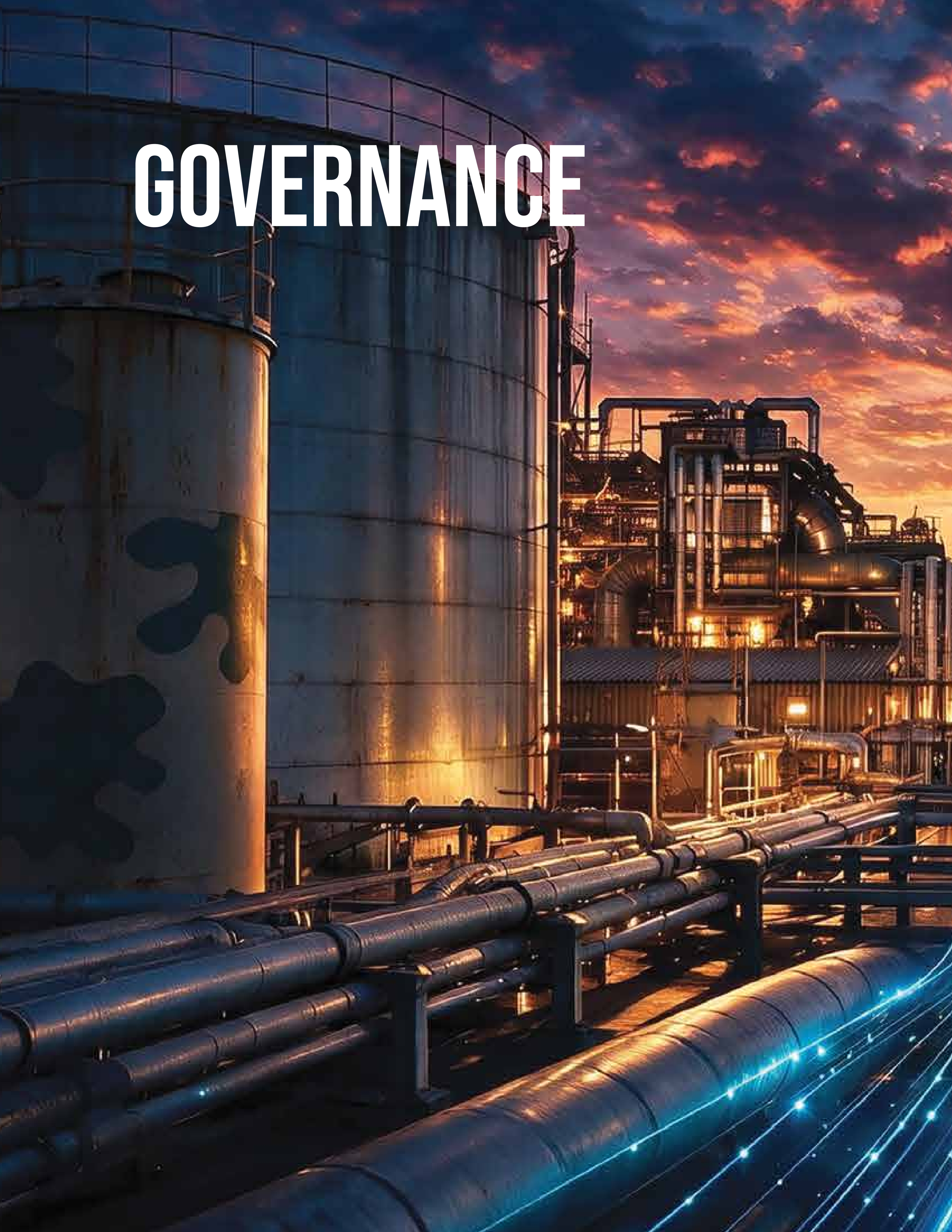

100%
Hub Power Holdings Limited (HPHL)
60%
Thar Energy Limited (TEL)
8%
Sindh Engro Coal Mining Company (SECMC)
38.3%
ThalNova Power Thar (Pvt.) Ltd. (TNPTL)
50%
Mega Motor Company (Pvt.) Ltd. (MMCPL)
100%
HUBCO Green (Private) Limited (HGL)
53%
Ark Metals (Private) Limited (AMPL)

ORGANIZATION CHART



OUR VALUES

GOVERNANCE



BOARD AND LEADERSHIP

Mr. M. Habibullah Khan
Chairman

Mr. M. Habibullah Khan is the Founder and Chairman of Mega Conglomerate. The Mega & Forbes Group of Companies (Mega Group – MFG) is a diversified conglomerate with interests spanning infrastructure, energy, mining, oil and gas, FMCG, shipping and logistics, fintech, real estate and new energy vehicles (NEVs).

MFG's portfolio includes two of the country's largest container terminals, with landside facilities, value-added services and rail connectivity to Inland Container Depots (ICDs), representing approximately 40% of the market share and holding homeland security clearance for all U.S.-bound traffic. The Group is also the third-largest dairy producer (FMCG), has a vertically integrated shipping and logistics business, majority ownership of Pakistan's largest Independent Power Producer/energy utility/mining company (accounting for approximately 20% of the country's total power generation), oil & gas/ E&P sector (including gas fields and the former ENI Italy assets), fintech (the largest payment platform) and a progressive real-estate development business (including mixed-use multi-estate development and two of the largest corporate real estate transactions in the country), also responsible for the first L.E.E.D. certified commercial building in Pakistan.

Mr. Khan has played a significant role in the development of Pakistan's energy and infrastructure landscape. Through HUBCO's subsidiary, Hub Power Holdings Limited (HPHL), and its associated company, Mega Motor Company (Pvt.) Limited (MMCPL), the Group introduced New Energy Vehicles (NEVs) in Pakistan in collaboration with BYD Auto Industry Limited and is progressing the development of a Completely Knocked Down (CKD) facility to support local assembly.

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

A renowned industrialist and businessman, Mr. Khan has extensive experience in developing and operating large-scale joint ventures with several Fortune 500 companies across Pakistan's infrastructure and industrial sectors. He is also associated with several leading companies listed on the Pakistan Stock Exchange.

BOARD AND LEADERSHIP

Mr. Kamran Kamal
Chief Executive Officer

Mr. Kamran Kamal is the Chief Executive Officer of The Hub Power Company Limited (HUBCO), Pakistan's largest listed energy platform. Since assuming the role in 2021, he has led HUBCO's transition from the country's largest Independent Power Producer into a diversified energy and infrastructure group with interests spanning power generation, oil and gas, mining, electric mobility and green infrastructure.

Under his leadership, HUBCO has pursued growth across adjacent sectors while advancing initiatives that support Pakistan's evolving energy and mobility landscape, including new energy vehicles (NEV), green mobility infrastructure, a BYD automotive plant and a nationwide NEV charging network. His leadership reflects a focus on strategic diversification, long-term value creation and sustainable solutions for Pakistan's energy future.

Mr. Kamal has extensive experience in energy technology, policy, market reform, large-scale infrastructure development and business strategy. Before becoming CEO of HUBCO, he led Laraib Energy Limited, Pakistan's first hydel Independent Power Producer, and held senior leadership roles at China Power Hub Generation Company and Engro. His career includes work on major projects across coal mining, power generation, LNG infrastructure, agricultural & energy commodity trading and fuel supply chains.

He holds a Master's in Public Policy from Harvard University and a Bachelor's degree in Electrical and Computer Engineering from the Georgia Institute of Technology.

Mr. Kamal also serves on the Boards of K-Electric, Sindh Engro Coal Mining Company Limited, China Power Hub Generation Company (Private) Limited and Prime Global Energies.

BOARD AND LEADERSHIP

Mr. Aly Khan

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

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

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

Mr. Khan is the Chairman of Haleeb Foods Limited, CEO of Mega Motor Company (Pvt.) Limited (MMCPL) and a Director of Qasim International Container Terminal. He is a SECP-certified director in corporate governance.

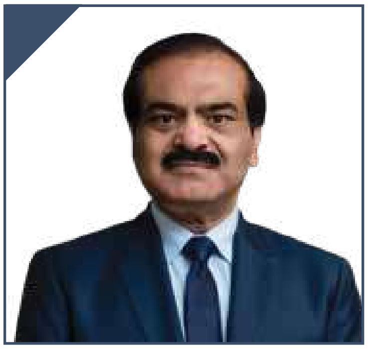
Ms. Aleeya Khan

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

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

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

BOARD AND LEADERSHIP



Mr. Manzoor Ahmed

Mr. Manzoor Ahmed is Chief Operating Officer of National Investment Trust Limited. As COO, he has been successfully managing operations and an investment portfolio worth over Rs.215 billion.

He brings over 35 years of extensive experience in the mutual fund and asset management industry. Throughout his career at NIT, he has held key leadership positions across capital market operations, investment management, product development, research, and regulatory liaison functions. He has also served thrice as Acting Managing Director of NIT, from May 2013 to May 2014, from September 2017 to February 2019, and from February 2025 to July 2026.

Mr. Ahmed holds an MBA degree and a D.A.I.B.P. qualification. He has also served as a Council Member of the Institute of Bankers Pakistan and is currently pursuing the Chartered Financial Analyst (CFA) Level III qualification.

He has further enhanced his professional expertise through various international training programs conducted by globally renowned institutions, including London Business School (UK), the Institute of Directors (London), and Financial Markets World (New York, USA).

Mr. Ahmed has extensive board-level experience, having served on the boards of several leading companies across diverse sectors of the Pakistani economy. Currently, he represents NIT as a Nominee Director on the boards of multiple listed and multinational companies, including commercial banks in Pakistan.

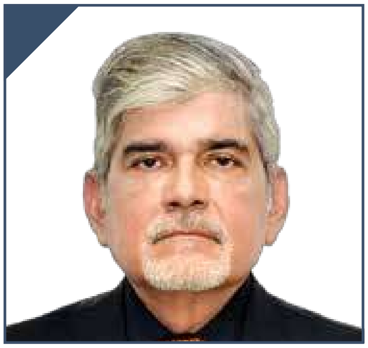
He is a Certified Director from the Pakistan Institute of Corporate Governance (PICG). In addition, he is an active member of the Defence Authority Country & Golf Club, Karachi, the Rotary Club of Karachi, and also serves on the Executive Committee of a charitable hospital dedicated to the welfare of underprivileged communities.

Mr. Saad Iqbal

As the Director, Mr. Saad Iqbal brings over 10 years of strategic leadership, operational excellence, and visionary thinking to the organization.

Mr. Iqbal started his career in his family business; under his leadership and direction, the group of companies expanded to many renewable ventures. His dedication to continuous learning is evident through his acquisition of several certificates from esteemed institutions. With a proven track record of driving sustainable growth and fostering innovation, he has successfully led cross-functional teams, expanded market presence, and built strong stakeholder relationships. Mr. Iqbal is known for his ability to align business objectives with long-term vision, ensuring both profitability and positive impact. Under his leadership, the company has achieved significant milestones, reinforcing its position as an industry leader. He is currently adding value to many listed businesses as CEO in Filters Pakistan (Pvt) Limited, Metro Wind Power Limited and Metro Solar Power Limited & Director in Hub Power Company Limited, Metro Power Company Limited, Tariq Glass Industries Limited, Kot Addu Power Company Limited and Millat Tractors Limited. Passionate about empowering people and embracing change, Mr. Iqbal continues to steer the organization toward new opportunities and greater success.

BOARD AND LEADERSHIP



Mr. Syed Bakhtiyar Kazmi

Mr. Syed Bakhtiyar Kazmi is a fellow chartered accountant with over 35 years of experience in a diverse range of sectoral and functional strata within national and regional economies. The key areas of his specialization are fiscal policy and macroeconomic research, greenfield and brownfield projects, strategic collaborations, mergers and acquisitions, outliers in accounting and finance, strategic level audit and assurance and tax reforms and strategic level advisory.

Mr. Kazmi served KPMG for 35 years; the last 25 years as a partner. He interacted with the leadership in almost every industry, understanding their vision, their insights, and most importantly, their business strategies. His rigorous exposure to a diverse range of sectors and projects enabled him to conceive and culminate strategic value additions for his clients, pertaining to public and private sector organizations. He successfully implemented a comprehensive service delivery framework that ensures quality-assured service provision to KPMG's clients, and cross-functional integration with the advisory and taxation services that allowed a robust and comprehensive service delivery package to the clients. As an auditor and an advisor, Mr Kazmi successfully delivered his promise of providing best-in-class and integrity-driven services. With his career progression, he branched into macroeconomic research with a focus on contributing towards fiscal and regulatory policies of Pakistan. He almost single-handedly established the advisory practice of KPMG in Islamabad about 2 decades ago, which today arguably is the go-to advisory in Islamabad. This initiative covered financial projections, feasibilities, information memorandums, internal audit assessments, HR assessments, manuals for processes and controls, valuations, and development advisory, which included an assessment of the Punjab and Sindh governments.

Mr. Kazmi has served on a number of diverse forums/boards in the Private Sector, Public Sector & Civil Society Organization. As a thinker, he actively spreads his thoughts and ideas through his articles on national economics, business and taxation matters and issues, regularly published in reputable dailies.

Mr. Shafiuddin Ghani Khan

Mr. Shafiuddin Ghani Khan holds a Bachelor of Science in Finance from the University of Oregon, USA. After completing his education, he returned to Pakistan and developed his family's real estate and construction business. He played a key role in constructing several townhouse projects in Karachi, particularly in the areas of DHA and Clifton.

Mr. Ghani has over two decades of management experience in the fields of construction, real estate, and telecommunications. He had an illustrious career with M/s Forbes Group/Forbes Forbes Campbell & Co. (Private) Limited, where he rose to the position of Chief Executive Officer. He was responsible for overseeing the operational affairs of various business units within the group, including shipping lines, logistics and communication equipment. His professional responsibilities encompassed a diverse range of business units, including marketing and sales, customer service and support, accounts, finance, and administration. From 2009 to 2025, he provided guidance and leadership to the management. He was also on the Board of Haleeb Foods Ltd.

BOARD AND LEADERSHIP

Senator Samina Mumtaz Zehri

Senator Samina Mumtaz Zehri, from Balochistan, is a distinguished parliamentarian affiliated with the Balochistan Awami Party (BAP). Sworn in as Senator in March 2021, Ms. Mumtaz from a legal background, having been enrolled with the Sindh High Court, Sindh Bar Council and Karachi Bar Association. Her areas of legislative interest include corporate and financial reforms, human rights, criminal justice and institutional governance.

As a member of multiple Senate Standing Committees, Interior, Delegated Legislation, Defence and Defence Production, Ms. Mumtaz has advanced reforms on judicial, police and prosecution systems, alongside legislation against bonded labour, human tracking and discrimination against women. In May 2024, she was appointed Chairperson of the Senate Functional Committee on Human Rights, where she has focused on domestic violence, honour killings, mine workers' rights, climate impacts and human tracking.

Ms. Mumtaz also represented Pakistan at the UN Committee on the Elimination of Racial Discrimination in 2024 and played a leading role in Balochistan's 2022 flood relief. Through her writings and legislative work, she remains a strong voice for justice, equality and national unity.

BOARD & FUNCTIONAL COMMITTEES

The Board has established two Committees to conduct smooth operations of the Board and assist in decision-making. Both committees are chaired by independent directors.

The election for the Board of Directors was held on 5th October 2024 and the Board committees were reconstituted as follows:

Board Audit & Risk Committee (BA&RC)	Board Nomination, Compensation & Sustainability Committee (BNC&SC)
Mr. Saad Iqbal (Chairman)	Mr. Shafiuddin Ghani Khan (Chairman)
Mr. Aly Khan	Mr. Aly Khan
Mr. Manzoor Ahmed	Ms. Aleeya Khan
Mr. Syed Bakhtiyar Kazmi	Mr. Manzoor Ahmed

Board Audit & Risk Committee (BA&RC)

The BA&RC assists the Board in fulfilling its oversight responsibilities, primarily in reviewing and reporting financial and non-financial information to shareholders in compliance with the requisite legislative and regulatory standards, systems of internal control and risk management and the audit process. It has the power to call for information from management and to consult directly with the external auditors or their advisors as considered appropriate.

The committee meets quarterly to:
1) Scrutinize all financial statements and preliminary results announcements before Board review, ensuring compliance with IFRS and local regulations;
2) Evaluate internal control systems and risk management frameworks, with particular attention to fraud prevention;
3) Oversee both internal and external audit functions, maintaining private meeting protocols with auditors; and
4) Monitor legal/regulatory compliance, including investigation of whistleblower reports.

The BA&RC maintains full access to company records and personnel, with all findings documented in detailed reports to the full Board, including any recommended corrective actions.

The BA&RC met four (4) times during the year and the attendance was as follows:

Names	Meetings Attended
1. Mr. Saad Iqbal (Chairman)	4/4
2. Mr. Manzoor Ahmed	4/4
3. Mr. Aly Khan	3/4
4. Mr. Syed Bakhtiyar Kazmi	4/4

Secretary: **Farayha Sohail**

Board Nomination, Compensation & Sustainability Committee (BNC&SC):

The BNC&SC meets to review and recommend all elements of the Compensation, Organization and Employee Development policies relating to the senior executives and members of the management committee. The committee also oversees and guides HUBCO sustainability initiatives. The CEO attends BNC&SC meetings by invitation. The BNC&SC met once during the year and the attendance was as follows:

Names	Meetings Attended
1. Mr. Shafiuddin Ghani Khan (Chairman)	1/1
2. Mr. Aly Khan	1/1
3. Ms. Aleeya Khan	1/1
4. Mr. Manzoor Ahmed	1/1

Secretary: **Mr. Aiman Hussaini**

Stakeholder Engagement

The Company holds its Annual General Meeting each year, providing shareholders with an opportunity to ask questions of the Board on matters relating to the Company's operations. The BA&RC meets with the external auditors annually in the absence of the CFO and Head of Internal Audit. It also meets separately with the Head of Internal Audit and other members of the internal audit function, without the CFO and external auditors being present. The BNC&SC may engage external consultants, where considered necessary.

The BA&RC and BNC&SC review and deliberate on matters requiring the Board's attention and make appropriate recommendations to the Board. The Board considers and deliberates on these matters and takes the final decision to approve or disapprove the recommendations of the respective Committees.

Analyst Briefing

The Company holds analysts' briefings to provide investors with insights into its business outlook and facilitates informed investment decisions. During the year under review, two briefings were conducted, led by the Chief Executive Officer and Chief Financial Officer, who shared detailed updates on the Company's performance and strategic direction. The sessions brought together investment analysts from across the country, as well as representatives from banks and other stakeholder groups. Each briefing concluded with an interactive question-and-answer session, providing participants an opportunity to seek further clarification and enabling the Company to reinforce its commitment to transparency and meaningful stakeholder engagement.

Matters Delegated to the Board

The BNC&SC provides insights and recommendations to the Board, with the Head of HR being the secretary of the committee. These matters are reported to the Board on a quarterly basis during Board meetings. Furthermore, urgent matters may also be reported to the Board as and when deemed necessary.

Sustainability oversight has been embedded at the Board level, with responsibility for evaluating sustainability-related risks and the effectiveness of their management and mitigation. The Board Nomination Committee & Sustainability Committee (BNC&SC) reviews sustainability reporting on a quarterly basis to ensure alignment with the Company's ESG objectives and applicable regulatory requirements.

Matters Delegated to Management

In addition to the BNC&SC, the Company has established several management-level structures to support its sustainability and operational objectives. These include: (i) a dedicated Corporate Social Responsibility (CSR) team focused on social and community initiatives in areas surrounding the Company's plant sites; (ii) a Health, Safety and Environment (HSE) team responsible for managing the Company's operational impacts; (iii) a recently constituted ESG Management Committee (Sustainable Growth Committee – SGC), comprising members from upper and middle management to drive and oversee ESG-related initiatives; (iv) a Diversity, Equity & Inclusion (DE&I) Committee constituted to promote diversity across all levels of the organization, ensure equitable opportunities for all employees, with a particular focus on increasing diversity in recruitment, advancing inclusive policies and practices, and creating educational programmes that raise awareness about the importance of DE&I; and (v) an Anti-Harassment Committee established to ensure a safe, respectful and inclusive work environment for all employees.

LEADERSHIP TEAM

Mr. Kamran Kamal
Chairman

Mr. Muhammad Saqib
Member

Mr. Amjad Ali Raja
Member

Mr. Fayyaz Ahmad Bhatti
Member

Ms. Faiza Kapadia Raffay
Member

Mr. Aiman Hussaini
Member & Secretary

CHAIRMAN'S REVIEW

Dear Shareholders,

It is my privilege to present the Integrated Annual Report of HUBCO for the financial year ended June 30, 2026.

FY2025–26 marks another year of progress in HUBCO's journey, building on the strong foundation established over more than three decades in Pakistan's energy sector. Today, the Company operates through a diversified portfolio spanning power generation, mining, oil and gas, operations and maintenance, new energy vehicles (NEVs) and NEV charging infrastructure. With this portfolio now established, the Board remains focused on strengthening its businesses, allocating capital prudently and enhancing resilience to create sustainable long-term value across changing market cycles.

Navigating a Changing Environment

Pakistan's energy and infrastructure landscape continues to evolve, shaped by macroeconomic conditions, regulatory developments, resource availability, technological change and shifting mobility patterns. These factors continue to influence the opportunities available to businesses as well as the risks that must be carefully managed.

HUBCO is well positioned to navigate this environment through its financial strength, sector expertise, institutional relationships and experience in developing and managing complex projects. The Company will continue to assess opportunities with a focus on strategic relevance, risk-adjusted returns, capital requirements and long-term resilience.

Performance and Financial Resilience

Against this backdrop, HUBCO delivered a resilient financial performance during FY2025–26.

Consolidated profit attributable to owners of the holding company increased to **PKR 49.63 billion**, compared with PKR 46.13 billion in the previous year, while earnings per share increased to **PKR 38.26**, compared with PKR 35.56. The improvement was primarily supported by a higher share of profits from associates and joint ventures and lower finance costs, partly offset by the financial impact associated with the early termination of the Power Purchase Agreement of the Hub Plant.

At the unconsolidated level, profit increased to **PKR 24.47 billion**, compared with PKR 19.08 billion in FY2025. The increase was primarily driven by higher dividend income from the Thar projects following achievement of their respective Project Completion Dates.

The Board continues to maintain a balanced approach to shareholder distributions and reinvestment, with financial flexibility remaining an important consideration in supporting the Company's businesses and future opportunities.

Strengthening the Portfolio

During FY2025–26, the Company continued to strengthen the performance of its established businesses while advancing selected growth platforms.

The Thar portfolio continued to contribute to Pakistan's energy security through the utilization of indigenous resources. During the year, HUBCO's operating subsidiaries and associates collectively contributed **5,363 GWh** to the national grid. The completion of the Thar projects has further strengthened their contribution to the Company's earnings and cash generation.

HUBCO also continued to develop its presence in emerging areas of energy and mobility. Through MMCPL, the Company has established a position in Pakistan's developing NEV ecosystem, while HUBCO Green continued to expand the country's NEV charging infrastructure.

The development of MMCPL's CKD facility represents a further step towards greater localization and the development of domestic capabilities within Pakistan's evolving NEV ecosystem.

Together, these businesses broaden HUBCO's participation across energy, resources, mobility and infrastructure while building on the capabilities and partnerships developed across the Company.

Capital Allocation and Long-Term Value Creation

The Board remains focused on directing capital towards businesses and opportunities where HUBCO can leverage its financial strength, sector experience, technical capabilities, institutional relationships, strategic partnerships and portfolio management expertise.

Capital deployment decisions will continue to consider risk-adjusted returns, cash generation, strategic relevance, growth potential, resilience and sustainability-related considerations. This discipline is particularly important in an environment where capital is finite and investment decisions can have a material bearing on long-term value.

Our objective is to maintain an appropriate balance between the dependable cash generation of established businesses and selective investment in platforms with the potential to contribute to future growth. Diversification will therefore remain purposeful, supported by disciplined portfolio management and a clear focus on the quality and sustainability of returns.

Governance and Sustainability

Strong governance remains fundamental to the Company's ability to execute its strategy responsibly.

The Board continued to provide oversight of strategic direction, major investments, capital allocation, risk appetite and sustainability-related matters, with decisions considered in the context of the Company's financial position, risk profile, long-term prospects and stakeholder interests.

The Board's committees continued to support effective oversight, particularly in the areas of financial reporting, internal controls, risk management, remuneration, organizational development and sustainability.

Sustainability considerations are increasingly integrated into strategic decision-making and operations.

Our sustainability agenda remains focused on responsible resource management, climate resilience, safety, human capital development, community investment and stronger stakeholder relationships. The Board will continue to oversee these priorities as the Company responds to evolving expectations from investors, regulators and other stakeholders.

Looking Ahead

HUBCO enters the next phase of its journey with established sector capabilities and a portfolio positioned across both core and emerging areas of energy and infrastructure. The Company will remain focused on protecting and optimizing its established businesses, advancing selected growth platforms and strengthening the capabilities required to operate effectively as markets evolve.

Our focus will remain on building businesses that can generate sustainable returns, contribute to Pakistan's energy and infrastructure needs and support long-term value for shareholders and wider stakeholders.

Appreciation

On behalf of the Board, I would like to acknowledge the dedication and professionalism of our employees across the Company. Their commitment remains central to our ability to operate safely and execute our strategy.

I also extend my appreciation to our shareholders, business partners, lenders, regulators, customers and communities for their continued confidence and support.

The Board remains committed to providing effective stewardship, maintaining high standards of governance and supporting management in executing HUBCO's strategy with discipline and purpose.

We look to the future with a clear focus on resilience, responsible growth and sustainable value creation.

Mr. M. Habibullah Khan
Chairman
The Hub Power Company Limited

CEO'S MESSAGE

Dear Shareholders,

The financial year 2025–26 was a year of strategic execution for HUBCO. Building on the portfolio transformation initiated in recent years, our focus during the year was on strengthening the businesses we have established, advancing our emerging platforms and putting in place the capabilities and governance needed to support their long-term growth.

Our strategy is anchored in a simple principle; to protect the strength of our core while investing selectively in businesses that can broaden our earnings base and position HUBCO for the structural shifts taking place across Pakistan's emerging markets.

Our power portfolio remains central to this foundation. TEL and ThalNova continued to provide reliable, cost-competitive baseload generation, supported by the utilization of indigenous Thar lignite. LEL maintained stable operational performance, reinforcing the diversity of our generation portfolio. At the same time, our focus remained on disciplined operations, asset stewardship and efficient capital deployment across the Company.

The evolution of HUBCO's portfolio, however, is increasingly being defined by the businesses we are building beyond conventional power generation.

Our mining platform continued to advance through Sindh Engro Coal Mining Company, with Phase II increasing the scale and strategic relevance of Thar's indigenous resource base. In oil and gas, Prime International continued to progress its upstream portfolio and evaluate further exploration opportunities, strengthening our participation across Pakistan's domestic resource landscape.

We further strengthened our position in Pakistan's emerging green mobility ecosystem. Through Mega Motor Company (Private) Limited (MMCPL), our partnership with BYD expanded to a portfolio of five NEV models, including the launch of three new mainstream models during the year. The business also continued to build its nationwide customer and after-sales footprint through the expansion of dealerships, care centres and experience centres. Complementing this, HUBCO Green expanded its NEV charging network across approximately 1,300 kilometres, connecting key urban centres and major travel corridors. Together, these developments are enabling the foundations of an integrated NEV ecosystem, extending our participation beyond vehicle distribution into the infrastructure required to support the wider adoption of electric mobility in Pakistan.

These businesses are at different stages of development, and we recognize that each requires a different investment horizon and management approach. Our priority is therefore not growth for its own sake, but disciplined portfolio development, with capital directed towards opportunities where we see a clear strategic rationale, scalable economics and the potential for sustainable returns.

As the Company evolves, so too must the way we define and manage responsible growth.

During the year, we developed HUBCO's ESG Strategy 2030, marking an important progression from individual sustainability initiatives towards a more integrated approach to environmental, social and governance priorities. The Strategy provides a clearer framework for translating our sustainability commitments into defined priorities, accountability and measurable outcomes. It also strengthens the connection between ESG considerations and the way we manage risk, operate our businesses and engage with stakeholders.

Our sustainability agenda continued to encompass climate action, resource efficiency, environmental stewardship, workplace safety, human capital and community development. During the year, we further strengthened our alignment with leading reporting frameworks, including GRI, SASB and IFRS S1 and S2, while enhancing the quality, consistency and structure of our sustainability data.

The Company maintained its focus on operational safety, achieving more than 40 million safe man-hours without a Lost Workday Injury (LWI) or fatality. This performance reflects more than a metric; it reflects the systems, accountability and safety culture that underpin responsible operations.

During FY2025–26, we continued to strengthen our Diversity, Equity and Inclusion (DEI) agenda through dedicated governance, measurable objectives and greater focus on participation and opportunity.

Our responsibility extends beyond the businesses we operate to the communities connected to them. Through our CSR programmes, we continued to focus on education, healthcare, livelihoods and infrastructure, with particular emphasis on areas surrounding our operating footprint. These interventions are intended not simply to address immediate needs, but to contribute to the longer-term social and economic development of the communities we serve.

We remain committed to making our community investments increasingly focused, measurable and aligned with local needs.

As we look to the year ahead, our focus remains on building on the strength of the portfolio we have created and advancing the opportunities that can shape HUBCO's next phase of growth.

The opportunity before HUBCO is not simply to become a larger organization. It is to become a stronger and more resilient one, with a portfolio positioned around Pakistan's evolving energy and infrastructure needs and the capabilities to participate meaningfully in its next phase of development.

I thank our employees for their dedication and resilience, our Board for its continued guidance, and our shareholders, partners and stakeholders for their confidence in HUBCO.

As we enter the next phase of our journey, we remain focused on turning strategic intent into enduring value.

Mr. Kamran Kamal
Chief Executive Officer
The Hub Power Company Limited

INDEPENDENT AUDITOR'S REVIEW REPORT

To the members of The Hub Power Company Limited
Review Report on the Statement of Compliance contained in Listed Companies (Code of Corporate Governance) Regulations, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of The Hub Power Company 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 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

Date: September 21, 2026

UDIN: CR202610080wqsaHC2Bm

STATEMENT OF COMPLIANCE

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

The Hub Power Company Limited
For the year ended June 30, 2026.

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

1. The total number of directors are nine (9) as per the following:

- Male: seven (7)
- Female: two (2)

2. The composition of Board is as follows:

Category	Name
Independent Directors	Mr. Saad Iqbal Mr. Shafiuddin Ghani Khan Mr. Syed Bakhtiyar Kazmi
Non-executive Directors (Male)	Mr. M. Habibullah Khan Mr. Aly Khan Mr. Manzoor Ahmed
Executive Director	Mr. Muhammad Kamran Kamal
Non-Executive Directors (Female)	Ms. Aleeya Khan Ms. Samina Mumtaz Zehri

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

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

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

6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by Board /Shareholders as empowered by the relevant provisions of the Companies Act, 2017 (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 Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board;

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

9. 8 out of 9 directors are duly certified or are exempted from Director's Training Program.

10. There were no changes in the position of Company Secretary, Head of Internal Audit and Chief Financial Officer.

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

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

Board Audit & Risk Committee (BA&RC)	Board Nomination, Compensation & Sustainability Committee (BNC&SC)
Mr. Saad Iqbal (Chairman)	Mr. Shafiuddin Ghani Khan (Chairman)
Mr. Aly Khan	Mr. Aly Khan
Mr. Manzoor Ahmed	Ms. Aleeya Khan
Mr. Syed Bakhtiyar Kazmi	Mr. Manzoor Ahmed

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

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

    a) Board Audit & Risk Committee: four (4) meetings have been convened during the financial year ended June 30, 2026;

    b) Board Nomination, Compensation & Sustainability Committee (formerly BNCC): one (1) meeting has been convened during the financial year ended June 30, 2026;

15. The Board has set up an effective internal audit function which is considered suitably qualified and experienced for the purpose and 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 the Regulations 3, 6, 7, 8, 27, 32, 33 and 36 have been complied with, and

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

    a) Directors Training (Regulation 19)
    As of June 30, 2026, 8 out of 9 directors have obtained the Directors Training Program (DTP) certification or are exempt from Directors Training Program (DTP) certification. The Company is committed to strengthening its governance framework and intends to facilitate Directors Training Program participation for remaining one director in due course.

Mr. M. Habibullah Khan
Chairman
Karachi
Date: August 27, 2026

CORPORATE GOVERNANCE

AGM Issues and Responses

The 34th Annual General Meeting of the Company was held on October 15, 2025. During the AGM, queries and clarifications were sought on the Company's financial statements, which were resolved to the satisfaction of the shareholders. Apart from the said queries, no significant issues or concerns were raised by the shareholders.

Code of Business Ethics

The Company is committed to upholding the highest standards of honesty, integrity and respect, as set out in its Code of Business Ethics, which guides all business conduct. The Code defines expected behaviours and reinforces accountability across the organisation, ensuring that all employees act in the best interests of the Company and its shareholders.

Our employees are expected to conduct themselves responsibly, comply with applicable laws, and maintain the highest standards of professional and ethical conduct. Unethical or illegal practices are strictly prohibited, and a culture of openness is promoted where concerns may be raised without hesitation.

The Code supports the Company's commitment to sustainable business practices, strong stakeholder relationships and responsible corporate citizenship. Its implementation is supported by established policies and assurance mechanisms to ensure consistent adherence. Maintaining these standards remains fundamental to safeguarding the Company's reputation and driving long-term value creation.

Anti-Corruption Measures

The Company maintains a zero-tolerance approach to corruption and unequivocally prohibits the offering, giving, solicitation, or acceptance of bribes in any form, whether to secure or retain business or to obtain any undue financial or commercial advantage. All employees are required to adhere strictly to this principle and are obligated to immediately reject and report any such requests or offers to management.

During the financial year 2025–26, the Company recorded no incidents of corruption and was not subject to any legal proceedings relating to anti-competitive conduct or violations of anti-trust and monopoly laws, reflecting its strong commitment to ethical business practices and regulatory compliance.

CEO's Performance Review

Each year, the Board reviews the performance of the CEO against pre-determined operational and strategic goals. The CEO is responsible to manage the Company, implement strategic decisions and policies of the Board and align the Company's direction with the vision and objectives set by the Board.

Role of Chairman

The Chairman's primary role is to ensure that the Board is effective in its tasks of setting and implementing the Company's vision and strategy. The Chairman of the Board ensures effective operations of the Board and its committees in conformity with the highest standards of corporate governance and ensures that all Board committees are properly established, composed and operated. He is also responsible for setting the agenda, style and tone of the Board discussions to promote constructive debate and effective decision-making.

Role of Chief Executive

The Company is run by its Board of Directors and its affairs are managed on a day-to-day basis by the Chief Executive under the direction and control of the Board. In performing his tasks, the Chief Executive is required to protect and improve the shareholders' value and the long-term health of the Company.

Board's Performance Evaluation

The Board's performance was carried out internally, and an external consultant has been engaged to conduct the Board evaluation for 2024-25 as per the Listed Companies Code of Corporate Governance 2019 (CCG 2019).

Orientation for Directors

The Chairman of the Board issues a formal letter to the newly appointed director outlining their role, obligations, powers and responsibilities in accordance with the Act and the Company's Articles of Association. The letter consists of detailed remuneration and entitlements.

Diversity in the Board

The qualifications and composition of the Company's Board of Directors comply with the requirements established by the Companies Act 2017, the CCG 2019, and the best practices outlined in the Articles of Association.

Gender Breakdown of Committees:

Board Nomination, Compensation & Sustainability Committee (BNC&SC)

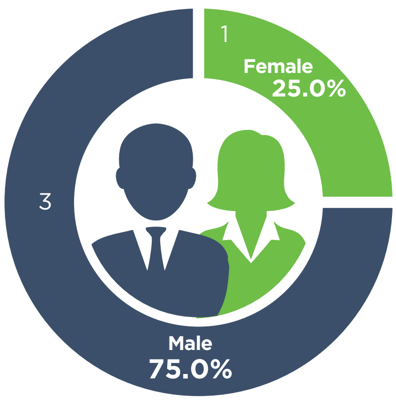


Figure 1
Gender Composition of BNC&SC

Board Audit & Risk Committee (BA&RC)

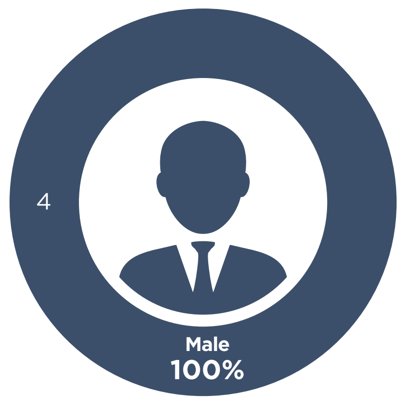


Figure 2
Gender Composition of BA&RC

Board of Directors (BOD)

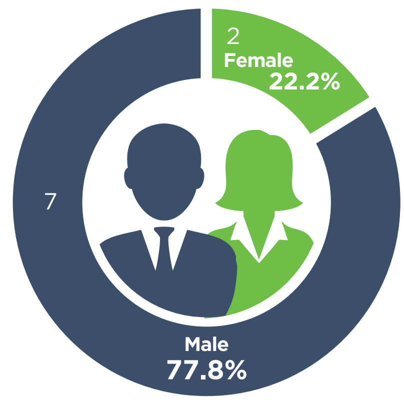


Figure 3
Gender Composition of BOD

The two largest shareholders hold four seats on the Board. A member of the Government of Balochistan is also a nominee Director. Furthermore, minority shareholders, as a class, have the option to contest the election of directors through proxy solicitation, as provided in the CCG Regulations. This framework ensures a balance between major shareholder representation and the rights of minority investors to participate in the governance process. Each Board member has a tenure of 3 years.

Board Meetings Held Outside Pakistan

All board meetings were conducted in Pakistan.

Safety of Records

HUBCO maintains comprehensive measures to safeguard records and information assets of long term business value. Critical records are securely stored and protected through robust backup, retention, and access management practices. Information is replicated across on site, off site, and cloud based repositories, while controlled authorization mechanisms and secure archiving procedures ensure the protection, integrity, and availability of business records.

HUBCO maintains a Business Continuity Plan (BCP) that emphasizes the preservation of records with significant or permanent value beyond requirements. These records are securely maintained to ensure their protection, integrity, and prompt accessibility whenever required.

The archive includes properly preserved books of account and records relating to secretarial, legal, contractual, taxation, and other critical matters. The safety of records is ensured through the following measures:

- Real time data backup is maintained continuously at both on site and off site cloud based locations.
- Secure storage arrangements are supported by advanced safeguards against physical deterioration, fire, natural disasters, and other similar threats.
- Access to records is controlled through a management hierarchy and protected by password based security systems.
- Whistleblowing procedures are in place to enable the immediate reporting of any security breach, loss, or damage to records in accordance with the Information Security Policy.

- A remote Disaster Recovery (DR) site has been established to provide immediate backup of all primary data in line with business continuity requirements.
- Responsibility for the protection and maintenance of record systems is assigned within the respective departments. Printed records are also electronically backed up to support efficient retrieval of documents through secure, controlled, and authorized access mechanisms.

Board's Statement on Business Continuity and Disaster Recovery Plan

A robust Business Continuity Plan (BCP) within the Information Technology function is essential to ensure uninterrupted operations and mitigate risks arising from unforeseen disruptions. HUBCO has established a comprehensive BCP comprising strategies and procedures designed to maintain critical IT services and minimize downtime in the event of disasters, emergencies, or other business interruptions.

The plan also incorporates a comprehensive Business Impact Analysis (BIA) to identify and prioritize systems based on their business criticality. It also defines Recovery Time Objectives (RTOs) and Recovery Point Objectives (RPOs) to support timely system recovery, data restoration, and continuity of critical IT services.

A key component of this framework is the implementation of redundant systems, including a dedicated Disaster Recovery (DR) Site, where critical data and applications such as Oracle ERP are replicated and maintained in a state of readiness for immediate deployment when the primary site becomes unavailable. In addition, regular testing and simulation exercises are conducted as an integral part of the BCP to ensure that recovery procedures are thoroughly rehearsed and can be executed promptly and effectively when required.

As an additional safeguard, data is also backed up regularly to the cloud as part of the overall business continuity framework, providing enhanced protection against malware attacks and supporting swift recovery.

By prioritizing IT resilience, service continuity, and disaster preparedness, HUBCO is able to maintain smooth operations, uphold high service standards, and protect its reputation even under challenging circumstances.

Policy on Conflict of Interest

HUBCO's Conflict of Interest policy is designed to ensure that employees act in the best interest of the Company by avoiding situations where personal interests could interfere with professional duties. This includes relationships with suppliers, customers and other third parties.

Potential conflicts include but are not limited to holding financial interests in competing or partnering companies, accepting inappropriate gifts, working second jobs that impair performance or participating in decisions that involve close family members. Employees must disclose such conflicts in writing to their manager, who may require them to recuse themselves from related transactions.

Senior leadership, including the CEO and Board Audit & Risk Committee, handle conflict resolution involving high-level employees. In cases of uncertainty, employees are encouraged to consult the Head of Internal Audit, who will coordinate a review and seek legal input before referring the matter to the CEO for a final decision.

The Board Audit & Risk Committee shall resolve any conflict of interest question involving the Chairman, CEO or a director, and the CEO shall resolve any conflict of interest issue involving any other employee of the Company.

Related Party Transaction Policy

The Company's Related Party Transactions Policy (the "Policy") is intended to ensure the proper approval and reporting of transactions between The Hub Power Company Limited (the "Company") and its related parties, as defined under Section 208 of the Companies Act, 2017 (the "Companies Act"), read with the Companies Related Party Transactions and Maintenance of Related Records Regulations, 2018 ("Related Party Regulations"), as may be amended from time to time.

The policy requires such transactions to be at arm's length and requires the Company to disclose the related party relationship and transactions as per the Related Party Regulations, along with the Company's financial statements and publish an annual statement of compliance with Code of Corporate Governance (the "Code").

The policy requires that all Related Party Transactions are appropriate only if they reflect economic substance and are executed to conduct the normal course of business. The details of all related party transactions are placed before the Board Audit & Risk Committee (the "BA&RC") of the Company and upon recommendations of the BA&RC, the same are placed before the Board for review and approval / ratification. The related party transactions which are not executed at arm's length are also placed separately at each BA&RC meeting along with necessary justification for consideration and approval of the Board on recommendation of the BA&RC and the reasons are properly recorded in the minutes.

The Company discloses the related party relationship and transactions as per the Related Party Regulations, along with the Company's financial statements and publishes an annual statement of compliance in accordance with Listed Companies (Code of Corporate Governance) Regulations, 2019. (the "Code"). Directors' and Officers' conflict of interest is managed in line with the provisions of Section 205 to 209 of the Companies Act, 2017 and the Code. Full details of the transactions and balances with the related parties were placed before the BA&RC for review at the end of each quarter. After review by the Committee, the transactions were considered and approved by the Board keeping in view the recommendations made by the Committee. In compliance with the requirements contained in the Fourth Schedule of the Companies Act, 2017, detailed disclosure regarding related party transactions has been presented in Note 36 of the Financial Statements. Transactions with related parties arising in the ordinary course of business are carried out on an arm's length basis at normal commercial terms and conditions.

Dividend Policy

The Company distributes dividends to its eligible shareholders in accordance with the applicable provisions of the Companies Act, 2017, SECP and PSX regulations, and the relevant approvals of the Board of Directors and shareholders. Upon declaration of a dividend, the Company ensures that the dividend is processed and paid to entitled shareholders through the prescribed electronic payment mechanism, based on the applicable record date.

The Company endeavours to ensure timely and efficient distribution of dividends to its shareholders. Any unpaid or unclaimed dividend is dealt with in accordance with the applicable laws and regulatory requirements.

Investors' Grievances Mechanism

The Company is committed to protecting the rights and interests of its shareholders and maintaining transparent, effective and timely communication with investors. The Company regularly holds its general meetings and corporate briefing sessions through which shareholders and investors may raise their queries, concerns and grievances relating to their shareholding, dividends, corporate actions and other investor-related matters.

Investor complaints / Investor relations

Muhammad Usman Shahid, Assistant Manager – Corporate Governance

Contact No: +92 21 3587 4677-86, +92 21 3583 9018 Ext:474

Email: usman.shahid@hubpower.com

SPEAK UP POLICY

Introduction

The Company's Speak Up Policy has been approved by the Board and provides a secure framework for all employees, contractors, vendors and customer to report concerns about unethical behaviour, policy breaches or misconduct without fear of retaliation. This policy reinforces our commitment to integrity, transparency and continuous improvement.

Mechanism to Receive Complaints

Concerns may be submitted confidentially via email, a dedicated channel accessible only by the Head of Internal Audit. Reports involving senior officials may be escalated directly to the Chairman of the Board Audit & Risk Committee. Any complaint received by other employees or executives must be redirected to this channel to ensure centralized handling. While reporting within 30 days of awareness is encouraged to preserve evidence, there is no strict deadline.

Fair and Transparent Handling

Upon receipt, the Head of Internal Audit assesses each disclosure for credibility and acknowledges receipt to the reporter. Pre-investigation committee is formed to assess the credibility and grounds for the complaint. Investigations are conducted in accordance with the guiding principles of confidentiality, fairness, objectivity and the right to be heard. Where appropriate, Legal and HR support the Internal Audit team to ensure thorough fact-gathering and documentation. Investigation findings and recommended remedial or disciplinary actions are reviewed and approved by the BA&RC.

Protection Against Victimization

The policy strictly prohibits any form of retaliation, including dismissal, demotion, suspension, transfer, harassment or discrimination against anyone who reports concerns or participates in an investigation. The identities of whistleblowers and witnesses are kept confidential unless disclosure is legally mandated. Interim measures, such as temporary reassignment or leave, may be provided to protect individuals during investigations.

Board Audit & Risk Committee

Quarterly reports detailing the number, nature, status and outcomes of Speak Up submissions are presented to the Board's Audit & Risk Committee. Periodic policy reviews, informed by these reports and emerging best practices, ensure that the framework remains effective and aligned with regulatory requirements.

During the year, four Speak Up submissions were received, two at HUBCO, one at NEL and one at LEL, all of which were dealt with in accordance with the Company's Speak Up Policy.

BOARD AUDIT & RISK COMMITTEE REPORT

Composition of the Committee

The Board Audit and Risk Committee (BA&RC or the Committee) of HUBCO is composed of four non-executive directors. The Chairman of the Committee is financially literate and an independent director, ensuring unbiased oversight and governance.

The Head of Internal Audit has been appointed as the secretary of the Committee. Chief Financial Officer and other senior officials attend the Committee meetings on invitation.

Financial Statements

The Committee reviews the quarterly, half-yearly and annual performance of the Company, including its financial position and cash flows.

The Committee has ensured that the Company's financial statements present a fair, balanced and understandable picture of the Company's financial position and performance, and reports that:

- The unconsolidated and consolidated financial statements for the year ended June 30, 2026 have been prepared on a going concern basis and 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.
- The financial statements 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 income, the changes in equity and its cash flows for the year then ended.
- The auditors have concluded the audit of above financial statements in accordance with International Standards on Auditing (ISAs) as applicable in Pakistan and issued unmodified audit reports.
- Major judgmental areas and significant adjustments have been thoroughly reviewed and adequately addressed in the financial statements.
- Accounting policies and practices have been disclosed in the financial statements and consistently applied.
- The transactions with related parties have been conducted at mutually agreed terms and conditions and properly disclosed in the financial statements as reviewed by the Committee and approved by the Board.
- The Committee evaluated the appropriateness of key accounting estimates and judgments made by management, ensuring they were reasonable and in line with industry practices.
- The independent auditors have reviewed and certified the Company's statement of compliance in accordance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 in a Review Report issued thereon.
- The committee ensured that significant issues were thoroughly reviewed and adequately addressed in the financial statements to reflect a true and fair view of the Company's financial health.

Risk Management and Internal Control

The Committee has a comprehensive approach to risk management and internal control, guided by HUBCO's Enterprise Risk Management (ERM) framework and Statement of Internal Control System. This includes regular assessments of the Company's risk profile, implementation of robust internal control systems, and continuous monitoring of compliance with regulatory requirements.

The ERM framework ensures the identification, assessment, and mitigation of risks across all levels of the organization. The outcomes of these processes are transparently disclosed in the annual report, demonstrating the Company's commitment to maintaining high standards of risk management and internal control.

The internal control system is designed to provide reasonable assurance regarding the effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.

The Board reviews the effectiveness of established internal controls through the Committee, which receives reports from management, Internal Audit, and the external auditor on the systems of internal control and risk management arrangements. The Committee ensures that necessary actions are taken to address any significant failings or weaknesses identified.

Role of Internal Audit

The Company has established an independent Internal Audit Function, integral to HUBCO's risk management and internal control framework.

The Internal Audit team has direct access to the Committee, ensuring independence and objectivity in their evaluations.

The Committee regularly reviews the performance of the Internal Audit Function, ensuring it operates effectively and contributes to the overall governance framework of the company.

The Internal Audit Function executed its tasks in alignment with the annual internal audit plan approved by the Committee, along with additional special assignments as directed by the Committee. The internal audit team also ensured the implementation of the Company's risk management and ethics policies.

Management facilitated coordination between the internal and external auditors to ensure efficient audit processes and transparency in maintaining a reliable financial reporting and internal control system.

Confidential Reporting and Remedial Measures

The Committee has established arrangements for staff and management to report any concerns about actual or potential improprieties confidentially.

External Audit Process

The Committee discussed the audit process and observations with the external auditors of the Company, A.F. Ferguson & Co., Chartered Accountants. The Committee also gave the opportunity to the auditors to report any matters in the absence of any company officials, including the CFO and Head of Internal Audit.

The Committee assessed the effectiveness of the external audit process by reviewing the auditor's performance, independence, and objectivity.

The Committee follows a rigorous approach for the appointment or reappointment process of the external auditors. Being eligible, the auditors have offered themselves to be reappointed for the financial year ended June 30, 2027.

Recommendation of External Auditors

There were no recommendations to replace the external auditors before the completion of their term. The current external auditors have consistently met the Committee's performance expectations and maintained their independence.

Fairness of the Annual Report

The Committee believes that the Annual Report is fair, balanced, and understandable. It provides comprehensive information to shareholders, enabling them to assess the Company's position, performance, business model, and strategy accurately.

Whistle-Blowing Incidents

The Company has established confidential reporting channels to ensure concerns regarding unethical behaviour, policy breaches, or misconduct are reported without fear of retaliation or discrimination.

The Committee reviews the number of reports and their outcomes on quarterly basis. The Committee ensures the reported incidents are thoroughly investigated, and appropriate actions are taken to address any issues raised. The Committee continues to encourage a culture of transparency and accountability within the organization.

Self Evaluation

The Committee believes that it has carried out its responsibilities to the full, in accordance with Terms of Reference approved by the Board, which included principally the items mentioned above and the actions taken by the Committee in respect of each of these responsibilities. As per the Code of Corporate Governance, self-evaluation of the Committee's performance, which also included members of the Committee, was carried out during the year.

Saad Iqbal
Chairman – Board Audit and Risk Committee
The Hub Power Company Limited

CALENDAR OF CORPORATE EVENTS

Actual Dates for the Financial Year 2025-26

1 — OCTOBER 30, 2025
Board Approval of Financial Statements for First Quarter ended September 30, 2025

2 — FEBRUARY 24, 2026
Board Approval of Financial Statements for Second Quarter ended December 31, 2025

3 — APRIL 22, 2026
Board Approval of Financial Statements for Third Quarter ended March 31, 2026

4 — AUGUST 27, 2026
Board Approval of Financial Statements for Fourth Quarter ended June 30, 2026

Tentative Dates for the Financial Year 2026-27

1 — OCTOBER 2026
Board Approval of Financial Statements for First Quarter ended September 30, 2026 (Last week of October 2026)

2 — FEBRUARY 2027
Board Approval of Financial Statements for Second Quarter ended December 31, 2026 (Last week of February 2027)

3 — APRIL 2027
Board Approval of Financial Statements for Third Quarter ended March 31, 2027 (Last week of April 2027)

4 — AUGUST 2027
Board Approval of Financial Statements for Fourth Quarter ended June 30, 2027 (Last week of August 2027)

CALENDAR OF MAJOR EVENTS

Date	No.	Event
Jul 25, 2025	01	*Launch of BYD Shark 6 through MMCPL*
Oct 28, 2025	02	*Final Cash Dividend for the year ending June 30, 2025, credited to shareholders*
Oct 31, 2025	03	*TEL & TN Project Completion Date achieved and first dividend declared on December 08, 2025 and November 17, 2025, respectively*
Nov 25, 2025	04	*First Interim Cash Dividend credited to shareholders*
Jan 20, 2026	05	*Financial close of MMCPL CKD Plant achieved*
Jan 24, 2026	06	*Launch of BYD Sealion 7 & Atto 2 through MMCPL*
Mar 24, 2026	07	*Second Interim Cash Dividend credited to shareholders*
May 19, 2026	08	*Third Interim Cash Dividend credited to shareholders*

AWARDS & RECOGNITIONS

Secured
GOLD AWARD
at **South Asian Federation of Accountants (SAFA) Best Presented Annual Report Awards** by Institute of Cost and Management Accountants of Pakistan (ICMA) & Institute of Chartered Accountants of Pakistan (ICAP).

Achieved
Employer of Choice,
GENDER DIVERSITY AWARD
for Pay Equity & Fair Wage by Pakistan Business Council (PBC) & International Finance Corporation (IFC).

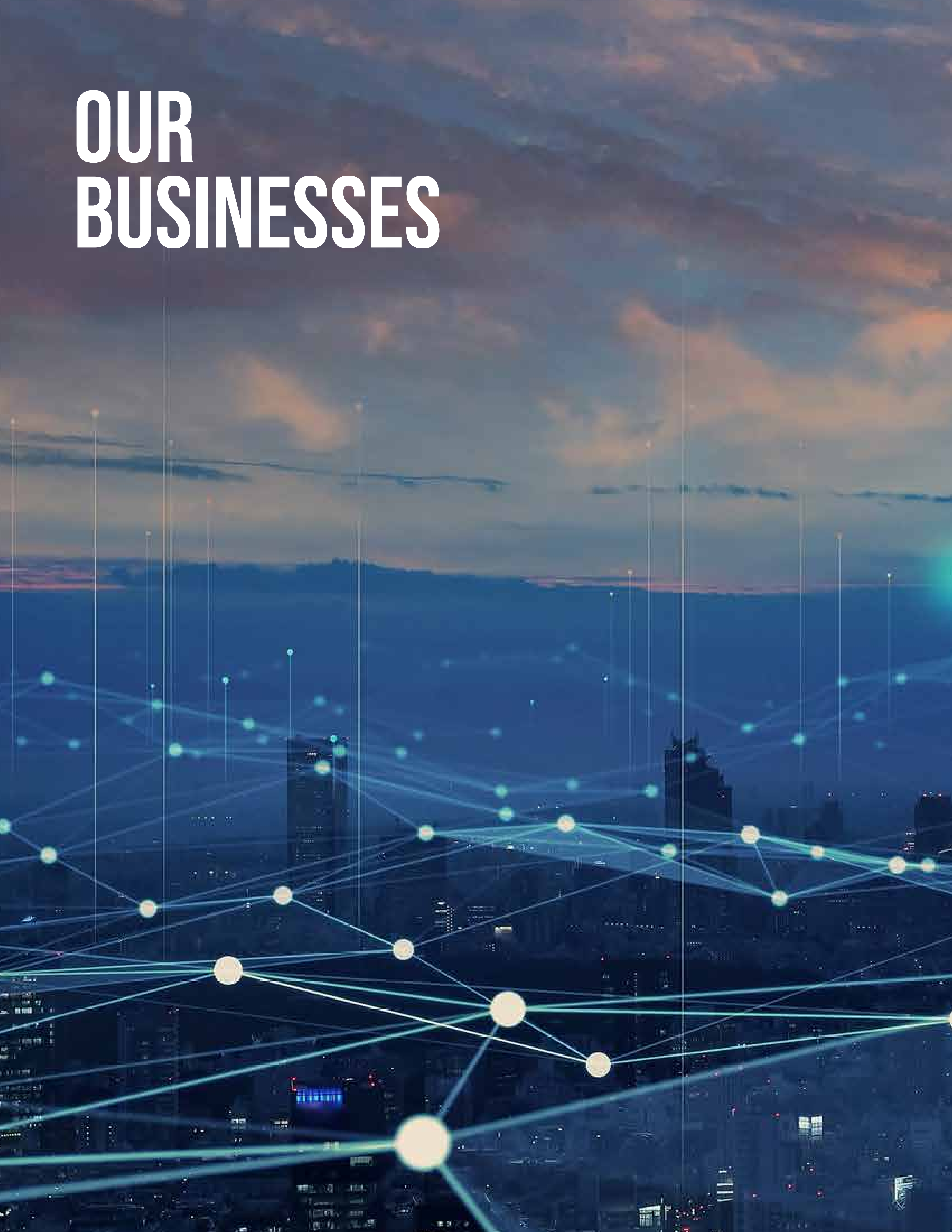
Recognized with the Merit Certificate for the
BEST CORPORATE REPORT AWARD 2024
In Fuel & Energy.

Honoured with
CSR AWARD
for Education and Scholarship from National Forum for Environmental and Health (NFEH).

Earned
CORPORATE EXCELLENCE AWARD
in power generation and distribution by the Management Association of Pakistan (MAP) for the 8th consecutive year.

Recognized among the
Top Three Winners of the
CLIMATE2EQUAL INITIATIVE
by PBC, CERB & IFC, for **outstanding pledge implementation and impact.**

OUR BUSINESSES



VALUE CHAIN POSITIONING

HUBCO sits at the centre of a diverse value ecosystem, connecting capital, capabilities and partnerships with businesses that addresses Pakistan's evolving energy, mobility, natural resources and infrastructure needs. As an integrated energy and infrastructure investment platform, the Company creates value by identifying opportunities, deploying capital strategically and providing active governance and oversight across its portfolio.

Upstream Value Chain

HUBCO's upstream value chain comprises shareholders and other capital providers, financial institutions, strategic and joint venture partners, technology providers, suppliers, professional advisers, regulators and other stakeholders who provide the financial resources, expertise, technology and relationships required to pursue and develop investment opportunities.

Core of The Value Chain

At the core of the value chain, HUBCO brings together its financial strength, investment expertise, sector knowledge and institutional capabilities to identify and evaluate opportunities, structure partnerships, allocate capital and oversee portfolio performance. Through strong governance, disciplined risk management and active portfolio stewardship, the Company supports its businesses in enhancing performance, building resilience and pursuing sustainable growth.

Downstream Value Chain

The downstream value chain comprises portfolio businesses and their respective customers, markets and end users. These range from power generation to oil and gas, electric vehicles and EV charging infrastructure across the country as an interconnected network. Through these businesses, HUBCO contributes to the provision of energy, mobility solutions and other essential products and services, while supporting economic activity, infrastructure development, employment and community outcomes.

HUBCO's value creation is therefore driven not only by the performance of individual investments, but also by its ability to identify growth opportunities, allocate capital effectively, build strategic partnerships and strengthen the long-term resilience and sustainability of its portfolio.

BUSINESS MODEL

Allocating capital. Enabling businesses. Creating enduring value.

Established as Pakistan's first Independent Power Producer, HUBCO has evolved from a power generation company into a diversified energy and infrastructure investment group. Today, the Group's portfolio spans power generation, mining, oil and gas, operations and maintenance, new energy vehicles (NEV) and NEV charging infrastructure. This evolution enables HUBCO to leverage its sector expertise, financial strength, partnerships and institutional capabilities to invest in businesses that contribute to Pakistan's energy security and economic development.

At the Group level, HUBCO creates long-term value by allocating capital and other resources to high quality assets and growth platforms, providing strategic direction and oversight, strengthening operational capabilities, managing enterprise risks and fostering partnerships.

The business model is therefore designed to balance stable cash generation from established businesses with strategic disciplined investments in growth opportunities, while maintaining a strong focus on governance, responsible business practices, resilience and sustainable long-term stakeholder value.

Our Portfolio Businesses

HUBCO's portfolio businesses span six interconnected domains, each contributing a distinct role within the Group's diversified platform:

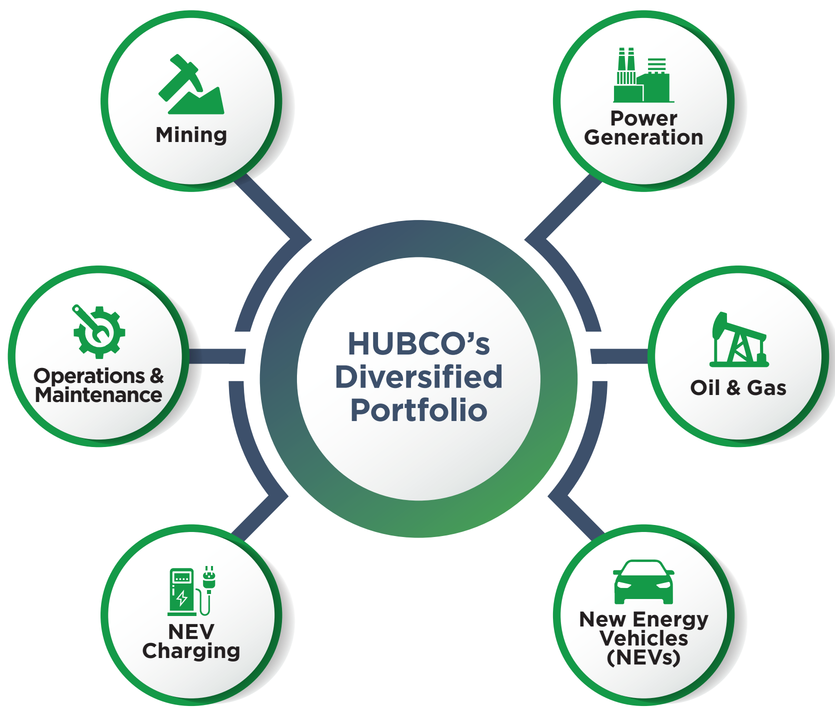


Figure 4. HUBCO's Diversified Portfolio

This year, we made transformative additions to our business model to reinforce our commitment to innovation and national development.

Notable initiatives include:

- Launched three mainstream BYD NEV models in Pakistan and continued distribution under the brand MMCPL.
- Expanded HGL's NEV charging network, connecting Karachi to Peshawar via national highway (N-5) and motorways (M-5, M-4 and M-1), providing NEV reach of approximately 1,300 km.
- Progressed the development of MMCPL's CKD plant, advancing the Group's localization and domestic manufacturing capabilities in Pakistan's growing NEV market.

Products, Services and Markets Served

HUBCO's portfolio provides products and services across interconnected segments of Pakistan's energy and mobility landscape.

Portfolio	Products / Services	Markets Served
Power Generation	From thermal (indigenous Thar coal, imported coal & furnace oil) and renewable (run of the river Hydel)	National Electricity Grid
Mining	Indigenous lignite coal	Power generation and energy sector
Oil & Gas	Exploration, development, production of gas and oil	Energy market
Operations & Maintenance	Technical, operational and asset management services for power plants	Power plants
New Energy Vehicles (NEVs)	Distribution plus local assembly to commence soon	Automotive and electric mobility market
NEV Charging Infrastructure	Public NEV charging infrastructure	NEV users and mobility ecosystem

Table 1. Products, Services and Markets Served

The Group's market reach is domestic. Its portfolio connects upstream natural resources and infrastructure with downstream energy, industrial and mobility demand.

Inputs – The Capitals We Depend On

HUBCO's ability to create value is supported by a combination of financial, human, manufactured, intellectual, social and relationship, and natural capital.

For more details please refer to page 67.

Upstream Value Chain

As a diversified investment group, HUBCO's upstream value chain extends beyond conventional power-sector procurement and encompasses the wider ecosystem (resources, technologies, infrastructure and specialist capabilities) required to develop, operate and maintain its portfolio.

Key upstream relationships include fuel and resource suppliers, equipment and technology providers, engineering and construction contractors, operations and maintenance service providers, logistics providers, professional advisers, financial institutions and other specialized service providers.

At operating-company level, supply chains vary according to the nature of each business. Power generation relies on fuel supply, specialized equipment, maintenance services and technical expertise; mining and oil and gas activities require specialised exploration, extraction, processing and logistics capabilities; while NEVs and NEV charging businesses depend on vehicles, charging equipment, digital technologies, software, infrastructure and related services.

HUBCO and its portfolio companies manage these relationships through appropriate procurement, contractual, governance, HSE and risk-management framework, with a strong focus on reliability, business continuity, quality, cost, safety, environmental and social considerations.

Downstream Value Chain

HUBCO's downstream value chain reflects its position as a diversified investment group with interests across multiple segments of the energy value chain and mobility ecosystems.

At the portfolio level, operating subsidiaries, associates and joint ventures convert capital and upstream resources into electricity, energy resources, technical services, mobility solutions and charging infrastructure services.

Power generated by the Group's power portfolio enters Pakistan's power system and contributes to meeting the energy needs of residential, commercial, industrial and other economic sectors. Indigenous coal and oil and gas resources support energy generation and the wider domestic energy supply chain. Operations and maintenance capabilities enhance the availability, reliability and performance of energy assets.

The Group's emerging electric mobility businesses extend the value chain further towards vehicle users and new energy mobility infrastructure, creating opportunities to participate in the transition towards low-emission transportation solutions and a sustainable integrated NEV ecosystem.

HUBCO therefore occupies a strategic position connecting capital providers and upstream resource and technology ecosystems with energy, infrastructure and mobility markets.

Other Business Relationships

HUBCO's business model is supported by relationships extending beyond its immediate supply and customer relationships.

These include joint-venture partners, associates, portfolio companies, government and regulatory institutions, lenders and financial institutions, technology and strategic partners, industry bodies, communities and development partners.

Strategic partnerships enable HUBCO to combine its financial and institutional capabilities with technical expertise, market access and specialised capabilities. This approach allows the Group to pursue opportunities that may require significant capital, technical expertise or sector-specific partnerships while maintaining appropriate governance and risk oversight.

The Group's relationships with its stakeholders are managed with a focus on transparency, accountability, responsible and sustainable business conduct and long-term value creation.

Significant Changes During the Reporting Period

FY2026 represents HUBCO's transition from a predominantly power generation focused business to a diversified energy and large-scale infrastructure investment group.

During the reporting period, the Group continued to strengthen and diversify its portfolio across power, mining, oil and gas, electric mobility and NEV charging infrastructure. This diversification enhances the Group's exposure to multiple segments of Pakistan's energy value chain while providing opportunities to build new sources of long-term growth.

The Group's electric mobility platform progressed through MMCPL, established in partnership with BYD, while HUBCO Green continued developing the foundations of a nationwide NEV charging network allowing both inter-city and intra-city commute for NEV users.

Outputs

Key outputs include:

Electricity
Reliable electricity supplied to the national power system

Coal
Coal and domestic energy resources developed to support energy security

Oil & Gas
Hydrocarbons explored, developed, produced and processed

Operations and Maintenance Services
Operations and maintenance services delivered to ensure availability of assets

Mobility Solutions
New energy vehicles introduced to Pakistan's mobility market

NEV Charging Infrastructure
Charging infrastructure developed to enable adoption of new energy vehicles

Outcomes

Through the deployment and transformation of its capitals, HUBCO seeks to generate outcomes that support both financial resilience and broader economic, social and environmental value.

Sustainable Financial Returns

Generation of sustainable returns, prudent capital allocation, portfolio diversification and long-term shareholder value.

Energy Security And Economic Value

Contribution to Pakistan's energy security through reliable power generation, development and utilization of indigenous energy resources, investment in key energy infrastructure while supporting industrial development and economic activity.

Operational Value

Improved availability, reliability, efficiency and safety of assets through technical expertise, strategic oversight and disciplined operations and maintenance.

Human And Social Value

Employment, skills development, community investment and stronger relationships with communities and stakeholders across the Group's operating footprint.

Environmental Value

Improved management of environmental impacts across operations, greater consideration of climate-related risks and opportunities, and investment in emerging businesses that can support the transition towards more sustainable energy and mobility systems.

Strategic Value

Development of new growth platforms in oil and gas, mining, electric mobility and NEV charging infrastructure, strengthening HUBCO's ability to participate in Pakistan's evolving energy and infrastructure landscape.

Ultimately, HUBCO's business model aims to convert capital, expertise, partnerships and strategic investments into resilient businesses and large-scale infrastructure that creates long-term value for shareholders, stakeholders and Pakistan's economy.

Statement of Value Added and its Distribution

HUBCO's value creation extends beyond the financial returns generated for shareholders. Through its diversified portfolio, the Group generates economic value that is distributed among the stakeholders.

The statement of value added and its distribution demonstrates how the economic value generated by HUBCO during the year was allocated across its stakeholders including employees, government, shareholders, providers of financial capital, society and business growth . This distribution reflects the Group's commitment to balancing financial performance with its broader economic and social responsibilities.

Employees

Investing in our people

Employees are fundamental to HUBCO's ability to deliver operational excellence, manage its portfolio and pursue its growth strategy. Value distributed to employees through salaries, wages and other employee benefits reflects the Group's investment in the people and capabilities required to sustain long-term performance.

Government

Contributing to public revenues

HUBCO contributes to public finances through taxes, duties and other statutory payments. The value distributed to the government reflects Group's contribution to the fiscal ecosystem and supports the provision of public services, infrastructure and national development priorities.

Shareholders

Returning value to our investors

Shareholders provide the capital and continued confidence that underscore HUBCO's investment and growth strategy. Dividends represent the portion of value returned directly to shareholders, reflecting the Group's focus on delivering sustainable and competitive returns while maintaining capacity to invest in future growth.

Society

Investing in communities

HUBCO directs a portion of the value it generates towards communities and wider society through its social investment and philanthropic initiatives. These contributions support the Group's focus areas, including education, healthcare, livelihoods and infrastructure development, and seek to create meaningful and lasting impact in communities within and around its operating footprint.

Providers of Financial Capital

Supporting access to capital

Providers of financial capital enable the Group to fund its operations, maintain its assets and pursue strategic investments. Financial charges represent the value distributed to lenders and other providers of debt capital for the financing made available to the Group.

Retained Within the Business

Building resilience and future growth

The value retained within the business represents the portion of economic value reinvested to strengthen HUBCO's financial resilience and support future growth. This includes amounts retained to fund operations, maintain and develop assets, meet future obligations and invest in strategic opportunities across the Group's diversified portfolio.

MEMBERSHIPS

HUBCO is a member of the following associations:

Overseas Investors Chamber of Commerce and Industry (OICCI)

Management Association of Pakistan (MAP)

Pakistan Institute of Corporate Governance (PICG)

Institute of Chartered Accountants of Pakistan (ICAP)
as Training Organization outside Practice (TOoP)

Pakistan Society for Training & Development

STRATEGY & RESOURCE ALLOCATION

Strategic Direction

HUBCO's strategy is centered on disciplined capital allocation, portfolio diversification, operational excellence and responsible growth initiatives, with the objective of building a resilient portfolio capable of generating sustainable returns while contributing to Pakistan's evolving energy and infrastructure requirements.

These strategic priorities translate HUBCO's vision and mission into actionable objectives, guiding capital allocation and business decisions across the short, medium and long term.

Our strategic approach is guided by three priorities:

- **Protect and optimize the core:** Strengthen the performance, reliability, efficiency and cash-generating capacity of established businesses.
- **Diversify for sustainable growth:** Selectively allocate capital towards businesses and opportunities that provide attractive risk-adjusted returns and complement HUBCO's existing capabilities and position in the energy value chain.
- **Build resilience for the future:** Anticipate changes in technology, energy systems, regulations, climate, resource availability and customer needs, and develop capabilities and partnerships that enable the Group to respond effectively.

This approach seeks to balance near-term financial performance with medium- and long-term growth, while maintaining financial discipline and considering the sustainability-related risks and opportunities that could affect the Group's prospects.

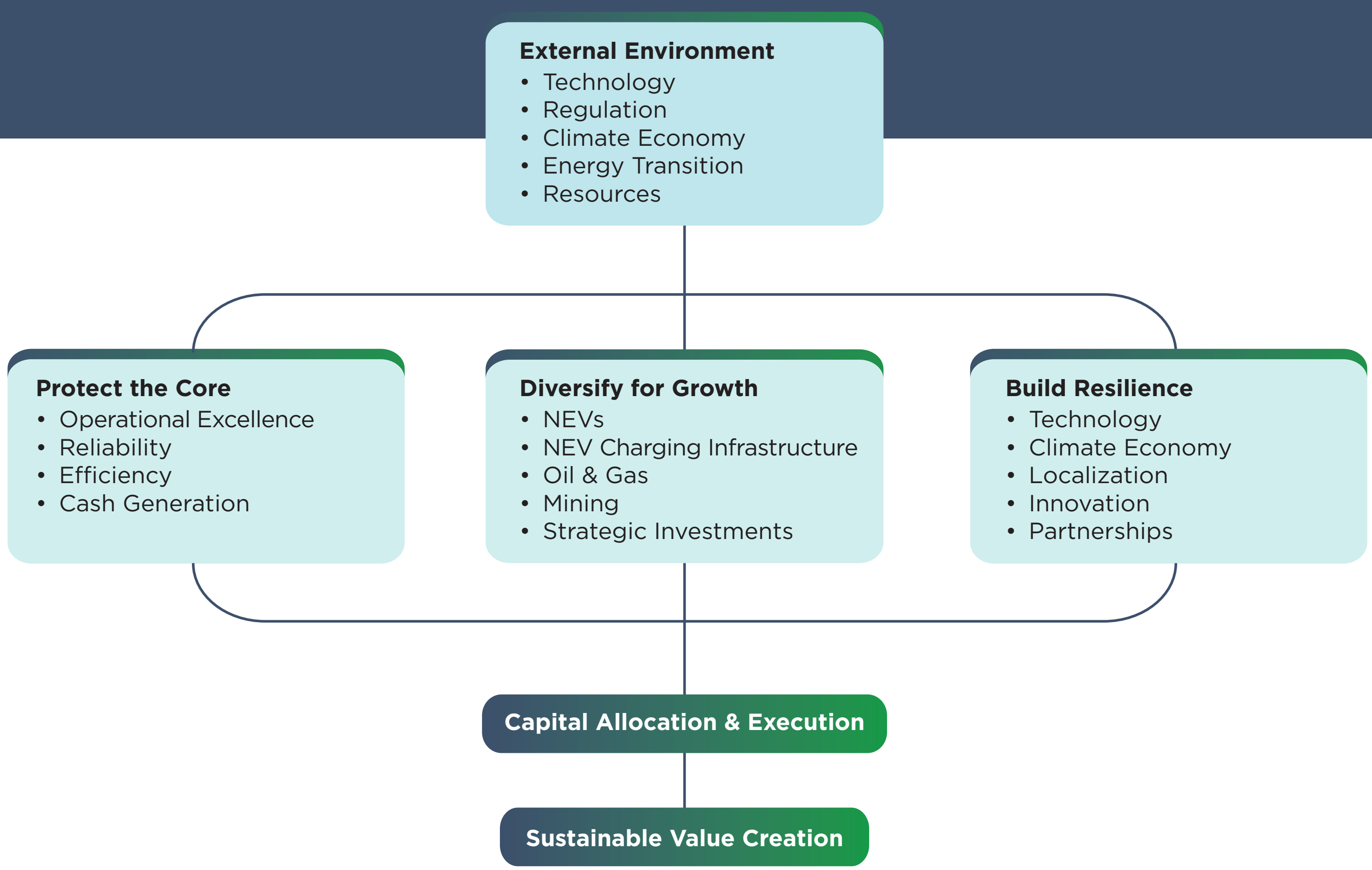


Figure 5. Strategy & Resource Allocation

SHORT, MEDIUM AND LONG-TERM STRATEGIC OBJECTIVES

Time horizons:

Short-term (up to 1 year), Medium-term (1-3 years), Long-term (beyond 3 years).

Short-Term

HUBCO's priority is to maximise the value and resilience of its existing portfolio while maintaining disciplined capital allocation.

Key priorities include:

- Optimizing operational and financial performance across existing businesses.
- Maintaining high standards of reliability, availability, efficiency and HSE performance.
- Strengthening cash generation and financial resilience.
- Improving cost discipline and operational efficiency.
- Protecting the value of existing assets and investments.
- Strengthening governance, risk management and internal controls across the Company's portfolio.
- Enhancing sustainability and climate considerations in investment and business decisions.

Medium-Term

HUBCO aims to scale up its diversified portfolio and strengthen its position across interconnected energy and mobility markets.

The Group will focus on:

- Scaling businesses with attractive growth potential and sustainable economics.
- Expanding participation in indigenous energy resources.
- Developing the NEV ecosystem through vehicle distribution, localization and NEV charging infrastructure.
- Strengthening operations and maintenance capabilities across the Company's and third-party assets.
- Pursuing strategic partnerships and investments that provide access to technology, capabilities and markets.
- Improving integration across the portfolio to unlock operational, commercial and knowledge synergies.
- Increasing the resilience of the portfolio to changes in energy demand, regulation, technology and climate.

Long-Term

HUBCO aims to establish a diversified portfolio of energy and large-scale infrastructure businesses capable of creating sustainable value across economic cycles.

The Group's long-term ambition is to:

- Build a balanced portfolio across established and emerging energy platforms.
- Increase exposure to businesses aligned with Pakistan's long-term energy and infrastructure requirements.
- Participate in the transition towards cleaner and more efficient energy and mobility systems.
- Develop scalable platforms that can support future growth.
- Strengthen localization, technology and domestic capabilities.
- Embed climate resilience and sustainability into long-term investment decisions.
- Generate sustainable shareholder returns while creating positive economic, social and environmental outcomes.

RESOURCE ALLOCATION PLANS

HUBCO's resource allocation is guided by the expected strategic, financial and sustainability outcomes of each investment and business activity. Capital allocation decisions consider risk-adjusted returns, cash generation, strategic fit, growth potential, resilience, regulatory considerations and sustainability-related risks and opportunities.

HUBCO seeks to deploy its six capitals in an integrated manner, recognising that the availability and quality of one capital can influence the ability to generate value from others.

Financial Capital

Financial capital is allocated with a focus on preserving financial resilience, supporting the performance of existing assets and selectively funding high-potential growth opportunities.

HUBCO prioritises:

- Maintaining adequate liquidity and financial flexibility
- Optimizing the capital structure
- Funding maintenance and sustaining capital requirements
- Evaluating new investments based on risk-adjusted returns
- Allocating capital towards scalable growth platforms
- Maintaining an appropriate balance between shareholder distributions and reinvestment
- Considering climate and sustainability-related factors in capital allocation decisions

The objective is to ensure that capital is deployed where it can generate the greatest sustainable economic value without compromising financial resilience.

The Group had no defaults in repayment of principal or finance costs during FY2026. The Board does not presently consider the Group to be facing material liquidity constraints and continues to monitor liquidity, funding requirements and financial flexibility as part of its capital allocation oversight.

Human Capital

HUBCO's strategy depends on the availability of specialized technical, commercial, financial and leadership capabilities.

Accordingly, HUBCO will continue to focus on:

- Developing technical and leadership capabilities
- Upskilling employees for emerging technologies and businesses
- Building capabilities in sustainability, climate risk and ESG reporting
- Strengthening succession planning and talent retention
- Promoting a culture of safety, accountability, innovation and ethical conduct
- Developing the capabilities required to manage a more diversified portfolio

Manufactured Capital

Manufactured capital comprises HUBCO's physical assets and infrastructure, including power generation assets, O&M infrastructure, mining and energy-related facilities, NEV-related infrastructure and charging networks.

Resource allocation will focus on:

- Asset reliability and availability
- Maintenance and lifecycle management
- Operational efficiency
- HSE performance
- Technology upgrades
- Infrastructure expansion where supported by sustainable demand and appropriate returns

Intellectual Capital

As HUBCO evolves into a diversified investment platform, knowledge, technology, systems and institutional expertise become increasingly important sources of competitive advantage.

The Company will continue investing in:

- Digital systems and data capabilities
- Asset management and operational expertise
- Investment and portfolio management capabilities
- Sustainability and climate-related knowledge
- Technology partnerships
- Business intelligence and analytics
- Knowledge transfer across portfolio companies

Social and Relationship Capital

HUBCO's ability to operate and grow depends on strong relationships with government, regulators, investors, lenders, local and international business partners, customers, employees, communities and other stakeholders.

The Company will continue to strengthen these relationships through transparent engagement, responsible business practices, stakeholder responsiveness and community investment.

Natural Capital

HUBCO recognizes its dependence on natural resources, including fuel, water, land and other ecosystem services, across different parts of its value chain.

Resource allocation therefore increasingly considers:

- Resource efficiency, availability and security
- Water stewardship
- Environmental impact management
- Climate resilience
- Biodiversity and ecosystem considerations where material
- Transition-related risks and opportunities

CAPABILITIES AND COMPETITIVE ADVANTAGE

HUBCO's competitive advantage is underpinned by a combination of financial strength, energy-sector experience, technical capabilities, institutional relationships, portfolio management expertise and the ability to develop strategic partnerships.

The Company's long operating history in Pakistan's energy sector provides an established understanding of the country's regulatory, commercial and operating environment. This experience is complemented by capabilities in business and project development, asset management, operations, investment evaluation and stakeholder engagement.

As the portfolio diversifies, HUBCO is seeking to extend these capabilities into emerging businesses, particularly NEVs, charging infrastructure and other large-scale infrastructure businesses.

HUBCO's competitive advantage is therefore increasingly derived not only from individual assets, but from its ability to identify opportunities, provide strategic direction, effectively allocate capital, develop strategic partnerships, manage complex assets and businesses, execute complex projects and integrate financial and sustainability considerations into investment decisions.

Together, these capabilities enable HUBCO to originate and execute investments, strengthen portfolio performance and access growth opportunities, supporting sustainable long-term value creation.

SWOT ANALYSIS

STRENGTHS

- Driving national progress through a diversified and resilient portfolio across power generation, mining, oil & gas, green mobility and strategic investments.
- Emerging leadership in Pakistan's green mobility ecosystem through investments in local NEV assembly plant via MMCPL and the continued expansion of HUBCO Green's NEV charging infrastructure across the country.
- Proven execution capability across the full infrastructure lifecycle, from development and financing to construction, operations and asset optimization.
- Experienced workforce with nationwide presence, capable of managing large-scale projects with Operations & Maintenance (O&M) success history across complex assets.
- Robust corporate governance framework, strong culture of operational excellence and increasing integration of ESG considerations into business strategy and decision-making.
- Strategic partnerships with leading local and international organizations, enabling innovation and operational competitiveness.

WEAKNESSES

- Continued exposure to regulated returns and evolving power sector market dynamics.
- Infrastructure-led growth requiring significant capital commitment and long investment horizons before value realization.
- Dependence on timely regulatory approvals and policy decisions to support diversification for growth projects.

OPPORTUNITIES

- Expansion into adjacent large-scale infrastructure and industrial value chains, creating diversified long-term revenue streams beyond conventional power generation.
- Supportive government policies promoting clean energy, decarbonization, e-mobility and associated infrastructure development, supported by growing customer demand.
- Cross-segment local and international partnerships, enhancing technological capabilities and investment horizons.
- Diversification within the energy value chain via acquisition prospects of major national assets.
- Growing investor preference for companies demonstrating strong ESG performance and sustainable value creation.

THREATS

- Macroeconomic uncertainty, including inflationary pressures, foreign exchange volatility & tax uncertainty.
- Policy and regulatory changes may affect long-term infrastructure investments.
- Geopolitical developments and global supply chain disruptions impacting project costs and timelines.
- Accelerating technological change and evolving customer expectations across energy transition sector especially e-mobility, requiring sustained investment to preserve competitive advantage.
- Physical and transition risks associated with climate change, including evolving regulatory and market expectations.

WHAT SHAPES OUR STRATEGY

Market, Product and Service Development

HUBCO's market development strategy focuses on participating in areas where Pakistan's structural energy and infrastructure requirements intersect with the Group's capabilities.

The Group is developing new sources of value through:

- Expansion into NEVs and the broader electric mobility ecosystem
- Development of a nationwide NEV charging network
- Participation in indigenous oil and gas resources
- Mining and related energy-resource opportunities
- Expansion of O&M capabilities
- Evaluation of additional strategic investments that complement HUBCO's portfolio

The approach is deliberately selective, with growth opportunities assessed against market attractiveness, strategic fit, capital requirements, risk, expected returns and long-term resilience.

External Influences on Strategy and Resource Allocation

HUBCO's strategy is shaped by developments in Pakistan's economic, political, regulatory, technological, environmental and social environment.

Key external influences include:

Macroeconomic Conditions

Inflation, interest rates, exchange-rate movements and the cost of capital influence investment decisions, financing costs and project economics.

Regulatory and Policy Environment

Changes in energy, environmental, automotive, taxation and investment policies can create both risks and opportunities across the Company's portfolio.

Energy Transition

The global and domestic shift towards lower-carbon energy systems is influencing technology, customer preferences, investment flows and regulatory expectations.

Energy Sector Dynamics

Changes in Pakistan's energy demand, generation mix, circular debt, tariffs, fuel availability, transmission infrastructure and energy policy influence the economics and capital requirements of the Company's businesses.

Climate Change

Physical climate risks, including extreme temperatures, flooding, water stress and changing weather patterns, can affect assets, supply chains and operating conditions. Transition risks may arise from changes in policy, technology, markets and stakeholder expectations.

Demographic and Social Trends

Population growth, urbanization, increasing mobility demand and evolving consumer preferences are influencing long-term demand for energy and mobility solutions.

HUBCO incorporates these developments into its strategic and risk-management processes to enhance the resilience of its portfolio.

Technological Change

Technology is increasingly influencing HUBCO's competitive landscape and resource allocation. These developments are directing investment towards digital capabilities, data and analytics, operational technologies, NEV and charging infrastructure, and the skills required to support them.

The Group is responding through investments and capability development across NEVs, NEV charging infrastructure, digital systems, asset management, data analytics and operational technologies.

Within the NEV business, technology advancement is also reshaping the automotive value chain through vehicle electrification, evolving battery technologies, charging systems, digital customer interfaces and localization.

Across established energy businesses, digitalization, predictive maintenance, automation and advanced analytics provide opportunities to improve asset reliability, efficiency and decision-making.

HUBCO therefore views technological change as an opportunity to develop new growth platforms, strengthen operational capabilities, improve productivity and create new sources of long-term value.

SUSTAINABILITY & CLIMATE CONSIDERATIONS IN STRATEGY

Sustainability, ESG Reporting and Emerging Challenges

Sustainability considerations are increasingly integrated into HUBCO's strategy and resource allocation. This is increasing the allocation of financial and human resources towards ESG data systems internal controls, climate-related analysis, reporting capabilities and assurance readiness.

The implementation of IFRS S1 and IFRS S2 reporting requirements strengthens the Company's focus on identifying sustainability and climate-related risks and opportunities that could reasonably be expected to affect its prospects. This includes considering their implications for the Company's business model, value chain, strategy, financial performance, cash flows, access to finance and cost of capital.

HUBCO's sustainability reporting journey also requires improvements in data availability, ownership, controls, measurement methodologies, scenario analysis, value-chain information and assurance readiness.

Key challenges include:

- Strengthening ESG data governance and internal controls
- Establishing consistent methodologies and boundaries
- Improving availability of forward-looking climate information
- Integrating sustainability considerations into investment decisions
- Preparing for increasing expectations around assurance and transparency

Rather than treating ESG reporting solely as a compliance requirement, HUBCO is progressively using it as a tool to strengthen decision-making, identify emerging risks and opportunities and improve long-term business resilience.

Innovation and Sustainability Initiatives

Innovation remains an important enabler of HUBCO's diversification strategy.

The Group's expansion into NEVs and charging infrastructure represents a strategic response to evolving mobility ecosystem including technological advancements and provides an opportunity to participate actively in the transformation of Pakistan's emerging electric mobility value chain.

Across established businesses, the Company continues to explore opportunities to improve efficiency, reliability, safety and resource utilisation through technology and operational innovation.

Sustainability initiatives are increasingly being linked with business strategy, with emphasis on:

- Energy and resource efficiency
- Climate resilience
- Environmental stewardship
- HSE excellence
- Community development
- Responsible supply-chain practices
- Development of future-oriented energy and mobility platforms

Resource Availability and Potential Constraints

HUBCO's strategy is also influenced by the availability, quality and affordability of critical resources.

Potential constraints include:

- Availability and cost of energy and fuel resources
- Water availability and water stress
- Availability of specialized technical talent
- Foreign exchange and imported equipment requirements
- Access to capital and financing costs
- Availability of critical technologies and components
- Infrastructure limitations
- Supply-chain disruptions

These constraints influence the timing, funding, phasing and structuring of investments and reinforce the importance of financial flexibility, localisation and strategic partnerships. HUBCO seeks to mitigate these constraints through portfolio diversification, long-term planning, strategic partnerships, localisation, supplier management, technology adoption and disciplined capital allocation.

Strategic KPIs and Performance Management

Strategic Area	KPIs Monitored
Protect & optimize	Asset availability, operational efficiency, earnings before interest, taxes, depreciation and amortization/PAT, cash generation
Diversify & grow	New investments, portfolio contribution, investment returns
NEV ecosystem	NEV models, sales, localization progress, charging footprint
Operational excellence	HSE performance, reliability, O&M performance
Financial resilience	Leverage, liquidity, cost of capital, ROIC
Human capital	Training, retention, succession, diversity
Sustainability	GHG emissions, energy/water intensity, ESG targets
Social value	Community beneficiaries, CSR investment
Innovation	Digitalization initiatives, technology adoption
Governance	Compliance, risk indicators, cyber/data controls

Future relevance of KPIs: Management expects the above KPIs to remain relevant for monitoring progress against the Group's strategic objectives over the foreseeable future. Their relevance and composition are reviewed periodically as the Group's portfolio and strategic priorities evolve.

How sustainability-related risks and opportunities influence our strategy

Risk / Opportunity	Time horizon	Strategic implication	Resource response	Financial implication	KPI
Climate physical risk	Short/ Medium/Long	Asset resilience	Adaptation investment	Capex/Opex exposure	Climate resilience indicators
Energy transition	Medium/Long	Portfolio diversification	NEV/charging investments	Growth opportunity	Revenue/ investment contribution
Water availability	Medium/Long	Resource efficiency	Water management	Operating costs/capex	Water intensity
Technology transition	Short/Medium	New business models	Technology investment	Growth/capex	Technology adoption
ESG data requirements	Short/Medium	Reporting capability	Systems/data/ assurance	Compliance/ resource cost	Data coverage/ assurance

Significant Changes in Objectives and Strategies

There were no material changes to HUBCO's overarching strategic priorities during FY2026. The Group continued to advance its diversification strategy through initiatives across oil and gas, mining, new energy mobility and charging infrastructure, while retaining its focus on optimising established businesses and maintaining financial resilience.

Strategic Outlook

HUBCO's strategy is focused on building a resilient, diversified and future-ready energy and infrastructure portfolio.

The Company will continue to protect and optimize its established businesses while prudently evaluating and selectively deploying capital towards opportunities that strengthen its position across energy resources, new energy mobility value stream and large-scale infrastructure prospects.

The combination of financial discipline, technical expertise, strategic partnerships, portfolio diversification and responsible resource management provides a foundation for sustainable growth.

As the external environment evolves, HUBCO will continue to assess how changes in technology, climate, regulation, resource availability, market dynamics and stakeholder expectations may affect its prospects. The Group's ability to anticipate these changes, allocate capital effectively and develop the capabilities required to respond will remain central to its long-term value creation.

Our strategic ambition is therefore not simply to grow the portfolio, but to build businesses that remain relevant, resilient and capable of creating sustainable value for shareholders and wider stakeholders over the long term.

COMPETITIVE LANDSCAPE AND MARKET POSITIONING

HUBCO operates across multiple segments of Pakistan's energy and infrastructure landscape, where competitive dynamics vary by business model, market structure, regulatory framework and stage of development. The Company assesses competitive conditions at the portfolio and business level, with particular focus on market entry, customer and supplier dynamics, technology, resource availability and changing demand.

Threat of New Competition and Substitutes

Barriers to entry differ across HUBCO's businesses. Power generation, mining and oil & gas are characterized by significant capital requirements, regulatory approvals, technical expertise, infrastructure requirements and long investment cycles. In contrast, the NEV and charging segments are evolving markets with potential for new brands, technology providers, distributors and charging operators to enter as adoption increases.

Substitution risks also vary by business. Changes in generation technologies, fuel sources, mobility technologies and customer preferences may influence demand across the portfolio. HUBCO monitors these developments as part of its investment and portfolio management processes.

Bargaining Power of Customers and Suppliers

Customer dynamics differ across the Group's businesses, ranging from institutional and contractual relationships in energy and infrastructure businesses to increasingly consumer-led demand in NEVs and charging. Customer requirements relating to reliability, cost, product availability, service quality and accessibility influence competitive positioning.

Supplier dynamics are similarly business-specific. Fuel and resource availability, specialized equipment, technology, imported components and technical services can influence cost, continuity and operating resilience. HUBCO manages these considerations through supplier relationships, contractual arrangements, procurement processes, diversification and operational planning.

Relative Strengths and Weaknesses of Competitors

Competitive strengths across the sectors in which HUBCO operates may arise from asset quality and scale, cost position, access to resources, technology, technical expertise, distribution reach, customer relationships and financial capacity. The relative importance of these factors varies by business and market maturity.

HUBCO's competitive position is supported by its established presence in Pakistan's energy sector, institutional relationships, sector experience and ability to participate across complementary areas of the energy and infrastructure value chain. As the Group expands into emerging businesses, its competitive positioning is assessed against the specific requirements and dynamics of each market.

Customer Demand and Market Trends

Demand across HUBCO's portfolio is influenced by Pakistan's underlying requirements for reliable energy, indigenous resources, infrastructure and mobility solutions. In emerging businesses, particularly NEVs and charging, adoption is increasingly influenced by affordability, product choice, charging availability, convenience, technology and customer experience.

HUBCO continues to monitor changes in demand, consumer preferences, market development and sector trends to inform portfolio decisions and the development of new business opportunities.

Intensity of Competitive Rivalry

HUBCO evaluates competitive intensity alongside regulatory developments, technology, resource availability, customer demand and investment requirements when assessing opportunities, allocating capital and strengthening the resilience of its portfolio.

STAKEHOLDERS' RELATIONSHIP & ENGAGEMENT

Background

We are committed to maintaining transparency, trust and accountability in our relationship with shareholders. Through a structured assessment of our business activities and their impact, we ensure that shareholder interests are clearly understood and appropriately addressed. Alongside shareholders, our broader stakeholder ecosystem includes investors, customers and suppliers, financial analysts, banks and lenders, regulators, employees, media, local communities and the general public.

We engage with shareholders through regular disclosures, investor briefings, annual and general meetings, and continuous communication channels. Feedback received through these interactions is carefully considered and integrated into our strategic and operational decision-making, ensuring alignment with shareholder expectations and long-term value creation.

Stakeholder Engagement

Stakeholder engagement involves the strategic management of key relationships, detailing the frequency and impact on the company's performance and value throughout the year. This ongoing process ensures transparency and fosters mutual trust, aligning with business and corporate requirements, including the Code of Corporate Governance, contractual obligations and situational necessities.

Investors/Shareholders

We maintain consistent and transparent communication with our investors and shareholders through quarterly financial reporting, annual general meetings, and periodic corporate updates. These engagements ensure that shareholders remain well-informed about the Company's financial performance, strategic priorities, and overall direction.

Customer and Supplier

Effective engagement with customers and suppliers plays a vital role in operational efficiency. Through routine meetings, we address supply chain management, contract fulfilment and collaborative projects, ensuring seamless coordination and flow of resources and services.

Financial Analysts

Engagement with financial analysts is maintained through periodic briefings, earnings calls and one-on-one meetings to provide updates and insights into our financial performance, strategic initiatives and market outlook.

Banks & Other Lenders

Our engagement with banks and other lenders includes regular financial reviews, compliance reporting, and strategic discussions on financing needs and opportunities, helping to maintain strong financial partnerships.

Media

We engage with the media through multiple communication channels to ensure timely and transparent dissemination of information regarding the Company's developments, activities and initiatives. Our approach includes press releases, active social media engagement and engagement with print and online media channels. By providing accurate, relevant and timely information, we seek to foster trust and maintain constructive relationships with media representatives and the wider public.

Regulators

We engage with regulatory bodies through formal submissions, compliance audits and regular consultations to ensure adherence to legal and industry standards. By maintaining transparent and proactive communication, we seek to address regulatory requirements effectively, support compliance and foster constructive relationships with regulatory authorities.

Employees

We engage with employees through town hall meetings, feedback mechanisms and an open-door policy to encourage open communication and collaboration. The purpose of this engagement is to gain insights into employee perspectives, enhance workplace satisfaction, and support an inclusive and positive work culture. Meaningful engagement is achieved through active dialogue and the consideration of employee feedback in decision-making processes.

Local Community & General Public

We engage with local communities and the general public through community development programmes and CSR initiatives aimed at supporting social well-being and sustainable development. Our initiatives focus on education, healthcare, livelihood enhancement and infrastructure development. By aligning our efforts with the United Nations Sustainable Development Goals (SDGs) and maintaining ongoing community engagement, we seek to create a meaningful and lasting positive impact.

Encouraging Minority Shareholders to Attend General Meetings

Our management takes proactive steps to encourage minority shareholders to attend general meetings and actively participate in the decision-making process. We ensure timely and transparent communication by providing early notifications about upcoming meetings, including detailed agendas and relevant materials. Meetings are scheduled at accessible locations and convenient times, providing virtual participation options for broader accessibility. We regularly conduct Q&A sessions to engage shareholders and address their concerns. Additionally, we welcome feedback from all shareholders to continuously improve our meeting process and engagement strategies, demonstrating our commitment to fostering an inclusive environment where all shareholders can contribute to the company's governance and growth.

Investor Relations

We maintain a dedicated Investor Relations section on our corporate website to ensure transparent and effective communication with our investors. This section provides comprehensive information on the following:

- Financial Reports and Ratios
- Investor Presentations
- Important Notices
- Shareholder Information
- Financial Results/Dividends
- Shareholding & Free Float
- Election of Directors
- Compliance Updates

By offering timely and detailed disclosures, we aim to keep our investors well-informed and engaged with our company's progress and plans.

KEY RISKS & OPPORTUNITIES

Introduction

HUBCO maintains a robust approach to risk management, recognizing its importance in protecting stakeholder interests. Our Enterprise Risk Management (ERM) framework forms an integral part of our corporate governance framework, enabling the systematic identification, assessment and mitigation of risks across the organization. It further supports effective decision-making, operational resilience and compliance with applicable regulatory requirements.

Given HUBCO's investment-focused business model, the Company's risk landscape is primarily influenced by the performance of its investments, governance across its subsidiaries and associates, and macroeconomic factors. These areas remain a key focus of the Company's risk management and oversight, particularly across its investments in the energy and infrastructure sectors.

Principal Risks and Uncertainties

HUBCO is exposed to a range of risks and uncertainties that may affect the performance of its investments and the achievement of its business objectives.

For details, please refer to page 82 of the report.

Governance plans and strategies to address risks and uncertainties

HUBCO manages its principal risks and uncertainties through a robust governance framework, supported by comprehensive risk management practices and effective internal controls. The Company's approach is focused on strengthening oversight, safeguarding financial integrity, supporting informed decision-making and ensuring compliance with applicable regulatory requirements.

Corporate Governance

Board Oversight

The Board of Directors, supported by the Audit & Risk Committee, provides strategic oversight of the Company's risk management framework, ensuring that key risks are appropriately identified, assessed and managed in line with the Company's objectives and applicable regulatory standards.

Ethical Conduct

HUBCO is committed to maintaining high standards of ethical conduct through its Code of Conduct. The Code sets out the standards expected across the organization, with employees required to understand and adhere to these principles. This reinforces a culture of integrity, accountability and responsible business conduct.

Risk Governance

HUBCO's risk governance framework establishes clear oversight, responsibilities and accountabilities for managing risks across the organization. The roles and responsibilities of relevant stakeholders are defined through the Company's risk management framework and related governance policies, supporting a structured and proactive approach to risk management.

Internal Control Policies

HUBCO's internal control policies are designed to ensure operational efficiency, reliable financial reporting, and compliance with laws and regulations. It encompasses a strong control environment, clearly defined roles and responsibilities, appropriate control activities, effective communication and ongoing monitoring. The effectiveness of these controls is further supported through internal and external audit processes.

Control Activities

Management plays a crucial role in assessing potential risks and implementing comprehensive controls and strategies to mitigate the risks to an acceptable level.

RISK MANAGEMENT FRAMEWORK

HUBCO's Enterprise Risk Management (ERM) framework provides a structured and integrated approach to identifying, evaluating and managing risks across the organization. As an integral component of the Company's corporate governance framework, ERM is incorporated into strategic planning, business processes and decision-making. This enables risks to be considered consistently and addressed in a timely and structured manner.

Risk Identification & Assessment

Risk identification and assessment form an ongoing part of HUBCO's risk management process. The Company utilizes a range of tools and techniques, including risk registers, risk assessments and scenario analysis, to identify risks that may affect the achievement of its objectives. Identified risks are evaluated according to their potential impact and likelihood of occurrence, enabling management to determine priorities and focus resources on areas requiring appropriate attention.

Risk Appetite

The Company's risk appetite establishes the level and nature of risk that HUBCO is prepared to accept in pursuit of its strategic objectives. Approved by the Board of Directors, the risk appetite is aligned with the Company's strategy, business model and stakeholder expectations. It provides a basis for balancing risk and opportunity, while ensuring that appropriate controls are maintained to manage potential adverse outcomes.

Risk Mitigation

Our risk mitigation strategies are designed to reduce the likelihood and impact of identified risks. HUBCO's approach includes the application of internal controls, adoption of relevant best practices and compliance with applicable regulatory requirements. The Company also undertakes training and development initiatives to strengthen employees' understanding and capabilities in risk management. Ongoing monitoring and reporting enable management to evaluate the effectiveness of mitigation measures and respond to emerging risks promptly.

Internal Control System

An effective internal control system forms an important part of HUBCO's overall risk management framework. It is designed to provide reasonable assurance over the effectiveness and efficiency of operations, the reliability of financial reporting and compliance with applicable laws and regulations.

Key elements of our internal control system include:

- Control environment
- Control procedures
- Corporate planning
- Performance monitoring
- Performance review
- Investment projects
- Corporate reporting
- Risk identification & management
- Monitoring

Oversight of the internal control system rests with the Board of Directors through the Audit & Risk Committee. The Committee regularly reviews the effectiveness of the system based on reports and assessments provided by management, Internal Audit and External Auditors, including matters relating to the adequacy and effectiveness of internal controls and risk management arrangements.

Risk Reporting

Regular monitoring and reporting enable HUBCO to maintain visibility over its risk exposures and the effectiveness of related controls. The Company's monitoring mechanisms encompass periodic performance and financial reporting, Internal Audits and External Audits. The information generated through these processes assists in identifying weaknesses and enables appropriate corrective actions to be taken.

The Audit & Risk Committee provides oversight of the risk management process and reviews significant risks, control weaknesses and related remedial actions. Where material deficiencies or shortcomings are identified within the risk management or internal control systems, the Committee ensures that appropriate measures are undertaken. The Committee also promotes the ongoing enhancement of the Company's risk management practices.

Conclusion

Effective risk management remains an important component of HUBCO's governance and decision-making processes. Through its ERM framework, the Company seeks to identify and manage risks in a proactive and consistent manner while protecting stakeholder interests and supporting the achievement of its strategic objectives. HUBCO remains committed to strengthening its risk management practices in response to changing business, regulatory and economic conditions.

RISK AND OPPORTUNITY REPORT

HUBCO group is committed to identifying and managing risks and opportunities that impact the availability, quality, and affordability of our capitals. These capitals include financial, manufactured, intellectual, human, social, and natural resources. Our strategic objectives, strategies, plans, policies, targets and KPIs are designed to mitigate risks and leverage opportunities to create sustainable value for our stakeholders.

Key Risks

	Risk	Impact	Mitigation Steps
Strategic Risk	**Circular Debt /delayed Receivables from Power Purchaser in subsidiaries and associates**	Inability to make timely payments to suppliers and lenders/reduction in dividend receipts from investments in the IPPs.	The build-up of circular debt has almost stopped and all HUBCO investments in IPPs have been receiving regular payments by and large. In case of delay in payment by power purchaser the company is maintaining working capital lines to meet the operations cost.
Strategic Risk	**Disruption in Fuel Supply and lack of demand visibility**	Inability to maintain plant operations.	Fuel supply risk is minimal for mine-mouth Thar coal-based. Continuous liaison and coordination is maintained with fuel suppliers for the timely and smooth delivery of fuel. Adequate inventory is maintained to hedge against supply disruptions.
Operational Risk	**Plant Maintenance and Readiness**	Inability to ensure timely maintenance can lead to downtime over and above allowed under its concession documents. This can lead to lost CPP revenue and Liquidated damages.	Implementing robust maintenance programs to ensure that all equipment is kept in optimal condition and available for operation. Investing in preventive maintenance and periodic inspections to avoid equipment degradation. Maintaining a high readiness level with trained staff and necessary resources to ensure plant remains available for generation.
Operational Risk	**Natural Calamities or Disasters**	Disruption of plant operations, maintenance activities and potential damage to equipment, resulting in extended downtime.	Robust Emergency Response plan is in place to deal with any disruption/calamity at the Plants. For any disruption at Head Office, the Business Continuity and Disaster Recovery Plan are in place and tested periodically. Maintenance of a disaster recovery site in Karachi to ensure smooth operational activities during disasters. All risks insurance policies are taken for all projects, which cover most natural calamities or disasters, including business interruption and hence, the maximum financial exposure is limited to the deductibles.

	Risk	Impact	Mitigation Steps
Operational Risk	**Employee Retention and Development**	Attrition of trained and potential resources could affect the Company's and Plant's operations.	Conducting regular employee engagement surveys to improve employees' experience and commitment. Focus on employee development, based on the identified developmental needs in line with the business requirements. Cross functional/plant rotations of employees for growth and on-the-job learning to ensure availability of required skill set at all times within the system. For critical roles, succession plans are in place to ensure continuity. Retention strategy is in place to prevent departure of critical technical resources.
	Geo-political Events	Disruption of Plant's operations and maintenance due to complete or partial closure of or hostilities in the vicinity of Strait of Hormuz (Persian Gulf) and Bab-el-Mandab Strait (Red Sea) could disrupt the supply of goods coming from US, Europe and the Middle East. Unavailability of insurance coverage due to very high war risk.	Re-routing sea shipments to go around the Cape of Good Hope (South Africa) to avoid the conflict-affected region or changing the mode of transportation from sea to air, albeit at a higher freight and insurance cost in both cases.
Compliance Risk	**Regulatory Changes**	Changes in laws, regulations and policies can affect our operations, financial performance and strategic initiatives.	Keeping abreast of regulatory changes and maintaining close liaison with external auditors and legal advisors to ensure compliance.

Table 2. Key Risks

Key Opportunities

		Opportunity	Strategic Steps
Opportunities	**New Ventures and Business Diversification**	Emerging opportunities across the energy and infrastructure sectors provide avenues for the Company to diversify its revenue streams, strengthen long-term resilience, and achieve sustainable growth.	In addition to collaboration with BYD, the Company is promoting e-mobility and NEV charging infrastructure development across Pakistan. The Company is actively evaluating and developing new ventures in adjacent and high-growth sectors, with a focus on commercially viable projects that leverage its existing capabilities, create long-term value, and support the sustainable expansion of the organization.
	Human Capital Development	Developing a skilled and motivated workforce is crucial for achieving our strategic objectives.	Investing in employee training and development programs, fostering a culture of continuous improvement, and implementing talent management initiatives to attract and retain top talent.
	Strategic Partnerships	Forming strategic partnerships can help us access new markets, technologies and resources.	Pursuing collaborations with industry leaders, research institutions and technology providers to enhance our capabilities and expand our market reach.
	Community Engagement	Building strong relationships with local communities can enhance our social license to operate and create shared value.	Further strengthening engagement with community stakeholders, investing in social development programs, and promoting local employment and procurement to support community development.

Table 3. Key Opportunities

Conclusion

HUBCO's approach to risk management is focused on timely identification of risks, effective mitigation and the pursuit of opportunities that support the sustainable availability, quality and affordability of its capitals. Through clearly defined objectives, strategies, plans, policies, targets and key performance indicators (KPIs), the Company seeks to strengthen performance, support informed decision-making and create sustainable long-term value for its stakeholders.

EXTERNAL ENVIRONMENT

The Legislative and Regulatory Environment in Which the Organization Operates

HUBCO operates in Pakistan's regulated power and energy sector and complies with a broad framework of laws, regulations and industry standards governing power generation, environmental protection, corporate governance, taxation and financial reporting. The Company's operations are primarily regulated under the Regulation of Generation, Transmission and Distribution of Electric Power Act, 1997 (NEPRA Act), relevant government energy policies and applicable licensing requirements.

Regulatory oversight is principally provided by the National Electric Power Regulatory Authority (NEPRA), the Ministry of Energy (Power Division), the Securities and Exchange Commission of Pakistan (SECP) and relevant environmental authorities. These institutions ensure compliance with applicable laws and regulations while supporting the efficient, reliable and sustainable development of Pakistan's energy sector.

Power Policies and Regulatory Bodies

HUBCO operates within the regulatory framework established by the National Electric Power Regulatory Authority (NEPRA), which regulates key aspects of the power sector, including licensing, tariff determination, performance standards and compliance, to support the reliable, safe and efficient delivery of electricity.

Political and External Operating Environment

Our strategy and business performance are influenced by Pakistan's political, regulatory and macroeconomic environment, as well as relevant international developments.

Political stability supports operational continuity, timely regulatory decisions and effective implementation of government policies. As we operate in regulated sectors, changes in political priorities, policy direction or decision-making timelines may affect tariff determinations, payment cycles, project approvals, fuel supply arrangements and investment planning. Macroeconomic conditions, including inflation, interest rates, exchange rate movements, foreign exchange availability and fiscal conditions, may influence our cost structure, financing requirements, procurement timelines, working capital management and capital allocation decisions. International factors, such as movements in global energy prices, commodity markets, supply chain conditions, climate-related regulations and geopolitical developments, may also affect fuel costs, equipment procurement, financing conditions and long-term investment planning. We monitor these developments closely and incorporate their potential impact into our strategic planning, risk management, financial planning and capital allocation processes.

Licensing and Compliance

To support its operations, we maintain licenses, permits and approvals required for power generation activities. Compliance with these requirements entails regular regulatory reporting, adherence to applicable safety and operational standards and participation in periodic inspections and audits, ensuring that the Company's operations remain aligned with regulatory obligations and industry best practices.

Environmental Regulations

Environmental sustainability is a core component of our operations and is guided by both national and international regulatory requirements. We comply with the Environmental Protection Act and the regulations administered by the Pakistan Environmental Protection Agency (Pak-EPA), including the requirement to conduct comprehensive Environmental Impact Assessments (EIAs) for relevant projects. These assessments help identify potential environmental impacts and establish appropriate mitigation measures to minimize adverse effects. Through strict compliance with these requirements, we remain committed to reducing the environmental footprint of our power generation activities.

Health and Safety Standards

The health and safety of our employees, contractors and surrounding communities remains a core operational priority. We continue to strengthen our safety culture through compliance with applicable regulations, implementation of process safety standards and proactive risk management across our sites. We conduct regular training, awareness sessions and monitoring activities to support safe working practices and reduce the risk of workplace incidents. HSE performance is reviewed through structured HSE Committee meetings, chaired by senior leadership and attended by plant managers and the Head of Corporate HSE. This oversight mechanism enables timely review of safety performance, supports accountability at site level and ensures that Process Safety Management remains embedded across our operations.

Engagement with Stakeholders

HUBCO's stakeholder engagement approach is built on transparent, consistent and meaningful communication with our key stakeholders, including investors, employees, regulators, financial institutions, suppliers, media customers and local communities. Through timely disclosures and regular updates, we strengthen relationships, enhance collaboration, and build long-term trust.

Corporate Governance and Ethical Practices

The Company remains fully compliant with the Code of Corporate Governance issued by the Securities and Exchange Commission of Pakistan (SECP). Our governance framework emphasizes transparency, accountability and ethical conduct, supported by robust internal controls and regular audits. This ensures that all regulatory requirements are met while safeguarding stakeholder interests and upholding the highest standards of corporate integrity.

External Environment Analysis and Organization's Response

The organization operates within an evolving external landscape shaped by regulatory development, technological transformation, stakeholder expectations, and environmental considerations. A robust legislative and policy framework governs operations, requiring strict adherence to power sector regulations, environmental laws, and corporate governance standards.

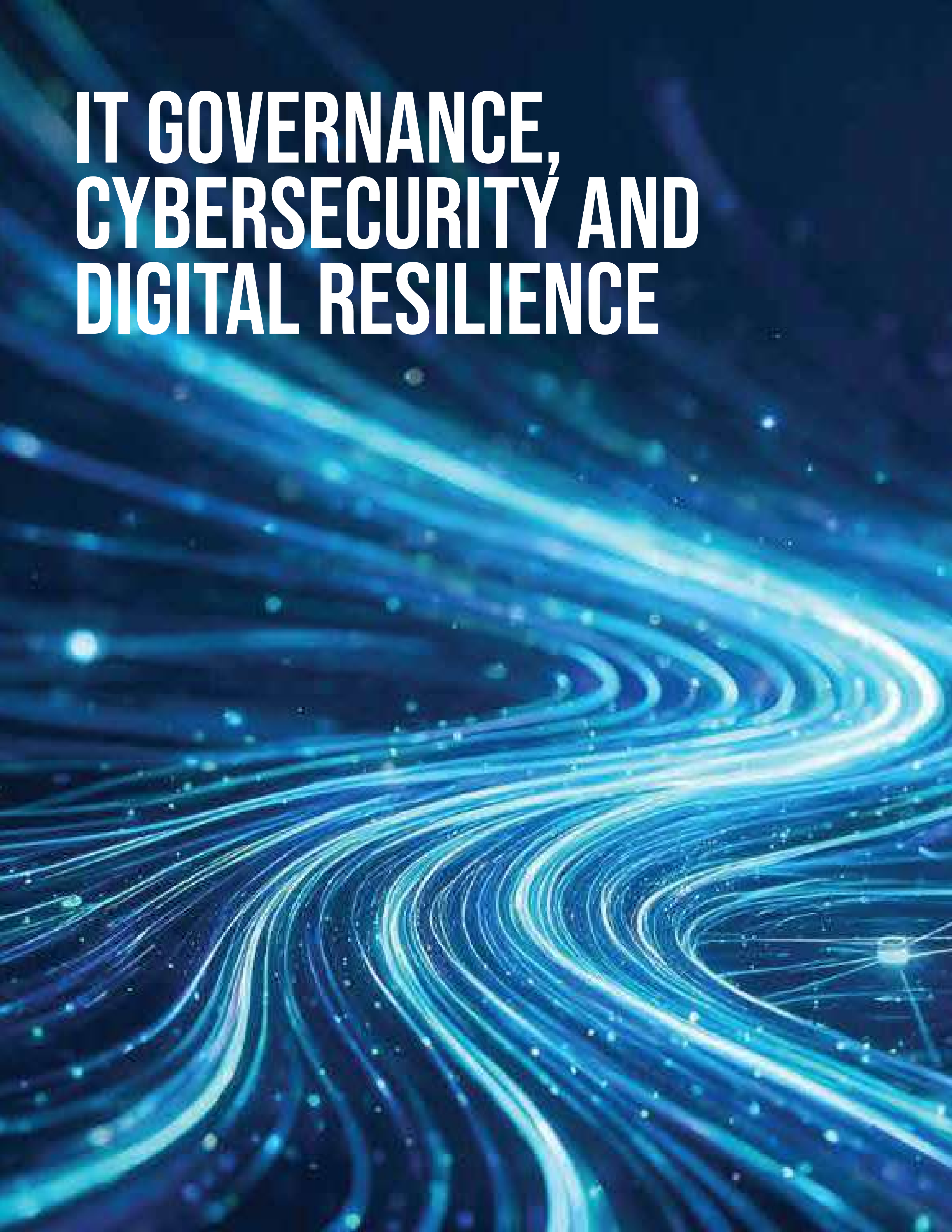
Economic pressures, including financial market uncertainty and rising cost dynamics, continue to influence operational performance. In response, the organization emphasizes operational efficiency, cost optimization, and disciplined capital management in the short term.

Social expectations, particularly regarding workforce safety and stakeholder engagement, remain a priority. The organization maintains a strong commitment to health and safety through structured governance, rigorous monitoring, and continuous development.

Technological advancements and the global transition toward cleaner energy present both challenges and opportunities. In the medium term, the organization is actively pursuing diversification into clean mobility and enhancing its technological capabilities while strengthening ESG integration. Environmental considerations, including compliance with the Environmental Protection Act and the implementation of Environmental Impact Assessments (EIAs), are integral to operations. The organization remains committed to minimizing its environmental footprint and aligning with sustainability imperatives.

In the long term, the organization is focused on investing in scalable, sustainable ventures and strengthening governance frameworks to align with evolving regulatory expectations and global sustainability trends, ensuring long-term resilience and value creation.

IT GOVERNANCE, CYBERSECURITY AND DIGITAL RESILIENCE



Introduction

Technology and digital systems are integral to HUBCO's business operations, supporting corporate functions, information management, asset management, operations and decision making. As reliance on digital technologies increases, maintaining the security, availability, integrity and resilience of information and technology infrastructure remains important to business continuity and operational reliability.

HUBCO therefore manages technology and cybersecurity risks through a structured governance and risk management framework designed to protect critical information assets, technology infrastructure and systems, strengthen cyber resilience and support continuity of critical business activities.

Governance and Oversight

Oversight of IT governance and cybersecurity matters is exercised through the Board Nomination, Compensation & Sustainability Committee (BNC&SC).

The Board acknowledges its responsibility for oversight of cybersecurity, information security and technology related risks. Through the relevant Board committee, it receives updates on HUBCO's cybersecurity risk posture, significant technology risks, applicable legal and regulatory requirements, key mitigation measures and management's response framework for significant cybersecurity incidents.

Management is responsible for implementing and maintaining the Company's technology and cybersecurity controls, monitoring the evolving threat landscape and ensuring that identified risks are appropriately assessed, managed and escalated.

The Information Technology Department works with relevant functions across the organization to monitor technology risks, strengthen controls and maintain the resilience of critical systems. Significant IT and cybersecurity matters are communicated to senior management through established governance and reporting mechanisms.

Technology and Cybersecurity Risk Management

HUBCO's cybersecurity risk management process includes the identification, assessment, prioritisation, mitigation and monitoring of technology related risks.

The process considers the evolving cyber threat landscape, the criticality of technology assets, vulnerabilities within the technology environment, regulatory requirements and potential impacts on business operations.

Identified risks are documented within the Risk Register and assessed together with their associated controls, mitigation measures and residual risk. Management monitors these risks and implements corrective or preventive actions where required.

Independent assessments and audits are also undertaken periodically to evaluate the effectiveness of information security controls and compliance with established requirements. Vulnerability Assessments and Penetration Testing (VAPT) exercises are conducted to identify potential weaknesses and strengthen the Company's cybersecurity defences.

Cybersecurity Controls and Capabilities

HUBCO maintains a layered cybersecurity architecture supported by documented policies, procedures and operational guidelines. These include controls relating to information security, access management, change management, software development, password management, IT operations, cybersecurity and IT procurement.

The technology environment is supported by a range of preventive and detective controls, including:

- Next Generation Firewalls (NGFW)
- Intrusion Detection and Prevention Systems (IDS/IPS)
- Anti-malware controls
- DNS security
- DDoS protection
- Application-level controls
- Endpoint security
- Extended Detection and Response (XDR) capabilities
- Multi-Factor Authentication (MFA)
- Encryption technologies
- Role-based access controls
- Logical and physical access controls
- Continuous monitoring and threat detection

These measures are designed to protect the confidentiality, integrity and availability of information and technology assets and to strengthen the Company's ability to identify and respond to emerging threats.

Early Warning and Incident Response

HUBCO maintains a cybersecurity monitoring and response framework designed to identify, assess, investigate and address emerging cyber threats in a timely manner.

Advanced security technologies support real-time monitoring, threat detection and early identification of potentially malicious activity. These capabilities are complemented by established incident response procedures to facilitate the containment, investigation, remediation and recovery of affected systems.

During the reporting period, no material cybersecurity incidents or critical threats were reported at HUBCO.

The Company also recorded zero instances of non-compliance with applicable physical and cybersecurity standards or regulations relating to the reliability and resilience of its electricity infrastructure during the reporting period.

Any audit observations or opportunities for improvement are managed through established corrective action processes.

Protection of Critical Technology and Operational Environments

Given the importance of technology to the safe and reliable operation of power generation assets, HUBCO maintains controls designed to protect critical technology and operational environments.

The Company's Information Technology (IT) and Operational Technology (OT) environments supporting power generation assets are maintained separately, including at the intranet level. This segregation is designed to reduce exposure of operational environments to risks originating from corporate networks, business systems, user endpoints and internal connectivity.

Physical and cybersecurity controls supporting critical infrastructure include secure access management, network segregation, endpoint protection, monitoring mechanisms, incident response procedures, business continuity and disaster recovery arrangements, vulnerability assessments and periodic security reviews.

Physical security controls are also maintained for critical infrastructure and technology assets through controlled access, surveillance and other site level security arrangements.

Information Security and Access Management

HUBCO maintains controls to safeguard information throughout its lifecycle and to prevent unauthorised access, loss or misuse.

Access to critical systems is governed through formal authorization procedures, Role-Based Access Control (RBAC) and Multi-Factor Authentication (MFA). User access rights are periodically reviewed to ensure that access remains appropriate to business requirements.

Segregation of Duties (SoD) controls are implemented across key processes to reduce the risk of unauthorised activities, operational errors and fraud.

Encryption technologies, including Advanced Encryption Standard (AES), are used to protect sensitive information stored within systems and transmitted across networks.

Physical access to technology infrastructure is supported through controlled access mechanisms, including CCTV surveillance, RFID-based access controls, PIN authentication and biometric verification.

Security Assessment and Continuous Improvement

HUBCO periodically assesses the effectiveness of its information security controls and technology environment.

Annual audits assess adherence to the Information Security Management System framework and identify opportunities for improvement. In addition, VAPT exercises are conducted to identify vulnerabilities and strengthen cybersecurity controls.

Where appropriate, HUBCO considers leading practices and recognised standards to benchmark and enhance its internal controls, including practices relating to critical asset identification and classification, security management, personnel awareness and training, electronic and physical security, system security, incident response, recovery planning, configuration and change management, vulnerability management and information protection.

The Company's information security practices are aligned with internationally recognised standards, including ISO 27001 based Information Security Management System principles.

Business Continuity and Disaster Recovery

Business continuity and disaster recovery form an integral part of HUBCO's technology resilience framework.

The Company maintains a structured Business Continuity Plan (BCP) and Disaster Recovery (DR) framework designed to maintain critical services and minimise operational disruption arising from technology failures, cybersecurity incidents, disasters or other business interruptions.

The framework incorporates:

- Periodic risk assessments and preparedness activities
- Incident response procedures
- Business continuity strategies
- Business impact analysis
- Identification and prioritisation of critical systems
- Defined Recovery Time Objectives (RTOs)
- Defined Recovery Point Objectives (RPOs)
- Redundant systems and infrastructure
- Dedicated disaster recovery site
- Data replication and backup arrangements
- Regular testing and validation of recovery procedures

The Business Impact Analysis supports the prioritization of systems based on business criticality, while RTOs and RPOs support timely recovery of critical systems and restoration of data.

Critical applications, including Oracle ERP, are replicated and maintained at the Disaster Recovery site to support continuity if the primary environment becomes unavailable. Cloud based backups provide an additional layer of protection and support recovery from disruptive events, including malware attacks.

Safety and Protection of Business Records

HUBCO maintains controls to safeguard records and information assets of long term business value.

Critical records are protected through backup, retention, access management and secure archiving practices. Information is replicated across on-site, off-site and cloud-based repositories, while controlled authorisation mechanisms help maintain the integrity, confidentiality and availability of business records.

The Company's records management arrangements cover critical books of account and records relating to secretarial, legal, contractual, taxation and other business matters.

Key measures include continuous data backup across on-site and off-site cloud-based locations, secure storage arrangements, controlled access, electronic backup of physical records and a remote Disaster Recovery site.

Cybersecurity Awareness and Training

HUBCO recognizes that employee awareness is an important component of cyber resilience.

The Information Technology Department conducts cybersecurity awareness sessions across HUBCO locations covering emerging cyber threats, preventive measures and appropriate employee responses.

During the reporting period, six cybersecurity awareness sessions were conducted across the organization. Cybersecurity advisories and updates are also communicated to employees through email, while specialised training is arranged for departments based on identified requirements.

Digital Transformation and Technology Enablement

HUBCO continues to modernize its technology environment to improve operational efficiency, collaboration, information management and decision making.

The Company has transitioned to a fully virtualized infrastructure and leverages cloud computing services to improve flexibility, optimize total cost of ownership and support the deployment of new digital solutions.

Microsoft SharePoint, Power Automate and Power Apps support document management, collaboration, workflow automation and the development of business applications. These platforms contribute to greater process efficiency, collaboration, agility and information accessibility.

Responsible Adoption of Artificial Intelligence

As part of its digital transformation programme, HUBCO officially launched Microsoft Enterprise Copilot and other approved AI tools during the reporting period.

The initiative is intended to support responsible adoption of artificial intelligence across the organization while improving productivity, collaboration and access to information.

The enterprise AI environment operates within the Company's existing security, compliance and access-control framework. Existing permissions, sensitivity labels, retention policies and audit controls continue to apply to the use of enterprise AI tools.

The introduction of approved enterprise AI capabilities reflects HUBCO's focus on innovation while maintaining appropriate safeguards for corporate information and technology assets.

Enterprise Resource Planning and Asset Management

Oracle ERP serves as HUBCO's integrated enterprise platform, supporting information management and key business processes across the organization.

The platform facilitates information flow, cross-functional collaboration and process standardization while automating critical workflows to support operational efficiency, data accuracy and informed decision-making.

IBM Maximo Enterprise Asset Management supports the management of asset lifecycles, maintenance activities, work orders and operational reliability across HUBCO's power generation facilities.

Through integration with Oracle ERP and other operational systems, Maximo supports maintenance planning, resource utilisation, inventory and procurement processes, asset visibility and operational decision-making.

Technology Governance and Project Risk Management

Management maintains oversight of technology initiatives and ERP related projects to ensure alignment with business objectives and operational requirements.

System performance is continuously monitored, while regular upgrades and enhancements support the reliability, efficiency and adaptability of the technology environment.

Technology and ERP related risks are managed through periodic risk assessments and continuous monitoring. The IT Risk Register captures technology-related risks, controls, mitigation measures and residual risk assessments.

Management reviews these risks periodically, while independent audits evaluate the adequacy of controls and the effectiveness of the overall IT governance framework.

User Capability and System Readiness

HUBCO recognizes that effective use of enterprise technology depends on user capability, awareness and readiness.

Users of enterprise systems receive training on system enhancements, process changes and new functionalities. User Acceptance Testing (UAT) is conducted for major system developments and upgrades to validate business requirements, system performance and user readiness before implementation.

Performance and Key Indicators

HUBCO monitors the effectiveness of its technology and cybersecurity framework through a combination of operational, risk and control indicators.

Indicator	FY 2025–26
Material cybersecurity incidents	Nil
Critical cybersecurity threats reported	Nil
Confirmed cybersecurity breaches	Nil
Non-compliance with applicable physical/cybersecurity standards or regulations relating to electricity infrastructure	Nil
Cybersecurity awareness sessions	6
Cybersecurity training coverage	HUBCO
Critical systems covered by MFA	Yes
BCP/DR tests conducted	Yes
Critical systems meeting RTO/RPO requirements	Yes
Material cybersecurity-related regulatory penalties	Nil

Table 4. Performance and Key Indicators

Materiality, Risks and Opportunities

Cybersecurity and digital resilience are relevant to HUBCO's ability to maintain business continuity, protect information assets and support reliable operations. Cyber incidents, technology failures or unauthorised access could potentially disrupt critical business processes, affect operational reliability, result in financial losses, compromise confidential information or adversely affect stakeholder confidence.

At the same time, continued digitalization presents opportunities to improve operational efficiency, strengthen asset management, enhance decision-making, automate processes and improve resilience.

HUBCO therefore manages technology related risks and opportunities through its established governance and enterprise risk management processes.

Current and Anticipated Effects On Business and Value Creation

HUBCO's advance digital systems create a need for resilient technology infrastructure and effective cybersecurity controls. Technology disruption or cybersecurity incidents could affect the continuity of corporate processes, information availability and, depending on the nature and severity of an event, systems supporting operational activities.

HUBCO's response focuses on reducing these exposures through layered cybersecurity controls, IT/OT segregation, access management, continuous monitoring, incident response, business continuity and disaster recovery arrangements.

Digital transformation also provides opportunities to improve productivity, automate processes, strengthen information management and enhance asset reliability.

Through investments in technology infrastructure, enterprise applications, cybersecurity capabilities and employee awareness, HUBCO seeks to strengthen the resilience and effectiveness of its operating environment over the short, medium and long term.

Outlook

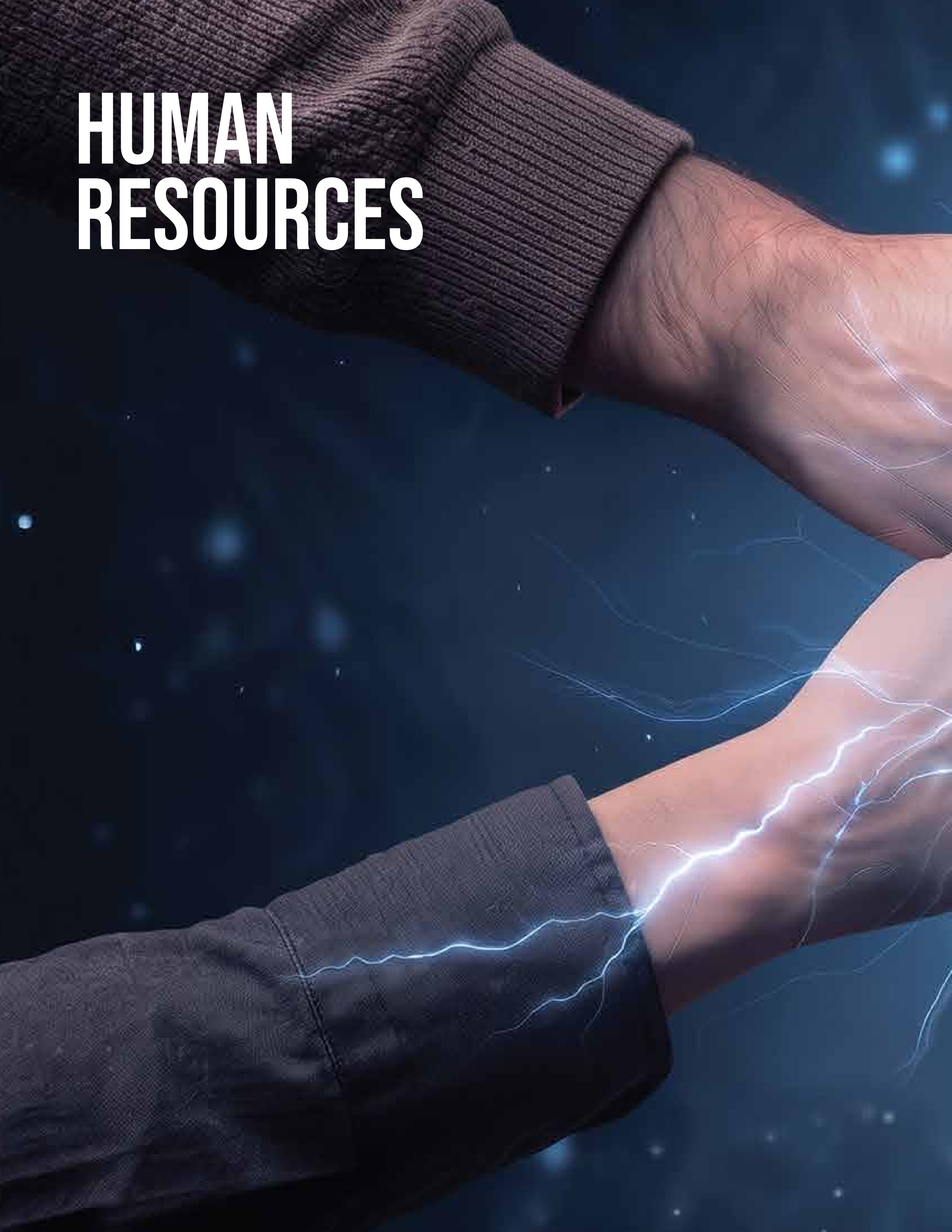
HUBCO will continue to strengthen its cybersecurity and technology resilience capabilities in response to an evolving threat landscape and increasing reliance on digital systems.

Key areas of focus include:

- Continuous enhancement of cybersecurity controls and threat detection capabilities
- Strengthening protection of critical IT and OT environments
- Periodic vulnerability assessments and penetration Testing
- Enhancement of incident response and recovery capabilities
- Continued testing of business continuity and disaster recovery arrangements
- Strengthening employee cybersecurity awareness
- Responsible adoption of artificial intelligence and emerging technologies
- Enhancement of access management and data protection controls
- Continued modernization of enterprise systems
- Monitoring of emerging regulatory and technology-related requirements

HUBCO will continue to assess technology-related risks and opportunities through its enterprise risk management and governance processes and enhance its controls in line with evolving business requirements and recognised leading practices.

HUMAN RESOURCES



OUR PEOPLE AND CULTURE

A. Talent Management

i. Succession Planning and Leadership Pipeline

We are committed to ensuring business continuity and long-term organizational success through a structured succession planning approach. By identifying critical roles and developing high-potential talent, we continue to strengthen our leadership pipeline and build readiness for future leadership requirements. Through targeted development opportunities, mentoring, and talent reviews, we aim to cultivate capable leaders who can drive sustainable growth and support the Company's strategic objectives.

ii. Graduate Trainee Program

At HUBCO, the Graduate Trainee Program serves as a key pillar of our talent strategy, enabling us to build a strong and sustainable pipeline of future leaders for Pakistan's evolving energy sector. By attracting high-potential graduates from across the country, we bring fresh perspectives into the organization, nurture technical and leadership capabilities, and develop talent aligned with our values and long-term business objectives. The 2025 Graduate Trainee intake reinforced our commitment to diversity, equity, and inclusion by attracting talent from a broad range of academic and geographic backgrounds. Notably, women represented 23.5% of the trainee cohort, reflecting continued progress toward enhancing gender diversity and fostering a more inclusive workforce within the traditionally male-dominated energy industry.

iii. Performance Management System

Our Performance Management System is designed to align individual performance with organizational priorities, fostering a culture of accountability, collaboration, and continuous improvement. Through structured goal setting, regular performance reviews, and ongoing feedback, the framework enables employees to maximize their potential while contributing to the achievement of the Company's strategic objectives.

The process also serves as a key enabler for talent development, performance recognition, succession planning, and informed career progression decisions, ensuring the organization continues to build a high-performing and future-ready workforce.

During the year, a total of 541 permanent employees participated in the performance management cycle, reinforcing our commitment to a transparent, merit-based, and performance-driven culture.

B. Employee Engagement

Employee engagement remains a key priority in strengthening organizational culture and enhancing organizational performance. Throughout the year, we continued to foster a positive and inclusive workplace experience through a range of initiatives designed to promote collaboration, wellbeing, recognition, and a sense of belonging.

Through a structured engagement calendar of social gatherings and sports initiatives, we encourage cross-functional teamwork, physical wellness, and camaraderie beyond daily responsibilities.

To better understand employee experience and identify opportunities for improvement, we conduct the annual Employee Engagement Survey, enabling us to gather valuable feedback and further strengthen our employee value proposition. Together, these initiatives contributed to building a more engaged, connected, and inclusive workforce.

Moreover, central to our values is an unwavering commitment to diversity, equity, and inclusion. We proudly celebrate the rich cultural and religious fabric of our workforce, ensuring our minority communities feel valued, respected, and fully integrated into the HUBCO family.

Employee Engagement Score	Survey Participation
8.1/10	98%

Gender Break-up of Performance Reviews:

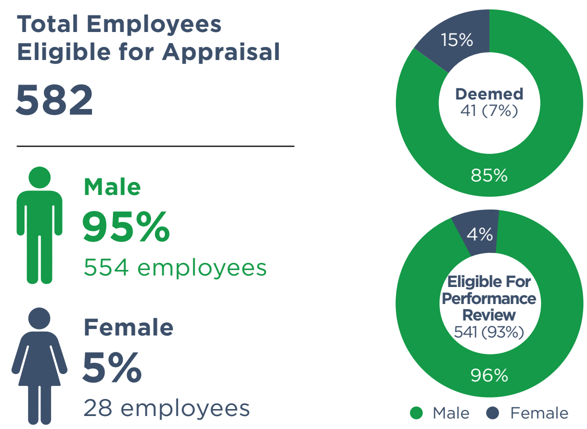


Figure 6. Gender Break-up of Performance Reviews








C. Diversity, Equity & Inclusion

We continue to foster an inclusive workplace where employees are valued, respected, and provided with equal opportunities to succeed. Our DEI initiatives focus on increasing workforce diversity, promoting equitable practices, and creating an environment where all employees can contribute and thrive.

During FY2025–26, we advanced our DEI agenda through:

- Organization-wide awareness sessions
- Leadership and management discussions on inclusive workplace practices
- Women Circle initiatives
- Self-defence training
- Financial literacy programmes
- Aghaz-e-Naue Women Returnship Program
- Internal communications promoting diversity and inclusion
- Sharing employee stories and DEI-related content through internal and external channels

In addition, inclusive communication remained a key focus area, with DEI messages and success stories regularly shared through internal communication channels and external social media platforms to reinforce our commitment to an inclusive workplace culture. Through these initiatives, HUBCO continues to build an environment where diversity is embraced, inclusion is practiced, and every employee has the opportunity to succeed.

Our DEI Commitment

D. Workplace Wellness

Employee wellbeing remains a key priority at HUBCO, and through our #WELLNESSHUB initiative, we continued to promote a healthy, balanced, and supportive workplace. The program offered a range of activities designed to enhance physical, mental, emotional, and financial wellbeing, encouraging employees to prioritize holistic wellness alongside their professional responsibilities.

During the year, the Wellness Hub featured Workplace Yoga sessions to promote physical fitness and stress management, Kintsugi workshops to inspire resilience and personal growth, and Art Therapy sessions to encourage creativity, mindfulness, and emotional expression. In addition, a Financial Wellness session was conducted focused on fostering positive behavioral shifts in money management, empowering employees to make informed financial decisions and build long-term financial resilience.

Together, these initiatives reinforced our commitment to cultivating a workplace culture that supports employee wellbeing, enhances engagement, and enables our people to thrive both personally and professionally.

Workplace Yoga

Supporting physical fitness and stress management

Kintsugi Workshop

Promoting resilience, reflection and personal growth

Art Therapy

Encouraging creativity, mindfulness and emotional expression

Financial Wellness

Supporting informed financial decision-making and long-term financial resilience

E. Workforce Statistics

i. Work Force Break-up (Permanent + Contractual)

Average Headcount FY 25-26

645

Male

94.7%

611 employees

Female

5.3%

34 employees

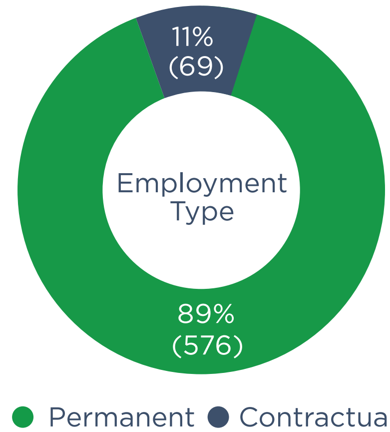


Figure 7. Employment Type

ii. Geographical Representation

The increase in female representation at the Head Office reflects the organization's continued focus on Diversity, Equity, and Inclusion (DEI) initiatives, resulting in improved gender diversity across the workforce.

As of FY 2025-2026, HUBCO employed a total of 645 individuals across its Head office, Islamabad Office, NEL, TEL & TNPTL, and LEL plants.

Location	Male	Female
Head Office	72	23
ISB Office	4	1
Narowal Plant	67	1
NBE Plant	56	5
Hub Plant (Mothballing)	15	Nil
Thar Site	377	4
CPHGC	20	Nil

Table 5. Geographical Representation

iii. Employee Hiring and Separations

HUBCO attracts and retains talented individuals by offering competitive benefits, training, meaningful work, and career advancement opportunities across the organization. This is reflected in the reduction in voluntary attrition from 16.5% to 11.5%, demonstrating improved employee retention.

Metric	Head Office	ISB Office	Narowal Plant	Thar Plant Sites	NBE Plant	CPHGC	Hub Plant (Mothballing	Total
Hiring	30.0%	0%	12.7%	43.6%	12.7%	0%	0.9%	110 (Joiners)
Separations	24.4%	1.1%	10%	56.7%	7.8%	0%	0%	90 (Leavers)

Table 6. Employee Hiring and Separations

iv. Fair and Competitive Remuneration and Benefits

HUBCO is committed to providing fair, competitive, and equitable remuneration that supports the attraction, retention, and engagement of a high-performing workforce. Our compensation framework is regularly benchmarked against industry practices through independent market surveys to ensure alignment with market trends and maintain external competitiveness. Beyond competitive salaries, HUBCO offers a comprehensive benefits package designed to support the financial security, health, and well-being of its employees. Eligible employees receive benefits including Provident Fund, Gratuity, Variable Performance Pay (VPP), Life Fare Assistance (LFA), medical coverage comprising both outpatient (OPD) and inpatient (IPD) services, life insurance, disability coverage, pension, car and fuel allowances, and paid annual leave. Trainees are provided with life insurance and IPD coverage, while contractual employees at plant sites receive life insurance and disability coverage, ensuring appropriate protection based on employment category.

HUBCO provides parental leave benefits to both female and male employees. Maternity leave is 16 weeks, while paternity leave is 10 working days. The Company complies with all applicable labour laws and regulations, ensuring employees receive at least the prescribed minimum wage, with salaries paid accurately and on time through secure banking channels. Performance-based rewards are supported by a structured annual performance management process, complemented by regular performance discussions that promote transparency, merit-based recognition, and career development.

In line with the Securities and Exchange Commission of Pakistan (SECP) Gender Pay Gap Guidelines, HUBCO continues to uphold equitable pay practices, with a reported gender pay ratio (M:F) is 1:1.31.

F. Learning and Development

We remain committed to building employee capabilities through targeted learning and development initiatives. During the year, employees participated in technical, functional, behavioral, and leadership development programs aimed at enhancing performance, supporting career growth, and meeting evolving business needs.

Key programmes included:

- Leadership for Senior Executives
- Finance Leader 2.0
- AI-Enabled Organizations
- ESG & Sustainability for Board Directors & Executives
- The 7 Habits of Highly Effective People
- Leadership Quotient
- Problem Solving and Decision Making
- Negotiation Skills
- Power of Communication
- Driving Innovation
- Cyber Security Awareness
- Technical and functional development programmes

Learning at a Glance

- Total learning hours
  5,124.7
- Avg. learning hours per employee
  7.9

Employee Learning Hours

- Male
  4166.5
  (6.8 avg./employee)
- Female
  958.2
  (28.2 avg./employee)
- Permanent
  4679.2
  (8.1 avg./employee)
- Contractual
  445.5
  (6.5 avg./employee)

The 7 Habits of Highly Effective People

Financial Literacy

Driving Innovation

Time Management

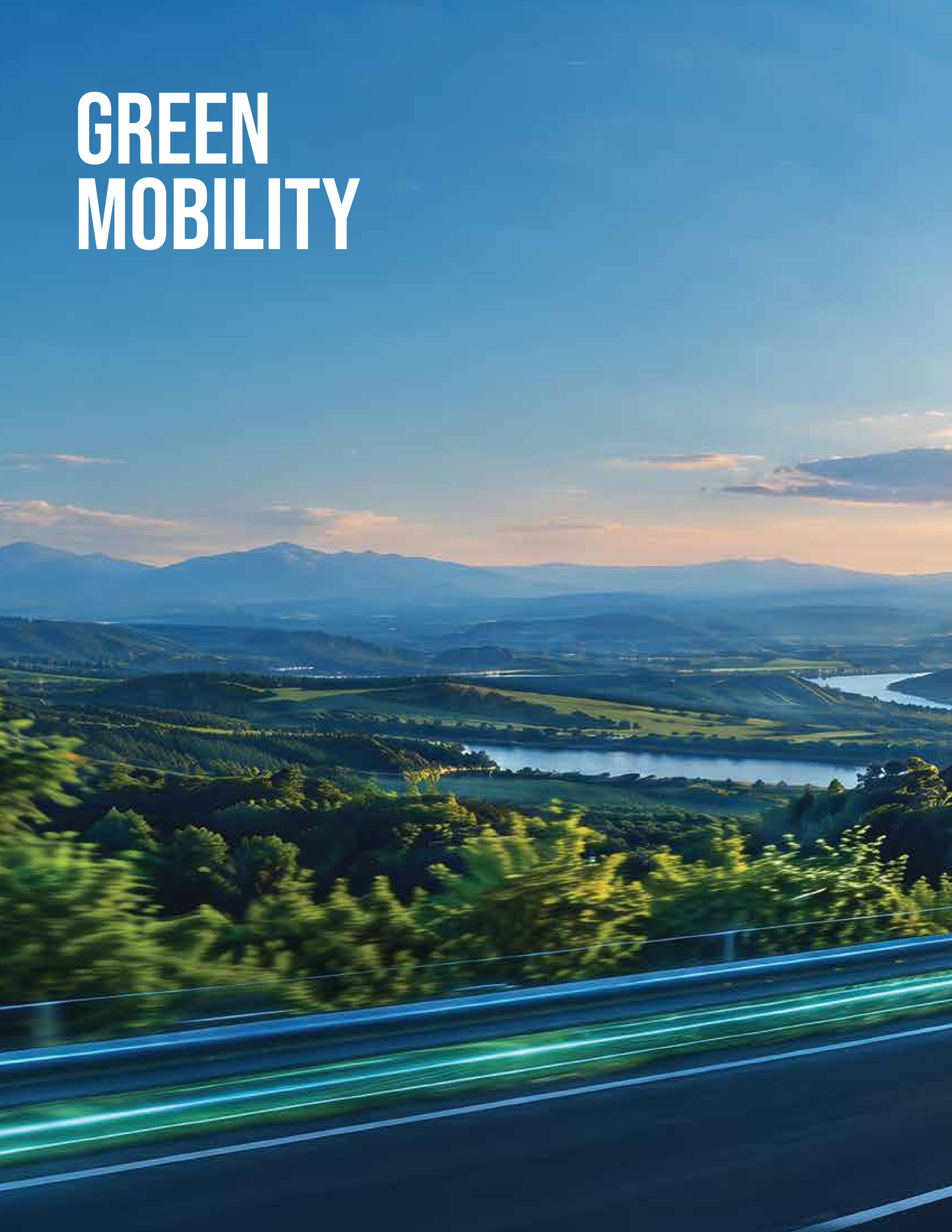
WIBCON 2026

Leadership Quotient

Power of Communication

HUBCO UNPLUGGED

GREEN MOBILITY



WORLD'S NO.1 NEV BRAND

Five Mainstream Models

07 Dealerships

03 Experience Centres

02 Care Centres

02 3S dealerships Across Pakistan

Launch Events

BYD Shark 6
July 2025

BYD Sealion 7 & BYD Atto 2
January 2026

BYD Faisalabad Dealership
January 2026

PAKISTAN'S FIRST & LARGEST NEV CHARGING NETWORK

Network spread over

~1300 km

Chargers available every

150 km to 250 km

on major highways and motorways

Network of

21 DC Chargers

across Pakistan

30, 60 & 120 kW

Chargers

NEV CHARGING STATION INAUGURATIONS

National Highway (N-5), New Ali, Moro
November 2025

Lahore, Jasmine
February 2026

Nathia Gali, Alpine Resort
May 2026

Helping turn Pakistan's NEV policy vision into a reality

Accelerating NEV adoption in the country

Every litre of fuel saved translates into carbon emission reductions

OUR PARTNERS

PGL | Attock | PSO | METRO | Alpine Energy | MALL & APARTMENTS | OCEAN MALL

REPORT OF THE DIRECTORS

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

Executive Summary

The year under review marked a significant chapter in HUBCO's journey as the Company continued to strengthen its position as a diversified group with a portfolio spanning power generation, mining, oil & gas, new energy vehicles (NEVs) and NEV charging infrastructure, while remaining focused on operational excellence, financial resilience and long-term value creation for stakeholders. Looking ahead, HUBCO remains committed to disciplined growth, strengthening its existing businesses, pursuing new opportunities and creating enduring value for its shareholders, stakeholders and the communities in which it operates.

The Year in Perspective

HUBCO is the first and one of the largest Independent Power Producers (IPPs) in Pakistan, with a strong track record spanning more than three decades. Together with its subsidiaries, joint ventures and associates, HUBCO has developed a growing portfolio of businesses across the energy and related sectors, while continuing to maintain a strong presence in Pakistan's power generation landscape. HUBCO's power generation portfolio comprises an installed capacity of 2,289 MW.

Our Assets

Power Generation

In Thar, HUBCO has management control and operates two 330 MW mine-mouth lignite-fired power plants in Thar Block II namely Thar Energy Limited (TEL), in which it holds a 60% equity interest with Fauji Fertilizer Company Limited (FFCL) and China Machinery Engineering Corporation (CMEC) holding 30% and 10% equity interests, respectively.Through its wholly owned subsidiary and the Group's investment platform for new businesses and growth opportunities, Hub Power Holdings Limited (HPHL), it holds a 38.3% interest in ThalNova Power Thar (Private) Limited (TNPTL). The Company's integrated presence in the Thar energy value chain is further supported through its investment in Sindh Engro Coal Mining Company Limited (SECMC), a leading coal producer in Pakistan with the world's largest lignite coal reserves located in the region. SECMC's mining capacity now stands at 7.6 Mt/annum, with Phase II catering to TEL and TNPTL. During the reporting year, together, these Thar coal based power plants generated foreign exchange savings of approximately USD 90 million for the country through use of indigenous coal. SECMC is further expanding its capacity up to 11.2 MT/annum as part of Phase III of mine expansion.

An important part of HUBCO's portfolio includes China Power Hub Generation Company Limited (CPHGC), its joint venture with China Power International Holdings (CPIH), which owns and operates a 1,320 MW imported coal-based power plant and an integrated coal jetty at Hub. TEL, TN and CPHGC are strategic projects under the China-Pakistan Economic Corridor (CPEC), supported by substantial Chinese debt financing and also equity participation.

Additionally, HUBCO's power portfolio includes its wholly owned subsidiary, Narowal Energy Limited (NEL), which operates a 225 MW RFO-fired, engine-based combined cycle power station in Narowal, Punjab.

Through a 74.95% controlling stake in Laraib Energy Limited (LEL), Pakistan's first hydel Independent Power Producer, HUBCO operates an 84 MW run-of-the-river hydropower project near the New Bong Escape in Azad Jammu and Kashmir. The Project is registered as a Clean Development Mechanism (CDM) project with the CDM Executive Board under the United Nations Framework Convention on Climate Change (UNFCCC), making it the first hydropower project in Pakistan/AJ&K to achieve such registration. During the year under review, LEL contributed 357 GWh of clean energy to the national grid, resulting in foreign exchange savings of approximately USD 30 million for the country.

Operations & Maintenance

The Company continues to support the Operations and Maintenance (O&M) of its power generation assets, including the two indigenous coal-based growth projects in Thar, Sindh and pursue future growth opportunities through its wholly owned subsidiary, Hub Power Services Limited (HPSL).

Oil & Gas

Beyond power generation, HUBCO, through HPHL, holds a 50% joint venture interest in Prime International Oil & Gas Company Limited (Prime), giving it a meaningful presence in Pakistan's oil and gas exploration and production sector. Prime is focused on expanding its exploration and production footprint in Pakistan and supporting the development of indigenous oil and gas resources. During the year under review, Prime strengthened its exploration portfolio through the acquisition of two new onshore exploration blocks, Sukhpur II and Naing Sharif, in close proximity to its existing facilities. In Sukhpur II, Prime is the Operator, with Oil and Gas Development Company Limited (OGDCL), Mari Energies Limited (Mari) and Turkish Petroleum Corporation (TPAO) as non-operated JV Partners, while OGDCL is the Operator of Naing Sharif, with Prime participating as a non-operated JV Partner. In addition to this, Prime successfully acquired four offshore blocks during the bid round process in partnership with OGDCL, Mari and PPL. Prime is operator of one of the blocks (Sapat Bandar) with OGDCL as operator for Bin Qasim South and Keti Bandar, whilst Mari is operator for Zarrar block. These acquisitions represent a significant expansion of Prime's exploration footprint and reinforce the Company's commitment to pursuing opportunities in Pakistan's oil and gas sector, while supporting efforts to counter the natural decline of existing fields and enhance indigenous energy resources

Mining

To further strengthen its diversified portfolio, in November 2024, HPHL entered into a joint venture agreement with a mining company, Ark Metals (Private) Limited (AMPL) and its shareholders, for the exploration and development of mineral mines in Pakistan. HPHL holds approximately fifty-three (53%) of the shareholding in AMPL. During the year First Resource Report (FRR) was completed, which confirms strong mineral potential in the Chaghi region, Balochistan.

Green Mobility

HUBCO made a strategic and transformative entry into Pakistan's rapidly evolving new energy vehicle (NEV) market through Mega Motor Company (Private) Limited (MMCPL), a 50:50 venture between HPHL and Mega Conglomerate (Private) Limited. In June 2024, MMCPL entered into a Distribution Agreement with BYD Auto Industry Company Limited, bringing one of the world's leading NEV brands to Pakistan. Since inception, MMCPL has launched five mainstream models, Atto 2, Atto 3, Seal, Sealion 7 and Shark 6, marking a significant step in the development of Pakistan's NEV ecosystem and positioning the Company at the forefront of the country's transition towards new energy mobility. A state-of-the-art CKD plant is under development in Pakistan, which will support local assembly of BYD's New Energy Vehicles and contribute to the development of the country's automotive and NEV manufacturing ecosystem.

Complementing its NEV business, HUBCO Green (Private) Limited (HGL), a wholly owned subsidiary of HPHL, has successfully embarked on developing Pakistan's NEV charging infrastructure. HGL has expanded its network across major highways and motorways, connecting Karachi to Peshawar and enabling intercity NEV travel across approximately 1,300 kilometres.

Operational Highlights

Power Generation

The Company remains committed to supporting Pakistan's energy security through increased utilization of indigenous resources and reducing reliance on imported fuels. Our Thar coal-based power plants continue to play an important role in this strategy by providing reliable and cost-competitive electricity from indigenous Thar coal. During FY2025-26, the Company's operating subsidiaries and associates collectively contributed 5,363 GWh to the national grid.

Operational highlights of our plants during the year under review are as follows:

Plant Name	FY 2025-26 (GWh)	FY 2024-25 (GWh)
TEL Plant	1,822	1,594
TNPTL Plant	1,824	1,768
CPHGC Plant	1,198	675
LEL Plant	357	354
NEL Plant	162	38
Hub Plant	0	15

Electric Mobility

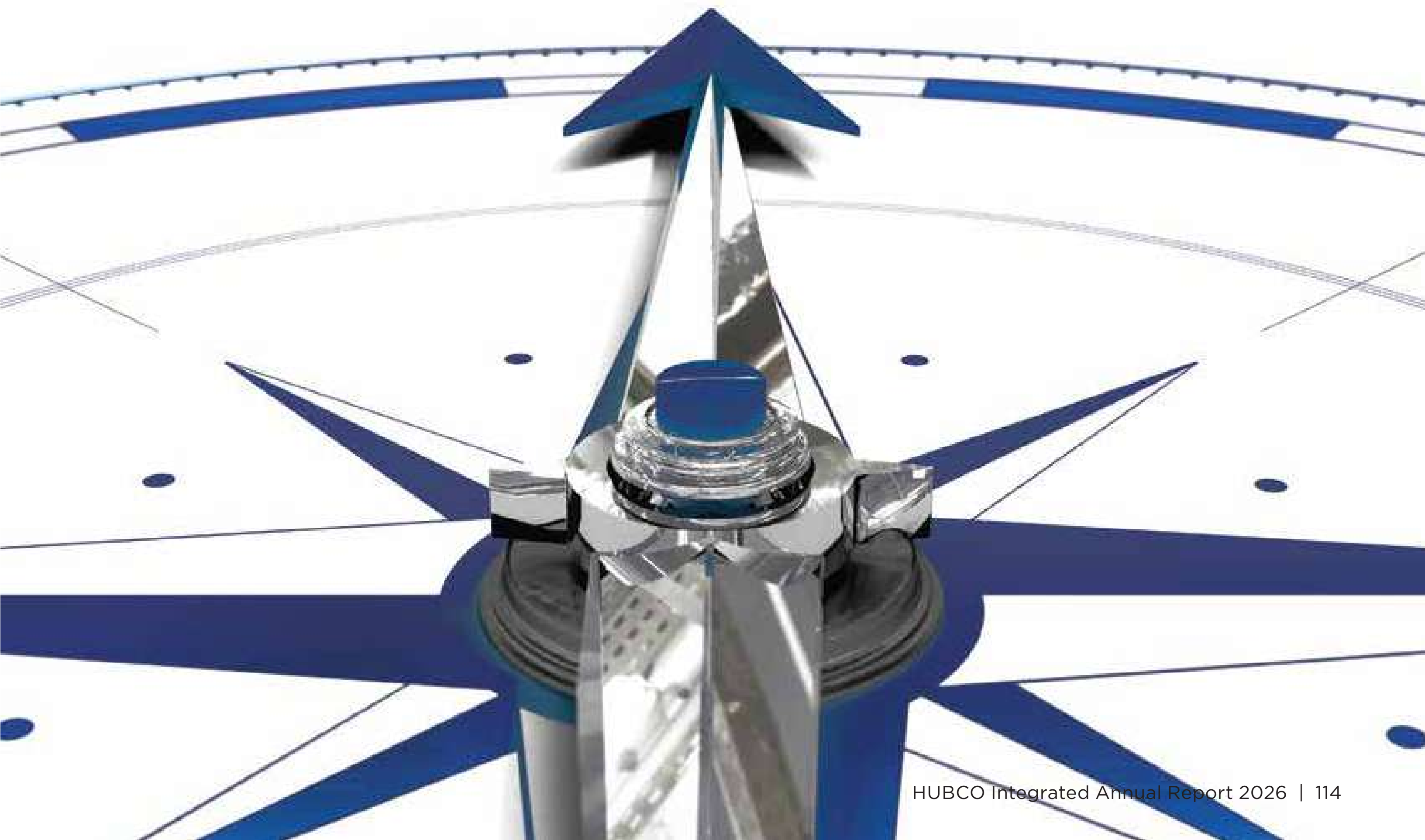
MMCPL has introduced five state-of-the-art vehicles, including three SUVs (B to D segment), one D segment sedan and Pakistan's first PHEV Pickup Truck, further increasing its nationwide dealership footprint with seven active locations operational across Pakistan, including three experience centres (one each in Karachi, Lahore and Islamabad), two customer care centres (one each in Karachi and Lahore) and two 3S dealerships (one each in Karachi and Faisalabad).

HGL has successfully installed and operationalized 24 DC fast-charging stations, comprising 21 public charging stations and 3 charging stations for MMCPL (BYD) at selected dealerships.

Future Outlook

After completion of its state-of-the-art assembly plant, expansion of New Energy Vehicle options for its customers will be one of the key focuses for the company in the future. The company is also committed to further expanding its NEV charging network across Pakistan to accelerate the adoption of NEVs in the country.

The Company further continues to explore new business opportunities and strategic initiatives to support sustainable long-term growth, diversify its portfolio, and create value for its stakeholders.



GOVERNANCE

Board of Directors

The Board remains focused on providing strategic direction to the Company while ensuring operational excellence through stewardship of annual corporate plans and targets, long-term investments and borrowing. The Board remains committed to ensuring the highest standard of governance.

The Current Board of Directors of the Company, including non-elected directors, consists of:

Composition	
Independent Directors	3
Other Non-Executive Directors (Male)	3
Executive Director	1
Non-Executive Directors (Female)	2

During the year, five meetings of the Board of Directors were held. Attendance of the Directors were as follows:

Names	Attendance
Mr. M. Habibullah Khan	5/5
Mr. Aly Khan	5/5
Ms. Aleeya Khan	4/5
Mr. Muhammad Kamran Kamal	5/5
Mr. Manzoor Ahmed	5/5
Mr. Saad Iqbal	5/5
Mr. Shafiuddin Ghani Khan	5/5
Ms. Samina Mumtaz Zehri	3/5
Mr. Syed Bakhtiyar Kazmi	5/5

Pattern of Shareholding

The Pattern of Shareholding as required under the Code of Corporate Governance is attached with this Report. Details of trades in shares of the Company by Directors and Key Management Personnel and their spouses and minor children are reported on page 396 of the Annual Report.

Material Changes Due to Subsequent Events

No material changes or commitments affecting our financial position have occurred subsequent to the reporting period.

Committees of the Board

The Board committees and their members are disclosed on page 33 of the Annual Report.

Chief Executive and Directors' Remuneration

The Company maintains a structured approach to Directors' remuneration through an approved Remuneration policy, designed to ensure that compensation remains appropriate to the responsibilities, experience and expertise required to provide effective oversight and governance.

The remuneration framework is governed by the Company's Articles of Association and applicable provisions of the Companies Act, 2017. The Chairman, Non-Executive Directors and Independent Directors are compensated through meeting fees, while the remuneration of the Chief Executive is determined in accordance with the Company's established framework and applicable requirements. Details of the remuneration paid to the Chief Executive and Directors for the year ended June 30, 2026, are provided on page 258 of this Annual Report.

Directors' Training

Of the nine (9) Directors, one (1) Director is exempt from the Corporate Governance Leadership Skills (CGLS) training based on his experience as Director on the Board of Listed Companies. A total of seven members of the Board are certified Directors.

Adequacy of Internal Financial Controls

Directors confirm compliance with the highest standard of Corporate Governance and that the internal controls are sound in design and have been effectively implemented and monitored.

Summary of Financial Performance

Consolidated financial highlights of the Company during the year under review are as follows:

Rs. in million

Consolidated	Year ended June 30, 2026	Year ended June 30, 2025
Revenue	71,126	83,351
Cost of revenue	41,438	43,528
*Net Profit	49,631	46,131
*Earnings per share (Rs.)	38.26	35.56

***attributable to owners of the holding company**

The Consolidated net profit during the year under review is Rs. 49,631 million, resulting in earnings per share of Rs.38.26 compared to net profit of Rs. 46,131 million and earnings per share of Rs. 35.56 last year. The increase in profits is mainly due to a higher share of profits from associates and joint ventures and lower finance costs, partly offset by the impact of the early termination of the Power Purchase Agreement of Hub Plant.

Rs. in million

Unconsolidated	Year ended June 30, 2026	Year ended June 30, 2025
Dividend Income	29,306	14,914
Net Profit	24,467	19,079
Earnings per share (Rs.)	18.86	14.71

The Unconsolidated net profit earned by the Company during the year under review is Rs. 24,467 million, resulting in earnings per share of Rs. 18.86 compared to a net profit of Rs. 19,079 million and earnings per share of Rs. 14.71 last year. The increase in unconsolidated profits was primarily driven by higher dividend income from the Thar projects following the achievement of their respective Project Completion Dates.

Appropriations and movement in reserves have been disclosed in the Statement of Changes in Equity on page 224 of the Annual Report. The directors have recommended for approval of the shareholders a final dividend of PKR 05 per share 50%) for the year ended June 30, 2026. This is in addition to the interim cash dividend of PKR 15 per share (150%).

Related Party Transactions

Board Audit & Risk Committee reviewed the related party transactions and the Board approved them. These transactions were in line with the requirements of International Financial Reporting Standards (IFRS), the Companies Act, 2017 and the related party transactions policy of the Company. The Company maintains a thorough and complete record of all such transactions.

The Company has entered into the following related party transactions on mutually agreed terms, along with their justification:

Name of Related Party	Nature of Transaction	Justification
Hub Power Services Limited Narowal Energy Limited Thar Energy Limited Laraib Energy Limited Hub Power Holding Limited ThalNova Power Thar (Private) Limited Mega Motors Company (Private) Limited HUBCO Green (Private) Limited	Reimbursement of Expenses	To share the common resources/expenses on a proportionate basis to minimize Company's and group companies' costs.

The details of related party transactions are disclosed on page 355 of the Annual Report.

Credit Rating

Credit rating is an assessment of the credit standing of entities in Pakistan. Since 2008, when the Company initiated its rating process, PACRA has maintained long-term and short-term entity ratings at AA+ and A1+ respectively, for the Company. These ratings denote a very low expectation of credit risk and indicate very strong capacity for timely payment of financial commitments. NEL's long-term rating is maintained as AA- and short-term rating is A1+, which are indicative of very high credit quality and very strong capacity for timely payment of financial commitments. This capacity is not significantly vulnerable to foreseeable events.

Audited Financial Statements and Auditor's Appointment

The Unconsolidated and Consolidated financial statements of the Company have been audited by Messrs. A.F. Ferguson & Co., Chartered Accountants, the auditors, without any qualification. The retiring auditors Messrs. A. F. Ferguson & Co., Chartered Accountants, being eligible, offer themselves for reappointment.

Statement of Directors Responsibility

The Directors are pleased to confirm compliance with Corporate and Financial Reporting Framework of the Securities & Exchange Commission of Pakistan (SECP) and the Code of Corporate Governance for the following:

- **a.** The financial statements, prepared by the management of the Company, fairly portray its state of affairs, the result of its operations, cash flows and changes in its equity;
- **b.** Proper books of account of the Company have been maintained;
- **c.** Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment;
- **d.** IFRSs as applicable in Pakistan, have been followed in preparation of financial statements and any departure therefrom has been adequately disclosed; and
- **e.** There are no significant doubts in the Company's ability to continue as a going concern.

Key financial data (unconsolidated) of the last six years is as follows:

Rs. in million

Fiscal year ending June	2026	2025	2024	2023	2022	2021
Revenue	-	13,210	41,534	44,516	62,544	32,292
Profit	24,467	19,079	33,879	30,942	21,128	21,434
Assets	90,654	91,533	157,390	151,823	154,008	160,007
Dividend	32,429	17,512	22,700	31,132	14,917	9,080

Value of investments of provident fund and gratuity scheme based on their respective audited accounts as of June 30, 2026, are as follows:

Fund	Rs. in million
Gratuity Fund	369
Provident Fund	4.2

Risk Management Strategy

HUBCO maintains a proactive and integrated approach to risk management, recognizing its importance in protecting business continuity, supporting informed decision-making and achieving long-term strategic objectives. Our Enterprise Risk Management (ERM) framework is embedded within the Company's governance structure and enables the systematic identification, assessment, monitoring and mitigation of risks across the organization.

Key risks are managed through defined mitigation measures, including diversification of energy sources and revenue streams, operational resilience initiatives, targeted maintenance and capacity- building measures, in line with the Company's established risk appetite. Continuous monitoring and regular reporting enable timely responses to emerging risks and evolving business conditions, helping safeguard stakeholder value and sustain business performance.

For further information on key risks and mitigation, please refer to page number 77 of the Annual Report

Health, Safety & Environment (HSE)

HUBCO continued to strengthen its focus on health, safety and environmental performance during the year, with emphasis on operational risk management, process safety, environmental compliance and continuous improvement. The Company maintained strong HSE performance and delivered focused training and awareness programmes for employees and contractors. The Company also progressed its safety management practices through risk assessments, incident prevention and investigation, emergency preparedness and regular management oversight.

For more details, please refer to page number 146 of the Annual Report.

Environment, Social & Governance (ESG)

HUBCO continues to strengthen its approach to Environment, Social and Governance (ESG), with sustainability increasingly integrated into its business strategy, governance and decision-making. The establishment of the Sustainable Growth Committee (SGC) in 2024 further strengthened Board-level oversight of the Company's sustainability agenda and ESG performance.

HUBCO's sustainability reporting is aligned with recognized reporting frameworks and standards, including the applicable International Financial Reporting Standards (IFRS) S1 and S2, Global Reporting Initiative (GRI) Standards, the International Integrated Reporting Framework, and applicable SECP ESG requirements.

The Company also developed a comprehensive ESG Strategy, supported by measurable targets through 2030 and an ESG Policy, to further formalize its sustainability priorities and embed them across the organization.

The Company also continued to advance its social priorities through a focus on workplace health and safety, diversity, equity and inclusion, employee development and community engagement.

These initiatives reflect HUBCO's continued efforts to strengthen ESG governance, enhance accountability and align its business practices and reporting with evolving international sustainability standards and the United Nations Sustainable Development Goals (SDGs).

For more details, please refer to page number 131.

Corporate Social Responsibility

HUBCO remains committed to contributing to the socio-economic development of communities surrounding its operations and creating shared value for its stakeholders. During the year under review, the Company continued to focus on its CSR pillars, education, healthcare, livelihood development and community infrastructure with initiatives undertaken directly and in partnership with organizations including Thar Foundation, The Citizens Foundation (TCF), Muslim Hands, LRBT, Alkhidmat Foundation and KORT.

The Company continued to support education through scholarships, educational infrastructure, digital learning and skills development initiatives, while healthcare interventions focused on improving access to essential and specialized medical services for underserved communities. HUBCO also continued to support community development and vulnerable segments of society through targeted social welfare and infrastructure initiatives.

These efforts are supported by a formal CSR framework and defined governance mechanisms, with CSR integrated into the Company's broader sustainability agenda. The Company's approach is aligned with relevant SECP guidelines and the United Nations Sustainable Development Goals (SDGs), with emphasis on responsible investment, stakeholder engagement and sustainable community impact.

Through these initiatives, HUBCO continues to fulfil its responsibility as a corporate citizen and contribute towards building more resilient and inclusive communities around its areas of operation.

For more details, please refer to page number 155.

Human Resources Management (HRM)

At HUBCO, our Human Resources Management (HRM) strategy focuses on building organizational capability, strengthening leadership pipelines and fostering an engaged, high-performing workforce. During the reporting period, we enhanced our succession planning framework through structured talent assessments and leadership pipeline development.

Our learning and development initiatives delivered over 5,100 learning hours through functional and leadership programs aligned with business priorities. Employee well-being was further strengthened through the launch of the Wellness Hub, while year-round engagement initiatives and an enhanced employee engagement survey continued to promote a collaborative and inclusive workplace.

HUBCO remains committed to maintaining the highest standards of ethical employment practices, with zero tolerance for child or forced labor in compliance with applicable laws and international standards.

For more details, please refer to page number 95.

Diversity, Equity & Inclusion (DEI)

HUBCO continues to strengthen its commitment to diversity, equity and inclusion through initiatives that promote an inclusive and equitable workplace. During FY 2025-26, key initiatives included the launch of the Aghaz-e-Nau Women Returnship Program, continued engagement through the HUBCO Women Circle and DEI awareness initiatives. Our commitment to equitable workplace practices was further recognized through the Pay Equity and Fair Wage Award under the Employer of Choice Gender Diversity Awards. Our Anti-Harassment Policy continues to ensure a safe, respectful and inclusive work environment for all employees.

Speak Up Policy

HUBCO continues to maintain a robust Speak Up framework to encourage the reporting of concerns and support a culture of integrity and accountability. Under the Board-approved policy, employees, contractors, vendors and customers may raise concerns relating to unethical behaviour, violations of policies or other misconduct through a secure and confidential reporting mechanism. The Head of Internal Audit oversees the centralized handling of disclosures, while matters concerning senior officials may be referred to the Chairman of the Board Audit & Risk Committee. Each disclosure undergoes an appropriate credibility assessment and, where required, is investigated in accordance with established principles of confidentiality, fairness and due process. The Board Audit & Risk Committee is kept apprised through quarterly reporting on cases received, their status and outcomes, enabling continued Board-level oversight of the mechanism and its effectiveness.

For more details, please refer to page number 49.

Conclusion

The Board remains confident in the Company's strategic direction and its ability to navigate a dynamic operating environment while pursuing sustainable growth. HUBCO will continue to build on the strength of its existing businesses, exercise disciplined capital allocation and pursue opportunities that reinforce its position across the evolving energy landscape. The Board extends its appreciation to the Company's management and employees for their commitment and contribution during the year. The Board also acknowledges the continued support and confidence of its shareholders, partners, customers, regulators and other stakeholders, which remain integral to HUBCO's progress and long-term success.

By Order of the Board

Kamran Kamal
Chief Executive Officer
The Hub Power Company Limited

M. Habibullah Khan
Chairman
The Hub Power Company Limited

ہیومن ریسورسز مینجمنٹ

حبکو میں ہماری ہیومن ریسورسز مینجمنٹ (HRM) حکمتِ عملی کا مرکز تنظیمی استعداد میں اضافہ، قیادت کی مؤثر اور مضبوط پائپ لائن کی تشکیل، اور ایک باصلاحیت، پُرعزم اور اعلیٰ کارکردگی کا مظاہرہ کرنے والی افرادی قوت کو فروغ دینا ہے۔ زیرِ جائزہ مدت کے دوران، ہم نے منظّم ٹیلنٹ اسیسمنٹس اور لیڈرشپ پائپ لائن کی ترقی کے ذریعے اپنی Succession Planning Framework کو مزید مستحکم کیا۔

ہماری Development & Learning سرگرمیوں کے تحت کاروباری ترجیحات سے ہم آہنگ فنکشنل اور لیڈرشپ پروگرامز کے ذریعے 5,100 سے زائد تربیتی گھنٹے فراہم کیے گئے۔ Wellness Hub کے آغاز کے ذریعے ملازمین کی فلاح و بہبود کے اقدامات کو مزید تقویت دی گئی، جبکہ سال بھر جاری رہنے والی ملازمین کی انگیجمنٹ سرگرمیوں اور بہتر بنائے گئے Employee Engagement Survey کے ذریعے باہمی تعاون، شمولیت اور مثبت کام کے ماحول کو فروغ دینے کا سلسلہ جاری رہا۔

حبکو قابلِ اطلاق قوانین اور بین الاقوامی معیارات کی پاسداری کرتے ہوئے اخلاقی ملازمت کے طریقہ کار کے اعلیٰ ترین معیارات برقرار رکھنے کے لیے پُرعزم ہے، اور چائلڈ لیبر یا جبری مشقت کے لیے زیرو ٹالرنس پالیسی پر عمل پیرا ہے۔

مزید تفصیلات کے لیے براہِ کرم صفحہ نمبر 95 ملاحظہ کریں۔

تنوع، مساوات اور شمولیت

حبکو ایک جامع اور مساوی کام کے ماحول کو فروغ دینے والے اقدامات کے ذریعے تنوع، مساوات اور شمولیت (DEI) کے حوالے سے اپنے عزم کو مسلسل مضبوط بنا رہا ہے۔ مالی سال 26–2025 کے دوران اہم اقدامات میں Aghaz-e-Nau Women Returnship Program کا آغاز، حبکو ویمن سرکل (HUBCO Women Circle) کے ذریعے مسلسل انگیجمنٹ، اور DEI Awareness اقدامات شامل رہے۔ مساوی کام کی جگہ کے طریقہ کار کے لیے ہماری وابستگی کو Employer of Choice Gender Diversity Awards کے تحت Pay Equity and Fair Wage Award سے مزید تقویت اور اعتراف حاصل ہوا۔ ہماری Anti-Harassment Policy تمام ملازمین کے لیے ایک محفوظ، باعزت اور جامع کام کے ماحول کو یقینی بنانے کے لیے مسلسل مؤثر کردار ادا کر رہی ہے۔

اسپیک اَپ پالیسی

حبکو ایک مضبوط Speak Up Framework برقرار رکھے ہوئے ہے، جس کا مقصد خدشات اور شکایات کی رپورٹنگ کی حوصلہ افزائی کرنا اور دیانت داری اور جواب دہی پر مبنی ثقافت کو فروغ دینا ہے۔ بورڈ سے منظور شدہ پالیسی کے تحت ملازمین، کنٹریکٹرز، وینڈرز اور صارفین غیر اخلاقی رویے، پالیسیوں کی خلاف ورزی یا کسی بھی دیگر بدعنوانی اور نامناسب طرزِ عمل سے متعلق اپنے خدشات ایک محفوظ اور رازدارانہ رپورٹنگ میکانزم کے ذریعے پیش کر سکتے ہیں۔ Head of Internal Audit انکشافات اور رپورٹس کی مرکزی سطح پر کارروائی کی نگرانی کرتے ہیں، جبکہ سینئر عہدیداران سے متعلق معاملات Chairman of the Board Audit & Risk Committee کو بھیجے جا سکتے ہیں۔ ہر رپورٹ یا انکشاف کی مناسب Credibility Assessment کی جاتی ہے اور جہاں ضروری ہو، اسے رازداری، منصفانہ طرزِ عمل اور Due Process کے طے شدہ اصولوں کے مطابق باقاعدہ تحقیقات کے ذریعے نمٹایا جاتا ہے۔ Board Audit & Risk Committee کو موصول ہونے والے کیسز، ان کی موجودہ حیثیت اور نتائج کے حوالے سے سہ ماہی رپورٹس کے ذریعے مسلسل آگاہ رکھا جاتا ہے۔ اس عمل کے ذریعے اس میکانزم اور اس کی مؤثریت پر بورڈ کی سطح پر مسلسل نگرانی کو یقینی بنایا جاتا ہے۔

مزید تفصیلات کے لیے براہِ کرم صفحہ نمبر 49 ملاحظہ کریں۔

اختتامیہ

بورڈ کمپنی کی حکمتِ عملی کی سمت اور متحرک کاروباری ماحول میں مؤثر انداز سے کام کرتے ہوئے پائیدار ترقی کے حصول کی اپنی صلاحیت کے حوالے سے پُراعتماد ہے۔ حبکو اپنے موجودہ کاروباروں کی مضبوط بنیاد کو مزید مستحکم کرنے، سرمائے کی منظّم اور محتاط تقسیم کو یقینی بنانے، اور ایسے مواقع سے فائدہ اٹھانے کا سلسلہ جاری رکھے گا جو تیزی سے تبدیل ہوتے ہوئے توانائی کے منظرنامے میں اس کی پوزیشن کو مزید مستحکم کریں۔ بورڈ زیرِ جائزہ سال کے دوران کمپنی کی انتظامیہ اور ملازمین کی عزم و وابستگی اور ان کی گراں قدر خدمات پر اپنی دلی قدردانی کا اظہار کرتا ہے۔ بورڈ اپنے شیئر ہولڈرز، کاروباری شراکت داروں، صارفین، ریگولیٹرز اور دیگر اسٹیک ہولڈرز کی مسلسل حمایت اور اعتماد کو بھی سراہتا ہے، جو حبکو کی پیش رفت اور طویل المدتی کامیابی کے لیے بنیادی اہمیت رکھتے ہیں۔

بحکمِ بورڈ

کامران کمال
چیف ایگزیکٹیو

ایم حبیب اللہ خان
چیئرمین

ماحولیاتی، سماجی اور گورننس

حبکو ماحولیاتی، سماجی اور گورننس (Environment, Social and Governance - ESG) کے حوالے سے اپنے طریقہ کار کو مسلسل مضبوط بنا رہی ہے، جبکہ پائیداری کو بتدریج اس کی کاروباری حکمتِ عملی، گورننس اور فیصلہ سازی کا اہم حصہ بنایا جا رہا ہے۔ 2024 میں سسٹین ایبل گروتھ کمیٹی (SGC) کا قیام کمپنی کے پائیداری کے ایجنڈے اور ESG کارکردگی کی بورڈ کی سطح پر نگرانی کو مزید مضبوط بنانے میں اہم ثابت ہوا۔

حبکو کی پائیداری سے متعلق رپورٹنگ تسلیم شدہ رپورٹنگ فریم ورکس اور معیارات کے مطابق ہے، جن میں قابلِ اطلاق انٹرنیشنل فنانشل رپورٹنگ اسٹینڈرڈز (IFRS) S1 اور S2، گلوبل رپورٹنگ انیشی ایٹو (GRI) اسٹینڈرڈز، انٹرنیشنل انٹیگریٹڈ رپورٹنگ فریم ورک اور SECP کے قابلِ اطلاق ESG تقاضے شامل ہیں۔

کمپنی نے ایک جامع ESG حکمتِ عملی بھی تیار کی ہے، جسے 2030 تک قابلِ پیمائش اہداف اور ایک ESG پالیسی کی معاونت حاصل ہے۔ اس کا مقصد کمپنی کی پائیداری سے متعلق ترجیحات کو مزید باقاعدہ بنانا اور انہیں پورے ادارے میں مؤثر انداز سے نافذ کرنا ہے۔

کمپنی نے اپنے سماجی ترجیحات کو بھی آگے بڑھانا جاری رکھا، جن میں کام کی جگہ پر صحت و تحفظ، تنوع، مساوات اور شمولیت، ملازمین کی ترقی اور کمیونٹی سے روابط پر توجہ شامل ہے۔

یہ اقدامات ESG گورننس کو مضبوط بنانے، جوابدہی میں بہتری اور کمپنی کے کاروباری طریقہ کار اور رپورٹنگ کو بدلتے ہوئے بین الاقوامی پائیداری کے معیارات اور اقوام متحدہ کے پائیدار ترقی کے اہداف (SDGs) سے ہم آہنگ کرنے کے لیے حبکو کی مسلسل کوششوں کی عکاسی کرتے ہیں۔

مزید تفصیلات کے لیے صفحہ نمبر 131 سے رجوع کریں۔

کارپوریٹ سماجی ذمہ داری

حبکو اپنی کاروباری سرگرمیوں کے گردونواح میں موجود کمیونٹیز کی سماجی و معاشی ترقی میں اپنا کردار ادا کرنے اور اپنے اسٹیک ہولڈرز کے لیے مشترکہ قدر (Shared Value) پیدا کرنے کے لیے پُرعزم ہے۔ زیرِ جائزہ سال کے دوران کمپنی نے اپنے CSR کے بنیادی ستونوں یعنی تعلیم، صحت، روزگار اور معاشی مواقع کی ترقی، اور کمیونٹی انفراسٹرکچر پر اپنی توجہ برقرار رکھی۔ اس مقصد کے لیے مختلف اقدامات براہِ راست اور تھر فاؤنڈیشن، دی سٹیزنز فاؤنڈیشن (TCF)، مسلم ہینڈز، LRBT، الخدمت فاؤنڈیشن اور KORT سمیت مختلف اداروں کے ساتھ شراکت داری میں کیے گئے۔

کمپنی نے اسکالرشپس، تعلیمی انفراسٹرکچر، ڈیجیٹل لرننگ اور ہنر مندی کی ترقی کے اقدامات کے ذریعے تعلیم کے شعبے میں معاونت جاری رکھی۔ جبکہ صحت کے شعبے میں اقدامات کا مقصد پسماندہ اور کم سہولیات رکھنے والی کمیونٹیز کے لیے ضروری اور خصوصی طبی خدمات تک رسائی کو بہتر بنانا رہا۔ حبکو نے ہدفی سماجی بہبود اور انفراسٹرکچر کے اقدامات کے ذریعے کمیونٹی کی ترقی اور معاشرے کے کمزور طبقات کی معاونت بھی جاری رکھی۔

ان کوششوں کو ایک باقاعدہ CSR فریم ورک اور متعین گورننس میکانزمز کی معاونت حاصل ہے، جبکہ CSR کو کمپنی کے وسیع تر پائیداری کے ایجنڈے میں شامل کیا گیا ہے۔ کمپنی کا طریقہ کار متعلقہ SECP گائیڈ لائنز اور اقوام متحدہ کے پائیدار ترقی کے اہداف (SDGs) سے ہم آہنگ ہے، جس میں ذمہ دارانہ سرمایہ کاری، اسٹیک ہولڈرز کی شمولیت اور کمیونٹی پر پائیدار مثبت اثرات پر خصوصی توجہ دی گئی ہے۔

ان اقدامات کے ذریعے حبکو ایک ذمہ دار کارپوریٹ شہری کی حیثیت سے اپنی ذمہ داریاں ادا کرنے اور اپنے کاروباری علاقوں کے گرد زیادہ مضبوط، باصلاحیت اور جامع معاشروں کی تعمیر میں اپنا کردار ادا کرنے کا سلسلہ جاری رکھے ہوئے ہے۔

مزید تفصیلات کے لیے صفحہ نمبر 155 سے رجوع کریں۔

گزشتہ چھ سال کا اہم مالیاتی ڈیٹا (غیر مجموعی) درج ذیل ہے

ملین روپے

مالی سال، جون میں اختتام پذیر	2026	2025	2024	2023	2022	2021
آمدنی	-	13,210	41,534	44,516	62,544	32,292
منافع	24,467	19,079	33,879	30,942	21,128	21,434
اثاثہ جات	90,654	91,533	157,390	151,823	154,008	160,007
منافعِ حصص	2,429	17,512	22,700	31,132	14,917	9,080

پراویڈنٹ فنڈ اور گریجویٹی اسکیم کی 30 جون 2025 تک متعلقہ آڈٹ شدہ اکاؤنٹس کی بنیاد پر سرمایہ کاری کی مالیت درج ذیل ہے:

فنڈ	ملین روپے میں
گریجویٹی فنڈ	369
پراویڈنٹ فنڈ	4.2

رسک مینجمنٹ حکمتِ عملی

حبکو رسک مینجمنٹ کے لیے ایک فعال اور مربوط طریقہ کار اختیار کرتی ہے اور کاروباری تسلسل کے تحفظ، باخبر فیصلہ سازی میں معاونت اور طویل مدتی اسٹریٹجک مقاصد کے حصول میں اس کی اہمیت کو تسلیم کرتی ہے۔ کمپنی کا انٹرپرائز رسک مینجمنٹ (ERM) فریم ورک کمپنی کے گورننس اسٹرکچر میں شامل ہے، جو ادارے بھر میں خطرات کی منظم شناخت، جائزہ، نگرانی اور تدارک کو ممکن بناتا ہے۔

اہم خطرات کا انتظام متعین رسک کو کم کرنے کے اقدامات کے ذریعے کیا جاتا ہے، جن میں توانائی کے ذرائع اور آمدنی کے ذرائع میں تنوع، آپریشنل مضبوطی کے اقدامات، ہدفی بنیادوں پر دیکھ بھال (Targeted Maintenance) اور استعدادِ کار میں اضافے کے اقدامات شامل ہیں۔ یہ تمام اقدامات کمپنی کی مقررہ رسک اپی ٹائٹ (Risk Appetite) کے مطابق کیے جاتے ہیں۔ مسلسل نگرانی اور باقاعدہ رپورٹنگ کے ذریعے ابھرتے ہوئے خطرات اور کاروباری حالات میں ہونے والی تبدیلیوں کے حوالے سے بروقت اقدامات ممکن ہوتے ہیں، جس سے اسٹیک ہولڈرز کے مفادات اور قدر کا تحفظ اور کاروباری کارکردگی کا تسلسل یقینی بنانے میں مدد ملتی ہے۔

اہم خطرات اور ان کے تدارک کے اقدامات کے بارے میں مزید معلومات کے لیے سالانہ رپورٹ کے صفحہ نمبر 77 سے رجوع کریں۔

صحت، تحفظ اور ماحولیات (HSE)

زیرِ جائزہ سال کے دوران حبکو نے صحت، تحفظ اور ماحولیاتی کارکردگی پر اپنی توجہ کو مزید مستحکم کیا، جس میں آپریشنل خطرات کے انتظام، عمل کی حفاظت (Process Safety)، ماحولیاتی تقاضوں کی تعمیل اور مسلسل بہتری پر خصوصی زور دیا گیا۔ کمپنی نے صحت، تحفظ اور ماحولیات کے حوالے سے مضبوط کارکردگی برقرار رکھی اور ملازمین اور کنٹریکٹرز کے لیے خصوصی تربیتی اور آگاہی پروگرامز کا انعقاد کیا۔ کمپنی نے رسک اسیسمنٹس، حادثات کی روک تھام اور تحقیقات، ہنگامی صورتحال سے نمٹنے کی تیاری اور انتظامیہ کی باقاعدہ نگرانی کے ذریعے اپنے حفاظتی انتظامی طریقہ کار کو بھی مزید بہتر بنایا۔

مزید تفصیلات کے لیے سالانہ رپورٹ کے صفحہ نمبر 146 سے رجوع کریں۔

متعلقہ فریقین کے ساتھ لین دین

بورڈ آڈٹ اینڈ رسک کمیٹی نے متعلقہ فریقین کے ساتھ ہونے والے لین دین کا جائزہ لیا اور بورڈ نے ان کی منظوری دی۔ یہ لین دین انٹرنیشنل فنانشل رپورٹنگ اسٹینڈرڈز (IFRS) کمپنیز ایکٹ 2017 اور کمپنی کی متعلقہ فریقین کے ساتھ لین دین کی پالیسی کے تقاضوں کے مطابق کیے گئے۔ کمپنی ایسے تمام لین دین کا مکمل اور جامع ریکارڈ برقرار رکھتی ہے۔

ملین روپے میں

متعلقہ فریق کا نام	لین دین کی نوعیت	جواز
حب پاور سروسز لمیٹڈ نارووال انرجی لمیٹڈ تھر انرجی لمیٹڈ لاریب انرجی لمیٹڈ حب پاور ہولڈنگز لمیٹڈ تھل نووا پاور تھر (پرائیویٹ) لمیٹڈ میگا موٹر کمپنی (پرائیویٹ) لمیٹڈ حبکو گرین (پرائیویٹ) لمیٹڈ	اخراجات کی واپس ادائیگی	کمپنی اور گروپ کمپنیوں کے اخراجات کو کم سے کم کرنے کے لیے مناسب بنیادوں پر مشترکہ وسائل اخراجات کا اشتراک کرنا۔

متعلقہ فریقین کے ساتھ کیے گئے لین دین کی تفصیلات سالانہ رپورٹ کے صفحہ 355 پر فراہم کی گئی ہیں۔

کریڈٹ ریٹنگ

کریڈٹ ریٹنگ پاکستان میں اداروں کی قرض کی ادائیگی کی صلاحیت اور مالیاتی ساکھ کا جائزہ ہے۔ کمپنی کی جانب سے 2008 میں کریڈٹ ریٹنگ کا عمل شروع کیے جانے کے بعد سے PACRA نے کمپنی کی طویل مدتی اور قلیل مدتی ادارہ جاتی ریٹنگ بالترتیب +AA اور +A1 برقرار رکھی ہے۔ یہ ریٹنگز کریڈٹ رسک کی انتہائی کم توقع کی نشاندہی کرتی ہیں اور مالیاتی ذمہ داریوں کی بروقت ادائیگی کی نہایت مضبوط صلاحیت کو ظاہر کرتی ہیں۔ NEL کی طویل مدتی ریٹنگ -AA جبکہ قلیل مدتی ریٹنگ +A1 برقرار ہے۔ یہ ریٹنگز انتہائی بلند کریڈٹ کوالٹی اور مالیاتی ذمہ داریوں کی بروقت ادائیگی کی نہایت مضبوط صلاحیت کی عکاسی کرتی ہیں۔ یہ صلاحیت مستقبل میں متوقع واقعات سے نمایاں طور پر متاثر ہونے کے خطرے سے دوچار نہیں ہے۔

آڈٹ شدہ مالیاتی گوشوارے اور آڈیٹرز کی تقرری

کمپنی کے غیر مربوط اور مربوط مالیاتی گوشواروں کا آڈٹ میسرز اے۔ ایف۔ فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس نے بغیر کسی تحفظ یا اعتراض (Qualification) کے کیا ہے۔ ریٹائر ہونے والے آڈیٹرز، میسرز اے۔ ایف۔ فرگوسن اینڈ کمپنی، چارٹرڈ اکاؤنٹنٹس، اہل ہونے کی بنا پر خود کو دوبارہ تقرری کے لیے پیش کرتے ہیں۔

ڈائریکٹرز کی ذمہ داری کا بیان

ڈائریکٹرز اس امر کی تصدیق کرتے ہوئے خوشی محسوس کرتے ہیں کہ کمپنی نے سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) کے کارپوریٹ اور مالیاتی رپورٹنگ فریم ورک اور کارپوریٹ گورننس کوڈ کی درج ذیل امور کے حوالے سے مکمل تعمیل کی ہے:

الف۔ کمپنی کی انتظامیہ کی جانب سے تیار کردہ مالیاتی گوشوارے کمپنی کے معاملات، اس کے آپریشنز کے نتائج، نقد بہاؤ اور ایکویٹی میں ہونے والی تبدیلیوں کی منصفانہ اور درست عکاسی کرتے ہیں۔

ب۔ کمپنی کی اکاؤنٹنگ کی مناسب کتب باقاعدگی سے برقرار رکھی گئی ہیں۔

ج۔ مالیاتی گوشواروں کی تیاری میں مناسب اکاؤنٹنگ پالیسیوں کا مستقل طور پر اطلاق کیا گیا ہے، جبکہ اکاؤنٹنگ کے تخمینے مناسب اور محتاط فیصلے کی بنیاد پر کیے گئے ہیں۔

د۔ پاکستان میں قابلِ اطلاق انٹرنیشنل فنانشل رپورٹنگ اسٹینڈرڈز (IFRSs) کی مالیاتی گوشواروں کی تیاری میں پیروی کی گئی ہے، اور ان سے کسی بھی انحراف کو مناسب طور پر ظاہر کیا گیا ہے۔

ہ۔ کمپنی کے بطور جاری کاروبار (Going Concern) برقرار رہنے کی صلاحیت کے حوالے سے کوئی اہم شک یا غیر یقینی صورتحال موجود نہیں ہے۔

گزشتہ چھ سال کا اہم مالیاتی ڈیٹا (غیر مجموعی) درج ذیل ہے

30 جون 2026 کو اختتام پذیر ہونے والے سال کے لیے چیف ایگزیکٹو اور ڈائریکٹرز کو ادا کیے گئے معاوضے کی تفصیلات اس سالانہ رپورٹ کے صفحہ xxx پر فراہم کی گئی ہیں۔

ڈائریکٹرز کی ٹریننگ

نو (9) ڈائریکٹرز میں سے ایک (1) ڈائریکٹر کو کارپوریٹ گورننس لیڈرشپ اسکلز (CGLS) کی ٹریننگ سے اس بنیاد پر استثنیٰ حاصل ہے کہ وہ لسٹڈ کمپنیز کے بورڈ آف ڈائریکٹرز میں بطور ڈائریکٹر خدمات انجام دینے کا تجربہ رکھتے ہیں۔ بورڈ کے مجموعی طور پر سات اراکین بطور سرٹیفائیڈ ڈائریکٹرز ٹریننگ مکمل کر چکے ہیں۔

اندرونی مالیاتی کنٹرولز کا جائزہ

ڈائریکٹرز اس بات کی تصدیق کرتے ہیں کہ کمپنی کارپوریٹ گورننس کے اعلیٰ ترین معیارات کی پاسداری کرتی ہے، جبکہ کمپنی کے اندرونی مالیاتی کنٹرولز مضبوط اور مؤثر انداز میں وضع کیے گئے ہیں اور انہیں مؤثر طریقے سے نافذ اور مانیٹر کیا جا رہا ہے۔

مالیاتی کارکردگی کا خلاصہ

زیرِ جائزہ سال کے دوران کمپنی کی مجموعی مالیاتی کارکردگی کی نمایاں تفصیلات درج ذیل ہیں:

زیرِ جائزہ سال کے دوران مجموعی خالص منافع 49,631 ملین روپے رہا، جس کے نتیجے میں فی حصص آمدنی 38.26 روپے رہی، جبکہ گزشتہ سال خالص منافع 46,131 ملین روپے اور فی حصص آمدنی 35.56 روپے تھی۔ منافع میں یہ اضافہ بنیادی طور پر متعلقہ کمپنیز اور مشترکہ منصوبوں سے حاصل ہونے والے منافع میں اضافے اور مالیاتی اخراجات میں کمی کی وجہ سے ہوا، تاہم حب پلانٹ کے پاور پرچیز ایگریمنٹ (PPA) کے قبل از وقت خاتمے کے اثرات نے اس اضافے کو جزوی طور پر کم کیا۔

ملین روپے

مربوط	30 جون 2026 کو ختم ہونے والا مالی سال	30 جون 2025 کو ختم ہونے والا مالی سال
آمدنی	71,126	83,351
آمدنی لاگت	41,438	43,528
*خالص منافع	49,631	46,131
* فی حصص منافع (روپے)	38.26	35.56

*ہولڈنگ کمپنی کے مالکان سے منسوب

ملین روپے

غیر مربوط	30 جون 2026 کو ختم ہونے والا مالی سال	30 جون 2025 کو ختم ہونے والا مالی سال
منافع حصص	29,306	14,914
خالص منافع	24,467	19,079
فی حصص منافع (روپے)	18.86	14.71

زیرِ جائزہ سال کے دوران کمپنی کا غیر مجموعی خالص منافع 24,467 ملین روپے رہا، جس کے نتیجے میں فی حصص آمدنی 18.86 روپے رہی، جبکہ گزشتہ سال خالص منافع 19,079 ملین روپے اور فی حصص آمدنی 14.71 روپے تھی۔ غیر مجموعی منافع میں اضافہ بنیادی طور پر تھر کے منصوبوں سے حاصل ہونے والی زیادہ منافع حصص کی وجہ سے ہوا، جو ان منصوبوں کی متعلقہ تکمیلِ منصوبہ کی تاریخوں کے حصول کے بعد حاصل ہوئی۔

منافع کی تقسیم اور ریزروز میں ہونے والی تبدیلیوں کی تفصیلات سالانہ رپورٹ کے صفحہ 224 پر موجود اسٹیٹمنٹ آف چینجز اِن ایکویٹی میں فراہم کی گئی ہیں۔

ڈائریکٹرز نے 30 جون 2026 کو اختتام پذیر ہونے والے سال کے لیے شیئر ہولڈرز کی منظوری کے لیے 5 روپے فی حصص (50%) کے حتمی نقد منافع کی سفارش کی ہے۔ یہ 15 روپے فی حصص (150%) کے عبوری نقد منافع کے علاوہ ہے۔

گورننس

بورڈ آف ڈائریکٹرز

بورڈ کمپنی کو اسٹریٹجک سمت فراہم کرنے پر اپنی توجہ مرکوز رکھتا ہے، جبکہ سالانہ کارپوریٹ منصوبوں اور اہداف، طویل مدتی سرمایہ کاری اور قرضوں کے مؤثر انتظام کے ذریعے آپریشنل عمدگی کو یقینی بناتا ہے۔ بورڈ اعلیٰ ترین معیار کی کارپوریٹ گورننس کو یقینی بنانے کے لیے پُرعزم ہے۔

کمپنی کے موجودہ بورڈ آف ڈائریکٹرز، بشمول غیر منتخب ڈائریکٹرز، کی تشکیل درج ذیل ہے:

ترتیب	
آزاد ڈائریکٹرز	3
دیگر نان ایگزیکٹو ڈائریکٹرز (مرد)	3
ایگزیکٹو ڈائریکٹر	1
نان ایگزیکٹو ڈائریکٹرز (خواتین)	2

سال کے دوران بورڈ آف ڈائریکٹرز کے پانچ اجلاس منعقد ہوئے۔ ڈائریکٹرز کی اجلاسوں میں شرکت کی تفصیل درج ذیل ہے:

نام	حاضری
جناب محمد حبیب اللہ خان	5/5
جناب علی خان	5/5
محترمہ عالیہ خان	4/5
جناب محمد کامران کمال	5/5
جناب منظور احمد	5/5
جناب سعد اقبال	5/5
جناب شفیع الدین غنی خان	5/5
محترمہ ثمینہ ممتاز زہری	3/5
جناب سید بختیار کاظمی	5/5

شیئر ہولڈنگ کا خاکہ

کارپوریٹ گورننس کوڈ کے تحت مطلوبہ شیئر ہولڈنگ کا خاکہ اس رپورٹ کے ساتھ منسلک ہے۔ کمپنی کے ڈائریکٹرز اور کلیدی انتظامی عہدیداران (Key Management Personnel)، نیز ان کے شریکِ حیات اور نابالغ بچوں کی جانب سے کمپنی کے حصص میں کی جانے والی خرید و فروخت کی تفصیلات سالانہ رپورٹ کے صفحہ xxx پر درج ہیں۔

بعد ازاں رونما ہونے والے واقعات کے باعث اہم تبدیلیاں

زیرِ جائزہ مدت کے اختتام کے بعد ایسی کوئی اہم تبدیلی یا ذمہ داری رونما نہیں ہوئی جو کمپنی کی مالیاتی پوزیشن کو متاثر کرتی ہو۔

بورڈ کی کمیٹیاں

بورڈ کی کمیٹیز اور ان کے اراکین کی تفصیلات سالانہ رپورٹ کے صفحہ 33 پر درج ہیں۔

چیف ایگزیکٹو اور ڈائریکٹرز کے معاوضے

کمپنی ڈائریکٹرز کے معاوضے کے لیے ایک منظّم طریقہ کار اختیار کرتی ہے، جو ایک منظور شدہ معاوضہ پالیسی (Remuneration Policy) کے ذریعے وضع کیا گیا ہے۔ اس پالیسی کا مقصد اس بات کو یقینی بنانا ہے کہ معاوضہ، مؤثر نگرانی اور کارپوریٹ گورننس کے لیے درکار ذمہ داریوں، تجربے اور مہارت کے مطابق موزوں رہے۔ معاوضے کا یہ فریم ورک کمپنی کے آرٹیکلز آف ایسوسی ایشن اور کمپنیز ایکٹ، 2017 کی قابلِ اطلاق شقوں کے تحت وضع کیا گیا ہے۔ چیئرمین، نان ایگزیکٹو ڈائریکٹرز اور آزاد ڈائریکٹرز کو بورڈ اجلاسوں میں شرکت کے عوض میٹنگ فیس ادا کی جاتی ہے، جبکہ چیف ایگزیکٹو کا معاوضہ کمپنی کے طے شدہ فریم ورک اور قابلِ اطلاق تقاضوں کے مطابق مقرر کیا جاتا ہے۔

الیکٹرک موبیلیٹی

میگا موٹر کمپنی (پرائیویٹ) لمیٹڈ (MMCPL) نے جدید ترین ٹیکنالوجی سے لیس پانچ گاڑیاں متعارف کرائی ہیں، جن میں تین SUVs (B سے D سیگمنٹ) ایک D سیگمنٹ سیڈان اور پاکستان کی پہلی PHEV پک اَپ ٹرک شامل ہے۔

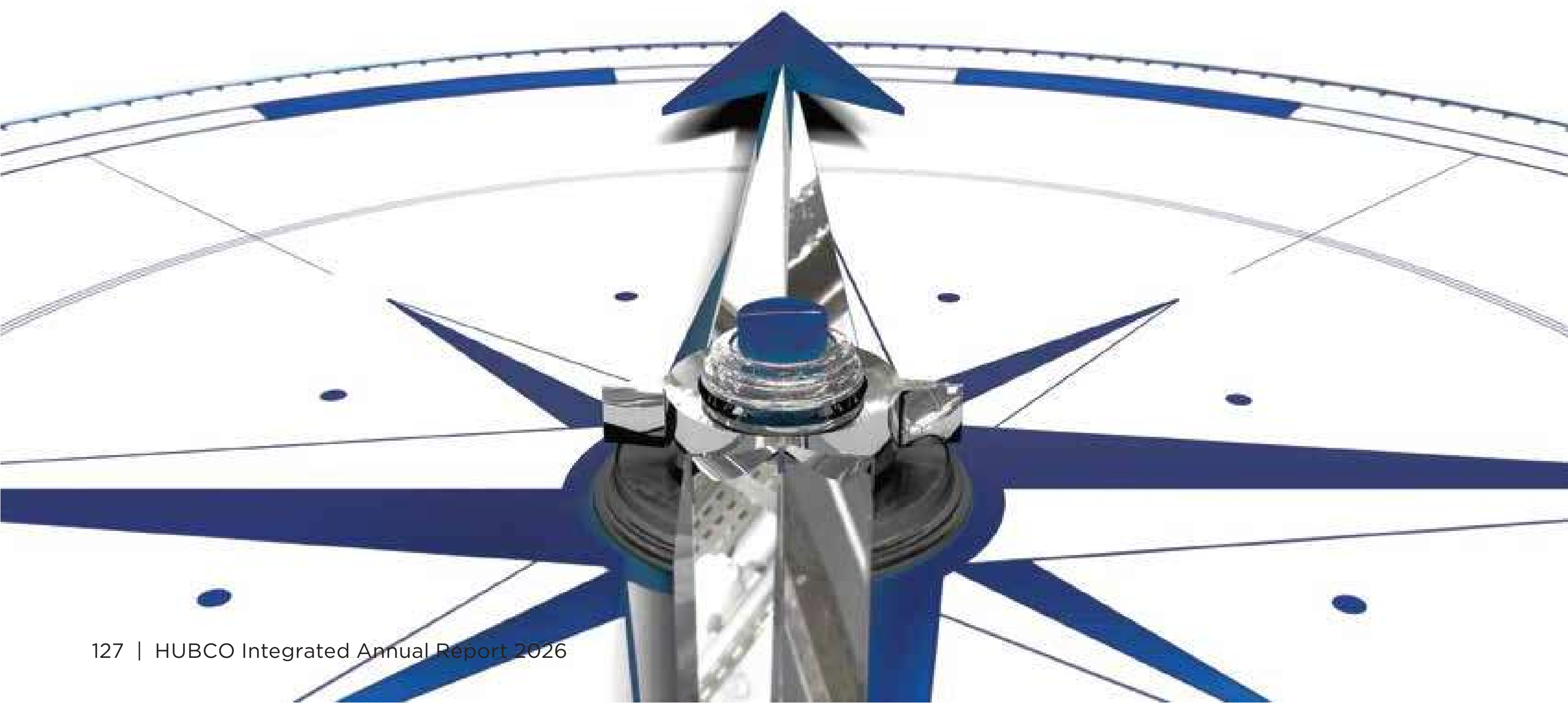
جس نے پاکستان بھر میں کمپنی کے ڈیلر شپ نیٹ ورک کو بھی مزید وسعت دی ہے، جس کے تحت اس وقت سات فعال مقامات آپریشنل ہیں۔ ان میں تین ایکسپیرینس سینٹرز شامل ہیں، جو بالترتیب کراچی، لاہور اور اسلام آباد میں قائم ہیں؛ دو کسٹمر کیئر سینٹرز، جو کراچی اور لاہور میں ایک ایک ہیں؛ اور دو 3S ڈیلر شپس، جو کراچی اور فیصل آباد میں ایک ایک ہیں۔

HGL نے کامیابی سے 24 DC فاسٹ چارجنگ اسٹیشنز نصب کر کے انہیں آپریشنل کر دیا ہے، جن میں 21 عوامی چارجنگ اسٹیشنز اور MMCPL (BYD) کے لیے منتخب ڈیلر شپس پر 3 چارجنگ اسٹیشنز شامل ہیں۔

مستقبل کا لائحہ عمل

اپنے جدید ترین اسمبلی پلانٹ کی تکمیل کے بعد، صارفین کے لیے نئی توانائی کی گاڑیوں (NEVs) کے مزید آپشنز متعارف کرانا کمپنی کی مستقبل کی اہم ترجیحات میں شامل ہوگا۔ کمپنی پاکستان بھر میں اپنے NEV چارجنگ نیٹ ورک کو مزید وسعت دینے کے لیے بھی پُرعزم ہے، تاکہ ملک میں نئی توانائی کی گاڑیوں کے استعمال کو تیز کیا جا سکے۔

کمپنی پائیدار طویل مدتی ترقی کے فروغ، اپنے کاروباری پورٹ فولیو میں تنوع پیدا کرنے اور اپنے اسٹیک ہولڈرز کے لیے قدر پیدا کرنے کے مقصد سے نئے کاروباری مواقع اور اسٹریٹجک اقدامات تلاش کرنے کا سلسلہ بھی جاری رکھے ہوئے ہے۔



گرین موبلیٹی

حبکو نے میگا موٹر کمپنی (پرائیویٹ) لمیٹڈ (MMCPL) کے ذریعے پاکستان کی تیزی سے ترقی کرتی ہوئی نئی توانائی کی گاڑیوں (NEV) کی مارکیٹ میں HPHLاور میگا کانگلومریٹ (پرائیویٹ) لمیٹڈ (MCPL)، کے درمیان 50:50 مشترکہ منصوبے ذریعے ایک اسٹریٹجک اور اہم قدم رکھا ہے۔ جون 2024 میں MMCPL نے بی وائی ڈی آٹو انڈسٹری کمپنی لمیٹڈ (BYD) کے ساتھ ایک ڈسٹری بیوشن ایگریمنٹ کیا، جس کے ذریعے دنیا کے معروف NEV برانڈز میں سے ایک کو پاکستان میں متعارف کرایا گیا۔ اپنے آغاز سے اب تک MMCPL نے پانچ مین اسٹریم ماڈلز Atto 2، Atto 3، Seal، Sealion 7 اور Shark 6 متعارف کرائے ہیں۔ یہ پیش رفت پاکستان میں NEV ایکو سسٹم کی ترقی میں ایک اہم قدم ہے اور کمپنی کو ملک کی نئی توانائی پر مبنی نقل وحرکت کی جانب منتقلی میں صفِ اول میں لے آئی ہے۔ پاکستان میں ایک جدید ترین CKD پلانٹ بھی زیرِ تعمیر ہے، جو BYD کی نئی توانائی کی گاڑیوں کی مقامی اسمبلی میں معاونت کرے گا اور ملک کے آٹو موٹیو اور NEV مینوفیکچرنگ ایکو سسٹم کی ترقی میں اہم کردار ادا کرے گا۔

اپنے NEV کاروبار کو مزید تقویت دیتے ہوئے، حبکو گرین (پرائیویٹ) لمیٹڈ (HGL)، جو HPHL کی مکمل ملکیتی ذیلی کمپنی ہے، نے پاکستان میں NEV چارجنگ انفراسٹرکچر کی ترقی کا کامیابی سے آغاز کیا ہے۔ HGL نے ملک کی بڑی شاہراہوں اور موٹرویز پر اپنے چارجنگ نیٹ ورک کو وسعت دی ہے، جس کے ذریعے کراچی سے پشاور تک رابطہ قائم ہوا ہے اور تقریباً 1,300 کلومیٹر کے فاصلے پر بین الشہری NEV سفر کو ممکن بنایا گیا ہے۔

آپریشنل جھلکیاں

زیرِ جائزہ سال کے دوران کمپنی کی نمایاں آپریشنل کارکردگی درج ذیل ہے:

بجلی کی پیداوار

کمپنی مقامی وسائل کے زیادہ سے زیادہ استعمال اور درآمد شدہ ایندھن پر انحصار کم کرکے پاکستان کی توانائی کے تحفظ میں معاونت کے لیے پُرعزم ہے۔ ہمارے تھر کے مقامی کوئلے پر مبنی بجلی گھر اس حکمتِ عملی میں اہم کردار ادا کر رہے ہیں، جو تھر کے مقامی کوئلے سے قابلِ اعتماد اور مسابقتی لاگت پر بجلی فراہم کرتے ہیں۔ مالی سال 2025-26 کے دوران کمپنی کی آپریٹنگ ذیلی کمپنیوں اور متعلقہ کمپنیوں نے مجموعی طور پر قومی گرڈ کو 5,363 گیگا واٹ آور (GWh) بجلی فراہم کی۔

زیرِ جائزہ سال کے دوران ہمارے بجلی گھروں کی آپریشنل کارکردگی درج ذیل رہی:

پلانٹ کا نام	مالی سال 2025-26 (GWh)	مالی سال 2024-25 (GWh)
TEL پلانٹ	1,822	1,594
TNPTL پلانٹ	1,824	1,768
CPHGC پلانٹ	1,198	675
LEL پلانٹ	357	354
NEL پلانٹ	162	38
HUB پلانٹ	-	15

لاریب انرجی لمیٹڈ (LEL) میں 74.95 فیصد کنٹرولنگ حصص کے ذریعے، جو پاکستان کی پہلی ہائیڈل آزاد بجلی پیدا کرنے والی کمپنی ہے، حبکو آزاد جموں وکشمیر میں نیو بونگ اسکیپ کے قریب واقع 84 میگاواٹ کے رن آف دی ریور ہائیڈروپاور منصوبے کو آپریٹ کرتی ہے۔ اس منصوبے کو اقوام متحدہ کے فریم ورک کنونشن آن کلائمیٹ چینج (UNFCCC) کے تحت CDM ایگزیکٹو بورڈ کے ساتھ کلین ڈیولپمنٹ میکانزم (CDM) منصوبے کے طور پر رجسٹر کیا گیا ہے، جس کے باعث یہ پاکستان/آزاد جموں وکشمیر میں اس نوعیت کی رجسٹریشن حاصل کرنے والا پہلا ہائیڈروپاور منصوبہ بن گیا ہے۔ زیرِ جائزہ سال کے دوران، LEL نے قومی گرڈ کو 357 گیگاواٹ آور (GWh) صاف توانائی فراہم کی، جس کے نتیجے میں ملک کے لیے تقریباً 30 ملین امریکی ڈالر کی زرمبادلہ کی بچت ہوئی۔

آپریشنز اور مینٹیننس

کمپنی اپنی بجلی پیدا کرنے والے اثاثوں کے آپریشنز اینڈ مینٹیننس (O&M) میں مسلسل معاونت فراہم کر رہی ہے، جس میں سندھ کے تھر میں قائم مقامی کوئلے پر مبنی ترقیاتی منصوبے بھی شامل ہیں۔ حبکو اپنی مکمل ملکیتی ذیلی کمپنی حب پاور سروسز لمیٹڈ (HPSL) کے ذریعے مستقبل میں ترقی کے نئے مواقع بھی تلاش کر رہی ہے۔

تیل وگیس

بجلی کی پیداوار کے علاوہ، حبکو اپنی ذیلی کمپنی HPHL کے ذریعے پرائم انٹرنیشنل آئل اینڈ گیس کمپنی لمیٹڈ (PIOGCL) میں 50 فیصد مشترکہ منصوبے کی شراکت داری رکھتی ہے، جس کے باعث پاکستان کے تیل وگیس کے تلاش و پیداوار (Exploration & Production) کے شعبے میں حبکو کی ایک اہم موجودگی قائم ہوئی ہے۔

Prime پاکستان میں اپنی تلاش و پیداوار کی سرگرمیوں کے دائرۂ کار کو وسعت دینے اور ملک کے مقامی تیل وگیس کے وسائل کی ترقی میں معاونت پر توجہ مرکوز کیے ہوئے ہے۔ زیرِ جائزہ سال کے دوران، پرائم نے موجودہ تنصیبات کے قریبی علاقوں میں دو

نئے آن شور ایکسپلوریشن بلاکس، سکھر پور II اور نائنگ شریف حاصل کر کے اپنے ایکسپلوریشن پورٹ فولیو کو مزید مستحکم کیا۔ سکھر پور II میں Prime آپریٹر کی حیثیت رکھتی ہے، جبکہ آئل اینڈ گیس ڈویلپمنٹ کمپنی لمیٹڈ (OGDCL)، ماری انرجیز لمیٹڈ (MARI) اور ترکش پیٹرولیم کارپوریشن (TPAO) نان آپریٹڈ مشترکہ منصوبے کے شراکت دار ہیں۔ دوسری جانب، نائنگ شریف کی آپریٹر OGDCL ہے، جبکہ Prime اس منصوبے میں نان آپریٹڈ مشترکہ منصوبے کے شراکت دار کی حیثیت سے شریک ہے۔ اس کے علاوہ، Prime نے OGDCL، MARI اور PPL کے ساتھ شراکت داری میں بولی کے مرحلے کے دوران کامیابی سے چار آف شور بلاکس بھی حاصل کیے۔ ان میں سے ایک بلاک سپت بندر (Sapat Bandar) کا آپریٹر پرائم ہے، جبکہ بن قاسم ساؤتھ (Bin Qasim South) اور کیٹی بندر (Keti Bandar) کے آپریٹر OGDCL ہیں، جبکہ ضرار (Zarrar) بلاک کی آپریٹر Mari ہے۔ ان حصولات کے نتیجے میں پرائم کے ایکسپلوریشن کے دائرکار میں نمایاں وسعت آئی ہے اور پاکستان کے تیل وگیس کے شعبے میں مواقع تلاش کرنے کے لیے کمپنی کے عزم کو مزید تقویت ملی ہے۔ اس کے ساتھ ساتھ یہ موجودہ فیلڈز میں قدرتی طور پر ہونے والی پیداوار میں کمی کا مقابلہ کرنے اور ملک کے مقامی توانائی کے وسائل کو فروغ دینے کی کوششوں میں بھی معاون ثابت ہوں گے۔

کان کنی

اپنے متنوع کاروباری پورٹ فولیو کو مزید مستحکم کرنے کے لیے، نومبر 2024 میں HPHL نے ایک کان کنی کی کمپنی آرک میٹلز (پرائیویٹ) لمیٹڈ (AMPL) اور اس کے شیئر ہولڈرز کے ساتھ پاکستان میں معدنی کانوں کی تلاش اور ترقی کے لیے ایک مشترکہ منصوبے کا معاہدہ کیا۔ HPHL کے پاس AMPL کے تقریباً 53 فیصد شیئرز ہیں۔ زیرِ جائزہ سال کے دوران فرسٹ ریسورس رپورٹ (FRR) مکمل کی گئی، جس میں بلوچستان کے چاغی ریجن میں معدنی وسائل کی مضبوط صلاحیت کی تصدیق ہوئی۔

ڈائریکٹرز رپورٹ

آپ کی کمپنی کے ڈائریکٹرز کمپنی کی سالانہ رپورٹ، بمعہ 30 جون 2026 کو اختتام پذیر ہونے والے سال کے آڈٹ شدہ مالیاتی گوشوارے بخوشی پیش کر رہے ہیں

انتظامی خلاصہ

زیرِ جائزہ سال حبکو کے سفر میں ایک اہم سنگِ میل کی حیثیت رکھتا ہے۔ اس دوران کمپنی نے ایک متنوع کاروباری گروپ کے طور پر اپنی پوزیشن کو مزید مستحکم کیا۔ کمپنی کا کاروباری پورٹ فولیو بجلی کی پیداوار، کان کنی، تیل و گیس، نیو انرجی وہیکلز (NEVs) اور ان کی چارجنگ کے بنیادی ڈھانچے سمیت مختلف شعبوں پر محیط ہے۔ کمپنی کی توجہ آپریشنل کارکردگی، مالیاتی استحکام اور اسٹیک ہولڈرز کے لیے طویل مدت کی بنیاد پر قدر میں اضافے پر مرکوز رہی۔ مستقبل میں، حبکو اپنے موجودہ کاروبار کو مزید مستحکم کرنے، منظّم اور محتاط انداز میں ترقی کے مواقعوں سے فائدہ اٹھانے، نئی کاروباری راہیں تلاش کرنے اور اپنے شیئر ہولڈرز، اسٹیک ہولڈرز اور ان کمیونٹیز کے لیے جہاں کمپنی اپنے کاروباری امور انجام دیتی ہے، مستحکم اور طویل مدتی قدر میں اضافے کے عزم پر قائم ہے۔

زیرِ جائزہ سال

حبکو پاکستان کی پہلی اور سب سے بڑی آزادانہ طور پر بجلی پیدا کرنے والی کمپنیز (IPPs) میں سے ایک ہے، جس کا مضبوط کاروباری سفر تین دہائیوں سے زائد عرصے پر محیط ہے۔ اپنی ذیلی کمپنیز، مشترکہ منصوبوں اور متعلقہ کمپنیز کے ساتھ، حبکو نے توانائی اور اس سے متعلقہ شعبوں میں اپنے کاروباری پورٹ فولیو کو مسلسل وسعت دی ہے، جبکہ پاکستان کے بجلی کی پیداوار کے شعبے میں اپنی مضبوط موجودگی بھی برقرار رکھی ہے۔ حبکو کے بجلی کی پیداوار کے پورٹ فولیو کی مجموعی نصب شدہ پیداواری صلاحیت 2,289 میگاواٹ ہے۔

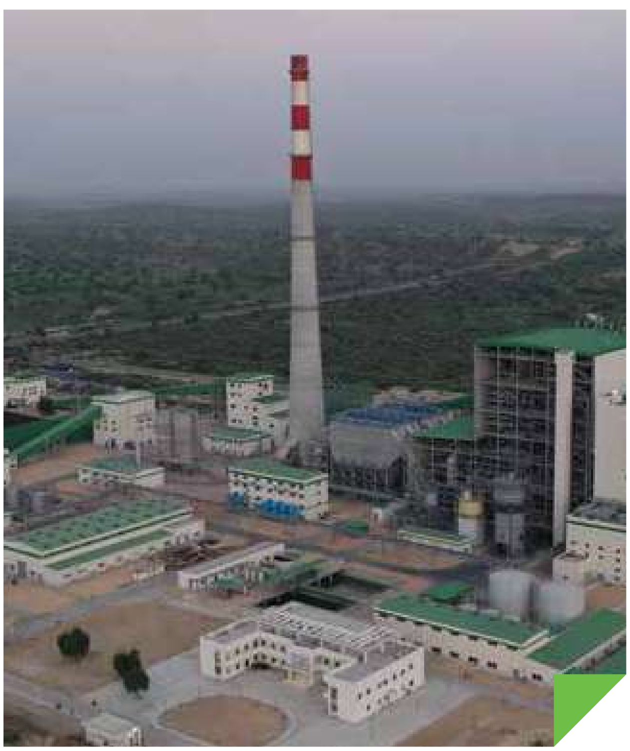
اثاثہ جات

بجلی کی پیداوار

تھر میں حبکو کو انتظامی کنٹرول حاصل ہے اور کمپنی تھر بلاک II میں دو 330 میگاواٹ کے مائن ماؤتھ لگنائٹ کوئلہ سے چلنے والے بجلی گھروں کو آپریٹ کرتی ہے۔ جن میں تھر انرجی لمیٹڈ (TEL)، جس میں حبکو کا 60 فیصد ایکویٹی حصص ہے، جبکہ فوجی فرٹیلائزر کمپنی لمیٹڈ (FFCL) اور چائنا مشینری انجینئرنگ کارپوریشن (CMEC) بالترتیب 30 فیصد اور 10 فیصد ایکویٹی حصص کی حامل ہیں۔ اپنی مکمل ملکیتی ذیلی کمپنی اور نئے کاروباروں اور ترقی کے مواقع کے لیے گروپ کے سرمایہ کاری پلیٹ فارم حب پاور ہولڈنگز لمیٹڈ (HPHL) کے ذریعے تھل نووا پاور تھر (پرائیویٹ) لمیٹڈ (TNPTL) میں 38.3 فیصد شراکت داری ہے۔ سندھ اینگرو کول مائننگ کمپنی لمیٹڈ (SECMC) میں کمپنی کی سرمایہ کاری تھر کی توانائی کی ویلیو چین میں اس کی مربوط موجودگی کو مزید مستحکم کرتی ہے، جو پاکستان میں کوئلے کی ایک نمایاں پیداواری کمپنی ہے اور اس خطے میں دنیا کے سب سے بڑے لگنائٹ کوئلے کے ذخائر موجود ہیں۔ SECMC کی موجودہ کان کنی کی پیداواری صلاحیت 7.6 ملین ٹن سالانہ ہے، جبکہ فیز II کے تحت TEL اور TNPTL کو کوئلے کی فراہمی کی جا رہی ہے۔ زیرِ جائزہ سال کے دوران، ان دونوں تھر کوئلہ سے چلنے والے بجلی گھروں نے مقامی کوئلے کے استعمال کے ذریعے ملک کے لیے تقریباً 90 ملین امریکی ڈالر کی زرمبادلہ کی بچت کی۔ SECMC اپنی کان کنی کی صلاحیت میں مزید توسیع کر رہا ہے، جسے مائن ایکسپینشن جو کان کی توسیع کے تیسرے مرحلے کا حصہ ہے کے تحت 11.2 ملین ٹن سالانہ تک بڑھایا جائے گا۔

حبکو کے کاروباری پورٹ فولیو کا ایک اہم حصہ چائنا پاور حب جنریشن کمپنی لمیٹڈ (CPHGC) ہے، جو چائنا پاور انٹرنیشنل ہولڈنگز (CPIH) کے ساتھ اس کا مشترکہ منصوبہ ہے۔ یہ کمپنی 1,320 میگاواٹ کے درآمد شدہ کوئلے سے چلنے والے بجلی گھر اور حب میں قائم ایک مربوط کوئلہ جیٹی کی مالک اور آپریٹر ہے۔ TEL، TN اور CPHGC، چین پاکستان اقتصادی راہداری (CPEC) کے تحت اہم اسٹریٹجک منصوبے ہیں، جنہیں خاطر خواہ چینی قرضہ جاتی فنانسنگ کے ساتھ ساتھ ایکویٹی سرمایہ کاری بھی حاصل ہے۔

مزید برآں، حبکو کے بجلی کی پیداوار کے پورٹ فولیو میں اس کی مکمل ملکیتی ذیلی کمپنی نارووال انرجی لمیٹڈ (NEL) بھی شامل ہے، جو پنجاب کے شہر نارووال میں 225 میگاواٹ کا RFO سے چلنے والا، انجن پر مبنی کمبائنڈ سائیکل پاور اسٹیشن آپریٹ کرتی ہے۔



SUSTAINABILITY REPORT

REPORT OVERVIEW

HUBCO's Sustainability Report provides an overview of the Company's approach to managing and reporting its Environmental, Social and Governance (ESG) matters. It outlines the governance structures, policies, practices and initiatives through which sustainability considerations are integrated into its strategy, operations and decision-making.

The Report presents HUBCO's progress, performance and key developments across material sustainability matters, together with relevant targets, commitments and actions undertaken during the reporting period. It also highlights the Company's approach to managing sustainability-related risks and opportunities and its efforts towards creating long-term value for stakeholders.

The sustainability disclosures have been prepared with reference to multiple reporting frameworks and requirements, including the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB) Standards for the Energy Production sector, International Financial Reporting Standards (IFRS) S1 and S2, and the disclosure requirements of the Securities and Exchange Commission of Pakistan (SECP). HUBCO also aligns its sustainability initiatives with relevant United Nations Sustainable Development Goals (SDGs). The ESG information presented, unless otherwise indicated, has not been subject to independent external assurance

Leadership Commitment to Sustainability

Sustainability is an integral consideration in HUBCO's approach to long-term value creation and business resilience. As the Group continues to evolve and diversify its portfolio, it remains focused on strengthening its environmental and social performance while maintaining high standards of safety, governance and responsible business conduct.

HUBCO's leadership supports the integration of sustainability considerations into business planning, operational performance and decision-making. This is reflected in the Company's five-year ESG Strategy 2025-30, defined sustainability targets and continued focus on improving resource efficiency, environmental performance, HSE outcomes, inclusion and community impact.

During FY2025–26, the Company continued to translate these priorities into measurable actions across its operations, including initiatives focused on energy and emissions reduction, water conservation, biodiversity, workplace safety, workforce development and inclusion. Progress against defined objectives is monitored through established performance indicators and management reviews.

ESG GOVERNANCE

HUBCO's sustainability governance framework provides defined oversight and accountability for ESG and HSE matters across the Group. Governance is supported by management-level committees and site-level structures that facilitate implementation, monitoring, escalation and reporting.

Figure 8. ESG Governance Structure

Board Nomination, Compensation & Sustainability Committee (BNC&SC)

The BNC&SC provides oversight and strategic guidance on HUBCO's sustainability agenda. The Committee monitors the Company's sustainability priorities, progress against ESG objectives and related performance, while supporting the integration of sustainability considerations into business strategy and decision-making.

Corporate HSE Committee

The Corporate HSE Committee serves as the highest management-level forum for oversight of HSE and sustainability matters. Chaired by the HUBCO CEO, the Committee comprises senior management representatives including the CEO of TEL & TN, VP Operations, CFO and Plant Managers. The GM Corporate HSE & CSR serves as Secretary.

The Committee meets quarterly to review HSE and sustainability performance, assess issues, performance gaps and business implications, and oversee appropriate corrective measures.

The Committee provides strategic direction on HSE and ESG objectives, monitors compliance and performance, supports the integration of relevant objectives across the organization, and reviews accountability and corrective action mechanisms. Committee members also conduct annual Management Safety and ESG Audits at plant level to assess implementation and identify areas for improvement.

Sustainable Growth Committee (SGC)

The SGC oversees and drives HUBCO's ESG initiatives. Chaired by the General Manager Legal, the Committee comprises representatives from relevant functions including Technical, HR, Commercial, Internal Audit and PR & Corporate Communications. The GM Corporate HSE & CSR serves as Secretary.

The Committee has **60% female representation** and meets on a quarterly basis. The SGC is responsible for:

It supports the implementation of HUBCO's ESG Strategy and roadmap, facilitates alignment of ESG priorities with business objectives and applicable requirements, and oversees the coordination, verification, maintenance of ESG data and performance information. The SGC also provides oversight of plant-level ESG committees and reports key ESG matters and performance to the Corporate HSE Committee.

Diversity, Equity and Inclusion Committee

The DEI Committee's mandate is to promote a diverse, equitable and inclusive workplace at HUBCO by strengthening inclusive recruitment and retention, ensuring equal access to career and development opportunities, fostering an inclusive culture, providing DEI education and training, monitoring progress through defined metrics, and engaging with external stakeholders to advance diversity and inclusion.

Plant-Level ESG Committees

Plant-level ESG Committees operate across relevant power generation operations to support implementation and monitoring at site level. The Committees oversee ESG programmes and action plans, identify and escalate relevant issues and non-compliances, and promote awareness and accountability across their respective sites.

ORGANIZATIONAL BOUNDARY

HUBCO's sustainability organizational boundary encompasses its power generation subsidiaries and head office facilities, covering the operations and activities within these entities for the purpose of implementing and monitoring its sustainability strategy.

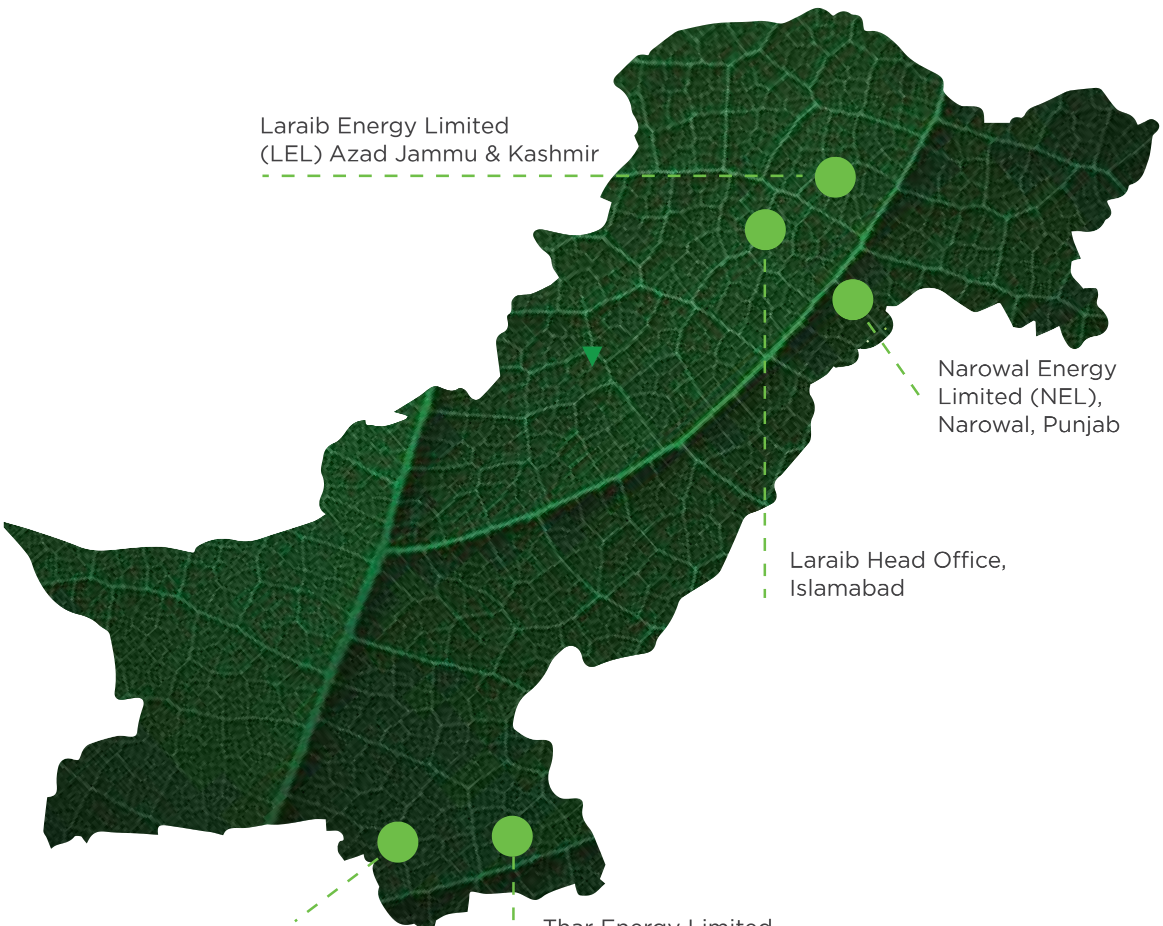


Figure 9. Organizational boundary

Type	Location
Head Office	Karachi
Laraib Head Office	Islamabad
Thar Energy Limited (TEL)	Thar
ThalNova Power Thar Private Limited (TNPTL)	Thar
Narowal Energy Limited (NEL)	Narowal, Punjab
Laraib Energy Limited (LEL)	Azad Jammu & Kashmir
Hub Power Services Limited (HPSL)	Karachi, AJK, Narowal & Thar

Table 7. Organizational boundary

MATERIALITY AND STAKEHOLDER ENGAGEMENT

Materiality Assessment

HUBCO undertook its first structured materiality assessment in FY 2024-25 to identify and prioritize sustainability topics that represent its most significant impacts on the economy, environment and people, including impacts associated with its activities and business relationships.

Aligned with internationally recognized frameworks, including GRI, SASB and emerging ISSB requirements, the Company assessed actual and potential impacts across its operations and value chain. The assessment drew on Environmental and Social Impact Assessments (ESIA), operational performance data, risk assessments and stakeholder engagement surveys. Identified topics were evaluated based on factors including severity and likelihood of impacts, regulatory significance, business relevance and stakeholder concerns.

The assessment also considered sustainability-related risks and opportunities relevant to HUBCO's strategy and future business activities. These considerations support the identification of information relevant to the Company's sustainability-related financial disclosures.

The Company continues to monitor these topics through ESG KPIs, management reviews, stakeholder feedback, internal audits and periodic review of its operating context.

Stakeholder Engagement

Engagement with stakeholders forms an important component of HUBCO's approach to identifying and responding to sustainability matters.

Key stakeholder groups include employees, contractors, local communities, regulators, business partners and other relevant stakeholders. Engagement takes place through formal and informal mechanisms, including operational interactions, meetings, consultations, feedback mechanisms, assessments and regulatory engagement.

Stakeholder inputs are considered alongside operational and risk information to identify emerging concerns, assess potential impacts and inform the Company's sustainability priorities and actions.

Material Topics

The materiality assessment identified key sustainability matters relevant to HUBCO, including:

Material Topic	Sub-topics	SDGs
Climate Change	• Climate Change Mitigation • GHG Emissions (Scope 1 & 2)	7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
Energy	• Energy Mix • Renewable Energy Generation • Energy Conservation	7 AFFORDABLE AND CLEAN ENERGY; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 13 CLIMATE ACTION
Air Quality	• NOx Emissions • SOx Emissions • Particulate Matter Monitoring • CEMS Monitoring	3 GOOD HEALTH AND WELL-BEING; 11 SUSTAINABLE CITIES AND COMMUNITIES; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 13 CLIMATE ACTION
Water Management	• Water Withdrawal • Water Consumption • Water Treatment • Water Conservation & Stewardship	3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
Waste Management	• Hazardous Waste • Non-Hazardous Waste • Waste Disposal • Waste Recycling	3 GOOD HEALTH AND WELL-BEING; 6 CLEAN WATER AND SANITATION; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
Materials & Resource Use	• Coal Consumption • Limestone Use • Water Use	8 DECENT WORK AND ECONOMIC GROWTH; 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE; 12 RESPONSIBLE CONSUMPTION AND PRODUCTION
Biodiversity & Land Use	• Biodiversity Conservation • Habitat Restoration • Tree Plantation • Land Rehabilitation	13 CLIMATE ACTION; 14 LIFE BELOW WATER; 15 LIFE ON LAND
Health & Safety	• Occupational Health & Safety • Process Safety Management • Emergency Preparedness • KPIs	3 GOOD HEALTH AND WELL-BEING; 8 DECENT WORK AND ECONOMIC GROWTH

Table 8. Material Topics

I. Climate Change

The organization accounts for its greenhouse gas (GHG) emissions in accordance with the GHG Protocol, applying an operational control approach with a base year of FY 2024–25. Emissions reporting primarily covers Scope 1 (direct emissions) and Scope 2 (indirect emissions from purchased electricity). Scope 1 emissions arise from stationary combustion (coal and fuel consumption), mobile combustion (diesel and petrol use), and fugitive emissions associated with operational gases including acetylene (welding and cutting gas), refrigerants (R 134a, R 22, R 410a), SF_6, IG541, nitrogen, and CO_2. Scope 2 emissions are calculated using national grid emission factors and electricity consumption data.

The organization utilizes standardized emission factors and energy consumption records to quantify emissions, while energy intensity is calculated based on electricity generation output (e.g., gCO_2e/kWh). Current data indicates cumulative Scope 1 emissions as the dominant contributor, with comparatively lower Scope 2 emissions due to limited purchased electricity. Emission intensity trends are monitored monthly.

The inventory covering our Head Offices, as well as TNPTL, TEL, NEL, and LEL plants from July 2025 to June 2026 is as follows, with an emission intensity of 871 gCO2e/kWh.

The emission factor for coal, which is derived from Lower Heating Value and carbon content for the current reporting year, will be actualized annually based on the average property for coal consumed, as per IPPC Guidelines.

Global warming potential (GWP) factors are based on IPCC assessment guidelines. Biogenic CO_2 emissions are not material to HUBCO operations and are therefore reported as zero.

Cumulative (Overall HUBCO)				
Particular	MT CO_2 equivalent		%	
	FY25-26	FY24-25	FY25-26	FY24-25
Scope 1	3,921,785.33	3,566,076	99.95%	99.92%
Scope 2	1,918.8	2,918	0.05%	0.08%
Total	**3,923,704.10**	**3,568,994**	**100%**	**100%**

Table 9. GHG Emissions Scope

II. Energy

The organization monitors energy consumption from both fuel and electricity sources across all operational facilities. Primary energy sources include coal, residual furnace oil (RFO), hydropower diesel and purchased electricity. Energy consumption data is collected through plant monitoring systems, fuel records, utility invoices and operational reports. Energy calculations and conversions are performed using internationally recognized conversion factors and methodologies consistent with ISO 50001 requirements and national reporting practices. No heating, cooling or steam is sold to external parties; therefore, energy consumption outside the organization is not considered material for reporting purposes.

	Coal	RFO	Hydel	Total
FY 25-26	3,981.4 GWh	164.47 GWh	358.8 GWh	4,504.7 GWh
	88.3%	3.7%	8%	100%

Table 10. HUBCO's Energy Mix

Metrics	Units	TEL	TNPTL	Head Office	NEL	LEL HO	LEL	Cumulative
Total Electricity Generated (Base Fuel)								
FY 25-26	GWh	1,987.06	1,994.36	-	164.47	-	358.8	4,504.69
FY 24-25		1,745	1,946	-	39	-	356	4,086
Total Electricity Generated (by generators)								
FY 25-26	GWh	1.83	1.69	-	-	-	0.0027	3.52
FY 24-25		1.66	1.79	-	-	-	-	3.45
Electricity Dispatched								
FY 25-26	GWh	1,821.74	1,823.76	-	162.11	-	356.58	4,164.19
FY 24-25		1,594	1,768	-	38	-	354	3,754
Electricity Consumption-Aux								
FY 25-26	GJ	595,152	614,160	252	8,496	54	7,992	1,226,106
Electricity Import								
FY 25-26	GWh	2.34	1.67	0.068	1.04	0.015	0.27	5.403
FY 24-25		3.94	2.80	0.066	1.15	-	0.31	8.26

Table 11. Energy Metrics

III. Air Quality

NEL, TEL and TNPTL are equipped with Continuous Emission Monitoring Systems (CEMS), which provide real-time tracking of pollutants including NOx, SOx, CO, CO2 and particulate matter (PM). These systems enable continuous compliance monitoring and allow for timely operational adjustments when needed. Moreover, at Thar sites, the Environmental Protection Agency EPA engages an independent Environmental Monitoring Consultant (IEMC) to monitor air quality and wastewater disposal from time to time. Monitoring reports are submitted to the EPAs quarterly. Emissions reflect the steady operation of coal-based power generation at these sites. LEL, a hydropower facility, does not generate routine air emissions. The below values represent quarterly average concentrations of NOx, SOx and Particulate Matter (PM) measured through Continuous Emission Monitoring Systems (CEMS) and third-party environmental monitoring activities. Emission concentrations remained within applicable regulatory limits during the reporting period. These values are reported in mg/Nm^3 and represent pollutant concentrations rather than total annual mass emissions. The site has a standby diesel generator and a diesel engine-driven firefighting pump, which are only used in case of emergencies. These units are tested periodically, and third-party testing is conducted every six months to monitor NOx and SOx levels.

HUBCO remains committed to reducing air emissions across its operations through real-time monitoring, third-party verification, and the adoption of cleaner technologies.

Gases (mg/Nm3)-Average	LEL	NEL	TEL	TNPTL
Nitrogen Oxides (NOx)				
FY 25-26	-	150.2	175	135
FY 24-25	-	330	119	146
Sulfur Oxides (SOx)				
FY 25-26	-	33.2	359	387
FY 24-25	-	955	259	230
Particulate Matter				
FY 25-26	-	2.5	45.4	46
FY 24-25	-	156	40.6	40.1

Table 12. Emissions of Key Pollutants

IV. Water Management

The organization utilizes water as a critical shared resource across its operations for power generation, cooling, and auxiliary processes, ensuring its withdrawal, consumption, treatment, recycling, and discharge are effectively managed. Water related impacts are identified through continuous monitoring, performance tracking, and environmental assessments, enabling informed decision making. In response, the organization adopts responsible water stewardship practices, including optimization of water use, recycling through treatment systems, and strict adherence to regulatory discharge standards, while engaging stakeholders to promote sustainable water management. The organization reports total water withdrawal and discharge based on operational data captured during the reporting year.

Metric	Unit	TEL	TNPTL	LEL	LEL Head Office	HUBCO Head Office	NEL	Cumulative
FY 25-26								
Water Received	ML	4,426.242	4,409.713	551.910	0.003	0.002	41.452	**9,429.321**
Water Received – Water Stress Area	ML	4,426.242	4,409.713	-	-	-	-	**8,835.955**
Water Treated	ML	1,526.168	1,520.469	52.386	0.000	0.000	7.853	**3,106.876**
Brine Water Disposal	ML	216.886	216.076	0.000	0.000	0.000	0.011	**432.972**

Table 13. Water Management

The organisation distinguishes between water received, water treated, and brine in its water management practices. All entities source groundwater, with no surface water or seawater used. Water received represents the total volume of water received from all sources for operational activities, including process use, cooling, domestic use, and associated colony requirements. Water released represents water discharged following use and treatment, while water reused/reclaimed represents treated water that is recycled and reused within operations, including for plantation irrigation and other non-process applications.

Water data is collected through site-level monitoring systems, operational records, and environmental reporting processes, and is periodically reviewed to ensure consistency across all disclosures. Water optimization initiatives, including treated wastewater reuse, water pump optimisation, and conservation programmes, continue to support responsible water stewardship and efficient resource utilization across all sites.

V. Waste Management

The organization identifies and manages waste-related impacts through Environmental and Social Impact Assessments (ESIA), its Environmental Management System (EMS), and ongoing operational monitoring. Significant waste streams arise primarily from power generation activities, including coal ash, sludge, wastewater treatment residues, used oil, scrap materials, packaging waste, and general office waste. In addition to operational waste, the organization considers potential upstream impacts associated with the procurement of fuels, chemicals, consumables, and packaging materials, as well as downstream impacts related to the transportation, usage and disposal of wastes by authorized service providers. Waste-related impacts are managed through segregation, controlled storage, recycling, reuse, recovery, and environmentally sound disposal practices. Waste data is collected through site-level waste registers, manifests, weighbridge records, disposal certificates, contractor reports, and environmental monitoring systems, and is consolidated and reviewed periodically for reporting purposes.

Waste management activities are conducted in accordance with applicable environmental regulations, internal procedures, and contractual requirements. The organization evaluates third-party waste contractors through vendor qualification processes, contractual obligations, regulatory approvals, waste disposal certificates, and periodic performance reviews to ensure waste is managed responsibly and in compliance with legal requirements. All waste generated was managed through authorized waste handlers and disposal facilities in accordance with applicable environmental regulations, site-specific Environmental Management System (EMS) requirements, and internal waste management procedures. The organization continues to evaluate opportunities for waste minimization, recycling, recovery, and circular economy initiatives where technically and commercially feasible.

Non-Recycled Waste

Metric	Waste Generated (Tons)	
	FY 25-26	FY 24-25
Hazardous Waste	741,783.16	435,819
Non-Hazardous Waste	118.02	138
Total	741,901.18	435,957

Table 14. Non-Recycled Waste

Recycled Waste

With the support of Muslim Hands, HUBCO continued to advance responsible waste management through initiatives focused on diverting organic waste from disposal and converting it into reusable raw materials. During the reporting period, **7,800.155 kg (approximately 7.80 tonnes) of waste was recycled,** contributing to resource recovery, reduced waste generation, and improved environmental stewardship across our operations.

VI. Materials

The organization utilizes a combination of non renewable and renewable materials to support its energy generation operations, with coal, residual furnace oil (RFO), and limestone constituting the primary non renewable inputs, while water serves as the key renewable resource for steam generation, cooling, and process requirements. Material consumption is systematically monitored across all sites to enhance efficiency and promote responsible resource management, with initiatives such as the use of recycled bed material in CFB boilers at Thar sites reflecting a commitment to circularity and waste minimization. Overall, the approach integrates efficient material utilization, recycling practices, and continuous tracking mechanisms to support sustainable operations and environmental performance.

Material	Units	TEL	LEL	NEL	TNPTL	Cumulative
FY 25-26						
Non-renewable						
Coal	Tons	1,593,193	-	-	1,577,182	3,170,375
RFO	Tons	-	-	33,613.9	-	33,613.9
Limestone	Tons	111,862.2	-	0.65	106,846.4	218,709.3
Recycled Bed Material	Tons	313	-	-	313	626

Table 15. Non-Renewable Materials

Sustainable Procurement

HUBCO continues to strengthen its sustainable procurement practices by integrating environmental, social and governance (ESG) considerations into supplier selection, evaluation and engagement. Procurement decisions are guided by responsible sourcing principles, applicable laws and regulatory requirements, while maintaining appropriate technical, quality, reliability and commercial standards.

Local Sourcing

Local sourcing remains an important consideration in HUBCO's procurement practices. Where feasible, the Company prioritizes local suppliers and contractors that can meet the required technical, quality, reliability and commercial requirements. This supports local economic participation while maintaining the standards required for goods and services procured by the Company.

During the reporting period, HUBCO's plants supported local procurement by sourcing goods and services from suppliers based in the same cities as our plants. The overview below presents local procurement spend incurred during the financial year as a percentage of the overall procurement spend.

Entity	LEL	NEL	TEL	TNPTL
Local Procurement Spend %	4.2%	18%	3.4%	4.1%

Table 16. Local Sourcing

Supplier Environmental Assessment

HUBCO assesses the environmental and HSE capabilities of prospective service providers based on the risk associated with the services being procured. Services are categorised as Class A, B or C, with Class A representing the highest risk category. Depending on the applicable category, bidders are required to complete relevant HSE and environmental questionnaires and submit them with their techno-commercial bids. Where applicable, Environmental and Social Impact Assessments (ESIAs) are also undertaken to identify and assess potential environmental and social impacts associated with the relevant activities. During the reporting period, no suppliers were assessed through ESIA.

The information provided through these assessments is reviewed by the Contract Review Committee (CRC) to evaluate bidders' HSE capabilities and inform decisions regarding their suitability. Environmental aspects assessed include:

1. Compliance with applicable environmental regulations;
2. Reporting and management of environmental incidents; and
3. Identification, classification and management of hazardous waste.

These processes support the screening and evaluation of suppliers against environmental criteria in line with GRI 308-1 and GRI 308-2. During the reporting period, no suppliers were assessed under this process.

Hazardous Chemical Management

For hazardous chemicals used at HUBCO's plants, Material Safety Data Sheets (MSDS) are obtained from suppliers and maintained by the respective site teams. MSDS provide information on hazards, physical and chemical properties, safe handling and storage requirements, recommended personal protective equipment (PPE), spill response and disposal. Records of chemicals in active use are maintained at the respective sites to support safe handling and regulatory compliance.

Supplier Code of Conduct

HUBCO is developing a Supplier Code of Conduct through its ESG Committee to formalize expectations relating to responsible business practices, including applicable environmental, social, ethical and compliance requirements. Once finalised, compliance with the Code will form part of the induction and onboarding requirements for new suppliers.

Digitalization and Responsible Procurement

Digital procurement initiatives, including secure procurement platforms and enhanced vendor screening processes, are being implemented to strengthen transparency, traceability, compliance and operational efficiency across procurement activities. These measures support the Company's broader sustainability and governance objectives and provide a foundation for further strengthening supplier due diligence and responsible sourcing practices.

HUBCO also applies structured approaches to waste management and emissions monitoring as part of its environmental management framework. Waste management focuses on reduction, segregation, recycling and environmentally sound disposal, while emissions are measured and reported in accordance with applicable reporting frameworks and standards. Continuous monitoring and improvement initiatives support regulatory compliance, resource efficiency and reduction of environmental impacts across operations.

VII. Land use

Our organization's operations necessitate the utilization of land for power generation infrastructure, auxiliary facilities, and transmission networks, making sustainable land stewardship a critical component of its environmental management approach. Recognizing the potential environmental and social implications, the organization adopts a strategic land use planning framework aimed at optimizing land utilization while minimizing ecological disturbance and community impact.

This approach integrates environmental and social considerations identified through ESIA processes, ensuring that site selection, development, and operational activities avoid or mitigate impacts on ecologically sensitive areas and natural habitats. Additionally, the organization undertakes land rehabilitation and restoration measures, including afforestation and biodiversity initiatives, to enhance ecosystem resilience and offset operational footprints. Continuous engagement with local communities and stakeholders further ensures that land related decisions are inclusive, socially responsible, and aligned with sustainable development objectives, reinforcing the organization's commitment to long term environmental stewardship.

Thar Energy Limited (TEL) and ThalNova Power Thar Limited (TNPTL)

TEL and TNPTL are located within the Thar desert region, occupying approximately 28 hectares characterized by a naturally vegetated desert ecosystem. The nearest protected area is the Rann of Kutch Wildlife Sanctuary, located approximately 32 kilometers from the site. Although the surrounding landscape includes wetlands of international importance (Ramsar sites), these are not within the direct project footprint. The ecosystem is classified as a terrestrial desert ecosystem. Operations at these sites continue to be managed responsibly, with no significant biodiversity impacts identified. Continuous improvements include enhanced water and energy efficiency through pump optimization and improved process controls, along with expanded plantation programs and soil stabilization efforts. Regular environmental monitoring ensures the preservation of ecological integrity.

Laraib Energy Limited (LEL)

Laraib Energy Limited (LEL) operates a run-of-the-river hydropower plant near the Jhelum River, covering approximately 4.43 km^2 within a freshwater riverine ecosystem. The plant is designed to minimize ecological disturbance by returning water to the river system without significant alteration of natural hydrology. The site continues to contribute positively to biodiversity through plantation and habitat support initiatives.

Narowal Energy Limited (NEL)

Narowal Energy Limited (NEL) is situated in an agricultural and semi-urban environment, representing a modified terrestrial ecosystem. Across all operational sites, no facilities are located within legally protected areas, and operations are conducted outside ecologically sensitive zones. At NEL, no direct or indirect biodiversity impacts have been reported since the commencement of operations. Sustainability initiatives include the installation of solar streetlights to reduce reliance on conventional energy and continued plantation and landscaping efforts. These measures have contributed to improved habitat quality and enhanced environmental conditions.

Biodiversity

The Company remains committed to preserving biodiversity across its operational footprint by minimizing environmental impact and enhancing ecosystem resilience.

Based on Environmental and Social Impact Assessments (ESIA) and biodiversity screenings, the Company has not identified any significant direct or indirect adverse impacts on biodiversity. Operational activities do not result in habitat conversion within ecologically sensitive areas, the introduction of invasive species, significant pollution affecting ecosystems, or reduction in native species populations.

To ensure responsible environmental stewardship, the Company has implemented comprehensive mitigation and control measures. These include the installation of emission and effluent control systems, robust waste management practices, water optimization initiatives, and controlled land use supported by rehabilitation programs.

In addition to minimizing negative impacts, the Company has generated positive environmental outcomes. The extent of operational impacts remains localized, controlled, and reversible, with no long-term or irreversible biodiversity damage observed. Continuous monitoring systems are in place to identify potential risks early and ensure timely mitigation.

Biodiversity assessments conducted across operational sites indicate that no IUCN Red List species or nationally protected species habitats have been significantly impacted by the Company's operations. No protected plant species have been identified within project sites. Mammals observed in the broader region are not site-specific and are not classified as globally threatened.

Although certain endemic reptile species may exist regionally, they have not been identified within the operational footprint. Similarly, bird species of conservation concern, such as vultures and the laggar falcon, have been recorded in the wider landscape but not within project areas. Continuous environmental monitoring ensures that any potential risks to species of conservation concern are effectively identified and managed.

VIII. Health and Safety

HUBCO's Safety Management System is underpinned by a strong governance structure, rigorous compliance framework, and proactive risk management practices. The Company operates through a corporate HSE policy aligned with international standards, including ISO and OSHA, supported by the enforcement of Cardinal Safety Rules and active oversight by corporate and site-level HSE committees. Leadership-led audits and management reviews further strengthen accountability and performance monitoring. 100% workforce coverage under the Process Safety Management (PSM), including permanent employees and contractors. During the year, HUBCO successfully achieved ISO 45001 and ISO 14001 surveillance audits with zero non-conformities, completed ISO 50001 certification, conducted PSM first-party and OHIH second-party audits with structured action plans. NEPRA HSE evaluations ranked HUBCO's coal-fired plants among top-performing facilities. Risk mitigation was strengthened through fire risk assessments, Task risk assessments, dynamic risk assessments, cyclic PHA studies (Hazid/HAZOP/FMEA) and robust incident investigation processes focused on root cause analysis, supported by high closure rates for corrective actions across all sites.

The HSE Leading Indicator Score stood at 93.7%, while 754 near-misses were reported during the year, reflecting continued emphasis on proactive hazard identification and risk prevention.

Employee wellbeing remained a key focus through annual health assessments, vaccination programmes, ergonomics initiatives, and continuous health monitoring. Emergency preparedness systems demonstrated strong effectiveness, with 100% compliance in emergency drills, implementation of site-specific emergency response plans, and upgraded firefighting systems aligned with NFPA standards. These efforts were complemented by active participation in mutual aid and civil defence programmes.

Strong line-management accountability, the integration of safety metrics into performance management systems, and incentive-linked HSE targets further reinforced a culture of shared responsibility. Environmental stewardship and stakeholder engagement initiatives continued to support HUBCO's commitment to safe, sustainable, and responsible operations.

We foster a positive safety culture by actively promoting safety awareness, open communication, and employee involvement at all levels. Our initiatives include the observance of key global events such as Safety Week, World Food Safety Day, World Environment Day, Earth Day, World Day for Safety and Health at Work, World Firefighters' Day, and mental health awareness sessions. During Safety Week, a free Eye Camp was arranged at the Head Office, providing comprehensive eye screenings to employees.

The Company implements a Behaviour-Based Safety (BBS) programme, under which employees and management at all levels conduct regular workplace safety observations. Unsafe acts and at-risk behaviours are identified and addressed promptly, followed by coaching and counselling to reinforce safe work practices. Findings are analyzed to identify trends, implement corrective actions, and continuously improve the Company's proactive safety culture and hazard identification processes. The Company also maintains a non-retaliation policy, ensuring that all workers can report hazards, near misses, and safety concerns without fear of reprisal, discrimination, or disciplinary action. Regular safety meetings, motivational programmes, and employee recognition awards are conducted to reinforce our commitment to safety excellence. We place particular emphasis on employee health and well-being through initiatives such as monitoring and reducing cooking oil consumption. The Company offers a comprehensive range of employee health and well-being benefits, including medical insurance, on-site medical facilities, mental wellness programmes, and physical fitness initiatives such as BMI competitions.

Changes in Material Topics

For FY2025–26, no changes were identified in the material topics established through the previous assessment. The Company reviewed progress against the identified topics, with the outcomes reflected in the updated materiality matrix.

The material topics will continue to be monitored, with the assessment revisited where significant changes in the Company's operations, business activities, stakeholder expectations or external environment warrant reassessment.

SUSTAINABILITY RELATED RISKS AND OPPORTUNITIES

The Company integrates sustainability-related risks and opportunities into its strategic planning, budgeting, investment appraisal and enterprise risk management processes. These are assessed for their actual and anticipated effects on the Company's financial position, financial performance and cash flows over the short, medium and long term.

Material matters, including climate change, physical and transition risks, environmental compliance, water and resource availability, health and safety, human capital management and evolving stakeholder expectations, are evaluated based on their potential financial and operational implications. These may include impacts on revenues, operating costs, capital expenditures, asset values, financing requirements and business continuity.

For climate-related disclosures, the Company defines the short term as up to three years, reflecting its annual budgeting cycle, operational planning and near-term investment decisions. The medium term is defined as more than three years and up to ten years, reflecting the Company's business planning, capital investment and project development horizons. The long term is defined as beyond ten years, reflecting the expected operating lives of energy assets, long-term market developments, climate transition pathways and evolving physical climate impacts. These time horizons are applied consistently in assessing climate-related risks and opportunities to support comparability, transparency and decision-useful reporting.

The Company considers how identified sustainability-related risks and opportunities may affect its financial position, financial performance and cash flows over these time horizons. Its investment portfolio, operational efficiency initiatives, environmental performance improvements, climate resilience measures and business transformation programmes are considered in assessing these potential effects.

The outcomes of these assessments inform annual business plans, capital allocation and long-term investment decisions, supporting operational resilience, risk management and sustainable value creation.

Metrics & Targets

The Company uses relevant sustainability-related metrics and targets to measure, monitor and manage material sustainability-related risks and opportunities that could reasonably be expected to affect its prospects. These metrics support the assessment of performance across areas including climate change, greenhouse gas emissions, energy consumption, water stewardship, environmental compliance, occupational health and safety, human capital management, diversity and inclusion, community investment and governance.

Performance against these metrics is monitored through established management and governance processes and is used to assess progress towards strategic objectives. The Company reports Scope 1 and Scope 2 greenhouse gas emissions for its consolidated operations. Scope 2 emissions are reported using the location-based method and are measured based on electricity consumption and applicable grid emission factors.

In selecting and developing sustainability-related metrics, the Company considers the requirements of IFRS S1 and IFRS S2. Where specific metrics are not prescribed by the IFRS Sustainability Disclosure Standards, the Company applies relevant industry guidance, recognised sustainability reporting frameworks and management-defined performance measures appropriate to its business model, operational activities and strategic priorities.

Metrics are selected based on their relevance to identified sustainability-related risks and opportunities and their ability to provide decision-useful information on performance, trends and progress against targets.

HUBCO'S ESG STRATEGY 2030

Building on the process initiated in the previous reporting period based on the materiality assessment, HUBCO has developed and adopted its ESG Strategy 2030, approved by the BNC&SC. It establishes a structured framework for managing and advancing sustainability priorities across the Company.

The Strategy sets out the Company's long-term ESG priorities and provides a basis for translating identified sustainability matters into defined objectives, targets and actions. It focuses on strengthening environmental performance, workplace health and safety, social impact and responsible business practices, while supporting HUBCO's resilience and long-term value creation.

ESG Strategy 2030

	Climate Action	HSE	Auxiliary Power	Water Consumption	DEI	Cybersecurity
2025 Progress	274,220 trees planted	26,275 HSE training hours	332 GWh	2.49 billion gallons	4.9% females	4 trainings annually
2030 Targets	**+31%** 359,330 trees	**+28%** 33,534 HSE training hours	**-0.68%** Approx. 11 GWh Saving	**-1%** 25M gallons saving annually	**+5%** 10% females	**+50%** 6 trainings annually
How we'll get there	• Plant 10,000 trees at NEL • Plant 5,000 trees at LEL • Plant 70,000 at TEL & TNPTL	• HSE training hours will increase by 5% annually • HSE protocols will remain intact	• Implementation of ISO 50001 • Expected 5-YR energy savings of 11.22 GWh • Expected 5-YR emissions mitigation of 10,651 $MtCO_2e$	• Utilization of water from sewage treatment plant • Optimization of water pump operations at LEL	• Increase female representation in the MT program • Women Career Development Program • Returnship program • Maintain gender pay gap of +/-5% • DEI sensitization training	• Increase awareness through trainings and flyers • Automate manual security processes • AI-driven breach response

Table 17. ESG Strategy 2030

The Strategy focuses on five broad areas:

Climate and Resource Efficiency

HUBCO aims to improve energy efficiency, reduce greenhouse gas emissions, strengthen resource management and enhance water-use efficiency across its operations. Initiatives include energy management systems, operational optimization, resource conservation and continued evaluation of opportunities to reduce environmental impacts.

Environmental Stewardship

The Company seeks to manage its environmental footprint through responsible land and water management, emissions monitoring, waste management, biodiversity conservation and plantation initiatives. Environmental considerations are incorporated into operational controls and relevant project and site-level assessments.

Safe and Inclusive Workplace

HUBCO remains focused on maintaining safe working environments, strengthening HSE performance, developing workforce capabilities and advancing diversity, equity and inclusion. The Strategy supports continued improvement in safety culture, employee development and representation.

Responsible Business and Governance

HUBCO continues to strengthen its ESG governance, responsible procurement practices, ethical business conduct, ESG data management and sustainability reporting. These efforts support greater accountability, transparency and consistency in the management of sustainability matters.

ESG Targets 2026

HUBCO translates its long-term ESG priorities into annual targets and performance indicators. Progress is monitored through periodic management reviews and relevant ESG governance forums.

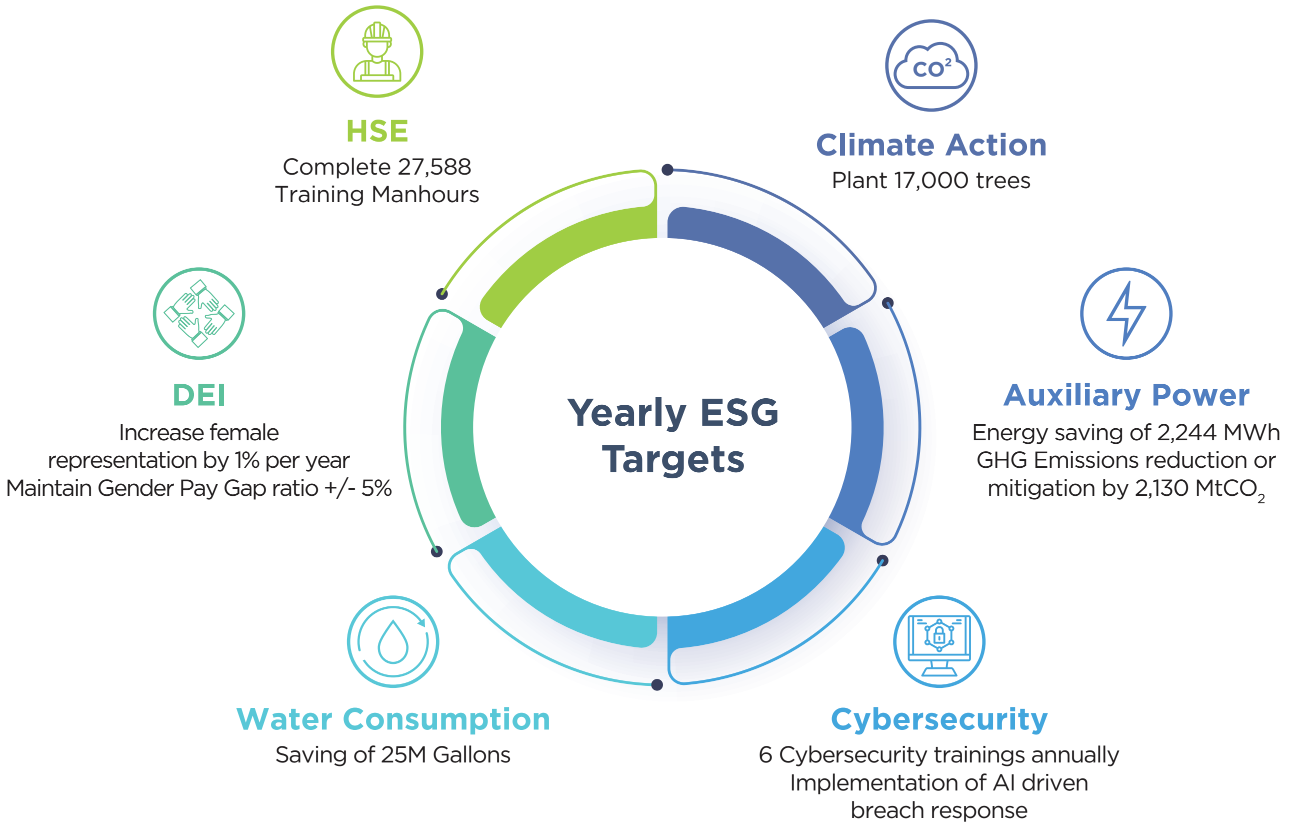


Figure 10. Yearly ESG Targets

ESG Progress 2026

During FY2025–26, key areas of progress included:

Energy and Emissions

Energy efficiency initiatives resulted in estimated savings of **14,687** MWh during the reporting period, against a planned target of **2,244 MWh.**

The initiatives included reducing auxiliary power consumption by 4.4%, against a target of 0.68% from the base year. This was supported by achieving ISO 50001 certification at the NBE and Thar sites, optimizing water pump operations, and implementing operator-driven Energy Saving Ideas Programs, installing motion-sensing and solar-powered street lighting at LEL, NEL and Thar sites, alongside awareness campaigns on ISO 50001, ESG and energy conservation across all locations.

These measures contributed to an estimated reduction of **14,500 $MtCO_2$ emissions,** substantially surpassing the annual target of **2,130 $MtCO_2$** against the FY2024–25 baseline.

Water Stewardship

Specific water consumption improved from **0.62 to 0.55 million gallons/GWh,** representing approximately **178 million gallons of savings** against the baseline.

The improvement was supported by treated sewage reuse for plantation, improved flow monitoring, digital tracking, backwashing optimization and other water-efficiency measures.

Biodiversity

HUBCO planted **17,400 trees** during FY2025–26, taking cumulative plantation to approximately **291,620 trees** since HUBCO's inception, resulting in an estimated mitigation of 6,400 tonnes of CO_2 annually. The Company also continued biodiversity enhancement initiatives, including the development of the Thar Sustainability Park and plantation of fruit-bearing species. Fish, Ducks, Peacock are part of the park, with 2,500 fruit trees (Sapodilla, Phalsa, Ber Fruits) planted. These efforts support habitat creation, improve air quality and enhance ecological balance. Continuous monitoring, habitat restoration activities and integration of biodiversity considerations into operational planning ensure that ecological integrity is maintained across sites.

Health and Safety

To strengthen workforce competence, a Training Needs Analysis (TNA) was conducted, resulting in **28,123 training man-hours** delivered through targeted training sessions covering ESG awareness, Behaviour-Based Safety and specialised process safety competencies.

HUBCO recorded a **Total Recordable Injury Rate (TRIR) of 0.04**, calculated using the standard formula: recordable injuries multiplied by 200,000 and divided by total man-hours worked. The 200,000-hour factor represents the annual hours worked by 100 employees, assuming a 40-hour workweek over 50 weeks. The TRIR was based on 4.52 million man-hours worked and one restricted work injury.

The Company also achieved more than **40 million safe man-hours without a Lost Workday Injury (LWI) or fatality.**

TN Injury Free Outage Celebration

IFRS Workshop

Train the Trainer

OHIH 2nd Party Audit

PHA Training

Behaviour-Based Safety Program (BBS)

HSE Week 2026






Diversity, Equity & Inclusion

HUBCO continued to strengthen workforce development, diversity and inclusion through employee development initiatives, gender-focused programmes and efforts to increase women's participation in the workplace and sustainability-related decision-making. During the reporting period, HUBCO increased female representation from 4.9% to 5.3%.

For more details, please refer to page 99.

Cybersecurity

The Company continued to strengthen its cybersecurity capabilities by enhancing cybersecurity awareness, leveraging AI-driven breach response mechanisms, and automating manual security processes to improve the efficiency and resilience of its security operations. During the reporting period, HUBCO conducted six cybersecurity awareness sessions across the organization. Cybersecurity advisories and updates are also communicated to employees through email, while specialised training is arranged for departments based on identified requirements.

For more details, please refer to page 87.

CLIMATE2EQUAL

Building on our momentum in advancing sustainability leadership and strengthening our role as an emerging leader in responsible business, HUBCO participated in the Climate2Equal Initiative, alongside 12 participating organizations. The initiative was organized by the International Finance Corporation (IFC), Pakistan Business Council (PBC), and Centre of Excellence in Responsible Business (CERB).

The initiative focused on three key pledge categories:

1. **Green Jobs & Green Skills**
2. **Women in Leadership**
3. **Awareness & Capacity Building**

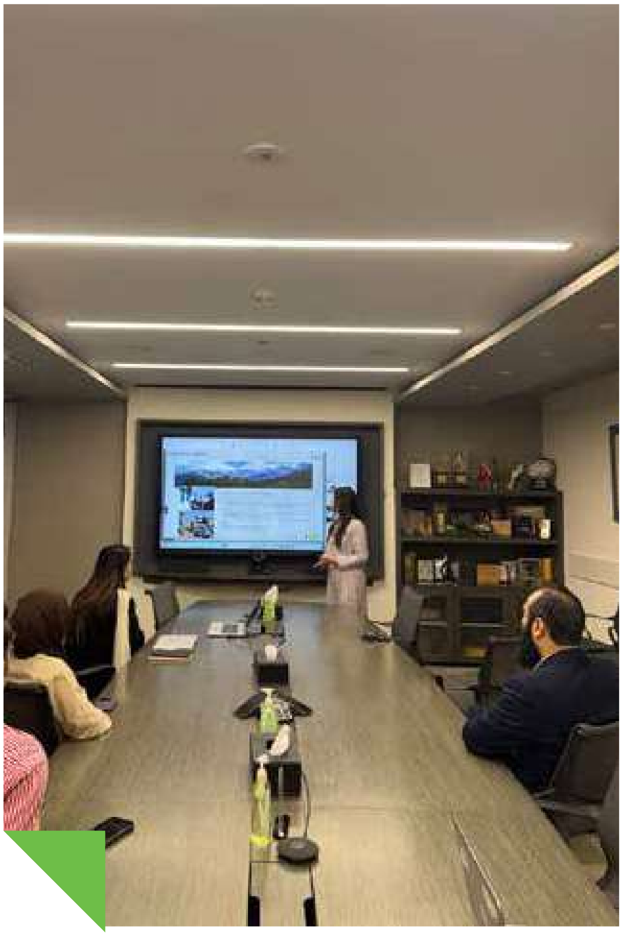
As part of our commitments, HUBCO increased women's representation in sustainability-related decision-making from **40% to 60%**. We also delivered green education awareness sessions and provided vocational skills training to **350+ women** across educational institutions and communities surrounding its plant sites.

HUBCO was recognized among the **Top Three organizations** for its pledge implementation and community impact, reflecting its commitment to advancing inclusive and sustainable practices.

Green Education Awareness Session

Fire Safety Awareness Session

Vocational Skills Training



C2E - PLEDGE SIGNING
IFC
HUBCO
TPL

CLIMATE CHANGE
ESG

CORPORATE SOCIAL RESPONSIBILITY

Our Community Impact Footprint

HUBCO remains committed to the socio-economic development of communities surrounding its operating entities, including Narowal Energy Limited (NEL), Laraib Energy Limited (LEL), Thar Energy Limited (TEL), and ThalNova Power Thar (Private) Limited (TNPTL). We recognize that our long-term growth is closely linked to the progress and well-being of the communities in which we operate. Accordingly, we seek to create shared value for our employees, customers, partners, stakeholders, and local communities by addressing key community needs and contribute to sustainable development.

Our CSR Partners

HUBCO implements its CSR initiatives in collaboration with a diverse network of strategic partners, industry stakeholders, non-profit organizations and community-focused institutions. These partnerships enable us to leverage complementary expertise, resources and local knowledge to design and deliver initiatives that respond to community needs and create meaningful, sustainable impact across our areas of operation.

Our CSR Contribution

PKR 209 MN

CSR Governance and Approach

HUBCO's CSR approach is guided by the SECP Corporate Social Responsibility (CSR) Guidelines, 2013, and is supported by a formal CSR Manual (2026) and an integrated governance framework. CSR is embedded within the Company's broader sustainability agenda, with defined policies, Board-level oversight, and structured management mechanisms. CSR initiatives are planned and implemented through structured processes covering needs assessment, planning, implementation, monitoring, evaluation and reporting. Performance and outcomes are periodically reviewed to strengthen effectiveness and impact. HUBCO discloses its CSR activities, outcomes and related expenditures through its Integrated Annual Report.

Overall, while CSR guidelines are voluntary, the organization demonstrates substantial compliance and proactive adoption, supported by formalized policies, governance systems and continuous improvement initiatives aligned with evolving regulatory and sustainability frameworks.

OUR FOCUS

Our CSR initiatives seek to improve the well-being and resilience of communities, while contributing to sustainable development and advancing the United Nations Sustainable Development Goals (SDGs).

Education

HUBCO continued to prioritize education as a key driver of inclusive development, with initiatives focused on scholarships, educational infrastructure, digital literacy and skills development.

Scholarship support was extended to students at Mirpur University of Science and Technology (MUST), AJK; University of Engineering and Technology (UET), Narowal Campus; and Thar Institute of Engineering and Technology, NED UET. HUBCO also collaborated with TCF to sponsor undergraduate students. In addition, **10 Community Learning (AGAHI) Centres** were established for elderly women across the Thar region through TCF.

In AJK, HUBCO supported the Youth in the Digital Era (Advanced Freelancing Mastery Class) at Kashmir Orphan Relief Trust (KORT), providing young participants with opportunities to develop relevant digital skills. Stationery and school bags were also distributed among students in government schools surrounding NEL and LEL.

HUBCO further invested in educational infrastructure by installing solar energy systems at Thothal and Chechian Girls' Colleges and establishing a dedicated computer laboratory at Thothal Girls' College, AJK. These interventions supported the adoption of renewable energy while improving access to enhanced learning opportunities.

As part of HUBCO's commitment to supporting deserving children, the Company sponsored **20 orphaned children** at Aghosh Homes, Rashidabad, covering their boarding, education and living expenses for one year. HUBCO also supported Noorani Foundation School, Faisalabad, which provides education and residential facilities to underprivileged students, through the provision of school shoes and sports kits for the academic year.

In partnership with the Thar Foundation, a network of **30 schools** is actively operating in Thar region, collectively educating over **4,500 students,** with an encouraging female representation exceeding 40% of total enrollment, reflecting a strong commitment to gender inclusion in education.

Digital learning opportunities were also expanded in Thar. The IT Centre at Thar Foundation School, Jeewan Das Campus, was made accessible to local youth after school hours, providing opportunities for digital learning, awareness, and freelancing. An IT laboratory at the Thar Foundation School, Islamkot Campus, also became fully operational. Through these facilities, **120 youngsters** received training in digital literacy, freelancing, graphic design, and web development.

In addition, the Iqbal Youth Mentorship Programme was launched with the support of volunteers from companies operating in Thar Block II. The programme provides students with guidance to support their academic pursuits and professional development.

Healthcare

Healthcare remained a key pillar of HUBCO's CSR programme, with initiatives focused on improving access to essential medical services, strengthening healthcare infrastructure, and promoting preventive health awareness in underserved communities.

Community Medical Centres at NEL and LEL, together with Thar Foundation Hospital, provided free medical consultations and essential medicines, benefiting **more than 100,000 patients** during the reporting period. Healthcare outreach in Thar was expanded to **42 villages**, while more than **250 community awareness sessions** were conducted on nutrition, dengue, malaria, and maternal and child health.

HUBCO, through its support to Thar Foundation, also contributed to preventive healthcare through polio vaccination activities in Block-II and Gorano. **3,250 children** were vaccinated, achieving **100% coverage with zero refusals.**

Specialized healthcare services were further strengthened through the establishment of an Eye Unit in Mithi in collaboration with LRBT, supported by HUBCO for one year. In addition, Thar Foundation, in collaboration with Al-Baseer Foundation, organized a three-day eye camp in Islamkot, during which **165 eye surgeries** were successfully performed.

A breast cancer treatment support programme was also launched in partnership with ROCHE, assisting five underprivileged patients.

HUBCO also contributed to strengthening healthcare infrastructure through the provision of essential medical equipment. This included equipment for the Maternal and Child Health Hospital in Pindi Sabarwal, AJK, stretchers and wheelchairs for DHQ Narowal, and a dialysis machine for Indus Hospital Karachi. These contributions were aimed at supporting service delivery and improving patient care.




Infrastructure Development

HUBCO's infrastructure development initiatives focused on addressing essential community needs, particularly access to clean water, sanitation, waste management, and sustainable community infrastructure.

In collaboration with the Alkhidmat Foundation, solar-powered reverse RO units were constructed and operationalised, with capacities of **10,000 gallons per day (GPD)** in Islamkot, Thar, and **5,000 GPD** in Narowal. HUBCO also partnered with TCF to install a **5,000 GPD** solar-powered water filtration plant at Thar Foundation School, Kharo Jani Campus. The facility is intended to provide clean drinking water to students and the surrounding community while supporting the use of renewable energy.

In AJK, **four drinking water RO plants** were rehabilitated in collaboration with Muslim Hands, contributing to improved access to clean drinking water.

Through its partnership with Thar Foundation, HUBCO continues to support the operation of **33 RO plants,** providing more than **650,000 gallons** of clean drinking water per day to over **35,000 residents.**

In addition, LEL collaborated with Muslim Hands for waste management and recycling. Solid waste generated at the LEL facility was collected and transported to the organization's Recycling and Solid Waste Management Centre, where it is processed into compost and reusable materials.

Through Thar Foundation, HUBCO implemented large-scale solarization initiatives, installation of water supply systems, construction of **251 pit latrines,** and development of village infrastructure to improve sanitation and living conditions. These integrated infrastructure efforts significantly contributed to sustainable development and improved quality of life across Tharparkar.

Environmental initiatives were also undertaken through the Green Thar and school plantation campaigns, through which more than **2,000 trees** were planted during the reporting period.

Livelihood

HUBCO's livelihood initiatives focused on promoting inclusive economic participation through access to finance, skills development, vocational training, and capacity building.

HUBCO provided **PKR 3.5 million** to Akhuwat Foundation to support interest-free business loans for underserved communities in Tharparkar. This initiative aims to strengthen financial inclusion and create sustainable livelihood opportunities for long-term impact.

Women's economic empowerment was further supported through **digital skills development initiatives** implemented in collaboration with SCO for orphans associated with KORT, AJK.

At NEL, multiple batches of female trainees completed digital skills development programmes covering computer literacy and other relevant skills, while training opportunities in fashion designing and vocational disciplines were also supported.

HUBCO also introduced **female-focused internship programmes** at NEL and LEL to strengthen participants' capabilities in administrative and store management functions while encouraging greater participation of women in the workforce.

At TEL and TNPTL, a structured two-year on-the-job technical training programme was launched, through which **15 local trainees** were inducted into technical trades to strengthen their practical skills and employability.

Community resilience was supported through flood relief initiatives implemented in collaboration with Alkhidmat Foundation. These efforts combined CSR contributions, employee donations and Company matching contributions. Ration bags were also distributed among flood-affected communities in the vicinity of LEL.

In Thar, livelihood support was extended through Thar Foundation's livestock development initiatives. Veterinary services, including vaccination, deworming, and mobile veterinary care, reached **more than 50,000 animals.** The Livestock Improvement Programme (LIP) was expanded to **31 villages,** supporting households dependent on livestock for their livelihoods.

To strengthen agricultural knowledge and community capacity, **108 awareness sessions** were conducted for farmers, including women, covering relevant agricultural practices and livelihood-related topics. In addition, **54 kitchen gardens** were established, king grass was distributed to farmers, and veterinary scholarships and internships were provided to strengthen local capabilities, food security and livelihood resilience.

Supply Chain Impact on Local Communities

During the reporting period, no safety or environmental incidents resulting in adverse impacts on local communities were reported. HUBCO maintains robust HSE systems and monitoring mechanisms to identify, mitigate and prevent potential impacts arising from its operations and supply chain activities.

Where feasible, HUBCO prioritizes sourcing from suppliers and contractors within local communities, subject to their ability to meet the Company's technical, quality, reliability and commercial requirements. This approach supports local economic participation while maintaining the required standards for procurement and service delivery.

HUBCO maintains a zero-tolerance approach towards child labour and forced or compulsory labour, in accordance with applicable national laws and international standards. Contractors engaged by HUBCO are contractually required to comply with all applicable labour laws and requirements, including prohibitions on child labour and forced labour.

FUTURE OUTLOOK

HUBCO will continue to strengthen its sustainability practices. Key areas of focus include:

- Continuing to improve energy efficiency and emissions performance;
- Strengthening GHG accounting;
- Enhancing climate-related risk and opportunity assessment;
- Improving water efficiency and monitoring in water-stressed areas;
- Continuing biodiversity and land stewardship initiatives;
- Maintaining high standards of workplace health and safety;
- Advancing diversity, equity and inclusion;
- Strengthening responsible procurement and supplier due diligence;
- Enhancing ESG data quality, governance and controls; and
- Continuing to strengthen sustainability disclosures and alignment with evolving reporting requirements.

HUBCO will continue to monitor its ESG performance against defined targets and use the resulting insights to support operational improvement, risk management and long-term value creation.

APPENDIX

CLIMATE-RELATED RISKS AND OPPORTUNITIES

In alignment with national regulatory requirements for listed companies within Pakistan, HUBCO has adopted the International Financial Reporting Standards Sustainability Disclosure Standards (IFRS SDS), S1 General Requirements for Disclosure of Sustainability-related Financial Information, and S2 Climate-related disclosures. The IFRS SDS S2 requires companies to disclose climate-related risks and opportunities that could be reasonably expected to impact a company's prospects. The "Climate-First" transition relief under IFRS S1 allows companies to initially focus their sustainability reporting on climate-related risks and opportunities, rather than all sustainability-related matters, in their first year of applying the standards, as such HUBCO has prioritized the climate-related risks and opportunities.

Physical Risks and Scenarios Analysis:

As part of its first climate risk assessment, HUBCO evaluated both physical and transition risks in FY 2024-25. The assessment incorporates forward-looking scenario analysis using the Shared Socioeconomic Pathways (SSPs) developed in the IPCC's Sixth Assessment Report (AR6), specifically SSP2-4.5 and SSP5-8.5. These scenarios are paired with Representative Concentration Pathways (RCPs) from the IPCC's Fifth Assessment Report to model potential climate outcomes under varying emission and development trajectories.

The selected scenarios reflect a range of potential futures:

- SSP2-4.5 (Middle of the Road): assumes moderate climate action, resulting in a projected temperature rise of approximately 2.7°C by 2100. It assumes moderate climate action, with uneven progress in mitigation and adaptation efforts. While some risks are managed, significant climate-related threats persist.
- SSP5-8.5 (Fossil-Fueled Development: Very High Emissions): represents a high-emissions pathway, projecting warming in excess of 4.4°C by 2100. This scenario is characterized by continued reliance on fossil fuels and limited climate action, leading to more severe physical impacts such as extreme weather, biodiversity loss, and human displacement.

The assessment considers three time horizons: short-term (2020–2039), medium-term (2040–2059), and long-term (2080–2099), to understand how climate-related risks may evolve. Physical risk analysis was conducted for four plants: Laraib Energy Limited (LEL), Thar Energy Limited (TEL), ThalNova Power Thar (Pvt.) Limited (TNPTL), and Narowal Energy Limited (NEL). A risk catalogue was developed drawing on IPCC sources to identify key physical climate risks relevant to Pakistan, see table 18 below. These risks were analyzed using historical data and future projections under both SSP2-4.5 and SSP5-8.5. Location-specific likelihood was determined using geographic coordinates for each plant, enabling a focused assessment of relevant risks.

	Acute Physical Risks
Extreme Heat-waves	Prolonged periods of abnormally high temperatures can cause heat stress, health impacts and infrastructure damage
Heavy Rainfall and Flooding	Increased frequency or intensity of rainfall events that overwhelm drainage systems or riverbanks, leading to flooding
Storms	Intense weather systems such as cyclones, hurricanes, or typhoons that bring strong winds, heavy rainfall and potential destruction

Chronic Physical Risks	
Rising Temperatures	The long-term increase in average surface temperatures due to climate change, affecting ecosystems and economy
Changing Precipitation Patterns	Shifts in when, where, and how much precipitation falls, affecting water supplies
Drought and Water Scarcity	Extended periods of low precipitation that reduce water availability
Glacier Melt	Accelerated melting of glaciers driven by rising temperatures is contributing to sea level rise, altered water availability, and glacial lake outburst floods
Sea Level Rise	A gradual increase in ocean levels caused by melting ice sheets and thermal expansion of seawater, threatening coastal areas

Table 18. Climate/Physical Risks

Transition Risks and Scenario Analysis:

HUBCO has conducted a transition risk assessment at the group level to evaluate the potential impacts of climate-related changes associated with the global shift toward a low-carbon economy. This assessment, consistent with the approach used for physical risks, considers the current policy landscape as well as future developments under the SSP2-4.5 and SSP5-8.5 scenarios as follows:

- SSP2-4.5 (Moderate Transition): reflects a gradual shift to a low-carbon economy, with manageable but ongoing transition risks requiring sustained climate investment.
- SSP5-8.5 (Delayed Transition): delays transition risks in the short-term but increases long-term exposure to abrupt policy changes, stranded assets, and reputational impacts.

A list of transition risks considered for the risk assessment are outlined below in table 19

	Transition Risks
Policy and Legal Risks	Exposure to financial or operational impacts from climate-related regulations and potential litigation for insufficient climate action
Technology Risk	Disruption from emerging low-carbon technologies that may render existing systems obsolete or require costly upgrades
Market Risk	Shifts in supply, demand, and investor behavior driven by the transition to a low-carbon economy, affecting revenues and competitiveness
Reputation Risk	Damage to stakeholder trust and brand value if the company is perceived as not responding adequately to climate change

Table 19. Transition risk types

Narowal Energy Limited (NEL) Physical Risk Assessment:

Narowal Energy Limited (NEL) is a RFO-fired power project in Narowal, Punjab, constructed in 2010. The plant is on 62 acres of land and is located north-east of Lahore. It is also an RFO-fired, engine-based, combined cycle power station.

Physical Risk	Current Scenario		SSP2-4.5		SSP5-8.5		Impact
	Likelihood	Vulnerability	Likelihood	Vulnerability	Likelihood	Vulnerability	
Extreme Heatwaves							Temperatures up to 50°C do not affect payments from CPPA. Each degree above causes a 3.078 MWh loss (Rs. 100,000). The financial impact of worker productivity is negligible due to redundancy in staff.
Heavy Rainfall and Flooding							No major financial losses are expected from flooding or rainfall, given historical trends and existing safeguards like moisture protection and indoor critical systems.
Rising Temperatures							Temperatures up to 50°C do not affect payments from CPPA. Each degree above causes a 3.078 MWh loss (Rs. 100,000). The financial impact of worker productivity is negligible due to redundancy in staff. Availability of HSE & OHIH protocols to address this issue through work rotation and other measures.
Drought and Water Scarcity							No past drought-related disruptions have occurred. A prolonged dry season could lower the underground water table, reducing cooling system efficiency and potentially impacting plant generation capacity.
Changing Precipitation Patterns							Changes in precipitation patterns have not had a significant financial impact. Unexpected increases may raise humidity and reduce insulation resistance, causing electrical issues that impact operations.

Table 20. NEL physical risk assessment

NEL's Climate Resilience

The NEL plant demonstrates strong resilience to climate risks through comprehensive adaptive measures. Extreme temperatures are managed with real-time monitoring, advanced cooling systems, and Occupational Health and Industrial Hygiene (OHIH) protocols including strict heat stress control guidelines protocols. Heavy rainfall and flooding risks are mitigated by elevated platforms, flood barriers, reinforced foundations and electrical protections. Rising temperatures are addressed via high-temperature resistant materials, optimized turbine cycles, enhanced cooling infrastructure and workforce heat adaptation. HSE & Occupational Health & Industrial Hygiene (OHIH) protocols also address rising temperatures through work rotation. Water scarcity is managed with closed-loop cooling, on-site water reservoirs and transitions to dry cooling systems. Changing precipitation patterns are handled through corrosion-resistant infrastructure and reliable on-site fuel storage, ensuring stable operations under varied conditions.

Laraib Energy Limited (LEL) Physical Risk Assessment:

Laraib Energy Limited (LEL) is a run-of-the-river hydel based power project in Azad Jammu & Kashmir (AJ&K). The plant is located on the Jhelum River 7.5 km downstream of the 1,000 MW Mangla Dam, a major multi-purpose water storage project commissioned in 1967. The Project uses the water being discharged from the upstream existing hydropower plant (1,000 MW Mangla Hydroelectric Power Station) located at Mangla Dam.

Physical Risk	Current Scenario		SSP2-4.5		SSP5-8.5		Impact
	Likelihood	Vulnerability	Likelihood	Vulnerability	Likelihood	Vulnerability	
Glacier Melt							Glacier melt does not and is not expected to impact Laraib Energy Limited's operations. Excess water from glacier melt is diverted through spill gates and does not affect HUBCO's intake or power generation.
Heavy Rainfall and Flooding							No major financial losses from flooding are expected given the plant's design and historical flows. Minor impacts are managed within the maintenance budget, and generation losses are covered under the PPA.
Rising Temperatures							Mirpur's summer temperatures can reach up to 43°C, but the plant is designed and tested to perform reliably under such conditions. Future temperatures are not expected to impact generation or plant performance. Availability of HSE & OHIH protocols to address this issue through work rotation and other measures.
Drought and Water Scarcity							In a one-year drought, one unit will remain on standby with an estimated 150 kW auxiliary load. Based on expected usage and tariffs, the annual cost is estimated at approximately Rs. 86.7 million.

Changing Precipitation Patterns							Mangla Dam releases are regulated by the Indus River System Authority (IRSA). Water inflows vary with rainfall and irrigation demand, but under the Power Purchase Agreement (PPA), LEL faces no financial loss due to hydrology fluctuations.

Table 21. LEL physical risk assessment

LEL's Climate Resilience

The LEL plant demonstrates strong resilience to physical climate risks through a comprehensive set of adaptive measures. From glacier melt to changing rainfall patterns, the plant's operations are safeguarded by coordinated water management with Mangla Dam authorities, real-time monitoring systems, and robust flood infrastructure. High ambient temperatures are mitigated through resilient cooling systems and precision air handling units. HSE & OHIH protocols also address rising temperatures through work rotation. During droughts or water scarcity, generation is optimized to ensure efficient water use without compromising output. The plant is also well-prepared for precipitation extremes, with SCADA-based inflow controls, weather-responsive O&M protocols, and resilient infrastructure maintained through annual third-party inspections.

Thar Energy Limited (TEL) and Thal Nova Power Thar (Private) Limited (TNPTL) Physical Risk Assessment:

The Thar Energy Limited (TEL) and Thal Nova Power Thar (Private) Limited (TNPTL) are both 330 MW mine-mouth lignite-fired facilities located at Thar Coal Block II, Sindh, and form part of the China-Pakistan Economic Corridor (CPEC).

Physical Risk	Time Horizon	Current Scenario		SSP2-4.5		SSP5-8.5		Impact
		Likelihood	Vulnerability	Likelihood	Vulnerability	Likelihood	Vulnerability	
Extreme Heatwaves	Short							No significant financial impact by heat waves has been recorded to date. The power generation process, cooling efficiency and coal handling operations remain uninterrupted in peak heatwaves.
	Medium							
Heavy Rainfall and Flooding	Short							No disruptions or downtime has been recorded historically due to heavy rainfall or flash flooding. Power generation processes remain uninterrupted during peak monsoon periods.
	Medium							
Rising Temperatures	Short							No measurable operational impact recorded due to rising ambient temperatures. No increased cooling costs, unplanned maintenance, or downtime have been experienced. Availability of HSE & OHIH protocols to address this issue through work rotation and other measures.
	Medium							

Drought and Water Scarcity	Short	Under the Water Use Agreement, the Govt. of Sindh is liable for supply failures. Alternative sourcing during drought could cost $20M for TEL & $14.8M for TNPTL as per the estimate for the Vajihar facility.
	Medium	
Changing Precipitation Patterns	Short	The plant has experienced no operational issues, equipment degradation, supply chain delays, or structural erosion due to changing rainfall trends, and continues to operate consistently.
	Medium	
Dust Storms	Short	Dust storms have not impacted plant availability, or generation. The cost of additional filters for the water supply system is estimated at 4.2 Million Rs. / Annum (based on 5 moderate dust storms/year).
	Medium	

Table 22. TEL & TNPTL physical risk assessment

TEL and TNPTL Climate Resilience

The TEL and TNPTL plants are well-adapted to the extreme climate conditions of the Thar region. Extreme heatwaves are addressed through real-time temperature monitoring, heat-resilient infrastructure, and robust worker safety protocols, including staggered shifts and hydration strategies. Cooling systems are tailored to local desert temperatures, ensuring stable performance without overload. HSE & OHIH protocols also address rising temperatures through work rotation. Flood risks are mitigated via elevated platforms, stormwater drainage, waterproof electrical enclosures and reinforced foundations. In the event of heavy rainfall, rainwater is safely diverted through engineered channels, while critical systems like fuel and chemical storage remain protected. For drought conditions, the plants rely on dual-reservoir water sourcing, interlinked pipelines, and coordination with government authorities, ensuring uninterrupted supply. Infrastructure is also resilient to precipitation changes and dust storms, with sealed buildings, filtration systems, and covered coal storage minimizing operational disruption and maintenance costs.

HUBCO Transition Risk Assessment

Transitioning to a low-carbon economy comes with policy, law, technology, markets, and reputation risks. Policy changes like carbon pricing and energy efficiency rules can impact businesses financially, while legal risks include lawsuits over failure to address climate change. Technology risks arise as innovations like renewable energy and carbon capture disrupt industries, creating winners and losers. Market risks come from changes in supply and demand as businesses adapt to climate concerns. Reputation risks occur when customers and communities view a company as not doing enough for the environment. Failing to keep up with these changes can lead to financial losses, legal challenges, and damage to a company's image.

Transition Risk	HUBCO's Climate Analysis
Policy and Legal Risks	In the last few years, Pakistan has been introducing climate and environment policies. These include national and provincial climate change policies. The Securities and Exchange Commission of Pakistan (SECP) and the State Bank of Pakistan (SBP) are working on ESG adoption and ESG reporting in Pakistan by phasing in reporting requirements per IFRS S1 and S2 and introducing Pakistan's Green Taxonomy. HUBCO will need to abide by these policies as well as all future relevant policies. HUBCO is already working on these lines and aligning its reporting framework with SECP guidelines as well as IFRS S1 & S2 requirements.
Technology Risk	Since HUBCO has a diverse portfolio of energy generation, they are likely able to adapt to technological changes. Pakistan is increasing investment in renewable energy and supporting electric vehicles by increasing the accessibility of charging stations and transforming 4-wheeled vehicles to be electrically charged. With HUBCO's partnership with BYD, it is well-positioned to adapt and benefit from changes in technology trends and, therefore, has low technology risk.
Market Risk	The federal government is considering carbon taxes and green subsidies[2]. Pakistan's exporting industries might be impacted by Europe's CBAM policy or any Scope 2 requirements, which could impact their demand for energy. In addition, the advent of affordable solar energy generation in Pakistan means individuals and businesses are transitioning to generating their own power and reducing energy demands. To reduce market risk due to low demand, HUBCO is exploring the mineral mining sector through a joint venture agreement with Ark Metals (Private) Limited for the exploration and development of mineral mines in Pakistan.
Reputation Risk	Globally, there is a call for a coal phase-out. HUBCO's reputation may be at risk if customers in Pakistan echo similar sentiments. However, this is not currently the case as the government is still investing in coal infrastructure.

Table 23. Transition risk assessment

Transition risk can vary depending on which SSP has been followed. The following table explores how the energy sector's transition risk can be impacted under different SSPs.

SSP Scenario Global[3]

Transition Risk	SSP 2-4.5 (Moderate) 2.7 C rise by 2100	SSP5- 8.5 (Worst) 4.4 C rise by 2100
Policy and Legal Risks	Climate policies evolve slowly, with moderate shifts toward renewable energy and emissions reductions. Weak global institutions and inconsistent regulations create uncertainty for businesses, increasing financial risks. Legal challenges over climate inaction or inadequate disclosures may rise but remain moderate.	Minimal regulations on carbon emissions and weak climate policies reduce short-term legal risks for fossil fuel industries. However, as climate impacts intensify, there is a high risk of abrupt and aggressive future policies, leading to potentially stranded assets and costly legal battles.
Technology Risk	Technological advancements occur steadily, with the gradual adoption of renewable energy, carbon capture and energy efficiency solutions. Companies relying on fossil fuels face increasing costs but have time to adapt, limiting abrupt disruptions.	Rapid economic growth drives technological advancement, but mainly in fossil-fuel-based industries. Renewable energy and low-carbon innovations remain secondary, increasing the risk of disruption if sudden shifts toward sustainability become necessary.

Market Risk	Supply and demand for low-carbon products increase steadily but unevenly across regions. Some industries transition smoothly, while others struggle with shifting consumer preferences and regulatory changes.	High fossil fuel demand sustains traditional industries but leaves them vulnerable to future carbon pricing or economic shocks related to climate damage. Market volatility could increase as climate impacts disrupt supply chains.
Reputation Risk	The public perception of companies' climate action remains important, but reputational risks are moderate. Companies seen as slow to transition may face backlash from environmentally conscious consumers and investors.	As climate awareness grows, companies heavily reliant on fossil fuels face significant reputational risks. Public and investor pressure could intensify, leading to potential divestment and boycotts.

Table 24. Transition risk under different SSPs

In summary, SSP2-4.5 presents moderate, steady transition risks, while SSP5-8.5 delays risks in the short term but heightens long-term exposure due to reliance on fossil fuels.

HUBCO's Climate Risk Management Process at the Plant Level

All HUBCO sites already have risk registers where financial and operational risks are defined. HUBCO will integrate climate-related physical risks into its existing risk register, ensuring alignment with international standards and the company's long-term strategic goals.

Risk Identification:
HUBCO will monitor climate trends using IPCC's latest assessment reports for scenario analysis based on SSP scenarios on a yearly basis. Provincial-level projections at plant locations will be tracked using the World Bank's Climate Knowledge Portal. This will support early identification of relevant physical climate risks and continued monitoring of trends for existing identified risks.

Risk Assessment:
Each identified physical risk will be assessed for likelihood, vulnerability and impact. Likelihood will be determined using likelihood values from the latest IPCC Assessment reports under each SSP scenario. Vulnerability will be assessed by comparing required protective measures for physical risk against those currently in place. Lastly, impact will be evaluated across key dimensions such as:

- **Financial Risks:** Losses from supply disruptions, infrastructure damages, efficiency drops, downtime and workforce-related issues.
- **O&M Costs:** Increased costs for maintenance, cooling, efficiency upgrades and climate-resilient infrastructure.

Risk Prioritization:
Risks will be ranked based on their assessed likelihood and material financial impact, allowing HUBCO to focus on the most immediate and high-consequence threats.

Risk Mitigation:
Mitigation strategies will be implemented in order of priority to reduce exposure, ensure operational continuity, and minimize financial losses. Where possible, adaptive measures will also be considered in order to prevent losses due to physical climate risks. Actions will be aligned with HUBCO's strategic and sustainability goals.

Risk Reporting:
Climate risk findings, assessments and mitigation outcomes will be integrated into HUBCO's regular risk reporting cycles. This ensures visibility at the Board and management level and supports continuous improvement of climate resilience measures.

HUBCO's Climate Opportunities

HUBCO is uniquely positioned to harness the opportunities presented by the global shift toward a low-carbon economy. Its experience in conventional energy and growing investments in cleaner technologies enable HUBCO to lead the transition by expanding renewable energy assets, improving operational efficiency, and exploring innovative solutions. An overview of potential climate opportunities, aligned with the International Energy Agency's (IEA) Net Zero Emissions (NZE) by 2050 scenario, is presented below in table 25.

Climate-Related Opportunities	Description
Opportunity Type: Renewable Energy Expansion **Time Horizon:** Medium to long-term **Likelihood:** Very Likely **Magnitude of Impact:** High **Potential Financial Impact:** High	According to the IEA's NZE 2050 scenario, two-thirds of total energy supply in 2050 is from wind, solar, bioenergy, geothermal and hydro energy. HUBCO is well-positioned to scale up its renewable energy portfolio, aligning with both global decarbonization trends and Pakistan's national climate commitments. With further investments in hydro, wind and solar power, HUBCO can accelerate the development of clean energy projects and contribute directly to these national goals. Expanding renewables not only helps reduce the company's carbon footprint but also enhances long-term energy security, insulates against fossil fuel price volatility and strengthens HUBCO's positioning in a decarbonizing global economy.
Opportunity Type: Energy Efficiency and Modernization **Time Horizon:** Short to medium-term **Likelihood:** Likely **Magnitude of Impact:** High **Potential Financial Impact:** Medium	In IEA's NZE Scenario, global energy demand in 2050 is around 8% smaller than today, but it serves an economy more than twice as big and a population with 2 billion more people. Energy efficiency is widely recognized as one of the fastest and most cost-effective strategies for reducing greenhouse gas emissions, with the IEA estimating that efficiency measures could deliver over 40% of the emissions reductions needed to meet the Paris Agreement targets. For HUBCO, upgrading plants through turbine retrofits, digital systems and advanced monitoring reduces fuel use, lowers emissions, and boosts competitiveness, aligning with Pakistan's shift toward low-cost, low-carbon power. For HUBCO, ISO 50001 energy management system will be adopted by Thar and LEL plants to improve thermal efficiency.
Opportunity Type: NEV Infrastructure **Time Horizon:** Short to medium term **Likelihood:** Very Likely **Magnitude of Impact:** Medium **Potential Financial Impact:** High	To achieve the NZE 2050 scenario, all cars on the road worldwide should run on electricity or fuel cells. HUBCO is actively pursuing electric vehicle (EV) infrastructure as a strategic climate opportunity through its subsidiary, HUBCO Green (Private) Limited (HGL). Expanding EV infrastructure not only aligns with global trends toward decarbonizing the transport sector but also supports Pakistan's national ambitions for cleaner transportation and reduced reliance on imported fossil fuels. By entering the EV ecosystem early, HUBCO positions itself to capture long-term value in a rapidly growing market, while contributing to improved air quality, energy security and climate resilience.
Opportunity Type: R&D Partnerships and Innovation **Time Horizon:** Long-term **Likelihood:** Likely **Magnitude of Impact:** Medium **Potential Financial Impact:** Medium	The IEA emphasizes the critical role of R&D and innovation in achieving net-zero emissions by 2050. HUBCO can play a pivotal role in accelerating Pakistan's clean energy transition by investing in R&D partnerships focused on climate innovation. Collaborations with universities, international technology providers, and research institutions can help HUBCO pilot advanced solutions in areas such as grid-scale battery storage, smart grid integration, low-emission fuels, and carbon capture technologies. These partnerships not only support the development and deployment of climate-resilient infrastructure but also position HUBCO as a knowledge leader in the energy sector.

Table 25. Climate-related opportunities

Sustainability Risk and Opportunities

HUBCO's Sustainability Risk Assessment:

HUBCO had conducted its first sustainability risk assessment in FY 2024-25 in alignment with IFRS S1 and the SASB standards for the Electric Utilities & Power Generators sector. The assessment focuses on five key sustainability topics: greenhouse gas emissions, air quality, water management, coal ash management and workforce health and safety. Risks are evaluated across three time horizons—short term (1–3 years), medium term (4–7 years) and long term (7–10 years)—to capture both immediate and evolving exposures.

Of the five sustainability disclosure topics outlined in the SASB Standard for Electric Utilities & Power Generators, the associated risks are defined as follows:

SASB Topic	Associated Risks
Greenhouse Gas Emissions	Direct (Scope 1) and indirect (Scope 2 & 3) emissions; risk of regulation, costs, reputational damage
Air Quality	Emissions of SOx, NOx, PM; risk of health impacts, regulatory fines, public opposition
Water Management	Use and discharge of water; scarcity, flooding, regulation and stakeholder conflict risks
Coal Ash Management	Disposal and storage of fly ash and bottom ash; risk of land/water contamination and liability
Workforce Health and Safety	Injury and illness risk, compliance, reputation and operational continuity implications

Table 26. SASB associated risks

NEL Sustainability Risk Assessment

Risk Category	Likelihood	Vulnerability	Time Horizon	Impact	NEL Sustainability Mitigation Measures in Place
GHG Emission NEL: High Scope 1 emissions; exposure to carbon pricing and fossil fuel transition			Short to Long	Minimal direct cost; however, increased investor pressure and carbon taxation could affect access to capital or raise the cost of capital over time. Engine are designed to meet standardized emission values. Direct cost; however, increased investor pressure and carbon taxation could affect access to capital or raise the cost of capital over time.	Engine are designed to meet standardized emission values Continuous monitoring of engines performance **Inhouse RFO Quality Testing** Strict Lab testing of all quality parameters of RFO before it is used for plant operations
Air Quality NEL: High SOx/NOx/PM emissions leading to regulatory scrutiny			Short to Medium	Potential fines or shutdown risk from non-compliance could cause financial impact. Increasing regulation could also pose a cost of installing/upgrading pollution control systems. Engines are designed to comply with standardized emission limits, minimizing the risk of air quality breaches. Additionally, strict monitoring of RFO quality parameters is conducted to ensure compliance. ISO 14001 is implemented to support environmental management Potential fines or shutdown risk from non-compliance could cause financial impact. Increasing regulation could also pose a cost of installing/upgrading pollution control systems. Engines are designed to meet the standardized values thus chances are rare to breach the assigned limits of air quality.	Engines are designed to comply with standardized emission limits, minimizing the risk of air quality breaches. **Inhouse RFO Quality Testing** Strict monitoring of RFO quality parameters is conducted to ensure compliance. **Third-Party Emission Testing:** NEL monitors emissions on a quarterly basis through a third party approved by the EPA. **Globally Recognized Standard:** ISO 14001 is implemented to support environmental management
Water Management NEL: Cooling water scarcity in dry season			Medium	Increased treatment and procurement costs, downtime due to scarcity or rationing and potential regulatory caps on water intake could cause financial impacts. Chances of impact of cooling water scarcity are minimal. Strict monitoring of water consumption during plant operations is carried out. Chances of impact of cooling water scarcity are minimal.	**Realtime monitoring;** Strict monitoring of water consumption during plant operations is carried out.

Workforce Health and Safety: NEL: Safety risks during operations and maintenance										Medium	Injuries could result in higher insurance premiums, compensation claims, and temporary shutdowns. Additionally, weak safety performance could harm reputation and contractor relations or attract regulator scrutiny. Process Safety Management System along with ISO 45001 implemented to ensure all process and personal related hazards are identified and controlled. Continuous training programs including refreshers to skilled work force also ensure the safety of personnel and the assets.	**Health, Safety & Environmental Excellence:** At NEL ensuring the health, safety, and environmental well-being of our employees, contractors, local communities, and surrounding ecosystems is a core operational priority. **Internationally Aligned HSE Management System** Our Health, Safety & Environment (HSE) Management System is aligned with globally recognized standards, including: • SO 45001 (Occupational Health & Safety) • ISO14001(Environmental Management) • PSM (Process Safety Management) • This integrated system is designed to prevent major process-related incidents and protect people, assets, and the environment.

Table 27. NEL sustainability risk assessment

LEL Sustainability Risk Assessment

Risk Category	Likelihood	Vulnerability	Time Horizon	Impact	Mitigation Measures in place
GHG Emission LEL: Scope 2 emissions from grid dependency and equipment			Medium to Long	Minimal direct cost; however, increased investor pressure and carbon taxation could affect access to capital or raise the cost of capital over time.	**Energy Efficiency Initiatives:** Over the past years, we have implemented energy-efficient measures to reduce our overall energy consumption, including: • Replacing 400W Tango lights with 100W LED lights • Replacing fluorescent tube lights with LED alternatives • Installing motion sensors with LED lights to minimize unnecessary usage • Upgrading rooftop units with inverter-based technology **Load Management:** To minimize reliance on external electricity imports and optimize internal energy usage, NBE has implemented a range of administrative load management controls. These measures are designed to enhance operational efficiency, reduce generation costs, and align with national grid stability efforts. • Transformer De-Energization During Low hydrology • Non-critical and auxiliary loads are powered off during unit shutdowns **Transition to Renewable Energy Sources:** With the government's approval of a competitive electricity market for procurement from private companies, we plan to explore future options for sourcing electricity from renewable providers in case of need

Water Management LEL: Seasonal variability in river flows, climate-related changes upstream											Medium to Long	Seasonal variability could impact power generation; however, under the PPA, LEL faces no financial loss due to hydrology fluctuations.	**Hydrology Monitoring:** Instrumentation has been installed at the NBE headrace and tailrace channels to enable real-time monitoring of water levels and flows. **Coordination with Mangla, NPCC, IRSA & PID** Coordination is established for managing flows from upstream and downstream regions of Mangla to ensure efficient water management. Regular updates are received on dam inflows from IRSA official portals. **Plant Operation Optimization:** Power generation is optimized daily based on inflow forecasts to ensure efficient water usage. Level mode controls are integrated into SCADA systems to manage inflow variability more effectively.
Workforce Health and Safety: LEL: Safety risks during dam maintenance, remote access, and electrical hazards											Short	Injuries could result in higher insurance premiums, compensation claims, and temporary shutdowns. Additionally, weak safety performance could harm reputation and contractor relations or attract regulator scrutiny.	**Health, Safety & Environmental Excellence:** At LEL ensuring the health, safety, and environmental well-being of our employees, contractors, local communities, and surrounding ecosystems is a core operational priority. **Internationally Aligned HSE Management System** Our Health, Safety & Environment (HSE) Management System is aligned with globally recognized standards, including: • ISO 45001 (Occupational Health & Safety) • ISO 14001 (Environmental Management) • PSM (Process Safety Management under OSHA CFR 1910.119)

					• This integrated system is designed to prevent major process-related incidents and protect people, assets, and the environment.

Table 28. LEL sustainability risk assessment

TEL and TNPTL Sustainability Risk Assessment

Risk Category	Likelihood	Vulnerability	Time Horizon	Impact	Mitigation Measures in place
GHG Emission TEL & TNPTL: High Scope 1 emissions; exposure to carbon pricing and fossil fuel transition			Short to Long	Minimal direct cost; however, increased investor pressure and carbon taxation could affect access to capital or raise the cost of capital over time.	• Continuous Emission Monitoring Systems (CEMS) installed • Energy efficiency audits and optimization of auxiliary consumption • Development of green belts around the plant premises
Air Quality TEL & TNPTL: High SOx/NOx/PM emissions leading to regulatory scrutiny			Short to Medium	Potential fines or shutdown risk from non-compliance could cause a financial impact. Increasing regulation could also pose a cost of installing/upgrading pollution control systems.	• Flue Gas Desulfurization systems installed and Low-NOx burners • ESP(Electrostatic Precipitator) for PM control • Routine stack emissions monitoring and compliance audits • Maintenance of emission control equipment as per OEM guidelines • Engagement with regulators (SEPA) for emission reduction
Water Management TEL & TNPTL: Cooling water scarcity in dry season			Medium	Minimal impact as there are two reservoirs and as per the Water Use Agreement (WUA), the Government of Sindh is liable to cover financial losses in case the required quantity & quality of water is not supplied to the plant site.	• Monitoring of reservoir levels and water use trends • Use of water-efficient technologies in cooling systems • Treated wastewater reuse in non-critical areas (gardening, dust suppression) • Initiated water conservation drive to ensure the efficient use of water.

Workforce Health and Safety: TEL & TNPTL: Safety risks during operations and maintenance											Short	Injuries could result in higher insurance premiums, compensation claims, and temporary shutdowns. Additionally, weak safety performance could harm reputation and contractor relations or attract regulator scrutiny.	• Implementation of Behavior-Based Safety (BBS) and Permit-to-Work systems • Regular safety drills, toolbox talks, and near-miss reporting culture • Use of PPE and safety signage in all operational zones. • Third-party safety audits and contractor safety management • Incident monitoring and root cause analysis for all events

Table 29. TEL and TNPTL sustainability risk assessment

HUBCO's Sustainability Risk Management Process at Plant Level

HUBCO will integrate sustainability-related risks into its existing Enterprise Risk Management (ERM) Framework, ensuring alignment with international standards and the company's long-term strategic goals.

Risk Identification:

HUBCO will regularly monitor the five key sustainability topics and their associated risks at the plant level, ensuring that site-specific exposures are tracked and addressed over time. This monitoring will be informed by evolving national and provincial regulations, as well as updates to international sustainability standards such as IFRS S1, IFRS S2, and the SASB standards for Electric Utilities & Power Generators.

Risk Assessment:

Each identified risk will be assessed for likelihood, vulnerability, and impact.

- Likelihood will be determined based on historical data, operational experience, site-specific factors, and emerging regulatory or stakeholder pressures relevant to each sustainability topic.
- Vulnerability will be assessed by comparing the level of control measures and safeguards currently in place against what is required to effectively mitigate the risk, based on industry standards and regulatory expectations.
- Impact will be evaluated across key dimensions:

Financial Risks: potential revenue loss due to regulatory penalties, community opposition, resource disruptions, reputational damage, or reduced asset value.
O&M Costs: Increased expenditure on pollution control, water treatment, workforce safety compliance, equipment upgrades, waste management, or sustainability-related audits and reporting

Risk Prioritization:

Risks will be ranked based on their assessed likelihood and material financial impact, allowing HUBCO to focus on the most immediate and high-consequence threats.

Risk Mitigation:

Mitigation strategies will be implemented in order of priority to reduce exposure, ensure operational continuity, and minimize financial losses. Where possible, adaptive measures will also be considered in order to prevent losses due to sustainability risks. Actions will be aligned with HUBCO's strategic and sustainability goals.

Risk Reporting:

Sustainability risk findings, assessments, and mitigation outcomes will be integrated into HUBCO's regular risk reporting cycles. This ensures visibility at the Board and management level and supports continuous improvement of climate resilience measures.

HUBCO's Sustainability Opportunities

HUBCO is well-positioned to capitalize on the growing emphasis on sustainability across environmental, social, and governance dimensions. Its diversified portfolio and operational expertise offer a strong foundation to drive improvements in resource efficiency, environmental stewardship, and stakeholder engagement. By integrating sustainability considerations into core operations, such as reducing emissions, improving water use, strengthening workforce safety, and adopting responsible waste practices, HUBCO can enhance long-term resilience. An overview of potential sustainability opportunities is presented below in Table 30.

Sustainability Opportunities	Description
Opportunity Type: GHG Emissions **Time Horizon:** Medium to long term **Likelihood:** Very Likely **Magnitude of Impact:** High **Potential Financial Impact:** High	HUBCO aims to pursue greenhouse gas reduction opportunities through fuel transition or process optimization to lower carbon intensity, and integrating renewable energy or purchasing offsets. These actions offer direct financial and reputational benefits, including access to sustainable and performance-linked financing, reduced exposure to future carbon taxes and regulations, and long-term cost savings through enhanced energy efficiency.
Opportunity Type: Water Management **Time Horizon:** Short to medium term **Likelihood:** Likely **Magnitude of Impact:** Medium **Potential Financial Impact:** Medium	HUBCO aims to enhance water management by adopting water conservation, water consumption efficiency and recycling technologies and optimizing power plant operations. These measures reduce operational risks related to water scarcity and variability, support climate adaptation, and reinforce HUBCO's social license to operate. Financial benefits include reduced water procurement and treatment costs, lower risk of disruption due to regulatory constraints, and enhanced eligibility for green financing tied to responsible water stewardship.
Opportunity Type: Air Quality **Time Horizon:** Short to medium term **Likelihood:** Moderately Likely **Magnitude of Impact:** Medium **Potential Financial Impact:** High	HUBCO aims to improve air quality performance by taking immediate measures against any deviation from regulation and ensuring strict monitoring schemes remain intact such that all emissions are well below defined limits by relevant EPAs. These measures help avoid regulatory penalties and reduce future compliance costs under stricter emission standards.
Opportunity Type: Coal Ash Management **Time Horizon:** Medium term **Likelihood:** Moderately Likely **Magnitude of Impact:** Low **Potential Financial Impact:** Medium	HUBCO's ash yards are lined with a geo membrane to prevent leaching. HUBCO aims to improve coal ash management by promoting the reuse of fly ash in construction applications such as cement and roadworks, and forming partnerships with third parties for ash recycling. These initiatives can significantly lower disposal and waste management costs, reduce long-term environmental liabilities and remediation risks, and potentially generate new revenue streams.
Opportunity Type: Workforce Health and Safety **Time Horizon:** Short to Medium term **Likelihood:** Very Likely **Magnitude of Impact:** Medium **Potential Financial Impact:** Medium	HUBCO aims to further strengthen workforce health and safety by deploying digitized safety monitoring systems, investing in regular worker training and upskilling programs, and enhancing medical readiness at remote sites. HUBCO has signed an MOU with SECMC and EPTL at Thar for mutual aid in case of fire-related or medical emergencies. These initiatives help reduce insurance premiums and medical expenses, minimize lost workdays, and improve operational continuity. They also contribute to lower employee turnover and associated training costs.

Table 30. Sustainability opportunities

GRI Content Index

Statement of Use	The Hub Power Company Limited has reported the information cited in this GRI content index for the period July 1, 2025 to June 30, 2026 with reference to the GRI Standards.	
GRI 1 Used	GRI 1: Foundation 2021	
GRI STANDARD	**DISCLOSURE**	**LOCATION**
GRI 2: General Disclosures 2021	2-1 Organizational details	5
	2-2 Entities included in the organization's sustainability reporting	14, 283
	2-3 Reporting period, frequency and contact point	5
	2-4 Restatements of information	--
	2-5 External assurance	51, 133
	2-6 Activities, value chain and other business relationships	59-63, 111-113
	2-7 Employees	101
	2-8 Workers who are not employees	--
	2-9 Governance structure and composition	17, 33-34, 115, 27-32, 134-135
	2-10 Nomination and selection of the highest governance body	33
	2-11 Chair of the highest governance body	17
	2-12 Role of the highest governance body in overseeing the management of impacts	34
	2-13 Delegation of responsibility for managing impacts	34
	2-14 Role of the highest governance body in sustainability reporting	34, 133-135
	2-15 Conflicts of interest	47
	2-16 Communication of critical concerns	49
	2-17 Collective knowledge of the highest governance body	34
	2-18 Evaluation of the performance of the highest governance body	34, 45
	2-19 Remuneration policies	115
	2-20 Process to determine remuneration	115-116

	2-21 Annual total compensation ratio	--
	2-22 Statement on sustainable development strategy	113, 119, 149
	2-23 Policy commitments	115
	2-24 Embedding policy commitments	33, 133
	2-25 Processes to remediate negative impacts	49
	2-26 Mechanisms for seeking advice and raising concerns	49
	2-27 Compliance with laws and regulations	41-43, 51
	2-28 Membership associations	64
	2-29 Approach to stakeholder engagement	75
	2-30 Collective bargaining agreements	--
GRI 3: Material Topics 2021	3-1 Process to determine material topics	137
	3-2 List of material topics	138
	3-3 Management of material topics	137-148
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	13, 208
	201-2 Financial implications and other risks and opportunities due to climate change	165-181
	201-3 Defined benefit plan obligations and other retirement plans	287
	201-4 Financial assistance received from government	N/A
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	--
	202-2 Proportion of senior management hired from the local community	--
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	160, 162
	203-2 Significant indirect economic impacts	62-63
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	143
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	44

	205-2 Communication and training about anti-corruption policies and procedures	44
	205-3 Confirmed incidents of corruption and actions taken	44
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	49
GRI 207: Tax 2019	207-1 Approach to tax	63, 229
	207-2 Tax governance, control, and risk management	217
	207-3 Stakeholder engagement and management of concerns related to tax	63
	207-4 Country-by-country reporting	--
GRI 301: Materials 2016	301-1 Materials used by weight or volume	143
	301-2 Recycled input materials used	142
GRI 302: Energy 2016	302-1 Energy consumption within the organization	139-140
	302-2 Energy consumption outside of the organization	139-140
	302-3 Energy intensity	139-140
	302-4 Reduction of energy consumption	140
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	141
	303-2 Management of water discharge-related impacts	141
	303-3 Water withdrawal	141
	303-4 Water discharge	141
	303-5 Water consumption	141
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	145
	304-2 Significant impacts of activities, products and services on biodiversity	145
	304-3 Habitats protected or restored	145
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	145
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	139

	305-2 Energy indirect (Scope 2) GHG emissions	139
	305-3 Other indirect (Scope 3) GHG emissions	--
	305-4 GHG emissions intensity	139, 150
	305-5 Reduction of GHG emissions	150
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	141
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	142
	306-2 Management of significant waste-related impacts	142
	306-3 Waste generated	142
	306-4 Waste diverted from disposal	142
	306-5 Waste directed to disposal	142
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	144
	308-2 Negative environmental impacts in the supply chain and actions taken	144
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	101
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	102
	401-3 Parental leave	102
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	146
	403-2 Hazard identification, risk assessment, and incident investigation	146
	403-3 Occupational health services	146
	403-4 Worker participation, consultation, and communication on occupational health and safety	146
	403-5 Worker training on occupational health and safety	146
	403-6 Promotion of worker health	146

	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	146
	403-8 Workers covered by an occupational health and safety management system	146
	403-9 Work-related injuries	146, 151
	403-10 Work-related ill health	151
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	102
	404-2 Programs for upgrading employee skills and transition assistance programs	102
	404-3 Percentage of employees receiving regular performance and career development reviews	98
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	45-46, 101
	405-2 Ratio of basic salary and remuneration of women to men	102
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	49
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	144
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	144
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous people	49
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	156
	413-2 Operations with significant actual and potential negative impacts on local communities	162
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	144
GRI 415: Public Policy 2016	415-1 Political contributions	N/A

GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	144
GRI 417: Marketing and Labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labeling	144
	417-3 Incidents of non-compliance concerning marketing communications	N/A
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	N/A

Table 31. GRI Content Index

International Sustainability Standards Board (ISSB) Index

Topic	Reference Location and Pages
IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information	
Governance	
Governance body responsible	33, 133-135
Management role	34, 133-135
Strategy	
Sustainability-related risks and opportunities	71-73, 147
Business model and value chain	57-64
Strategy and decision-making	149-152
Financial position, financial performance and cash flows	147, 175-180
Resilience	--
Risk management	
Risk management	51-84, 118, 180
Metrics and targets	
Metrics and targets	140-146, 148-152

IFRS S2 Climate-related Disclosures	
Governance	
Governance body responsible	33
Management role	34, 133-135
Strategy	
Climate-related risks and opportunities	165-173
Business model and value chain	57-64
Strategy and decision-making	149-152
Financial position, financial performance and cash flows	147, 167-170
Climate resilience	168-170
Risk management	
Risk management	51, 80-84, 118, 172
Metrics and targets	
Greenhouse gases	139, 148, 173, 181
Climate-related transition risks, physical risks, and opportunities	173
Capital deployment	149-154, 173
Internal carbon prices	--
Remuneration	--
Industry-based metrics	--
Climate-related targets	148-152
Climate-related targets - Carbon credits	--

Table 32. ISSB Index

Sustainability Accounting Standards Board - Content Index

Code	Metrics	Unit of Measure	Location/Reference
Sustainability Disclosure Metrics			
IF-EU-110a.1	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations and (3) emissions-reporting regulations	Metric tonnes (t) CO_2-e, Percentage (%)	N/A
IF-EU-110a.2	Greenhouse gas (GHG) emissions associated with power deliveries	Metric tonnes (t) CO_2-e	137
IF-EU-110a.3	Discussion of strategy to manage Scope 1 emissions, targets, and performance	N/A	149-154
IF-EU-120a.1	Air emissions of NOx (excluding N_2O), SOx, PM10, Pb, and Hg; percentage near dense population areas	Metric tonnes (t), Percentage (%)	140-141
IF-EU-140a.1	(1) Total water withdrawn, (2) total consumed; % in high water stress areas	Thousand cubic metres (m^3), Percentage (%)	141-142
IF-EU-140a.2	Number of non-compliance incidents with water quality regulations	Number	141-142
IF-EU-140a.3	Description of water risk and mitigation strategies	N/A	141-142
IF-EU-150a.1	(1) Amount of coal combustion products generated, (2) % recycled	Metric tonnes (t), Percentage (%)	143
IF-EU-150a.3	Description of CCPs management policies and procedures	N/A	139-143
IF-EU-240a.4	Impact of external factors on customer affordability	N/A	85-86
IF-EU-320a.1	(1) TRIR, (2) fatality rate, (3) NMFR for (a) direct and (b) contract employees	Rate	151

IF-EU-550a.1	Number of non-compliance incidents with physical or cybersecurity standards	Number	93
Activity Metrics			
IF-EU-000.A	Number of: (1) residential, (2) commercial, (3) industrial customers served	Number	N/A
IF-EU-000.B	Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) other retail, (5) wholesale	Megawatt hours (MWh)	140
IF-EU-000.D	Total electricity generated, % by energy source, % in regulated markets	Megawatt hours (MWh), Percentage (%)	140
IF-EU-000.E	Total wholesale electricity purchased	Megawatt hours (MWh)	140

Table 33. SASB Index

Key ESG Performance Indicators – SECP

Environment

Metric	Measurement Annual, unless specified	Location
GHG Emissions	• Total amount of Carbon and Green House Gas emissions in metric tons • Total amount, in CO2 equivalents, for Scope 1, Scope 2 and Scope 3 (if applicable)	141
Emissions Intensity	• Total GHG emissions per output scaling factor (e.g. revenues, sales, units produced) • Total non-GHG emissions per output scaling factor	141
Energy Usage	• Total amount of energy directly consumed • Total amount of energy indirectly consumed	140
Energy Intensity	• Total direct energy usage per output scaling factor	140
Energy Mix	• Percentage: Energy usage by generation type • Disclose the energy consumption from renewable sources as a percentage of total energy consumption	140
Water Usage	• Total amount of water consumed • Total amount of water reclaimed	141
Environmental Operations	• Does your company follow a formal Environmental Policy? Yes, No • Does your company follow specific waste, water, energy, and/or recycling polices? Yes/No • Specify the quantity of waste recycled or re-used as a percentage of total waste for the current and comparative period. • Does your company use a recognized energy management system? Yes/No	142
Environmental Oversight	• Does your Board/Management Team oversee and/or manage climate-related risks? Yes/No	33, 135
Environmental Oversight	• Does your Board/Management Team oversee and/or manage other sustainability issues? Yes/No	33, 135
Sustainable Sourcing	• Does your company have a policy and procedures in place for sustainable sourcing? (Yes/No)	143
Climate Risk Mitigation and Adaptation	• Climate related transition and physical risks, climate related opportunities, capital deployment, internal carbon prices.	165

Table 34.1 KPI SECP Index

Social

Metric	Measurement Annual, unless specified	Location
CEO Pay Ratio	• CEO total compensation to median Full-time Equivalent (FTE) total compensation • Does your company report this metric in regulatory filings? Yes/No	N/A
Gender Pay Ratio	• Ratio: Median male compensation to median female compensation	102
Employee Turnover	• Percentage: Year-over-year change for full-time employees • Percentage: Year-over-year change for part-time employees • Percentage: Year-over-year change for contractors and/or consultants	101
Gender Diversity	• Percentage: Total enterprise headcount held by men and women • Percentage: Entry- and mid-level positions held by men and women • Percentage: Senior- and executive-level positions held by men and women	101
Temporary Worker Ratio	• Percentage: Total enterprise headcount held by part-time employees • Percentage: Total enterprise headcount held by contractors and/or consultants	101
Non-Discrimination	• Does your company have a sexual harassment and/or non-discrimination, diversity, inclusion policy? Yes/No • Is there a confidential grievance, resolution, reporting and non-retaliation mechanism and procedure to address and respond to incidence of harassment and violence? Yes/ No • Percentage: differently-abled women and men in the workforce	49, 120
Global Health & Safety	• Does your company follow an occupational health and/or global health & safety policy? Yes/No	146
Child & Forced Labor	• Does your company follow a child and/or forced labor policy? Yes/No • If yes, does your child and/or forced labor policy also cover suppliers and vendors? Yes/No	162
Corporate Social Responsibility	• Please share a list of CSR activities undertaken along with total time spent on these and amounts (PKR) allocated to these	156-162
Employee training and Succession Planning	• Number of training sessions held on the following. Please also mention the Number of employees and workers trained on these: -Skill Upgradation -Soft Skills - Health and Safety Measures • Percentage: Women and men promoted during the year	97, 102

Metric	Measurement Annual, unless specified	Location
Human Rights	• Does your company follow a human rights policy? Yes/No • If yes, does your human rights policy also cover suppliers and vendors? Yes/No	N/A
Working Conditions	• Number of complaints made by employees regarding working conditions during the reporting period. • Number of complaints regarding working conditions resolved.	49
Injury Rate	• Percentage: Frequency of injury events relative to total workforce time • Number of safety-related incidents during the reporting year and Number of lost production hours as a result • Disclose the percentage of employees/workers covered with Health and Safety Insurance	146, 151
Marketing	• Do you have responsible gender sensitive marketing communication policy or a commitment embedded in larger corporate policy? Yes/No	N/A

Table 34.2 KPI SECP Index

Governance

Metric	Measurement Annual, unless specified	Location
Board Diversity	• Percentage: Total board seats occupied by men and women • Percentage: Committee chairs occupied by men and women	115
Board Independence	• Does company prohibit CEO from serving as board chair? Yes/No • Percentage: Total board seats occupied by independents	115
Board competence	• Percentage of ESG-certified board members.	N/A
Incentivized Pay	• Are executives formally incentivized to perform on sustainability? Yes/No	N/A
Collective Bargaining	• Percentage: Total enterprise headcount covered by collective bargaining agreement(s)	N/A
Supplier Code of Conduct	• Are your vendors or suppliers required to follow a Code of Conduct? Yes/ No • If yes, what percentage of your suppliers have formally certified their compliance with the code?	11

Metric	Measurement Annual, unless specified	Location
Ethics & Anti-Corruption	• Does your company follow an Ethics and/or Anti-Corruption policy? If yes, what percentage of your workforce has formally certified its compliance with the policy?	11-12
Data Privacy	• Does your company follow a Data Privacy policy? Yes/No • Has your company taken steps to comply with general data protection rules/ framework? Yes/No	90
Sustainability Reporting	• Does your company publish a sustainability report? Yes/No • Is sustainability data included in your regulatory filings? Yes/No	131
Disclosure Practices	• Does your company provide sustainability data in line with any sustainability reporting frameworks? Yes/No • Does your company focus on specific UN Sustainable Development Goals (SDGs)? Yes/No • Does your company set targets and report progress on the UN SDGs? Yes/No	133, 157
External Assurance	• Are your sustainability disclosures assured or validated by a third party? Yes/No	133

Table 34.3 KPI SECP Index

CONSOLIDATED FINANCIAL PERFORMANCE

FINANCIAL RATIOS

		2026	2025	2024	2023	2022	2021
Profitability Ratios							
Gross Profit Margin	%	41.74	47.78	52.36	46.19	34.07	60.16
Net Pofit Margin	%	79.09	62.12	57.69	54.27	30.44	63.75
Operating Cost to Turnover	%	58.26	52.22	47.64	53.81	65.93	39.84
Fuel Cost to Turnover	%	39.29	31.00	27.04	35.45	53.70	18.17
EBITDA Margin to Sales*	%	55.06	52.44	56.82	54.94	39.60	65.42
Return on Long Term Investments	%	23.76	23.80	36.69	34.85	12.29	24.99
Operating Leverage Ratio*	%	73.71	119.73	150.99	363.41	8.17	66.98
Return on Equity	%	22.42	22.81	40.92	43.74	25.16	35.98
Return on Capital Employed	%	22.00	22.72	36.02	32.66	20.67	30.00
Liquidity Ratios							
Current Ratio	Times	1.42	1.46	1.34	1.18	1.46	1.13
Quick / Acid Test Ratio	Times	1.29	1.36	1.27	1.12	1.38	1.07
Cash to Current Liabilities	Times	0.39	0.50	0.23	0.13	0.09	0.06
Cash Flow from Operations to Sales	%	16.07	94.49	32.30	39.34	34.81	23.59
Working Capital	Rs. in million	27,830	29,200	43,052	22,126	39,036	14,572
Cashflow to Capital Expenditure	Times	12.22	33.32	22.88	3.12	0.67	38.59
Cashflow Coverage Ratio	%	71.67	138.85	71.75	125.14	169.78	111.16
Activity / Turnover Ratios							
No. of Days in Inventory	Days	22	24	22	24	25	90
Inventory Turnover	Times	16	15	17	15	15	4
No. of Days in Receivables	Days	158	282	261	274	351	674
Receivables Turnover	Times	2.32	1.30	1.40	1.33	1.04	0.54
No. of Days in Payables	Days	135	358	353	287	213	1,150
Payables Turnover	Times	2.70	1.02	1.04	1.27	1.71	0.32
Operating Cycle	Days	45	(52)	(70)	11	163	(386)
Total Assets Turnover	Times	0.17	0.20	0.29	0.28	0.31	0.20
Fixed Assets Turnover	Times	0.58	0.66	0.97	0.92	1.04	0.71
Working Capital Turnover	Times	2.56	2.85	3.03	5.16	2.49	3.75
Investment / Market Ratios							
Earnings Per Share	Rs.	38.26	35.56	53.98	44.37	21.95	25.97
Weighted Average No. of Ordinary Shares	No. in million	1,297	1,297	1,297	1,297	1,297	1,297
Price to Earnings Ratio	Times	6.10	3.88	3.02	1.57	3.11	3.07
Price to Book Ratio	Times	1.17	0.73	1.01	0.57	0.70	0.94
Dividend Yield	%	10.71	9.80	10.73	34.49	9.53	15.06
Dividend Payout Ratio	Times	0.65	0.38	0.32	0.54	0.30	0.46
Dividend Cover Ratio	Times	1.53	2.63	3.08	1.85	3.38	2.16
Cash Dividend Per Share - Interim	Rs.	15.00	5.00	11.50	24.00	6.50	7.00
Cash Dividend Per Share - Final	Rs.	10.00	8.50	6.00	0.00	0.00	5.00
Cash Dividend Per Share - Total	Rs.	25.00	13.50	17.50	24.00	6.50	12.00
Market Value Per Share							
Year End	Rs.	233.45	137.81	163.08	69.58	68.17	79.67
High	Rs.	249.99	166.69	165.14	79.03	81.96	91.32
Low	Rs.	137.02	97.36	74.80	57.75	63.03	70.31
Breakup Value /(Net Assets/share)	Rs.	198.90	188.04	161.87	121.83	96.75	84.54
Capital Structure Ratios							
Financial Leverage Ratio	Times	0.27	0.32	0.51	0.82	0.85	0.51
Weighted Average Cost of Debt	%	11.65	13.86	17.95	13.17	7.16	7.84
Debt to Equity Ratio	Ratio	21:79	24:76	34:66	45:55	46:54	34:66
Interest Cover Ratio	Times	8.69	5.22	4.36	4.64	5.43	6.44
No. of Ordinary Shares	No. in million	1,297	1,297	1,297	1,297	1,297	1,297
Non-Financial Ratios							
Spares Inventory as a % of Total Assets	%	1.23	1.10	1.04	1.06	0.62	0.91
Maintenance Cost as a % of Operating Expenses	%	6.88	8.92	6.18	5.72	2.69	6.62

*Excluding share of profits from associates & joint ventures

DUPONT ANALYSIS

Ratios	2026 %	2025 %	Reason for variation
Tax Burden / Efficiency (Net Income / PBT)	80.08	80.55	The marginal decline indicates changes in taxable profit mix among the Group entities specially HUBCO where there is no exempt income under PPA during the year.
Interest Burden / Efficiency (PBT / EBIT)	88.49	80.84	The improvement reflects lower borrowing costs due to debt repayments by the Group entities.
Operating Income Margin (EBIT / Sales)	111.61	95.39	The increase indicates lower operating expenses and increase in share of profit from associates.
Asset Turnover (Sales / Assets)	0.17	0.20	The decline is majorly due to decrease in revenue from HUBCO against its property, plant and equipment.
Leverage Ratio (Assets / Equity)	1.64	1.70	The slight decrease indicates lower financial leverage and a stronger equity position resulted mainly from debt repayments.
Return on Equity (Net Income / Equity)	22.42	22.81	The slight decrease is mainly due to an increase in equity relative to earnings growth during the year.

HORIZONTAL AND VERTICAL ANALYSIS OF STATEMENT OF PROFIT OR LOSS

Horizontal Analysis	2026 Rs. (Millions)	26 Vs. 25 %	2025 Rs. (Millions)	25 Vs. 24 %	2024 Rs. (Millions)
Turnover	71,126	(14.67)	83,351	(36.14)	130,526
Operating costs	(41,438)	(4.80)	(43,527)	(30.00)	(62,180)
Gross Profit	29,688	(25.45)	39,824	(41.73)	68,346
Other income	7,384	83.63	4,021	21.66	3,305
Insurance Claim against alternator damage	-	-	-	(100.00)	320
General and administration expenses	(2,006)	12.16	(1,789)	(17.26)	(2,162)
Finance costs	(9,136)	(40.02)	(15,231)	(43.05)	(26,744)
Share of Profit from Associates & joint ventures	45,316	9.70	41,310	(16.31)	49,361
Other operating expenses	(997)	(75)	(4,020)	64	(2,452)
Taxation	(13,991)	11.90	(12,503)	(14.69)	(14,656)
Profit after tax from continuing operations	56,257	9.00	51,613	(31.47)	75,318
Profit after tax from discontinued operations	-	(100.00)	162.00	(871.43)	(21.00)
Profit for the year	56,257	8.66	51,775	(31.24)	75,297
Attributable to:					
Owners of the Holding Company	49,631		46,131		70,018
Non-Controlling Interest	6,626		5,643		5,279

Vertical Analysis	2026 Rs. (Millions)	% of turnover	2025 Rs. (Millions)	% of turnover	2024 Rs. (Millions)
Turnover	71,126	100.00	83,351	100.00	130,526
Operating costs	(41,438)	(58.26)	(43,527)	(52.22)	(62,180)
Gross Profit	29,688	41.74	39,824	47.78	68,346
Other income	7,384	10.38	4,021	4.82	3,305
Insurance Claim against alternator damage	-	-	-	-	320
General and administration expenses	(2,006)	(2.82)	(1,789)	(2.15)	(2,162)
Finance costs	(9,136)	(12.84)	(15,231)	(18.27)	(26,744)
Share of Profit from Associates & joint ventures	45,316	63.71	41,310	49.56	49,361
Other operating expenses	(997)	(1.40)	(4,020)	(4.82)	(2,452)
Taxation	(13,991)	(19.67)	(12,503)	(15.00)	(14,656)
Profit after tax from continuing operations	56,257	79.09	51,613	61.92	75,318
Profit after tax from discontinued operations	-	-	162.00	0.19	(21.00)
Profit for the year	56,257	79.09	51,775	62.12	75,297
Attributable to:					
Owners of the Holding Company	49,631		46,131		70,018
Non-Controlling Interest	6,626		5,643		5,279

24 Vs. 23 %	2023 Rs. (Millions)	23 Vs. 22 %	2022 Rs. (Millions)	22 Vs. 21 %	2021 Rs. (Millions)	21 Vs. 20 %
14.23	114,263	17.61	97,158	77.82	54,639	13.08
1.13	(61,485)	(4.01)	(64,056)	194.27	(21,768)	22.08
29.50	52,778	59.44	33,102	0.70	32,871	7.81
(7.81)	3,585	68.79	2,124	166.83	796	94.15
(37.13)	509	-	-	-	-	-
58.04	(1,368)	33.07	(1,028)	(25.45)	(1,379)	(8.07)
38.41	(19,323)	143.76	(7,927)	7.98	(7,341)	(38.34)
43.84	34,316	271.71	9,232	(40.44)	15,501	13.15
3,003.80	(79)	(80.15)	(398)	(21.81)	(509)	181.22
74.25	(8,411)	52.21	(5,526)	8.16	(5,109)	29.54
21.47	62,007	109.63	29,579	(15.08)	34,830	33.65
-	-	-	-	-	-	-
21.43	62,007	109.63	29,579	(15.08)	34,830	33.65
	57,554		28,472		33,688	
	4,453		1,107		1,142	

% of turnover	2023 Rs. (Millions)	% of turnover	2022 Rs. (Millions)	% of turnover	2021 Rs. (Millions)	% of turnover
100.00	114,263	100.00	97,158	100.00	54,639	100.00
(47.64)	(61,485)	(53.81)	(64,056)	(65.93)	(21,768)	(39.84)
52.36	52,778	46.19	33,102	34.07	32,871	60.16
2.53	3,585	3.14	2,124	2.19	796	1.46
0.25	509	0.45	-	-	-	-
(1.66)	(1,368)	(1.20)	(1,028)	(1.06)	(1,379)	(2.52)
(20.49)	(19,323)	(16.91)	(7,927)	(8.16)	(7,341)	(13.44)
37.82	34,316	30.03	9,232	9.50	15,501	28.37
(1.88)	(79)	(0.07)	(398)	(0.41)	(509)	(0.93)
(11.23)	(8,411)	(7.36)	(5,526)	(5.69)	(5,109)	(9.35)
57.70	62,007	54.27	29,579	30.44	34,830	63.75
(0.02)	-	-	-	-	-	-
57.69	62,007	54.27	29,579	30.44	34,830	63.75
	57,554		28,472		33,688	
	4,453		1,107		1,142	

STATEMENT OF FINANCIAL POSITION HORIZONTAL ANALYSIS

Horizontal Analysis	2026 Rs. (Millions)	26 Vs. 25 %	2025 Rs. (Millions)	25 Vs. 24 %
ASSETS				
NON-CURRENT ASSETS				
Fixed Assets				
Property, plant and equipments	119,413	(4.28)	124,752	(3.25)
Intangibles	1,510	(0.57)	1,519	3.76
Long term investments	207,072	5.58	196,125	29.83
Long term deposits and prepayments	16	(1.76)	16	(30.43)
	328,011	1.74	322,412	5.25
CURRENT ASSETS				
Stores, spares and consumables	5,216	14.05	4,573	(2.85)
Stock-in-trade	3,420	112.55	1,609	(61.82)
Trade debts	32,431	11.96	28,966	(70.96)
Contract Assets	-	-	-	(100.00)
Loan and advances	1,062	(33.81)	1,604	432.81
Prepayments and other receivables	22,607	(7.01)	24,311	(1.76)
Short term Investments	3,994	100.00	-	-
Cash and bank balances	25,824	(17.36)	31,248	7.36
	94,553	2.43	92,310	(46.12)
TOTAL ASSETS	422,563	1.89	414,722	(8.41)
EQUITY AND LIABILITIES				
SHARE CAPTIAL AND RESERVE				
Share Capital				
Authorised	17,000	-	17,000	-
Issued, subscribed and paid-up	12,972	-	12,972	-
Capital Reserve				
Share Premium	5,600	-	5,600	-
Revenue Reserve				
Operation & maintenance reserve	3,884	24.12	3,129	100.00
Unappropriated profit	212,926	7.53	198,007	15.26
ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY	235,382	7.13	219,708	15.41
NON-CONTROLLING INTERESTS	22,626	(6.56)	24,214	23.51
TOTAL EQUITY	258,008	5.77	243,922	16.17
NON-CURRENT LIABILITIES				
Long term loans	62,944	(12.36)	71,825	(19.24)
Long term lease liabilities	95	(29.16)	134	(12.99)
Defferred taxation	34,794	(2.62)	35,731	40.29
	97,833	(9.15)	107,690	(6.00)
CURRENT LIABILITIES				
Trade and other payables	31,675	(8.66)	34,678	(48.57)
Provision for taxation	11,907	68.84	7,052	7.48
Unclaimed dividend	422	39.06	304	31.52
Unpaid dividend	114	(38.86)	186	(84.73)
Interest/mark-up accrued	3,151	(16.29)	3,764	(40.96)
Refund liability	9,935	107.55	4,787	100.00
Short term borrowings	2,043	(64.07)	5,686	(80.64)
Current maturity of long term loans	7,439	12.76	6,597	(59.20)
Current maturity of long term lease liabilities	36	(34.98)	56	(93.87)
	66,723	5.72	63,110	(50.80)
TOTAL EQUITY AND LIABILITIES	422,563	1.89	414,722	(8.41)

2024 Rs. (Millions)	24 Vs. 23 %	2023 Rs. (Millions)	23 Vs. 22 %	2022 Rs. (Millions)	22 Vs. 21 %	2021 Rs. (Millions)	21 Vs. 20 %
128,940	(7.22)	138,977	27.89	108,670	37.55	79,004	4.50
1,464	(3.68)	1,520	7.19	1,418	(0.21)	1,421	(1.39)
151,058	26.60	119,315	48.68	80,248	14.63	70,009	29.58
23	-	23	9.52	21	(30.00)	30	(16.67)
281,485	4.72	259,835	3.78	190,357	(1.69)	150,464	10.70
4,707	9.41	4,302	121.41	1,943	(23.17)	2,529	(12.58)
4,214	30.75	3,223	(33.05)	4,814	20.41	3,998	(40.32)
99,740	14.97	86,751	2.36	84,749	(16.90)	101,987	2.29
8,505	(42.60)	14,817	100.00	-	(100.00)	77	100.00
301	55.96	193	(18.22)	236	100.00	-	(100.00)
24,747	18.47	20,889	9.60	19,060	48.37	12,846	(4.18)
-	-	-	(100.00)	6,465	100.00	-	-
29,105	87.12	15,554	106.62	7,528	18.57	6,349	(2.88)
171,319	17.56	145,729	16.77	124,795	(2.34)	127,786	(1.16)
452,804	11.65	405,564	28.69	315,152	13.26	278,250	6.86
17,000	-	17,000	-	17,000	-	17,000	-
12,972	-	12,972	-	12,972	-	12,972	-
5,600	-	5,600	-	5,600	-	5,600	-
-	-	-	-	-	-	-	-
171,797	39.11	123,493	28.42	96,162	16.91	82,255	42.52
190,369	34.00	142,065	23.82	114,734	13.79	100,827	32.17
19,604	22.74	15,972	48.33	10,768	21.82	8,839	15.63
209,973	32.86	158,037	25.92	125,502	14.44	109,666	30.66
88,941	(15.25)	104,945	14.60	91,575	96.58	46,585	(3.23)
154	(85.53)	1,064	(27.42)	1,466	(15.36)	1,732	(27.98)
25,469	42.17	17,915	65.13	10,849	53.82	7,053	122.42
114,564	(7.55)	123,924	19.28	103,890	87.63	55,370	3.08
67,434	13.30	59,519	35.36	43,972	(36.75)	69,516	(10.10)
6,561	100.00	-	-	-	(100.00)	36	(14.29)
231	8.96	212	(4.93)	223	(2.19)	228	9.62
1,218	102.33	602	48.64	405	48.35	273	49.18
6,375	(6.58)	6,824	119.63	3,107	154.67	1,220	(28.15)
-	-	-	-	-	-	-	-
29,366	(8.64)	32,142	32.97	24,172	(28.70)	33,901	(12.77)
16,168	(30.82)	23,372	76.98	13,206	76.13	7,498	94.65
914	(1.93)	932	38.07	675	24.54	542	(5.90)
128,267	3.77	123,603	44.13	85,760	(24.25)	113,214	(7.76)
452,804	11.65	405,564	28.69	315,152	13.26	278,250	6.86

STATEMENT OF FINANCIAL POSITION VERTICAL ANALYSIS

Vertical Analysis	2026 Rs. (Millions)	%	2025 Rs. (Millions)	%
ASSETS				
NON-CURRENT ASSETS				
Fixed Assets				
Property, plant and equipments	119,413	28.26	124,752	30.08
Intangibles	1,510	0.36	1,519	0.37
Long term investments	207,072	49.00	196,125	47.29
Long term deposits and prepayments	16	-	16	-
	328,011	77.62	322,412	77.74
CURRENT ASSETS				
Stores, spares and consumables	5,216	1.23	4,573	1.10
Stock-in-trade	3,420	0.81	1,609	0.39
Trade debts	32,431	7.67	28,966	6.98
Contract Assets	-	-	-	-
Loan and advances	1,062	0.25	1,604	0.39
Prepayments and other receivables	22,607	5.35	24,311	5.86
Short term Investments	3,994	0.95	-	-
Cash and bank balances	25,824	6.11	31,248	7.53
	94,553	22.38	92,310	22.26
TOTAL ASSETS	422,563	100.00	414,722	100.00
EQUITY AND LIABILITIES				
SHARE CAPTIAL AND RESERVE				
Share Capital				
Authorised	17,000	-	17,000	-
Issued, subscribed and paid-up	12,972	3.07	12,972	3.13
Capital Reserve				
Share Premium	5,600	1.33	5,600	1.35
Revenue Reserve				
Operation & maintenance reserve	3,884	0.92	3,129	0.75
Unappropriated profit	212,926	50.39	198,007	47.74
ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY	235,382	55.70	219,708	52.98
NON-CONTROLLING INTERESTS	22,626	5.35	24,214	5.84
TOTAL EQUITY	258,008	61.06	243,922	58.82
NON-CURRENT LIABILITIES				
Long term loans	62,944	14.90	71,825	17.32
Long term lease liabilities	95	0.02	134	0.03
Defferred taxation	34,794	8.23	35,731	8.62
	97,833	23.15	107,690	25.97
CURRENT LIABILITIES				
Trade and other payables	31,675	7.5	34,678	8.36
Provision for taxation	11,907	2.82	7,052	1.70
Unclaimed dividend	422	0.10	304	0.07
Unpaid dividend	114	0.03	186	0.04
Interest/mark-up accrued	3,151	0.75	3,764	0.91
Refund liability	9,935	2.35	4,787	1.15
Short term borrowings	2,043	0.48	5,686	1.37
Current maturity of long term loans	7,439	1.76	6,597	1.59
Current maturity of long term lease liabilities	36	0.01	56	0.01
	66,723	15.79	63,110	15.22
TOTAL EQUITY AND LIABILITIES	422,563	100.00	414,722	100.00

2024 Rs. (Millions)	%	2023 Rs. (Millions)	%	2022 Rs. (Millions)	%	2021 Rs. (Millions)	%
128,940	28.48	138,977	34.27	108,670	34.48	79,004	28.39
1,464	0.32	1,520	0.37	1,418	0.45	1,421	0.51
151,058	33.36	119,315	29.42	80,248	25.46	70,009	25.16
23	0.01	23	0.01	21	0.01	30	0.01
281,485	62.16	259,835	64.07	190,357	60.40	150,464	54.08
4,707	1.04	4,302	1.06	1,943	0.62	2,529	0.91
4,214	0.93	3,223	0.79	4,814	1.53	3,998	1.44
99,740	22.03	86,751	21.39	84,749	26.89	101,987	36.65
8,505	1.88	14,817	3.65	-	-	77	0.03
301	0.07	193	0.05	236	0.07	-	-
24,747	5.47	20,889	5.15	19,060	6.05	12,846	4.62
-	-	-	-	6,465	2.05	-	-
29,105	6.43	15,554	3.84	7,528	2.39	6,349	2.28
171,319	37.84	145,729	35.93	124,795	39.60	127,786	45.92
452,804	100.00	405,564	100.00	315,152	100.00	278,250	100.00
17,000	-	17,000	-	17,000	-	17,000	-
12,972	2.86	12,972	3.20	12,972	4.12	12,972	4.66
5,600	1.24	5,600	1.38	5,600	1.78	5,600	2.01
-	-	-	-	-	-	-	-
171,797	37.94	123,493	30.45	96,162	30.51	82,255	29.56
190,369	42.04	142,065	35.03	114,734	36.41	100,827	36.24
19,604	4.33	15,972	3.94	10,768	3.42	8,839	3.18
209.973	46.37	158,037	38.97	125,502	39.82	109,666	39.41
88,941	19.64	104,945	25.88	91,575	29.06	46,585	16.74
154	0.03	1,064	0.26	1,466	0.47	1,732	0.62
25,469	5.62	17,915	4.42	10,849	3.44	7,053	2.53
114,564	25.30	123,924	30.56	103,890	32.97	55,370	19.90
67,434	14.89	59,519	14.68	43,972	13.95	69,516	24.98
6,561	1.45	-	-	-	-	36	0.01
231	0.05	212	0.05	223	0.07	228	0.08
1,218	0.27	602	0.15	405	0.13	273	0.10
6,375	1.41	6,824	1.68	3,107	0.99	1,220	0.44
-	-	-	-	-	-	-	-
29,366	6.49	32,142	7.93	24,172	7.67	33,901	12.18
16,168	3.57	23,372	5.76	13,206	4.19	7,498	2.69
914	0.20	932	0.23	675	0.21	542	0.19
128,267	28.33	123,603	30.48	85,760	27.21	113,214	40.69
452,804	100.00	405,564	100.00	315,152	100.00	278,250	100.00

SIX YEARS AT A GLANCE
STATEMENT OF PROFIT OR LOSS

	2026 Rs. (Millions)	2025 Rs. (Millions)	2024 Rs. (Millions)	2023 Rs. (Millions)	2022 Rs. (Millions)	2021 Rs. (Millions)
Turnover	71,126	83,351	130,526	114,263	97,158	54,639
Operating costs	(41,438)	(43,528)	(62,180)	(61,485)	(64,056)	(21,768)
Gross Profit	29,688	39,824	68,346	52,778	33,102	32,871
Other income	7,384	4,021	3,305	3,585	2,124	796
Insurance Claim against alternator damage	-	-	320	509	-	-
General and administration expenses	(2,006)	(1,789)	(2,162)	(1,368)	(1,028)	(1,379)
Finance costs	(9,136)	(15,231)	(26,744)	(19,323)	(7,927)	(7,341)
Share of Profit from Associates & Joint Ventures	45,316	41,310	49,361	34,316	9,232	15,501
Other operating expenses	(997)	(4,020)	(2,452)	(79)	(398)	(509)
Taxation	(13,991)	(12,503)	(14,656)	(8,411)	(5,526)	(5,109)
Profit after tax from continuing operations	56,257	51,613	75,318	62,007	29,579	34,830
Profit after tax from discontinued operations	-	162	(21)	-	-	-
Profit for the year	56,257	51,775	75,297	62,007	29,579	34,830
Attributable to:						
Owners of the Holding Company	49,631	46,131	70,018	57,554	28,472	33,688
Non-Controlling Interest	6,626	5,643	5,279	4,453	1,107	1,142
Basic and diluted earnings per share (Rupees)	38.26	35.56	53.98	44.37	21.95	25.97
Weighted Average No. of Ordinary Shares	1,297	1,297	1,297	1,297	1,297	1,297

	2026 Rs. (Millions)	2025 Rs. (Millions)	2024 Rs. (Millions)	2023 Rs. (Millions)	2022 Rs. (Millions)	2021 Rs. (Millions)
EBITDA						
Profit after tax for the year	56,257	51,775	75,297	62,007	29,579	34,830
Finance costs	9,136	15,231	26,744	19,323	7,927	7,341
Depreciation	5,081	5,471	6,760	7,310	4,666	3,947
Amortization	11	39	68	37	7	21
Taxation	13,991	12,503	14,656	8,411	5,526	5,109
EBITDA	84,476	85,018	123,525	97,088	47,705	51,248

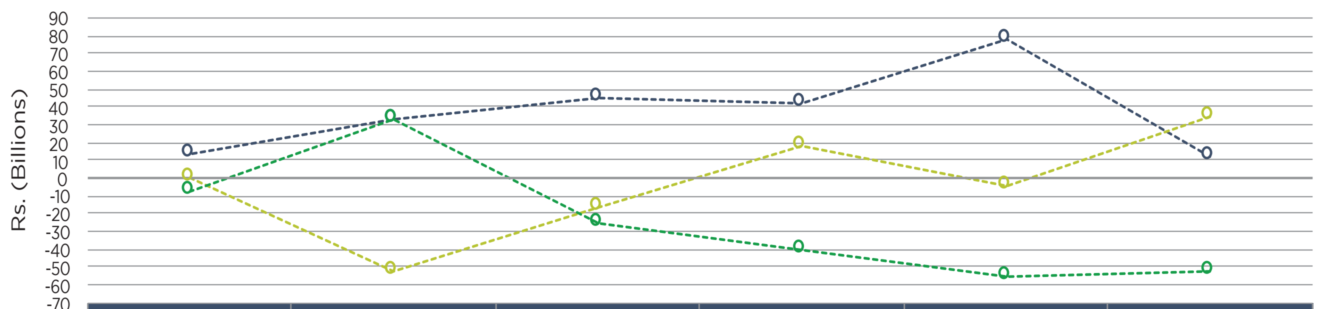
	2026 Rs. (Millions)	2025 Rs. (Millions)	2024 Rs. (Millions)	2023 Rs. (Millions)	2022 Rs. (Millions)	2021 Rs. (Millions)
EBIT						
Profit after tax for the year	56,257	51,775	75,297	62,007	29,579	34,830
Finance costs	9,136	15,231	26,744	19,323	7,927	7,341
Taxation	13,991	12,503	14,656	8,411	5,526	5,109
EBIT	79,384	79,509	116,697	89,741	43,032	47,280

SIX YEARS AT A GLANCE
STATEMENT OF FINANCIAL POSITION

	2026 Rs. (Millions)	2025 Rs. (Millions)	2024 Rs. (Millions)	2023 Rs. (Millions)	2022 Rs. (Millions)	2021 Rs. (Millions)
ASSETS						
NON-CURRENT ASSETS						
Fixed Assets						
Property, plant and equipment	119,413	124,752	128,940	138,977	108,670	79,004
Intangibles	1,510	1,519	1,464	1,520	1,418	1,421
Long term investments	207,072	196,125	151,058	119,315	80,248	70,009
Long term deposits	16	16	23	23	21	30
	328,011	322,412	281,485	259,835	190,357	150,464
CURRENT ASSETS						
Stores, spares and consumables	5,216	4,573	4,707	4,302	1,943	2,529
Stock-in-trade	3,420	1,609	4,214	3,223	4,814	3,998
Trade debts	32,431	28,966	99,740	86,751	84,749	101,987
Contract asset	-	-	8,505	14,817	-	77
Loans and advances	1,062	1,604	301	193	236	-
Deposits, prepayments and other receivables	22,607	24,311	24,747	20,889	19,060	12,846
Short Term Investments	3,994	-	-	-	6,465	-
Cash and bank balances	25,824	31,248	29,105	15,554	7,528	6,349
	94,553	92,310	171,319	145,729	124,795	127,786
TOTAL ASSETS	422,563	414,722	452,804	405,564	315,152	278,250
EQUITY AND LIABILITIES						
SHARE CAPTIAL AND RESERVE						
Share Capital						
Authorised	17,000	17,000	17,000	17,000	17,000	17,000
Issued, subscribed and paid-up	12,972	12,972	12,972	12,972	12,972	12,972
Capital Reserve						
Share premium	5,600	5,600	5,600	5,600	5,600	5,600
Revenue Reserve						
Operation & maintenance reserve	3,884	3,129	-	-	-	-
Unappropriated profit	212,926	198,007	171,797	123,493	96,162	82,255
ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY	235,382	219,708	190,369	142,065	114,734	100,827
NON-CONTROLLING INTERESTS	22,626	24,214	19,604	15,972	10,768	8,839
TOTAL EQUITY	258,008	243,922	209,973	158,037	125,502	109,666
NON-CURRENT LIABILITIES						
Long term loans	62,944	71,825	88,941	104,945	91,575	46,585
Long term lease liabilities	95	134	154	1,064	1,466	1,732
Defferred Taxation	34,794	35,731	25,469	17,915	10,849	7,053
	97,833	107,690	114,564	123,924	103,890	55,370
CURRENT LIABILITIES						
Trade and other payables	31,675	34,678	67,434	59,519	43,972	69,516
Provision for taxation	11,907	7,052	6,561	-	-	36
Unclaimed dividend	422	304	231	212	223	228
Unpaid dividend	114	186	1,218	602	405	273
Interest / mark-up accrued	3,151	3,764	6,375	6,824	3,107	1,220
Refund liability	9,935	4,787	-	-	-	-
Short term borrowings	2,043	5,686	29,366	32,142	24,172	33,901
Current maturity of long term loans	7,439	6,597	16,168	23,372	13,206	7,498
Current maturity of long term lease liabilities	36	56	914	932	675	542
	66,723	63,110	128,267	123,603	85,760	113,214
TOTAL EQUITY AND LIABILITIES	422,563	414,722	452,804	405,564	315,152	278,250

SIX YEARS AT A GLANCE
CASHFLOW SUMMARY

	2026 Rs. (Millions)	2025 Rs. (Millions)	2024 Rs. (Millions)	2023 Rs. (Millions)	2022 Rs. (Millions)	2021 Rs. (Millions)
Opening	30,108	10,739	(9,533)	(12,145)	(27,552)	(32,324)
Net Cashflow generated from operating activities	11,430	78,761	42,162	44,946	33,823	12,888
Net Cashflow generated from / (used in) investing activities	35,015	(3,846)	18,218	(16,814)	(51,768)	(646)
Net Cashflow (used in) / generated from financing activities	(51,771)	(55,533)	(39,895)	(26,142)	33,354	(7,472)
Gain / (Loss) on Foreign Currency Balance	(1)	(13)	(213)	622	(2)	2
Closing	24,781	30,108	10,739	(9,533)	(12,145)	(27,552)



	2021	2022	2023	2024	2025	2026
	12,888	33,823	44,946	42,162	78,761	11,430
	(646)	(51,768)	(16,814)	18,218	(3,846)	35,015
	(7,472)	33,354	(26,142)	(39,895)	(55,533)	(51,771)

- Net Cashflow generated from operating activities
- Net Cashflow generated from / (used in) investing activities
- Net Cashflow (used in) / generated from financing activities

COMMENTS ON CONSOLIDATED STATEMENT OF PROFIT OR LOSS

The decrease in turnover, operating costs, finance costs and other operating expenses as compared to the last year is mainly due to the termination of HUBCO PPA and renegotiation of NEL PPA in FY-2025.

The increase in other income is mainly due to higher dividend income from SECMC.

The increase in share of profit from associates and joint ventures is due to increase in proportionate share of income from the respective Group entities.

COMMENTS ON CONSOLIDATED STATEMENT OF FINANCIAL POSITION

During the year, the Group invested in a subsidiary and associate to meet investment commitments.

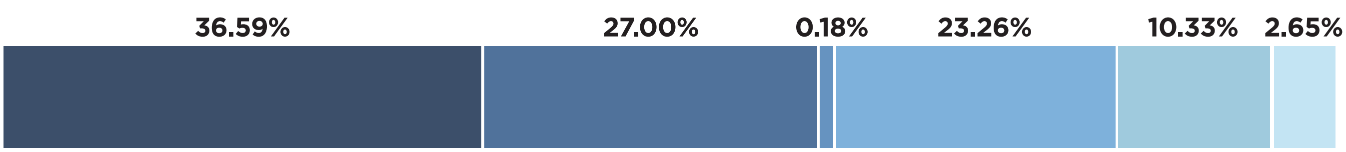
During the year, the Group made all scheduled loan repayments and settled its short-term financing facilities to reduce its markup costs.

During the year, the Company paid higher dividends to its shareholders compared to the previous year.

STATEMENT OF VALUE ADDITION

	2026 Rs. (Millions)	%	2025 Rs. (Millions)	%
Wealth Created				
Total Revenue inclusive of sales tax and other income	130,411	147.40	134,009	153.52
Less: Operating cost & other general expenses	(41,940)	(47.40)	(46,719)	(53.52)
	88,471	100.00	87,291	100.00
Wealth Distributed				
To employees				
Salaries, wages and other benefits	2,344	2.65	2,486	2.85
To government				
Sales tax	6,585	7.44	5,326	6.10
Income tax	13,991	15.81	12,503	14.32
To society				
Donation / Corporate Social Responsibility	159	0.18	132	0.15
To providers of finance as financial charges	9,136	10.33	15,231	17.45
Dividend to Shareholders	32,371	36.59	17,480	20.03
Wealth Retained	23,886	27.00	34,133	39.10
	88,471	100.00	87,291	100.00

Wealth Distribution 2026



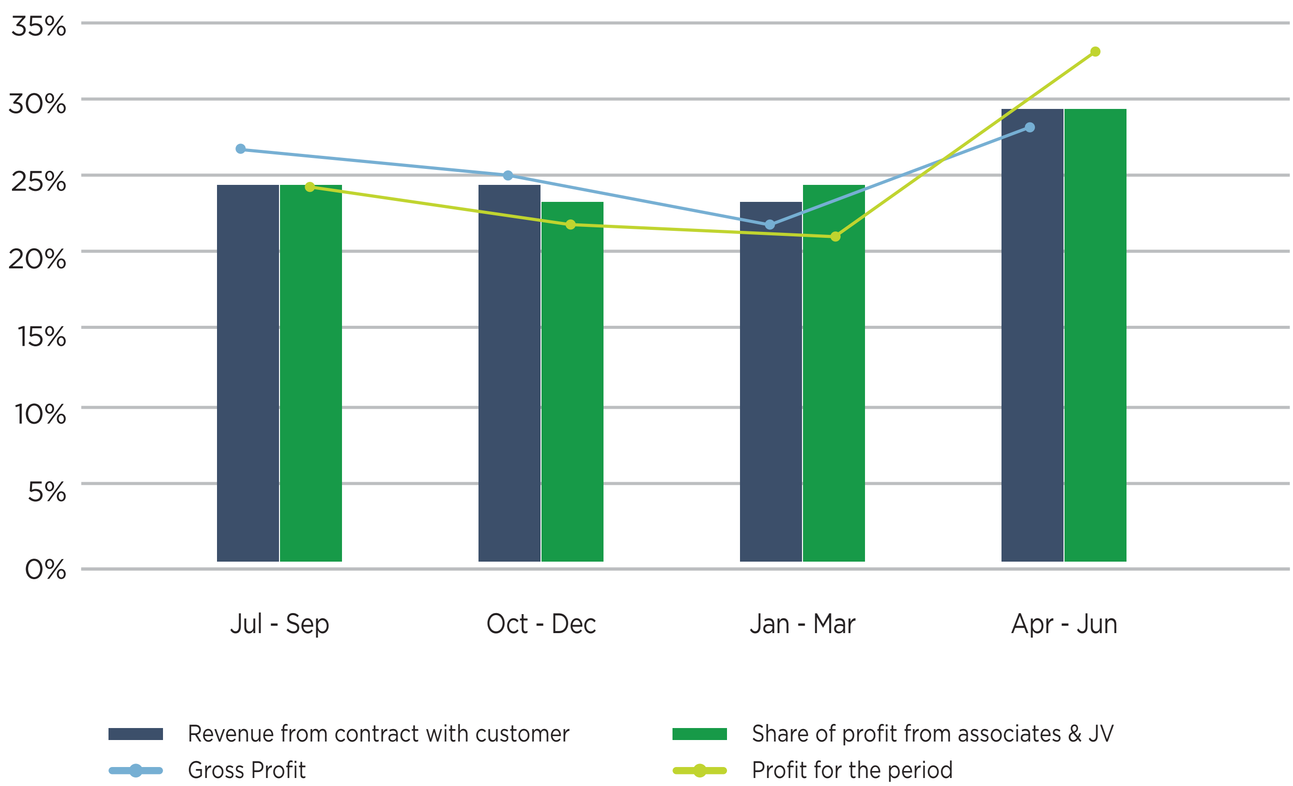
Wealth Distribution 2025

Dividend to Shareholders
Wealth Retained
To Society
To Government
To Providers of Finance
To Employees

QUARTERLY FINANCIAL ANALYSIS

	Jul - Sep 2025 (Rs. Millions)	%	Oct - Dec 2025 (Rs. Millions)	%	Jan - Mar 2026 (Rs. Millions)	%	Apr - Jun 2026 (Rs. Millions)	%	Jul - Jun 2026 (Rs. Millions)	%
Revenue from contract with customer	17,937	24%	16,724	24%	16,454	23%	20,551	29%	71,126	100%
Gross Profit	7,586	26%	7,428	25%	6,598	22%	8,076	27%	29,688	100%
Share of profit from associates & JV	10,794	24%	10,492	23%	11,023	24%	13,007	29%	45,316	100%
Profit for the period	13,279	24%	12,346	22%	12,125	21%	18,507	33%	56,257	100%

Quarterly Analysis 2025-26



CASH FLOW STATEMENT - DIRECT METHOD

For the year ended June 30, 2026	2026 (Rs. '000s)	2025 (Rs. '000s)
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	72,810,410	156,356,724
Paid to suppliers / service provider - net	(43,004,369)	(59,260,588)
Paid to employees	(2,210,981)	(2,379,682)
Interest income received	3,037,025	2,378,230
Interest / mark-up paid	(8,512,738)	(16,334,105)
Staff gratuity paid	(82,382)	(100,248)
Taxes paid	(10,608,391)	(1,899,498)
Net cash generated from operating activities	11,428,574	78,760,833
CASH FLOWS FROM INVESTING ACTIVITIES		
Fixed capital expenditure	(935,016)	(2,364,177)
Proceeds from disposal of fixed assets	26,281	132,004
Long term investments made	(6,600,000)	-
Dividend received from associate, joint venture and equity investment	43,921,748	216,000
Short term investment made	(97,733,781)	(71,058,789)
Short term investments redeemed	94,936,327	71,742,096
Loan repayment received from / (given to) MMCPL - an associated company - net	1,400,000	(1,400,000)
Cash and cash equivalents acquired under business combination	-	105
Cash and cash equivalents transferred at dilution of equity interest in subsidiary	-	(1,078,058)
Long term deposits - net	(6)	(35,091)
Net cash generated from / (used in) investing activities	35,015,553	(3,845,910)
CASH FLOWS FROM FINANCING ACTIVITIES		
Dividends paid to owners of the holding company	(32,371,486)	(17,480,463)
Dividends paid to non-controlling interests	(8,419,364)	(2,175,868)
Repayment of long term loans	(7,383,942)	(28,478,084)
Repayment of privately placed Sukuk	-	(11,000,000)
(Repayments of) / proceeds from short term borrowings - net	(3,546,821)	4,546,821
Repayment of long term lease liabilities	(49,180)	(910,390)
Share issuance cost	-	(34,526)
Net cash used in financing activities	(51,770,793)	(55,532,510)
Net (decrease) / increase in cash and cash equivalents	(5,326,666)	19,382,413
Cash and cash equivalents at the beginning of the year	30,108,205	10,739,176
Loss on foreign currency balance	(900)	(13,384)
Cash and cash equivalents at the end of the year	24,780,639	30,108,205

Materiality approach adopted by the management

Determination of materiality levels, other than those provided under the regulations, is judgmental and varies between organizations. In general, matters are considered to be material if, individually or in aggregate, they are expected to significantly affect the performance and profitability of the Group Companies. Materiality levels are reviewed periodically and are appropriately updated.

Powers of the Board of Directors and the Management of the Group Companies have been defined with special reference to, and in compliance with the Companies Act 2017, the Code of Corporate Governance, the Articles of Association of the Group Companies, guidelines and frameworks issued by professional bodies and best practices.

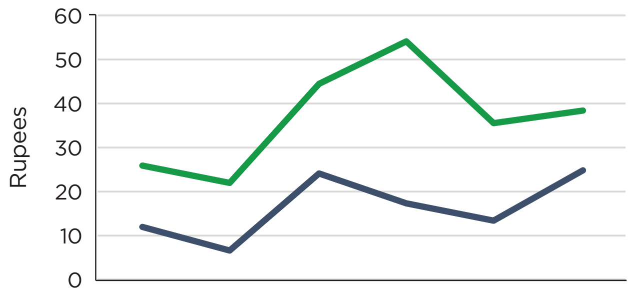
The Board powers include approvals for capital expenditure, disposal of fixed assets, annual business plans, policy formulation, risk management, human resource management, donations, matters relating to health, safety and the environment and other matters required by law or internal policies.

Authorizations for transactions and delegation of powers have also been defined clearly and carried out through formalized processes keeping in view defined materiality levels.

GRAPHICAL PRESENTATION

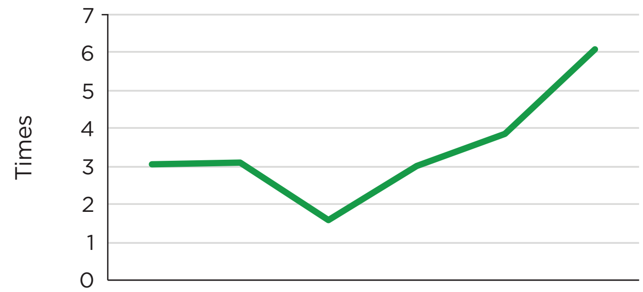
EPS vs Dividend per share

Earnings per share   Dividend per share



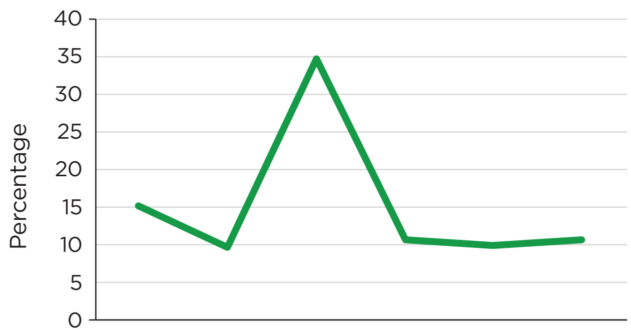
	2021	2022	2023	2024	2025	2026
Earnings per share	25.97	21.95	44.37	53.98	35.56	38.26
Dividend per share	12.00	6.50	24.00	17.50	13.50	25.00

PE Ratio



2021	2022	2023	2024	2025	2026
3.07	3.11	1.57	3.02	3.88	6.10

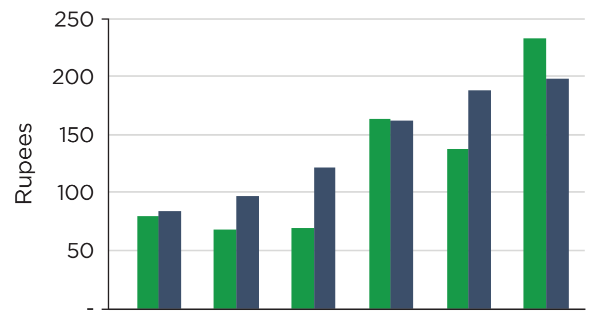
Dividend Yield



2021	2022	2023	2024	2025	2026
15.06%	9.53%	34.49%	10.73%	9.80%	10.71%

Market Value vs Break up Value

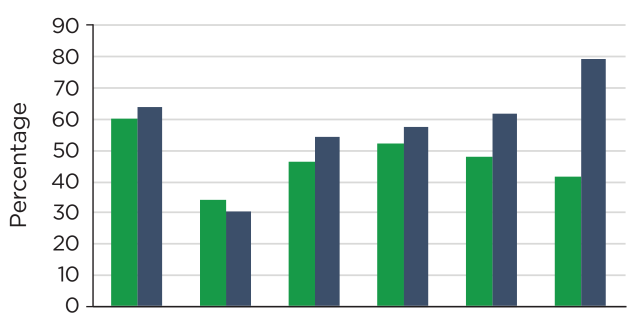
Market Value   Break up Value



	2021	2022	2023	2024	2025	2026
Market Value	79.67	68.17	69.58	163.08	137.81	233.45
Break up Value	84.54	96.75	121.83	161.87	188.04	198.90

GP % vs NP %

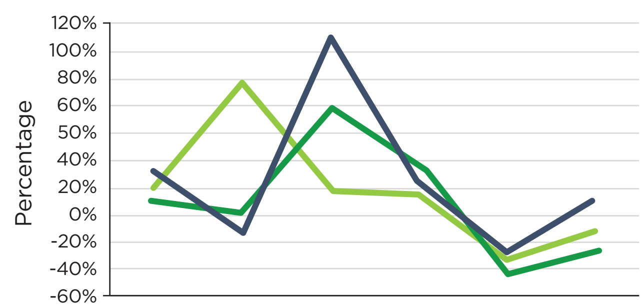
Gross Profit Ratio   Net Profit Ratio



	2021	2022	2023	2024	2025	2026
Gross Profit Ratio	60.16%	34.07%	46.19%	52.36%	47.78%	41.74%
Net Profit Ratio	63.75%	30.44%	54.27%	57.69%	61.92%	79.09%

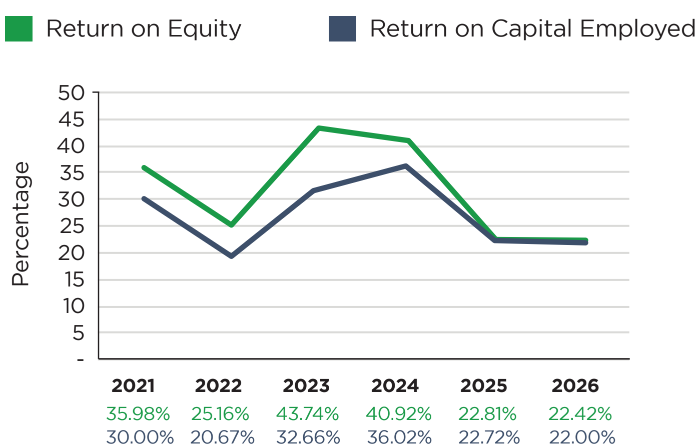
Growth of Turnover and Profitability

Growth in Sales   Growth in Gross Profit   Growth in Net income

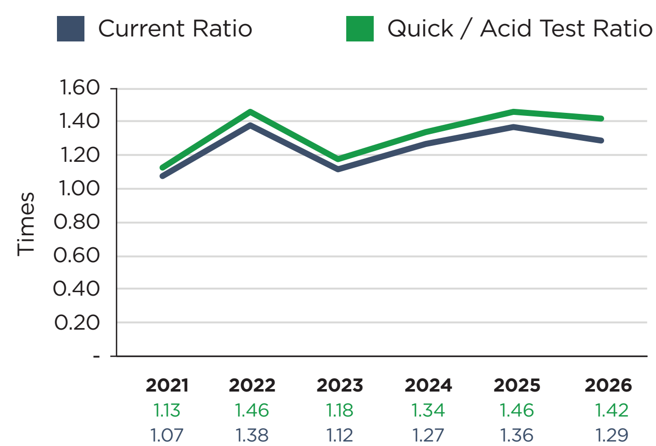


	2021	2022	2023	2024	2025	2026
Growth in Sales	13.08%	77.82%	17.61%	14.23%	(36.14%)	(14.67%)
Growth in Gross Profit	7.81%	0.70%	59.44%	29.50%	(41.73%)	(25.45%)
Growth in Net income	28.67%	(15.08%)	109.63%	21.43%	(31.24%)	8.66%

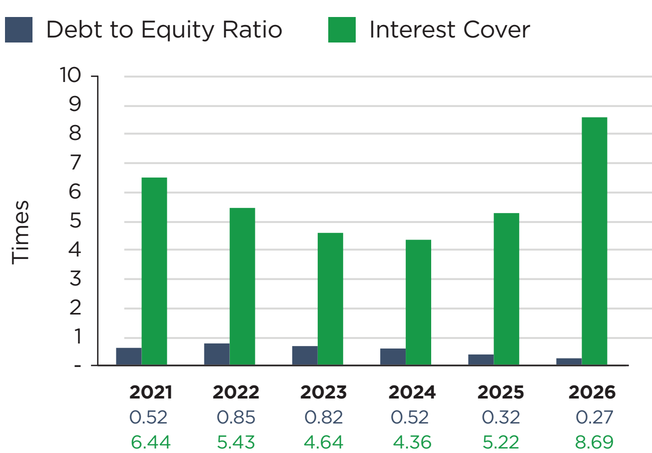
Profitability Ratio



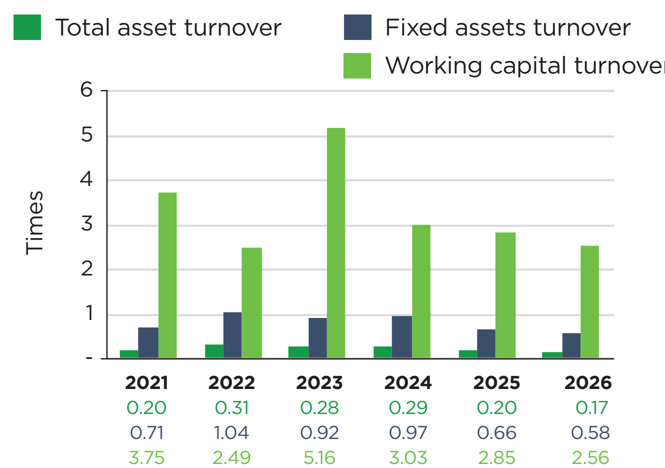
Current Ratio vs Quick / Acid Test Ratio



Debt Management



Turnover Ratio

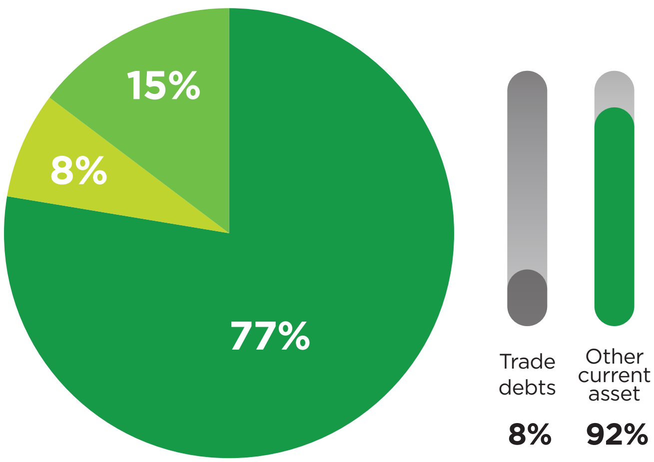


GRAPHICAL PRESENTATION

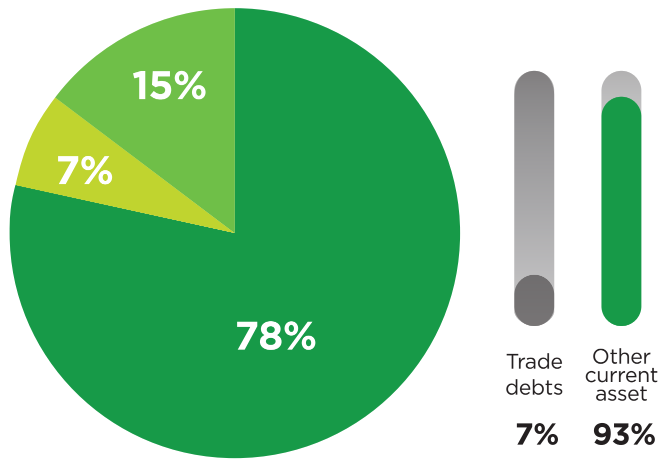
Composition of Total Assets

Non Current Assets | Current Assets | Trade debts

2026



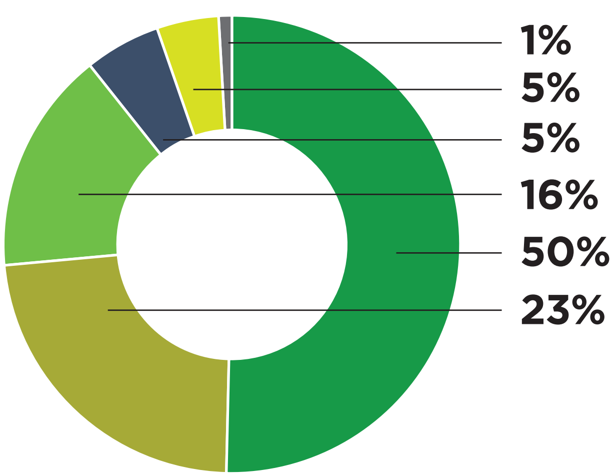
2025



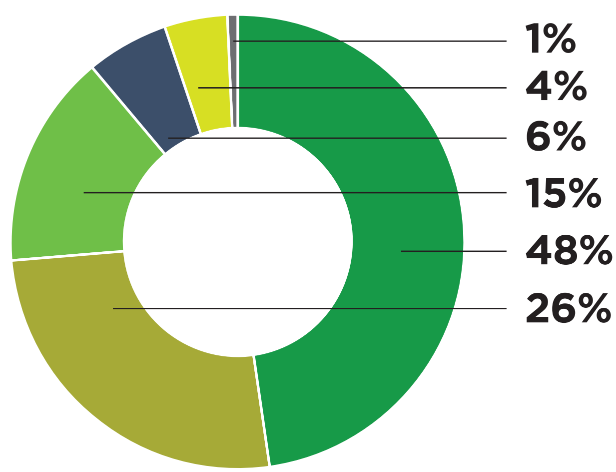
Capital Structure

Current Liabilities | Non Controlling Interests | Paid up Share capital | Operation & Maintenance Reserve
Non Current Liabilities | Retained Earning

2026



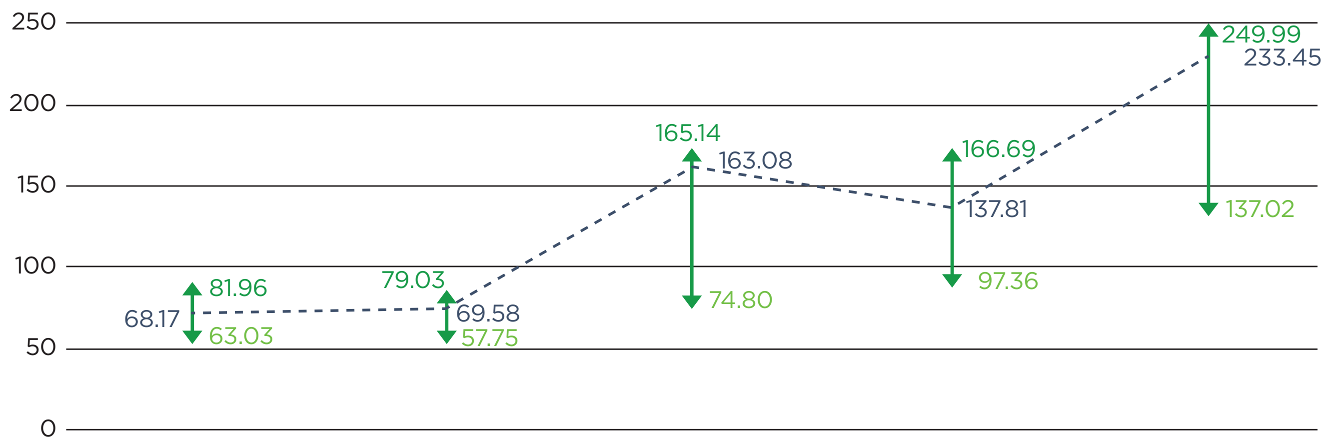
2025



SHARE PRICE SENSITIVITY ANALYSIS

Share price in the stock market moves due to various factors such as company performance, general market sentiments, economic events and interest rates, etc. Being a responsible and law-compliant company, HUBCO circulates price sensitive information to the stock exchange in accordance with the requirements of the listing regulations in a timely manner. During the year 2025-26, the Company's share price has touched the peak of Rs. 249.9 while the lowest recorded price was Rs. 137.02 with a closing price of Rs. 233.45 at the end of the year.

Share Price Sensitivity



	2021-22	2022-23	2023-24	2024-25	2025-26
High	81.96	79.03	165.14	166.69	249.99
Closing	68.17	69.58	163.08	137.81	233.45
Low	63.03	57.75	74.80	97.36	137.02

UNCONSOLIDATED FINANCIAL STATEMENTS

Independent Auditor's Report

To the members of The Hub Power Company Limited
Report on the Audit of the Unconsolidated Financial Statements

Opinion

We have audited the annexed unconsolidated financial statements of The Hub Power Company Limited (the Company), which comprise the unconsolidated statement of financial position as at June 30, 2026, and the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity, the unconsolidated statement of cash flows for the year then ended, and notes to the unconsolidated 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 unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated 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 Unconsolidated Financial Statements* section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* as adopted by the Institute of Chartered Accountants of Pakistan (the Code) and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

Following is the Key audit matter:

S. No.	Key audit matter	How the matter was addressed in our audit
(i)	Contingent Liabilities	
	[Refer notes 3.8 and 28.3 to 28.11 to the unconsolidated financial statements] The Company has contingent liabilities in respect of Income Tax, Sales Tax, Federal Excise Duty (FED), Workers' Welfare Fund (WWF) and Workers' Profits Participation Fund (WPPF) which are pending adjudication at various legal forums. These are based on a range of issues such as disallowance of certain expenses for income tax purposes, apportionment of input sales tax claims, applicability of FED on services and applicability of WWF and WPPF on the operations of the Company. The related matters require management to make judgments and estimates in relation to the interpretation of laws, statutory rules, regulations and the probability of outcome and financial impact, if any, on the Company for disclosure or recognition of any provision that may be required thereagainst. Due to the significance of amounts involved, inherent uncertainties with respect to the outcome of the matters, and use of significant management judgment and estimates to assess the same including related financial impacts, we have considered related contingent liabilities an area of higher assessed risk and a key audit matter.	Our audit procedures, amongst others, included the following: i) obtained an understanding of the Company's process and controls over litigation through meetings with management and reviewed the minutes of the meetings of Board of Directors and the Board Audit and Risk Committee; ii) obtained and assessed details of pending and threatened litigation and discussed the same with the Company's management; iii) circularised confirmations to the Company's external legal and tax advisors for their views on matters being handled by them; iv) involved internal tax professionals to assess management's conclusion on complex contingent and uncertain tax matters; v) checked correspondence of the Company with the relevant authorities including judgements or orders passed by the competent authorities in relation to the issues involved or matters which have similarities with the issues involved; and vi) assessed the adequacy of related disclosures in the unconsolidated financial statements with regard to the applicable accounting and reporting standards.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditor's Reports Thereon

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

Our opinion on the unconsolidated 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 unconsolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the unconsolidated 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 Unconsolidated Financial Statements

Management is responsible for the preparation and fair presentation of the unconsolidated 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 unconsolidated financial statements that are free from material misstatement, whether due to fraud or error.

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

Board of directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Unconsolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the unconsolidated 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 unconsolidated 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 unconsolidated 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 unconsolidated 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 unconsolidated financial statements, including the disclosures, and whether the unconsolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

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

From the matters communicated with the board of directors, we determine those matters that were of most significance in the audit of the unconsolidated 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 unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated 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 Osama Kapadia.

A. F. Ferguson & Co.
Chartered Accountants
Karachi

Date: September 21, 2026

UDIN: AR202610080NdEvsSGqe

UNCONSOLIDATED STATEMENT OF

PROFIT OR LOSS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Revenue from contract with customer - net	5	-	13,209,513
Cost of revenue	6	-	(4,151,668)
GROSS PROFIT		-	9,057,845
Dividend income	7	29,306,367	14,913,572
General and administration expenses	8	(147,195)	(548,332)
Other income	9	349,591	536,000
Other operating expenses	10	(485,444)	(807,333)
PROFIT FROM OPERATIONS		29,023,319	23,151,752
Finance costs	11	(566,103)	(3,242,836)
PROFIT BEFORE LEVY AND TAXATION		28,457,216	19,908,916
Levy - final tax	12	(647,096)	-
PROFIT BEFORE TAXATION		27,810,120	19,908,916
Taxation	13	(3,342,721)	(829,438)
PROFIT FOR THE YEAR		24,467,399	19,079,478
Basic and diluted earnings per share (Rupees)	35	18.86	14.71

The annexed notes from 1 to 44 form an integral part of these unconsolidated financial statements.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

UNCONSOLIDATED STATEMENT OF
COMPREHENSIVE INCOME

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Profit for the year		24,467,399	19,079,478
Other comprehensive (loss) / income for the year:			
Items that will not be reclassified to profit or loss in subsequent periods			
Gain on remeasurement of post employment benefit obligation - net of related tax	26	1,982	58,861
(Loss) / gain on revaluation of equity investment at fair value through other comprehensive income - net of related tax	15.6	(1,067,045)	813,020
		(1,065,063)	871,881
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		23,402,336	19,951,359

The annexed notes from 1 to 44 form an integral part of these unconsolidated financial statements.

M. HABIBULLAH KHAN
Chairman

KAMRAN KAMAL
Chief Executive

MUHAMMAD SAQIB
Chief Financial Officer

UNCONSOLIDATED STATEMENT OF
FINANCIAL POSITION

AS AT JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
ASSETS			
NON-CURRENT ASSETS			
Property, plant and equipment	14	4,405,740	4,449,228
Long term investments	15	64,323,359	64,806,359
Long term loan to subsidiary	16	-	3,266,568
Long term deposits		7,701	7,695
		68,736,800	72,529,850
CURRENT ASSETS			
Stores, spares and consumables	17	383,790	432,985
Stock-in-trade	18	26,676	300,781
Loans and advances	19	4,685,125	34,475
Prepayments and other receivables	20	16,217,083	17,358,827
Cash and bank balances	21	604,912	876,269
		21,917,586	19,003,337
TOTAL ASSETS		90,654,386	91,533,187
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share Capital			
Authorised		17,000,000	17,000,000
Issued, subscribed and paid-up	22	12,971,544	12,971,544
Capital Reserve			
Share premium		5,600,000	5,600,000
Revenue Reserve			
Unappropriated profit		48,654,488	57,681,012
		67,226,032	76,252,556
NON-CURRENT LIABILITIES			
Long term lease liabilities	23	93,522	128,080
Deferred taxation	24	1,095,775	-
		1,189,297	128,080
CURRENT LIABILITIES			
Trade and other payables	25	8,432,026	8,065,017
Provision for taxation		7,868,582	2,517,561
Unclaimed dividend		422,474	303,805
Unpaid dividend		113,724	175,019
Interest / mark-up accrued		-	14,664
Short term borrowings	27	5,370,762	4,050,790
Current maturity of long term lease liabilities	23	31,489	25,695
		22,239,057	15,152,551
TOTAL LIABILITIES		23,428,354	15,280,631
TOTAL EQUITY AND LIABILITIES		90,654,386	91,533,187
COMMITMENTS AND CONTINGENCIES	28		

The annexed notes 1 to 44 form an integral part of these unconsolidatd financial statements.

M. HABIBULLAH KHAN	KAMRAN KAMAL	MUHAMMAD SAQIB
Chairman	Chief Executive	Chief Financial Officer

UNCONSOLIDATED STATEMENT OF
CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before taxation		27,810,120	19,908,91
Adjustments for:			
Depreciation	14.4	49,315	539,246
Amortisation		-	342
Dividend income from subsidiaries and equity investment	7	(29,306,367)	(14,913,572)
Provision for Workers' Profits Participation Fund	10	-	239,952
Gain on disposal of fixed assets	9	(3,144)	(139,529)
(Reversal of provision) / provision against slow moving stores, spares and consumables		(6,250)	57,493
Staff gratuity	26	42,135	46,806
Interest income	9	(124,242)	(109,739)
Gain on mutual fund investments	9	(210,137)	(286,732)
Interest / mark-up expense	11	244,159	2,778,641
Provision for net realizable value - stores and spares	10	-	174,986
Mark-up on lease liabilities	11	16,190	20,664
Amortisation of transaction costs	11	-	26,526
Levy	12	647,096	-
Operating (loss) / profit before working capital changes		(841,125)	8,344,000
Working capital changes	33	10,455,250	34,145,772
Cash generated from operations		9,614,125	42,489,772
Interest income received		90,481	132,037
Interest / mark-up paid		(258,823)	(3,516,225)
Staff gratuity paid		(35,000)	(41,100)
Taxes paid		(6,745,077)	(680,174)
Net cash generated from operating activities		2,665,706	38,384,310
CASH FLOWS FROM INVESTING ACTIVITIES			
Dividend received from subsidiaries and equity investment		29,306,367	17,912,469
Fixed capital expenditure		(6,980)	(100,218)
Proceeds from disposal of fixed assets	14.2	4,297	152,284
Long term loan repaid by / (given to) subsidiary - net		3,266,568	(3,266,568)
Loan given to subsidiary		(4,620,978)	-
Long term deposits and prepayments		(6)	6,619
Short term investment made		(23,079,707)	(40,874,664)
Short term investments redeemed		23,289,844	41,161,396
Net cash generated from investing activities		28,159,405	14,991,318
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid		(32,371,486)	(17,480,463)
Repayment of privately placed Sukuk		-	(6,000,000)
(Repayment) / drawdown of short term borrowings - net		(1,546,821)	1,546,821
Repayment of long term loans		-	(14,815,693)
Repayment of long term lease liabilities	23	(44,954)	(41,868)
Net cash used in financing activities		(33,963,261)	(36,791,203)
Net (decrease) / increase in cash and cash equivalents		(3,138,150)	16,584,425
Cash and cash equivalents at the beginning of the year		(1,627,700)	(18,212,125)
Cash and cash equivalents at the end of the year	34	(4,765,850)	(1,627,700)

The annexed notes from 1 to 44 form an integral part of these unconsolidated financial statements.

M. HABIBULLAH KHAN
Chairman

KAMRAN KAMAL
Chief Executive

MUHAMMAD SAQIB
Chief Financial Officer

UNCONSOLIDATED STATEMENT OF
CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
ISSUED CAPITAL			
Balance at the beginning and end of the year	22	12,971,544	12,971,544
SHARE PREMIUM			
Balance at the beginning and end of the year		5,600,000	5,600,000
UNAPPROPRIATED PROFIT			
Balance at the beginning of the year		57,681,012	55,241,237
Profit for the year		24,467,399	19,079,478
Other comprehensive income for the year		(1,065,063)	871,881
Total comprehensive income for the year		23,402,336	19,951,359
Transactions with owners in their capacity as owners			
Final dividend for the fiscal year 2024-25 @ Rs. 10.00 (2023-24 @ Rs. 8.50) per share		(12,971,544)	(11,025,812)
First interim dividend for the fiscal year 2025-26 @ Rs. 5.00 (2024-25 @ Rs. 5.00) per share		(6,485,772)	(6,485,772)
Second interim dividend for the fiscal year 2025-26 @ 5.00 (2024-25 @ Rs. Nil) per share		(6,485,772)	-
Third interim dividend for the fiscal year 2025-26 @ 5.00 (2024-25 @ Nil) per share		(6,485,772)	-
		(32,428,860)	(17,511,584)
Balance at the end of the year		48,654,488	57,681,012
TOTAL EQUITY		67,226,032	76,252,556

The annexed notes from 1 to 44 form an integral part of these unconsolidated financial statements.

M. HABIBULLAH KHAN
Chairman

KAMRAN KAMAL
Chief Executive

MUHAMMAD SAQIB
Chief Financial Officer

1. THE COMPANY AND ITS OPERATIONS

The Hub Power Company Limited (the Company) was incorporated in Pakistan on August 1, 1991 as a public limited company. The shares of the Company are listed on the Pakistan Stock Exchange (PSX). The principal activities of the Company are to develop, own, operate and maintain power stations.

Head Office:

The Company's registered office is situated at 9th Floor, Ocean Tower, G-3, Block-9, Main Clifton Road, Karachi.

Hub Plant:

Hub Plant is situated at Mouza Kund, Post Office Gaddani, District Lasbela, Balochistan.

The Company has the following subsidiaries, associates and joint ventures:

Subsidiaries

- Laraib Energy Limited (LEL) - Holding of 74.95%;
- Hub Power Services Limited (HPSL) - Holding of 100%;
- Hub Power Holdings Limited (HPHL) - Holding of 100%;
- Narowal Energy Limited (NEL) - Holding of 100%;
- Thar Energy Limited (TEL) - Holding of 60%;
- Ark Metals (Private) Limited - Holding of 53% via HPHL; and
- Hubco Green (Private) Limited - Holding of 100% via HPHL.

Associates

- China Power Hub Generation Company (Private) Limited (CPHGC) - legal ownership interest of 47.5% via HPHL; and
- Mega Motor Company (Private) Limited (MMCPL) - Holding of 50% via HPHL;

Joint Ventures

- Prime International Oil & Gas Company Limited - Holding of 50% via HPHL;
- China Power Hub Operating Company (Private) Limited (CPHO) - Holding of 49% via HPHL; and
- ThalNova Power Thar (Private) Limited (TNPTL) - Holding of 38.3% via HPHL.

1.1 Pursuant to the Negotiated Settlement Agreement (NSA) for the early termination of all related agreements, the Hub Plant is currently shut down whereas the management is evaluating viable alternate business plans. The Company however has sufficient financial resources and expects to generate sufficent income in future years from its equity investments. Accordingly, these unconsolidated financial statements have been prepared on a going concern basis.

2. BASIS OF PREPARATION

2.1 Statement of compliance

These unconsolidated financial statements are separate financial statements of the Company, in which investments in subsidiaries have been accounted for at cost and have been prepared in accordance with the accounting and reporting standards applicable in Pakistan. The Company prepares consolidated financial statements comprising the Company and its subsidiaries separately. The accounting and reporting standards applicable in Pakistan comprise of:

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

- provisions of, directives and notifications issued under the Companies Act, 2017 (the Act).

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

2.2 Changes in accounting standards and interpretations

Standards, interpretations and amendments to approved accounting and reporting standards which became effective and those not yet effective and have not been early adopted by the Company during the year:

There is an amendment to approved accounting and reporting standards which became effective on the Company for the current year. Further, there are standards and amendments that are not yet effective and have not been early adopted by the Company. These, however, do not have a significant impact on the Company's financial reporting, except as disclosed in note 38.

2.3 Accounting convention

These financial statements have been prepared under the historical cost convention, except as otherwise disclosed in these unconsolidated financial statements.

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Property, plant and equipment

3.1.1 Operating fixed assets and depreciation

Owned

These are stated at cost less accumulated depreciation and impairment losses, if any, except for freehold land which is stated at cost.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets at the rates disclosed in note 14.1 to these unconsolidated financial statements. Depreciation on additions is charged for the full month in which an asset is available for use and on disposals up to the month immediately preceding the disposals. Gains and losses on disposals are recognised in the unconsolidated statement of profit or loss.

Maintenance and repairs are charged to the unconsolidated statement of profit or loss as and when incurred. Major renewals and improvements are capitalised.

Spare parts and servicing equipment are classified as operating fixed assets under plant and machinery rather than stores, spares and loose tools when they meet the definition of property, plant and equipment. Available for use capital spares and servicing equipment are depreciated over their useful lives, or the remaining life of principal asset, whichever is lower.

The residual values, depreciation method and the useful lives of the significant items of operating fixed assets are reviewed and adjusted if required, at each reporting date.

Right-of-use assets

Right-of-use assets are initially measured on the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date, plus any initial direct costs and lease incentives. Subsequently, the right-of-use asset is measured at cost net of any accumulated depreciation and accumulated impairment losses, if any. Depreciation is calculated on a straight-line basis over the shorter of estimated useful lives of the right-of-use assets or the lease term.

3.1.2 Capital work-in-progress

Capital work-in-progress is stated at cost less impairment losses, if any. Items are transferred to operating fixed assets as and when they are available for use.

3.2 Intangible assets and amortisation

These are stated at cost less accumulated amortisation and impairment losses, if any. Amortisation is computed using the straight-line method over the estimated useful lives of three years.

3.3 Investments

Subsidiaries

Investment in subsidiaries is recognised at cost less impairment losses, if any

Others

On initial recognition, the Company designates investments in equity instruments as at Fair Value Through Other Comprehensive Income (FVTOCI) if the equity investment is not held for trading.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in retained earnings.

3.4 Impairment of non-current assets

The carrying amounts of non-current assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated to assess whether asset's carrying value exceeds its recoverable amount. Where carrying value exceeds the estimated recoverable amount, asset is written down to its recoverable amount. Impairment losses are recognised as expense in the unconsolidated statement of profit or loss. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.5 Stores, spares and consumables

These are valued at the lower of moving average cost and net realisable value except for the items in transit which are stated at cost. Cost of stock-in-transit represents the invoice value plus other charges incurred thereon till the reporting date. Provision is made for slow moving and obsolete items, if any.

3.6 Stock-in-trade

These are valued at the lower of cost determined on first-in-first-out basis and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs necessary to make the sale. Cost of stock-in-transit represents the invoice value plus other charges incurred thereon till the reporting date.

3.7 Share capital

Ordinary shares are classified as equity and recognised at their face value. Discount or premium on issuance of shares is separately reported in unconsolidated statement of changes in equity. Transaction costs directly attributable to the issuance of shares are shown in equity as a deduction, net of tax.

3.8 Provisions and contingent liabilities

Provisions are recognised when the Company has a present (legal or constructive) obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are not recoganised for future operating losses and are reviewed at each reporting date and adjusted to reflect the current best estimate. Contingent liabilities are disclosed when the Company has possible obligation that arises from past event's and whose existence will be confirmed only by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity, or a present obligation that arises from past event but is not recognised because it is not probable that an outflow of resources embodying economic benefit will be required to settle the obligation or, when amount of obligation cannot be measured with sufficient reliability.

3.9 Staff retirement benefits

Defined benefit plan

The Company operates a funded defined benefit gratuity plan covering eligible employees whose period of service with the Company is at least five years. The liabilities relating to defined benefit plans are determined through actuarial valuation using the Projected Unit Credit Method. The method involves making assumptions about discount rates, future salary increases and mortality rates. Due to the long-term nature of these benefits, such estimates are subject to certain uncertainties. Significant assumptions used to carry out the actuarial valuations have been disclosed in note 26 of these unconsolidated financial statements.

All actuarial gains / losses are recognised in other comprehensive income of the Company in the period in which they arise.

Defined contribution plan

The Company operates a recognised contributory provident fund covering all its employees who are eligible for the plan. Equal monthly contributions are made by the Company and the employees in accordance with fund's rules.

3.10 Revenue recognition

3.10.1 Sale of electricity

Revenue from the sale of electricity to the Central Power Purchasing Agency (Guarantee) Limited [CPPA(G)], the sole customer of the Company, was recorded based upon the output delivered and capacity available at rates as specified under the Power Purchase Agreement (PPA) with CPPA(G), as amended from time to time. PPA with CPPA(G) was a contract over a period of 30 years starting from 1997 which was terminated on October 1, 2024. Late payment interest, as per the PPA, on receivables from CPPA(G) was recorded on accrual basis.

3.10.2 Dividend income

Dividend income is recognised when the Company's right to receive payment has been established.

3.10.3 Interest income

Interest income is recorded on accrual basis.

3.10.4 Capital gain

Gains and losses are arising on disposal of investment are included in the income in the year in which these are disposed off and unrealized gains and losses arising on revaluation on securities classified as 'fair value through profit or loss' are included in the year in which these arise.

3.11 Functional and presentation currency

Items included in these unconsolidated financial statements are measured using the currency of the primary economic environment in which the Company operates. These unconsolidated financial statements are presented in Pak Rupees which is the Company's functional currency.

3.12 Foreign currency transactions and translation

Transactions in foreign currencies are translated into Pak Rupees at the rates of exchange prevailing on the date of transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Pak Rupees equivalents using reporting date exchange rates. Non-monetary assets and liabilities are stated using exchange rates that existed when the values were determined. Exchange differences on foreign currency transactions and translation are included in the unconsolidated statement of profit or loss.

3.13 Taxation

3.13.1 Current

Provision for taxation, if any, is made only on the income liable to tax at the applicable rates after taking into account tax credits, rebates etc. allowable under the Income Tax Ordinance, 2001 (the Ordinance).

3.13.2 Final tax

In accordance with the Ordinance, computation of final tax is not based on taxable income. Therefore, as per the 'IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes' issued by the Institute of Chartered Accountants of Pakistan (ICAP), this falls within the scope of IFRIC 21 'Levies' / IAS 37 'Provisions, Contingent Liabilities and Contingent Assets' and accordingly has been classified as levy.

3.13.3 Deferred

Deferred tax is recorded for all temporary differences arising between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates and tax laws enacted or substantively enacted at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax asset is recognised only when it is probable that future taxable profits and taxable temporary differences will be available against which the deductible temporary differences can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Deferred tax is charged or credited in the profit or loss except to the extent that it relates to the item recognised directly in equity, in which case it is recognised in equity.

3.13.4 Group taxation

The Company is a member of a tax group formed under section 59AA of the Ordinance, with its subsidiaries, NEL, HPSL and HPHL. The Company applies a separate taxpayer within a group method, under which current and deferred tax are determined for the Company as a separate taxpayer.

Current tax is measured using tax legislation applicable to the Company. Deferred tax is recognised in accordance with IAS 12, taking into account the tax position of the tax group where recoverability, utilisation or limitations are determined on a group basis. Deferred tax assets are recognised to the extent that it is probable that taxable profits of the tax group will be available against which deductible temporary differences, unused tax losses or tax credits can be utilised, where permitted by law.

Amounts due to or from other group entities under tax-sharing, tax-funding or recharge arrangements are recognised separately from income tax balances and are not presented as current or deferred tax assets or liabilities. The Company is the nominated entity responsible for settlement of the tax group's liability and group members are jointly and severally liable. Accordingly, the Company recognises the full tax liability payable to the taxation authority, with any recovery rights from other group members recognised separately. Any adjustments in the taxation of the Company on account of group taxation are charged or credited to the unconsolidated statement of profit or loss and / or unconsolidated statement of comprehensive income, as the case may be, in the year in which they arise.

3.14 Dividend distribution

Dividend distribution to the Company's shareholders is recognised as a liability in the period in which it is approved.

3.15 Financial instruments

3.15.1 Recognition and initial measurement

Financial assets and liabilities are recognised in statement of financial position when the Company becomes a party to the contractual provisions of an instrument.

A financial asset or financial liability is initially measured at fair value plus transaction costs that are directly attributable to its acquisition except for financial assets at fair value through profit or loss (FVPL) which are measured at fair value.

On initial recognition, a financial asset is classified as measured at amortised cost, FVTOCI or FVPL.

Financial assets, other than those which the Company has elected irrevocably to carry at fair value, are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in business model.

3.15.2 Classification and subsequent measurement

a) Financial assets

(i) At amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and

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

Financial assets at amortised cost are subsequently measured using the effective interest method. The amortised cost is reduced by impairment loss (if any). Interest income, foreign exchange gains and losses and impairment are recognised in the profit or loss.

(ii) At FVTOCI

Financial assets at FVTOCI 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.

(iii) At FVPL

Assets that do not meet the criteria for amortised cost or FVTOCI or assets that are designated at FVPL using fair value option, are measured at fair value through profit or loss. A gain or loss on debt investment that is subsequently measured at FVPL is recognised in profit or loss in the year in which it arises.

b) Financial liabilities

Financial liabilities are measured at amortised cost or FVPL. A financial liability is classified as FVPL if it is classified as held-for-trading, it is derivative or it is designated as such on initial recognition. Other financial liabilities are subsequently measured at amortised cost using the effective interest rate method. Interest expense and foreign exchange gains and losses are recognised in the profit or loss.

3.15.3 Derecognition

A financial asset is primarily derecognised when:

a) the rights to receive cash flows from the asset have expired; or

b) the Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a ‘pass-through’ arrangement; and either:

- the Company has transferred substantially all the risks and rewards of the asset; or

- the Company has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Company also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

A financial liability is derecognised when the obligation under the liability is discharged or 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 or 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 unconsolidated profit or loss.

3.15.4 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, payorders in hand, cash with banks in savings, call and term deposit accounts and running finance payable on demand. Short term borrowings are shown in current liabilities.

3.16 Earnings per share

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

3.17 Impairment of financial assets

For impairment of financial assets of the Company, lifetime ECL is used when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Company measures the loss allowance for that financial instrument at an amount equal to 12 month ECL.

The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial assets.

3.18 Off setting

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

3.19 Sales tax

Expenses and assets are recognised net of the amount of sales tax, except when the sales tax incurred on purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is Expenses and assets are recognised net of the amount of sales tax, except when the sales tax incurred on purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable. When sales tax is recoverable from or is payable to the taxation authority, it is included as part of receivables or payables in the unconsolidated statement of financial position.

3.20 Lease liabilities

At the inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The lease liabilities are initially measured at the present value of the remaining lease payments at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Company's incremental borrowing rate.

Lease liabilities are subsequently measured at amortised cost using the effective interest method. They are remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the respective right-of-use asset, or is recorded in the unconsolidated statement of profit or loss if the carrying amount of that right-of-use asset has been reduced to zero.

4. USE OF ESTIMATES AND JUDGEMENTS

The preparation of unconsolidated financial statements in conformity with approved accounting and reporting standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to the accounting estimates are recognised in the periods in which the estimates are revised and in any future periods affected. Significant estimates, assumptions and judgements are disclosed in the relevant accounting policies and notes to these unconsolidated financial statements.

Following are the significant areas where management used estimates and judgements other than those which have been disclosed elsewhere in these unconsolidated financial statements:

a) Determining the residual values, useful lives and recoverable amount of property, plant and equipment (notes 3.1 and 3.4);
b) Provisions (note 3.8);
c) Taxation and deferred taxation (notes 3.13 and 13);
d) Recognition of provision for staff retirement benefits (notes 3.9 and 26);
e) Impairment of other receivables (note 3.17);
f) Contingent liabilities (notes 3.8 and 28);
g) Determining the fair value of equity instruments designated as FVTOCI (notes 3.3 and 15); and
h) Recognition of lease liabilities and right of use assets (notes 3.20 and 23).

5. REVENUE FROM CONTRACT WITH CUSTOMER - NET

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Capacity Purchase Price (CPP)		-	8,305,888
Energy Purchase Price (EPP)		-	758,821
Others	5.1	-	4,257,996
		-	13,322,705
Less: Sales tax on EPP		-	(113,192)
		-	13,209,513

5.1 This included Late Payment Interest (LPI) and other revenue under PPA earned during the previous year.

6. COST OF REVENUE

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Fuel cost		-	828,278
Late payment interest to fuel supplier		-	1,232,073
Stores and spares		-	135,434
Operations and maintenance	6.1	-	50,400
Salaries, benefits and other allowances	6.2 & 6.3	-	153,189
Insurance		-	471,997
Depreciation	14.4	-	490,469
Amortisation		-	330
Repairs, maintenance and other costs		-	789,498
		-	4,151,668

6.1 This represented services rendered by HPSL (a subsidiary company) during the previous year, under Operations and Maintainance Agreement, which was terminated on October 1, 2024.

6.2 This included salaries, wages and benefits of employees seconded from HPSL to the Company during the previous year.

6.3 This included a sum of Rs. 17 million in respect of staff retirement benefits of the previous year. The retirement benefit plans of the seconded employees were maintained by HPSL.

7. DIVIDEND INCOME

	2026 (Rs. '000s)	2025 (Rs. '000s)
Subsidiaries		
LEL	3,518,706	3,545,131
HPSL	750,000	1,220,000
NEL	-	10,148,441
HPHL	11,601,000	-
TEL	10,848,277	-
Equity investment at fair value through other comprehensive income		
SECMC	2,588,384	-
	29,306,367	14,913,572

8. GENERAL AND ADMINISTRATION EXPENSES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Salaries, benefits and other allowances	8.1	19,842	258,681
Legal and professional charges		19,706	80,229
Fee and subscription		2,105	12,945
Auditors' remuneration	8.2	9,974	9,455
Donations	8.3	25,745	7,232
Corporate social responsibility		20,508	42,894
Depreciation	14.4	49,315	48,777
Miscellaneous		-	88,119
		147,195	548,332

8.1 This includes a sum of Rs. 0.63 million (2025: Rs. 66 million) in respect of staff retirement benefits, excluding the effect of cost allocated to subsidiary companies.

8.2 Auditors' remuneration

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Statutory audit	3,500	3,618
Half yearly review	1,050	1,134
Code of Corporate Governance	450	270
Certifications and other services	2,322	3,690
Out-of-pocket expenses	2,652	743
	9,974	9,455

8.3 No directors or their spouses had any interest in any donee to which donations were made. During the year, The Company made the following donations which are above Rs. 1 million or 10% of total amount of donation whichever is higher.

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Alkhidmat Foundation Pakistan	10,680	-
Indus Hospital and Health Network	2,700	-
The Citizens Foundation	3,465	7,232
The Layton Rahmatulla Benevolent Trust	4,000	-
The Noorani Foundation	3,000	-
	23,845	7,232

9. OTHER INCOME

	2026	2025
Financial assets		
Interest income	124,242	109,739
Capital gain on investment - Mutual Fund	210,137	286,732
Exchange gain	12,068	-
	346,447	396,471
Non-financial assets		
Gain on disposal of fixed assets - net	3,144	139,529
	349,591	536,000

10. OTHER OPERATING EXPENSES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Mothballing expenses		449,568	-
Workers' profit participation fund		-	239,952
Exchange loss		-	19,564
Loss on RFO disposal		35,876	372,831
Provision for Net Realizable Value (NRV) of stores and spares		-	174,986
		485,444	807,333

11. FINANCE COSTS

	Note	2026	2025
Interest / mark-up on long term loans		-	861,493
Mark-up on long term lease liabilities	23	16,190	20,664
Mark-up on short term borrowings		244,159	1,917,148
Amortisation of transaction costs		-	26,526
Other finance costs		305,754	417,005
		566,103	3,242,836

12. LEVY

12.1 This represents final tax on dividend from equity investment at fair value through other comprehensive income under section 5 of the Ordinance.

13. TAXATION

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Current	13.1	2,853,968	829,438
Deferred	24.1	488,753	-
		3,342,721	829,438

13.1 Relationship between tax expense and accounting profit

	2026	2025
Profit before levy and taxation	28,457,216	19,908,816
Tax calculated at the rate of 29% (2025: 29%)	8,252,593	5,773,586
Effect of reduced rate of tax on dividend income	(2,667,074)	(762,203)
Effect of exempt income	(3,510,955)	(4,590,058)
Effect of super tax at the rate of 10% (2025: 10%)	1,635,038	408,113
Effect of recognition of deferred tax	488,753	-
Effect of levy	(647,096)	-
Impact of group taxation	(208,538)	-
	3,342,721	829,438

13.2 The Company opted for Group Taxation under section 59AA of the ITO, 2001. For this purpose, the Group consists of:

- The Hub Power Company Limited (the holding company);
- Hub Power Services Limited (HPSL) - 100% owned subsidiary;
- Hub Power Holdings Limited (HPHL) - 100% owned subsidiary; and
- Narowal Energy Limited (NEL) - 100% owned subsidiary.

14. PROPERTY, PLANT AND EQUIPMENT

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Operating fixed assets	14.1	4,405,740	4,449,228

14.1 Operating fixed assets

	Freehold land	Building on freehold land	Right of use asset	Plant & machinery	Furniture & fixture	Vehicles	Office equipment	Total
	(Rs. '000s)							
Cost:								
As at June 30, 2024	13,909	432,266	221,891	51,079,253	30,978	259,276	26,872	52,064,445
Additions	-	-	-	99,384	161	-	673	100,218
Disposals	-	-	-	(238,145)	-	(126,843)	(6,279)	(371,267)
As at June 30, 2025	13,909	432,266	221,891	50,940,492	31,139	132,433	21,266	51,793,396
Additions	-	-	-	-	-	314	6,667	6,980
Disposals	-	-	-	(25,635)	-	(144)	-	(25,779)
As at June 30, 2026	13,909	432,266	221,891	50,914,858	31,139	132,603	27,933	51,774,598
Accumulated depreciation:								
As at June 30, 2024	-	413,391	110,867	46,367,230	30,177	219,982	21,787	47,163,434
Charge for the year (note 14.4)	-	2,193	22,189	508,023	96	6,459	286	539,246
Disposals	-	-	-	(225,521)	-	(126,844)	(6,147)	(358,512)
As at June 30, 2025	-	415,584	133,056	46,649,732	30,273	99,597	15,926	47,344,168
Charge for the year (note 14.4)	-	-	22,189	10,219	101	16,430	376	49,315
Disposals	-	-	-	(24,482)	-	(144)	-	(24,626)
As at June 30, 2026	-	415,584	155,245	46,635,469	30,374	115,883	16,302	47,368,857
Net book value as at June 30, 2026	13,909	16,682	66,646	4,279,388	765	16,720	11,631	4,405,740
Net book value as at June 30, 2025	13,909	16,682	88,835	4,290,760	866	32,836	5,340	4,449,228
Depreciation rate per annum (%)	-	3.33 to 25	10 to 20	3.33 to 50	20	25	20	
Cost of fully depreciated assets as at June 30, 2026	-	257,833	-	743,422	30,630	69,978	15,896	1,117,760
Cost of fully depreciated assets as at June 30, 2025	-	257,833	-	746,884	30,630	63,333	15,896	1,114,576

14.2 Details of disposal of operating fixed assets:

Certain fixed assets were disposed of during the year. The aggregate carrying amount (book value) of the assets disposed of does not exceed five million rupees.

14.3 Details of the Company's immovable fixed assets:

Particulars	Area	Location
Freehold land and building	1,143 Acres	Hub Plant - District Lasbela, Balochistan

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

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Cost of revenue	6	-	490,469
General and administration expenses	8	49,315	48,777
		49,315	539,246

15. LONG TERM INVESTMENTS

	Note	2026	2025
Investment in subsidiaries - unquoted			
Laraib Energy Limited (LEL)	15.1	4,674,189	4,674,189
Hub Power Services Limited (HPSL)	15.2	100	100
Hub Power Holdings Limited (HPHL)	15.3	38,995,534	38,995,534
Narowal Energy Limited (NEL)	15.4	3,921,883	3,921,883
Thar Energy Limited (TEL)	15.5	11,973,816	11,973,816
		59,565,522	59,565,522
Others - unquoted			
Equity investment at fair value through other comprehensive income			
- Sindh Engro Coal Mining Company Limited (SECMC)	15.6	4,757,837	5,240,837
		64,323,359	64,806,359

15.1 Laraib Energy Limited (LEL)

The Company has 74.95% controlling interest in LEL, which was incorporated in Pakistan on August 9, 1995 as a public unlisted limited company. The subsidiary owns a 84 MW hydropower generating complex near the New Bong Escape, which is 8 KM downstream of the Mangla Dam in Azad Jammu & Kashmir. The plant commenced operations on March 23, 2013.

15.2 Hub Power Services Limited (HPSL)

HPSL, a wholly owned subsidiary of the Company, was incorporated in Pakistan on March 26, 2015 as a public unlisted limited company. The principal activities of the subsidiary are to manage operations & maintenance of the power plants.

15.3 Hub Power Holdings Limited (HPHL)

HPHL, a wholly owned subsidiary of the Company, was incorporated in Pakistan on March 10, 2015 as a public unlisted limited company. The principal activities of the subsidiary are to invest in new business opportunities.

15.3.1 China Power Hub Generation Company (Private) Limited (CPHGC)

As at June 30, 2026, HPHL has 47.5% legal ownership interest in China Power Hub Generation Company (Private) Limited (CPHGC), the principal business of which is to own, operate and maintain two coal-fired power generation units of 660 MW each with ancillary Jetty in the province of Balochistan. The project achieved its Commercial Operation Date (COD) on August 17, 2019.

Pursuant to Memorandum of Understanding (MOU) dated December 23, 2016 with Government of Balochistan (GoB), HPHL and China Power International (Pakistan) Investment Limited (CPIPI) are committed to transfer 3% equity shareholding in CPHGC (1.5% each by the Company and CPIPI) to GoB. The transfer was required to be executed by COD. The legal process for transfer of shares is yet to be completed.

Sponsors' support for CPHGC

Pursuant to Sponsor Support Agreement entered into with the lenders of CPHGC, the Company is committed to arrange for working capital financing through HPHL amounting to USD 90.25 million in case CPHGC fails to arrange for working capital facility for its operations. This commitment is valid till the full repayment of project loans of CPHGC.

Pursuant to the Deed of Undertaking, a debt service undertaking of USD 150 million has also been provided by the Company which shall survive for the tenor of the CPHGC long term loan.

Shares held by HPHL in CPHGC are pledged in favour of the Security Trustee in order to secure the Company and HPHL's obligations under the financing documents of CPHGC.

15.3.2 ThalNova Power Thar (Private) Limited (TNPTL)

TNPTL is a private limited company, incorporated in Pakistan on April 18, 2016. The principal activities of TNPTL are to develop, own, operate and maintain a 1 x 330 MW mine-mouth coal fired power plant (the Project) at Thar Block II, Thar Coal Mine, Sindh.

In 2019, the Company, through HPHL, acquired 38.3% ownership interest in TNPTL pursuant to Share Subscription Agreement (SSA) / Shareholders Agreement (SHA) entered between HPHL, TNPTL and its sponsors (Thal SPV and Nova SPV).

Project status

On September 30, 2020, Private Power Infrastructure Board (PPIB) on behalf of the Government of Pakistan notified the achievement of Financial Close of TNPTL. TNPTL achieved Commercial Operations Date (COD) on February 17, 2023 and Project Completion Date (PCD) on October 31, 2025.

Company's commitment to TNPTL

Under the Sponsor Support Agreement (SSA) and Shareholders' Agreement (SHA), subject to the term of financing documents, the Company is restricted to transfer or otherwise dispose the shares held in TNPTL or create encumbrance till the 6th anniversary of the COD of TNPTL.

In connection with the development of TNPTL's project and pursuant to SHA dated March 25, 2019, the Company has obtained following approvals from shareholders in general meeting and is committed to:

(i) undertake to the Lenders of TNPTL or to arrange and / or provide working capital financing to TNPTL, directly or through HPHL, equivalent to an aggregate amount of USD 23 million. Such investment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later;

(ii) to assign its rights, benefits and interests in respect of any investment made in TNPTL by way of Subordinated loan (which loan is to be treated as subordinated to the debt of the Lenders of TNPTL) including the benefits of any indemnities, warranties and guarantees, in favour of the lenders of TNPTL, directly or through its subsidiary HPHL. Such investment commitment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later. To fulfil this requirement the Company has signed subordination agreement on July 24, 2019;

(iii) pledge its shares (if any) in TNPTL held by it from time to time, in favour of the Lenders of TNPTL, whether such shares are acquired directly by way of subscription or otherwise. Such investment commitment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later. The Company, through HPHL, has executed Share Pledge Agreement on November 08, 2019 to fulfil this condition;

(iv) provide a guarantee (in the form of SBLC) for the benefit of TNPTL and Intercreditor Agent for an aggregate amount of USD 20 million (or PKR equivalent) to guarantee an investment in the form of equity or subordinated debt to cover various funding shortfall, as more particularly detailed in SSA dated July 22, 2019. Such investment shall be for a period up till later of July 2034 or the end of the tenor of the Project loan as set out in SSA. On January 08, 2020, the Company issued Cost Overrun SBLC amounting to USD 19.68 million to the lenders of TNPTL which is valid till July 2034. The facility is secured by way of pari passu charge over all present and future assets of the Company other than current assets;

(v) participate in the Put Option / Commercial Risk Guarantee (Put Option / CRG) to be provided by local banks and financial institutions (Put Option / CRG Financiers) in favour of the foreign lenders and contributing payment up to USD 10 million (or PKR equivalent) (Put Option / CRG Contribution Amount) under the same as primary obligor in accordance with the terms of the Agreement Regarding Procedures Following Event of Default. Such sponsor obligation shall be valid till August 31, 2033. Accordingly, the Company has entered into a Put Option Sponsor Support Agreement dated July 22, 2019 and fulfilled the condition by providing pari passu charge on the Company's assets, other than current assets;

(vi) provide sponsor support to the Put Option / CRG Financiers for various exposures being assumed by the Put Option / CRG Financiers in respect of the Put Option / CRG to cover any shortfall that TNPTL is unable to provide to the Put Option / CRG Financiers (which includes any foreign exchange risk and mark-up / interest up to the extent of USD 20 million), or such other amount as may be agreed with the Put Option / CRG Financiers from time to time (Put Option / CRG Support Amount). Such Sponsor obligation shall be valid till July 30, 2034 or such period until the liabilities / obligation of the company remain undischarged, whichever is later. Accordingly, the Company has entered into a Put Option Sponsor Support agreement dated July 22, 2019 and fulfilled the condition by providing pari passu charge on the Company's assets, other than current assets;

(vii) provide security in form and substance acceptable to the Put Option / CRG Financiers or such other alternate / additional security as the Put Option / CRG Financiers may require from time to time up to the Put Option / CRG Support Amount and Put Option / CRG Contribution Amount with such margin and on such terms as may be deemed appropriate by the Authorized Persons. Accordingly, the Company has entered into a Put Option Sponsor Support agreement dated July 22, 2019 and fulfilled the condition by providing pari passu charge on the Company's assets, other than current assets;

(viii) provide (if required) a contractual commitment and a Parent Company Guarantee to TNPTL guaranteeing the due and punctual performance of obligations by HPSL pursuant to the terms of the O&M Agreement. Such sponsor obligation shall be for a period the earlier of the tenure of the project loan or the expiry of the O&M Agreement. On September 17, 2019, the Company provided Parent Company Guarantee to TNPTL in the form of a corporate guarantee as per the terms of the O&M agreement; and

(ix) Under the terms of the Power Purchase Agreement dated July 21, 2017, between TNPTL and the CPPA-G, as amended from time to time, TNPTL is required to provide a letter of credit in favor of CPPA-G to secure certain obligations under the PPA (PPA SBLC). Since TNPTL does not have adequate security to fully secure its obligations under such a letter of credit, TNPTL has requested its Sponsors to provide replacement security. The Company has provided security for it's portion by way of pari passu charge, on the Company's current and future fixed assets excluding land and buildings.

15.3.3 Prime International Oil & Gas Company Limited (Prime)

On March 08, 2021, Prime International Oil and Gas Company Limited (Prime), a 50:50 joint venture of HPHL and ENI local employees — 'the EBO Group', executed Sale and Purchase Agreements (SPAs) to acquire all the upstream operations and renewable energy assets owned by ENI in Pakistan. HPHL and the EBO Group have acquired 50% shareholding each in Prime, in accordance with the Shareholders' Agreement (SHA) entered to such effect.

15.3.4 China Power Hub Operating Company (Private) Limited (CPHO)

Subsequent to year end, on January 31, 2025, the Company, CPHGC, and CPIME mutually executed a Termination Agreement, thereby agreeing to terminate the Agreement with effect from February 1, 2025. The CPIME has expressed its intention to explore potential business opportunities with other ventures, indicating its interest in pursuing collaborative prospects in the foreseeable future. Further, in preparing the financial statements, management assessed that the going concern assumption remains intact, despite the decision to cease the operations in Pakistan as of February 1, 2025. The Company will continue to be supported by CPIME, which will ensure its financial obligations are met until a decision is made by the management to liquidate (or not) the Company. On this basis, there is a reasonable expectation that the Company has adequate resources to continue as an operational business for the foreseeable future. Hence, the Company still has the intent and ability to take actions necessary to continue as a going concern and the financial statements have been prepared on a going concern basis.

15.3.5 Mega Motor Company (Private) Limited (MMCPL)

MMCPL was incorporated in Pakistan on May 06, 2024 as a private limited company. The principal activity of the Company is for sale of passenger vehicles. Initially, it was a wholly owned subsidiary, however, on December 03, 2024, the Company, entered into a shareholders agreement with Mega Conglomerate (Private) Limited (MCPL) and Mega Motor Company (Private) Limited (MMCPL) whereby the Company offered 50% equity interest in MMCPL to MCPL. On February 28, 2025, the Company diluted its equity interest by 50% in MMCPL.

Sponsors' support for MMCPL

In connection with and in relation to the New Energy Vehicle (NEV) manufacturing and assembling plant to be set up by MMCPL in Gharo, Sindh, the Company has obtained following approvals from shareholders in general meeting dated October 15, 2025:

(i) Execution of a Sponsor Support Agreement for MMCPL (or such other sponsor / finance document as may be required by lenders / financiers) including such amendments, restatements or variations (by whatsoever name called) (the "Sponsor Support Agreement").

(ii) to arrange and provide one or more sponsor support corporate guarantees to and for the benefit of the lenders / financiers of MMCPL and / or the Security Agent of the lenders / financiers of MMCPL and / or such persons as may be required by the lenders / financiers of MMCPL and / or MMCPL, up to an amount not exceeding USD 55 million (or PKR equivalent), to guarantee funding of (a) cost overruns, (b) any debt servicing shortfall under the long term financing documents of MMCPL, (c) any working capital shortfalls under the short term / working capital financing documents of MMCPL and/or (d) such other related obligations as may be reasonably required by the lenders / financiers for the continued implementation, operation and maintenance of the MMCPL project, by way of funding in such mode or manner as may be agreed with the lenders / financiers of MMCPL, from time to time, each in accordance with the sponsor support agreement to be entered into between the Company and inter alia the lenders / financiers of MMCPL or any another finance / sponsor document as may be required by the lenders / financiers (the "Sponsor Support Agreement"). Such investment shall be for a period up till the tenor of the project loan of MMCPL, June 30, 2039 or such period until the liabilities / obligations of the Company and the Sponsors under the Sponsor Support Agreement remain undischarged, whichever is later.

15.3.6 Ark Metals (Private) Limited (AMPL)

Ark Metals (Private) Limited (AMPL) was incorporated as a private limited company in Pakistan on October 10, 2023, under the Companies Act, 2017. The principal activity of AMPL is to carry on the business of exploring, operating and working on mines, quarries and other related activities. AMPL is in developement phase undertaking exploration studies. The Company through HPHL has 53% holding in AMPL as at the year-end.

15.3.7 Hubco Green (Private) Limited (HGL)

On November 1, 2024, HPHL incorporated a wholly owned subsidiary, HUBCO Green (Private) Limited (HGL). The principal activity of HGL is to carry on the business of installing, operating and maintaining electric vehicle charging systems.

15.4 Narowal Energy Limited (NEL)

NEL, a wholly owned subsidiary of the Company, was incorporated in Pakistan on November 03, 2015 as a public limited company. The principal activities of NEL is to own, operate and maintain power plant. The subsidiary owns 214 MW (net) oil-fired power station in Punjab.

15.5 Thar Energy Limited (TEL)

The Company has 60% controlling interest in TEL, Fauji Fertilizer Company Limited (FFCL) has 30% interest and CMEC TEL Power Investments Limited has 10% interest. TEL was incorporated in Pakistan on May 17, 2016 as a public limited company. The principal activities of TEL are to develop, own, operate and maintain a 1 x 330 MW mine-mouth coal fired power plant at Thar Block II, Thar Coal Mine, Sindh.

Project status

On January 30, 2020, Private Power Infrastructure Board (PPIB) on behalf of the Government of Pakistan notified the achievement of Financial Close (FC) of TEL. TEL achieved Commercial Operations Date (COD) on October 01, 2022 and Project Completion Date (PCD) on October 31, 2025.

Company's commitments for TEL - Sponsors' support

For the development of TEL's project and pursuant to Share Holder's Agreement dated March 15, 2018, the Company has obtained following approvals from shareholders in general meeting and is committed to:

(i) undertake to the Lenders of TEL and to arrange and / or provide working capital financing to TEL equivalent to an aggregate amount of USD 36 million. Such investment shall be for a period up till December 2034 or such period until the liabilities/obligations of the sponsors remain undischarged, whichever is later;

(ii) assign its rights in respect of any investment made in TEL by way of Subordinated loan (which loan is to be treated as subordinated to the debt of the Lenders of TEL), in favour of the Lenders of TEL. Such investment shall be for a period up till December 2034 or such period until the liabilities/obligations of the sponsors remains undischarged, whichever is later. In order to fulfil this condition, the Company has signed subordination agreement on December 20, 2018;

(iii) execute the Share Pledge Agreement with lenders of TEL, whenever such shares are acquired directly by way of subscription or otherwise such investment shall be made for a period up till December 2034 or such period until the liabilities/obligations of the sponsors remain undischarged, whichever is later. The Company has executed the Share Pledge Agreement on July 08, 2019 including all necessary documentation related thereto and for the said purpose do or cause to do all acts, deeds and things that may be necessary or required in connection therewith, as may be deemed appropriate and as mutually agreed with the Lenders of TEL including any amendments thereto, or as required by law;

(iv) provide a guarantee (in the form of SBLC) for the benefit of TEL and Intercreditor Agent for an aggregate amount of USD 31 million (or PKR equivalent) to guarantee an investment in the form of equity or subordinated debt to cover various funding shortfall, as more particularly detailed in Sponsor Support Agreement dated January 08, 2019 as may be amended and or restated from time to time. Such investment shall be for a period up till later of January 2034 or the end of the tenor of the Project loan as set out in Sponsor Support Agreement as may be amended and or restated from time to time. On November 15, 2019, the Company issued Cost Overrun SBLC amounting of USD 30.420 million to the lenders of TEL. The facility is secured by way of pari passu charge over all present and future assets of the Company, other than current assets and other securities;

(v) provide contractual commitments up to USD 22 million (or PKR equivalent) to Lenders for the purpose of TEL taking excess debt, which is over and above the cost approved by NEPRA. Such sponsor obligation shall be for a period earlier of the tenure of the project loan or December 2034 or such period until the liabilities/ obligations pf the sponsors remain undischarged, whichever is later;

(vi) participate in the Put Option / Commercial Risk Guarantee (“Put Option / CRG”) to be provided by local banks and financial institutions (“Put Option / CRG Financiers”) to the foreign lenders and contributing payment of a sum not exceeding USD 15 million, (“Put Option / CG Contribution Amount”) under the same as primary obligor and USD 25 Million as mark-up on the forced loan not settled by project company (if any) and any excess exposure on account of USD / PKR devaluation in accordance with the terms of the Put Option / CRG Agreement. Such sponsor obligation shall be valid till June 2035 or such period until the liabilities/obligations of the Project remain undischarged, whichever is later. Accordingly, the Company has entered into a Put Option Sponsor Support Agreement dated December 20, 2018 and fulfilled this condition by providing pari passu charge on the Company’s assets, other than current assets;

(vii) provide a contractual commitment and a Parent Company Guarantee to TEL guaranteeing the due and punctual performance obligations by HPSL pursuant to the terms of the O&M Agreement. Such sponsor obligation shall be for a period the earlier of the tenure of the project loan or December 2032. The Company has provided Parent Company Guarantee to TEL in the form of a corporate guarantee as per the terms of the O&M agreement; and

(viii) Under the terms of the Power Purchase Agreement dated July 21, 2017, between TEL and the CPPA-G, as amended from time to time, TEL is required to provide a letter of credit in favor of CPPA-G to secure certain obligations under the PPA (“PPA SBLC”). Since TEL does not have adequate security to fully secure its obligations under such a letter of credit, TEL has requested its Sponsors to provide replacement security. The Company has provided security of its portion by way of a pari passu charge, on the Company's current and future fixed assets excluding land and buildings.

15.6 Sindh Engro Coal Mining Company Limited (SECMC)

SECMC is a public unlisted company, incorporated in Pakistan on October 15, 2009. The principle activity of SECMC is to develop, construct and operate open cast lignite mine in Block II Thar Coal Mine, Sindh.

Pursuant to Share Holder's Agreement, the Company agreed to invest the equivalent of USD 20 million at or soon after Financial Close of SECMC or at such later time or times as required by the Financing Agreements of SECMC at a share price of Rs. 14.82 per share. As at June 30, 2026 the Company has injected USD 15.506 million (Rs. 1,909 million) [2025: USD 15.506 million (Rs. 1,909 million)] representing 8% equity stake in SECMC.

SECMC achieved its COD for Phase-I and Phase-II of the mine on July 10, 2019 and October 1, 2022 respectively, increasing the total capacity from 3.8 MPTA to 7.6 MPTA. The Thar Coal Energy Board (TCEB) approved a tariff of Block II.

In addition to the USD 20 million equity, the Company is committed to provide Sponsor Support Guarantee to cover cost overruns for an amount not exceeding USD 5 million (in equivalent PKR), if at any time prior to the Project Completion Date a funding shortfall occurs. Each Sponsor is obligated to pay the cost overrun amount in cash, by way of subscription of SECMC shares or at the option of the Sponsors collectively, by way of a subordinated debt to SECMC. The shareholders during the EOGM held on January 14, 2016 approved the cost overrun support of USD 4 million and further approved the increase in cost overrun support to USD 5 million in the EOGM held on June 22, 2018. Since SECMC has achieved PCD for Phase-I, the cost over run commitment stands reduced to USD 0.864 million.

The investment in SECMC for the purposes of cost overrun and Project Support Reserve Account (PSRA) will only be made in the event there is an overrun or shortfall, respectively. If the entire amount of Sponsor Support Guarantee to cover cost overrun is called and the entirety of the payment under the SBLC for PSRA shortfall is demanded, the maximum investment of the Company in SECMC shall be USD 31 million.

On February 26, 2016, the sponsors, including the Company, entered into a Sponsor Support Agreement (SSA) with Habib Bank Limited as a condition precedent for the availability of loan facilities to SECMC. Pursuant to the terms and conditions set forth in the SSA, the Company has provided Sponsor Equity Contribution Letter of Credit in the form of an Irrevocable SBLC in favour of Habib Bank Limited, dated March 18, 2016 for a total amount not exceeding USD 12.650 million. The SBLC has been reduced to USD 1.752 million.

Additionally, a Share Pledge Agreement was also executed by the Shareholders of SECMC including the Company on March 09, 2016 in favour of the Security Trustee in accordance with the provisions of the Finance Documents whereby all shares of SECMC are pledged.

16. LONG TERM LOAN TO SUBSIDIARY

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Considered good - interest bearing (unsecured)			
Loan to HPHL - a subsidiary company	16.1	-	3,266,568

16.1 The Company has provided HPHL an unsecured loan facility for an amount of up to Rs. 30,000 million with maturity in June 2027 (2025: Rs. 30,000 million) to meet its cash flow requirements, which carries markup at the rate of 0.7% per annum above one month KIBOR payable on quarterly basis. The maximum aggregate amount outstanding at any month end during the year was Rs. 393 million (2025: Rs. 23,003 million) which was received during the year.

17. STORES, SPARES AND CONSUMABLES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
In hand	17.2	1,907,465	1,962,910
Provision against slow moving stores, spares and consumables	17.1	(1,523,675)	(1,529,925)
		383,790	432,985

17.1 Movement in provision against slow moving stores, spares and consumables

	2026	2025
Opening balance	1,529,925	1,472,432
Provision for the year	-	57,493
Reversal of provision	(6,250)	-
Closing balance	1,523,675	1,529,925

17.2 This represents stores and spares carried at cost of Rs. 2,082 million (2025: Rs. 2,138 million) carried at net realizable value of Rs. 1,907 million (2025: Rs.1,963 million).

18. STOCK-IN-TRADE

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Furnace oil		-	278,691
Diesel		26,676	22,090
		26,676	300,781

19. LOANS AND ADVANCES

	Note	2026	2025
Considered good - non interest bearing			
Loans - unsecured			
Employees		872	2,068
Advances - unsecured			
Executives		3,327	2,945
Employees		988	18
Suppliers		58,960	29,444
		63,275	32,407
Considered good - interest bearing (unsecured)			
Loan to NEL - a subsidiary company	19.1	4,620,978	-
		4,685,125	34,475

19.1 The Company has provided NEL an unsecured short term loan facility amounting up to Rs. 10,000 million, to meet its working capital requirements, which carries mark-up at the rate of 0.40% per annum above one month KIBOR. Any late payment is subject to an additional payment of 1% per annum above the normal mark-up rate. The maximum aggregate amount receivable at any month end during the year was Rs. 5,016 million (2025: Rs. 2,488 million).

20. PREPAYMENTS AND OTHER RECEIVABLES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Prepayments		54,165	90,421
Other receivables			
Interest accrued		43,732	9,971
Income tax - Contractor tax refundable	20.1	372,469	372,469
Sales tax		8,254,321	8,300,887
Staff gratuity	26	62,099	44,275
Receivable from:	20.2		
- HPSL		1,444,422	253,229
- HPHL		382,860	562,574
- NEL		-	78,630
- TEL		-	33,224
- CPHO		6,978	-
Receivable against RFO		-	1,530,342
Workers' profit participation fund recoverable from CPPA-G	28	5,017,957	5,017,957
Cash margin with banks	20.3	578,080	1,028,246
Miscellaneous		-	36,602
		16,162,918	17,268,406
		6,217,083	17,358,827

20.1 The Company and the power plant construction contractors had entered into a Turnkey Construction Contract ("TKC"). Under the terms of the TKC, the Company was required to pay all income tax liability on payments to contractors and sub-contractors. Under the Power Purchase Agreement ("PPA") with CPPA-G, any tax paid by the Company on behalf of construction contractors and sub-contractors was to be reimbursed by CPPA-G.

Under the provisions of the Implementation Agreement (IA) between the Company and GOP it was agreed that payments to contractors and sub-contractors would be subject to 4% tax which would be full and final liability on account of income tax. Accordingly, the provisions of tax law were amended. However, in 1998, few years after the tax had been paid, FBR contended that Company was liable to pay tax at 8% instead of the agreed rate of 4% and was also liable to pay tax on taxes paid on behalf of contractors and sub-contractors on "tax on tax" basis at the corporate rates ranging from 52% to 58% instead of 4%. Accordingly, demand notices were issued and the Company was required to pay Rs. 966 million. On payment of Rs. 966 million, the Company immediately billed these amounts to CPPA-G. Against these demands by FBR, appeals were filed by the Contractors and Sub-Contractors which were decided in their favour. FBR has filed appeals before the courts which are pending adjudication.

On Company's and other IPPs representation, the Economic Coordination Committee (ECC) of the Federal Cabinet of the GOP directed FBR to refund the tax recovered by it over and above 4%. FBR has so far refunded Rs. 593 million but withheld Rs. 373 million on the pretext that the ECC decision was not applicable on "tax on tax" issue and also because FBR has filed appeals before the courts which are pending adjudication.

The Company continued its discussions with the GOP and FBR for the balance refund of Rs. 373 million. As a result, the tax department passed revised orders recognising refunds aggregating to Rs. 300.5 million. The tax law specifies that once an order recognising refund is passed, only then a taxpayer can apply for issuance of refund order and refund cheque. Accordingly, the Company has filed applications with the tax department for issuance of refund orders and cheques for the above amounts. The Company is also pursuing the tax department for issuance of revised orders recognising the balance refund amounting to Rs. 72.5 million.

The management and their tax advisors are of the opinion that the position of the Contractors and the Company is strong on legal grounds and on the basis of the above referred orders, therefore, tax of Rs. 373 million will be refunded.

20.2 The amounts receivable from subsidiaries, associates and joint venture are neither past due nor impaired and are recoverable in ordinary course of business. The maximum aggregate amounts due at the end of any month during the year were as follows:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
HPSL	1,444,422	253,229
HPHL	8,208,844	562,574
NEL	267,018	78,630
TEL	61,156	33,224
CPHO	6,978	-

20.3 This represents cash margin with bank as security for TEL amounting Rs. Nil (2025: Rs. 450 million) and CMEC amounting Rs. 578 million (2025: Rs. 578 million) respectively.

21. CASH AND BANK BALANCES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Cash at bank			
- Savings accounts	21.1 & 21.2	589,585	875,744
- Current accounts		14,802	-
		604,387	875,744
Cash in hand		525	525
		604,912	876,269

21.1 This represent savings accounts which carry mark-up rates ranging from 9% to 10% (2025: 6.5% to 19.5%) per annum.

21.2 This includes Rs. 536 million (2025: Rs. 479 million) restricted for dividend payable.

22. AUTHORISED, ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

2026	2025		2026	2025
(No. of Shares)		**Authorised :**	(Rs. '000s)	(Rs. '000s)
1,700,000,000	1,700,000,000	Ordinary shares of Rs.10/- each	1,700,000,000	1,700,000,000
		Issued, subscribed and paid-up: Ordinary shares of Rs.10/- each		
958,773,317	958,773,317	For cash	9,587,733	9,587,733
		For consideration other than cash		
338,022,463	338,022,463	- against project development cost	3,380,225	3,380,225
358,607	358,607	- against land	3,586	3,586
338,381,070	338,381,070		3,383,811	3,383,811
1,297,154,387	1,297,154,387		12,971,544	12,971,544

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

22.2 Associated undertakings held 264,146,002 (2025: 264,146,002) shares in the Company as at year end.

23. LONG TERM LEASE LIABILITIES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Opening balance		153,775	174,979
Finance cost charge during the year	11	16,190	20,664
Payments made during the year		(44,954)	(41,868)
		125,011	153,775
Less: Current maturity of lease liabilities		(31,489)	(25,695)
		93,522	128,080

24. DEFERRED TAXATION

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Credit / (debit) balances arising in respect of timing differences relating to:		
Taxable temporary differences		
Property, plant and equipment	1,599,292	-
Long term investments	584,045	-
Staff gratuity	22,977	-
	2,206,314	-
Deductible temporary differences		
Stores, spares and consumables	(628,504)	-
Unabsorbed tax losses	(393,253)	-
Worker's Profits Participation Fund	(88,782)	-
	(1,110,539)	-
	1,095,775	

24.1 The movement in temporary differences is as follows:

	Balance as at July 1, 2025	Recognised in profit or loss	Recognised in OCI	Balance as at June 30, 2026
Taxable temporary differences				
Property, plant and equipment	-	1,599,292	-	1,599,292
Long term investments	-	-	584,045	584,045
Staff gratuity	-	-	22,977	22,977
Deductible temporary differences				
Stores, spares and consumables	-	(628,504)	-	(628,504)
Unabsorbed tax losses	-	(393,253)	-	(393,253)
Worker's Profits Participation Fund	-	(88,782)	-	(88,782)
	-	488,753	607,022	1,095,775

25. TRADE AND OTHER PAYABLES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Creditors		43,714	167
Accrued liabilities			
Finance costs		56,704	75,680
Other payables	28.2	1,482,404	1,437,695
		1,539,108	1,513,375
Payable to TEL		263,264	-
Payable to TNPTL		278,690	258,661
Other payables			
Workers' profit participation fund	28.4	6,285,184	6,285,184
Retention money		2,492	2,492
Withholding tax		19,574	5,138
		6,307,250	6,292,814
		8,432,026	8,065,017

26. STAFF GRATUITY

	2026	2025
STAFF GRATUITY	(62,099)	(44,275)

Actuarial valuation was carried out as at June 30, 2026. The present value of defined benefit obligation has been calculated using the Projected Unit Credit Actuarial Cost Method. The details of the actuarial valuation are as follows.

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Reconciliation of the net asset recognised in the unconsolidated statement of financial position		
Present value of defined benefit obligation	375,474	332,634
Fair value of plan assets	(437,573)	(376,909)
Net asset recognised in the statement of financial position	(62,099)	(44,275)
Reconciliation of the movements during the year in the net asset recognised in the unconsolidated statement of financial position		
Opening net (asset) / liability	(44,275)	8,880
Expense recognised	42,135	46,806
Contributions made to the fund during the year	(35,000)	(41,100)
Remeasurement gain recognised in Other Comprehensive Income (OCI)	(24,959)	(58,861)
Closing net asset	(62,099)	(44,275)
Expense recognised		
Current service cost	46,384	44,242
Net interest	(4,249)	2,564
Expense recognised	42,135	46,806
Re-measurements recognised in OCI during the year		
Remeasurement gain on defined benefit obligations	(9,677)	(29,443)
Remeasurement gain on plan assets	(15,282)	(29,418)
	(24,959)	(58,861)
The movement in the defined benefit obligations are as follows		
Present value of defined benefit obligation at opening	332,634	300,784
Current service cost	46,384	44,242
Interest cost	40,914	46,481
Benefits paid	(34,781)	(29,430)
Remeasurement gain recognised in OCI	(9,677)	(29,443)
Present value of defined benefit obligation at closing	375,474	332,634

The movement in fair value of plan assets

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Fair value of plan assets at opening	376,909	291,904
Expected return on plan assets	45,163	43,917
Contributions made	35,000	41,100
Benefits paid	(34,781)	(29,430)
Remeasurement gain recognised in OCI	15,282	29,418
Fair value of plan assets at closing	437,573	376,909
Actual return on plan assets	60,445	73,335

Plan assets comprise of following:	2026	2026	2025	2025
	%	(Rs. '000s)	%	(Rs. '000s)
Pakistan Investment Bonds	12.71	55,617	22.00	82,943
Sukuk	2.31	10,091	2.66	10,024
Term Finance Certificate	3.62	15,826	4.13	15,558
Treasury Bills	40.27	176,201	.20.68	77,942
Defence Savings Certificates	.23.59	103,236	24.81	93,519
Quoted shares	16.83	73,638	22.16	83,511
Cash and cash equivalents	0.67	2,964	3.56	13,412
	100.00	437,573	100.00	376,909

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Expense expected to be recognised in the unconsolidated statement of profit or loss during the next year	46,762	42,135

Significant actuarial assumptions used in the actuarial valuation are as follows:

	2026	2025
- Valuation discount rate per annum	11.75%	12.25%
- Expected rate of return on plan assets per annum	13.00%	15.00%
- Expected rate of increase in salary level per annum	12.25%	12.75%
- Mortality rates	SLIC (2001-05)-1	SLIC (2001-05)-1

Expected maturity analysis of undiscounted retirement benefit plan:

	Less than 1 year	Between 2- 5 years	Between 6 - 10 years
	........Rs. '000s........		
Retirement benefit plan	19,333	205,856	425,629

Historical information of retirement benefit plan:

As at June 30	2026	2025	2024	2023	2022
	........Rs. '000s........				
Present value of defined benefit obligation	375,474	332,634	300,784	273,933	316,564
Fair value of plan assets	(437,573)	(376,909)	(291,904)	(242,750)	(326,436)
(Surplus) / deficit	(62,099)	(44,275)	8,880	31,183	(9,872)

	2026	2025
Sensitivity analysis on significant actuarial assumptions	(Rs. '000s)	(Rs. '000s)
- Impact on defined benefit obligation - decrease / (increase)		
- Discount rate +0.5%	13,944	13,696
- Discount rate -0.5%	(14,780)	(14,615)
- Salary increases +0.5%	(13,779)	(13,715)
- Salary increases -0.5%	13,136	12,986

The above sensitivity analysis is 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 gratuity liability recognised within the unconsolidated statement of financial position.

The plan exposes the Company to the actuarial risks such as:

Investment risks:
The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks:
The risk arises when the actual servicing period is longer than expected. This risk is measured at the plan level over the entire retiree population.

Salary increase risk:
The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risk:
The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

27. SHORT TERM BORROWINGS

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Secured			
Financing from banks		-	1,546,821
Unsecured			
Short term loan - HPHL	27.1	5,370,762	-
Short term loan - HPSL	27.2	-	276,000
Short term loan - NEL	27.3	-	2,227,969
		5,370,762	2,503,969
		5,370,762	4,050,790

27.1 The Company has arranged an unsecured short term loan facility for an amount of up to Rs. 12,000 million from HPHL, to meet its working capital requirements. This facility carries mark-up at the rate of 0.7% per annum above one month KIBOR payable on quarterly basis. The maximum aggregate amount outstanding at any time during the year was Rs. 8,882 million (2025: Rs. 5,647 million).

27.2 The Company has arranged an unsecured short term loan facility for an amount of up to Rs. 1,000 million (2025: Rs. 500 million) from HPSL, to meet its working capital requirements. This facility carries mark-up at the rate of 0.75% per annum above one month KIBOR payable on quarterly basis. The maximum aggregate amount outstanding at any time during the year was Rs. 550 million (2025: Rs. 394 million).

27.3 The Company has arranged an unsecured short term loan facility for an amount of up to Rs. 20,000 million (2025: Rs. 20,000 million) from NEL, to meet its working capital requirements. This facility carries mark-up at the rate of 0.40% per annum above one month KIBOR payable on quarterly basis. The maximum aggregate amount outstanding at any time during the year was Rs. 3,720 million (2025: Rs. 7,799 million).

28. COMMITMENTS AND CONTINGENCIES

28.1 Commitments in respect of capital and revenue expenditures amounted to Rs. 10 million (2025: Rs. 15 million).

28.2 Pursuant to the NSA dated October 17, 2024, the Power Purchase Agreement (PPA) with respect to the Hub Plant was prematurely terminated effective October 1, 2024. Based on in-house legal opinion, the Company believes the premature PPA termination being a situation beyond its reasonable control, falls within the ambit of an Excusable Event under the PEPI Agreement executed between the Company and General Electric Global Services GmbH (GEGS) therefore, no termination or residual value payments are payable to GEGS. However, as a matter of prudence, a provision of USD 2.2 million has been recognised in these unconsolidated financial statements.

28.3 The Ministry of Labor, Manpower and Overseas Pakistanis required the Company to provide certain information for the purposes of Companies Profits (Workers' Participation) Act, 1968 ("1968 Act"). Notices were challenged before the Honorable Sindh High Court ("SHC") on the ground that 1968 Act was not applicable on the Company which were dismissed in 2011 (CP 1546 of 2003). On appeal the Honorable Supreme Court of Pakistan ("SCP") remand back the case to SHC which is pending adjudication.

For the period 1997 to 2006, as at June 30, 2026, the Company's total exposure is estimated at Rs. 3,136 million (2025: Rs. 3,136 million) excluding markup, interest and penalties. No provision has been recognised in these unconsolidated financial statements based on merits of the case. Further, Worker's Profits Participation Fund (WPPF) contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA, as acknowledged under the NSA executed with the CPPA-G, effective October 1, 2024.

28.4 Following amendments introduced through the Finance Act to the 1968 Act, the Company established The Hub Power Company Limited Workers' Participation Fund in 2007 and amounts were allocated and distributed in accordance with the 1968 Act. Such amounts were recovered from CPPA-G under the terms of the PPA.

However, through its judgment of 2016, the SCP declared the amendments made to the 1968 Act to be unconstitutional. Consequently a review petition was filed by the Federal Board of Revenue (FBR) which remains pending before the SCP.

Pursuant to the 18th Amendment to the Constitution of Pakistan, labour became a provincial subject and the Sindh Companies Profits (Workers' Participation) Act, 2015 ("Sindh Act") was enacted. As a result, The Hub Power Company Limited Workers' Participation Fund was dissolved in 2019 and amounts accumulated therein, comprising Rs. 1,524 million contributed by the Company and Rs. 258 million earned as investment income, were transferred back to the Company. These funds continue to be retained by the Company pending final adjudication of the matter.

In 2018, the SHC passed an order concerning the Sindh Act, holding that, in the case of trans-provincial companies (including the Company), WPPF contributions should be allocated with reference to the location of workers and prescribing a mechanism for such allocation. SHC order was challenged before the SCP which suspended the operation of the SHC order. Subsequently, in July 2023, the Company filed an application before SCP to become a party in the existing appeals.

Furthermore, during 2025, the Company instituted separate proceedings before the SHC challenging, inter alia, the applicability of the 1968 Act ("CP 1365 of 2025"). The Board of Directors has resolved that the Company will take all appropriate actions following the final determination of these matters by the superior courts, which is expected to provide clarity regarding the WPPF obligations of trans-provincial companies.

No provision has been recognised in these unconsolidated financial statements based on the merits of the case. Further WPPF contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA and the NSA executed with the CPPA-G.

28.5 In December 2023, the Company received two Show Cause Notices (SCNs) amounting to Rs. 702 million for tax year 2022 and Rs. 1,408 million for tax year 2023 respectively from the Baluchistan Revenue Authority (BRA) for the payment of Workers Welfare Fund under the Baluchistan Workers Welfare Fund Act, 2022 (BWWF Act). The show cause notices were challenged before the Honorable Baluchistan High Court ("BHC"), along with stay application. The stay application was dismissed against which appeal was filed and pending before the Divisional Bench of BHC. The main petition against the SCNs are pending adjudication before the BHC.

No provision has been recognized in these unconsolidated financial statements based on the merits of the case. Further, BWWF contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA and the NSA executed with the CPPA-G.

The management based on input from their legal advisors are of the opinion that the position of the Company in respect of aforementioned matters is sound on technical basis and eventual outcome is expected to be in favour of the Company.

28.6 **(i)** Under the Implementation Agreement (IA) with the Government of Pakistan (GoP) and under the tax laws, the Company's interest income was exempt from income tax. However, the tax authorities issued tax demands for the tax years 2006-2010 & 2011 amounting to Rs. 139 million & Rs. 3.2 million respectively on the grounds that interest income from term deposits is not covered under the exemption allowed under the tax law. The Company's appeal before the Commissioner of Inland Revenue Appeals ("CIR-A") and the Appellate Tribunal Inland Revenue ("ATIR") were rejected. Against the order of the ATIR the Company filed appeals before the Honorable Islamabad High Court ("IHC") which were also decided against the Company. Against the decision of the IHC, the Company filed appeals before the SCP which are pending adjudication.

(ii) FBR also imposed 2% Workers Welfare Fund ("WWF") for tax years 2006-2010 and 2011 and issued demands of Rs 191 million and 108.5 million respectively. The Company filed appeals before the CIR-A who while maintaining the orders of the FBR, reduced the amount of demand of Rs. 191 million to Rs. 8 million. The Company filed appeals before the ATIR which were rejected. Against the order of the ATIR, the Company filed appeals before the IHC which held that the orders on WWF were void. The IHC also held that WWF would be applicable in accordance with the law prior to the changes made through Finance Act 2006 and 2008. Against the decision of the IHC, the Company filed appeals before the SCP which are pending adjudication. WWF is recoverable from the CPPA-G being a pass through under the PPA till June 30, 2024 and NSA executed with the CPPA – G.

(iii) Under the IA with GoP and under the tax laws, the Company's interest income was exempt from income tax. However, during March 2015, FBR issued tax demand for the tax year 2013 amounting to Rs. 4 million on the grounds that interest income from term deposits is not covered under the exemption allowed under the tax law. The Company filed appeal before the CIR-A who deleted the tax demand. Against the order of CIR-A, FBR filed appeal before the ATIR which is pending adjudication.

(iv) FBR also imposed 2% WWF for the tax year 2013 and issued a demand for Rs. 162 million. The Company filed appeal before the CIR-A who remanded back the case to FBR for a fresh assessment. Against the order of CIR-A, FBR filed appeal before the ATIR which is pending adjudication. WWF is a pass through under the PPA and is recoverable from CPPA-G till June 30, 2024.

(v) Under the IA with GoP and under the tax laws, the Company's interest income was exempt from income tax. However, in June 2020, FBR issued a tax demand of Rs. 27 million relating to fiscal year ended June 2014 on the ground that interest income is not covered under the exemption allowed under the tax law. Consequently, FBR also imposed 2% WWF on this interest income. The CIR-A decided the issue of tax on interest income against the Company while the issue of WWF has been remanded back to FBR for reassessment. After dismissal of the Company's appeal at the CIR-A level, the Company filed appeal with the ATIR which is pending adjudication. On application the ATIR has granted stay till final decision.

The management based on the input of its tax and legal advisors is of the opinion that the position of the Company in respect of aforementioned matters is sound on technical basis and eventual outcome is expected to be in favour of the Company. Pending the resolution of the matters stated above, no provision has been made in these unconsolidated financial statements.

28.7 **(i)** In November 2012, FBR passed an order for the recovery of sales tax amounting to Rs. 8,519 million relating to fiscal years ended June 2008 to 2011. In FBR's view the Company had claimed input tax in excess of what was allowed under the law. After dismissal of the Company's appeal at the CIR-A level, the Company filed appeal with the ATIR which decided the case in its favour. The FBR subsequently challenged the ATIR's decision before the Honorable Islamabad High Court (IHC), however, the IHC also decided the matter in favour of the Company. The FBR is expected to file a petition before the Supreme Court of Pakistan (SCP).

(ii) In March 2014, FBR passed an order for the recovery of sales tax amounting to Rs. 3,442 million relating to fiscal year ended June 2012. In FBR's view the Company had claimed input tax in excess of what was allowed under the law. After dismissal of the Company's appeal at the CIR-A level, the Company filed appeal with the ATIR which also decided the case against the Company. Against the decision of the ATIR, the Company filed reference application with IHC. The reference application was decided in the favour of the Company by a common judgement in other connected sales tax references, income tax references and Inland Revenue Civil Appeals. The FBR is expected to file a petition before the Supreme Court of Pakistan (SCP).

(iii) In April 2014 and January 2015, FBR issued a show cause notice to recover sales tax amounting to Rs. 3,692 million Rs. 4,130 million relating to fiscal year ended June 2013 and June-2014 respectively. In FBR's view, the Company had claimed input tax in excess of what was allowed under the law. The Company filed a Writ Petition in the IHC which remanded back the case to FBR with a direction to finalise the matter once identical issue is decided by IHC / LHC in other cases. The FBR subsequently filed an intra-court appeal against the said order; however, the IHC decided the matter in favour of the Company. The FBR is expected to file an appeal before the Supreme Court of Pakistan (SCP).

(iv) In October 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 3,483 million relating to fiscal year ended June 2016. This is based on FBR's view, that the Company had claimed input tax in excess of what was allowed under the law, amongst others. The Company challenged the notice by filing a writ petition before the Honorable Islamabad High Court (IHC). The IHC decided the matter against the Company. To date, no further proceedings have been initiated by the FBR pursuant to the said decision.

(v) In November 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 2,665 million relating to fiscal year ended June 2017. This is based on FBR's view including the point that the Company had claimed input tax in excess of what was allowed under the law. The Company challenged the notice by filing a writ petition before the Islamabad High Court (IHC). The IHC decided the matter against the Company. Subsequently, the FBR issued a notice re-initiating the proceedings, and the Company is currently in the process of submitting its response.

(vi) In December 2018, FBR issued a show cause notice for the recovery of sales tax amounting to Rs. 412 million on the ground that the Company has claimed excess input tax during different tax periods. In March 2019 on representation FBR reduced the amount and issued demand notice amounting to Rs. 31 million. The Company filed appeal with the CIR-A who remanded back the case to FBR for reassessment.

(vii) In March 2021, FBR issued a show cause notice for the recovery of sales tax amounting to Rs. 8,212 million relating to fiscal year ended June 2018 to 2019. However, a final demand of Rs. 5,717 million was issued in April 2021. In FBR's view, the Company had claimed input tax in excess of what was allowed under the law. After dismissal of the Company's appeal at the CIR-A level, the Company has filed appeal with the ATIR which is pending adjudication. Meanwhile the ATIR has granted stay till decision of the main appeal.

(viii) In April 2022, FBR issued show cause notices for the recovery of sales tax amounting to Rs. 7,104 million relating to fiscal year July 2019 to June 2020. However, a final demand of Rs. 1,765 million was issued in January 2023. In FBR's view, the Company has (i) not paid GST on Late Payment Interest received under PPA and on turnover and (ii) claimed input tax on items which has not been used for supply of electrical energy. After dismissal of the Company's appeal at the CIR-A level, the Company filed appeal with the ATIR which is pending adjudication. Meanwhile on application the ATIR has granted stay against recovery.

(ix) In November 2023, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 1,888 million relating to fiscal year ended July 2020 to June 2021. However, a final demand of Rs. 1,387 million was issued in April 2024. In FBR's view, the Company has (i) not paid GST on Late Payment Interest received under PPA, (ii) claimed input tax on items which has not been used for supply of electrical energy and (iii) not apportioned input GST tax which may have been used both for taxable and non-taxable activities. Company filed appeal with the ATIR which is pending adjudication.

(x) In November 2023, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 4,510 million relating to fiscal year ended June 2022. However, a final demand of Rs. 3,403 million was issued in May 2024 which was received by the Company in August 2024. In FBR's view, the Company has (i) not paid GST on Late Payment Interest received under PPA, (ii) claimed input tax on items which has not been used for supply of electrical energy and (iii) not apportioned input GST tax which may have been used both for taxable and non-taxable activities. Company filed appeal with the ATIR which is pending adjudication.

(xi) In September 2024, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 6,739 million on various issues relating to fiscal year ended June 2023. However, a final demand of Rs. 1,312 million was issued in May 2024 which was received by the Company in November 2024. In FBR's view, the Company has not paid GST on Late Payment Interest received under PPA. Company filed appeal with the ATIR which is pending adjudication.

(xii) In November 2024, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 4 million relating to fiscal year ended June 2023 on the ground that the Company failed to pay GST on disposal of fixed assets. However, a final demand of Rs. 4.3 million was issued in March 2025. In FBR's view, such a disposal constitutes business / taxable activity of the Company and was chargeable to sales tax. Company filed appeal with the CIR-A which is pending adjudication.

The matter stated above in respect of claiming excess input tax has already been decided by the Honorable Lahore High Court (LHC) in favor of other IPPs in similar cases. Against this decision FBR has filed appeals in the Honorable Supreme Court of Pakistan (SCP).

The management based on the input from its tax and legal advisors is of the opinion that the position of the Company is sound on technical basis and eventual outcome ought to be in favour of the Company. Pending the resolution of the matters stated above, no provision has been made in these unconsolidated financial statements.

28.8 **(i)** Under the IA with the GoP and under the tax law, the Company is exempt from the levy of minimum tax. In June 2012, FBR issued demand notices amounting to Rs. 435 million relating to the tax years 2006 to 2008 and 2010 to 2011. After the Company's appeals were rejected by the CIR-A, further appeals were filed with the ATIR, which has decided the appeals in favour of the Company. Against ATIR orders, FBR has filed appeals in the IHC which are pending adjudication.

(ii) In October 2019, FBR issued income tax demand of Rs. 266 million relating to fiscal year ended June 2016. This is based on FBR's view that Company's receipt on account of Supplemental Charge ("SC") is liable for normal tax while Capacity Purchase Price ("CPP") is liable for minimum tax. FBR issued demand for WWF as well. The Company field appeal with the CIR-A who decided the issue of tax on SC & CPP against the Company while the issue of WWF has been remanded back to FBR for reassessment. After dismissal of the Company's appeal at the CIR-A level, the Company filed appeal with the ATIR which is pending adjudication. On application the ATIR granted stay.

(iii) In October 2022, FBR issued an order amounting to Rs. 992 million ("Order") relating to fiscal year ended June 2021 against the consolidated tax return filed by the Company along with its subsidiaries i.e. HPSL and HPHL in accordance with the tax law. This is based on FBR's view that certain expenses claimed as deductible and adjustment of refund were not in accordance with the law. The Company filed an appeal with the CIR-A who decided the case partially in favour of the Company. Against decision of the CIR-A, the Company filed an appeal with ATIR, which is pending adjudication. Meanwhile, on Company's application the FBR revised the Order from Rs. 992 million to Rs. 257 million.

(iv) In June 2023, FBR issued an order amounting to Rs. 2.6 million ("Order") relating to fiscal year ended June 2017 against the consolidated tax return filed by the Company alongwith its subsidiaries namely HPSL and HPHL in accordance with the tax law. This is based on FBR's view that the Company and its subsidiaries had not deducted tax in accordance with the law. The Company filed an appeal with the CIR-A who annulled the Order. Against decision of the CIR-A, the FBR filed an appeal with ATIR, which is pending adjudication.

(v) In September 2023, the Sindh Revenue Board (SRB) issued demand of Rs. 1,935 million. This is based on SRB view that services provided by the Company to Thar Energy Limited (TEL) and Thal Nova (TN) were not exempted from 13% Sindh Service Tax (SST) under the exemption notification issued by the SRB. The Company filed appeal with the Commissioner (Appeals) SRB (CIR-A SRB) who decided the case against the Company. Against decision of the CIR-A SRB, the Company filed an appeal with Appellate Tribunal SRB (ATSRB), which is pending adjudication. On application the High Court of Sindh has granted stay against recovery.

(vi) In October 2023, FBR issued an order amounting to Rs. 888 million ("Order") relating to fiscal year ended June 2022 against the consolidated tax return filed by the Company alongwith its subsidiaries namely HPSL and HPHL in accordance with the tax law. The Order is based on FBR's view that adjustment of prior year's tax refund against current year tax liability was not in accordance with the provision of law. The Company filed an appeal with the CIR-A who annulled the order passed and held that refunds would be allowed under section 170 of the Ordinance. Against the decision of CIR-A, the FBR filed an appeal with ATIR, which is pending adjudication.In addition to the above, FBR passed an order for tax year 2022 levying super tax of Rs. 215 million whose liability has been discharged during the year.

(vii) In October 2023, FBR issued a SCN amounting to Rs. 940 million on the grounds that for the tax year 2018 the Company had not deducted income tax on certain payments. The Company filed the response to the SCN, however, in July 2024, FBR issued a tax demand of Rs. 364 million. The Company has filed an appeal with ATIR, which is pending adjudication.

28.9 In March 2024, and January 2025, the Federal Board of Revenue (FBR) issued show cause notices for payment of super tax amounting to Rs. 274 million and Rs. 2,337 million for Tax Years 2023 and 2024, respectively, in respect of the consolidated tax return filed by the Company together with its subsidiaries, namely HPSL, HPHL and NEL, in accordance with applicable tax laws.

The Company challenged the levy of super tax on dividend income before the Honorable Islamabad High Court (IHC), which held that dividend income is not subject to super tax. The FBR filed an appeal against the IHC decision; however, the matter was subsequently taken up by the Federal Constitutional Court of Pakistan (FCCP), which, vide its order dated January 27, 2026, set aside all High Court judgments, including the ruling of the IHC.

Following the FCCP decision, the Company received recovery notices in respect of super tax on dividend income for Tax Years 2023 to 2025, whose liability has been discharged by the Company during the year.

28.10 During the year, the Company received a notice for Tax Year 2020 wherein the tax authorities contended that capacity revenue does not qualify for exemption under Clause 132 of Part I of the Second Schedule to the Income Tax Ordinance, 2001. The Company submitted its response, maintaining that, based on the interpretation of the relevant provisions of the Ordinance, applicable judicial precedents, and the payment mechanism prescribed under the Power Purchase Agreement (PPA), capacity revenue qualifies for exemption under the aforesaid clause. Subsequently, the Federal Board of Revenue (FBR) issued an order along with a demand notice amounting to Rs. 6,333 million. The Company has challenged the order in appeal before the Appellate Tribunal where it is pending adjudication.

28.11 During the year, the FBR issued an order amounting to Rs. 329 million in respect of the fiscal year ended June 30, 2020, relating to the consolidated tax return filed by the Company and its subsidiaries, namely HPSL and HPHL, in accordance with the applicable tax laws. The said order is based on the FBR's position that the adjustment of a prior year's tax refund against the current year's tax liability was not in compliance with the relevant legal provisions. The Company has challenged the order in appeal before the Appellate Tribunal where it is pending adjudication

The management, based on input of its tax and legal advisors, is of the opinion that the position of the Company is sound on technical basis and eventual outcome ought to be in favour of the Company. Pending the resolution of the matters stated above, no provision has been made in these unconsolidated financial statements.

29. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amounts incurred during the year for remuneration, including all benefits to the Chief Executive, Directors and Executives of the Company were as follows:

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
		Chief Executive	
Managerial remuneration		102,803	89,416
Bonus		35,938	31,250
Other benefits	29.2	5,128	16,035
		143,869	136,701
Number of persons		1	1
		Directors	
Fees	29.1	9,650	11,100
Number of persons	29.3	8	8
		Executives	
Managerial remuneration		391,716	358,397
Bonus		63,686	52,088
House rent		104,248	89,801
Utilities		4,646	5,384
Retirement benefits		44,094	38,562
Other benefits	29.2	14,159	29,631
		622,549	573,863
Number of persons	29.3	78	66
		Total	
Managerial remuneration / Fees		504,169	458,913
Bonus		99,624	83,338
House rent		104,248	89,801
Utilities		4,646	5,384
Retirement benefits		44,094	38,562
Other benefits		19,287	45,666
		776,068	721,664
Number of persons		87	75

29.1 This represents fee paid to the Directors of the Company for attending meetings.

29.2 The Chief Executive and certain Executives are provided with the use of Company maintained automobiles and certain other benefits.

29.3 The number of persons does not include those who resigned during the year but remuneration paid to them is included in the above amounts.

29.4 The above figures do not include effect of cost allocated to subsidiary / associated companies.

30. RELATED PARTY TRANSACTIONS AND BALANCES

Related parties comprise of subsidiaries, associates and joint ventures (as defined in Note 1), retirement benefit funds, directors and key management personnel. Transactions with related parties during the year, other than those which have been disclosed elsewhere in these unconsolidated financial statements are as follows:

30.1 Details of transactions

	2026					
	(Rs. '000s)					
	Subsidiaries					Joint Venture
	LEL	NEL	HPSL	HPHL	TEL	TNPTL
Reimbursable expenses incurred on behalf of	360,708	423,614	1,043,857	407,343	85,059	83,481
Receipts against reimbursement of expenses from	360,708	502,244	326,144	107,528	396,837	103,511
Dividend received	3,518,706	-	750,000	11,601,000	10,848,277	-
Interest income on loan to	-	74,647	1,658	13,442	-	-
Receipts against interest on loan to	-	74,647	1,658	492,965	-	-
Interest expense on loan from	-	-	-	257,601	-	-
Payment against interest on loan from	-	-	-	257,601	-	-
Sales of RFO	-	383,019	-	-	-	-
Receipt against sales of RFO	-	383,019	-	-	-	-
Sales of spares	5,783	5,124	29,350	-	15,291	-
Receipt against sales of spares	5,783	5,124	4,913	-	-	-
Sale of assets	-	-	4,179	-	-	-
Receipt against sale of assets	-	-	57	-	-	-

	2025					
	(Rs. '000s)					
	Subsidiaries					Joint Venture
	LEL	NEL	HPSL	HPHL	TEL	TNPTL
Reimbursable expenses incurred on behalf of	432,717	300,854	355,129	82,596	59,537	27,304
Receipts against reimbursement of expenses from	408,860	312,043	100,077	-	255,121	-
Reimbursable expenses incurred by	-	-	18,514	-	-	-
Dividend received	6,544,029	10,148,440	1,220,000	-	-	-
Amount paid for O&M services	-	-	50,400	-	-	-
Interest income on loan to	-	-	-	479,522	-	-
Interest expense on loan from	-	236,040	24,941	16,167	-	-
Payment against interest on loan from	-	236,040	24,941	16,167	-	-
Receipt against services agreement	-	-	-	-	1,791,822	167,222
Sales of furnance oil	-	76,172	-	-	-	-
Sales of assets	-	-	24,314	-	-	-

Other related parties

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Remuneration to key management personnel			
Salaries, benefits and other allowances		218,861	207,181
Retirement benefits		11,562	10,133
	30.1	230,423	217,314
Directors' fee		9,650	11,100
Dividend received from SECMC		2,588,384	-
Contribution to staff retirement benefit plans of the Company		62,323	60,152
Contribution to staff retirement benefit plan of HPSL		3,202	53,036
Contribution to staff retirement benefit plan of TEL		1,225	128
Contribution to staff retirement benefit plan of LEL		616	-

30.1 Transactions with key management personnel are carried out under the terms of their employment. They are also provided with the use of Company maintained automobiles and certain other benefits.

30.2 The transactions with related parties are made under mutually agreed terms and conditions.

30.3 The above figures do not include effect of cost allocated to subsidiary companies amounting to Rs. 216 million (2025: Rs. 171 million).

31. RELATED PARTIES AND ASSOCIATED COMPANIES / UNDERTAKINGS

Following are the details of related parties and associated companies / undertakings with whom the Company had entered into transactions or had arrangements in place during the year:

Particulars	Relationship	% Equity interest
Laraib Energy Limited	Subsidiary	74.95%
Hub Power Services Limited	Subsidiary	100%
Hub Power Holdings Limited	Subsidiary	100%
Narowal Energy Limited	Subsidiary	100%
Thar Energy Limited	Subsidiary	60%
Thalnova Power Thar (Private) Limited	Joint Venture	38.3% via HPHL
Sindh Engro Coal Mining Company Limited	Common Directorship	8%
Askari Bank Limited	Common Directorship	-
Fauji Fertilizer Company Limited	Common Directorship / Interested Persons	-
TPL Trakker Limited	Interested Persons	-
Pakistan State Oil Company Limited	Interested Persons	-
Bank Al-Habib Limited	Interested Persons	-
Meezan Bank Limited	Interested Persons	-
Habib Bank Limited	Interested Persons	-
Habib Metropolitan Bank Limited	Interested Persons	-
United Bank Limited	Interested Persons	-
Faysal Bank limited	Interested Persons	-
Mr. M. Habibullah Khan	Director/Chairman	-
Mr. Manzoor Ahmed	Director	-
Mr. Shafiuddin Ghani Khan	Director	-
Mr. Saad Iqbal	Director	-
Ms. Aleeya Khan	Director	-
Mr. Aly Khan	Director	-
Ms. Samina Mumtaz Zehri	Director	-
Mr. Syed Bakhtiyar Kazmi	Director	-
Mr. Muhammad Kamran Kamal	Key Management Personnel	-
Mr. Muhammad Saqib	Key Management Personnel	-
Ms. Faiza Kapadia Raffay	Key Management	-
The Hub Power Company Limited - Employees' Provident Fund	Retirement benefit fund	-
The Hub Power Company Limited - Staff Gratuity Fund	Retirement benefit fund	-
Hub Power Services Limited - Provident Fund	Retirement benefit fund	-
Laraib Energy Limited - Employees' Provident Fund	Retirement benefit fund	-
Laraib Energy Limited - Gratuity Fund	Retirement benefit fund	-
Thar Energy Limited - Employees' Provident Fund	Retirement benefit fund	-
Thar Energy Limited - Gratuity Fund	Retirement benefit fund	-

32. PROVIDENT FUND TRUST

Contribution to defined contribution plan was transferred to Meezan Tahaffuz Pension Fund (MTPF), the Voluntary Pension System (VPS) with the consent of all members of provident fund with effect from July 2015 as allowed under clause (aa) of sub-rule (1) of Rule 103 of the Income Tax Rules, 2002.

33. WORKING CAPITAL CHANGES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Decrease / (increase) in current assets			
Stores, spares and consumables		55,445	(27,275)
Stock-in-trade		274,105	1,962,459
Trade debts			62,917,423
Loans, advances, prepayments and other receivables		9,758,691	(64,037)
		10,088,241	64,788,570
Increase / (decrease) in current liabilities			
Trade and other payables		367,009	(30,642,798)
		10,455,250	34,145,772

34. CASH AND CASH EQUIVALENTS

	Note	2026	2025
Cash and bank balances	21	604,912	876,269
Short term borrowings	27	(5,370,762)	(2,503,969)
		(4,765,850)	(1,627,700)

35. BASIC AND DILUTED EARNINGS PER SHARE

35.1 Basic

	2026	2025
Profit for the year (Rupees in thousands)	24,467,399	19,079,478
Weighted average number of ordinary shares outstanding during the year	1,297,154,387	1,297,154,387
Basic earnings per share (Rupees)	18.86	14.71

Basic earnings per share is calculated by dividing the profit after tax attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

35.2 There is no dilutive effect on the earnings per share of the Company.

36. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Company's activities expose it to a variety of financial risks namely market risk (including price risk, currency risk, fair value interest rate risk and cash flow interest rate risk), credit risk and liquidity risk. The overall risk management of the Company is carried out under policies approved by the Board of Directors. Such policies entail identifying, evaluating and addressing financial risks of the Company.

The Company's overall risk management procedures to minimize the potential adverse effects of these risks on the Company's performance are as follows:

(a) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of holdings of financial instruments. The Company is not exposed to equity price risk. The exposure to other two risks and their management is explained below:

(i) Foreign exchange risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company currently does not have any financial asset or liabilities in foreign currencies which are subject to currency risk exposure.

(ii) Interest rate risk

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

Cash flow and fair value interest rate risks

The Company's exposure to the risk of changes in interest rates relates primarily to the following:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Fixed rate instruments at carrying amount:		
Financial liabilities		
Long term lease liabilities	125,011	153,775
Variable rate instruments at carrying amount:		
Financial assets		
Bank balances	589,585	875,744
Long term loan to subsidiary	-	3,266,568
	589,585	7,408,880
Financial liabilities		
Short term borrowings	5,370,762	4,050,790

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest / mark-up would not affect profit or loss.

The Company manages the finance cost of short term borrowings from its own sources which exposes the Company to the risk of change in KIBOR. As at June 30, 2026, if interest rate on the Company's borrowings were 1% higher / lower with all other variables held constant, the impact on profit for the year would have been immaterial.

Since the impact of interest rate exposure is not significant to the Company, the management believes that consideration of alternative arrangement to hedge interest rate exposure is not cost effective.

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Company's exposure to credit risk is not significant for reasons provided below.

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

	2026 (Rs. '000s)	2025 (Rs. '000s)
Long term loan to subsidiary	-	3,266,568
Deposits	7,701	7,695
Loans and other receivables	12,095,879	8,552,843
Bank balances	604,387	875,744
Total	12,707,967	12,702,850

Credit risk on bank balances is limited as they are maintained with foreign and local banks having good credit ratings assigned by local and international credit rating agencies.

Banks / Financial Institutions	Rating Agency	Short term	Long term
Conventional			
Askari Bank Limited	PACRA	A1+	AA+
Bank of Punjab	PACRA	A1+	AAA
Habib Bank Limited	JCR-VIS	A1+	AAA
MCB Bank Limited	PACRA	A1+	AAA
National Bank of Pakistan	PACRA	A1+	AAA
Standard Chartered Bank (Pakistan) Limited	Moody's	P1	A1
United Bank Limited	JCR-VIS	A1+	AA+
Shariah			
Meezan Bank Limited	JCR-VIS	A1+	AAA
Al-Baraka Bank (Pakistan) Limited	JCR-VIS	A1+	AA+
Faysal Bank Limited	PACRA	A1	AA-

(c) Liquidity risk

Liquidity risk is the risk that the Company will encounter difficulty in meeting obligations associated with financial liabilities. The Company's approach to managing liquidity is to ensure, as far as possible, that it always has sufficient funds to meet its liabilities when due without incurring unacceptable losses.

The Company maintains running finance facilities (refer note 26) to meet the short term funding requirements.

The Company manages liquidity risk from its own sources and other alternative means.

Following are the contractual maturities of financial liabilities, including estimated interest payments, if any:

2026	Less than 6 months	Between 6 to 12 months	Between 1 to 5 years	Total
	(Rs. '000s)			
Long term lease liabilities	15,533	13,332	136,545	165,410
Trade and other payables	2,127,268	-	-	2,127,268
Unclaimed dividend	422,474	-	-	422,474
Unpaid dividend	113,724	-	-	113,724
Short term borrowings	5,370,762	-	-	5,370,762
Total	8,049,761	13,332	136,545	8,199,638

2025	Less than 6 months	Between 6 to 12 months	Between 1 to 5 years	Total
	(Rs. '000s)			
Long term lease liabilities	21,710	21,710	156,917	200,337
Trade and other payables	1,774,695	-	-	1,774,695
Unclaimed dividend	303,805	-	-	303,805
Unpaid dividend	175,019	-	-	175,019
Short term borrowings	4,065,454	-	-	4,065,454
Total	6,340,683	21,710	156,917	6,519,310

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amount.

Fair value estimation

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms. The carrying amounts of all the financial instruments reflected in these unconsolidated financial statements approximate their fair value.

Fair value of financial instruments

The fair value of the financial assets and liabilities is the amount at which the assets could be sold or the liability transferred in a current transaction between market participants at the reporting date, other than in a forced or liquidation sale. Investment in subsidiary companies, associates and joint venture are carried at cost.

The fair value of investment in SECMC (unquoted shares) has been estimated using a discounted cashflows valuation model. The valuation requires management to make certain assumptions about the model inputs, including forecasted cashflows, the discount rate and market risk. The probabilities of the various estimates within the range are assessed and are used in management's estimate in order to determine the fair value of investment in SECMC. The fair value as at June 30, 2026 has been determined at Rs. 4,758 million (2025: Rs. 5,241 million) resulting in unrealised loss of Rs. 483 million (2025: unrealised gain of Rs. 813 million). The discount rate, recovery rate and currency devaluation used in valuation model are 19.6%, 89% and 5% respectively.

As at June 30, 2026, if discount rate, recovery rate and currency devaluation had weakened / strengthened by 1% with all other variables held constant, impact on other comprehensive loss (2025: other comprehensive income) would be as follows;

	2026	2025
	(Rs. '000s)	(Rs. '000s)
- Discount rate +1%	271,000	(348,000)
- Discount rate -1%	(308,000)	404,000
- Recovery rate +1%	(226,000)	234,000
- Recovery rate -1%	228,000	(236,000)
- Currency devaluation +1%	(268,000)	313,000
- Currency devaluation -1%	245,000	(283,000)

Fair value hierarchy

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

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

- Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

- Level 3 - Inputs from the asset or liability that are not based on observable market data.

	Level 1	Level 2	Level 3	Total
	------(Rs. '000s)------			
June 2026				
Assets				
Investment in SECMC				
- At fair value through other comprehensive income	-	-	4,757,837	4,757,837
June 2025				
Assets				
Investment in SECMC				
- At fair value through other comprehensive income	-	-	5,240,837	5,240,837

Capital risk management

The Company's objective when managing capital is to safeguard the Company's ability to continue as a going concern, so that it can continue to provide returns for shareholders and benefits for other stakeholders.

The Company manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Company may adjust the amount of dividends paid to shareholders. The Company also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon, less cash and bank balances.

37. FINANCIAL INSTRUMENTS BY CATEGORY

The accounting policies for financial instruments have been applied to the line items below:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Financial assets - at FVOCI		
Investment in SECMC	4,757,837	5,240,837
Financial assets - at amortised cost		
Long term loan to subsidiary	-	3,266,568
Deposits	7,701	7,695
Loans and other receivables	12,095,879	8,552,843
Cash and bank balances	604,912	876,269
Total	12,708,492	12,703,375
Financial Liabilities - at amortised cost		
Long term lease liabilities	125,011	153,775
Trade and other payables	2,127,268	1,774,695
Unclaimed dividend	422,474	303,805
Unpaid dividend	113,724	175,019
Short term borrowings and accrued markup	5,370,762	4,065,454
Total	8,159,239	6,472,748

38. INITIAL APPLICATION / WAIVER FROM APPLICATION OF STANDARDS AND INTERPRETATIONS

38.1 Amendments to existing accounting and reporting standards that became effective during the year

There are certain amendments to approved accounting and reporting standards became applicable to the Company for the financial year beginning on July 1, 2025, however these do not have any material impact on the Company's financial reporting and, therefore, have not been presented in these unconsolidated financial statements.

38.2 Standards, amendments and improvements to existing accounting and reporting standards that are not yet effective and have not been early adopted by the Company

There are certain standards, amendments and improvements to existing accounting and reporting standards that are not yet effective and have not been early adopted by the Company for the financial year beginning on July 1, 2025. The standards, amendments and improvements are not expected to have any material impact on the Company's financial reporting in the period of initial application and, therefore, have not been disclosed in these unconsolidated financial statements, except for;

IFRS 18 - Presentation and Disclosure in Financial Statements (Effective for financial reporting period beginning on or after 1 January 2027):

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss is being introduced. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

Amendments to IFRS 9 and IFRS 7 - 'Classification and Measurement of Financial Instruments' (Effective for financial reporting period beginning on or after 1 January 2026):

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;

- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;

- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and

- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

An important clarification brought about in these amendments is that a payment instruction (e.g. a cheque) that is prepared for a future payment will generally not meet the requirements for the financial liability to be discharged and hence derecognised. The previous practice of financial liabilities being derecognised upon issuance of cheques would need to be reconsidered.

The management is currently working to identify all impacts that the standard will have on these unconsolidated financial statements in the period of initial application.

39. SHARIAH DISCLOSURES UNDER CLAUSE VII OF PART I OF SCHEDULE IV OF THE COMPANIES ACT, 2017

		2026			2025		
		----------(Rs. '000s)----------					
	Note	Conventional	Shariah Compliant	Total	Conventional	Shariah Compliant	Total
Revenue from contract with customer - net	5	-	-	-	4,121,776	9,087,737	13,209,513
Late payment interest to fuel suppliers	6	-	-	-	1,232,073	-	1,232,073
Dividend income	7	-	29,306,367	29,306,367	-	14,913,572	14,913,572
Other income	9						
Interest / profit on bank deposits, bank balances and TDRs		85,938	38,304	124,242	58,134	51,605	109,739
Share of profit from associates		-	-	-	-	-	-
Interest on loan and advances		-	-	-	-	-	-
Gain on investment - Mutual Fund		179,036	31,101	210,137	286,732	-	286,732
Exchange gain on actual currency		-	12,068	12,068	-	-	-
Exchange gain on derivative instruments		-	-	-	-	-	-
Gain on disposal of operating fixed assets - net		-	3,144	3,144	-	139,529	139,529
		264,974	84,617	349,591	344,866	191,134	536,000
Interest / mark-up on long term loans	11	-	-	-	861,493	-	861,493
Mark-up on short term borrowings	11	244,159	-	244,159	877,368	1,039,780	1,917,148
Interest / mark-up paid		258,823	-	258,823	2,171,621	1,344,604	3,516,225
Assets							
Long term investments	15	-	64,323,359	64,323,359	-	64,806,359	64,806,359
Short term investments		-	-	-	-	-	-
Long term loan to subsidiary	16	-	-	-	3,266,568	-	3,266,568
Loans and advances	19	4,620,978	64,147	4,685,125	-	34,475	34,475
Bank deposits	20	578,080	-	578,080	1,028,246	-	1,028,246
Term deposit receipts		-	-	-	-	-	
Bank balances	21	5	604,382	604,387	-	875,744	875,744
Liabilities							
Long term loans		-	-	-	-	-	-
Short term borrowings	27	5,370,762	-	5,370,762	2,503,969	1,546,821	4,050,790
Lease liabilities	23	125,011	-	125,011	153,775	-	153,775
Interest / mark-up accrued		-	-	-	-	14,664	14,664

Relationship with Shariah Compliant Financial Institutions

Names of the Company's shariah compliant financial institution	Arrangement
Faysal Bank Limited	Bank account
Meezan Bank Limited	Bank account
Al-Baraka Bank (Pakistan) Limited	Bank account
Al-Meezan Investment	Investment

40. NUMBER OF EMPLOYEES

Total number of employees as at year end were 129 (2025: 111) and the average number of employees during the year were 123 (2025: 164). These include permanent and seconded employees.

41. REPRESENTATION / RECLASSIFICATION

Certain prior year figures have been represented / re-classified to reflect a more appropriate presentation of transactions based on events during the year for the purpose of consistency.

42. SUBSEQUENT EVENT

The Board of Directors of the Company proposed a final dividend for the year ended June 30, 2026 of Rs. 5 per share, amounting to Rs. 6,485.772 million, at their meeting held on August 27, 2026 for approval of the members at the Annual General Meeting to be held on October 20, 2026. These unconsolidated financial statements do not reflect this dividend payable which will be accounted for in the period in which it is approved.

43. DATE OF AUTHORISATION

These unconsolidated financial statements were authorised for issue on August 27, 2026 in accordance with the resolution of the Board of Directors.

44. GENERAL

Figures have been rounded off to the nearest thousand Pakistan Rupees, unless otherwise stated.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

CONSOLIDATED FINANCIAL STATEMENTS

Independent Auditor's Report

To the members of The Hub Power Company Limited

Opinion

We have audited the annexed consolidated financial statements of The Hub Power Company Limited (the Holding Company) and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2026, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at June 30, 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

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 Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants* as adopted by the Institute of Chartered Accountants of Pakistan (the Code), and we have fulfilled our other ethical responsibilities in accordance with the Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Key Audit Matters

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

Following is the Key audit matter:

S. No.	Key audit matter	How the matter was addressed in our audit
i)	**Contingent Liabilities**	
	[Refer notes 3.10, 33.3 to 33.11, 33.12.2 to 33.12.7, 33.13 (vi), 33.13 (viii) to 33.13 (ix), 33.14.3 to 33.14.4 and 33.15 to the consolidated financial statements] The Group has contingent liabilities in respect of Income Tax, Sales Tax, Federal Excise Duty (FED), Workers' Welfare Fund (WWF) and Workers' Profits Participation Fund (WPPF) which are pending adjudication at various legal forums. These are based on a range of issues such as disallowance of certain expenses for income tax purposes, apportionment of input sales tax claims, applicability of FED on services and applicability of WWF and WPPF on the operations of the Holding Company. The related matters require management to make judgments and estimates in relation to the interpretation of laws, statutory rules, regulations and the probability of outcome and financial impact, if any, on the Group for disclosure or recognition of any provision that may be required thereagainst. Due to the significance of amounts involved, inherent uncertainties with respect to the outcome of the matters and use of significant management judgment and estimates to assess the same including related financial impacts, we have considered related contingent liabilities an area of higher assessed risk and a key audit matter.	Our audit procedures, amongst others, included the following: i) obtained an understanding of the Group's process and controls over litigation through meetings with management and reviewed the minutes of the meetings of Board of Directors and the Board Audit and Risk Committee; ii) obtained and assessed details of pending and threatened litigation and discussed the same with the Group's management; iii) circularised confirmations to the Group's external legal and tax advisors for their views on matters being handled by them; iv) involved internal tax professionals to assess management's conclusion on complex contingent and uncertain tax matters; v) checked correspondence of the Group with the relevant authorities including judgements or orders passed by the competent authorities in relation to the issues involved or matters which have similarities with the issues involved; and vi) assessed the adequacy of related disclosures in the consolidated financial statements with regard to the applicable accounting and reporting standards.

Information Other than the Unconsolidated and Consolidated 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 unconsolidated and consolidated financial statements and our auditor's reports thereon.

Our opinion on the consolidated 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 consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated 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 the Board of Directors for the Consolidated Financial Statements

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

In preparing the consolidated financial statements, management is responsible for assessing the Group'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 Group or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated 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 consolidated 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 consolidated 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 Group'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 Group'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 consolidated 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 Group to cease to continue as a going concern.

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

- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

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

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

From the matters communicated with the Board of Directors, we determine those matters that were of most significance in the audit of the consolidated 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.

The engagement partner on the audit resulting in this independent auditor’s report is Osama Kapadia.

A. F. Ferguson & Co.
Chartered Accountants
Karachi

Date: September 21, 2026

UDIN: AR202610080onH3rpTV1

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
CONTINUING OPERATIONS			
Revenue from contracts with customers - net	5	71,126,352	83,351,492
Cost of revenue	6	(41,438,192)	(43,527,604)
GROSS PROFIT		29,688,160	39,823,888
General and administration expenses	7	(2,006,481)	(1,788,886)
Other income	8	7,383,608	4,021,179
Other operating expenses	9	(997,323)	(4,020,470)
PROFIT FROM OPERATIONS		34,067,964	38,035,711
Finance costs	10	(9,135,708)	(15,230,753)
Share of profit from associates and joint ventures - net	11	45,315,750	41,310,192
PROFIT BEFORE LEVY AND TAXATION FROM CONTINUING OPERATIONS		70,248,006	64,115,150
Levy - final tax	12	(647,096)	-
PROFIT BEFORE TAXATION FROM CONTINUING OPERATIONS		69,600,910	64,115,150
Taxation	13	(13,343,732)	(12,502,566)
PROFIT FOR THE YEAR FROM CONTINUING OPERATIONS		56,257,178	51,612,584
DISCONTINUED OPERATIONS			
Profit from discontinued operations	42	-	161,977
NET PROFIT FOR THE YEAR		56,257,178	51,774,561
Attributable to:			
- Owners of the holding company		49,630,724	46,131,156
- Non-controlling interests		6,626,454	5,643,405
		56,257,178	51,774,561
EARNINGS PER SHARE (BASIC AND DILUTED) - RUPEES			
- Continuing operations		38.26	35.44
- Discontinued operations		-	0.12
Basic and diluted earnings per share attributable to owners of the holding company	43	38.26	35.56

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

M. HABIBULLAH KHAN	KAMRAN KAMAL	MUHAMMAD SAQIB
Chairman	Chief Executive	Chief Financial Officer

CONSOLIDATED STATEMENT OF
COMPREHENSIVE INCOME

FOR THE YEAR ENDED JUNE 30, 2026

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Profit for the year	56,257,178	51,774,561
Other comprehensive income for the year:		
Items that will not be reclassified to profit or loss in subsequent periods		
- Gain on remeasurement of post employment benefit obligation - net of tax	20,673	100,696
- (Loss) / gain on revaluation of equity investment at fair value through other comprehensive income - net of related taxes	(1,067,045)	813,020
	(1,046,372)	913,716
Items that will be reclassified to profit or loss in subsequent periods		
- Share of foreign currency translation reserve of joint venture - net of tax	(221,574)	180,096
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	54,989,232	52,868,373
Total comprehensive income attributable to equity shareholders from:		
- Continuing operations	54,989,232	52,706,396
- Discontinued operations	-	161,977
	54,989,232	52,868,373
Total comprehensive income attributable to:		
- Owners of the holding company	48,365,068	47,226,140
- Non-controlling interests	6,624,164	5,642,233
	54,989,232	52,868,373

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
ASSETS			
NON-CURRENT ASSETS			
Fixed Assets			
Property, plant and equipment	14	119,413,260	124,751,778
Intangibles	15	1,510,317	1,519,444
Long term investments	16	207,071,521	196,124,862
Long term deposits	17	15,719	15,713
		328,010,817	322,411,797
CURRENT ASSETS			
Stores, spares and consumables	18	5,215,732	4,573,028
Stock-in-trade	19	3,420,180	1,609,093
Trade debts	20	32,430,708	28,966,134
Loans and advances	21	1,061,572	1,603,767
Deposits, prepayments and other receivables	22	22,607,065	24,310,692
Short term investments	23	3,993,713	-
Cash and bank balances	24	25,823,657	31,247,676
		94,552,627	92,310,390
TOTAL ASSETS		422,563,444	414,722,187
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Share Capital			
Authorised	25	17,000,000	17,000,000
Issued, subscribed and paid-up	25	12,971,544	12,971,544
Capital Reserve			
Share premium		5,600,000	5,600,000
Revenue Reserve			
Operation and maintenance reserve	25.3	3,883,916	3,129,120
Unappropriated profit		212,926,195	198,007,417
ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY		235,381,655	219,708,081
NON-CONTROLLING INTERESTS		22,625,854	24,213,824
		258,007,509	243,921,905
NON-CURRENT LIABILITIES			
Long term loans	26	62,943,930	71,824,944
Long term lease liabilities	27	94,931	134,136
Deferred taxation	28	34,794,348	35,730,838
		97,833,209	107,689,918
CURRENT LIABILITIES			
Trade and other payables	29	31,675,404	34,677,770
Provision for taxation		11,906,671	7,051,952
Unclaimed dividend		422,474	303,805
Unpaid dividend		113,724	186,218
Interest / mark-up accrued	30	3,150,844	3,764,321
Refund liability	31	9,935,322	4,786,690
Short term borrowings	32	2,043,018	5,686,292
Current maturity of long term loans	26	7,438,859	6,597,412
Current maturity of long term lease liabilities	27	36,410	55,904
		66,722,726	63,110,364
TOTAL EQUITY AND LIABILITIES		422,563,444	414,722,187
COMMITMENTS AND CONTINGENCIES	33		

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

CONSOLIDATED STATEMENT OF
CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before taxation from continuing operations		69,600,910	64,115,150
Profit before taxation from discontinued operations	42	-	170,374
		69,600,910	64,285,524
Adjustments for:			
Depreciation	14.3	5,080,980	5,471,198
Amortisation	15.2	11,301	39,253
Provision against slow moving stores, spares and consumables	18.1	105,045	124,592
Provision for Workers' Profits Participation Fund	9	-	239,952
Trade debts written off	9	-	2,555,472
Provision for Net Realizable Value - Stores and spares	9	-	174,986
Staff gratuity	29.3	132,866	109,322
Gain on investment - Mutual Fund	8	(1,196,259)	(683,307)
Interest income	8	(3,069,404)	(2,360,666)
Gain on disposal of fixed assets - net	8	(18,395)	(119,249)
Dividend income from equity investment		(2,588,384)	-
Loss on foreign currency balance		900	13,384
Interest / mark-up expense		7,916,508	13,761,747
Amortisation of transaction	10	504,853	610,271
Share of profit from associates and joint ventures - net		(45,266,882)	(41,261,324)
Gain on dilution of equity interests in subsidiary	42	-	(985,829)
Levy		647,096	-
Realised profit on management services to an associate		(48,868)	(48,868)
Operating profit before working capital changes		31,812,267	41,926,458
Working capital changes	40	(4,217,207)	52,789,996
Cash generated from operations		27,595,060	94,716,454
Interest income received		3,037,025	2,378,230
Interest / mark-up paid		(8,512,738)	(16,334,105)
Staff gratuity paid		(82,382)	(100,248)
Taxes paid		(10,608,391)	(1,899,498)
Net cash generated from operating activities		11,428,574	78,760,833
CASH FLOWS FROM INVESTING ACTIVITIES			
Fixed capital expenditure		(935,016)	(2,364,177)
Proceeds from disposal of fixed assets		26,281	132,004
Long term investments made		(6,600,000)	-
Dividend received from associate, joint venture and equity investment		43,921,748	216,000
Short term investment made		(97,733,781)	(71,058,789)
Short term investments redeemed		94,936,327	71,742,096
Loan repayment received from / (given to) MMCPL - an associated company - net		1,400,000	(1,400,000)
Cash and cash equivalents acquired under business combination		-	105
Cash and cash equivalents transferred at dilution of equity interest in subsidiary		-	(1,078,058)
Long term deposits - net		(6)	(35,091)
Net cash generated from / (used in) investing activities		35,015,553	(3,845,910)
CASH FLOWS FROM FINANCING ACTIVITIES			
Dividends paid to owners of the holding company		(32,371,486)	(17,480,463)
Dividends paid to non-controlling interests		(8,419,364)	(2,175,868)
Repayment of long term loans	26	(7,383,942)	(28,478,084)
Repayment of privately placed Sukuk		-	(11,000,000)
(Repayments of) / proceeds from short term borrowings - net		(3,546,821)	4,546,821
Repayment of long term lease liabilities	27	(49,180)	(910,390)
Share issuance cost		-	(34,526)
Net cash used in financing activities		(51,770,793)	(55,532,510)
Net (decrease) / increase in cash and cash equivalents		(5,326,666)	19,382,413
Cash and cash equivalents at the beginning of the year		30,108,205	10,739,176
Loss on foreign currency balance		(900)	(13,384)
Cash and cash equivalents at the end of the year	41	24,780,639	30,108,205

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

CONSOLIDATED STATEMENT OF
CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
ISSUED CAPITAL			
Balance at the beginning and end of the year	25	12,971,544	12,971,544
SHARE PREMIUM			
Balance at the beginning and end of the year		5,600,000	5,600,000
REVENUE RESERVES			
OPERATION AND MAINTENANCE RESERVE			
Balance at the beginning of the year		3,129,120	-
Transfers during the year	25.3	1,824,681	3,129,120
Utilisation during the year	25.3	(1,069,885)	-
Balance at the end of the year		3,883,916	3,129,120
UNAPPROPRIATED PROFIT			
Balance at the beginning of the year		198,007,417	171,797,319
Profit for the year		49,630,724	46,131,156
Other comprehensive (loss) / income for the year		(1,265,656)	1,094,984
Total comprehensive income for the year		48,365,068	47,226,140
Transfers to operation and maintenance reserve	25.3	(1,824,681)	(3,129,120)
Utilisation from operation and maintenance reserve	25.3	1,069,885	-
Share issue cost from discontinued operations		-	(34,041)
Adjustment in respect of			
- change in net assets of associate - net of tax	16.1.1	(43,032)	(236,653)
- allocation of net assets from owners to NCI due to right issue		(196,031)	(101,208)
Transactions with owners in their capacity as owners			
Final dividend for the fiscal year 2024-25 @ Rs. 10 (2023-24 @ Rs. 8.50) per share		(12,971,544)	(11,025,812)
First interim dividend for the fiscal year 2025-26 @ Rs. 5 (2024-25 @ Rs. 5) per share		(6,485,772)	(6,485,772)
Second interim dividend for the fiscal year 2025-26 @ Rs. 5 (2024-25 @ Rs. Nil) per share		(6,485,772)	-
Third interim dividend for the fiscal year 2025-26 @ Rs. 5 (2024-25 @ Rs. Nil) per share		(6,485,772)	-
		(32,428,860)	(17,511,584)
Share issuance cost		(23,571)	(3,436)
Balance at the end of the year		212,926,195	198,007,417
ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY		235,381,655	219,708,081
NON-CONTROLLING INTERESTS (NCI)			
Balance at the beginning of the year		24,213,824	19,603,615
Arising on acquisition of subsidiary		-	51,579
Profit for the year		6,626,454	5,643,405
Other comprehensive loss for the year		(2,290)	(1,172)
Total comprehensive income for the year		6,624,164	5,642,233
Adjustment in respect of allocation of net assets from owners to NCI due to right issue		196,031	101,208
Dividends to NCI		(8,408,165)	(1,184,811)
Balance at the end of the year		22,625,854	24,213,824
TOTAL EQUITY		258,007,509	243,921,905

The annexed notes from 1 to 52 form an integral part of these consolidated financial statements.

M. HABIBULLAH KHAN	**KAMRAN KAMAL**	**MUHAMMAD SAQIB**
Chairman	Chief Executive	Chief Financial Officer

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

1. STATUS AND NATURE OF BUSINESS

The Hub Power Company Limited (the holding company) was incorporated in Pakistan on August 1, 1991 as a public limited company. The shares of the holding company are listed on the Pakistan Stock Exchange (PSX). The principal activities of the holding company are to develop, own, operate and maintain power stations.

The Group consists of The Hub Power Company Limited (the holding company) and following subsidiaries, associates and joint ventures:

Subsidiaries:

- Laraib Energy Limited (LEL) - Holding of 74.95%;
- Hub Power Services Limited (HPSL) - Holding of 100%;
- Hub Power Holdings Limited (HPHL) - Holding of 100%;
- Narowal Energy Limited (NEL) - Holding of 100%;
- Thar Energy Limited (TEL) - Holding of 60%;
- Ark Metals (Private) Limited (AMPL) - Holding of 53% via HPHL; and
- Hubco Green (Private) Limited (HGPL) - Holding of 100% via HPHL.

Associates:

- China Power Hub Generation Company (Private) Limited (CPHGC) - Legal ownership interest of 47.5% via HPHL; and
- Mega Motor Company (Private) Limited (MMCPL) - Holding of 50% via HPHL.

Joint Ventures:

- ThalNova Power Thar (Private) Limited (TNPTL) - Holding of 38.3% via HPHL;
- Prime International Oil & Gas Company Limited (Prime) - Holding of 50% via HPHL; and
- China Power Hub Operating Company (Private) Limited (CPHO) - Holding of 49% via HPHL.

Head Offices:

- The registered offices of the holding company, HPSL, HPHL, HGPL, NEL and TEL are situated at 9th Floor, Ocean Tower, G-3, Block-9, Main Clifton Road, Karachi;
- The registered office of LEL is situated at Office No. 12, 2nd Floor, Executive Complex, G-8 Markaz, Islamabad; and
- The registered office of AMPL is situated at F-402, Daudabad, Sasoli Street, Opposite Deputy Commissioner Office, Dalbandin, Balochistan.

Plants:

- Hub Plant is situated at Mouza Kund, Post Office Gaddani, District Lasbela, Balochistan;
- Narowal Plant is situated at Mouza Aroud Afghana, Muridkey Narowal Road, Narowal;
- Laraib Plant is situated at New Bong Escape Hydro-Electric Power Complex, Village Lehri, District Mirpur, Azad Jammu & Kashmir; and
- TEL Plant is situated at Block II, Thar Coal mine, District Tharparkar, Sindh.

Laraib Energy Limited (LEL)

LEL was incorporated in Pakistan on August 9, 1995 as a public unlisted limited company. The subsidiary owns a 84 MW hydropower generating complex near the New Bong Escape, which is 8 KM downstream of the Mangla Dam in Azad Jammu & Kashmir. The plant commenced operations on March 23, 2013.

Hub Power Services Limited (HPSL)

HPSL was incorporated in Pakistan on March 26, 2015 as a public unlisted limited company. The principal activities of the subsidiary are to manage operations & maintenance of the power plants.

Hub Power Holdings Limited (HPHL)

HPHL was incorporated in Pakistan on March 10, 2015 as a public unlisted limited company. The principal activities of the subsidiary are to invest in new business opportunities.

Narowal Energy Limited (NEL)

NEL was incorporated in Pakistan on November 03, 2015 as a public unlisted limited company. The principal activities of NEL is to own, operate and maintain power plant. The subsidiary owns 214 MW (net) oil-fired power station in Punjab.

Thar Energy Limited (TEL)

TEL was incorporated in Pakistan on May 17, 2016 as a public unlisted limited company. The principal activities of the subsidiary are to develop, own, operate and maintain a 1 x 330 MW mine-mouth coal fired power plant at Thar Block II, Thar Coal Mine, Sindh. The holding company has 60% controlling interest in TEL, Fauji Fertilizer Company Limited (FFCL) has 30% interest and CMEC TEL Power Investments Limited has 10% interest.

Project status

On January 30, 2020, Private Power Infrastructure Board (PPIB) on behalf of the Government of Pakistan notified the achievement of Financial Close (FC) of TEL. TEL achieved Commercial Operations Date (COD) on October 01, 2022 and Project Completion Date (PCD) on October 31, 2025.

The Holding company's commitments for TEL - Sponsors' support

For the development of TEL's project and pursuant to Share Holder's Agreement dated March 15, 2018, the holding company has obtained following approvals from shareholders in general meeting and is committed to:

i. undertake to the Lenders of TEL and to arrange and / or provide working capital financing to TEL equivalent to an aggregate amount of USD 36 million. Such investment shall be for a period up till December 2034 or such period until the liabilities / obligations of the sponsors remain undischarged, whichever is later;

ii. assign its rights in respect of any investment made in TEL by way of Subordinated loan (which loan is to be treated as subordinated to the debt of the Lenders of TEL), in favour of the Lenders of TEL. Such investment shall be for a period up till December 2034 or such period until the liabilities / obligations of the sponsors remains undischarged, whichever is later. In order to fulfil this condition, the holding company has signed subordination agreement on December 20, 2018;

iii. execute the Share Pledge Agreement with lenders of TEL, whenever such shares are acquired directly by way of subscription or otherwise such investment shall be made for a period up till December 2034 or such period until the liabilities / obligations of the sponsors remain undischarged, whichever is later. The holding company has executed the Share Pledge Agreement on July 08, 2019 including all necessary documentation related thereto and for the said purpose do or cause to do all acts, deeds and things that may be necessary or required in connection therewith, as may be deemed appropriate and as mutually agreed with the Lenders of TEL including any amendments thereto, or as required by law;

iv. provide a guarantee (in the form of SBLC) for the benefit of TEL and Intercreditor Agent for an aggregate amount of USD 31 million (or PKR equivalent) to guarantee an investment in the form of equity or subordinated debt to cover various funding shortfall, as more particularly detailed in Sponsor Support Agreement dated January 08, 2019 as may be amended and or restated from time to time. Such investment shall be for a period up till later of January 2034 or the end of the tenor of the Project loan as set out in Sponsor Support Agreement as may be amended and or restated from time to time. On November 15, 2019, the Company issued Cost Overrun SBLC amounting of USD 30.420 million to the lenders of TEL. The facility is secured by way of pari passu charge over all present and future assets of the holding company, other than current assets and other securities;

v. provide contractual commitments up to USD 22 million (or PKR equivalent) to Lenders for the purpose of TEL taking excess debt, which is over and above the cost approved by NEPRA. Such sponsor obligation shall be for a period earlier of the tenure of the project loan or December 2034 or such period until the liabilities/ obligations of the sponsors remain undischarged, whichever is later;

vi. participate in the Put Option / Commercial Risk Guarantee (“Put Option / CRG”) to be provided by local banks and financial institutions (“Put Option / CRG Financiers”) to the foreign lenders and contributing payment of a sum not exceeding USD 15 million, (“Put Option / CG Contribution Amount”) under the same as primary obligor and USD 25 Million as mark-up on the forced loan not settled by project company (if any) and any excess exposure on account of USD / PKR devaluation in accordance with the terms of the Put Option / CRG Agreement. Such sponsor obligation shall be valid till June 2035 or such period until the liabilities / obligations of the Project remain undischarged, whichever is later. Accordingly, the holding company has entered into a Put Option Sponsor Support Agreement dated December 20, 2018 and fulfilled this condition by providing pari passu charge on the holding company’s assets, other than current assets;

vii. provide a contractual commitment and a Parent Company Guarantee to TEL guaranteeing the due and punctual performance obligations by HPSL pursuant to the terms of the O&M Agreement. Such sponsor obligation shall be for a period the earlier of the tenure of the project loan or December 2032. The holding company has provided Parent Company Guarantee to TEL in the form of a corporate guarantee as per the terms of the O&M agreement; and

viii. Under the terms of the Power Purchase Agreement dated July 21, 2017, between TEL and the CPPA-G, as amended from time to time, TEL is required to provide a letter of credit in favor of CPPA-G to secure certain obligations under the PPA (“PPA SBLC”). Since TEL does not have adequate security to fully secure its obligations under such a letter of credit, TEL has requested its Sponsors to provide replacement security. The holding company has provided security of its portion by way of a pari passu charge, on the holding company's current and future fixed assets excluding land and buildings.

Ark Metals (Private) Limited (AMPL)

AMPL was incorporated as a private limited company in Pakistan on October 10, 2023, under the Companies Act, 2017. The principal activity of AMPL is to carry on the business of exploring, operating and working on mines, quarries and other related activities. AMPL is in development phase undertaking exploration studies. The holding company through HPHL has 53% holding in AMPL as at the year-end.

Moreover, AMPL has a subsidiary, New Dhoki Copper Mines (Private) Limited (NDCMPL), with a controlling interest of 73.68%. The principal activities of NDCMPL is to carry on the business of exploring, operating and working on mines, quarries and other related activities. NDCMPL is in development phase undertaking exploration studies.

Hubco Green (Private) Limited (HGL)

On November 1, 2024, HPHL incorporated a wholly owned subsidiary, HGL. The principal activity of HGL is to carry on the business of installing, operating and maintaining electric vehicle charging systems.

Mega Motor Company (Private) Limited (MMCPL)

MMCPL was incorporated in Pakistan on May 06, 2024 as a private limited company. The principal activity of MMCPL is for sale of passenger vehicles. Initially, it was a wholly owned subsidiary, however, on December 03, 2024, HPHL entered into a shareholders agreement with Mega Conglomerate (Private) Limited (MCPL) and MMCPL whereby the HPHL offered 50% equity interest in MMCPL to MCPL. On February 28, 2025, HPHL diluted its equity interest by 50% in MMCPL.

1.1 Pursuant to the Negotiated Settlement Agreement (NSA) for the early termination of all related agreements, the Hub Plant is currently shut down whereas the management is evaluating viable alternate business plans.

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

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

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

2.2 Changes in accounting standards, interpretations and amendments to approved accounting and reporting standards

Standards, interpretations and amendments to approved accounting and reporting standards which became effective and those not yet effective and have not been early adopted by the Group during the year:

There is an amendment to approved accounting and reporting standards which became effective on the Group for the current year. Further, there are standards and amendments that are not yet effective and have not been early adopted by the Group. These, however, do not have a significant impact on the Group's financial reporting, except as disclosed in note 46.

2.3 Accounting convention

These consolidated financial statements have been prepared under the historical cost convention, except as otherwise disclosed in the material accounting policy information (note 3).

3. MATERIAL ACCOUNTING POLICY INFORMATION

3.1 Basis of consolidation

Subsidiaries

Subsidiaries are all entities over which the Group has the power to govern the financial and operating policies generally accompanying a shareholding of more than one half of the voting rights. The existence and effect of potential voting rights that are currently exercisable or convertible are considered when assessing whether the Group controls another entity. Further, the Group also considers whether:

- it has power to direct the relevant activities of the subsidiaries;
- is exposed to variable returns from the subsidiaries; and
- decision making power allows the Group to affect its variable returns from the subsidiaries.

All business combinations are accounted for using the acquisition method. The cost of an acquisition is measured at the fair value of the assets given and liabilities incurred or assumed at the date of exchange plus costs directly attributable to the acquisition. Identifiable assets acquired and liabilities assumed in a business combination (including contingent liabilities) are measured initially at their fair values at the acquisition date, irrespective of the extent of any non-controlling interest. The excess of the cost of acquisition over the fair values of the holding company's share of identifiable net assets acquired is recorded as goodwill.

The consolidated financial statements of the Group include the financial statements of the holding company and its subsidiaries. The financial statements of the subsidiaries are prepared for the same reporting period as the holding company, using consistent accounting policies.

The assets and liabilities of the subsidiaries have been consolidated on a line-by-line basis and the carrying value of investment held by the holding company is eliminated against the subsidiaries' share capital and pre-acquisition reserves in the consolidated financial statements. Material intra-group balances and transactions are eliminated.

A change in the ownership interest of the subsidiaries, without a change of control, is accounted for as an equity transaction.

The subsidiary companies are consolidated from the date on which more than 50% voting rights are transferred to the holding company or power to govern the financial and operating policies of the subsidiaries are established and are excluded from consolidation from the date of disposal or cessation of control.

Upon loss of control or significant influence over the subsidiary, the Group measures and recognises any retained investment at its fair value. Any difference between the carrying amount of the investment upon loss of significant influence and the fair value of the retained investment and proceeds from disposal is recognised in consolidated statement of profit or loss.

On an acquisition-by-acquisition basis, the Group recognises any non-controlling interest in the acquiree at the non-controlling interest's proportionate share of the acquiree's identifiable net assets. Non-controlling interest (NCI) is the equity in a subsidiary not attributable, directly or indirectly, to the holding company.

When the Group ceases to have control or significant influence, any retained interest in the entity is remeasured to its fair value, with the change in carrying amount recognised in the consolidated statement of profit or loss. The fair value is the initial carrying amount for the purposes of subsequent accounting for the retained interest as an associate, joint venture or financial asset depending on the level of influence retained. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed off the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to the consolidated statement of profit or loss.

Associates and joint ventures

Associates and joint ventures are all entities over which the Group has significant influence but not control. Investment in associates and joint ventures are accounted for using equity method, whereby the investment is initially recorded at cost / fair value of net assets acquired and adjusted thereafter for the post acquisition change in the Group's share of net assets of the associates and joint ventures. The consolidated statement of profit or loss reflects the Group's share of the results of the operations of the associates and joint ventures. Any other change in net assets of the associates and joint ventures are directly recognised in the unappropriated profit.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where applicable. The gain / loss arising on dilution of interest in an equity accounted investee is recognised in the consolidated statement of profit or loss.

The Group determines at each reporting date whether there is any objective evidence that the investment in associates is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associates and its carrying value and recognises the same in consolidated statement of profit or loss.

3.2 Property, plant and equipment

(a) Operating fixed assets

Owned

These are stated at cost less accumulated depreciation and impairment losses, if any, except for freehold land which is stated at cost.

Depreciation is computed using the straight-line method over the estimated useful lives of the assets at the rates disclosed in note 14.1 to these consolidated financial statements. Depreciation on additions is charged for the full month in which an asset is available for use and on disposals up to the month immediately preceding the disposals. Gains and losses on disposals are recognised in the consolidated statement of profit or loss.

Maintenance and repairs are charged to the consolidated statement of profit or loss as and when incurred. Major renewals and improvements are capitalised.

Spare parts and servicing equipment are classified as operating fixed assets under plant and machinery rather than stores, spares and consumables when they meet the definition of property, plant and equipment. Available for use capital spares and servicing equipment are depreciated over their useful lives, or the remaining life of principal asset, whichever is lower.

The residual values, depreciation method and the useful lives of the significant items of operating fixed assets are reviewed and adjusted if required, at each reporting date.

Right-of-use assets

Right-of-use assets are initially measured on the initial amount of the lease liabilities adjusted for any lease payments made at or before the commencement date, plus any initial direct costs and lease incentives. Subsequently, the right-of-use asset is measured at cost net of any accumulated depreciation and accumulated impairment losses, if any. Depreciation is calculated on a straight-line basis over the shorter of estimated useful lives of the right-of-use assets or the lease term.

(b) Capital work-in-progress

Capital work-in-progress is stated at cost less impairment losses, if any. Items are transferred to operating fixed assets as and when they are available for use.

(c) Capital spares

Spare parts and servicing equipment are classified as operating property, plant and equipment rather than stores, spares and consumables when they meet the definition of property, plant and equipment. Such capital spares and servicing equipment are depreciated at the rates specified in note 14.1, as and when these are available for use.

3.3 Intangible assets

(a) Goodwill

Goodwill represents the excess of the cost of acquisition over the fair value of the holding company's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill is tested for impairment annually and whenever there is an indication that the value may be impaired is carried at cost less accumulated impairment losses, if any. Impairment losses on goodwill are not reversed.

(b) Other intangible assets

These are stated at cost less accumulated amortisation and impairment losses, if any. Amortisation is computed using the straight-line method over the estimated useful lives of the assets at the rate disclosed in note 15.1 to these consolidated financial statements.

3.4 Investments

On initial recognition, the Group designate investments in equity instruments as at Fair Value Through Other Comprehensive Income (FVTOCI) if the equity investment is not held for trading or if it is contingent consideration recognised in a business combination.

Investments in equity instruments at FVTOCI are initially measured at fair value plus transaction costs. Subsequently, they are measured at fair value with gains and losses arising from changes in fair value recognised in other comprehensive income and accumulated in unappropriated profit.

3.5 Impairment of non-current assets

The carrying amounts of non-current assets are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated to assess whether asset's carrying value exceeds its recoverable amount. Where carrying value exceeds the estimated recoverable amount, asset is written down to its recoverable amount. Impairment losses are recognised as expense in the consolidated statement of profit or loss. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

3.6 Impairment of financial assets

Trade debts are assessed at each reporting date to determine whether there is any objective evidence that these are impaired. These are considered to be impaired if objective evidence indicates that one or more events have had a negative effect on the estimated future cash flows of that asset.

For financial assets other than trade debts, lifetime Expected Credit Losses (ECL) method is used when there has been a significant increase in credit risk since initial recognition. However, if the credit risk on the financial instrument has not increased significantly since initial recognition, the Group measures the loss allowance for that financial instrument at an amount equal to 12 month ECL.

The amount of ECL is updated at each reporting date to reflect changes in credit risk since initial recognition of the respective financial assets.

3.7 Stores, spares and consumables

These are valued at the lower of moving average cost and net realisable value except for the items in transit which are stated at cost. Cost of stock-in-transit represents the invoice value plus other charges incurred thereon till the reporting date. Provision is made for slow moving and obsolete items, if any.

3.8 Stock-in-trade

Furnace oil

These are valued at the lower of cost determined on first-in-first-out basis and net realisable value. Net realisable value is the estimated selling price in the ordinary course of business less estimated costs necessary to make the sale. Cost of stock-in-transit represents the invoice value plus other charges incurred thereon till the reporting date.

Coal

These are valued at the lower of cost determined on a weighted average basis and net realisable value. The management assesses at each reporting date whether there is any impairment required to bring the value of inventories down to their net realisable value.

3.9 Share capital

Ordinary shares are classified as equity and recognised at their face value. Discount or premium on issuance of shares is separately reported in consolidated statement of changes in equity. Transaction costs directly attributable to the issuance of shares are shown in equity as a deduction, net of tax from the proceeds.

3.10 Provisions and contingent liabilities

Provisions are recognised when the Group has a present (legal or constructive) obligation as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the amount can be made. Provisions are not recognised for future operating losses and are reviewed at each reporting date and adjusted to reflect the current best estimate. Contingent liabilities are disclosed when the Group has possible obligation that arises from past event's and whose existence will be confirmed only by occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the entity, or a present obligation that arises from past event but is not recognised because it is not probable that an outflow of resources embodying economic benefit will be required to settle the obligation or, when amount of obligation cannot be measured with sufficient reliability.

3.11 Staff retirement benefits

Defined benefit plans

The holding company, TEL and HPSL operate funded defined benefit gratuity plans, covering eligible employees who have completed minimum service requirement with the respective company. The liabilities relating to defined benefit plans are determined through actuarial valuation using the Projected Unit Credit Method. The method involves making assumptions about discount rates, future salary increases and mortality rates. Due to the long-term nature of these benefits, such estimates are subject to certain uncertainties.

Defined contribution plans

LEL operates a funded defined contribution gratuity plan for the benefit of its employees. Monthly contributions are paid by LEL to the fund at the rate of 8.33% of basic salary.

The holding company, LEL, TEL and HPSL operate recognised contributory provident funds covering all employees who are eligible for the plan. Equal monthly contributions are made by the companies and the employees in accordance with the respective funds' rules.

In addition to above, HPSL also operates a defined contribution pension fund for employees who are eligible for the plan. HPSL is required to contribute 10% of the basic pay of the employees on monthly basis. The HPSL's contributions are recognised as employee benefit expense when they are due.

3.12 Contract asset

A contract asset is recognised when Group has fulfilled its obligations under the PPA and other agreements, before the customer pays consideration or before payment is due. A contract asset is Group's right to consideration that is conditional. A right to consideration is unconditional if only the passage of time is required before payment of that consideration is due. For all unconditional rights to receive consideration, a trade debt is recognised.

3.13 Refund liability

A refund liability is recognised if the Group receives consideration from a customer and expects to refund some or all of that consideration to the customer. A refund liability is measured at the amount of consideration received (or receivable) for which the Group does not expect to be entitled. The refund liability is updated at the end of each reporting period for changes in circumstances.

3.14 Revenue recognition

3.14.1 Sale of electricity

Revenue from the sale of electricity to the Central Power Purchasing Agency (Guarantee) Limited (CPPA-G), the sole customer of the holding company before the termination of its PPA, was recorded based upon the output delivered and capacity available at rates as specified under the Power Purchase Agreement (PPA) with CPPA-G, as amended from time to time. PPA with CPPA-G was a contract over a period of 30 years starting from 1997 which was terminated on October 1, 2024. Late payment interest, as per the PPA, on receivables from CPPA-G was recorded on accrual basis.

NEL recognises revenue when performance obligations are satisfied. Revenue from the sale of electricity to the CPPA-G, the sole customer of NEL, is recorded over time based upon the output delivered and capacity available at rates as specified under the PPA with CPPA-G, as amended from time to time. The payment for undisputed amounts is due in 30 days after the output delivered invoice and capacity available invoice is received by CPPA-G. PPA is a contract over a period of 25 years, starting from the Commercial Operations Date (COD) (i.e. April 21, 2011). Late payment interest, as per the PPA, on overdue receivables from CPPA-G is recognised on accrual basis. NEL has assessed that performance obligations under the PPA are discharged over time.

LEL recognises revenue when performance obligations are satisfied. Revenue from sale of electricity to CPPA-G, the sole customer of LEL, is recorded based upon output delivered and average energy at rates as specified under the PPA. The payment for undisputed amounts is due in 30 days after output delivered and average energy invoice is received by CPPA-G. PPA is a contract over a period of 25 years starting from 2013. Late payment interest, as per the PPA, on overdue receivables from CPPA-G is recorded on accrual basis. LEL has assessed that performance obligations under the PPA are discharged over time.

TEL recognises revenue when performance obligations are satisfied. Revenue from the sale of electricity to the CPPA-G, the sole customer of TEL, is recorded over time based upon the output delivered and capacity available at rates as specified under the PPA with CPPA-G, as amended from time to time. The payment is due 30 days after the acknowledgement of the output delivered invoice and capacity available invoice, respectively. PPA with CPPA-G is a contract over a period of 30 years starting from October 01, 2022. Late payment interest, as per the PPA, on receivables from CPPA-G is recorded on accrual basis.

3.14.2 Operation and Maintenance (O&M) services income

Operation and Maintenance fee under various contracts is measured at fair value of the consideration received or receivable and is recognised on accrual basis when services are rendered i.e. performance obligations are fulfilled in accordance with the terms of agreements. The credit limits in contracts with customers range from 30 to 45 days.

3.14.3 Services income

Revenue from services is recognised on accrual basis as and when services are rendered upon satisfaction of performance obligation, in accordance with the terms of agreements.

3.14.4 Dividend income

Dividend income is recognised when the right to receive payment has been established.

3.14.5 Interest income

Interest income is recorded on accrual basis.

3.14.6 Capital gain

Gains and losses arising on disposal of investments are recognised included in the consolidated statement of profit or loss in the year in which these are disposed off and unrealised gains and losses arising on revaluation on securities classified as 'fair value through profit or loss' are recognised in the year in which these arise in the consolidated statement of profit or loss.

3.15 Functional and presentation currency

Items included in these consolidated financial statements are measured using the currency of the primary economic environment in which the Group operates. These consolidated financial statements are presented in Pak Rupees which is the Group's functional currency.

3.16 Foreign currency transactions and translation

Transactions in foreign currencies are translated into Pak Rupees at the rates of exchange prevailing on the date of transactions. Monetary assets and liabilities denominated in foreign currencies are translated into Pak Rupee equivalents using the exchange rates at reporting date. Non-monetary assets and liabilities are stated using exchange rates that existed when the values were determined. Exchange differences on foreign currency transactions and translations are included in the consolidated statement of profit or loss, except as follows.

In partial modification of S.R.O. 24(I)/2012 dated January 16, 2012, the SECP, vide S.R.O. 986(I)/2019 dated September 02, 2019, has granted exemption from the requirements of International Accounting Standard (IAS) 21 to the extent of capitalisation of exchange differences to all companies which have executed their Power Purchase Agreements before January 01, 2019. Accordingly, the exchange differences relating to foreign currency borrowings have been capitalised in the related property, plant and equipment' and are depreciated over the term of the PPA.

Had exchange differences, as allowed by the above mentioned S.R.O. not been capitalised, the profit for the year would have been higher by Rs. 781 million (2025: lower by Rs. 106 million) and the property, plant and equipment as at June 30, 2026 would have been lower by Rs. 22,367 million (2025: Rs. 28,599 million).

3.17 Taxation and levy

3.17.1 Current tax

Income of NEL, TEL and LEL is not liable to taxation in Pakistan, to the extent, provided in the Implementation Agreements signed with the Government of Pakistan (GOP) and the Income Tax Ordinance, 2001 (ITO 2001). Accordingly, provision for taxation, if any, is made only on the income liable to tax at the applicable rates of tax after taking into account tax credits, rebates etc. allowable under the ITO 2001.

Income of the holding company and HPHL is subject to taxation in Pakistan in accordance with the provisions of the ITO 2001. Accordingly, provision for taxation has been made after taking into account tax credits etc., if any.

Income of HPSL is subject to taxation in Pakistan in accordance with the provisions of the ITO 2001 and tax laws adopted by Azad Jammu and Kashmir (AJK). Accordingly, provision for taxation has been made after taking into account tax credits etc., if any.

3.17.2 Final tax

In accordance with ITO 2001, computation of final tax is not based on taxable income. Therefore, as per the 'IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes' issued by the Institute of Chartered Accountants of Pakistan (ICAP), this falls within the scope of IFRIC 21 'Levies' / IAS 37 'Provisions, contingent liabilities and contingent assets' and accordingly has been classified as levy.

3.17.3 Deferred tax

Deferred tax is recorded for all temporary differences arising between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The amount of deferred tax provided is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates and tax laws enacted or substantively enacted at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax asset is recognised only when it is probable that future taxable profits and taxable temporary differences will be available against which the deductible temporary differences can be utilised. Deferred tax assets are reduced to the extent that it is no longer probable that the related tax benefit will be realised. Deferred tax is charged or credited in the profit or loss except to the extent that it relates to the item recognised directly in equity, in which case it is recognised in equity.

3.17.4 Group taxation

The holding company is a member of a tax group formed under section 59AA of the Ordinance, with its subsidiaries, NEL, HPSL and HPHL.

Current tax is measured using tax legislation applicable to the entities in the tax group. Deferred tax is recognised in accordance with IAS 12, taking into account the tax position of the tax group where recoverability, utilisation or limitations are determined on a group basis. Deferred tax assets are recognised to the extent that it is probable that taxable profits of the tax group will be available against which deductible temporary differences, unused tax losses or tax credits can be utilised, where permitted by law.

Current tax expense in respect of the holding company's remaining subsidiaries TEL and LEL, which are not part of the tax group, is measured using the tax legislation applicable to the subsidiaries on standalone basis.

3.18 Dividend and appropriation to reserves

Dividend distribution to the holding company's shareholders and NCI is recognised as a liability in the period in which it is approved. Similarly appropriation in reserves are also recognised when approved.

3.19 Segment reporting

Segments are reported in a manner consistent with the internal reporting provided to the Group's chief operating decision maker in order to assess each segment's performance and to allocate resources to them. Segment reports are regularly reviewed by the board of directors.

3.20 Financial instruments

3.20.1 Recognition and initial measurement

Financial assets and liabilities are recognised in consolidated statement of financial position when the Group becomes a party to the contractual provisions of an instrument.

A financial asset is initially measured at fair value plus transaction costs that are directly attributable to its acquisition except for financial assets at fair value through profit or loss (FVPL) which are measured at fair value. A financial liability is initially measured at fair value less transaction costs.

On initial recognition, a financial asset is classified as measured at amortised cost, at fair value through other comprehensive income (FVTOCI) or FVPL.

Financial assets, other than those which the Group has elected irrevocably to carry at fair value, are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in business model.

Classification and subsequent measurement

a) Financial assets

(i) At amortised cost

A financial asset is measured at amortised cost if it meets both of the following conditions:

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

Financial assets at amortised cost are subsequently measured using the effective interest method. The amortised cost is reduced by impairment loss (if any). Interest income, foreign exchange gains and losses and impairment are recognised in the profit or loss.

(ii) At FVTOCI

Financial assets at FVTOCI 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.

(iii) At FVPL

Assets that do not meet the criteria for amortised cost or FVTOCI or assets that are designated at FVPL using fair value option, are measured at fair value through profit or loss. A gain or loss on debt investment that is subsequently measured at FVPL is recognised in consolidated statement of profit or loss in the year in which it arises.

b) Financial liabilities

Financial liabilities are measured at amortised cost or FVPL. A financial liability is classified as FVPL if it is classified as held-for-trading, it is derivative or it is designated as such on initial recognition. Other financial liabilities are subsequently measured at amortised cost using the effective interest rate method. Interest expense and foreign exchange gains and losses are recognised in the consolidated statement of profit or loss.

Derecognition

A financial asset is primarily derecognised when:

a) the rights to receive cash flows from the asset have expired; or

b) the Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cashflows in full without material delay to a third party under a 'pass-through' arrangement; and either:

- the Group has transferred substantially all the risks and rewards of the asset; or

- the Group has neither transferred nor retained substantially all the risks and rewards of the asset but has transferred control of the asset.

When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership.

When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognise the transferred asset to the extent of its continuing involvement. In that case, the Group also recognises an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.

A financial liability is derecognised when the obligation under the liability is discharged or 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 or 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 consolidated profit or loss.

3.20.2 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand, pay orders in hand, cash with banks in current and savings accounts, and other short-term highly liquid investments with original maturities of three months or less and running finance payable on demand. Short term borrowings are shown in current liabilities.

3.21 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of qualifying assets are capitalised. All other borrowing costs are recognised as an expense in the period in which they are incurred. Borrowing costs include exchange differences arising on foreign currency borrowings, obtained for acquisition, construction or production of qualifying assets, to the extent that they are regarded as an adjustment to interest cost are included in the cost of qualifying assets. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from borrowing costs eligible for capitalisation. Qualifying assets are assets that necessarily take substantial period of time to get ready for their intended use.

3.22 Off-setting

Financial assets and liabilities are offset and net amount is reported in the consolidated financial statements only when there is a legally enforceable right to set-off the recognised amount and the Group intends either to settle on net basis, or to realise the assets and to settle the liabilities simultaneously.

3.23 Lease liabilities

At the inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

The lease liabilities are initially measured at the present value of the remaining lease payments at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate.

Lease liabilities are subsequently measured at amortised cost using the effective interest method. They are remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the respective right-of-use asset, or is recorded in the consolidated statement of profit or loss if the carrying amount of that right-of-use asset has been reduced to zero.

3.24 Earnings per share

The Group presents Earnings Per Share (EPS) data for its ordinary shares. EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the holding company by weighted average number of ordinary shares outstanding during the year. Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the weighted average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

3.25 Sales tax

Expenses and assets are recognised net of the amount of sales tax, except when the sales tax incurred on purchase of assets or services is not recoverable from the taxation authority, in which case, the sales tax is recognised as part of the cost of acquisition of the asset or as part of the expense item, as applicable.

When sales tax is recoverable from or is payable to the taxation authority, it is included as part of receivables or payables in the consolidated statement of financial position.

3.26 Discontinued operations

A discontinued operation is a component of the Group that either has been disposed of, or is classified as held for sale, and represents a separate major line of business.

4. USE OF ESTIMATES AND JUDGEMENTS

The preparation of consolidated financial statements in conformity with the accounting and reporting standards requires management to make judgements, estimates and assumptions that affect the application of accounting policies and reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates.

Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to the accounting estimates are recognised in the periods in which the estimates are revised and in any future periods affected. Significant estimates, assumptions and judgements are disclosed in the relevant accounting policies and notes to these consolidated financial statements.

Following are the significant areas where management used estimates and judgements other than those which have been disclosed elsewhere in these consolidated financial statements:

a) Determining the residual values, useful lives and recoverable amounts of property, plant and equipment and intangibles (notes 3.2, 3.3, 3.5 and 14);

b) Determining the amount to be recognised as revenue and related contract asset / refund liability based on adjustment of tariff (notes 3.12, 3.13, 3.14, 5 and 31);

c) Provisions and contingent liabilities (note 3.10 and 33);

d) Taxation and levy (note 3.17, 12 and 13);

e) Recognition of provision for staff retirement benefits (note 3.11 and 29.3);

f) Impairment of financial assets (note 3.6);

g) Determining the fair value of equity instruments designated as FVTOCI (note 3.4 and 16); and

h) Recognition of lease liabilities and right of use assets (note 3.23 and 27);

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
5. REVENUE FROM CONTRACTS WITH CUSTOMERS - NET			
Capacity Purchase Price (CPP)		37,657,214	47,146,724
Energy Purchase Price (EPP)		38,250,303	34,413,944
Late Payment Interest (LPI)		1,722,081	6,980,847
Others		81,925	136,220
		77,711,523	88,677,735
Less: Sales tax on EPP		(6,585,171)	(5,326,243)
		71,126,352	83,351,492
6. COST OF REVENUE			
Fuel cost		27,942,709	25,840,401
Late payment interest to fuel suppliers		934,547	2,539,422
Salaries, benefits and other allowances	6.1	1,234,865	1,496,674
Water use charges		1,072,232	1,179,271
Ash disposal		277,393	274,869
Stores and spares		879,383	982,409
Insurance		1,288,547	1,949,902
Depreciation	14.3	4,948,139	5,342,703
Amortisation	15.2	10,650	38,862
Repairs, maintenance and other costs		2,849,727	3,883,091
		41,438,192	43,527,604

6.1 This includes Rs. 173 million (2025: Rs. 150 million) in respect of staff retirement benefits.

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
7. GENERAL AND ADMINISTRATION EXPENSES			
Salaries, benefits and other allowances	7.1	1,108,655	989,413
Travel and transportation		46,701	78,569
Fuel and power		18,326	15,307
Property, vehicles and equipment rentals		3,296	1,190
Office running cost		58,223	92,322
Repairs and maintenance		37,274	48,663
Legal and professional charges		275,677	196,060
Insurance		21,389	25,427
Fee and subscription		26,653	14,334
Auditor's remuneration	7.2	38,435	35,200
Donations	7.3	75,745	60,132
Corporate social responsibility		83,058	72,050
Printing and stationery		2,263	2,900
Depreciation	14.3	103,489	91,362
Amortisation	15.2	651	391
Miscellaneous		106,646	65,566
		2,006,481	1,788,886

7.1 This includes Rs. 74 million (2025: Rs. 78 million) in respect of staff retirement benefits.

7.2 Auditor's remuneration

The aggregate amount charged in respect of auditor's remuneration, including that of subsidiary companies, is as follows:

	2026 (Rs. '000s)	2025 (Rs. '000s)
Statutory audits	14,139	10,068
Half yearly reviews and audit of special purpose financial statements	3,134	7,074
Certifications and other services	16,624	15,266
Out-of-pocket expenses	4,538	2,792
	38,435	35,200

7.3 No directors or their spouses had any interest in any donee to which donations were made except for Thar Foundation in which Chief Executive Officer of TEL i.e. Mr. Amjad Ali Raja is a Director. During the year, the Group made the following donations which are above Rs. 1 million or 10% of total amount of donation whichever is higher.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Thar Foundation		50,000	50,000
Alkhidmat Foundation Pakistan		10,680	-
Indus Hospital and Health Network		2,700	-
The Citizens Foundation		3,465	7,232
The Layton Rahmatulla Benevolent Trust		4,000	-
The Noorani Foundation		3,000	-
		73,845	57,232

8. OTHER INCOME

	Note	2026	2025
Financial assets			
Interest income	8.1	2,757,461	2,360,666
Income on treasury bills		311,943	-
Gain on investment - Mutual Fund		1,196,259	683,307
Dividend income from SECMC		2,588,384	-
		6,854,047	3,043,973
Non-financial assets			
Gain on disposal of fixed assets - net		18,395	119,249
Income from O&M and other services	8.2 & 8.3	504,072	853,805
Others		7,094	4,152
		529,561	977,206
		7,383,608	4,021,179

8.1 This includes interest income from MMCPL amounting to Rs. 147.99 million (2025: Rs. 33.34 million).

8.2 Income from O&M and other services

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Services income		2,587,858	2,634,459
Cost of services	8.2.1	(2,083,786)	(1,780,654)
		504,072	853,805

8.2.1 This includes depreciation of Rs. 23.72 million (2025: Rs. 14.27 million).

8.3 This includes income from TNPTL, CPHGC and CPHO under their respective service agreements on mutually agreed terms and conditions.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)

9. OTHER OPERATING EXPENSES

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Exploration and evaluation expenses		510,979	171,840
Mothballing expenses		449,568	-
Workers' profits participation fund	9.1	-	239,952
Workers' welfare fund	9.2	-	-
Late payment interest on liquidated damages Exchange loss - net		900	13,384
Loss on RFO disposal		35,876	366,730
Provision for Net Realizable Value (NRV) stores and spares	18.2	-	174,986
Trade debts written-off		-	2,555,472
		997,323	4,020,470

9.1 Workers' profit participation fund

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Provision for Workers' profits participation fund	33.4	663,399	716,089
Workers' profits participation fund recoverable from CPPA-G		(663,399)	(476,137)
		-	239,952

9.2 Sindh workers' welfare fund

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Provision for workers' welfare fund	9.2.1	736,414	33,784
Workers' welfare fund recoverable from CPPA-G		(736,414)	(33,784)
		-	-

9.2.1 It includes amount of Rs. 190.45 million, Rs. 184.90 million and Rs. 112.96 million paid for year 2025, 2024 and 2023 respectively.

10. FINANCE COSTS

	2026 (Rs. '000s)	2025 (Rs. '000s)
Interest / mark-up on long term loans	7,690,978	11,417,984
Mark-up on short term borrowings	208,283	2,305,739
Mark-up on long term lease liabilities	17,247	38,024
Amortisation of transaction costs	504,853	610,271
Other finance costs	714,347	858,735
	9,135,708	15,230,753

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
11. SHARE OF PROFIT FROM ASSOCIATES AND JOINT VENTURES - NET			
Associates			
- China Power Hub Generation Company (Private) Limited representing 47.5% (2025: 47.5%) equity shares		38,793,652	35,781,341
- obligation in respect of profit on shares related to GoB	29.2	(1,225,063)	(1,129,937)
		37,568,589	34,651,404
- Mega Motor Company Private Limited (MMCPL) [Percentage of holding 50% (2025: 50%)]		159,156	3,798
		37,727,745	34,655,202
Joint Ventures			
- ThalNova Power Thar (Private) Limited [Percentage of holding 38.3% (2025: 38.3%)]		5,389,084	4,411,989
- Prime International Oil and Gas Company Limited [Percentage of holding 50% (2025: 50%)]		2,190,883	2,008,428
- China Power Hub Operating Company (Private) Limited (CPHO) [Percentage of holding 49% (2025: 49%)]		8,038	234,573
		7,588,005	6,654,990
		45,315,750	41,310,192

12. LEVY - FINAL TAX

12.1 This represents final tax on dividend from equity investment at fair value through other comprehensive income under section 5 of the ITO 2001.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
13. TAXATION			
Current			
- For the year		14,831,167	2,253,949
- Prior year		(4,932)	(16,670)
		14,826,235	2,237,279
Deferred		(1,482,503)	10,265,287
	13.1	13,343,732	12,502,566
13.1 Relationship between tax expense and accounting profit			
Profit before taxation		69,600,910	64,115,150
Tax calculated at the rate of 29% (2025: 29%)		20,184,264	18,593,394
Effect of reduced rate of tax		(4,971,901)	(5,834,363)
Effect of exempt income		(5,295,033)	(5,350,937)
Effect of change in tax rate		(2,032,512)	-
Effect of super tax at the rate of 10% (2025: 10%)		5,698,551	4,892,895
Effect of recognition of deferred tax		488,753	-
Impact of group taxation		(208,538)	-
Others		(519,852)	201,577
		13,343,732	12,502,566

13.2 The holding company opted for Group Taxation under section 59AA of the ITO, 2001. For this purpose, the Group consists of:

- The Hub Power Company Limited (the holding company);

- Hub Power Services Limited (HPSL) - 100% owned subsidiary;

- Hub Power Holdings Limited (HPHL) - 100% owned subsidiary; and

- Narowal Energy Limited (NEL) - 100% owned subsidiary.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
14. PROPERTY, PLANT AND EQUIPMENT			
Operating fixed assets	14.1	119,010,481	124,336,761
Capital work-in-progress (CWIP):			
HPHL	14.4	88,584	52,073
NEL	14.5	188,553	-
TEL	14.6	125,642	362,944
		402,779	415,017
		119,413,260	124,751,778

14.1 Operating fixed assets

	---- Owned ----								---- Right of Use Asset ----			
	Freehold land	Building on freehold land	Buildings and civil structures on leasehold land	Leasehold property	Plant & machinery	Furniture & fixtures	Vehicles	Office equipment	Leasehold land	Office building	Plant & machinery	Total
	----(Rs. '000s)----											
Cost:												
As at July 1, 2024	692,529	1,087,969	12,140,836	82,590	185,032,920	288,058	480,854	226,167	58,218	255,957	7,561,339	207,907,437
Additions / transfers from CWIP	56,600	-	115,796	-	582,179	23,528	272,574	100,734	-	11,830	-	1,163,241
Reclassifications	-	-	10,068	-	-	-	-	(10,068)	-	-	-	-
Exchange differences on loans	-	-	(1,673)	-	1,183,714	-	-	-	-	-	(2,115)	1,179,926
Disposals	-	-	-	-	(234,121)	-	(109,538)	(2,784)	-	-	-	(346,443)
Discontinued operations	(677,100)	-	-	-	-	(5,054)	(248,762)	(79,347)	-	-	-	(1,010,263)
As at June 30, 2025	72,029	1,087,969	12,265,027	82,590	186,564,692	306,532	395,128	234,702	58,218	267,787	7,559,224	208,893,898
Additions / transfers from CWIP	-	-	196,595	-	220,975	14,541	341,650	171,364	-	-	-	945,125
Reclassifications / transfers	-	-	34,066	-	7,341,367	-	-		-	(34,066)	(7,341,367)	-
Exchange differences on loans	-	-	-	-	(1,160,478)	-	-	-	-	-	-	(1,160,478)
Disposals	-	-	(2,360)	-	(25,679)	(4,263)	(17,554)	(23,218)	-	-	-	(73,074)
As at June 30, 2026	72,029	1,087,969	12,493,328	82,590	192,940,877	316,810	719,224	382,848	58,218	233,721	217,857	208,605,471
Accumulated depreciation:												
As at July 1, 2024	-	866,571	5,018,942	80,300	69,118,928	161,267	348,323	141,322	12,859	139,118	3,554,717	79,442,347
Reclassifications	-	-	3,123	-	-	-	-	(3,123)	-	-	-	-
Charge for the year	-	33,350	476,576	2,449	4,525,393	37,457	52,043	19,075	3,332	25,536	295,987	5,471,198
Disposals	-	-	-	-	(219,616)	-	(109,539)	(2,559)	-	-	-	(331,714)
Discontinued operations	-	-	-	-	-	(406)	(15,111)	(9,176)	-	-	-	(24,693)
As at June 30, 2025	-	899,921	5,498,641	82,749	73,424,705	198,318	275,716	145,539	16,191	164,654	3,850,704	84,557,138
Reclassifications / transfers	-	-	10,805	(159)	3,714,952	-	-	-	-	(10,805)	(3,714,793)	-
Charge for the year	-	29,364	483,293	-	4,338,066	35,073	85,454	82,288	1,663	25,779	-	5,080,980
Disposals	-	-	-	-	(24,482)	-	(10,822)	(7,824)	-	-	-	(43,128)
As at June 30, 2026	-	929,285	5,992,739	82,590	81,453,241	233,391	350,348	220,003	17,854	179,628	135,911	89,594,990
Net book value as at June 30, 2026	72,029	158,684	6,500,589	-	111,487,636	83,419	368,876	162,845	40,364	54,093	81,946	119,010,481
Net book value as at June 30, 2025	72,029	188,048	6,766,386	(159)	113,139,987	108,214	119,412	89,163	42,027	103,133	3,708,520	124,336,761
Depreciation rate % per annum	-	3.33 to 25	3.45 to 10	3.33 to 20	3.33 to 50	10 to 20	20 to 25	10 to 50	2.86 to 5.33	10 to 20	4 to 6.67	
Cost of fully depreciated assets as at June 30, 2026	-	272,881	55,721	48,975	2,073,386	54,300	146,298	81,530	-	-	-	2,733,091
Cost of fully depreciated assets as at June 30, 2025	-	272,881	55,721	48,975	1,319,177	54,300	150,099	62,990	-	-	-	1,964,143

14.2 Details of Group's immovable fixed assets:

Particulars	Area	Location
Freehold land and building	1,143 Acres	Hub Plant - District Lasbela, Balochistan
Freehold land and building	10 Kanal 09 Marla	Narowal Plant - Tehsil and District Narowal, Punjab
Freehold land and building	4 Kanal 01 Marla	Narowal Plant - Tehsil and District Narowal, Punjab
Freehold land and building	67 Acres	Narowal Plant - Tehsil and District Narowal, Punjab
Leasehold land	2,454 Kanals	Laraib Plant - New Bong Escape, Village Lehri, Mirpur AJK
Leasehold land	244 Acres	Thar Coal Block II, Taluka Islamkot, Sindh

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
14.3 Depreciation charge for the year has been allocated as follows:			
Cost of revenue	6	4,948,139	5,342,703
General and administration expenses	7	103,489	91,927
Other operating expenses		5,637	-
Other income		23,715	14,270
Discontinued operations		-	22,298
		5,080,980	5,471,198
14.4 Capital work-in-progress - HPHL			
Opening balance		52,073	-
Additions during the year		173,374	1,320,263
Transfer to operating fixed assets		(136,863)	-
Discontinued operations		-	(1,268,190)
		88,584	52,073
14.5 Capital work-in-progress - NEL			
Opening balance		-	-
Additions during the year		188,553	-
		188,553	-
14.6 Capital work-in-progress - TEL			
Opening balance		362,944	474,854
Additions during the year		183,163	415,849
Transfers during the year		(420,465)	(527,759)
		125,642	362,944

14.7 Details of disposal of operating fixed assets having net book value of exceeding Rs. 500,000 are as follows:

2026 Assets	Cost	Accumulated depreciation	Net book value	Sale price	(Gain)/Loss	Mode of disposal	Particulars of buyer /Relationship
	(Rs. '000s)						
Vehicle	6,964	(232)	6,732	6,732	-	Company policy	Ex-employee - Sarosh Saleem
Equipments	6,916	-	6,916	6,916	-	Direct Sale	Mega Motor Company (Private) Limited (MMCPL), a related party.
Leasehold improvements	1,245	-	1,245	1,245	-	Direct Sale	
Fixtures	1,718	-	1,718	1,718	-	Direct Sale	
Equipments	4,160	-	4,160	4,160	-	Direct Sale	
Leasehold improvements	673	-	673	673	-	Direct Sale	
Fixtures	1,621	-	1,621	1,621	-	Direct Sale	
Equipments	4,317	-	4,317	4,317	-	Direct Sale	
Leasehold improvements	443	-	443	443	-	Direct Sale	
Fixtures	923	-	923	923	-	Direct Sale	

15. INTANGIBLES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Intangibles	15.1	1,510,317	1,519,444

15.1 Intangibles

	Goodwill (note 1 & 15.3)	Computer softwares	Total
	(Rs. '000s)		
Cost			
As at July 1, 2024	1,414,096	318,409	1,732,505
Additions / reclassification	92,961	6,369	99,330
Discontinued operations	-	(4,669)	(4,669)
Write-offs	(2,212)	(2,212)	-
As at June 30, 2025	1,507,057	317,897	1,824,954
Additions	-	2,174	2,174
Write-offs	-	(2,559)	(2,559)
As at June 30, 2026	1,507,057	317,512	1,824,569
Amortisation			
As at July 1, 2024	-	268,469	268,469
Charge for the year	-	39,411	39,411
Discontinued operations	-	(158)	(158)
Disposals / write-offs	-	(2,212)	(2,212)
As at June 30, 2025	-	305,510	305,510
Charge for the year	-	11,301	11,301
Write-offs	-	(2,559)	(2,559)
As at June 30, 2026	-	314,252	314,252
Net book value as at June 30, 2026	1,507,057	3,260	1,510,317
Net book value as at June 30, 2025	1,507,057	12,387	1,519,444
Amortisation rate % per annum	-	33.33	-
Cost of fully amortised intangibles as at June 30, 2026	-	149,885	149,885
Cost of fully amortised intangibles as at June 30, 2025	-	152,444	152,444

15.2 Amortisation charge for the year has been allocated as follows:

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Cost of revenue	6	10,650	38,862
General and administration expenses	7	651	391
Discontinued operations		-	158
		11,301	39,411

15.3 For impairment testing, the goodwill includes Rs. 1,414 million of 'Laraib plant' as Cash Generating Unit (CGU), which is also a reportable segment. No goodwill has been impaired as a result of annual impairment test carried out on June 30, 2026. The recoverable amount for the purpose of assessing impairment on goodwill on acquisition of the subsidiary is determined based on value in use. The calculations are based on the cash flows derived mainly under the PPA between LEL and the Power Purchaser for a term of 25 years from COD. These cash flows are denominated in USD and have been discounted using a discount rate which reflects the current market rate appropriate for the business. For the calculation, the Group has used a discount rate of 9.44% (2025: 8.97%) and the cash flows are discounted over remaining of the life of the project. The management believes that any reasonable possible change to the key assumptions on which calculation of recoverable amount is based, would not cause the carrying amount to exceed the recoverable amount.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
16. LONG TERM INVESTMENTS			
Investment in associates (under equity method) - unquoted			
- China Power Hub Generation Company (Private) Limited (CPHGC)	16.1	159,575,805	156,993,174
- Mega Motor Company Private Limited (MMCPL)	16.2	8,798,954	2,063,339
		168,374,759	159,056,513
Investment in joint ventures (under equity method) - unquoted			
- ThalNova Power Thar (Private) Limited (TNPTL)	16.3	17,945,731	17,482,823
- China Power Hub Operating Company (Private) Limited (CPHO)	16.4	576,155	568,117
- Prime International Oil and Gas Company Limited	16.5	15,417,039	13,776,572
		33,938,925	31,827,512
		202,313,684	190,884,025
Others - unquoted			
Equity investment at fair value through other comprehensive income			
- Sindh Engro Coal Mining Company Limited (SECMC)	16.6	4,757,837	5,240,837
		207,071,521	196,124,862

16.1 China Power Hub Generation Company (Private) Limited (CPHGC)

	Note	2026	2025
Opening investment		156,993,174	121,539,372
Share of profit from associate	11	38,793,652	35,781,341
Share of other comprehensive loss from associate		(4,886)	(1,712)
Adjustment in respect of change in net assets of associate	16.1.1	(38,947)	(325,827)
Dividend received		(36,167,188)	-
		159,575,805	156,993,174

HPHL has 47.5% legal ownership interest in CPHGC, the principal business of which is to own, operate and maintain two coal-fired power generation units of 660 MW each with ancillary Jetty in the province of Balochistan. The project achieved its Commercial Operation Date (COD) on August 17, 2019.

Pursuant to the Memorandum of Understanding (MoU) dated December 23, 2016 with Government of Balochistan (GoB), the Company and China Power International (Pakistan) Investment Limited (CPIPI) are committed to transfer 3% equity shareholding in CPHGC (1.5% each by the Company and CPIPI) to GoB in lieu of resources and services etc. to benefit CPHGC, the modalities of which are currently in progress. The transfer was required to be executed by COD. The legal process for transfer of shares is yet to be completed. The Company is making an accrual for liability in respect of share of profit relating to such shares (refer notes 11 and 29.2).

On March 09, 2020, CPHGC applied for the One Time Adjustment of Tariff under clause 12.10 of Schedule 1 to the PPA of CPHGC to be approved by National Electric Power Regulatory Authority (NEPRA). On June 30, 2022, NEPRA decided upon the COD Adjustment Tariff dated, February 12, 2016 (Tariff Decision) forming the basis on which future indexations in CPHGC's tariff are to be made and the revenue to be recognised with effect from the date of the COD. CPHGC believes that the aforementioned Tariff Decision is principally not in accordance with CPHGC's Upfront Tariff issued by NEPRA dated February 12, 2016, and being aggrieved from the Tariff Decision, CPHGC has filed an appeal before the Appellate Tribunal NEPRA (ATN) on July 29, 2022, in accordance with applicable legislation. On September 7, 2022, ATN has suspended the Tariff adjustment decision dated June 30, 2022 and allowed the indexation adjustment already approved on provisional basis, subject to final approval of the appeal.

In light of the aforementioned appeal filed and favorable advice from CPHGC's legal counsel, CPHGC's management has assessed that CPHGC has strong legal grounds against certain disallowances made by NEPRA in the Tariff Decision and CPHGC has continued to recognise revenue in its financial statements in accordance with its interpretation of the relevant tariff provisions.

CPHGC has recorded a contract asset amounting to Rs. 1,352 million which includes certain Capacity Purchase Price and Energy Purchase Price components as per the PPA for the period August 17, 2019 to June 30, 2026 related to the aforementioned One Time Adjustment of Tariff. CPHGC will be able to raise the invoice for billing and recover this amount once the matter is decided by ATN in favour of CPHGC.

Sponsors' support for CPHGC

Pursuant to the Sponsor Support Agreement entered into with the lenders of CPHGC, the Holding Company is committed to arrange for working capital financing through HPHL amounting to USD 90.25 million in case CPHGC fails to arrange for working capital facility for its operations. This commitment is valid till the full repayment of project loans of CPHGC. Pursuant to the Deed of Undertaking, a debt service undertaking of USD 150 million shall also survive for the tenor of the CPHGC long term loan.

Shares held by HPHL in CPHGC are pledged in favour of the Security Trustee in order to secure the holding company's and HPHL's obligations under the financing documents of CPHGC.

16.1.1 CPHGC declared and paid dividend to its foreign shareholder, CPIPI amounting to Rs. 81.99 million (2025: Rs. 685.95 million). HPHL waived its entitlement to the accrued interest income that had arisen on account of delay in remittance of the dividend to CPIPI. The Group has recognised the impact of this change in net assets directly in the unappropriated profit.

The summarised financial information of CPHGC is set out below:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Non-current assets	327,007,954	346,481,744
Current assets	265,151,174	296,978,686
Total assets	592,159,128	643,460,430
Non-current liabilities	(167,032,622)	(212,257,679)
Current liabilities	(99,437,757)	(110,951,120)
Total liabilities	(266,470,379)	(323,208,799)
Net assets of the associate available for distribution	325,688,749	320,251,631
Proportion of HPHL's interest in associate	47.5%	47.5%
	154,702,156	152,119,525
Goodwill	4,873,649	4,873,649
Carrying amount of HPHL's interest in associate as at June 30	159,575,805	156,993,174
Revenue from contract with customer	147,424,824	142,725,709
Profit for the year	81,670,847	75,329,140
Other comprehensive loss for the year	(10,287)	(3,605)
Total comprehensive income for the year	81,660,560	75,325,535

CPHGC has tax contingencies wherein the tax authorities have demanded amount of Rs. 17,503 million (2025: Rs. 13,223 million) in several notices, demands and orders. However, considering the grounds of the matter, the management and their tax advisor are of the opinion that the position of CPHGC is sound on technical basis, accordingly no provision has been made.

Outstanding commitments as at June 30, 2026 amount to USD 3.5 million (Rs. 973.56 million) (2025: USD 5.8 million, Rs. 1,644.89 million).

16.2 Mega Motor Company (Private) Limited (MMCPL)

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Opening investment		2,063,339	-
Fair value of retained investment		-	2,062,492
Investment during the year		6,600,000	-
Share of profit from associate	11	159,156	3,798
HPHL's share in share issue cost		(23,541)	(2,951)
		8,798,954	2,063,339

MMCPL was incorporated in Pakistan on May 06, 2024 as a private limited company. The principal activity of MMCPL is to assemble, progressively manufacture and market BYD vehicles in Pakistan. MMCPL was incorporated as a wholly owned subsidiary of HPHL, however, on December 03, 2024, HPHL entered into a shareholders agreement with Mega Conglomerate (Private) Limited (MCPL) and MMCPL whereby HPHL offered 50% controlling interest in MMCPL to MCPL. Thus, on February 28, 2025, HPHL diluted its equity interest by 50% in MMCPL. During the year, HPHL has made further investment amounting to Rs. 6,600 million in MMCPL alongside MCPL in proportion to the existing shareholding, thereby maintaining its 50% holding as at the reporting date.

Sponsors' Support for MMCPL

In connection with and in relation to the New Energy Vehicle (NEV) manufacturing and assembling plant to be set up by MMCPL in Gharo, Sindh, the holding company has obtained following approvals from shareholders in general meeting dated October 15, 2025:

(i) Execution of a Sponsor Support Agreement for MMCPL (or such other sponsor / finance document as may be required by lenders / financiers) including such amendments, restatements or variations (by whatsoever name called) (the "Sponsor Support Agreement").

(ii) to arrange and provide one or more sponsor support corporate guarantees to and for the benefit of the lenders / financiers of MMCPL and / or the Security Agent of the lenders / financiers of MMCPL and / or such persons as may be required by the lenders / financiers of MMCPL and / or MMCPL, up to an amount not exceeding USD 55 million (or PKR equivalent), to guarantee funding of (a) cost overruns, (b) any debt servicing shortfall under the long term financing documents of MMCPL, (c) any working capital shortfalls under the short term / working capital financing documents of MMCPL and / or (d) such other related obligations as may be reasonably required by the lenders / financiers for the continued implementation, operation and maintenance of the MMCPL project, by way of funding in such mode or manner as may be agreed with the lenders / financiers of MMCPL, from time to time, each in accordance with the Sponsor Support Agreement to be entered into between the holding company and inter alia the lenders / financiers of MMCPL or any another finance / sponsor document as may be required by the lenders / financiers (the "Sponsor Support Agreement"). Such investment shall be for a period up till the tenor of the project loan of MMCPL, June 30, 2039 or such period until the liabilities / obligations of the holding company and the Sponsors under the Sponsor Support Agreement remain undischarged, whichever is later.

Further, HPHL has obtained certain approvals from its shareholders in order to guarantee the financial obligations of MMCPL.

The following approvals were obtained by circulation under Section 149 of the Companies Act, 2017, dated July 8, 2025 (as updated and revalidated on August 7, 2025), through which HPHL is committed to:

(i) provide third party security to secure the obligations of MMCPL under a Letter of Credit under the Equipment Supply Contract (ESC) of MMCPL, including inter alia a charge or lien on current assets of HPHL including but not limited to cash, deposits and / or investments of HPHL, up to an amount of CNY 140 million (approx. USD 20 million) (or PKR equivalent), accordingly HPHL executed Letter of Lien and Set-off during the year;

(ii) inject funds upon retirement of the aforementioned letter of credit, to subscribe to equity or as a shareholder loan (including in tranches from time to time) up to the amount of approximately CNY 165.15 million (approx. USD 24 million) (or PKR equivalent);

(iii) issue Company Guarantee (or guarantees, as the case may be) to guarantee the payment obligations of MMCPL under the Equipment Supply Contract, for an amount of up to CNY 550 million (approx. USD 80 million) (or PKR equivalent); and

(iv) provide necessary security under the Deed of Undertaking being entered into by MMCPL to secure the aforementioned financing arrangement and letter of credit, including but not limited to procuring / providing a pledge, lien and / or charge on various current assets of HPHL, including inter alia shares or cash, for an amount of up to USD 27.09 million (or CNY / PKR equivalent).

The following approvals were obtained by circulation under Section 149 of the Companies Act, 2017, dated September 16, 2025, through which HPHL is authorised to:

(i) enter into, execute, deliver and perform the Sponsor Support Agreement in its capacity as a Sponsor and Shareholder of MMCPL, together with all agreements, instruments, undertakings, guarantees, security documents, consents, waivers, notices, confirmations, amendments, restatements, supplementals, variations or other arrangements (by whatsoever name called) which may be required from time to time in connection therewith (the "Sponsor Documents");

On January 7, 2026, HPHL along with the Holding Company (as Sponsors) entered into the said Sponsor Support Agreement with MMCPL (as borrower) and certain financial institutions (as lenders, security and facility agents); and

(ii) make investments in MMCPL required in terms of the Sponsor Support Agreement and other Sponsor Documents, up to an amount not exceeding USD 30 million (or PKR equivalent), by way of subscription of shares or any other form of equity or securities. Such investment shall remain valid up to June 30, 2039, or such later period until the liabilities / obligations of the Sponsors remain undischarged under the Sponsor Support Agreement and other Sponsor Documents, whichever is later. Total investment in MMCPL to date stands USD 30 million or PKR equivalent. The equity commitment stands completed in December 2025.

The following approvals were obtained in annual general meeting dated October 15, 2025 through which HPHL is committed to:

(i) provide Equity SBLC or such other liquid security in the form of lien on money market fund investments of HPHL, charge on current assets, or lien on bank account(s) of HPHL, as may be determined by the lenders / financiers, to guarantee the equity injection in MMCPL up to an amount of USD 30 million (or PKR equivalent) ("Equity LC");

(ii) provide a contractual commitment to the lenders of MMCPL through the Sponsor Support Agreement for the PKR equivalent amount of USD 45 million, to guarantee an investment to cover any cost overruns, or any shortfall in debt servicing under the financing documents of MMCPL;

(iii) fund the Debt Service Reserve Account ("DSRA"), for an amount not exceeding the PKR equivalent of USD 6.5 million in MMCPL, in case of any shortfall of funding from MMCPL;

(iv) provide DSRA SBLC of up to USD 6.5 million (or PKR equivalent) ("DSRA LC"), if there is a shortfall in DSRA, for the purposes of repaying outstanding obligations owed by MMCPL to its lenders, including any financing costs, and to create security on the assets of HPHL as may be required, from time to time, by the relevant lenders that will issue the requisite DSRA LCs; and

(v) pledge the shares of MMCPL held by it, in the form of security to the lenders and assign, transfer or otherwise charge its loan granted or to be granted to MMCPL to secure MMCPL's repayment obligations under the financing documents.

The summarised financial information of MMCPL are set out below:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Non-current assets	30,126,687	5,297,482
Current assets	49,047,944	5,811,622
Total assets	79,174,631	11,109,104
Non-current liabilities	(14,060,302)	(547,191)
Current liabilities	(48,564,743)	(7,483,557)
Total liabilities	(62,625,045)	(8,030,748)
Net assets of the associate available for distribution	16,549,586	3,078,356
Proportion of the HPHL's interest in associate	50%	50%
	8,274,793	1,539,178
Fair value adjustment in net assets of associate	524,161	524,161
Carrying amount of the HPHL's interest in associate as at June 30	8,798,954	2,063,339
Revenue from contract with customer - net	56,750,960	10,869,890
Profit / (loss) for the year	318,311	(859,805)
Other comprehensive income for the year	-	-
Total comprehensive income for the year	318,311	(859,805)

MMCPL had no material contingencies as at June 30, 2026 and June 30, 2025. Outstanding commitments as at June 30, 2026 amounts to Rs. 34,172 million (2025: Rs. 4,143 million).

Based on rights and obligations envisaged in SHA, the investment in MMCPL is classified as an investment in associated company and it is accounted for under the equity method in these consolidated financial statements.

16.3 ThalNova Power Thar (Private) Limited (TNPTL)

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Opening investment		17,482,823	13,070,834
Share of profit from joint venture	11	5,340,216	4,363,121
Realised profit on services		48,868	48,868
Dividend received		(4,926,176)	-
		17,945,731	17,482,823

TNPTL is a private limited company, incorporated in Pakistan on April 18, 2016. The principal activities of TNPTL are to develop, own, operate and maintain a 1 x 330 MW mine-mouth coal fired power plant (the Project) at Thar Block II, Thar Coal Mine, Sindh.

In 2019, HPHL acquired 38.3% ownership interest in TNPTL pursuant to Share Subscription Agreement (SSA) / SHA entered between HPHL, TNPTL and its sponsors (Thal SPV and Nova SPV).

Project status

On September 30, 2020, Private Power Infrastructure Board (PPIB) on behalf of the Government of Pakistan notified the achievement of Financial Close of TNPTL.

TNPTL achieved Commercial Operations Date (COD) on February 17, 2023 and Project Completion Date (PCD) on October 31, 2025.

Under the Power Purchase Agreement (PPA), the Project's Required Commercial Operations Date (RCOD) was March 31, 2021. Considering the delay in COD, TNPTL requested Central Power Purchasing Agency (Guarantee) Limited (CPPA-G) for extension in RCOD in view of the COVID-19 Force Majeure Event (FME) and delay in expected availability of indigenous coal under the Coal Supply Agreement with Sindh Engro Coal Mining Company (SECMC). CPPA-G granted extension in the RCOD of TNPTL till June 30, 2022, subject to payment of undisputed High Voltage Direct Current (HVDC) Transmission Line charges under certain conditions, if charged to CPPA-G by National Transmission and Dispatch Company Limited (NTDC), from the COD of HVDC Transmission Line under certain conditions.

Although CPPA-G has raised invoices for payment of HVDC charges amounting to USD 31 million, TNPTL has challenged the determination of these invoices, and has sought clarifications from CPPA-G, including provision of evidence of achievement of COD of the HVDC line. Despite several requests, the CPPA-G has not furnished the requested information so far, and consequently, TNPTL has disputed all the invoices raised by the CPPA-G. Accordingly, in view of TNPTL's management, supported by its legal counsel there is no exposure on TNPTL to make any payment on account of HVDC charges. The delay in payment of obligation determined, if any, upon resolution of the dispute will carry mark-up at KIBOR plus 2% per annum.

The holding company's commitment to TNPTL

Under the SSA and SHA, subject to the term of financing documents, the holding company is restricted to transfer or otherwise dispose the shares held in TNPTL or create encumbrance till the 6th anniversary of the COD of TNPTL.

In connection with the development of TNPTL's project and pursuant to Shareholders' Agreement dated March 25, 2019, the holding company has obtained following approvals from shareholders in general meeting and is committed to:

(i) undertake to the Lenders of TNPTL or to arrange and / or provide working capital financing to TNPTL, directly or through HPHL, equivalent to an aggregate amount of USD 23 million. Such investment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later;

(ii) to assign its rights, benefits and interests in respect of any investment made in TNPTL by way of Subordinated loan (which loan is to be treated as subordinated to the debt of the Lenders of TNPTL) including the benefits of any indemnities, warranties and guarantees, in favour of the lenders of TNPTL, directly or through its subsidiary HPHL. Such investment commitment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later. To fulfil this requirement the holding company has signed subordination agreement on July 24, 2019;

(iii) pledge its shares (if any) in TNPTL held by it from time to time, in favour of the Lenders of TNPTL, whether such shares are acquired directly by way of subscription or otherwise. Such investment commitment shall be for a period up till August 31, 2033 or such period until the liabilities / obligations are discharged, whichever is later. The holding company, through HPHL, has executed Share Pledge Agreement on November 08, 2019 to fulfil this condition;

(iv) provide a guarantee (in the form of SBLC) for the benefit of TNPTL and Intercreditor Agent for an aggregate amount of USD 20 million (or PKR equivalent) to guarantee an investment in the form of equity or subordinated debt to cover various funding shortfall, as more particularly detailed in SSA dated July 22, 2019. Such investment shall be for a period up till later of July 2034 or the end of the tenor of the Project loan as set out in SSA. On January 08, 2020, the holding company issued Cost Overrun SBLC amounting to USD 19.68 million to the lenders of TNPTL which is valid till July 2034. The facility is secured by way of pari passu charge over all present and future assets of the holding company other than current assets;

(v) participate in the Put Option / Commercial Risk Guarantee (“Put Option / CRG”) to be provided by local banks and financial institutions (“Put Option / CRG Financiers”) in favour of the foreign lenders and contributing payment up to USD 10 million (or PKR equivalent) (“Put Option / CRG Contribution Amount”) under the same as primary obligor in accordance with the terms of the Agreement Regarding Procedures Following Event of Default. Such sponsor obligation shall be valid till August 31, 2033. Accordingly, the holding company has entered into a Put Option Sponsor Support Agreement dated July 22, 2019 and fulfilled the condition by providing pari passu charge on the holding company’s assets, other than current assets;

(vi) provide security in form and substance acceptable to the Put Option / CRG Financiers or such other alternate / additional security as the Put Option / CRG Financiers may require from time to time up to the Put Option / CRG Support Amount and Put Option / CRG Contribution Amount with such margin and on such terms as may be deemed appropriate by the Authorized Persons. Accordingly, the holding company has entered into a Put Option Sponsor Support agreement dated July 22, 2019 and fulfilled the condition by providing pari passu charge on the holding company’s assets, other than current assets;

(vii) provide (if required) a contractual commitment and a Parent Company Guarantee to TNPTL guaranteeing the due and punctual performance of obligations by HPSL pursuant to the terms of the O&M Agreement. Such sponsor obligation shall be for a period the earlier of the tenure of the project loan or the expiry of the O&M Agreement. On September 17, 2019, the holding company provided Parent Company Guarantee to TNPTL in the form of a corporate guarantee as per the terms of the O&M agreement; and

(viii) Under the terms of the Power Purchase Agreement dated July 21, 2017, between TNPTL and the CPPA-G, as amended from time to time, TNPTL is required to provide a letter of credit in favor of CPPA-G to secure certain obligations under the PPA (“PPA SBLC”). Since TNPTL does not have adequate security to fully secure its obligations under such a letter of credit, TNPTL has requested its Sponsors to provide replacement security. The holding company has provided security for it’s portion by way of pari passu charge, on the holding company's current and future fixed assets excluding land and buildings.

The summarised financial information of TNPTL is set out below:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Non-current assets	97,626,529	101,834,854
Current assets	53,393,755	55,836,089
Total assets	151,020,284	157,670,943
Non-current liabilities	(67,679,295)	(76,559,388)
Current liabilities	(33,166,067)	(32,017,678)
Total liabilities	(100,845,362)	(108,577,066)
Net assets of the associate available for distribution	50,174,922	49,093,877
Proportion of the HPHL's interest in joint venture	38.3%	38.3%
	19,216,995	18,802,955
Unrealised profit on management services	(1,299,083)	(1,347,951)
Others	27,819	27,819
Carrying amount of Group's interest in joint venture as at June 30	17,945,731	17,482,823
Revenue from contract with customer - net	52,251,898	56,914,188
Depreciation	3,226,168	3,176,581
Amortisation	26,537	42,537
Interest income	1,774,390	1,311,724
Finance cost	9,185,786	11,005,142
Taxation	657,709	446,548
Profit for the year	13,943,122	11,391,961
Cash and cash equivalent	26,053,708	29,200,015

The joint venture had no material contingency as at June 30, 2026 other than those disclosed elsewhere in the consolidated financial statements. Outstanding commitments as at June 30, 2026 amounts to Rs. 7,339 million (2025: Rs. 7,197 million).

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
16.4 China Power Hub Operating Company (Private) Limited (CPHO)			
Opening investment		568,117	333,544
Share of profit from joint venture	11	8,038	234,573
		576,155	568,117

CPHO was incorporated on January 20, 2022, as private limited company to provide operation, maintenance, and other services to CPHGC in connection with its 1320 MW coal fired power plant located in Hub Balochistan. HPHL's shareholding in CPHO is 49%. On February 10, 2022, an Operations and Maintenance Agreement (the O&M Agreement) was executed between CPIME, CPHO and CPHGC. Pursuant to the O&M Agreement, CPHO was appointed to operate and maintain CPHGC's Plant for a term of 6 years. On January 31, 2025 HPHL, CPHO and CPIME signed the termination agreement to terminate operations and maintenance agreement with effect from February 1, 2025.

Based on rights and obligations envisaged in SHA, in respect of all key relevant activities of CPHO, the investment in CPHO is classified as a Joint Venture and is accounted for under the equity method in these consolidated financial statements.

	2026	2025
	(Rs. '000s) Un-audited	(Rs. '000s) Un-audited
The summarised financial information of CPHO are set out below:		
Non-current assets	125,412	93,105
Current assets	1,152,259	1,210,204
Total assets	1,277,671	1,303,309
Current liabilities	-	-
Non-current liabilities	(101,844)	(143,888)
Total liabilities	(101,844)	(143,888)
Net assets of the joint venture available for distribution	1,175,827	1,159,421
Proportion of the HPHL's interest in joint venture	49.0%	49.0%
Carrying amount of HPHL's interest in associate as at June 30	576,155	568,117
Revenue from contract with customer	-	3,372,778
Profit for the year	16,405	478,721

The joint venture had no material contingencies and commitments as at June 30, 2026 and June 30, 2025.

16.4.1 China Power Hub Operating Company (Private) Limited (CPHO) subsequent to year end, on January 31, 2025, CPHO, CPHGC, and CPIME mutually executed a Termination Agreement, thereby agreeing to terminate the Agreement with effect from February 1, 2025. The CPIME has expressed its intention to explore potential business opportunities with other ventures, indicating its interest in pursuing collaborative prospects in the foreseeable future. Further, in preparing the financial statements, management assessed that the going concern assumption remains intact, despite the decision to cease the operations in Pakistan as of February 1, 2025. CPHO will continue to be supported by CPIME, which will ensure its financial obligations are met until a decision is made by the management to liquidate (or not). On this basis, there is a reasonable expectation that CPHO has adequate resources to continue as an operational business for the foreseeable future.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
16.5 Prime International Oil & Gas Company Limited			
Opening investment		13,776,572	11,686,046
Share of profit from joint venture	11	2,190,883	2,008,428
Share of other comprehensive (loss) / income from joint venture			
Adjustment in respect of change in net assets of joint venture	16.5.2	(18,168)	-
Dividend received		(240,000)	(216,000)
		15,417,039	13,776,572

16.5.1 On March 08, 2021, Prime International Oil and Gas Company Limited (Prime), a 50:50 joint venture of HPHL and ENI local employees — 'the EBO Group', executed Sale and Purchase Agreements (SPAs) to acquire all the upstream operations and renewable energy assets owned by ENI in Pakistan. HPHL and the EBO Group have acquired 50% shareholding each in Prime, in accordance with the SHA entered to such effect.

HPHL is committed to provide Corporate and Bank guarantees amounting to USD 4 million and USD 3 million, respectively.

Based on the committed equity percentage of 50% and rights and obligations envisaged in the SHA, the investment in Prime is classified as a Joint Venture and is accounted for under the equity method in these consolidated financial statements.

16.5.2 The Shareholders Agreement between HPHL and the EBO Group provides for the distribution of decommissioning bonus to EBO Group members only. During the year, Prime declared and paid dividend to the EBO Group amounting to Rs. 36.336 million, the entitlement of which was waived by HPHL. HPHL has recognised the impact of this change in net assets directly in the unappropriated profit.

	2026	2025
	(Rs. '000s)	(Rs. '000s)
The summarised financial information of Prime are set out below:		
Non-current assets	7,206,257	9,142,231
Current assets	47,657,024	44,740,168
Total assets	54,863,281	53,882,399
Current liabilities	(9,958,710)	(10,140,168)
Non-current liabilities	(14,190,482)	(16,309,075)
Total liabilities	(24,149,192)	(26,449,243)
Net assets of joint venture available for distribution	30,714,089	27,433,156
Share Premium	(119,988)	(119,988)
	30,594,101	27,313,168
Proportion of the HPHL's interest in joint venture	50%	50%
	15,297,051	13,656,584
Share Premium	119,988	119,988
Carrying amount of HPHL's interest in joint venture as at June 30	15,417,039	13,776,572
Revenue from contracts with customers	10,611,157	12,913,533
Profit for the year	4,381,765	4,016,855
Other comprehensive (loss) / income	(584,496)	596,198
Total comprehensive income	3,797,269	4,613,053
Depreciation	2,019,438	1,817,607
Amortisation	7,570	105,999
Interest income	759,184	669,962
Finance cost	510,796	549,459
Taxation	607,282	(1,742,001)
Cash and cash equivalent	23,018,067	19,834,483

The joint venture had no major contingency and commitments as at June 30, 2026 and June 30, 2025.

16.6 Sindh Engro Coal Mining Company Limited (SECMC)

SECMC is a public unlisted company, incorporated in Pakistan on October 15, 2009. The principal activity of SECMC is to develop, construct and operate open cast lignite mine in Block II Thar Coal Mine, Sindh.

Pursuant to Share Holder's Agreement, the holding company agreed to invest the equivalent of USD 20 million at or soon after Financial Close of SECMC or at such later time or times as required by the Financing Agreements of SECMC at a share price of Rs. 14.82 per share. As at June 30, 2026, the holding company has injected USD 15.506 million (Rs. 1,909 million) [2025: USD 15.506 million (Rs. 1,909 million)] representing 8% equity stake in SECMC.

SECMC achieved its COD for Phase-I and Phase-II of the mine on July 10, 2019 and October 1, 2022 respectively, increasing the total capacity from 3.8 MPTA to 7.6 MPTA. The Thar Coal Energy Board (TCEB) approved a tariff of Block II.

In addition to the USD 20 million equity, the holding company is committed to provide Sponsor Support Guarantee to cover cost overruns for an amount not exceeding USD 5 million (in equivalent PKR), if at any time prior to the Project Completion Date a funding shortfall occurs. Each Sponsor is obligated to pay the cost overrun amount in cash, by way of subscription of SECMC shares or at the option of the Sponsors collectively, by way of a subordinated debt to SECMC. The shareholders during the EOGM held on January 14, 2016 approved the cost overrun support of USD 4 million and further approved the increase in cost overrun support to USD 5 million in the EOGM held on June 22, 2018. Since SECMC has achieved PCD for Phase-I, the cost over run commitment stands reduced to USD 0.864 million.

The investment in SECMC for the purposes of cost overrun and Project Support Reserve Account (PSRA) will only be made in the event there is an overrun or shortfall, respectively. If the entire amount of Sponsor Support Guarantee to cover cost overrun is called and the entirety of the payment under the SBLC for PSRA shortfall is demanded, the maximum investment of the holding company in SECMC shall be USD 31 million.

On February 26, 2016, the sponsors, including the holding company, entered into a Sponsor Support Agreement with Habib Bank Limited as a condition precedent for the availability of loan facilities to SECMC. Pursuant to the terms and conditions set forth in the SSA, the holding company has provided Sponsor Equity Contribution Letter of Credit in the form of an Irrevocable SBLC in favour of Habib Bank Limited, dated March 18, 2016 for a total amount not exceeding USD 12.650 million. The SBLC has been reduced to USD 1.752 million.

Additionally, a Share Pledge Agreement was also executed by the Shareholders of SECMC including the holding company on March 09, 2016 in favour of the Security Trustee in accordance with the provisions of the Finance Documents whereby all shares of SECMC are pledged.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
17. LONG TERM DEPOSITS			
Deposits - non interest bearing		15,719	15,713
18. STORES, SPARES AND CONSUMABLES			
In hand		7,121,149	6,373,400
Provision against slow moving stores, spares and consumables	18.1	(1,905,417)	(1,800,372)
	18.2	5,215,732	4,573,028

	2026	2025
	(Rs. '000s)	(Rs. '000s)

18.1 Movement in provision against slow moving stores, spares and consumables

	2026	2025
Opening balance	1,800,372	1,675,780
Provision for the year - net	105,045	124,592
Closing balance	1,905,417	1,800,372

18.2 This includes stores and spares carried at cost of Rs. 5,391 million (2025: Rs. 4,748 million) carried at net realizable value of Rs. 5,216 million (2025: Rs.4,573 million).

19. STOCK-IN-TRADE

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Furnace oil	19.1	2,755,992	966,761
Diesel		229,137	135,090
Coal		393,621	459,350
Lubricating oil		31,763	39,542
Light diesel oil		9,667	8,350
		3,420,180	1,609,093

19.1 This includes stock in transit amounting to Nil (2025: Rs. 14 million).

20. TRADE DEBTS - Secured

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Considered good - Secured			
Capacity Purchase Price (CPP)		12,807,726	18,174,425
Energy Purchase Price (EPP)		13,152,218	5,876,556
Late Payment Interest (LPI)		6,285,577	4,915,153
Others		185,187	-
	20.1 & 20.1.1	32,430,708	28,966,134

20.1 This includes an amount of Rs. 14,622 million (2025: Rs. 15,964 million) receivable from CPPA-G which are overdue but not impaired because the trade debts are secured by a guarantee from the GOP under Implementation Agreements.

In case of TEL, the delay in payments from CPPA-G carries mark-up at KIBOR plus 2% per annum compounded semi-annually while in case of NEL, the delay in payment from CPPA-G carries mark-up at three month KIBOR plus 1% per annum effective from November 1, 2024. In case of LEL, delay in payment from CPPA-G carries mark-up at a rate of six month KIBOR plus 2% per annum for all overdue amounts. No LPI is charged against late payment interest invoices.

The aging of these receivables are as follows:

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Not yet due	20.1.1	18,176,634	13,002,590
Overdue:			
Up to 6 months		8,711,826	12,902,267
6 months to 1 year		1,517,492	3,061,277
1 year to 2 years		4,024,756	-
		32,430,708	28,966,134

20.1.1 This includes Rs. 5,707 million (2025: Rs. 4,945 million) which is not yet billed by the Group.

21. LOANS AND ADVANCES

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Considered good - non interest bearing			
Loans to employees - unsecured		1,398	2,702
Considered good - interest bearing			
Loan to MMCPL - an associated company	21.1	-	1,400,000
		1,398	1,402,702
Advances - unsecured			
Executives		3,327	2,945
Employees		1,583	334
Suppliers		388,597	197,786
Earnest money		666,667	-
		1,060,174	201,065
		1,061,572	1,603,767

21.1 HPHL extended an unsecured loan facility to MMCPL for an amount up to Rs. 4,000 million which carried markup at the rate of 0.7% per annum above one month KIBOR. The maximum aggregate amount outstanding at any month end during the year was Rs. 2,400 million (2025: Rs. 1,700 million). MMCPL has fully repaid the loan during the year.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)

22. DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

	Note	2026	2025
Deposits		19,575	17,713
Prepayments		399,841	336,371
Other receivables			
Interest accrued		47,084	14,705
Income tax - Contractor tax refundable	22.1	372,469	372,469
Sales tax		11,684,197	12,031,292
Advance tax		77,368	87,589
Staff gratuity	29.3	62,099	44,848
Staff retirement benefit - pension fund		-	422
Staff retirement benefit - provident fund		4,575	-
Receivable from:	22.2		
- CPHGC		49,335	44,916
- Prime		8,706	5,114
- MMCPL		45,972	79,019
- CPHO		6,978	-
- TNPTL		440,859	528,530
Receivable against RFO		-	1,530,342
Workers' profit participation fund recoverable from CPPA-G		7,978,415	8,040,985
Cash margin with banks	22.3	578,080	1,028,246
Workers' welfare fund recoverable from CPPA-G		790,327	53,913
Miscellaneous		41,185	94,218
		22,187,649	23,956,608
		22,607,065	24,310,692

22.1 The holding company and the power plant construction contractors had entered into a Turnkey Construction Contract (TKC). Under the terms of the TKC, the holding company was required to pay all income tax liability on payments to contractors and sub-contractors. Under the PPA with CPPA-G, any tax paid by the holding company on behalf of construction contractors and sub-contractors was to be reimbursed by CPPA-G.

Under the provisions of the Implementation Agreement (IA) between the holding company and Government of Pakistan (GoP) it was agreed that payments to contractors and sub-contractors would be subject to 4% tax which would be full and final liability on account of income tax. Accordingly, the provisions of tax law were amended. However, in 1998, few years after the tax had been paid, the FBR contended that holding company was liable to pay tax at 8% instead of the agreed rate of 4% and was also liable to pay tax on taxes paid on behalf of contractors and sub-contractors on "tax on tax" basis at the corporate rates ranging from 52% to 58% instead of 4%. Accordingly, demand notices were issued and the holding company was required to pay Rs. 966 million. On payment of Rs. 966 million, the holding company immediately billed these amounts to CPPA-G. Against these demands by FBR, appeals were filed by the contractors and sub-contractors which were decided in their favour. The FBR has filed appeals before the courts which are pending adjudication.

On holding company's and other IPPs representation, the Economic Coordination Committee (ECC) of the Federal Cabinet of the GOP directed the FBR to refund the tax recovered by it over and above 4%. The FBR has so far refunded Rs. 593 million but withheld Rs. 373 million on the pretext that the ECC decision was not applicable on "tax on tax" issue and also because the FBR has filed appeals before the courts which are pending adjudication.

The holding company continued its discussions with the GOP and the FBR for the balance refund of Rs. 373 million. As a result, the tax department passed revised orders recognising refunds aggregating to Rs. 300.5 million. The tax law specifies that once an order recognising refund is passed, only then a taxpayer can apply for issuance of refund order and refund cheque. Accordingly, the holding company has filed applications with the tax department for issuance of refund orders and cheques for the above amounts. The holding company is also pursuing the tax department for issuance of revised orders recognising the balance refund amounting to Rs. 72.5 million.

The management and the holding company's tax advisors are of the opinion that the position of the contractors and the holding company is strong on legal grounds and on the basis of the above referred orders, therefore, tax of Rs. 373 million will be refunded.

22.2 These are neither past due nor impaired and are recoverable in ordinary course of business. The maximum aggregate amount due at the end of any month during the year was;

	2026	2025
	(Rs. '000s)	(Rs. '000s)
- CPHGC	56,457	44,915
- Prime	8,706	5,114
- MMCPL	72,221	79,019
- CPHO	6,978	32,640
- TNPTL	440,859	702,000

22.3 This represents cash margin with bank as security for TEL amounting Nil (2025: Rs. 450 million) and CMEC amounting Rs. 578 million (2025: Rs. 578 million) respectively.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
23. SHORT TERM INVESTMENTS			
At fair value through profit or loss			
- Mutual funds	23.1	3,978,453	-
At amortised cost			
- Short term sukuks	23.2	15,260	-
		3,993,713	-

23.1 This represents investment in mutual funds by LEL, HPSL and HPHL, amounting to Rs. 3,389 million, Rs. 323.3 million and Rs. 266.19 million respectively (2025: Nil).

23.2 This represents investment of HPHL in Sukuks having cost amounting to Rs. 15.26 million (2025: Nil) and a profit of 3-month KIBOR + 0.2% per annum.

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
24. CASH AND BANK BALANCES			
At bank			
Savings accounts	24.1 to 24.3	22,826,623	29,760,563
Current accounts		15,047	105,541
Bank placements	24.1 & 24.4	1,941,200	923,472
		24,782,870	30,789,576
In hand			
Cash		1,954	1,900
Payorders / cheques		1,038,833	456,200
		1,040,787	458,100
		25,823,657	31,247,676

24.1 Savings accounts and bank placements carry mark-up rates ranging between 0.001% to 11.05% (2025: 0.1% to 19.50%) per annum.

24.2 This includes foreign currency balances amounting to Rs. 414.29 million (2025: Rs. 541 million).

24.3 This includes Rs. 536 million (2025: Rs. 479 million) for dividend payable.

24.4 This represents TDR placement with bank amounting Rs. 1,941.2 million (2025: Rs. 923.4 million). This includes TDR in foreign currency amounting to Rs. 491.20 million (2025: Rs. 423.47 million).

25. AUTHORISED, ISSUED, SUBSCRIBED AND PAID-UP CAPITAL

2026 (No. of Shares)	2025 (No. of Shares)		2026 (Rs. '000s)	2025 (Rs. '000s)
		Authorised :		
1,700,000,000	1,700,000,000	Ordinary shares of Rs.10/- each	17,000,000	17,000,000
		Issued, subscribed and paid-up:		
		Ordinary shares of Rs.10/- each		
958,773,317	958,773,317	For cash	9,587,733	9,587,733
		For consideration other than cash		
338,022,463	338,022,463	- against project development cost	3,380,225	3,380,225
358,607	358,607	- against land	3,586	3,586
338,381,070	338,381,070		3,383,811	3,383,811
1,297,154,387	1,297,154,387		12,971,544	12,971,544

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

25.2 Associated undertakings held 264,146,002 (2025: 264,146,002) shares in the holding company as at year end.

25.3 The operations and maintenance reserve represents a reserve maintained for maintenance of the plants. The Group transferred Rs. 1,825 million (2025: Rs. 3,129 million) to the operation and maintenance reserve and utilised Rs. 1,070 million (2025: Nil) for maintenance expenses of the plants.

26. LONG TERM LOANS - Secured

From Banks / Financial Institutions	Note	As at July 01, 2025	Drawn / Translation / Unwinding of profit	Repaid	Current portion	Amortisation of transaction costs	As at June 30, 2026
		(Rs. '000s)					
Subsidiary - TEL							
Local currency loans	26.1	17,582,279	-	(1,253,270)	(1,471,652)	-	14,857,357
Foreign currency loans	26.1	63,448,058	(1,160,478)	(6,130,672)	(6,425,468)	-	49,731,440
		81,030,337	(1,160,478)	(7,383,942)	(7,897,120)	-	64,588,797
Transaction costs		(2,607,981)	-	-	458,261	504,853	(1,644,867)
Long term loans of TEL		78,422,356	(1,160,478)	(7,383,942)	(7,438,859)	504,853	62,943,930

From Banks / Financial Institutions	Note	As at July 01, 2024	Drawn / Translation / Unwinding of profit	Repaid	Current portion	Amortisation of transaction costs	As at June 30, 2025
		(Rs. '000s)					
Holding company							
Syndicated term finance facility		11,694,497	-	(11,694,497)	-	-	-
Islamic finance facility		3,121,196	-	(3,121,196)	-	-	-
		14,815,693	-	(14,815,693)	-	-	-
Transaction costs		(26,526)	-	-	-	26,526	-
Long term loans of the holding company		14,789,167	-	(14,815,693)	-	26,526	-
Subsidiary - LEL							
Foreign currency loans		2,283,600	(4,722)	(2,278,878)	-	-	-
Local currency loans		-	-	-	-	-	-
Foreign currency loans		2,283,600	(4,722)	(2,278,878)	-	-	-
Transaction costs		(1,017)	-	-	-	1,017	-
Long term loans of LEL		2,282,583	(4,722)	(2,278,878)	-	1,017	-
Subsidiary - HPHL							
Syndicated term finance facility		500,000	-	(500,000)	-	-	-
Long term Sukuk Certificates		4,500,000	-	(4,500,000)	-	-	-
		5,000,000	-	(5,000,000)	-	-	-
Transaction cost		(18,078)	-	-	-	18,078	-
Long term loans of HPHL		4,981,922	-	(5,000,000)	-	18,078	-
Subsidiary - TEL							
Local currency loans	26.1	18,326,746	-	(744,467)	(1,004,163)	-	16,578,116
Foreign currency loans	26.1	67,900,685	1,186,419	(5,639,046)	(6,075,602)	-	57,372,456
		86,227,431	1,186,419	(6,383,513)	(7,079,765)	-	73,950,572
Transaction costs		(3,172,231)		-	482,353	564,250	(2,125,628)
Long term loans of TEL		83,055,200	1,186,419	(6,383,513)	(6,597,412)	564,250	71,824,944
		105,108,872	1,181,697	(28,478,084)	(6,597,412)	609,871	71,824,944

Subsidiary - TEL

26.1 TEL had signed long-term loan facility agreements for Pakistan Rupee Facility amounting to Rs. 18,853 million and US Dollar Facility amounting to USD 262.13 million on December 20, 2018. The effective date of both facilities is March 6, 2020.

The Pakistan Rupee Facility carries mark-up at the rate of 3 months KIBOR plus 3.5% per annum payable semi-annually. The principal is repayable in twenty semi-annual installments commencing from July 25, 2023. The first disbursement under this facility was made on March 17, 2020.

The US Dollar Loan Facility carried mark-up at the rate of 6 months LIBOR plus 4.05% per annum payable semi-annually. The principal is repayable in twenty semi-annual installments. The first disbursement under this facility was made on August 4, 2021. TEL executed an amendment to the USD Facility Agreement on January 8, 2025. Pursuant to this amendment, the revised mark-up applicable from the repayment due on July 25, 2025, and onwards shall be based on the Daily SOFR with a 120-day look-back period, plus a credit adjustment spread of 0.42826% per annum, and an additional spread of 4.05% per annum. The interest shall be payable on a semi-annual basis.

The long term loan facilities are secured against:

(i) First ranking hypothecation charge over the project assets of TEL; and

(ii) Pledged shares of TEL in favor of Security Trustee.

Under the terms of the Amended and Restated Accounts Agreement and the Syndicate Facility Agreement, as amended by the Syndicate Facility Amendment Agreement, TEL is required to comply with the following financial covenants at the end of each annual and interim reporting period:

Type of ratio	Minimum requirement
- Debt to Equity ratio	75:25
- Receivable Turnover ratio	3:1
- Historical Debt Service Cover ratio	1.10:1
- Loan Life Cover Ratio	1.10:1

TEL has complied with the above covenants throughout the reporting period. Also, there are no indications that TEL would have difficulties complying with the covenants when they will be tested as at December 31, 2026 i.e. the next interim testing date.

27. LONG TERM LEASE LIABILITIES

	As at July 01, 2025	Additions / Reclassifications	Translation / Finance cost	Repaid	Current portion	As at June 30, 2026
	(Rs. '000s)					
Lease liability - Office building	190,040	(26,766)	17,247	(49,180)	(36,410)	94,931

	As at July 01, 2024	Additions	Translation / Finance cost	Repaid	Current portion	As at June 30, 2025
	(Rs. '000s)					
Islamic Development Bank	866,102	-	(1,380)	(864,722)	-	-
Lease liability - Office building	201,745	11,830	22,133	(45,668)	(55,904)	134,136
	1,067,847	11,830	20,753	(910,390)	(55,904)	134,136

28. DEFERRED TAXATION

Credit / (debit) balances arising in respect of timing differences relating to:

	2026 (Rs. '000s)	2025 (Rs. '000s)
Taxable temporary differences		
Property, plant and equipment	1,591,650	(7,642)
Long term investments	34,302,769	35,755,624
Staff retirement benefit - gratuity	10,468	(17,144)
	35,904,887	35,730,838
Deductible temporary differences		
Stores, spares and consumables	(628,504)	-
Unabsorbed tax losses	(393,253)	-
Worker's Profit Participation Fund	(88,782)	-
	(1,110,539)	-
	34,794,348	35,730,838

28.1 The movement in temporary differences is as follows:

	Balance as at July 1, 2025	Recognised in profit or loss	Recognised in OCI	Balance as at June 30, 2026
Taxable temporary differences				
Property, plant and equipment	(7,642)	1,599,292	-	1,591,650
Long term investments	35,755,624	(1,955,741)	502,886	34,302,769
Staff retirement benefit - gratuity	(17,144)	(15,515)	43,127	10,468
Deductible temporary differences				
Stores, spares and consumables	-	(628,504)	-	(628,504)
Unabsorbed tax losses	-	(393,253)	-	(393,253)
Worker's Profit Participation Fund	-	(88,782)	-	(88,782)
	35,730,838	(1,482,503)	546,013	34,794,348

29. TRADE AND OTHER PAYABLES

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Creditors			
Trade		8,819,255	12,530,875
Others		356,647	318,806
		9,175,902	12,849,681
Accrued liabilities			
Finance costs		56,704	75,680
Other payables		8,312,360	7,154,879
		8,369,064	7,230,559
Unearned income	29.1	72,988	27,127
Obligation to transfer shares to GoB	29.2	6,804,659	5,580,980
Other payables			
Workers' profit participation fund	33.3	6,388,385	8,374,465
Workers' welfare fund recoverable	9.2.1	248,364	33,784
Payable to TNPTL		360,739	258,661
Staff retirement benefits:			
Staff gratuity	29.3	40,792	43,958
Provident funds		387	6,288
Pension fund		1,965	-
Retention money		76,905	98,150
Withholding tax		134,998	163,558
Others		256	10,559
		7,252,791	8,989,423
		31,675,404	34,677,770

29.1 This represents amounts billed as per the O&M Agreement with TNPTL for services to be rendered in relation to the planned maintenance of TNPTL. The unearned income outstanding as at June 30, 2025 amount to Rs 27.13 million has been fully recognised as revenue during the current year.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
29.2 OBLIGATION TO TRANSFER SHARES TO GOB			
Opening balance		5,580,980	4,461,386
Obligation representing share of profit relating to shares to be transferred to GoB	11 & 16.1	1,225,063	1,129,937
Adjustment in respect of change in net assets of associate		(1,230)	(10,289)
Obligation representing share of OCI relating to shares to be transferred to GoB		(154)	(54)
		1,223,679	1,119,594
		6,804,659	5,580,980
29.3 STAFF GRATUITY			
Liability			
HPSL	29.3.2	33,729	43,958
TEL	29.3.3	7,063	-
		40,792	43,958
Asset			
Holding company	29.3.1	(62,099)	(44,275)
TEL	29.3.3	-	(573)
		(62,099)	(44,848)

The Group offers a defined post-employment gratuity benefit to eligible employees. Each gratuity fund is governed under the Trust Act, 1882, Trust Deed and Rules of the Fund, the 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 lies with the Board of Trustees of respective Fund.

29.3.1 Staff gratuity - holding company

Actuarial valuations were carried out as at June 30, 2026. The present value of defined benefit obligation has been calculated using the Projected Unit Credit Actuarial Cost Method. The details of the actuarial valuations are as follows:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Reconciliation of the net Asset recognised in the consolidated statement of financial position		
Present value of defined benefit obligation	375,474	332,634
Fair value of plan assets	(437,573)	(376,909)
Net asset recognised in the consolidated statement of financial position	(62,099)	(44,275)
Reconciliation of the movements during the year in the net Asset recognised in the consolidated statement of financial position		
Opening net liability	(44,275)	8,880
Expense recognised	42,135	46,806
Remeasurement gain recognised in consolidated other Comprehensive Income (OCI)	(24,959)	(58,861)
Contributions to the fund made during the year	(35,000)	(41,100)
Closing net asset	(62,099)	(44,275)
Expense recognised		
Current service cost	46,384	44,242
Net interest	(4,249)	2,564
Expense recognised	42,135	46,806
Remeasurements recognised in consolidated OCI during the year		
Remeasurement gain on defined benefit obligations	(9,677)	(29,443)
Remeasurement gain on plan assets	(15,282)	(29,418)
	(24,959)	(58,861)
Movement in the present value of defined benefit obligation		
Present value of defined benefit obligation at opening	332,634	300,784
Current service cost	46,384	44,242
Interest cost	40,914	46,481
Benefits paid	(34,781)	(29,430)
Remeasurement gain recognised in OCI	(9,677)	(29,443)
Present value of defined benefit obligation at closing	375,474	332,634
The movement in fair value of plan assets		
Fair value of plan assets at opening	376,909	291,904
Expected return on plan assets	45,163	43,917
Contributions made	35,000	41,100
Benefits paid	(34,781)	(29,430)
Remeasurement gain recognised in OCI	15,282	29,418
Fair value of plan assets at closing	437,573	376,909
Actual return on plan assets	60,445	73,335

Plan assets comprise of following:

	2026	2026	2025	2025
	%	(Rs. '000s)	%	(Rs. '000s)
Pakistan Investment Bonds	12.71	55,617	22.00	82,943
Sukuk	2.31	10,091	2.66	10,024
Term Finance Certificate	3.62	15,826	4.13	15,558
Treasury Bills	40.27	176,201	20.68	77,942
Defence Savings Certificates	23.59	103,236	24.81	93,519
Quoted shares	16.83	73,638	22.16	83,511
Cash and cash equivalents	0.67	2,964	3.56	13,412
	100.00	437,573	100.00	376,909

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Expense expected to be recognised in the consolidated statement of profit or loss during the next year	46,762	42,135

Significant actuarial assumptions used in the actuarial valuation are as follows:

	2026	2025
- Valuation discount rate per annum	11.75%	12.25%
- Expected rate of return on plan assets per annum	13.00%	15.00%
- Expected rate of increase in salary level per annum	12.25%	12.75%
- Mortality rates	SLIC (2001-05)-1	SLIC (2001-05)-1

Expected maturity analysis of undiscounted retirement benefit plan:

	Less than 1 year	Between 1 - 5 years	Over 5 years
	---- (Rs. '000s) ----		
Retirement benefit plan	19,333	205,856	425,629

Historical information of retirement benefit plan:

	2026	2025	2024	2023	2022
	---- (Rs. '000s) ----				
As at June 30					
Present value of defined benefit obligation	375,474	332,634	300,784	273,933	316,564
Fair value of plan assets	(437,573)	(376,909)	(291,904)	(242,750)	(326,436)
(Surplus) / deficit	(62,099)	(44,275)	8,880	31,183	(9,872)

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Sensitivity analysis on significant actuarial assumptions		
- Impact on defined benefit obligation - (increase) / decrease		
- Discount rate +0.5%	13,944	13,696
- Discount rate -0.5%	(14,780)	(14,615)
- Salary increases +0.5%	(13,779)	(13,715)
- Salary increases -0.5%	13,136	12,986

The above sensitivity analysis 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 gratuity liability recognised within the consolidated statement of financial position.

The plan exposes the holding company to the actuarial risks such as:

Investment risks:

The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks:

The risk arises when the actual servicing period is longer than expected. This risk is measured at the plan level over the entire retiree population.

Salary increase risk:

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risk:

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

29.3.2 Staff gratuity - HPSL

Actuarial valuations were carried out as at June 30, 2026. The present value of defined benefit obligation has been calculated using the Projected Unit Credit Actuarial Cost Method. The details of the actuarial valuations are as follows:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Reconciliation of the net liability recognised in the consolidated statement of financial position		
Present value of defined benefit obligation	601,167	519,662
Fair value of plan assets	(567,438)	(475,704)
Net liability recognised in the consolidated statement of financial position	33,729	43,958
Reconciliation of the movements during the year in the net asset recognised in the consolidated statement of financial position		
Opening net liability	43,958	20,353
Expense recognised	88,819	69,004
Contributions to the fund made during the year	(47,382)	(41,251)
Remeasurement gain recognised in consolidated OCI	(51,666)	(4,148)
Closing net liability	33,729	43,958
Expense recognised		
Current service cost	81,956	82,226
Past service cost	-	(18,736)
Net-Interest expense	6,863	5,514
	88,819	69,004
Remeasurements recognised in Consolidated OCI during the year		
Remeasurement (gain) / loss on defined benefit obligations	(34,921)	48,760
Remeasurement gain on plan assets	(16,745)	(52,908)
	(51,666)	(4,148)
Movement in the present value of defined benefit obligation		
Present value of defined benefits obligation at opening	519,662	598,442
Current service cost	81,956	82,226
Past service cost	-	(18,736)
Interest cost on defined benefits obligation	67,712	75,070
Benefits paid / payable to outgoing member(s)	(33,242)	(266,100)
Remeasurement (gain) / loss recognised in OCI	(34,921)	48,760
Present value of defined benefits obligation at closing	601,167	519,662

	2026	2025
	(Rs. '000s)	(Rs. '000s)
The movement in fair value of plan assets		
Fair value of plan assets at beginning of the year	475,704	578,089
Interest income on plan assets	60,849	69,556
Net amount transferred by employer to the fund	47,382	41,251
Benefits paid / payable to outgoing member	(33,242)	(266,100)
Remeasurement gain recognised in OCI	16,745	52,908
Fair value of plan assets at closing	567,438	475,704
Actual return on plan assets	74,860	122,464
Contribution expected to be paid to the plan during the next year	83,186	81,956

Plan assets comprise of following:

	2026	2026	2025	2025
	%	(Rs. '000s)	%	(Rs. '000s)
Mutual funds	18.48	104,862	20.05	95,387
Pakistan Investment Bonds	25.60	145,251	41.43	197,107
Market treasury bills	17.54	99,508	0.00	-
Certificates	35.47	201,279	37.44	178,112
Cash and cash equivalents	2.91	16,538	1.08	5,098
	100.00	567,438	100.00	475,704

Significant actuarial assumptions used in the actuarial valuation are as follows:

	2026	2025
- Valuation discount rate per annum	12.25%	12.25%
- Expected return on plan assets per annum	13.00%	15.00%
- Expected rate of increase in salary level per annum	12.75%	12.75%
- Mortality rates	SLIC (2001-05)-1	SLIC (2001-05)-1
- Rate of employee turnover	Moderate	Moderate

Expected maturity analysis of undiscounted retirement benefit plan:

	Less than 1 year	Between 1 - 5 years	Over 5 years
	(Rs. '000s)		
Retirement benefit plan	102,434	183,771	632,007

Historical information of retirement benefit plan:

	2026	2025	2024	2023	2022
	(Rs. '000s)				
As at June 30					
Present value of defined benefit obligation	601,167	519,662	598,442	490,924	425,921
Fair value of plan assets	(567,438)	(475,704)	(578,089)	(470,897)	(453,632)
Deficit / (surplus)	33,729	43,958	20,353	20,027	(27,711)

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Sensitivity analysis on significant actuarial assumptions - Impact on defined benefit obligation - (increase) / decrease		
- Discount rate +0.5%	28,021	24,387
- Discount rate -0.5%	(30,401)	(26,444)
- Long term salary increases +0.5%	(28,706)	(24,995)
- Long term salary increases -0.5%	26,146	23,285

The plan exposes the HPSL to the actuarial risks such as:

Investment risks

The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks

The risk arises when the actual servicing period is longer than expected. This risk is measured at the plan level over the entire retiree population.

Salary increase risk

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risk

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

29.3.3 Staff gratuity - TEL

Actuarial valuations were carried out as at June 30, 2026. The present value of defined benefit obligation has been calculated using the Projected Unit Credit Actuarial Cost Method. The details of the actuarial valuations are as follows:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Reconciliation of the net liability / (asset) recognised in the consolidated statement of financial position		
Present value of defined benefit obligation	17,313	9,677
Fair value of plan assets	(10,250)	(10,250)
Net liability / (asset)	7,063	(573)
Movement in net liability / (asset) recognised in the consolidated statement of financial position is as follows:		
Opening net liability	(573)	19,264
Expense recognised	1,912	(10,467)
Remeasurement loss recognised in OCI	5,724	2,930
Contributions made	-	(12,300)
Closing net liability / (asset)	7,063	(573)
Expense recognised		
Current service cost	1,929	(13,468)
Net-Interest	(17)	3,001
Expense recognised	1,912	(10,467)
Re-measurements recognised in consolidated OCI during the year		
Remeasurement loss on defined benefit obligation	(4,419)	(1,627)
Remeasurement loss on plan assets	(1,305)	(1,303)
	(5,724)	(2,930)
Movement in the present value of defined benefit obligation		
Present value of defined benefit obligation at opening	9,677	26,973
Current service cost	1,929	(13,468)
Interest cost	1,288	4,304
Benefits paid to outgoing members	-	(9,759)
Remeasurement loss recognised in OCI	4,419	1,627
Present value of defined benefit obligation at closing	17,313	9,677
The movement in fair value of plan assets		
Fair value of plan assets at opening	10,250	7,709
Interest income on plan assets	1,305	1,303
Contributions made	-	12,300
Benefits paid to outgoing members	-	(9,759)
Remeasurement loss on plan assets	(1,305)	(1,303)
Fair value of plan assets at closing	10,250	10,250

Plan assets comprise of following:

	2026 (Rs. '000s)	2025 (Rs. '000s)
- Cash and cash equivalents	10,250	10,250
Expense expected to be recognised in the consolidated statement of profit or loss during the next year	3,700	1,900

Significant actuarial assumptions used in the actuarial valuation are as follows:

	2026	2025
- Valuation discount rate per annum	12.25%	12.25%
- Expected rate of increase in salary level per annum	12.75%	12.75%
- Mortality rates	SLIC (2001-05)	SLIC (2001-05)
- Rates of employee turnover	Moderate	Moderate

Historical information of retirement benefit plan:

	2026	2025	2024	2023	2022
	(Rs. '000s)				
As at June 30					
Present value of defined benefit obligation	17,313	9,677	26,973	9,473	7,145
Fair value of plan assets	(10,250)	(10,250)	(7,709)	(7,709)	(4,748)
Deficit / (surplus)	7,063	(573)	19,264	1,764	2,397

	2026 (Rs. '000s)	2025 (Rs. '000s)
Sensitivity analysis on significant actuarial assumptions - Impact on defined benefit obligation - (increase) / decrease		
- Discount rate +1%	1,978	1,170
- Discount rate -1%	(2,307)	(1,374)
- Salary increases +1%	(2,188)	(1,306)
- Salary increases -1%	1,918	1,137

The above sensitivity analysis is 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 defined benefit liability recognised in the statement of financial position.

Expected maturity analysis of undiscounted retirement benefit plan:

	Less than 1 year	Between 1 - 5 years	Over 5 years
	(Rs. '000s)		
Retirement benefit plan	346	3,754	12,057

The plan exposes TEL to the actuarial risks such as:

Investment risks

The risk arises when the actual performance of the investments is lower than expectation and thus creating a shortfall in the funding objectives.

Longevity risks

The risk arises when the actual servicing period is longer than expected. This risk is measured at the plan level over the entire retiree population.

Salary increase risk

The most common type of retirement benefit is one where the benefit is linked with final salary. The risk arises when the actual increases are higher than expectation and impacts the liability accordingly.

Withdrawal risk

The risk of actual withdrawals varying with the actuarial assumptions can impose a risk to the benefit obligation. The movement of the liability can go either way.

30. INTEREST / MARK-UP ACCRUED

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Interest / mark-up accrued on long term loans	3,139,720	3,732,300
Mark-up accrued on short term borrowings	11,124	32,021
	3,150,844	3,764,321

31. REFUND LIABILITY

This includes revenue in respect of certain CPP and EPP components as per the PPA for the period October 01, 2022 to June 30, 2026. TEL expects to settle / adjust this amount once the signing of outstanding PPA schedules and Tariff adjustments are finalised by NEPRA.

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
32. SHORT TERM BORROWINGS			
Secured			
Financing from banks	32.1 to 32.5	2,043,018	5,686,292

32.1 The facilities of NEL for running finances available from various banks / financial institutions amounting to Rs. 900 million (2025: Rs. 1,250 million) at mark-up 1% (2025: 1%) above three month KIBOR. The mark-up on the facilities is payable on quarterly basis in arrears. The facilities will expire on January 20, 2027 and January 31, 2027. Any late payment by NEL is subject to an additional payment of 2.0% per annum above the normal mark-up rate.

32.2 NEL obtained money market loan facility from Allied Bank Limited amounting to Rs. 1,000 million (2025: Nil) at mark-up 1% (2025: Nil) above three month KIBOR. The mark-up on the facilities is payable on quarterly basis in arrears. The facility will expire on January 31, 2027. Any late payment by NEL is subject to an additional payment of 2.0% per annum above the normal mark-up rate.

32.3 NEL also has Musharaka agreements with banks amounting to Rs. 1,500 million (2025: Rs. 1,225 million), at profit ranging from 0.4% to 2% (2025: 0.25% to 0.40%) per annum above one month / three month KIBOR. The mark-up on the facilities is payable on quarterly basis in arrears. These facilities will expire on January 20, 2027 and April 8, 2027. Any late payment by NEL is subject to an additional payment of 2.0% per annum above the normal mark-up rate.

32.3.1 The facilities as mentioned in notes 32.2 and 32.3 are secured by way of:

a) first ranking charge on all present and future (i) amounts standing to the credit of the Energy Payment Collection Account and the Master Facility Account; (ii) Fuel, lube, fuel stocks at the plant; and (iii) Energy Payment Receivables of NEL; and

b) subordinated charge on all present and future plant, machinery and equipment and other moveable assets of NEL excluding; (i) the immoveable properties; (ii) Hypothecated Assets under first ranking charge; (iii) Energy Payment Collection Account, Working Capital Facility Accounts and the Master Facility Account; (iv) Energy Payment Receivables; (v) all of the NEL's right, title and interest in the Project Documents (including any receivables thereunder); and (vi) all current assets.

32.4 The working capital facilities of LEL available from a commercial bank amounts to Rs. 500 million (2025: Rs. 500 million) at a mark-up of 0.75% (2025: 0.75%) per annum above three-month KIBOR, payable on quarterly basis in arrears. The facility is secured by way of Pari Passu charge over the present and future current assets (including receivables, advances, deposits and prepayments) of LEL. The facility will expire on October 31, 2026.

32.5 The working capital facility of TEL amounts to Rs.1,264 million (2025: Rs. 704 million) at a mark-up rate of 3 months KIBOR plus 0.75% (2025: 0.75% and 1%) and Running Musharaka Facility limit of Rs. 4,950 million (2025: Rs. 4,640 million) at a profit rate of 3 months KIBOR plus 1% per annum. The markup / profit on the facilities are payable on quarterly basis in arrears. The Running Finance Facility and Running Musharaka Facility will expire on December 23, 2026. The facilities are secured by way of pari passu charge over current assets, with 20% margin. Charge on fixed assets with 20% margin is subordinated to the long term lenders.

33. COMMITMENTS AND CONTINGENCIES

33.1 Commitments of the holding company in respect of capital and revenue expenditures amounted to Rs. 10 million (2025: Rs. 15 million).

33.2 Pursuant to the NSA dated October 17, 2024, the Power Purchase Agreement (PPA) with respect to the Hub Plant was prematurely terminated effective October 1, 2024. Based on in-house legal opinion, the holding company believes the premature PPA termination being a situation beyond its reasonable control, falls within the ambit of an Excusable Event under the PEPI Agreement executed between the holding company and General Electric Global Services GmbH (GEGS) therefore, no termination or residual value payments are payable to GEGS. However, as a matter of prudence, a provision of USD 2.2 million has been recognised in these consolidated financial statements.

33.3 The Ministry of Labor, Manpower and Overseas Pakistanis required the holding company to provide certain information for the purposes of Companies Profits (Workers' Participation) Act, 1968 ("1968 Act"). Notices were challenged through constitutional petition before the Honorable Sindh High Court ("SHC") on the ground that 1968 Act was not applicable on the holding company which was dismissed in 2011 (CP 1546 of 2003). On appeal the Honorable Supreme Court of Pakistan ("SCP") remanded back the case to SHC which is pending adjudication.

For the period 1997 to 2006, as at June 30, 2026, the holding company's total exposure is estimated at Rs. 3,136 million (2025: Rs. 3,136 million) excluding mark-up, interest and penalties. No provision has been recognised in these consolidated financial statements based on merits of the case. Further, Worker's Profits Participation Fund (WPPF) contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA, as acknowledged under the NSA executed with the CPPA-G, effective October 1, 2024.

33.4 Following amendments introduced through the Finance Act to the 1968 Act, the holding company established The Hub Power Company Limited Workers' Participation Fund in 2007 and amounts were allocated and distributed in accordance with the 1968 Act. Such amounts were recovered from CPPA-G under the terms of the PPA.

However, through its judgment of 2016, the SCP declared the amendments made to the 1968 Act to be unconstitutional. Consequently a review petition was filed by the Federal Board of Revenue (FBR) which remains pending before the SCP.

Pursuant to the 18th Amendment to the Constitution of Pakistan, labour became a provincial subject and the Sindh Companies Profits (Workers' Participation) Act, 2015 ("Sindh Act") was enacted. As a result, The Hub Power Company Limited Workers' Participation Fund was dissolved in 2019 and amounts accumulated therein, comprising Rs. 1,524 million contributed by the holding company and Rs. 258 million earned as investment income, were transferred back to the holding company. These funds continue to be retained by the holding company pending final adjudication of the matter.

In 2018, the SHC passed an order concerning the Sindh Act, holding that, in the case of trans-provincial companies (including the holding company), WPPF contributions should be allocated with reference to the location of workers and prescribing a mechanism for such allocation. SHC order was challenged before the SCP which suspended the operation of the SHC order. Subsequently, in July 2023, the holding company filed an application before SCP to become a party in the existing appeals.

Furthermore, during 2025, the holding company instituted separate proceedings before the SHC challenging, inter alia, the applicability of the 1968 Act ("CP 1365 of 2025"). The Board of Directors has resolved that the holding company will take all appropriate actions following the final determination of these matters by the superior courts, which is expected to provide clarity regarding the WPPF obligations of trans-provincial companies.

No provision has been recognised in these consolidated financial statements based on the merits of the case. Further WPPF contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA and the NSA executed with the CPPA-G.

33.5 In December 2023, the holding company received two Show Cause Notices (SCNs) amounting to Rs. 702 million for tax year 2022 and Rs. 1,408 million for tax year 2023 respectively from the Baluchistan Revenue Authority (BRA) for the payment of Workers Welfare Fund under the Baluchistan Workers Welfare Fund Act, 2022 (BWWF Act). The show cause notices were challenged before the honorable Baluchistan High Court ("BHC"), along with stay application. The stay application was dismissed against which appeal was filed and is pending before the Divisional Bench of BHC. The main petition against the SCNs are pending adjudication before the BHC.

No provision has been recognised in these consolidated financial statements based on the merits of the case. Further, BWWF contribution up to June 30, 2024, if required to be paid, constitutes a pass-through item recoverable under the PPA and the NSA executed with the CPPA-G.

The management based on input from their legal advisors are of the opinion that the position of the holding company in respect of aforementioned matters is sound on technical basis and eventual outcome is expected to be in favour of the holding company.

33.6 (i) Under the Implementation Agreement (IA) with the Government of Pakistan (GOP) and under the tax laws, the holding company's interest income was exempt from income tax. However, the tax authorities issued tax demands for the tax years 2006-2010 & 2011 amounting to Rs. 139 million & Rs. 3.2 million respectively on the grounds that interest income from term deposits is not covered under the exemption allowed under the tax law. The holding company's appeals before the Commissioner of Inland Revenue Appeals ("CIR-A") and the Appellate Tribunal Inland Revenue ("ATIR") were rejected. Against the order of the ATIR the holding company filed appeals before the Honorable Islamabad High Court ("IHC") which were also decided against the holding company. Against the decision of the IHC, the holding company filed appeals before the SCP which are pending adjudication.

(ii) FBR also imposed 2% Workers Welfare Fund ("WWF") for tax years 2006-2010 and 2011 and issued demands of Rs. 191 million and Rs. 108.5 million respectively. The holding company filed appeals before the CIR-A who while maintaining the orders of the FBR, reduced the amount of demand of Rs. 191 million to Rs. 8 million. The holding company filed appeals before the ATIR which were rejected. Against the order of the ATIR, the holding company filed appeals before the IHC which held that the orders on WWF were void. Against the order of IHC, the FBR has filed appeal before the SCP which is pending adjudication. The IHC also held that WWF would be applicable in accordance with the law prior to the changes made through Finance Act 2006 and 2008. Against the decision of the IHC, the holding company filed appeals before the SCP which are pending adjudication. WWF is recoverable from the CPPA-G being a pass through under the PPA till June 30, 2024 and NSA executed with the CPPA-G..

(iii) Under the IA with GOP and under the tax laws, the holding company's interest income was exempt from income tax. However, during March 2015, FBR issued tax demand for the tax year 2013 amounting to Rs. 4 million on the grounds that interest income from term deposits is not covered under the exemption allowed under the tax law. The holding company filed appeal before the CIR-A who deleted the tax demand. Against the order of CIR-A, FBR filed appeal before the ATIR which is pending adjudication.

(iv) FBR also imposed 2% WWF for the tax year 2013 and issued a demand for Rs. 162 million. The holding company filed appeal before the CIR-A who remanded back the case to FBR for a fresh assessment. Against the order of CIR-A, FBR filed appeal before the ATIR which is pending adjudication. WWF is a pass through under the PPA and is recoverable from CPPA-G till June 30, 2024.

(v) Under the IA with GOP and under the tax laws, the holding company's interest income was exempt from income tax. However, in June 2020, FBR issued a tax demand of Rs. 27 million relating to fiscal year ended June 2014 on the ground that interest income is not covered under the exemption allowed under the tax law. Consequently, FBR also imposed 2% WWF on this interest income. The CIR-A decided the issue of tax on interest income against the holding company while the issue of WWF has been remanded back to FBR for reassessment. After dismissal of the holding company's appeal at the CIR-A level, the holding company filed appeal with the ATIR which is pending adjudication. On application the ATIR has granted stay till final decision.

The management based on the input of its tax and legal advisors is of the opinion that the position of the holding company in respect of aforementioned matters is sound on technical basis and eventual outcome is expected to be in favour of the holding company. Pending the resolution of the matters stated above, no provision has been made in these consolidated financial statements.

33.7 (i) In November 2012, FBR passed an order for the recovery of sales tax amounting to Rs. 8,519 million relating to fiscal years ended June 2008 to 2011. In FBR's view the holding company had claimed input tax in excess of what was allowed under the law. After dismissal of the holding company's appeal at the CIR-A level, the holding company filed appeal with the ATIR which decided the case in its favour. The FBR subsequently challenged the ATIR's decision before the Islamabad High Court (IHC), however, the IHC also decided the matter in favour of the holding company. The FBR is expected to file a petition before the Supreme Court of Pakistan (SCP).

(ii) In March 2014, FBR passed an order for the recovery of sales tax amounting to Rs. 3,442 million relating to fiscal year ended June 2012. In FBR's view the holding company had claimed input tax in excess of what was allowed under the law. After dismissal of the holding company's appeal at the CIR-A level, the holding company filed appeal with the ATIR which also decided the case against the holding company. Against the decision of the ATIR, the holding company filed reference application with IHC. The reference application was decided in the favour of the holding company by a common judgement in other connected sales tax references, income tax references and Inland Revenue Civil Appeals. The FBR is expected to file a petition before the SCP.

(iii) In April 2014 and January 2015, FBR issued show cause notices to recover sales tax amounting to Rs. 3,692 million Rs. 4,130 million relating to fiscal year ended June 2013 and June 2014 respectively. In FBR's view, the holding company had claimed input tax in excess of what was allowed under the law. The holding company filed a Writ Petition in the IHC which remanded back the case to FBR with a direction to finalise the matter once identical issue is decided by IHC / LHC in other cases. The FBR subsequently filed an intra-court appeal against the said order; however, the IHC decided the matter in favour of the holding company. The FBR is expected to file an appeal before the Supreme Court of Pakistan (SCP).

(iv) In October 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 3,483 million relating to fiscal year ended June 2016. This is based on FBR's view, that the holding company had claimed input tax in excess of what was allowed under the law, amongst others. The holding company challenged the notice by filing a writ petition before the Islamabad High Court (IHC). The IHC decided the matter against the holding company. To date, no further proceedings have been initiated by the FBR pursuant to the said decision.

(v) In November 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 2,665 million relating to fiscal year ended June 2017. This is based on FBR's view including the point that the holding company had claimed input tax in excess of what was allowed under the law. The holding company challenged the notice by filing a writ petition before the Islamabad High Court (IHC). The IHC decided the matter against the holding company. Subsequently, the FBR issued a notice re-initiating the proceedings, which the holding company has responded to and is now awaiting further proceeding.

(vi) In December 2018, FBR issued a show cause notice for the recovery of sales tax amounting to Rs. 412 million on the ground that the holding company has claimed excess input tax during different tax periods. In March 2019 on representation FBR reduced the amount and issued demand notice amounting to Rs. 31 million. The holding company filed appeal with the CIR-A who remanded back the case to FBR for reassessment.

(vii) In March 2021, FBR issued a show cause notice for the recovery of sales tax amounting to Rs. 8,212 million relating to fiscal year ended June 2018 to 2019. However, a final demand of Rs. 5,717 million was issued in April 2021. In FBR's view, the holding company had claimed input tax in excess of what was allowed under the law. After dismissal of the holding company's appeal at the CIR-A level, the holding company has filed appeal with the ATIR which is pending adjudication. Meanwhile the ATIR has granted stay till decision of the main appeal.

(viii) In April 2022, FBR issued show cause notices for the recovery of sales tax amounting to Rs. 7,104 million relating to fiscal year July 2019 to June 2020. However, a final demand of Rs. 1,765 million was issued in January 2023. In FBR's view, the holding company has (i) not paid GST on Late Payment Interest received under PPA and on turnover and (ii) claimed input tax on items which has not been used for supply of electrical energy. After dismissal of the holding company's appeal at the CIR-A level, the holding company filed appeal with the ATIR which is pending adjudication. Meanwhile on application the ATIR has granted stay against recovery.

(ix) In November 2023, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 1,888 million relating to fiscal year ended July 2020 to June 2021. However, a final demand of Rs. 1,387 million was issued in April 2024. In FBR's view, the holding company has (i) not paid GST on Late Payment Interest received under PPA, (ii) claimed input tax on items which have not been used for supply of electrical energy and (iii) not apportioned input GST which may have been used both for taxable and non-taxable activities. The holding company filed appeal with the ATIR which is pending adjudication.

(x) In November 2023, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 4,510 million relating to fiscal year ended June 2022. However, a final demand of Rs. 3,403 million was issued in May 2024 which was received by the holding company in August 2024. In FBR's view, the holding company has (i) not paid GST on Late Payment Interest received under PPA, (ii) claimed input tax on items which have not been used for supply of electrical energy and (iii) not apportioned input GST which may have been used both for taxable and non-taxable activities. The holding company filed appeal with the ATIR which is pending adjudication.

(xi) In September 2024, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 6,739 million on various issues relating to fiscal year ended June 2023. However, a final demand of Rs. 1,312 million was issued in May 2024 which was received by the holding company in November 2024. In FBR's view, the holding company has not paid GST on Late Payment Interest received under PPA. The holding company filed appeal with the ATIR which is pending adjudication.

(xii) In November 2024, FBR issued show cause notice for the recovery of sales tax amounting to Rs. 4 million relating to fiscal year ended June 2023 on the ground that the holding company failed to pay GST on disposal of fixed assets. However, a final demand of Rs. 4.3 million was issued in March 2025. In FBR's view, such a disposal constitutes business / taxable activity of the holding company and was chargeable to sales tax. The holding company filed appeal with the CIR-A which is pending adjudication.

The matter stated above in respect of claiming excess input tax has already been decided by the Honorable Lahore High Court (LHC) in favor of other IPPs in similar cases. Against this decision FBR has filed appeals in the Supreme Court of Pakistan (SCP).

The management based on the input from its tax and legal advisors is of the opinion that the position of the holding company is sound on technical basis and eventual outcome ought to be in favour of the holding company. Pending the resolution of the matters stated above, no provision has been made in these consolidated financial statements.

33.8 (i) Under the IA with the GoP and under the tax law, the holding company is exempt from the levy of minimum tax. In June 2012, FBR issued demand notices amounting to Rs. 435 million relating to the tax years 2006 to 2008 and 2010 to 2011. After the holding company's appeals were rejected by the CIR-A, further appeals were filed with the ATIR, which has decided the appeals in favour of the holding company. Against ATIR orders, FBR has filed appeals in the IHC which are pending adjudication.

(ii) In October 2019, FBR issued income tax demand of Rs. 266 million relating to fiscal year ended June 2016. This is based on FBR's view that holding company's receipt on account of Supplemental Charge ("SC") is liable for normal tax while Capacity Purchase Price ("CPP") is liable for minimum tax. FBR issued demand for WWF as well. The holding company filed appeal with the CIR-A who decided the issue of tax on SC & CPP against the holding company while the issue of WWF has been remanded back to FBR for reassessment. After dismissal of the holding company's appeal at the CIR-A level, the holding company filed appeal with the ATIR which is pending adjudication. On application the ATIR granted stay.

(iii) In October 2022, FBR issued an order amounting to Rs. 992 million (Order) relating to fiscal year ended June 2021 against the consolidated tax return filed by the holding company along with its subsidiaries i.e. HPSL and HPHL in accordance with the tax law. This is based on FBR's view that certain expenses claimed as deductible and adjustment of refund were not in accordance with the law. The holding company filed an appeal with the CIR-A who decided the case partially in favour of the holding company. Against decision of the CIR-A, the holding company filed an appeal with ATIR, which is pending adjudication. Meanwhile, on holding company's application the FBR revised the Order from Rs. 992 million to Rs. 257 million.

(iv) In June 2023, FBR issued an order amounting to Rs. 2.6 million ("Order") relating to fiscal year ended June 2017 against the consolidated tax return filed by the holding company alongwith its subsidiaries namely HPSL and HPHL in accordance with the tax law. This is based on FBR's view that the holding company and its subsidiaries had not deducted tax in accordance with the law. The holding company filed an appeal with the CIR-A who annulled the Order. Against decision of the CIR-A, the FBR filed an appeal with ATIR, which is pending adjudication.

(v) In September 2023, the Sindh Revenue Board (SRB) issued demand of Rs. 1,935 million. This is based on SRB view that services provided by the holding company to Thar Energy Limited (TEL) and Thal Nova (TN) were not exempted from 13% Sindh Service Tax (SST) under the exemption notification issued by the SRB. The holding company filed appeal with the Commissioner (Appeals) SRB (CIR-A SRB) who decided the case against the holding company. Against decision of the CIR-A SRB, the holding company filed an appeal with Appellate Tribunal SRB (ATSRB), which is pending adjudication. On application the High Court of Sindh has granted stay against recovery.

(vi) In October 2023, FBR issued an order amounting to Rs. 888 million ("Order") relating to fiscal year ended June 2022 against the consolidated tax return filed by the holding company alongwith its subsidiaries namely HPSL and HPHL in accordance with the tax law. The Order is based on FBR's view that adjustment of prior year's tax refund against current year tax liability was not in accordance with the provision of law. The holding company filed an appeal with the CIR-A who annulled the order passed and held that refunds would be allowed under section 170 of the Ordinance. Against the decision of CIR-A, the FBR filed an appeal with ATIR, which is pending adjudication.In addition to the above, FBR passed an order for tax year 2022 levying super tax of Rs. 215 million whose liability has been discharged during the year.

(vii) In October 2023, FBR issued a SCN amounting to Rs. 940 million on the grounds that for the tax year 2018 the holding company had not deducted income tax on certain payments. The holding company filed the response to the SCN, however, in July 2024, FBR issued a tax demand of Rs. 364 million. The holding company has filed an appeal with ATIR, which is pending adjudication.

33.9 In March 2024, and January 2025, the Federal Board of Revenue (FBR) issued show cause notices for payment of super tax amounting to Rs. 274 million and Rs. 2,337 million for Tax Years 2023 and 2024, respectively, in respect of the consolidated tax return filed by the holding company together with its subsidiaries, namely HPSL, HPHL and NEL, in accordance with applicable tax laws.

The holding company challenged the levy of super tax on dividend income before the Islamabad High Court (IHC), which held that dividend income is not subject to super tax. The FBR filed an appeal against the IHC decision; however, the matter was subsequently taken up by the Federal Constitutional Court of Pakistan (FCC), which, vide its order dated January 27, 2026, set aside all High Court judgments, including the ruling of the IHC.

Following the FCCP decision, the holding company received recovery notices in respect of super tax on dividend income for Tax Years 2023 to 2025, whose liability has been discharged by the holding company during the year.

33.10 During the year, the holding company received a notice for Tax Year 2020 wherein the tax authorities contended that capacity revenue does not qualify for exemption under Clause 132 of Part I of the Second Schedule to the Income Tax Ordinance, 2001. The holding company submitted its response, maintaining that, based on the interpretation of the relevant provisions of the Ordinance, applicable judicial precedents, and the payment mechanism prescribed under the Power Purchase Agreement (PPA), capacity revenue qualifies for exemption under the aforesaid clause. Subsequently, the Federal Board of Revenue (FBR) issued an order along with a demand notice amounting to Rs. 6,333 million. The holding company has challenged the order in appeal before the Appellate Tribunal where it is pending adjudication.

33.11 During the year, the FBR issued an order amounting to Rs. 329 million in respect of the fiscal year ended June 30, 2020, relating to the consolidated tax return filed by the holding company and its subsidiaries, namely HPSL and HPHL, in accordance with the applicable tax laws. The said order is based on the FBR's position that the adjustment of a prior year's tax refund against the current year's tax liability was not in compliance with the relevant legal provisions. The holding company has challenged the order in appeal before the Appellate Tribunal where it is pending adjudication

The management, based on input of its tax and legal advisors, is of the opinion that the position of the holding company is sound on technical basis and eventual outcome ought to be in favour of the holding company. Pending the resolution of the matters stated above, no provision has been made in these consolidated financial statements.

33.12 In connection with NEL:

33.12.1 Commitments in respect of capital and revenue expenditures amounted to Rs. 318.6 million (2025: Rs. 67 million).

33.12.2 Following notices / demand orders have been issued by tax authorities to the holding company in respect of combined operations of Hub and Narowal Plants. Pursuant to the demerger, the exposure related to Narowal Undertaking has been transferred to the holding company.

Further, an agreement dated May 11, 2017, has been entered into between NEL and the Holding Company whereby NEL has undertaken to reimburse any cost which may directly be incurred by the Holding Company in respect of exposure transferred pursuant to the Scheme of Demerger.

(i) The Federal Board of Revenue (“FBR”) imposed 2% Workers Welfare Fund (“WWF”) for the tax year 2013 and issued a demand of Rs. 25.42 million. The Holding Company filed an appeal before the Commissioner Inland Revenue Appeals (“CIR-A”) who remanded back the case to FBR for a fresh assessment. Against the order of the CIR-A, the FBR filed an appeal before the ATIR, which is pending adjudication.

WWF is a pass through item under the PPA and is recoverable from CPPA-G. Based on merits of the case, no provision has been recognised in these consolidated financial statements as any payment for WWF made by NEL is a pass-through item under the PPA.

(ii)(a) Under the Implementation Agreement (IA) with the GoP and under the tax law, the Holding Company is exempt from the levy of minimum tax. However, in June 2012, FBR issued demand notices amounting to Rs. 8 million relating to the tax years 2006 to 2008, 2010 and 2011. After the Holding Company’s appeals were rejected by the CIR-A, further appeals were filed with the ATIR which decided the appeals in favour of the Holding Company. Against ATIR's orders, FBR filed appeals in the Honorable High Court of Islamabad (IHC) which are pending adjudication.

(ii)(b) In October 2019, FBR issued an income tax demand of Rs. 75 million relating to fiscal year ended June 2016. This is based on FBR’s view that the Holding Company’s income on account of Supplemental Charges (SC) and Capacity Purchase Price (CPP) are taxable. The FBR issued demand for WWF as well. The CIR-A decided the issue of tax on SC & CPP against the Holding Company while the issue of WWF has been remanded back to FBR for reassessment. After dismissal of the Holding Company’s appeal at the CIR-A level, the Holding Company filed an appeal with the ATIR in relation to income tax demand on SC and CPP amounting to Rs. 52 million, which is pending adjudication. On application, the ATIR granted stay.

(iii)(a) In November 2012, FBR passed an order for the recovery of sales tax amounting to Rs. 172 million relating to fiscal years ended June 2008 to 2011. In FBR's view, the Holding Company had claimed input tax in excess of what was allowed under the law. After dismissal of the Holding Company's appeal at the CIR-A level, the Holding Company filed an appeal with the ATIR which decided the case in its favour. The FBR subsequently challenged the ATIR's decision before the IHC; however, the IHC also decided the matter in favour of the holding company. FBR has not yet filed any appeal against the IHC order before the Supreme Court of Pakistan (SCP).

(iii)(b) In March 2014, FBR passed an order for the recovery of sales tax amounting to Rs. 559 million relating to fiscal year ended June 2012. In FBR's view the Holding Company had claimed input tax in excess of what was allowed under the law. After dismissal of the Holding Company's appeal at the CIR-A level, the Holding Company filed an appeal with the ATIR which also decided the case against the Holding Company. Against the decision of the ATIR, the Holding Company filed an appeal with IHC, which is pending adjudication.

(iii)(c) In April 2014 and January 2015, FBR issued a Show Cause Notice to recover sales tax amounting to Rs. 353 million and Rs. 878 million relating to fiscal year ended June 2013 and June 2014 respectively. In FBR's view, the Holding Company had claimed input tax in excess of what was allowed under the law. The Holding Company filed a Writ Petition in the IHC which remanded back the case to FBR with a direction to finalise the matter once identical issue is decided by IHC / Honorable High Court of Lahore (LHC) in other cases. The FBR subsequently filed an intra-court appeal against the said order; however, the IHC decided the matter in favour of the holding company. FBR has not yet filed any appeal against the IHC order before the SCP.

(iii)(d) In October 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 511 million relating to fiscal year ended June 2016. This is based on FBR's view that the holding company had claimed input tax in excess of what was allowed under the law. The holding company challenged the notice by filing a writ petition before the IHC. The IHC decided the matter against the holding company. Subsequently, the holding company has challenged the proceedings before the IHC through writ petition No.4238 of 2018. The IHC has disposed of the writ petition vide order dated April 8, 2026 directing the holding company to avail remedy available under the law. Pursuant to the said order, FBR has not initiated any proceedings.

(iii)(e) In November 2018, FBR issued a show cause notice to recover sales tax amounting to Rs. 570 million relating to fiscal year ended June 2017. This is based on FBR's view that the holding company had claimed input tax in excess of what was allowed under the law. The holding company challenged the notice by filing a writ petition before the IHC. The IHC decided the matter against the holding company. Subsequently, the holding company has challenged the proceedings before the IHC through writ petition No.4238 of 2018. The IHC has disposed of the writ petition vide order dated April 8, 2026 directing the holding company to avail remedy available under the law. Pursuant to the said order, FBR issued a further notice dated April 29, 2026 requiring the holding company to furnish its response to the original show cause notice, which is currently pending.

The matters stated above in respect of claiming excess input tax have already been decided by the LHC in favor of other IPPs in similar cases. Against this decision, FBR has filed appeals in the SCP.

33.12.3 In February 2021, FBR issued a demand of Rs. 409 million relating to periods July 2017 to June 2019. This is based on FBR's view that NEL has claimed input tax on goods and services including O&M services provided by HPSL, used for maintaining the capacity of the plant and not for production of electricity. NEL filed an appeal with the CIR-A which has been dismissed. NEL filed an appeal with the ATIR which is pending adjudication. On application, the ATIR granted stay against recovery.

33.12.4 In December 2021, FBR issued a demand of Rs. 506 million relating to periods July 2019 to June 2020. FBR has apportioned input tax as well as has disallowed input tax on certain services including O&M services by HPSL on the ground that NEL has claimed full amount of input tax on goods and services which is not in accordance with the law. After dismissal of NEL's appeal at the CIR-A level, NEL has filed an appeal with the ATIR, which is pending adjudication. On NEL's stay application, the ATIR has granted stay against recovery.

33.12.5 In May 2024, FBR issued a demand of Rs. 26.5 million relating to the periods July 2021 to June 2022. FBR has charged GST on certain accruals as well as has disallowed input tax on certain goods and services on the ground that NEL has claimed full amount of input tax on goods and services which is not in accordance with the law. NEL has filed appeal with the ATIR which is pending adjudication. However, pursuant to the removal of statutory threshold for filing of appeals, the matter has been transferred to the CIR-A for which is currently pending adjudication. After the payment of demand under protest, NEL has no exposure.

33.12.6 In June 2024 and July 2024, FBR issued a demand of Rs. 199 million and Rs. 342 million relating to income tax for the year ended June 2018 and June 2019, respectively. This is based on FBR's view that NEL has not paid income tax on certain receipts under PPA including receipt of late payment interest from CPPA-G. NEL has filed appeal with the ATIR which is pending adjudication.

33.12.7 In May 2026, FBR issued a demand of Rs. 130 million (including default surcharge and penalty) relating to the periods July 2022 to June 2023. This is based on FBR's view that NEL has claimed input tax on goods and services including O&M services provided by HPSL, used for maintaining the capacity of the plant and not for production of electricity. NEL has filed appeal before CIR-A which is pending adjudication.

In respect of the above mentioned matters, the management and their tax and legal advisors are of the opinion that the position of NEL is sound on technical basis and eventual outcome ought to be in favour of NEL. Pending resolution of the matters stated above, no provision has been made in these consolidated financial statements.

33.13 In connection with LEL:

(i) LEL's commitments in respect of capital and revenue expenditure amounted to Rs. 5.36 million (2025: Rs. 3.25 million) and Rs. 0.05 million (2025: Rs. 0.56 million), respectively.

(ii) LEL obtained a letter of credit facility from a bank amounting to Rs. 55 million (2025: Rs. 55 million). The facility is unutilized as at June 30, 2026.

(iii) Pursuant to the terms of Azad Jammu and Kashmir (AJK) Implementation Agreement, LEL is exclusively liable (a) for all expenditure incurred in connection with environmental liabilities, (b) for fines or other penalties for non-compliance with the laws of AJK or other governmental actions, (c) for maintenance of major project insurances; and (d) to provide security personnel to ensure reasonable security and protection of the site and, in unusual circumstances, to request Government of Azad Jammu and Kashmir (GOAJK) for additional security forces against a payment of up to USD 0.10 million in any agreement year.

(iv) LEL entered into a land lease agreement with GOAJK for lease of 424 kanal of land for its power project. LEL is obligated to pay Rs. 0.17 million per annum as rental for such land starting from October 09, 2003, the date of the notification issued by GOAJK, till the end of 30 years term.

LEL also entered into a land lease agreement dated July 30, 2009 with GOAJK for lease of 7,243 kanal and 13 marlas of land for its power project. As per the terms of the lease agreement, LEL paid advance rental for a term of 5 years after which land measuring approx. 3,074 kanals, required for permanent structures, had to be leased again for a further period of 20 years while the remaining land measuring approx. 4,169 kanals had to be reverted to the GOAJK. The process for reverting the excess land and renewal of the lease agreement is in progress. Under AJK Implementation Agreement, GOAJK has agreed to extend the term of the land lease agreement to match the term of the PPA, at least three years prior to expiry of such term.

Pursuant to the land lease agreement, LEL is obligated to construct a cadet college, for welfare of the affected community, within 5 years after the commercial operations date of its power project and the required land is to be provided by GOAJK one year before start of construction of the cadet college. LEL, however, has requested GOAJK for the removal of this obligation under the land lease agreement and the matter is under discussion.

(v) Certain legal cases in relation to project leasehold land rights / compensation amounting to Rs. 481.99 million were filed in the High Court of AJK. The cases were dismissed in the High Court on June 15, 2023 and LEL filed appeals in the Supreme Court of AJK. The final hearing took place on December 20, 2024, whereby the Supreme Court of AJK upheld the decisions of the Reference Court and High Court to enhance the land value from Rs. 10,000/- per kanal to Rs. 40,000 per kanal resulting in final compensation payable amounting to Rs. 7.42 million. However, LEL has not recognised provision in this respect due to non receipt of payment challans.

(vi) LEL appeal filed before the Commissioner Inland Revenue Appeals (CIR-A) against the Order of the Taxation Officer for the alleged non-withholding of tax on payments made to lenders' legal counsel and Islamic Development Bank was decided against LEL. The CIR-A while deciding the case enhanced the original demand of Rs. 13.45 million to Rs. 24.63 million out of which LEL had already paid Rs. 11.39 million.

Against the decision of the CIR-A, LEL filed an appeal before the ATIR. The ATIR reversed the enhancement of the original demand by the CIR-A by directing that the assessment made by the Taxation Officer shall hold field. Against the decision of the ATIR, LEL filed reference applications before the High Court of AJK which has decided the case against LEL. LEL has filed reference application with the Supreme Court of AJK, which is pending adjudication.

(vii) As per the terms of the PPA, LEL is liable to pay National Transmission and Dispatch Company (NTDC) Liquidated Damages (LDs) for each KWh of Excess Outage Energy at the rate given in the PPA. During the year ended June 30, 2017, LEL received an invoice of Rs. 214.58 million from NTDC on account of LDs for the first Agreement Year under the PPA. However, LEL disputed this invoice on the basis that LDs charged by NTDC are not in accordance with the provisions of the PPA. Accordingly, LEL issued an Invoice Dispute Notice to NTDC for Rs. 201.15 million. As the parties were not able to amicably resolve this dispute, the matter was referred to Expert Mediation Proceedings in accordance with the provisions of the PPA.

The Expert issued its recommendations to the Parties on October 1, 2020, wherein the Expert concluded that NTDC has rightly claimed LDs in the amount of Rs. 214.58 million and the dispute raised by LEL to the said claim is contractually untenable. The Expert's recommendations are non-binding on the Parties, as stated in the PPA, and LEL did not accept the Expert's recommendations and also challenged the adjustment of Rs. 276.28 million by NTDC as being illegal and contrary to the PPA. Accordingly, LEL has initiated arbitration proceedings in accordance with sections 15.3(h) and 15.4 of the PPA under the Rules of Arbitration of the International Chamber of Commerce (ICC).

"LEL nominated Mr. Jawad Akbar Sarwana as co-arbitrator for the three-member arbitral tribunal to be constituted for the arbitration proceedings. As no objections were raised by either party, on September 20, 2021, the ICC Secretary General confirmed Mr. Jawad Akbar Sarwana as co-arbitrator upon claimant's nomination and Mr. Imran Aziz Khan, as co-arbitrator upon respondent's nomination. On October 7, 2021, the ICC confirmed the nomination of both co-arbitrators and directly appointed Mrs. Anne Secomb as President of the Arbitral Tribunal under Article 13(4)(9a). The arbitration proceeded according to the approved Terms of Reference (TORs).

A hearing took place in February 2023. One of the co-arbitrators, Mr. Jawad Sarwana was elevated to a Judge of the Court of Appeals of the Province of Sindh and tendered his resignation as a co-arbitrator of the Arbitral Tribunal. A new co-arbitrator was nominated and was confirmed by the ICC Tribunal.

The arbitration proceedings concluded during the year ended June 30, 2024 and the Tribunal issued an award on March 5, 2024 which was in favour of LEL. As per the award, the Tribunal directed / ordered:

i. NTDC (acting through CPPA-G) to reverse the set-off / adjustment made against the invoices of LEL in an amount of Rs. 200.94 million for liquidated damages;

ii. NTDC (acting through CPPA-G) to reverse the set-off / adjustment made against the invoices of LEL on all amounts exceeding Rs. 13.64 million for delayed payment interest;

iii. NTDC (acting through CPPA-G) to pay LEL (a) USD 181,812.66; (b) SGD 15,585 and (c) Rs. 15.35 million; in respect of the cost of the Arbitration proceedings; and

iv. That the recommendations of the Expert as aforementioned be set aside.

Proceedings to enforce the Award in Pakistan through a Rule of the Court have already been filed in the Court of Senior Civil Judge, Islamabad and are pending adjudication.

(viii) In June 2015, as a consequence of sales tax audit of LEL, the Deputy Commissioner Inland Revenue (DCIR) raised a tax demand of Rs. 24.05 million along with penalty and default surcharge, mainly on account of alleged inadmissible adjustment of input tax and denying exemption on supply of electricity as is available in AJK for first five years of operations. LEL filed an application to the Board of Revenue (BOR) AJK against the decision of the DCIR for issuance of appropriate orders under section 45A of the Sales Tax Act, 1990 in order to delete the entire demand of Rs. 24.05 million, which was rejected by the BOR, AJK. LEL challenged the decision of the BOR, AJK before the ATIR. The ATIR vide its Order dated August 10, 2021 dismissed LEL's appeal and also held the notification issued by AJK Government for grant of tax exemption as void. LEL filed reference application before the High Court of AJK against the decision of the ATIR. The High Court vide its order of June 2025 remanded back the case to the ATIR for its de novo decision in accordance with law.

(ix) In January 2021, as a consequence of sales tax audit of LEL for the period January 2014 to December 2018, the Assistant Commissioner Inland Revenue (ACIR) raised a tax demand of Rs. 161.77 million, along with penalty and default surcharge, mainly on account of sales tax imposed for exempt period and apportioning the input tax for non-exempt period to revenue from capacity payments which are not subject to sales tax. LEL has filed appeal with the CIR-A, which is pending decision after hearing on the case got concluded.

The management based on input of their tax and legal advisors is of the opinion that the position of LEL is sound on technical basis and eventual outcome ought to be in favour of LEL. Pending the resolution of the matters stated above, no provision has been made in these consolidated financial statements.

33.14 In connection with TEL:

33.14.1 Commitments in respect of capital expenditures amounted to Rs. 6,257 million (2025: Rs. 7,172 million). TEL has facility of general letter of credit with limit amounting to Rs. 500 million (2025: Rs. 500 million) and outstanding amount of Rs. 117.6 million (2025: Rs. 24 million).

33.14.2 Under the amended PPA, the Company's Required Commercial Operations Date (RCOD) was March 31, 2021. Considering the delay in COD, TEL requested CPPA-G for extension in RCOD in view of the COVID-19 Force Majeure Event (FME) and delay in expected availability of indigenous coal under the Coal Supply Agreement with Sindh Engro Coal Mining Company (SECMC). CPPA-G granted extension in the RCOD of TEL till November 23, 2021, subject to payment of undisputed High Voltage Direct Current (HVDC) Transmission Line charges under certain conditions.

CPPA-G has raised invoices for payment of HVDC charges amounting to USD 23 million. TEL however has challenged the determination of these invoices, and has sought certain clarifications from CPPA-G. Despite several requests, the CPPA-G has not furnished the requested information so far, and consequently, TEL has disputed all the invoices raised by the CPPA-G. Accordingly, in view of TEL's management, supported by its legal counsel there is no exposure on the TEL to make any payment on account of HVDC charges. The delay in payment of obligation determined, if any, upon resolution of the dispute will carry mark-up at KIBOR plus 2% per annum.

33.14.3 In September 2023, the Sindh Revenue Board (SRB) issued demand of Rs 1,935 million to the holding company. This was based on SRB's view that services provided by the holding company to TEL were not exempted from 13% Sindh Service Tax (SST) under the exemption notification issued by the SRB. The holding company filed appeal with the Commissioner (Appeals) SRB (CIR-A SRB) who decided the case against the holding company. Against decision of the CIR-A SRB, the holding company filed an appeal with Appellate Tribunal SRB (ATSRB), which is pending adjudication. On application by the holding company, the SHC has granted stay against recovery until the decision of the ATIR is finalised. TEL's maximum exposure as of June 30, 2026 including the principal amount, penalty and default surcharge is approximately Rs. 1,228 million.

33.14.4 In April 2026, TEL received notices from the Federal Board of Revenue (FBR) for Tax Years 2023, 2024, and 2025 contesting that the CPP does not qualify for exemption under Clause 132 of Part I of the Second Schedule to the Income Tax Ordinance, 2001 (the Ordinance).

TEL has submitted its response to above notices, maintaining that CPP qualifies for exemption under the aforesaid clause based on the relevant provisions of the Ordinance, applicable judicial precedents, and the payment mechanism prescribed under the PPA. The matter is pending adjudication.

Based on the advice of its tax consultants and legal counsel, management believes that TEL's position is supported by sound legal and factual grounds and that the ultimate outcome of the above matters is likely to be in favour of TEL. Accordingly, no provision has been recognised in these consolidated financial statements in this respect.

33.15 In connection with HPHL:

As at June 30, 2026 and June 30, 2025, there are no commitments other than those disclosed elsewhere in these consolidated financial statements.

(i) In October 2022, Federal Board of Revenue ("FBR") issued an order amounting to Rs. 992 million to the holding company relating to the fiscal year ended June 2021 against the consolidated tax return filed by the holding company along with HPSL and HPHL. This is based on FBR's view that certain expenses claimed as deductible were not in accordance with the law.

The holding company filed an appeal with the Commissioner Inland Revenue Appeals (CIR-A) who decided the case partially in favour of the holding company. Against decision of the CIR-A, the holding company filed an appeal with ATIR, which is pending adjudication. Meanwhile, on holding company's application, the FBR revised the order from Rs. 992 million to Rs. 257 million.

(ii) "HPHL is a shareholder of CPHGC, one of the Independent Power Producer ("IPP"). Under the government policies and the law, the rate of tax on dividend paid by an IPP was fixed. However, due to changes in law through the Finance Act 2019 & Finance Act 2020 the FBR had opined that a new tax rate would be applicable. HPHL had filed a petition praying the High Court of Sindh ("SHC") to declare that the changes are illegal, unlawful, contrary to HPHL's vested rights as well as discriminatory. However, on dismissal of HPHL's petition by SHC through order dated March 03, 2025, the HPHL has filed appeal before the Supreme Court of Pakistan ("SCP"). Subsequently, the matter was transferred to the Federal Constitutional Court ("FCC"), which dismissed the appeal on the grounds that the petition was premature, as no recovery notice had been issued by the tax authorities.

HPHL is of the view that its position is supported by the relevant government policies, applicable laws and the legal framework governing the taxation of dividends received from IPPs. Accordingly, should any proceedings be initiated by the tax authorities in respect of this matter, HPHL intends to defend its position through appropriate legal channels and pursue all remedies available under the law. Pending the resolution of this matter, HPHL has already made provision to the extent of the principal amount in the consolidated financial statements.

(iii) During the year, HPHL received an order dated March 26, 2026 under section 147 of the ITO, 2001, creating an advance tax demand amounting to Rs. 3,756 million in HPHL's own tax jurisdiction. The management and their advisors are of the opinion that, under the group taxation option exercised in terms of section 59AA of the ITO, 2001, the advance tax liability is required to be discharged by the holding company.

Accordingly, HPHL filed an appeal before the CIR-A, which upheld the order of the tax authorities. Aggrieved by the decision of the CIR-A, HPHL filed a further appeal before the ATIR.

Subsequently, the ATIR vide its order dated June 18, 2026, decided the matter in favour of HPHL and annulled both the impugned orders passed by the tax authorities and the CIR-A. Accordingly, no liability exists against HPHL in respect of the aforesaid demand as at June 30, 2026.

(iv) During the year, HPHL received an order for Tax Year 2020 whereby the tax authorities contended that adjustable withholding tax credits amounting to Rs. 22.15 million claimed in HPHL's tax return could not be verified from the Integrated Tax Management System (ITMS). Consequently, a tax demand aggregating to Rs. 24.81 million, including default surcharge of Rs. 2.66 million, was created. A consequential notice for payment of the aforesaid demand was also issued by the tax authorities. HPHL is of the view that the impugned demand is not tenable in law and facts, as the taxes claimed are duly supported by withholding tax certificates and other documentary evidence. Further, under the group taxation arrangement, the HPHL's tax liability stands discharged through the holding company.

Accordingly, HPHL has filed an appeal before the ATIR against the aforesaid order. The appeal is currently pending adjudication.

Based on the advice of its tax consultants and legal counsel, management believes that the HPHL's position is supported by sound legal and factual grounds and that the ultimate outcome of the above matters is likely to be in favour of the HPHL. Accordingly, no provision has been recognised in these consolidated financial statements in this respect (unless otherwise stated).

34. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amounts incurred during the year for remuneration, including all benefits to the Chief Executive, Directors and Executives of the Company were as follows:

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
		Chief Executive	
Managerial remuneration		132,104	117,777
Bonus		45,610	39,810
Other benefits		17,883	30,562
		195,597	188,149
Number of persons		3	3
		Directors	
Fees	34.1	24,960	22,256
Number of persons		22	22
		Executives	
Managerial remuneration		1,138,819	963,921
Bonus		142,473	115,538
House rent		275,559	227,720
Utilities		25,908	23,275
Retirement benefits		129,088	108,166
Other benefits		51,505	86,623
		1,763,352	1,525,243
Number of persons		266	216
		Total	
Managerial remuneration / Fees		1,295,883	1,103,954
Bonus		188,083	155,348
House rent		275,559	227,720
Utilities		25,908	23,275
Retirement benefits		129,088	108,166
Other benefits		69,388	117,185
		1,983,909	1,735,648
Number of persons	34.3	291	241

34.1 This represents fee paid to Directors of the Group for attending meetings.

34.2 The Chief Executives and certain Executives are provided with the use of Group maintained automobiles and certain other benefits.

34.3 The number of persons does not include those who resigned during the year but remuneration paid to them is included in the above amounts.

35. SEGMENT INFORMATION

35.1 SEGMENT ANALYSIS

The management has determined the operating segments based on the information that is presented to the Board of Directors of the holding company for allocation of resources and assessment of performance. The Group has three reportable segments; power generation business, which includes the Hub plant, Narowal plant, Laraib plant & TEL plant, operations and maintenance business and investments in CPHGC, TEL, TNPTL, SECMC, Prime, CPHO, MMCPL and AMPL.

The unallocated items of profit and loss and assets and liabilities include items which cannot be allocated to a specific segment on a reasonable basis.

	2026							
	Power Generation							
	Narowal plant	Laraib plant	TEL plant	Operations & Maintenance	Investments	Unallocated	Eliminations	Total
	(Rupees in '000s)							
Revenue from contracts with customers - net	10,865,290	8,299,582	51,961,480	4,381,522	-	-	(4,381,522)	71,126,352
Cost of revenue	(9,417,727)	(2,466,616)	(30,422,346)	(3,138,715)	-	-	4,007,212	(41,438,192)
GROSS PROFIT	1,447,563	5,832,966	21,539,134	1,242,807	-	-	(374,310)	29,688,160
General and administration expenses	(498,382)	(445,639)	(315,820)	(97,700)	(525,983)	(147,195)	24,238	(2,006,481)
Other income	70,475	232,296	2,045,729	108,216	4,436,599	27,055,506	(26,565,213)	7,383,608
Other operating expenses	378	(9,849)	(3,497)	-	(510,979)	(473,376)	-	(997,323)
PROFIT FROM OPERATIONS	1,020,034	5,609,774	23,265,546	1,253,323	3,399,637	26,434,935	(26,915,285)	34,067,964
Finance costs	(105,128)	(1,158)	(8,801,613)	(294)	(274,748)	(307,625)	354,858	(9,135,708)
Share of profit from associates / joint venture	-	-	-	-	45,266,882	-	48,868	45,315,750
PROFIT BEFORE LEVY AND TAXATION	914,906	5,608,616	14,463,933	1,253,029	48,391,771	26,127,310	(26,511,559)	70,248,006
Levy - final tax	-	-	-	-	(647,096)	-	-	(647,096)
PROFIT BEFORE TAXATION	914,906	5,608,616	14,463,933	1,253,029	47,744,675	26,127,310	(26,511,559)	69,600,910
Taxation	(11,244)	(42,654)	(740,666)	(496,570)	(8,709,877)	(3,342,721)	-	(13,343,732)
PROFIT FOR THE YEAR	903,662	5,565,962	13,723,267	756,459	39,034,798	22,784,589	(26,511,559)	56,257,178
PROFIT FOR THE YEAR ALLOCATED TO NCI	-	1,394,273	5,489,307	-	(257,126)	-	-	6,626,454
Assets	23,507,142	26,104,535	138,955,536	2,699,951	221,354,619	85,896,549	(75,954,888)	422,563,444
Liabilities	6,727,818	936,689	98,177,005	2,628,318	44,990,196	23,428,354	(12,332,445)	164,555,935
Non-controlling interests	-	6,304,625	16,318,116	-	3,113	-	-	22,625,854
Dividends paid to NCI	-	1,187,179	7,232,185	-	-	-	-	8,419,364
Depreciation and amortisation	671,651	1,232,024	3,232,946	33,476	30,392	49,315	(157,523)	5,092,281
Capital expenditure	350,138	57,530	203,361	146,851	170,155	6,981	-	935,016
Cash (utilised) / generated from;								
- Operating activities	(5,211,680)	7,412,512	18,731,823	706,774	23,744,742	(1,955,272)	(32,000,325)	11,428,574
- investing activities	(276,017)	(3,310,177)	(203,361)	(144,293)	(1,090,398)	30,191,999	9,847,800	35,015,553
- financing activities	1,000,000	(4,705,885)	(28,464,404)	(750,000)	(14,867,568)	(33,963,261)	29,980,325	(51,770,793)

	2025								
	Power Generation								
	Hub plant	Narowal plant	Laraib plant	Thar plant	Operations & Maintenance	Investments	Unallocated	Eliminations	Total
	(Rupees in '000s)								
Revenue from contracts with customers - net	13,209,513	6,075,686	8,774,303	55,291,990	4,212,206	-	-	(4,212,206)	83,351,492
Cost of revenue	(4,151,668)	(3,272,284)	(2,482,097)	(34,085,540)	(3,035,376)	-	-	3,499,361	(43,527,604)
GROSS PROFIT	9,057,845	2,803,402	6,292,206	21,206,450	1,176,830	-	-	(712,845)	39,823,888
General and administration expenses	(548,332)	(324,276)	(441,423)	(223,747)	(79,365)	(174,822)	-	3,079	(1,788,886)
Other income	536,000	9,880	254,255	1,697,766	86,719	843,806	14,913,572	(14,320,819)	4,021,179
Other operating expenses	(807,333)	(2,555,472)	(2,410)	(498,106)	-	(171,840)	-	14,691	(4,020,470)
PROFIT FROM OPERATIONS	8,238,180	(66,466)	6,102,628	22,182,363	1,184,184	497,144	14,913,572	(15,015,894)	38,035,711
Finance costs	(2,790,348)	(32,202)	(110,037)	(10,970,457)	(472)	(1,559,410)	-	232,173	(15,230,753)
Share of profit from associates / joint venture	-	-	-	-	-	41,261,324	-	48,868	41,310,192
PROFIT BEFORE TAXATION	5,447,832	(98,668)	5,992,591	11,211,906	1,183,712	40,199,058	14,913,572	(14,734,853)	64,115,150
Taxation	(209,040)	(2,865)	(80,127)	(584,626)	(464,124)	(10,541,386)	(620,398)	-	(12,502,566)
PROFIT / (LOSS) FOR THE YEAR FROM CONTINUING OPERATIONS	5,238,792	(101,533)	5,912,464	10,627,280	719,588	29,657,672	14,293,174	(14,734,853)	51,612,584
Profit from discontinued operations	-	-	-	-	-	161,977	-	-	161,977
PROFIT / (LOSS) FOR THE YEAR	5,238,792	(101,533)	5,912,464	10,627,280	719,588	29,819,649	14,293,174	(14,734,853)	51,774,561
PROFIT FOR THE YEAR ALLOCATED TO NCI	-	-	1,481,072	4,250,912	-	(88,579)	-	-	5,643,405
Assets	26,726,828	18,553,852	25,348,224	152,974,442	2,194,459	200,209,051	59,565,522	(70,850,191)	414,722,187
Liabilities	15,280,631	2,678,190	1,051,654	107,832,992	2,160,801	48,817,338	-	(7,021,323)	170,800,282
Non-controlling interests	-	-	6,086,332	18,063,284	-	64,208	-	-	24,213,824
Dividends paid to NCI	-	-	2,175,868	-	-	-	-	-	2,175,868
Depreciation and amortisation	539,588	672,387	1,206,857	3,175,172	18,856	19,327	-	(121,736)	5,510,451
Capital expenditure	100,218	1,179	40,674	427,729	37,119	1,755,228	-	2,030	2,364,177
Cash (utilised) / generated from;									
- Operating activities	38,384,310	10,447,008	6,338,621	18,937,544	1,787,782	1,191,053	-	1,674,515	78,760,833
- investing activities	14,991,318	(1,179)	(40,674)	(427,729)	80,801	(1,800,734)	-	(16,647,713)	(3,845,910)
- financing activities	(36,791,203)	(10,148,440)	(11,863,496)	(8,883,513)	(1,220,000)	2,383,583	-	10,990,559	(55,532,510)

35.2 The customers of the Group are CPPA-G and NTDC (Power Purchasers) under the long term PPAs of the respective power plants. The obligations of Power Purchasers are guaranteed by the GOP under the IAs of the respective power plants.

36. RELATED PARTY TRANSACTIONS

Related parties comprise of associates, joint venture, retirement benefit funds, directors and key management personnel. Significant transactions with related parties during the year, other than those which have been disclosed elsewhere in these consolidated financial statements are as follows:

Details of transactions	2026 (Rs. '000s) Joint ventures TNPTL	CPHO	Prime	Associates CPHGC	MMCPL
Services rendered to	2,826,639	-	-	143,492	-
Reimbursable expenses incurred by	100,332	-	-	-	-
Reimbursable expenses incurred on behalf of	259,266	-	8,706	-	70,079
Receipt against reimbursement of expenses from	402,727	-	5,114	-	91,802
Interest income on loan to	-	-	-	-	147,996
Interest income received on loan to	-	-	-	-	181,337
Purchase of vehicle from	-	-	-	-	27,915
Maintenance of vehicle	-	-	-	-	42

Details of transactions	2025 (Rs. '000s) Joint ventures TNPTL	CPHO	Prime	Associates CPHGC	MMCPL
Services rendered to	2,662,252	225,248	-	133,273	-
Amount received against services rendered to	167,222	-	-	-	-
Reimbursable expenses incurred by	67,664	-	-	-	-
Reimbursable expenses incurred on behalf of	219,477	-	5,114	-	73,828
Receipt against reimbursement of expenses from	181,302	-	3,919	-	38,741
Interest income on loan to	-	-	-	-	76,891
Interest income received on loan to	-	-	-	-	44,572

	Note	2026	2025
		(Rs. '000s)	(Rs. '000s)
Remuneration to key management personnel			
Salaries, benefits and other allowances		270,231	258,293
Retirement benefits		15,519	13,915
	36.1	285,750	272,208
Directors' fee		24,960	22,256
Contribution to staff retirement benefit plans		89,999	260,471
Dividend received from SECMC		2,588,384	-
Dividend paid to NCI - Coate & Co. Private Limited		1,117,558	2,078,415
Dividend paid to NCI - Fauji Fertilizer Company Limited		5,424,139	-
Dividend paid to NCI - CMEC TEL Power Investments Limited		1,808,046	-

36.1 Transactions with Key Management Personnel (KMP) are carried out under the terms of their employment. KMP are also provided with the use of Company maintained automobiles and certain other benefits.

36.2 The transactions with related parties are made under mutually agreed terms and conditions.

37. RELATED PARTIES AND ASSOCIATED COMPANIES / UNDERTAKINGS

Following are the details of related parties, associated companies / undertakings and joint ventures with whom the Group had entered into transactions or had arrangements in place during the year, in accordance with the Companies Act, 2017:

Particulars	Relationship	% equity
China Power Hub Generation Company (Private) Limited	Associate	47.5%
Mega Motor Company (Private) Limited	Associate	50%
Thalnova Power Thar (Private) Limited	Joint Venture	38.3%
Prime International Oil and Gas Company Limited	Joint Venture	50%
China Power Hub Operating Company (Private) Limited	Joint Venture	49%
Sindh Engro Coal Mining Company Limited	Common Directorship	8%
Askari Bank Limited	Common Directorship	-
CMEC TEL Power Investments Limited	Major Shareholder - TEL	10%
Fauji Fertilizer Company Limited	Major Shareholder - TEL / Common Directorship	30%
Thar Foundation	Common Directorship	-
Coate & Co (Pvt) Ltd	Major Shareholder - LEL	23.8%
TPL Trakker Limited	Interested Persons	-
Pakistan State Oil	Interested Persons	-
Allied Bank Limited	Interested Persons	-
Bank Alfalah Limited	Interested Persons	-
Bank Al-Habib Limited	Interested Persons	-
United Bank Limited	Interested Persons	-
Faysal Bank limited	Interested Persons	-
Habib Bank Limited	Interested Persons	-
Habib Metropolitan Bank Limited	Interested Persons	-
Meezan Bank Limited	Interested Persons	-
Mr. Habibullah Khan	Chairman / Director	-
Mr. Aly Khan	Director	-
Ms. Samina Mumtaz Zehri	Director	-
Mr. Manzoor Ahmed	Director	-
Mr. Saad Iqbal	Director	-
Mr. Shafiuddin Ghani Khan	Director	-
Ms. Aleeya Khan	Director	-
Mr. Syed Bakhtiyar Kazmi	Director	-
Mr. Kamran Kamal	Chief Executive / Director	-
Ms. Faiza Kapadia Raffay	Key Management Personnel	-
Mr. Aamer Abdul Razzaq	Key Management Personnel	-
Mr. Muhammad Saqib	Key Management Personnel	-
Mr. Ahmad Muazzam	Director of group company	-
Mr. Fayyaz Ahmed Bhatti	Director of group company	-
Mr. Abdul Wahab Abbasi	Director of group company	-
Mr. Zhao Wenke	Director of group company	-

Particulars	Relationship	% equity
Mr. Syed Atif Ali	Director of group company	-
Mr. Amjad Ali Raja	Director of group company	-
Mr. Jehangir Paracha	Ex-Director of group company	-
Hub Power Services Limited - Gratuity Fund	Retirement benefit fund	-
Hub Power Services Limited - Pension Fund	Retirement benefit fund	-
Hub Power Services Limited - Employees' Provident Fund	Retirement benefit fund	-
The Hub Power Company Limited - Employees' Provident Fund	Retirement benefit fund	-
The Hub Power Company Limited - Staff Gratuity Fund	Retirement benefit fund	-
Laraib Energy Limited - Employees' Provident Fund	Retirement benefit fund	-
Laraib Energy Limited - Gratuity Fund	Retirement benefit fund	-
Thar Energy Limited - Employees' Provident Fund	Retirement benefit fund	-
Thar Energy Limited - Employees' Gratuity Fund	Retirement benefit fund	-

38. PROVIDENT FUND TRUSTS

Contribution to defined contribution plan of the holding company, TEL and HPSL, of members who consented, was transferred to Meezan Tahaffuz Pension Fund (MTPF) / UBL Fund Managers, the voluntary pension system (VPS) with the consent of all members of provident funds, as allowed under clause (aa) of sub-rule (1) of Rule 103 of the Income Tax Rules, 2002.

39. PLANT CAPACITY AND PRODUCTION

NAROWAL PLANT

	2026	2025
Theoretical Maximum Output	1,873 GWh	1,873 GWh
Total Output	162 GWh	38 GWh
Load Factor	9%	2%

Practical maximum output for the power plant, taking into account all the scheduled outages is 1,835 GWh (2025: 1,850 GWh). Output produced by the plant is dependent on the load demanded by CPPA-G and the plant availability.

LARAIB PLANT

	2026	2025
Theoretical Maximum Output	736 GWh	736 GWh
Total Output	357 GWh	354 GWh
Load Factor	48%	48%

Output produced by the plant is dependent on available hydrology and the plant availability.

	2026	2025
THAR PLANT		
Theoretical Maximum Output	2,634 GWh	2,634 GWh
Total Output	1,822 GWh	1,594 GWh
Load Factor	69%	61%

Practical maximum output for the power plant taking into account all the scheduled outages is 2,400 GWh (2025: 2,312 GWh). Output produced by the plant is dependent on the load demanded by CPPA-G and the plant availability.

40. WORKING CAPITAL CHANGES

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
(Increase) / decrease in current assets			
Stores, spares and consumables		(747,749)	(166,994)
Stock-in-trade		(1,811,087)	880,584
Trade debts		(3,464,574)	68,218,542
Contract asset		-	8,505,150
Loans and advances		(857,805)	31,482
Deposits, prepayments and other receivables		1,765,052	193,074
		(5,116,163)	77,661,838
(Decrease) / increase in current liabilities			
Trade and other payables		(4,249,676)	(33,856,893)
Advance from customers		-	4,198,361
Refund liability		5,148,632	4,786,690
		(4,217,207)	52,789,996

41. CASH AND CASH EQUIVALENTS

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Cash and bank balances	24	25,823,657	31,247,676
Short term borrowings		(1,043,018)	(1,139,471)
		24,780,639	30,108,205

42. DISCONTINUED OPERATIONS

HPHL entered into a shareholders agreement dated December 03, 2024, with Mega Conglomerate (Private) Limited (MCPL) and Mega Motor Company (Private) Limited (MMCPL) whereby HPHL offered 50% equity interest in MMCPL to MCPL. On February 28, 2025 HPHL diluted its equity interest by 50% in MMCPL. As a result, MMCPL is no longer subsidiary company. Accordingly, results of operations of MMCPL for the period from July 01, 2024 to February 28, 2025 had been presented as discontinued operations as at prior year.

	For the period from July 01, 2024 to February 28, 2025
	(Rs. '000s)
Profit from discontinued operations	
Revenue from contracts with customers - net	195,703
Cost of sales	(153,636)
Gross profit	42,067
General and administration expenses	(241,751)
Distribution and marketing expenses	(643,509)
	(843,193)
Gain due recognition of retained interest in subsidiary (now associate) at fair value	985,829
Interest income	28,956
Finance cost	(1,218)
Loss before taxation	170,374
Taxation	(8,397)
Profit from discontinued operations	161,977
Cash flows attributable to discontinued operations	
Net cash generated from operating activities	1,364,697
Net cash used in investing activities	(1,701,718)
Net cash generated from financing activities	(34,041)
	(371,062)

43. BASIC AND DILUTED EARNINGS PER SHARE ATTRIBUTABLE TO OWNERS OF THE HOLDING COMPANY

43.1 Basic

	Note	2026 (Rs. '000s)	2025 (Rs. '000s)
Profit for the year			
- continuing operations		49,630,724	45,969,179
- discontinued operations		-	161,977
		49,630,724	46,131,156
Weighted average number of ordinary shares outstanding during the year	25	1,297,154,387	1,297,154,387
Basic earnings per share (Rupees)			
- continuing operations		38.26	35.44
- discontinued operations		-	0.12
		38.26	35.56

Basic earnings per share is calculated by dividing the profit after tax attributable to ordinary shareholders of the holding company by the weighted average number of ordinary shares outstanding during the year.

43.2 There is no dilutive effect on the earnings per share of the holding company.

44. FINANCIAL RISK MANAGEMENT

Financial risk factors

The Group's activities expose it to a variety of financial risks namely market risk (including price risk, currency risk, fair value interest rate risk and cash flow interest rate risk), credit risk and liquidity risk. The overall risk management of the Group is carried out under policies approved by the Board of Directors. Such policies entail identifying, evaluating and addressing financial risks of the Group.

The Group's overall risk management procedures aim to minimize the potential adverse effects of these risks on the Group's performance are as follows:

(a) Market risk

Market risk is a risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of holdings of financial instruments. The Group is not exposed to equity price risk. The exposure to other two risks and their management is explained below:

(i) Foreign exchange risk

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

Financial assets of the Group include Rs. 906 million (2025: Rs. 966 million) in foreign currencies which are subject to currency risk exposure and financial liabilities of the Group include Rs. 58,562 million (2025: Rs. 66,301 million) in foreign currencies which are subject to currency risk exposure. TEL is covered under the PPA to recover the forex loss on loans under the tariff. Accordingly, TEL is not subject to foreign currency risk.

The Group manages its currency risk by close monitoring of currency markets and believes that the foreign exchange risk exposure on financial assets and liabilities is immaterial.

(ii) Interest rate risk

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

Cash flow and fair value interest rate risks

The Group's exposure to the risk of changes in interest rates relates primarily to the following:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Fixed rate instruments at carrying amount:		
Financial assets		
Bank placements	1,941,200	923,472
Financial liabilities		
Lease liabilities	131,341	190,040
Variable rate instruments at carrying amount:		
Financial assets		
Bank balances	22,826,623	29,760,563
Trade debts	26,145,131	24,050,981
	48,971,754	53,811,544
Financial liabilities		
Long term loans	70,382,789	78,422,356
Trade and other payables	7,757,465	7,362,214
Short term borrowings	2,043,018	5,686,292
	80,183,272	91,470,862

Fair value sensitivity analysis for fixed rate instruments

The Group does not account for any fixed rate financial assets and liabilities at fair value through profit or loss. Therefore, a change in interest / mark-up would not affect consolidated statement of profit or loss.

Cash flow sensitivity analysis for variable rate instruments

The Group has obtained short term running finances to meet its short term funding requirements. The Group manages the finance cost of short term borrowings from its own sources which exposes it to the risk of change in KIBOR. The Group receives interest on delayed payments from the power purchaser, short term investments and bank balances and pays interest on short term running finances at variable rates. As at June 30, 2026, if interest rate on borrowings were 1% higher / lower with all other variables held constant, the profit for the year would have been lower / higher by Rs. 312.12 million (2025: Rs. 376.59 million).

(b) Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Group's exposure to credit risk is not significant for reasons provided below.

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

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Deposits and others	35,294	33,426
Trade debts	32,430,708	28,966,134
Loans and other receivables	9,986,941	12,819,988
Bank balances	25,821,703	31,245,776
Short term sukuks	15,260	-
Total	68,289,906	73,065,324

Trade debts are recoverable from CPPA(G) / NTDC under the PPAs and are secured by guarantees from GOP under the IAs. Further, the significant amounts of other receivables are also recoverable from CPPA(G) / NTDC and are secured under IAs.

Credit risk on bank balances is limited as they are maintained with foreign and local banks having good credit ratings assigned by local and international credit rating agencies.

Banks / Financial Institutions	Ratings		
	Rating Agency	Short term	Long term
Conventional			
Allied Bank Limited	PACRA	A1+	AAA
Askari Bank Limited	PACRA	A1+	AA+
Bank of Punjab	PACRA	A1+	AA
Bank Al-Habib Limited	PACRA	A1+	AAA
Habib Bank Limited	JCR-VIS	A1+	AAA
MCB Bank Limited	PACRA	A1+	AAA
National Bank of Pakistan	PACRA	A1+	AAA
Samba Bank Limited	PACRA	A1	AA
Standard Chartered Bank (Pakistan) Limited	Moody's	P1	A1
United Bank Limited	JCR-VIS	A1+	AA+
Standard Chartered Bank (Hong Kong) Limited	Fitch	F1	A
China Development Bank	Fitch	F1+	A
Shariah Compliant			
Meezan Bank Limited	JCR-VIS	A1+	AAA
Al-Baraka Bank (Pakistan) Limited	JCR-VIS	A1+	AA+
Faysal Bank Limited	PACRA	A1	AA-

(c) Liquidity risk

Liquidity risk is the risk that the Group will encounter difficulty in meeting obligations associated with financial liabilities. The Group's approach to managing liquidity is to ensure, as far as possible, that it always has sufficient funds to meet its liabilities when due without incurring unacceptable losses.

The Group maintains running finance facilities (refer note 32) to meet the short term funding requirements due to delay in payments by CPPA-G / NTDC. The delay in payments by CPPA-G is mainly offset by borrowing from running finance facilities.

The Group is exposed to liquidity risk because of the following:

(i) delay in payments from Power Purchaser [CPPA(G) / NTDC];

(ii) repayment / non-availability of short term borrowings (refer note 32).

The Group manages liquidity risk from its own sources and other alternative means.

Following are the contractual maturities of financial liabilities, including estimated interest payments, if any:

	Less than 6 months	Between 6 to 12 months	Between 1 to 5 years	Between 5 to 10 years	Total
	(Rs. '000s)				
2026					
Long term loans	7,455,690	7,406,753	58,091,094	28,078,581	101,032,118
Long term lease liabilities	18,119	15,918	138,295	-	172,332
Trade and other payables	24,787,525	-	-	-	24,787,525
Unclaimed dividend	422,474	-	-	-	422,474
Unpaid dividend	113,724	-	-	-	113,724
Short term borrowings	2,054,142	-	-	-	2,054,142
Total	34,851,674	7,422,671	58,229,389	28,078,581	128,582,315
2025					
Long term loans	5,792,971	3,629,350	80,481,701	24,408,720	114,312,742
Long term lease liabilities	23,956	23,956	163,476	-	211,388
Trade and other payables	26,028,590	-	-	-	26,028,590
Unclaimed dividend	303,805	-	-	-	303,805
Unpaid dividend	186,218	-	-	-	186,218
Short term borrowings	5,718,313	-	-	-	5,718,313
Total	38,053,853	3,653,306	80,645,177	24,408,720	146,761,056

It is not expected that the cash flows included in the maturity analysis could occur significantly earlier, or at significantly different amount.

d) Other price risk

Other price risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from currency risk or interest rate risk), whether those changes are caused by factors specific to individual financial instruments or its issuer or factors affecting all similar financial instruments traded in the market. As at the reporting date, if there was a 1% increase / decrease in the value of the Group's investment in mutual funds, with all other variables held constant, pre-tax profit for the year would have been higher / lower by Rs. 39.78 million (2025: Nil).

Fair value estimation

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. Underlying the definition of fair value is the presumption that the Group is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms. The carrying amount of the financial assets and liabilities reflected in the consolidated financial statements approximate their fair values.

Fair value of financial instruments

The fair value of the financial assets and liabilities is the amount at which the assets could be sold or the liability transferred in a current transaction between market participants at the reporting date, other than in a forced or liquidation sale. Investment in associates and joint ventures are accounted for using the equity method.

The fair value of investment in SECMC (unquoted shares) has been estimated using a discounted cashflows valuation model. The valuation requires management to make certain assumptions about the model inputs, including forecasted cashflows, the discount rate and market risk. The probabilities of the various estimates within the range are assessed and are used in management's estimate in order to determine the fair value of investment in SECMC. The fair value as at June 30, 2026 has been determined at Rs. 4,758 million (2025: Rs. 5,241 million) resulting in unrealised loss of Rs. 483 million (2025: unrealised gain of Rs. 813 million). The discount rate, recovery rate and currency devaluation used in valuation model are 19.6%, 89% and 5% respectively.

As at June 30, 2026, if discount rate, recovery rate and currency devaluation had weakened / strengthened by 1% with all other variables held constant, impact on other comprehensive loss (2025: other comprehensive income) would be as follows;

	2026	2025
	(Rs. '000s)	(Rs. '000s)
- Discount rate +1%	271,000	(348,000)
- Discount rate -1%	(308,000)	404,000
- Recovery rate +1%	(226,000)	234,000
- Recovery rate -1%	228,000	(236,000)
- Currency devaluation +1%	(268,000)	313,000
- Currency devaluation -1%	245,000	(283,000)

Fair value hierarchy

The table below analyses financial instruments carried at fair value by valuation method. The different levels have been defined as follows:

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

- Level 2 - Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (i.e. as prices) or indirectly (i.e. derived from prices); and

- Level 3 - Inputs from the asset or liability that are not based on observable market data.

	Level 1	Level 2	Level 3	Level 4
	---------------------------- (Rs. '000s)			----------------------------------
June 2026				
Assets				
Investment in SECMC				
- At fair value through other comprehensive income	-	-	4,757,837	4,757,837
Investment in mutual funds				
- At fair value through profit or loss	-	3,978,453	-	3,978,453
June 2025				
Assets				
Investment in SECMC				
- At fair value through 'other comprehensive income	-	-	5,240,837	5,240,837

Capital risk management

The Group's objective when managing capital is to safeguard the Group's ability to continue as a going concern, as required under various project agreements, so that it can continue to provide returns for shareholders and benefits for other stakeholders.

The Group manages its capital structure by monitoring return on net assets and makes adjustments to it in the light of changes in economic conditions. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders. The Group also monitors capital using a gearing ratio, which is net debt, interest bearing loans and borrowings including finance cost thereon, less cash and bank balances.

The gearing ratios of the Group as at June 30, 2026 and 2025 are as follows:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Total borrowings	72,425,807	84,108,648
Equity	258,007,509	243,921,905
Total capital	330,433,316	328,030,553
Gearing ratio	0.22 : 1	0.26 : 1

45. FINANCIAL INSTRUMENTS BY CATEGORY

The accounting policies for financial instruments have been applied to the line items below:

	2026	2025
	(Rs. '000s)	(Rs. '000s)
Financial assets - at FVOCI		
Investment in SECMC	4,757,837	5,240,837
Financial assets - at fair value through profit or loss		
Mutual funds	3,978,453	-
Financial assets - at amortised cost		
Deposits	35,294	33,426
Trade debts	32,430,708	28,966,134
Loans and other receivables	9,988,339	12,822,690
Short term sukuks	15,260	-
Cash and bank balances	25,823,657	31,247,676
	68,293,258	73,069,926
Financial Liabilities - at amortised cost		
Long term loans	70,382,789	78,422,356
Liabilities against assets subject to finance lease	131,341	190,040
Trade and other payables	24,787,525	26,028,590
Unclaimed dividend	422,474	303,805
Unpaid dividend	113,724	186,218
Interest / mark-up accrued	3,150,844	3,764,321
Short term borrowings	2,043,018	5,686,292
	101,031,715	114,581,622

46. INITIAL APPLICATION / WAIVER FROM APPLICATION OF STANDARDS AND INTERPRETATIONS

46.1 Amendments to existing accounting and reporting standards that became effective during the year

There are certain amendments to accounting and reporting standards that are applicable for current year but do not have any significant impact on the Group's financial reporting and, therefore, have not been disclosed in these consolidated financial statements.

46.2 Standards, amendments and improvements to existing accounting and reporting standards that are not yet effective and have not been early adopted by the Group

There are certain standards, amendments and improvements to existing accounting and reporting standards that are not yet effective and have not been early adopted by the Group for the financial year beginning on July 1, 2025. The standards, amendments and improvements are not expected to have any material impact on the Group's financial reporting in the period of initial application and, therefore, have not been disclosed in these consolidated financial statements, except for;

IFRS 18 - Presentation and Disclosure in Financial Statements (Effective for financial reporting period beginning on or after 1 January 2027):

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss, is being introduced. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity’s financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (Effective for financial reporting period beginning on or after 1 January 2026):

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of Environment, Social and Governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

An important clarification brought about in these amendments is that a payment instruction (e.g. a cheque) that is prepared for a future payment will generally not meet the requirements for the financial liability to be discharged and hence derecognised. The previous practice of financial liabilities being derecognised upon issuance of cheques would need to be reconsidered.

The management is currently working to identify all impacts that the standard will have on these consolidated financial statements in the period of initial application.

46.3 Waiver from application of standards and interpretations

IFRS - 16 "Leases"

The SECP through S.R.O. 986(I)/2019 dated September 2, 2019 has granted exemption from the requirements of IFRS 16 to all companies that have executed their Power Purchase Agreement (PPA) before January 1, 2019. The holding company, NEL's and TEL's lease arrangement with CPPA-G for the project sites i.e. Complex are also covered under respective PPAs and consequently are exempt under the aforesaid S.R.O. Under IFRS-16 'Leases', the consideration required to be made by lessees for the right to use the asset would have been accounted for as finance lease.

IFRS - 9 "Financial instruments"

The SECP through S.R.O. 1784 (I)/2024 dated November 04, 2024, extended the exemption on application of Expected Credit Losses (ECL) model under IFRS – 9 "Financial Instruments" in respect of financial assets due from Government of Pakistan for the financial year ending on or before December 31, 2026. Accordingly, the holding company has applied the requirements of IAS – 39 in these consolidated financial statements with respect to calculation of impairment loss in respect of such financial assets.

In the prior year, the Institute of Chartered Accountants of Pakistan (ICAP) issued the 'Guidelines on Application of IFRS 9 Expected Credit Loss Model on Circular Debt' (the Guidance) dated March 21, 2025. This Guidance requires provisions for ECL on financial assets due or ultimately due from the Government of Pakistan, pertaining to circular debt, from annual reporting period starting on or after January 01, 2026. This Guideline will be applicable on the Group from July 01, 2026. If this Guidance had been effective from June 30, 2026, the resultant impact on these consolidated financial statements would amount to Rs. 955 million (2025: Rs. 1,313 million).

Embedded derivatives

SECP, through its S.R.O. 986(I)/2019 dated September 2, 2019, exempted the power companies from application of IFRS-9 'Financial Instruments' to the extent of recognition of embedded derivatives and IAS-21 'The Effects of Changes in Foreign Exchange Rates' to the extent of recognising exchange differences in profit or loss.

IFRIC - 12 "Service Concession Arrangements"

The Group has not applied IFRIC Interpretation 12 'Service Concession Arrangements' (IFRIC 12) in preparation of these consolidated financial statements in respect of its segment i.e. LEL. The Securities and Exchange Commission of Pakistan (SECP) vide its S.R.O 24/(I)/2012 dated January 16, 2012 has granted waiver in respect of application of IFRIC 12 to all companies including Power Sector Companies.

Under IFRIC 12, the infrastructure is not recognised as property, plant and equipment rather a financial asset is recognised to the extent the Group has an unconditional contractual right to receive cash irrespective of the usage of infrastructure. The revenue and costs relating to construction of infrastructure or upgrade services and operation services are recognised in accordance with IFRS 15 'Revenue from Contracts with Customers'. Any contractual obligation to maintain or restore infrastructure, except for upgrade services, is recognised in accordance with IAS 37 'Provisions, contingent liabilities and contingent assets'.

47. SHARIAH DISCLOSURES UNDER CLAUSE VII OF PART I OF SCHEDULE IV OF THE COMPANIES ACT, 2017

	Note	2026			2025		
		Conventional	Shariah Compliant	Total	Conventional	Shariah Compliant	Total
		(Rs. '000s)			(Rs. '000s)		
Revenue from contract with customer - net	5	1,722,081	69,404,271	71,126,352	6,980,847	76,370,645	83,351,492
Late payment interest to fuel suppliers	6	934,547	-	934,547	2,539,422	-	2,539,422
Dividend income		-	2,588,384	2,588,384	-	-	-
Other income	8						
Interest / profit on bank deposits, bank balances and TDRs		3,010,646	58,758	3,069,404	2,316,421	44,245	2,360,666
Interest on loan and advances		-	-	-	-	-	-
Gain on investment - Mutual Fund		1,031,181	165,078	1,196,259	683,307	-	683,307
Exchange gain on derivative instruments		-	-	-	-	-	-
Exchange gain earned from actual currency		-	-	-	-	-	-
Gain on disposal of operating fixed assets - net		-	18,395	18,395	-	119,249	119,249
Income from O&M and other services		-	504,072	504,072	-	853,805	853,805
Others		-	7094	7094	-	4152	4152
		4,041,827	753,397	4,795,224	2,999,728	1,021,451	4,021,179
Liquidated damages	9	-	-	-	498,106	-	498,106
Exchange loss		-	900	900	-	13,384	13,384
Interest / mark-up on long term loans	10	7,690,978	-	7,690,978	10,741,871	676,113	11,417,984
Interest / mark-up on short term borrowings	10	31,384	176,899	208,283	1,019,087	1,286,652	2,305,739
Interest / mark-up paid		8,319,673	193,065	8,512,738	15,517,400	816,705	16,334,105
Share of profit from associates and joint ventures - net	11	-	45,315,750	45,315,750	-	41,310,192	41,310,192
Assets							
Long term investment	16	-	207,071,521	207,071,521	-	196,124,862	196,124,862
Short term investments	23	3,615,848	377,865	3,993,713	923,472	-	923,472
Loans and advances	21	993,862	67,710	1,061,572	1,507,541	96,226	1,603,767
Term deposit receipts	24	1,241,200	700,000	1,941,200	-	-	-
Bank deposits	22	578,080	-	578,080	1,028,246	-	1,028,246
Bank balances	24	21,832,540	2,047,963	23,880,503	28,279,079	2,043,225	30,322,304
Liabilities							
Long term loans	26	70,382,789	-	70,382,789	78,422,356	-	78,422,356
Short term borrowings	32	1,419,385	623,633	2,043,018	3,483,507	2,202,785	5,686,292
Lease liabilities	27	131,341	-	131,341	163,274	26,766	190,040
Interest / mark-up accrued	30	3,143,490	7,354	3,150,844	3,738,994	25,327	3,764,321

Relationship with Shariah Compliant Financial Institutions

Names of the Group's shariah compliant financial institutions	Arrangement
Faysal Bank Limited	Bank Account
Meezan Bank Limited	Bank Account
Al-Baraka Bank (Pakistan) Limited	Bank Account
Al-Meezan Investment	Investment
United Bank Limited	Running Musharka

48. NUMBER OF EMPLOYEES

Number of persons employed as at year end were 664 (2025: 648) and the average number of persons employed during the year were 656 (2025: 705).

49. REPRESENTATION / RECLASSIFICATION

Certain prior year figures have been represented / re-classified to reflect a more appropriate presentation of events and transactions for the purpose of consistency. The effect of such representation and reclassification is immaterial.

50. SUBSEQUENT EVENT

The Board of Directors of the holding company proposed a final dividend for the year ended June 30, 2026 of Rs. 5 per share, amounting to Rs. 6,485.772 million, at their meeting held on August 27, 2026 for approval of the members at the Annual General Meeting to be held on October 20, 2026. These consolidated financial statements do not reflect this dividend payable which will be accounted for in the period in which it is approved.

51. DATE OF AUTHORISATION

These consolidated financial statements were authorised for issue on August 27, 2026 in accordance with the resolution of the Board of Directors.

52. GENERAL

Figures have been rounded off to the nearest thousand Pak Rupees, unless otherwise stated.

M. HABIBULLAH KHAN	KAMRAN KAMAL	MUHAMMAD SAQIB
Chairman	Chief Executive	Chief Financial Officer

SHAREHOLDERS INFORMATION

PATTERN OF SHAREHOLDING

AS AT JUNE 30, 2026

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
30,298	1	100	1,141,894
23,440	101	500	7,301,485
8,597	501	1,000	6,869,126
11,047	1,001	5,000	26,599,022
2,578	5,001	10,000	19,273,220
1,041	10,001	15,000	13,111,245
603	15,001	20,000	10,925,433
412	20,001	25,000	9,461,756
281	25,001	30,000	7,902,472
223	30,001	35,000	7,310,693
165	35,001	40,000	6,291,443
110	40,001	45,000	4,716,158
167	45,001	50,000	8,173,468
91	50,001	55,000	4,826,750
77	55,001	60,000	4,474,275
52	60,001	65,000	3,276,065
60	65,001	70,000	4,104,438
66	70,001	75,000	4,839,341
40	75,001	80,000	3,127,689
41	80,001	85,000	3,407,398
39	85,001	90,000	3,448,489
25	90,001	95,000	2,317,026
94	95,001	100,000	9,345,869
26	100,001	105,000	2,668,478
25	105,001	110,000	2,697,141
32	110,001	115,000	3,609,629
19	115,001	120,000	2,248,354
16	120,001	125,000	1,978,470
25	125,001	130,000	3,206,957
15	130,001	135,000	1,989,390
18	135,001	140,000	2,472,658
16	140,001	145,000	2,278,405
33	145,001	150,000	4,914,932
8	150,001	155,000	1,218,122
13	155,001	160,000	2,063,278

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
6	160,001	165,000	979,740
15	165,001	170,000	2,515,428
13	170,001	175,000	2,245,144
9	175,001	180,000	1,603,572
9	180,001	185,000	1,648,280
6	185,001	190,000	1,134,507
5	190,001	195,000	961,438
34	195,001	200,000	6,790,095
5	200,001	205,000	1,014,900
4	205,001	210,000	837,000
9	210,001	215,000	1,912,008
10	215,001	220,000	2,177,101
11	220,001	225,000	2,453,502
5	225,001	230,000	1,138,183
5	230,001	235,000	1,159,117
9	235,001	240,000	2,149,608
3	240,001	245,000	729,190
17	245,001	250,000	4,236,897
2	250,001	255,000	506,961
6	255,001	260,000	1,553,954
5	260,001	265,000	1,314,309
3	265,001	270,000	801,625
7	270,001	275,000	1,903,646
5	275,001	280,000	1,385,531
1	280,001	285,000	281,600
4	285,001	290,000	1,155,278
5	290,001	295,000	1,462,570
12	295,001	300,000	3,590,634
1	300,001	305,000	301,000
5	305,001	310,000	1,537,883
4	310,001	315,000	1,249,086
2	315,001	320,000	637,400
5	320,001	325,000	1,618,563
4	325,001	330,000	1,309,028
4	335,001	340,000	1,348,913
1	340,001	345,000	342,500
11	345,001	350,000	3,845,505

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
1	350,001	355,000	350,460
3	355,001	360,000	1,073,705
1	360,001	365,000	360,081
4	365,001	370,000	1,475,309
2	370,001	375,000	750,000
6	375,001	380,000	2,272,899
3	380,001	385,000	1,148,237
2	385,001	390,000	777,500
3	390,001	395,000	1,179,854
13	395,001	400,000	5,194,311
4	400,001	405,000	1,608,402
3	405,001	410,000	1,220,565
2	415,001	420,000	833,000
7	420,001	425,000	2,954,889
1	425,001	430,000	430,000
3	430,001	435,000	1,297,635
1	435,001	440,000	440,000
4	445,001	450,000	1,796,788
1	450,001	455,000	451,700
1	455,001	460,000	456,000
2	460,001	465,000	926,750
2	465,001	470,000	933,409
1	470,001	475,000	470,157
3	475,001	480,000	1,435,807
2	485,001	490,000	974,526
1	490,001	495,000	494,200
8	495,001	500,000	3,996,100
3	500,001	505,000	1,506,695
1	505,001	510,000	509,000
2	510,001	515,000	1,027,500
2	515,001	520,000	1,040,000
1	520,001	525,000	524,813
1	525,001	530,000	528,200
2	530,001	535,000	1,065,924
1	535,001	540,000	538,500
1	540,001	545,000	543,873
3	545,001	550,000	1,649,483

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
3	550,001	555,000	1,657,948
2	555,001	560,000	1,114,614
2	560,001	565,000	1,124,993
2	565,001	570,000	1,131,993
1	580,001	585,000	582,694
1	585,001	590,000	588,000
1	590,001	595,000	593,541
3	595,001	600,000	1,800,000
1	600,001	605,000	604,112
1	605,001	610,000	610,000
2	610,001	615,000	1,228,870
1	615,001	620,000	620,000
2	620,001	625,000	1,250,000
3	625,001	630,000	1,876,858
2	630,001	635,000	1,264,159
2	635,001	640,000	1,274,050
1	640,001	645,000	642,800
3	645,001	650,000	1,945,455
2	660,001	665,000	1,325,841
1	665,001	670,000	669,800
1	670,001	675,000	675,000
1	675,001	680,000	675,377
1	680,001	685,000	680,100
1	695,001	700,000	700,000
1	705,001	710,000	710,000
1	710,001	715,000	714,500
1	715,001	720,000	717,431
1	720,001	725,000	725,000
2	725,001	730,000	1,453,898
1	730,001	735,000	735,000
2	745,001	750,000	1,492,390
1	755,001	760,000	756,000
1	760,001	765,000	765,000
2	765,001	770,000	1,533,388
1	770,001	775,000	774,859
1	790,001	795,000	791,612
8	795,001	800,000	6,400,000

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
2	800,001	805,000	1,603,744
1	805,001	810,000	809,574
1	825,001	830,000	828,200
2	835,001	840,000	1,676,536
1	840,001	845,000	840,739
1	845,001	850,000	850,000
1	890,001	895,000	891,600
2	895,001	900,000	1,799,500
1	905,001	910,000	910,000
1	930,001	935,000	930,974
2	935,001	940,000	1,872,550
1	940,001	945,000	941,792
2	945,001	950,000	1,900,000
1	950,001	955,000	953,700
1	975,001	980,000	979,742
1	980,001	985,000	981,082
4	995,001	1,000,000	4,000,000
2	1,015,001	1,020,000	2,040,000
1	1,030,001	1,035,000	1,035,000
1	1,040,001	1,045,000	1,043,000
1	1,065,001	1,070,000	1,070,000
1	1,070,001	1,075,000	1,075,000
2	1,075,001	1,080,000	2,156,580
3	1,120,001	1,125,000	3,363,986
1	1,155,001	1,160,000	1,158,653
1	1,160,001	1,165,000	1,165,000
2	1,195,001	1,200,000	2,399,600
1	1,235,001	1,240,000	1,238,000
1	1,245,001	1,250,000	1,250,000
1	1,270,001	1,275,000	1,274,328
3	1,275,001	1,280,000	3,833,426
1	1,280,001	1,285,000	1,282,013
1	1,290,001	1,295,000	1,294,739
1	1,300,001	1,305,000	1,305,000
1	1,345,001	1,350,000	1,345,836
1	1,355,001	1,360,000	1,356,517
1	1,365,001	1,370,000	1,366,200

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
1	1,415,001	1,420,000	1,418,700
1	1,470,001	1,475,000	1,475,000
2	1,480,001	1,485,000	2,961,080
1	1,485,001	1,490,000	1,486,219
2	1,490,001	1,495,000	2,988,870
2	1,495,001	1,500,000	3,000,000
1	1,545,001	1,550,000	1,550,000
1	1,560,001	1,565,000	1,565,000
1	1,595,001	1,600,000	1,600,000
2	1,695,001	1,700,000	3,400,000
2	1,720,001	1,725,000	3,448,714
1	1,735,001	1,740,000	1,740,000
1	1,760,001	1,765,000	1,761,849
1	1,765,001	1,770,000	1,765,812
1	1,775,001	1,780,000	1,778,277
1	1,780,001	1,785,000	1,782,492
1	1,790,001	1,795,000	1,795,000
1	1,800,001	1,805,000	1,804,239
2	1,920,001	1,925,000	3,847,811
1	1,970,001	1,975,000	1,971,659
3	1,995,001	2,000,000	6,000,000
1	2,045,001	2,050,000	2,050,000
1	2,085,001	2,090,000	2,089,286
1	2,160,001	2,165,000	2,161,261
1	2,165,001	2,170,000	2,170,000
1	2,195,001	2,200,000	2,195,023
1	2,240,001	2,245,000	2,241,972
1	2,310,001	2,315,000	2,313,000
1	2,400,001	2,405,000	2,401,613
3	2,495,001	2,500,000	7,500,000
1	2,515,001	2,520,000	2,515,093
1	2,550,001	2,555,000	2,553,779
1	2,585,001	2,590,000	2,589,000
1	2,695,001	2,700,000	2,700,000
1	2,730,001	2,735,000	2,730,500
1	2,870,001	2,875,000	2,871,885
1	2,875,001	2,880,000	2,880,000

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
1	2,880,001	2,885,000	2,882,500
1	2,930,001	2,935,000	2,932,434
1	2,950,001	2,955,000	2,955,000
1	2,960,001	2,965,000	2,960,813
1	2,975,001	2,980,000	2,979,371
1	3,095,001	3,100,000	3,100,000
1	3,120,001	3,125,000	3,120,423
1	3,195,001	3,200,000	3,200,000
1	3,210,001	3,215,000	3,214,248
1	3,295,001	3,300,000	3,300,000
1	3,310,001	3,315,000	3,310,721
1	3,355,001	3,360,000	3,356,900
1	3,360,001	3,365,000	3,363,934
1	3,460,001	3,465,000	3,460,879
1	3,495,001	3,500,000	3,500,000
1	3,515,001	3,520,000	3,517,123
1	3,770,001	3,775,000	3,771,800
1	3,895,001	3,900,000	3,900,000
1	3,945,001	3,950,000	3,946,252
1	4,045,001	4,050,000	4,050,000
1	4,100,001	4,105,000	4,101,547
1	4,240,001	4,245,000	4,240,004
1	4,350,001	4,355,000	4,352,639
1	4,655,001	4,660,000	4,660,000
1	4,850,001	4,855,000	4,853,526
1	4,865,001	4,870,000	4,868,480
2	4,995,001	5,000,000	9,997,869
1	5,040,001	5,045,000	5,040,375
1	5,135,001	5,140,000	5,135,714
1	5,270,001	5,275,000	5,274,195
1	5,405,001	5,410,000	5,405,140
1	5,480,001	5,485,000	5,484,035
1	5,725,001	5,730,000	5,727,071
1	5,910,001	5,915,000	5,913,691
1	6,975,001	6,980,000	6,979,965
1	8,050,001	8,055,000	8,053,690
1	8,445,001	8,450,000	8,448,354

Number of Shareholders	Number of Shares		Number of Shares Held
	From	To	
1	8,615,001	8,620,000	8,616,791
1	8,660,001	8,665,000	8,660,143
1	8,870,001	8,875,000	8,875,000
1	9,060,001	9,065,000	9,063,220
1	9,230,001	9,235,000	9,234,013
1	9,340,001	9,345,000	9,342,607
1	9,515,001	9,520,000	9,515,714
1	9,995,001	10,000,000	9,995,757
1	11,815,001	11,820,000	11,816,536
1	14,110,001	14,115,000	14,112,250
1	14,300,001	14,305,000	14,302,316
1	15,550,001	15,555,000	15,550,495
1	15,690,001	15,695,000	15,691,465
1	16,605,001	16,610,000	16,610,000
1	18,535,001	18,540,000	18,536,350
1	26,270,001	26,275,000	26,275,000
1	27,770,001	27,775,000	27,771,448
1	28,210,001	28,215,000	28,213,975
1	35,095,001	35,100,000	35,100,000
1	110,290,001	110,295,000	110,294,985
1	224,425,001	224,430,000	224,428,064
80,377			**1,297,154,387**

CATEGORIES OF SHAREHOLDING

As on June 30, 2026

S.No	Categories	No. of Shareholders	No. of Shares Held	Percentage
1	**Individuals**			
o	**Local**	**79,262**	**496,387,210**	**38.27**
o	Foreign	320	300,283	0.02
2	Joint Stock Companies	310	40,466,679	3.11
3	Financial Institutions	45	72,134,823	5.56
4	Investment Companies	32	26,577,092	2.05
5	Insurance Companies	28	77,235,790	5.95
6	Associated Companies	7	264,146,002	20.36
7	**Directors**	**9**	**1,006,244**	**0.08**
8	**Executives**	**5**	**14,400**	**0.00**
9	Nit & ICP	-	-	-
10	Modaraba/Mutual Fund & Leasing Companies	115	140,321,749	10.82
11	**OTHERS**			
o	Others - Government of Balochistan	1	358,607	0.03
o	Others - GDR Depository	1	650	0.00
o	Others - Charitable Trusts	49	122,848,220	9.47
o	Others - Cooperative Societies	8	1,085,522	0.08
o	Others - Provident/Pension/Gratuity Fund etc	184	48,996,921	3.78
o	Employee's Old Age Benefits Inst.	1	5,274,195	0.41
		80,377	**1,297,154,387**	**100.00**

The above two statements include 76,194 shareholders holding 1,293,129,998 shares through the Central Depository Company of Pakistan Limited (CDC).

KEY SHAREHOLDING

AS AT JUNE 30, 2026

Associated Companies, Undertakings and related parties (name wise details)

S.No	Folio	Name	Holding
1	02832-2798	IMPERIAL DEVELOPERS AND BUILDER (PRIVATE) LIMITED	235,967
2	02832-2921	MEGA CONGLOMERATE (PVT.) LIMITED	28,213,975
3	03277-100759	FORBES SHIPPING COMPANY (PRIVATE) LIMITED	2,871,885
4	03277-28342	INSERVEY PAKISTAN (PVT) LTD.	216,910
5	03277-38034	INSHIPPING (PRIVATE) LIMITED.	3,310,721
6	03277-99174	MEGA CONGLOMERATE (PVT.) LIMITED	224,428,064
7	05132-26	ASKARI BANK LIMITED	4,868,480
		TOTAL	**264,146,002**

Directors, CEO

S.No	Folio	Name	Holding
1	01826-108001	MUHAMMAD HABIB ULLAH KHAN	560
2	01826-108019	ALY KHAN	560
3	01826-108043	ALEEYA KHAN	560
4	01826-69757	SHAFIUDDIN GHANI KHAN	203,000
5	03277-94315	SAAD IQBAL	613,870
6	06122-191858	SYED BAKHTIYAR KAZMI	50
7	06452-56706	MANZOOR AHMED	5
8	10629-402670	MUHAMMAD KAMRAN KAMAL	87,639
9	12732-9520	MUHAMMAD KAMRAN KAMAL	100,000
		TOTAL	**1,006,244**

Executives

S.No	Folio	Name	Holding
		TOTAL	14,400

NIT & ICP

S.No	Folio	Name	Holding
		TOTAL	-

Modaraba/Mutual Fund and Leasing Companies

S.No	Folio	Name	Holding
1	02113-21	FIRST EQUITY MODARABA	13,000
2	05645-24	CDC - TRUSTEE HBL INVESTMENT FUND	94,400
3	05652-23	CDC - TRUSTEE JS LARGE CAP. FUND	680,100
4	05777-29	CDC - TRUSTEE HBL GROWTH FUND	325,000
5	05819-23	CDC - TRUSTEE ALHAMRA ISLAMIC STOCK FUND	2,500,000
6	05959-27	CDC - TRUSTEE ATLAS STOCK MARKET FUND	6,979,965
7	05991-23	CDC - TRUSTEE MEEZAN BALANCED FUND	791,612
8	06130-25	CDC - TRUSTEE JS ISLAMIC FUND	124,540
9	06171-21	CDC - TRUSTEE ALFALAH STOCK FUND-II	45,000
10	06197-29	CDC - TRUSTEE ALFALAH GHP VALUE FUND	55,000
11	06213-25	CDC - TRUSTEE UNIT TRUST OF PAKISTAN	369,500
12	06270-2413	B.F.MODARBA	2,000
13	06411-21	CDC - TRUSTEE AKD INDEX TRACKER FUND	403,100

S.No	Folio	Name	Holding
14	06437-29	CDC - TRUSTEE HBL ENERGY FUND	1,345,836
15	06619-26	CDC - TRUSTEE AKD OPPORTUNITY FUND	25,000
16	06726-23	CDC-TRUSTEE ALHAMRA ISLAMIC ASSET ALLOCATION FUND	350,000
17	07062-23	CDC - TRUSTEE AL MEEZAN MUTUAL FUND	9,995,757
18	07070-22	CDC - TRUSTEE MEEZAN ISLAMIC FUND	27,771,448
19	07252-20	CDC - TRUSTEE ALFALAH ASSET ALLOCATION FUND	100,000
20	07377-26	CDC - TRUSTEE UBL STOCK ADVANTAGE FUND	5,040,375
21	07450-521	B.R.R. GUARDIAN LIMITED	89,000
22	09449-25	CDC - TRUSTEE ATLAS ISLAMIC STOCK FUND	4,352,639
23	09456-24	CDC - TRUSTEE AL-AMEEN SHARIAH STOCK FUND	8,616,791
24	09480-21	CDC - TRUSTEE NBP STOCK FUND	4,997,869
25	09506-26	CDC - TRUSTEE NBP BALANCED FUND	82,915
26	10397-29	CDC - TRUSTEE MEEZAN TAHAFFUZ PENSION FUND - EQUITY SUB FUND	5,727,071
27	10603-21	CDC - TRUSTEE APF-EQUITY SUB FUND	406,065
28	10660-25	CDC - TRUSTEE JS PENSION SAVINGS FUND - EQUITY ACCOUNT	42,670
29	10710-28	CDC - TRUSTEE ALFALAH GHP ISLAMIC STOCK FUND	981,082
30	10728-27	CDC - TRUSTEE HBL - STOCK FUND	238,900
31	10801-27	CDC - TRUSTEE NBP ISLAMIC SARMAYA IZAFA FUND	219,714
32	10900-25	CDC - TRUSTEE APIF - EQUITY SUB FUND	625,400
33	11049-29	MC FSL - TRUSTEE JS GROWTH FUND	891,600
34	11056-28	CDC - TRUSTEE HBL MULTI - ASSET FUND	7,300
35	11486-27	CDC-TRUSTEE JS ISLAMIC PENSION SAVINGS FUND-EQUITY SUB FUND	22,140
36	11809-26	CDC - TRUSTEE ALFALAH GHP STOCK FUND	1,158,653
37	11924-22	CDC - TRUSTEE ALFALAH GHP ALPHA FUND	664,341
38	12120-28	CDC - TRUSTEE NIT-EQUITY MARKET OPPORTUNITY FUND	839,078
39	12195-21	CDC - TRUSTEE ABL STOCK FUND	3,363,934
40	12310-25	CDC - TRUSTEE AL HABIB STOCK FUND	1,481,000
41	12336-23	CDC - TRUSTEE LAKSON EQUITY FUND	1,274,328
42	12625-27	CDC - TRUSTEE NBP SARMAYA IZAFA FUND	43,879
43	12880-27	CDC - TRUSTEE NBP MAHANA AMDANI FUND - MT	704
44	13391-26	CDC-TRUSTEE HBL ISLAMIC STOCK FUND	166,500
45	13698-29	CDC - TRUSTEE HBL IPF EQUITY SUB FUND	78,900
46	13714-25	CDC - TRUSTEE HBL PF EQUITY SUB FUND	62,800
47	13946-28	CDC - TRUSTEE KSE MEEZAN INDEX FUND	3,120,423
48	14126-26	CDC - TRUSTEE AL HABIB ISLAMIC STOCK FUND	1,200,000
49	14373-27	MCBFSL - TRUSTEE ABL ISLAMIC STOCK FUND	1,279,986
50	14472-25	CDC - TRUSTEE UBL ASSET ALLOCATION FUND	378,000
51	14514-28	CDC - TRUSTEE FIRST CAPITAL MUTUAL FUND	40,000
52	14605-27	CDC - TRUSTEE AL-AMEEN ISLAMIC ASSET ALLOCATION FUND	528,200

S.No	Folio	Name	Holding
53	14761-29	CDC - TRUSTEE AWT ISLAMIC STOCK FUND	1,356,517
54	14845-29	CDC-TRUSTEE AL-AMEEN ISLAMIC RET. SAV. FUND-EQUITY SUB FUND	1,366,200
55	14860-27	CDC - TRUSTEE UBL RETIREMENT SAVINGS FUND - EQUITY SUB FUND	828,200
56	14902-21	CDC - TRUSTEE NATIONAL INVESTMENT (UNIT) TRUST	1,765,812
57	14969-25	CDC - TRUSTEE HBL ISLAMIC EQUITY FUND	275,900
58	15362-27	CDC - TRUSTEE ABL ISLAMIC PENSION FUND - EQUITY SUB FUND	109,108
59	15388-25	CDC - TRUSTEE ABL PENSION FUND - EQUITY SUB FUND	113,110
60	15875-736	FIRST ELITE CAPITAL MODARABA	7,000
61	15974-23	CDC - TRUSTEE NBP ISLAMIC STOCK FUND	1,277,383
62	16030-25	CDC - TRUSTEE AWT ISLAMIC ASSET ALLOCATION FUND	70,630
63	16139-23	CDC - TRUSTEE NIT ISLAMIC EQUITY FUND	1,804,239
64	16162-20	CDC-TRUSTEE NITIPF EQUITY SUB-FUND	167,025
65	16188-28	CDC-TRUSTEE NITPF EQUITY SUB-FUND	101,154
66	16246-20	CDC - TRUSTEE NBP SAVINGS FUND - MT	4,299
67	16436-27	CDC - TRUSTEE HBL ISLAMIC ASSET ALLOCATION FUND	89,000
68	16485-22	CDC - TRUSTEE ALFALAH MTS FUND - MT	263,603
69	16501-27	CDC - TRUSTEE MEEZAN ASSET ALLOCATION FUND	421,131
70	16519-26	CDC - TRUSTEE NBP ISLAMIC ENERGY FUND	2,401,613
71	16535-24	CDC - TRUSTEE LAKSON TACTICAL FUND	259,400
72	16626-23	CDC - TRUSTEE LAKSON ISLAMIC TACTICAL FUND	100,350
73	16675-28	CDC - TRUSTEE MEEZAN ENERGY FUND	3,517,123
74	16733-20	MCBFSL TRUSTEE ABL ISLAMIC DEDICATED STOCK FUND	36,749
75	17160-29	CDC - TRUSTEE ALFALAH GHP ISLAMIC DEDICATED EQUITY FUND	18,300
76	17210-22	CDC - TRUSTEE MEEZAN DEDICATED EQUITY FUND	252,961
77	17277-26	CDC - TRUSTEE AL HABIB ASSET ALLOCATION FUND	100,000
78	17368-25	DCCL - TRUSTEE AKD ISLAMIC STOCK FUND	50,000
79	17491-20	CDC - TRUSTEE AL-AMEEN ISLAMIC ENERGY FUND	2,730,500
80	17640-20	CDC - TRUSTEE ALLIED FINERGY FUND	117,849
81	17681-26	CDC - TRUSTEE ATLAS ISLAMIC DEDICATED STOCK FUND	289,200
82	17921-26	CDC - TRUSTEE GOLDEN ARROW STOCK FUND	75,000
83	17988-20	CDC - TRUSTEE FAYSAL ISLAMIC DEDICATED EQUITY FUND	23,200
84	18002-26	CDC - TRUSTEE NIT ASSET ALLOCATION FUND	113,871
85	18010-25	CDC - TRUSTEE NIT PAKISTAN GATEWAY EXCHANGE TRADED FUND	68,365
86	18051-21	CDC - TRUSTEE UBL PAKISTAN ENTERPRISE EXCHANGE TRADED FUND	350,460
87	18127-22	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND	803,515
88	18218-21	CDC - TRUSTEE MEEZAN PAKISTAN EXCHANGE TRADED FUND	809,574
89	18234-29	CDC - TRUSTEE NBP PAKISTAN GROWTH EXCHANGE TRADED FUND	102,024
90	18721-29	CDC - TRUSTEE ALFALAH GHP DEDICATED EQUITY FUND	70,500
91	18911-26	CDC - TRUSTEE MCB PAKISTAN DIVIDEND YIELD PLAN	910,000

S.No	Folio	Name	Holding
92	18986-29	CDC - TRUSTEE PAK-QATAR ISLAMIC STOCK FUND	440,000
93	19158-28	CDC - TRUSTEE PAK QATAR IPF - EQUITY SUB FUND	36,000
94	19638-29	CDC - TRUSTEE ALHOF-DIVIDEND STRATEGY PLAN	1,550,000
95	19679-25	CDC - TRUSTEE MAHAANA ISLAMIC INDEX EXCHANGE TRADED FUND	633,545
96	19729-28	CDC - TRUSTEE MDAAF - MEEZAN DIVIDEND YIELD PLAN	768,133
97	20016-21	CDC - TRUSTEE-PQIAAF - PAK-QATAR ASSET ALLOCATION PLAN IIIA	3,356,900
98	20040-28	CDC-TRUSTEE FAYSAL ISLAMIC ASSET ALLOCATION FUND - II	387,500
99	20370-29	CDC - TRUSTEE FAYSAL ISLAMIC STOCK FUND-II	630,614
100	20628-27	CDC - TRUSTEE LUCKY ISLAMIC STOCK FUND	5,484,035
101	20727-25	DCCL - TRUSTEE JS ISLAMIC SARMAYA MEHFOOZ FUND PLAN-I	136,100
102	20768-21	CDC - TRUSTEE ABL OPTIMAL ASSET ALLOCATION FUND	125,500
103	20776-20	CDC - TRUSTEE NIPPFI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-I	10,467
104	20818-24	CDC - TRUSTEE FIAAF-III-FAYSAL SHARIAH FLEX PLAN-I	56,300
105	20826-23	CDC - TRUSTEE FIAAF-III-FAYSAL SHARIAH FLEX PLAN-II	53,700
106	20941-29	DCCL - TRUSTEE JS ISLAMIC SARMAYA MEHFOOZ FUND PLAN-2 2020	24,300
107	20990-24	CDC-TRUSTEE NIPPFI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-II	10,800
108	21089-23	CDC - TRUSTEE LUCKY ISLAMIC ENERGY FUND	2,589,000
109	21246-23	CDC-TRUSTEE NIPPFI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-III	20,700
110	21261-21	CDC-TRUSTEE NIPPFI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-IV	2,300
111	21287-29	CDC - TRUSTEE ATLAS DIVIDEND YIELD FUND	496,100
112	21311-24	CDC - TRUSTEE MEEZAN CAPITAL PROTECTED FUND III-MCSP-I	54,000
113	21394-26	CDC - TRUSTEE ATLAS ISLAMIC ENERGY FUND	202,000
114	21436-20	CDC-TRUSTEE NIPPFI-NBP ISLAMIC PRINCIPAL PROTECTION PLAN-V	5,000
115	21543-26	CDC - TRUSTEE BMA STOCK FUND	34,375
		TOTAL	**140,321,749**

Governor of Balochistan

S.No	Folio	Name	Holding
1	16	GOVERNOR OF BALOCHISTAN	358,607
		TOTAL	**358,607**

GDR Depositary

S.No	Folio	Name	Holding
1	15	THE BANK OF NEW YORK AS DEPOSITARY	650
		TOTAL	**650**

Charitable Trust

S.No	Folio	Name	Holding
1	00307-129456	GOOLZARINA RATANSHAW KAPADIA WELFARE TRUST FUND	25,000
2	00307-129811	SIR JEHANGIR KOTHARI TRUST	311,073
3	00513-24404	HIGHNOON EMPLOYEES WELFARE TRUST	2,000
4	01826-212076	HEERJIBHOY J. BEHRANA PARSI FIRE TEMPLE	102,098
5	03277-11821	TRUSTEES OF DHORAJI HOUSING&RELIEF TRUST	325,086
6	03277-126119	TRUSTEES OF AHMAREEN FOUNDATION TRUST	40,000
7	03277-13003	TRUSTEES BEG.AISHA BAWANY TALEEMUL QURAN	170,300
8	03277-130611	TRUSTEES OF FAKIR TRUST	10,000
9	03277-13122	MANG.COM.KARACHI ZARTHOSTI BANU MANDAL	20,738
10	03277-13154	TRUSTEES HOMMIE&JAMSHED NUSSERWANJEE C.T	566,493
11	03277-18575	TRUSTEES MOHAMMAD USMAN HAJRABI TRUST	14,520
12	03277-18963	TRUSTEES OF HAJI MOHAMMED WELFARE TRUST	325,000
13	03277-2102	THE AGA KHAN UNIVERSITY FOUNDATION	485,440
14	03277-23841	TRUSTEES MCB EMPLOYEES FOUNDATION	200,000
15	03277-26842	TRUSTEES AL-BADER WELFARE TRUST	2,979,371
16	03277-36662	TRUSTEES OF B.M.H PARSI MEDICAL RELIEF ASSOCIATION	115,461
17	03277-47575	TRUSTEES OF DIAMOND INVESTMENT & RETIREMENT PLAN TRUST	18,496
18	03277-56143	TRUSTEES OF SAMAD CHARITABLE TRUST	73,500
19	03277-6081	TRUSTEES ALOO&MINOCHER DINSHAW CHR.TRUST	200,000
20	03277-6164	TRUSTEES KANDAWALLA TRUST	310,513
21	03277-61980	TRUSTEES BAI GULBAI NUSSERWANJEE MEHTA EDUCATION FUND	159,740
22	03277-63669	TRUSTEE OF HAJI MOHAMMED BENEVOLENT TRUST	1,294,739
23	03277-63763	TRUSTEE OF HAJI MOHAMMED MEMORIAL TRUST	979,742
24	03277-7421	TRUSTEES SAEEDA AMIN WAKF	675,377
25	03277-7633	TRUSTEES MOHAMAD AMIN WAKF ESTATE	1,778,277
26	03277-7702	TRUSTEES JAMIA MASJID REHMANIA TRUST	56,300
27	03277-82361	TRUSTEES OF HAMID ADAMJEE TRUST	102,900
28	03277-82362	TRUSTEES OF KHATIJA ADAMJEE FOUNDATION	145,667
29	03277-84395	TRUSTEES OF GHORI TRUST	120,000
30	03277-88452	TRUSTEES OF USMAN MEMORIAL FOUNDATION	10,000
31	03277-9365	TRUSTEES ARVABAI&FAKHRUDDIN MEMORIAL FDN	5,604

S.No	Folio	Name	Holding
32	03277-98460	TRUSTEES OF FRIENDS EDUCATIONAL AND MEDICAL TRUST	85,000
33	03277-98464	AL-ABBAS EDUCATIONAL AND WELFARE SOCIETY	3,000
34	03277-9981	TRUSTEES OF FAROUKH&ROSHEN KARANI TRUST	43,000
35	03525-17155	MANAGING COMM. SHAUKAT KHANUM MEM. TRUST	430,000
36	04010-26364	TRUSTEE - S.S EDUCATIONAL TRUST	130,000
37	04374-7750	HAMID ADAMJEE TRUST	5,000
38	04424-2648	AAL BAWANY FOUNDATION	3,500
39	04457-66160	THE MEMON WELFARE SOCIETY	6,000
40	04457-83348	ALOO & MINOCHER DINSHAW CHARITABLE TRUST	5,000
41	04523-29	COMMITTEE OF ADMIN. FAUJI FOUNDATION	110,294,985
42	05884-9779	TRUSTEE ALOO & MINOCHER DINSHAW CHARITABLE TRUST	25,000
43	06502-10481	GHULAMAN-E-ABBAS EDUCATIONAL AND MEDICAL TRUST	5,500
44	06502-7941	QUADRIA WELFARE TRUST	103,000
45	10629-393333	TRUSTEE-AL-NASEER CHARITABLE TRUST	2,000
46	12690-1069	PAKISTAN CENTRE FOR PHILANTHROPY	22,800
47	12690-1887	UNILEVER EMPLOYEES EDUCATION FOUNDATION	5,500
48	13748-1079	TRUSTEE - FEROZE AND SHERNAZ BHANDARA CHARITABLE TRUST	47,000
49	18531-12571	NJV SCHOOL MANAGEMENT BOARD	8,500
		TOTAL	**122,848,220**

Cooperative Societies

S.No	Folio	Name	Holding
1	01826-209882	THE MAMA PARSI GIRLS SECONDARY SCHOOL	54,119
2	03277-3397	PAKISTAN MEMON EDUCATIONAL & WELFARE SOC	5,000
3	03277-71978	SOCIETY FOR THE WELFARE OF SIUT	17,500
4	03525-125454	AJ FOUNDATION	500,000
5	03525-77043	LAHORE UNIVERSITY OF MANAGEMENT SCIENCES	291,500
6	12666-1120	TRUSTEES OF PAKISTAN HUMAN DEVELOPMENT FUND	73,890
7	12666-1138	PAKISTAN HUMAN DEVELOPMENT FUND	126,138
8	14233-8786	THE TRUSTEES ZOROASTRIAN CO-OP. HOUSING SOCIETY	17,375
		TOTAL	**1,085,522**

Provident Fund / Pension / Gratuity Fund

S.No	Folio	Name	Holding
1	00307-22693	TRUSTEE IGI LIMITED EMPLOYEES GRATUITY FUND	40,000
2	00521-8117	TRUSTEE-ANPL MAN STAFF DEFINED CONTRIBUTIO SUPERANNUATION FD	19,412
3	00521-8125	TRUSTEE-ANPL MANAGEMENT STAFF PENSION FUND	17,573
4	00521-8133	TRUSTEE-ANPL MANAGEMENT STAFF GRATUITY FUND	29,833
5	00521-8141	TRUSTEE-ANPL MANAGEMENT STAFF PROVIDENT FUND	30,399
6	00547-6457	TRUSTEE - IBM SEMEA EMPLOYEES PROVIDENT FUND	15,000
7	00547-8701	TRUSTEE-RAFHAN BEST FOODS EMPLOYEES PROVIDENT FUND	3,000
8	00547-8719	TRUSTEE-RAFHAN BEST FOODS LIMITED EMPLOYEES GRATUITY FUND	1,400
9	00620-75577	THE IMROOZ EMPLOYEES PROVIDENT FUND	20,750
10	00695-14066	WAFI ENERGY PAKISTAN MANAGEMENT STAFF PROVIDENT FUND	7,000
11	00695-14074	WAFI ENERGY PAKISTAN MANAGEMENT STAFF GRATUITY FUND	1,500
12	00695-14090	WAFI ENERGY PAKISTAN LABOUR PROVIDENT FUND	600
13	00695-14108	WAFI ENERGY PAKISTAN DC PENSION FUND	27,000
14	00695-14132	WAFI ENERGY PAKISTAN MANAGEMENT STAFF PENSION FUND	21,000
15	01826-114959	AVARIS EMPLOYEES PROVIDENT FUND	5,500
16	01826-209890	THE MAMA PARSI GIRLS SECONDARY SCHOOL-STAFF PROVIDENT FUND	65,144
17	01826-233916	SYNGENTA MANAGEMENT EMPLOYEES GRATUITY FUND	20,500
18	01826-69559	TRUSTEE-CHERAT CEMENT COMPANY LTD. EMPLOYEES PROVIDENT FUND	22,419
19	01826-75762	TRUSTEE-ALLIED ENGINEERING &SERVICES LTD EMPL PROVIDENT FUND	15,000
20	01826-90597	TRUSTEE-INTERNATIONAL KNITWEAR LIMITED STAFF PROVIDENT FUND	1,000
21	02113-1698	Trustee Shams Textile Mills Ltd. Emp. PF	55,000
22	02113-1706	Trustee Suraj Cotton Mills Ltd. Emp. PF	50,000
23	03277-105106	TRUSTEES OF SHEKHA & MUFTI CHARTERED ACCOUNTANTS E.P.F.	2,000
24	03277-10621	TRUSTEES OF GRAY MACKENIE RESTAURANTS INT L LTD EMP P.F	3,000
25	03277-11277	TRUSTEES COLGATE PALMOLIVE PAK E.C.P.F	74,732
26	03277-11278	TRUSTEES COLGATE PALMOLIVE PAK LTD E.G.F	22,419
27	03277-12637	TRUSTEES LOTTE CHEMICAL PAKISTAN MNGT STAFF GRATUITY FUND	6,000
28	03277-14004	TRUSTEES LOTTE CHEMICAL PAKISTAN NON MGN STAFF G.FUND	70
29	03277-14005	TRUSTEES LOTTE CHEMICAL PAKISTAN MNG STAFF PROVIDENT FUND	10,500
30	03277-14818	TRUSTEES ADAMJEE ENTERPRISES STAFF P.F	7,500
31	03277-18008	TRUSTEES OF LUCKY CORE MANAGEMENT STAFF PENSION FUND	33,906

S.No	Folio	Name	Holding
32	03277-18900	TRUSTEES OF SANA IND LTD.EMP GRAT FUND	21,300
33	03277-19048	TRUSTEES LOTTE CHEMICAL PAKISTAN MGT.STAFF DEF. CONT. S.FUND	8,000
34	03277-19140	TRUSTEES OF LUCKY CORE MANAGEMENT STAFF GRATUITY FUND	109,100
35	03277-19517	TRUSTEES OF CHERAT CEMENT CO.STAFF GF	56,049
36	03277-37640	TRUSTEES OF PSOCL-MANAGEMENT EMPLOYEES PENSION FUND	717,431
37	03277-3785	TRUSTEE CHERAT CEMENT CO.LTD.EMP.PRO.FND	156,938
38	03277-48756	TRUSTEES OF MIRPURKHAS SUGAR MILLS LIMITED EMP GRATUITY FUND	20,000
39	03277-48757	TRUSTEES OF MIRPURKHAS SUGAR MILLS LTD EMP PROVIDENT FUND	68,469
40	03277-51945	TRUSTEES E.F.U. GENERAL INS. LTD. EFU OFFICER S PENSION FUND	55,000
41	03277-51949	TRUSTEE E.F.U. GENERAL INSURANCE LTD. STAFF PROVIDENT FUND	135,000
42	03277-52198	TRUSTEES OF CHERAT PACKAGING LTD EMPLOYEES PROVIDENT FUND	22,419
43	03277-52199	TRUSTEES OF CHERAT PACKAGING LIMITED EMPLOYEES GRATUITY FUND	11,209
44	03277-62091	TRUSTEE EASTERN AUTOMOBILES PVT LTD EMPLOYEES PROVIDENT FUND	35,759
45	03277-62672	TRUSTEES OF UBL FUND MNGRS LTD AND ASSOCIATED COYS E.G.FUND	18,104
46	03277-62673	TRUSTEES OF UBL FUND MNGRS LTD AND ASSOCIATED COYS E.P.FUND	1,612
47	03277-72017	TRUSTEE ABL ASSET MANAGEMENT CO LTD-STAFF PROVIDENT FUND	22,835
48	03277-74557	TRUSTEES OF ADAMJEE INSURANCE COMPANY LTD. EMP. PROV. FUND	259,600
49	03277-76635	TRUSTEES OF GHANDHARA TYRE & RUBBER CO. LTD LOCAL STAFF P.F.	85,000
50	03277-78335	TRUSTEE NATIONAL BANK OF PAKISTAN EMPLOYEES PENSION FUND	1,282,013
51	03277-78616	TRUSTEES OF GHANDHARA TYRE & RUBBER CO LTD. EMPLOYEES G.F	11,600
52	03277-81682	TRUSTEES OF CRESENT STEEL & ALLIED PRODUCTS LTD-PENSION FUND	4,590
53	03277-82127	TRUSTEE NATIONAL BANK OF PAKISTAN EMP BENEVOLENT FUND TRUST	44,985
54	03277-90533	TRUSTEES OF ARCHROMA PAKISTAN LTD.EMPLOYEES PROVIDENT FUND	538,500
55	03277-9247	TRUSTEES PSOCL WORKMEN STAFF PENSION FND	89,678
56	03277-9351	TRUSTEES CRESCENT STEEL&ALLIED PROD G.F.	100,000
57	03277-9352	TRUSTEES CRESCENT STEEL&ALLIED PROD PN.F	300,000
58	03277-9778	TRUSTEES OF LUCKY CORE MANAGEMENT STAFF PROVIDENT FUND	188,173
59	03525-28788	TRUSTEES D.G.KHAN CEMENT CO.LTD.EMP. P.F	448,394
60	03525-63259	TRUSTEES JDW SUGAR MILLS LTD EMP PROVIDENT FUND	20,000
61	03525-89723	TRUSTEES HIMONT PHARMACEUTICALS (PVT) LTD EMP PROVIDENT FUND	5,604
62	03525-91079	TRUSTEES LEINER PAK GELATINE LTD EMPLOYEES PROVIDENT FUND	8,775
63	03525-98202	TRUSTEES BPS GROUP COMPANIES EMPLOYEES PROVIDENT FUND	200,000
64	04705-104751	TRUSTEES OF BESTWAY CEMENT LIMITED EMPLOYEES GRATUITY FUND	215,436
65	04705-10542	TRUSTEES OF FFC EMPLOYEES PROVIDENT FUND	234,330
66	04705-93239	TRUSTEES OF MEDICAL TRANSCRIPTION BILLING CO PVT LTD - PF	16,814
67	06122-72504	TRUSTEE FOUNDATION SECURITIES (PVT.) LTD - EMP GRATUITY FUND	3,000
68	06452-13335	TRUSTEE CHERAT CEMENT COMPANY LTD STAFF GRATUITY FUND	25,000
69	06502-1084	TRUSTEE AL HABIB CAPITAL MKTS (PVT) LTD STAFF PROVIDENT FUND	90,000

S.No	Folio	Name	Holding
70	06684-97843	TRUSTEES-E A CONSULTING (PVT) LTD EMPLOYEES PROVIDENT FUND	25,000
71	07450-1040	TRUSTEE-FIRST DAWOOD INV. BANK LTD. & OTHER EMPOLYEES P.FUND	27,000
72	10629-245467	ARBISOFT (PVT.) LTD. EMPLOYEES PROVIDENT FUND	3,000
73	10629-299340	WAH NOBEL (PRIVATE) LIMITED MANAGEMENT STAFF PENSION FUND	30,000
74	12484-27805	ARCHROMA PAKISTAN LIMITED - EMPLOYEES GRATUITY FUND	515,000
75	12666-1831	TRUSTEE PAKISTAN PETROLEUM SENOIR PROVIDENT FUND	84,800
76	12666-1849	TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF PENSION FUND	68,700
77	12666-1856	TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF GRATUITY FUND	22,100
78	12666-1864	TRUSTEE PAKISTAN PETROLEUM JUNIOR PROVIDENT FUND	34,900
79	12666-1872	TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND	207,000
80	12666-1880	TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF GRATUITY FUND	16,700
81	12666-2037	PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND-DC SHARIAH	203,900
82	12666-2045	TRUSTEE PAK. PETROLEUM EXEC. STAFF PEN. FUND DC CONVENTIONAL	21,200
83	12666-2193	NOVARTIS PHARMA PAKISTAN LIMITED SENIOR PROVIDENT FUND	39,133
84	12666-2375	PHILIP MORRIS (PAK) LIMITED EMPLOYEES CONTRIBUTORY PROV FUND	43,050
85	12666-2383	PHILIP MORRIS (PAK) LTD. EMPLOYEES GRATUITY FUND	48,400
86	12666-2391	ENGRO CORPORATION LIMITED PROVIDENT FUND	65,851
87	12666-2409	ENGRO CORPORATION LTD MPT EMPLOYEES DEFINED CONTRIBUTION GF	297,981
88	12666-2524	NOVARTIS PHARMA PAKISTAN LIMITED SENIOR PROVIDENT FUND	17,937
89	12666-2532	ENGRO CORPORATION LIMITED GRATUITY FUND	5,500
90	12666-2540	CITY SCHOOLS GROUP EMPLOYEES PROVIDENT FUND	7,500
91	12666-2565	STACK LABS EMPLOYEES PROVIDENT FUND	2,640
92	12666-2573	NESTLE PAKISTAN LTD EMPLOYEES GRATUITY FUND	136,100
93	12666-2581	NESTLE PAKISTAN LIMITED EMPLOYEES PENSION FUND	275,900
94	12690-1036	KHAADI (SMC-PVT.) LIMITED EMPLOYEES PROVIDENT FUND	4,500
95	12690-1085	SANOFI-AVENTIS PAKISTAN EMPLOYEES GRATUITY FUND	8,800
96	12690-1093	SANOFI-AVENTIS PAKISTAN EMPLOYEES PROVIDENT FUND	13,000
97	12690-1101	ENGRO CORP LTD MPT EMPLOYEES DEF CONT GRATUITY FUND	142,133
98	12690-1135	HABIB UNIVERSITY FOUNDATION	14,900
99	12690-1184	ATCO LABORATORIES LIMITED EMP. PROVIDENT FUND TRUST	8,500
100	12690-1192	WELLCOME PAKISTAN LIMITED PROVIDENT FUND	70,403
101	12690-1200	Bristol-Myers Squibb Pak (Pvt) Ltd Emp Prov Fund	5,453
102	12690-1218	ENGRO FOODS LIMITED EMPLOYEES GRATUITY FUND	48,022
103	12690-1226	GLAXO LABORATORIES PAKISTAN LIMITED PROVIDENT FUND	1,600
104	12690-1234	GLAXOSMITHKLINE PAK. LTD. EMPLOYEES GRATUITY FUND	31,000
105	12690-1242	GLAXO LABORATORIES PAK. LTD. LOCAL STAFF PROV. FUND	7,300
106	12690-1267	SMITHKLINE & FRENCH OF PAKISTAN LTD. PROVIDENT FUND	8,000
107	12690-1333	PAKISTAN REFINERY LIMITED MANAGEMENT STAFF GRATUITY FUND	4,700

S.No	Folio	Name	Holding
108	12690-1341	PAKISTAN REFINERY LTD MANAGEMENT STAFF PENSION FUND	40,500
109	12690-1358	PAKISTAN REFINERY LIMITED PROVIDENT FUND	11,000
110	12690-1416	ENGRO CORPORATION LIMITED PROVIDENT FUND	95,300
111	12690-1424	ENGRO FERTILIZERS LIMITED NON-MPT EMPLOYEES GRATUITY FUND	13,184
112	12690-1564	GHANI GLASS LIMITED EMPLOYEES PROVIDENT FUND	11,319
113	12690-1796	AGRIAUTO INDUSTRIES LIMITED EMPLOYEES PROVIDENT FUND	10,200
114	12690-1804	GLAXOSMITHKLINE CONSUMER HEALTHCARE PAK. LTD. EMPLOYEES G.F	6,300
115	12690-1812	GLAXOSMITHKLINE CONSUMER HEALTHCARE PAK LTD EMP. PROV. FUND	3,500
116	12690-1853	PAKISTAN REFINERY LIMITED WORKMEN PENSION FUND	3,800
117	12690-1895	LUCKY CORE MANAGEMENT STAFF PROVIDENT FUND	35,400
118	12690-1929	NETSOL EMPLOYEES PROVIDENT FUND TRUST	32,940
119	12690-1937	FAUJI FERTILIZER BIN QASIM LIMITED EMPLOYEES GRATUITY FUND	12,000
120	12690-1945	Fauji Fertilizer Co. Ltd (FFCL) Prov. Fund-Shariah Compliant	260,000
121	12690-2034	NOVARTIS PHARMA PAKISTAN LIMITED EMPLOYEES GRATUITY FUND	5,100
122	12690-2141	SYSTEMS LIMITED EMPLOYEES PROVIDENT FUND	49,000
123	12690-2174	ABBOTT LABORATORIES (PAKISTAN) LIMITED STAFF PENSION FUND	80,973
124	12690-2182	ABBOTT LABORATORIES (PAKISTAN) LIMITED STAFF PROVIDENT FUND	15,647
125	12690-2208	BPS GROUP COMPANIES EMPLOYEES PROVIDENT FUND	14,545
126	12690-2232	EKATERRA PAKISTAN NON-MANAGEMENT STAFF GRATUITY FUND	570
127	12690-2240	EKATERRA PAKISTAN DC PENSION FUND	1,600
128	12690-2257	EKATERRA PAKISTAN PROVIDENT FUND	2,900
129	12690-2281	KHAADI (SMC-PRIVATE) LIMITED EMPLOYEES PROVIDENT FUND	15,850
130	12690-2422	SAPPHIRE TEXTILE MILLS LIMITED EMPLOYEES PROVIDENT FUND	18,000
131	12690-2430	Lucky Core Mngt Staff Defined Cont Superannuation Fund	193,500
132	12690-2448	COTTON WEB PVT. LTD. EMPLOYEES PROVIDENT FUND	14,170
133	12690-2455	SAPPHIRE RETAIL LIMITED EMPLOYEES PROVIDENT FUND	3,000
134	12690-2471	EKATERRA PAKISTAN DC PENSION FUND	6,000
135	12690-2497	MARTIN DOW MARKER LIMITED EMPLOYEES PROVIDENT FUND	30,000
136	12690-2604	TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND	176,118
137	12690-2612	PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND (DC SHARIAH)	145,834
138	12690-2620	TRUSTEE PAK PETROLEUM EXEC. STAFF PEN FUND DC CONVENTIONAL	18,100
139	12690-2638	TRUSTEE PAKISTAN PETROLEUM JUNIOR PROVIDENT FUND	26,459
140	12690-2646	TRUSTEE PAKISTAN PETROLEUM SENIOR PROVIDENT FUND	65,816
141	12690-2653	TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF GRATUITY FUND	17,280
142	12690-2661	TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF GRATUITY FUND	13,663
143	12690-2679	TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF PENSION FUND	53,357
144	12690-2687	MARTIN DOW EMPLOYEES CONTRIBUTORY PROVIDENT FUND	24,000
145	12690-2711	Engro Corp Ltd MPT Emp Defined Contribution Gratuity Fund	9,875

S.No	Folio	Name	Holding
146	12690-2729	ENGRO CORPORATION LIMITED PROVIDENT FUND	44,950
147	12690-2877	INDUS MOTOR COMPANY LIMITED EMPLOYEES PROVIDENT FUND	800
148	12690-2976	SINDH REVENUE BOARD EMPLOYEES GRATUITY FUND	2,500
149	12690-2984	TREET CORPORATION LIMITED GROUP EMPLOYEES SERVICE FUND	2,000
150	12690-2992	TREET CORPORATION LIMITED-GROUP EMPLOYEES PROVIDENT FUND	5,200
151	12690-3016	UNILEVER PAKISTAN FOODS LIMITED EMPLOYEES PROVIDENT FUND	630
152	12690-3032	UNION PAKISTAN PROVIDENT FUND	9,300
153	12690-509	INTERNATIONAL INDUST. LTD EMPLOYEES PROVIDENT FUND	14,600
154	12690-517	INTERNATIONAL INDUST. LTD EMPLOYEES GRATUITY FUND	15,900
155	12690-533	INTERNATIONAL STEELS LTD EMPLOYEES GRATUITY FUND	8,600
156	12690-541	INTERNATIONAL STEELS LTD EMPLOYEES PROVIDENT FUND	6,000
157	12690-566	THAL LIMITED EMPLOYEES RETIREMENT BENEFIT FUND	2,500
158	12690-574	THAL LIMITED EMPLOYEES PROVIDENT FUND	20,500
159	12690-616	BYCO PETROLEUM PAKISTAN LIMITED EMPLOYEES PROVIDENT FUND	8,139
160	12690-707	ENGRO CORPORATION LIMITED PROVIDENT FUND	342,500
161	12690-731	HILAL GROUP EMPLOYEES PROVIDENT FUND	28,000
162	12690-822	INDUS MOTOR COMPANY LTD EMPLOYEES PROVIDENT FUND	30,000
163	12690-830	INDUS MOTOR COMPANY LIMITED EMPLOYEES PENSION FUND	10,000
164	12690-889	ENGRO CORP LTD MPT EMPLOYEES DEF CONTR PENSION FUND	5,763
165	13631-25	CDC TRUSTEE - PUNJAB PENSION FUND TRUST	2,089,286
166	13748-1228	HRSG OUTSOURCING (PVT) LIMITED EMPLOYEES GRATUITY FUND	124,250
167	13748-1244	HRSG OUTSOURCING (PVT) LIMITED EMPLOYEES PROVIDENT FUND	240,000
168	13748-667	TRUSTEE-THE KOT ADDU POWER CO. LTD. EMPLOYEES PENSION FUND	89,900
169	14233-9602	TRUSTEES MAMA SCHOOL EMP.GRATUITY FUND.	51,565
170	14415-21	CDC - TRUSTEE NAFA PENSION FUND EQUITY SUB-FUND ACCOUNT	278,231
171	14431-29	CDC - TRUSTEE NAFA ISLAMIC PENSION FUND EQUITY ACCOUNT	432,234
172	14613-26	GOVERNMENT OF SINDH - PROVINCIAL PENSION FUND	18,536,350
173	15719-23	CDC-TRUSTEE ALHAMRA ISLAMIC PENSION FUND - EQUITY SUB FUND	610,000
174	16782-25	CDC - TRUSTEE AGIPF EQUITY SUB-FUND	42,600
175	16808-21	CDC - TRUSTEE AGPF EQUITY SUB-FUND	28,100
176	17228-21	SINDH GENERAL PROVIDENT INVESTMENT FUND	14,302,316
177	18473-21	CDC - TRUSTEE PUNJAB GENERAL PROVIDENT INVESTMENT FUND	532,831
178	18614-22	CDC - TRUSTEE FAYSAL ISLAMIC PENSION FUND-EQUITY SUB FUND	75,920
179	18929-25	CDC - TRUSTEE AL HABIB PENSION FUND-EQUITY SUB FUND	57,000
180	18952-22	CDC - TRUSTEE AL HABIB ISLAMIC PENSION FUND-EQUITY SUB FUND	27,000
181	20420-22	CDC - TRUSTEE AWT IPF - EQUITY SUB FUND	40,612
182	20529-29	CDC - TRUSTEE MAHAANA IGI ISLAMIC RETIREMENT FUND-ESF	97,367
183	20891-26	CDC - TRUSTEE LIPF-EQUITY SUB FUND	398,700

S.No	Folio	Name	Holding
184	20966-27	CDC - TRUSTEE EFU HEMAYAH PENSION FUND - EQUITY SUB FUND	20,500
		TOTAL	**48,996,921**

Employee's Old-Age Benefits Institution

S.No	Folio	Name	Holding
1	13987-24	EMPLOYEES OLD AGE BENEFITS INSTITUTION	5,274,195
		TOTAL	**5,274,195**

Details of Trading in Shares by Director, Executive and their Spouse / Minor Children

July 1, 2025 to June 30, 2026

S.No	Name of Employee	Date of Transaction	Transaction	No. of Shares	Price in Rs. (Per Share)
1	Aamer Abdul Razzaq	17.10.2025	Purchase	1,000	218.20
2	Faiza Kapadia Raffay	20.10.2025	Purchase	500	219.90

JOINT STOCK COMPANIES

AS AT JUNE 30, 2026

S.No	Folio	Name	Holding
1	102953	ANCHOR SHIPPING & TRADING (PVT) LTD.	500
2	119622	AL - HARMAIN & AL - MASJED	230,000
3	121165	SPENCER & COMPANY (PRIVATE) LIMITED	500
4	121204	H.S.B.C. INTERNATIONAL TRUSTEE LIMITED	100
5	121824	PRUDENTIAL STOCKS FUND LIMITED	100
6	121881	EASTERN TRADING CO. DEIRA DUBAI	1,000
7	124354	KHADIM ALI SHAH BUKHARI & CO. LIMITED	21
8	124621	LOST/DISPUTED SHARES	36,300
9	124943	UNITED LINER AGENCIES OF PAKISTAN (PVT) LTD.	362
10	00307-115497	INTERHOM (SMC-PVT.) LIMITED	2,500
11	00307-162887	SHARMEEN FOODS (PVT.) LIMITED	7,000
12	00307-164925	SOORTY ENTERPRISES (PRIVATE) LIMITED	190,500
13	00307-46	IGI FINEX SECURITIES LIMITED	1
14	00513-32	RAHAT SECURITIES LIMITED	17,000
15	00539-30	WE FINANCIAL SERVICES LIMITED	1,000
16	00620-21	TAURUS SECURITIES LIMITED	200
17	00620-75346	BHAYANI ENTERPRISES (PRIVATE) LIMITED	35,000
18	01669-26	SHAFFI SECURITIES (PVT) LIMITED	328
19	01826-128900	A. R. TELI (PRIVATE) LIMITED	22,419
20	01826-222257	FAST TRACK PROJECTS & LOGISTICS (PRIVATE) LIMITED	40,000
21	01826-289157	ADVANCE LEARNING INITIATIVE (PRIVATE) LIMITED	600
22	01826-332007	IZHAR CONSTRUCTION (PVT.) LIMITED	9,600
23	01826-34	BMA CAPITAL MANAGEMENT LTD.	1
24	01826-60780	INTERNATIONAL KNITWEAR LIMITED	14,500
25	01826-85381	GUL AHMED TEXTILE MILLS LIMITED	142,646
26	01826-87775	PETROMARK (PRIVATE) LIMITED	5,000
27	01826-89326	INTERNATIONAL KNITWEAR LIMITED	4,200
28	01826-90860	INTERNATIONAL KNITWEAR LIMITED	12,300
29	01917-33	PRUDENTIAL SECURITIES LIMITED	526
30	02113-3843	APEX FINANCIAL SERVICES (PVT.) LIMITED	1,500
31	02113-3850	CAPITAL FINANCIAL SERVICES (PVT.) LIMITED	3,500
32	02626-13899	ENABLERS INSIGHT (PRIVATE) LIMITED	10,100
33	03038-112718	OCTATHORN (PRIVATE) LIMITED	1,900
34	03038-61	STANDARD CAPITAL SECURITIES (PVT) LIMITED	25,000
35	03210-28	Y.S. SECURITIES & SERVICES (PVT) LTD.	1,825

S.No	Folio	Name	Holding
36	03244-25	ZAFAR SECURITIES (PVT) LTD.	150,000
37	03277-101226	EASTERN GARMENTS (PRIVATE) LIMITED	3,500
38	03277-101266	A.M.MANSUR LLP	700
39	03277-104940	AL HAYY TRADING (PRIVATE) LIMITED	200,000
40	03277-105855	J HOLDINGS (PRIVATE) LIMITED	150,000
41	03277-107208	JAS TRAVELS (PVT.) LIMITED	100,000
42	03277-115600	M&N IMPEX (PVT.) LIMITED	10,000
43	03277-11662	HAJI KHUDABUX AMIR UMAR(PVT)LTD	12,000
44	03277-123760	SSH TELECOM (SMC-PRIVATE) LIMITED	170,011
45	03277-125508	M. A. OILS (PVT.) LIMITED	1,000,000
46	03277-126003	NOVA FRONTIERS LIMITED	100,000
47	03277-127526	R. B. AVARI COMPANY (PRIVATE) LIMITED	19,000
48	03277-127863	QAISER REHAN (PRIVATE) LIMITED	10,000
49	03277-128497	UDL INTERNATIONAL LIMITED	5,000
50	03277-131908	DIN FIBRES (PRIVATE) LIMITED	2,500,000
51	03277-141176	SHARMEEN FOODS (PVT.) LIMITED	30,000
52	03277-2405	MERCHANT CONSTRUCTION CO.(PVT) LIMTIED	220,000
53	03277-36968	DARUT TASNIF (PVT) LIMITED.	17,500
54	03277-40179	YOUSUF YAQOOB KOLIA AND COMPANY (PVT) LTD	565,500
55	03277-4230	CRESCENT STEEL AND ALLIED PRODUCTS LTD.	735,000
56	03277-4841	BULK MANAGEMENT PAKISTAN (PVT.) LTD.	1,486,219
57	03277-4931	SOFIAN BUSINESS CORPORATION (PRIVATE) LIMITED	230,473
58	03277-49694	MARINE SERVICES (PVT.) LIMITED	22,419
59	03277-50590	TECHNOLOGY LINKS (PVT.) LIMITED	5,500
60	03277-5061	FREEDOM ENTERPRISES (PVT) LTD	560
61	03277-55465	MARIAM ALI MUHAMMAD TABBA FOUNDATION	2,050,000
62	03277-57725	IMPERIAL STAR (PRIVATE) LIMITED	3,000
63	03277-60958	MIAN NAZIR SONS IND. (PVT) LTD.	15,000
64	03277-61170	HABIB SAFE DEPOSIT VAULT (PVT) LTD	224,197
65	03277-61348	POLYPROPYLENE PRODUCTS LTD	2,161,261
66	03277-61913	GODREJ KANDAWALLA (PVT) LTD.	6,725
67	03277-61914	EASTERN AUTOMOBILES (PVT) LTD.	100,888
68	03277-62266	FRAN INTERNATIONAL (PVT) LIMITED	151,333
69	03277-62621	UNITED DISTRIBUTORS PAKISTAN LIMITED	125,185
70	03277-64627	DOSSA COTTON & GENERAL TRADING (PVT) LIMITED	400,000
71	03277-67767	ANAM FABRICS (PVT) LTD.	20,000
72	03277-7041	HABIB SUGAR MILLS LTD	60,000
73	03277-77033	UNIVERSAL BRUSHWARES (PVT) LTD	50,000

S.No	Folio	Name	Holding
74	03277-78531	AMER TEX (PVT) LIMITED	23,032
75	03277-78974	CS CAPITAL (PVT) LTD	310,000
76	03277-80142	YB PAKISTAN LIMITED	380,250
77	03277-80189	PREMIER CABLES (PVT) LIMITED	50,000
78	03277-8034	GARIBSONS (PVT.) LTD.	220,903
79	03277-85000	LUCKY TEX PAKISTAN (PVT.) LIMITED	4,050,000
80	03277-86759	SOORTY ENTERPRISES (PVT) LTD.	2,700,000
81	03277-88537	UNIVERSAL BROTHERS PVT. LTD.	3,362
82	03277-88540	UMRAH & HAJJ SERVICES PVT. LTD.	3,362
83	03277-89516	HAJI DOSSA (PVT) LTD	300,000
84	03277-916	SAPHIRE AGENCIES (PVT) LTD	7,846
85	03277-9200	SIKANDER (PVT) LIMITED	4,000
86	03277-92575	ZENSOFT PRIVATE LIMITED	32,500
87	03277-93003	ARTISTIC MILLNERS (PRIVATE) LIMITED	1,795,000
88	03277-9317	H4 MANAGEMENT (PRIVATE) LIMITED	350,000
89	03277-93418	D.L NASH (PVT.) LTD.	626,449
90	03277-93474	SINDH INSURANCE LIMITED	25,000
91	03277-93619	AMIN TAI (PRIVATE) LIMITED	59,447
92	03277-96529	FIKREE DEVELOPMENTS CORPORATION (PRIVATE) LIMITED	9,565
93	03277-9699	BURMA OIL MILLS LTD	1,000
94	03293-38	S.H. BUKHARI SECURITIES (PVT) LIMITED	500
95	03350-180881	JADEED FEEDS INDUSTRIES (PRIVATE) LIMITED	20,000
96	03350-191631	DEVELOPERS DEN (PRIVATE) LIMITED	5,100
97	03350-22	ZAHID LATIF KHAN SECURITIES (PVT) LTD.	6,300
98	03525-101309	FATIMA MANAGEMENT COMPANY LIMITED	1,666
99	03525-102628	FARRUKH TRADING COMPANY LIMITED	1,666
100	03525-102895	DADA ENTERPRISES (PVT) LIMITED	88,557
101	03525-110187	AFFINITY CAPITAL (PVT.) LIMITED	173,000
102	03525-127656	A.J. HOLDINGS (PRIVATE) LIMITED	800,000
103	03525-128164	J. K. EXPORTS (PVT.) LIMITED	29,524
104	03525-128971	SJ HOLDINGS (PRIVATE) LIMITED	15,000
105	03525-1900	ELLAHI INTERNATIONAL (PVT) LTD	200,000
106	03525-48327	SURAJ COTTON MILLS LTD.	555,367
107	03525-57191	SARFRAZ MAHMOOD (PRIVATE) LTD	500
108	03525-57769	MONNOO INVESTMENTS & GLOBAL TRADING (SMC-PVT) LIMITD	378,000
109	03525-63416	H M INVESTMENTS (PVT) LIMITED	560
110	03525-63817	NH SECURITIES (PVT) LIMITED.	22,419
111	03525-64044	NH INVESTMENTS (PVT) LTD	5,604

S.No	Folio	Name	Holding
112	03525-67537	SHAMALIK BROTHERS (PVT) LTD	173,507
113	03525-87235	MAPLE LEAF CAPITAL LIMITED	1
114	03525-87479	SHADMAN INDUSTRIES (PRIVATE) LIMITED	5,000
115	03525-88019	KAMAL FACTORY (PVT) LTD	1,681
116	03525-9033	SARGODHA JUTE MILLS LIMITED	30,000
117	03657-25	CONTINENTAL CAPITAL MANAGEMENT (PVT) LTD	1,080
118	03939-60447	DISTRIBUTION CLUB (PRIVATE) LIMITED	20,000
119	03939-62	PEARL SECURITIES LIMITED	7,500
120	03939-67616	METALLON DELTA CORPORATION (SMC-PRIVATE) LIMITED	2,000
121	04085-136281	RJS TEXTILE INDUSTRIES (PRIVATE) LIMITED	5,000
122	04085-24	MRA SECURITIES LIMITED	10,000
123	04143-26	BAWA SECURITIES (PVT) LTD.	11,433
124	04150-16138	BABAR (PRIVATE) LIMITED	1
125	04234-25	RAFI SECURITIES (PRIVATE) LIMITED	172,021
126	04291-29	IRFAN MAZHAR SECURITIES (PVT) LTD.	50,000
127	04317-11576	QAISER-LG PETROCHEMICALS (PVT) LTD	130,000
128	04317-25	DALAL SECURITIES (PVT) LTD.	115,000
129	04341-22	ORIENTAL SECURITIES (PVT) LTD.	3,000
130	04341-31589	INTERWOOD MOBEL (PRIVATE) LIMITED	500
131	04341-3265	RAO SYSTEMS (PVT.) LTD.	1,000
132	04366-20	MULTILINE SECURITIES LIMITED	415,570
133	04366-29417	SUPER PETROCHEMICALS PRIVATE LIMITED	212,500
134	04366-47609	YOUSUF YAQOOB KOLIA AND COMPANY (PRIVATE) LIMITED	4,500
135	04432-21	ADAM SECURITIES LIMITED	500
136	04432-21357	VENUS ENTERTAINMENT COMPANY (PVT.) LIMITED	5,500
137	04440-20	ZAFAR MOTI CAPITAL SECURITIES (PVT) LTD.	515
138	04457-45	FDM CAPITAL SECURITIES (PVT) LIMITED	50,000
139	04580-23	CAPITAL VISION SECURITIES (PVT) LTD.	100
140	04705-48962	SHAKIL EXPRESS (PVT) LTD	11,209
141	04705-51363	KASHMIR WALA SON S (PVT) LIMITED	560
142	04804-38488	AG-GIGI (PRIVATE) LIMITED	80,000
143	04804-55797	M. A. OILS (PVT.) LIMITED	470,157
144	04804-71083	SOORTY ENTERPRISES (PRIVATE) LIMITED	275,000
145	04804-78088	ALI ASGHAR TEXTILE MILLS LIMITED	1,875
146	04879-28	AKHAI SECURITIES (PRIVATE) LIMITED	3,479
147	04895-26	DJM SECURITIES LIMITED	512,500
148	04952-28	SHERMAN SECURITIES (PRIVATE) LIMITED	7,005
149	05264-104	JS GLOBAL CAPITAL LIMITED-MM-NITG-ETF	1,417

S.No	Folio	Name	Holding
150	05264-112	JS GLOBAL CAPITAL LIMITED-MM-MZN-ETF	5,464
151	05264-120	JS GLOBAL CAPITAL LIMITED-MM-NBP-ETF	2,556
152	05264-161	JS GLOBAL CAPITAL LIMITED-MARKET MAKER-MIIETF	11,405
153	05264-21	JS GLOBAL CAPITAL LIMITED	79,852
154	05264-543061	MASA ENTERPRISES (PRIVATE) LIMITED	2,300
155	05264-703038	SHAHMURAD SUGAR MILLS LIMITED	25,000
156	05264-768049	DATXOC (PRIVATE) LIMITED	637
157	05264-78563	GAAINS (PVT.) LIMITED	2,700
158	05264-788468	NEIGHBOURHOOD CAFE	2,400
159	05264-96	JS GLOBAL CAPITAL LIMITED-MM-UBLF-ETF	2,094
160	05348-21	HH MISBAH SECURITIES (PRIVATE) LIMITED	36,000
161	05405-24767	CIRRUS MARKETING (PRIVATE) LIMITED	76
162	05470-26	B & B SECURITIES (PRIVATE) LIMITED	5
163	05736-15	NCC - PRE SETTLEMENT DELIVERY ACCOUNT	2,932,434
164	05884-10025	KHURSHEED SALT WORKS (PRIVATE) LIMITED	2,500
165	05884-10033	AVI DINSHAW (PRIVATE) LIMITED	2,500
166	05884-10041	EDDIE COMPANY (PRIVATE) LIMITED	2,500
167	05884-10058	KARACHI LIGHTERAGE COMPANY (PRIVATE) LIMITED	2,500
168	05884-10066	FRAMROZE E. DINSHAW (PRIVATE) LIMITED	2,500
169	05884-12310	MIAN NAZIR SONS INDUSTRIES (PVT) LIMITED	5,000
170	05884-14423	PEARL FABRICS COMPANY	66,000
171	06122-236919	KAMAL TEXTILE MILLS (PVT.) LIMITED	28,800
172	06445-131963	MEPCEL ENGINEERS (PRIVATE) LIMITED	200
173	06445-145120	SINACO ENGINEERS (PVT) LTD	4,500
174	06445-28	DARSON SECURITIES (PRIVATE) LIMITED	29,843
175	06452-172545	SAF PROPERTIES (PRIVATE) LIMITED	1,000
176	06452-283714	SHARMEEN PAKISTAN (PRIVATE) LIMITED	6,900
177	06452-34331	SOORTY ENTERPRISES (PVT) LTD	225,000
178	06452-35	ARIF HABIB LIMITED	174,500
179	06452-43019	SHARMEEN FOODS (PVT.) LIMITED	7,840
180	06452-61656	FATIMA TRADING COMPANY (PVT.) LIMITED	1,668
181	06452-7758	SARGODHA JUTE MILLS LIMITED	107,500
182	06502-14293	RIVIERA SPORTSWEAR (PRIVATE) LIMITED	48,500
183	06502-20977	BANDENAWAZ (PRIVATE) LIMITED.	5,500
184	06502-21058	THE TIMES PRESS (PRIVATE) LIMITED	19,000
185	06502-21694	ARTISTIC MILLINERS (PRIVATE) LIMITED	395,611
186	06502-24862	HUSSAIN ENGINEERING WORKS (PVT.) LIMITED	5,000
187	06502-4740	PERIDOT PRODUCTS (PVT) LIMITED	10,000

S.No	Folio	Name	Holding
188	06502-5986	UNITED TOWEL EXPORTERS (PVT.) LIMITED	135,049
189	06601-27	AXIS GLOBAL LIMITED	5,000
190	06684-29	MOHAMMAD MUNIR MOHAMMAD AHMED KHANANI SECURITIES LIMITED	241,200
191	06684-366743	HYPERDATA COMPUTING (PRIVATE) LIMITED	14,000
192	06684-488018	WHEELZ LOGISTICS (PRIVATE) LIMITED	120
193	06700-58	SUMMIT CAPITAL (PRIVATE) LIMITED	75,000
194	06858-28	CREATIVE CAPITAL SECURITIES (PVT) LTD.	23,500
195	07054-24	BHAYANI SECURITIES (PVT) LTD.	10,500
196	07229-23	ALTAF ADAM SECURITIES (PVT) LTD.	500
197	07344-29	GMI CAPITAL SECURITIES (PVT) LTD.	5,000
198	07419-11803	TOPLINE ASSOCIATE (PRIVATE.) LIMITED	200,000
199	07419-18493	ALI ASGHAR TEXTILE MILLS LIMITED	11,000
200	07419-33369	SIDDIQ LEATHER WORKS (PVT) LIMITED	9,000
201	07419-36370	SOORTY ENTERPRISES (PRIVATE) LIMITED	160,000
202	07419-40091	EASTERN GARMENTS (PRIVATE) LIMITED	1,500
203	07450-24620	BRR FINANCIAL SERVICES (PVT.) LIMITED	20,500
204	07450-48272	PAYSYS LABS (PRIVATE) LIMITED	54,000
205	09563-20	VALUE STOCK AND COMMODITIES (PRIVATE) LIMITED	50,000
206	09787-3333	MUHAMMAD AHMAD NADEEM SECURITIES (SMC-PVT.) LIMITED	700
207	10629-235765	AL-AMEEN TRADING CORPORATION (PRIVATE) LIMITED	13,000
208	10629-236961	MIANSONS TEXTILES (PRIVATE) LIMITED	27,000
209	10629-386931	WORLDCALL SERVICES (PRIVATE) LIMITED	4,000
210	10629-425077	SAJJAD TEXTILE MILLS LTD	8,400
211	10629-445521	MEDSONS (PRIVATE) LIMITED	1,000
212	10629-480056	FENGARI TRADING (SMC-PRIVATE) LIMITED	100
213	10629-494297	ARBISOFT LIMITED	25,000
214	10629-526395	ROCK WELL ENTERPRISES (PRIVATE) LIMITED	14,868
215	10629-546013	MINDSTORM STUDIOS (PRIVATE) LIMITED	3,460
216	10629-554587	GENERATIONS SCHOOL (PRIVATE) LIMITED	66,600
217	10629-723414	SOORTY ENTERPRISES (PRIVATE) LIMITED	210,000
218	10629-730930	MBM PARTNERS (PRIVATE) LIMITED	12,600
219	11072-16436	SOFCOM (PRIVATE) LIMITED	5,500
220	11387-47657	UMRAH & HAJJ SERVICES (PRIVATE) LIMITED	500
221	11387-47673	UNIVERSAL BROTHERS (PRIVATE) LIMITED	500
222	11692-21	ABA ALI HABIB SECURITIES (PVT) LIMITED	104,463
223	11692-29129	UBIQUITY TRADING LIMITED	625,000
224	12203-12148	MERIN (PRIVATE) LIMITED	500
225	12484-23846	ARFEEN INTERNATIONAL (PRIVATE) LIMITED	40,000

S.No	Folio	Name	Holding
226	12666-1559	ISPI CORPORATION (PRIVATE) LIMITED	9,200
227	12666-1724	HONDA SOUTH (PRIVATE) LIMITED	2,700
228	12666-2185	SARENA TEXTILE INDUSTRIES (PRIVATE) LIMITED	25,000
229	12666-2433	SIZA (PVT.) LIMITED	326,942
230	12690-2158	TAPAL HOLDINGS (PRIVATE) LIMITED	145,800
231	12690-2190	DEL PROJECTS (PRIVATE) LIMITED	4,920
232	12690-2505	SAPPHIRE FIBRES LIMITED	59,400
233	12690-2760	ATMZ COMPANY (PRIVATE) LIMITED	22,500
234	12690-2778	SAPPHIRE FINISHING MILLS LIMITED	56,000
235	12690-2885	SYNERGY HOLDINGS (PRIVATE) LIMITED	23,000
236	12690-2927	SOORTY ENTERPRISES (PRIVATE) LIMITED	15,900
237	12690-2950	DIAMOND FABRICS LIMITED	11,000
238	12690-3040	SOORTY ENTERPRISES (PRIVATE) LIMITED	201,000
239	12690-3065	ALLIED SERVICES INTERNATIONAL (PRIVATE) LIMITED	41,300
240	12732-14579	FARRUKH TRADING COMPANY LIMITED	4,250
241	12732-28389	SOORTY ENTERPRISES (PRIVATE) LIMITED	214,500
242	12732-35392	MOTIF (PVT.) LIMITED	12,000
243	12955-28	INTERMARKET SECURITIES LTD(FORMERLY EFG HERMES PAK.LTD) - MF	4,000
244	13078-24	AL HABIB CAPITAL MARKETS (PRIVATE) LIMITED - MT	5,000
245	13128-27	PEARL SECURITIES LIMITED - MF	5,000
246	13284-29	MAAN SECURITIES (PRIVATE) LIMITED - MT	224
247	13482-1510	Salmans International Travels (Private) Limited	102
248	13490-24	ADAM SECURITIES LTD. - MT	118,995
249	13748-1236	SHAN FOODS (PRIVATE) LIMITED	350,000
250	13912-21	INTEGRATED EQUITIES LIMITED	4,659
251	14118-27	ASDA SECURITIES (PVT.) LTD.	43,924
252	14225-24	MUHAMMAD TARIQ MOTI SECURITIES (PVT) LTD.	50,000
253	14258-21	TRADE SMART SECURITIES (PRIVATE) LIMITED	7,500
254	14290-27	ARIF LATIF SECURITIES (PVT) LTD.	60,000
255	14670-20	MULTILINE SECURITIES LIMITED - MF	64,850
256	14720-23	SHAJARPAK SECURITIES (PVT) LIMITED	75,000
257	14720-4975	AMIN AGENCIES (PRIVATE) LIMITED	7,000
258	14746-11580	JAMHOOR TEXTILE MILLS LIMITED	2,000
259	14746-21	KTRADE SECURITIES LIMITED	262,501
260	14746-226782	LIZAZ PROPERTIES (PRIVATE) LIMITED	43
261	14746-352828	DACO INTERNATIONAL TRANSPORT (PRIVATE) LIMITED	2,000
262	14746-356357	WORLDZONE SHIPPING & TRADING CO. (PRIVATE) LIMITED	22,000
263	14746-395694	LAKHANY LAW (SMC-PRIVATE) LIMITED	19,850

S.No	Folio	Name	Holding
264	14746-474374	INSTA WORLD (PRIVATE) LIMITED	22,800
265	14746-7802	QURESHI TEXTILE MILLS LIMITED	2,000
266	14753-20	ARIF HABIB LIMITED - MF	4,000
267	14837-20	SPINZER EQUITIES (PRIVATE) LIMITED	6,500
268	15057-24	NINI SECURITIES (PRIVATE) LIMITED	29,188
269	15073-22	AKY SECURITIES (PVT) LTD.	5,604
270	15180-1621	UNITED TOWEL EXPORTERS (PVT.) LIMITED	3,500
271	15198-9508	BADARUDDIN STEVEDORING (PRIVATE) LIMITED	65,000
272	15214-2467	PAK THREAD	3,200
273	15214-25237	AL-KHAIR SERVICES FOR HAJJ & UMRAH (PRIVATE) LIMITED	23,830
274	16410-29	ABA ALI HABIB SECURITIES (PVT) LIMITED - MF	2,497
275	16832-28	GROWTH SECURITIES (PRIVATE) LIMITED - MF	25,000
276	16857-26	MRA SECURITIES LIMITED - MF	49,794
277	16899-22	MOHAMMAD MUNIR MOHAMMAD AHMED KHANANI SECURITIES LTD. - MF	746,390
278	17004-27	FAWAD YUSUF SECURITIES (PRIVATE) LIMITED - MF	301,000
279	17103-25	DARSON SECURITIES (PRIVATE) LIMITED - MF	4,500
280	17293-24	CREATIVE CAPITAL SECURITIES (PRIVATE) LIMITED - MF	500
281	17426-27	BOP CAPITAL SECURITIES (PRIVATE) LIMITED - MT	6,380
282	17509-26	TRUST SECURITIES & BROKERAGE LIMITED - MF	2,865
283	17699-25	FIRST STREET CAPITAL (PRIVATE) LIMITED - MT	5,718
284	17699-520	FIRST HOLIDAY TRAVEL (PRIVATE) LIMITED	325
285	17699-538	FIRST AVENUE (PRIVATE) LIMITED	8,999
286	17954-23	TOPLINE SECURITIES LIMITED - MSF	70,000
287	18176-4169	MILLAC FOODS (PVT.) LIMITED	2,000
288	18176-4391	AMCORP ENGINEERING & CONSTRUCTION (PVT.) LIMITED	3,000
289	18432-1122	AHSAM SECURITIES (PRIVATE) LIMITED	3,600
290	18432-21351	NETWORTH SECURITIES LTD	15,000
291	18432-2245	SAYA SECURITIES (PRIVATE) LIMITED	220,000
292	18432-231521	OT GLOBAL GROUP	1,050
293	18432-251073	GERYON SECURITIES (PRIVATE) LIMITED	7,762
294	18432-259894	BLUE SKY COMPANY	10,000
295	18432-28257	YASIR MAHMOOD SECURITIES (PVT.) LIMITED	11,000
296	18432-36912	S. D. MIRZA SECURITIES (PVT.) LIMITED	15,000
297	18432-6741	A B M SECURITIES (PVT.) LIMITED	6,500
298	18432-6758	K. H. S. SECURITIES (PVT.) LIMITED	6,000
299	18432-79698	K & I GLOBAL CAPITAL (PRIVATE) LIMITED	13,695
300	18432-88228	KHYBER INTERNATIONAL PAK (PVT) LTD	11,500

S.No	Folio	Name	Holding
301	18432-88293	GALAXY CAPITAL SECURITIES (PRIVATE) LIMITED	6,400
302	18457-23	ADAM USMAN SECURITIES (PRIVATE) LIMITED	3,000
303	18531-13470	IHSAN SONS (PRIVATE) LIMITED	15,000
304	18531-2358	ALPINE MARINE SERVICES (PRIVATE) LIMITED	12,000
305	18531-2788	PEEKABOO GURU (PRIVATE) LIMITED	5,000
306	18531-5005	INSTITUTE OF LIBERAL ARTS & TECHNOLOGY (PRIVATE) LIMITED	2,000
307	18630-20	DR. ARSLAN RAZAQUE SECURITIES (PVT.) LIMITED - MT	41
308	18705-21	CHASE SECURITIES PAKISTAN (PRIVATE) LIMITED - MF	10,646
309	19273-24	ORBIT SECURITIES (PRIVATE) LIMITED - MF	4,000
310	19943-22	RAFI SECURITIES (PRIVATE) LIMITED - MF	400
		TOTAL	**40,466,679**

Banks, Development Financial Institutions, Non-Banking Financial Institutions

S.No	Folio	Name	Holding
1	121288	STATE STREET BANK AND TRUST CO.,	1,500
2	121296	MORGAN STANLEY TRUST CO.	1,200
3	123606	NATIONAL DEVELOPMENT FINANCE	200
4	123847	INDUSTRIAL DEVELOPMENT BANK LIMITED	100
5	00521-15666	CHIMERA S&P PAKISTAN UCITS ETF	377,394
6	00521-2201	THE BANK OF NEW YORK MELLON SA/NV	8,053,690
7	00521-2920	EATON VANCE COLLECTIVE INV TRT FOR EMP BENEFIT PLANS	33,421
8	00521-3662	PARAMETRIC EMERGING MARKETS FUND	173,453
9	00521-3688	PARAMETRIC TAX-MANAGED EMERGING MARKETS FUND	360,081
10	00521-3811	ACADIAN FRONTIER MARKETS EQUITY FUND	937,308
11	00521-5246	EATON VANCE TRT CO CM TRT FD-PARMTC STR EME MKT EQT CM TRT F	159,532
12	00521-7689	GLOBAL MACRO CAPITAL OPPORTUNITIES PORTFOLIO	3,771,800
13	00521-8737	ARROWSTREET INTERNATIONAL EQUITY-ALPHA EXTENSION FUND	66,829
14	00547-10194	PFIZER PAKISTAN DC PENSION FUND	2,000
15	00547-8651	UNILEVER PAKISTAN LIMITED NON-MANAGEMENT STAFF GRATUITY FUND	3,900
16	00547-8669	THE UNION PAKISTAN PROVIDENT FUND	9,600
17	00547-8677	UNILEVER PAKISTAN DC PENSION FUND (SUB FUND A)	32,900
18	00547-8685	UNILEVER PAKISTAN DC PENSION FUND (SUB FUND B)	11,500
19	00547-8693	UNILEVER PENSION PLAN	2,400
20	00620-2639	NATIONAL DEV.FINANCE CORP.(INVESTAR)	1,500
21	00695-10817	GOLDMAN SACHS INVESTMENTS (MAURITIUS) LIMITED	36,946

S.No	Folio	Name	Holding
22	00695-22309	EFG HERMES UAE L.L.C	120,000
23	00695-3242	THE BANK OF NEW YORK MELLON-GLOBAL DEPOSITORY RECEIPT (GDR)	5,913,691
24	00695-8381	Barclays Capital Securities Limited (967-4)	491
25	01875-39	SAMBA BANK LIMITED	400,000
26	02246-42	HABIB BANK LIMITED-TREASURY DIVISION	2,880,000
27	02295-39	FAYSAL BANK LIMITED	3,946,252
28	02832-32	MEEZAN BANK LIMITED	5,405,140
29	03038-85369	MG FINANCIAL SERVICES (PRIVATE) LIMITED	2,000
30	03335-57	BANK ALFALAH LIMITED	9,515,714
31	03533-698	Habib Bank AG Zurich Zurich Switzerland	3,630
32	03889-28	NATIONAL BANK OF PAKISTAN	7,876
33	03889-44	NATIONAL BANK OF PAKISTAN	655
34	04127-28	MCB BANK LIMITED - TREASURY	14,112,250
35	04127-69	MCB BANK LIMITED - TREASURY	837,458
36	06510-28	BANKISLAMI PAKISTAN LIMITED	2,515,093
37	07088-54	THE BANK OF PUNJAB TREASURY DIVISION.	1,276,057
38	07419-16836	HBL BANK UK LIMITED	8,448,354
39	12724-25	SINDH BANK LIMITED	325,000
40	16329-20	MCB ISLAMIC BANK LIMITED	167,352
41	18432-2237	ASA STOCKS (PVT.) LIMITED	60,000
42	18432-3177	MARGALLA FINANCIAL (PRIVATE) LIMITED	1,500
43	19646-28	PAK LIBYA HOLDING COMPANY (PVT) LIMITED - MT	69,025
44	20693-20	J S BANK LIMITED - MT	118,372
45	20883-27	UNITED BANK LIMITED - MT	1,971,659
		TOTAL	**72,134,823**

Investment Companies

S.No	Folio	Name	Holding
1	122389	NICHOLAS - APPLEGATE INVESTMENT TRUST	1,000
2	124781	THE NORTHERN TRUST COMPANY	100
3	00307-120612	IGI INVESTMENTS (PVT.) LIMITED	54,915
4	00547-10970	ARROWSTREET (CANADA) GLOBAL ALL-COUNTRY ALPHA EXTENSION FNDI	138,496
5	00547-11481	LEGAL AND GENERAL ICAV	5,135,714
6	00547-13222	GLOBEFLEX FRONTIER ALL CAP L.P.	9,234,013
7	00547-13644	MCKINLEY CAPITAL MEASA FUND OEIC LIMITED	1,480,080

S.No	Folio	Name	Holding
8	00547-16621	DODGE & COX EMERGING MARKETS STOCK FUND	1,199,600
9	00547-18858	DODGE & COX WORLDWIDE FUNDS PLC-EMERGING MARKETS STOCK FUND	35,000
10	00547-21266	ARROWSTREET (CANADA) ALL COUNTRY EX US ALPHA EXT FUND II	121,086
11	00547-23023	ARROWSTREET ACWI ALPHA EXTENSION COMMON VALUES TRUST FUND	2,553,779
12	00547-23031	ARROWSTREET ACWI REDUCED CARBON ALPHA EXTENSION TRUST FUND	582,694
13	00547-23940	THE PUBLIC INSTITUTION FOR SOCIAL SECURITY	646,830
14	00547-25838	EARNEST INSTITUTIONAL LLC	149,346
15	00547-2761	J.P. MORGAN SECURITIES PLC	1,922,990
16	00547-6945	HSBC TRSTE (CAYMAN)LTD AS TRSTE OF FULLERTON FND C1-F.VPIC F	417,430
17	00547-9196	KRAKEN ASSETS LTD	524,813
18	01826-153031	FREEMEN CORPORATION (PRIVATE) LIMITED	106,203
19	01826-332544	HOMAD (PRIVATE) LIMITED	1,500
20	01867-22	PAKISTAN KUWAIT INVESTMENT CO. (PVT) LTD.	500,000
21	02832-1865	Noor Financial Invest Co.	19,650
22	03277-105988	QAISER-LG PETROCHEMICALS (PVT) LTD	551,826
23	03277-135337	BOLZANO ASSOCIATES (PRIVATE) LIMITED	260,000
24	03277-64506	ALLIANCE INVESTMENT MANAGEMENT LIMITED	225,000
25	03277-89136	ABRIS (PVT) LTD	40,000
26	03525-184786	FATIMA CAPITAL LIMITED	300,000
27	04812-24	PAK-OMAN INVESTMENT COMPANY LTD.	151,200
28	04895-12781	ALPHA BETA CAPITAL (PRIVATE) LIMITED	25,000
29	05918-6366	XENEL INTERNATIONAL	5,633
30	07450-24497	B. R. R. INVESTMENT (PRIVATE) LIMITED	1,000
31	16527-25	PAK-OMAN INVESTMENT COMPANY LTD. - MT	188,344
32	18432-14810	HABIB ULLAH SHEIKH (PVT.) LIMITED	3,850
		TOTAL	**26,577,092**

Insurance Companies

S.No	Folio	Name	Holding
1	02683-23	STATE LIFE INSURANCE CORP. OF PAKISTAN	35,100,000
2	03277-102036	JUBILEE GENERAL WINDOW TAKAFUL FUND-PTF	19,000
3	03277-102037	JUBILEE GENERAL WINDOW TAKAFUL OPERATIONS	13,600
4	03277-10526	HABIB INSURANCE CO.LIMITED	900,000
5	03277-12023	EAST WEST INSURANCE CO.LTD	50,000
6	03277-15009	CENTURY INSURANCE COMPANY LTD.	116,723
7	03277-4064	NATIONAL INSURANCE COMPANY LIMITED	8,660,143
8	03277-4255	PAKISTAN REINSURANCE COMPANY LIMITED	480,000
9	03277-6454	ALPHA INSURANCE CO. LTD.	70,000
10	03277-7330	RELIANCE INSURANCE COMPANY LTD.	800,229
11	03277-8372	GHAF LIMITED	588,000
12	03277-90405	DAWOOD FAMILY TAKAFUL LIMITED	191,250
13	05264-118955	EFU GENERAL INSURANCE LIMITED WTO PTF	200,000
14	07450-1792	DAWOOD FAMILY TAKAFUL LIMITED	18,050
15	12666-2276	IGI GENERAL INSURANCE LIMITED	66,620
16	12666-2557	ASKARI LIFE ASSURANCE COMPANY LIMITED	69,500
17	12666-2656	ASKARI LIFE ASSURANCE COMPANY LIMITED	12,900
18	12666-2680	IGI GENERAL INSURANCE LIMITED	4,800
19	12690-2356	5TH PILLAR FAMILY TAKAFUL LIMITED	45,552
20	12690-2364	5TH PILLAR FAMILY TAKAFUL LIMITED	14,800
21	13748-1293	ASKARI LIFE ASSURANCE COMPANY LIMITED	74,240
22	13912-9881	ASIA INSURANCE COMPANY LIMITED	4,000
23	14357-29	ALFALAH INSURANCE COMPANY LIMITED	144,301
24	18044-22	ADAMJEE LIFE ASSURANCE COMPANY LIMITED	319,900
25	18085-28	EFU LIFE ASSURANCE LIMITED	15,550,495
26	18093-27	JUBILEE LIFE INSURANCE COMPANY LIMITED	9,342,607
27	18200-22	E. F. U. GENERAL INSURANCE LIMITED	3,300,000
28	18689-25	ATLAS INSURANCE LIMITED	1,079,080
		TOTAL	**77,235,790**

SHAREHOLDERS ENQUIRIES

General enquiries relating to the Company should be addressed to:

The Company Secretary,
The Hub Power Company Limited, 9th Floor,
Ocean Tower, Block-9, Main Clifton Road,
P.O. Box No. 13841, Karachi-75600.

Enquiries relating to Shares should be addressed to:

FAMCO Share Registration Services (Pvt.) Limited
8-F, Nursery, Next to Faran Hotel,
Block 6, PECHS, Shaharah-e-Faisal, Karachi.

Enquiries relating to GDRs should be addressed to:

(1) BNY Mellon 240
Greenwich Street
New York, NY 10286 USA

(2) Standard Chartered Bank (Pakistan) Limited,
II Chundrigar Road, Karachi.

GLOSSARY

ANNUAL GENERAL MEETING (AGM)
Annual General Meeting of shareholders of the Company.

BA&RC
Board Audit & Risk Committee

BNC&SC
Board Nomination Compensation & Sustainability Committee

BCP
Business Continuity Planning

CEO
Chief Executive Officer

CER
Certified Emission Reductions

CFO
Chief Financial Officer

COD
Commercial Operations Date

CPP
Capacity Purchase Price means the fixed element of the Tariff under the Power Purchase Agreement.

THE COMPANY
The Hub Power Company Ltd

COMPANIES ACT
The Companies Act, 2017

CSR
Corporate Social Responsibility

EARNINGS PER SHARE (EPS)
Calculated by dividing the profit after interest, tax and noncontrolling interests by the weighted average number of Ordinary Shares in issue.

FBR
Federal Board of Revenue

CMMS
Computerized Maintenance Management System

GOP
Government of Pakistan

ESG
Environmental, Social and Governance

DEI
Diversity, Equity and Inclusion

NEV
New Energy Vehicle

BYD
Build Your Dreams (a Chinese automobile manufacturer)

GENERATION CAPACITY
Generator capacity (measured in megawatts (MW). measured at the power station boundary after the deduction of works power.

GW
Gigawatt, one thousand million watts

GIGAWATT-HOUR (GWH)
A watt hour is the amount of energy used by a onewatt load drawing power for one hour. A gigawatt-hour (GWh) is 1,000,000 times larger than the kilowatt-hour (kWh) and is used for measuring the energy output of large power plants.

HR
Human Resource

HSE
Health, Safety & Environment

IA
Implementation Agreement an agreement between the Company and the Government which sets out the fundamental obligations of the Company and the Government relating to the Projects.

IASB
International Accounting Standards Board

IFRS
International Financial Reporting Standard

IFRSC
International Financial Reporting Standard Committee

IPP
Independent Power Producer

KW
Kilowatt 1,000 watts

LWI
Lost Workday Injury

WWF
World Wildlife Fund

EPA Pakistan
Environmental Protection Agency Pakistan

UNEP
United Nations Environment Programme

ISMS
Information Security Management System

PwC
PricewaterhouseCoopers International Limited

RFO
Residual Fuel Oil

TRIR
Total Recordable Incident Rate

KILOWATT-HOUR (KWH)
A watt hour is the amount of energy used by a one-watt load drawing power for one hour. A kilowatt-hour (kWh) is 1,000 times larger than a watt-hour and is a useful size for measuring the energy use of households and small businesses and also for the production of energy by small power plants. A typical household uses several hundred kilowatt-hours per month.

LOAD FACTOR
The proportion of electricity actually generated compared with the maximum possible generation at maximum net capacity.

MMBOE
Millions of barrels of oil equivalent

MW
Megawatt; one MW equals 1,000 kilowatts or one million watts

MEGAWATT-HOUR (MWH)
A watt hour is the amount of energy used by a one-watt load drawing power for one hour. A megawatt-hour (MWh) is 1,000 times larger than the kilowatt- hour and is used for measuring the energy output of large power plants.

NEPRA
National Electric Power Regulatory Authority

NTDC
National Transmission and Dispatch Company Limited

WAPDA
Water and Power Development Authority

WPPF
Workers Profit Participation Fund

O&M
Operation and Maintenance; usually used in the context of operating and maintaining a power station.

OHIH
Occupational Health & Industrial Hygiene

OUTAGE
When a generating unit is removed from service to perform maintenance work. This can either be planned or unplanned.

PACRA
The Pakistan Credit Rating Agency Limited

POWER PURCHASE AGREEMENT (PPA)
A PPA is generally a long-term contract between an electricity generator and a purchaser of energy or capacity (power or ancillary services).

PSO
Pakistan State Oil Company Limited

PSX
Pakistan Stock Exchange

SECP
Securities and Exchange Commission of Pakistan

WATT
Unit of power, which is the rate at which energy is delivered (ie, work is done at a rate of one watt when one ampere flows through a potential difference of one volt)

NOTICE OF THE 35TH ANNUAL GENERAL MEETING

Notice is hereby given that the 35th Annual General Meeting of the Company will be held on **Tuesday, October 20, 2026** at **10:00 am** at Marriott Hotel, Abdullah Haroon Road, Karachi - to transact the following business:

Members are encouraged to attend the AGM through a video conference facility managed by the Company (please see the notes section for details).

ORDINARY BUSINESS:

1. To receive, consider and adopt the Unconsolidated and Consolidated Audited Financial Statements of the Company for the year ended June 30, 2026, together with the Directors' and Auditor's Reports thereon and Chairman's Review Report.

   In accordance with Section 223(6) of the Companies Act, 2017 (the "Act"), and SECP S.R.O. No. 389(I)/2023 dated March 21, 2023, the annual audited financial statements of the Company have been uploaded on the website of the Company which can be accessed using the following weblink and QR enabled code:

   https://hubpower.com/investors/

2. To declare and approve, as recommended by the Directors, the payment of final cash dividend at the rate of PKR 5 per share i.e. 50% for the year ended June 30, 2026. This is in addition to the interim cash dividend of PKR 15 per share i.e. 150%.

3. To appoint Auditors for the year ending June 30, 2027 and fix their remuneration. The Members are hereby notified that the Board Audit & Risk Committee and the Board of Directors have recommended the name of retiring Auditors M/s. A.F. Ferguson & Co., for re-appointment as Auditors of the Company.

By Order of the Board

Date: September 24, 2026
Place: Karachi

Faiza Kapadia Raffay
Company Secretary

NOTES:

1. Electronic dividend mandate:

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

ii. The share transfer books of the Company will be closed from Tuesday, October 13, 2026 to Tuesday, October 20, 2026 (both days inclusive) and the final dividend will be paid to the shareholders whose names appear in the Register of Member on Monday, October 12, 2026.

iii. Transfer requests received in order by M/s. FAMCO Share Registration Services (Private) Limited, 8-F near Hotel Faran, Nursery, Block 6, P.E.C.H.S., Shahrah-e-Faisal, Karachi. Tel: 0092-21-34380101-5, 34384621-3 Fax: 0092-21-34380106, the Share Registrar of the Company by the close of business (5:00pm) on Monday, October 12, 2026 will be treated in time.

iv. Only those persons whose names appear in the register of members as of Monday, October 12, 2026, for the purpose of the Annual General Meeting and determining voting rights.

v. Shareholders (Non-CDC) are requested to promptly notify the Company's Registrar of any change in their addresses and submit, if applicable to them, the Non-deduction of Zakat Form CZ-50 with the Registrar of the Company M/s. FAMCO Share Registration Services (Private.) Limited, 8-F, near Hotel Faran, Nursery, Block 6, PECHS, Shahra-e-Faisal, Karachi. All the Shareholders holding their shares through the CDC are requested to please update their addresses and Zakat status with their Participants. This will assist in the prompt receipt of dividend.

vi. Non-resident shareholders shall submit declaration of undertaking with copy of valid passport under definition contained in Section 82 of the Income Tax Ordinance, 2001 for determination of residential status for the purposes of deduction of tax on dividend to the Share Registrar of the Company. M/s. FAMCO Share Registration Services (Private.) Limited, at 8-F, near Hotel Faran, Nursery, Block 6, PECHS, Shahra-e-Faisal, Karachi or email at info.shares@famcosrs.com at the latest by Monday, October 12, 2026. The copy of declaration can be downloaded at share registrar website https://famcosrs.com/downloads/

vii. In case the shareholder is an individual, dividend would be paid only if the member has submitted copies of valid CNIC.

2. Withholding of tax on dividend:

i. **Tax Rates**

Withholding of tax on dividend would be made in accordance with the provisions of the Income Tax Ordinance, 2001 (ITO). Currently Hubco is required to withhold tax from the shareholder u/s 150 read with the provisions of Rule 1 of the Tenth Schedule ("Schedule") and clause 111A of Part IV of the Second Schedule to the ITO as follows:

Rates	Conditions
15%	Where the shareholder is on ATL list as per Schedule
30%	Other than the above

The Company will ascertain the tax status of members as at the first day of book closure and will deduct tax accordingly.

National Tax Number (NTN) should be provided to the concerned participants by corporate members holding CDC accounts. A copy of NTN certificates together with the Company's name and the respective folio numbers should be submitted by members holding share certificates to M/s. FAMCO Share Registration Services (Private) Limited (Share Registrar) at 8-F, near Hotel Faran, Nursery, Block-6, P.E.C.H.S., Shahra-e-Faisal, Karachi.

ii. **Tax on Joint Shareholding**

Tax will be deducted in proportion to shareholding in joint names or joint accounts. Holders will be treated individually as filers or non-filers in accordance with their respective status.

The proportion of shareholding should be submitted by joint shareholders in the following form to the Share Registrar at the latest by Monday, October 12, 2026:

CDC Account Number / Folio	Name of Shareholders (Principal / Joint Holders)	Number or Percentage of Shares Held (Proportion)	CNIC Number	Signature as per CNIC

In case the proportion of shareholding is not submitted, each joint shareholder will be presumed to hold an equal proportion of shares.

iii. **Tax Exemption Certificate**

A copy of the valid income tax exemption certificate should be submitted to the Share Registrar before the date of book closure by members wishing that no tax is deducted from their dividend.

3. Submission of copies of CNIC not provided earlier:

Individual Shareholders are once again reminded to submit a copy of their valid CNIC immediately, if not provided earlier to the Company's Share Registrar. In case of non-availability of a valid copy of Shareholders' CNIC in the records of the Company, the Company will deduct tax @ 30% since they will not be appearing on FBR ATL list.

4. Prohibition on grant of gifts to Shareholders:

The Securities and Exchange Commission of Pakistan (the "SECP"), through its Circular 2 of 2018, dated February 9, 2018 and S.R.O.452(1)/2025 has strictly prohibited companies from providing gifts or incentives, in lieu of gifts (tokens/coupons/lunches/takeaway/packages) in any form or manner, to shareholders at or in connection with general meetings. Under Section 185 of the Act, any violation of this directive is considered an offense, and companies failing to comply may face penalties. Hence, no gifts in any form will be distributed at the meeting.

5. Unclaimed Dividends and Share Certificates:

The Company has, on various occasions, discharged responsibility under Section 244 of the Companies Act, 2017, by approaching shareholders to claim their unclaimed dividends and undelivered share certificates in accordance with the law. Any shareholders whose dividends and share certificates are still unclaimed/undelivered, are hereby once again requested to approach the Company with all necessary details immediately, to claim their outstanding dividend amounts and/or undelivered share certificates. In case no claim is received, the Company shall proceed in accordance with the applicable law.

6. Change of Address:

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

7. Electronic transmission of Annual Report 2026:

In compliance with Section 223(6) of the Companies Act, 2017, the Company has transmitted the Annual Report 2026 electronically via email to those shareholders whose email addresses are available in the records of the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited. In cases where shareholders' email addresses are not available, printed notices of the Annual General Meeting, together with the weblink and QR code for downloading the Annual Report, have been dispatched. The Company shall, however, provide a hard copy of the Annual Report, free of cost, to any member upon written request at the member's registered address, within seven (7) days of receipt of such request.

Furthermore, shareholders are requested to furnish their valid email addresses, together with a copy of their valid CNIC, to the Company's Share Registrar, M/s. FAMCO Share Registration Services (Private) Limited, in the case of shareholding in physical form, or to their respective Participant/Investor Account Services, in the case of shareholding in book-entry form.

8. For Attending the Meeting:

i. In case of individuals, the Account Holders of Sub-account Holders and / or the persons whose securities are in group account and their registration details are uploaded as per the Regulations, shall authenticate their identity by showing original Computerized National Identity Card (CNIC) or original passport at the time of attending the Meeting.

ii. In case of a corporate entity, the Board of Directors resolution / Power of Attorney with specimen signature of the nominee shall be produced (if it has not been provided earlier) at the time of attending the Meeting.

9. For Appointing Proxies:

A member entitled to attend and vote at this AGM is entitled to appoint a Proxy to attend, speak and vote in place of the member at the Meeting. Instrument appointing a proxy shall be submitted at the Registered Office of the Company at least forty-eight (48) hours before the time of the meeting, along with attested copy of CNIC of the shareholder appointed as Proxy. For the convenience of shareholders, proxy forms (both in English and Urdu) are enclosed with this notice and also available on the company's website https://www.hubpower.com.

In the case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee along with his / her CNIC shall be provided at least forty-eight (48) hours before the time of the meeting. The individual members or representatives of corporate members of the Company in CDC must bring original CNIC or Passport and CDC Account and Participant ID Numbers to prove identity and verification at the time of the meeting.

10. Virtual Participation in the AGM Proceedings:

Shareholders interested in attending the AGM virtually through video conference facility, are hereby advised to get themselves registered with the company by providing the following information through email at generalmeeting@hubpower.com along with a valid copy of their CNIC.

Name of Shareholder	CNIC / NTN No.	Folio No/CDC Account No	No of Shares	Contact No	Email Address

* Where applicable, please also give the above particulars of the proxy-holder of the shareholder.

Online meeting link and login credentials will be shared with only those members/proxies whose emails, containing all the required particulars, are received at least 48 hours before the time of AGM. The login facility shall remain open from 09:45 am till the end of the meeting. Shareholders can also provide their comments and questions for the agenda items of the AGM on generalmeeting@hubpower.com by Friday, October 16, 2026.

11. Conversion of Physical Shares into CDC Account

The SECP, through its letter No. CSD/ED/Misc/2016-639-640 dated March 26, 2021, has advised all listed companies to adhere to the provisions of Section 72 of the Act, which requires all companies to replace shares issued in physical form to book-entry form within four years of the promulgation of the Act.

Accordingly, all shareholders of the Company having physical folios/share certificates are requested to convert their shares from physical form into book-entry form at the earliest. Shareholders may contact a PSX Member, CDC Participant, or CDC Investor Account Service Provider for assistance in opening a CDS Account and subsequent conversion of the physical shares into book-entry form. Maintaining shares in book-entry form has many advantages — safe custody of shares with the CDC, avoidance of formalities required for the issuance of duplicate shares etc. The shareholders of the Company may contact the Share Registrar and Transfer Agent of the Company, namely FAMCO Share Registration Services (Private) Limited for the conversion of physical shares into book-entry form.

12. Consent for Video Conference Facility:

In compliance with Section 134(1)(b) of the Companies Act, 2017, if the Company receives consent from members holding aggregate 10% or more shareholding residing at geographical location to participate in the meeting through video link facility at least 10 days prior to the date of general meeting, the Company will arrange video link facility in that city. To avail this facility, please provide following information and submit the same to registered address of the Company.

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

I/We, ______________________ of ______________ being a member of The Hub Power Company Limited, holder of ___________ Ordinary Shares as per Register Folio No. _______ hereby opt for video conference facility at ____________

Signature of member

PROXY FORM

The Company Secretary
The Hub Power Company Limited
9th Floor, Ocean Tower, G-3, Block 9,
Main Clifton Road P.O. Box No. 13841,
Karachi-75600

I/We____of____________________ being a member of THE HUB POWER COMPANY LIMITED and holder of ____________________ Ordinary Shares as per the Share Register Folio No. ________________________ and/or CDC Participant ID No. ________________________ and Account / Sub-Account No. ____________________ hereby appoint ____ of ______________________ or failing him/her ______________ as my/our proxy for me & on my/ our behalf at the 35th Annual General Meeting of the Company to be held on Tuesday, October 20, 2026 at 10:00 am at Marriott karachi.

Witnesses:

(1)	(2)
Signature ____________________	Signature ____________________
Name __________________________	Name __________________________
Address ________________________	Address ________________________
________________________________	________________________________
________________________________	________________________________
CNIC / Passport No. _____________	CNIC / Passport No. _____________

Signature on
Revenue Stamp
of Rs. 5/-

Signature of Shareholder
Folio / CDC No's.

Notes:

- A member entitled to attend the meeting may appoint a proxy in writing to attend the meeting on the member's behalf. A Proxy need not be a member of the Company.

- If a member is unable to attend the meeting, they may complete and sign this form and send it to the Company Secretary, The Hub Power Company Limited, Head Office at 9th Floor, Ocean Tower, G-3, Block-9, Main Clifton Road P.O. Box No. 13841, Karachi-75600 so as to reach no less than 48 hours before the time of the meeting, excluding holidays i.e Friday, October 16, 2026.

- **For CDC Account Holders/Corporate Entities**
  In addition to the above, the following requirements have to be met:
  (i) The proxy form shall be witnessed by two persons whose names, addresses and CNIC numbers shall be stated on the form.

  (ii) Attested copies of CNIC or the passport of the beneficial owners and the proxy shall be provided with the proxy form.

In case of a corporate entity, the Board of Directors resolution/power of attorney with specimen signature to be submitted (unless it has been provided earlier) along with proxy form to the Company.

AFFIX
CORRECT
POSTAGE

The Company Secretary
The Hub Power Company Limited
9th Floor, Ocean Tower, G-3, Block 9,
Main Clifton Road P.O. Box No. 13841,
Karachi-75600

تشکیل نیابت داری فارم

محترمہ/جناب کمپنی سیکریٹری

دی حب پاور کمپنی لمیٹڈ

9 فلور، اوشین ٹاور، بلاک 9، مین کلفٹن روڈ، کراچی

میں/ہم ______________________________

ساکن ______________ بحیثیت دی حب پاور کمپنی لمیٹڈ کے رکن وحامل ______________

عام حصص بمطابق شیئر رجسٹرڈ فولیو نمبر ______________ اور/یا سی ڈی سی کے شراکتی آئی ڈی نمبر ______________

اور ذیلی کھاتہ نمبر ______________ محترم/محترمہ ______________

ساکن ______________ یا ان کے دستیاب نہ ہونے کی صورت میں دیگر محترم/محترمہ ______________

ساکن ______________ کو یہاں اپنے لیے اور اپنی جانب سے مؤرخہ 20 اکتوبر 2026ء بوقت 10:00 بجے صبح بروز منگل، بمقام میریٹ ہوٹل، کراچی منعقد ہونے والے 35ویں سالانہ اجلاس عام میں رائے دہندگی کے لیے اپنا/اپنی نمائندہ مقرر کرتا/کرتی ہوں۔

گواہ:

(1) دستخط ______________

نام ______________

پتہ ______________

سی این آئی سی یا پاسپورٹ نمبر ______________

ریونیو ٹکٹ چسپاں کریں۔

____
دستخط

(2) دستخط ______________

نام ______________

(دستخط کمپنی میں پہلے سے موجود نمونہ کے مطابق ہونے چاہیئے)

پتہ ______________

سی این آئی سی یا پاسپورٹ نمبر ______________

نوٹس:

- ایسا رُکن جو اجلاس میں شرکت کرنے کا/کی اہل ہے، وہ اجلاس میں شرکت کے لیے، تحریری طور پر اپنا/اپنی نمائندہ مقرر کرسکتا/سکتی ہے۔ نمائندے کے لیے کمپنی کا رُکن ہونا ضروری نہیں۔
- اگر کوئی رُکن اجلاس میں شرکت کے قابل نہیں ہے، وہ اس فارم پر دستخط کر کے کمپنی سیکریٹری، دی حب پاور کمپنی لمٹیڈ واقع 9 فلور، اوشین ٹاور، بلاک 9، مین کلفٹن روڈ، کراچی - 75600 کو اس طرح بھیج سکتا/سکتی ہے کہ یہ اجلاس شروع ہونے سے 48 گھنٹے قبل، تعطیلات کے علاوہ یعنی بروز جمعہ مورخہ 16 اکتوبر، 2026 تک پہنچ جائے۔

سی ڈی سی کے کھاتے دار / کارپوریٹ ادارے

(i) مذکورہ بالا کے علاوہ، درج ذیل تقاضے بھی پورے ہونا چاہئیں:

(ii) نیابت داری کے فارم پر دو افراد کی جانب سے بطور گواہ تصدیق ہونا چاہیے اور ان کے نام اپنے اور سی این آئی سی نمبرز بھی فارم پر درج ہونے چاہیے۔
نیابت داری کے فارم کے ہمراہ بینیفیشل اونر کے سی این آئی سی یا پاسپورٹ کی تصدیق شدہ نقل بھی منسلک ہونا چاہیے۔

کارپوریٹ رکن ہونے کی صورت میں، کمپنی کے پاس نیابت داری کے فارم کے ہمراہ بورڈ آف ڈائریکٹرز کی منظور کردہ قرارداد / مختار نامہ، مع نمائندے کے دستخط کا نمونہ بھی (اگر پہلے فراہم نہیں کیا گیا ہے) فراہم کرنا چاہیے۔

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The Company Secretary
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