

Growing With Humility





GROWING WITH HUMILITY

At Maple Leaf Cement, progress is measured not only by how high we rise, but by how firmly we remain rooted. “Growing with Humility” reflects a journey shaped by resilience, growth and stability. It represents our belief that lasting progress comes from strong foundations, continuous learning and responsible action.

The cover expresses these values through a young plant emerging from a rugged cement form. The plant symbolises growth, reaching towards new possibilities. The weathered structure represents resilience, the strength to withstand pressure and transform challenges into opportunities. Its solid base conveys stability, providing the foundation needed for continued progress.

This Annual Report reflects our focus on strengthening capabilities, improving performance and creating sustainable value. Resilience enables us to adapt, growth inspires us to improve, and stability keeps our decisions disciplined and focused on the long term. Humility brings these qualities together, reminding us that progress is a shared journey built through learning, collaboration and respect.

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ABOUT THE REPORT

Maple Leaf Cement Factory Limited (MLCFL) corporate Annual Report 2026 covers the period from 1st July 2025 to 30th June 2026. All the activities and performance related data is related to MLCFL and Pioneer Cement Limited (PIOC) and its wholly owned subsidiaries Maple Leaf Power Limited (MLPL) and NovaCare Hospitals (Pvt) Limited (NHPL) do not include any information or data related to its holding and/or associated companies unless where required by legal and corporate regulations.

The Annual Report has been structured to provide readers with a clear and comprehensive understanding of the Company's activities and performance. It begins with an introduction and overview of our core business operations, followed by a summary of our risk management framework and governance structure. The report then highlights the Board of Directors' Report to the shareholders and the Chairman's review, setting out our performance and strategic direction.

Our performance and outlook are presented across three dimensions: economic, social, and environmental capturing both financial and non-financial aspects of the business. The economic, social, and environmental information included in this report primarily relates to the activities and operations of Maple Leaf Cement Factory Limited.

In addition to operational performance, the Report emphasizes our commitment to sustainability. We outline how our business processes are being aligned with the United Nations Sustainable Development Goals (SDGs) and share our current contributions to each of these goals. Our corporate social responsibility initiatives, along with their impact, are also discussed in detail.



The Report concludes with the audited financial statements of the Company and the independent auditor's report, prepared in accordance with applicable accounting and reporting standards in Pakistan.

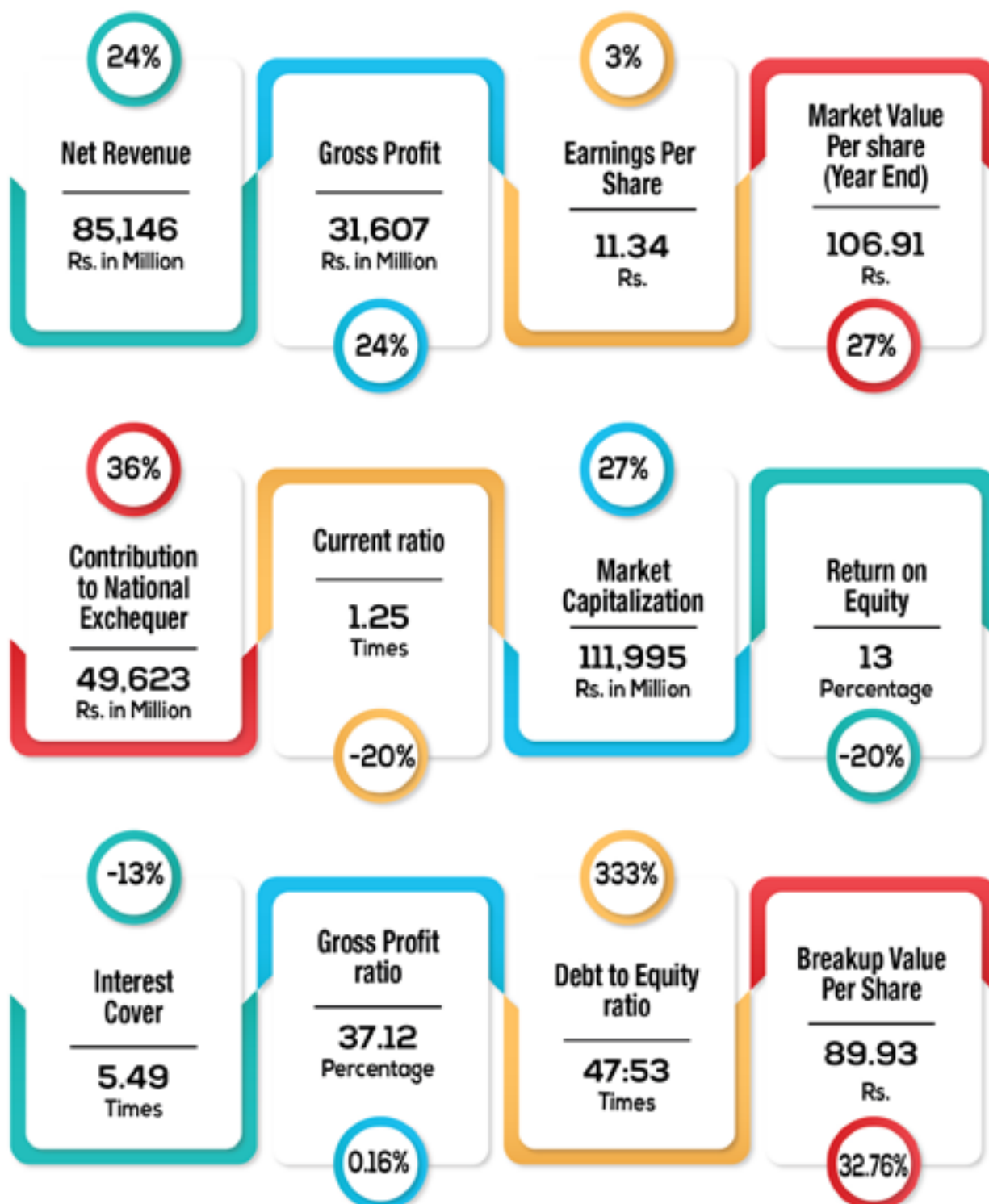
The Annual Report has been prepared in compliance with provisions and directives of Companies Act, 2017 and Code of Corporate Governance Regulations, 2019. Auditor's report of compliance with Code of Corporate Governance also forms part of this report. There has been no change in the reporting period, boundary and scope of the report.

This Annual Report is available in both print and online form at www.kmlg.com

Your feedback is of great value to the Company. Any queries, grievances or general information can be promptly addressed by our 24/7 call centre number: 0800-41111

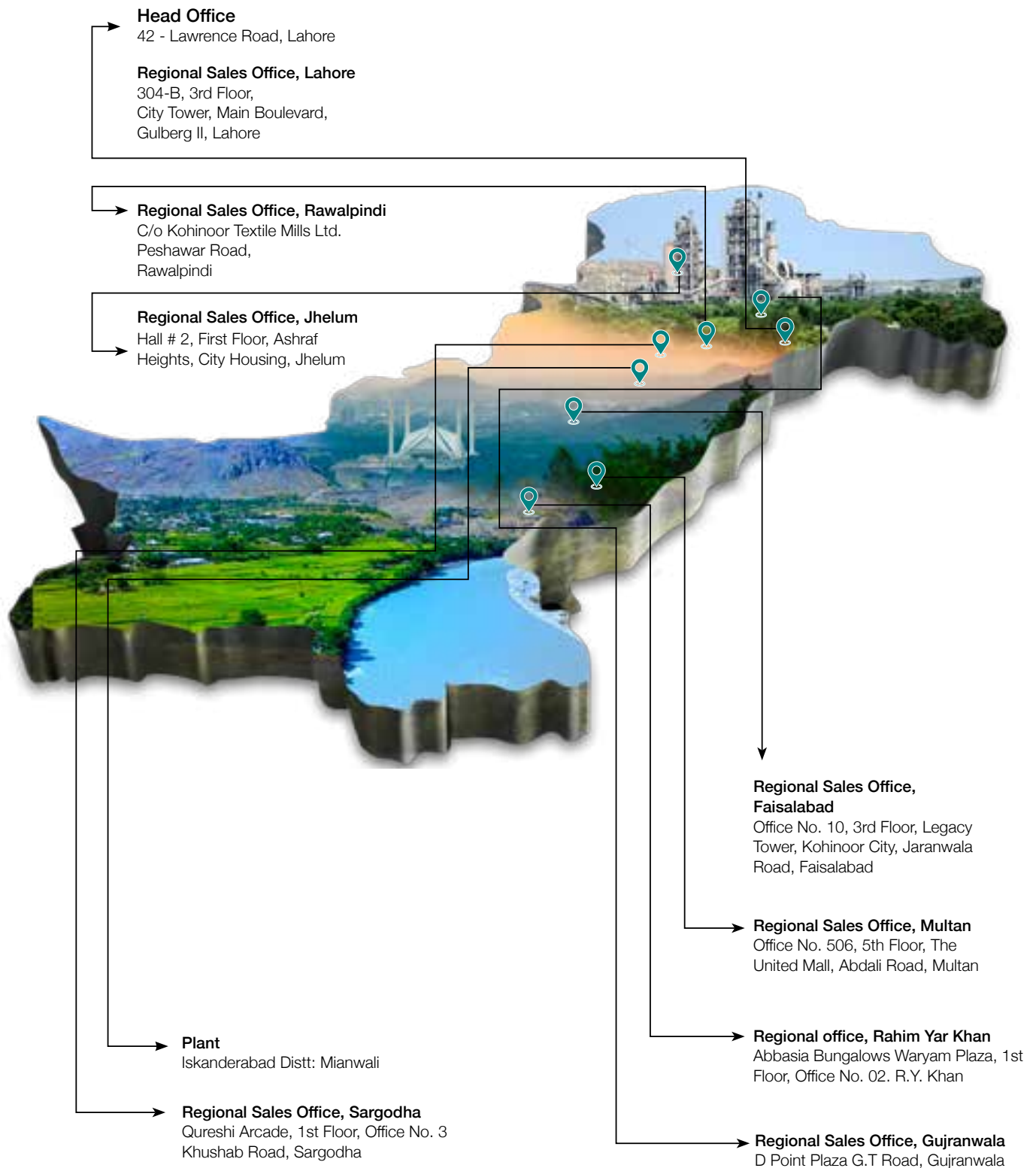


2026 YEAR AT A GLANCE (CONSOLIDATED)



★ Debt represents long-term loan including its current maturity

GEOGRAPHICAL PRESENCE





PRINCIPAL BUSINESS ACTIVITIES

Maple Leaf Cement Factory Limited (MLCFL), a key entity within the Kohinoor Maple Leaf Group, is a prominent manufacturer of cement in Pakistan. The company operates the largest single site cement production facility in the country and is recognized as a pioneer in the Pakistan cement industry. Established in 1956 through a collaboration between the West Pakistan Industrial Development Corporation and the Government of Canada, MLCFL has a long standing legacy of industrial excellence.

MLCFL currently operates four production lines for grey cement and a dedicated line for white cement, a market in which it commands a dominant share of 80%. All production assets are wholly owned by the company, ensuring complete control over operations. The total installed clinker production capacity is 7.8 million tons per annum. The company's products are distributed and sold throughout Pakistan, with a strong market presence in the northern and central regions. MLCFL also extends its market reach beyond Pakistan through the export of its cement products to countries across South Asia, the Middle East, Africa, and North America.

For strategic diversification, MLCFL has a wholly owned subsidiary, Maple Leaf Power Limited (MLPL), which is dedicated to the generation of electricity. In line with a broader strategy of diversification, the company has also made significant investments in the healthcare and agriculture sectors. MLCFL has invested in Novacare Hospitals (Pvt.) Limited focused on developing a network of world class healthcare facilities for society, and retains an associate investment in Agritech Limited, extending its reach into the agricultural industry. Furthermore, the acquisition of a controlling stake in Pioneer Cement Limited is strengthening its leadership in the cement sector and unlocking new avenues for long-term value creation.



LEADING EDGE INNOVATIVE INITIATIVES

Today with a current clinker production capacity of 26,000 tons per day, we stand as the largest single cement manufacturing unit at single site in Pakistan. Our production plants are powered by cutting edge technology that helps us dominate local & International markets.

Maple Leaf Cement has at present two separate plants for Grey and White Cement; each with dedicated production lines within the same facility that ensure a continuous supply of cement 24/7-300 days a year.

We have kept ourselves abreast of global improvements in the cement manufacturing technologies and processes. Staying true to our mantra of technological excellence, another state-of-the-art fuel-efficient dry process plant based on the FLSmidth technology has been added to the existing production facilities in 2023. The Company enhanced the total clinker production capacity to approximately 7.80 million tons annually.

FLSmidth is a global engineering company based in Copenhagen, Denmark which is a leading provider of one-source cement production plants worldwide and has a presence in more than 40 countries.

MLCFL has a team of 1,648 professionals and highly skilled workers that make us what we are today. The Company enriches and nurtures its employees by capitalizing on and promoting their independent individuality, personality and competence to reach greater heights of logic, reasoning, professionalism and emotional grooming. Active Management Trainee Officer, trainee and internship programs and employing fresh graduates are all insightful initiatives taken by the Company to fully grasp and appreciate their fresh ideas and perspective towards key business issues for an overall innovative outcome.



NATURALLY ENRICHED

Our factory is situated at Daud Khel, Punjab, near the Salt Range, it is surrounded by the finest quality of raw materials; limestone, clay and sand. These valuable resources are quarried from the mineral rich mountain ranges located at our manufacturing site. To ensure uninterrupted supply, the Company has strategically built separate production plants for Grey and White Cement in this area.

“WE BUILD
WITH
CONFIDENCE!”



OUR PRODUCTS AND MARKETS

OUR PRODUCTS

To cater to varying needs of the market, the Company produces the following types of cement: -

- I. Ordinary Portland Cement
- II. Low Alkali Cement
- III. White Cement
- IV. Wall Coat
- V. HD Putty
- VI. White Plaster

The varying products allow us to cater to different types of customers from household to contractors to Government infrastructure needs as the composition of cement required by each is different.

OUR MARKETS

Our key market consists of all the regions of Pakistan which contributed 99.05% of our total sales volume during current financial year. We operate in local

market through direct orders, distributors, dealers and retailers. Our products are considered to be a premium brand and first choice by our customers. Our Export team consists of seasoned and competent personnel who are persistently exploring new markets and avenues to bolster sales margins. Having a global footprint is imperative if a Company seeks to grow to its utmost potential. Despite facing massive competition in the international arena from technologically advanced nations, the Company persevered and contracted favourable export deals in various markets. During the year, export sales quantity constituted 0.95% of total sales. The Company sold its products to the following countries:

- Afghanistan
- Maldives
- Qatar
- Sri Lanka
- South Africa
- USA
- Tanzania



COMPANY INFORMATION

Board of Directors

Mr. Tariq Sayeed Saigol Chairman
Mr. Sayeed Tariq Saigol Chief Executive
Mr. Taufique Sayeed Saigol
Mr. Waleed Tariq Saigol
Mr. Danial Taufique Saigol
Ms. Jahanara Saigol
Mr. Zulfikar Monnoo
Mr. Tajammal Hussain Bokharee
Syed Mohsin Raza Naqvi

Executive Directors

Mr. Zeeshan Ahmad Finance
Mr. Yahya Hamid Marketing
Mr. Tariq Ahmed Mir..... Technical

Audit Committee

Mr. Zulfikar Monnoo Chairman
Mr. Tajammal Hussain Bokharee Member
Mr. Waleed Tariq Saigol.....Member
Mr. Danial Taufique Saigol Member

Human Resource & Remuneration Committee

Mr. Zulfikar Monnoo Chairman
Mr. Tajammal Hussain Bokharee Member
Mr. Danial Taufique Saigol Member

Chief Financial Officer

Syed Mohsin Raza Naqvi

Company Secretary

Mr. Muhammad Ashraf

Chief Internal Auditor

Ms. Sidra Naseer

Bankers of the Company

Allied Bank Limited
Askari Bank Limited
Bank Alfalah Limited
Bank Al-Habib Limited
BankIslami Pakistan Limited
Albaraka Bank (Pakistan) Limited
Dubai Islamic Bank Pakistan Limited
Faysal Bank Limited
Abhi Microfinance Bank Limited (Formerly: FINCA
Microfinance Bank Limited)
Habib Bank Limited
Habib Metropolitan Bank Limited
MCB Bank Limited
MCB Islamic Bank Limited
National Bank of Pakistan

Samba Bank Limited
Soneri Bank Limited
Standard Chartered Bank (Pakistan) Limited
Bank Makramah Limited (Formerly: Summit Bank
Limited)
The Bank of Punjab
United Bank Limited-Ameen
United Bank Limited

Auditors

A. F. Ferguson & Co.
Chartered Accountants,
308-Upper Mall, Shahrah-e-Quaid-e-Azam, Lahore.
Tel: +92 (42) 3519 9343-50
Fax: +92 (42) 3519 9351
www.pwc.com/pk

Legal Adviser

Mr. Abdul Rehman Qureshi - Advocate High Court

Registered Office

42-Lawrence Road, Lahore.
Phone: +92 42 36278904-5
Fax: +92 42 36368721
E-mail: Corporate.Office@kmlg.com

Factory

Iskanderabad, District: Mianwali
Phone: +92 459 392237-8

Call Center (24/7)

0800-41111

Share Registrar

Vision Consulting Limited
Head Office: 5-C, LDA Flats, 2nd Floor,
Lawrence Road, Lahore
Phone: +92 42 36283096-97
Fax: +92 42 36312550
E-mail: shares@vcl.com.pk

Company Website:

www.kmlg.com

Note:

MLCFL's Financial Statements are also available at
the above website.

Video presentation of CEO detailing financial performance of the Company is also available on the above website

VISION & MISSION STATEMENT



MISSION STATEMENT

Produce top-tier building solutions, minimizing environmental impact, emphasizing on supply chain and energy efficiencies while investing in the development of our human capital.



VISION STATEMENT

Pioneering a greener future through technology, value chain, and a people-centric approach.

“ STRONGEST CEMENT FOR SECURE BUILDING ”



CORE VALUES

Maple Leaf Cement Factory Limited is committed to be an ethical and a responsible member of the business communities in which it operates. The Company always endeavours to ensure that highest standards of honesty, integrity and ethics are maintained.



01

CROSS FUNCTIONALITY

Cross functional teams often function as self-directed teams in order to achieve common goals.

02

COLLECTIVE WISDOM

For sharing knowledge, innovative ideas, experience & individual expertise with others to attain common objectives.

03

CREATIVE THOUGHT PROCESS

Out of the box ideas.

04

EMPATHY

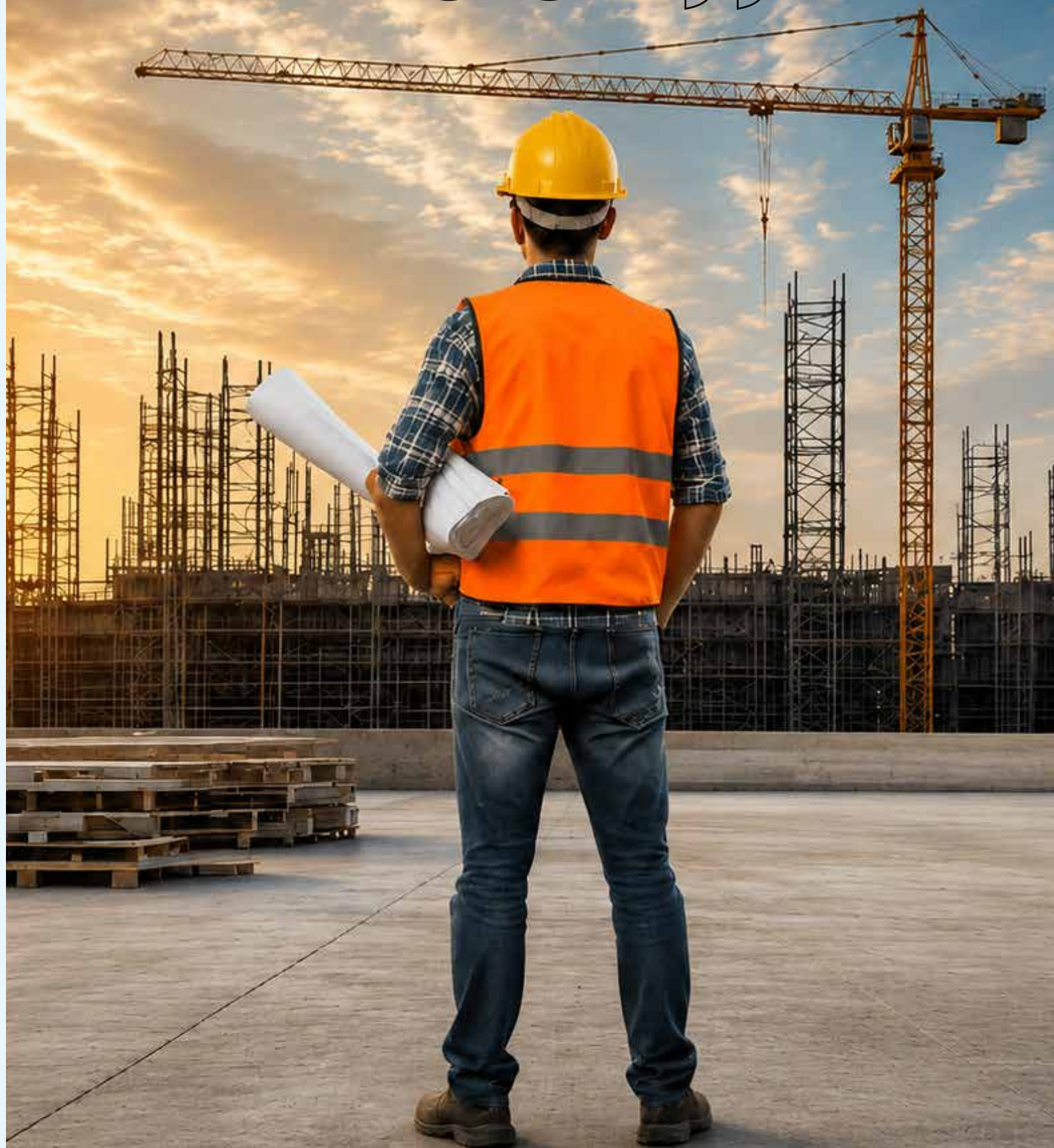
Ability to understand & share feelings of others. Put oneself in someone else's shoes.

05

INTEGRITY

Adherence to moral & ethical principles; soundness of moral character & honesty.

“STRENGTH THAT
BUILDS THE
FUTURE”





CORPORATE STRATEGY

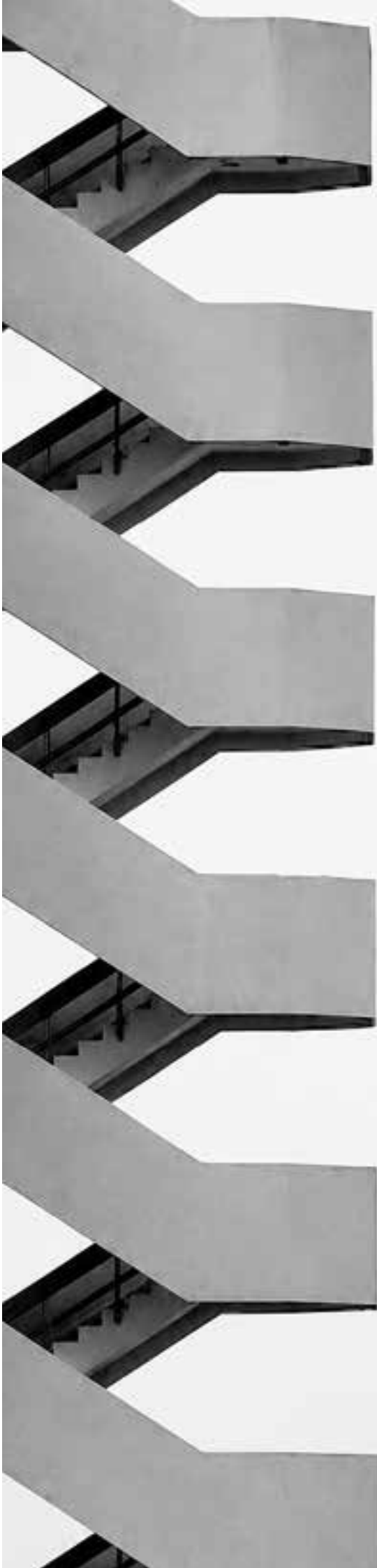
We, at Maple Leaf Cement Factory Limited, manufacture and market different types of consistently high quality cement, according to the demanding requirements of the construction industry. Our strategy is to be competitive in the market through quality and efficient operations. As a responsible member of the community, we are committed to serve the interests of our stakeholders and contribute towards the prosperity of the Country.



CULTURE

The Company is committed to build a strong organizational culture that is shaped by empowered employees who through collective wisdom will create a cross-functional work environment in line with Company's vision and values. Maple Leaf Cement Factory Limited is committed to be an ethical and a responsible member of the business communities in which it operates. The Company always endeavours to ensure that highest standards of honesty, integrity and ethics are maintained.





CODE OF BUSINESS CONDUCT AND ETHICAL PRINCIPLES

The following principles constitute the code of conduct which all Directors and employees of Maple Leaf Cement Factory Limited are required to apply in their daily work and observe in the conduct of Company's business.

While the Company will ensure that all employees are fully aware of these principles, it is the responsibility of each employee to implement the Company's policies. Contravention is viewed as misconduct.

The code emphasizes the need for a high standard of honesty and integrity which are vital for the success of any business.

ETHICAL PRINCIPLES

1. Directors and employees are expected not to engage in any activity which can cause conflict between their personal interest and the interest of the Company such as interest in an organization supplying goods/ services to the company or purchasing its products. In case a relationship with such an organization exists, the same must be disclosed to the Management.
2. Dealings with third parties which include Government officials, suppliers, buyers, agents and consultants must always ensure that the integrity and reputation of the Company is not in any way compromised.
3. Directors and employees are not allowed to accept any favours or kickbacks from any organization dealing with the Company.
4. Directors and employees are not permitted to divulge any confidential information relating to the Company to any unauthorized person. Nor should they, while communicating publicly on matters that involve Company business, presume to speak for the Company unless they are certain that the views they express are those of the Company and it is the Company's desire that such views be publicly disseminated.
5. All employees share a responsibility for the Company's good public relations particularly at the community level. Their readiness to help with religious, charitable, educational and civic activities is accordingly encouraged provided it does not create an obligation that interferes with their commitment to the Company's best interests.
6. The Company has strong commitment to the health and safety of its employees and preservation of environment and the Company will persevere towards achieving continuous improvement of its Health, Safety and Environment (HSE) by reducing potential hazards, preventing pollution and improving awareness. Employees are required to operate the Company's facilities and processes keeping this commitment in view.
7. Commitment and team work are key elements to ensure that the Company's work is carried out effectively and efficiently. Also all employees will be equally respected and actions such as sexual harassment and disparaging remarks based on gender, religion, race or ethnicity will be avoided.

HISTORY OF MAPLE

1956

The Company was established by the West Pakistan Industrial Development Corporation (WPIDC) and incorporated as "Maple Leaf Cement Factory Limited". The capacity of the plant was 300,000 tons clinker per annum.

1967

A company with the name of "White Cement Industries Limited" (WCIL) was established with the clinker capacity of 15,000 tons per annum.

1974

Under the WPIDC Transfer of Projects and the Companies Act, 1913, the management of two companies namely, MLCFL and WCIL, were transferred to the newly established State Cement Corporation of Pakistan (SCCP).

1994

The Company was listed on all Stock Exchanges in Pakistan.

1998

A separate production line for grey portland cement of 990,000 tons per annum clinker capacity based on most modern dry process technology was installed.

2000

Maple Leaf Electric Company Limited, a power generation unit, was merged into the Company.

2007

The Company undertook another expansion project of 6,700 tpd grey clinker capacity which commenced its commercial production on November 01, 2007.

2008

Two existing lines of white cement 50 tpd each clinker capacity converted into oil well cement plant which started its commercial production.

2011

The Company successfully started Waste Heat Recovery Boiler Plant.

2015

The Company recorded the highest ever turnover of PKR 20,720 million as well as profit after tax of PKR 3,454 million. The Company reduced its debt burden by 46% as compared with last year.

2016

The Company yet again recorded the highest ever turnover quantitatively (3.34 million tons) and value wise (PKR 23.432 billion), as well as highest profit after tax of Rs. 4.85 billion. The Company paid off its Rs. 8 billion debt in third quarter of the financial year much earlier than the deadline of December 2016. The Company also established a wholly owned subsidiary, Maple Leaf Power Limited, for the establishment and commissioning of a 40 MW coal fired power plant.

2017

Record cement sales amounting to Rs.23.9 billion were made during the year with total dispatches crossing 3.36 million tons. The Company announced another expansion project of 7,300 tpd grey clinker.

2021

Commenced construction on new cement line 4 and capacity enhancement of WHRP

2022

The Company has achieved highest ever net sales revenue of Rs. 48 billion and highest ever operating profit of Rs. 9 billion. WHRP on line III and Solar projects 12.5 MW completed during the year.

2023

The Company has achieved highest sales of Rs. 62 billion and highest ever operating profit of Rs. 12 billion. Further, the company has installed new Line-4 having capacity of 7,000 metric tons per day.

1983

SCCP expanded WCIL's white cement plant by adding another unit of the same capacity parallel to the existing one; it increased total capacity to 30,000 tons clinker per annum.

1986

SCCP set up another production unit of grey cement under the name of Pak Cement Company Limited (PCCL) with a capacity of 180,000 tons per annum.

1992

The Company, WCIL and PCCL were privatized and transferred to the KMLG. All three companies were merged into Maple Leaf Cement Factory Limited on July 01, 1992.

2004

The coal conversion project at new dry process plant was completed.

2005

Dry process plant capacity was increased from 3,300 tons per day (tpd) to 4,000 tpd through debottlenecking and up-gradation of equipment and necessary adjustments in operational parameters.

2006

A project to convert the existing wet process line to a fuel-efficient dry process white cement line commenced its commercial production. Profit after tax was reported PKR 1,059 million.

2012

The Company started earning profit and recorded PKR 496 million profit after tax.

2013

The Company earned the highest ever record profit after tax of PKR 3,225 million.

2014

The Company and Pakistan Railway signed an agreement to transport coal and cement from Karachi to Daudkhel and vice – versa.

2018

The Company crossed Rs. 25 billion Net Sales Revenue benchmark stemming from a record 18.96% growth in local dispatches. 40 MW coal-feed power project, installed and operated by wholly-owned subsidiary Maple Leaf Power Limited, also started commercial production. Moreover, 12.5% Right Issue amounting Rs. 4.3 billion to partially finance new line of grey cement was successfully subscribed.

2019

The Company has reached a new milestone of Rs.26 billion Sales Revenue. Also, a new production line having capacity of 7,300 tpd of grey clinker production, a brown field expansion at the Company's existing site at Iskandarabad has started its commercial operations. As a result of this expansion, total grey clinker capacity has increased to 18,000 tpd.

2020

The Company has achieved another milestone with the highest ever sales revenue of Rs.29 billion and the highest ever sales quantity of 5.2 million tons of cement. The Company raised Rs. 6.06 billion by Right Issue to make early repayments of its loan obligations.

2024

The Company has achieved highest ever profit after tax of Rs. 6.9 billion. The Company has capitalized Wall Putty Plant during the year. The Company has also installed 7.5 MW solar plant. The Company has completed buy back of 25M shares during the year.

2025

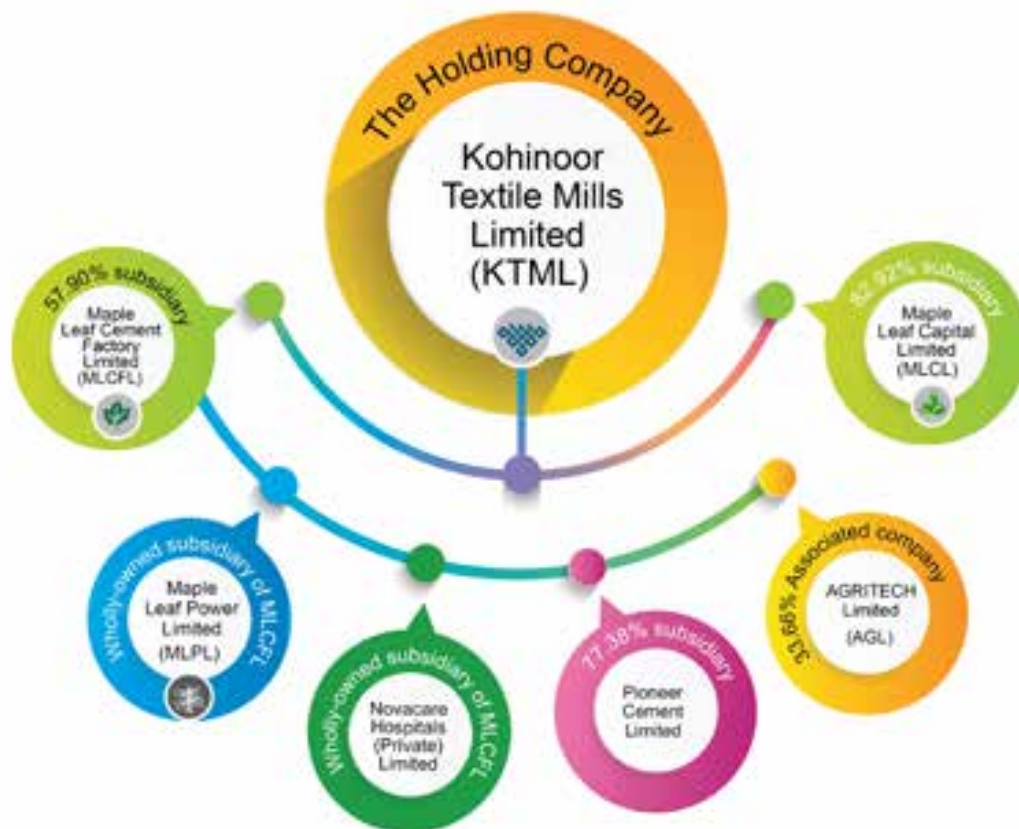
The Company has achieved highest ever revenue of Rs. 68 billion and highest ever consolidated profit after tax of Rs. 11.5 billion. The Company has acquired significant shareholding of 33.66% in Agritech Limited during the year.

2026

The Company has achieved highest ever revenue of Rs. 85 billion and highest ever consolidated profit after tax of Rs. 12.5 billion. In 2026, the Company significantly bolstered its footprint in the cement sector by acquiring a controlling stake of 77.38% in Pioneer Cement Limited, this majority stake solidifies Maple Leaf's standing in the cement industry.

COMPANY PROFILE AND GROUP STRUCTURE

Maple Leaf Cement Factory Limited is a part of Kohinoor Maple Leaf Group (KMLG). KMLG comprises of three listed public limited companies i.e., Kohinoor Textile Mills Limited (KTML) , Maple Leaf Cement Factory Limited (MLCFL) and Pioneer Cement Limited (PCL) ; two unlisted public limited companies i.e., Maple Leaf Capital Limited (MLCL) and Maple Leaf Power Limited (MLPL); one private limited company i.e.NovaCare Hospitals (Private) Limited (NHPL) and an associated company Agritech Limited. The Group maintains a broad business portfolio spanning the cement, textile, power, investment, healthcare, and fertilizer sectors, reflecting its commitment to diversification and sustainable growth. All Group entities conduct their operations within Pakistan.



Maple Leaf Cement Factory Limited (MLCFL) (the 'Holding Company') is a public company, limited by shares, incorporated in Pakistan on April 13, 1960 under the repealed Companies Act, 1913 (now, the Companies Act, 2017, hereinafter may be referred to as the 'Act'). Its ordinary shares are listed on the Pakistan Stock Exchange Limited. Its registered office is situated at 42 - Lawrence Road, Lahore, Pakistan. It has one cement plant which is located at Iskanderabad, District Mianwali, in the province of Punjab. It is principally engaged in the production and sale of cement and wall putty. It is a subsidiary of Kohinoor Textile Mills Limited ("the Ultimate Holding Company").

Kohinoor Textile Mills Limited (KTML) is a public limited company incorporated in Pakistan under the Companies Act, 1913 (now the Companies Act, 2017) and listed on Pakistan Stock Exchange Limited. The registered office of the Company is situated at 42-Lawrence Road, Lahore. The principal activity of

KTML is manufacturing of yarn and cloth, processing and stitching the cloth and trade of textile products.

Maple Leaf Power Limited ('MLPL') was incorporated in Pakistan on October 15, 2015, as a public company, limited by shares, under the repealed Companies Ordinance, 1984 (now, the Act). The registered office of MLPL is located at 42-Lawrence Road, Lahore.

The principal objective of MLPL is to develop, design, operate and maintain electric power generation plant and in connection therewith to engage in the business of generation, sale and supply of electricity to the Holding Company. MLPL operates a 40 megawatt Coal Fired Power Generation Plant and a 7.9 megawatt Solar Power Plant at Iskanderabad, District Mianwali, Punjab, Pakistan for generation of electricity.

MLPL is registered as a Captive Power Producer ('CPP') and has obtained electricity generation

licenses from the National Electric Power Regulatory Authority ('NEPRA'). A generation license for a 40 megawatt Coal Fired Power Plant ('CFPP') was granted on December 20, 2016, and another for a 25 megawatt Solar Power Plant was granted on May 31, 2024. MLPL entered into 20 year agreements with the Holding Company for the sale of CFPP generated electricity, steam, and solar generated electricity on July 4, 2017, October 31, 2019, and January 1, 2024, respectively. The capacity and inflationary charges applicable on the supply of electricity were agreed upon on July 1, 2025, for an initial period of 5 years.

Maple Leaf Capital Limited (MLCL) was incorporated in Pakistan on 25 April 2014 under the Companies Ordinance 1984 (now the Companies Act, 2017) as a public company limited by shares. The principal object of MLCL is to buy, sell, hold or otherwise acquire or invest its capital in any sort of financial instruments. MLCL is a subsidiary of KTML.

Novacare Hospitals (Private) Limited ("Novacare") was incorporated in Pakistan on March 21, 2023, by Andalus Holdings (ADGM) Limited ("Andalus"), represented by directors Mr. Faraz Minai and Mr. Ghalib Hafiz, currently the director of NHPL, each holding one shares. Andalus is incorporated in Abu Dhabi, United Arab Emirates and currently, is in the process of incorporating a company in Pakistan. These shares will be transferred to that company, once incorporated, in due course. On May 10, 2023, Andalus entered into an agreement with the Holding Company that along with its affiliates, Holding Company would invest in NHPL, maintaining at least a 66.66% shareholding. The agreement, granting the Holding Company ordinary shares, has a term of eight years with a one-year extension option.

The principal business of NHPL is to establish, manage and operate healthcare facilities, including hospitals, pharmacies, nursing homes, clinics, laboratories, dental clinics and healthcare centres. NHPL also aims to provide healthcare and surgical services, including the treatment of various diseases. NHPL is currently in the pre-commencement phase (constructing a hospital) and has not yet commenced commercial operations. The registered office of the Company is situated at Plot No. 11-12, Central Commercial - C, DHA - 5, Islamabad Capital Territory (I.C.T), Pakistan.

Agritech Limited Maple Leaf Cement Limited holds 201,663,428 (2025: 201,663,428) ordinary shares with a par value of Rs 10 each, representing 33.66% (2025: 33.66%) of AGL's share capital. The market value of the Group's investment in the ordinary shares of AGL as at June 30, 2026, was Rs 10,375.583 million. AGL became associate of the Group on January 10, 2025.

Pioneer Cement since its incorporation in 1986, Pioneer Cement Limited has established itself as a recognized participant in Pakistan's cement industry through its focus on quality manufacturing and reliable supply of cement products. Building on this strong foundation, Maple Leaf Cement Factory Limited acquired 175.76 million ordinary shares of Pioneer Cement Limited, representing a 77.38% equity stake, as a result of which Pioneer Cement Limited became its subsidiary on February 20, 2026. Following the acquisition, the Group's total holding increased to 88.28%, reinforcing its position in the cement sector and supporting its strategy of sustainable growth, enhanced market presence, and long-term value creation.



VALUE CHAIN ANALYSIS

Maple Leaf Cement Factory Limited's value chain integrates strategic sourcing, efficient manufacturing, reliable distribution, and customer engagement into a coordinated system that supports consistent quality, operational resilience, and long-term value creation.

1. PROCUREMENT & INBOUND LOGISTICS

- Procurement of key raw materials including limestone, gypsum, clay, iron ore, and fuels.
- Long-term access to leased mines located near manufacturing facilities ensures stable input supply and reduced transportation requirements.
- Relationships with suppliers, contractors, and fuel providers are managed through structured procurement practices focused on reliability, quality, and continuity of supply.

Value Contribution:

Suppliers form an important part of the value chain, enabling uninterrupted operations by ensuring timely availability of quality inputs and supporting cost efficiency across production.

2. OPERATIONS & MANUFACTURING

- State-of-the-art production facilities support large-scale cement manufacturing.
- Reliability Centered Maintenance (RCM), along with predictive and preventive maintenance practices, enhances plant availability and equipment reliability.
- Continuous monitoring of mining, crushing, grinding, blending, and quality control processes ensures operational consistency.
- Skilled workforce and technical teams play a critical role in maintaining efficiency, safety, and production standards.

Value Contribution:

The dedication and technical expertise of the workforce ensure consistent product quality, operational efficiency, and reliable output for customers.



3. SUSTAINABILITY & ENERGY OPTIMIZATION

- Use of alternative fuels including biomass-based materials such as rice husk, sesame husk, canola husk, wheat husk, poultry waste, and others.
- Waste heat recovery systems and renewable energy initiatives improve energy efficiency.
- Environmental management systems support responsible and sustainable operations.

Value Contribution:

These initiatives reduce energy consumption, improve resource efficiency, and support environmentally responsible production practices.

4. LOGISTICS & DISTRIBUTION

- Integrated logistics network ensures timely delivery across domestic and export markets.
- Coordination with Pakistan Railways and transport partners enhances distribution efficiency.
- Dealer and distributor network ensures broad market access and availability of products.
- Export markets contribute to geographic diversification and business stability.

Value Contribution:

Efficient logistics and committed distribution partners ensure that products reach customers on time and in reliable condition, strengthening market trust.

5. CUSTOMER ENGAGEMENT & MARKET DEVELOPMENT

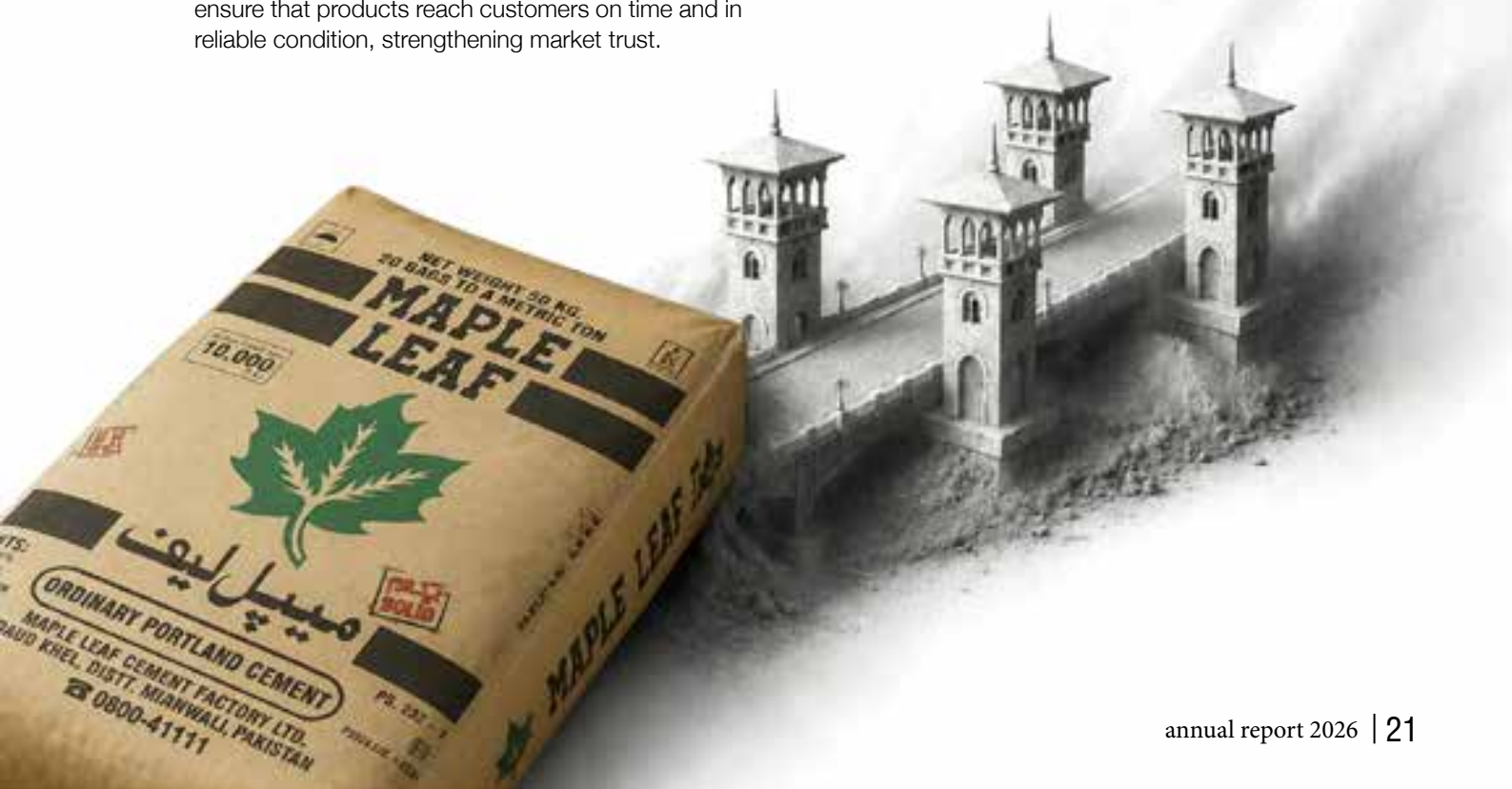
- 24/7 Customer Service Centre enhances responsiveness and support.
- Branding initiatives and dealer collaboration strengthen customer relationships.
- Master Mistri Program (in collaboration with TEVTA) supports skill development in the construction sector.
- ERP and Supply Chain Management systems improve coordination and transparency across stakeholders.

Value Contribution:

Strong engagement with customers, dealers, and industry stakeholders enhances trust, loyalty, and long-term business relationships.

OVERALL VALUE CREATION

The Company's value chain is strengthened by the contribution of its skilled workforce, reliable suppliers, and engaged stakeholders, all of whom play an integral role in ensuring consistent operations and value delivery. This integrated system enables Maple Leaf Cement Factory Limited to maintain quality, efficiency, and competitiveness in both domestic and international markets.



BUSINESS MODEL

Maple Leaf Cement Factory Limited (MLCFL) is a Public Listed Company engaged in the manufacture of cement products. The Company aims to maximize shareholder value by adopting a unique marketing mix strategy which offers superior quality products at competitive prices through our vast dealership network. Through smart and efficient Marketing, the Company solidifies its hold in a vastly competitive market to certify that Maple Leaf is a renowned symbol of trust and ethical integrity. Management stringently monitors its KPIs to measure and predict drivers of change to design innovative emergent strategies to better explore potential opportunities and mitigate business risks.



★ Based on Consolidated figures



KEY ELEMENTS OF THE BUSINESS MODEL

Capitals	Key Elements
Input	Raw material (Limestone, Gypsum, Clay)
Business Process	Manufacture of Cement Products
Output	Clinker and Cement Produced
Outcome	Economic and Social Benefits

Explanation of any material changes in the Company's business model during the year.

There has been no material change in the business model during the year.

SIGNIFICANT FACTORS AFFECTING EXTERNAL ENVIRONMENT AND MLCFL'S RESPONSE

External Component	Factors	Organizational Response
Political	• Low GDP growth and bleak economic situation. • Political conflicts, strikes, and other forms of unrest can disrupt the transportation of raw materials and finished cement, leading to increased costs and delays in production and delivery	• Management proactively plans for different demand scenarios with the help of budgeting, forecasts and projections. • Exploring new export markets to efficiently utilize production capacities in response to reduction in sales volumetric growth in local market. • Our factory at Daud Khel, Punjab, is located near the Salt Range with abundant limestone, clay, and sand. To ensure continuous supply, we operate separate Grey and White Cement plants at the site. • Regular market analysis by senior management and the Board. • Conducting corporate briefings and roadshows, both at national and international level, to mitigate the impact of government policies and actions on the market capitalization of the company. It further helped increase and sustain foreign shareholding in the total capital structure of the company.
Economical	• Price hikes in major input costs especially fuel, power and packing materials. • Devaluation of local currency. • Inflation. • Inconsistent economic policies	• Usage of coal fired power project has resulted in a handsome decline in the overall power cost pool, which led to a reduction in per ton power cost. • Use of alternative fuel instead of coal. • Installation of renewable energy i.e., solar power projects of 12.5 MW. • Installation and commercial production of waste heat recovery plant at line III.

External Component	Factors	Organizational Response
		The Company met price hikes in input costs by: a) Efficient procurement of coal and pet coke on account of better negotiation. b) Transportation cost, being a major component of overall overhead cost, is curtailed by transportation agreement with Pakistan Railways. c) Effective inventory management by meticulously reviewing inventory-holding periods. d) Cost reduction initiatives to control production and non -production related fixed costs.
Social	- Stakeholders' inclination towards CSR compliant organizations. - Better retention in organizations offering affordable health and educational facilities. - Attitude change towards welfare of public at large	- Ensuring compliance with all requirements of Corporate Social Responsibility (CSR). - The Company's focus to report performance based on Triple Bottom Line Reporting Framework. - The Company built a state-of-the-art hospital at its plant site in collaboration with Al-Shifa Islamabad to provide health facilities to employees and general public. Further, the Company contributed to educational facilities for public at large "Al Aleem Medical College in Ghulab Devi Educational Complex. - Company regularly contributes a handsome amount of donation towards hospitals, schools, mosques and sports centres.
Technological	- Technical obsolescence of production facilities. - Continuous development of information technology infrastructures and Management Information Systems (MIS) software. - Communication infrastructure.	- Company has the most novel European plant from FLSmidth to avoid any risk of technical obsolescence. - Company continuously invests in the robust hardware and software for system up-gradation and MIS. Recently company has managed ERP and EAM modules for meeting latest reporting needs. - Company has developed a highly interactive Supply Chain Management Software that has been designed to track shipments and create online orders. - The Company has ensured the provision of latest Microsoft Outlook software to meet communication needs of all company personnel internally and with all external stakeholder groups.

External Component	Factors	Organizational Response
Environmental	• Attitude towards and support for renewable energy. • Air pollution & deforestation • Lowering of underground water belt. • Growing attention towards “green” attitudes	• Company is successfully operating waste heat recovery project (WHRP) for electricity generation from emitted heat of the kilns. The Company has installed 12.5 MW solar power projects. • The company has increased usage of Alternate fuel to decrease its carbon footprint. • Planting trees to limit the emission of harmful gases in the atmosphere and to ensure maintenance and lifting up the underground water level by reducing the evaporation process. • The Company has been approved the standards of ISO 14001 and ISO 18001 for complying with an effective Environmental Management System (EMS) and Occupational Health and Safety Assessment Series (OHSAS) requirements.
Legal	• Enforcement of new Companies Act 2017. • Continuous amendment in the provisions of Income Tax Ordinance 2001 and Sales Tax Act 1990 resulting from finance bill on annual basis. • Amendments in the requirements of code of corporate governance, Pakistan Stock Exchange rules and the requirements of SECP Act. • Severe FBR actions to deter non-compliance and late payments. • Amendments in employment laws and industrial relations regulations.	• Company has engaged an efficient team of professionals to ensure compliance with all enacted and or substantially enacted statutes, acts and ordinances. It further equips the company with an up-to-date knowledge of all prevailing legal requirements. • Company ensures that all tax and duty payments, whether income tax or sales tax, are made timely by having an effective cash management system in place. • The Company has equipped itself with a competent legal team to make itself updated on employment and industrial laws. It further helps the management in complying with requisite updates on timely basis.
Geopolitical and Regional Security	• Ongoing geopolitical tensions and regional conflicts. • Volatility in global energy and commodity markets. • Potential disruptions in international trade and supply chains.	• The Company continuously monitors geopolitical developments and assesses their potential impact on operations and costs. • The Company maintains prudent procurement and inventory management practices to minimize supply chain disruptions. • The Company focuses on operational flexibility and market diversification to mitigate emerging risks.

External Component	Factors	Organizational Response
Energy and Fuel Cost Volatility	• Fluctuations in coal, petcock, electricity and other fuel prices. • Rising energy costs affecting manufacturing and transportation expenses. • Increasing pressure to improve energy efficiency and optimize resource utilization.	The Company continues to improve operational efficiency and energy management practices. • The Company is increasing the utilization of alternative fuels and renewable energy sources to reduce reliance on conventional fuels. Current alternative fuel initiatives include the use of agricultural biomass and waste-derived fuels such as canola husk, sesame husk, rice husk and wheat husk. • The Company is actively evaluating additional alternative fuel sources, including Solid Recovered Fuel (SRF), shredded carpet fuel and long-stem biomass, to further enhance fuel diversification and sustainability. • The Company adopts proactive procurement and cost optimization strategies to manage the impact of energy price fluctuations.

EFFECT OF SEASONALITY ON BUSINESS

Seasonality has no impact on cement production. Cement sales are higher in spring/summer months due to longer duration of the day, the sales fall during monsoon and winter due to less construction activities.

LEGITIMATE NEEDS, INTEREST OF KEY STAKEHOLDERS AND INDUSTRY TRENDS

Lawful need and interests of key stakeholders of the Company are positive growth in profits, net worth, higher & sustainable returns on their investments, compliances with laws and regulations, contributions and improvement towards local community, to add positive impact on all parts of supply chain and adding a positive impact in health, education and environment through CSR activities.

Cement industry is pursuing the following for gaining competitive advantage and sustainable growth of the business.

1. Capacity expansions to meet higher demands;
2. Focusing on environmental stewardship, innovation, and cost competitiveness to maintain a strong position in a dynamic market.
3. To avail renewable energy resources like WHRP and solar projects; and
4. To explore alternate fuels to be used in production process.
5. Strategic diversification through investments across multiple sectors, broadening revenue streams, reducing concentration risk, and supporting long-term shareholder value..



SWOT ANALYSIS

SWOT analysis is being used at Maple Leaf Cement as a strategy formulation tool, in order to match our strengths with perceived opportunities and minimize our weaknesses to avoid market and other threats.

Management at Maple Leaf considers the following factors of SWOT analysis relevant to us:



STRENGTHS

- Largest single cement producing site in Pakistan.
- State of the Art FLSmidth plants.
- High EBITDA Percentage.
- Excellent logistic management including Pakistan Railways arrangement.
- Fully diversified cement producer.
- Strong local and international branding.
- Offering over 330 days / year production.
- Well diversified fuel mix and efficient operation.
- Well-developed and refined human resource.
- Low energy cost per ton for clinker.
- Own self-power generation coal-based power plant.
- Use of alternative fuel which reduces the production cost.

OPPORTUNITIES

- Focus on cost optimization.
- Availability of housing loan from financial institutions.
- Rising population works as a catalyst for housing boom.
- Low per capita consumption.
- Research to develop new products.

WEAKNESSES

- Cyclical industry.
- High transportation cost.
- Highly regionalized and localized market.
- High electricity cost.
- High taxation.

THREATS

- Rising cost of logistics.
- Rising cost of power.
- Rising fuel rates in international markets.
- Currency devaluation risk.
- New entrant threats in the view of rapid capacity enhancements due to high potential market.
- High incidence of taxes.
- Low GDP growth rate
- Geopolitical tensions and trade route disruptions may adversely impact supply chains, freight costs, and fuel availability

CUSTOMER LANDSCAPE AND MARKET POSITIONING

The Company's competitive landscape and market positioning is described below:

Maple Leaf Cement Factory Limited serves a broad customer base through an extensive distribution network spanning Pakistan. The Company's well-established dealer and retail network ensures logistical efficiency, working capital optimization, and timely product availability to end consumers.

THREAT OF NEW ENTRANTS — LOW

The cement sector in Pakistan presents formidable barriers to entry. Capital intensity remains exceptionally high, with substantial investments required in plant infrastructure, mining rights, and technology. Additionally, access to limestone reserves, energy sources, and established distribution channels further restricts new players. With the industry already operating at excess capacity, the prospect of new entrants remains remote.

BARGAINING POWER OF SUPPLIERS — LOW TO MODERATE

MLCFL's operational stability is reinforced by a reliable supplier base supporting raw material, equipment, and financial requirements. The Company holds long-term lease agreements with Mines and Mineral Department, Government of Punjab, ensuring uninterrupted access to essential raw materials within approved cost parameters. Backed by A+ long-term and A-1 short-term credit ratings, the Company's strong credit profile enables it to obtain financing at favourable terms. Fuel and other inputs are procured through rigorous market assessment and skilled negotiation, safeguarding the Company's cost position. Adequate letter of credit facilities are maintained to facilitate smooth international procurement.

INTENSITY OF COMPETITIVE RIVALRY — HIGH

Pakistan's cement industry is fiercely competitive, dominated by well-entrenched local producers. Significant fixed investments in land, plant, and human capital drive aggressive competition, with players vying for market share to realize economies of scale and improve profitability. MLCFL maintained its strong foothold in the domestic cement market by leveraging superior product quality, a robust supply chain, and lasting brand credibility, thereby sustaining its competitive edge despite industry-wide rivalry.

THREAT OF SUBSTITUTE PRODUCTS — LOW

Cement remains the cornerstone of modern

infrastructure. From housing and roads to bridges, dams, and skyscrapers, no commercially viable substitute exists for cement in large-scale construction. Nonetheless, MLCFL remains forward-looking, investing in product innovation and offering specialized variants such as Gray Cement, White Cement, HD Putty, Wall Coat, White Plast to address diverse construction requirements and sustain its competitive advantage.

BARGAINING POWER OF CUSTOMERS — MODERATE

Cement in Pakistan is primarily distributed through a multi-tier network of dealers, distributors, and retailers rather than sold directly to end consumers. MLCFL continues to expand its dealer network, fostering enduring relationships grounded in mutual trust and consistent business practices. The Company operates a 24/7 customer support center to resolve queries, process orders, and address grievances promptly. Additionally, a dedicated marketing and branding team conducts regular dealer engagement events and on-site visits to reinforce loyalty to the Maple Leaf. Strong brand preference and an agile supply chain remain cornerstones of MLCFL's market success.

LEGISLATIVE AND REGULATORY ENVIRONMENT IN WHICH THE COMPANY OPERATES

Maple Leaf Cement Factory Limited is listed on the Pakistan Stock Exchange and operates in full compliance with the legal and regulatory framework applicable to listed companies in Pakistan.

The financial statements of the Company are prepared in accordance with the accounting and reporting standards applicable in Pakistan, comprising:

- International Financial Reporting Standards (IFRS) issued by the International Accounting Standards Board (IASB), as notified under the Companies Act, 2017; and
- Islamic Financial Accounting Standards (IFAS) issued by the Institute of Chartered Accountants of Pakistan, as notified under the Companies Act, 2017.
- The Company's operations are also governed by the following corporate, securities, and business laws:



- Corporate and Securities Laws
- Companies Act, 2017
- Securities Act, 2015
- Listed Companies (Code of Corporate Governance) Regulations, 2019
- Pakistan Stock Exchange Listing Requirements
- Business and Operational Laws
- Income Tax Ordinance, 2001
- Sales Tax Act, 1990
- Competition Act, 2010
- Applicable environmental, labour, health and safety, and mining and mineral laws and regulations
- The provisions of and directives issued under the Companies Act, 2017.

Where the requirements of the Companies Act, 2017 differ from IFRS, the provisions and directives of the Companies Act, 2017 prevail.

POLITICAL ENVIRONMENT AND IMPACT OF OTHER COUNTRIES ON THE COMPANY

The political and geopolitical environment continues to shape the Company's operational landscape. Regional developments, including persistent Pakistan-Afghanistan border tensions, have constrained exports from the northern region, while the Iran-US conflict near the Strait of Hormuz has introduced volatility in international energy prices, significantly

impacting fuel and input costs. These disruptions have adversely affected trade routes and transit earnings, while escalating energy costs have exerted additional pressure on production economics.

To mitigate these challenges, the Company is accelerating alternative fuel adoption, optimizing energy consumption, monitoring supply chain vulnerabilities, exploring alternate trade routes, and strengthening its domestic market footprint.

The Company is also engaged in certain regulatory matters pertaining to royalty obligations applicable to the industry, which are being addressed through appropriate legal and regulatory channels.

Notwithstanding these external headwinds, the Company remains resolute in maintaining operational efficiency and advancing its long-term growth agenda.

SIGNIFICANT CHANGES FROM PRIOR YEARS

During FY 2026, Pakistan's economy strengthened, with GDP growth accelerating to 3.70% from 3.18% in FY 2025. The government significantly ramped up infrastructure spending, with PSDP development expenditure increasing by 26.8% over the corresponding period last year, directly supporting construction activity. The construction sector recorded growth of 5.73%, while Large-Scale Manufacturing rebounded sharply with 6.11% growth. Meanwhile, monetary policy eased substantially, with the policy rate declining from its peak of 22% to 10.5% by December 2025, lowering borrowing costs and improving business liquidity.

CALENDAR OF CORPORATE EVENTS

JULY 2025- JUNE 2026



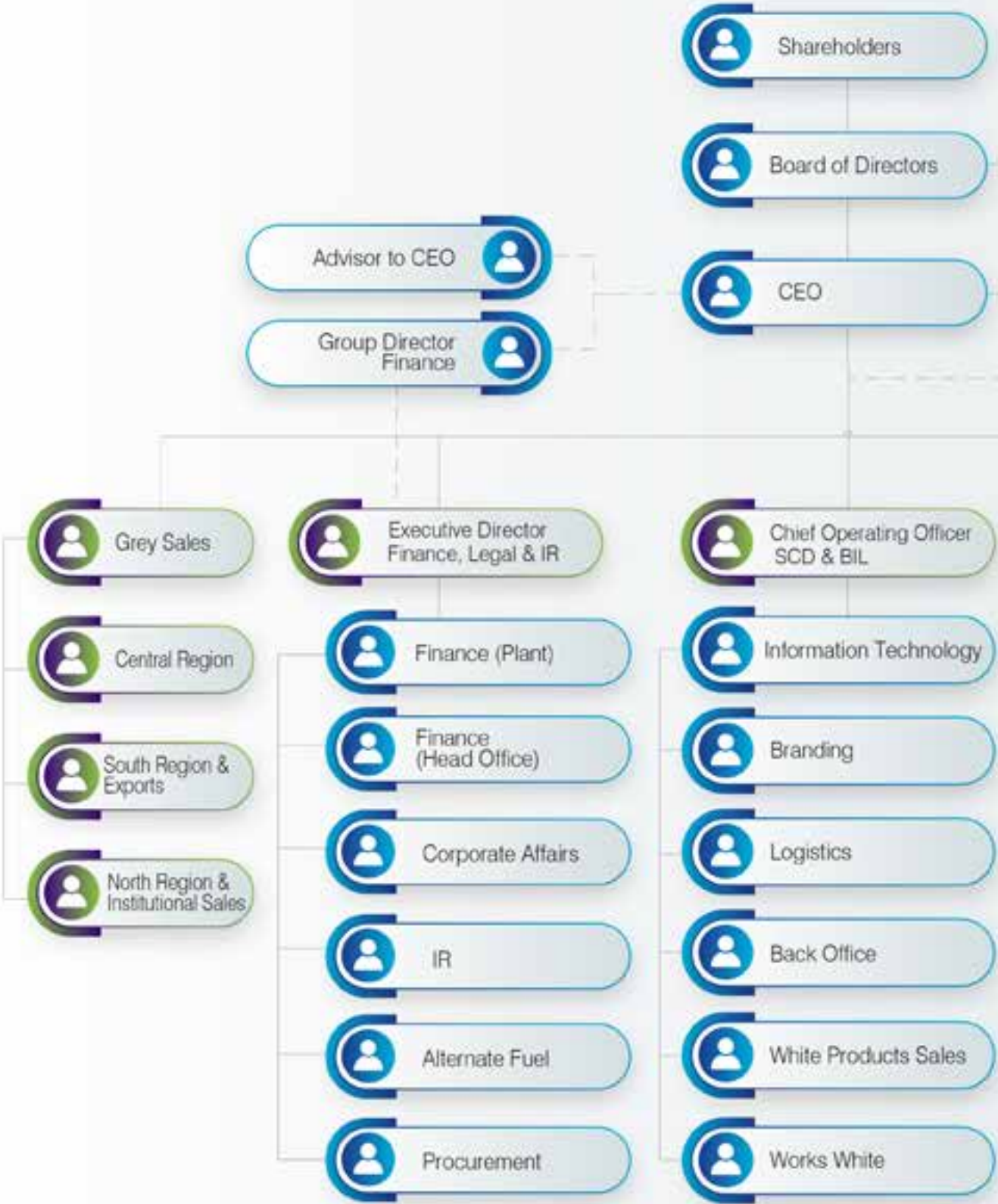
No significant events occurred after the reporting date which needs to be disclosed.

CALENDAR OF OTHER NOTABLE EVENTS

JULY 2025 - JUNE 2026



ORGANIZATION CHART



- Legends
- CEO : Chief Executive Officer

HSE : Health Safety & Environment

RCM : Reliability Centered Maintenance

— Administrative Reporting

- - - - Functional Reporting



STATEMENT OF OVERALL STRATEGIC OBJECTIVES 2026-2027

Following are the main principles that constitute the strategic objectives of MLCFL: -

SHORT TERM OBJECTIVES

- Optimize capacity utilization across all production facilities through enhanced maintenance practices and operational discipline.
- Maximize resource efficiency by streamlining processes and minimizing waste across all functions.

MEDIUM TERM OBJECTIVES

- Accelerate plant modernization and embed advanced technologies to drive production excellence and operational reliability.
- Strengthen governance frameworks and enhance management processes to achieve full compliance with the Code of Corporate Governance.
- Elevate brand presence and pioneer innovative marketing strategies to deepen customer engagement and loyalty.

LONG TERM OBJECTIVES

- Nurture high-performance workforce through targeted talent development, competitive compensation, and a steadfast commitment to employee safety and well-being
- Transition toward sustainable energy sources by investing in alternative fuel technologies and reducing reliance on conventional energy.
- Embed environmental stewardship by adopting technologies that ensure compliance with local and international quality and emission standards.
- Champion community development through meaningful social and economic initiatives that create lasting positive impact.
- Pursue strategic diversification through investments in sectors beyond cement manufacturing to strengthen long-term growth, enhance resilience, and create sustainable value for stakeholders.



MANAGEMENT'S OBJECTIVES AND STRATEGIES



Management's primary objective is to drive a fundamental cultural transformation, moving from a traditional, hierarchy-driven state enterprise to a customer-centric, empowered, and cross-functional organization. Our strategy is built on six strategic pillars: Operational Excellence, Customer Centricity, Digital Innovation, Talent Development, Sustainable Growth and Diversification

1. OPERATIONAL EXCELLENCE

- **Reliability-Centered Maintenance (RCM):** A state-of-the-art Reliability Centered Maintenance System has been developed, targeting an optimal run factor to reinforce our commitment to operational excellence and bottom-line improvement.
- **Quality Management System (QMS):** Implementation of QMS actively targets health, safety, environment, housekeeping, and operations, thereby lowering non-conformance costs and embedding quality into every process.
- **Cost Leadership:** Controlling production cost remains a top priority. Through efficient energy management and targeted cost reduction measures, we continue to strengthen our competitive position.

2. CUSTOMER CENTRICITY

- **Brand Development:** A dedicated brand development team works to build brand loyalty, expand customer base, and enhance retention through innovative marketing concepts and effective customer engagement strategies.
- **24/7 Customer Support:** A round-the-clock call center ensures real-time resolution of customer queries and grievances.
- **New Product Introduction:** We have introduced new products to meet evolving market demands and strengthen our product portfolio.

3. DIGITAL INNOVATION

- **Coin App:** Reflecting our commitment to innovation, the Company has introduced the Coin App, a digital engagement platform that deepens dealer relationships through a gamified loyalty program. By rewarding product purchases and wellness activities, the app strengthens brand loyalty, boosts sales, and promotes health awareness, creating a dynamic, value-driven partnership with our dealers.

- Digital Transformation: Beyond the Coin App, we are progressively digitizing our processes to enhance operational agility, improve decision-making, and deliver a seamless experience to our stakeholders.

4. TALENT DEVELOPMENT

- Human Capital Excellence: We have refined and implemented robust human resource policies and Standard Operating Procedures (SOPs) to build a disciplined, capable, and motivated workforce.
- Continuous Learning: Regular local and international training programs, including Six Sigma certifications, are conducted to sharpen skills and drive innovation.
- Cross-Functional Teams: Dedicated teams have been established to address critical operational areas Energy, Reliability Centered Maintenance, Improvement, and Culture Development.

5. SUSTAINABLE GROWTH & GOVERNANCE

- Sustainability Commitment: Through alternative fuel adoption, emission control initiatives, and community development programs, we are reducing our environmental footprint while creating lasting social impact.
- Governance & Compliance: The Company

maintains full compliance with the Code of Corporate Governance (CCG), as confirmed by the auditors' report—reflecting our commitment to transparency and accountability.

- Sustainable Growth: The Company continues to strengthen its market standing by bolstering capacity, pursuing strategic acquisitions, and broadening its operational reach, ultimately fortifying its production base and cement sector footprint to ensure sustained, long-term expansion.

6. DIVERSIFICATION

- Strategic Diversification: The Company is actively pursuing growth beyond cement by investing in adjacent sectors, including fertilizer and healthcare. These initiatives are aimed at building a resilient and balanced business portfolio, reducing dependency on a single industry, and creating sustainable long-term value for stakeholders.

FORWARD-LOOKING STATEMENT:

Looking ahead, MLCFL remains committed to innovation, strategic expansion, and stakeholder value creation. Our journey toward becoming a diversified conglomerate is underpinned by a cohesive strategy that aligns short-term execution with long-term resilience and sustainable growth.



ALLOCATION PLAN OF ENTITY'S SIGNIFICANT RESOURCES

The Company's resources mainly consist of human resource, financial resource, and technological resource.

HUMAN RESOURCES

The Company assorted and hired team of professionals with enormous expertise in latest technologies who proficiently design the ways for improving and upgrading our production process, networking and control systems. We have developed a dedicated team to analyse the human resource right from selection till retirement. We believe in adding value to our human resource by extensive trainings and development programs.

FINANCIAL CAPITAL MANAGEMENT

The Management of the Company has breadth of experience and knowledge of best practices in liquidity management pertaining to policies, processes, regulatory constraints, tax considerations and liquidity management system. The Company steadfastly navigates through challenging obstacles by putting in the utmost effort to manage its working capital requirements through fruitful fixed cost reducing techniques. Capital structure mainly consists of ordinary share capital and long term/ short term debts. Management believes that there is no inadequacy in capital structure in the status quo. MLCF maintained its credit rating with long term rating of A and short-term rating of A1, indicating high credit worthiness and the Company's ability to settle its financial obligations in a timely manner.

MANUFACTURED CAPITAL

The Company allocates significant resources towards its production infrastructure, which includes four grey cement lines and one white cement line with a total clinker production capacity of 7.8 million tons per annum. The Company has invested in state-of-the-art FLSmith technology for energy-efficient production. Additionally, resources are allocated to the 40 MW Coal Fired Power Plant, 12.5 MW Solar Power Plant, and Waste Heat Recovery Plants. Continuous upgradation and modernization of production facilities remain a key priority to ensure operational excellence.

INTELLECTUAL CAPITAL

The Company allocates resources towards intellectual capital through investment in Oracle Fusion Cloud ERP for integrated business processes. Research on alternative fuels to reduce energy costs is a key focus area. Innovation initiatives are driven through cross-functional teams (Team Energy, Team Improvement, Team RCM). The Company is also investing in AI integration and process optimization through Quality Management Systems.

SOCIAL AND RELATIONSHIP CAPITAL

The Company allocates resources towards building and maintaining social and relationship capital through its distributor and dealer network across Pakistan, the 24/7 Customer Service Centre for stakeholder engagement, and CSR initiatives in education, health, and clean water. Community engagement and rural development programs, along with stakeholder engagement through corporate briefings and roadshows, are also key areas of resource allocation.

NATURAL CAPITAL

The Company allocates resources towards environmentally responsible raw material extraction from leased mines (limestone, clay, gypsum). Tree plantation drives, water conservation through sensor taps and treatment plants, and renewable energy projects are key areas of investment. Resources are also allocated to emissions monitoring and control equipment as per ISO 14001 certification, along with waste management and recycling initiatives.

STRATEGY TO OVERCOME LIQUIDITY RISK

The Company's liquidity strategy hinges on disciplined treasury oversight and tactical allocation of short-term funds to uphold robust cash reserves. Payment obligations are calibrated based on operational urgency, ensuring timely settlement of critical liabilities while safeguarding liquidity buffers. Internally

generated cash flows are deliberately directed toward debt servicing, balancing repayment discipline with the need to preserve working capital. Forward-looking cash flow projections are routinely prepared to identify funding requirements in advance, supporting proactive decision-making. Asset and liability maturity profiles are continuously reviewed to align incoming receipts with outgoing commitments, avoiding potential cash gaps. Sustained liquidity monitoring and structured financial governance enable the Company to deploy cash effectively, maintain financial agility, and keep financing costs under control.

Market Development, Product and Service Development Strategy

The Company has established a dedicated brand development team entrusted with the strategic objective of strengthening market presence, enhancing brand equity, and fostering long-term customer loyalty. This team operates with a clear mandate to expand the Company's customer base, improve retention rates, and drive sustainable growth through innovative marketing strategies and customer-centric initiatives.

The team's strategic focus encompasses three key dimensions:

DIMENSION	STRATEGIC FOCUS	KEY INITIATIVES
Market Development	Expanding the Company's foot-print in existing and new markets	Identification of untapped market segments, strengthening dealer and distributor networks, and leveraging brand reputation to penetrate new geographical areas
Product Development	Introducing innovative products to meet evolving customer needs	Research and development of new cement variants, continuous quality enhancement, and introduction of value-added products to cater to diverse construction requirements
Service Development	Enhancing customer experience and satisfaction	Successful operation of a 24/7 customer call center, prompt resolution of customer queries, real-time order tracking, and proactive complaint management

The brand development team plays a pivotal role in achieving the Company's strategic objectives by:

- **Building Brand Loyalty:** Through consistent product quality, reliable supply, and effective communication with customers and stakeholders
- **Increasing Customer Base:** By implementing targeted marketing campaigns and engaging with dealers, contractors, and end-users
- **Enhancing Customer Retention:** Through superior customer service, timely delivery, and after-sales support

Key achievements of the team during the year include:

- Successful operation of the first-ever 24/7 Customer Service Centre in the Pakistani cement industry, bringing the Company closer to its valued customers
- Introduction of new products in the market to cater to evolving construction needs
- Effective management of brand loyalty through continuous engagement with dealers, masons, and other stakeholders

The Company remains committed to investing in market development, product innovation, and service excellence to maintain its competitive edge, strengthen its market position, and create long-term value for all stakeholders.

KEY RESOURCES AND CAPABILITIES

PROVIDING SUSTAINABLE ADVANTAGE

1.	Naturally Enriched Leased Mines	Company has availed naturally enriched mines on lease extracting key raw materials limestone, gypsum etc. which are in the close vicinity of the plant, is not only a competitive advantage itself but also enables the Company to avoid high transportation costs.
2.	Human Capital	The management of the Company believes in recognizing the employees as their assets and ensures diversity, competencies, requisite Knowledge and skill and experience in the perfect mix. The Company has the procedures in place to hire, compensate, motivate and retain the human capital.
3.	State of the Art Plant	The Company has installed state of the art plant technology of the world. Quality is assured through systematic and effective adoption, implementation, monitoring and continuous enhancement of quality control systems using latest methods of analysis. The plant is based on latest technology which produces best quality cement on competitive cost which gives the competitive advantage.
4.	Transportation Arrangements	The Company has in place the arrangement with railway network which gives Company not only cost savings but also provides competitive advantage because of accessibility of railway line from within the plant.
5.	Brand	Maple Leaf Cement has developed itself as a superior brand which gives a competitive advantage and secures customer acceptance.

Value created by the business for stakeholders using resources and capabilities

By using the resources and capabilities of the Company, the business creates value for all the stakeholders including shareholders, suppliers, customers, employees, and the society. Business generates profits and increases the net worth of the Company for the shareholders, benefits suppliers by giving them the business, engages employees and in return provides market competitive compensation to them and also contributes towards the betterment of the society by pursuing corporate social responsibilities.

EFFECT OF TECHNOLOGICAL CHANGE, SOCIETAL ISSUES AND ENVIRONMENTAL CHALLENGES

a) Effects of Technological Changes on Strategy and Resource Allocation

Technology has a direct correlation with productivity, cost efficiency, and overall competitive advantage. Management has consistently recognized the adoption of cutting-edge technologies as a key strategic objective and has accordingly allocated significant resources towards up-gradation and modernization of equipment. This strategic focus has enabled the Company to install the most advanced and state-of-the-art technology in every successive cement line and effectively automate its business processes over the years. The Company prepares its annual budget to ensure coherent resource allocation and continuous advancements through its CAPEX projects.

b) Effects of Sustainability Reporting and Challenges on Strategy and Resource Allocation

ESG reporting has a direct influence on the Company's strategy by strengthening the focus on Environment, Society, and Governance. This enables the Company to undertake more ESG-related initiatives and allocate enhanced resources, including financial capital, human resources, and time, towards achieving excellence in ESG performance.

Societal issues and environmental challenges are addressed in accordance with the Company's sustainability goals and CSR policy. The overall approach to compliance with these matters is comprehensively detailed in the Sustainability section of this report.

c) Initiatives Taken by the Company in Promoting and Enabling Innovation

The Company's strategy emphasizes enabling innovation and developing innovative solutions to address existing challenges, which in turn contributes to resource conservation. Key initiatives include:

- Deployment of advanced technologies in production processes
- Implementation of supply chain management applications
- Establishment of Waste Heat Recovery Plant for electricity generation
- Installation of solar power projects at the production facility
- Research and utilization of alternative fuels (rice husk, canola husk, corn cobs)
- Implementation of Reliability Centered Maintenance (RCM) systems
- Adoption of Quality Management Systems (QMS) for continuous improvement

The Company allocates additional financial resources towards these innovative initiatives to sustain operations and effectively manage resource shortages while maintaining its competitive edge.

d) Effects of Resource Shortages

The Company maintains a strong and uninterrupted supply of all key resources including fuel, energy, raw materials, and human capital. Management has implemented comprehensive strategies to ensure consistent availability of resources through diversification of fuel sources, captive power generation, long-term lease arrangements for raw materials, and robust human resource development programs. The Company continuously monitors its resource position and maintains effective contingency plans to sustain operations under all circumstances

PROCESS FOR MONITORING CULTURE, INTEGRITY AND ETHICAL ISSUES

In MLCF, problem solving & decision making usually takes place through cross functional forums where various departmental heads along with the management representatives take major decisions mutually keeping in view the requirements of various functions.

Moreover, in order to enhance the culture and impart positive attitude among the staff members, various soft skills training & development programs are organized along with the mentoring sessions of staff to address various grievances and other professional / ethical issues.



KEY PERFORMANCE INDICATORS (KPIs)

Following are some of the key performance measures and indicators against stated objectives of the Company: -

CORPORATE OBJECTIVE	KEY PERFORMANCE INDICATOR	WHAT WE MEASURE
Optimize capacity utilization	Plant Reliability & Uptime	Run factor and MTBF
Accelerate plant modernization	Operational Stability	Reduction in unplanned stoppages
Elevate brand presence	Market Engagement & Growth	Customer retention and sales trends
Cultivate a high-performance workforce	Human Capital Effectiveness	Employee productivity and retention
Maximize resource efficiency	Cost Efficiency	Variable cost and input utilization
Transition toward sustainable energy	Energy Transition	Grid dependence and alternative fuel adoption
Strengthen governance frameworks	Governance & Compliance	Code of Corporate Governance adherence and contingency reduction
Embed environmental stewardship	Environmental Compliance	SOP adherence and emission standards
Champion community development	Social Impact	CSR fund allocation and utilization

Management believes that current key performance measures continue to be relevant in future as well.

SIGNIFICANT PLANS AND DECISIONS DURING THE YEAR

The Company has adopted the strategy to utilize maximum cash profits with minimal reliance on debt. Moreover, in order to reduce the higher financial costs, the Company has availed Long Term Finance Facilities (LTFF) and Temporary Economic Refinance Facilities (TERF) for its capex projects. During the year, the Company acquired a controlling interest in Pioneer Cement Limited, broadening its business portfolio.

The Company has no plans for corporate restructuring and discontinuance of operations.

SIGNIFICANT CHANGES FROM PRIOR YEARS

There is no material change in Company's objectives and strategies from the previous year.



GENERAL REVIEW OF PERFORMANCE AND MAJOR IMPROVEMENTS

FINANCIAL PERFORMANCE

The Company recorded net consolidated sales of Rs. 85,146 million during the year ended June 30, 2026, reflecting an increase of 24.02% over the previous year's sales of Rs. 68,653 million. Gross profit improved by 24.23 % to Rs.31,606 million from Rs. 25,442 million last year. Net Profit after tax rose by 9.23% to Rs. 12,564 million from 11,503 million. Earnings per share improved from Rs. 10.98 to Rs. 11.34.

SUBSIDIARIES AND ASSOCIATES

ENTITY	RELATIONSHIP	PERFORMANCE
Maple Leaf Power Limited (MLPL)	Wholly owned subsidiary	Consistent profitability from power generation
Pioneer Cement Limited (POIC)	Subsidiary	Acquired during the year; strengthened market presence
Novacare Hospitals (Private) Limited	Wholly owned subsidiary	Pre-commencement phase; construction work in progress
Agritech Limited	Associate	Became associate on January 10, 2025; portfolio diversification

MAJOR IMPROVEMENTS FROM LAST YEAR

IMPROVEMENT	DETAILS
Financial Performance	24.02 % growth in Net Sales
Cost Optimization	Reduced reliance on national grid through own power generation sources
Diversification	Strategic investment in cement (Pioneer Cemnet), healthcare (Novacare Hospitals) and fertilizer (Agritech Limited) sectors

DESCRIPTION OF PERFORMANCE OF VARIOUS ACTIVITIES / PRODUCTS / SEGMENTS

1. Cement Segment – Core Business

Cement Performance Overview

- **Clinker Production:** Sustained operational efficiency with marginal year-on-year improvement
- **Domestic Sales:** Reflects stable demand across core markets
- **Overall Sales:** Consistent volume performance, reaffirming market position

2. Pioneer Cement Segment – Subsidiary (Subsidiary)

- **Acquisition:** Maple Leaf Cement acquired an 77.38% stake in Pioneer Cement in February 2026.
- **Financial Performance:** Pioneer Cement Limited delivered a satisfactory performance during the year, contributing positively to the Group's overall results.

3. Power Segment – Maple Leaf Power Limited (Subsidiary)

- **Financial Performance:** Delivered robust profitability during the year
- **Power Generation:** 40 MW Coal Fired Power Plant
- **Solar Powered Plant:** 7.9-megawatt Solar Power Plant

4. Healthcare Segment – Novacare Hospitals (Private) Limited (Subsidiary)

- **Status:** Pre-commencement phase
- **Progress:** Land acquisition completed and construction work underway
- **Vision:** Establishment of world-class healthcare facilities to serve society

5. Investment Segment – Agritech Limited (Associate)

- **Shareholding:** 33.66% ownership, acquired during the year
- **Status:** Became associate in January 2025, strengthening portfolio diversification

6. Services

- **24/7 Customer Service Centre:** Dedicated facility for order tracking, query resolution, and complaint handling, ensuring seamless customer support
- **Dealer & Distributor Network:** Extensive nationwide presence ensuring product availability across all regions

RISKS AND OPPORTUNITIES



RISK MANAGEMENT FRAMEWORK:

The goal of Board of Directors is to minimize all risks and take advantage of potential opportunities in order to systematically and sustainably improve the value of the Company for all stakeholders by ensuring affordable availability of necessary capital. Management has adopted a risk management approach and internal control framework, based on its business philosophy and corporate objectives, which is explained step by step below:

A. STRATEGY FORMULATION

Management reviews the Statement of Strategic Objectives annually that represent the Stakeholders' expectations and are the lead indicators for determining the success level of the Company. In order to materialize the objectives, Management adopts certain strategies. These strategies are approved by the Board of Directors and are subject to adjustment, depending upon any changes in the external business environment or internal organizational factors.

B. KEY RISKS AND OPPORTUNITIES OF CAPITALS

FORM OF CAPITAL	KEY RISK	KEY OPPORTUNITIES
Financial Capital	Increased packing and power generation cost	Increased future demand.
Human Capital	Loss of qualified and competent staff	Bagging unparalleled and ideal workforce from the market.
Manufacturing Capital	Obsolesce of technology	Investing in the latest technologies and state of the art equipment.
Social and Relationship Capital	Bad reputation and publicity	Building relationships along the value chain and developing the company portfolio.
Natural Capital	Water shortages	Easy access to limestone, gypsum and clay deposits for cement manufacture.

C. RISK ASSESSMENT

Risk assessment is an on-going process that highlights numerous uncertainties that pose potential threats which may hinder the accomplishment of objectives of the Company. If these risks are not being addressed in timely manner, may culminate in loss. Such risks and uncertainties can arise both from external as well as internal factors within the Company. Broad categories of risks which may hinder operations of the Company are as follows:

RISKS TYPE	IMPLICATION
Strategic Risks	Strategic risks can be defined as the uncertainties and untapped opportunities embedded in strategic intent. These risks are key matters for the Board of Directors, and impinge on the whole business, rather than just an isolated unit.
Commercial Risks	Commercial risks refer to potential losses arising from the trading partners or the market in which the Company operates.
Operational Risks	Operational risks refer to risks resulting from breakdowns in internal procedures, people and system.
Financial Risks	Financial risk is an umbrella term for multiple types of risk associated with financing, profitability, liquidity and credit.

The Board has implemented an effective ongoing process to identify business risk and to measure the potential impact of deviation from strategic objectives including those which may threaten the Company's business performance and result in solvency / liquidity issues.

D. RISK MANAGEMENT METHODOLOGY

The materiality approach is the fundamental principle behind the company's risk management methodology. Management believes materiality as a key component of an effective communication with stakeholders. The management has adopted materiality approach which is based on a combination of stakeholder engagement, understanding of environmental limits and strategic alignment. It has made the process, assumptions and evidence base for identifying material issues for more transparent, credible and amenable disclosures to have more transparency on risk and opportunities.

Materiality is a key component for an effective communication with stakeholders. The materiality approach adopted by the company is a combination of all important areas that are essential for the business's growth and success as well as the areas that have an impact on the environment or social aspects.

Not being conclusive, management considers that following are the major risks which may affect the operations of the Company and mitigating strategies for these risks.

E. Risk Appetite

The Company's risk appetite is calibrated to support sustainable growth while maintaining a conservative stance on financial, regulatory, and operational risks. Zero tolerance is maintained for safety violations, environmental non-compliance, and fraud.

F. Risk Reporting

Risk profiles are reviewed quarterly by the Board of directors, with monthly updates provided to senior management. This ensures that emerging risks are promptly identified and addressed, and that mitigation strategies remain effective and aligned with the Company's strategic objectives.

1. STRATEGIC RISKS

Risks inherent to our long-term vision, market positioning, and external environment that could alter our business trajectory.

Specific Risk Area	Impact on Capitals	Mitigation Strategies
Industry Overcapacity & Fierce Competition Rapid capacity expansions by competitors juxtaposed with stagnant demand are intensifying pricing pressures. Assessment Likelihood: Medium Magnitude: High	Financial Capital: Margin compression and reduced market share. Social & Relationship Capital: Potential erosion of brand loyalty and dealer network	We are shifting from a product-push to a customer-pull strategy through aggressive branding and loyalty programs. By locking in key dealers and strengthening customer retention, we are insulating our margins from price-based competition.
Regulatory & Legislative Volatility Frequent shifts in taxation, environmental protocols, and statutory obligations pose a compliance challenge. Assessment Likelihood: High Magnitude: Medium	Financial Capital: Potential penalties and increased operational costs. Natural Capital: Stricter emission norms.	We have established a dedicated regulatory watch-cell that engages with policymakers. By anticipating shifts rather than reacting to them, we ensure seamless compliance while influencing frameworks that support sustainable industrial growth.
Technology Obsolescence Lag in production reporting due to disparate MIS platforms may result in delayed decision-making for corrective actions Assessment Likelihood: Low Magnitude: High	Manufacturing Capital: Outdated technology reducing efficiency. Financial Capital: Delayed decisions leading to cost overruns.	Management is continuously investing considerable amounts for up-gradation of technological infrastructure in order to harmonize the MIS platform throughout the Company. This enables real time decision-making and swift corrective actions.

2. OPERATIONAL RISKS

Risks associated with the reliability of our production machinery, human resources, health & safety, and internal processes.

Specific Risk Area	Impact on Capitals	Mitigation Strategies
Machinery Breakdown & Production Downtime Unplanned stoppages disrupt the production lifecycle and affect delivery timelines. Assessment Likelihood: Low Magnitude: High	Manufacturing Capital: Asset underutilization and increased maintenance costs. Financial Capital: Loss of revenue during idle time.	We have established a state-of-the-art Reliability Centre and deployed an Enterprise Asset Management (EAM) module. This allows us to predict failures before they occur, transforming unplanned stoppages into scheduled, non-intrusive maintenance events.
Attrition of Skilled Workforce Losing high-caliber technical expertise to market competitors. Assessment Likelihood: Low Magnitude: Low	Human Capital: Depletion of institutional knowledge and increased training costs. Manufacturing Capital: Reduced operational efficiency.	Succession planning and capacity building of existing resources are among the primary focus areas of the Company. By conducting extensive trainings and through our development programs, the human resource adds value to the Company with their professional ability, calibre, and integrity.
Health, Safety & Environment (HSE) Incidents Workplace accidents leading to injury and operational disruption. Assessment Likelihood: Low Magnitude: Medium	Human Capital: Employee well-being and morale. Social Capital: Reputational risk. Financial Capital: Litigation costs.	Our HSE framework employs real-time hazard identification systems and HSE training sessions to embed safety awareness. We have moved beyond compliance to a culture where every employee acts as a safety ambassador.

3. COMMERCIAL & FINANCIAL RISKS

Risks arising from market dynamics, trading partners, logistics networks, and financial volatility.

Specific Risk Area	Impact on Capitals	Mitigation Strategies
Logistics Bottleneck – Coal Transportation Dependency on Pakistan Railways for coal transportation exposes us to delays owing to strikes, railway breakdowns, or other disruptions. Assessment Likelihood: Low Magnitude: Medium	Manufacturing Capital: Coal shortages crippling kiln operations. Financial Capital: Increased spot purchasing costs and production losses.	Adequate stock levels have been maintained with provision of such incidents in mind. The Company uses other means of supply like railway diversification and maintains strategic stockpiles of coal and alternate fuel to absorb supply-side shocks without affecting production.
Escalating Fuel & Power Generation Costs Rising global energy prices directly eroding our cost competitiveness. Assessment Likelihood: Medium Magnitude: High	Financial Capital: Severe pressure on gross margins. Natural Capital: Higher carbon footprint.	Company is actively looking into alternate sources of power generation to reduce cost. We are aggressively ramping up our Waste Heat Recovery Plant (WHRP) to convert lost thermal energy into electricity. Enhancements to WHRP are being made to reap further benefit in electric cost reduction. Furthermore, our coal-fired power plant provides electricity to run operations at a more economic rate as compared to WAPDA.
Interest Rate & Borrowing Volatility High policy rates increasing the cost of working capital and project financing. Assessment Likelihood: Low Magnitude: Medium	Financial Capital: Reduced net profitability. Manufacturing Capital: Potential delays in CAPEX.	Management has addressed the risk of shortage of working capital by availing sufficient lines from diversified financial institutions in order to meet short-term finance requirements. We are concurrently optimizing our working capital cycle to reduce our reliance on short-term borrowing.
Counterparty Credit Defaults Payment defaults by counterparties may leave the Company with inadequate resources for discharging its own liabilities. Assessment Likelihood: Low Magnitude: Medium	Financial Capital: Cash flow blockages and liquidity crunch. Social & Relationship Capital: Strained supplier and creditor relationships.	Strong follow-up and adherence to procedures and credit terms ensure that the risk of default from counterparties is kept to a minimum. Adequate steps are taken for any dispute that may arise. All efforts are being made to improve the average credit period of the Company along with improved operation cycle

4. OPPORTUNITY ANALYSIS

Unlocking and exploiting operational opportunities is an important aspect of MLCFL entrepreneurial activities. We are committed to use existing products and new solutions in order to systematically enhance our growth and strengthen our position in global markets. Investing in new projects and increasing the productivity of existing ones are key elements for future organic growth. In the year under review, we strengthened the basis for further growth in the coming years by making selective investments in our existing businesses and developing innovations that support in achievement of company's stated vision.

5. OPPORTUNITY ANALYSIS

Key opportunity	Impact area	Mitigation Strategies
Resumption of CPEC Projects & New Dams	Social & Relationship Capital, Financial Capital	Leverage enhanced production capacity and an active marketing campaign to secure supply contracts and build lasting relationships across the value chain.
Cost Reduction via Innovative Production Technology	Manufactured Capital, Financial Capital	Expand Waste Heat Recovery Plant (WHRP) and optimize coal-fired power generation to lower electricity costs.
Human Resource Development	Human Capital	Embed structured training and development programs to build workforce capability and professional integrity.
Business Process Improvements	Financial Capital	Maximize capacity utilization, strengthen cash management, and exercise effective inventory control.
Cost Reduction through Alternative Fuel Expansion	Manufactured Capital, Financial Capital	Expand use of biomass fuels to reduce energy costs, lower carbon footprint, and support sustainability objectives.
Advanced Production Technology (FLSmidth Line)	Manufactured Capital, Financial Capital	Utilize globally recognized FLSmidth technology to enhance process stability, ensure consistent quality, and strengthen competitive positioning.

• Maple Leaf's Strategy for Supply Chain Risk Management.

The supply chain risk due to environmental, social and governance incidents are monitored carefully at Maple Leaf Cement and then mitigated through effective strategies. The company analyzes the external environment at Macro level to identify the changes occurring in the environment. After the identification of external factors that are changing in the environment, the company shortlists the factors and forces that can affect the Supply chain at any level from Raw material extraction to reaching end consumer. This helps the company to operate in a stable condition with minimum supply chain disruption.

6. SUPPLY CHAIN RISKS

Risks arising from market dynamics, trading partners, logistics networks, and financial volatility.

Specific Risk Area	Impact on Capitals	Mitigation Strategies
Environmental Risk - Sales declined due to suspension of construction activities during the monsoon season. - Disruption in alternative fuel supply due to adverse weather conditions (wind, rain) or fire hazards - Strikes by transporters affecting cement supply.	Financial Capital: Revenue loss during monsoon. Manufacturing Capital: Production disruption due to fuel shortages. Social & Relationship Capital: Delayed deliveries affecting customer relationships.	- The Company builds cement inventory ahead of the monsoon to sustain dispatches and maintain cash flows during seasonal slowdowns. - The Company maintains strategic fuel reserves to ensure operational continuity, while proper storage, shedding, and baling minimize damage and wastage. - The Company diversifies logistics by utilizing Pakistan Railways alongside road transport to reduce dependency on any single mode.
Social & Governance Risk - Maximum Axle Load Limit imposed by Government affecting transportation capacity - Geopolitical tensions, including border closures, have disrupted coal imports, exposing the company to fuel supply volatility, cost pressures, and operational instability.	Financial Capital: Increased transportation costs. Manufacturing Capital: Reduced dispatch capacity. Social & Relationship Capital: Potential disruption in dealer supply chains.	- The Company has tackled the issue of Axle Load Limit by increasing the number of transport vehicles deployed, ensuring dispatch volumes remain unaffected. - Regular engagement with government bodies to advocate for industry-friendly policies. - The Company is diversifying coal imports across multiple regions to mitigate geopolitical and supply chain risks. - Alternative fuels, including biomass and other local substitutes, are being expanded to further reduce reliance on imported coal.



NOTICE OF ANNUAL GENERAL MEETING

Notice is hereby given that the 66th Annual General Meeting of the members of Maple Leaf Cement Factory Limited (the "Company") will be held on **Thursday, September 17, 2026 at 12:30 PM** at 42-Lawrence Road, Lahore, the Registered Office of the Company, to transact the following business: -

ORDINARY BUSINESS:

17
SEPTEMBER
12:30 pm

- 1) To receive, consider and adopt the audited accounts of the Company including consolidated financial statements for the year ended June 30, 2026 together with the Chairman's Review, Directors' and Auditor's Reports thereon.
- 2) To appoint Auditors for the year ending on June 30, 2027 and fix their remuneration. The Board has recommended, as suggested by the Audit Committee, the appointment of M/s. A. F. Ferguson & Co., Chartered Accountants, the retiring auditors who being eligible have offered themselves for re-appointment.

SPECIAL BUSINESS:

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

"Resolved by way of special resolution that consent and approval of the members of **Maple Leaf Cement Factory Limited** (the "Company") be and is hereby accorded and the Company be and is hereby authorized in terms of Section 199 of the Companies Act, 2017 (the "Act") for investment in the form of loans/advances from time to time to **Kohinoor Textile Mills Limited**, the holding company, up to an aggregate sum of **Rs.2,000 million** (Rupees two thousand million only) for a period of one year commencing September 18, 2026 to September 17, 2027 (both days inclusive) at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher. Vide special resolution passed in general meeting held on October 16, 2025, by

the shareholders, the Company was authorized to extend a facility of similar nature to the extent of Rs. 1,000 million which is valid till October 31, 2026.

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

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

"Resolved by way of special resolution that consent and approval of the members of **Maple Leaf Cement Factory Limited** (the "Company") be and is hereby accorded and the Company be and is hereby authorized in terms of Section 199 of the Companies Act, 2017 (the "Act") for investment in the form of loans / advances from time to time to **Maple Leaf Capital Limited**, an associated company, up to an aggregate sum of **Rs.2,000 million** (Rupees two thousand million only) for a period of one year commencing September 18, 2026 to September 17, 2027 (both days inclusive) at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher. Vide special resolution passed in general meeting held on October 16, 2025, by the shareholders, the Company was authorized to extend a facility of similar nature to the extent of Rs. 1,000 million which is valid till October 31, 2026.

Resolved further that the Chief Executive Officer and the Company Secretary of the Company be and are hereby authorized **singly** to take all steps



ANNUAL GENERAL MEETING

necessary, ancillary and incidental, corporate and legal formalities for the completion of transactions in relation to the loans / advances to the associated company but not limited to filing of all the requisite statutory forms and all other documents with the Securities and Exchange Commission of Pakistan, executing documents all such notices, reports, letters and any other document or instrument to give effect to the above resolution.”

- 5) To ratify and approve transactions conducted with the Related Parties for the year ended June 30, 2026 by passing the following special resolution with or without modification: -

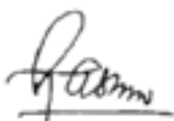
“Resolved that the transactions conducted with the Related Parties as disclosed in the note 47 of the unconsolidated financial statements for the year ended June 30, 2026 and specified in the Statement of Material Information under Section 134(3) be and are hereby ratified, approved and confirmed.”

- 6) To authorize the Board of Directors of the Company to approve transactions with the Related Parties for the financial year ending on June 30, 2027 by passing the following special resolution with or without modification: -

“Resolved that the Board of Directors of the Company be and is hereby authorized to approve the transactions to be conducted with the Related Parties on case-to-case basis for the financial year ending on June 30, 2027.

Resolved further that these transactions by the Board shall be deemed to have been approved by the shareholders and shall be placed before the shareholders in the next Annual General Meeting for their formal ratification/approval.”

BY ORDER OF THE BOARD



Lahore:
August 27, 2026

(Muhammad Ashraf)
Company Secretary

NOTES:

1. The Share Transfer Books of the Company will remain closed from **September 11, 2026 to September 17, 2026** (both days inclusive). Physical transfers / CDS Transaction IDs received at the Company's Share Registrar, M/s. Vision Consulting Limited, 5-C, LDA Flats, 2nd Floor, Lawrence Road, Lahore, at the close of business on **September 10, 2026**, will be considered in time to determine voting rights of the shareholders for attending the meeting.
2. A member eligible to attend, speak and vote at this meeting may appoint another member as his/her proxy to attend, speak and vote instead of him/her. CDC beneficial owners and Proxy Holders must bring with them their valid Computerized National Identity Cards (CNIC)/ Passports in original to prove his/her identity. In case of Proxy, CDC beneficial owners and Proxy Holders must enclose duly notarized copies of their valid CNIC/Passports with the Proxy Form.
3. Proxies, in order to be effective, must be received at the Company's Registered Office not later than 48 hours before the time for holding the meeting and should be duly stamped, signed and witnessed. A member shall not be entitled to appoint more than one proxy.
4. In case of corporate entity, the Board of Directors' resolution / power of attorney with specimen signature of the nominee shall be produced (unless it has been provided earlier) at the time of the meeting. In case of Proxy, the corporate entity shall also submit the documents required for the meeting along with the Proxy Form to the Company.
5. Pursuant to provisions of Section 134 of the Companies Act, 2017, if the Company receives consent from members holding aggregate 10% or more shareholding, residing in geographical location to participate in the meeting through video conference at least seven days prior to the date of meeting, the Company will arrange video conference facility in that city subject to availability of such facility in that city.
6. The members and their proxies can attend the Annual General Meeting via video link using their smart phones / tablets. However, they are

requested to register themselves by providing the following information along with copy of valid Computerized National Identity Card (both sides) / passport, attested copy of Board Resolution/power of attorney (in case of corporate shareholders) through email at muhammad.ashraf@kmlg.com by September 15, 2026:-

Name of Member/ Proxyholder	Folio No. / CDC Account No.	Cell No. / WhatsApp No.	CNIC No.	Email ID	N o. of Shares Held

7. The notice of meeting containing the **QR enabled code and the weblink address** to view and download the Annual Report including annual audited financial statements, is being dispatched to the members as per requirements of the Companies Act, 2017, on their registered addresses and e-mailed to the shareholders who have provided their valid email IDs to the Share Registrar of the Company. Further, the notice of meeting has also been posted on the Company's website: www.kmlg.com. Furthermore, the notice has been published in English and Urdu languages in a daily newspaper of respective language having nationwide circulation.
8. The Members, who desire for receiving the AGM Notice containing annual audited financial statements/Annual Report through e-mail, are requested to update their e-mail IDs. The Annual Report for the year ended June 30, 2026 is available on website of the Company. However, hard copy of Annual Report will be provided free of cost on written request of the shareholder on Standard Request Form available on website: www.kmlg.com.
9. Pursuant to requirement of Section 242 of the Companies Act, 2017 and the Companies (Distribution of Dividends) Regulations, 2017, the shareholders are requested to provide their bank details including International Bank Account Number (IBAN) of 24 digits in order to receive unclaimed e-dividends. Further, the shareholders may contact at the Registered Office of the Company to collect/enquire about their unclaimed physical dividends/physical shares;
10. Shareholders holding physical share certificates who have not yet submitted copy of their valid CNIC/NTN are once again requested to send a copy of their valid CNIC/NTN to our Share Registrar, Vision Consulting Limited. The shareholders while sending copy of CNIC/NTN must quote their respective folio numbers thereon enabling the Company to comply with the requirements of the Companies Act, 2017 and SROs issued thereunder in order to release the physical dividend warrants.
11. As per Section 72 of the Companies Act, 2017, members of the Company, in their best interest, are requested once again to convert their physical shares into book-entry form at the earliest possible.
12. In view of prohibition under Section 185 of the Companies Act, 2017, the Company will not distribute **gifts** in any form to its members at the meeting.
13. Members are requested to notify immediately any change in their addresses. CDC beneficial owners maintaining their shares in electronic form should have their addresses updated with their participants or CDC Investor Account Services.
14. For any query / information, the shareholders may contact with the Company Secretary at the above Registered Office and / or The Manager of Share Registrar, Vision Consulting Limited, 5-C, LDA Flats, 2nd Floor, Lawrence Road, Lahore, Ph. Nos. (042) 36283096-97.
15. The members are hereby notified that pursuant to Companies (Postal Ballot) Regulations, 2018 amended through Notification dated December 05, 2022, as well as S.R.O.451(I)/2025 dated March 13, 2025, the members of the Company will be allowed to exercise their right to vote through electronic voting facility or voting by post for the special business in its forthcoming Annual General Meeting to be held on Thursday, September 17, 2026 at 12:30 PM, in accordance with the requirements and subject to the conditions contained in the aforesaid Regulations. The Company shall provide its members with the following options for voting:-

PROCEDURE FOR E – VOTING:

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 on **September 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 CDC Share Registrar Services Limited (being the 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 **September 14, 2026, 09:00 AM** and shall close on **September 16, 2026 at 5:00 PM**. Members 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.
- (a) Members may alternatively opt for voting through postal ballot. For convenience of the members, Ballot Paper is annexed to this notice and the same is also available on the Company's website www.kmlg.com for download.
 - (b) The members shall ensure that duly filled and signed ballot paper along with copy of valid Computerized National Identity Card (CNIC)/ Passport should reach the Chairman of the meeting through post on the Company's registered address, 42-Lawrence Road, Lahore or email at: chairman@kmlg.com one day before the Annual General Meeting i.e. on **September 16, 2026 till 05:00 PM**. The signature on the ballot paper should match with the signature on CNIC.

APPOINTMENT OF SCRUTINIZER AND E-VOTING SERVICE PROVIDER

In accordance with the applicable law mentioned in Note 15 above, M/s. CDC Share Registrar Services Limited have been appointed as the e-voting service provider and M/s. Junaidy Shoaib Asad, Chartered Accountants, have been appointed as scrutinizer to monitor and validate voting for special business.

PROCEDURE FOR VOTING THROUGH POSTAL BALLOT:





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

This statement sets out the material facts pertaining to the special business to be transacted at the Annual General Meeting of the Company to be held on September 17, 2026.

AGENDA ITEM NO. 3 OF THE NOTICE - INVESTMENT IN KOHINOOR TEXTILE MILLS LIMITED:

Kohinoor Textile Mills Limited ("KTML"), the holding company, having its Registered Office at 42-Lawrence Road, Lahore. The principal activity of the Company is manufacturing of yarn and cloth, processing and stitching the cloth and trade of textile products. The spinning production facilities comprise 180,144 Ring Spindles, 3,648 Open-end Rotors and 768 MVS Spindles capable of producing a wide range of yarn counts using cotton and synthetic fibers. The weaving facilities at Raiwind comprise 384 looms capable of weaving wide range of greige fabrics. The processing facilities at the Rawalpindi unit can dye and print fabrics intended for the home textile market. The stitching facilities produce a diversified range of home textiles for the export market. Both the dyeing and stitching facilities are being augmented to take advantage of greater market access.

The Board of Directors of the Company in their meeting held on July 30, 2026 has approved Rs.2,000 million as loans / advances, being a reciprocal facility, to KTML on the basis of satisfactory profit trend of KTML subject to approval of the members. The Company shall extend the facility of loans / advances from time to time for working capital requirements to KTML in accordance with an agreement in writing including all relevant terms and conditions as prescribed in the Regulations.

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

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

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

(A) Regarding associated company or associated undertaking: -

Ref. No.	Requirement	Information
(i)	Name of associated company or associated undertaking;	Kohinoor Textile Mills Limited (the “KTML”)
(ii)	Basis of relationship;	KTML is a holding company of Maple Leaf Cement Factory Limited (the “Company”).
(iii)	Earnings per share for the last three years;	(Rupees)
		YearBasicDiluted
		30.06.20248.078.07
		30.06.2025(Restated)(Restated)2.042.04
		30.06.20263.743.74
(iv)	Break-up value per share, based on latest audited financial statements;	As on June 30, 2026 With revaluation surplus Rs. 27.09 Without revaluation surplus Rs. 22.66
(v)	Financial position, including main items of statement of financial position and profit and loss account on the basis of its latest financial statements;	Based on the audited financial statements for the financial year ended 30 June 2026, the financial position of KTML is as under: -
		ParticularsAmount Rupees (000)
		Paid up capital2,692,994
		Reserves33,782,105
		Total Equity36,475,099
		Current liabilities15,881,492
		Current assets19,155,701
		Revenue58,340,462
		Gross Profit9,919,868
		Operating Profit6,343,558
		Net Profit5,031,326
		Earnings per share (Rs.)3.74

(B) General Disclosures: -

Ref. No.	Requirement	Information	
(i)	Maximum amount of investment to be made;	Rs.2,000 million (Rupees two thousand million only).	
(ii)	Purpose, benefits likely to accrue to the investing company and its members from such investment and period of investment;	Purpose: To earn income on the loans and/or advances to be provided to KTML from time to time for working capital requirements of KTML. Benefits: The Company will receive markup at the rate of one percent above three months KIBOR or one percent above its average borrowing cost, whichever is higher. This shall benefit the Company's cash flow by earning profit on idle funds. Period: For a period of one year from September 18, 2026 to September 17, 2027.	
(iii)	Source of funds to be utilized for investment and	Loan and/or advance will be given out of own funds of the Company.	
	where the investment is intended to be made using borrowed funds, - (I) Justification for investment through borrowings; (II) Detail of collateral, guarantees provided and assets pledged for obtaining such funds; and (III) Cost benefit analysis;	N/A	
(iv)	Salient features of agreement(s), if any, with associated company or associated undertaking with regards to the proposed investment;	Nature	Loan / advance
		Purpose	To earn mark-up / profit on loan / advance being provided to KTML which will augment the Company's cash flow
		Period	One Year
		Rate of Mark-up	One percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.
		Repayment	Principal plus mark-up / profit upto September 17, 2027
		Penalty charges	@ 3-months KIBOR plus one percent in addition to the outstanding amount(s).

Ref. No.	Requirement	Information
(v)	Direct or indirect interest of directors, sponsors, majority shareholders and their relatives, if any, in the associated company or associated undertaking or the transaction under consideration;	Investing Company i.e. the Company is a subsidiary company of KTML and Eight Directors including CEO are common in both the companies may be deemed to be interested to the extent of their shareholding. None of the Directors or their relatives or associates are interested in any of the above resolution in any way except as members of the Company.
(vi)	In case any investment in associated company or associated undertaking has already been made, the performance review of such investment including complete information/justification for any impairment or write offs; and	A similar nature of loan/advance facility of Rs. 1,000 million from time to time for working capital requirements has been granted by the valued shareholders of the Company vide special resolution passed in the Annual General Meeting held on October 16, 2025 which is valid till October 31, 2026. There is no impairment and/or write off against the above facility as the facility request was not made by the investee company i.e. KTML.
(vii)	Any other important details necessary for the members to understand the transaction;	N/A

3(1)(c) Investments in the form of loans / advances

Ref. No.	Requirement	Information
(i)	Category-wise amount of investment;	Short term loan for working capital requirement for a period of one year as dilated in preamble.
(ii)	Average borrowing cost of the investing company, the Karachi Inter Bank Offered Rate (KIBOR) for the relevant period, rate of return for Shariah Compliant products and rate of return for unfunded facilities, as the case may be, for the relevant period;	Average borrowing cost of the Company is 10.88% for the year ended June 30, 2026.
(iii)	Rate of interest, mark up, profit, fees or commission etc. to be charged by investing company;	Mark-up will be charged from KTML at one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.
(iv)	Particulars of collateral or security to be obtained in relation to the proposed investment;	No collateral is considered necessary since KTML is a holding company of the Company.

Ref. No.	Requirement	Information
(v)	If the investment carries conversion feature i.e. it is convertible into securities, this fact along with terms and conditions including conversion formula, circumstances in which the conversion may take place the time when the conversion may be exercisable; and	N/A
(vi)	Repayment schedule and terms and conditions of loans or advances to be given to the associated company or associated undertaking.	The loan / advance would be for a period of one year from September 18, 2026 to September 17, 2027 (both days inclusive). KTML will pay interest / mark-up on quarterly basis whereas repayment of principal amount shall be on or before September 17, 2027.

Disclosure under Regulation 4(1):

KTML, an associated company, is a member of the Company. Its Directors/Sponsors are also the Directors/ members of the Company and are interested to the extent of their directorships/shareholding as under: -

Name	%age of Shareholding in KTML	%age of Shareholding in the Company
Mr. Tariq Sayeed Saigol	4.7118	0.0031
Mrs. Shehla Tariq Saigol (Spouse of Mr. Tariq Sayeed Saigol)	11.7117	0.0172
Mr. Taufique Sayeed Saigol	16.5719	0.0015
Mr. Sayeed Tariq Saigol	0.1430	0.0010
Mrs. Sabene Saigol (Spouse of Mr. Sayeed Tariq Saigol)	-	0.0143
Mr. Waleed Tariq Saigol	0.0124	0.0011
Mr. Danial Taufique Saigol	0.0011	0.0005
Ms. Jahanara Saigol	0.0009	0.0002
Mr. Zulfikar Monnoo	0.0011	0.0003
Kohinoor Textile Mills Limited	-	57.8961

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

Maple Leaf Capital Limited (MLCL) was incorporated on 25 April 2014 as a public limited company. The authorized share capital of MLCL is Rs. 5,000,000,000 and issued, subscribed and paid-up share capital of MLCL is Rs.3,015,000,000. Kohinoor Textile Mills Limited is the holding company of MLCL and owns 250,000,000 ordinary shares (82.919%) of MLCL.

MLCL is set up with the principal object of buying, selling, holding or otherwise acquiring or investing its capital in any sort of financial instruments including but not limited to secure debt instruments and in

shares of leading listed and unlisted companies but not to act as an investment/ brokerage company.

The Board of Directors of the Company in their meeting held on July 30, 2026 has approved Rs.2,000 million as loans / advances to MLCL on the basis of financial results of MLCL subject to approval of the members. The Company shall extend the facility of loans/ advances from time to time for working capital requirements to MLCL in accordance with an agreement in writing including all relevant terms and conditions as prescribed in the Regulations.

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

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

(A) Regarding associated company or associated undertaking: -

Ref. No.	Requirement	Information
(i)	Name of associated company or associated undertaking;	Maple Leaf Capital Limited (the “MLCL”)
(ii)	Basis of relationship;	MLCL is an associated company of Maple Leaf Cement Factory Limited (the “Company”) by virtue of common directorship.
(iii)	Earnings per share for the last three years;	(Rupees)
		Year Basic Diluted
		30.06.202419.8119.81
		30.06.202528.6528.65
		30.06.202630.9330.93
(iv)	Break-up value per share, based on latest audited financial statements;	As on June 30, 2026 is Rs. 93.93
(v)	Financial position, including main items of statement of financial position and profit and loss account on the basis of its latest financial statements;	Based on the audited financial statements for the financial year ended 30 June 2026, the financial position of MLCL is as under: -
		Particulars Amount Rupees (000)
		Paid up share capital3,015,000
		Reserves25,306,355
		Total equity28,321,355
		Current liabilities21,089,610
		Current assets53,199,280
		Revenue15,707,851
		Profit from operations14,486,789
		Profit after taxation9,325,266
		Earnings Per Share Rs.30.93

(B) General Disclosures: -

Ref. No.	Requirement	Information	
(i)	Maximum amount of investment to be made;	Rs.2,000 million (Rupees two thousand million only).	
(ii)	Purpose, benefits likely to accrue to the investing company and its members from such investment and period of investment;	Purpose: To earn income on the loans and/or advances to be provided to MLCL from time to time for working capital requirements of MLCL. Benefits: The Company will receive markup at the rate of one percent above three months KIBOR or one percent above its average borrowing cost, whichever is higher. This shall benefit the Company's cash flow by earning profit on idle funds. Period: For a period of one year from September 18, 2026 to September 17, 2027.	
(iii)	Source of funds to be utilized for investment and	Loan and/or advance will be given out of own funds of the Company.	
	where the investment is intended to be made using borrowed funds, - (I) Justification for investment through borrowings; (II) Detail of collateral, guarantees provided and assets pledged for obtaining such funds; and (III) Cost benefit analysis;	N/A	
(iv)	Salient features of agreement(s), if any, with associated company or associated undertaking with regards to the proposed investment;	Nature	Loan / advance
		Purpose	To earn mark-up / profit on loan / advance being provided to MLCL which will augment the Company's cash flow.
		Period	One Year
		Rate of Mark-up	One percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.
		Repayment	Principal plus mark-up/ profit up to September 17, 2027
		Penalty charges	@ 3-months KIBOR plus one percent in addition to the outstanding amount(s).

Ref. No.	Requirement	Information
(v)	Direct or indirect interest of directors, sponsors, majority shareholders and their relatives, if any, in the associated company or associated undertaking or the transaction under consideration;	Investing Company i.e. the Company is an associated company of MLCL and Six Directors are common in both the companies may be deemed to be interested to the extent of their shareholding. None of the Directors or their relatives or associates are interested in any of the above resolution in any way except as members of the Company.
(vi)	In case any investment in associated company or associated undertaking has already been made, the performance review of such investment including complete information/justification for any impairment or write offs; and	A similar nature of loan/advance facility of Rs.1,000 million from time to time for working capital requirements has been granted by the valued shareholders of the Company vide special resolution passed in the Annual General Meeting held on October 16, 2025 which is valid till October 31, 2026. There is no impairment and/or write off against the above facility.
(vii)	Any other important details necessary for the members to understand the transaction;	N/A

3(1)(c) Investments in the form of loans / advances

Ref. No.	Requirement	Information
(i)	Category-wise amount of investment;	Short term loan for working capital requirements for a period of one year as dilated in preamble.
(ii)	Average borrowing cost of the investing company, the Karachi Inter Bank Offered Rate (KIBOR) for the relevant period, rate of return for Shariah Compliant products and rate of return for unfunded facilities, as the case may be, for the relevant period;	Average borrowing cost of the Company is 10.88% for the year ended June 30, 2026.
(iii)	Rate of interest, mark up, profit, fees or commission etc. to be charged by investing company;	Mark-up will be charged from MLCL at one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher.
(iv)	Particulars of collateral or security to be obtained in relation to the proposed investment;	No collateral is considered necessary since MLCL is an associated company of the Company.

Ref. No.	Requirement	Information
(v)	If the investment carries conversion feature i.e. it is convertible into securities, this fact along with terms and conditions including conversion formula, circumstances in which the conversion may take place the time when the conversion may be exercisable; and	N/A
(vi)	Repayment schedule and terms and conditions of loans or advances to be given to the associated company or associated undertaking.	The loan / advance would be for a period of one year from September 18, 2026 to September 17, 2027 (both days inclusive). MLCL will pay interest / mark-up on quarterly basis whereas repayment of principal amount shall be on or before September 17, 2027.

Disclosure under Regulation 4(1):

MLCL, an associated company, is a member of the Company. Its Directors/Sponsors are also the Directors / members of the Company and are interested to the extent of their directorships/shareholding as under: -

Name	%age of Shareholding in MLCL	%age of Shareholding in the Company
Mr. Tariq Sayeed Saigol	5.0249	0.0031
Mrs. Shehla Tariq Saigol (Spouse of Mr. Tariq Sayeed Saigol)	3.3167	0.0172
Mr. Taufique Sayeed Saigol	8.3748	0.0015
Mr. Sayeed Tariq Saigol	-	0.0010
Mrs. Sabene Saigol (Spouse of Mr. Sayeed Tariq Saigol)	-	0.0143
Mr. Waleed Tariq Saigol	0.3648	0.0011
Mr. Danial Taufique Saigol	-	0.0005
Ms. Jahanara Saigol	-	0.0002
Kohinoor Textile Mills Limited	82.9187	57.8961
Maple Leaf Capital Limited	-	1.1480

Disclosure under Regulation 4(2):

Name of Investee Company	Kohinoor Textile Mills Limited (KTML)	Maple Leaf Capital Limited (MLCL)
Total Investment Approved:	Loans / advances upto Rs.1,000 million were approved by members in AGM held on October 16, 2025 for a period of one (01) year.	Loans / advances upto Rs.1,000 million were approved by members in AGM held on October 16, 2025 for a period of one (01) year.
Amount of Investment Made to date:	Investment has not been made yet to date.	A sum of Rs. 750 million were given to MLCL which was returned back.
Reasons for not having made complete investment so far where resolution required it to be implemented in specified time:	The Company will provide funds to KTML from time to time as per working capital requirements to KTML upon request.	The Company will provide funds to MLCL from time to time as per working capital requirements to MLCL upon request.
Material change in financial statements of associated company or associated undertaking since date of the resolution passed for approval of investment in such company:	At the time of approval of loans/advances of Rs.1,000 million, as per financial statements for the year ended June 30, 2025, the basic earnings per share was Rs.2.04 (Restated) and breakup value per share (without surplus) was Rs.19.32 (Restated). As per latest financial statements for the year ended June 30, 2026, the basic earnings per share is Rs. 3.74 and breakup value per share (without surplus) is Rs.22.66.	At the time of approval of loans/advances of Rs.1,000 million, as per financial statements for the year ended June 30, 2025, the basic earnings per share was Rs.28.65 and breakup value per share was Rs.63.01. As per latest financial statements for the year ended June 30, 2026, the basic earnings per share is Rs.30.93 and breakup value per share is Rs.93.93.

AGENDA ITEM NO. 5 OF THE NOTICE – RATIFICATION AND APPROVAL OF THE RELATED PARTY TRANSACTIONS FOR THE YEAR ENDED JUNE 30, 2026:

Transactions conducted with the related parties have to be approved by the Board of Directors duly recommended by the Audit Committee on quarterly basis pursuant to clause 15 of Listed Companies (Code of Corporate Governance) Regulations, 2019. However, during the year since majority of the Company's Directors were interested due to their common directorships and therefore these transactions are being placed for the approval by shareholders in the Annual General Meeting. In last Annual General Meeting of the Company, in order to promote transparent business practices, the shareholders had authorized the Board of Directors

to approve transactions with the related parties from time-to-time on case-to-case basis for the year ended June 30, 2026. Accordingly, these transactions are being placed before the shareholders in this meeting for their formal approval/ratification.

All transactions with related parties to be ratified have been disclosed in the note 47 to the unconsolidated financial statements for the year ended June 30, 2026. Party-wise details of such related party transactions are given below: -

Name of Parties	Relationship	Transactions	2026	2025
(Rupees in thousand)				
a) Kohinoor Textile Mills Limited	Holding Company	Sale of goods	17,616	38,400
		Sale of spares	4,086	26,005
		Payments made by related party on behalf of the Company	57,040	44,302

Name of Parties		Relationship	Transactions	2026	2025
(Rupees in thousand)					
b)	Maple Leaf Power Limited	Subsidiary Company	Sale of coal to related party	5,456,920	5,355,852
			Long term loan obtained	3,500,000	-
			Long term loan repaid during the year	-	4,500,000
			Rent charged	527	479
			Purchase of electricity (inclusive of taxes)	9,606,773	8,257,031
			Purchase of steam (inclusive of taxes)	-	3,441
			Payments made by related party on behalf of the Company	1,162	1,749
			Markup on Long Term loan	33,558	-
			Markup paid on long term loan	-	807,578
			Payments made by the Company on behalf of related party	221,236	205,107
			Scrap purchases	30,713	22,550
c)	Novacare Hospitals (Private) Limited	Subsidiary Company	Advance paid against issue of shares	3,755,000	3,792,144
			Sales made to related party	61,294	288,447
			Advance received from related party	697	7,045
			Short term loan disbursed to related party	2,500,000	-
			Markup on short term loan to related party	43,270	-
d)	Pioneer Cement Limited	Subsidiary Company	Sale of spares	3,213	-
			Payment made by the Company on behalf of the related party	31,835	-
e)	Maple Leaf Capital Limited	Common Directorship	Loan provided during the year	750,000	1,353,000
			Loan recovered during the year	750,000	1,353,000
			Markup income on loan	23,324	29,917
f)	Agritech Limited	Associate	Sale of stores to related party	-	197
g)	Key management personnel	Key management personnel	Remuneration and other benefits – note 47.1	825,265	600,930
h)	Employee benefit plans				
	Gratuity	Post-employment benefit plan	Expense charged in respect of defined benefit plan	11,788	14,424
			Payments to employees gratuity fund trust	369	23,386
	Provident fund trust	Post-employment benefit plan	Contribution to provident fund trust	170,069	157,239

The Company carries out transactions as per the approved policy with respect to 'transactions with related parties' in the normal course of business. All transactions entered into with related parties require the approval of the Audit Committee of the Company, which is chaired by an Independent Director of the Company. Upon the recommendation of the Audit Committee, such transactions were placed before the Board of Directors for approval.

The nature of relationship with these related parties has been indicated above. The Directors are interested in the resolution only to the extent of their shareholding and having their common directorships in such related parties.

AGENDA ITEM NO. 6 OF THE NOTICE – AUTHORIZATION FOR THE BOARD OF DIRECTORS TO APPROVE THE RELATED PARTY TRANSACTIONS DURING THE YEAR ENDING ON JUNE 30, 2027:

The Company shall be conducting transactions with its related parties during the year ending on June 30, 2027 as per the approved policy with respect to 'transactions with related parties' in the normal course of business. The majority of Directors are interested due to their common directorships in the subsidiary/associated companies. In order to promote transparent business practices, the shareholders are required to authorize the Board of Directors to approve transactions with the related parties from time-to-time and on case-to-case basis for the year ending on June 30, 2027, which transactions shall be deemed to be approved by the Shareholders. The nature and scope of such related party transactions is explained above. These transactions shall be placed before the shareholders in the next AGM for their formal approval/ratification.

The Directors are interested in the resolution only to the extent of their shareholding and/or only their common directorships in such related parties.





CHAIRMAN'S REVIEW

I am pleased to present the annual report and audited financial statements of the Company for the year ended 30 June 2026 to our esteemed shareholders. Throughout the 2025-26 financial year, we have regularly communicated key performance aspects of your Company. Encouraged by our positive outlook, the Management is committed to maintaining satisfactory performance through strategic guidance from the Board.

In compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019, we have implemented a mechanism for the annual evaluation of performance of the Board of Directors. This evaluation aims to internally assess the effectiveness of the Board and its Committees, ensuring that Management operates as a cohesive team dedicated to the Company's success. Strategic goals for the coming year have been established and the Board's effectiveness is measured against these objectives. I am pleased to report that the Board's self-evaluation for 2026 has met our performance criteria and remains satisfactory, adhering to recognised standards of corporate governance.

Board Composition:

The Board's composition reflects a balanced mix of executive and non-executive Directors, including independent Directors. Collectively, the Board possesses the necessary skills, core competencies and industry knowledge to lead the Company effectively. Each Board member contributes their business judgment to key decisions.

Vision & Mission Statements:

Board members uphold the ethical and professional standards outlined in our Vision & Mission Statements. These principles are integral to achieving our Company's objectives.

Strategic Decision Making:

Our corporate strategy and objectives align with the Board's strategic vision. This vision guides our annual business plan and outlines projected plans for the next five years. The Management is focused on utilizing available resources, modernizing production facilities

and expanding operations to ensure continued growth and improved financial performance.

Diligence:

The Board rigorously reviews the quality and appropriateness of the Company's financial statements, reporting practices, accounting policies, corporate objectives, budgets and other reports. Board meetings are held regularly, with agendas and supporting documents circulated well in advance.

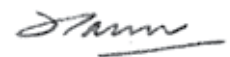
Adequate Governance:

The Board has established a Code of Conduct that outlines expected behaviors, supported by comprehensive policies and procedures. We have implemented robust controls and systems to ensure adherence to best practices in corporate governance. Upholding high standards of honesty and integrity is fundamental to our business success.

Presentations:

In discussing and approving financial statements, the Board receives detailed presentations that offer critical and strategic analysis of all functional areas. We benchmark against industry peers to provide objective evaluations of the Company's goals and financial performance. This approach allows the Board to offer informed guidance and oversight based on thorough discussions.

Thank you for your continued support and confidence in the Company.



Lahore:
July 30, 2026

Tariq Sayeed Saigol
Chairman



DIRECTORS' REPORT TO THE SHAREHOLDERS

In compliance with Section 227 of the Companies Act, 2017, the Directors of your Company have pleasure to present standalone audited financial statements for the year ended June 30, 2026.

Maple Leaf Cement Factory Limited (the "Company") is a Public Listed Company and a subsidiary of Kohinoor Textile Mills Limited. The principal activity of the Company is production and sale of cement.

Un-consolidated financial highlights of Maple Leaf Cement Factory Limited are as follows: -

	Year Ended			
	July to June		Variance	
	2026	2025	Amount	%age
(Rupees in thousand)				
Net Sales Revenue	70,731,652	68,942,446	1,789,206	2.60%
Gross Profit	23,942,392	23,746,816	195,576	0.82%
Operating Profit	18,876,592	24,128,206	(5,251,614)	-21.77%
Finance Cost - Net	4,020,172	2,463,969	1,556,203	63.16%
Profit Before Taxation	14,856,420	21,664,237	(6,807,817)	-31.42%
Taxation	6,410,789	4,627,863	1,782,926	38.53%
Profit After Taxation	8,445,631	17,036,374	(8,590,743)	-50.43%
Earnings Per Share (Rs.)	8.06	16.26	(8.20)	-50.43%

During the year under review, the Company recorded net un-consolidated turnover of Rs.70,732 million, compared to Rs. 68,942 million in the previous period. The Company's top line increased by 2.60% mainly as a result of 9.86% quantitative increase in local dispatches. However, average sales rate per bag of cement for the financial year slightly decreased, primarily owing to reduction in inflationary impact on costs.

For the period under consideration, the following comparative data on capacity utilization and cement dispatches is provided: -

	July to June		Variance	
	2026	2025	Change	%age
	-----M.Tons-----			
Production				
Clinker Production	3,784,077	3,681,406	102,671	2.79%
Cement Production	4,163,157	3,994,063	169,094	4.23%
Cement Sales				
Domestic	4,086,274	3,719,639	366,635	9.86%
Exports	80,053	266,568	(186,515)	-69.97%
	4,166,327	3,986,207	180,120	4.52%

Total cement sales volume of 4,166,327 tons in the period represents a 4.52% increase over 3,986,208 tons sold during the same period last year. Domestic sales volume was 4,086,274 tons, representing an increase of 9.86% mainly due to increase in demand of cement in local market.

The export sales volume reduced from 266,568 tons to 80,053 tons, a decline of 69.97% from the previous period mainly due to disruption of trade with Afghanistan.

Global pet coke prices increased during the current fiscal year due to disruption in supply chain on account of disruption in the Middle East. Cheaper Darra coal was locally available as compared to imported coal and pet coke. During the review period, the Company relied more on Darra coal and other available local fuels.

The Company's management launched cost-cutting initiatives and implemented numerous schemes in all areas, including the use of alternative fuels which has resulted in clean/green energy for the Company and reduction in variable costs while optimizing plant operations with a specific focus on reducing fixed costs.

The Company was able to avert the possible negative impact of NEPRA rate hikes by largely depending on its own power generation sources, which include a coal fired power plant (CFPP), solar power plants and waste heat recovery units, which are the cheapest source of electricity for the Company.

Increase in sales volume coupled with overall increase in cost of goods sold resulted in un-consolidated gross profit of Rs. 23,942 million during the reporting period, a mere 0.82% increase from Rs. 23,747 million in the same period last year. Punjab based cement plants are at a considerable disadvantage owing to imposition of huge royalty charges on raw material extraction.

The operating profit for the year has reduced from Rs. 24,128 million to Rs. 18,877 million mainly due to reduction in dividend income from Maple Leaf Power Limited.

The Company incurred a net finance cost of Rs. 4,020 million during the reporting period, a 63.16% increase from Rs. 2,464 million in the same period last year. This increase was mainly due to new long term

financing facilities obtained from financial institutions for the acquisition of Pioneer Cement Ltd.

The Company reported an un-consolidated pre-tax profit of Rs. 14,856 million for the reporting period, compared to a corresponding period profit of Rs. 21,664 million. The un-consolidated tax component was Rs. 6,411 million for the reporting period, compared to Rs. 4,628 million in the previous period.

The aforementioned reasons impacted the post-tax bottom line for the reporting period reducing to Rs. 8,446 million as compared to Rs. 17,036 million for the comparative period last year.

Profits earned from Maple Leaf Power Limited (MLPL), a wholly owned subsidiary of the Company, established to install and operate 40 MW imported coal-fired captive power plant are exempt from charge of income tax. MLPL operations have favorably impacted consolidated results by yielding substantial savings in power cost.

During the month of February 2026, the Company has completed public offer for the acquisition of 11.72% shareholding interest in Pioneer Cement Limited along with 58.03% shareholding interest from Sponsors, thus resulting in 77.38% ownership in Pioneer Cement Limited by Maple Leaf Cement Factory Limited. The Group's total holding now stands at 88.28% in Pioneer Cement Limited by inclusion of shares previously held.

DIVIDEND

It was decided to pass over dividend for the year ended June 30, 2026 as the Company has utilized its cash generated from operations for acquisition of Pioneer Cement Limited and made investment in health care facilities by contributing in the equity of Novacare Hospitals (Private) Limited (NHPL). Overall improved economic conditions and increased cement dispatches will favorably impact prospects of dividend payments in future.

ADEQUACY OF INTERNAL CONTROL

The Board of Directors is aware of its responsibility with respect to internal controls environment and accordingly has established an efficient system of internal financial controls for ensuring effective and efficient conduct of operations, safeguarding of Company assets, compliance with applicable laws and regulations and reliable financial reporting. The

independent Internal Audit function of the Company regularly appraises and monitors the implementation of financial controls, whereas the Audit Committee reviews the effectiveness of the internal control framework and financial statements on quarterly basis.

MANAGEMENT'S RESPONSIBILITY TOWARDS PREPARATION AND PRESENTATION OF FINANCIAL STATEMENTS

The Management is aware of its responsibility 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.

ROLE OF THE BOARD AND ITS MEMBERS TO ADDRESS SUSTAINABILITY RISKS AND OPPORTUNITIES

The Board is responsible for governance and oversight of sustainability risks and opportunities, which includes the environmental, social and governance considerations, within the Company by setting the Company's sustainability strategies, priorities and targets to create long term corporate value.

The Board ensures that policies to promote Diversity, Equity and Inclusion (DE&I) are in place to encourage gender mainstreaming, gender equality and the participation of women on the Board, management and workforce of the Company.

AUDITORS

The auditors of the Company, M/s. A. F. Ferguson & Co., Chartered Accountants, in their independent auditor's report on financial statements of the Company for the year have expressed an unqualified opinion on the state of affairs of the Company.





The Board has recommended, as suggested by the Audit Committee, the appointment of M/s. A. F. Ferguson & Co., Chartered Accountants, subject to approval of the members in the forthcoming Annual General Meeting.

DEFAULT OF PAYMENTS, DEBT/LOAN, TAXES AND LEVIES

Adhering to the best business practices, the Company recognizes its responsibility of timely repayments of due amounts. No default on payment of loan/debts was recorded during the year under review. Furthermore, no payment on account of taxes, duties and levies is overdue or outstanding at financial year end.

FUTURE OUTLOOK

The Company projects a favorable outlook for the local cement market, driven by anticipated expansion of government infrastructure initiatives and a resurgence in real estate demand. These factors are expected to create enhanced sales opportunities and support sustainable growth. During the next financial year 2026-2027; due to prevailing war scenario in the Middle East, prices of international coal and pet coke may substantially increase which will have negative impact on fuel costs. However, the Company will keep focusing on lowering its costs to improve margins in future. The Company has successfully developed a sustainable supply chain for alternative fuels, strategically aligned with its commitment to operational efficiency and environmental stewardship. The integration of these fuels is expected to contribute to a reduction in carbon emissions while delivering significant cost savings, thereby enhancing overall profitability and sustainability.

The Company is committed to strategic investments in the healthcare sector to enhance access to state-of-the-art medical facilities in Pakistan, addressing a critical public need. In line with this vision, the Company has invested in its subsidiary, Novacare Hospitals (Private) Limited (NHPL). NHPL is currently developing its first hospital in Islamabad, with land acquisition completed and construction progressing as planned.

The Company has strategically expanded its valuable investment portfolio into the fertilizer sector, leveraging its future growth potential. As part of this initiative, the Company has acquired a 33.66% stake in Agritech Limited as of 30-June-2026 and the Group's cumulative holding is at 40.12%.

BUSINESS RATIONALE OF CAPITAL EXPENDITURE / ONGOING EXPANSIONS OF THE COMPANY

The Company is investing in sustainability and renewable energy with installation of solar energy projects at its plant site.

SUBSEQUENT EVENTS

There has been no considerable subsequent events after the closing of Financial Year 2025-26.

CHANGE IN NATURE OF BUSINESS

No change has occurred during the financial year concerning the nature of the business of the Company or of its subsidiaries, or any other Company in which the Company has interest.

NON-FINANCIAL PERFORMANCE

Quality, customer's satisfaction, employee's development and professional standards are Company's key areas where management has taken necessary measures to improve them. The Company is currently producing and supplying high-quality products which ensure maximum satisfaction to the customers. During the year, the Company has conducted various performance appraisals for the development of existing human capital. The Company is maintaining a highly satisfactory relationship with all stakeholders. The Company has formed various committees which are responsible for the effective monitoring of key areas.





CORPORATE SOCIAL RESPONSIBILITY

The Company acknowledges its responsibility towards society and performs its duty by providing financial assistance to projects for society development by various charitable institutions on consistent basis. The Company has been recognized by the Pakistan Centre for Philanthropy as a leader in social and charitable contributions and strives to be a constructive member of the communities in which it has a presence.

The Company has contributed in medical social sciences project and in this regard, the Company's Board of Directors and the Board of the Holding Company jointly donated towards construction of Admin Block at Al-Aleem Medical College in Gulab Devi Chest Hospital (GDCH), Lahore.

The Company has also contributed in the past for medical social service projects and in this regard the Company donated a state-of-the-art Cardiac facility to GDCH in Lahore by building Sayeed Saigol Cardiac Complex at GDCH.

Kohinoor Maple Leaf Group has received "13th Corporate Social Responsibility National Excellence Award" on account of its performance of various social obligations.

IMPACT ON THE ENVIRONMENT AND OUR MITIGATING EFFORTS TO CONTROL INDUSTRY EFFLUENTS

Traditionally, cement plants are assumed to be lacking environment friendliness but the Company has installed most modern and state of the art equipment to control industry effluents. In order to mitigate the effects of industrial effluents on surrounding environment, the Company is putting forth all efforts for providing healthy environment to employees and the community. In this regard following major environment friendly efforts are carried out by the Company: -

- i. Regular monthly environmental monitoring for stack emissions and effluents complying with Natural Environmental Quality Standards.
- ii. The Company has state of the art FLSmidth A/S cement manufacturing technology, equipped

with world class dust collection electrostatic precipitators and bag filters for environment protection.

- iii. Massive Tree Plantation Program is being constantly undertaken for maintaining healthy and green environment as a part of Corporate Social Responsibility in coordination with District Officer (Environment), Mianwali.
- iv. The Company has its own hospital and trauma centre at plant site. Keeping in view the occupational health of employees, regular first-aid and CPR training programs are conducted to ensure safe health of workers.

PRINCIPAL RISKS, CHALLENGES AND UNCERTAINTIES

The major risks and challenges faced by the Company are as follows: -

- i. Rupee devaluation and escalation of coal prices in the international market squeezing profit margins.
- ii. Lacklustre margin on export sales, barriers erected by cement importing countries and anti-dumping duty imposed by South Africa.
- iii. High interest rates.
- iv. High fuel rates.
- v. Overall inflationary increase in operational expenses.
- vi. Head on competition amongst cement manufacturers on price as well as sales owing ambitious capacity additions.
- vii. Impact of devastating floods which have hit large parts of the country.

The Organization is effectively equipped to face any challenges and uncertainties that are likely to arise. Through combined experience, skill and effective business reporting, Management is always aware of internal and external developments. The Company has formulated unique specialized cross functional teams

that routinely discuss key issues and risks to come up with the most forward approach. In response to the cuts in PSDP allocation and low margins in export markets, marketing team under the guidance of Management launched an effective brand awareness strategy to increase presence in previously untapped local markets and make Maple Leaf Cement Factory Limited a well-known trustworthy brand amongst developers, dealers

and house consumers. To cater to overall inflation, cost saving measures were implemented throughout the year. To reduce finance cost, short term borrowings were brought down by effectively utilizing operating cash flows and by reduction in operating cycle. To face vigorous competition, Management ensures that the capacity to produce and to sell is fully utilized to its utmost potential.

APPROPRIATIONS

Distribution of Profit after tax for the Company (standalone) for the year is as under: -

DESCRIPTION	2026	2025
	-----Rs. in '000'-----	
Profit After tax	8,445,631	17,036,374
Dividend	-	-
Balance Transferred to Retained Earnings	8,445,631	17,036,374

LEADERSHIP STRUCTURE

COMPOSITION OF THE BOARD OF DIRECTORS & COMMITTEES:

Total Number of Directors:

- a) Male 8
b) Female 1

Composition:

1	Independent Directors	2
2	Other Non-Executive Directors	4
3	Executive Directors (including CEO)	2
4	Female Director (Non-Executive)	1

DIRECTORS AND BOARD MEETINGS

During the year under review, five meetings of the Board of Directors were held in Pakistan and no Board meeting was held outside Pakistan. No casual vacancy occurred in the Board during the year. The attendance of each Director was as under: -

CATEGORY	NAME	MEETINGS ATTENDED
Independent Directors	Mr. Zulfikar Monnoo	5
	Mr. Tajammal Hussain Bokhari	2
Other Non-Executive Directors	Mr. Tariq Sayeed Saigol - <i>Chairman</i>	5
	Mr. Taufique Sayeed Saigol	5
	Mr. Waleed Tariq Saigol	4
	Mr. Danial Taufique Saigol	5
Executive Directors	Mr. Sayeed Tariq Saigol	5
	<i>Chief Executive Officer</i> Syed Mohsin Raza Naqvi	5
Female Director <i>Non-Executive Director</i>	Ms. Jahanara Saigol	4

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

By virtue of election of Directors held during the year and pursuant to requirement of the Companies Act, 2017 and Listed Companies (Code of Corporate Governance) Regulations, 2019, the above Board of Directors was re-constituted.

Mr. Shafiq Ahmed Khan was Director on the Board and attended 03 meetings who has retired on December 31, 2025.

Pursuant to requirement of the Listed Companies (Code of Corporate Governance) Regulations, 2019, the following committees were also re-constituted: -

AUDIT COMMITTEE

Four meetings of the Audit Committee were held during the financial year and attendance of each Member was as under: -

NAME	DESIGNATION	MEETINGS ATTENDED
Mr. Zulfikar Monnoo	Chairman (Independent Director)	3
Mr. Tajammal Hussain Bokharee	Member (Independent Director)	2
Mr. Waleed Tariq Saigol	Member (Non-Executive Director)	3
Mr. Danial Taufique Saigol	Member (Non-Executive Director)	4

Leave of absence was granted to the Members who could not attend the Audit Committee Meetings. Mr. Shafiq Ahmed Khan was Member of the Audit Committee during the year and attended 02 meetings.

Mr. Shafiq Ahmed Khan, the Ex-Chairman of Audit Committee, attended the last AGM held on October 16, 2025.

Board Annually Evaluates the performance of Board Committees including Audit Committee.

HUMAN RESOURCE & REMUNERATION COMMITTEE

NAME	DESIGNATION
Mr. Zulfikar Monnoo	Chairman (Independent Director)
Mr. Tajammal Hussain Bokharee	Member (Independent Director)
Mr. Danial Taufique Saigol	Member (Non-Executive Director)

One meeting of Human Resource & Remuneration Committee was held on November 12, 2025. Mr. Shafiq Ahmed Khan was Member of the HR & R Committee during the year.

“BUILD THE FUTURE”

DRIVEN BY PEOPLE.
BUILT ON STRENGTH.
FOCUSED ON THE
FUTURE.

DIRECTORS' REMUNERATION

The Board of Directors has approved a 'Directors' Remuneration Policy', the salient features of which are:

- No Director shall determine his/her own remuneration.
- Meeting fee of a Director other than regular paid Chief Executive of any Group Company, Sponsors and / or family Directors and full time working Director(s) of any Group Company, shall be net of tax amounting to Rs.125,000/- (Rupees one hundred twenty five thousand only) per meeting or as time to time determined by the Board for attending the Board and Rs.25,000/- (Rupees twenty five thousand only) - for its Committee meetings.
- Any tax obligation against such payment applicable for the time being and/or amended hereinafter shall be borne by the Company.
- The Directors shall be entitled to be paid all reasonable expenses, including travelling, hotel charges and other expenses incurred by them for attending meetings and for other business conducted for and on behalf of the Company.

The details of the remuneration paid to the Directors including Chairman and Chief Executive of the Company is disclosed in Note 48 of the Standalone Financial Statements.

PATTERN OF SHAREHOLDING

Pattern of shareholding of the Company in accordance with the Companies Act, 2017 as at June 30, 2026 is annexed.

ACKNOWLEDGEMENT

The Board takes this opportunity to express its deep sense of gratitude and thanks to the shareholders, employees, customers, bankers and other stakeholders for the confidence and faith they have always reposed in us.

For and on behalf of the Board



Syed Mohsin Raza Naqvi
Director



Sayeed Tariq Saigol
Chief Executive Officer

Lahore: July 30, 2026

STATEMENT OF COMPLIANCE

WITH THE LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019 (THE “REGULATIONS”)

Name of Company: **Maple Leaf Cement Factory Limited**
Year Ended: **June 30, 2026**

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

1. The total number of Directors are Nine (9) as per the following composition:

Male: 8
Female: 1

2. The Composition of the Board is as follows: -

i.	Independent Directors	02
ii.	Non-Executive Directors	04
iii.	Executive Directors (including CEO)	02
iv.	Female Director (Non-Executive)	01

The requirement of one-third independent directors was determined with reference to the eight elected directors of the Board at the time of election, excluding the Chief Executive Officer, who is appointed separately by the newly elected Board under section 187 of the Companies Act, 2017 (the “Act”) within fourteen days of the election of directors under section 159 of the Act. On this basis, one-third of the elected directors comes to 2.66 directors.

In accordance with Regulation 6 of the Listed Companies (Code of Corporate Governance) Regulations, 2019, the Company has not rounded up the fraction to three directors and has instead maintained two independent directors on the Board. The Board is satisfied that the independent directors possess the requisite competencies, skills, knowledge and experience required under the applicable legal and regulatory framework to effectively discharge their duties. Accordingly, the Company considers the appointment of an additional independent director to be unnecessary.

3. The Directors have confirmed that none of them is serving as a Director on more than seven listed companies, including this Company;
4. The Company has prepared a Code of Conduct and has ensured that appropriate steps have been taken to disseminate it throughout the Company along with its supporting policies and procedures;
5. The Board has developed a vision/mission statement, overall corporate strategy and significant policies of the Company. The Board has ensured that complete record of particulars of the significant policies along with their date of approval or updating is maintained by the Company;
6. All the powers of the Board have been duly exercised and decisions on relevant matters have been taken by the Board / Shareholders as empowered by the relevant provisions of the Act and these Regulations;
7. The meetings of the Board were presided over by the Chairman. The Board has complied with the requirements of the Act and the Regulations with respect to frequency, recording and circulating minutes of meetings of the Board;
8. The Board has a formal policy and transparent procedures for remuneration of Directors in accordance with the Act and these Regulations;
9. Four Directors Messrs Danial Taufique Saigol, Syed Mohsin Raza Naqvi, Zulfikar Monnoo and Tajammal Hussain Bokharee have obtained certificate for Directors’ Training Program and Four Directors Messrs

Tariq Sayeed Saigol, Taufique Sayeed Saigol, Sayeed Tariq Saigol and Waleed Tariq Saigol are exempt from this due to 14 years of education and 15 years of experience on the Boards of listed companies.

10. During the year, there was no any such appointment of the Chief Financial Officer and the Company Secretary other than the Head of Internal Audit;
11. Chief Financial Officer and Chief Executive Officer duly endorsed the financial statements before approval of the Board;
12. The Board has formed committees comprising of members given below:

a) Audit Committee

NAME	DESIGNATION
Mr. Zulfikar Monnoo	Chairman (Independent Director)
Mr. Tajammal Hussain Bokharee	Member (Independent Director)
Mr. Waleed Tariq Saigol	Member (Non-Executive Director)
Mr. Danial Taufique Saigol	Member (Non-Executive Director)

b) Human Resource & Remuneration Committee

NAME	DESIGNATION
Mr. Zulfikar Monnoo	Chairman (Independent Director)
Mr. Tajammal Hussain Bokharee	Member (Independent Director)
Mr. Danial Taufique Saigol	Member (Non-Executive Director)

13. The terms of reference of the aforesaid committees have been formed, documented and advised to the committees for compliance;
14. The frequency of meetings of the committees were as per following: -

MEETINGS	FREQUENCY
Audit Committee	Four meetings were held during the financial year.
Human Resource and Remuneration Committee	One meeting was held during the financial year.

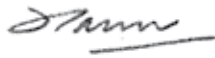
15. The Board has set up an effective internal audit function with suitably qualified and experienced staff for the purpose and who are also conversant with the policies and procedures of the Company;
16. The statutory auditors of the Company have confirmed that they have been given a satisfactory rating under the Quality Control Review program of the Institute of Chartered Accountants of Pakistan (ICAP) and registered with Audit Oversight Board of Pakistan, that they and all their partners are in compliance with International Federation of Accountants (IFAC) guidelines on code of ethics as adopted by the ICAP and that they and the partners of the firm involved in the audit are not a close relative (spouse, parent, dependent and non-dependent children) of the Chief Executive Officer, Chief Financial Officer, Head of Internal Audit, Company Secretary or Director of the Company;
17. The statutory auditors or the persons associated with them have not been appointed to provide other services except in accordance with the Act, these Regulations or any other regulatory requirement and the auditors have confirmed that they have observed IFAC guidelines in this regard;

18. We confirm that all requirements of the regulations 3,6,7,8,27,32,33 and 36 of the Regulations have been complied with; and
19. Explanation for non-compliance with requirements, other than regulations 3,6,7,8,27,32,33 and 36 are below: -

Sr.	Requirement	Explanation for Non-Compliance	Reg. No.
1	Responsibilities of the Board and its members: The Board is responsible for the adoption of corporate governance practices, and it shall ensure that the complete record of particulars of the significant policies along with their dates of approval or updating is maintained by the company. The Company is encouraged to have regular independent evaluation of the Board's performance at least every three years by an external body.	Non-mandatory provisions of the CCG Regulations are partially complied. Further, the Company has already implemented several key policies, while the remaining ones are currently under development and will be finalized in due course. The Board conducted its annual performance evaluation through a structured self-assessment process, assessing its overall effectiveness and that of its committees against established criteria. The Board objectively assessed its overall effective role as a coordinated team for the ongoing success of the Company. Independent evaluation of the Board's performance shall be considered by the Company in due course.	10(1)& 10(4) 10(3) (v)
2	Role of the Board and its members to address Sustainability Risks and Opportunities: The Board is required to approve an antiharassment policy and oversee sustainability risks and opportunities, including setting the Company's sustainability strategies and targets and establish a dedicated sustainability having at least one female director or assign additional responsibilities.	The management is currently reviewing these amendments and will ensure compliance in due course and will establish a dedicated sustainability committee having at least one female director, or assign additional responsibilities to an existing board committee.	10A
3	Directors' Orientation: Acquainting the directors with the CCG Regulations, other applicable laws, their duties and responsibilities.	All the Directors are highly qualified and experienced and the Company will arrange their orientation in due course.	18
4	Directors' Training: Newly appointed directors shall acquire directors training program certification within a period of one year from appointment and necessary arrangements to be made for the Directors Training Program Certification of at least one female executives and one heads of department every year.	Ms. Jahanara would obtain DTP certification in due course. The Company has planned to arrange Directors' Training Program certification for female executives and heads of department in due course.	19(2) & 19(3)

Sr.	Requirement	Explanation for Non-Compliance	Reg. No.
5	Constitution of Nomination & Risk Management Committees: The Board may constitute separate committees designated as nomination and risk management committees, of such number and class of directors, as it may deem appropriate in its circumstances.	Currently, the Board has not yet established a separate Nomination Committee (NC). Further, the Board has not constituted a Risk Management Committee (RMC) and senior officers of the Company perform the requisite functions. However, the Board would consider to constitute NC & RMC in due course.	29(1) & 30(1)
6	Disclosure of significant policies on website: The Company may post key elements of its significant policies, brief synopsis of terms of reference of the Board's Committees and key elements of the directors' remuneration policy on its website.	The significant policies, terms of reference of the Committees and key elements of the directors' remuneration policy exist in the Company's record and shall be uploaded on the Company's website in due course.	35

Lahore: July 30, 2026


TARIQ SAYEED SAIGOL
CHAIRMAN



A.F. FERGUSON & Co.

INDEPENDENT AUDITOR'S REVIEW REPORT TO THE MEMBERS OF MAPLE LEAF CEMENT FACTORY LIMITED

REVIEW REPORT ON THE STATEMENT OF COMPLIANCE CONTAINED IN LISTED COMPANIES (CODE OF CORPORATE GOVERNANCE) REGULATIONS, 2019

We have reviewed the enclosed Statement of Compliance with the Listed Companies (Code of Corporate Governance) Regulations, 2019 (the Regulations) prepared by the Board of Directors of Maple Leaf Cement Factory Limited (the Company) for the year ended June 30, 2026 in accordance with the requirements of regulation 36 of the Regulations.

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

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

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

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

A. F. Ferguson & Co.
Chartered Accountants
Lahore

Date: August 20, 2026

UDIN: CR2026100701S5kXa4j3

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BRIEF PROFILE OF DIRECTORS

MR. TARIQ SAYEED SAIGOL
(CHAIRMAN / DIRECTOR)

OTHER ENGAGEMENTS

CHAIRMAN / DIRECTOR

Kohinoor Textile Mills Limited
Pioneer Cement Limited
Maple Leaf Power Limited



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

Mr. Saigol was schooled at Aitchison College, Lahore and graduated from Government College University, Lahore, following which he studied Law at University Law College, Lahore.

He started his career in 1968 at Kohinoor's Chemical Complex at Kala Shah Kaku. Upon trifurcation of the Group in 1976, he became Chief Executive of Kohinoor Textile Mills Limited, Rawalpindi. Since 1984, he has been Chairman of Kohinoor Maple Leaf Group which has interests in textiles, cement manufacturing and energy.

He remained Chairman of All Pakistan Textile Mills Association from 1992 to 94, President of

Lahore Chamber of Commerce and Industry for 1995-97 and Chairman of All Pakistan Cement Manufacturers Association from 2003-2006.

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

He takes keen interest in the development of education and health care in Pakistan. He has been a member of the Board of Governors of Lahore University

of Management Sciences, Founding Chairman of the Board of Governors of Chandbagh School, Founder Trustee of Textile University of Pakistan, member of the Syndicate of University of Health Sciences and Member of Board of Governors of Aitchison College, Lahore. He presently serves on the Managing Committee, Gulab Devi Chest Hospital, Lahore.

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

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

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

OTHER ENGAGEMENTS

CHIEF EXECUTIVE / DIRECTOR

Pioneer Cement Limited
Maple Leaf Power Limited

DIRECTOR

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

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

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

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

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

MR. TAUFIQUE SAYEED SAIGOL
(DIRECTOR)

OTHER ENGAGEMENTS

CHIEF EXECUTIVE / DIRECTOR

Kohinoor Textile Mills Limited

CHAIRMAN / DIRECTOR

Maple Leaf Capital Limited

DIRECTOR

Pioneer Cement Limited
Maple Leaf Power Limited
Novacare Hospitals (Private) Limited

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

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

BRIEF PROFILE OF DIRECTORS

MR. WALEED TARIQ SAIGOL (DIRECTOR)

OTHER ENGAGEMENTS

CHIEF EXECUTIVE / DIRECTOR

Maple Leaf Capital Limited

DIRECTOR

Kohinoor Textile Mills Limited

Maple Leaf Power Limited

Agritech Limited

Novacare Hospitals (Private) Limited

Mr. Waleed Tariq Saigol is a distinguished business leader and he currently serves as the Chief Executive Officer and Director of Maple Leaf Capital Limited (MLCL). In his role at MLCL, he has demonstrated strong expertise in capital markets and has played a key role in developing MLCL into one of the country's leading private investment management company.

Mr. Saigol's educational background includes schooling at Aitchison College and Harrow School and he holds a bachelor's degree from the London School of Economics.

He possesses significant experience in the textile and cement sectors. He has successfully served as Managing Director of one of the country's largest textile operations. In addition to his leadership at Maple Leaf Capital Limited, Mr. Saigol also serves on the Boards of Directors of several prominent companies, including Kohinoor Textile Mills Limited, Maple Leaf Power Limited, Agritech Limited and Novacare Hospitals (Private) Limited.

Furthermore, he is a member of the Audit Committees of the listed companies within the Kohinoor Maple Leaf Group, where he actively contributes to shaping corporate vision and governance frameworks.

Beyond his professional commitments, Mr. Saigol is a passionate golfer and has achieved success in several tournaments in Pakistan.

MR. DANIAL TAUFIQUE SAIGOL (DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR

Kohinoor Textile Mills Limited

Pioneer Cement Limited

Maple Leaf Capital Limited

Maple Leaf Power Limited

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

MS. JAHANARA SAIGOL
(DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR

Kohinoor Textile Mills Limited
Pioneer Cement Limited
Maple Leaf Capital Limited

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

MR. TAJAMMAL HUSSAIN BOKHAREE
(INDEPENDENT DIRECTOR)

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

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

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

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

MR. ZULFIKAR MONNOO
(INDEPENDENT DIRECTOR)

OTHER ENGAGEMENTS

DIRECTOR

Kohinoor Textile Mills Limited
Pioneer Cement Limited
Unilever Pakistan Foods Limited,
Rafhan Maize Products Co. Limited
Security General Insurance Company Limited

DIRECTOR / CHIEF EXECUTIVE

Pakwest Industries (Pvt.) Limited

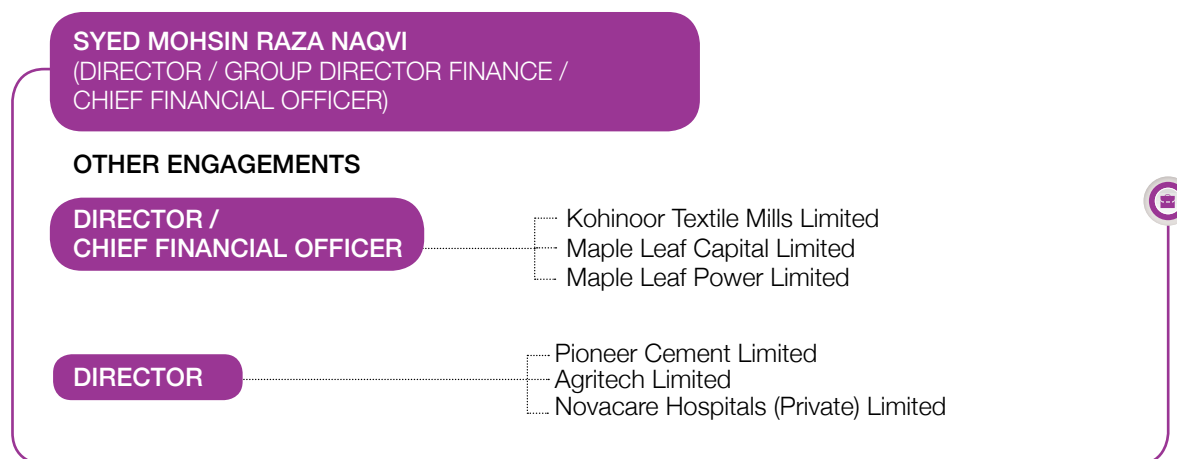
Mr. Zulfikar Monnoo joined the Board of Unilever Pakistan Foods Limited when the company was formed. He is past Chairman and now a member of both the Audit and the HR & R Committees.

He is also Director of Rafhan Maize Products Co. Limited since 1990 and a member of both the Audit and the HR & R Committees.

BRIEF PROFILE OF DIRECTORS

He is the Chief Executive of Pakwest Industries (Pvt.) Ltd., Lahore. He is an alumni of The Wharton School, University of Pennsylvania and Aitchison College, Lahore.

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



Syed Mohsin Raza Naqvi is a seasoned finance professional. He is a Fellow Member of the Institute of Chartered Accountants of Pakistan and brings over 30 years of extensive experience in financial management.

His expertise spans a broad range of areas, including:

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

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

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

DIVERSITY IN THE BOARD

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

CORPORATE BRIEFINGS

MATTERS DECIDED AND DELEGATED BY BOARD OF DIRECTORS

Matters Decided by the Board of Directors

The Board of Directors approves overall corporate strategy which is in line with Company's Vision. All the Strategic Decisions of the Company are taken by the Board. As sanctioned by the Companies Act 2017 and authorised by Articles of Association of the Company, following decisions are taken by the Board namely: -

- Issue of shares;
- Buy-back of shares;
- Make borrowings in the form of loans, debentures, leasing contracts or redeemable capital;
- Investment of funds of the company;
- Approval of financial statements;
- Approval of bonus to employees;
- Incurring capital expenditure and disposal of fixed assets;
- Declaration of interim dividend;
- Provision / Writing off bad debts, advances and receivables;
- Writing off other assets of the company;
- To determine the terms of and the circumstances in which a law suit may be compromised and a claim or right in favour of a company may be released, extinguished or relinquished; and
- Other matters of strategic nature e.g., taking over a company or acquiring a controlling or substantial stake in another company;

Matters Delegated to the Management

Management of the Company is entrusted with the responsibility to conduct operations of the Company adhering to corporate strategy approved by Board of Directors. Tactical and operational matters are delegated to the Management of the Company which mainly include:

- Cash flow Management;
- Selling and Marketing;
- Compliance with legal requirements;

- Production Management;
- Procurement Management and
- Other support functions like Human Resource Management.

ANNUAL EVALUATION OF BOARD PERFORMANCE

The Board has set a criterion based on emerging and leading practices to assist in the self-assessment of an individual director and the full Board's performance. It is not intended to be all-inclusive. When completing the performance evaluation, Board considers the following main performance evaluation process or behaviour:

- i. Adequate Board composition.
- ii. Satisfactory processes and procedures for Board meetings.
- iii. The Board sets objectives and formulates an overall corporate strategy.
- iv. The Board has set up adequate number of its committees.
- v. Each Director has adequate knowledge of economic and business environment in which the company operates.
- vi. Each Board member contributes towards effective and robust oversight.
- vii. The Board has established a sound internal control system and regularly reviews it.
- viii. The Board reviews the Company's significant accounting policies according to the adequate financial reporting regulatory framework.
- ix. The Board considers the quality and appropriateness of financial accounting and reporting and the transparency of disclosures.

Evaluation Criteria of Board Performance

Following is the main criteria:

1. Financial policies reviewed and updated;
2. Capital and operating budgets approved annually;
3. Board receives regular financial reports;
4. Procedure for annual audit;

5. Board approves annual business plan;
6. Board focuses on goals and results;
7. Availability of Board's guideline to management;
8. Regular follow up to measure the impact of Board's decisions;
9. Assessment to ensure compliance with code of ethics and corporate governance.

During the year under review, the performance review of Board was not carried out by any external consultant.

PERFORMANCE REVIEW OF BOARD COMMITTEES

Performance of Board Committees is regularly evaluated by the Board of Directors based on the terms of reference as defined and approved by the Board.

UNRESERVED COMPLIANCE OF INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)

The management of the Company strongly believes in adherence to unreserved compliance with all the applicable International Accounting Standards (IAS)/ IFRS issued by International Accounting Standards Board (IASB) vital to true and fair preparation and presentation of financial information. Compliance to IFRS encourages sufficient disclosures of the financial statements that are beneficial for informed decisions of stakeholders.

Financial statements for the year have been prepared in accordance with the accounting and reporting standards issued by IASB as are applicable in Pakistan. IFRS adoption status is in detail is explained in note 3 of annexed standalone financial statements.

CEO PERFORMANCE REVIEW

The performance of the CEO is regularly evaluated by the Board of Directors, and this evaluation is based on the criteria defined by the Board of Directors which includes various financial and non-financial key performance indicators (KPIs). At the start of the year, CEO presents his KPI for the upcoming year to the Board of Directors. The Board periodically evaluates the actual performance against those KPIs during the year and discusses the future course of action to attain the Company's stated goals. The CEO also appraises to the Board regarding an assessment of

senior management and their potential to achieve the objectives of the Company.

FORMAL ORIENTATION TRAINING PROGRAM FOR DIRECTORS

All the Directors are suitably qualified and experienced while four Directors have obtained certificate for Directors' Training Program, and four Directors are exempt from this due to 14 years of education and 15 years of experience on the Boards of listed companies.

Further, the Directors have also provided declarations that they are aware of their duties, powers and responsibilities under the Companies Act, 2017 and the Listing Regulations of Pakistan Stock Exchange.

CREDIBILITY OF INTERNAL CONTROLS AND SYSTEMS

The ultimate responsibility for effective internal control systems rests with the Audit Committee (the Committee). At MLCF, the Internal Audit function is tasked by the Committee to report on matters related to risk assessment, SOP compliance and smooth running of Quality Management Systems. The Internal Audit team consists of professional and competent personnel, having knowledge of the audit and accounts., The Internal Audit Department has experience and expertise to independently judge and provide independent evaluations of internal controls and risks to the Committee. The Committee lays down the groundwork strategy that defines which processes, departments and functions are required to be audited. The Internal Audit function executes the strategy by identifying, assessing and measuring the likelihood and magnitude of various risks. Based on assessment of risks, an audit plan is drafted in collaboration with concerned Head of Departments and then sent for approval to the Committee. The audit is conducted as per the plan and control weaknesses (if any) are highlighted and an action plan is agreed upon. Regular follows ups are then carried out to ensure the implementation and achievement of agreed action plans.

The Company obtains external assurance from:

- Statutory Audit of Financial Accounts from Audit firm A.F.Ferguson
- (QMS) Audit to ensure compliance with ISO 9001 by SGS.
- Environment Monitoring Report to ensure compliance with ISO 14001 by ECO GREEN (PVT) Limited.

The Board has developed a set mechanism to assess the risk being faced and the internal controls implemented to mitigate them. The internal audit department is also responsible to identify and evaluate the risk being faced by the Company and controls in place, also test them if they are operating properly. The Board also gets external assurance on the effectiveness of the internal controls and also seeks suggestion for the unattended areas.

IMPLEMENTATION OF GOVERNANCE PRACTICES EXCEEDING LEGAL REQUIREMENT

The management of Maple Leaf Cement Factory Limited believes to follow best governance practices that can be implemented in the Company's environment. To implement these practices, the minimum benchmark is to comply with all the legal requirements. However, the management goes ahead to implement best governance rules and practices that are followed globally and are in favour of the Company's shareholders, employees, environment and community.

Following additional governance practices implemented by the management include:

- Disbursement of additional corporate and financial information to shareholders and legal authorities, although not required by any law, to make the Company's affairs more transparent and to give better insight of the Company's affairs, policies and strategies.
- Implementation of 5S policy to create a healthy and work friendly environment together with efficiency and effectiveness.
- Implementation of Health, Safety and Environment Policy for better and safe work place environment for employees, workers and surrounding community.

The Company understands and fulfils its corporate social responsibility and has implemented various social projects for welfare of the community.

POLICY ON DIVERSITY

At Maple Leaf Cement Factory Limited, we aim to be an inclusive organisation, where diversity is valued, respected and built upon. We recruit and retain a diverse workforce irrespective of religious and political beliefs, gender, race, ethnicity, disability, education, colour, language, age, socioeconomic background, and geographic location and region. The culture of the Company values differences and recognises that stakeholders from different backgrounds and experiences can bring valuable insights to enable a

collaborative work environment by introduction of varied ideas and perspectives within the Company.

We aim to pro-actively tackle discrimination and to ensure that no individual or group is directly or indirectly discriminated against for any reason regarding employment and the Company bears no tolerance for harassment/bullying and persecution. The company has a whistle blowing policy in place, and employees are encouraged to report all such matters and related grievances to the Human Resources department.

The Board ensures application of diversity policy through Human Resource department by ensuring that all talent hunting seminars, job fairs and advertisements specifically mention that we are an equal opportunity employer in all areas and we nourish an organizational culture where individual differences are appreciated rather than criticized for novel ideas and improvements. Furthermore, Internal Audit department ensures and reports compliance of diversity policy on periodic basis.

Disclosure of interest in significant contracts and arrangement by directors

None of the Directors have any interest in significant contracts and arrangements the Company has entered into. However, the Board has also a policy that all the directors who have any such interest will need to disclose it beforehand.

COMPENSATION POLICY OF EXECUTIVE DIRECTORS WHO ALSO SERVE OTHER COMPANIES BOARD OF DIRECTORS

Executive directors of the company shall be appropriately compensated for their service in the Company and for representation on the Company's Board. This compensation shall take into consideration the amount of time required to be devoted to Board activities, the fiduciary responsibility of such positions and the competitiveness of the compensation levels. Compensation is subject to change at the discretion of the Board. Board may approve revision in Directors' Compensation Policy from time to time.

No fee is paid to executive directors of the company by way of their appointment in other associated companies in the capacity of non-executive director.

Moreover, none of our executive director is working as non-executive director in companies which are not associated companies.

FOREIGN DIRECTOR

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

HUMAN RESOURCE MANAGEMENT

The Company is committed to build a strong organizational culture that is shaped by empowered employees who demonstrate a deep belief in Company's vision and values. Therefore, Human Resource Management (HRM) is an integral part of our business strategy. The Company fosters leadership, individual accountability and teamwork. The main components of the Company's HRM policy are:

- Selecting the right person, with the right experience, at the right time, offering the right compensation.
- Developing management philosophies and practices to promote and encourage motivation and retention of the best employees.
- Recognizing and rewarding employees' contribution to the business.
- Fostering the concept of team work and synergetic efforts.
- Encouraging and supporting team concepts and team building techniques.
- Nurturing a climate of open communications between management and employees.
- Making all reasonable efforts to achieve a high quality of work-life balance.

Succession Planning

The Company believes in proactive approach towards succession planning. We recruit employees, develop their knowledge, skills, abilities, and prepare them for advancement or promotion into ever more challenging roles. Rigorous succession planning is also in place throughout the organization. Succession planning ensures that employees are constantly developed to fill each needed role. We look for people who exemplify continuous improvement when we are spotting future successors.

Merit Based Recruitment

Maple Leaf Cement Factory Limited consistently conducts recruitment on a merit-based system. When a vacancy arises, the department head assesses the required competencies and knowledge for the role. This information is then shared with the HR department to create the job advertisement. The vacancy is subsequently advertised, and qualified candidates are shortlisted for interviews. Following the interview process, only the most suitable candidate is selected for the position.

INTERACTION WITH STAKEHOLDERS

The interactive sessions include the annual general meeting, extra ordinary general meetings, corporate briefings/road shows, responding



to investor queries either raised on email, website or on telephone.

During the year, following major international and local road shows/corporate briefings sessions were held with investors:

- Corporate Briefing Session (7 November 2025)

The Company has a set mechanism to ensure that all the shareholders are served with notice of annual general meeting within stipulated time as per corporate requirements. To ensure these notices are dispatched to members, also made available to stock exchange. On the day of annual general meeting, sufficient arrangements are made to facilitate members by encouraging their participation and responding to their queries positively.

INVESTORS' GRIEVANCES POLICY

The Company believes that Investor services is a vital element for sustained business growth and we want to ensure that our Investors receive exemplary service across different touch points of the Company. Prompt and efficient service is essential to retain existing relationships and therefore, Investor satisfaction becomes critical to the Company. Investor queries and complaints constitute an important voice of Investor, and this policy details grievance handling through a structured grievance framework.

Grievance policy is supported by a review mechanism, to minimize the recurrence of similar issues in future. Investors have the facility to call toll free call centre 24/7 to register their grievances. The Company's Grievance policy follows the following principles:

- Investors are treated fairly at all times.
- Complaints raised by Investors are dealt with courtesy and in a timely manner.
- Investors are informed of avenues to raise their queries and complaints within the organization and their rights if they are not satisfied with the resolution of their complaints.
- Queries and complaints are treated efficiently and fairly.
- The Company's employees work in good faith and without prejudice, towards the interests of the Investors.

WHISTLE BLOWING POLICY

In accordance with the Company's continued

commitment to 'Good Governance' a 'Whistle Blowing' policy has been adopted. The policy ensures that the 'Whistle Blower' will be fully protected and the said non-conformance, will be investigated in a fair, transparent, reliable and principled manner.

Highlights of the policy are as follows:

1. All Protected Disclosures should be addressed to the nominated Ombudsman of the Company.
2. The Protected Disclosures should be reported in writing clearly stating the issue that is being raised. It should be preferably typed but legible handwritten versions in English or Urdu are also acceptable.
3. The Protected Disclosures should be forwarded with a covering letter bearing the identity of the whistle blower.
4. Anonymous disclosures will not be entertained.
5. If in an initial enquiry by the Ombudsman, it is felt that the complaint is not substantial, it can be dismissed.
6. If initial enquiry establishes that further investigation is necessary, the Ombudsman will ensure that an investigation is carried out in a neutral and fair manner without presumption of guilt. A written request of the finding will be prepared.
7. Further investigation shall only be carried out if the Ombudsman feels that the complaint is factual, fair and not speculative. It should contain as much factual information to necessitate a preliminary investigation.

In MLCFL, no whistle blowing incidence was highlighted and reported under the above said procedures during the year.

SAFETY OF RECORD

MLCFL is effectively implementing the policy to ensure the safety of the records. All records must be retained for as long as they are required to meet legal, administrative, operational and other requirements of the Company. The main purposes of the Company Policy are:

- To ensure that the Company's records are created, managed, retained, and disposed of in an effective and efficient manner;
- To facilitate the efficient management of the

Company's records through the development of a coordinated Records Management Program;

- To ensure preservation of the Company's records of permanent value to support both protection of privacy and freedom of information services throughout the Company to promote collegiality and knowledge sharing;
- Information will be held only as long as required and disposed of in accordance with the record retention policy and retention schedules; and
- Records and information are owned by the Company, not by the individual or team.

BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN

The Board of Directors periodically review the Company's Business Continuity & Disaster Recovery (BC/DR) plan to ensure that critical business functions will be available to customers, suppliers, regulators, and other entities that have access to those functions even under extraordinary circumstances. BC/ DR plan mainly includes daily tasks such as customers/suppliers' correspondence, production data, trading activities, project management, system backups and help desk operations.

The primary activities of the Board for the execution of the plan include:

- 1) To develop and maintain a formal plan that is responsive to the Company's current business needs and operating environment.
- 2) To ensure that a Business Continuity Recovery Team includes representatives from all business units.
- 3) To provide ongoing business continuity training to all employees, including executive management and the Board.
- 4) Ensure that thorough current business impact analysis and risk assessments are maintained.
- 5) Ensure a centralized executive view of the business continuity plan and programs

QUALIFICATION OF CFO AND HEAD OF INTERNAL AUDIT

The Chief Financial Officer and the Head of Internal Audit possess the requisite qualifications and experience as prescribed in Listed Companies (Code of Corporate Governance) Regulations, 2019.

CONFLICT OF INTEREST MANAGEMENT POLICY

Policy Statement

The company has the policy for actual and perceived conflicts of interest and measures are adopted to avoid any conflict of interest, identify the existence of any conflict of interest, and to disclose the existence of conflict of Interest. The Company annually circulates and obtains a signed copy of Code of Conduct applicable to all its employees and directors, which also relates to matters relating to conflict of interest. Further, it seeks to set out the process, procedures and internal controls to facilitate compliance with the Policy as well as to highlight the consequences of non-compliance with the Policy by all its employees and directors. The Company Policy provides a guide as to what constitutes a conflict of interest, the processes and procedures that are in place in order to facilitate compliance and, the consequences of non-compliance. The Policy is intended to assist directors and employees in making the right decisions when confronted with potential conflict of interest issues.

Management of Conflict of Interest:

The primary goal of MLCFL policy is to manage conflicts of interest to ensure that decisions are made and are seen to be made on proper grounds, for legitimate reasons and without bias. To do this MLCFL has set the following procedures to manage and monitor the conflict of Interest:

1. Identify areas of risk.
2. Develop strategies and responses for risky areas.
3. Educate all employees about the conflict-of-interest policy.
4. Communicate with stakeholders to provide the platform for proper disclosure.
5. Enforce the policy.

Furthermore, the directors are annually reminded of the insider trading circular issued by the Securities and Exchange Commission of Pakistan to avoid dealing in shares while they are in possession of the insider information. Every director is required to provide to the Board complete details regarding any material transaction which may bring conflict of interest with the Company for prior approval of the Board. The interested directors do not participate in the discussion neither they vote on such matters. The transactions with all the related parties are made on arms-length basis and complete details are provided to the Board for their approval. Further all the transactions with

the related parties are fully disclosed in the financial statements of the Company.

The Board has established conflict resolution teams with aim to timely take up such conflicts and resolve them in the best possible way with no delays. Teams address to all such issues by paying attention to the complaints or observing them through the ways they have implemented for this. They pay attention to all the facts and come up with the resolution that becomes the standard for all similar events occurring after that. Board has the policy to review and discuss the performance of resolution teams periodically.

Approved Training Organization – ICAP & ICAEW

On 31st August 2016, MLCFL was granted the status of Training Organization outside Practice (TOoP) by Institute of Chartered Accountants of Pakistan to impart practical industry exposure to CA trainee students. The Company is also an Approved Training Employer recognized by Institute of Chartered Accountants in England & Wales (ICAEW). This demonstrates the level of confidence of these renowned institutes in company's pool of qualified professionals and at the same time, raises the opportunity for trainee students to be trained in one of the best organizations in Pakistan. During the year 2017-18, the Company inducted first batch of CA trainee students under ICAP TOoP scheme. Demonstrating our sustained commitment to nurturing future finance professionals, the Company welcomed its second batch of trainees in 2026. Furthermore, the Company's active participation in the ICAP Student Convention, where it received a certificate of attendance, underscores our strong engagement with the professional community and reinforces our position as a preferred training destination for aspiring chartered accountants

SOCIAL AND ENVIRONMENTAL RESPONSIBILITY POLICY

The Company's Social and Environmental Responsibility Policy reflects the Company's recognition that there is a strong, positive correlation between financial performance and corporate, social and environmental responsibility. The Company believes that the observance of sound environmental and social strategies is essential for building strong brand and safeguarding reputation, which in turn is vital for long term success.

Social Responsibility Policy:

- Implementation of Employee Code of Conduct that fits with local customs and regulations.
- Culture of ethics and behaviour which improve values like integrity and transparency.

- Focusing on social involvement by developing multicultural teams with different competencies.
- Promoting the culture of work facilitation and knowledge transfer.
- Carrying out corporate philanthropy actions that focus in particular on preserving life and the environment.
- Maintaining collaborative relations with the society through a good harmony and effective communication.

Environmental Responsibility Policy

- Ensure our products, operations and services comply with relevant environmental legislation and regulations.
- Maintain and continually improve our environmental management systems to conform to the ISO Standards or more stringent requirements as dictated by specific markets or local regulations.
- Operate in a manner that is committed to continuous improvement in environmental sustainability through recycling, conservation of resources, prevention of pollution, product development and promotion of environmental responsibility amongst our employees.
- Responsibly managing the use of hazardous materials in our operations, products and services and promote recycling or reuse of our products.
- Inform suppliers, including contractors, of our environmental expectations and require them to adopt environmental management practices aligned with these expectations.

Policy on Corporate Social Responsibility

The company has formulated an efficient policy for sustainability and corporate social responsibilities in accordance with the SECP's CSR guidelines 2013 and the Companies' Act 2017. The Board has put in place a CSR committee which is formed for better monitoring and execution of all CSR related tasks including the Al-Aleem Medical College, in Gulab Devi Chest Hospital. The Company has contributed in medical social sciences project and in this regard, the Company's Board of Directors and the Board of the Holding Company jointly donated towards construction of Admin Block at Al-Aleem Medical College in Gulab Devi Chest Hospital (GDCH), Lahore. The project achieved completion during the year. This committee supervises all CSR activities and ensures the progress of all CSR related goals, objectives and targets. The committee plans and determines the

priority areas wherein the CSR projects are currently being managed (ongoing projects) and are planned to be initiated in the future. The Company has been recognized by the Pakistan Centre for Philanthropy as a leader in social and charitable contributions and strives to be a constructive member of the communities in which it has a presence. The Company has received the “Corporate Social Responsibility Award 2022” demonstrating management’s firm philanthropist attitude towards social welfare of the society at large through charitable contributions and compliance with CSR objectives.

Company’s approach to managing and reporting policies like procurement, waste, and emissions.

Our approach is to procure from the vendors who are registered with tax authorities and work in professional and ethical ways. The company ensures that all transactions would be at fair market value and according to the norms of the relevant market. Further, the company has a policy to perform vendor evaluation before entering into any transaction. The company performs various kinds of analysis and benchmarking to evaluate its procurement on periodic basis.

At Maple Leaf, waste and emissions are utilized to produce electricity from waste heat recovery plant (WHRP). After utilization of the waste and emissions, there is very less quantum of emissions left in the air after going through state-of-the-art filtration equipment’s to ensure that it is not hazardous for the environment. As a result, practically, there is negligible or no waste in the cement manufacturing process at our plants.

RELATED PARTY TRANSACTIONS

The Company has made detailed disclosures about related party transactions in its financial statements annexed with this annual report. Such disclosure is in line with the requirements of the 4th Schedule to the Companies Act, 2017 and applicable International Financial Reporting Standards.

Moreover, the Company has also decided to place its related party transactions before the Annual General Meeting for obtaining shareholders’ approval for the same. Details of party-wise disclosure of such transactions is also given in the statement u/s 134 annexed with the Notice of AGM.

TRANSACTION / TRADE OF COMPANY’S SHARES

The Board has reviewed the threshold for disclosure of interest by executives holding of Company’s shares

which includes Chief Executive Officer, Chief Financial Officer, Executive Director (Finance), General Manager (Finance), Head of Internal Audit and Company Secretary. None of the Directors, CEO, CFO, Executive Director (Finance), General Manager (Finance), Head of Internal Audit and Company Secretary (including their spouses and minor children) traded in the shares of the Company other than spouse of Chief Executive Officer who purchased 150,000 shares and Mr. Tajammal Hussain Bokharee, Director who purchased 2,500 shares from Stock Market.

During the financial year, one Corporate Briefing Session was held.

DIVERSITY, EQUITY AND INCLUSION POLICY

Maple Leaf Cement Factory Limited dedicated to advancing gender equality, women’s empowerment, and inclusive progress as a core part of our values. Diversity, Equity, and Inclusion (DE&I) form the foundation of our efforts to create a harmonious, respectful, and non-discriminatory workplace. We recognize our ability to make a meaningful impact by promoting inclusion in surrounding communities, increasing the representation of women, and supporting the acceptance of individuals with disabilities

This policy applies to all employees, business units, and legal entities. We also extend our commitment by encouraging our suppliers and contractors across the value chain to adopt practices that support gender equality, inclusion, and women’s empowerment. Objective:

- Promote fair practices where every employee feels safe and free from harassment, regardless of age, culture, language, origin, race, ethnicity, religion or belief, gender, marital status, pregnancy, sexuality, or disability.
- Increase workforce diversity through inclusive recruitment strategies and employee development initiatives.
- Ensure equal opportunities for all employees in self-development and career advancement, based on merit and with recognition of the value diversity brings.
- Respect diverse cultural, religious, and linguistic practices, while ensuring they align with job responsibilities.
- Support employee well-being through proactive workplace practices and initiatives.

- Enhance workplace accessibility by gradually improving the environment to support inclusion of persons with disabilities.
- Continuously educate people managers on Diversity, Equity & Inclusion (DE&I) to challenge and break unconscious biases.

Policy:

- Maintain zero tolerance for harassment, bullying, and violence related to gender, disability, or diversity.
- Enforce zero tolerance for retaliation, with protections in place for both victims and those reporting incidents.
- Implement a non-biased, non-judgmental grievance and response system to address any DE&I-related complaints

Compliance:

We are committed to regularly evaluating and reporting our progress on Diversity, Equity, and Inclusion (DE&I). This policy will undergo ongoing monitoring and periodic review as part of our continuous improvement efforts, ensuring it remains aligned with evolving best practices. It also complements and reinforces our broader commitments outlined in our Human Rights Policy and Occupational Health & Safety Policy

Harassment Policy:

Harassment refers to unwelcome, inappropriate,

or offensive behaviour that creates an intimidating, hostile, or offensive work environment. This includes, but is not limited to:

- Sexual Harassment: Any unwelcome or inappropriate sexual behaviour.
- Bullying: Persistent offensive, abusive, intimidating, or insulting behaviour.
- Discriminatory Harassment: Harassment based on race, religion, gender, disability, sexual orientation, or other protected characteristics.

Employees who believe they have been subjected to harassment are encouraged to report the matter immediately using the following channels:

- Directly report to their line manager or HRBP.
- Report to the grievance counsellor, Head of HR, or through an anonymous internal reporting system, if available.
- In cases of serious or physical harassment, or if an employee feels unable to report the issue to HR, they may contact the CEO directly.

ROLE OF CHAIRMAN AND THE CEO

The Company's Chairman reports to the Board and the CEO reports to the Chairman (acting on behalf of the Board) and to the Board directly. Their respective roles are being described here under: -

Role of the Chairman	Role of the CEO
Principal responsibility is the effective running of the Board.	Principal responsibility is running the Company's business.
Responsible for ensuring that the Board as a whole plays a full and constructive part in the development and determination of the Company's strategy and overall commercial objectives.	Responsible for proposing and developing the Company's strategy and overall commercial objectives, which he does in close consultation with the Chairman and the Board.
Guardian of the Board's decision-making process.	Responsible with the executive team for implementing the decisions of the Board and its Committees.
Responsible for promoting the highest standards of integrity, probity and corporate governance throughout the Company and particularly at Board level.	Responsible for promoting, and conducting the affairs of the Company with the highest standards of integrity, probity and corporate governance.



**Building the Future
 Piece by Piece**

TERMS OF REFERENCE OF BOARD COMMITTEES

AUDIT COMMITTEE

The Main Terms of Reference of the Audit Committee are as under: -

- (i) Determination of appropriate measures to safeguard the Company's assets;
- (ii) Review of annual and interim financial statements of the Company, prior to their approval by the Board of Directors, focusing on:
 - (a) major judgmental areas;
 - (b) significant adjustments resulting from the audit;
 - (c) going concern assumption;
 - (d) any changes in accounting policies and practices;
 - (e) compliance with applicable accounting standards;
 - (f) compliance with these regulations and other statutory and regulatory requirements; and
 - (g) all related party transactions.
- (iii) Review of preliminary announcements of results prior to external communication and publication;
- (iv) Facilitating the external audit and discussion with external auditors of major observations arising from interim and final audits and any matter that the auditors may wish to highlight (in the absence of management, where necessary);
- (v) Review of management letter issued by external auditors and management's response thereto;
- (vi) Ensuring coordination between the internal and external auditors of the Company;
- (vii) Review of the scope and extent of internal audit, audit plan, reporting framework and procedures and ensuring that the internal audit function has adequate resources and is appropriately placed within the Company;
- (viii) Consideration of major findings of internal investigations of activities characterized by fraud, corruption and abuse of power and management's response thereto;
- (ix) Ascertaining that the internal control systems including financial and operational controls, accounting systems for timely and appropriate recording of purchases and sales, receipts and payments, assets and liabilities and the reporting structure are adequate and effective;
- (x) Review of the Company's statement on internal control systems prior to endorsement by the Board of Directors and internal audit reports;
- (xi) Instituting special projects, value for money studies or other investigations on any matter specified by the Board of Directors, in consultation with the Chief Executive Officer and to consider remittance of any matter to the external auditors or to any other external body;
- (xii) Determination of compliance with relevant statutory requirements;
- (xiii) Monitoring compliance with these regulations and identification of significant violations thereof;
- (xiv) Review of arrangement for staff and management to report to Audit Committee in confidence, concerns, if any, about actual or potential improprieties in financial and other matters and recommend instituting remedial and mitigating measures;
- (xv) Recommend to the Board of Directors the appointment of external auditors, their removal, audit fees, the provision of any service permissible including taxation, sustainability advisory services and Enterprise Resource Planning (ERP) to be rendered to the Company by the external auditors in addition to audit of its financial statements, measures for redressal and rectification of non-compliances with the Regulations. The Board of Directors shall give due consideration to the recommendations of the Audit Committee and where it acts otherwise it shall record the reasons thereof.
- (xvi) Consideration of any other issue or matter as may be assigned by the Board of Directors.

HUMAN RESOURCE & REMUNERATION COMMITTEE (THE 'HR & R COMMITTEE')

The Main Terms of Reference of the HR&R Committee are as under: -

- i. Recommending human resource management policies to the Board;
- ii. Recommending to the Board the selection, evaluation, development, compensation (including retirement benefits) of Chief Operating Officer, Chief Financial Officer, Company Secretary and Head of Internal Audit;
- iii. Consideration and approval on recommendations of Chief Executive Officer on such matters for key management positions who report directly to Chief Executive Officer or Chief Operating Officer; and
- iv. Where human resource and remuneration consultants are appointed, their credentials shall be known by the committee and a statement shall be made by them as to whether they have any other connection with the Company.



CROSS-FUNCTIONAL TEAMS

Team Energy

Higher management of the company has formulated a team of pioneer executives with diversified skills to cope up the situation regarding increased energy cost for cement manufacturing. Energy consumption is quite intensive at cement plant; therefore, the price fluctuation of cement requires some cheap and efficient energy solutions. The team has been working to ensure the improved performance through prudent energy use by the process of monitoring, controlling, and conserving energy in the organization. Composition of team is as follows:

MEMBERS:	
MR. SAYEED TARIQ SAIGOL	MR. SIBT-E-HASSAN
MR. ABDUL HANAN	MR. NASIR IQBAL
MR. AMER BILAL	MR. ARIF IJAZ
MR. TARIQ MIR	MR. ZEESHAN AHMED
MS. SIDRA NASEER	MR. SAQIB ALI
MR. SULTAN SIKANDER	MR. UMAR BUTT
MR. NASIR IQBAL	

Number of Meetings Held – 52

Team Improvement

A team of proficient personnel has been formulated to encourage the concept of sustainable development through Quality Management System (QMS) that supports the process of continuous improvement of products and processes involved within the organization. They accentuate on the development of long-term strategies for achieving the company objectives for sustainable development and reinforce the culture of quality. All stages of the production process right from the selection of raw materials, processing of materials and the finished product are subjected to rigorous quality testing to ensure that each bag of cement is of the best quality.

MEMBERS:	
MR. SAYEED TARIQ SAIGOL	MS. SIDRA NASEER
MR. ABDUL HANAN	MR. NASIR IQBAL
MR. AMER BILAL	MR. ARIF IJAZ
MR. TARIQ MIR	MR. ZEESHAN AHMED
MR. YAHYA HAMID	MR. ALI HUSNAIN
MR. SIBT-E-HASSAN	MR. SAQIB ALI
MR. SULTAN SIKANDER	MR. UMAR BUTT
MR. NASIR IQBAL	

Number of Meetings Held –52

Team Reliability Centered Maintenance

Reliability Centered Maintenance (RCM) team has been established to evaluate the equipment's condition and then determine the maintenance requirements for each piece of equipment in operating context of our cement plant. RCM Team is specialized in using various maintenance techniques such as predictive, preventive and proactive maintenance to keep in pace all the machinery and equipment for their adequate functionality and to increase cost effectiveness, machine uptime, and a greater understanding of the level of risk that the organization is presently managing.



MEMBERS:

MR. SAYEED TARIQ SAIGOL	MR. SIBT-E-HASSAN
MR. ABDUL HANAN	MR. NASIR IQBAL
MR. AMER BILAL	MR. ARIF IJAZ
MR. TARIQ MIR	MR. ZEESHAN AHMED
MS. SIDRA NASEER	MR. SAQIB ALI
MR. SULTAN SIKANDER	MR. UMAR BUTT
MR. NASIR IQBAL	MR. ALI HUSNAIN

Number of Meetings Held – 52

Team Culture Development

To promote socio-economic culture, arts and national heritage, a team is engaged in our organization. Keeping in mind the social, cultural and economic needs of employees and workers, it proposes strategies to ensure wellbeing of people and to have all participate in sports and active recreation. It sets out to make Maple Leaf Cement Factory Ltd. a culture supporter organization in Pakistan, to harness the creativity of the employees and where all people are treated equally.

MEMBERS:

MR. SAYEED TARIQ SAIGOL	MR. TARIQ MIR
MR. ARIF IJAZ	MR. ZEESHAN AHMAD
MR. YAHYA HAMID	MR. ALI HUSNAIN

Number of Meetings Held -12

REPORT OF THE AUDIT COMMITTEE



The Audit Committee comprises of two Independent Directors and two Non-Executive Directors. The Chief Financial Officer, the Chief Internal Auditor and the external auditors attend the Audit Committee meetings as provided in Listed Companies (Code of Corporate Governance) Regulations, 2019. Four meetings of the Audit Committee were held during the year 2025-2026. Based on reviews and discussions in these meetings, the Audit Committee reports that:

1. The Audit Committee reviewed and approved the quarterly, half yearly and annual financial statements of the Company including consolidated financial statements and recommended them for approval of the Board of Directors.
2. Appropriate accounting policies have been consistently applied. All core and other applicable International Accounting Standards were followed in preparation of financial statements of the Company and consolidated financial statements on a going concern basis, which present fairly the state of affairs, results of operations, cash flows and changes in equity of the Company.
3. Accounting estimates are based on reasonable and prudent judgment. Proper and adequate

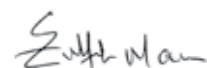
accounting records have been maintained by the Company in accordance with the Companies Act, 2017, and the external reporting is consistent with management processes and adequate for shareholder needs.

4. The Audit Committee reviewed and approved all related party transactions.
5. No cases of material complaints regarding accounting, internal accounting controls or audit matters, or Whistle Blowing were received by the Committee.
6. The Company's system of internal control is sound in design and is continually evaluated for effectiveness and adequacy.
7. The Board has established internal audit function being an independent appraisal function for the review of the internal control system in all areas of the business activity and provides management with objective evaluations, appraisals and recommendations on the adequacy, effectiveness and compliance with each system reviewed.
8. Company's internal audit function is headed

by a Chartered Accountant with a team of professionals who are suitably qualified and experienced and well aware of the Company's policies and procedures.

9. Internal audit function operates under the charter approved by the Audit Committee and head of the internal audit function has direct access to the Audit Committee.
10. Company's internal audit function prepares annual plan for the financial year and a strategic audit plan for following two years during which all major systems and areas of activity will be audited. Annual and strategic audit plan is approved by the Audit Committee.
11. Internal audit reports include findings, conclusions, recommendations and action plans agreed with management. These are reported promptly to the appropriate level of management. Follow up in implementation is ensured.
12. The Audit Committee, on the basis of the internal audit reports, reviewed the adequacy of controls and compliance shortcomings in areas audited and discussed corrective actions in the light of management's responses. This has ensured the continual evaluation of controls and improved compliance.
13. The Audit Committee has reviewed the Annual Report for the last financial year and found it fair, balance and understandable to users of financial statements. Annual Report provides the necessary information to all the stakeholders about the Company's financial performance, financial position and future prospects.
14. Performance of the Audit Committee is annually reviewed by the Board of Directors. However, the committee is devising the checklist for self-evaluation of its performance.
15. The Audit Committee ensured that statutory and regulatory obligations and requirements of best practices of governance have been met.
16. Present Auditors, M/s. A. F. Ferguson & Co., Chartered Accountants, were appointed as on October 27, 2022. They are professional services company and one of the big four auditors. They carry out objective examination and evaluation of the financial statements to make sure that the records are fair and accurate representation of the transactions. M/s. A. F. Ferguson confirms every year that the firm and all Partners in the firm are compliant with the IFAC guidelines on Code of Ethics as adopted by the Institute of Chartered Accountants of Pakistan.
17. The external auditors, M/s. A. F. Ferguson & Co., Chartered Accountants, were allowed direct access to the Audit Committee and necessary coordination with internal auditors was also ensured. Major findings arising from audits and any matters that the external auditors wished to highlight were freely discussed with them.
18. The Audit Committee reviewed the Management Letter issued by the external auditors and the management response thereto. Observations were discussed with the auditors and required actions recorded.
19. Present Auditors, A.F. Ferguson & Company, Chartered Accountants, will retire at the conclusion of the Company's forthcoming Annual General Meeting. Appointment of external auditors and fixing of their audit fee was reviewed and the Audit Committee following this review recommended to the Board of Directors re-appointment of M/s. A. F. Ferguson & Co., Chartered Accountants, as external auditors for the year 2026-2027.

On behalf of the Audit Committee



(Zulfikar Monnoo)

Chairman, Audit Committee
July 30, 2026

BOARD'S DISCLOSURE ON COMPANY'S USE OF ENTERPRISE RESOURCE PLANNING (ERP) SOFTWARE

ERP Structure and Integration Processes in a Single System: The Company uses Oracle R12 e-Business Suite (ERP system) that contains Oracle Financials, Inventory, Supply Chain, Procurement, Landed Cost Management, Human Resource and Order Management. All These modules are integrated with each other that provides automation, efficiency and productivity in day-to-day business operations.

Management Support in implementation and continuous updating: The Company's management is keen to modernize business equipment to maintain efficiencies as well as organizational growth. In this view the company upgraded ERP from Oracle e-Business Suite R12.1.3. to Oracle e-Business Suite R12.2.9. This new upgradation offers significant enhancements across security, performance stability and new features. The company has recently acquired Oracle Fusion Cloud ERP (Financial, Supply Chain and Maintenance system), which has been implemented in 1st July 2023. Oracle Fusion Cloud ERP is next generation ERP system, which has enhanced security, mobility, state-of-art analytics and dashboards separately for each layer of users, Manager and C-Level executives, all these analytics and dashboards has single source of facts.

User Trainings: Employees training and development is mandatory to maintain efficiency & productivity in smooth business operations. The Company believes in investment on human resources to improve skills and knowledge of employees and in this regard training programs are executed when necessary.

Management of Risk Factors on ERP projects: There is no such thing as a risk-free project. A project exists to bring about change, and with change comes uncertainty, and that means that risks have to be taken. The Company focuses on management of risk by proper planning, executing and monitoring

of key risk areas and controls to mitigate these risks. The Company used following tools and techniques to address and manage risk factors on ERP Projects:

- effective strategic thinking and planning
- project team skills
- adequate BPR (Business Process Re-engineering)
- adequate change management

Systems Security, Access to sensitive data and segregation of duties: The Company monitors system security and access to sensitive database. The Company uses different operating units for head office and plant staff to restrict users' as per security matrix, which is being reviewed periodically by head of departments. This security matrix review help manage effective security measures including revoking and restricting the access rights. Furthermore, security matrix is designed on basis of International Governance, Risk and controls (GRC) best practices. The Company ensures appropriate segregation of duties within the ERP system, with access rights defined based on user roles and responsibilities, ensuring no single individual has complete control over any critical business process.

CHAIRMAN'S SIGNIFICANT COMMITMENTS

List of Companies in which the Chairman holds directorship has been separately disclosed in the Directors Profile section of the Annual Report.

No external search consultancy has been used in the appointment of the Chairman or non-executive director.



CORPORATE SUSTAINABILITY

Sustainability Approach at Maple Leaf

At Maple Leaf, we believe in creating enduring value for all stakeholders while steadfastly upholding our commitment to a safe and clean environment. While Top Management formulates and oversees the strategic roadmap for sustainability, functional teams drive its implementation across the Organization. Recognizing that business success extends beyond profitability, MLCF endorses the Triple Bottom Line framework as the foundation of our sustainable business model.

The Triple Bottom Line enables a holistic perspective on business activities, pursuing prosperity across three equally critical dimensions—environmental health, social impact, and economic contribution. These three pillars carry equal weight in our decision-making, reflecting our commitment to balanced and responsible growth.

Creating Value Through Sustainability

Adopting the Triple Bottom Line approach, the Company successfully achieves its sustainability objectives while unlocking additional business advantages. Waste heat management has reduced operational costs and enhanced asset utilization. Beyond financial gains, the Company builds a strong corporate reputation through meaningful engagement with local communities and stakeholders, striving to improve quality of life for all.

Governance and Oversight

To ensure alignment with sustainability objectives, steering committees—Team Culture Development, Team Energy, and Team HSE—oversee policy implementation within their respective domains. Cross-functionality enables synergy across teams in achieving shared goals. The teams convene periodically to review progress, exchange insights, and provide mutual guidance, with regular performance reviews ensuring timely decision-making.

Board's statement of Adoption of best CSR practices

"Our primary goal is to work towards a better future that can positively impact every person in our society. Our Corporate Social Responsibility (CSR) policy is designed to help us achieve this mission. We consider important areas like education, training, and ensuring health and safety at work as crucial parts of our social responsibilities as a business. Our social responsibility plan covers both our employees and the communities we operate in."



MAPLE LEAF CEMENT

CORPORATE SOCIAL RESPONSIBILITY



Board's statement about company's strategic objectives on ESG /sustainability reporting

At Maple Leaf, we are committed to positive change and long-term sustainability for our business and stakeholders. Our Strategic objectives on ESG are as following

- **Environmental Safety:**

We are focused on reducing our environmental impact by implementing sustainable practices, reducing carbon emissions, and saving resources.

- **Social Responsibility:**

We contribute to the well-being of our society. Our commitment to Health, safety, diversity, equality, and inclusion will be reflected in our work force and culture.

- **Governance Excellence:**

We ensure the transparency, accountability and ethical behavior at all levels of corporate governance.

Chairman's overview on the company's sustainable practices and their effect on the financial performance.

Maple Leaf believes in sustainable business model and best sustainable practices regarding ESG (Economic, Social, Governance) and sustainability. So, we have implemented many sustainable practices for the better future of society as whole.

The following are the major sustainable practices at Maple Leaf Cements and their effect on the financial performance of the company.

Solar and WHRP: Maple Leaf Cement has implemented solar energy and Waste Heat Recovery Plant (WHRP) to power up the plant. These methods of electricity have no carbon emission. In financial aspect, the solar power and waste hear recovery plant are the cheapest source of energy. These energy sources reduce a heavy amount of electricity cost and improve the efficiency by reducing the cost of production.



Water Conservation: Maple Leaf Cement use water through efficient processes which reduces the overall use of water. This helps in saving the input cost and increases financial performance of the company.

Tree Plantation: Maple Leaf Cement believe in Go Green. We have planted 320,300 trees in last 12 years. This helps in improving the health of human capital. This improvement in health saves the medical costs on employees which is incurred by the company.

Alternate Fuel: Maple Leaf Cement has increased its dependence on alternate fuel to meet its fuel requirements. Main reason for this shift is only to show concern for the society. Because it reduces the CO2 emission in the air.

Proper Covering of Fuel: Maple Leaf Cement use proper sheds for covering the fuel such as coal and pet coal. This reduces the emission of particles in the air and save coal from the moisture. So, by keeping the coal dry, the company saves cost as the dry coal is more efficient for burning as the lesser inputs are used for the same amount of energy.

Maple Leaf's alignment with Sustainable Development Goals

Maple Leaf has long believed in growth through sustainable means, consistently producing quality products while minimizing our environmental footprint. In alignment with our commitment to delivering value not only to shareholders but also to our people and communities, the Company integrates the United Nations Sustainable Development Goals (SDGs) into our business processes.

Introduced in 2015, the SDGs comprise 17 goals and 169 targets directed toward achieving a sustainable future globally by 2030—addressing critical challenges including poverty, inequality, climate change, and peace. At Maple Leaf, we envision a bright and prosperous future for our Company and our country, striving to stay ahead of the curve through innovation and industry leadership. By aligning our business processes with the SDGs, we contribute meaningfully to a sustainable future as a responsible corporate citizen.



Below mentioned are Maple Leaf's approach to alignment of the SDGs:

SDG No.	What do we aim to achieve?	Our contributions
1. Good Health and Well Being 	Ensure healthy lives and wellbeing for everyone at all ages.	- Family club - Medical assistance for employees and families - Last year donation to Agha Khan Hospital of 4.8 million. - Donation to Hameedah Memorial Hospital. - Al-Shifa- hospital for employees at site - Jungle mein Mangal (VPS) for truck drivers
2. Quality Education 	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	- TEVTA Training Program has been initiated to support the technical education in country. Under this project company provide the support to students to meet the education expenses.
3. Gender Equality 	Achieve gender equality and empower all women and girls	- Female representation in governance body - Equal opportunities for female employees - Zero tolerance towards gender-based violence and harassment
4. Clean water and Sanitation 	Ensure availability and sustainable management of water and sanitation for all	- Constructed water supply scheme to the nearby rural areas for Daud Khel, Sora, Khairabad village and Masjid e Sakina. - Sensor taps to eliminate wastage of water - Water filtration and treatment plant at plant site
5. Affordable and Clean Energy 	Ensure access to affordable, reliable, sustainable and modern energy for all	- Waste Heat Recovery Plant - Solar - Usage of Alternate Fuel - Coal Fired Power Plant - Wartisila and Nigata generators - Auto-controlled energy sensors (ACs, lights, etc) - Dust collection electrostatic precipitators and bag filters for environment protection. - R&D for energy alternatives
6. Decent Work and Economic Growth 	Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all	- Employment opportunities for youth - Contribution to National Exchequer - Healthy work environment, - Apprenticeship opportunities - Policies against unfair hiring and recruitment practices

SDG No.	What do we aim to achieve?	Our contributions
7. Industry, Innovation and Infrastructure 	Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	- During the year MLCF has donated cement bags Daudkhel Gullen Wali Janzagah and Cement Bags for DPS Sargodha. - Tackling air emissions, energy saving, etc. - Availing latest technologies at cement plant.
8. Reduced Inequality 	Reduce inequality within and among countries	- Job opportunities for disabled people - Monthly Stipend to Disabled - Master mistri program
9. Sustainable Cities and Communities 	Make cities and human settlements inclusive, safe, resilient and sustainable	- Construction of Garbage pits at Mianwali. - community development plans for underprivileged communities (rural development program) - Infrastructure enhancement-bus stops, mosques, schools, etc. - Donations to welfare organizations. - Solar System for Khairabad Community Water Supply
10. Responsible Consumption and Production 	Ensure sustainable consumption and production patterns	- Monitored production patterns through independent sources (Eco Green). - Adoption of 5S methodology
11. Climate Action 	Take urgent action to combat climate change and its impacts	- plantation drives, - controlling and tackling air emissions, - managing waste, - improving biodiversity through quarry rehabilitation.
12. Peace and Justice Strong Institutions 	Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	- business ethics and anti-corruption measures. - Lawful and transparent operational policies and practices. - Safety of employees and guests through gated enclosures, validation ID cards, logs, security cameras and independent security force.

Management Mechanism, Reporting & Actions

At Maple Leaf Cement Factory Limited (MLCF), sustainability is not a standalone initiative—it is woven into our values, business model, and long-term vision. Guided by clear principles, we pursue sustainability as an integral part of our operations and supply chain practices.

Our senior management has developed a structured sustainability approach that emphasizes operational efficiency, responsible resource management, and minimizing adverse impacts on both the economy and the environment.

Governance & Performance Management

Strong governance frameworks reinforce our commitment. MLCF integrates sustainability into corporate strategy through policies on:

- Health & Safety
- Environmental Responsibility
- Human Resource Planning
- Ethical Conduct

Key Performance Indicators (KPIs) are set for employees across all levels, ensuring accountability and continuous monitoring of progress throughout the year. Regular reviews by dedicated steering teams enable management to evaluate performance, identify gaps, and implement corrective measures—keeping our strategy aligned with sustainable development goals.

Stakeholder Trust & Independent Assurance

Beyond internal alignment, we work to build trust and transparency with stakeholders. To ensure environmental compliance and strengthen our role as a responsible corporate citizen, MLCF engages Eco Green, an independent organization that conducts monthly audits of our plants.

These independent assessments verify compliance with regulatory requirements, with findings reported directly to management for timely action.

Our Integrated Approach

This integrated framework enables MLCF to embed sustainability across its operations while demonstrating a clear and consistent vision to all stakeholders—including employees, regulators, and the communities we serve.

Through governance, performance monitoring, and independent assurance, we remain steadfast in our journey toward a more sustainable and responsible future.

Sustainability and Supply Chain:

At MLCF, our commitment to sustainability extends across the entire value chain—from raw material extraction to final delivery.

Our approach is built on three key pillars:

- **Responsible Sourcing:** Contractors involved in raw material extraction, including limestone and gypsum, are strictly bound to comply with regulatory provisions for mining, with zero tolerance for overexploitation. Regular communication reinforces the importance of environmental stewardship—not only for MLCF but also for the long-term viability of their own operations.
- **Legal & Financial Compliance:** We actively encourage our upstream and downstream partners to register with tax authorities, contributing to a more transparent and documented economy. As a withholding agent, the Company diligently fulfills its responsibility by making timely tax payments to the national exchequer—reinforcing our role as a responsible corporate citizen.
- **Green Purchasing Strategy:** Vendor selection is no longer determined by cost alone but also by supplier reputation, legal compliance, and commitment to ethical and sustainable practices. Comprehensive vendor profiling and screening ensure transparency, with additional criteria introduced under “environmentally preferable” standards, including compliance with international norms on human rights, worker health and safety, and environmental stewardship. Supplier education programs are being enhanced to cover a broader range of sustainability parameters.

Through this holistic approach, MLCF aims to minimize waste and environmental impact while achieving long-term efficiency gains and cost reductions. Our sustainability agenda is now embedded across the supply chain—reinforcing our contribution to a greener Pakistan.

SOCIAL PERFORMANCE

As one of Pakistan’s leading cement producers, MLCF recognizes that true business success goes beyond financial performance. It also lies in the responsibility to create a lasting, positive impact on people and communities through our operations. Guided by this belief, our Corporate Social Responsibility (CSR) policy is built around the vision of contributing to a brighter future that improves the quality of life for



individuals and society at large. Our CSR framework focuses on two key dimensions: Our People and Our Communities.

At MLCF, our employees and workers are considered our most valuable asset and a driving force behind our success. Their health, safety, and professional growth remain a top priority, as we invest continuously in their development and well-being. Similarly, we value our wider network of stakeholders—suppliers, customers, regulators, and communities—and work towards building strong, meaningful relationships through consistent engagement.

Through initiatives in education, training, health, and workplace safety, MLCF aims to fulfill its social responsibilities as a responsible corporate citizen. By supporting our people and contributing to the development of our communities, we strive to ensure that the impact of our business extends far beyond cement production, helping shape a more sustainable and inclusive future for Pakistan.

HUMAN RESOURCE ACCOUNTING

At MLCF, we recognize that monitoring human resource-related costs is essential to evaluating the

overall effectiveness of our initiatives and the value created for the organization. Human Resource Accounting is carried out through structured HR budgeting, which covers key expenses such as recruitment, training, development, and employee rewards.

At the start of each financial year, projected costs for hiring—including advertising and headhunting—are incorporated into the annual budget. Similarly, training and development programs, increments, health and life insurance, leave encashment, and other benefits, such as staff vehicles and perks, are carefully forecasted. At year-end, actual expenditures are compared against budgeted figures, and future HR budgets are revised through this comparative analysis.

Employee Satisfaction:

Employee satisfaction is central to our philosophy of sustainable business growth. MLCF believes that a motivated and content workforce not only improves productivity but also provides a competitive advantage. To strengthen employee satisfaction, the Company conducts a range of engagement initiatives including annual gatherings, surveys, appraisal activities, and formal as well as informal meetings. These efforts help bridge communication gaps between management





and staff, identify areas for improvement, and reward exceptional performance through promotions and salary raises.

Our HR framework ensures compliance with labour laws and human rights standards. MLCF maintains a zero-tolerance policy for child labour, forced labour, corruption, and bribery. All operational changes, if any, are communicated transparently to employees. Integrity is one of our core values, reinforced through a strict Code of Conduct that leaves no room for non-compliance.

We offer market-competitive salaries and benefits while ensuring equal opportunity for all employees, irrespective of gender, religion, race, or age. The Company also complies with the Government of Pakistan's directive by allocating 2%

of its workforce quota to differently-abled individuals, thereby promoting inclusivity in employment.

Employee Engagement, Training And Skills Development

At MLCF, we believe employee engagement and skill enhancement are crucial for maximizing performance. To foster inclusivity and a sense of belonging, the Company organizes cultural and recreational events such as:

- Eid Milad-un-Nabi
- Christmas Celebrations
- Independence Day (Azadi) Celebrations
- Family Chand Raat
- Ramzan Cricket League

To further nurture employee well-being, a purpose-built club has been established at the factory site. This facility offers recreational amenities such as indoor games, a fast food point, a television lounge, and a salon. It also includes a classroom to provide music lessons for children of employees.





TRAINING & DEVELOPMENT

MLCF continues to invest substantially in training and development to equip employees with both technical and soft skills. Our comprehensive learning framework encompasses on-the-job training, classroom sessions, virtual learning, and webinars—strengthening decision-making capabilities, fostering professionalism, and preparing employees for future challenges while reinforcing our succession planning pipeline.

Key Training Programs Conducted During the Year:

CATEGORY	PROGRAM
Professional Certifications	Certified Maintenance & Reliability Professional (CMRP)
External Certifications	CMRP External Certification
Leadership Development	Harvard Management Mentor Program
Compliance & Awareness	HEC SOP Awareness Training
Technical Upskilling	Production Field Staff Upskilling Training
Knowledge Sharing	Technical & Process Knowledge Sharing Sessions
Digital Learning	LinkedIn Learning Platform Access
Sales Excellence	Unleash Your True Potential – Sales Teams (2 batches)
Managerial Excellence	Problem Solving & Decision-Making – Deputy General Managers
Technical Skills	Multitasking Skills – Mechanical Staff (Fabrication, Millwright & Rigging)
Health & Safety	Firefighting and HSE Awareness Programs

Training progress is regularly reviewed to ensure effectiveness and to identify areas requiring further enhancement—reinforcing our commitment to continuous learning and organizational excellence.

Disclosure of Gender Pay Gap at MLCF, we are unwaveringly committed to a workplace rooted in Diversity, Equity, and Inclusion (DEI). We champion equal opportunities for every employee, regardless of gender, race, or creed, ensuring fairness, dignity, and respect at every career stage.

Our compensation philosophy is anchored in transparency, objectivity, and meritocracy—deliberately designed to eliminate bias and uphold equal pay for equal work across comparable roles.

GENDER PAY GAP

The gender pay gap snapshot below reflects our steadfast dedication to pay equity and our ongoing pursuit of a more inclusive workplace. While we take pride in our progress, we remain resolute in our commitment to closing the gap entirely.

1)	Mean Gender Pay Gap	(20.04)
2)	Median Gender Pay Gap	(28.14)

Rural Development Program

Being located in a rural area, MLCF is deeply aware of its responsibility toward local communities. The Company organizes awareness campaigns on health issues such as dengue and other communicable diseases to address the lack of adequate medical facilities in the region. These initiatives are focused on prevention and education to help safeguard the well-being of the local population.





Industrial Relations

MLCF maintains a structured industrial relations framework that regulates employment guidance through rules and procedures. Employee welfare funds such as Gratuity, Provident Fund, and Workers' Profit Participation Fund are maintained. Bonuses are awarded based on profitability, while performance bonuses recognize exceptional contributions.

The Company also ensures fair representation through Collective Bargaining Agreements (CBA), where employees are encouraged to elect representatives of their choice. Furthermore, MLCF supports the professional growth of workers' families by offering internship and apprenticeship opportunities to their children.

HEALTH AND SAFETY

At Maple Leaf Cement Factory Limited (MLCF), health and safety remain our foremost priority. Our vision is to utilize advanced technology, professional expertise, and best practices to ensure sustainable, efficient operations and a positive impact on all stakeholders. We provide safe and secure working conditions for all employees, visitors, and contractors, while striving to be recognized among the safest industrial organizations in Pakistan. Safety is embedded in every aspect of our operations, whether in daily plant routines, project sites, or our interactions with surrounding communities.

To strengthen our occupational health and safety framework, our management system is certified under the latest versions of ISO 45001:2018 (Occupational Health and Safety Management System) and ISO 14001:2015 (Environmental Management System), reflecting our alignment with international standards.

Dedicated resources evaluate management systems across all operations through both leading and lagging key performance indicators (KPIs). This proactive approach, combined with the embedding of HSE guidelines into everyday operations, helps identify and address key areas for improvement.

We aspire to achieve zero harm by reducing accidents, health risks, and workplace injuries, while fostering a culture of safety and care across the organization. Our commitment extends beyond regulatory compliance to minimizing adverse environmental and health impacts, conserving natural resources, and ensuring strict adherence to all applicable laws. MLCF operates its own hospital and trauma centre at the plant site, ensuring prompt medical assistance for employees and the local community.

MLCF has allocated extensive financial and human resources to a dedicated HSE team responsible for the implementation, monitoring, and continuous improvement of safety and environmental protocols. Through regular coaching, awareness sessions, and specialized training, our workforce is consistently updated on best practices for managing workplace risks. Fire safety, accident prevention, and emergency response remain key focus areas, supported by periodic first aid measures and Cardiopulmonary Resuscitation (CPR) training conducted both in-house by the MLCF HSE team and externally by government institutions.

The Company's commitment to health, safety, and environmental stewardship is also recognized externally. MLPL has also been rated in the "Outstanding" category for HSE performance for the past five consecutive years under the Power Safety Code, reflecting sustained excellence in workplace safety management across its power generation facilities.



HSE Key Performance Indicators

MLCF tracks both leading and lagging health and safety indicators each month through its HSE Monthly Dashboard, covering all departments including contractors, mining, production, engineering and instrumentation, and support functions. These indicators guide corrective action planning and are reviewed by management to sustain continuous improvement in workplace safety. A summary of key indicators for 2025- 2026 is presented below:

HSE Indicators	2025-2026
Total Recordable Incident Rate (TRIR)	0.24
HSE Training Hours	1,110
Safe Man-Hours MLCFL	4,136,964
Safe Man-Hours Service Providers	421,732
Total Safe Man-Hours (Current Period)	4,558,696
Cumulative Safe Man-Hours Carried Forward	4,558,696

Figures reflect year-to-date performance as reported on the HSE Monthly Dashboard for June 2026. DART: Days Away, Restricted or Transferred; TRIR: Total Recordable Incident Rate per 200,000 man-hours worked.

Through the continued dedication of its leadership and workforce, MLCF remains committed to strengthening its HSE culture protecting people, supporting communities, and operating responsibly in harmony with the environment.



Maple Leaf and Al-Shifa International

To provide state of the art health facilities to its employees and local community, the Company has built a hospital at its plant site in collaboration with Al-Shifa Islamabad. Shifa International is a known name in Pakistan with hospitals in Islamabad and Faisalabad. Maple Health Care Centre operated by Al-Shifa International Hospital Islamabad, was completed during the financial year 2017. The free medical and hospital centre is treating patients with the help of quality human capital working there.

Measures for Consumer Safety

The Company takes full responsibility for its consumer's safety. As a result of this commitment, the company focuses on its quality assurance at all levels of production. The purpose of quality assurance is to make sure that our products not only meet the standard requirements but also the

consumer expectations. We ensure that our products are delivered in a quality and timely manner complying with safety and legal requirements. The Company takes care and applies appropriate procedures to manufacture cement products so as to ensure that no harmful substances are present in its products. The Company has a strict policy to control any activity which is against the consumer rights. This is why MLCFL has always been the first priority of cement consumers due to its superior quality products giving an edge to the Company in the intensive competitive environment.

Business Ethics & Anticorruption Measures

The Company, through its training, management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations. Employees are encouraged to report any deal that may be supported by kickbacks.









No employee is allowed to run a parallel business. The Company is maintaining sophisticated Oracle based online software using which any employee can report the non-conformance (NC) to the top management. All the NCs reported are being addressed by the top management on timely basis and a regular follow up activity is being carried out in order to ensure that all issues highlighted are being resolved permanently. Moreover, the company has also formulated whistle blowing policy.

QUALITY MANAGEMENT SYSTEM

The Company manufactures cement through the plant based on state-of-the-art technology of world renowned FLSmidth A/S Denmark. Quality is assured through systematic and effective adoption, implementation, monitoring and continuous enhancement of quality control systems using latest methods of analysis. To ensure that each bag being used by our valued customers / consumers is of the highest quality, all stages of the production process right from the selection of raw materials, drying, grinding, homogenization, clinkerization and the finished product are tested rigorously. The quality check parameters during each level of the process are monitored and controlled by the latest version of technology & equipment connected on-line with Central Control Room through PLC system. The frequency of sampling and testing along with control parameters is defined.

Procedures Adopted for Quality Assurance:

Main purpose is to ensure that the cement produced not only meets all the standard requirements to which the Company is certified, but exceeds the customers' requirements and expectations. To achieve these goals, the Quality Control Department has adopted various procedures and is fully equipped with state-of-the-art technologies such as:

- X-ray Fluorescent Analyzers and X-ray Diffraction Analyzer to analyze chemical and mineralogical composition.
- Online QCX system software.
- Sample preparation tools such as a jaw crusher, sample dividers, disk grinding mill, mixer mill and press mills.
- Automatic Moisture Analyzers.
- Precision Electronic Balances.
- Drying Ovens & Furnaces.
- Lab Glassware.
- Automatic Free Lime Apparatus.
- PC Based Automatic Calorimeter and Sulphur.
- Determinator to analyze fuels.
- Latest Automatic Compressive Strength machines for determination of cement compressive strength.
- Latest whiteness tester.

COMMUNITIES AND WELFARE

The Company has a strong tradition of good community relations and its employees are actively involved in welfare schemes. The Company believes that investing in communities is an integral part of social commitment to ensure its sustained success. The Company aims to ensure that it has the resources and support to identify those projects, initiatives and partnerships that can make a real difference in communities.

For community investment and welfare, the Company acknowledges its responsibility towards society and performs its duty by providing financial assistance to projects for society development by various charitable institutions on a consistent basis. The Company has been recognized by Pakistan Centre for Philanthropy as a leader in social and charitable contributions and strives to be a constructive member of the communities in which it has a presence. Kohinoor Maple Leaf Group has received “Corporate

Social Responsibility Award 2021” on account of its performance in various projects. The Company has taken an array of initiatives for the welfare of its workforce, local community as well as stakeholders. The Company has also contributed in medical social sciences project and in this regard, Company’s Board of Directors and the Board of Directors of Kohinoor Textile Mills Limited (KTML) have jointly donated to Gulab Devi Educational Complex, Lahore towards construction of Al- Aleem Medical College in Gulab Devi Chest Hospital (GDCH), Lahore. The construction of said project was completed during the year. To ensure transparency and accountability, a committee of the members of the Board monitored the progress of the project from inception to completion on periodic scheduled meetings.

The addition of a state-of-the-art Cardiac facility named as Sayeed Saigol Cardiac Complex (SSCC) at GDCH is also a symbol of the Company’s consistent drive toward community welfare.





Master Mistri Program

One of the leading brands of cement, MLCF indulges itself in plans that have a dual outcome; the company as well as the people in the community. As a result of our commitment towards this objective MLCFL launched its Master Mistri Program. Under this program, the company aims to enhance skills and standard of living of masons. To facilitate the program, the Company has built a state-of-the-art Masons' lounge at its plant site for boarding and lodging of masons. Through this program the company not only achieves its social goal of creating a skillful workforce but also a pull effect by locking-in its customers and is consequently able to tap the potential markets proactively.

Education

At Maple Leaf Cement Factory Limited (MLCF), we firmly believe that quality education is the foundation of a prosperous society. Education not only empowers individuals to earn better livelihoods but also contributes to reducing poverty, inequality, and crime ultimately uplifting entire communities. Recognizing this, MLCF considers education as one of the most impactful long-term investments, forming the core of our Corporate Social Responsibility (CSR) initiatives, and aligning with the United Nations Sustainable Development Goal (SDG) 4: Quality Education.

Our commitment is reflected in significant contributions to educational infrastructure and institutions. One such initiative is the support extended to Al-Aleem Medical

College, established at Gulab Devi Chest Hospital, Lahore. In collaboration with Kohinoor Textile Mills Limited, MLCF contributed to the development of the Gulab Devi Educational Complex, helping advance medical education in the country.

Over the years, MLCF has also facilitated and supported several schools, providing resources and assistance to enhance access to education for local communities around its areas of operation. These efforts highlight our belief that educating children is the best investment in shaping a brighter future for Pakistan.

The list of significant school projects completed in recent years includes:

Sr#	Project Name	Description
1	Police Lines Public School Mianwali	fully sponsored construction and provision of furniture for 10 class-rooms
2	Police Welfare School Mianwali	Construction of auditorium
3	PAF Base Montessori School Mianwali	Construction of 2 class rooms

4	DPS School Sargodha	Cement Bags for DPS Sargodha for construction of boundary wall and provision of furniture and allied support facilities
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Moreover, the Company has established four schools in Iskandarabad city, which provide quality education not only to children of employees of the Company but also to the local residents. The Company has provided buildings and complete infrastructure to these schools. In addition, the Company gives a monthly subsidy to partly cover the running expenses.

Jungle Mein Mangal - Vehicle Parking Space (Vps)

The Company believes that the most effective way to maximize customer experience is to move beyond mere customer satisfaction and connect to all the stakeholders. With this strategy in mind, the Company has established an exclusive hotel to provide truck drivers a lifetime experience. While vehicles are in queue for their turn, instead of waiting for long, drivers

can visit the hotel to relax with the touch of fun and refreshment.

Best Corporate Report Award

The Company keeping alive the tradition of winning the Best Corporate Report award in Cement Category jointly presented by ICAP and ICMAP and has won 4TH position award for the year 2024. This award was presented to MLCFL management on November 06, 2025. MLCFL is the leader in most transparent and easily understandable Financial Reports thus reflecting the sound financial systems of the Company. These recognitions have strengthened the Company's resolve to be positioned the best in the area of corporate reporting.

Contribution to National Exchequer

During the year, Company has contributed an amount of Rs.41,371 million towards national exchequer in shape of taxes, duties, cess, levies etc.

National Cause Donations

The Company has launched numerous CSR initiatives as per DC Office requirements. Financial assistance was also provided for the DPO ISO certification





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training program. Moreover, the Company has also made generous donations in the form of cement.

Additional Welfare Schemes

- Maple Leaf recognizes its responsibility towards the inclusion of other religious communities. In this regard, Christmas party was arranged both at Head Office and plant site on the 25th December 2025 to celebrate with the Christian community on their joyous occasion.
- Civil defence week was held for training of staff.
- The Company has always concerned itself with the safety of the general public. To that end, it aided in the setup of a speed monitoring system for the police force and assisted in the promotion and execution of a road safety campaign. It has also distributed safety helmets to the general public at Mianwali.
- In recognition of the efforts of the police force, The Company has constructed a Yadgar-e Shuhada Monument and Rest Houses at Mianwali Police lines.

- The Company has also facilitated in the development, renovation and beautification of Mianwali city. A number of bus stands and city monuments were constructed.

- For recreational purposes of the locals, a cricket ground was revamped. In addition, a football ground was rehabilitated and a number of aviaries constructed at Kashmir Park, Mianwali. Housing birds of all kinds, aviaries allow large open spaces for the birds to live in safety.

ENVIRONMENTAL PERFORMANCE

At Maple Leaf Cement Factory Limited (MLCF), sustainability and environmental responsibility are at the heart of our business philosophy. We recognize the environmental impact of cement manufacturing and take full ownership of our role in mitigating it. Every new project is planned with the environment in mind, ensuring that precautionary measures are integrated alongside technical and operational planning. Independent organizations are engaged to audit and monitor compliance with environmental standards, while regular assessments are conducted



through EPA-certified laboratories including M/s Environmental Services of Pakistan (ESPAK) in line with the Self-Monitoring and Reporting by Industry Rules, 2001 (SMART).

As part of our renewable energy initiatives, MLCF has installed a 20 MW Solar PV System, complementing its existing Waste Heat Recovery Power Plants (WHRP), which together contribute to cleaner, more sustainable operations. With a total installed capacity of 37 MW through WHRP, the Company reduces its dependency on fossil fuels, lowers carbon emissions, and eases the load on the national grid. The WHRP facility is also recognized as an approved Clean Development Mechanism (CDM) project in Pakistan, further reinforcing our commitment to climate-conscious operations.

In addition to its renewable energy projects, MLCF is actively pursuing the use of alternate fuels as a long-term strategy to reduce its carbon footprint and optimize fuel costs. Materials such as biomass, and other suitable waste products are increasingly used to partially substitute traditional fossil fuels in kiln operations. This approach not only reduces CO₂ emissions but also supports the principles of a circular economy by utilizing waste that would otherwise burden the environment. By integrating alternate fuel

usage into its production processes, MLCF effectively manages operational costs while contributing to Pakistan's broader climate change mitigation goals.

MLCF's consistent efforts have earned external recognition, including the Best Performance Award 2022 by the Punjab Environmental Protection Agency (EPA); recognition for Outstanding Dedication to Regulatory Requirements on Radiation Safety & Security for 2025 by the Pakistan Nuclear Regulatory Authority (PNRA); the Best Performer Award 2025, also conferred by the Pakistan Nuclear Regulatory Authority (PNRA); and the Best Performance and Excellence Award in Health, Safety & Environment from the National Forum for Environment and Health (NFEH). These accolades reflect our dedication to sustainable production, efficient resource utilization, and environmental conservation.

Material Usage:

We understand the importance of limited natural resources and their availability to our business, both for current performance and for the long-term continuity of our operations.

A number of materials and chemicals are used in cement production; however, the major raw materials limestone, gypsum, and clay are extracted from mines



through our suppliers and contractors. Our Team Improvement, comprising proficient personnel, promotes a sustainable approach through robust quality management systems, working to ensure raw materials are neither over-exploited nor wasted. Suppliers and contractors are educated on MLCF's environmental goals and are required to adopt aligned environmental management practices. Similarly, cement production is planned and executed in line with market demand to avoid the wastage of raw materials.

CO2 Emissions Reduction (July 2025 – June 2026)

MLCF measures and reports the CO2 emissions it avoids each year through a combination of alternate fuel and additive usage, renewable and waste-heat based power generation, and its long-standing tree plantation program. For the period July 2025 to June 2026, the Company's accumulative CO2 savings are summarized below:

CO2 REDUCTION SOURCE	ACCUMULATIVE SAVINGS (TONS CO2/ YEAR)
Alternate Fuels	274,220
Additives	182,105
Waste Heat Recovery Plants (WHRP) & Solar	83,515
Tree Plantation (Sequestration)	9,527
Total Accumulative CO2 Savings	549,367

Energy:

Tree plantation continues to be a core part of this strategy: MLCF has planted a cumulative total of 320,300 trees at its plant premises and surrounding areas over the last 12 years, of which approximately 285,800 have completed the goal of 1 year of survival. Based on an estimated absorption rate of one ton of CO₂ per 30 surviving trees, this equates to approximately 9,527 tons of CO₂ sequestered annually.

Tackling Air Emissions:

Greenhouse gases emitted during combustion processes are a major contributor to climate change, and air emissions are a key environmental aspect of cement production. At Maple Leaf, we consider it our responsibility to reduce emissions as far as possible. As an operating principle, the Company measures and manages air emissions at all cement production lines, monitoring dust, NO_x, and SO₂ emissions generated during clinker production.

MLCF employs its own monitoring equipment including a Horiba PG 350, TESTO 350 analyzer, Mini-Sampler, and Air Pointer to measure stack emissions on a fortnightly basis. Continuous ambient air monitoring is also undertaken in conjunction with an EPA-approved laboratory, which supports emission monitoring and compliance reporting; a comprehensive report is submitted on a monthly basis.

Stack Emissions Monitoring Results

Stack emissions are monitored on a fortnightly basis across all production lines (CFPP, Coal Mills and Raw Mills of Lines 2, 3, and 4, and the SCD circuit) using MLCF's own equipment as well as independent EPA-approved laboratories, and are benchmarked against the Punjab Environmental Quality Standards (PEQS). The table below summarizes the highest values recorded against each parameter's PEQS limit for June 2026, confirming that all production lines operated within the allowable limits:

Parameter (mg/Nm ³)	PEQS Limit	Highest Recorded Value	Status
Carbon Monoxide (CO)	800	329	Within Limit
Oxides of Nitrogen (NOx)	1,200	775	Within Limit
Particulate Matter (PM)	300 – 500	29	Within Limit
Oxides of Sulphur (SOx)	1,700	503	Within Limit

PEQS: Punjab Environmental Quality Standards. Values represent the highest reading recorded across all monitored production lines for the month, verified through both MLCF's internal monitoring and an EPA-approved laboratory (ESPAK).

Effluents and waste:

While cement plants have traditionally been assumed to lack environmental friendliness, MLCF has worked to stay ahead of the curve by installing state-of-the-art equipment to control industrial effluents, safeguarding the health of both employees and the surrounding community. Operational activity at all plants is regularly monitored for stack emissions and effluents in compliance with National Environmental Quality Standards. The Company also employs FLSmidth A/S cement manufacturing technology, together with world-class electrostatic precipitators and bag filters for dust collection. The Explosive Magazine is also regularly inspected for environmental compliance; at the reporting date, no potential hazard or threat to the environment was identified.

Plantation drive:

To enhance environmental standards and promote a greener environment within the factory and surrounding areas, the Company conducts regular tree plantation activities twice a year. Over the years, MLCF has contributed generously through plant donations and financial support to numerous environmental campaigns in Mianwali city, in pursuit of a greener, cleaner Pakistan. Plants have been donated to the DC Office Mianwali and the Environmental Protection Agency (EPA), as well as for planting at the Judicial Complex and local police stations. During the year, the Company planted 15,000 trees, bringing the cumulative total over the last 12 years to more than 320,300 plants across various locations within the factory premises and surrounding communities. The plantation campaign has also extended to schools across Mianwali city and will continue in the years ahead.

Improving Biodiversity through Quarry Rehabilitation

At the quarry, MLCF undertook a rehabilitation project to create habitats for local species, in partnership with the Environmental Protection Agency (EPA) and the Mines and Minerals Department, Government of the Punjab. Approximately 10,000 trees were planted in the exhausted quarry area, with encouraging results: several bird species, along with dragonflies and damselflies, have since been observed at the site. The program continues to demonstrate that wildlife can flourish alongside industry.

Water Management:

Water scarcity is a challenge faced by communities worldwide. Rising population, climate change, a declining groundwater table, and an aging distribution network have made Pakistan highly vulnerable to water shortages. Businesses operating in Pakistan bear an added responsibility to implement efficient water management systems and policies. At MLCF, water management is an integral part of our sustainability approach; although cement manufacturing is a relatively dry process, water is still used to cool clinker. The water used in this process is converted into steam, which is reused to generate electricity through the Waste Heat Recovery Plant. In addition, a fully operational wastewater treatment plant at the cement housing colony treats an estimated 300 m³ of water per day, preventing damage or negative impact to the local ecosystem.

The Company uses water responsibly and works to eliminate wastage across all business activities. MLCF also marks World Water Day at the plant site through a seminar aimed at raising awareness of water conservation and its responsible use.

Providing access to clean water to surrounding communities is also part of Maple Leaf's sustainability strategy. As part of this commitment, Management launched a water supply scheme at Ward No. 1, Daud Khel, where the local water supply was unsuitable for drinking and agricultural use due to high salinity. To address this, the Company installed a water turbine system supplying fresh water from the nearby Mianwali canal, benefiting households, farms, schools, and hospitals in the area. The project was designed with a forward-looking vision to eliminate water shortages and ensure this basic necessity is available to all.

This commitment to clean drinking water also extends to MLCF's own employees and workers, with active water filtration plants at the factory and residential areas protecting the health and wellbeing of all consumers. Drinking water is tested for chemical and microbiological contamination at the following locations:

- China Colony Filtration Plant
- Guest House Filtration Plant
- China Colony Mosque

Water management efforts also extend to the head office, where sensor-operated taps have replaced traditional basin taps. While a traditional tap dispenses 10–15 litres of water per minute, sensor taps dispense no more than 6 litres and shut off automatically based on proximity, preventing overflow and reducing water wastage.

Go Green

The Company marked World Environment Day in coordination with the District Officer (Environment), Mianwali, and other community stakeholders on 3 June 2026, reflecting its continued commitment to a healthy working environment through an Environment Walk and awareness seminar as part of its community investment and welfare initiatives. In line with this commitment, Earth Day was also observed at Maple Leaf Cement Factory Limited, Iskanderabad, Mianwali, on 22 April 2026, reaffirming the Company's dedication to a healthy working environment for its employees and the surrounding community.



“ **SAFE WORKER**
STRONG
STRUCTURE ”

SUSTAINABILITY RELATED RISK AND OPPORTUNITIES

Our risk and strategy approach prioritizes the most critical sustainability issues facing our business. By evaluating our overall risk exposure, we can make informed decisions and seize opportunities that emerge from these challenges.

Risk Area	Risk Description	Opportunity / Mitigation
Market Dynamics	Demand fluctuations due to economic cycles and policy shifts, coupled with intense competition exerting pressure on pricing and margins.	Expand Market Reach: Diversify customer base beyond construction into infrastructure and export markets while strengthening brand differentiation through superior product quality and performance
Energy & Carbon	Energy-intensive production processes exposed to volatile fuel prices, directly impacting profitability	Adopt Alternative Fuels: Transition to rice husk, sesame seeds, and canola husk as substitutes for fossil fuels, alongside integration of renewable energy sources such as solar power.
Technological Obsolescence	Lagging behind in technology adoption undermines competitiveness and operational resilience.	Invest in Innovation: Deploy cutting-edge, fuel-efficient dry process plant powered by FLSmidth technology—reinforcing our position as an industry leader.
Regulatory Compliance	Stricter environmental regulations on emissions, waste, and pollution, with non-compliance risking penalties or operational shutdown	Strengthen Environmental Controls: Implement advanced effluent management systems, conduct annual tree planting drives, and maintain ISO 14001 certification, validating adherence to rigorous environmental standards.
Climate Change	Extreme weather events, flooding, and temperature volatility disrupting production and supply chains	Build Climate Resilience: Develop adaptive infrastructure, diversify sourcing, and enhance disaster preparedness frameworks.
Water Scarcity	Water-intensive operations increasingly constrained by freshwater shortages.	Optimize Water Usage: Implement recycling and conservation technologies to reduce freshwater consumption and ensure sustainable water management.
Supply Chain Vulnerability	Geopolitical tensions, raw material shortages, and logistical bottlenecks posing operational risks	Strengthen Supply Chain: Diversify sourcing, build strategic inventories, and reinforce supplier partnerships
Human Capital	Talent retention, skill gaps, and workforce safety challenges affecting productivity.	Invest in People: Enhance training, safety programs, and career development to attract, retain, and nurture skilled talent.

Disclosure About Four Pillar Core Content (Governance, Strategy, Risk Management, Metrics and Targets)

Corporate Governance

Our Board is committed to fostering a sustainable business environment by integrating ESG principles into our core strategy. By setting clear goals, monitoring progress, and aligning with stakeholder expectations, we ensure that sustainability is a driving force behind our operations. Our strategic oversight ensures continuous improvement, technological advancement, and transparent reporting of ESG risks and opportunities, positioning us for long-term sustainable growth.

Sustainability Strategy

As a leading cement company, we are committed to sustainability. Our strategy focuses on minimizing our environmental footprint while maximizing our positive impact on society. We are actively working to reduce greenhouse gas emissions through the adoption of alternative fuels, energy-efficient technologies, and process optimization. Additionally, we are investing in renewable energy sources to reduce our reliance on fossil fuels. We are also committed to responsible resource management, including water conservation and waste reduction. Our goal is to create a sustainable business model that benefits our stakeholders, the environment, and the communities we serve.

Risk Management

MLCF recognize that sustainability risks can pose significant challenges to our business. To mitigate these risks, we have implemented a robust risk management framework. This framework involves identifying potential sustainability risks, assessing their impact, and developing appropriate mitigation strategies. We continuously monitor and evaluate our risk management practices to ensure their effectiveness. By proactively addressing sustainability risks, we are able to protect our reputation, maintain our long-term viability, and contribute to a more sustainable future.

Targets and Metrics

Green House Gases Emission	The company is committed to environmental sustainability. It conducts regular environmental monitoring to ensure compliance with Natural Environmental Quality Standards. Equipped with advanced FLSmidth A/S cement manufacturing technology and world-class dust collection systems, the company minimizes its environmental impact. Additionally, it actively participates in tree plantation programs to promote a healthy and green environment, collaborating with local authorities.
Energy Consumption	MLCF has embraced sustainable energy practices by utilizing alternative fuels like rice husk, sesame seeds, and canola husk to replace traditional fossil fuels. Additionally, the company has integrated renewable energy sources, such as solar power, into its production process to reduce its reliance on fossil fuels.
Water Usage	The company has implemented several initiatives to promote water conservation and provide access to clean water. They have constructed a water supply scheme for nearby rural areas, installed sensor taps to reduce water wastage, and established a water filtration and treatment plant at their plant site. These efforts demonstrate their commitment to environmental sustainability and community well-being.
Diversity Policy	At MLCF, we foster a diverse and inclusive workplace that welcomes individuals from all walks of life. We value the unique perspectives and experiences that diversity brings to our team, recognizing that a collaborative environment is strengthened by a variety of ideas and backgrounds.
Training and Succession planning	At MLCF, we prioritize succession planning to ensure a strong leadership pipeline. We invest in our employees' development, providing opportunities for growth and advancement. Our rigorous succession planning process identifies and prepares high-potential individuals for future leadership roles. We seek employees who demonstrate a commitment to continuous improvement and have the potential to excel in challenging positions.

Status of Compliance of the Corporate Social Responsibility Voluntary Guidelines, 2013

The Company acknowledges its role and responsibility to contribute towards community and is fully aware of its corporate social responsibility. The Company has been involved in various voluntary projects in different areas of the community needs and focusing mainly on education, health, clean water and environment.

To structure the process of corporate social responsibility activities, the Company also takes guidance from Corporate Social Responsibility Voluntary Guidelines, 2013 as issued by Securities and Exchange Commission of Pakistan. The Company has devised a corporate social responsibility policy keeping in view the areas that need the contribution and that are aligned with the company's vision.

The Company has formed a corporate social responsibility committee that plans, executes and monitors all corporate social responsibility activities with approval of the Board of Directors.

The Company also executes the training sessions to create the awareness regarding corporate social responsibility objectives.

All corporate social responsibility activities performed by the Company are mentioned in corporate social responsibility section of this report.

Following is the compliance status of major areas as described by corporate social responsibility guidelines:

Guidelines		Assessment	Company Initiatives
A)	Does the Company have implemented the CSR governance?	Yes	The Company has implemented the CSR governance. The Company holds the training sessions and CSR is agreed by the Board of Directors.
B)	Does the Company have committee to implement CSR policy?	Yes	The Company has CSR team to implement CSR policy. And they are responsible for planning, execution and progress.
C)	Does the Company have CSR management system?	Yes	The Company has clear CSR management system that takes care of CSR progress and shortcomings.
D)	Does the Company have clarity of areas of CSR projects?	Yes	The Company has clear vision regarding areas of CSR projects that include health, education and clean water.
E)	Does the Company have implementation structure?	Yes	The Company has committee for implementation of the CSR policy. They are responsible for the monitoring of CSR targets.
F)	Does the Company allocate resources to CSR Policy?	Yes	The Company allocates certain proportion of funds and human resources for the CSR objectives.
G)	Does the Company have presented CSR disclosure and reporting?	Yes	The Company has presented the financial disclosure in financial statements and nature of projects are also disclosed in CSR section of this report.
H)	Does the Board approve of placing the CSR report on website of the Company?	Yes	The Company has displayed its CSR activities on the company website.



ISO 14001:2015

In order to mitigate the effects of industrial effluents on surrounding environment, the Company is putting forth all efforts for providing healthy environment to employees and natives. In this regard, the Management has a strong commitment and dedication towards improving the environment. The Company has installed most modern and state of the art equipment to control industry effluents including tree plantation drives held every year.

In May, 2021 MLCFL was awarded certified to be compliant with the requirements of ISO 14001 after fulfilling all the obligations and goals set out in the standard. ISO 14001:2015 sets out the criteria for an environmental management system and maps out a framework that an organization can follow to achieve its environmental goals and fulfil its environmental obligations. The Company is committed to ensure that the guidelines of standard are fully met in order to make ISO 14001 a sustainable program.

Achievement of ISO 45001:2018

MLCFL has a clearly defined management system in place to identify and control health and safety risks. We are able to minimize risks to our workforce, visitors and external contractors on our premises. The achievement of this standard has enabled us to put in place processes for continuous review and improvement of occupational health and safety.

A structured health and safety management system throughout the organization demonstrates our commitment to the welfare of our staff and external parties.

By achieving ISO 45001:2018, MLCFL gained competitive advantage by:

- Minimizing the risks of production delays.
- Providing a safe environment to do business.
- Demonstrating our commitment to maintaining an effective health and safety policy.
- Increasing reputation.
- Increasing opportunities to gain new business.
- Minimizing risks of downtime through accidents.
- Demonstrating our commitment to meet legal obligations.
- A robust system to maintain and continually improve health and safety.



IT GOVERNANCE POLICY AND CYBERSECURITY



1 IT GOVERNANCE FRAMEWORK

1.1 IT Governance Policy

The Board of Directors have implemented comprehensive IT governance policy that is in line with the Companies organizational goals and objectives. The policy is aimed to design the governance structure and also specify the rules and responsibilities covering the significant parts of IT framework. By ensuring the effective implementation of this policy the Company has been able to obtain secure, efficient, and reliable information for the decision making for companies' overall operations in general and IT specific decisions in particular.

The salient objectives of the IT governance policy are as follows:

- Establishing the guidelines for decision making pertaining to information technology and encouraging related initiatives.
- Setting information technology goals and

formulating the strategy to achieve them.

- Communicating the established companies' priorities relating to information technology.
- Designing the procedures of resource allocation.

1.2 Board Level Committee Charged with Oversight of IT Governance and Cybersecurity

The Company has formed a committee that comprises of Board members which is charged with oversight of the IT Governance and plays pivotal part to motivate the management to take the ownership of cybersecurity and also understands and ensures that its well understood across the Company as strategic and critical function. Discussion on assessments of such risks, its evaluation by internal or external teams and how to improve/implement further controls are the agenda points this committee's meetings. The Committee review the controls, procedures and also the reports of the external teams paying attention to their suggestions and also considers if any of the controls need to be implemented or changed.

1.3 IT Governance and Cybersecurity Programs

Board of Directors have devised a strategic level policy of IT Governance and Cybersecurity that is aimed to ensure smooth functioning of the IT framework and protect IT structure from all potential threats. To support this policy, standards procedures have been developed for its implementation, monitoring and control. These standards comprise of rules, guidelines and procedures covering areas such as cybersecurity threats, backup, endpoints users' control, data security and password:

- All the employees have the responsibility to adhere to the policy
- It is the responsibility of Internal Audit to document the policy and provide guidelines for its implementation
- Line managers have the responsibility to not only adhere to policy by themselves but also ensure compliance by their staff

The Company has formed a steering committee which is charged with the responsibility of making teams for the implementation of controls addressing cybersecurity attacks, mitigations of related risks, ERP disruption and compromise of data or email.

2 CYBERSECURITY & RISK MITIGATION

2.1 IT Security Policy

The security of the IT structure remains a cornerstone of our governance framework, designed to protect confidential Company information from all threats—whether intentional or accidental, internal or external, including cybersecurity risks.

The salient features of IT security policy are as follows:

- Regulatory and legal requirement' compliant procedures e.g., record keeping, retention and retrieval etc.
- Restricting unauthorized access to ensure integrity of information.
- Integrity of information to be assured by protecting it from unauthorized modification, disclosure or interruption.
- Disaster recovery plan to have in place which is tested occasionally to ensure that the system and services are available within bear minimum time.
- Educating the employees about IT security policy

and cybersecurity threats.

- Reporting all actual or suspected information security breaches to the internal audit for further investigation.
- Making rules for all employees who have the access and use companies IT assets and resources.

2.2 Board's Statement on Internal Controls including IT Controls and AI Strategy of the Company

The Board of Directors attaches great importance to having strong internal controls in place, including IT controls, to protect the Company's assets, keep financial reporting accurate and reliable, and ensure compliance with laws and regulations. Given the nature of the cement industry, where efficiency in operations, smooth supply chain management, and cost control are essential, the Board acknowledges the growing role of IT systems in areas such as production, inventory, and finance. To manage risks of errors, fraud, or cyber threats, the Company has introduced clear policies, automated checks, and regular monitoring procedures. Internal audits and periodic reviews are also conducted, along with continuous improvements in ERP systems and IT security. The Board remains committed to further strengthening these controls to ensure long-term stability and safeguard the interests of all stakeholders.

To address unforeseen incidents, the Company has formulated following controls:

- Identification and assessments of such threats by internal and also external teams;
- Systems audits on periodical basis. Procedures to be applied during system audits include penetration testing, cybersecurity audits for ensuring safety of IT structure, IT audits by internal and external experts, vulnerability testing; and
- Adequate information backup facilities

2.3 Risk Oversight and Cybersecurity

Board of directors of the Company has given the task to IT Steering Committee to assess the risk level of cybersecurity and align with management to address this risk based. The Audit committee also considers, reviews and evaluates the cybersecurity risk while performing risk oversight function. Adequate budget is also approved by the Board of Directors to be set aside for upgradation of IT structure, strengthening of controls related to cybersecurity

2.4 Controls and Procedures for Early Warning System

The Company has implemented a robust framework of controls to protect systems and data, including:

- **Access Rights Mechanism:** Prevents unauthorized system access.
- **Firewalls:** Monitors and controls incoming and outgoing network traffic.
- **Email Encryption/Decryption:** Secures sensitive email communications.
- **Email Gateway:** Filters and blocks malicious emails before they reach users.
- **End-Point Security Systems:** Protects devices connected to the Company's network.
- **Firewall Log Analyzer:** Enables real-time analytics, reporting, and identification of potential attacks.
- **End-to-End Security Arrangements:** Ensures comprehensive protection across all IT assets.
- **Threat Detection & Security Analytics:** Identifies and evaluates potential security incidents.
- **Firewall Deployments:** Strengthens network perimeter security.
- **Extended Detection and Response (XDR):** Enhances threat detection, incident investigation, and response capabilities across the IT environment.
- **Multi-Factor Authentication (MFA):** Adds an extra layer of security for system access, reducing the risk of unauthorized entry.

2.5 Policies Related to Independent Comprehensive Security Assessment

The Company has established and implemented Information Technology and Information Security policies that align with its business objectives, applicable regulatory requirements, and recognized industry best practices. The Board of Directors provides oversight and support for the Company's cybersecurity governance framework, including the periodic engagement of independent third-party cybersecurity firms to assess the effectiveness of the Company's security controls and the resilience of its core IT infrastructure.

As part of its cybersecurity assurance program, the Company conducts independent security assessments through reputable and specialized cybersecurity organizations to evaluate the

effectiveness of its cyber defence capabilities, identify potential vulnerabilities, and assess the overall security posture of its critical infrastructure. The findings and recommendations from these assessments are reviewed by management and the Board, with remediation actions prioritized and implemented based on risk, business impact, and available resources.

The Company maintains a formal policy requiring periodic external cybersecurity assessments to provide independent validation of its security controls and to support the continual improvement of its information security program. Progress on remediation activities is monitored through the Company's governance and improvement forums until identified issues are satisfactorily addressed.

In addition to external assessments, the Company maintains an internal information security audit function comprising personnel with expertise in information security auditing and internationally recognized standards, including ISO/IEC 27001. The internal audit team conducts periodic assessments of the Company's IT infrastructure, information systems, and security controls to identify control gaps, emerging risks, and opportunities for improvement. Audit observations and recommendations are reported to management, and remediation activities are tracked through established governance processes.

2.6 Efforts to Mitigate Cybersecurity Risks

The Company's Steering Committee has directed the IT team to undertake the following initiatives to minimize cybersecurity risks:

Employee Training & Awareness:

- Conduct regular structured training sessions for staff to ensure adherence to industry best practices and standard operating procedures, mitigating potential cybersecurity threats and risks.
- Organize periodic information security awareness sessions to educate users about:
 - Potential threats and attack vectors
 - System vulnerabilities
 - Protection of confidential data
 - Common mistakes that may compromise personal information, Company confidential data, or competitive intelligence
 - Preventive measures to avoid becoming victims of cyberattacks



Monitoring & Reporting:

- Daily cybersecurity incident reporting and risk monitoring are carried out to ensure timely detection and response.
- Significant risks and mitigation measures are reviewed and discussed in relevant management forums as part of the Company's early warning and risk management framework.

2.7 Cybersecurity Risk Landscape

The Company recognizes that the cybersecurity threat landscape continues to evolve, with increasing risks arising from sophisticated cyber-attacks, advanced persistent threats (APTs), ransomware, and AI-enabled cyber threats targeting critical business systems and infrastructure. These evolving threats may impact the confidentiality, integrity, and availability of the Company's information assets and operational technology environment.

To address these risks, the Company has adopted a risk-based cybersecurity strategy focused on strengthening overall cyber resilience. This strategy includes:

- Implementation of advanced security technologies
- Continuous security monitoring and threat detection
- Periodic vulnerability assessments
- Independent third-party security assessments
- Timely remediation of identified vulnerabilities
- Ongoing enhancement of security controls in line with recognized industry standards and best practices

3 BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN

The Board of Directors has approved and continuously reviews the IT Governance Policy and Business Continuity Plan of the Company and as a result has implemented a well-established Business Continuity and Disaster Recovery Plan in case of any business disruption due to unforeseen incident. The plans provide assurance on resumption of services to normal in case of any disruption in the shortest of time with no/minimum financial loss to the Company. All resources have been trained to perform the critical services in case the primary site is partially / fully inaccessible. Other areas that have been addressed in this plan are as follows:

- Business continuity plan;
- State-of-the art construction with building and other structures being fire resilient, earthquake proof and equipped with firefighting equipment;
- Plan updates with any recent changes in potential threats;
- Recovery plan covering IT and other infrastructure

The Business Continuity and Disaster Recovery Plans are tested periodically and based on testing reports the plans and corresponding controls are upgraded to ensure that there would be no delay in providing the services.

3.1 Cybersecurity Insurance

This is an agreement by which some or all of the cybersecurity risk can be transferred to the insurance companies offering such services in return of insurance cost. Cybersecurity insurance is a new phenomenon and is emerging as serious industry. Although, the Company has not obtained any cybersecurity insurance, however, controls have been implemented to avoid threats or minimize the risk of loss due to these threats.

Management continues to actively assess cyber risks and evaluate appropriate risk mitigation strategies, including the potential adoption of cybersecurity insurance as part of its ongoing cybersecurity improvement programme

4. FUTURE PLANS & OUTLOOK**4.1 Digital Transformation and Cloud Strategy**

The Company continues its strategic focus on Industry 4.0 initiatives to modernize operations by transforming manual processes into digital and intelligent business practices. During the year, the Company successfully completed its cloud migration project, resulting in the migration of its business data and services to a cloud-based environment.

The successful implementation of the cloud migration has enhanced the Company's operational resilience, improved business continuity, increased system availability and scalability, and strengthened its ability to respond to evolving business and technology requirements. The cloud platform also provides a secure and flexible foundation for supporting future business growth, improving operational efficiency, and enabling more effective monitoring and management of business processes.

4.2 New IT Projects and System Enhancements

During the year, the Company initiated the implementation of the Oracle Human Capital Management (HCM) module as part of its enterprise digital transformation program, aimed at enhancing workforce management, employee lifecycle management, reporting capabilities, and operational efficiency through an integrated ERP platform.

The Company continues to pursue digital transformation initiatives aligned with its strategic objectives, focusing on:

- Enhancing operational efficiency
- Strengthening technology capabilities
- Improving cybersecurity posture
- Driving adoption of innovative digital solutions

Planned initiatives include:

- Deployment of advanced security technologies to further strengthen the cybersecurity framework
- Upgrades to security monitoring and defence capabilities
- Continued digitization of business processes to improve governance and internal controls
- Periodic evaluation of system enhancements, including upgrades to existing enterprise applications
- Evaluation of a Security Operations Centre (SOC) capability to enhance continuous monitoring, threat detection, and overall cybersecurity resilience

4.3 Artificial Intelligence (AI) Strategy and Adoption

As part of its smart automation journey, the Company has deployed face recognition technology for staff attendance management, workplace security enhancement, and process simplification—reflecting a broader AI-driven approach to modernize operations and strengthen controls.

Building on this foundation, the Company is now exploring AI integration across production, administration, and financial management to drive efficiency and cost reduction.

AI Pilot Projects:

Current pilot initiatives include:

- AI-driven cement manufacturing process optimization to improve operational performance
- AI-enabled cybersecurity solutions for enhanced threat detection and monitoring
- AI use cases within administrative functions to support process automation and decision-making

These pilots are being evaluated for effectiveness, scalability, and strategic alignment prior to broader deployment.

Future AI Initiatives:

The Company intends to continue evaluating and implementing AI use cases across key business functions where they deliver measurable value:

- Production: Predictive maintenance, kiln optimization, and energy consumption reduction—expected to minimize downtime, improve product consistency, and enhance operational efficiency
- Administration: Streamlined document management, automated workflows, and improved accuracy in routine processes
- Finance: Real-time transaction monitoring, automated reconciliations, fraud detection, and enhanced financial forecasting—strengthening internal controls and strategic decision-making

Through these initiatives, the Company aims to reduce operational costs, improve productivity, and accelerate its digital transformation journey. The Board remains confident that expanding AI into these critical areas will deliver both short-term efficiency gains and long-term competitive advantage.

FORWARD LOOKING STATEMENT

Economic Overview

During FY 2026, Pakistan's economy continued to stabilize, supported by prudent fiscal and monetary management, easing inflationary pressures, and improving external balances. The policy rate declined substantially from its peak, lowering borrowing costs and improving business liquidity. The Government maintained its focus on infrastructure development, with enhanced allocations under the Public Sector Development Programme (PSDP) and continued support for housing and construction sectors. These developments created a more favorable environment for construction-linked industries, including cement.

Cement Sector Overview

Pakistan's cement sector witnessed a recovery in volumetric off-take during the year, driven by improved domestic demand, lower borrowing costs, and easing inflationary pressures. Capacity utilization also improved, supported by higher construction activity and infrastructure spending. However, the operating environment remained challenging as retention prices stayed soft amid intense competition for market share, while export dispatches lost momentum and abundant spare capacity continued to exert pressure on margins. Despite these headwinds, Maple Leaf Cement demonstrated resilience and maintained its competitive position through prudent cost management, operational discipline, and strategic market presence, enabling the Company to sustain performance.

Company Performance

Despite the challenging industry environment, Maple Leaf Cement demonstrated resilience and sustained its competitive position through prudent cost management, operational discipline, and strategic market presence. The Company effectively managed input costs and maintained production efficiency, enabling it to navigate pricing pressures and margin headwinds affecting the broader sector. Through focused execution and disciplined management, Maple Leaf Cement successfully preserved its market share and continued to serve its customers across domestic.

Industry Future Outlook

The global economy is navigating heightened uncertainty, with geopolitical tensions, trade

fragmentation, and volatile energy markets posing downside risks to growth. For Pakistan, these developments underscore the importance of maintaining macroeconomic stability and advancing structural reforms to sustain growth momentum.

Against this backdrop, Pakistan's economic outlook remains encouraging, supported by the Government's continued focus on infrastructure development, fiscal consolidation, and structural reforms under the IMF-supported programme. Enhanced allocations for the Public Sector Development Programme (PSDP), revival of major transport and energy infrastructure projects, and policies aimed at stimulating housing and construction including the Wazir-e-Azam Apna Ghar Programme and the Mera Ghar – Mera Ashiana housing finance scheme are expected to provide significant momentum to economic activity and drive sustained demand for cement in the coming financial year.

However, challenges persist. Escalating geopolitical tensions and energy market disruptions are already impacting input costs and supply chains. These developments are expected to keep global coal and energy prices elevated, which will weigh on the operating margins of the cement sector. Additionally, inflationary pressures may also force a tightening of monetary policy, which could moderate the pace of demand recovery.

Company's Future Outlook

Maple Leaf Cement Future Outlook

Maple Leaf Cement remains confident in its ability to capitalize on emerging opportunities and deliver long-term value to its stakeholders. The Company has successfully integrated the acquisition of Pioneer Cement, which has significantly strengthened its market position and expanded its operational footprint. We are actively pursuing operational and commercial synergies from this acquisition to enhance overall efficiency and maximize shareholder value.

Reducing debt remains a key priority for the Company. We are focused on strengthening our balance sheet through disciplined financial management, prudent capital allocation, and robust cash flow generation to ensure long-term financial stability and enhanced shareholder returns.

In alignment with the national commitment to transparency and corporate governance, Maple Leaf Cement reaffirms its dedication to best practices. The Company remains fully compliant with all applicable regulatory requirements and disclosure obligations, reinforcing its commitment to transparency, accountability, and sustainable corporate growth.

Looking ahead, the Company remains committed to optimizing production overheads, minimizing input costs, and maximizing operational efficiency. While external pressures, including coal price volatility, electricity tariffs, and currency fluctuations may influence production costs, Maple Leaf Cement remains steadfast in its pursuit of growth, market leadership, and sustained profitability in alignment with its Vision and Core Values.

With a robust market position, disciplined financial stewardship, and a clear strategic roadmap, Maple Leaf Cement is well-equipped to navigate challenges and continue delivering enduring value to its stakeholders.

Sources of information used for projections of future revenue

The company carries market survey through its sale teams to know the market trends, customers' demand. The management also extracts information from the policy factors announced by the government, economic data available on State Bank of Pakistan's website & other sources, international trends/forecast of coal prices, macroeconomic factors affecting currency fluctuation and inflationary trends.

Sources of information and assumptions used for projections/forecasting in the forward-looking statement and assistance taken by any external consultant

No assistance has been taken by external consultants for the forecasting.

Financial Projections

Based on the Company's strengthened operational capacity and strategic initiatives, Maple Leaf Cement has prepared the following financial forecasts for the coming year:

Financial Year	2027 Rs. in Million
Sales – Net	79,661
Profit after taxation	7,104
Paid up share capital	10,476
EPS (Rupees)	6.78

Company Performance against Last Year Projections

Despite a challenging macroeconomic environment, Maple Leaf Cement delivered a strong performance through robust operational execution:

Performance Metric	Achievement
Net Sales	70.731 billion
Year-on-Year Sales Growth	2.60%
Corporate Growth	During the period Company has acquired majority stake in Pioneer Cement

Status of the projects in progress

Maple Leaf Cement Factory Limited (MLCF), while reinforcing its core cement operations, accomplished a pivotal strategic milestone during the year with the acquisition of Pioneer Cement. This consolidation significantly bolsters the Company's production capacity and market footprint, establishing it among the premier cement manufacturers in Pakistan. The acquisition is fully aligned with MLCF's long-term vision of sustainable growth and operational synergies, further strengthening its competitive edge in both domestic and regional markets.

In line with its commitment to sustainability and operational excellence, Pioneer Cement has initiated the installation of a 28.265 MW Solar Power Plant at its plant site. The project is expected to be commissioned and commence commercial operations during the second quarter of financial year 2026-27. The solar power plant will be funded entirely through the Company's own cash flows and is expected to result in significant savings in energy costs, reinforcing the Company's focus on cost efficiency and environmental stewardship.

Status of the projects previously disclosed

Maple Leaf Cement continues to advance its strategic diversification into healthcare through its investment in Novacare Hospitals Limited. The project is progressing steadily and is expected to become operational during the next financial year. This reflects the Company's long-term vision of contributing to social development while creating a sustainable revenue stream outside the cyclical cement industry.

KEY SOURCES OF ESTIMATION UNCERTAINTY

The preparation of financial statements requires management and the Board of Directors to make estimates and judgments that affect reported amounts of assets, liabilities, revenues and expenses and related disclosure of contingencies. These estimates are based on historical experience and various other assumptions that management and the Board believe are reasonable under the circumstances, the results of which form the basis for making judgments about the carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions.

KEY ESTIMATES AND ASSUMPTIONS

Key estimates and assumptions concerning the future include:

Impairment of financial assets

The impairment loss on financial assets is calculated based on the forward looking 'expected credit loss' model (ECL) which assumes that there is always an expected loss component to every loan/ receivable which management must make a judgement on, all of which is extensively detailed in note 26 to the financial statements.

Estimating useful life of assets

The useful life of assets is reviewed annually and are estimated based on numerous factors such as asset usage, maintenance, rate of technical and commercial obsolescence.

Taxation

Determining income tax provisions involves judgment on the tax treatment of certain transactions. Deferred tax is recognized on tax losses not yet used and on temporary differences where it is probable that there will be taxable revenue against which these can be offset. Management has made judgments as to the probability of future taxable revenues being generated against which tax losses will be available for offset.

Employee benefit scheme

The defined benefit obligations are based on actuarial assumptions such as discount rate, expected rate of return on plan assets, expected rate of growth in salaries and expected average remaining working life of employees which are extensively detailed in note 14 to the stand-alone financial statements.

FAIR VALUE OF PROPERTY, PLANT AND EQUIPMENT

The Company's buildings on freehold land, roads, bridges and railway sidings and plant and machinery are stated at revalued amount being the fair value at the date of revaluation less any subsequent accumulated depreciation and impairment losses as per stated company policy. Freehold land is stated at revalued amount being the fair value at the date of revaluation less any subsequent impairment loss in the financial statements.

SUMMARY OF SIGNIFICANT / MATERIAL ASSETS OR IMMOVABLE PROPERTY

The Company's material assets comprise of land, building, four complete cement lines (including one white cement line) comprising of kiln, cooler, preheater, raw mills, Wartsila, Nigatta engines and waste heat recovery plant.

POLICY AND PROCEDURES FOR STAKEHOLDERS' ENGAGEMENT

- 1) Policy Note: Maple Leaf Cement maintains sound collaborative relationships with its stakeholders.
- 2) The identification of stakeholders at MLCF is done on the basis of their relevance, responsibility, influence, diversity and responsibility towards our business. Their level of involvement, influence and keenness to engage with our business, helps us in prioritizing the stakeholders.
- 3) Procedures: Procedure for stakeholders' engagement includes effective communication, good harmony, compliance with laws & regulations and customer focused approach which is the key success factor for establishment of collaborative relationship with stakeholder.

STAKEHOLDERS	NATURE OF ENGAGEMENT	FREQUENCY	VALUE
SHAREHOLDERS	- Annual general meeting - Annual report/ Quarterly reports - Investor conference - Analyst briefing	Annually Annually / quarterly Annually Continuous	- Enhances investor confidence; provides platform for direct dialogue - Keeps shareholders informed on performance - Builds investor confidence and trust - Strengthens market credibility
EMPLOYEES	- Team Cultural Activities - Beam Sports Event - Training Session	Annually Annually Annually	- Maintains industrial harmony - Promotes organizational culture; recognizes employee achievements - Fosters team spirit and engagement - Strengthens interpersonal relationships
CUSTOMERS	- Customer call centre - Customer events - Customer satisfaction survey	Continuous Continuous Continuous	- Ensures prompt issue resolution - Showcases products and strengthens relationships - Gathers feedback for improvement
SUPPLIERS	- Regular meeting with major suppliers - Supplier forums - Newspapers advertisement	Continuous Occasionally As required	- Gathers feedback for improvement - Strengthens supply chain reliability - Promotes collaboration and innovation - Attracts new suppliers

STAKEHOLDERS	NATURE OF ENGAGEMENT	FREQUENCY	VALUE
INSTITUTIONAL INVESTOR / LENDERS	• Business briefings • Periodic meetings • Financial reporting • Head office/ site visits	Occasionally As required Continuous As required	• Attracts long-term investment • Strengthens lender confidence • Demonstrates financial discipline • Provides operational transparency
COMMUNITY ORGANIZATIONS	• Environmental campaign • Safety management system • CSR Initiatives	Continuous As required Continuous	• Enhances corporate reputation • Ensures community safety • Builds goodwill and addresses community needs
MEDIA	• Media announcements and briefings • Media interviews	As required As required	• Shapes positive public perception • Projects leadership vision
REGULATORS	• Submission of periodic reports • Responding / enquiring various queries/ information	Periodic basis As required	• Ensures regulatory compliance • Resolves regulatory matters
ANALYST	• Corporate briefing and analysis • Forecasting and financial modelling	As required As required	• Shapes market expectations • Supports investment decisions
LOCAL BODIES	• Sponsorship of local events • Corporate social projects	As required As Required	• Strengthens local relationships • Addresses local needs
BANKS, FINANCIAL INSTITUTIONS & MUTUAL FUNDS	• Treasury operational transactions • Financing and borrowing • Investments	Continuous As required As required	• Ensures efficient cash management • Secures cost-effective financing • Supports growth objectives

ENTITY'S SIGNIFICANT RELATIONSHIPS

ENTITY'S SIGNIFICANT RELATIONSHIPS

The Company maintains strong and collaborative relationships with all its stakeholders, recognizing that effective communication, mutual trust, and a customer-focused approach are fundamental to sustained business success. Our stakeholder engagement strategy is built on transparency, responsiveness, and a commitment to delivering value across all touchpoints.

Customers & Suppliers:

We remain steadfast in our commitment to customer satisfaction through the delivery of high-quality products, while ensuring timely payments to all creditors, reinforcing trust and reliability across the supply chain. The dedicated call centre, operational for several years, continues to serve as a vital bridge between the Company and its stakeholders, including customers and supply chain partners, facilitating seamless communication and prompt issue resolution.

Bankers & Investors:

MLCF places strong emphasis on maintaining robust relationships with its bankers and financial partners. Regular investor conferences and periodic business briefings are organized to discuss financial performance, business prospects, and strategic plans—enhancing lender confidence and reinforcing transparency in our financial management practices.

These sustained engagements underscore our commitment to stakeholder-centric governance, ensuring that the Company remains responsive, transparent, and aligned with stakeholder expectations.

POLICY TO SOLICIT AND UNDERSTAND VIEWS OF SHAREHOLDER

The Board understands the importance of continuous collaboration with shareholders of the Company regarding all significant decisions to be made, the performance of the Company in varying circumstances, challenges it faced and the necessary steps taken to mitigate those challenges. The Board has devised a mechanism to arrange the interactive sessions between the management of the Company and its shareholders. It includes management briefings to its shareholders about the performance

of the Company, macro and micro economic factors affecting the Company, future prospects of the Company and the steps taken by the Company to improve its performance in challenging circumstances. These communications help the Board to understand and resolve the concerns of the shareholders and to add synergy factor to achieve better results in the Company's future prospects.

INTERACTION WITH MAJOR SHAREHOLDER

The interactive sessions include the annual general meeting, extra ordinary general meetings, corporate briefings/road shows, responding to investor queries either raised on email, website or on telephone.

During the year, following major international and local road shows/corporate briefings sessions were held with investors:

- Corporate Briefing Session (7th November 2025)

STEP TO ENGAGE MINORITY SHAREHOLDERS TO ATTEND GENERAL MEETINGS

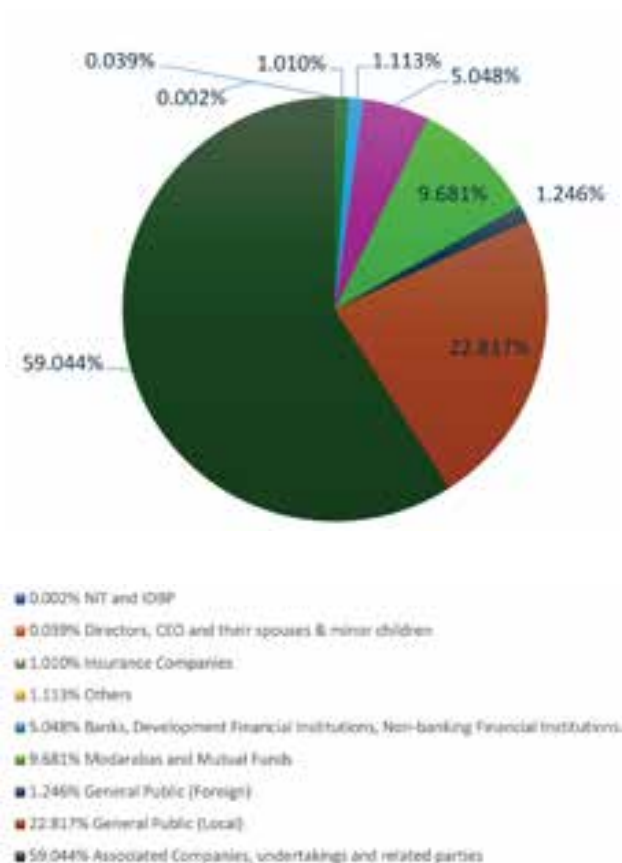
Notice of Annual General Meeting is sent to all shareholders of the Company at least twenty-one days before the date fixed for meeting. Such notice is published in Urdu and English languages in at least in one issue each of daily newspaper of respective language having nationwide circulation. Further, notice of AGM is also placed on Company's website. To capture the interest of minority shareholders the Company has been conducting corporate briefings, conference calls and road shows on regular basis including regularly updating our website about Company's general conditions.

INVESTORS' RELATIONS SECTION ON CORPORATE WEBSITE

The Company disseminates information to its investors and shareholders through a mix of information exchange platforms, including its corporate website. The website is updated regularly to provide detailed and latest company information including financial highlights, investor information and other requisite information besides the link to SECP's investor education portal, the 'Jamapunji'.

Pattern of shareholding

The pattern of shareholding as on 30 June 2026 is presented below, reflecting the composition of the Company's investor base across various categories.



ISSUES RAISED IN THE LAST ANNUAL GENERAL MEETING

No issue was raised by the valued shareholders in the last Annual General Meeting held on October 16, 2025 at the Registered Office of the Company. However, queries raised were explained to the satisfaction of the Members.

HIGHLIGHTS ABOUT REDRESSAL OF INVESTORS' COMPLAINTS

During the year under review no formal complaints has been lodged by any shareholder of the Company.

Corporate Benefits to Shareholders

Maple Leaf Cement Factory Limited (MLCF) has strategically expanded its investment portfolio by acquiring a controlling stake in Pioneer Cement, reinforcing our footprint in the cement sector and unlocking new avenues for shareholder returns. This strategic deployment of capital reflects the Company's commitment to channeling resources into high-growth opportunities within the industry, strengthening portfolio resilience and positioning the Company for sustained returns.

In addition, MLCF has invested in Novacare Hospitals (Private) Limited, a progressive healthcare initiative aimed at providing quality medical services in Pakistan. This investment aligns with the Company's vision of contributing beyond its core business, supporting national development priorities while opening avenues for growth in the expanding healthcare sector.

The Company has also strategically invested in Agritech Limited with the dual objective of enhancing returns and diversifying risk. This investment reflects our commitment to optimizing capital allocation while maintaining a balanced and resilient investment portfolio.

Collectively, these strategic investments reflect proactive and value-accretive capital allocation decisions, driving positive investor sentiment and reinforcing long-term shareholder confidence.

INTEGRATED REPORTING

BASIS OF PREPARATION AND PRESENTATION

Maple Leaf Cement Factory Limited (MLCF) is primarily engaged in the manufacturing and sale of cement and remains committed to the highest standards of corporate governance and transparent reporting. The Company recognizes that in today's globalized business environment, stakeholders expect more than just financial disclosures; they require a holistic view that integrates governance practices, environmental and social impacts, and long-term sustainability.

Adoption of Integrated Reporting Framework

In line with this vision, MLCF has adopted the International Integrated Reporting (IR) Framework to provide a comprehensive overview of its operations. By combining financial and non-financial information, the Company ensures that its stakeholders receive a complete picture of its performance, strategies, risks, and opportunities. The management annually reviews and enhances the Integrated Reporting process to further improve the quality, transparency, and relevance of disclosures, while ensuring alignment with stakeholder expectations.

The Report incorporates all eight core elements of the IR Framework:

- Organizational overview and external environment
- Governance
- Business model
- Risks and opportunities
- Strategy and resource allocation
- Performance
- Outlook
- Basis of preparation and presentation

Management Responsibility & Disclosure Integrity

Management accepts full responsibility for the integrity of this Report. Each disclosure undergoes rigorous internal review to ensure accuracy, completeness, and relevance, with careful consideration given to stakeholder relationships, organizational capitals,

and future business scenarios. The Company strives to disclose all material information unless such disclosure could result in significant competitive disadvantage.

Broader Sustainability Reporting

Beyond statutory requirements, MLCF follows the principles of the Global Reporting Initiative (GRI) to evaluate performance through a broader, triple bottom line perspective—economic, environmental, and social. This approach strengthens stakeholder confidence by presenting the Company's strategy, governance, business model, and sustainability practices as part of its value creation journey.

The Annual Report has been prepared in accordance with:

- International Financial Reporting Standards (IFRS) issued by IASB
- Islamic Financial Accounting Standards (IFAS) issued by ICAP
- Provisions and directives of the Companies Act, 2017
- Code of Corporate Governance Regulations, 2019
- Core guidelines of the Integrated Reporting Framework issued by IIRC

Through this integrated approach, MLCF demonstrates its commitment to long-term sustainability, transparent communication, and the creation of lasting value for all stakeholders.

ECONOMIC PERFORMANCE

Economic Performance at Maple Leaf is steered by our vision, mission and values along with the goals and targets set by the senior management that results in enhanced performance of the company. The senior management is responsible for sketching the economic targets for different time periods i.e., annual targets, monthly targets, etc. We aim at delivering both direct and indirect economic impacts. Providing returns to investors, paying off to employees and government and suppliers, are all examples of our economic impacts.

ANALYSIS OF THE FINANCIAL AND NON-FINANCIAL PERFORMANCE

FINANCIAL INDICATORS:

Actual Results:

The Group sale increased in current FY 2026 by as compared to FY 2025. This increase in sales is a result of better average retention compared to previous year due to market conditions. Significant increase in net profit resulted from. Profitability saw a massive increase mainly due to dividend income and gain on investment. Following are the main highlights:

	2026	2025
	(Rs. In Million)	
Net Sales	85,146	68,653
Net Profit/ (Loss)	12,565	11,503
Earnings/(Loss) per share (Rupee)	11.34	10.98

Budgeted Results:

The sales decreased as compared to budget due overall drop in sales of cement in Pakistan. But increase in net profit is due to better average retention as compared to previous year. Profitability saw a massive increase mainly due to dividend income and gain on investment:

	Actual	Budget
	2026	2026
	(Rs. In Million)	
Net Sales	85,146	67,504
Net Profit	12,565	10,324
Earnings per share (Rupee)	11.34	9.85

PROSPECTS OF THE ENTITY INCLUDING TARGETS FOR FINANCIAL AND NON-FINANCIAL MEASURES

Prospects of the Entity

Maple Leaf Cement remains confident in its ability to capitalize on emerging opportunities and deliver long-term value to its stakeholders. The Company's financial projections are aligned with expected growth in domestic demand, supported by government-led infrastructure initiatives and housing schemes. Strategic initiatives—including the integration of Pioneer Cement, debt reduction, and cost optimization—are expected to drive sustainable growth and profitability.

Key Financial Measures

The following financial measures support the Company's growth prospects:

Financial Measure	Key Focus Areas
Increase in sale price	Retention price improvement through brand strength and market positioning
Reduction in cost of production	Fuel cost savings through local coal, pet coke, and alternative fuel usage; lower power consumption per ton
Lowering weighted average cost of capital	Optimal debt-equity mix and reduced reliance on short-term financing
Reduction in freight and logistics costs	Optimization of destination mix, improved supply chain efficiency, and strategic logistics planning

Key Non-Financial Measures

Non-Financial Measure	Key Focus Areas
Stakeholder Engagement	Strengthening engagement through cross-functional awareness and communication
Customer Satisfaction	Maintaining prime focus on quality and service excellence
Brand Recognition	Enhancing brand equity through marketing efforts to create demand pull
Integrity & Governance	Ongoing training programs to embed core values across the organization

Significant Change in Accounting policies, judgements, estimates and assumption

Significant accounting policies, judgements, estimates and assumptions have been disclosed in notes to the accounts. Any significant change there in has been properly disclosed in the aforesaid note.

2. Key Assumptions and Performance Indicators

The Company's performance indicators are compiled based on the following key assumptions:

Category	Key Assumptions
Financial Position	Appropriate capital mix; optimal financial leverage; maintaining healthy current ratio
Financial Performance	Maintaining high local sales retention; monitoring key variable costs to remain cost-competitive; optimal fixed cost absorption
Liquidity Position	Efficient management of operating, investing, and financing cash flows; effective working capital management

These indicators are periodically reviewed and monitored. Performance variance analysis against comparative periods and budgeted figures provides a basis for informed corporate reporting.

These indicators are periodically reviewed and monitored. Performance variance analysis against comparative periods and budgeted figures provides a basis for informed corporate reporting.

Key Performance Indicators (KPIs)

Market Share

Maple Leaf Cement holds a leading position in Pakistan's cement industry, supported by a strong and diversified customer base. The Company is the largest producer of White Cement in the country, commanding over 80% of the local market share, and is also the leading exporter of white cement from Pakistan.

Financial Leverage

The Company maintains a strong focus on managing its financial leverage, with consistent efforts to reduce debt and sustain an optimal balance between equity and borrowed funds to support long-term financial stability.

Capacity Utilization

The Company closely monitors capacity utilization as a key efficiency metric, with higher utilization enabling better absorption of fixed costs and improved profitability.

Local Sales Retention

Through targeted marketing and branding initiatives, the Company is steadily improving its local sales retention, reinforcing its market position and strengthening customer loyalty.

Local Sales Volume Growth

The Company tracks local sales volume growth as a key indicator of its success in capturing domestic demand, supported by improved macroeconomic conditions and government-led infrastructure initiatives.

Freight Cost per Ton

The Company tracks freight cost per ton as a key logistics efficiency metric, with a focus on optimizing destination mix and supply chain planning to reduce overall distribution costs

SHARE PRICE SENSITIVITY ANALYSIS

Company's share price is 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 the 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 VARIABLE COST:

Any increase in variable costs due to price hikes coupled with inflation which mainly includes coal, power and raw material cost causes gross margins to narrow and adversely hits profitability and EPS. This may badly affect the market price of the share downward.

3) INCREASE IN FIXED COST:

Fixed cost primarily consists of financial charges and other overheads of fixed nature. Any increase in SBP discount rate results in corresponding increase in financial charges leading to lower net profit and EPS. Conversely, decrease in SBP discount rates results in lower financial charges and higher net profit i.e., EPS. Moreover, price hikes due to inflation for other overheads of fixed nature results in reduction in net profit.

4) CHANGE IN GOVERNMENT POLICIES:

Any change in Government policies related to cement sector may affect the share price of the company. If policy change is positive, share price will increase and vice versa.

Geopolitical Tensions:

Ongoing regional conflicts and global geopolitical instability disrupt energy supply chains, elevate coal and oil prices, and increase freight and insurance costs. These factors raise input costs and create market uncertainty, exerting downward pressure on profitability and the share price.

Reasons

Market capitalization is affected by political stability and economic conditions, geopolitical developments and sector specific dynamics

Segmental review and analysis of business performance

The standalone financial statements of the Company have been prepared on the basis of a single reporting segment.

- **Geographical Presence:** The Company operates in three principal geographical areas—Asia, Africa and America. Revenue from external customers based on geographical areas is as follows:

- Asia: 99.95%
- Africa: 0.041%
- America: 0.009%

- **Product Composition:** Revenue from sale of cement represents 100% of gross sales, comprising:

- Grey Cement: 96.78%
- White Cement: 3.22%

- **Asset Location:** All assets of the Company as at June 30, 2026, are located in Pakistan.

Consolidated Financial Statements – Three Reportable Segments

The consolidated financial statements are prepared based on three strategic divisions, which are reportable segments. These divisions offer different products and services and are managed separately due to distinct technology and strategy requirements:

Segment Entity	Entity	Principal Activity
Cement Manufacturing	Maple Leaf Cement Factory Limited (Holding Company) Pioneer Cement Limited (Subsidiary Company)	Production and sales of cement
Power Generation	Maple Leaf Power Limited (Subsidiary)	Generation and supply of electricity
Healthcare Sector	NovaCare Hospitals (Private) Limited (NHPL) (Subsidiary)	Establishment, management, and operation of healthcare facilities including hospitals, pharmacies, clinics, laboratories, and healthcare centers

Sensitivity Analysis of Change in Market Capitalization

Share Price as of 30 June 2026 Rs.106.91

Market Capitalization as of 30.06.2026 Rs. 111,994,918,421



The analysis demonstrates a direct correlation between share price performance and shareholder value. A 10% increase in share price would result in approximately Rs. 11.2 billion increase in market capitalization, while a 10% decrease would erode the same amount.

HORIZONTAL ANALYSIS - UNCONSOLIDATED

SIX YEARS

Statement of Financial Position											
2026 Rs. '000'	26 vs 25 %	2025 Rs. '000'	25 vs 24 %	2024 Rs. '000'	24 vs 23 %	2023 Rs. '000'	23 vs 22 %	2022 Rs. '000'	22 vs 21 %	2021 Rs. '000'	21 vs 20 %
Total equity											
77,511,743	8.47	71,461,592	35.82	52,615,908	17.15	44,913,116	10.74	40,559,015	8.03	37,542,541	19.86
93,362,224	283.98	24,314,188	(13.63)	28,151,974	(1.50)	28,579,575	12.24	25,461,804	47.63	17,247,289	(10.98)
27,242,444	16.77	23,330,491	25.45	18,597,800	14.69	16,215,021	0.13	16,193,391	41.43	11,449,448	(25.23)
198,116,411	66.34	119,106,271	19.87	99,365,682	10.77	89,707,712	9.11	82,214,210	24.12	66,239,278	0.35
Total equity and liabilities											
159,921,111	91.86	83,353,667	14.97	72,497,845	7.46	67,468,045	9.01	61,892,221	25.50	49,315,862	(0.18)
38,195,300	6.83	35,752,604	33.07	26,867,837	20.81	22,239,667	9.44	20,321,989	20.08	16,923,416	1.90
198,116,411	66.34	119,106,271	19.87	99,365,682	10.77	89,707,712	9.11	82,214,210	24.12	66,239,278	0.35
Total assets											
Profit or Loss Account											
70,731,652	2.60	68,942,446	3.75	66,452,348	7.05	62,075,259	27.94	48,519,622	36.53	35,538,301	22.05
(46,789,260)	3.53	(45,195,630)	(0.64)	(45,488,064)	3.61	(43,901,906)	23.51	(35,544,492)	28.82	(27,591,731)	(5.70)
23,942,392	0.82	23,746,816	13.27	20,964,284	15.36	18,173,353	40.06	12,975,130	63.28	7,946,570	(5,704.94)
(2,915,231)	(29.31)	(4,123,754)	(24.64)	(5,471,808)	45.87	(3,751,096)	71.79	(2,183,540)	40.19	(1,557,540)	11.03
(3,051,832)	40.23	(2,176,320)	17.50	(1,852,148)	34.15	(1,380,607)	42.12	(971,453)	19.42	(813,489)	3.67
(732,242)	(57.46)	(1,721,448)	85.75	(926,736)	(21.92)	(1,186,881)	24.65	(952,200)	81.67	(524,142)	482.39
2,103,280	(77.85)	9,493,731	2,565.72	356,142	142.86	146,646	159.09	56,601	(98.48)	3,732,132	2,727.84
19,346,367	(23.29)	25,219,025	92.96	13,069,734	8.90	12,001,415	34.48	8,924,538	1.61	8,783,531	(484.01)
(4,489,947)	26.31	(3,554,788)	(14.10)	(4,138,286)	50.44	(2,750,747)	58.00	(1,741,026)	16.54	(1,493,930)	(49.90)
14,856,420	(31.42)	21,664,237	142.56	8,931,448	(3.45)	9,250,668	28.78	7,183,512	(1.46)	7,289,601	(238.35)
(6,410,789)	38.53	(4,627,863)	26.48	(3,658,921)	(23.12)	(4,758,998)	33.79	(3,557,172)	243.52	(1,035,492)	(343.20)
8,445,631	(50.43)	17,036,374	223.12	5,272,527	17.38	4,491,670	23.86	3,626,340	(42.02)	6,254,109	(229.13)
Profit/(loss) after taxation											

Profit/(loss) before taxation

Taxation

Profit/(loss) after taxation

VERTICAL ANALYSIS - UNCONSOLIDATED

SIX YEARS

	2026	2025	2024	2023	2022	2021
	Rs. '000'	Rs. '000'	Rs. '000'	Rs. '000'	Rs. '000'	Rs. '000'
	%	%	%	%	%	%
Statement of Financial Position						
Total equity	77,511,743	71,461,592	52,615,908	44,913,116	40,559,015	37,542,541
Total non-current liabilities	93,362,224	24,314,188	28,151,974	28,579,575	25,461,804	17,247,289
Total current liabilities	27,242,444	23,330,491	18,597,800	16,215,021	16,193,391	11,449,448
Total equity and liabilities	198,116,411	119,106,271	99,365,682	89,707,712	82,214,210	66,239,278
	100.00	100.00	100.00	100.00	100.00	100.00
Total non-current assets	159,921,111	83,353,667	72,497,845	67,468,045	61,892,221	49,315,862
Total current assets	38,195,300	35,752,604	26,867,837	22,239,667	20,321,989	16,923,416
Total assets	198,116,411	119,106,271	99,365,682	89,707,712	82,214,210	66,239,278
	100.00	100.00	100.00	100.00	100.00	100.00
Profit or Loss Account						
Sales - net	70,731,652	68,942,446	66,452,348	62,075,259	48,519,622	35,538,301
Cost of sales	(46,789,260)	(45,195,630)	(45,488,064)	(43,901,906)	(35,544,492)	(27,591,731)
Gross profit	23,942,392	23,746,816	20,964,284	18,173,353	12,975,130	7,946,570
Distribution cost	(2,915,231)	(4,123,754)	(5,471,808)	(3,751,096)	(2,183,540)	(1,557,540)
Administrative expenses	(3,051,832)	(2,176,320)	(1,852,148)	(1,380,607)	(971,453)	(813,489)
Other operating expenses	(732,242)	(1,721,448)	(926,736)	(1,186,881)	(952,200)	(524,142)
Other operating income	2,103,280	9,493,731	366,142	146,646	56,601	3,732,132
Profit from operations	19,346,367	25,219,025	13,069,734	12,001,415	8,924,538	8,783,531
Finance cost	(4,489,947)	(3,554,788)	(4,138,286)	(2,750,747)	(1,741,026)	(1,493,930)
Profit / (loss) before taxation	14,856,420	21,664,237	8,931,448	9,250,668	7,183,512	7,289,601
Taxation	(6,410,789)	(4,627,863)	(3,658,921)	(4,758,998)	(3,557,172)	(1,035,492)
Profit / (loss) after taxation	8,445,631	17,036,374	5,272,527	4,491,670	3,626,340	6,254,109
	11.94	24.71	5.27	7.24	7.47	17.60

SUMMARY OF CASH FLOW STATEMENT - UNCONSOLIDATED SIX YEARS

	2026	2025	2024	2023	2022	2021
	(Rupees in thousand)					
Cash generated from operations before working capital changes	21,657,186	21,665,571	17,774,227	16,351,746	12,674,556	8,790,829
(Increase) / decrease in current assets						
Stores, spare parts and loose tools	(613,406)	(511,626)	(3,345,949)	2,927,753	(3,114,888)	(1,343,107)
Stock-in-trade	(67,417)	(1,186,436)	618,055	(1,178,984)	(545,438)	(370,779)
Trade debts	625,141	(935,867)	(1,944,951)	(726,197)	(596,428)	1,213,368
Loans and advances	200,825	(273,176)	300,146	(276,007)	(122,623)	(85,357)
(Decrease)/increase in trade and other payables	903,408	5,070,542	(1,126)	2,719,129	894,481	(554,680)
Other receivables	(8,818)	61,941	(109,562)	29,730	113,574	(130,579)
Retirement benefits adjusted /(paid)	(38,637)	(54,768)	(47,729)	(53,879)	(43,319)	(56,198)
Taxes paid	(7,892,467)	(4,139,001)	(1,494,385)	(1,459,957)	(586,635)	(736,571)
Others	27,848	464,878	(2,252,483)	1,810,331	(343,173)	(174,959)
Net Cash generated from operating activities	14,793,663	20,162,058	9,496,243	20,143,665	8,330,107	6,551,967
Payments for property, plant and equipment	(2,592,415)	(1,269,202)	(3,099,319)	(9,071,126)	(15,790,494)	(3,285,300)
Dividend received from fully owned subsidiary	376,500	6,400,500	-	-	-	3,514,000
Payments for acquisition of intangibles	-	(7,816)	(89,828)	-	(6,786)	-
Proceeds from disposal of property, plant and equipment	93,679	101,904	273,862	89,125	30,583	53,115
Proceeds from disposal of stores and spares	49,932	195,180	11,792	-	-	-
Dividend received	570,285	259,816	86,605	-	-	-
Proceeds from disposal of short term investment	6,314,651	42,698,417	2,475,461	-	-	-
Short term investment - net	(5,145,096)	(48,572,626)	(1,623,608)	(3,234,546)	(75,000)	(44,500)
Long term investment	(76,091,936)	(7,315,361)	(1,172,000)	(10,000)	-	-
Advance against issue of shares	(3,755,000)	(362,700)	-	-	-	-
Investment in preference shares of Agritech Limited	-	(2,937,321)	-	-	-	-
Advances against issuance of Privately Placed Term Finance Certificates (PPTFC)	-	(244,119)	-	-	-	-
Proceeds from disposal of long term investment	-	5,405	-	-	-	-
Short term loan to Maple Leaf Capital Limited	-	-	500,000	-	-	-
Repayment of short term loan from Maple Leaf Capital Limited	-	-	(500,000)	-	-	-
Issuance of loan to Subsidiary Company	(2,500,000)	-	-	-	-	-
Profit received on short term loan to Maple Leaf Capital Limited	-	-	11,409	-	-	-
Profit on bank deposits received	453,276	203,462	94,741	52,064	22,377	13,692
Net Cash used in investing activities	(82,226,124)	(10,844,461)	(3,030,885)	(12,174,483)	(15,819,320)	251,007
(Repayment) / proceeds of long term loans from financial institutions - secured	66,812,139	366,040	(4,819,016)	(1,720,571)	6,898,075	1,142,825
Proceeds from long term loan from a subsidiary company	3,500,000	-	2,500,000	-	1,000,000	(2,000,000)
Repayment of long term loan from a subsidiary company	-	(4,500,000)	-	-	-	-
Short term borrowings - net	417,826	678,765	-	(2,174,578)	490,990	(4,121,973)
Finance cost paid	(3,435,525)	(4,093,012)	(4,145,538)	(2,527,786)	(1,296,781)	(1,733,621)
Redemption of preference shares	(5)	(3)	(12)	(5)	-	-
Dividend paid	(330)	(379)	(122)	(191)	(565)	(19,919)
Lease rentals paid during the year	(22,966)	(20,572)	(18,529)	(14,611)	(12,425)	-
Own share purchased for cancellation	-	-	(999,145)	(194,661)	(477,778)	-
Net cash generated from/ (used in) financing activities	67,271,139	(7,569,161)	(7,482,362)	(6,632,403)	6,601,516	(6,732,688)
Net increase/ (decrease) in cash and cash equivalents	(161,322)	1,748,436	(1,017,004)	1,336,779	(887,697)	70,286
Cash and cash equivalents at beginning of the years	1,471,961	(273,404)	740,706	(603,919)	279,802	209,516
Exchange (Loss)/Gain on cash & cash equivalents	2,667	(3,071)	2,893	7,847	3,976	-
Cash and cash equivalents at end of the years	1,313,306	1,471,961	(273,405)	740,706	(603,919)	279,802

COMMENTS ON SIX YEARS ANALYSIS

HORIZONTAL ANALYSIS

Statement of Financial Position

The Company's financial position has demonstrated remarkable growth over the six-year period, reflecting strategic expansion and prudent capital management.

Total Equity has consistently strengthened over the years, primarily driven by retained earnings from profitable operations. The current year witnessed moderate growth in equity, reflecting lower profit retention compared to the exceptional prior year.

Total Non-Current Liabilities witnessed a substantial surge during the current year, representing the most significant movement in the balance sheet, attributable to long-term debt incurred for the strategic acquisition. This contrasts with the preceding years which had seen a declining trend due to proactive debt repayments.

Total Current Liabilities increased during the year, primarily due to the current portion of acquisition debt becoming due for servicing. Over the six-year period, current liabilities have generally trended upward in line with the Company's expanding scale of operations.

Total Non-Current Assets recorded a substantial increase during the year, primarily attributable to the long-term equity investment made in connection with the strategic acquisition. The asset base has nearly tripled over the period, reflecting consistent investment in growth and modernization.

Total Current Assets demonstrated steady growth during the year, reflecting the Company's continued focus on efficient working capital management and operational growth.

Conclusion: The balance sheet reflects a significant transformation during the year, with total assets growing substantially following the strategic acquisition. While this expansion has temporarily increased financial leverage, the Company's strong equity foundation positions it well to realize the long-term benefits of this strategic investment.

Profit or Loss Account

Net Sales continued their upward trajectory during the year, marking the sixth consecutive year of sales growth, underpinned by improved local retention and better pricing strategies, albeit at a moderated pace due to economic headwinds.

Gross Profit remained relatively stable during the year, achieved through continued cost efficiencies and the

Company's strategy of shifting reliance from the national power grid to self-generation, which provided relief against rising energy costs.

Profit from Operations witnessed a decline during the year, primarily due to a significant reduction in other operating income, as the prior year had benefited substantially from subsidiary dividend income. Excluding this one-time benefit, operational performance remained resilient.

Finance Cost increased during the year, reflecting the enlarged debt portfolio following the acquisition.

Profit After Taxation decreased during the year, primarily attributable to substantial financing costs incurred on acquisition-related debt and the absence of subsidiary dividend income that had bolstered the prior year's exceptional results.

Conclusion: The current year's profitability represents a normalization following an exceptional prior year. While acquisition-related financing costs and the absence of one-time dividend income have moderated bottom-line performance, the Company remains focused on realizing synergies from the acquisition to restore profitability levels in the coming periods.

VERTICAL ANALYSIS

Statement of Financial Position

The Company's capital structure has undergone a significant transformation during the current year, with the equity component decreasing substantially from 60.00% to 39.13% of total assets. This decline is primarily attributable to the substantial increase in non-current liabilities, which surged from 20.41% to 47.12% following debt financing for the strategic acquisition. The current liabilities proportion decreased from 19.59% to 13.75%, reflecting improved working capital management.

Due to the nature of the cement industry being capital-intensive, the ratio of non-current assets to total assets remained dominant, increasing further during the current year following the long-term equity investment made in connection with the strategic acquisition. This expansion has temporarily altered the asset mix, with non-current assets representing an even larger proportion of the total asset structure.

Profit or Loss Account

Gross Profit Margin experienced a slight moderation during the current year, declining from 34.44% to 33.85%. This marginal contraction is primarily attributable to elevated input costs, including fuel price hikes and

geopolitical tensions that escalated production expenses, partially offset by improved retention prices and cost-efficient production measures.

Distribution Costs as a percentage of sales improved significantly during the year, decreasing from 5.98% to 4.12%, reflecting enhanced operational efficiencies and optimized distribution networks.

Administrative Expenses increased moderately from 3.16% to 4.31% of sales, consistent with the Company's expanded scale of operations following the acquisition and inflationary pressures on overhead costs.

Other Operating Income witnessed a substantial decline from 13.77% to 2.97% of sales, primarily due to the absence of dividend income from the subsidiary company that had significantly bolstered the prior year's results.

Profit from Operations decreased from 36.58% to 27.35% of sales, reflecting the combined impact of reduced other operating income and moderately lower gross margins.

Finance Cost increased from 5.16% to 6.35% of sales, attributable to the enlarged debt portfolio following acquisition financing.

Net Profit Margin declined significantly from 24.71% to 11.94%, primarily driven by substantial financing costs incurred on acquisition-related debt and the absence of subsidiary dividend income that had favorably impacted the prior year's exceptional performance.

COMMENTS ON CASH FLOW STATEMENTS

Operating Activities

The Company's operating cash flows remained robust during the current year, reflecting its continued ability to generate healthy cash inflows from core business operations. The cash generated from operations, while moderating from the exceptional levels of the prior year, demonstrates the underlying resilience of the business model. The increase in income tax payments during the year is consistent with profitable operations. Overall, the net cash inflow from operating activities remains substantial, underscoring the Company's strong cash generation capacity.

Investing Activities

The investing activities section reflects the Company's strategic growth initiatives during the year. The most significant outflow pertains to long-term equity investments, representing the acquisition of Pioneer Cement, marking a major milestone in the Company's expansion journey. Dividends received decreased significantly compared to the prior year, as the previous year had benefited from substantial dividend income from the subsidiary company. The net cash outflow from investing activities increased considerably, primarily driven by the acquisition-related investment.

Financing Activities

The financing activities reflect a strategic shift during the year, as the Company successfully raised substantial long-term financing to fund the acquisition, resulting in a significant net cash inflow. This contrasts sharply with the prior year when internal cash generation was utilized to repay existing obligations. During the current year, significant loan repayments were also made. Notably, finance cost paid decreased despite the enlarged debt portfolio, reflecting prudent debt management..



ANALYSIS OF FINANCIAL RATIOS

UNCONSOLIDATED

FOR SIX YEARS

FROM JUNE 2021 TO JUNE 2026

Ratios Description	2026	2025	2024	2023	2022	2021
Profitability Ratios:						
Gross Profit ratio	33.85%	34.44%	31.55%	29.28%	26.74%	22.36%
Net Profit to Sales	11.94%	24.71%	7.93%	7.24%	7.47%	17.60%
EBITDA Margin to Sales	34.87%	45.72%	28.85%	26.54%	26.24%	35.52%
Operating leverage ratio	-8.97	24.81	1.26	1.23	0.04	-21.95
Return on Equity	10.90%	23.84%	10.02%	10.00%	8.94%	16.66%
Return on Capital employed	7.08%	23.72%	8.30%	7.52%	6.69%	13.35%
Effective Tax Rate	43.15%	21.36%	40.97%	51.44%	49.52%	14.21%
Shareholder's Funds	39.12%	60.00%	52.95%	50.07%	49.33%	56.68%
Return on Shareholder's Funds	10.90%	23.84%	10.02%	10.00%	8.94%	16.66%
Return on Investments	9.77%	21.17%	13.15%	13.38%	10.86%	13.26%
Liquidity Ratios						
Current ratio	1.40	1.53	1.44	1.37	1.25	1.48
Quick / Acid test ratio	0.76	0.81	0.61	0.52	0.29	0.44
Cash to Current Liabilities	0.10	0.07	0.06	0.05	0.05	0.04
Cash flow from Operations to Sales	0.21	0.29	0.14	0.32	0.17	0.18
Cash flow to capital expenditure	5.71	15.89	3.06	2.22	0.53	1.99
Cash flow coverage ratio	0.17	1.39	0.49	1.02	0.33	0.40
Investment / Market Ratios						
Earnings per share (EPS)						
Basic	8.06	16.26	4.98	4.18	3.30	5.69
Diluted	8.06	16.26	4.98	4.18	3.30	5.69
Price Earnings ratio	13.26	5.18	7.63	6.77	8.28	8.25
Price to book ratio	1.44	1.24	0.76	0.68	0.74	1.37
Market value per share						
Closing	106.91	84.28	38.00	28.33	27.35	46.98
High	132.99	91.31	43.30	29.36	47.51	50.90
Low	71.00	31.50	26.52	19.34	23.95	25.85
Break up value per share / Net assets per share						
With revaluation surplus	73.99	68.22	49.69	41.84	36.93	34.18
Without revaluation surplus	70.78	64.78	45.90	40.10	34.69	31.37
With revaluation surplus including investment in subsidiary*	136.87	78.38	59.34	49.38	43.12	39.54
Cash Dividend per Share	-	-	-	-	-	-
Dividend Pay out Ratio	-	-	-	-	-	-
Dividend Yield Ratio	-	-	-	-	-	-
Dividend Cover Ratio	-	-	-	-	-	-
Capital Structure Ratios						
Financial leverage ratio	1.12	0.21	0.38	0.46	0.64	0.44
Weighted average cost of debt	10.87%	13.16%	18.64%	15.09%	9.64%	7.85%
Net Borrowing/ EBITDA	3.57	0.46	1.07	1.29	2.07	1.31
Av. Operating Working Capital to Sales Ratio	26.22%	24.85%	23.56%	22.53%	26.36%	30.04%
Debt to Equity ratio	52:48	17:83	26:74	32:68	36:64	28:72
Debt to Equity ratio (Market value)	32:68	9:91	18:82	24:76	27:73	16:84
Interest Cover ratio	4.31	7.09	3.16	4.36	5.13	5.88
Activity / Turnover Ratios						
Inventory turnover ratio	10.45	11.74	12.76	13.36	14.67	14.04
No. of Days in Inventory	34.92	31.09	28.69	27.31	24.88	25.99
Debtor turnover ratio	16.22	15.67	19.57	26.60	25.91	15.02
No. of Days in Receivables	22.50	23.29	18.70	13.72	14.09	24.30
Total Assets turnover ratio	0.36	0.58	0.67	0.69	0.59	0.54
Fixed Assets turnover ratio	1.16	1.10	1.01	1.00	0.85	0.80
Creditor turnover ratio	9.58	8.65	9.70	10.00	9.49	7.46
No. of Days in Creditors	38.10	42.18	37.63	36.50	38.46	48.96
Operating Cycle	19.32	12.21	9.76	4.54	0.51	1.33
Employee Productivity Ratio						
Production per Employee	2,543	2,351	2,241	2,600	3,097	3,498
Revenue per Employee	42.92	40.32	36.75	37.94	31.69	24.89
Staff turnover ratio	19.01%	34.46%	19.98%	22.66%	15.59%	6.30%
Non-Financial Ratios						
%age of plant availability	92.33%	105%	98%	87%	104%	98%
Customer satisfaction index	68%	42%	64%	90%	91%	75%
Customer retention ratio	100%	100%	100%	97%	95%	95%
Other Ratios						
Spares Inventory as % of Assets Cost	6.57%	10.46%	12.36%	11.06%	15.63%	14.70%
Maintenance Cost as % of Operating Expenses	12.16%	12.52%	11.32%	9.37%	8.78%	7.58%

COMMENTS ON RATIO ANALYSIS

Profitability ratios:

The Company's profitability ratios experienced a moderation during the current year, primarily impacted by elevated fuel prices and geopolitical tensions that escalated input costs across the industry. Despite the cement sector witnessing volumetric growth, margins shrunk due to persistent cost pressures.

The significant decline in net profit margin and earnings per share is primarily attributable to substantial financing costs incurred on debt taken for the acquisition of Pioneer Cement, coupled with the absence of dividend income from the subsidiary company that had favorably impacted the prior year's results.

Liquidity Ratios:

The Company's liquidity metrics exhibited a modest contraction during the current year, primarily attributable to the current portion of long-term debt taken for the acquisition of Pioneer Cement being classified as a short-term obligation, thereby elevating the current liabilities base. This increase in current liabilities resulted in a marginal downturn in both the current and quick ratios.

Encouragingly, the cash ratio demonstrated an improvement during the year, reflecting the Company's prudent cash management practices despite the sizable acquisition-related debt servicing obligations. The management's steadfast focus on optimizing working capital and proactively servicing debt obligations has ensured that overall liquidity remains within a comfortable range, safeguarding the Company's capacity to honor its near-term financial commitments.

Investment / Market Ratios:

The Company's share price demonstrated a strong upward trajectory during the year, closing significantly higher than the previous year, reflecting sustained investor confidence in the Company's strategic direction.

The Price-to-Earnings ratio witnessed a notable increase, primarily driven by the decline in earnings per share resulting from acquisition-related financing costs and the absence of subsidiary dividend income that had bolstered the prior year's results. Despite lower earnings, the market's positive sentiment

towards the Company's expansion strategy kept the share price buoyant.

The Price-to-Book ratio improved during the year, reflecting the market's recognition of the Company's strategic investment. The market capitalization also witnessed substantial growth during the year, underscoring the shareholders' confidence in the Company's long-term value creation potential through this strategic acquisition.

Capital Structure Ratios:

The Company's capital structure witnessed a significant shift during the year, with the debt-to-equity ratio increasing considerably following the acquisition financing. The substantial leverage undertaken for strategic expansion has temporarily altered the debt-equity mix, moving the Company away from its historically optimal levels.

The interest coverage ratio experienced a notable decline during the year, primarily attributable to the substantial increase in finance cost resulting from the higher debt burden, coupled with reduced profitability. The Company remains focused on deleveraging its balance sheet through internal cash generation, with the strategic acquisition expected to contribute positively to future cash flows, thereby strengthening the capital structure in the coming periods.

Activity/turnover ratios.

The Company's activity ratios exhibited a mixed performance during the year. The inventory turnover ratio witnessed a slight moderation, reflecting a marginal buildup in inventory levels to ensure uninterrupted supply chain operations amid volatile market conditions.

The debtor turnover ratio registered an improvement during the year, indicating enhanced collection efficiency and disciplined credit management practices. The fixed asset turnover ratio also demonstrated improvement, signalling better utilization of the production capacity.

However, the asset turnover ratio declined significantly, primarily driven by the increase in total assets due to the long-term equity investment, which outpaced revenue growth during the year.

DUPONT ANALYSIS

Years	Return on Equity (Profit Margin * Total Asset Turnover * Equity Multiplier)	Profit Margin (Pre-Tax Profit / Sales)	Total Asset Turnover (Sales / Avg. Assets)	Return on Assets	Equity Multiplier (Avg. Assets / Avg. Equity)
	E= C*D	A	B	C= A*B	D
2026	19.95%	0.21	0.45	9.37%	2.13
2025	34.92%	0.31	0.63	19.83%	1.76
2024	18.32%	0.13	0.70	9.45%	1.94
2023	21.65%	0.15	0.72	10.76%	2.01
2022	18.40%	0.15	0.65	9.68%	1.90
2021	21.17%	0.2	0.54	11.02%	1.92
2020	-17.04%	(0.18)	0.44	-7.99%	2.13

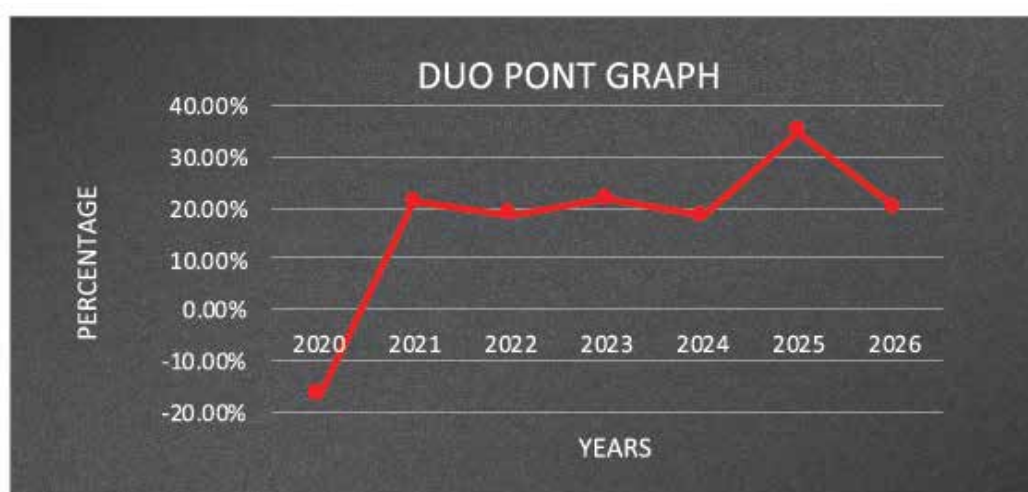
Following are the DuPont analysis highlights:

1. The operational results during the year were impacted by substantial financing costs incurred on acquisition-related debt and the absence of subsidiary dividend income, which collectively weighed on the profit margin as compared to the prior year.
2. The asset turnover ratio registered a decline during the year as the increase in total assets outpaced revenue growth, despite an increase in net sales.
3. The return on assets decreased significantly during the year, mirroring the contraction in the Company's profit margins.

4. The equity multiplier increased during the year, reflecting the Company's higher reliance on debt financing following the strategic acquisition, which elevated the financial leverage.

Conclusion:

The DuPont analysis reflects a moderation in overall profitability and return metrics during the year, primarily attributable to the financing costs associated with the strategic acquisition and the enlarged asset base, which have temporarily dampened returns. The Company remains focused on realizing synergies and improving operational efficiency to restore return levels in the coming periods.



COMPOSITION OF LOCAL VERSUS IMPORTED MATERIAL AND SENSITIVITY ANALYSIS

Local Components:

Raw materials consumed	7,138,250	24%
Packing materials consumed	3,491,342	12%
Fuel	12,856,386	44%
Stores, spare parts and loose tools consumed	538,946	2%

Imported Components:

Fuel	4,971,677	17%
Stores, spare parts and loose tools consumed	508,243	1%

Total

2026		2025	
Rs. '000	%	Rs. '000	%
7,138,250	24%	8,875,696	29%
3,491,342	12%	3,315,539	11%
12,856,386	44%	9,894,841	33%
538,946	2%	379,312	1%
4,971,677	17%	7,023,900	23%
508,243	1%	670,843	2%
29,504,844	100%	30,160,131	100%

Sensitivity analysis

If US\$ to Pak Rupee exchange rate fluctuates by 1% , the impact on cost of production

would have been as follow:

Increase of 1% in exchange rate
Decrease of 1% in exchange rate

2026 Rs. '000'
54,799
(54,799)

2025 Rs. '000'
76,947
(76,947)

The management constantly monitors the international coal prices and exchange rates. The management takes necessary and timely steps to mitigate such impacts.

FREE CASH FLOWS

Net cash generated from operating activities
Capital expenditures

FCF - Total

2026 Rs. '000'	2025 Rs. '000'
14,793,663	20,162,058
(2,592,415)	(1,269,202)
12,201,248	18,892,856

Free cash flow represents the cash a company can generate after required investment to maintain or expand its asset base. It is a measurement of a company's financial performance and health.

ECONOMIC VALUE ADDED

NOPAT
Less: WACC* Capital Invested

Economic Value Added

2026 Rs. '000'	2025 Rs. '000'
9,179,948	12,611,173
(3,742,882)	(1,919,460)
5,437,066	10,691,713

Economic value added (EVA) is a measure of a company's financial performance based on the residual wealth

KEY OPERATING AND FINANCIAL DATA - UNCONSOLIDATED

FOR SIX YEARS FROM JUNE 2021 TO JUNE 2026

	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21
Quantitative Data (M. Tons)						
Cement:						
Production	4,163,157	3,994,063	4,051,726	4,253,451	4,741,944	4,994,594
Sales	4,166,327	3,986,207	4,068,218	4,273,444	4,759,428	5,023,444
Sales (Rs. 000)						
Gross Sales (Local + Export-Discourt)	106,259,580	101,146,851	89,701,037	82,836,831	66,400,649	50,875,878
Less:						
Excise Duty	16,407,372	14,953,624	7,763,020	6,911,333	6,973,716	7,043,999
Sales Tax	18,553,296	16,843,945	15,088,469	13,494,564	10,631,729	8,060,518
Commission	567,260	406,836	397,200	355,676	275,582	233,060
Net Sales	70,731,652	68,942,446	66,452,348	62,075,258	48,519,622	35,538,301
Profitability (Rs. 000)						
Gross Profit/(Loss)	23,942,392	23,746,816	20,964,284	18,173,353	12,975,130	7,946,570
Profit/(Loss) Before Tax	14,856,420	21,664,237	8,931,448	9,250,668	7,183,512	7,289,601
Provision for Income Tax	(6,410,789)	(4,627,863)	(3,658,921)	(4,758,998)	(3,557,172)	(1,035,492)
Profit/(Loss) After Tax	8,445,631	17,036,374	5,272,527	4,491,670	3,626,340	6,254,109
Financial Position (Rs. 000)						
Tangible Fixed Assets-Net	61,130,755	62,836,212	65,995,598	62,354,608	56,784,840	44,215,539
Other Non-Current Assets	98,790,356	20,517,455	6,502,247	5,113,437	5,107,381	5,100,323
	159,921,111	83,353,667	72,497,845	67,468,045	61,892,221	49,315,862
Current Assets	38,195,300	35,752,604	26,867,837	22,239,667	20,321,989	16,923,416
Current Liabilities	(27,242,444)	(23,330,491)	(18,597,800)	(16,215,021)	(16,193,391)	(11,449,448)
Net Working Capital	10,952,856	12,422,113	8,270,037	6,024,646	4,128,598	5,473,968
Capital Employed	170,873,967	95,775,780	80,767,882	73,492,690	66,020,819	54,789,830
Less: Non Current Liabilities	(93,362,224)	(24,314,188)	(28,151,974)	(28,579,575)	(25,461,804)	(17,247,289)
Shareholders' Equity	77,511,743	71,461,592	52,615,908	44,913,116	40,559,015	37,542,541
Represented By:						
Share Capital	10,475,626	10,475,626	10,475,626	10,733,462	10,983,462	10,983,462
Reserves & Un-appropriated Profit	63,666,698	57,389,001	38,125,058	32,310,664	27,115,586	23,469,104
Surplus on Revaluation of PPE	3,369,419	3,596,965	4,015,224	1,868,989	2,459,967	3,089,975
	77,511,743	71,461,592	52,615,908	44,913,116	40,559,015	37,542,541

STATEMENT OF CASH FLOWS

DIRECT METHOD - UNCONSOLIDATED

	2026	2025
	(Rupees in thousand)	
Cash flows from operating activities		
Cash receipts from customers	71,356,793	68,006,579
Cash paid to suppliers and employees	(48,636,629)	(43,840,849)
Net cash generated from operations	22,720,164	24,165,730
Decrease in long term loans to employees	6,869	14,618
Increase in long term deposits to suppliers	(2,266)	(3,100)
Retirement benefits paid	(38,637)	(54,768)
Income tax refunds received	-	178,579
Taxes paid - net of refund	(7,892,467)	(4,139,001)
Net cash generated from operating activities	14,793,663	20,162,058
Cash flows from investing activities		
Capital expenditure	(2,592,415)	(1,269,202)
Intangible assets acquired	-	(7,816)
Dividend received	946,785	6,660,316
Proceeds from disposal of property, plant and equipment	93,679	101,904
Proceeds from disposal of stores and spares	49,932	195,180
Long term equity investment	(76,091,936)	(7,315,361)
Short term investment	(5,145,096)	(48,572,626)
Advance against issue of shares	(3,755,000)	(362,700)
Investment in preference shares of Agritech Limited	-	(2,937,321)
Advance against issuance of privately place Term Finance Certificates	-	(244,119)
Proceeds from disposal of long term investment	-	5,405
Novacare Hospitals (Private) Limited	(2,500,000)	-
Proceeds from sale of short term investment	6,314,651	42,698,417
Profit on bank deposits received	453,276	203,462
Net cash (used in) / generated from investing activities	(82,226,124)	(10,844,461)
Cash flows from financing activities		
Repayment of Long term loans from financial institutions - secured - net	(7,871,761)	(3,833,960)
Proceeds from Long term loans from financial institutions - secured - net	74,683,900	4,200,000
Proceeds from / (repayments of) long term loan from subsidiary company	-	(4,500,000)
Short term borrowings - net	417,826	678,765
Finance cost paid	(3,435,525)	(4,093,012)
Lease rentals paid during the year	(22,966)	(20,572)
Proceeds from long term loan from a subsidiary company - Maple Leaf Power Limited	3,500,000	-
Redemption of preference shares	(5)	(3)
Dividend paid	(330)	(379)
Net cash generated from / (used in) financing activities	67,271,139	(7,569,161)
Net (decrease) / increase in cash and cash equivalents	(161,322)	1,748,436
Cash and cash equivalents at beginning of the year	1,471,961	(273,404)
Effects of exchange rate change on Cash and Cash Equivalents	2,667	(3,071)
Cash and cash equivalents at end of the year	1,313,306	1,471,961

RESULTS REPORTED IN INTERIM FINANCIAL STATEMENTS AND FINAL ACCOUNTS

	Interim Results						Annual Results	
	3 Months Period Ended 30-09-2025		6 Months Period Ended 31-12-2025		9 Months Period Ended 31-03-2026		Year Ended 30-06-2026	
	Rupees '000	%	Rupees '000	%	Rupees '000	%	Rupees '000	%
Net turnover	16,483,361		35,418,855		52,350,437		70,731,652	
Gross Profit	4,981,820	30.22%	11,014,755	31.10%	15,998,766	30.56%	23,942,392	33.85%
Operating Profit	4,278,304	25.96%	8,758,170	24.73%	11,787,759	22.52%	18,876,592	26.69%
Net Profit Before Tax	3,945,804	23.94%	8,218,755	23.20%	9,861,667	18.84%	14,856,420	21.00%
Net Profit After Tax	2,608,289	15.82%	5,122,575	14.46%	6,083,302	11.62%	8,445,631	11.94%
Debt Equity Ratio	13,257,897	15:85	12,356,713	13:87	86,230,328	54:46	80,994,282	51:49
	88,784,855		92,194,381		160,246,351		158,506,025	
Current Ratio	39,413,647	1.68	38,094,338	1.49	41,385,400	1.26	38,195,300	1.40
	23,444,840		25,493,017		32,827,126		27,242,444	

Analysis of Variation in Results Reported in Interim Financial Statements with the Final Accounts

3 Months Ended September 30, 2025

Gross Profit (GP) Ratio for the 1st Quarter was 30.22% as compared to annual GP of 33.85%, primarily attributable to elevated coal and electricity costs driven by persistent geopolitical tensions.

Operating Profit was 25.96% as compared to 26.69%, mainly due to seasonal distribution expenses concentrated in the first quarter.

Net Profit Before Tax was 23.94% as compared to annual 21.00%, reflecting strong cost management and prudent financial discipline.

Net Profit After Tax was 15.82% as compared to 11.94%, due to favorable taxation impact in the quarter.

Debt Equity Ratio was 15:85 in first quarter as compared to 51:49 in annual, reflecting the impact of debt incurred for the acquisition of Pioneer Cement in February 2026.

Current Ratio was 1.68 as compared to annual of 1.40, driven by higher current assets and efficient working capital management.

6 Months Ended December 31, 2025

Gross Profit (GP) Ratio was 31.10% as compared to annual GP of 33.85%, reflecting consistent performance with marginal cost pressures in the second quarter.

Operating Profit was 24.73% as compared to 26.69%, attributable to higher administrative and

distribution expenses during the period.

Net Profit Before Tax was 23.20% as compared to annual 21.00%, exceeding annual average and demonstrating strong profitability momentum.

Net Profit After Tax was 14.46% as compared to 11.94%, due to improved operational efficiency and effective tax management.

Debt Equity Ratio was 13:87 in 6-month period as compared to 15:85 in Q1, reflecting continued debt repayment during the period. Compared to annual ratio of 51:49, the variance is attributable to the debt incurred for the acquisition of Pioneer Cement in February 2026, which is reflected in the full-year results.

Current Ratio was 1:49 as compared to annual of 1:40, indicating stable liquidity position in line with annual benchmarks.

9 Months Ended March 31, 2026

Gross Profit (GP) Ratio was 30.56% as compared to annual GP of 33.85%, remaining healthy though slightly below annual due to sustained fuel cost pressures from geopolitical tensions.

Operating Profit was 22.52% as compared to 26.69% in annual, attributable to higher distribution costs and administrative overheads during the period.

Net Profit Before Tax was 18.84% as compared to annual 21.00%, moderately below annual due to elevated finance costs from acquisition-related debt.

Net Profit After Tax was 11.62% as compared to 11.94% in annual, closely aligned with annual NPAT, indicating consistent after-tax profitability.

Debt Equity Ratio was 54:46 in the 9 months' period as compared to 51:49 reported in annual results, reflecting the full impact of debt incurred for Pioneer Cement acquisition in February 2026.

Current Ratio was 1:26 as compared to annual of 1:40, reflecting adequate liquidity position with marginal variation due to higher current liabilities.

EXPLANATION OF NEGATIVE CHANGE IN THE PERFORMANCE AGAINST PRIOR YEARS

Annual Results						
	Year Ended 30-06-26		Year Ended 30-06-25		YOY Variance	
	Rs. '000	%	Rs. '000	%	Rs. '000	%
Net Turnover	70,731,652		68,942,446		1,789,206	
Gross Profit / (Loss)	23,942,392	33.85%	23,746,816	34.44%	195,576	0.82%
Operating Profit / (Loss)	18,876,592	26.69%	24,128,206	35.00%	(5,251,614)	-21.77%
Net Profit / (Loss) Before Tax	14,856,420	21.00%	21,664,237	31.42%	(6,807,817)	-31.42%
Net Profit / (Loss) After Tax	8,445,631	11.94%	17,036,374	24.71%	(8,590,743)	-50.43%

- Overall turnover increased by 2.60% (Rs. 1,789 million), primarily attributable to improved retention prices.
- Gross Profit increased by 0.82% (Rs. 196 million), reflecting higher sales retention despite persistent cost pressures on coal and energy inputs.
- Operating Profit declined by 21.77% (Rs. 5,252 million), mainly due to elevated distribution and administrative expenses, coupled with increased fuel and energy costs driven by geopolitical tensions.
- Net Profit Before Tax declined by 31.42% (Rs. 6,808 million), primarily attributable to lower operating profit and higher finance costs.
- Net Profit After Tax declined by 50.43% (Rs. 8,591 million), reflecting the combined impact of lower operating profit, increased finance costs, and higher taxation during the year.

STATEMENT OF VALUE ADDED AND HOW DISTRIBUTED

Wealth Generated

Sales net of commission & discount
Other Operating Income

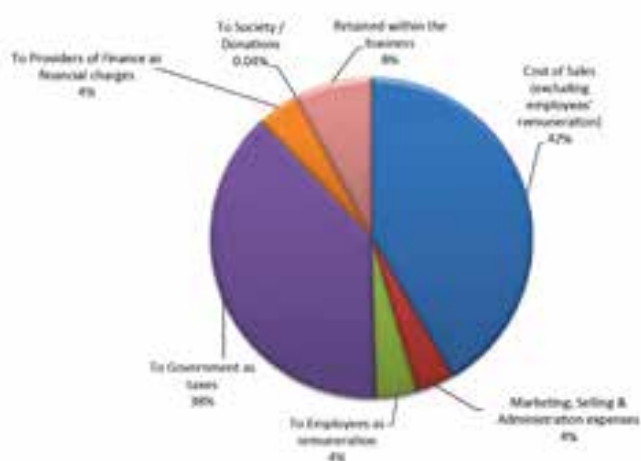
2026		2025	
Rs. (000)	% age	Rs. (000)	% age
105,692,320	98.05%	100,740,015	91.39%
2,103,280	1.95%	9,493,731	8.61%
107,795,600	100.00%	110,233,746	100.00%
Cost of Sales (excluding employees' remuneration)		44,835,629	41.59%
Marketing, Selling, Administration Expenses & other expenses		4,131,476	3.83%
To Employees as Remuneration		4,481,702	4.16%
To Government as Taxes		41,371,457	38.38%
To Providers of Finance as Financial Charges		4,489,947	4.17%
To Society / Donations		39,758	0.04%
Retained within the Business		8,445,631	7.83%
107,795,600	100%	110,233,746	100.00%

Distribution of Wealth

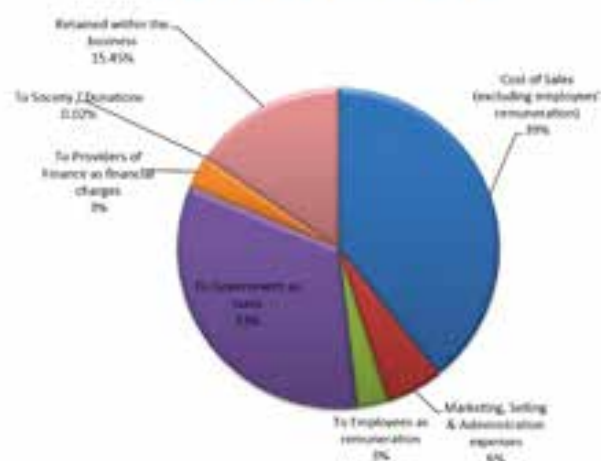
Cost of Sales (excluding employees' remuneration)
Marketing, Selling, Administration Expenses & other expenses
To Employees as Remuneration
To Government as Taxes
To Providers of Finance as Financial Charges
To Society / Donations
Retained within the Business

Statement of Charity

Wealth Distribution 2026



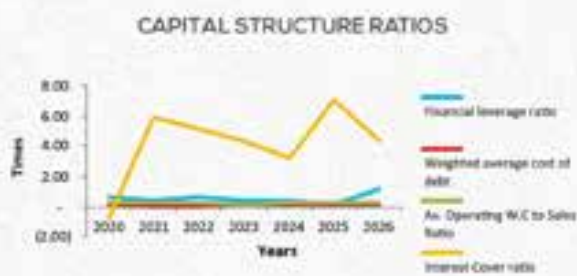
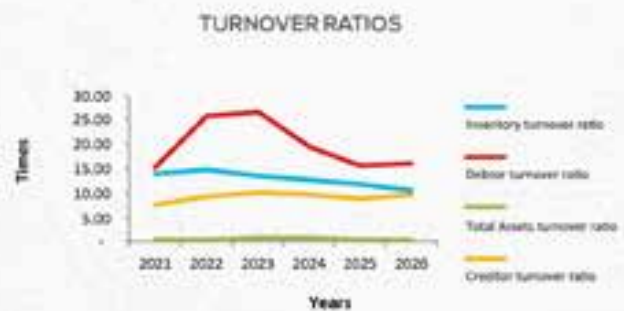
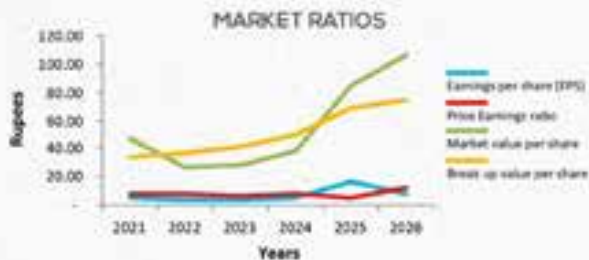
Wealth Distribution 2025



The following donations exceeded 10% of the total donations made by the Company or Rs 1 million, whichever is higher, in the respective year:

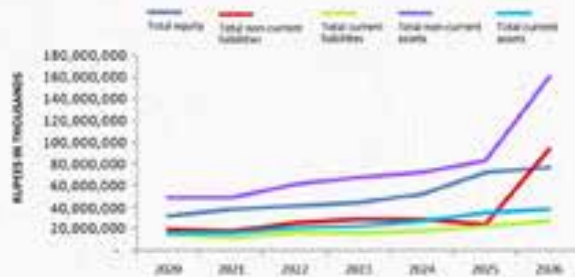
	2026	2025
	Rs. (000)	Rs. (000)
Agha Khan Cultural Service - Pakistan	-	4,800
Aitchison College Lahore	7,652	-
Daudkhel Police Station	-	7,778
Hassan Boys Hostel	302	3,074
Wasif Enterprises	4,000	-
	11,954	15,652

GRAPHICAL PRESENTATION - STAKEHOLDERS' INFORMATION

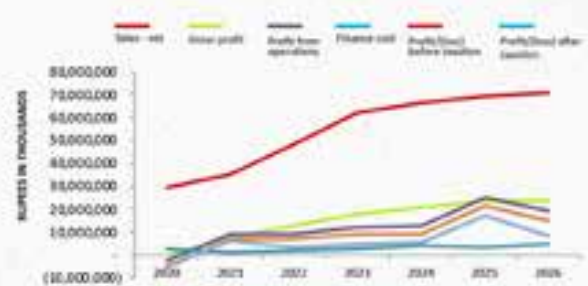


GRAPHICAL PRESENTATION - STAKEHOLDERS' INFORMATION

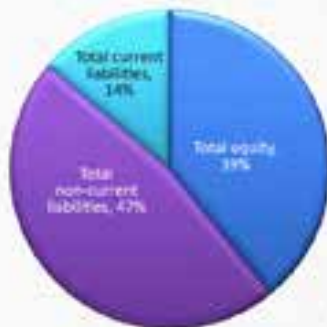
HORIZONTAL ANALYSIS - BALANCE SHEET



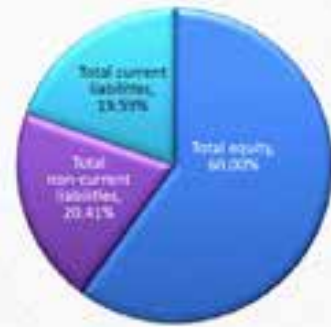
HORIZONTAL ANALYSIS - PROFIT OR LOSS ACCOUNT



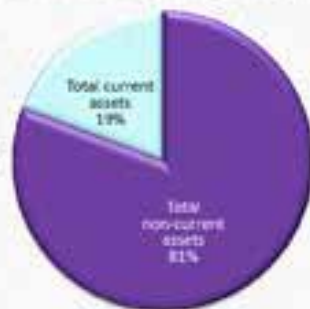
EQUITY AND
LIABILITIES-2026



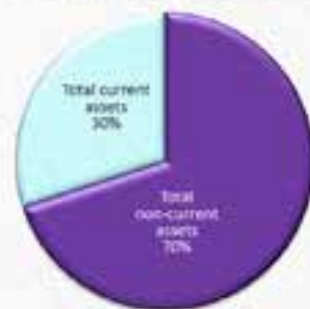
EQUITY AND
LIABILITIES-2025



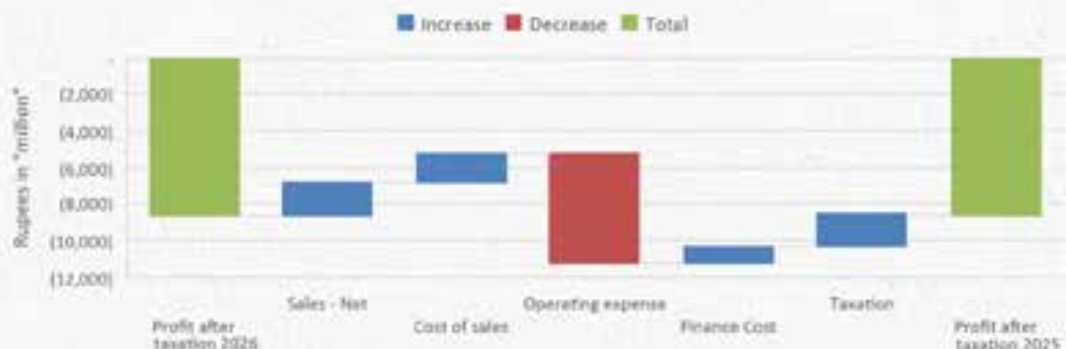
ASSETS-2026



ASSETS-2025



PROFIT
OR LOSS
2026
VS
2025



DEFINITIONS AND GLOSSARY OF TERMS

Gross Profit Ratio

The relationship of the gross profit made for a specified period and the sales or turnover achieved during that period.

Net Profit Ratio

Net profit ratio is the ratio of net profit (after taxes) to net sales.

Operating Profit Ratio

The operating profit margin ratio indicates how much profit a company makes after paying for variable costs of production.

Current Asset Ratio

The key indicator of whether you can pay your creditors on time. The relationship between current assets like cash, book debts, stock and work in progress and current liabilities like overdraft, trade and expense creditors and other current debt.

Current Ratio

A company's current assets divided by its current liabilities. This ratio gives you a sense of a company's ability to meet short-term liabilities, and is a measure of financial strength in the short term. A ratio of 1 implies adequate current assets to cover current liabilities: the higher above 1, the better.

Debt-Equity Ratio

The ratio of a company's liabilities to its equity. The higher the level of debt, the more important it is for a company to have positive earnings and steady cash flow. For comparative purposes, debt-equity ratio is most useful for companies within the same industry.

Earnings per Share (EPS)

The portion of a company's profit allocated to each outstanding share of common stock. Earnings per share serve as an indicator of a company's profitability.

Profit Margin

Determined by dividing net income by net sales during a time period and is expressed as a percentage. Net profit margin is a measure of efficiency and the higher the margin, the better. Trends in margin can be attributed to rising/falling production costs or rising/falling price of the goods sold.

Return on Assets (ROA)

The amount of profits earned (before interest and taxes), expressed as a percentage of total assets. This is a widely followed measure of profitability, thus the higher the number the better. As long as a company's ROA exceeds its interest rate on borrowing, it's said to have positive financial leverage.

Return on Equity (ROE)

A percentage that indicates how well common stockholders' invested money is being used. The percentage is the result of dividing net earnings by common stockholders' equity. The ROE is used for measuring growth and profitability. You can compare a company's ROE to the ROE of its industry to determine how a company is doing compared to its competition.

Return on Investment (ROI)

Also known as return on invested capital (ROIC). ROI is a measure of how well management has used the company's resources. ROI is calculated by dividing earnings by total assets. It is a broader measure than return on equity (ROE) because assets include debt as well as equity. It is useful to compare a company's ROI with others in the same industry.

STRONG FOUNDATIONS

Reliable Performance. Lasting Progress.





Pattern of Shareholding

[Pursuant to Section 227 (2)(f) of the Companies Act, 2017
read with Regulation 30 of the Companies Regulations, 2024]

PART-I

1.1	Name of the Company	MAPLE LEAF CEMENT FACTORY LIMITED
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PART-II

2.1	Pattern of holding of the shares held by the shareholders as at	30-06-2026
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2.2	No. of Shareholders	From	Shareholdings To	Total shares held
	13,942	1	100	541,024
	11,704	101	500	3,429,140
	5,796	501	1,000	4,723,331
	8,552	1,001	5,000	20,797,789
	1,764	5,001	10,000	13,218,792
	622	10,001	15,000	7,878,998
	371	15,001	20,000	6,737,716
	255	20,001	25,000	5,876,538
	146	25,001	30,000	4,139,850
	96	30,001	35,000	3,168,140
	81	35,001	40,000	3,100,726
	57	40,001	45,000	2,459,101
	78	45,001	50,000	3,818,918
	35	50,001	55,000	1,859,565
	40	55,001	60,000	2,327,463
	33	60,001	65,000	2,077,119
	20	65,001	70,000	1,361,443
	24	70,001	75,000	1,763,083
	30	75,001	80,000	2,329,258
	10	80,001	85,000	828,220
	15	85,001	90,000	1,324,264
	10	90,001	95,000	928,967
	43	95,001	100,000	4,285,209
	11	100,001	105,000	1,133,086
	9	105,001	110,000	977,575
	9	110,001	115,000	1,021,994
	4	115,001	120,000	470,960
	12	120,001	125,000	1,483,631
	7	125,001	130,000	888,201
	6	130,001	135,000	791,631
	7	135,001	140,000	964,053
	2	140,001	145,000	286,829
	20	145,001	150,000	2,989,400
	6	150,001	155,000	914,045
	5	155,001	160,000	790,990
	3	160,001	165,000	483,143
	3	165,001	170,000	503,668
	4	170,001	175,000	690,353
	5	175,001	180,000	897,019

2.2	No. of Shareholders	Shareholdings		Total shares held
		From	To	
	2	180,001	185,000	364,500
	4	190,001	195,000	774,142
	13	195,001	200,000	2,598,299
	5	200,001	205,000	1,008,734
	2	205,001	210,000	417,124
	5	210,001	215,000	1,069,999
	2	215,001	220,000	432,767
	5	220,001	225,000	1,120,275
	2	225,001	230,000	456,600
	2	230,001	235,000	466,018
	1	235,001	240,000	235,980
	2	240,001	245,000	487,264
	12	245,001	250,000	2,999,040
	1	250,001	255,000	250,001
	3	255,001	260,000	774,707
	6	260,001	265,000	1,582,098
	2	265,001	270,000	534,694
	1	270,001	275,000	273,248
	1	275,001	280,000	276,400
	1	280,001	285,000	284,304
	4	285,001	290,000	1,153,562
	10	295,001	300,000	2,994,927
	2	300,001	305,000	602,149
	2	305,001	310,000	617,000
	3	310,001	315,000	939,363
	6	315,001	320,000	1,917,458
	4	320,001	325,000	1,293,256
	3	325,001	330,000	988,700
	1	330,001	335,000	335,000
	1	335,001	340,000	337,000
	3	345,001	350,000	1,047,000
	2	355,001	360,000	719,999
	1	360,001	365,000	360,584
	2	365,001	370,000	736,000
	3	375,001	380,000	1,133,825
	1	385,001	390,000	387,000
	3	390,001	395,000	1,176,685
	4	395,001	400,000	1,597,000
	4	400,001	405,000	1,608,974
	1	405,001	410,000	405,314
	2	415,001	420,000	840,000
	1	420,001	425,000	424,574
	1	430,001	435,000	430,088
	1	435,001	440,000	436,857
	2	445,001	450,000	895,505
	1	450,001	455,000	453,000
	2	455,001	460,000	916,800
	2	460,001	465,000	928,931
	1	470,001	475,000	474,000
	1	480,001	485,000	480,500
	8	495,001	500,000	4,000,000
	1	505,001	510,000	505,531
	2	510,001	515,000	1,027,380

2.2	No. of Shareholders	Shareholdings From	To	Total shares held
	1	520,001	525,000	525,000
	1	550,001	555,000	554,999
	2	560,001	565,000	1,125,781
	1	580,001	585,000	581,000
	1	585,001	590,000	587,524
	2	590,001	595,000	1,185,717
	1	600,001	605,000	602,412
	1	610,001	615,000	614,795
	2	615,001	620,000	1,239,816
	1	620,001	625,000	625,000
	2	645,001	650,000	1,297,418
	1	665,001	670,000	666,708
	1	670,001	675,000	674,500
	1	680,001	685,000	685,000
	2	705,001	710,000	1,416,500
	3	710,001	715,000	2,134,735
	1	720,001	725,000	721,012
	1	725,001	730,000	725,468
	1	760,001	765,000	763,788
	2	770,001	775,000	1,548,874
	1	795,001	800,000	800,000
	1	810,001	815,000	812,521
	1	830,001	835,000	835,000
	1	855,001	860,000	857,474
	1	880,001	885,000	883,000
	1	895,001	900,000	900,000
	1	925,001	930,000	930,000
	1	995,001	1,000,000	1,000,000
	1	1,025,001	1,030,000	1,030,000
	2	1,035,001	1,040,000	2,076,707
	1	1,045,001	1,050,000	1,045,233
	1	1,080,001	1,085,000	1,084,000
	1	1,085,001	1,090,000	1,088,139
	1	1,120,001	1,125,000	1,125,000
	1	1,150,001	1,155,000	1,153,000
	1	1,155,001	1,160,000	1,160,000
	1	1,195,001	1,200,000	1,200,000
	1	1,240,001	1,245,000	1,244,756
	1	1,245,001	1,250,000	1,250,000
	1	1,265,001	1,270,000	1,266,764
	1	1,295,001	1,300,000	1,300,000
	1	1,300,001	1,305,000	1,301,051
	1	1,325,001	1,330,000	1,329,500
	1	1,355,001	1,360,000	1,360,000
	1	1,365,001	1,370,000	1,368,947
	1	1,385,001	1,390,000	1,387,143
	1	1,390,001	1,395,000	1,394,437
	2	1,395,001	1,400,000	2,796,600
	1	1,465,001	1,470,000	1,466,600
	1	1,505,001	1,510,000	1,509,321

2.2	No. of Shareholders	Shareholdings From	To	Total shares held
	1	1,620,001	1,625,000	1,625,000
	1	1,625,001	1,630,000	1,626,000
	1	1,690,001	1,695,000	1,690,225
	1	1,695,001	1,700,000	1,700,000
	1	1,700,001	1,705,000	1,700,900
	2	1,735,001	1,740,000	3,473,768
	1	1,765,001	1,770,000	1,769,800
	1	1,805,001	1,810,000	1,809,059
	1	1,825,001	1,830,000	1,829,023
	1	1,970,001	1,975,000	1,973,447
	1	1,995,001	2,000,000	2,000,000
	1	2,025,001	2,030,000	2,029,698
	1	2,050,001	2,055,000	2,053,441
	1	2,195,001	2,200,000	2,195,867
	1	2,270,001	2,275,000	2,275,000
	1	2,350,001	2,355,000	2,355,000
	1	2,495,001	2,500,000	2,500,000
	1	2,595,001	2,600,000	2,598,573
	1	2,615,001	2,620,000	2,620,000
	1	2,670,001	2,675,000	2,675,000
	1	2,705,001	2,710,000	2,706,961
	1	3,345,001	3,350,000	3,349,471
	1	3,435,001	3,440,000	3,438,116
	1	3,555,001	3,560,000	3,556,789
	1	3,660,001	3,665,000	3,660,979
	1	3,885,001	3,890,000	3,887,827
	1	4,245,001	4,250,000	4,250,000
	1	4,475,001	4,480,000	4,478,546
	1	4,505,001	4,510,000	4,508,500
	1	4,705,001	4,710,000	4,706,102
	1	6,095,001	6,100,000	6,095,178
	1	6,490,001	6,495,000	6,492,578
	1	7,805,001	7,810,000	7,807,687
	1	7,875,001	7,880,000	7,879,503
	1	8,685,001	8,690,000	8,687,487
	1	9,120,001	9,125,000	9,122,974
	1	9,545,001	9,550,000	9,545,862
	1	11,120,001	11,125,000	11,123,530
	1	11,405,001	11,410,000	11,408,818
	1	11,605,001	11,610,000	11,609,364
	1	12,025,001	12,030,000	12,026,270
	1	14,020,001	14,025,000	14,022,693
	1	26,135,001	26,140,000	26,137,000
	1	606,495,001	606,500,000	606,497,944
	44,099			1,047,562,608

Note. The Slabs not applicable above have not been shown.

2.3 Categories of Shareholders	Shares Held	Percentage
2.3.1 Directors, CEO and their spouses & minor children		
Mr. Tariq Sayeed Saigol - Chairman	32,428	0.0031
Mr. Sayeed Tariq Saigol - Chief Executive	10,729	0.0010
Mr. Taufique Sayeed Saigol	15,934	0.0015
Mr. Waleed Tariq Saigol	11,305	0.0011
Mr. Danial Taufique Saigol	5,202	0.0005
Ms. Jahanara Saigol	2,500	0.0002
Mr. Zulfikar Monnoo	3,000	0.0003
Mr. Tajammal Hussain Bokharee	2,500	0.0002
Mrs. Shehla Tariq Saigol - Spouse of Mr. Tariq Sayeed Saigol-Chairman	179,919	0.0172
Mrs. Sabene Saigol - Spouse of Mr. Sayeed Tariq Saigol-CEO	150,000	0.0143
	413,517	0.0394
2.3.2 Associated Companies, undertakings and related parties		
Kohinoor Textile Mills Limited	606,497,944	57.8961
Maple Leaf Capital Limited	12,026,270	1.1480
	618,524,214	59.0441
2.3.3 NIT and IDBP		
National Bank of Pakistan, Trustee Deptt.	13,097	0.0013
Industrial Development Bank of Pakistan (IDBP)	5,300	0.0005
	18,397	0.0018
2.3.4 Banks, Development Financial Institutions, Non-banking Financial Institutions	52,878,604	5.0478
2.3.5 Insurance Companies	10,584,529	1.0104
2.3.6 Modarabas and Mutual Funds	101,415,710	9.6811
2.3.7 Shareholders holding 10%		
Refer to 2.3.2 above	-	-
2.3.8 General Public		
a. Local	239,022,633	22.8171
b. Foreign	13,048,613	1.2456

2.3 Categories of Shareholders	Shares Held	Percentage
2.3.9 Others		
ABBOTT LABORATORIES (PAKISTAN) LIMITED STAFF PENSION FUND	122,600	
ABBOTT LABORATORIES (PAKISTAN) LIMITED STAFF PROVIDENT FUND	24,800	
AGRIAUTO INDUSTRIES LIMITED EMPLOYEES PROVIDENT FUND	14,600	
ARTAL RESTAURANT INT LTD. EMP. P.F	500	
BPS GROUP COMPANIES EMPLOYEES PROVIDENT FUND	225,000	
Bristol-Myers Squibb Pak (Pvt) Ltd Emp Prov Fund	7,874	
BYCO PETROLEUM PAKISTAN LIMITED EMPLOYEES PROVIDENT FUND	999	
CDC - TRUSTEE AGIPF EQUITY SUB-FUND	64,524	
CDC - TRUSTEE AGPF EQUITY SUB-FUND	80,598	
CDC - TRUSTEE AL HABIB ISLAMIC PENSION FUND-EQUITY SUB FUND	40,000	
CDC - TRUSTEE AL HABIB PENSION FUND-EQUITY SUB FUND	78,500	
CDC - TRUSTEE AWT IPF - EQUITY SUB FUND	45,664	
CDC - TRUSTEE EFU HEMAYAH PENSION FUND - EQUITY SUB FUND	12,000	
CDC - TRUSTEE FAYSAL ISLAMIC PENSION FUND-EQUITY SUB FUND	87,022	
CDC - TRUSTEE LIPF-EQUITY SUB FUND	276,400	
CDC - TRUSTEE MAHAANA IGI ISLAMIC RETIREMENT FUND-ESF	75,979	
CDC - TRUSTEE NAFA ISLAMIC PENSION FUND EQUITY ACCOUNT	131,968	
CDC - TRUSTEE NAFA PENSION FUND EQUITY SUB-FUND ACCOUNT	71,900	
CDC - TRUSTEE PAKISTAN PENSION FUND - EQUITY SUB FUND	405,000	
CDC - TRUSTEE PUNJAB GENERAL PROVIDENT INVESTMENT FUND	350,000	
CDC TRUSTEE - PUNJAB PENSION FUND TRUST	1,700,000	
CDC-TRUSTEE ALHAMRA ISLAMIC PENSION FUND - EQUITY SUB FUND	300,000	
Chevron Pakistan Lubricants (Pvt.) Ltd. EPF	8,000	
CITY SCHOOLS GROUP EMPLOYEES PROVIDENT FUND	7,500	
EKATERRA PAKISTAN DC PENSION FUND	9,000	
Engro Corp Ltd MPT Emp Defined Contribution Gratuity Fund	13,100	
ENGRO CORP LTD MPT EMPLOYEES DEF CONT GRATUITY FUND	194,392	
ENGRO CORP LTD MPT EMPLOYEES DEF CONTR PENSION FUND	7,300	
ENGRO CORPORATION LIMITED PROVIDENT FUND	59,700	
ENGRO CORPORATION LIMITED PROVIDENT FUND	46,500	
ENGRO CORPORATION LIMITED PROVIDENT FUND	445,505	
ENGRO CORPORATION LIMITED PROVIDENT FUND	104,400	
ENGRO CORPORATION LTD MPT EMPLOYEES DEFINED CONTRIBUTION GF	204,000	
ENGRO FERTILIZERS LIMITED NON-MPT EMPLOYEES GRATUITY FUND	18,399	
ENGRO FOODS LIMITED EMPLOYEES GRATUITY FUND	54,900	
HIGH-Q PHARMACEUTICAL	136,913	
HILAL GROUP EMPLOYEES PROVIDENT FUND	37,300	
HRSG OUTSOURCING (PVT) LIMITED EMPLOYEES GRATUITY FUND	368,500	
HRSG OUTSOURCING (PVT) LIMITED EMPLOYEES PROVIDENT FUND	708,500	
INDUS MOTOR COMPANY LIMITED EMPLOYEES PROVIDENT FUND	200	

2.3 Categories of Shareholders	Shares Held	Percentage
2.3.9 Others		
INFINITY MEDIA	30,000	
KHAADI (SMC-PRIVATE) LIMITED EMPLOYEES PROVIDENT FUND	5,244	
LUCKY CORE MANAGEMENT STAFF PROVIDENT FUND	48,400	
MANAGING COMMITTEE GHAZALI EDUCATION TRUST	440	
NESTLE PAKISTAN LIMITED EMPLOYEES PENSION FUND	40,800	
NESTLE PAKISTAN LTD, EMPLOYEES GRATUITY FUND	41,100	
NOVARTIS PHARMA PAKISTAN LIMITED SENIOR PROVIDENT FUND	13,000	
PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND (DC SHARIAH)	166,668	
PHILIP MORRIS (PAK) LIMITED EMPLOYEES CONTRIBUTORY PROV FUND	5,000	
PHILIP MORRIS (PAK) LTD. EMPLOYEES GRATUITY FUND	6,000	
SINDH REVENUE BOARD EMPLOYEES GRATUITY FUND	3,900	
STACK LABS EMPLOYEES PROVIDENT FUND	1,500	
SYNGENTA MANAGEMENT EMPLOYEES GRATUITY FUND	36,465	
THAL LIMITED EMPLOYEES PROVIDENT FUND	32,800	
THAL LIMITED EMPLOYEES RETIREMENT BENEFIT FUND	4,100	
TRUSTEE - FEROZE AND SHERNAZ BHANDARA CHARITABLE TRUST	118,000	
TRUSTEE ABL ASSET MANAGEMENT CO LTD-STAFF PROVIDENT FUND	5,000	
TRUSTEE ARTAL RESTAURANTS INTS EMP. P.F	1,000	
TRUSTEE KARACHI PARSİ ANJUMAN TRUST FUND	7,399	
TRUSTEE LEVER BROTHERS EMPLOYEES	5,000	
TRUSTEE NATIONAL BANK OF PAKISTAN EMP BENEVOLENT FUND TRUST	7,488	
TRUSTEE PAK PETROLEUM EXEC. STAFF PEN FUND DC CONVENTIONAL	27,245	
TRUSTEE PAK. PETROLEUM EXEC. STAFF PEN. FUND DC CONVENTIONAL	22,500	
TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF GRATUITY FUND	18,441	
TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF GRATUITY FUND	18,000	
TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND	235,980	
TRUSTEE PAKISTAN PETROLEUM EXECUTIVE STAFF PENSION FUND	225,000	
TRUSTEE PAKISTAN PETROLEUM JUNIOR PROVIDENT FUND	39,952	
TRUSTEE PAKISTAN PETROLEUM JUNIOR PROVIDENT FUND	37,000	
TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF GRATUITY FUND	23,051	
TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF GRATUITY FUND	23,000	
TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF PENSION FUND	77,752	
TRUSTEE PAKISTAN PETROLEUM NON-EXECUTIVE STAFF PENSION FUND	74,000	
TRUSTEE PAKISTAN PETROLEUM SENIOR PROVIDENT FUND	130,703	
TRUSTEE PAKISTAN PETROLEUM SENIOR PROVIDENT FUND	90,000	
TRUSTEE-ANPL MAN STAFF DEFINED CONTRIBUTIO SUPERANNUATION FD	14,500	
TRUSTEE-ANPL MANAGEMENT STAFF GRATUITY FUND	21,000	
TRUSTEE-ANPL MANAGEMENT STAFF PENSION FUND	12,000	
TRUSTEE-ANPL MANAGEMENT STAFF PROVIDENT FUND	21,000	
TRUSTEES D.G.KHAN CEMENT CO.LTD.EMP. P.F	139,568	

2.3 Categories of Shareholders	Shares Held	Percentage
2.3.9 Others		
TRUSTEES HOMMIE&JAMSHED NUSSERWANJEE C.T	121,062	
TRUSTEES OF BESTWAY CEMENT LIMITED EMPLOYEES GRATUITY FUND	124,516	
TRUSTEES OF CRESENT STEEL & ALLIED PRODUCTS LTD-PENSION FUND	8,226	
TRUSTEES OF FAKIR TRUST	11,000	
TRUSTEES OF GHANDHARA TYRE & RUBBER CO LTD. EMPLOYEES G.F	17,350	
TRUSTEES OF GHANDHARA TYRE & RUBBER CO. LTD LOCAL STAFF P.F.	45,000	
TRUSTEES OF HAMDARD LABORATORIES (WAQF) PAKISTAN.	2,500,000	
TRUSTEES OF HAMID ADAMJEE TRUST	14,645	
TRUSTEES OF NABILA AND ABDUL KADIR ADAM BENEFICIARY TRUST	150,000	
TRUSTEES OF UBL FUND MNGRS LTD AND ASSOCIATED COYS E.G.FUND	13,000	
TRUSTEES OF UBL FUND MNGRS LTD AND ASSOCIATED COYS E.P.FUND	1,100	
TRUSTEE-THE KOT ADDU POWER CO. LTD. EMPLOYEES PENSION FUND	113,800	
UNILEVER PAKISTAN DC PENSION FUND (SUB FUND A)	35,000	
UNILEVER PAKISTAN FOODS LIMITED EMPLOYEES PROVIDENT FUND	260	
UNION PAKISTAN PROVIDENT FUND	3,800	
WAH NOBEL (PRIVATE) LIMITED MANAGEMENT STAFF PENSION FUND	20,000	
WELLCOME PAKISTAN LIMITED PROVIDENT FUND	107,599	
	11,656,391	1.1127
Grand Total:-	1,047,562,608	100.0000



FINANCIAL STATEMENTS

for the Year Ended June 30, 2026





A.F.FERGUSON & Co.

INDEPENDENT AUDITOR'S REPORT

To the members of Maple Leaf Cement Factory Limited

Report on the Audit of the Unconsolidated Financial Statements

Opinion

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

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

Basis for Opinion

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

Key Audit Matters

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

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Following is the Key audit matter:

S.No.	Key audit matter	How the matter was addressed in our audit
1	Revenue recognition (Refer notes 4.15 and 35 to the annexed unconsolidated financial statements) Revenue from sale of goods is recognised when performance obligations are satisfied by transferring control of a promised good to a customer. The Company is engaged in the production and sale of cement and wall putty in the local and export markets. Due to revenue being one of the key performance indicators of the Company, a large number of revenue transactions with a large number of customers, and the inherent risk of material misstatement, we consider it to be a key audit matter.	Our audit procedures included the following: • Obtained an understanding of, and evaluated, management's relevant controls over revenue and assessed their design and implementation; • Tested a sample of revenue transactions by examining underlying documentation, including sales invoices; • Performed cut-off testing on a sample basis to assess whether revenue was recognised in the correct accounting period; • Tested, on a sample basis, the approval of sales prices by the appropriate authority; • Tested, on a sample basis, the approval of discounts granted to customers; • Performed analytical procedures to analyze variations in prices and quantities sold during the year; and • Assessed the adequacy and appropriateness of revenue-related disclosures in the financial statements.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditor's Reports Thereon

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

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

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

Responsibilities of Management and Board of Directors for the Unconsolidated Financial Statements

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



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

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

Auditor's Responsibilities for the Audit of the Unconsolidated Financial Statements

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

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

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

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

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

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



A.F.FERGUSON & Co.

would reasonably be expected to outweigh the public interest benefits of such communication.

Report on Other Legal and Regulatory Requirements

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

- a) proper books of account have been kept by the Company as required by the Companies Act, 2017 (XIX of 2017);
- b) the unconsolidated statement of financial position, the unconsolidated statement of profit or loss, the unconsolidated statement of comprehensive income, the unconsolidated statement of changes in equity and the unconsolidated statement of cash flows together with the notes thereon have been drawn up in conformity with the Companies Act, 2017 (XIX of 2017) and are in agreement with the books of account and returns;
- c) investments made, expenditure incurred and guarantees extended during the year were for the purpose of the Company's business; and
- d) 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 Khurram Akbar Khan.

A. F. Ferguson & Co.
Chartered Accountants
Lahore

Date: August 20, 2026
UDIN: AR2026100700m4r7RvUq

UNCONSOLIDATED STATEMENT OF FINANCIAL POSITION

AS AT JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
EQUITY AND LIABILITIES			
Share Capital and Reserves			
Authorised share capital			
- 1,400,000,000 (2025: 1,400,000,000) ordinary shares of Rs 10 each		14,000,000	14,000,000
- 100,000,000 (2025: 100,000,000) 9.75% redeemable preference shares of Rs 10 each		1,000,000	1,000,000
		15,000,000	15,000,000
Issued, subscribed and paid-up share capital			
1,047,562,608 (2025: 1,047,562,608) ordinary shares of Rs 10 each	5	10,475,626	10,475,626
Capital reserves	6	34,112,261	34,998,282
Revenue reserve: Un-appropriated profits		29,554,437	22,390,719
Surplus on revaluation of fixed assets	7	3,369,419	3,596,965
Total equity		77,511,743	71,461,592
NON - CURRENT LIABILITIES			
Long term loans from financial institutions - secured	8	76,246,486	9,781,639
Deferred government grant	9	217,009	322,304
Long term loan from subsidiary company - unsecured	10	3,500,000	-
Lease liabilities	11	36,232	28,495
Long term deposits	12	8,214	8,214
Deferred tax liability	13	12,914,754	13,822,898
Employee benefits obligations	14	439,529	350,638
		93,362,224	24,314,188
CURRENT LIABILITIES			
Current portion of:			
- Long term loans from financial institutions - secured	8	4,425,492	3,933,328
- Deferred government grant	9	105,295	128,183
- Lease liabilities	11	16,335	14,323
Trade and other payables	15	18,819,125	17,926,267
Unclaimed dividend		26,547	26,877
Provision for income tax	28	-	158,794
Mark-up accrued on borrowings	16	1,351,053	320,434
Short term borrowings from financial institutions - secured	17	2,498,597	822,285
		27,242,444	23,330,491
CONTINGENCIES AND COMMITMENTS			
	18		
		198,116,411	119,106,271

The annexed notes from 1 to 60 form an integral part of these unconsolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

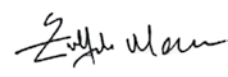
		2026 (Rupees in thousand)	2025
ASSETS			
NON - CURRENT ASSETS			
Property, plant and equipment	19	61,130,755	62,836,215
Intangible assets	20	23,552	62,426
Long term investments	21	98,687,488	20,371,110
Long term loans to employees - secured	22	9,741	16,610
Long term deposits	23	69,575	67,309
		159,921,111	83,353,670
CURRENT ASSETS			
Stores, spare parts and loose tools	24	13,011,023	12,461,312
Stock-in-trade	25	4,510,406	4,442,989
Trade debts	26	4,108,852	4,610,182
Loans and advances	27	517,673	718,498
Advance income tax	28	701,034	-
Short term investments	29	9,327,202	11,102,413
Short term deposits and prepayments	30	665,452	688,697
Accrued profit	31	59,376	42,877
Other receivables	32	78,970	70,152
Short term loan to subsidiary company - unsecured	33	2,500,000	-
Cash and bank balances	34	2,715,312	1,615,481
		38,195,300	35,752,601
		198,116,411	119,106,271



DIRECTOR



CHIEF FINANCIAL OFFICER



DIRECTOR

UNCONSOLIDATED STATEMENT OF PROFIT OR LOSS

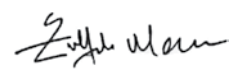
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Revenue from contracts with customers - net	35	70,731,652	68,942,446
Cost of sales	36	(46,789,260)	(45,195,630)
Gross profit		23,942,392	23,746,816
Selling and distribution expenses	37	(2,915,231)	(4,123,754)
Administrative expenses	38	(3,051,832)	(2,176,320)
Net impairment gain/(loss) on financial assets	26.1	123,811	(514,430)
Other expenses	39	(856,053)	(1,207,018)
Other income	40	1,633,505	8,402,912
Operating profit		18,876,592	24,128,206
Finance cost	41	(4,489,947)	(3,554,788)
Finance income	42	469,775	1,090,819
Finance cost - net		(4,020,172)	(2,463,969)
Profit before final taxes and income tax		14,856,420	21,664,237
Final taxes - levy	43	(85,543)	(38,972)
Profit before income tax		14,770,877	21,625,265
Income tax	43	(6,325,246)	(4,588,891)
Profit for the year		8,445,631	17,036,374
----- Rupees -----			
Earnings per share - basic and diluted	44	8.06	16.26

The annexed notes from 1 to 60 form an integral part of these unconsolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

UNCONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

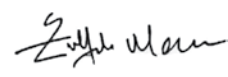
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Profit for the year		8,445,631	17,036,374
Other comprehensive (loss) / income for the year			
Items that may be reclassified subsequently to statement of profit or loss		-	-
Items that will not be subsequently reclassified to statement of profit or loss:			
Remeasurement of employee benefits obligations	14	(32,372)	13,853
Tax effect of remeasurement of employee benefits obligations		15,157	(5,403)
		(17,215)	8,450
Change in fair value of investments at fair value through other comprehensive income (OCI)		(2,649,402)	2,275,400
Tax effect of change in fair value of investments at fair value through OCI		177,762	(474,540)
		(2,471,640)	1,800,860
Effect on deferred tax on revaluation surplus due to change in tax rate		93,375	-
Other comprehensive (loss) / income for the year		(2,395,480)	1,809,310
Total comprehensive income for the year		6,050,151	18,845,684

The annexed notes from 1 to 60 form an integral part of these unconsolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

UNCONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Cash flows from operating activities			
Cash generated from operations	45	22,720,164	24,165,730
Decrease in long term loans to employees		6,869	14,618
Increase in long term deposits to suppliers		(2,266)	(3,100)
Employee benefits obligations paid		(38,637)	(54,768)
Income tax and final taxes paid		(7,892,467)	(4,139,001)
Income tax refunds received		-	178,579
Net cash inflow from operating activities		14,793,663	20,162,058
Cash flows from investing activities			
Payments for property, plant and equipment		(2,592,415)	(1,269,202)
Payments for acquisition of intangibles		-	(7,816)
Dividends received		946,785	6,660,316
Proceeds from disposal of property, plant and equipment		93,679	101,904
Proceeds from disposal of stores and spares		49,932	195,180
Long term equity investments		(76,091,936)	(7,315,361)
Advance against issue of shares		(3,755,000)	(362,700)
Investment in preference shares of Agritech Limited		-	(2,937,321)
Advances against issuance of Privately Placed Term Finance Certificates (PPTFCs)		-	(244,119)
Proceeds from disposal of long term investment		-	5,405
Purchase of short term investments		(5,145,096)	(48,572,626)
Proceeds from sale of short term investments		6,314,651	42,698,417
Issuance of short term loan to a subsidiary company - Novacare Hospitals (Private) Limited		(2,500,000)	-
Profit received on bank deposits		453,276	203,462
Net cash outflow from investing activities		(82,226,124)	(10,844,461)
Cash flows from financing activities			
Proceeds from long term loans from financial institutions - secured		74,683,900	4,200,000
Repayment of long term loans from financial institutions - secured		(7,871,761)	(3,833,960)
Short term borrowings - net		417,826	678,765
Proceeds from long term loan from a subsidiary company - Maple Leaf Power Limited		3,500,000	-
Repayment of long term loan from a subsidiary company		-	(4,500,000)
Finance cost paid		(3,435,525)	(4,093,012)
Lease rentals paid		(22,966)	(20,572)
Redemption of preference shares		(5)	(3)
Dividend paid		(330)	(379)
Net cash inflow / (outflow) from financing activities		67,271,139	(7,569,161)
Net (decrease) / increase in cash and cash equivalents		(161,322)	1,748,436
Cash and cash equivalents at beginning of the year		1,471,961	(273,404)
Effects of exchange rate changes on cash and cash equivalents		2,667	(3,071)
Cash and cash equivalents at end of the year	46	1,313,306	1,471,961

Refer note 53 for reconciliation of liabilities arising from financing activities.

Refer note 46.1 for non-cash investing activities.

The annexed notes from 1 to 60 form an integral part of these unconsolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

UNCONSOLIDATED STATEMENT OF CHANGES IN EQUITY

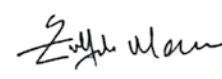
FOR THE YEAR ENDED JUNE 30, 2026

Share capital	Capital reserves								Revenue reserve	Total equity
	Share premium	Capital redemption reserve	FVOCI reserve	Own shares purchased for cancellation	Capital expansion	Long term investments	Sub - total	Surplus on revaluation of fixed assets - net of tax	Un-appropriated profits	
----- Rupees in thousand -----										
10,475,626	6,060,550	105,824	1,031,048	1,000,000	20,000,000	5,000,000	33,197,422	4,015,224	4,927,636	52,615,908
-	-	-	-	-	-	-	-	-	17,036,374	17,036,374
-	-	-	1,800,860	-	-	-	1,800,860	-	8,450	1,809,310
-	-	-	1,800,860	-	-	-	1,800,860	-	17,044,824	18,845,684
-	-	-	-	-	-	-	-	(417,442)	417,442	-
-	-	-	-	-	-	-	-	(817)	817	-
10,475,626	6,060,550	105,824	2,831,908	1,000,000	20,000,000	5,000,000	34,998,282	3,596,965	22,390,719	71,461,592
-	-	-	-	-	-	-	-	-	8,445,631	8,445,631
-	-	-	(2,471,640)	-	-	-	(2,471,640)	93,375	(17,215)	(2,395,480)
-	-	-	(2,471,640)	-	-	-	(2,471,640)	93,375	8,428,416	6,050,151
-	-	-	1,585,619	-	-	-	1,585,619	-	(1,585,619)	-
-	-	-	-	-	-	-	-	(318,351)	318,351	-
-	-	-	-	-	-	-	-	(2,570)	2,570	-
10,475,626	6,060,550	105,824	1,945,887	1,000,000	20,000,000	5,000,000	34,112,261	3,369,419	29,554,437	77,511,743

The annexed notes from 1 to 60 form an integral part of these unconsolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

NOTES TO AND FORMING PART OF THE UNCONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

1. THE COMPANY AND ITS ACTIVITIES

Maple Leaf Cement Factory Limited (the "Company") is a public company, limited by shares, incorporated in Pakistan on April 13, 1960 under the repealed Companies Act, 1913 (now, the Companies Act, 2017). The Company's ordinary shares are listed on the Pakistan Stock Exchange Limited. The registered office of the Company is situated at 42, Lawrence Road, Lahore, Pakistan. The cement factory is located at Iskanderabad District Mianwali in the province of Punjab. The Company is engaged in the production and sale of cement and wall putty. The Company is a subsidiary of Kohinoor Textile Mills Limited (the "Holding Company") which is also the ultimate parent of the Company.

These financial statements (hereinafter may be referred to as 'unconsolidated financial statements') are the separate financial statements of the Company in which the investment in subsidiaries has been carried at cost less accumulated impairment losses, if any. The consolidated financial statements of the Company and its subsidiaries are prepared and presented separately. Details of the investments held by the Company in its subsidiaries have been presented in note 21.

The Company has regional offices located across Pakistan, the geographical locations of which are listed below:

Regional office	Geographical location
Lahore region	304-B, 3rd Floor, City Tower, Main Boulevard, Gulberg II, Lahore
Multan region	Office No. 506, 5th Floor, The United Mall, Abdali Road, Multan
Sargodha region	Office No. 3, 1st Floor, Qureshi Arcade, Khushab Road, Sargodha
Rawalpindi region	Kohinoor Textile Mills Limited, Peshawar Road, Rawalpindi
Karachi region	25-West Wharf Road, Industrial Area, Karachi
Faisalabad region	Office No. 10, 3rd Floor, Legacy Tower, Kohinoor City, Jaranwala Road, Faisalabad
Gujranwala region	D Point Plaza, G.T. Road, Gujranwala
Jhelum region	Hall No. 2, 1st Floor, Ashraf Heights, City Housing, Jhelum
Rahim Yar Khan region	Office No. 02, 1st Floor, Waryam Plaza, Abbasia Bungalows, Rahim Yar Khan

2. BASIS OF PREPARATION

2.1 Statement of compliance

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

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

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

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

2.2.1 Standards, amendments to published standards and interpretations that are effective in the current year

Certain standards, amendments and interpretations to IFRS Accounting Standards are effective for accounting period beginning on July 1, 2025 but are considered not to be relevant or to have any significant effect on the Company's operations (although they may affect the accounting for future transactions and events) and are, therefore, not detailed in these unconsolidated financial statements.

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

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

a) Amendments to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective for annual period beginning on July 1, 2026)

The amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

An important clarification brought about in these amendments is that a payment instruction (e.g. a cheque) that is prepared for a future payment will generally not meet the requirements for the financial liability to be discharged and hence derecognised. The previous practice of financial liabilities being derecognized upon issuance of cheques would need to be reconsidered.

(b) Annual improvements to International Financial Reporting Standards – Volume 11 (effective for annual period beginning on July 1, 2026)

Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The 2024 amendments are to the following standards:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash Flows.

(c) International Financial Reporting Standard (IFRS) 18, 'Presentation and Disclosure in Financial Statements (effective for annual period beginning on July 1, 2027)

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

The Company is yet to assess the impact of this Standard and amendments to existing standards on its unconsolidated financial statements.

3. BASIS OF MEASUREMENT

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

3.2 Critical accounting estimates and judgments

The Company's material accounting policy information is stated in note 4. The preparation of unconsolidated financial statements requires the use of accounting estimates which, by definition, will likely differ from the actual results. Management also needs to exercise judgement in applying the Company's accounting policies.

This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to the estimates and assumptions turning out to be wrong. Detailed information about each of these estimates and judgements is included in other notes together with information about the basis of calculation for each affected line item in the unconsolidated financial statements.

- estimation of employee benefit obligations - notes 4.1 and 14
- estimation of provision for taxation and recognition of deferred tax - notes 4.2, 13 and 43
- estimation of fair values of property, plant and equipment - notes 4.4.1 and 19.1
- estimation of useful lives and residual values of property, plant and equipment - notes 4.4.1 and 19.1
- expected credit loss on financial assets - notes 4.9.4, 26 and 51(b)(iii)
- estimation of quantity of stockpiles - note 4.8
- estimation of provisions, contingent assets and contingent liabilities - note 28

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Company and that are believed to be reasonable under the circumstances.

4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

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

4.1 Employee benefits

4.1.1 Short term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating annual leaves that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the statement of financial position.

4.1.2 Post employment benefits

a) Defined contribution plan - Provident Fund

The Company operates a defined contributory approved Provident Fund Trust for all its employees. Equal monthly contributions are made both by the Company and employees at the rate of 10% of the basic salary to the Provident Fund Trust. Obligation for contributions to defined contribution plan is expensed as the related service is provided.

b) Defined benefit plan - Gratuity

The Company operates approved funded gratuity scheme for all its workers who have completed the minimum qualifying period of service of three years. Provision is made annually to cover obligations under the scheme on the basis of actuarial valuation and is charged to unconsolidated statement of profit or loss. The most recent valuation was carried out as at June 30, 2026 using the "Projected Unit Credit Method".

The Company operates defined benefit gratuity plan in accordance with the local regulatory framework in Pakistan. The plan provides benefits to members in the form of a gratuity amount payable at the end of employment. This is a trustee-administered fund. Plan assets held by the fund are subject to local regulations and practice. Responsibility for governance of the plan – including investment decisions and contributions schedules – lies jointly with the board of trustees which are either directors, senior executives or employees of the Company in accordance with the plan's regulations.

The actual return on plan assets represents the difference between the fair value of plan assets at the beginning of the year and as at the end of the year after adjustments for contributions made by the Company as reduced by benefits paid during the year.

The Company ensures that its investment positions are managed within an asset-liability matching (ALM) framework developed to align with its gratuity obligations. Within this framework, the Company's ALM objective is to match assets to the gratuity obligations by investing in fixed-rate short-term funds. These funds carry lower risk and provide fixed returns, ensuring the preservation of the investment amount at maturity, which can then be reinvested. Additionally, they offer attractive returns compared to peers. The Company actively monitors how the duration and expected yield of these investments align with the expected cash outflows arising from the gratuity scheme obligations.

The Company has not changed the processes used to manage its risks from previous periods. The Company does not use derivatives to manage its risk. Investments are in rated financial institutions, such that the risk failure of the investments is minimal. The Company believes that such investments offer the best returns with an acceptable level of risk. The composition of plan assets has been disclosed in note 14.2.2.

The amount recognized in statement of financial position represents the present value of the defined benefit obligation as reduced by the fair value of the plan assets.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the year in which they arise. Past service costs are recognized immediately in the statement of profit or loss.

The future contribution rate of the plan includes allowances for deficit and surplus. Projected Unit Credit Method, using the following significant assumptions, has been used for valuation of this scheme:

	2026	2025
Discount rate per annum	12.50%	12.00%
Expected increase in eligible salary level per annum	12.50%	11.00%
Duration of plan	4 years	4 years

The expected mortality rates assumed are based on the SLIC (2001-2005) mortality table set back one year.

c) Accumulating compensated absences

The Company accounts for the liability in respect of employees' compensated absences in the year in which these are earned. Provision to cover the obligations is made using the current salary level of employees. The unutilized leaves are accumulated subject to a maximum of 90 days. The unutilized accumulated leaves can be encashed at the time the employee leaves Company service.

Provisions are made annually to cover the obligation for accumulating compensated absences based on actuarial valuation and are charged to statement of profit or loss. The most recent valuation was carried out as at June 30, 2026 using the "Projected Unit Credit Method."

The amount recognised in the statement of financial position represents the present value of the defined benefit obligations. Actuarial gains and losses are charged to the statement of profit or loss immediately in the period when these occur.

Projected unit credit method, using the following significant assumptions, has been used for valuation of accumulating compensated absences:

	2026	2025
Discount rate per annum	11.75%	12.00%
Expected rate of increase in salary level per annum	11.25%	11.00%
Expected mortality rate	SLIC 2001 - 2005	SLIC 2001 - 2005
Duration of the plan	8 years	8.6 years

4.2 Taxation - income tax and levy

Income tax comprises current and deferred tax. The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

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

Current

The charge for current tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period after taking into account tax credits, rebates and exemptions, if any. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation, and it considers whether it is probable that the taxation authority will accept an uncertain tax treatment. The Company measures its tax balances based on either the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Such judgements are reassessed whenever circumstances have changed or there is new information that affects the judgements. Where, at the assessment stage, the taxation authorities have adopted a different tax treatment and the Company considers that the most likely outcome will be in favour of the Company, the amounts are shown as contingent liabilities. In making a judgment and / or estimate relating to probability of outcome, the management considers laws, statutory rules, regulations and their interpretations. Where, based on management's estimate, a provision is required, the same is recorded in the financial statements.

Deferred

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences, tax credits and losses. The carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to reflect the current assessment of future taxable profits. If required, carrying amount of deferred tax asset is reduced to the extent that it is no longer probable that sufficient taxable profits to allow the benefit of part or all of that recognised deferred tax asset to be utilised. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Levies

Minimum taxes that exceed the normal tax liability, as well as tax deducted at source (other than from dividends received from subsidiaries, joint ventures, and associates) under the provisions of the Income Tax Ordinance, 2001 (the 'Ordinance'), are not within the scope of IAS 12 - Income Taxes. Instead, these taxes fall under the provisions of IFRIC 21 - Levies, and IAS 37 - Provisions, Contingent Liabilities and Contingent Assets.

Consequently, a liability for these levies is recognized in accordance with IFRIC 21 when the event specified in the Ordinance that triggers the obligation occurs. Therefore, excess minimum taxes and final taxes are recognized as liabilities when they become due, ensuring compliance with the recognition and measurement principles outlined in IAS 37.

4.3 Leases

4.3.1 The Company is the lessee:

At inception of a contract, the Company assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Company.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Company's incremental borrowing rate being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right of use asset in a similar economic environment with similar terms, security and conditions.

Lease payments include fixed payments, variable lease payments that are based on an index or a rate amounts expected to be payable by the lessee under residual value guarantees, the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option, less any lease incentives receivable. The extension and termination options are incorporated in determination of lease term only when the Company is reasonably certain to exercise these options.

The lease liability is subsequently measured at amortised cost using the effective interest rate method. It is remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Company's estimate of the amount expected to be payable under a residual value guarantee, or if the Company changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in the unconsolidated statement of profit or loss if the carrying amount of right-of-use asset has been reduced to zero.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not to exercise a termination option. Extension options (or periods covered by termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). While making this assessment, the Company considers significant penalties to terminate (or not extend) as well as the significant cost of business disruption.

The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The right-of-use asset is depreciated on a straight line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

When there is a change in scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease, it is accounted for as a lease modification. The lease modification is accounted for as a separate lease if modification increases the scope of lease by adding the right to use one or more underlying assets and the consideration for lease increases by an amount that is commensurate with the stand-alone price for the increase in scope adjusted to reflect the circumstances of the particular contracts, if any. When the lease modification is not accounted for as a separate lease, the lease liability is remeasured and corresponding adjustment is made to right-of-use asset.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in unconsolidated statement of profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option.

4.3.2 The Company is the lessor:

Leases where the Company retains substantially all the risks and rewards of ownership are classified as operating leases. Lease income from operating leases is recognized in income on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognized as expense over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

4.4 Property, plant and equipment

4.4.1 Operating fixed assets

Operating fixed assets except freehold land, buildings on freehold land, roads, bridges and railway sidings, plant and machinery are stated at cost less accumulated depreciation and any identified impairment loss. Buildings on freehold land, roads, bridges and railway sidings and plant and machinery are stated at fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment losses while freehold land is stated at revalued amount being the fair value at the date of revaluation, less any subsequent impairment losses, if any. Revaluation is carried out within five years to ensure that the carrying amount of the asset does not differ materially from its fair value. Latest revaluation of operating fixed assets was carried out by an independent professional valuer as on June 30, 2024.

Increases in the carrying amounts arising on revaluation of operating fixed assets are recognised, net of tax, in other comprehensive income and accumulated in surplus on revaluation of fixed assets in equity. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to profit or loss.

Each year, the difference between the depreciation calculated on the revalued carrying amount of an asset and the depreciation based on its original cost, after tax, is reclassified from the revaluation surplus to retained earnings. The company adopts the gross method for presenting revaluation adjustments. On the revaluation date, both the accumulated depreciation and the gross carrying amount of the asset are restated to align with the revalued amount. When the asset is disposed off, any remaining balance in the revaluation surplus related to that asset is transferred to retained earnings.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount as stated in note 4.11.

Proceeds from the sale of items while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management are not deducted from the cost of an item of property, plant and equipment. Instead, the Company recognizes the proceeds from selling such items, and the cost of producing those items, in profit or loss.

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

The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognized as an income or expense, and the related surplus on revaluation of property, plant and equipment is transferred directly to retained earnings.

Depreciation on operating fixed assets is charged to profit or loss on the following methods and rates so as to write off the depreciable amounts of the assets over their estimated useful lives after taking into account their residual values:

Asset category	Depreciation method	Annual depreciation rate
Buildings on freehold land	Straight line	5% to 20%
Plant and machinery	-do-	5% to 20%
Roads, bridges and railway sidings	-do-	5% to 10%
Spares held for capital expenditure	-do-	10%
Furniture, fixtures and equipment	Reducing balance	15% to 30%
Quarry equipment	-do-	20%
Vehicles	-do-	20%
Share of joint assets	-do-	10%

The assets' residual values and useful lives are reviewed, at each financial year end, and adjusted if impact on depreciation is significant. The Company's estimate of the residual values and useful lives of its operating fixed assets as at June 30, 2026 has not required any adjustment as its impact is considered insignificant.

4.4.2 Capital work-in-progress

Capital work-in-progress is stated at cost less any identified impairment loss. All expenditure including borrowing costs connected with specific assets incurred during installation and construction period are carried under capital work-in-progress. These are transferred to operating fixed assets as and when these are available for use.

4.4.3 Major spare parts and stand-by equipment

Major spare parts and stand-by equipment qualify as property, plant and equipment when an entity expects to use them for more than one year. Transfers are made to operating assets category as and when such items are available for use. These spares parts are depreciated over a useful life of 10 years on a straight line basis.

4.5 Intangible assets

Intangible assets have a finite life and are stated at cost less accumulated amortization for finite intangible asset and any identified impairment loss. The estimated useful life and amortization method is reviewed at the end of each annual reporting period, with effect of any changes in estimate being accounted for on a prospective basis.

Intangible assets having a finite life are amortised using the straight-line method over their estimated useful lives at the rate of 33% per annum.

4.6 Investments

Investments intended to be held for less than twelve months from the reporting date or to be sold to raise operating capital, are included in current assets. All other investments are classified as non-current. Management determines the appropriate classification of its investments at the time of the purchase and re-evaluates such designation on a regular basis.

4.6.1 Investments in equity instruments of subsidiaries and associates

Investments in equity instrument of subsidiaries and associates are measured at cost as per the requirements of IAS-27 "Separate Financial Statements". However, at subsequent reporting dates, the Company reviews the carrying amount of the investment and its recoverability to determine whether there is an indication that such investment has suffered an impairment loss. If any such

indication exists, the carrying amount of the investment is adjusted to the extent of impairment loss. Impairment losses are recognised as an expense in the unconsolidated statement of profit or loss.

The Company assesses at the end of each reporting period whether there is any indication that a previously recognised impairment loss may no longer exist or may have decreased. It assesses whether there have been favourable events or changes in circumstances, since impairment loss was recognised. If any such indication exists, the Company estimates the recoverable amount of that investment and reverses the impairment loss. The amount of any reversal recognised is restricted to increasing the carrying value of investment to the carrying value that would have been recognised if the original impairment had not occurred. A reversal of impairment loss is recognised in the unconsolidated statement of profit or loss.

The determination of recoverable amount of investments may require management to make significant judgments and estimates, particularly in respect of future cash flow projections, long-term growth rates and discount rates. These assumptions are subject to uncertainty due to economic conditions, market competition and changes in business performance. The recoverable amount of the investment is sensitive to changes in these assumptions.

The Company is required to issue consolidated financial statements along with its separate financial statements in accordance with the requirements of IFRS 10, 'Consolidated financial statements' and IAS 27, 'Separate financial statements'.

4.7 Stores, spare parts and loose tools

Stores, spare parts and loose tools are valued at moving weighted average cost except for items in transit which are stated at invoice value plus other charges paid thereon till the reporting date. For items which are slow moving and / or identified as obsolete, adequate provision is made for any excess book value over estimated realizable value. The Company reviews the carrying amount of stores and spares on a regular basis and provision is made for obsolescence.

4.8 Stock-in-trade

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

Raw material	at weighted average cost
Packing material	at weighted average cost
Work in process	at weighted average manufacturing cost
Finished goods	at weighted average manufacturing cost

Average manufacturing cost in relation to work in process and finished goods consists of direct material, labour and a proportion of appropriate manufacturing overheads.

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

If the expected net realisable value is lower than the carrying amount, a write-down is recognised for the amount by which the carrying amount exceeds its net realisable value. Provision is made in the unconsolidated financial statements for obsolete and slow moving stock-in-trade based on management estimate.

The Company's certain stock items [i.e. raw materials (limestone, clay and gypsum), work-in-process (clinker) and stores and spares (coal)] are stored in purpose-built sheds, stockpiles and silos. As the weighing of these stock items is not practicable, the management assesses the reasonableness of the on-hand inventory by obtaining measurement of stockpiles and converting these measurements into unit of volume by using angle of repose and bulk density values.

4.9 Financial assets

4.9.1 Classification

The Company classifies its financial assets other than investments in subsidiaries in the following measurement categories:

- those to be measured subsequently at fair value [either through other comprehensive income ('OCI') or through profit or loss]; and
- those to be measured at amortised cost.

The classification depends on the Company's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Company has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The Company reclassifies debt investments when and only when its business model for managing those assets changes.

4.9.2 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Company commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Company has transferred substantially all the risks and rewards of ownership.

Financial assets are not reclassified subsequent to their initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

4.9.3 Measurement

At initial recognition, the Company measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payments of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Company's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Company classifies its debt instruments:

- i) Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss. Impairment losses are presented as a separate line item in the statement of profit or loss.
- ii) FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and

interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is included in other income using the effective interest rate method. Impairment expenses are presented as a separate line item in the statement of profit or loss.

- iii) FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss in the period in which it arises. All derivatives in the scope of IFRS 9 are also required to be measured at FVPL.

Equity instruments

The Company subsequently measures equity investments except for investments in subsidiaries and associates, at fair value. Where the Company's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Company's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in the statement of profit or loss. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

4.9.4 Impairment of financial assets other than investment in equity instruments

The Company assesses on a forward-looking basis the expected credit losses (ECL) associated with its financial assets. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade debts, the Company applies IFRS 9 simplified approach to measure the expected credit losses (loss allowance) which uses a life time expected loss allowance to be recognised from initial recognition of the receivables, while general 3-stage approach for other financial assets such as deposits, loans, bank balances and other receivables i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition.

Following are the financial assets that are subject to the ECL model:

- Trade debts;
- Deposits and other receivables;
- Bank balances; and
- Short Term Investments

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information (adjusted for factors that are specific to the counterparty, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate). As for the exposure at default for financial assets, this is represented by the assets' gross carrying amount at the reporting date. The Company considers a default on a financial asset is when the counterparty fails to make contractual payments within 360 days of when they fall due.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and

- reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Company recognizes an impairment gain or loss in the statement of profit or loss for financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

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

4.10 Financial liabilities

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

Financial liabilities, other than those at fair value through profit or loss, are subsequently measured at amortised cost using the effective interest method. Gains and losses are recognised in the unconsolidated statement of profit or loss, when the liabilities are derecognised, as well as through effective interest rate amortization process.

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

4.11 Impairment of non-financial assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

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 amortization, if no impairment loss had been recognised.

4.12 Off setting of financial instruments

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

4.13 Trade debts and other receivables

Trade debts are amounts due from customer for goods sold or services performed in ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Company. Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case such are recognised at fair value. The Company holds the trade debts with the objective of collecting the contractual cash flows and therefore measures the trade debts subsequently at amortised cost using the effective interest rate method less loss allowance.

4.14 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

Additionally, cash and cash equivalents encompass short-term borrowings that are repayable on demand and are an integral part of the Group's cash management, as well as bank overdrafts. Bank overdrafts and short-term borrowings are presented within borrowings in current liabilities in the statement of financial position.

4.15 Revenue recognition

Revenue is recognised when performance obligations are satisfied by transferring control of a promised good or service to a customer and control transfers at a point in time. Revenue is measured based on the consideration to which the Company expects to be entitled in exchange for transferring promised goods or services, excluding discounts, commissions and government levies. The Company does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. Accordingly, the Company does not adjust transaction prices for the time value of money. The Company has concluded that its contracts do not contain a significant financing component.

Revenue is recognised when control of the goods passes to the customer, which generally occurs upon dispatch of goods from the factory and / or delivery at a specified location, depending on the contractual terms of the arrangement with the customer. The normal credit term is 7 to 60 days upon delivery.

4.16 Interest income

Interest income is recognised as it accrues under the effective interest method using the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset, except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest income arising from treasury (such as income on surplus funds invested for the short term) and cash management activities is presented as finance income. Interest income arising from operating and other business-related activities is presented within other income.

4.17 Contract asset and contract liability

A contract asset is recognised for the Company's right to consideration in exchange for goods or services that it has transferred to a customer. If the Company performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, the Company presents the amount as a contract asset, excluding any amounts presented as a receivable.

A contract liability is recognised for the Company's obligation to transfer goods or services to a customer for which the Company has received consideration (or an amount of consideration is due)

from the customer. If a customer pays consideration, or the Company has a right to an amount of consideration that is unconditional (i.e. a receivable), before the Company transfers a good or service to the customer, the entity shall present the contract as a contract liability when the payment is made or the payment is due (whichever is earlier)

4.18 Foreign currency translations

a) Functional and presentation currency

Items included in these unconsolidated financial statements of the Company are measured using the currency of the primary economic environment in which the Company operates (the functional currency). The financial statements are presented in Pakistani Rupees ('Rupees' or 'Rs'), which is the Company's functional and presentation currency.

b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

4.19 Borrowings

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

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

Borrowings are derecognised when the obligation specified in the contract is extinguished, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Where the terms of a financial liability are renegotiated and the Company issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Company is required to comply with, on or before the end of the reporting

period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Company is required to comply with after the reporting period do not affect the classification at the reporting date.

4.20 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

4.21 Provisions

Provisions for legal claims and make good obligations are recognised when the Company has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated.

Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

4.22 Earnings per share ('EPS')

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Company by the weighted average number of ordinary shares outstanding during the year.

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

4.23 Dividend

Dividend to ordinary shareholders is recognized as a deduction from accumulated profit and as a liability in the Company's unconsolidated statement of financial position in the year in which the dividends are approved by the Board of Directors or the Company's shareholders, as the case may be.

4.24 Borrowing cost

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Qualifying assets are assets that necessarily take a substantial time to get ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in statement of profit or loss in the period in which they are incurred.

4.25 Share capital

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

4.26 Contingent liabilities and assets

A contingent liability is disclosed when:

- there is a possible obligation that arises from past events and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not wholly within the control of the Company; or
- there is present obligation that arises from past events but it is not probable that an outflow of resources embodying economic benefits will be required to settle the obligation or the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognized. A contingent liability is disclosed unless the possibility of an outflow is remote.

Contingent asset is disclosed when an inflow of economic benefits is probable. Contingent assets are not recognised in the financial statements since this may result in recognition of income that may never be realised.

Contingent liabilities and assets are generally estimated using:

- The single most likely outcome; or
- A weighted average of all the possible outcomes (the 'expected value' method). This is likely to be the most appropriate method for a large population of similar claims, but can also be applied to a single obligation with various possible outcomes.

4.27 Government Grant

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Company will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the profit or loss over the period necessary to match them with the costs that they are intended to compensate.

4.28 Own shares purchased for cancellation

When shares recognized as equity are repurchased, the amount of the consideration paid, which includes directly attributable costs, is recognized as a deduction from equity. Repurchased shares are classified as own shares purchased for cancellation and are presented in the statement of changes in equity as a separate reserve.

4.29 Rounding of amounts

All amounts disclosed in the unconsolidated financial statements and notes have been rounded off to the nearest thousand Rupees unless otherwise stated.

5. SHARE CAPITAL

5.1 Issued, subscribed and paid-up share capital

	Note	Number of shares	2026 (Rupees in thousand)	2025
Number of shares				
(2025: 835,972,162) ordinary shares of Rs 10 each fully paid in cash		835,972,162	8,359,721	8,359,721
(2025: 11,674,893) ordinary shares of Rs 10 each issued as fully paid for consideration other than cash	5.1.1 & 5.1.2	11,674,893	116,749	116,749
(2025: 46,069,400) ordinary shares of Rs 10 each issued as fully paid bonus shares		46,069,400	460,694	460,694
(2025: 153,846,153) ordinary shares of Rs 10 each issued as fully paid right shares at discount	5.1.3	153,846,153	1,538,462	1,538,462
		<u>1,047,562,608</u>	<u>10,475,626</u>	<u>10,475,626</u>

5.1.1 The Company bought back 24.159 million shares for the purpose of cancellation from October 27, 2023 to April 15, 2024 at market price prevailing at the date of purchase. The purchase was made pursuant to approvals of Board of Directors and the shareholders of the Company in their meeting held on September 6, 2023 and October 19, 2023 respectively, where the Company was allowed to purchase / buy back its issued ordinary shares up to the maximum of 100 million ordinary shares, through Pakistan Stock Exchange Limited, at spot / current share price prevailing during the period from October 27, 2023 to April 15, 2024. These shares were cancelled on April 24, 2024.

5.1.2 During the financial year 1992, pursuant to merger of White Cement Industries Limited and Pak Cement Capital Limited with and into the Company, the Company issued 3,503,000 ordinary shares at the rate of Rs 10 each to the shareholders of White Cement Industries Limited and 6,487,100 ordinary shares at the rate of Rs 10 each to the shareholders of Pak Cement Company Limited respectively. Further, during financial year 2001, pursuant to merger of Maple Leaf Electric Company Limited with and into the Company, the Company issued 25,844,000 ordinary shares at the rate of Rs 10 each to the shareholders of Maple Leaf Electric Company Limited. The shares were issued in accordance with the schemes of merger approved by the shareholders of the Company.

5.1.3 During the financial year ended June 30, 2011, Company issued 153,846,153 shares at Rs 6.50 per share at a discount of Rs 3.50 per share otherwise than right against Rs 1,000 million to the Holding Company, after complying with all procedural requirements in this respect.

5.1.4 During the financial year ended June 30, 2024, 1,624,417 ordinary shares issued against the conversion of preference shares were cancelled against buy back of shares.

5.2 The Holding Company holds 606,497,944 (2025: 606,497,944) ordinary shares, which represents 57.89% (2025: 57.89%) of total ordinary issued, subscribed and paid-up share capital of the Company.

5.3 Directors of the Company hold 83,598 (2025: 96,706) ordinary shares of Rs 10 each of the Company.

	Note	2026 (Rupees in thousand)	2025
6. CAPITAL RESERVES			
Capital redemption reserve	6.1	105,824	105,824
Share premium reserve	6.2	6,060,550	6,060,550
FVOCI reserve	6.3	1,945,887	2,831,908
Own shares purchased for cancellation	6.4	1,000,000	1,000,000
Capacity expansion reserve	6.5	20,000,000	20,000,000
Long term investments reserve	6.6	5,000,000	5,000,000
		34,112,261	34,998,282

6.1 This reserve has been created under section 85 of the repealed Companies Ordinance, 1984 for redemption of preference shares.

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

6.3 This represents the unrealised gain on remeasurement of equity investments at fair value through other comprehensive income and is not available for distribution.

6.4 This reserve has been created by reclassification of unappropriated profits for the purpose of buy back of shares and is not available for distribution.

6.5 This reserve has been created by reclassification of unappropriated profits for the purpose of capacity expansion and is not available for distribution.

6.6 This reserve has been created by reclassification of unappropriated profits for the purpose of long term investments and is not available for distribution.

	2026 (Rupees in thousand)	2025
7. SURPLUS ON REVALUATION OF FIXED ASSETS - NET OF TAX		

At beginning of the year	5,622,409	6,308,541
Surplus on disposal of fixed assets during the year	(1,752)	(1,340)
Surplus on transfer of fixed assets to stores during the year	(2,460)	-
Transferred to un-appropriated profits in respect of incremental depreciation charged during the year	(521,887)	(684,792)
At end of the year	5,096,310	5,622,409
Deferred tax liability on revaluation surplus		
At beginning of the year	2,025,444	2,293,317
Transferred to un-appropriated profits in respect of disposal of fixed assets during the year	(683)	(523)
Transferred to un-appropriated profits in respect of transfer of fixed assets to stores during the year	(959)	-
Transferred to un-appropriated profits in respect of incremental depreciation charged during the year	(203,536)	(267,350)
Effect of change in tax rate	(93,375)	-
At end of the year	1,726,891	2,025,444
	3,369,419	3,596,965

7.1 The Company's freehold land, buildings on freehold land, roads, bridges and railway sidings and plant and machinery were revalued by Tristar International Consultant (Private) Limited, an independent professional valuer, as at June 30, 2024, as detailed in note 52.

8. LONG TERM LOANS FROM FINANCIAL INSTITUTIONS - SECURED

Lender		Sanctioned Limit	Rupees in thousand		2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
1	Askari Bank Limited - Term Finance	1,000,000	70,713	212,139	02 equal quarterly instalments ending on December 28, 2026	3-month Karachi Inter-Bank Offered Rate (KIBOR) + 75 basis points ('bps') per annum (p.a), payable quarterly in arrears, from 1st drawdown to be set on last business day before first draw down and then on immediately preceding day of each quarter.	1st Joint Pari Passu ('JPP') charge of Rs 1,334 million over fixed assets of the Company as below: 1. Hypothecation charge over all present and future plant and machinery of the company. 2. Land and building of cement unit phase-III.		
2	The Bank of Punjab - Demand Finance	2,000,000	187,968	438,592	03 equal quarterly instalments ending on February 27, 2027	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on last working day of preceding calendar quarter.	1st JPP charge over all present and future fixed assets of the Company with 25% margin facility coverage of amounting to Rs 1,003 million.		
3	MCB Bank Limited - Demand Finance	2,000,000	-	433,670	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on 1st working day of each quarter.	First Pari Passu (FPP) charge over all present and future fixed assets at 25% margin.		
4	National Bank of Pakistan - Demand Finance	4,000,000	-	708,573	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps, payable quarterly in arrears, to be reset on last business day before 1st drawdown and then on immediately preceding day of each calendar quarter.	FPP / JPP charge of Rs 5,333.33 million over all present and future fixed assets (including land, buildings, plant and machinery) of the Company. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).		
5	MCB Islamic Bank Limited - Diminishing Musharakah	1,500,000	40,680	292,873	Tranches 1, 2 and 3 of the facility have been repaid during the current year. Repayment of the remaining loan will be made in following tranches: Tranche 4 01 quarterly installment ending on September 14, 2026 Tranche 5 01 quarterly installment ending on September 17, 2026 Tranche 6 02 equal quarterly instalments ending on December 28, 2026.	3-month KIBOR + 70 bps, payable quarterly in arrears, to be set on the date of first day of disbursement and to be reset on 1st working day of each calendar quarter.	1st JPP charge of Rs 2,000 million over all present and future fixed assets of the Company including land and buildings. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).		
6	Askari Bank Limited - Temporary Economic Refinance Facility ('TERF')	900,000	34,496	172,480	01 equal quarterly installment ending on August 17, 2026	State Bank of Pakistan (SBP) rate + 200 bps p.a, payable quarterly in arrears	1st JPP charge of Rs 2,000 million to the extent of Rs 890.493 million with 25% margin over fixed assets of the Company as below: a. Hypothecation charge over all present and future plant and machinery of the Company. b. Land and building of the cement unit Phase II and additional bare land measuring 30 kanals adjacent to it. Ranking hypothecation charge of Rs 310 million with a 25% margin over all present and future fixed assets (excluding land and building) of the Company to be registered with SECP.		

Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
Rupees in thousand						
7 The Bank of Punjab - Demand Finance	600,000	81,052	135,087	06 equal quarterly installments ending on December 14, 2027	3-month KIBOR + 75 bps, payable quarterly in arrears, to be set on the day of 1st drawdown and then on last working day of preceding calendar quarter.	1st JPP charge of Rs 7,903 million over all present and future fixed assets of the Company with 25% margin and personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
8 National Bank of Pakistan - Demand Finance	1,220,497	-	535,579	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on last working day of preceding calendar quarter.	FPF / JPP charge on present and future fixed assets of the Company with 25% margin. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
9 National Bank of Pakistan - TERF	1,779,503	1,062,777	1,285,214	20 equal quarterly installments ending on June 18, 2031	State Bank of Pakistan (SBP) rate + 150 bps p.a, payable quarterly in arrears	FPF / JPP charge on present and future fixed assets of the Company with 25% margin. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
10 The Bank of Punjab - Demand Finance	2,500,000	1,458,683	1,736,528	21 equal quarterly installments ending on August 23, 2031	3-month KIBOR + 90 bps p.a., payable quarterly in arrears to be reset on last working day of preceding calendar quarter.	1st JPP charge of Rs 7,903 million over all present and future fixed assets of the Company with 25% margin and personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
11 The Bank of Punjab - TERF	500,000	312,500	375,000	20 equal quarterly installments ending on June 29, 2031	SBP rate + 150 bps p.a., payable quarterly in arrears	1st JPP charge over all present and future fixed assets of the Company with 25% margin facility coverage amounting to Rs 645,833 million (The Bank of Punjab charge value Rs 7,903 million)
12 MCB Bank Limited - LTFF	805,806	545,433	646,159	Repayment will be made in following tranches: Tranche 1 20 equal quarterly installments ending on March 18, 2031 Tranche 2 22 equal quarterly installments ending on December 3, 2031	SBP rate + 150 bps payable quarterly in arrears	1st JPP charge over all present and future fixed assets of the Company of Rs 38,051 million with 25% margin.
13 MCB Bank Limited - Demand Finance	1,194,194	-	462,410	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps p.a., payable quarterly in arrears to be reset on last working day of preceding calendar quarter.	1st JPP charge over all present and future fixed assets of the Company of Rs 38,051 million with 25% margin.
14 Habib Bank Limited - LTFF	3,000,000	224,282	336,423	08 equal quarterly installments ending on June 25, 2028	SBP rate + 150 bps p.a, payable quarterly in arrears	1st JPP charge of Rs 4,000 million over all present and future fixed assets of the Company including land measuring 2,097 kanals and 9 marlas, buildings, plant and machinery.

Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
Rupees in thousand						
15	Allied Bank Limited -Term Finance	2,500,000	-	2,200,000	The loan was fully repaid in the current financial year	Pari Passu (PP)/JPP charge of 25% margin, over all present and future plant and machinery of the Company.
16	Allied Bank Limited -Term Finance	518,575	-	246,102	The loan was fully repaid in the current financial year	JPP / FPP charge of Rs 853.33 million, inclusive of 25% margin, over all present and future plant and machinery of the Company.
17	Allied Bank Limited - LTFF	121,425	50,594	70,831	10 equal quarterly installments ending on November 22, 2028	JPP / FPP charge of Rs 853.33 million, inclusive of 25% margin, over all present and future plant and machinery of the Company.
18	Faysal Bank Limited - Diminishing Musharakah	2,000,000	612,015	884,022	9 equal quarterly installments ending on August 31, 2028	JPP charge over all present and future fixed assets of the Company with 25% margin.
19	MCB Islamic Bank Limited - Diminishing Musharakah	350,000	-	87,574	The loan was fully repaid in the current financial year	JPP charge over fixed assets of Company including land, buildings and plant and machinery with 25% margin.
20	MCB Bank Limited - Demand Finance	500,000	-	312,448	The loan was fully repaid in the current financial year	1st JPP charge of Rs 2,000 million over all present and future fixed assets of the Company including land and building. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
21	Allied Bank Limited - LTFF	1,000,000	-	593,750	The loan was fully repaid in the current financial year	1st JPP charge over fixed assets (plant and machinery) of the Company with 25% margin.
22	United Bank Limited - Term Finance	3,500,000	300,000	500,000	06 equal quarterly installments ending on December 17, 2027	1st JPP charge of Rs 6,000 million on fixed assets including land, building, plant and machinery of the Company inclusive of 25% margin. Initial disbursement will be against ranking charge on movable fixed assets (plant and machinery only). JPP charge over fixed assets (land, building, plant and machinery) to be created within 6 months from first drawdown date alongwith mortgage perfection.
23	MCB Islamic Bank Limited - Diminishing Musharakah	1,500,000	1,312,500	1,500,000	14 equal quarterly installments ending on October 18, 2029	1st JPP charge of Rs 2,000 million over fixed assets of the Company inclusive of 25% margin.

24	Lender	Sanctioned Limit	Rupees in thousand		2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
			2026	2025					
	Habib Bank Limited - Syndicated Term Finance Facility	75,000,000	75,000,000	-			Repayments will be made in following tranches: Tranche 1 of Rs 12,737.173 million: 08 equal quarterly installments starting from February 15, 2027. Tranche 2 of Rs 62,262.827 million: 17 equal quarterly installments starting from February 15, 2029.	3-month KIBOR + 10 bps p.a, payable quarterly in arrears, to be set on one business day before 1st drawdown and then on immediately preceding day before start of each quarter.	Ranking charge of Rs 93,750 million on all present and future fixed assets, including long-term investments (except investment in Novacare Hospitals (Private) Limited) of the Company with a 20% margin. Ranking charge of Rs 93,750 million on all present and future current assets of the Company with a 20% margin. FPP charge of Rs 45,000 million on all present and future fixed assets of the Company.
	Purpose: Primarily to partially finance the acquisition of Pioneer Cement Limited								
	Total		81,293,693	14,165,454					
	Accrued mark up on long term loans		1,264,769	313,156					
	Amortized cost of long term loans		82,558,462	14,478,610					
	Impact of deferred government grant (principal portion)		(322,304)	(450,487)					
	Loan transaction cost - note 8.1		(299,411)	-					
	Current portion of long term loans from financial institutions - secured (accrued mark up portion)		(4,425,492)	(3,933,328)					
	Current portion of long term loans from financial institutions - secured (accrued mark up portion)		(1,264,769)	(313,156)					
	Long term portion of loans from financial institutions		76,246,486	9,781,639					

	Note	2026 (Rupees in thousand)	2025
8.1 Loan Transaction Cost			
Opening balance		-	-
Addition during the year		316,100	-
Amortization during the year	41	(16,689)	-
Closing balance		299,411	-

9. DEFERRED GOVERNMENT GRANT

Balance as at July 01	9.1 & 9.2	450,487	605,926
Amortization during the year		(128,183)	(155,439)
Balance as at June 30		322,304	450,487
Current portion		(105,295)	(128,183)
Non - current portion		217,009	322,304

- 9.1** This represents deferred government grant related to loans obtained during 2021 under the State Bank of Pakistan's Temporary Economic Refinance Facility (TERF) Scheme for installation of a waste heat recovery plant. These facilities carry mark-up at rates specified by the State Bank of Pakistan plus a spread ranging from 1.5% to 2% per annum.

The loans were initially measured at fair value in accordance with IFRS 9 Financial Instruments, using market rates prevailing at the SBP approval dates of the respective tranches. The difference between the fair value of the loans and the loan proceeds was recognized as a deferred government grant in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance, Circular No. 11 of 2020 issued by the Institute of Chartered Accountants of Pakistan (ICAP), and the ICAP Selected Opinion issued in November 2020.

- 9.2** The Company has obtained loans under the State Bank of Pakistan's Temporary Economic Refinance Facility (TERF) Scheme and the SBP Financing Scheme for Renewable Energy for the installation of a Waste Heat Recovery Plant, import and installation of Cement Production Line-IV, and development of a Solar Energy Project. These facilities carry mark-up at rates specified by the State Bank of Pakistan plus a spread ranging from 1.5% to 2% per annum.

The loans were initially measured at fair value in accordance with IFRS 9 Financial Instruments using market rates prevailing at the SBP approval dates of the respective tranches. The difference between the fair value of the loans and the loan proceeds was recognized as a deferred government grant in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance and the Selected Opinion issued by the Institute of Chartered Accountants of Pakistan (ICAP) in November 2020.

	Note	2026 (Rupees in thousand)	2025
10. LONG TERM LOAN FROM SUBSIDIARY COMPANY - UNSECURED			
Balance as at July 01		-	4,500,000
Disbursements during the year	10.1	3,500,000	-
Repayment during the year	10.2	-	(4,500,000)
Balance as at June 30		3,500,000	-

- 10.1** The Company entered into an unsecured, interest-bearing long-term loan facility agreement on May 20, 2026, with Maple Leaf Power Limited (MLPL), the Subsidiary Company, for financing the Company's operational and capital requirements. The total facility amounted to Rs 4,000 million,

of which Rs 3,500 million was disbursed during the year. The disbursed amount is repayable in sixteen equal quarterly installments commencing June 2028, following a grace period of two years. The loan carries a mark-up at one percent above the average borrowing rate of MLPL or one percent above the three-month KIBOR plus 1% per annum, whichever is higher, payable quarterly in arrears. The mark-up rate during the year was 13.10% per annum.

- 10.2** The Company entered into an agreement on June 1, 2019, to convert the outstanding balance payable as of that date into a long-term loan from MLPL, in lieu of electricity purchased. An addendum to the agreement was signed on June 30, 2023. According to this addendum, Rs 2,000 million, which was payable from April 1, 2024, was rescheduled to be paid in eight equal quarterly installments starting from October 1, 2025.

Another addendum was signed on April 30, 2024, disbursing an additional Rs 2,500 million to the Company, increasing the total loan amount to Rs 4,500 million. This loan was then payable in nine equal quarterly installments starting from October 1, 2026. However, it was fully settled during the year 2025. The loan carried a mark-up at 3-month KIBOR plus 1% per annum, payable quarterly in arrears. The mark-up rate during the year 2025 ranged from 13.14% to 21.24% per annum.

11. LEASE LIABILITIES

The Group leases various offices, warehouses, distribution and logistics facilities, and mineral extraction sites (gypsum, limestone and clay quarries) for use in its administrative, distribution, operational and mining activities. The reconciliation of the carrying amount is as follows:

	Note	2026 (Rupees in thousand)	2025
Balance as at July 01		42,818	48,579
Addition during the year		33,124	8,366
Interest on lease liabilities	41	7,114	7,287
Payments made during the year		(22,966)	(20,572)
Leases terminated during the year		(7,523)	(842)
Balance as at June 30		52,567	42,818
Current maturity shown under current liabilities		(16,335)	(14,323)
Non-current lease liabilities		36,232	28,495
Maturity analysis of liability against right of use asset is as follows:			
Less than one year		21,866	18,276
One to five years		34,841	24,357
More than five years		19,090	23,338
		75,797	65,971
Future finance charge		(23,230)	(23,153)
Present value of liability against right-of-use assets		52,567	42,818
11.1 The unconsolidated statement of financial position shows the following amounts related to leases:			
Right-of-use assets	19.4	49,551	40,682
Lease liabilities			
Current portion		16,335	14,323
Non-current portion		36,232	28,495

11.2 The unconsolidated statement of Profit or loss shows the following amounts related to leases:

Depreciation expense on right-of-use assets	19.4.1	17,932	15,152
Interest on lease liabilities	41	7,114	7,287

12. LONG TERM DEPOSITS

These include interest free security deposits from stockists and suppliers and are repayable on cancellation/withdrawal of the dealership or on cessation of business with the Company. As per the agreements signed with these parties, the Company has the right to utilise the amounts for the furtherance of their business, hence, the amounts are not required to be kept in a separate account maintained in a scheduled bank. Therefore, the Company is in compliance with section 217 of the Companies Act, 2017. These deposits have not been carried at amortised cost since the effect of discounting is immaterial in the context of these financial statements.

2026 2025
(Rupees in thousand)

13. DEFERRED TAX LIABILITY

Deferred tax liability on taxable temporary differences arising in respect of:

- Accelerated tax depreciation on fixed assets
- Surplus on revaluation of fixed assets
- Investments at fair value through OCI
- Investments at fair value through profit or loss
- Intangible assets
- Right-of-use assets
- Loan transaction cost

10,367,692	10,974,474
1,727,431	2,025,726
675,703	853,465
418,959	404,779
-	7,952
18,334	15,865
110,782	-
13,318,901	14,282,261

Deferred tax asset on deductible temporary differences arising in respect of:

- Intangible assets
- Provision for expected credit loss
- Lease liabilities
- Employee benefits obligations

(1,202)	-
(347,923)	(427,849)
(19,450)	(11,099)
(35,572)	(20,415)
(404,147)	(459,363)
12,914,754	13,822,898

13.1 Movement in deferred tax balances is as follows:

At beginning of the year	13,822,898	13,044,290
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Recognized in statement of profit or loss:

- Accelerated tax depreciation on fixed assets
- Surplus on revaluation of fixed assets
- Employee benefits obligations
- Investment at fair value through profit or loss
- Right-of-use assets
- Lease liabilities
- Intangible assets
- Provision for expected credit loss
- Loan transaction cost

(606,782)	364,251
(204,920)	(268,219)
-	(11,161)
14,180	404,779
2,469	(2,909)
(8,351)	7,847
(9,154)	2,902
79,926	(198,825)
110,782	-
(621,850)	298,665

Recognized in statement of other comprehensive income:

- Change in tax rate on surplus on revaluation on fixed assets	(93,375)	-
- Employees' benefits obligations	(15,157)	5,403
- Investments at fair value through OCI	(177,762)	474,540
	<u>12,914,754</u>	<u>13,822,898</u>

14. EMPLOYEE BENEFITS OBLIGATIONS

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Accumulating compensated absences	14.1	343,389	298,289
Gratuity	14.2	96,140	52,349
		<u>439,529</u>	<u>350,638</u>

14.1 Accumulating compensated absences

Opening liability		298,289	253,363
Charged to unconsolidated statement of profit or loss		83,368	76,308
Payments made during the year		(38,268)	(31,382)
Liability as at year end	14.1.1	<u>343,389</u>	<u>298,289</u>

14.1.1 Movement in liability for accumulating compensated absences

	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Present value of accumulating compensated absences as at beginning of the year	298,289	253,363
Current service cost for the year	22,680	15,276
Interest cost for the year	33,499	35,057
Benefits paid during the year	(38,268)	(31,382)
Remeasurements:		
Actuarial loss from changes in demographic assumptions	1,247	-
Actuarial loss from changes in financial assumptions	13,022	-
Experience adjustments	12,920	25,975
Present value of accumulating compensated absences as at year end	<u>343,389</u>	<u>298,289</u>

14.1.2 Charge for the year

Current service cost	22,680	15,276
Interest cost	33,499	35,057
Actuarial losses on present value of accumulating compensated absences	27,189	25,975
Total expense for the year	<u>83,368</u>	<u>76,308</u>

14.1.3 Actuarial assumptions

The principal actuarial assumptions used in the actuarial valuation of this scheme by applying projected unit credit method as on June 30 are as follows:

	2026	2025
Discount rate used for interest cost - per annum	12.00%	14.75%
Discount rate used for year end obligations - per annum	11.75%	12.00%
Expected rate of growth per annum in future salaries	11.25%	11.00%
Expected mortality rate	SLIC 2001 - 2005 Setback 1 Year	
Retirement assumption	60 years	60 years
Average duration	8 years	8.6 years

14.1.4 Sensitivity analysis

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

	Accumulating compensated absences	
	Present value of defined benefit obligation	
	Increase in assumption	Decrease in assumption
	(Rupees in thousand)	
Discount rate + 100 bps	318,300	372,154
Future salary increase + 100 bps	372,017	317,981

14.1.5 Risks associated with the accumulating compensated absences

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

(ii) Demographic risks

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

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

14.2 Gratuity

The latest actuarial valuation of the Company's defined benefit plan, was conducted on June 30, 2026 using projected unit credit method. Detail of obligation for defined benefit plan is as follows:

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

	Note	2026 (Rupees in thousand)	2025
Present value of defined benefit obligation	14.2.1	184,673	161,131
Fair value of plan assets	14.2.2	(88,533)	(116,943)
Add: Payable to ex-employees		-	8,161
Net liability at end of the year		96,140	52,349
Net liability at beginning of the year		52,349	75,164
Charged to unconsolidated statement of profit or loss	14.2.3	11,788	14,424
Net remeasurement for the year charged / (credited) to OCI	14.2.3	32,372	(13,853)
Contribution made by the Company during the year		(369)	(23,386)
Net liability at end of the year		96,140	52,349

14.2.1 Movement in the present value of defined benefit obligations is as follows:

	2026 (Rupees in thousand)	2025
Present value of defined benefit obligations at beginning of the year	161,131	183,179
Current service cost	6,508	7,351
Interest cost	17,457	24,097
Benefits due but not paid	-	(6,964)
Adjustment against payables	(12)	274
Benefits paid during the year	(31,309)	(32,650)
Remeasurements:		
Actuarial losses from changes in financial assumptions	7,842	845
Experience adjustments	23,056	(15,001)
Present value of defined benefit obligation at end of the year	184,673	161,131

14.2.2 Movement in the fair value of plan assets

is as follows:

Fair value of plan assets at beginning of the year		116,943	120,047
Contributions made during the year		369	23,386
Expected return on plan assets for the year		12,177	17,024
Actuarial loss on plan assets		(1,474)	(303)
Benefits paid during the year	14.2.4	(39,482)	(43,211)
Fair value of plan assets at end of the year		88,533	116,943
Plan assets comprise of:			
Units of NBP Mustahkam Fund - Fixed term Munafa Plan V		-	116,267
Units of NBP Mahana Amdani Fund		87,336	-
Cash at bank		1,197	676
		88,533	116,943

	2026	2025
	(Percentage)	
Debt instruments	98.65%	99.42%
Cash at bank	1.35%	0.58%
	100.00%	100.00%

14.2.3 Charge for the year

	2026	2025
	(Rupees in thousand)	
Unconsolidated statement of profit or loss		
Current service cost	6,508	7,351
Interest cost	17,457	24,097
Expected return on plan assets	(12,177)	(17,024)
	11,788	14,424
Unconsolidated statement of comprehensive income		
Actuarial loss / (gain) on retirement benefits - net	32,372	(13,853)
	44,160	571

Actuarial assumptions

The following are the principal actuarial assumptions at June 30:

	2026	2025
Discount rate used for year end obligations - per annum	12.50%	12.00%
Discount rate used for interest cost in profit or loss - per annum	12.00%	14.75%
Expected rate of growth per annum in future salaries	12.50%	11.00%
Expected mortality rate	SLIC 2001 - 2005 Setback 1 Year	
Retirement assumptions	60 years	60 years
Average duration	4 years	4 years

14.2.4 This also includes payments made to employees with respect to gratuity due but not paid in 2025 amounting to Rs 8.173 million.

14.2.5 The Company expects to charge Rs 18.899 million to unconsolidated statement of profit or loss on account of defined benefit plan in the year ending June 30, 2027.

14.2.6 Sensitivity analysis

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

	Gratuity	
	Present value of defined benefit obligation	
	Increase in assumption	Decrease in assumption
	(Rupees in thousand)	
Discount rate + 100 bps	177,074	192,887
Future salary increase + 100 bps	192,915	176,912

14.2.7 Risks associated with the defined benefit plan

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

(ii) Demographic risks

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

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

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

14.3 Accumulating compensated absences and gratuity charge to profit or loss for the year has been allocated as follows:

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Cost of sales	36	48,970	67,332
Selling and distribution expenses	37	21,122	20,460
Administrative expenses	38	25,064	2,940
		95,156	90,732

		2026 (Rupees in thousand)	2025
15. TRADE AND OTHER PAYABLES			
	Note		
Trade creditors		3,361,814	4,103,573
Due to related parties	15.1	492,760	1,452,981
Bills payable - secured		537,303	1,766,229
Accrued liabilities		2,146,116	1,548,935
Contract liabilities	15.2 & 15.3	686,358	817,088
Payable to Workers' Profit Participation Fund	15.4	2,100,308	2,043,800
Payable to Workers' Welfare Fund	15.5	580,974	702,742
Payable to Provident Fund Trust		31,942	28,281
		9,937,575	12,463,629
Payable to Government on account of:			
Federal excise duty payable		53,150	33,576
Sales tax payable - net		193,850	-
Royalty and Excise Duty payable		6,191,503	2,951,581
Other taxes payable		347,801	361,344
		6,786,304	3,346,501
Contractors' retention money	15.6	1,970,031	2,005,076
Security deposits repayable on demand	15.7	120,215	108,606
Payable against redemption of preference shares		985	990
Other payables		4,015	1,465
		2,095,246	2,116,137
		18,819,125	17,926,267

15.1 Due to related parties

This represents the amounts due in respect of transactions during the year as detailed in note 47 to the financial statements.

	2026 (Rupees in thousand)	2025
Due to Maple Leaf Power Limited ('MLPL')	479,026	1,452,981
Due to Holding Company	13,734	-
	492,760	1,452,981

15.2 This represents contract liabilities of the Company towards various parties. Revenue recognised in the current year that was included in the contract liability balance at the beginning of the year amounts to Rs 328.144 million (2025: Rs 134.394 million).

15.3 This includes advance received of Rs 0.691 million (2025: Nil) from the subsidiary, Novacare Hospitals (Private) Limited.

		2026 (Rupees in thousand)	2025
15.4 Payable to Workers' Profit Participation Fund			
	Note		
Opening balance		2,043,800	1,700,214
Provision for the year	39	386,860	564,586
Payments made during the year		(330,352)	(221,000)
Closing balance		2,100,308	2,043,800

	Note	2026 (Rupees in thousand)	2025
15.5 Workers' Welfare Fund			
Opening balance		702,742	427,129
Provision for the year	39	311,516	454,242
Payments made during the year		(433,284)	(178,629)
Closing balance		580,974	702,742

15.6 This represents retention monies withheld of contractors and are repayable after satisfactory completion of contracts. It also includes retention money payable to M/s Chengdu Design & Research Institute of Building Materials Industry Co., Limited, amounting to CNY 38.433 million (2025: CNY 38.433 million) equivalent to Rs 1,575.372 million (2025: Rs 1,525.293 million) against Line-IV and to M/s Sinoma Energy Conservation Limited against Line-IV Waste Heat Recovery Plant amounting to CNY 5.437 million (2025: CNY 5.437 million) equivalent to Rs 222.844 million (2025: Rs 215.613 million). This amount will be payable on issuance of certificate of performance test acceptance by the Company.

15.7 This represents security deposits received from distributors and contractors of the Company. Distributors and contractors have given the Company a right to utilize the deposits in the ordinary course of business.

	Note	2026 (Rupees in thousand)	2025
16. MARK-UP ACCRUED ON BORROWINGS			
Accrued mark-up on:			
- Long term loans from financial institutions - secured	16.1	1,264,769	313,156
- Long term loan from Subsidiary Company	10	33,558	-
- Short term borrowings	16.2	52,726	7,278
		1,351,053	320,434

16.1 Accrued mark-up on long term loans includes Rs 1,184.440 million (2025: Rs 49.689 million) related to an arrangement permissible under Shariah. Remaining mark up pertains to the loans from conventional banks.

16.2 Accrued mark-up on short term borrowings includes Rs 0.359 million (2025: Rs 1.773 million) related to an arrangement permissible under Shariah. Remaining mark up pertains to the loans from conventional banks.

	Note	2026 (Rupees in thousand)	2025
17. SHORT TERM BORROWINGS FROM FINANCIAL INSTITUTIONS - SECURED			
Banking and financial institutions:			
- Cash finance and others facilities availed	17.1	299,505	6,779
- Running finance	17.2 & 17.3	1,402,006	143,520
- Islamic mode of financing	17.4	21,248	671,986
- Finance against Trust Receipt (FATR)	17.5	775,838	-
		2,498,597	822,285

17.1 Cash finance facilities available from various commercial banks under markup arrangements amount to Rs 300 million (2025: Rs 500 million). The markup rate charged during the year on the outstanding balances ranged from 11.13% to 11.99% (2025: 12.33% to 20.74%) per annum, payable quarterly in arrears. These facilities are secured against pari passu hypothecation charge over all present and future current assets of the Company, along with a 25% margin.

- 17.2** Running finance facilities available from various commercial banks under markup arrangements amount to Rs 4,600 million (2025: Rs 3,850 million). The markup rate charged during the year on the outstanding balances ranged from 10.88% to 12.53% (2025: 11.78% to 20.74%) per annum, payable quarterly in arrears. These facilities are secured against a Joint Pari Passu hypothecation charge over all present and future current assets of the Company amounting to Rs 5,467 million, along with a 25% margin.
- 17.3** Money market loans available under markup arrangements amount to Rs 1,800 million (2025: Rs 1,800 million). The markup rate charged during the year on the outstanding balances ranged from 11.60% to 12.53% (2025: 13.28%) per annum. These loans are secured against a Joint Pari Passu hypothecation charge over all present and future current assets of the Company, along with a 25% margin. These facilities are available as a sub-limit of the main running finance facilities.
- 17.4** Islamic financing facilities amounting to Rs 4,500 million (2025: Rs 2,000 million) have been obtained from Faysal Bank Limited and Askari Bank Limited for working capital requirements. These facilities are secured by a First Joint Pari Passu charge over all present and future current assets of the Company amounting to Rs 3,333 million and a ranking charge of Rs 2,667 million, both maintained at a 25% margin.

Markup on Murabaha arrangements is payable at the respective maturity dates, while markup on Musharaka arrangements is payable quarterly on the outstanding balances. The markup rate charged during the year ranged from 10.73% to 13.03% (2025: 12.24% to 20.34%) per annum.

- 17.5** Finance against Trust Receipts facilities amounting to Rs 2,900 million (2025: Rs 2,900 million) have been obtained from Bank Alfalah Limited and Askari Bank Limited for financing and retirement of import documents. The markup rate charged during the year on the outstanding balances ranged from 11.37% to 12.43% (2025: nil) per annum. These facilities have been secured against a Joint Pari Passu charge over all present and future current assets of the Company amounting to Rs 2,667 million, along with a 25% margin and trust receipts.

18. CONTINGENCIES AND COMMITMENTS

18.1 Contingencies

- 18.1.1** The Company had filed an appeal before the Customs, Central Excise and Sales Tax Appellate Tribunal, Karachi (now, Customs, Excise & Sales Tax Appellate Tribunal, Karachi) against the order of the Deputy Collector Customs whereby the refund claim of the Company amounting to Rs 12.350 million was rejected and the Company was held liable to pay an amount of Rs 37.050 million by way of 10% customs duty allegedly leviable in terms of SRO 584(I)/95 and 585(I)/95 dated July 01, 1995. The impugned demand was raised by the department on the alleged ground that the Company was not entitled to exemption from payment of customs duty and sales tax in terms of SRO 279(I)/94 dated April 02, 1994.

The Honourable Lahore High Court, upon the Company's appeal, vide its order dated November 06, 2001, decided the matter in favour of the Company. However, the Collector of Customs preferred a petition before the Honourable Sindh High Court, which is pending adjudication. No provision has been made in these unconsolidated financial statements in respect of the above stated amount as the management and the Company's legal advisor are confident that the ultimate outcome of this case will be in favour of the Company.

- 18.1.2** A show cause notice was issued to the Company on December 04, 1999 and demand was raised by the Central Board of Revenue (now, the Federal Board of Revenue) for payment of duties and taxes on the plant and machinery imported by the Company (pursuant to the exemption granted in terms of SRO 484(I)/92 allegedly on the ground that the plant could be locally manufactured and was therefore, not exempt). A total demand of Rs 1,386.720 million was raised by the Central Board of Revenue out of which an amount of Rs 449.328 million was deposited by the Company (initially, the Company deposited Rs 269.328 million and subsequently deposited further amount of Rs 180 million). Initially, the matter was decided in favour of the Company as per the judgment of the Lahore High Court in Writ Petition No.

6794/2000. Against the aforesaid judgment of Lahore High Court, the Customs Department had filed appeal before the Supreme Court of Pakistan which was decided by the Honourable Supreme Court vide judgment dated December 21, 2011 with the direction to file reply to the Show Cause Notice before the Collector of Customs, Faisalabad.

The Company filed its reply before the Collector of Customs, Faisalabad who decided the same against the Company vide order No. 6/2014 dated July 09, 2014. The said order was challenged by the Company by way of filing of appeal No. 172/LB/2014 before the Customs Appellate Tribunal, Lahore which vide Judgment dated August 21, 2019 has granted partial relief to the Company with direction to the Customs Department to recalculate the customs duty in accordance with the list communicated by the Engineering Development Board vide letter dated June 21, 2006.

However, the Collector of Customs instead of making fresh calculations, through a demand notice CA-1946/2000(Pt-I)/8169 dated October 23, 2019 restored the original demand raised by the earlier order No. 06/2014 and directed the Company to pay the amount of Rs 933.810 million within a period of seven days. The said demand of tax was challenged by the Company before the Honourable Lahore High Court, wherein stay against recovery was granted to it by the Honourable Lahore High Court vide order dated November 04, 2019. This matter is still pending before the Honourable Lahore High Court, Lahore, and next date of hearing is yet to be fixed by the office of the High Court. No provision has been made in these unconsolidated financial statements in respect of the above stated amount as the management and the legal advisor of the Company are confident that the ultimate outcome of this case will be in favour of the Company.

- 18.1.3** The Company has filed an appeal before the Honourable Supreme Court of Pakistan against the judgment of the Division Bench of the Honourable High Court of Sindh at Karachi. The Division Bench, in its judgment dated September 15, 2008, partly accepted the appeal by declaring that the levy and collection of infrastructure cess/fee prior to December 28, 2006, was illegal and ultra vires, while after December 28, 2006, it was legal and collected by the Excise Department in accordance with the law. The appeal challenges the declaration that the infrastructure cess / fee collected after December 28, 2006, was lawful. The Province of Sindh and the Excise and Taxation Department have also appealed against the judgment. The Honourable Supreme Court of Pakistan consolidated both appeals and set them aside. Subsequently, the law has been challenged in a constitutional petition in the Honourable Sindh High Court, Karachi. The Honourable High Court granted a stay on May 31, 2011, requiring payment of 50% of the cess to the Excise Department and furnishing a bank guarantee for the remaining 50%. The matter is pending adjudication, and the stay order remains in effect.
- 18.1.4** The Competition Commission of Pakistan, in an order dated August 27, 2009, imposed a penalty on twenty cement factories in Pakistan at a rate of 7.5% of their turnover. The penalty imposed on the Company amounts to Rs 586.190 million. The Commission alleges a violation of section 4(1) of the Competition Commission Ordinance, 2007. However, following the abeyance by the Honourable Islamabad High Court pursuant to the Supreme Court of Pakistan's judgment dated July 31, 2009, the petition has become infructuous. The Company has filed Writ Petition No. 15618/2009 before the Honourable Lahore High Court. No provision has been made in these unconsolidated financial statements as the management and the Company's legal advisor are confident that the case's ultimate outcome will be in the Company's favor.
- 18.1.5** The Federal Board of Revenue (FBR) selected the Company's case for audit of its sales tax affairs for the tax periods from July 2017 through June 2018 through computerized balloting which was intimated through notice dated February 10, 2021 issued by the office of the Commissioner Inland Revenue (CIR). Subsequently, the Deputy CIR issued audit report and show cause notice dated March 8, 2021 and March 17, 2021 respectively. The proceedings were finalized through order dated March 31, 2021 through which an aggregate sales tax demand of Rs 1,399.890 million was created against the company.

The Company preferred an appeal against the above referred order which was disposed of by the Commissioner Inland Revenue (Appeals) [CIR(A)] vide appellate order dated July 15, 2021. Through such appellate order, majority of the issues which were pressed in appeal were settled in favour of the Company. Regarding the issues decided against the Company, the

Company filed an appeal before the Appellate Tribunal Inland Revenue (ATIR) on September 7, 2021, which is still pending adjudication. No provision has been made in these unconsolidated financial statements as the management and the Company's legal advisor are confident that the Company is likely to obtain relief from the appellate authorities.

- 18.1.6** The Learned Additional Commissioner vide order No. ENF-III.50.2017 dated March 22, 2018 raised demand of Rs 256 million against the Company, related to tax periods from July 2015 to March 2017 on alleged non-deduction of withholding tax on services received by the Company. Being aggrieved, the Company filed an appeal before the Commissioner (Appeals), Punjab Revenue Authority. The Company also challenged the vires of Rule 6 of Punjab Sales Tax on Services (Withholding) Rules, 2002 before Honourable Lahore High Court (LHC) through constitutional petition No. 203460/2018. The Honourable Court issued notice to the department and suspended proceedings before the first appellate authority vide order dated May 23, 2018. The writ petition is pending adjudication. The Company and its tax/legal advisor are expecting favourable outcome of the case. Therefore, no provision has been booked in these unconsolidated financial statements.
- 18.1.7** The Company was selected for audit under section 42B of Federal Excise Act 2005 for tax periods from July 2017 to June 2018 intimated by a letter dated December 8, 2020. The DCIR finalized the audit and created a demand of Rs 690.52 million along with default surcharge and penalty, vide order No. 02 dated October 20, 2021. Being aggrieved, the Company preferred an appeal before the CIR(A). The appeal was disposed off by the CIR(A) vide appellate order No. 12 dated February 10, 2022 and entire amount of Federal Excise Duty along with penalty and default surcharge was annulled and the matter was remanded back to the taxation officer. Being aggrieved, the Company preferred an appeal before the ATIR which is pending adjudication. However, the management and the tax advisor of the Company are hopeful of favourable outcome of the case, therefore, no provision has been incorporated in these unconsolidated financial statements.
- 18.1.8** The Company received show cause notice, dated April 17, 2022 as per which it was alleged that the Company's claim of input sales tax amounting to Rs 85.980 million, for the tax periods from January 2017 to August 2019, was illegal. The Company responded to the notice vide letter dated April 25, 2022. The proceedings were concluded by the DCIR and demand of Rs 85.980 million along with default surcharge and penalty was raised by DCIR vide assessment order dated May 31, 2022, passed under section 11 of the Sales Tax Act, 1990. Being aggrieved, the Company preferred an appeal before the CIR(A), which is pending adjudication. The management of the Company is hopeful of favourable outcome of the case, therefore, no provision has been incorporated in these unconsolidated financial statements.
- 18.1.9** The Company received show cause notice dated April 7, 2022 as per which it was alleged that the Company's claim of input sales tax, amounting to Rs 620.980 million, for the tax periods from July 2019 to November 2021 was illegal. The Company responded to the notice vide letter dated March 25, 2022. The proceedings were concluded by the DCIR and demand of Rs 580.060 million along with default surcharge and penalty was raised by DCIR vide assessment order dated May 31, 2022 passed under section 11 of the Sales Tax Act, 1990. Being aggrieved, the Company preferred an appeal before the CIR(A), which has been decided in the favour of the company through order dated November 8, 2022. Department has preferred an appeal before learned ATIR against the order of CIR(A). The management of the Company is hopeful of favourable outcome of the case, therefore, no provision has been recorded in these unconsolidated financial statements.
- 18.1.10** The District Council of Mianwali is installing water meters at the Company's premises and is seeking recovery of amounts in respect of water conservancy charges. The Company challenged this through Writ Petition No. 227126/2018 before the Lahore High Court. The Court remanded the matter to the Secretary, Local Government, with directions to hear the petitioners and issue a decision within 30 days. In response, the Secretary constituted a Committee to determine revised water conservancy charges. The Committee proposed two separate rates: one for water abstraction and the other for restoration.

Based on the Committee's rates, the District Council Mianwali issued bills amounting to Rs 752.147 million for the period from August 2018 to December 2024. The Company challenged

these charges before the Honorable Lahore High Court, Rawalpindi Bench, through Writ Petition No. 157/2025, wherein a stay order was granted. The Lahore High Court also appointed the Secretary, Local Government, to mediate between the Company and the Department to finalize the applicable water charges. The matter is currently pending adjudication, and the Company remains hopeful of a favorable outcome.

18.1.11 The Company has filed a Constitutional Petition bearing No. W.P. No. 8084/2026 before the Honourable Lahore High Court challenging the recovery of RLNG actualization charges pertaining to a period of seven years. The Honourable Lahore High Court has granted a stay order against the said recovery and the matter is pending adjudication before the Court. No provision has been made in these unconsolidated financial statements in respect of the aforesaid matter as the management, based on the advice of the Company's legal counsel, is confident that the ultimate outcome of the case will be in favour of the Company.

18.1.12 Contingencies relating to income tax matters are disclosed in note 28 to these unconsolidated financial statements.

Based on the advice of the taxation / legal advisors of the Company, the management expects a favourable outcome in most of the above cases and adequate provisions, where required, have been created in these unconsolidated financial statements.

18.1.13 Guarantees given by banks on behalf of the Company aggregate to Rs 2,173.624 million (2025: Rs 1,302.802 million) in favour of Sui Northern Gas Pipelines Limited and Government Institutions.

18.1.14 Guarantees amounting to Rs 2,831.874 million (2025: Rs 365.529 million) have been issued on behalf of the Company in favour of the Mines & Minerals Department, Government of the Punjab, in lieu of royalty.

18.1.15 Corporate guarantee given by the Company amounting to Rs 500 million (2025: Rs 600 million) to a financial institution related to credit facilities available to Maple Leaf Power Limited. The Company has not recognised a liability for the guarantee as the amount is not considered material.

	Note	2026 (Rupees in thousand)	2025
18.2 Commitments			
18.2.1 In respect of:			
- contracts for capital expenditure		90,166	176,066
- irrevocable letters of credit for spare parts		636,277	236,100
- purchase of coal		346,081	2,713,667
		1,072,524	3,125,833
19. PROPERTY, PLANT AND EQUIPMENT			
Operating fixed assets	19.1	60,801,336	62,641,493
Capital work in progress - at cost	19.2	279,097	125,704
Major spare parts and stand-by equipment	19.3	771	28,336
Right-of-use assets	19.4	49,551	40,682
		61,130,755	62,836,215

19.1 Operating fixed assets

	Cost / Revalued amount				Depreciation				Net book value at June 30, 2026
	As at July 01, 2025	Revaluation	Additions	Disposals	Transfer to stores - note 19.1.10	As at June 30, 2026	Transfer to stores - note 19.1.10		
								Annual Rate	
	Rupees in thousand				Percentage				
	Rupees in thousand				Percentage				
Owned									
	Freehold land								
	- cost	865,629	-	(90)	-	865,539	-	-	865,539
	- surplus on revaluation	428,253	-	(663)	-	427,590	-	-	427,590
		1,293,882	-	(753)	-	1,293,129	-	-	1,293,129
	Buildings on freehold land								
	- cost	21,306,076	-	(762)	-	21,475,750	5 to 20	-	13,682,387
	- surplus on revaluation	676,409	-	(9)	-	676,400	5 to 20	(9)	248,089
		21,982,485	-	(771)	-	22,152,150	5 to 20	(151)	13,930,476
	Roads, bridges and railway sidings								
- cost	786,294	-	-	-	818,992	5 to 10	-	494,191	
- surplus on revaluation	62,197	-	-	-	62,197	5 to 10	-	34,404	
	848,491	-	-	-	881,189	5 to 10	-	528,595	
Plant and machinery									
- cost	68,489,289	-	(15,427)	-	69,173,627	5 to 20	(8,383)	37,608,383	
- surplus on revaluation	14,416,692	-	(3,247)	-	14,406,019	5 to 20	(2,158)	4,386,239	
	82,905,981	-	(18,674)	-	83,579,646	5 to 20	(10,541)	41,994,622	
Spares held for capital expenditure									
Furniture, fixtures and equipment	947,901	-	-	-	2,044,569	10	-	1,799,534	
Quarry equipment	719,073	-	-	-	933,649	15 to 30	-	347,001	
Vehicles	185,004	-	-	-	185,004	20	-	5,152	
Share of joint assets (note 19.1.4)	1,370,500	-	(62,862)	-	1,524,805	20	(40,121)	902,827	
	6,000	-	-	-	6,000	10	-	-	
	3,228,478	-	(62,862)	-	4,694,027	-	(40,121)	3,054,514	
Total	110,259,317	-	(83,060)	-	112,600,141	-	(50,813)	60,801,336	

	Cost / Revalued amount				Annual Rate	Depreciation				Net book value at June 30, 2025
	As at July 01, 2024	Revaluation	Additions	Disposals		As at June 30, 2025	Disposals	For the year	Disposals	
----- Rupees in thousand ----- Percentage ----- Rupees in thousand -----										
Owned										
Freehold land										
- cost	844,872	-	20,757	-		-	-	-	-	865,629
- surplus on revaluation	428,253	-	-	-		-	-	-	-	428,253
	1,273,125	-	20,757	-		-	-	-	-	1,293,882
Buildings on freehold land										
- cost	21,043,426	-	262,851	(201)	5 to 20	6,006,112	-	887,775	(170)	14,412,359
- surplus on revaluation	676,410	-	-	(1)	5 to 20	368,505	-	34,131	(1)	273,774
	21,719,836	-	262,851	(202)		6,374,617	-	921,906	(171)	14,686,133
Roads, bridges and railway sidings										
- cost	746,800	-	39,494	-	5 to 10	234,930	-	43,899	-	507,465
- surplus on revaluation	62,197	-	-	-	5 to 10	6,517	-	11,029	-	44,651
	808,997	-	39,494	-		241,447	-	54,928	-	552,116
Plant and machinery										
- cost	67,593,791	-	928,914	(33,416)	5 to 20	26,774,554	-	2,405,657	(16,379)	39,325,457
- surplus on revaluation	14,420,246	-	-	(3,554)	5 to 20	8,903,531	-	639,632	(2,214)	4,875,743
	82,014,037	-	928,914	(36,970)		35,678,085	-	3,045,289	(18,593)	44,201,200
Spares held for capital expenditure										
Furniture's, fixtures and equipment	947,901	-	-	-	10	63,867	-	85,311	-	798,723
Quarry equipment	662,625	-	75,967	(19,519)	15 to 30	480,474	-	52,389	(14,950)	201,160
Vehicles	185,004	-	-	-	20	176,954	-	1,610	-	6,440
(Share of joint assets (note 19.1.4)	1,135,625	-	298,818	(63,943)	20	303,700	-	206,515	(41,554)	901,839
	6,000	-	-	-	10	6,000	-	-	-	-
	2,937,155	-	374,785	(83,462)		1,030,995	-	345,825	(56,504)	1,908,162
Total	108,753,150	-	1,626,801	(120,634)		43,325,144	-	4,367,948	(75,268)	62,641,493

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

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Cost of sales	36	4,052,044	4,182,482
Selling and distribution expenses	37	41,569	32,779
Administrative expenses	38	152,533	152,687
		4,246,146	4,367,948

19.1.2 Sale of operating fixed assets

For the year ended June 30, 2026

Particulars	Cost	Accumulated depreciation	Net book value	Sale value	Gain / (loss) on sale	Mode of sale	Particulars of purchaser
Rupees in thousand							
Plant and Machinery							
Clamping Connection	1,502	220	1,282	1,335	53	Negotiation	Outsiders SGK Contractor
Bellow For Expansion Joint	1,140	349	791	715	(76)	-do-	SGK Contractor
Blow-Out Nozzle	1,028	316	712	645	(67)	-do-	SGK Contractor
Rubber Compensator Drawing	954	294	660	598	(62)	-do-	SGK Contractor
Freehold land							
Land for White Cement Plant Road	753	-	753	4,794	4,041	Negotiation	National Highway Authority (NHA)
Vehicles							
Porsche	6,022	2,899	3,123	19,000	15,877	Auction	Outsiders Mr. Omer Bajwa
Honda City	2,828	1,844	984	3,770	2,786	-do-	Mr. Sajee Khan
Suzuki Cultus	2,350	1,577	773	2,929	2,156	-do-	Mr. Rana Muhammad Saleem
Suzuki Cultus	2,350	1,476	874	2,951	2,077	-do-	Mr. Abdul Shakoor
Suzuki Cultus	2,471	1,453	1,018	3,232	2,214	-do-	Mr. Rana Muhammad Saleem
Suzuki Cultus	2,350	1,577	773	3,038	2,265	-do-	Mr. Muhammad Mehran Khan
Suzuki Cultus	2,017	1,179	838	3,158	2,320	-do-	Mr. Muhammad Asim Mumtaz
Suzuki Cultus	2,017	1,179	838	3,166	2,328	-do-	Mr. Muhammad Asim Mumtaz
Suzuki Cultus	2,014	1,475	539	2,451	1,912	-do-	Mr. Waqas Bashir
Employees							
Toyota Yaris	5,294	1,955	3,339	4,100	761	As per Company's Policy	Employees Miss Sidra Baig
Honda City	5,203	2,620	2,583	3,900	1,317	-do-	Mr. Muzammil Hussain
Honda City	4,012	2,044	1,968	3,900	1,932	-do-	Mr. Ali Haider
Suzuki Cultus	2,471	1,411	1,060	2,700	1,640	-do-	Mr. Khalid Sharif
Suzuki Cultus	2,471	1,396	1,075	2,250	1,175	-do-	Mr. Ali Husnain Sajid
Suzuki Cultus	2,468	1,410	1,058	2,600	1,542	-do-	Mr. Jalal Tariq Shah
Suzuki Cultus	2,017	1,243	774	2,500	1,726	-do-	Miss Sidra Naseer

For the year ended June 30, 2025

Particulars	Cost	Accumulated depreciation	Net book value	Sale value	Gain / (loss) on sale	Mode of sale	Particulars of purchaser
----- Rupees in thousand -----							
Plant and Machinery							Outsiders
Nozzle Liner	2,002	505	1,497	1,018	(479)	Negotiation	Mr. Akhtar Nawaz
Elastomer Bushing Drawing	680	172	508	346	(162)	-do-	Mr. Akhtar Nawaz
Expansion Joint	801	81	720	29	(691)	-do-	M/s SGK Contractor
Top Cover Piston	2,361	649	1,712	389	(1,323)	-do-	M/s SGK Contractor
Vehicles							Outsiders
Toyota Prado	12,445	9,643	2,802	14,800	11,998	Negotiation	Mr. Zeeshan Ijaz
Suzuki Cultus	1,672	1,146	526	2,600	2,074	As per Company's policy	Employees
Toyota Corolla Altis	2,658	2,079	579	4,552	3,973	-do-	Mr. Waseem Alam
Suzuki Cultus	2,350	1,286	1,064	2,762	1,698	-do-	Mr. Ahsan Saeed
Suzuki Cultus	2,350	1,286	1,064	2,861	1,797	-do-	Mr. Waqas Bashir
Honda City	4,012	1,536	2,476	3,850	1,374	-do-	Mr. Waqas Bashir
Suzuki Cultus	2,172	1,135	1,037	2,967	1,930	-do-	Mr. Hassan Raza
Suzuki Cultus	2,468	954	1,514	2,700	1,186	-do-	Mr. Muhammad Saeed
Suzuki Cultus	2,350	1,238	1,112	2,888	1,776	-do-	Miss Hasnaa Asim
Suzuki Cultus	2,468	1,009	1,459	3,075	1,616	-do-	Mr. Usama Qamar
Honda Civic	3,298	1,733	1,565	2,660	1,095	-do-	Miss Amina Rafiq
Hyundai Sonata	7,431	3,416	4,015	9,000	4,985	-do-	Mr. Zeeshan Ahmad
Toyota Corolla GLI	2,353	1,814	539	3,535	2,996	-do-	Mr. Hassan Saif
							Mr. Muhammad Naeem

19.1.3 Additions in operating fixed assets include transfers from capital work-in-progress amounting to Rs 898.589 million (2025: Rs 1,373.451 million).

19.1.4 Ownership of the housing colony's assets included in the operating fixed assets is shared by the Company jointly with Agritech Limited in ratio of 101:245 since the time when both the companies were managed by Pakistan Industrial Development Corporation. These assets are in possession of the Housing Colony Establishment for mutual benefits.

19.1.5 Buildings, roads, bridges and railway sidings, plant and machinery are located at freehold land measuring 10,197 kanals (2025: 10,210 kanals) located at Iskandrabad District Mianwali.

19.1.6 The Company has leased land measuring 127 kanals located at Iskandrabad, District Mianwali, to Maple Leaf Power Limited, a wholly owned subsidiary of the Company. The lease is classified as operating lease in these unconsolidated financial statements.

19.1.7 Had the certain classes of operating fixed assets not been revalued, the net book value would have been as follows:

	2026 (Rupees in thousand)	2025
Freehold land	865,539	865,629
Buildings on freehold land	13,682,387	14,412,359
Roads, bridges and railway sidings	494,191	507,465
Plant and machinery	37,608,383	39,325,457
	52,650,500	55,110,910

19.1.8 The latest valuation of Company's assets was carried out on June 30, 2024. The forced sale value of the assets as at that date was as follows:

	(Rupees in thousand)
Freehold land	1,082,156
Buildings on freehold land	13,033,026
Roads, bridges and railway sidings	441,670
Plant and machinery	37,022,060
	51,578,912

19.1.9 As of June 30, 2026, all of the Company's assets are located in Pakistan and are registered under the Company's name, except for the exception mentioned in note 19.1.4. These assets are also under charge against borrowings as detailed in note 8.

19.1.10 During the year, certain assets were transferred to stores at their net book value as these assets were no longer in active use and are expected to be utilized as spare parts, replacements, or for maintenance and operational requirements in future periods.

	Note	2026 (Rupees in thousand)	2025
19.2 Capital work-in-progress - at cost			
The reconciliation of the carrying amount is as follows:			
At beginning of the year		125,704	471,174
Additions during the year		1,051,982	1,035,797
Transfers during the year to operating fixed assets	19.1.3	(898,589)	(1,373,451)
Transfers during the year to intangible assets	20	-	(7,816)
At end of the year	19.2.1	279,097	125,704
19.2.1 The balance at year-end comprises the following:			
Civil works		1,726	14,233
Plant and machinery		82,435	23,275
IT equipment		499	-
Vehicles		147	-
Advances to suppliers against:			
- civil works		60,531	47,483
- plant and machinery		29,755	32,210
- intangible assets		4,911	3,911
- vehicles		99,093	4,592
		279,097	125,704

19.3 Major spare parts and stand-by equipment

This represents stores held for capital expenditure related to Company's expansion project. The reconciliation of the carrying amount is as follows:

	Note	2026 (Rupees in thousand)	2025
At the beginning of the year		28,336	48,281
Additions during the year		216,694	250,593
Transfers made during the year		(244,259)	(270,538)
At the end of the year		771	28,336

19.4 Right-of-use asset

The reconciliation of carrying amount is as follows:

At the beginning of the year		40,682	48,137
Additions during the year		33,124	10,173
Disposal during the year		(6,323)	(2,476)
Depreciation charged during the year	19.4.1	(17,932)	(15,152)
At the end of the year		49,551	40,682

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

Cost of sales	36	2,195	2,196
Selling and distribution expenses	37	15,737	12,956
		17,932	15,152

20. INTANGIBLE ASSETS

This includes computer software. The reconciliation of carrying amount is as follows:

Cost

Balance as on July 1		188,315	180,499
Additions during the year	19.2	-	7,816
Balance as on June 30		188,315	188,315

Amortisation

Balance as on July 1		125,889	95,689
Charge for the year	20.1	38,874	30,200
		164,763	125,889

Book value as at June 30

		23,552	62,426
Annual amortisation rate - %		33%	33%

20.1 Amortization charge for the year has been allocated as follows:

	Note	2026 (Rupees in thousand)	2025
Cost of sales	36	16,317	11,736
Administrative expenses	38	22,557	18,464
		38,874	30,200
21. LONG TERM INVESTMENTS			
Investments held at cost			
In associate - Quoted			
Agritech Limited ('AGL')	21.1	6,824,870	6,824,870
In Subsidiary - Quoted			
Pioneer Cement Limited ('PIOC')	21.2	75,425,604	-
In Subsidiaries - Unquoted			
Maple Leaf Power Limited	21.3	5,020,000	5,020,000
Novacare Hospitals (Private) Limited	21.4	8,839,644	5,084,144
		13,859,644	10,104,144
Investments at fair value through profit or loss			
Advance against issue of privately placed term finance certificates (PPTFCs)	21.5	-	889,661
Investment in un-listed preference shares	21.6	2,577,370	2,552,435
	21.7	98,687,488	20,371,110

21.1 The Company holds 201,663,428 (2025: 201,663,428) ordinary shares having a par value of Rs 10 each, representing 33.66% (2025: 33.66%) of AGL's share capital. The market value of the Company's investment in AGL's ordinary shares as at June 30, 2026 was Rs 10,375.583 million (2025: Rs 10,948.308 million). The investment provided the Company with significant influence over AGL on January 10, 2025 and accordingly, qualified AGL as an associate. Upon obtaining significant influence, the previously held interest was remeasured to fair value in accordance with IAS 28. The fair value of the previously held interest together with the cost of additional interests acquired formed the deemed cost of the investment in associate. In accordance with IAS 27, the investment is carried at cost in these separate financial statements.

During the financial year ended June 30, 2025, the Company increased its investment in AGL through various Share Purchase Agreements (SPAs). These included an acquisition from The Bank of Punjab (BOP) amounting to Rs 1,300 million, comprising a combination of ordinary shares, convertible redeemable listed preference shares, non-convertible redeemable unlisted preference shares, and privately placed Term Finance Certificates (PPTFCs). Subsequently, on December 2, 2024, and December 18, 2024, the Company entered into SPAs with Faysal Bank Limited (FBL) and Bank Alfalah Limited (BAFL), respectively. These transactions resulted in further acquisitions of similar financial instruments for total considerations of Rs 1,825.008 million and Rs 1,800.901 million respectively. In addition, the Company acquired 102.350 million ordinary shares of AGL directly from the general public. On May 7, 2025, 47,285,425 convertible redeemable listed preference shares held by the Company were converted into 55,571,094 ordinary shares of AGL in accordance with their contractual terms.

AGL was incorporated in Pakistan on December 15, 1959 as a public company under the repealed Companies Act, 1913 (now the Companies Act, 2017) and remained a wholly owned subsidiary of National Fertilizer Corporation of Pakistan (Private) Limited ("NFC"), a Government owned Corporation, until July 15, 2006. The shares of AGL are quoted on Pakistan Stock Exchange Limited. The registered office of AGL is situated at Askari Corporate Tower, 4th Floor, 75-76 D-1, Main Boulevard, Gulberg III, Lahore.

The principal business of AGL is the production and sale of Urea and Granulated Single Super Phosphate ("GSSP") fertilizers. AGL's manufacturing facilities are located at Unit I, Iskanderabad, District Mianwali, and Unit II, Hattar Road, Haripur.

- 21.2** The Company holds 175,764,696 (2025: 17,321,046) ordinary shares having a par value of Rs 10 each, representing 77.38% (2025: 7.63%) of PIOC's share capital. The market value of the Company's investment in PIOC's ordinary shares as at June 30, 2026 was Rs 49,806.441 million (2025: Rs 3,951.450 million). The investment provided the Company with control over PIOC on February 20, 2026, thereby resulting in PIOC becoming a subsidiary of the Company. Upon obtaining control, the previously held equity interest was remeasured to fair value in accordance with IFRS 3 "Business Combinations". The fair value of the previously held interest together with the consideration transferred for the additional interest acquired, including transaction costs amounting to Rs 405.032 million, formed the cost of investment in PIOC. In accordance with IAS 27, the investment is carried at cost in these separate financial statements.

PIOC was incorporated in Pakistan as a public company, limited by shares, on February 9, 1986. Its shares are quoted on the Pakistan Stock Exchange Limited. The registered office of PIOC is situated at 64-B/1, Gulberg III, Lahore.

The principal activity of PIOC is the manufacture and sale of cement. The production facility is located at Chenki, District Khushab, Punjab. The plant has an annual production capacity of 5,194,500 tons.

- 21.3** The Company holds 100% (2025: 100%) shares in Maple Leaf Power Limited ('MLPL'), a wholly owned subsidiary of the Company.

MLPL was incorporated in Pakistan on October 15, 2015, as a public company, limited by shares, under the repealed Companies Ordinance, 1984 (now, the Companies Act, 2017). The registered office of MLPL is located at 42-Lawrence Road, Lahore.

The principal objective of MLPL is to develop, design, operate and maintain electric power generation plant and in connection therewith to engage in the business of generation, sale and supply of electricity to the Company. MLPL operates a 40 megawatt Coal Fired Power Generation Plant and a 7.9 megawatt Solar Power Plant at Iskanderabad, District Mianwali, Punjab, Pakistan for generation of electricity.

MLPL is registered as a Captive Power Producer ('CPP') and has obtained electricity generation licenses from the National Electric Power Regulatory Authority ('NEPRA'). A generation license for a 40 megawatt Coal Fired Power Plant ('CFPP') was granted on December 20, 2016, and another for a 25 megawatt Solar Power Plant was granted on May 31, 2024. MLPL entered into 20 year agreements with the Company for the sale of CFPP

generated electricity, steam, and solar generated electricity on July 4, 2017, October 31, 2019, and January 1, 2024, respectively. The capacity and inflationary charges applicable on the supply of electricity were agreed upon on July 1, 2025, for an initial period of 5 years

- 21.4** The Company holds 47,219,440 shares (2025: 47,214,440 shares) having a face value of Rs 100 per share, representing 100% (2025: 99.99%) shareholding in Novacare Hospitals (Private) Limited ("Novacare"), a wholly-owned subsidiary of the Company. This balance includes share deposit money amounting to Rs 4,117.700 million (2025: Rs 362.700 million).

Novacare was incorporated in Pakistan on March 21, 2023 as a private company, limited by shares, under the Companies Act, 2017, by Andalus Holdings (ADGM) Limited ("Andalus") through its representatives, Mr. Faraz Minai and Mr. Ghalib Hafiz. The Company, together with its affiliates, acts as an investor in Novacare in accordance with the term sheet dated May 10, 2023.

Currently, the Company holds 47,219,440 Class B ordinary shares of Rs 100 each. These shares carry voting and dividend rights, and shall convert into Class A ordinary shares on the seventh anniversary of the Company's investment in Novacare.

Pursuant to the terms of the term sheet, the Company may not sell, transfer or encumber these shares without the prior consent of Andalus. Furthermore, the Company is restricted from directly or indirectly competing with Novacare, including holding more than 29% of the equity capital or voting rights of any entity operating in the healthcare sector. The Company's shareholding in Novacare may not fall below 66.66% at any time.

The principal business of Novacare is to establish, manage and operate healthcare facilities, including hospitals, pharmacies, nursing homes, clinics, laboratories, dental clinics and healthcare centres. Novacare also aims to provide healthcare and surgical services, including the treatment of various diseases.

Novacare is currently in the pre-commencement phase (constructing a hospital) and has not yet commenced commercial operations. The registered office of the Company is situated at Plot No. 11-12, Central Commercial - C, DHA - 5, Islamabad Capital Territory (I.C.T), Pakistan. The hospital is currently being established in Defence Housing Authority, Islamabad.

- 21.5** These PPTFCs were issued by AGL during the year and classified at amortized cost under short term investments, as disclosed in note 29.

- 21.6** This represents investment in unlisted, cumulative, non-convertible preference shares of AGL having a par value of Rs 10 each. These shares carry limited voting rights and entitle the Company to a cumulative dividend at the rate of 1-Year KIBOR plus 4.00% per annum. The preference shares are redeemable, in full or in part, at the option of AGL, subject to the terms of issuance. These have been recognised by discounting future contractual cashflows using a rate of 1-Year KIBOR + 8% per annum [ranging from 18.9% to 19.31% (2025: ranging from 20.07% to 20.54%) per annum].

		2026 (Rupees in thousand)	2025
21.7 Reconciliation of carrying amount	Note		
As at beginning of the year		20,371,110	6,322,000
Transferred from short term investments		3,951,450	894,972
Transferred to short term investments		(889,661)	-
Long term equity investments		76,091,936	7,315,361
Investment in preference shares of Agritech Limited		-	2,937,321
Advances against issuance of Privately Placed Term Finance Certificates (PPTFCs)		-	244,119
Advance against issue of shares		3,755,000	362,700
Fair value gain / (loss) recognised during the year			
- Credited to statement of profit or loss		24,935	1,619,394
- (Charged) / credited to other comprehensive income		(4,617,282)	685,243
Disposal of investment during the year		-	(10,000)
As at end of the year		98,687,488	20,371,110
22. LONG TERM LOANS TO EMPLOYEES - SECURED			
House building		15,527	17,795
Vehicles		829	2,926
Others		2,015	10,856
Balance as at June 30		18,371	31,577
Current portion presented under current assets	27	(8,630)	(14,967)
	22.2	9,741	16,610

22.1 These loans are secured against employees' retirement benefits and carry interest at the rate of 6% (2025: 6%) per annum. These loans are recoverable in 30 to 60 monthly installments. These have not been carried at amortised cost since the effect of discounting is immaterial.

22.2 This includes loans to key management personnel amounting to Rs 4.250 million (2025: Rs 9.841 million). The maximum aggregate amount outstanding from key management personnel at any time during the year calculated with reference to month-end balances is Rs 5.150 million (2025: Rs 18.508 million). Further, no amount is due from Directors and the Chief Executive Officer as at June 30, 2026 (2025: Nil).

23. LONG TERM DEPOSITS

This includes deposits with various utility companies, regulatory authorities and others.

	2026 (Rupees in thousand)	2025
24. STORES, SPARE PARTS AND LOOSE TOOLS		
Stores [including in transit: Rs 1,418.376 million (2025: 1,630.862 million)]	9,938,319	8,480,869
Spare parts [including in transit: Rs 318.278 million (2025: Rs 36.176 million)]	3,047,311	3,950,687
Loose tools	25,393	29,756
	13,011,023	12,461,312

	Note	2026 (Rupees in thousand)	2025
25. STOCK-IN-TRADE			
Raw materials		323,997	137,006
Packing materials		744,872	847,744
Work-in-process		2,522,472	2,674,113
Finished goods		919,065	784,126
		4,510,406	4,442,989
26. TRADE DEBTS			
Due from customers			
- Local		5,004,242	5,470,310
- Export		44,685	236,921
		5,048,927	5,707,231
Loss allowance	26.1	(940,075)	(1,097,049)
		4,108,852	4,610,182
26.1 The reconciliation of loss allowance is as follow:			
At beginning of the year		1,097,049	587,049
(Impairment gain) / loss allowance recognised during the year		(123,811)	514,430
Trade debts written off against loss allowance		(33,163)	(4,430)
At end of the year		940,075	1,097,049
27. LOANS AND ADVANCES			
Current portion of long term loans to employees	22	8,630	14,967
Advances			
- To employees	27.1	18,465	17,578
- To suppliers	27.2	305,578	288,661
Balances with statutory authorities:			
- Sales tax receivable - net		-	212,280
- Government authorities	27.3	185,000	185,012
		509,043	703,531
		517,673	718,498

27.1 This includes advances to key management personnel amounting to nil (2025: Rs 5.150 million). The maximum aggregate amount outstanding from key management personnel at any time during the year calculated with reference to month end balances is Rs 3.092 million (2025: Rs 18.592 million). Further, no amount is due from Directors and the Chief Executive Officer as at June 30, 2026 (2025: Nil).

27.2 This includes an amount of Rs 35.604 million (2025: Rs 109.363 million) advanced to the Ministry of Railways for transportation of coal and cement.

- 27.3** This represents an amount paid to the Government under protest in respect of various cases that are currently pending before the Authorities.

28. ADVANCE INCOME TAX - NET OF PROVISION

	2026	2025
	(Rupees in thousand)	
At beginning of the year (liability) / asset	(158,794)	227,415
Tax deducted / deposited at source	1,071,254	998,022
Income tax payments	6,821,213	3,140,979
Tax (charge) / credit related to prior year	(1,564,612)	965,963
Excess payments in previous years written off	-	(17,433)
Tax refunds received	-	(178,579)
	6,169,061	5,136,367
Provision for the year - current tax for the year including levy	(5,468,027)	(5,295,161)
	701,034	(158,794)

- 28.1** The Additional Commissioner Inland Revenue (ACIR) initiated proceedings related to the tax year 2017, vide order dated March 13, 2019 against the Company under section 122(5A) read with section 122(9) of the Income Tax Ordinance, 2001 ('Ordinance'). The notice was duly responded by tax advisor of the Company. The proceedings were concluded and ACIR raised an additional tax demand of Rs 303.36 million through amendment order dated January 27, 2020 passed under section 122(5A) of the Ordinance. The Company preferred an appeal against the amendment order before the Commissioner Inland Revenue (Appeals) ('CIR(A)'). The CIR(A) through his order dated May 6, 2020, decided all the matters in favour of the Company except for issues relating to claim of depreciation and initial allowance without reducing tax credit claimed under section 65B of the Ordinance from the cost of the asset and apportionment of advertisement and sales promotion expenses. The Company, as well as the tax authorities, have preferred appeals before the Appellate Tribunal Inland Revenue ('ATIR'), which are pending for adjudication at the year end.

However, being prudent the Company has recorded the provision of Rs 46.880 million in these unconsolidated financial statements. Management of the Company is confident of favourable outcome of the case. Therefore, no further provision has been incorporated in these unconsolidated financial statements.

- 28.2** For tax year 2015, the ACIR amended the deemed assessment through an order dated December 27, 2016, under section 122(5A) of the Income Tax Ordinance, 2001, resulting in a tax demand of Rs 241.736 million. The Company challenged this order before the CIR(A), who, through an order dated January 5, 2017, decided all issues in favour of the Company except for the treatment of exchange gain on export sales in the computation of apportionment ratios.

In compliance with the CIR(A)'s decision, the Deputy Commissioner Inland Revenue issued an appeal effect order dated July 31, 2017 under sections 124/129, followed by a rectification order dated August 17, 2017, which was finalized on March 14, 2018. However, the Company identified errors in the appeal effect order and filed a second appeal before the CIR(A). Through an order dated April 17, 2020, the CIR(A) decided certain matters - specifically the enhancement of minimum tax liability and the apportionment of admissible deductions - against the Company, resulting in an additional tax impact of Rs 180 million.

The Company has filed an appeal before the ATIR, which is currently pending adjudication. Based on legal precedents and professional advice, management believes that the Company has a strong case and expects a favorable outcome. Accordingly, no provision has been recorded in these unconsolidated financial statements.

- 28.3** Through order dated July 31, 2017, the deemed assessment for the tax year 2016 was amended by the ACIR under section 122(5A) of the Ordinance raising a tax demand of Rs 1,129.967 million against the Company. Being aggrieved with the order, the Company filed an appeal with the CIR(A) which was disposed of by the CIR(A) through appellate order dated December 5, 2017. Through such order, all the issues involved in the appeal were decided in favour of the Company.

Aggrieved by such appellate order, the tax department filed an appeal before the ATIR which was decided vide order dated March 19, 2024, whereby the issues assailed in the appeal were partially decided in the favour of the Company. Aggrieved by the order, the Company filed an application for rectification of the appellate order, which was partially modified in favour of the Company vide order dated May 14, 2024. Simultaneously, the Company also assailed ATIR's order dated March 19, 2024 in appeal before the Lahore High Court which is pending adjudication.

- 28.4** For tax year 2021, the Company received a notice dated January 20, 2022, whereby the ACIR initiated proceedings against the Company under section 122(9) read with section 122(5A) of the Income Tax Ordinance 2001. The Company responded to the notice vide letter dated June 23, 2022. The ACIR concluded the proceedings vide amendment order dated August 5, 2022, through which the income tax refund was curtailed to Rs 862.510 million, from the amount of Rs 1,003.308 million claimed in the return. Being aggrieved, the Company filed an appeal against the amendment order before the CIR(A) that was disposed of vide order dated February 7, 2024 through which partial relief was granted. Aggrieved by such order, the Company preferred an appeal before the ATIR which has not been taken over for hearing yet.

Based on the advice of the taxation / legal advisors of the Company, the management expects a favourable outcome in most of the above cases and adequate provisions, where required, have been created in the unconsolidated financial statements.

29. SHORT TERM INVESTMENTS

		2026	2025
	Note	(Rupees in thousand)	
SHORT TERM INVESTMENTS			
Investments at fair value through profit or loss			
Next Capital Limited:			
4,269,375 (2025: 4,269,375) fully paid ordinary shares of Rs 10 each			
Equity held: 7.50% (2025: 7.50%)			
Cost of investment: Rs 30 million (2025: Rs 30 million)			
Fair value of investment		55,972	34,198
Mutual Funds:			
Income Fund		-	1,523,014
Money Market Funds		-	1,679,920
	29.1	-	3,202,934
		55,972	3,237,132
Investments at fair value through other comprehensive income			
Pioneer Cement Limited			
175,764,696 (2025: 17,321,046) fully paid ordinary shares of Rs 10 each			
Equity held: 77.38% (2025: 7.63%)			
Cost of investment: Rs 75,425.604 million (2025: Rs 1,237.085 million)			
Fair value of investment	29.2	-	3,951,450
Faysal Bank Limited			
74,412,293 (2025: 49,176,960) fully paid ordinary shares of Rs 10 each			
Equity held: 4.90% (2025: 3.24%)			
Cost of investment: Rs 4,857.943 million (2025: Rs 2,869.462 million)			
Fair value of investment		7,384,676	3,429,331
		7,384,676	7,380,781
Investment at Amortised cost - debt instrument			
- Term deposit receipts	29.3 & 29.4	828,418	484,500
- PPTFCs	29.5	1,058,136	-
		1,886,554	484,500
		9,327,202	11,102,413

29.1 This represents investments in units of mutual funds, the details of which are as follows:

Name of Fund	2026		2025	
	Number of Units	Value of investment	Number of Units	Value of investment
		Rupees in thousand		Rupees in thousand
NBP Income Fund - Cash Plan – II	-	-	152,301,349	1,523,014
ABL Money Market Plan - I	-	-	60,257,763	603,590
Alfalah GHP Money Market Fund	-	-	5,717,142	566,095
MCB Cash Management Optimizer	-	-	4,987,295	510,235
		-		3,202,934

29.2 During the year, Pioneer Cement Limited became subsidiary of the Company and has been classified under long term investments, as disclosed in note 21.

29.3 This represents term deposits having a maturity of six months to one year till February 20, 2027 carrying mark-up at the rates ranging from 7% to 14% (2025: 7% to 15.50%) per annum.

29.4 Term deposit receipts are held as margin guarantees with commercial banks. The margins are subject to restrictions and are therefore, not available for general use by the Company. None of these deposits has an original maturity of three months or less.

29.5 This represents 231,883 zero-coupon PPTFCs with a par value of Rs 5,000 each, acquired through Share Purchase Agreements (SPAs) with various banks and issued by AGL on October 20, 2025. These instruments carry zero mark-up / profit and are payable to the instrument holders in the form of a bullet payment by the end of December 2026. Accordingly, they have been recognised by discounting future cash flows over the remaining term using a rate of 1-Year KIBOR + 8% per annum i.e. 18.90% (2025: 20.10%) per annum.

	2026	2025
	(Rupees in thousand)	
30. SHORT TERM DEPOSITS AND PREPAYMENTS		
Prepayments	41,404	33,936
Margin against:		
- letters of credit	80	29,997
- bank guarantees	623,215	624,081
Short term deposits	753	683
	665,452	688,697

31. ACCRUED PROFIT

This represents profit accrued on saving accounts and term deposit receipts at rates ranging from 4.00% to 11.70% (2025: 4.69% to 19.50%) per annum.

	Note	2026 (Rupees in thousand)	2025
32. OTHER RECEIVABLES			
Due from related party - unsecured	32.1	46,588	15,488
Others	32.2	32,382	54,664
		<u>78,970</u>	<u>70,152</u>

32.1 This represents balances receivable from the Holding Company amounting to Nil (2025: Rs 15.399 million), Novacare Hospitals (Private) Limited (Subsidiary) amounting to Rs 43.350 million (2025: Rs 0.087 million), and Pioneer Cement Limited (Subsidiary) amounting to Rs 3.238 million (2025: Nil).

The maximum aggregate amount outstanding from related parties at any time during the year, calculated with reference to month-end balances, amounted to Rs 750 million (2025: Rs 878.442 million).

32.2 This includes Rs 24.219 million (2025: Rs 22.261 million) receivable from the Federal Government against export rebate.

	Note	2026 (Rupees in thousand)	2025
33. LOAN TO SUBSIDIARY COMPANY - UNSECURED			
Balance as at July 01		-	-
Disbursements during the year	33.1	2,500,000	-
Balance as at June 30		<u>2,500,000</u>	<u>-</u>

33.1 The Company entered into an unsecured, interest-bearing short-term loan facility agreement with Novacare Hospitals (Private) Limited ("Novacare"), a wholly-owned subsidiary of the Company, on March 13, 2026, to finance Novacare's capital expenditure requirements, including project construction, procurement and installation of equipment, and acquisition of medical equipment. The total facility amounted to Rs 2,500 million.

The principal amount of loan is repayable by March 12, 2027. The loan carries mark-up at the Company's average borrowing rate plus 1% per annum, payable quarterly. The mark-up rates charged during the year ranged from 11.23% to 12.22% (2025: nil) per annum.

	Note	2026 (Rupees in thousand)	2025
34. CASH AND BANK BALANCES			
At banks:			
Savings accounts	34.1	1,082,122	586,910
Current accounts:			
Foreign currency		83,574	98,196
Local currency	34.2	1,543,345	923,244
		<u>1,626,919</u>	<u>1,021,440</u>
		2,709,041	1,608,350
In hand			
Foreign currency		2,626	2,552
Local currency		3,645	4,579
		<u>6,271</u>	<u>7,131</u>
		<u>2,715,312</u>	<u>1,615,481</u>

34.1 The balances in saving accounts bear mark-up at rates ranging from 4.00 % to 11.70% (2025: 4.69% to 19.50%) per annum.

34.2 This includes balance in a shariah compliant bank amounting to Rs 62.722 million (2025: Rs 26.90 million).

	2026	2025
	(Rupees in thousand)	
35. REVENUE FROM CONTRACTS WITH CUSTOMERS - NET		
Gross local sales	108,284,459	99,521,338
Less:		
Federal excise duty	16,407,372	14,953,624
Sales tax	18,553,296	16,843,945
Discount and others	3,063,187	1,687,479
Commission	567,260	406,836
	38,591,115	33,891,884
Net local sales	69,693,344	65,629,454
Export sales	1,038,308	3,312,992
	70,731,652	68,942,446
35.1 Disaggregated revenue information		
Type of customers		
Government customers	870	713
Non-government customers	109,321,897	102,833,617
	109,322,767	102,834,330
Timing of revenue recognition:		
-Revenue recognized at a point in time		
Primary geographical markets		
Pakistan	108,284,459	99,521,339
Afghanistan	903,206	3,206,132
Maldives	2,045	2,094
Qatar	9,457	9,231
Sri Lanka	78,180	22,036
South Africa	1,506	2,264
United States of America	59	-
Yemen	-	13,243
Tanzania	43,855	57,991
	109,322,767	102,834,330

36. COST OF SALES

	Note	2026 (Rupees in thousand)	2025
Raw materials consumed	36.1	7,138,250	8,875,696
Packing materials consumed		3,491,342	3,315,539
Salaries, wages and other benefits	36.2	1,953,631	1,855,967
Fuel and power		27,324,012	24,985,594
Stores, spare parts and loose tools consumed		1,047,189	1,050,155
Rent, rates and taxes		5,698	3,771
Insurance		278,546	263,037
Repairs and maintenance		807,840	852,726
Depreciation on operating fixed assets	19.1.1	4,052,044	4,182,482
Depreciation on right-of-use assets	19.4.1	2,195	2,196
Amortization of intangible assets	20.1	16,317	11,736
Vehicles running and maintenance		346,362	392,272
Housing colony expenses		160,685	167,765
Other expenses		148,447	138,767
		46,772,558	46,097,703
Work in process:			
At beginning of the year		2,674,113	2,047,480
At end of the year		(2,522,472)	(2,674,113)
		151,641	(626,633)
Cost of goods manufactured		46,924,199	45,471,070
Finished goods:			
At beginning of the year		784,126	508,686
At end of the year		(919,065)	(784,126)
		(134,939)	(275,440)
Cost of sales		46,789,260	45,195,630
36.1 Raw materials consumed			
At beginning of the year		137,006	229,148
Add: Purchases and extraction made including royalty thereon		7,325,241	8,783,554
		7,462,247	9,012,702
At end of the year	25	(323,997)	(137,006)
		7,138,250	8,875,696

36.2 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 94.027 million (2025: Rs 90.073 million). Further, it includes provision for gratuity and accumulating compensated absences as mentioned in note 14.3 to these unconsolidated financial statements.

		2026 (Rupees in thousand)	2025
37. SELLING AND DISTRIBUTION EXPENSES			
Salaries, wages and other benefits	37.1	617,664	565,427
Travelling and conveyance		313,663	409,172
Vehicle running and maintenance		142,959	123,006
Postage, telephone and fax		48,469	35,123
Printing, stationery and office supplies		16,685	10,032
Entertainment		26,533	22,529
Repair and maintenance		19,482	13,898
Depreciation on operating fixed assets	19.1.1	41,569	32,779
Depreciation on right-of-use assets	19.4.1	15,737	12,956
Legal and professional charges		12,539	25,703
Advertisement and sale promotions		503,604	1,157,824
Fee and subscription		72,838	73,942
Freight and forwarding		1,051,188	1,595,045
Other expenses		32,301	46,318
		2,915,231	4,123,754

37.1 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 25.192 million (2025: Rs 20.264 million). Further, it includes provision for gratuity and accumulating compensated absences as mentioned in note 14.3 to these unconsolidated financial statements.

		2026 (Rupees in thousand)	2025
38. ADMINISTRATIVE EXPENSES			
Salaries, wages and other benefits	38.1	1,910,407	1,123,644
Travelling		271,500	207,192
Vehicle running and maintenance		118,016	118,956
Postage, telephone and fax		28,574	20,406
Printing, stationery and office supplies		75,381	45,880
Entertainment		72,380	53,482
Utilities expenses		54,686	56,463
Repair and maintenance		55,956	38,178
Legal and professional charges	38.2	110,113	126,619
Consultancy fee and subscription		129,250	150,900
Depreciation on operating fixed assets	19.1.1	152,533	152,687
Amortization of intangible assets	20.1	22,557	18,464
Rent, rates and taxes		7,941	14,046
Others		42,538	49,403
	38.3	3,051,832	2,176,320

38.1 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 50.850 million (2025: Rs 46.902 million). Further, it includes the provision for gratuity and accumulating compensated absences as mentioned in note 14.3 to these unconsolidated financial statements.

38.2 Legal and professional charges include the following in respect of auditor's remuneration (exclusive of sales tax) for:

	2026	2025
	(Rupees in thousand)	
Annual statutory audits	4,838	3,870
Interim review	1,844	1,475
Group reporting	400	263
Other certifications	818	655
Other assurance services	8,800	-
Tax services	23,979	62,516
Consultancy in respect of Information Technology services	3,828	11,600
Out of pocket expenses	375	180
	44,882	80,559

38.3 The Company has shared expenses aggregating Rs 57.039 million (2025: Rs 44.302 million) on account of combined offices with the Holding Company. These expenses have been recorded in respective accounts.

		2026	2025
	Note	(Rupees in thousand)	
39. OTHER EXPENSES			
Donations	39.1	39,758	24,982
Worker's Profit Participation Fund	15.4	386,860	564,586
Worker's Welfare Fund	15.5	311,516	454,242
Loss on disposal of investment in subsidiary	39.2	-	4,595
Exchange loss - net		75,805	33,699
Loss on sale of stores and spares	39.3	42,114	103,406
Advances written off		-	2,936
Miscellaneous		-	18,572
		856,053	1,207,018
39.1 The following donations exceeded 10% of the total donations made by the Company or Rs 1 million, whichever is higher, in the respective year:			
Agha Khan Cultural Service - Pakistan		-	4,800
Aitchison College Lahore		7,652	-
Daudkhel Police Station		-	7,778
Hassan Boys Hostel		302	3,074
Wasif Enterprises		4,000	-
		11,954	15,652

39.1.1 None of the Directors or their spouses have any interest in the données.

39.2 This represents the loss on disposal of Maple Leaf Industries Limited (MLIL). MLIL was incorporated with the primary objective of establishing a cement manufacturing facility in the Special Economic Zone, Mianwali, Punjab. However, due to restrictions imposed by the Government of Pakistan on the import of machinery required for the cement manufacturing line, the project could not proceed as planned. Consequently, the Board of Directors of MLIL resolved to initiate the winding-up process of the company on March 31, 2024. The winding-up process was completed during the financial year ended June 30, 2025, and the Company's investment in MLIL was disposed of accordingly.

39.3 This includes loss of Rs 1.229 million (2025: Rs 5.889 million) on stores and spares sold to the Holding Company.

		2026 (Rupees in thousand)	2025
40. OTHER INCOME			
Interest on loans to related parties		66,593	29,917
Interest on loans to employees		376	345
Dividend income	40.1	946,785	6,660,316
Un-realised gain on investments	40.2	46,710	1,633,995
Interest income on investment held at amortised cost	29.5	115,749	-
Gain on disposal of operating fixed assets		62,632	58,987
Sale of scrap		5,407	3,137
Realized gain on investments	40.3	350,729	-
Insurance claim recovery		26,699	-
Miscellaneous		11,825	16,215
		1,633,505	8,402,912

40.1 Includes dividend income from subsidiaries, Maple Leaf Power Limited, amounting to Rs 376.500 million (2025: Rs 6,400.500 million), and Pioneer Cement Limited, amounting to Rs 86.605 million (2025: Rs 259.815 million).

40.2 Includes fair value gain of Rs 24.935 million (2025: Rs 1,619.394 million) on re-measurement of investments in associate, AGL, carried at fair value through profit or loss.

40.3 This includes a realised gain of Rs 298.003 million (2025: nil) arising from the purchase and subsequent sale of shares of D.G. Khan Cement Company Limited during the year. It also includes a gain of Rs 52.726 million (2025: nil) recognised on the conversion of an advance into PPTFCs of AGL during the year.

		2026 (Rupees in thousand)	2025
41. FINANCE COST			
Profit / interest / mark up on:			
- Long term loans and finances - secured	10.1	4,182,718	1,853,848
- Long term loan from Subsidiary Company		33,558	550,327
- Short term borrowings		112,912	1,002,492
		4,329,188	3,406,667
Amortization of loan transaction cost	8.1	16,689	-
Interest on lease liabilities	11	7,114	7,287
Bank and other charges		136,956	140,834
		4,489,947	3,554,788
42. FINANCE INCOME			
		2026	2025
		(Rupees in thousand)	
Profit on bank deposits	42.1	116,247	226,009
Profit on disposal of mutual funds		353,528	59,744
Gain on disposal of investments in market treasury bills	42.2	-	805,066
		469,775	1,090,819

42.1 This includes profit earned on deposits under arrangements which are permissible under Shariah amounting to Rs 1.093 million (2025: Rs 0.281 million). The remaining profit relates to interest / mark-up based arrangements from conventional banks as mentioned in note 34.1.

42.2 This represents income from treasury bills earning a return of 13.88% per annum. The maturity date of the treasury bills was January 02, 2025.

	Note	2026 (Rupees in thousand)	2025
43. TAXATION			
Final taxes - levy	43.1	85,543	38,972
Current income tax			
- For the year		5,382,484	5,256,189
- Prior years	43.2	1,564,612	(965,963)
		6,947,096	4,290,226
Deferred income tax	13.1	(621,850)	298,665
		6,410,789	4,627,863

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

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

	2026 (Rupees in thousand)	2025
Current tax liability for the year as per applicable tax laws	7,032,639	4,329,198
Portion of current tax liability as per tax laws, representing income tax under IAS 12	(6,947,096)	(4,290,226)
Portion of current tax computed as per tax laws, representing levy in terms of requirements of IFRIC 21/IAS 37	(85,543)	(38,972)
Difference	-	-

43.2 This includes Nil (2025: Rs 509.303 million) related to the tax credit under Section 65B of the Income Tax Ordinance, 2001. Initially, the Company had recognized the credit at 5% in its books, following an amendment introduced through the Finance Act 2019. However, the Supreme Court of Pakistan, in its judgment dated September 18, 2024, allowed companies to claim the credit at 10% for the period up to June 30, 2019, resulting in the recognition of this credit.

Additionally, included in this is an amount of Nil (2025: Rs 456.660 million) that pertains to the recognition and utilisation of Minimum Tax of prior years. These were previously unrecorded as deferred tax assets on a prudent basis.

		2026 (Rupees in thousand)	2025
43.3 Tax charge reconciliation			
43.3.1 Numerical reconciliation between tax expense and accounting profit:			
Profit before taxation		14,856,420	21,664,237
Income tax @ 29% under the Income Tax Ordinance, 2001		4,308,362	6,282,629
Tax effect of:			
Super tax		1,459,434	1,437,770
Final tax regime		(132,550)	(36,374)
Effect of change in rate of deferred tax		(584,254)	-
Tax credit under Section 65 B		-	(509,303)
Dividend income exempt from tax		-	(1,856,145)
Recognition of credit on account of Alternative Corporate Tax		-	(207,750)
Restricted vehicle		-	8,881
Recognition of credit on account of minimum tax		-	(456,660)
Rate difference in current tax and deferred tax		(2,390)	(74,491)
Rate difference on capital gain		(91,214)	(2,475)
Permanent difference		11,530	7,245
Amount not taxable for tax purposes		(1,172)	(4,234)
Prior year		1,439,083	35,941
Other		3,960	2,829
		6,410,789	4,627,863
44. EARNINGS PER SHARE - BASIC AND DILUTED			
		2026	2025
44.1 Basic earnings per share			
Profit for the year	Rupees in '000	8,445,631	17,036,374
Weighted average number of ordinary shares	No. of shares in '000	1,047,563	1,047,563
Earning per share - basic	Rupees	8.06	16.26
44.2 A diluted earnings per share has not been presented as the Company does not have any convertible instruments in issue as at June 30, 2026, and June 30, 2025, which would have any effect on the earnings per share if the option to convert is exercised.			

45. CASH FLOW INFORMATION

45.1 Cash generated from operations

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Profit before final taxes and income tax		14,856,420	21,664,237
Adjustments for:			
- Depreciation on operating fixed assets	19.1.1	4,246,146	4,367,948
- Depreciation on right-of-use asset	19.4.1	17,932	15,152
- Amortization on intangible assets	20.1	38,874	30,200
- Net impairment (gain) / loss on financial assets	26.1	(123,811)	514,430
- Advances written off	39	-	2,936
- Gain on disposal of property, plant and equipment	40	(62,632)	(58,987)
- Exchange loss - net	39	75,805	33,699
- Loss on sale of stores and spares	39	42,114	103,406
- Exchange (gain) / loss on cash and cash equivalents		(2,667)	3,071
- Loss on disposal of investment in subsidiary	39	-	4,595
- Un-realised gain on investments	40	(46,710)	(1,633,995)
- Provision for employee benefits obligations	14.3	95,156	90,732
- Profit on bank deposits	42	(116,247)	(226,009)
- Profit on disposal of mutual funds	42	(353,528)	(59,744)
- Dividend income	40	(946,785)	(6,660,316)
- Interest income on investment held at amortised cost	40	(115,749)	-
- Adjustment to operating fixed assets		-	39,100
- Advances written off	28	-	17,433
- Realized gain on investments	40	(350,729)	-
- Finance cost	41	4,489,947	3,554,788
		6,887,116	138,439
Effect on cash flow due to working capital changes: (Increase) / decrease in current assets			
- Stores, spare parts and loose tools		(613,406)	(511,626)
- Stock-in-trade		(67,417)	(1,186,436)
- Trade debts		625,141	(935,867)
- Loans and advances		200,825	(273,176)
- Short term deposits and prepayments		23,245	274,781
- Other receivables		(8,818)	61,941
		159,570	(2,570,383)
Increase in current liabilities			
- Trade and other payables		817,058	4,933,437
		976,628	2,363,054
		22,720,164	24,165,730

46. CASH AND CASH EQUIVALENTS

Short term running finance	17	(1,402,006)	(143,520)
Cash and bank balances	34	2,715,312	1,615,481
		1,313,306	1,471,961

46.1 Non-cash investing activities comprise acquisition of right-of-use assets as referred to in note 11.

47. RELATED PARTY TRANSACTIONS

The related parties include the subsidiaries, the Holding Company, the Associate, related parties on the basis of common directorship, group companies, key management personnel and post employment benefit plans. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Company, directly or indirectly, including any director (whether executive or otherwise) of that Company. The Company in the normal course of business carries out transactions with various related parties. Amounts due from and to related parties are shown under receivables and payables. Related party transactions carried out during the year are as follows:

Name of parties	Relationship	Transactions	2026 (Rupees in thousand)	2025
a) Kohinoor Textile Mills Limited	Holding Company	Sale of goods	17,616	38,400
		Sale of spares	4,086	26,005
		Payments made by related party on behalf of the Company	57,040	44,302
b) Maple Leaf Power Limited	Subsidiary Company	Sale of coal to related party	5,456,920	5,355,852
		Long term loan obtained	3,500,000	-
		Long term loan repaid during the year	-	4,500,000
		Rent charged	527	479
		Purchase of electricity (inclusive of taxes)	9,606,773	8,257,031
		Purchase of steam (inclusive of taxes)	-	3,441
		Payments made by related party on behalf of the Company	1,162	1,749
		Markup on long term loan	33,558	-
		Markup paid on long term loan	-	807,578
		Payments made by the Company on behalf of the related party	221,236	205,107
		Scrap purchases	30,713	22,550
c) Novacare Hospitals (Private) Limited	Subsidiary Company	Advance paid against issue of shares	3,755,000	3,792,144
		Sales made to related party	61,294	288,447
		Advance received from related party	697	7,045
		Short term loan disbursed to related party	2,500,000	-
		Markup on short term loan to related party	43,270	-
d) Pioneer Cement Limited	Subsidiary Company	Sale of spares	3,213	-
		Payments made by the Company on behalf of the related party	31,835	-
e) Maple Leaf Capital Limited	Common directorship	Loan provided during the year	750,000	1,353,000
		Loan recovered during the year	750,000	1,353,000
		Markup income on loan	23,324	29,917
f) Agritech Limited	Associate	Sale of stores to related party	-	197
g) Key management personnel	Key management personnel	Remuneration and other benefits - note 47.1	1,344,934	600,930
h) Employee benefits plan				
Gratuity	Post employment benefit plan	Expense charged in respect of defined benefit plan	11,788	14,424
		Payments to employees gratuity fund trust	369	23,386
Provident fund trust	Post employment benefit plan	Contributions to Provident fund trust	170,069	157,239

47.1 This represents remuneration of the Chief Executive, Directors and certain executives that is included in the remuneration disclosed in note 48 to these unconsolidated financial statements.

47.2 Transactions with related parties have been carried out on mutually agreed terms and conditions. The related parties with whom the Company had entered into transactions or had arrangements / agreements in place during the year have been disclosed below along with their basis of relationship:

Name	Relationship	% of shareholding in the Company
Kohinoor Textile Mills Limited	Holding Company	57.89%
Maple Leaf Power Limited	Subsidiary Company	None
Novacare Hospitals (Private) Limited	Subsidiary Company	- do -
Pioneer Cement Limited	Subsidiary Company	- do -
Maple Leaf Capital Limited	Common directorship	1.15%
Agritech Limited	Associate	None
Mr. Tariq Sayeed Saigol	Director / Key management personnel	0.0031%
Mr. Sayeed Tariq Saigol	Director / Key management personnel	0.0010%
Mr. Taufique Sayeed Saigol	Director / Key management personnel	0.0015%
Mr. Waleed Tariq Saigol	Director / Key management personnel	0.0011%
Mr. Danial Taufique Saigol	Director / Key management personnel	0.0005%
Ms. Jahanara Saigol	Director / Key management personnel	0.0002%
Mr. Tajammal Hussain Bokharee	Director / Key management personnel	0.0002%
Mr. Zulfikar Monnoo	Director / Key management personnel	0.0003%
Mr. Syed Mohsin Raza Naqvi	Director / Key management personnel	None
Mr. Sohail Sadiq	Key management personnel	- do -
Mr. Zeeshan Ahmad	Key management personnel	- do -
Mr. Yahya Hamid	Key management personnel	- do -
Mr. Tariq Ahmed Mir	Key management personnel	- do -
Company's Employees Gratuity Fund	Post Employment Benefit Plan	- do -
Company's Employees Provident Fund	Post Employment Benefit Plan	- do -

48. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amounts charged in the unconsolidated financial statements for the year for remuneration, including all benefits to the Chief Executive, Directors and Executives of the Company are as follows:

	2026			
	Directors			Executives
	Chief Executive	Executive	Non-Executive	
	(----- Rupees in thousand -----)			
Short term benefits				
Managerial remuneration	108,159	64,050	-	887,925
Bonus	867,985	-	-	-
House rent	7,215	2,463	-	173,510
Medical	7,215	4,927	-	73,183
Conveyance	5,059	2,388	-	152,531
Utilities	6,383	4,358	-	98,375
Advisory arrangement	-	-	1,363	-
	1,002,016	78,186	1,363	1,385,524
Post employment benefits				
Contribution to Provident Fund Trust	7,215	4,927	-	73,590
	1,009,231	83,113	1,363	1,459,114
Number of persons	1	1	7	301

	2025			
	Directors			Executives
	Chief Executive	Executive	Non-Executive	
	(----- Rupees in thousand -----)			
Short term benefits				
Managerial remuneration	98,331	52,563	-	804,361
Bonus	153,846	-	-	-
House rent	7,215	2,022	-	155,703
Medical	7,215	4,043	-	66,742
Conveyance	4,792	1,952	-	132,626
Utilities	6,383	3,577	-	90,626
Advisory arrangement	-	-	988	-
	277,782	64,157	988	985,843
Post employment benefits				
Contribution to Provident Fund Trust	7,215	4,043	-	65,894
	284,997	68,200	988	1,036,793
Number of persons	1	1	7	275

48.1 The Chief Executive, Directors and some Executives are also provided with Company maintained cars in accordance with the Company's policy. The benefit associated with the Company-maintained cars is valued at Rs 146.880 million (2025: Rs 153.085 million) that

represents the depreciation charge for the year. Further, the key management personnel are also entitled to post-employment benefits under the Company's funded gratuity scheme. The benefits are determined through an actuarial valuation of the defined benefit plan as a whole and, accordingly, the amount attributable to key management personnel is not separately identifiable.

- 48.2** Aggregate amount charged in these unconsolidated financial statements in respect of meeting fee paid to Directors is Rs 1.363 million (2025: Rs 0.988 million).

49. CAPACITY AND PRODUCTION

	Capacity		Actual Production	
	2026	2025	2026	2025
	Metric tons		Metric tons	
Clinker	7,800,000	7,800,000	3,784,077	3,681,406

Plant capacity is based on 300 working days, that can be exceeded if the plant is operational for more than 300 days during the year. Actual production is less than the installed capacity due to planned maintenance shutdown and gap between market demand and supply of cement.

50. OPERATING SEGMENT

Operating segments are reported in a manner consistent with the internal reports issued to the chief operating decision-maker. The Chief Executive Officer has been identified as the 'chief operating decision-maker', who is responsible for allocating resources and assessing performance of the operating segments. Currently, the Company is functioning as a single operating segment.

51. FINANCIAL RISK MANAGEMENT

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

The Company's Board of Directors ("the Board") has overall responsibility for establishment and oversight of the Company's risk management framework. The Board is responsible for developing and monitoring the Company's risk management policies.

The Company's risk management policies are established to identify and analyze the risks faced by the Company, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. The Company, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations. The Board of Directors reviews and agrees upon the policies for managing each of these risks.

The Board's audit committee oversees how management monitors compliance with the Company's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Company. Audit committee is assisted in its oversight role by internal audit department. Internal audit department undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

The Company's exposure to financial risks, the way these risks affect the financial position and performance, and forecast transactions of the Company and the manner in which such risks are managed is as follows:

(a) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Company's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing return.

(i) Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions and recognised assets and liabilities that exist due to transactions in foreign currencies.

The Company is exposed to currency risk arising from various currency exposures. Currently, the Company's foreign exchange risk exposure is restricted to bank balances and amounts payable to/receivable from foreign entities.

Following exchange rates have been applied for translating material transactions/balances in foreign currency:

	Average rate for the year		Spot rate			
	2026	2025	2026		2025	
			Buying	Selling	Buying	Selling
USD	280.75	279.34	278.05	278.55	283.60	284.10
CNY	40.14	38.71	40.91	40.99	39.59	39.66

Exposure to currency risk

2026			
	USD	CNY	Rupees Equivalent
(in thousand)			
Assets			
Trade debts	161	-	44,685
Cash and bank balances	307	-	85,450
	468		130,135
Liabilities			
Trade creditors and bills payable	(578)	-	(1,671,712)
Retention money payable	-	(44,515)	(1,824,683)
	(578)	(44,515)	(3,496,395)
Net Statement of financial position exposure	(110)	(44,515)	(3,366,260)
2025			
	USD	CNY	Rupees Equivalent
(in thousand)			
Assets			
Trade debts	835	-	236,921
Cash and bank balances	352	-	100,748
	1,187	-	337,669
Liabilities			
Trade creditors and bills payable	(5,788)	(263)	(1,671,712)
Retention money payable	-	(44,515)	(1,765,477)
	(5,788)	(44,778)	(3,437,189)
Net statement of financial position exposure	(4,601)	(44,778)	(3,099,520)

Sensitivity analysis

At June 30, 2026, if the Rupee had (weakened) / strengthened by 10% against the following currencies with all other variables held constant, the effect on post-tax profit for the year would have been, as follows:

	If Rupee strengthened		If Rupee weakened	
	Impact on profit or loss		Impact on profit or loss	
	2026	2025	2026	2025
	(Rupees in thousand)		(Rupees in thousand)	
USD	1,945	79,772	(1,945)	(79,772)
CNY	114,955	108,330	(114,955)	(108,330)

(ii) Price risk

Price risk represents the risk that the fair value or future cash flows of financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk, whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments trading in market.

Investments exposed to price risk

The Company is exposed to equity securities price risk because of investments held by the Company and measured at fair value through profit or loss or other comprehensive income. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by the Board. The primary goal of the Company's investment strategy is to maximise investment returns.

At the reporting date, the Company's investment in quoted equity securities held at fair value is as follows:

	2026	2025
	(Rupees in thousand)	
Investment in equity securities	7,440,648	7,414,979

The above investments in equity instruments are publicly traded on the Pakistan Stock Exchange Limited.

The table below summarises the impact of increases / decreases of the KSE-100 index on the Company's equity. The analysis is based on the assumption that the KSE-100 index had increased/ decreased by 10% with all other variables held constant and all the Company's equity investments moved according to the historical correlation with the index:

	Impact on profit or loss		Impact on other components of equity	
	2026	2025	2026	2025
	(Rupees in thousand)		(Rupees in thousand)	
Pakistan Stock Exchange Limited	1,119	2,086	568,620	450,184

Price risk management

The Company manages price risk by monitoring exposure in quoted equity securities and implementing the strict discipline in internal risk management and investment policies. The carrying value of investments subject to equity price risk are based on quoted market prices as at reporting date. Market prices are subject to fluctuation and consequently, the amount realized in the subsequent sale of an investment may significantly differ from reported market value. Fluctuations in the market price of a security may result from perceived changes in the underlying economic characteristics of the investee, the relative price of alternative investments and general market conditions. Furthermore, amount realized on the sale of a particular security may be affected by the relative quantity of the security being sold.

(iii) Cash flow and fair value interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Company's exposure to interest rate risk primarily arises from floating-rate short-term and long-term borrowings. In addition, the Company is exposed to interest rate risk on certain interest-bearing assets, including bank balances and loans to related parties. Floating-rate financial instruments expose the Company to cash flow interest rate risk.

The Company analyses its interest rate exposure on a dynamic basis. Various scenarios are simulated taking into consideration refinancing, renewal of existing positions and alternative financing arrangements. Based on these scenarios, the Company assesses the impact of defined interest rate movements on profit or loss. The analysis is primarily performed for significant interest-bearing financial assets and liabilities.

Fixed rate financial instruments

	2026 (Rupees in thousand)	2025
Non-derivative financial instruments		
Financial assets		
Short term investment - term deposit receipt	828,418	484,500
Long term loans to employees - secured	18,371	31,577
	846,789	516,077
Financial liabilities	-	-
Net exposure	846,789	516,077

The related mark-up / interest rates for fixed rate financial instruments are indicated in the related notes to the unconsolidated financial statements.

Floating rate financial instruments

	2026 (Rupees in thousand)	2025
Non-derivative financial instruments		
Financial assets		
Bank balances - saving accounts	1,082,122	586,910
Short term loan to subsidiary company - unsecured	2,500,000	-
Short term investment - PPTFCs	1,058,136	-
Long term investments at fair value through profit or loss	2,577,370	3,442,096
	7,217,628	4,029,006
Financial liabilities		
Long term loans from financial institutions - secured	(81,293,693)	(14,165,454)
Lease liabilities	(52,567)	(42,818)
Long term loan from subsidiary company - unsecured	(3,500,000)	-
Short term borrowings from financial institutions - secured	(2,498,597)	(822,285)
	(87,344,857)	(15,030,557)
Net exposure	(80,127,229)	(11,001,551)

Fair value sensitivity analysis for fixed rate instruments

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

Cash flow sensitivity analysis for variable rate instruments

At June 30, 2026, if interest rates on variable rate instruments had been 1% higher / lower with all other variables held constant, post-tax profit for the year would have been Rs 504.799 million (2025: Rs 67.109 million lower / higher) lower / higher, mainly as a result of higher / lower interest expense on floating rate instruments.

b) Credit risk

Credit risk represents the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, trade debts, other receivables, loans and advances, short-term investments and debt instruments carried at fair value through profit or loss. The management assesses the credit quality of customers and other counterparties by considering their financial position, past experience and other relevant factors. Credit exposures are monitored on an ongoing basis and appropriate loss allowances are recognised in accordance with the requirements of IFRS 9. For banks and financial institutions, transactions are conducted with counterparties having acceptable credit ratings.

(i) Exposure to credit risk

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

	2026	2025
	(Rupees in thousand)	
Financial asset at amortized cost		
Long term deposits	69,575	67,309
Trade debts - net of loss allowance	4,108,852	4,610,182
Long term loans to employees	18,371	31,577
Short term investments	1,886,554	484,500
Margins and short term deposits	624,048	654,761
Accrued profit	59,376	42,877
Other receivables	78,970	70,152
Cash at bank	2,709,041	1,608,350
	9,554,787	7,569,708
Financial assets at fair value through profit or loss		
Advance against issue of privately placed term finance certificates (PPTFCs)	-	889,661
Investment in un-listed preference shares	2,577,370	2,552,435
	2,577,370	3,442,096

(ii) Concentration of credit risk

The Company identifies concentrations of credit risk by reference to type of counter party. Maximum exposure to credit risk by type of counterparty is as follows:

	2026	2025
	(Rupees in thousand)	
Customers	4,108,852	4,610,182
Banking companies and financial institutions	4,220,130	2,789,805
Associate	2,577,370	3,442,096
Others	1,225,805	169,721
	<u>12,132,157</u>	<u>11,011,804</u>

(iii) Impairment of financial assets

The Company's financial assets, including trade debts, cash and cash equivalents, and debt instruments carried at amortised cost, are subject to the expected credit loss model. For financial assets other than trade debts, the expected credit loss determined by the Company was assessed to be immaterial.

Trade debts

The Company applies the IFRS 9 simplified approach to measuring expected credit losses, which requires a lifetime expected credit loss allowance to be recognised for all trade debts.

To measure expected credit losses, trade debts have been grouped based on shared credit risk characteristics and days past due. The exposure used in determining expected credit losses is adjusted for the estimated recoverable value of collateral obtained from customers.

The expected loss rates are based on the payment profiles of sales over a period of 12 to 36 months preceding June 30, 2026 and the corresponding historical credit losses experienced during that period. The historical loss rates are adjusted to reflect current and forward-looking information regarding macroeconomic factors affecting customers' ability to settle trade debts. The Company has identified Gross Domestic Product and Consumer Price Index as the most relevant factors and adjusts historical loss rates for expected changes in these factors.

The ageing analysis of trade debts and related loss allowance is as follows:

	2026			2025		
	Expected loss %	Gross carrying amount	Loss Allowance	Expected loss %	Gross carrying amount	Loss Allowance
	(Rupees in thousand)			(Rupees in thousand)		
The ageing of trade debts at the reporting date is:						
Not past due	1.42%	2,873,392	40,755	2.46%	2,780,212	68,316
1- 90 days	1.42%	906,769	12,839	2.46%	1,150,199	28,321
91 - 180 days	3.00%	206,537	6,195	3.69%	487,676	17,975
181 - 270 days	11.11%	116,111	12,904	19.12%	235,297	44,983
271 - 365 days	18.33%	96,413	17,677	35.63%	180,821	64,428
366 - above days	100.00%	849,705	849,705	100.00%	873,026	873,026
		<u>5,048,927</u>	<u>940,075</u>		<u>5,707,231</u>	<u>1,097,049</u>

Customer credit risk is managed by each business unit in accordance with the Company's established policies, procedures and controls relating to customer credit risk management. Credit limits are established for customers based on an internal assessment of creditworthiness. The credit quality of customers is evaluated using an internal credit assessment process.

Outstanding trade receivables are monitored on an ongoing basis and export sales are generally secured through letters of credit or other forms of credit insurance.

For the purpose of assessing expected credit losses, a default is considered to have occurred when a receivable is more than 360 days past due.

(iv) Credit quality of financial assets

The credit quality of financial assets that are neither past due nor impaired (mainly bank balances) can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rate. The external credit rating of instruments of the Associate exposed to credit risk was not available:

Banks	Rating			2026	2025
	Short term	Long term	Agency	(Rupees in thousand)	
Bank balances					
Allied Bank Limited	A1+	AAA	PACRA	85,348	87,038
Askari Bank Limited	A1+	AA+	PACRA	20,603	211
Bank Al-Habib Limited	A1+	AAA	PACRA	380,692	278,460
Bank Alfalah Limited	A1+	AAA	PACRA	40,842	2,232
Bank Islami Pakistan Limited	A1	AA-	PACRA	15,684	14,271
The Bank of Punjab	A1+	AAA	PACRA	21,241	16,925
Al Baraka Bank (Pakistan) Limited	A1	AA-	VIS	9	9
Dubai Islamic Bank Pakistan Limited	A1+	AA	VIS	580	9,580
Faysal Bank Limited	A1+	AA+	PACRA	1,372	44
Finca Microfinance Bank Limited	A2	A-	VIS	-	8,924
Habib Bank Limited	A1+	AAA	VIS	440,375	366,696
Habib Metropolitan Bank Limited	A1+	AAA	PACRA	35,175	35,353
MCB Bank Limited	A1+	AAA	PACRA	1,081,066	572,243
National Bank of Pakistan	A1+	AAA	PACRA	5,583	15,501
Samba Bank Limited	A1+	AA	PACRA	1,836	1,847
Silk bank Limited	A1+	AAA	VIS	18	17
Soneri Bank Limited	A1+	AA	PACRA	106	107
Standard Chartered Bank (Pakistan) Limited	A1+	AAA	VIS	4,601	4,434
MCB Islamic Bank Limited	A1	A+	PACRA	820	1,618
United Bank Limited	A1+	AAA	VIS	543,898	192,840
Meezan Bank Limited	A1+	AAA	VIS	29,192	-
				2,709,041	1,608,350
Short term investment - Term deposit receipts					
The Bank of Punjab	A1+	AA+	PACRA	828,418	484,500
Accrued profit					
The Bank of Punjab	A1+	AAA	PACRA	59,376	42,877
Margin against bank guarantees					
Allied Bank Limited	A1+	AAA	PACRA	193,765	193,765
Askari Bank Limited	A1+	AA+	PACRA	260,000	260,000
United Bank Limited	A1+	AAA	VIS	31,055	31,055
Bank Makramah Limited	A-	A2	VIS	43,454	44,320
Soneri Bank Limited	A1+	AA	PACRA	5,000	5,000
Standard Chartered Bank (Pakistan) Limited	A1+	AAA	VIS	-	-
Habib Metropolitan Bank Limited	A1+	AAA	PACRA	39,941	39,941
Dubai Islamic Bank Pakistan Limited	A1+	AA	VIS	50,000	50,000
				623,215	624,081
Margin against letters of credit					
The Bank of Punjab	A1+	AA+	PACRA	80	29,997
Total				4,220,130	2,789,805

(c) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial assets, or that such obligations will have to be settled in a manner unfavourable to the Company. Management closely monitors the Company's liquidity and cash flow position. This includes maintenance of liquidity ratios, debtors and creditors concentration both in terms of the overall funding mix and avoidance of undue reliance on large individual customers.

Ultimate responsibility for liquidity risk management rests with the Board of Directors, which has built an appropriate liquidity risk management framework for the management of the Company's short, medium and long-term funding and liquidity management requirements. The Company manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Included in notes 8 and 17 to these unconsolidated financial statements is a listing of additional undrawn facilities that the Company has at its disposal to further reduce liquidity risk.

(i) **Exposure to liquidity risk**

Contractual maturities of financial liabilities, including estimated interest payments

The following are the remaining contractual maturities at the reporting date. The amounts are grossed and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

Carrying amount	Contractual cash flows	Less than 1 year	Between 1 to 5 years	Above 5 years
-----------------	------------------------	------------------	----------------------	---------------

At June 30, 2026

----- (Rupees in thousand) -----

Non-derivative financial liabilities

Long term loans from financial institutions - secured	81,293,693	120,358,044	14,004,729	106,310,821	42,494
Long term loan from subsidiary company - unsecured	3,500,000	5,227,854	458,500	4,079,423	689,931
Long term deposits	8,214	8,214	-	8,214	-
Lease liabilities	52,567	75,797	21,866	34,841	19,090
Trade and other payables	8,633,239	8,633,239	8,633,239	-	-
Unclaimed dividend	26,547	26,547	26,547	-	-
Mark-up accrued on borrowings	1,351,053	1,351,053	1,351,053	-	-
Short term borrowings	2,498,597	2,498,597	2,498,597	-	-
	97,363,910	138,179,345	26,994,531	110,433,299	751,515

Carrying amount	Contractual cash flows	Less than 1 year	Between 1 to 5 years	Above 5 years
-----------------	------------------------	------------------	----------------------	---------------

At June 30, 2025

----- (Rupees in thousand) -----

Non-derivative financial liabilities

Long term loans from financial institutions - secured	14,165,454	17,225,083	5,315,505	10,969,596	939,982
Long term deposits	8,214	8,214	-	8,214	-
Lease liabilities	42,818	65,971	18,276	24,357	23,338
Trade and other payables	10,987,855	10,987,855	10,987,855	-	-
Unclaimed dividend	26,877	26,877	26,877	-	-
Mark-up accrued on borrowings	320,434	320,434	320,434	-	-
Short term borrowings	822,285	822,285	822,285	-	-
	26,373,937	29,456,719	17,491,232	11,002,167	963,320

52. FAIR VALUES

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

Underlying the definition of fair value is the presumption that the Company is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The fair value of financial assets and liabilities traded in active markets (e.g. listed equity shares) is based on quoted market prices at the close of trading on the reporting date. The quoted market price used for financial assets held by the Company is the current bid price.

IFRS 13, 'Fair Value Measurements' requires the Company to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date (level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (level 2).
- Unobservable inputs for the asset or liability (level 3).

The following table shows the carrying amounts and fair values of financial assets and financial liabilities including their levels in the fair value hierarchy:

Fair Value through statement of other comprehensive income	Carrying Amount				Fair Value		
	Fair value through profit or loss	Financial assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3

Note

----- (Rupees in thousand) -----

June 30, 2026

Financial assets at fair value

Long term investments - Investment in un-listed preference shares	-	2,577,370	-	-	2,577,370	-	-	2,577,370
Short term investments	7,384,676	55,972	-	-	7,440,648	7,440,648	-	-

Financial assets at amortised cost

Cash and bank balances	-	-	2,715,312	-	2,715,312	-	-	-
Long term loans to employees	-	-	18,371	-	18,371	-	-	-
Short term investment - term deposit receipt and PPTFCs	-	-	1,886,554	-	1,886,554	-	-	-
Margins and short term deposits	-	-	624,048	-	624,048	-	-	-
Other receivables	-	-	78,970	-	78,970	-	-	-
Accrued profit	-	-	59,376	-	59,376	-	-	-
Long term deposits	-	-	69,575	-	69,575	-	-	-
Trade debts	-	-	4,108,852	-	4,108,852	-	-	-

52.1

	7,384,676	2,633,342	9,561,058	-	19,579,076	7,440,648	-	2,577,370
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Financial liabilities measured at fair value

Financial liabilities at amortised cost

Long term loans from financial institutions - secured	-	-	-	81,293,693	81,293,693	-	-	-
Long term loan from subsidiary company - unsecured	-	-	-	3,500,000	3,500,000	-	-	-
Long term deposits	-	-	-	8,214	8,214	-	-	-
Trade and other payables	-	-	-	8,633,239	8,633,239	-	-	-
Unclaimed dividend	-	-	-	26,547	26,547	-	-	-
Mark-up accrued on borrowings	-	-	-	1,351,053	1,351,053	-	-	-
Short term borrowings	-	-	-	2,498,597	2,498,597	-	-	-

	-	-	-	97,311,343	97,311,343	-	-	-
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Fair Value through statement of other comprehensive income	Carrying Amount				Fair Value		
	Fair value through profit or loss	Financial assets at amortised cost	Other financial liabilities	Total	Level 1	Level 2	Level 3

Note

----- (Rupees in thousand) -----

June 30, 2025

Financial assets measured at fair value

Long term investments	-	3,442,096	-	-	3,442,096	-	-	3,442,096
Short term investments	7,380,781	3,237,132	-	-	10,617,913	10,617,913	-	-

Financial assets at amortised cost

Cash and bank balances	-	-	1,615,481	-	1,615,481	-	-	-
Long term loans to employees	-	-	31,577	-	31,577	-	-	-
Short term investment - term deposit receipt	-	-	484,500	-	484,500	-	-	-
Margin and short term deposits	-	-	654,761	-	654,761	-	-	-
Other receivables	-	-	70,152	-	70,152	-	-	-
Accrued profit	-	-	42,877	-	42,877	-	-	-
Long term deposits	-	-	67,309	-	67,309	-	-	-
Trade debts	-	-	4,610,182	-	4,610,182	-	-	-

50.1

	7,380,781	6,679,228	7,576,839	-	21,636,848	10,617,913	-	3,442,096
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Financial liabilities measured at fair value

Financial liabilities at amortised cost

Long term loans from financial institutions - secured	-	-	-	14,165,454	14,165,454	-	-	-
Margins and short term deposits	-	-	-	8,214	8,214	-	-	-
Trade and other payables	-	-	-	10,987,855	10,987,855	-	-	-
Unclaimed dividend	-	-	-	26,877	26,877	-	-	-
Mark-up accrued on borrowings	-	-	-	320,434	320,434	-	-	-
Short term borrowings	-	-	-	822,285	822,285	-	-	-

	-	-	-	26,331,119	26,331,119	-	-	-
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As at June 30, 2026

Recurring fair value measurements of certain items of operating fixed assets

Freehold land
Buildings on freehold land
Road, bridges and railway
Plant and machinery

Level 1	Level 2	Level 3	Total
----- (Rupees in thousand) -----			
-	1,293,129	-	1,293,129
-	-	13,930,476	13,930,476
-	-	528,595	528,595
-	-	41,994,622	41,994,622
-	1,293,129	56,453,693	57,746,822

As at June 30, 2025

Recurring fair value measurements of certain items of operating fixed assets

Freehold land
Buildings on freehold land
Road, bridges and railway
Plant and machinery

Level 1	Level 2	Level 3	Total
----- (Rupees in thousand) -----			
-	1,293,882	-	1,293,882
-	-	14,686,133	14,686,133
-	-	552,116	552,116
-	-	44,201,200	44,201,200
-	1,293,882	59,439,449	60,733,331

Other than certain classes of operating fixed assets, no other items are measured at fair value.

Valuation techniques used to determine level 2 and level 3 fair values

The Company obtains independent valuations of its freehold land, buildings on freehold land, railway sidings, plant and machinery, and tools and equipment classified as property, plant and equipment at least every five years. Management performs periodic assessments of the fair value of these assets by considering the most recent independent valuation together with any significant changes in market conditions and asset-specific factors.

Level 2 fair value of freehold land has been determined using the market comparable approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as location, size and other relevant characteristics of the property. The most significant inputs used in this valuation approach are observable market prices per square foot of comparable land and adjustment factors for differences in location and size.

Level 3 fair value of buildings on freehold land has been determined using the depreciated replacement cost approach, whereby the current cost of constructing a similar building in a comparable location is adjusted for physical deterioration and other forms of depreciation to arrive at the present market value.

Level 3 fair values of plant and machinery and railway sidings have been determined using the depreciated replacement cost approach, whereby the current replacement cost of assets of similar make, capacity and level of technology is adjusted using an appropriate depreciation factor to reflect normal wear and tear and the remaining useful economic life of the assets.

Valuation inputs and relationship to fair value

The following table summarizes the quantitative and qualitative information about the significant unobservable inputs used in recurring level 3 fair value measurements. See paragraph above for the valuation techniques adopted.

Description	Fair value at		Significant unobservable inputs	Relationship of unobservable inputs to fair value
	June 30, 2026	June 30, 2025		
	(Rupees in thousand)			
Long term investments - Investment in un-listed preference shares	2,577,370	2,552,435	- Dividend rate of 1-Year KIBOR plus 4% per annum - Risk spread of 8% per annum	The fair value of the preference shares has been determined using a discounted cash flow model. An increase in KIBOR would generally result in a higher fair value, as the increase in expected dividend cash flows exceeds the corresponding increase in the discount rate. Conversely, a decrease in KIBOR would generally result in a lower fair value.
Building 3	13,930,476	14,686,133	- Cost of construction of similar building - depreciation rate	The fair value of buildings has been determined using the depreciated replacement cost approach. Accordingly, a higher cost of construction of a similar building would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.
Roads, Bridges and Railway Sidings	528,595	552,116	- Replacement cost - depreciation rate	The fair value of roads, bridges and railway sidings has been determined using the depreciated replacement cost approach. Accordingly, a higher replacement cost of similar assets would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.
Plant and Machinery	41,994,622	44,201,200	- Replacement cost - depreciation rate	The fair value of plant and machinery has been determined using the depreciated replacement cost approach based on the replacement cost of machinery of similar capacity and technology. Accordingly, a higher replacement cost would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.

52.1 The fair values of these financial assets and liabilities are for short term or reprice over short term. Therefore, their carrying amounts are reasonable approximation of fair value.

52.2 There were no transfers between Levels 1 and 2 & Levels 2 and 3 during the year and there were no changes in valuation techniques during the year.

52.3 The forced sale value of above mentioned assets has been disclosed in note 19.1.8.

53. RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

	2026							
	Unclaimed dividend	Liabilities against right of use	Payable against redemption of preference shares	Long term financing from financial institutions	Long term loan from Subsidiary Company	Short term borrowings	Accrued markup	Total
	(Rupees in thousand)							
As at July 01, 2025	26,877	42,818	990	13,714,967	-	822,285	320,434	14,928,371
Changes from financing cash flows								
Dividend paid	(330)	-	-	-	-	-	-	(330)
Long term loan received from subsidiary company	-	-	-	-	3,500,000	-	-	3,500,000
Financial charges paid	-	-	-	-	-	-	(3,435,525)	(3,435,525)
Lease rentals paid during the year	-	(22,966)	-	-	-	-	-	(22,966)
Redemption of preference shares	-	-	(5)	-	-	-	-	(5)
Proceeds from short term borrowings from financial institutions	-	-	-	-	-	417,826	-	417,826
Proceeds from long term loans from financial institutions	-	-	-	74,683,900	-	-	-	74,683,900
Repayments of long term loans from financial institutions - secured - net	-	-	-	(7,871,761)	-	-	-	(7,871,761)
Total changes from financing cash flows	(330)	(22,966)	(5)	66,812,139	3,500,000	417,826	(3,435,525)	67,271,139
Other changes								
Deferred grant	-	-	-	128,183	-	-	-	128,183
Amortization of loan transaction cost	-	-	-	16,689	-	-	-	16,689
Change in running finances	-	-	-	-	-	1,258,486	-	1,258,486
Recognized during the year	-	33,124	-	-	-	-	-	33,124
Cancelled / terminated during the year	-	(7,523)	-	-	-	-	-	(7,523)
Finance cost	-	7,114	-	-	-	-	4,466,144	4,473,258
Total liability related other changes	-	32,715	-	144,872	-	1,258,486	4,466,144	5,902,217
As at June 30, 2026	26,547	52,567	985	80,671,978	3,500,000	2,498,597	1,351,053	88,101,727

	2025							
	Unclaimed dividend	Liabilities against right of use	Payable against redemption of preference shares	Long term financing from financial institutions	Long term loan from Subsidiary Company	Short term borrowings	Accrued markup	Total
	(Rupees in thousand)							
As at July 01, 2024	27,256	48,579	993	13,193,489	4,500,000	1,645,316	865,945	20,281,578
Changes from financing cash flows								
Dividend paid	(379)	-	-	-	-	-	-	(379)
Long term loan received from subsidiary company	-	-	-	-	(4,500,000)	-	-	(4,500,000)
Financial charges paid	-	-	-	-	-	-	(4,093,012)	(4,093,012)
Redemption of preference shares	-	(20,572)	(3)	-	-	-	-	(20,575)
Proceeds from short term borrowings from financial institutions	-	-	-	-	-	678,765	-	678,765
Proceeds from long term loans from financial institutions	-	-	-	4,200,000	-	-	-	4,200,000
Repayments of long term loans from financial institutions - secured - net	-	-	-	(3,833,960)	-	-	-	-
Total changes from financing cash flows	(379)	(20,572)	(3)	366,040	(4,500,000)	678,765	(4,093,012)	(3,735,201)
Other changes								
Deferred grant	-	-	-	155,438	-	-	-	155,438
Change in running finances	-	-	-	-	-	(1,501,796)	-	(1,501,796)
Recognized during the year	-	8,366	-	-	-	-	-	8,366
Cancelled / terminated during the year	-	(842)	-	-	-	-	-	(842)
Finance cost	-	7,287	-	-	-	-	3,547,501	3,554,788
Total liability related other changes	-	14,811	-	155,438	-	(1,501,796)	3,547,501	2,215,954
As at June 30, 2025	26,877	42,818	990	13,714,967	-	822,285	320,434	18,762,331

54. CAPITAL MANAGEMENT

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

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 dividends paid to shareholders or issue new shares.

Consistent with others in the industry and the requirements of the lenders, the Company monitors the capital structure on the basis of gearing ratio. This ratio is calculated as net debt divided by total equity (as shown in the statement of financial position). Net debt is calculated as total borrowings (including current and non-current borrowings) including book overdraft (if any) less cash and bank balances and liquid investments.

The gearing ratios as at June 30, 2026 and 2025 are as follows:

	2026	2025
	(Rupees in thousand)	
Borrowings	88,695,910	15,350,991
Cash and bank balances and liquid investments	(3,543,730)	(5,302,915)
Net debt	85,152,180	10,048,076
Total equity	77,511,743	71,461,592
Gearing ratio	109.86%	14.06%
	Percentage	

Loan covenants

In accordance with the terms of agreements with the lenders of long-term finances (refer note 8), the Company is required to comply with the following major financial covenants:

- the gearing ratio must not exceed 1.5 times;
- the current ratio must be greater than or equal to 1.1 times; and
- the interest coverage ratio must not falling below 2.0 times.

The above covenants are tested annually and relate to long-term finances having a carrying amount of Rs 82,557.198 million as at June 30, 2026.

The Company was not in compliance with certain of the above financial covenants as at June 30, 2026. However, the Company obtained waivers from the respective lenders in accordance with the terms of the financing arrangements and, accordingly, the related borrowings did not become repayable on demand. The non-compliance did not result in any acceleration of repayment obligations or any modification in the classification of the related borrowings in these financial statements.

Based on management's assessment and forecasted financial performance, there are currently, no indications that the Company will have difficulty complying with the above financial covenants when they are next tested on June 30, 2027.

55. PROVIDENT FUND TRUST

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

56. NUMBER OF EMPLOYEES

Total number of employees as on June 30

- Head office
- Factory

2026	2025
442	492
1,206	1,218
1,648	1,710
470	467
1,213	1,245
1,683	1,712

Average number of employees during the year

- Head office
- Factory

Note

2026
2025
(Rupees in thousand)

57. DISCLOSURES BY COMPANY LISTED ON ISLAMIC INDEX

Loans / advances obtained as per Islamic mode:

Loans obtained as per Islamic mode

8 & 17

77,286,443

3,436,455

Shariah compliant bank deposits / bank balances

Bank balances

34

91,173

26,900

Revenue earned from a shariah-compliant business segment

Revenue from contracts with customers - net

35

70,731,652

68,942,446

Profit earned from shariah compliant bank deposits / bank balances

Profit on deposits with banks

42

1,093

281

Gain or dividend earned from shariah compliant investments

Dividend income

40

946,785

6,660,316

Mark-up paid on Islamic mode of financing

2,172,873

497,255

Exchange loss

39

75,805

33,699

Profits earned or interest paid on any conventional loan or advance

Profits earned on deposits with banks

40

115,154

225,728

Interest paid on loans

1,262,652

3,595,757

Relationship with shariah compliant banks

Name

Relationship

Faysal Bank Limited

Funded facilities and bank balances

United Bank Limited

Funded facilities

Askari Bank Limited

Funded facilities

MCB Islamic Bank Limited

Funded facilities and bank balances

Habib Bank Limited	Funded facilities
BankIslami Pakistan Limited	Bank balances
Bank Alfalah Limited	Bank balances
Dubai Islamic Bank Pakistan Limited	Bank balances
Al Baraka Bank Pakistan Limited	Bank balances
Meezan Bank Limited	Bank balances
The Bank of Punjab	Term deposit receipts (TDRs)

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

Description	Note	2026 (Rupees in thousand)	2025
Statement of Financial Position			
Financing obtained as per Islamic mode	8 & 17	77,286,443	3,436,455
Accrued finance cost on conventional loan	16	165,804	268,157
Long-term and short-term Shariah compliant investments	21 & 29	96,669,924	24,309,795
Bank balances - Shariah compliant	34	91,173	26,900
Statement of Profit or Loss			
Revenue earned from a shariah-compliant business segment	35	70,731,652	68,942,446
Source and detailed break up of other income			
Other income earned from shariah compliant:	40 & 42		
Profit on bank deposits		1,093	281
Gain on disposal of operating fixed assets		62,632	58,987
Sale of scrap		5,407	3,137
Miscellaneous		11,825	16,215
Dividend income		946,785	6,660,316
Gain on disposal of investments		298,003	-
Other income earned from non - shariah compliant:	40 & 42		
Profit on bank deposits		115,154	225,728
Interest on advances to related party		66,593	29,917
Interest on loans to employees		376	345
Un-realised gain on investments		46,710	1,633,995
Gain on mutual funds		353,528	59,744
Gain on disposal of investments		52,726	805,066
Interest income on investment held at amortised cost		115,749	-
Insurance claim income		26,699	-

The Company has business relationship with Islamic banks in the ordinary course of business. Disclosures other than the above are not applicable to the Company.

59. CORRESPONDING FIGURES

Corresponding figures have been re-arranged and reclassified, wherever necessary, for the purpose of comparison and better presentation, however, no significant reclassification has been made.

60. DATE OF AUTHORIZATION FOR ISSUE

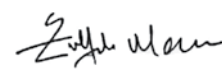
These unconsolidated financial statements were authorized for issue by the Board of Directors of the Company in their meeting held on July 30, 2026.



DIRECTOR



CHIEF FINANCIAL OFFICER



DIRECTOR

CONSOLIDATED FINANCIAL STATEMENTS

for the Year Ended June 30, 2026



DIRECTORS' REPORT ON AUDITED CONSOLIDATED FINANCIAL STATEMENTS

The Directors are pleased to present the audited consolidated financial statements of Maple Leaf Cement Factory Limited (the Holding Company) and its wholly owned subsidiary companies namely, Maple Leaf Power Limited, NovaCare Hospitals (Pvt.) Limited, and subsidiary company Pioneer Cement Limited and associated company Agritech Limited for the year ended 30 June 2026.

GROUP RESULTS

The Group has earned gross profit of Rupees 31,607 million as compared to Rupees 25,442 million in the corresponding period. The Group made after tax profit of Rupees 12,565 million during this period as compared to net profit after tax of Rupees 11,503 million during the corresponding period.

The overall group financial results are as follows:

	June 30, 2026	June 30, 2025
	(Rupees in million)	
Sales	85,146	68,654
Gross Profit	31,607	25,442
Profit from operations	24,585	19,048
Financial charges – Net	3,969	1,918
Profit after tax	12,565	11,503
	----- (Rupees) -----	
Earnings per share – basic and diluted	11.34	10.98

SUBSIDIARY COMPANY

MAPLE LEAF POWER LIMITED (MLPL)

Maple Leaf Cement Factory Limited has formed a subsidiary company namely “Maple Leaf Power Limited (MLPL).” MLPL (“the Subsidiary”) was incorporated in Pakistan on 15 October 2015 under the Companies Ordinance, 1984 (Now the Companies Act, 2017) as public limited company. The principal objective of MLPL is to develop, design, operate and maintain electric power generation plant in connection therewith to engage in the business of generation, sale and supply of electricity to the Holding Company.

NOVACARE HOSPITALS (PRIVATE) LIMITED - (NHPL)

NovaCare Hospitals (Private) Limited (“NHPL”) was incorporated in Pakistan on March 21, 2023. The principal line of business of NHPL is to establish, manage, and operate healthcare facilities, including hospitals, pharmacies, nursing homes, clinics, laboratories, dental clinics, and healthcare centers. NHPL aims to provide healthcare and surgical services, including the treatment of various diseases. NHPL is currently in the pre-commencement phase and has purchased land for hospital on which it has begun construction work. The Registered Office of NHPL is situated at Plot No. 11-12, Central Commercial – C, DHA-5, Islamabad.

PIONEER CEMENT LIMITED - (PIOC)

During the month of February 2026, the Company has completed public offer for the acquisition of 11.72% shareholding interest in Pioneer Cement Limited along with 58.03% shareholding interest from Sponsors thus resulting in total 77.38% ownership in the Pioneer Cement Limited. Group's total holding stands at 88.28% in Pioneer Cement Limited.

ASSOCIATED COMPANY

AGRITECH LIMITED - (AGL)

The Company holds 201,663,428 ordinary shares with a par value of Rs 10 each, representing 33.66% of AGL's share capital. The market value of the Company's investment in the ordinary shares of AGL as at June 30, 2026, was Rs 10,376 million. AGL became associate of the Group on January 10, 2025. Group's total holding stands at 40.12% in Agritech Limited.

In compliance with the Companies Act, 2017, all relevant matters of Section 227 have been placed in our Standalone Directors' Report to the shareholders.

ACKNOWLEDGEMENT

The Directors are grateful to the group's members, financial institutions, customers and employees for their cooperation and support. They also appreciate the hard work and dedication of the employees working in different roles.



(Syed Mohsin Raza Naqvi)
Director



(Sayeed Tariq Saigol)
Chief Executive Officer

Lahore: July 30, 2026



A.F.FERGUSON & Co.

INDEPENDENT AUDITOR'S REPORT

To the members of Maple Leaf Cement Factory Limited

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the annexed consolidated financial statements of Maple Leaf Cement Factory Limited and its subsidiaries (the Group), which comprise the consolidated statement of financial position as at June 30, 2026, and the consolidated statement of profit or loss, the consolidated statement of comprehensive income, the consolidated statement of changes in equity and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including material accounting policy information and other explanatory information.

In our opinion, consolidated financial statements give a true and fair view of the consolidated financial position of the Group as at June 30, 2026, and of its consolidated financial performance and its consolidated cash flows for the year then ended in accordance with the accounting and reporting standards as applicable in Pakistan.

Basis for Opinion

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

Key Audit Matters

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

A. F. FERGUSON & Co., Chartered Accountants, a member firm of
the PwC network 308-Upper Mall, Shahrah-e-Quaid-e-Azam,
P.O. Box 39, Lahore-54000, Pakistan.
Tel: +92 (42) 3519 9343-50 / Fax: +92 (42) 3519 9351

■ Karachi ■ Lahore ■ Islamabad

Following is the Key audit matter:

S.No.	Key audit matter	How the matter was addressed in our audit
1	Revenue recognition (Refer notes 4.16 and 36 to the annexed consolidated financial statements) Revenue from sale of goods is recognised when performance obligations are satisfied by transferring control of a promised good to a customer. The Group is principally engaged in the production and sale of cement and wall putty in the local and export markets. We considered revenue recognition to be a key audit matter due to the significance of revenue to the Group's financial statements, revenue being a key performance indicator, the high volume of transactions undertaken with a large number of customers, and the inherent risk of material misstatement associated with revenue recognition.	Our audit procedures included the following: - Obtained an understanding of, and evaluated, management's relevant controls over revenue and assessed their design and implementation; - Tested a sample of revenue transactions by examining underlying documentation, including sales invoices; - Performed cut-off testing on a sample basis to assess whether revenue was recognised in the correct accounting period; - Tested, on a sample basis, the approval of sales prices by the appropriate authority; - Tested, on a sample basis, the approval of discounts granted to customers; - Performed analytical procedures to analyze variations in prices and quantities sold during the year; and - Assessed the adequacy and appropriateness of revenue-related disclosures in the financial statements.

Information Other than the Unconsolidated and Consolidated Financial Statements and Auditor's Reports Thereon

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

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

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

Responsibilities of Management and the Board of Directors for the Consolidated Financial Statements

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

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

Independent Auditor's Report

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

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

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

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

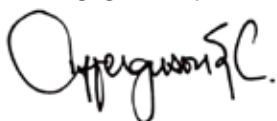
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of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

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

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

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

The engagement partner on the audit resulting in this independent auditor's report is Khurram Akbar Khan.



A. F. Ferguson & Co.
Chartered Accountants
Lahore

Independent Auditor's Report

Date: August 20, 2026
UDIN: AR202610070IEyR8gB7P

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

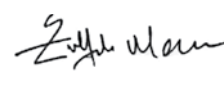
AS AT JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
EQUITY AND LIABILITIES			
SHARE CAPITAL AND RESERVES			
Authorised share capital			
- 1,400,000,000 (2025: 1,400,000,000)			
ordinary shares of Rs 10 each		14,000,000	14,000,000
- 100,000,000 (2025: 100,000,000)			
9.75% redeemable preference shares of Rs 10 each		1,000,000	1,000,000
		15,000,000	15,000,000
Issued, subscribed and paid-up share capital			
1,047,562,608 (2025: 1,047,562,608)			
ordinary shares of Rs 10 each	5	10,475,626	10,475,626
Capital reserves	6	34,112,261	34,998,282
Revenue reserve: Un-appropriated profits		32,591,880	21,543,468
Surplus on revaluation of fixed assets	7	5,822,557	3,942,406
Attributable to owners of the Holding Company		83,002,324	70,959,782
Non-controlling interests		11,202,543	(496)
Total equity		94,204,867	70,959,286
NON - CURRENT LIABILITIES			
Long term loans from financial institutions - secured	8	76,246,486	9,781,639
Deferred government grant	9	217,009	322,304
Lease liabilities	10	45,329	53,292
Retention money payable	11	185,702	54,500
Long term deposits	12	49,685	8,214
Deferred tax liabilities	13	31,180,132	13,837,046
Employee benefits obligations	14	880,508	350,638
		108,804,851	24,407,633
CURRENT LIABILITIES			
Current portion of:			
- Long term loans from financial institutions - secured	8	4,425,492	3,933,328
- Deferred government grant	9	105,295	128,183
- Lease liabilities	10	36,807	39,970
Trade and other payables	15	30,815,495	17,643,728
Provision for income tax	30	-	449,875
Unclaimed dividend		122,397	26,877
Mark-up accrued on borrowings	16	1,355,540	320,434
Short term borrowings from financial institutions - secured	17	2,498,597	822,285
		39,359,623	23,364,680
CONTINGENCIES AND COMMITMENTS			
	18		
		242,369,341	118,731,599

The annexed notes from 1 to 63 form an integral part of these consolidated financial statements


DIRECTOR

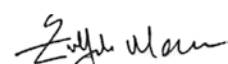

CHIEF FINANCIAL OFFICER


DIRECTOR

		2026 (Rupees in thousand)	2025
ASSETS			
NON - CURRENT ASSETS			
Property, plant and equipment	19	140,121,890	72,109,615
Investment property	20	1,081,995	-
Intangible assets	21	39,426,638	62,426
Long term investments	22	9,665,204	9,505,895
Long term advances and prepayments	23	2,773,728	310,264
Long term loans to employees - secured	24	9,741	16,610
Long term deposits	25	193,463	88,212
		193,272,659	82,093,022
CURRENT ASSETS			
Stores, spare parts and loose tools	26	19,014,734	13,010,204
Stock-in-trade	27	6,999,560	4,278,247
Trade debts	28	5,880,000	4,610,182
Loans and advances	29	869,515	908,542
Advance income tax	30	1,138,285	-
Short term investments	31	10,569,182	11,102,413
Short term deposits and prepayments	32	739,350	717,268
Accrued profit	33	59,376	42,880
Other receivables	34	93,324	107,290
Cash and bank balances	35	3,733,356	1,861,551
		49,096,682	36,638,577
		242,369,341	118,731,599


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

CONSOLIDATED STATEMENT OF PROFIT OR LOSS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Revenue from contracts with customers - net	36	85,145,871	68,653,999
Cost of sales	37	(53,538,917)	(43,212,083)
Gross profit		31,606,954	25,441,916
Selling and distribution expenses	38	(2,982,727)	(4,133,510)
Administrative expenses	39	(4,030,580)	(2,345,069)
Net impairment gain / (loss) on financial assets	28.1	122,548	(514,430)
Other expenses	40	(1,393,836)	(1,418,766)
Other income	41	1,262,883	2,017,826
Operating profit		24,585,242	19,047,967
Finance cost	42	(4,594,170)	(3,011,546)
Finance income	43	624,928	1,093,357
Finance cost - net		(3,969,242)	(1,918,189)
Share of net loss of associate accounted for using equity method	22	(516,953)	(761,071)
Profit before final taxes and income tax		20,099,047	16,368,707
Final taxes - levy	44	(138,964)	(38,972)
Profit before income tax		19,960,083	16,329,735
Income tax	44	(7,395,408)	(4,826,457)
Profit for the year		12,564,675	11,503,278
Profit is attributable to:			
Equity holders of the Holding Company		11,884,079	11,503,305
Non-controlling interests		680,596	(27)
		12,564,675	11,503,278
----- Rupees -----			
Earnings per share for profit attributable to the equity holders of the Holding Company - basic and diluted	45	11.34	10.98

The annexed notes from 1 to 63 form an integral part of these consolidated financial statements


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

CONSOLIDATED STATEMENT OF COMPREHENSIVE INCOME

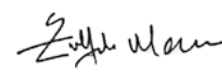
FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Profit for the year		12,564,675	11,503,278
Other comprehensive (loss) / income for the year			
Items that may be reclassified subsequently to statement of profit or loss -		-	
Items that will not be subsequently reclassified to statement of profit or loss:			
Remeasurement of employee benefits obligations	14	(29,596)	13,853
Tax effect of remeasurement of employee benefits obligations		14,075	(5,403)
		(15,521)	8,450
Change in fair value of investments at fair value through other comprehensive income (OCI)	31	(2,649,402)	2,275,400
Tax effect of change in fair value of investments at fair value through OCI		177,762	(474,540)
		(2,471,640)	1,800,860
Surplus on revaluation of fixed assets	7	591,484	-
Reversal of deferred tax liability on revaluation surplus		2,098	-
Effect on deferred tax due to change in effective tax rate		634,297	3,055
		1,227,879	3,055
Share of other comprehensive income of associate accounted for using the equity method - net of tax			
Remeasurement of employee benefits obligations - net of tax		(823)	-
Surplus on revaluation of fixed assets - net of tax		1,541,811	-
		1,540,988	-
Other comprehensive income for the year		281,706	1,812,365
Total comprehensive income for the year		12,846,381	13,315,643
Total comprehensive income is attributable to:			
Equity holders of the Holding Company		12,043,038	13,315,670
Non-controlling interests		803,343	(27)
		12,846,381	13,315,643

The annexed notes from 1 to 63 form an integral part of these consolidated financial statements


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

CONSOLIDATED STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED JUNE 30, 2026

	Note	2026 (Rupees in thousand)	2025
Cash flows from operating activities			
Cash generated from operations	46	32,575,763	23,549,872
Decrease in long term loans to employees		6,869	14,618
Increase in long term deposits to suppliers		(23,203)	(21,577)
Increase in retention money payable		55,234	52,554
Employee benefit obligations paid		(38,637)	(54,768)
Income tax and final taxes paid		(12,371,067)	(4,368,527)
Income tax refunds received		-	178,579
Net cash inflow from operating activities		20,204,959	19,350,751
Cash flows from investing activities			
Payments for property, plant and equipment		(6,717,991)	(3,611,410)
Payments for acquisition of intangibles		-	(7,816)
Investments in Agritech Limited		-	(7,067,357)
Dividends received		570,285	259,816
Investments in equity instruments of Pioneer Cement Limited		(12,737,288)	-
Payment for acquisition of subsidiary - net of cash acquired	61	(62,018,773)	-
Increase in long term advances and prepayments		(2,463,464)	(230,223)
Proceeds from the disposal of investments in market treasury bills		-	805,066
Proceeds from disposal of property, plant and equipment		215,235	95,921
Proceeds from disposal of stores and spares		49,932	195,180
Purchase of short term investments		(11,924,795)	(48,572,637)
Proceeds from sale of short term investments		15,712,674	42,709,617
Profit received on bank deposits		608,432	206,067
Net cash outflow from investing activities		(78,705,753)	(15,217,776)
Cash flows from financing activities			
Repayment of long term loans from financial institutions - secured		(11,538,428)	(3,833,960)
Proceeds from long term loans from financial institutions - secured		74,683,900	4,200,000
Short term borrowings - net		(372,973)	678,765
Finance cost paid		(3,604,540)	(3,286,683)
Lease rentals paid		(49,166)	(42,222)
Redemption of preference shares		(5)	(3)
Dividend paid		(2,008)	(378)
Net cash inflow / (outflow) from financing activities		59,116,780	(2,284,481)
Net increase in cash and cash equivalents		615,986	1,848,494
Cash and cash equivalents at beginning of the year		1,718,031	(127,392)
Effects of exchange rate changes on cash and cash equivalents		(2,667)	(3,071)
Cash and cash equivalents at end of the year	47	2,331,350	1,718,031

Refer note 54 for reconciliation of liabilities arising from financing activities

Refer note 47.1 for non-cash investing activities

The annexed notes from 1 to 63 form an integral part of these consolidated financial statements


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED JUNE 30, 2026

	Share Capital	Capital reserves							Revenue reserve		Attributable to owners of the Holding Company	Equity attributable to NCI	Total equity
		Share premium	Capital redemption reserve	FVOCI reserve	Own shares purchased for cancellation	Capital expansion	Long term investments	Sub-total	Surplus on revaluation of fixed assets - net of tax	Un-appropriated profits			
Rupees in thousand													
Balance as on July 01, 2024	10,475,626	6,060,550	105,824	1,031,048	1,000,000	20,000,000	5,000,000	33,197,422	4,397,948	9,543,934	57,614,930	28,713	57,643,643
Total comprehensive income for the year													
Profit / (loss) for the year ended June 30, 2025	-	-	-	-	-	-	-	-	-	11,503,305	11,503,305	(27)	11,503,278
Other comprehensive income for the year ended June 30, 2025	-	-	-	1,800,860	-	-	-	1,800,860	3,055	8,450	1,812,365	-	1,812,365
Incremental depreciation from surplus on revaluation of fixed assets - net of tax	-	-	-	1,800,860	-	-	-	1,800,860	3,055	11,511,755	13,315,670	(27)	13,315,643
Transfer of revaluation surplus on disposal of fixed assets - net of tax	-	-	-	-	-	-	-	-	(457,404)	457,404	-	-	-
Adjustment to NCI	-	-	-	-	-	-	-	-	(1,193)	1,193	-	-	-
	-	-	-	-	-	-	-	-	-	29,182	29,182	(29,182)	-
Balance as at June 30, 2025	10,475,626	6,060,550	105,824	2,831,908	1,000,000	20,000,000	5,000,000	34,998,282	3,942,406	21,543,468	70,959,782	(496)	70,959,286
Acquisition of Subsidiary - note 61	-	-	-	-	-	-	-	-	-	-	-	10,399,200	10,399,200
Total comprehensive income for the year													
Profit for the year ended June 30, 2026	-	-	-	-	-	-	-	-	-	11,884,079	11,884,079	680,596	12,564,675
Other comprehensive (loss) / income for the year ended June 30, 2026	-	-	-	(2,471,640)	-	-	-	(2,471,640)	2,647,326	(16,727)	158,959	122,747	281,706
Transfer of fair value loss from capital reserve to revenue reserve	-	-	-	(2,471,640)	-	-	-	(2,471,640)	2,647,326	11,867,352	12,043,038	803,343	12,846,381
Incremental depreciation from surplus on revaluation of fixed assets - net of tax	-	-	-	1,585,619	-	-	-	1,585,619	-	(1,585,619)	-	-	-
Transfer of revaluation surplus on disposal of fixed assets - net of tax	-	-	-	-	-	-	-	-	(764,564)	764,564	-	-	-
Adjustment to NCI	-	-	-	-	-	-	-	-	(2,611)	2,611	(496)	496	-
Balance as at June 30, 2026	10,475,626	6,060,550	105,824	1,945,887	1,000,000	20,000,000	5,000,000	34,112,261	5,822,557	32,591,880	83,002,324	11,202,543	94,204,867

The annexed notes from 1 to 63 form an integral part of these consolidated financial statements.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR

NOTES TO AND FORMING PART OF THE CONSOLIDATED FINANCIAL STATEMENTS

FOR THE YEAR ENDED JUNE 30, 2026

1. THE GROUP AND ITS OPERATIONS

The Group comprises:

- Maple Leaf Cement Factory Limited;
- Maple Leaf Power Limited;
- Novacare Hospitals (Private) Limited; and
- Pioneer Cement Limited.

The Group is principally engaged in the following businesses:

- Cement production;
- Power generation; and
- Healthcare.

1.1 Maple Leaf Cement Factory Limited (the 'Holding Company') is a public company, limited by shares, incorporated in Pakistan on April 13, 1960 under the repealed Companies Act, 1913 (now, the Companies Act, 2017, hereinafter may be referred to as the 'Act'). Its ordinary shares are listed on the Pakistan Stock Exchange Limited. Its registered office is situated at 42 - Lawrence Road, Lahore, Pakistan. It has one cement plant which is located at Iskanderabad, District Mianwali, in the province of Punjab. It is principally engaged in the production and sale of cement and wall putty. It is a subsidiary of Kohinoor Textile Mills Limited ("the Ultimate Holding Company").

1.2 Maple Leaf Power Limited ('MLPL') was incorporated in Pakistan on October 15, 2015, as a public company, limited by shares, under the repealed Companies Ordinance, 1984 (now, the Act). The registered office of MLPL is located at 42-Lawrence Road, Lahore.

The principal objective of MLPL is to develop, design, operate and maintain electric power generation plant and in connection therewith to engage in the business of generation, sale and supply of electricity to the Holding Company. MLPL operates a 40 megawatt Coal Fired Power Generation Plant and a 7.9 megawatt Solar Power Plant at Iskanderabad, District Mianwali, Punjab, Pakistan for generation of electricity.

MLPL is registered as a Captive Power Producer ('CPP') and has obtained electricity generation licenses from the National Electric Power Regulatory Authority ('NEPRA'). A generation license for a 40 megawatt Coal Fired Power Plant ('CFPP') was granted on December 20, 2016, and another for a 25 megawatt Solar Power Plant was granted on May 31, 2024. MLPL entered into 20 year agreements with the Holding Company for the sale of CFPP generated electricity, steam, and solar generated electricity on July 4, 2017, October 31, 2019, and January 1, 2024, respectively. The capacity and inflationary charges applicable on the supply of electricity were agreed upon on July 1, 2025, for an initial period of 5 years.

1.3 Novacare Hospitals (Private) Limited ("NHPL") was incorporated in Pakistan on March 21, 2023, by Andalus Holdings (ADGM) Limited ("Andalus"), represented by directors Mr. Faraz Minai and Mr. Ghalib Hafiz, currently the director of NHPL, each holding one shares. Andalus is incorporated in Abu Dhabi, United Arab Emirates and currently, is in the process of incorporating a company in Pakistan. These shares will be transferred to that company, once incorporated, in due course. On May 10, 2023, Andalus entered into an agreement with the Holding Company that along with its affiliates, Holding Company would invest in NHPL, maintaining at least a 66.66% shareholding. The agreement, granting the Holding Company ordinary shares, has a term of eight years with a one-year extension option.

The principal business of NHPL is to establish, manage and operate healthcare facilities, including hospitals, pharmacies, nursing homes, clinics, laboratories, dental clinics and

healthcare centres. NHPL also aims to provide healthcare and surgical services, including the treatment of various diseases. NHPL is currently in the pre-commencement phase (constructing a hospital) and has not yet commenced commercial operations. The registered office of the Company is situated at Plot No. 11-12, Central Commercial - C, DHA - 5, Islamabad Capital Territory (I.C.T), Pakistan.

- 1.4** Pioneer Cement Limited ("PIOC") was incorporated in Pakistan as a public company, limited by shares, on February 9, 1986. Its shares are quoted on the Pakistan Stock Exchange Limited. The registered office of PIOC is situated at 64-B/1, Gulberg III, Lahore.

The principal activity of PIOC is the manufacture and sale of cement. The production facility is located at Chenki, District Khushab, Punjab. The plant has an annual production capacity of 5,194,500 tons.

The Holding Company's shareholding in its subsidiaries is as follows:

	Shareholding
- Maple Leaf Power Limited	100%
- Novacare Hospitals (Private) Limited	100%
- Pioneer Cement Limited	77%

The Group has regional offices located across Pakistan, the geographical locations of which are listed below:

Regional office	Geographical location
Lahore region	304-B, 3rd Floor, City Tower, Main Boulevard, Gulberg II, Lahore
Multan region	Office No. 506, 5th Floor, The United Mall, Abdali Road, Multan House No. 218, Naqshband Colony, Khanewal Road, Multan
Sargodha region	Office No. 3, 1st Floor, Qureshi Arcade, Khushab Road, Sargodha
Rawalpindi region	Kohinoor Textile Mills Limited, Peshawar Road, Rawalpindi
Karachi region	25-West Wharf Road, Industrial Area, Karachi F-54 Block 7, Clifton, Karachi
Faisalabad region	Office No. 10, 3rd Floor, Legacy Tower, Kohinoor City, Jaranwala Road, Faisalabad Office No. 5, 3rd Floor, Sitara Tower, Bilal Chowk, New Civil lines, Faisalabad
Gujranwala region	D Point Plaza, G.T. Road, Gujranwala
Jhelum region	Hall No. 2, 1st Floor, Ashraf Heights, City Housing, Jhelum
Rahim Yar Khan region	Office No. 02, 1st Floor, Waryam Plaza, Abbasia Bungalows, Rahim Yar Khan

2. Basis of preparation

2.1 Statement of compliance

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

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

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

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

2.2.1 Standards, amendments to published standards and interpretations that are effective in the current year

Certain standards, amendments and interpretations to IFRS Accounting Standards are effective for accounting period beginning on July 1, 2025 but are considered not to be relevant or to have any significant effect on the Group's operations (although they may affect the accounting for future transactions and events) and are, therefore, not detailed in these consolidated financial statements.

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

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

(a) Amendment to IFRS 9 and IFRS 7 - Classification and Measurement of Financial Instruments (effective for annual period beginning on July 1, 2026)

These amendments:

- clarify the requirements for the timing of recognition and derecognition of some financial assets and liabilities, with a new exception for some financial liabilities settled through an electronic cash transfer system;
- clarify and add further guidance for assessing whether a financial asset meets the solely payments of principal and interest (SPPI) criterion;
- add new disclosures for certain instruments with contractual terms that can change cash flows (such as some instruments with features linked to the achievement of environment, social and governance (ESG) targets); and
- make updates to the disclosures for equity instruments designated at Fair Value through Other Comprehensive Income (FVOCI).

An important clarification brought about in these amendments is that a payment instruction (e.g. a cheque) that is prepared for a future payment will generally not meet the requirements for the financial liability to be discharged and hence derecognised. The previous practice of financial liabilities being derecognized upon issuance of cheques would need to be reconsidered.

(b) Annual improvements to International Financial Reporting Standards – Volume 11 (effective for annual period beginning on July 1, 2026)

Annual improvements are limited to changes that either clarify the wording in an Accounting Standard or correct relatively minor unintended consequences, oversights or conflicts between the requirements in the Accounting Standards. The 2024 amendments are to the following standards:

- IFRS 1 First-time Adoption of International Financial Reporting Standards;
- IFRS 7 Financial Instruments: Disclosures and its accompanying Guidance on implementing IFRS 7;
- IFRS 9 Financial Instruments;
- IFRS 10 Consolidated Financial Statements; and
- IAS 7 Statement of Cash Flows.

(c) International Financial Reporting Standard (IFRS) 18, 'Presentation and Disclosure in Financial Statements (effective for annual period beginning on July 1, 2027)

This is the new standard on presentation and disclosure in financial statements, with a focus on updates to the statement of profit or loss. The key new concepts introduced in IFRS 18 relate to:

- the structure of the statement of profit or loss;
- required disclosures in the financial statements for certain profit or loss performance measures that are reported outside an entity's financial statements (that is, management-defined performance measures); and
- enhanced principles on aggregation and disaggregation which apply to the primary financial statements and notes in general.

The Group is yet to assess the impact of this Standard and amendments to existing standards on its consolidated financial statements.

3. BASIS OF MEASUREMENT

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

3.2 Critical accounting estimates and judgments

The Group's material accounting policy information is stated in note 4. The preparation of consolidated financial statements requires the use of accounting estimates which, by definition, will likely differ from the actual results. Management also needs to exercise judgement in applying the Group's accounting policies.

This note provides an overview of the areas that involved a higher degree of judgement or complexity, and of items which are more likely to be materially adjusted due to the estimates and assumptions turning out to be wrong. Detailed information about each of these estimates and judgements is included in other notes together with information about the basis of calculation for each affected line item in the consolidated financial statements.

- estimation of employee benefit obligations - notes 4.2 and 14
- estimation of provision for taxation and recognition of deferred tax - notes 4.3, 13 and 44
- estimation of fair values of property, plant and equipment - notes 4.5.1 and 19.1
- estimation of useful lives and residual values of property, plant and equipment - notes 4.5.1 and 19.1
- expected credit loss on financial assets - notes 4.10.4, 28 and 52(b)(iii)
- estimation of quantity of stockpiles - note 4.9
- estimation of provisions, contingent assets and contingent liabilities - note 18
- estimated goodwill impairment- note 4.12 and 21

Estimates and judgements are continually evaluated. They are based on historical experience and other factors, including expectations of future events that may have a financial impact on the Group and that are believed to be reasonable under the circumstances.

4. SUMMARY OF MATERIAL ACCOUNTING POLICY INFORMATION

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

4.1 Principles of consolidation and equity accounting

(a) Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power to direct the activities of the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The acquisition method of accounting is used to account for all business combinations, regardless of whether equity instruments or other assets are acquired. The consideration transferred for the acquisition of a subsidiary comprises the following:

- fair values of the assets transferred;
- liabilities incurred to the former owners of the acquired business;
- equity interests issued by the Group;
- fair value of any asset or liability resulting from a contingent consideration arrangement; and
- fair value of any pre-existing equity interest in the subsidiary.

Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are, with limited exceptions, measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interests in the acquired entity on an acquisition-by-acquisition basis either at fair value or at the non-controlling interest's proportionate share of the acquired entity's net identifiable assets.

Acquisition-related costs are expensed as incurred.

The excess of the:

- consideration transferred;
- amount of any non-controlling interest in the acquired entity; and
- acquisition-date fair value of any previous equity interest in the acquired entity

over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amounts are less than the fair value of the net identifiable assets of the subsidiary acquired, the difference is recognised directly in the consolidated statement of profit or loss as a bargain purchase.

Where settlement of any part of cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of exchange. The discount rate used is the entity's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.

Contingent consideration is classified either as equity or a financial liability. Amounts classified as a financial liability are subsequently remeasured to fair value with changes in fair value recognised in the consolidated statement of profit or loss.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date. Any gains or losses arising from such remeasurement are recognised in profit or loss.

Intercompany transactions, balances and unrealised gains on transactions between group companies are eliminated. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the transferred asset. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

Non-controlling interests ('NCI') in the results and equity of subsidiaries are shown separately in the consolidated statement of profit or loss, consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of financial position respectively.

When control of subsidiary ceases, non-controlling interests in the equity of subsidiary is measured and disposed of at its proportionate share of the fair value of the net assets of the subsidiary.

(b) Associates

Associates are all entities over which the Group has significant influence but not control or joint

control. This is generally the case where the Group holds between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting (refer to note 4.1 (c)), after initially being recognised at cost in the consolidated statement of financial position.

(c) Equity method

Under the equity method of accounting, the investments are initially recognised at cost and adjusted thereafter to recognise the Group's share of the post-acquisition profits or losses of the investee in profit or loss, and the Group's share of movements in other comprehensive income of the investee in other comprehensive income. Dividends received or receivable from associates and joint ventures are recognised as a reduction in the carrying amount of the investment.

When the Group's share of losses in an equity-accounted investment equals or exceeds its interest in the entity, including any other unsecured long-term receivables, the Group does not recognise further losses, unless it has incurred obligations or made payments on behalf of the other entity.

Unrealized gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealized losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of equity accounted investees have been changed where necessary to ensure consistency with the policies adopted by the Group.

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount in the consolidated statement of profit or loss.

(d) Changes in ownership interests

The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.

When the Group ceases to consolidate or equity account for an investment because of a loss of control or significant influence, any retained interest in the entity is remeasured to its fair value with the change in carrying amount recognised in the consolidated statement of profit or loss. This fair value becomes the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to the consolidated statement of profit or loss.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to the consolidated statement of profit or loss where appropriate.

4.2 Employee benefits

4.2.1 Short term obligations

Liabilities for wages and salaries, including non-monetary benefits and accumulating annual leaves that are expected to be settled wholly within twelve months after the end of the period in which the employees render the related service are recognised in respect of employees' services up to the end of the reporting period and are measured at the amounts expected to be paid when the liabilities are settled. The liabilities are presented as current employee benefit obligations in the statement of financial position.

4.2.2 Post employment benefits

(a) Defined contribution plan - Provident Fund

The Holding Company operates a defined contributory approved Provident Fund Trust for all its employees. Equal monthly contributions are made both by the Group and employees at the rate of 10% of the basic salary to the Provident Fund Trust. Obligation for contributions to defined contribution plan is expensed as the related service is provided.

(b) Defined benefit plan - Gratuity

The Holding Company operates approved funded gratuity scheme for all its workers who have completed the minimum qualifying period of service of three years. Provision is made annually to cover obligations under the scheme on the basis of actuarial valuation and is charged to consolidated statement of profit or loss. The most recent valuation was carried out as at June 30, 2026 using the "Projected Unit Credit Method".

The Holding Company operates defined benefit gratuity plan in accordance with the local regulatory framework in Pakistan. The plan provides benefits to members in the form of a gratuity amount payable at the end of employment. This is a trustee-administered fund. Plan assets held by the fund are governed by local regulations and practice. Responsibility for governance of the plan – including investment decisions and contributions schedules – lies jointly with the board of trustees which are either directors, senior executives or employees of the Holding Company in accordance with the plan's regulations.

The actual return on plan assets represents the difference between the fair value of plan assets at the beginning of the year and as at the end of the year after adjustments for contributions made by the Holding Company as reduced by benefits paid during the year.

The Holding Company ensures that its investment positions are managed within an asset-liability matching (ALM) framework developed to align with its gratuity obligations. Within this framework, the Group's ALM objective is to match assets to the gratuity obligations by investing in fixed-rate short-term funds. These funds carry lower risk and provide fixed returns, ensuring the preservation of the investment amount at maturity, which can then be reinvested. Additionally, they offer attractive returns compared to peers. The Group actively monitors how the duration and expected yield of these investments align with the expected cash outflows arising from the gratuity scheme obligations.

The Holding Company has not changed the processes used to manage its risks from previous periods. The Holding Company does not use derivatives to manage its risk. Investments are in rated financial institutions, such that the risk failure of the investments is minimal. The Holding Company believes that such investments offer the best returns with an acceptable level of risk. The composition of plan assets has been disclosed in note 14.2.2.

The amount recognized in statement of financial position represents the present value of the defined benefit obligation as reduced by the fair value of the plan assets.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the year in which they arise. Past service costs are recognized immediately in the consolidated statement of profit or loss.

The future contribution rate of the plan includes allowances for deficit and surplus. Projected Unit Credit Method, using the following significant assumptions, has been used for valuation of this scheme:

	2026	2025
Discount rate per annum	12.25% - 12.50%	12.00%
Expected increase in eligible salary level per annum	12.25% - 12.50%	11.00%
Duration of plan	4 Years	4 years

The expected mortality rates assumed are based on the SLIC (2001-2005) mortality table set back one year.

(c) Defined benefit plan - Unfunded gratuity scheme

The Group also operates an unfunded gratuity scheme for all permanent employees of NHPL according to the terms of employment subject to a minimum qualifying period of service. The provision for gratuity is made on the basis of last drawn gross salary per completed year of service, to cover obligations under the scheme for all employees eligible to gratuity benefits. The expense is charged to the profit or loss. The management considers that the valuation by an independent actuary is not expected to result in a significant deviation from the management's estimation.

(d) Accumulating compensated absences

The Holding Company accounts for the liability in respect of employees' compensated absences in the year in which these are earned. Provision to cover the obligations is made using the current salary level of employees. The unutilized leaves are accumulated subject to a maximum of 90 days. The unutilized accumulated leaves can be encashed at the time the employee leaves Group service.

Provisions are made annually to cover the obligation for accumulating compensated absences based on actuarial valuation and are charged to statement of profit or loss. The most recent valuation was carried out as at June 30, 2026 using the "Projected Unit Credit Method."

The amount recognised in the statement of financial position represents the present value of the defined benefit obligations. Actuarial gains and losses are charged to the consolidated statement of profit or loss immediately in the period when these occur.

Projected unit credit method, using the following significant assumptions, has been used for valuation of accumulating compensated absences:

	2026	2025
Discount rate per annum	11.75%	12.00%
Expected rate of increase in salary level per annum	11.25%	11.00%
Expected mortality rate	SLIC 2001 - 2005	SLIC 2001 - 2005
Duration of the plan	8 years	8.6 years

4.3 Taxation - income tax and levy

Income tax comprises current and deferred income tax. The income tax expense or credit for the period is the tax payable on the current period's taxable income, based on the applicable income tax rate, adjusted by changes in deferred tax assets and liabilities attributable to temporary differences and to unused tax losses.

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

Current

The charge for current income tax is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period after taking into account tax credits, rebates and exemptions, if any. The charge for current tax also includes adjustments, where considered necessary, to provision for tax made in previous years arising from assessments framed during the year for such years.

Management periodically evaluates positions taken in tax returns with respect to situations in which applicable tax regulation is subject to interpretation, and it considers whether it is probable that the taxation authority will accept an uncertain tax treatment. The Group measures its tax balances based on either the most likely amount or the expected value, depending on which method provides a better prediction of the resolution of the uncertainty.

Such judgements are reassessed whenever circumstances have changed or there is new information that affects the judgements. Where, at the assessment stage, the taxation authorities have adopted a different tax treatment and the Group considers that the most likely outcome will be in favour of the Group, the amounts are shown as contingent liabilities. In making a judgment and / or estimate relating to probability of outcome, the management considers laws, statutory rules, regulations and their interpretations. Where, based on management's estimate, a provision is required, the same is recorded in the financial statements.

Deferred

Deferred income tax is provided in full, using the liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. Deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that, at the time of the transaction, affects neither accounting nor taxable profit or loss and does not give rise to equal taxable and deductible temporary differences.

Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled. Deferred tax assets are recognised only if it is probable that future taxable amounts will be available to utilise those temporary differences, tax credits and losses. The carrying amount of deferred tax assets is reviewed at each reporting date and is adjusted to reflect the current assessment of future taxable profits. If required, carrying amount of deferred tax asset is reduced to the extent that it is no longer probable that sufficient taxable profits to allow the benefit of part or all of that recognised deferred tax asset to be utilised. Any such reduction shall be reversed to the extent that it becomes probable that sufficient taxable profit will be available.

Deferred tax assets and liabilities are offset where there is a legally enforceable right to offset current tax assets and liabilities. Current tax assets and tax liabilities are offset where the entity has a legally enforceable right to offset and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Levies

Minimum taxes that exceed the normal tax liability, as well as tax deducted at source (other than from dividends received from subsidiaries, joint ventures, and associates) under the provisions of the Income Tax Ordinance, 2001 (the 'Ordinance'), are not within the scope of IAS 12 - Income Taxes. Instead, these taxes fall under the provisions of IFRIC 21 - Levies, and IAS 37 - Provisions, Contingent Liabilities and Contingent Assets.

Consequently, a liability for these levies is recognized in accordance with IFRIC 21 when the event specified in the Ordinance that triggers the obligation occurs. Therefore, excess minimum taxes and final taxes are recognized as liabilities when they become due, ensuring compliance with the recognition and measurement principles outlined in IAS 37.

4.4 Leases

4.4.1 The Group is the lessee:

At inception of a contract, the Group assesses whether a contract is, or contains, a lease based on whether the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions.

Leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the Group.

The lease liability is initially measured at the present value of the lease payments that are not paid at the commencement date, discounted using the interest rate implicit in the lease, or if that rate cannot be readily determined, the Group's incremental borrowing rate being the rate that the individual lessee would have to pay to borrow the funds necessary to obtain an asset of similar value to the right of use asset in a similar economic environment with similar terms, security and conditions.

Lease payments include fixed payments, variable lease payments that are based on an index or a rate amounts expected to be payable by the lessee under residual value guarantees, the exercise price of a purchase option if the lessee is reasonably certain to exercise that option, payments of penalties for terminating the lease, if the lease term reflects the lessee exercising that option, less any lease incentives receivable. The extension and termination options are incorporated in determination of lease term only when the Group is reasonably certain to exercise these options.

The lease liability is subsequently measured at amortised cost using the effective interest rate method. It is remeasured when there is a change in future lease payments arising from a change in fixed lease payments or an index or rate, change in the Group's estimate of the amount expected to be payable under a residual value guarantee, or if the Group changes its assessment of whether it will exercise a purchase, extension or termination option. The corresponding adjustment is made to the carrying amount of the right-of-use asset, or is recorded in the consolidated statement of profit or loss if the carrying amount of right-of-use asset has been reduced to zero.

In determining the lease term, management considers all facts and circumstances that create an economic incentive to exercise an extension option or not to exercise a termination option. Extension options (or periods covered by termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). While making this assessment, the Group considers significant penalties to terminate (or not extend) as well as the significant cost of business disruption.

The right-of-use asset is initially measured based on the initial amount of the lease liability adjusted for any lease payments made at or before the commencement date, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentive received. The right-of use asset is depreciated on a straight line method over the lease term as this method most closely reflects the expected pattern of consumption of future economic benefits. The right-of-use asset is reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

When there is a change in scope of a lease, or the consideration for a lease, that was not part of the original terms and conditions of the lease, it is accounted for as a lease modification. The lease modification is accounted for as a separate lease if modification increases the scope of lease by adding the right to use one or more underlying assets and the consideration for lease increases by an amount that is commensurate with the stand-alone price for the increase in scope adjusted to reflect the circumstances of the particular contracts, if any. When the lease modification is not accounted for as a separate lease, the lease liability is remeasured and corresponding adjustment is made to right-of-use asset.

Payments associated with short-term leases and all leases of low-value assets are recognised on a straight-line basis as an expense in consolidated statement of profit or loss. Short-term leases are leases with a lease term of 12 months or less without a purchase option.

4.4.2 The Group is the lessor:

Leases where the Group retains substantially all the risks and rewards of ownership are classified as operating leases. Lease income from operating leases is recognized in income on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognized as expense

over the lease term on the same basis as lease income. The respective leased assets are included in the statement of financial position based on their nature.

4.5 Property, plant and equipment

4.5.1 Operating fixed assets

Operating fixed assets except freehold land, buildings on freehold land, roads, bridges and railway sidings, plant and machinery are stated at cost less accumulated depreciation and any identified impairment loss. Buildings on freehold land, roads, bridges and railway sidings and plant and machinery are stated at fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment losses while freehold land is stated at revalued amount being the fair value at the date of revaluation, less any subsequent impairment losses, if any. Revaluation is carried out within five years to ensure that the carrying amount of the asset does not differ materially from its fair value. Latest revaluation of operating fixed assets was carried out by an independent professional valuer as on June 30, 2024, however, the freehold land owned by the Group's healthcare segment, was valued as at June 30, 2026.

Increases in the carrying amounts arising on revaluation of operating fixed assets are recognised, net of tax, in other comprehensive income and accumulated in surplus on revaluation of fixed assets in equity. To the extent that the increase reverses a decrease previously recognised in profit or loss, the increase is first recognised in profit or loss. Decreases that reverse previous increases of the same asset are first recognised in other comprehensive income to the extent of the remaining surplus attributable to the asset; all other decreases are charged to profit or loss.

Each year, the difference between the depreciation calculated on the revalued carrying amount of an asset and the depreciation based on its original cost, after tax, is reclassified from the revaluation surplus to retained earnings. The Group adopts the gross method for presenting revaluation adjustments. On the revaluation date, both the accumulated depreciation and the gross carrying amount of the asset are restated to align with the revalued amount. When the asset is disposed off, any remaining balance in the revaluation surplus related to that asset is transferred to retained earnings.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount as stated in note 4.12.

Proceeds from the sale of items while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management are not deducted from the cost of an item of property, plant and equipment. Instead, the Group recognizes the proceeds from selling such items, and the cost of producing those items, in profit or loss.

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

The gain or loss on disposal or retirement of an asset represented by the difference between the sale proceeds and the carrying amount of the asset is recognized as an income or expense, and the related surplus on revaluation of property, plant and equipment is transferred directly to retained earnings.

Depreciation on operating fixed assets is charged to profit or loss on the following methods and rates so as to write off the depreciable amounts of the assets over their estimated useful lives after taking into account their residual values:

Asset category	Depreciation method	Annual depreciation rate
Buildings on freehold land	Straight line	4% to 20%
Plant and machinery	-do-	2.86% to 20%
Roads, bridges and railway sidings	-do-	5% to 20%
Spares held for capital expenditure	-do-	10%
Furniture, fixtures and equipment	Reducing balance	10% to 33%
Quarry equipment	-do-	20%
Vehicles	-do-	20%
Share of joint assets	-do-	10%

The assets' residual values and useful lives are reviewed, at each financial year end, and adjusted if impact on depreciation is significant. The Group's estimate of the residual values and useful lives of its operating fixed assets as at June 30, 2026 has not required any adjustment as its impact is considered insignificant.

4.5.2 Capital work-in-progress

Capital work-in-progress is stated at cost less any identified impairment loss. All expenditure including borrowing costs connected with specific assets incurred during installation and construction period are carried under capital work-in-progress. These are transferred to operating fixed assets as and when these are available for use.

4.5.3 Major spare parts and stand-by equipment

Major spare parts and stand-by equipment qualify as property, plant and equipment when an entity expects to use them for more than one year. Transfers are made to operating assets category as and when such items are available for use. These spare parts are depreciated over a useful life of 10 years on a straight line basis.

4.6 Intangible assets

Intangible assets have a finite life and are stated at cost less accumulated amortization for finite intangible asset and any identified impairment loss. The estimated useful life and amortization method is reviewed at the end of each annual reporting period, with effect of any changes in estimate being accounted for on a prospective basis.

Intangible assets having a finite life are amortised using the straight-line method over their estimated useful lives at the rate of 33% per annum.

4.7 Investments

Investments intended to be held for less than twelve months from the reporting date or to be sold to raise operating capital, are included in current assets. All other investments are classified as non-current. Management determines the appropriate classification of its investments at the time of the purchase and re-evaluates such designation on a regular basis.

4.7.1 Investments in equity instruments of associate

Investments in equity instruments of associate is accounted for using the equity method of accounting as referred to in note 4.1 (c).

4.8 Stores, spare parts and loose tools

Stores, spare parts and loose tools are valued at moving weighted average cost except for items in transit which are stated at invoice value plus other charges paid thereon till the reporting date. For items which are slow moving and / or identified as obsolete, adequate provision is made for any excess book value over estimated realizable value. The Group reviews the carrying amount of stores and spares on a regular basis and provision is made for obsolescence.

4.9 Stock-in-trade

Stocks are valued at the lower of cost and net realizable value. Cost is determined as follows:

Raw material	at weighted average cost
Packing material	at weighted average cost
Work in process	at weighted average manufacturing cost
Finished goods	at weighted average manufacturing cost

Average manufacturing cost in relation to work in process and finished goods consists of direct material, labour and a proportion of appropriate manufacturing overheads.

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

If the expected net realisable value is lower than the carrying amount, a write-down is recognised for the amount by which the carrying amount exceeds its net realisable value. Provision is made in the consolidated financial statements for obsolete and slow moving stock-in-trade based on management estimate.

Further, the Group's certain stock items [i.e. raw materials (limestone, clay and gypsum), work-in-process (clinker) and stores and spares (coal)] are stored in purpose-built sheds, stockpiles and silos. As the weighing of these stock items is not practicable, the management assesses the reasonableness of the on-hand inventory by obtaining measurement of stockpiles and converting these measurements into unit of volume by using angle of repose and bulk density values.

4.10 Financial assets

4.10.1 Classification

The Group classifies its financial assets other than investments in subsidiaries in the following measurement categories:

- those to be measured subsequently at fair value [either through other comprehensive income ('OCI') or through profit or loss]; and
- those to be measured at amortised cost.

The classification depends on the Group's business model for managing the financial assets and the contractual terms of the cash flows.

For assets measured at fair value, gains and losses will either be recorded in profit or loss or OCI. For investments in equity instruments that are not held for trading, this will depend on whether the Group has made an irrevocable election at the time of initial recognition to account for the equity investment at fair value through other comprehensive income (FVOCI).

The Group reclassifies debt investments when and only when its business model for managing those assets changes.

4.10.2 Recognition and derecognition

Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.

Financial assets are not reclassified subsequent to their initial recognition unless the Group changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

4.10.3 Measurement

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at fair value through profit or loss (FVPL), transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVPL are expensed in profit or loss.

Financial assets with embedded derivatives are considered in their entirety when determining whether their cash flows are solely payments of principal and interest.

Debt instruments

Subsequent measurement of debt instruments depends on the Group's business model for managing the asset and the cash flow characteristics of the asset. There are three measurement categories into which the Group classifies its debt instruments:

i) Amortised cost: Assets that are held for collection of contractual cash flows, where those cash flows represent solely payments of principal and interest, are measured at amortised cost. Interest income from these financial assets is included in other income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in profit or loss. Impairment losses are presented as a separate line item in the statement of profit or loss.

ii) FVOCI: Assets that are held for collection of contractual cash flows and for selling the financial assets, where the assets' cash flows represent solely payments of principal and interest, are measured at FVOCI. Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest income and foreign exchange gains and losses, which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is included in other income using the effective interest rate method. Impairment expenses are presented as a separate line item in the statement of profit or loss.

iii) FVPL: Assets that do not meet the criteria for amortised cost or FVOCI are measured at FVPL. A gain or loss on a debt investment that is subsequently measured at FVPL is recognised in profit or loss in the period in which it arises. All derivatives in the scope of IFRS 9 are also required to be measured at FVPL.

Equity instruments

The Group subsequently measures all equity investments at fair value other than investment in associate. Where the Group's management has elected to present fair value gains and losses on equity investments in OCI, there is no subsequent reclassification of fair value gains and losses to profit or loss following the derecognition of the investment. Dividends from such investments continue to be recognised in profit or loss as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in the statement of profit or loss. Impairment losses (and reversal of impairment losses) on equity investments measured at FVOCI are not reported separately from other changes in fair value.

4.10.4 Impairment of financial assets other than investment in equity instruments

The Group assesses on a forward-looking basis the expected credit losses (ECL) associated with its financial assets. The impairment methodology applied depends on whether there has been a significant increase in credit risk. For trade debts, the Group applies IFRS 9 simplified approach to measure the expected credit losses (loss allowance) which uses a life time expected loss allowance to be recognised from initial recognition of the receivables, while general 3-stage approach for other financial assets such as deposits, loans, bank balances and other receivables i.e. to measure ECL through loss allowance at an amount equal to 12-month ECL if credit risk on a financial instrument or a group of financial instruments has not increased significantly since initial recognition.

Following are the financial assets that are subject to the ECL model:

- Trade debts;
- Deposits and other receivables;
- Long term loans to employees;
- Accrued profit;
- Bank balances; and
- Short term investments.

The measurement of expected credit losses is a function of the probability of default, loss given default (i.e. the magnitude of the loss if there is a default) and the exposure at default. The assessment of the probability of default and loss given default is based on historical data adjusted by forward-looking information (adjusted for factors that are specific to the counterparty, general economic conditions and an assessment of both the current as well as the forecast direction of conditions at the reporting date, including time value of money where appropriate). As for the exposure at default for financial assets, this is represented by the assets' gross carrying amount at the reporting date. The Group considers a default on a financial asset is when the counterparty fails to make contractual payments within 360 days of when they fall due.

The measurement of ECL reflects:

- an unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- the time value of money; and
- reasonable and supportable information that is available at the reporting date about past events, current conditions and forecasts of future economic conditions.

The Group recognises an impairment gain or loss in the consolidated statement of profit or loss for financial assets with a corresponding adjustment to their carrying amount through a loss allowance account.

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

4.11 Financial liabilities

All financial liabilities are recognized at the time when the Group becomes a party to the contractual provisions of the instrument. Financial liabilities at amortised cost are initially

measured at fair value less transaction costs. Financial liabilities at fair value through profit or loss are initially recognised at fair value and transaction costs are expensed in profit or loss.

Financial liabilities, other than those at fair value through profit or loss, are subsequently measured at amortised cost using the effective interest rate method. Gain and losses are recognized in the profit or loss, when the liabilities are derecognized as well as through effective interest rate amortization process.

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

4.12 Impairment of non-financial assets

Goodwill and intangible assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Other assets are tested for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs of disposal and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows which are largely independent of the cash inflows from other assets or groups of assets (cash generating units). Non-financial assets other than goodwill that suffered an impairment are reviewed for possible reversal of the impairment at the end of each reporting period.

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 amortization, if no impairment loss had been recognised.

4.13 Off setting of financial instruments

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

4.14 Trade debts and other receivables

Trade debts are amounts due from customer for goods sold or services performed in ordinary course of business. Other receivables generally arise from transactions outside the usual operating activities of the Group. Trade debts and other receivables are recognised initially at the amount of consideration that is unconditional, unless they contain significant financing component in which case such are recognised at fair value. The Group 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 less loss allowance.

4.15 Cash and cash equivalents

For the purpose of presentation in the statement of cash flows, cash and cash equivalents include cash on hand, deposits held at call with financial institutions, and other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and are subject to an insignificant risk of changes in value.

Additionally, cash and cash equivalents encompass short-term borrowings that are repayable on demand and are an integral part of the Group's cash management, as well as bank overdrafts. Bank overdrafts and short-term borrowings are presented within borrowings in current liabilities in the statement of financial position.

4.16 Revenue recognition

Revenue is recognised when performance obligations are satisfied by transferring control of a promised good or service to a customer and control transfers at a point in time. Revenue is measured based on the consideration to which the Group expects to be entitled in exchange for transferring promised goods or services, excluding discounts, commissions and government levies. The Group does not expect to have any contracts where the period between the transfer of the promised goods or services to the customer and payment by the customer exceeds one year. Accordingly, the Group does not adjust transaction prices for the time value of money. The Group has concluded that its contracts do not contain a significant financing component.

Revenue is recognised when control of the goods passes to the customer, which generally occurs upon dispatch of goods from the factory and / or delivery at a specified location, depending on the contractual terms of the arrangement with the customer. The normal credit term is 7 to 60 days upon delivery.

4.17 Interest income

Interest income is recognised as it accrues under the effective interest method using the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the gross carrying amount of the financial asset, except for financial assets that subsequently become credit-impaired. For credit-impaired financial assets, the effective interest rate is applied to the net carrying amount of the financial asset (after deduction of the loss allowance).

Interest income arising from treasury (such as income on surplus funds invested for the short term) and cash management activities is presented as finance income. Interest income arising from operating and other business-related activities is presented within other income.

4.18 Contract asset and contract liability

A contract asset is recognised for the Group's right to consideration in exchange for goods or services that it has transferred to a customer. If the Group performs by transferring goods or services to a customer before the customer pays consideration or before payment is due, the Group presents the amount as a contract asset, excluding any amounts presented as a receivable.

A contract liability is recognised for the Group's obligation to transfer goods or services to a customer for which the Group has received consideration (or an amount of consideration is due) from the customer. If a customer pays consideration, or the Group has a right to an amount of consideration that is unconditional (i.e. a receivable), before the Group transfers a good or service to the customer, the entity shall present the contract as a contract liability when the payment is made or the payment is due (whichever is earlier).

4.19 Foreign currency translations

(a) Functional and presentation currency

Items included in these consolidated financial statements of the Group are measured using the currency of the primary economic environment in which the Group operates (the functional currency). The financial statements are presented in Pakistani Rupees ('Rupees' or 'Rs'), which is the Group's functional and presentation currency.

(b) Transactions and balances

Foreign currency transactions are translated into the functional currency using the exchange rates at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions, and from the translation of monetary assets and liabilities denominated in foreign currencies at year end exchange rates, are generally recognised in profit or loss.

Non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined. Translation differences on assets and liabilities carried at fair value are reported as part of the fair value gain or loss. For example, translation differences on non-monetary assets and liabilities such as equities held at fair value through profit or loss are recognised in profit or loss as part of the fair value gain or loss, and translation differences on non-monetary assets such as equities classified as at fair value through other comprehensive income are recognised in other comprehensive income.

4.20 Borrowings

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

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

Borrowings are derecognised when the obligation specified in the contract is extinguished, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.

Where the terms of a financial liability are renegotiated and the Group issues equity instruments to a creditor to extinguish all or part of the liability (debt for equity swap), a gain or loss is recognised in profit or loss, which is measured as the difference between the carrying amount of the financial liability and the fair value of the equity instruments issued.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the reporting period.

Covenants that the Group is required to comply with, on or before the end of the reporting period, are considered in classifying loan arrangements with covenants as current or non-current. Covenants that the Group is required to comply with after the reporting period do not affect the classification at the reporting date.

4.21 Investment property

Property not held for own use or leased out under operating lease is classified as investment property. Investment properties are initially measured at cost, including transaction costs. Subsequent to initial recognition, investment properties are stated at fair value. Gains or losses arising from change in fair value of properties are included in profit or loss in the year in which they arise. Fair values are determined at each reporting date. The Group engages an independent external valuer, where considered appropriate, to assist in determining fair values.

Transfers are made to (or from) investment property only when there is a change in use. For a transfer from investment property to owner-occupied property, the deemed cost for subsequent accounting is the fair value at the date of change in use. If owner-occupied property becomes an investment property, the Group accounts for such property in accordance with its policy for property, plant and equipment up to the date of change in use. On the date of transfer, the property is remeasured to fair value and any difference between the carrying amount and fair value is accounted for in accordance with IAS 16.

4.22 Trade and other payables

Trade and other payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade and other payables are presented as current liabilities unless payment is not due within 12 months after the reporting period. Trade and other payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

4.23 Provisions

Provisions for legal claims and make good obligations are recognised when the Group has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources will be required to settle the obligation, and the amount can be reliably estimated.

Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the end of the reporting period. The discount rate used to determine the present value is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability. The increase in the provision due to the passage of time is recognised as interest expense.

4.24 Earnings per share ('EPS')

Basic EPS is calculated by dividing the profit or loss attributable to ordinary shareholders of the Group by the weighted average number of ordinary shares outstanding during the year.

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

4.25 Dividend

Dividend to ordinary shareholders is recognized as a deduction from accumulated profit and as a liability in the Group's consolidated statement of financial position in the year in which the dividends are approved by the Board of Directors or the Group's shareholders, as the case may be.

4.26 Borrowing cost

General and specific borrowing costs directly attributable to the acquisition, construction or production of qualifying assets, which are assets that necessarily take a substantial period of time to get ready for their intended use or sale, are added to the cost of those assets, until such time as the assets are substantially ready for their intended use or sale. Qualifying assets are assets that necessarily take a substantial time to get ready for their intended use or sale. Investment income earned on the temporary investment of specific borrowings pending their expenditure on qualifying assets is deducted from the borrowing costs eligible for capitalisation. All other borrowing costs are recognised in consolidated statement of profit or loss in the period in which they are incurred.

4.27 Share capital

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

4.28 Contingent liabilities and assets

A contingent liability is disclosed when:

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

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

Contingent liabilities are not recognized. A contingent liability is disclosed unless the possibility of an outflow is remote.

Contingent asset is disclosed when an inflow of economic benefits is probable. Contingent assets are not recognised in the financial statements since this may result in recognition of income that may never be realised.

Contingent liabilities and assets are generally estimated using:

- The single most likely outcome; or
- A weighted average of all the possible outcomes (the 'expected value' method). This is likely to be the most appropriate method for a large population of similar claims, but can also be applied to a single obligation with various possible outcomes.

4.29 Government grant

Grants from the government are recognised at their fair value where there is a reasonable assurance that the grant will be received and the Group will comply with all attached conditions. Government grants relating to costs are deferred and recognised in the consolidated profit or loss over the period necessary to match them with the costs that they are intended to compensate.

4.30 Own shares purchased for cancellation

When shares recognized as equity are repurchased, the amount of the consideration paid, which includes directly attributable costs, is recognized as a deduction from equity. Repurchased shares are classified as own shares purchased for cancellation and are presented in the consolidated statement of changes in equity as a separate reserve.

4.31 Segment reporting

Segment reporting is based on the operating (business) segments of the Group. An operating segment is a component of the Group that engages in business activities from which it may earn revenues and incur expenses, including revenues and expenses relating to transactions with other components of the Group. An operating segment's operating results are reviewed regularly by the Chief Operating Decision Maker ("CODM") to make decisions regarding the allocation of resources to the segment and to assess its performance, and for which discrete financial information is available.

The CODM has been identified as the Board of Directors of the Holding Company.

Segment results reported to the CODM include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Segment capital expenditure represents the total cost incurred during the year to acquire property, plant and equipment.

The business segments are engaged in providing products and services that are subject to risks and rewards which differ from those of other segments.

Based on the information reviewed by the CODM for resource allocation and performance assessment purposes, the Group has identified two reportable segments, as disclosed in note 51 to the consolidated financial statements.

4.32 Pre-operating administrative expenses

Pre-operating administrative expenses represent costs incurred prior to the commencement of the healthcare segment's principal operations. Such expenses are recognised in profit or loss as incurred, as they do not meet the recognition criteria for capitalization under IFRS.

4.33 Rounding of amounts

All amounts disclosed in the consolidated financial statements and notes have been rounded off to the nearest thousand Rupees unless otherwise stated.

5. SHARE CAPITAL

5.1 Issued, subscribed and paid-up share capital

	Note	Number of shares	2026 (Rupees in thousand)	2025
Number of shares				
(2025: 835,972,162) ordinary shares of Rs 10 each fully paid in cash		835,972,162	8,359,721	8,359,721
(2025: 11,674,893) ordinary shares of Rs. 10 each issued as fully paid for consideration other than cash	5.1.1 & 5.1.2	11,674,893	116,749	116,749
(2025: 46,069,400) ordinary of Rs. 10 each issued as fully paid bonus shares		46,069,400	460,694	460,694
(2025: 153,846,153) ordinary shares of Rs. 10 each issued as fully paid right shares at discount	5.1.3	153,846,153	1,538,462	1,538,462
	5.1.4	1,047,562,608	10,475,626	10,475,626

5.1.1 The Holding Company bought back 24.159 million shares for the purpose of cancellation from October 27, 2023 to April 15, 2024 at market price prevailing at the date of purchase. The purchase was made pursuant to approvals of Board of Directors and the shareholders of the Holding Company in their meeting held on September 6, 2023 and October 19, 2023 respectively, where the Holding Company was allowed to purchase / buy back its issued ordinary shares up to the maximum of 100 million ordinary shares, through Pakistan Stock Exchange Limited, at spot / current share price prevailing during the period from October 27, 2023 to April 15, 2024. These shares were cancelled on April 24, 2024.

5.1.2 During the financial year 1992, pursuant to merger of White Cement Industries Limited and Pak Cement Capital Limited with and into the Holding Company, the Holding Company issued 3,503,000 ordinary shares at the rate of Rs 10 each to the shareholders of White Cement Industries Limited and 6,487,100 ordinary shares at the rate of Rs 10 each to the shareholders of Pak Cement Company Limited respectively. Further, during financial year 2001, pursuant to merger of Maple Leaf Electric Company Limited with and into the Holding Company, the Holding Company issued 25,844,000 ordinary shares at the rate of Rs 10 each to the shareholders of Maple Leaf Electric Company Limited. The shares were issued in accordance with the schemes of merger approved by the shareholders of the Holding Company.

5.1.3 During the financial year ended June 30, 2011, the Holding Company issued 153,846,153 shares at Rs 6.50 per share at a discount of Rs 3.50 per share otherwise than right against Rs 1,000 million to the Ultimate Holding Company, after complying with all procedural requirements in this respect.

5.1.4 During the financial year 2024, 1,624,417 ordinary shares issued against the conversion of preference shares were cancelled against buy back of shares.

5.2 The Ultimate Holding Company holds 606,497,944 (2025: 606,497,944) ordinary shares, which represents 57.89% (2025: 57.89%) of total ordinary issued, subscribed and paid-up share capital of the Holding Company.

5.3 Directors of the Holding Company hold 83,598 (2025: 96,706) ordinary shares of Rs 10 each of the Holding Company.

	Note	2026 (Rupees in thousand)	2025
6. CAPITAL RESERVES			
Capital redemption reserve	6.1	105,824	105,824
Share premium reserve	6.2	6,060,550	6,060,550
FVOCI reserve	6.3	1,945,887	2,831,908
Own shares purchased for cancellation	6.4	1,000,000	1,000,000
Capacity expansion reserve	6.5	20,000,000	20,000,000
Long term investments reserve	6.6	5,000,000	5,000,000
		34,112,261	34,998,282

6.1 This reserve has been created under section 85 of the repealed Companies Ordinance, 1984, for redemption of preference shares.

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

6.3 This represents the unrealised gain on remeasurement of equity investments at fair value through other comprehensive income and is not available for distribution.

6.4 This reserve has been created by reclassification of unappropriated profits for the purpose of buy back of shares and is not available for distribution.

6.5 This reserve has been created by reclassification of unappropriated profits for the purpose of capacity expansion and is not available for distribution.

6.6 This reserve has been created by reclassification of unappropriated profits for the purpose of long term investments and is not available for distribution.

		2026 (Rupees in thousand)	2025
7. SURPLUS ON REVALUATION OF FIXED ASSETS - NET OF TAX	Note		
At beginning of the year		5,969,691	6,696,334
Surplus on revaluation during the year	7.2	591,484	-
Share of other comprehensive income of associate accounted for using the equity method - net of tax:			
- Surplus on revaluation of fixed assets - net of tax		1,541,811	-
Surplus on disposal of fixed assets during the year		(1,793)	(1,718)
Surplus on transfer of fixed assets to stores during the year		(2,460)	-
Transfer to unappropriated profits in respect of incremental depreciation charged during the year		(1,227,859)	(724,925)
At end of the year		6,870,874	5,969,691
Deferred tax liability on revaluation surplus			
At beginning of the year		2,027,285	2,298,386
Reversal of deferred tax		(2,098)	-
Transferred to unappropriated profits in respect of disposal of fixed assets during the year		(683)	(525)
Transferred to un-appropriated profits in respect of transfer of fixed assets to stores during the year		(959)	-
Transferred to unappropriated profits in respect of incremental depreciation charged during the year		(463,295)	(267,521)
Effect of change in effective tax rate		(634,297)	(3,055)
At end of the year		925,953	2,027,285
		5,944,921	3,942,406
7.1 Surplus on revaluation of fixed assets - net of tax is attributable to:			
Equity holders of the Holding Company		5,822,557	-
Non-controlling interests		122,364	-
		5,944,921	-

7.2 The Group's freehold land, buildings on freehold land, roads, bridges and railway sidings, and plant and machinery, excluding those of Pioneer Cement Limited ("PIOC") and the healthcare segment, were revalued by Tristar International Consultant (Private) Limited, an independent professional valuer, as at June 30, 2024. Management has assessed that there has been no material change in the fair values of these assets since that date.

The fair values of PIOC's freehold land, buildings on freehold land and plant and machinery were determined by Hamid Mukhtar & Company (Private) Limited, an independent professional valuer, as at the acquisition date, being February 20, 2026. Further, the fair value of the freehold land of healthcare segment was determined by KGT (Private) Limited, an independent professional valuer, as at June 30, 2026, as detailed in note 53.

8. LONG TERM LOANS FROM FINANCIAL INSTITUTIONS - SECURED

	Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
Rupees in thousand							
1	Askari Bank Limited - Term Finance	1,000,000	70,713	212,139	02 equal quarterly installments ending on December 28, 2026	3-month Karachi Inter-Bank Offered Rate (KIBOR) + 75 basis points ('bps') per annum ('pa'), payable quarterly in arrears, from 1st drawdown to be set on last business day before first draw down and then on immediately preceding day of each quarter.	1st Joint Pari Passu (JPP) charge of Rs 1,334 million over fixed assets of the Holding Company as below: 1. Hypothecation charge over all present and future plant and machinery of the company. 2. Land and building of cement unit phase-III.
2	The Bank of Punjab - Demand Finance	2,000,000	187,968	438,592	03 equal quarterly installments ending on February 27, 2027	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on last working day of preceding calendar quarter.	1st JPP charge over all present and future fixed assets of the Holding Company with 25% margin facility coverage of amounting to Rs 1,003 million.
3	MCB Bank Limited - Demand Finance	2,000,000	-	433,670	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on 1st working day of each quarter.	First Pari Passu (FPP) charge over all present and future fixed assets of the Holding Company at 25% margin.
4	National Bank of Pakistan - Demand Finance	4,000,000	-	708,573	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps, payable quarterly in arrears, to be reset on last business day before 1st drawdown and then on immediately preceding day of each calendar quarter.	FPP / JPP charge of Rs 5,333.33 million over all present and future fixed assets (including land, buildings, plant and machinery) of the Holding Company.
5	MCB Islamic Bank Limited - Diminishing Musharakah	1,500,000	40,680	292,873	Tranches 1, 2 and 3 of the facility have been repaid during the current year. Repayment of the remaining loan will be made in following tranches: Tranche 4 01 quarterly installment ending on September 14, 2026 Tranche 5 01 quarterly installment ending on September 17, 2026 Tranche 6 02 equal quarterly installments ending on December 28, 2026.	3-month KIBOR + 70 bps, payable quarterly in arrears, to be set on the date of first day of disbursement and to be reset on 1st working day of each calendar quarter.	Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel). 1st JPP charge of Rs 2,000 million over all present and future fixed assets of the Holding Company including land and buildings. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).

Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
Rupees in thousand						
6 Askari Bank Limited - Temporary Economic Refinance Facility (TERF)	900,000	34,496	172,480	01 equal quarterly installment ending on August 17, 2026	State Bank of Pakistan (SBP) rate + 200 bps p.a, payable quarterly in arrears	1st JPP charge of Rs 2,000 million to the extent of Rs 890,493 million with 25% margin over fixed assets of the Holding Company as below: a. Hypothecation charge over all present and future plant and machinery of the Holding Company. b. Land and building of the cement unit Phase II and additional bare land measuring 30 kanals adjacent to it. Ranking hypothecation charge of Rs 310 million with a 25% margin over all present and future fixed assets (excluding land and building) of the Holding Company to be registered with SECP.
7 The Bank of Punjab - Demand Finance	600,000	81,052	135,087	06 equal quarterly installments ending on December 14, 2027	3-month KIBOR + 75 bps, payable quarterly in arrears, to be set on the day of 1st drawdown and then on last working day of preceding calendar quarter.	1st JPP charge of Rs 7,903 million over all present and future fixed assets of the Holding Company with 25% margin and personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
8 National Bank of Pakistan - Demand Finance	1,220,497	-	535,579	The loan was fully repaid in the current financial year	3-month KIBOR + 75 bps p.a, payable quarterly in arrears, to be reset on last working day of preceding calendar quarter.	FPP / JPP charge on present and future fixed assets of the Holding Company with 25% margin. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
9 National Bank of Pakistan - TERF	1,779,503	1,062,777	1,285,214	20 equal quarterly installments ending on June 18, 2031	State Bank of Pakistan (SBP) rate + 150 bps p.a, payable quarterly in arrears	FPP / JPP charge on present and future fixed assets of the Holding Company with 25% margin. Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
10 The Bank of Punjab - Demand Finance	2,500,000	1,458,683	1,736,528	21 equal quarterly installments ending on August 23, 2031	3-month KIBOR + 90 bps p.a, payable quarterly in arrears to be reset on last working day of preceding calendar quarter.	1st JPP charge of Rs 7,903 million over all present and future fixed assets of the Holding Company with 25% margin and personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).
11 The Bank of Punjab - TERF	500,000	312,500	375,000	20 equal quarterly installments ending on June 29, 2031	SBP rate + 150 bps p.a., payable quarterly in arrears	1st JPP charge over all present and future fixed assets of the Holding Company with 25% margin facility coverage amounting to Rs 645,833 million (The Bank of Punjab charge value Rs 7,903 million)

Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security	
----- Rupees in thousand -----							
12	MCB Bank Limited - LTFF	805,806	545,433	646,159	Repayment will be made in following tranches: Tranche 1 20 equal quarterly installments ending on March 18, 2031 Tranche 2 22 equal quarterly installments ending on December 3, 2031 The loan was fully repaid in the current financial year	SBP rate + 150 bps payable quarterly in arrears	1st JPP charge over all present and future fixed assets of the Holding Company of Rs 38,051 million with 25% margin.
13	MCB Bank Limited - Demand Finance	1,194,194	-	462,410	3-month KIBOR + 75 bps p.a., payable quarterly in arrears to be reset on last working day of preceding calendar quarter.	1st JPP charge over all present and future fixed assets of the Holding Company of Rs 38,051 million with 25% margin.	
14	Habib Bank Limited - LTFF	3,000,000	224,282	336,423	08 equal quarterly installments ending on June 25, 2028	1st JPP charge of Rs 4,000 million over all present and future fixed assets of the Holding Company including land measuring 2,097 kanals and 9 marlas, buildings, plant and machinery.	
15	Allied Bank Limited -Term Finance	2,500,000	-	2,200,000	The loan was fully repaid in the current financial year	Pari Passu (PP) / JPP charge of 25% margin, over all present and future plant and machinery of the Holding Company.	
16	Allied Bank Limited -Term Finance	518,575	-	246,102	The loan was fully repaid in the current financial year	JPP / FPP charge of Rs 853.33 million, inclusive of 25% margin, over all present and future plant and machinery of the Holding Company.	
17	Allied Bank Limited - LTFF	121,425	50,594	70,831	3-month KIBOR + 100 bps p.a., payable quarterly in arrears, markup to be reset on last working day of preceding calendar quarter.	JPP / FPP charge of Rs 853.33 million, inclusive of 25% margin, over all present and future plant and machinery of the Holding Company.	
18	Faysal Bank Limited - Diminishing Musharakah	2,000,000	612,015	884,022	SBP rate + 100 bps p.a., payable quarterly in arrears.	JPP charge over all present and future fixed assets of the Holding Company with 25% margin.	
19	MCB Islamic Bank Limited - Diminishing Musharakah	350,000	-	87,574	3-month KIBOR + 50 bps p.a., payable quarterly in arrears.	JPP charge over fixed assets of the Holding Company including land, buildings and plant and machinery with 25% margin.	
20	MCB Bank Limited - Demand Finance	500,000	-	312,448	SBP rate + 150 bps p.a., payable quarterly in arrears.	1st JPP charge of Rs 2,000 million over all present and future fixed assets of the Holding Company including land and building.	
21	Allied Bank Limited - LTFF	1,000,000	-	593,750	3-month KIBOR + 75 bps p.a., payable quarterly in arrears, to be set on last business day before 1st drawdown and then on immediately preceding day of each quarter.	Personal guarantee of Mr. Tariq Sayeed Saigol and Mr. Sayeed Tariq Saigol (sponsoring directors and key management personnel).	
					3-month KIBOR + 70 bps p.a., payable quarterly in arrears, to be set on one business day before 1st drawdown and then on immediately preceding day before start of each quarter.	1st JPP charge over fixed assets (plant and machinery) of the Holding Company with 25% margin.	

Lender	Sanctioned Limit	2026	2025	Remaining Tenor of Principal Repayments	Mark-up as per Agreement	Security
Rupees in thousand						
22 United Bank Limited - Term Finance	3,500,000	300,000	500,000	06 equal quarterly installments ending on December 17, 2027	3 month KIBOR + 75 bps p.a, payable quarterly in arrears, to be set on one business day before 1st drawdown and then on immediately preceding day before start of each quarter.	1st JPP charge of Rs 6,000 million on fixed assets including land, building, plant and machinery of the Holding Company inclusive of 25% margin. Initial disbursement will be against ranking charge on movable fixed assets (plant and machinery only). JPP charge over fixed assets (land, building, plant and machinery) to be created within 6 months from first drawdown date alongwith mortgage perfection.
23 MCB Islamic Bank Limited - Diminishing Musharakah	1,500,000	1,312,500	1,500,000	14 equal quarterly installments ending on October 18, 2029	3-month KIBOR + 50 bps p.a, payable quarterly in arrears, to be set on one business day before 1st drawdown and then on immediately preceding day before start of each quarter.	1st JPP charge of Rs 2,000 million over fixed assets of the Holding Company inclusive of 25% margin.
24 Habib Bank Limited - Syndicated Term Finance Facility	75,000,000	75,000,000	-	Repayments will be made in following tranches: Tranche 1 of Rs 12,737.173 million: 08 equal quarterly installments starting from February 15, 2027. Tranche 2 of Rs 62,262.827 million: 17 equal quarterly installments starting from February 15, 2029.	3-month KIBOR + 10 bps p.a, payable quarterly in arrears, to be set on one business day before 1st drawdown and then on immediately preceding day before start of each quarter.	Ranking charge of Rs 93,750 million on all present and future fixed assets, including long-term investments of the Holding Company with a 20% margin. Ranking charge of Rs 93,750 million on all present and future current assets of the Holding Company with a 20% margin. FPP charge of Rs 45,000 million on all present and future fixed assets of the Holding Company.
Total		81,293,693	14,165,454			
Accrued mark up on long term loans		1,264,769	313,156			
Amortized cost of long term loans		82,558,462	14,478,610			
Impact of deferred government grant		(322,304)	(450,487)			
Loan transaction cost - note 8.1		(299,411)	-			
Current portion of long term loans from financial institutions - secured (principal portion)		(4,425,492)	(3,933,328)			
Current portion of long term loans from financial institutions - secured (accrued mark up portion)		(1,264,769)	(313,156)			
Long term portion of loans from financial institutions		76,246,486	9,781,639			

	Note	2026 (Rupees in thousand)	2025
8.1 Loan transaction cost			
Opening balance		-	-
Addition during the year		316,100	-
Amortization during the year	42	(16,689)	-
Closing balance		299,411	-
9. DEFERRED GOVERNMENT GRANT			
Balance as at July 01	9.1 & 9.2	450,487	605,926
Amortization during the year		(128,183)	(155,439)
Balance as at June 30		322,304	450,487
Current portion		(105,295)	(128,183)
Non - current portion		217,009	322,304

9.1 This represents deferred government grant related to loans obtained during 2021 under the State Bank of Pakistan's Temporary Economic Refinance Facility (TERF) Scheme for installation of a waste heat recovery plant. These facilities carry mark-up at rates specified by the State Bank of Pakistan plus a spread ranging from 1.5% to 2% per annum.

The loans were initially measured at fair value in accordance with IFRS 9 Financial Instruments, using market rates prevailing at the SBP approval dates of the respective tranches. The difference between the fair value of the loans and the loan proceeds was recognized as a deferred government grant in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance, Circular No. 11 of 2020 issued by the Institute of Chartered Accountants of Pakistan (ICAP), and the ICAP Selected Opinion issued in November 2020.

9.2 The Group has obtained loans under the State Bank of Pakistan's Temporary Economic Refinance Facility (TERF) Scheme and the SBP Financing Scheme for Renewable Energy for the installation of a Waste Heat Recovery Plant, import and installation of Cement Production Line-IV, and development of a Solar Energy Project. These facilities carry mark-up at rates specified by the State Bank of Pakistan plus a spread ranging from 1.5% to 2% per annum.

The loans were initially measured at fair value in accordance with IFRS 9 Financial Instruments using market rates prevailing at the SBP approval dates of the respective tranches. The difference between the fair value of the loans and the loan proceeds was recognized as a deferred government grant in accordance with IAS 20 Accounting for Government Grants and Disclosure of Government Assistance and the Selected Opinion issued by the Institute of Chartered Accountants of Pakistan (ICAP) in November 2020.

10. LEASE LIABILITIES

The Group leases various offices, warehouses, distribution and logistics facilities, and mineral extraction sites (gypsum, limestone and clay quarries) for use in its administrative, distribution, operational and mining activities. The reconciliation of the carrying amount is as follows:

	Note	2026 (Rupees in thousand)	2025
The reconciliation of the carrying amount is as follows:			
Balance as at July 1		93,262	82,709
Addition during the year		33,124	44,402
Reassessment of lease liability		-	(3,935)
Interest on lease liabilities	42	12,439	13,150
Payments made during the year		(49,166)	(42,222)
Lease terminated during the year		(7,523)	(842)
Balance as at June 30		82,136	93,262
Current maturity shown under current liabilities		(36,807)	(39,970)
		45,329	53,292
Maturity analysis of liability against right of use asset is as follows:			
Less than one year		47,277	48,377
One to five years		42,539	52,173
More than five years		19,090	23,338
		108,906	123,888
Future finance charge		(26,770)	(30,626)
Present value of liability against right of use asset		82,136	93,262
10.1 The consolidated statement of financial position shows the following amounts related to leases:			
Right of use assets	19.4	74,981	86,091
Lease liabilities			
Current portion		36,807	39,970
Non-current portion		45,329	53,292
10.2 The consolidated statement of profit or loss shows the following amounts related to leases:			
Depreciation expense on right of use assets	19.4.1	37,815	40,555
Interest on lease liabilities	42	12,439	13,150

11. RETENTION MONEY PAYABLE

This represents retention money withheld from progress billings of contractors engaged in the construction of the Novacare Hospital project, including grey structure, Mechanical Electrical and Plumbing (MEP), Heating Ventilation and Air Conditioning (HVAC), medical gas, generator, and Vertical Transportation System (VTS) works. The retained amounts are payable to the respective contractors upon satisfactory completion of their contractual obligations and fulfilment of the conditions specified in the relevant contracts. It has not been carried at amortised cost since the effect of discounting is immaterial.

12. LONG TERM DEPOSITS

These include interest free security deposits from stockists and suppliers and are repayable on cancellation / withdrawal of the dealership or on cessation of business with the Group. As per the agreements signed with these parties, the Group has the right to utilise the amounts for the furtherance of their business, hence, the amounts are not required to be kept in a separate account maintained in a scheduled bank. Therefore, the Group is in compliance with section 217 of the Companies Act, 2017. These deposits have not been carried at amortised cost since the effect of discounting is immaterial in the context of these consolidated financial statements.

2026	2025
(Rupees in thousand)	

13. DEFERRED TAXATION

Deferred tax liability on taxable temporary differences arising in respect of:

- Accelerated tax depreciation on fixed assets
- Surplus on revaluation of fixed assets
- Investments at fair value through OCI
- Investments at fair value through profit or loss
- Intangible assets
- Right-of-use assets
- Loan transaction cost

19,191,450	10,986,524
11,734,483	2,027,824
675,703	853,465
418,959	404,779
-	7,952
18,334	15,865
110,782	-
32,149,711	14,296,409

Deferred tax asset on deductible temporary differences arising in respect of:

- Intangible assets
- Provision for slow moving stores and spares
- Provision for expected credit loss
- Lease liabilities
- Employee benefits obligations
- Provision for Workers Welfare Fund
- Provision for Workers Profit Participation Fund

(1,202)	-
(17,758)	-
(417,542)	(427,849)
(19,450)	(11,099)
(223,148)	(20,415)
(285,615)	-
(4,864)	-
(969,579)	(459,363)
31,180,132	13,837,046

13.1 Movement in deferred tax balances is as follows:

At beginning of the year
Acquisition of PIOC

13,837,046	13,048,262
19,614,997	-
33,452,043	13,048,262

Recognized in statement of profit or loss:

- Accelerated tax depreciation on fixed assets
- Surplus on revaluation of fixed assets
- Employee benefits obligations
- Investment at fair value through profit or loss
- Right-of-use assets
- Lease liabilities
- Intangible assets
- Deferred tax on unrealised profit on inventory
- Provision for expected credit loss
- Provision for stores and spares
- Loan transaction cost
- Provision for Workers Welfare Fund
- Provision for Workers Profit Participation Fund

(1,229,408)	346,509
(468,169)	(268,392)
6,739	(11,161)
(1,724)	404,779
2,469	(2,909)
(8,351)	7,847
(9,154)	2,902
-	31,146
74,479	(198,825)
960	-
110,782	-
(13,323)	-
91,021	-
(1,443,679)	311,896

Recognized in statement of other comprehensive income:

- Change in tax rate on surplus on revaluation on fixed assets
- Employee benefits obligations
- Investments at fair value through OCI

(636,395)	(3,055)
(14,075)	5,403
(177,762)	474,540
(828,232)	476,888
31,180,132	13,837,046

13.2 The pre-commencement expenditure of healthcare segment available for carry forward is estimated at Rs 717.837 million (2025: Rs 358.918 million). Management considers that the pre-commencement expenditure available for carry forward may not be utilized in the foreseeable future. Consequently, on prudence basis, deferred tax asset of Rs 208.173 million (2025: Rs 104.086 million) has not been recognised in these financial statements.

- 13.3** The Group's subsidiaries have undistributed earnings which, if paid out as dividends, would be subject to tax in the hands of the recipient. An assessable temporary difference exists, but no deferred tax liability has been recognised as the Holding Company is able to control the timing of distributions from the subsidiaries and is not expected to distribute these profits in the foreseeable future.

	Note	2026 (Rupees in thousand)	2025
14. EMPLOYEE BENEFITS OBLIGATIONS			
Accumulating compensated absences	14.1	343,389	298,289
Gratuity - funded	14.2	514,698	52,349
Gratuity - unfunded	14.3	22,421	-
		880,508	350,638
14.1 Accumulating compensated absences			
Opening liability		298,289	253,363
Charged to consolidated statement of profit or loss		83,368	76,308
Payments made during the year		(38,268)	(31,382)
Liability as at year end	14.1.1	343,389	298,289
14.1.1 Movement in liability for accumulating compensated absences			
Present value of accumulating compensated absences as at beginning of the year		298,289	253,363
Current service cost for the year		22,680	15,276
Interest cost for the year		33,499	35,057
Benefits paid during the year		(38,268)	(31,382)
Remeasurements:			
Actuarial loss from changes in demographic assumptions		1,247	-
Actuarial loss from changes in financial assumptions		13,022	-
Experience adjustments		12,920	25,975
Present value of accumulating compensated absences as at year end		343,389	298,289
14.1.2 Charge for the year			
Current service cost		22,680	15,276
Interest cost		33,499	35,057
Actuarial losses on present value of defined benefit obligations		27,189	25,975
Total expense for the year		83,368	76,308
14.1.3 Actuarial assumptions			

The principal actuarial assumptions used in the actuarial valuation of this scheme by applying projected unit credit method as on June 30 are as follows:

	2026	2025
Discount rate used for interest cost - per annum	12.00%	14.75%
Discount rate used for year end obligations - per annum	11.75%	12.00%
Expected rate of growth per annum in future salaries	11.25%	11.00%
Expected mortality rate	SLIC 2001 - 2005 Setback 1 Year	
Retirement assumption	60 Years	60 Years
Average duration	8 years	8.6 years

14.1.4 Sensitivity analysis

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

	Accumulating compensated absences	
	Present value of defined benefit obligation	
	Increase in assumption	Decrease in assumption
	(Rupees in thousand)	
Discount rate + 100 bps	318,300	274,474
Future salary increase + 100 bps	372,017	317,981

14.1.5 Risks associated with the accumulating compensated absences

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

(ii) Demographic risks

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

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

14.2 Gratuity - funded

The latest actuarial valuation of the Group's defined benefit plan, was conducted on June 30, 2026 using projected unit credit method. Detail of obligation for defined benefit plan is as follows:

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

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Present value of defined benefit obligation	14.2.1	599,708	161,131
Fair value of plan assets	14.2.2	(88,533)	(116,943)
Payable to ex-employees		3,523	8,161
Net liability at end of the year		514,698	52,349
Net liability at beginning of the year		52,349	75,164
Acquisition of PIOC		396,346	-
Charged to consolidated statement of profit or loss	14.2.3	36,776	14,424
Net remeasurement for the year charged / (credited) to OCI	14.2.3	29,596	(13,853)
Contribution made by the Group during the year		(369)	(23,386)
Net liability at end of the year		514,698	52,349

		2026	2025
		(Rupees in thousand)	
14.2.1	Movement in the present value of defined benefit obligations is as follows:		
	Present value of defined benefit obligations at beginning of the year	161,131	183,179
	Acquisition of PIOC	396,346	-
	Current service cost	19,417	7,351
	Interest cost	29,536	24,097
	Benefits due but not paid	(1,525)	(6,964)
	Adjustment against payables	(12)	274
	Benefits paid during the year	(33,307)	(32,650)
	Remeasurements:		
	Actuarial losses from changes in financial assumptions 9,484	845	
	Experience adjustments	18,638	(15,001)
	Present value of defined benefit obligation at end of the year	599,708	161,131
14.2.2	Movement in the fair value of plan assets is as follows:		
	Fair value of plan assets at beginning of the year	116,943	120,047
	Contributions made during the year	369	23,386
	Expected return on plan assets for the year	12,177	17,024
	Actuarial loss on plan assets	(1,474)	(303)
	Benefits paid during the year	(39,482)	(43,211)
	Fair value of plan assets at end of the year	88,533	116,943
	Plan assets comprise of:		
	Units of NBP Mustahkam Fund - Fixed term Munafa Plan V	-	116,267
	Accrued interest	87,336	-
	Cash at bank	1,197	676
		88,533	116,943
		2026	2025
		(Percentage)	
	Debt instrument	98.65%	99.42%
	Cash at bank	1.35%	0.58%
		100.00%	100.00%

14.2.3 Charge for the year

Consolidated statement of profit or loss

	2026	2025
Current service cost	19,417	7,351
Interest cost	29,536	24,097
Expected return on plan assets	(12,177)	(17,024)
	36,776	14,424

Consolidated statement of comprehensive income

Actuarial loss / (gain) on retirement benefits - net	29,596	(13,853)
	66,372	571

Actuarial assumptions

	2026	2025
The following are the principal actuarial assumptions at June 30:		
Discount rate used for year end obligations - per annum	12.25% - 12.50%	12.00%
Discount rate used for interest cost in profit or loss - per annum	11.75% - 12.00%	14.75%
Expected rate of growth per annum in future salaries	12.25% - 12.50%	11.00%
Expected mortality rate	SLIC 2001 - 2005 Setback 1 Year	
Retirement assumptions	60 Years	60 Years
Average duration	4 Years	4 Years

14.2.4 This also includes payments made to employees with respect to gratuity due but not paid in 2025 amounting to Rs 6.175 million.

14.2.5 The Group expects to charge Rs 93.390 million to consolidated statement of profit or loss on account of defined benefit plan in the year ending June 30, 2027.

14.2.6 Sensitivity analysis

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

	Gratuity	
	Present value of defined benefit obligation	
	Increase in assumption	Decrease in assumption
	(Rupees in thousand)	
Discount rate + 100 bps	557,880	646,773
Future salary increase + 100 bps	646,933	556,984

14.2.7 Risks associated with the defined benefit plan

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

(ii) Demographic risks

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

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

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

14.3 Gratuity - unfunded

The relates to the unfunded gratuity scheme for all permanent employees of healthcare segment according to the terms of employment subject to a minimum qualifying period of service. The reconciliation of the carrying amount is as follows:

	Note	2026 (Rupees in thousand)	2025
Opening liability		-	-
Charged to consolidated statement of profit or loss		22,421	-
Liability as at year end		22,421	-
14.4 Accumulating compensated absences and gratuity charge to profit or loss for the year has been allocated as follows:			
Cost of sales	37	73,958	67,332
Selling and distribution expenses	38	43,543	20,460
Administrative expenses	39	25,064	2,940
		142,565	90,732
15. TRADE AND OTHER PAYABLES			
Trade creditors		7,754,143	4,406,301
Due to related parties	15.1	13,733	-
Bills payable - secured		544,602	1,769,163
Accrued liabilities		3,242,891	1,689,225
Contract liabilities	15.2	455,349	590,053
Employees' compensated absences	15.3	88,730	-
Payable to Workers' Profit Participation Fund	15.4	2,765,832	2,568,709
Payable to Workers' Welfare Fund	15.5	1,458,444	797,341
Payable to Provident Fund Trust		31,942	28,281
		16,355,666	11,849,073
Payable to Government on account of:			
Federal excise duty payable		829,438	33,576
Sales tax payable - net		233,136	-
Royalty and Excise Duty payable		10,187,385	2,951,581
Withholding tax		272,871	-
Other taxes payable		347,801	462,297
		11,870,631	3,447,454
Contractors' retention money	15.6	2,050,200	2,008,041
Security deposits repayable on demand	15.7	126,085	108,606
Payable against redemption of preference shares		985	990
Other payables		411,928	229,564
		2,589,198	2,347,201
		30,815,495	17,643,728

15.1 This represents the amounts due to the Ultimate Holding Company in respect of transactions during the year as detailed in note 48 to the financial statements.

15.2 This represents contract liabilities of the Group towards various parties. Revenue recognised in the current year that was included in the contract liability balance at the beginning of the year amounts to Rs 328.299 million (2025: Rs 134.394 million).

	Note	2026 (Rupees in thousand)	2025
15.3 Employees' compensated absences			
The reconciliation of the carrying amount is as follows:			
Opening liability - acquisition of PIOC		104,684	-
Charged to consolidated statement of profit or loss		15,427	-
Payments made during the year		(31,381)	-
Liability as at year end		88,730	-
15.4 Payable to Workers' Profit Participation Fund			
Opening balance		2,568,709	2,127,605
Acquisition of PIOC		245,858	-
Provision for the year	40	693,514	676,952
Payments made during the year		(742,249)	(235,848)
Closing balance		2,765,832	2,568,709
15.5 Workers' Welfare Fund			
Opening balance		797,341	511,983
Acquisition of PIOC		675,835	-
Provision for the year	40	470,445	504,247
Payments made during the year		(485,177)	(218,889)
Closing balance		1,458,444	797,341

15.6 This represents retention monies withheld of contractors and are repayable after satisfactory completion of contracts. It also includes retention money payable to M/s Chengdu Design & Research Institute of Building Materials Industry Co., Limited, amounting to CNY 38.433 million (2025: CNY 38.433 million) equivalent to Rs 1,575.372 million (2025: Rs 1,525.293 million) against Line-IV and to M/s Sinoma Energy Conservation Limited against Line-IV Waste Heat Recovery Plant amounting to CNY 5.437 million (2025: CNY 5.437 million) equivalent to Rs 222.844 million (2025: Rs 215.613 million). This amount will be payable on issuance of certificate of performance test acceptance by the Group.

15.7 This represents security deposits received from distributors and contractors of the Group. Distributors and contractors have given the Group a right to utilize deposits in ordinary course of business.

	2026 (Rupees in thousand)	2025
16. MARK-UP ACCRUED ON BORROWINGS		
Accrued mark-up on:		
- Long term loans from financial institutions - secured	1,264,769	313,156
- Short term borrowings	90,771	7,278
	1,355,540	320,434

16.1 Accrued mark-up on long term loans includes Rs 1,151.691 million (2025: Rs 52.277 million) related to an arrangement permissible under Shariah. Remaining mark up pertains to the loans from conventional banks.

- 16.2** Accrued mark-up on short term borrowings includes Rs 0.359 million (2025: Rs 1.773 million) related to an arrangement permissible under Shariah. Remaining mark up pertains to the loans from conventional banks.

	Note	2026 (Rupees in thousand)	2025
17. SHORT TERM BORROWINGS FROM FINANCIAL INSTITUTIONS - SECURED			
Banking and financial institutions:			
- Cash finance and others facilities availed	17.1	299,505	6,779
- Running finance	17.2 & 17.3	1,402,006	143,520
- Islamic mode of financing	17.4	21,248	671,986
- Finance against Trust Receipt (FATR)	17.5	775,838	-
		2,498,597	822,285

- 17.1** Cash finance facilities available from various commercial banks under markup arrangements amount to Rs 300 million (2025: Rs 500 million). The markup rate charged during the year on the outstanding balances ranged from 11.13% to 11.99% (2025: 12.33% to 20.74%) per annum, payable quarterly in arrears. These facilities are secured against pari passu hypothecation charge over all present and future current assets of the Holding Company along with a 25% margin.

- 17.2** Running finance facilities available from various commercial banks under markup arrangements amount to Rs 10,050 million (2025: Rs 3,850 million). The markup rate charged during the year on the outstanding balances ranged from 10.88% to 12.53% (2025: 11.78% to 20.74%) per annum, payable quarterly in arrears. These facilities are secured against a joint pari passu hypothecation charge over all present and future current assets of the Holding Company amounting to Rs 5,467 million, with a 25% margin, and a hypothecation charge over the current assets of PIOC, also with a 25% margin.

- 17.3** Money market loans available under markup arrangements amount to Rs 2,800 million (2025: Rs 1,800 million). The markup rate charged during the year on the outstanding balances was 11.60% to 12.53% (2025: 13.28%) per annum. These loans are secured by a joint pari passu hypothecation charge over all present and future current assets of the Holding Company, subject to a 25% margin, and by a hypothecation charge over the current assets of PIOC, also subject to a 25% margin. These facilities are available as a sub-limit of the main running finance facilities.

- 17.4** Islamic financing facilities amounting to Rs 7,300 million (2025: Rs 2,000 million) were available from Faysal Bank Limited, United Bank Limited, MCB Islamic Bank Limited, Habib Metropolitan Bank Limited and Askari Bank Limited, aggregating Rs 5,300 million for working capital requirements under Murabaha and Musharaka arrangements, and from Meezan Bank Limited amounting to Rs 2,000 million under a Shirkat-ul-Aqd arrangement.

The facilities aggregating Rs 5,300 million are secured by a joint pari passu hypothecation charge over all present and future current assets of the Holding Company amounting to Rs 3,333 million, together with a ranking charge of Rs 2,667 million and a 25% margin. The Rs 2,000 million facility obtained from Meezan Bank Limited is secured by a first joint pari passu charge over the current assets of PIOC, subject to a 25% risk margin. Under the terms of the facilities, drawdowns in excess of Rs 550 million may initially be made against a ranking charge, which is required to be upgraded to a joint pari passu charge within 180 days of the first drawdown.

Markup on Murabaha arrangements is payable at the respective maturity dates, while markup on Musharaka arrangements is payable quarterly on the outstanding balances. The markup rate charged during the year ranged from 10.73% to 13.03% (2025: 12.24% to 20.34%) per annum.

- 17.5** Finance against Trust Receipts amounting to Rs 6,350 million (2025: Rs 2,900 million) have been obtained from Bank Alfalah Limited and Askari Bank Limited for financing and retirement of import documents (LCs). The markup rate charged during the year on the outstanding balances was 11.37% to 12.43% (2025: nil) per annum. These facilities are secured against Joint Pari Passu hypothecation charge over all present and future current assets of the Holding Company amounting to Rs 2,667 million, along with a 25% margin and by a first joint pari passu charge over current assets, along with trust receipts.

18. CONTINGENCIES AND COMMITMENTS

18.1 Contingencies

- 18.1.1** The Group had filed an appeal before the Customs, Central Excise and Sales Tax Appellate Tribunal, Karachi (now, Customs, Excise & Sales Tax Appellate Tribunal, Karachi) against the order of the Deputy Collector Customs whereby the refund claim of the Group amounting to Rs 12.350 million was rejected and the Group was held liable to pay an amount of Rs 37.050 million by way of 10% customs duty allegedly leviable in terms of SRO 584(I)/95 and 585(I)/95 dated July 01, 1995. The impugned demand was raised by the department on the alleged ground that the Group was not entitled to exemption from payment of customs duty and sales tax in terms of SRO 279(I)/94 dated April 02, 1994.

The Honourable Lahore High Court (LHC), upon the Group's appeal, vide its order dated November 06, 2001, decided the matter in favour of the Group. However, the Collector of Customs preferred a petition before the Honourable Sindh High Court, which is pending adjudication. No provision has been made in these consolidated financial statements in respect of the above stated amount as the management and the Group's legal advisor are confident that the ultimate outcome of this case will be in favour of the Group.

- 18.1.2** A show cause notice was issued to the Group on December 04, 1999 and demand was raised by the Central Board of Revenue (now, the Federal Board of Revenue) for payment of duties and taxes on the plant and machinery imported by the Group (pursuant to the exemption granted in terms of SRO 484(I)/92 allegedly on the ground that the plant could be locally manufactured and was therefore, not exempt). A total demand of Rs 1,386.720 million was raised by the Central Board of Revenue out of which an amount of Rs 449.328 million was deposited by the Group (initially, the Group deposited Rs 269.328 million and subsequently deposited further amount of Rs 180 million). Initially, the matter was decided in favour of the Group as per the judgment of the LHC in Writ Petition No. 6794/2000. Against the aforesaid judgment of Lahore High Court, the Customs Department had filed appeal before the Supreme Court of Pakistan which was decided by the Honourable Supreme Court vide judgment dated December 21, 2011 with the direction to file reply to the Show Cause Notice before the Collector of Customs, Faisalabad.

The Group filed its reply before the Collector of Customs, Faisalabad who decided the same against the Group vide order No. 6/2014 dated July 09, 2014. The said order was challenged by the Group by way of filing of appeal No. 172/LB/2014 before the Customs Appellate Tribunal, Lahore which vide Judgment dated August 21, 2019 has granted partial relief to the Group with direction to the Customs Department to recalculate the customs duty in accordance with the list communicated by the Engineering Development Board vide letter dated June 21, 2006.

However, the Collector of Customs instead of making fresh calculations, through a demand notice CA-1946/2000(Pt-I)/8169 dated October 23, 2019 restored the original demand raised by the earlier order No. 06/2014 and directed the group to pay the amount of Rs 933.810 million within a period of seven days. The said demand of tax was challenged by the group before the Honourable Lahore High Court, wherein stay against recovery was granted to it by the LHC vide order dated November 04, 2019. This matter is still pending before the LHC, Lahore, and next date of hearing is yet to be fixed by the office of the High Court. No provision has been made in these consolidated financial statements in respect of the above stated amount as the management and the legal advisor of the group are confident that the ultimate outcome of this case will be in favour of the group.

- 18.1.3** The Group has filed an appeal before the Honourable Supreme Court of Pakistan against the judgment of the Division Bench of the Honourable High Court of Sindh at Karachi. The Division Bench, in its judgment dated September 15, 2008, partly accepted the appeal by declaring that the levy and collection of infrastructure cess/fee prior to December 28, 2006, was illegal and ultra vires, while after December 28, 2006, it was legal and collected by the Excise Department in accordance with the law. The appeal challenges the declaration that the infrastructure cess/fee collected after December 28, 2006, was lawful. The Province of Sindh and the Excise and Taxation Department have also appealed against the judgment. The Honourable Supreme Court of Pakistan consolidated both appeals and set them aside. Subsequently, the law has been challenged in a constitutional petition in the Honourable Sindh High Court, Karachi. The Honourable High Court granted a stay on May 31, 2011, requiring payment of 50% of the cess to the Excise Department and furnishing a bank guarantee for the remaining 50%. The matter is pending adjudication, and the stay order remains in effect.
- 18.1.4** The Competition Commission of Pakistan, in an order dated August 27, 2009, imposed a penalty on twenty cement factories in Pakistan at a rate of 7.5% of their turnover. The penalty imposed on the Group amounts to Rs 950.190 million. The Commission alleges a violation of section 4(1) of the Competition Commission Ordinance, 2007. However, following the abeyance by the Honourable Islamabad High Court pursuant to the Supreme Court of Pakistan's judgment dated July 31, 2009, the petition has become infructuous. The Group has filed Writ Petition No. 15618/2009 before the LHC. No provision has been made in these consolidated financial statements as the management and the Group's legal advisor are confident that the case's ultimate outcome will be in the Group's favour.
- 18.1.5** The Federal Board of Revenue (FBR) selected the Group's case for audit of its sales tax affairs for the tax periods from July 2017 through June 2018 through computerized balloting which was intimated through notice dated February 10, 2021 issued by the office of the Commissioner Inland Revenue (CIR). Subsequently, the Deputy CIR issued audit report and show cause notice dated March 8, 2021 and March 17, 2021 respectively. The proceedings were finalized through order dated March 31, 2021 through which an aggregate sales tax demand of Rs 1,399.890 million was created against the Group.
- The Group preferred an appeal against the above referred order which was disposed of by the Commissioner Inland Revenue (Appeals) [CIR(A)] vide appellate order dated July 15, 2021. Through such appellate order, majority of the issues which were pressed in appeal were settled in favour of the Group. Regarding the issues decided against the Group, the Group filed an appeal before the Appellate Tribunal Inland Revenue (ATIR) on September 7, 2021, which is still pending adjudication. No provision has been made in these consolidated financial statements as the management and the Group's legal advisor are confident that the Group is likely to obtain relief from the appellate authorities.
- 18.1.6** The Learned Additional Commissioner vide order No. ENF-III.50.2017 dated March 22, 2018 raised demand of Rs 256 million against the Group, related to tax periods from July 2015 to March 2017 on alleged non-deduction of withholding tax on services received by the Group. Being aggrieved, the Group filed an appeal before the Commissioner (Appeals), Punjab Revenue Authority. The Group also challenged the vires of Rule 6 of Punjab Sales Tax on Services (Withholding) Rules, 2002 before LHC through constitutional petition No. 203460/2018. The Honourable Court issued notice to the department and suspended proceedings before the first appellate authority vide order dated May 23, 2018. The writ petition is pending adjudication. The Group and its tax/legal advisor are expecting favourable outcome of the case. Therefore, no provision has been booked in these consolidated financial statements.
- 18.1.7** The Group was selected for audit under section 42B of Federal Excise Act 2005 for tax periods from July 2017 to June 2018 intimated by a letter dated December 8, 2020. The DCIR finalized the audit and created a demand of Rs 690.52 million along with default surcharge and penalty, vide

order No. 02 dated October 20, 2021. Being aggrieved, the Group preferred an appeal before the CIR(A). The appeal was disposed off by the CIR(A) vide appellate order No. 12 dated February 10, 2022 and entire amount of Federal Excise Duty along with penalty and default surcharge was annulled and the matter was remanded back to the taxation officer. Being aggrieved, the Group preferred an appeal before the ATIR which is pending adjudication. However, the management and the tax advisor of the Group are hopeful of favourable outcome of the case, therefore, no provision has been incorporated in these consolidated financial statements.

18.1.8 The Group received show cause notice, dated April 17, 2022 as per which it was alleged that the Group's claim of input sales tax amounting to Rs 85.980 million, for the tax periods from January 2017 to August 2019, was illegal. The Group responded to the notice vide letter dated April 25, 2022. The proceedings were concluded by the DCIR and demand of Rs 85.980 million along with default surcharge and penalty was raised by DCIR vide assessment order dated May 31, 2022, passed under section 11 of the Sales Tax Act, 1990. Being aggrieved, the Group preferred an appeal before the CIR(A), which is pending adjudication. The management of the Group is hopeful of favourable outcome of the case, therefore, no provision has been incorporated in these consolidated financial statements.

18.1.9 The Group received show cause notice dated April 7, 2022 as per which it was alleged that the Group's claim of input sales tax, amounting to Rs 620.980 million, for the tax periods from July 2019 to November 2021 was illegal. The Group responded to the notice vide letter dated March 25, 2022. The proceedings were concluded by the DCIR and demand of Rs 580.060 million along with default surcharge and penalty was raised by DCIR vide assessment order dated May 31, 2022 passed under section 11 of the Sales Tax Act, 1990. Being aggrieved, the Group preferred an appeal before the CIR(A), which has been decided in the favour of the Group through order dated November 8, 2022. Department has preferred an appeal before learned ATIR against the order of CIR(A). The management of the Group is hopeful of favourable outcome of the case, therefore, no provision has been recorded in these consolidated financial statements.

18.1.10 The District Council of Mianwali is installing water meters at the Group's premises and is seeking recovery of amounts in respect of water conservancy charges. The Group challenged this through Writ Petition No. 227126/2018 before the LHC. The Court remanded the matter to the Secretary, Local Government, with directions to hear the petitioners and issue a decision within 30 days. In response, the Secretary constituted a Committee to determine revised water conservancy charges. The Committee proposed two separate rates: one for water abstraction and the other for restoration.

Based on the Committee's rates, the District Council Mianwali issued bills amounting to Rs 752.147 million for the period from August 2018 to December 2024. The Group challenged these charges before the Honorable LHC, Rawalpindi Bench, through Writ Petition No. 157/2025, wherein a stay order was granted. The LHC also appointed the Secretary, Local Government, to mediate between the Group and the Department to finalize the applicable water charges. The matter is currently pending adjudication, and the Group remains hopeful of a favourable outcome.

18.1.11 The Group has filed a Constitutional Petition bearing No. W.P. No. 8084/2026 before the LHC challenging the recovery of RLNG actualization charges pertaining to a period of seven years. The LHC has granted a stay order against the said recovery and the matter is pending adjudication before the Court. No provision has been made in these consolidated financial statements in respect of the aforesaid matter as the management, based on the advice of the Group's legal counsel, is confident that the ultimate outcome of the case will be in favour of the Group.

18.1.12 The DCIR issued a show cause notice to the Group on November 29, 2022, requiring the Group to provide details and clarification on the adjustment of various inputs under section 8 of the Sales Tax Act, 1990 (the Act) for the tax periods from July 2019 to June 2020. The Group fully complied with the notice and the assessing officer finalised the proceedings and passed an

order on February 02, 2023, creating a demand of Rs 491.522 million and imposing a penalty of Rs 22.722 million.

Aggrieved by the order, the Group filed an appeal before the CIR(A). The CIR(A) heard the case and issued an order dated May 31, 2023, remanding it back to the department. The Group contested the CIR(A)'s decision before the ATIR which was heard by the Honorable ATIR on March 2, 2026 and the ATIR, through its order dated March 03, 2026, deleted a portion of the demand and remanded the remaining issues back to the DCIR.

Pursuant to the remand order, the DCIR initiated remand back proceedings and issued notice dated June 15, 2026. The Group fully complied with the notice and submitted a reply along with supporting evidence. No order has been passed by the DCIR pursuant to the remand back proceedings and the matter is still pending before the tax authorities.

- 18.1.13** The DCIR issued a show cause notice to the Group on November 29, 2022, requiring the Group to provide details and clarification on the adjustment of various inputs under section 8 of the Act, for the tax periods from July 2020 to June 2021. The Group fully complied with the notice and the assessing officer finalised the proceedings and passed an order on February 07, 2023, creating a demand of Rs 500.060 million and imposing a penalty of Rs 17.301 million.

Aggrieved by the order, the Group filed an appeal before the CIR(A). The CIR(A) heard the case and issued an order dated May 31, 2023, remanding it back to the department. The Group contested the CIR(A)'s decision before the ATIR which was heard by the Honorable ATIR on March 18, 2026. The ATIR vide its order dated April 30, 2026 partially deleted the demand and remanded the remaining issues to the DCIR for fresh adjudication. No further proceedings have been initiated by the DCIR pursuant to the remand order and the matter is still pending before the tax authorities.

- 18.1.14** The DCIR issued a show cause notice to the Group on March 16, 2021, requiring the Group to provide details and clarification on the adjustment of various inputs under Section 8 of the Act for the tax periods from July 2017 to December 2020. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 843.580 million.

Aggrieved by the order, the Group filed an appeal before the CIR(A). The CIR(A) confirmed the department's treatment to the tune of Rs 580.285 million and annulled the remaining demand. The Group contested the CIR(A)'s decision before the ATIR, which remanded the order back to the department. The Group then appealed to the LHC, which also remanded the case back to the department.

The DCIR restarted the proceedings and issued a notice. The Group fully complied, and the DCIR passed an impugned order amounting to Rs 158.150 million on January 31, 2024, against which the Group appealed before the CIR(A). Following the Tax Laws (Amendment) Act, 2024, the appeal was transferred to the ATIR, Lahore. The ATIR remanded the case back to the DCIR through an order dated August 22, 2024.

Pursuant to the remand order, the DCIR initiated remand-back proceedings and, after completion of the proceedings, passed an order dated June 27, 2026, creating a sales tax demand of Rs 158.150 million along with default surcharge of Rs 134.427 million and penalty of Rs 7.907 million. Being aggrieved by the order, the Group has filed an appeal before the CIR(A), which is still pending adjudication.

- 18.1.15** The DCIR issued a show cause notice to the Group on March 18, 2021, requiring the Group to provide details and clarification on the adjustment of various inputs under Section 8 of the Act for the tax periods from July 2016 to July 2017. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 182.831 million.

Aggrieved by the order, the Group filed an appeal before the CIR(A). The CIR(A) confirmed the department's treatment to the tune of Rs 96.352 million and annulled the remaining demand. The Group contested the CIR(A)'s decision before the ATIR, which remanded the order back to the department. The Group then appealed to the LHC, which also remanded the case back to the department.

The DCIR restarted the proceedings and issued a notice. The Group fully complied, and the DCIR passed an impugned order on January 31, 2024, against which the Group appealed before the CIR(A). Following the Tax Laws (Amendment) Act, 2024, the appeal was transferred to the ATIR, Lahore. The ATIR remanded the case back to the DCIR through an order dated August 22, 2024.

The DCIR restarted the proceedings and issued a notice. The Group fully complied with the notice and the DCIR passed an impugned order dated June 15, 2026, creating a sales tax demand of Rs 199.286 million along with default surcharge under sections 8 and 34 of the Sales Tax Act, 1990 and penalty of Rs 9.142 million. Being aggrieved by the said order, the Group has filed an appeal before the CIR(A), which is pending adjudication.

- 18.1.16** The DCIR issued a show cause notice to the Group on November 16, 2021, requiring the Group to provide details and clarification on the adjustment of various inputs under section 8 of the Act for the tax periods from July 2019 to August 2019. The Group fully complied with the notice, and the assessing officer finalised the proceedings on February 15, 2022, creating a demand of Rs 6.792 million and imposing a 100% penalty.

Aggrieved with the said order, the Group filed an appeal before the CIR(A). The CIR(A) confirmed the department's treatment. The Group contested the CIR(A)'s order before ATIR whereby the ATIR ruled in the favour of the department through an order dated December 06, 2022. Being aggrieved, the Group has preferred an appeal before LHC. The case is still pending before the LHC.

- 18.1.17** The DCIR issued a show cause notice to the Group on April 12, 2022, requiring the Group to provide details and clarification on account of non-deduction and non-payment of withholding tax under section 11(4) of the Act for the tax periods from July 2016 to June 2018. The Group fully complied with the notice, and the assessing officer finalised the proceedings on June 22, 2022, creating a demand of Rs 14.061 million and imposing a penalty of Rs 0.703 million.

Aggrieved with the said order, the Group filed an appeal before the CIR(A). The CIR(A) confirmed the department's treatment. The Group contested the CIR(A)'s order before ATIR whereby the ATIR ruled in the favour of the department through an order dated December 06, 2022. Being aggrieved, the Group has preferred an appeal before LHC. The case is still pending before the LHC.

- 18.1.18** The DCIR passed an order dated October 18, 2019 under section 11(2) of the Act for the tax period 2018, wherein the sales tax demand of Rs 42 million was created. However, being aggrieved from the aforesaid order, the Group filed appeal in terms of section 45B of the Act before CIR (A). The CIR (A) passed an order dated November 16, 2020 under section 11(2) of the Act for the tax year 2018, wherein the sales tax demand of Rs 42 million was raised after deleting penalty. However, being aggrieved with the said order, the Group filed an appeal before ATIR which is pending adjudication.

- 18.1.19** Proceedings under Section 11(2) of the Sales Tax Act, 1990 were initiated by the DCIR for Tax Periods July, 2019 to November, 2021 which were finalized by passing the Order dated November 4, 2022 under section 11(2) of the Act raising demand of Rs 322 million along with default surcharge (to be calculated at the time of payment) and penalty amounting to Rs 16 million under section 33(5) of the Act. Being aggrieved from the aforesaid order, the Group filed appeal before the CIR (A), which was finalized by passing the order dated April 3, 2023 under section 45B wherein the case in respect of input pertaining to the installation of plant and machinery was remanded back and the demand in respect of remaining goods and services was confirmed. The Group being dissatisfied from the aforesaid Appellate Order, preferred appeal before ATIR. The said appeal has not been fixed for hearing till date. During the previous year, the DCIR initiated remand back

proceedings, which concluded on June 29, 2024, issuing an order under Section 11(2) of the Act, raising a revised demand of Rs 48 million along with default surcharge (to be calculated upon payment) and a penalty of Rs 2 million under Section 33(5) of the Act.

The Group, being dissatisfied with the aforesaid order, has preferred an appeal under Section 46 of the Act before the learned ATIR. The Learned ATIR decided the appeal against the Group vide STA No. 1605/LB/2024 dated December 26, 2024. Aggrieved by the aforesaid order, the Group has filed a reference before the LHC through its legal counsel, which is pending adjudication.

18.1.20 The DCIR passed an order dated August 3, 2024 under section 11E of the Act for the tax periods August 2023 to October 2023, wherein a sales tax demand of Rs 85.13 million was raised along with an equivalent penalty and default surcharge (to be calculated at the time of payment). Being aggrieved from the aforesaid order, the Group filed an appeal before the ATIR, Lahore. The proceedings against the said appeal were finalized by the ATIR by passing order No. STA-1838/LB/2024, whereby the order of the DCIR was upheld and the appeal was dismissed. However, being dissatisfied with the said order, the Group filed a reference before the LHC, which is pending adjudication.

18.1.21 The DCIR passed an order dated December 26, 2025 under section 11E of the Act for the tax year 2023, wherein sales tax demand of Rs 442.3 million along with default surcharge of Rs 107.7 million was raised. Being aggrieved from the aforesaid order, the Group filed an appeal before CIR (A). The proceedings against the said appeal were finalized by CIR (A) by passing order dated February 27, 2026 by providing partial relief by deleting impugned demand to the extent of scrap sales, disposal of vehicles, penalty/default surcharge on FED and restricting the penalty on account of late filing of sales tax returns.

The default surcharge and penalty in respect of late payment of sales tax were confirmed resulting in amended demand of Rs 226.8 million. However, the Group being dissatisfied with the said order, filed an appeal before the ATIR. The said appeal has not been fixed for hearing till date.

18.1.22 The DCIR passed an order dated April 4, 2026 under section 14 of the FED Act 2005 for the tax periods July 2020 to June 2021. The proceedings against the said appeal were finalized by the DCIR by passing order dated June 30, 2026 by raising demand of default surcharge of Rs 20 million and penalty of Rs 66.94 million. The Group is in process of filing appeal before CIR (A) under the said order. No further correspondence has been received from the tax department till date.

18.1.23 During the year ended June 30, 2013, one of the shareholders filed a suit in the Honorable High Court of Sindh against the parties involved in the public announcement dated May 22, 2012, pursuant to the Listed Companies (Substantial Acquisition of Voting Shares and Take-Overs) Ordinance, 2002, including the Group and its CEO, raising objections regarding the legality of the transaction. The management considers that the transfer of shares was valid and in accordance with the applicable laws and regulations. The case was transferred from the Honorable High Court of Sindh to the Court of the Senior Civil Judge IX, Karachi (West), in light of Sindh Act No. VI of 2025, and is now listed as Suit (Received from HC) No. 1304 of 2025. The matter has not yet been fixed for hearing.

18.1.24 The issue pertaining to interpretation of sub-section (2) of section 4 of the Central Excise Act, 1944 (the "1944 Act") has been adjudicated by the Honorable Supreme Court of Pakistan vide judgment dated February 15, 2007 (the "Supreme Court Judgment") in appeal nos. 1388 and 1389 of 2002, 410 to 418 of 2005, 266, 267 & 395 of 2005 (the "Appeal"). By way of background it is pointed out that the controversy between the Department and the Group pertained to whether in view of the words of sub-section (2) of section 4 of the 1944 Act "duty shall be charged on the retail price fixed by the manufacturer, inclusive of all charges and taxes, other than sales tax..." retail prices would include the excise duty leviable on the goods. The Honorable LHC as well as the Honorable Peshawar High Court held that excise duty shall not be included as a

component for determination of the value (retail price) for levying excise duty (the “Judgments”). The department being aggrieved of the Judgments impugned the same before the Supreme Court of Pakistan vide the Appeals, in pursuance whereof leave was granted to determine in the aforesaid issue. The Honorable Supreme Court of Pakistan vide the Supreme Court Judgment upheld the Judgments and the Appeals filed by the department were dismissed. In the Supreme Court Judgment it has been categorically held that excise duty is not to be included as a component for determination of the value (retail price) for levying excise duty under sub-section (2) of section 4 of the 1944 Act.

In view of the above, during the year ended June 30, 2008, the Group had filed a refund claim amounting to Rs 734.06 million before Collector, Sales Tax and Federal Excise Duty, Government of Pakistan (the Department). During the year ended June 30, 2010, the aforesaid refund claim has been rejected by the Department, however, the Group filed an appeal before Commissioner (Appeals) Inland Revenue, Lahore which has been decided in favour of the Group.

Later on, tax department filed an appeal to the ATIR where case has also been decided in favour of the Group. However, the refund will be accounted for at the time of its realization.

The Group's contingencies relating to income tax matters are disclosed in note 30 to these consolidated financial statements.

- 18.1.25** Guarantees given by banks on behalf of the Group aggregate to Rs 2,252.484 million (2025: Rs 1,302.802 million) in favour of Sui Northern Gas Pipelines Limited and Government Institutions.
- 18.1.26** Guarantees amounting to Rs 4,984.631 million (2025: Rs 365.529 million) have been issued on behalf of the Group in favour of the Mines & Minerals Department, Government of the Punjab, in lieu of royalty.
- 18.1.27** Corporate guarantee given by the Group amounting to Rs 500 million (2025: Rs 600 million) to a financial institution related to credit facilities. The Group has not recognised a liability for the guarantee as the amount is not considered material.
- 18.1.28** The Group has arranged guarantees from different banks aggregating to Rs 25 million (2025: Rs 25 million) which comprises a guarantee from Askari Bank Limited worth Rs 15 million (secured with 100% margin) and a guarantee from MCB Bank Limited worth Rs 10 million in favour of Director Excise and Taxation, Karachi.

		Note	2026 (Rupees in thousand)	2025
18.2 Commitments				
18.2.1 In respect of:				
- contracts for capital expenditure			9,698,153	2,569,757
- irrevocable letters of credit for spare parts			1,683,138	250,404
- purchase of coal			346,081	2,713,667
			11,727,372	5,533,828
19. PROPERTY, PLANT AND EQUIPMENT				
Operating fixed assets	19.1		128,904,598	68,245,149
Capital work in progress - at cost	19.2		10,793,873	3,750,039
Major spare parts and stand-by equipment	19.3		348,438	28,336
Right-of-use of assets	19.4		74,981	86,091
			140,121,890	72,109,615

19.1 Operating fixed assets

	Cost / Revalued amount				Annual Rate	Depreciation				Net book value at June 30, 2026		
	As at July 01, 2025	Acquisition of PIOC	Revaluation	Additions		Transfers/ Adjustments -note 19.1.10	Disposals	As at June 30, 2026	For the year Revaluation		Transfers/ Adjustments -note 19.1.10	Disposals
	Rupees in thousand					Percentage					Rupees in thousand	
Owned												
Freehold land												
- cost	1,389,220	773,624	-	80,595		(90)		2,237,274	-	-	-	2,237,274
- surplus on revaluation	428,253	-	591,484	-		(663)		1,019,074	-	-	-	1,019,074
	1,817,473	773,624	591,484	80,595		(753)		3,256,348	-	-	-	3,256,348
Buildings on freehold land					4-20							
- cost	21,306,076	14,378,007	-	170,436	4-20	(762)		35,853,757	-	-	(142)	19,557,756
- surplus on revaluation	676,409	-	-	-	4-20	(9)		676,400	-	-	(9)	248,089
	21,982,485	14,378,007	-	170,436		(771)		36,530,157	-	-	(151)	19,805,845
Buildings on leasehold land												
- cost	1,595,445	-	-	848		-		1,596,293	-	-	-	947,880
- surplus on revaluation	483,538	-	-	-		-		483,538	-	-	-	276,241
	2,078,983	-	-	848		-		2,079,831	-	-	-	1,224,131
Roads, bridges and railway sidings					5-20							
- cost	786,294	158,129	-	32,698	5-20	-		977,121	-	-	-	574,186
- surplus on revaluation	621,97	-	-	-	5-20	-		621,97	-	-	-	34,404
	848,491	158,129	-	32,698		-		1,039,318	-	-	-	608,590
Plant and machinery					2.86% to 20%							
- cost	73,731,952	80,495,288	-	1,125,750		(16,748)		155,300,965	-	-	(8,903)	95,852,131
- surplus on revaluation	14,702,777	-	-	-		(3,319)		14,692,032	-	-	(2,189)	4,551,326
	88,434,729	80,495,288	-	1,125,750		(20,067)		169,992,997	-	-	(11,092)	100,403,457
Spares held for capital expenditure					10							
Furniture, fixtures and equipment	999,991	-	-	1,096,668	10-33	-		2,096,659	-	-	-	1,837,307
Quarry equipment	744,697	550,238	-	271,328	20	-		1,566,263	-	-	-	739,272
Vehicles	194,144	-	-	-	20	-		194,144	-	-	-	6,312
Share of joint assets	1,421,163	548,345	-	217,167	20	(280,640)		1,906,035	-	-	(138,121)	1,023,336
	6,000	-	-	-	10	-		6,000	-	-	-	-
	3,365,995	1,098,583	-	1,585,163		(280,640)		5,769,101	-	-	(138,121)	3,606,227
Total	118,528,156	96,903,631	591,484	2,995,490		(48,778)		218,867,792	-	5,614,812	(149,364)	128,904,598

	Cost / Revalued amount					Depreciation					Net book value at June 30, 2025	
	As at July 01, 2024	Revaluation	Additions	Transfers	Disposals	As at June 30, 2025	Annual Rate	As at July 01, 2024	Revaluation	For the year		Disposals
Rupees in thousand												
Percentage												
Rupees in thousand												
Owned												
Freehold land												
- cost	1,368,463	-	20,757	-	-	1,389,220	-	-	-	-	-	1,389,220
- surplus on revaluation	428,253	-	-	-	-	428,253	-	-	-	-	-	428,253
	1,796,716	-	20,757	-	-	1,817,473						1,817,473
Buildings on freehold land												
- cost	21,043,426	-	262,851	-	(201)	21,306,076	5 - 20	6,006,112	-	887,775	(170)	6,893,717
- surplus on revaluation	676,410	-	-	-	(1)	676,409	5 - 20	368,505	-	34,131	(1)	402,635
	21,719,836	-	262,851	-	(202)	21,982,485		6,374,617	-	921,906	(171)	7,296,352
												14,412,359
												273,774
												14,686,133
Buildings on leasehold land												
- cost	1,575,105	-	20,340	-	-	1,595,445	5 - 10	487,818	-	80,005	-	567,823
- surplus on revaluation	483,538	-	-	-	-	483,538	5 - 10	158,393	-	24,452	-	182,845
	2,058,643	-	20,340	-	-	2,078,983		646,211	-	104,457	-	750,668
												1,027,622
												300,693
												1,328,315
Roads, bridges and railway sidings												
- cost	746,800	-	39,494	-	-	786,294	5 - 10	234,930	-	43,899	-	278,829
- surplus on revaluation	62,197	-	-	-	-	62,197	5 - 10	6,517	-	11,029	-	17,546
	808,997	-	39,494	-	-	848,491		241,447	-	54,928	-	296,375
												507,465
												44,651
												552,116
Plant and machinery												
- cost	72,769,977	-	1,008,774	-	(46,799)	73,731,952	5 - 20	28,269,412	-	2,686,897	(21,382)	30,934,927
- surplus on revaluation	14,706,934	-	-	-	(4,157)	14,702,777	5 - 20	8,993,561	-	655,313	(2,439)	9,646,435
	87,476,911	-	1,008,774	-	(50,956)	88,434,729		37,262,973	-	3,342,210	(23,821)	40,581,362
												42,797,025
												5,056,342
												47,853,367
Spares held for capital expenditure												
Furniture's, fixtures and equipment	999,991	-	-	-	-	999,991	10	67,767	-	90,520	-	158,287
Quarry equipment	680,731	-	83,793	-	(19,827)	744,697	10 - 30	485,900	-	55,391	(15,027)	526,264
Vehicles	194,144	-	-	-	-	194,144	20	184,282	-	1,972	-	186,254
Share of joint assets	1,142,206	-	342,900	-	(63,943)	1,421,163	20	308,746	-	214,253	(41,554)	481,445
	6,000	-	-	-	-	6,000	10	6,000	-	-	-	6,000
	3,023,072	-	426,693	-	(83,770)	3,365,995		1,052,695	-	362,136	(56,581)	1,358,250
												2,007,745
Total	116,884,175	-	1,778,909	-	(134,928)	118,528,156		45,577,943	-	4,785,637	(80,573)	50,283,007
												68,245,149

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

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
Cost of sales	37	5,351,124	4,588,972
Selling and distribution expenses	38	43,838	32,782
Administrative expenses	39	219,850	163,883
		5,614,812	4,785,637

19.1.2 Sale of operating fixed assets

For the year ended June 30, 2026:

Particulars	Cost	Accumulated depreciation	Net book value	Sale value	Gain / (loss) on sale	Mode of sale	Particulars of purchaser
Rupees in thousand							
Plant and Machinery							
Clamping Connection	1,502	220	1,282	1,335	53	Negotiation	Outsiders SGK Contractor
Bellow For Expansion Joint	1,140	349	791	715	(76)	-do-	SGK Contractor
Blow-Out Nozzle	1,028	316	712	645	(67)	-do-	SGK Contractor
Rubber Compensator Drawing	954	294	660	598	(62)	-do-	SGK Contractor
Freehold land							
Land for White Cement Plant Road	753	-	753	4,794	4,041	Negotiation	National Highway Authority (NHA)
Vehicles							
Porsche	6,022	2,899	3,123	19,000	15,877	Auction	Outsiders Mr. Omer Bajwa
Honda City	2,828	1,844	984	3,770	2,786	-do-	Mr. Sajee Khan
Suzuki Cultus	2,350	1,577	773	2,929	2,156	-do-	Mr. Rana Muhammad Saleem
Suzuki Cultus	2,350	1,476	874	2,951	2,077	-do-	Mr. Abdul Shakoor
Suzuki Cultus	2,471	1,453	1,018	3,232	2,214	-do-	Mr. Rana Muhammad Saleem
Suzuki Cultus	2,350	1,577	773	3,038	2,265	-do-	Mr. Muhammad Mehran Khan
Suzuki Cultus	2,017	1,179	838	3,158	2,320	-do-	Mr. Muhammad Asim Mumtaz
Suzuki Cultus	2,017	1,179	838	3,166	2,328	-do-	Mr. Muhammad Asim Mumtaz
Suzuki Cultus	2,014	1,475	539	2,451	1,912	-do-	Mr. Waqas Bashir
Range Rover - P440e	217,778	98,000	119,778	120,000	222	-do-	Inshipping (Private) Limited
Employees							
Toyota Yaris	5,294	1,955	3,339	4,100	761	As per Group's Policy	Miss Sidra Baig
Honda City	5,203	2,620	2,583	3,900	1,317	-do-	Mr. Muzammil Hussain
Honda City	4,012	2,044	1,968	3,900	1,932	-do-	Mr. Ali Haider
Suzuki Cultus	2,471	1,411	1,060	2,700	1,640	-do-	Mr. Khalid Sharif
Suzuki Cultus	2,471	1,396	1,075	2,250	1,175	-do-	Mr. Ali Husnain Sajid
Suzuki Cultus	2,468	1,410	1,058	2,600	1,542	-do-	Mr. Jalal Tariq Shah
Suzuki Cultus	2,017	1,243	774	2,500	1,726	-do-	Miss Sidra Naseer

For the year ended June 30, 2025:

Particulars	Cost	Accumulated depreciation	Net book value	Sale value	Gain / (loss) on sale	Mode of sale	Particulars of purchaser
----- Rupees in thousand -----							
Plant and Machinery							
Nozzle Liner	2,002	505	1,497	1,018	(479)	Negotiation	Outsiders
Elastomer Bushing Drawing	680	172	508	346	(162)	-do-	Mr. Akhtar Nawaz
Expansion Joint	801	81	720	29	(691)	-do-	Mr. Akhtar Nawaz
Top Cover Piston	2,361	649	1,712	389	(1,323)	-do-	M/s SGK Contractor
							M/s SGK Contractor
Vehicles							
Toyota Prado	12,445	9,643	2,802	14,800	11,998	Negotiation	Outsiders
							Mr. Zeeshan Ijaz
Suzuki Cultus	1,672	1,146	526	2,600	2,074	As per Group's Policy	Employees
Toyota Corolla Altis	2,658	2,079	579	4,552	3,973	-do-	Mr. Waseem Alam
Suzuki Cultus	2,350	1,286	1,064	2,762	1,698	-do-	Mr. Ahsan Saeed
Suzuki Cultus	2,350	1,286	1,064	2,861	1,797	-do-	Mr. Waqas Bashir
Honda City	4,012	1,536	2,476	3,850	1,374	-do-	Mr. Waqas Bashir
Suzuki Cultus	2,172	1,135	1,037	2,967	1,930	-do-	Mr. Hassan Raza
Suzuki Cultus	2,468	954	1,514	2,700	1,186	-do-	Mr. Muhammad Saeed
Suzuki Cultus	2,350	1,238	1,112	2,888	1,776	-do-	Miss Hasnaa Asim
Suzuki Cultus	2,468	1,009	1,459	3,075	1,616	-do-	Mr. Usama Qamar
Honda Civic	3,298	1,733	1,565	2,660	1,095	-do-	Miss Amina Rafiq
Hyundai Sonata	7,431	3,416	4,015	9,000	4,985	-do-	Mr. Zeeshan Ahmad
Toyota Corolla GLI	2,353	1,814	539	3,535	2,996	-do-	Mr. Hassan Saif
							Mr. Muhammad Naeem

19.1.3 Additions in operating fixed assets include transfers from capital work-in-progress amounting to Rs 1,033.875 million (2025: Rs 1,460.229 million).

19.1.4 Ownership of the housing colony's assets included in the operating fixed assets is shared by the Holding Company jointly with Agritech Limited in ratio of 101:245 since the time when both the entities were managed by Pakistan Industrial Development Corporation. These assets are in possession of the Housing Colony Establishment for mutual benefits.

19.1.5 Buildings, roads, bridges and railway sidings, and plant and machinery are located on freehold land measuring 10,197 kanals (2025: 10,210 kanals) at Iskandrabad, District Mianwali, and 2,949.245 kanals at Mouza Chenki Shumali, District Khushab. The Group also owns the head office building of Pioneer Cement Limited at Plot No. 64, Block B-1, Gulberg III, Lahore, situated on land measuring 3.859 kanals, and a manufacturing plant at Mouza Chenki Shumali, District Khushab, situated on land measuring 2,429.450 kanals.

19.1.6 Included in freehold land are plots owned by the Group. These comprise a 50-kanal plot located in DHA Phase V, Islamabad, acquired for the development of a hospital and formally allotted on January 31, 2024, and a 4,800 square yard plot located at Plot No. 18-A, Street No. N-1, RCCI Industrial Estate, Rawat, formally allotted on December 19, 2025. The DHA Islamabad plot is non-transferable and, under the terms of the allotment, may only be used for the development and operation of a hospital, failing which DHA Islamabad has the right to terminate the agreement and repossess the plot.

19.1.7 Had the certain classes of operating fixed assets not been revalued the net book value would have been as follows:

	2026 (Rupees in thousand)	2025
Freehold land	2,237,274	1,389,220
Buildings on freehold land	19,557,756	14,412,359
Buildings on leasehold land	947,890	1,027,622
Roads, bridges and railway sidings	574,186	507,465
Plant and machinery	95,852,131	42,797,025
	119,169,237	60,133,691

19.1.8 The latest valuation of the Group's freehold land, roads, bridges and railway sidings, and plant and machinery excluding those of Pioneer Cement Limited ("PIOC") and the healthcare segment, were revalued by Tristar International Consultant (Private) Limited, an independent professional valuer, as at June 30, 2024. Management has assessed that there has been no material change in the fair values of these assets since that date.

The fair values of PIOC's freehold land, buildings on freehold land and plant and machinery were determined by Hamid Mukhtar & Company (Private) Limited, an independent professional valuer, as at the acquisition date, being February 20, 2026. Further, the fair value of the freehold land of healthcare segment was determined by KGT (Private) Limited, an independent professional valuer, as at June 30, 2026.

	Healthcare segment valued at June 30, 2026	PIOC valued at February 20, 2026	Other Group assets valued at June 30, 2024
	(Rupees in thousand)		
Freehold land	935,000	182,209	1,082,156
Buildings on freehold land	-	3,605,579	14,233,595
Roads, bridges and railway sidings	-	-	441,670
Plant and machinery	-	44,340,767	40,113,391
	935,000	48,128,555	55,870,812

19.1.9 As of June 30, 2026, all of the Group's assets are located in Pakistan and are registered under the Group's name, except for the exception mentioned in note 19.1.4. These assets are also under charges against borrowings as detailed in note 8.

19.1.10 Includes certain assets that were transferred to stores at their net book value as these assets were no longer in active use and are expected to be utilized as spare parts, replacements, or for maintenance and operational requirements in future periods.

	Note	2026 (Rupees in thousand)	2025
19.2 Capital work-in-progress - at cost			
The reconciliation of the carrying amount is as follows:			
At beginning of the year		3,750,039	1,265,033
Acquisition of PIOC		3,293,768	-
Additions during the year		4,783,941	3,953,051
Transfers during the year to operating fixed assets	19.1.3	(1,033,875)	(1,460,229)
Transfers during the year to intangible assets	21	-	(7,816)
At end of the year	19.2.1	10,793,873	3,750,039

19.2.1 The balance at year-end comprises the following:

	2026	2025
	(Rupees in thousand)	
Civil works	9,220,974	3,543,860
Plant and machinery	1,202,233	67,436
Intangible assets	135,264	-
Furniture, fixtures and equipment	25,600	-
IT equipment	15,365	-
Vehicles	147	-
Advances to suppliers against:		
- civil works	60,531	97,210
- plant and machinery	29,755	33,030
- intangible assets	4,911	3,911
- vehicles	99,093	4,592
	10,793,873	3,750,039

19.3 Major spare parts and stand-by equipment

This represents stores held for capital expenditure related to Group's expansion project. The reconciliation of carrying amount is as follows:

	Note	2026	2025
		(Rupees in thousand)	
At the beginning of the year		28,336	48,281
Acquisition of PIOC		347,667	-
Additions during the year		216,694	250,593
Transfers made during the year		(244,259)	(270,538)
At the end of the year		348,438	28,336

19.4 Right-of-use of assets

The reconciliation of carrying amount is as follows:

At the beginning of the year		86,091	86,852
Additions during the year		33,125	46,205
Reassessment during the year		-	(3,935)
Disposal during the year		(6,420)	(2,476)
Depreciation charged during the year	19.4.1	(37,815)	(40,555)
At the end of the year		74,981	86,091

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

Cost of sales	37	2,095	2,196
Selling and distribution expenses	38	15,740	12,956
Administrative expenses	39	19,980	25,403
		37,815	40,555

20. INVESTMENT PROPERTY

At the beginning of the year
Acquisition of PIOC

At the end of the year

2026	2025
(Rupees in thousand)	

-	-
1,081,995	-
1,081,995	-

20.1 The latest valuation of investment properties was conducted as of February 20, 2026 by professional valuers using a sales comparison approach. The forced sale value of investment properties, based on valuation at year end, is Rs 915.520 million.

20.2 The amounts recognised in statement of profit or loss for investment properties are as follows:

	Note	2026 (Rupees in thousand)	2025
Rental income from operating leases	41	20,801	-
Direct operating expenses from property that generated rental income		2,064	-

21. INTANGIBLE ASSETS

	Note	Goodwill	Computer software	Total
(Rupees in thousand)				
Year ended June 30, 2026				
Cost				
Balance as on July 1, 2025		-	188,315	188,315
Goodwill recognized on acquisition of subsidiary	21.1	39,403,086	-	39,403,086
Balance as on June 30, 2026		39,403,086	188,315	39,591,401
Amortisation				
Balance as on July 1, 2025		-	125,889	125,889
Charge for the year	21.2	-	38,874	38,874
		-	164,763	164,763
Book value as at June 30, 2026		39,403,086	23,552	39,426,638
Annual amortisation rate - %			33%	
Year ended June 30, 2025				
Cost				
Balance as on July 1, 2024		-	180,499	180,499
Additions during the year		-	7,816	7,816
Balance as on June 30, 2025		-	188,315	188,315
Amortisation				
Balance as on July 1, 2025		-	95,689	95,689
Charge for the year	21.2	-	30,200	30,200
		-	125,889	125,889
Book value as at June 30, 2025		-	62,426	62,426
Annual amortisation rate - %			33%	

- 21.1** This represents goodwill arising on the acquisition of a controlling interest in Pioneer Cement Limited ("PIOC") by the Holding Company on February 20, 2026, as a result of which PIOC became a subsidiary of the Group as disclosed in note 61. No impairment was identified.

		2026	2025
	Note	(Rupees in thousand)	
21.2	Amortization charge for the year has been allocated as follows:		
Cost of sales	37	16,317	11,736
Administrative expenses	39	22,557	18,464
		38,874	30,200

- 21.3** The goodwill is considered to have an indefinite useful life, whereas computer software has finite useful life.

- 21.4** Goodwill arising on the acquisition of Pioneer Cement Limited ("PIOC") has been allocated to the PIOC cash-generating unit ("CGU"), being the CGU expected to benefit from the synergies arising from the business combination. The carrying amount of goodwill allocated to the PIOC CGU as at June 30, 2026 amounted to Rs 39,403.086 million.

The recoverable amount of the CGU has been determined based on a value-in-use calculation using discounted cash flow projections derived from financial budgets approved by management covering a period of 5 years. Cash flows beyond the forecast period were extrapolated using a terminal growth rate of 7% and discounted using a pre-tax discount rate of 18.53%.

The value-in-use calculation is most sensitive to changes in sales volumes, selling prices, operating margins, terminal growth rate and discount rate. Based on the assessment performed, management concluded that the recoverable amount of the CGU exceeds its carrying amount and, accordingly, no impairment of goodwill was recognised as at June 30, 2026.

The goodwill recognized on acquisition is based on a provisional purchase price allocation and may be adjusted during the measurement period in accordance with IFRS 3 Business Combinations.

		2026	2025
	Note	(Rupees in thousand)	
22. LONG TERM INVESTMENTS			
Investment in associate – equity method			
Agritech Limited (AGL):			
As at beginning of the year		6,063,799	-
Transferred from short term investments		-	894,972
Investment during the year		-	5,929,898
Share of loss for the year		(516,953)	(753,577)
Loss on dilution of investment		-	(7,494)
Share of OCI for the year		1,540,988	-
	22.1	7,087,834	6,063,799
Investments at fair value through profit or loss			
Investment in un-listed preference shares	22.2	2,577,370	2,552,435
Advance against issue of privately placed term finance certificates (PPTFCs)	22.3	-	889,661
		2,577,370	3,442,096
	22.4	9,665,204	9,505,895

- 22.1** The Group holds 201,663,428 (2025: 201,663,428) ordinary shares having a par value of Rs 10 each, representing 33.66% (2025: 33.66%) of AGL's share capital. The market value of the Group's investment in AGL's ordinary shares as at June 30, 2026 was Rs 10,375.583 million (2025: Rs 10,948.308 million). The investment provided the Group with significant influence over AGL on January 10, 2025 and accordingly, qualified AGL as an associate.

During the financial year ended June 30, 2025, the Group increased its investment in AGL through various Share Purchase Agreements (SPAs). These included an acquisition from The Bank of Punjab (BOP) amounting to Rs 1,300 million, comprising a combination of ordinary shares, convertible redeemable listed preference shares, non-convertible redeemable unlisted preference shares, and privately placed Term Finance Certificates (PPTFCs). Subsequently, on December 2, 2024, and December 18, 2024, the Group entered into SPAs with Faysal Bank Limited (FBL) and Bank Alfalah Limited (BAFL), respectively. These transactions resulted in further acquisitions of similar financial instruments for total considerations of Rs 1,825.008 million and Rs 1,800.901 million respectively. In addition, the Group acquired 102.350 million ordinary shares of AGL directly from the general public. On May 7, 2025, 47,285,425 convertible redeemable listed preference shares held by the Group were converted into 55,571,094 ordinary shares of AGL in accordance with their contractual terms.

The Group accounts for its investment in AGL using the equity method in accordance with IAS 28, Investments in Associates and Joint Ventures. Upon obtaining significant influence over AGL, the Group performed an assessment of its share of the fair values of the associate's identifiable assets and liabilities as at the acquisition date. The excess of the cost of investment over the Group's share of the fair value of the identifiable net assets acquired has been included in the carrying amount of the investment in associate and is accounted for in accordance with IAS 28.

For this assessment, the relevant principles of IFRS 3, Business Combinations, were applied, including the identification and fair valuation of identifiable intangible assets not previously recognised by AGL. The fair value adjustments identified are not recognised separately in the Group's consolidated statement of financial position, as the investment in AGL is presented as a single line item. Instead, the Group's share of those adjustments, together with the related goodwill, is included in the carrying amount of the investment in associate.

The fair values of AGL's identifiable assets and liabilities were initially determined on a provisional basis by management using the information available at the date on which significant influence was obtained. During the year, the Group completed an exercise to finalize the fair values of the net assets of AGL within twelve months of the acquisition date, in accordance with IFRS 3. Consequently, the fair values of the net assets of AGL were revised and goodwill was re-measured. The Group assessed that the revisions to the provisional fair values did not result in any retrospective impact and, accordingly, no retrospective adjustments have been made to these consolidated financial statements.

22.1.1 The fair values of AGL's identifiable assets and liabilities, determined under IAS 28 by applying the relevant principles of IFRS 3, are set out below:

	Fair values as at acquisition date	Provisional fair values as at acquisition date
	(Rupees in thousand)	
ASSETS		
Non-current assets		
Property, plant and equipment	70,978,237	76,815,422
Intangible assets	2,398,000	144
Long term loans and advances	27,099	27,099
Long term deposits and Prepayments	60,950	60,950
	73,464,286	76,903,615
Current assets		
Stores, spares and loose tools	746,000	2,396,693
Stock in trade	5,179,000	5,116,525
Trade debts	43,000	45,796
Advances, deposits, prepayments and other receivables	-	4,150,138
Tax refund due from government	-	26,994
Short term investments	6,783,988	6,783,988
Cash and bank balances	423,027	423,027
	13,175,015	18,943,161
Total assets	86,639,301	95,846,776
LIABILITIES		
Non current liabilities		
Redeemable capital - secured	3,491,158	3,706,686
Convertible, redeemable preference shares	5,640,000	4,748,941
Non-convertible, redeemable preference shares	17,491,000	18,542,698
Long term finances-secured	510,375	510,375
Deferred liabilities	18,345,000	16,504,002
	45,477,533	44,012,702
Current liabilities		
Preference dividend payable	17,978,000	28,729,605
Trade and other payables	7,516,000	7,748,452
Mark-up accrued on borrowings	2,747,603	2,747,603
Short term borrowings - secured	2,057,908	2,057,908
	30,299,511	41,283,568
Total liabilities	75,777,044	85,296,270
Fair value of net assets of AGL	10,862,257	10,550,506

22.1.2 Goodwill included in the carrying amount of the investment in associate

Following the completion of the assessment, the goodwill included within the carrying amount of the Group's investment in AGL was revised as follows:

	Fair values as at acquisition date	Provisional fair values as at acquisition date
	(Rupees in thousand)	
Cost of investment in associate	3,712,674	3,712,674
Fair value of identifiable net assets of AGL – note 22.1.1	10,862,257	10,550,506
Percentage shareholding in associate	23.65%	23.65%
Group's share of net assets	(2,568,924)	(2,495,195)
Goodwill included in the carrying amount of the investment in associate – initial acquisition	1,143,750	1,217,479

22.2 This represents investment in unlisted, cumulative, non-convertible preference shares of AGL having a par value of Rs 10 each. These shares carry limited voting rights and entitle the Group to a cumulative dividend at the rate of 1-Year KIBOR plus 4.00% per annum. The preference shares are redeemable, in full or in part, at the option of AGL, subject to the terms of issuance. These have been recognised by discounting future contractual cashflows using a rate of 1-Year KIBOR + 8% per annum [ranging from 18.9% to 19.31% (2025: ranging from 20.07% to 20.54%) per annum].

22.3 These PPTFCs were issued by AGL during the year and classified at amortized cost under short term investments, as disclosed in note 31.

22.4 The reconciliation of carrying amount is as follows:

	2026	2025
	(Rupees in thousand)	
As at beginning of the year	9,505,895	-
Transferred from short term investments	-	894,972
Transferred to short term investments	(889,661)	-
Investments made during the year	-	7,067,357
Share of loss for the year	(516,953)	(753,577)
Share of OCI for the year	1,540,988	-
Loss on dilution of investment	-	(7,494)
Fair value gain recognized during the year		
- Credited to statement of profit or loss	24,935	1,619,394
- Credited to other comprehensive income	-	685,243
As at end of the year	9,665,204	9,505,895

	Note	2026 (Rupees in thousand)	2025
23. LONG TERM ADVANCES AND PREPAYMENTS			
Long term advances	23.1	2,706,872	252,775
Long term prepayments	23.2	66,856	57,489
		2,773,728	310,264

23.1 This represents advances provided to contractors and suppliers in connection with the construction of the hospital, procurement and installation of medical equipment, acquisition of land, and other capital projects. These advances are expected to be adjusted against future invoices or settled upon fulfillment of the related contractual obligations. A reconciliation of the carrying amount is as follows:

	Note	2026 (Rupees in thousand)	2025
Opening balance		252,775	80,040
Additions during the year		2,616,074	422,643
Advance against the purchase of land	23.1.1	187,500	-
Transfers during the year to civil works - capital work in progress	19.2	(349,477)	(249,908)
Closing balance as at June 30		2,706,872	252,775

23.1.1 This represents advance payments made to the Punjab Central Business District Development Authority ('PCBDDA') in respect of development charges under an agreement to purchase land measuring 100 kanals situated at NSIT City University District, Lahore, for the exclusive use of future construction of a Health Sciences University and Teaching Hospital. Under the terms of the agreement, the legal title of the land will be transferred to the Group upon the fulfilment of outstanding obligations, which have not yet fallen due as of the reporting date. The provisional possession of the land has not been given to the Group.

23.2 This represents transaction costs incurred in connection with the proposed project finance facility. The Group is in the process of finalizing a long-term borrowing facility of Rs 17,000 million with a consortium of banks to support its capital expenditure requirements and has signed various agreements with the consortium for this purpose. The financing arrangement is expected to be executed after the reporting date, and management is very confident that the financing would be completed in due course.

	Note	2026 (Rupees in thousand)	2025
24. LONG TERM LOANS TO EMPLOYEES - SECURED			
House building		15,527	17,795
Vehicles		829	2,926
Others		2,015	10,856
Balance as at June 30		18,371	31,577
Current portion presented under current assets	29	(8,630)	(14,967)
		9,741	16,610

24.1 These loans are secured against employees' retirement benefits and carry interest at the rate of 6% (2025: 6%) per annum. These loans are recoverable in 30 to 60 monthly instalments. These have not been carried at amortised cost since the effect of discounting is immaterial.

24.2 This includes loans to key management personnel amounting to Rs 4.250 million (2025: Rs 9.814 million). The maximum aggregate amount outstanding from key management personnel at any time during the year calculated with reference to month end balances is Rs 5.150 million (2025: Rs 18.508 million). Further, no amount is due from Directors and the Chief Executive Officer as at June 30, 2026 (2025: Nil).

25. LONG TERM DEPOSITS

This includes deposits with various utility companies, regulatory authorities and others. These have not been carried at amortised cost since the effect of discounting is immaterial.

	Note	2026 (Rupees in thousand)	2025
26. STORES, SPARE PARTS AND LOOSE TOOLS			
Stores [including in transit: Rs 1,492.520 million (2025: 1,630.862)]		12,986,062	8,818,774
Spare parts [including in transit: Rs 318.278 million (2025: Rs 36.176 million)]		6,029,422	4,159,882
Loose tools		47,244	31,548
		19,062,728	13,010,204
Provision for slow moving stores and spares	26.1	(47,994)	-
		19,014,734	13,010,204
26.1 The reconciliation of provision for slow moving stores and spares is as follow:			
At beginning of the year		-	-
Acquisition of PIOC		47,994	-
At end of the year		47,994	-
27. STOCK-IN-TRADE			
Raw material		435,355	137,006
Packing material		889,919	847,744
Work-in-process		4,407,772	2,578,852
Finished goods		1,266,514	714,645
		6,999,560	4,278,247
28. TRADE DEBTS			
Due from customers:			
- Local		6,941,196	5,470,310
- Export		44,685	236,921
		6,985,881	5,707,231
Loss allowance	28.1	(1,105,881)	(1,097,049)
		5,880,000	4,610,182

	Note	2026 (Rupees in thousand)	2025
28.1	The reconciliation for loss allowance is as follow:		
At beginning of the year		1,097,049	587,049
Acquisition of PIOC		164,543	-
(Impairment gain) / loss allowance recognised during the year		(122,548)	514,430
Trade debts written off against loss allowance		(33,163)	(4,430)
At end of the year		1,105,881	1,097,049
29. LOANS AND ADVANCES			
Current portion of long term loans to employees	24	8,630	14,967
Advances			
- To employees	29.1	22,471	17,578
- To suppliers	29.2	633,072	307,609
Balances with statutory authorities:			
- Sales tax receivable - net		-	363,034
- Sales tax recoverable	29.3	20,342	20,342
- Government authorities	29.4	185,000	185,012
		860,885	893,575
		869,515	908,542

29.1 This includes advances to key management personnel amounting to nil (2025: Rs 5.150 million). The maximum aggregate amount outstanding from key management personnel at any time during the year calculated with reference to month end balances is Rs 3.092 million (2025: Rs 18.592 million). Further, no amount is due from Directors and the Chief Executive Officer as at June 30, 2026 (2025: Nil).

29.2 This includes an amount of Rs 35.604 million (2025: Rs 109.363 million) advanced to the Ministry of Railways for transportation of coal and cement.

29.3 This represents deposit made with the Deputy Commissioner Inland Revenue (DCIR) in respect of input tax disallowed under section 8 of Sales Tax Act, 1990 as disclosed in note 18.1.12 and is not impaired.

29.4 This represents an amount paid to the Government under protest in respect of various cases that are currently pending before the Authorities.

30. ADVANCE INCOME TAX - NET OF PROVISION

	2026	2025
	(Rupees in thousand)	
At beginning of the year	(449,875)	(68,857)
Acquisition of PIOC	(1,804,856)	-
Tax deducted / deposited at source	1,279,761	997,195
Income tax payments	11,091,306	3,371,332
Tax (charge) / credit related to prior year	(1,565,370)	965,963
Excess payments in previous years written off	-	(17,433)
Tax refunds received	-	(178,579)
	8,550,966	5,069,621
Provision for the year - current tax for the year including levy	(7,412,681)	(5,519,496)
	1,138,285	(449,875)

30.1 The Additional Commissioner Inland Revenue (ACIR) initiated proceedings related to the tax year 2017, vide order dated March 13, 2019 against the Group under section 122(5A) read with section 122(9) of the Income Tax Ordinance, 2001 ('Ordinance'). The notice was duly responded by tax advisor of the Group. The proceedings were concluded and ACIR raised an additional tax demand of Rs 303.36 million through amendment order dated January 27, 2020 passed under section 122(5A) of the Ordinance. The Group preferred an appeal against the amendment order before the Commissioner Inland Revenue (Appeals) ('CIR(A)'). The CIR(A) through his order dated May 6, 2020, decided all the matters in favour of the Group except for issues relating to claim of depreciation and initial allowance without reducing tax credit claimed under section 65B of the Ordinance from the cost of the asset and apportionment of advertisement and sales promotion expenses. The Group, as well as the tax authorities, have preferred appeals before the Appellate Tribunal Inland Revenue ('ATIR'), which are pending for adjudication at the year end.

However, being prudent the Group has recorded the provision of Rs 46.880 million in these consolidated financial statements. Management of the Group is confident of favourable outcome of the case. Therefore, no further provision has been incorporated in these consolidated financial statements.

30.2 For tax year 2015, the ACIR amended the deemed assessment through an order dated December 27, 2016, under section 122(5A) of the Income Tax Ordinance, 2001, resulting in a tax demand of Rs 241.736 million. The Group challenged this order before the CIR(A), who, through an order dated January 5, 2017, decided all issues in favour of the Group except for the treatment of exchange gain on export sales in the computation of apportionment ratios.

In compliance with the CIR(A)'s decision, the Deputy Commissioner Inland Revenue (DCIR) issued an appeal effect order dated July 31, 2017 under sections 124/129, followed by a rectification order dated August 17, 2017, which was finalized on March 14, 2018. However, the Group identified errors in the appeal effect order and filed a second appeal before the CIR(A). Through an order dated April 17, 2020, the CIR(A) decided certain matters - specifically the enhancement of minimum tax liability and the apportionment of admissible deductions - against the Group, resulting in an additional tax impact of Rs 180 million.

The Group has filed an appeal before the ATIR, which is currently pending adjudication. Based on legal precedents and professional advice, management believes that the Group has a strong case and expects a favorable outcome. Accordingly, no provision has been recorded in these consolidated financial statements.

- 30.3** Through order dated July 31, 2017, the deemed assessment for the tax year 2016 was amended by the ACIR under section 122(5A) of the Ordinance raising a tax demand of Rs 1,129.967 million against the Group. Being aggrieved with the order, the Group filed an appeal with the CIR(A) which was disposed of by the CIR(A) through appellate order dated December 5, 2017. Through such order, all the issues involved in the appeal were decided in favour of the Group.

Aggrieved by such appellate order, the tax department filed an appeal before the ATIR which was decided vide order dated March 19, 2024, whereby the issues assailed in the appeal were partially decided in the favour of the Group. Aggrieved by the order, the Group filed an application for rectification of the appellate order, which was partially modified in favour of the Group vide order dated May 14, 2024. Simultaneously, the Group also assailed ATIR's order dated March 19, 2024 in appeal before the Lahore High Court (LHC) which is pending adjudication.

- 30.4** For tax year 2021, the Group received a notice dated January 20, 2022, whereby the ACIR initiated proceedings against the Group under section 122(9) read with section 122(5A) of the Income Tax Ordinance 2001. The Group responded to the notice vide letter dated June 23, 2022. The ACIR concluded the proceedings vide amendment order dated August 5, 2022, through which the income tax refund was curtailed to Rs 862.510 million, from the amount of Rs 1,003.308 million claimed in the return. Being aggrieved, the Group filed an appeal against the amendment order before the CIR(A) that was disposed of vide order dated February 7, 2024 through which partial relief was granted. Aggrieved by such order, the Group preferred an appeal before the ATIR which has not been taken over for hearing yet.

- 30.5** The Deputy Commissioner Inland Revenue (DCIR) issued a show cause notice on November 29, 2022, for the tax year 2017, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 718.174 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the Commissioner Inland Revenue (Appeals) ("CIR(A)"). The appeal was transferred to ATIR, after the amendment to section 126A of the Income Tax Ordinance, 2001, as per Finance Act, 2024. The ATIR passed an order dated March 24, 2025, remanding the case back to the DCIR.

Pursuant to the remand order, the DCIR initiated remand back proceedings and, after considering the Group's submissions, passed order dated June 29, 2026, whereby the demand under sections 161 and 205 of the Income Tax Ordinance, 2001 was reduced from Rs 718.174 million to Rs 81.207 million. The Group has filed an appeal before the CIR(A), which is pending adjudication.

- 30.6** The DCIR issued a show cause notice to the Group on January 31, 2023 for the tax year 2018, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 349.742 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the Commissioner Inland Revenue (Appeals) ("CIR(A)"). The CIR(A) heard the case and issued an order dated May 31, 2023, remanding it back to the department. The Group contested the CIR(A)'s decision before the ATIR, which heard the matter on March 18, 2026. The ATIR vide its order dated April 30, 2026 partially deleted the demand and remanded the remaining issues to the DCIR for fresh adjudication. No further proceedings have been initiated by the DCIR pursuant to the remand order and the matter is still pending before the tax authorities.

- 30.7** The DCIR issued a show cause notice to the Group on February 1, 2023 for the tax year 2019, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 423.565 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the CIR-A. The appeal was transferred to the ATIR, after the amendment to section 126A of the Income Tax Ordinance, 2001, as per Finance Act, 2024.

The ATIR, through its order dated August 11, 2025, deleted the entire demand of Rs 423.565 million raised under sections 161 and 205 of the Income Tax Ordinance, 2001 and decided the matter in favour of the Group. Subsequently, the DCIR challenged the ATIR's order before the LHC, where the matter is pending adjudication.

- 30.8** The DCIR issued a show cause notice to the Group on January 31, 2023 for the tax year 2020, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 271.713 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the CIR-A. The CIR-A confirmed the department's treatment to the tune of Rs 96.352 million and annulled the remaining demand. The Group contested the CIR-A's decision before the ATIR, which remanded the order back to the department. The Group then appealed to the LHC, which also remanded the case back to the department.

Pursuant to the remand order, the DCIR initiated remand back proceedings and passed order dated June 29, 2026, whereby the demand under sections 161 and 205 of the Income Tax Ordinance, 2001 was reduced from Rs 271.713 million to Rs 128.180 million. Being aggrieved by the said order, the Group has filed an appeal before the CIR-A, which is still pending adjudication.

- 30.9** The DCIR issued a show cause notice to the Group on September 23, 2022 for the tax year 2021, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 1,387.967 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the CIR-A. The appeal was transferred to ATIR, after the amendment to section 126A of the Income Tax Ordinance, 2001, as per Finance Act, 2024. The appeal before the ATIR is still pending for hearing.

- 30.10** The DCIR issued a show cause notice to the Group on November 24, 2022 for the tax year 2022, requiring the Group to provide details and clarification of the annual statement of tax collected or deducted under Rule 44 of the Income Tax Rules, 2002. The Group fully complied with the notice, and the assessing officer finalized the proceedings, creating a demand of Rs 168.650 million under Section 161 of the Income Tax Ordinance, 2001 inclusive of default surcharge.

Aggrieved by the order, the Group filed an appeal before the Commissioner Inland Revenue (Appeals) ("CIR(A)"). The appeal was transferred to ATIR, after the amendment to section 126A of the Income Tax Ordinance, 2001, as per Finance Act, 2024. The ATIR passed an order dated

March 24, 2025 whereby the matter was decided in favour of the department. The Group has challenged the decision of the ATIR in the LHC, where the appeal is pending.

30.11 The Group filed an online application for refund of excess tax paid for the Tax Year 2020 of Rs 756 million. Assistant/Deputy Commissioner Inland Revenue (A/DCIR) passed an order dated August 5, 2022 acknowledging tax collection/deduction under various sections of the Ordinance to the tune of Rs 719 million. The said acknowledged refunds were consented for adjustment against sales tax, income tax and advance income tax liabilities. Being aggrieved with the rejection of refunds amounting to Rs 37 million, the Group has filed an appeal before the Commissioner Inland Revenue (Appeals) ("CIR(A)") and the same is pending adjudication.

30.12 The Group filed an online application for refund of excess tax paid for the Tax Year 2019 amounting to Rs 292 million. The learned officer passed an order dated August 15, 2020 acknowledging tax collection/deduction under various sections of the Ordinance while rejecting the claim of tax deduction/collection to the tune of Rs 243 million which resulted into issuance of refund of Rs 49 million. Being aggrieved from the above Order, the Group filed an appeal before Commissioner Inland Revenue (Appeals) ("CIR(A)") who through order dated September 17, 2021 annulled the aforesaid order and remanded the case back to the tax officer which is pending adjudication.

30.13 The ADCIR passed an amended order dated November 25, 2016 under section 122(5A) of the Ordinance for tax year 2015, wherein certain additions amounting to Rs 1,036 million were made which resulted into income tax demand of Rs 514 million. Being aggrieved, the Group filed an appeal before CIR(A) who deleted all the additions except the addition made under section 18(1)(d) amounting to Rs 550 million. Being aggrieved with the Order of CIR(A), both the Group and tax department filed appeals before the ATIR, wherein the ATIR vide its combined order dated September 13, 2017 upheld the decision of CIR(A). The Addl. CIR passed appeal effect order dated November 13, 2020 raising demand of Rs 7 million.

Multiple appeal effect orders issued by the Addl. CIR did not give effect to the relief pertaining to WPPF granted in earlier appellate proceedings against which the Group filed appeal before CIR(A) which was decided in Group's favor. The CIR, being dissatisfied from the aforesaid appellate Order, has filed an appeal before ATIR dated May 17, 2017. However, the case has not been fixed for hearing till date. The Group also filed rectification applications before the Addl. CIR which were rejected and the Group preferred appeals before CIR(A). The appeal filed against the 2nd appeal effect order resulted in the CIR(A) passing the order dated January 31, 2020, wherein the decision of Addl. CIR for proration of the statutory allowance of WPPF amounting to Rs 280 million between NTR & FTR Income was upheld. The Group being dissatisfied from the same, preferred an appeal on April 17, 2020 before ATIR, which has not been heard yet.

30.14 The Group's case was selected under section 214C/177 of the Ordinance by the FBR for audit of its income tax affairs for the tax year 2014. Audit proceedings were finalized by the DCIR and passed an order dated September 9, 2017 under section 122(1) of the Ordinance, wherein certain additions were made which resulted into taxable income at Rs 1,304 million and income tax demand at Rs 347 million.

Being aggrieved with the said order, the Group filed an appeal on December 8, 2017 before the CIR(A) wherein the CIR(A) vide order dated April 24, 2020 granted partial relief to the Group.

Being aggrieved with the order of CIR(A), both the Group and CIR filed appeals before the ATIR. The ATIR, vide order dated May 12, 2026, substantially decided the matter in favour of the Group by deleting additions made to its taxable income. The ATIR also upheld the direction of the learned CIR(A) regarding allowance of initial allowance and normal depreciation on capitalised markup and remanded certain issues relating to section 13(2)(c) of the Ordinance for recomputation. No further correspondence has been received from tax department till date.

30.15 ADCIR passed an amended order dated June 28, 2019 under section 122(5A) of the Ordinance for tax year 2013, wherein certain additions were made which resulted into taxable income of Rs 1,849 million and income tax demand of around Rs 3 million. Being aggrieved with the said order, the Group filed an appeal before CIR(A), wherein the CIR(A) vide order dated December 26, 2019 granted substantial relief to the Group. CIR being dissatisfied filed an appeal before the ATIR which is pending adjudication.

30.16 The Group was selected for Tax Audit u/s 177 through a random Ballot conducted by the FBR for the audit of the Income Tax affairs for Tax Year 2012. DCIR, through its Order dated March 26, 2014 passed u/s 122(1)/122(5) of the Ordinance that resulted into the impugned addition of Rs 1,043 million whereby the amount of balance carried forward losses were reduced to Rs 826 million. The Group filed an Appeal before Commissioner Inland Revenue (Appeals) ("CIR(A)") against the impugned Order passed u/s 122(1)/122(5) of the Ordinance. The CIR(A) vide its Order no. 17 dated June 22, 2015, granted substantial relief of Rs 758 million against the above mentioned impugned addition. The Group being dissatisfied from the aforesaid order by CIR(A) filed an appeal before Appellate Tribunal Inland Revenue ("ATIR"). The main hearing of the case was heard on January 16, 2024 and the ATIR remanded the case back to CIR(A) vide order no. 2213/2015 dated January 29, 2024. The CIR also filed appeal before ATIR against the aforesaid relief by CIR(A) being provided. After hearing of the main case, an order no. 2276/2015 dated January 29, 2024 was passed which dismissed the departmental appeal. No further correspondence has been received as of yet.

30.17 The ACIR finalized proceedings u/s 122(5A) for Tax Year 2011 and passed the impugned Order on June 13, 2017 wherein certain additions were made which resulted into taxable income of Rs 338 million and created demand of Rs 90 million. The Group filed appeal before Commissioner Inland Revenue (Appeals) ("CIR(A)") against the aforesaid impugned Order in respect of certain additions and disallowances. The CIR(A) vide its Order dated September 21, 2017 remanded the case back to the department for certain points, while the remaining points were upheld. The ACIR initiated set aside proceedings u/s 124/129 vide notice dated May 20, 2019. The Group through its authorised representative (AR) duly complied the aforesaid proceedings. However, no further correspondence has been received from the tax department till date.

The Group also being dissatisfied from the disallowance of the tax deduction pertaining to statutory allowance of WWF and WPPF amounting to Rs 5 million in the CIR(A) Order preferred to file an appeal on November 24, 2017 before the Appellate Tribunal Inland Revenue ("ATIR"). The main hearing of the case was heard on February 23, 2024 and the ATIR decided the case vide order no. ITA 3533/2017 dated February 23, 2024 by accepting the contention regarding WWF and remanded the case in respect of WPPF to the Officer Inland Revenue (OIR). The OIR re-initiated the remand back proceedings vide notice bearing reference No. LTO/ADC-R-VII, Z-III dated May 15, 2024 issued under section 122(9) of the Ordinance. The Group duly complied with the said notice vide its letter dated June 25, 2025, and the proceedings were finalized by the OIR vide Order No. 08 dated June 27, 2025, wherein the explanation tendered by the Group was duly accepted.

30.18 The Additional Commissioner Inland Revenue, Range-8, Zone-III, Large Taxpayers Office, Lahore ("Addl. CIR") initiated proceedings under section 122(5A) of the Income Tax Ordinance, 2001 vide notice dated November 21, 2024. The Addl. CIR proposed to amend the assessment order for the Group's income tax return for Tax Year 2022. The Group responded to the notice and the proceedings were finalized vide order dated May 5, 2025.

The Addl. CIR accepted the Group's contentions except for certain issues relating to "short inadmissible deductions" and "refund adjustments" from prior years, resulting in a tax demand of Rs 449.58 million. Being dissatisfied with the order, the Group filed an appeal before the Honorable Appellate Tribunal Inland Revenue (ATIR) on May 30, 2025. The appeal was last

heard on August 25, 2025 and the order is awaited. Additionally, the Group filed an application for rectification of apparent mistakes under section 221(1) of the Ordinance. No further communication has been received from the tax authorities to date.

Based on the advice of the taxation / legal advisors of the Group, the management expects a favourable outcome in most of the above cases and adequate provisions have been created in the consolidated financial statements.

	Note	2026 (Rupees in thousand)	2025 (Rupees in thousand)
31. SHORT TERM INVESTMENTS			
Investments at fair value through profit or loss			
Next Capital Limited:			
4,269,375 (2025: 4,269,375) fully paid ordinary shares of Rs 10 each Equity held: 7.50% (2025: 7.50%) Cost of investment: Rs 30 million (2025: Rs 30 million) Fair value of investment		55,972	34,198
Mutual Funds:			
Income Fund		-	1,523,014
Money Market Funds		-	1,679,920
	31.1	-	3,202,934
		55,972	3,237,132
Investments at fair value through other comprehensive income			
Pioneer Cement Limited			
175,764,696 (2025: 17,321,046) fully paid ordinary shares of Rs 10 each Equity held: 77.38% (2025: 7.63%) Cost of investment: Rs 75,425.604 million (2025: Rs 1,237.085 million) Fair value of investment	31.2	-	3,951,450
Faysal Bank Limited			
74,412,293 (2025: 49,176,960) fully paid ordinary shares of Rs 10 each Equity held: 4.90% (2025: 3.24%) Cost of investment: Rs 4,857.943 million (2025: Rs 2,869.462 million) Fair value of investment		7,384,676	3,429,331
		7,384,676	7,380,781
Investment at amortised cost - debt instrument			
- Term deposit receipts	31.3 & 31.4	2,070,398	484,500
- PPTFCs	31.5	1,058,136	-
		3,128,534	484,500
		10,569,182	11,102,413

31.1 This represents investments in units of mutual funds, the details of which are as follows:

Name of Fund	2026		2025	
	Number of Units	Value of investment	Number of Units	Value of investment
		Rupees in thousand		Rupees in thousand
NBP Income Fund - Cash Plan – II	-	-	152,301,349	1,523,014
ABL Money Market Plan - I	-	-	60,257,763	603,590
Alfalah GHP Money Market Fund	-	-	5,717,142	566,095
MCB Cash Management Optimizer	-	-	4,987,295	510,235
		-		3,202,934

31.2 During the year, the Group acquired control of Pioneer Cement Limited, which has been accounted for as a business combination using the acquisition method in accordance with IFRS 3 - Business Combinations, as disclosed in note 61.

31.3 This represents term deposits having a maturity of six months to one year till February 23, 2027 carrying mark-up at the rates ranging from 6.3% to 19% (2025: 7% to 15.50%) per annum. These includes an amount of Rs 192.65 million (2025: nil) deposited with Shariah-compliant Islamic banks.

31.4 Term deposit receipts of Rs 828.418 million (2025: Rs 484.500 million) are held as margin guarantees with commercial banks. The margins are subject to restrictions and are therefore not available for general use by the other entities within the Group. None of these deposits has an original maturity of three months or less.

31.5 This represents 231,883 zero-coupon PPTFCs with a par value of Rs 5,000 each, acquired through Share Purchase Agreements (SPAs) with various banks and issued by AGL on October 20, 2025. These instruments carry zero mark-up/profit and are payable to the instrument holders in the form of a bullet payment by the end of December 2026. Accordingly, they have been recognised by discounting future cash flows over the remaining term using a rate of 1-Year KIBOR + 8% per annum i.e. 18.90% (2025: 20.10%) per annum.

		2026 (Rupees in thousand)	2025 (Rupees in thousand)
Note			
31.6 The reconciliation of carrying amount is as follows:			
As at beginning of the year		11,102,413	4,231,462
Acquisition of PIOC		3,861,321	-
Transferred from long term investments		889,661	-
Transferred to long term investments		-	(894,972)
Transferred as purchase consideration for the acquisition of PIOC	61.3.1	(4,758,091)	-
Investments acquired during the year		11,924,795	48,811,038
Investments disposed of during the year		(15,712,674)	(42,709,617)
Fair value gain recognized during the year			
- Credited to statement of profit or loss		488,253	74,345
- Credited to other comprehensive income		2,773,504	1,590,157
As at end of the year		10,569,182	11,102,413

32. SHORT TERM DEPOSITS AND PREPAYMENTS

Prepayments	94,099	47,507
Margin against:		
- letters of credit	6,283	29,997
- bank guarantees	638,215	639,081
Short term deposits	753	683
	739,350	717,268

33. ACCRUED PROFIT

This represents profit accrued on saving accounts and term deposit receipts at rates ranging from 4.00% to 11.70% (2025: 4.69% to 19.50%) per annum.

	Note	2026 (Rupees in thousand)	2025
34. OTHER RECEIVABLES			
Due from related party - unsecured	34.1	-	52,627
Others	34.2	115,678	54,663
		115,678	107,290
Allowance for expected credit losses		(22,354)	-
		93,324	107,290

34.1 This represents balance receivable from the Ultimate Holding Company amounting to nil (2025: Rs 15.399 million).

The maximum aggregate amount outstanding from the Ultimate Holding Company at any time during the year calculated with reference to month end balances is Rs 21.325 million (2025: Rs 15.399 million).

34.2 This includes Rs 24.219 million (2025: Rs 22.261 million) receivable from the Federal Government against export rebate. It also includes Rs 19.381 million (2025: Nil) rebate claim under incentive package for industries from Water and Power Development Authority (WAPDA) in accordance with their letter no. 677-97 / GMCS / DG (C) / DD (R&CP) / 57000 dated September 19, 2001. The Group continues to pursue for recovery. However, allowance for expected credit losses of full amount has already been made in these consolidated financial statements.

	Note	2026 (Rupees in thousand)	2025
35. CASH AND BANK BALANCES			
At banks:			
Savings accounts	35.1	1,245,521	601,273
Current accounts:			
Foreign currency		83,574	98,196
Local currency		2,395,141	1,154,590
		2,478,715	1,252,786
		3,724,236	1,854,059
In hand			
Foreign currency		2,626	2,552
Local currency		6,494	4,940
		9,120	7,492
		3,733,356	1,861,551

35.1 The balances in saving accounts bear mark-up at rates ranging from 6.60 % to 15.00% (2025: 4.69 % to 19.50%) per annum.

35.2 This includes balance in a shariah compliant bank amounting to Rs 362.343 million (2025: Rs 308.738 million).

36. REVENUE FROM CONTRACTS WITH CUSTOMERS - NET

	2026	2025
	(Rupees in thousand)	
Gross local sales	129,974,258	99,232,891
Less:		
Federal excise duty	19,805,318	14,953,624
Sales tax	22,283,056	16,843,945
Discount and others	3,211,061	1,687,479
Commission	567,260	406,836
	45,866,695	33,891,884
Net local sales	84,107,563	65,341,007
Export sales	1,038,308	3,312,992
	85,145,871	68,653,999
36.1 Disaggregation of revenue Type of customers		
Government customers	870	713
Non-Government customers	131,011,696	102,545,170
	131,012,566	102,545,883
Timing of revenue recognition:		
- Revenue recognized at a point in time		
Primary geographical markets		
Pakistan	129,974,258	99,232,892
Afghanistan	903,206	3,206,132
Maldives	2,045	2,094
Qatar	9,457	9,231
Sri Lanka	78,180	22,036
South Africa	1,506	2,264
USA	59	-
Yemen	-	13,243
Tanzania	43,855	57,991
	131,012,566	102,545,883

		2026 (Rupees in thousand)	2025
37. COST OF SALES			
	Note		
Raw materials consumed	37.1	10,179,939	8,758,252
Packing materials consumed		4,239,510	3,315,539
Salaries, wages and other benefits	37.2	2,509,940	1,982,323
Fuel and power		30,207,525	22,327,231
Stores, spare parts and loose tools consumed		1,331,583	1,103,907
Rent, rates and taxes		34,683	4,893
Insurance		331,568	289,433
Repairs and maintenance		952,941	911,586
Depreciation on operating fixed assets	19.1.1	5,351,124	4,588,972
Depreciation on right-of-use assets	19.4.1	2,095	2,196
Amortization of intangible assets	21.2	16,317	11,736
Vehicles running and maintenance		383,554	415,061
Housing colony expenses		160,685	167,765
Other expenses		218,242	150,385
		55,919,706	44,029,279
Work in process:			
At beginning of the year		2,578,852	1,989,532
At end of the year		(4,407,772)	(2,578,852)
		(1,828,920)	(589,320)
Cost of goods manufactured		54,090,786	43,439,959
Finished goods:			
At beginning of the year		714,645	486,769
At end of the year		(1,266,514)	(714,645)
		(551,869)	(227,876)
Cost of sales		53,538,917	43,212,083
37.1 Raw materials consumed			
At beginning of the year		137,006	229,148
Add: Purchases and extractions made including royalty thereon		10,478,288	8,666,110
		10,615,294	8,895,258
At end of the year	27	(435,355)	(137,006)
Raw materials consumed		10,179,939	8,758,252

37.2 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 109.760 million (2025: Rs 96.483 million). Further, it includes provision for gratuity and accumulating compensated absences as mentioned in note 14.4 to these consolidated financial statements.

		2026 (Rupees in thousand)	2025
38. SELLING AND DISTRIBUTION EXPENSES			
	Note		
Salaries, wages and other benefits	38.1	654,773	565,427
Travelling and conveyance		314,966	409,172
Vehicle running and maintenance		145,276	123,006
Postage, telephone and fax		49,028	35,123
Printing, stationery and office supplies		17,235	10,032
Entertainment		28,095	22,529
Repair and maintenance		27,101	13,898
Depreciation on operating fixed assets	19.1.1	43,838	32,782
Depreciation on right-of-use assets	19.4.1	15,740	12,956
Legal and professional charges		12,591	26,691
Advertisement and sale promotions		510,800	1,166,589
Fee and subscription		73,350	73,942
Freight and forwarding		1,051,188	1,595,045
Other expenses		38,746	46,318
		2,982,727	4,133,510

38.1 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 26.386 million (2025: Rs 20.264 million). Further, it includes provision for gratuity and accumulating compensated absences as mentioned in note 14.4 to these consolidated financial statements.

		2026 (Rupees in thousand)	2025
39. ADMINISTRATIVE EXPENSES			
	Note		
Salaries, wages and other benefits	39.1	2,144,314	1,227,505
Travelling		299,965	214,683
Vehicle running and maintenance		138,567	123,743
Postage, telephone and fax		30,256	20,593
Printing, stationery and office supplies		80,691	47,169
Entertainment		78,931	53,748
Utilities expenses		66,223	58,295
Repair and maintenance		72,328	41,698
Legal and professional charges	39.2	615,349	149,214
Consultancy fee and subscription		137,625	155,866
Depreciation on operating fixed assets	19.1.1	219,850	163,883
Depreciation on right-of-use assets	19.4.1	19,980	25,403
Insurance Expense		11,633	3,364
Amortization of intangibles	21.2	22,557	18,464
Rent, rates and taxes		31,570	18,909
Other expenses		60,741	22,532
	39.4	4,030,580	2,345,069

39.1 Salaries, wages and other benefits expense includes contribution to provident fund trust amounting to Rs 54.023 million (2025: Rs 47.235 million). Further, it includes provision for gratuity and accumulating compensated absences as mentioned in note 14.4 to these consolidated financial statements.

- 39.2** Legal and professional charges include the following in respect of auditor's remuneration (exclusive of sales tax) for:

	2026	2025
	(Rupees in thousand)	
Annual statutory audits	15,388	8,020
Interim reviews	2,504	1,475
Group reporting	400	300
Other certifications	3,943	955
Other assurance services	8,800	-
Taxation services	29,919	68,216
Consultancy in respect of Information Technology services	3,828	11,600
Out of pocket expenses	1,680	501
	66,462	91,067

- 39.3** The Group has shared expenses aggregating Rs 57.039 million (2025: Rs 44.302 million) on account of combined offices with the Ultimate Holding Company. These expenses have been recorded in respective account.

- 39.4** This includes pre-operative administrative expenses of Rs 328.826 million (2025: Rs 191.259 million) in respect of healthcare segment, which is currently in the pre-commencement phase. These expenses are deductible when calculating taxable income, as detailed in note 13.2 of these consolidated financial statements.

	Note	2026	2025
		(Rupees in thousand)	
40. OTHER EXPENSES			
Donations	40.1	39,758	24,982
Worker's Profit Participation Fund	15.4	693,514	676,952
Worker's Welfare Fund	15.5	470,445	504,247
Loss on disposal of subsidiary	40.2	-	4,595
Exchange loss - net		95,489	83,719
Loss on sale of stores and spares	40.3	42,114	103,406
Advances written off		-	3,290
Miscellaneous		52,516	17,575
		1,393,836	1,418,766

- 40.1** The following donations exceeded 10% of the total donations made by the Group or Rs 1 million, whichever is higher, in the respective year:

	Note	2026	2025
		(Rupees in thousand)	
Agha Khan Cultural Service - Pakistan		-	4,800
Aitchison College Lahore		7,652	-
Daudkhel Police Station		-	7,778
Hassan Boys Hostel		302	3,074
Wasif Enterprises		4,000	-
	40.1.1	11,954	15,652

- 40.1.1** None of the directors or their spouses have any interest in the donee.

- 40.2** This represents the loss on disposal of Maple Leaf Industries Limited (MLIL). MLIL was incorporated with the primary objective of establishing a cement manufacturing facility in the Special Economic Zone, Mianwali, Punjab. However, due to restrictions imposed by the Government of Pakistan on the import of machinery required for the cement manufacturing line, the project could not proceed as planned. Consequently, the Board of Directors of MLIL resolved to initiate the winding-up process of the company on March 31, 2024. The winding-up process was completed during the financial year ended June 30, 2025, and the Group's investment in MLIL was disposed of accordingly.

- 40.3** This includes loss of Rs 1.229 million (2025: Rs 5.889 million) on stores and spares sold to the Ultimate Holding Company.

		2026 (Rupees in thousand)	2025
41. OTHER INCOME			
Interest on advances to related party		23,323	29,917
Interest on loans to employees		376	345
Dividend income		570,285	259,816
Gain on disposal of operating fixed assets		63,471	52,788
Sale of scrap		33,442	24,750
Insurance claim recovery		26,699	-
Rental income arising from investment property	20.2	20,801	-
Un-realised gain on investments	41.1	162,459	1,633,995
Realized gain on investments	41.2	350,729	-
Miscellaneous		11,298	16,215
		1,262,883	2,017,826

41.1 Includes fair value gain of Rs 24.935 million (2025: Rs 1,619.394 million) on re-measurement of investments in associate, AGL, carried at fair value though profit or loss.

41.2 This includes a realised gain of Rs 298.003 million (2025: nil) arising from the purchase and subsequent sale of shares of D.G. Khan Cement Company Limited during the year. It also includes a gain of Rs 52.726 million (2025: nil) recognised on the conversion of an advance into PPTFCs of AGL during the year.

		2026 (Rupees in thousand)	2025
42. FINANCE COST			
Profit / interest / mark up on:			
- Long term loans and finances - secured	8	4,241,081	1,853,848
- Short term borrowings	17	174,212	1,002,492
		4,415,293	2,856,340
Amortization of loan transaction cost	8.1	16,689	-
Interest on lease liabilities	10	12,439	13,150
Bank and other charges		149,749	142,056
		4,594,170	3,011,546

		2026 (Rupees in thousand)	2025
43. FINANCE INCOME			
Profit on bank deposits	43.1	177,200	228,547
Profit on disposal of mutual funds	43.2	447,728	59,744
Gain on disposal of investments in market treasury bills		-	805,066
		624,928	1,093,357

43.1 This includes profit earned on deposits under arrangements which are permissible under Shariah amounting to Rs 15.173 million (2025: Rs 0.281 million). The remaining profit relates to interest / mark-up based arrangements from conventional banks as mentioned in note 35.1.

43.2 This represents income from treasury bills earning a return of 13.88% per annum. The maturity date of the treasury bills was January 02, 2025.

44. TAXATION	Note	2026	2025
		(Rupees in thousand)	
Final taxes - levy	44.1	138,964	38,972
Current income tax			
- For the year		7,273,717	5,480,524
- Prior years	44.2	1,565,370	(965,963)
		8,839,087	4,514,561
Deferred income tax	13.1	(1,443,679)	311,896
		7,534,372	4,865,429

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

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

	2026	2025
	(Rupees in thousand)	
Current tax liability for the year as per applicable tax laws	8,978,051	4,553,533
Portion of current tax liability as per tax laws, representing income tax under IAS 12	(8,839,087)	(4,514,561)
Portion of current tax computed as per tax laws, representing levy in terms of requirements of IFRIC 21/IAS 37	(138,964)	(38,972)
Difference	-	-

44.2 This includes Nil (2025: Rs 509.303 million) related to the tax credit under Section 65B of the Income Tax Ordinance, 2001. Initially, the Group had recognized the credit at 5% in its books, following an amendment introduced through the Finance Act 2019. However, the Supreme Court of Pakistan, in its judgment dated September 18, 2024, allowed companies to claim the credit at 10% for the period up to June 30, 2019, resulting in the recognition of this credit.

Additionally, included in this is an amount of Nil (2025: Rs 456.660 million) that pertains to the recognition and utilisation of Minimum Tax of prior years. These were previously unrecorded as deferred tax assets on a prudent basis.

44.3 Tax charge reconciliation

2026
2025
(Rupees in thousand)

44.3.1 Numerical reconciliation between tax expense and accounting profit:

Profit before taxation	20,099,047	16,368,707
Income tax @ 29% under the Income Tax Ordinance, 2001	5,828,724	4,746,925
Tax effect of :		
Exempt income	(762,434)	(511,380)
Super tax	2,613,020	1,495,292
Final tax regime	(81,686)	(36,374)
Impact of reversal of deferred tax	(12,050)	-
Intragroup dividend subject to tax	109,185	-
Effect of deferred tax not recognized	102,632	-
Effect of change in rate of deferred tax	(1,034,398)	-
Amount allowable for tax purposes	-	(20,287)
Amount not allowable for tax purposes	148,744	2,240,794
Permanent differences	142,310	7,245
Prior year	1,400,171	35,941
Rate difference in current tax and deferred tax	(720,335)	(72,104)
Tax credit under section 65B	-	(509,303)
Dividend income exempt from tax	-	(1,856,145)
Recognition of credit on account of Alternate Corporate Tax	-	(207,750)
Restricted vehicle for tax purposes	(33,164)	8,881
Recognition of credit on account of Minimum Tax	-	(456,660)
Rate difference on Capital Gain	(91,214)	(2,475)
Other	(75,133)	2,829
	7,534,372	4,865,429

45. EARNINGS PER SHARE - BASIC AND DILUTED

2026
2025

45.1 Basic earnings per share

Profit for the year attributable to equity holders of the Holding Company	Rupees in '000	11,884,079	11,503,305
Weighted average number of ordinary shares	No. of shares in '000	1,047,563	1,047,563
Earning per share - basic	Rupees	11.34	10.98

45.2 A diluted earnings per share has not been presented as the Group does not have any convertible instruments in issue as at June 30, 2026, and June 30, 2025, which would have any effect on the earnings per share if the option to convert is exercised.

46. CASH FLOW INFORMATION	Note	2026	2025
		(Rupees in thousand)	
46.1 Cash generated from operations			
Profit before final taxes and income tax		20,099,047	16,368,707
Adjustments for:			
- Depreciation on operating fixed assets	19.1.1	5,614,812	4,785,637
- Depreciation on right-of-use asset	19.4.1	37,815	40,555
- Share of net loss of associate accounted for using equity method	22	516,953	761,071
- Amortisation on intangible assets	21.2	38,874	30,200
- Net impairment (gain) / loss on financial assets	28.1	(155,711)	510,000
- Bad debts written off	28.1	33,163	4,430
- Advances written off	40	-	3,290
- Gain on disposal of property, plant and equipment	41	(63,471)	(52,788)
- Exchange loss	40	95,489	83,719
- Loss on sale of stores and spares	40	42,114	103,406
- Advances against income tax written off	30	-	17,433
- Unrealized gain on long term investments of AGL	41	(162,459)	(1,633,995)
- Realized gain on investments	41	(350,729)	-
- Adjustment to operating fixed assets		8,999	39,100
- Provision for employee benefits obligations	14	142,565	90,732
- Profit on bank deposits	43	(177,200)	(228,547)
- Gain on disposal of investments in market treasury bills	43	-	(805,066)
- Gain on disposal of investments in mutual funds	43	(447,728)	(59,744)
- Dividend income	41	(570,285)	(259,816)
- Finance cost	42	4,594,170	3,011,546
		9,197,371	6,441,163
Effect on cash flow due to working capital changes:			
(Increase) / decrease in current assets			
- Stores, spare parts and loose tools		(160,618)	(1,346,806)
- Stock-in-trade		(1,457,393)	(1,101,559)
- Trade debts		558,255	(935,867)
- Loans and advances		237,681	(181,021)
- Short term deposits and prepayments		2,920	281,082
- Other receivables		82,668	22,184
		(736,487)	(3,261,987)
Increase in current liabilities			
- Trade and other payables		4,015,832	4,001,989
		3,279,345	740,002
		32,575,763	23,549,872
47. CASH AND CASH EQUIVALENTS			
Short term running finance	17.2 & 17.3	(1,402,006)	(143,520)
Cash and bank	35	3,733,356	1,861,551
		2,331,350	1,718,031

47.1 Non-cash investing activities comprise acquisition of right-of-use assets as referred to in note 10.

48. RELATED PARTY TRANSACTIONS

The related parties include the Ultimate Holding Company, associate, related parties on the basis of common directorship, group companies, key management personnel of the Group and the Ultimate Holding Company, other related parties and post employment benefit plans. Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Group, directly or indirectly, including any director (whether executive or otherwise). The Group in the normal course of business carries out transactions with various related parties. Amounts due from and to related parties are shown under receivables and payables. Related party transactions carried out during the year are as follows:

Name of parties	Relationship	Transactions	2026 (Rupees in thousand)	2025
a) Kohinoor Textile Mills Limited	Ultimate Holding Company	Sale of goods Sale of spares Expenses by related party on behalf of the Group	17,616 4,086 57,040	38,400 26,005 44,302
b) Maple Leaf Capital Limited	Common directorship	Loan provided during the year Loan recovered during the year Markup received on loan	750,000 750,000 23,324	1,353,000 1,353,000 29,917
c) Agritech Limited	Associate	Sale of Stores to related party	-	197
d) Key management personnel	Key management personnel	Remuneration and other benefits - note 48.1	1,618,943	600,930
e) Employee benefits				
Gratuity	Post employment benefit plan	Expense charged in respect of gratuity plan	36,776	14,424
		Payments to employees gratuity fund trust	369	23,386
Provident fund trusts	Post employment benefit plan	Contributions to Provident fund trusts	183,260	368,398

48.1 This represents remuneration of the Chief Executive, Directors and certain executives that are included in the remuneration disclosed in note 49 to these consolidated financial statements.

48.2 Transactions with related parties have been carried out on mutually agreed terms and conditions. The related parties with whom the Group had entered into transactions or had arrangements / agreements in place during the year have been disclosed below along with their basis of relationship:

Name	Relationship	% of Shareholding in the Holding Company
Kohinoor Textile Mills Limited	Ultimate Holding Company	57.89%
Maple Leaf Capital Limited	Common directorship	1.15%
Agritech Limited	Associate	None
Mr. Tariq Sayeed Saigol	Director / Key management personnel	0.0031%
Mr. Sayeed Tariq Saigol	Director / Key management personnel	0.0010%
Mr. Taufique Sayeed Saigol	Director / Key management personnel	0.0015%
Mr. Waleed Tariq Saigol	Director / Key management personnel	0.0011%
Mr. Danial Taufique Saigol	Director / Key management personnel	0.0005%
Ms. Jahanara Saigol	Director / Key management personnel	0.0002%
Mr. Tajammal Hussain Bokharee	Director / Key management personnel	0.0002%
Mr. Zulfikar Monnoo	Director / Key management personnel	0.0003%
Mr. Syed Mohsin Raza Naqvi	Director / Key management personnel	None
Mr. Sohail Sadiq	Key management personnel	- do -
Mr. Zeeshan Ahmad	Key management personnel	- do -
Mr. Yahya Hamid	Key management personnel	- do -
Mr. Tariq Ahmed Mir	Key management personnel	- do -
Holding Company's Employees Gratuity Fund	Post Employment Benefit Plan	- do -
Holding Company's Employees Provident Fund	Post Employment Benefit Plan	- do -
PIOC's Employees Provident Fund	Post Employment Benefit Plan	- do -

49. REMUNERATION OF CHIEF EXECUTIVE, DIRECTORS AND EXECUTIVES

The aggregate amounts charged in the consolidated financial statements for the year for remuneration, including all benefits to the Chief Executive, Directors and Executives of the Group are as follows:

	2026			
	Directors			Executives
	Chief Executive	Executive	Non-Executive	
(----- Rupees in thousand -----)				
Short term benefits				
Managerial remuneration	108,159	64,050	-	1,440,335
Bonus	867,985	-	-	-
House rent	7,215	2,463	-	285,971
Medical	7,215	4,927	-	73,183
Conveyance	5,059	2,388	-	186,384
Utilities	6,383	4,358	-	224,020
Advisory arrangement	-	-	1,363	-
	1,002,016	78,186	1,363	2,209,893
Post employment benefits				
Contribution to Provident Fund Trust	7,215	4,927	-	100,161
	1,009,231	83,113	1,363	2,310,054
Number of persons	1	1	7	452

	2025			
	Directors			Executives
	Chief Executive	Executive	Non-Executive	
(----- Rupees in thousand -----)				
Short term benefits				
Managerial remuneration	98,331	52,563	-	949,600
Bonus	153,846	-	-	-
House rent	7,215	2,022	-	158,459
Medical	7,215	4,043	-	66,742
Conveyance	4,792	1,952	-	133,930
Utilities	6,383	3,577	-	90,626
Perquisites and other benefits	-	-	-	28,533
Advisory arrangement	-	-	988	-
	277,782	64,157	988	1,427,890
Post employment benefits				
Contribution to Provident Fund Trust	7,215	4,043	-	69,837
	284,997	68,200	988	1,497,727
Number of persons	1	1	7	309

49.1 The Chief Executive, Directors and some Executives are also provided with Group maintained cars in accordance with the Group's policy. The benefit associated with the Company-maintained cars is valued at Rs 164.750 million (2025: Rs 153.085 million) that represents the depreciation charge for the year. Further, the key management personnel are also entitled to post-employment benefits under the Group's funded gratuity scheme. The benefits are determined through an actuarial valuation of the defined benefit plan as a whole and, accordingly, the amount attributable to key management personnel is not separately identifiable.

49.2 Aggregate amount charged in these consolidated financial statements in respect of meeting fee paid to Directors is Rs 1.363 million (2025: Rs 0.988 million).

50. CAPACITY AND PRODUCTION

	Capacity		Actual Production	
	2026	2025	2026	2025
----- Metric tons -----				
Clinker	12,994,500	7,800,000	4,638,624	3,681,406

Plant capacity is based on 300 working days, that can be exceeded if the plant is operational for more than 300 days during the year. Actual production is less than the installed capacity due to planned maintenance shutdown and gap between market demand and supply of cement. Actual production for the year includes production attributable to PIOC after its acquisition on February 20, 2026.

	Capacity		Actual Production	
	2026	2025	2026	2025
----- MWH -----				
Coal fired power plant	324,480	324,480	231,430	242,018
Solar power plant	12,858	12,858	12,174	12,472

The normal capacity of the coal fired power plant has been determined on the basis of 338 production days, considering the maintenance schedule of the plant. The normal capacity of the solar power plant has been determined on the basis of 365 production days, as its operations are not subject to significant maintenance related shutdowns affecting production. Lower production is attributable to reduced demand.

51. SEGMENT REPORTING

51.1 Reportable segments

A business segment is a group of assets and operations engaged in providing products that are subject to risk and returns that are different from those of other business segments.

The Group's operations comprise of the following reportable business segments:

Reportable segments	Operation
Cement production	The Maple Leaf Cement Factory Limited (the "Holding Company") and Pioneer Cement Limited ("PIOC") are operating as a cement manufacturing segment of the Group. The principal activity of the Holding Company and PIOC is the production and sale of cement.
Power generation	Maple Leaf Power Limited ("MLPL") is operating as an electric power generation segment of the Group. The principal activity of MLPL is explained in note 1.2 to these consolidated financial statements. MLPL sold 100% electricity and steam to the Holding Company during the year.

Healthcare

Novacare Hospitals (Private) Limited ("NHPL") represents the healthcare segment of the Group. The Company was incorporated to establish, manage, and operate healthcare facilities, including hospitals, pharmacies, nursing homes, clinics, laboratories, dental clinics, and healthcare centers. As of June 30, 2026, NHPL remains in the pre-commencement phase and has not yet commenced commercial operations.

The identification of operating segments was based on the internal organisational and reporting structure, built on the different products and services within the Group. Allocation of the individual organisational entities to the operating segments was exclusively based on economic criteria, irrespective of the participation structure under the Companies Act, 2017.

51.2 Information about reportable segments

The information related to each reportable segment is based on the internal reporting to the Group Board of Directors, identified as CODM. Segment operating profit or loss as included in internal management reports reviewed by the CODM is used to measure performance because management believes that such information is the most relevant in evaluating the result of the respective segments relative to other entities that operate in the same industries. This information is prepared under the IFRSs applicable to the consolidated financial statements:

Cement production	Power generation	Healthcare	Inter segment elimination	Total
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----- (Rupees in thousand) -----

For the year ended June 30, 2026

Revenue

Revenue from external customers
Intersegment revenue

85,207,165	-	-	(61,294)	85,145,871
-	8,141,333	-	(8,141,333)	-
85,207,165	8,141,333	-	(8,202,627)	85,145,871

Cost of sales
Selling and distribution expenses
Administrative expenses
Other expenses
Net impairment loss on financial assets

(56,549,828)	(5,288,925)	-	8,299,836	(53,538,917)
(2,975,607)	-	(7,120)	-	(2,982,727)
(3,235,059)	(22,850)	(321,706)	(450,965)	(4,030,580)
(1,174,954)	(199,334)	(19,548)	-	(1,393,836)
122,548	-	-	-	122,548

Other income

Other income from external customer
Intersegment other income
Finance Income

1,808,079	30,254	-	(527)	1,837,806
-	33,558	-	(33,558)	-
469,775	-	-	(419,770)	50,005
2,277,854	63,812	-	(453,855)	1,887,811

Finance cost

(4,620,436)	(1,761)	(5,531)	33,558	(4,594,170)
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Profit before final taxes and income tax

19,051,683	2,692,275	(353,905)	(774,053)	20,616,000
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Final tax

(138,964)	-	-	-	(138,964)
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Profit before income tax

18,912,719	2,692,275	(353,905)	(774,053)	20,477,036
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Income tax

(7,458,457)	(6,276)	-	69,325	(7,395,408)
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Profit for the year

11,454,262	2,685,999	(353,905)	(704,728)	13,081,628
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Reconciliation:

Segment profit for the year
Other consolidation adjustment
Consolidated profit for the year

13,081,628
(516,953)
12,564,675

Cement production	Power generation	Healthcare	Inter segment elimination	Total
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----- (Rupees in thousand) -----

For the year ended June 30, 2025

Revenue

Revenue from external customers	68,942,446	-	-	(288,447)	68,653,999
Intersegment revenue	-	7,000,400	-	(7,000,400)	-
	68,942,446	7,000,400	-	(7,288,847)	68,653,999
Cost of sales	(45,195,630)	(5,049,420)	-	7,032,967	(43,212,083)
Selling and distribution expenses	(4,123,758)	-	(9,752)	-	(4,133,510)
Administrative expenses	(2,145,161)	(17,333)	(182,575)	-	(2,345,069)
Other expenses	(1,207,027)	(162,235)	(50,511)	1,007	(1,418,766)
Net impairment loss on financial assets	(514,430)	-	-	-	(514,430)

Other income

Other income from external customer	8,400,373	17,853	100	(6,400,500)	2,017,826
Intersegment other income	-	550,327	-	(550,327)	-
Finance Income	1,093,357	-	-	-	1,093,357
	9,493,730	568,180	100	(6,950,827)	3,111,183

Finance cost	(3,554,788)	(1,090)	(5,995)	550,327	(3,011,546)
Profit before final taxes and income tax	21,695,382	2,338,502	(248,733)	(6,655,373)	17,129,778
Final tax	(38,972)	-	-	-	(38,972)
Profit before income tax	21,656,410	2,338,502	(248,733)	(6,655,373)	17,090,806
Income tax	(4,588,891)	(206,420)	-	(31,146)	(4,826,457)
Profit for the year	17,067,519	2,132,082	(248,733)	(6,686,519)	12,264,349

Reconciliation:

Segment profit for the year					12,264,349
Other consolidation adjustment					(761,071)
Consolidated profit for the year					11,503,278

51.2.1 The revenue reported above represents revenue generated from each segment and inter segment revenue eliminated.

51.2.2 Revenue from major products and services

The analysis of the Group's revenue from external customers for major products and services is given in note 36 to these consolidated financial statements.

51.3 The reportable segments maintain accounting policies that may differ from those of the Group. Accordingly, adjustments have been made to the segment financial information, where required, to ensure consistency with the Group's accounting policies set out in note 4 to these consolidated financial statements.

51.4 Segment assets and liabilities

Reportable segment's assets and liabilities are reconciled to total assets and liabilities as follows:

	Maple Leaf Cement Factory Limited	Pioneer Cement Limited	Cement Manufacturing	Power Generation	Healthcare	Inter segment Elimination	Total
(Rupees in thousand)							
For the year ended June 30, 2026							
Segment assets							
Current assets	38,195,297	12,532,461	50,727,758	1,142,763	420,440	(3,194,279)	49,096,682
Non-current assets	159,921,111	66,905,141	226,826,252	8,277,615	10,883,891	(52,715,099)	193,272,659
Segment liabilities							
Current liabilities	27,242,533	11,121,184	38,363,717	1,157,181	3,001,413	(3,162,688)	39,359,623
Non-current liabilities	93,362,552	18,794,404	112,156,956	-	217,219	(3,569,324)	108,804,851
For the year ended June 30, 2025							
Segment assets							
Current assets	35,752,604	-	35,752,604	2,064,088	508,409	(1,686,524)	36,638,577
Non-current assets	83,353,667	-	83,353,667	5,069,156	4,642,649	(10,972,450)	82,093,022
Segment liabilities							
Current liabilities	23,330,491	-	23,330,491	1,167,496	387,156	(1,520,463)	23,364,680
Non-current liabilities	24,314,188	-	24,314,188	14,321	79,124	-	24,407,633

51.4.1 For the purposes of monitoring segment performance and allocating resources between segments:

All assets and liabilities are allocated to reportable segments; and there are no assets and liabilities separately managed by Group.

51.5 Other segment information

Cement Manufacturing	Power Generation	Healthcare	Inter segment Elimination	Total
(Rupees in thousand)				

For the year ended June 30, 2026

Capital expenditure	3,608,737	126,654	3,416,074	(433,474)	6,717,991
Depreciation	5,198,868	417,353	36,406	-	5,652,627
Amortisation	38,874	-	-	-	38,874
Finance cost	4,620,436	1,761	5,531	(33,558)	4,594,170
Non-cash items other than depreciation, amortization and finance cost	(1,905,783)	(847)	(19,548)	320,925	(1,605,253)

For the year ended June 30, 2025

Capital expenditure	431,597	145,765	3,149,080	(107,216)	3,619,226
Depreciation	4,383,100	406,489	36,603	-	4,826,192
Amortization	30,200	-	-	-	30,200
Finance cost	3,554,788	1,090	5,995	(550,327)	3,011,546
Non-cash items other than depreciation, amortization and finance cost	(7,832,720)	(552,908)	-	6,197,782	(2,187,846)

51.6 Geographical information

The Group operates in two principal geographical areas, Asia and Africa other than Pakistan and revenue from continuing operations from external customers based on geographical areas is as follows:

Geographical area	2026	2025
	Percentage	
Asia	99.96%	99.94%
Africa	0.04%	0.06%
	100.00%	100.00%

51.6.1 All assets of the Group as at June 30, 2026 are located in Pakistan.

52. FINANCIAL RISK MANAGEMENT

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

The Group's Board of Directors ("the Board") has overall responsibility for establishment and oversight of the Group's risk management framework. The Board is responsible for developing and monitoring the Group's risk management policies.

The Group's risk management policies are established to identify and analyze the risks faced by the Group, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Group's activities. The Group, through its training and management standards and procedures, aims to develop a disciplined and constructive control environment in which all employees understand their roles and obligations. The Board of Directors reviews and agrees upon the policies for managing each of these risks.

The Group's audit committee oversees how management monitors compliance with the Group's risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the Group. Audit committee is assisted in its oversight role by internal audit department. Internal audit department undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee.

The Group's exposure to financial risks, the way these risks affect the financial position and performance, and forecast transactions of the Group and the manner in which such risks are managed is as follows:

(a) Market risk

Market risk is the risk that changes in market prices, such as foreign exchange rates, interest rates and equity prices will affect the Group's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposures within acceptable parameters, while optimizing return.

(i) Currency risk

Currency risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Currency risk arises mainly from future commercial transactions and recognised assets and liabilities that exist due to transactions in foreign currencies.

The Group is exposed to currency risk arising from various currency exposures. Currently, the Group's foreign exchange risk exposure is restricted to bank balances and amounts payable to/ receivable from foreign entities.

Following significant exchange rates have been applied for translating material transactions/ balances in foreign currency:

	Average rate for the year		Spot rate			
	2026	2025	2026		2025	
			Buying	Selling	Buying	Selling
USD	280.75	279.34	278.05	278.55	283.60	284.10
CNY	40.14	38.71	40.91	40.99	39.59	39.66
GBP	376.42	361.48	367.98	368.64	388.97	389.65

i) Exposure to currency risk

	2026			
	CNY	USD	GBP	Rupees Equivalent
	----- (in thousand) -----			
Assets				
Trade debts	-	161	-	44,685
Cash and bank balances	-	307	-	85,450
	-	468	-	130,135
Liabilities				
Trade creditors and bills payable	-	(1,530)	(246)	(2,032,746)
Retention money payable	(44,515)	-	-	(1,824,683)
	(44,515)	(1,530)	(246)	(3,857,429)
Net Statement of financial position exposure	(44,515)	(1,062)	(246)	(3,727,294)

	2025			
	CNY	USD	GBP	Rupees Equivalent
	----- (in thousand) -----			
Assets				
Trade debts	-	835	-	236,921
Cash and bank balances	-	352	-	100,748
	-	1,187	-	337,669
Liabilities				
Trade creditors and bills payable	(263)	(7,052)	-	(2,118,486)
Retention money payable	(44,515)	-	-	(1,765,477)
	(44,778)	(7,052)	-	(3,883,963)
Net statement of financial position exposure	(44,778)	(5,865)	-	(3,546,294)

Sensitivity analysis

At June 30, 2026, if the Rupee had (weakened) / strengthened by 10% against the following currencies with all other variables held constant, the effect on consolidated post-tax profit for the year would have been, as follows:

	Impact on post-tax profit	
	2026	2025
	(Rupees in thousand)	
USD/PKR exchange rate - PKR weakened	(18,603)	(101,462)
USD/PKR exchange rate - PKR strengthened	18,603	101,462
CNY/PKR exchange rate - PKR weakened	(114,954)	(108,138)
CNY/PKR exchange rate - PKR strengthened	114,954	108,138
GBP/PKR exchange rate - PKR weakened	(5,713)	-
GBP/PKR exchange rate - PKR strengthened	5,713	-

The impact of remaining currencies is immaterial in respect to these consolidated financial statements.

(ii) Price risk

Price risk represents the risk that the fair value or future cash flows of financial instrument will fluctuate because of changes in market prices, other than those arising from interest rate risk or currency risk, whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments trading in market.

Investments exposed to price risk

The Group is exposed to equity securities price risk because of investments held by the Group and measured at fair value through profit or loss or other comprehensive income. Material investments within the portfolio are managed on an individual basis and all buy and sell decisions are approved by the Board. The primary goal of the Group's investment strategy is to maximise investment returns.

At the reporting date, the Group's investment in quoted equity securities held at fair value is as follows:

	2026	2025
	(Rupees in thousand)	
Investment in equity securities	7,440,648	7,414,979

The above investments in equity instruments are publicly traded on the Pakistan Stock Exchange Limited.

The table below summarises the impact of increases / decreases of the KSE-100 index on the Group's equity. The analysis is based on the assumption that the KSE-100 index had increased/decreased by 10% with all other variables held constant and all the Group's equity investments moved according to the historical correlation with the index:

	Impact on profit or loss		Impact on other components of equity	
	2026	2025	2026	2025
	(Rupees in thousand)		(Rupees in thousand)	
Pakistan Stock Exchange Limited	1,119	2,086	568,620	450,184

Price risk management

The Group manages price risk by monitoring exposure in quoted equity securities and implementing the strict discipline in internal risk management and investment policies. The carrying value of investments subject to equity price risk are based on quoted market prices as at reporting date. Market prices are subject to fluctuation and consequently, the amount realized in the subsequent sale of an investment may significantly differ from reported market value. Fluctuations in the market price of a security may result from perceived changes in the underlying economic characteristics of the investee, the relative price of alternative investments and general market conditions. Furthermore, amount realized on the sale of a particular security may be affected by the relative quantity of the security being sold.

(iii) Cash flow and fair value interest rate risk

Interest rate risk represents the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

The Group's exposure to interest rate risk primarily arises from floating-rate short-term and long-term borrowings. In addition, the Group is exposed to interest rate risk on certain interest-bearing assets, including bank balances and loans to related parties. Floating-rate financial instruments expose the Group to cash flow interest rate risk.

The Group analyses its interest rate exposure on a dynamic basis. Various scenarios are simulated taking into consideration refinancing, renewal of existing positions and alternative financing arrangements. Based on these scenarios, the Group assesses the impact of defined interest rate movements on profit or loss. The analysis is primarily performed for significant interest-bearing financial assets and liabilities.

Fixed rate financial instruments

	2026	2025
	(Rupees in thousand)	
Non-derivative financial instruments		
Financial assets		
Short term investment - term deposit receipt	2,070,398	484,500
Long term loans to employees - secured	18,371	31,577
	2,088,769	516,077
Financial liabilities	-	-
Net exposure	2,088,769	516,077

The related mark-up / interest rates for fixed rate financial instruments are indicated in the related notes to the consolidated financial statements.

Floating rate financial instruments

	2026	2025
	(Rupees in thousand)	
Non-derivative financial instruments		
Financial assets		
Bank balances at deposit accounts	1,245,521	601,273
Long term investments at fair value through profit or loss	2,577,370	3,442,096
Short term investment - PPTFCs	1,058,136	-
	4,881,027	4,043,369
Financial liabilities		
Long term loans from banking companies-secured	(81,293,693)	(14,165,454)
Lease liabilities	(82,136)	(93,262)
Short term borrowings from financial institutions - secured (2,498,597)	(822,285)	
	(83,874,426)	(15,081,001)
Net exposure	(78,993,399)	(11,037,632)
Fair value sensitivity analysis for fixed rate instruments		

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

Cash flow sensitivity analysis for variable rate instruments

At June 30, 2026, if interest rates on variable rate instruments had been 1% higher / lower with all other variables held constant, post-tax profit for the year would have been Rs 497.658 million (2025: Rs 67.330 million lower / higher) lower / higher, mainly as a result of higher/lower interest expense on floating rate instruments.

b) Credit risk

Credit risk represents the risk of financial loss if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

Credit risk arises from cash and cash equivalents, deposits with banks and financial institutions, trade debts, other receivables, loans and advances, short-term investments and debt instruments carried at fair value through profit or loss. The management assesses the credit quality of customers and other counterparties by considering their financial position, past experience and other relevant factors. Credit exposures are monitored on an ongoing basis and appropriate loss allowances are recognised in accordance with the requirements of IFRS 9. For banks and financial institutions, transactions are conducted with counterparties having acceptable credit ratings.

(i) Exposure to credit risk

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

	2026	2025
	(Rupees in thousand)	
Financial asset at amortized cost		
Long term deposits	193,463	88,212
Trade debts - net of loss allowance	5,880,000	4,610,182
Long term loans to employees	18,371	31,577
Short term investments	3,128,534	484,500
Margins and short term deposits	645,251	669,761
Accrued profit	59,376	42,880
Other receivables	93,324	107,290
Cash at bank	3,724,236	1,854,059
	13,742,555	7,888,461
Financial assets at fair value through profit or loss		
Investment in un-listed preference shares	2,577,370	2,552,435
Advance against issue of privately placed term finance certificates (PPTFCs)	-	889,661
	2,577,370	3,442,096

(ii) Concentration of credit risk

The Group identifies concentrations of credit risk by reference to type of counter party. Maximum exposure to credit risk by type of counterparty is as follows:

	2026	2025
	(Rupees in thousand)	
Customers	5,880,000	4,610,182
Banking companies and financial institutions	6,498,508	3,050,517
Associate	2,577,370	3,442,096
Others	1,364,047	227,762
	16,319,925	11,330,557

(iii) Impairment of financial assets

The Group's financial assets, including trade debts, cash and cash equivalents, and debt instruments carried at amortised cost, are subject to the expected credit loss model. For financial assets other than trade debts, the expected credit loss determined by the Group was assessed to be immaterial.

Trade debts

The Group applies the IFRS 9 simplified approach to measuring expected credit losses, which requires a lifetime expected credit loss allowance to be recognised for all trade debts.

To measure expected credit losses, trade debts have been grouped based on shared credit risk characteristics and days past due. The exposure used in determining expected credit losses is adjusted for the estimated recoverable value of collateral obtained from customers.

The expected loss rates are based on the payment profiles of sales over a period of 12 to 36 months preceding June 30, 2026 and the corresponding historical credit losses experienced during that period. The historical loss rates are adjusted to reflect current and forward-looking information regarding macroeconomic factors affecting customers' ability to settle trade debts. The Group has identified Gross Domestic Product and Consumer Price Index as the most relevant factors and adjusts historical loss rates for expected changes in these factors.

The ageing analysis of trade debts and related loss allowance is as follows:

	2026			2025		
	Expected loss %	Gross carrying amount	Loss Allowance	Expected loss %	Gross carrying amount	Loss Allowance
The aging of trade debts at the reporting date is:	(Rupees in thousand)			(Rupees in thousand)		
Not past due	1.42%	2,873,391	40,755	2.46%	2,780,212	68,317
1 - 90 days	0.54%	2,636,114	14,233	2.46%	1,150,199	28,320
91 - 180 days	2.87%	243,190	6,980	3.69%	487,676	17,975
181 - 270 days 10.59%	123,624	13,087	19.12%	235,297	44,983	
271 - 365 days 18.33%	96,413	17,677	35.63%	180,821	64,428	
366 and above days	100.00%	1,013,149	1,013,149	100.00%	873,026	873,026
		6,985,881	1,105,881		5,707,231	1,097,049

Customer credit risk is managed by each business unit in accordance with the Group's established policies, procedures and controls relating to customer credit risk management. Credit limits are established for customers based on an internal assessment of creditworthiness. The credit quality of customers is evaluated using an internal credit assessment process.

Outstanding trade receivables are monitored on an ongoing basis and export sales are generally secured through letters of credit or other forms of credit insurance.

For the purpose of assessing expected credit losses, a default is considered to have occurred when a receivable is more than 360 days past due.

(iv) Credit quality of financial assets

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

Banks	Rating			2026	2025
	Short term	Long term	Agency	(Rupees in thousand)	
Bank balances					
Allied Bank Limited	A1+	AAA	PACRA	511,288	87,038
Askari Bank Limited	A1+	AA+	PACRA	32,073	2,676
Bank Al-Habib Limited	A1+	AAA	PACRA	381,359	278,460
Bank Alfalah Limited	A1+	AAA	PACRA	40,842	2,232
Bank Islami Pakistan Limited	A1	AA-	PACRA	15,795	14,271
The Bank of Punjab	A1+	AAA	PACRA	137,297	20,581
AlBaraka Bank Limited	A1	AA-	VIS	9	9
Dubai Islamic Bank Pakistan Limited	A1+	AA	VIS	273,584	234,489
Faysal Bank Limited	A1+	AA+	PACRA	1,479	44
Finca Microfinance Bank Limited	A2	A-	VIS	-	8,924
Habib Bank Limited	A1+	AAA	VIS	443,731	366,696
Habib Metropolitan Bank Limited	A1+	AAA	PACRA	36,190	35,353
MCB Bank Limited	A1+	AAA	PACRA	1,168,620	579,393
National Bank of Pakistan	A1+	AAA	PACRA	8,349	17,236
Samba Bank Limited	A1+	AA	PACRA	2,435	1,847
Silkbank Limited	A1+	AAA	VIS	18	17
Soneri Bank Limited	A1+	AA	PACRA	106	107
Standard Chartered Bank (Pakistan) Limited	A1+	AAA	VIS	4,601	4,434
MCB Islamic Bank Limited	A1	A+	PACRA	2,297	3,047
United Bank Limited	A1+	AAA	VIS	607,412	197,205
Meezan Bank Limited	A1+	AAA	VIS	52,653	-
JS Bank Limited	A1+	AA	PACRA	4,094	-
Bank of Khyber	A1	AA-	PACRA	4	-
				3,724,236	1,854,059
Short term investment - Term deposit receipts					
The Bank of Punjab	A1+	AA+	PACRA	1,013,299	484,500
Bank Al-Habib Limited	A1+	AAA	PACRA	100,000	-
Habib Metropolitan Bank Limited	A1+	AAA	PACRA	192,653	-
Askari Bank Limited	A1+	AA+	PACRA	764,446	-
				2,070,398	484,500
Accrued profit					
The Bank of Punjab	A1+	AAA	PACRA	59,376	42,880
Margin against bank guarantees					
Allied Bank Limited	A1+	AAA	PACRA	193,765	208,765
Askari Bank Limited	A1+	AA+	PACRA	275,000	260,000
United Bank Limited	A1+	AAA	VIS	31,055	31,055
Bank Makramah Limited	A-	A2	VIS	43,454	44,320
Soneri Bank Limited	A1+	AA	PACRA	5,000	5,000
Standard Chartered Bank (Pakistan) Limited	A1+	AAA	VIS	-	-
Habib Metropolitan Bank Limited	A1+	AAA	PACRA	39,941	39,941
Dubai Islamic Bank Pakistan Limited	A1+	AA	VIS	50,000	50,000
				638,215	639,081
Margin against letters of credit					
JS Bank Limited	A1+	AA	PACRA	6,203	-
The Bank of Punjab	A1+	AA+	PACRA	80	29,997
				6,283	29,997
Total				6,498,508	3,050,517

(c) Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial assets, or that such obligations will have to be settled in a manner unfavourable to the Group. Management closely monitors the Group's liquidity and cash flow position. This includes maintenance of liquidity ratios, debtors and creditors concentration both in terms of the overall funding mix and avoidance of undue reliance on large individual customers.

Ultimate responsibility for liquidity risk management rests with the Board of Directors, which has built an appropriate liquidity risk management framework for the management of the Group's short, medium and long-term funding and liquidity management requirements. The Group manages liquidity risk by maintaining adequate reserves, banking facilities and reserve borrowing facilities, by continuously monitoring forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities. Included in notes 8 and 17 to these consolidated financial statements is a listing of additional undrawn facilities that the Group has at its disposal to further reduce liquidity risk.

(i) **Exposure to liquidity risk**

Contractual maturities of financial liabilities, including estimated interest payments

The following are the remaining contractual maturities at the reporting date. The amounts are grossed and undiscounted, and include estimated interest payments and exclude the impact of netting agreements.

Carrying amount	Contractual cash flows	Less than 1 year	Between 1 to 5 years	Above 5 years
-----------------	------------------------	------------------	----------------------	---------------

----- (Rupees in thousand) -----

As at June 30, 2026

Non-derivative financial liabilities

Long term loans from financial institutions - secured	81,293,693	120,358,044	14,004,729	106,310,821	42,494
Long term deposits	49,685	49,685	-	49,685	-
Lease liabilities	82,136	108,906	47,277	42,539	19,090
Retention money payable	185,702	185,702	-	185,702	-
Trade and other payables	14,144,567	14,144,567	14,144,567	-	-
Unclaimed dividend	122,397	122,397	122,397	-	-
Mark-up accrued on borrowings	1,355,540	1,355,540	1,355,540	-	-
Short term borrowings	2,498,597	2,498,597	2,498,597	-	-
	99,732,317	138,823,438	32,173,107	106,588,747	61,584

As at June 30, 2025

Carrying amount	Contractual cash flows	Less than 1 year	Between 1 to 5 years	Above 5 years
-----------------	------------------------	------------------	----------------------	---------------

----- (Rupees in thousand) -----

Non-derivative financial liabilities

Long term loans from financial institutions - secured	14,165,454	17,225,083	5,315,505	10,969,596	939,982
Long term deposits	8,214	8,214	-	8,214	-
Lease liabilities	93,262	123,888	48,376	52,173	23,339
Retention money payable	54,500	54,500	-	54,500	-
Trade and other payables	10,211,890	9,991,901	9,991,901	-	-
Unclaimed dividend	26,877	26,877	26,877	-	-
Mark-up accrued on borrowings	320,434	320,434	320,434	-	-
Short term borrowings	822,285	822,285	822,285	-	-
	25,702,916	28,573,182	16,525,378	11,084,483	963,321

53. FAIR VALUES

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

Underlying the definition of fair value is the presumption that the Group is a going concern without any intention or requirement to curtail materially the scale of its operations or to undertake a transaction on adverse terms.

The fair value of financial assets and liabilities traded in active markets (e.g. listed equity shares) is based on quoted market prices at the close of trading on the reporting date. The quoted market price used for financial assets held by the Group is the current bid price.

IFRS 13, 'Fair Value Measurements' requires the Group to classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities that the entity can access at the measurement date (level 1).
- Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly (level 2).
- Unobservable inputs for the asset or liability (level 3).

The following table shows the carrying amounts and fair values of financial assets and financial liabilities including their levels in the fair value hierarchy:

		Carrying Amount				Fair Value			
		Fair Value through other comprehensive income	Fair value through profit or loss	Financial assets at amortized cost	Other financial liabilities	Total	Level 1	Level 2	Level 3
Note		----- (Rupees in thousand) -----							
June 30, 2026									
Financial assets at fair value									
Long term investments - Investment in un-listed preference shares		-	2,577,370	-	-	2,577,370	-	-	2,577,370
Short term investments		7,384,676	55,972	-	-	7,440,648	7,440,648	-	-
Financial assets at amortised cost									
Cash and bank balances		-	-	3,724,236	-	3,724,236	-	-	-
Long term loans to employees		-	-	18,371	-	18,371	-	-	-
Short term investment - term deposit receipt		-	-	2,070,398	-	2,070,398	-	-	-
Short term investment - PPTFCs		-	-	1,058,136	-	1,058,136	-	-	-
Margins and short term deposits		-	-	645,251	-	645,251	-	-	-
Other receivables		-	-	93,324	-	93,324	-	-	-
Accrued profit		-	-	59,376	-	59,376	-	-	-
Long term deposits		-	-	193,463	-	193,463	-	-	-
Trade debts		-	-	5,880,000	-	5,880,000	-	-	-
53.1		7,384,676	2,633,342	13,742,555	-	23,760,573	7,440,648	-	2,577,370
Financial liabilities measured at fair value									
		-	-	-	-	-	-	-	-
Financial liabilities not measured at fair value									
Long term loans from financial institutions - secured		-	-	-	81,293,693	81,293,693	-	-	-
Long term deposits		-	-	-	49,685	49,685	-	-	-
Retention money payable		-	-	-	185,702	185,702	-	-	-
Trade and other payables		-	-	-	14,144,567	14,144,567	-	-	-
Unclaimed dividend		-	-	-	122,397	122,397	-	-	-
Mark-up accrued on borrowings		-	-	-	1,355,540	1,355,540	-	-	-
Short term borrowings		-	-	-	2,498,597	2,498,597	-	-	-
		-	-	-	99,650,181	99,650,181	-	-	-
		Carrying Amount				Fair Value			
		Fair Value through other comprehensive income	Fair value through profit or loss	Financial assets at amortized cost	Other financial liabilities	Total	Level 1	Level 2	Level 3
Note		----- (Rupees in thousand) -----							
June 30, 2025									
Financial assets measured at fair value									
Long term investments		-	3,442,096	-	-	3,442,096	-	-	3,442,096
Short term investments		7,380,781	3,237,132	-	-	10,617,913	10,617,913	-	-
Financial assets at amortised cost									
Cash and bank balances		-	-	1,854,059	-	1,854,059	-	-	-
Long term loans to employees		-	-	31,577	-	31,577	-	-	-
Short term investment - term deposit receipt		-	-	484,500	-	484,500	-	-	-
Margin and short term dsits		-	-	669,761	-	669,761	-	-	-
Other receivables		-	-	107,290	-	107,290	-	-	-
Accrued profit		-	-	42,880	-	42,880	-	-	-
Long term deposits		-	-	88,212	-	88,212	-	-	-
Trade debts		-	-	4,610,182	-	4,610,182	-	-	-
53.1		7,380,781	6,679,228	7,888,461	-	21,948,470	10,617,913	-	3,442,096
Financial liabilities measured at fair value									
		-	-	-	-	-	-	-	-
Financial liabilities not measured at fair value									
Long term loans from financial institutions - secured		-	-	-	14,165,454	14,165,454	-	-	-
Retention money payable		-	-	-	54,500	54,500	-	-	-
Long term deposits		-	-	-	8,214	8,214	-	-	-
Trade and other payables		-	-	-	10,211,890	10,211,890	-	-	-
Unclaimed dividend		-	-	-	26,877	26,877	-	-	-
Mark-up accrued on borrowings		-	-	-	320,434	320,434	-	-	-
Short term borrowings		-	-	-	822,285	822,285	-	-	-
53.1		-	-	-	25,609,654	25,609,654	-	-	-
As at June 30, 2026									
						Level 1	Level 2	Level 3	Total
Recurring fair value measurements of certain items of operating fixed assets									
						----- (Rupees in thousand) -----			
Freehold Land						-	3,256,348	-	3,256,348
Buildings on freehold land						-	-	21,029,976	21,029,976
Road, bridges and railway						-	-	608,590	608,590
Plant and machinery						-	-	100,403,457	100,403,457
Investment property						-	-	1,081,995	1,081,995
						-	3,256,348	123,124,018	126,380,366

As at June 30, 2025

Recurring fair value measurements of certain items of operating fixed assets

Freehold Land
Buildings on freehold land
Road, bridges and railway
Plant and machinery

Level 1	Level 2	Level 3	Total
----- (Rupees in thousand) -----			
-	1,817,473	-	1,817,473
-	-	16,014,448	16,014,448
-	-	552,116	552,116
-	-	47,853,367	47,853,367
-	1,817,473	64,419,931	66,237,404

Other than certain classes of operating fixed assets, no other items are measured at fair value.

Valuation techniques used to determine level 2 and level 3 fair values

The Group obtains independent valuations of its freehold land, buildings on freehold land, railway sidings, plant and machinery, and tools and equipment classified as property, plant and equipment at least every five years. Management performs periodic assessments of the fair value of these assets by considering the most recent independent valuation together with any significant changes in market conditions and asset-specific factors.

Level 2 fair value of freehold land has been determined using the market comparable approach. Sale prices of comparable land in close proximity are adjusted for differences in key attributes such as location, size and other relevant characteristics of the property. The most significant inputs used in this valuation approach are observable market prices per square foot of comparable land and adjustment factors for differences in location and size.

Level 3 fair value of buildings on freehold land has been determined using the depreciated replacement cost approach, whereby the current cost of constructing a similar building in a comparable location is adjusted for physical deterioration and other forms of depreciation to arrive at the present market value.

Level 3 fair values of plant and machinery and railway sidings have been determined using the depreciated replacement cost approach, whereby the current replacement cost of assets of similar make, capacity and level of technology is adjusted using an appropriate depreciation factor to reflect normal wear and tear and the remaining useful economic life of the assets.

Valuation inputs and relationship to fair value

The following table summarizes the quantitative and qualitative information about the significant unobservable inputs used in recurring level 3 fair value measurements. See paragraph above for the valuation techniques adopted.

Description	Fair value at		Significant unobservable inputs	Quantitative data / range and relationship to the fair value
	June 30, 2026	June 30, 2025		
	Rupees in thousands			
Long term investments - Investment in un-listed preference shares	2,577,370	2,552,435	- Dividend rate of 1-Year KIBOR plus 4% per annum - Risk spread of 8% per annum	The fair value of the preference shares has been determined using a discounted cash flow model. An increase in KIBOR would generally result in a higher fair value, as the increase in expected dividend cash flows exceeds the corresponding increase in the discount rate. Conversely, a decrease in KIBOR would generally result in a lower fair value.
Buildings on freehold land and investment property	22,111,971	16,014,448	- Cost of construction of a new similar building. - Suitable depreciation rate to arrive at depreciated replacement value.	The fair value of buildings has been determined using the depreciated replacement cost approach. Accordingly, a higher cost of construction of a similar building would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.
Roads, bridges and railway sidings	608,590	552,116	- Replacement cost - depreciation rate	The fair value of roads, bridges and railway sidings has been determined using the depreciated replacement cost approach. Accordingly, a higher replacement cost of similar assets would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.
Plant and machinery	100,403,457	47,853,367	- Replacement cost - depreciation rate	The fair value of plant and machinery has been determined using the depreciated replacement cost approach based on the replacement cost of machinery of similar capacity and technology. Accordingly, a higher replacement cost would result in a higher fair value. Conversely, a higher depreciation rate applied to such cost would result in a lower fair value.

53.1 The fair values of these financial assets and liabilities are for short term or reprice over short term. Therefore, their carrying amounts are reasonable approximation of fair value.

53.2 There were no transfers between Levels 1 and 2 & Levels 2 and 3 during the year and there were no changes in valuation techniques during the year.

53.3 The forced sale value of above mentioned assets has been disclosed in note 19.1.8.

54. RECONCILIATION OF MOVEMENT OF LIABILITIES TO CASH FLOWS ARISING FROM FINANCING ACTIVITIES

	2026						
	Unclaimed dividend	Liabilities against right of use assets	Payable against redemption of preference shares	Long term financing from financial institutions	Short term borrowings	Accrued markup	Total
	(Rupees in thousand)						
As at July 01, 2025	26,877	93,262	990	13,714,967	822,285	320,434	14,978,815
Changes from financing cash flows							
Dividend paid	(2,008)	-	-	-	-	-	(2,008)
Financial charges paid	-	-	-	-	-	(3,604,540)	(3,604,540)
Lease rentals paid during the year	-	(49,166)	-	-	-	-	(49,166)
Redemption of preference shares	-	-	(5)	-	-	-	(5)
Proceeds from long term loans from financial institutions	-	-	-	74,683,900	(372,973)	-	74,310,927
Repayments of long term loans from financial institutions - secured - net	-	-	-	(11,538,428)	-	-	(11,538,428)
Total changes from financing cash flows	(2,008)	(49,166)	(5)	63,145,472	(372,973)	(3,604,540)	59,116,780
Other changes							
Deferred grant	-	-	-	128,183	-	-	128,183
Acquisition of PIOC	97,528	-	-	3,666,667	790,799	74,604	4,629,598
Change in running finances	-	-	-	-	1,258,486	-	1,258,486
Amortization of loan transaction cost	-	-	-	16,689	-	-	16,689
Recognized during the year	-	25,601	-	-	-	-	25,601
Finance cost	-	12,439	-	-	-	4,565,042	4,577,481
Total liability related other changes	97,528	38,040	-	3,811,539	2,049,285	4,639,646	10,636,038
As at June 30, 2026	122,397	82,136	985	80,671,978	2,498,597	1,355,540	84,731,633

	2025						
	Unclaimed dividend	Liabilities against right of use assets	Payable against redemption of preference shares	Long term financing from financial institutions	Short term borrowings	Accrued markup	Total
	(Rupees in thousand)						
As at July 01, 2024	27,255	82,709	993	13,193,488	1,645,316	608,721	15,558,482
Changes from financing cash flows							
Dividend paid	(378)	-	-	-	-	-	(378)
Redemption of preference shares	-	-	-	-	-	(3,286,683)	(3,286,683)
Financial charges paid	-	(42,222)	-	-	-	-	(42,222)
Lease rentals paid during the year	-	-	(3)	-	-	-	(3)
Own share purchased for cancellation	-	-	-	4,200,000	678,765	-	4,878,765
Long term loans from financial institutions - secured - net	-	-	-	(3,833,960)	-	-	(3,833,960)
Total changes from financing cash flows	(378)	(42,222)	(3)	366,040	678,765	(3,286,683)	(2,284,481)
Other changes							
Deferred grant	-	-	-	155,439	-	-	155,439
Change in running finances and over draft balances	-	-	-	-	(1,501,796)	-	(1,501,796)
Recognized during the year	-	39,625	-	-	-	-	39,625
Finance cost	-	13,150	-	-	-	2,998,396	3,011,546
Total liability related other changes	-	52,775	-	155,439	(1,501,796)	2,998,396	1,704,814
As at June 30, 2025	26,877	93,262	990	13,714,967	822,285	320,434	14,978,815

55. CAPITAL MANAGEMENT

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

The Group 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 Group may adjust the amount of dividends paid to shareholders or issue new shares.

Consistent with others in the industry and the requirements of the lenders, the Group monitors the capital structure on the basis of gearing ratio. This ratio is calculated as net debt divided by total equity (as shown in the consolidated statement of financial position). Net debt is calculated as total borrowings (including current and non-current borrowings) including bank overdraft (if any) less cash and bank balances and liquid investments.

The gearing ratios as at June 30, 2026 and 2025 were as follows:

		2026	2025
		(Rupees in thousand)	
Borrowings		85,229,966	15,401,435
Cash and bank balances and liquid investments		(5,803,754)	(5,548,985)
Net debt		79,426,212	9,852,450
Total equity		94,204,867	70,959,286
Gearing ratio	Percentage	84.31%	13.88%

Loan covenants

In accordance with the terms of agreements with the lenders of long-term finances (refer note 8), the Group is required to comply with the following major financial covenants:

- the gearing ratio must not exceed 1.5 times;
- the current ratio must be greater than or equal to 1.1 times; and
- the interest coverage ratio must not fall below 2.0 times.

The above covenants are tested annually and relate to long-term finances as at June 30, 2026.

The Holding Company was not in compliance with certain of the above financial covenants as at June 30, 2026. However, the Holding Company obtained waivers from the respective lenders in accordance with the terms of the financing arrangements and, accordingly, the related borrowings did not become repayable on demand. The non-compliance did not result in any acceleration of repayment obligations or any modification in the classification of the related borrowings in these financial statements.

Based on management's assessment and forecasted financial performance, there are currently, no indications that the Holding Company will have difficulty complying with the above financial covenants when they are next tested on June 30, 2027.

56. PROVIDENT FUND TRUSTS

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

57. NUMBER OF EMPLOYEES

Total number of employees as on June 30

- Head office

- Factories

Average number of employees during the year

- Head office

- Factories

2026	2025
613	521
2,220	1,278
2,833	1,799
614	489
2,262	1,304
2,876	1,793

Note

(Rupees in thousand)

58. DISCLOSURES BY GROUP LISTED ON ISLAMIC INDEX

Loans / advances obtained as per Islamic mode:

Loans obtained as per Islamic mode

8 & 17

77,286,443

3,436,455

Shariah compliant bank deposits / bank balances

Bank balances

35

390,796

253,238

Revenue earned from a shariah-compliant business segment

Revenue from contracts with customers - net

36

85,145,871

68,653,999

Profit earned from shariah compliant bank deposits / bank balances

Profit on deposits with banks

41

1,874

281

Gain or dividend earned from shariah compliant investments

Dividend income

41

570,285

259,816

Mark-up paid on Islamic mode of financing

2,172,873

497,255

Exchange Loss

40

95,489

83,719

Profits earned or interest paid on any conventional loan or advance

Profits earned on deposits with banks

41

175,326

228,266

Interest paid on loans

1,431,667

2,789,428

Relationship with shariah compliant banks

Name

Faysal Bank Limited

United Bank Limited

Askari Bank Limited

MCB Islamic Bank Limited

Habib Bank Limited

BankIslami Pakistan Limited

Bank Alfalah Limited

Dubai Islamic Bank Pakistan Limited

Al Baraka Bank Pakistan Limited

Meezan Bank Limited

The Bank of Punjab

National Bank of Pakistan

Habib Metropolitan Bank Limited

Relationship

Funded facilities and bank balances

Funded facilities

Funded facilities

Funded facilities and bank balances

Funded facilities

Bank balances

Bank balances

Bank balances

Bank balances

Funded facilities, bank balances and mutual funds

Term deposit receipts (TDRs)

Funded facilities and mutual funds

Funded facilities and TDRs

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

Description	Note	2026 (Rupees in thousand)	2025
Statement of Financial Position			
Financing obtained as per Islamic mode	8 & 17	77,286,443	3,436,455
Accrued finance cost on conventional loan	16	203,849	268,157
Long-term and short-term Shariah compliant investments	22 & 31	7,577,326	13,444,580
Bank balances - Shariah compliant	35	390,796	253,238
Statement of Profit or Loss			
Revenue earned from a shariah-compliant business segment	36	85,145,871	68,653,999
Source and detailed break up of other income			
Other income earned from shariah compliant:	41 & 43		
Profit on bank deposits		1,874	281
Gain on disposal of operating fixed assets		63,471	52,788
Sale of scrap		33,442	24,750
Miscellaneous		11,298	16,215
Dividend income		570,285	259,816
Gain on disposal of investments		298,003	-
Rental income from investment property		20,801	-
Other income earned from non - shariah compliant:	41 & 43		
Profit on bank deposits		175,326	228,266
Interest on advances to related party		23,323	29,917
Interest on loans to employees		376	345
Un-realised gain on investments		46,710	1,633,995
Gain on disposal of investments		52,726	805,066
Gain on mutual funds		447,728	59,744
Interest income on investment held at amortised cost		115,749	-
Insurance claim income		26,699	-

The Group has business relationship with Islamic banks in ordinary course of business as disclosed in note 58. Disclosures other than above are not applicable to the Group.

60. INTERESTS IN OTHER ENTITIES

60.1 Non-controlling interests ('NCI')

Set out below is summarized financial information for the subsidiary that has non-controlling interest that is material to the Group. The amounts disclosed for the subsidiary are before inter-company eliminations.

Summarized statement of financial position

Pioneer Cement Limited		
	2026	2025
	(Rupees in thousand)	
Current assets	12,532,461	-
Current liabilities	11,121,184	-
Current net assets	1,411,277	-
Non-current assets	66,905,141	-
Non-current liabilities	18,794,404	-
Non-Current net assets	48,110,737	-
Net assets	49,522,014	-
NCI on Acquisition Date	10,399,200	-
Accumulated NCI	11,202,543	-

Summarized statement of comprehensive income

Pioneer Cement Limited - note 60.1.1		
	2026	2025
	(Rupees in thousand)	
Revenue	14,475,513	-
Profit for the year	3,008,645	-
Other comprehensive income	542,616	-
Total comprehensive income	3,551,261	-
Total comprehensive income allocated to NCI	803,343	-
Dividends paid to NCI	-	-
Cash flows from operating activities	1,636,896	-
Cash flows from investing activities	2,814,135	-
Cash flows from financing activities	(4,626,189)	-
Net decrease in cash and cash equivalents	(175,158)	-

60.1.1 Financial information of Pioneer Cement Limited is from February 21, 2026 to June 30, 2026 since the subsidiary was acquired on February 20, 2026 and has been consolidated with effect from that date as explained in note 61.

60.2 Interests in associate

Set out below is the associate of the Group as at June 30, 2026 which, in the opinion of the directors, is material to the Group. The entity listed below has share capital consisting solely of ordinary shares, which are held directly by the Group. The country of incorporation or registration is also its principal place of business, and the proportion of ownership interest is the same as the proportion of voting rights held.

Name of Entity	Place of business / country of incorporation	% of ownership interest		Nature of relationship	Measurement method	Quoted fair value		Carrying amount	
		2026	2025			2026	2025	2026	2025
		%	%			Rupees in thousand			
AgriTech Limited ('AGL')	Pakistan	33.66%	33.66%	Associate	Equity method	10,375,583	10,948,308	7,087,834	6,063,799

Business activities of Group's associate

The principal business of AGL is the production and sale of Urea and Granulated Single Super Phosphate ("GSSP") fertilizer.

60.2.1 There are no commitments and contingent liabilities of the Group in respect of associate.

60.2.2 Summarized financial information of associate

The following table summarizes the financial information of associate as included in their own financial statements for the year ended June 30, 2026, which have been used for the accounting under equity method as these were the latest approved financial statements.

The table also reconciles the summarized financial information to the carrying amount of the Group's interest in associate.

Summarized statement of financial position	2026	2025
	(Rupees in thousand)	
Current assets	23,808,635	18,367,895
Non-current assets	71,592,191	66,050,653
Total assets	95,400,826	84,418,548
Current liabilities	49,403,366	38,056,320
Non-current liabilities	29,237,439	32,644,495
Total liabilities	78,640,806	70,700,815
Net assets	16,760,020	13,717,733

Note	For the year ended June 30, 2026 ended	For the six-month period June 30, 2025
	(Rupees in thousand)	
Reconciliation to carrying amounts:		
Opening net assets as at July 01/ January 01	13,717,733	9,732,140
Increase in issued, subscribed and paid-up share capital	-	1,744,391
(Loss) / Profit for the year / period	(1,535,808)	2,241,391
Other comprehensive income for the year / period	4,578,096	-
Closing net assets as at June 30	16,760,020	13,717,922
Effect of equity method adjustments	4,297,121	2,931,645
Closing net assets after equity method adjustments	21,057,141	16,649,567
Group's share - %	33.66%	23.65% - 33.66%
Group's share	7,087,834	6,063,799
Carrying amount	7,087,834	6,063,799

Summarized statement of Comprehensive income

	For the period July 1, 2025 to June 30, 2026	For the period January 1, 2025 to June 30, 2025
Revenue	38,165,196	13,208,461
(Loss) / Profit before tax	(2,078,748)	2,092,663
(Loss) / Profit after tax	(1,535,808)	2,241,202
Other comprehensive income	4,578,096	-
Total comprehensive income	3,042,288	2,241,202

(Rupees in thousand)

60.2.2.1 At the time of acquisition, the interest was 23.65%, which subsequently increased to a maximum of 34.40%. As a result of dilution of investment on May 7, 2025, the Group's equity interest was reduced to 33.66%. The Group's equity interest in the associate remained unchanged at 33.66% throughout the current year.

61. BUSINESS COMBINATION

61.1 Acquisition method of accounting - IFRS 3 "Business Combination"

The acquisition method of accounting is used to account for all business combinations, as detailed in note 4.1.

61.2 Summary of acquisition - Pioneer Cement Limited

The Board of Directors of the Holding Company, in its meeting held on November 13, 2025, resolved to acquire a controlling interest in Pioneer Cement Limited ("PIOC"), a publicly listed company principally engaged in the manufacture and sale of cement. Pursuant to the requirements of the Listed Companies (Substantial Acquisition of Voting Shares and Takeovers) Act, 2017 and the Listed Companies (Substantial Acquisition of Voting Shares and Takeovers) Regulations, 2017, the Holding Company made a public announcement of its intention to acquire a controlling interest in PIOC on December 18, 2025.

The Holding Company entered into a Share Purchase Agreement dated December 17, 2025 with various shareholders of Pioneer Cement Limited ("PIOC") to acquire 131,820,554 ordinary shares, representing 58.03% of PIOC's issued and paid-up share capital, at a price of Rs 478.43 per share. Prior to the acquisition, the Group held 7.63% of the issued share capital of PIOC. In accordance with the Listed Companies (Substantial Acquisition of Voting Shares and Takeovers) Regulations, 2017, the Holding Company also completed a public offer on February 18, 2026, through which it acquired an additional 11.72% equity interest in PIOC. Accordingly, upon completion of the share purchase transaction on February 20, 2026, the Group's aggregate shareholding in PIOC increased to 77.38%, resulting in the Group obtaining control of PIOC. Consequently, PIOC was consolidated as a subsidiary of the Holding Company with effect from February 20, 2026. The acquisition has significantly increased the group's market share and create cost synergies.

Upon obtaining control, the previously held equity interest in PIOC was remeasured to fair value in accordance with IFRS 3 "Business Combinations". Based on the concept of 'control' as stipulated in IFRS 10 "Consolidated Financial Statements", the Holding Company concluded that it had obtained control over PIOC through its majority voting rights and ability to direct the relevant activities of PIOC.

61.3 Consideration paid

	(Rupees in thousand)
Consideration paid in cash	62,903,183
Fair value of equity interest held in PIOC held before the business combination - note 61.3.1	12,071,456
Total purchase consideration	74,974,639

61.3.1 This includes the fair value of the Group's previously held 7.63% equity interest in PIOC of Rs 4,758.091 million (transferred from short-term investments) and the fair value of the additional 11.72% equity interest acquired through the public offer on February 18, 2026 of Rs 7,313.365 million.

61.4 Acquisition related costs

Acquisition-related costs amounting to Rs 450.965 million have been recognised in gains and losses relating to business combinations in the consolidated profit and loss account for the year ended June 30, 2026.

61.5 Identifiable assets acquired and liabilities assumed

International Financial Reporting Standard 3, (IFRS 3) "Business Combinations", requires that all identified assets and liabilities acquired in a business combination should be carried at fair values in the acquirer's balance sheet and any intangible assets acquired in the business combination are required to be separately recognized and carried at fair values.

The acquisition has been accounted for using the acquisition method in accordance with IFRS 3. The standard permits the acquirer a measurement period of up to one year from the acquisition date to finalize the determination of the fair values of the assets and liabilities acquired and to identify and measure any separately recognizable intangible assets.

Identified assets acquired, liabilities assumed or incurred have been currently carried at provisional fair values determined by the management as at the acquisition date. The fair value exercise of identifiable assets and liabilities is currently in progress and will be completed within the allowed measurement period of one year specified under IFRS - 3. The carrying value of the below balances may change as a result of the fair value exercise as required under IFRS - 3. Any adjustment arising at the time finalization of this exercise will be incorporated with retrospective effect from the date of acquisition.

Summary of provisional fair values and provisional goodwill arising on acquisition of 77.38% stake in PIOC is as follows:

Summarized statement of financial position

	Provisional fair values as at acquisition date (Rupees in thousand)
Assets	
Property, plant and equipment	66,525,014
Investment Property	1,081,995
Long-term advances and deposits	82,548
Stores, spares and loose tools	5,897,849
Stock-in-trade	1,263,920
Trade receivables	1,705,525
Loans and advances	198,654
Short-term prepayments	25,002
Other receivables	68,702
Short-term investments	3,861,321
Cash and bank balances	884,410
	81,594,940
Liabilities	
Long-term financing	2,833,333
Long-term deposits	41,971
Deferred taxation	19,614,997
Employee benefit obligations	396,346
Trade and other payables	8,873,511
Retention money payable	75,968
Provision for taxation - net	1,804,856
Contract liabilities	93,152
Sales tax payable - net	93,788
Accrued mark-up / profit on financing	74,604
Short-term borrowings	790,799
Current portion of long-term financing	833,334
Unclaimed / unpaid dividend	97,528
	35,624,187
Net identifiable assets acquired	45,970,753
Non controlling interest - note 61.5.1	(10,399,200)
Add: Goodwill	39,403,086
Net assets acquired	74,974,639

The goodwill recognized on acquisition is attributable to the expected strategic and economic benefits arising from the acquisition of Pioneer Cement Limited. These benefits principally comprise expected synergies from the integration of operations, economies of scale, optimization of production and distribution networks, and the enhanced market position of the Group in the cement sector. The goodwill is not expected to be deductible for tax purposes.

There were no acquisitions in the year ended June 30, 2025.

61.5.1 The Group elected to recognise the non-controlling interests at their proportionate share of the acquiree's identifiable net assets.

61.5.2 The provisional fair value of acquired trade receivables is Rs 1,705.525 million. The gross contractual amount for trade receivables due is Rs 1,870.068 million, with a loss allowance of Rs 0.164 million recognised on acquisition.

61.6 Goodwill - provisional

At the acquisition date, goodwill arose as the fair value of the consideration transferred by the Group exceeded the fair value of the identifiable net assets acquired.

	Recognised values
	(Rupees in thousand)
Fair value of identifiable net assets	45,970,753
Percentage of identifiable net assets acquired	77.38%
	35,571,553
Purchase consideration paid in cash	62,903,183
Fair value of equity interest held in PIOC held before the business combination	12,071,456
Total purchase consideration	74,974,639
Goodwill - provisional	39,403,086

The Group recognised a loss of Rs 1,902.916 million upon remeasurement of its previously held equity interest in PIOC to fair value at the acquisition date. The loss has been recognised in gains and losses relating to business combinations in the consolidated statement of comprehensive income for the year ended June 30, 2026.

61.7 Purchase consideration - cash outflow

Outflow of cash to acquire subsidiary, net of cash acquired

	(Rupees in thousand)
Cash consideration	(62,903,183)
Less: Cash and cash equivalents over which control is obtained	
Cash and bank balances	884,410
Net outflow of cash - investing activities	(62,018,773)

62. CORRESPONDING FIGURES

Corresponding figures have been re-arranged and reclassified, wherever necessary, for the purpose of comparison and better presentation, however, no significant reclassification has been made.

63. DATE OF AUTHORIZATION FOR ISSUE

These consolidated financial statements were authorized for issue by the Board of Directors of the Holding Company in their meeting held on July 30, 2026.


DIRECTOR


CHIEF FINANCIAL OFFICER


DIRECTOR



MAPLE LEAF CEMENT FACTORY LIMITED

POSTAL BALLOT PAPER

Postal Ballot Paper for voting through post for the Special Business at the Annual General Meeting to be held on Thursday, September 17, 2026 at 12:30 PM at 42-Lawrence Road, Lahore, the Registered Office of the Company and through video conferencing.

Contact Details of the Chairman at which the duly filled in ballot paper may be sent:

Address: Maple Leaf Cement Factory Limited,
42-Lawrence Road, Lahore, Pakistan
E-mail address: chairman@kmlg.com
Phone: +92-42-36278904-05
Website: www.kmlg.com

Folio / CDS Account Number	
Name of Shareholder / Proxy Holder	
Registered Address	
Number of shares Held	
CNIC/Passport No. (in case of foreigner) copy to be attached	
Additional information and enclosures (in case of representative of body corporate, corporation and Federal Government).	
Name of Authorized Signatory	
CNIC/Passport No. (in case of foreigner) of Authorized Signatory (copy to be attached)	

Resolution For Agenda Item No. 3

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

“Resolved by way of special resolution that consent and approval of the members of Maple Leaf Cement Factory Limited (the “Company”) be and is hereby accorded and the Company be and is hereby authorized in terms of Section 199 of the Companies Act, 2017 (the “Act”) for investment in the form of loans/advances from time to time to Kohinoor Textile Mills Limited, the holding company, up to an aggregate sum of Rs. 2,000 million (Rupees two thousand million only) for a period of one year commencing September 18, 2026 to September 17, 2027 (both days inclusive) at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher. Vide special resolution passed in general meeting held on October 16, 2025, by the shareholders, the Company was authorized to extend a facility of similar nature to the extent of Rs. 1,000 million which is valid till October 31, 2026.

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

Resolution For Agenda Item No. 4

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

“Resolved by way of special resolution that consent and approval of the members of Maple Leaf Cement Factory Limited (the “Company”) be and is hereby accorded and the Company be and is hereby authorized in terms of Section 199 of the Companies Act, 2017 (the “Act”) for investment in the form of loans / advances from time to time

to Maple Leaf Capital Limited, an associated company, upto an aggregate sum of Rs. 2,000 million (Rupees two thousand million only) for a period of one year commencing September 18, 2026 to September 17, 2027 (both days inclusive) at the mark-up rate of one percent above three months KIBOR or one percent above the average borrowing cost of the Company, whichever is higher. Vide special resolution passed in general meeting held on October 16, 2025, by the shareholders, the Company was authorized to extend a facility of similar nature to the extent of Rs. 1,000 million which is valid till October 31, 2026.

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

Resolution For Agenda Item No. 5

To ratify and approve transactions conducted with the Related Parties for the year ended June 30, 2026 by passing the following special resolution with or without modification: -

“**Resolved** that the transactions conducted with the Related Parties as disclosed in the note 47 of the unconsolidated financial statements for the year ended June 30, 2026 and specified in the Statement of Material Information under Section 134(3) be and are hereby ratified, approved and confirmed.”

Resolution For Agenda Item No. 6

To authorize the Board of Directors of the Company to approve transactions with the Related Parties for the financial year ending on June 30, 2027 by passing the following special resolution with or without modification: -

“**Resolved** that the Board of Directors of the Company be and is hereby authorized to approve the transactions to be conducted with the Related Parties on case-to-case basis for the financial year ending on June 30, 2027.

Resolved further that these transactions by the Board shall be deemed to have been approved by the shareholders and shall be placed before the shareholders in the next Annual General Meeting for their formal ratification/approval.”

Instructions For Poll

1. Please indicate your vote by ticking (√) the relevant box.
2. In case if both the boxes are marked as (√), your poll shall be treated as “**Rejected**”.

I/we hereby exercise my/our vote in respect of the following special resolution through ballot by conveying my/our assent or dissent to the resolution by placing tick (√) mark in the appropriate box below:

Resolution	No. of ordinary shares for which votes cast	I/We assent to the Resolution (FOR)	I/We dissent to the Resolution (AGAINST)
Resolution For Agenda Item No. 3			
Resolution For Agenda Item No. 4			
Resolution For Agenda Item No. 5			
Resolution For Agenda Item No. 6			

Notes:

1. Dully filled ballot paper should be sent to the Chairman at 42-Lawrence Road, Lahore or email at chairman@kmlg.com
2. Copy of CNIC/ Passport (in case of foreigner) should be enclosed with the postal ballot form.
3. Ballot paper should reach the Chairman one day before AGM i.e. on September 16, 2026 . Any postal ballot received after this date, will not be considered for voting.
4. Signature on ballot paper should match with signature on CNIC/Passport (In case of foreigner).
5. Incomplete, unsigned, incorrect, defaced, torn, mutilated, over written poll paper will be rejected.

6. 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.
7. Ballot Paper form has also been placed on the website of the Company at www.kmlg.com. Members may download the ballot paper from the website or use an original/photocopy published in newspapers.

Shareholder / Proxy Holder Signature/Authorized Signatory
(In case of corporate entity, please affix company stamp)

Place: _____
Date: _____

نومبر پر پیش، خطوط اور کوئی دیگر دستاویزات یا آلات عمل کرنے کے واحد مجاز ہیں۔

قرارداد برائے ایجنڈا آئٹم نمبر 5

درج ذیل خصوصی قرارداد کو معرکہ 30 جون 2026 تک سال کے لئے متعلقہ پارٹیوں کے ساتھ کی گئی لٹرائزیشن کی تصدیق اور منظوری دینا۔

قرارداد نمبر 30 جون 2026 تک سال کے لئے غیر اشیاء شدہ مالی گوشواروں کے نوٹ 47 میں انکشاف اور نوٹ (3) 134 کے تحت باہمی معلومات کے بیان میں مخصوص ہے اور بذریعہ ہذا تصدیق منظور اور توثیق کی جاتی ہے۔

قرارداد برائے ایجنڈا آئٹم نمبر 6

درج ذیل قرارداد کو معرکہ 30 جون 2027 تک سال کے لئے متعلقہ پارٹیوں کے ساتھ کی جانے والی لٹرائزیشن کی تصدیق اور منظوری دینے کا اختیار دینا۔

قرارداد نمبر 30 جون 2027 تک سال کے لئے متعلقہ پارٹیوں کے ساتھ کی جانے والی لٹرائزیشن کی تصدیق اور منظوری دینے کے لئے اختیار دینا۔
مزید قرارداد نمبر 30 جون 2027 تک سال کے لئے متعلقہ پارٹیوں کے ساتھ کی جانے والی لٹرائزیشن کی تصدیق اور منظوری دینے کے لئے اس کے سالانہ اجلاس عام میں حصہ داران کے درمیان جاری کی گئی۔

انتخابات کے لئے ہدایات

1۔ براہ مہربانی متعلقہ بکس میں ٹک (✓) کا نشان لگا کر اپنے ووٹ کا اظہار کریں۔

2۔ بصورت اگر دونوں بکس میں ٹک (✓) کا نشان لگا دیا گیا تو آپ کا ووٹ "مسترد" تصور ہوگا۔

میں/ہم مسترد ہوا قراردادوں کے سلسلے میں پیش بیٹ کے ذریعے اپنا/اپنے ووٹ استعمال کرتے ہیں اور ذیل میں مناسب بکس میں ٹک (✓) کا نشان لگا کر قراردادوں پر اپنی رضامندی یا اختلاف رائے دیتے ہیں:

قرارداد	عام حصص کی تعداد جن کے لئے ووٹ کا سٹ کیا جائے گا	میں/ہم قرارداد پر رضامند ہیں (FOR)	میں/ہم قرارداد کے خلاف ہیں (AGAINST)
قرارداد برائے ایجنڈا آئٹم نمبر 3			
قرارداد برائے ایجنڈا آئٹم نمبر 4			
قرارداد برائے ایجنڈا آئٹم نمبر 5			
قرارداد برائے ایجنڈا آئٹم نمبر 6			

نوٹس:

1۔ صحیح طریقے سے پُر شدہ پیش بیٹ جیترین کو 42۔ لائنز درج ذیل ہوں: chairman@kmlg.com پر ای میل بھیجنا چاہیے۔

2۔ CNIC / پاسپورٹ کی کاپی (غیر ملکی کی صورت میں) پیش بیٹ فارم کے ساتھ منسلک ہونی چاہیے۔

3۔ بیٹ ایف ایف سے ایک دن قبل یعنی 16 ستمبر 2026 کو صدارت جاس تک پہنچ جانے چاہئیں۔ اس تاریخ کے بعد موصول ہونے والی کوئی بھی پیش بیٹ ووٹنگ کے لیے قبول نہیں کیا جائے گا۔

4۔ بیٹ ایف ایف پر دخل CNIC / پاسپورٹ (غیر ملکی کی صورت میں) کے دخل سے نمائش ہونا چاہئے۔

5۔ مکمل، بغیر دخل شدہ، غلط، کٹ کر رکھا ہوا، پھٹا ہوا، مسخ شدہ، دوبارہ لکھا ہوا بیٹ ایف ایف مسترد کر دیا جائے گا۔

6۔ ہاؤس کارپوریشن، کارپوریشن، وفاقی حکومت کے نمائندے کی صورت میں، کمپنیز ایکٹ 2017 کے سیکشن 138 یا 139، جیسا کہ قابل اطلاق ہو، کے مطابق بیٹ ایف ایف کے ساتھ مجاز شخص کے CNIC کی کاپی، بورڈ کی قرارداد، پاور آف اٹارنی / اقرار نامہ لیٹر وغیرہ کی تصدیق شدہ کاپی ضروری ہے۔

7۔ بیٹ ایف ایف فارم بکس کی ویب سائٹ www.kmlg.com پر بھی رکھا گیا ہے۔ اراکین ویب سائٹ سے بیٹ ایف ایف ڈاؤن لوڈ کر سکتے ہیں یا اخبارات میں شائع ہونے والی اصل / فوٹو کاپی استعمال کر سکتے ہیں۔

شیئر ہولڈر / پراکسی ہولڈر / مجاز دخل کنندہ کے دخل:

(کارپوریشن ادارہ کی صورت میں، براہ مہربانی کمپنی کی مہر ثبت کریں)

تاریخ:

مقام:



MAPLE LEAF CEMENT FACTORY LIMITED

پوشل بیلٹ پیپر

بروز جمعرات 17 ستمبر 2026 کو دوپہر 12:30 بجے کھلی کے رجسٹرڈ آفس 42- لارنس روڈ، لاہور میں منعقد ہونے والے سالانہ عام اجلاس میں خصوصی امور کے لیے ڈاک کے ذریعے دو ٹکٹ کے لیے طلب کیے۔

جنٹر میں کے راہداری تھیں جہاں ہا کا عدد شدہ طلبہ بھی ارسال کیا جاسکتا ہے:

پتہ: میٹل لیف سینٹ فیلڈری لمیٹڈ

42- لارنس روڈ، لاہور، پاکستان

ای میل ایڈریس: chairman@kmlg.com

فون: 05-42-36278904-92+ ویب سائٹ: www.kmlg.com

	فولیو ای ڈی ایس کا ڈسٹ نمبر
	شیئر ہولڈر/پراکسی ہولڈر کا نام
	رجسٹرڈ ایڈریس
	ملکیتی حصص کی تعداد
	CNIC/پاسپورٹ نمبر (بصورت فیرنگی) کا پی منسلک ہو
	اضافی معلومات اور وضاحتیں (ہاڈی کارپوریٹ، کارپوریٹن اور وفاقی حکومت کے نمائندہ کی صورت میں)
	جواز وثقہ کٹہہ کا نام:
	جواز وثقہ کٹہہ کا CNIC/پاسپورٹ نمبر (بصورت فیرنگی) (کا پی منسلک ہو)

قرارداد برائے ایجنڈا آئٹم نمبر 3

غور و خوض اور اگر بہتر خیال کیا گیا تو کمپنیز ایکٹ 2017 کی دفعہ 199 کے تحت ڈائریکٹرز کی سفارشات کے مطابق درج ذیل قرارداد کو معطل یا باطل کر دیا جائے گا۔

”خصوصی قرارداد کے ذریعے قرار پایا کہ میٹل لیف سینٹ فیلڈری لمیٹڈ (کمپنی) کو اربابین کی رضامندی اور منظوری دی جاتی ہے اور بذریعہ ہڈا تین ماہ کے KIBOR شرح سے ایک فیصد زیادہ یا کمپنی کے اوسط قرضہ کی لاگت سے ایک فیصد زیادہ، جو بھی زیادہ ہو، کے مارک اپ شرح پر 18 ستمبر 2026 تا 17 ستمبر 2027ء (دونوں ایام سمیت) ایک سال کی مدت کیلئے 2,000 ملین روپے (دو ہزار ملین روپے صرف) مجموعی رقم تک ہولڈنگ کمپنی کو فوریکسٹائل ٹرمینل میں دفنا فوٹا قرضوں/پیشگیوں کی شکل میں سرمایہ کاری کیلئے ایکٹ 2017ء کی دفعہ 199 کے مطابق ہو۔ حصص داران کی طرف سے 16 اکتوبر 2025ء کو منظور شدہ اجلاس عام میں منظور شدہ خصوصی قرارداد کی زد سے، کمپنی 1,000 ملین روپے کی حد تک اس طرح کی سہولت کو وسیع کرنے کی اجازتی جو 31 اکتوبر 2026ء تک کارآمد ہے۔

مزید قرار پایا کہ کمپنی کے چیف ایگزیکٹو آفیسر اور کمپنی سیکرٹری بذریعہ ہڈا بالا قراردادوں کو مقررہ شرائط کیلئے ہولڈنگ کمپنی کو قرضوں/پیشگیوں کے سلسلہ میں فراڈیشن مکمل کرنے کیلئے تمام ضروری اقدامات اٹھائے، وفاقی اور علاقائی کارپوریٹ اور وفاقی لوازمات پورے کرنے لیکن محدود جس سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے ہاں تمام مطلوبہ قانونی فارمز اور تمام دیگر دستاویزات جمع کرانے، تمام ایسے نوٹس، پورس، خطوط اور کوئی دیگر دستاویزات یا آلات مکمل کرنے کے واحد مجاز ہیں۔“

قرارداد برائے ایجنڈا آئٹم نمبر 4

غور و خوض اور اگر بہتر خیال کیا گیا تو کمپنیز ایکٹ 2017 کی دفعہ 199 کے تحت ڈائریکٹرز کی سفارشات کے مطابق درج ذیل قرارداد کو معطل یا باطل کر دیا جائے گا۔

”خصوصی قرارداد کے ذریعے قرار پایا کہ میٹل لیف سینٹ فیلڈری لمیٹڈ (کمپنی) کو اربابین کی رضامندی اور منظوری دی جاتی ہے اور بذریعہ ہڈا تین ماہ کے KIBOR شرح سے ایک فیصد زیادہ یا کمپنی کے اوسط قرضہ کی لاگت سے ایک فیصد زیادہ، جو بھی زیادہ ہو، کے مارک اپ شرح پر 18 ستمبر 2026 تا 17 ستمبر 2027ء (دونوں ایام سمیت) ایک سال کی مدت کیلئے 2,000 ملین روپے (دو ہزار ملین روپے صرف) مجموعی رقم تک ایس ایف ایف ٹرمینل لیف ٹرمینل میں دفنا فوٹا قرضوں/پیشگیوں کی شکل میں سرمایہ کاری کیلئے ایکٹ 2017ء کی دفعہ 199 کے مطابق ہو۔ حصص داران کی طرف سے 16 اکتوبر 2025ء کو منظور شدہ اجلاس عام میں منظور شدہ خصوصی قرارداد کی زد سے، کمپنی 1,000 ملین روپے کی حد تک اس طرح کی سہولت کو وسیع کرنے کی اجازتی جو 31 اکتوبر 2026ء تک کارآمد ہے۔

مزید قرار پایا کہ کمپنی کے چیف ایگزیکٹو آفیسر اور کمپنی سیکرٹری بذریعہ ہڈا بالا قراردادوں کو مقررہ شرائط کیلئے ہولڈنگ کمپنی کو قرضوں/پیشگیوں کے سلسلہ میں فراڈیشن مکمل کرنے کیلئے تمام ضروری اقدامات اٹھائے، وفاقی اور علاقائی کارپوریٹ اور وفاقی لوازمات پورے کرنے لیکن محدود جس سیکورٹیز اینڈ ایکسچینج کمیشن آف پاکستان کے ہاں تمام مطلوبہ قانونی فارمز اور تمام دیگر دستاویزات جمع کرانے، تمام ایسے



MAPLE LEAF CEMENT FACTORY LIMITED

PROXY FORM

I/We _____

of _____

being a member of MAPLE LEAF CEMENT FACTORY LIMITED hereby appoint _____

_____ Name (Folio / CDC A/c No., if Member)

of _____

or failing him/her _____

_____ Name (Folio / CDC A/c No., if Member)

of _____ member(s) of the Company, as my/our proxy to attend, speak and vote for and on my/our behalf at the 66th Annual General Meeting of the Company to be held at its Registered Office, 42-Lawrence Road, Lahore, Thursday, September 17, 2026 at 12:30 PM and/or any adjournment thereof.

As witness given under my/our hand(s) on this _____ day of _____, 2026.

1. Witness:

Signature : _____

Name : _____

CNIC : _____

Address : _____

: _____

2. Witness:

Signature : _____

Name : _____

CNIC : _____

Address : _____

: _____

Notes:

- Proxies, in order to be effective, must be received at the Company's Registered Office not later than 48 hours before the time for holding the meeting and must be duly stamped, signed and witnessed.
- Attested copies of the CNIC or the passport of the Shareholders / CDC beneficial owners and the proxy shall be furnished with the proxy form.
- The proxy shall produce his original CNIC or original passport at the time of the meeting.
- In case of corporate entity, the Board of Directors resolution/power of attorney with specimen signature shall be submitted (unless it has been provided earlier) along with proxy form to the Company.
- A member shall not be entitled to appoint more than one proxy.

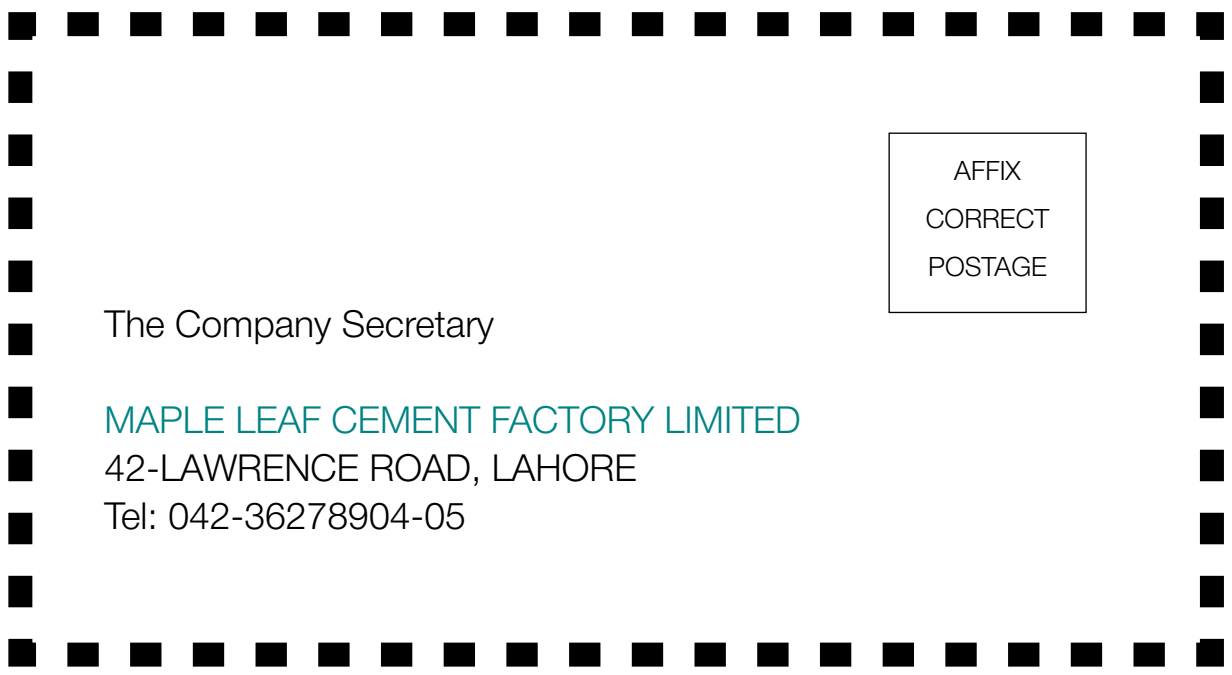
Affix
Revenue
Stamp of Rs. 50/-

Signature of Member / Attorney
(Please also affix company stamp,
in case of corporate entity)

Shares Held: _____

Folio No.	CDC Account No.	
	Participant I.D.	Account No.

CNIC No. [][][][][] - [][][][][] - [][][][][]



AFFIX
CORRECT
POSTAGE

The Company Secretary

MAPLE LEAF CEMENT FACTORY LIMITED
42-LAWRENCE ROAD, LAHORE
Tel: 042-36278904-05

42-لارنس روڈ، لاہور

annual report 2026 | 403

AFFIX
CORRECT
POSTAGE

The Company Secretary

MAPLE LEAF CEMENT FACTORY LIMITED

42-LAWRENCE ROAD, LAHORE

Tel: 042-36278904-05

ان ارکان کو غیر حاضری کی رخصت دی گئی جو آڈٹ کمیٹی کے اجلاسوں میں شرکت نہیں کر سکتے تھے۔
جناب شفیق احمد خان، سال کے دوران آڈٹ کمیٹی کے رکن تھے اور انہوں نے 102 اجلاسوں میں شرکت کی۔
جناب شفیق احمد خان، سابقہ چیئر مین آڈٹ کمیٹی نے 16 اکتوبر 2025 کو منعقدہ گزشتہ AGM میں شرکت کی۔
بورڈ آڈٹ کمیٹی سمیت بورڈ کمیٹیوں کی کارکردگی کی سالانہ تشخیص کرتا ہے۔

ہیومن ریسورس اور ریمیزیشن (HR & R) کمیٹی

نام	عہدہ
جناب ذوالفقار منو	چیئر مین (آزاد ڈائریکٹر)
جناب قمل حسین بخاری	رکن (آزاد ڈائریکٹر)
جناب دانیال توفیق سہیل	رکن (ٹرانزیکٹو ڈائریکٹر)

ہیومن ریسورس اینڈ ریمیزیشن کمیٹی کا ایک اجلاس 12 نومبر 2025 کو منعقد ہوا۔
سال کے دوران جناب شفیق احمد خان ہیومن ریسورس اینڈ ریمیزیشن کمیٹی کے رکن تھے۔

ڈائریکٹرز کا مشاہرہ

بورڈ آف ڈائریکٹرز نے ایک "ڈائریکٹرز ریمیزیشن پالیسی" منظور کی ہے، جس کی خصوصیات درج ذیل ہیں:
☆ کوئی ڈائریکٹر خود اپنا مشاہرہ متعین نہیں کرے گا۔

☆ کسی گروپ کمیٹی کے ریگولر پیڈ چیف ایگزیکٹو، سپانسرز اور ایڈجسٹڈ ڈائریکٹرز اور کل وقتی کام کرنے والے ڈائریکٹرز کے علاوہ ایک ڈائریکٹر کی اجلاس فیس بغیر ٹیکس خالص رقم 125,000/- روپے (ایک سو بیس ہزار روپے صرف) فی اجلاس بورڈ کے اجلاس اور ان کی کمیٹی کے اجلاس میں شرکت کے لئے 25,000/- روپے (بیس ہزار روپے صرف) یا بورڈ کی طرف سے وقتاً فوقتاً متعین کردہ کے مطابق ہوگی۔

☆ موجودہ وقت کے لئے اور/یا بعد میں ترمیم شدہ لاگو ایسی ادائیگی پر اگر کوئی ٹیکس کی ذمہ داری ہوگی تو کمیٹی برداشت کرے گی۔

☆ کمیٹی کے لئے اور کی جانب سے منعقدہ اجلاسوں میں شرکت اور دیگر امور کے لئے ڈائریکٹرز کی طرف سے خرچ کئے جانے والے تمام اخراجات، بشمول سفری، ہوٹل چارجز اور دیگر اخراجات کمیٹی سے وصول کرنے کے اہل ہوں گے۔

☆ کمیٹی کے چیئر مین اور چیف ایگزیکٹو سمیت ڈائریکٹرز کو ادا کئے جانے والے مشاہرہ کی تفصیلات کا انکشاف غیر مجموعی مالی حسابات کے نوٹ 48 میں کیا گیا ہے۔

شیر ہولڈنگ کا نمونہ

30 جون 2026 کے مطابق کمپنیز ایکٹ 2017 کے تحت کمیٹی کے شیر ہولڈنگ کا نمونہ منسلک کیا گیا ہے۔

اعمال و تفکر

بورڈ اس موقع پر حصص دار ملازمین، گاہکوں، بینکوں اور دیگر اسٹیک ہولڈرز کے اعتماد اور یقین جو انہوں نے ہم پر کیا، کے لئے دل کی گہرائیوں سے شکریہ ادا کرتا ہے۔

برائے اور منجانب بورڈ

سید طارق سہیل
چیف ایگزیکٹو آفیسر

سید گلن رضا نقوی
ڈائریکٹر

لاہور 30 جولائی 2026

ترتیب:

02	آزاد ڈائریکٹرز
04	دیگر نان ایگزیکٹو ڈائریکٹرز
02	ایگزیکٹو ڈائریکٹرز (شمولی ای او)
01	خاتون ڈائریکٹر (نان ایگزیکٹو)
	ڈائریکٹرز اور بورڈ کے اجلاس

زیر جائزہ سال کے دوران، بورڈ آف ڈائریکٹرز کے پانچ اجلاس پاکستان میں منعقد ہوئے ہیں اور پاکستان سے باہر کوئی اجلاس منعقد نہیں ہوا۔ سال کے دوران کسی بھی ڈائریکٹر کا کوئی عہدہ خالی نہیں ہوا ہے۔ ہر ایک ڈائریکٹر کی حاضری حسب ذیل کے مطابق ہے:

کنٹری	نام	اجلاسوں میں حاضری کی تعداد
آزاد ڈائریکٹرز	جناب ذوالفقار منو	5
	جناب جمل حسین بخاری	2
دیگر نان ایگزیکٹو ڈائریکٹرز	جناب طارق سعید سہگل (چیئر مین)	5
	جناب توفیق سعید سہگل	5
	جناب ولید طارق سہگل	4
	جناب دانیال توفیق سہگل	5
ایگزیکٹو ڈائریکٹر	جناب سعید طارق سہگل (چیف ایگزیکٹو آفیسر)	5
	سید محسن رضا نقوی	5
خاتون ڈائریکٹر (نان ایگزیکٹو ڈائریکٹر)	محترمہ جہاں آراء سہگل	4

ڈائریکٹر جو بورڈ کے اجلاس میں شرکت نہیں کر سکتے تھے کو غیر حاضری کی رخصت دی گئی۔

سال کے دوران منعقد ہونے والے ڈائریکٹرز کے انتخابات کے نتیجے میں، اوپنیز ایکٹ، 2017 اور سلیپٹیز (کارپوریٹ گورننس کوڈ) ریگولیشنز، 2019 کے تقاضوں کے مطابق، مذکورہ بالا بورڈ آف ڈائریکٹرز کی از سر نو تشکیل کی گئی۔

جناب شفیق احمد خان بورڈ آف ڈائریکٹرز کے ڈائریکٹر تھے اور انہوں نے 3 اجلاسوں میں شرکت کی۔ وہ 31 دسمبر 2025 کو ریٹائر ہو گئے۔
سلیپٹیز (کارپوریٹ گورننس کوڈ) ریگولیشنز، 2019 کے تقاضوں کے مطابق درج ذیل کمیشنوں کی بھی از سر نو تشکیل کی گئی:-

آڈٹ کمیٹی

مالی سال کے دوران، آڈٹ کمیٹی کے چار (04) اجلاس منعقد ہوئے ہیں۔ ہر ایک ڈائریکٹر کی حاضری حسب ذیل کے مطابق ہے:

نام	عہدہ	اجلاسوں میں حاضری کی تعداد
جناب ذوالفقار منو	چیئر مین (آزاد ڈائریکٹر)	3
جناب جمل حسین بخاری	رکن (آزاد ڈائریکٹر)	2
جناب ولید طارق سہگل	رکن (نان ایگزیکٹو ڈائریکٹر)	3
جناب دانیال توفیق سہگل	رکن (نان ایگزیکٹو ڈائریکٹر)	4

(iii) ضلعی آفیسر (ماحولیات) میانوالی کے تعاون سے کارپوریٹ سماجی ذمہ داری کے ایک حصے کے طور پر صحت مند اور خوشگوار ماحول کو برقرار رکھنے کے لئے وسیع پیمانے پر درخت لگانے کا پروگرام جاری رکھا ہوا ہے۔

(iv) کھیتی اپنی پائنت سائٹ پر اپنا ہسپتال اور ٹرانا سنٹر رکھتی ہے۔ کارکنوں کی محفوظ صحت کو یقینی بنانے کے لئے ملازمین کی پیشہ ورانہ صحت، باقاعدہ ابتدائی طبی امداد اور سی پل آر تربیتی پروگرام منعقد کئے جاتے ہیں۔

اصل خطرات، مشکلات اور غیر یقینی

کھیتی کو مندرجہ ذیل اہم خطرات اور مشکلات درپیش ہیں:

i۔ روپیہ کی قدر میں کمی اور بین الاقوامی مارکیٹ میں کوئلہ کی قیمتوں میں اضافہ منافع مارجن کی کمی۔

ii۔ برآمدی فروخت پر کم مارجن، سیسٹ در آمد کرنے والے ممالک کی طرف سے کٹری کی گئی رکاوٹیں اور جنوبی افریقہ کی طرف سے عائد کی گئی ایٹمی ڈمپنگ ڈیوٹی۔

iii۔ سود کی زیادہ شرح۔

iv۔ ایندھن کے زیادہ نرخ۔

v۔ آپریشنل اخراجات میں مجموعی طور پر افراط زر کا اضافہ۔

vi۔ سیسٹ میں نوچکرز کے درمیان صلاحیت میں زبردست اضافہ کی وجہ سے قیمت اور فروخت کے حوالے سے مسابقت۔

vii۔ چادکن سیلاب کے اثرات جس نے ملک کے بڑے علاقوں کو متاثر کیا ہے۔

آرمنا نریشن پیش آنے والے ممکنہ چیلنجوں اور غیر یقینی صورتحال جو کہ بڑھنے کا امکان ہے کا مقابلہ کرنے کے لئے موثر طریقے سے لیس ہے۔ مشنر کہ تجربے، مہارت اور موثر کاروباری رپورٹنگ کے ذریعے، انتظامیہ ہمیشہ داخلی اور خارجی چیلنجوں سے آگاہ رہتی ہے۔ کھیتی نے مندرجہ خصوصی کرس فنکشنل ٹیمیں تشکیل دی ہیں جو آگے کے نقطہ نظر کو اچاگر کرنے کے لئے مستقل طور پر اہم امور اور خطرات کے بارے میں تبادلہ خیال کرتی ہیں۔ PSDP ایلیکشن میں کمی اور برآمدی منڈیوں میں کم مارجن کے باعث، منجمنٹ کی قیادت میں مارکیٹنگ ٹیم نے غیر استعمال شدہ مقامی مارکیٹوں میں اپنی موجودگی بڑھانے کے لئے موثر انداز سے مارکیٹ میں داخل ہونے اور ڈویلپر، ڈیلرز اور گھریلو صارفین کے درمیان مہلک لیف سیسٹ فیکٹری لمیٹڈ کو ایک مشہور قابل اعتماد براڈر بنانے کی حکمت عملی کا آغاز کیا ہے۔ مجموعی افراط زر کو پورا کرنے کے لئے، پورے سال میں لاگت بچانے کے اقدامات کئے گئے۔ مالی لاگت کو کم کرنے کے لئے، آپریٹنگ نقد بہاؤ کو موثر طور پر استعمال اور آپریٹنگ سائیکل میں کمی کرتے ہوئے مختصر مدتی قرضوں کو کم کیا گیا۔ سخت مسابقت کا سامنا کرنے کے لئے، منجمنٹ اس بات کو یقینی بناتی ہے کہ پیداوار اور فروخت کی اپنی مستقل صلاحیت کو بھرپور بروئے کار لایا گیا ہے۔

مصرفات

سال کے لئے کھیتی (واحد) کے ٹیکس کے بعد منافع کی تقسیم حسب ذیل ہے:

2025	2026	تفصیل
روپے ہزاروں میں		
17,036,374	8,445,631	بعد از ٹیکس منافع
-	-	منافع منقسمہ
17,036,374	8,445,631	برقرار رکھی گئی آمدنی میں مشغلہ بینلنس
		لیڈرشپ سٹرکچر
		بورڈ آف ڈائریکٹرز اور کمیٹیوں کی تشکیل
		ڈائریکٹرز کی کل تعداد:
		(a)۔ مرد 8
		(b)۔ خاتون 1

کمپنی حکمت عملی کے ساتھ اپنے قیمتی سرمایہ کاری کے پورٹ فولیو کو فزیکل سائبر سیکیورٹی میں بڑھاتی ہے، اپنی مستقبل کی نمو کی صلاحیت سے مستفید ہو رہی ہے۔ اس اقدام کے حصے کے طور پر، کمپنی نے 30-جون-2026 تک انگریزیک لیونڈ میں 33.66 فیصد حصص حاصل کر لئے ہیں اور گروپ کی مجموعی ہولڈنگ 40.12 فیصد ہے۔

کمپنی کے سرمایہ کاری اخراجات/ جاری توسیع کی کاروباری شرح
کمپنی اپنے پلانٹ سائٹ پر شیشی توانائی کے منصوبوں کی تنصیب کے ساتھ پائیدار اور قابل تجدید توانائی میں سرمایہ کاری کر رہی ہے۔

بعد کے واقعات
مالی سال 2025-26 کے اختتام کے بعد کوئی قابل ذکر واقعات نہ نمائیں ہوئے ہیں۔

کاروبار کی نوعیت میں تبدیلی
کمپنی یا اسکی ذیلی کمپنیوں، یا کسی دیگر کمپنی جس میں کمپنی دلچسپی رکھتی ہو کے کاروبار کی نوعیت سے متعلقہ مالی سال کے دوران کوئی تبدیلی وقوع پذیر نہیں ہوئی ہے۔

غیر مالی کارکردگی
معیار، صارف کا اطمینان، ملازمین کی ترقی اور پیشہ ورانہ معیارات کمپنی کے کلیدی شعبے ہیں جہاں انتظامیہ نے ان کو بہتر بنانے کے لئے ضروری اقدامات اٹھائے ہیں۔ کمپنی اس وقت اعلیٰ معیار کی مصنوعات تیار اور فراہم کر رہی ہے جو گا کہوں کے زیادہ سے زیادہ اطمینان کو یقینی بناتی ہیں۔ سال کے دوران، کمپنی نے موجودہ انسانی سرمائے کی ترقی کے لئے مختلف کارکردگی کی تشخیص کی ہے۔ کمپنی تمام اسٹیک ہولڈرز کے ساتھ انتہائی اطمینان بخش تعلقات کو برقرار رکھے ہوئے ہے۔ کمپنی نے مختلف کمپنیاں تشکیل دی ہیں جو کلیدی شعبوں کی موثر نگرانی کی ذمہ دار ہیں۔

کارپوریٹ سماجی ذمہ داری
کمپنی معاشرے کی طرف اپنی ذمہ داری کو تسلیم کرتی ہے اور مستقل بنیادوں پر مختلف دفاعی اداروں کے ذریعہ معاشرے کی فلاح کے منصوبوں کو مالی اعانت فراہم کر کے اپنا فرض ادا کرتی ہے۔ کمپنی کو پاکستان سفر برائے انسان دوستی نے معاشرتی اور دفاعی شراکت میں قائد کی حیثیت سے تسلیم کیا ہے اور کمپنی ان کیڈمٹیز کا قیمری ممبر بننے کی کوشش کرتی ہے جہاں وہ موجود ہے۔

کمپنی نے میڈیکل سوشل سائنسز پراجیکٹ میں بھی حصہ لیا ہے اور اس سلسلے میں، کمپنی کے بورڈ آف ڈائریکٹرز اور ہولڈنگ کمپنی کے بورڈ نے مشترکہ طور پر گلاب دیوی جیوس ہسپتال (جی ڈی سی ایچ) لاہور میں اعلیٰ میڈیکل کالج میں ایڈمنسٹریشن کی تعمیر کے لئے عطیہ کیا ہے۔

کمپنی نے ماضی میں بھی میڈیکل سوشل سائنسز پراجیکٹ میں حصہ لیا اور اس سلسلے میں، کمپنی نے گلاب دیوی جیوس ہسپتال (GDCH) لاہور میں سعید بھگل کارڈیک کینسلر تعمیر کر کے ایک جدید کارڈیک سہولت عطیہ کی تھی۔

کوہنور ہسپتال ایف گروپ نے متعدد سماجی ذمہ داریوں کی اپنی کارکردگی کی حد میں "تیرہواں 13th کارپوریٹ سماجی ذمہ داری پیمائش ایوارڈ" حاصل کیا ہے۔

ماحول پر اثرات اور صنعتی اثرات کو کنٹرول کرنے کے لئے مقامی اقدامات
روایتی طور پر، سینٹ پائٹس کو ماحول دوستی کا فقدان ہوتا ہے لیکن کمپنی نے صنعتی اثرات کو کنٹرول کرنے کے لئے جدید ترین آلات نصب کئے ہیں۔ ارد گرد کے ماحول پر صنعتی اثرات کو کم کرنے کے لئے، کمپنی ملازمین اور مقامیوں کو صحت مند ماحول فراہم کرنے کے لئے تمام تر کوششیں کر رہی ہے۔ اس سلسلے میں کمپنی کی طرف سے ماحول دوستی کی اہم کوششیں مندرجہ ذیل ہیں:

- (i) قدرتی ماحولیاتی معیار کے مطابق اسٹیک کے اخراج اور اثرات کے لئے باقاعدگی سے ماہانہ ماحولیاتی نگرانی کرنا۔
- (ii) کمپنی ماحول کی حفاظت کے لئے سب سے بہترین ڈسٹ کالیکشن electrostatic precipitators اور بیک فلٹرز کے ساتھ ایس، جدید FLSmidth اے/ایس

موزوں داخلی کنٹرول

بورڈ آف ڈائریکٹرز داخلی کنٹرول کے حوالے سے اپنی ذمہ داری سے آگاہ ہیں اور اس کے مطابق آپریشنز کے اثرات اور موثر عمل کو یقینی بنانے، کمپنی کے اثاثوں کی حفاظت، قابل اطلاق قوانین اور قواعد و ضوابط کی تعمیل اور قابل اعتماد مالیاتی رپورٹنگ کو یقینی بنانے کے لئے داخلی مالیاتی کنٹرول کا ایک موثر نظام قائم کیا گیا ہے۔ کمپنی کا آزاد داخلی آڈٹ باقاعدگی سے مالیاتی کنٹرول کے عملدرآمد کا جائزہ اور نگرانی کرتا ہے، جبکہ آڈٹ کمیٹی داخلی کنٹرول فریم ورک کی موثرگی اور مالیاتی گوشواروں کا سرہانی بنیاد پر جائزہ لیتی ہے۔

مالی گوشواروں کی تیاری اور پیش کرنے کی انتظامیہ کی ذمہ داری

پاکستان میں قابل اطلاق اوکیٹیز ایکٹ، 2017 (XIX of 2017) کی ضروریات کے مطابق منجمنٹ اکاؤنٹنگ اور رپورٹنگ کے معیارات کے تحت مالی گوشواروں کی تیاری اور منصفانہ طور پر پیش کرنے کی اپنی ذمہ داری سے بخوبی آگاہ ہے اور انتظامیہ اس طرح کے داخلی کنٹرول کا تعین کرتی ہے جو مالی گوشواروں کی تیاری کے لئے ضروری ہے تاکہ وہ مادی غلط تشہیر سے پاک ہوں، چاہے دھوکہ دہی یا غلطی کی وجہ سے ہو۔

پائیداری کے خطرات اور مواقعوں سے خطفے میں بورڈ اور اس کے ممبران کا کردار

بورڈ طویل مدتی کارپوریٹ قدر پیدا کرنے کے لئے کمپنی کی پائیداری کی حکمت عملی، ترجیحات اور اہداف کا تعین کر کے کمپنی کے اندر پائیداری کے خطرات اور مواقعوں کی گورننس اور نگرانی کا ذمہ دار ہے، جس میں ماحولیاتی، معاشرتی اور گورننس کے معاملات شامل ہیں۔

بورڈ اس بات کو یقینی بناتا ہے کہ تنوع، مساوات اور شمولیت (ڈی ای اینڈ آئی) کو فروغ دینے کی پالیسیوں میں صنفی مرکزی دھارے میں لانے، صنفی مساوات اور کمپنی کے بورڈ، انتظامیہ اور افرادی قوت میں خواتین کی شرکت کی حوصلہ افزائی کی گئی ہے۔

آڈیٹرز

کمپنی کے موجودہ آڈیٹرز میسرز اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس، نے سال کے لئے کمپنی کے مالی گوشواروں پر اپنی آزاد آڈیٹ رپورٹ میں کمپنی کے امور پر ایک غیر کوالیفائیڈ رائے کا اظہار کیا ہے۔

بورڈ آف ڈائریکٹرز نے آڈٹ کمیٹی کی تجویز کے مطابق، آئندہ سالانہ عام اجلاس میں اراکین کی منظوری سے مشروط، میسرز اے ایف فرگوسن اینڈ کو، چارٹرڈ اکاؤنٹنٹس، کی تقرری کی سفارش کی ہے۔

ادائیگیوں، ڈیٹ اقرضہ، فیکسز اور لیویز کی ناپیدائی

بہترین کاروباری طریقوں پر عملدرآمد کرتے ہوئے، کمپنی واجب رقوم کی بروقت ادائیگی کی اپنی ذمہ داری کو تسلیم کرتی ہے۔ زیر جائزہ سال کے دوران قرضہ ڈیٹ کی ادائیگی پر کوئی ناپیدائی درج نہیں کرائی گئی۔ مزید برآں، مالی سال کے اختتام پر فیکسز، ڈیویڈنڈز اور لیویز کی مدد میں کوئی ادائیگی زائد الیحاد یا جھٹکا نہیں ہے۔

مستقبل کا نقطہ نظر

کمپنی مقامی سینٹ مارکیٹ کے لیے ایک سازگار نقطہ نظر پیش کرتی ہے، جو کہ حکومت کے بنیادی ڈھانچے کے اقدامات کی متوقع توسیع اور ریکل اسٹیٹ کی طلب میں بحالی کے ذریعے کارفرما ہے۔ ان عوامل سے توقع کی جاتی ہے کہ وہ فروخت کے بہتر مواقع پیدا کریں گے اور پائیدار موم میں معاون ہوں گے۔ اگلے مالی سال 2026-27 کے دوران مشرق وسطیٰ میں جاری جنگی صورتحال کے باعث عالمی سطح پر کھلے اور پھٹے کوک کی قیمتوں میں نمایاں اضافہ ہو سکتا ہے، جس کے نتیجے میں ایندھن کی لاگت پر مبنی اثر پڑنے کا خدشہ ہے۔ تاہم، کمپنی مستقبل میں مارجن کو بہتر بنانے کے لیے اپنی لاگت کو کم کرنے پر توجہ مرکوز رکھے گی۔ کمپنی نے کامیابی کے ساتھ تباہل ایندھن کے لیے ایک پائیدار سپلائی چین تیار کی ہے، جو عملی طور پر پریشل کارکردگی اور ماحولیاتی ذمہ داری کے لیے اپنی وابستگی ظاہر کرتی ہے۔ توقع کی جاتی ہے کہ ان ایندھن کے انضمام سے کاربن کے اخراج میں کمی میں مدد ملے گی جبکہ لاگت میں بھی نمایاں بچت ہوگی، اس طرح مجموعی منافع اور پائیداری میں اضافہ ہوگا۔

کمپنی صحت کی دیکھ بھال کے شعبے میں سڑجنگ سرمایہ کاری کے لیے پُر عزم ہے تاکہ پاکستان میں جدید ترین طبی سہولیات تک رسائی کو بڑھایا اور عوامی ضرورت کو پورا کیا جاسکے۔ اس ورژن کے مطابق کمپنی نے اپنے ذیلی ادارہ، نووا کیئر ہسپتال (پرائیویٹ) اینڈ (NHPL) میں سرمایہ کاری کی ہے۔ NHPL فی الحال اسلام آباد میں اپنا ہیڈ کوارٹر چلاتا ہے۔

برآمدی فروخت حجم 266,568 ٹن سے کم ہو کر 80,053 ٹن رہ گیا، جو گزشتہ مدت کے مقابلے میں 69.97 فیصد کمی کو ظاہر کرتا ہے۔ اس کمی کی بنیادی وجہ افغانستان کے ساتھ تجارتی سرگرمیوں میں قفل تھا۔

موجودہ مالی سال کے دوران مشرق وسطیٰ میں پیدا ہونے والی صورتحال کے باعث سپلائی چین میں خلل پڑنے سے عالمی سطح پر پیٹ کوک کی قیمتوں میں اضافہ ہوا۔ درآمد شدہ کوکس اور پیٹ کوک کے مقابلے میں نسبتاً سستا درہ کوئلہ مقامی طور پر دستیاب تھا۔ زبرد جائزہ مدت کے دوران کمپنی نے درہ کوئلے اور دیگر دستیاب مقامی ایندھن پر زیادہ انحصار کیا۔ کمپنی کی انتظامیہ نے اخراجات میں کمی کے لیے مختلف اقدامات شروع کیے اور تمام شعبوں میں متعدد منصوبے نافذ کیے، جن میں متبادل ایندھن کا استعمال بھی شامل ہے۔ ان اقدامات کے نتیجے میں کمپنی کے لیے صاف/ ماحول دوست توانائی کے حصول اور خفیہ اخراجات میں کمی کے ساتھ ساتھ پلانٹ کے آپریشن کو بہتر بنانے میں مدد ملی، جبکہ مستقل اخراجات میں کمی پر خصوصی توجہ مرکوز کی گئی۔

کمپنی نے اپنی بجلی پیدا کرنے کے ذرائع پر زیادہ تر انحصار کرتے ہوئے پھر کی جانب سے بجلی کے نرخوں میں اضافے کے ممکنہ منفی اثرات سے بچنے میں کامیابی حاصل کی۔ ان ذرائع میں کوئلے سے چلنے والا پاور پلانٹ (CFPP)، سولر پاور پلانٹس اور ویٹ ہیٹ ریکوری یونٹس شامل ہیں، جو کمپنی کے لیے بجلی کے حصول کے سست ترین ذرائع ہیں۔ فروخت کے حجم میں اضافے کے ساتھ ساتھ فروخت شدہ اشیاء کی لاگت میں مجموعی اضافے کے نتیجے میں رپورٹنگ مدت کے دوران غیر مستحکم شدہ مجموعی منافع 23,942 ملین روپے رہا، جو گزشتہ سال کی اسی مدت کے 23,747 ملین روپے کے مقابلے میں محض 0.82 فیصد اضافہ ہے۔ پنجاب میں قائم سینٹ پائلس کو خام مال کے اخراج پر عائد ہماری رابطہ چارجز کے باعث نمایاں مشکلات اور مسابقتی نقصان کا سامنا ہے۔

سال کے دوران آپریٹنگ منافع 24,128 ملین روپے سے کم ہو کر 18,877 ملین روپے رہ گیا، جس کی بنیادی وجہ میٹل ایف پاور لیجنڈ سے حاصل ہونے والی ڈیوڈنڈ آمدنی میں کمی تھی۔

رپورٹنگ مدت کے دوران کمپنی کو 4,020 ملین روپے کے خالص مالیاتی اخراجات کا سامنا کرنا پڑا، جو گزشتہ سال کی اسی مدت کے 2,464 ملین روپے کے مقابلے میں 63.16 فیصد زیادہ ہے۔ اس اضافے کی بنیادی وجہ پائونیر سینٹ لیجنڈ کے حصول کے لیے مالیاتی اداروں سے حاصل کی گئی نئی قرضوں کی ادائیگیوں کی سہولیات تھیں۔

رپورٹنگ مدت کے دوران کمپنی نے 14,856 ملین روپے کا غیر مجموعی قرض اٹلیس منافع درج کیا، جبکہ گزشتہ سال کی اسی مدت میں یہ منافع 21,664 ملین روپے تھا۔ رپورٹنگ مدت کے دوران غیر مجموعی قرض کی رقم 6,411 ملین روپے رہی، جبکہ گزشتہ مدت میں یہ 4,628 ملین روپے تھی۔

مذکورہ بالا احوال کے نتیجے میں رپورٹنگ مدت کے دوران بعد از قیس خالص منافع کم ہو کر 8,446 ملین روپے رہ گیا، جبکہ گزشتہ سال کی تقابلی مدت میں یہ 17,036 ملین تھا۔

میٹل ایف پاور لیجنڈ (MLPL)، جو کمپنی کی مکمل ملکیتی ذیلی کمپنی ہے اور درآمد شدہ کوئلے سے چلنے والے 40 میگا واٹ کپلو پاور پلانٹ کی تحصیل اور آپریشن کے لیے قائم کی گئی تھی، سے حاصل ہونے والے منافع پر ٹیکس عائد نہیں ہوتا۔ MLPL کے آپریشنز نے بجلی کی لاگت میں خاطر خواہ بچت فراہم کر کے کمپنی کے مجموعی مالیاتی نتائج پر مثبت اثر ڈالا ہے۔

فروری 2026 کے دوران کمپنی نے پائونیر سینٹ لیجنڈ میں 11.72 فیصد حصص داری کے حصول کے لیے پبلک آفر مکمل کی، جبکہ اسپانسرز سے مزید 58.03 فیصد حصص داری حاصل کی گئی، جس کے نتیجے میں میٹل ایف سینٹ فیکٹری لیجنڈ کی پائونیر سینٹ لیجنڈ میں ملکیتی حصص داری 77.38 فیصد ہو گئی۔ پہلے سے ملکیتی حصص کو شامل کرنے کے بعد پائونیر سینٹ لیجنڈ میں گروپ کی مجموعی حصص داری اب 88.28 فیصد ہے۔

ڈیوڈنڈ

30 جون 2026 مختصر سال کے لیے ڈیوڈنڈ پاس اور کرنے کا فیصلہ کیا گیا کیونکہ کمپنی نے پائونیر سینٹ لیجنڈ کے حصول اور نووا کینر ہاسٹل (پائونیر سینٹ لیجنڈ (NHPL) کی ایکٹیوٹی میں شراکت کر کے ہیلتھ کیئر سہولیات میں سرمایہ کاری کرنے کے لیے آپریشنز سے پیدا شدہ اپنی نقد رقم کو استعمال کیا ہے۔ مجموعی طور پر بہتر معیشت اور سینٹ کے ترسیلی حالات مستقبل میں ڈیوڈنڈ کی ادائیگیوں کے امکانات کو سازگار بنائیں گے۔

حصص داران کے لئے ڈائریکٹر رپورٹ

کمپنیز ایکٹ، 2017 کی دفعہ 227 کی قیام میں، آپ کی کمپنی کے ڈائریکٹرز 30 جون، 2026 تک ختم سال کے لئے غیر مجموعی آڈٹ شدہ مالیاتی گوشوارے پیش کرتے ہوئے خوشی محسوس کر رہے ہیں۔

مہیل ایف سیسٹم ٹیکنالوجیز لمیٹڈ (کمپنی) پبلک مندرجہ کمپنی اور کوہ نور ٹیکسٹائل لمیٹڈ کی ایک ذیلی کمپنی ہے۔ کمپنی کا اصل کاروبار سیسٹم کی پیداوار اور فروخت کرتا ہے۔
مہیل ایف سیسٹم ٹیکنالوجیز لمیٹڈ کی غیر مجموعی مالی جھلکیاں مندرجہ ذیل ہیں:-
مہیل ایف سیسٹم ٹیکنالوجیز لمیٹڈ - غیر مجموعی

تختہ سال (جولائی تا جون)				
2026	2025	تغیرات	فیصد	
----- (روپے ہزاروں میں) -----				
70,731,652	68,942,446	1,789,206	2.60%	خالص فروخت آمدنی
23,942,392	23,746,816	195,576	0.82%	مجموعی منافع
18,876,592	24,128,206	(5,251,614)	-21.77%	آپریٹنگ منافع
4,020,172	2,463,969	1,556,203	63.16%	مالی لاگت - خالص
14,856,420	21,664,237	(6,807,817)	-31.42%	ٹیکس سے پہلے منافع
6,410,789	4,627,863	1,782,926	38.53%	ٹیکسیشن
8,445,631	17,036,374	(8,590,743)	-50.43%	ٹیکس کے بعد منافع
8.06	16.26	(8.20)	-50.43%	فی شیئر آمدنی (روپے)

زیر جائزہ سال کے دوران کمپنی نے 70,732 ملین روپے کا خالص غیر مجموعی کاروباری حجم درج کیا، جبکہ گزشتہ اسی مدت میں یہ 68,942 ملین روپے تھا۔ کمپنی کی ٹاپ لائن میں 2.60 فیصد اضافہ ہوا، جس کی بنیادی وجہ مقامی ترسیلات میں 9.86 فیصد مقداری اضافہ تھا۔ تاہم، مالی سال کے دوران سیسٹم کے فی بیگ کی اوسط فروختی قیمت میں معمولی کمی واقع ہوئی، جس کی بنیادی وجہ لاگت پر مہنگائی کے اثرات میں کمی تھی۔

زیر جائزہ مدت کے دوران، پیداواری صلاحیت کے استعمال اور سیسٹم کی ترسیلات سے متعلق اعداد و شمار درج ذیل ہیں:

جولائی تا جون				
2026	2025	تغیرات	فیصد	
----- میٹرک ٹن -----				
3,784,077	3,681,406	102,671	2.79%	پیداوار کلکٹر کی پیداوار
4,163,157	3,994,063	169,094	4.23%	سیسٹم کی پیداوار
				سیسٹم کی فروخت
4,086,274	3,719,639	366,635	9.86%	مقامی
80,053	266,568	(186,515)	-69.97%	برآمدات
4,166,327	3,986,207	180,120	4.52%	

4,166,327 ٹن سیسٹم کا کل فروخت حجم گزشتہ مالی سال کے دوران فروخت شدہ 3,986,208 ٹن سے 4.52 فیصد کے اضافہ کو ظاہر کرتا ہے۔ مقامی فروخت حجم گزشتہ مالی سال سے 9.86 فیصد بڑھ کر 4,086,274 ٹن ہو گیا، جو کہ بنیادی طور پر مقامی مارکیٹ میں سیسٹم کی طلب میں اضافہ کی بدولت ممکن ہوا۔

شریک کمپنی

ایگریٹیک لیمنڈ (AGL)

کمپنی کے پاس ہر 10 روپے مالیتی قدر کے 201,663,428 عام حصص موجود ہیں، جو AGL کے حصص سرمایہ کا 33.66 فیصد بننے ہیں۔ 30 جون 2026 کو AGL کے عام حصص میں کمپنی کی سرمایہ کاری کی مارکیٹ قدر 10,376 ملین روپے تھی۔ 10 جنوری 2025 کو AGL گروپ کی شریک کمپنی بن گئی۔ ایگریٹیک لیمنڈ میں گروپ کی مجموعی حصص داری 40.12 فیصد ہے۔

کمپنیز ایکٹ، 2017 کی قیمل میں، سیکشن 227 کے تمام متعلقہ معاملات کو شیئر ہولڈرز کو ہماری واحد ڈائریکٹر رپورٹ میں رکھا گیا ہے۔

انتہا تفکر

ڈائریکٹرز گروپ کے اراکین، مالیاتی اداروں، صارفین اور ملازمین کے تعاون اور حمایت کے شکر گزار ہیں۔ وہ مختلف کردار میں کام کرنے والے ملازمین کی سخت محنت اور لگن کو بھی سراہتے ہیں۔

برائے اور منجانب پورڈ



سید طارق سید
چیف ایگزیکٹو آفیسر



سید رضا نقوی
ڈائریکٹر

لاہور 30 جولائی 2026

نظر ثانی اشتمال شدہ مالیاتی گوشواروں پر ڈائریکٹرز رپورٹ

ڈائریکٹرز 30 جون 2026 تختہ سال کے لیے میپل ایف سینٹ فیکٹری لیٹڈ (وی ہولڈنگ کمپنی) اور اس کی مکمل ملکیتی ذیلی کمپنیوں میپل ایف پاور لیٹڈ، نووا کیئر ہاسپٹلو (پرائیویٹ) لیٹڈ، اور ذیلی کمپنی پاپونیر سینٹ لیٹڈ اور اس کی شریک کمپنی ایگریٹیک لیٹڈ کے آؤٹدہ مجموعی مالیاتی گوشوارے پیش کرتے ہوئے خوشی محسوس کرتے ہیں۔

گروپ کے نتائج

گروپ نے گزشتہ سال کے 25,442 ملین روپے کے مقابلے میں 31,607 ملین روپے کا مجموعی منافع کمایا ہے۔ گروپ نے اس سال بعد از ٹیکس خالص منافع 12,565 ملین روپے کمایا ہے جبکہ پچھلے سال کے دوران 11,503 ملین روپے کمایا تھا۔

گروپ کے مجموعی مالیاتی نتائج درج ذیل ہیں:

30 جون 2025	30 جون 2026
----- روپے ملین میں -----	
68,654	85,146
25,442	31,607
19,048	24,585
1,918	3,969
11,503	12,565
----- (روپے) -----	
10.98	11.34

فروخت
مجموعی منافع
آپریٹنگ سے منافع
مالیاتی چارجز - خالص
ٹیکس کے بعد خالص منافع
فی حصص آمدنی - بنیادی اور معتدل

ذیلی کمپنیاں

میپل ایف پاور لیٹڈ (MLPL)

میپل ایف سینٹ فیکٹری لیٹڈ نے میپل ایف پاور لیٹڈ ("MLPL") کے نام سے ایک ذیلی کمپنی بنائی ہے۔ MLPL ("ذیلی ادارہ") کو پاکستان میں 15 اکتوبر 2015 گھنیز آرڈیننس، 1984 (ایکٹینز ایکٹ، 2017) کے تحت پبلک لیٹڈ کمپنی کے طور پر رجسٹر کیا گیا تھا۔ MLPL کا بنیادی مقصد ایکٹریک پاور جنریشن پلانٹ تیار، ڈیزائن کرنا، چلانا اور دیکھ بھال کرنا اور اس کے ساتھ ہولڈنگ کمپنی کو تکلیف پیدا کرنے، فروخت اور فراہمی کے کاروبار میں مشغول کرنا ہے۔

نووا کیئر ہاسپٹلو (پرائیویٹ) لیٹڈ

نووا کیئر ہاسپٹلو (پرائیویٹ) لیٹڈ ("NHPL") کو 21 مارچ 2023 کو پاکستان میں رجسٹر کیا گیا۔ NHPL کے کاروبار کی اصل لائن صحت کی دیکھ بھال کی سہولیات بشمول ہسپتال، فارمیسی، نرسنگ ہومز، کلینک، لیبارٹریز، ڈیٹیل کلینکس، اور صحت کی دیکھ بھال کے مراکز کا قیام، ان کا انتظام کرنا اور چلانا ہے۔ NHPL کا مقصد مختلف بیماریوں کے علاج سمیت صحت کی دیکھ بھال اور جراحی کی خدمات فراہم کرنا ہے۔ NHPL فی الحال ابتدائی مرحلہ میں ہے اور اس نے ہسپتال کے لیے زمین خرید لی ہے جس پر اس نے تعمیراتی کام شروع کر دیا ہے۔ NHPL کا رجسٹرڈ دفتر پلاٹ نمبر 11-12 سینٹرل کرسٹل - DHA-5، اسلام آباد پر واقع ہے۔

پاپونیر سینٹ لیٹڈ (PIOC)

فروری 2026 کے دوران کمپنی نے پاپونیر سینٹ لیٹڈ میں 11.72 فیصد حصص داری کے حصول کے لیے پبلک آفر مکمل کی، جبکہ اسپانسرز سے 58.03 فیصد حصص داری بھی حاصل کی گئی، جس کے نتیجے میں پاپونیر سینٹ لیٹڈ میں مجموعی ملکیتی حصہ 77.38 فیصد ہو گیا۔ پاپونیر سینٹ لیٹڈ میں گروپ کی مجموعی حصص داری 88.28 فیصد ہے۔



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