



Flying Cement
Company Limited

A N N U A L
REPORT
2026





Flying Cement Company Limited

Year 2026

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FOCUS

We believe in focusing on reducing cost and improving quality thereby offering profit to our shareholders.



INITIATIVES

Taking initiative in incorporating modern technology to reduce cost and to improve quality

CORE VALUES

At Flying Cement, core values are always given importance. These values are not only theoretical but in actual fact delve deep in the hearts of entire team

These values are reflected in the name of FLYING itself.



LEADERSHIP

Our objective is to lead as a cost effective competitor. We understand the demand of cement industry at a global level as well as the needs of people within Pakistan.



NEW

We are pioneer in using new ideas and strategies for the cost effective and quality cement manufacturing.



YOU

Flying Cement always maintains 'You first' approach, not only to please our customer but also to satisfy our shareholders.



GLOBAL

We strive to be reckoned with dignity in global market



Flying Cement

CHAIRMAN'S REVIEW

The financial year 2025-26 has witnessed improved economic activities due to high demand and price of the product, stable interest rate and higher foreign exchange reserves. However, latter part of the financial year has been affected by geopolitical situation. Overall cement demand and prices have increased during the year. Accordingly, the Company followed rational approach to operate at optimum level to improve financial results.

The SBP managed to stabilize policy rate and improved foreign reserves owing to increased foreign remittances and export. Further, strict measures continued to apply under the IMF programme along with strict fiscal reforms so that the economic activities continued to improve. The overall sale of the Company has significantly increased in comparison with last year. The Company has gross sales of Rs. 22,237,121,064 as compared to Rs. 17,090,722,516 of last year and profit after taxation has decreased to Rs. 486,422,478 from Rs. 648,822,742 in the same period last year mainly due to high cost of production during latter part of the year and finance cost being charged to profit or loss.

During the latter period of this financial year, Iran-US war resulted in increased volatility in global energy markets both in terms of its unprecedented high price and limited supply, eventually created high cost of production. The economy continued to face challenges on account of rising imports, geo political situation, security issues, political instability, unprecedented high fuel prices and choking of critical maritime routes. The rising population has also increased more demand of construction activities in the country which is being addressed. Nonetheless, the Company is quite hopeful for improvement in domestic sales on account of increased product demand and mega projects.

Going forward the biggest challenge at hand is increase in the cost of production, increasing coal and fuel prices in international markets, constrained overseas supply chain and geo-political uncertainty across the globe especially in Middle East. We are also closely monitoring the demand and price trend to ensure minimum impact on the Company's operations.

The new Line II is going under trial production and its commercial operations shall be announced soon.

The Company's Board maintains continuous oversight over critical aspects, including adherence to the Company's mission, vision and values, besides providing strategic guidance, and setting benchmarks for the Management. In my role as the Chairman of the Board, I have witnessed the resolute commitment of each member of the Board to strategic leadership, effective governance, and prudent financial stewardship. Their collective expertise has facilitated well-informed decision making, ensuring that our organization remains agile, innovative, and responsive to the dynamic business environment.

The Composition of the Board is well balanced between executive, non-executive and independent Directors. Corporate strategy and objectives have been set such as to align the Vision of the Company. The Company complies with all the requirements set out in the Companies Act, 2017 and the Listed Companies (Code of Corporate Governance) Regulations, 2019 with respect to the composition, procedure and the meetings of the Board of Directors and its Committees, except as explained in the Statement of Compliance. I am pleased that In compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019, the performance of the Board is evaluated regularly covering their role and responsibilities, composition, strategic oversight and effectiveness. I am pleased to report that the overall performance of the Board and its committees was assessed as satisfactory.

In the end, I would like to thank all stakeholders for the trust they have reposed in their Company without which it would not have been possible for the Company to sail through these tough times and with your continued support, your Company is ready to scale new heights and achieve unprecedented levels of growth going forward InshaAllah.



Kamran Khan
Chairman

Lahore
Dated October 05, 2026



Company Information

Board of Directors

Mr. Kamran Khan
CHAIRMAN

Mr. Momin Qamar

Mr. Qasim Khan

Mrs. Samina Kamran

Mr. M. Zaman Ahmed Qamar

Mr. Omar Naeem

Mr. Pervaiz Ahmad Khan

Mrs. Maryam Absar
CHIEF EXECUTIVE

Registered Head Office

169-A, Allauddin Road, Lahore Cantt.
Tel: 042-36674301-5 Fax: 042-36680693
Website: www.flyingcement.com
Email: info@flyingcement.com.pk

Chief Financial Officer

Mr. Hamid Ur Rahman FCA

Internal Auditor

Mr. Imran Matloob Khan

Company Secretary

Mr. Shahid Awan

Legal Advisor

Mr. Waqar Hasan

Production Facility

25-K.m. Lilla Interchange
Lahore-Islamabad Motorway,
Mangowal, Distt. Khoshab

Shares Registrar

THK Associates (Pvt) Limited.
Plot No. 32-C, Jami Commercial Street 2, D.H.A,
Phase VII, Karachi-75500
Tel: 021-111-000-322, Fax: 021-35310190

Audit Committee

Mr. Omar Naeem
CHAIRMAN

Mr. M. Zaman Ahmed Qamar
MEMBER

Mrs. Samina Kamran
MEMBER

Human Resource & Remuneration Committee

Mr. Pervaiz Ahmad Khan
CHAIRMAN

Mr. Qasim Khan
MEMBER

Mrs. Samina Kamran
MEMBER

Auditor

External Auditor

M/s . Naveed Zafar Ashfaq
Jaffery & Co.

Bankers

National Bank of Pakistan

Al Baraka Bank Limited

United Bank Limited

Habib Bank Limited

Credit Rating

Flying Cement Company Limited



CREDIT RATING

Rated by the Pakistan Credit Rating Agency Limited

Rating as on : April 18, 2026

BUILDING TRUST, SECURING TOMORROW

Rating Type	Rating	Rating Comments
Long Term	A-(A Minus)	High Credit Quality. Low Expectation of credit risk. The Capacity for timely payment of financial commitments is considered strong. This Capacity may, nevertheless, be vulnerable to changes in circumstances or in economic conditions.
Short Term	A2(A Two)	A Satisfactory Capacity for timely payment. This maybe susceptible to adverse changes in business, economic or financial conditions.





Culture at Flying

At Flying Cement Company Limited, our organizational culture is the bedrock upon which our operational resilience and long-term strategic success are built. Over decades of navigating the dynamic and often challenging landscape of the Pakistani building materials sector, we have cultivated a working environment that champions integrity, mutual respect, operational transparency, and unwavering accountability. Our culture is not merely a set of framed statements on a wall; it is a living ethos practiced daily across our corporate headquarters and our manufacturing facilities, serving as the compass that guides our workforce from executive leadership to the factory floor.

At the core of this culture is a deep seated commitment to ethical conduct and professionalism. We believe that sustainable business performance is inextricably linked to the moral compass of the organization. Consequently, every employee is encouraged to uphold the highest standards of honesty, fairness, and professional responsibility. This transparency fosters a high trust environment where open communication is welcomed, and constructive feedback from all tiers of the organization is actively sought and valued. By dismantling rigid silos and encouraging cross functional collaboration, we ensure that diverse perspectives converge to solve complex industrial and financial challenges effectively.

Furthermore, our culture places paramount importance on human capital development and workplace safety. We recognize that our employees are our most vital asset. To this end, we invest significantly in continuous professional development, technical training programs, and health and safety initiatives. By fostering a culture of safety first, we ensure that every worker returns home safely each day, instilling a deep sense of security and belonging. Empowerment is another pillar of our cultural framework; we delegate authority alongside accountability, enabling our teams to take initiative, innovate, and drive continuous improvement in their respective domains.

As we look toward the future, aligning individual aspirations with our overarching corporate vision remains a key priority. We celebrate collective achievements, recognize individual excellence, and foster an inclusive workplace that embraces diversity of thought and background. This unified corporate culture strengthens our organizational agility, enabling us to adapt swiftly to market fluctuations, regulatory changes, and economic shifts while maintaining our steadfast dedication to our shareholders, regulators, and financial partners.

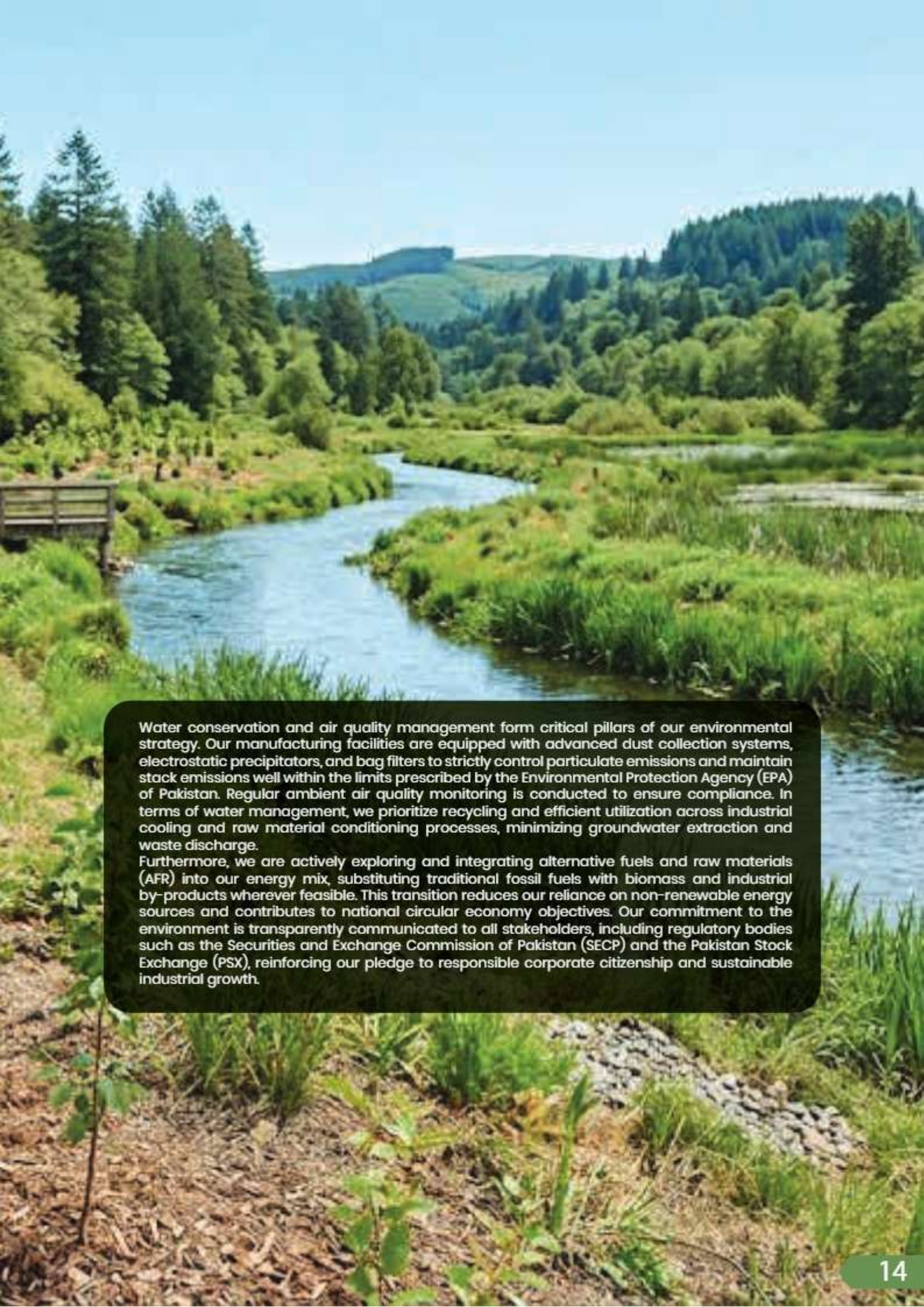




Environment and Production

Environmental stewardship and sustainable manufacturing are fundamental components of Flying Cement's operational philosophy. Operating within the energy-intensive cement sector carries inherent ecological responsibilities, and we approach these responsibilities with proactive commitment, rigorous compliance, and continuous innovation. During the financial year ended June 30, 2026, we accelerated our efforts to minimize our environmental footprint while simultaneously optimizing our production efficiency, output quality, and resource utilization.

Our production methodologies are systematically designed to conserve natural resources and reduce greenhouse gas emissions. We continuously monitor and upgrade our plant infrastructure including grinding mills, kiln systems, and raw mix proportioning units to enhance thermal and electrical energy efficiency. By embracing modern technological advancements in clinker production and waste heat recovery concepts, we strive to lower our specific energy consumption per ton of cement produced. These technical adjustments not only align with global environmental benchmarks but also yield significant operational cost savings, demonstrating that ecological responsibility and financial profitability can successfully go hand-in-hand.



Water conservation and air quality management form critical pillars of our environmental strategy. Our manufacturing facilities are equipped with advanced dust collection systems, electrostatic precipitators, and bag filters to strictly control particulate emissions and maintain stack emissions well within the limits prescribed by the Environmental Protection Agency (EPA) of Pakistan. Regular ambient air quality monitoring is conducted to ensure compliance. In terms of water management, we prioritize recycling and efficient utilization across industrial cooling and raw material conditioning processes, minimizing groundwater extraction and waste discharge.

Furthermore, we are actively exploring and integrating alternative fuels and raw materials (AFR) into our energy mix, substituting traditional fossil fuels with biomass and industrial by-products wherever feasible. This transition reduces our reliance on non-renewable energy sources and contributes to national circular economy objectives. Our commitment to the environment is transparently communicated to all stakeholders, including regulatory bodies such as the Securities and Exchange Commission of Pakistan (SECP) and the Pakistan Stock Exchange (PSX), reinforcing our pledge to responsible corporate citizenship and sustainable industrial growth.



Key Highlights

For The Year 2025-26

In addition to the reported and comparable metrics, we highlight below key figures for our shareholders.



Gross Sales

PKR in million

2026	22,237
2025	17,090



Profit/Loss After Tax

PKR in million

2026	486
2025	648



Total Assets

PKR in million

2026	29,580
2025	29,743



Earning Per Share

PKR

2026	0.70
2025	0.93

Quality Assurance of Product



Quality is the cornerstone of Flying Cement's market reputation and customer trust. In an increasingly competitive construction and infrastructure market, maintaining uncompromised product excellence is imperative. Our comprehensive Quality Assurance (QA) framework governs every stage of the production lifecycle from the rigorous extraction and testing of raw materials in our quarries to the precise proportioning of raw mix, clinker burning, grinding, and final packaging and dispatch.

Our State of the Art on-site laboratories are equipped with advanced analytical instrumentation, including X-ray fluorescence (XRF) analyzers, automated Blaine fineness apparatus, and compressive strength testing machines. These facilities allow our quality control metallurgists and chemists to conduct real-time monitoring of chemical and physical parameters across the manufacturing stream. Key performance indicators such as lime saturation factor (LSF), silica modulus, alumina modulus, setting times, soundness, and compressive strength at 3, 7, and 28 days are continuously tracked against strict internal thresholds and national standards.

We maintain strict compliance with relevant Pakistan Standards and Quality Control Authority (PSQCA) specifications as well as international quality benchmarks. Every batch of cement dispatched from our plant undergoes rigorous verification to ensure it possesses optimal durability, workability, and structural integrity. This meticulous attention to detail guarantees that our Ordinary Portland Cement (OPC) and specialized cement variants deliver superior performance in residential, commercial, and large-scale national infrastructure projects.

Beyond technical testing, our quality assurance philosophy encompasses customer feedback integration and supply chain traceability. We maintain robust channels of communication with our dealer networks, institutional buyers, and engineering consultants to gather field-level performance data. Any feedback received is immediately analyzed by our technical committees to drive continuous process refinement. By embedding quality consciousness into the DNA of our manufacturing operations, Flying Cement ensures that our brand remains synonymous with strength, reliability, and enduring structural safety.



VISION

To be a premier quality cement manufacturing unit engaged in nation building through the most efficient utilization of resources

MISSION

Successfully delivery quality cement by using innovative practices with the ultimate goal of increasing the satisfaction of our customers.

To minimize the cost of production by using state-of-the-art technology and utilizing our experience in increasing profits for our shareholders.

PROFILE OF THE COMPANY

Incorporated in Pakistan on December 24, 1992, as a public limited company under the repealed Companies Ordinance, 1984 (now the Companies Act, 2017), Flying Cement Company Limited has evolved into a prominent player within Pakistan's heavy manufacturing and construction ecosystem. Over more than three decades of operations, the company has anchored its foundation on resilient engineering standards, stringent quality control protocols, and sustainable industrial practices.

The principal business activity of the company encompasses the manufacturing, marketing, and distribution of high-grade cement. By consistently catering to domestic infrastructural demands and commercial developments, the organization plays a critical role in supporting national economic growth, job creation, and regional industrialization.

Share Capital and Ownership Structure

The capital configuration of the company reflects robust financial structuring, structured to safeguard long-term investor value and support large-scale industrial capital expenditure:

Authorised Rs.10,000 million (1,000 million shares of Rs.10). Paid-up Rs.6,948 million (694.8 million shares): 637,419,189 issued for cash, 22,580,811 for consideration other than cash and 34,800,000 bonus shares (note 6).

The shareholding pattern complies fully with the disclosure requirements stipulated by the Securities and Exchange Commission of Pakistan (SECP) and the listing regulations of the Pakistan Stock Exchange (PSX). It reflects a balanced mix of institutional investors, sponsors, and general public shareholders who maintain an active interest in the company's continuous financial performance and strategic direction.

Registered Office & Corporate Headquarters

The registered office acts as the central administrative hub for corporate governance, legal compliance, and investor relations.

Address: 169-A, Allauddin Road, Lahore Cantt, Lahore, Pakistan.

Communication Channels: The office coordinates corporate secretarial filings, statutory communications with regulatory bodies (PSX and SECP), and liaises directly with financial institutions, commercial banks, and shareholders.

Manufacturing Facility & Plant Infrastructure

Strategically positioned to optimize supply chain logistics and minimize distribution

friction, the company's manufacturing plant represents a core operational asset:
Geographical Position: Situated in Mangowal, District Khushab, the plant benefits from close proximity to raw material quarries and major transport corridors, lying approximately 25 kilometers from the Lilla Interchange on the strategic Lahore-Islamabad Motorway (M-2).

Land Footprint: Spanning an extensive land area of approximately 120 acres 4 Kanals, the site provides a comprehensive layout that houses state-of-the-art kilns, raw material grinding units, captive or auxiliary power generation arrangements, administrative offices, spacious warehousing, and dedicated residential or welfare zones for workforce management.

Technological Integration: The plant incorporates modern, resource-efficient pyrotechnic and grinding technologies designed to optimize thermal and electrical energy consumption, lower carbon footprints, and maintain compliance with environmental protection standards set by provincial and federal environmental protection agencies (EPAs).

Regulatory Compliance and Stakeholder Commitment

As a publicly listed entity on the Pakistan Stock Exchange, Flying Cement Company Limited Land area 120 acres 4 kanals (note 19) is deeply committed to upholding the highest standards of transparency, corporate governance, and ethical conduct.

Regulatory Framework: Operations, financial disclosures, and governance frameworks are administered in alignment with the Companies Act, 2017, the Rulebook of the Pakistan Stock Exchange, the Code of Corporate Governance, and guidelines issued by the SECP.

Through a combination of strategic asset positioning, sound capital depth, and diligent regulatory adherence, the company remains dedicated to delivering sustainable long-term value to its shareholders while driving infrastructural development across Pakistan.

Milestone Achievement



Achieved Profitability in the current financial year of Rs **486** million



Maintained gearing ratio at **24.61%** compared to industry average of **28%**.



Installed latest technology of bag filter which reduces carbon footprint of the company making it environment friendly.

Building Blocks for Our Business

The strategic framework of Flying Cement Company Limited rests upon resilient, diversified, and sustainable foundational pillars designed to weather economic volatility and capitalize on emerging market opportunities. These building blocks ensure that our business model remains robust, agile, and capable of generating long-term value for our shareholders, lenders, and broader stakeholder ecosystem.

Operational Excellence and Modernization: At the heart of our commercial viability is our continuous investment in plant efficiency and infrastructure optimization. By upgrading our grinding mills, refining raw mix preparation, and optimizing clinker production parameters, we ensure high capacity utilization, minimized downtime, and optimized unit production costs.

Financial Prudence and Capital Discipline: Sound financial management underpins all our strategic initiatives. We maintain rigorous controls over working capital, cash flow management, and capital expenditure. By maintaining transparent relationships with our banking partners and adhering to stringent financial reporting standards under International Financial Reporting Standards (IFRS) and the Companies Act 2017, we safeguard the company's financial health and creditworthiness.

Customer-Centric Distribution Networks: Our business thrives on the strength of our relationships with dealers, distributors, and end-users. We prioritize reliable product availability, competitive pricing, prompt logistics coordination, and responsive customer service, ensuring strong brand loyalty and deep market penetration across our target regions.

Human Capital and Talent Retention: We recognize that organizational growth is driven by the competence and dedication of our workforce. Structured training programs, competitive compensation frameworks, safe working conditions, and clear career progression pathways form the bedrock of our human resource strategy, ensuring high employee engagement and productivity.

Risk Management and Corporate Governance: Proactive identification and mitigation of operational, financial, and regulatory risks protect our enterprise value. Our robust internal audit mechanisms, compliance frameworks, and active board oversight ensure ethical decision-making and strict adherence to statutory obligations.

Together, these interconnected building blocks create a balanced, synergistic corporate structure that empowers Flying Cement to navigate industry challenges, seize growth opportunities, and deliver sustainable stakeholder returns.



STAKEHOLDERS ENGAGEMENT

At Flying Cement, we firmly believe that long-term corporate sustainability is achieved through active, transparent, and constructive engagement with all individuals and entities that impact or are impacted by our operations. Our stakeholder engagement framework is built on principles of mutual trust, timely disclosure, open communication, and accountability. We recognize that maintaining harmonious relationships with our diverse stakeholder groups including shareholders, regulatory authorities, financial institutions, employees, local communities, and business partners is vital to our operational license and strategic success.

Engagement with our shareholders and investors is maintained through comprehensive annual and quarterly financial reports, timely corporate briefings, Annual General Meetings (AGMs), and prompt disclosures through the Pakistan Stock Exchange (PSX) data portal. We strive to provide clear, accurate, and comprehensive insights into our financial performance, operational achievements, and strategic outlook, enabling shareholders to make informed investment decisions and exercise their governance rights effectively.

We maintain a proactive and cooperative relationship with regulatory authorities, including the Securities and Exchange Commission of Pakistan (SECP), the Competition Commission of Pakistan, environmental protection agencies, and taxation departments. By ensuring strict adherence to the Companies Act 2017, corporate governance codes, and statutory reporting requirements, we demonstrate our commitment to regulatory compliance and legal transparency. Similarly, our ongoing dialogues with our banking partners and financial institutions are characterized by transparent financial disclosures, prudent debt management, and strict adherence to covenant obligations, reinforcing our reputation as a reliable and creditworthy corporate entity.

Internally, stakeholder engagement extends to our workforce through regular management-employee communications, safety committees, and performance feedback sessions, ensuring that staff concerns are addressed promptly and morale remains high. Externally, we engage with the communities surrounding our manufacturing plants through local welfare initiatives, employment opportunities, and environmental responsibility measures. By fostering two-way dialogue across all fronts, Flying Cement builds enduring partnerships that support mutual growth and community resilience.

Strategic Goals

Flying Cement Company Limited operates with a clear, forward-looking strategic vision aimed at reinforcing our market position, enhancing operational efficiencies, and maximizing long-term shareholder value. Our strategic roadmap is meticulously designed to navigate the evolving macroeconomic landscape of Pakistan, address industry-specific challenges, and capitalize on emerging opportunities within the construction and infrastructure sectors.

Our primary strategic objective is cost leadership and operational optimization. Given the cyclical nature of the cement industry and fluctuations in energy and raw material costs, we are committed to streamlining our manufacturing processes. This includes further investments in energy-efficient technologies, exploring alternative fuel resources (AFR) to reduce dependency on grid electricity and imported fossil fuels, and optimizing our supply chain and logistics networks to minimize distribution expenses per ton.

A parallel strategic priority is market expansion and brand strengthening. We aim to deepen our penetration in existing regional markets while identifying high-potential geographic corridors driven by public and private infrastructure development. By leveraging our reputation for uncompromising product quality, responsive customer service, and robust distributor relationships, we seek to grow our market share and maintain steady sales volumes.

Furthermore, our strategic goals encompass rigorous financial restructuring and liquidity management. We are focused on strengthening our balance sheet through disciplined capital allocation, optimizing working capital cycles, and maintaining constructive debt-servicing schedules with our banking partners. Environmental sustainability is also deeply integrated into our strategic framework; our roadmap includes targeted initiatives to lower carbon emissions, enhance water recycling efficiency, and achieve higher environmental compliance standards.

Finally, we remain dedicated to institutionalizing technological innovation and human capital development. By upgrading our management information systems, digitizing key operational workflows, and upskilling our workforce through targeted training programs, we ensure that Flying Cement remains agile, competitive, and fully prepared to meet the demands of a modern industrial economy.



Business Ethics at Flying Cement Company Limited

Ethical conduct, uncompromising integrity, and strict legal compliance form the cornerstone of corporate governance at Flying Cement Company Limited. We recognize that our social license to operate depends heavily on our ethical standards. Consequently, our governance framework enforces rigorous policies against corruption, bribery, fraud, and unfair trade practices, ensuring that all business transactions are conducted with absolute honesty, transparency, and fairness.

Our commitment to business ethics is codified in our comprehensive Code of Conduct, which applies universally to all directors, executives, management personnel, and general employees. This code outlines expected standards of professional behavior, conflict of interest disclosures, confidentiality of corporate information, and the protection of company assets. Regular awareness sessions and compliance sign-offs ensure that ethical principles remain front and center in daily operational decision-making across all company departments.

Transparency and accountability are rigorously maintained in our financial reporting and corporate disclosures. Operating under the regulatory oversight of the Securities and Exchange Commission of Pakistan (SECP) and the Pakistan Stock Exchange (PSX), we ensure that all financial statements, statutory returns, and material corporate announcements adhere strictly to International Financial Reporting Standards (IFRS) and applicable corporate laws. Our internal audit department operates independently, continuously reviewing internal controls, financial records, and operational processes to detect and mitigate any potential governance risks.

Furthermore, we uphold fair labor practices, respect human rights, and enforce strict non-discrimination and anti-harassment policies across our workplaces. We prohibit forced or child labor and ensure safe, equitable working conditions for all personnel. By fostering an ethical corporate culture supported by robust whistleblowing mechanisms and independent board oversight, Flying Cement safeguards the interests of its shareholders, protects its institutional reputation, and contributes positively to the ethical fabric of Pakistan's corporate sector.





The Code of Conduct

Flying Cement Limited is committed to conducting its business with honesty, integrity, transparency, and accountability. The Company's Code of Conduct serves as a cornerstone of its governance framework, guiding the behavior of Directors, employees, and trainees. It establishes clear expectations, defines acceptable practices, and reinforces the Company's dedication to ethical standards and compliance with applicable laws and regulations.

Purpose and Scope

The Code applies to all members of the Board of Directors, employees, and trainees. It provides guidance on potential ethical dilemmas, promotes responsible decision-making, and ensures that Flying Cement Limited operates in accordance with the highest professional and legal standards. By embedding these principles into daily operations, the Company fosters a culture of trust, accountability, and respect.

Salient Features for Directors

Conflict of Interest: Directors must avoid situations where personal interests conflict with Company interests. Any actual or potential conflict must be promptly disclosed.
Corporate Opportunities: Directors are prohibited from exploiting opportunities arising from Company resources or information for personal gain.

Confidentiality: Sensitive information entrusted to Directors must be safeguarded and disclosed only when authorized or legally required.

Honesty, Integrity, and Fair Dealing: Directors must act fairly and in good faith in all dealings with stakeholders.

Compliance with Laws: Directors are required to comply with all relevant laws, including the Companies Act, 2017, PSX Listing Regulations, and insider trading rules.

Encouraging Ethical Reporting: Directors must ensure that employees feel empowered to report unethical behavior without fear of retaliation.

Trading in Company Shares: Directors must adhere to disclosure and reporting obligations regarding transactions in Company securities.

Compliance Procedures: Any suspected violation of the Code must be reported through appropriate governance channels.

Salient Features for Employees and Trainees

Conflict of Interest: Employees must avoid activities or relationships that compromise Company interests and disclose any potential conflicts.
Confidentiality: Proprietary and sensitive information must be protected and disclosed only with proper authorization.

Political Contributions: Company resources cannot be used for political purposes unless expressly permitted by law.

Anti-Bribery and Corruption: Employees must not engage in bribery, kickbacks, or improper payments. All dealings must comply with anti-corruption laws.

Accurate Record-Keeping: All financial transactions must be properly documented, with no false or misleading entries.

Third-Party Agreements: Contracts with agents, consultants, or intermediaries must be transparent, authorized, and documented.

Supplier and Partner Relations: Dealings with external parties must uphold the Company's integrity and reputation.

Health, Safety, and Environment: Employees must prioritize workplace safety and environmental responsibility.

Smoking and Seat Belt Policies: Strict rules govern smoking in designated areas and mandatory seat belt use in Company vehicles.

Outside Employment: Secondary employment that conflicts with Company interests is prohibited.

Unsolicited Gifts: Employees must decline gifts or hospitality that could influence business judgment.

Family Connections: Business dealings involving relatives must be disclosed to avoid preferential treatment.

Company Property: Misuse of Company assets or resources is strictly prohibited.

Alcohol and Drugs: Substance abuse is not tolerated in Company premises or during Company activities.

Gambling: Organized gambling using Company resources is prohibited.

Responsible Communication: Rumor mongering, gossip, or false allegations are strictly forbidden.

Harassment-Free Workplace: The Company maintains a respectful environment, prohibiting all forms of harassment.

Grievance Handling: Employees have access to fair and confidential grievance mechanisms.

Whistleblowing: A structured policy allows employees and stakeholders to report misconduct without fear of retaliation.

General Discipline: Employees must comply with Company rules, policies, and workplace standards.

Reporting Violations: Any suspected breach of the Code must be reported promptly, with disciplinary action taken where necessary.

Governance and Accountability.

The Code of Conduct is integral to Flying Cement Limited's governance framework. It ensures that ethical standards are consistently applied across all levels of the organization. By promoting transparency, accountability, and compliance, the Code strengthens stakeholder confidence and reinforces the Company's reputation as a responsible corporate entity.



S.W.O.T. ANALYSIS

Flying Cement Company Limited

Flying Cement Limited continues to evaluate its strategic positioning through a comprehensive SWOT framework. This analysis highlights the Company's internal strengths and weaknesses while identifying external opportunities and threats that shape long-term competitiveness and resilience.

Strengths

Flying Cement Limited benefits from a robust set of strengths that reinforce its market position and operational efficiency:

Strong Brand Recognition: The Company has established a trusted reputation in the cement industry, fostering customer confidence and long-term brand loyalty.

Diversified Fuel Mix and Efficient Operations: A balanced energy portfolio reduces reliance on any single source, enhances flexibility, and supports cost-efficient production.

Strong Financial Position: A sound balance sheet enables the Company to pursue strategic investments, support operations, and capitalize on growth opportunities.

Quality and Efficiency of Human Resources: A skilled and dedicated workforce drives productivity, innovation, and achievement of strategic objectives.

Easy Access to Production Resources: Proximity to raw materials reduces transportation costs and supports competitive production.

Trusted and Efficient Supply Chain: Established supplier relationships ensure reliability, continuity, and cost-effectiveness in procurement.

Geographically Diverse and Modern Facilities: State-of-the-art plants, strategically located, enhance product quality and responsiveness to market demand.

Self-Sufficiency in Electricity: Captive power-generation capabilities reduce exposure to external supply disruptions and provide greater control over energy costs. These strengths collectively position Flying Cement Limited as a resilient and competitive player in the industry.

Weaknesses

Despite its advantages, the Company face certain internal challenges that require ongoing management:

Highly Fragmented and Competitive Industry: Intense competition creates pricing pressure and limits margin expansion.

Demand-Supply Imbalance and Overcapacity: Excess production capacity relative to domestic demand results in inventory buildup and margin compression.

High Taxation and Duties: Elevated regulatory costs increase the Company's cost structure and affect competitiveness.

High Energy Costs and Inflationary Pressures: Rising input costs continue to challenge profitability.

High Interest Rates: Elevated borrowing costs constrain financial flexibility and make expansion projects more expensive. **Intense Local Competition:** Strong domestic rivalry limits pricing power and market share growth.

Limited Export Volumes: Low international sales reduce diversification and increase reliance on domestic demand. Addressing these weaknesses remains a priority to ensure long-term sustainability.

Opportunities.

The external environment presents several avenues for growth and strategic advancement:

Growth in Construction and Infrastructure Development: Expanding housing, industrial, and public infrastructure projects will drive cement demand.

Cost Optimization and Operational Efficiency: Continued focus on process optimization, energy efficiency, and waste reduction can strengthen margins.

CPEC-Related Infrastructure Development: Projects under the China-Pakistan Economic Corridor are expected to generate long-term demand.

Expansion into New International Markets: Exploring new destinations diversifies revenue streams and reduces reliance on domestic demand.

Energy Efficiency and Alternative Fuels: Investments in renewable energy and alternative fuels reduce costs and enhance resilience against price volatility. These opportunities align with Flying Cement Limited's strategic priorities of growth, efficiency, and sustainability.

Threats

The Company also faces external risks that could impact operations and profitability:

Industry Overcapacity and Margin Compression: Persistent excess supply intensifies competition and reduces profitability.

Currency Devaluation: Depreciation of the Pakistani Rupee increases the cost of imported machinery and inputs.

Inconsistent Economic and Regulatory Policies: Frequent changes in fiscal, taxation, and energy policies create uncertainty in planning.

Protectionism and Trade Barriers: Tariffs and restrictions in export markets limit international expansion.

Rising Logistics and Transportation Costs: Higher fuel and freight costs increase distribution expenses and reduce export competitiveness. **High Cost of Financing:** Sustained borrowing costs restrict investment in modernization and expansion. **Reduction in PSDP Allocations:** Lower government spending on infrastructure slows construction activity and reduces cement demand.

Rising Coal and Alternative Fuel Costs: Increases in energy prices place pressure on margins, particularly when costs cannot be passed on to customers. Flying Cement Limited continues to monitor these risks and implement mitigation strategies to safeguard long-term resilience.

Factors Affecting The External Environment And Organisations' Response

Flying Cement Limited operates in a complex external environment shaped by political, economic, social, technological, environmental, and legal factors. Understanding these dynamics is critical to sustaining growth, mitigating risks, and aligning strategies with stakeholder expectations. The Company continuously monitors these external influences and responds proactively to ensure resilience and competitiveness.

Political Factors

Government policies and political stability play a decisive role in shaping the cement industry. Changes in taxation, economic regulations, and industry-specific policies can directly affect demand, costs, and operational frameworks. Periods of instability may disrupt investment flows and construction activity, thereby impacting cement consumption. Flying Cement Limited actively monitors policy developments and adjusts its strategies, budgets, and processes accordingly. Industry matters are addressed collectively through the All Pakistan Cement Manufacturers Association (APCMA), ensuring that the Company's voice is represented in policy discussions and regulatory reforms.

Economic Factors

Macroeconomic conditions such as inflation, interest rates, energy costs, and exchange-rate fluctuations significantly influence profitability. Rising input costs and weak construction activity can reduce demand, while competitive pressures may erode margins. To mitigate these risks, Flying Cement Limited focuses on cost optimization, efficient inventory management, and market development. Operational efficiency remains a cornerstone of the Company's strategy, enabling it to maintain competitiveness even in challenging economic environments.

Social Factors

Stakeholder expectations regarding corporate social responsibility (CSR), community development, and social welfare continue to rise. Communities increasingly expect companies to contribute meaningfully to healthcare, education, and social infrastructure. Flying Cement Limited embraces this responsibility by supporting community development initiatives, healthcare programs, and educational projects. These efforts strengthen the Company's social license to operate and reinforce its reputation as a responsible corporate citizen.

Technological Factors

Rapid technological advancements demand continuous improvement in manufacturing processes and IT infrastructure. Failure to adapt can lead to inefficiencies, higher costs, and reduced competitiveness. Flying Cement Limited invests in technology upgrades to improve productivity, efficiency, and product quality. Modernization initiatives, including the adoption of vertical cement mills and digital infrastructure, ensure that the Company remains aligned with industry best practices and future-ready.

Environmental Factors

Climate change, emissions, resource consumption, and natural disasters pose significant challenges to the cement industry. Regulatory requirements and stakeholder expectations increasingly demand sustainable practices and reduced environmental footprints. Flying Cement Limited complies with all applicable environmental requirements and emphasizes the efficient use of energy and natural resources. Investments in waste heat recovery plants, bag filter technology, and captive power generation demonstrate the Company's commitment to minimizing its environmental impact while maintaining operational efficiency.

Legal Factors

Changes in corporate, taxation, labour, and environmental regulations can increase compliance obligations and operational complexity. Non-compliance risks reputational damage and financial penalties. Flying Cement Limited proactively monitors regulatory developments and ensures compliance through robust policies, procedures, and professional oversight. The Company's governance framework emphasizes accountability, transparency, and adherence to evolving legal standards.

Conclusion

The external environment presents both challenges and opportunities for Flying Cement Limited. Political and economic uncertainties require vigilance, while social expectations and technological advancements demand adaptability. Environmental and legal factors underscore the importance of sustainability and compliance. By proactively responding to these influences, Flying Cement Limited reinforces its resilience, strengthens stakeholder trust, and ensures sustainable growth. The Company's ability to anticipate and adapt to external changes remains a defining strength in its journey toward long-term success.

Competitive Analysis

(Porter's Five Forces)

Flying Cement Limited operates in a highly competitive industry where external forces shape strategic decisions and long-term sustainability. To evaluate the competitive landscape, the Company applies Porter's Five Forces framework, which provides insights into industry dynamics and highlights areas of opportunity and risk. This analysis underscores the Company's resilience and its proactive approach to maintaining competitiveness.

Threat of New Competition

The cement industry is characterized by high barriers to entry. Significant capital investment is required to establish production facilities, secure raw materials, and develop distribution networks. Additionally, regulatory approvals and environmental compliance add complexity to market entry.

As a result, the threat of new entrants remains relatively low. Flying Cement Limited benefits from its established infrastructure, strong brand recognition, and long-standing customer relationships, which collectively reinforce its competitive position. The Company continues to invest in capacity expansion and technological upgrades to ensure that its market leadership remains secure against potential new players.

Threat from Substitute Products

Cement has no significant direct substitute for its primary applications in construction and infrastructure. While alternative materials such as steel, wood, or composites may be used in specific contexts, they do not pose a substantial threat to cement's dominant role in large-scale construction.

Accordingly, the threat from substitutes remains low. Flying Cement Limited continues to focus on product quality, reliability, and cost efficiency to ensure that cement remains the preferred choice for builders, contractors, and infrastructure developers.

Bargaining Power of Customers;

Cement is primarily sold through distributors, dealers, and retailers. While entry barriers for these intermediaries are relatively low, Flying Cement Limited maintains a strong and diversified customer base. The Company's emphasis on building mutually beneficial relationships ensures loyalty and reduces the risk of customer attrition.

Customer bargaining power is considered moderate.

Buyers may exert pressure on pricing and terms, particularly in periods of oversupply. However, Flying Cement Limited's focus on operational efficiency, reliable delivery, and customer service mitigates this risk. By operating warehouses near key consumption centers, the Company enhances accessibility and strengthens its market presence.

Bargaining Power of Suppliers

The Company follows a structured vendor-selection process to ensure transparency and competitive procurement. Key raw materials such as limestone and coal are sourced through the relevant Mines and Minerals authorities, while other inputs are procured through market assessment and negotiation.

Supplier bargaining power is therefore considered manageable.

Flying Cement Limited's diversified sourcing strategy reduces dependency on individual suppliers and enhances procurement flexibility. By maintaining strong supplier relationships and adopting responsible resource management practices, the Company ensures continuity of supply and cost efficiency.

Intensity of Competitive Rivalry

Competition in the cement industry remains intense. Capacity expansions by multiple players can lead to oversupply, resulting in pricing pressure and margin erosion. In this environment, Flying Cement Limited focuses on operational efficiency, cost management, and market development to remain competitive.

The Company's investments in modern production lines, vertical cement mills, and waste heat recovery systems enhance efficiency and reduce costs. Additionally, strategic initiatives to expand market share and strengthen customer relationships provide resilience against competitive pressures. Flying Cement Limited's commitment to sustainability and community welfare further differentiates it in a crowded marketplace.

Five Forces analysis highlights the competitive dynamics of the cement industry and underscores Flying Cement Limited's strategic strengths. The low threat of new entrants and substitutes provides stability, while manageable supplier power and moderate customer bargaining power present opportunities for relationship-building and efficiency gains. Intense rivalry remains the most significant challenge, but the Company's proactive investments in technology, sustainability, and market development ensure that it remains well-positioned to thrive.

Through disciplined execution of its strategic priorities, Flying Cement Limited continues to reinforce its competitive advantage, safeguard shareholder value, and contribute to the sustainable growth of the cement industry in Pakistan.



Strategic Objectives

Flying Cement Limited continues to pursue a clear and disciplined strategy aimed at driving sustainable growth, enhancing efficiency, and reinforcing its position in the cement industry. The Company's strategic roadmap is built around four core priorities: growing local market share, improving operational efficiency, advancing sustainable development, and achieving excellence in human resource management. Together, these objectives form the foundation of long-term resilience and stakeholder value creation.

Plan 1:

Growing Local Market Share

Strengthening the Company's presence in the domestic market remains a key priority. Flying Cement Limited is committed to developing tailored strategies that reinforce its competitive position and enable it to meet rising demand.

Key initiatives include:

Expansion of Line-2 Plant capacity by 2.7 MTPA:

This investment will significantly enhance production capabilities, ensuring that the Company can respond effectively to increasing market requirements.

Operation of warehouses near key consumption centers:

By strategically locating warehouses close to major demand hubs, Flying Cement Limited improves accessibility, reduces delivery times, and enhances customer satisfaction.

These measures are designed to deepen market penetration, strengthen brand recognition, and secure long-term growth in the local market.

Plan 2:

Efficiency

Operational efficiency is central to sustaining competitiveness and profitability. Flying Cement Limited continues to invest in modern technologies and process improvements to reduce costs and optimize resource utilization.

Key initiatives include:

Upgrading manufacturing facilities with efficient production lines: Modernized equipment enhances productivity, reduces downtime, and ensures consistent product quality.

Installation of Vertical Cement Mills at Line-2 Plant:

These mills improve energy efficiency, reduce operating costs, and support sustainable production practices.

Optimization of resource use:

By lowering energy consumption and streamlining processes, the Company strengthens its cost structure and improves margins. Through these initiatives, Flying Cement Limited ensures that efficiency gains translate into stronger financial performance and greater competitiveness.

Plan 3:

Sustainable Development

Flying Cement Limited recognizes that sustainability is integral to long-term success. The Company is committed to environmental stewardship, responsible resource management, and community welfare.

Key initiatives include:

Efficient use of natural resources:

Limestone, coal, and other raw materials are utilized responsibly to minimize waste while maintaining product quality and competitive pricing.

Operation of a 12 MW captive power plant:

This reduces reliance on imported fossil fuels, enhances energy security, and lowers costs.

Operation of a 7.5 MW waste heat recovery plant:

This initiative generates green energy, further reducing the Company's environmental footprint.

Compliance with National Environmental Quality Standards (NEQS):

Strict adherence to regulatory requirements ensures that operations remain aligned with national sustainability goals.

Support for community welfare programs:

Flying Cement Limited continues to invest in initiatives that improve social well-being, reinforcing its role as a responsible corporate citizen.

These measures demonstrate the Company's commitment to balancing economic growth with environmental and social responsibility.

Plan 4:

HR Excellence

Human capital is the cornerstone of Flying Cement Limited's success. The Company is dedicated to fostering a culture of excellence, fairness, and continuous improvement.

Key initiatives include:

Enforcement of core values and a Code of Conduct: These principles guide employee behavior and reinforce ethical standards across the organization.

Structured and equitable career development processes:

Transparent pathways for growth ensure that employees are motivated and engaged.

Vision-aligned KPIs for each role:

Clear performance indicators align individual contributions with organizational objectives.

Anonymous climate surveys:

Regular feedback mechanisms promote continuous improvement and strengthen employee trust.

Skill development through job rotation and training: These programs enhance capabilities, encourage innovation, and prepare employees for future leadership roles. By investing in people, Flying Cement Limited ensures that its workforce remains motivated, skilled, and aligned with the Company's long-term vision.

Flying Cement Limited's strategic objectives reflect a balanced approach to growth, efficiency, sustainability, and human capital development. By expanding market share, modernizing operations, embracing sustainability, and nurturing talent, the Company is well-positioned to deliver enduring value to shareholders, employees, and the wider community.

These priorities form the backbone of Flying Cement Limited's journey toward resilience, competitiveness, and sustainable success in the years ahead.

Going Forward

As Flying Cement Limited looks ahead, the Company remains committed to strengthening its operational resilience and sustaining competitiveness in an increasingly dynamic business environment. The future demands a proactive approach to technological risks, innovation, and adaptability. Our strategic priorities are designed to ensure that Flying Cement Limited continues to deliver value to shareholders, employees, and stakeholders while maintaining its position as a leader in the cement industry.

Micro-Level Focus:

Addressing Technological Risks

1. Technological Obsolescence

The pace of technological change presents both challenges and opportunities. Flying Cement Limited recognizes that outdated systems and equipment can hinder efficiency, increase costs, and erode competitiveness. To address this risk, the Company has adopted a forward-looking strategy centered on commitment to innovation and modernization.

Key initiatives include:

Installation of a new production line at the Khushab Plant:

This investment will significantly increase production capacity, improve operational efficiency, and strengthen the Company's ability to meet growing market demand.

Implementation of state-of-the-art Vertical Cement Mills: These advanced mills are designed to enhance energy efficiency, reduce operating costs, and improve production quality. By integrating modern technology into core operations, Flying Cement Limited ensures that its manufacturing processes remain competitive and sustainable.



Through these initiatives, the Company not only mitigates the risk of technological obsolescence but also positions itself to capitalize on future growth opportunities.

2. Technological Innovation by Competitors

In a competitive industry, innovation by peers can quickly reshape market dynamics. Flying Cement Limited acknowledges this risk and has established a comprehensive framework for continuous technology monitoring. A dedicated professional team tracks emerging technologies, regulatory developments, and industry trends to ensure timely adaptation and compliance.

This proactive approach enables the Company to:

Identify disruptive technologies early and assess their potential impact. Align operations with evolving regulatory requirements. Maintain competitiveness by adopting best practices and innovations that enhance efficiency and sustainability.

Operational Resilience

Beyond monitoring competitors, Flying Cement Limited is focused on building operational resilience. Robust IT systems and digital infrastructure form the backbone of this resilience, supporting business continuity and workforce productivity during disruptions such as pandemics, natural disasters, or supply-chain interruptions.

By investing in digital transformation, the Company ensures that critical operations remain uninterrupted, employees remain connected, and stakeholders continue to receive reliable service. This resilience strengthens trust and reinforces Flying Cement Limited's reputation as a dependable partner in the industry.

Strategic Outlook

Looking forward, Flying Cement Limited's technological priorities are aligned with its broader vision of sustainable growth and stakeholder value creation. The Company's



focus on innovation, modernization, and resilience reflects its understanding that long-term success depends on adaptability and foresight.

Key strategic outcomes expected from these initiatives include:

- Enhanced production efficiency and reduced operating costs.
- Increased competitiveness in domestic and international markets.
- Strengthened compliance with evolving regulatory frameworks.
- Improved sustainability through energy-efficient technologies.
- Greater resilience against external disruptions.

Flying Cement Limited's forward-looking strategy demonstrates its commitment to addressing technological risks while embracing innovation. By investing in modern production lines, advanced cement mills, and robust digital infrastructure, the Company is well-positioned to navigate industry challenges and seize emerging opportunities.

As we move into the future, Flying Cement Limited remains steadfast in its mission to deliver excellence, sustainability, and resilience. These priorities ensure that the Company continues to build on its legacy while preparing for the demands of tomorrow.



Whistle Blowing Policy Statement

At Flying Cement Limited, we recognize that the foundation of sustainable growth lies in integrity, transparency, and accountability. Our management is firmly committed to fostering a corporate culture where ethical conduct is not only expected but actively encouraged. In line with this commitment, the Company has established a comprehensive Whistle Blowing Policy designed to empower employees and stakeholders to report concerns regarding misconduct, breaches of law, or violations of Company policies without fear of retaliation.

Purpose and Commitment

The purpose of this policy is to provide a structured mechanism through which employees can raise genuine concerns in good faith. We acknowledge that misconduct whether in the form of internal fraud, misuse of Company assets, discrimination, or other unlawful activities can adversely affect the Company's reputation, financial stability, and stakeholder trust. By encouraging transparent reporting, Flying Cement Limited strengthens its governance framework and reinforces its dedication to fair and ethical business practices.

The Company is committed to:

- Promoting integrity in all operations.
- Ensuring transparency through accurate financial reporting and effective internal controls.
- Safeguarding accountability by holding individuals and processes to the highest standards of compliance.
- Protecting whistleblowers from retaliation, harassment, or adverse employment consequences.

Reporting Channels

Employees are encouraged to report concerns directly to the following designated authorities:

- Chairman of the Audit Committee
- Chief Executive Officer
- Company Secretary
- Head of Internal Audit

These reporting channels ensure that concerns are addressed at the highest levels of oversight, thereby reinforcing confidence in the process.

Principles Governing Whistle Blowing

The effectiveness of this policy rests on adherence to the following principles:

- Evidence-based reporting: Whistleblowers should provide sufficient evidence to support the genuineness of the matter, following reasonable verification.
- Good faith disclosure: Reports must be made with honest intent, prioritizing the best interests of the Company.
- Responsibility and seriousness: Whistleblowers should understand the gravity of the matter and accept accountability for the information provided.
- Confidentiality assurance: The Company ensures that all reports are handled discreetly, protecting the identity of the whistleblower wherever possible.

Protection Against Retaliation

Flying Cement Limited unequivocally prohibits retaliation against individuals who raise concerns in good faith. Employees who report misconduct are safeguarded against dismissal, demotion, harassment, or any form of discrimination. This assurance is central to building trust and encouraging employees to speak up without hesitation.

Strengthening Corporate Governance

The Whistle Blowing Policy is not merely a compliance requirement; it is a cornerstone of our governance framework. By promoting ethical conduct and transparency, the policy:

- Enhances stakeholder confidence in the Company's operations.
- Supports effective risk management by identifying potential threats early.
- Reinforces internal controls and financial discipline.
- Encourages a culture of openness and accountability across all levels of the organization.

Role in Business Sustainability

In today's competitive environment, sustainability is inseparable from ethics. Flying Cement Limited believes that long-term success depends on the trust of employees, shareholders, regulators, and the wider community. The Whistle Blowing Policy contributes to this trust by ensuring that:

- Employees feel empowered to raise concerns without fear.
- Management receives timely information to address risks.
- The Company maintains compliance with applicable laws and regulations.
- Ethical values remain embedded in decision-making processes.



Corporate Social Responsibility

Overview.

The Company recognises that responsible business conduct is integral to sustainable growth and long-term value creation. In addition to contributing to economic activity, the Company seeks to improve the quality of life of its employees and their families, support the communities surrounding its operations, and promote responsible stewardship of the environment. During the year ended 2026, the Company continued to direct its corporate social responsibility (CSR) efforts towards social well-being, skills development, community resilience, environmental protection, and a safe and inclusive workplace.

The Company's approach is grounded in the principle of shared value.

Accordingly, its CSR initiatives are designed to address practical needs within its workforce and adjoining communities while strengthening the sustainability of its operations. The focus remains on initiatives that support employability, improve access to essential assistance, encourage environmental responsibility, and provide timely support during emergencies.

CSR focus areas

- **Education and skills development.**

The Company supports employability and human development through employee training, technical skills development, and educational assistance for employees' children.

- **Sustainable infrastructure and community support.**

The Company contributes to resilient infrastructure and provides practical assistance to communities located in the vicinity of its operations.

- **Charity and social welfare.**

The Company supports vulnerable and underprivileged members of society through welfare, food assistance, and relief-oriented initiatives.

- **Environmental protection, health and safety.**

The Company promotes safe working conditions and responsible environmental practices across its operations.

- **Carbon footprint reduction.**

The Company continues to adopt technologies and operational practices intended to improve emission control and reduce its environmental footprint.

Key initiatives during the year

During 2026, the Company implemented a range of initiatives for employees, their families, nearby communities, and the environment.

These initiatives included the following:

- **Local employment and capability building.**

The Company created employment opportunities for members of the local community and provided training and technical skills development to employees. These efforts support workforce capability and contribute to the development of skills within the communities in which the Company operates.

- **Employee health and emergency support.**

Free medical facilities continued to be available to employees at the plant site. In addition, the Company extended fire-fighting services, without charge, to nearby areas during emergencies, thereby supporting the safety and resilience of adjoining communities.

- **Community welfare and education.**

The Company provided food supplies and meals to needy and underprivileged residents of neighbouring communities. It also provided financial assistance for the education of employees' children, reaffirming its commitment to family welfare and access to educational opportunities.

- **Inclusive and sustainable workplace.**

The Company promoted employee well-being, encouraged diversity, and fostered a workplace culture that recognises the importance of inclusion and environmental responsibility. These efforts form part of the Company's broader commitment to maintaining a safe, respectful, and sustainable working environment.

- **Emission control and environmental conservation.**

The Company installed a state-of-the-art bag filter system to strengthen emission control and reduce its environmental footprint. The Company also conducted tree plantation activities in areas surrounding the plant to support environmental conservation and enhance local green cover.

Continuing commitment

The Company's CSR programme reflects an ongoing commitment rather than a set of isolated activities.

By investing in people, supporting communities, maintaining a safe and inclusive workplace, and improving environmental performance, the Company seeks to create positive and lasting outcomes for its stakeholders. The Company will continue to review its CSR priorities in line with the needs of its employees, the communities around its operations, and the environmental responsibilities associated with its business. Through these efforts, the Company remains committed to contributing to the sustainable development of Pakistan while creating shared value for employees, communities, and the environment.

Corporate Governance

Overview

Flying Cement Limited (the "Company") is committed to maintaining robust standards of corporate governance, integrity, transparency and accountability. The Company's governance framework is designed to support responsible decision-making, effective oversight, sustainable value creation and the protection of the interests of shareholders and other stakeholders. During the year ended 30 June 2026, the Board of Directors continued to discharge its responsibilities in accordance with the Companies Act, 2017, the Listed Companies (Code of Corporate Governance) Regulations, 2019, and other applicable laws, regulations and standards.

Role and Responsibilities of the Chairman

The Chairman provides effective leadership to the Board and is responsible for ensuring its efficient performance and adherence to high standards of corporate governance. He guides the Board in maintaining an appropriate focus on the Company's strategy, policies, key objectives and long-term sustainability, while ensuring that the Board remains fully and constructively engaged in matters requiring its attention.

The Chairman promotes open and balanced deliberations and facilitates consensus based decision making. He ensures that Board decisions are made objectively, in the best interests of the Company and its stakeholders, and with due regard to the Company's legal and ethical responsibilities. The Chairman also promotes a culture of integrity and transparency and provides oversight to ensure that the Chief Executive Officer and Management implement the strategies and policies approved by the Board effectively.

Roles and Responsibilities of the Board of Directors

The Board of Directors provides strategic direction, effective governance and oversight of the Company. Its responsibilities include approving the Company's strategic plans, business plans and financial objectives; setting performance expectations; monitoring operational and financial performance; overseeing risk management; and ensuring that appropriate systems of internal control and reporting are maintained.

The Board exercises its responsibilities through collective expertise, independent judgment and constructive challenge. It provides guidance to Management while retaining oversight of the Company's affairs and ensuring that they are conducted responsibly, prudently and in compliance with applicable requirements. The Board also considers the interests of shareholders, employees, customers, creditors, regulators and other stakeholders when evaluating significant decisions and matters affecting the Company's performance and reputation.

Role and Responsibilities of the Chief Executive Officer

The Chief Executive Officer leads the Management team and is responsible for the overall management of the Company's business. In consultation with the Chairman and the Board, the CEO develops and implements the Company's strategy and commercial objectives and ensures that day-to-day operations remain aligned with the approved direction and priorities.

The CEO oversees strategic planning, budgeting, financial reporting, risk management, resource allocation and operational performance. The CEO is also responsible for implementing the strategies, plans and policies approved by the Board and its Committees, supported by the Management team, and for fostering a culture of integrity, accountability, performance, continuous improvement and compliance throughout the organisation.

Evaluation of the Board's Performance

In accordance with the requirements of the Listed Companies (Code of Corporate Governance) Regulations, 2019, the performance of the Board is evaluated to assess its effectiveness in fulfilling its responsibilities and supporting the achievement of the Company's strategic objectives. The evaluation process considers the quality of Board oversight, the effectiveness of deliberations and decision-making, the adequacy of information provided to Directors, and the contribution of the Board to the Company's governance and performance.

The evaluation also supports continuous improvement by identifying opportunities to strengthen Board effectiveness and maintain an appropriate balance of knowledge, experience, expertise and skills. It reinforces the tone at the top and promotes accountability, sound oversight and a continuing commitment to high standards of corporate governance.

Details of Formal Orientation Courses for Directors

The Company makes appropriate arrangements to orient Directors so that they are familiar with the Company's business, organisational structure, strategic objectives, financial position, principal risks and operating environment, as well as the laws, regulations and governance requirements applicable to their roles.

A formal orientation programme is arranged for newly appointed Directors. It covers the Company's business model and core competencies, major assets and liabilities, investments, significant contracts, financial and operational matters, legal and regulatory requirements, principal risks, and the respective roles of the Board, its Committees, Management, shareholders, auditors, competitors and other key stakeholders. This orientation enables Directors to discharge their duties effectively and contribute meaningfully to the Company's governance, strategic direction and long-term success.

Governance Practices Exceeding Legal Requirements

The Company is committed to going beyond minimum compliance by continuously strengthening its governance framework and promoting transparency, accountability, integrity and responsible decision-making. In addition to complying with the Companies Act, 2017, the Listed Companies (Code of Corporate Governance) Regulations, 2019, and other relevant laws, regulations and standards, the Company seeks to enhance Board and Management oversight, improve the quality of governance processes and support sustainable value creation for shareholders and other stakeholders.

The Company believes that effective corporate governance is an ongoing process. Accordingly, it remains focused on reviewing and improving its practices in line with evolving expectations, emerging risks and the interests of the stakeholders it serves.



Corporate Governance



DIRECTORS' REPORT

The Directors of your company have the pleasure to present before you the 33st Annual Report of your company along with duly Audited Financial Statements for the year ended June 30, 2026.

INDUSTRY OVERVIEW

The Fiscal year 2026 remained to be challenging year for the world, and Pakistan in particular due to significant geopolitical, global challenges and macroeconomic uncertainty. The country' economy activates improved during the year due to macroeconomic management, stable \$ rate, financial discipline and stable interest rates, which resulted in more demand of the product. Moreover, an improved external inflow has contributed to macroeconomic stability and fiscal consolidation efforts and better primary surplus helped narrow the fiscal deficit and increased foreign reserve over the period. During the latter period of this financial year, Iran-US war resulted in increased volatility in global energy markets both in terms of its unprecedented high price and limited supply, eventually created high cost of production hampering the profitability. The state of economy continued to be affected due to high rising prices of fuel and energy, mounting foreign debt and volatile foreign exchange reserves. Moreover, sustainable recovery is subject to implementation of strategic structural reforms and overall improvement in the geopolitical situation around the globe. The political uncertainty, rising inflation, geo political situation coupled with the prolonged Russia-Ukraine conflict and Middle East war, choking of critical maritime routes, pressure on consumer demand, speedy climate change, pending fiscal reforms and macroeconomic uncertainty continued to affect the overall business environment in the country.

The overall sales increased, but gross, operating and net profit margins all decreased of the company over the period.

PRINCIPAL ACTIVITIES

The main objective of the company is to manufacture and sell Ordinary Portland Cement.

BUSINESS PERFORMANCE

The production and sales volume figures for the year of your Company together with the comparative figures are as under:

Particulars	2026 (Metric Tons)	2025
Cement Production	972,377	732,421
Cement Dispatches	971,576	741,458

The data shows the change in the financial year 2026 both in terms of production and dispatched as compared to the same period last year.

FINANCIAL PERFORMANCE

A comparison of the key financial results of your Company for the year ended June 30, 2026 is as under:

Particulars**2026****2025**

(Restated)

(Rupees)

(Rupees)

Sales revenue Gross**22,237,121,064****17,090,722,516**

Less: Sales Tax/ Federal Excise Duty

(7,715,914,040)

(5,888,318,043)

Net: Sales revenue

14,521,207,024

11,202,404,473

Gross Profit

1,877,024,240

1,692,260,718

Operating profit**1,518,006,673****1,199,222,715**

Profit before levy and taxation

1,262,534,148

1,205,644,178

Net Profit after tax**486,422,478****648,822,742****Earnings per Share****0.70****0.93**

During the year under review, the Company's results of operations, financial position and net assets are indicative of satisfactory financial condition. Throughout the year, we continued to show the satisfactory position by putting the best efforts which is our fundamental priority and are proud of the impact of our efforts. This performance of the Company is the reflection of strength of our team, businesses and operations. During the year ended June 30, 2026, the Company remained focus on growth.

Revenue

During the year under review, the Company has achieved highest ever gross sales of Rs. 22,237 Million owing to better dispatches and price consequently, the net sales have increased to Rs. 14,521 Million.

Profitability

The gross profit ratio decreased to 12.93% from 15.11% in corresponding year mainly due to increase in production cost in latter part of the year owing to geopolitical situation. Operating profit increased by 26.58%. Whereas, finance cost has increased as charged to profit or loss during the year, previously it has been capitalized. The net profit ratio for the year under review has decreased from 5.79 % to 3.35 % as compared to corresponding last year.

EARNING PER SHARE

Basic earnings per share after taxation for the year was Rs.0.70 (2025: Rs. 0.93). There is no dilution effect on the basic earnings per share of the Company, as the Company has no convertible dilutive potential ordinary shares outstanding as of June 30, 2026.

DIVIDEND AND APPROPRIATIONS

The Board has proposed final cash dividend as Nil.

RELATED PARTY TRANSACTIONS

All related party transactions entered into are at arm's length basis which were reviewed and approved by Audit Committee as well as by the Board of Directors of the Company in compliance with the PSX Regulations of The Pakistan Stock Exchange Limited and of the requirement of Section 208 of the Companies Act, 2017.

PRINCIPAL RISKS

Pakistan, having already been impacted by a myriad of geo-political, economic and political challenges. Moreover, expected global recession, economic instability and political uncertainty within the country further dented consumer confidence resulting in decline in demand.

SUSTAINABILITY

Throughout FY 2025-26, FLYING has continued to demonstrate its strong commitment to its sustainability agenda. The implementation of FLYING sustainability requirements and their compliance across the Company's scope of operations, geographical presence and businesses are guided through FLYING holistic Management System. A sustainable mindset is fully integrated into the Company's organizational scheme, and the Company's sustainability initiatives are in line with the Sustainability Council, which acts as a governing body on matters relating to sustainability targets and performance. Furthermore, on its Journey of Enriching Lives, FLYING is taking proactive measures to neutralize its emissions by adopting nature and science-based solutions across its various operations.

IMPACT OF COMPANY'S BUSINESS ON THE ENVIRONMENT

Management of the Company is committed towards environmental protection and prevention of pollution. The company has been dedicatedly playing its role towards the development of a better society and a better future through continual improvement in the Environmental Management System. The management is committed to introduce more environmental projects in near future as well.

CORPORATE SOCIAL RESPONSIBILITY

The Directors of the Company are committed towards long term measures in line United Nation's Sustainable Development Goals. The Company strives hard to develop communities in which it operates and is actively engaged in community services. The company meets all the food requirements of all its employees free of cost and strives to take care of their families through provision of educational and health services. It also sends its employees for religious pilgrimage each year to Saudi Arabia which are selected through balloting. The company has also taken care of its nearest villagers in the time of floods and natural disasters and works for poverty alleviation, to further protect the environment and move closer to sustainable development.

GENDER PAY GAP STATEMENT

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

- (i) Mean Gender Pay Gap: N.A
- (ii) Median Gender Pay Gap: N.A
- (iii) Any other data / details as deemed relevant:

The Company currently has all-male workforce, except for one no significant gender pay gap exists. Women in Pakistan usually do not prefer to work in a manufacturing facility like Cement. However, the Company committed for equitable compensation for female employees as per their experience and qualification if any required.

WHISTLE BLOWING

The Company Whistle blowing encourages and enables all concerned to raise serious concerns within the Company rather than overlooking a problem or 'blowing the whistle' outside. The Company is committed to the highest possible standards of honesty, excellence, consistency, compassion, fairness, integrity and accountability.

BOARD OF DIRECTORS

Composition of 8 Board of Directors, including the C.E.O as deemed Executive Director is as under:

Description	Number of Directors
Male	6
Female	2

Categorical Composition	
Independent Directors	2
Non-Executive Directors	3
Executive Director	2
Deemed Executive Director	1

Members of the Board of Directors and its Committees:

BOARD OF DIRECTORS

Mr. Kamran Khan	Chairman	Non-Executive Director
Mrs. Samina Kamran	Member	Non-Executive Director
Mr. Muhammad Zaman Ahmad Qamar	Member	Non-Executive Director
Mr. Momin Qamar	Member	Executive Director
Mr. Qasim Khan	Member	Executive Director
Mr. Omar Naeem	Member	Independent Director
Mr. Pervaiz Ahmad Khan	Member	Independent Director
<u>Chief Executive</u>		
Mrs. Maryam Absar		Deemed Executive Director

AUDIT COMMITTEE

Mr. Omar Naeem	Chairman	Independent Director
Mr. Muhammad Zaman Ahmad	Member	Non-Executive Director
Mrs. Samina Kamran	Member	Non-Executive Director

HUMAN RESOURCE AND REMUNERATION COMMITTEE

Mr. Pervaiz Ahmad Khan	Chairman	Independent Director
Mr. Qasim Khan	Member	Executive Director
Mrs. Samina Kamran	Member	Non-Executive Director

CHAIRMAN REVIEW

The Chairman's review is enclosed and duly endorsed by Board of Directors.

CODE OF CONDUCT

The Company has formed Code of Conduct to run its business operations effectively.

STATEMENT OF COMPLIANCE

Statement of Compliance duly reviewed by Board of Directors and Auditors is annexed.

REMUNERATION OF DIRECTORS

The Company will not pay any remuneration to its independent directors except approved meeting fee for attending the Board and Committee meetings.

ADEQUACY OF INTERNAL FINANCIAL CONTROLS

The Board of Directors has established an efficient system of internal financial controls, to ensure effective and efficient conduct of operations, safe guarding of Company assets compliance with applicable laws and regulations and reliable financial reporting.

FUTURE PROSPECTS

The new Line II is going under trial production and its commercial operations shall be announced soon.

Despite the odds, the Company is well positioned for sustainable growth and profit maximization through achieving economies of scale in production, keeping input costs in check through use of optimum blend of local and imported coal and captive power generation. Moreover, company's lower debt levels compared to peers in industry will also act as a hedge against volatility. We all are highly motivated and willing to contribute enthusiastically on continuous basis. We assure, the management will continue to work hard to provide long term sustainable growth and value for all its stakeholders.

COMPLIANCE WITH THE CODE OF CORPORATE GOVERNANCE

The Directors of your Company review the Company's strategic direction and business plans on a regular basis. The Audit Committee is empowered for effective compliance of Code of Corporate Governance;

We are taking all necessary steps to ensure good corporate governance in your Company as required by the Code. As part of the Compliance, we confirm the following:

- a) The financial statements prepared by the management present fairly its state of affairs, the result of its operations, cash flows and changes in equity.
- b) Proper books of accounts have been maintained by the company.
- c) Appropriate accounting policies have been consistently applied in preparation of financial statements and accounting estimates are based on reasonable and prudent judgment.

- d) International Financial Reporting Standards as applicable in Pakistan have been followed in preparation of financial statements.
- e) The system of internal control is sound in design and has been effectively implemented and monitored.
- f) There are no significant doubts upon the company's ability to continue as a going concern.
- g) There has been no material departure from the best practices of corporate governance as detailed in the listing regulations.
- h) Key operating and financial data for the last six years is annexed.
- i) The Directors, executives and their spouse and minor children have made no transactions of the Company's shares during the year, except those reported to the regulatory authorities and disclosed in the annexed Pattern of Shareholding.
- j) Reasons for significant deviations from last year's operating results have been compared in the relevant section of the Directors' report.
- k) Information about taxes and levies is given in the Notes to the Financial Statements.
- l) The company has planned to upgrade its production operations by enhancing production capacity of its plant. The matter has been disclosed to shareholders in the due time and also has been written in this directors' report.
- m) Details of number of Board and Committees meetings held during the year and attendance by each director has been disclosed below:

Sr.No.	Name	Board Meetings	Audit Committee Meetings	HR & R Committee Meetings
1	Mr. Kamran Khan	4	N/A	N/A
2	Mr. Momin Qamar	4	N/A	N/A
3	Mr. Qasim Khan	4	N/A	2
4	Mrs. Samina Kamran	4	4	2
5	Mr. Muhammad Zaman Ahmad Qamar	4	4	N/A
6	Mr. Omar Naeem	4	4	N/A
7	Mr. Pervaiz Ahmad Khan	4	N/A	2
8	Mrs. Maryam Absar	4	N/A	N/A
	Total Number of Meetings Held	4	4	2

- n) The board has been provided with detailed in house briefings and information package to acquaint them with the code, applicable laws, their duties and responsibilities to enable them to effectively manage the affairs of the company for and on behalf of the shareholders.

BOARD EVALUTAION

As required under the Listed Companies (Code of Corporate Governance Regulations), 2019, the Board conducts a self- evaluation of its performance on an annual basis. The Board of Directors believes that continuous assessment is critical in determining how effectively the Board has performed against the objectives and goals that they have set for themselves. Based on the results of the evaluation, areas of improvement are identified and corrective action plans are prepared and acted on

EVALUATION CRITERIA OF THE BOARD

Apart from their mandatory job requirements, the performance of the Board of our Company is evaluated regularly along the following parameters, both at individual and team levels:

- Follow-up and review of annual targets set by the management.
- Review of succession planning of management.
- Contribution and interest in regard to improving health safety and environment, employment and other policies and practices in the Company.
- Effectiveness in bringing in a mix of gender, talents, skills and philosophical perspectives.
- Ability to identify aspects of the organization's performance requiring action.

The overall performance of the Board measured on the basis of above-mentioned parameters for the year was satisfactory.

STAFF RETIREMENT BENEFITS

An unfunded gratuity scheme has been maintained. Provision has been made in the financial statements accordingly for permanent employees of the company.

AUDITOR'S

The Auditors M/s. Naveed Zafar Ashfaq Jaffery & Co., Chartered Accountants are retiring at the conclusion of the forthcoming Annual General Meeting and being eligible have offered their services for the next term. The Auditors confirmed that they have been given satisfactory rating under the Quality Control Review Program of the Institute of Chartered Accountants of Pakistan (ICAP) and the firm is fully compliant with the International Federation of Accountants (IFAC) guidelines on code of ethics, as adopted by the ICAP. The Audit Committee and the Board recommended their re-appointment.

PATTERN OF SHAREHOLDING

The pattern of shareholding as at June 30, 2026 along with disclosures as required by the Code of Corporate Governance is annexed.

POST BALANCE SHEET EVENTS

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

ACKNOWLEDGMENT

The Board acknowledges the assistance and cooperation of all stakeholders including financial institutions, customers, creditors and government departments. We also appreciate and admire the continued support and cooperation of employees of the company.

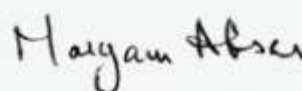
For and on behalf of the Board



Director

Lahore

Dated: October 05, 2026



Chief Executive

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

FLYING CEMENT COMPANY LIMITED

Year Ended June 30, 2026

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

1. The total number of directors are 8, including the Chief Executive Officer who is a deemed director under section 188(3) of the Act, as per the following:

Description	Number of Directors
a) Male	06
b) Female	02

2. The composition of the Board is as follows:

Category	Names
Independent Directors	Mr. Pervaiz Ahmad Khan Mr. Omar Naeem
Non-Executive Directors	Mr. Kamran Khan Mr. Muhammad Zaman Ahmad Qamar
Executive Directors	Mr. Momin Qamar Mr. Qasim Khan Mrs. Maryam Absar (Chief Executive Officer, deemed director)
Female Directors	Mrs. Samina Kamran (Non-Executive) Mrs. Maryam Absar (Executive)

3. The Directors have confirmed that none of them is serving as a director on more than seven listed companies, including Flying Cement Company Limited.
4. The Company has prepared a code of conduct and has ensured that appropriate steps have been taken to disseminate it throughout the company along with its supporting policies and procedures.
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of significant policies, along with their date of approval or updating, is maintained by the Company.
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board/ shareholders as empowered by the relevant provisions of the 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 Act and the Regulations with respect to frequency, recording and circulating minutes of meeting of the Board.
8. The Board has a formal policy and transparent procedures for remuneration of directors in accordance with the Act and these Regulations.
9. The following directors are either exempt from, or have acquired the prescribed certification under, the Directors' Training Program: Mr. Pervaiz Ahmad Khan, Mr. Omar Naeem, Mr. Kamran Khan, Mr. Momin Qamar, Mr. Qasim Khan, Mrs. Maryam Absar and Mrs. Samina Kamran. Mr. Muhammad Zaman Ahmad Qamar, who was elected as a director for the first time in the election held on April 30, 2025, has not acquired the certification within one year of his appointment, as provided in regulation 19(2) of the Regulations (refer to Sr. No. 4 below).

10. The Board has approved the appointment of the Chief Financial Officer, Company Secretary and head of internal audit, including their remuneration and terms and conditions of employment, and complied with relevant requirements of Regulations.
11. The Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board.
12. The Board has formed committees, reconstituted after the election of directors held on April 30, 2025, comprising the members given below:
 - a) **Audit Committee:**

Mr. Omar Naeem	Chairman
Mr. M. Zaman Ahmad Qamar	Member
Mrs. Samina Kamran	Member
 - b) **HR & Remuneration Committee:**

Mr. Pervaiz Ahmad Khan	Chairman
Mr. Qasim Khan	Member
Mrs. Samina Kamran	Member
13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committees for compliance.
14. The frequency of meetings of the committees was as per following:

a) Audit Committee	04
b) HR and Remuneration Committee	02
15. The Board has set up an effective internal audit function which comprises professionals who are suitably qualified and experienced for the purpose and are conversant with the policies and procedures of the Company.
16. The statutory auditors of Flying Cement Company Limited have confirmed that they have been given a satisfactory rating under the Quality Control Review programme of the Institute of Chartered Accountants of Pakistan (ICAP) and registered with the Audit Oversight Board of Pakistan that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on the code of ethics, as adopted by the Institute of Chartered Accountants of Pakistan and that they and the partners of the firm involved in the audit are not close relatives (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Director of the Company.
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Companies Act, 2017, 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 requirements of regulations 3, 6, 7, 8, 27, 32, 33 and 36 of the Regulations have been complied with; and
 - (a) in respect of regulation 6(1), one-third of the Board works out to 2.67; the fraction has not been rounded up as one as the Board, comprising two independent directors and three other non-executive directors including a female director, has sufficient impartiality and is able to exercise independence in decision making. Further, the independent directors chair the Audit Committee and the HR & Remuneration Committee, ensuring objective oversight of key governance matters; and

- (b) in respect of regulation 8(1), one-third of the Board works out to 2.67; the fraction has been rounded up as one, resulting in three executive directors including the Chief Executive Officer, who is a deemed director under section 188(3) of the Act. The Board considers this appropriate given the executive directors' direct involvement in, and knowledge of, the Company's operations, while independent and non-executive directors continue to form the majority of the Board and ensure objective oversight.

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

Sr. No.	Requirement	Explanation of Non-Compliance	Regulation Number
1.	Nomination Committee The Board may constitute a separate committee, designated as the nomination committee, of such number and class of directors, as it may deem appropriate in its circumstances.	Currently, the Board has not constituted a separate nomination committee and the functions are being performed by the human resource and remuneration committee, as and when needed, so a separate committee is not considered to be necessary.	29(1)
2.	Risk Management Committee The Board may constitute the risk management committee, of such number and class of directors, as it may deem appropriate in its circumstances, to carry out a review of effectiveness of risk management procedures and present a report to the Board.	Currently, the Board has not constituted a risk management committee and senior officers of the Company have performed the requisite functions and apprise the Board accordingly.	30(1)
3.	Role of the Board and its members to address Sustainability Risks and Opportunities The Board may establish a dedicated sustainability committee, having at least one female director, or assign additional responsibilities to an existing committee.	Subsequent to the year end, the Board has assigned responsibilities for sustainability-related obligations, including oversight of anti-harassment and diversity, equity and inclusion policies and practices, to the Audit Committee, which includes a female director. During the year, the Company engaged a consultant to assist in compliance with this regulation.	10A
4.	Directors' Training Program A newly appointed director on the Board may acquire the Directors' Training Program certification within a period of one year from the date of appointment as a director on the Board.	Mr. Muhammad Zaman Ahmad Qamar, who was elected as a director on April 30, 2025, has not acquired the certification within one year of his appointment and does not qualify for exemption. The Board will ensure that he acquires the certification by June 30, 2027.	19(2)

On behalf of the Board of Directors

Maryam Absar

Maryam Absar
Chief Executive

Dated: October 05, 2026



INDEPENDENT AUDITOR'S REVIEW REPORT

TO THE MEMBERS OF FLYING CEMENT COMPANY LIMITED

Review Report on the Statement of Compliance contained in the 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 Flying Cement 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 the Company's compliance with the provisions of the Regulations, and to 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.

Place: Islamabad

Date: October 6, 2026

UDIN: CR202610596mTMgXR5x7


Naveed Zafar Ashfaq Jaffery & Co.
Chartered Accountants

Financial Highlights

Six Years At Glance



FLYING CEMENT COMPANY LIMITED
FINANCIAL HIGHLIGHTS
SIX YEARS AT GLANCE

	2026	2025	2024	2023	2022	2021
Financial Position(Rupees in Million)						
Assets Employed by						
Property, plant and equipment	26,703	27,000	23,152	21,175	18,428	15,886
Other assets	102	51	54	33	33	33
Current assets	2,775	2,692	2,154	1,762	1,781	2,361
Total Assets	29,580	29,743	25,360	22,970	20,242	18,280
Financed by(Rupees in Million)						
Shareholders equity	9,770	9,196	8,489	8,389	8,058	4,309
Surplus on revaluation of fixed assets net of tax	4,100	4,187	2,689	3,845	3,905	3,966
Directors & shareholders loan	3	5	407	57	57	697
Long term liabilities	5,755	6,254	6,192	5,360	3,724	5,106
Other current liabilities	9,952	10,101	7,583	5,318	4,498	4,202
Total equity and liabilities	29,580	29,743	25,360	22,970	20,242	18,280
Turnover and Profit/(Loss)(Rupees in Million)						
Gross sales	22237	17090	6172	5729	7,146	4,380
Net turnover	14521	11202	4516	4244	5,336	3,206
Gross Profit/(Loss)	1877	1692	329	576	872	303
Operating Profit/(Loss)	1518	1199	183	447	739	219
Profit/(Loss) before taxation	1048	1136	333	370	711	254
Profit/(Loss) after taxation	486	649	51	271	926	144
Earnings/(Loss) per share (Rs.)	0.7	0.93	0.07	0.39	1.33	0.38
Breakup value per share (Rs.)	19.97	19.27	16.67	17.69	31.97	23.86
Analysis of Statement of Financial Position (Rupees in Million)						
Equity	13,873	13,388	11585	12,292	12,020	8,972
Non Current Liabilities	5,755	6,254	6,192	5,360	3,724	5,106
Current Liabilities	9,952	10,101	7,583	5,318	4,498	4,202
Total Equity and Liabilities	29,580	29,743	25,360	22,970	20,242	18,280
Non Current Assets	26,805	27,051	23,206	21,208	18,461	15,919
Current Assets	2,775	2,692	2,154	1,762	1,781	2,361
Total Assets	29,580	29,743	25,360	22,970	20,242	18,280

FLYING CEMENT COMPANY LIMITED
FINANCIAL HIGHLIGHTS
SIX YEARS AT GLANCE

	2026	2025	2024	2023	2022	2021
Vertical Analysis (%)						
Equity	46.90	45.01	45.68	53.51	59.38	49.08
Non Current Liabilities	19.46	21.03	24.42	23.34	18.40	27.93
Current Liabilities	33.64	33.96	29.90	23.15	22.22	22.99
Total Equity and Liabilities	100.00	100.00	100.00	100.00	100.00	100.00
Non Current Assets	90.62	90.95	91.51	92.33	91.20	87.08
Current Assets	9.38	9.05	8.49	7.67	8.80	12.92
Total Assets	100.00	100.00	100.00	100.00	100.00	100.00
Horizontal Analysis (Cumulative %)						
Equity	287.96	274.40	223.98	243.74	221.63	140.06
Non Current Liabilities	492.20	543.55	537.17	451.55	122.96	205.67
Current Liabilities	461.65	470.06	327.95	200.13	146.95	130.73
Total Equity and Liabilities	1,241.81	1,288.01	1,089.10	895.42	491.54	476.46
Non Current Assets	405.66	410.30	337.77	300.08	226.43	181.47
Current Assets	172.43	164.28	111.47	72.99	13.19	50.06
Total Assets	578.09	574.59	449.23	373.07	239.62	231.53
Horizontal Analysis (Year on Year %)						
Equity	3.62	15.56	(5.75)	2.26	33.98	10.00
Non Current Liabilities	(7.97)	0.99	15.52	43.93	(27.06)	16.93
Current Liabilities	(1.48)	33.21	42.59	18.23	7.03	10.57
Total Equity and Liabilities	(5.82)	49.76	52.37	64.42	13.95	37.50
Non Current Assets	(0.91)	16.57	9.42	14.88	15.97	19.51
Current Assets	3.08	24.98	22.24	(1.06)	(24.57)	(21.39)
Total Assets	2.17	41.55	31.66	13.82	(8.60)	(1.87)

FLYING CEMENT COMPANY LIMITED
FINANCIAL HIGHLIGHTS
SIX YEARS AT GLANCE

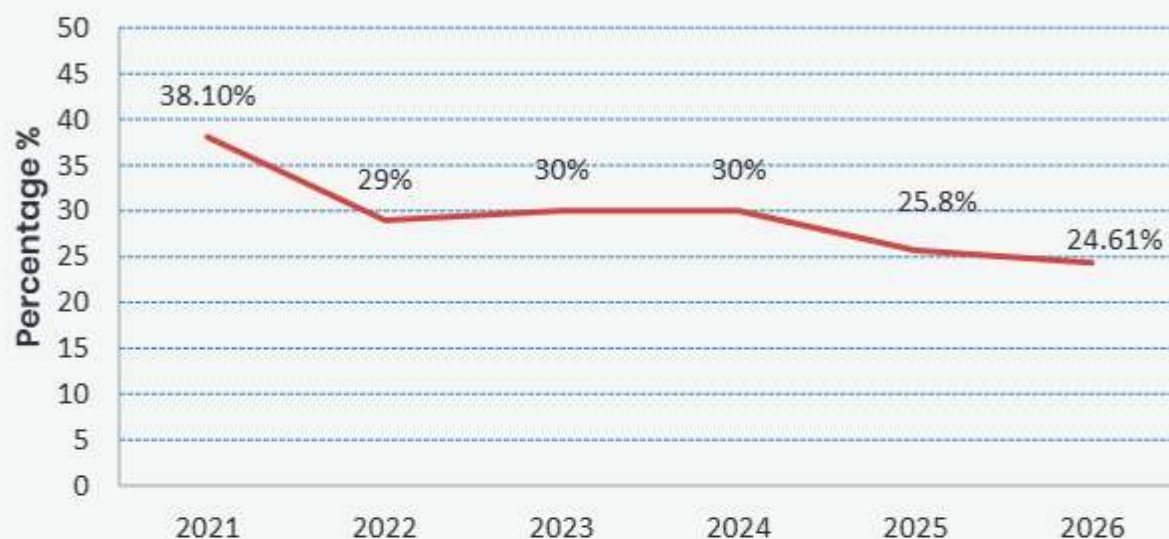
	2026	2025	2024	2023	2022	2021
Analysis of Statement of Profit and Loss Accounts						
Gross turnover	22,237	17,090	6,172	5,729	7,146	4,380
Net turnover	14,521	11,202	4,516	4,244	5,336	3,206
Cost of sales	12644	9510	4187	3,667	4,464	2,903
Gross Profit/(loss)	1,877	1,692	329	577	872	303
Administrative Expense	(247)	(343)	(100)	(86)	(76)	(54)
Distribution Expense	(22)	(20)	(21)	(19)	(15)	(11)
Other operating expense	(90)	(130)	(25)	(26)	(42)	(19)
Operating Profit/(loss)	1,518	1,199	183	446	739	219
Finance Cost	(608)	(110)	(179)	(169)	(115)	(72)
Other Income	353	117	329	92	87	106
Profit/(Loss) before levy and taxation	1,263	1,206	333	369	711	254
Taxation	(776)	(557)	(282)	(98)	215	(110)
Profit/(Loss) after taxation	486	649	51	271	926	144
Other Comprehensive income	0.7	1556	0.059	0.047	1.470	0.054
Total Comprehensive income for the year	487	2,205	51	271	924	144
Vertical Analysis-%						
Turnover	100.00	100.00	100.00	100.00	100.00	100.00
Cost of Sales	87.07	84.89	92.71	86.40	83.66	90.55
Gross Profit	12.93	15.11	7.29	13.60	16.34	9.45
Administrative Expense	1.70	3.06	2.21	2.03	1.42	1.68
Distribution Expense	0.15	0.17	0.47	0.45	0.27	0.34
Other operating expense	0.62	1.16	0.55	0.61	0.80	0.59
Operating (loss) / profit	10.45	10.71	4.05	10.51	13.85	6.85
Finance Cost	4.19	0.98	3.96	3.98	2.16	2.24
Other Income	(2.43)	(1.04)	(7.29)	(2.17)	(1.63)	(3.30)
(Loss) / profit before taxation	8.69	10.78	7.37	8.69	13.33	7.91
Taxation	5.34	4.97	6.24	2.31	(4.02)	3.43
Profit/(Loss) after taxation	3.34	5.80	1.13	6.39	17.36	4.48
Other Comprehensive income	0.005	13.890	0.001	0.001	0.028	0.002
Total Comprehensive income for the year	3.35	19.69	1.13	6.39	17.38	4.48

FLYING CEMENT COMPANY LIMITED
FINANCIAL HIGHLIGHTS
SIX YEARS AT GLANCE

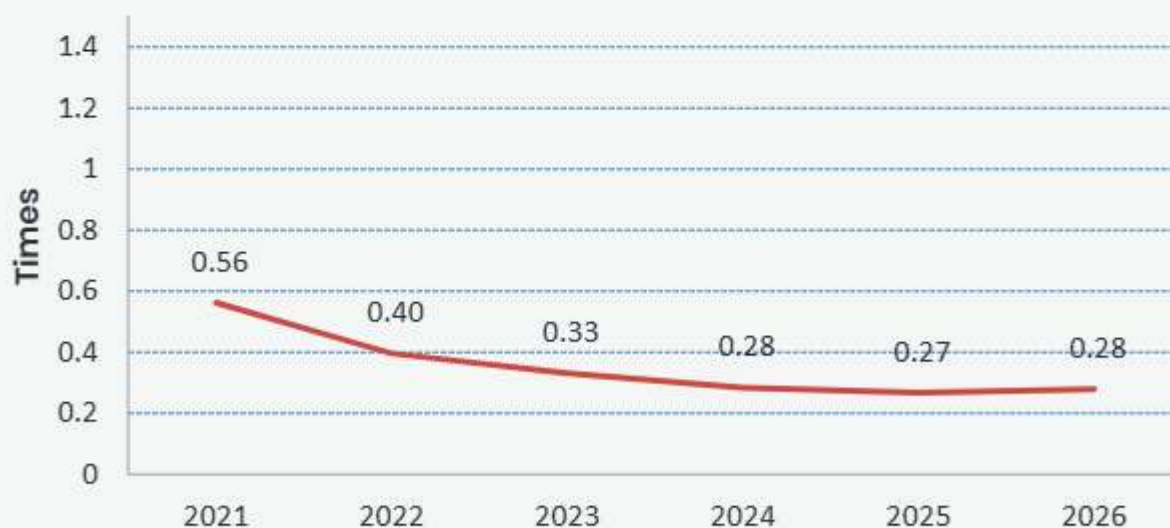
	2026	2025	2024	2023	2022	2021
Horizontal Analysis (Cumulative %)						
Turnover	486.52	352.46	82.41	71.42	116.01	29.77
Cost of Sales	447.58	311.86	81.33	58.81	96.93	28.05
Gross Profit	1,025.88	914.91	97.34	246.10	328.79	48.97
Administrative Expense	835.81	1,199.53	278.87	225.83	92.48	36.85
Distribution Expense	323.08	284.62	303.85	265.39	139.81	78.20
Other operating expense	490.09	752.35	63.91	70.47	176.44	22.39
Operating (loss) / profit	1,166.39	900.26	52.67	272.07	418.43	53.93
Finance Cost	20,754	3,673	6,040	5,697	1,324	787
Other Income	350.36	49.27	319.74	17.37	35.48	64.47
(Loss) / profit before taxation	546.58	517.40	70.48	88.91	257.68	27.56
Taxation	1,463.30	1,022.11	468.11	97.43	(670.78)	192.39
(Loss) / profit after taxation	234.26	345.45	(65.00)	86.00	474.31	(10.90)
Other Comprehensive income	1,029.63	2,510,913.93	(4.79)	(24.15)	1,835.09	(28.39)
Total Comprehensive income for the year	234.59	1,412.78	(64.97)	85.96	474.95	(10.90)
Horizontal Analysis (Year on Year %)						
Turnover	29.63	148.05	6.41	(20.46)	66.45	196.96
Cost of Sales	32.95	127.13	14.18	(17.85)	53.78	88.26
Gross Profit	10.92	414.29	(42.98)	(33.83)	187.84	(165.52)
Administrative Expense	(27.89)	243.00	16.28	13.16	40.65	(6.65)
Distribution Expense	11.20	(4.76)	10.53	26.67	34.57	30.24
Other operating expense	26.58	100.00	100.00	100.00	125.87	100.00
Operating (loss) / profit	26.61	555.19	(58.97)	(39.65)	236.79	(141.54)
Finance Cost	450.72	(38.55)	5.92	46.96	60.58	(10.36)
Other Income	201.76	(64.44)	257.61	5.75	(17.62)	10.88
(Loss) / profit before taxation	4.72	262.16	(9.76)	(48.10)	180.39	(149.47)
Taxation	39.38	97.52	187.76	(145.58)	(295.21)	514.78
(Loss) / profit after taxation	25.03	1,172.55	(81.18)	(70.73)	544.54	(127.07)
Other Comprehensive income	(99.95)	2,637,188.14	25.53	(96.80)	2,602.18	20.92
Total Comprehensive income for the year	(77.91)	4,218.53	(81.16)	(70.78)	545.32	(127.09)

FINANCIAL RATIOS

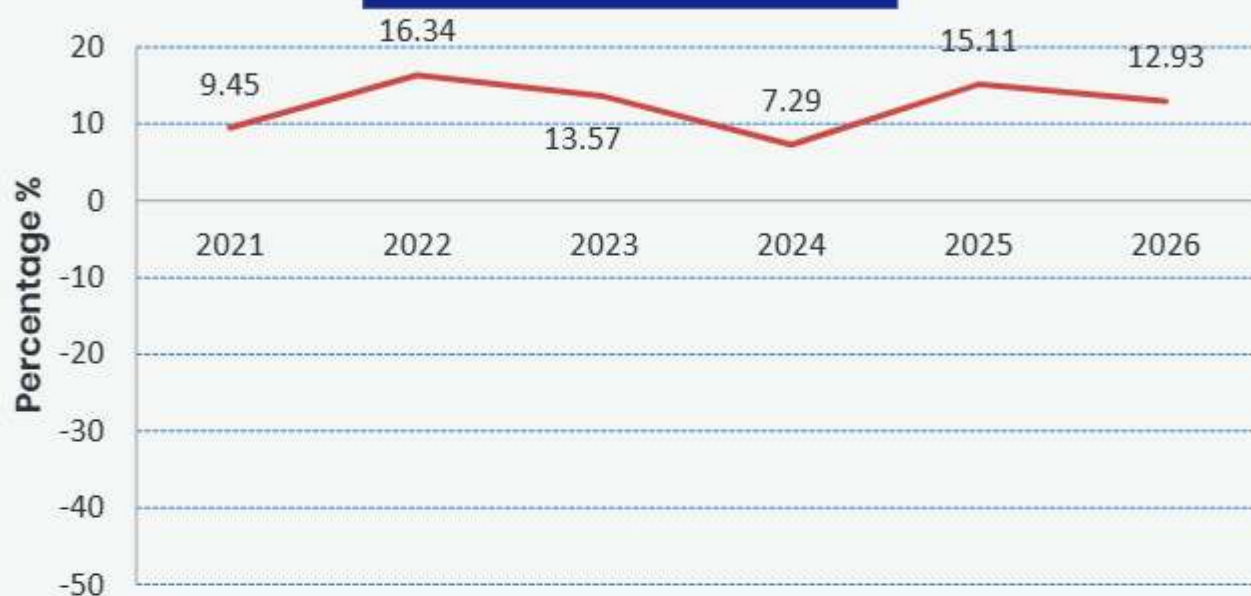
Gearing Ratio



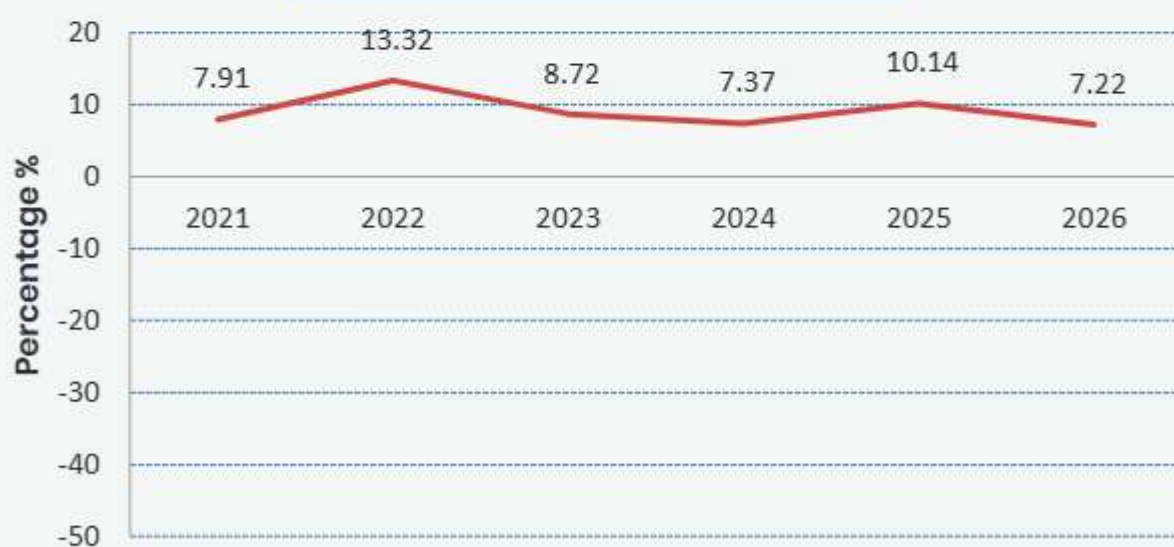
Current Ratio



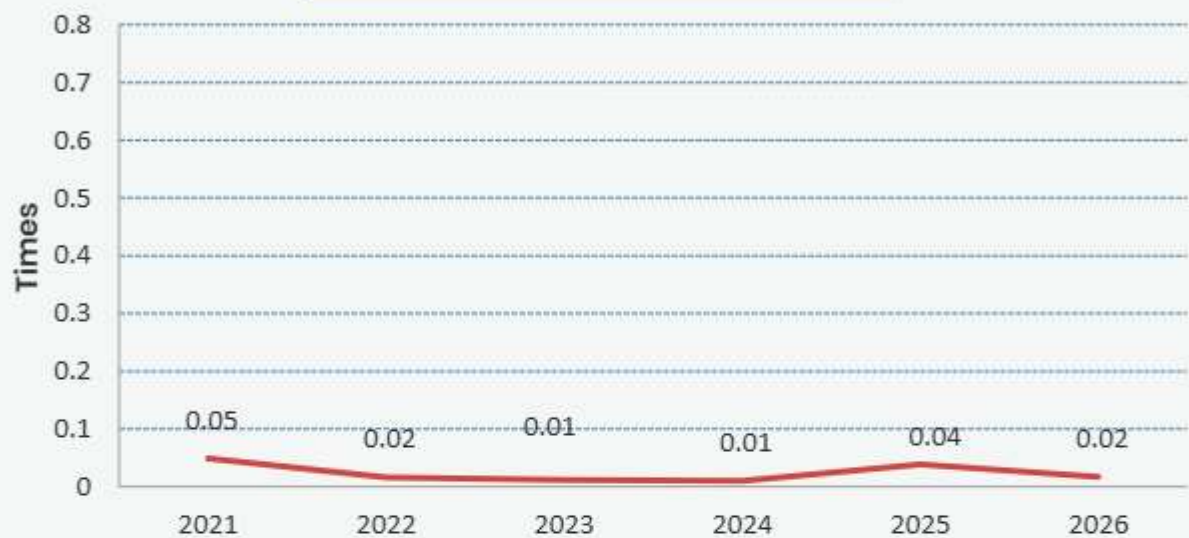
Gross Profit to Sales



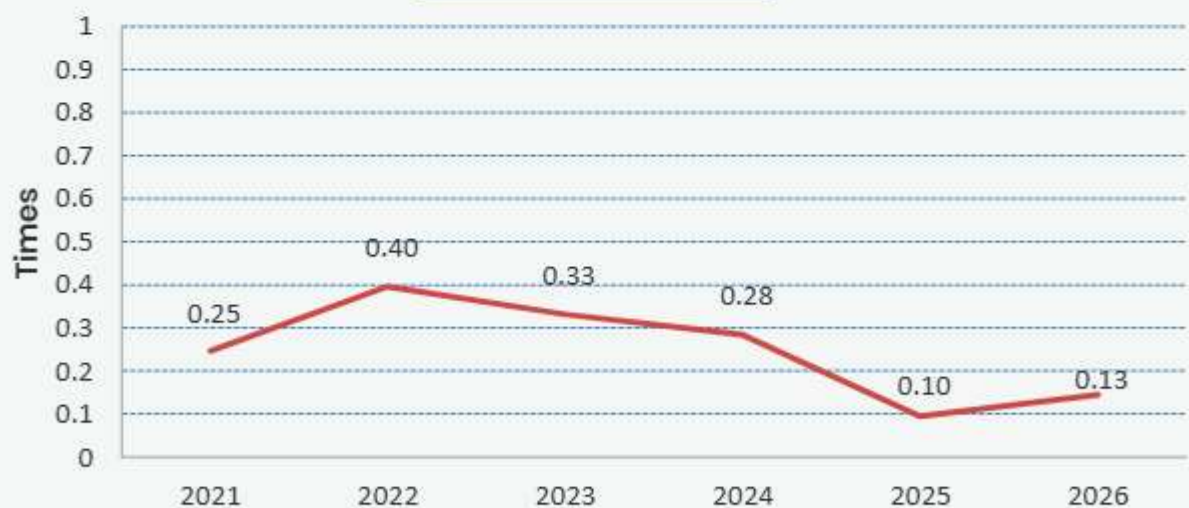
Profit before tax to Sales



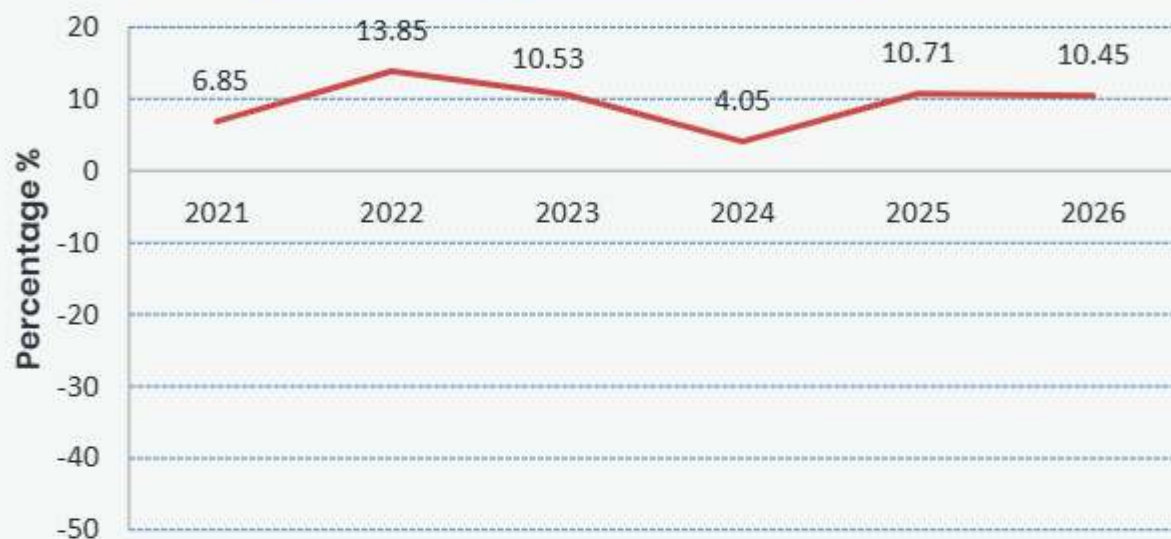
Cash to Current Liabilities



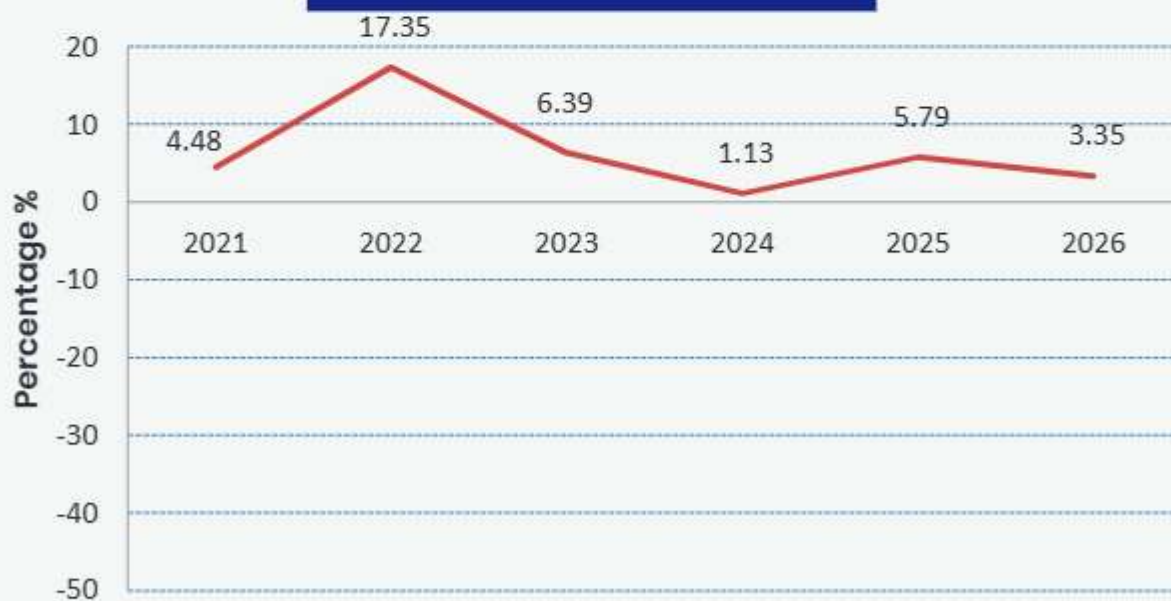
Acid Test Ratio



Operating Profit to Sales

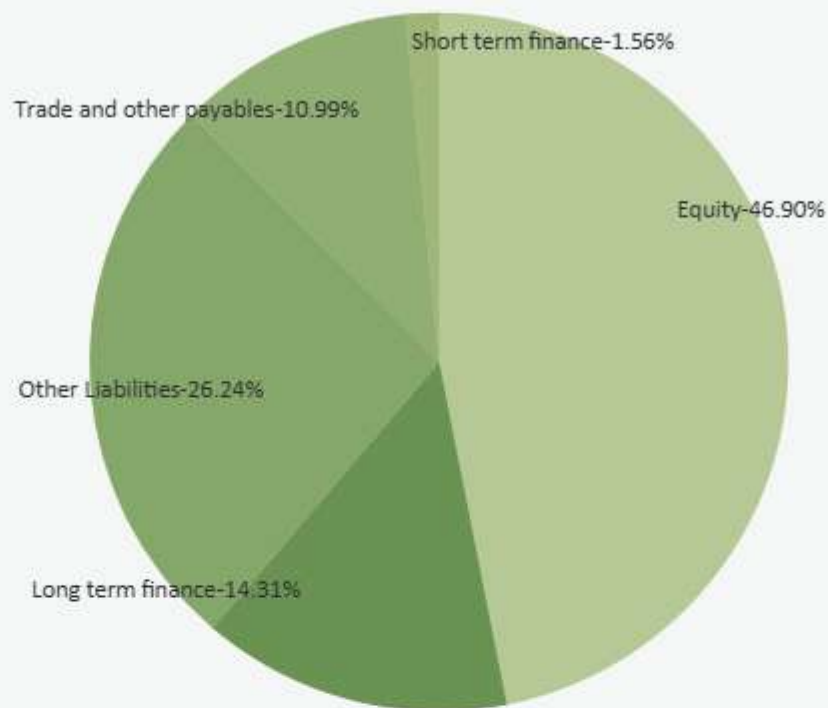


Profit after tax to Sales



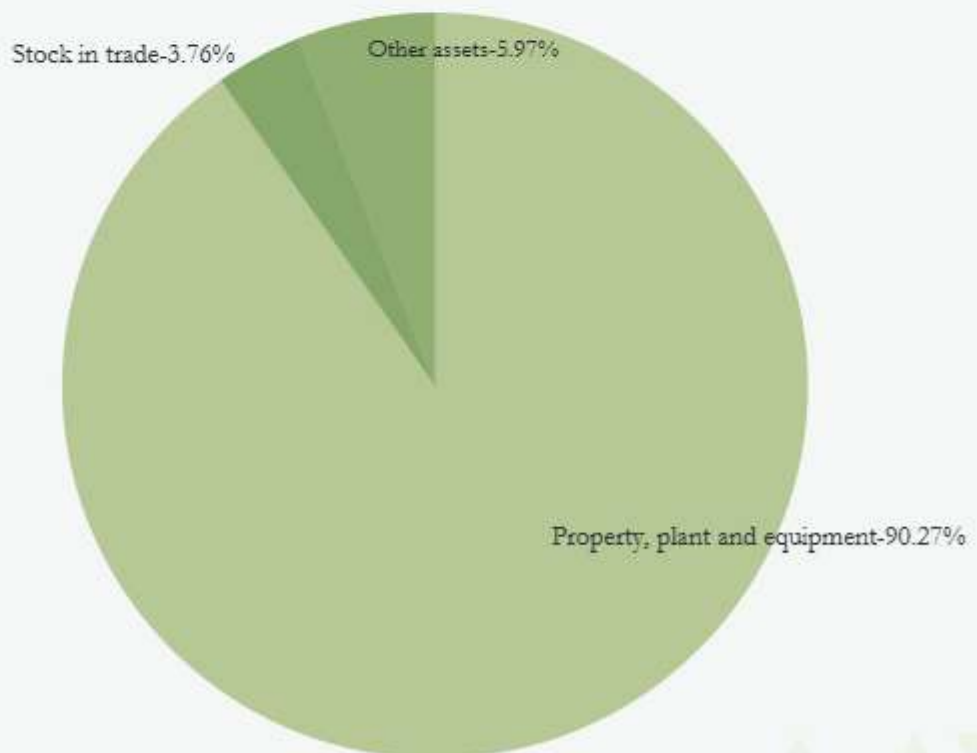
Equity and Liabilities-FY 2026

Percentage



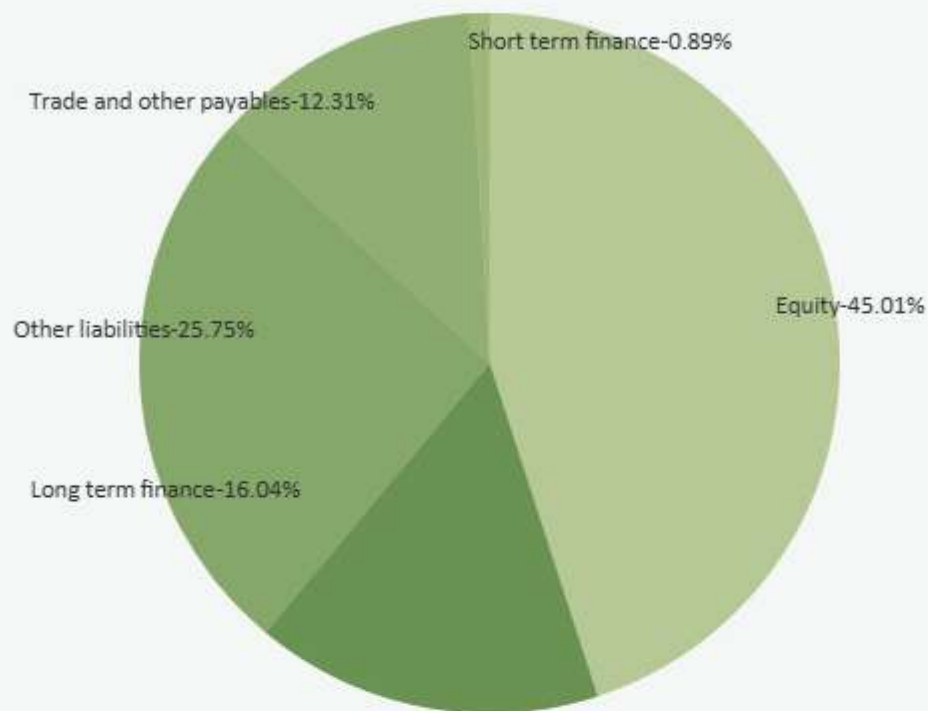
Assets-FY 2026

Percentage



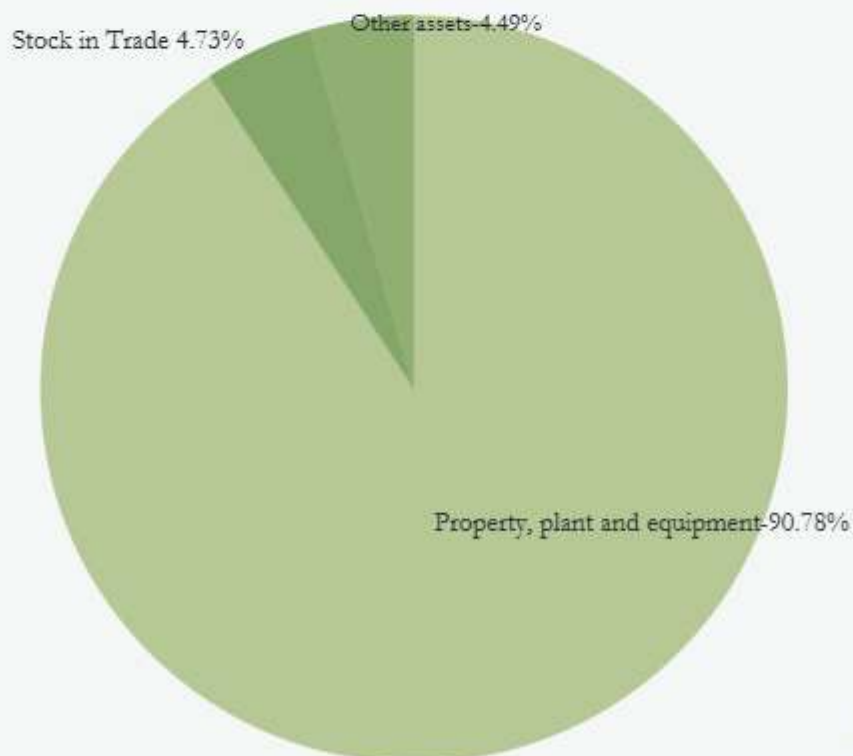
Equity and Liabilities-FY 2025

Percentage



Assets-FY 2025

Percentage



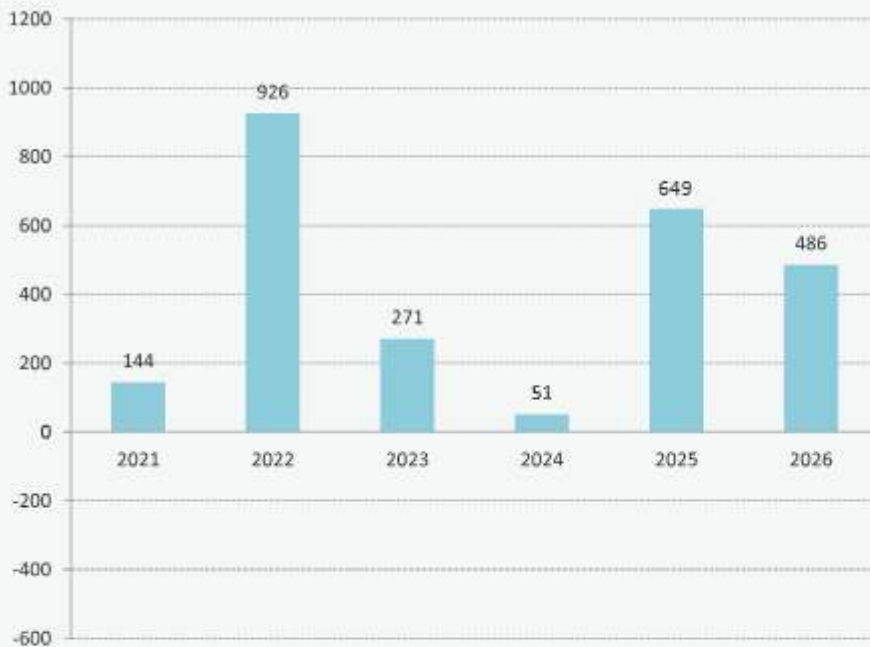


Financials at a Glance

Financial At A Glance

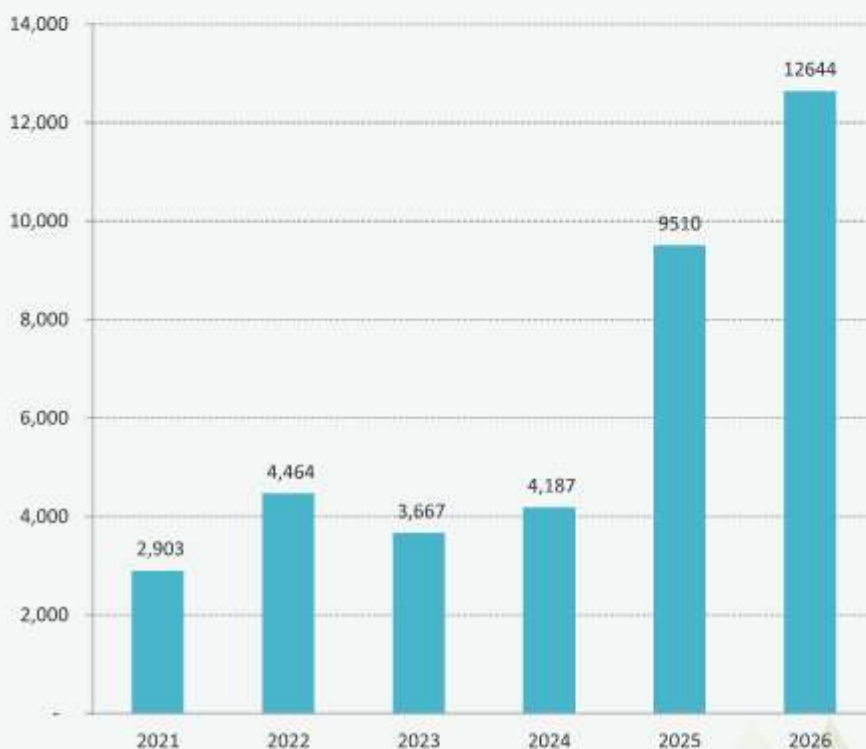
Net Profit/(Loss)

PKR in Million



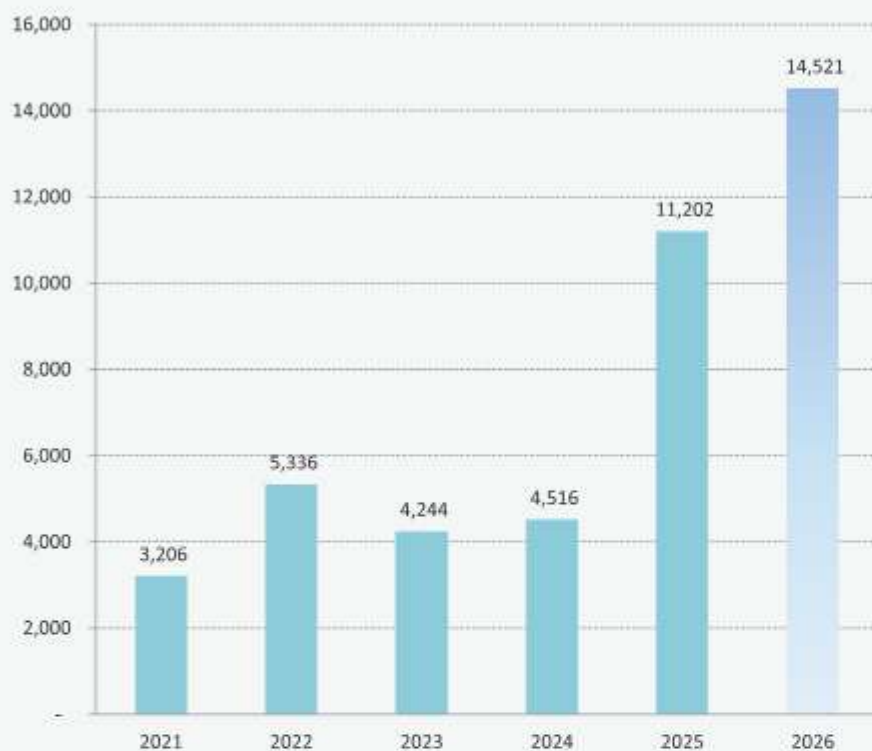
Cost of Sales

PKR in Million



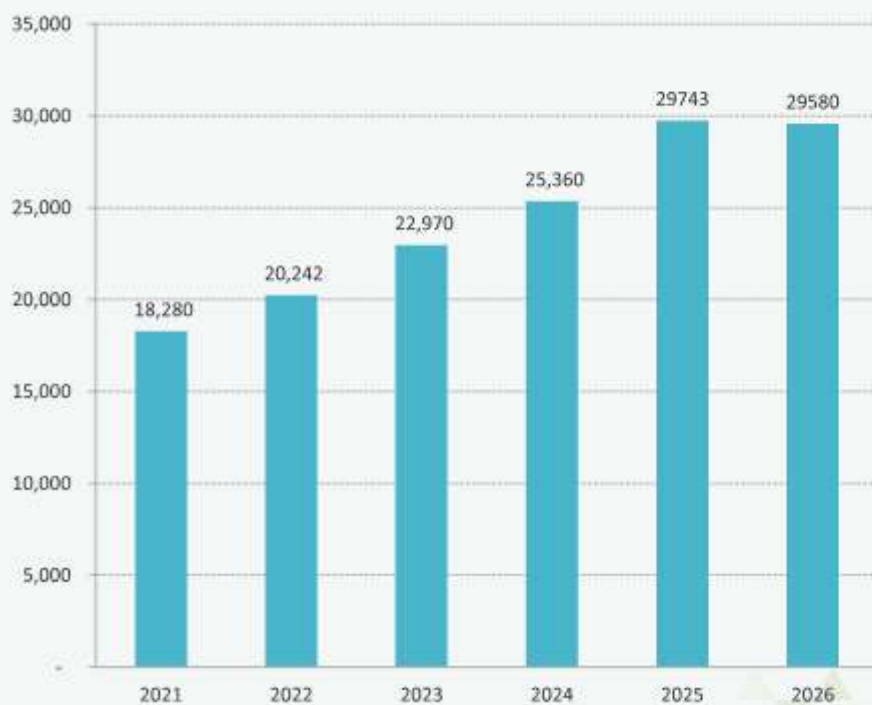
Sales Revenue

PKR in Million



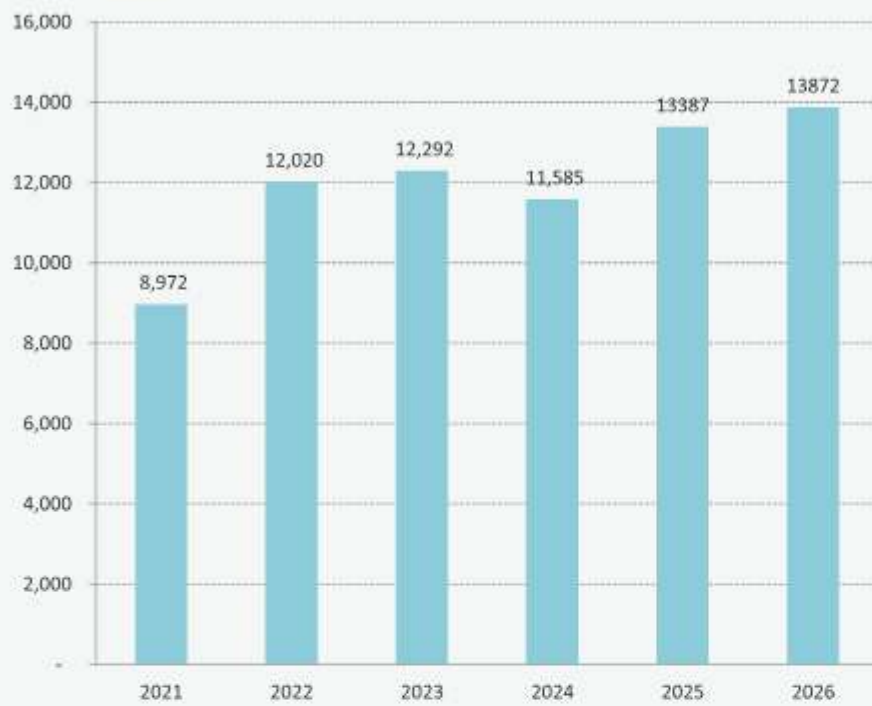
Total Assets

PKR in Million



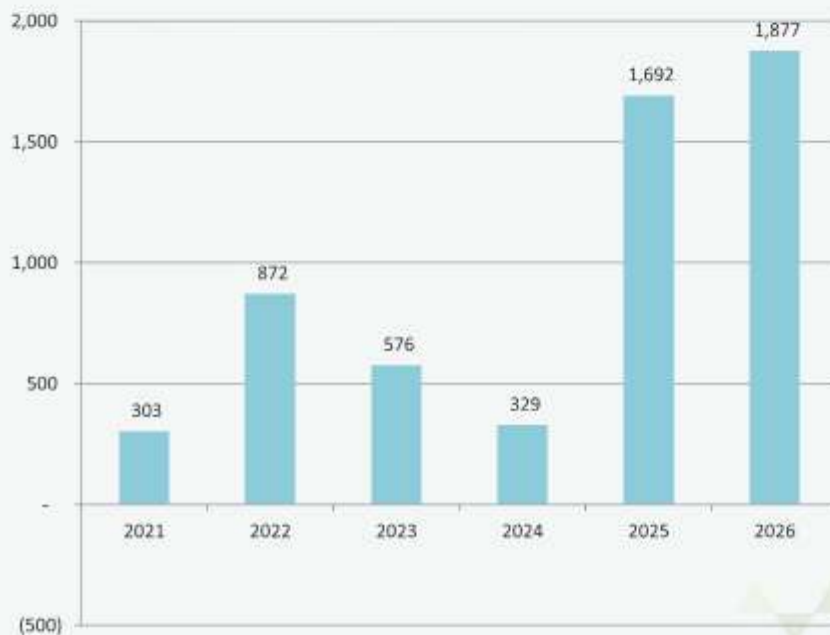
Shareholders Equity

PKR in Million



Gross Profit/(Loss)

PKR in Million





Striving for Excellence in Corporate Reporting

INDEPENDENT AUDITOR'S REPORT

To the members of Flying Cement Company Limited Report on the Audit of the Financial Statements

Opinion

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

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

Basis for Opinion

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

Key Audit Matters

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

S. No.	Key audit matters	How the matter was addressed in our audit
(i)	Revenue recognition <i>(refer notes 5.13 and 27 to the annexed financial statements)</i> The principal activity of the Company is the manufacture and sale of cement. Revenue is recognised when the performance obligation is satisfied by transferring control of the promised goods to the customer.	Our audit procedures, amongst others, included the following: – Obtained an understanding of the process of recording sales and evaluated the design and implementation of the relevant controls; – Evaluated the appropriateness of the accounting policy for revenue recognition and assessed its compliance with IFRS 15;

Following are the key audit matters:

S. No.	Key audit matters	How the matter was addressed in our audit
	During the year the Company recognised gross sales of Rs.22,237,121,064 (2025: Rs.17,090,722,516) and, after deducting sales tax and federal excise duty, revenue from contracts with customers of Rs.14,521,207,024 (2025: Rs.11,202,404,473). We considered revenue recognition to be a key audit matter because revenue is a key performance indicator of the Company, it is material to the financial statements, and there is an inherent risk that revenue is recorded in the incorrect accounting period or is otherwise misstated to meet expectations or targets.	– Tested revenue transactions on a sample basis, tracing them from truck loading advices and dispatch documents through to sales invoices, the sales tax returns and the general ledger; – Reconciled the quantities sold, sales tax and federal excise duty recorded in the accounting records with the monthly sales tax returns filed by the Company; – Tested, on a sample basis, specific revenue transactions recorded shortly before and shortly after the reporting date against underlying dispatch documentation to assess whether revenue had been recognised in the correct period; – Considered the credit notes and sales returns recorded after the reporting date for any indication of revenue recognised inappropriately; and – Assessed the adequacy of the disclosures relating to revenue in the annexed financial statements.
(ii)	Correction of prior period errors (refer note 2.1 to the annexed financial statements) During the year, the Company identified significant prior-period errors relating principally to the revaluation of property, plant and equipment and deferred taxation. The revaluation of freehold land, buildings and plant and machinery at 30 June 2025 had been recognised at forced sale value instead of fair value. The retrospective correction increased property, plant and equipment by Rs.1,534.003 million, the deferred tax liability by Rs.444.861 million and the revaluation surplus by Rs.1,089.142 million. Other errors affecting the comparative figures and opening balances were also corrected, resulting in the presentation of a third statement of financial position as at 1 July 2024. We considered this a key audit matter due to the magnitude of the adjustments and the significant judgement involved in determining their appropriate accounting treatment and the resulting impact on the comparative financial statements.	Our audit procedures, amongst others, included the following: – Assessed the nature and retrospective correction of the identified errors in accordance with IAS 8; – Examined the independent valuer's report and evaluated the appropriateness of the valuation basis under IAS 16 and IFRS 13; – Evaluated the underlying temporary differences and recomputed the related deferred tax effects in accordance with IAS 12; – Reconciled the previously reported balances and adjustments to the restated comparative financial statements and opening balances; and – Assessed the adequacy of the related disclosures in the financial statements.

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

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

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

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

Responsibilities of Management and Board of Directors for the Financial Statements

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

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

Board of directors are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance,

but is not a guarantee that an audit conducted in accordance with ISAs as applicable in Pakistan will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.



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

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

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

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

Report on Other Legal and Regulatory Requirements

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

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

The engagement partner on the audit resulting in this independent auditor's report is **Shah Naveed Saeed**.

FLYING CEMENT COMPANY LIMITED
STATEMENT OF FINANCIAL POSITION
AS AT 30 JUNE 2026

	Note	2026 Rupees	2025 (Restated) Rupees	2024 (Restated) Rupees
EQUITY AND LIABILITIES				
SHARE CAPITAL AND RESERVES				
Authorised share capital	6	10,000,000,000	10,000,000,000	10,000,000,000
Issued, subscribed and paid-up share capital	6	6,948,000,000	6,948,000,000	6,948,000,000
<i>Capital reserves</i>				
Gain on disposal of shares tendered to the Company	7.1	126,978,994	126,978,994	126,978,994
Surplus on revaluation of property, plant and equipment	8	4,099,666,840	4,186,600,777	2,688,517,564
		4,226,645,834	4,313,579,771	2,815,496,558
Revenue reserve - unappropriated profit	7.2	2,694,919,388	2,120,829,461	1,414,036,745
Loan from directors and shareholders	9	3,137,376	5,246,376	407,307,214
Total equity		13,872,702,598	13,387,655,608	11,584,840,517
LIABILITIES				
NON-CURRENT LIABILITIES				
Long-term financing	10	2,684,848,586	3,646,478,276	3,576,467,609
Lease liabilities	11	-	5,862,243	13,469,059
Loan from an associated undertaking	38	-	-	934,678,914
Long-term deposits	12	26,205,340	23,005,340	18,205,340
Deferred liabilities	13	3,044,388,683	2,578,361,085	1,649,696,076
		5,755,442,609	6,253,706,944	6,192,516,998
CURRENT LIABILITIES				
Trade and other payables	14	3,250,196,395	3,662,074,439	2,991,385,922
Contract liabilities	27.2	4,532,582,924	4,655,341,469	1,749,867,259
Accrued mark-up	15	153,162,786	374,540,513	1,078,817,663
Short-term borrowings	16	461,488,414	263,940,423	395,435,334
Current portion of long-term financing	10	1,548,839,549	1,125,481,026	1,361,794,128
Current portion of lease liabilities	11	5,862,243	7,606,824	6,081,852
Unclaimed dividend	17	59,526	59,526	59,526
Taxation - net	34.6	-	12,948,278	-
		9,952,191,837	10,101,992,498	7,583,441,684
CONTINGENCIES AND COMMITMENTS				
	18	-	-	-
TOTAL EQUITY AND LIABILITIES		29,580,337,044	29,743,355,050	25,360,799,199
ASSETS				
NON-CURRENT ASSETS				
Property, plant and equipment	19	26,703,625,831	27,000,527,537	23,152,899,789
Right-of-use assets	20	24,983,612	27,751,121	30,825,196
Long-term deposits and prepayments	21	76,972,911	23,151,669	23,151,669
		26,805,582,354	27,051,430,327	23,206,876,654
CURRENT ASSETS				
Stores, spares and loose tools	22	362,203,434	268,136,876	134,840,629
Stock-in-trade	23	1,111,539,466	1,407,769,470	1,215,420,461
Trade debts	24	185,700,392	154,945,782	192,495,895
Advances, deposits, prepayments and other receivables	25	925,671,939	466,910,921	474,870,766
Taxation - net	34.6	17,114,402	-	-
Cash and bank balances	26	172,525,057	394,161,674	136,294,794
		2,774,754,690	2,691,924,723	2,153,922,545
TOTAL ASSETS		29,580,337,044	29,743,355,050	25,360,799,199

The annexed notes 1 to 47 form an integral part of these financial statements.

Maryam Akbar

CHIEF EXECUTIVE OFFICER

Muhammad Qasim

DIRECTOR

14/07/2026

CHIEF FINANCIAL OFFICER

FLYING CEMENT COMPANY LIMITED
STATEMENT OF PROFIT OR LOSS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 (Restated) Rupees
Revenue from contracts with customers - gross	27	22,237,121,064	17,090,722,516
Less: sales tax and federal excise duty		(7,715,914,040)	(5,888,318,043)
Revenue from contracts with customers - net		14,521,207,024	11,202,404,473
Cost of sales	28	(12,644,182,784)	(9,510,143,755)
Gross profit		1,877,024,240	1,692,260,718
Distribution cost	29	(21,692,589)	(19,504,147)
Reversal / (charge) of loss allowance on trade debts	24.1	6,902,101	(35,331,474)
Administrative expenses	30	(247,526,489)	(343,264,801)
Other operating expenses	31	(96,700,590)	(94,937,581)
Operating profit		1,518,006,673	1,199,222,715
Other income	32	352,518,984	116,820,837
Finance costs	33	(607,991,509)	(110,399,374)
Profit before levy and taxation		1,262,534,148	1,205,644,178
Levy	34	(214,630,805)	(69,655,593)
Profit before taxation		1,047,903,343	1,135,988,585
Income tax	34	(561,480,865)	(487,165,843)
Profit for the year		486,422,478	648,822,742
Earnings per share - basic and diluted (Rupees)	35	0.70	0.93

The annexed notes 1 to 47 form an integral part of these financial statements.

Mayam Absen
CHIEF EXECUTIVE OFFICER

Mona Dama

DIRECTOR

17
CHIEF FINANCIAL OFFICER

FLYING CEMENT COMPANY LIMITED
STATEMENT OF COMPREHENSIVE INCOME
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 (Restated) Rupees
Profit for the year		486,422,478	648,822,742
Other comprehensive income			
<i>Items that will not be reclassified subsequently to profit or loss:</i>			
Surplus on revaluation of property, plant and equipment	8	-	2,190,682,858
Related deferred tax	8	-	(635,298,028)
Remeasurement of the defined benefit obligation	13.1	1,033,115	941,348
Related deferred tax	13.1	(299,603)	(272,991)
Other comprehensive income for the year, net of tax		733,512	1,556,053,187
Total comprehensive income for the year		487,155,990	2,204,875,929

The annexed notes 1 to 47 form an integral part of these financial statements.

Maryam Akbar

CHIEF EXECUTIVE OFFICER

Muhammad Qasim

DIRECTOR

14/1/2026

CHIEF FINANCIAL OFFICER

Note		Reserves					Loan from directors and shareholders	Total equity
		Capital reserves		Revenue reserve	Total reserves			
		Capital reserve - Gain on disposal of shares tendered to the Company	Surplus on revaluation of property, plant and equipment - net of tax	Unappropriated profit				
(Rupees)								
2.1	Balance as at 1 July 2024, as previously reported	6,948,000,000	126,978,994	2,688,517,564	1,424,904,180	4,240,400,738	407,307,214	11,595,707,952
	Correction of prior period errors	-	-	-	(10,867,435)	(10,867,435)	-	(10,867,435)
	Balance as at 1 July 2024	6,948,000,000	126,978,994	2,688,517,564	1,414,036,745	4,229,533,303	407,307,214	11,584,840,517
2.1	Profit for the year ended 30 June 2025, as restated	-	-	-	648,822,742	648,822,742	-	648,822,742
2.1	Other comprehensive income for the year ended 30 June 2025	-	-	1,555,384,830	668,357	1,556,053,187	-	1,556,053,187
	Total comprehensive income for the year ended 30 June 2025	-	-	1,555,384,830	649,491,099	2,204,875,929	-	2,204,875,929
8.2	Transfer of incremental depreciation, net of deferred tax	-	-	(57,301,617)	57,301,617	-	-	-
Transactions with owners								
	Net repayment of loan from directors and shareholders	-	-	-	-	-	(402,060,838)	(402,060,838)
	Balance as at 30 June 2025, as restated	6,948,000,000	126,978,994	4,186,600,777	2,120,829,461	6,434,409,232	5,246,376	13,387,655,608
	Profit for the year ended 30 June 2026	-	-	-	486,422,478	486,422,478	-	486,422,478
	Other comprehensive income for the year ended 30 June 2026	-	-	-	733,512	733,512	-	733,512
	Total comprehensive income for the year ended 30 June 2026	-	-	-	487,155,990	487,155,990	-	487,155,990
8.2	Transfer of incremental depreciation, net of deferred tax	-	-	(86,933,937)	86,933,937	-	-	-
Transactions with owners								
	Net repayment of loan from directors and shareholders	-	-	-	-	-	(2,109,000)	(2,109,000)
	Balance as at 30 June 2026	6,948,000,000	126,978,994	4,099,666,840	2,694,919,388	6,921,565,222	3,137,376	13,872,702,598

The annexed notes 1 to 47 form an integral part of these financial statements.

Margam Absen

CHIEF EXECUTIVE OFFICER

Muhammad Damar

DIRECTOR

17-15

CHIEF FINANCIAL OFFICER

FLYING CEMENT COMPANY LIMITED
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 30 JUNE 2026

	Note	2026 Rupees	2025 (Restated) Rupees
CASH FLOWS FROM OPERATING ACTIVITIES			
Cash generated from operations	36	1,138,398,264	4,782,150,947
Finance cost paid	15	(791,515,408)	(1,554,534,405)
Staff retirement benefits paid	13.1	(1,101,660)	(651,300)
Income tax and levy paid	34	(339,831,378)	(250,945,901)
Net cash generated from / (used in) operating activities		5,949,818	2,976,019,341
CASH FLOWS FROM INVESTING ACTIVITIES			
Additions to capital work in progress	19.2	(1,119,121,162)	(1,819,333,000)
Borrowing costs capitalised in the additions above - non-cash	19.2.1	-	739,164,577
Additions to operating assets acquired directly for cash	19.1	(28,840,793)	(2,858,400)
Increase in long-term deposits and prepayments	21	(53,821,242)	-
Proceeds from disposal of capital work in progress items	19.2.3	1,227,182,776	-
Insurance claim received	32	40,000,000	-
Net cash generated from / (used in) investing activities		65,399,579	(1,083,026,823)
CASH FLOWS FROM FINANCING ACTIVITIES			
Long-term financing obtained	10	464,254,900	6,547,067
Repayment of long-term financing	10	(948,273,081)	(172,849,502)
Principal element of lease rentals paid	11	(7,606,824)	(5,388,540)
Short-term borrowings - net	16	197,547,991	(131,494,911)
Repayment of loan from an associated undertaking	38	-	(934,678,914)
Repayment of loan from directors and shareholders	9	(2,109,000)	(402,060,838)
Long-term deposits received	12	3,200,000	4,800,000
Net cash generated from / (used in) financing activities		(292,986,014)	(1,635,125,638)
Net increase / (decrease) in cash and cash equivalents		(221,636,617)	257,866,880
Cash and cash equivalents at the beginning of the year		394,161,674	136,294,794
Cash and cash equivalents at the end of the year	36.2	172,525,057	394,161,674

The annexed notes 1 to 47 form an integral part of these financial statements.

Maryam Akbar

CHIEF EXECUTIVE OFFICER

Muhammad Qasim

DIRECTOR

14/1/2026

CHIEF FINANCIAL OFFICER

1 THE COMPANY AND ITS OPERATIONS

Flying Cement Company Limited (the "Company") was incorporated in Pakistan on 24 December 1992 as a public limited company under the Companies Ordinance, 1984 (now repealed and replaced by the Companies Act, 2017). The ordinary shares of the Company are listed on the Pakistan Stock Exchange Limited. The principal activity of the Company is the manufacture and sale of cement and clinker.

The registered and head office of the Company is situated at 169-A Allaudin Road, Lahore Cantt, Lahore, while its manufacturing facility is located at 25 Km Lilla Interchange, Lahore-Islamabad Motorway, Mangowal, District Khushab, Punjab.

2 RESTATEMENT OF CORRESPONDING FIGURES

The corresponding figures have been restated to correct the prior period errors described in note 2.1, and reclassified as described in note 46.2. As the corrections affect the statement of financial position at the beginning of the preceding period, a third statement of financial position as at 1 July 2024 is presented.

2.1 Correction of prior period errors

The following errors relating to prior periods, identified during the year, have been corrected by restating the corresponding figures. The amounts previously reported are those in the financial statements for the year ended 30 June 2025. The effect of each correction on the line items of the statements of financial position as at 30 June 2025 and 1 July 2024, on the results for the year ended 30 June 2025 and on earnings per share is stated below.

Errors relating to periods up to 30 June 2024

2.1.1 Right-of-use assets, security deposits and lease liabilities

Security deposits of Rs.9,728,481 on three leased motor vehicles were presented within long-term deposits and prepayments instead of being included in the cost of the right-of-use assets, and were therefore not depreciated. The lease liabilities and related finance cost have also been corrected to the applicable amortisation schedules. At 30 June 2025 the correction increases right-of-use assets by Rs.8,321,250, current lease liabilities by Rs.2,372,840 and the deferred tax liability by Rs.2,630,888, and reduces long-term deposits and prepayments by Rs.9,728,481, non-current lease liabilities by Rs.3,123,612 and total equity by Rs.3,287,346. For the year then ended, administrative expenses increase by Rs.915,200, finance cost reduces by Rs.693,305 and taxation reduces by Rs.64,347, so that profit reduces by Rs.157,548 and basic and diluted earnings per share by Rs.0.0002. At 1 July 2024 the correction increases right-of-use assets by Rs.9,236,450, non-current lease liabilities by Rs.251,548 and the deferred tax liability by Rs.2,695,234, and reduces long-term deposits and prepayments by Rs.9,728,481, current lease liabilities by Rs.309,016 and total equity by Rs.3,129,797.

2.1.2 Deferred tax on the tax base of operating fixed assets

The deferred tax liability at 30 June 2025 was understated by Rs.7,737,638, principally because the tax base of operating fixed assets did not agree to the tax written down value per the return for tax year 2025. The correction increases the deferred tax liability, and reduces unappropriated profit, at 1 July 2024 and at 30 June 2025 by Rs.7,737,638, with no effect on profit for the year ended 30 June 2025.

Errors relating to the year ended 30 June 2025

2.1.3 Deferred tax on incremental depreciation and on remeasurement of the defined benefit obligation

In the year ended 30 June 2025, deferred tax of Rs.23,404,886 on incremental depreciation of revalued assets was released from the deferred tax liability to unappropriated profit, duplicating the related tax effect, and deferred tax of Rs.272,991 on the remeasurement of the defined benefit obligation was recognised in both profit or loss and other comprehensive income. The correction increases the deferred tax liability and reduces unappropriated profit at 30 June 2025 by Rs.23,131,895, and increases profit for that year by Rs.272,991. Basic and diluted earnings per share for that year increase by Rs.0.0004. There is no effect at 1 July 2024.

2.1.4 Revaluation of property, plant and equipment

The revaluation of freehold land, buildings and plant and machinery at 30 June 2025 was recognised at the forced sale value of Rs.8,692,685,235 instead of the revalued amount of Rs.10,226,688,512. The correction increases property, plant and equipment by Rs.1,534,003,277, the deferred tax liability by Rs.444,860,950 and, through other comprehensive income, the surplus on revaluation by Rs.1,089,142,327 at 30 June 2025, with no effect on profit for that year. Depreciation for the current year includes Rs.30,230,066 on the corrected revalued amount. Earnings per share for the year ended 30 June 2025 are not affected, and there is no effect at 1 July 2024.

2.1.5 Transfer of incremental depreciation

In the year ended 30 June 2025, gross incremental depreciation of Rs.80,706,503 on revalued property, plant and equipment was presented within other comprehensive income. It is now presented as a transfer within equity: the net amount of Rs.57,301,617, being the gross incremental depreciation less the related deferred tax of Rs.23,404,886, is transferred from the surplus on revaluation to unappropriated profit in the statement of changes in equity (note 8.2). The separate release of that deferred tax to unappropriated profit is corrected in note 2.1.3. The correction reduces other comprehensive income and total comprehensive income for that year by Rs.80,706,503, with no effect on profit, total equity, assets, liabilities or earnings per share.

2.1.6 Deferred tax on the allowance for expected credit losses

No deferred tax asset was recognised at 30 June 2025 on the allowance for expected credit losses of Rs.35,331,474. The correction recognises a deferred tax asset of Rs.10,246,127, which reduces the net deferred tax liability and increases profit for the year ended 30 June 2025, and unappropriated profit at that date, by the same amount. Basic and diluted earnings per share for that year increase by Rs.0.0147. There is no effect at 1 July 2024.

The effect of the corrections on taxation, profit, other comprehensive income and total equity for the year ended 30 June 2025 is summarised below.

Note	Taxation	Profit for the year Increase / (decrease) - Rupees	Other comprehensive income	Total equity at 30 June 2025
2.1.1 Leases and security deposits	(64,347)	(157,548)		(3,287,346)
2.1.2 Deferred tax on tax base of fixed assets				(7,737,638)
2.1.3 Deferred tax on incremental depreciation	(272,991)	272,991		(23,131,895)
2.1.4 Revaluation at forced sale value			1,089,142,327	1,089,142,327
2.1.5 Transfer of incremental depreciation (gross)			(80,706,503)	
2.1.6 Deferred tax on expected credit losses	(10,246,127)	10,246,127		10,246,127
Total	(10,583,465)	10,361,570	1,008,435,824	1,065,231,575

Basic and diluted earnings per share for the year ended 30 June 2025 increase by Rs.0.0149, from Rs.0.9189 as previously reported to Rs.0.9338 as restated. The corrections at 1 July 2024 are stated in notes 2.1.1 and 2.1.2.

3 BASIS OF PREPARATION

3.1 Statement of compliance

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

- International Financial Reporting Standards (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 Act.

Where the 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.

3.2 Changes in accounting standards, interpretations and amendments to accounting and reporting standards

3.2.1 Amendments to published accounting and reporting standards and interpretation / guidance that became effective during the year

There were certain amendments to accounting and reporting standards that became applicable to the Company during the year. These do not have any material impact on the Company's financial reporting and, therefore, have not been disclosed in these financial statements.

3.2.2 New standards and amendments to published accounting and reporting standards that are not yet effective and not early adopted by the Company

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

3.3 Basis of measurement

These financial statements have been prepared under the historical cost convention, except that freehold land, buildings and plant and machinery are carried at revalued amounts and the defined benefit obligation is measured at the present value of the obligation.

These financial statements have been prepared under the accrual basis of accounting, except for the statement of cash flows.

4 SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of these financial statements in conformity with the accounting and reporting standards as applicable in Pakistan requires management to make judgements, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Estimates and underlying assumptions are reviewed on an ongoing basis and are based on historical experience and other factors, including expectations of future events that are considered reasonable under the circumstances. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

The areas involving a higher degree of judgement or complexity, or where assumptions and estimates are significant to these financial statements, are as follows:

Property, plant and equipment

The determination of useful lives, residual values and depreciation methods for property, plant and equipment involves management judgement. Management also exercises judgement in determining the carrying amounts of freehold land, buildings and plant and machinery following their revaluation. The relevant accounting policies and carrying amounts are disclosed in notes 5.1 and 19.

Capital work in progress and borrowing costs

Judgement is exercised in determining when items of capital work in progress are available for their intended use and when depreciation should commence. Management also assesses whether capital expenditure qualifies for capitalisation and the period over which borrowing costs are capitalised. The relevant accounting policies and disclosures are set out in notes 5.2, 5.14 and 19.

Staff retirement benefits

Certain actuarial assumptions have been adopted as disclosed in note 5.8 and note 13.1 to these financial statements for valuation of present value of defined benefit obligation.

Income taxes

In making the estimates for current and deferred income taxes, management considers the applicable income tax law and the decisions of appellate authorities on similar matters. The eventual tax outcome may differ from the amounts initially recorded.

Impairment of financial and non-financial assets

Estimates with respect to impairment of financial and non-financial assets are disclosed in note 5.18 to these financial statements.

Stores and spares and stock-in-trade

The assessment of the net realisable value of stores, spares, loose tools and stock-in-trade involves management judgement regarding the condition, expected usage, obsolescence and estimated selling prices of inventories. The relevant accounting policies and disclosures are set out in notes 5.4, 5.5, 22 and 23.

Provisions and contingencies

The recognition and measurement of provisions and the assessment of contingent liabilities involve significant judgement regarding the existence of present obligations, the probability of future outflows and the estimated amount and timing of such outflows. These estimates are based on the information available at the reporting date and may change as future events occur. The relevant accounting policy and disclosures are set out in notes 5.11 and 18.

Leases

Judgement is applied in determining the lease term, including whether the Company is reasonably certain to exercise extension or termination options. Where the interest rate implicit in a lease cannot be readily determined, management also estimates the incremental borrowing rate used to measure the lease liability. The relevant accounting policy and disclosures are set out in notes 5.3, 20 and 11.

5 MATERIAL ACCOUNTING POLICY INFORMATION

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

5.1 Property, plant and equipment

Freehold land, buildings and plant and machinery are stated at revalued amounts less accumulated depreciation and accumulated impairment losses. All other items of property, plant and equipment are stated at cost less accumulated depreciation and accumulated impairment losses. Cost includes expenditure directly attributable to the acquisition of the asset and borrowing costs capitalised in accordance with note 5.14.

Revaluations are carried out with sufficient regularity by independent professional valuers to ensure that the carrying amount does not differ materially from fair value at the reporting date. An increase arising on revaluation is recognised in other comprehensive income and accumulated in equity in the surplus on revaluation, except to the extent that it reverses a decrease previously recognised in profit or loss. A decrease arising on revaluation is recognised in other comprehensive income to the extent of any credit balance in the surplus on revaluation relating to that asset, with any excess recognised in profit or loss.

The surplus on revaluation realised through use is transferred annually from the surplus on revaluation to unappropriated profit, net of the related deferred tax. Such transfer is made through the statement of changes in equity and is not recognised in other comprehensive income.

Depreciation is charged to profit or loss on the reducing balance method at the rates disclosed in note 19, so as to write off the depreciable amount of each asset over its estimated useful life. Depreciation on additions is charged from the month in which the asset is available for use and on disposals up to the month preceding disposal. Freehold land is not depreciated.

Residual values, useful lives and the depreciation method are reviewed at each reporting date and adjusted prospectively as a change in accounting estimate where expectations differ from previous estimates.

Subsequent costs are included in the carrying amount of an asset only when it is probable that future economic benefits associated with the item will flow to the Company and the cost can be measured reliably. The carrying amount of a replaced part is derecognised. All other repairs and maintenance are charged to profit or loss as incurred.

Gains and losses on disposal of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of the asset and are recognised in profit or loss.

5.2 Capital work in progress

Capital work in progress is stated at cost less accumulated impairment losses and includes borrowing costs capitalised in accordance with note 5.14. Items are transferred to the relevant class of property, plant and equipment when they are available for use, that is, when they are in the location and condition necessary for them to be capable of operating in the manner intended by management.

Proceeds from selling items produced while an item of property, plant and equipment is being brought to the location and condition necessary for it to be capable of operating in the manner intended by management, and the costs of producing those items, are recognised in profit or loss.

5.3 Right-of-use assets and lease liabilities

At inception of a contract, the Company assesses whether the contract is, or contains, a lease. A right-of-use asset and a lease liability are recognised at the commencement date. The lease liability is initially measured at the present value of lease payments not paid at that date, discounted using the interest rate implicit in the lease or, where that rate cannot be readily determined, the Company's incremental borrowing rate. The right-of-use asset is initially measured at cost, comprising the initial measurement of the lease liability, adjusted for lease payments made at or before commencement, plus any initial direct costs.

Right-of-use assets are depreciated on a straight-line basis over the useful life of the underlying asset where ownership is expected to transfer to the Company at the end of the lease term; otherwise, they are depreciated over the shorter of the lease term and the useful life of the underlying asset. The lease liability is subsequently measured at amortised cost using the effective interest method.

The Company applies the recognition exemptions for short-term leases and leases of low-value assets and recognises the related lease payments as an expense on a straight-line basis over the lease term.

5.4 Stores and spares

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

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

5.5 Stock-in-trade

Stock of raw materials, work in process and finished goods are valued at the lower of cost and net realisable value. Cost is calculated using the weighted average method and comprises direct material, direct labour and appropriate manufacturing overheads. Net realisable value signifies estimated selling price less estimated cost of completion and estimated cost to sell. The Company reviews the carrying amount of stock-in-trade on a regular basis and provision is made for obsolescence.

5.6 Trade debts and other receivables

Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case they are recognised at fair value. The Company holds the trade debts with the objective of collecting the contractual cash flows and therefore measures the trade debts subsequently at amortised cost using the effective interest rate method. Deduction, if any, is made for doubtful receivables based on expected credit losses model in accordance with note 5.18.

5.7 Cash and cash equivalents

Cash and cash equivalents are stated at cost. Cash and cash equivalents comprise cash in hand and balances with banks in current accounts. Short-term borrowings under mark-up arrangements are not treated as a component of cash and cash equivalents and are presented within financing activities in the statement of cash flows.

5.8 Staff retirement benefits

The Company operates an unfunded defined benefit gratuity scheme for its permanent employees who complete the minimum qualifying period of service. The liability recognised in the statement of financial position in respect of the defined benefit scheme represents the present value of the defined benefit obligation at the reporting date, as determined by an independent actuary using the projected unit credit method.

Current service cost and net interest on the net defined benefit liability are recognised in profit or loss. Remeasurements of the net defined benefit liability, comprising actuarial gains and losses, are recognised in other comprehensive income in the period in which they arise and are not reclassified to profit or loss in subsequent periods.

5.9 Trade and other payables

Liabilities for trade and other amounts payable are recognised initially at fair value and subsequently measured at amortised cost, being the consideration to be paid in the future for goods and services received, whether or not invoiced to the Company.

5.10 Contract liabilities / advance from customers

A contract liability is recognised when consideration is received from a customer before the Company transfers control of the related goods to the customer. Contract liabilities are recognised as revenue when the related performance obligation is satisfied and are presented separately from trade and other payables.

5.11 Provisions and contingencies

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

Contingent liabilities are not recognised in the financial statements but are disclosed in the notes to the financial statements, unless the possibility of an outflow of resources embodying economic benefits is remote.

5.12 Taxation - Levy and Income tax

Levy

Amounts levied on a basis other than taxable profit are outside the scope of IAS 12 and are accounted for as levies in accordance with IFRIC 21 Levies and IAS 37 Provisions, Contingent Liabilities and Contingent Assets. Such levies are presented separately in the statement of profit or loss before profit before taxation.

In accordance with the IAS 12 Application Guidance on Accounting for Minimum Taxes and Final Taxes issued by the Institute of Chartered Accountants of Pakistan, the Company designates the amount calculated on taxable income using the applicable tax rate as income tax within the scope of IAS 12. Any excess of minimum tax over the amount so designated as income tax is recognised as a levy in accordance with IFRIC 21 and IAS 37. Final taxes calculated on gross revenue or another basis rather than taxable profit are recognised as levies.

Current income tax

The charge for current income tax is based on taxable income for the year, using tax rates enacted or substantively enacted at the reporting date, after taking into account tax credits and rebates available, together with any adjustment to tax payable in respect of previous years.

Deferred tax

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

Deferred tax liabilities are recognised for all taxable temporary differences. Deferred tax assets are recognised for all deductible temporary differences to the extent that it is probable that the future taxable profits will be available against which the assets may be 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 assets and liabilities are measured at the tax rates that are expected to apply to the period when the asset is realised or the liability is settled, based on the tax rates (and tax laws) that have been enacted or substantively enacted at reporting date.

5.13 Revenue recognition and other income

Sale of goods

Revenue is recognised at the point in time when control of the goods is transferred to the customer and is measured at the transaction price, net of discounts, rebates and government levies.

Other income

Income from the sale of scrap, trees and damaged stock is recognised at the point in time when control of the related items transfers to the buyer.

Profit on bank deposit is recognised on a time proportion basis on the principal amount outstanding using the effective yield method.

Dividend income is recognised when the Company's right to receive payment is established.

Liabilities and mark-up written back are recognised when the Company's obligation is extinguished.

Other income is recognised when the right to receive is established, and the amount and timing of related receipt is virtually certain.

5.14 Borrowing costs

Borrowing costs directly attributable to the acquisition, construction or production of a qualifying asset are capitalised as part of the cost of that asset. Capitalisation is suspended during extended periods in which active development is interrupted and ceases when substantially all the activities necessary to prepare the asset for its intended use are complete. All other borrowing costs are recognised in profit or loss in the period in which they are incurred.

5.15 Foreign currency transactions

Foreign currency transactions are recorded in Pakistan Rupees using the exchange rates prevailing at the dates of the transactions. Monetary assets and liabilities in foreign currencies are translated into Pakistan Rupee using the exchange rate prevailing at the reporting date. Foreign exchange gains and losses resulting from the settlement of foreign currency transactions and on translation of monetary assets and liabilities denominated in foreign currencies at reporting date are recognised in the profit or loss.

5.16 Financial assets and financial liabilities

Financial assets

Financial assets are classified at initial recognition as measured at amortised cost, at fair value through other comprehensive income (FVOCI) or at fair value through profit or loss (FVTPL), on the basis of both the Company's business model for managing the financial assets and their contractual cash flow characteristics.

The Company's financial assets comprise long-term deposits, trade debts, deposits, other receivables and bank balances. These financial assets are held within a business model whose objective is to hold assets to collect contractual cash flows, and their contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding. Accordingly, these financial assets are measured at amortised cost using the effective interest method, net of impairment losses.

Financial assets are recognised when the Company becomes a party to the contractual provisions of the instrument. Purchases and sales of financial assets are recognised on the trade date.

Financial assets are derecognised when the contractual rights to the cash flows expire or when the Company transfers the rights to receive contractual cash flows in a transaction in which substantially all the risks and rewards of ownership are transferred.

Financial liabilities

Financial liabilities are recognised initially at fair value less directly attributable transaction costs. Subsequently, financial liabilities, other than those designated at fair value through profit or loss, are measured at amortised cost using the effective interest method.

Financial liabilities are derecognised when the obligation under the liability is discharged, cancelled or expires. 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 exchange or modification is accounted for as a derecognition of the original liability and recognition of a new liability. The difference between the carrying amounts is recognised in profit or loss.

Loans received from directors and shareholders are classified in accordance with the substance of the contractual arrangement. Where repayment is at the discretion of the Company, the instrument contains no contractual obligation to deliver cash, does not meet the definition of a financial liability in IAS 32 and is recognised within equity at face value and not subsequently remeasured, in accordance with ICAP Technical Release TR 32 "Accounting Directors' Loan". Settlement of such a loan is recognised as a direct debit to equity. Where repayment is on demand or on a fixed date, the loan is a financial liability and is measured in accordance with IFRS 9.

5.17 Offsetting

A financial asset and financial liability is off-set and the net amount is reported in the statement of financial position when there is a legally enforceable right to set-off the transaction and also there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

5.18 Impairment

Financial assets

The Company assesses on a forward looking basis the expected credit losses associated with its financial assets. The Company applies the simplified approach to recognise lifetime expected credit losses for trade debts.

Individually significant financial assets are tested for impairment on an individual basis. The remaining financial assets are assessed collectively in groups that share similar credit risk characteristics.

The Company recognises in profit or loss, as an impairment loss (or reversal of impairment), the amount of expected credit losses (or reversal of impairment) that is required to adjust the loss allowance at the reporting date. A financial asset is written off when there is no reasonable expectation of recovering the contractual cash flows.

Non-financial assets

The carrying amounts of non-financial assets are assessed at each reporting date to ascertain whether there is any indication of impairment. If such an indication exists, the asset's recoverable amount is estimated to determine the extent of impairment loss, if any. An impairment loss is recognised in profit or loss, except for revalued assets, for which it is treated as a revaluation decrease.

The recoverable amount is the higher of an asset's fair value less cost of disposal and value-in-use. Value-in-use is ascertained through discounting of the estimated future cash flows using a discount rate that reflects current market assessments of the time value of money and the risk specific to the assets. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units).

An impairment loss is reversed if there is a change in the estimates used to determine the recoverable amount. An impairment loss is reversed only to the extent that the asset's carrying amount does not exceed the carrying amount that would have been determined, net of depreciation or amortisation, if no impairment loss had been recognised.

5.19 Workers' funds

The Company accounts for the Workers' Profit Participation Fund and the Workers' Welfare Fund in accordance with the Companies Profits (Workers' Participation) Act, 1968 and the applicable provincial workers' welfare legislation. The charge is recognised within other operating expenses.

5.20 Share capital, dividend and appropriation to reserves

Ordinary shares are classified as equity and are recognised at their nominal value. Dividend and appropriation to reserves are recognised in these financial statements in the period in which these are approved.

5.21 Functional and presentation currency

These financial statements are presented in Pakistan Rupee (PKR), which is the Company's functional and presentation currency. Amounts have been rounded to the nearest Rupee, unless otherwise stated.

FLYING CEMENT COMPANY LIMITED
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6 SHARE CAPITAL

	2026	2025
	Rupees	Rupees
Authorised share capital		
1,000,000,000 (2025: 1,000,000,000) ordinary shares of Rs.10 each	10,000,000,000	10,000,000,000
Issued, subscribed and paid-up share capital		
637,419,189 (2025: 637,419,189) ordinary shares of Rs.10 each, fully paid in cash	6,374,191,890	6,374,191,890
22,580,811 (2025: 22,580,811) ordinary shares of Rs.10 each, issued for consideration other than cash	225,808,110	225,808,110
34,800,000 (2025: 34,800,000) ordinary shares of Rs.10 each, issued as bonus shares	348,000,000	348,000,000
	6,948,000,000	6,948,000,000

6.1 The Company has one class of ordinary shares which carries no right to fixed income. Each holder of ordinary shares is entitled to one vote per share and to participate in dividends in proportion to the number of shares held.

6.2 The shares issued for consideration other than cash were issued against plant and machinery.

7 RESERVES

	Note	2026	2025 (Restated)
		Rupees	Rupees
<i>7.1 Capital reserve</i>			
Gain on disposal of shares by sponsors, tendered to the Company	7.1.1	126,978,994	126,978,994
<i>7.2 Revenue reserve</i>			
Unappropriated profit		2,694,919,388	2,120,829,461
Total reserves (excluding the surplus on revaluation - note 8)		2,821,898,382	2,247,808,455

7.1.1 This represents the gain on disposal of 21,296,200 ordinary shares by directors and beneficial owners of the Company in the open market in 2008, tendered to the Company under the corporate laws.

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

	Note	2026	2025 (Restated)
		Rupees	Rupees
<i>Gross surplus</i>			
Balance at the beginning of the year		5,896,620,811	3,786,644,456
Surplus arising on revaluation during the year	8.1	-	2,190,682,858
Transferred to unappropriated profit in respect of incremental depreciation charged during the year	8.2	(122,442,165)	(80,706,503)
Balance at the end of the year		5,774,178,646	5,896,620,811
<i>Less: related deferred tax liability</i>			
Balance at the beginning of the year		1,710,020,034	1,098,126,892
Deferred tax on the surplus arising during the year	8.1	-	635,298,028
Deferred tax on incremental depreciation charged during the year	8.2	(35,508,228)	(23,404,886)
Balance at the end of the year	13.2	1,674,511,806	1,710,020,034
Balance of revaluation surplus - net of tax at the end of the year		4,099,666,840	4,186,600,777

FLYING CEMENT COMPANY LIMITED
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- 8.1 Freehold land, buildings and plant and machinery are carried at revalued amounts. The related revaluation surplus and deferred tax have been restated as described in note 2.1.4.
- 8.2 Incremental depreciation arising on revalued assets is transferred from revaluation surplus to unappropriated profit, net of related deferred tax. Gross incremental depreciation for the year amounted to Rs.122,442,165 (2025: Rs.80,706,503), related deferred tax to Rs.35,508,228 (2025: Rs.23,404,886), and the net transfer to Rs.86,933,937 (2025: Rs.57,301,617).
- 8.3 The surplus is not available for distribution to shareholders, whether by way of dividend or otherwise, until realised, and its application is subject to section 241 of the Companies Act, 2017. Deferred tax relating to the revaluation surplus has been recognised at 29%; refer to note 13.2.3.

9 LOAN FROM DIRECTORS AND SHAREHOLDERS - UNSECURED

	Note	2026 Rupees	2025 Rupees
Interest free loan from sponsor directors and shareholders	9.1	3,137,376	5,246,376
9.1 The loan is interest free and unsecured and was provided by the sponsor directors and shareholders to fund the expansion project. As repayment is at the discretion of the Company, the loan is presented within equity (note 5.16).			

10 LONG-TERM FINANCING

	Note	2026 Rupees	2025 Rupees
Loans from banking companies - secured	10.1	4,225,076,227	4,757,235,307
Loan from non-banking finance company - secured	10.2	8,611,908	14,723,995
Total facilities outstanding		4,233,688,135	4,771,959,302
Less: current portion		(1,548,839,549)	(1,125,481,026)
Non-current portion		2,684,848,586	3,646,478,276

10.1 Long-term financing arrangements

Facility	2026 Rupees	Due within 12 months	Mark-up / profit rate	Principal repayment
NBP Demand Finance II	805,298,580	468,750,000	3-month KIBOR + 2.00%	Quarterly instalments up to June 2028
NBP Demand Finance III	-	-	3-month KIBOR + 2.00%	Fully repaid
NBP Demand Finance IV	769,466,433	351,565,000	3-month KIBOR + 2.50%	Quarterly instalments up to December 2028
NBP Demand Finance V	300,000,000	100,000,000	3-month KIBOR + 2.25%	Quarterly instalments up to December 2029
NBP Demand Finance VII	1,148,435,000	350,000,000	3-month KIBOR + 2.50%	Quarterly instalments up to June 2030
NBP Demand Finance VIII	36,161,314	35,996,000	see note 10.1.2	Monthly instalments up to October 2026
NBP Demand Finance VI	78,160,000	36,296,000	3-month KIBOR + 2.50%	Monthly instalments up to September 2028
NBP Demand Finance IX	623,300,000	146,800,000	3-month KIBOR + 2.00%	Quarterly instalments up to August 2030
UBL Demand Finance	464,254,900	51,584,000	3-month KIBOR + 3.00%	Quarterly instalments up to April 2031
Invest Capital Investment Bank Limited - loan	8,611,908	7,848,549	18.25% fixed	Monthly instalments up to December 2027
Total facilities outstanding	4,233,688,135	1,548,839,549		

10.1.1 National Bank of Pakistan facilities

The facilities from National Bank of Pakistan were obtained to finance the expansion and up-gradation of the Company's production facilities and the related foreign exchange and cost overruns. Their terms are set out below. In addition to the charges stated, each facility is secured by the personal guarantees of the directors (of two sponsor directors in the case of Demand Finance VII and Demand Finance IX) and the pledge of sponsors' shares. Mark-up is charged at three-month KIBOR plus a spread of 2.00 per cent on Demand Finance II and Demand Finance IX, 2.25 per cent on Demand Finance V and 2.50 per cent on Demand Finance IV, Demand Finance VI and Demand Finance VII (note 10.1.2).

(a) Demand Finance II: facility of Rs.1,500 million, including a sub-limit for sight import letters of credit, secured by a first charge of Rs.2,000 million over the present and future fixed assets. Rs.1,461.549 million was disbursed. Following the rescheduling, principal is repayable in quarterly instalments from 30 September 2025, with final maturity on 30 June 2028.

(b) Demand Finance IV: facility of Rs.1,181.306 million, including a sub-limit for sight import letters of credit, secured by a first charge of Rs.1,576 million over the present and future fixed assets. Rs.1,125 million was disbursed. Principal is repayable in quarterly instalments from 30 September 2025, with final maturity on 31 December 2028.

(c) Demand Finance V: facility of Rs.400 million, secured by a first pari passu charge of Rs.534 million over the present and future fixed assets and a mortgage over two residential properties of the sponsors in Lahore with a forced sale value of Rs.190.153 million. Principal is repayable in quarterly instalments from 30 September 2025, with final maturity on 31 December 2029.

(d) Demand Finance VI: facility of Rs.134 million for exchange differences and finance cost overruns, secured by a first pari passu charge of Rs.179 million. Principal is repayable in monthly instalments from 29 September 2025, with final maturity on 29 September 2028.

(e) Demand Finance VII: facility of Rs.1,400 million obtained against the Company's existing letter of credit and cash finance facilities, secured by a first pari passu charge of Rs.1,867 million over the present and future fixed assets, hypothecation of plant and machinery and a mortgage over land. Principal is repayable in quarterly instalments from 31 March 2026, with final maturity on 30 June 2030.

(f) Demand Finance VIII: facility of Rs.610 million obtained against mark-up on the cash finance, demand finance and letter of credit facilities, secured by a first pari passu charge of Rs.814 million over the present and future fixed assets, hypothecation of plant and machinery and a mortgage over land. Principal is repayable in monthly instalments from 30 September 2025, with final maturity on 31 October 2026.

(g) Demand Finance IX: facility of Rs.750 million to refinance capital expenditure on the waste heat recovery plant, secured by a first charge of Rs.1,000 million over the present and future fixed assets. Rs.734 million was disbursed. Principal is repayable in quarterly instalments from 16 November 2025, with final maturity on 16 August 2030.

10.1.2 Restructuring of NBP facilities

Demand Finance II, IV, V, VI, VII, VIII and IX were rescheduled on 11 November 2024, with a deferment of principal repayments for twelve months. The revised repayment profiles are reflected in the classification between current and non-current liabilities at the reporting date. Until 31 December 2025 mark-up was charged at six-month KIBOR plus spreads of between 1.50 and 2.00 per cent; from 1 January 2026 it is charged at the three-month KIBOR spreads set out at note 10.1.1. No mark-up is charged on Demand Finance VIII, the mark-up being absorbed into its principal repayments.

10.1.3 United Bank Limited

The Company has a demand finance facility of Rs.600 million from United Bank Limited to finance capital expenditure on the balancing, modernisation and replacement of plant. The facility is a sub-limit of the Company's Rs.1,200 million letter of credit facility and is subject to a 50 per cent cash margin. Rs.464.254 million was disbursed on 10 April 2026, repayable in 18 quarterly instalments of Rs.25.792 million from 10 January 2027 after a six-month deferment period, with final maturity on 10 April 2031. Mark-up is charged at three-month KIBOR plus 3.00 per cent. The facility is secured by a first charge of Rs.800 million over the Company's present and future fixed assets and the personal guarantees of two sponsor directors.

10.1.4 Al Baraka Bank

The Diminishing Musharakah facility obtained from Al Baraka Bank (Pakistan) Limited was fully settled during the year. The facility had an outstanding balance of Rs.158.996 million at 30 June 2025. The effect of the settlement is disclosed in note 32.1.

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10.2 Loan from non-banking finance company

The Company obtained a loan facility of Rs.35 million from Invest Capital Investment Bank Limited for a term of 36 months, repayable in monthly instalments from January 2025 to December 2027 of Rs.865,460 in the first twelve months, Rs.860,210 in the second twelve months and Rs.812,960 in the third twelve months. Mark-up is charged at an effective rate of 18.25 per cent per annum. The loan is secured by the pledge of the original registration documents of a motor vehicle owned by a director of the Company. The outstanding balance at 30 June 2026 is Rs.8,611,908 (2025: Rs.14,723,995), of which Rs.7,848,549 is payable within twelve months.

11 LEASE LIABILITIES

	Note	2026 Rupees	2025 (Restated) Rupees
Present value of lease liabilities	11.1	5,862,243	13,469,067
Less: current portion presented under current liabilities		(5,862,243)	(7,606,824)
Non-current portion		-	5,862,243

- 11.1** Lease liabilities relate to three motor vehicles obtained from Invest Capital Investment Bank Limited under 36-month lease arrangements of Rs.5,714 million (December 2023 to November 2026), Rs.7,429 million (December 2023 to November 2026) and Rs.9,556 million (January 2024 to December 2026). The lease rentals are payable monthly in advance. The liabilities were initially measured using the Company's incremental borrowing rates applicable at commencement; interest is recognised at effective annual rates of 27.72, 27.47 and 27.35 per cent respectively. The leases are secured by the pledge of the original registration documents of the vehicles.

11.2 Maturity analysis of undiscounted lease payments:

	2026 Rupees	2025 Rupees
Not later than one year	6,474,750	10,174,390
Later than one year and not later than five years	-	6,474,750
Total undiscounted lease payments	6,474,750	16,649,140
Less: future finance charge	(612,507)	(3,180,073)
Present value of lease liabilities	5,862,243	13,469,067

11.3 Amounts recognised in the statement of profit or loss

	Note	2026 Rupees	2025 (Restated) Rupees
Depreciation on right-of-use assets	20.1	2,767,509	3,074,075
Interest on lease liabilities	33	2,567,566	4,475,760
Expense relating to short-term leases	30	6,600,000	6,600,000

The expense relating to short-term leases represents rentals on the Company's office premises. The Company incurred no expense relating to leases of low-value assets and made no variable lease payments in either year.

11.4 Movement in lease liabilities

	2026 Rupees	2025 (Restated) Rupees
Balance at 1 July	13,469,067	19,550,911
Interest on lease liabilities	2,567,566	4,475,760
Lease rentals paid	(10,174,390)	(10,557,604)
Balance at 30 June	5,862,243	13,469,067

12 LONG-TERM DEPOSITS

	Note	2026 Rupees	2025 Rupees
Security deposits from dealers and transporters	12.1	26,205,340	23,005,340

- 12.1** These represent interest free security deposits received from dealers and transporters. Dealership is granted for five years and is renewable on expiry, and deposits from transporters are repayable after five years. The deposits are not repayable within twelve months and are utilised by the Company in accordance with the agreed terms.

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13 DEFERRED LIABILITIES

	Note	2026 Rupees	2025 (Restated) Rupees
Employee retirement benefits	13.1	5,327,598	5,942,574
Deferred taxation	13.2	3,039,061,085	2,572,418,511
		<u>3,044,388,683</u>	<u>2,578,361,085</u>

13.1 Employee retirement benefits - defined benefit plan

13.1.1 The Company operates an unfunded defined benefit gratuity scheme for its permanent employees. Under the rules of the scheme a member who leaves the service of the Company after completing one year of service is entitled to a lump sum equal to the member's last drawn gross salary multiplied by the number of completed years of service, six or more months of service in excess of a completed year being counted as a full year. The normal retirement age is 60 years. The scheme is unfunded: it holds no plan assets and benefits are paid by the Company out of its own resources as they fall due.

13.1.2 The most recent actuarial valuation of the scheme was carried out as at 30 June 2026 by Nauman Associates, Consulting Actuaries, using the projected unit credit method. Mortality has been assumed to follow the State Life Insurance Corporation 2001-2005 table with a one-year setback, and withdrawals to follow age-based rates, in each case as recommended by the Pakistan Society of Actuaries.

13.1.3 Movement in the present value of the defined benefit obligation

	2026 Rupees	2025 Rupees
Present value of the defined benefit obligation at 1 July	5,942,574	5,775,841
Current service cost	886,269	955,478
Interest cost on the defined benefit obligation	633,530	803,903
Benefits paid during the year	(1,101,660)	(651,300)
<i>Remeasurements recognised in other comprehensive income:</i>		
Actuarial (gains) / losses from changes in demographic assumptions	-	-
Actuarial (gains) / losses from changes in financial assumptions	-	(14,606)
Experience adjustments	(1,033,115)	(926,742)
Present value of the defined benefit obligation at 30 June	<u>5,327,598</u>	<u>5,942,574</u>

13.1.4 Amounts recognised in the statement of profit or loss

	2026 Rupees	2025 Rupees
Current service cost	886,269	955,478
Interest cost on the defined benefit obligation	633,530	803,903
Charge for the year	<u>1,519,799</u>	<u>1,759,381</u>

13.1.4.1 The whole of the charge for the year is recognised within administrative expenses (note 30).

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13.1.5 Remeasurements recognised in other comprehensive income

	2026 Rupees	2025 Rupees
Actuarial gain / (loss) from changes in demographic assumptions	-	-
Actuarial gain / (loss) from changes in financial assumptions	-	14,606
Experience adjustments	1,033,115	926,742
Remeasurement gain on the defined benefit obligation	1,033,115	941,348
Related deferred tax	(299,603)	(272,991)
Net remeasurement recognised in other comprehensive income	733,512	668,357

13.1.6 Principal actuarial assumptions used

	2026	2025
Discount rate used to determine the interest cost charged to profit or loss	11.75%	14.75%
Discount rate used to determine the obligation at the reporting date	11.75%	11.75%
Expected rate of increase in eligible salary	10.75%	10.75%
Date of the next increase in eligible salary	1 September 2026	1 September 2025
Mortality rates	SLIC 2001-2005	SLIC 2001-2005
Withdrawal rates	Age-based	Age-based
Normal retirement age	60 years	60 years
Weighted average duration of the defined benefit obligation	1 year	3 years

13.1.7 Sensitivity analysis on the defined benefit obligation at 30 June 2026

	Increase of 100 basis points Rupees	Decrease of 100 basis points Rupees
Discount rate	5,252,036	5,411,286
Expected rate of increase in eligible salary	5,413,874	5,248,307

13.1.7.1 Each sensitivity is determined by changing one assumption while holding the others constant, using the projected unit credit method applied to the obligation recognised. As the assumptions are interrelated, the analysis may not represent an actual change in the obligation.

13.1.8 Maturity profile of the defined benefit obligation - expected undiscounted benefit payments

	2026 Rupees
Within one year	3,365,117
Between one and five years	2,613,230
After five years	13,814,791
Total expected benefit payments	19,793,138

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- 13.1.9** The scheme exposes the Company to final salary risk, as benefits are based on the last drawn gross salary; discount rate risk, as a fall in government bond yields increases the obligation; and mortality and withdrawal risks, where actual experience differs from that assumed. As the scheme is unfunded there is no plan asset risk, and benefits are paid from the Company's own resources as they fall due (note 13.1.8).

13.2 Deferred taxation

- 13.2.1** The deferred tax liability recognised in the statement of financial position comprises credit / (debit) balances attributable to temporary differences and unused tax credits relating to the following items:

	2026 Rupees	2025 Rupees
<i>Deductible temporary differences</i>		
- Workers' Profit Participation Fund and Workers' Welfare Fund	(48,387,882)	(40,675,467)
- Employee retirement benefits	(1,545,003)	(1,723,346)
- Allowance for expected credit losses	(8,244,518)	(10,246,127)
- Lease liabilities	(1,700,050)	(3,906,029)
	<u>(59,877,453)</u>	<u>(56,550,969)</u>
<i>Unused tax credits</i>		
- Minimum tax credit	-	(65,007,850)
	<u>-</u>	<u>(65,007,850)</u>
<i>Taxable temporary differences</i>		
- Accelerated tax depreciation	3,091,693,291	2,685,929,505
- Right-of-use assets	7,245,247	8,047,825
	<u>3,098,938,538</u>	<u>2,693,977,330</u>
Deferred tax liability - net	<u>3,039,061,085</u>	<u>2,572,418,511</u>

13.2.2 Movement in the deferred tax liability

	As at 1 July 2025	Recognised during the year		As at 30 June 2026
		Profit or loss	Other comprehensive income	
	Rupees	Rupees	Rupees	Rupees
<i>Year ended 30 June 2026</i>				
Workers' Profit Participation Fund and Workers' Welfare Fund	(40,675,467)	(7,712,415)	-	(48,387,882)
Employee retirement benefits	(1,723,346)	(121,260)	299,603	(1,545,003)
Allowance for expected credit losses	(10,246,127)	2,001,609	-	(8,244,518)
Minimum tax credit	(65,007,850)	65,007,850	-	-
Accelerated tax depreciation	2,685,929,505	405,763,786	-	3,091,693,291
Right-of-use assets	8,047,825	(802,578)	-	7,245,247
Lease liabilities	(3,906,029)	2,205,979	-	(1,700,050)
	<u>2,572,418,511</u>	<u>466,342,971</u>	<u>299,603</u>	<u>3,039,061,085</u>

The opening balances are stated as restated - note 2.1.

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	As at 1 July 2024	Recognised during the year		As at 30 June 2025
		Profit or loss	Other comprehensive income	
	Rupees	Rupees	Rupees	Rupees
<i>Year ended 30 June 2025</i>				
Workers' Profit Participation Fund and Workers' Welfare Fund	(18,317,177)	(22,358,290)	-	(40,675,467)
Employee retirement benefits	(1,674,994)	(321,343)	272,991	(1,723,346)
Allowance for expected credit losses	-	(10,246,127)	-	(10,246,127)
Minimum tax credit	-	(65,007,850)	-	(65,007,850)
Accelerated tax depreciation	1,660,642,863	389,988,614	635,298,028	2,685,929,505
Right-of-use assets	8,939,307	(891,482)	-	8,047,825
Lease liabilities	(5,669,764)	1,763,735	-	(3,906,029)
	<u>1,643,920,235</u>	<u>292,927,257</u>	<u>635,571,019</u>	<u>2,572,418,511</u>

13.2.3 Deferred tax has been measured at 29%, being the enacted tax rate expected to apply when the related temporary differences reverse.

13.2.4 No deferred tax asset has been recognised in respect of the following unused tax losses and tax credits:

	Gross amount	Unrecognised deferred tax asset	Expires after tax year
	Rupees	Rupees	Rupees
Unused tax loss carried forward	106,524,510	30,892,108	2032
Minimum tax under section 113 for tax year 2026	185,921,575	185,921,575	2028
Minimum tax credit recognised at 30 June 2025 and derecognised in the year	65,007,850	65,007,850	2027
Excess alternative corporate tax under section 113C arising in tax year 2025	63,506,916	63,506,916	2035
Excess alternative corporate tax under section 113C arising in tax year 2026	28,709,230	28,709,230	2036
		<u>374,037,679</u>	

13.2.5 No deferred tax asset has been recognised in respect of the unused tax losses and tax credits set out above, as sufficient future taxable profits against which they may be utilised are not presently considered probable. The deferred tax asset of Rs.65,007,850 recognised at 30 June 2025 represented minimum tax paid under section 113 of the Income Tax Ordinance, 2001 for tax year 2024 in excess of the tax payable on taxable income for that year. The excess may be adjusted against the tax payable on taxable income of the three succeeding tax years, to the extent that tax exceeds the minimum tax for the year. No adjustment arose in tax year 2025, when the minimum tax exceeded the tax on taxable income, or in tax year 2026, in which a tax loss arose. As an adjustment in tax year 2027, the last year available, is not considered probable, the asset has been derecognised and charged to profit or loss for the year (note 13.2.2).

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14 TRADE AND OTHER PAYABLES

	Note	2026 Rupees	2025 Rupees
Creditors for goods and services	14.1	1,591,819,537	1,704,241,877
Accrued liabilities	14.2	949,339,396	982,711,234
Taxes and other government levies payable	14.3	508,792,248	741,975,318
Workers' Profit Participation Fund and Workers' Welfare Fund	14.5	166,854,763	140,260,231
Other creditors		33,390,451	92,885,779
		<u>3,250,196,395</u>	<u>3,662,074,439</u>

14.1 Creditors for goods and services

	2026 Rupees	2025 Rupees
Raw material	753,666,212	834,362,336
Chemicals	22,300,155	31,669,156
Stores and spares	286,530,910	324,137,280
Oil and lubricants	491,691,341	491,535,873
Packing material	37,630,919	22,537,232
	<u>1,591,819,537</u>	<u>1,704,241,877</u>

14.2 Accrued liabilities

	2026 Rupees	2025 Rupees
Accrued salaries and wages	36,642,551	18,811,436
Accrued electricity	869,416,443	878,737,338
Directors' remuneration payable	11,250,850	23,737,983
Audit fee payable	8,275,962	4,455,887
Commission payable	4,619,877	4,619,877
Royalty payable	6,537,750	39,027,750
Other accrued expenses	12,595,963	13,320,963
	<u>949,339,396</u>	<u>982,711,234</u>

14.3 Taxes and other government levies payable

	2026 Rupees	2025 Rupees
Sales tax payable	138,370,451	243,744,474
Federal excise duty payable	325,022,423	448,173,283
Electricity duty payable	4,267,920	4,267,920
Income tax withheld payable	32,676,063	32,599,487
Sales tax withheld payable	8,455,391	13,190,154
	<u>508,792,248</u>	<u>741,975,318</u>

14.4 Directors' remuneration payable is a related party balance (note 38).

14.5 Worker related funds

	Note	2026 Rupees	2025 Rupees
Workers' Profit Participation Fund	14.5.1	67,805,271	66,976,742
Workers' Welfare Fund	14.6	99,049,492	73,283,489
		<u>166,854,763</u>	<u>140,260,231</u>

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14.5.1 Workers' Profit Participation Fund

	Note	2026 Rupees	2025 Rupees
Balance at the beginning of the year		66,976,742	17,840,030
Charge for the year	31	67,805,271	66,976,742
		134,782,013	84,816,772
Payments made during the year		(66,976,742)	(17,840,030)
Balance at the end of the year		67,805,271	66,976,742

- 14.5.1.1** The Company retains the Workers' Profit Participation Fund in its business operations until the date of allocation to workers. Interest is payable at the rate prescribed by the Companies Profits (Workers' Participation) Act, 1968 on funds so utilised from the date of allocation.

14.6 Workers' Welfare Fund

	Note	2026 Rupees	2025 Rupees
Balance at the beginning of the year		73,283,489	45,322,650
Charge for the year	31	25,766,003	27,960,839
		99,049,492	73,283,489
Payments made during the year		-	-
Balance at the end of the year		99,049,492	73,283,489

- 14.6.1** The charge for the year has been determined at 2 per cent of total income under the Punjab Workers Welfare Fund Act, 2019, total income being the profit before taxation or the declared income, whichever is higher.

- 14.6.2** The Company has not paid the Workers' Welfare Fund liability pending determination of whether it is payable to the Federal Government or to the Government of the Punjab following the devolution effected by the Eighteenth Amendment to the Constitution and the enactment of the Punjab Workers' Welfare Fund Act, 2019.

15 ACCRUED MARK-UP

	Note	2026 Rupees	2025 Rupees
Accrued profit on Islamic financing	10.1.4	-	64,776,763
Accrued mark-up on conventional long-term financing	10	153,162,786	309,763,750
		153,162,786	374,540,513

- 15.1** Accrued mark-up represents mark-up accrued but unpaid on the Company's long-term demand finance facilities from National Bank of Pakistan and United Bank Limited. No mark-up was outstanding at either reporting date on the letter of credit facilities disclosed in note 16.

- 15.2** The accrued profit on the Al Baraka Bank (Pakistan) Limited Diminishing Musharakah facility was extinguished during the year on settlement of the facility. The amount derecognised is included in other income - note 32.1.

16 SHORT-TERM BORROWINGS - SECURED

	Note	2026 Rupees	2025 Rupees
Letters of credit - acceptances	16.1	461,488,414	263,940,423
		461,488,414	263,940,423

16.1 National Bank of Pakistan

The Company has a usance letter of credit facility of up to Rs.388 million from National Bank of Pakistan, with a tenor of up to 180 days and a cash margin of 20 per cent, for the import of coal, packing material and machinery spares. The facility is secured by a first charge of Rs.534 million over the Company's present and future fixed assets and personal guarantees of two sponsor directors.

16.2 United Bank Limited

The Company has a usance letter of credit facility of up to Rs.1,200 million from United Bank Limited, with a tenor of up to 180 days and a cash margin of 50 per cent, principally for the import of plant and machinery. The facility is secured by a lien over the import documents and personal guarantees of two sponsor directors.

16.3 Cash margins held against the above facilities are disclosed in note 25.

17 UNCLAIMED DIVIDEND

	Note	2026 Rupees	2025 Rupees
Unclaimed dividend	17.1	59,526	59,526

17.1 This represents dividends declared in prior years that remain unclaimed.

18 CONTINGENCIES AND COMMITMENTS

18.1 Contingencies

Based on the advice received and its assessment of the facts of each case, the Company expects a favourable outcome in the matters described below. Accordingly no provision has been recognised in respect of them.

(a) The Competition Commission of Pakistan issued a show cause notice to the Company in respect of an increase in cement prices and imposed a penalty of Rs.12 million. The matter is before the Honourable Lahore High Court, which granted a stay restraining the Commission from passing any adverse order.

(b) A sales tax audit was conducted in 2015 and a liability of Rs.40.9 million was determined, of which Rs.20 million was deposited under protest. The Appellate Tribunal decided the matter in the Company's favour and ordered a refund of Rs.16.991 million. The refund had not been received at the reporting date and is included in note 25 as sales tax and excise duty paid under protest. The balance remains disputed.

(c) Income tax audits for tax years 2016, 2018 and 2019, and sales tax audits for the years 2016, 2018, 2019 and 2020, are subject to a stay order granted by the Honourable Lahore High Court.

(d) The Company is in dispute with the Government of Punjab over the applicability of revised royalty rates on the extraction of limestone and clay. The matter is pending before the Supreme Court of Pakistan under Civil Petition No.2544 of 2025. The Company has deposited the rate difference by way of a bank guarantee, the margin against which is disclosed in note 25.1.

18.2 Commitments

(a) Commitments in respect of outstanding letters of credit amount to Rs.165.85 million (2025: Rs.99.45 million), for the procurement of plant and machinery, raw material and machinery spares.

19 PROPERTY, PLANT AND EQUIPMENT

Operating fixed assets
Capital work in progress

Note	2026 Rupees	2025 Rupees
19.1	14,107,289,328	10,263,582,893
19.2	12,596,336,503	16,736,944,644
	26,703,625,831	27,000,527,537

19.1 OPERATING FIXED ASSETS

19.1.1 Reconciliation of carrying amounts

	Freehold land	Trees and plantation	Buildings on freehold and leasehold land	Roads	Plant and machinery	Electrical installations	Tools and equipment	Furniture, fixtures and office equipment	Vehicles	Arms and ammunition	Total
Cost / revalued amount											
Balance at 1 July 2024	124,717,500	32,371	617,392,211	5,514,865	9,436,573,542	45,893,449	1,390,763	1,524,309	30,634,231	600	10,263,673,841
Additions	-	-	-	-	-	2,858,400	-	-	-	-	2,858,400
Surplus on revaluation	25,282,500	-	154,195,848	-	2,011,204,510	-	-	-	-	-	2,190,682,858
Disposals	-	-	-	-	-	-	-	-	-	-	-
Balance at 30 June 2025	150,000,000	32,371	771,588,059	5,514,865	11,447,778,052	48,751,849	1,390,763	1,524,309	30,634,231	600	12,457,215,099
Balance at 1 July 2025	150,000,000	32,371	771,588,059	5,514,865	11,447,778,052	48,751,849	1,390,763	1,524,309	30,634,231	600	12,457,215,099
Additions	-	-	-	-	-	-	-	-	28,840,793	-	28,840,793
Transfers from capital work in progress	-	-	-	-	4,029,417,211	-	-	-	-	-	4,029,417,211
Disposals	-	-	-	-	-	-	-	-	-	-	-
Balance at 30 June 2026	150,000,000	32,371	771,588,059	5,514,865	15,477,195,263	48,751,849	1,390,763	1,524,309	59,475,024	600	16,515,473,103

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Reconciliation of carrying amounts (continued)

	Note	(Rupees)										
		Freehold land	Trees and plantation	Buildings on freehold and leasehold land	Roads	Plant and machinery	Electrical installations	Tools and equipment	Furniture, fixtures and office equipment	Vehicles	Arms and ammunition	Total
Accumulated depreciation												
Balance at 1 July 2024		-	-	197,564,117	2,052,960	1,783,696,436	19,753,885	1,104,659	1,324,440	22,889,199	-	2,028,385,696
Depreciation	19.1.6	-	-	8,397,209	69,238	153,057,651	2,900,451	26,843	21,592	773,526	-	165,246,510
Disposals		-	-	-	-	-	-	-	-	-	-	-
Balance at 30 June 2025		-	-	205,961,326	2,122,198	1,936,754,087	22,654,336	1,131,502	1,346,032	23,662,725	-	2,193,632,206
Balance at 1 July 2025		-	-	205,961,326	2,122,198	1,936,754,087	22,654,336	1,131,502	1,346,032	23,662,725	-	2,193,632,206
Depreciation	19.1.6	-	-	11,313,182	67,853	196,936,283	2,610,406	24,159	19,433	3,580,253	-	214,551,569
Disposals		-	-	-	-	-	-	-	-	-	-	-
Balance at 30 June 2026		-	-	217,274,508	2,190,051	2,133,690,370	25,264,742	1,155,661	1,365,465	27,242,978	-	2,408,183,775
Carrying amounts												
At 30 June 2025		150,000,000	32,371	565,626,733	3,392,667	9,511,023,965	26,097,513	259,261	178,277	6,971,506	600	10,263,582,893
At 30 June 2026		150,000,000	32,371	554,313,551	3,324,814	13,343,504,893	23,487,107	235,102	158,844	32,232,046	600	14,107,289,328
Rates of depreciation per annum (%)												
2026		-	-	2	2	2	10	10	10	10	-	2 to 10
2025		-	-	2	2	2	10	10	10	10	-	2 to 10

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19.1.2 Particulars of the Company's immovable property are as follows:

Location	Usage of immovable property	Total area
25 Km Lilla Interchange, Lahore-Islamabad Motorway, Mangowal, District Khushab	Cement production plant	120 acres 4 kanals

19.1.3 Freehold land, buildings and plant and machinery were revalued on 30 June 2025 by M/s Appraiser Services, an independent valuer on the approved panel of the Pakistan Banks Association. The valuation amounted to Rs.10,226,688,512, comprising freehold land of Rs.150,000,000, buildings of Rs.565,659,100 and plant and machinery of Rs.9,511,029,412. Buildings were valued by applying rates ranging from Rs.950 to Rs.7,200 per square foot, according to construction type, to their covered areas. Plant and machinery was valued with reference to physical condition, maintenance, intended use and market usage. The fair value measurement is classified within Level 3 of the fair value hierarchy. The comparative amounts were restated as described in note 2.1.4.

19.1.4 Had there been no revaluation, the carrying amount of the revalued classes of operating fixed assets would have been as follows:

	2026 Rupees	2025 Rupees
Freehold land	13,123,746	13,123,746
Buildings	178,927,990	182,579,582
Plant and machinery	7,720,825,008	3,773,595,400
	7,912,876,744	3,969,298,728

19.1.5 The forced sale value of the revalued assets at the date of the latest valuation, 30 June 2025, was assessed by the valuer at 85 per cent of their revalued amount. It is disclosed for information and is not the basis on which the assets are carried:

	30 June 2025 Rupees
Freehold land	127,500,000
Buildings	480,810,235
Plant and machinery	8,084,375,000
	8,692,685,235

19.1.6 Allocation of the depreciation charge for the year

	Note	2026 Rupees	2025 Rupees
Cost of sales	28	210,951,883	164,451,392
Administrative expenses	30	3,599,686	795,118
		214,551,569	165,246,510

19.2 CAPITAL WORK IN PROGRESS

	Note	2026 Rupees	2025 Rupees
Balance at the beginning of the year		16,736,944,644	14,917,611,644
Additions during the year	19.2.1	1,119,121,162	1,819,333,000
Transferred to operating fixed assets	19.1	(4,029,417,211)	-
Carrying amount of items disposed of	19.2.3	(1,230,312,092)	-
Balance at the end of the year	19.2.2	12,596,336,503	16,736,944,644

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19.2.1 Mark-up capitalised into capital work in progress during the year - 739,164,577

19.2.2 The breakdown of capital work in progress at year-end is as follows:

	2026 Rupees	2025 Rupees
Plant and machinery	11,069,959,697	15,210,567,838
Buildings and civil works	1,526,376,806	1,526,376,806
	<u>12,596,336,503</u>	<u>16,736,944,644</u>

19.2.3 During the year, equipment and parts included in capital work in progress, having a carrying amount of Rs.1,230,312,092, were disposed of for Rs.1,227,182,776, resulting in a loss of Rs.3,129,316 (note 31). Insurance compensation of Rs.40,000,000 received in respect of damaged property, plant and equipment has been recognised in other income (note 32).

19.3 Property, plant and equipment is subject to a first charge in favour of the Company's bankers. Refer to notes 10.1.1 and 10.1.3.

20 RIGHT-OF-USE ASSETS

	Note	2026 Rupees	2025 (Restated) Rupees
Motor vehicles	20.1	<u>24,983,612</u>	<u>27,751,121</u>

20.1 Reconciliation of cost and accumulated depreciation - motor vehicles

		2026 Rupees	2025 (Restated) Rupees
Net book value at 1 July, as restated		27,751,121	30,825,196
Depreciation charge for the year	30	<u>(2,767,509)</u>	<u>(3,074,075)</u>
Net book value at 30 June		<u>24,983,612</u>	<u>27,751,121</u>

20.2 Depreciation on right-of-use assets is included in administrative expenses (note 30).

21 LONG-TERM DEPOSITS AND PREPAYMENTS

	2026 Rupees	2025 (Restated) Rupees
Security deposit with WAPDA	66,472,911	23,151,669
Security deposit with the Lahore Chamber of Commerce	600,000	-
Security deposits against leased and other vehicles	9,900,000	-
	<u>76,972,911</u>	<u>23,151,669</u>

21.1 These deposits are interest free and have no fixed date of repayment.

22 STORES, SPARES AND LOOSE TOOLS

	2026 Rupees	2025 Rupees
Stores and spares	336,130,082	132,922,842
Fuel, chemicals and lubricants	26,073,352	135,214,034
	<u>362,203,434</u>	<u>268,136,876</u>

22.1 Stores and spares are held principally for use in the Company's own operations. No provision for slow moving, damaged or obsolete items has been recognised in either year.

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23 STOCK-IN-TRADE

	Note	2026 Rupees	2025 Rupees
Raw and packing material	23.1	140,045,398	311,833,155
Work in process		933,304,902	1,059,477,013
Finished goods		46,222,544	36,459,302
Provision for write-down to net realisable value		(8,033,378)	-
		<u>1,111,539,466</u>	<u>1,407,769,470</u>

23.1 Raw and packing material comprises raw materials of Rs.577,601 and packing material of Rs.139,467,797.

23.2 Stock-in-trade is stated net of a write-down to net realisable value of Rs.8,033,378 (2025: nil).

24 TRADE DEBTS

	Note	2026 Rupees	2025 Rupees
Trade debts - unsecured		214,129,765	190,277,256
Loss allowance	24.1	(28,429,373)	(35,331,474)
		<u>185,700,392</u>	<u>154,945,782</u>

24.1 The reconciliation of the loss allowance is as follows:

Balance at the beginning of the year	35,331,474	-
Loss allowance (reversed) / recognised during the year	(6,902,101)	35,331,474
Balance at the end of the year	<u>28,429,373</u>	<u>35,331,474</u>

The ageing of trade debts and the exposure to credit risk are disclosed at note 40.4.

25 ADVANCES, DEPOSITS, PREPAYMENTS AND OTHER RECEIVABLES

	Note	2026 Rupees	2025 Rupees
Advances to staff - unsecured, considered good		365,000	331,000
Advances to suppliers and others		1,329	393,978,318
Margin held by banks against letters of credit		281,702,395	55,610,521
Margin against bank guarantee - United Bank Limited	25.1	612,486,000	-
Sales tax and excise duty paid under protest	18.1	16,991,083	16,991,082
Receivable from the Collector of Customs		14,126,132	-
		<u>925,671,939</u>	<u>466,910,921</u>

25.1 This margin is held against the bank guarantee issued in respect of the disputed royalty on limestone and clay (note 18.1(d)).

26 CASH AND BANK BALANCES

		2026 Rupees	2025 Rupees
Balances with banks in current accounts	26.1	148,012,876	365,432,046
Cash in hand		24,512,181	28,729,628
		<u>172,525,057</u>	<u>394,161,674</u>

26.1 Bank balances are held with commercial banks in Pakistan in non-interest bearing current accounts.

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27 REVENUE FROM CONTRACTS WITH CUSTOMERS

	Note	2026 Rupees	2025 Rupees
Revenue from contracts with customers - gross		22,237,121,064	17,090,722,516
Less: sales tax		(3,829,608,160)	(2,922,355,403)
Less: federal excise duty		(3,886,305,880)	(2,965,962,640)
Total revenue from contracts with customers - net		14,521,207,024	11,202,404,473

27.1 Disaggregated revenue information

	2026 Rupees	2025 Rupees
Geographical markets		
All sales are made in Pakistan	<u>14,521,207,024</u>	<u>11,202,404,473</u>
Timing of revenue recognition		
Goods transferred at a point in time	<u>14,521,207,024</u>	<u>11,202,404,473</u>

The Company has one operating segment, the manufacture and sale of cement and clinker, and all of its revenue is earned from customers in Pakistan.

27.2 Contract balances

	Note	2026 Rupees	2025 Rupees
Trade debts	24	<u>185,700,392</u>	154,945,782
Contract liabilities		<u>(4,532,582,924)</u>	<u>(4,655,341,469)</u>

27.2.1 Trade receivables are non-interest bearing, and credit terms for customers are as per sale order.

27.2.2 Contract liabilities represent consideration received from customers before the Company transfers control of the related goods. Of the contract liabilities outstanding at the beginning of the year, Rs.1,718,994,378 was recognised as revenue during the year as the related performance obligations were satisfied.

28 COST OF SALES

	Note	2026 Rupees	2025 Rupees
Raw material consumed	28.1	625,066,971	328,230,737
Fuel, coal, lubricants and inward freight		2,678,246,651	1,960,170,753
Packing material consumed		1,163,880,554	795,601,954
Stamp and label expenses		5,265,000	-
Stores and spares consumed		153,581,851	37,496,766
Electricity and water		6,943,875,097	5,650,424,995
Royalty, excise duty and mines rent	28.3	436,299,400	273,621,949
Salaries, wages and other benefits	28.2	244,654,244	198,059,182
Repairs and maintenance		15,127,395	2,645,216
Vehicle running and maintenance		32,855,181	23,155,471
Communication		1,901,081	1,461,673
Entertainment		643,523	382,009
Printing and stationery		741,059	611,806
Travelling and conveyance		993,118	855,360
Other manufacturing overheads		5,657,529	14,085,188
Depreciation	19.1.6	<u>210,951,883</u>	<u>164,451,392</u>
Manufacturing cost		12,519,740,537	9,451,254,451
Work in process			
Opening balance		1,059,477,013	1,007,229,724
Closing balance	23	<u>(933,304,902)</u>	<u>(1,059,477,013)</u>
		<u>126,172,111</u>	<u>(52,247,289)</u>
Cost of goods manufactured		12,645,912,648	9,399,007,162
Finished goods			
Opening balance		36,459,302	147,595,895
Closing balance	23	<u>(46,222,544)</u>	<u>(36,459,302)</u>
		<u>(9,763,242)</u>	<u>111,136,593</u>
Write-down of stock-in-trade to net realisable value	23.2	<u>8,033,378</u>	-
Cost of sales		12,644,182,784	9,510,143,755

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28.1 Raw material consumed

	Note	2026 Rupees	2025 Rupees
Balance at the beginning of the year		2,681,530	3,706,644
Purchases and other direct charges during the year		622,963,042	327,205,623
Balance at the end of the year	23	<u>(577,601)</u>	<u>(2,681,530)</u>
Raw material consumed		<u>625,066,971</u>	<u>328,230,737</u>

28.2 Salaries, wages and other benefits above include amounts pertaining to employee benefits as follows:

	2026 Rupees	2025 Rupees
Social security and Employees' Old-Age Benefits contributions	<u>23,911,906</u>	21,208,507
	<u>23,911,906</u>	<u>21,208,507</u>

28.3 Royalty, excise duty and mines rent relate to the extraction of limestone and clay under the Company's mining leases. The royalty rate is the subject of the dispute disclosed in note 18.1(d).

29 DISTRIBUTION COST

	2026 Rupees	2025 Rupees
Salaries, wages and other benefits	21,094,180	18,497,120
Advertisement and sales promotion	-	632,000
Rent, rates and taxes	64,880	42,000
Travelling and conveyance	224,830	110,242
Communication	83,530	57,270
Electricity, water and gas	71,960	40,210
Entertainment and other expenses	153,209	125,305
	<u>21,692,589</u>	<u>19,504,147</u>

30 ADMINISTRATIVE EXPENSES

	Note	2026 Rupees	2025 (Restated) Rupees
Salaries, wages and other benefits		62,936,262	59,108,535
Staff retirement benefits	13.1	1,519,799	1,759,381
Directors' remuneration	37	34,200,000	32,400,000
Rent, rates and taxes		6,600,000	6,600,000
Professional tax		100,000	-
Regional office expenses		226,975	-
Vehicle rentals		5,687,430	46,400
Travelling and conveyance		38,157,149	35,660,887
Electricity, water and gas		-	5,784,907
Insurance		59,749,278	63,332,918
Communication		2,499,452	714,662
Printing, stationery and entertainment		500,000	-
Auditor's remuneration	30.1	7,620,375	6,042,800
Fee and subscription		6,507,021	9,114,555
Charity and donations	30.2	14,750,000	395,000
Fines and penalties		105,553	105,470,886
Depreciation	19.1.6	3,599,686	795,118
Depreciation on right-of-use assets	20	2,767,509	3,074,075
Other expenses		-	12,964,677
		<u>247,526,489</u>	<u>343,264,801</u>

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30.1 Auditor's remuneration

	2026 Rupees	2025 Rupees
Statutory audit fee	4,752,000	4,320,000
Half yearly review	1,260,500	1,150,000
Review of compliance with the Code of Corporate Governance	440,000	400,000
	<u>6,452,500</u>	<u>5,870,000</u>
Sales tax on services	967,875	-
Out of pocket expenses	200,000	172,800
	<u>7,620,375</u>	<u>6,042,800</u>

30.2 Charity and donations of Rs.14,750,000 (2025: Rs.395,000) were paid to MM Foundation. Ms Misbah Momin, President of the Board of Governance of MM Foundation, is the spouse of Mr Momin Qamar, an executive director of the Company. This is a related party transaction and is included in note 38.

31 OTHER OPERATING EXPENSES

	Note	2026 Rupees	2025 Rupees
Workers' Profit Participation Fund		67,805,271	66,976,742
Workers' Welfare Fund		25,766,003	27,960,839
Loss on disposal of capital work in progress items	19.2.3	3,129,316	-
		<u>96,700,590</u>	<u>94,937,581</u>

32 OTHER INCOME

	Note	2026 Rupees	2025 Rupees
Sale of scrap, trees and damaged stock		220,412,170	116,820,837
Insurance claims	19.2.3	40,000,000	-
Liabilities written back	32.1	54,252,986	-
Mark-up written back	32.1	37,853,828	-
		<u>352,518,984</u>	<u>116,820,837</u>

32.1 During the year, the Company fully settled its Diminishing Musharakah facility with Al Baraka Bank (Pakistan) Limited. Following settlement, the remaining principal and accrued profit for which the Company had no further obligation were derecognised, resulting in income of Rs.92.107 million recognised in other income.

33 FINANCE COSTS

	Note	2026 Rupees	2025 (Restated) Rupees
Mark-up on long-term financing		585,452,488	103,774,950
Mark-up on letters of credit		8,276,250	-
Mark-up on loan from non-banking finance company		2,830,473	1,803,291
Interest on lease liabilities	11	2,567,566	4,475,760
Bank charges and commission		8,864,732	345,373
		<u>607,991,509</u>	<u>110,399,374</u>

33.1 No borrowing costs were capitalised during the year (2025: Rs.739,164,577).

34 LEVY AND TAXATION

34.1 Levy

	Note	2026 Rupees	2025 Rupees
Levy under IFRIC 21 and IAS 37	34.5	<u>214,630,805</u>	<u>69,655,593</u>

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34.2 Income tax

	Note	2026 Rupees	2025 (Restated) Rupees
Current tax - for the year		-	182,011,170
Current tax - prior years and amounts written off		95,137,894	12,227,416
Deferred tax	13.2	466,342,971	292,927,257
		<u>561,480,865</u>	<u>487,165,843</u>

34.3 Relationship between tax expense and accounting profit

	Note	2026 Rupees	2025 (Restated) Rupees
Profit before taxation		1,047,903,343	1,135,988,585
Income tax at the applicable rate of 29 per cent		303,891,969	329,436,690
Tax effect of:			
the levy, for which no tax deduction is available	34.1	62,242,933	20,200,122
expenses not deductible for tax purposes		4,308,110	30,701,107
super tax under section 4C, charged at 10 per cent		-	46,669,531
tax losses on which no deferred tax asset is recognised	13.2.4	30,892,108	-
derecognition / (recognition) of the minimum tax credit	13.2.4	65,007,850	(65,007,850)
the charge for the prior year		95,137,894	12,227,416
other differences and rounding		1	112,938,827
Income tax expense within IAS 12		<u>561,480,865</u>	<u>487,165,843</u>
Effective income tax rate		53.58%	42.88%

34.4 Bifurcation of the charge between income tax and levy

	2026 Rupees	2025 Rupees
Tax payable under the Income Tax Ordinance, 2001 before super tax	214,630,805	204,997,232
Super tax under section 4C	-	46,669,531
Total charge for the year under the Ordinance	<u>214,630,805</u>	<u>251,666,763</u>
Less: income tax within IAS 12 - tax on taxable income at 29 per cent	-	(135,341,639)
Less: income tax within IAS 12 - super tax under section 4C	-	(46,669,531)
Levy within IFRIC 21 and IAS 37	<u>214,630,805</u>	<u>69,655,593</u>

34.5 Analysis of the levy by the provision under which it arises

	2026 Rupees	2025 Rupees
Minimum tax under section 113 in excess of tax on taxable income	185,921,575	6,148,677
Alternative corporate tax under section 113C in excess of corporate tax	28,709,230	63,506,916
Levy recognised in profit or loss	<u>214,630,805</u>	<u>69,655,593</u>

34.6 Taxation - net

	2026 Rupees	2025 Rupees
Advance income tax and tax deducted at source	333,913,523	-
Provision for taxation	(316,799,121)	(12,948,278)
Taxation - net asset / (liability)	<u>17,114,402</u>	<u>(12,948,278)</u>

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35 EARNINGS PER SHARE

Profit for the year (Rupees)	486,422,478	648,822,742
Weighted average number of ordinary shares in issue	694,800,000	694,800,000
Earnings per share - basic and diluted (Rupees)	0.70	0.93

35.1 There were no potentially dilutive ordinary shares in issue at any time during either year. Accordingly, diluted earnings per share is equal to basic earnings per share.

36 CASH GENERATED FROM OPERATIONS

	Note	2026 Rupees	2025 (Restated) Rupees
Profit before taxation		1,047,903,343	1,135,988,585
Adjustments for non-cash items and for items presented separately:			
Levy	34.1	214,630,805	69,655,593
Depreciation on operating assets	19.1.6	214,551,569	165,246,510
Depreciation on right-of-use assets	20	2,767,509	3,074,075
Charge for staff retirement benefits	13.1	1,519,799	1,759,381
Finance cost	33	607,991,509	110,399,374
Liabilities and mark-up written back	32.1	(92,106,814)	-
Loss on disposal of capital work in progress items	31	3,129,316	-
Insurance claim	32	(40,000,000)	-
		912,483,693	350,134,933
Operating cash flows before movements in working capital		1,960,387,036	1,486,123,518
Movements in working capital	36.1	(821,988,772)	3,296,027,429
Cash generated from operations		1,138,398,264	4,782,150,947

36.1 Movements in working capital

	2026 Rupees	2025 (Restated) Rupees
(Increase) / decrease in current assets		
Stores, spares and loose tools	(94,066,558)	(133,296,247)
Stock-in-trade	296,230,004	(192,349,009)
Trade debts	(30,754,610)	37,550,113
Advances, deposits, prepayments and other receivables	(458,761,019)	7,959,845
	(287,352,183)	(280,135,298)
Increase / (decrease) in current liabilities		
Trade and other payables	(411,878,044)	670,688,517
Contract liabilities	(122,758,545)	2,905,474,210
	(534,636,589)	3,576,162,727
Movements in working capital	(821,988,772)	3,296,027,429

36.2 Cash and cash equivalents

Cash and cash equivalents comprise cash in hand and balances with banks in current accounts (note 26). Short-term borrowings are not included.

37 REMUNERATION OF DIRECTORS, CHIEF EXECUTIVE AND EXECUTIVES

The aggregate amounts charged in these financial statements for the year are as follows:

	Chief Executive		Executive Directors		Executives	
	2026	2025	2026	2025	2026	2025
Number of persons	1	1	2	2	57	57
	----- Rupees -----					
Managerial remuneration	1,636,364	1,636,364	29,454,545	29,454,545	68,484,628	43,636,364
Medical allowance	163,636	163,636	2,945,455	2,945,455	6,848,463	4,363,636
	1,800,000	1,800,000	32,400,000	32,400,000	75,333,091	48,000,000

37.1 No remuneration or meeting fee was paid to non-executive directors in either year.

38 RELATED PARTIES

Related parties comprise associated undertakings by virtue of common shareholding or common directorship, directors and their close family members, key management personnel, and the staff retirement benefit scheme. Transactions with related parties are carried out on agreed terms.

38.1 Associated undertakings and other related parties

Name	Basis of association	Aggregate shareholding
Flying Paper Industries Limited	Common shareholding	23% / 26%
Flying Board & Paper Products Limited	Common shareholding	64% / 31%
Zaman Paper & Board Mills (Private) Limited	Common shareholding	64% / 31%
Poly Paper & Board Mills (Private) Limited	Common shareholding	41% / 26%
Flying Kraft Paper Mills (Private) Limited	Common directorship	-
Lahore Paper Sack Company	Common directorship	-
MM Foundation	Spouse of an executive director is President of its Board of Governance	Not applicable

38.2 Transactions and balances with related parties

Name of related party	Relationship	Nature of transaction	2026 Rupees	2025 Rupees
<i>Transactions during the year</i>				
Directors and key management personnel	Key management personnel	Remuneration of the chief executive and the executive directors - note 37	34,200,000	34,200,000
Sponsor directors and shareholders	Directors and shareholders	Repayment of the interest free loan - note 9	2,109,000	402,060,838
MM Foundation	Spouse of an executive director is President of its Board of Governance	Charity and donations - note 30.2	14,750,000	395,000
Flying Paper Industries Limited	Common shareholding	Repayment of loan	-	736,415,476
Flying Board & Paper Products Limited	Common shareholding	Repayment of loan	-	153,809,805
Poly Paper & Board Mills (Private) Limited	Common shareholding	Repayment of loan	-	34,300,000
Zaman Paper & Board Mills (Private) Limited	Common shareholding	Repayment of loan	-	10,153,633
<i>Balances at the reporting date</i>				
Sponsor directors and shareholders	Directors and shareholders	Loan from directors and shareholders - note 9	3,137,376	5,246,376
Directors and key management personnel	Key management personnel	Directors' remuneration payable - note 14.2	11,250,850	23,737,983

- 38.3** Personal guarantees given by the sponsor directors, and the pledge of sponsors' shares, in respect of the Company's banking facilities are disclosed in notes 10.1.1, 10.1.3, 16.1 and 16.2.

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39 PRODUCTION CAPACITY

	Installed capacity		Actual production	
	2026	2025	2026	2025
	----- Tons -----			
Clinker - existing plant	686,000	686,000	565,950	621,490
Cement - existing plant	720,000	720,000	597,600	640,724
Clinker - new plant trial runs	-	-	340,538	88,946
Cement - new plant trial runs	-	-	374,777	91,697
Total clinker production			906,488	710,436
Total cement production			972,377	732,421

39.1 Installed capacity disclosed above relates to the existing plant.

39.2 During the year, production of the existing plant was below installed capacity because of planned maintenance shutdowns and the gap between market demand and the supply of cement.

40 FINANCIAL RISK MANAGEMENT

The Company's activities expose it to market risk, credit risk and liquidity risk arising from its financial instruments. The Board of Directors has overall responsibility for the establishment and oversight of the Company's risk management framework. Risk management is carried out by the finance function under policies approved by the Board.

The Company does not use derivative financial instruments and does not apply hedge accounting.

40.1 Financial instruments by category

	Note	2026 Rupees	2025 Rupees
Financial assets at amortised cost			
Long-term deposits	21	76,972,911	23,151,669
Trade debts	24	185,700,392	154,945,782
Deposits and other receivables	25	894,553,395	55,941,521
Cash and bank balances	26	172,525,057	394,161,674
Total		1,329,751,755	628,200,646
Financial liabilities at amortised cost			
Long-term financing including current portion	10	4,233,688,135	4,771,959,302
Lease liabilities including current portion	11	5,862,243	13,469,067
Long-term deposits from dealers and transporters	12	26,205,340	23,005,340
Trade and other payables excluding statutory liabilities	14	2,574,549,384	2,750,775,697
Accrued mark-up	15	153,162,786	374,540,513
Short-term borrowings	16	461,488,414	263,940,423
Unclaimed dividend	17	59,526	59,526
		7,455,015,828	8,197,749,868

Advances to suppliers, sales tax and excise duty paid under protest and the receivable from the Collector of Customs do not arise from contracts and are not financial assets. Contract liabilities and statutory liabilities are also excluded, as is the loan from directors and shareholders, which is classified as equity (note 9).

40.2 Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The Company is exposed principally to currency risk and interest rate risk. The sensitivity analyses below assume that all other variables remain constant.

(a) Currency 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 is exposed to foreign currency risk principally in respect of imports of coal, packing material, machinery and spare parts denominated in foreign currencies. The Company does not use derivative financial instruments to hedge its foreign currency exposure. At the reporting date the Company's exposure comprised letters of credit acceptances payable in foreign currency of Rs.461,488,414 (2025: Rs.263,940,423) - note 16. A 10 percent weakening or strengthening of the Rupee against the relevant currencies at the reporting date would have decreased or increased profit before levy and taxation by Rs.46,148,841 (2025: Rs.26,394,042).

(b) Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's interest rate risk arises from its long-term financing and short-term borrowings, which carry variable rates linked to KIBOR and therefore expose the Company to cash flow interest rate risk. The Company monitors interest rate trends and its exposure on a regular basis. The Company's interest-bearing financial instruments at variable rates at the reporting date are as follows:

	Note	2026 Rupees	2025 Rupees
Financial liabilities at variable rates			
Long-term financing including the current portion	10	4,233,688,135	4,771,959,302
Short-term borrowings	16	461,488,414	263,940,423
Less: loan from a non-banking finance company, which carries a fixed rate		(8,611,908)	(14,723,995)
Less: Demand Finance VIII, which carries no mark-up - note 10.1.2		(36,161,314)	(116,162,314)
Net exposure to variable rate financial instruments		4,650,403,327	4,905,013,416

Cash flow sensitivity analysis for variable rate instruments

A change of 100 basis points in mark-up rates at the reporting date would have increased or decreased profit before levy and taxation by the amounts shown below, all other variables remaining constant. The analysis is performed on the same basis for 2025.

	Change in basis points	2026 Rupees	2025 Rupees
Effect on profit before levy and taxation	100	(46,504,033)	(49,050,134)
	-100	46,504,033	49,050,134

Fair value sensitivity analysis for fixed rate instruments

The Company does not account for any fixed rate financial asset or financial liability at fair value through profit or loss, and does not designate any derivative as a hedging instrument. A change in interest rates at the reporting date would therefore not affect profit or loss or equity in respect of its fixed rate instruments.

40.3 Liquidity risk

Liquidity risk is the risk that the Company will be unable to meet its financial obligations as they fall due. Prudent liquidity risk management implies maintaining sufficient cash and the availability of committed credit facilities. At the reporting date current liabilities exceed current assets. The Company's liquidity management involves projecting cash flows, monitoring the level of liquid assets against those projections and maintaining debt repayment plans agreed with its lenders.

The table below analyses the Company's financial liabilities into the relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts are the contractual undiscounted cash flows.

	Note	Carrying amount Rupees	Contractual cash flows Rupees	Up to one year Rupees	One to five years Rupees
At 30 June 2026					
Long-term financing including the current portion	10	4,233,688,135	4,233,688,135	1,548,839,549	2,684,848,586
Lease liabilities	11	5,862,243	6,474,750	6,474,750	-
Long-term deposits from dealers and transporters	12	26,205,340	26,205,340	-	26,205,340
Trade and other payables excluding statutory liabilities	14	2,574,549,384	2,574,549,384	2,574,549,384	-
Accrued mark-up	15	153,162,786	153,162,786	153,162,786	-
Short-term borrowings	16	461,488,414	461,488,414	461,488,414	-
Unclaimed dividend	17	59,526	59,526	59,526	-
Estimated future mark-up on borrowings			1,382,274,171	509,698,381	872,575,790
		7,455,015,828	8,837,902,506	5,254,272,790	3,583,629,716
At 30 June 2025					
Long-term financing including the current portion	10	4,771,959,302	4,771,959,302	1,125,481,026	3,646,478,276
Lease liabilities	11	13,469,067	16,649,140	10,174,390	6,474,750
Long-term deposits from dealers and transporters	12	23,005,340	23,005,340	-	23,005,340
Trade and other payables excluding statutory liabilities	14	2,750,775,697	2,750,775,697	2,750,775,697	-
Accrued mark-up	15	374,540,513	374,540,513	374,540,513	-
Short-term borrowings	16	263,940,423	263,940,423	263,940,423	-
Unclaimed dividend	17	59,526	59,526	59,526	-
Estimated future mark-up on borrowings			2,359,112,011	776,540,439	1,582,571,572
		8,197,749,868	10,560,041,952	5,301,512,014	5,258,529,938

The contractual cash flows comprise the principal amounts repayable, the mark-up accrued at the reporting date and an estimate of the mark-up that will accrue after the reporting date. Because the facilities carry mark-up at rates linked to KIBOR, that estimate has been made by applying the weighted average effective mark-up rate for the year to the principal outstanding over the contractual repayment profile, the principal repayable after twelve months being assumed to run off in equal annual instalments to the final maturities set out at note 10.1. The actual amounts payable will differ to the extent that KIBOR moves after the reporting date. The security given for each facility is set out at note 10.1.

40.4 Credit risk

Credit risk is the risk of financial loss to the Company if a counterparty to a financial instrument fails to meet its contractual obligations. The Company is exposed to credit risk on its trade debts, its deposits and other receivables and its balances with banks. The Company seeks to minimise its exposure by dealing with counterparties considered creditworthy, by applying approved credit limits to its customers and by monitoring outstanding balances regularly. Concentration of credit risk arises where a number of counterparties are engaged in similar business activities or have similar economic characteristics, so that their ability to meet their obligations would be similarly affected by changes in economic or other conditions. The maximum exposure to credit risk at the reporting date is as follows:

	Note	2026 Rupees	2025 Rupees
Long-term deposits	21	76,972,911	23,151,669
Trade debts	24	185,700,392	154,945,782
Deposits and other receivables	25	894,553,395	55,941,521
Balances with banks	26	148,012,876	365,432,046
		1,305,239,574	599,471,018

(a) Balances with banks and other financial institutions

The Company places its funds only with banks and financial institutions licensed by the State Bank of Pakistan and monitors the standing of those counterparties. The credit risk on balances with banks is therefore considered low. The Company has assessed the expected credit loss on its bank balances as immaterial and has recognised no loss allowance on them in either year.

Bank / financial institution	Credit rating agency	Long-term credit rating	Short-term credit rating	2026 Rupees
Al Baraka Bank (Pakistan) Limited	VIS	AA-	A1	416,791
Allied Bank Limited	PACRA	AAA	A1+	8,704,685
Bank AL Habib Limited	PACRA	AAA	A1+	13,551,329
Bank Alfalah Limited	PACRA	AAA	A1+	17,454,674
Dubai Islamic Bank Pakistan Limited	VIS	AA	A1+	22,300
Faysal Bank Limited	PACRA	AA+	A1+	20,743,129
First Women Bank Limited	PACRA	A	A1	2,222
Habib Bank Limited	VIS	AAA	A1+	6,953,918
Habib Metropolitan Bank Limited	PACRA	AAA	A1+	2,922,159
JS Bank Limited	PACRA	AA	A1+	10,000
MCB Bank Limited	PACRA	AAA	A1+	12,658,525
Meezan Bank Limited	VIS	AAA	A1+	14,309,608
National Bank of Pakistan	PACRA	AAA	A1+	3,818,391
Standard Chartered Bank (Pakistan) Limited	VIS	AAA	A1+	37,070
Bank Makramah Limited (formerly Summit Bank Limited)	VIS	A-	A2	94,370
The Bank of Punjab	PACRA	AAA	A1+	8,650,008
United Bank Limited	VIS	AAA	A1+	37,663,697
Total balances with banks - note 26				148,012,876

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(b) Trade debts

Trade debts are unsecured and domestic, and no customer accounts for more than 10 percent of gross trade debts at either reporting date. The loss allowance is measured at lifetime expected credit losses under the simplified approach, using a provision matrix. Loss rates are derived from the Company's default experience over the two years ended 30 June 2026 and increased by a forward-looking adjustment of 15 percent to reflect the elevated policy rate, the slowdown in domestic cement dispatches and inflationary pressure on dealer liquidity. A balance is assessed individually where it exceeds Rs.10,000,000 and is more than 90 days past due.

Set out below is the information about the credit risk exposure on the Company's trade debts using the provision matrix at 30 June 2026:

	Expected credit loss rate Per cent	Estimated gross carrying amount Rupees	Expected credit loss Rupees
Not yet due	0.00%	12,216,594	-
1 to 30 days past due	10.78%	102,574,748	11,052,666
31 to 60 days past due	10.06%	78,647,103	7,914,756
61 to 90 days past due	10.31%	341,405	35,192
91 to 180 days past due	42.05%	1,010,929	425,068
More than 180 days past due	80.18%	309,400	248,081
Collectively assessed	10.08%	195,100,179	19,675,763
Individually assessed	46.00%	19,029,586	8,753,610
Gross trade debts and the loss allowance at 30 June 2026	13.28%	214,129,765	28,429,373

Trade debts are written off when there is no reasonable expectation of recovery and are not thereafter subject to enforcement activity. No amount was written off in either year.

At 30 June 2025 gross trade debts were Rs.190,277,256 and the loss allowance was Rs.35,331,474. The movement in the loss allowance is reconciled at note 24.1.

(c) Deposits and other receivables

Deposits and other receivables that are financial assets comprise advances to staff and margins held by banks against letters of credit and guarantees. The Company has assessed the expected credit loss on these balances, having regard to the nature of the counterparties and to its historical experience of recovery, as immaterial and has recognised no loss allowance on them. Sales tax and excise duty paid under protest and the receivable from the Collector of Customs arise under statute and are not financial assets.

- 40.5** Other price risk is the risk that the fair value or the future cash flows of a financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk. The Company holds no investment in equity instruments, no mutual fund units and no commodity contracts, and is accordingly not exposed to equity price risk or to other price risk on financial instruments in either year.
- 40.6** Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The Company holds no financial asset and no financial liability measured at fair value at either reporting date, so no fair value hierarchy disclosure arises in respect of financial instruments; the fair value measurement of property, plant and equipment carried at revalued amounts is set out at note 19.1.3. The carrying amounts of the financial assets and financial liabilities set out at note 40.1 approximate their fair values, those balances being either short-term in nature or, in the case of the long-term financing, carried at amortised cost at rates linked to KIBOR that are repriced quarterly.

41 CAPITAL RISK MANAGEMENT

The Company's objectives when managing capital are to safeguard its ability to continue as a going concern so that it can continue to provide returns for shareholders and benefits for other stakeholders, and to maintain an optimal capital structure to reduce the cost of capital. The Company monitors the return on capital together with the level of distributions to ordinary shareholders.

The Company manages its capital structure 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 any dividend paid to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the year ended 30 June 2026.

The Company's strategy is to ensure that it complies with the terms agreed with the financial institutions that have provided its facilities, so that the ratio of total short-term and long-term borrowings to equity does not exceed the limits set by those lenders. The Company finances its operations through equity, borrowings and the management of working capital, with a view to maintaining an appropriate mix between the sources of finance available to it and so minimising risk.

Consistent with others in the industry and with the requirements of its lenders, the Company monitors capital on the basis of the gearing ratio. The ratio is calculated as net borrowings divided by total capital employed. Net borrowings comprise long-term financing, lease liabilities and short-term borrowings, in each case including the current portion, less cash and bank balances. Total capital employed comprises total equity plus net borrowings. The gearing ratio at each reporting date is as follows:

	2026 Rupees	2025 Rupees
Long-term financing including the current portion	4,233,688,135	4,771,959,302
Lease liabilities including the current portion	5,862,243	13,469,067
Short-term borrowings	461,488,414	263,940,423
Total borrowings	4,701,038,792	5,049,368,792
Less: cash and bank balances	(172,525,057)	(394,161,674)
Net borrowings	4,528,513,735	4,655,207,118
Share capital	6,948,000,000	6,948,000,000
Capital reserve	126,978,994	126,978,994
Revenue reserve - unappropriated profit	2,694,919,388	2,120,829,461
Surplus on revaluation of property, plant and equipment	4,099,666,840	4,186,600,777
Loan from directors and shareholders	3,137,376	5,246,376
Total equity	13,872,702,598	13,387,655,608
Total capital employed	18,401,216,333	18,042,862,726
Gearing ratio	24.61%	25.80%

- 41.1 The Company is not subject to any externally imposed capital requirement other than the terms agreed with its lenders and the requirements of the Companies Act, 2017. The surplus on revaluation of property, plant and equipment included in total equity above is not available for distribution - note 8.3.

42 NUMBER OF EMPLOYEES

	2026 Number	2025 Number
Number of employees at 30 June	571	540
Average number of employees during the year	538	505

43 DISCLOSURE REQUIREMENT FOR COMPANIES NOT ENGAGED IN SHARIAH NON-PERMISSIBLE BUSINESS ACTIVITIES

The following information is disclosed in accordance with item VII of Part I of the Fourth Schedule to the Companies Act, 2017:

Particulars	Note	2026 Rupees	2025 Rupees
Statement of financial position - liability side			
(i) Financing obtained under Islamic mode - diminishing musharakah	10	-	158,995,980
(ii) Mark-up accrued on conventional loans and advances	15	153,162,786	309,763,750
Statement of financial position - asset side			
(iii) Shariah-compliant long and short-term investments		-	-
(iv) Bank balances with Islamic banks/windows	26	14,748,699	54,839,216
Margins held with Islamic banks/windows	25	158,020	158,020
Shariah-compliant deposits and term deposit receipts		-	-
Statement of profit or loss			
(v) Revenue earned from Shariah-compliant business segment	27	14,521,207,024	11,202,404,473
(vi) Late payments or liquidated damages		-	-
(vii) Gain/loss/dividend on Shariah-compliant investments		-	-
(viii) Profit earned on Shariah-compliant deposits and bank balances		-	-
(ix) Exchange gain earned on actual currency		-	-
(x) Exchange gain earned using conventional derivative financial instruments		-	-
(xi) Profit paid on an Islamic mode of financing	33	-	-
(xii) Interest earned on conventional loans, advances and deposits		-	-
(xiii) Other income	32		
Sale of scrap, trees and damaged stock		220,412,170	116,820,837
Liabilities written back		54,252,986	-
Mark-up written back		-	-
	32.1	37,853,828	-
Insurance claims		40,000,000	-
Total other income		352,518,984	116,820,837

(xiv) Relationship with Shariah compliant financial institutions

The Company maintains relationships with Meezan Bank Limited, Al Baraka Bank (Pakistan) Limited and Dubai Islamic Bank Pakistan Limited. The diminishing musharakah facility with Al Baraka Bank (Pakistan) Limited was settled during the year and no financing under an Islamic mode remained outstanding at 30 June 2026. The Company has no Shariah-compliant investments or relationship with a takaful operator or takaful window.

44 RECONCILIATION OF CHANGES IN LIABILITIES ARISING FROM FINANCING ACTIVITIES

For the year ended 30 June 2026

Particulars	Long-term financing*	Lease liabilities	Short-term borrowings
	Rupees	Rupees	Rupees
Balance at 1 July 2025	4,771,959,302	13,469,067	263,940,423
Changes from financing cash flows			
Long-term financing obtained	464,254,900	-	-
Repayment of long-term financing	(948,273,081)	-	-
Principal element of lease rentals paid	-	(7,606,824)	-
Short-term borrowings - net	-	-	197,547,991
Repayment of loan from associated undertaking	-	-	-
Long-term deposits received	-	-	-
Total changes from financing cash flows	(484,018,181)	(7,606,824)	197,547,991
Other changes			
Finance cost paid - presented in operating activities	-	(2,567,566)	-
Finance cost for the year	-	2,567,566	-
Liabilities and mark-up written back - note 32.1	(54,252,986)	-	-
Balance at 30 June 2026	4,233,688,135	5,862,243	461,488,414

* Includes the current portion of long-term financing.

For the year ended 30 June 2026 (continued)

Particulars	Loan from associated undertaking	Long-term deposits	Accrued mark-up	Total
		Rupees	Rupees	Rupees
Balance at 1 July 2025	-	23,005,340	374,540,513	5,446,914,645
Changes from financing cash flows				
Long-term financing obtained	-	-	-	464,254,900
Repayment of long-term financing	-	-	-	(948,273,081)
Principal element of lease rentals paid	-	-	-	(7,606,824)
Short-term borrowings - net	-	-	-	197,547,991
Repayment of loan from associated undertaking	-	-	-	-
Long-term deposits received	-	3,200,000	-	3,200,000
Total changes from financing cash flows	-	3,200,000	-	(290,877,014)
Other changes				
Finance cost paid - presented in operating activities	-	-	(788,947,842)	(791,515,408)
Finance cost for the year	-	-	605,423,943	607,991,509
Liabilities and mark-up written back - note 32.1	-	-	(37,853,828)	(92,106,814)
Balance at 30 June 2026	-	26,205,340	153,162,786	4,880,406,918

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For the year ended 30 June 2025

Particulars	Long-term financing*	Lease liabilities	Short-term borrowings
	Rupees	Rupees	Rupees
Balance at 1 July 2024	4,938,261,737	19,550,911	395,435,334
Changes from financing cash flows			
Long-term financing obtained	6,547,067	-	-
Repayment of long-term financing	(172,849,502)	-	-
Principal element of lease rentals paid	-	(5,388,540)	-
Short-term borrowings - net	-	-	(131,494,911)
Repayment of loan from an associated undertaking	-	-	-
Long-term deposits received	-	-	-
Total changes from financing cash flows	(166,302,435)	(5,388,540)	(131,494,911)
Other changes			
Finance cost paid - presented in operating activities	-	(5,169,064)	-
Finance cost for the year	-	4,475,760	-
Balance at 30 June 2025	4,771,959,302	13,469,067	263,940,423

* Includes the current portion of long-term financing.

For the year ended 30 June 2025 (continued)

Particulars	Loan from associated undertaking	Long-term deposits	Accrued mark-up	Total
	Rupees	Rupees	Rupees	Rupees
Balance at 1 July 2024	934,678,914	18,205,340	1,078,817,663	7,384,949,899
Changes from financing cash flows				
Long-term financing obtained	-	-	-	6,547,067
Repayment of long-term financing	-	-	-	(172,849,502)
Principal element of lease rentals paid	-	-	-	(5,388,540)
Short-term borrowings - net	-	-	-	(131,494,911)
Repayment of loan from an associated undertaking	(934,678,914)	-	-	(934,678,914)
Long-term deposits received	-	4,800,000	-	4,800,000
Total changes from financing cash flows	(934,678,914)	4,800,000	-	(1,233,064,800)
Other changes				
Finance cost paid - presented in operating activities	-	-	(1,549,365,341)	(1,554,534,405)
Finance cost for the year	-	-	105,923,614	110,399,374
Borrowing costs capitalised into capital work in progress - note 33.1	-	-	739,164,577	739,164,577
Balance at 30 June 2025	-	23,005,340	374,540,513	5,446,914,645

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45 EVENTS AFTER THE REPORTING PERIOD

No material adjusting or non-adjusting events have been identified between the reporting date and the date on which these financial statements were authorised for issue.

46 GENERAL

46.1 Dividend

No dividend was declared or paid during the year (2025: nil) and no dividend has been proposed in respect of the year ended 30 June 2026.

46.2 Reclassification of corresponding figures

Corresponding figures have been reclassified to conform with the current year's presentation, with no effect on profit. The major reclassifications in the statement of financial position as at 30 June 2025 and 1 July 2024 are as follows:

	Previously reported Rupees	Reclassification Rupees	As reclassified Rupees
At 30 June 2025			
Trade and other payables	8,704,904,698	(5,042,830,259)	3,662,074,439
Contract liabilities	-	4,655,341,469	4,655,341,469
Accrued mark-up	-	374,540,513	374,540,513
Taxation - net	-	12,948,278	12,948,278
At 1 July 2024			
Trade and other payables	5,746,548,069	(2,755,162,147)	2,991,385,922
Contract liabilities	-	1,749,867,259	1,749,867,259
Accrued mark-up	-	1,078,817,663	1,078,817,663
Long-term financing	3,589,685,120	(13,217,511)	3,576,467,609
Current portion of long-term financing	1,368,184,996	(6,390,868)	1,361,794,128
Lease liabilities	-	13,217,511	13,217,511
Current portion of lease liabilities	-	6,390,868	6,390,868
Property, plant and equipment	23,174,488,535	(21,588,746)	23,152,899,789
Right-of-use assets	-	21,588,746	21,588,746
Advances, deposits, prepayments and other receivables	401,347,991	73,522,775	474,870,766

Other corresponding figures have been reclassified as follows, with no effect on profit or equity: the levy of Rs.69,655,593, previously presented within taxation, is presented separately in the statement of profit or loss; the gratuity charge of Rs.1,759,381, previously included in salaries, wages and other benefits, is presented separately within administrative expenses; and, in the statement of cash flows, mark-up paid and the interest element of lease rentals, previously included in cash generated from operations, are presented as finance cost paid, while the principal element of lease rentals and the net movement in short-term borrowings, previously included in the movement in long-term financing, are presented separately within financing activities.

47 DATE OF AUTHORISATION FOR ISSUE

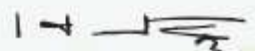
These financial statements were authorised for issue by the Board of Directors of the Company on October 05, 2026.



CHIEF EXECUTIVE OFFICER



DIRECTOR



CHIEF FINANCIAL OFFICER

NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that **33rd Annual General Meeting** of the Shareholders of **Flying Cement Company Limited** (the "Company") will be held on 28 October 2026 at 09:30 a.m. at (Wednesday) at Leeds Banquet Hall, 343-D-1, Nespak Society, Lahore to transact the following business:

ORDINARY BUSINESS:

1. To confirm the minutes of Last General Meeting held on 28-10-2025.
2. To receive, consider and adopt audited financial statements of the Company for the year ended 30 June 2026 together with Directors', Auditors' Report and Chairman's Review thereon.
3. To appoint auditors and to fix their remuneration for the year ending 30 June 2027.

SPECIAL BUSINESS:

4. Ratify and Approval of Related Parties Transaction

Further to get effect of the Board's recommendation regarding ratify / approval of the related parties transaction, It is proposed that the following Resolutions be considered and passed as Special Resolutions, with or without modification in the upcoming Annual General Meeting schedule to held on October 28, 2026:

To ratify / approve Related Parties Transaction for the Year ended June 30, 2026:

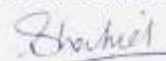
"RESOLVED That pursuant to the powers conferred upon the Board of Directors of Flying Cement Company Limited (the Company) by the members of the Company through Special Resolution passed in their Annual General Meeting held on October 28, 2023, the Related Party Transactions made during the financial year ended June 30, 2026 and as approved by the Board of Directors of the Company be and are hereby ratified, approved and confirmed in all respects.

(Attached to this Notice is a Statement of Material Facts covering the above-mentioned Special Business, as required under Section 134 (3) of the Companies Act, 2017).

ANY OTHER BUSINESS:

5. To transact any other business with permission of the Chair.

By order of the Board



Shahid Ahmad Awan
Company Secretary

Lahore

Dated: October 05, 2026

NOTICE OF ANNUAL GENERAL MEETING

Notes:

1. Closure of Share Transfer Books:

The Share Transfer Books of the Company will remain closed from **October 21, 2026 to October 28, 2026** (both days inclusive). Transfers received in order at the office of Share Registrar M/s THK Associates (Pvt.) Ltd., Plot No. 32-C, Jami Commercial Street 2, D.H.A. Phase VII, Karachi by the closed of business on **October 20, 2026**, will be considered in time for attending the Annual General Meeting. A member entitled to attend and vote at this meeting may appoint any other member as his/her proxy to attend and vote on his/her behalf. The instrument appointing proxy must be received at Company's Registered Office 169-A, Allauddin Road Lahore Cantt., duly stamped and signed not later than 48 hours before the meeting. Proxy Form may also be downloaded from the Company's website: www.flyingcement.com

2. CDC Account Holders will further have to follow the under mentioned guidelines as laid down in Circular No.1 dated January 26, 2000 issued by the Securities and Exchange Commission of Pakistan.

A. For Attending the Meeting:

- I. In case of individuals, the account holders or sub account holders and / or the person whose securities are in group account and their registration detail are uploaded as per the Regulations, shall authenticate his/her identity by showing his/her original Computerized National Identity Card (CNIC) or original passport at the time of attending the meeting.
- II. In case of corporate entity, the Board of Director's resolution / power of attorney with the specimen signature of the nominee shall be produced (unless it has been provided earlier at the time of the meeting).

B. For Appointing Proxies:

- I. In case of individuals, the holder or sub account holder and / or the person whose securities are in group account and their registration details are uploaded as per the Regulations, shall submit the proxy form as per the above requirement.
- II. The proxy form shall be witnessed by two persons whose names, addresses and CNIC Numbers shall be mentioned on the form.
- III. Attested copies of CNIC or Passport of the beneficial owners and the proxy shall be furnished with the proxy form.
- IV. The proxy shall produce his / her original CNIC or original Passport at the time of the meeting.
- V. In case of corporate entity, the Board of Director's resolution / power of attorney with specimen signature shall be submitted (unless it has been provided earlier) along with proxy form to the Company.

3. Video Conference Facility

Pursuant to the provisions of the Companies Act, 2017, the shareholders residing in a city other than Lahore, and holding at least 10% of the total paid up share capital may demand the Company to provide the facility of video –link for participating in the meeting. The demand for video-link facility shall be received by the Share Registrar at the address given herein above at least 7 days prior to the date of the meeting. The Company will intimate members regarding venue of video conference facility at least 5 days before the date of Annual General Meeting along with complete information necessary to enable them to access such facility.

I / we _____ of _____ being member of Flying Cement Company Limited, holder of _____ Ordinary shares as per Register Folio#/CDC Account # / participant ID # hereby opt for Video Conference facility at _____.

NOTICE OF ANNUAL GENERAL MEETING

4. E-voting and Postal Ballot

The members of the Company are hereby notified that pursuant to Companies (Postal Ballot) Regulations, 2018 amended through Notification dated December 05, 2022, issued by the Securities and Exchange Commission of Pakistan ("SECP"), Wherein, SECP has directed all the listed companies to provide the right to vote through electronic voting facility and voting by post to the members on all businesses classified as special business.

Accordingly, members of the Company will be allowed to exercise their right to vote through electronic voting facility and voting by post for the special business in its Annual General Meeting to be held on October 28, 2026 at 09:30 hours, in accordance with the requirements and subject to the conditions contained in the aforesaid Regulations,

For the convenience of the members, ballot paper is annexed to this notice and the same is also available on the Company's website.

Procedure for E-Voting:

- a) Details of the e-voting facility will be shared through an e-mail with those members of the Company who have their valid CNIC numbers, cell numbers, and e-mail addresses available in the register of members of the Company by the close of business of 20-10-2026.
- b) The web address, login details, will be communicated to members via email. The security codes will be communicated to members through SMS from web portal of e-voting service provider.
- c) Identity of the members intending to cast vote through e-voting shall be authenticated through electronic signature or authentication for login.
- d) E-voting lines will start from 24-10-2026, 09:00 AM and shall close on 27-10-2026 at 05:00 PM. Member can cast their votes any time in this period. Once the vote on a resolution is cast by a Member, he/she shall not be allowed to change it subsequently.

Procedure for Voting Through Postal Ballot:

The members shall ensure that duly filled and signed ballot paper along with copy of CNIC should reach the Chairman of the meeting through post on the Company's registered address, at 169-A, Allauddin Road, Lahore Cantt., one day before the Annual General Meeting schedule on October 28, 2026 during working hours. The signature on the ballot paper shall match with the signature on CNIC.

5. Unclaimed Dividend / Shares

Shareholders who have not collected their divided/physical shares are advised to contact our Share Registrar to collect/enquire about their unclaimed dividend or shares, (if any)

6. Change of Address:

Members are requested to notify any change in their addresses immediately. Shareholders are requested to provide above mentioned information/documents to (i) respective Central Depository System (CDS) participants and (ii) in of physical securities to the Share Registrar of The Company.

7. Transmission of Annual Audited Financial Statements:

The Securities and Exchange Commission of Pakistan vide SRO No.389(I)/2023 dated March 21, 2023, has allowed listed companies to circulate their Annual Audited Financial Statements (i.e. The Annual Balance Sheet and profit or Loss Account, Auditor's Report and Directors' Report) to its member through QR enabled code and web-link, which is given below:

https://www.flyingcement.com/pdf/2025-2026/annual_report2026.pdf



NOTICE OF ANNUAL GENERAL MEETING

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

Agenda No.4 of Notice of AGM

Ratification and approval of the related party transactions carried out during the year ended June 30, 2026:

Further to get effect of the Board's recommendation regarding ratify / approval of the related parties transaction, It is proposed that the Resolutions mentioned in Agenda 4 be considered and passed as Special Resolutions, with or without modification in the upcoming Annual General Meeting schedule to held on October 28, 2026.



FLYING CEMENT COMPANY LIMITED

Ballot paper for voting through post for Special Business at the Annual General Meeting to be held on (Wednesday) October 28, 2026 at 09:30 hours at Leeds Banquet Hall, 343-D-1, Nespak Society, Lahore	
Designated email address of the Chairman at which the duly filled in ballot paper may be sent: cosecretary@flyingcement.com	
Name of shareholder/joint shareholders	
Registered Address	
Folio No./CDC Participant / Investor ID with sub-account No.	
Number of shares held	
CNIC, NICOP/Passport No. (in case of foreigner)(copy to be attached)	
<u>Additional Information and enclosures</u> (In case of representative of body corporate, corporation and Federal Government.)	
Name of Authorized Signatory:	
CNIC, NICOP/Passport No. (in case of foreigner)of Authorized Signatory (copy to be attached)	
I/we hereby exercise my/our vote in respect of the following resolutions through postal ballot by conveying my/our assent or dissent to the following resolution by placing tick (v) mark in the appropriate box below (delete as appropriate);	
“Special Resolutions”	
AGM Agenda Item No:	
4. To ratify / approve Related Parties Transaction for the Year ended June 30, 2026: “RESOLVED That pursuant to the powers conferred upon the Board of Directors of Flying Cement Company Limited (the Company) by the members of the Company through Special Resolution passed in their Annual General Meeting held on October 28, 2023, the Related Party Transactions made during the financial year ended June 30, 2026 and as approved by the Board of Directors of the Company be and are hereby ratified, approved and confirmed in all respects.	

Sr. No.	Nature and Description of resolutions “Special Resolutions”	I/We assent to the Resolutions (FOR)	I/We dissent to the Resolutions (AGAINST)
1.	As per AGM Agenda item No.4 (as given above)		

Signature of shareholder/Proxy holder/Authorized Signatory
(in case of corporate entity, please affix company stamp)
Place: _____ Date: _____

NOTES:

1. Duly filled postal ballot should be sent to **chairman of Flying Cement Company Limited at Registered Office 169-A Allauddin Road, Lahore Cantt. Or e-mail at cosecretary@flyingcement.com**
2. Copy of CNIC should be enclosed with the postal ballot form.
3. Postal ballot forms should reach chairman of the meeting on or before **27-10-2026**(last date of receiving postal ballot). Any postal ballot received after this date, will not be considered for voting.
4. In case of a representative of a body corporate, corporation or Federal Government, the Ballot Paper form must be accompanied by a copy of the CNIC of an authorized person, an attested copy of Board Resolution / Power of Attorney / Authorization Letter etc., in accordance with Section(s) 138 or 139 of the Companies Act, 2017 as applicable. In the case of foreign body corporate etc., all documents must be attested by the Consul General of Pakistan having jurisdiction over the member.
5. Signature on postal ballot should match with signature on CNIC.
6. Incomplete, unsigned, incorrect, defaced, torn, mutilated, over written ballot paper will be rejected.

Share Price Sensitivity Analysis

Share Price Sensitivity Analysis



The Company's market capitalisation stood at Rs 30.175 billion, (Rs 43.43 x 694.8 million Shares) whereas KSE-100 index rose from 125,627 to 180,301 at the end of the year registering an increase of 43.52% as compared to last year.

Company's share price directly linked with the operational and financial performance of the Company. Following are the major factors which might affect the share price of the Company in stock exchange.

- 1 Increase in Demand**
Increase in demand of cement may result in increase in market price of bag which will contribute towards better profitability and Earning per Share (EPS), which will ultimately increase the share price.
- 2 Increase in Input Costs**
Any variation in major input costs (coal and electricity) may affect the gross margins, profitability and EPS favorably or unfavorably.
- 3 Currency Risk**
The currency exchange rate fluctuations can have an adverse or favorable effect on the market share prices as the Company is involved in import.
- 4 Change in Government Policies**
Any change in Government policies related to cement sector may affect the share price of the Company favorably or unfavorably.

A 10 % increase / decrease in share price of the Company would have the following impact on its Market Capitalization:

Share Price Sensitivity	Impact on Market Capitalization(Rs. Million)
+10%	+3,018
-10%	-3,018

Pattern of Shareholding

AS AT JUNE 30, 2026



PATTERN OF SHAREHOLDING

AS AT JUNE 30, 2026

No. of Shareholders	Having Shares		Total Shares Held
	From	To	
1169	1	100	39636
538	101	500	158426
1098	501	1000	688276
637	1001	5000	1415993
118	5001	10000	843096
51	10001	15000	619216
18	15001	20000	316322
16	20001	25000	364658
16	25001	30000	446423
7	30001	35000	224155
3	35001	40000	118718
3	40001	45000	128331
4	45001	50000	200000
4	50001	55000	206027
3	55001	60000	177214
2	60001	65000	124794
3	65001	70000	200289
3	70001	75000	220259
1	75001	80000	79375
1	80001	85000	85000
1	85001	90000	87435
1	90001	95000	92500
2	95001	100000	200000
2	100001	105000	203500
2	105001	110000	214910

No. of Shareholders	Having Shares		Total Shares Held
	From	To	
1	115001	120000	119700
1	130001	135000	132837
1	135001	140000	137000
2	150001	155000	307356
1	185001	190000	189577
2	195001	200000	399001
1	200001	205000	201616
1	205001	210000	209950
1	220001	225000	223849
1	255001	260000	258107
1	285001	290000	286500
1	295001	300000	300000
1	390001	395000	394000
1	595001	600000	600000
1	670001	675000	673000
1	995001	1000000	1000000
1	1000001	1005000	1001670
1	1015001	1020000	1017500
1	1045001	1050000	1050000
1	1125001	1130000	1128802
1	1235001	1240000	1239171
1	1295001	1300000	1300000
1	1595001	1600000	1600000
1	1635001	1640000	1639335
1	1925001	1930000	1929017
1	2715001	2720000	2716800
1	2995001	3000000	3000000
1	3685001	3690000	3686016

No. of Shareholders	Having Shares		Total Shares Held
	From	To	
1	4000001	4005000	4004659
1	5185001	5190000	5189439
1	7425001	7430000	7426000
1	8025001	8030000	8027506
1	10495001	10500000	10500000
1	26200001	26205000	26202474
1	30980001	30985000	30982238
1	31175001	31180000	31179353
1	38020001	38025000	38020314
1	54885001	54890000	54888193
1	62310001	62315000	62312968
1	63830001	63835000	63834827
1	67180001	67185000	67183344
1	68980001	68985000	68980411
1	82975001	82980000	82979129
1	98890001	98895000	98893788
3749	Total		694800000

Categories of Shareholders

As At June 30, 2026

Particulars	Shareholders	Shares held	Percentage
DIRECTORS, CEO & CHILDREN	13	352,691,816	50.76
MUTUAL FUNDS	2	57,000	0.01
GENERAL PUBLIC (LOCAL)	3,477	328,491,395	47.28
GENERAL PUBLIC (FOREIGN)	238	2,996,766	0.43
OTHERS	19	10,563,023	1.52
Total	3,749	694,800,000	100.00

Shareholder Category

Directors, CEO, their Spouses And Minor Children

	No. of Shares held
Mr. Kamran Khan	82,979,129
Mr. Momin Qamar	99,895,458
Mr. Qasim Khan	54,938,193
Mrs. Samina Kamran	30,982,238
Mr. Muhammad Zaman Ahmad Qamar	48,709,891
Mr. Pervaiz Ahmad Khan	1,972
Mr. Omar Naeem	923
Mrs. Maryam Absar	4,004,659
Mrs. Misbah Momin (W/O Mr. Momin Qamar)	31,179,353

Shareholder Category

Directors, CEO, their Spouses And Minor Children

Executives	-
Associattted Companies, Undertaking and Related Rarties	-
Public Sector Companies and Corporations	-
Banks, Development Financial Institutions, Non-Banking	-
Financial Instituions And Insurance Companines	-
Shareholders Holding 10% or More Other Than Those Reported	-
in Directors	-
Mutual Funds	57,000
Others	10,563,023
Individuals	Local 328,491,395
	Foreign 2,996,766
Foregin Companies	-
Total	694,800,000

Transaction / Trade of Company's Shares

The CEO, Directors, CFO, Head of Internal Auditors, Company Secretary (including their spouses and minor Children) executed the following transactions in the shares of the.

Company during the financial year ended June 30, 2026

Name	Purchas	Gift In	Sales	Gift Out
Mr. Momin Qamar	999,800	13,055,050	-	
Mr. Muhammad Zaman Ahmad Qamar	500,000	-	-	

1. AGM کے ایجنڈا آئٹم نمبر 4 کے مطابق (مذکورہ بالا)

شیر ہولڈر/پراکسی ہولڈر/مجازی دستخطی کے دستخط

(کاروباری ادارے کی صورت میں کمپنی کی مہر لگائیں)

مقام:

مندرجات

تاریخ:

1. باقاعدہ پر شدہ پوسٹل بیلٹ فلائنگ سیمنٹ کمپنی لمیٹڈ کے چیئرمین کو کمپنی کے رجسٹرڈ آفس واقع 169-A، علاؤ الدین روڈ، لاہور

کینٹ کو بذریعہ ڈاک یا cosecretary@flyingcement.com پر بذریعہ ای میل پہنچ جانا چاہئے۔

2. پوسٹل بیلٹ فارم کے ساتھ شناختی کارڈ کی نقل لف ہونی چاہئے۔

3. پوسٹل بیلٹ فارم 27-10-2026 (پوسٹل بیلٹ وصولی کی آخری تاریخ) تک اجلاس کے چیئرمین کو پہنچ جانا چاہئے۔ اس تاریخ

کے بعد موصول بیلٹ پیپر کو ووٹنگ کے لئے زیر غور نہیں لایا جائے گا۔

4. کمپنیز ایکٹ 2017، کے سیکشن 138 یا 139 کے تحت باڈی کارپوریٹ، کارپوریشن یا وفاقی حکومت کے نمائندہ کی صورت

میں، بیلٹ پیپر کے ساتھ مجاز دستخطی کے شناختی کارڈ کی نقل، بورڈ قرارداد/مختار نامہ/اتھارٹی لیٹر وغیرہ کی مصدقہ نقل/لف ہو۔ غیر

ملکی باڈی کارپوریٹ کی صورت میں تمام تردستاویزات کی تصدیق قونصل جنرل آف پاکستان سے ہونی چاہئے جو رکن پر دائرہ اختیار

رکھتا ہو۔

5. پوسٹل بیلٹ کے دستخط شناختی کارڈ پر موجود دستخطوں کے عین مطابق ہونے چاہئیں۔

6. نامکمل، غیر دستخط شدہ، غلط، پھٹے پرانے، دوبارہ تحریر شدہ بیلٹ پیپر کو مسترد کر دیا جائے گا۔

فلاسٹک سیمنٹ کمپنی لمیٹڈ

28 اکتوبر 2026ء بروز بدھ صبح 09:30 بجے لیڈز بینکویٹ ہال، 343-D-1، پیسپاک سوسائٹی، لاہور میں منعقد ہونے والے سالانہ

اجلاس عام کے خصوصی امور کے لئے بذریعہ ڈاک ووٹنگ کا بیلٹ پیپر

چیئر مین کا مقررہ ای میل ایڈریس جس پر باقاعدہ پُر شدہ بیلٹ پیپر بھیجا جاسکتا ہے: cosecretary@flyingcement.com

تعداد شیئر ہولڈرز/شریک شیئر ہولڈرز	
رجسٹرڈ پتہ	
فولیو نمبر/ CDC شراکت/ انویسٹر آئی ڈی بمعہ ذیلی اکاؤنٹ نمبر	
تعداد ملکیتی حصص	
شناختی کارڈ، NICOP، پاسپورٹ نمبر (غیر ملکی کی صورت میں) (نقل لف کی جائے)	
اضافی معلومات اور اظہارات (باڈی کارپوریٹ، کارپوریشن اور وفاقی حکومت کا نمائندہ ہونے کی صورت میں)	
نام مجاز زیر دستخطی	
مجاز زیر دستخطی کا شناختی کارڈ، NICOP، پاسپورٹ نمبر (غیر ملکی کی صورت میں) (نقل لف کی جائے)	

میں/ہم یہاں باضابطہ طور پر مندرجہ ذیل قراردادوں پر مندرجہ ذیل متعلقہ خانے میں (✓) لگا کر مندرجہ ذیل قراردادوں سے اتفاق/ اختلاف کرتے ہوئے بذریعہ پوسٹل بیلٹ اپنا حق رائے دہی استعمال کرتا/ کرتے ہوں/ ہیں۔

”خصوصی قراردادیں“
4. متعلقہ فریقین سے لین دین کی تصحیح اور منظوری ”قرار پایا کہ 28 اکتوبر 2023ء کو منعقد ہونے والے اپنے سالانہ اجلاس عام میں منظور شدہ خصوصی قرارداد کے ذریعے کمپنی کے اراکین کی جانب سے فلاسٹک سیمنٹ کمپنی لمیٹڈ (کمپنی) کے بورڈ آف ڈائریکٹرز کو سونپے گئے اختیارات کی پیروی میں 30 جون 2026ء کو اختتام پذیر سال کے دوران اور کمپنی کے بورڈ آف ڈائریکٹرز کی منظور شدہ متعلقہ فریقین کے ساتھ کی جانے والی ٹرانزیکشنز کی یہاں باقاعدہ تصحیح کی جاتی ہے اور اس کی منظوری دی جاتی ہے اور اس کی ہر لحاظ سے توثیق کی جاتی ہے۔“

اراکین سے التماس ہے کہ وہ اپنے پتے میں تبدیلی سے متعلق فی الفور آگاہ کریں۔ شیئر ہولڈرز سے التماس ہے کہ وہ مذکورہ بالا معلومات / دستاویزات (i) اپنے متعلقہ سنٹرل ڈیپازٹری سسٹم (CDS) شرکاء اور (ii) فزیکل شیئرز کی صورت میں کمپنی کے رجسٹرار کو مطلع کریں۔

7. سالانہ پڑتال شدہ مالیاتی اسٹیٹمنٹس کی ترسیل

سیکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان نے SRO نمبر 389(I)/2023 مورخہ 21 مارچ 2023ء کے ذریعے لسٹڈ کمپنیوں کو سالانہ پڑتال شدہ مالیاتی اسٹیٹمنٹس (یعنی سالانہ سیلنس شیٹ اور نفع و نقصان اکاؤنٹ، آڈیٹرز کی رپورٹ اور ڈائریکٹرز کی رپورٹ) کی اپنے ممبران کو بذریعہ QR کوڈ اور ویب لنک بھیجیں جس کی تفصیل مندرجہ ذیل ہے:

https://www.flyingcement.com/pdf/2025-2026/annual_report2026.pdf



کمپنیز ایکٹ 2017ء کے سیکشن (3) 134 کے تحت مادی حقائق کا اعلامیہ

AGM نوٹس کا ایجنڈا نمبر 4

30 جون 2026ء کو اختتام پذیر سال کے دوران متعلقہ فریقین کے ساتھ کی جانے والی ٹرانزیکشنز کی تصحیح اور منظوری متعلقہ فریقین کے ساتھ لین دین کی تصحیح / منظوری کی بابت بورڈ کی تجاویز کو مزید مؤثر کرنے کے لئے تجویز کیا جاتا ہے کہ ایجنڈا 4 میں تحریر قرار داد کو زیر غور لایا جائے اور 28 اکتوبر 2026ء کو منعقد ہونے والے آئندہ سالانہ اجلاس عام میں بمعہ / علاوہ ترمیم بطور خصوصی قرار داد منظور کیا جائے۔

اسی طرح سے کمپنی اراکین کو اجازت ہوگی کہ وہ مذکورہ بالا ضوابط میں درج شرائط کے مطابق 28 اکتوبر 2026ء کو بوقت 09:30 بجے صبح منعقد ہونے والے سالانہ اجلاس عام میں اپنا حق رائے دہی بذریعہ ای ووٹنگ سہولت یا بذریعہ ڈاک استعمال کر سکیں۔

اراکین کی سہولت کے لئے بیلٹ پیپر نوٹس ہذا کے ساتھ لف ہے جو کمپنی کی ویب سائٹ پر بھی دستیاب ہے۔
(a) ای ووٹنگ سہولت کی تفصیلات سے متعلق ان اراکین کو بذریعہ ای میل آگاہ کیا جائے گا جن کے کارآمد شناختی کارڈ نمبرز، فون نمبرز اور ای میل ایڈریس کمپنی اراکین کے رجسٹر میں 20-10-2026 تک موجود ہوں گے۔

(b) ویب ایڈریس، لاگ ان کی تفصیلات سے متعلق اراکین کو بذریعہ ای میل مطلع کیا جائے گا۔ سکیورٹی کوڈز ای ووٹنگ سرورسز پر ووائیڈر کے ویب پورٹل سے اراکین کو بذریعہ SMS بھیجے جائیں گے۔

(c) بذریعہ ای ووٹنگ ووٹ کاسٹ کرنے کے خواہشمند اراکین کی شناخت بذریعہ الیکٹرونک دستخط یا لاگ ان توثیق کے ذریعے کی جائے گی۔

(d) ای ووٹنگ لائنز 24-10-2026 کو صبح 09:00 بجے شروع ہو جائیں گی جو 27-10-2026 کو شام 05:00 بجے بند ہو جائیں گی۔ اراکین اس دورانیہ میں کسی بھی وقت ووٹ کاسٹ کر سکتے ہیں۔ جب ایک رکن قرارداد پر ووٹ کاسٹ کر دیتا ہے تو اسے بعد میں اپنی رائے بدلنے کی اجازت نہ ہوگی۔

بذریعہ پوسٹل بیلٹ ووٹنگ کا طریقہ کار

اراکین یقینی بنائیں گے کہ باقاعدہ پُر اور دستخط شدہ بیلٹ پیپر بمعہ شناختی کارڈ کی نقل اجلاس کے چیئرمین کو بذریعہ ڈاک کمپنی کے رجسٹرڈ پتہ 169-A، علاؤ الدین روڈ، لاہور کینٹ کو سالانہ اجلاس عام کی شیڈولڈ تاریخ 28 اکتوبر 2026ء کو کام کے اوقات کار میں پہنچ جانے چاہئیں۔ بیلٹ پیپر کے دستخط شناختی کارڈ پر موجود دستخط کے عین مطابق ہونے چاہئیں۔

5. لادعویٰ منافع منقسمہ/حصص

جن شیئرز ہولڈرز نے اپنا منافع منقسمہ/فزیکل شیئرز حاصل نہیں کیا ہے اُن سے التماس ہے کہ وہ اپنے لادعویٰ منافع منقسمہ یا حصص (اگر کوئی ہوں) سے متعلق معلومات/حصول کے لئے ہمارے شیئرز رجسٹرار سے رابطہ کریں۔

6. پتے میں تبدیلی

- I. فرد واحد کی صورت میں، اکاؤنٹ ہولڈرز یا ذیلی اکاؤنٹ ہولڈرز اور/یا ایسا فرد جس کی سکیورٹیز گروپ اکاؤنٹ میں موجود ہوں اور ان کی تفصیلات ضوابط کے تحت شائع کی گئی ہوں، کو مذکورہ بالا تقاضے کے مطابق پراسی فارم جمع کرانا ہوگا۔
- II. پراسی فارم کی گواہی دو افراد دیں گے جن کے نام، پتے اور شناختی کارڈ نمبر پراسی فارم پر درج ہوں گے۔
- III. مستفید ہونے والے مالک اور پراسی ہولڈر کے شناختی کارڈ یا پاسپورٹ کی مصدقہ نقول پراسی فارم کے ساتھ پیش کرنا ہوں گی۔
- IV. اجلاس کے موقع پر پراسی اپنا اصلی شناختی کارڈ یا پاسپورٹ پیش کرے گا/گی۔
- V. کاروباری ادارہ کی صورت میں بورڈ آف ڈائریکٹرز کی قرارداد/مختار نامہ بمعہ نامزد فرد کے نمونہ کے دستخط پراسی فارم کے ہمراہ کمپنی کو جمع کرایا جائے (اگر پہلے جمع نہ کرایا گیا ہے)

3. وڈیولنک سہولت

کمپنیز ایکٹ 2017ء کے قواعد کی روشنی میں لاہور کے علاوہ دیگر شہر میں مقیم شیئر ہولڈرز، جو کل ادا شدہ سرمایہ حصص کے کم از کم 10% شیئر ہولڈنگ کے مالک ہوں، اجلاس میں شرکت کے لئے وڈیولنک کی سہولت کا مطالبہ کر سکتے ہیں۔ وڈیولنک سہولت کی درخواست اجلاس کے انعقاد سے کم از کم 7 یوم قبل شیئر رجسٹرار کو مذکورہ بالا پتے پر پہنچ جانی چاہئے۔ کمپنی سالانہ اجلاس عام کے انعقاد سے کم از کم 5 یوم قبل وڈیولنک انفرنس کی سہولت کے مقام اور اس سہولت تک رسائی کے لئے تمام تر معلومات سے متعلق اراکین کو آگاہ کرے گی۔

میں/ہم..... سکنہ..... بطور رکن فلائنگ سیمنٹ کمپنی لمیٹڈ رجسٹرڈ
 فو لیو نمبر/CDC اکاؤنٹ نمبر/شراکت آئی ڈی نمبر..... کے تحت..... عمومی حصص کا مالک
 ہونے پر یہاں باضابطہ طور پر..... میں وڈیولنک انفرنس سہولت کا انتخاب کرتا ہوں/کرتے ہیں۔

4. ای ووٹنگ اور پوسٹل بیلٹ

اراکین کو یہاں اطلاع دی جاتی ہے کہ کمپنیز (پوسٹل بیلٹ) ضوابط، 2018ء ترمیمی بذریعہ نوٹیفکیشن مؤرخہ 05 دسمبر 2022ء جاری کردہ سکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان (SECP) کی پیروی میں اطلاع دی جاتی ہے جس میں SECP نے خصوصی امور پر بذریعہ الیکٹرونک ووٹنگ سہولت اور ووٹنگ بذریعہ ڈاک کا حق دینے کے لئے تمام لسٹڈ کمپنیوں کو ہدایت کی ہے۔

1. شیئر ٹرانسفر Books کی بندش

کمپنی کی شیئر ٹرانسفر Books مؤرخہ 21 اکتوبر 2026ء تا 28 اکتوبر 2026ء (بشمول دونوں ایام) بند رہیں گی۔ کمپنی شیئر رجسٹر ارمیسز THK ایسوسی ایٹس (پرائیویٹ) لمیٹڈ، پلاٹ نمبر C-32، جامی کمرشل اسٹریٹ 2، ڈی ایچ اے، فیز VII، کراچی کو 20 اکتوبر 2026ء کو کاروبار بند ہونے تک باقاعدہ موصول ٹرانسفرز کو سالانہ اجلاس عام میں شرکت کی غرض سے بروقت وصولی شمار کیا جائے گا۔ اس اجلاس میں شرکت اور ووٹ کرنے کی اہلیت رکھنے والا ایک رکن اپنی جگہ پر شرکت اور ووٹ کرنے کے لئے کسی دوسرے رکن کو اپنا پراکسی مقرر کر سکتا ہے۔ باقاعدہ مہر و دستخط شدہ پراکسی کی تقرری کا دستاویز کمپنی کے رجسٹرڈ آفس واقع A-169، علاؤ الدین روڈ، لاہور کینٹ کو اجلاس کے انعقاد سے کم از کم 48 گھنٹے قبل پہنچ جانا چاہئے۔ پراکسی فارم کمپنی کی ویب سائٹ www.flyingcement.com سے بھی ڈاؤن لوڈ کیا جاسکتا ہے۔

2. CDC اکاؤنٹ ہولڈرز کو سکیورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے جاری کردہ مراسلہ نمبر 1 مؤرخہ 26 جنوری 2000ء میں درج مذکورہ زیریں ہدایات پر بھی عمل کرنا ہوگا:

A. اجلاس میں شرکت کے لئے

I. فرد واحد کی صورت میں، اکاؤنٹ ہولڈرز یا ذیلی اکاؤنٹ ہولڈرز اور/یا ایسا فرد جس کی سکیورٹیز گروپ اکاؤنٹ میں موجود ہوں اور ان کی تفصیلات ضوابط کے تحت شائع کی گئی ہوں، کو اجلاس میں شرکت کے وقت اپنا اصلی کمپیوٹرائزڈ شناختی کارڈ (CNIC) یا اصلی پاسپورٹ پیش کر کے اپنی شناخت ثابت کرنا ہوگی۔

II. کاروباری ادارے کی صورت میں، بورڈ آف ڈائریکٹرز کی قرارداد/مختار نامہ بمعہ نامزد فرد کے نمونہ کے دستخط اجلاس کے موقع پر پیش کرنا ہوں گے (اگر پہلے جمع نہیں کرایا گیا ہے)

B. پراکسیز کی تقرری کے لئے

نوٹس برائے سالانہ اجلاس عام

فلائنک سیمنٹ کمپنی لمیٹڈ ("کمپنی") کے شیئرز ہولڈرز کا 33 واں سالانہ اجلاس عام مؤرخہ 28 اکتوبر 2026ء (بدھ) کو صبح 09:30 بجے لیڈز بینکویٹ ہال، 1-D-343، ہیسپاک سوسائٹی لاہور میں مندرجہ ذیل امور پر بحث کے لئے منعقد ہوگا۔

عمومی امور:

1. گذشتہ اجلاس عام منعقدہ 28-10-2025 کی کارروائی کی توثیق کرنا؛
2. 30 جون 2026ء کو اختتام پذیر سال کے لئے کمپنی کی پڑتال شدہ مالیاتی اسٹیٹمنٹس کو وصول کرنا، زیر غور لانا اور اپنانا؛
3. 30 جون 2027ء کو اختتام پذیر سال کے لئے آڈیٹرز کی تقرری کرنا اور ان کا معاوضہ طے کرنا۔

خصوصی امور:

4. متعلقہ فریقین سے لین دین کی تصحیح اور منظوری
- متعلقہ فریقین سے لین دین کی تصحیح و منظوری کی بابت بورڈ کی سفارشات کو مزید مؤثر بنانے کے لئے تجویز کیا جاتا ہے کہ 28 اکتوبر 2026ء کو منعقد ہونے والے آئندہ سالانہ اجلاس عام میں مندرجہ ذیل قراردادوں کو بمعہ / علاوہ ترمیم بطور خصوصی قرارداد زیر غور لایا جائے اور منظور کیا جائے:
- 30 جون 2026ء کو اختتام پذیر سال کے لئے متعلقہ فریقین سے لین دین کی توثیق کرنا اور منظوری دینا:
- "قرار پایا کہ 28 اکتوبر 2023ء کو منعقد ہونے والے اپنے سالانہ اجلاس عام میں منظور شدہ خصوصی قرارداد کے ذریعے کمپنی کے اراکین کی جانب سے فلائنک سیمنٹ کمپنی لمیٹڈ (کمپنی) کے بورڈ آف ڈائریکٹرز کو سونپے گئے اختیارات کی پیروی میں 30 جون 2026ء کو اختتام پذیر سال کے دوران اور کمپنی کے بورڈ آف ڈائریکٹرز کی منظور شدہ متعلقہ فریقین کے ساتھ کی جانے والی ٹرانزیکشنز کی یہاں باقاعدہ تصحیح کی جاتی ہے اور اس کی منظوری دی جاتی ہے اور اس کی ہر لحاظ سے توثیق کی جاتی ہے۔"

(نوٹس ہذا کے ساتھ کمپنیز ایکٹ 2017ء کے سیکشن (3) 134 کے تحت درکار مذکورہ بالا خصوصی قرارداد کی بابت مادی حقائق کا اعلامیہ منسلک ہے)

دیگر امور:

5. چیئرمین کی اجازت سے دیگر امور کو زیر بحث لانا۔

اظہارِ تشکر

بورڈ تمام اسٹیک ہولڈرز بشمول مالیاتی اداروں، کسٹمرز، کریڈیٹرز اور سرکاری محکموں کی معاونت اور تعاون کو سراہتے ہیں۔ ہم کمپنی ملازمین کی لگاتار سپورٹ اور تعاون کو بھی تسلیم کرتے اور سراہتے ہیں۔

برائے/منجانب بورڈ

ڈائریکٹر

لاہور

تاریخ: 05 اکتوبر، 2026ء

چیف ایگزیکٹو

بورڈ کے جائزہ کا معیار

اپنے لازمی فرائض کے علاوہ، آپ کی کمپنی کے بورڈ کی کارکردگی کا باقاعدہ سے جائزہ لیا جاتا ہے اور انفرادی اور اجتماعی سطح پر مندرجہ ذیل اصولوں کو مد نظر رکھا جاتا ہے:

- انتظامیہ کے طے شدہ سالانہ اہداف کی نگرانی اور نظر ثانی
 - انتظامیہ کی سکسیشن پلاننگ کا جائزہ
 - صحت، حفاظت اور ماحولیات، ملازمت اور دیگر پالیسیوں اور کمپنی امور کی بہتری کی بابت حصہ اور دلچسپی
 - صنفی اشتراک، قابلیت، مہارت اور فلسفیانہ امکانات میں بہتری لانا۔
 - ادارے کی کارکردگی کے لئے درکار کارروائی کے امکانات کی نشاندہی کرنا۔
- بورڈ کی مجموعی کارکردگی کا تعین مذکورہ بالا اصولوں کے مطابق کیا جاتا ہے جو کہ رواں برس کے لئے تسلی بخش قرار دی گئی ہے۔
- عملے کی ریٹائرمنٹ مراعات**
- غیر فنڈ شدہ گریجویٹ سکیم قائم کی گئی ہے۔ کمپنی کے مستقل ملازمین کے لئے مالیاتی اسٹیٹمنٹس میں اس کا باقاعدہ ذکر کیا گیا ہے۔

آڈیٹرز

آڈیٹرز میسرز نوید ظفر اشفاق جعفری اینڈ کو چارٹرڈ اکاؤنٹنٹس آئینڈ سالانہ اجلاس عام کے اختتام پر ریٹائر ہو جائیں گے اور اہلیت کی بنیاد پر وہ اگلی مدت کے لئے اپنی خدمات پیش کرتے ہیں۔ آڈیٹرز نے توثیق کی ہے کہ وہ انہیں انسٹی ٹیوٹ آف چارٹرڈ اکاؤنٹنٹس آف پاکستان (ICAP) کے کوالٹی کنٹرول ریویو پروگرام کے تحت تسلی بخش درجہ دیا گیا ہے اور فرم ICAP کے اپنائے گئے ضابطہ اخلاق میں انٹرنیشنل فیڈریشن آف اکاؤنٹنٹس (IFAC) ہدایات کی مکمل تعمیل کرتی ہے۔ آڈٹ کمیٹی اور بورڈ نے ان کی دوبارہ تقرری کی سفارش کی ہے۔

پیٹرن آف شیئر ہولڈنگ

30 جون 2026ء تک پیٹرن آف شیئر ہولڈنگ اور کوڈ آف کارپوریٹ گورننس کے تحت اس کا اظہار لف ہذا ہے۔

مابعد بیلنس شیٹ واقعات

مالیاتی سال کے اختتام اور رپورٹ ہذا کی تاریخ کے درمیانی عرصہ میں کمپنی کی مالیاتی پوزیشن پر اثر انداز ہونے والے کوئی مادی تبدیلی یا عہدروممانہ ہوا ہے۔

(m) رواں برس کے دوران بورڈ اور کمیٹیوں کے اجلاس کی تعداد اور ہر ڈائریکٹر کی حاضری کی تفصیلات حسب ذیل ہیں:

نمبر شمار	نام	بورڈ کے اجلاس	آڈٹ کمیٹی کے اجلاس	HR&R کمیٹی کے اجلاس
1	جناب کامران خان	4	N/A	N/A
2	جناب مومن قر	4	N/A	N/A
3	جناب قاسم خان	4	N/A	2
4	مسز شمیمہ کامران	4	4	2
5	جناب محمد زمان احمد قر	4	4	N/A
6	جناب عمر نعیم	4	4	N/A
7	جناب پرویز احمد خان	4	N/A	2
8	مسز مریم ابصار	4	N/A	N/A
	منعقدہ اجلاسوں کی کل تعداد	4	4	2

(n) بورڈ کی ان ہاؤس تفصیلی بریفنگ اور معلوماتی پیکیج دیا گیا ہے تاکہ وہ ضابطہ، مروجہ قوانین، اپنے فرائض اور ذمہ داریوں سے بخوبی واقف ہو سکیں اور شیئر ہولڈرز کے لئے اور ان کی جانب سے کمپنی کے امور کو احسن طریقے سے سرانجام دے سکیں۔

بورڈ کا تجزیہ

لسٹڈ کمپنیز (کوڈ آف کارپوریٹ گورننس) ضوابط، 2019 کے تحت بورڈ سالانہ کی بنیاد پر اپنا از خود جائزہ لیتا ہے۔ بورڈ آف ڈائریکٹرز یقین رکھتے ہیں کہ اپنے طے شدہ اہداف اور مقاصد کے مقابلے میں بورڈ کی کارکردگی کی تاثیر کا تعین کرنے کے لئے لگاتار جائزہ بہت اہم ہے۔ جائزہ کے نتائج کی روشنی میں، بہتری کے حامل شعبوں کی نشاندہی کی گئی اور اصلاحی ایکشن پلان وضع اور نافذ کئے گئے۔

آپ کی کمپنی کے ڈائریکٹر کمپنی کی اسٹریٹجک سمت اور کاروباری منصوبوں کا باقاعدگی سے جائزہ لیتے ہیں۔ آڈٹ کمیٹی کو ڈ آف کارپوریٹ گورننس کی موثر کمپلائنس کے لئے ذمہ دار ہے۔

ہم ضابطہ کے مطابق آپ کی کمپنی میں بہتر کارپوریٹ گورننس کو یقینی بنانے کے لئے تمام تر ضروری اقدامات اٹھا رہے ہیں۔ کمپلائنس کے طور پر ہم مندرجہ ذیل کی توثیق کرتے ہیں:

(a) انتظامیہ کی تیار کردہ مالیاتی اسٹیٹمنٹس کمپنی کے کاروباری امور، اس کے آپریشنز کے نتائج، کیش فلو اور ایکویٹی میں تبدیلیوں کی بھرپور عکاسی کرتی ہیں۔

(b) کمپنی کے کھاتوں کی باقاعدہ کتابیں تیاری گئی ہیں۔

(c) مالیاتی اسٹیٹمنٹس کی تیاری میں اکاؤنٹنگ پالیسیوں کا بتدریج اطلاق کیا گیا ہے اور اکاؤنٹنگ تخمینہ جات معقول اور مجاز فیصلوں کی بنیاد پر لگائے گئے ہیں۔

(d) مالیاتی اسٹیٹمنٹس کی تیاری میں پاکستان میں رائج بین الاقوامی مالیاتی رپورٹنگ اصولوں کا اطلاق کیا گیا ہے۔

(e) داخلی کنٹرول کا ایک مربوط نظام موجود ہے جس کا مؤثر انداز میں اطلاق اور نگرانی کی جاتی ہے۔

(f) کمپنی کی کاروبار جاری رکھنے کی استعداد میں کوئی نمایاں شک موجود نہ ہے۔

(g) لسٹنگ ضوابط کے مطابق کارپوریٹ گورننس کی بہترین عملداری میں کوئی نمایاں ابہام موجود نہ ہے۔

(h) گزشتہ چھ برسوں کے لئے اہم آپریٹنگ اور مالیاتی اعداد و شمار لف ہذا ہیں۔

(i) ڈائریکٹرز، ایگزیکٹوز اور ان کے جیون ساتھی اور کم سن بچوں نے رواں برس کے دوران ریگولیٹری اتھارٹیز کی

رپورٹنگ اور منسلک پیٹرن آف شیئر ہولڈنگ میں اظہار کے علاوہ کمپنی کے حصص میں کوئی ٹرانزیکشن نہ کی ہے۔

(j) گزشتہ برس کے آپریٹنگ نتائج سے نمایاں انحراف کی وجوہات کا ڈائریکٹرز کی رپورٹ کے متعلقہ سیکشن سے موازنہ کیا گیا ہے۔

(k) مالیاتی اسٹیٹمنٹس کے مندرجات میں ٹیکسوں اور لیوی سے متعلق معلومات موجود ہیں۔

(l) کمپنی نے اپنے پلانٹ کی پیداواری استعداد کو بڑھا کر اپنے پیداواری امور کو اپ گریڈ کرنے کا منصوبہ بنایا ہے۔

اس معاملے کا اظہار شیئر ہولڈرز کے سامنے مقررہ وقت میں کیا جائے گا جسے اس ڈائریکٹرز رپورٹ میں تحریر کیا گیا ہے۔

محترم محمد زمان احمد رکن نان ایگزیکٹو ڈائریکٹر
محترمہ شمیمہ کامران رکن نان ایگزیکٹو ڈائریکٹر
ہیومن ریسورس اینڈ ریکروٹمنٹ کمیٹی

محترم پرویز احمد خان چیئرمین خود مختار ڈائریکٹر
محترم قاسم خان رکن ایگزیکٹو ڈائریکٹر
محترمہ شمیمہ کامران رکن نان ایگزیکٹو ڈائریکٹر
چیئرمین کا تجزیہ

بورڈ آف ڈائریکٹرز کا قاعدہ تسلیم شدہ چیئرمین کا تجزیہ لف ہذا ہے۔

ضابطہ اخلاق

کمپنی نے اپنے کاروباری امور کو بہتر انداز میں چلانے کے لئے ایک ضابطہ اخلاق وضع کیا ہے۔

کمپلائنس کا اعلامیہ

بورڈ آف ڈائریکٹرز اور آڈیٹرز کا قاعدہ نظر ثانی شدہ کمپلائنس کا اعلامیہ لف ہذا ہے۔

ڈائریکٹرز کا معاوضہ

بورڈ اور کمیٹی اجلاسوں میں شرکت کی منظور شدہ فیس کے علاوہ کمپنی خود مختار ڈائریکٹرز کو کوئی معاوضہ ادا نہیں کرے گی۔

داخلی مالیاتی کنٹرولز کی موزونیت

بورڈ آف ڈائریکٹرز نے داخلی مالیاتی کنٹرولز کا ایک مربوط نظام قائم کر رکھا ہے تاکہ آپریشنز کی بہتر اور موثر رکردگی، کمپنی اثاثہ جات کی حفاظت، مروجہ قوانین و ضوابط کی تعمیل اور با اعتبار مالیاتی رپورٹنگ کو یقینی بنایا جاسکے۔

مستقبل کے امکانات

نئی لائن آف بزنس پیداوار کے عمل میں ہے اور اس کے تجارتی آپریشنز کا جلد اعلان کر دیا جائے گا۔ مشکلات کے باوجود، کمپنی مقامی اور درآمدی کوئلے اور مقید پاور جنریشن کے مشترکہ استعمال کے ذریعے پیداواری لاگت کو کنٹرول کرتے ہوئے پیداواری ہدف کے مطابق معیشت حاصل کر کے پائیدار نمو اور خاطر خواہ نفع حاصل کرنے کی پوزیشن میں ہے۔ مزید برآں، حریف کمپنیوں کے مقابلے میں کمپنی کی کم قرضوں کی سطح عدم استحکام کے خلاف ایک ستون ثابت ہوگی۔ ہم یقین دلاتے ہیں کہ انتظامیہ طویل مدتی پائیدار نمو اور اپنے اسٹیک ہولڈرز کو فائدہ پہنچانے کے لئے کوشاں رہے گی۔

کوڈ آف کارپوریٹ گورننس پر عمل درآمد

بناتی ہے نہ کہ معاملہ کو دبایا جائے یا کمپنی سے باہر اعلان کیا جائے۔ کمپنی ایمانداری، عمدگی، مستقل مزاجی، جذبہ، انصاف، سالمیت اور جواب دہی کے ہر ممکن اعلیٰ میار کو برقرار رکھنے کے لئے پرعزم ہے۔

بورڈ آف ڈائریکٹرز

بورڈ کے آٹھ (8) ڈائریکٹرز بشمول CEO بحیثیت ممکنہ ایگزیکٹو ڈائریکٹر حسب ذیل ہے:

تفصیل تعداد ڈائریکٹرز

مرد 6

خاتون 2

ترکیب کے درجے

خود مختار ڈائریکٹرز 2

نان ایگزیکٹو ڈائریکٹرز 3

ایگزیکٹو ڈائریکٹرز 2

ممکنہ ایگزیکٹو ڈائریکٹر 1

بورڈ آف ڈائریکٹرز اور اس کی کمیٹیوں کے اراکین

بورڈ آف ڈائریکٹرز

جناب کامران خان	چیئرمین	نان ایگزیکٹو ڈائریکٹر
محترمہ شمیمہ کامران	رکن	نان ایگزیکٹو ڈائریکٹر
محترم محمد زمان احمد قر	رکن	نان ایگزیکٹو ڈائریکٹر
محترم مومن قر	رکن	ایگزیکٹو ڈائریکٹر
محترم قاسم خان	رکن	ایگزیکٹو ڈائریکٹر
محترم پرویز احمد خان	رکن	خود مختار ڈائریکٹر
محترم عمر نعیم	رکن	خود مختار ڈائریکٹر

چیف ایگزیکٹو

محترمہ مریم ابصار

آڈٹ کمیٹی

محترم عمر نعیم

چیئرمین

خود مختار ڈائریکٹر

فلانک اپنے متعدد آپریشنز میں فطرت اور سائنس پر مبنی سالیوشنز کو اپنا کر اپنے اخراج کو کم کرنے کے لئے قبل از وقت اقدامات کرتی ہے۔

کمپنی کے کاروبار کا ماحول پر اثر

کمپنی کی انتظامیہ ماحولیاتی تحفظ اور آلودگی سے بچاؤ کے لئے پرعزم ہے۔ کمپنی اینوائرنمنٹل مینجمنٹ سسٹم میں لگاتار پیش رفت کے ذریعے بہتر معاشرے اور بہتر مستقبل کے فروغ کے لئے اپنا کردار احسن طریقے سے سرانجام دے رہی ہے۔ انتظامیہ مستقبل قریب میں بھی مزید ماحولیاتی منصوبوں کے متعارف کرانے کے لئے پرعزم ہے۔

کاروباری و سماجی ذمہ داری

کمپنی کے ڈائریکٹرز اقوام متحدہ کے پائیدار ترقیاتی اہداف کی روشنی میں طویل مدتی اقدامات کے لئے پرعزم ہیں۔ کمپنی جہاں کام کرتی ہے وہاں کی آبادی کی فلاح و بہبود کے لئے کوشاں ہے اور عوامی خدمات میں فعال کردار ادا کر رہی ہے۔ کمپنی اپنے تمام ملازمین کی خوراک کی ضروریات کو بالکل مفت پورا کر رہی ہے اور تعلیم اور صحت کی خدمات فراہم کر کے ان کے خاندان والوں کی دیکھ بھال کے لئے بھی کوشاں ہے۔ کمپنی اپنے ملازمین کو ہر سال جج کے لئے سعودی عرب بھیجتی ہے جن کا انتخاب قرعہ اندازی کے ذریعے کیا جاتا ہے۔ کمپنی نے اپنے ملحقہ دیہاتوں میں سیلاب اور قدرتی آفا سے متاثرہ افراد کی بھی دیکھ بھال کی ہے اور غربت کے خاتمہ کے لئے بھی کام کرتی ہے تاکہ ماحول کو مزید محفوظ بنایا جاسکے اور پائیدار ترقی کی جانب سفر کو آسان بنایا جاسکے۔

صنعتی لحاظ سے تنخواہ میں فرق

30 جون 2026ء کو اختتام پذیر سال کے لئے صنعتی لحاظ سے تنخواہ کا فرق مندرجہ ذیل ہے:

(i) صنعتی لحاظ سے تنخواہ میں فرق کی اوسط: دستیاب نہیں

(ii) صنعتی لحاظ سے تنخواہ میں فرق کا وسطانیہ: دستیاب نہیں

(iii) دیگر متعلقہ ڈیٹا/تفصیلات:

کمپنی میں فی الوقت تمام مرد مزدور کام کر رہے ہیں لہذا صنعتی لحاظ سے تنخواہ میں کوئی فرق نہیں۔ پاکستان کی خواتین عموماً سیمنٹ جیسے صنعتی مراکز میں کام کو ترجیح نہیں دیتیں۔ البتہ کمپنی تجربہ اور قابلیت کی بنیاد خاتون ملازمین کو مساوی معاوضہ ادا کرنے کے لئے پرعزم ہے۔

وہسل بلوئٹک

کمپنی وہسل بلوئٹک کی حوصلہ افزائی کرتی ہے اور تمام متعلقہ افراد کو کمپنی میں پیچیدہ نوعیت کے تحفظات اٹھانے کے قابل

منافع

جیو پولیٹیکل صورتحال کے باعث رواں برس کے اختتام میں پیداواری لاگت میں اضافہ کے باعث کل منافع کا تناسب گزشتہ برس میں 15.11% سے کم ہو کر 12.93% ہو گیا۔ آپریٹنگ منافع میں 26.58% تک اضافہ ہوا۔ جب کہ قرضوں پر لاگت میں رواں برس کے دوران نفع و نقصان پر ٹیکس کے باعث اضافہ ہوا جسے ماضی میں استعمال کیا جاتا تھا۔ زیر جائزہ سال کے لئے خالص نفع کے تناسب میں گزشتہ برس میں 5.79% کی نسبت 3.35% تک کمی واقع ہوئی۔

فی حصص آمدنی

رواں برس کے لئے بنیادی فی حصص آمدنی علاوہ ٹیکس 0.70 روپے (2025ء، 0.93 روپے) تھی۔ کمپنی کی فی حصص بنیادی آمدنی پر ڈائیلیوشن کا کوئی اثر نہ ہے کیونکہ کمپنی کے پاس 30 جون، 2026ء تک کوئی بھی تبدیل کے قابل ڈائیلیوشیو پوٹینشل عمومی حصص موجود نہ تھے۔

منافع منقسمہ اور تخصیصات

بورڈ کا تجویز کردہ حتمی نقد منافع منقسمہ : صفر

متعلقہ فریقین سے لین دین

متعلقہ فریقین سے کی جانے والی تمام تر ٹرانزیکشنز آرمرلیٹنگھ کی بنیاد پر کی جاتی ہیں جنہیں پاکستان اسٹاک ایکسچینج لمیٹڈ کے PSX ضوابط اور کمپنیز ایکٹ 2017ء کے سیکشن 208 کی پیروی میں کمپنی کے بورڈ آف ڈائریکٹرز اور آڈٹ کمیٹی نظر ثانی کر کے منظور کرتی ہے۔

بنیادی خطرات

پاکستان جو پہلے ہی بے شمار جیو پولیٹیکل، معاشی اور سیاسی چیلنجز سے دوچار ہے۔ مزید برآں، متوقع عالمی کساد بازاری، معاشی عدم استحکام اور ملک میں جاری سیاسی بے چینی نے صارفین کے اعتماد کو مزید ٹھیس پہنچائی ہے جس کے نتیجے میں طلب کا گراف نیچے آیا ہے۔

پائیداری

مالیاتی سال 2025-2026 کے دوران فلائنگ سیمینٹ اپنے پائیداری کے ایجنڈا کی جانب اپنے مضبوط عزم کا اظہار جاری رکھا ہے۔ فلائنگ پائیداری تقاضوں کا اطلاق اور کمپنی کے کام کے دائرہ کار، جغرافیائی ساکھ اور کاروبار میں ان پر عمل درآمد فلائنگ ہولسک مینجمنٹ سسٹم کے ذریعے ممکن ہوا ہے۔ کمپنی کی ادارہ جاتی سکیم میں پائیداری کا نقطہ نظر مکمل سرایت کر گیا ہے اور پائیداری کی جانب کمپنی کے اقدامات سسٹین ایبلٹی کونسل کے عین مطابق ہیں جو پائیداری اہداف اور کارکردگی سے متعلق معاملات پر ایک گورننگ باڈی کے طور پر کام کرتی ہے۔ مزید برآں، لوگوں کی فلاح و بہبود کے اس سفر میں

مالیاتی کارکردگی

30 جون 2026ء کو اختتام پذیر سال کے لئے آپ کی کمپنی کے اہم مالیاتی نتائج کا موازنہ حسب ذیل ہے:

تفصیلات	2026ء (روپے)	2025ء (Restated) (روپے)
مجموعی سیلز ریونیو	22,237,121,064	17,090,722,516
منفی: سیلز ٹیکس/فیڈرل ایکسائز ڈیوٹی	(7,715,914,040)	(5,888,318,043)
خالص: سیلز ریونیو	14,521,207,024	11,202,404,473
کل منافع	1,877,024,240	1,692,260,718
آپریٹنگ منافع	1,518,006,673	1,199,222,715
لیوی اور ٹیکسیشن سے پہلے نفع	1,262,534,148	1,205,644,178
خالص منافع علاوہ ٹیکس	486,422,478	648,822,742
فی حصص آمدنی	0.70	0.93

زیر جائزہ سال کے دوران، آپریشنز سے کمپنی کے نتائج، مالیاتی حالت اور خالص اثاثہ جات تسلی بخش مالیاتی صورتحال کا اشارہ دیتے ہیں۔ سال بھر، ہم ہر ممکن کوشش کر کے تسلی بخش صورتحال پیش کر رہے ہیں جو ہماری بنیادی ترجیح ہے اور ہم اپنی کاوشوں کے مثبت اثرات پر فخر کرتے ہیں۔ کمپنی کی یہ کارکردگی ہماری ٹیم، کاروباروں اور آپریشنز کی مضبوطی کی عکاسی کرتی ہے۔ 30 جون 2026ء کو اختتام پذیر سال کے دوران کمپنی کی توجہ کامرکز نمودار ہے۔

آمدنی

زیر جائزہ سال کے دوران، کمپنی نے 22,237 ملین روپے کی بلند ترین مجموعی سیلز کا ہدف حاصل کیا جو بہتر ڈسپنچرز اور قیمتوں کے مہونہ منت ہے جس کے نتیجے میں خالص سیلز میں 14,521 ملین روپے تک اضافہ ہوا۔

ڈائریکٹرز کی رپورٹ

آپ کی کمپنی کے ڈائریکٹرز 30 جون 2026ء کو اختتام پذیر سال کے لئے آپ کی کمپنی کی 33 ویں سالانہ رپورٹ کے ہمراہ پڑتال شدہ مالیاتی اسٹیٹمنٹس ازراہ مسرت پیش کرتے ہیں۔

صنعتی جائزہ

مالیاتی سال 2026ء جیو پولیٹیکل اور عالمی چیلنجز اور کئی اقتصادی بے یقینی صورتحال کے باعث دنیا بھر خصوصاً پاکستان کے لئے مشکل ترین سال رہا۔ کئی اقتصادی انتظام، مستحکم شرح مبادلہ، مالیاتی نظم و ضبط اور مستقل شرح مبادلہ کے باعث رواں برس ملک کی معاشی سرگرمیاں بہتر ہوئیں جس کے نتیجے میں مصنوعات کی طلب میں اضافہ ہوا۔ مزید برآں، بیرونی رقوم کی بہتر آمد نے کئی اقتصادی استحکام میں حصہ ڈالا اور مالیاتی استحکام کی کاوشوں اور بہتر بنیادی سرپلس نے مالیاتی خسارہ کو کم کرنے میں مدد کی اور مذکورہ مدت میں غیر ملکی زر مبادلہ کے ذخائر میں اضافہ ہوا۔ رواں مالیاتی سال کے مابعد دورانیہ میں ایران - امریکہ جنگ نے توانائی کی عالمی منڈیوں میں غیر معمولی بلند قیمتوں اور محدود سپلائی کے باعث عدم استحکام میں اضافہ کیا جس کے نتیجے میں پیداواری لاگت بلند ترین سطح پر پہنچ گئی اور منافع میں بگاڑ پیدا ہوا۔ ایندھن اور توانائی کی بڑھتی ہوئی قیمتوں، غیر ملکی قرضوں میں اضافہ اور غیر ملکی زر مبادلہ کے ذخائر میں عدم استحکام نے معیشت کو شدید متاثر کئے رکھا۔ مزید برآں، پائیدار بحالی اسٹریٹجک ساختی اصلاحات کے اطلاق اور عالمی سطح پر جیو پولیٹیکل صورتحال میں مجموعی بہتری پر منحصر ہے۔ سیاسی بے چینی، بڑھتی ہوئی مہنگائی، جیو پولیٹیکل صورت حال اور روس اور یوکرین کے مابین طویل اختلافات اور مشرق وسطیٰ کی جنگ، اہم سمندری راستوں کی بندش، صارفین کی طلب پر دباؤ، ماحولیاتی تبدیلیوں کی رفتار، مالیاتی اصلاحات میں تعطل اور کئی اقتصادی بے چینی نے ملک بھر میں مجموعی کاروباری ماحول کو متاثر کیا۔

رواں برس کے دوران کمپنی کی مجموعی سیلز میں اضافہ مگر مجموعی، آپرینٹنگ اور خالص منافع کے مارجنز میں کمی واقع ہوئی۔

بنیادی سرگرمیاں

کمپنی کی بنیادی کاروباری سرگرمیوں میں عام پورٹ لینڈ سیمنٹ کی تیاری اور فروخت شامل ہے۔

کاروباری کارکردگی

ڈیٹا گزشتہ برس کی اسی مدت کی نسبت پیداوار اور ڈسپینج کے لحاظ سے مالیاتی سال 2026ء میں تبدیلی کو ظاہر کرتا ہے۔

رواں برس کے لئے آپ کی کمپنی کی پیداوار اور فروخت کا حجم بشمول متقابل اعداد حسب ذیل ہیں:

تفصیلات	2026ء	2025ء
سیمنٹ کی پیداوار	972,377	732,421
سیمنٹ کے ڈسپینج	971,576	741,458

(میٹرک ٹن میں)

فلاننگ سینٹ کمپنی لمیٹڈ

پراکسی فارم

بطور رکن فلاننگ سینٹ کمپنی لمیٹڈ میں / ہم
عدم حاضری کی صورت میں کمپنی کے رکن کو یہاں
باضابطہ طور پر مؤرخہ 28 اکتوبر 2026ء بوقت 09:30 بجے صبح بروز بدھ لیڈز بینکویٹ ہال، 343-D-1، عیساکپ،
سوسائٹی، لاہور میں منعقدہ سالانہ اجلاس عام یا اس کی دیگر نشست میں شرکت اور ووٹ کرنے کے لئے اپنا / ہمارا پراکسی مقرر
کرتا ہوں / کرتے ہیں۔

مؤرخہ کو مندرجہ ذیل گواہان کی موجودگی میں مذکورہ رکن
50/- روپے کی ریونیو شامپ
چسپاں کریں۔

.....	دستخط گواہ:		دستخط گواہ:
.....	نام:		نام:
.....	شناختی کارڈ نمبر:		شناختی کارڈ نمبر:

اہم ترین:
پراکسی کا یہ دستاویز مجاز تصور نہیں کیا جائے گا تاوقتیکہ کمپنی کے رجسٹرڈ آفس واقع 169-A علاء الدین روڈ، لاہور کینٹ کو اجلاس کے انعقاد سے
48 گھنٹے قبل یہ جمع اور وصول نہ کرایا جائے۔

Proxy Form

IMPORTANT

Instruments of Proxy will not be considered as valid unless deposited or received at the Company's Registered Office at 169-A, Allauddin Road, Lahore Cantt not later than 48 hours before the time of holding the meeting.

Registered Folio /
Participant ID No. &
A/c No.
No. of Shares Held.

I / We _____ of
_____ being a member of Flying
Cement Company Limited and holder of _____ Shares do hereby authorize _____ of
_____ another member of the company as my/our proxy to attend and vote for me /us
and on my /our behalf at the 33rd Annual General Meeting of the Company to be held on Wednesday 28th
October 2026 at 09:30 hours or adjournment thereof.

Signature

Please affix
Rupees Fifty
Revenue Stamp

Witnesses:

1 Signature: _____

1 Signature: _____

Name: _____

Name: _____

Address: _____

Address: _____

CNIC or Passport _____

CNIC or Passport _____

Dated _____ 2026.



AFFIX
CORRECT
POSTAGE

The Company Secretary,

Flying Cement Company Limited
169-A, Allauddin Road,
Lahore Cantt. Pakistan



Flying Cement Company Limited



LANDLINE

+92-42-36674301-5 Lines



FAX

+92-42-36660693



ADDRESS

63-A Sher Khan Road,
Lahore Cantt



MAIL

info@flyingcement.com



WEBSITE

www.flyingcement.com

